



# Campus Climate Report 2012

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Prepared by the Office of Institutional Effectiveness

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# Campus Climate Survey Executive Summary

## Spring 2012

### Southwestern College

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## Executive Summary

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## Survey Overview

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This report presents descriptive and analytical results related to the Campus Climate survey distributed to Southwestern College faculty members, classified professional staff and administrators during spring 2012. The survey queried employees to discern “prevailing attitudes, perceptions, and/or environmental conditions at Southwestern College in regard to governance, leadership and communication,”<sup>1</sup> workplace satisfaction, as well as their general observations of the college. In addition to the 2012 Campus Climate findings, this study also contains comparative analysis from the results of two prior distributions of the Campus Climate Survey that took place in fall 2010 and spring 2011. These collective data points have provided vital information regarding the perceptions of workplace satisfaction at Southwestern College.

The long term objective of Campus Climate report findings is to ensure that faculty and staff at Southwestern College work within an environment that fosters a climate of understanding, teamwork and respect. The importance and magnitude of the Campus Climate Survey Report provides that basis of serious dialogue for continuous improvement of the work environment, trust and satisfaction levels of faculty and staff. Equally important, this survey provides a process for input from staff and faculty regarding their perceptions about the District’s Governing Board and Superintendent/President. This feedback is an important aspect of SWC’s Governing Board self-evaluation process as well as their evaluation of the Superintendent/President.

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<sup>1</sup> From SWC Employee Survey participation request communication, March 2012.

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## Survey Overview (cont.)

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### Campus Climate Perception

According to the Accrediting Commission for Community and Junior Colleges (ACCJC), the primary purpose of an ACCJC-accredited institution of higher learning is to ensure “its resources and processes support student learning, continuously assesses that learning, and pursues institutional excellence and improvement” and should pursue an “ongoing, self-reflective dialogue about its quality and improvement.”<sup>2</sup> The latter point is of particular relevance in regard to the Campus Climate survey. Southwestern College’s ongoing effort to assess college employee perceptions of the institutional environment is a straightforward and critical means to advance institutional effectiveness. This data will be valuable in the preparation of the College’s 2015 Self Evaluation Report. The Campus Climate survey generates quantitative data that can be used to understand the current institutional environment and to identify workplace satisfaction trends over time.

### Survey Themes

In terms of survey query content, a committee comprised of faculty, staff, and administrators formulated several focal categories based on Western Association of Schools and Colleges (WASC) ACCJC standards and recommendations. These categories encompass institutional-level matters such as perceptions of campus leadership, shared governance, workplace environment, staff involvement in institutional processes, resource allocation, budget, technology and many other areas relevant to institutional efficacy. In terms of survey content, WASC accreditation standards guided the formulation of survey query items. As a rule, survey queries were organized into question groups/clusters. Survey themes included the following evaluative areas<sup>3</sup>:

#### *Campus Leadership and Shared Governance*

- How institutional leaders create an environment for empowerment, innovation, and institutional excellence.
- The role of leadership in regard to Southwestern College’s governance and decision-making structures and whether processes are regularly evaluated to assure their integrity and effectiveness.
- The presence of shared governance processes to facilitate discussion of ideas and effective communication among the institution’s constituencies.
- If institutional leaders encourage employees to take the initiative in improving the practices, programs, and services in which they are involved.
- Administrators exercise a substantial voice in institutional policies, planning, and budget that relate to their area of responsibility and expertise.

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<sup>2</sup> ACCJC. (2009). *Eligibility, Candidacy and Initial Accreditation Manual*, 23. 1-41. [http://www.accjc.org/wp-content/uploads/2012/02/Eligibility-Candidacy-and-Initial-Accreditation-Manual\\_August-2009.pdf](http://www.accjc.org/wp-content/uploads/2012/02/Eligibility-Candidacy-and-Initial-Accreditation-Manual_August-2009.pdf)

<sup>3</sup> Southwestern College. (2009). *Institutional Self-Study in Support of Reaffirmation of Accreditation*, 1-220.

### *Institutional Environment*

- Staff and faculty exercise a substantial voice in institutional policies, planning, and budget that relate to their area of responsibility and expertise.
- The existence of a systematic participative process to assure effective discussion, planning, and implementation of ideas for improvement.
- Whether a supportive environment of trust and respect exists for all employees at SWC.
- SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.

- *Institutional Processes*

- Whether faculty and administrators have a substantive and clearly defined role in institutional governance.
- The results of evaluations relating to shared governance and decision-making structures and processes are widely communicated to the employees and students.
- The institution organizes its key processes and allocates its resources to effectively support student learning.
- The staff has established mechanisms or organizations for providing input to institutional-level decisions.

## Respondent Demographics

Initial e-mail invitations for participation in the Campus Climate Survey-Spring 2102 were sent on March 14, 2012 and administered through March 29, 2012, with a follow-up reminder notice sent on March 27, 2012. A total of 1,448 invitations were distributed through the campus e-mail system. This anonymous survey was administered through Survey Monkey, a web-based survey software system, and contained sixty-seven query items. Each query item matched those in the two previous Campus Climate surveys distributed in spring 2011 and fall 2010. The survey closed on March 29, 2012.

Two hundred forty-six (246) surveys were completed for a response rate of 17%. This percentage is lower than the 22% response rate for spring 2011, when 340 surveys were completed out of 1,528 invitations, and fewer than fall 2010, when 598 surveys were completed out of 1,623 (a response rate of 37%). For the spring 2012 Campus Climate evaluation, 171 respondents answered all questions, while 75 respondents returned surveys with one or more survey items absent. Fifty-six percent (56%) of all survey respondents were either part-time or full-time faculty members. Nearly 70% of part-time faculty respondents have been employed less than ten years by the college; among full-time faculty respondents, 50% have 16 or more years of employment.

### *Job Classification*

The makeup of Campus Climate respondents remained relatively stable. Notable survey participation patterns included the following:

- Spring 2012 realized a higher proportion of full-time faculty participation compared to earlier survey distribution periods.
- The average years of employment among respondents were also highest in spring 2012.
- Greatest percentage participation occurred in fall 2010 among classified professionals.
- In spring 2011 and spring 2012, part- and full-time faculty comprised at least half of all survey submissions.

#### Respondents by Job Classification: Spring 2012

<b>Job Classification</b>	<b>%</b>	<b>N</b>	<b>Avg. Years Employed</b>
Management (Dean/Director/Supervisor/Senior Management)	11%	27	12.2
Classified Professional	32%	78	18.3
Faculty, Full-Time	26%	64	16.1
Faculty, Part-Time	30%	75	9.2
No Response	1%	2	-
<b>Total</b>	<b>100%</b>	<b>246</b>	<b>14.2</b>

#### Respondents by Job Classification: Spring 2011

<b>Job Classification</b>	<b>%</b>	<b>N</b>	<b>Avg. Years Employed</b>
Management (Dean/Director/Supervisor/Senior Management)	11%	38	12.4
Classified Professional	34%	117	13.1
Faculty, Full-Time	30%	101	14.1
Faculty, Part-Time	25%	84	8.3
No Response	0%	0	-
<b>Total</b>	<b>100%</b>	<b>340</b>	<b>12.1</b>

#### Respondents by Job Classification: Fall 2010

<b>Job Classification</b>	<b>%</b>	<b>N</b>	<b>Avg. Years Employed</b>
Management (Dean/Director/Supervisor/Senior Management)	8%	45	11.5
Classified Professional	43%	257	12.4
Faculty, Full-Time	25%	151	14.9
Faculty, Part-Time	23%	141	7.9
No Response	1%	4	-
<b>Total</b>	<b>100%</b>	<b>598</b>	<b>11.9</b>



### Gender

The participation of respondents by gender varied considerably:

- Female respondents comprised the majority of survey submissions in spring 2012 and fall 2010.
- Male respondents comprised nearly two-thirds of survey submissions in spring 2011.

#### Respondents by Gender: Spring 2012

Gender	%	N
Female	56%	138
Male	42%	104
No Response	2%	4
Total	100%	246

#### Respondents by Gender: Spring 2011

Gender	%	N
Female	38%	128
Male	62%	212
No Response	0%	0
Total	100%	340

#### Respondents by Gender: Fall 2010

Gender	%	N
Female	59%	350
Male	41%	244
No Response	1%	4
Total	100%	598

### Location

The location of respondents remained fairly stable during the three time periods:

- The percent composition of the “Main campus,” “HEC/Other,” and “Both” categories were consistent.
- Aggregate percentage averages for each location across time are 65%, 11% and 24%, respectively.

#### Respondents by Location: Spring 2012

Location:	%	N
Main Campus	61%	149
HEC/Other	13%	31
Both	26%	63
No Response	1%	3
Total	100%	246

#### Respondents by Location: Spring 2011

Location:	%	N
Main Campus	67%	229
HEC/Other	11%	39
Both	21%	72
No Response	0%	0
Total	100%	340

#### Respondents by Location: Fall 2010

Location:	%	N
Main Campus	65%	388
HEC/Other	10%	62
Both	24%	144
No Response	1%	4
Total	100%	598

### *Years Employed*

The years of employment among survey respondents varied considerably across the three distribution periods. Notable differences include:

- Approximately half of all respondents within each survey distribution period were comprised of employees who have worked for at most 5 years, or at least 21 years.
- In terms of absolute count, full-time faculty submitted the most surveys in fall 2010 with 257. Full-time faculty also submitted the highest relative percentage at 34%, in spring 2012.

#### Respondents by Years Employed: Spring 2012

Job Classification	Years Employed					Total
	0-5	6-10	11-15	16-20	21+	
Faculty, Part-Time	39%	30%	15%	8%	8%	74
Faculty, Full-Time	11%	13%	27%	16%	34%	64
Classified Professional	17%	16%	25%	12%	30%	76
Management (Dean/Director/ Supervisor/Senior Management)	31%	8%	35%	8%	19%	26
No Response	-	-	-	-	-	6
Total	24%	18%	23%	11%	23%	246

#### Respondents by Years Employed: Spring 2011

Job Classification	Years Employed					Total
	0-5	6-10	11-15	16-20	21+	
Faculty, Part-Time	51%	24%	12%	4%	10%	84
Faculty, Full-Time	17%	22%	25%	11%	26%	101
Classified Professional	21%	21%	28%	7%	23%	117
Management (Dean/Director/ Supervisor/Senior Management)	37%	8%	18%	8%	29%	38
No Response	-	-	-	-	-	0
Total	29%	21%	22%	7%	21%	340

#### Respondents by Years Employed: Fall 2010

Job Classification	Years Employed					Total
	0-5	6-10	11-15	16-20	21+	
Faculty, Part-Time	46%	29%	12%	6%	7%	45
Faculty, Full-Time	17%	21%	21%	14%	27%	257
Classified Professional	23%	20%	24%	13%	20%	151
Management (Dean/Director/ Supervisor/Senior Management)	37%	10%	23%	11%	20%	141
No Response	-	-	-	-	-	4
Total	28%	22%	20%	11%	19%	598

## Challenge Areas

In the future, an important challenge for the Office of Institutional Effectiveness will be to increase the participation rate of employees when institutional climate surveys are administered to the college community. A diminishing level of participation over the course of the three most recent Campus Climate distributions indicate a need to increase awareness of the survey's relevancy as an assessment instrument for state and regional agencies overseeing institutions of higher learning. Greater participation in later Campus Climate surveys will not only address this immediate need, but increase the reliability of data results, a key consideration in assuring the validity of institutional-level research.

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## Conclusion/Key Findings

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The focus of the spring 2012 and earlier Campus Climate surveys is to understand prevailing workplace attitudes and general perceptions of this institution among campus faculty, professional staff and administrators. As an evaluative tool, the Campus Climate survey provides important insights into Southwestern College's institutional environment. This type of institutional-level query permits a critical examination of the institutional environment at a fixed point in time and generates substantive data capable of addressing each of the ACCJC's focal categories and other areas of institutional concern—for instance, accreditation.

Moreover, the Campus Climate survey should be viewed as an essential source of information for guiding institutional dialogue. At the governance and leadership level, survey results serve as an important indicator of workplace sentiment related to the Governing Board, campus leadership, budgetary issues, and institutional planning. As such, the survey offers an important informational instrument to guide decision-making at the institutional level.

Overall, spring 2012 Campus Climate survey results related to institutional satisfaction are largely on par with spring 2011 Campus Climate survey levels. The following bullets are an abbreviated listing of key findings from the survey:

### **Campus Leadership, Shared Governance and Institutional Environment**

- In spring 2012, all job categories indicated a statistically significant increase in mean scores related to the Superintendent/President and Governing Board creating an environment promoting trust and respect compared to fall 2010.
- Perceptions of workplace intimidation among spring 2012 respondents remained statistically lower than levels found in fall 2010.
- When comparing overall mean scores with reference to feeling intimidated by others, results from fall 2010 to spring 2012 found statistically significant decreases in relation to the Superintendent/President, Governing Board, Vice-Presidents, and Department Chairs.
- The spring 2012 time period, compared to fall 2010, experienced a statistically significant increase in terms of overall mean score levels in regard to whether Administrators have a substantive and clearly defined role in the shared planning and decision making process.

- Understanding of shared planning and decision-making is statistically higher for spring 2012 when measured against fall 2010, and did not undergo a statistical retreat in comparison to spring 2011 levels.
- For spring 2012, substantive participation in the decision-making process was found to be statistically significant among full-time faculty for fall 2010.
- In spring 2012, full-time faculty members were the employee group with the highest mean score in regard to the Governing Board establishing itself as a policy-making body.
- In regard to the opportunity for constituents to provide input as part of Governing Board self-evaluation process, mean score levels were above fall 2010 levels for the classified, part-time faculty, and full-time faculty employee groups.
- Mean score levels for the Governing Board's utilization of a consistent and transparent self-evaluation process are higher in spring 2012 when compared to fall 2010 for classified, part-time faculty, and full-time faculty employee groups.
- In terms of ACCJC recommendations touching upon student learning programs and services, spring 2012 experienced a statistically significant overall increase compared to the fall 2010 baseline.
- While spring 2012 mean scores were higher in comparison to fall 2010, the "priorities of the College as established in planning documents are communicated College-wide" gain was offset by a decline in overall means scores after spring 2011.
- 51% of spring 2012 Campus Climate survey respondents indicated that they agree (strongly-moderately) that decision making processes are regularly evaluated compared to 27% in fall 2010.
- For spring 2012, the Governing Board listens and responds to recommendations from College constituencies query was strongly significant in comparison to fall 2010, however there was a statistically significant retreat in mean score values compared to the earlier spring 2011 survey distribution period.
- Campus morale did not experience a statistically significant change between spring 2011 and 2012—thus, campus morale has remained substantially unchanged since spring 2011.

### **Institutional Processes**

- 74% of employee groups agreed with the statement that their performance evaluations were "fair and appropriate."
- Overall mean scores related to budget development and budget processes were higher than fall 2010, but lower when compared to spring 2011.

- Three budget areas in spring 2012 were not improved in comparison to fall 2010 and experienced a decline in mean scores compared to spring 2011. These budget areas were related to fair and equitable budget allocation by, respectively: the school/center, campus departments, and campus programs.
- In spring 2012, 60% of respondents indicated agreement (strong-moderate) with the statement that dialogue related to student learning and institutional processes is being conducted in a collegial manner, up from 32% in fall 2010.
- Human Resources, Technology and Safety and Emergency realized statistically higher percentages related to institutional processes and departments allowing employees to perform their job effectively and efficiently.
- Items related to processes and the allocation of resources to effectively support student learning through faculty hiring prioritization, budget planning, enrollment management and strategic planning each experienced higher overall mean score levels when measured against fall 2010 and a decline after spring 2011.
- Spring 2012 Accreditation Self-Study and Institutional Program Review maintained a statistically significant score level first achieved in spring 2011 (each are substantially higher than fall 2010).
- 30% of spring 2012 respondents agreed with the statement that SWC is organized and staffed appropriately and proportionally, down from 44% in spring 2011.
- When measured against spring 2011, the spring 2012 queries related to workloads being fairly distributed among the members of a department and whether work is valued and appreciated in the workplace each experienced a statistically significant reduction in overall mean score level.

## Description of Statistical Methods Research Design

### Analysis Elements

An important component of the Campus Climate survey is the use of the mean and standard deviation. The mean is the average value of the data derived by summing score values and dividing by the number of terms. Within context of the survey, the standard deviation is a measure of the relative dispersion of survey scores. Interpretation of the standard deviation is important for accessing the precision of survey item data. A high value tends to indicate greater variability in the data away from the mean while a smaller may indicate data nearer the mean. Therefore, caution should be exercised when assessing percentage values—the standard deviation must be seen as an influential factor affecting the precision of this statistical measure.

The role of the p-value in the determination of statistical significance is a ubiquitous aspect of statistical research. Statistical significance refers to the likelihood that an observed result or relationship did not occur by chance, but rather by some underlying pattern. This likelihood is assigned a probabilistic value—the p-value.

### Survey Instrument

This research study utilized an anonymous campus climate survey administered through Southwestern College’s Microsoft Outlook personal information manager software system. Respondent anonymity was secured through the use of unique URLs generated automatically by the Survey Monkey survey software system upon submission by respondents. The use of anonymous workplace surveys inclines employees to participate more honestly and at a greater rate than survey techniques linking respondents to individual submissions.

Additionally, the use of a standardized survey utilizing a five-point Likert rating scale of *Strongly Agree*, *Moderately Agree*, *Moderately Disagree*, *Strongly Disagree*, and *No Opinion* is a relatively straightforward and familiar survey format—thus, enhancing the likelihood and incidence of survey item response rates. Another advantage of the Likert-item rating scale is that individual query results can be coded numerically (e.g. *Strongly Agree* = 4, *Moderately Agree* = 3, etc.) and used to generate descriptive statistical values such as means and standard deviations.<sup>4</sup>

### Conceptual Framework

These parametric values can then be employed in inferential testing procedures utilizing the t-test or the Analysis of Variance (ANOVA) statistical models. Here, the term “parametric” is a reference to those statistical quantities derived from the data that can be used to relate the variables or factors present in a given population of interest. The statistical testing of Likert rating scales often makes use of the t-test. This test is able to identify significant statistical differences between the means of two independent groups (this type of test is commonly referred to as a two-sample t-test). The ANOVA testing procedure is used when three or more independent groups are being compared for statistical differences across group means.

These inferential statistical tests also have non-parametric counterparts (Chi-square, Mann-Whitney U test, and others) and utilize the median, or data frequency, in lieu of the mean and standard deviation for statistical comparisons. However, the relative robustness of the t-test and ANOVA makes the use of these tests somewhat uncommon in surveys utilizing the Likert rating scale.

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<sup>4</sup> See “Overview of Statistical Methods” in Appendix for a more general discussion of Likert-item queries.

### Description of Statistical Methods (cont.)

In practice, a p-value under five percent is strong evidence, but not proof, that a given result is statistically significant. This five percent level is the most commonly accepted convention of probabilistic analysis, although the more stringent one-percent level ( $p < 0.01$ ) is sometimes used. From the theoretical perspective, the p-value is evidence that a “null hypothesis” can be rejected in favor of the “research” or “alternative” hypothesis.<sup>5</sup>

### Data Analysis

Both the t-test and ANOVA testing procedures are utilized in the statistical analysis of Campus Climate survey data. Descriptive data making use of histograms, means, and standard deviations is included to provide an outline of workplace data related to employee responses. Sample sizes are listed at both the summary and detail level to illustrate trends and differences in regard to the level of employee participation. In addition, the mean and standard deviation are included in descriptive tables to represent, respectively, central tendency and “spread.”

Of the two inferential statistical tests used in this report, the t-test is used to compare similar employee classes across time; for instance, *spring 2011 part-time faculty* versus *spring 2012 part-time faculty*. Statistical differences across means are understood to be statistically significant when p-values under five percent ( $p < 0.05$ ) occur.

The ANOVA model is used in this analysis when comparing individual survey question means across time. The use of ANOVA is dictated because the comparison of overall group means occurs across *three* distinct timeframes—fall 2010, spring 2011, and spring 2012. An important distinction between the ANOVA and t-test is that the former is strictly an “omnibus” test.

To overcome this issue, the Tukey Honestly Significant Difference (HSD) test is often used in conjunction with the ANOVA. The HSD test is performed after the ANOVA test is conducted and when an overall statistical significance has been found. Although other post-hoc tests can be utilized, it is by far the most common post-hoc test implemented with an ANOVA analysis.<sup>6</sup> The HSD test is quite similar in structure to the t-test, but with slight modification to correct for multiple comparisons. In essence, the ANOVA is a preliminary test of statistical significance and serves as precursor to further statistical analysis. All data analysis within this report utilized the Statistical Package for the Social Sciences (SPSS) software program.

### Alternative Modeling of Data

Finally, the Appendix contains an alternative modeling of survey data. This model utilizes aggregated (“Combined”) counts of Likert rating scale categories. By combining the *Strongly Agree* and *Moderately Agree* Likert rating scale categories into a new *Agreement (Strong-Moderate)* category, a simplified modeling of survey data is achieved.

The primary purpose of aggregating these query item scores is to recognize underlying response patterns related to institutional and workplace improvement, rather than more generalized patterns involving overall rating scale categories. The mean of the aggregated strongly agree and moderately agree categories, and their associated p-values, are listed to aid in the identification of statistical significance. Departures from the results of the earlier statistical model are noted.

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<sup>5</sup> See “Overview of Statistical Methods” in the Appendix for a technical discussion of statistical methodologies.

<sup>6</sup> Specifically, a single factor, or one-way, ANOVA analysis.

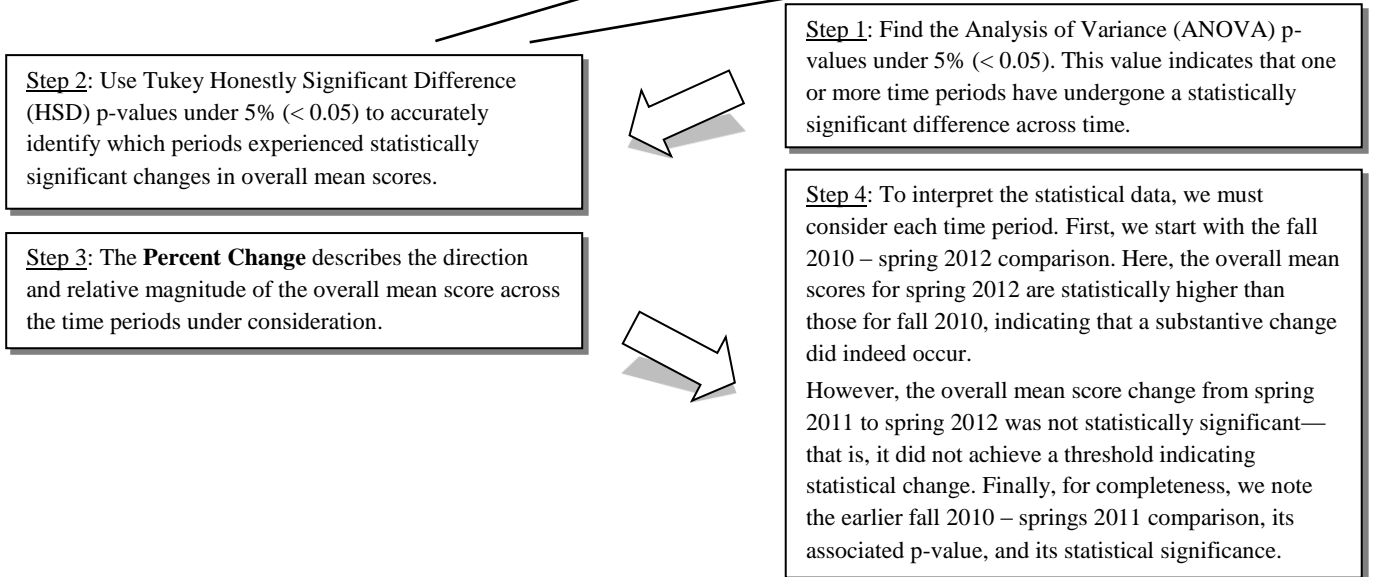


## Interpretative Guide to Statistical Results

The ANOVA / HSD tables within the body of the report provide a reference to identify those survey query items that experienced significant statistical change across the three time periods taken as a whole. An example ANOVA / HSD table is provided (Figure 1) in order to demonstrate how to interpret these tables. Statistically significant items are highlighted in green throughout the report in order to facilitate the identification of significant results.<sup>7</sup>

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	169	3.13	Fall 2010 - Spring 2012	11.2%	Yes	0.003	20.575	0.000
Spring 2011	256	3.33	Spring 2011 - Spring 2012	-6.1%	No	0.115		
Fall 2010	435	2.81	Fall 2010 - Spring 2011	18.4%	Yes	0.000		

Figure 1



**Note:** In those cases where the ANOVA p-value is greater or equal to five percent ( $p \geq 0.05$ ), HSD p-values will necessarily be greater or equal to five percent as well—thus, *not* statistically significant. Although Figure 2’s statistical “drill down” (supplemental analysis) of employee categories (explained in the next section) may be continued, category-by-category statistical significances should be downplayed in light of the overall result.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	214	2.80	Fall 2010 - Spring 2012	-2.9%	No	0.555	1.870	0.155
Spring 2011	309	2.97	Spring 2011 - Spring 2012	-5.7%	No	0.135		
Fall 2010	528	2.88	Fall 2010 - Spring 2011	3.0%	No	0.453		

Figure 2

<sup>7</sup> Table data is based on Question 50g (Figure 1 and employee category tables) and Question 2c (Figure 2).



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Additional statistical analysis accompanies each ANOVA / HSD tables. Employee category tables are provided to allow for a “drill down” analysis of changes across time for similar employee position. The p-values associated with this analysis utilize the **Student’s t-test** (or simply, t-test) model. Like the ANOVA / HSD analysis, p-values below five percent ( $p < 0.05$ ) are statistically significant. However, in reading these tables, emphasis must be given to those time periods that were found to be statistically significant in the corresponding ANOVA analysis (tables incorporating a green “overall” highlight). To do otherwise would give unwarranted attention to time periods that have not achieved a statistically significant threshold required in an ANOVA / HSD analysis.

The p-values ( $< 0.05$ ) for the “FT Faculty” and “Classified” positions are demonstrative of a statistically significant change occurring between spring 2012 and fall 2010 within these employee categories. Highlighted green area is the HSD p-value of overall significance. An asterisk indicates statistical significance within an employee category.

<b>Position</b>	<b>Spring 2012</b>			<b>Fall 2010</b>			<b>Spring 2012/Fall 2010</b>
	<u>Mean Score</u>	<u>Std. Dev.</u>	<u>n</u>	<u>Mean Score</u>	<u>Std. Dev.</u>	<u>n</u>	<u>p-value</u>
PT Faculty	2.89	.99	28	2.71	.96	49	.440
FT Faculty	3.27	.80	37	2.73	1.04	85	.006*
Classified	3.18	.81	33	2.82	.86	100	.035*
Administrator	3.11	.94	19	3.15	.71	33	.842
<b>Overall</b>	<b>3.13</b>	<b>.88</b>	<b>117</b>	<b>2.81</b>	<b>.93</b>	<b>267</b>	<b>.003</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk “\*” indicates statistical significance within employee category.

<b>Position</b>	<b>Spring 2012</b>			<b>Spring 2011</b>			<b>Spring 2012/Spring 2011</b>
	<u>Mean Score</u>	<u>Std. Dev.</u>	<u>n</u>	<u>Mean Score</u>	<u>Std. Dev.</u>	<u>n</u>	<u>p-value</u>
PT Faculty	2.89	.99	28	3.26	.64	38	.071
FT Faculty	3.27	.80	37	3.29	.80	62	.904
Classified	3.18	.81	33	3.32	.72	56	.400
Administrator	3.11	.94	19	3.54	.58	26	.063
<b>Overall</b>	<b>3.13</b>	<b>.88</b>	<b>117</b>	<b>3.33</b>	<b>.71</b>	<b>182</b>	<b>.115</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk “\*” indicates statistical significance within employee category.

<b>Position</b>	<b>Spring 2011</b>			<b>Fall 2010</b>			<b>Spring 2011/Fall 2010</b>
	<u>Mean Score</u>	<u>Std. Dev.</u>	<u>n</u>	<u>Mean Score</u>	<u>Std. Dev.</u>	<u>n</u>	<u>p-value</u>
PT Faculty	3.26	.64	38	2.71	.96	49	.003*
FT Faculty	3.29	.80	62	2.73	1.04	85	.001*
Classified	3.32	.72	56	2.82	.86	100	.000*
Administrator	3.54	.58	26	3.15	.71	33	.029
<b>Overall</b>	<b>3.33</b>	<b>.71</b>	<b>182</b>	<b>2.81</b>	<b>.93</b>	<b>267</b>	<b>.000</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk “\*” indicates statistical significance within employee category.

The p-values ( $< 0.05$ ) for the “PT Faculty,” “FT Faculty,” “Classified,” and “Administrator” positions indicate that a statistically significant change occurred between spring 2011 and fall 2010 across all employee categories. Highlighted green area is the HSD p-value of overall significance. Asterisks indicate statistical significance within each employee category.

Note: The ANOVA / HSD model is the primary test of statistical significance; however, t-test comparisons of employee categories permit a “drill down” (supplemental micro-analysis) of survey data across time periods.

## Campus Climate Survey Instrument: Group Question Summary

The following table summarizes each of the sixty-nine queries included in the spring 2012 Campus Climate survey. Survey queries are organized into nineteen distinct groupings and correlate to ACCJC WASC standards and to Southwestern College’s 2009 *Self-Study: Institutional Self-Study in Support of Reaffirmation of Accreditation*. For statistical research uniformity, listed survey query items have remained identical for each of the three most recent Campus Climate survey administrations (fall 2010, spring 2011, and spring 2012). Moreover, notable statistical outcomes related to each of the overarching ACCJC WASC institutional evaluations areas are incorporated into each survey group detail area.

Finally, these survey queries are based on accreditation mandates related to “The Standards” under ACCJC WASC adopted in June 2002, which stipulate:

*The institution mission provides the impetus for achieving student learning and other goals that the institution endeavors to accomplish. The institution provides the means for students to learn, assess how well learning is occurring, and strives to improve that learning through ongoing, systematic, and integrated planning (Standard I). Instructional programs, student support services, and library a learning support services facilitate the achievement of the institution’s stated student learning outcomes (Standard II). Human, physical, technology, and financial resources enable these programs and services to function and improve (Standard III). Ethical and effective leadership throughout the organization guides the accomplishment of the mission and supports institutional effectiveness and improvement (Standard IV).*

*A college wide dialogue that integrates the elements of the Standards provides the complete view of the institution that is needed to verify integrity and to promote quality and improvement.*

For a detailed description of ACCJC WASC standards, reference:

[http://www.accjc.org/wp-content/uploads/2010/09/Accreditation-Reference-Handbook\\_2012.pdf](http://www.accjc.org/wp-content/uploads/2010/09/Accreditation-Reference-Handbook_2012.pdf)

Table 1	Survey Group Questions	Primary WASC Standard
<b>Question Group I</b>	<b>Mission Statement and campus priorities.</b>	<b>I.A</b>
1	I am aware of the Mission Statement and priorities of the College...	
<b>Question Group II</b>	<b>Institutional leaders create an environment for empowerment, innovation, and institutional excellence.</b>	<b>IV.A</b>
2: a, b, c, d, e, f	Institutional leaders create an environment for empowerment, innovation, and institutional excellence...	
3: a, b, c, d, e, f	Institutional leaders create an environment that promotes institutional effectiveness...	
4	I feel the environment at SWC fosters institutional excellence...	
5	I feel the environment at SWC fosters innovation...	

<b>Table 1 (Cont.)</b>	<b>Survey Group Questions</b>	<b>Primary WASC Standard</b>
<b>Question Group III</b>	<b>A supportive environment of trust and respect exists for all employees at SWC.</b>	<b>IV.A, IV.B</b>
6	I feel an environment of trust and respect exists for all employees at SWC...	
7	The College fosters an environment of ethical behavior...	
8: a, b, c, d, e, f, g, h	Institutional leaders create an environment that promotes trust and respect...	
9: a, b, c, d, e, f, g, h	I feel intimidated by others at Southwestern College...	
10	I feel comfortable expressing my opinion...	
11	I would encourage someone to apply for a job at Southwestern College...	
<b>Question Group IV</b>	<b>Systematic participative processes are used to assure effective discussion, planning, and implementation of ideas for improvement.</b>	<b>I.B</b>
12	I feel that institutional leaders make optimal use of existing shared planning and decision making processes to assure effective discussion, planning and implementation of ideas for improvement...	
13	I understand how the shared planning and decision making processes are carried out at SWC...	
14	Input provided by me or the constituent group that represents me is welcomed, respected, and given appropriate consideration by institutional leaders when decisions are made...	
<b>Question Group V</b>	<b>Established mechanisms or organizations exist for providing input into institutional decisions.</b>	<b>IV.A</b>
15	I have a substantive and clearly defined role in the shared planning and decision making process...	
16	The Academic Senate has a substantive and clearly defined role in the shared planning and decision making process...	
17	The Classified Staff has a substantive and clearly defined role in the shared planning and decision making process...	
<b>Question Group VI</b>	<b>Administrators have a substantive and clearly defined role in institutional governance.</b>	<b>IV.A</b>
18	Administrators have a substantive and clearly defined role in the shared planning and decision making process...	
<b>Question Group VII</b>	<b>Representatives of constituency groups provide timely and accurate information.</b>	<b>IV.A</b>
19	Representatives of my constituency group (e.g., faculty, classified, administrators) provide me with timely and accurate information...	

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Table 1 (Cont.)	Survey Group Questions	Primary WASC Standard
<b>Question Group VIII</b>	<b>SWC relies on faculty, the Academic Senate and curriculum committee, and academic administrators for recommendations about student learning programs and services.</b>	<b>II.A, II.B, II.C</b>
20	ACCJC Standards establish that the Governing Board and Superintendent/President rely on the faculty, the Academic Senate and Curriculum Committee, and Academic Administrators for recommendations about student learning programs and services. SWC is in compliance with the standard.	
<b>Question Group IX</b>	<b>SWC has implemented hiring, promotion, and equal employment practices and provided appropriate orientation, training, and evaluation to ensure fairness for all employees.</b>	<b>III.A</b>
21	SWC has implemented hiring, promotion, and equal employment practices and provided appropriate orientation, training, and evaluation to ensure fairness for all employees...	
22	The hiring, promotion, and equal employment practices are fair to all employees...	
23: a, b	SWC demonstrates its commitment to addressing issues of equity and diversity...	
24: a, b	The following services are provided fairly to all employees...	
25	Performance evaluations are provided in a timely manner and applied fairly to all employees...	
26	Hiring, promotion, and equal employment practices are clearly stated, followed, and applied fairly...	
27: a, b	The employee orientation and staff development training I have received were helpful and appropriate...	
28	The performance evaluation(s) that I have received were fair and appropriate...	
29	SWC has a formal structure for employees to raise concerns and/or problems...	
<b>Question Group X</b>	<b>SWC has defined and communicated budget development and budget decision-making processes to achieve College goals.</b>	<b>III.D</b>
30	SWC has defined and communicated its budget development and budget decision making processes to achieve college goals...	
31	I am informed about how the budget development and budget decision making process occurs...	
32	My program/unit spends allocated funds responsibly...	
33	The budget development and budget decision making process is set up to achieve SWC priorities, as identified in the Strategic Plan...	
34	Strategic priorities drive budget decisions...	
35: a, b, c, d, e	Budget allocation is decided fairly and equitably in the following areas:...	

Executive Summary  
 Campus Climate Survey

Table 1 (Cont.)	Survey Group Questions	Primary WASC Standard
36	Accurate and complete information about the SWC budget is accessible and/or provided on request in a timely manner...	
<b>Question Group XI</b>	<b>The Governing Board has established itself as a policy-making body, delegated operational authority to the S/P, clarified management roles, and supported the authority of the management in the administration of the College.</b>	<b>IV.B</b>
37	The Governing Board establishes itself as a policy-making body, delegates operational authority to the Superintendent/President, clarifies management roles, and supports the authority of the management in the administration of the College...	
38	The Governing Board and Superintendent/President are aware of and demonstrate support for faculty, classified staff, students, and administration in the shared planning and decision making...	
<b>Question Group XII</b>	<b>The Governing Board has implemented a consistent self-evaluation process in which input from the College community is solicited and the self-evaluation results are posted on SWC's website and in SWC's public folder.</b>	<b>IV.B</b>
39	The Governing Board utilizes a consistent and transparent self-evaluation process in which input from the College community is solicited and the results are accessible and communicated to the college community...	
40	An opportunity was given for constituents to provide input as part of the Governing Board self-evaluation process...	
41	I am aware of the results of the Governing Board self-evaluation that are posted on the SWC website and in the Outlook public folder...	
<b>Question Group XIII</b>	<b>SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.</b>	<b>I.B</b>
42: a, b, c, d, e, f, g, h, i, j, k	SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes...	
43	My constituency group (faculty/classified/administrator) has been asked to participate in a dialogue about improving student learning...	
44	My constituency group (faculty/classified/administrator) has been asked to participate in a dialogue about improving institutional processes...	
45	I have participated in a dialogue about improving student learning...	
46	I have participated in a dialogue about improving institutional processes...	
47	Dialogue about student learning and institutional processes has been conducted in a collegial manner...	
48: a, b, c, d, e, f, g, h, i, j, k, l, m	The operational processes and departments listed below allow me to perform my job effectively and efficiently...	
49: a, b, c, d, e, f, g, h, i	I would like to have input into improving institutional processes...	

Executive Summary  
 Campus Climate Survey

Table 1 (Cont.)	Survey Group Questions	Primary WASC Standard
<b>Question Group XIV</b>	<b>The institution organizes its key processes and allocates its resources to effectively support student learning.</b>	<b>I.B</b>
50: a, b, c, d, e, f, g, h, i	The institution organizes its key processes and allocates its resources to effectively support student learning...	
51	SWC is organized and staffed appropriately and proportionately to reflect the institution's purpose, size, and complexity...	
52	SWC's planning process is broad-based, offers opportunities for input by appropriate constituencies, allocates necessary resources, and leads to improvement of institutional effectiveness...	
53	Student learning needs are central to the planning, development and design of new facilities...	
<b>Question Group XV</b>	<b>The results of evaluations relating to shared governance and decision-making structures and processes are widely communicated to the employees and the campus community.</b>	<b>I.B</b>
54	The priorities of the College as established in planning documents (e.g., Strategic Plan, Education Master Plan, Enrollment Management Plan, and Technology Plan, etc.) are communicated College-wide...	
<b>Question Group XVI</b>	<b>Needs assessment of campus resources.</b>	<b>III.A, III.B, III.C, III.D</b>
55: a, b, c, d, e	My needs are being met in each of the following areas?..	
<b>Question Group XVII</b>	<b>The role of leadership and SWC's governance and decision-making structures and processes are regularly evaluated to assure their integrity and effectiveness.</b>	<b>IV.A</b>
56	Decision making processes are regularly evaluated and the results are widely communicated and distributed to all members of the college community...	
57	The Governing Board listens and responds to recommendations from College constituencies...	
<b>Question Group XVIII</b>	<b>SWC workplace conditions and resources allow for the effective performance and equitable distribution of employee responsibilities.</b>	<b>III.A</b>
58	My work is valued and appreciated in the workplace...	
59	Employees are treated fairly and respectfully regardless of disability, gender, race/ethnicity, sexual orientation, political affiliation, or religious affiliation...	
60	My workload expectations are reasonable...	
61	Work responsibilities are within my job description...	
62	The workload is fairly distributed among the members of my department...	
63	My supervisor is approachable and understanding when I have a question related to my work responsibilities...	
64	I have been provided with updated training to perform the duties specified in my job description...	

Executive Summary  
 Campus Climate Survey

<b>Table 1 (Cont.)</b>	<b>Survey Group Questions</b>	<b>Primary WASC Standard</b>
65	I have been provided with the necessary tools and equipment to perform my job successfully...	
66	I have access to sufficient space to perform my job successfully...	
<b>Question Group XIX</b>	<b>Campus morale.</b>	<b>IV.A, IV.B</b>
67	How would you describe morale at Southwestern College today as compared to five years ago?	

Histograms / Data Analysis

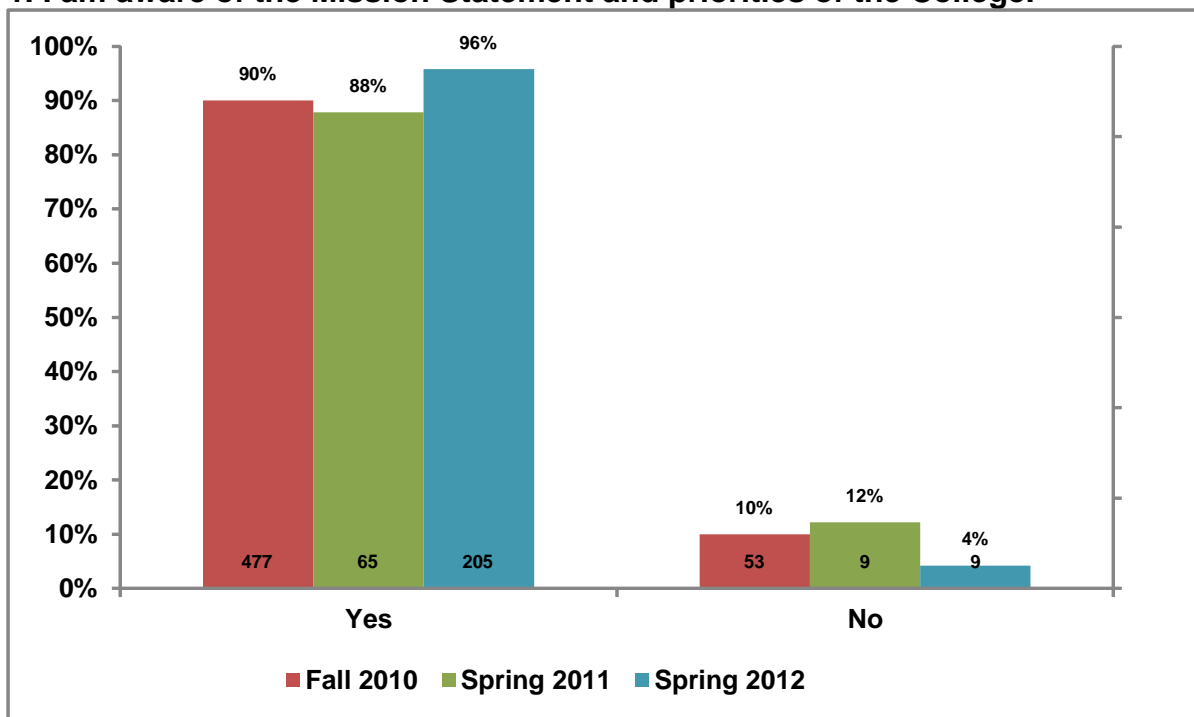
**Question Group I: Mission Statement and campus priorities.**

The Group I question (Q1) relates to WASC Standard I.A, which explains the importance of the institution showing a strong obligation to a mission that highlights student learning and to communicating the mission internally and externally. The spring 2012 Campus Climate survey began with a “Yes” or “No” question about employee awareness of the college’s Mission Statement and campus priorities. The histogram below, and the associated statistical analysis on the following page, illustrates the results of the surveys encompassing fall 2010, spring 2011 and spring 2012.

Overall findings of the three survey administrations include:

- Spring 2012 experienced the highest level of Mission Statement and college priority awareness among the fall 2010, spring 2011 and spring 2012 time periods.
- Spring 2012 percentage levels are found to be the only statistically significant result across the three survey distribution periods.

**1. I am aware of the Mission Statement and priorities of the College.**



*Note: Due to a database error, only 74 answers to this question were recorded for spring 2011.*



## Histograms / Data Analysis

### 1. I am aware of the Mission Statement and priorities of the College.

ANOVA / HSD Table								
Distribution Period	N	Overall Percent "Yes"	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	214	96%	Fall 2010 - Spring 2012	6.7%	Yes	.030	3.873	0.021
Spring 2011	74	88%	Spring 2011 - Spring 2012	9.1%	No	.090		
Fall 2010	530	90%	Fall 2010 - Spring 2011	-2.2%	No	.809		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012		Fall 2010		Spring 2012/Fall 2010 p-value
	% Yes	n	% Yes	n	
PT Faculty	26%	62	19%	124	.104
FT Faculty	26%	57	26%	140	.983
Classified	33%	70	38%	222	.007*
Administrator	11%	25	8%	44	.455
Overall	96%	214	90%	530	.030

Asterisk "\*" indicates statistical significance within employee category

Position	Spring 2012		Spring 2011		Spring 2012/Spring 2011 p-value
	% Yes	n	% Yes	n	
PT Faculty	26%	62	—	—	—
FT Faculty	26%	57	—	—	—
Classified	33%	70	—	—	—
Administrator	17%	25	—	—	—
Overall	96%	214	88%	74	.090

Note: Due to a database error, only 74 answers to this question were recorded for spring 2011; individual employee categories unavailable. Asterisk "\*" indicates statistical significance within employee category

Position	Spring 2011		Fall 2010		Spring 2011/Fall 2010 p-value
	% Yes	n	% Yes	n	
PT Faculty	—	—	19%	124	—
FT Faculty	—	—	26%	140	—
Classified	—	—	38%	222	—
Administrator	—	—	8%	44	—
Overall	88%	74	90%	530	.809

Note: Due to a database error, only 74 answers to this question were recorded for spring 2011; individual employee categories unavailable. Asterisk "\*" indicates statistical significance within employee category

## Histograms / Data Analysis

### **Question Group II: Institutional leaders create an environment for empowerment, innovation, and institutional excellence.**

Group II questions (Q2-Q5) relate to WASC Standard IV.A, which focuses on ethical and effective leadership. This type of leadership allows the institution to ascertain institutional values, establish goals, learn, and to improve.

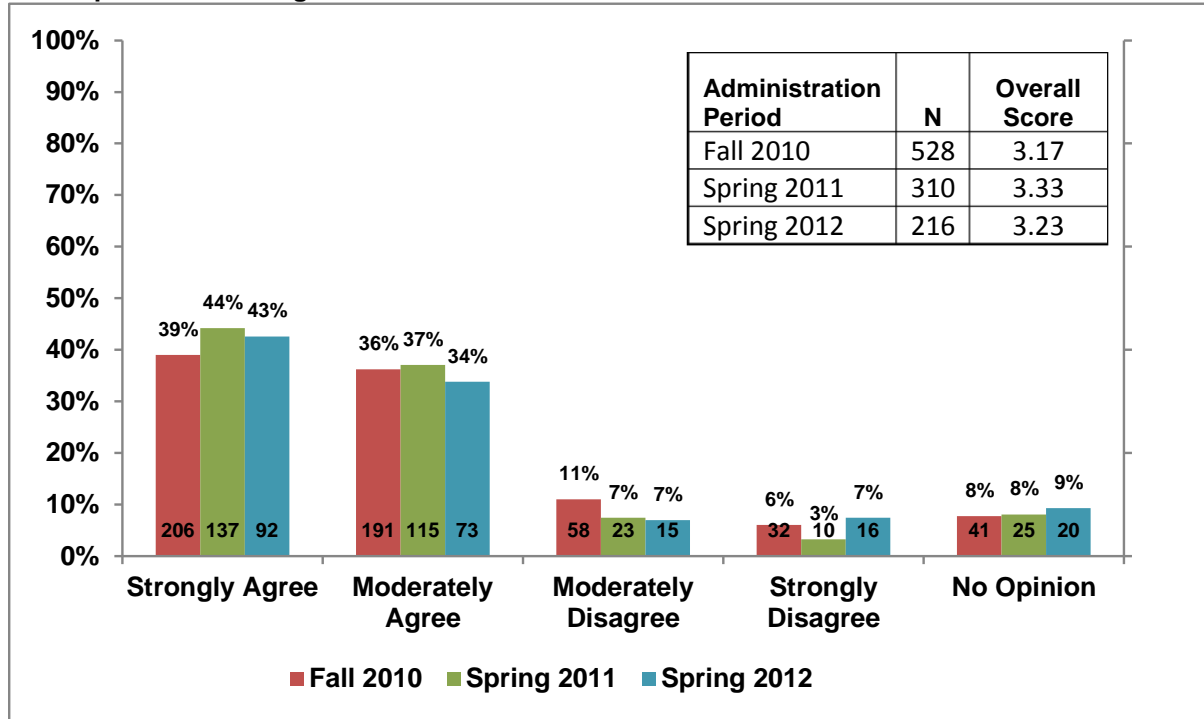
Overall findings of the three survey distributions include:

- Generally, spring 2012 respondent perceptions of institutional leadership has created an environment of empowerment, innovation, institutional excellence and remains above fall 2010 levels for the Superintendent/President and Governing Board, although a retreat in means score levels did occur when in comparison to spring 2011.
- For spring 2012, full-time faculty and classified employee mean scores are statistically significant in relation to the College fostering an environment of institutional excellence compared to fall 2010.

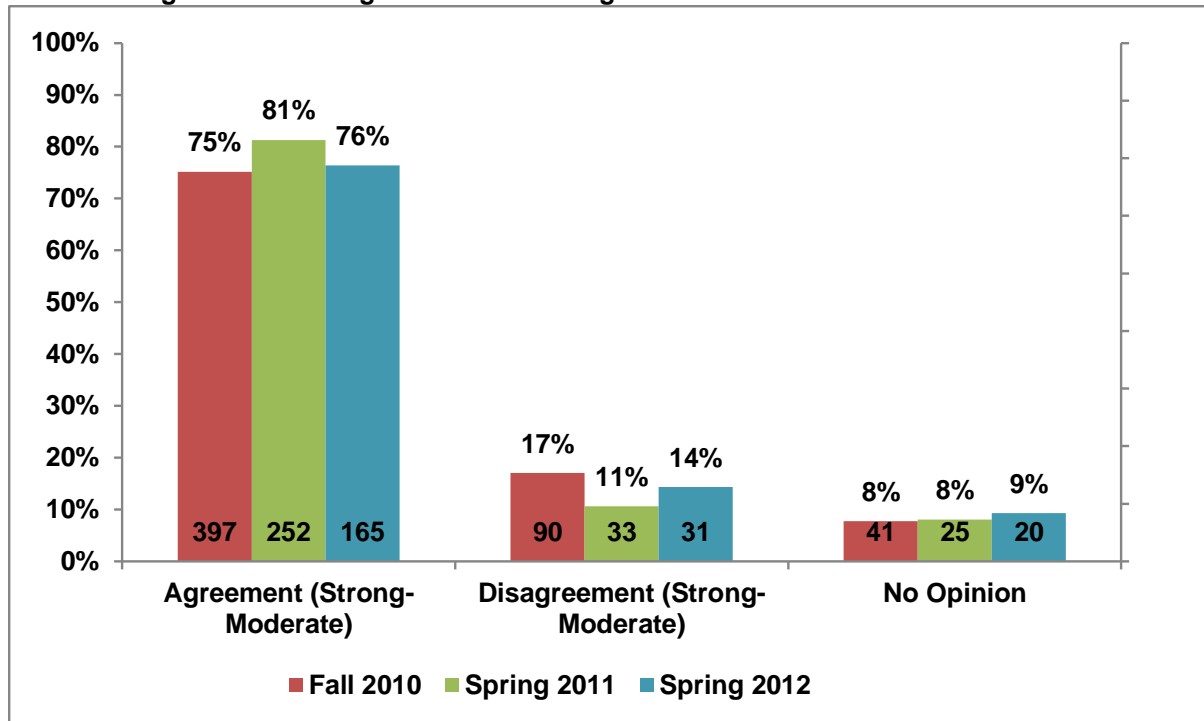
Histograms / Data Analysis

**2a. [Faculty Leaders (e.g. Academic Senate President, SCEA President, Dept. Chairs)] Institutional leaders create an environment for empowerment, innovation, and institutional excellence.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

**2a. [Faculty Leaders (e.g. Academic Senate President, SCEA President, Dept. Chairs)] Institutional leaders create an environment for empowerment, innovation, and institutional excellence.**

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	216	3.23	Fall 2010 - Spring 2012	1.8%	No	0.710	3.037	0.048
Spring 2011	310	3.33	Spring 2011 - Spring 2012	-3.0%	No	0.417		
Fall 2010	528	3.17	Fall 2010 - Spring 2011	5.0%	Yes	0.037		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.25	.93	55	3.11	0.92	114	.324
FT Faculty	3.54	.69	56	3.47	0.76	139	.563
Classified	2.97	.98	59	3.06	0.88	190	.473
Administrator	3.12	.95	26	2.89	0.92	44	.324
Overall	3.23	.91	196	3.17	0.88	487	.710

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.25	.93	55	3.33	0.76	64	.635
FT Faculty	3.54	.69	56	3.47	0.73	95	.606
Classified	2.97	.98	59	3.22	0.86	90	.095
Administrator	3.12	.95	26	3.22	0.64	36	.598
Overall	3.23	.91	196	3.33	0.77	285	.417

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

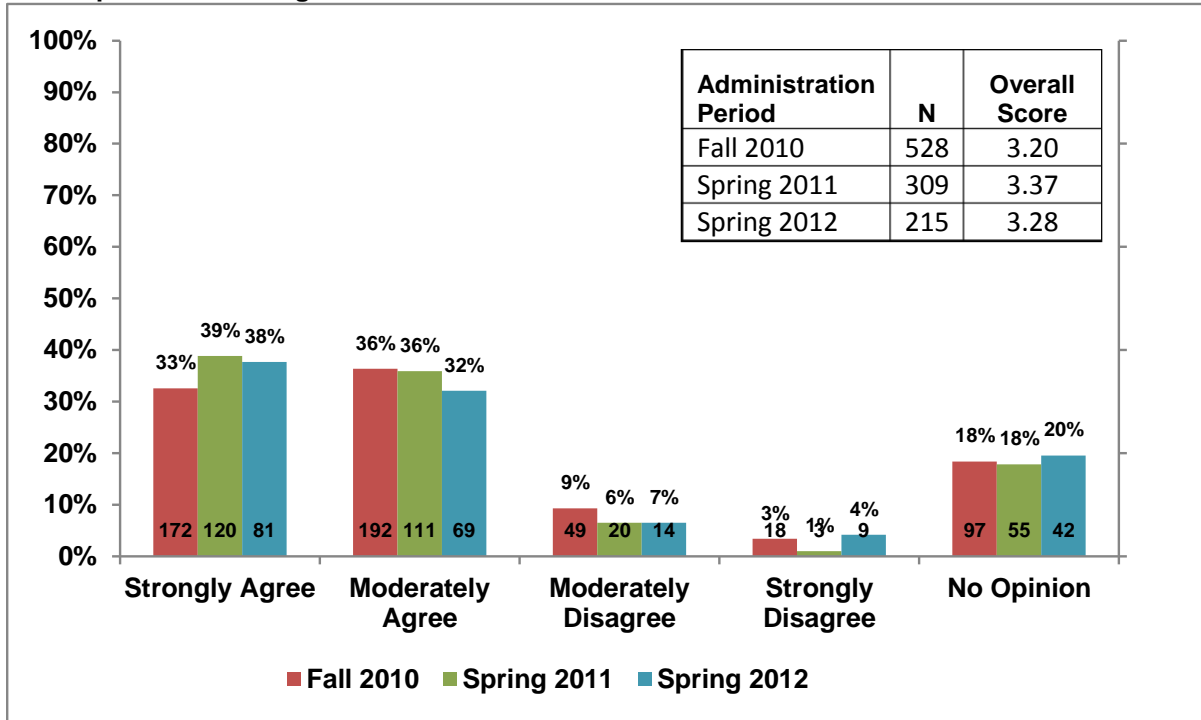
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.33	0.76	64	3.11	0.92	114	.100
FT Faculty	3.47	0.73	95	3.47	0.76	139	.952
Classified	3.22	0.86	90	3.06	0.88	190	.156
Administrator	3.22	0.64	36	2.89	0.92	44	.067
Overall	3.33	0.77	285	3.17	0.88	487	.037

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

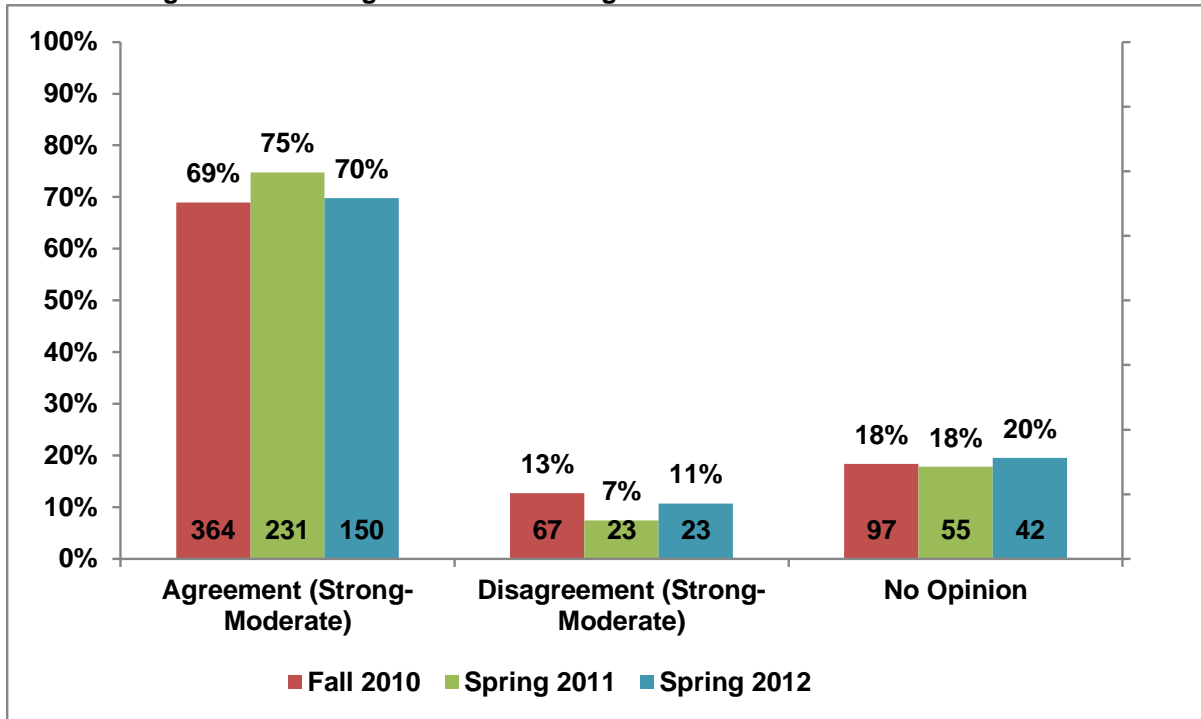
Histograms / Data Analysis

**2b. [Classified Leaders (e.g. CSEA President)] Institutional leaders create an environment for empowerment, innovation, and institutional excellence.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

**2b. [Classified Leaders (e.g. CSEA President)] Institutional leaders create an environment for empowerment, innovation, and institutional excellence.**

ANOVA / HSD Table								
Distribution Period	N	Overall Percent	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	215	3.28	Fall 2010 - Spring 2012	2.5%	No	0.471	3.835	0.022
Spring 2011	309	3.37	Spring 2011 - Spring 2012	-2.6%	No	0.489		
Fall 2010	528	3.20	Fall 2010 - Spring 2011	5.3%	Yes	0.017		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.23	.87	43	3.07	.82	86	.300
FT Faculty	3.32	.76	41	3.21	.84	101	.472
Classified	3.36	.82	66	3.31	.73	202	.628
Administrator	3.09	.90	23	2.93	.89	42	.498
Overall	3.28	.82	173	3.20	.80	431	.471

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.23	.87	43	3.35	.63	49	.468
FT Faculty	3.32	.76	41	3.35	.73	68	.807
Classified	3.36	.82	66	3.44	.68	101	.539
Administrator	3.09	.90	23	3.25	.65	36	.422
Overall	3.28	.82	173	3.37	.68	254	.489

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

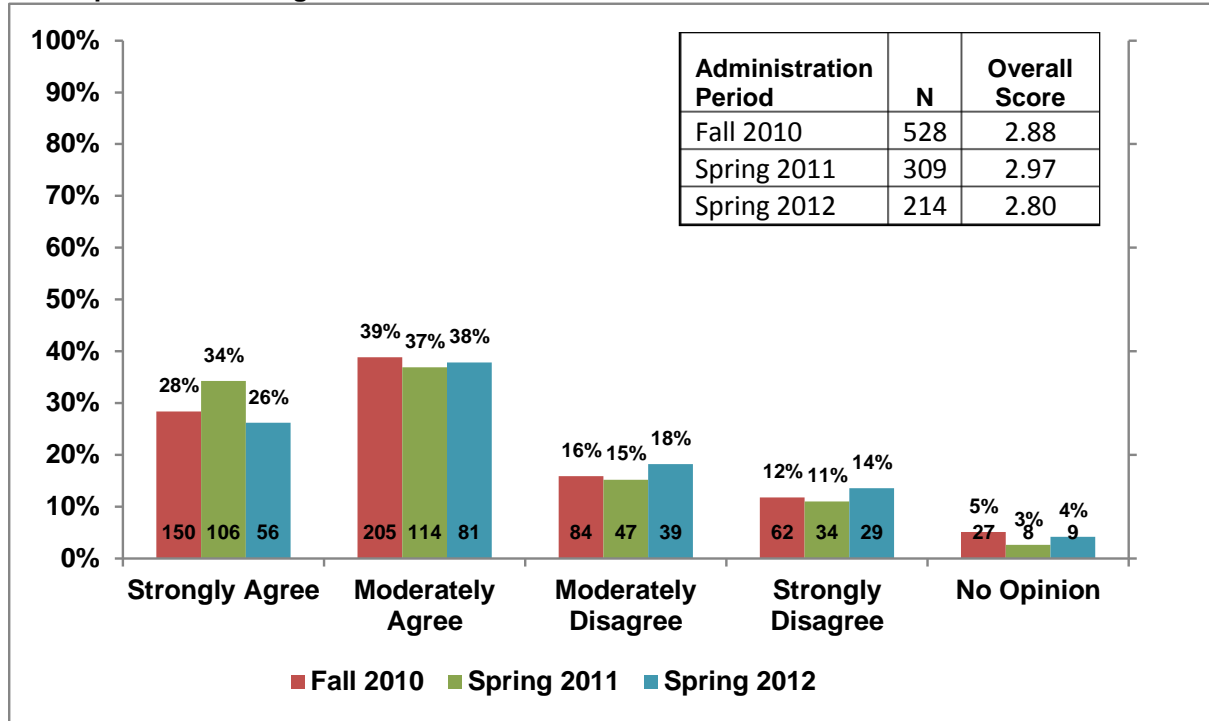
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.35	.63	49	3.07	.82	86	.043*
FT Faculty	3.35	.73	68	3.21	.84	101	.248
Classified	3.44	.68	101	3.31	.73	202	.157
Administrator	3.25	.65	36	2.93	.89	42	.078
Overall	3.37	.68	254	3.20	.80	431	.017

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

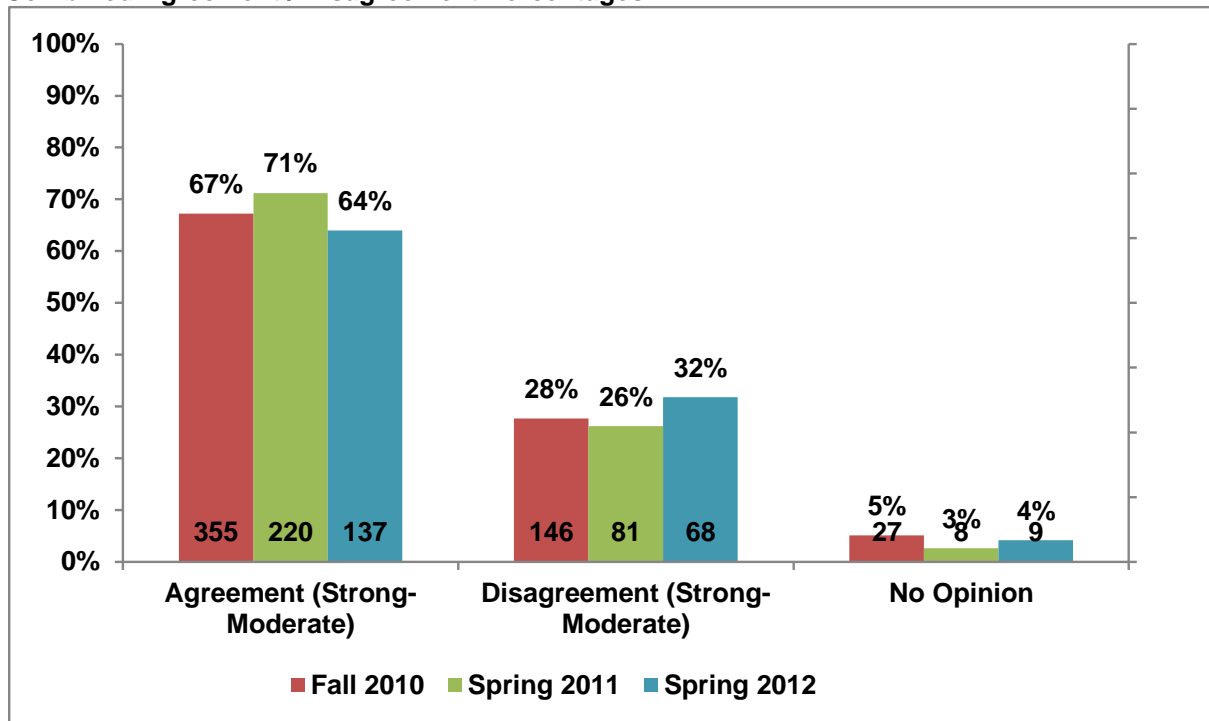
Histograms / Data Analysis

**2c. [Middle Management Leaders (e.g. Dean, Director, Supervisor)] Institutional leaders create an environment for empowerment, innovation, and institutional excellence.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

**2c. [Middle Management Leaders (e.g. Dean, Director, Supervisor)] Institutional leaders create an environment for empowerment, innovation, and institutional excellence.**

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	214	2.80	Fall 2010 - Spring 2012	-2.9%	No	0.555	1.870	0.155
Spring 2011	309	2.97	Spring 2011 - Spring 2012	-5.7%	No	0.135		
Fall 2010	528	2.88	Fall 2010 - Spring 2011	3.0%	No	0.453		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.82	1.05	56	3.15	.91	116	.038*
FT Faculty	2.88	.96	56	3.01	.97	137	.387
Classified	2.55	1.05	67	2.57	.96	204	.906
Administrator	3.23	.65	26	3.27	.85	44	.828
Overall	2.80	1.00	205	2.88	.98	501	.555

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.82	1.05	56	3.22	.99	68	.031*
FT Faculty	2.88	.96	56	2.90	.94	94	.855
Classified	2.55	1.05	67	2.74	1.04	103	.258
Administrator	3.23	.65	26	3.33	.68	36	.552
Overall	2.80	1.00	205	2.97	.98	301	.135

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.22	.99	68	3.15	.91	116	.606
FT Faculty	2.90	.94	94	3.01	.97	137	.422
Classified	2.74	1.04	103	2.57	.96	204	.156
Administrator	3.33	.68	36	3.27	.85	44	.728
Overall	2.97	.98	301	2.88	.98	501	.453

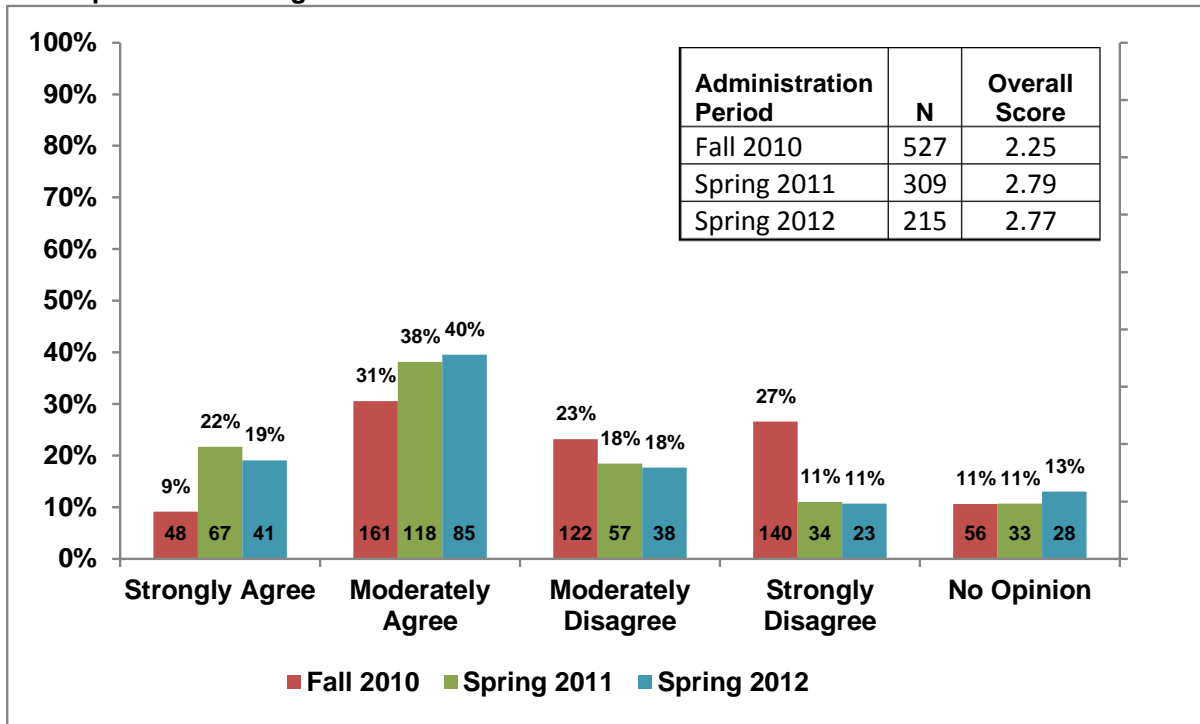
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.



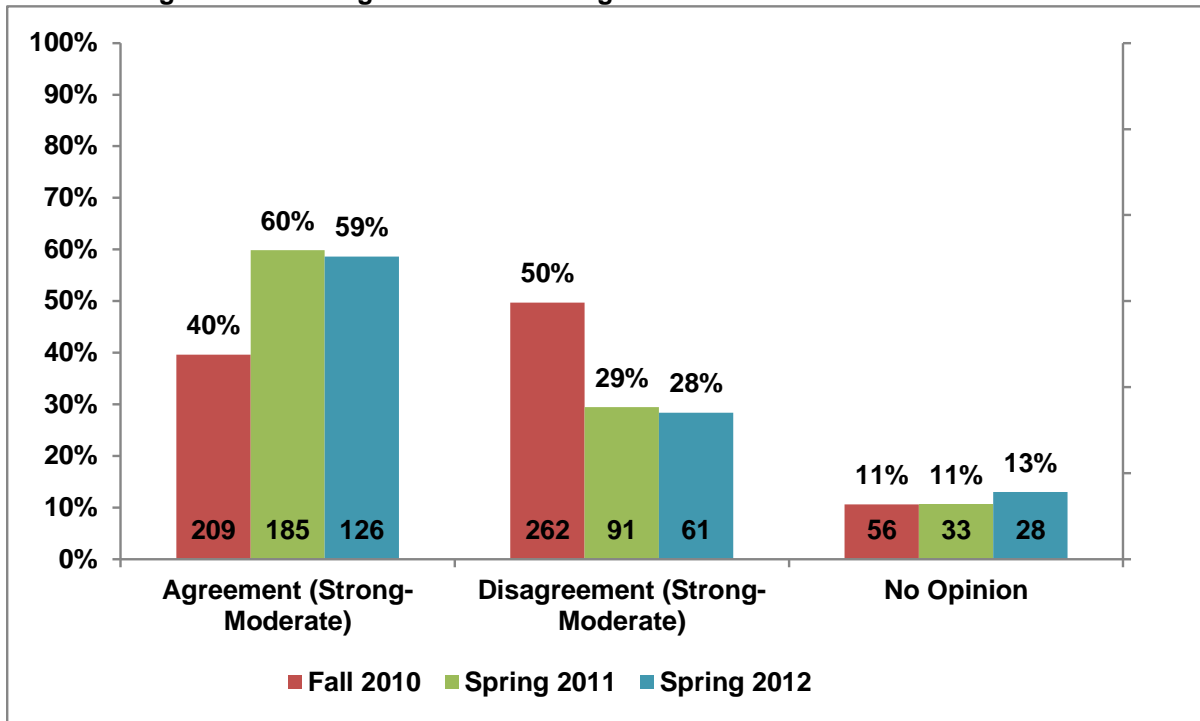
Histograms / Data Analysis

**2d. [Division Leaders (Vice President)] Institutional leaders create an environment for empowerment, innovation, and institutional excellence.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

## 2d. [Division Leaders (Vice President)] Institutional leaders create an environment for empowerment, innovation, and institutional excellence.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Significant Statistical Difference?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	215	2.77	Fall 2010 - Spring 2012	23.2%	Yes	0.000	35.457	0.000
Spring 2011	309	2.79	Spring 2011 - Spring 2012	-0.7%	No	0.975		
Fall 2010	527	2.25	Fall 2010 - Spring 2011	24.1%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.77	.94	47	2.32	.94	94	.009*
FT Faculty	2.79	.92	52	1.90	.97	134	.000*
Classified	2.62	.96	63	2.29	.97	199	.020*
Administrator	3.12	.83	25	2.95	.89	44	.450
Overall	2.77	.93	187	2.95	.99	471	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.77	.94	47	3.15	.89	55	.039
FT Faculty	2.79	.92	52	2.46	.95	93	.047
Classified	2.62	.96	63	2.77	.95	92	.329
Administrator	3.12	.83	25	3.14	.72	36	.925
Overall	2.77	.93	187	2.79	.95	276	.975

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

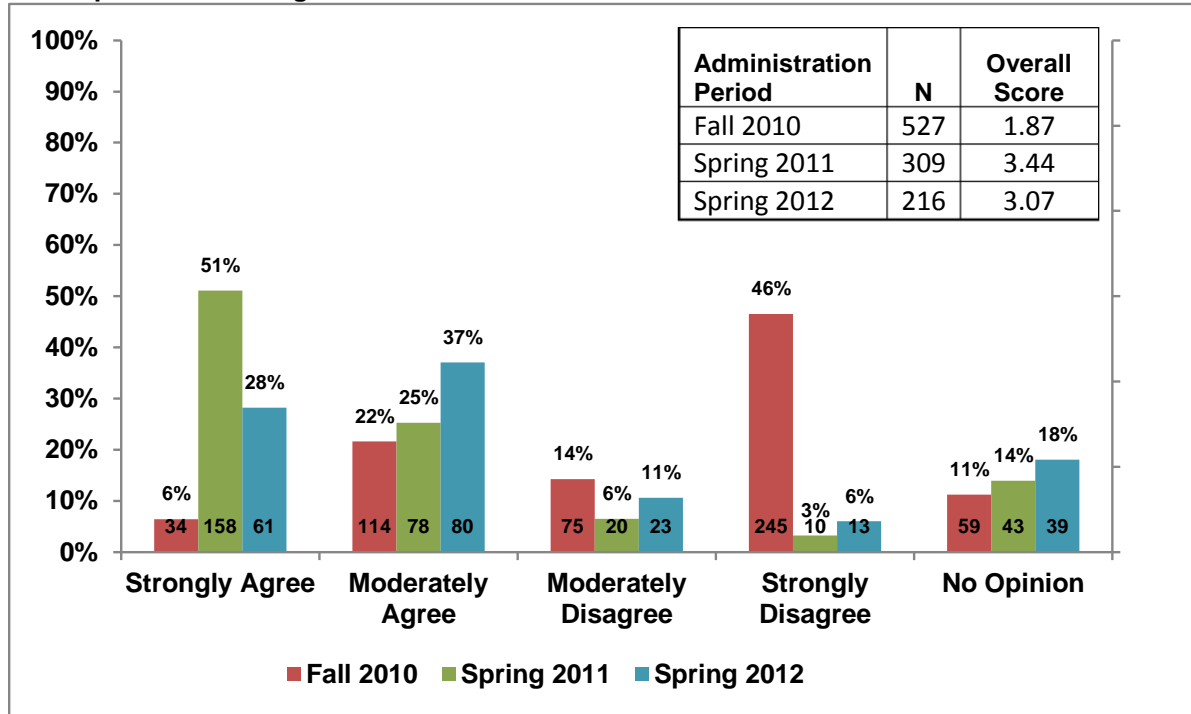
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.15	.89	55	2.32	.94	94	.000*
FT Faculty	2.46	.95	93	1.90	.97	134	.000*
Classified	2.77	.95	92	2.29	.97	199	.000*
Administrator	3.14	.72	36	2.95	.89	44	.319
Overall	2.79	.95	276	2.95	.99	471	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

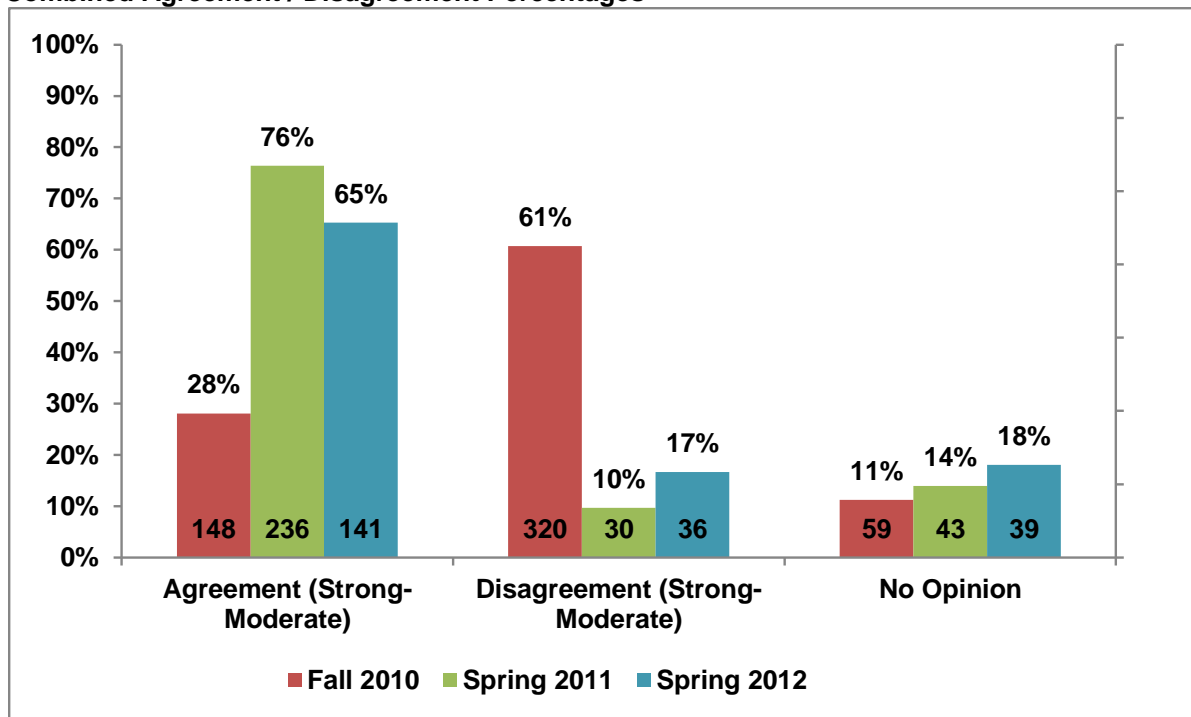
Histograms / Data Analysis

**2e. [Superintendent/President] Institutional leaders create an environment for empowerment, innovation, and institutional excellence.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

**2e. [Superintendent/President] Institutional leaders create an environment for empowerment, innovation, and institutional excellence.**

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	216	3.07	Fall 2010 - Spring 2012	64.5%	Yes	0.000	276.271	0.000
Spring 2011	309	3.44	Spring 2011 - Spring 2012	-10.9%	Yes	0.000		0.000
Fall 2010	527	1.87	Fall 2010 - Spring 2011	84.6%	Yes	0.000		0.000

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05)

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.94	.92	47	1.94	1.07	99	.000*
FT Faculty	2.90	.97	48	1.41	.76	133	.000*
Classified	3.20	.78	59	1.92	.98	194	.000*
Administrator	3.35	.71	23	2.88	.99	42	.051
Overall	3.07	.88	177	1.87	1.02	468	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.94	.92	47	3.08	.94	51	.450
FT Faculty	2.90	.97	48	3.53	.79	91	.000*
Classified	3.20	.78	59	3.44	.71	88	.056
Administrator	3.35	.71	23	3.75	.55	36	.018*
Overall	3.07	.88	177	3.44	.79	266	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

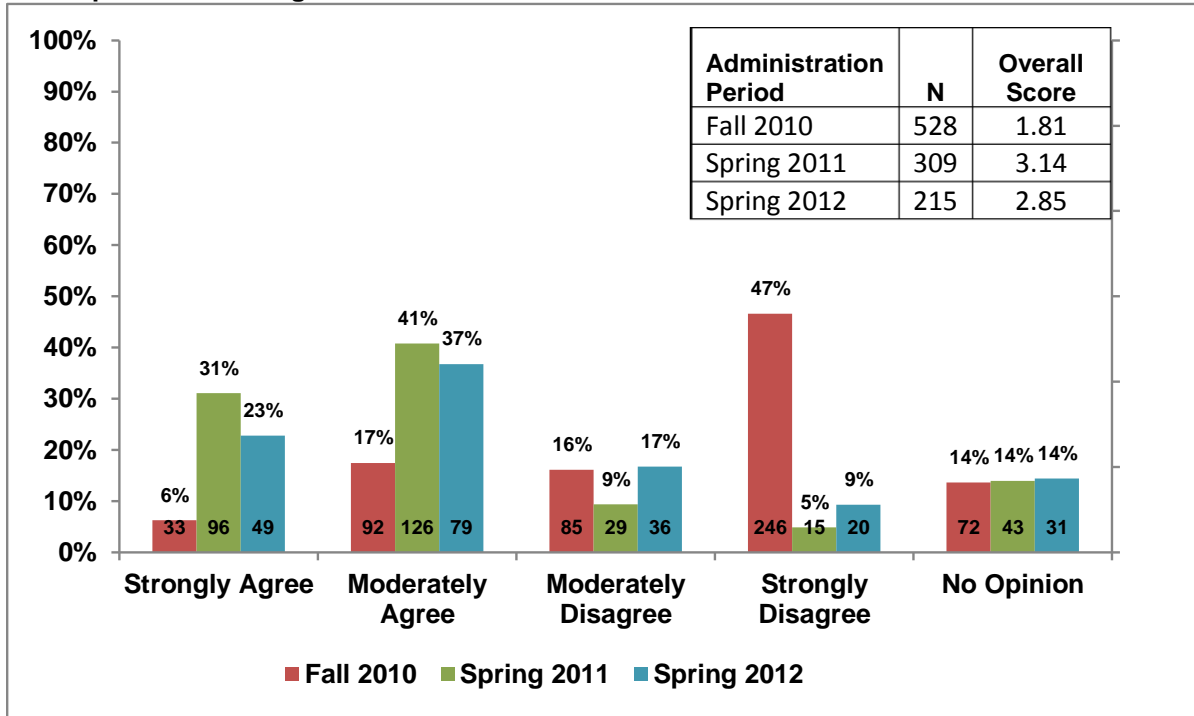
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.08	.94	51	1.94	1.07	99	.000*
FT Faculty	3.53	.79	91	1.41	.76	133	.000*
Classified	3.44	.71	88	1.92	.98	194	.000*
Administrator	3.75	.55	36	2.88	.99	42	.000*
Overall	3.44	.79	266	1.87	1.02	468	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

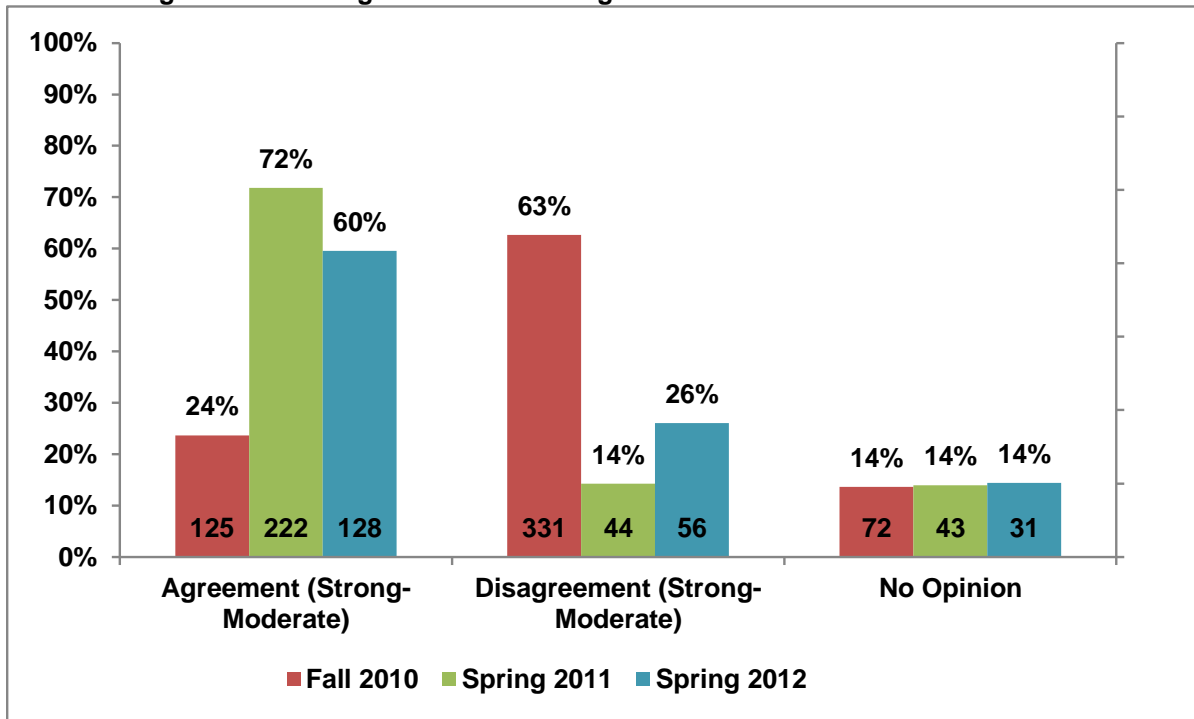
Histograms / Data Analysis

**2f. [Governing Board] Institutional leaders create an environment for empowerment, innovation, and institutional excellence.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

### 2f. [Governing Board] Institutional leaders create an environment for empowerment, innovation, and institutional excellence.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	215	2.85	Fall 2010 - Spring 2012	57.9%	Yes	0.000	195.264	0.000
Spring 2011	309	3.14	Spring 2011 - Spring 2012	-9.1%	Yes	0.004		
Fall 2010	528	1.81	Fall 2010 - Spring 2011	73.7%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.76	.96	50	2.00	1.09	93	.000*
FT Faculty	2.86	.98	51	1.37	.77	131	.000*
Classified	2.78	.93	59	1.87	.97	191	.000*
Administrator	3.21	.78	24	2.46	1.03	41	.003*
Overall	2.85	.94	184	1.81	1.00	456	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.76	.96	50	3.11	.88	54	.055
FT Faculty	2.86	.98	51	3.25	.78	87	.011*
Classified	2.78	.93	59	3.14	.83	90	.013*
Administrator	3.21	.78	24	2.89	.80	35	.128
Overall	2.85	.94	184	3.14	.82	266	.004

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

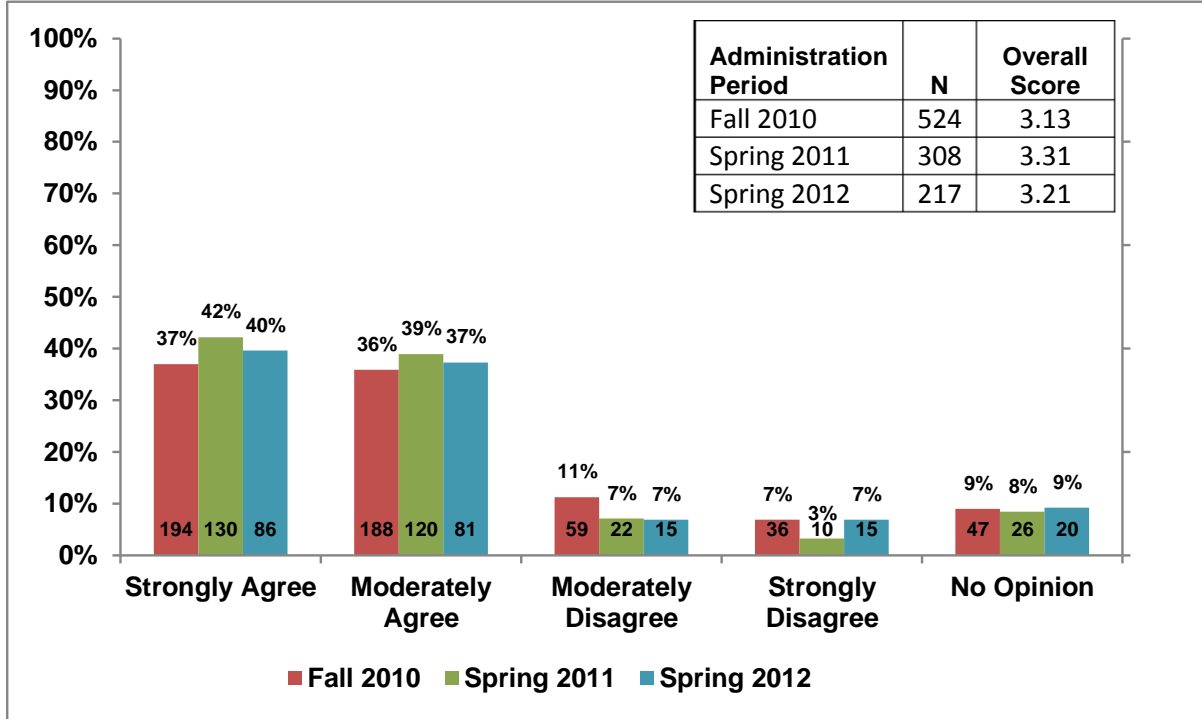
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.11	.88	54	2.00	1.09	93	.000*
FT Faculty	3.25	.78	87	1.37	.77	131	.000*
Classified	3.14	.83	90	1.87	.97	191	.000*
Administrator	2.89	.80	35	2.46	1.03	41	.052
Overall	3.14	.82	266	1.81	1.00	456	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

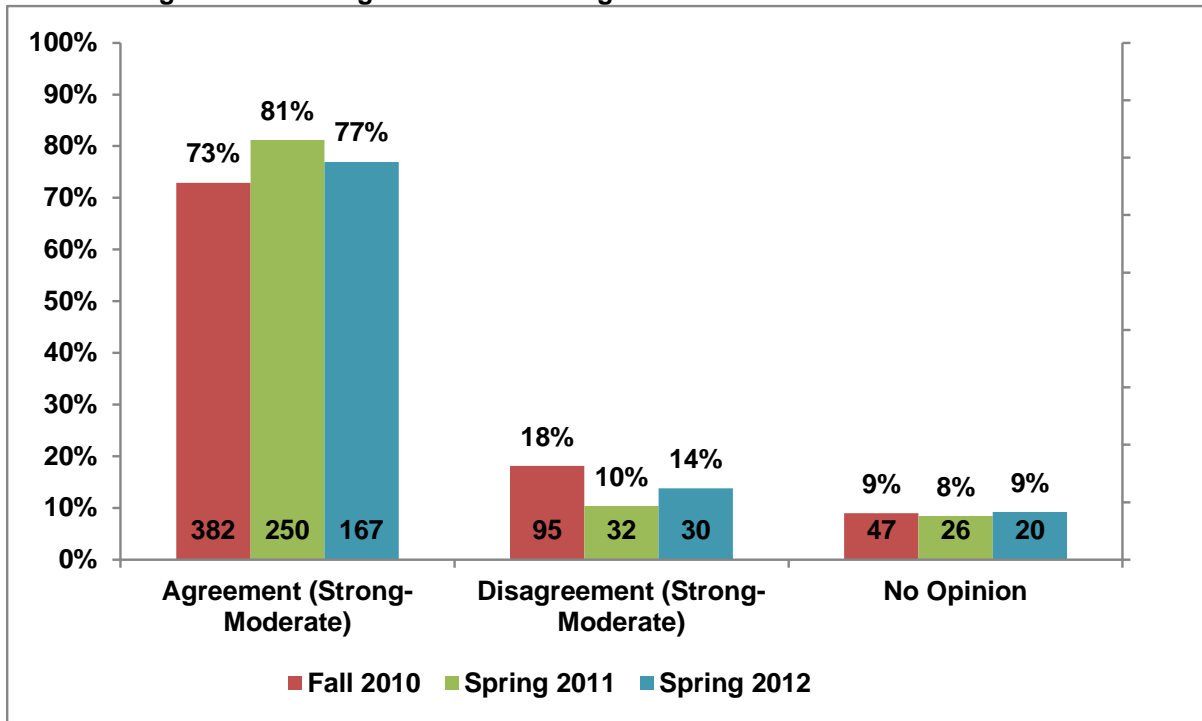
Histograms / Data Analysis

**3a. [Faculty Leaders (e.g. Academic Senate President, SCEA President, Dept. Chairs)] Institutional leaders create an environment that promotes institutional effectiveness.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

#### 3a. [Faculty Leaders (e.g. Academic Senate President, SCEA President, Dept. Chairs)] Institutional leaders create an environment that promotes institutional effectiveness.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	217	3.21	Fall 2010 - Spring 2012	2.4%	No	0.550	3.885	0.021
Spring 2011	308	3.31	Spring 2011 - Spring 2012	-3.1%	No	0.395		
Fall 2010	524	3.13	Fall 2010 - Spring 2011	5.7%	Yes	0.015		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.26	.94	57	3.00	1.03	110	.109
FT Faculty	3.46	.69	56	3.44	.69	137	.809
Classified	3.00	.93	59	3.07	.89	189	.610
Administrator	3.00	.91	25	2.76	.97	41	.315
Overall	3.21	.88	197	3.13	.90	477	.550

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.26	.94	57	3.32	.72	62	.697
FT Faculty	3.46	.69	56	3.48	.73	94	.905
Classified	3.00	.93	59	3.20	.85	90	.178
Administrator	3.00	.91	25	3.14	.64	36	.487
Overall	3.21	.88	197	3.31	.77	282	.395

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.32	.72	62	3.00	1.03	110	.031*
FT Faculty	3.48	.73	94	3.44	.69	137	.665
Classified	3.20	.85	90	3.07	.89	189	.245
Administrator	3.14	.64	36	2.76	.97	41	.047*
Overall	3.31	.77	282	3.13	.90	477	.015

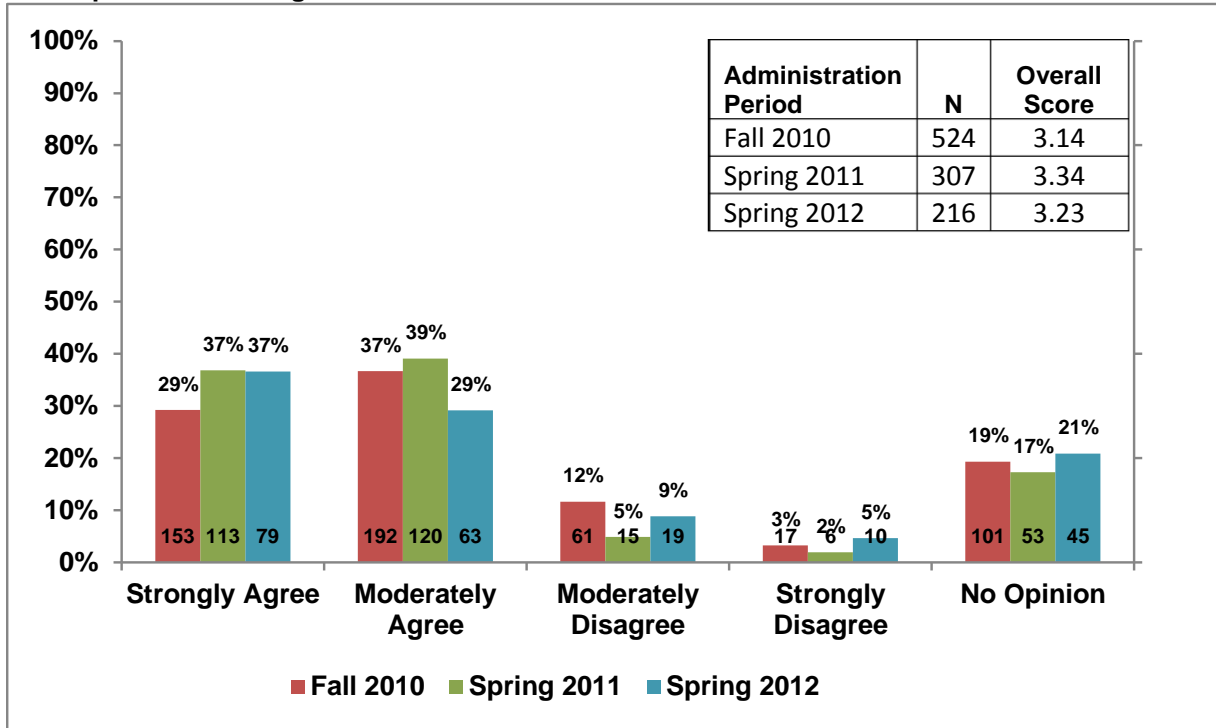
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.



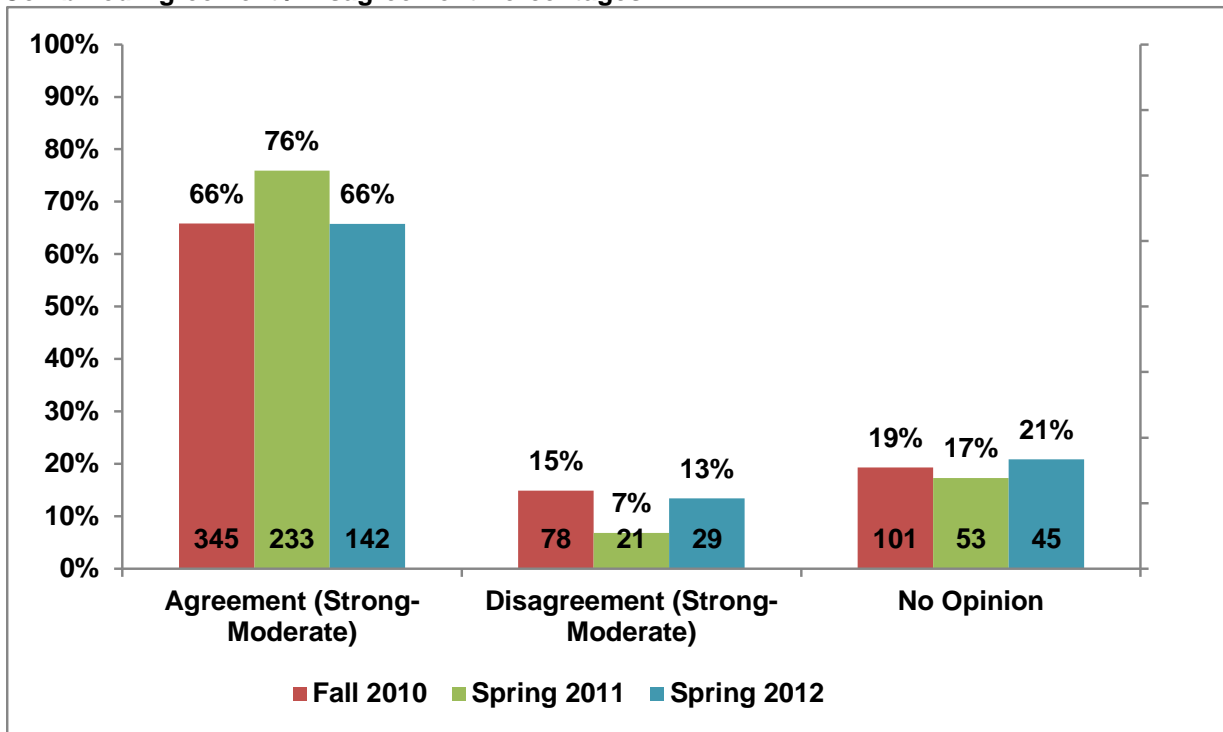
Histograms / Data Analysis

**3b. [Classified Leaders (e.g. CSEA President)] Institutional leaders create an environment that promotes institutional effectiveness.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

**3b. [Classified Leaders (e.g. CSEA President)] Institutional leaders create an environment that promotes institutional effectiveness.**

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	216	3.23	Fall 2010 - Spring 2012	3.1%	No	0.366	5.228	0.006
Spring 2011	307	3.34	Spring 2011 - Spring 2012	-3.1%	No	0.372		
Fall 2010	524	3.14	Fall 2010 - Spring 2011	6.4%	Yes	0.004		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.28	.88	43	2.96	.90	84	.062
FT Faculty	3.28	.92	39	3.19	.78	102	.536
Classified	3.21	.85	66	3.26	.73	197	.666
Administrator	3.13	.87	23	2.78	.89	40	.129
Overall	3.23	.87	171	3.14	.97	423	.366

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.28	.88	43	3.40	.63	53	.450
FT Faculty	3.28	.92	39	3.26	.80	68	.919
Classified	3.21	.85	66	3.40	.66	97	.110
Administrator	3.13	.87	23	3.22	.68	36	.652
Overall	3.23	.87	171	3.34	.70	254	.372

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

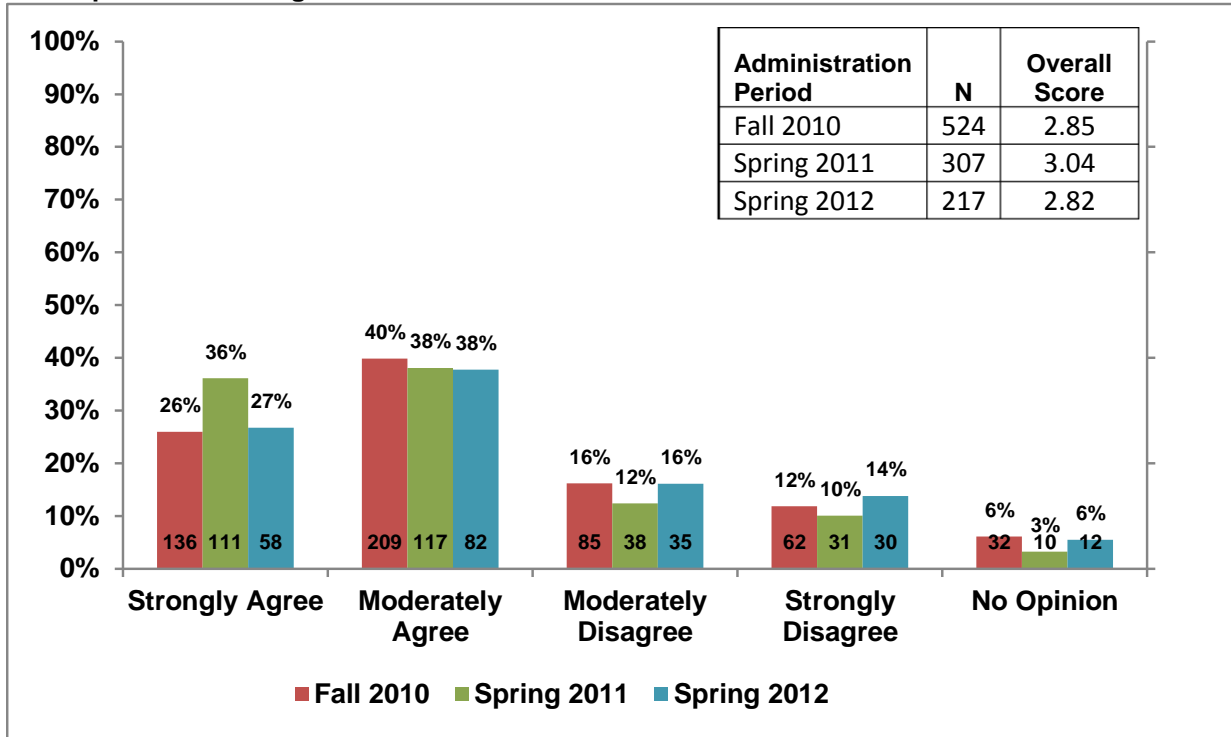
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.40	.63	53	2.96	.90	84	.003*
FT Faculty	3.26	.80	68	3.19	.78	102	.527
Classified	3.40	.66	97	3.26	.73	197	.103
Administrator	3.22	.68	36	2.78	.89	40	.017*
Overall	3.34	.70	254	3.14	.97	423	.004

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

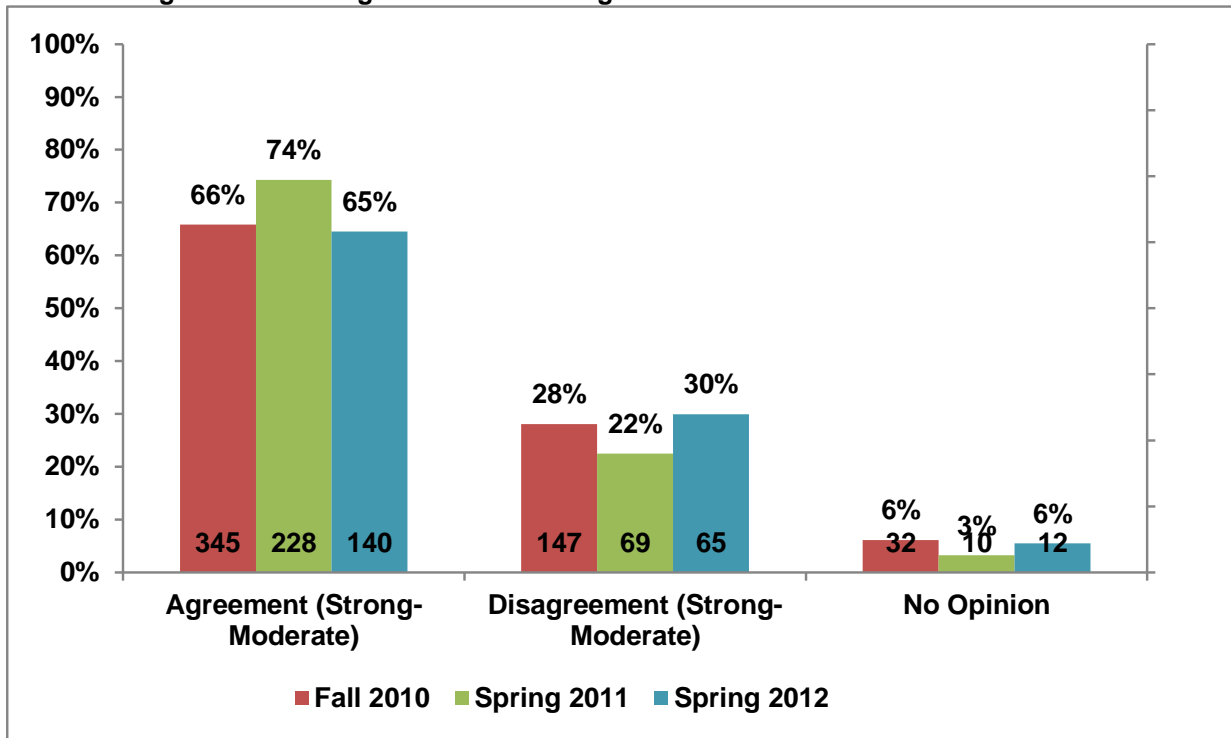
Histograms / Data Analysis

**3c. [Middle Management Leaders (e.g. Dean, Director, Supervisor)] Institutional leaders create an environment that promotes institutional effectiveness.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

### 3c. [Middle Management Leaders (e.g. Dean, Director, Supervisor)] Institutional leaders create an environment that promotes institutional effectiveness.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	217	2.82	Fall 2010 - Spring 2012	-1.1%	No	0.917	4.260	0.014
Spring 2011	307	3.04	Spring 2011 - Spring 2012	-7.2%	Yes	0.037		
Fall 2010	524	2.85	Fall 2010 - Spring 2011	6.5%	Yes	0.026		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.84	1.08	57	3.06	.96	109	.196
FT Faculty	2.89	.97	56	3.01	.90	136	.433
Classified	2.58	1.04	66	2.57	.98	204	.960
Administrator	3.23	.65	26	3.19	.76	43	.804
Overall	2.82	1.01	205	2.85	.97	492	.917

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.84	1.08	57	3.28	.88	67	.014*
FT Faculty	2.89	.97	56	2.98	.97	93	.601
Classified	2.58	1.04	66	2.79	1.01	101	.183
Administrator	3.23	.65	26	3.42	.69	36	.289
Overall	2.82	1.01	205	3.04	.96	297	.037

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

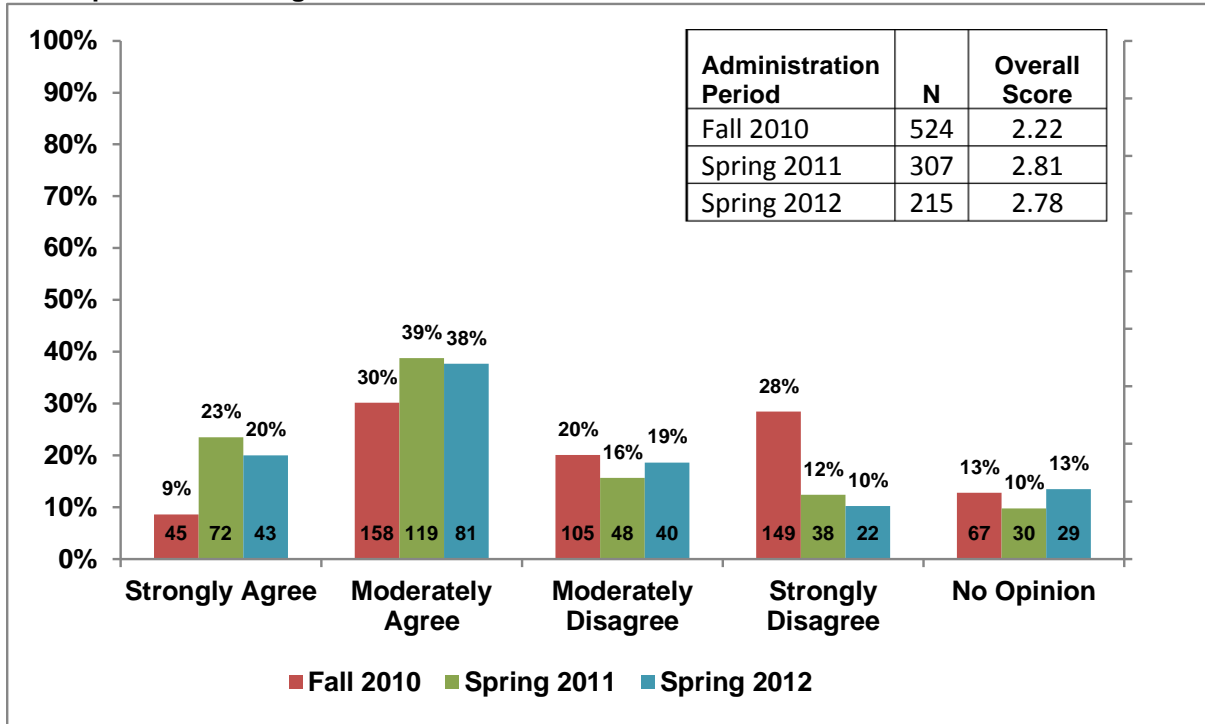
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.28	.88	67	3.06	.96	109	.116
FT Faculty	2.98	.97	93	3.01	.90	136	.817
Classified	2.79	1.01	101	2.57	.98	204	.065
Administrator	3.42	.69	36	3.19	.76	43	.167
Overall	3.04	.96	297	2.85	.97	492	.026

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

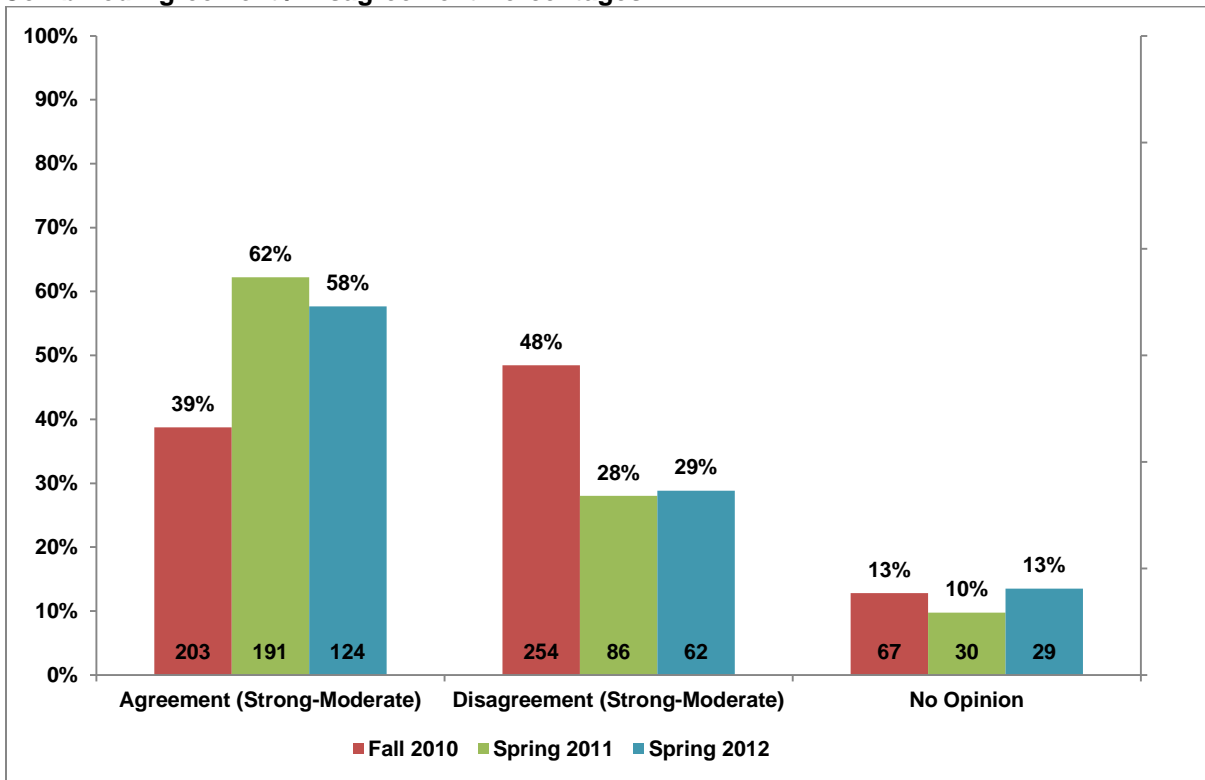
Histograms / Data Analysis

**3d. [Division Leaders (Vice Presidents)] Institutional leaders create an environment that promotes institutional effectiveness.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

**3d. [Division Leaders (Vice Presidents)] Institutional leaders create an environment that promotes institutional effectiveness.**

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	215	2.78	Fall 2010 - Spring 2012	25.4%	Yes	0.000	40.276	0.000
Spring 2011	307	2.81	Spring 2011 - Spring 2012	-1.2%	No	0.935		
Fall 2010	524	2.22	Fall 2010 - Spring 2011	26.9%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.83	.96	47	2.26	1.05	87	.003*
FT Faculty	2.81	.91	52	1.88	.95	130	.000*
Classified	2.60	.95	62	2.28	.98	197	.026*
Administrator	3.08	.86	25	2.84	.90	43	.279
Overall	2.78	.94	186	2.22	1.01	457	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.83	.96	47	3.11	.84	57	.122
FT Faculty	2.81	.91	52	2.52	1.05	90	.104
Classified	2.60	.95	62	2.77	.99	94	.290
Administrator	3.08	.86	25	3.19	.67	36	.562
Overall	2.78	.94	186	2.81	.98	277	.935

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

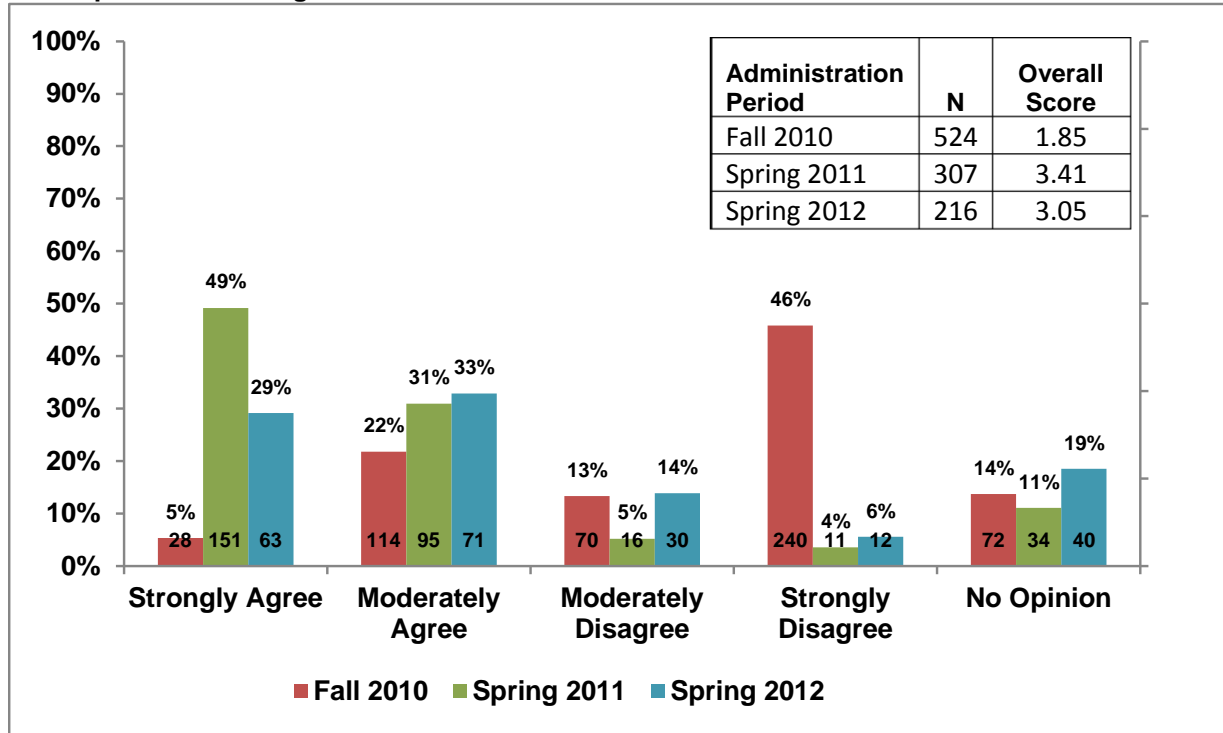
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.11	.84	57	2.26	1.05	87	.000*
FT Faculty	2.52	1.05	90	1.88	.95	130	.000*
Classified	2.77	.99	94	2.28	.98	197	.000*
Administrator	3.19	.67	36	2.84	.90	43	.052
Overall	2.81	.98	277	2.22	1.01	457	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

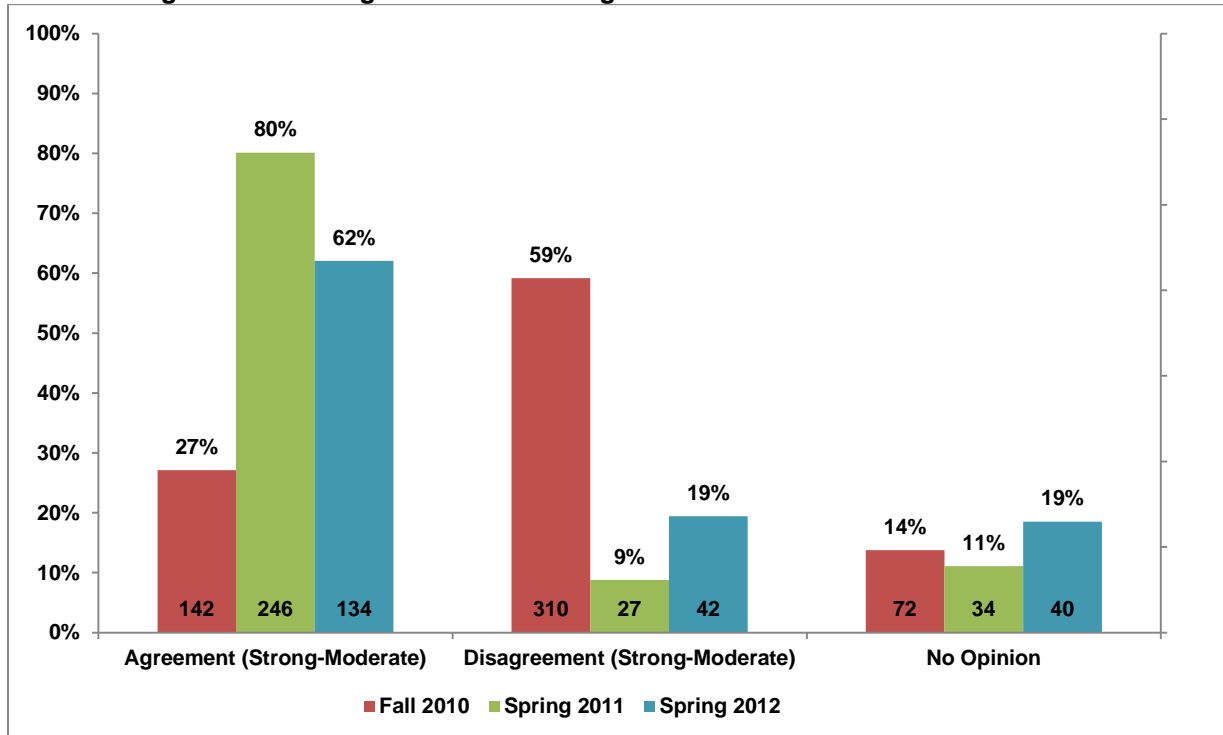
Histograms / Data Analysis

**3e. [Superintendent/President] Institutional leaders create an environment that promotes institutional effectiveness.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

#### 3e. [Superintendent/President] Institutional leaders create an environment that promotes institutional effectiveness.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	216	3.05	Fall 2010 - Spring 2012	65.4%	Yes	0.000	279.171	0.000
Spring 2011	307	3.41	Spring 2011 - Spring 2012	-10.6%	Yes	0.000		0.000
Fall 2010	524	1.85	Fall 2010 - Spring 2011	85.0%	Yes	0.000		0.000

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.98	.94	47	1.90	1.09	94	.000*
FT Faculty	2.90	.99	48	1.43	.76	129	.000*
Classified	3.12	.80	57	1.90	.96	90	.000*
Administrator	3.33	.76	24	2.82	.97	39	.031*
Overall	3.05	.90	176	1.85	1.01	452	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.98	.94	47	3.13	.86	55	.408
FT Faculty	2.90	.99	48	3.51	.78	92	.000*
Classified	3.12	.80	57	3.39	.76	90	.045*
Administrator	3.33	.76	24	3.67	.54	36	.051
Overall	3.05	.90	176	3.41	.78	273	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	47	3.13	.86	1.90	1.09	94	.000*
FT Faculty	48	3.51	.78	1.43	.76	129	.000*
Classified	57	3.39	.76	1.90	.96	90	.000*
Administrator	24	3.67	.54	2.82	.97	39	.000*
Overall	176	3.41	.78	1.85	1.01	452	.000

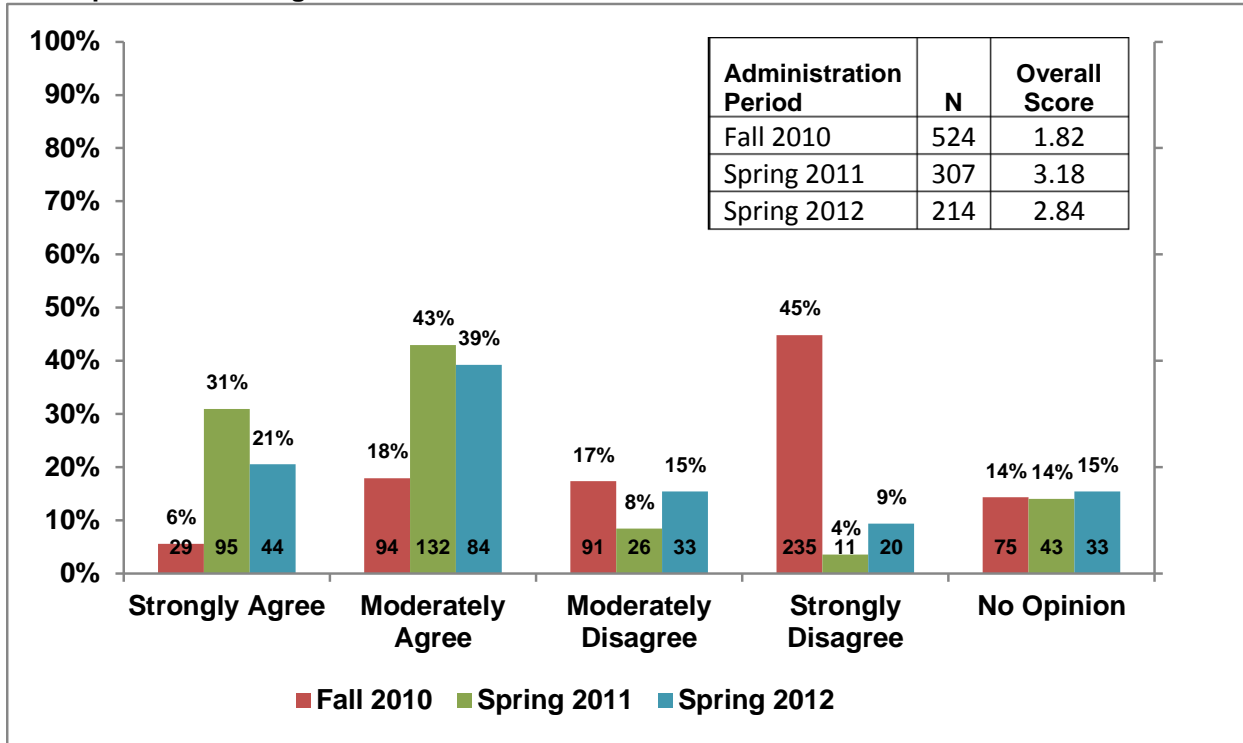
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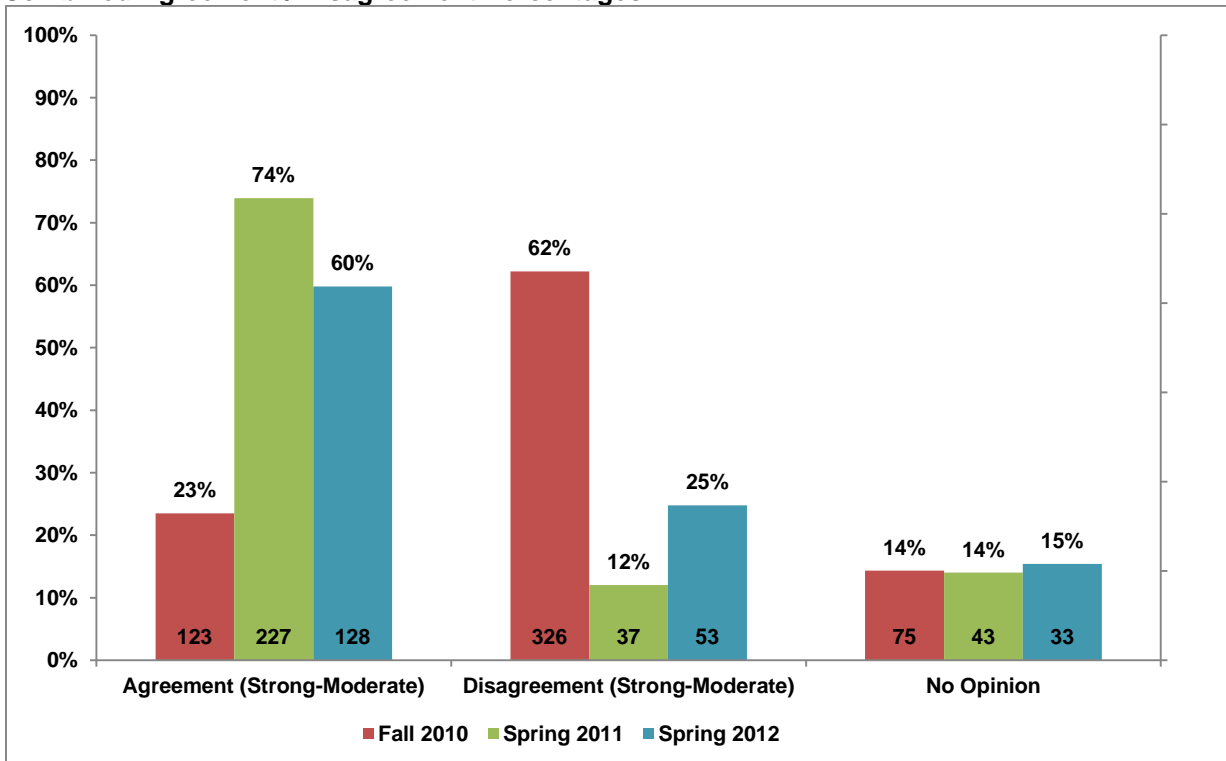
Histograms / Data Analysis

**3f. [Governing Board] Institutional leaders create an environment that promotes institutional effectiveness.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

#### 3f. [Governing Board] Institutional leaders create an environment that promotes institutional effectiveness.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	214	2.84	Fall 2010 - Spring 2012	56.4%	Yes	0.000	209.791	0.000
Spring 2011	307	3.18	Spring 2011 - Spring 2012	-10.6%	Yes	0.000		0.000
Fall 2010	524	1.82	Fall 2010 - Spring 2011	75.1%	Yes	0.000		0.000

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.88	.95	49	1.95	1.05	91	.000*
FT Faculty	2.78	.99	49	1.41	.76	128	.000*
Classified	2.78	.89	60	1.89	.96	192	.000*
Administrator	3.04	.83	23	2.53	1.03	38	.046*
Overall	2.84	.92	181	1.82	.98	449	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.88	.95	49	3.11	.83	55	.188
FT Faculty	2.78	.99	49	3.30	.75	86	.001*
Classified	2.78	.89	60	3.19	.73	88	.002*
Administrator	3.04	.83	23	2.94	.80	35	.646
Overall	2.84	.92	181	3.18	.77	264	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

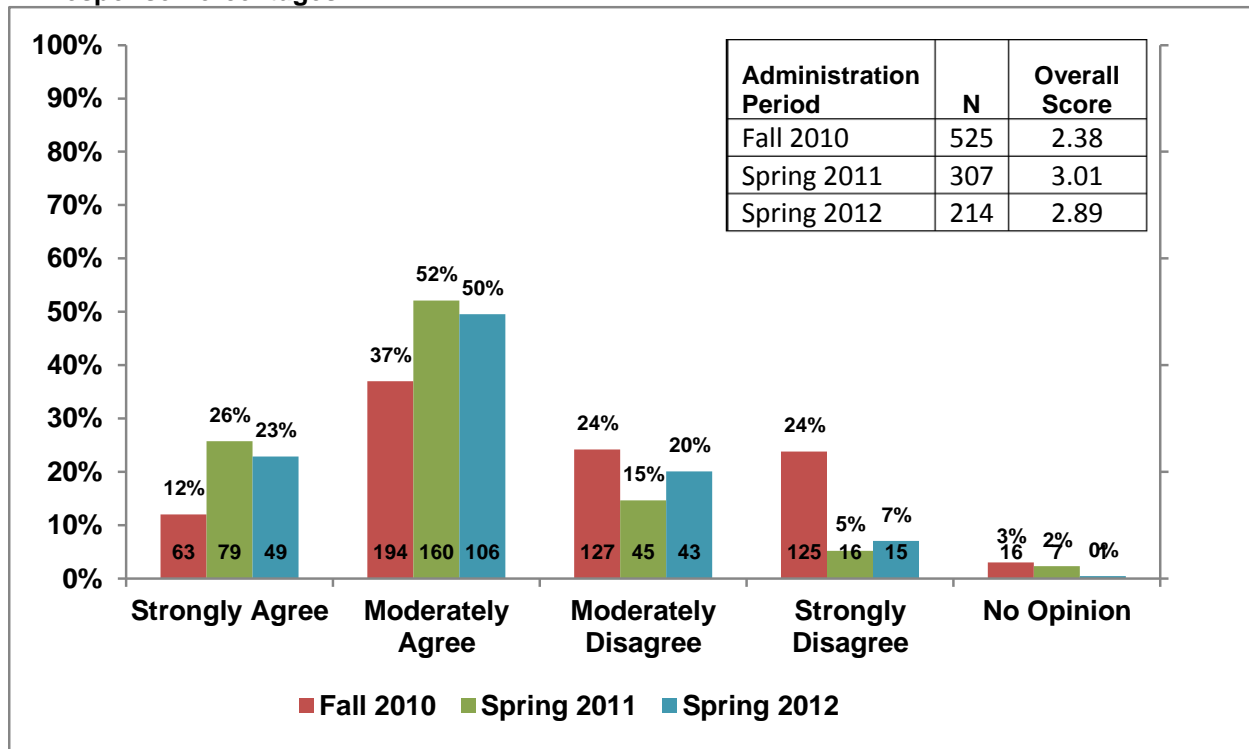
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.11	.83	55	1.95	1.05	91	.000*
FT Faculty	3.30	.75	86	1.41	.76	128	.000*
Classified	3.19	.73	88	1.89	.96	192	.000*
Administrator	2.94	.80	35	2.53	1.03	38	.060
Overall	3.18	.77	264	1.82	.98	449	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

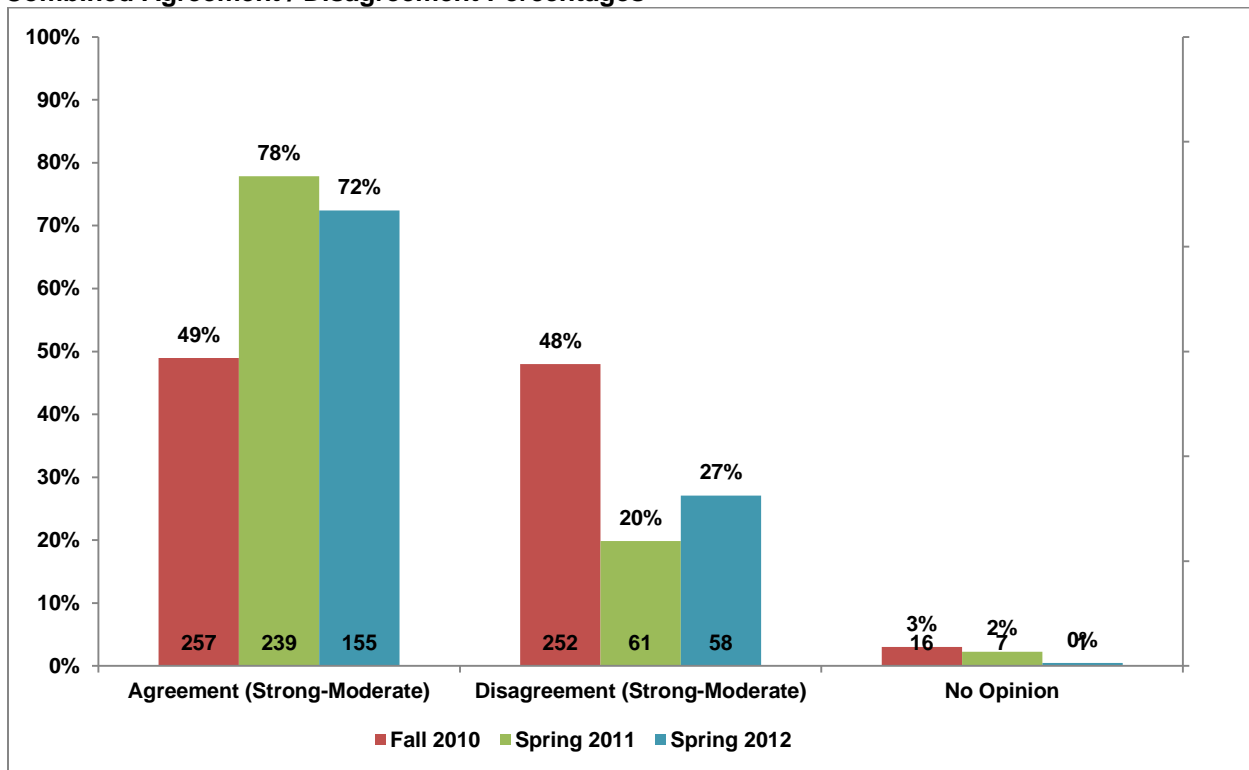
Histograms / Data Analysis

**4. I feel the environment at SWC fosters institutional excellence.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



## Histograms / Data Analysis

### 4. I feel the environment at SWC fosters institutional excellence.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	214	2.89	Fall 2010 - Spring 2012	21.2%	Yes	0.000	52.539	0.000
Spring 2011	307	3.01	Spring 2011 - Spring 2012	-4.0%	No	0.305		
Fall 2010	525	2.38	Fall 2010 - Spring 2011	26.2%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.89	.90	63	2.62	.97	119	.071
FT Faculty	2.93	.85	56	2.07	.97	138	.000*
Classified	2.84	.80	69	2.37	.96	210	.000*
Administrator	2.92	.81	25	2.81	.94	42	.628
Overall	2.89	.84	213	2.38	.99	509	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.89	.90	63	3.07	.82	70	.224
FT Faculty	2.93	.85	56	3.02	.73	95	.480
Classified	2.84	.80	69	2.92	.86	100	.544
Administrator	2.92	.81	25	3.09	.70	35	.402
Overall	2.89	.84	213	3.01	.79	300	.305

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

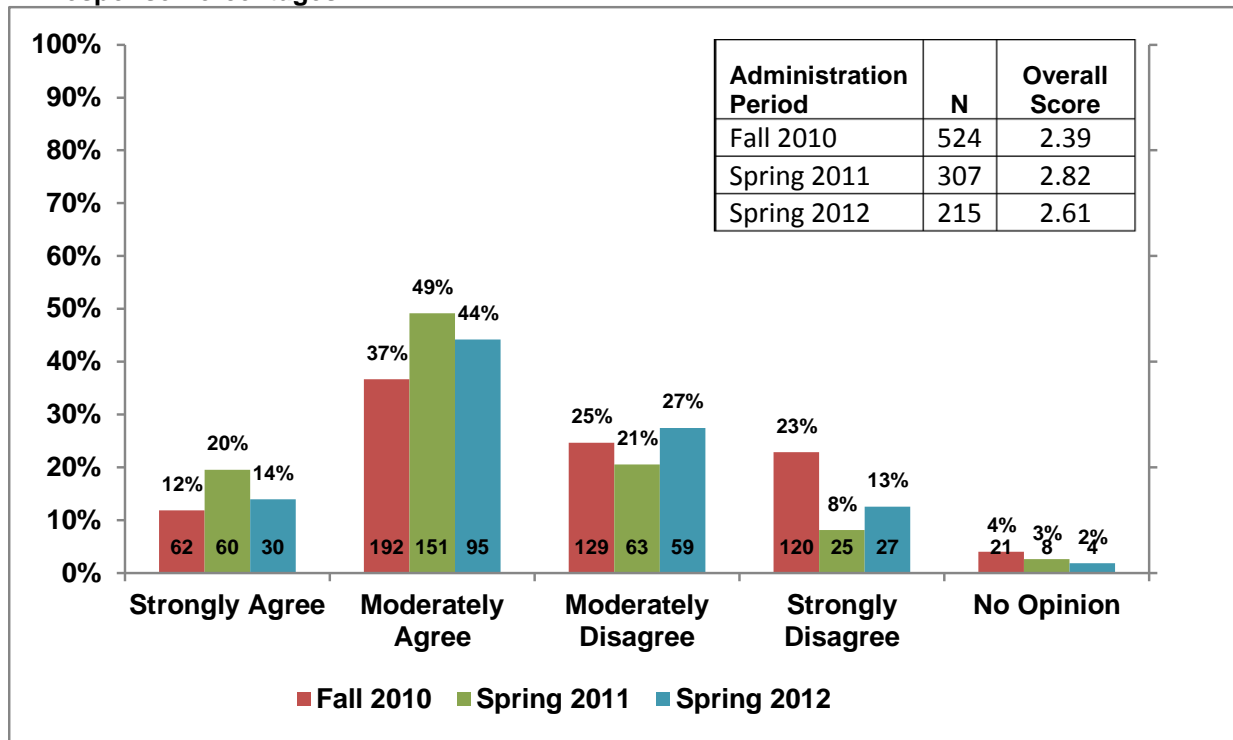
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.07	.82	70	2.62	.97	119	.001*
FT Faculty	3.02	.73	95	2.07	.97	138	.000*
Classified	2.92	.86	100	2.37	.96	210	.000*
Administrator	3.09	.70	35	2.81	.94	42	.156
Overall	3.01	.79	300	2.38	.99	509	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

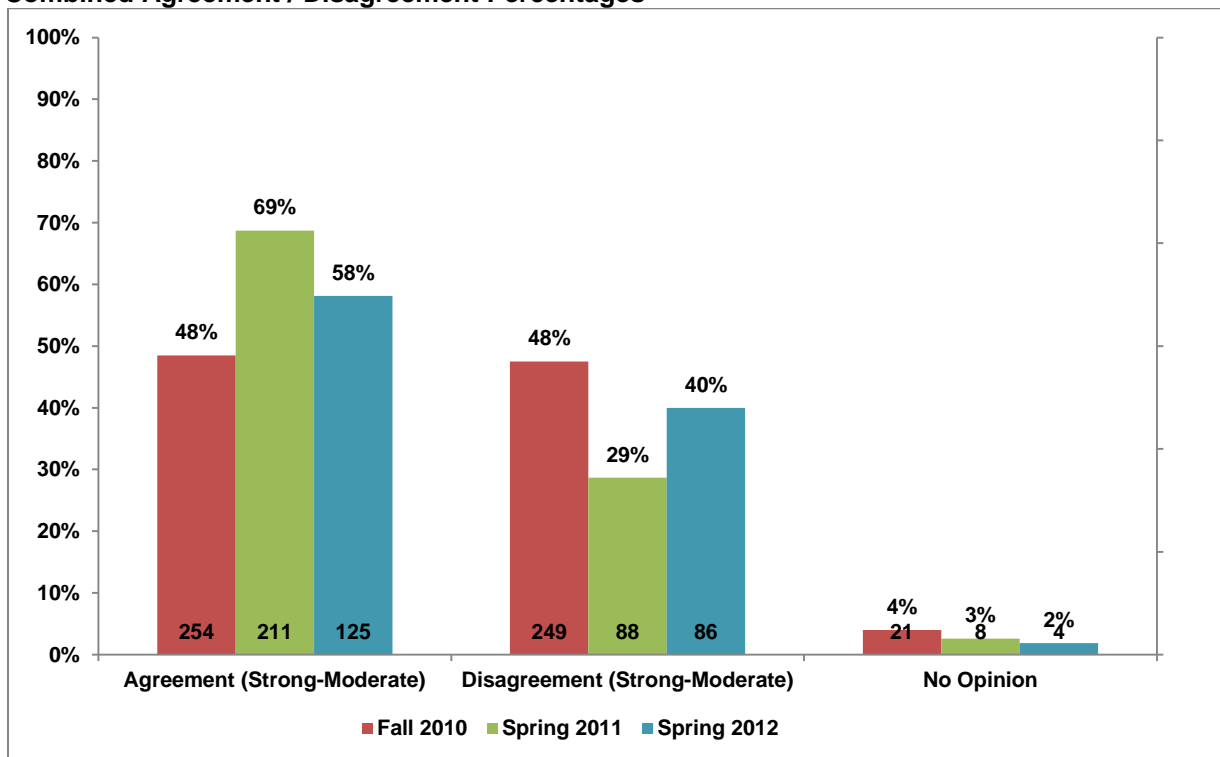
Histograms / Data Analysis

**5. I feel the environment at SWC fosters innovation.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



## Histograms / Data Analysis

### 5. I feel the environment at SWC fosters innovation.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	215	2.61	Fall 2010 - Spring 2012	9.1%	Yes	0.012	20.917	0.000
Spring 2011	307	2.82	Spring 2011 - Spring 2012	-7.7%	Yes	0.025		
Fall 2010	524	2.39	Fall 2010 - Spring 2011	18.1%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.70	.98	60	2.63	.96	116	.647
FT Faculty	2.51	.83	57	2.23	1.01	136	.065
Classified	2.59	.85	69	2.32	.94	209	.030*
Administrator	2.64	.86	25	2.62	1.01	42	.931
Overall	2.61	.89	211	2.39	.98	503	.012

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.70	.98	60	3.04	.78	69	.030*
FT Faculty	2.51	.83	57	2.79	.87	95	.052
Classified	2.59	.85	69	2.65	.87	100	.679
Administrator	2.64	.86	25	2.97	.75	35	.117
Overall	2.61	.89	211	2.82	.85	299	.025

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.04	.78	69	2.63	.96	116	.003*
FT Faculty	2.79	.87	95	2.23	1.01	136	.000*
Classified	2.65	.87	100	2.32	.94	209	.003*
Administrator	2.97	.75	35	2.62	1.01	42	.092
Overall	2.82	.85	299	2.39	.98	503	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

## Histograms / Data Analysis

### **Question Group III: A supportive environment of trust and respect exists for all employees at SWC.**

Group III questions (Q6-Q11) relate to WASC Standard IV.A and IV.B. These questions concentrate on leadership and governance, specifically, decision-making roles and process and the organization of the governing board and administration.

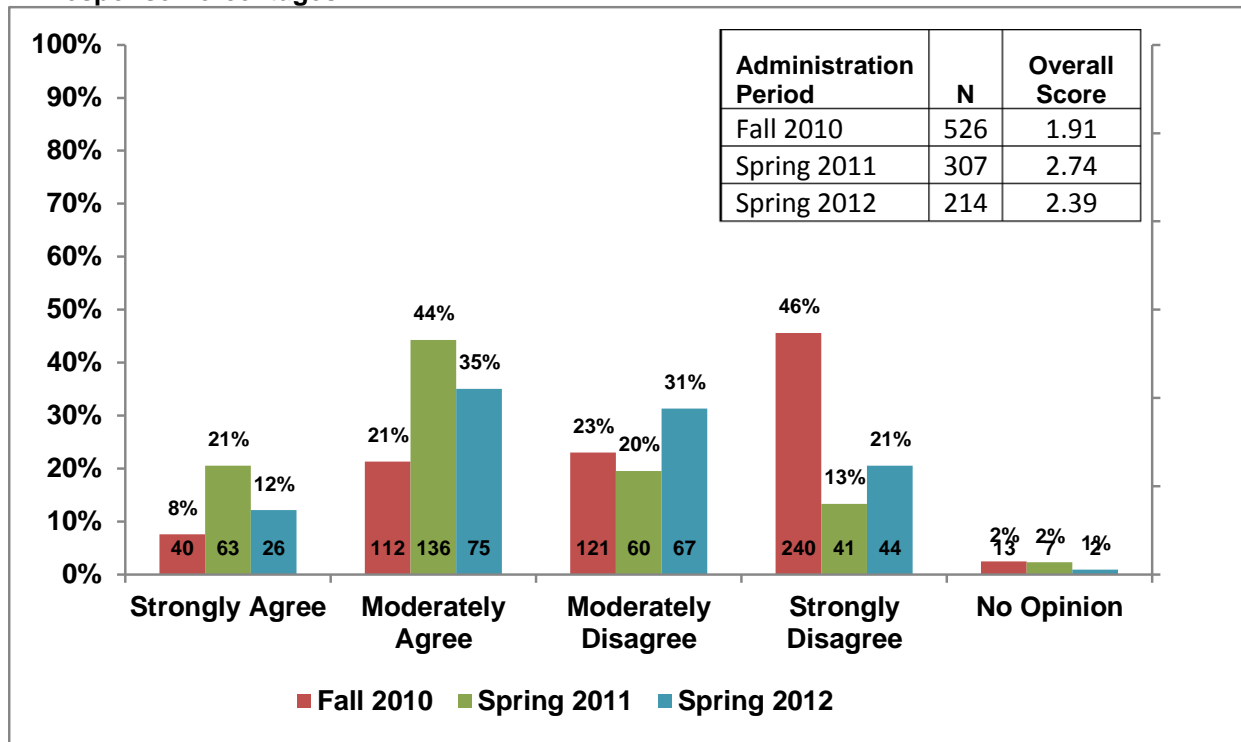
Overall findings of the three survey administrations include:

- In spring 2012, all job categories indicated a statistically significant increase in mean scores related to the Superintendent/President and Governing Board creating an environment promoting trust and respect compared to fall 2010.
- Perceptions of workplace intimidation among spring 2012 respondents remained statistically lower than levels found in fall 2010.
- When comparing overall mean scores with reference to feeling intimidated by others, results from fall 2010 to spring 2012 found statistically significant decreases in relation to Vice-Presidents, the Superintendent/President, Governing Board and Department Chairs.

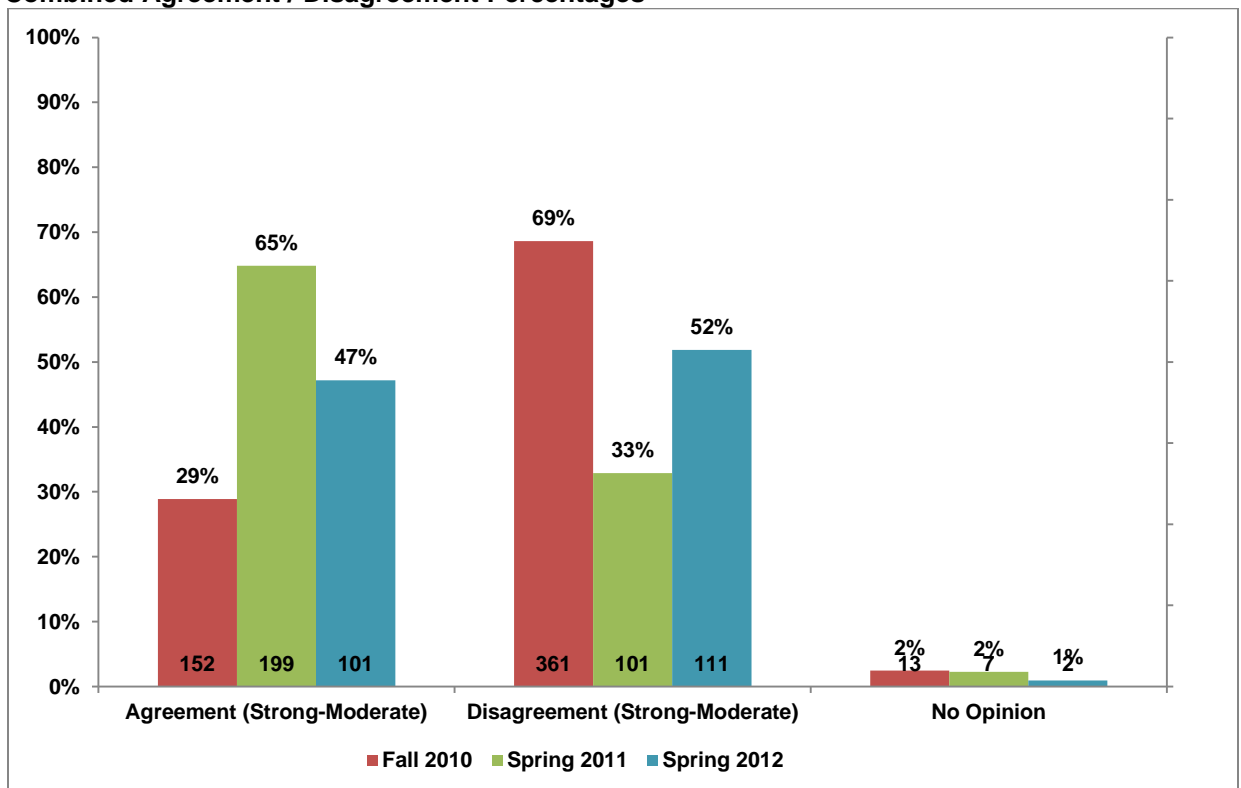
Histograms / Data Analysis

**6. I feel an environment of trust and respect exists for all employees at SWC.**

All Response Percentages



Combined Agreement / Disagreement Percentages





## Histograms / Data Analysis

### 6. I feel an environment of trust and respect exists for all employees at SWC.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	214	2.39	Fall 2010 - Spring 2012	25.4%	Yes	0.000	71.997	0.000
Spring 2011	307	2.74	Spring 2011 - Spring 2012	-12.6%	Yes	0.000		
Fall 2010	526	1.91	Fall 2010 - Spring 2011	43.5%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.56	1.04	63	2.25	1.09	118	.065
FT Faculty	2.42	.87	57	1.63	.90	136	.000*
Classified	2.18	.91	68	1.86	.94	215	.014*
Administrator	2.50	.93	24	2.09	1.01	44	.105
Overall	2.39	.95	212	1.91	1.00	513	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.56	1.04	63	2.97	.97	69	.019*
FT Faculty	2.42	.87	57	2.77	.91	94	.023*
Classified	2.18	.91	68	2.48	.94	102	.038*
Administrator	2.50	.93	24	2.94	.84	35	.062
Overall	2.39	.95	212	2.74	.94	300	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

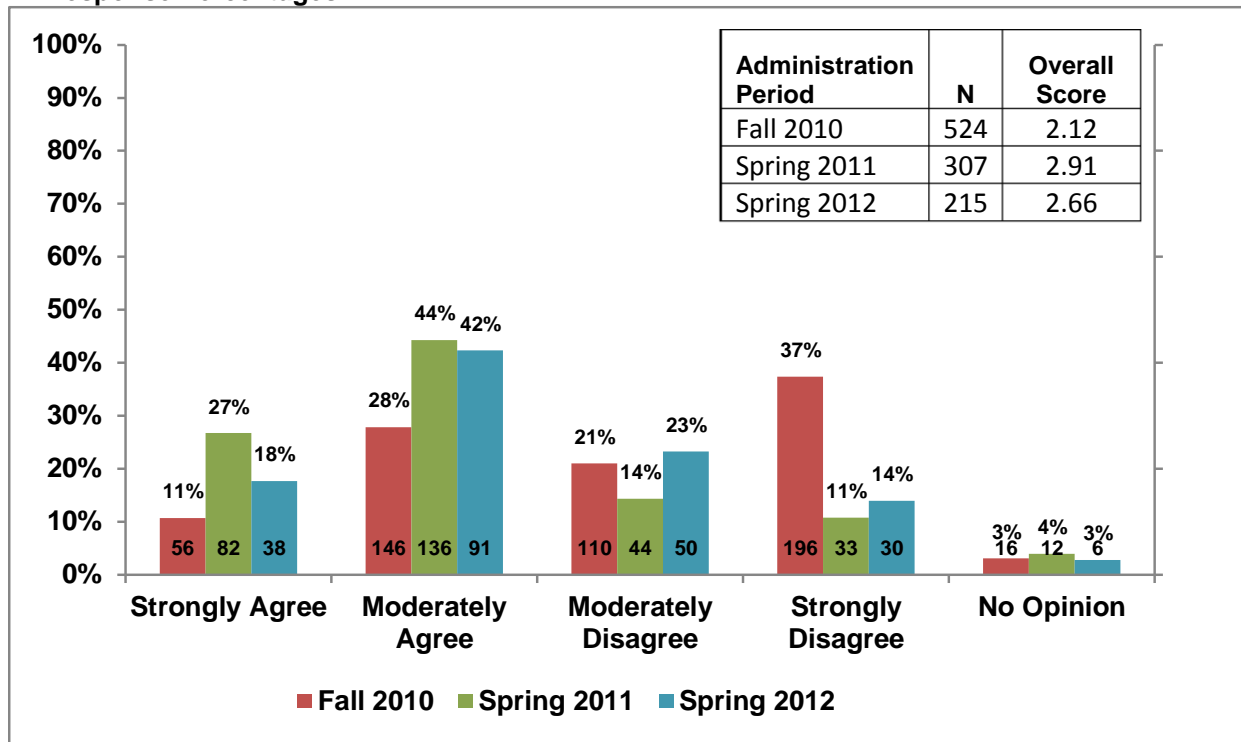
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.97	.97	69	2.25	1.09	118	.000*
FT Faculty	2.77	.91	94	1.63	.90	136	.000*
Classified	2.48	.94	102	1.86	.94	215	.000*
Administrator	2.94	.84	35	2.09	1.01	44	.000*
Overall	2.74	.94	300	1.91	1.00	513	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

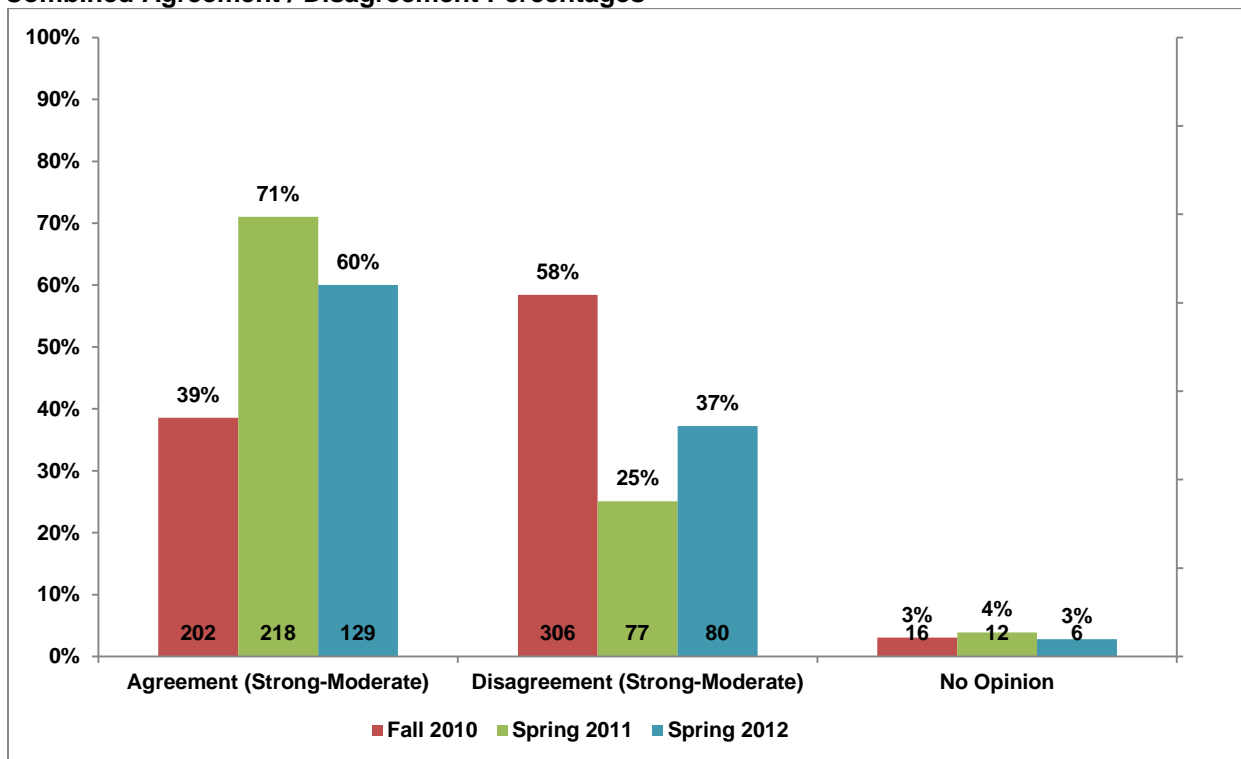
Histograms / Data Analysis

**7. The College fosters an environment of ethical behavior.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

### 7. The College fosters an environment of ethical behavior.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	215	2.66	Fall 2010 - Spring 2012	25.1%	Yes	0.000	62.974	0.000
Spring 2011	307	2.91	Spring 2011 - Spring 2012	-8.6%	Yes	0.015		
Fall 2010	524	2.12	Fall 2010 - Spring 2011	36.9%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.88	.87	59	2.57	1.04	115	.053
FT Faculty	2.67	.91	58	1.79	.98	135	.000*
Classified	2.36	.95	67	2.00	1.01	215	.012*
Administrator	2.88	.97	25	2.56	.98	43	.196
Overall	2.66	.94	209	2.12	1.05	508	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.88	.87	59	3.07	.95	68	.240
FT Faculty	2.67	.91	58	3.00	.86	92	.028*
Classified	2.36	.95	67	2.66	1.01	100	.054
Administrator	2.88	.97	25	3.03	.71	35	.495
Overall	2.66	.94	209	2.91	.93	295	.015

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

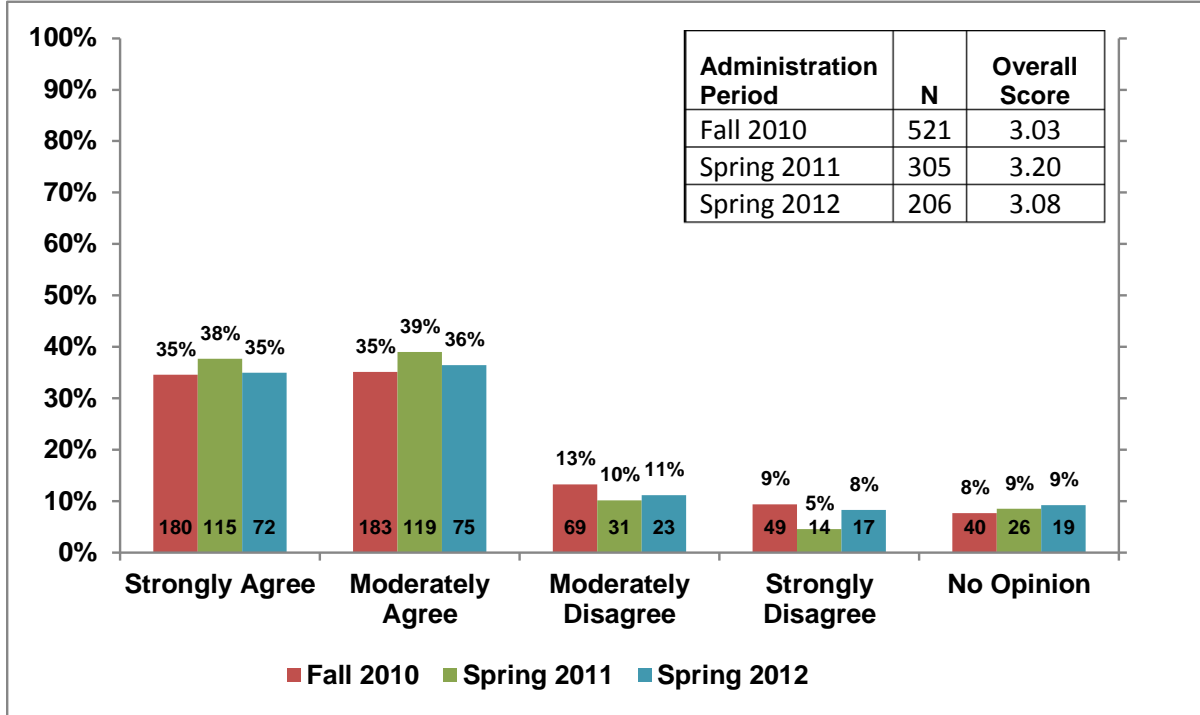
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.07	.95	68	2.57	1.04	115	.001*
FT Faculty	3.00	.86	92	1.79	.98	135	.000*
Classified	2.66	1.01	100	2.00	1.01	215	.000*
Administrator	3.03	.71	35	2.56	.98	43	.020*
Overall	2.91	.93	295	2.12	1.05	508	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

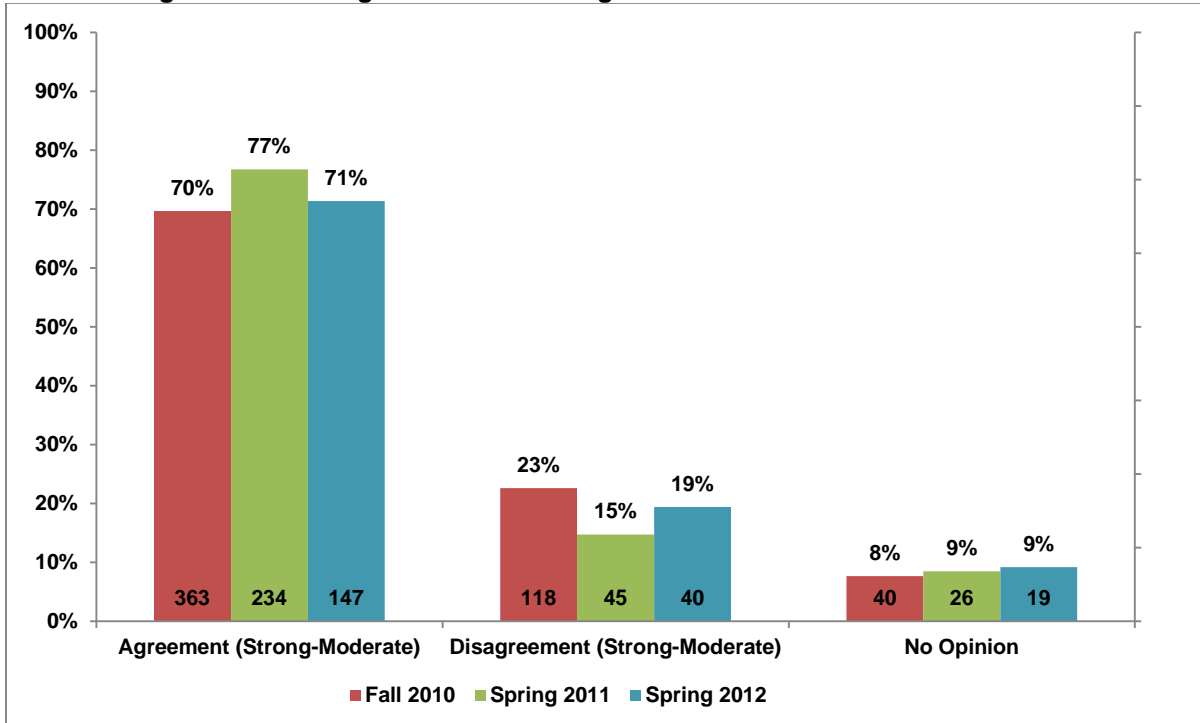
Histograms / Data Analysis

**8a. [Faculty Leaders (e.g. Academic Senate President, SCEA President, Dept. Chairs)] Institutional leaders create an environment that promotes trust and respect.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

**8a. [Faculty Leaders (e.g. Academic Senate President, SCEA President, Dept. Chairs)] Institutional leaders create an environment that promotes trust and respect.**

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	206	3.08	Fall 2010 - Spring 2012	1.8%	No	0.780	3.164	0.043
Spring 2011	305	3.20	Spring 2011 - Spring 2012	-3.8%	No	0.348		
Fall 2010	521	3.03	Fall 2010 - Spring 2011	5.7%	Yes	0.033		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.11	.96	57	3.04	1.00	110	.668
FT Faculty	3.53	.74	55	3.34	.77	137	.132
Classified	2.70	.88	54	2.93	.98	192	.132
Administrator	2.81	.98	21	2.43	1.02	42	.161
Overall	3.08	.93	187	3.03	.96	481	.780

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.11	.96	57	3.35	.77	62	.119
FT Faculty	3.53	.74	55	3.48	.67	94	.682
Classified	2.70	.88	54	2.93	.96	87	.162
Administrator	2.81	.98	21	2.86	.64	36	.811
Overall	3.08	.93	187	3.20	.83	295	.348

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

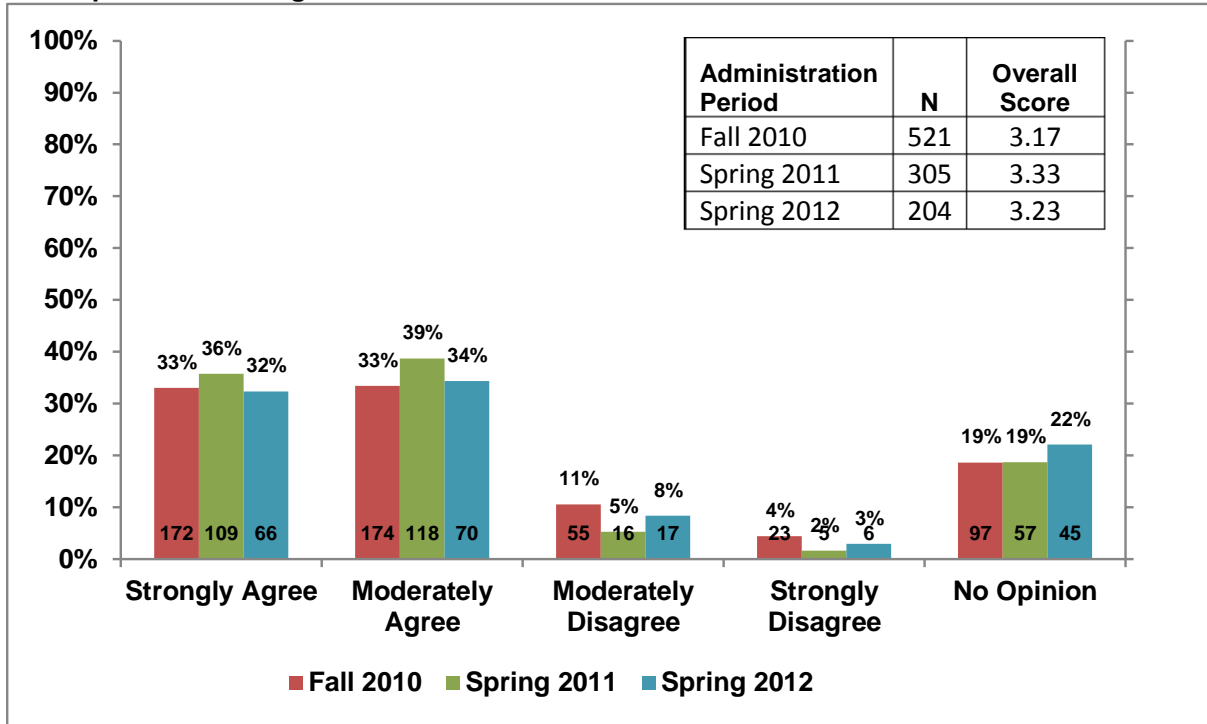
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.35	.77	62	3.04	1.00	110	.031*
FT Faculty	3.48	.67	94	3.34	.77	137	.167
Classified	2.93	.96	87	2.93	.98	192	.975
Administrator	2.86	.64	36	2.43	1.02	42	.030*
Overall	3.20	.83	295	3.03	.96	481	.033

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

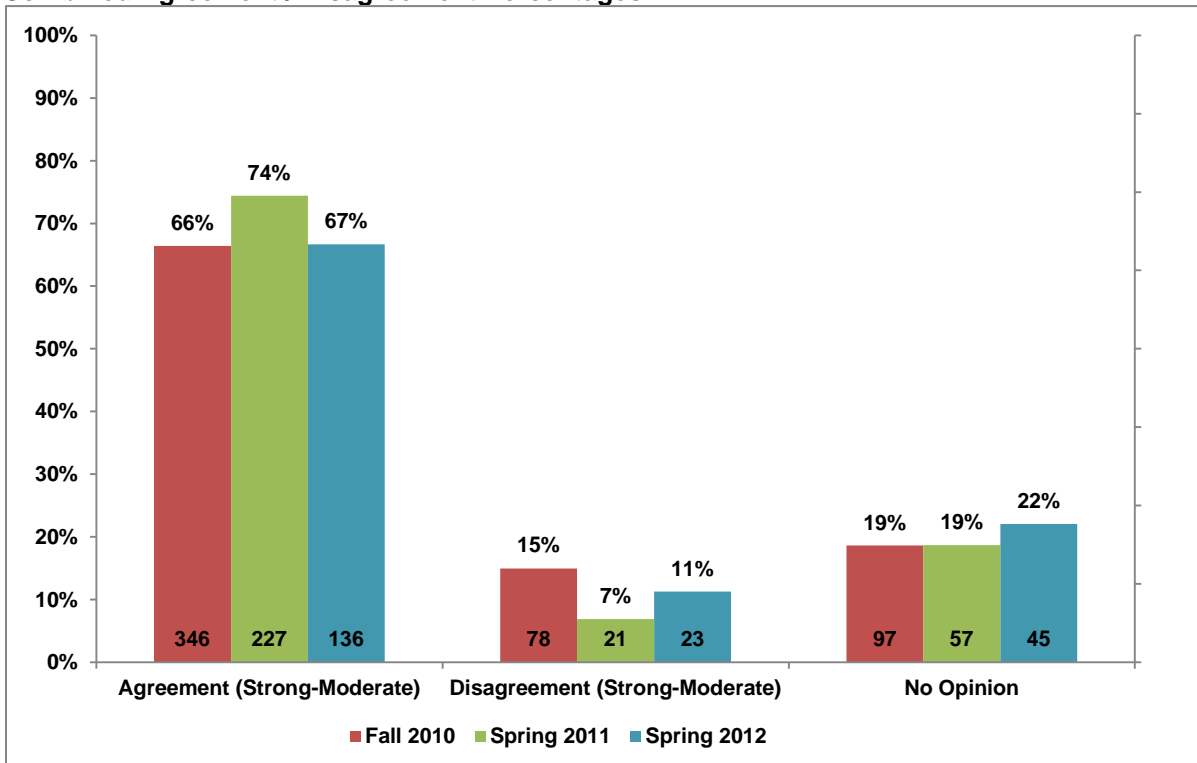
Histograms / Data Analysis

**8b. [Classified Leaders (e.g. CSEA President)] Institutional leaders create an environment that promotes trust and respect.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

### 8b. [Classified Leaders (e.g. CSEA President)] Institutional leaders create an environment that promotes trust and respect.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	204	3.23	Fall 2010 - Spring 2012	2.1%	No	0.651	3.467	0.032
Spring 2011	305	3.33	Spring 2011 - Spring 2012	-3.1%	No	0.416		
Fall 2010	521	3.17	Fall 2010 - Spring 2011	5.3%	Yes	0.023		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.29	.81	42	3.00	.92	84	.089
FT Faculty	3.24	.82	38	3.29	.83	98	.757
Classified	3.27	.76	59	3.26	.78	202	.939
Administrator	3.00	.80	20	2.75	.95	40	.317
Overall	3.23	.79	159	3.17	.85	424	.651

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.29	.81	42	3.54	.58	48	.085
FT Faculty	3.24	.82	38	3.30	.69	70	.671
Classified	3.27	.76	59	3.34	.74	94	.579
Administrator	3.00	.80	20	3.11	.62	36	.565
Overall	3.23	.79	159	3.33	.69	248	.416

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

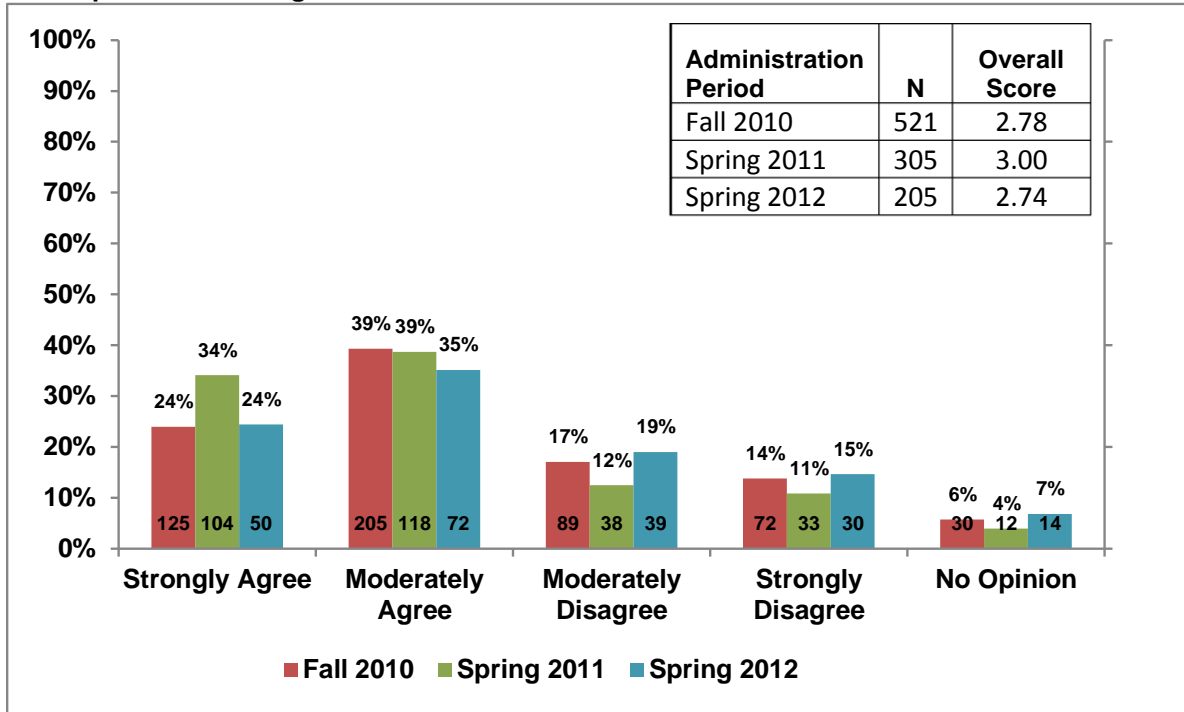
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.54	.58	48	3.00	.92	84	.000*
FT Faculty	3.30	.69	70	3.29	.83	98	.906
Classified	3.34	.74	94	3.26	.78	202	.417
Administrator	3.11	.62	36	2.75	.95	40	.057
Overall	3.33	.69	248	3.17	.85	424	.023

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

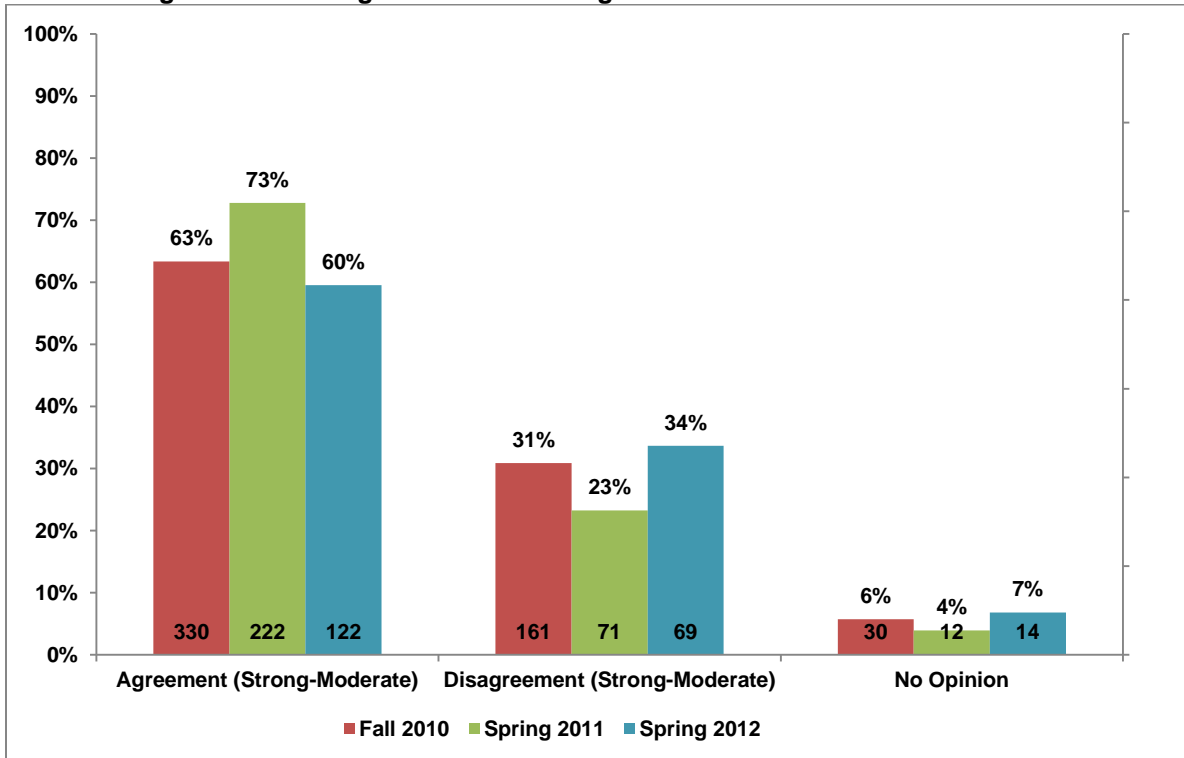
Histograms / Data Analysis

**8c. [Middle Management Leaders (e.g. Dean, Director, Supervisor)] Institutional leaders create an environment that promotes trust and respect.**

All Response Percentages



Combined Agreement / Disagreement Percentages





### Histograms / Data Analysis

#### 8c. [Middle Management Leaders (e.g. Dean, Director, Supervisor)] Institutional leaders create an environment that promotes trust and respect.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	205	2.74	Fall 2010 - Spring 2012	-1.3%	No	0.901	5.658	0.004
Spring 2011	305	3.00	Spring 2011 - Spring 2012	-8.6%	Yes	0.015		
Fall 2010	521	2.78	Fall 2010 - Spring 2011	7.9%	Yes	0.007		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.77	1.12	53	3.05	.96	110	.111
FT Faculty	2.92	.90	52	2.93	.94	133	.952
Classified	2.43	1.06	63	2.47	.99	206	.771
Administrator	3.13	.63	23	3.12	.77	42	.952
Overall	2.74	1.02	191	2.78	.99	491	.901

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.77	1.12	53	3.28	.98	65	.010*
FT Faculty	2.92	.90	52	3.03	.93	93	.493
Classified	2.43	1.06	63	2.66	1.01	99	.172
Administrator	3.13	.63	23	3.36	.59	36	.159
Overall	2.74	1.02	191	3.00	.97	293	.015

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

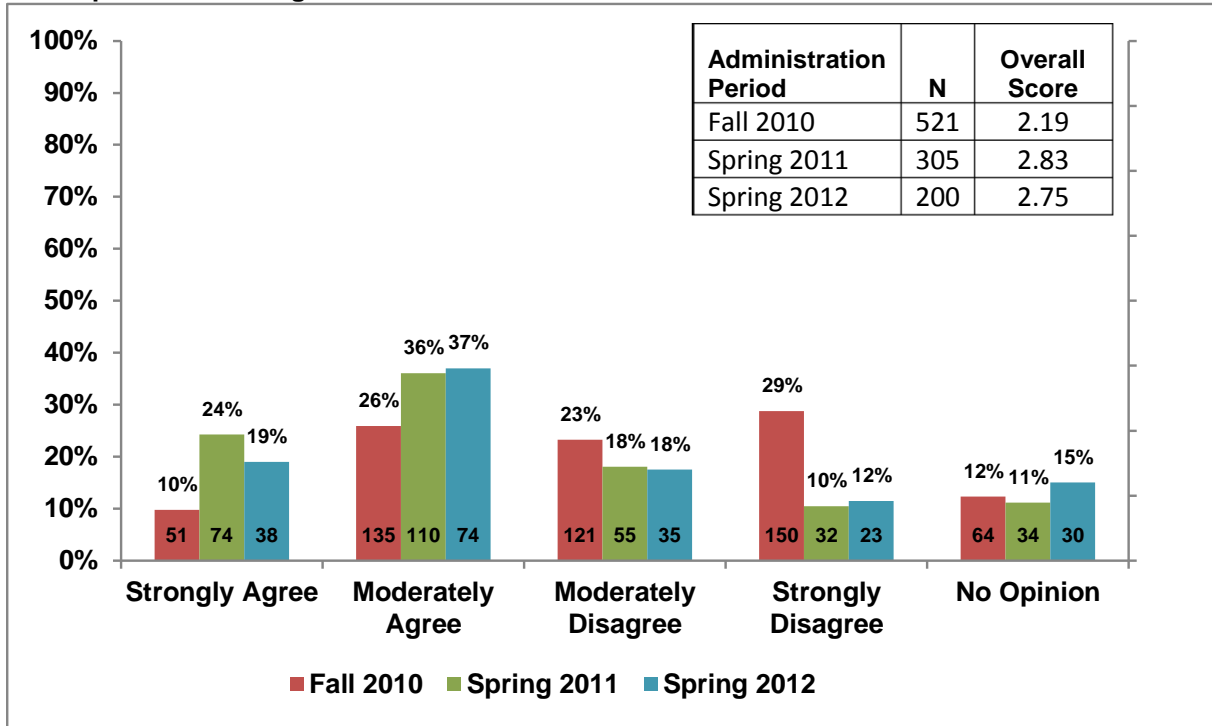
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.28	.98	65	3.05	.96	110	.128
FT Faculty	3.03	.93	93	2.93	.94	133	.429
Classified	2.66	1.01	99	2.47	.99	206	.129
Administrator	3.36	.59	36	3.12	.77	42	.129
Overall	3.00	.97	293	2.78	.99	491	.007

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

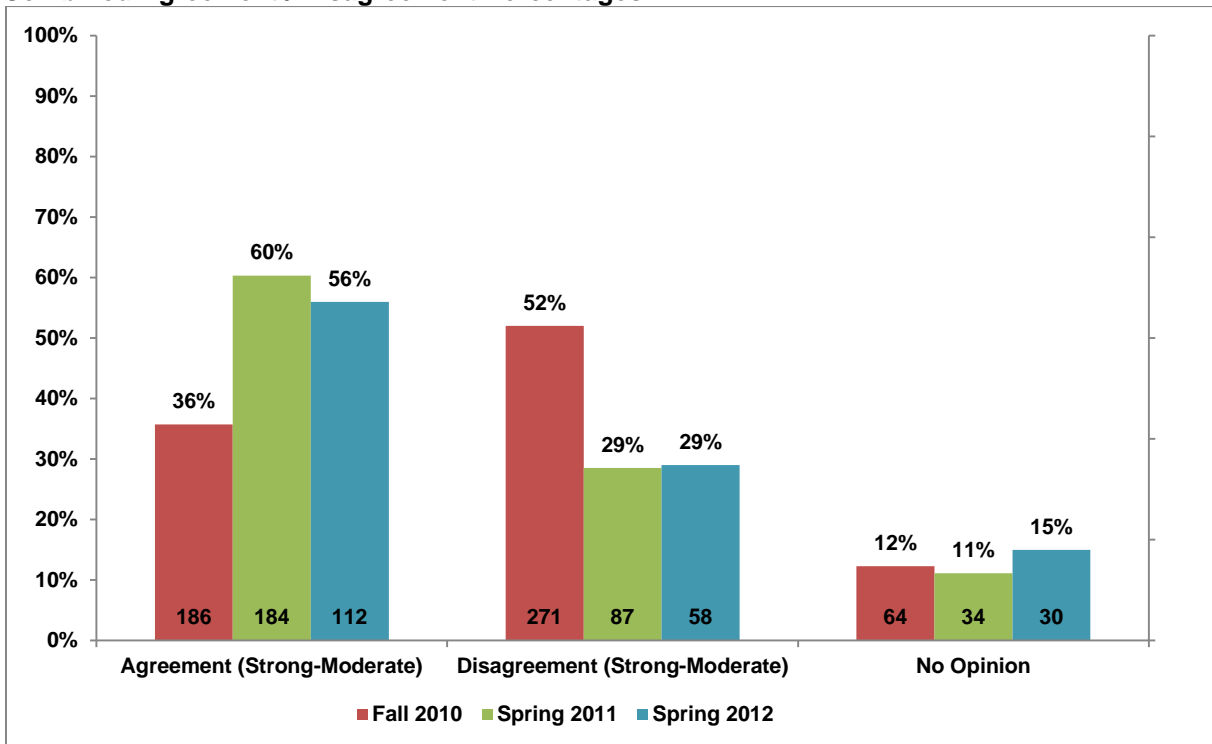
Histograms / Data Analysis

**8d. [Division Leaders (Vice Presidents)] Institutional leaders create an environment that promotes trust and respect.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

**8d. [Division Leaders (Vice Presidents)] Institutional leaders create an environment that promotes trust and respect.**

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	200	2.75	Fall 2010 - Spring 2012	25.4%	Yes	0.000	43.071	0.000
Spring 2011	305	2.83	Spring 2011 - Spring 2012	-3.1%	No	0.642		
Fall 2010	521	2.19	Fall 2010 - Spring 2011	29.4%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.74	1.00	43	2.30	1.05	87	.022*
FT Faculty	2.87	.92	47	1.91	.93	133	.000*
Classified	2.50	.92	58	2.21	1.00	195	.047*
Administrator	3.14	.89	22	2.79	1.00	42	.172
Overall	2.75	.96	170	2.19	1.02	457	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.74	1.00	43	3.17	.89	53	.030*
FT Faculty	2.87	.92	47	2.64	1.02	91	.187
Classified	2.50	.92	58	2.73	.96	91	.157
Administrator	3.14	.89	22	3.11	.75	36	.908
Overall	2.75	.96	170	2.83	.96	271	.642

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

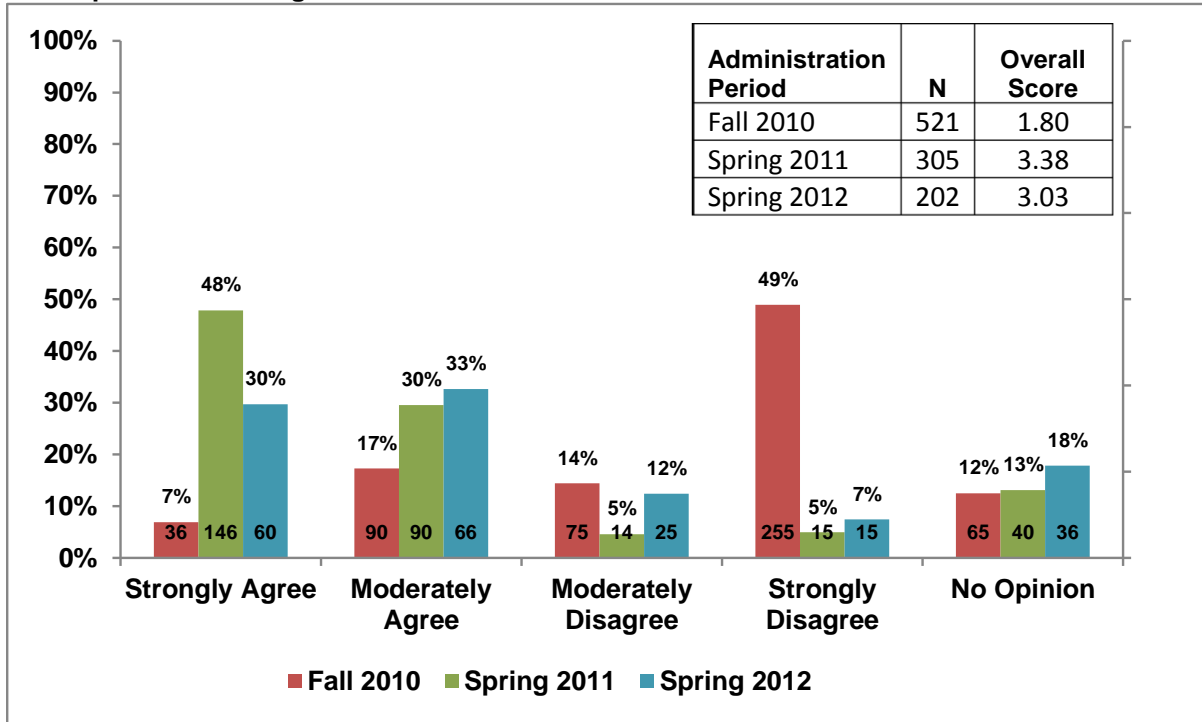
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.17	.89	53	2.30	1.05	87	.000*
FT Faculty	2.64	1.02	91	1.91	.93	133	.000*
Classified	2.73	.96	91	2.21	1.00	195	.000*
Administrator	3.11	.75	36	2.79	1.00	42	.113
Overall	2.83	.96	271	2.19	1.02	457	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

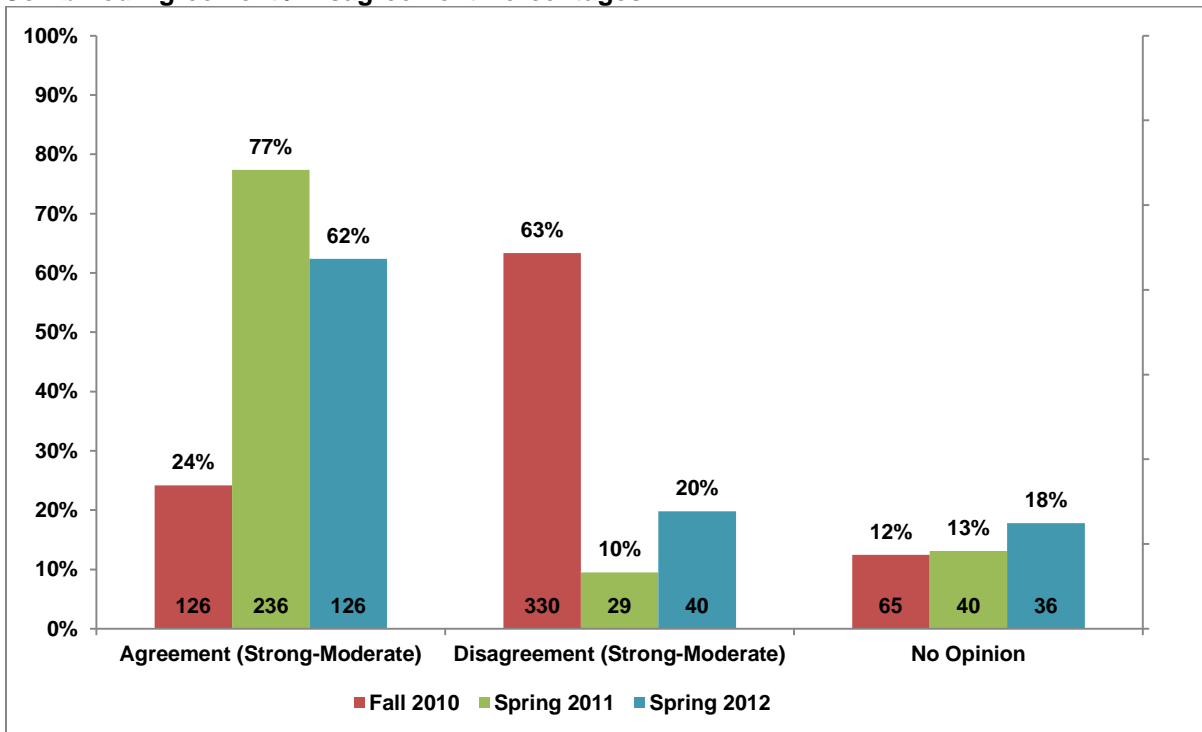
Histograms / Data Analysis

**8e. [Superintendent/President] Institutional leaders create an environment that promotes trust and respect.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

#### 8e. [Superintendent/President] Institutional leaders create an environment that promotes trust and respect.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	202	3.03	Fall 2010 - Spring 2012	68.7%	Yes	0.000	266.729	0.000
Spring 2011	305	3.38	Spring 2011 - Spring 2012	-10.5%	Yes	0.000		
Fall 2010	521	1.80	Fall 2010 - Spring 2011	88.5%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.93	1.05	42	1.86	1.05	93	.000*
FT Faculty	2.94	.95	48	1.41	.83	134	.000*
Classified	3.05	.91	55	1.84	.98	190	.000*
Administrator	3.38	.67	21	2.77	1.01	39	.016*
Overall	3.03	.94	166	1.80	1.02	456	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.93	1.05	42	3.16	.93	51	.267
FT Faculty	2.94	.95	48	3.51	.78	92	.000*
Classified	3.05	.91	55	3.24	.85	86	.212
Administrator	3.38	.67	21	3.72	.57	36	.045*
Overall	3.03	.94	166	3.38	.83	265	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

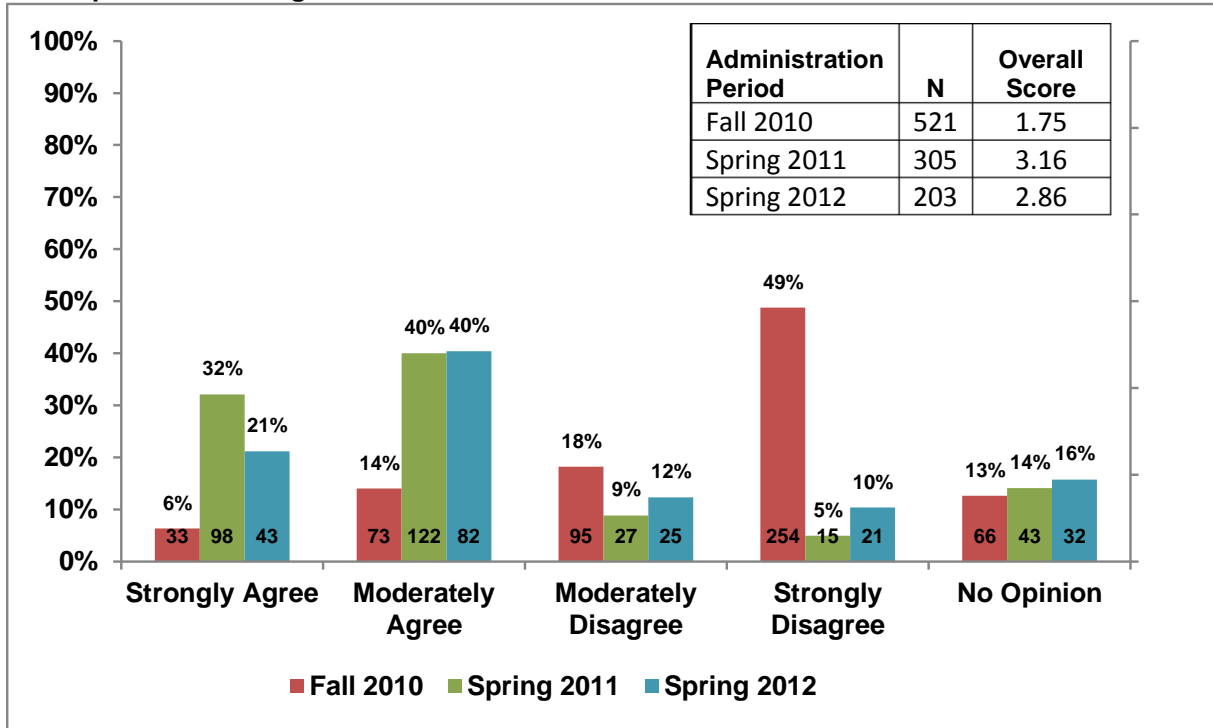
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.16	.93	51	1.86	1.05	93	.000*
FT Faculty	3.51	.78	92	1.41	.83	134	.000*
Classified	3.24	.85	86	1.84	.98	190	.000*
Administrator	3.72	.57	36	2.77	1.01	39	.000*
Overall	3.38	.83	265	1.80	1.02	456	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

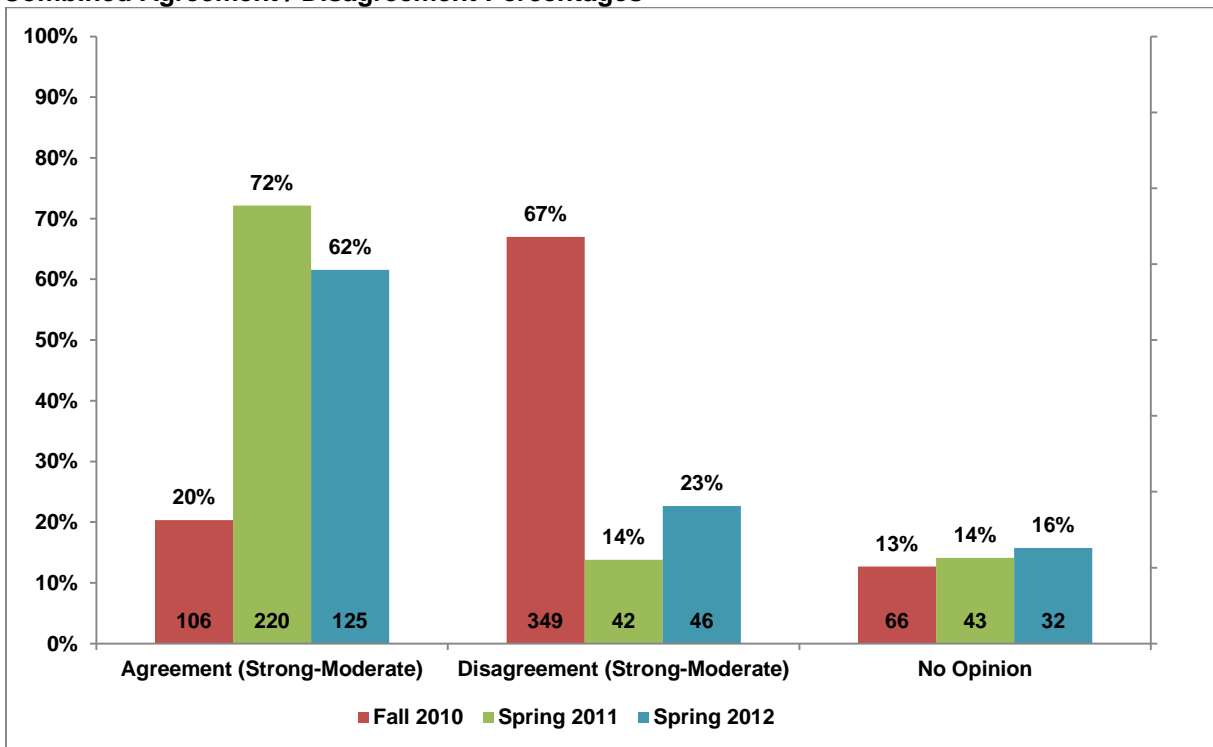
Histograms / Data Analysis

**8f. [Governing Board] Institutional leaders create an environment that promotes trust and respect.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

### 8f. [Governing Board] Institutional leaders create an environment that promotes trust and respect.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	203	2.86	Fall 2010 - Spring 2012	63.7%	Yes	0.000	221.774	0.000
Spring 2011	305	3.16	Spring 2011 - Spring 2012	-9.4%	Yes	0.003		
Fall 2010	521	1.75	Fall 2010 - Spring 2011	80.7%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.79	1.06	47	1.89	1.04	93	.000*
FT Faculty	2.85	.92	48	1.43	.83	132	.000*
Classified	2.82	.93	55	1.77	.93	192	.000*
Administrator	3.14	.66	21	2.39	1.08	38	.005*
Overall	2.86	.94	171	1.75	.97	455	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.79	1.06	47	3.17	.83	52	.046*
FT Faculty	2.85	.92	48	3.31	.79	88	.003*
Classified	2.82	.93	55	3.09	.86	87	.074
Administrator	3.14	.66	21	2.91	.78	35	.266
Overall	2.86	.94	171	3.16	.83	262	.003

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

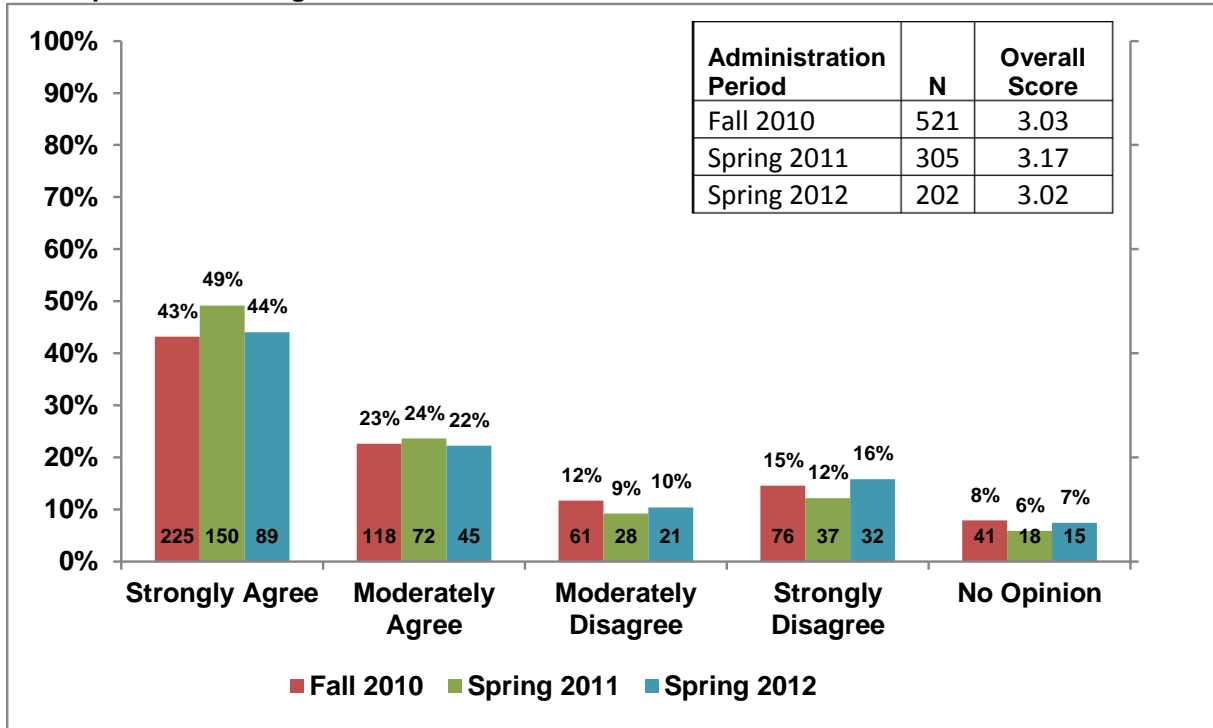
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.17	.83	52	1.89	1.04	93	.000*
FT Faculty	3.31	.79	88	1.43	.83	132	.000*
Classified	3.09	.86	87	1.77	.93	192	.000*
Administrator	2.91	.78	35	2.39	1.08	38	.022*
Overall	3.16	.83	262	1.75	.97	455	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

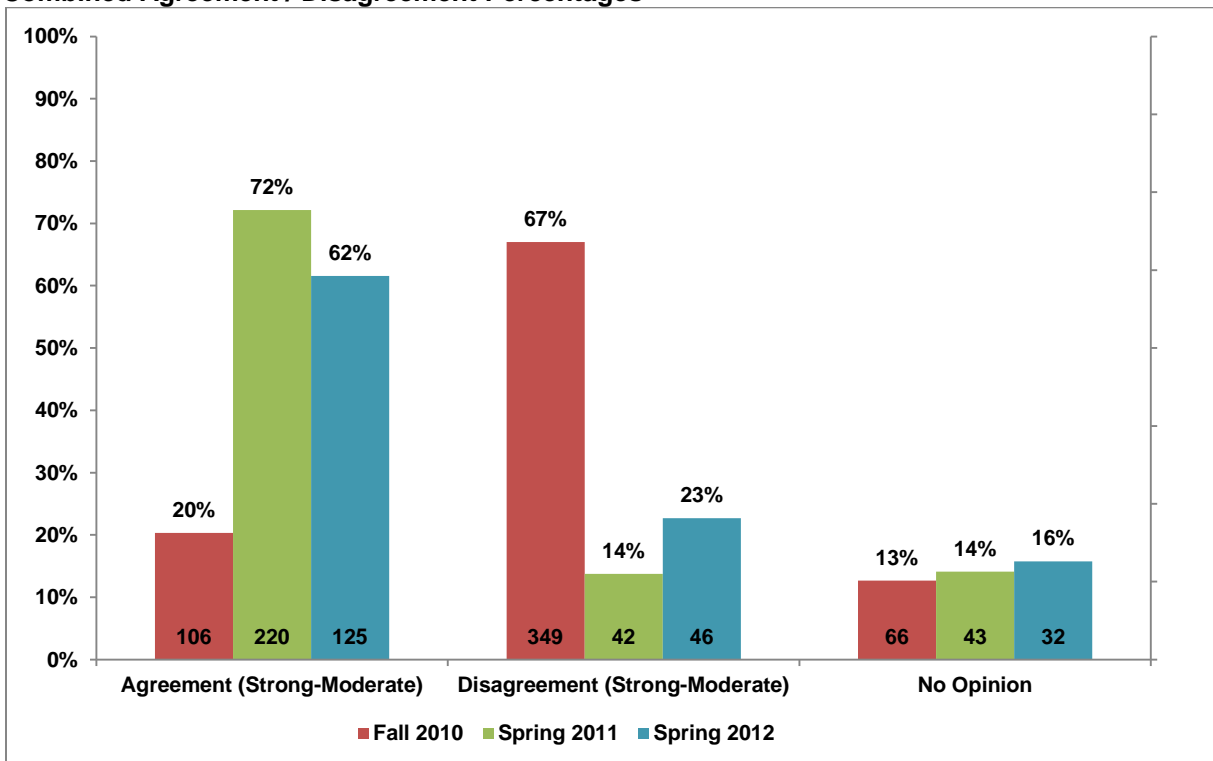
Histograms / Data Analysis

**8g. [My Supervisor] Institutional leaders create an environment that promotes trust and respect.**

All Response Percentages



Combined Agreement / Disagreement Percentages





## Histograms / Data Analysis

**8g. [My Supervisor] Institutional leaders create an environment that promotes trust and respect.**

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	202	3.02	Fall 2010 - Spring 2012	-0.1%	No	0.999	1.710	0.181
Spring 2011	305	3.17	Spring 2011 - Spring 2012	-4.6%	No	0.334		
Fall 2010	521	3.03	Fall 2010 - Spring 2011	4.7%	No	0.192		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.00	1.23	53	3.28	1.00	107	.124
FT Faculty	3.16	1.03	49	3.23	1.08	130	.707
Classified	2.87	1.21	63	2.72	1.15	202	.357
Administrator	3.18	.85	22	3.22	.91	41	.873
Overall	3.02	1.13	187	3.03	1.11	480	.999

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.00	1.23	53	3.45	.84	62	.022*
FT Faculty	3.16	1.03	49	3.23	1.05	90	.705
Classified	2.87	1.21	63	2.88	1.18	99	.976
Administrator	3.18	.85	22	3.31	.86	36	.595
Overall	3.02	1.13	187	3.17	1.05	287	.334

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

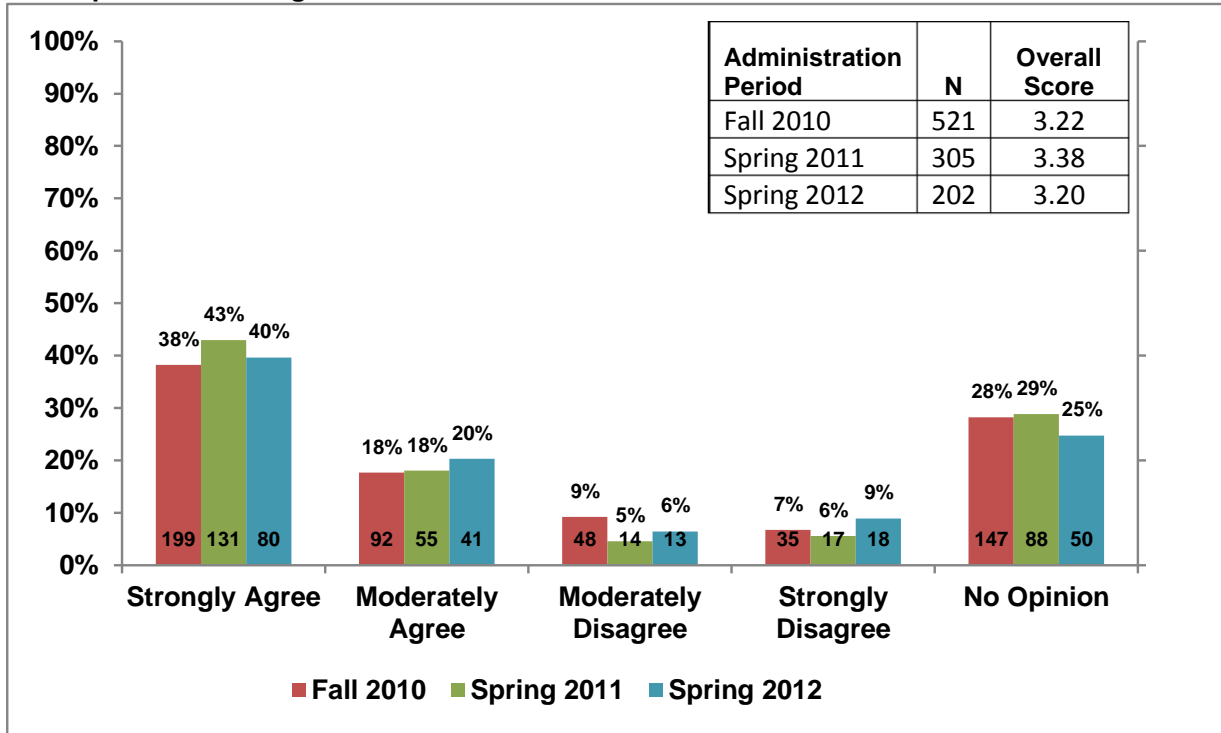
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.45	.84	62	3.28	1.00	107	.258
FT Faculty	3.23	1.05	90	3.23	1.08	130	.986
Classified	2.88	1.18	99	2.72	1.15	202	.260
Administrator	3.31	.86	36	3.22	.91	41	.671
Overall	3.17	1.05	287	3.03	1.11	480	.192

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

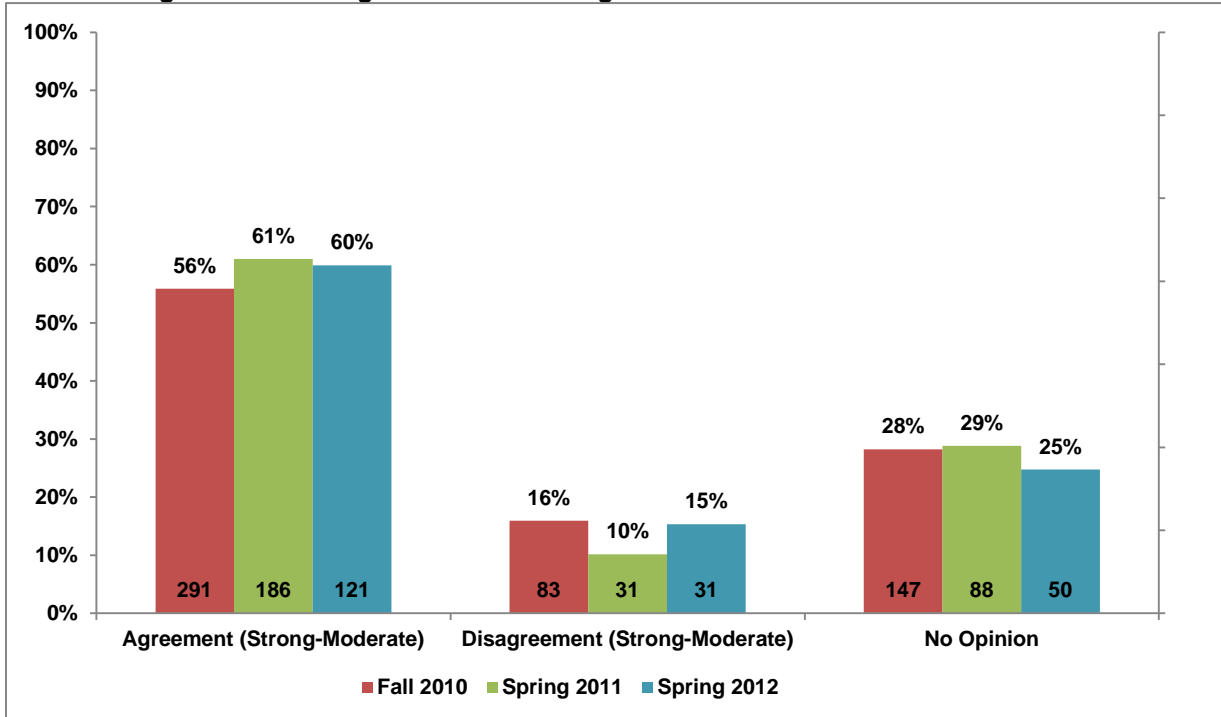
Histograms / Data Analysis

**8h. [My Department Chair] Institutional leaders create an environment that promotes trust and respect.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

**8h. [My Department Chair] Institutional leaders create an environment that promotes trust and respect.**

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	202	3.20	Fall 2010 - Spring 2012	-0.4%	No	0.990	2.313	0.100
Spring 2011	305	3.38	Spring 2011 - Spring 2012	-5.3%	No	0.197		
Fall 2010	521	3.22	Fall 2010 - Spring 2011	5.2%	No	0.116		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.11	1.05	57	3.33	.93	108	.153
FT Faculty	3.43	.95	47	3.45	.89	129	.876
Classified	2.97	1.15	35	2.84	1.07	120	.535
Administrator	3.46	.66	13	3.35	.93	17	.724
Overall	3.20	1.03	152	3.22	1.00	374	.990

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.11	1.05	57	3.51	.80	68	.015*
FT Faculty	3.43	.95	47	3.49	.95	81	.696
Classified	2.97	1.15	35	3.04	1.03	50	.774
Administrator	3.46	.66	13	3.33	.59	18	.576
Overall	3.20	1.03	152	3.38	.92	217	.197

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

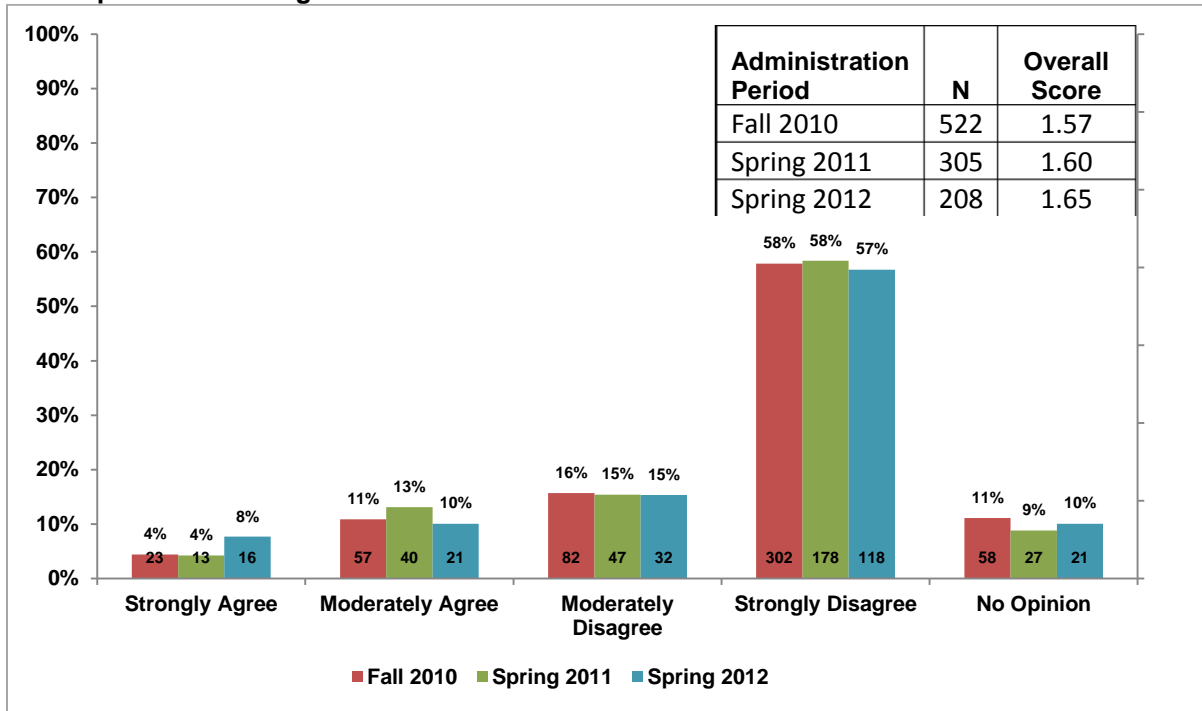
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.51	.80	68	3.33	.93	108	.185
FT Faculty	3.49	.95	81	3.45	.89	129	.734
Classified	3.04	1.03	50	2.84	1.07	120	.267
Administrator	3.33	.59	18	3.35	.93	17	.941
Overall	3.38	.92	217	3.22	1.00	374	.116

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

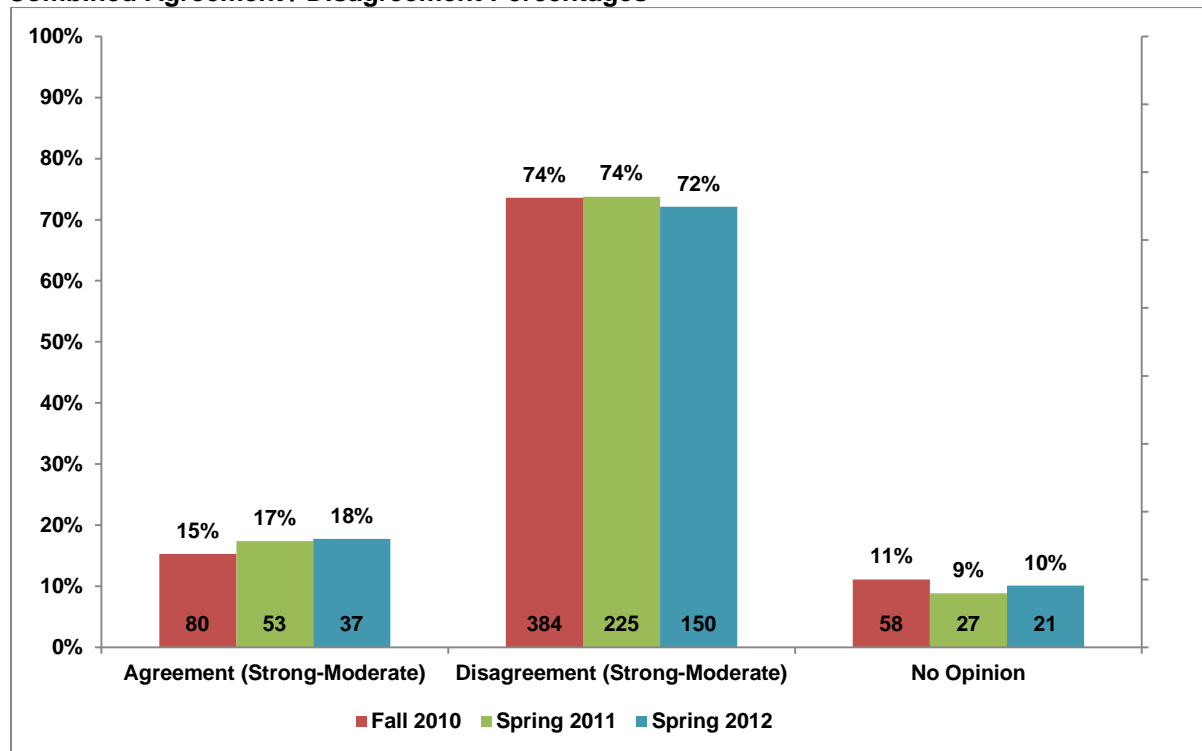
Histograms / Data Analysis

**9a. [Faculty Leaders (e.g. Academic Senate President, SCEA President, Dept. Chairs)] I feel intimidated by others at Southwestern College.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



## Histograms / Data Analysis

**9a. [Faculty Leaders (e.g. Academic Senate President, SCEA President, Dept. Chairs)] I feel intimidated by others at Southwestern College.**

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	208	1.65	Fall 2010 - Spring 2012	5.2%	No	0.559	0.530	0.589
Spring 2011	305	1.60	Spring 2011 - Spring 2012	3.5%	No	0.798		
Fall 2010	522	1.57	Fall 2010 - Spring 2011	1.7%	No	0.925		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	1.55	.89	53	1.52	.84	107	.869
FT Faculty	1.39	.78	51	1.36	.72	130	.801
Classified	1.97	1.18	60	1.69	.96	186	.067
Administrator	1.65	.86	23	1.83	1.02	41	.489
Overall	1.65	.99	187	1.57	.89	464	.559

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	1.55	.89	53	1.61	.86	61	.718
FT Faculty	1.39	.78	51	1.60	.94	94	.190
Classified	1.97	1.18	60	1.66	.93	87	.075
Administrator	1.65	.86	23	1.44	.81	36	.357
Overall	1.65	.99	187	1.60	.90	278	.798

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

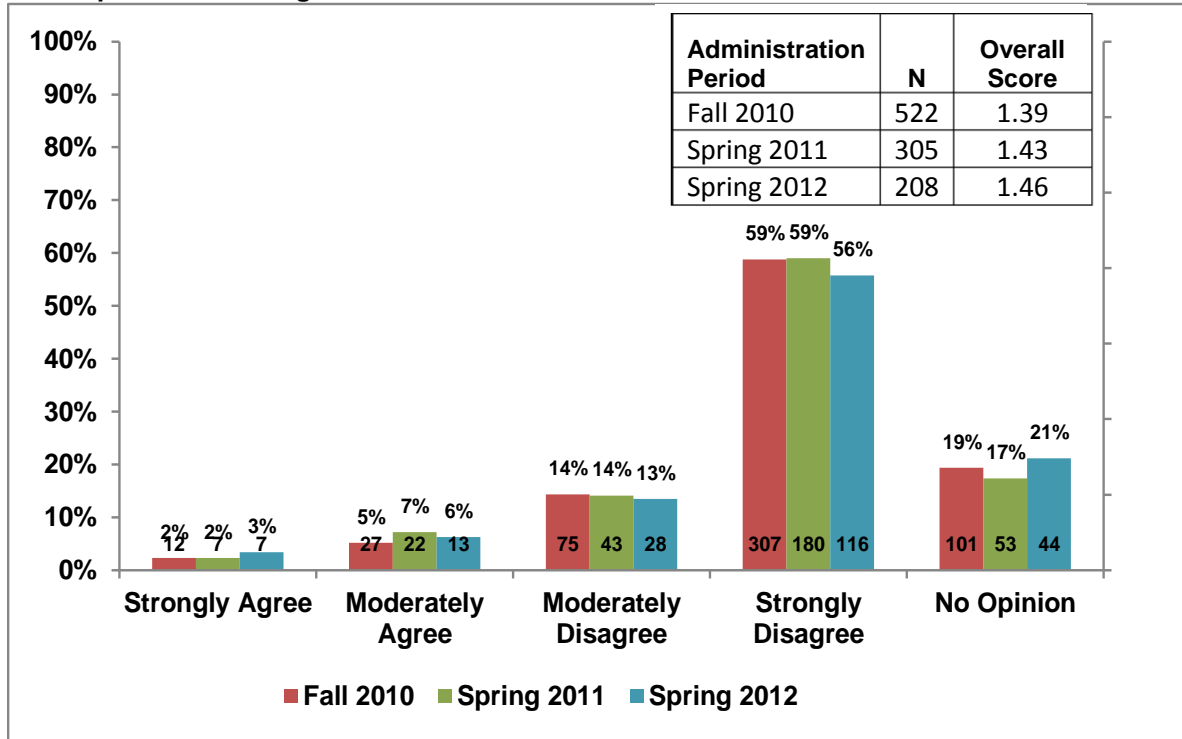
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	1.61	.86	61	1.52	.84	107	.542
FT Faculty	1.60	.94	94	1.36	.72	130	.036*
Classified	1.66	.93	87	1.69	.96	186	.790
Administrator	1.44	.81	36	1.83	1.02	41	.074
Overall	1.60	.90	278	1.57	.89	464	.925

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

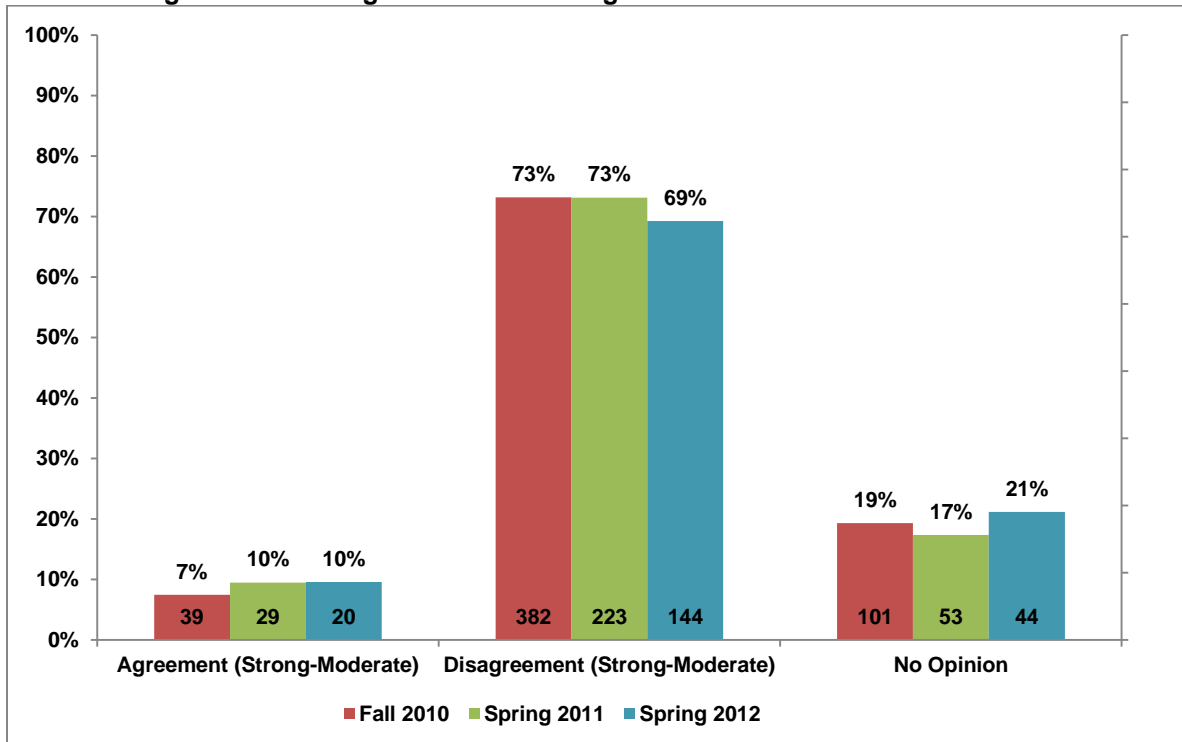
Histograms / Data Analysis

**9b. [Classified Leaders (e.g. CSEA President)] I feel intimidated by others at Southwestern College.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

**9b. [Classified Leaders (e.g. CSEA President)] I feel intimidated by others at Southwestern College.**

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	208	1.46	Fall 2010 - Spring 2012	4.7%	No	0.619	0.487	0.615
Spring 2011	305	1.43	Spring 2011 - Spring 2012	2.0%	No	0.925		
Fall 2010	522	1.39	Fall 2010 - Spring 2011	2.6%	No	0.818		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	1.44	.80	43	1.44	.75	89	.980
FT Faculty	1.48	.78	40	1.18	.44	98	.006*
Classified	1.42	.84	59	1.44	.81	194	.872
Administrator	1.55	.91	22	1.55	.82	40	.984
Overall	1.46	.82	164	1.39	.73	421	.619

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	1.44	.80	43	1.43	.67	53	.958
FT Faculty	1.48	.78	40	1.42	.81	71	.740
Classified	1.42	.84	59	1.43	.76	92	.933
Administrator	1.55	.91	22	1.42	.87	36	.594
Overall	1.46	.82	164	1.43	.77	252	.925

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

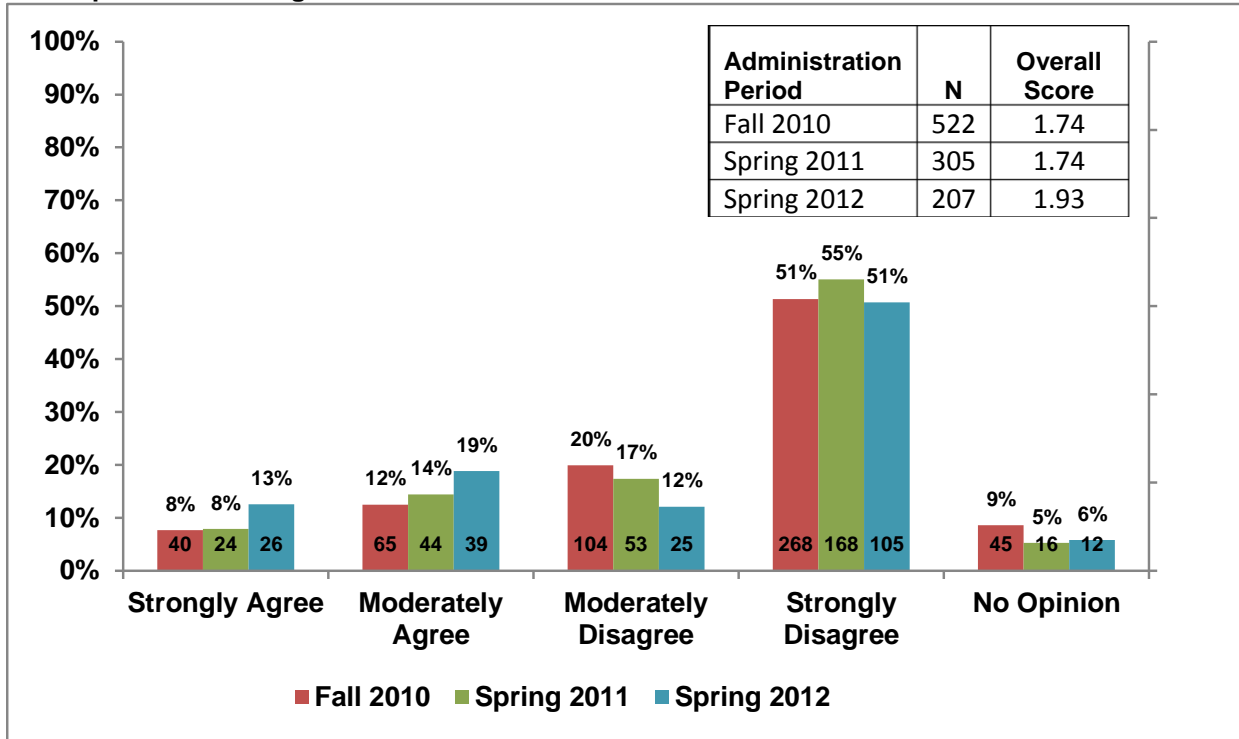
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	1.43	.67	53	1.44	.75	89	.973
FT Faculty	1.42	.81	71	1.18	.44	98	.014*
Classified	1.43	.76	92	1.44	.81	194	.932
Administrator	1.42	.87	36	1.55	.82	40	.494
Overall	1.43	.77	252	1.39	.73	421	.818

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

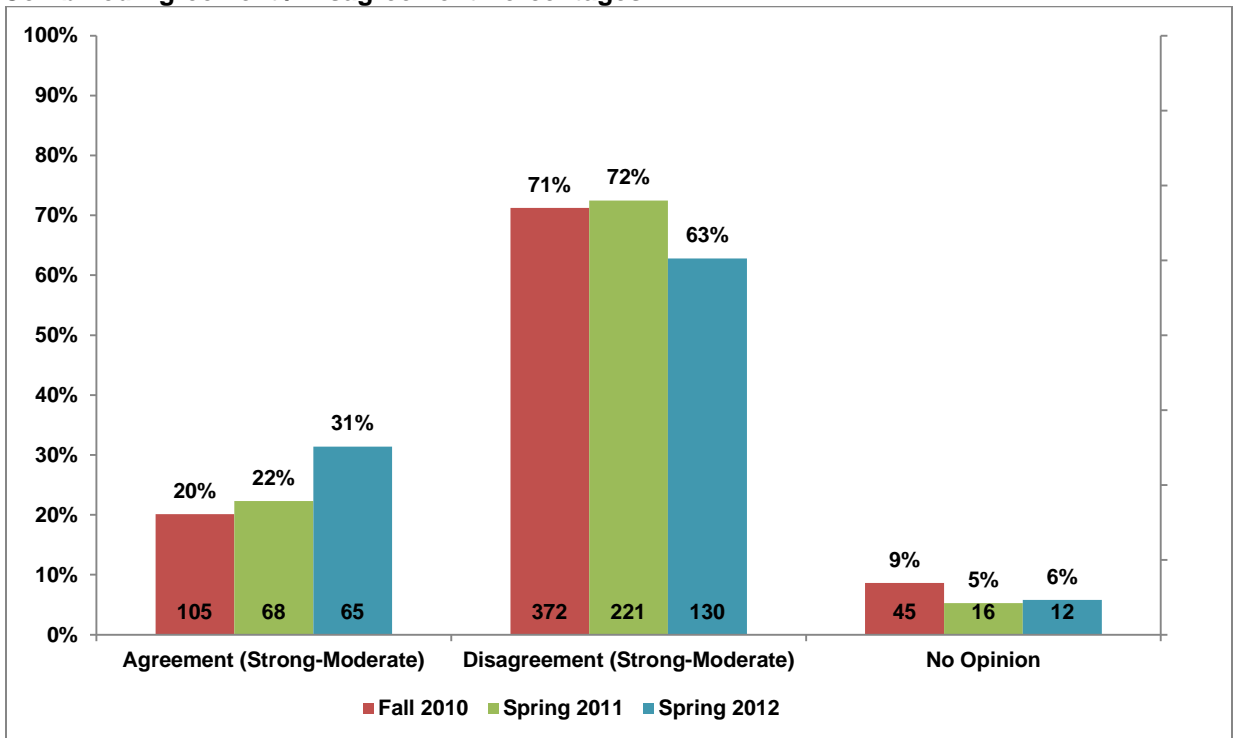
Histograms / Data Analysis

**9c. [Middle Management Leaders (e.g. Dean, Director, Supervisor)] I feel intimidated by others at Southwestern College.**

All Response Percentages



Combined Agreement / Disagreement Percentages





## Histograms / Data Analysis

**9c. [Middle Management Leaders (e.g. Dean, Director, Supervisor)] I feel intimidated by others at Southwestern College.**

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	207	1.93	Fall 2010 - Spring 2012	10.7%	No	0.081	2.643	0.072
Spring 2011	305	1.74	Spring 2011 - Spring 2012	11.0%	No	0.107		
Fall 2010	522	1.74	Fall 2010 - Spring 2011	-0.3%	No	0.998		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	1.96	1.16	56	1.46	.78	108	.001*
FT Faculty	1.71	1.03	51	1.62	.91	129	.584
Classified	2.22	1.22	65	2.02	1.09	200	.224
Administrator	1.52	.79	23	1.50	.82	40	.918
Overall	1.93	1.13	195	1.74	.98	477	.081

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	1.96	1.16	56	1.70	1.01	63	.184
FT Faculty	1.71	1.03	51	1.71	.98	94	.968
Classified	2.22	1.22	65	1.90	1.07	96	.081
Administrator	1.52	.79	23	1.44	.77	36	.712
Overall	1.93	1.13	195	1.74	1.00	289	.107

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

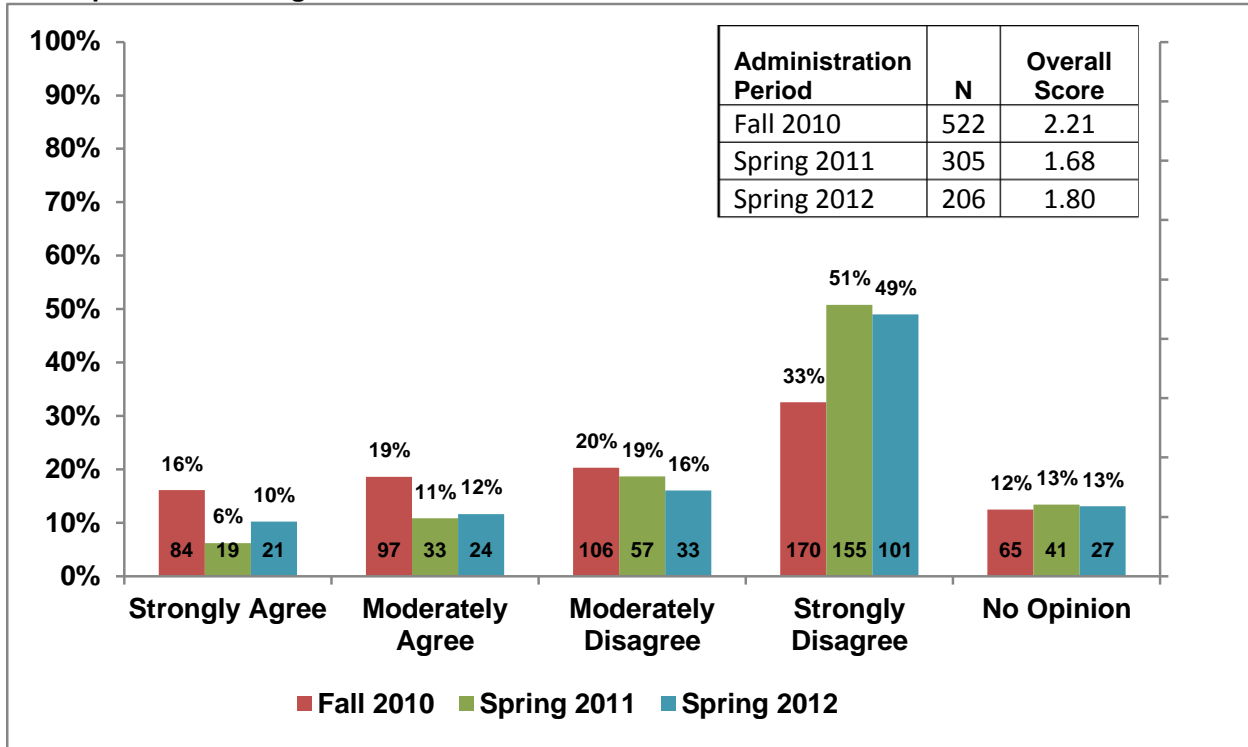
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	1.70	1.01	63	1.46	.78	108	.090
FT Faculty	1.71	.98	94	1.62	.91	129	.469
Classified	1.90	1.07	96	2.02	1.09	200	.357
Administrator	1.44	.77	36	1.50	.82	40	.762
Overall	1.74	1.00	289	1.74	.98	477	.998

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

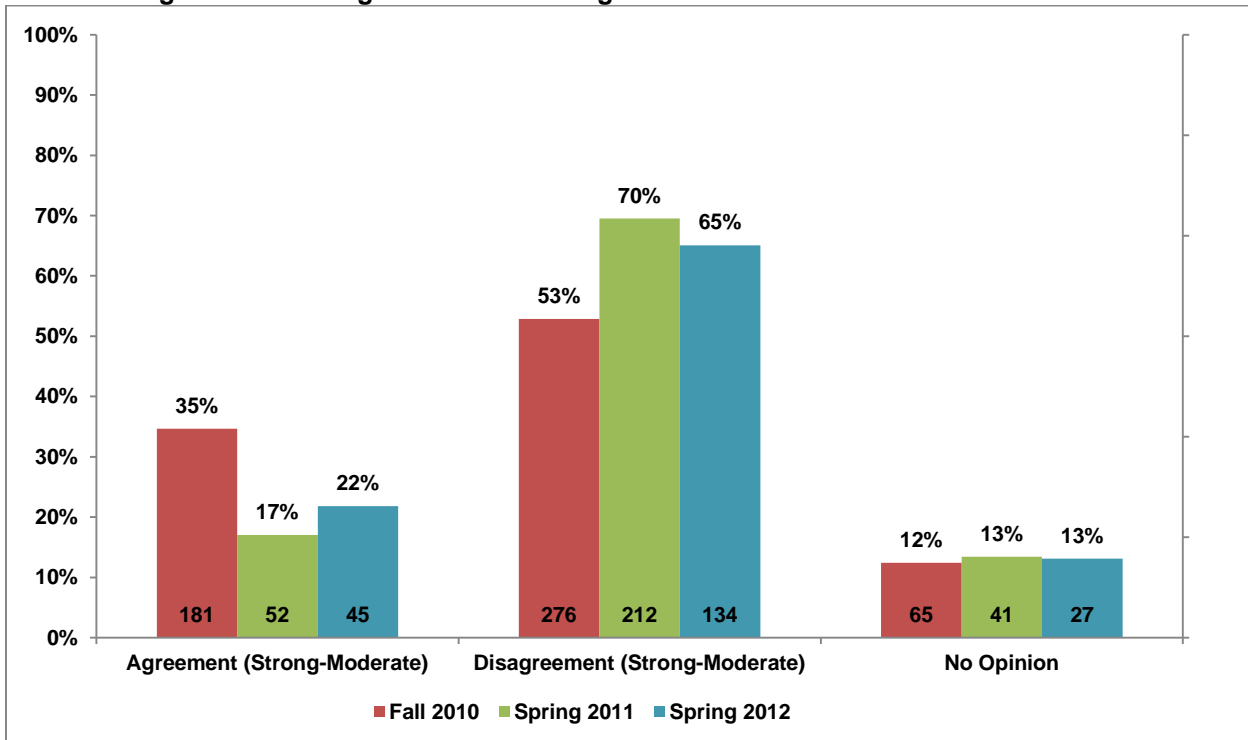
Histograms / Data Analysis

**9d. [Division Leaders (Vice Presidents)] I feel intimidated by others at Southwestern College.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

#### 9d. [Division Leaders (Vice Presidents)] I feel intimidated by others at Southwestern College.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	206	1.80	Fall 2010 - Spring 2012	-18.3%	Yes	0.000	23.103	0.000
Spring 2011	305	1.68	Spring 2011 - Spring 2012	7.3%	No	0.462		
Fall 2010	522	2.21	Fall 2010 - Spring 2011	-23.8%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	1.77	1.06	48	1.95	1.10	95	.359
FT Faculty	1.51	.92	49	2.44	1.13	125	.000*
Classified	2.12	1.18	59	2.26	1.13	196	.421
Administrator	1.70	.93	23	1.88	1.08	41	.498
Overall	1.80	1.07	179	2.21	1.13	457	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	1.77	1.06	48	1.53	1.06	51	.208
FT Faculty	1.51	.92	49	1.82	.92	91	.063
Classified	2.12	1.18	59	1.73	1.18	86	.039*
Administrator	1.70	.93	23	1.42	.93	36	.226
Overall	1.80	1.07	179	1.68	1.07	264	.462

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

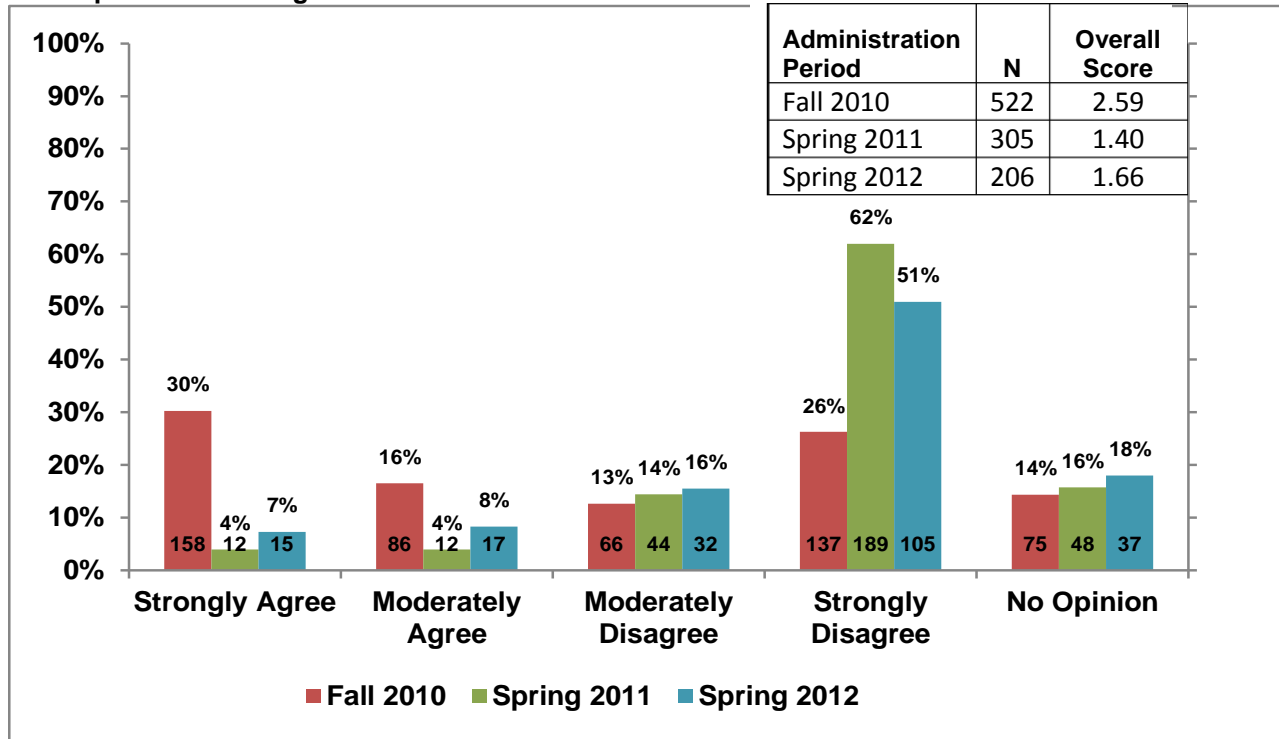
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	1.53	1.06	51	1.95	1.10	95	.019*
FT Faculty	1.82	.92	91	2.44	1.13	125	.000*
Classified	1.73	1.18	86	2.26	1.13	196	.000*
Administrator	1.42	.93	36	1.88	1.08	41	.039*
Overall	1.68	1.07	264	2.21	1.13	457	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

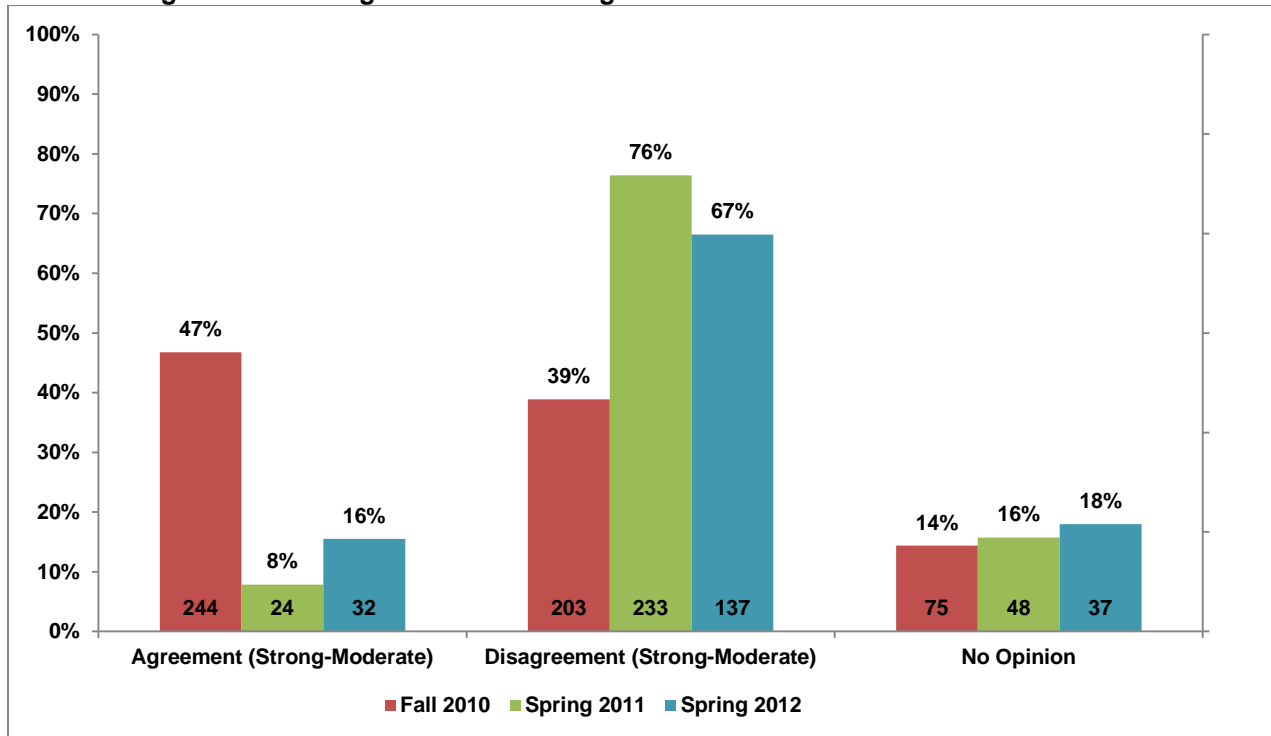
Histograms / Data Analysis

**9e. [Superintendent/President] I feel intimidated by others at Southwestern College.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

#### 9e. [Superintendent/President] I feel intimidated by others at Southwestern College.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	206	1.66	Fall 2010 - Spring 2012	-36.1%	Yes	0.000	113.142	0.000
Spring 2011	305	1.40	Spring 2011 - Spring 2012	17.9%	Yes	0.049		
Fall 2010	522	2.59	Fall 2010 - Spring 2011	-45.8%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	1.63	.98	48	2.19	1.19	94	.005*
FT Faculty	1.54	.94	46	3.04	1.18	126	.000*
Classified	1.84	1.07	55	2.58	1.24	188	.000*
Administrator	1.50	.83	20	2.18	1.25	39	.033*
Overall	1.66	.98	169	2.59	1.25	447	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	1.63	.98	48	1.56	.83	50	.725
FT Faculty	1.54	.94	46	1.41	.96	91	.375
Classified	1.84	1.07	55	1.40	1.03	80	.008*
Administrator	1.50	.83	20	1.19	.81	36	.111
Overall	1.66	.98	169	1.40	.95	257	.049

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

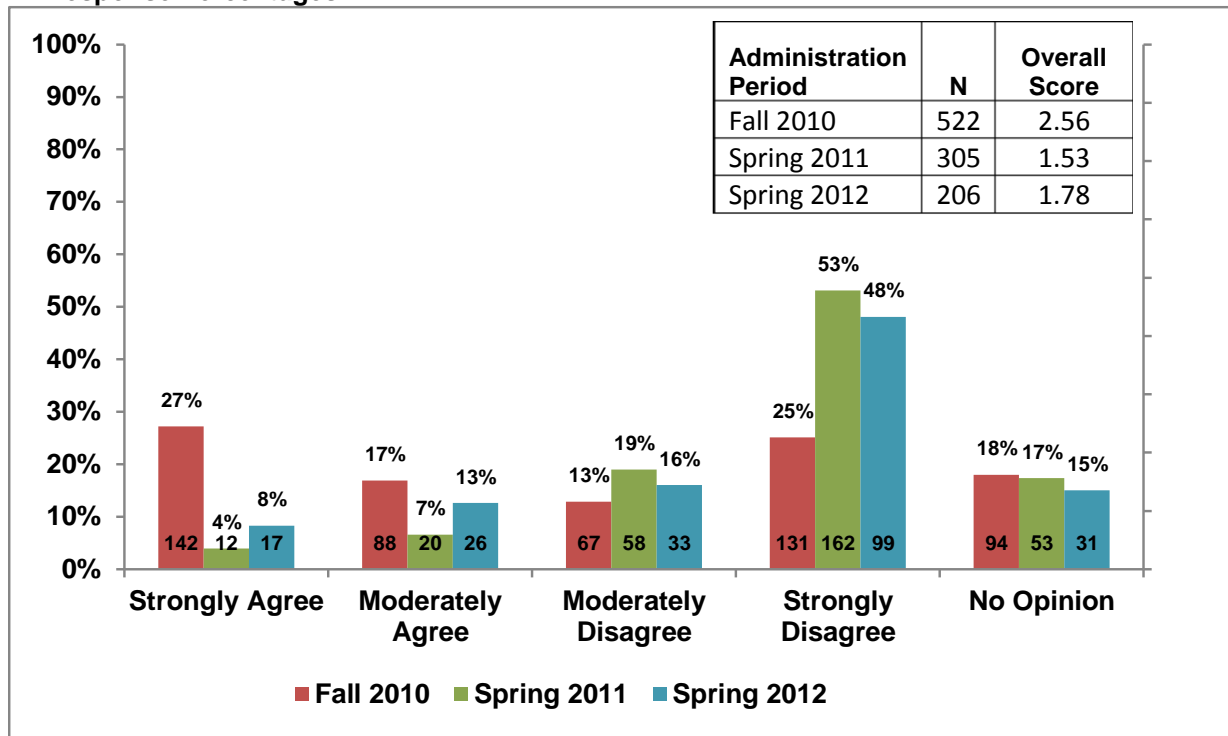
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	1.56	.83	50	1.63	.98	48	.001*
FT Faculty	1.41	.96	91	1.54	.94	46	.000*
Classified	1.40	1.03	80	1.84	1.07	55	.000*
Administrator	1.19	.81	36	1.50	.83	20	.000*
Overall	1.40	.95	257	1.66	.98	169	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

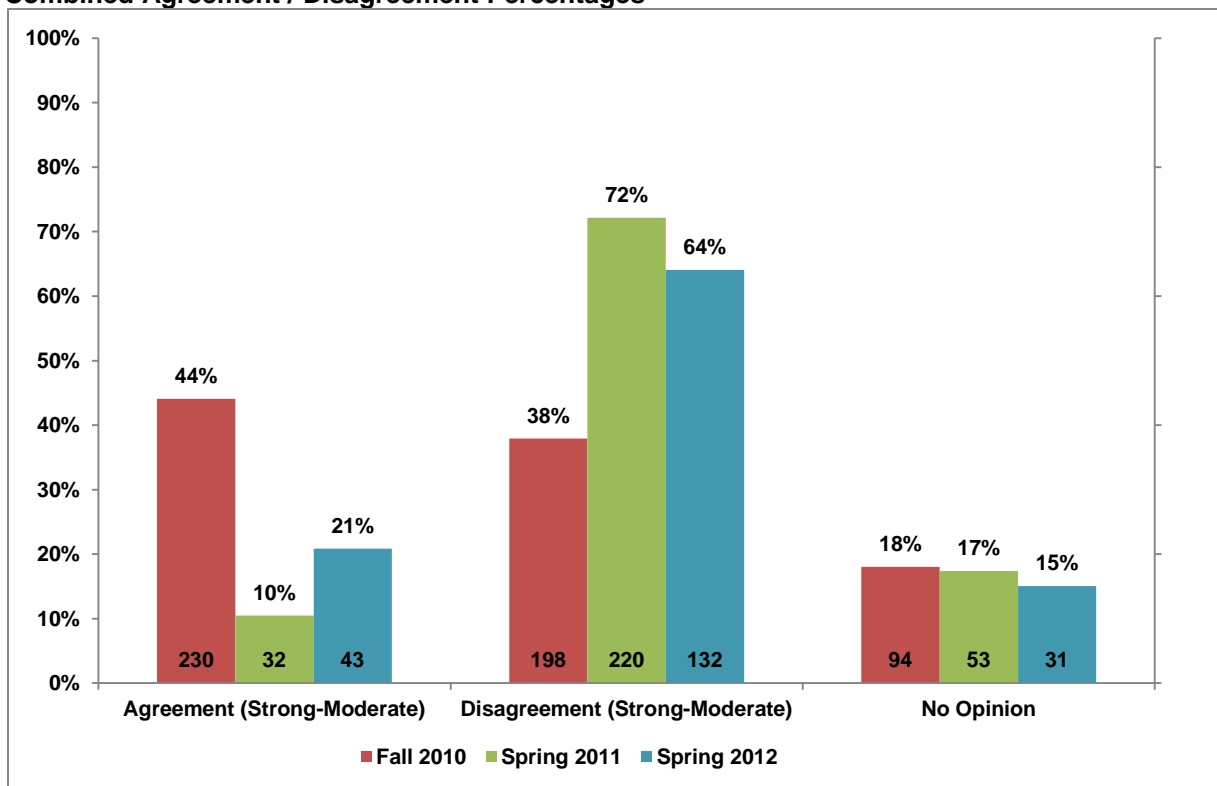
Histograms / Data Analysis

**9f. [Governing Board] I feel intimidated by others at Southwestern College.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



### Histograms / Data Analysis

#### 9f. [Governing Board] I feel intimidated by others at Southwestern College.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	206	1.78	Fall 2010 - Spring 2012	-30.7%	Yes	0.000	80.699	0.000
Spring 2011	305	1.53	Spring 2011 - Spring 2012	16.0%	No	0.058		
Fall 2010	522	2.56	Fall 2010 - Spring 2011	-40.2%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	1.86	1.11	50	2.12	1.15	91	.195
FT Faculty	1.60	.90	47	2.93	1.18	118	.000*
Classified	1.89	1.06	57	2.63	1.23	182	.000*
Administrator	1.67	1.02	21	2.14	1.21	37	.139
Overall	1.78	1.03	175	2.56	1.24	428	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	1.86	1.11	50	1.56	.85	52	.124
FT Faculty	1.60	.90	47	1.59	.93	88	.977
Classified	1.89	1.06	57	1.45	.74	77	.005*
Administrator	1.67	1.02	21	1.51	.78	35	.531
Overall	1.78	1.03	175	1.53	.83	252	.058

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

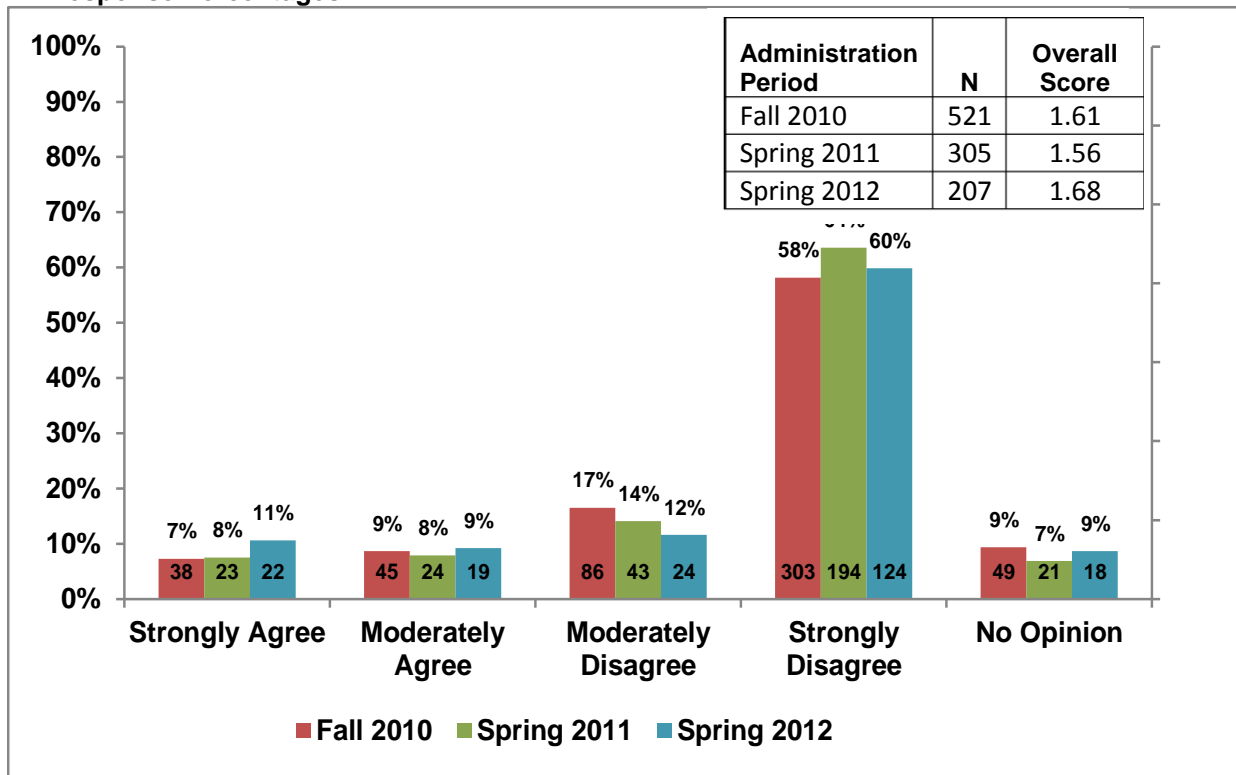
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	1.56	.85	52	2.12	1.15	91	.003*
FT Faculty	1.59	.93	88	2.93	1.18	118	.000*
Classified	1.45	.74	77	2.63	1.23	182	.000*
Administrator	1.51	.78	35	2.14	1.21	37	.012*
Overall	1.53	.83	252	2.56	1.24	428	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

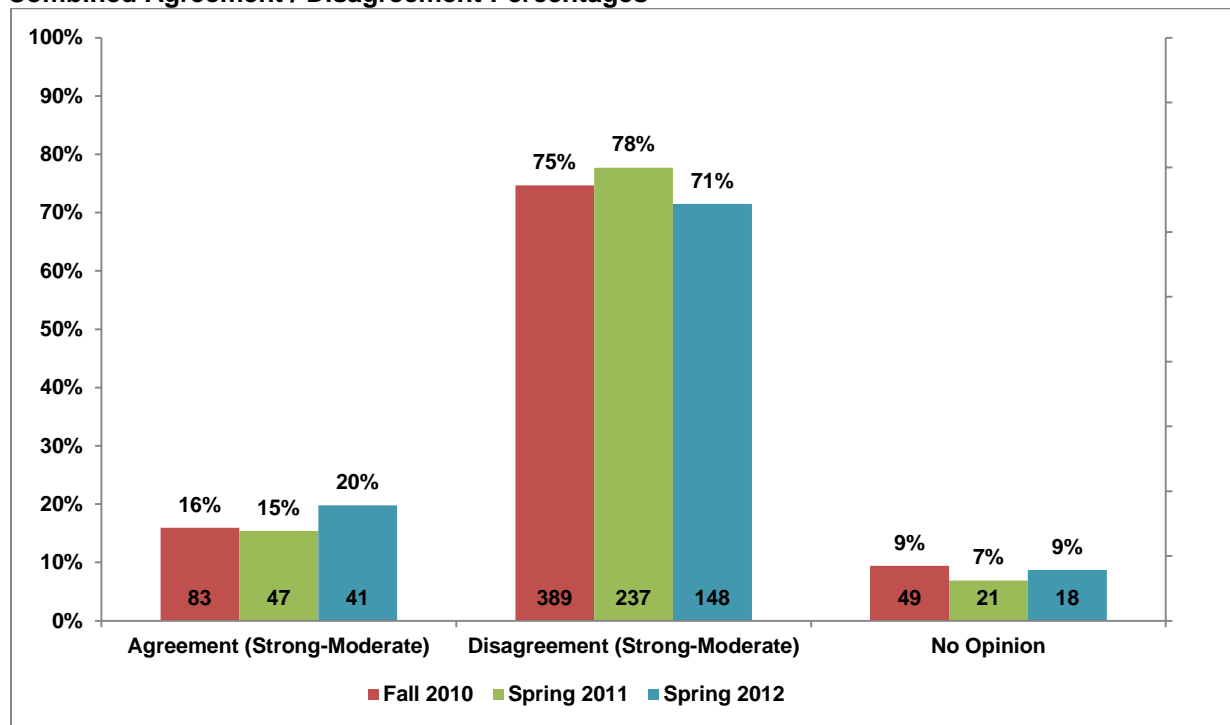
Histograms / Data Analysis

**9g. [My Supervisor] I feel intimidated by others at Southwestern College.**

All Response Percentages



Combined Agreement / Disagreement Percentages





### Histograms / Data Analysis

#### 9g. [My Supervisor] I feel intimidated by others at Southwestern College.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	207	1.68	Fall 2010 - Spring 2012	3.9%	No	0.735	0.776	0.460
Spring 2011	305	1.56	Spring 2011 - Spring 2012	7.3%	No	0.428		
Fall 2010	521	1.61	Fall 2010 - Spring 2011	-3.2%	No	0.766		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	1.60	1.03	53	1.50	.90	113	.526
FT Faculty	1.38	.82	48	1.45	.84	121	.575
Classified	2.00	1.25	65	1.79	1.04	198	.177
Administrator	1.57	.79	23	1.55	.90	40	.947
Overall	1.68	1.06	189	1.61	.96	472	.735

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	1.60	1.03	53	1.52	.88	66	.613
FT Faculty	1.38	.82	48	1.50	.88	88	.420
Classified	2.00	1.25	65	1.72	1.09	94	.141
Administrator	1.57	.79	23	1.39	.80	36	.411
Overall	1.68	1.06	189	1.56	.95	284	.428

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

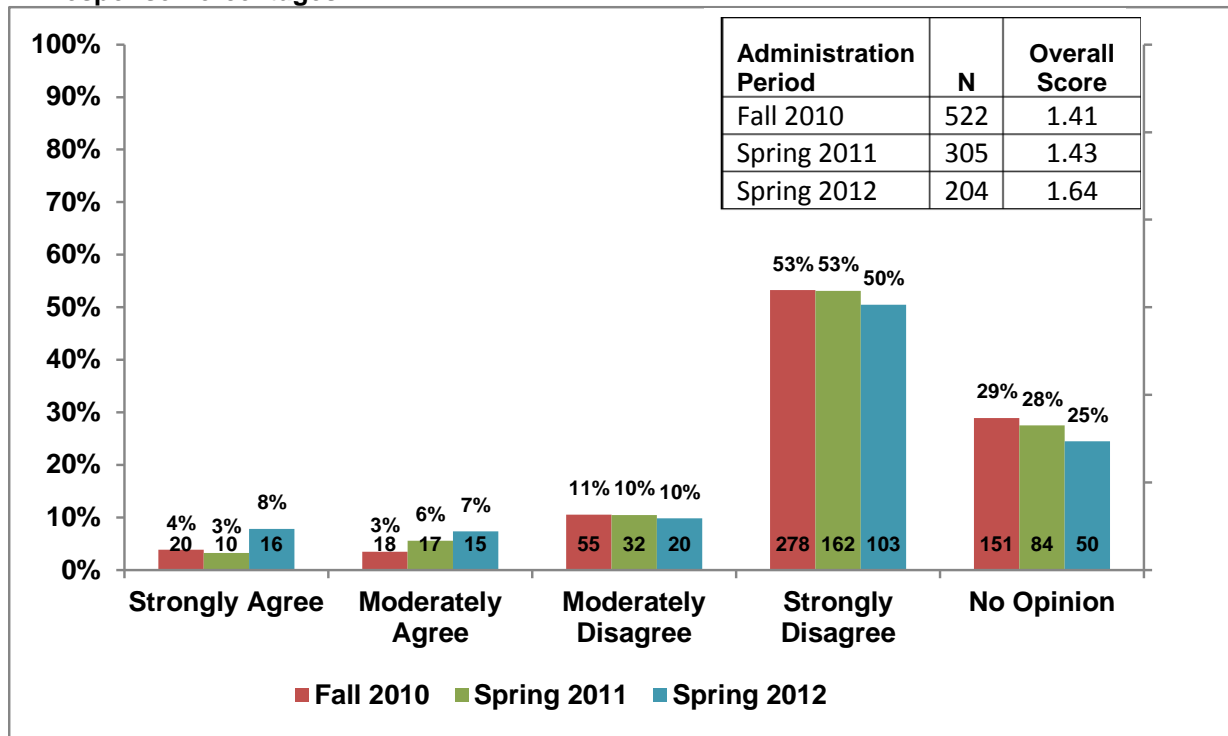
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	1.52	.88	66	1.50	.90	113	.938
FT Faculty	1.50	.88	88	1.45	.84	121	.705
Classified	1.72	1.09	94	1.79	1.04	198	.627
Administrator	1.39	.80	36	1.55	.90	40	.416
Overall	1.56	.95	284	1.61	.96	472	.766

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

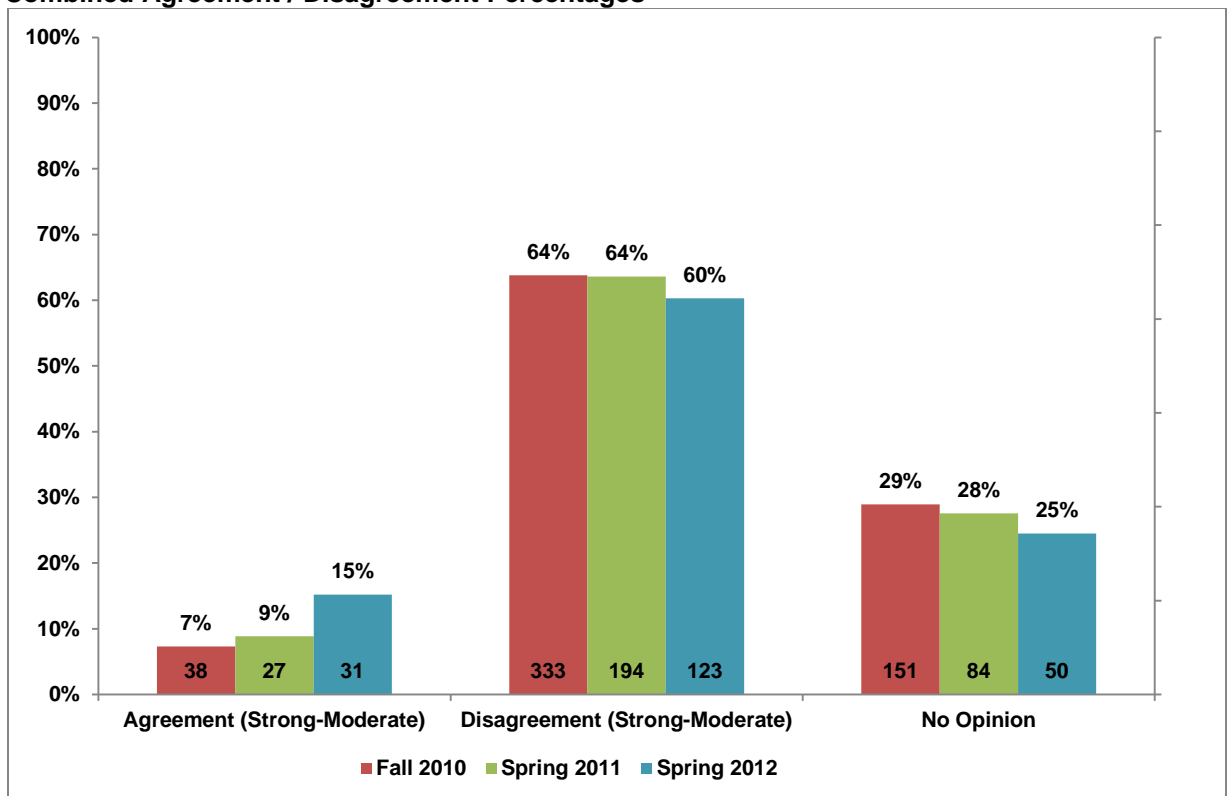
Histograms / Data Analysis

**9h. [My Department Chair] I feel intimidated by others at Southwestern College.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



## Histograms / Data Analysis

**9h. [My Department Chair] I feel intimidated by others at Southwestern College.**

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	204	1.64	Fall 2010 - Spring 2012	16.3%	Yes	0.016	3.994	0.019
Spring 2011	305	1.43	Spring 2011 - Spring 2012	14.1%	No	0.068		
Fall 2010	522	1.41	Fall 2010 - Spring 2011	1.9%	No	0.926		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	1.71	1.06	56	1.43	.80	115	.048*
FT Faculty	1.33	.77	45	1.29	.71	126	.707
Classified	1.97	1.25	39	1.53	.91	113	.019*
Administrator	1.36	.63	14	1.35	.86	17	.988
Overall	1.64	1.03	154	1.41	.82	371	.016

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	1.71	1.06	56	1.48	.82	69	.161
FT Faculty	1.33	.77	45	1.42	.85	85	.553
Classified	1.97	1.25	39	1.39	.80	46	.011*
Administrator	1.36	.63	14	1.43	.81	21	.783
Overall	1.64	1.03	154	1.43	.82	221	.068

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

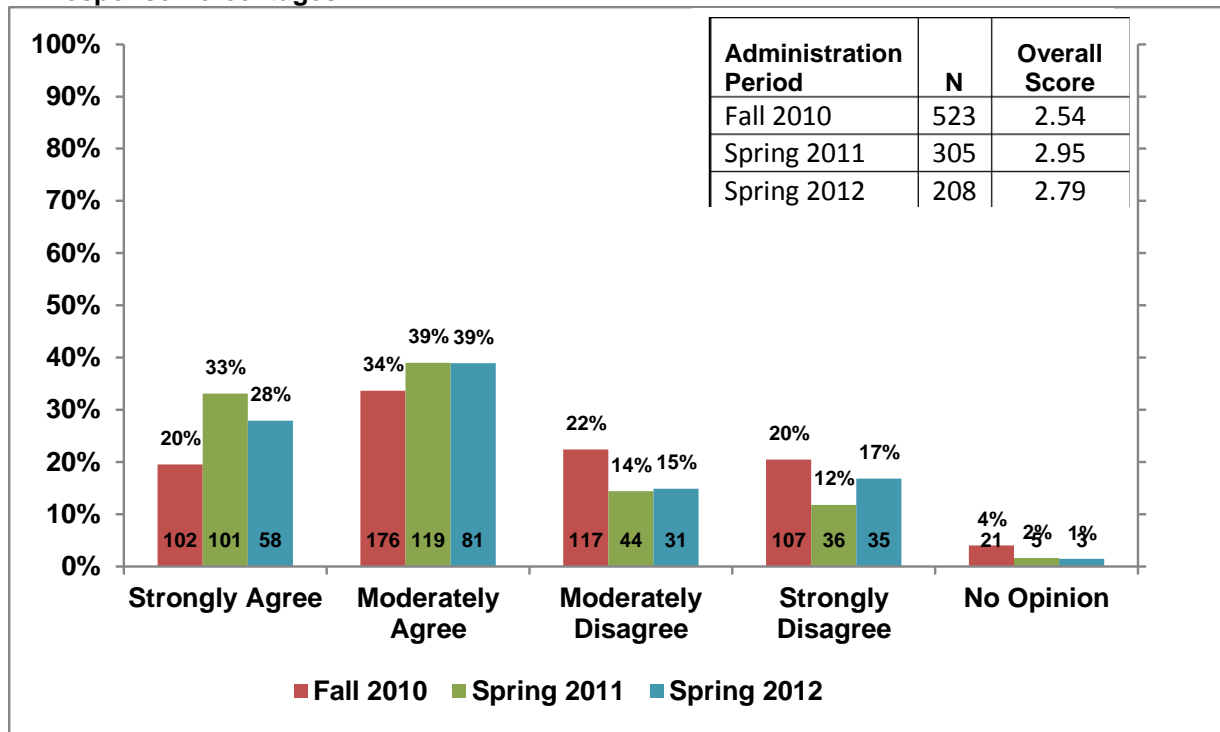
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	1.48	.82	69	1.43	.80	115	.670
FT Faculty	1.42	.85	85	1.29	.71	126	.205
Classified	1.39	.80	46	1.53	.91	113	.369
Administrator	1.43	.81	21	1.35	.86	17	.783
Overall	1.43	.82	221	1.41	.82	371	.926

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

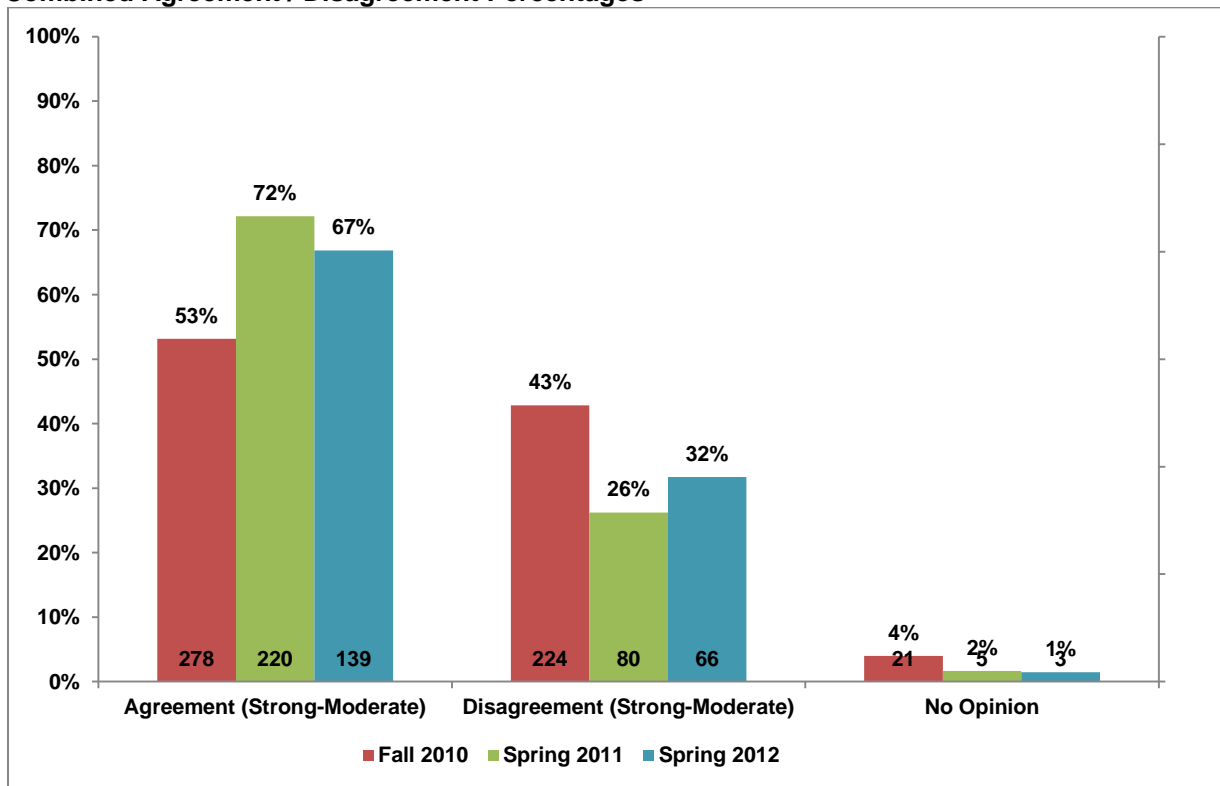
Histograms / Data Analysis

**10. I feel comfortable expressing my opinion.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



## Histograms / Data Analysis

### 10. I feel comfortable expressing my opinion.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	208	2.79	Fall 2010 - Spring 2012	9.7%	Yes	0.010	15.497	0.000
Spring 2011	305	2.95	Spring 2011 - Spring 2012	-5.4%	No	0.197		
Fall 2010	523	2.54	Fall 2010 - Spring 2011	16.0%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.71	1.03	62	2.68	1.00	117	.870
FT Faculty	3.07	.95	54	2.62	1.09	134	.008*
Classified	2.61	1.08	66	2.35	1.02	208	.076
Administrator	2.87	1.06	23	2.88	.96	43	.956
Overall	2.79	1.04	205	2.54	1.04	502	.010

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.71	1.03	62	3.03	1.14	70	.096
FT Faculty	3.07	.95	54	2.99	.93	94	.598
Classified	2.61	1.08	66	2.80	.97	101	.224
Administrator	2.87	1.06	23	3.11	.76	35	.309
Overall	2.79	1.04	205	2.95	.98	300	.197

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

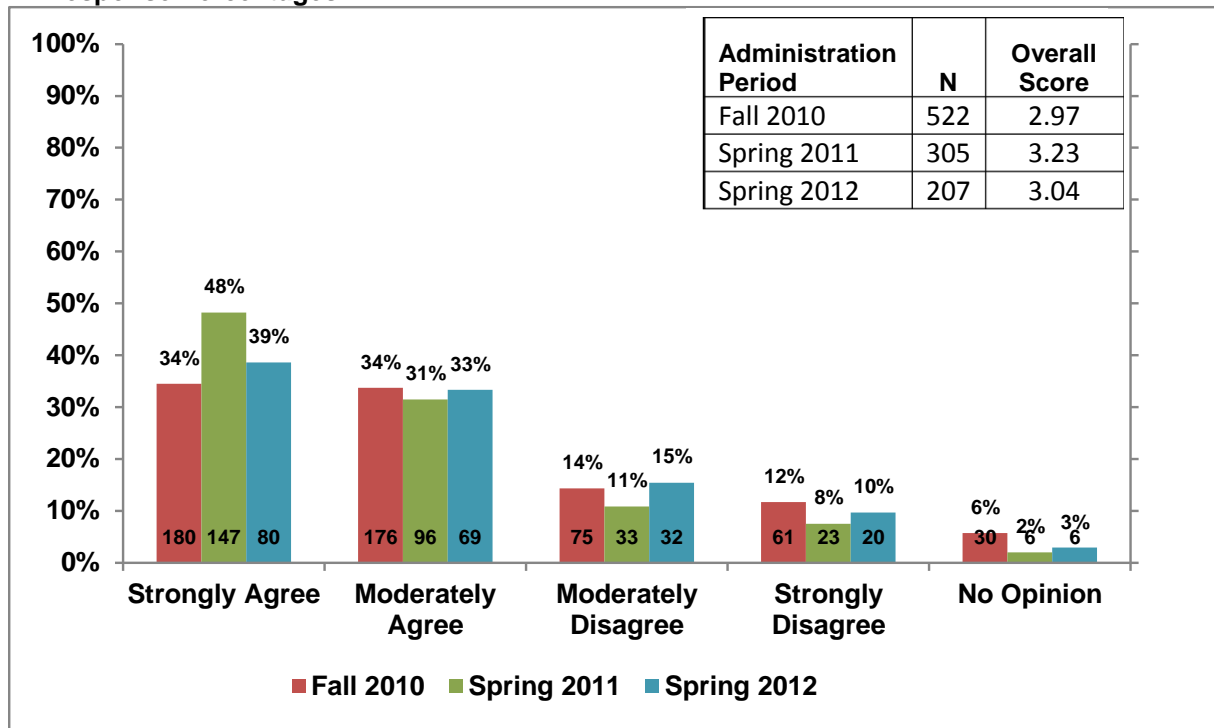
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.03	1.14	70	2.68	1.00	117	.032*
FT Faculty	2.99	.93	94	2.62	1.09	134	.008*
Classified	2.80	.97	101	2.35	1.02	208	.000*
Administrator	3.11	.76	35	2.88	.96	43	.250
Overall	2.95	.98	300	2.54	1.04	502	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

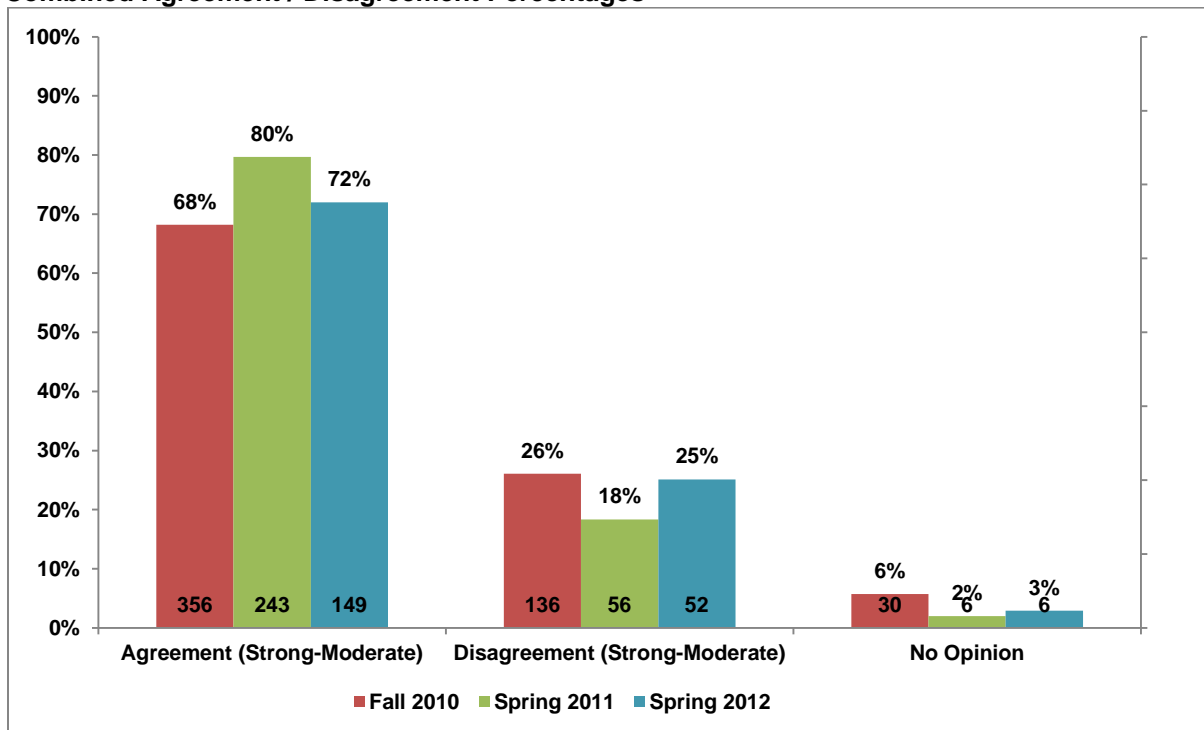
Histograms / Data Analysis

**11. I would encourage someone to apply for a job at Southwestern College.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

### 11. I would encourage someone to apply for a job at Southwestern College.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	207	3.04	Fall 2010 - Spring 2012	2.5%	No	0.635	6.719	0.001
Spring 2011	305	3.23	Spring 2011 - Spring 2012	-5.8%	No	0.090		
Fall 2010	522	2.97	Fall 2010 - Spring 2011	8.8%	Yes	0.001		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.19	1.01	57	3.04	.96	116	.342
FT Faculty	3.16	.93	56	2.92	1.06	133	.151
Classified	2.82	.99	66	2.95	1.00	202	.370
Administrator	3.00	.93	22	2.98	1.01	41	.926
Overall	3.04	0.98	201	2.97	1.01	492	.635

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.19	1.01	57	3.41	.86	71	.193
FT Faculty	3.16	.93	56	3.29	.91	92	.394
Classified	2.82	.99	66	3.02	1.00	100	.202
Administrator	3.00	.93	22	3.28	.85	36	.248
Overall	3.04	0.98	201	3.23	.93	299	.090

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.41	.86	71	3.04	.96	116	.009*
FT Faculty	3.29	.91	92	2.92	1.06	133	.007*
Classified	3.02	1.00	100	2.95	1.00	202	.543
Administrator	3.28	.85	36	2.98	1.01	41	.163
Overall	3.23	.93	299	2.97	1.01	492	.001

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

## Histograms / Data Analysis

### **Question Group IV: Systematic participative processes are used to assure effective discussion, planning, and implementation of ideas for improvement.**

Group IV questions (Q12-Q14) relate to WASC Standard I.B, which recognizes the importance of improving institutional effectiveness through systematic participative processes. Standard I.B explains the significance of the institution making a conscious effort to support student learning.

Overall findings of the three survey administrations include:

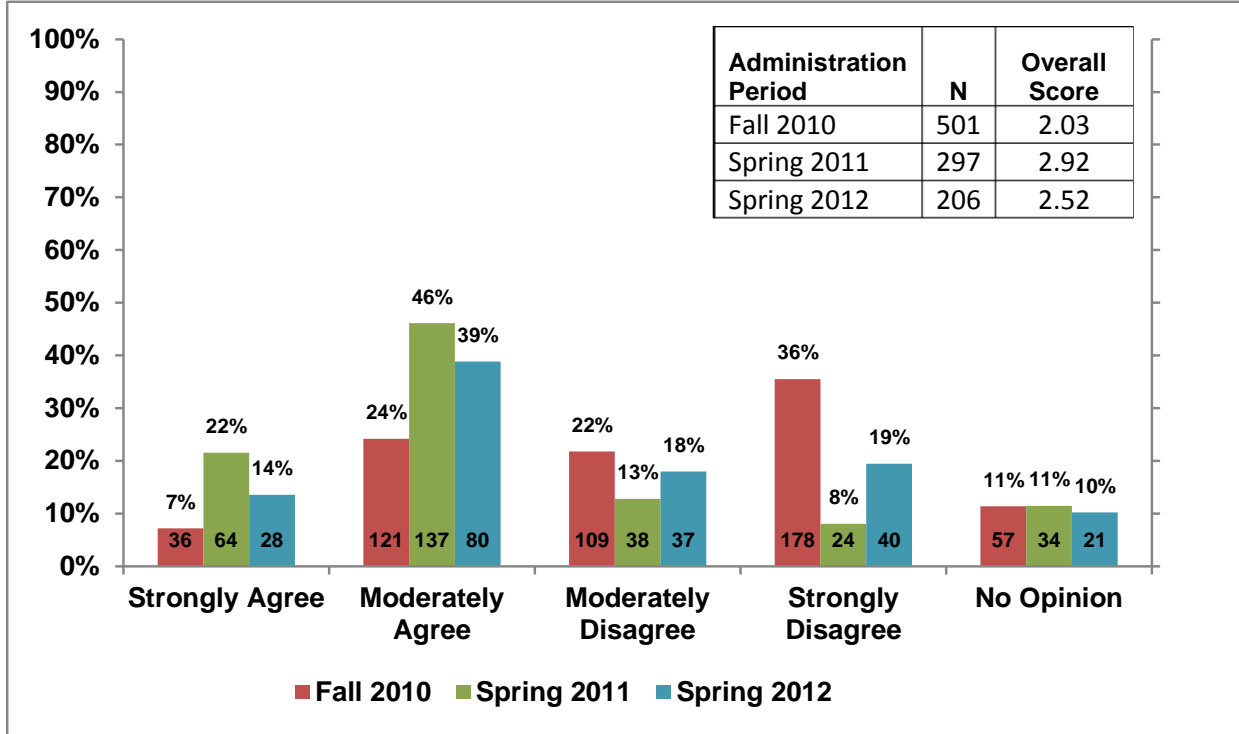
- Understanding of shared planning and decision-making is statistically higher for spring 2012 when measured against fall 2010, and did not undergo a statistical retreat in comparison to spring 2011 levels.
- In spring 2012, the full-time faculty and classified employee groups saw the greatest increase of mean scores across job categories within the “optimal use” and “appropriate consideration by institutional leaders” queries.



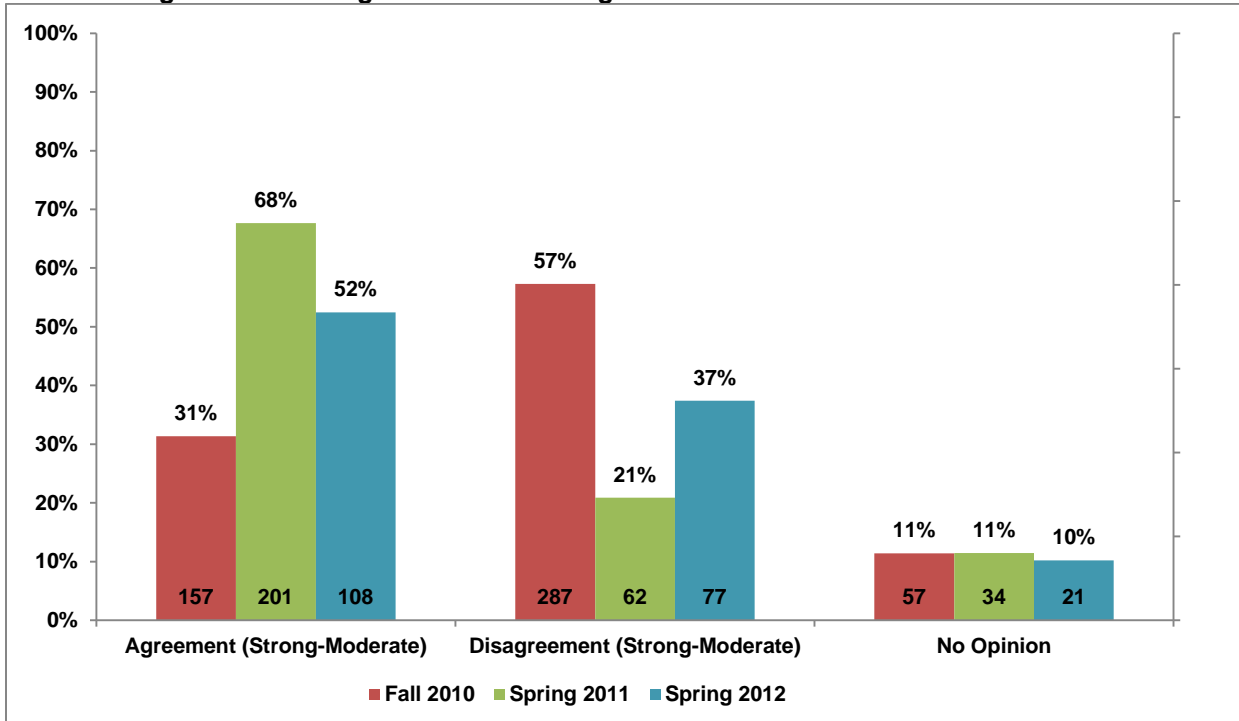
Histograms / Data Analysis

**12. I feel that institutional leaders make optimal use of existing shared planning and decision making processes to assure effective discussion, planning and implementation of ideas for improvement.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

**12. I feel that institutional leaders make optimal use of existing shared planning and decision making processes to assure effective discussion, planning and implementation of ideas for improvement.**

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	206	2.52	Fall 2010 - Spring 2012	23.9%	Yes	0.000	71.620	0.000
Spring 2011	297	2.92	Spring 2011 - Spring 2012	-13.6%	Yes	0.000		0.000
Fall 2010	501	2.03	Fall 2010 - Spring 2011	43.4%	Yes	0.000		0.000

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.33	1.01	51	2.14	1.03	90	.296
FT Faculty	2.59	.96	54	1.69	.94	120	.000*
Classified	2.43	.99	58	2.06	.97	193	.012*
Administrator	3.00	.93	22	2.66	.86	41	.147
Overall	2.52	1.00	185	2.03	1.00	444	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.33	1.01	51	2.91	.92	58	.002*
FT Faculty	2.59	.96	54	2.94	.87	86	.028*
Classified	2.43	.99	58	2.84	.88	85	.012*
Administrator	3.00	.93	22	3.06	.69	34	.787
Overall	2.52	1.00	185	2.92	.87	263	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

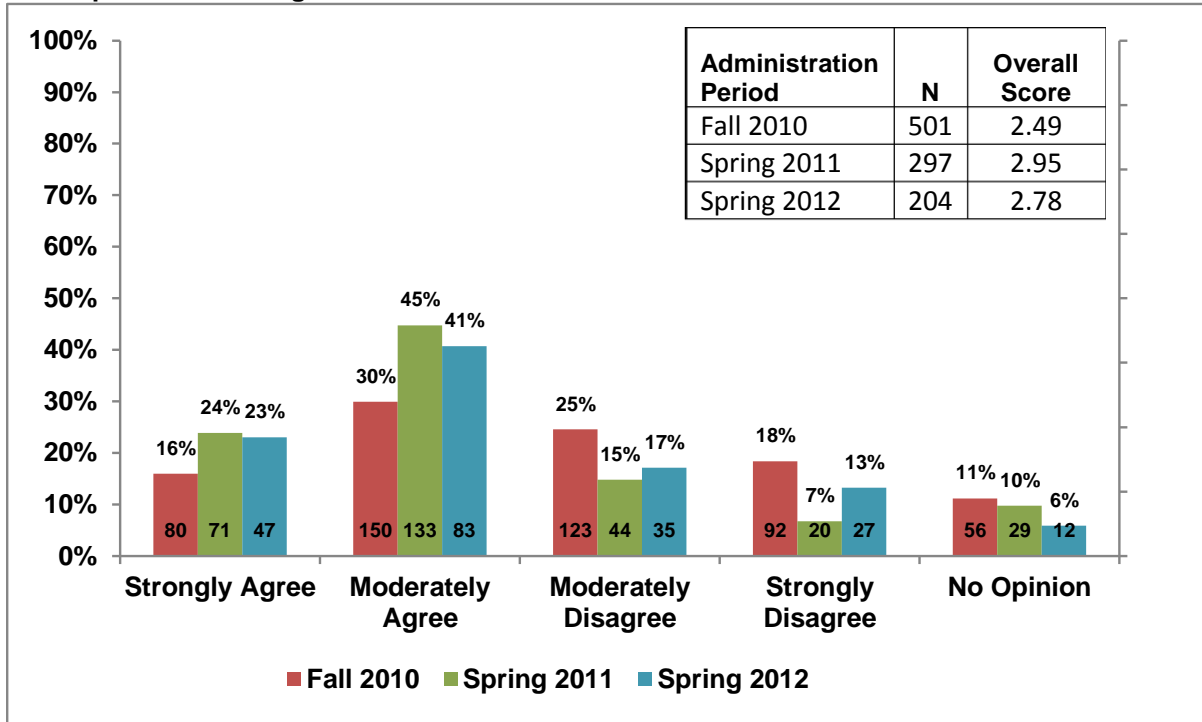
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.91	.92	58	2.14	1.03	90	.000*
FT Faculty	2.94	.87	86	1.69	.94	120	.000*
Classified	2.84	.88	85	2.06	.97	193	.000*
Administrator	3.06	.69	34	2.66	.86	41	.031*
Overall	2.92	.87	263	2.03	1.00	444	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

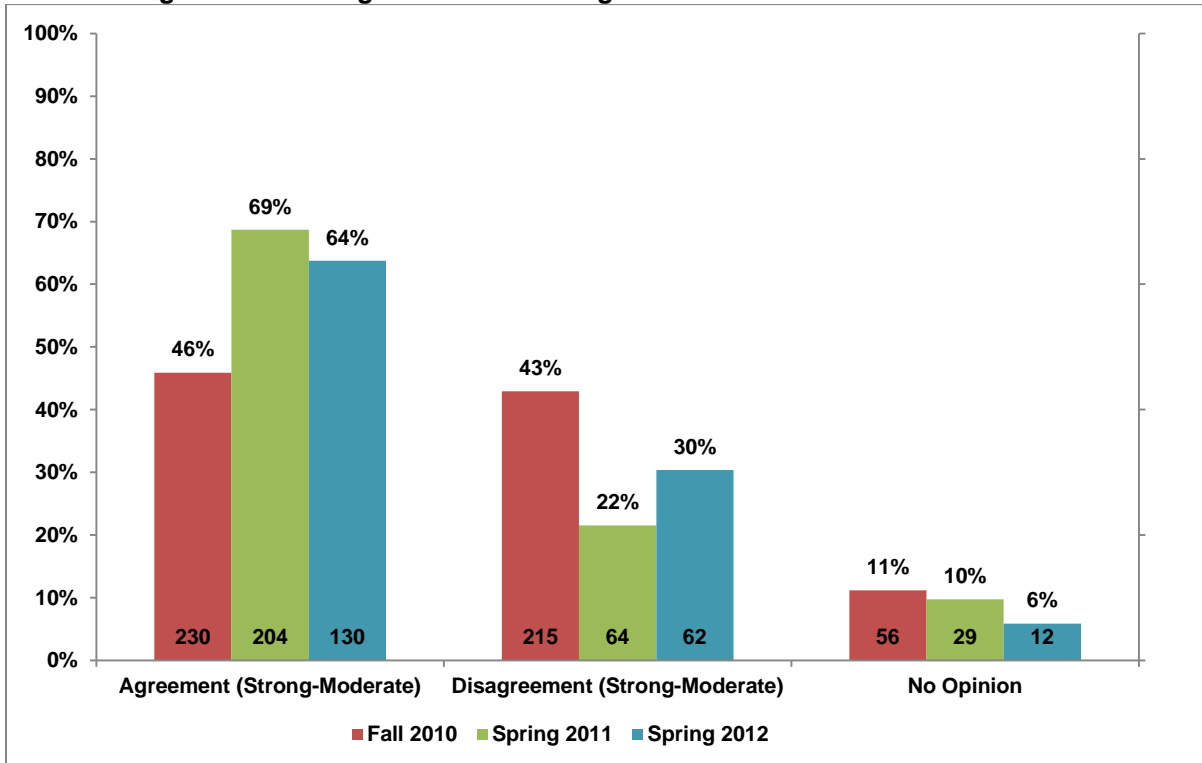
Histograms / Data Analysis

**13. I understand how the shared planning and decision making processes are carried out at SWC.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

#### 13. I understand how the shared planning and decision making processes are carried out at SWC.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	204	2.78	Fall 2010 - Spring 2012	11.7%	Yes	0.001	20.498	0.000
Spring 2011	297	2.95	Spring 2011 - Spring 2012	-5.8%	No	0.146		
Fall 2010	501	2.49	Fall 2010 - Spring 2011	18.5%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.25	1.05	53	2.23	1.01	94	.949
FT Faculty	3.00	.93	52	2.53	1.06	120	.007*
Classified	2.88	.85	64	2.45	.95	190	.002*
Administrator	3.26	.69	23	3.12	.93	41	.533
Overall	2.78	.97	192	2.49	1.01	445	.001

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.25	1.05	53	2.69	.92	58	.020*
FT Faculty	3.00	.93	52	3.10	.83	86	.493
Classified	2.88	.85	64	2.86	.80	90	.885
Administrator	3.26	.69	23	3.26	.79	34	.985
Overall	2.78	.97	192	2.95	.85	268	.146

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

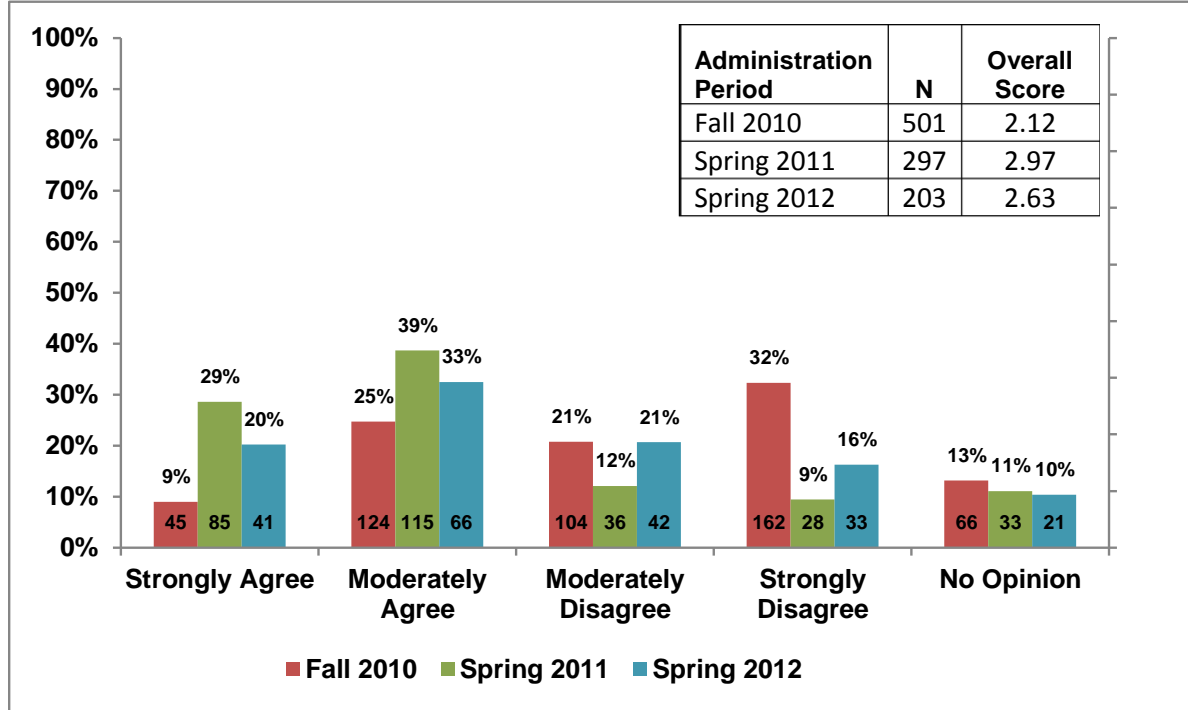
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.69	.92	58	2.23	1.01	94	.006*
FT Faculty	3.10	.83	86	2.53	1.06	120	.000*
Classified	2.86	.80	90	2.45	.95	190	.001*
Administrator	3.26	.79	34	3.12	.93	41	.481
Overall	2.95	.85	268	2.49	1.01	445	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

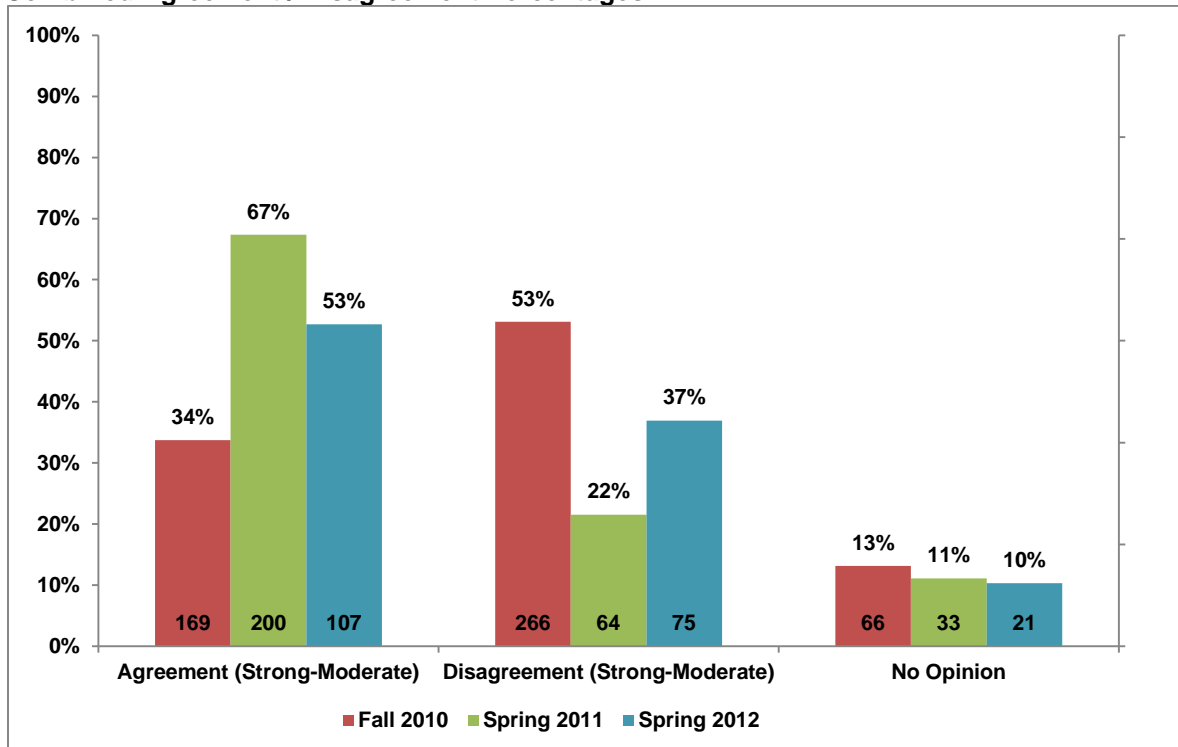
Histograms / Data Analysis

**14. Input provided by me or the constituent group that represents me is welcomed, respected, and given appropriate consideration by institutional leaders when decisions are made.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

**14. Input provided by me or the constituent group that represents me is welcomed, respected, and given appropriate consideration by institutional leaders when decisions are made.**

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	203	2.63	Fall 2010 - Spring 2012	24.2%	Yes	0.000	62.155	0.000
Spring 2011	297	2.97	Spring 2011 - Spring 2012	-11.5%	Yes	0.001		
Fall 2010	501	2.12	Fall 2010 - Spring 2011	40.3%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.40	1.06	53	2.23	1.03	83	.363
FT Faculty	2.88	.96	50	1.82	1.00	124	.000*
Classified	2.50	1.05	58	2.09	.97	188	.005*
Administrator	3.00	.84	21	2.98	.95	40	.919
Overall	2.63	1.03	182	2.12	1.03	435	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.40	1.06	53	2.98	1.00	58	.003*
FT Faculty	2.88	.96	50	3.13	.92	86	.138
Classified	2.50	1.05	58	2.74	.96	87	.164
Administrator	3.00	.84	21	3.18	.73	33	.402
Overall	2.63	1.03	182	2.97	.94	264	.001

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.98	1.00	58	2.23	1.03	83	.000*
FT Faculty	3.13	.92	86	1.82	1.00	124	.000*
Classified	2.74	.96	87	2.09	.97	188	.000*
Administrator	3.18	.73	33	2.98	.95	40	.307
Overall	2.97	.94	264	2.12	1.03	435	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

## Histograms / Data Analysis

### **Question Group V: Established mechanisms or organizations exist for providing input into institutional decisions.**

Group V questions (Q15-Q17) relate to WASC Standard IV.A. These questions concentrate on leadership and governance, specifically, decision-making roles and process and the organization of the governing board and administration.

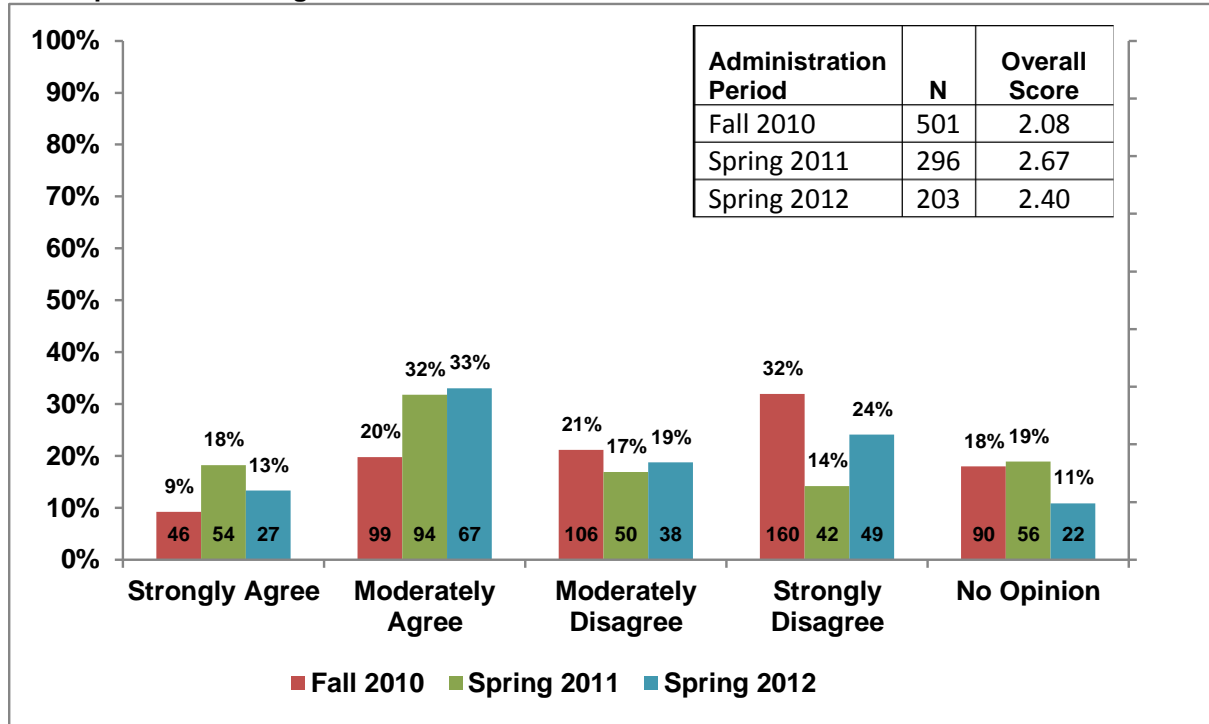
Overall findings of the three survey administrations include:

- For spring 2012, substantive participation in the decision-making process was found to be statistically significant among full-time faculty for fall 2010.
- A statistically significant retreat in overall means occurred between spring 2011 and spring 2012 in two queries—“I have a clearly defined and substantive role in shared planning and decision-making” and the “Academic Senate has a clearly defined and substantive role in shared planning and decision-making.”
- Full-time faculty responses for spring 2012 experienced the greatest increase within each evaluation of shared planning and the decision-making compared to fall 2010.

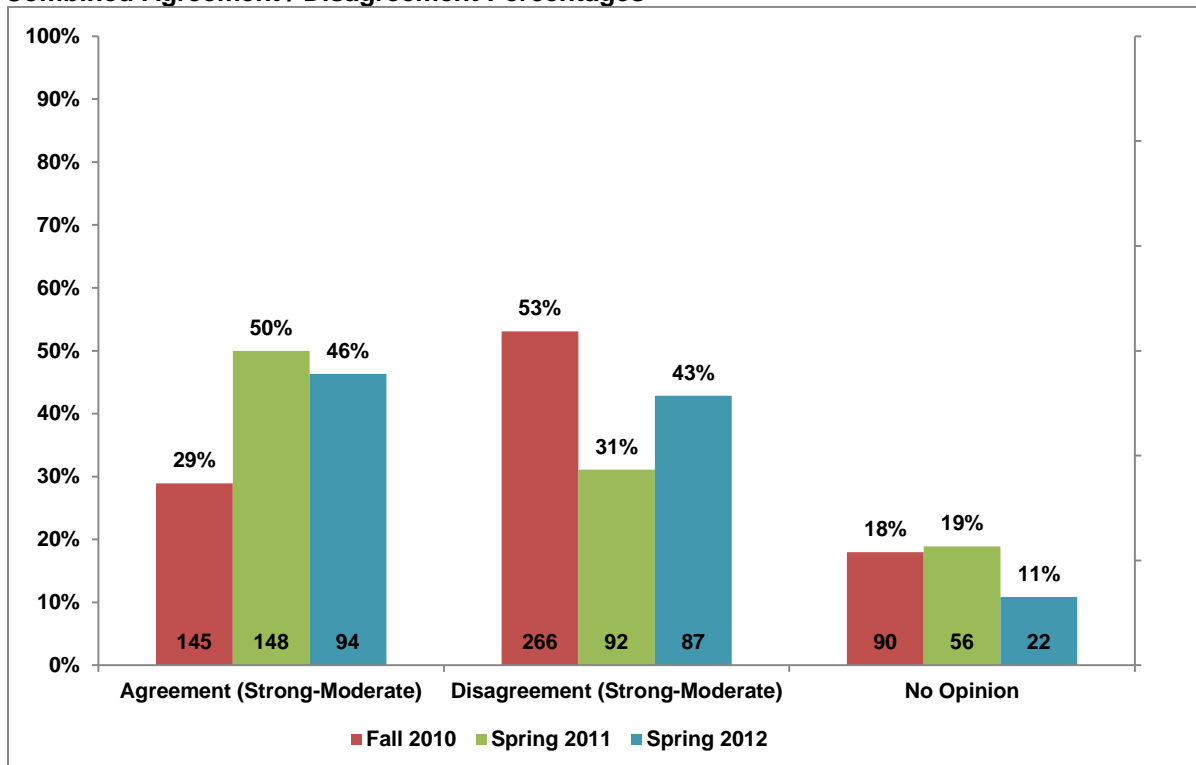
Histograms / Data Analysis

**15. I have a substantive and clearly defined role in the shared planning and decision making process.**

All Response Percentages



Combined Agreement / Disagreement Percentages





## Histograms / Data Analysis

### 15. I have a substantive and clearly defined role in the shared planning and decision making process.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	203	2.40	Fall 2010 - Spring 2012	15.5%	Yes	0.001	25.636	0.000
Spring 2011	296	2.67	Spring 2011 - Spring 2012	-10.1%	Yes	0.022		
Fall 2010	501	2.08	Fall 2010 - Spring 2011	28.5%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	1.91	1.01	53	1.97	.98	90	.722
FT Faculty	2.78	1.04	50	2.08	1.04	115	.000*
Classified	2.33	.97	57	1.91	.97	170	.005*
Administrator	2.90	.77	21	3.11	.92	36	.390
Overall	2.40	1.04	181	2.08	1.04	411	.001

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	1.91	1.01	53	2.48	1.07	50	.006*
FT Faculty	2.78	1.04	50	2.89	.96	84	.523
Classified	2.33	.97	57	2.32	.97	76	.918
Administrator	2.90	.77	21	3.23	.77	30	.141
Overall	2.40	1.04	181	2.67	1.01	240	.022

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

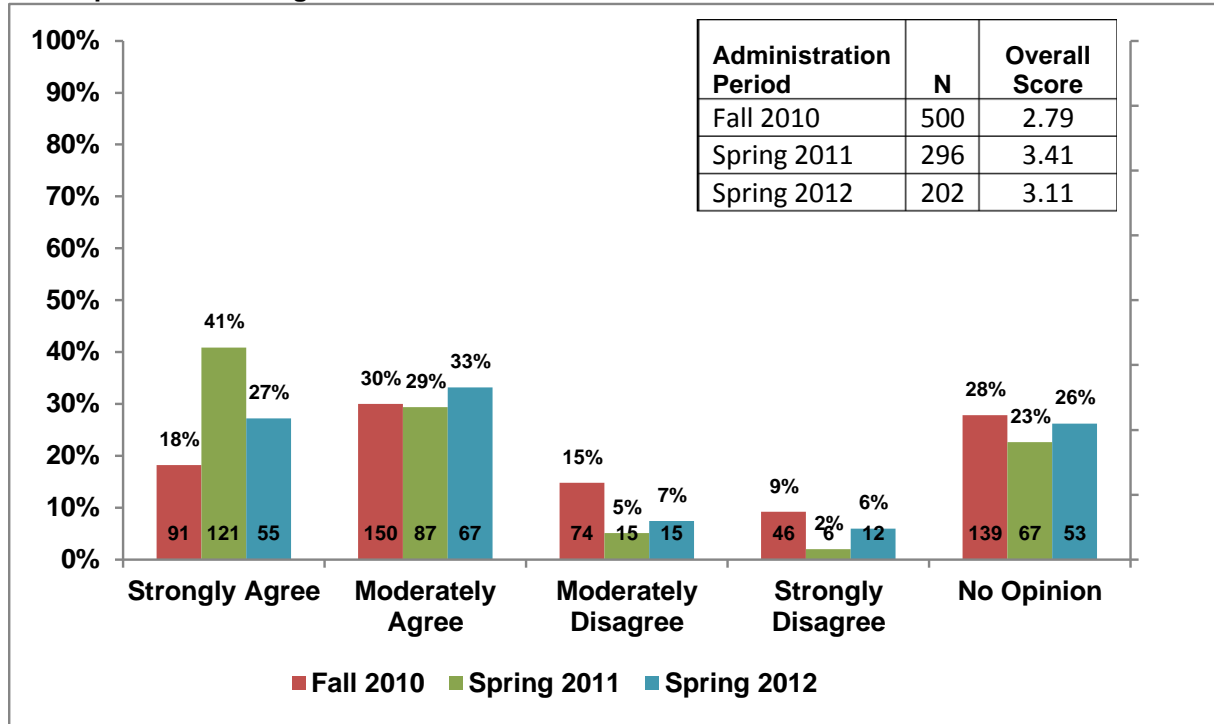
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.48	1.07	50	1.97	.98	90	.005*
FT Faculty	2.89	.96	84	2.08	1.04	115	.000*
Classified	2.32	.97	76	1.91	.97	170	.003*
Administrator	3.23	.77	30	3.11	.92	36	.566
Overall	2.67	1.01	240	2.08	1.04	411	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

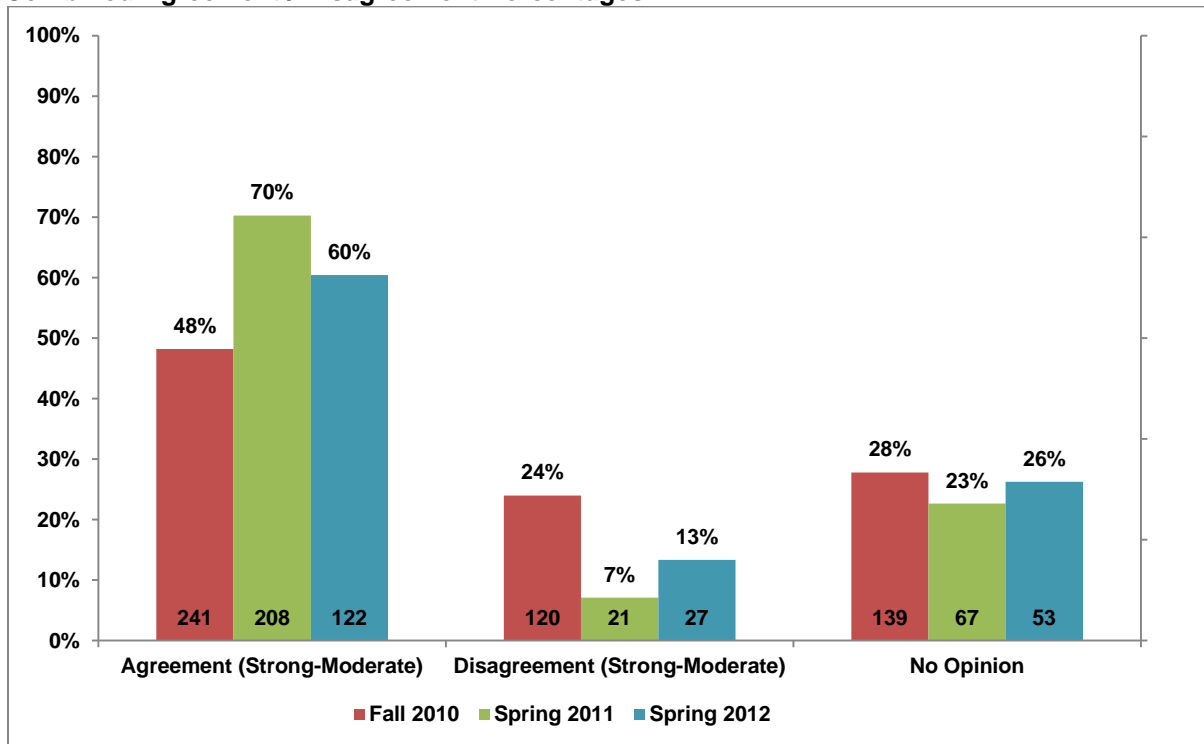
Histograms / Data Analysis

**16. The Academic Senate has a substantive and clearly defined role in the shared planning and decision making process.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

### 16. The Academic Senate has a substantive and clearly defined role in the shared planning and decision making process.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	202	3.11	Fall 2010 - Spring 2012	11.3%	Yes	0.001	34.942	0.000
Spring 2011	296	3.41	Spring 2011 - Spring 2012	-8.9%	Yes	0.003		
Fall 2010	500	2.79	Fall 2010 - Spring 2011	22.1%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.00	.92	39	2.80	.97	74	.283
FT Faculty	3.27	.87	48	2.79	.95	117	.003*
Classified	3.00	.87	41	2.69	.96	132	.066
Administrator	3.14	.91	21	3.16	.95	38	.953
Overall	3.11	.87	149	2.79	.96	361	.001

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.00	.92	39	3.39	.76	49	.033*
FT Faculty	3.27	.87	48	3.46	.72	85	.181
Classified	3.00	.87	41	3.39	.72	66	.012*
Administrator	3.14	.91	21	3.34	.77	29	.400
Overall	3.11	.87	149	3.41	.73	229	.003

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

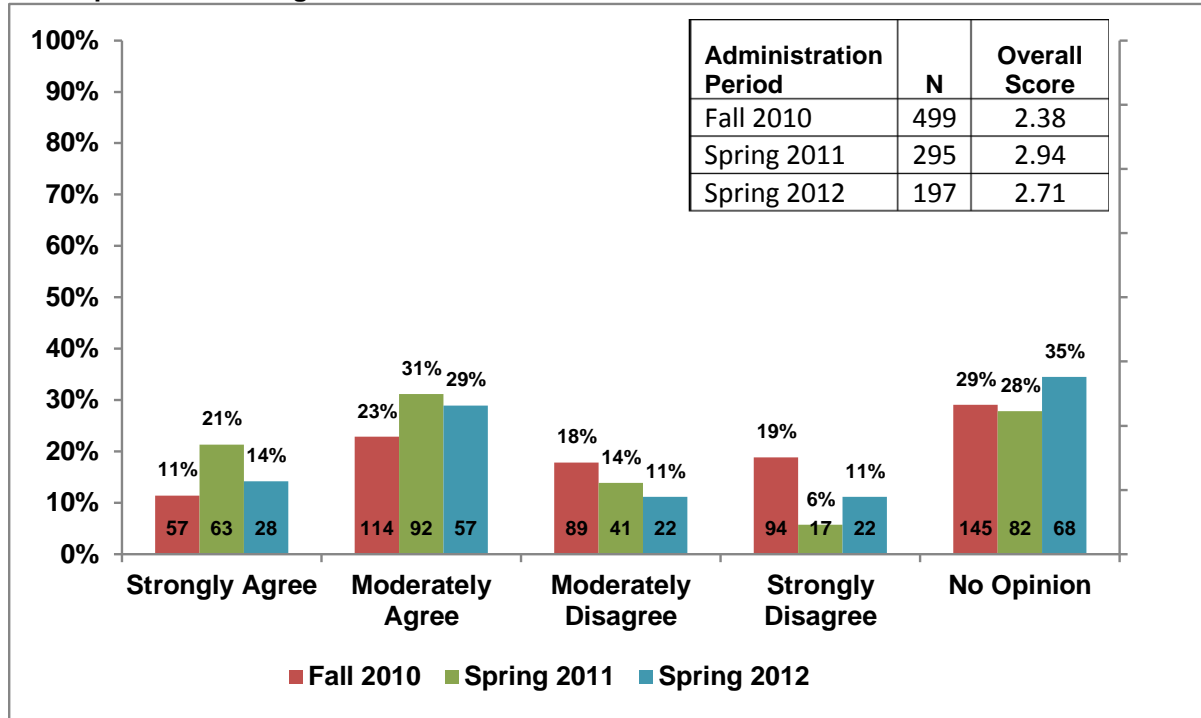
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.39	.76	49	2.80	.97	74	.000*
FT Faculty	3.46	.72	85	2.79	.95	117	.000*
Classified	3.39	.72	66	2.69	.96	132	.000*
Administrator	3.34	.77	29	3.16	.95	38	.389
Overall	3.41	.73	229	2.79	.96	361	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

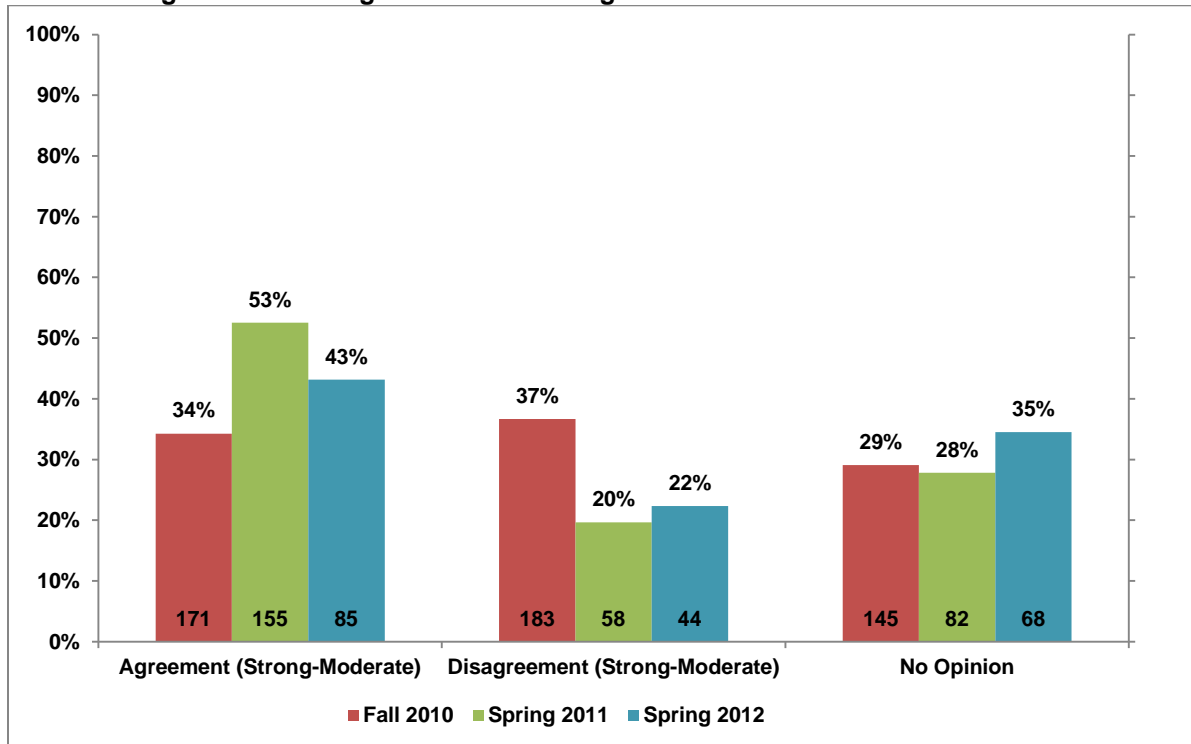
Histograms / Data Analysis

**17. The Classified Staff has a substantive and clearly defined role in the shared planning and decision making process.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

## 17. The Classified Staff has a substantive and clearly defined role in the shared planning and decision making process.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	197	2.71	Fall 2010 - Spring 2012	13.7%	Yes	0.004	22.234	0.000
Spring 2011	295	2.94	Spring 2011 - Spring 2012	-8.1%	No	0.081		
Fall 2010	499	2.38	Fall 2010 - Spring 2011	23.8%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.79	.88	24	2.62	.92	60	.429
FT Faculty	2.88	.91	32	2.36	1.09	76	.020*
Classified	2.36	1.06	55	2.17	1.02	183	.233
Administrator	3.33	.69	18	3.09	.92	35	.319
Overall	2.71	1.00	129	2.38	1.05	354	.004

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.79	.88	24	3.07	.80	29	.236
FT Faculty	2.88	.91	32	3.13	.83	67	.162
Classified	2.36	1.06	55	2.72	.97	86	.041*
Administrator	3.33	.69	18	3.03	.84	31	.202
Overall	2.71	1.00	129	2.94	.90	213	.081

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.07	.80	29	2.62	.92	60	.026*
FT Faculty	3.13	.83	67	2.36	1.09	76	.000*
Classified	2.72	.97	86	2.17	1.02	183	.000*
Administrator	3.03	.84	31	3.09	.92	35	.807
Overall	2.94	.90	213	2.38	1.05	354	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

## Histograms / Data Analysis

### **Question Group VI: Administrators have a substantive and clearly defined role in institutional governance.**

The Group VI question (Q18) relates to WASC Standard IV.A. This question focuses on leadership and governance, specifically, decision-making roles and process and the organization of the governing board and administration.

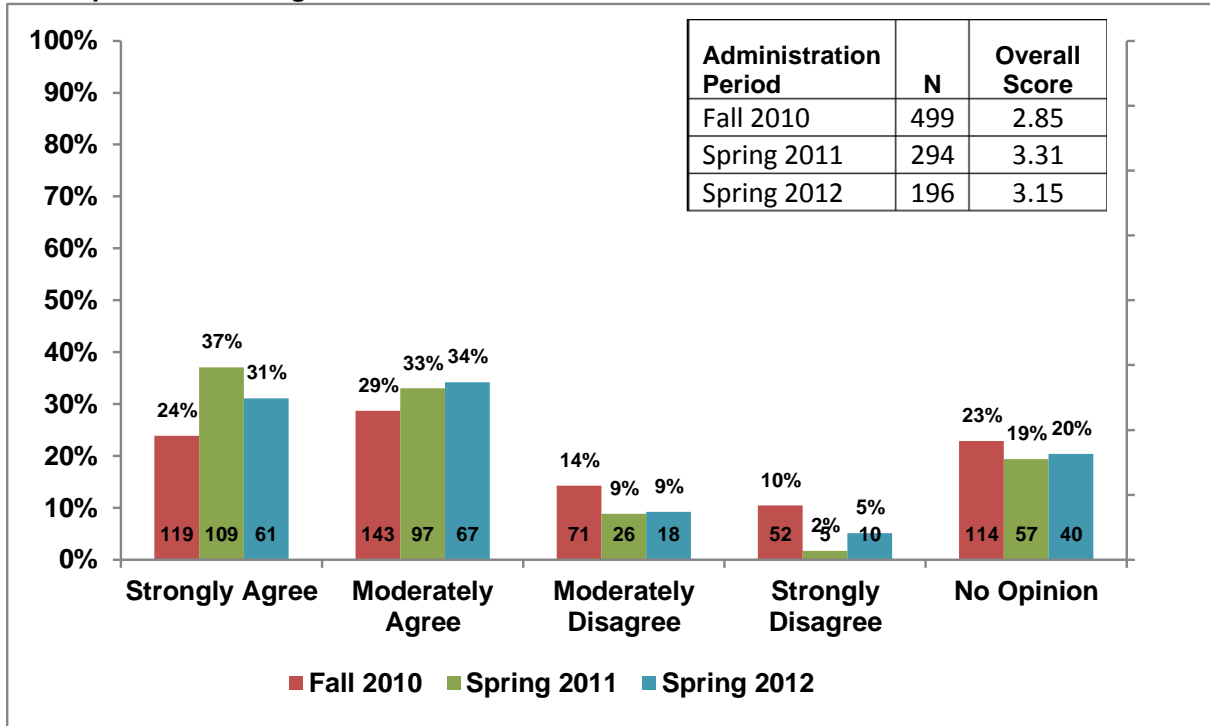
Overall findings of the three survey administrations include:

- The spring 2012 time period, compared to fall 2010, experienced a statistically significant increase in terms of overall mean score levels in regard to whether Administrators have a substantive and clearly defined role in the shared planning and decision making process.
- The classified, part-time faculty and full-time faculty employee groups each experienced a statistically significant increase in their respective categories from fall 2010 to spring 2012.

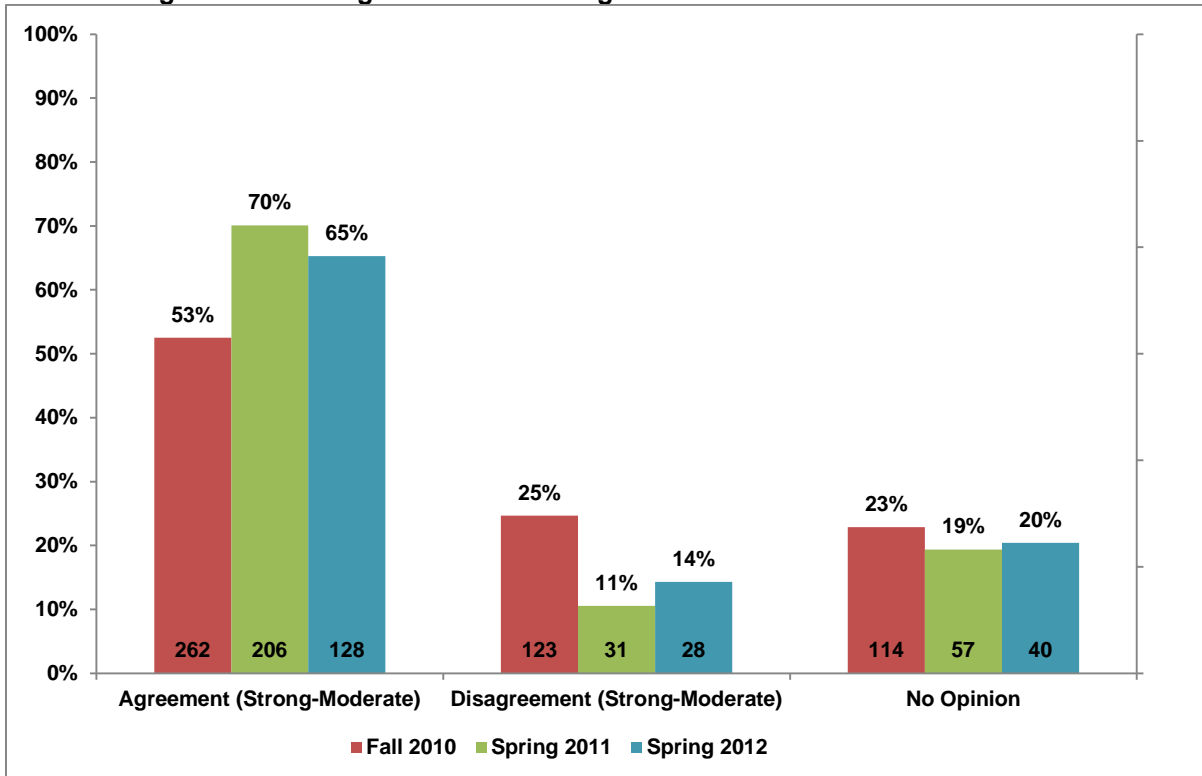
Histograms / Data Analysis

**18. Administrators have a substantive and clearly defined role in the shared planning and decision making process.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

## 18. Administrators have a substantive and clearly defined role in the shared planning and decision making process.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	196	3.15	Fall 2010 - Spring 2012	10.3%	Yes	0.002	19.415	0.000
Spring 2011	294	3.31	Spring 2011 - Spring 2012	-4.9%	No	0.200		
Fall 2010	499	2.85	Fall 2010 - Spring 2011	15.9%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.08	.94	38	2.67	.99	78	.034*
FT Faculty	3.20	.73	45	2.82	1.08	107	.033*
Classified	3.25	.82	51	2.91	.99	161	.024*
Administrator	2.91	1.07	22	3.10	.88	39	.449
Overall	3.15	.86	156	2.85	1.01	385	.002

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.08	.94	38	3.24	.77	45	.382
FT Faculty	3.20	.73	45	3.40	.70	81	.142
Classified	3.25	.82	51	3.36	.76	78	.461
Administrator	2.91	1.07	22	3.06	.79	33	.547
Overall	3.15	.86	156	3.31	.75	237	.200

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.24	.77	45	2.67	.99	78	.001*
FT Faculty	3.40	.70	81	2.82	1.08	107	.000*
Classified	3.36	.76	78	2.91	.99	161	.000*
Administrator	3.06	.79	33	3.10	.88	39	.833
Overall	3.31	.75	237	2.85	1.01	385	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.



## Histograms / Data Analysis

### **Question Group VII: Representatives of constituency groups provide timely and accurate information.**

The Group VII question (Q19) relates to WASC Standard IV.A. This question focuses on leadership and governance, specifically, decision-making roles and process and the organization of the governing board and administration.

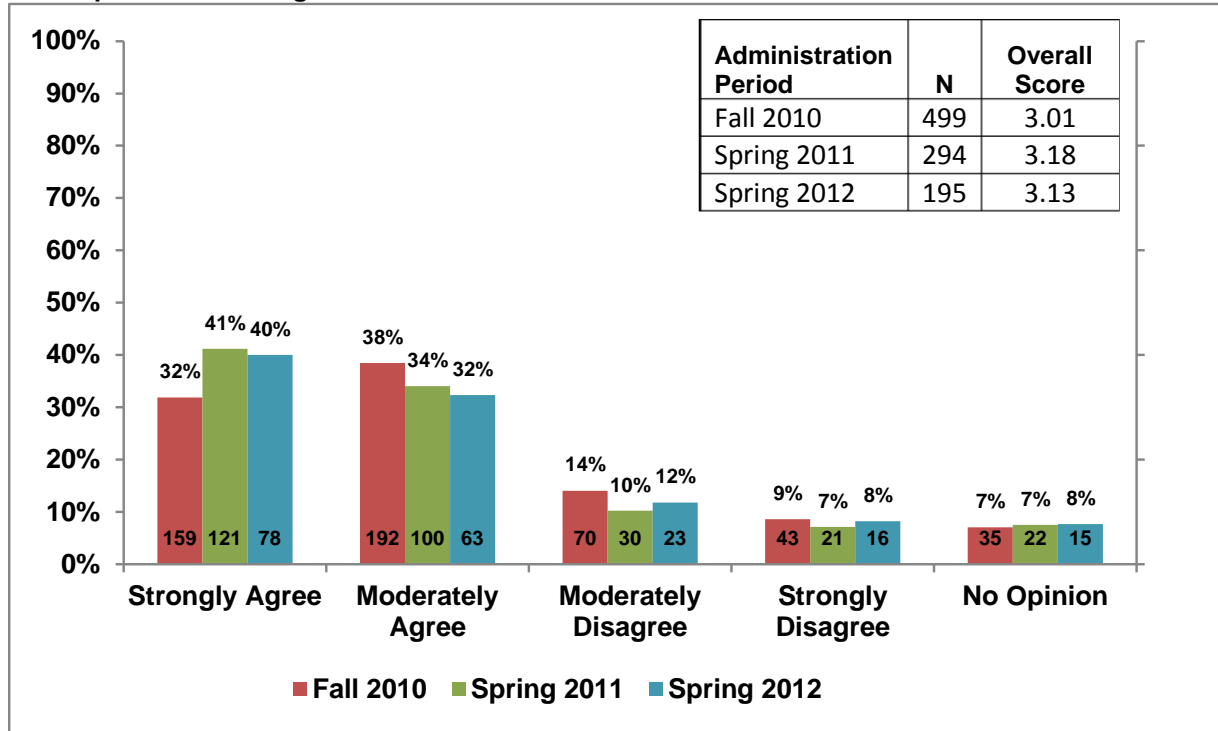
Overall findings of the three survey administrations include:

- Representatives of constituency group results were not statistically significant for spring 2012.
- Equivalent employee groups across the three survey distribution periods experienced only one statistically significant result—in spring 2011 (and, only among classified employees).

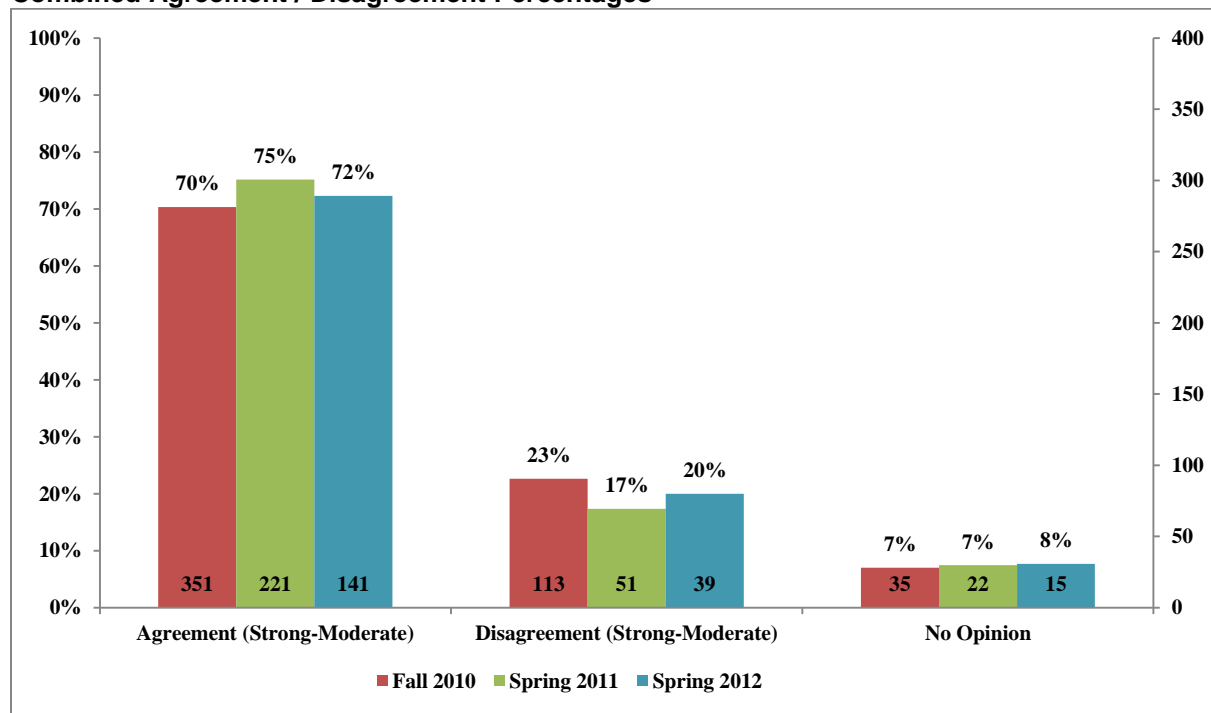
Histograms / Data Analysis

**19. Representatives of my constituency group (e.g., faculty, classified, administrators) provide me with timely and accurate information.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

### 19. Representatives of my constituency group (e.g., faculty, classified, administrators) provide me with timely and accurate information.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	195	3.13	Fall 2010 - Spring 2012	4.0%	No	0.298	3.265	0.039
Spring 2011	294	3.18	Spring 2011 - Spring 2012	-1.6%	No	0.828		
Fall 2010	499	3.01	Fall 2010 - Spring 2011	5.8%	Yes	0.039		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.09	.96	46	2.90	.98	94	.301
FT Faculty	3.20	.96	51	3.17	.88	127	.879
Classified	3.07	.95	60	2.92	.95	204	.301
Administrator	3.22	.95	23	3.15	.75	39	.771
Overall	3.13	.95	180	3.01	.93	464	.298

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.09	.96	46	3.18	.93	62	.624
FT Faculty	3.20	.96	51	3.19	.90	88	.986
Classified	3.07	.95	60	3.17	1.00	90	.541
Administrator	3.22	.95	23	3.19	.69	32	.893
Overall	3.13	.95	180	3.18	.91	272	.828

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.18	.93	62	2.90	.98	94	.085
FT Faculty	3.19	.90	88	3.17	.88	127	.871
Classified	3.17	1.00	90	2.92	.95	204	.046*
Administrator	3.19	.69	32	3.15	.75	39	.846
Overall	3.18	.91	272	3.01	.93	464	.039

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

## Histograms / Data Analysis

**Question Group VIII: SWC relies on faculty, the Academic Senate and curriculum committee, and academic administrators for recommendations about student learning programs and services.**

The Group VIII question (Q20) relates to WASC Standard II.A, II.B, and II.C. These questions demonstrate the importance of the institution offering high-quality academic programs, student support services, library and learning support services that allow the attainment of identified student learning outcomes.

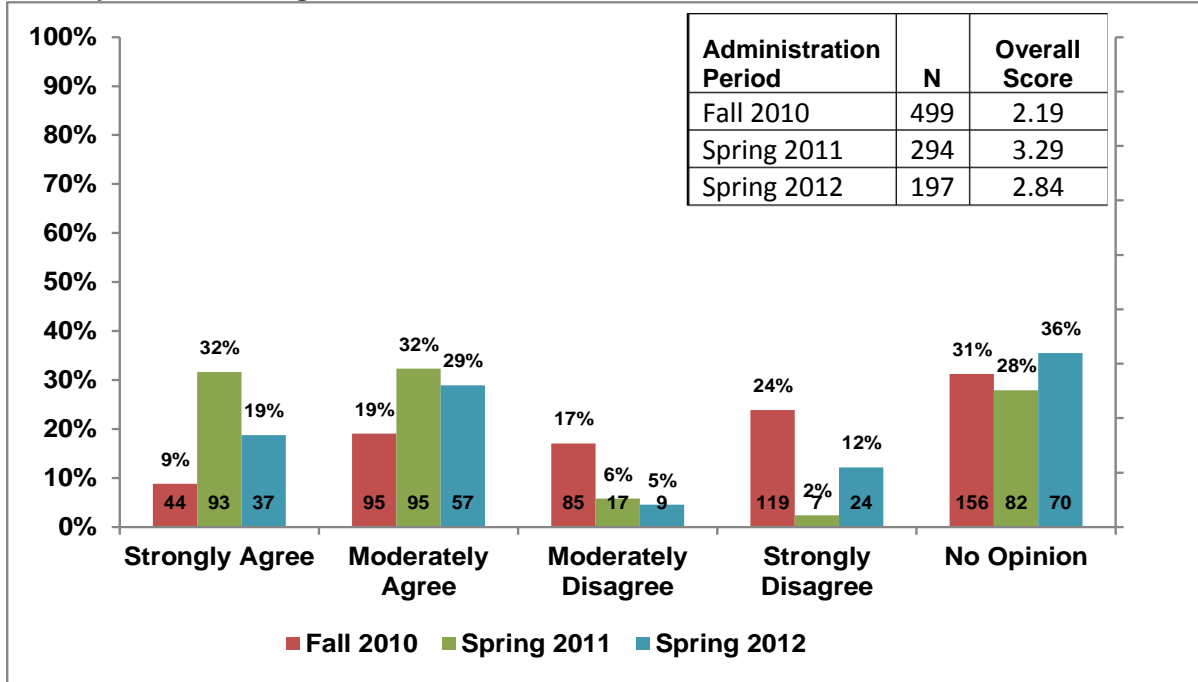
Overall findings of the three survey administrations include:

- In terms of ACCJC recommendations touching upon student learning programs and services, spring 2012 experienced a statistically significant overall increase compared to the fall 2010 baseline.
- Classified employees, part-time faculty and full-time faculty realized statistically significant changes in their respective employee group mean scores.
- Statistical significances are most pronounced for the full-time faculty employee group.

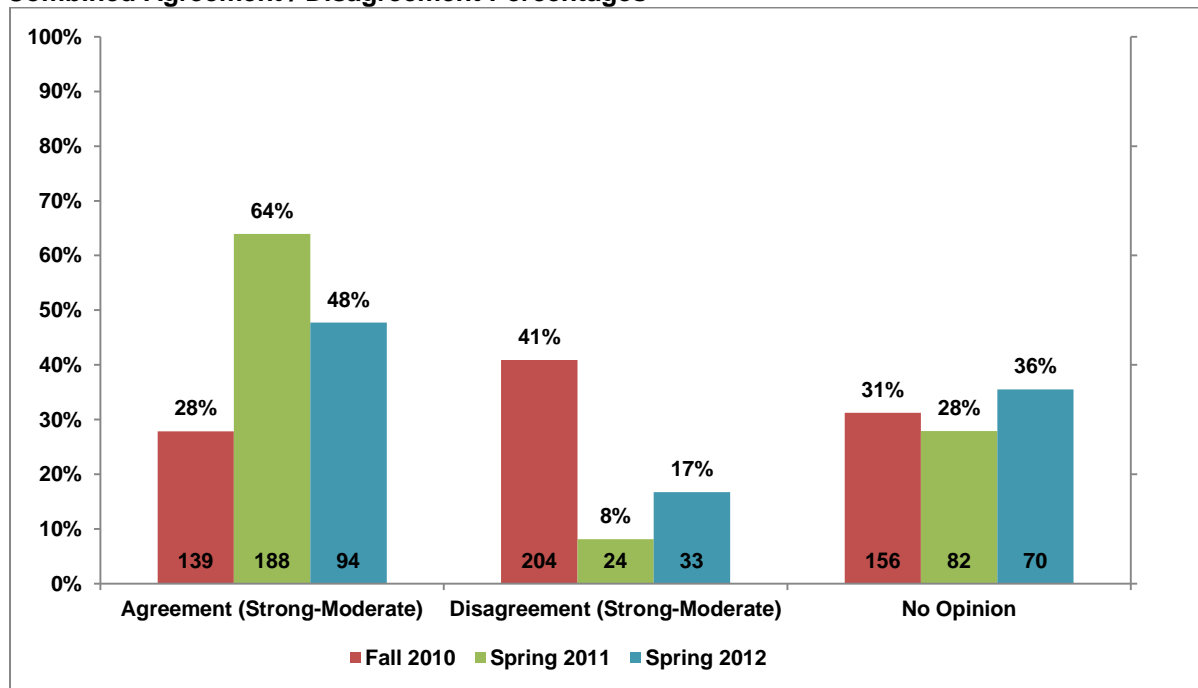
Histograms / Data Analysis

**20. ACCJC Standards establish that the Governing Board and Superintendent/President rely on the faculty, the Academic Senate and Curriculum Committee, and Academic Administrators for recommendations about student learning programs and services. SWC is in compliance with the standard.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

**20. ACCJC Standards establish that the Governing Board and Superintendent/President rely on the faculty, the Academic Senate and Curriculum Committee, and Academic Administrators for recommendations about student learning programs and services. SWC is in compliance with the standard.**

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	197	2.84	Fall 2010 - Spring 2012	30.0%	Yes	0.000	88.431	0.000
Spring 2011	294	3.29	Spring 2011 - Spring 2012	-13.7%	Yes	0.000		
Fall 2010	499	2.19	Fall 2010 - Spring 2011	50.6%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.67	1.16	30	2.20	1.01	69	.047*
FT Faculty	2.83	1.07	41	1.83	1.01	109	.000*
Classified	2.78	1.05	36	2.22	1.02	125	.005*
Administrator	3.25	.79	20	3.03	.83	40	.319
Overall	2.84	1.05	127	2.19	1.05	343	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.67	1.16	30	3.21	.83	43	.022*
FT Faculty	2.83	1.07	41	3.31	.80	78	.007*
Classified	2.78	1.05	36	3.21	.70	62	.017*
Administrator	3.25	.79	20	3.55	.57	29	.126
Overall	2.84	1.05	127	3.29	.75	212	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.21	.83	43	2.20	1.01	69	.000*
FT Faculty	3.31	.80	78	1.83	1.01	109	.000*
Classified	3.21	.70	62	2.22	1.02	125	.000*
Administrator	3.55	.57	29	3.03	.83	40	.004*
Overall	3.29	.75	212	2.19	1.05	343	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

## Histograms / Data Analysis

**Question Group IX: SWC has implemented hiring, promotion, and equal employment practices and provided appropriate orientation, training, and evaluation to ensure fairness for all employees.**

Group IX questions (Q21-Q29) relate to WASC Standard III.A, which focuses on the institution's human resources unit. Specifically addressed within the standard is the commitment for the institution to employ qualified personnel to support student learning programs and services and to improve institutional effectiveness.

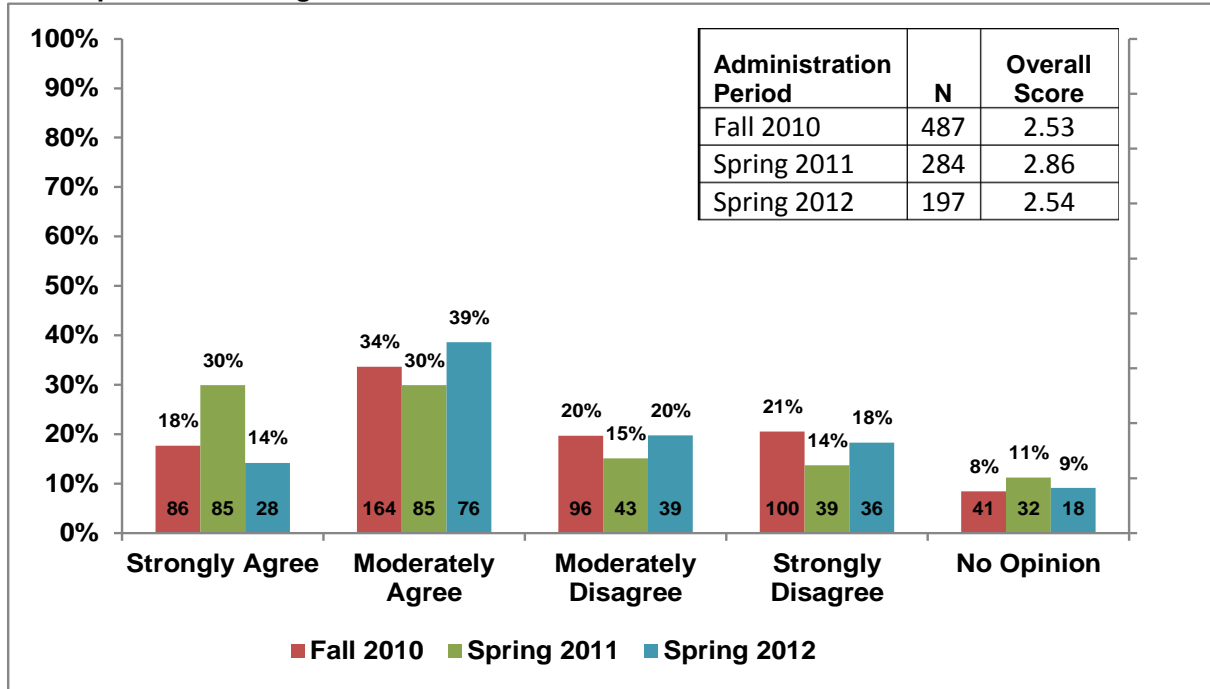
Overall findings of the three survey administrations include:

- Overall mean scores displayed a statistically significant decrease in regard to the “hiring, promotion, and equal employment practice being fair to all employees” in spring 2012, when compared to spring 2011.
- 74% of employee groups agreed with the statement that their performance evaluations were “fair and appropriate.”

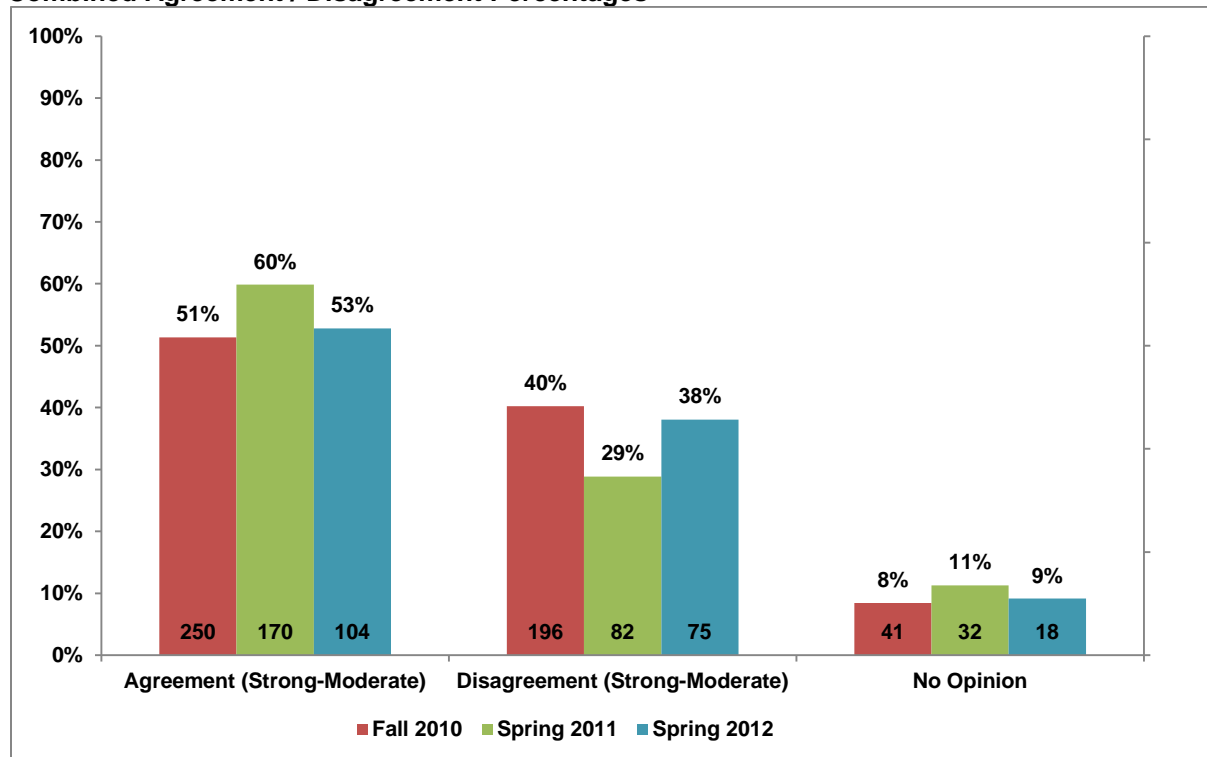
Histograms / Data Analysis

**21. SWC has implemented hiring, promotion, and equal employment practices and provided appropriate orientation, training, and evaluation to ensure fairness for all employees.**

All Response Percentages



Combined Agreement / Disagreement Percentages





## Histograms / Data Analysis

## 21. SWC has implemented hiring, promotion, and equal employment practices and provided appropriate orientation, training, and evaluation to ensure fairness for all employees.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	197	2.54	Fall 2010 - Spring 2012	0.3%	No	0.997	8.925	0.000
Spring 2011	284	2.86	Spring 2011 - Spring 2012	-11.2%	Yes	0.004		
Fall 2010	487	2.53	Fall 2010 - Spring 2011	13.0%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.35	1.04	48	2.54	1.08	89	.333
FT Faculty	2.92	.99	48	2.59	1.04	117	.064
Classified	2.39	.94	61	2.43	1.04	200	.805
Administrator	2.50	.80	22	2.83	.98	40	.190
Overall	2.54	.98	179	2.53	1.04	446	.997

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.35	1.04	48	2.96	1.19	55	.007*
FT Faculty	2.92	.99	48	3.10	.89	79	.277
Classified	2.39	.94	61	2.54	1.05	87	.384
Administrator	2.50	.80	22	2.94	1.03	31	.104
Overall	2.54	.98	179	2.86	1.05	252	.004

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

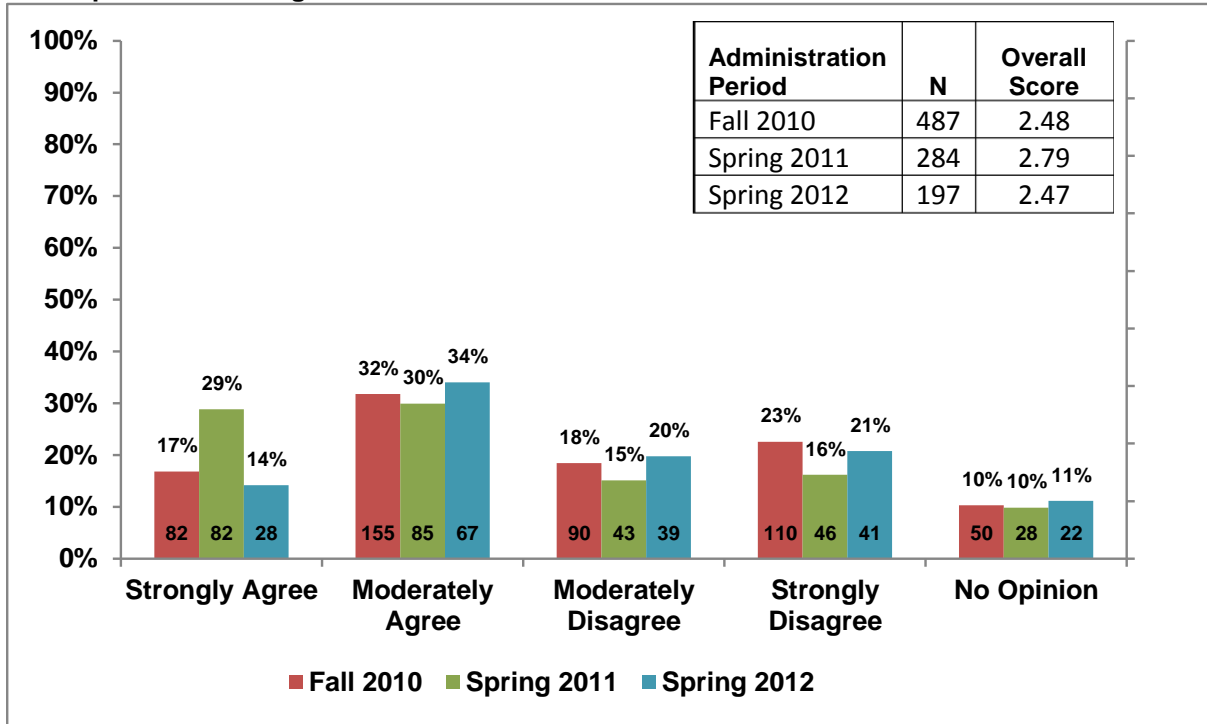
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.96	1.19	55	2.54	1.08	89	.029*
FT Faculty	3.10	.89	79	2.59	1.04	117	.000*
Classified	2.54	1.05	87	2.43	1.04	200	.410
Administrator	2.94	1.03	31	2.83	.98	40	.647
Overall	2.86	1.05	252	2.53	1.04	446	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

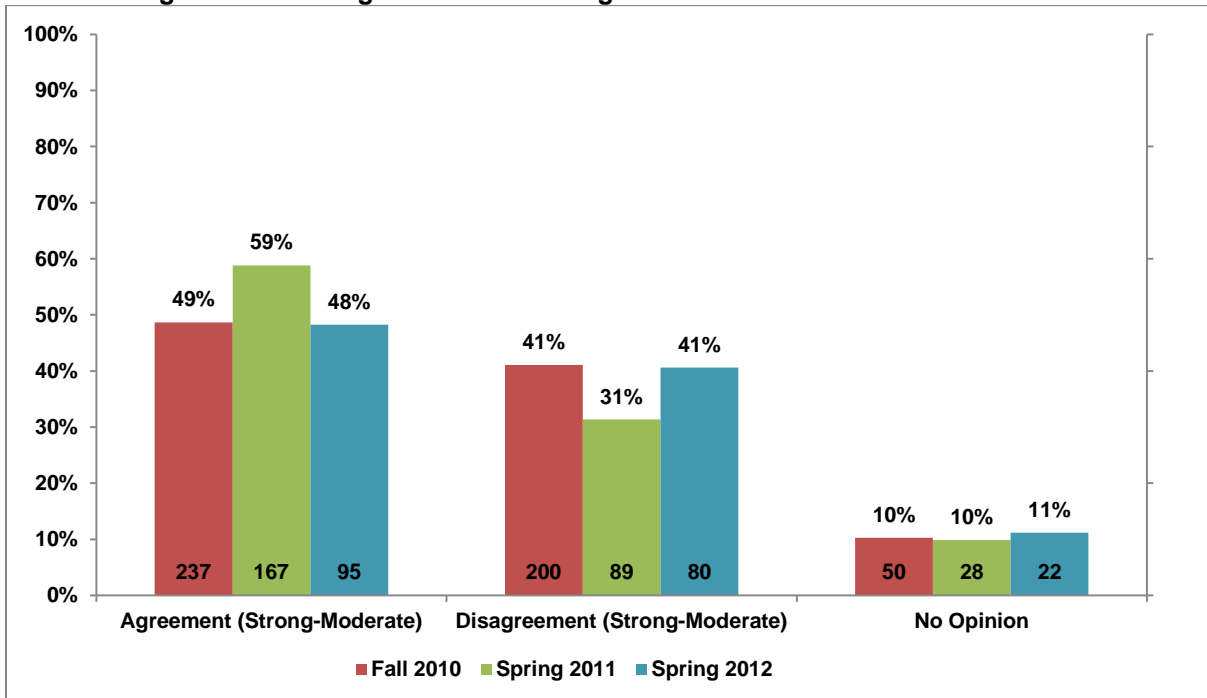
Histograms / Data Analysis

**22. The hiring, promotion, and equal employment practices are fair to all employees.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



## Histograms / Data Analysis

### 22. The hiring, promotion, and equal employment practices are fair to all employees.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	197	2.47	Fall 2010 - Spring 2012	-0.4%	No	0.994	8.095	0.000
Spring 2011	284	2.79	Spring 2011 - Spring 2012	-11.6%	Yes	0.005		
Fall 2010	487	2.48	Fall 2010 - Spring 2011	12.7%	Yes	0.001		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.20	1.07	46	2.50	1.07	86	.122
FT Faculty	2.82	.95	44	2.54	1.06	114	.123
Classified	2.33	1.02	63	2.36	1.07	199	.878
Administrator	2.73	.88	22	2.89	.92	38	.494
Overall	2.47	1.02	175	2.48	1.06	437	.994

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.20	1.07	46	2.89	1.20	56	.003*
FT Faculty	2.82	.95	44	2.99	.97	80	.352
Classified	2.33	1.02	63	2.51	1.12	89	.333
Administrator	2.73	.88	22	2.94	.85	31	.392
Overall	2.47	1.02	175	2.79	1.08	256	.005

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

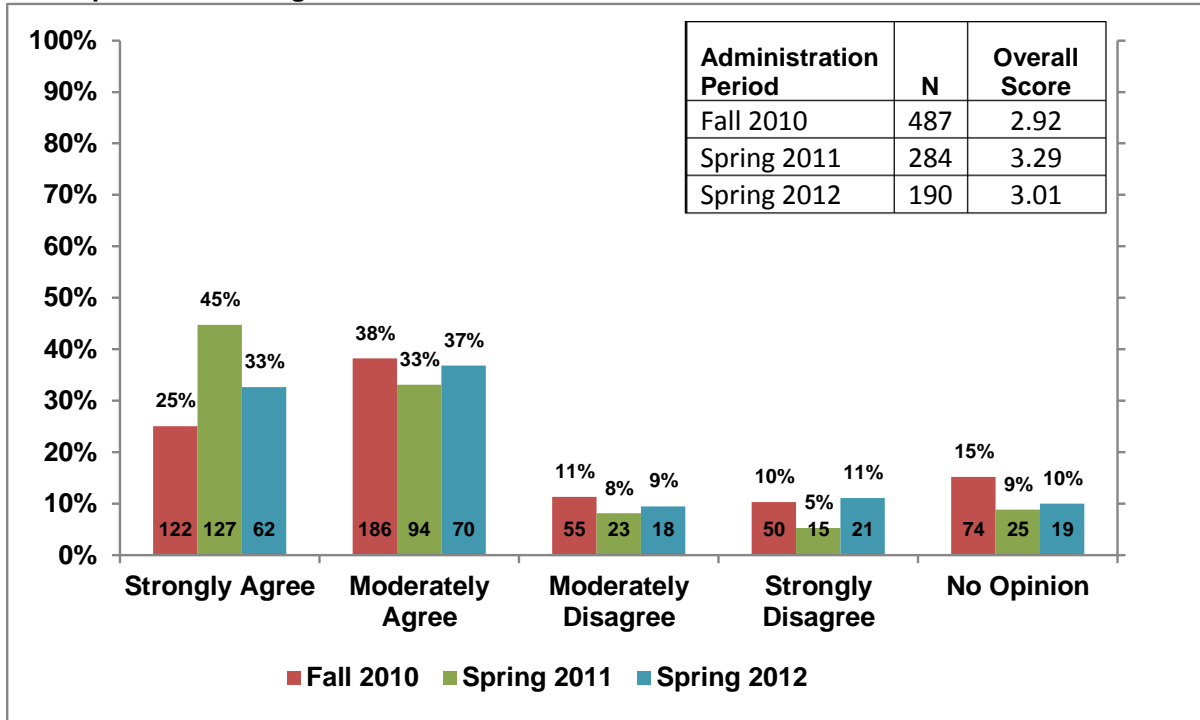
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.89	1.20	56	2.20	1.07	46	.044*
FT Faculty	2.99	.97	80	2.82	.95	44	.003*
Classified	2.51	1.12	89	2.33	1.02	63	.284
Administrator	2.94	.85	31	2.73	.88	22	.851
Overall	2.79	1.08	256	2.47	1.02	175	.001

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

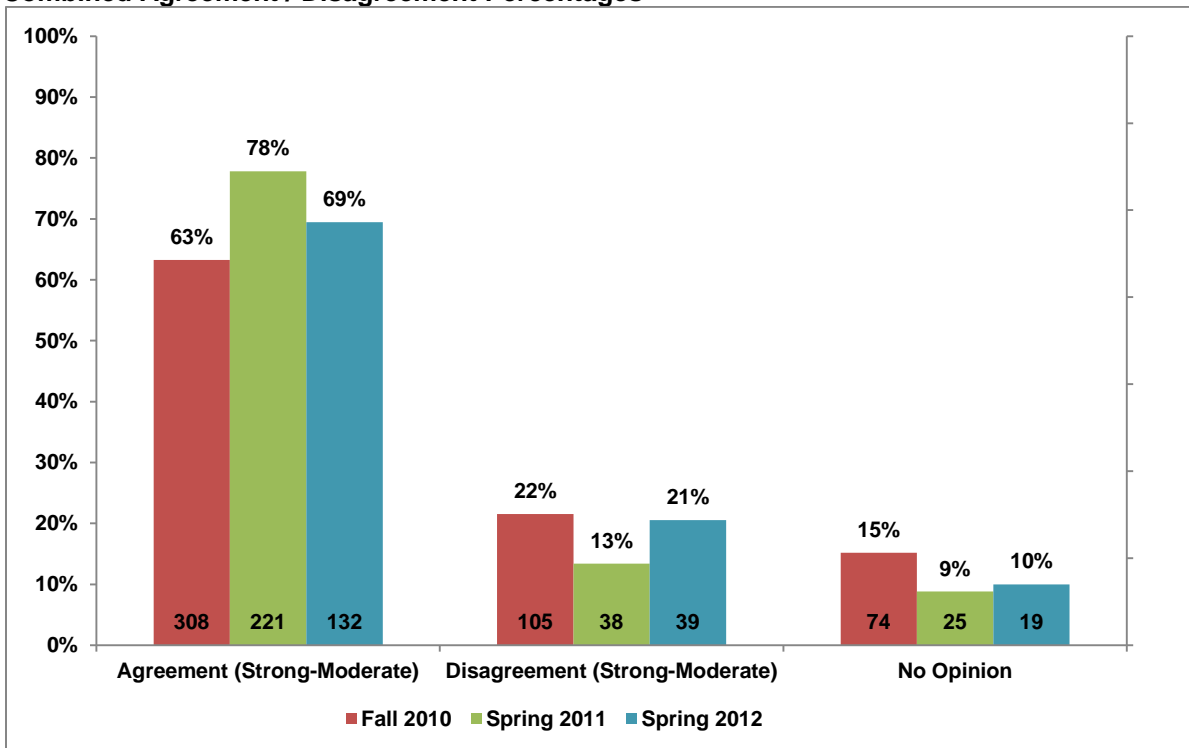
Histograms / Data Analysis

**23a. [Diversity] SWC demonstrates its commitment to addressing issues of equity and diversity.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

#### 23a. [Diversity] SWC demonstrates its commitment to addressing issues of equity and diversity.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	190	3.01	Fall 2010 - Spring 2012	3.1%	No	0.525	12.481	0.000
Spring 2011	284	3.29	Spring 2011 - Spring 2012	-8.3%	Yes	0.008		
Fall 2010	487	2.92	Fall 2010 - Spring 2011	12.5%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.00	1.03	48	3.11	.88	84	.528
FT Faculty	3.23	.91	44	2.93	.97	112	.079
Classified	2.91	1.01	57	2.77	.98	179	.348
Administrator	2.86	.94	22	3.18	.83	38	.176
Overall	3.01	.98	171	2.92	.95	413	.525

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.00	1.03	48	3.48	.77	60	.006*
FT Faculty	3.23	.91	44	3.54	.66	80	.031*
Classified	2.91	1.01	57	3.01	.93	88	.544
Administrator	2.86	.94	22	3.03	.98	31	.534
Overall	3.01	.98	171	3.29	.86	259	.008

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

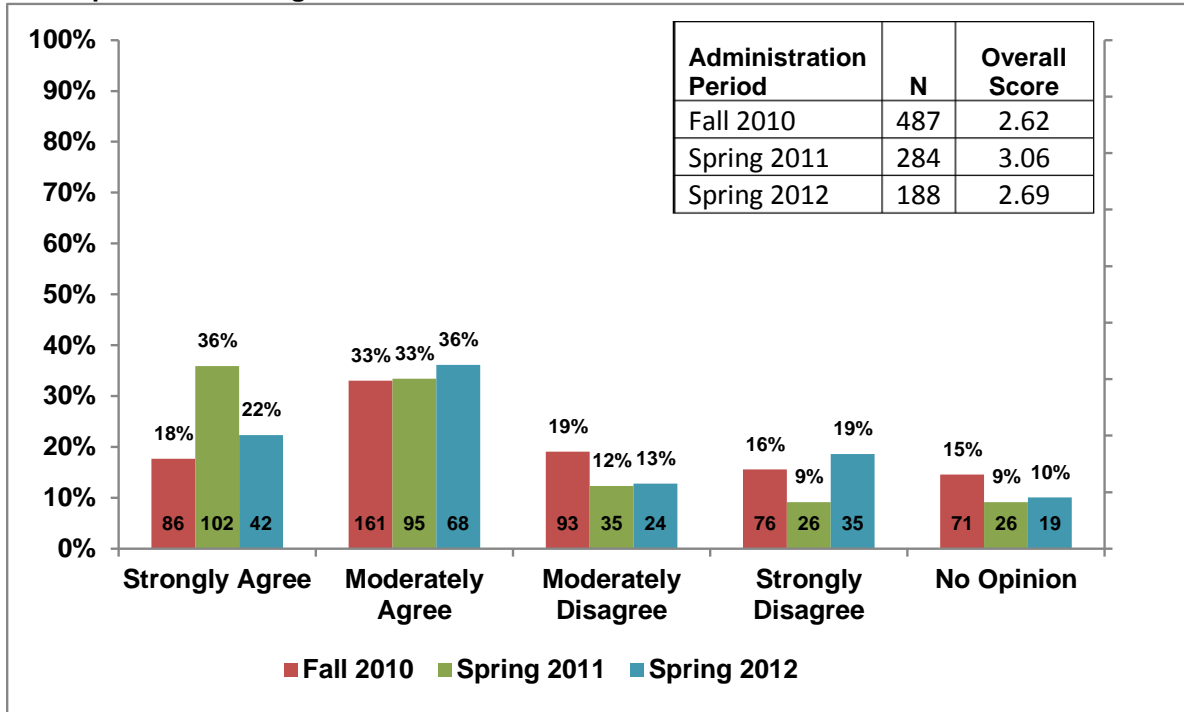
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.48	.77	60	3.11	.88	84	.009*
FT Faculty	3.54	.66	80	2.93	.97	112	.000*
Classified	3.01	.93	88	2.77	.98	179	.057
Administrator	3.03	.98	31	3.18	.83	38	.489
Overall	3.29	.86	259	2.92	.95	413	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

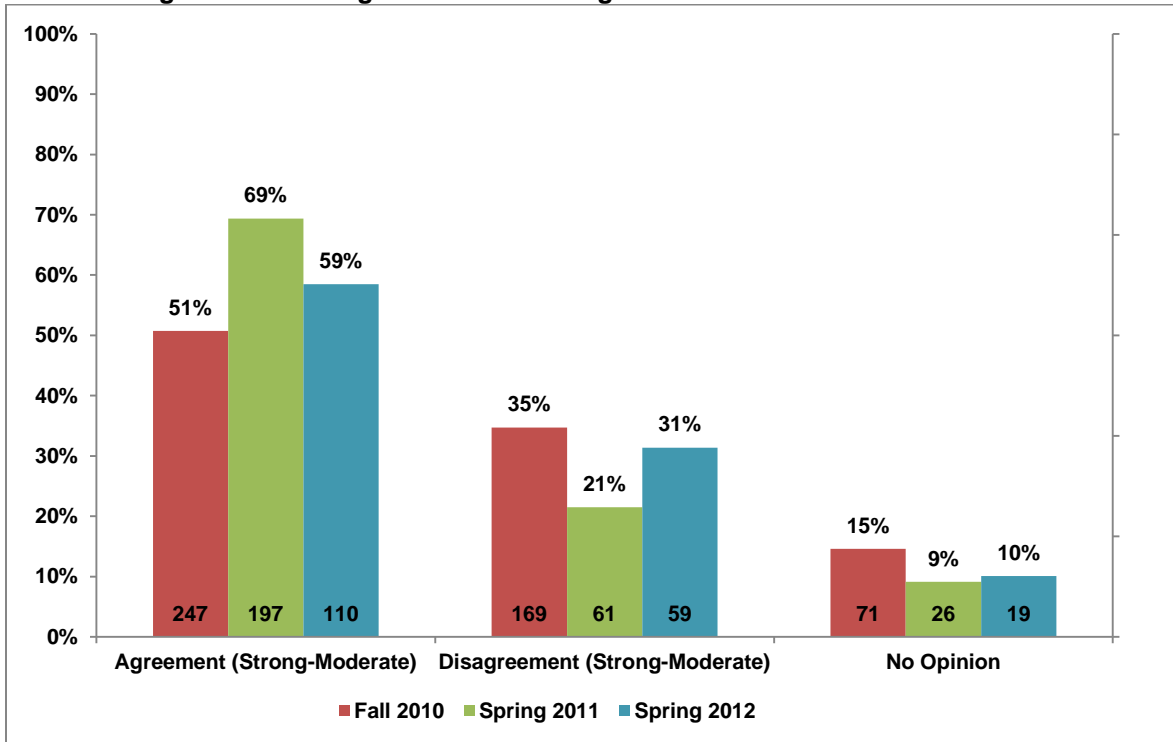
Histograms / Data Analysis

**23b. [Equity] SWC demonstrates its commitment to addressing issues of equity and diversity.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

#### 23b. [Equity] SWC demonstrates its commitment to addressing issues of equity and diversity.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	188	2.69	Fall 2010 - Spring 2012	2.8%	No	0.696	15.804	0.000
Spring 2011	284	3.06	Spring 2011 - Spring 2012	-12.0%	Yes	0.001		
Fall 2010	487	2.62	Fall 2010 - Spring 2011	16.8%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.59	1.15	46	2.77	1.02	84	.342
FT Faculty	3.00	1.05	43	2.61	1.01	114	.032*
Classified	2.52	1.01	58	2.47	1.02	180	.770
Administrator	2.77	.97	22	3.00	.77	38	.322
Overall	2.69	1.06	169	2.62	1.01	416	.696

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.59	1.15	46	3.17	.98	60	.006*
FT Faculty	3.00	1.05	43	3.34	.88	79	.057
Classified	2.52	1.01	58	2.75	1.01	88	.175
Administrator	2.77	.97	22	3.00	.82	31	.361
Overall	2.69	1.06	169	3.06	.97	258	.001

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

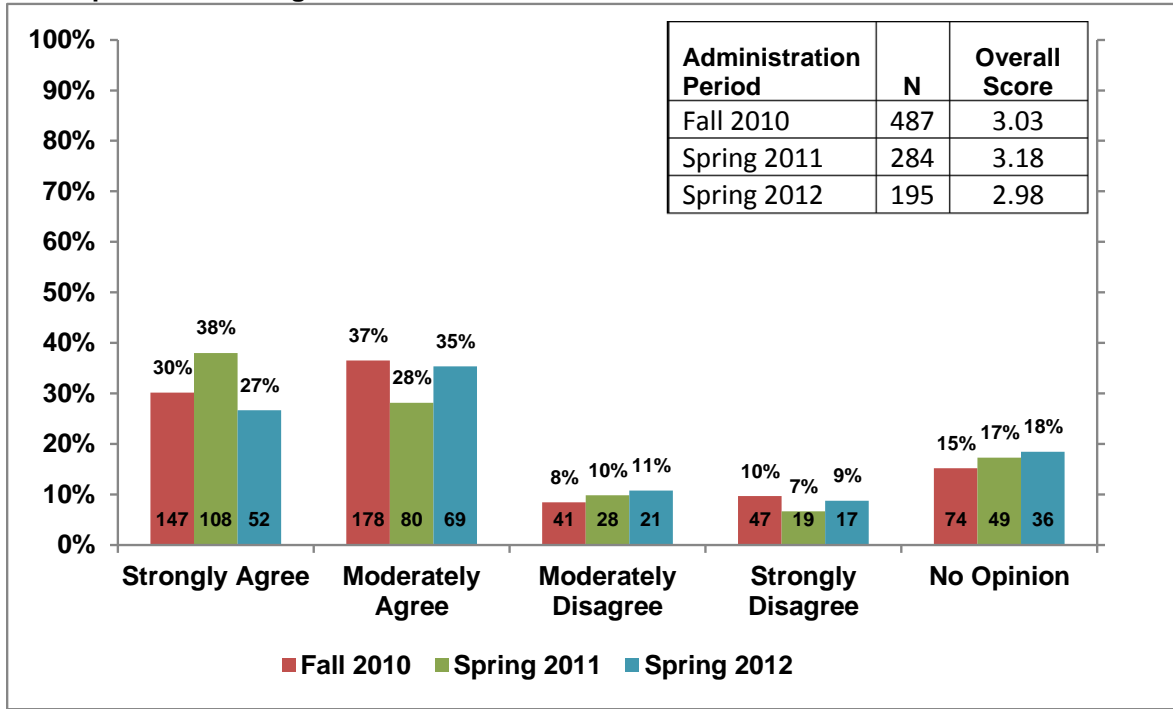
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.17	.98	60	2.77	1.02	84	.022*
FT Faculty	3.34	.88	79	2.61	1.01	114	.000*
Classified	2.75	1.01	88	2.47	1.02	180	.037*
Administrator	3.00	.82	31	3.00	.77	38	1.000
Overall	3.06	.97	258	2.62	1.01	416	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

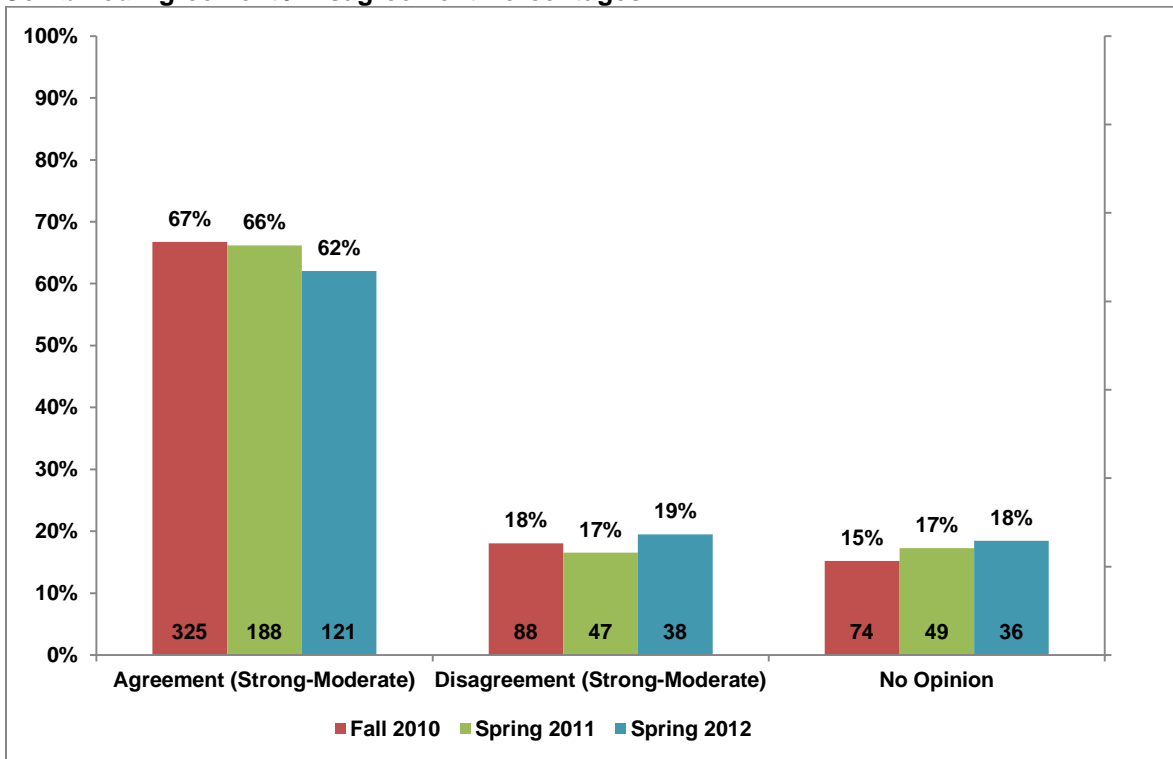
Histograms / Data Analysis

**24a. [Employee Orientation] The following services are provided fairly to all employees.**

All Response Percentages



Combined Agreement / Disagreement Percentages



Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).



## Histograms / Data Analysis

**24a. [Employee Orientation] The following services are provided fairly to all employees.**

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	195	2.98	Fall 2010 - Spring 2012	-1.6%	No	0.850	2.614	0.074
Spring 2011	284	3.18	Spring 2011 - Spring 2012	-6.2%	No	0.105		
Fall 2010	487	3.03	Fall 2010 - Spring 2011	4.9%	No	0.130		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.94	.98	50	2.97	1.03	89	.883
FT Faculty	3.31	.92	39	3.07	.86	107	.156
Classified	2.86	.95	50	3.07	.94	180	.160
Administrator	2.75	.79	20	2.84	1.12	37	.757
Overall	2.98	.94	159	3.03	.96	413	.850

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.94	.98	50	3.44	.80	52	.005*
FT Faculty	3.31	.92	39	3.40	.80	73	.592
Classified	2.86	.95	50	3.03	.98	80	.346
Administrator	2.75	.79	20	2.60	1.04	30	.585
Overall	2.98	.94	159	3.18	.97	235	.105

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

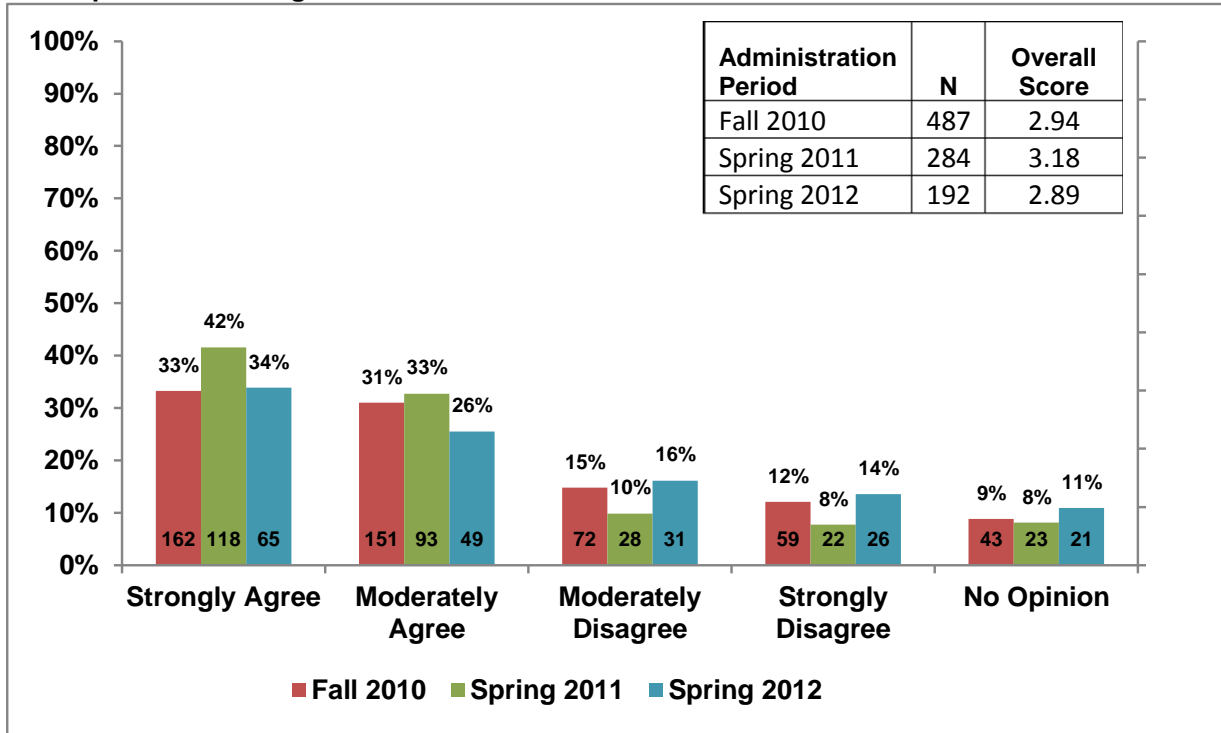
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.97	1.03	89	2.97	1.03	89	.005*
FT Faculty	3.07	.86	107	3.07	.86	107	.011*
Classified	3.07	.94	180	3.07	.94	180	.712
Administrator	2.84	1.12	37	2.84	1.12	37	.375
Overall	3.03	.96	413	3.03	.96	413	.130

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

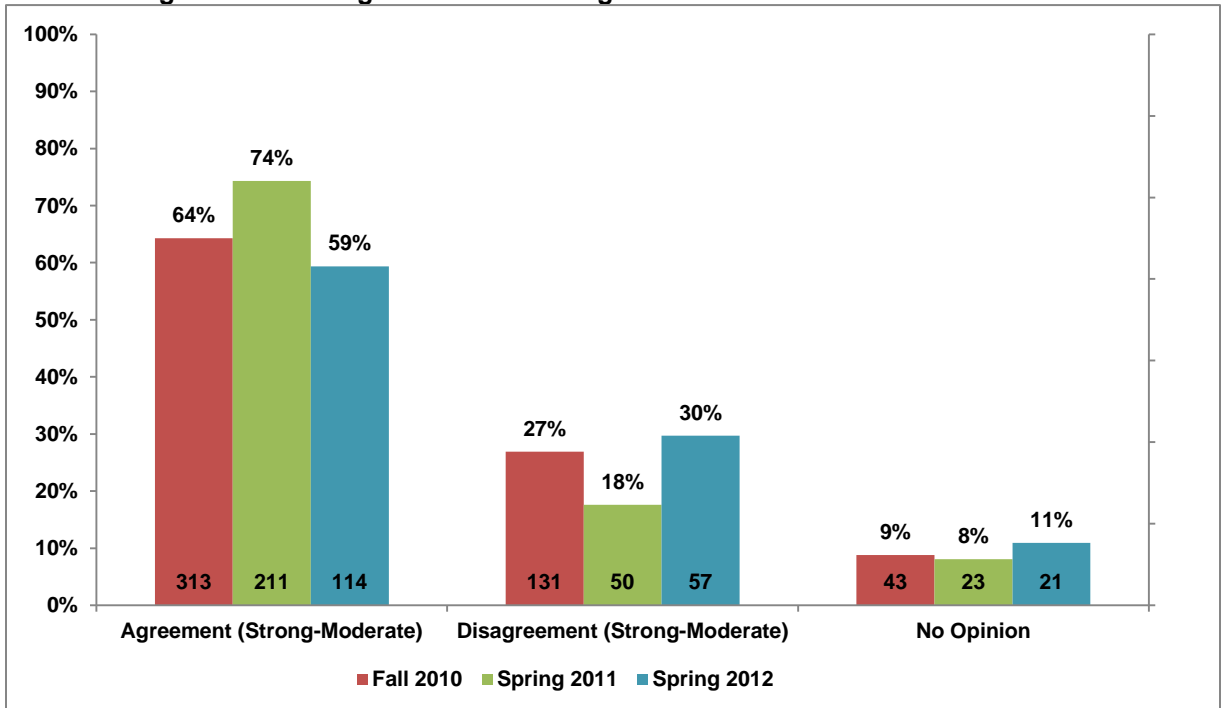
Histograms / Data Analysis

**24b. [Staff Development] The following services are provided fairly to all employees.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

**24b. [Staff Development] The following services are provided fairly to all employees.**

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	192	2.89	Fall 2010 - Spring 2012	-1.4%	No	0.888	5.757	0.003
Spring 2011	284	3.18	Spring 2011 - Spring 2012	-8.9%	Yes	0.013		
Fall 2010	487	2.94	Fall 2010 - Spring 2011	8.1%	Yes	0.007		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.71	1.21	49	2.88	1.10	94	.400
FT Faculty	3.38	.89	45	3.15	.90	114	.148
Classified	2.71	1.06	56	2.85	1.06	198	.387
Administrator	2.76	.94	21	2.87	1.00	38	.689
Overall	2.89	1.08	171	2.94	1.03	444	.888

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.71	1.21	49	3.33	.93	58	.004*
FT Faculty	3.38	.89	45	3.38	.83	82	.999
Classified	2.71	1.06	56	3.00	.99	90	.102
Administrator	2.76	.94	21	2.87	.89	31	.673
Overall	2.89	1.08	171	3.18	.93	261	.013

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

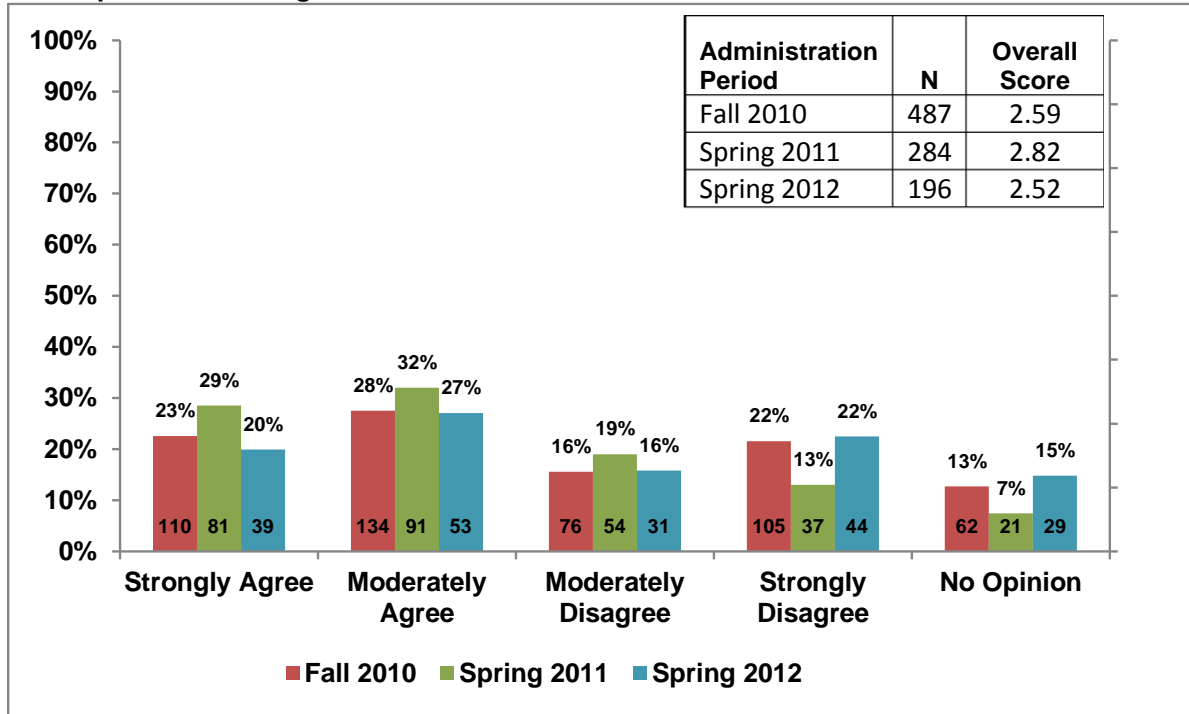
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.33	.93	58	2.71	1.21	49	.011*
FT Faculty	3.38	.83	82	3.38	.89	45	.070
Classified	3.00	.99	90	2.71	1.06	56	.270
Administrator	2.87	.89	31	2.76	.94	21	.991
Overall	3.18	.93	261	2.89	1.08	171	.007

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

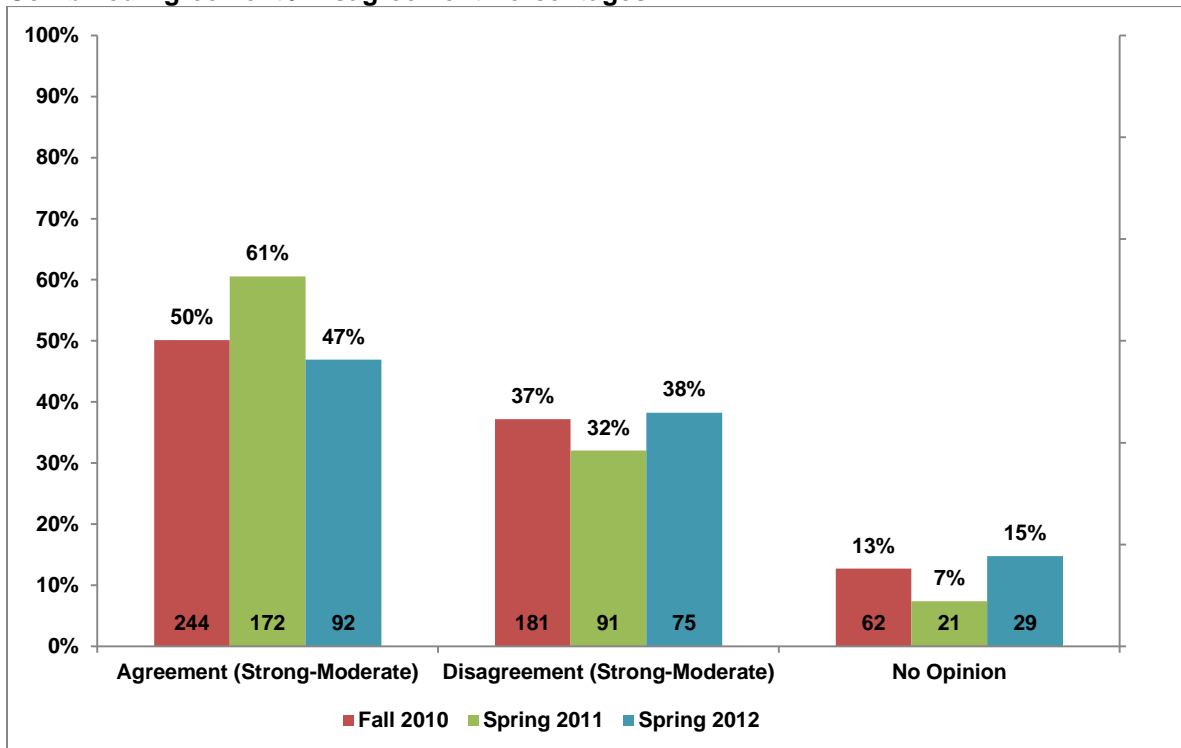
Histograms / Data Analysis

**25. Performance evaluations are provided in a timely manner and applied fairly to all employees.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



## Histograms / Data Analysis

**25. Performance evaluations are provided in a timely manner and applied fairly to all employees.**

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	196	2.52	Fall 2010 - Spring 2012	-2.5%	No	0.792	5.130	0.006
Spring 2011	284	2.82	Spring 2011 - Spring 2012	-10.6%	Yes	0.015		
Fall 2010	487	2.59	Fall 2010 - Spring 2011	9.1%	Yes	0.017		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.76	1.11	51	2.91	1.10	89	.455
FT Faculty	2.81	1.07	42	2.81	1.06	114	.990
Classified	2.02	1.08	53	2.25	1.12	182	.179
Administrator	2.62	.97	21	2.75	.98	40	.621
Overall	2.52	1.12	167	2.59	1.12	425	.792

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.76	1.11	51	3.23	.97	61	.020*
FT Faculty	2.81	1.07	42	2.94	.95	80	.498
Classified	2.02	1.08	53	2.41	1.07	90	.037*
Administrator	2.62	.97	21	2.91	.78	32	.240
Overall	2.52	1.12	167	2.82	1.02	263	.015

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

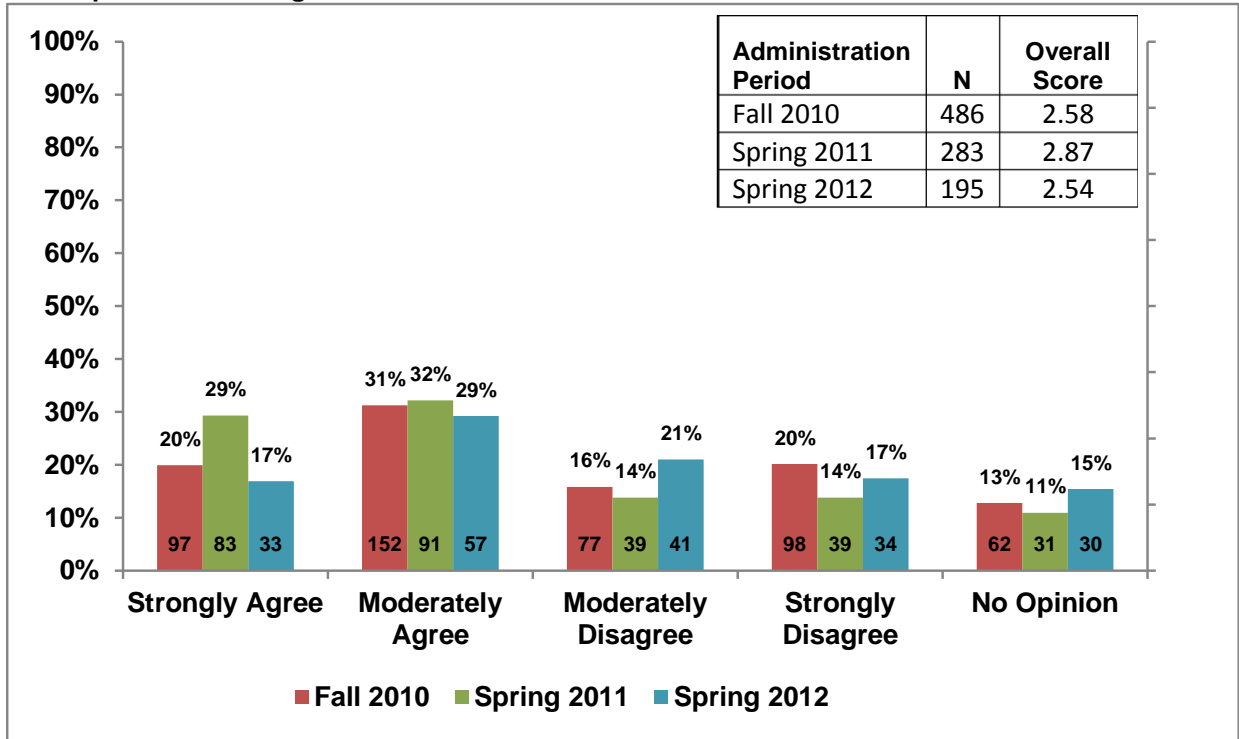
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.23	.97	61	2.91	1.10	89	.070
FT Faculty	2.94	.95	80	2.81	1.06	114	.378
Classified	2.41	1.07	90	2.25	1.12	182	.266
Administrator	2.91	.78	32	2.75	.98	40	.465
Overall	2.82	1.02	263	2.59	1.12	425	.017

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

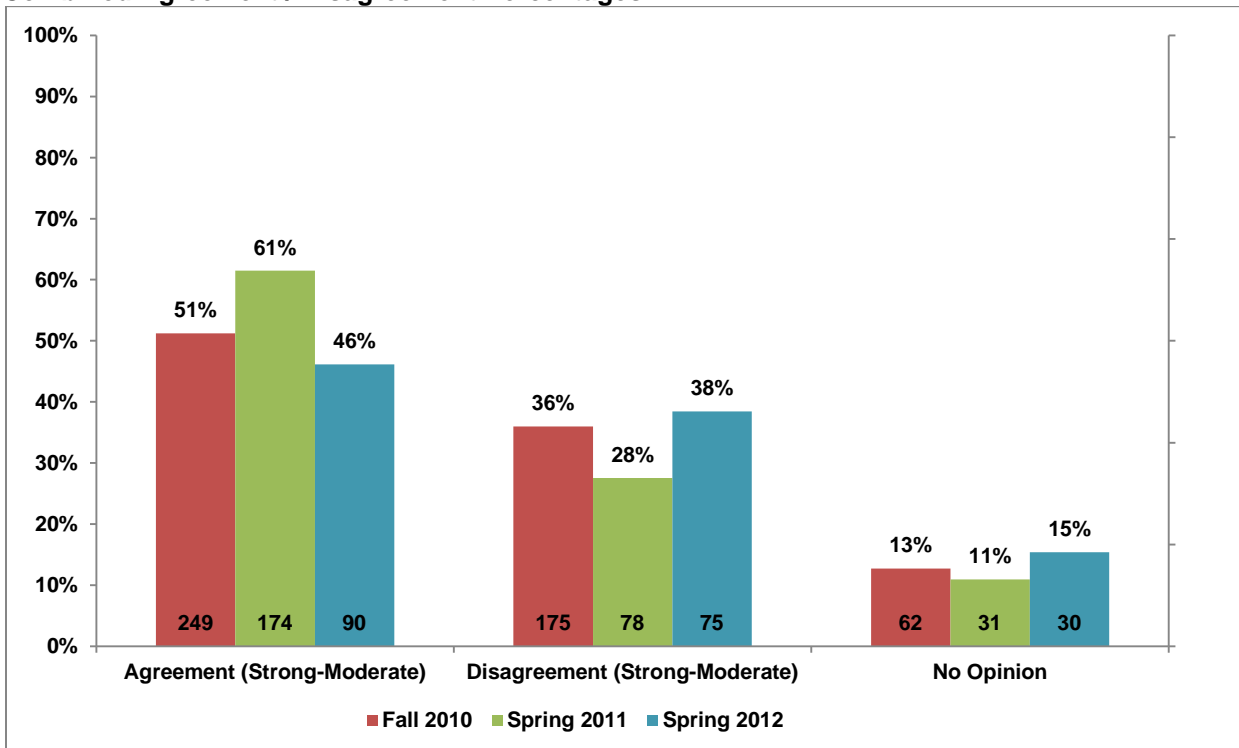
Histograms / Data Analysis

**26. Hiring, promotion, and equal employment practices are clearly stated, followed, and applied fairly.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

### 26. Hiring, promotion, and equal employment practices are clearly stated, followed, and applied fairly.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	195	2.54	Fall 2010 - Spring 2012	-1.8%	No	0.886	6.850	0.001
Spring 2011	283	2.87	Spring 2011 - Spring 2012	-11.4%	Yes	0.006		
Fall 2010	486	2.58	Fall 2010 - Spring 2011	10.8%	Yes	0.003		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.47	1.10	43	2.57	1.08	84	.602
FT Faculty	2.84	1.07	45	2.70	1.05	111	.448
Classified	2.29	.94	55	2.45	1.10	192	.319
Administrator	2.68	.95	22	2.95	1.00	37	.321
Overall	2.54	1.03	165	2.58	1.08	424	.886

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.47	1.10	43	2.95	1.10	56	.034*
FT Faculty	2.84	1.07	45	3.14	.99	76	.119
Classified	2.29	.94	55	2.53	1.05	88	.163
Administrator	2.68	.95	22	2.97	.82	32	.241
Overall	2.54	1.03	165	2.87	1.04	252	.006

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

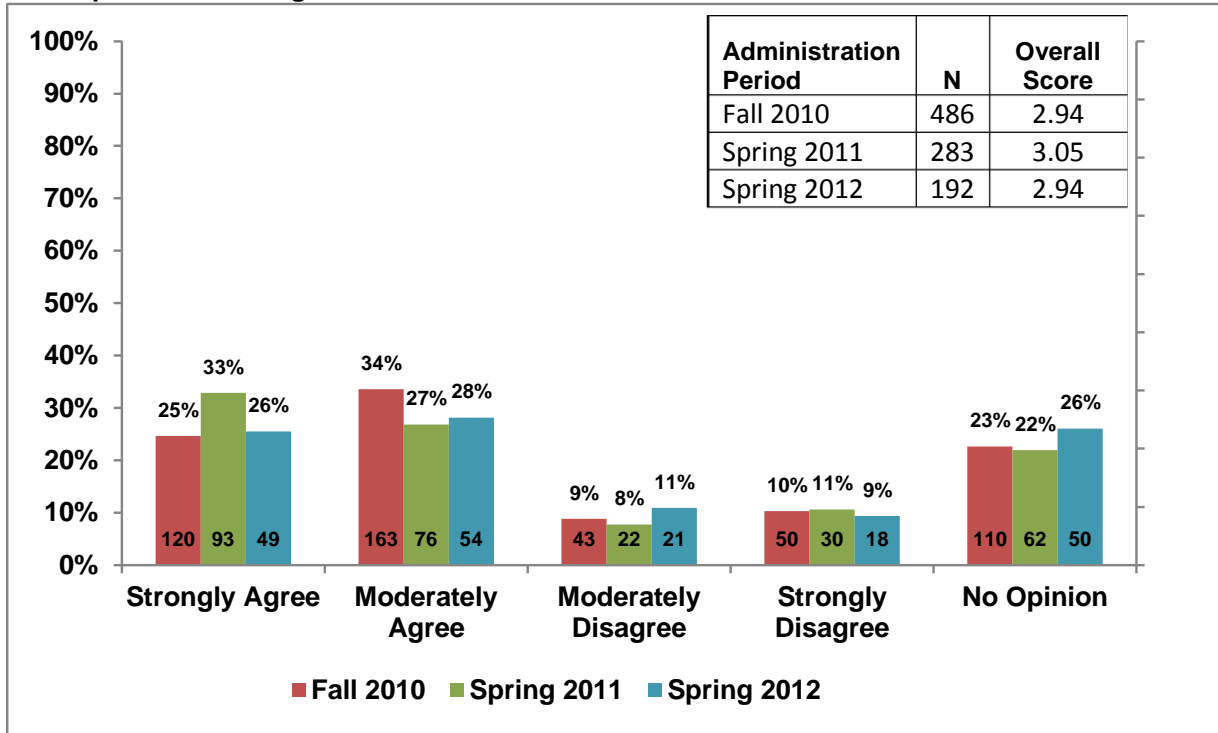
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.95	1.10	56	2.57	1.08	84	.048*
FT Faculty	3.14	.99	76	2.70	1.05	111	.004*
Classified	2.53	1.05	88	2.45	1.10	192	.562
Administrator	2.97	.82	32	2.95	1.00	37	.919
Overall	2.87	1.04	252	2.58	1.08	424	.003

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

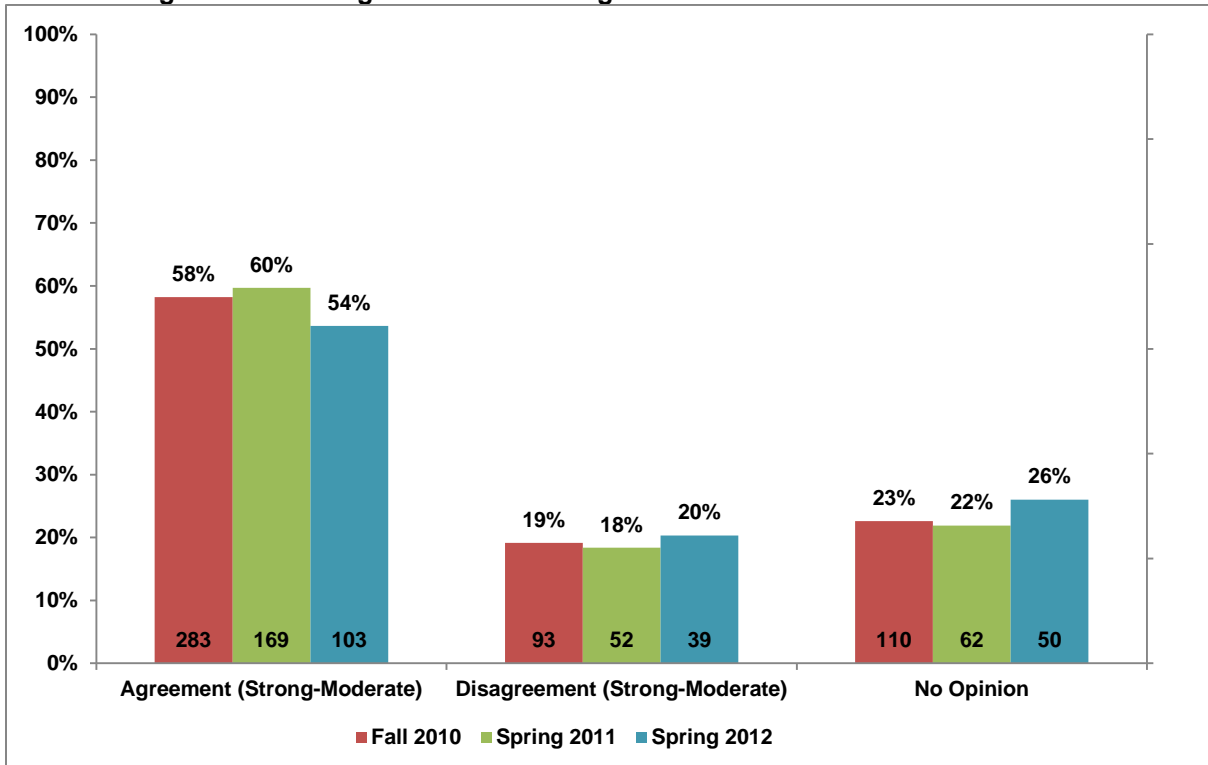
Histograms / Data Analysis

**27a. [Employee Orientation] The employee orientation and staff development training I have received were helpful and appropriate.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**





## Histograms / Data Analysis

**27a. [Employee Orientation] The employee orientation and staff development training I have received were helpful and appropriate.**

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	192	2.94	Fall 2010 - Spring 2012	0.2%	No	0.999	0.930	0.395
Spring 2011	283	3.05	Spring 2011 - Spring 2012	-3.5%	No	0.586		
Fall 2010	486	2.94	Fall 2010 - Spring 2011	3.8%	No	0.391		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.02	.97	45	3.01	.99	84	.955
FT Faculty	3.03	1.05	40	2.98	.93	95	.801
Classified	2.85	1.01	41	2.96	.95	164	.538
Administrator	2.75	1.00	16	2.55	1.20	33	.559
Overall	2.94	1.00	142	2.94	.98	376	.999

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.02	.97	45	3.47	.74	55	.010*
FT Faculty	3.03	1.05	40	3.17	1.01	70	.472
Classified	2.85	1.01	41	2.85	1.05	67	.989
Administrator	2.75	1.00	16	2.41	1.15	29	.332
Overall	2.94	1.00	142	3.05	1.03	221	.586

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

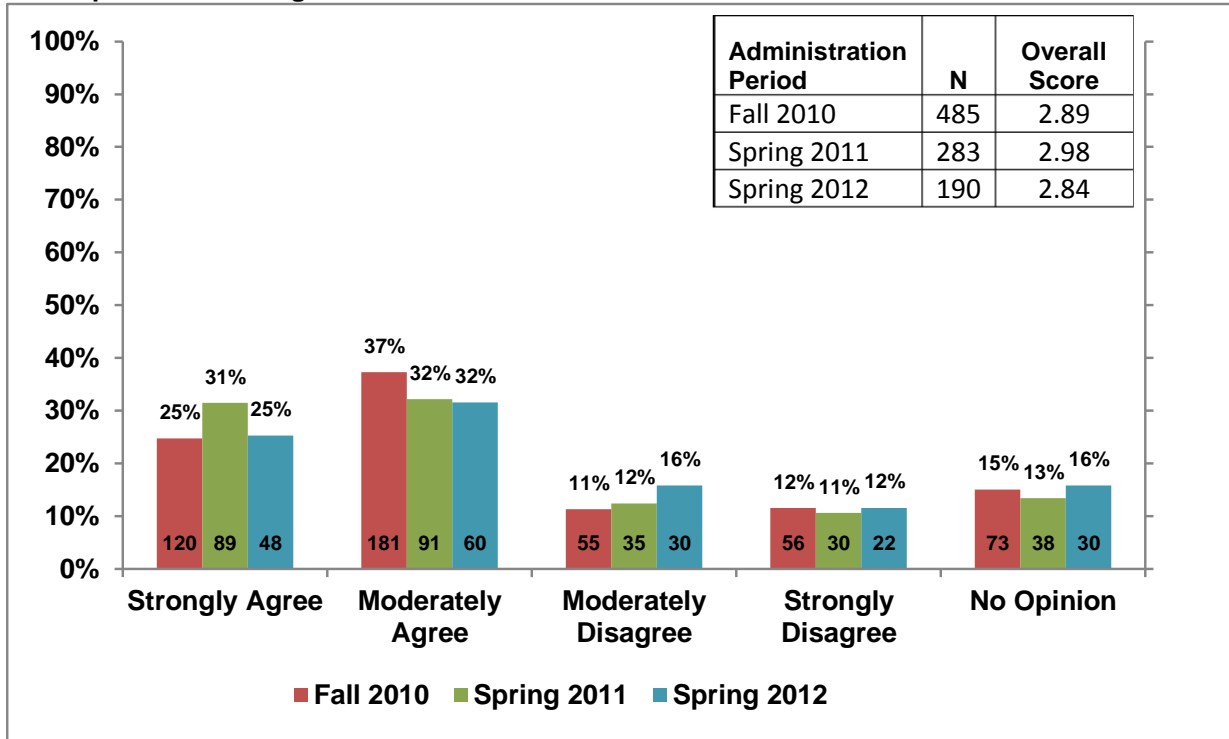
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.47	.74	55	3.01	.99	84	.004*
FT Faculty	3.17	1.01	70	2.98	.93	95	.207
Classified	2.85	1.05	67	2.96	.95	164	.453
Administrator	2.41	1.15	29	2.55	1.20	33	.662
Overall	3.05	1.03	221	2.94	.98	376	.391

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

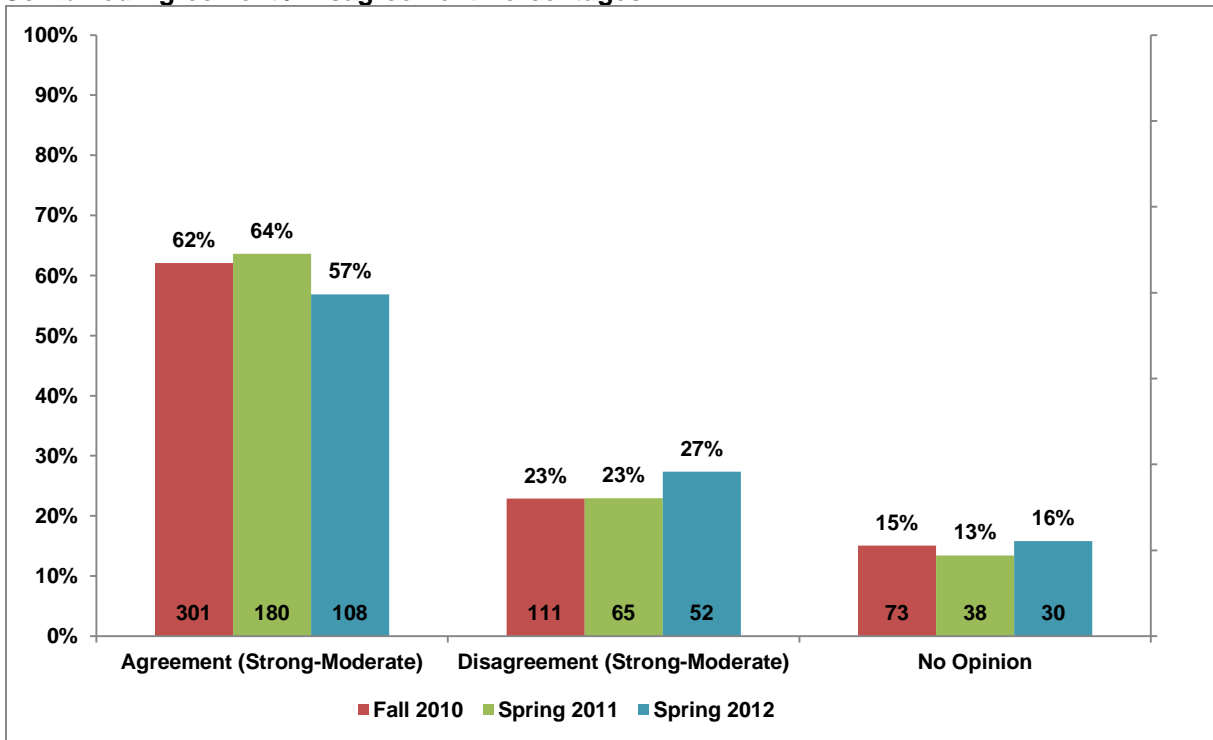
Histograms / Data Analysis

**27b. [Staff Development] The employee orientation and staff development training I have received were helpful and appropriate.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

**27b. [Staff Development] The employee orientation and staff development training I have received were helpful and appropriate.**

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	190	2.84	Fall 2010 - Spring 2012	-1.7%	No	0.859	1.067	0.345
Spring 2011	283	2.98	Spring 2011 - Spring 2012	-4.6%	No	0.357		
Fall 2010	485	2.89	Fall 2010 - Spring 2011	3.1%	No	0.502		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.76	1.07	41	3.01	1.02	87	.194
FT Faculty	3.02	1.03	49	2.96	.89	111	.726
Classified	2.61	1.02	49	2.79	1.00	182	.270
Administrator	3.10	.70	21	2.81	1.00	32	.265
Overall	2.84	1.01	160	2.89	.98	412	.859

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.76	1.07	41	3.47	.72	55	.000*
FT Faculty	3.02	1.03	49	3.07	.93	83	.767
Classified	2.61	1.02	49	2.71	1.05	79	.610
Administrator*	3.10	.70	21	2.46	1.07	28	.023
Overall	2.84	1.01	160	2.98	1.00	245	.357

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

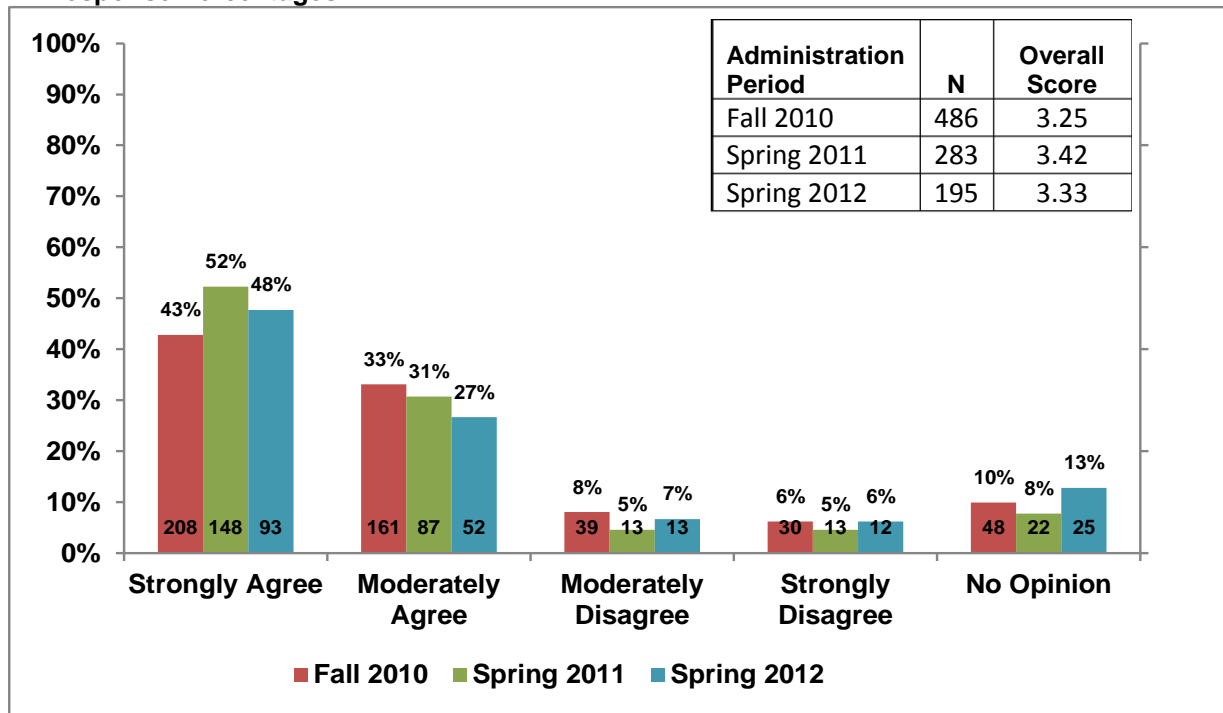
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.47	.72	55	3.01	1.02	87	.004*
FT Faculty	3.07	.93	83	2.96	.89	111	.414
Classified	2.71	1.05	79	2.79	1.00	182	.549
Administrator	2.46	1.07	28	2.81	1.00	32	.198
Overall	2.98	1.00	245	2.89	.98	412	.502

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

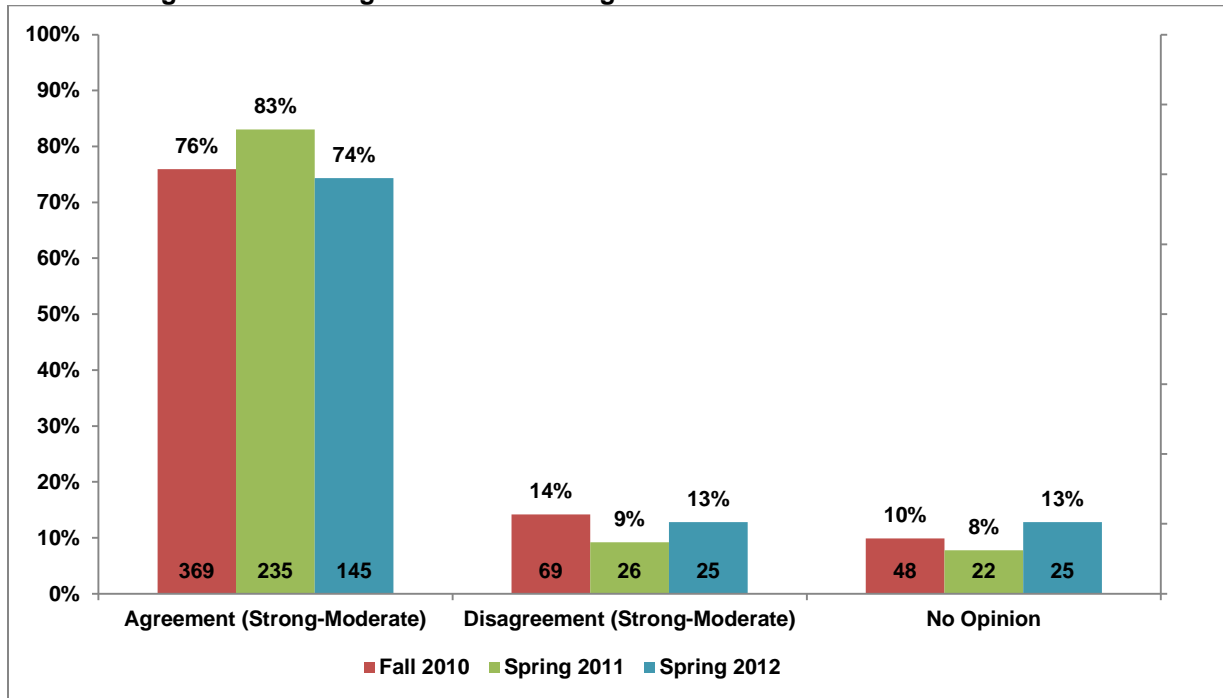
Histograms / Data Analysis

**28. The performance evaluation(s) that I have received were fair and appropriate.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



## Histograms / Data Analysis

### 28. The performance evaluation(s) that I have received were fair and appropriate.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	195	3.33	Fall 2010 - Spring 2012	2.5%	No	0.555	3.166	0.043
Spring 2011	283	3.42	Spring 2011 - Spring 2012	-2.6%	No	0.553		
Fall 2010	486	3.25	Fall 2010 - Spring 2011	5.2%	Yes	0.033		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.26	.94	54	3.36	.85	99	.485
FT Faculty	3.65	.67	48	3.42	.78	119	.079
Classified	3.08	1.03	52	3.06	.96	182	.915
Administrator	3.44	.63	16	3.32	.70	38	.552
Overall	3.33	.90	170	3.25	.88	438	.555

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.26	.94	54	3.57	.67	60	.045*
FT Faculty	3.65	.67	48	3.52	.72	84	.338
Classified	3.08	1.03	52	3.34	.84	88	.101
Administrator	3.44	.63	16	3.03	1.02	29	.158
Overall	3.33	.90	170	3.42	.80	261	.553

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

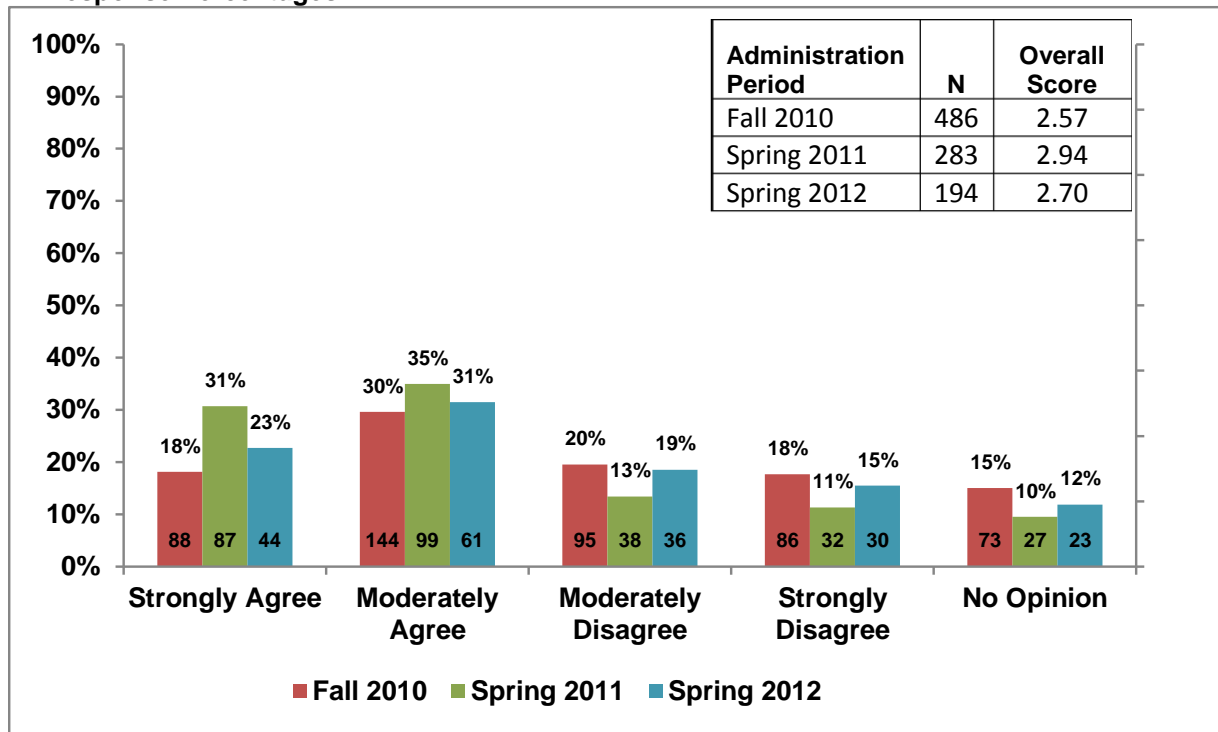
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.57	.67	60	3.36	.85	99	.118
FT Faculty	3.52	.72	84	3.42	.78	119	.335
Classified	3.34	.84	88	3.06	.96	182	.020*
Administrator	3.03	1.02	29	3.32	.70	38	.185
Overall	3.42	.80	261	3.25	.88	438	.033

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

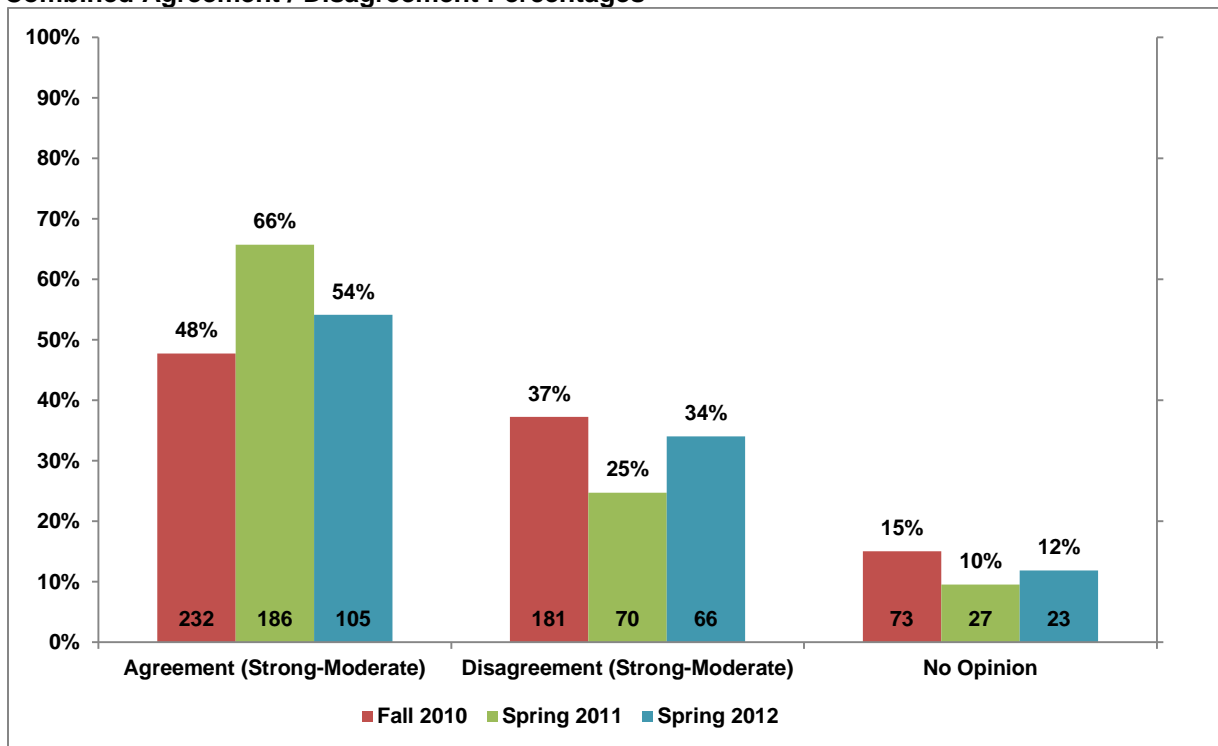
Histograms / Data Analysis

**29. SWC has a formal structure for employees to raise concerns and/or problems.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

### 29. SWC has a formal structure for employees to raise concerns and/or problems.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	194	2.70	Fall 2010 - Spring 2012	5.0%	No	0.351	10.504	0.000
Spring 2011	283	2.94	Spring 2011 - Spring 2012	-8.3%	Yes	0.042		
Fall 2010	486	2.57	Fall 2010 - Spring 2011	14.6%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.70	1.06	47	2.54	1.06	80	.398
FT Faculty	2.81	.95	47	2.51	1.09	110	.104
Classified	2.40	1.08	55	2.52	1.03	185	.459
Administrator	3.18	.91	22	3.03	.85	38	.509
Overall	2.70	1.04	171	2.57	1.04	413	.351

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.70	1.06	47	3.08	.99	52	.072
FT Faculty	2.81	.95	47	3.02	.97	81	.224
Classified	2.40	1.08	55	2.80	1.05	91	.028*
Administrator	3.18	.91	22	2.91	.89	32	.273
Overall	2.70	1.04	171	2.94	.99	256	.042

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.08	.99	52	2.54	1.06	80	.004*
FT Faculty	3.02	.97	81	2.51	1.09	110	.001*
Classified	2.80	1.05	91	2.52	1.03	185	.034*
Administrator	2.91	.89	32	3.03	.85	38	.568
Overall	2.94	.99	256	2.57	1.04	413	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

## Histograms / Data Analysis

### **Question Group X: SWC has defined and communicated budget development and budget decision-making processes to achieve College goals.**

Group X questions (Q30-Q36) relate to WASC Standard III.D, which ensures that the institution's financial resources are adequate to support student learning programs and services and to improve institutional effectiveness.

Overall findings of the three survey administrations include:

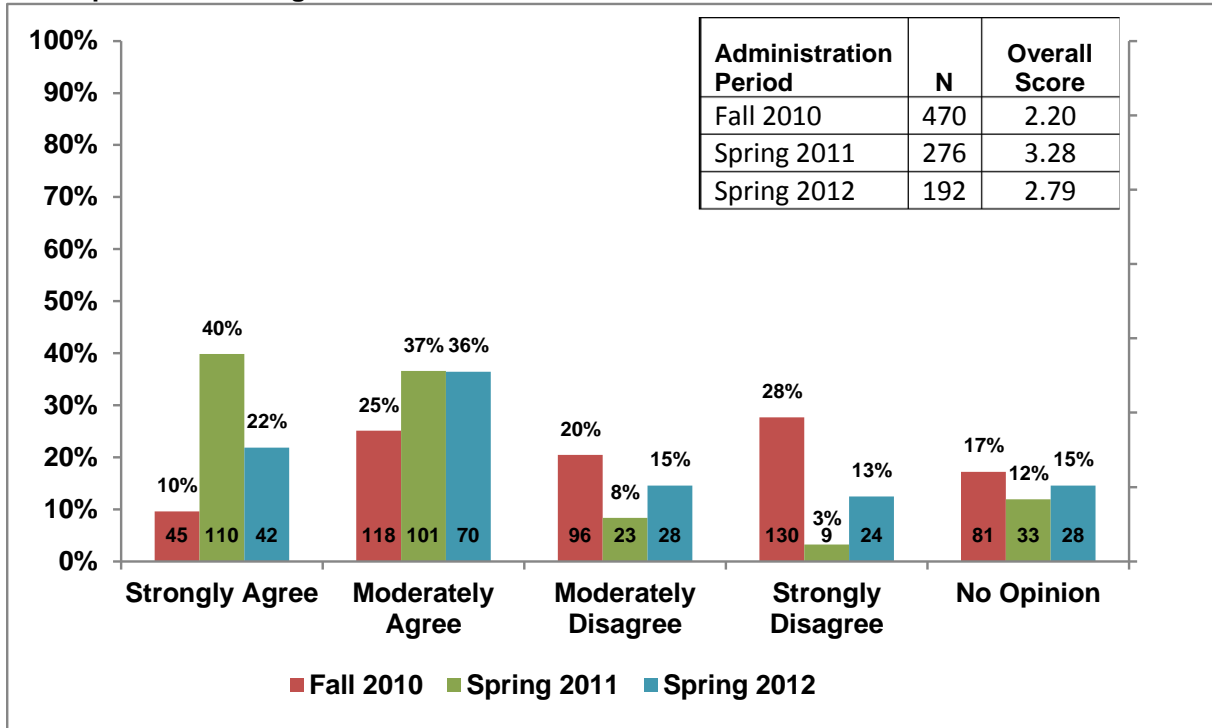
- Overall mean scores related to budget development and budget processes were higher than fall 2010, but lower when compared to spring 2011.
- Three budget areas in spring 2012 were not improved in comparison to fall 2010 and experienced a decline in mean scores compared to spring 2011. These budget areas were related to fair and equitable budget allocation by, respectively: the school/center, campus departments, and campus programs.
- Part-time faculty, full-time faculty and classified employee group mean scores experienced a statistically significant decrease from spring 2011 to spring 2012—  
“Accurate and complete information about the SWC budget is accessible and/or provided on request in a timely manner.”



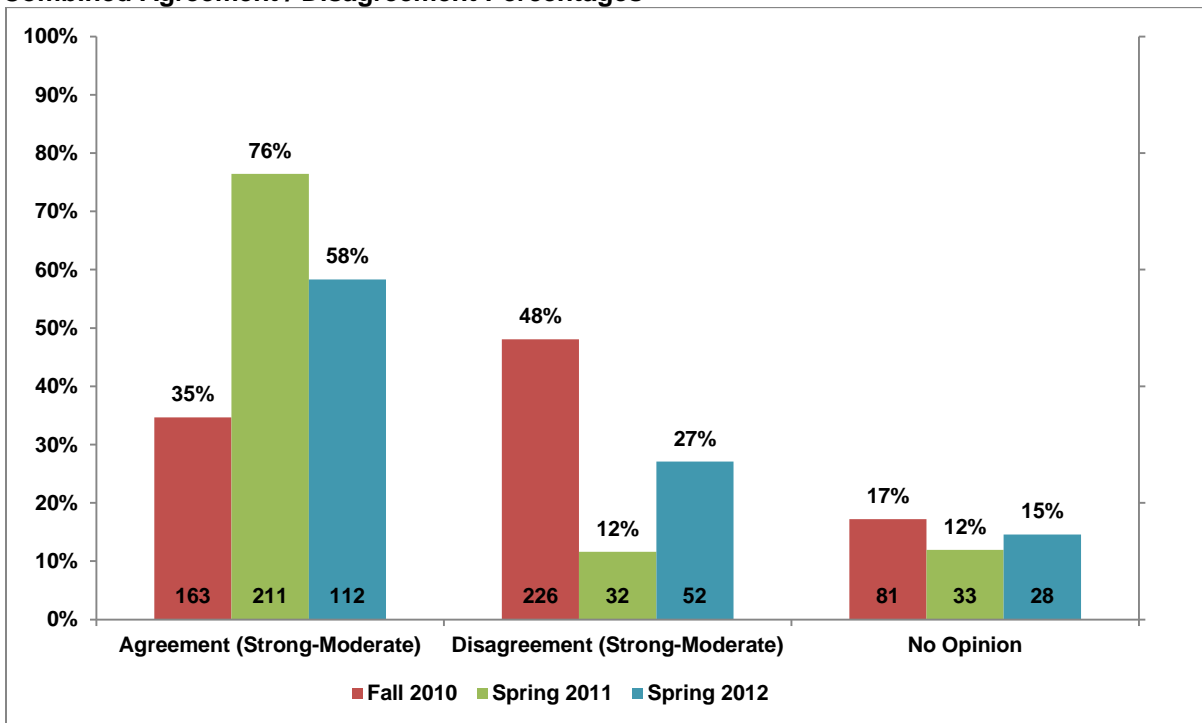
Histograms / Data Analysis

**30. SWC has defined and communicated its budget development and budget decision making processes to achieve college goals.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

## 30. SWC has defined and communicated its budget development and budget decision making processes to achieve college goals.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	192	2.79	Fall 2010 - Spring 2012	26.9%	Yes	0.000	98.797	0.000
Spring 2011	276	3.28	Spring 2011 - Spring 2012	-15.0%	Yes	0.000		0.000
Fall 2010	470	2.20	Fall 2010 - Spring 2011	49.2%	Yes	0.000		0.000

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.48	1.19	44	2.25	1.08	75	.295
FT Faculty	2.83	.93	46	1.84	1.01	108	.000*
Classified	2.85	.88	54	2.26	.95	168	.000*
Administrator	3.25	.72	20	2.87	.99	38	.134
Overall	2.79	.99	164	2.20	1.03	389	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.48	1.19	44	3.13	.97	52	.004*
FT Faculty	2.83	.93	46	3.31	.77	77	.002*
Classified	2.85	.88	54	3.26	.72	82	.004*
Administrator	3.25	.72	20	3.53	.62	32	.141
Overall	2.79	.99	164	3.28	.79	243	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

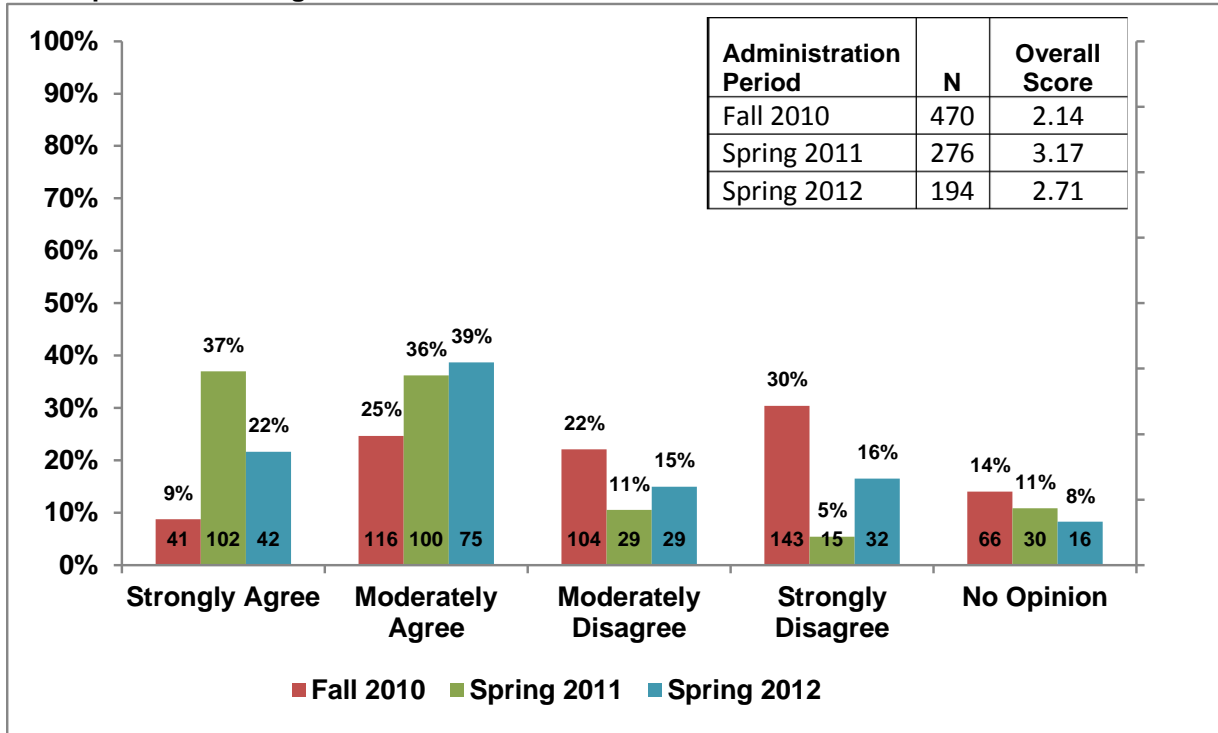
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.13	.97	52	2.25	1.08	75	.000*
FT Faculty	3.31	.77	77	1.84	1.01	108	.000*
Classified	3.26	.72	82	2.26	.95	168	.000*
Administrator	3.53	.62	32	2.87	.99	38	.002*
Overall	3.28	.79	243	2.20	1.03	389	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

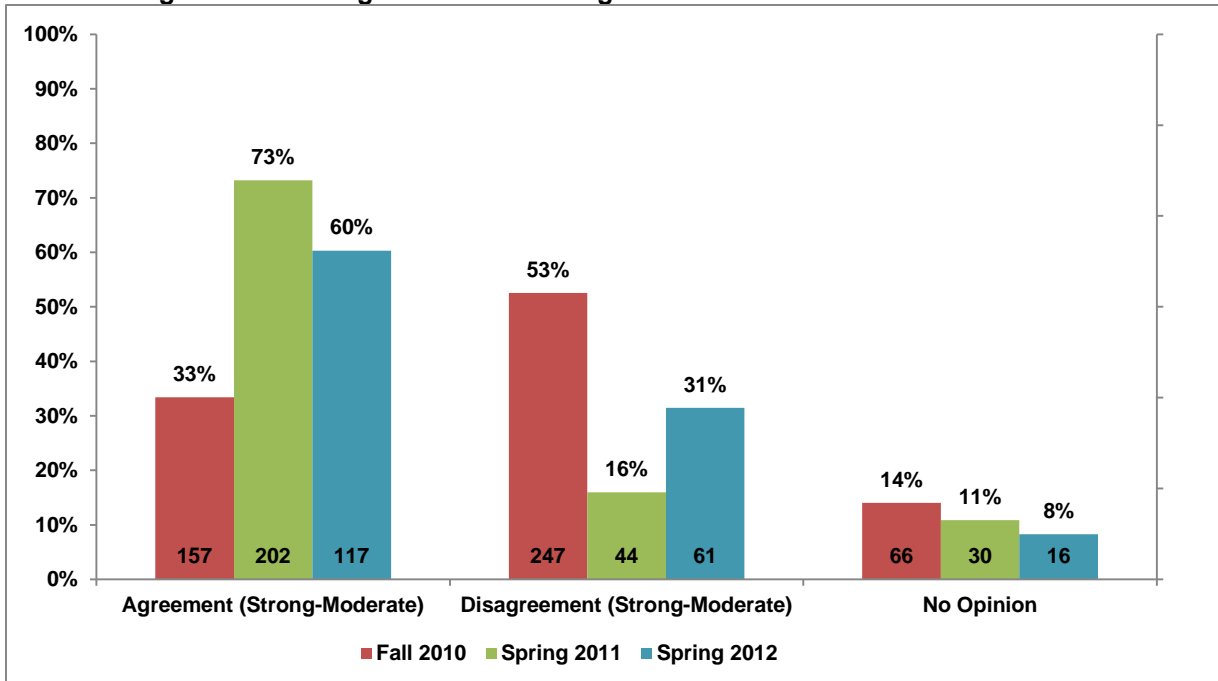
Histograms / Data Analysis

**31. I am informed about how the budget development and budget decision making process occurs.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

## 31. I am informed about how the budget development and budget decision making process occurs.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	194	2.71	Fall 2010 - Spring 2012	27.0%	Yes	0.000	89.354	0.000
Spring 2011	276	3.17	Spring 2011 - Spring 2012	-14.5%	Yes	0.000		
Fall 2010	470	2.14	Fall 2010 - Spring 2011	48.6%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.43	1.19	51	2.15	1.07	80	.162
FT Faculty	2.77	.93	48	1.91	.96	114	.000*
Classified	2.76	.93	58	2.10	.96	172	.000*
Administrator	3.14	.91	21	2.95	.96	38	.448
Overall	2.71	1.02	178	2.14	1.02	404	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.43	1.19	51	3.02	1.06	52	.009*
FT Faculty	2.77	.93	48	3.27	.82	77	.002*
Classified	2.76	.93	58	3.04	.82	85	.062
Administrator	3.14	.91	21	3.56	.56	32	.043*
Overall	2.71	1.02	178	3.17	.87	246	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

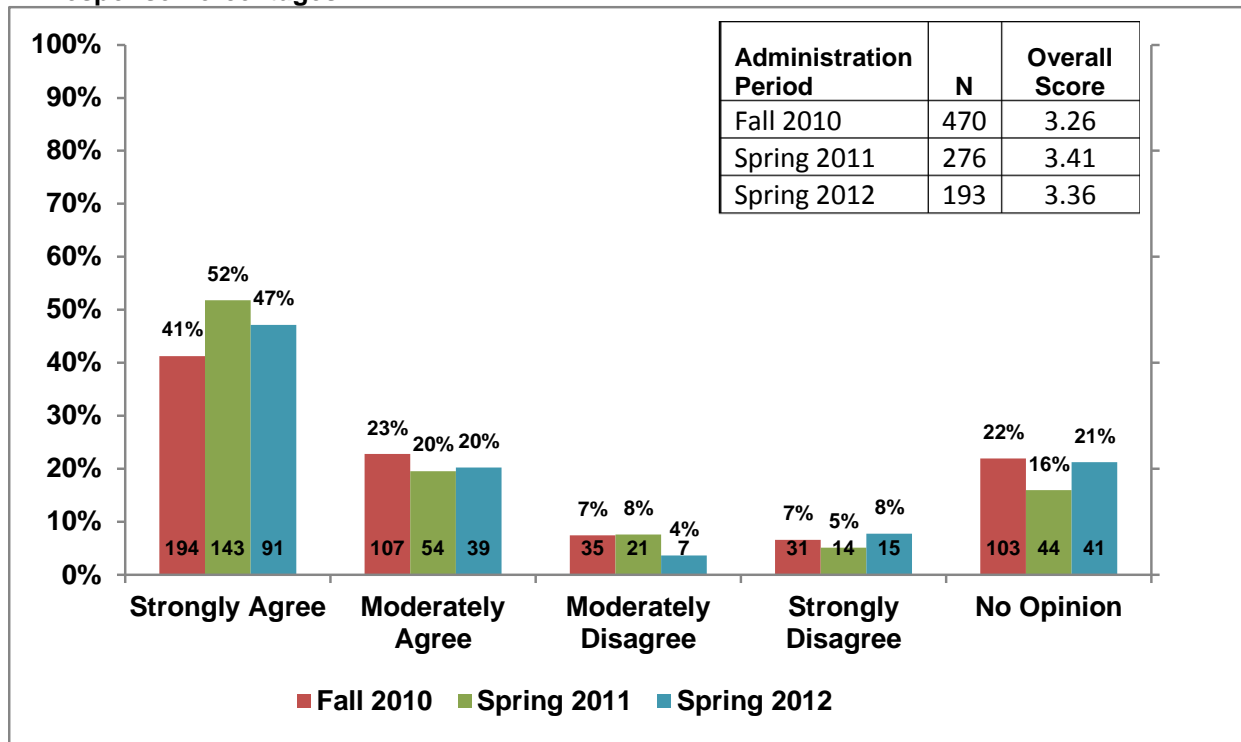
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.02	1.06	52	2.15	1.07	80	.000*
FT Faculty	3.27	.82	77	1.91	.96	114	.000*
Classified	3.04	.82	85	2.10	.96	172	.000*
Administrator	3.56	.56	32	2.95	.96	38	.002*
Overall	3.17	.87	246	2.14	1.02	404	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

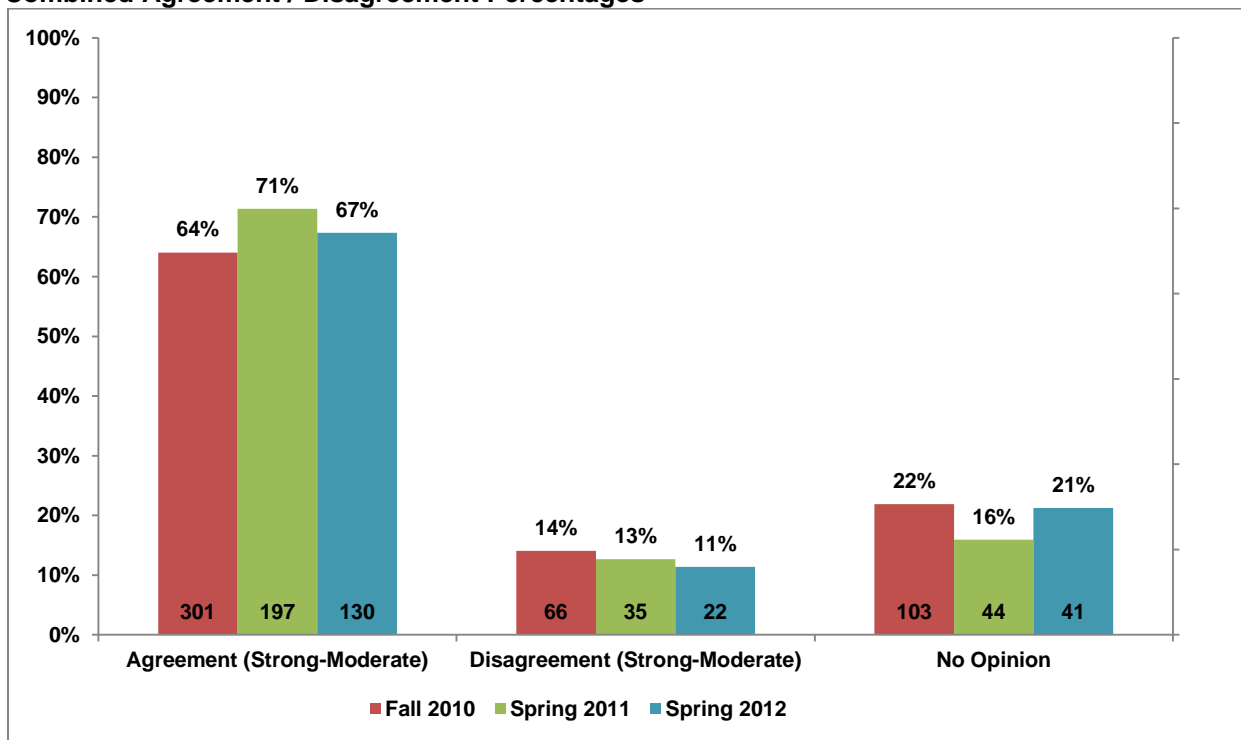
Histograms / Data Analysis

**32. My program/unit spends allocated funds responsibly.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

### 32. My program/unit spends allocated funds responsibly.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	193	3.36	Fall 2010 - Spring 2012	2.8%	No	0.569	1.720	0.180
Spring 2011	276	3.41	Spring 2011 - Spring 2012	-1.5%	No	0.865		
Fall 2010	470	3.26	Fall 2010 - Spring 2011	4.3%	No	0.169		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.87	1.28	30	3.16	.92	61	.207
FT Faculty	3.50	.86	46	3.36	.91	115	.361
Classified	3.41	.88	54	3.14	1.01	153	.090
Administrator	3.59	.59	22	3.63	.71	38	.822
Overall	3.36	.96	152	3.26	.95	367	.569

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.87	1.28	30	3.24	1.00	45	.157
FT Faculty	3.50	.86	46	3.69	.63	78	.156
Classified	3.41	.88	54	3.08	1.02	77	.057
Administrator	3.59	.59	22	3.72	.52	32	.406
Overall	3.36	.96	152	3.41	.89	232	.865

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

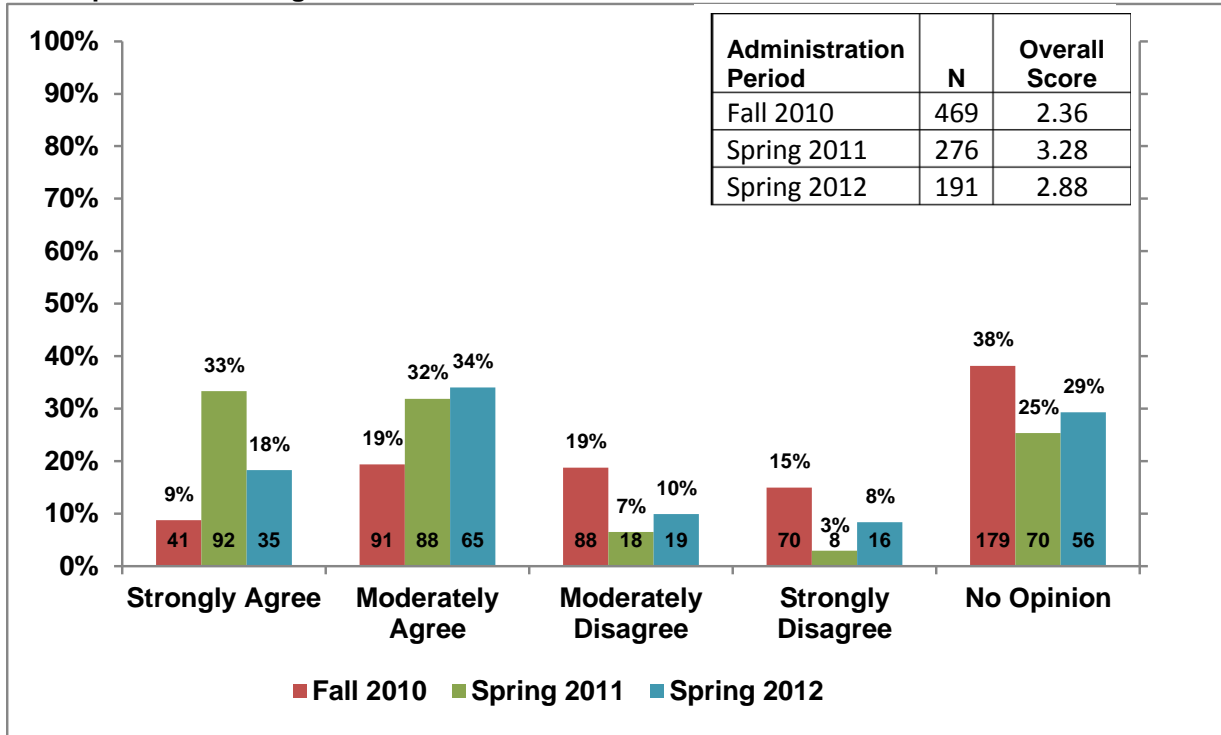
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.24	1.00	45	3.16	.92	61	.669
FT Faculty	3.69	.63	78	3.36	.91	115	.005*
Classified	3.08	1.02	77	3.14	1.01	153	.642
Administrator	3.72	.52	32	3.63	.71	38	.568
Overall	3.41	.89	232	3.26	.95	367	.169

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

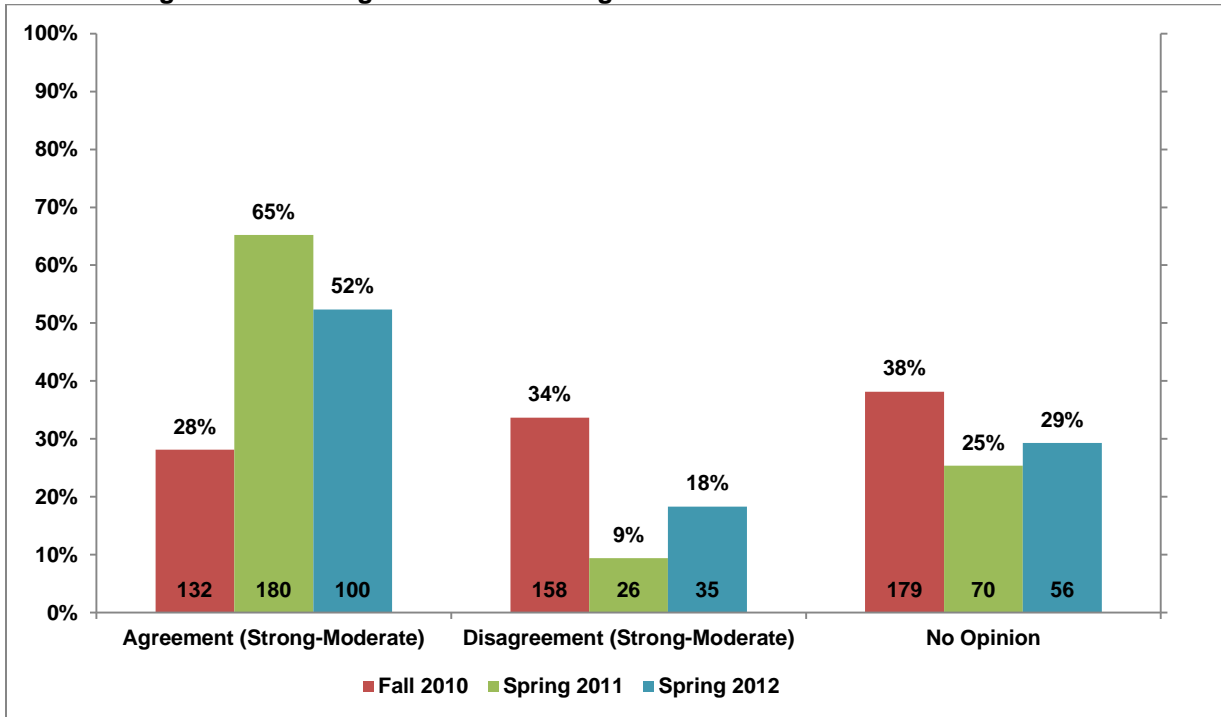
Histograms / Data Analysis

**33. The budget development and budget decision making process is set up to achieve SWC priorities, as identified in the Strategic Plan.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

### 33. The budget development and budget decision making process is set up to achieve SWC priorities, as identified in the Strategic Plan.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	191	2.88	Fall 2010 - Spring 2012	22.3%	Yes	0.000	62.475	0.000
Spring 2011	276	3.28	Spring 2011 - Spring 2012	-12.2%	Yes	0.000		0.000
Fall 2010	469	2.36	Fall 2010 - Spring 2011	39.3%	Yes	0.000		0.000

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.50	1.00	28	2.28	1.07	54	.365
FT Faculty	2.87	.92	39	2.09	.97	92	.000*
Classified	2.94	.97	47	2.45	.96	111	.004*
Administrator	3.29	.56	21	2.91	.84	33	.077
Overall	2.88	.93	135	2.36	1.00	290	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.50	1.00	28	3.18	.98	38	.007*
FT Faculty	2.87	.92	39	3.30	.74	73	.008*
Classified	2.94	.97	47	3.23	.77	64	.073
Administrator	3.29	.56	21	3.45	.62	31	.332
Overall	2.88	.93	135	3.28	.78	206	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.18	.98	38	2.28	1.07	54	.000*
FT Faculty	3.30	.74	73	2.09	.97	92	.000*
Classified	3.23	.77	64	2.45	.96	111	.000*
Administrator	3.45	.62	31	2.91	.84	33	.005*
Overall	3.28	.78	206	2.36	1.00	290	.000

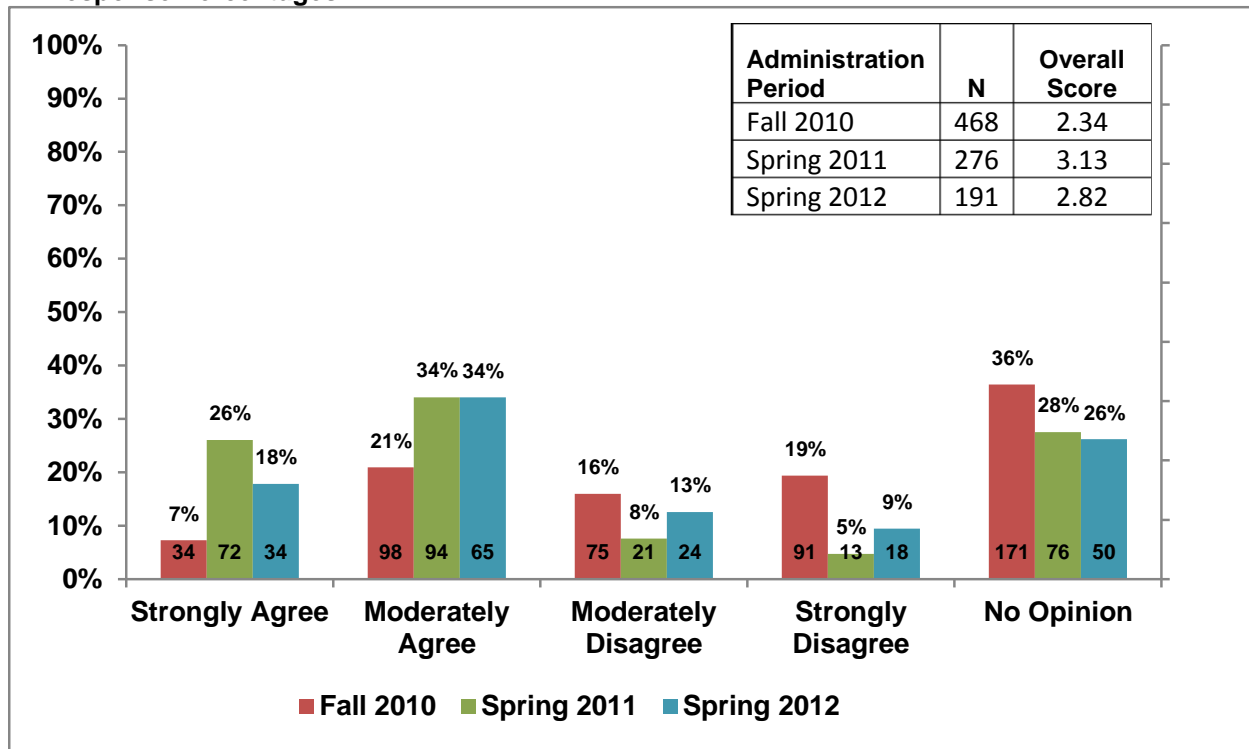
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.



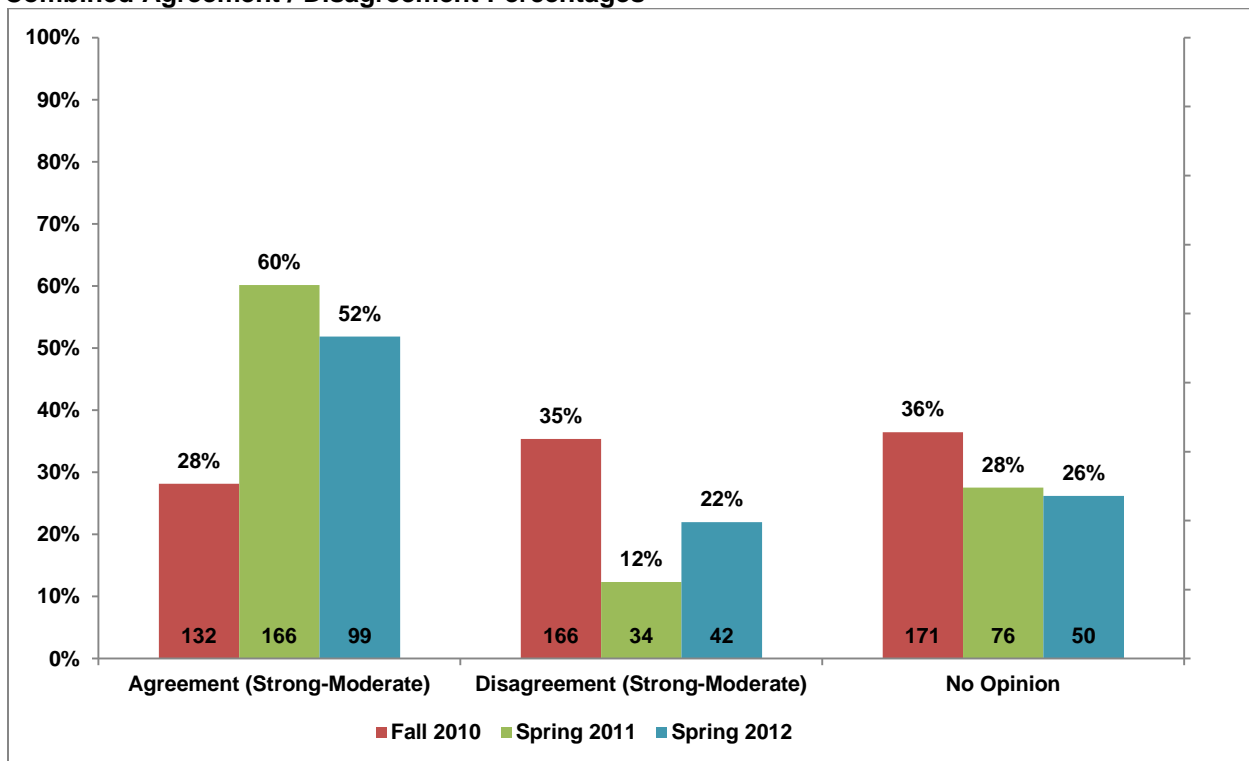
Histograms / Data Analysis

**34. Strategic priorities drive budget decisions.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



## Histograms / Data Analysis

### 34. Strategic priorities drive budget decisions.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	191	2.82	Fall 2010 - Spring 2012	25.0%	Yes	0.000	53.410	0.000
Spring 2011	276	3.13	Spring 2011 - Spring 2012	-9.9%	Yes	0.009		
Fall 2010	468	2.34	Fall 2010 - Spring 2011	31.0%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.45	1.09	29	2.19	1.06	57	.298
FT Faculty	2.86	.92	43	1.91	.96	92	.000*
Classified	2.88	.89	48	2.43	.98	115	.008*
Administrator	3.10	.83	21	2.65	.98	34	.087
Overall	2.82	.95	141	2.25	1.02	298	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.45	1.09	29	3.00	.96	38	.031*
FT Faculty	2.86	.92	43	3.11	.84	70	.136
Classified	2.88	.89	48	3.13	.80	62	.119
Administrator	3.10	.83	21	3.30	.79	30	.378
Overall	2.82	.95	141	3.13	.84	200	.009

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

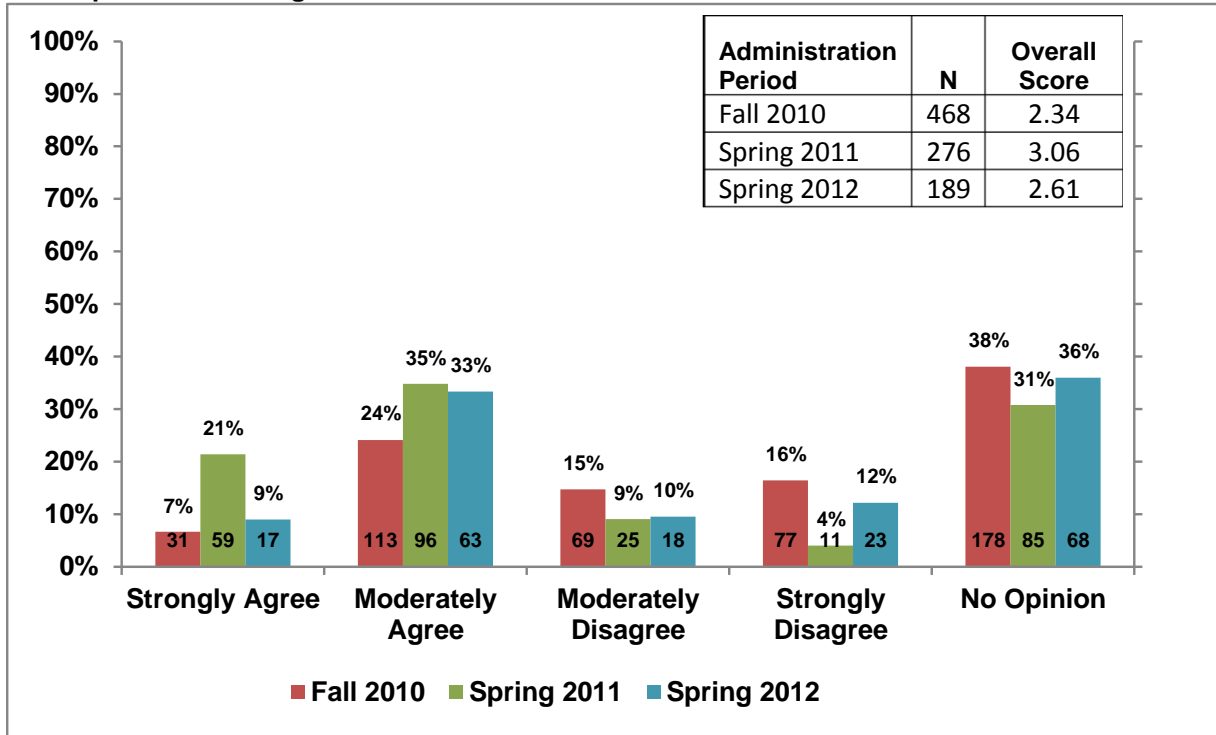
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.00	.96	38	2.19	1.06	57	.000*
FT Faculty	3.11	.84	70	1.91	.96	92	.000*
Classified	3.13	.80	62	2.43	.98	115	.000*
Administrator	3.30	.79	30	2.65	.98	34	.005*
Overall	3.13	.84	200	2.25	1.02	298	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

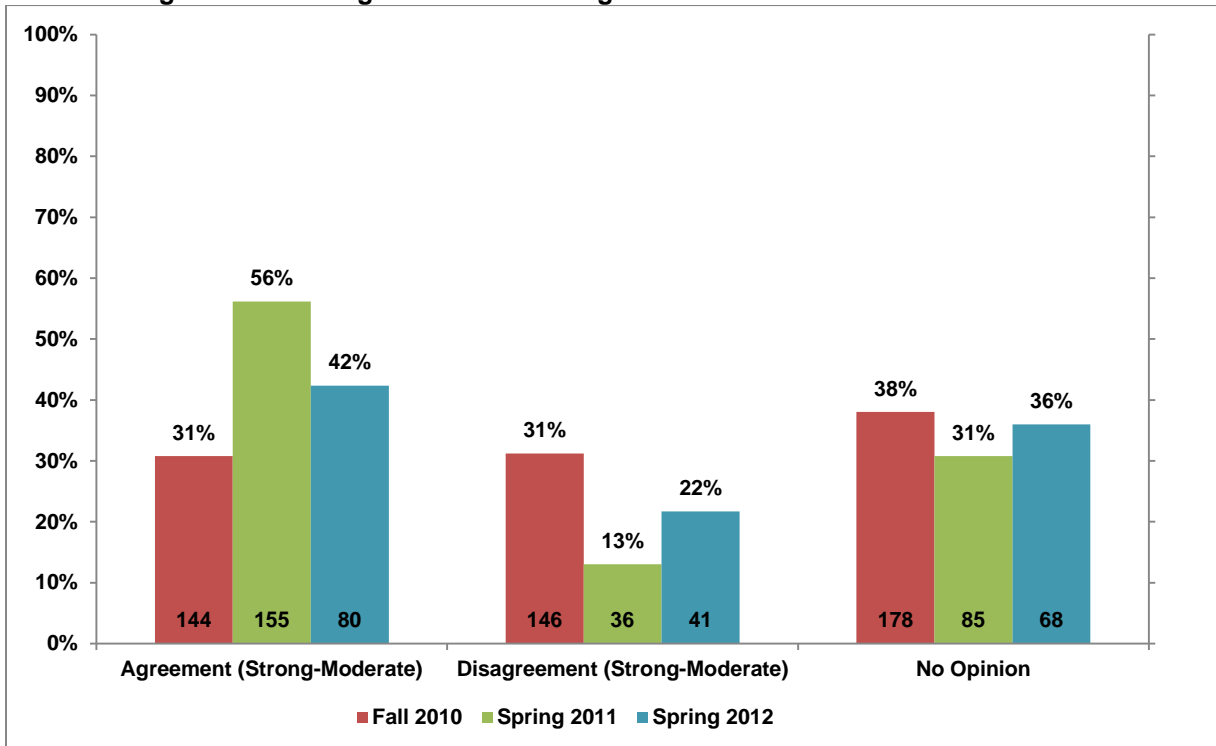
Histograms / Data Analysis

**35a. [College Level (entire college)] Budget allocation is decided fairly and equitably in the following areas:**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



### Histograms / Data Analysis

#### 35a. [College Level (entire college)] Budget allocation is decided fairly and equitably in the following areas:

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	189	2.61	Fall 2010 - Spring 2012	11.7%	Yes	0.018	35.074	0.000
Spring 2011	276	3.06	Spring 2011 - Spring 2012	-14.7%	Yes	0.000		
Fall 2010	468	2.34	Fall 2010 - Spring 2011	31.0%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.38	1.06	26	2.20	1.02	51	.452
FT Faculty	2.60	.95	35	2.02	.96	92	.003*
Classified	2.58	.93	40	2.45	.91	114	.450
Administrator	3.00	.80	20	3.06	.83	33	.794
Overall	2.61	.95	121	2.34	.99	290	.018

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.38	1.06	26	3.15	.80	40	.001*
FT Faculty	2.60	.95	35	3.08	.82	62	.010*
Classified	2.58	.93	40	2.89	.90	57	.093
Administrator	3.00	.80	20	3.22	.66	32	.287
Overall	2.61	.95	121	3.06	.82	191	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

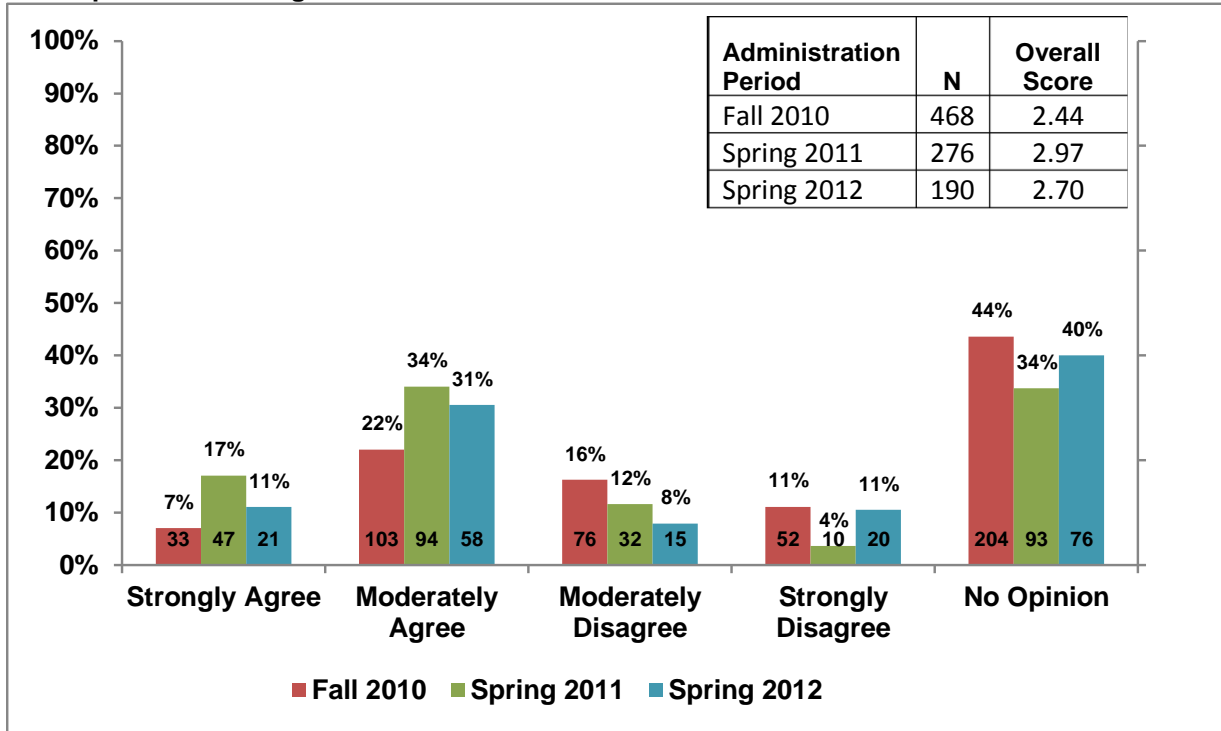
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.15	.80	40	2.20	1.02	51	.000*
FT Faculty	3.08	.82	62	2.02	.96	92	.000*
Classified	2.89	.90	57	2.45	.91	114	.003*
Administrator	3.22	.66	32	3.06	.83	33	.398
Overall	3.06	.82	191	2.34	.99	290	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

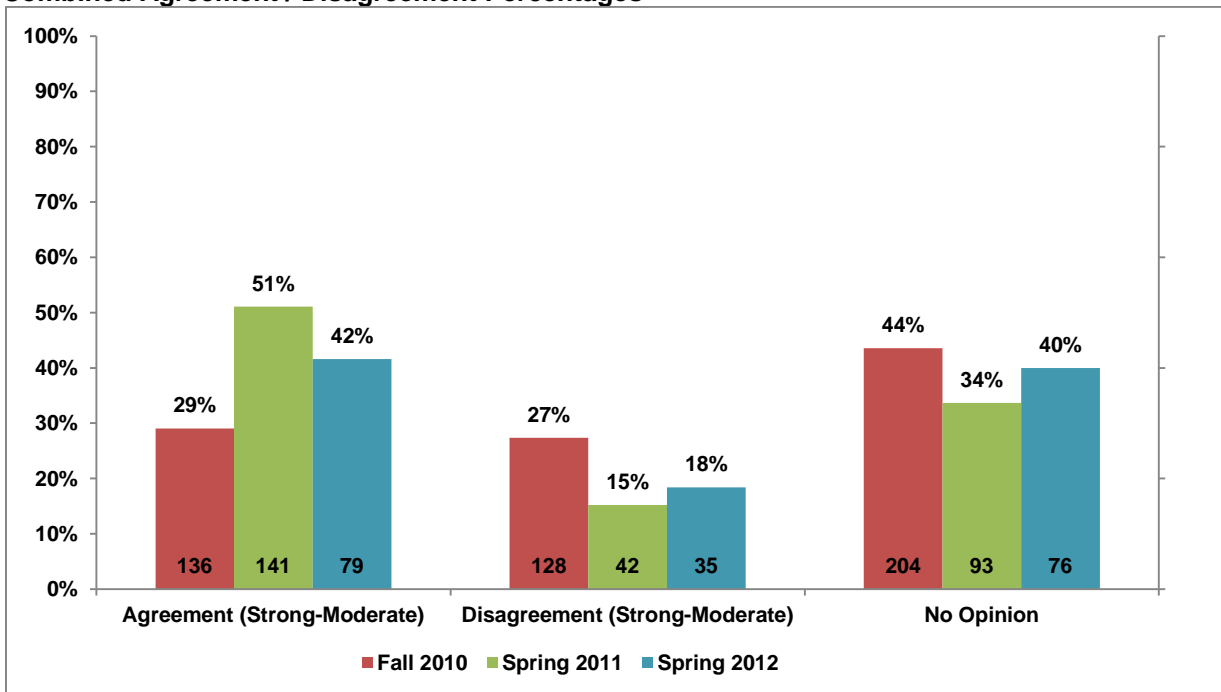
Histograms / Data Analysis

**35b. [Division Level (e.g. Academic Affairs, Student Affairs, Human Resources, Business & Financial Affairs)] Budget allocation is decided fairly and equitably in the following areas:**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



### Histograms / Data Analysis

**35b. [Division Level (e.g. Academic Affairs, Student Affairs, Human Resources, Business & Financial Affairs)] Budget allocation is decided fairly and equitably in the following areas:**

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	190	2.70	Fall 2010 - Spring 2012	10.6%	Yes	0.030	18.480	0.000
Spring 2011	276	2.97	Spring 2011 - Spring 2012	-9.1%	Yes	0.034		
Fall 2010	468	2.44	Fall 2010 - Spring 2011	21.7%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.45	1.14	22	2.36	.89	44	.724
FT Faculty	2.76	.86	34	2.31	.97	81	.019*
Classified	2.64	1.04	39	2.41	.90	107	.193
Administrator	3.00	.75	19	3.00	.95	32	1.000
Overall	2.70	.97	114	2.44	.95	264	.030

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.45	1.14	22	3.08	.82	38	.017*
FT Faculty	2.76	.86	34	2.98	.83	58	.231
Classified	2.64	1.04	39	2.82	.81	56	.345
Administrator	3.00	.75	19	3.10	.75	31	.658
Overall	2.70	.97	114	2.97	.81	183	.034

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

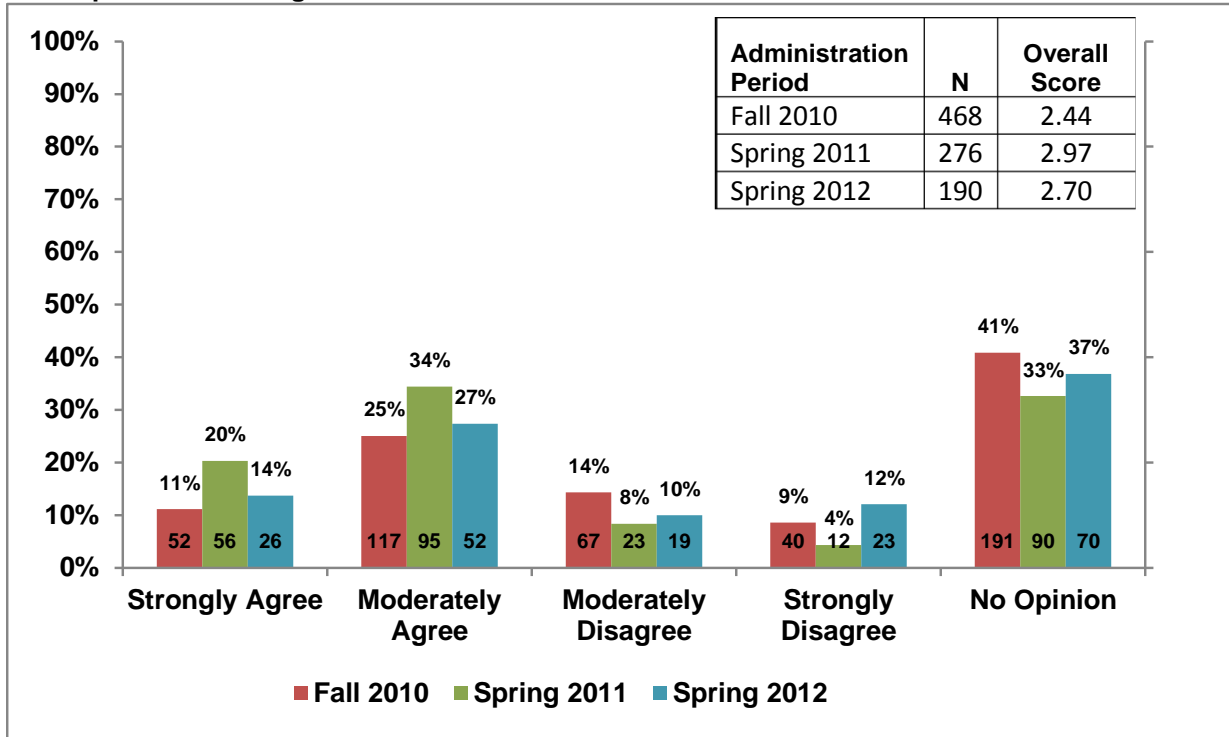
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.08	.82	38	2.36	.89	44	.000*
FT Faculty	2.98	.83	58	2.31	.97	81	.000*
Classified	2.82	.81	56	2.41	.90	107	.005*
Administrator	3.10	.75	31	3.00	.95	32	.655
Overall	2.97	.81	183	2.44	.95	264	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

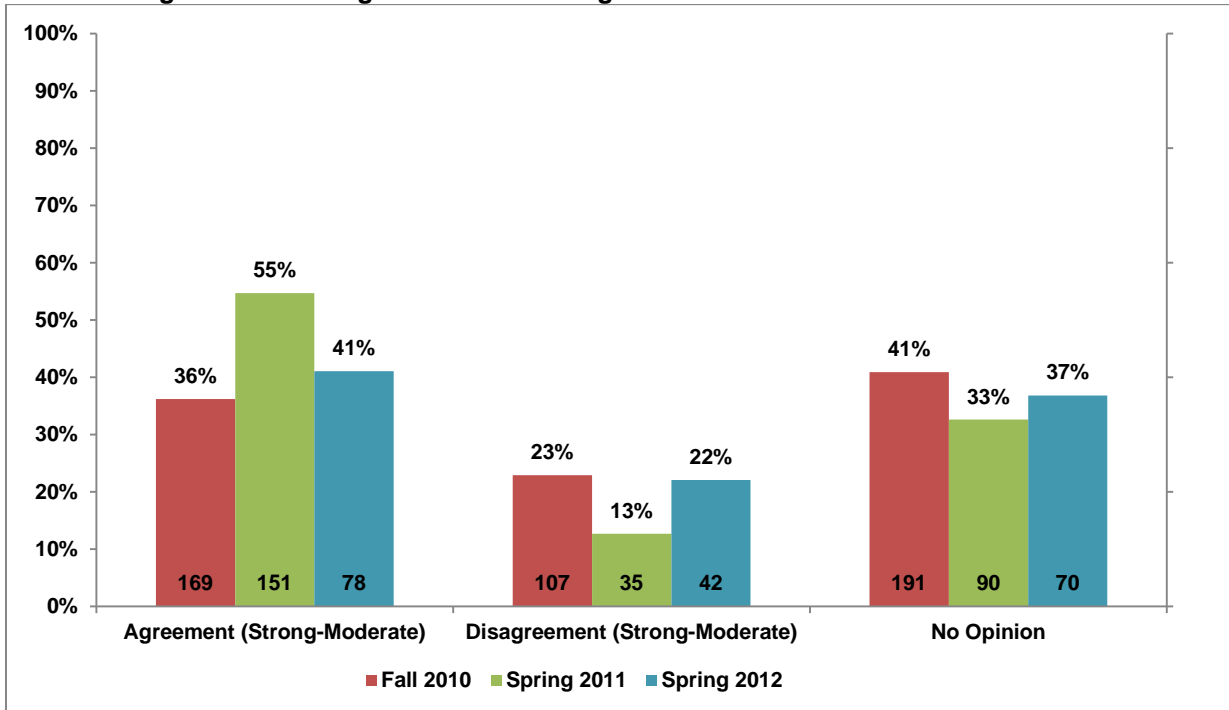
Histograms / Data Analysis

**35c. [School/Center Level] Budget allocation is decided fairly and equitably in the following areas:**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



### Histograms / Data Analysis

#### 35c. [School/Center Level] Budget allocation is decided fairly and equitably in the following areas:

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	190	2.68	Fall 2010 - Spring 2012	0.7%	No	0.980	11.041	0.000
Spring 2011	276	3.05	Spring 2011 - Spring 2012	-12.2%	Yes	0.002		
Fall 2010	467	2.66	Fall 2010 - Spring 2011	14.8%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.21	1.02	24	2.57	.96	46	.153
FT Faculty	2.84	.99	37	2.72	.93	92	.514
Classified	2.60	1.06	40	2.52	.97	107	.677
Administrator	3.11	.81	19	3.06	.81	31	.864
Overall	2.68	1.02	120	2.66	.95	276	.980

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.21	1.02	24	3.15	.85	41	.000*
FT Faculty	2.84	.99	37	3.09	.81	65	.161
Classified	2.60	1.06	40	2.84	.86	51	.229
Administrator	3.11	.81	19	3.17	.76	29	.772
Overall	2.68	1.02	120	3.05	.83	186	.002

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.15	.85	41	2.57	.96	46	.004*
FT Faculty	3.09	.81	65	2.72	.93	92	.009*
Classified	2.84	.86	51	2.52	.97	107	.045*
Administrator	3.17	.76	29	3.06	.81	31	.598
Overall	3.05	.83	186	2.66	.95	276	.000

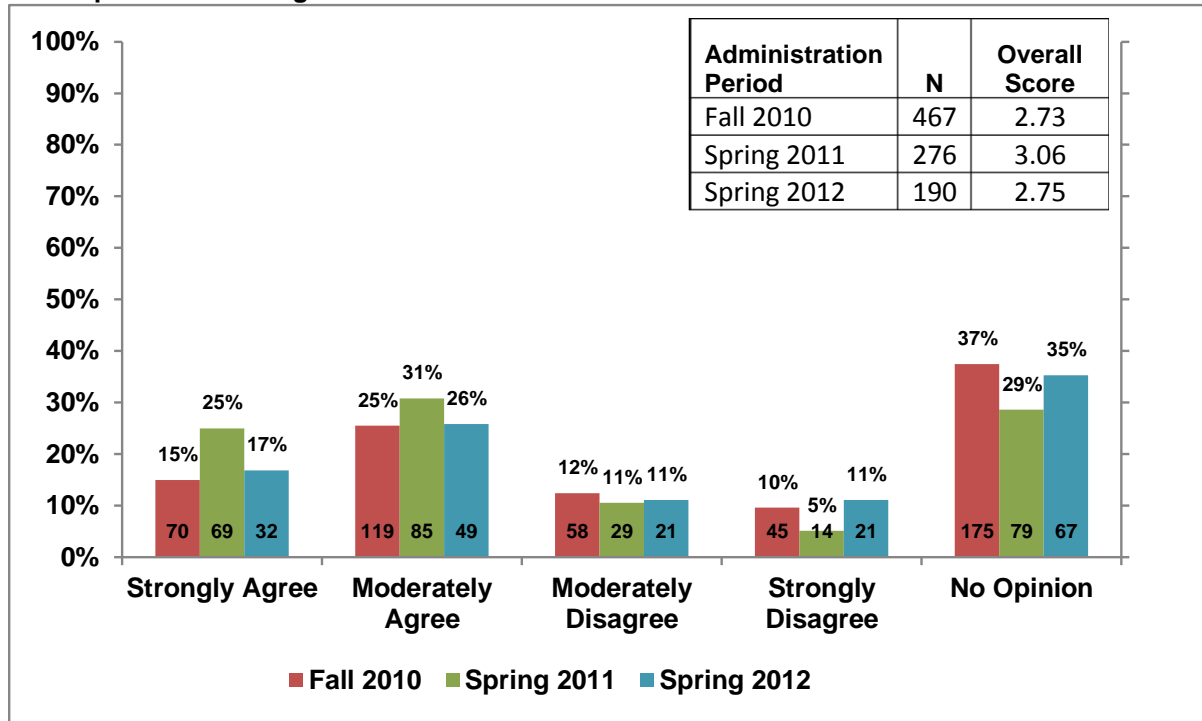
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.



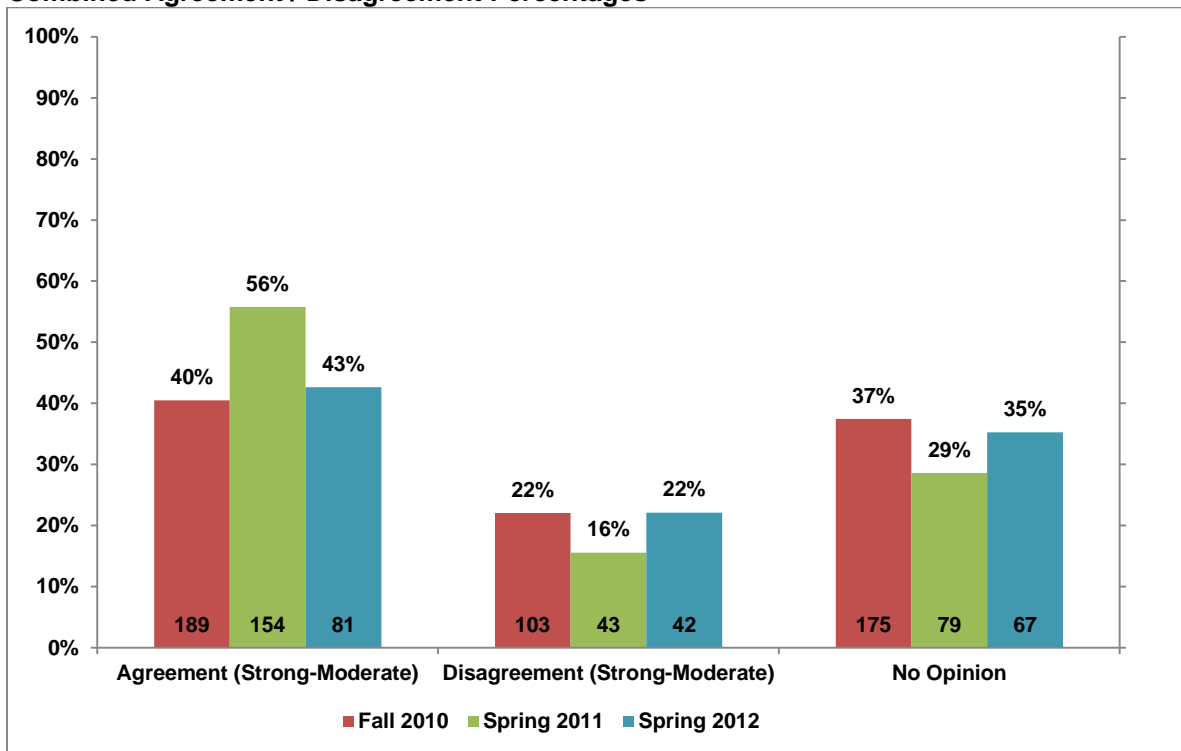
Histograms / Data Analysis

**35d. [Department Level] Budget allocation is decided fairly and equitably in the following areas:**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



### Histograms / Data Analysis

#### 35d. [Department Level] Budget allocation is decided fairly and equitably in the following areas:

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	190	2.75	Fall 2010 - Spring 2012	0.6%	No	0.988	7.487	0.001
Spring 2011	276	3.06	Spring 2011 - Spring 2012	-10.2%	Yes	0.014		
Fall 2010	467	2.73	Fall 2010 - Spring 2011	12.0%	Yes	0.001		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.50	1.07	28	2.86	.94	49	.131
FT Faculty	2.84	1.07	37	2.87	.97	98	.878
Classified	2.75	1.03	40	2.49	.99	115	.156
Administrator	2.94	.87	18	3.03	1.00	30	.756
Overall	2.75	1.03	123	2.73	.99	292	.988

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.50	1.07	28	3.14	.93	44	.009*
FT Faculty	2.84	1.07	37	3.29	.82	66	.018*
Classified	2.75	1.03	40	2.68	.94	56	.725
Administrator	2.94	.87	18	3.16	.64	31	.322
Overall	2.75	1.03	123	3.06	.88	197	.014

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

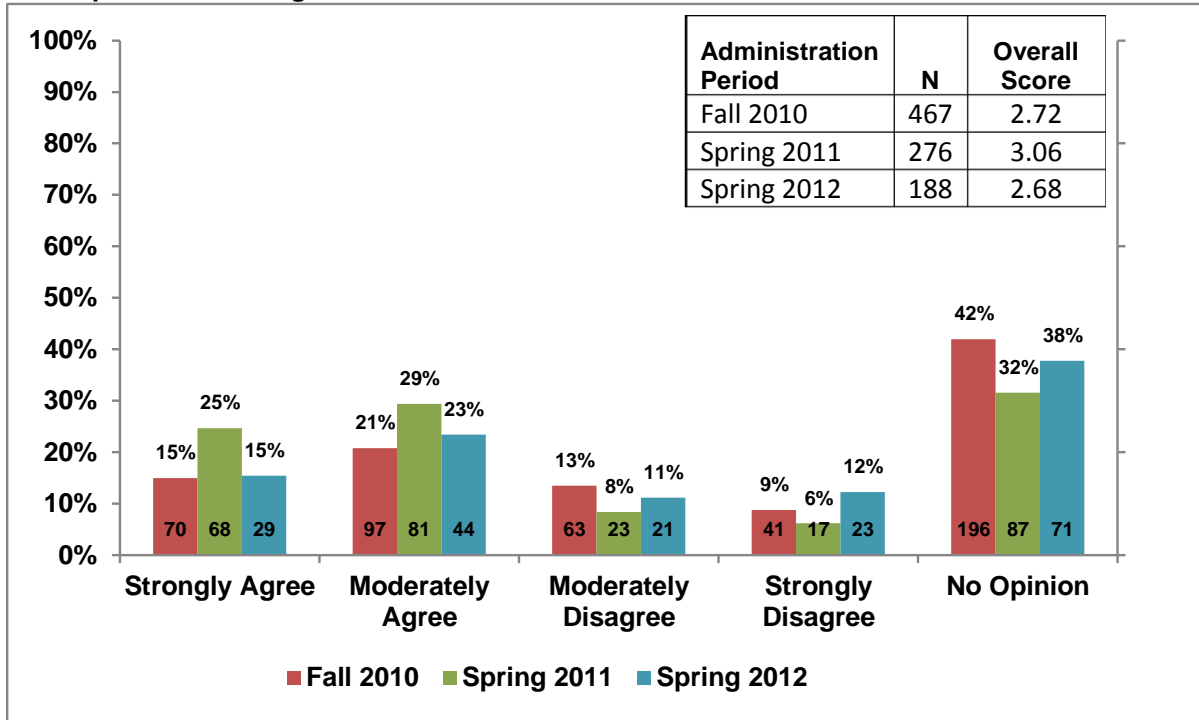
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.14	.93	44	2.86	.94	49	.153
FT Faculty	3.29	.82	66	2.87	.97	98	.004*
Classified	2.68	.94	56	2.49	.99	115	.230
Administrator	3.16	.64	31	3.03	1.00	30	.552
Overall	3.06	.88	197	2.73	.99	292	.001

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

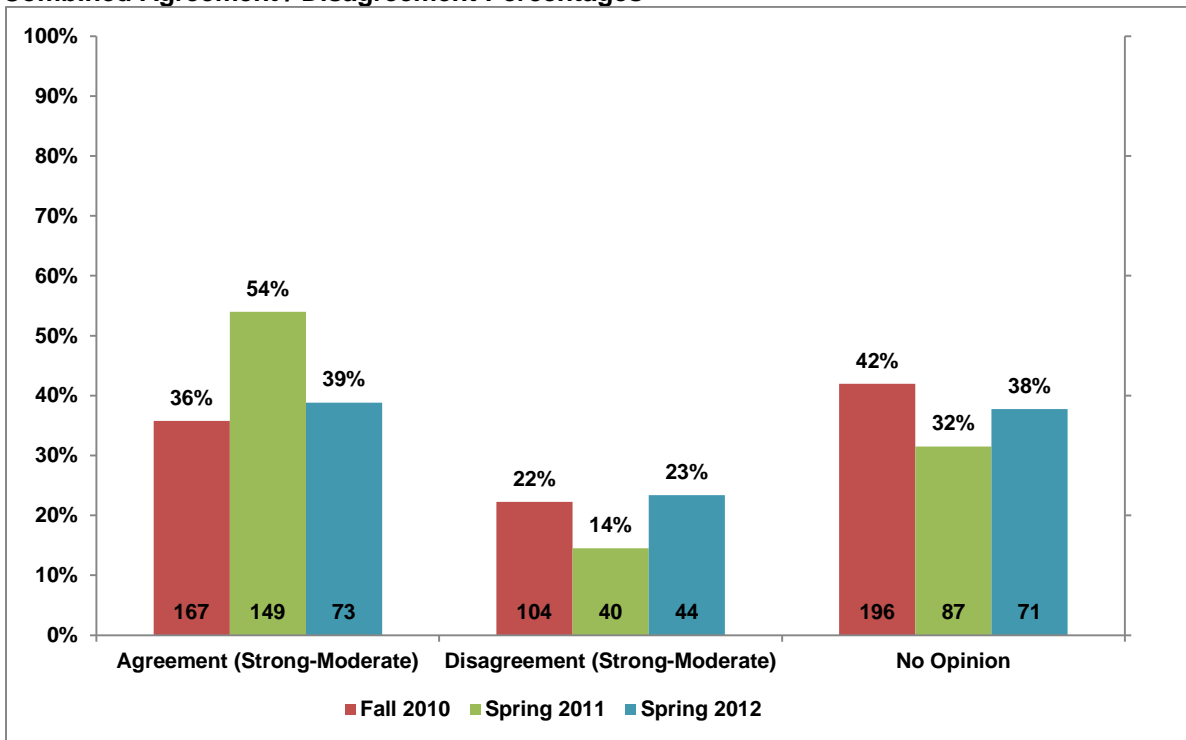
Histograms / Data Analysis

**35e. [Program Level] Budget allocation is decided fairly and equitably in the following areas:**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



### Histograms / Data Analysis

#### 35e. [Program Level] Budget allocation is decided fairly and equitably in the following areas:

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	188	2.68	Fall 2010 - Spring 2012	-1.8%	No	0.900	7.989	0.000
Spring 2011	276	3.06	Spring 2011 - Spring 2012	-12.5%	Yes	0.003		
Fall 2010	467	2.72	Fall 2010 - Spring 2011	12.3%	Yes	0.001		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.27	1.12	26	2.84	.95	45	.024*
FT Faculty	2.92	1.02	38	2.79	1.01	95	.500
Classified	2.53	1.05	34	2.53	1.00	104	.998
Administrator	3.00	.88	19	3.04	1.06	27	.901
Overall	2.68	1.06	117	2.72	1.01	271	.900

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.27	1.12	26	3.05	1.05	41	.005*
FT Faculty	2.92	1.02	38	3.27	.83	67	.061
Classified	2.53	1.05	34	2.63	.93	49	.638
Administrator	3.00	.88	19	3.28	.68	32	.209
Overall	2.68	1.06	117	3.06	.92	189	.003

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

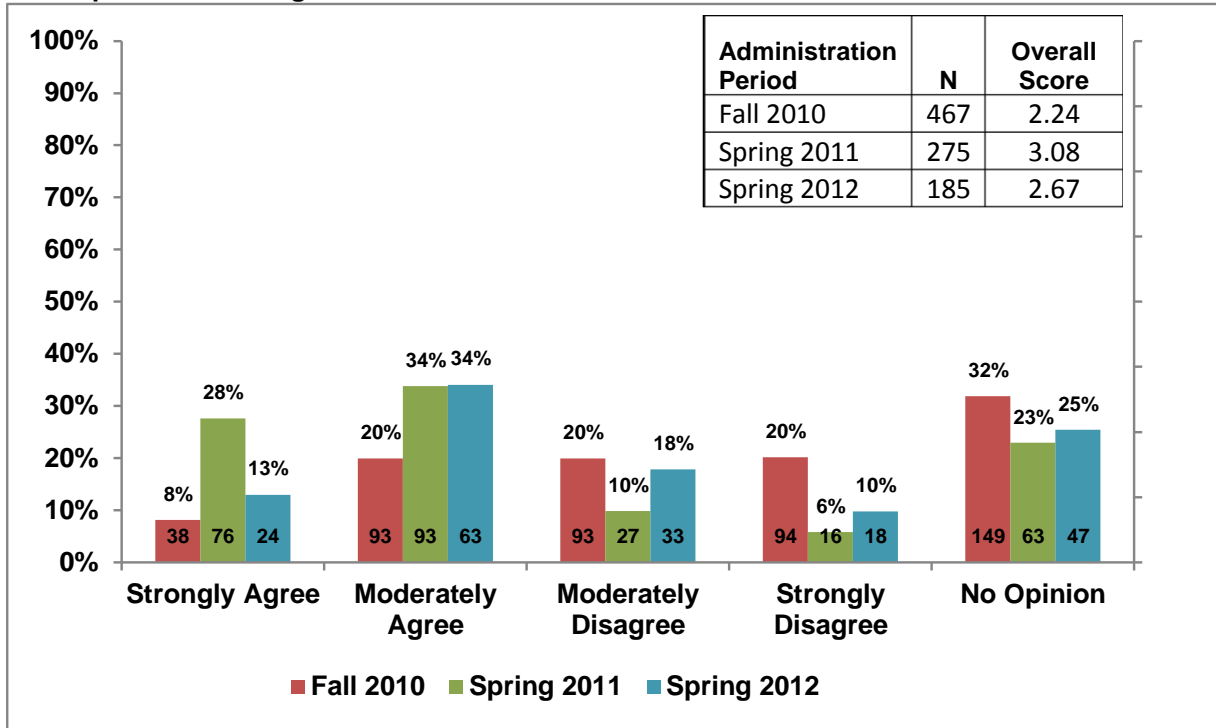
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.05	1.05	41	2.84	.95	45	.346
FT Faculty	3.27	.83	67	2.79	1.01	95	.002*
Classified	2.63	.93	49	2.53	1.00	104	.542
Administrator	3.28	.68	32	3.04	1.06	27	.289
Overall	3.06	.92	189	2.72	1.01	271	.001

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

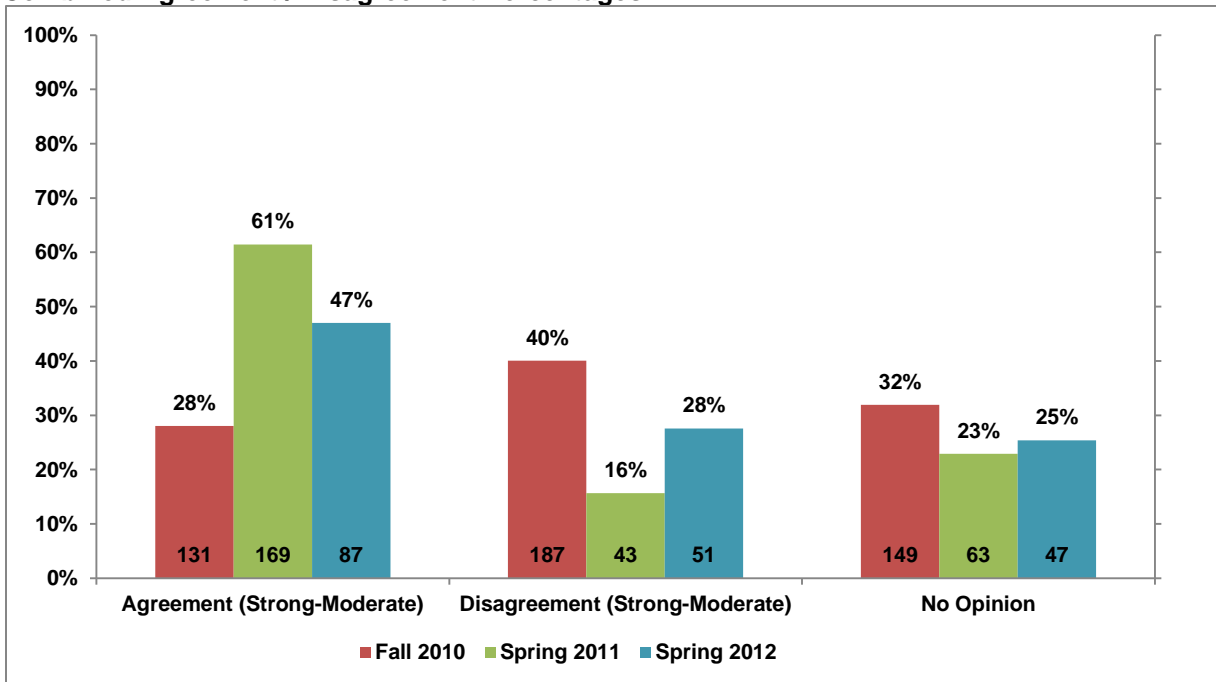
Histograms / Data Analysis

**36. Accurate and complete information about the SWC budget is accessible and/or provided on request in a timely manner.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

#### 36. Accurate and complete information about the SWC budget is accessible and/or provided on request in a timely manner.

ANOVA / HSD Table								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	185	2.67	Fall 2010 - Spring 2012	19.6%	Yes	0.000	50.756	0.000
Spring 2011	275	3.08	Spring 2011 - Spring 2012	-13.2%	Yes	0.000		
Fall 2010	467	2.24	Fall 2010 - Spring 2011	37.8%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.51	.95	35	2.38	.97	63	.514
FT Faculty	2.66	1.00	35	1.80	.88	94	.000*
Classified	2.68	.86	47	2.31	.98	127	.026*
Administrator	2.95	.81	21	2.88	1.04	34	.793
Overall	2.67	.91	138	2.24	1.01	318	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.51	.95	35	3.17	.97	46	.003*
FT Faculty	2.66	1.00	35	3.09	.88	65	.027*
Classified	2.68	.86	47	3.00	.87	70	.053
Administrator	2.95	.81	21	3.10	.83	31	.536
Overall	2.67	.91	138	3.08	.89	212	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.17	.97	46	2.51	.95	35	.000*
FT Faculty	3.09	.88	65	2.66	1.00	35	.000*
Classified	3.00	.87	70	2.68	.86	47	.000*
Administrator	3.10	.83	31	2.95	.81	21	.364
Overall	3.08	.89	212	2.67	.91	138	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

## Histograms / Data Analysis

### **Question Group XI: The Governing Board has established itself as a policy-making body.**

Group XI questions (Q37-Q38) relate to WASC Standard IV.B. These questions focus on the responsibilities related to the governing board and the chief administrator related to institutional effectiveness.

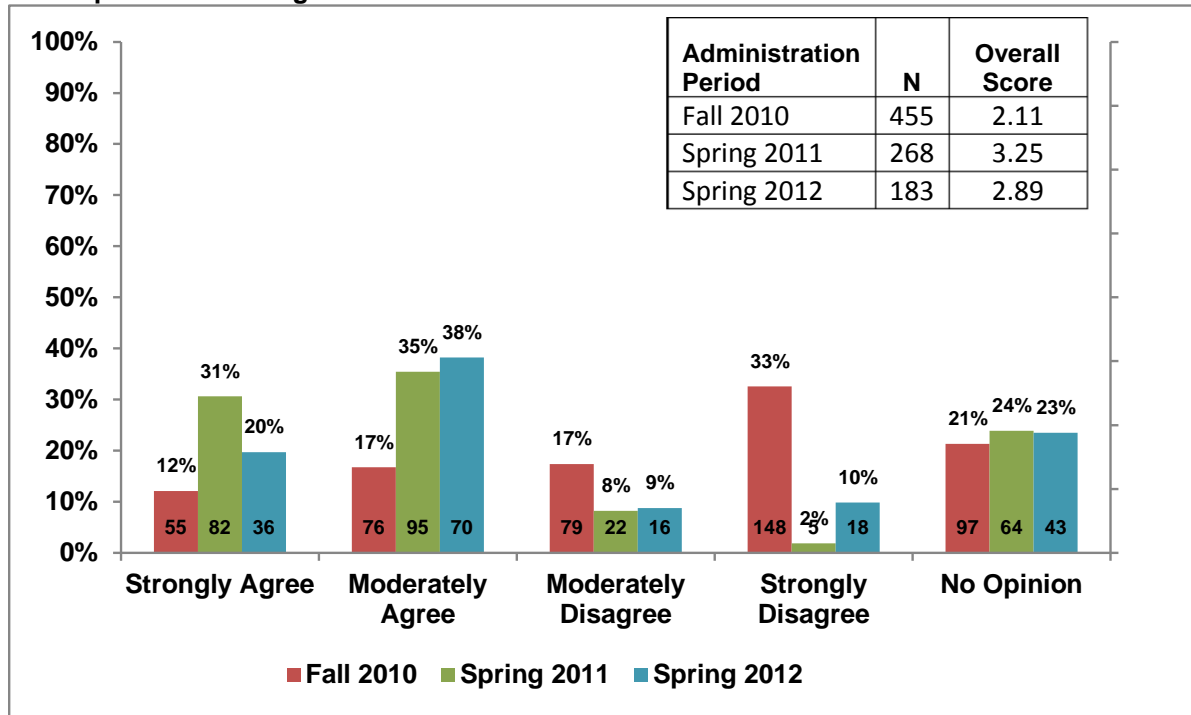
Overall findings of the three survey administrations include:

- In spring 2012, full-time faculty members were the employee group with the highest mean score in regard to the Governing Board establishing itself as a policy-making body.
- The overall mean score related to the Governing Board and the Superintendent/President's support of employees is included on the list of the ten survey questions with the most change from fall 2010 to spring 2012.

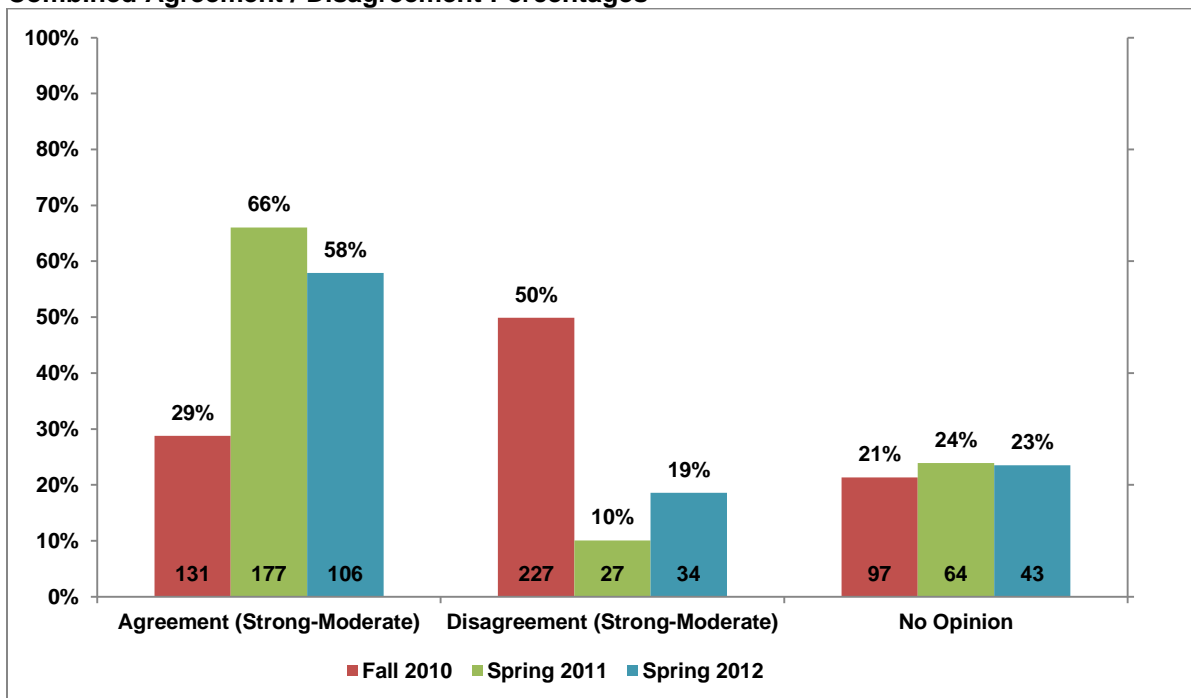
Histograms / Data Analysis

**37. The Governing Board establishes itself as a policy-making body, delegates operational authority to the Superintendent/President, clarifies management roles, and supports the authority of the management in the administration of the College.**

All Response Percentages



Combined Agreement / Disagreement Percentages





### Histograms / Data Analysis

## 37. The Governing Board establishes itself as a policy-making body, delegates operational authority to the Superintendent/President, clarifies management roles, and supports the authority of the management in the administration of the College.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	183	2.89	Fall 2010 - Spring 2012	37.0%	Yes	0.000	95.221	0.000
Spring 2011	268	3.25	Spring 2011 - Spring 2012	-11.1%	Yes	0.003		
Fall 2010	455	2.11	Fall 2010 - Spring 2011	54.1%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.74	1.03	31	2.18	1.06	62	.017*
FT Faculty	3.07	.87	42	1.90	1.16	105	.000*
Classified	2.81	.85	47	2.14	1.09	157	.000*
Administrator	2.90	1.12	20	2.47	1.05	34	.163
Overall	2.89	.94	140	2.11	1.11	358	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.74	1.03	31	3.16	.72	38	.053
FT Faculty	3.07	.87	42	3.42	.75	64	.029*
Classified	2.81	.85	47	3.27	.65	71	.001*
Administrator	2.90	1.12	20	2.94	.85	31	.899
Overall	2.89	.94	140	3.25	.74	204	.003

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

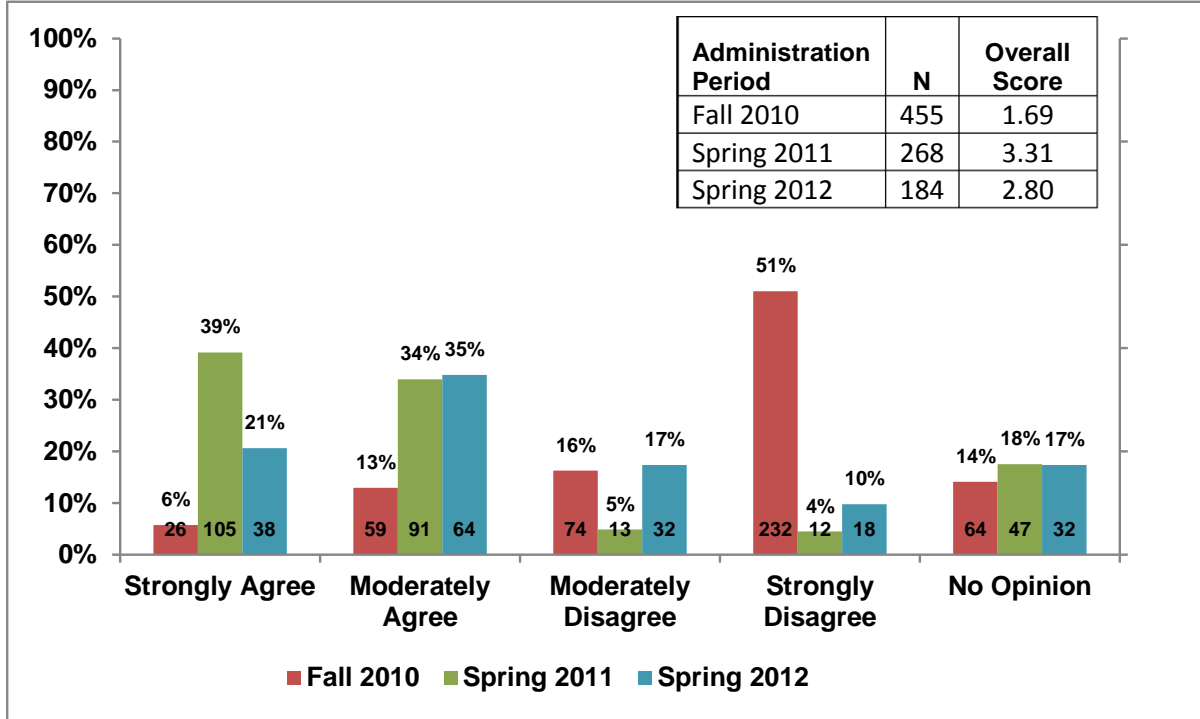
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.16	.72	38	2.18	1.06	62	.000*
FT Faculty	3.42	.75	64	1.90	1.16	105	.000*
Classified	3.27	.65	71	2.14	1.09	157	.000*
Administrator	2.94	.85	31	2.47	1.05	34	.056
Overall	3.25	.74	204	2.11	1.11	358	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

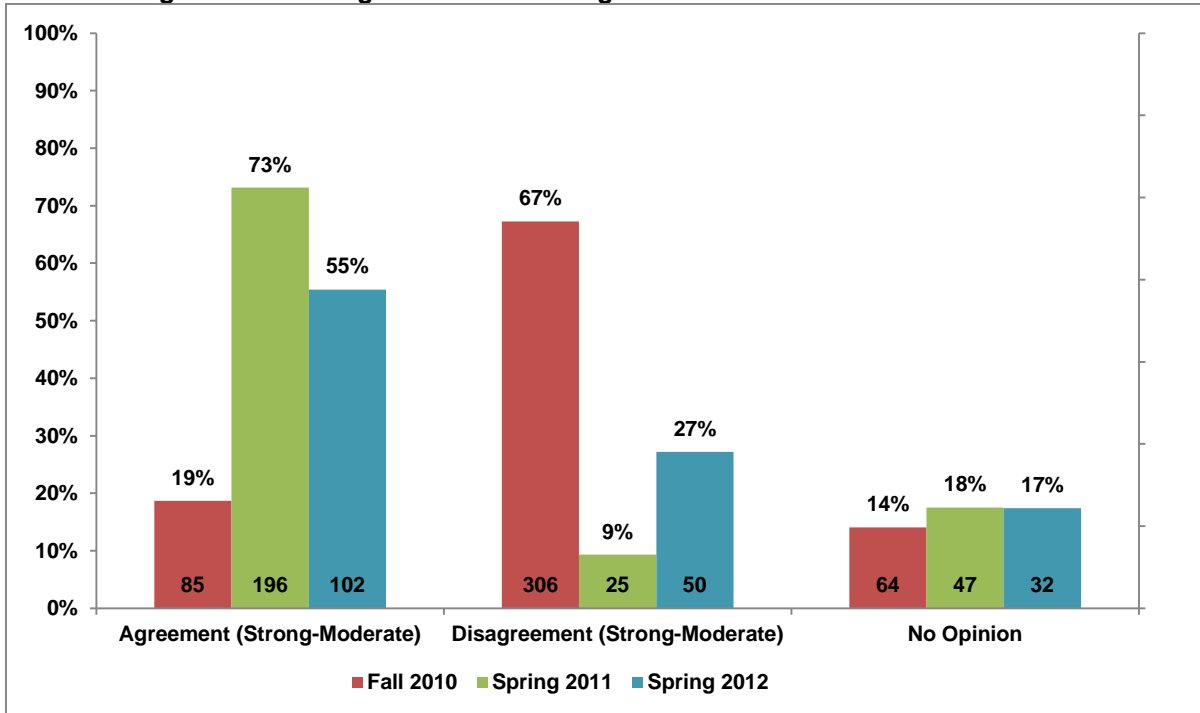
Histograms / Data Analysis

**38. The Governing Board and Superintendent/President are aware of and demonstrate support for faculty, classified staff, students, and administration in the shared planning and decision making.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

### 38. The Governing Board and Superintendent/President are aware of and demonstrate support for faculty, classified staff, students, and administration in the shared planning and decision making.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	184	2.80	Fall 2010 - Spring 2012	65.8%	Yes	0.000	240.205	0.000
Spring 2011	268	3.31	Spring 2011 - Spring 2012	-15.3%	Yes	0.000		
Fall 2010	455	1.69	Fall 2010 - Spring 2011	95.7%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.32	1.09	34	1.69	.90	71	.002*
FT Faculty	2.89	.90	46	1.45	.90	116	.000*
Classified	2.88	.87	50	1.70	.91	172	.000*
Administrator	3.18	.73	22	2.50	1.11	32	.015*
Overall	2.80	.95	152	1.69	.96	391	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.32	1.09	34	2.93	.89	40	.011*
FT Faculty	2.89	.90	46	3.45	.82	71	.001*
Classified	2.88	.87	50	3.36	.74	78	.001*
Administrator	3.18	.73	22	3.34	.75	32	.433
Overall	2.80	.95	152	3.31	.81	221	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.93	.89	40	1.69	.90	71	.000*
FT Faculty	3.45	.82	71	1.45	.90	116	.000*
Classified	3.36	.74	78	1.70	.91	172	.000*
Administrator	3.34	.75	32	2.50	1.11	32	.001*
Overall	3.31	.81	221	1.69	.96	391	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

## Histograms / Data Analysis

**Question Group XII: The Governing Board has implemented a consistent self-evaluation process in which input from the College community is solicited and the self-evaluation results are posted on SWC's website and in SWC's public folder.**

Group XII questions (Q39-Q41) relate to WASC Standard IV.B. These questions focus on the responsibilities related to the governing board and the chief administrator related to institutional effectiveness.

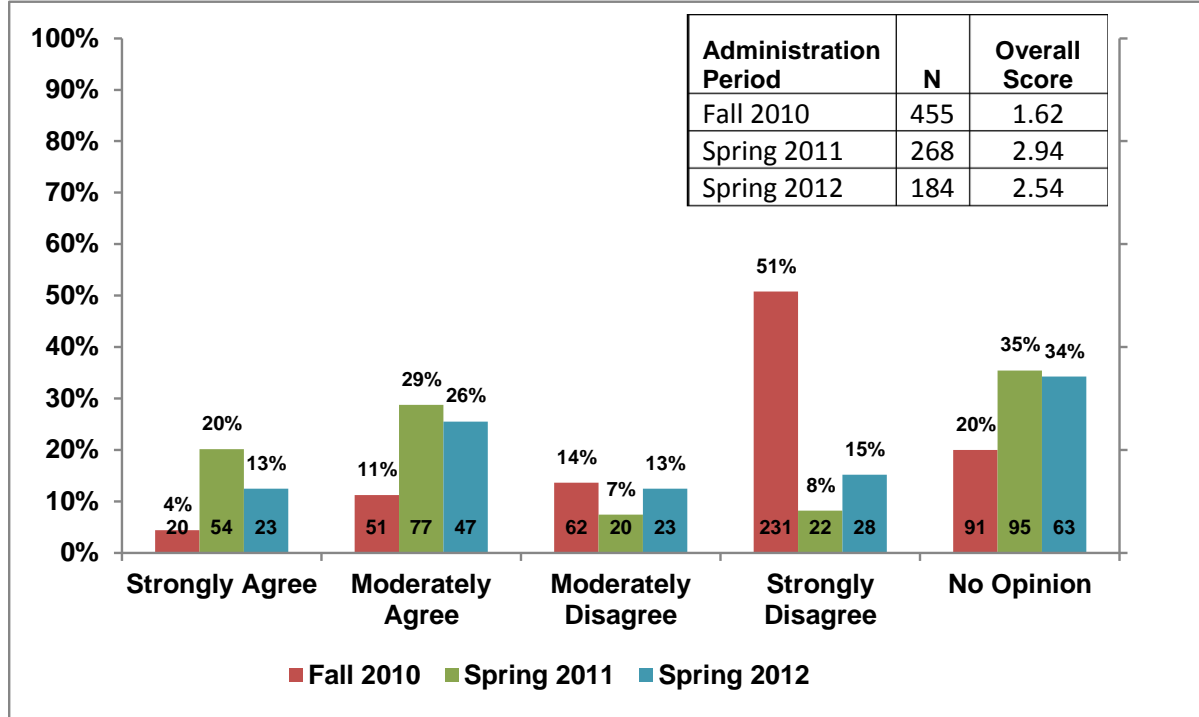
Overall findings of the three survey administrations include:

- Spring 2012 found all Governing Board queries in this question group with significantly higher mean score levels than those for fall 2010.
- In regard to the opportunity for constituents to provide input as part of Governing Board self-evaluation process, mean score levels were above fall 2010 levels for the classified, part-time faculty, and full-time faculty employee groups.
- Mean score levels for the Governing Board's utilization of a consistent and transparent self-evaluation process are higher in spring 2012 when compared to fall 2010 for classified, part-time faculty, and full-time faculty employee groups.

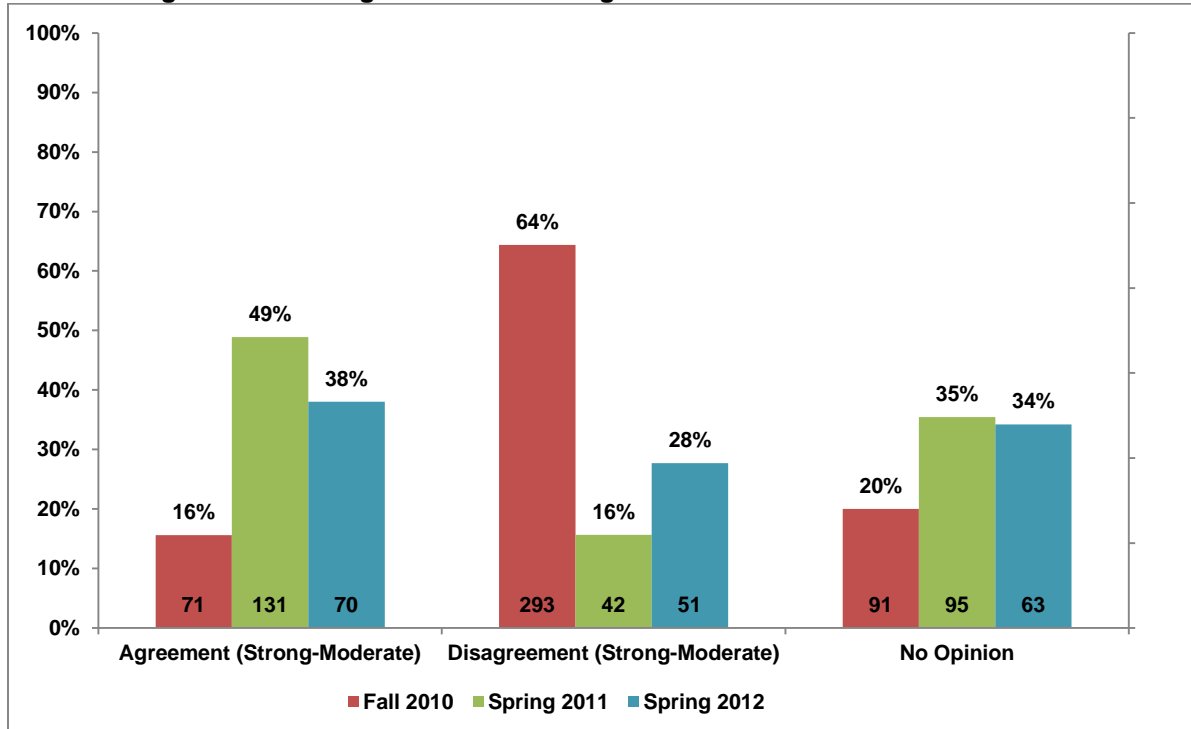
Histograms / Data Analysis

**39. The Governing Board utilizes a consistent and transparent self-evaluation process in which input from the College community is solicited and the results are accessible and communicated to the college community.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

### 39. The Governing Board utilizes a consistent and transparent self-evaluation process in which input from the College community is solicited and the results are accessible and communicated to the college community.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	184	2.54	Fall 2010 - Spring 2012	57.1%	Yes	0.000	125.507	0.000
Spring 2011	268	2.94	Spring 2011 - Spring 2012	-13.8%	Yes	0.001		
Fall 2010	455	1.62	Fall 2010 - Spring 2011	82.1%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.42	1.14	26	1.67	.92	66	.001*
FT Faculty	2.50	1.01	38	1.41	.86	114	.000*
Classified	2.57	1.14	37	1.59	.87	153	.000*
Administrator	2.70	.87	20	2.35	1.05	31	.226
Overall	2.54	1.05	121	1.62	.92	364	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.42	1.14	26	2.89	.94	37	.078
FT Faculty	2.50	1.01	38	3.02	1.07	53	.021*
Classified	2.57	1.14	37	3.03	.83	59	.023*
Administrator	2.70	.87	20	2.63	1.10	24	.805
Overall	2.54	1.05	121	2.94	.97	173	.001

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

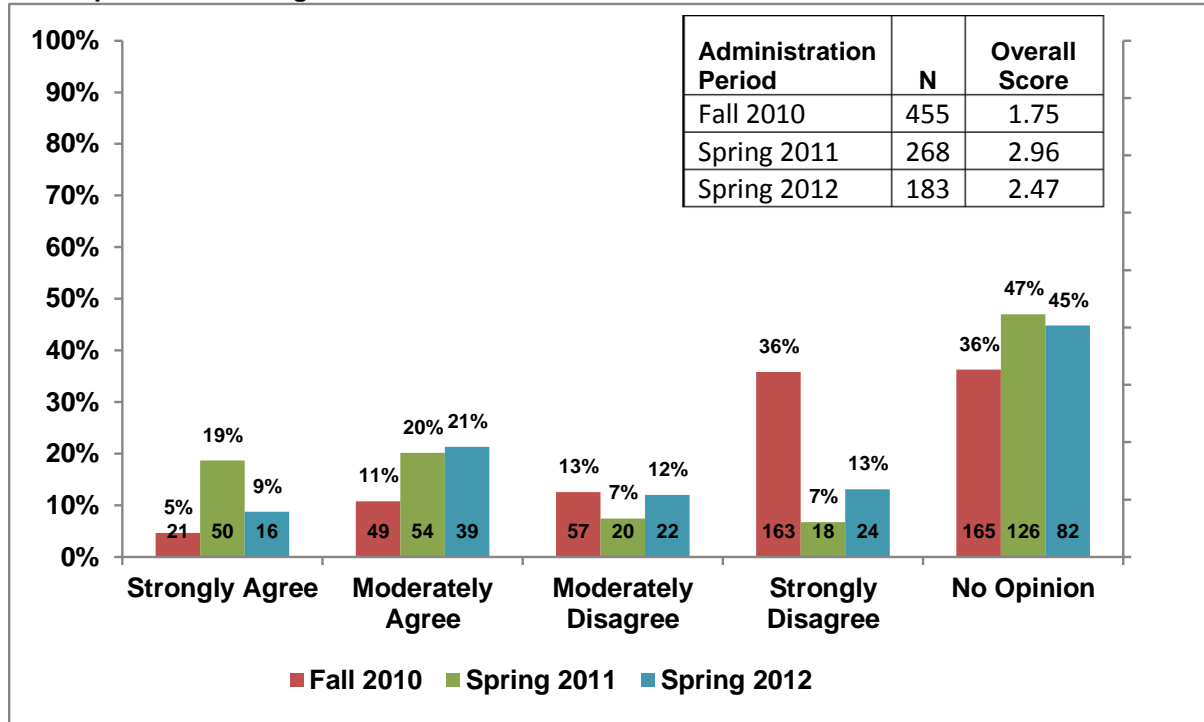
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.89	.94	37	1.67	.92	66	.000*
FT Faculty	3.02	1.07	53	1.41	.86	114	.000*
Classified	3.03	.83	59	1.59	.87	153	.000*
Administrator	2.63	1.10	24	2.35	1.05	31	.357
Overall	2.94	.97	173	1.62	.92	364	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

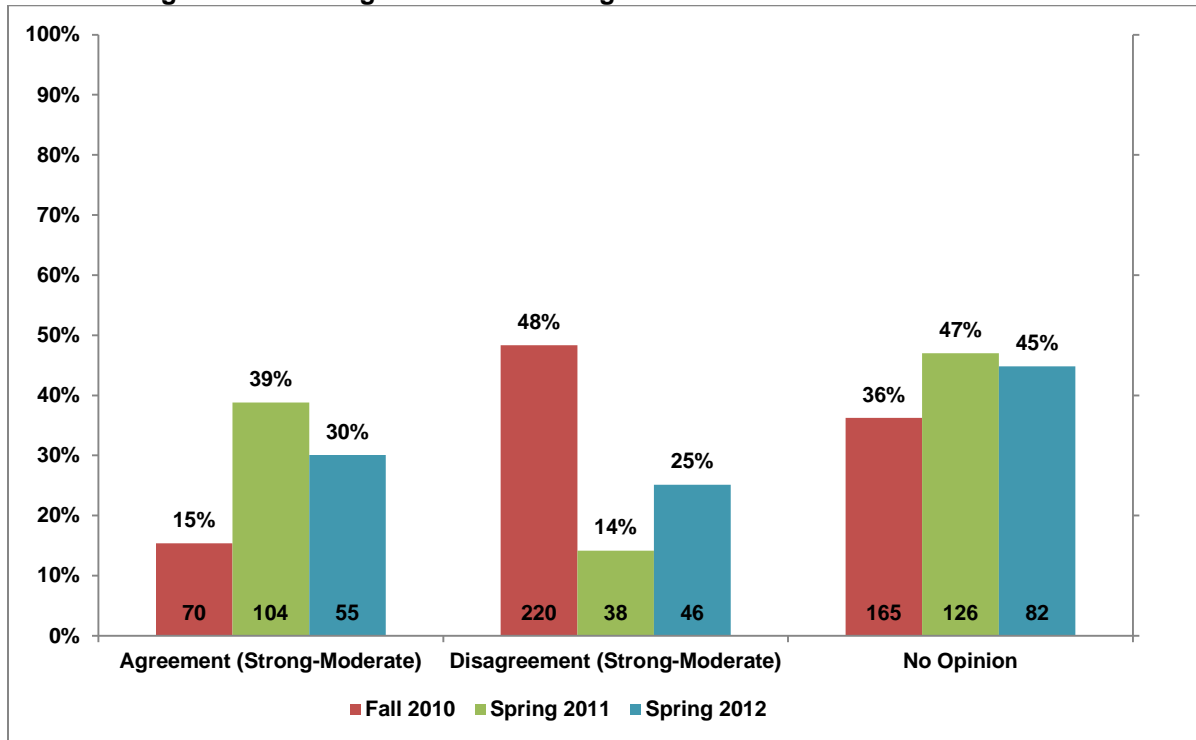
Histograms / Data Analysis

**40. An opportunity was given for constituents to provide input as part of the Governing Board self-evaluation process.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



### Histograms / Data Analysis

#### 40. An opportunity was given for constituents to provide input as part of the Governing Board self-evaluation process.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	183	2.47	Fall 2010 - Spring 2012	40.7%	Yes	0.000	74.142	0.000
Spring 2011	268	2.96	Spring 2011 - Spring 2012	-16.6%	Yes	0.000		
Fall 2010	455	1.75	Fall 2010 - Spring 2011	68.8%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.45	1.00	20	1.80	.98	56	.014*
FT Faculty	2.47	1.11	32	1.52	.91	96	.000*
Classified	2.42	1.06	31	1.83	.97	112	.004*
Administrator	2.56	.92	18	2.15	1.16	26	.226
Overall	2.47	1.03	101	1.75	.98	290	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.45	1.00	20	3.21	.74	28	.004*
FT Faculty	2.47	1.11	32	2.95	1.15	43	.071
Classified	2.42	1.06	31	3.00	.89	46	.011*
Administrator	2.56	.92	18	2.60	1.12	25	.891
Overall	2.47	1.03	101	2.96	1.00	142	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.21	.74	28	1.80	.98	56	.000*
FT Faculty	2.95	1.15	43	1.52	.91	96	.000*
Classified	3.00	.89	46	1.83	.97	112	.000*
Administrator	2.60	1.12	25	2.15	1.16	26	.168
Overall	2.96	1.00	142	1.75	.98	290	.000

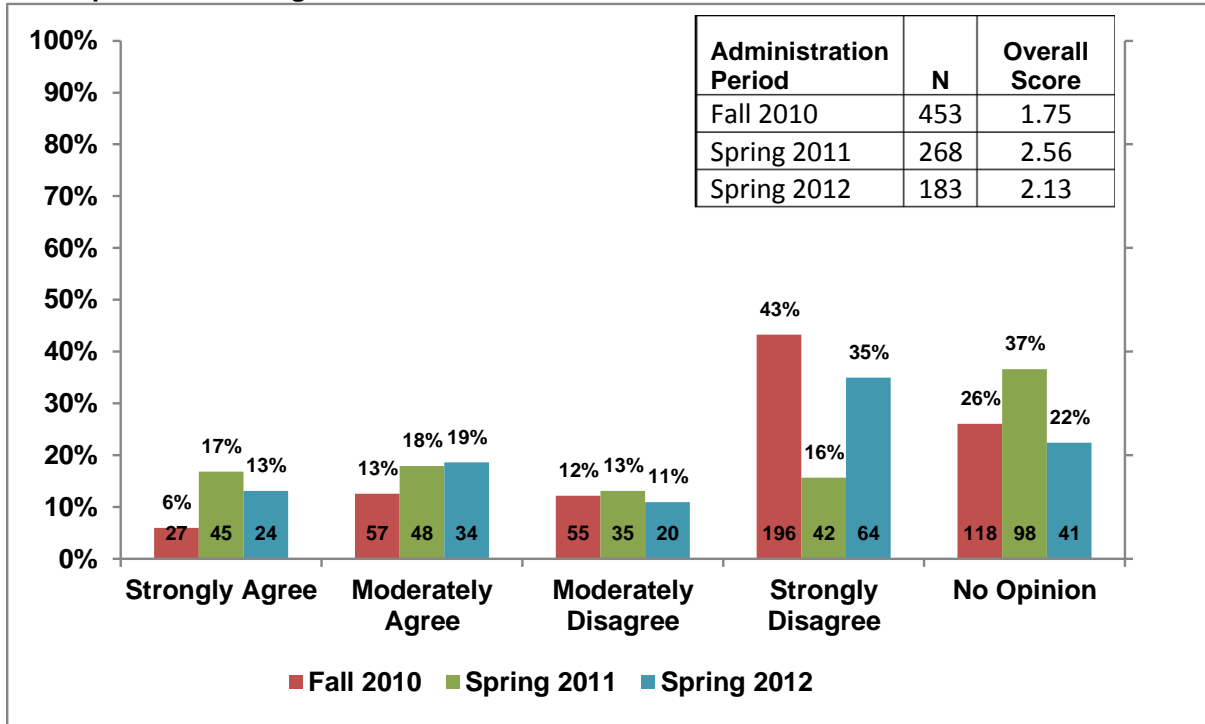
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.



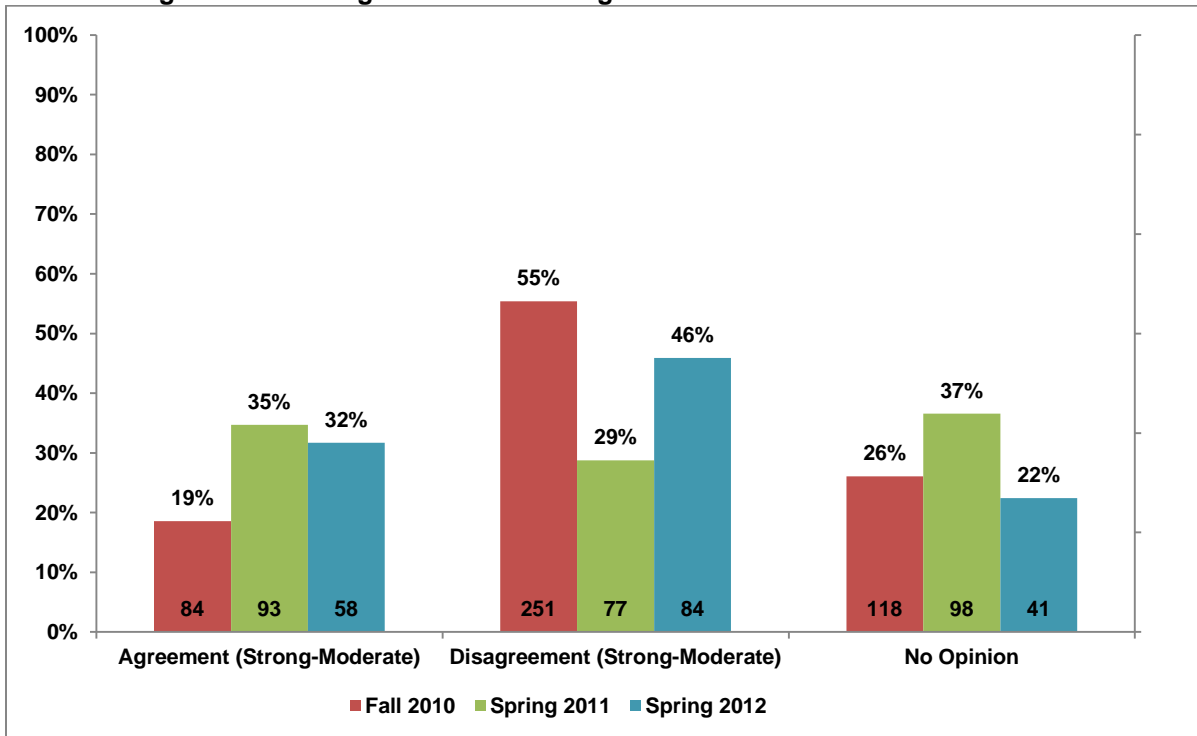
Histograms / Data Analysis

**41. I am aware of the results of the Governing Board self-evaluation that are posted on the SWC website and in the Outlook public folder.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



### Histograms / Data Analysis

#### 41. I am aware of the results of the Governing Board self-evaluation that are posted on the SWC website and in the Outlook public folder.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	183	2.13	Fall 2010 - Spring 2012	21.8%	Yes	0.001	33.091	0.000
Spring 2011	268	2.56	Spring 2011 - Spring 2012	-17.1%	Yes	0.001		
Fall 2010	453	1.75	Fall 2010 - Spring 2011	46.9%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.36	1.20	39	1.73	1.00	66	.005*
FT Faculty	1.88	1.13	42	1.61	.94	103	.143
Classified	2.10	1.21	42	1.78	1.00	138	.087
Administrator	2.26	1.05	19	2.14	1.21	28	.726
Overall	2.13	1.17	142	1.75	1.01	335	.001

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.36	1.20	39	2.77	1.03	35	.120
FT Faculty	1.88	1.13	42	2.44	1.20	52	.023*
Classified	2.10	1.21	42	2.61	1.16	56	.036*
Administrator	2.26	1.05	19	2.44	1.09	27	.574
Overall	2.13	1.17	142	2.56	1.13	170	.001

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.77	1.03	35	1.73	1.00	66	.000*
FT Faculty	2.44	1.20	52	1.61	.94	103	.000*
Classified	2.61	1.16	56	1.78	1.00	138	.000*
Administrator	2.44	1.09	27	2.14	1.21	28	.335
Overall	2.56	1.13	170	1.75	1.01	335	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

## Histograms / Data Analysis

**Question Group XIII: SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.**

Group XIII questions (Q42-Q49) relate to WASC Standard I.B, which recognizes the importance of improving institutional effectiveness through systematic participative processes. Standard I.B explains the significance of the institution making a conscious effort to support student learning.

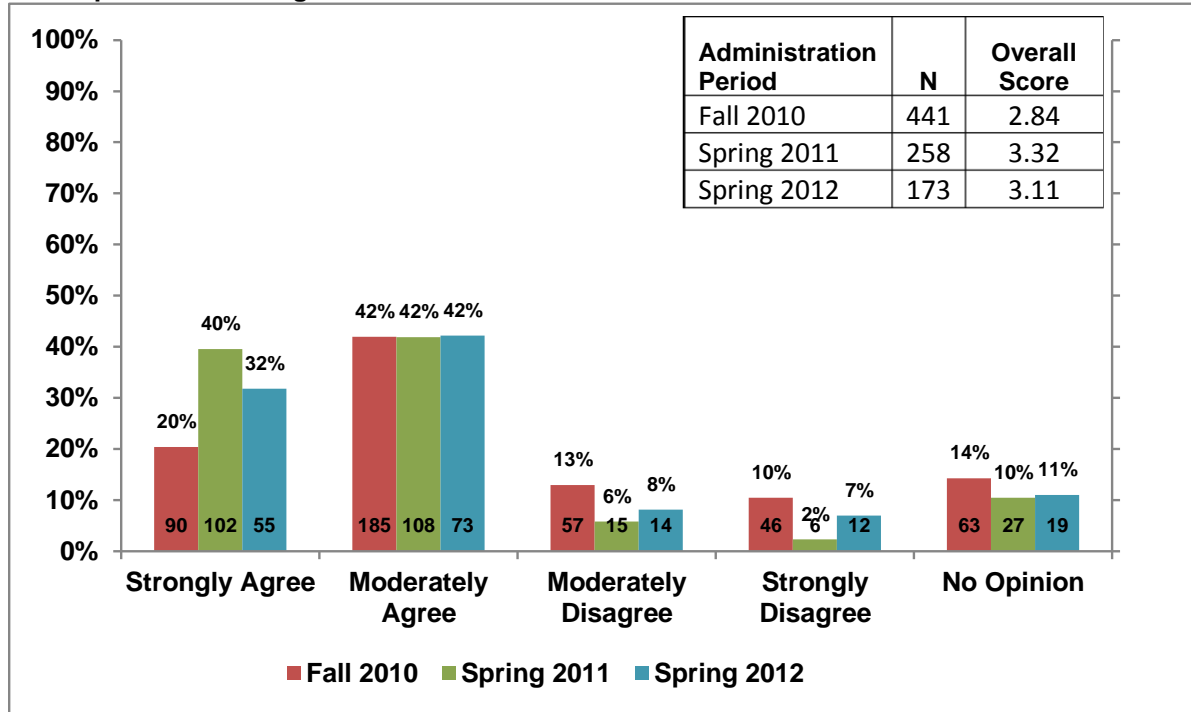
Overall findings of the three survey administrations include:

- In spring 2012, 74% of respondents agreed (strong-moderate) SWC maintains a dialogue about improving student learning and institutional processes.
- In spring 2012, 60% of respondents indicated agreement (strong-moderate) with the statement that dialogue related to student learning and institutional processes is being conducted in a collegial manner, up from 32% in fall 2010.
- Human Resources, Technology and Safety and Emergency realized statistically higher percentages related to institutional processes and departments allowing employees to perform their job effectively and efficiently.
- Four questions from this group are part of the ten survey questions with the least change from spring 2011 to spring 2012.

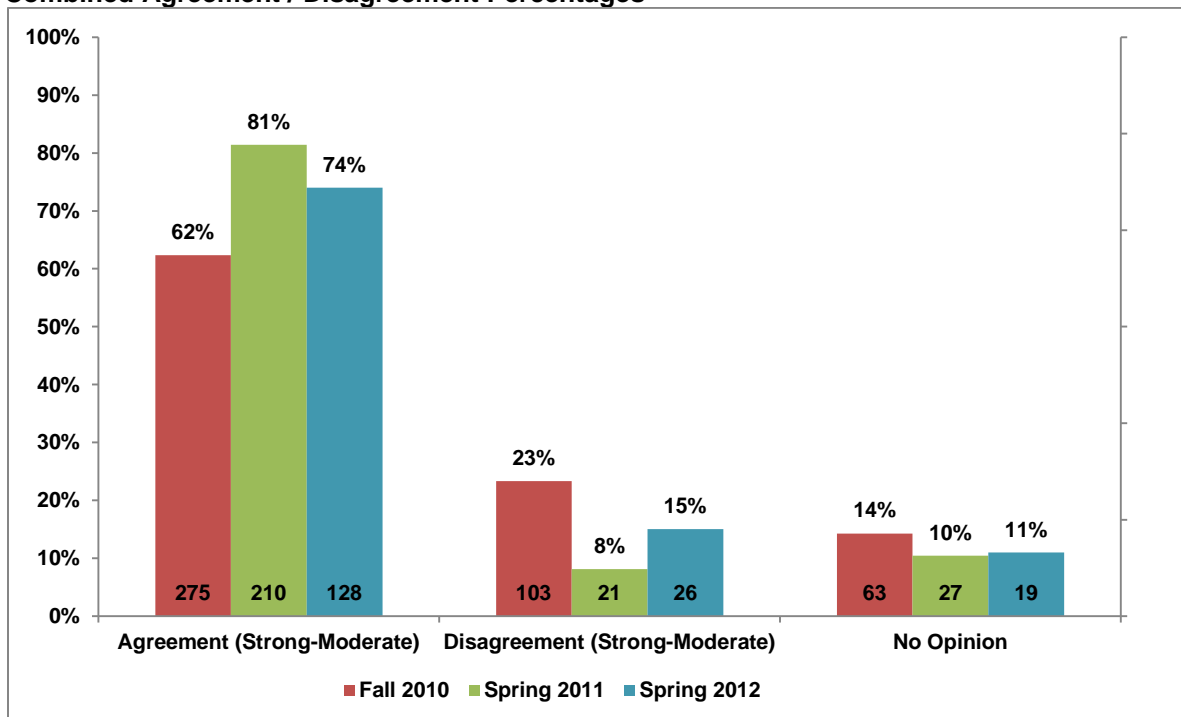
Histograms / Data Analysis

**42a. [Student Learning] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

**42a. [Student Learning] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	173	3.11	Fall 2010 - Spring 2012	9.4%	Yes	0.003	23.346	0.000
Spring 2011	258	3.32	Spring 2011 - Spring 2012	-6.4%	Yes	0.042		
Fall 2010	441	2.84	Fall 2010 - Spring 2011	16.9%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.98	.94	45	2.88	.87	85	.563
FT Faculty	3.12	.82	43	2.84	1.00	116	.114
Classified	3.11	.94	45	2.77	.92	142	.031*
Administrator	3.38	.59	21	3.06	.80	35	.114
Overall	3.11	.87	154	2.84	.92	378	.003

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.98	.94	45	3.45	.71	56	.005*
FT Faculty	3.12	.82	43	3.31	.80	72	.226
Classified	3.11	.94	45	3.25	.68	76	.347
Administrator	3.38	.59	21	3.33	.56	27	.775
Overall	3.11	.87	154	3.32	.71	231	.042

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

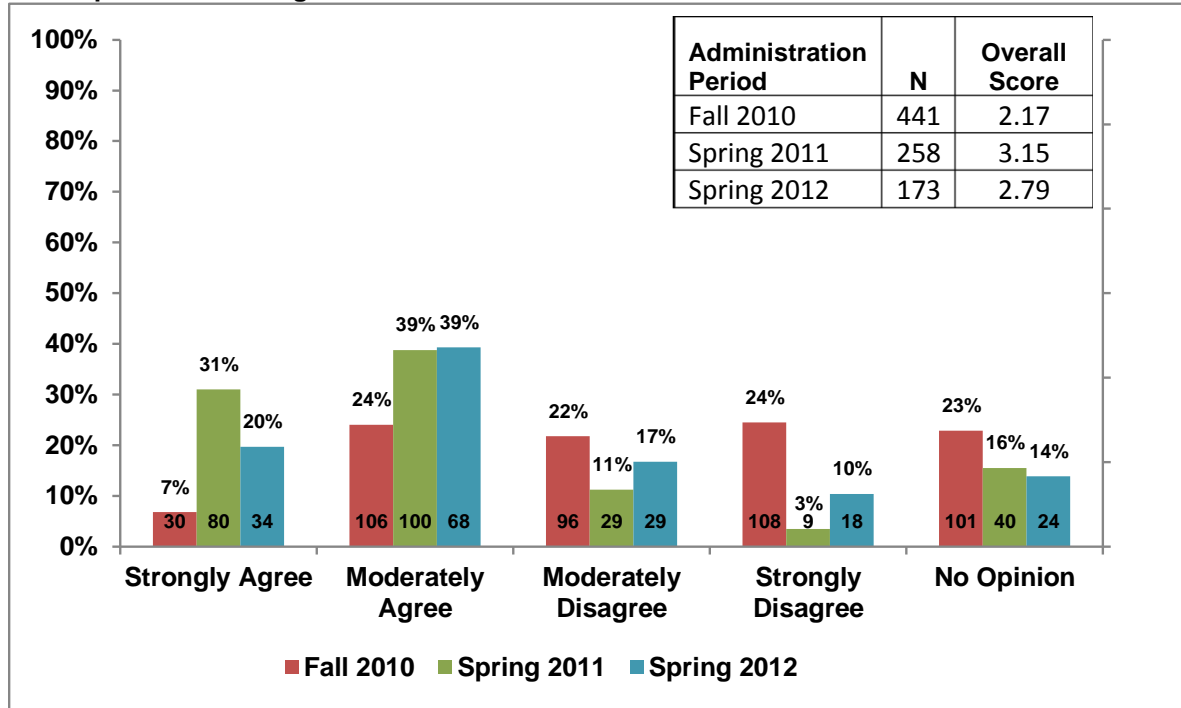
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.45	.71	56	2.88	.87	85	.000*
FT Faculty	3.31	.80	72	2.84	1.00	116	.001*
Classified	3.25	.68	76	2.77	.92	142	.000*
Administrator	3.33	.56	27	3.06	.80	35	.132
Overall	3.32	.71	231	2.84	.92	378	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

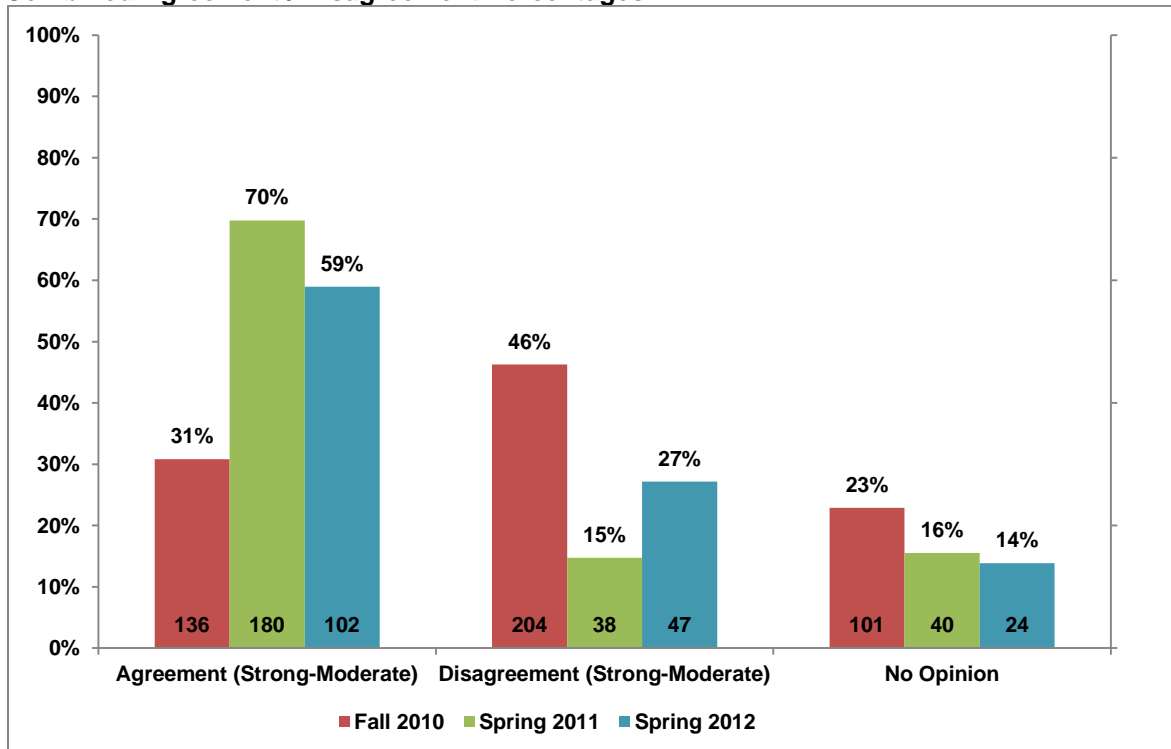
Histograms / Data Analysis

**42b. [Budget Planning Process] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

**42b. [Budget Planning Process] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	173	2.79	Fall 2010 - Spring 2012	28.6%	Yes	0.000	79.853	0.000
Spring 2011	258	3.15	Spring 2011 - Spring 2012	-11.4%	Yes	0.001		
Fall 2010	441	2.17	Fall 2010 - Spring 2011	45.2%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.26	.97	39	2.15	.91	65	.587
FT Faculty	2.90	.86	41	1.81	.93	100	.000*
Classified	2.92	.87	48	2.24	.95	140	.000*
Administrator	3.29	.72	21	2.94	.87	35	.135
Overall	2.79	.93	149	2.17	.98	340	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.26	.97	39	3.07	.94	45	.000*
FT Faculty	2.90	.86	41	3.20	.81	70	.071
Classified	2.92	.87	48	3.05	.77	74	.364
Administrator	3.29	.72	21	3.41	.57	29	.484
Overall	2.79	.93	149	3.15	.80	218	.001

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

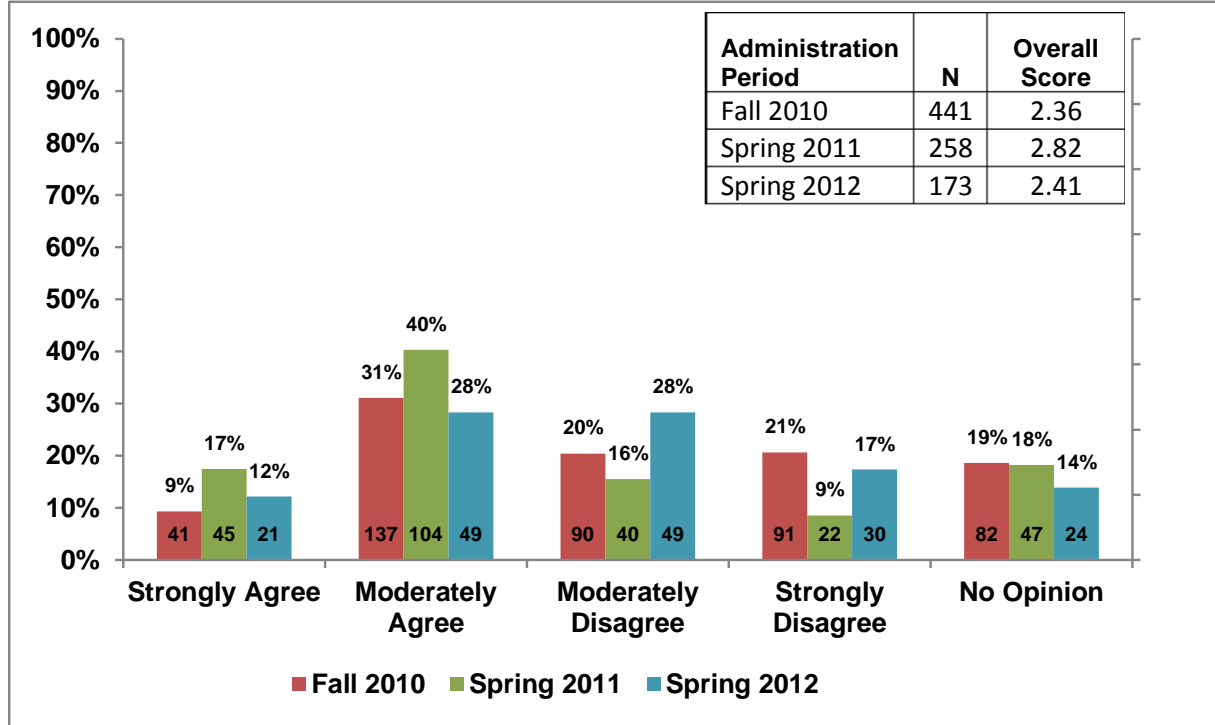
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.07	.94	45	2.15	.91	65	.000*
FT Faculty	3.20	.81	70	1.81	.93	100	.000*
Classified	3.05	.77	74	2.24	.95	140	.000*
Administrator	3.41	.57	29	2.94	.87	35	.015*
Overall	3.15	.80	218	2.17	.98	340	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

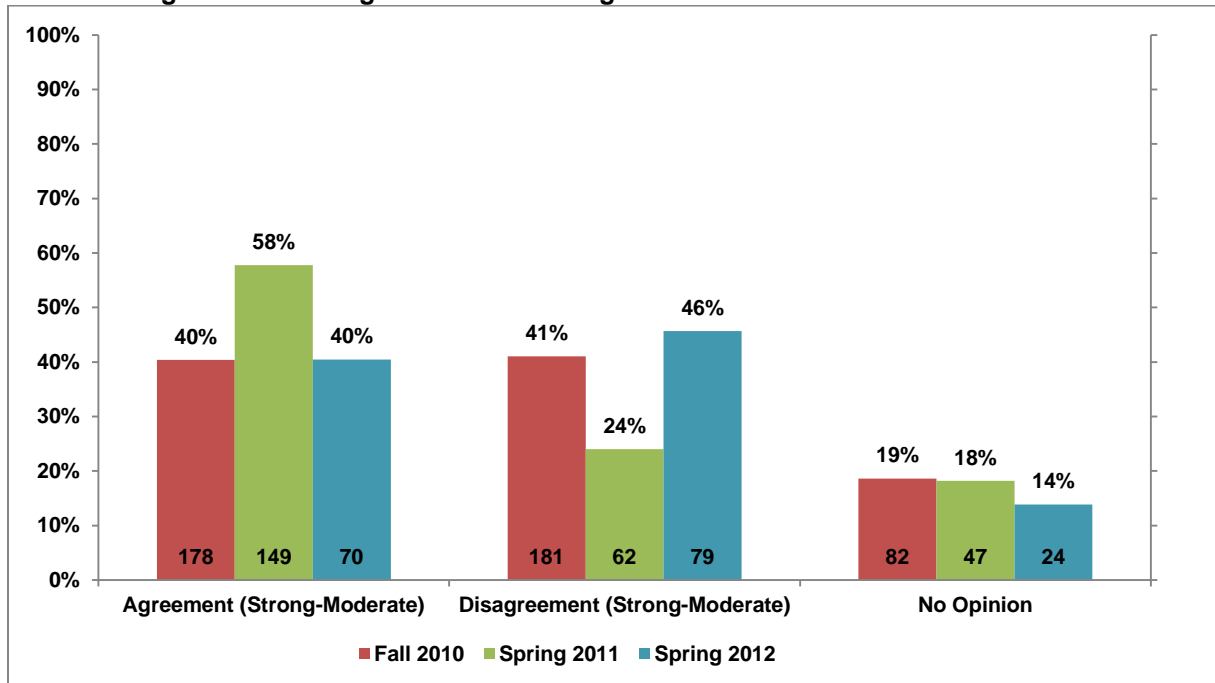
Histograms / Data Analysis

**42c. [Facilities design, use, allocation, and planning process] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.**

All Response Percentages



Combined Agreement / Disagreement Percentages





## Histograms / Data Analysis

**42c. [Facilities design, use, allocation, and planning process] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	173	2.41	Fall 2010 - Spring 2012	2.2%	No	0.837	16.280	0.000
Spring 2011	258	2.82	Spring 2011 - Spring 2012	-14.4%	Yes	0.000		
Fall 2010	441	2.36	Fall 2010 - Spring 2011	19.5%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.24	.97	41	2.49	.96	69	.194
FT Faculty	2.59	.97	39	2.18	.93	107	.020*
Classified	2.40	.94	48	2.33	1.02	149	.688
Administrator	2.43	1.03	21	2.76	.89	34	.205
Overall	2.41	.97	149	2.36	.98	359	.837

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.24	.97	41	3.11	.84	44	.000*
FT Faculty	2.59	.97	39	2.65	.91	65	.765
Classified	2.40	.94	48	2.78	.90	73	.026*
Administrator	2.43	1.03	21	2.83	.81	29	.130
Overall	2.41	.97	149	2.82	.89	211	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

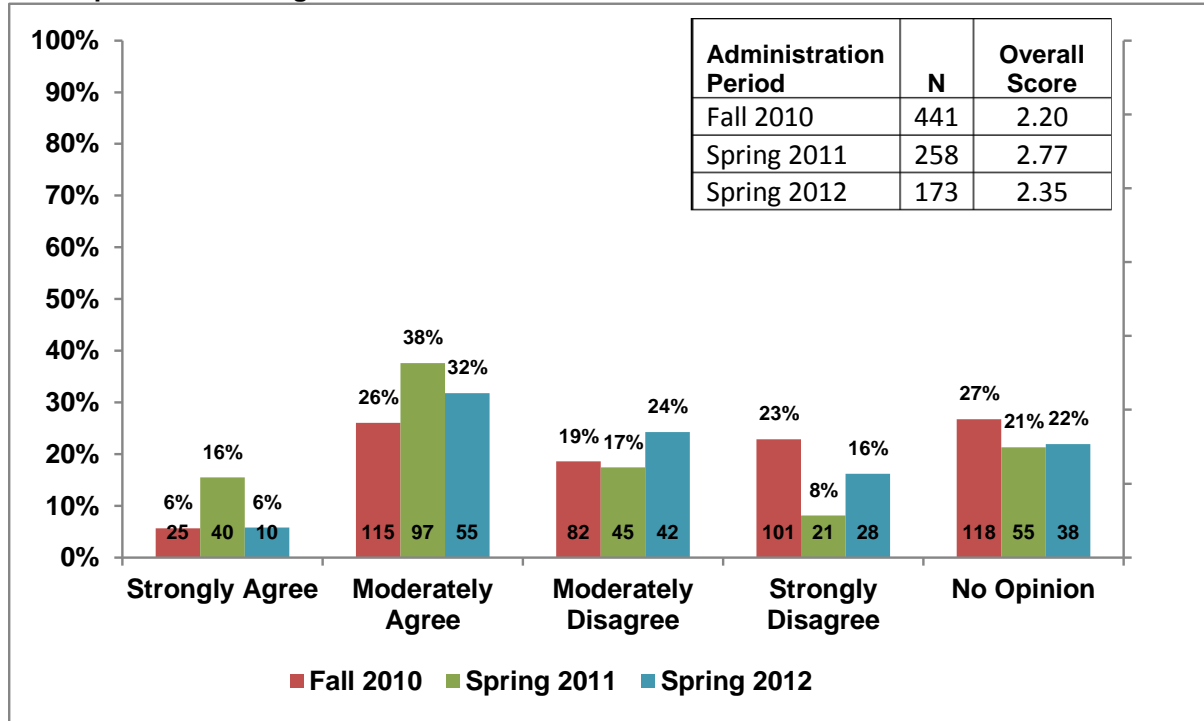
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.11	.84	44	2.49	.96	69	.001*
FT Faculty	2.65	.91	65	2.18	.93	107	.001*
Classified	2.78	.90	73	2.33	1.02	149	.002*
Administrator	2.83	.81	29	2.76	.89	34	.771
Overall	2.82	.89	211	2.36	.98	359	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

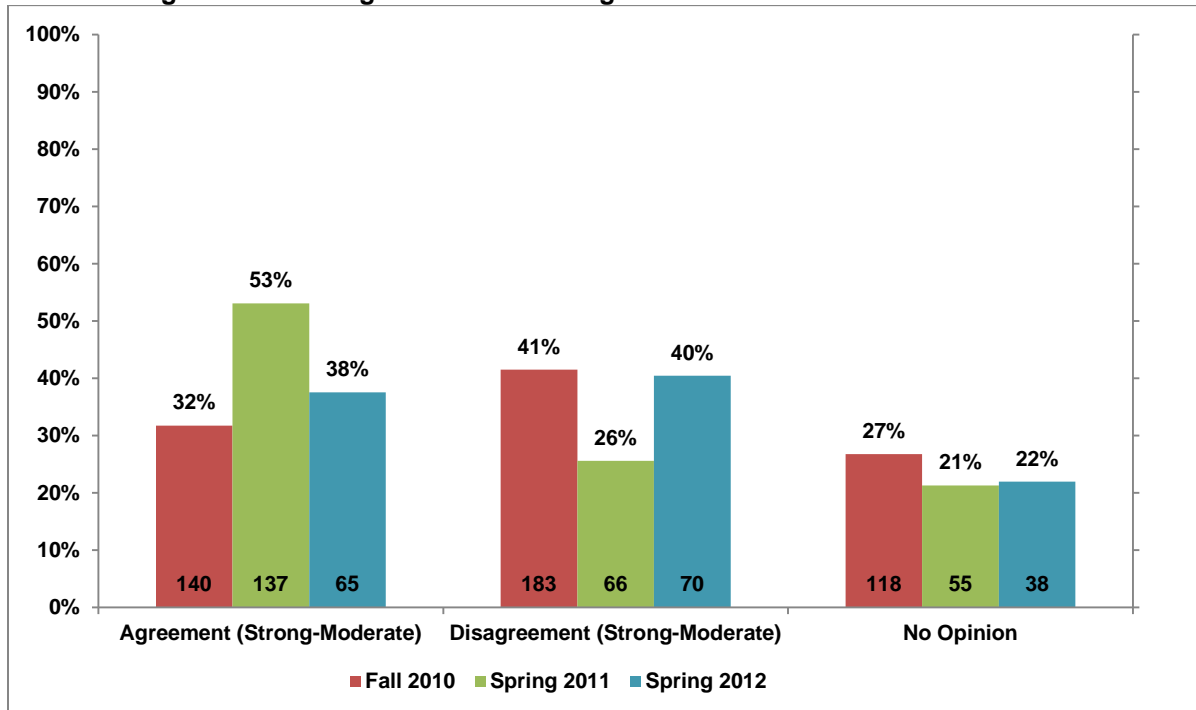
Histograms / Data Analysis

**42d. [Purchasing process] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



## Histograms / Data Analysis

**42d. [Purchasing process] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	173	2.35	Fall 2010 - Spring 2012	6.8%	No	0.257	23.789	0.000
Spring 2011	258	2.77	Spring 2011 - Spring 2012	-15.2%	Yes	0.000		
Fall 2010	441	2.20	Fall 2010 - Spring 2011	25.9%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	1.97	.88	33	2.13	.97	54	.443
FT Faculty	2.38	.89	34	1.87	.89	92	.005*
Classified	2.47	.86	47	2.27	.98	143	.207
Administrator	2.62	.87	21	2.91	.71	34	.178
Overall	2.35	.89	135	2.20	.97	323	.257

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	1.97	.88	33	3.12	.78	41	.000*
FT Faculty	2.38	.89	34	2.57	.87	60	.330
Classified	2.47	.86	47	2.63	.95	73	.345
Administrator	2.62	.87	21	3.03	.68	29	.063
Overall	2.35	.89	135	2.77	.89	203	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

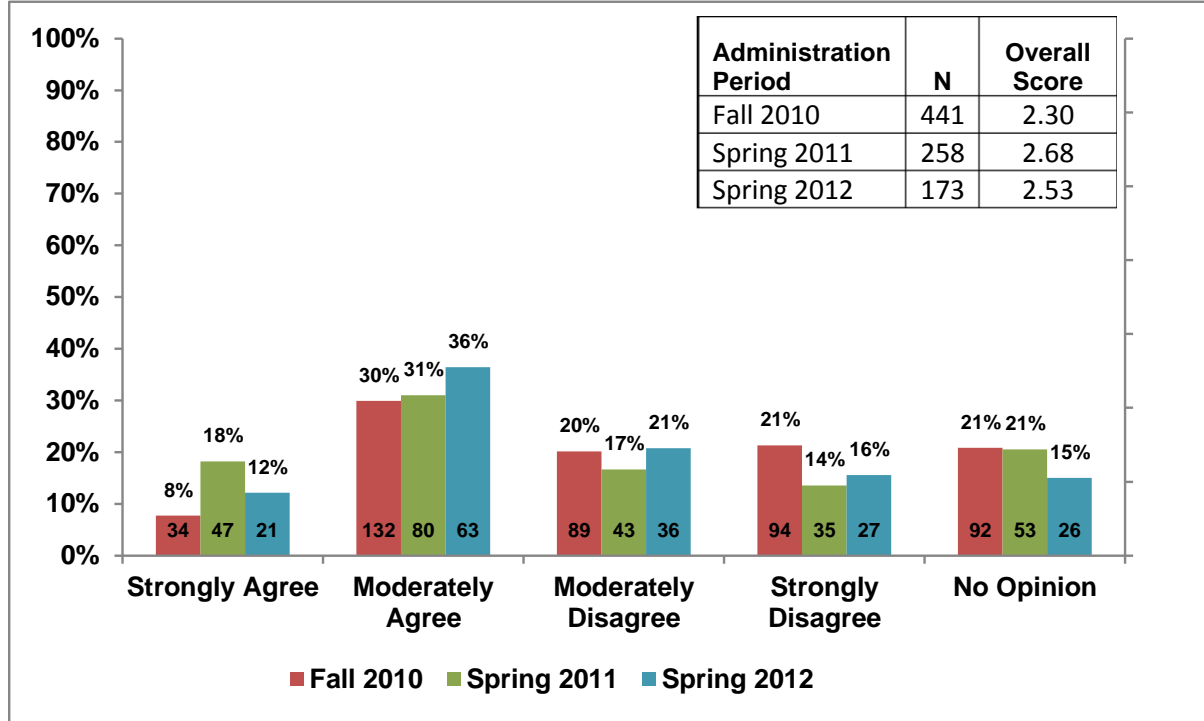
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.12	.78	41	2.13	.97	54	.000*
FT Faculty	2.57	.87	60	1.87	.89	92	.000*
Classified	2.63	.95	73	2.27	.98	143	.010*
Administrator	3.03	.68	29	2.91	.71	34	.489
Overall	2.77	.89	203	2.20	.97	323	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

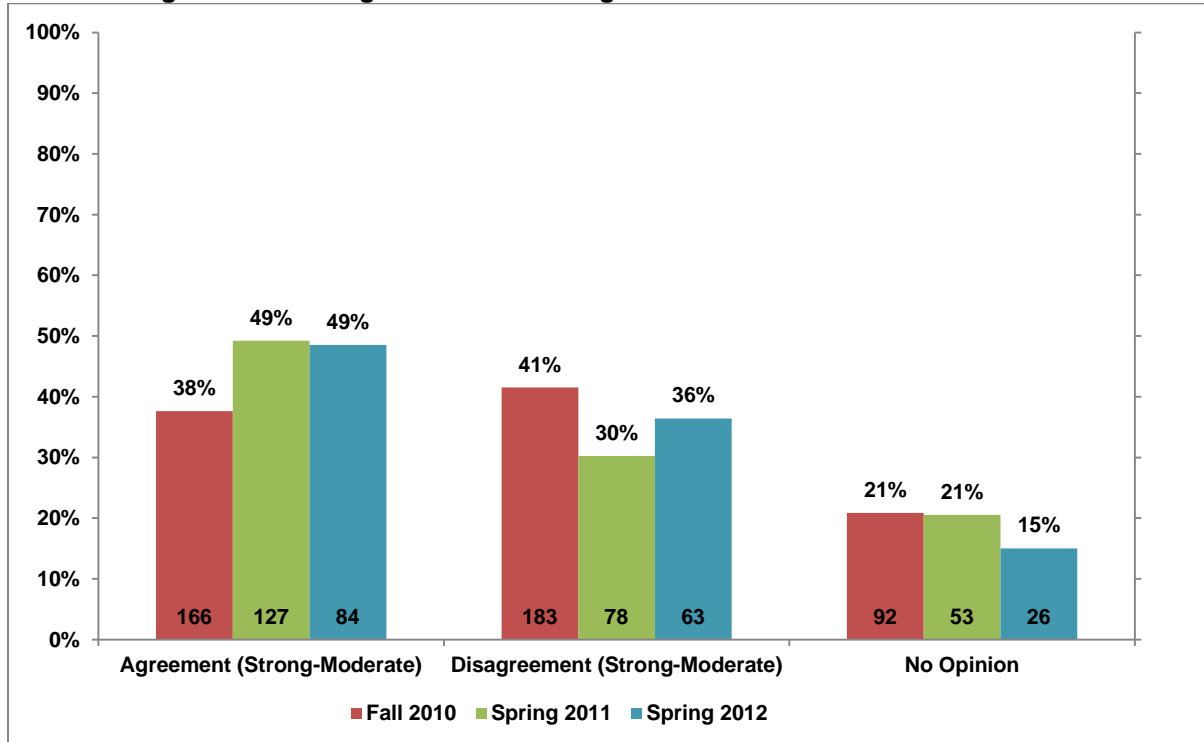
Histograms / Data Analysis

**42e. [Human Resources processes] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

**42e. [Human Resources processes] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	173	2.53	Fall 2010 - Spring 2012	9.8%	Yes	0.049	9.881	0.000
Spring 2011	258	2.68	Spring 2011 - Spring 2012	-5.5%	No	0.346		
Fall 2010	441	2.30	Fall 2010 - Spring 2011	16.2%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.33	1.10	40	2.40	1.00	62	.711
FT Faculty	2.55	.92	38	2.14	.95	96	.022*
Classified	2.58	.92	48	2.30	.98	155	.074
Administrator	2.76	.77	21	2.61	.90	36	.524
Overall	2.53	.95	147	2.30	.97	349	.049

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.33	1.10	40	3.02	.97	45	.002*
FT Faculty	2.55	.92	38	2.45	.99	58	.606
Classified	2.58	.92	48	2.67	1.07	73	.641
Administrator	2.76	.77	21	2.62	.86	29	.553
Overall	2.53	.95	147	2.68	1.01	205	.346

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

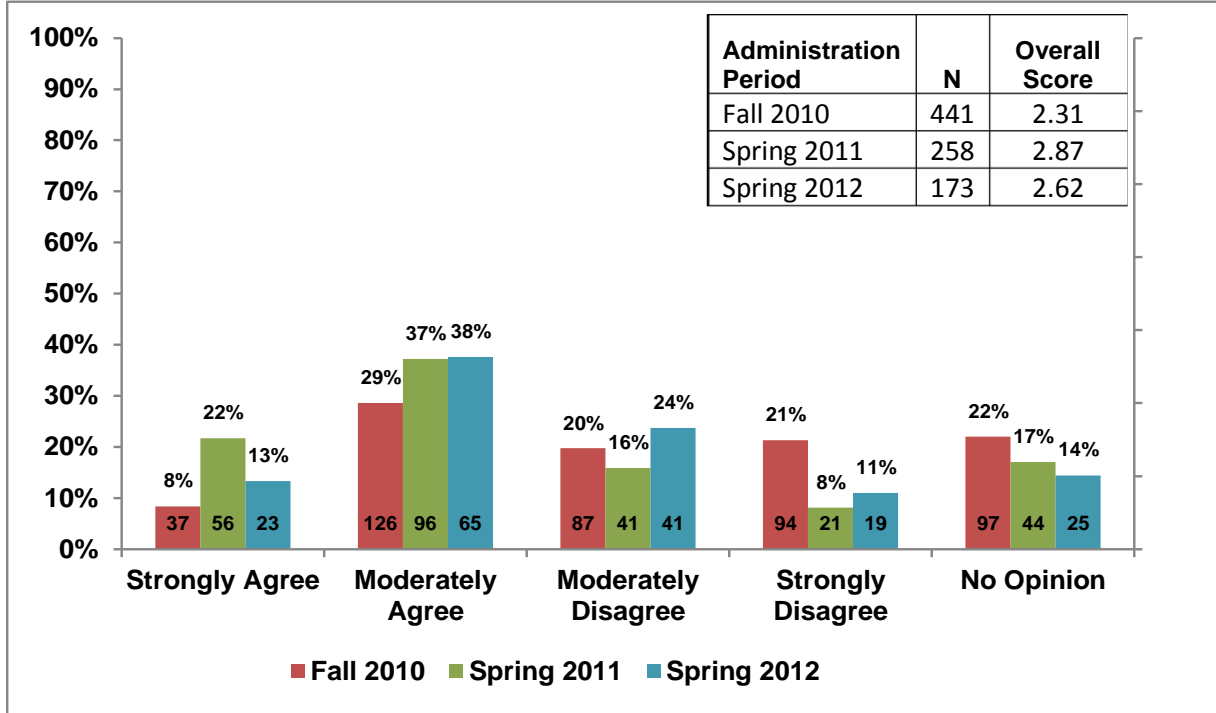
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.02	.97	45	2.40	1.00	62	.002*
FT Faculty	2.45	.99	58	2.14	.95	96	.053
Classified	2.67	1.07	73	2.30	.98	155	.010*
Administrator	2.62	.86	29	2.61	.90	36	.966
Overall	2.68	1.01	205	2.30	.97	349	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

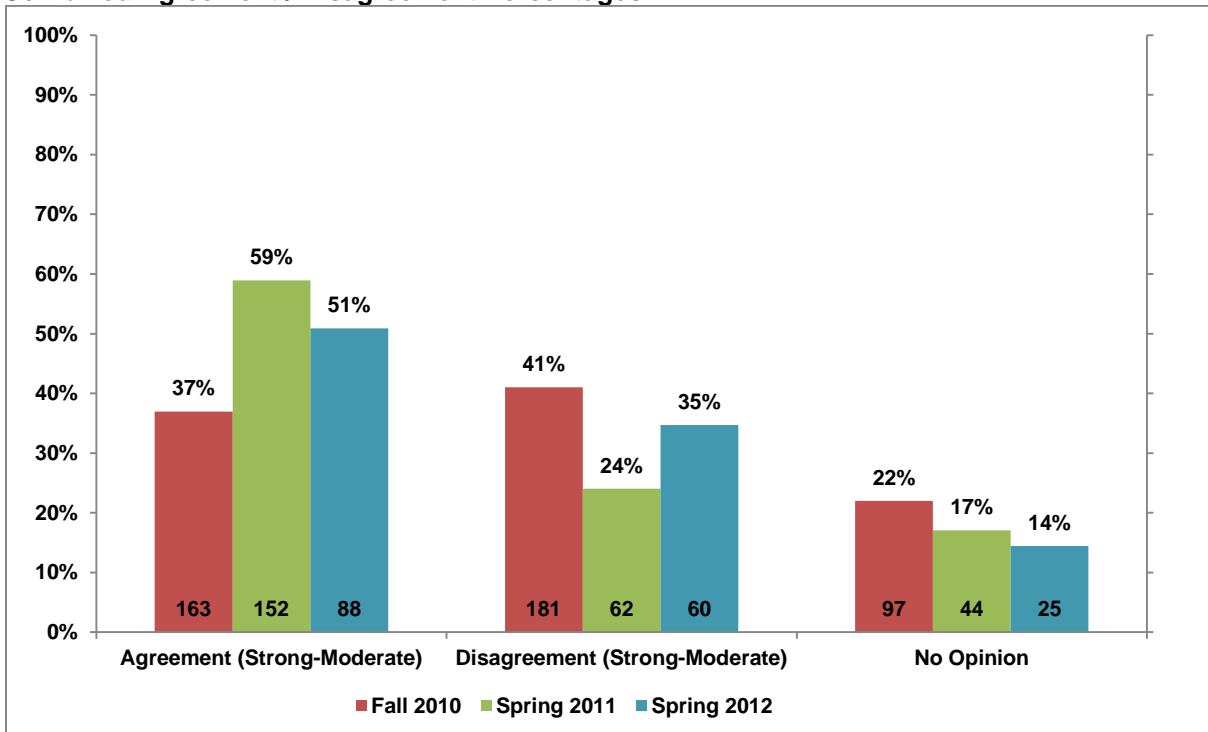
Histograms / Data Analysis

**42f. [Technology planning process] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

**42f. [Technology planning process] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	173	2.62	Fall 2010 - Spring 2012	13.6%	Yes	0.002	24.097	0.000
Spring 2011	258	2.87	Spring 2011 - Spring 2012	-8.8%	Yes	0.035		
Fall 2010	441	2.31	Fall 2010 - Spring 2011	24.5%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.45	.99	40	2.44	.95	66	.956
FT Faculty	2.68	.89	40	2.13	.99	100	.003*
Classified	2.68	.89	47	2.34	1.00	143	.035*
Administrator	2.71	.78	21	2.46	.74	35	.322
Overall	2.62	.90	148	2.31	.97	344	.002

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.45	.99	40	3.02	.89	45	.006*
FT Faculty	2.68	.89	40	2.80	.98	66	.501
Classified	2.68	.89	47	2.76	.95	74	.661
Administrator	2.71	.78	21	3.10	.62	29	.055
Overall	2.62	.90	148	2.87	.91	214	.035

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

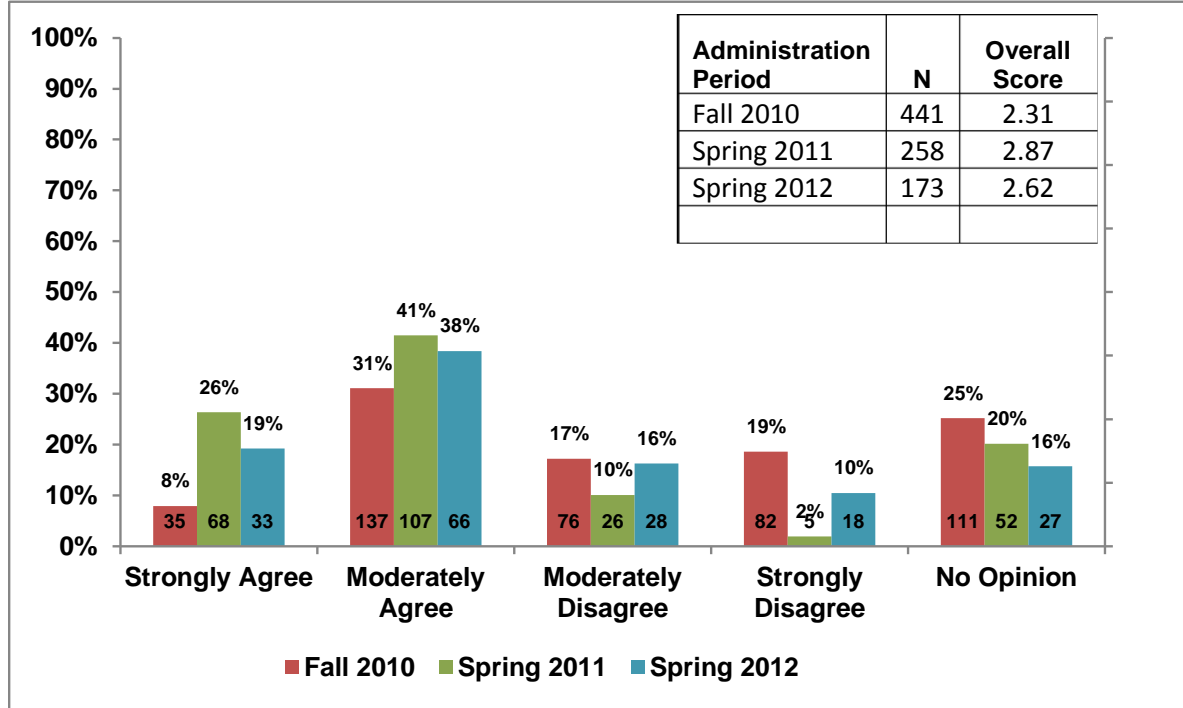
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.02	.89	45	2.44	.95	66	.001*
FT Faculty	2.80	.98	66	2.13	.99	100	.000*
Classified	2.76	.95	74	2.34	1.00	143	.003*
Administrator	3.10	.62	29	2.46	.74	35	.004*
Overall	2.87	.91	214	2.31	.97	344	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

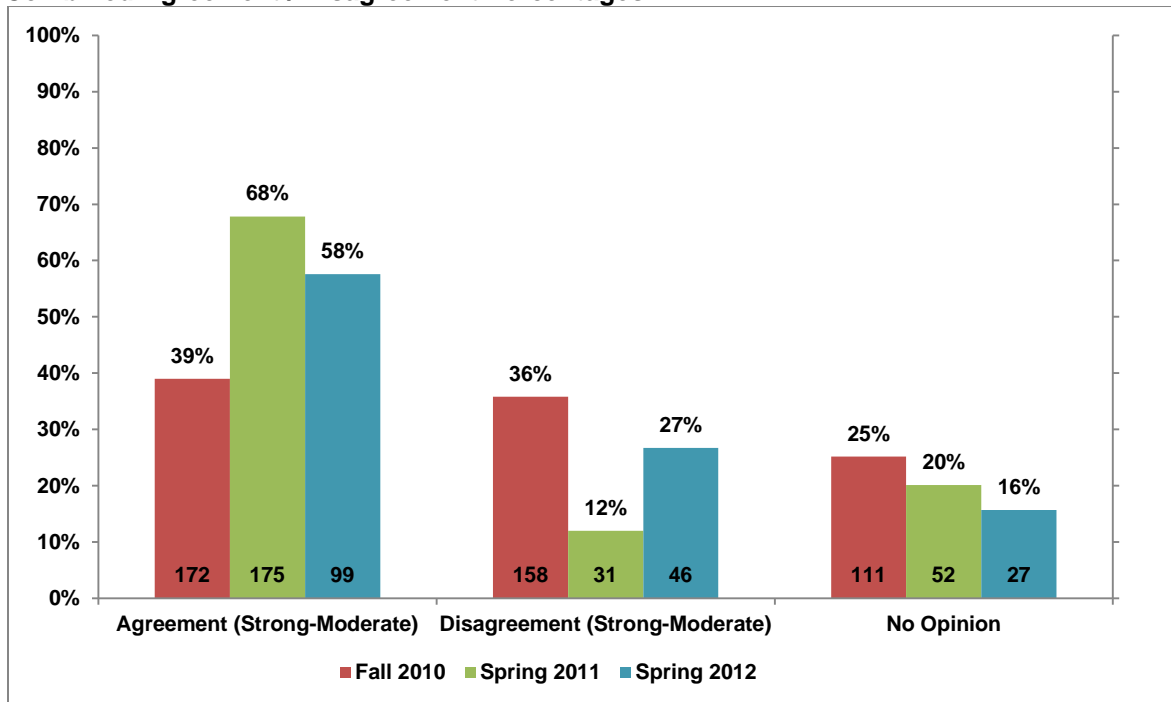
Histograms / Data Analysis

**42g. [Strategic Planning process] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.**

All Response Percentages



Combined Agreement / Disagreement Percentages





### Histograms / Data Analysis

**42g. [Strategic Planning process] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	172	2.79	Fall 2010 - Spring 2012	17.1%	Yes	0.000	48.234	0.000
Spring 2011	258	3.16	Spring 2011 - Spring 2012	-11.7%	Yes	0.000		
Fall 2010	441	2.38	Fall 2010 - Spring 2011	32.6%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.56	1.03	36	2.34	.95	61	.306
FT Faculty	2.93	.91	41	2.30	.99	101	.001*
Classified	2.72	.97	47	2.32	1.00	133	.016*
Administrator	3.05	.67	21	2.91	.74	35	.503
Overall	2.79	.94	145	2.38	.97	330	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.56	1.03	36	3.17	.73	42	.003*
FT Faculty	2.93	.91	41	3.16	.75	67	.144
Classified	2.72	.97	47	3.10	.78	68	.022*
Administrator	3.05	.67	21	3.24	.58	29	.278
Overall	2.79	.94	145	3.16	.73	206	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

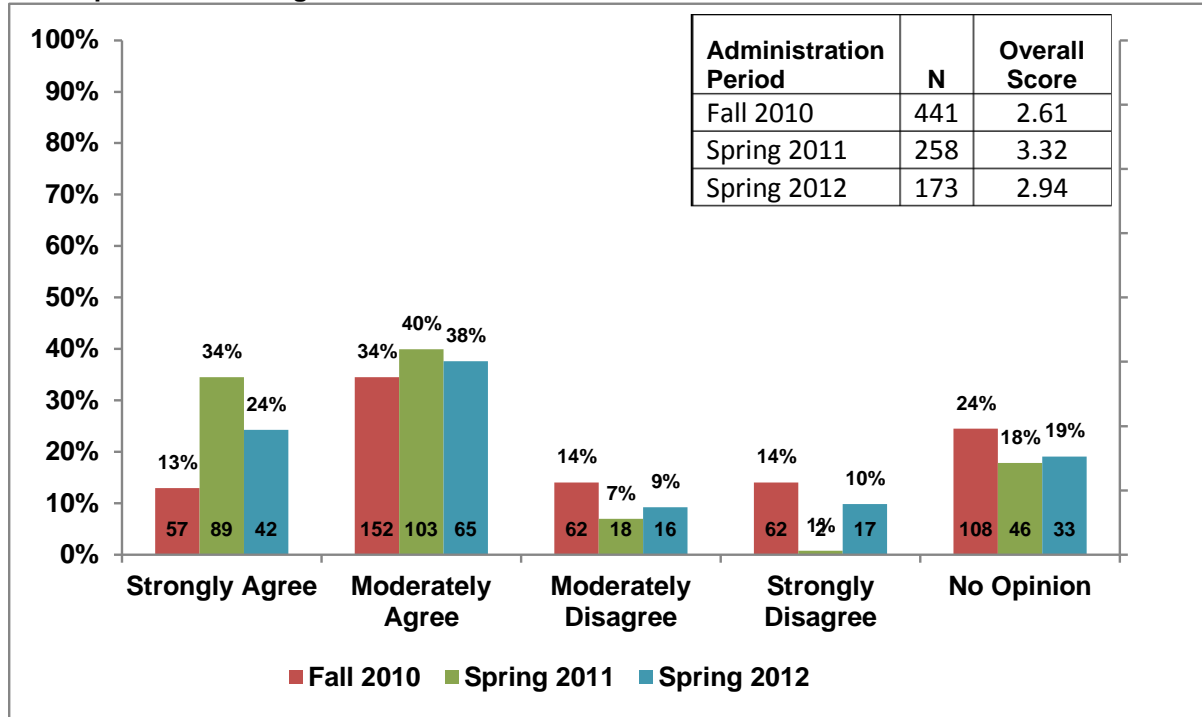
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.17	.73	42	2.34	.95	61	.000*
FT Faculty	3.16	.75	67	2.30	.99	101	.000*
Classified	3.10	.78	68	2.32	1.00	133	.000*
Administrator	3.24	.58	29	2.91	.74	35	.057
Overall	3.16	.73	206	2.38	.97	330	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included

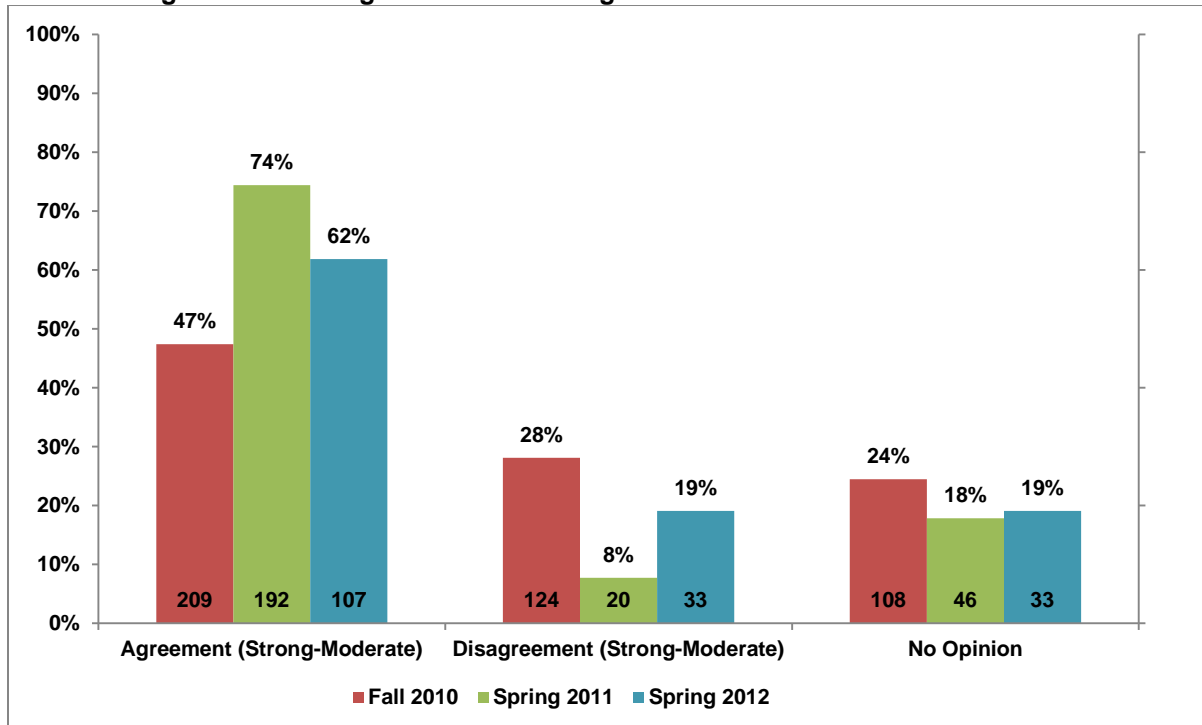
Histograms / Data Analysis

**42h. [Mission statement review process] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

**42h. [Mission statement review process] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	173	2.94	Fall 2010 - Spring 2012	12.6%	Yes	0.001	40.973	0.000
Spring 2011	258	3.32	Spring 2011 - Spring 2012	-11.3%	Yes	0.000		
Fall 2010	441	2.61	Fall 2010 - Spring 2011	26.9%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.65	1.07	34	2.57	.96	63	.723
FT Faculty	3.15	.89	40	2.62	.98	101	.004*
Classified	2.82	.96	45	2.49	1.01	134	.051
Administrator	3.29	.64	21	3.14	.69	35	.446
Overall	2.94	.95	140	2.61	.98	333	.001

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.65	1.07	34	3.25	.75	44	.005*
FT Faculty	3.15	.89	40	3.42	.65	69	.072
Classified	2.82	.96	45	3.23	.66	71	.008*
Administrator	3.29	.64	21	3.39	.57	28	.540
Overall	2.94	.95	140	3.32	.67	212	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

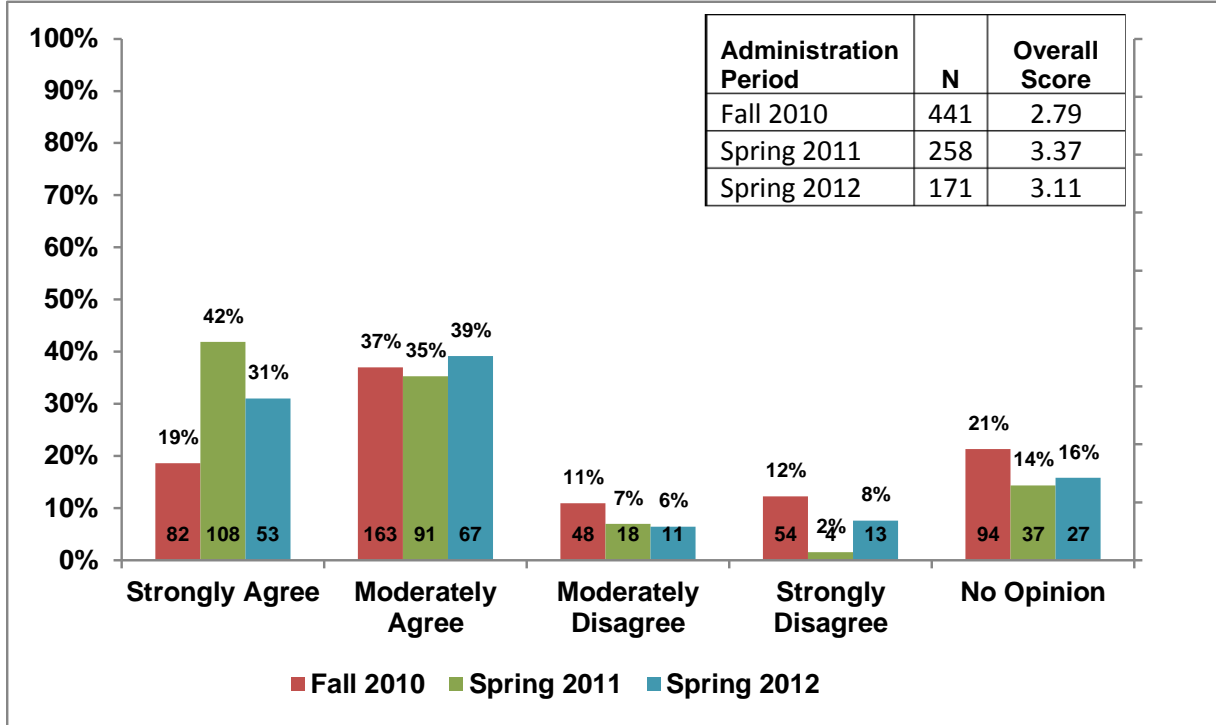
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.25	.75	44	2.57	.96	63	.000*
FT Faculty	3.42	.65	69	2.62	.98	101	.000*
Classified	3.23	.66	71	2.49	1.01	134	.000*
Administrator	3.39	.57	28	3.14	.69	35	.128
Overall	3.32	.67	212	2.61	.98	333	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

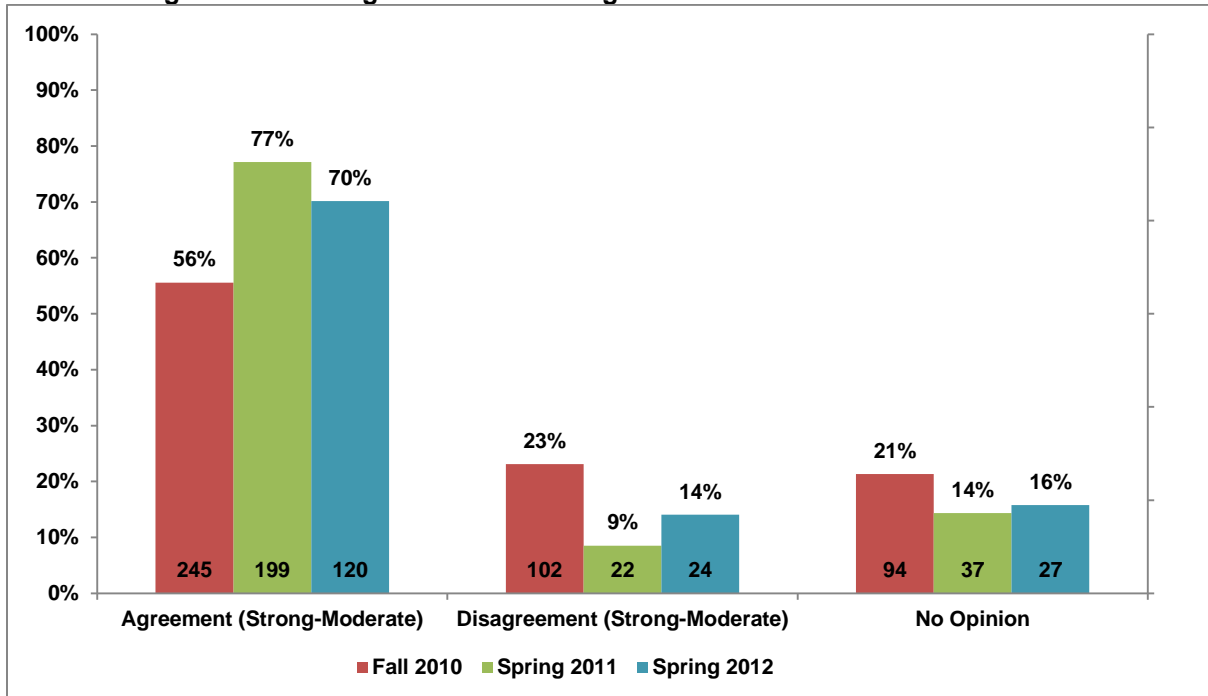
Histograms / Data Analysis

**42i. [Accreditation Self Study] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



### Histograms / Data Analysis

**42i. [Accreditation Self Study] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	171	3.11	Fall 2010 - Spring 2012	11.6%	Yes	0.001	30.078	0.000
Spring 2011	258	3.37	Spring 2011 - Spring 2012	-7.7%	Yes	0.017		
Fall 2010	441	2.79	Fall 2010 - Spring 2011	21.0%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.76	1.14	37	2.62	1.02	63	.535
FT Faculty	3.30	.72	40	2.92	.96	107	.023*
Classified	3.13	.83	46	2.64	.98	142	.003*
Administrator	3.33	.66	21	3.29	.71	35	.804
Overall	3.11	.89	144	2.79	.98	347	.001

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.76	1.14	37	3.24	.80	50	.022*
FT Faculty	3.30	.72	40	3.51	.72	68	.139
Classified	3.13	.83	46	3.30	.68	74	.232
Administrator	3.33	.66	21	3.45	.57	29	.514
Overall	3.11	.89	144	3.37	.71	221	.017

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

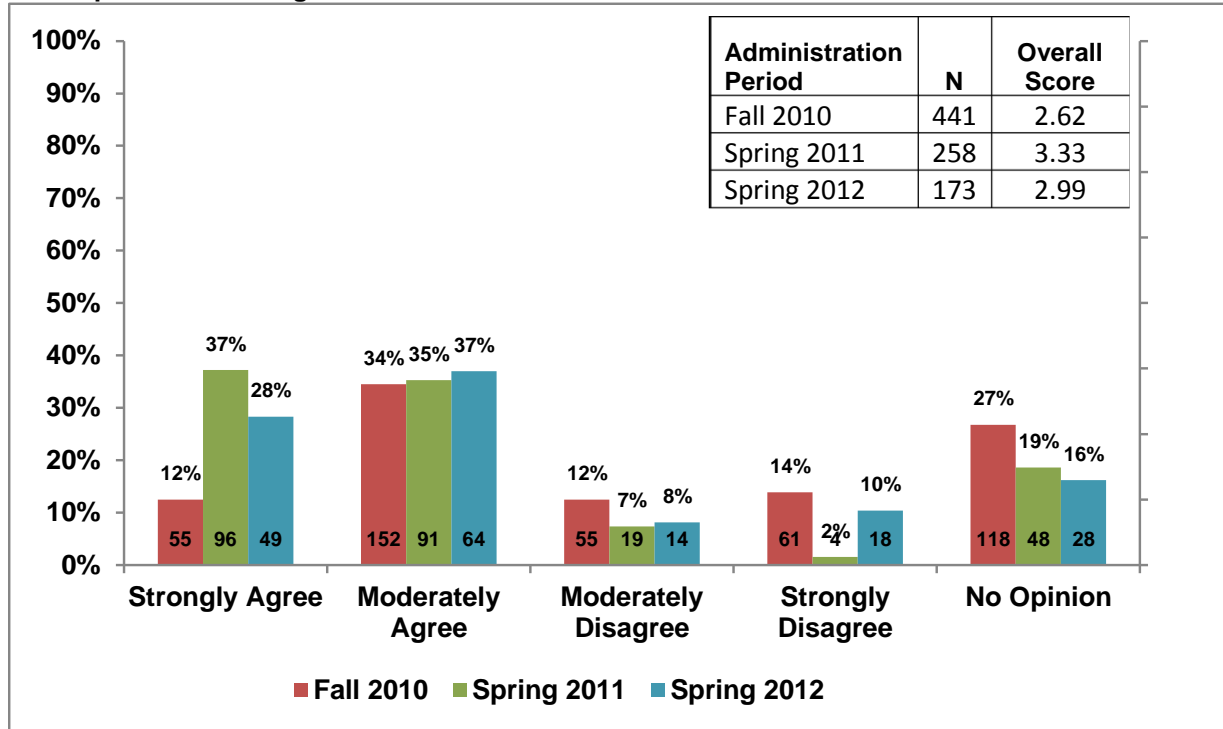
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.24	.80	50	2.62	1.02	63	.001*
FT Faculty	3.51	.72	68	2.92	.96	107	.000*
Classified	3.30	.68	74	2.64	.98	142	.000*
Administrator	3.45	.57	29	3.29	.71	35	.324
Overall	3.37	.71	221	2.79	.98	347	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

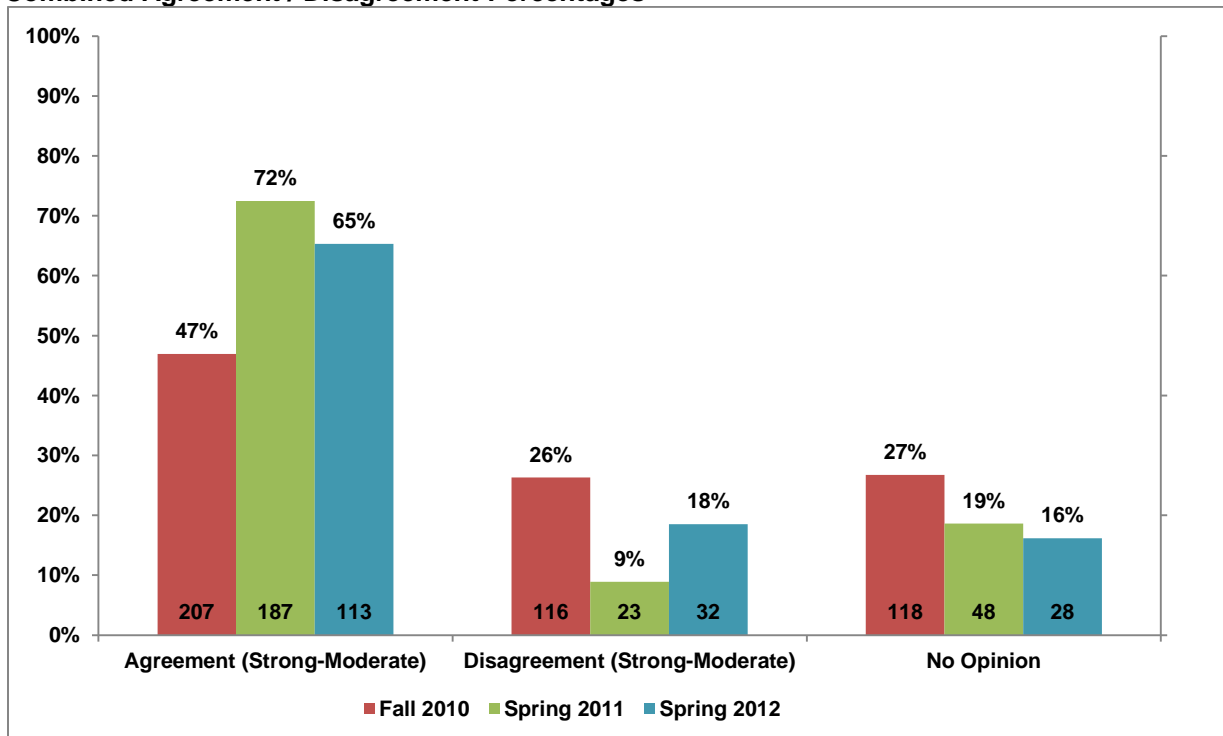
Histograms / Data Analysis

**42j. [Institutional Program Review] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

**42j. [Institutional Program Review] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	173	2.99	Fall 2010 - Spring 2012	14.1%	Yes	0.000	39.465	0.000
Spring 2011	258	3.33	Spring 2011 - Spring 2012	-10.1%	Yes	0.002		
Fall 2010	441	2.62	Fall 2010 - Spring 2011	26.9%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.61	1.20	38	2.48	1.00	63	.561
FT Faculty	3.24	.80	41	2.76	1.01	103	.006*
Classified	2.98	.89	45	2.48	.96	122	.003*
Administrator	3.24	.77	21	2.97	.79	35	.220
Overall	2.99	.97	145	2.62	.98	323	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.61	1.20	38	3.24	.79	46	.005*
FT Faculty	3.24	.80	41	3.46	.70	68	.150
Classified	2.98	.89	45	3.25	.70	67	.071
Administrator	3.24	.77	21	3.34	.67	29	.603
Overall	2.99	.97	145	3.33	.72	210	.002

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

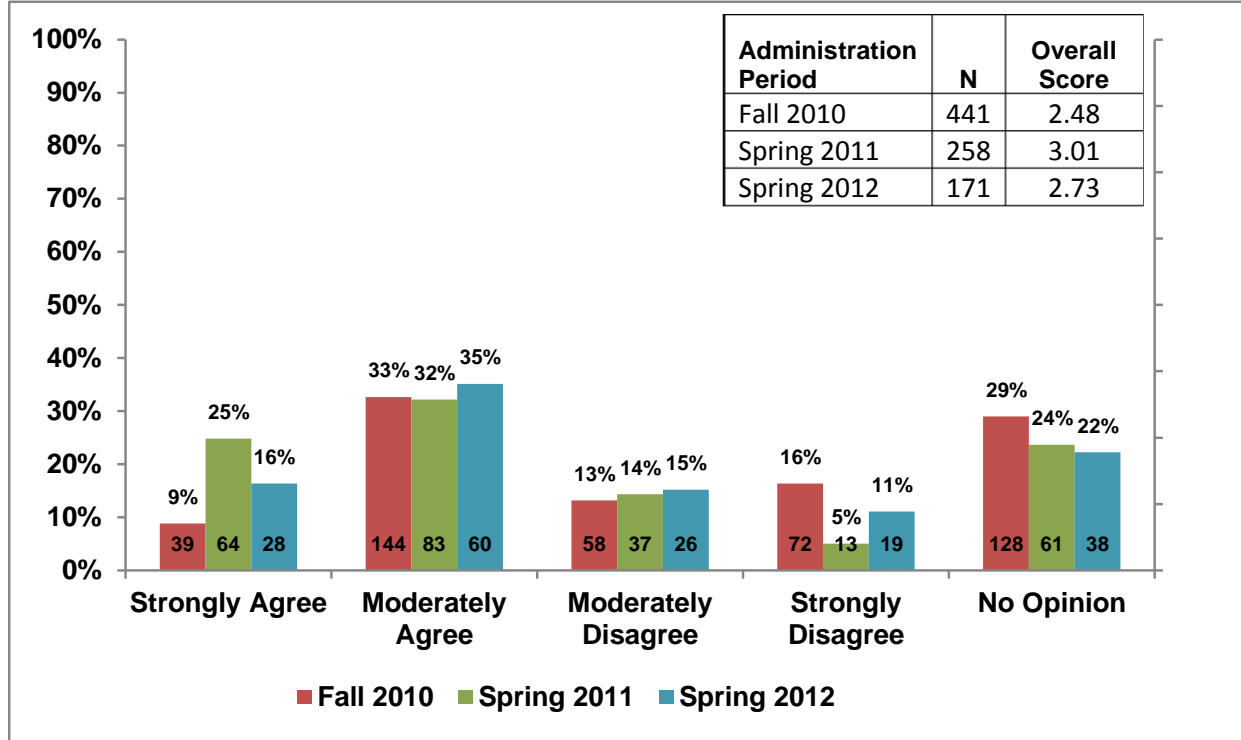
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.24	.79	46	2.48	1.00	63	.000*
FT Faculty	3.46	.70	68	2.76	1.01	103	.000*
Classified	3.25	.70	67	2.48	.96	122	.000*
Administrator	3.34	.67	29	2.97	.79	35	.047*
Overall	3.33	.72	210	2.62	.98	323	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

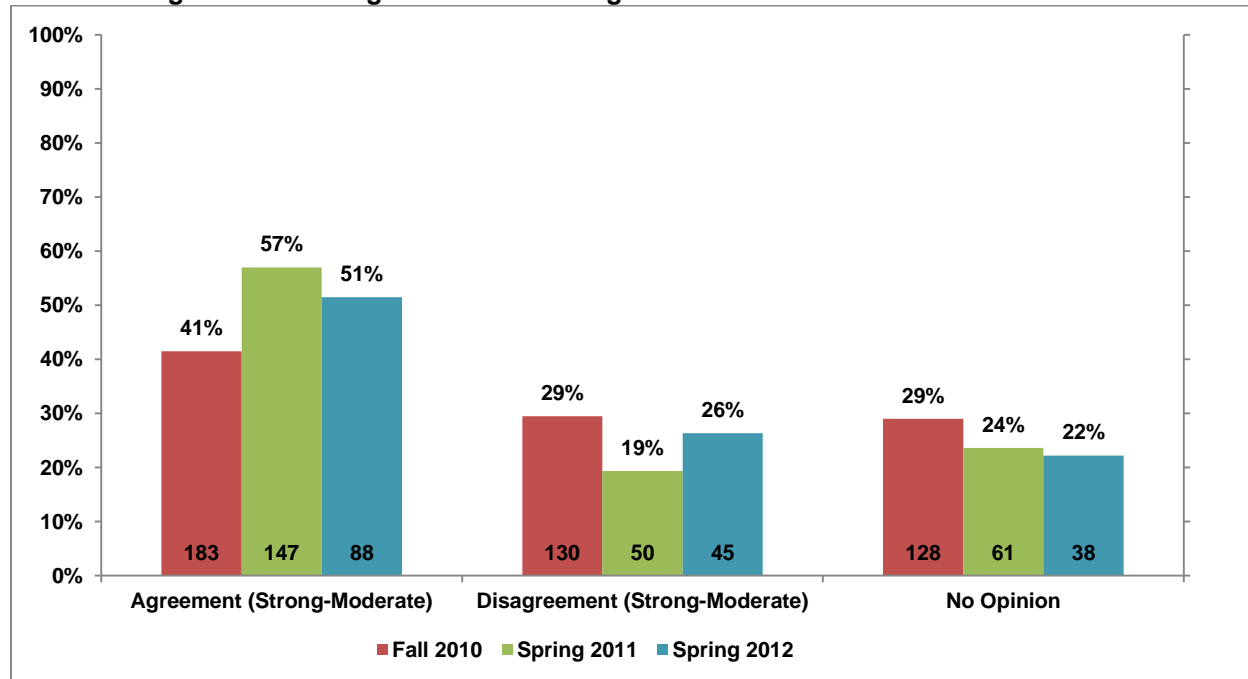
Histograms / Data Analysis

**42k. [Enrollment Management] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.**

All Response Percentages



Combined Agreement / Disagreement Percentages





## Histograms / Data Analysis

**42k. [Enrollment Management] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	171	2.73	Fall 2010 - Spring 2012	10.1%	Yes	0.029	18.788	0.000
Spring 2011	258	3.01	Spring 2011 - Spring 2012	-9.2%	Yes	0.026		
Fall 2010	441	2.48	Fall 2010 - Spring 2011	21.2%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.42	1.03	31	2.38	1.04	63	.866
FT Faculty	2.82	.89	39	2.39	.98	98	.018*
Classified	2.77	.99	44	2.50	.97	120	.114
Administrator	2.95	.85	19	2.88	.83	32	.767
Overall	2.73	.95	133	2.48	.98	313	.029

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.42	1.03	31	3.05	.89	44	.006*
FT Faculty	2.82	.89	39	2.84	.93	62	.922
Classified	2.77	.99	44	3.08	.89	65	.096
Administrator	2.95	.85	19	3.15	.73	26	.387
Overall	2.73	.95	133	3.01	.88	197	.026

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

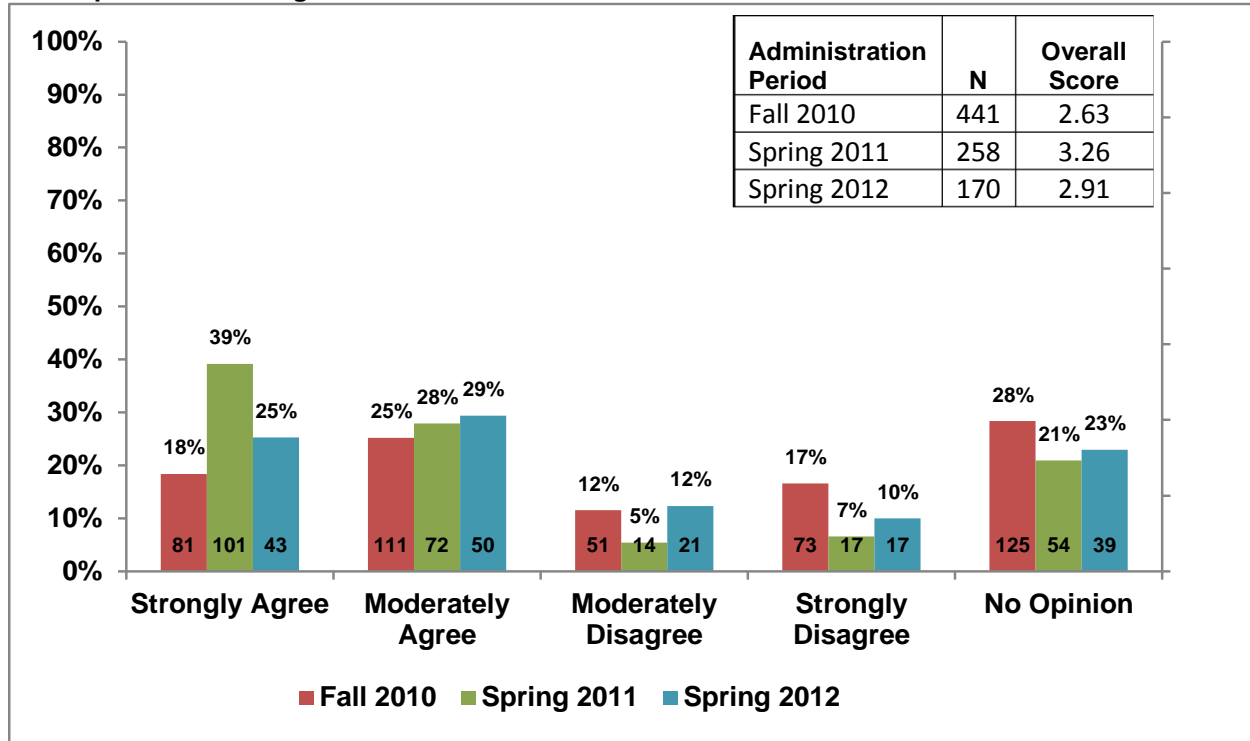
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.05	.89	44	2.38	1.04	63	.001*
FT Faculty	2.84	.93	62	2.39	.98	98	.004*
Classified	3.08	.89	65	2.50	.97	120	.000*
Administrator	3.15	.73	26	2.88	.83	32	.186
Overall	3.01	.88	197	2.48	.98	313	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

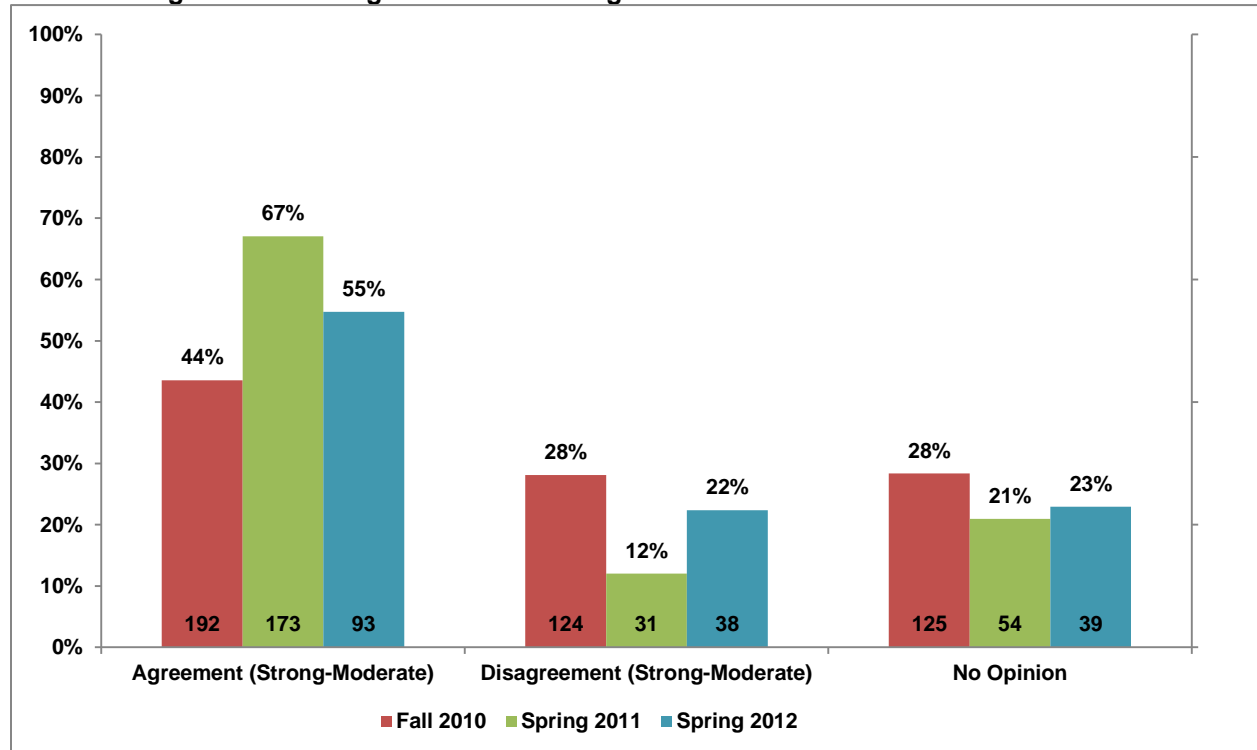
Histograms / Data Analysis

**43. My constituency group (faculty/classified/administrator) has been asked to participate in a dialogue about improving student learning.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

#### 43. My constituency group (faculty/classified/administrator) has been asked to participate in a dialogue about improving student learning.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	170	2.91	Fall 2010 - Spring 2012	10.5%	Yes	0.027	23.204	0.000
Spring 2011	258	3.26	Spring 2011 - Spring 2012	-10.8%	Yes	0.007		
Fall 2010	441	2.63	Fall 2010 - Spring 2011	23.8%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.83	1.08	40	2.81	1.05	67	.929
FT Faculty	3.10	.87	40	2.80	1.10	106	.125
Classified	2.78	1.18	32	2.29	1.10	112	.029*
Administrator	2.89	.74	19	2.94	.93	31	.872
Overall	2.91	1.00	131	2.63	1.10	316	.027

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.83	1.08	40	3.44	.77	48	.003*
FT Faculty	3.10	.87	40	3.49	.78	68	.020*
Classified	2.78	1.18	32	2.90	1.05	62	.611
Administrator	2.89	.74	19	3.19	.90	26	.243
Overall	2.91	1.00	131	3.26	.91	204	.007

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

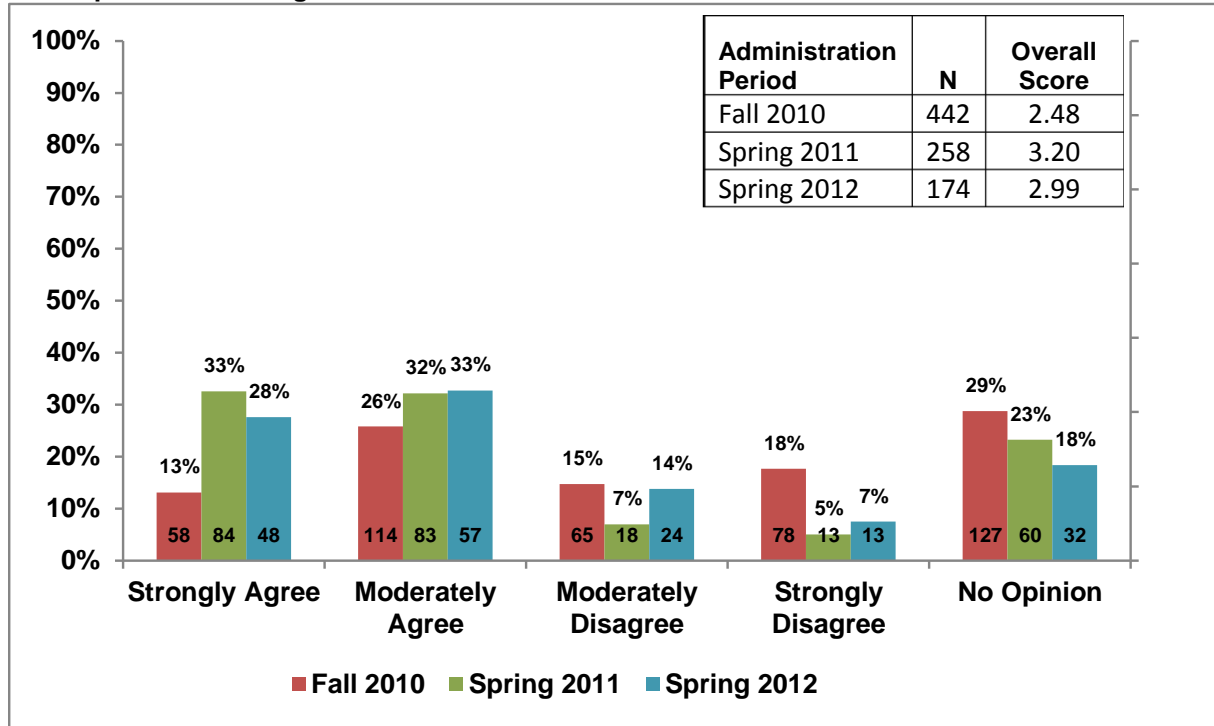
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.44	.77	48	2.81	1.05	67	.001*
FT Faculty	3.49	.78	68	2.80	1.10	106	.000*
Classified	2.90	1.05	62	2.29	1.10	112	.000*
Administrator	3.19	.90	26	2.94	.93	31	.295
Overall	3.26	.91	204	2.63	1.10	316	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

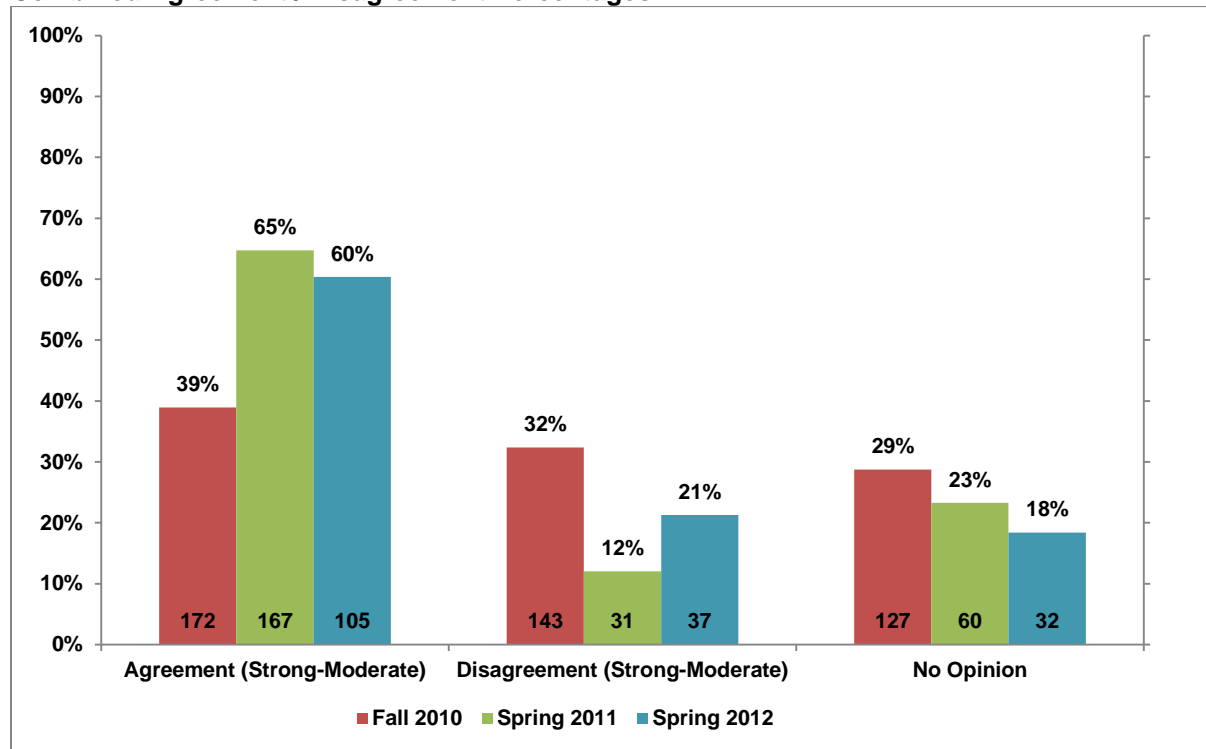
Histograms / Data Analysis

**44. My constituency group (faculty/classified/administrator) has been asked to participate in a dialogue about improving institutional processes.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

#### 44. My constituency group (faculty/classified/administrator) has been asked to participate in a dialogue about improving institutional processes.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	174	2.99	Fall 2010 - Spring 2012	20.3%	Yes	0.000	36.039	0.000
Spring 2011	258	3.20	Spring 2011 - Spring 2012	-6.7%	No	0.110		
Fall 2010	442	2.48	Fall 2010 - Spring 2011	29.0%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.72	1.11	36	2.52	1.03	61	.377
FT Faculty	3.02	.84	42	2.45	1.11	101	.003*
Classified	2.98	.94	43	2.38	1.05	121	.001*
Administrator	3.38	.67	21	2.91	.89	32	.043*
Overall	2.99	.94	142	2.48	1.06	315	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.72	1.11	36	3.20	.97	40	.049*
FT Faculty	3.02	.84	42	3.26	.83	65	.154
Classified	2.98	.94	43	3.14	.86	65	.360
Administrator	3.38	.67	21	3.21	.79	28	.439
Overall	2.99	.94	142	3.20	.86	198	.110

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

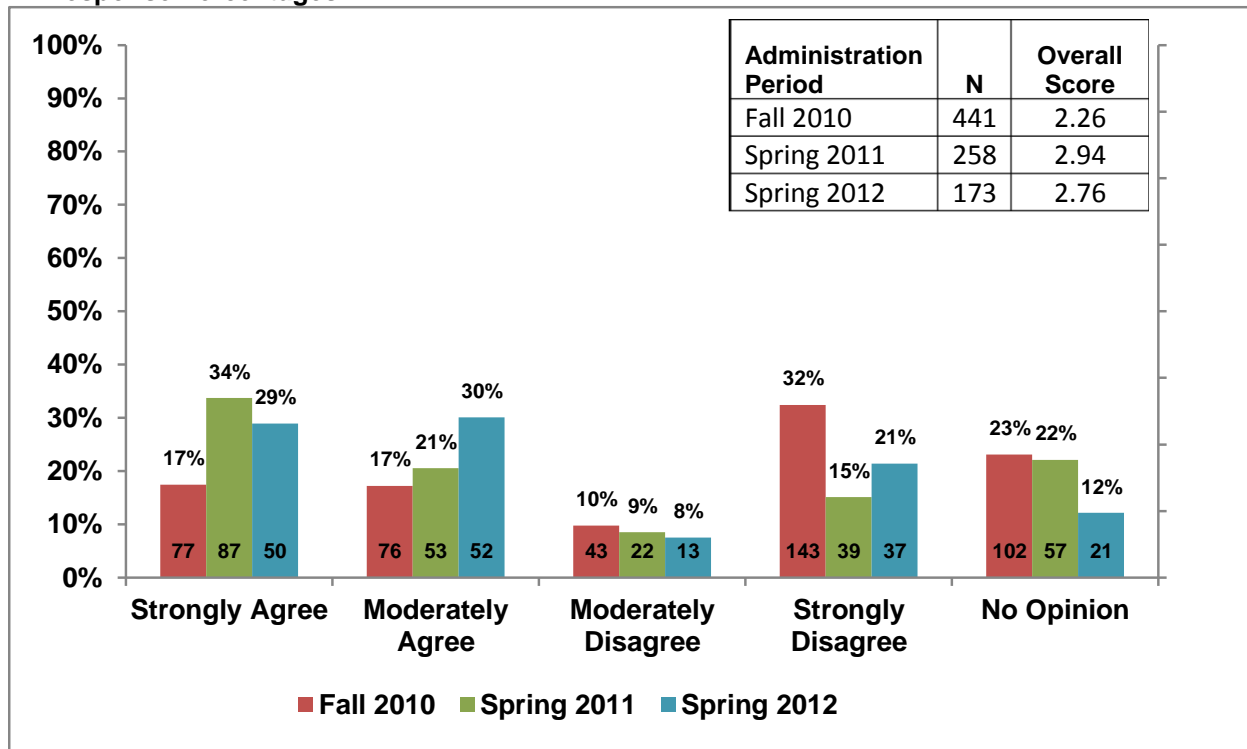
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.20	.97	40	2.52	1.03	61	.001*
FT Faculty	3.26	.83	65	2.45	1.11	101	.000*
Classified	3.14	.86	65	2.38	1.05	121	.000*
Administrator	3.21	.79	28	2.91	.89	32	.164
Overall	3.20	.86	198	2.48	1.06	315	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

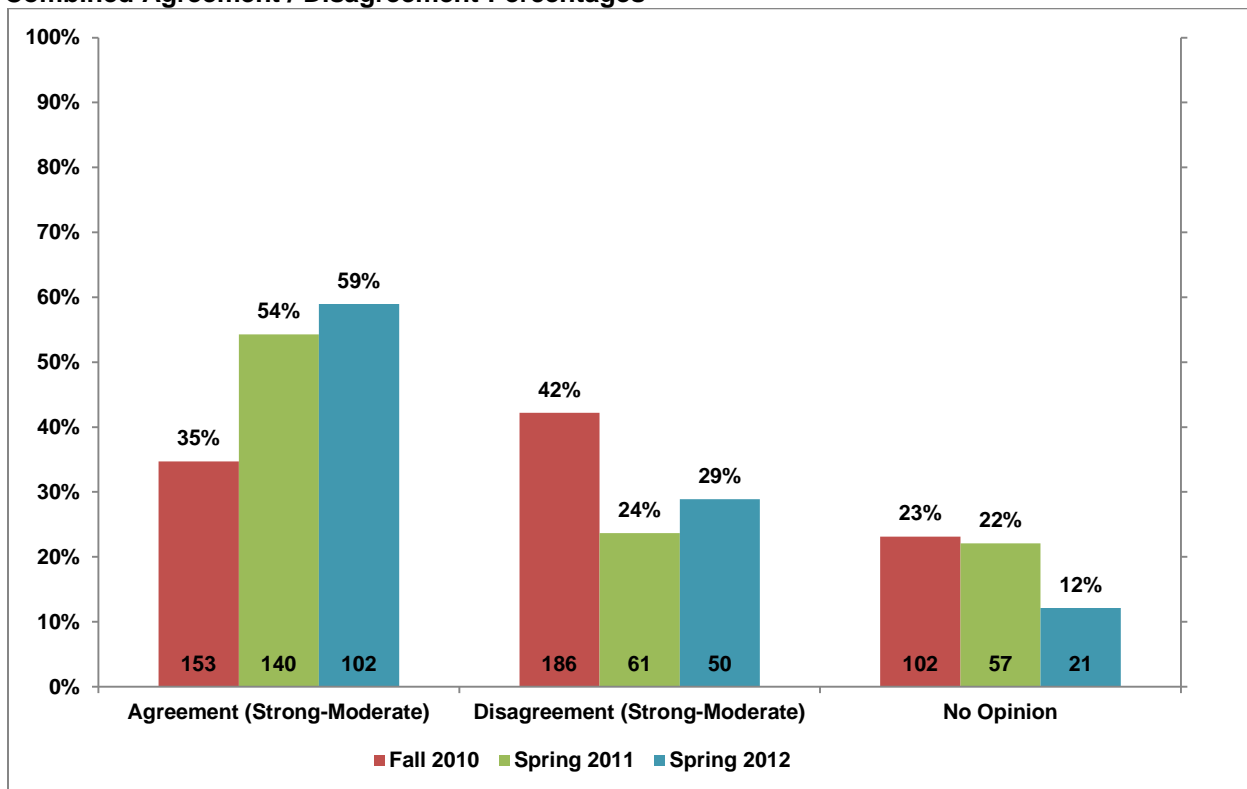
Histograms / Data Analysis

**45. I have participated in a dialogue about improving student learning.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



## Histograms / Data Analysis

### 45. I have participated in a dialogue about improving student learning.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	173	2.76	Fall 2010 - Spring 2012	22.2%	Yes	0.000	23.199	0.000
Spring 2011	258	2.94	Spring 2011 - Spring 2012	-6.1%	No	0.341		
Fall 2010	441	2.26	Fall 2010 - Spring 2011	30.1%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.77	1.21	43	2.28	1.20	74	.038*
FT Faculty	2.98	1.09	42	2.70	1.21	104	.204
Classified	2.40	1.18	45	1.76	1.08	129	.001*
Administrator	3.05	1.00	22	2.75	1.14	32	.329
Overall	2.76	1.16	152	2.26	1.22	339	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.77	1.21	43	2.92	1.16	48	.551
FT Faculty	2.98	1.09	42	3.49	.81	67	.006*
Classified	2.40	1.18	45	2.17	1.15	60	.311
Administrator	3.05	1.00	22	3.31	.88	26	.340
Overall	2.76	1.16	152	2.94	1.16	201	.341

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

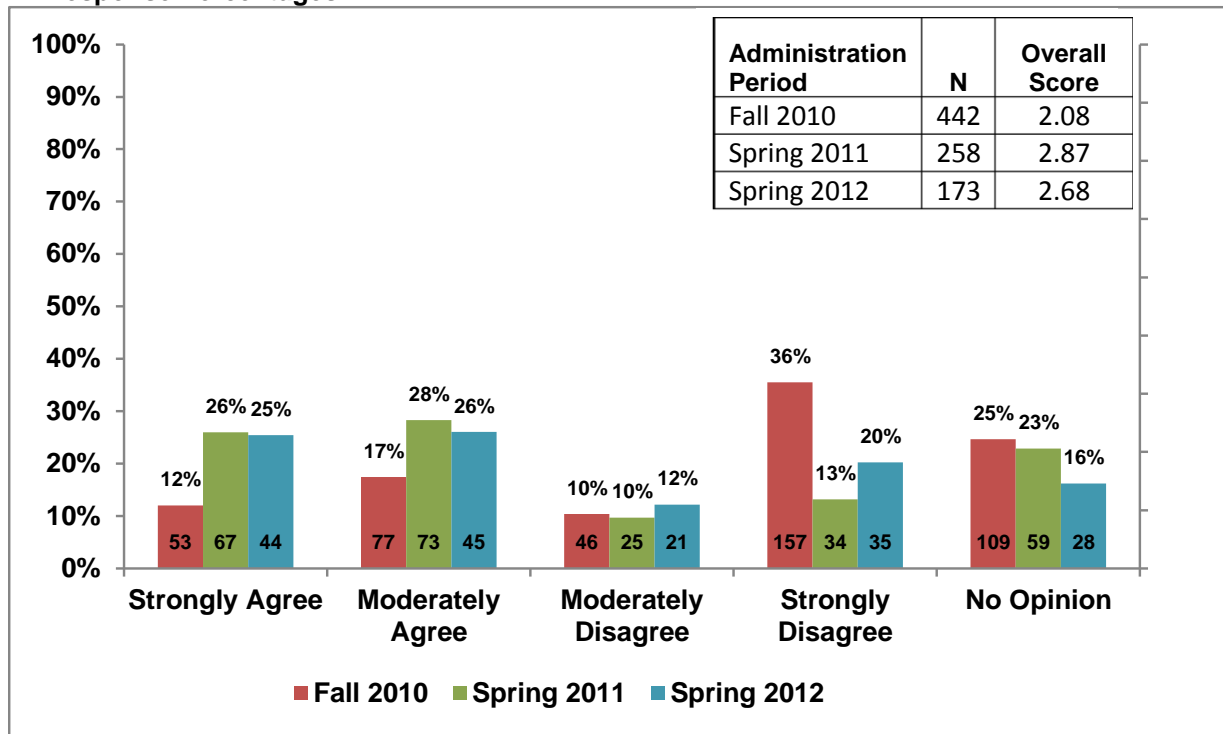
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.92	1.16	48	2.28	1.20	74	.005*
FT Faculty	3.49	.81	67	2.70	1.21	104	.000*
Classified	2.17	1.15	60	1.76	1.08	129	.019*
Administrator	3.31	.88	26	2.75	1.14	32	.045*
Overall	2.94	1.16	201	2.26	1.22	339	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

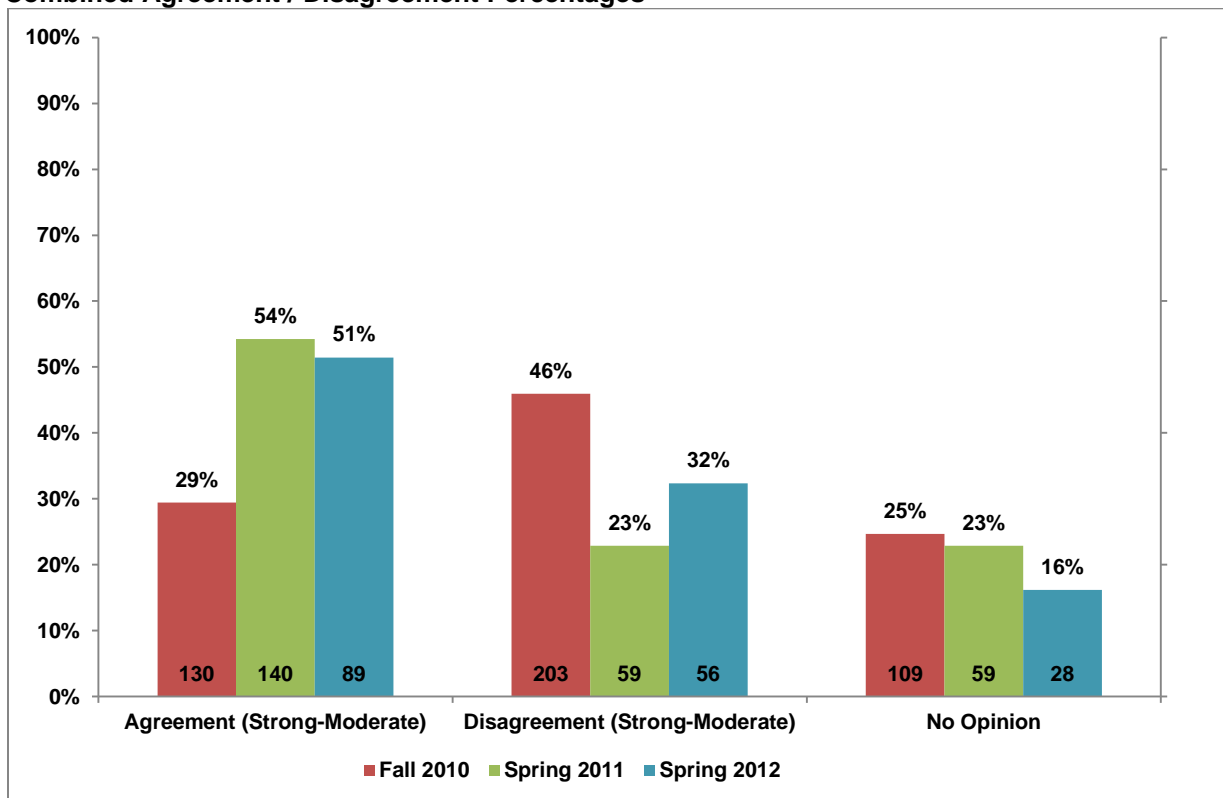
Histograms / Data Analysis

**46. I have participated in a dialogue about improving institutional processes.**

All Response Percentages



Combined Agreement / Disagreement Percentages





## Histograms / Data Analysis

### 46. I have participated in a dialogue about improving institutional processes.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	173	2.68	Fall 2010 - Spring 2012	28.8%	Yes	0.000	34.695	0.000
Spring 2011	258	2.87	Spring 2011 - Spring 2012	-6.7%	No	0.259		
Fall 2010	442	2.08	Fall 2010 - Spring 2011	38.1%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.43	1.24	40	1.90	1.14	68	.026*
FT Faculty	2.88	1.10	41	2.24	1.21	100	.004*
Classified	2.42	1.07	43	1.84	1.05	132	.002*
Administrator	3.29	.96	21	2.91	1.01	33	.179
Overall	2.68	1.15	145	2.08	1.16	333	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.43	1.24	40	2.52	1.23	42	.718
FT Faculty	2.88	1.10	41	3.15	.94	67	.176
Classified	2.42	1.07	43	2.61	1.05	61	.376
Administrator	3.29	.96	21	3.28	.80	29	.969
Overall	2.68	1.15	145	2.87	1.07	199	.259

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

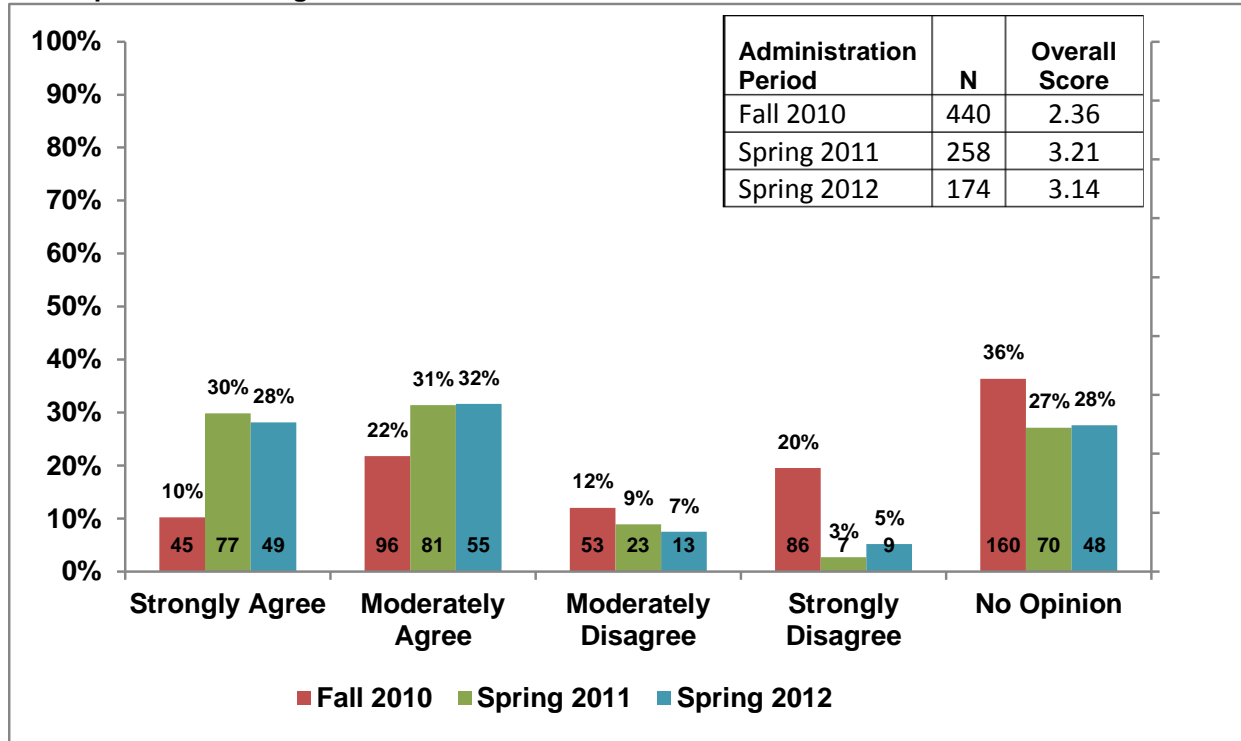
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.52	1.23	42	1.90	1.14	68	.008*
FT Faculty	3.15	.94	67	2.24	1.21	100	.000*
Classified	2.61	1.05	61	1.84	1.05	132	.000*
Administrator	3.28	.80	29	2.91	1.01	33	.122
Overall	2.87	1.07	199	2.08	1.16	333	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

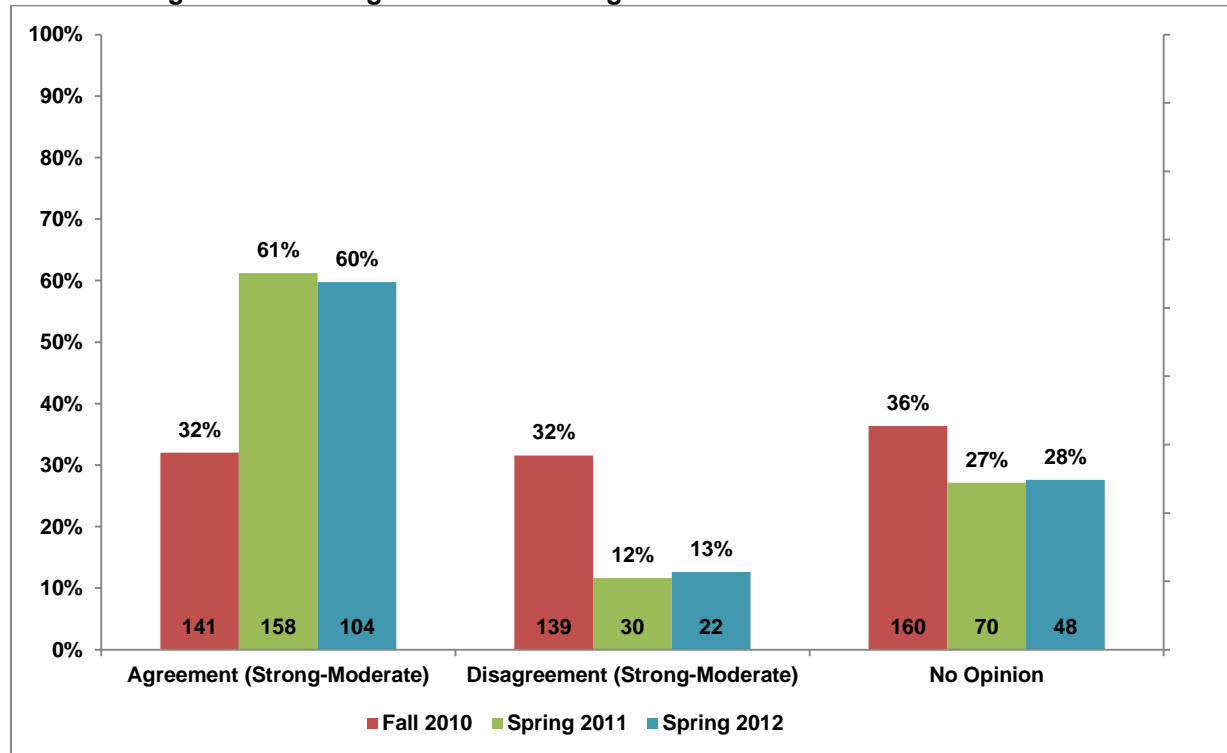
Histograms / Data Analysis

**47. Dialogue about student learning and institutional processes has been conducted in a collegial manner.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

### 47. Dialogue about student learning and institutional processes has been conducted in a collegial manner.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	174	3.14	Fall 2010 - Spring 2012	33.3%	Yes	0.000	55.550	0.000
Spring 2011	258	3.21	Spring 2011 - Spring 2012	-2.2%	No	0.801		
Fall 2010	440	2.36	Fall 2010 - Spring 2011	36.3%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.26	.86	31	2.45	1.11	58	.001*
FT Faculty	3.13	.94	38	2.28	1.10	95	.000*
Classified	2.86	.86	37	2.18	1.03	96	.000*
Administrator	3.50	.69	20	2.97	.95	31	.035*
Overall	3.14	.87	126	2.36	1.08	280	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.26	.86	31	3.28	.88	43	.919
FT Faculty	3.13	.94	38	3.27	.81	62	.423
Classified	2.86	.86	37	3.04	.71	56	.299
Administrator	3.50	.69	20	3.33	.78	27	.452
Overall	3.14	.87	126	3.21	.80	188	.801

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

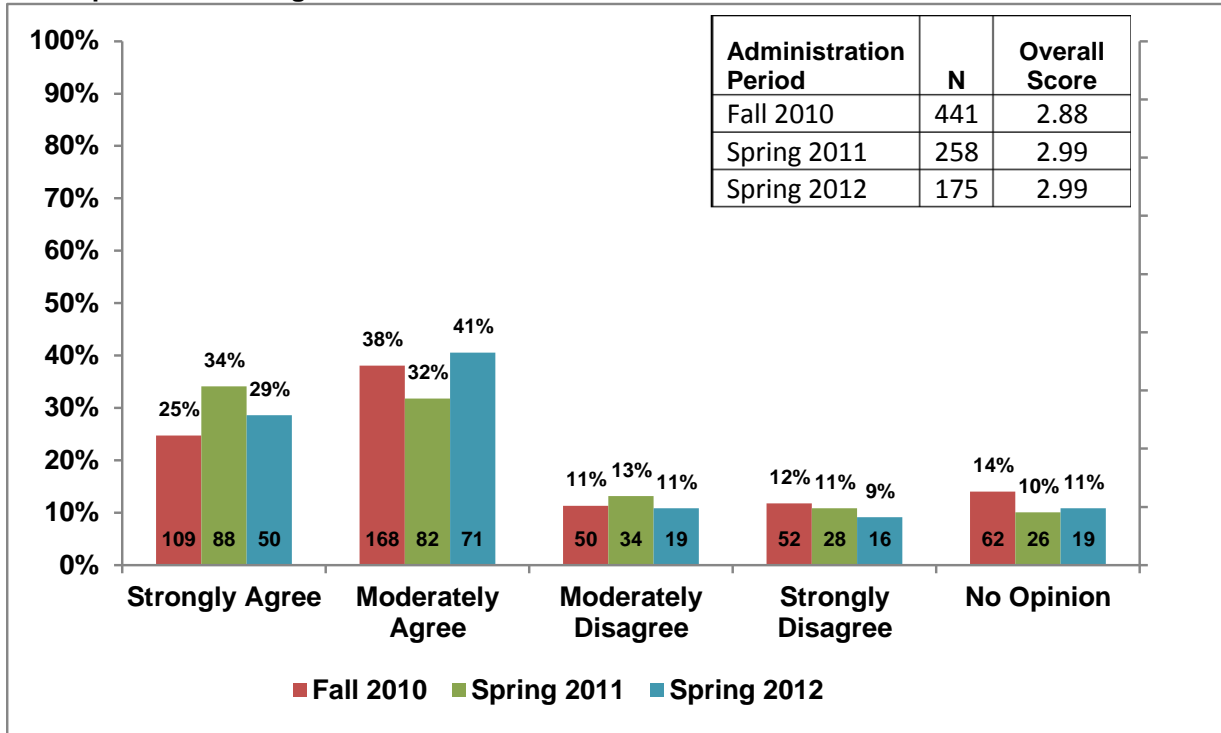
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.28	.88	43	2.45	1.11	58	.000*
FT Faculty	3.27	.81	62	2.28	1.10	95	.000*
Classified	3.04	.71	56	2.18	1.03	96	.000*
Administrator	3.33	.78	27	2.97	.95	31	.118
Overall	3.21	.80	188	2.36	1.08	280	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

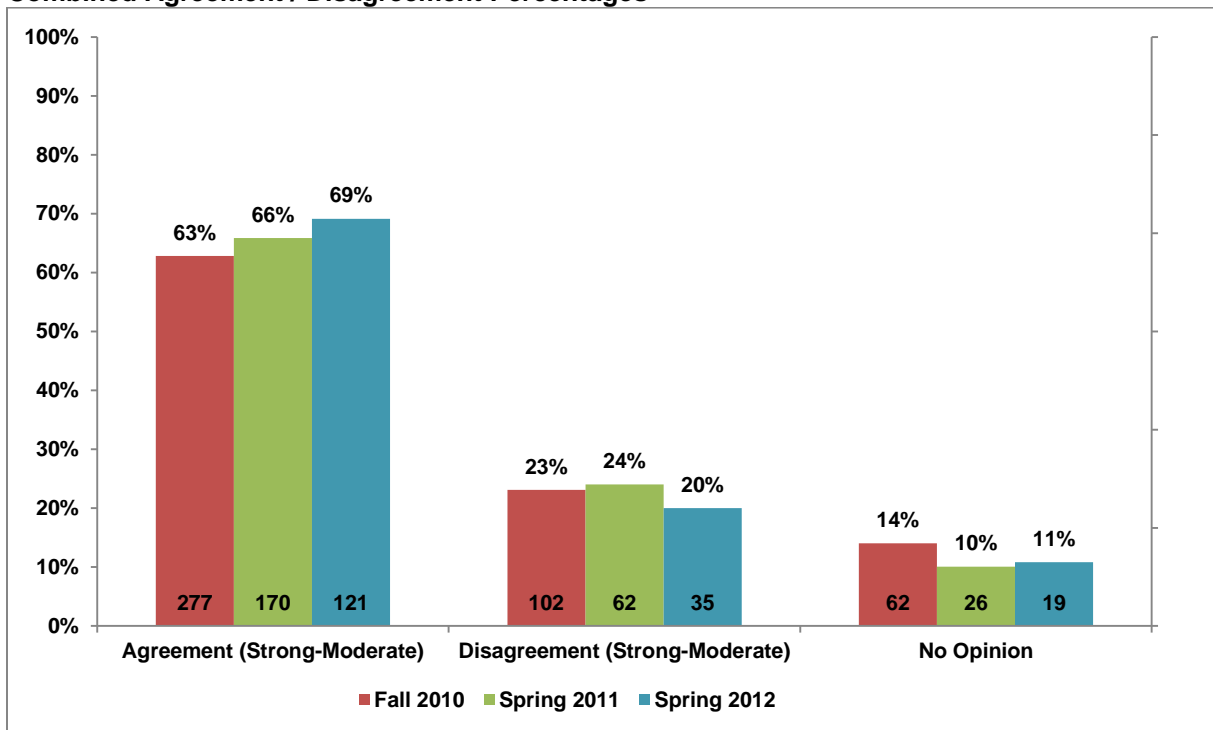
Histograms / Data Analysis

**48a. [Human Resources] The operational processes and departments listed below allow me to perform my job effectively and efficiently.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



## Histograms / Data Analysis

**48a. [Human Resources] The operational processes and departments listed below allow me to perform my job effectively and efficiently.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	175	2.99	Fall 2010 - Spring 2012	3.9%	No	0.448	1.239	0.290
Spring 2011	258	2.99	Spring 2011 - Spring 2012	0.1%	No	1.000		
Fall 2010	441	2.88	Fall 2010 - Spring 2011	3.8%	No	0.367		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.12	.94	42	3.26	.82	76	.389
FT Faculty	3.02	.99	41	2.66	1.02	101	.056
Classified	2.92	.98	51	2.86	1.00	167	.681
Administrator	2.86	.64	22	2.80	.87	35	.768
Overall	2.99	.93	156	2.88	.98	379	.448

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.12	.94	42	3.36	.87	55	.188
FT Faculty	3.02	.99	41	2.93	1.03	67	.624
Classified	2.92	.98	51	2.90	1.03	81	.911
Administrator	2.86	.64	22	2.69	.97	29	.469
Overall	2.99	.93	156	2.99	1.01	232	1.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

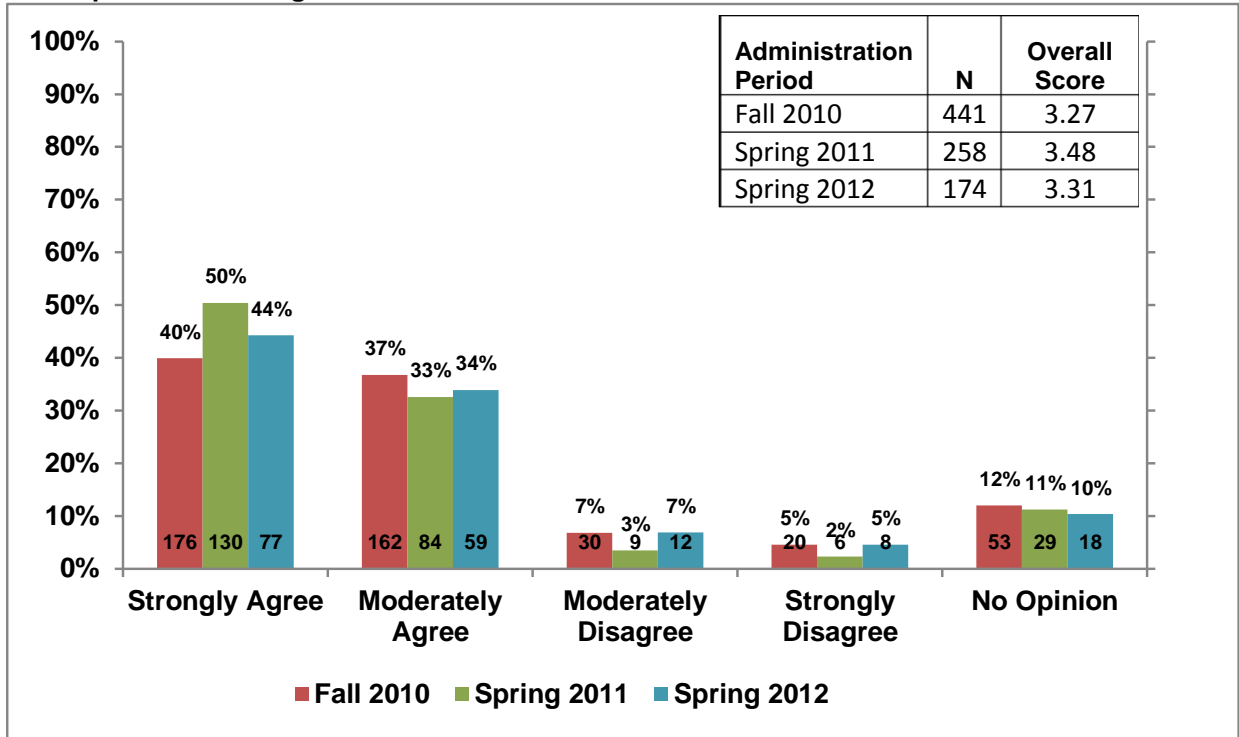
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.36	.87	55	3.26	.82	76	.501
FT Faculty	2.93	1.03	67	2.66	1.02	101	.107
Classified	2.90	1.03	81	2.86	1.00	167	.742
Administrator	2.69	.97	29	2.80	.87	35	.632
Overall	2.99	1.01	232	2.88	.98	379	.367

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

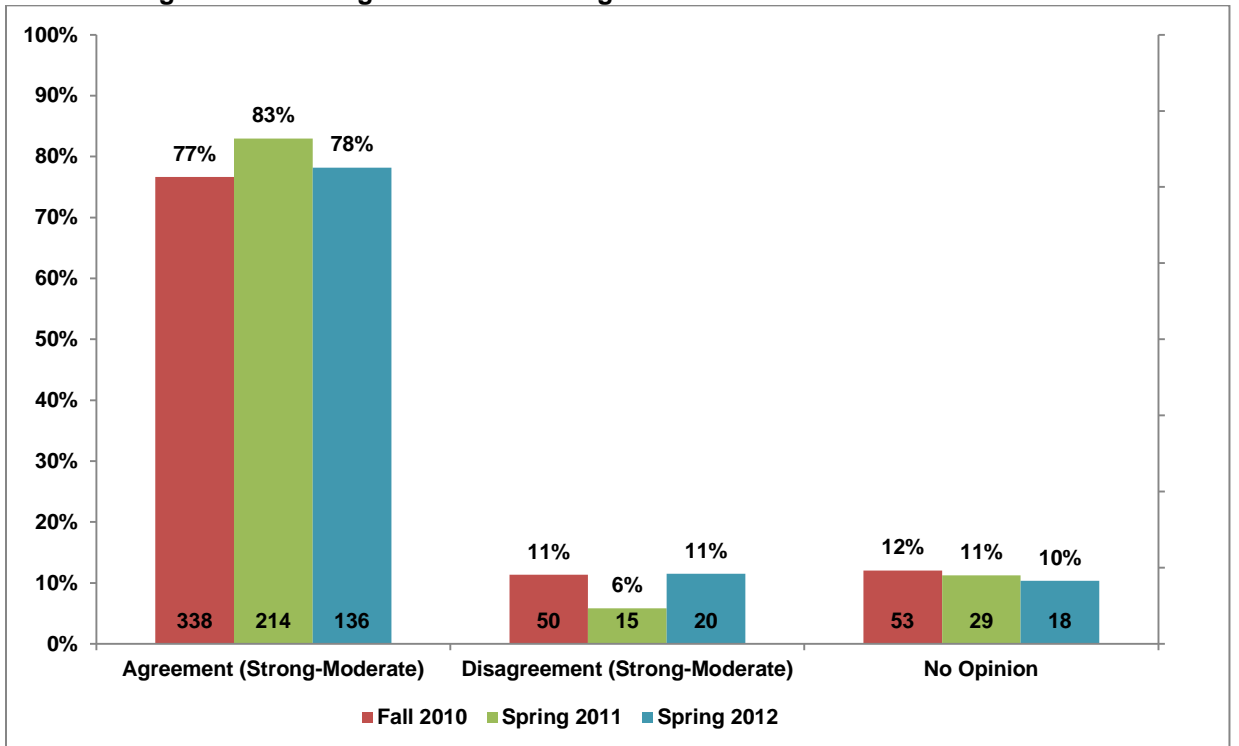
Histograms / Data Analysis

**48b. [Payroll] The operational processes and departments listed below allow me to perform my job effectively and efficiently.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

**48b. [Payroll] The operational processes and departments listed below allow me to perform my job effectively and efficiently.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	174	3.31	Fall 2010 - Spring 2012	1.2%	No	0.846	4.932	0.007
Spring 2011	258	3.48	Spring 2011 - Spring 2012	-4.7%	No	0.116		
Fall 2010	441	3.27	Fall 2010 - Spring 2011	6.2%	Yes	0.006		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.22	.96	41	3.31	.76	80	.561
FT Faculty	3.32	.80	44	2.98	.97	105	.044*
Classified	3.47	.71	49	3.43	.69	167	.735
Administrator	3.14	.83	22	3.31	.79	36	.440
Overall	3.31	.83	156	3.27	.82	388	.846

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.22	.96	41	3.53	.66	57	.064
FT Faculty	3.32	.80	44	3.44	.84	62	.472
Classified	3.47	.71	49	3.57	.57	81	.386
Administrator	3.14	.83	22	3.21	.73	29	.749
Overall	3.31	.83	156	3.48	.70	229	.116

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

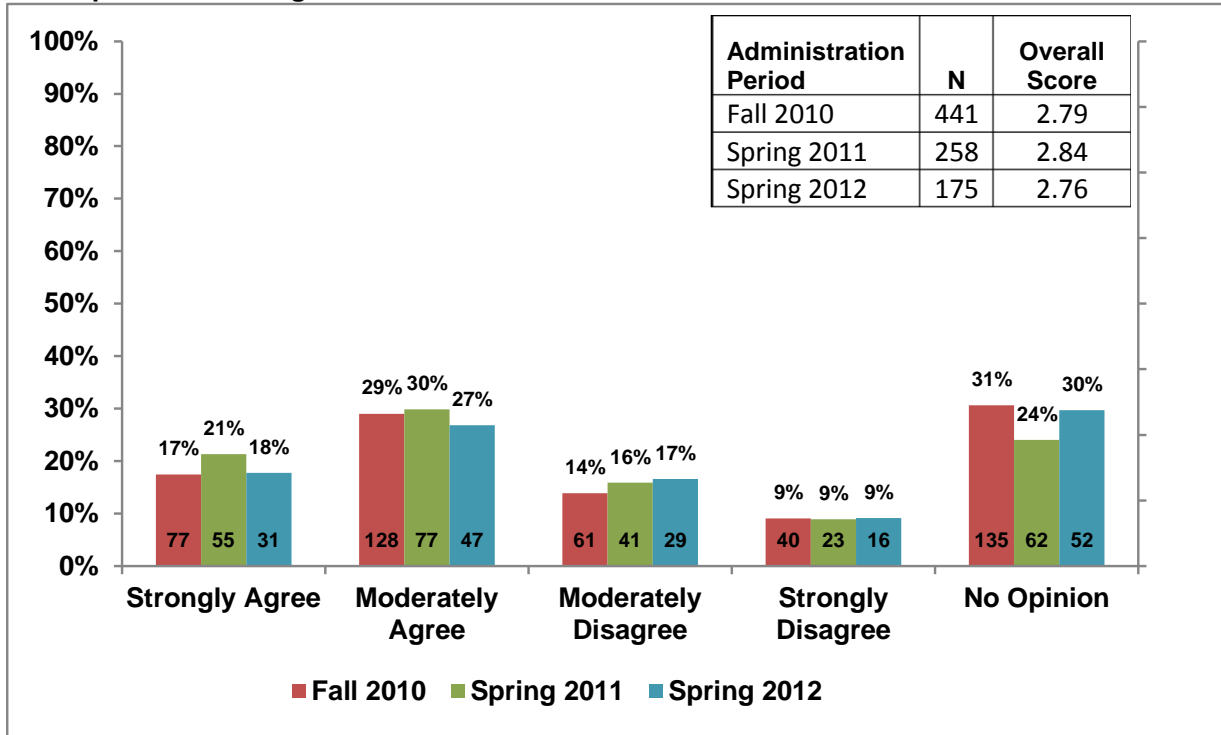
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.53	.66	57	3.31	.76	80	.088
FT Faculty	3.44	.84	62	2.98	.97	105	.003*
Classified	3.57	.57	81	3.43	.69	167	.123
Administrator	3.21	.73	29	3.31	.79	36	.605
Overall	3.48	.70	229	3.27	.82	388	.006

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

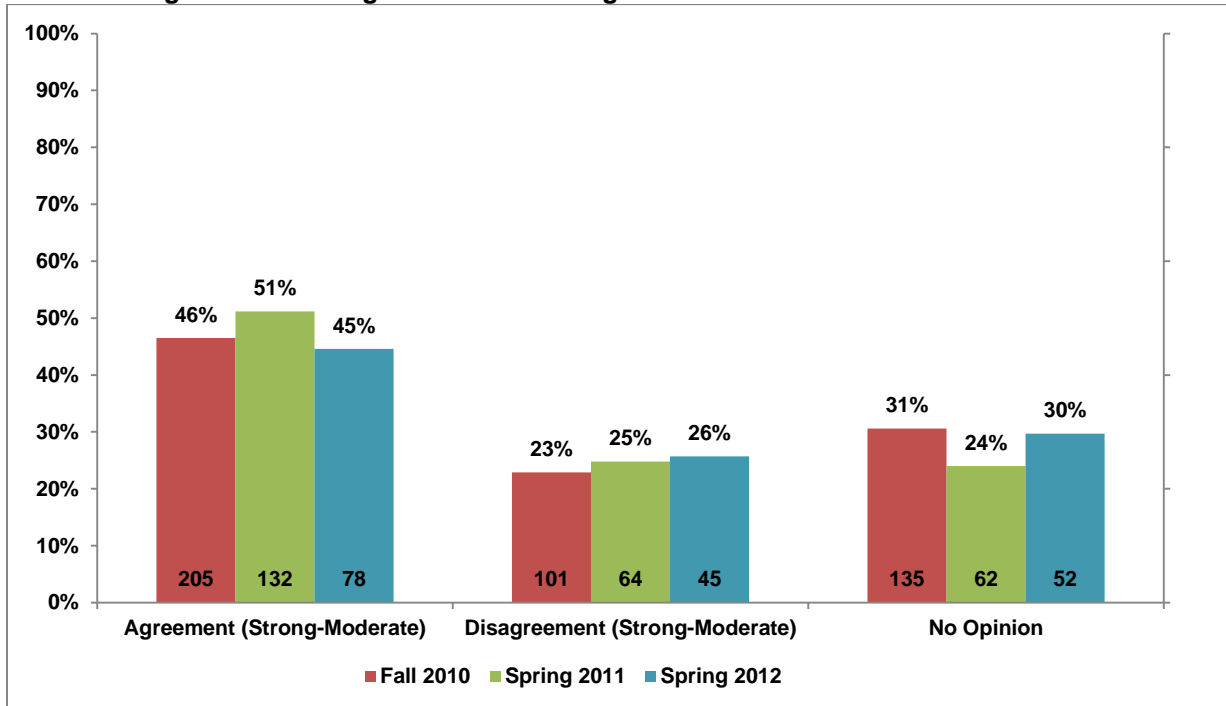
Histograms / Data Analysis

**48c. [Purchasing] The operational processes and departments listed below allow me to perform my job effectively and efficiently.**

All Response Percentages



Combined Agreement / Disagreement Percentages





## Histograms / Data Analysis

**48c. [Purchasing] The operational processes and departments listed below allow me to perform my job effectively and efficiently.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	175	2.76	Fall 2010 - Spring 2012	-1.2%	No	0.940	0.280	0.756
Spring 2011	258	2.84	Spring 2011 - Spring 2012	-2.8%	No	0.750		
Fall 2010	441	2.79	Fall 2010 - Spring 2011	1.6%	No	0.863		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.95	1.07	21	3.10	.89	41	.573
FT Faculty	2.65	1.02	31	2.43	.97	81	.309
Classified	2.73	1.00	49	2.89	.98	149	.350
Administrator	2.77	.81	22	2.86	.77	35	.695
Overall	2.76	.98	123	2.79	.97	306	.940

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.95	1.07	21	3.46	.65	37	.028*
FT Faculty	2.65	1.02	31	2.58	1.12	53	.806
Classified	2.73	1.00	49	2.73	.97	77	.967
Administrator	2.77	.81	22	2.79	.66	29	.923
Overall	2.76	.98	123	2.84	.97	196	.750

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

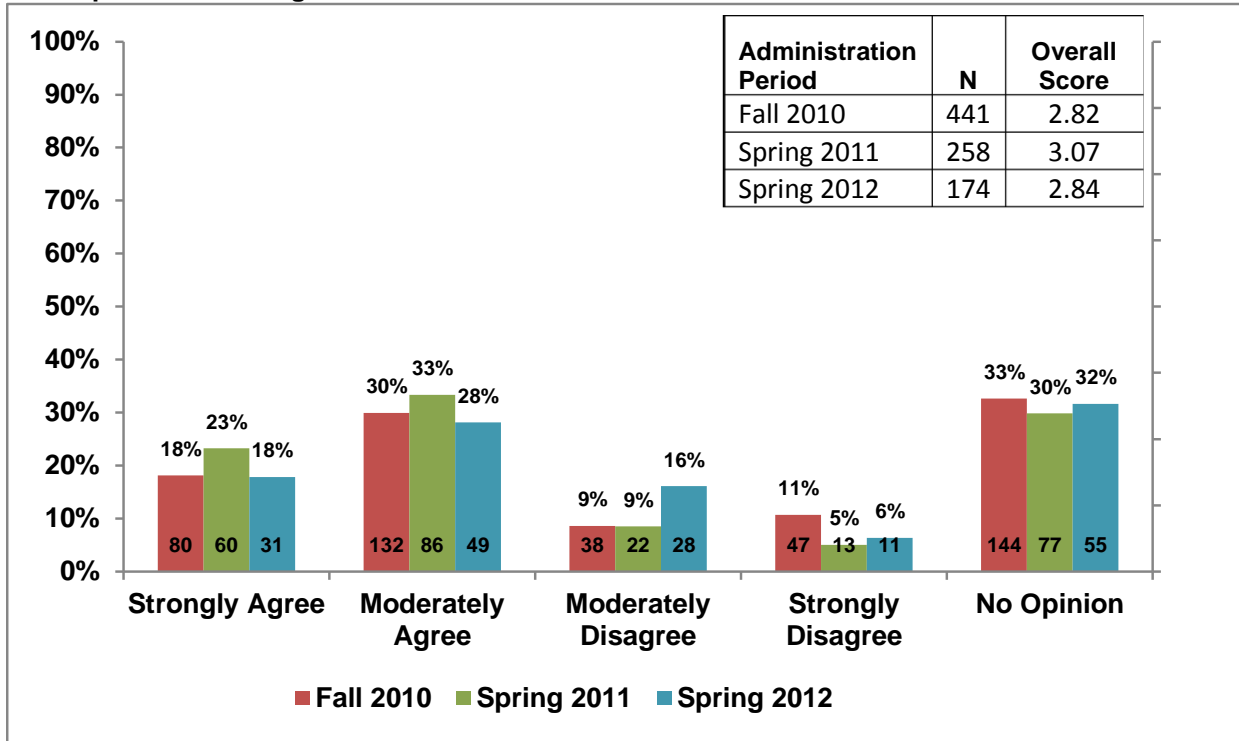
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.46	.65	37	3.10	.89	41	.045*
FT Faculty	2.58	1.12	53	2.43	.97	81	.404
Classified	2.73	.97	77	2.89	.98	149	.247
Administrator	2.79	.66	29	2.86	.77	35	.728
Overall	2.84	.97	196	2.79	.97	306	.863

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

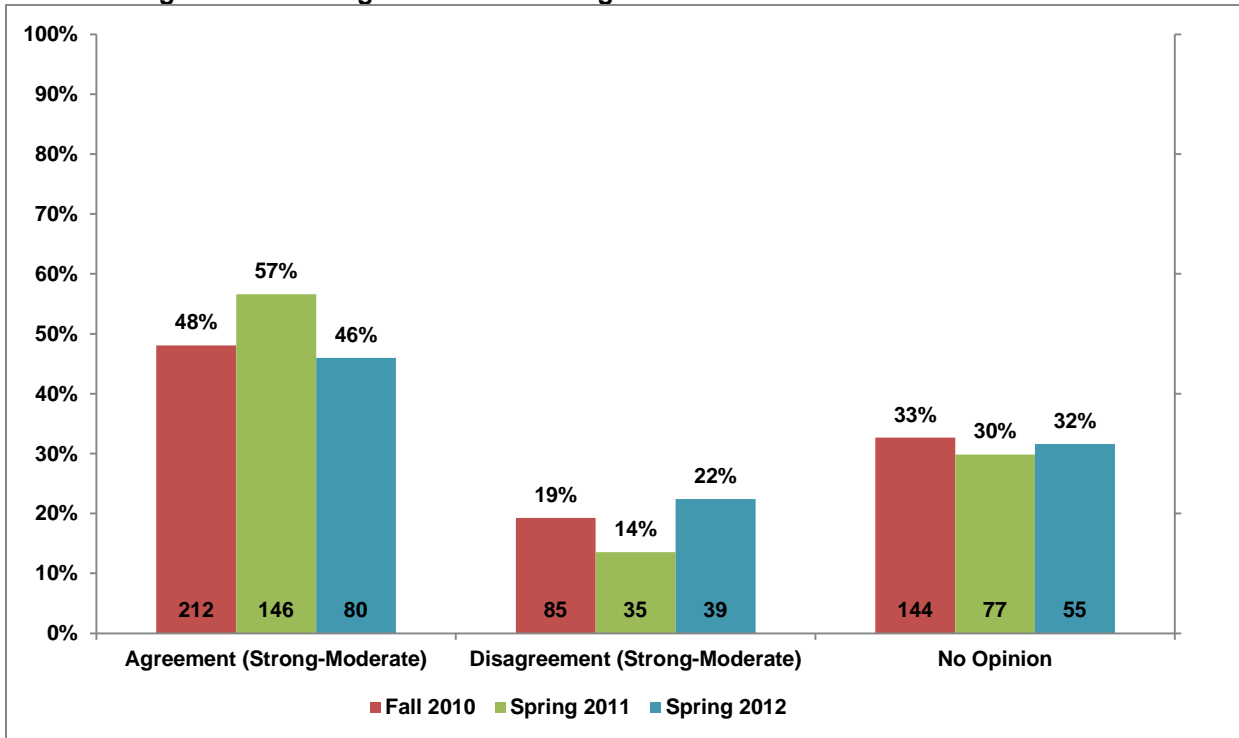
Histograms / Data Analysis

**48d. Fiscal] The operational processes and departments listed below allow me to perform my job effectively and efficiently.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

**48d. [Fiscal] The operational processes and departments listed below allow me to perform my job effectively and efficiently.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	174	2.84	Fall 2010 - Spring 2012	0.5%	No	0.988	3.980	0.019
Spring 2011	258	3.07	Spring 2011 - Spring 2012	-7.4%	No	0.107		
Fall 2010	441	2.82	Fall 2010 - Spring 2011	8.5%	Yes	0.019		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.90	1.21	20	2.83	1.06	42	.825
FT Faculty	2.61	.97	33	2.25	1.02	72	.094
Classified	2.96	.82	45	3.07	.90	150	.461
Administrator	2.90	.70	21	2.97	.85	33	.771
Overall	2.84	.92	119	2.82	1.00	297	.988

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.90	1.21	20	3.50	.51	34	.014*
FT Faculty	2.61	.97	33	2.83	.95	48	.297
Classified	2.96	.82	45	3.11	.87	71	.336
Administrator	2.90	.70	21	2.82	.82	28	.710
Overall	2.84	.92	119	3.07	.86	181	.107

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

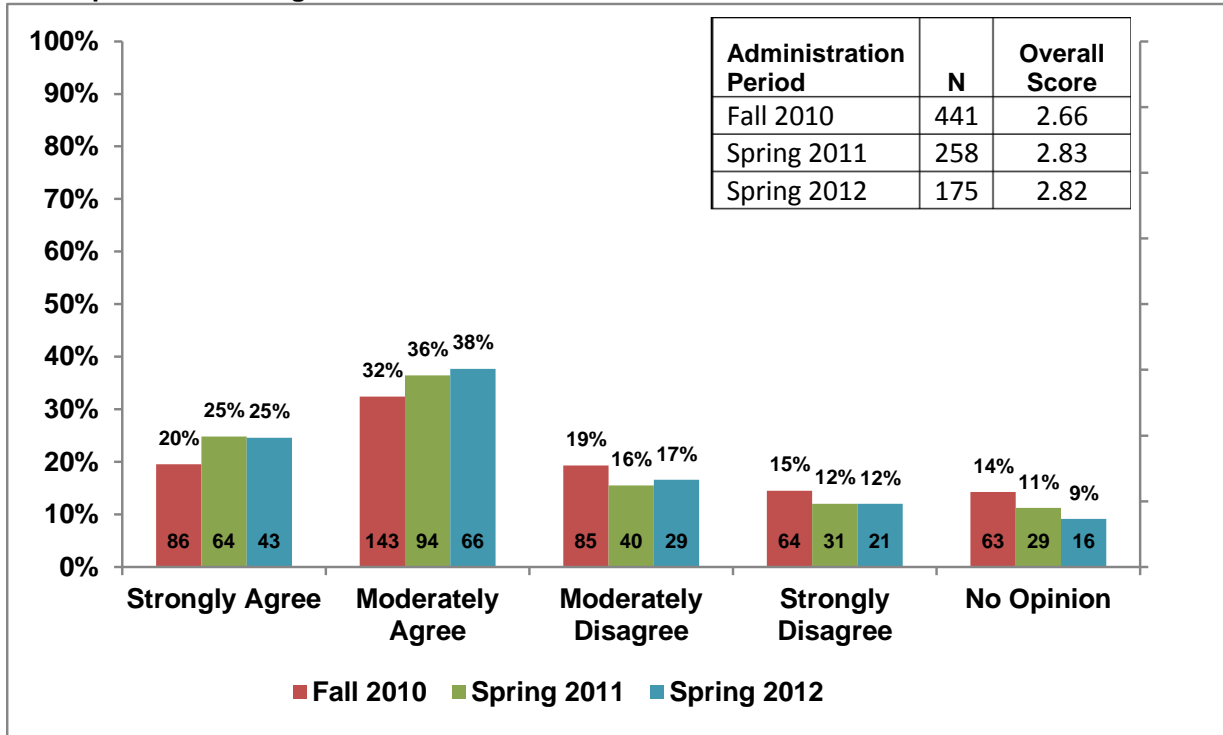
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.50	.51	34	2.83	1.06	42	.001*
FT Faculty	2.83	.95	48	2.25	1.02	72	.002*
Classified	3.11	.87	71	3.07	.90	150	.721
Administrator	2.82	.82	28	2.97	.85	33	.492
Overall	3.07	.86	181	2.82	1.00	297	.019

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

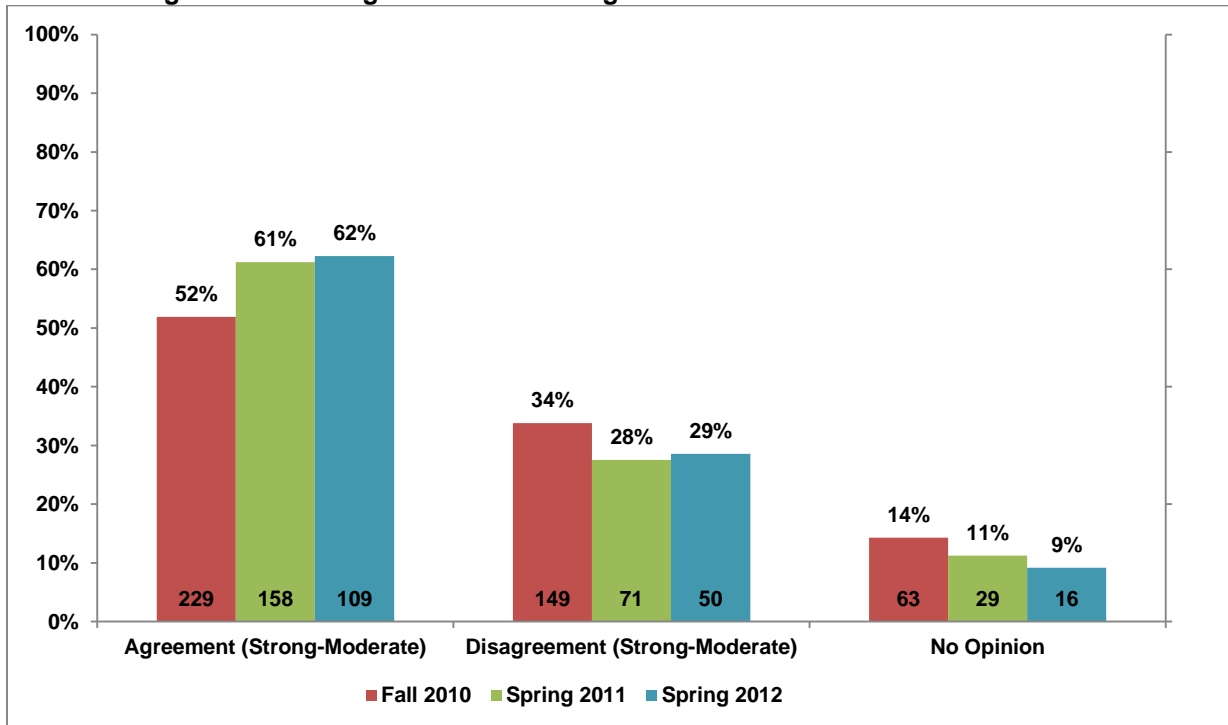
Histograms / Data Analysis

**48e. [Technology] The operational processes and departments listed below allow me to perform my job effectively and efficiently.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

**48e. [Technology] The operational processes and departments listed below allow me to perform my job effectively and efficiently.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	175	2.82	Fall 2010 - Spring 2012	6.0%	No	0.207	2.660	0.071
Spring 2011	258	2.83	Spring 2011 - Spring 2012	-0.4%	No	0.995		
Fall 2010	441	2.66	Fall 2010 - Spring 2011	6.4%	No	0.104		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.13	.98	39	2.93	.98	74	.316
FT Faculty	2.53	.92	45	2.32	.98	108	.224
Classified	2.91	1.06	53	2.84	.98	160	.697
Administrator	2.68	.72	22	2.33	.93	36	.137
Overall	2.82	.98	159	2.66	1.01	378	.207

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.13	.98	39	3.16	.87	50	.871
FT Faculty	2.53	.92	45	2.63	1.05	68	.607
Classified	2.91	1.06	53	2.87	.97	83	.830
Administrator	2.68	.72	22	2.64	.95	28	.874
Overall	2.82	.98	159	2.83	.99	229	.995

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

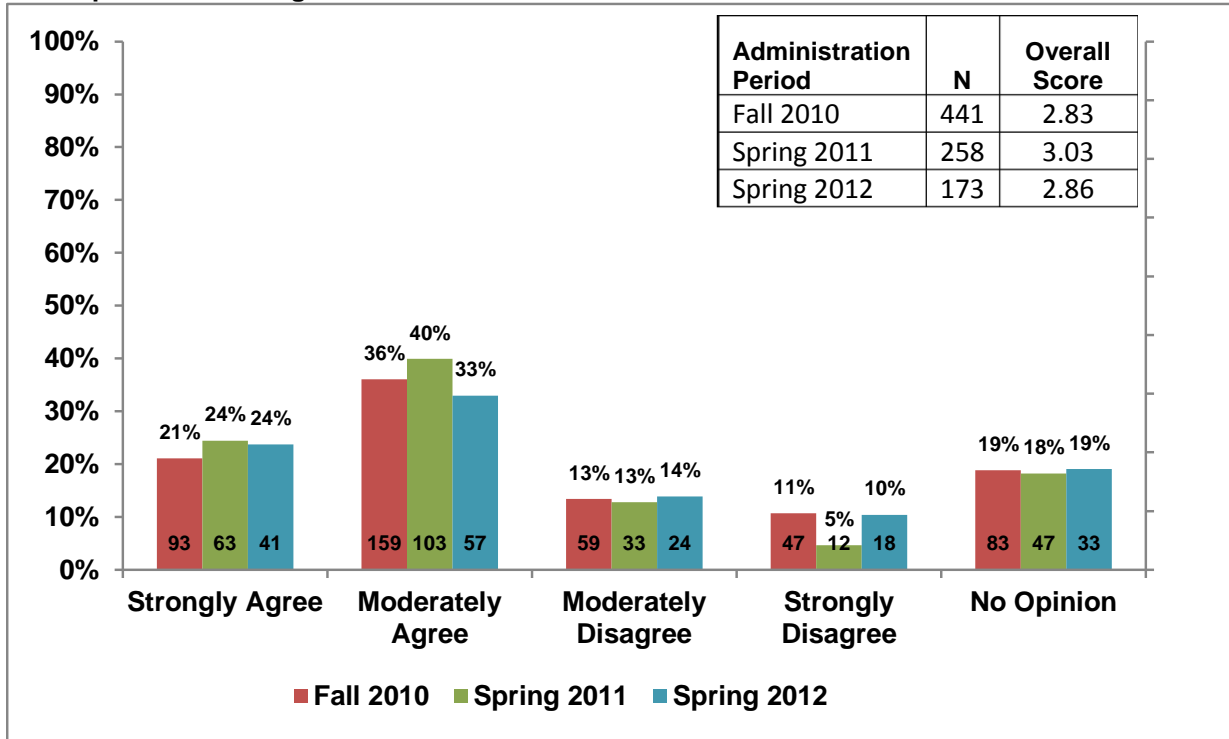
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.16	.87	50	2.93	.98	74	.188
FT Faculty	2.63	1.05	68	2.32	.98	108	.050
Classified	2.87	.97	83	2.84	.98	160	.858
Administrator	2.64	.95	28	2.33	.93	36	.195
Overall	2.83	.99	229	2.66	1.01	378	.104

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

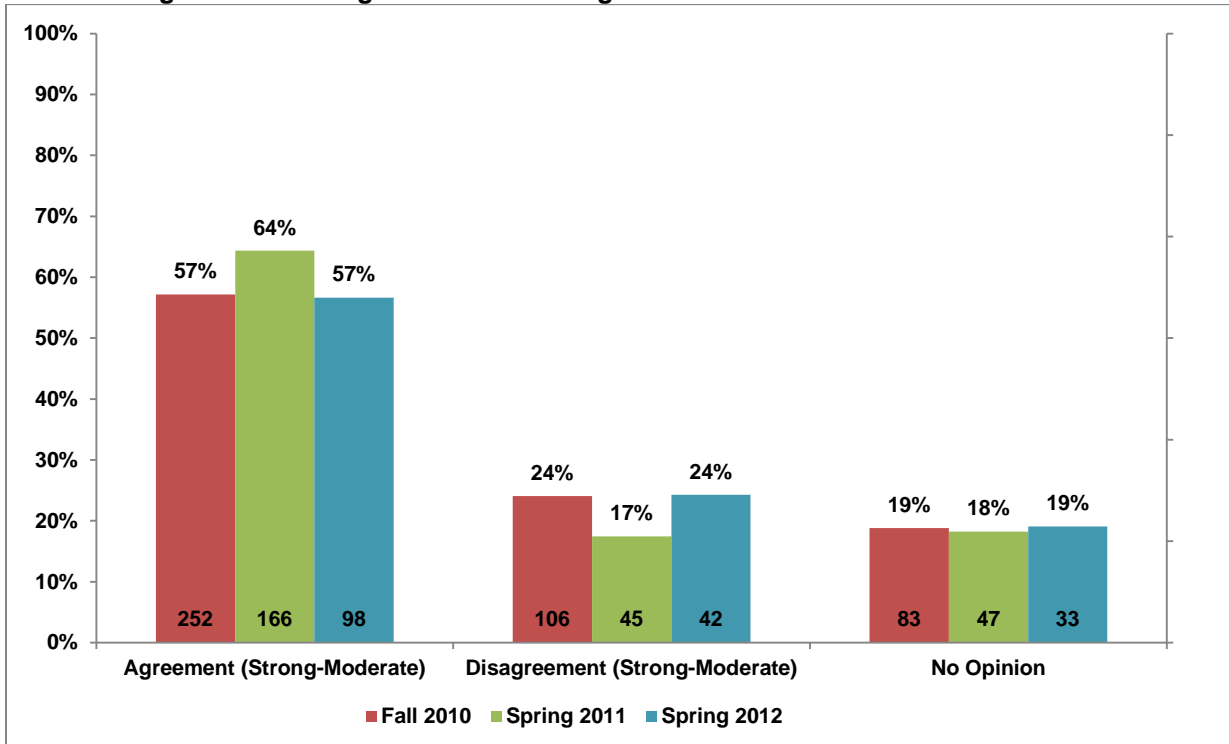
Histograms / Data Analysis

**48f. [Facilities Use] The operational processes and departments listed below allow me to perform my job effectively and efficiently.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

**48f. [Facilities Use] The operational processes and departments listed below allow me to perform my job effectively and efficiently.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	173	2.86	Fall 2010 - Spring 2012	1.1%	No	0.937	3.070	0.047
Spring 2011	258	3.03	Spring 2011 - Spring 2012	-5.4%	No	0.237		
Fall 2010	441	2.83	Fall 2010 - Spring 2011	6.9%	Yes	0.040		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.00	1.01	36	2.97	.99	69	.888
FT Faculty	2.73	1.04	40	2.61	.96	102	.522
Classified	2.93	.94	43	2.88	.96	154	.774
Administrator	2.76	.94	21	3.00	.87	33	.346
Overall	2.86	.98	140	2.83	.96	358	.937

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.00	1.01	36	3.33	.76	46	.100
FT Faculty	2.73	1.04	40	2.91	.85	64	.334
Classified	2.93	.94	43	3.07	.79	73	.397
Administrator	2.76	.94	21	2.71	.85	28	.854
Overall	2.86	.98	140	3.03	.83	211	.237

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

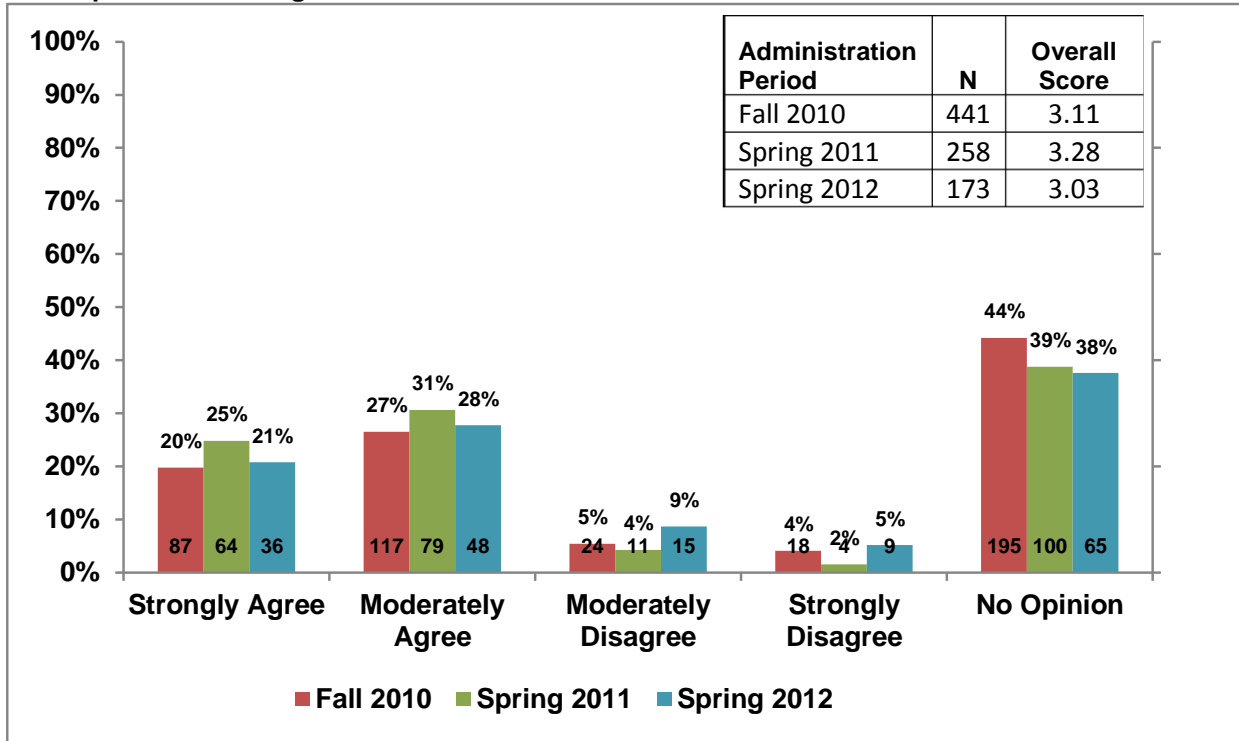
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.33	.76	46	2.97	.99	69	.041*
FT Faculty	2.91	.85	64	2.61	.96	102	.043*
Classified	3.07	.79	73	2.88	.96	154	.151
Administrator	2.71	.85	28	3.00	.87	33	.201
Overall	3.03	.83	211	2.83	.96	358	.040

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

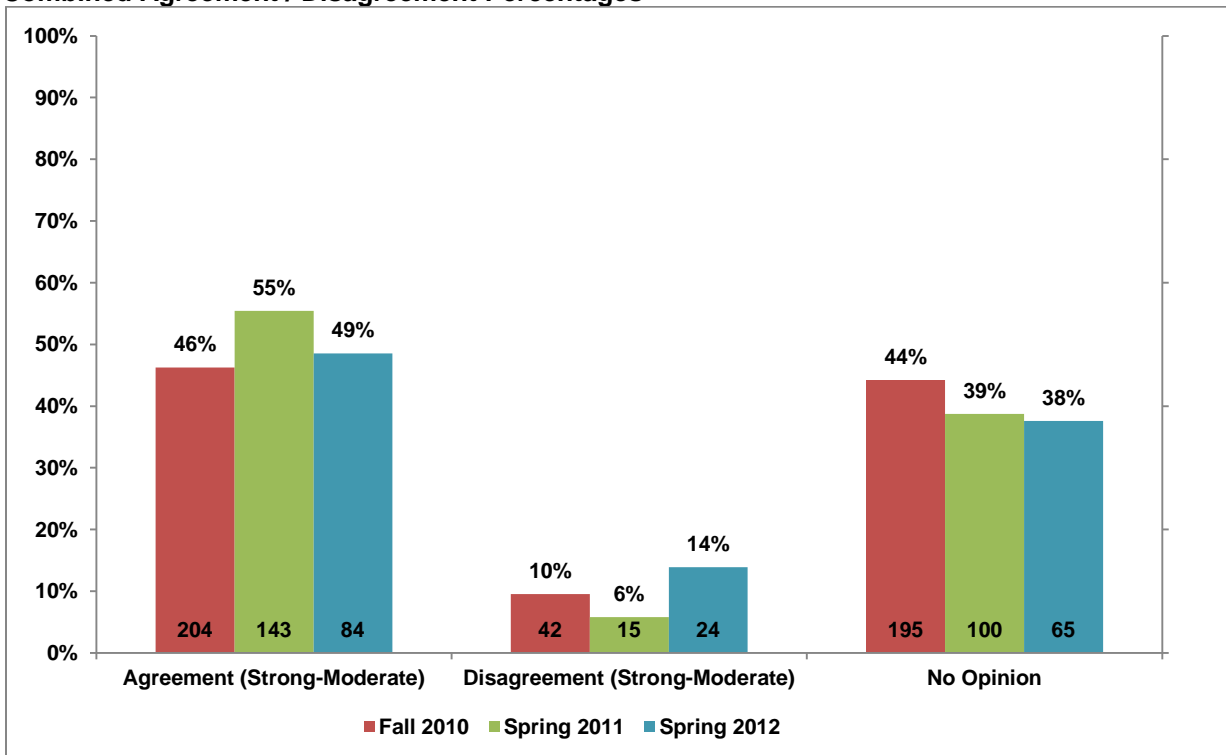
Histograms / Data Analysis

**48g. [Curriculum Approval] The operational processes and departments listed below allow me to perform my job effectively and efficiently.**

All Response Percentages



Combined Agreement / Disagreement Percentages





### Histograms / Data Analysis

#### 48g. [Curriculum Approval] The operational processes and departments listed below allow me to perform my job effectively and efficiently.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	173	3.03	Fall 2010 - Spring 2012	-2.6%	No	0.664	3.596	0.028
Spring 2011	258	3.28	Spring 2011 - Spring 2012	-7.8%	Yes	0.034		
Fall 2010	441	3.11	Fall 2010 - Spring 2011	5.6%	No	0.094		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.06	.98	32	3.20	.87	61	.501
FT Faculty	3.05	.90	38	3.20	.79	98	.335
Classified	2.82	.91	22	2.89	.93	64	.752
Administrator	3.19	.75	16	3.09	.85	23	.705
Overall	3.03	.90	108	3.11	.86	246	.664

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.06	.98	32	3.33	.72	42	.175
FT Faculty	3.05	.90	38	3.32	.67	62	.090
Classified	2.82	.91	22	3.24	.82	34	.080
Administrator	3.19	.75	16	3.15	.59	20	.867
Overall	3.03	.90	108	3.28	.71	158	.034

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

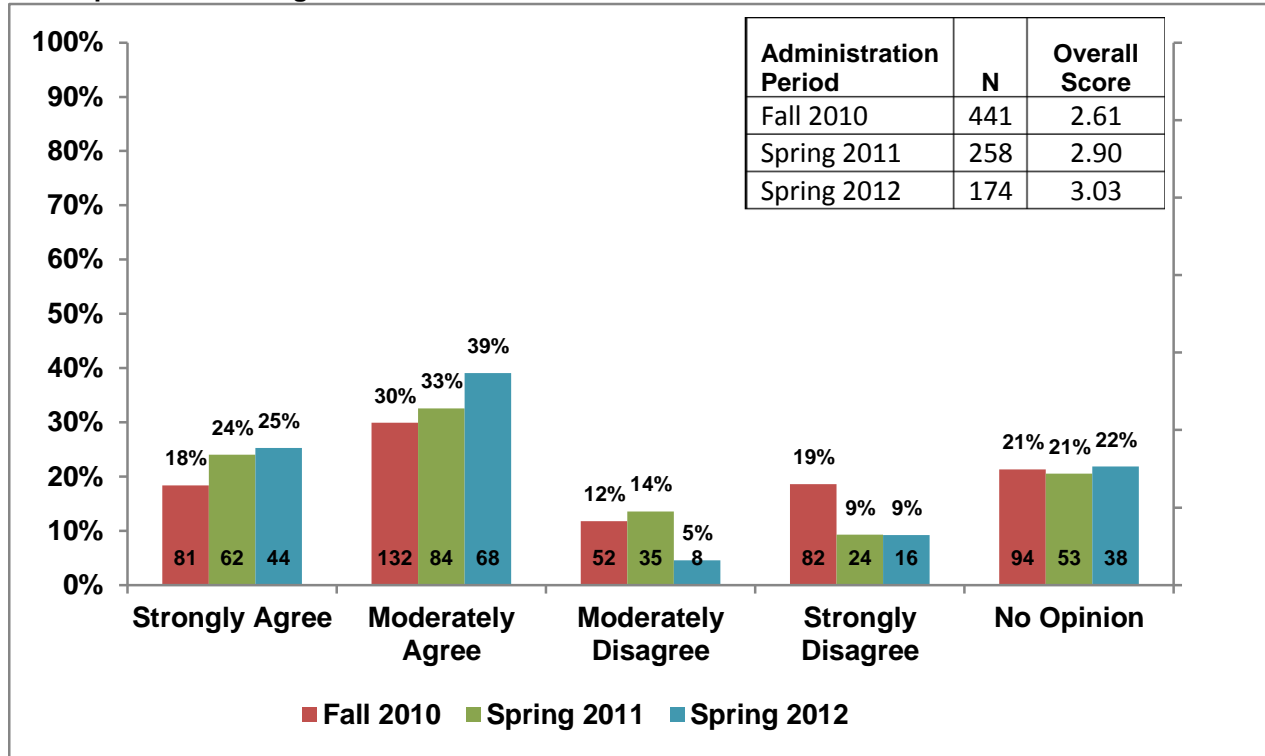
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.33	.72	42	3.20	.87	61	.405
FT Faculty	3.32	.67	62	3.20	.79	98	.328
Classified	3.24	.82	34	2.89	.93	64	.072
Administrator	3.15	.59	20	3.09	.85	23	.782
Overall	3.28	.71	158	3.11	.86	246	.094

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

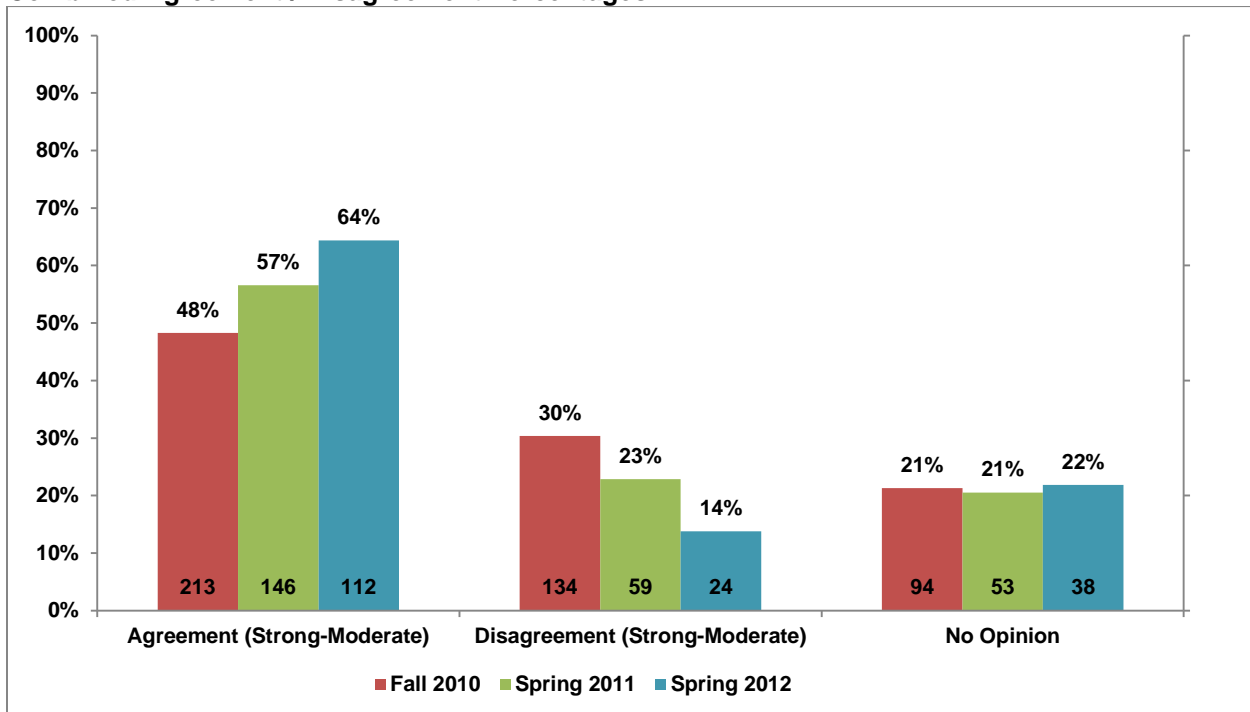
Histograms / Data Analysis

**48h. [Safety and Emergency] The operational processes and departments listed below allow me to perform my job effectively and efficiently.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



## Histograms / Data Analysis

**48h. [Safety and Emergency] The operational processes and departments listed below allow me to perform my job effectively and efficiently.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	174	3.03	Fall 2010 - Spring 2012	16.0%	Yes	0.000	10.157	0.000
Spring 2011	258	2.90	Spring 2011 - Spring 2012	4.6%	No	0.474		
Fall 2010	441	2.61	Fall 2010 - Spring 2011	11.0%	Yes	0.004		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.18	.76	34	3.00	1.02	64	.379
FT Faculty	3.03	.99	37	2.21	1.11	105	.000*
Classified	3.00	.98	45	2.77	.99	145	.179
Administrator	2.85	.99	20	2.42	1.15	33	.174
Overall	3.03	.93	136	2.61	1.09	347	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.18	.76	34	3.47	.67	43	.080
FT Faculty	3.03	.99	37	2.73	1.03	62	.155
Classified	3.00	.98	45	2.90	.85	73	.576
Administrator	2.85	.99	20	2.37	1.12	27	.133
Overall	3.03	.93	136	2.90	.97	205	.474

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

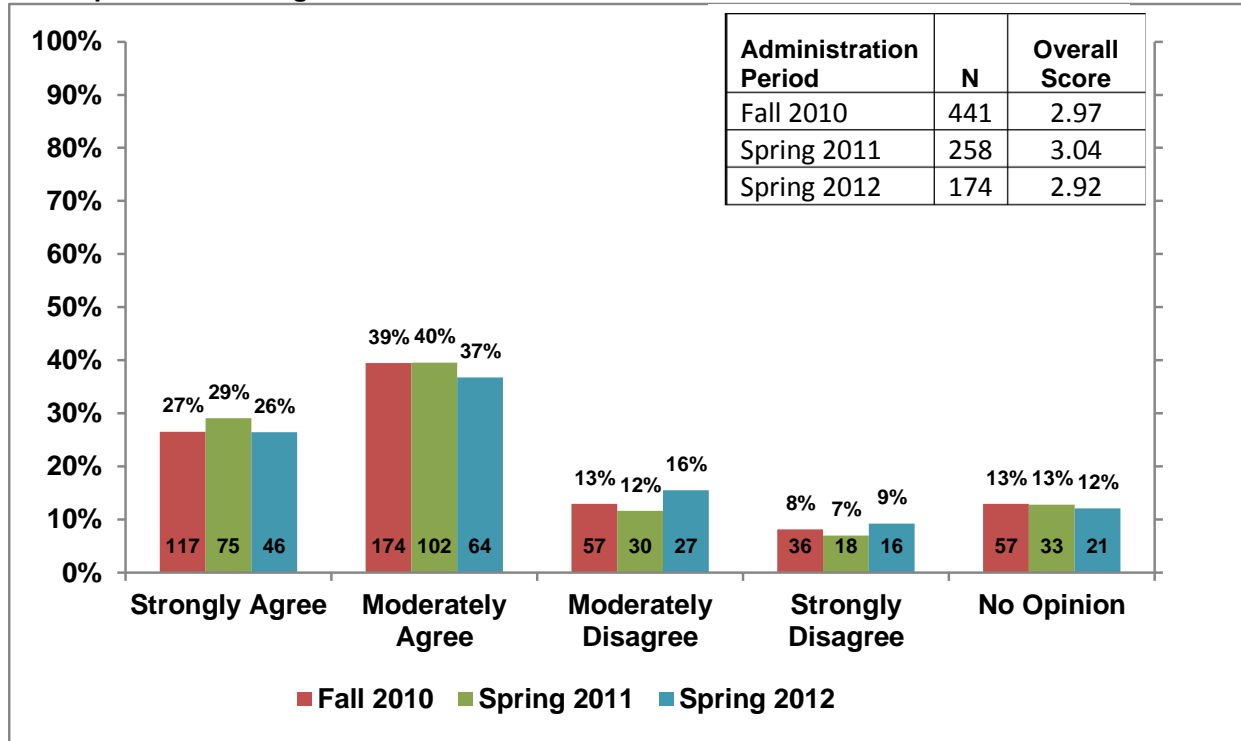
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.47	.67	43	3.00	1.02	64	.010*
FT Faculty	2.73	1.03	62	2.21	1.11	105	.003*
Classified	2.90	.85	73	2.77	.99	145	.334
Administrator	2.37	1.12	27	2.42	1.15	33	.855
Overall	2.90	.97	205	2.61	1.09	347	.004

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

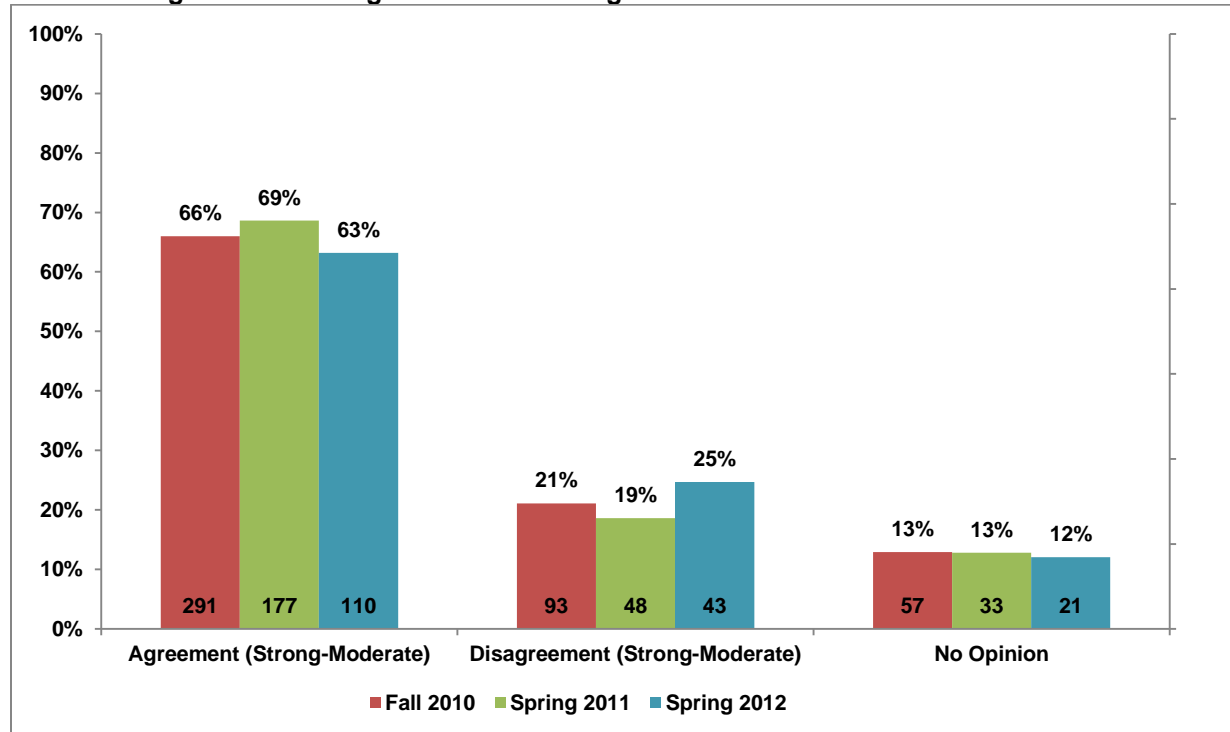
Histograms / Data Analysis

**48i. [Maintenance] The operational processes and departments listed below allow me to perform my job effectively and efficiently.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

**48i. [Maintenance] The operational processes and departments listed below allow me to perform my job effectively and efficiently.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	174	2.92	Fall 2010 - Spring 2012	-1.8%	No	0.811	0.906	0.405
Spring 2011	258	3.04	Spring 2011 - Spring 2012	-4.1%	No	0.391		
Fall 2010	441	2.97	Fall 2010 - Spring 2011	2.4%	No	0.621		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.89	1.04	36	3.13	.92	72	.230
FT Faculty	2.81	1.02	42	2.75	.97	108	.739
Classified	3.04	.87	54	3.02	.89	168	.924
Administrator	2.86	.85	21	3.06	.72	36	.351
Overall	2.92	.95	153	2.97	.91	384	.811

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.89	1.04	36	3.33	.78	48	.028*
FT Faculty	2.81	1.02	42	2.81	1.03	72	.984
Classified	3.04	.87	54	3.13	.83	77	.538
Administrator	2.86	.85	21	2.89	.63	28	.867
Overall	2.92	.95	153	3.04	.89	225	.391

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

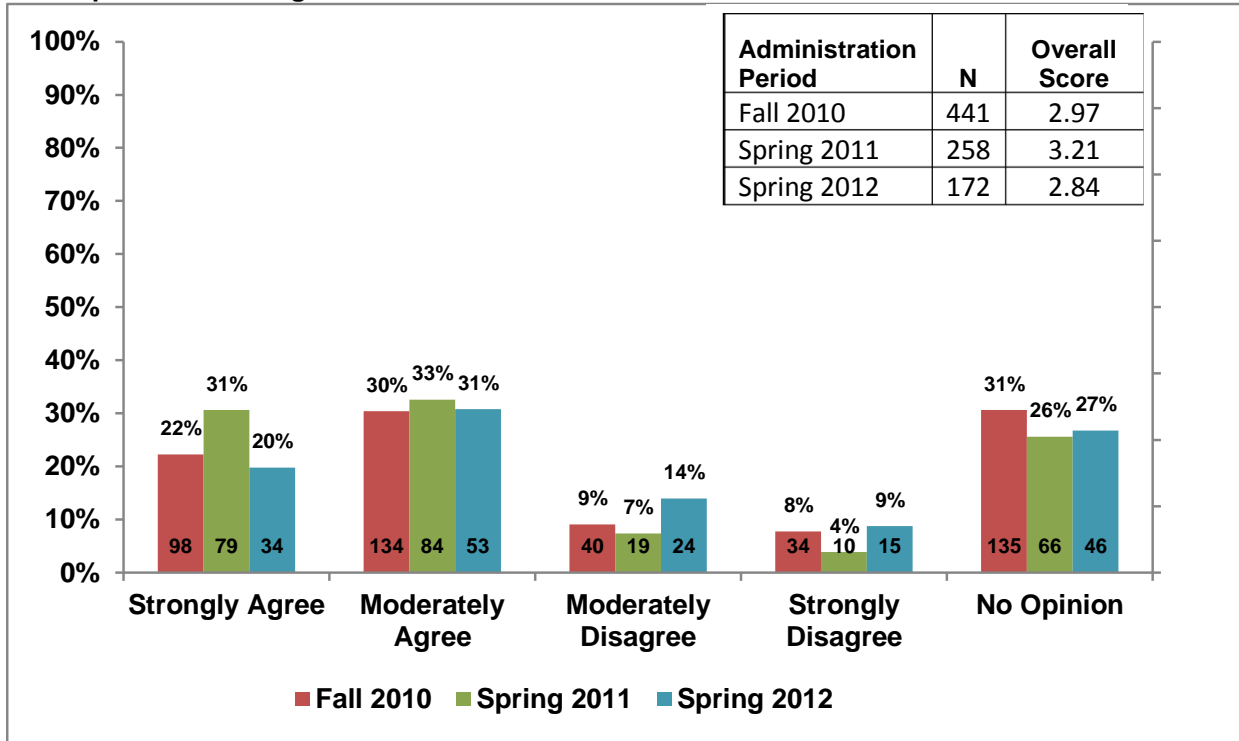
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.33	.78	48	3.13	.92	72	.199
FT Faculty	2.81	1.03	72	2.75	.97	108	.714
Classified	3.13	.83	77	3.02	.89	168	.377
Administrator	2.89	.63	28	3.06	.72	36	.345
Overall	3.04	.89	225	2.97	.91	384	.621

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

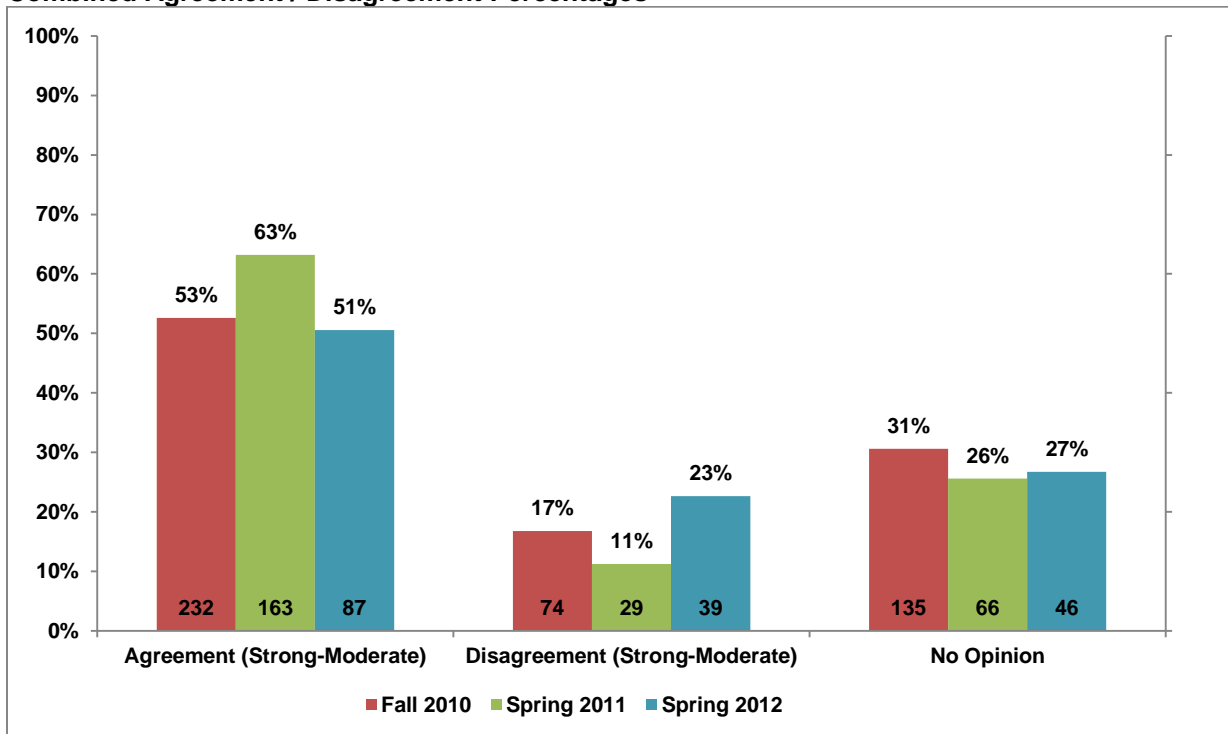
Histograms / Data Analysis

**48j. [Class Scheduling] The operational processes and departments listed below allow me to perform my job effectively and efficiently.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

#### 48j. [Class Scheduling] The operational processes and departments listed below allow me to perform my job effectively and efficiently.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	172	2.84	Fall 2010 - Spring 2012	-4.2%	No	0.394	6.996	0.001
Spring 2011	258	3.21	Spring 2011 - Spring 2012	-11.4%	Yes	0.001		
Fall 2010	441	2.97	Fall 2010 - Spring 2011	8.1%	Yes	0.012		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.90	1.03	42	3.01	1.03	81	.584
FT Faculty	2.95	.92	39	2.93	.88	107	.933
Classified	2.63	.97	27	2.91	1.00	95	.206
Administrator	2.78	.88	18	3.22	.67	23	.077
Overall	2.84	.96	126	2.97	.95	306	.394

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.90	1.03	42	3.25	.85	51	.075
FT Faculty	2.95	.92	39	3.26	.83	66	.079
Classified	2.63	.97	27	3.14	.88	50	.022*
Administrator	2.78	.88	18	3.12	.67	25	.153
Overall	2.84	.96	126	3.21	.82	192	.001

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

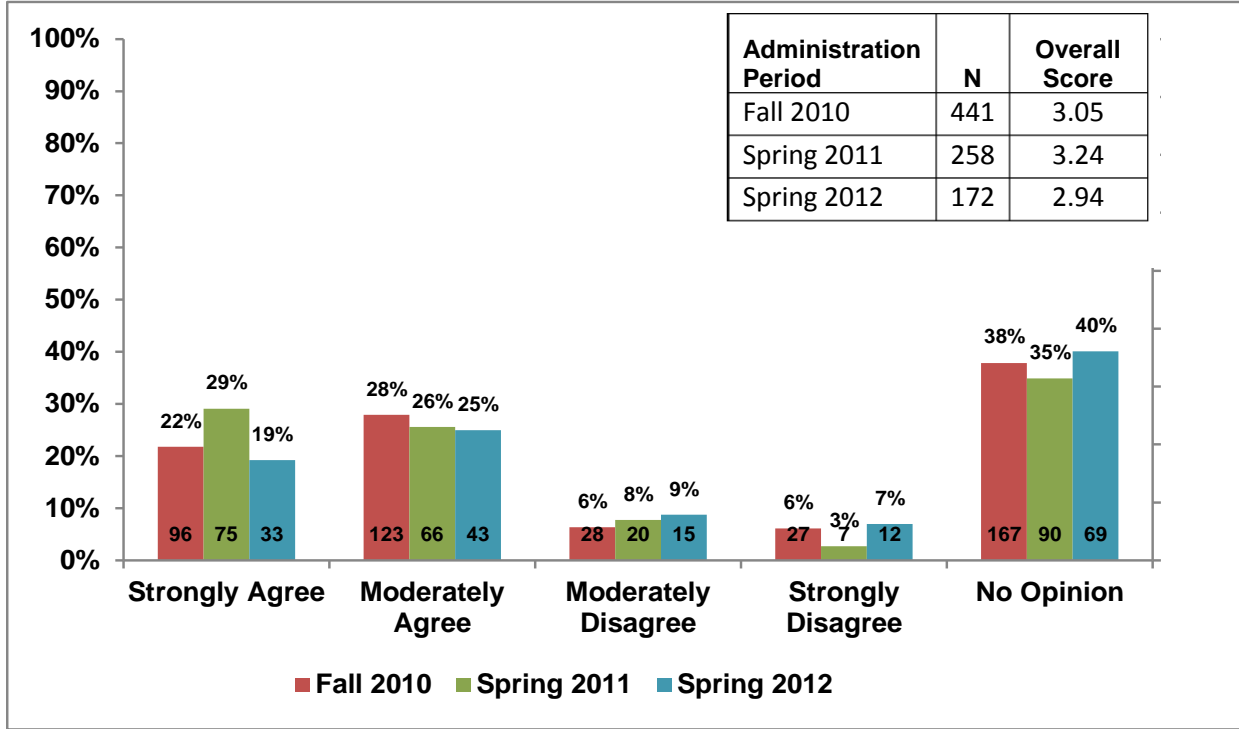
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.25	.85	51	3.01	1.03	81	.161
FT Faculty	3.26	.83	66	2.93	.88	107	.018*
Classified	3.14	.88	50	2.91	1.00	95	.164
Administrator	3.12	.67	25	3.22	.67	23	.616
Overall	3.21	.82	192	2.97	.95	306	.012

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

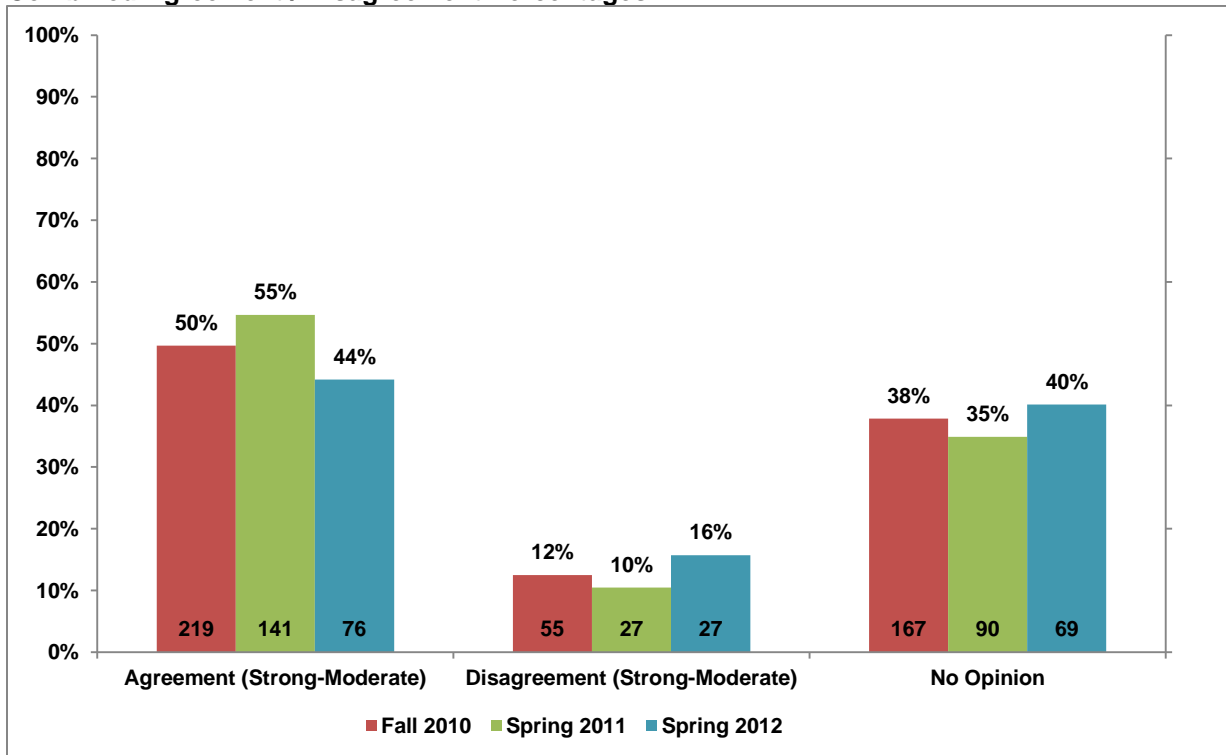
Histograms / Data Analysis

**48k. [Facility Assignment Request] The operational processes and departments listed below allow me to perform my job effectively and efficiently.**

All Response Percentages



Combined Agreement / Disagreement Percentages





## Histograms / Data Analysis

**48k. [Facility Assignment Request] The operational processes and departments listed below allow me to perform my job effectively and efficiently.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	172	2.94	Fall 2010 - Spring 2012	-3.6%	No	0.546	4.106	0.017
Spring 2011	258	3.24	Spring 2011 - Spring 2012	-9.3%	Yes	0.021		
Fall 2010	441	3.05	Fall 2010 - Spring 2011	6.3%	No	0.075		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.97	1.08	33	3.20	.91	65	.267
FT Faculty	3.06	.88	32	3.07	.87	94	.947
Classified	2.71	1.00	24	3.01	.92	89	.164
Administrator	3.00	.88	14	2.73	1.08	26	.428
Overall	2.94	.97	103	3.05	.92	274	.546

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.97	1.08	33	3.39	.79	49	.045*
FT Faculty	3.06	.88	32	3.34	.75	56	.120
Classified	2.71	1.00	24	3.10	.98	42	.131
Administrator	3.00	.88	14	2.95	.67	21	.857
Overall	2.94	.97	103	3.24	.82	168	.021

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

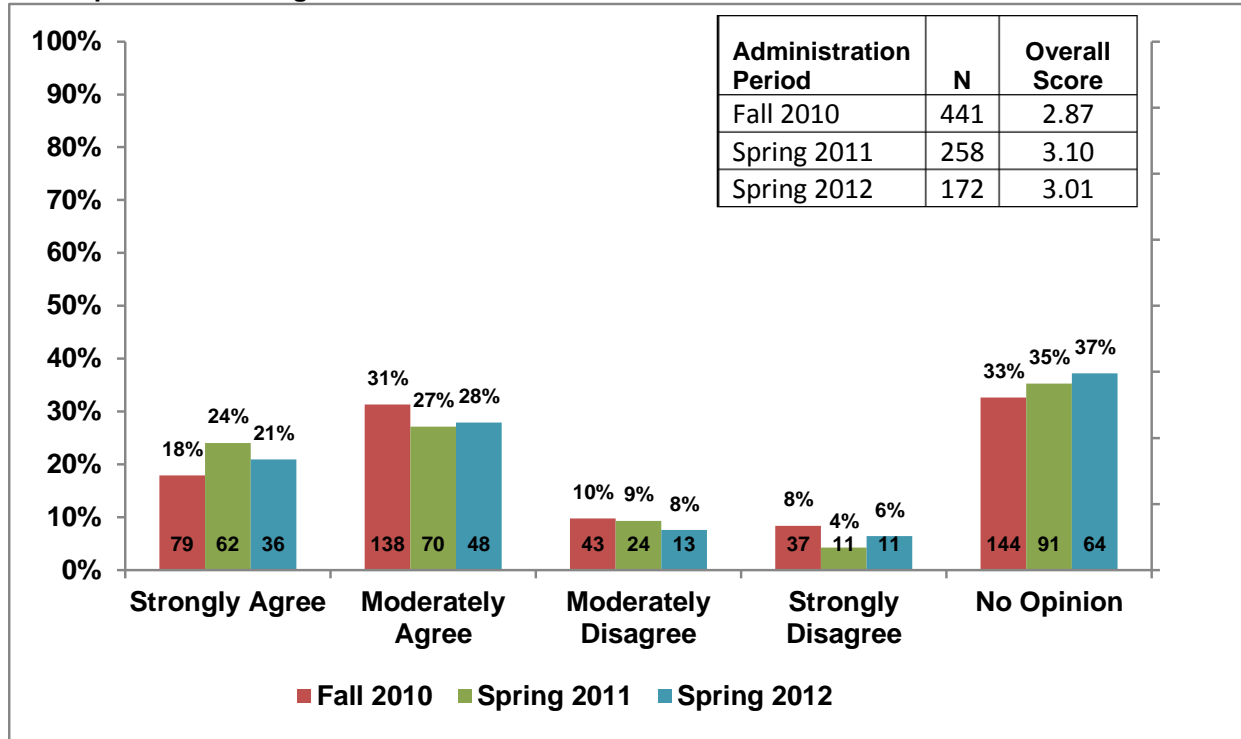
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.39	.79	49	3.20	.91	65	.249
FT Faculty	3.34	.75	56	3.07	.87	94	.060
Classified	3.10	.98	42	3.01	.92	89	.635
Administrator	2.95	.67	21	2.73	1.08	26	.416
Overall	3.24	.82	168	3.05	.92	274	.075

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

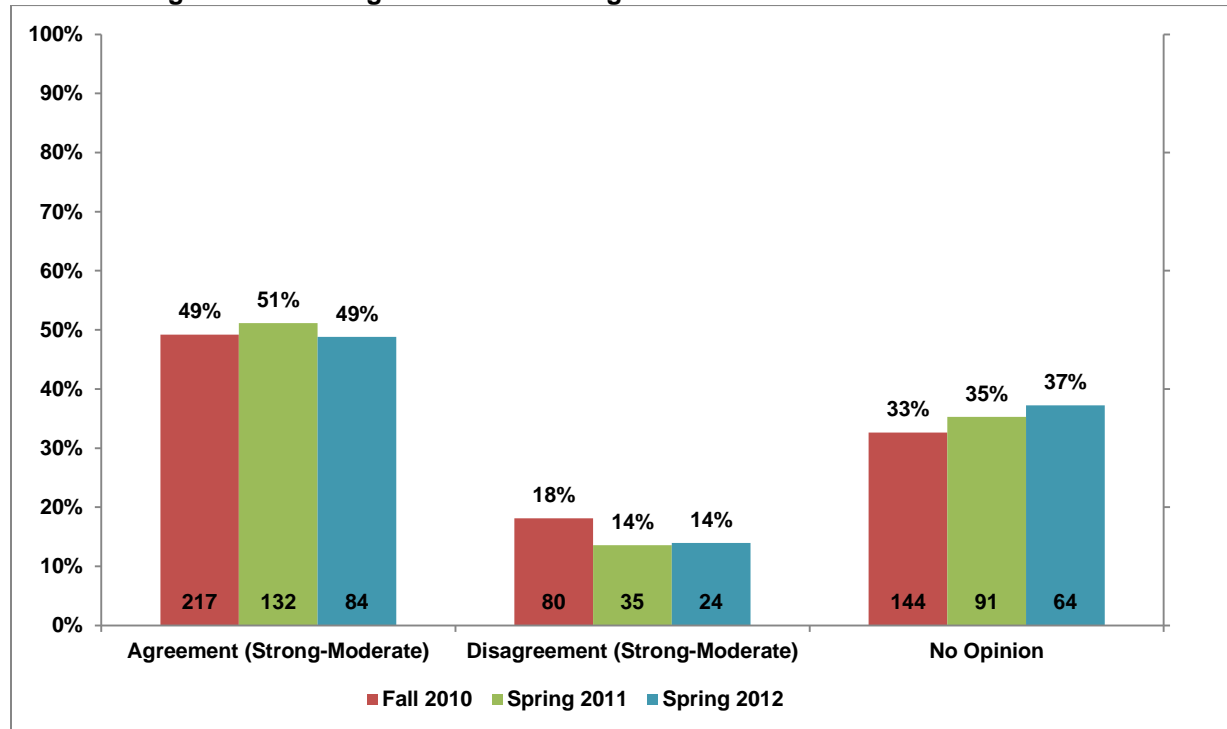
Histograms / Data Analysis

**48I. [Student Registration] The operational processes and departments listed below allow me to perform my job effectively and efficiently.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



### Histograms / Data Analysis

#### 48I. [Student Registration] The operational processes and departments listed below allow me to perform my job effectively and efficiently.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	172	3.01	Fall 2010 - Spring 2012	4.8%	No	0.384	3.294	0.038
Spring 2011	258	3.10	Spring 2011 - Spring 2012	-2.8%	No	0.729		
Fall 2010	441	2.87	Fall 2010 - Spring 2011	7.8%	Yes	0.034		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.23	1.02	31	3.03	.97	69	.358
FT Faculty	2.94	.87	35	2.59	.94	99	.051
Classified	2.92	.98	26	2.98	.92	103	.779
Administrator	2.88	.81	16	3.12	.82	26	.357
Overall	3.01	.93	108	2.87	.95	297	.384

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.23	1.02	31	3.40	.73	42	.387
FT Faculty	2.94	.87	35	2.96	.85	54	.914
Classified	2.92	.98	26	2.98	1.01	47	.820
Administrator	2.88	.81	16	3.08	.83	24	.436
Overall	3.01	.93	108	3.10	.88	167	.729

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

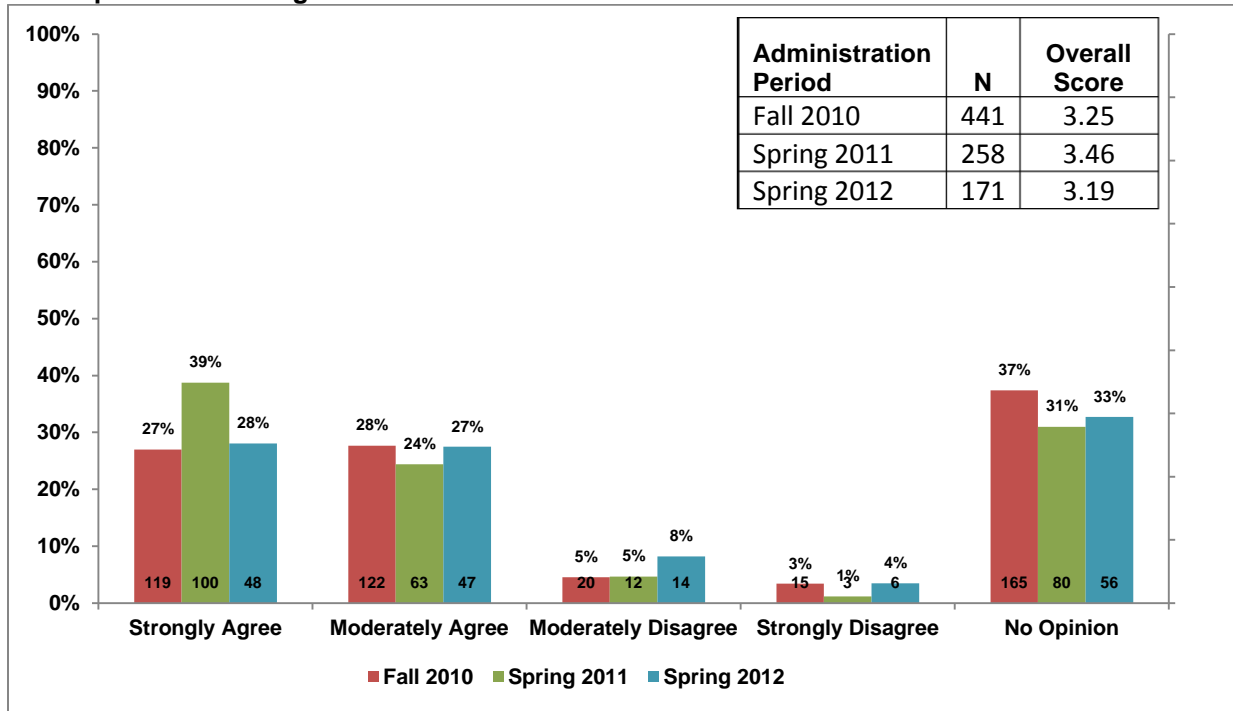
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.40	.73	42	3.03	.97	69	.033*
FT Faculty	2.96	.85	54	2.59	.94	99	.015*
Classified	2.98	1.01	47	2.98	.92	103	.991
Administrator	3.08	.83	24	3.12	.82	26	.891
Overall	3.10	.88	167	2.87	.95	297	.034

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

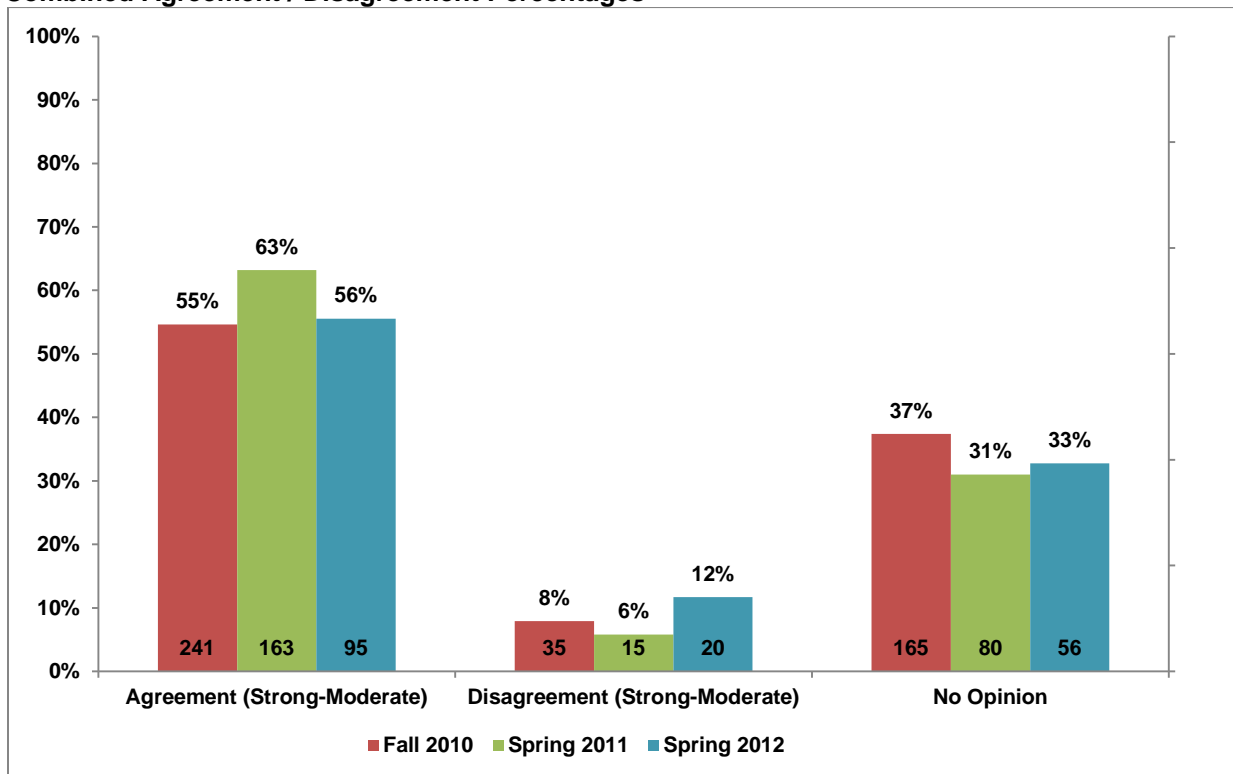
Histograms / Data Analysis

**48m. [Roster and Grade Submission] The operational processes and departments listed below allow me to perform my job effectively and efficiently.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



### Histograms / Data Analysis

#### 48m. [Roster and Grade Submission] The operational processes and departments listed below allow me to perform my job effectively and efficiently.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	171	3.19	Fall 2010 - Spring 2012	-1.8%	Yes	0.000	5.368	0.005
Spring 2011	258	3.46	Spring 2011 - Spring 2012	-7.8%	No	0.368		
Fall 2010	441	3.25	Fall 2010 - Spring 2011	6.5%	Yes	0.015		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.40	.82	43	3.28	.90	80	.467
FT Faculty	3.27	.87	37	3.31	.71	104	.796
Classified	2.84	.77	19	3.16	.86	68	.145
Administrator	2.88	.81	16	3.17	.82	24	.273
Overall	3.19	.85	115	3.25	.81	276	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.40	.82	43	3.68	.51	53	.041*
FT Faculty	3.27	.87	37	3.53	.69	64	.100
Classified	2.84	.77	19	3.13	.84	38	.214
Administrator	2.88	.81	16	3.30	.63	23	.071
Overall	3.19	.85	115	3.46	.70	178	.368

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

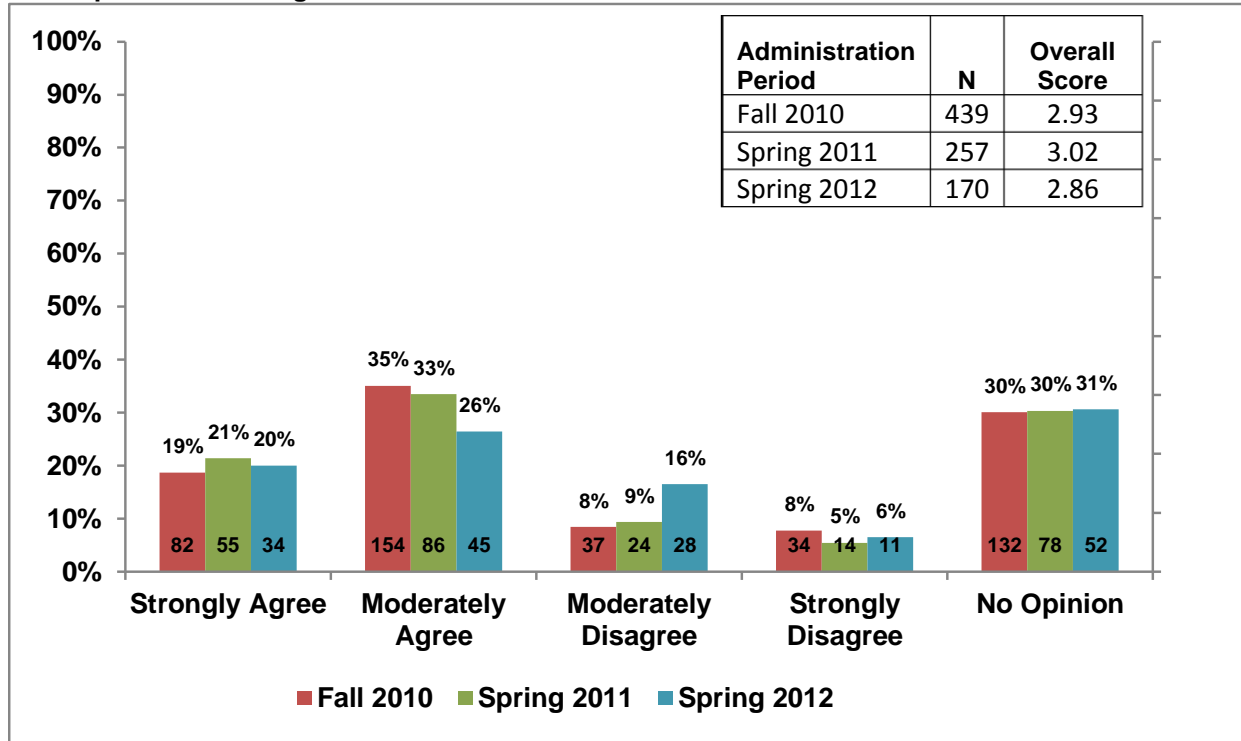
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.68	.51	53	3.28	.90	80	.004*
FT Faculty	3.53	.69	64	3.31	.71	104	.047*
Classified	3.13	.84	38	3.16	.86	68	.862
Administrator	3.30	.63	23	3.17	.82	24	.523
Overall	3.46	.70	178	3.25	.81	276	.015

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

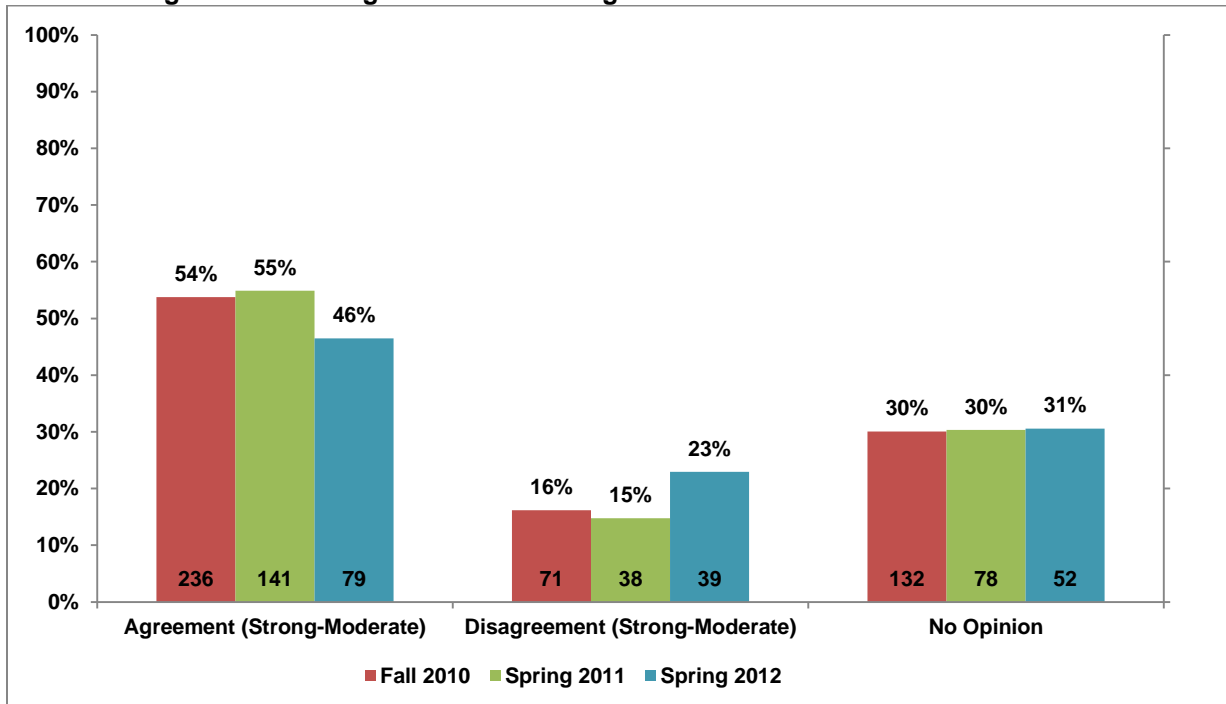
Histograms / Data Analysis

**49a. [Mission Statement review process] I would like to have input into improving institutional processes.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

**49a. [Mission Statement review process] I would like to have input into improving institutional processes.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	170	2.86	Fall 2010 - Spring 2012	-2.1%	No	0.810	1.098	0.334
Spring 2011	257	3.02	Spring 2011 - Spring 2012	-5.1%	No	0.331		
Fall 2010	439	2.93	Fall 2010 - Spring 2011	3.1%	No	0.528		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.97	1.05	33	2.94	.88	66	.879
FT Faculty	2.94	.93	33	3.01	.97	95	.715
Classified	2.65	.88	34	2.76	.88	115	.523
Administrator	2.94	.87	18	3.26	.82	31	.212
Overall	2.86	.94	118	2.93	.91	307	.810

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.97	1.05	33	3.05	1.05	41	.748
FT Faculty	2.94	.93	33	3.18	.79	60	.186
Classified	2.65	.88	34	2.81	.83	53	.383
Administrator	2.94	.87	18	3.00	.76	25	.826
Overall	2.86	.94	118	3.02	.87	179	.331

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

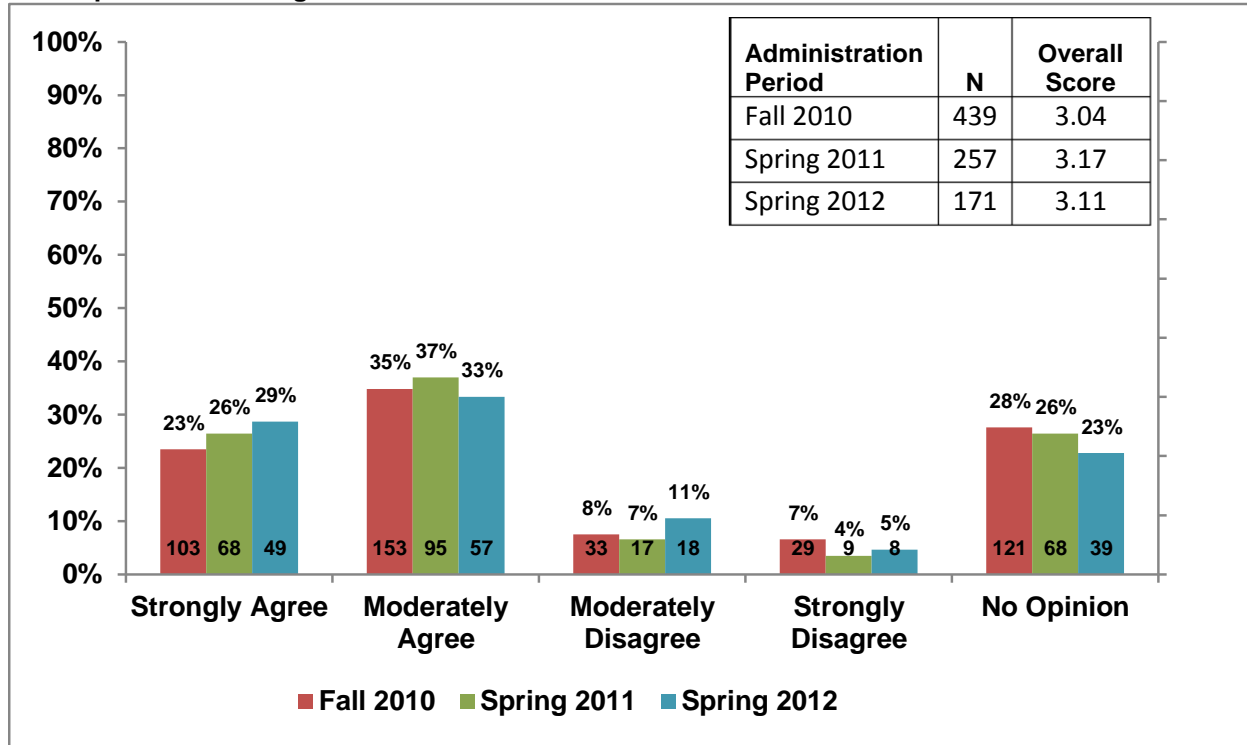
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.05	1.05	41	2.94	.88	66	.562
FT Faculty	3.18	.79	60	3.01	.97	95	.250
Classified	2.81	.83	53	2.76	.88	115	.702
Administrator	3.00	.76	25	3.26	.82	31	.231
Overall	3.02	.87	179	2.93	.91	307	.528

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

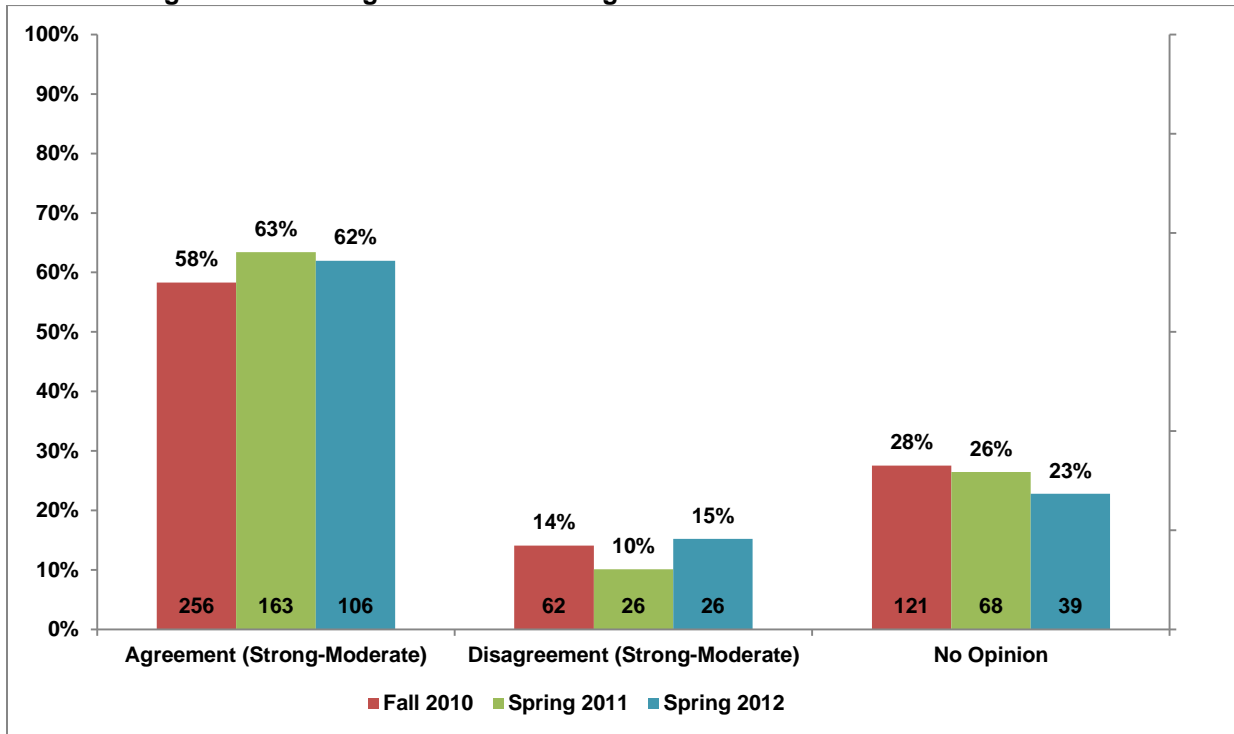
Histograms / Data Analysis

**49b. [Budget planning process] I would like to have input into improving institutional processes.**

All Response Percentages



Combined Agreement / Disagreement Percentages





## Histograms / Data Analysis

**49b. [Budget planning process] I would like to have input into improving institutional processes.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	171	3.11	Fall 2010 - Spring 2012	2.5%	No	0.667	1.566	0.210
Spring 2011	257	3.17	Spring 2011 - Spring 2012	-1.9%	No	0.804		
Fall 2010	439	3.04	Fall 2010 - Spring 2011	4.5%	No	0.190		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.06	.98	34	2.95	.92	63	.598
FT Faculty	3.21	.84	38	3.12	.87	99	.589
Classified	3.00	.82	40	2.90	.91	122	.545
Administrator	3.25	.79	20	3.44	.66	34	.343
Overall	3.11	.86	132	3.04	.89	318	.667

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.06	.98	34	3.27	.85	44	.305
FT Faculty	3.21	.84	38	3.15	.81	61	.713
Classified	3.00	.82	40	3.09	.76	58	.593
Administrator	3.25	.79	20	3.27	.67	26	.929
Overall	3.11	.86	132	3.17	.78	189	.804

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

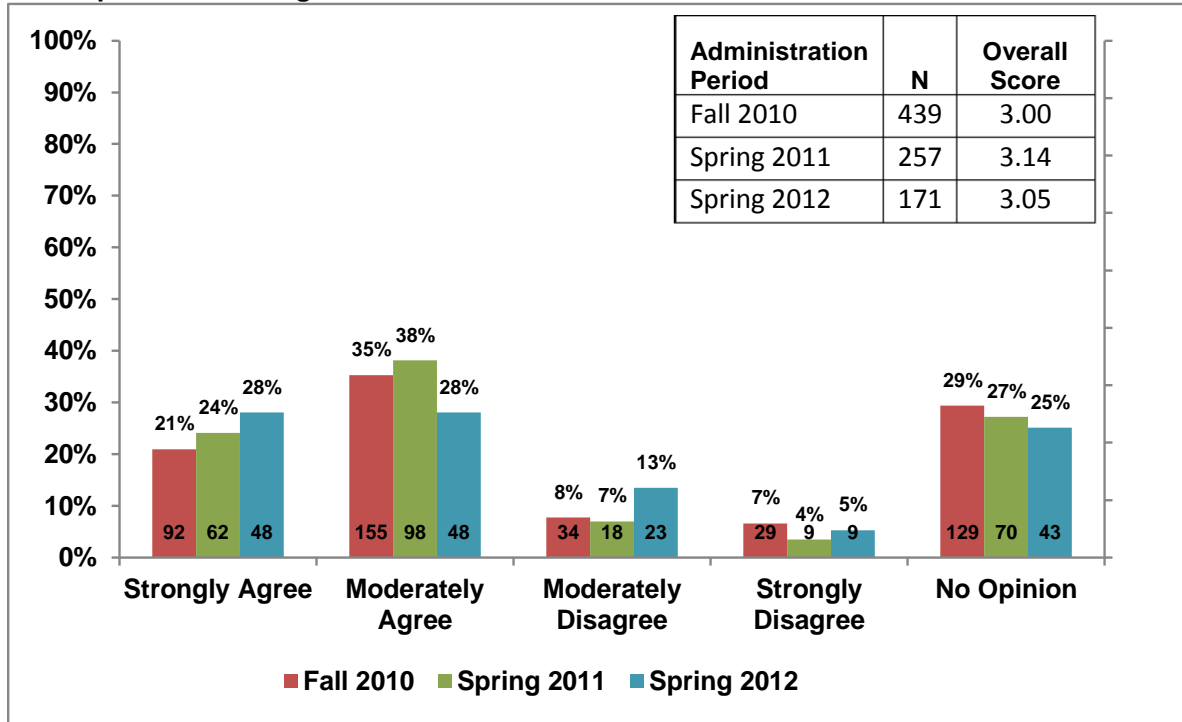
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.27	.85	44	2.95	.92	63	.070
FT Faculty	3.15	.81	61	3.12	.87	99	.849
Classified	3.09	.76	58	2.90	.91	122	.183
Administrator	3.27	.67	26	3.44	.66	34	.324
Overall	3.17	.78	189	3.04	.89	318	.190

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

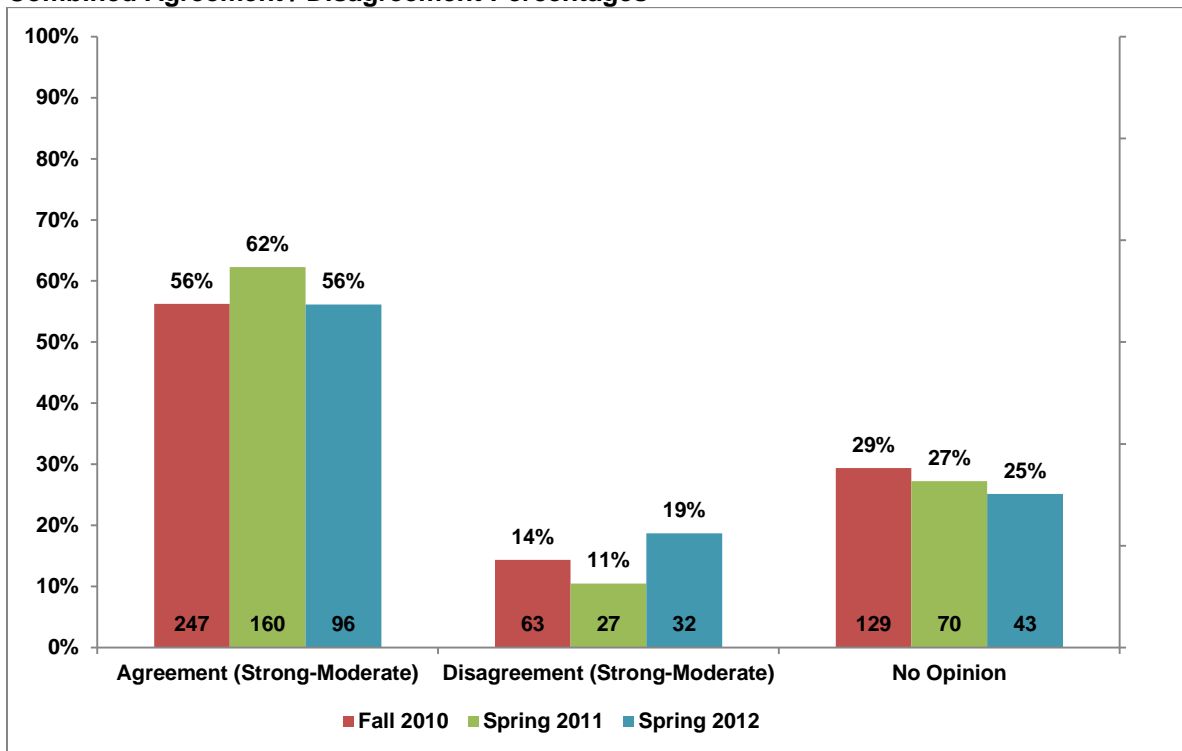
Histograms / Data Analysis

**49c. [Facilities planning process] I would like to have input into improving institutional processes.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

**49c. [Facilities planning process] I would like to have input into improving institutional processes.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	171	3.05	Fall 2010 - Spring 2012	1.8%	No	0.818	1.522	0.219
Spring 2011	257	3.14	Spring 2011 - Spring 2012	-2.7%	No	0.669		
Fall 2010	439	3.00	Fall 2010 - Spring 2011	4.6%	No	0.190		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.97	.97	34	2.97	.88	63	.990
FT Faculty	3.20	.90	35	3.15	.87	93	.777
Classified	2.88	.88	40	2.91	.86	120	.833
Administrator	3.32	.89	19	2.97	1.00	34	.215
Overall	3.05	.92	128	3.00	.89	310	.818

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.97	.97	34	3.18	.84	40	.335
FT Faculty	3.20	.90	35	3.08	.83	63	.505
Classified	2.88	.88	40	3.10	.74	58	.169
Administrator	3.32	.89	19	3.31	.62	26	.971
Overall	3.05	.92	128	3.14	.78	187	.669

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

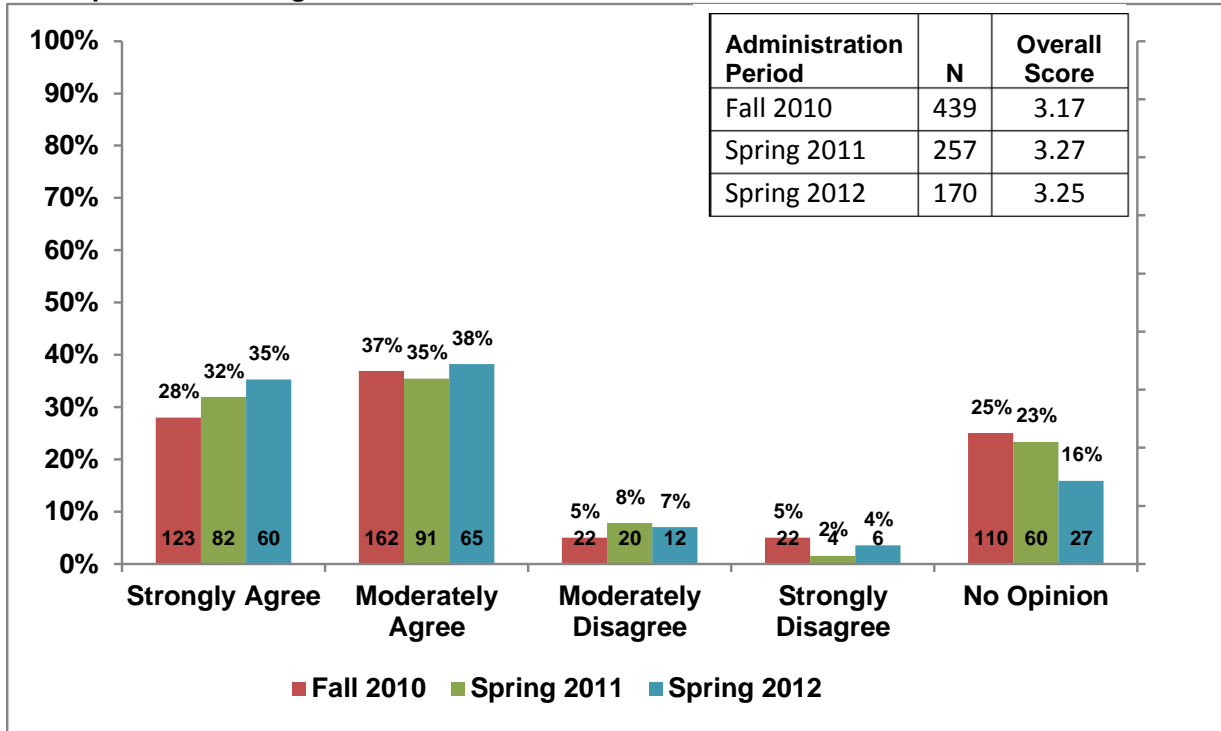
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.18	.84	40	2.97	.88	63	.240
FT Faculty	3.08	.83	63	3.15	.87	93	.611
Classified	3.10	.74	58	2.91	.86	120	.140
Administrator	3.31	.62	26	2.97	1.00	34	.136
Overall	3.14	.78	187	3.00	.89	310	.190

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

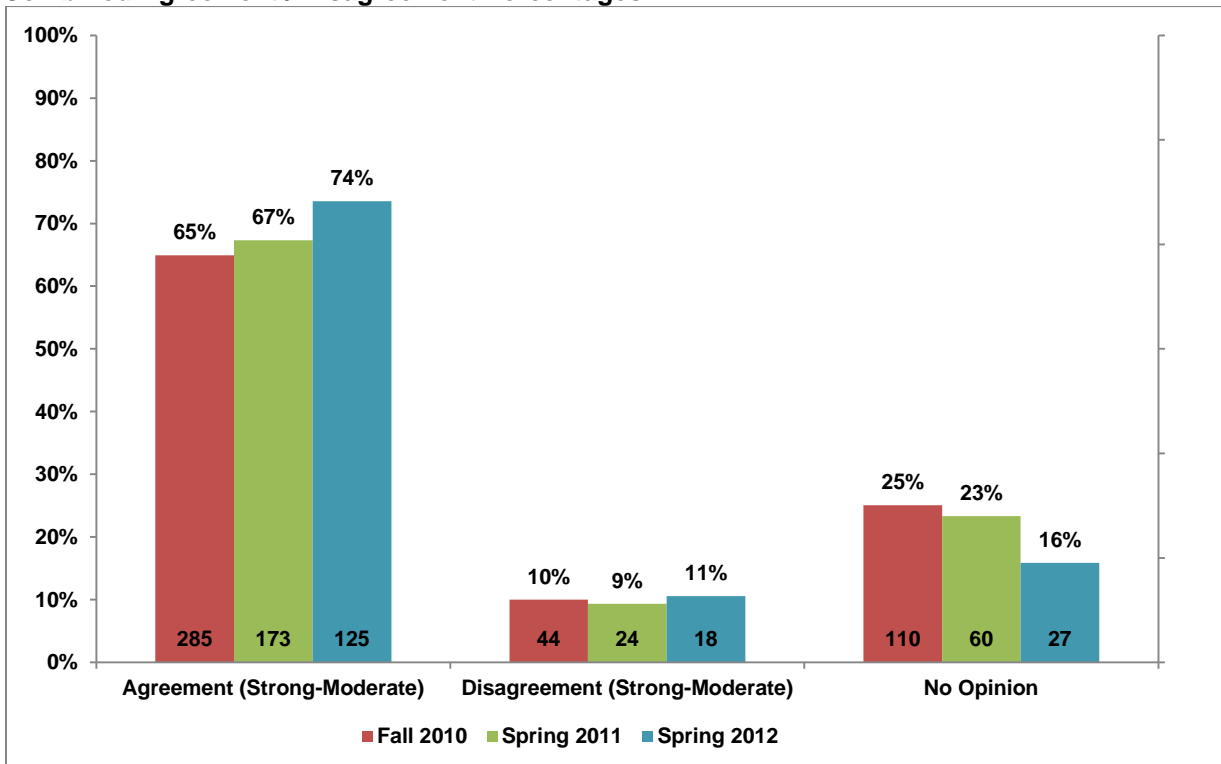
Histograms / Data Analysis

**49d. [Technology planning process] I would like to have input into improving institutional processes.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



## Histograms / Data Analysis

**49d. [Technology planning process] I would like to have input into improving institutional processes.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	170	3.25	Fall 2010 - Spring 2012	2.5%	No	0.580	1.160	0.314
Spring 2011	257	3.27	Spring 2011 - Spring 2012	-0.7%	No	0.964		
Fall 2010	439	3.17	Fall 2010 - Spring 2011	3.2%	No	0.330		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.17	.88	36	3.07	.91	70	.606
FT Faculty	3.24	.82	42	3.30	.76	99	.652
Classified	3.24	.74	45	3.10	.84	126	.295
Administrator	3.45	.61	20	3.29	.72	34	.419
Overall	3.25	.78	143	3.17	.83	329	.580

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.17	.88	36	3.36	.85	42	.334
FT Faculty	3.24	.82	42	3.32	.64	66	.571
Classified	3.24	.74	45	3.14	.74	63	.483
Administrator	3.45	.61	20	3.35	.69	26	.596
Overall	3.25	.78	143	3.27	.73	197	.964

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

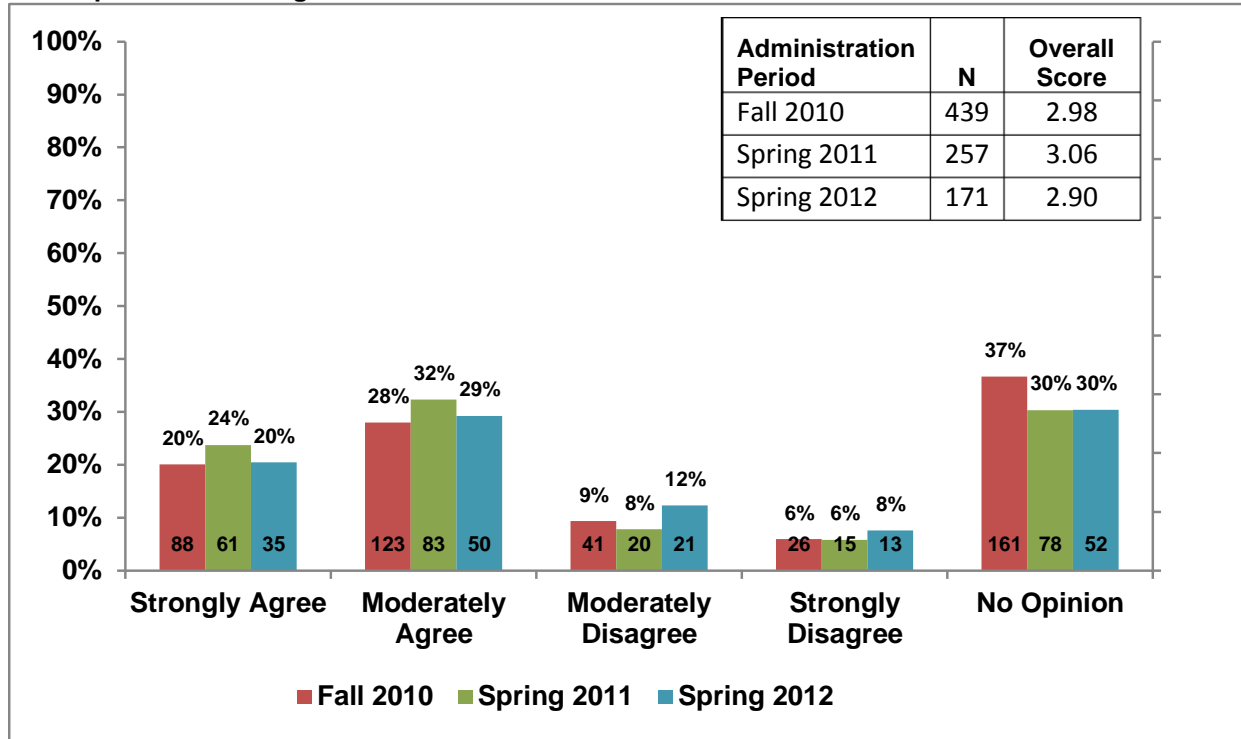
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.36	.85	42	3.07	.91	70	.101
FT Faculty	3.32	.64	66	3.30	.76	99	.894
Classified	3.14	.74	63	3.10	.84	126	.704
Administrator	3.35	.69	26	3.29	.72	34	.778
Overall	3.27	.73	197	3.17	.83	329	.330

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

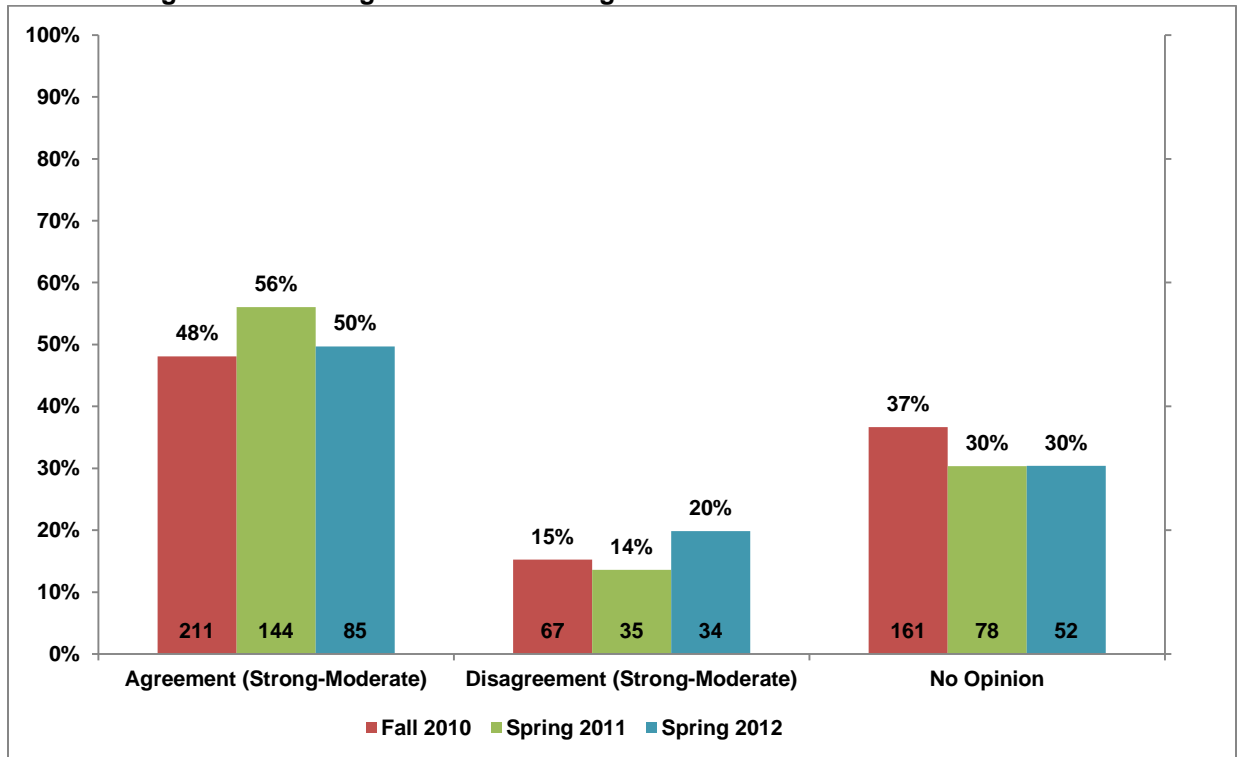
Histograms / Data Analysis

**49e. [Enrollment Management process] I would like to have input into improving institutional processes.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

**49e. [Enrollment Management process] I would like to have input into improving institutional processes.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	171	2.90	Fall 2010 - Spring 2012	-2.8%	No	0.687	1.142	0.320
Spring 2011	257	3.06	Spring 2011 - Spring 2012	-5.3%	No	0.292		
Fall 2010	439	2.98	Fall 2010 - Spring 2011	2.7%	No	0.637		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.91	1.09	32	2.87	.91	62	.868
FT Faculty	3.00	.93	36	3.34	.78	89	.041*
Classified	2.69	.86	32	2.75	.91	97	.723
Administrator	3.05	.91	19	2.90	1.03	30	.600
Overall	2.90	.95	119	2.98	.92	278	.687

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.91	1.09	32	2.98	1.01	43	.773
FT Faculty	3.00	.93	36	3.17	.83	66	.356
Classified	2.69	.86	32	2.94	.92	47	.229
Administrator	3.05	.91	19	3.17	.72	23	.632
Overall	2.90	.95	119	3.06	.89	179	.292

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

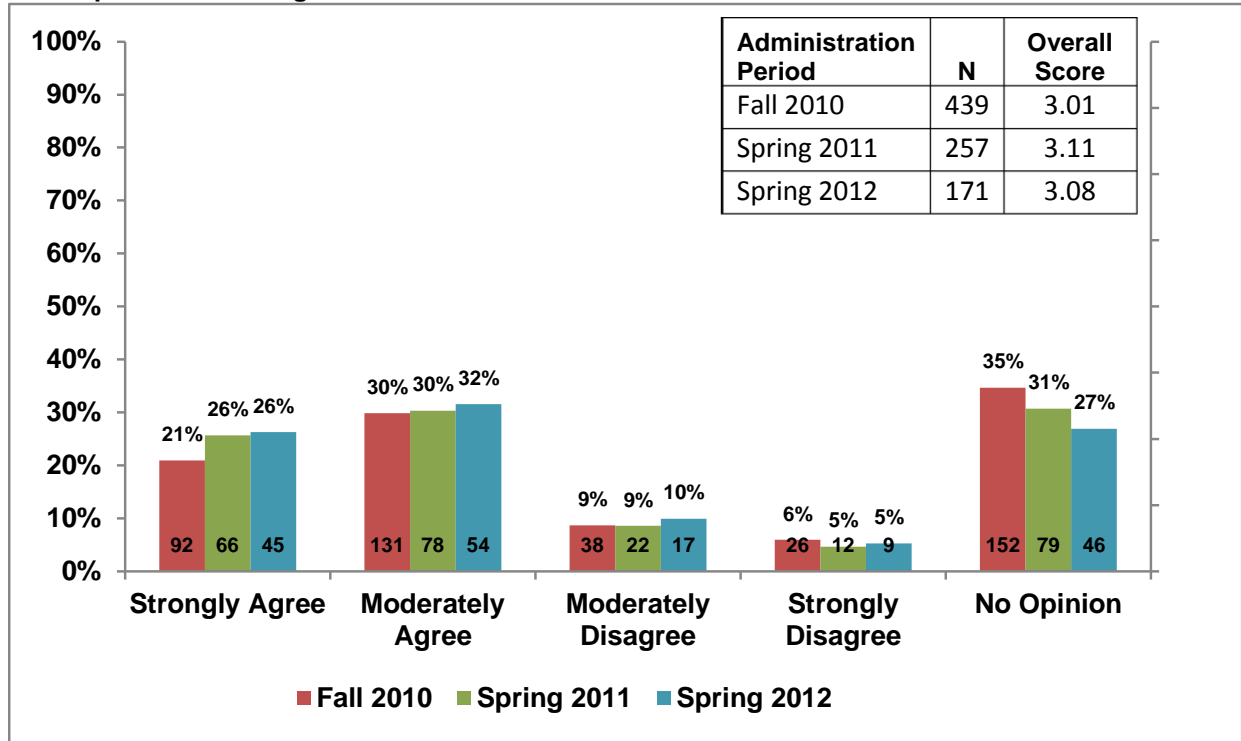
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.98	1.01	43	2.87	.91	62	.578
FT Faculty	3.17	.83	66	3.34	.78	89	.194
Classified	2.94	.92	47	2.75	.91	97	.261
Administrator	3.17	.72	23	2.90	1.03	30	.281
Overall	3.06	.89	179	2.98	.92	278	.637

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

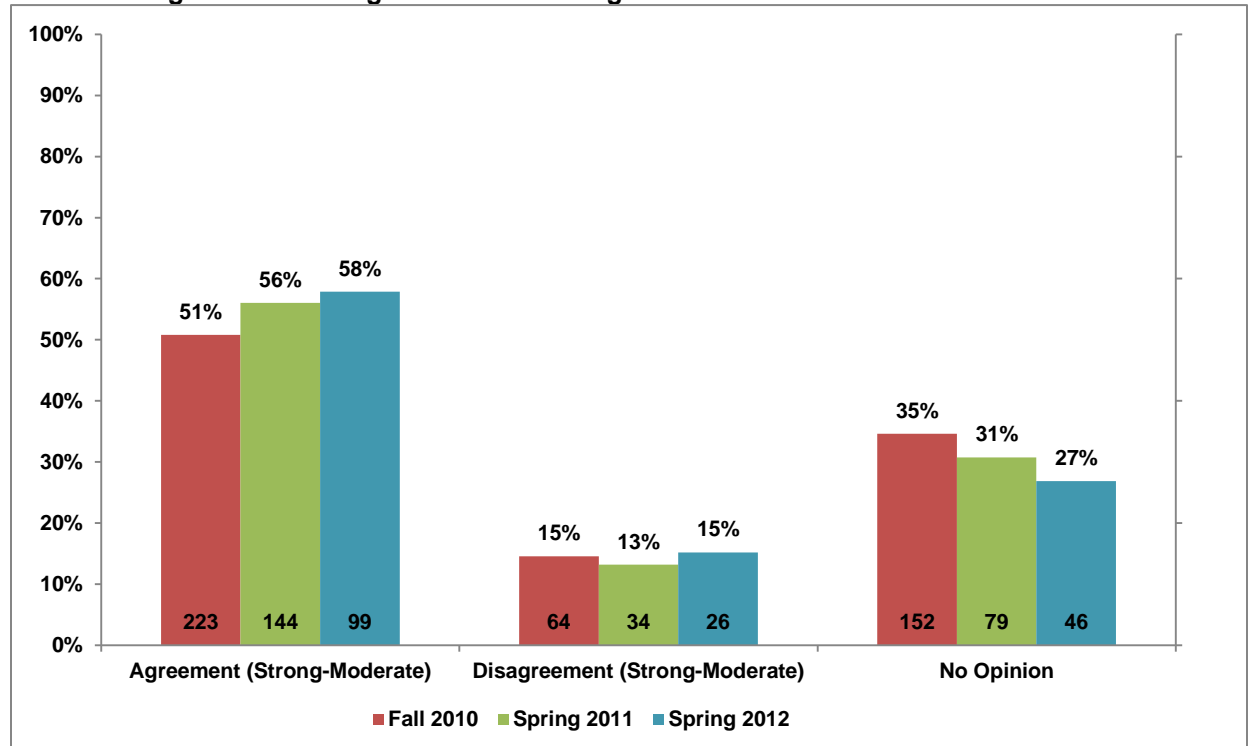
Histograms / Data Analysis

**49f. [Educational Master Plan] I would like to have input into improving institutional processes.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**





## Histograms / Data Analysis

**49f. [Educational Master Plan] I would like to have input into improving institutional processes.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	171	3.08	Fall 2010 - Spring 2012	2.4%	No	0.724	0.837	0.434
Spring 2011	257	3.11	Spring 2011 - Spring 2012	-1.0%	No	0.948		
Fall 2010	439	3.01	Fall 2010 - Spring 2011	3.5%	No	0.429		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.24	.86	34	3.06	.88	66	.343
FT Faculty	3.18	.87	34	3.29	.81	94	.505
Classified	2.78	.89	37	2.67	.92	95	.533
Administrator	3.20	.89	20	3.06	.91	32	.597
Overall	3.08	.89	125	3.01	.91	287	.724

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.24	.86	34	3.21	.91	43	.899
FT Faculty	3.18	.87	34	3.25	.78	63	.655
Classified	2.78	.89	37	2.81	.96	48	.888
Administrator	3.20	.89	20	3.17	.70	24	.890
Overall	3.08	.89	125	3.11	.87	178	.948

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

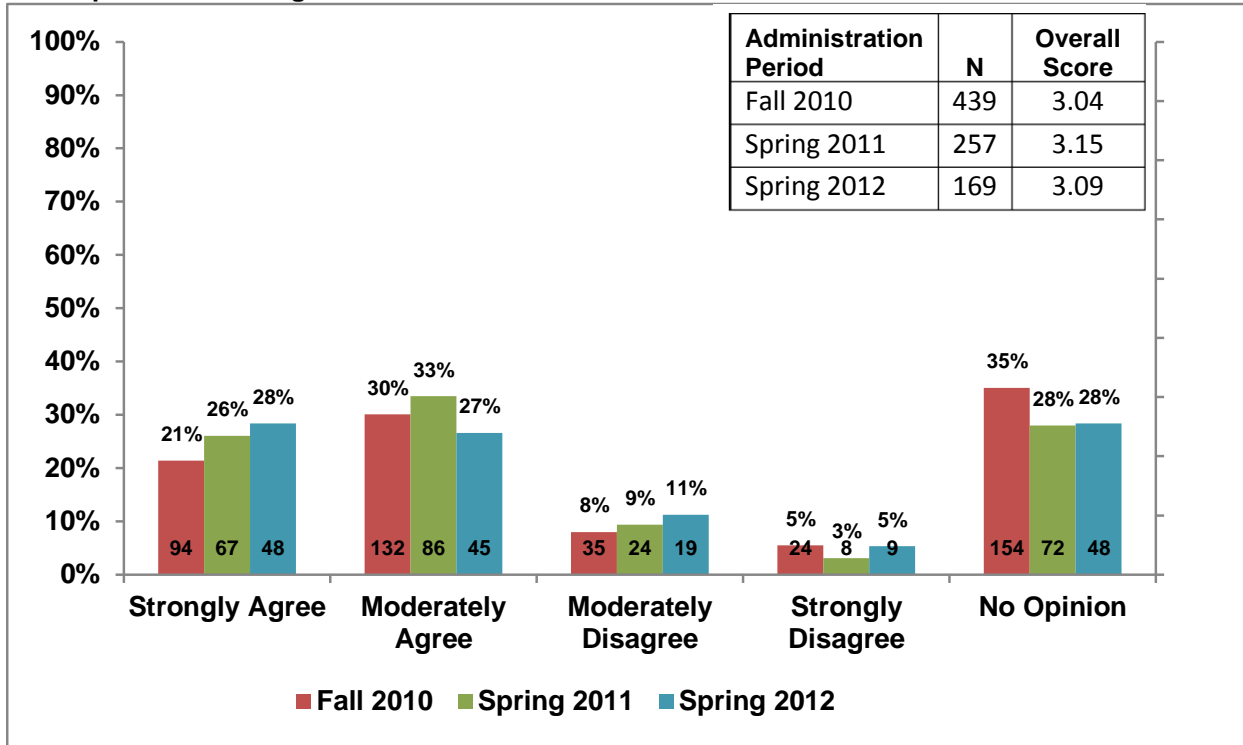
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.21	.91	43	3.06	.88	66	.396
FT Faculty	3.25	.78	63	3.29	.81	94	.799
Classified	2.81	.96	48	2.67	.92	95	.401
Administrator	3.17	.70	24	3.06	.91	32	.644
Overall	3.11	.87	178	3.01	.91	287	.429

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

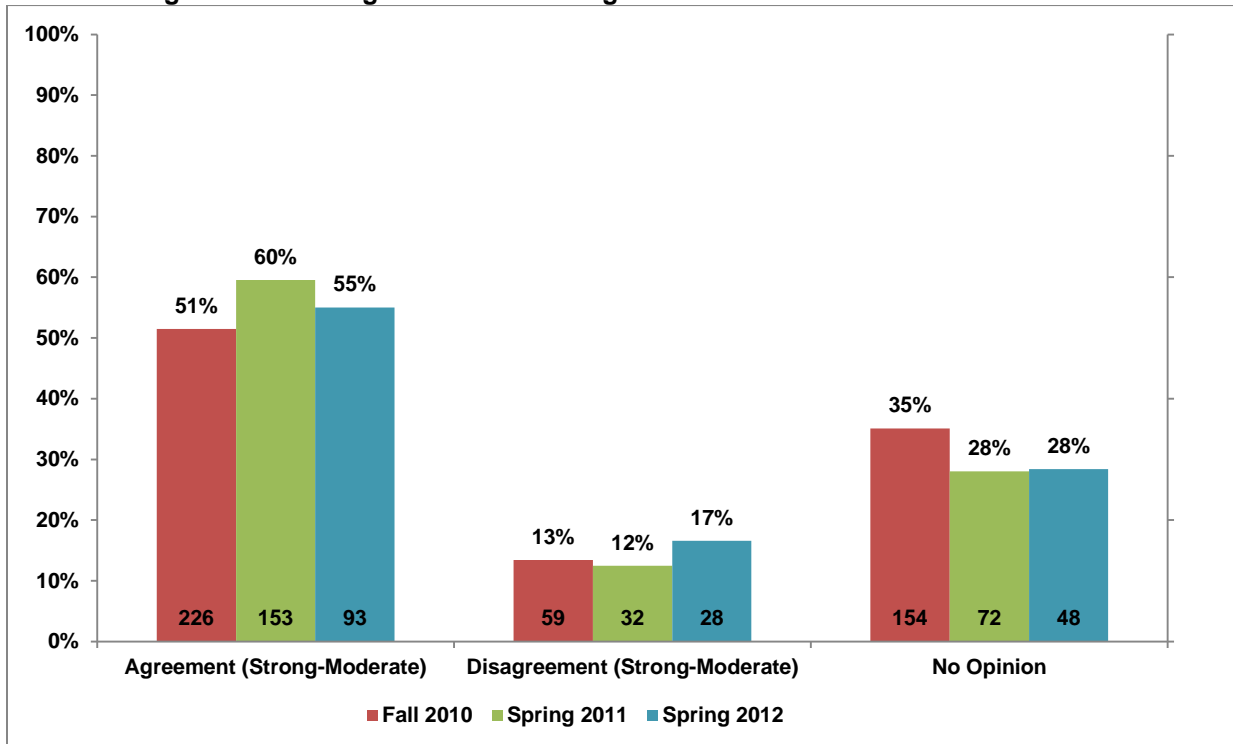
Histograms / Data Analysis

**49g. [Strategic Planning process] I would like to have input into improving institutional processes.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

**49g. [Strategic Planning process] I would like to have input into improving institutional processes.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	169	3.09	Fall 2010 - Spring 2012	1.7%	No	0.845	0.859	0.424
Spring 2011	257	3.15	Spring 2011 - Spring 2012	-1.7%	No	0.851		
Fall 2010	439	3.04	Fall 2010 - Spring 2011	3.5%	No	0.392		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.10	1.01	31	3.11	.81	63	.941
FT Faculty	3.17	.92	35	3.23	.84	88	.747
Classified	2.83	.89	35	2.76	.93	102	.723
Administrator	3.40	.75	20	3.25	.88	32	.531
Overall	3.09	.92	121	3.04	.89	285	.845

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.10	1.01	31	3.18	.90	44	.702
FT Faculty	3.17	.92	35	3.26	.71	61	.589
Classified	2.83	.89	35	2.92	.85	53	.613
Administrator	3.40	.75	20	3.26	.71	27	.517
Overall	3.09	.92	121	3.15	.80	185	.851

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

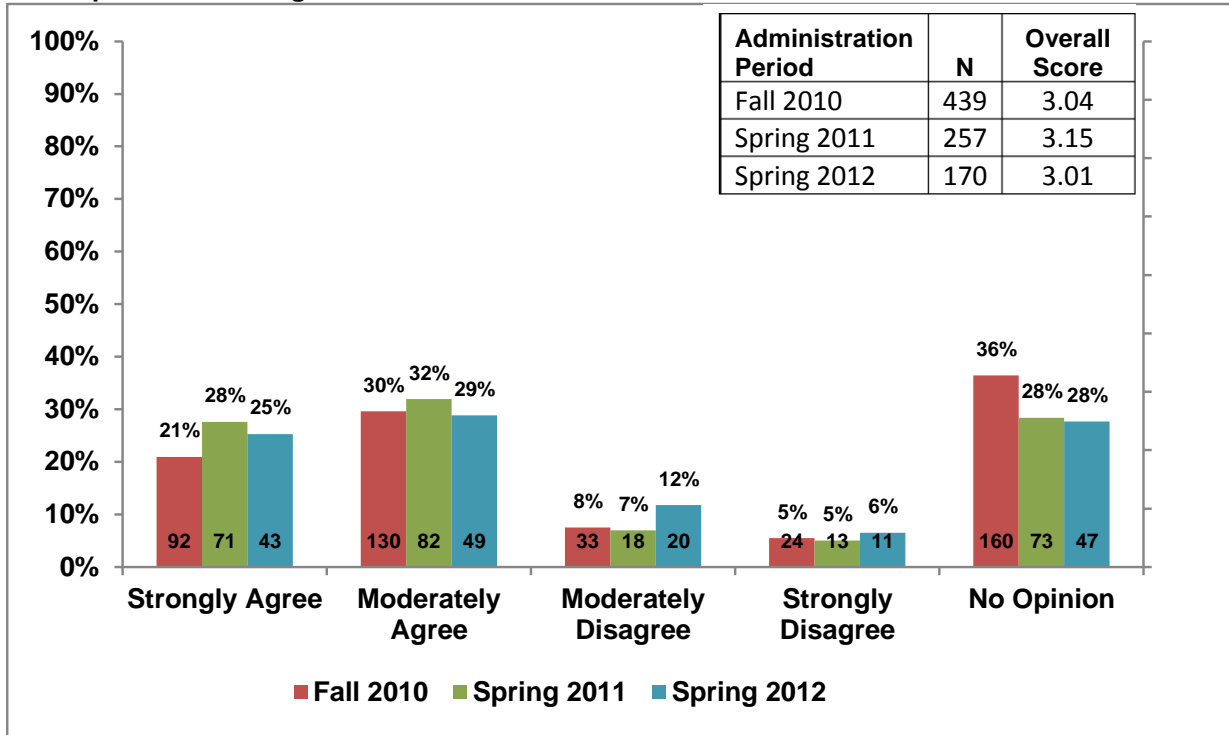
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.18	.90	44	3.11	.81	63	.671
FT Faculty	3.26	.71	61	3.23	.84	88	.790
Classified	2.92	.85	53	2.76	.93	102	.296
Administrator	3.26	.71	27	3.25	.88	32	.965
Overall	3.15	.80	185	3.04	.89	285	.392

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

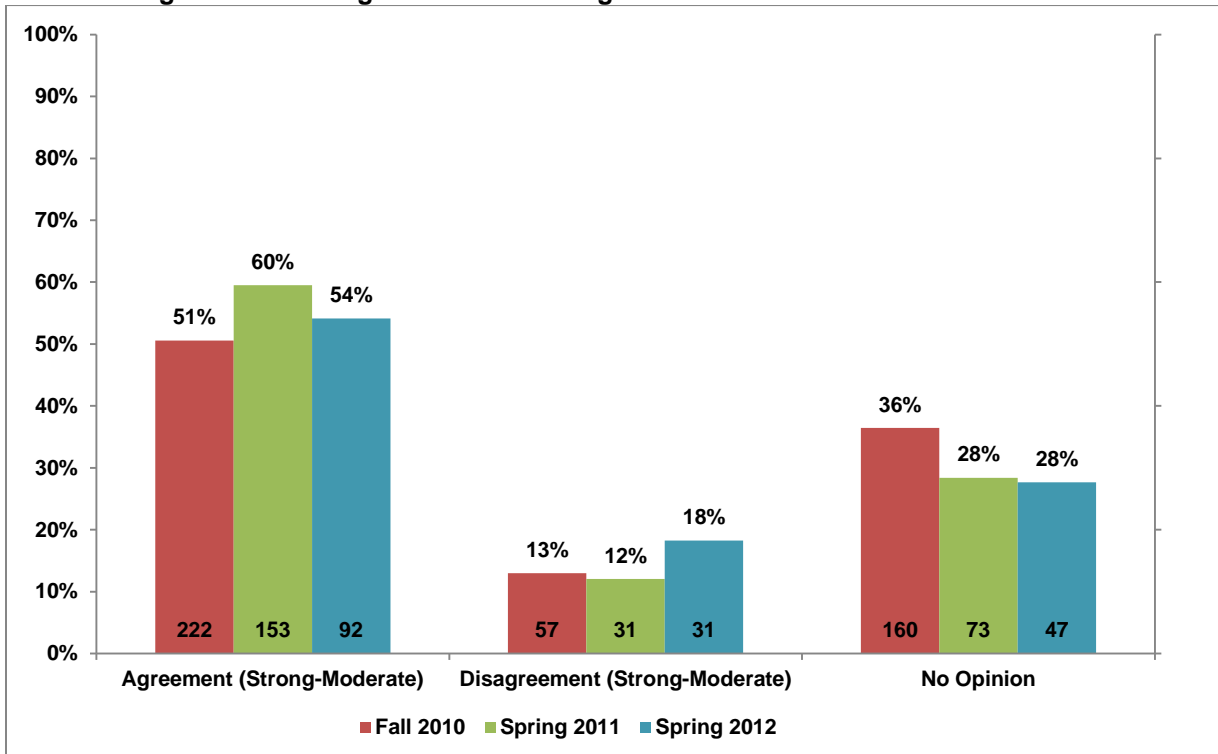
Histograms / Data Analysis

**49h. [Institutional Program Review] I would like to have input into improving institutional processes.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

**49h. [Institutional Program Review] I would like to have input into improving institutional processes.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	170	3.01	Fall 2010 - Spring 2012	-1.0%	No	0.944	1.135	0.322
Spring 2011	257	3.15	Spring 2011 - Spring 2012	-4.4%	No	0.377		
Fall 2010	439	3.04	Fall 2010 - Spring 2011	3.5%	No	0.415		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.06	1.03	35	3.08	.85	65	.918
FT Faculty	3.14	.94	35	3.28	.84	93	.429
Classified	2.73	.88	33	2.76	.91	91	.866
Administrator	3.15	.81	20	3.07	.87	30	.735
Overall	3.01	.94	123	3.04	.89	279	.944

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.06	1.03	35	3.07	1.03	45	.967
FT Faculty	3.14	.94	35	3.30	.73	64	.368
Classified	2.73	.88	33	2.96	.91	49	.255
Administrator	3.15	.81	20	3.27	.72	26	.602
Overall	3.01	.94	123	3.15	.87	184	.377

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

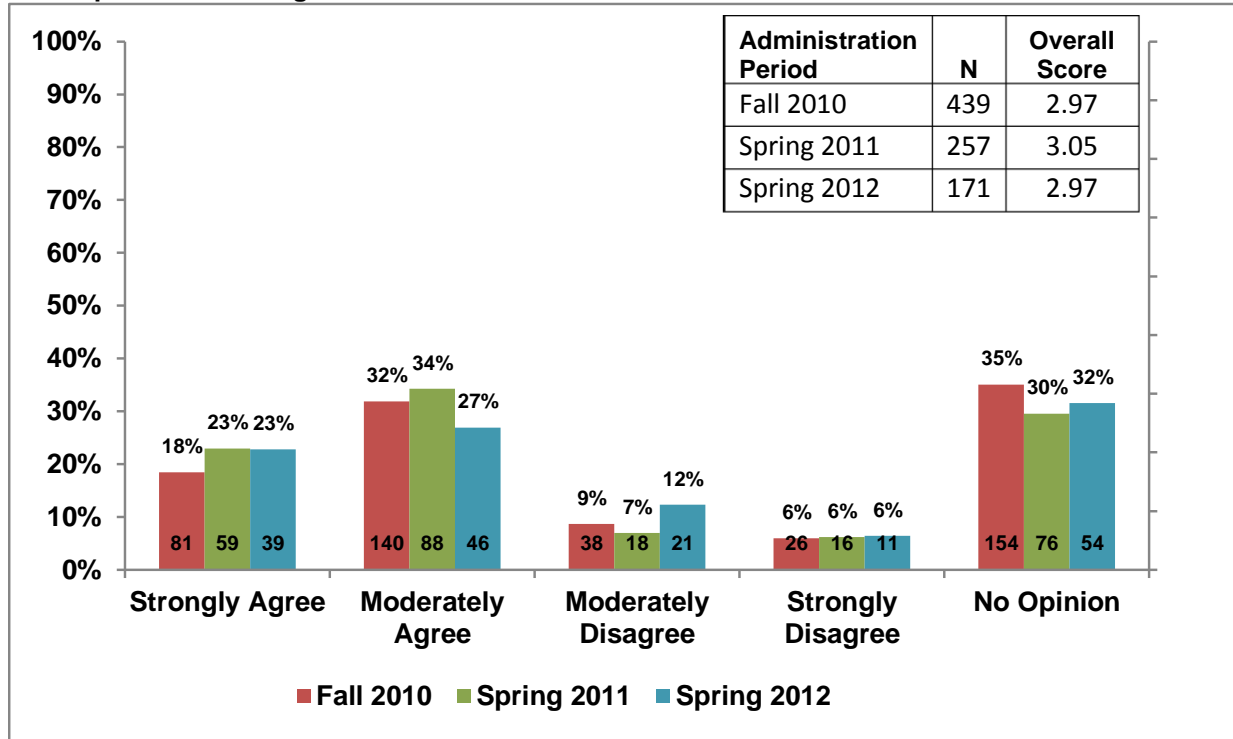
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.07	1.03	45	3.08	.85	65	.955
FT Faculty	3.30	.73	64	3.28	.84	93	.894
Classified	2.96	.91	49	2.76	.91	91	.215
Administrator	3.27	.72	26	3.07	.87	30	.352
Overall	3.15	.87	184	3.04	.89	279	.415

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

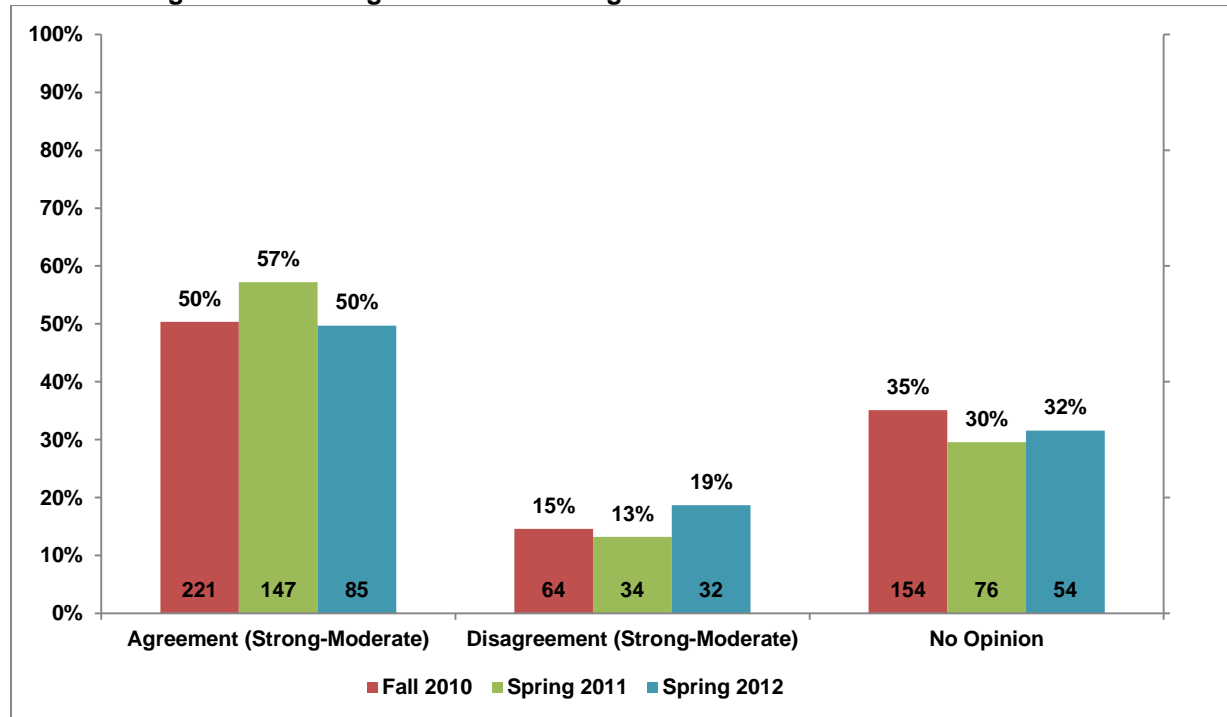
Histograms / Data Analysis

**49i. [Accreditation Self Study] I would like to have input into improving institutional processes.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



## Histograms / Data Analysis

**49i. [Accreditation Self Study] I would like to have input into improving institutional processes.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	171	2.97	Fall 2010 - Spring 2012	-0.1%	No	1.000	0.522	0.594
Spring 2011	257	3.05	Spring 2011 - Spring 2012	-2.8%	No	0.710		
Fall 2010	439	2.97	Fall 2010 - Spring 2011	2.7%	No	0.607		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.07	1.08	30	3.02	.85	64	.804
FT Faculty	3.06	.93	33	3.11	.94	93	.805
Classified	2.74	.86	34	2.80	.86	98	.724
Administrator	3.05	.89	20	3.00	.83	30	.840
Overall	2.97	.95	117	2.97	.89	285	1.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.07	1.08	30	3.02	1.01	45	.857
FT Faculty	3.06	.93	33	3.13	.82	62	.713
Classified	2.74	.86	34	2.96	.89	49	.257
Administrator	3.05	.89	20	3.08	.81	25	.906
Overall	2.97	.95	117	3.05	.88	181	.710

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.02	1.01	45	3.02	.85	64	.971
FT Faculty	3.13	.82	62	3.11	.94	93	.883
Classified	2.96	.89	49	2.80	.86	98	.285
Administrator	3.08	.81	25	3.00	.83	30	.721
Overall	3.05	.88	181	2.97	.89	285	.607

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

## Histograms / Data Analysis

### **Question Group XIV: The institution organizes its key processes and allocates its resources to effectively support student learning.**

Group XIV questions (Q50-Q53) relate to WASC Standard I.B, which recognizes the importance of improving institutional effectiveness through systematic participative processes. Standard I.B explains the significance of the institution making a conscious effort to support student learning.

Overall findings of the three survey administrations include:

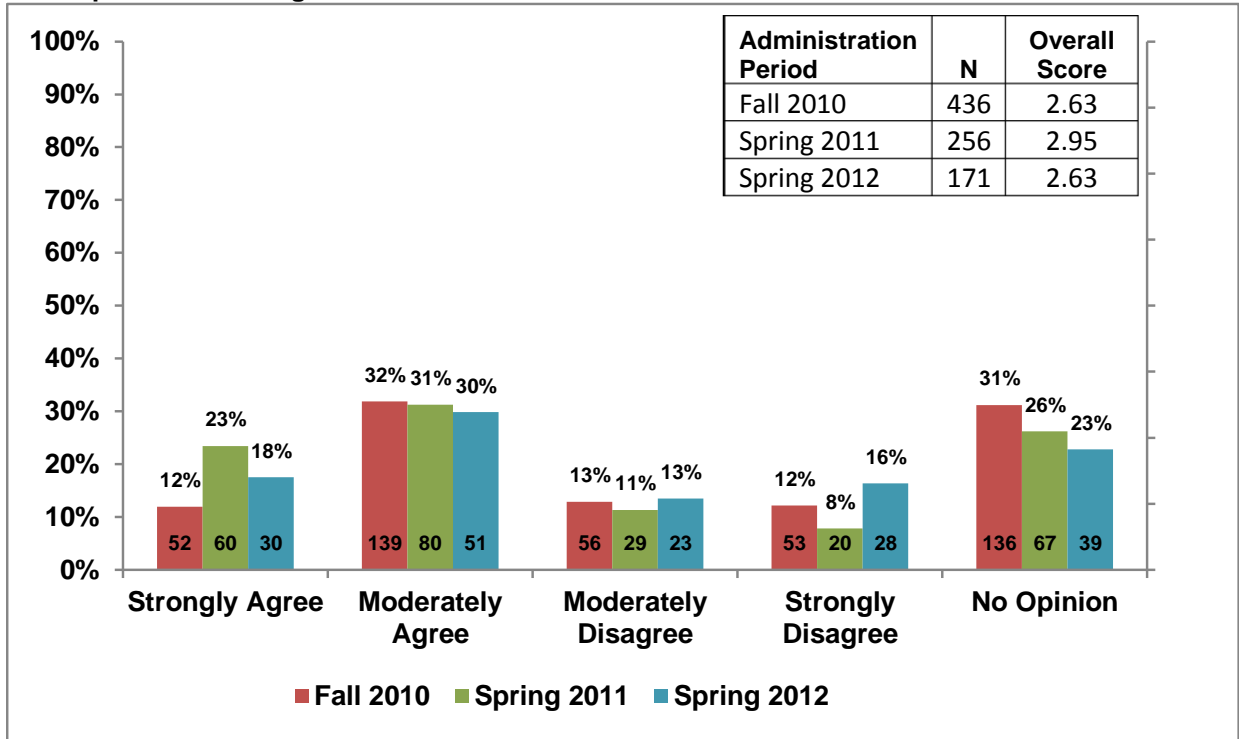
- Spring 2012 Accreditation Self-Study and Institutional Program Review maintained a statistically significant score level first achieved in spring 2011 (each are substantially higher than fall 2010).
- 30% of spring 2012 respondents agreed with the statement that SWC is organized and staffed appropriately and proportionally, down from 44% in spring 2011.
- Items related to processes and the allocation of resources to effectively support student learning through faculty hiring prioritization, budget planning, enrollment management and strategic planning each experienced higher overall mean score levels when measured against fall 2010 and a decline after spring 2011.



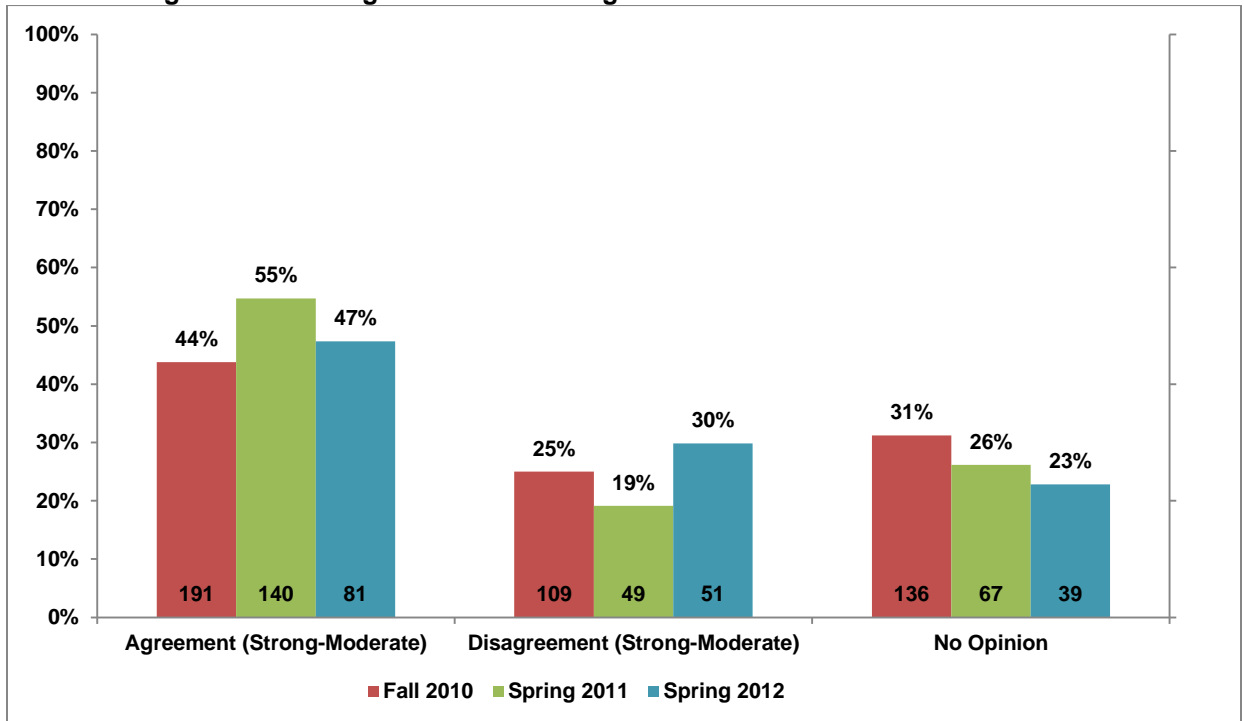
Histograms / Data Analysis

**50a. [Faculty Hiring Prioritization] The institution organizes its key processes and allocates its resources to effectively support student learning.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

#### 50a. [Faculty Hiring Prioritization] The institution organizes its key processes and allocates its resources to effectively support student learning.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	171	2.63	Fall 2010 - Spring 2012	-0.2%	No	0.999	7.011	0.001
Spring 2011	256	2.95	Spring 2011 - Spring 2012	-11.0%	Yes	0.011		
Fall 2010	436	2.63	Fall 2010 - Spring 2011	12.1%	Yes	0.001		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.25	1.08	36	2.48	.98	64	.270
FT Faculty	2.74	1.06	42	2.63	1.00	101	.577
Classified	2.73	.99	37	2.58	.95	106	.400
Administrator	2.94	1.03	17	3.17	.76	29	.387
Overall	2.63	1.06	132	2.63	.97	300	.999

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.25	1.08	36	2.80	.99	45	.019*
FT Faculty	2.74	1.06	42	2.85	1.03	68	.575
Classified	2.73	.99	37	3.09	.83	54	.062
Administrator	2.94	1.03	17	3.23	.81	22	.338
Overall	2.63	1.06	132	2.95	.95	189	.011

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

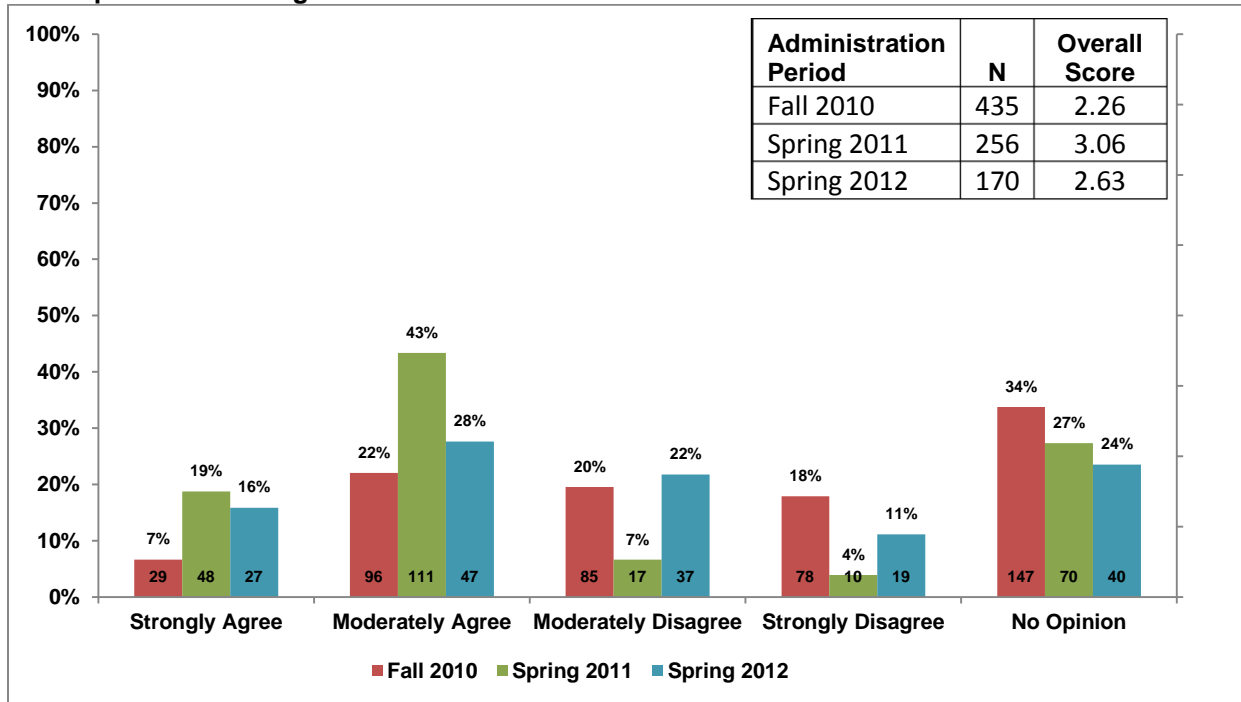
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.80	.99	45	2.48	.98	64	.101
FT Faculty	2.85	1.03	68	2.63	1.00	101	.168
Classified	3.09	.83	54	2.58	.95	106	.001*
Administrator	3.23	.81	22	3.17	.76	29	.805
Overall	2.95	.95	189	2.63	.97	300	.001

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

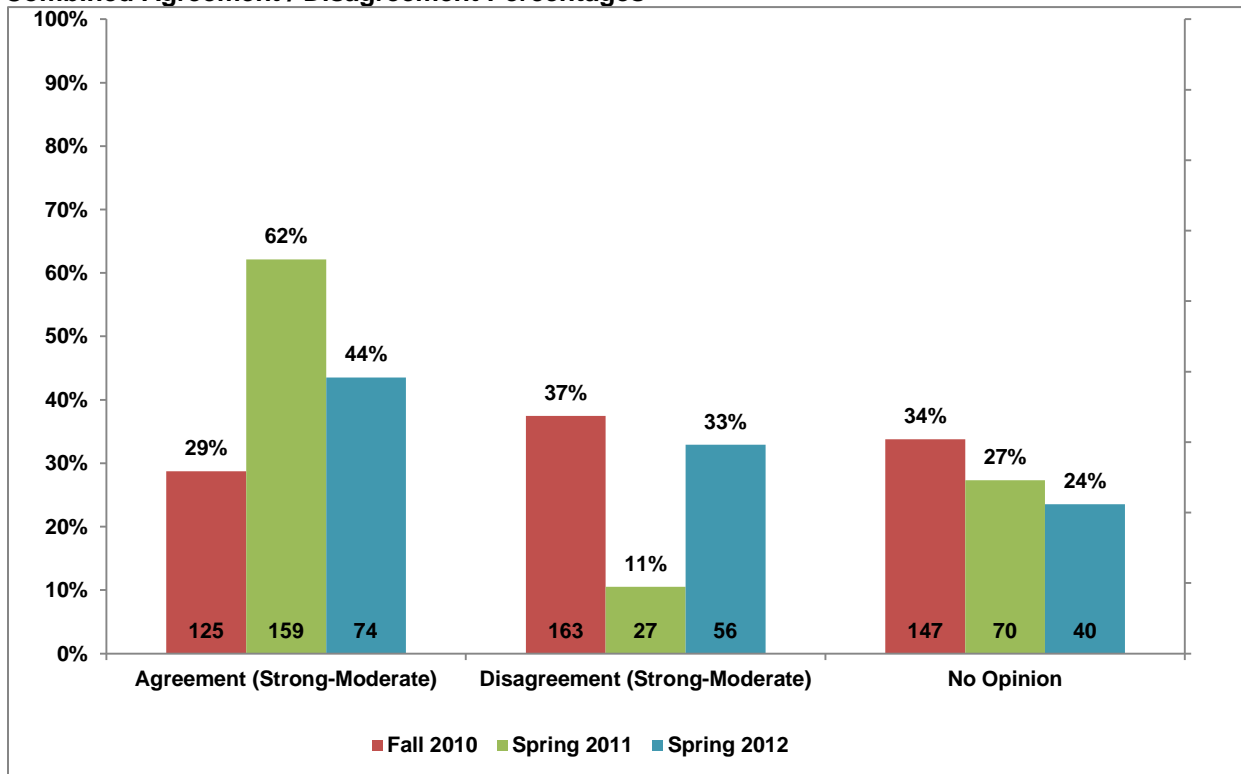
Histograms / Data Analysis

**50b. [Budget planning process] The institution organizes its key processes and allocates its resources to effectively support student learning.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



### Histograms / Data Analysis

#### 50b. [Budget planning process] The institution organizes its key processes and allocates its resources to effectively support student learning.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	170	2.63	Fall 2010 - Spring 2012	16.2%	Yes	0.000	43.437	0.000
Spring 2011	256	3.06	Spring 2011 - Spring 2012	-14.0%	Yes	0.000		
Fall 2010	435	2.26	Fall 2010 - Spring 2011	35.1%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.39	.96	31	2.20	.95	55	.384
FT Faculty	2.82	.93	38	1.82	.89	92	.000*
Classified	2.52	1.07	42	2.43	.89	109	.588
Administrator	2.89	.81	19	3.09	.82	32	.403
Overall	2.63	.97	130	2.26	.97	288	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.39	.96	31	2.98	.91	41	.010*
FT Faculty	2.82	.93	38	2.98	.78	62	.332
Classified	2.52	1.07	42	3.14	.65	56	.001*
Administrator	2.89	.81	19	3.19	.62	27	.176
Overall	2.63	.97	130	3.06	.75	186	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

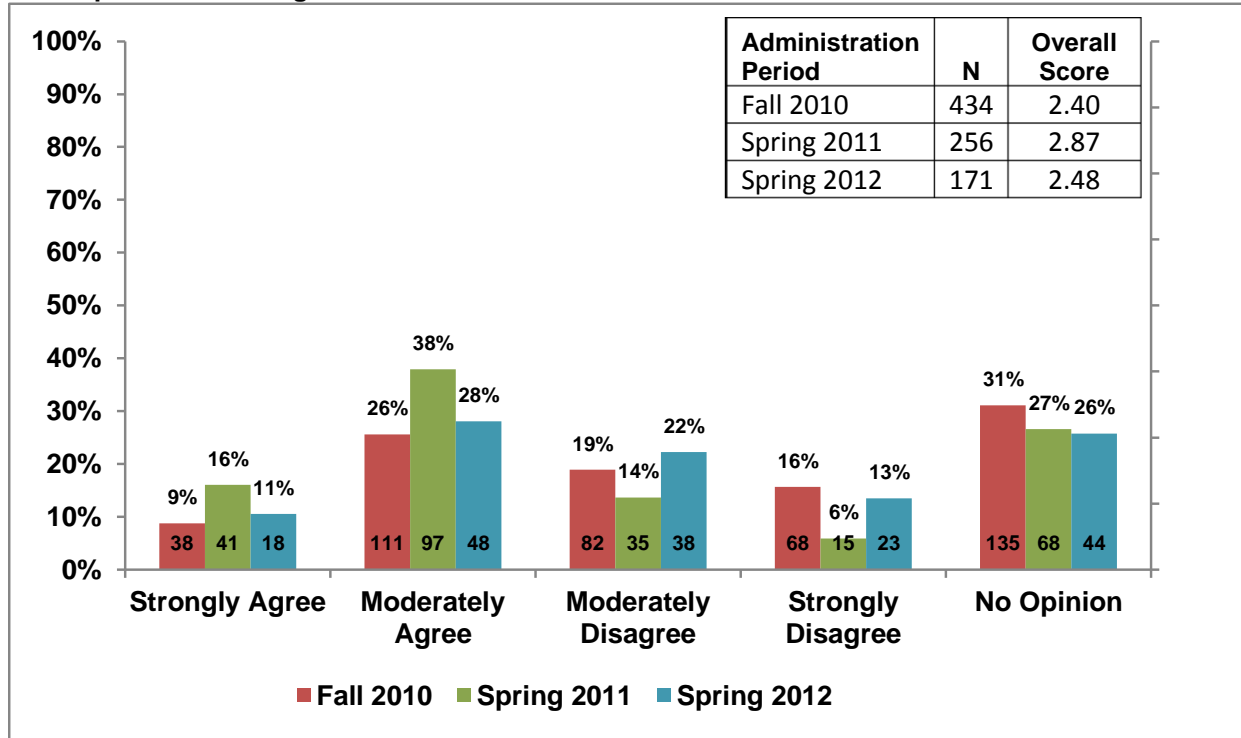
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.98	.91	41	2.20	.95	55	.000*
FT Faculty	2.98	.78	62	1.82	.89	92	.000*
Classified	3.14	.65	56	2.43	.89	109	.000*
Administrator	3.19	.62	27	3.09	.82	32	.636
Overall	3.06	.75	186	2.26	.97	288	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

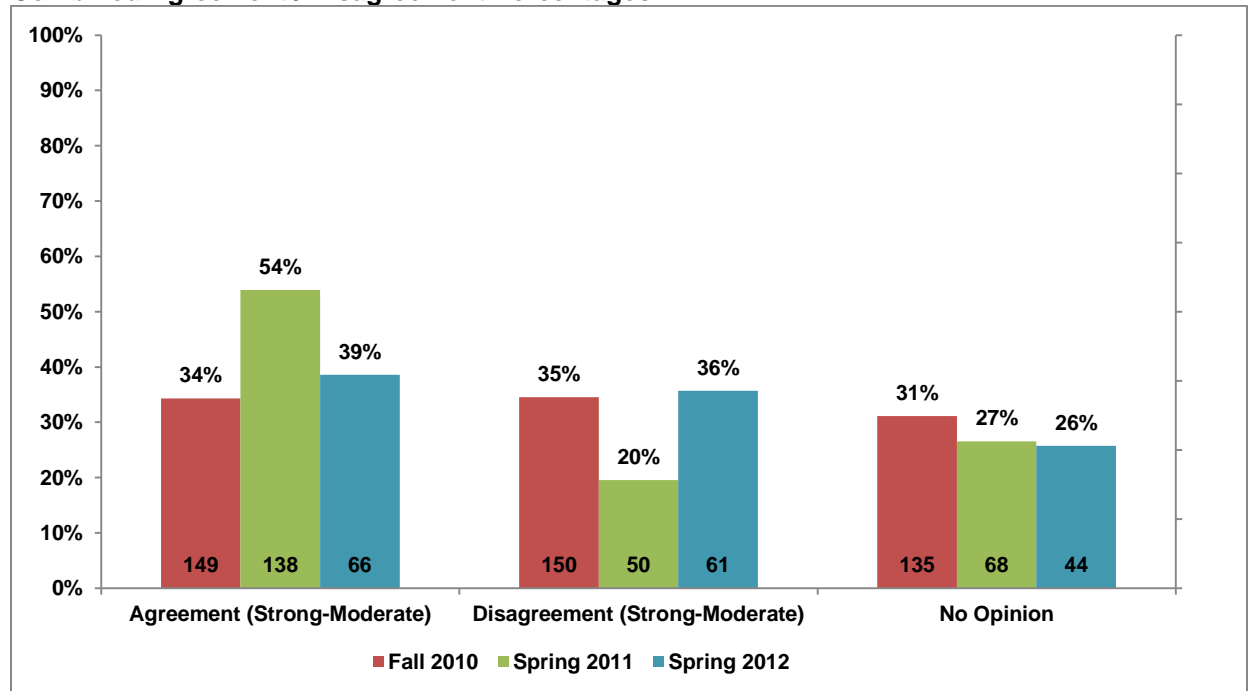
Histograms / Data Analysis

**50c. [Facilities design, use, allocation, and planning processes] The institution organizes its key processes and allocates its resources to effectively support student learning.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



### Histograms / Data Analysis

**50c. [Facilities design, use, allocation, and planning processes] The institution organizes its key processes and allocates its resources to effectively support student learning.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	171	2.48	Fall 2010 - Spring 2012	3.4%	No	0.682	15.552	0.000
Spring 2011	256	2.87	Spring 2011 - Spring 2012	-13.6%	Yes	0.001		
Fall 2010	434	2.40	Fall 2010 - Spring 2011	19.8%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.39	.99	28	2.51	1.00	57	.617
FT Faculty	2.50	.89	38	2.12	.98	91	.041*
Classified	2.49	1.03	43	2.38	.92	120	.502
Administrator	2.56	.86	18	3.10	.79	31	.030*
Overall	2.48	.95	127	2.40	.98	299	.682

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.39	.99	28	3.15	.74	40	.001*
FT Faculty	2.50	.89	38	2.70	.85	63	.269
Classified	2.49	1.03	43	2.83	.86	58	.075
Administrator	2.56	.86	18	2.96	.85	27	.125
Overall	2.48	.95	127	2.87	.84	188	.001

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

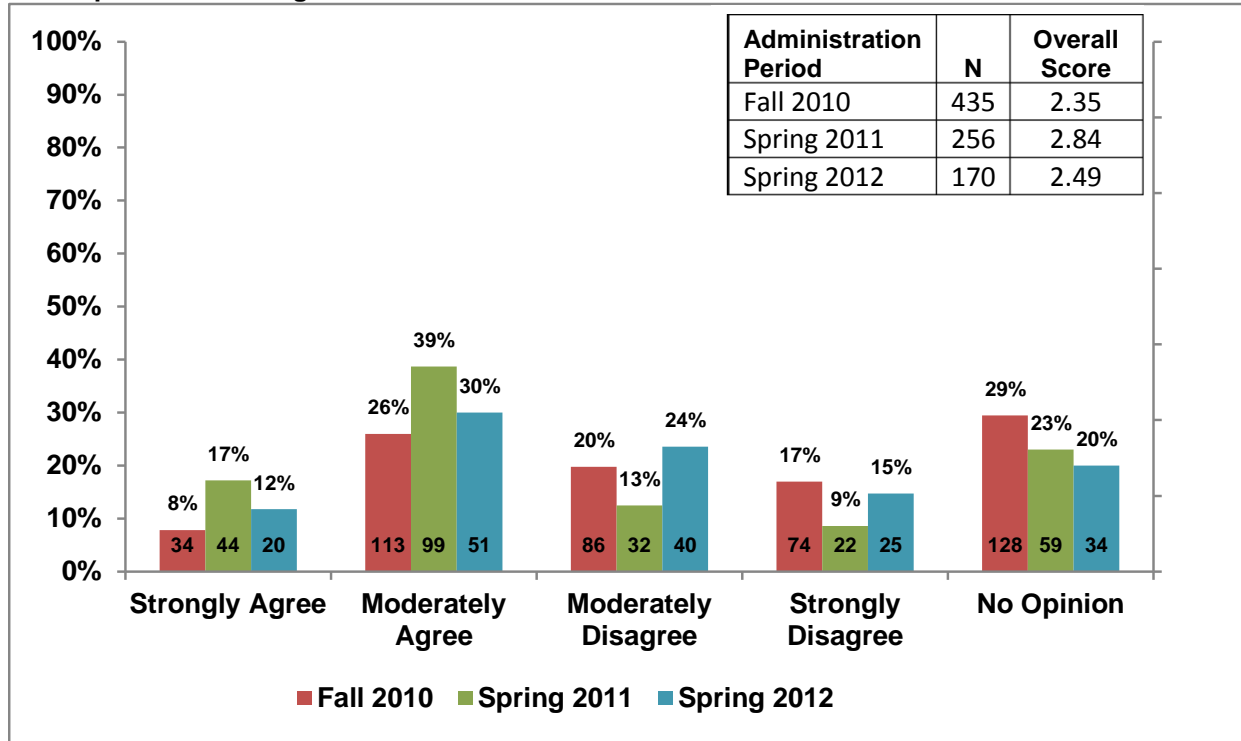
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.15	.74	40	2.51	1.00	57	.001*
FT Faculty	2.70	.85	63	2.12	.98	91	.000*
Classified	2.83	.86	58	2.38	.92	120	.002*
Administrator	2.96	.85	27	3.10	.79	31	.538
Overall	2.87	.84	188	2.40	.98	299	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

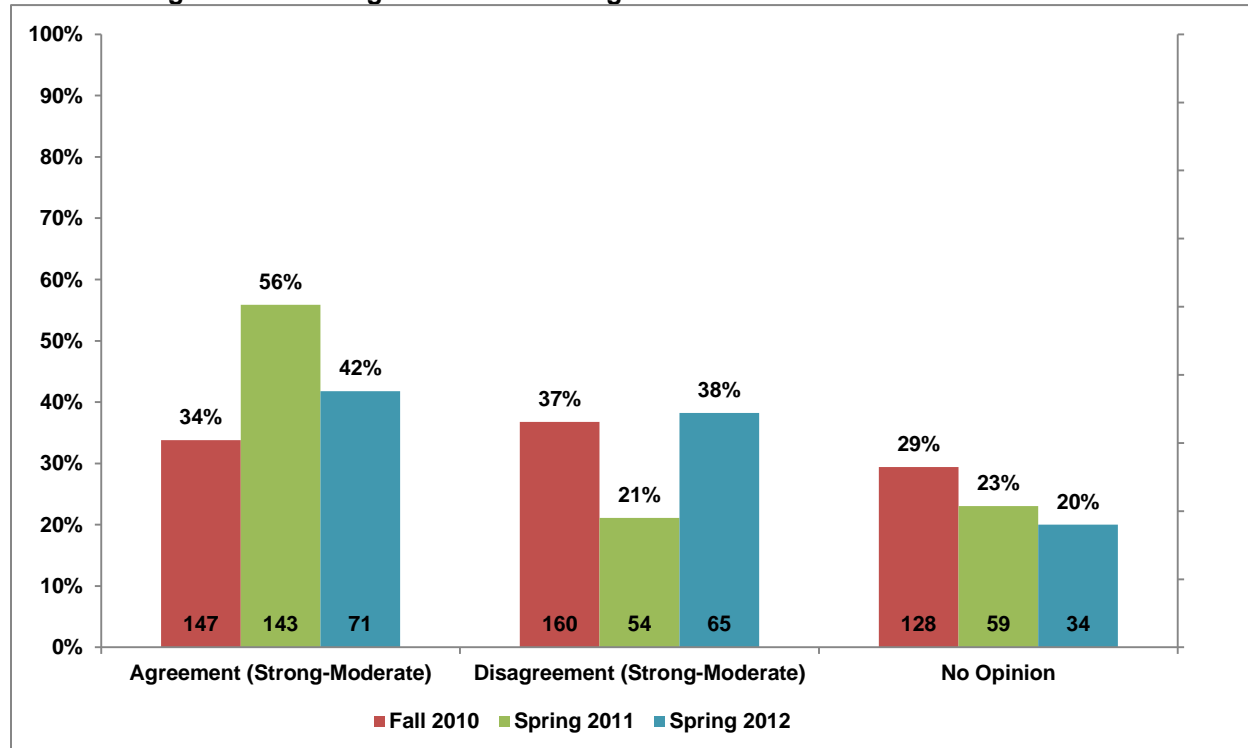
Histograms / Data Analysis

**50d. [Technology planning process] The institution organizes its key processes and allocates its resources to effectively support student learning.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

#### 50d. [Technology planning process] The institution organizes its key processes and allocates its resources to effectively support student learning.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	170	2.49	Fall 2010 - Spring 2012	5.8%	No	0.339	16.256	0.000
Spring 2011	256	2.84	Spring 2011 - Spring 2012	-12.4%	Yes	0.003		
Fall 2010	435	2.35	Fall 2010 - Spring 2011	20.8%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.42	.99	31	2.63	.93	59	.327
FT Faculty	2.53	.96	40	2.02	.97	99	.006*
Classified	2.53	.94	45	2.39	.91	116	.370
Administrator	2.40	1.00	20	2.70	.95	33	.284
Overall	2.49	.96	136	2.35	.97	307	.339

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.42	.99	31	3.00	.84	46	.007*
FT Faculty	2.53	.96	40	2.61	1.01	66	.683
Classified	2.53	.94	45	2.90	.80	59	.036*
Administrator	2.40	1.00	20	3.00	.85	26	.033*
Overall	2.49	.96	136	2.84	.90	197	.003

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.00	.84	46	2.63	.93	59	.036*
FT Faculty	2.61	1.01	66	2.02	.97	99	.000*
Classified	2.90	.80	59	2.39	.91	116	.000*
Administrator	3.00	.85	26	2.70	.95	33	.208
Overall	2.84	.90	197	2.35	.97	307	.000

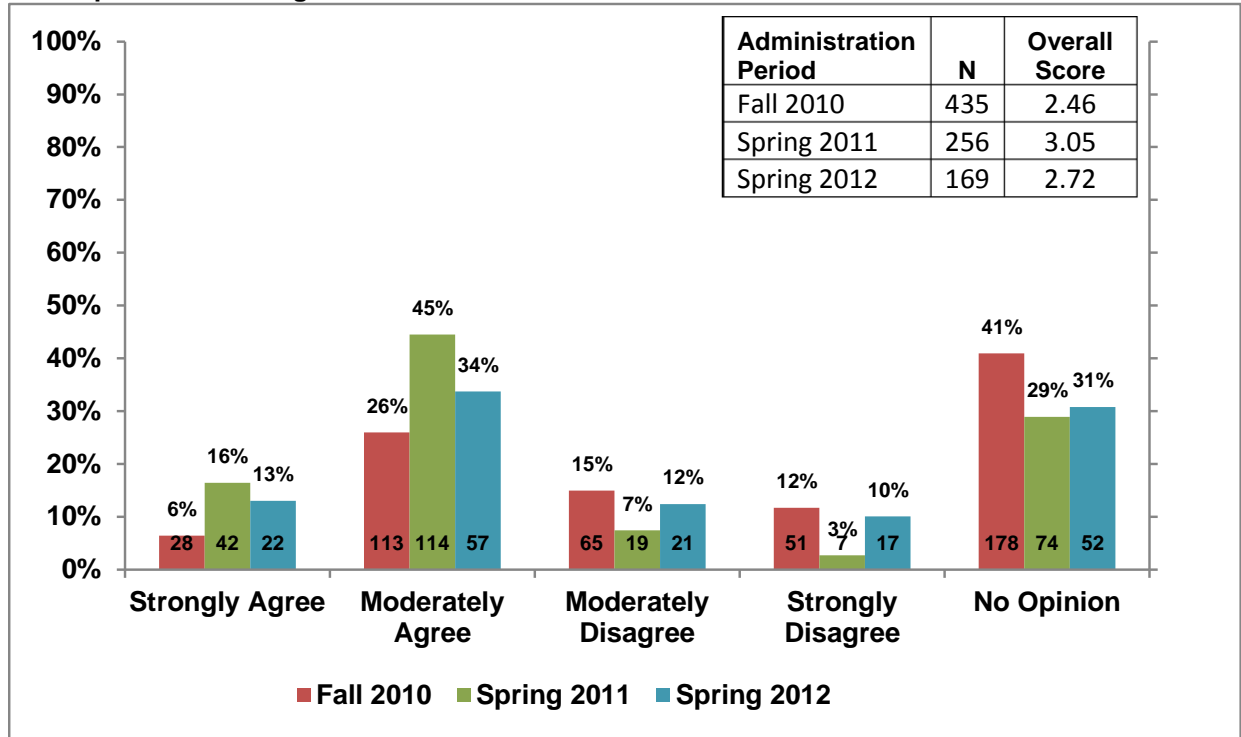
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.



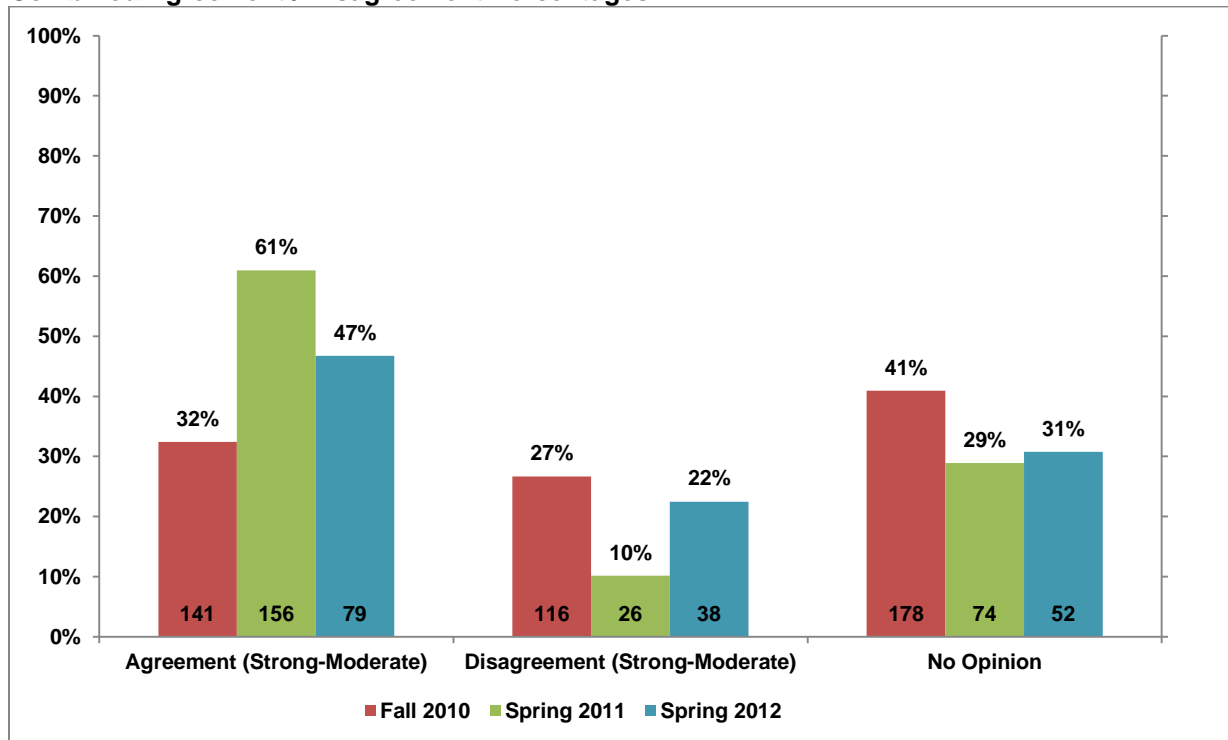
Histograms / Data Analysis

**50e. [Strategic planning process] The institution organizes its key processes and allocates its resources to effectively support student learning.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

**50e. [Strategic planning process] The institution organizes its key processes and allocates its resources to effectively support student learning.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	169	2.72	Fall 2010 - Spring 2012	10.5%	Yes	0.020	24.925	0.000
Spring 2011	256	3.05	Spring 2011 - Spring 2012	-10.9%	Yes	0.004		
Fall 2010	435	2.46	Fall 2010 - Spring 2011	24.0%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.57	.96	28	2.41	.97	44	.490
FT Faculty	2.91	.90	34	2.15	.96	84	.000*
Classified	2.64	.99	36	2.58	.86	95	.733
Administrator	2.74	.87	19	2.94	.74	34	.369
Overall	2.72	.94	117	2.46	.93	257	.020

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.00	.84	46	3.13	.70	39	.008*
FT Faculty	2.61	1.01	66	2.89	.77	62	.888
Classified	2.90	.80	59	3.11	.66	55	.008*
Administrator	3.00	.85	26	3.19	.57	26	.040*
Overall	2.84	.90	197	3.05	.70	182	.004

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

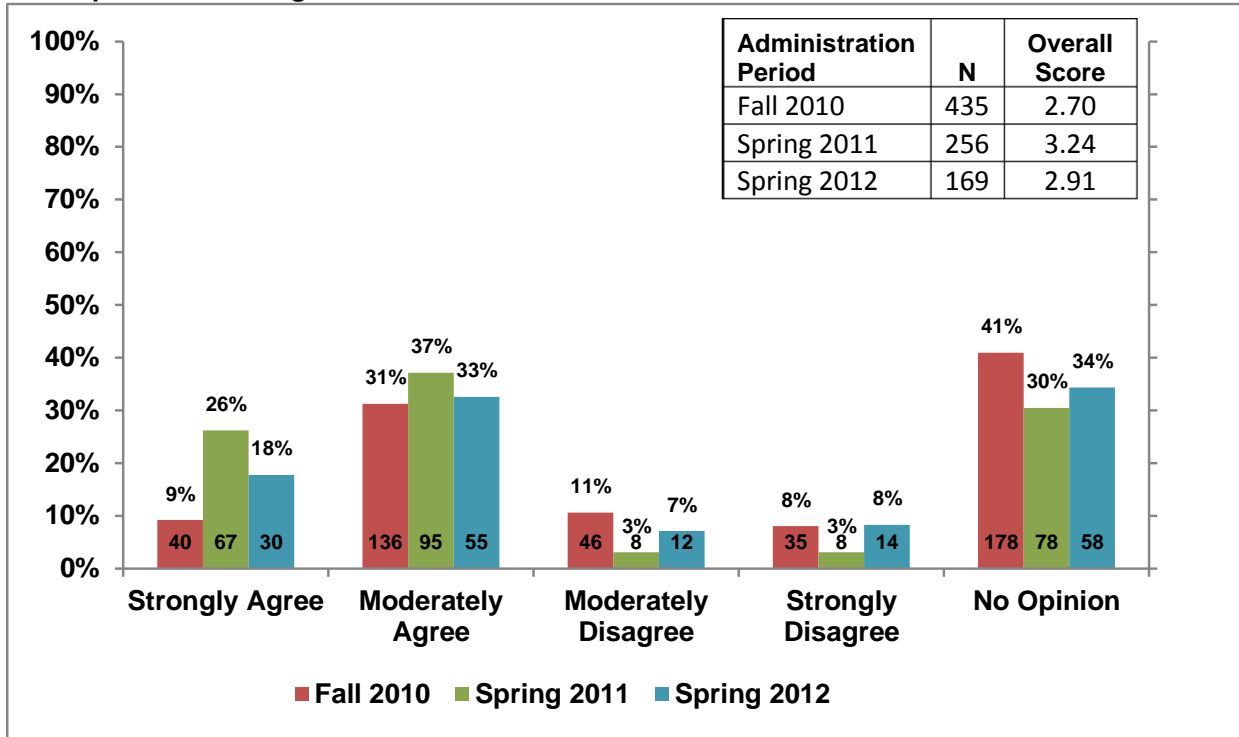
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.13	.70	39	2.41	.97	44	.000*
FT Faculty	2.89	.77	62	2.15	.96	84	.000*
Classified	3.11	.66	55	2.58	.86	95	.000*
Administrator	3.19	.57	26	2.94	.74	34	.155
Overall	3.05	.70	182	2.46	.93	257	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

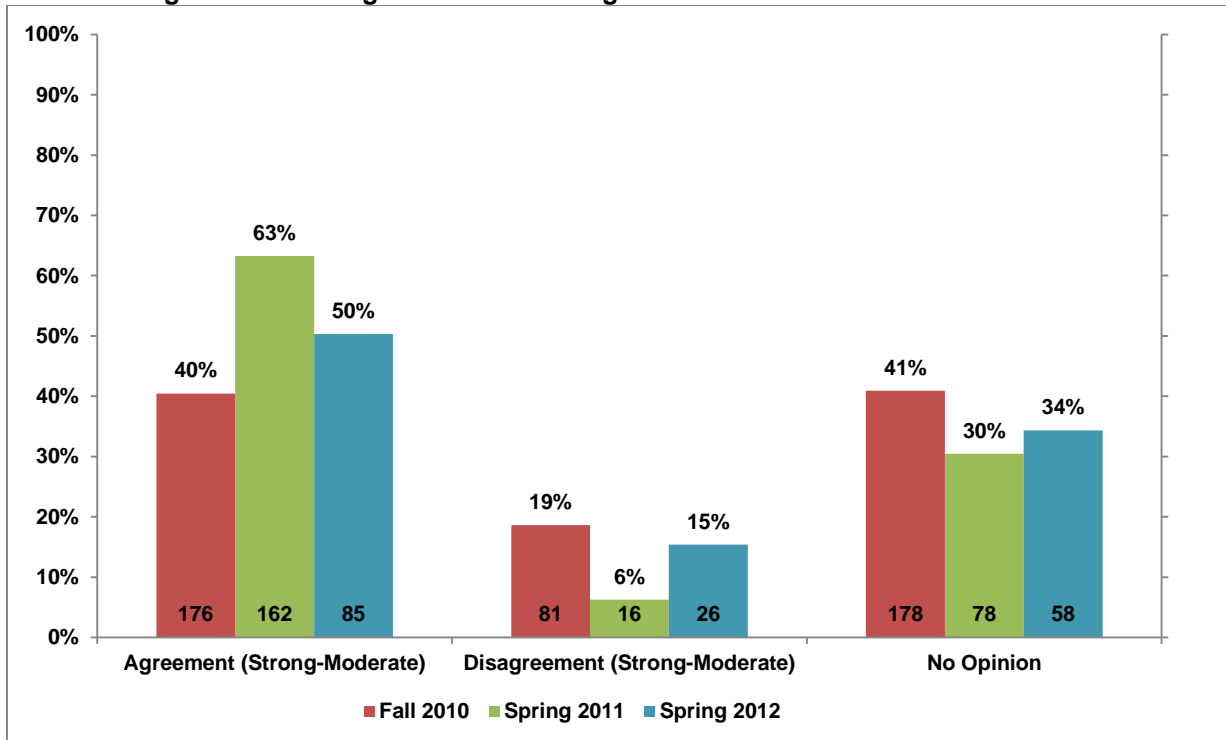
Histograms / Data Analysis

**50f.[Mission Statement review process] The institution organizes its key processes and allocates its resources to effectively support student learning.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

**50f. [Mission Statement review process] The institution organizes its key processes and allocates its resources to effectively support student learning.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	169	2.91	Fall 2010 - Spring 2012	7.6%	No	0.087	20.762	0.000
Spring 2011	256	3.24	Spring 2011 - Spring 2012	-10.2%	Yes	0.004		
Fall 2010	435	2.70	Fall 2010 - Spring 2011	19.9%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.81	1.02	26	2.69	.95	45	.623
FT Faculty	3.06	.98	32	2.59	.97	85	.020*
Classified	2.74	.93	34	2.66	.81	94	.655
Administrator	3.11	.74	19	3.15	.71	33	.825
Overall	2.91	.94	111	2.70	.89	257	.087

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.81	1.02	26	3.33	.66	39	.014*
FT Faculty	3.06	.98	32	3.13	.85	60	.720
Classified	2.74	.93	34	3.26	.71	53	.004*
Administrator	3.11	.74	19	3.31	.62	26	.323
Overall	2.91	.94	111	3.24	.74	178	.004

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

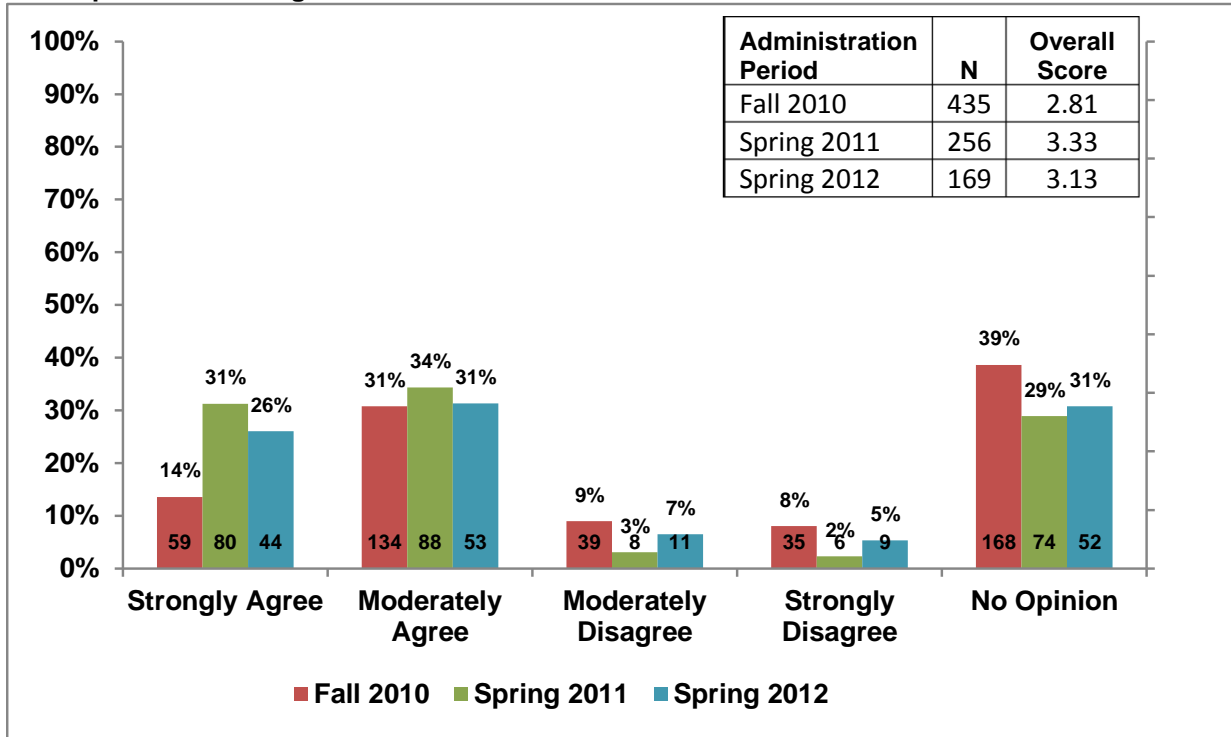
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.33	.66	39	2.69	.95	45	.001*
FT Faculty	3.13	.85	60	2.59	.97	85	.001*
Classified	3.26	.71	53	2.66	.81	94	.000*
Administrator	3.31	.62	26	3.15	.71	33	.380
Overall	3.24	.74	178	2.70	.89	257	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

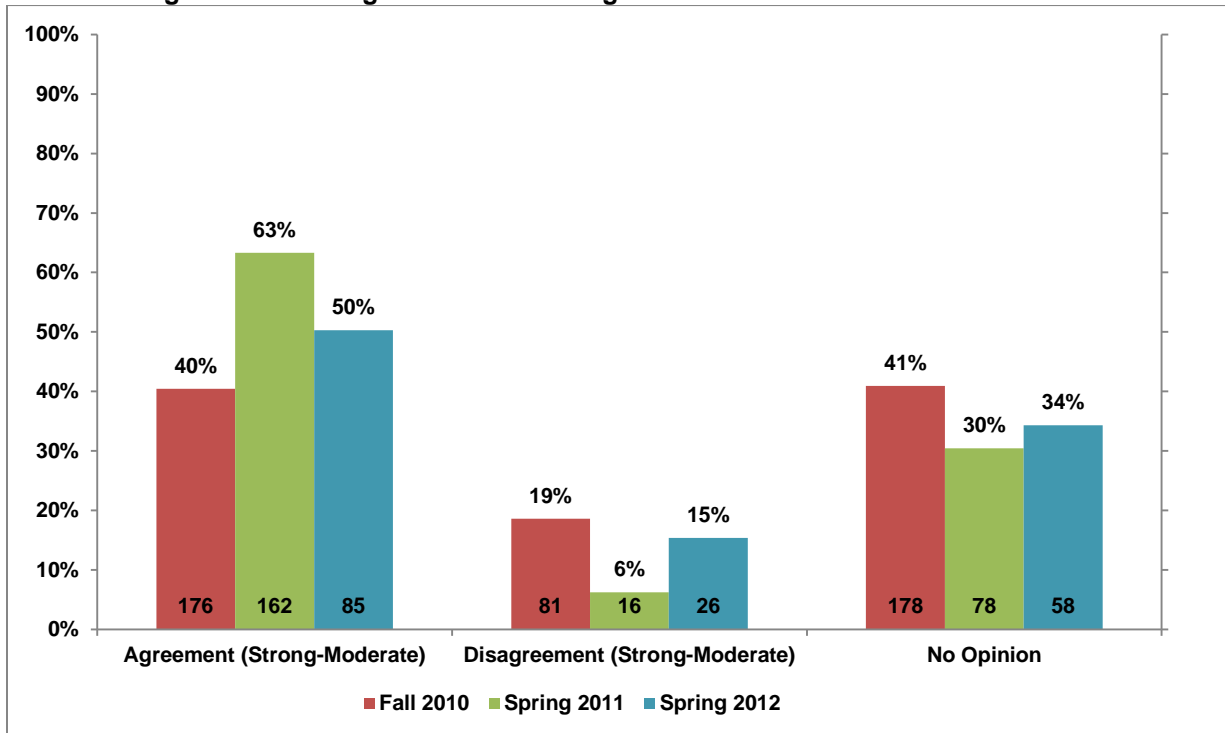
Histograms / Data Analysis

**50g. [Accreditation Self Study] The institution organizes its key processes and allocates its resources to effectively support student learning.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

**50g. [Accreditation Self Study] The institution organizes its key processes and allocates its resources to effectively support student learning.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	169	3.13	Fall 2010 - Spring 2012	11.2%	Yes	0.003	20.575	0.000
Spring 2011	256	3.33	Spring 2011 - Spring 2012	-6.1%	No	0.115		
Fall 2010	435	2.81	Fall 2010 - Spring 2011	18.4%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.89	.99	28	2.71	.96	49	.440
FT Faculty	3.27	.80	37	2.73	1.04	85	.006*
Classified	3.18	.81	33	2.82	.86	100	.035*
Administrator	3.11	.94	19	3.15	.71	33	.842
Overall	3.13	.88	117	2.81	.93	267	.003

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	2.89	.99	28	3.26	.64	38	.071
FT Faculty	3.27	.80	37	3.29	.80	62	.904
Classified	3.18	.81	33	3.32	.72	56	.400
Administrator	3.11	.94	19	3.54	.58	26	.063
Overall	3.13	.88	117	3.33	.71	182	.115

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

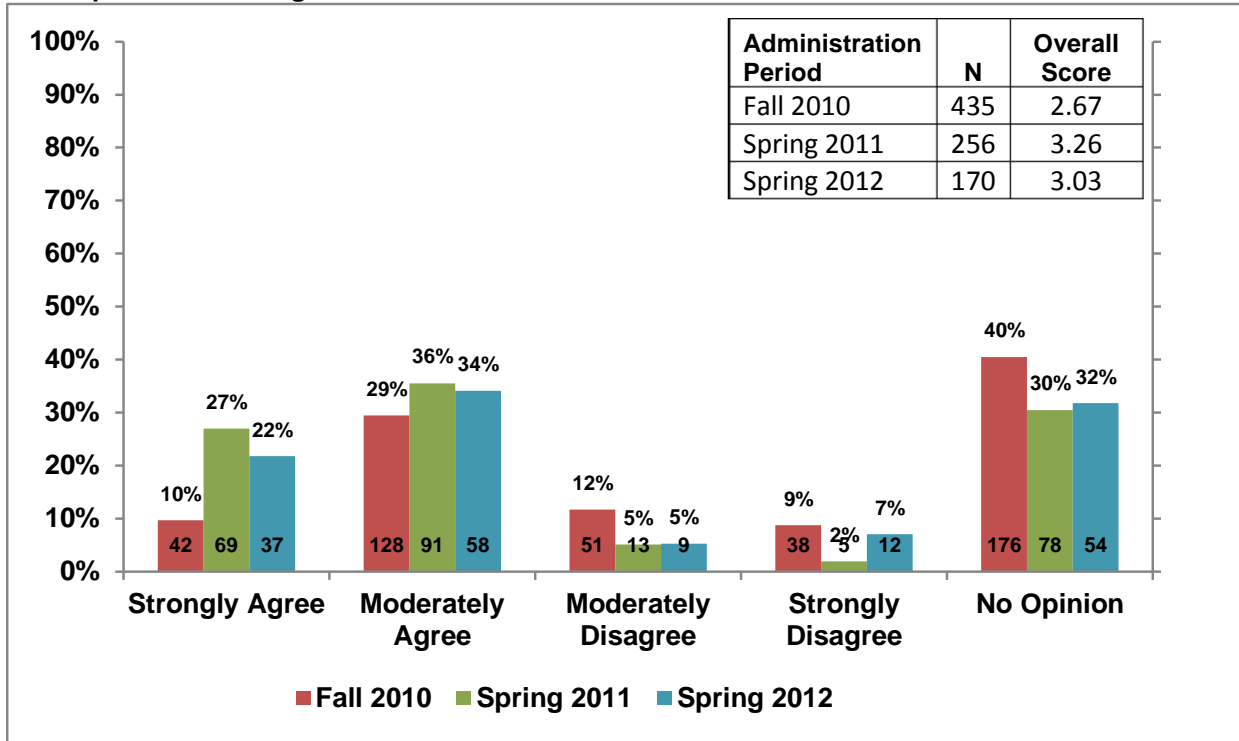
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.26	.64	38	2.71	.96	49	.003*
FT Faculty	3.29	.80	62	2.73	1.04	85	.001*
Classified	3.32	.72	56	2.82	.86	100	.000*
Administrator	3.54	.58	26	3.15	.71	33	.029
Overall	3.33	.71	182	2.81	.93	267	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

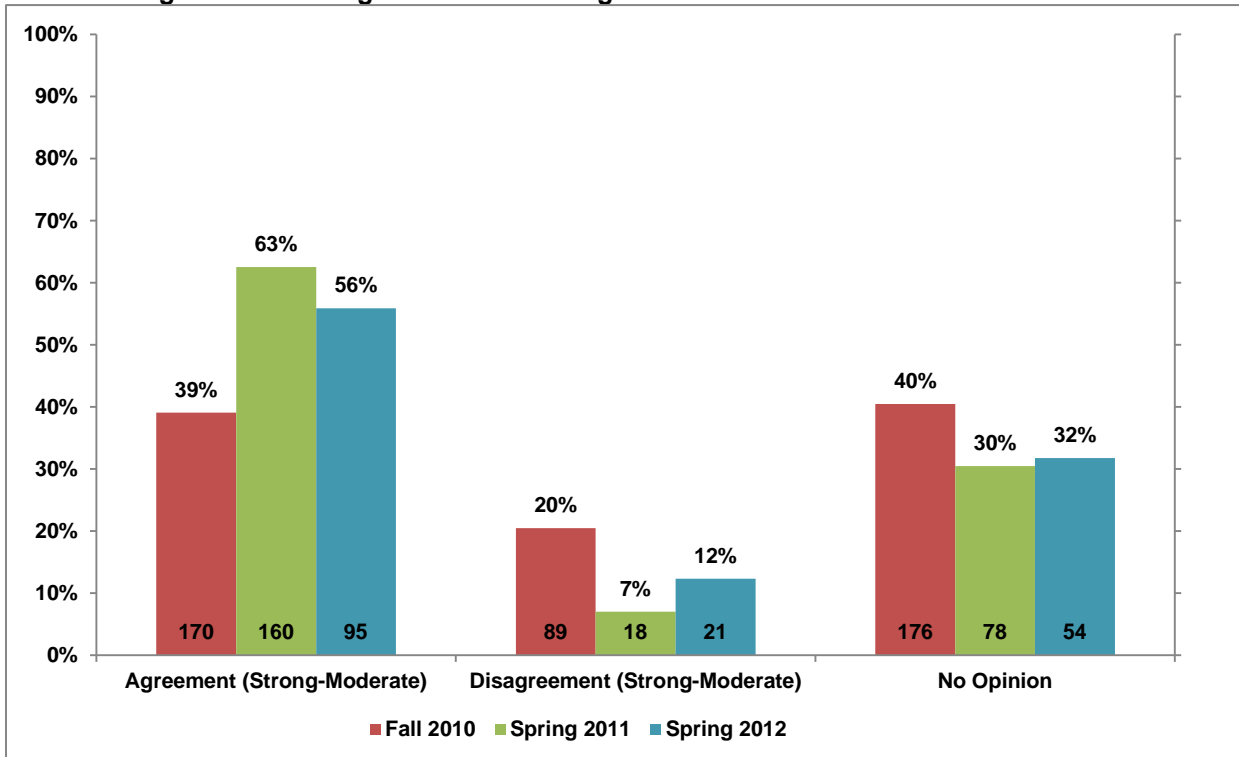
Histograms / Data Analysis

**50h. [Institutional Program Review] The institution organizes its key processes and allocates its resources to effectively support student learning.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

**50h. [Institutional Program Review] The institution organizes its key processes and allocates its resources to effectively support student learning.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	170	3.03	Fall 2010 - Spring 2012	13.6%	Yes	0.000	25.853	0.000
Spring 2011	256	3.26	Spring 2011 - Spring 2012	-6.9%	No	0.072		
Fall 2010	435	2.67	Fall 2010 - Spring 2011	22.0%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.82	1.12	28	2.63	1.02	46	.454
FT Faculty	3.22	.72	36	2.56	.97	87	.000*
Classified	3.00	.85	34	2.68	.86	94	.065
Administrator	3.06	.94	18	3.00	.72	32	.815
Overall	3.03	.90	116	2.67	.92	259	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.82	1.12	28	3.15	.66	40	.135
FT Faculty	3.22	.72	36	3.25	.79	61	.883
Classified	3.00	.85	34	3.29	.70	51	.086
Administrator	3.06	.94	18	3.38	.64	26	.172
Overall	3.03	.90	116	3.26	.71	178	.072

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.15	.66	40	2.63	1.02	46	.007*
FT Faculty	3.25	.79	61	2.56	.97	87	.000*
Classified	3.29	.70	51	2.68	.86	94	.000*
Administrator	3.38	.64	26	3.00	.72	32	.037*
Overall	3.26	.71	178	2.67	.92	259	.000

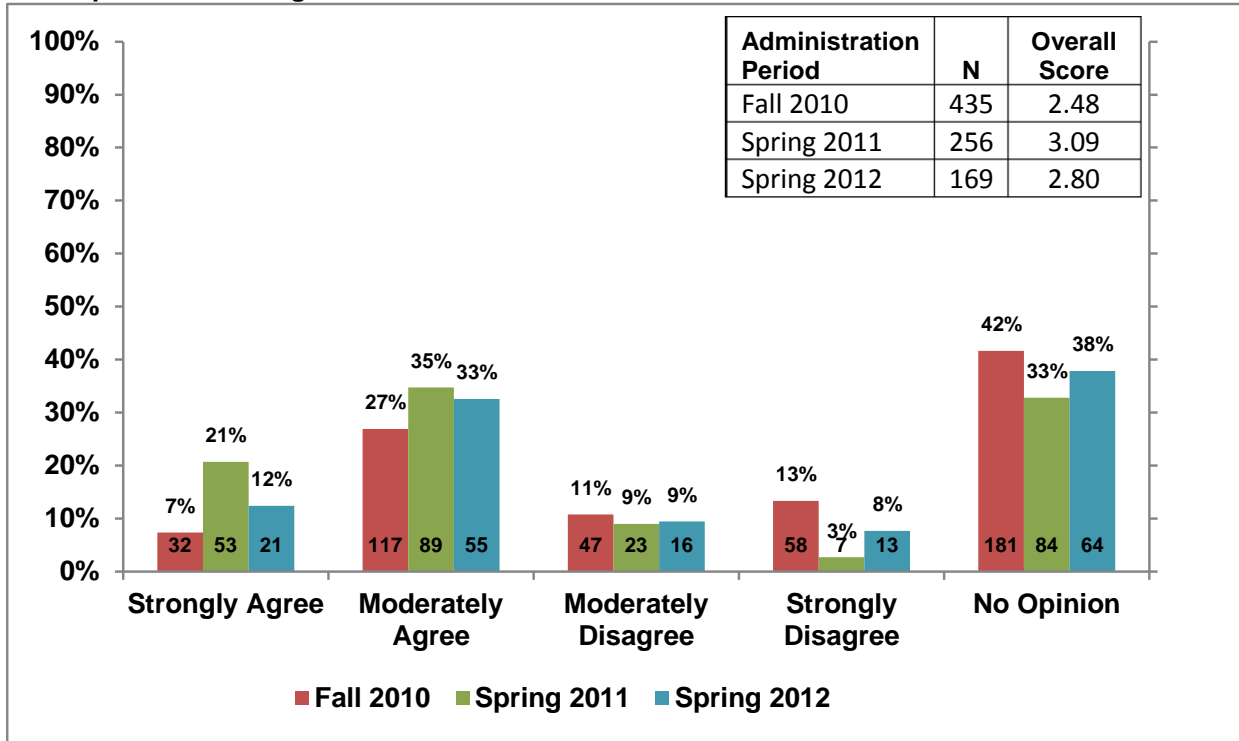
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.



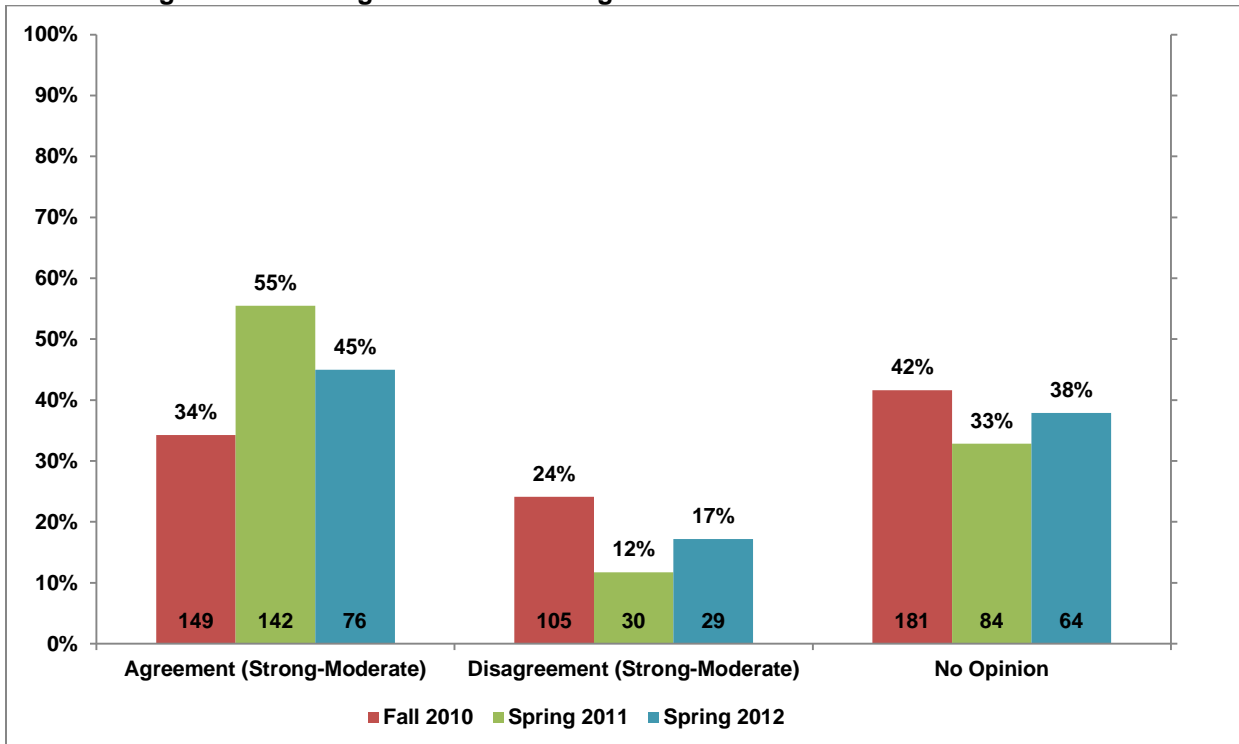
Histograms / Data Analysis

**50i. [Enrollment Management] The institution organizes its key processes and allocates its resources to effectively support student learning.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

#### 50i. [Enrollment Management] The institution organizes its key processes and allocates its resources to effectively support student learning.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	169	2.80	Fall 2010 - Spring 2012	12.7%	Yes	0.008	23.546	0.000
Spring 2011	256	3.09	Spring 2011 - Spring 2012	-9.5%	Yes	0.025		
Fall 2010	435	2.48	Fall 2010 - Spring 2011	24.5%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.70	.88	23	2.50	1.06	50	.441
FT Faculty	2.86	.88	35	2.18	.98	83	.001*
Classified	2.81	.91	31	2.60	.88	94	.255
Administrator	2.81	1.05	16	3.00	.92	27	.543
Overall	2.80	.90	105	2.48	.98	254	.008

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.70	.88	23	3.16	.75	38	.033*
FT Faculty	2.86	.88	35	2.92	.79	60	.734
Classified	2.81	.91	31	3.19	.82	48	.056
Administrator	2.81	1.05	16	3.23	.65	26	.117
Overall	2.80	.90	105	3.09	.77	172	.025

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

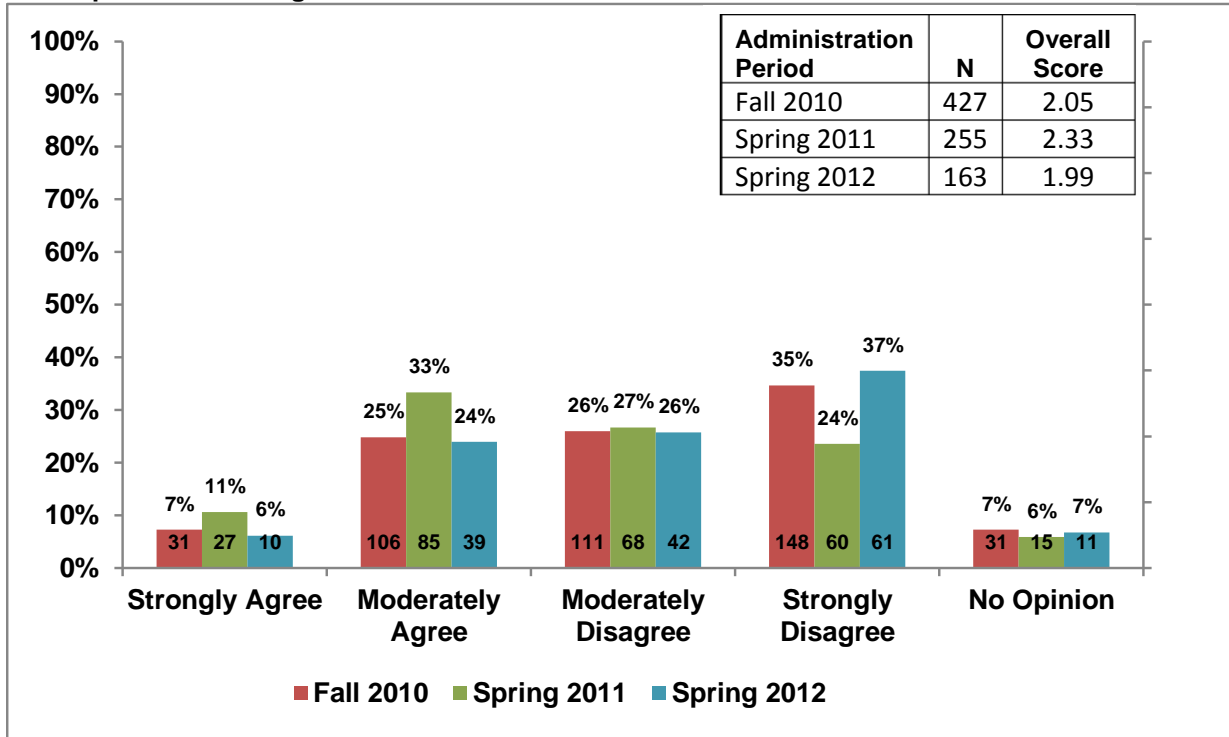
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.16	.75	38	2.50	1.06	50	.002*
FT Faculty	2.92	.79	60	2.18	.98	83	.000*
Classified	3.19	.82	48	2.60	.88	94	.000*
Administrator	3.23	.65	26	3.00	.92	27	.299
Overall	3.09	.77	172	2.48	.98	254	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

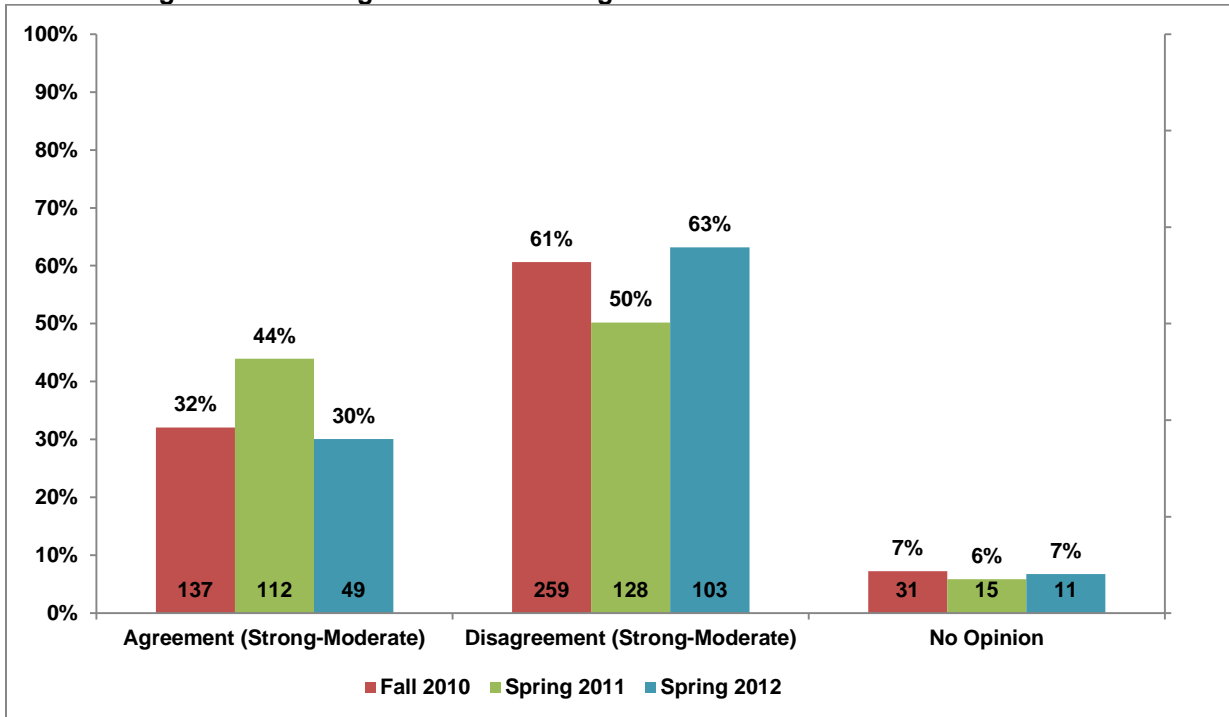
Histograms / Data Analysis

**51. SWC is organized and staffed appropriately and proportionately to reflect the institution's purpose, size, and complexity.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

### 51. SWC is organized and staffed appropriately and proportionately to reflect the institution's purpose, size, and complexity.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	163	1.99	Fall 2010 - Spring 2012	-3.1%	No	0.772	7.967	0.000
Spring 2011	255	2.33	Spring 2011 - Spring 2012	-14.7%	Yes	0.002		
Fall 2010	427	2.05	Fall 2010 - Spring 2011	13.6%	Yes	0.001		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	1.97	1.00	38	2.30	1.01	76	.102
FT Faculty	2.09	.93	45	1.98	.93	109	.516
Classified	1.92	.99	50	1.94	.96	178	.906
Administrator	1.95	.97	19	2.30	1.05	33	.231
Overall	1.99	.96	152	2.05	.98	396	.772

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	1.97	1.00	38	2.73	1.05	52	.001*
FT Faculty	2.09	.93	45	2.31	.96	70	.214
Classified	1.92	.99	50	2.16	.93	89	.160
Administrator	1.95	.97	19	2.17	.85	29	.400
Overall	1.99	.96	152	2.33	.98	240	.002

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

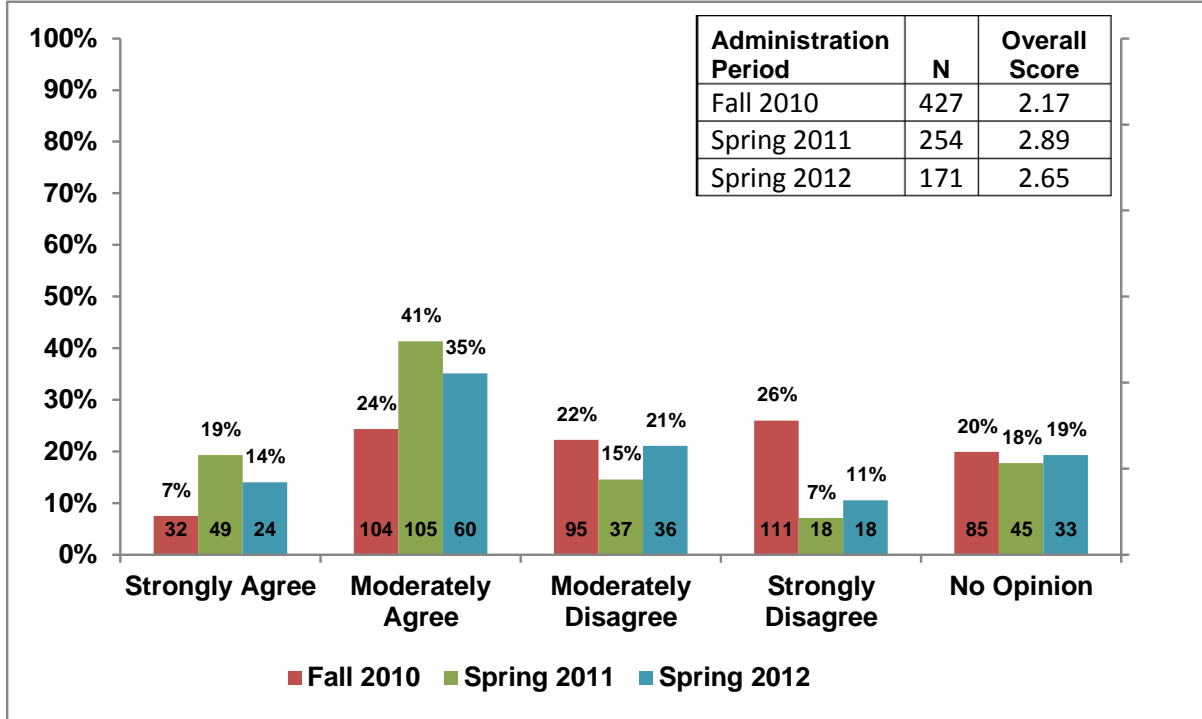
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.73	1.05	52	2.30	1.01	76	.022*
FT Faculty	2.31	.96	70	1.98	.93	109	.022*
Classified	2.16	.93	89	1.94	.96	178	.076
Administrator	2.17	.85	29	2.30	1.05	33	.594
Overall	2.33	.98	240	2.05	.98	396	.001

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

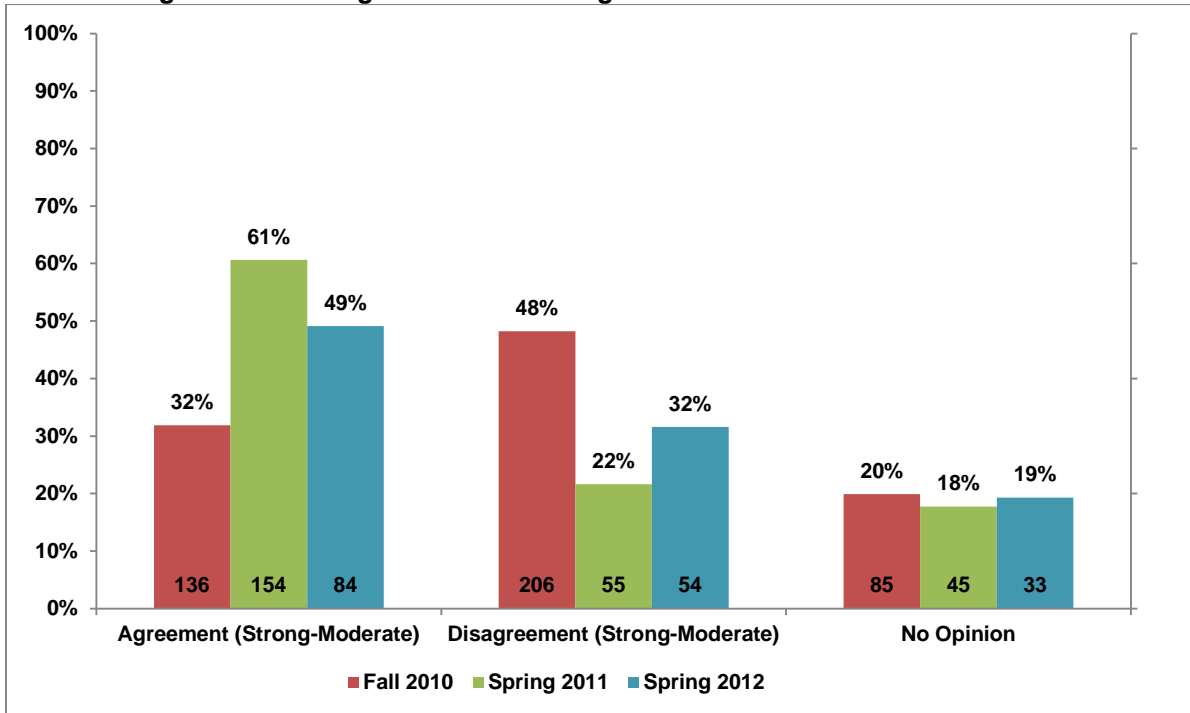
Histograms / Data Analysis

**52. SWC's planning process is broad-based, offers opportunities for input by appropriate constituencies, allocates necessary resources, and leads to improvement of institutional effectiveness.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

### 52. SWC's planning process is broad-based, offers opportunities for input by appropriate constituencies, allocates necessary resources, and leads to improvement of institutional effectiveness.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	171	2.65	Fall 2010 - Spring 2012	22.4%	Yes	0.000	40.870	0.000
Spring 2011	254	2.89	Spring 2011 - Spring 2012	-8.1%	No	0.062		
Fall 2010	427	2.17	Fall 2010 - Spring 2011	33.2%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.32	.95	34	2.24	1.05	62	.704
FT Faculty	2.82	1.01	38	1.89	.95	103	.000*
Classified	2.68	.81	47	2.24	.96	144	.005*
Administrator	2.84	.83	19	2.55	.97	33	.270
Overall	2.65	.92	138	2.17	.99	342	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.32	.95	34	3.00	.94	46	.002*
FT Faculty	2.82	1.01	38	2.82	.92	65	.998
Classified	2.68	.81	47	2.75	.79	69	.632
Administrator	2.84	.83	19	3.17	.71	29	.148
Overall	2.65	.92	138	2.89	.86	209	.062

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

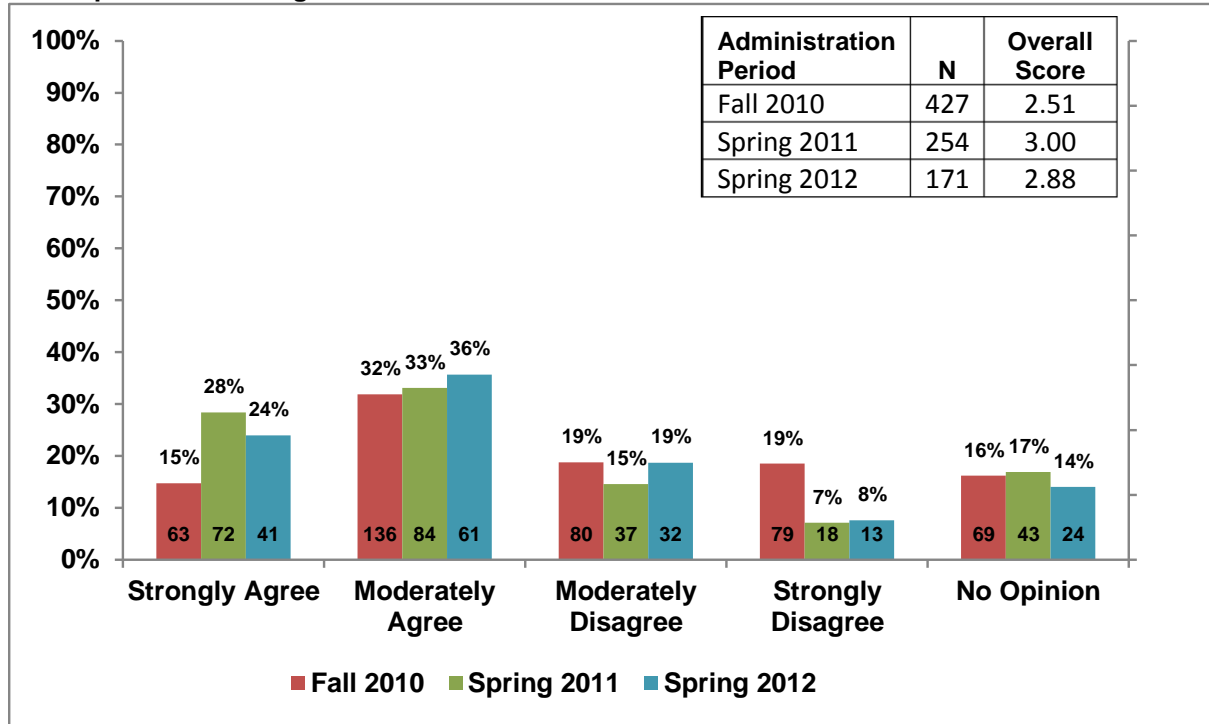
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.00	.94	46	2.24	1.05	62	.000*
FT Faculty	2.82	.92	65	1.89	.95	103	.000*
Classified	2.75	.79	69	2.24	.96	144	.000*
Administrator	3.17	.71	29	2.55	.97	33	.006*
Overall	2.89	.86	209	2.17	.99	342	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

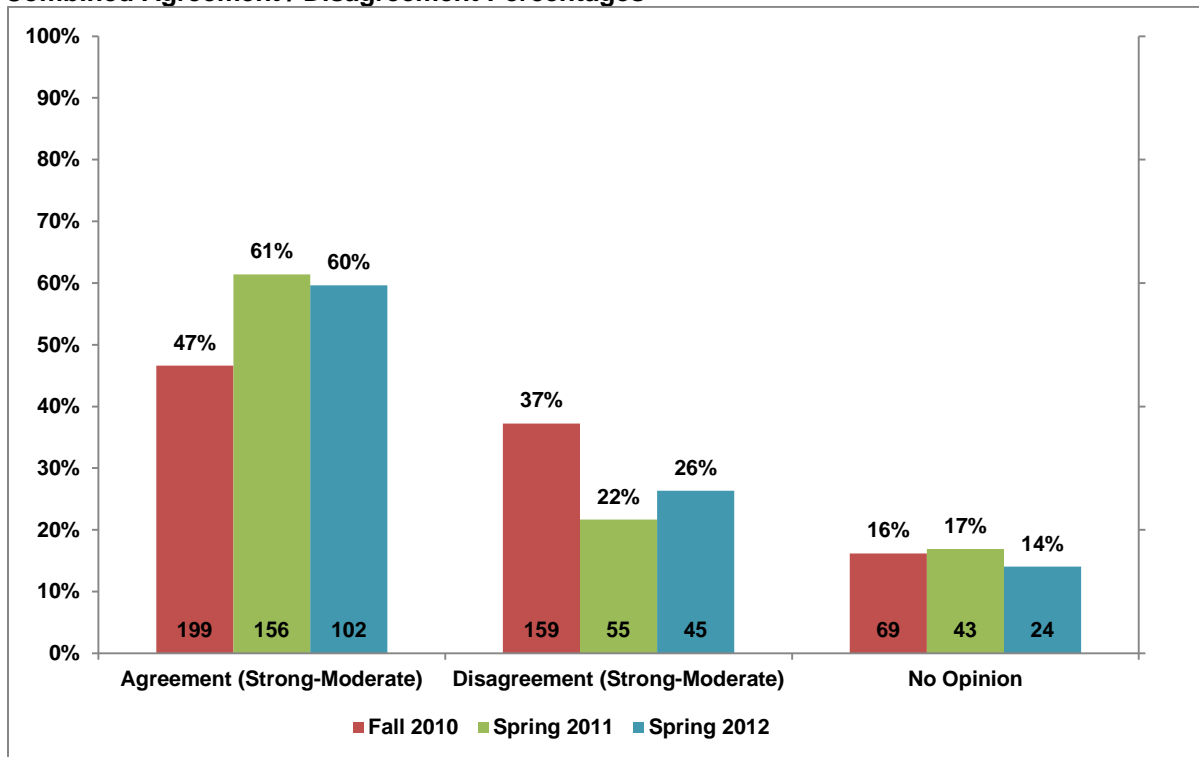
Histograms / Data Analysis

**53. Student learning needs are central to the planning, development and design of new facilities.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

### 53. Student learning needs are central to the planning, development and design of new facilities.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	171	2.88	Fall 2010 - Spring 2012	14.9%	Yes	0.000	18.676	0.000
Spring 2011	254	3.00	Spring 2011 - Spring 2012	-3.7%	No	0.540		
Fall 2010	427	2.51	Fall 2010 - Spring 2011	19.3%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.77	.96	39	2.51	.97	71	.176
FT Faculty	2.76	.91	42	2.13	1.06	104	.001*
Classified	3.06	.91	48	2.66	.95	151	.011*
Administrator	2.94	.87	18	3.03	.97	32	.754
Overall	2.88	.92	147	2.51	1.02	358	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.77	.96	39	3.21	1.01	48	.042*
FT Faculty	2.76	.91	42	2.77	.97	65	.969
Classified	3.06	.91	48	3.00	.82	70	.697
Administrator	2.94	.87	18	3.14	.89	28	.461
Overall	2.88	.92	147	3.00	.93	211	.540

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.21	1.01	48	2.51	.97	71	.000*
FT Faculty	2.77	.97	65	2.13	1.06	104	.000*
Classified	3.00	.82	70	2.66	.95	151	.011*
Administrator	3.14	.89	28	3.03	.97	32	.645
Overall	3.00	.93	211	2.51	1.02	358	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.



## Histograms / Data Analysis

**Question Group XV: The results of evaluations relating to shared governance and decision-making structures and processes are widely communicated to the employees.**

The Group XV question (Q54) relates to WASC Standard I.B, which recognizes the importance of improving institutional effectiveness through systematic participative processes. Standard I.B explains the significance of the institution making a conscious effort to support student learning.

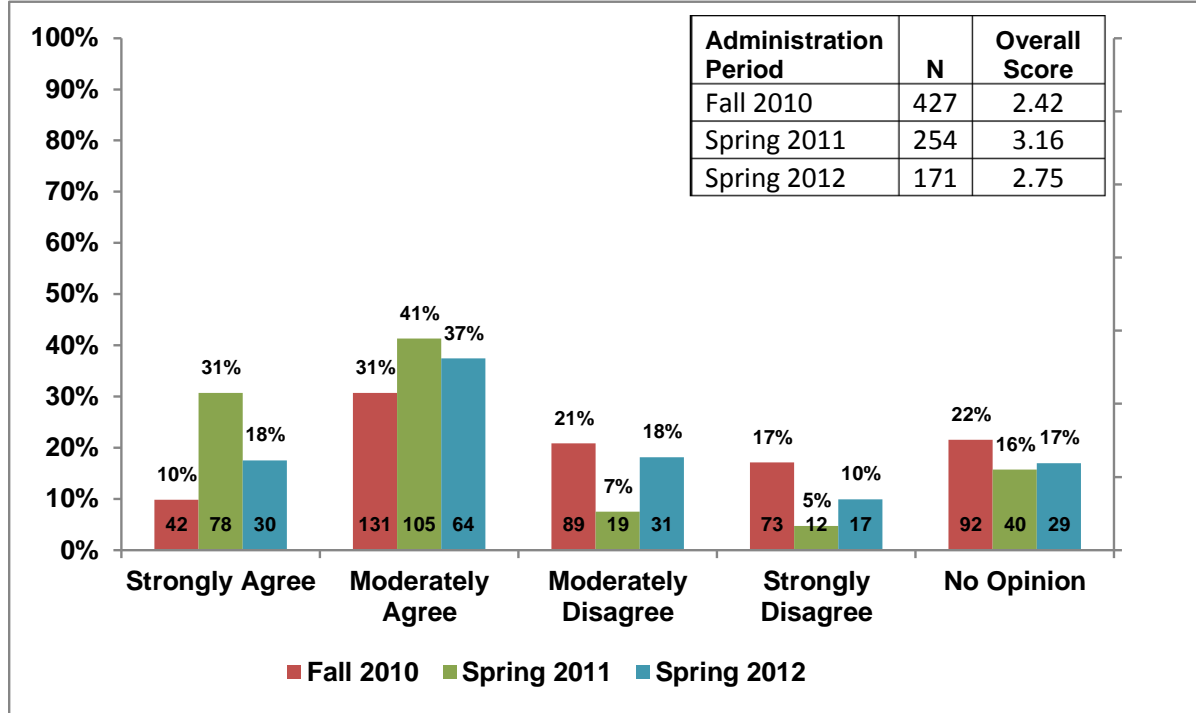
Overall findings of the three survey administrations include:

- While spring 2012 mean scores were higher in comparison to fall 2010, the “priorities of the College as established in planning documents are communicated College-wide” gain was offset by a decline in overall means scores after spring 2011.
- The greatest statistical change occurred among the full-time faculty and classified employee groups.

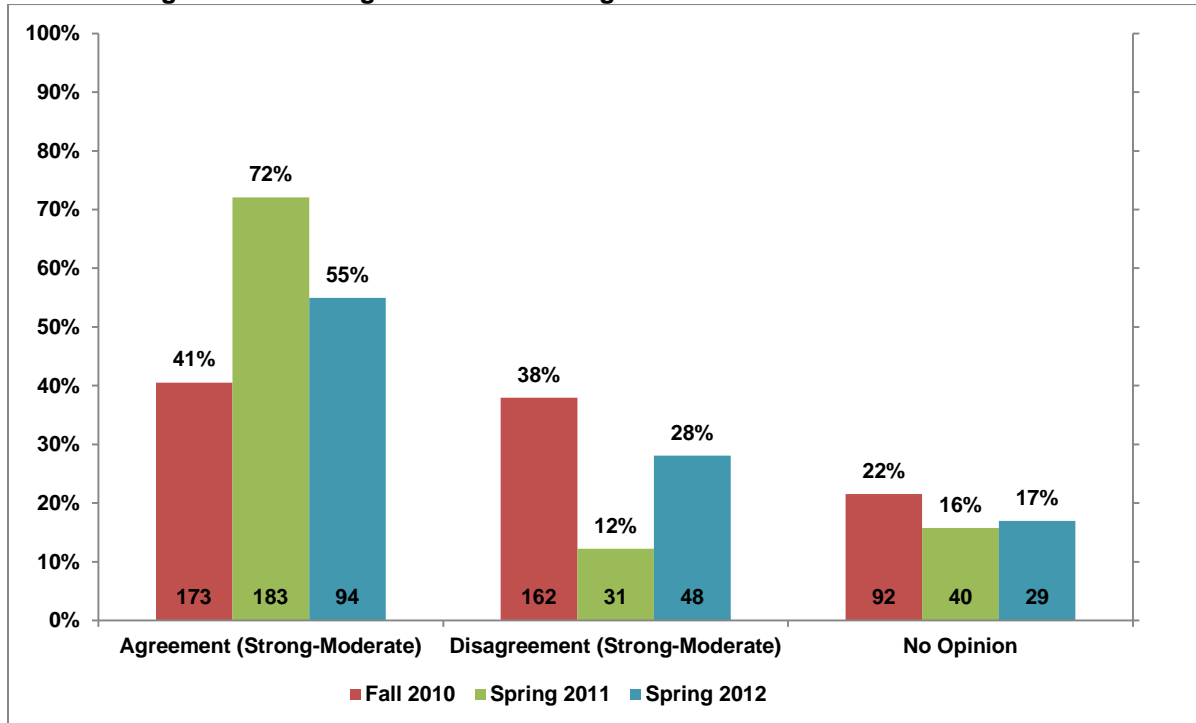
Histograms / Data Analysis

**54. The priorities of the College as established in planning documents (e.g., Strategic Plan, Education Master Plan, Enrollment Management Plan, and Technology Plan, etc.) are communicated College-wide.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

**54. The priorities of the College as established in planning documents (e.g., Strategic Plan, Education Master Plan, Enrollment Management Plan, and Technology Plan, etc.) are communicated College-wide.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	171	2.75	Fall 2010 - Spring 2012	13.6%	Yes	0.001	43.123	0.000
Spring 2011	254	3.16	Spring 2011 - Spring 2012	-13.0%	Yes	0.000		
Fall 2010	427	2.42	Fall 2010 - Spring 2011	30.5%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.50	1.00	36	2.42	.94	67	.680
FT Faculty	2.78	.94	41	2.26	.97	99	.004*
Classified	2.85	.92	46	2.43	.97	136	.012*
Administrator	2.95	.70	19	2.88	.89	33	.775
Overall	2.75	.92	142	2.42	.97	335	.001

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.50	1.00	36	3.16	.86	44	.434
FT Faculty	2.78	.94	41	3.10	.92	70	.783
Classified	2.85	.92	46	3.21	.74	71	.768
Administrator	2.95	.70	19	3.21	.62	29	.300
Overall	2.75	.92	142	3.16	.81	214	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.16	.86	44	2.42	.94	67	.059
FT Faculty	3.10	.92	70	2.26	.97	99	.259
Classified	3.21	.74	71	2.43	.97	136	.624
Administrator	3.21	.62	29	2.88	.89	33	.030*
Overall	3.16	.81	214	2.42	.97	335	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

## Histograms / Data Analysis

### **Question Group XVI: Needs assessment of campus resources.**

Group XVI questions (Q55) relate to WASC Standard III.A, III.B, III.C, and III.D. WASC Standard III focuses on the institution successfully using its resources as it pertains to human, physical, technology and financial to support its broad educational purposes and to improve institutional effectiveness.

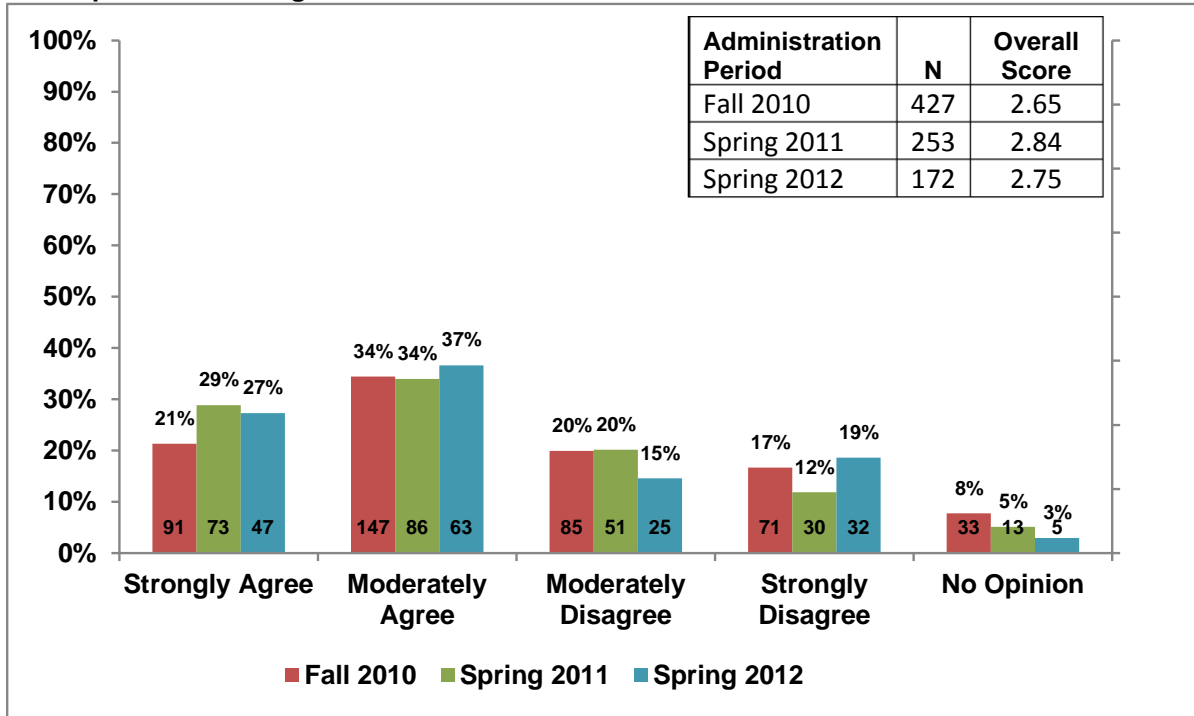
Overall findings of the three survey administrations include:

- For spring 2012, no statistically significant changes occurred with respect to fall 2010 or spring 2011.
- It should be noted that the “My needs are being met in each of the following areas?” query related to Maintenance Services was one of the ten survey questions with the least change from spring 2011 to spring 2012.

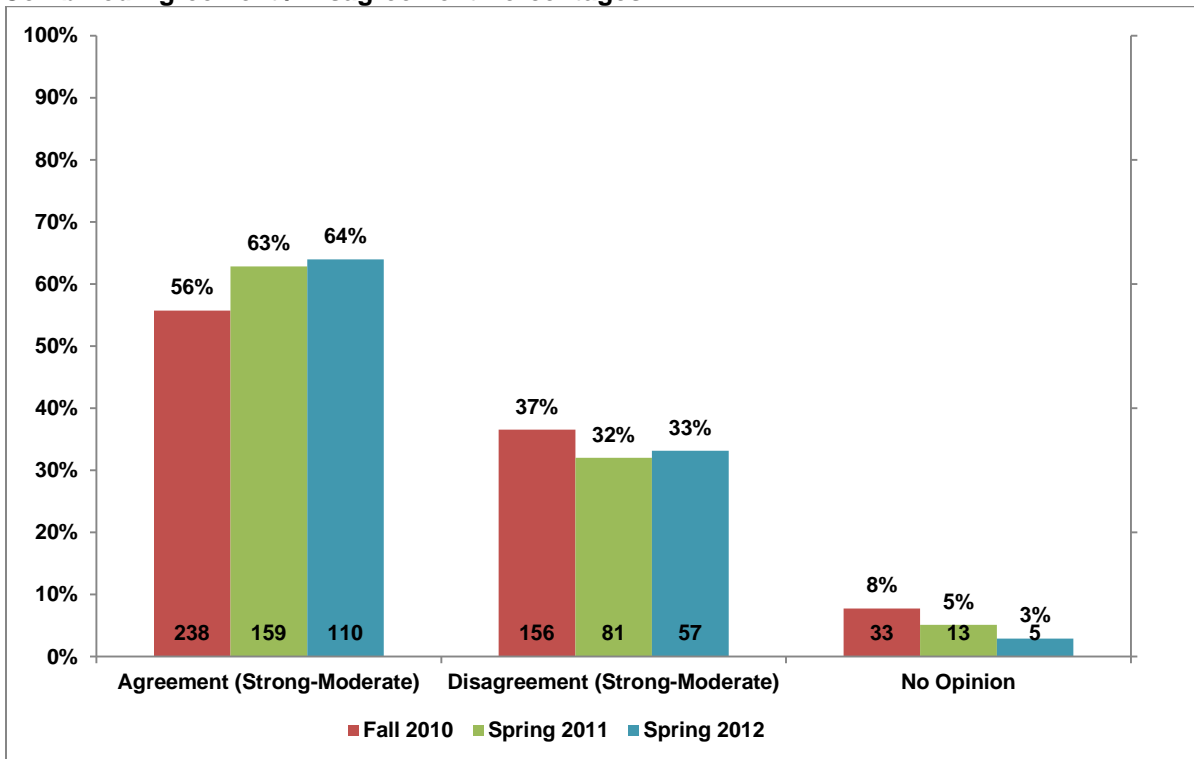
Histograms / Data Analysis

**55a. [Technology Support Services] My needs are being met in each of the following areas?..**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



## Histograms / Data Analysis

**55a. [Technology Support Services] My needs are being met in each of the following areas?**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	172	2.75	Fall 2010 - Spring 2012	3.5%	No	0.584	2.505	0.082
Spring 2011	253	2.84	Spring 2011 - Spring 2012	-3.3%	No	0.640		
Fall 2010	427	2.65	Fall 2010 - Spring 2011	7.0%	No	0.068		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.11	.94	47	2.98	.89	81	.434
FT Faculty	2.53	1.06	47	2.48	1.03	112	.783
Classified	2.79	1.13	53	2.74	1.01	168	.768
Administrator	2.30	.98	20	2.00	1.03	33	.300
Overall	2.75	1.07	167	2.65	1.03	394	.584

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.11	.94	47	3.27	.89	55	.361
FT Faculty	2.53	1.06	47	2.66	1.03	73	.520
Classified	2.79	1.13	53	2.81	.98	84	.926
Administrator	2.30	.98	20	2.57	.96	28	.343
Overall	2.75	1.07	167	2.84	1.00	240	.640

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

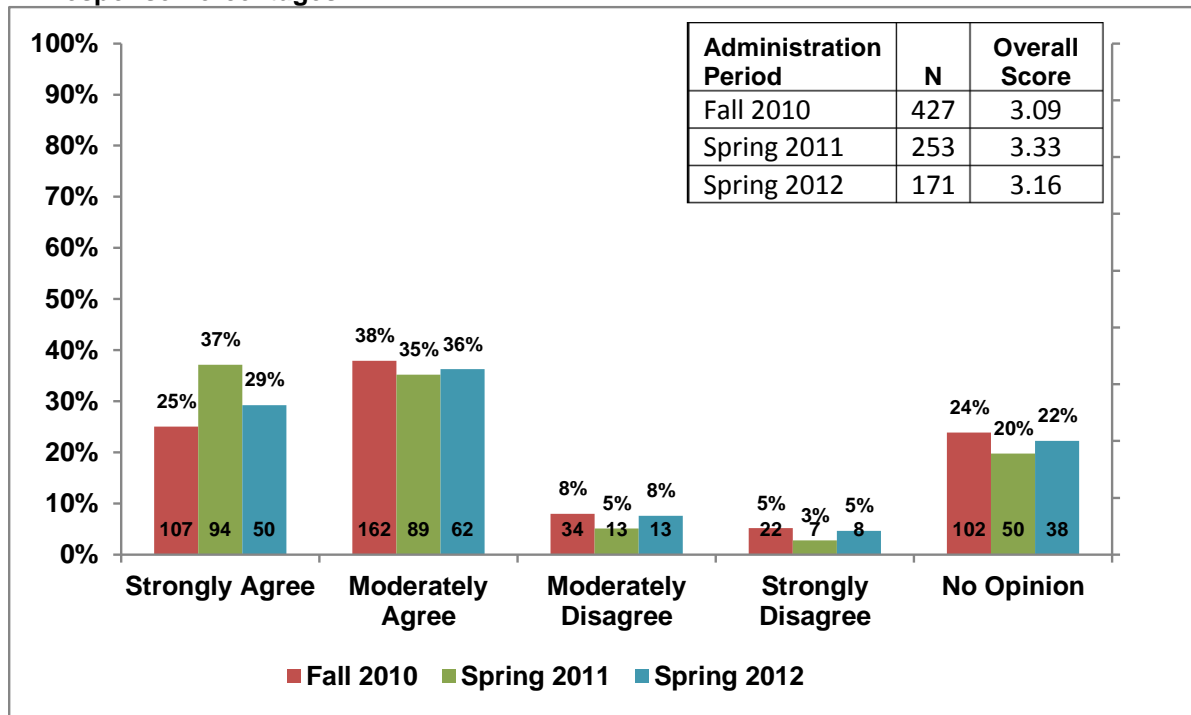
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.27	.89	55	2.98	.89	81	.059
FT Faculty	2.66	1.03	73	2.48	1.03	112	.259
Classified	2.81	.98	84	2.74	1.01	168	.624
Administrator	2.57	.96	28	2.00	1.03	33	.030*
Overall	2.84	1.00	240	2.65	1.03	394	.068

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

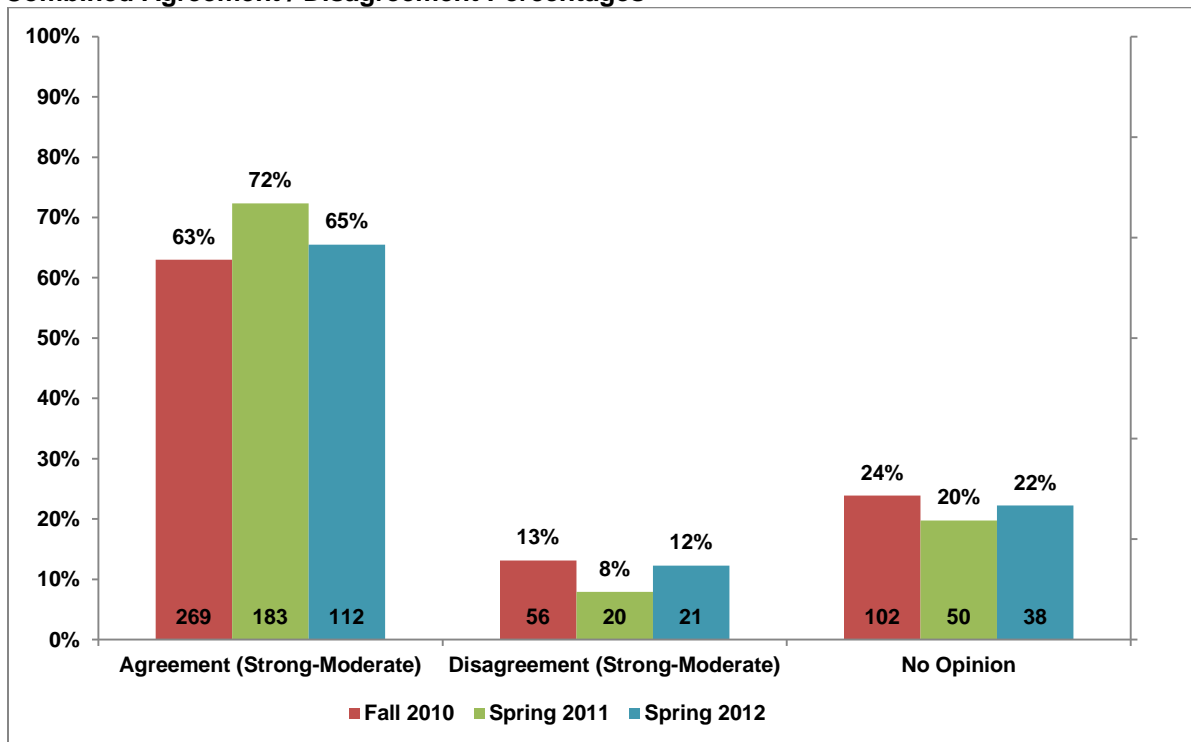
Histograms / Data Analysis

**55b. [Student Services] My needs are being met in each of the following areas?**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

#### 55b. [Student Services] My needs are being met in each of the following areas?

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	171	3.16	Fall 2010 - Spring 2012	2.2%	No	0.688	5.578	0.004
Spring 2011	253	3.33	Spring 2011 - Spring 2012	-5.2%	No	0.138		
Fall 2010	427	3.09	Fall 2010 - Spring 2011	7.8%	Yes	0.003		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.38	.59	39	3.32	.74	74	.661
FT Faculty	3.10	.88	42	2.95	.81	106	.348
Classified	3.06	.94	35	3.06	.88	120	.994
Administrator	3.00	.94	17	3.12	.88	25	.675
Overall	3.16	.83	133	3.09	.84	325	.688

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.38	.59	39	3.60	.53	52	.077
FT Faculty	3.10	.88	42	3.25	.85	69	.371
Classified	3.06	.94	35	3.16	.80	56	.577
Administrator	3.00	.94	17	3.38	.57	26	.101
Overall	3.16	.83	133	3.33	.75	203	.138

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.60	.53	52	3.32	.74	74	.026*
FT Faculty	3.25	.85	69	2.95	.81	106	.023*
Classified	3.16	.80	56	3.06	.88	120	.462
Administrator	3.38	.57	26	3.12	.88	25	.207
Overall	3.33	.75	203	3.09	.84	325	.003

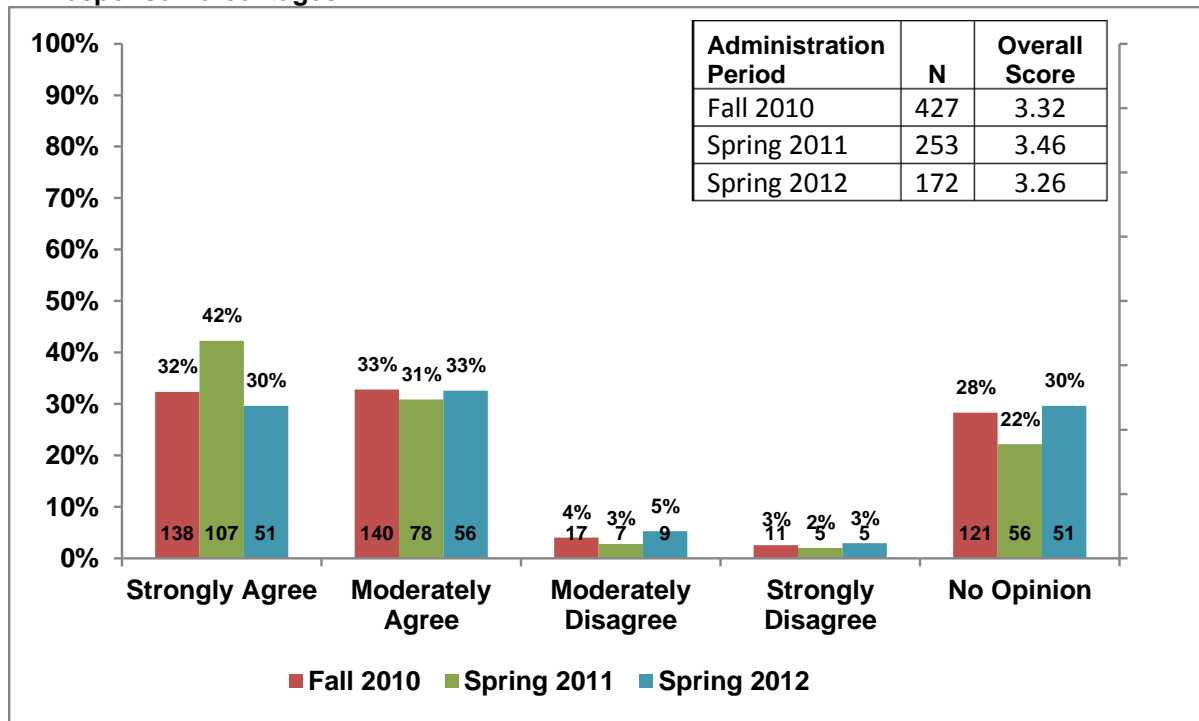
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.



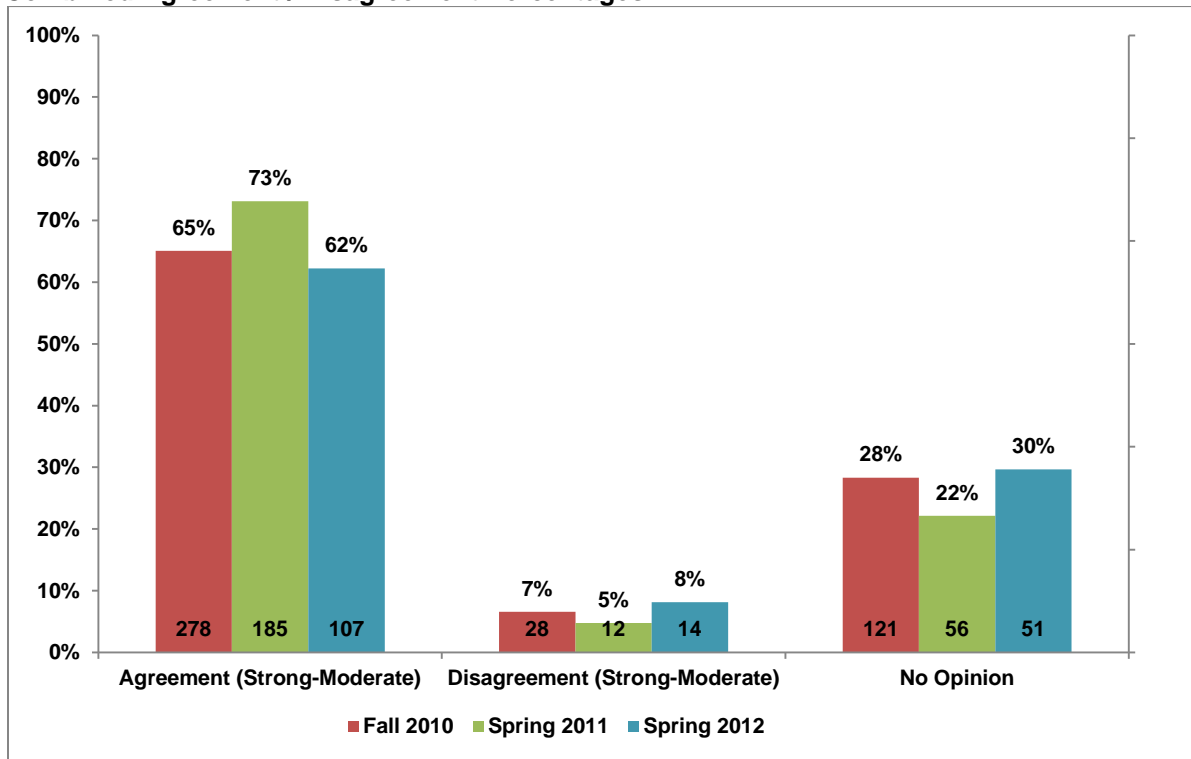
Histograms / Data Analysis

**55c. [Library Services] My needs are being met in each of the following areas?**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



## Histograms / Data Analysis

**55c. [Library Services] My needs are being met in each of the following areas?**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	172	3.26	Fall 2010 - Spring 2012	-1.8%	No	0.732	3.128	0.045 <sup>8</sup>
Spring 2011	253	3.46	Spring 2011 - Spring 2012	-5.6%	No	0.059		
Fall 2010	427	3.32	Fall 2010 - Spring 2011	4.0%	No	0.114		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.25	.74	40	3.44	.67	70	.167
FT Faculty	3.30	.82	40	3.32	.72	100	.887
Classified	3.22	.75	27	3.25	.80	111	.860
Administrator	3.29	.83	14	3.32	.69	25	.890
Overall	3.26	.77	121	3.32	.74	306	.732

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.25	.74	40	3.62	.66	53	.012*
FT Faculty	3.30	.82	40	3.37	.78	67	.645
Classified	3.22	.75	27	3.40	.66	53	.291
Administrator	3.29	.83	14	3.46	.51	24	.429
Overall	3.26	.77	121	3.46	.69	197	.059

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.62	.66	53	3.44	.67	70	.141
FT Faculty	3.37	.78	67	3.32	.72	100	.652
Classified	3.40	.66	53	3.25	.80	111	.258
Administrator	3.46	.51	24	3.32	.69	25	.430
Overall	3.46	.69	197	3.32	.74	306	.114

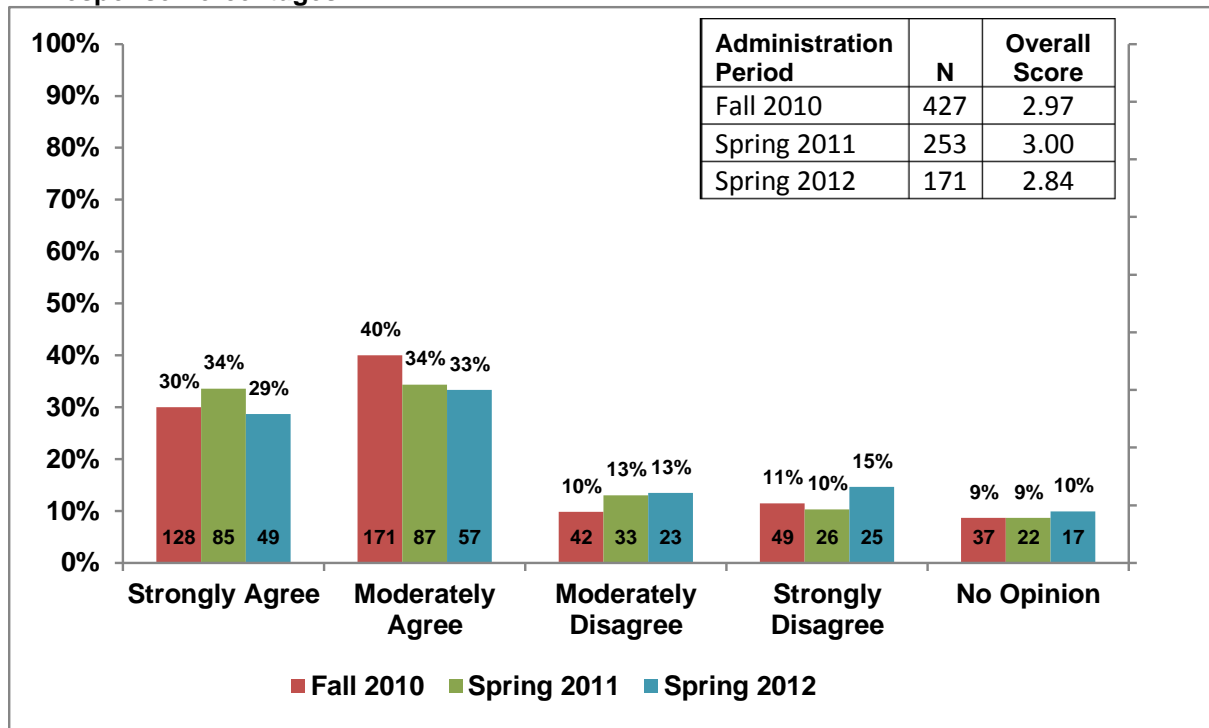
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

<sup>8</sup> The conservative nature of the Tukey HSD test will, in rare circumstances, not provide a statistically significant result even when the ANOVA p-value indicates an overall statistical significance.

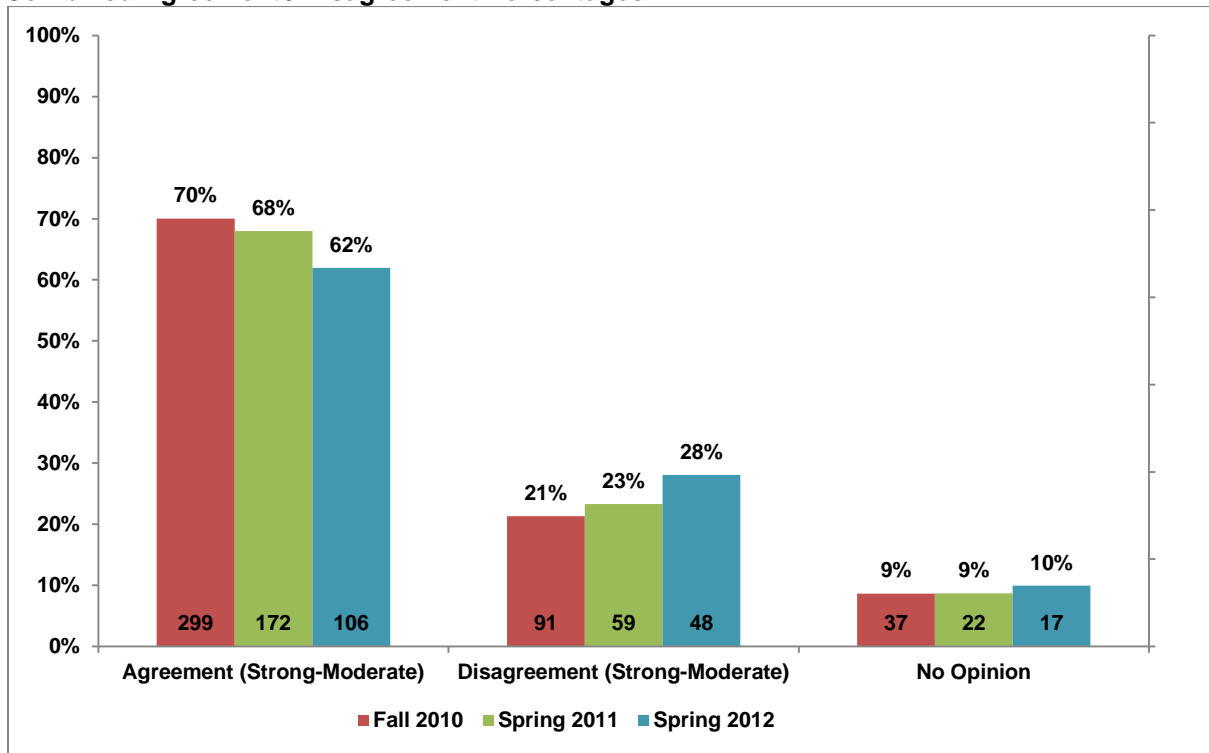
Histograms / Data Analysis

**55d. [Custodial Services] My needs are being met in each of the following areas?**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



## Histograms / Data Analysis

**55d. [Custodial Services] My needs are being met in each of the following areas?**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	171	2.84	Fall 2010 - Spring 2012	-4.2%	No	0.380	1.245	0.289
Spring 2011	253	3.00	Spring 2011 - Spring 2012	-5.2%	No	0.285		
Fall 2010	427	2.97	Fall 2010 - Spring 2011	1.0%	No	0.926		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.05	.90	38	3.14	.89	76	.605
FT Faculty	2.65	1.14	46	2.70	1.03	112	.812
Classified	2.90	1.02	52	3.05	.95	171	.351
Administrator	2.72	1.18	18	3.10	.87	31	.209
Overall	2.84	1.05	154	2.97	.97	390	.380

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.05	.90	38	3.40	.82	53	.061
FT Faculty	2.65	1.14	46	2.85	1.06	73	.340
Classified	2.90	1.02	52	2.87	1.00	78	.859
Administrator	2.72	1.18	18	3.00	.83	27	.359
Overall	2.84	1.05	154	3.00	.98	231	.285

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

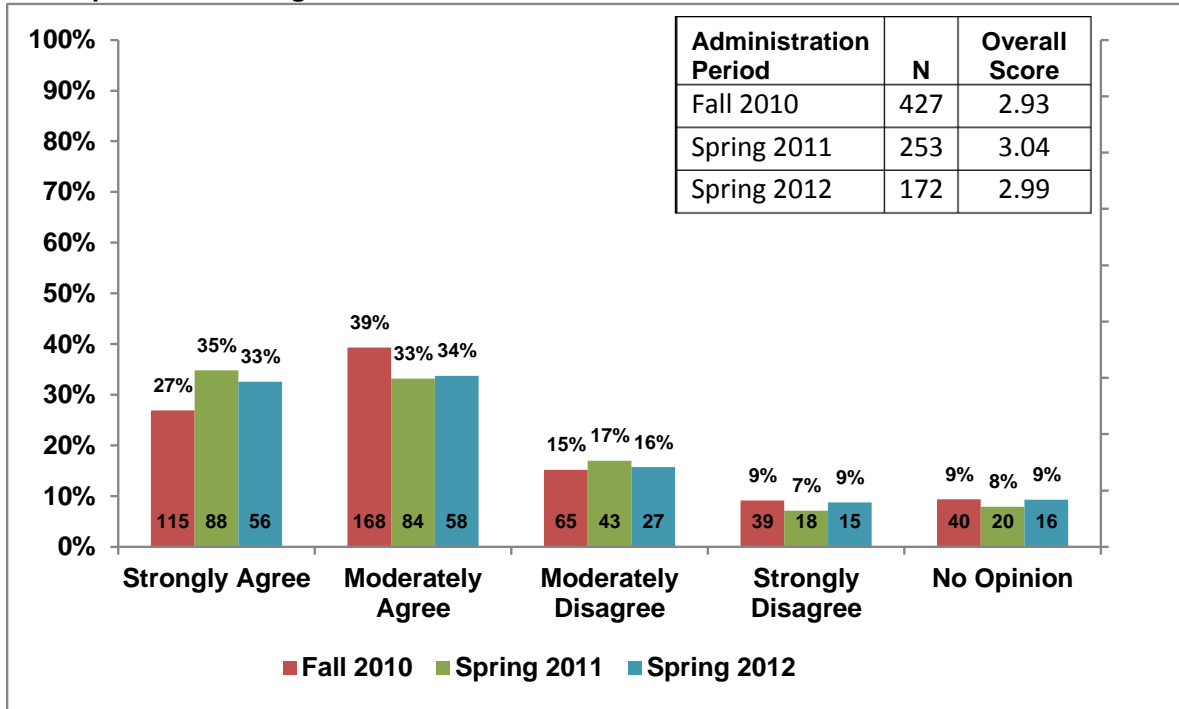
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010 p-value
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	
PT Faculty	3.40	.82	53	3.14	.89	76	.105
FT Faculty	2.85	1.06	73	2.70	1.03	112	.331
Classified	2.87	1.00	78	3.05	.95	171	.186
Administrator	3.00	.83	27	3.10	.87	31	.668
Overall	3.00	.98	231	2.97	.97	390	.926

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

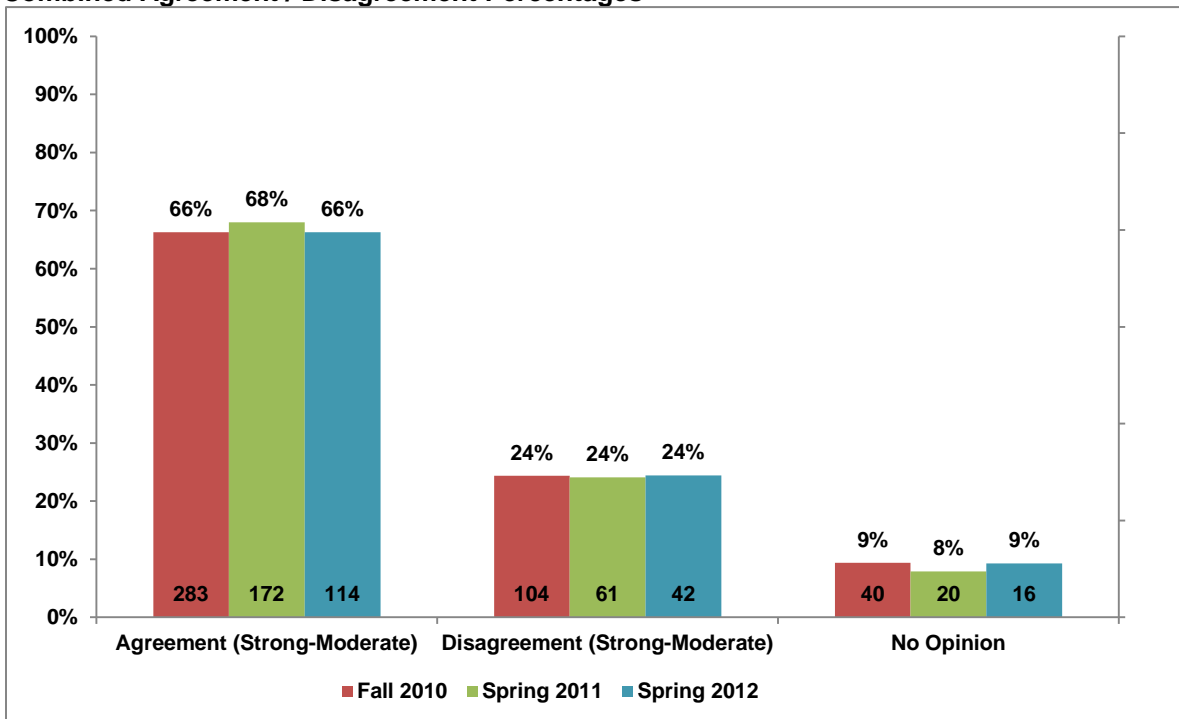
Histograms / Data Analysis

**55e. [Maintenance Services] My needs are being met in each of the following areas?**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



## Histograms / Data Analysis

**55e. [Maintenance Services] My needs are being met in each of the following areas?**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	172	2.99	Fall 2010 - Spring 2012	2.3%	No	0.739	1.060	0.347
Spring 2011	253	3.04	Spring 2011 - Spring 2012	-1.5%	No	0.888		
Fall 2010	427	2.93	Spring 2011- Fall 2010	3.8%	No	0.327		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.15	.92	40	3.01	.96	72	.466
FT Faculty	2.76	1.02	46	2.69	.95	112	.666
Classified	3.08	.93	52	3.01	.92	170	.657
Administrator	3.00	.97	18	3.12	.70	33	.608
Overall	2.99	.96	156	2.93	.93	387	.739

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.15	.92	40	3.23	.93	53	.695
FT Faculty	2.76	1.02	46	2.82	1.02	73	.750
Classified	3.08	.93	52	3.08	.88	80	.990
Administrator	3.00	.97	18	3.15	.77	27	.572
Overall	2.99	.96	156	3.04	.94	233	.888

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.23	.93	53	3.01	.96	72	.217
FT Faculty	2.82	1.02	73	2.69	.95	112	.362
Classified	3.08	.88	80	3.01	.92	170	.609
Administrator	3.15	.77	27	3.12	.70	33	.887
Overall	3.04	.94	233	2.93	.93	387	.327

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

## Histograms / Data Analysis

**Question Group XVII: The role of leadership and SWC's governance and decision-making structures and processes are regularly evaluated to assure their integrity and effectiveness.**

Group XVII questions (Q56-Q57) relate to WASC Standard IV.A which focuses on ethnical and effective leadership. Incorporating this leadership into Southwestern College allows the institution to ascertain institutional values, goals, learn, and improve.

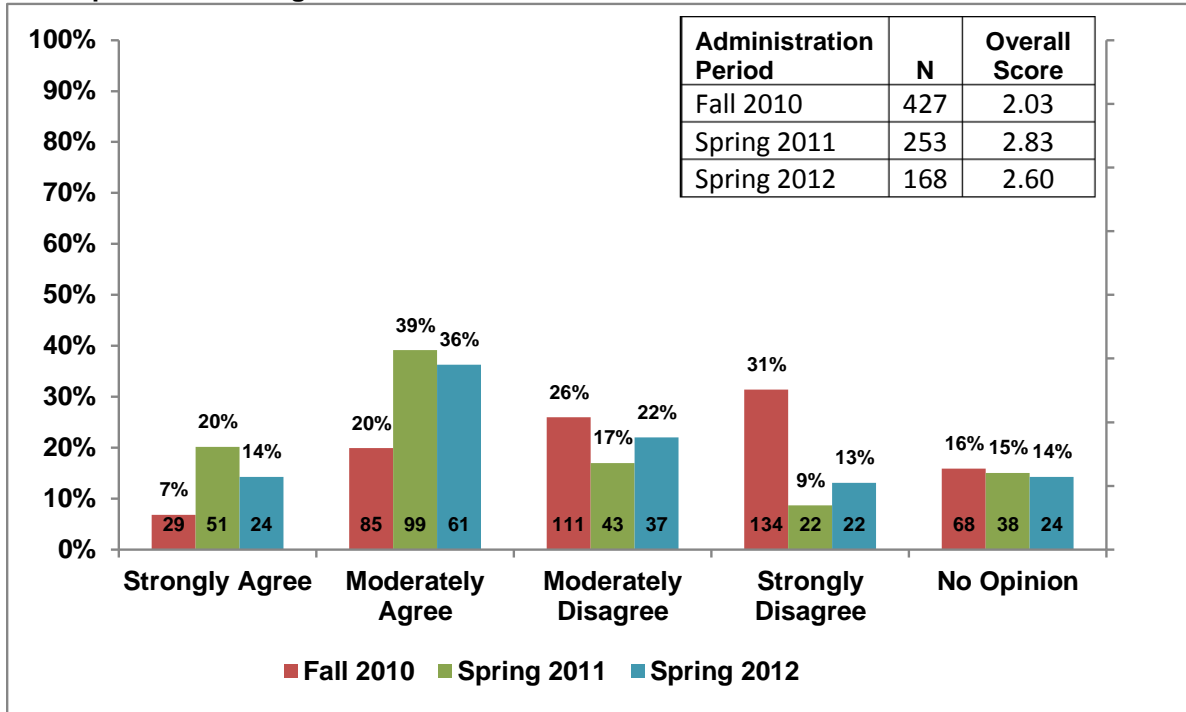
Overall findings of the three survey administrations include:

- 51% of spring 2012 Campus Climate survey respondents indicated that they agree (strongly-moderately) that decision making processes are regularly evaluated compared to 27% in fall 2010.
- The decision making process are regularly evaluated query was statistically significant for spring 2012 and did not experience a statistical decline in comparison to spring 2011.
- For spring 2012, the Governing Board listens and responds to recommendations from College constituencies query was strongly significant in comparison to fall 2010, however there was a statistically significant retreat in mean score values compared to the earlier spring 2011 survey distribution period.

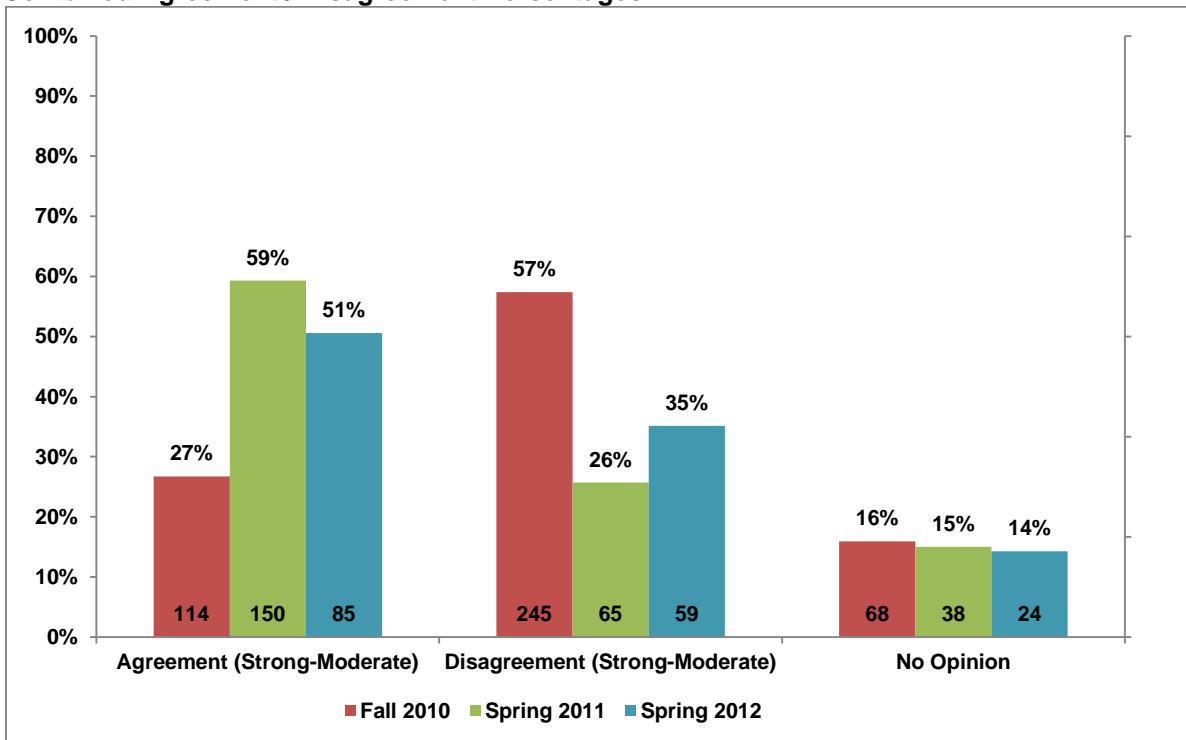
Histograms / Data Analysis

**56. Decision making processes are regularly evaluated and the results are widely communicated and distributed to all members of the college community.**

All Response Percentages



Combined Agreement / Disagreement Percentages





## Histograms / Data Analysis

**56. Decision making processes are regularly evaluated and the results are widely communicated and distributed to all members of the college community.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	168	2.60	Fall 2010 - Spring 2012	28.6%	Yes	0.000	54.136	0.000
Spring 2011	253	2.83	Spring 2011 - Spring 2012	-8.1%	No	0.064		
Fall 2010	427	2.03	Fall 2010 - Spring 2011	39.9%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.55	.98	38	2.17	.99	65	.060
FT Faculty	2.53	.93	40	1.76	.88	99	.000*
Classified	2.62	.92	47	2.03	.98	163	.000*
Administrator	2.84	.96	19	2.53	.84	32	.232
Overall	2.60	.94	144	2.03	.97	359	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.55	.98	38	2.94	1.03	47	.085
FT Faculty	2.53	.93	40	2.88	.90	66	.056
Classified	2.62	.92	47	2.66	.83	74	.781
Administrator	2.84	.96	19	3.00	.86	28	.558
Overall	2.60	.94	144	2.83	.91	215	.064

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

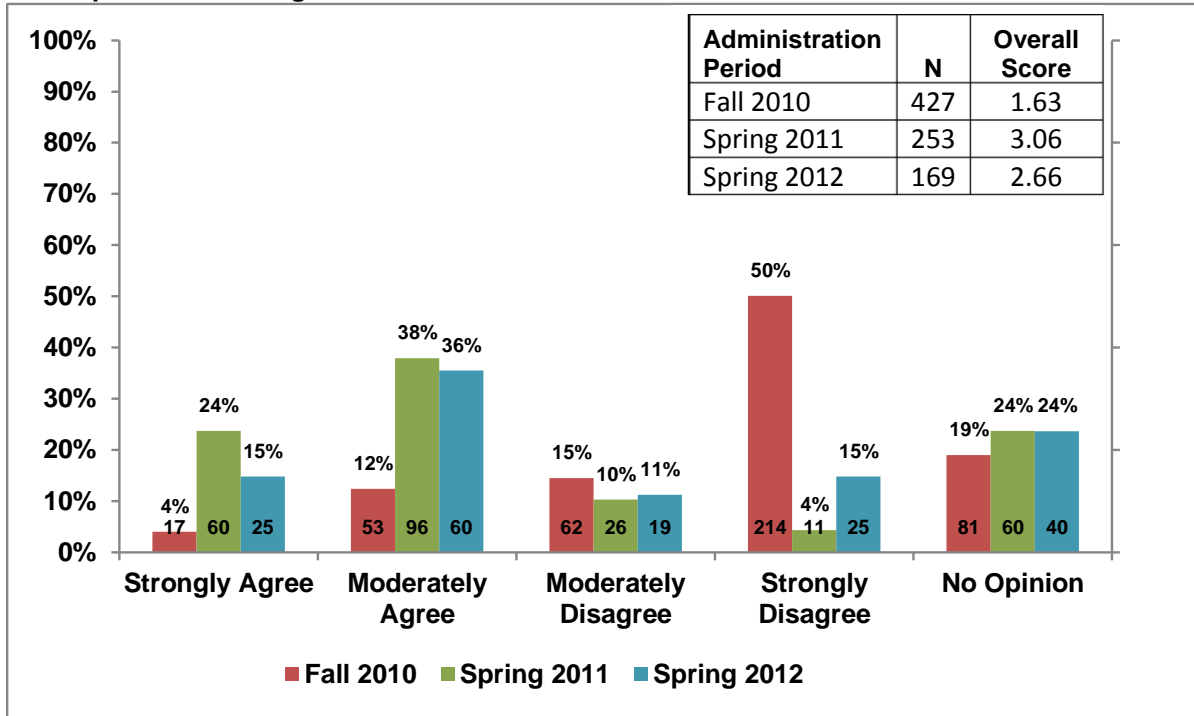
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.94	1.03	47	2.17	.99	65	.000*
FT Faculty	2.88	.90	66	1.76	.88	99	.000*
Classified	2.66	.83	74	2.03	.98	163	.000*
Administrator	3.00	.86	28	2.53	.84	32	.037*
Overall	2.83	.91	215	2.03	.97	359	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

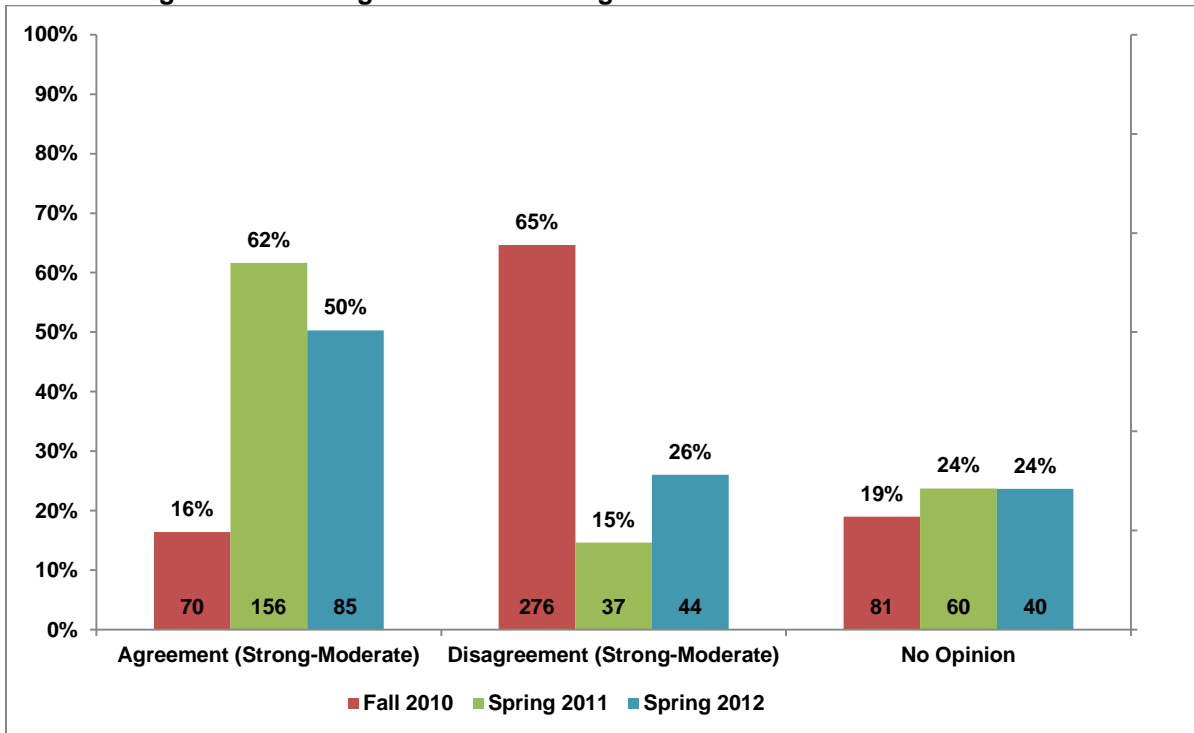
Histograms / Data Analysis

**57. The Governing Board listens and responds to recommendations from College constituencies.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

### 57. The Governing Board listens and responds to recommendations from College constituencies.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	169	2.66	Fall 2010 - Spring 2012	62.8%	Yes	0.000	170.678	0.000
Spring 2011	253	3.06	Spring 2011 - Spring 2012	-13.2%	Yes	0.000		
Fall 2010	427	1.63	Fall 2010 - Spring 2011	87.5%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.35	1.02	31	1.83	.99	63	.018*
FT Faculty	2.69	.95	39	1.32	.73	105	.000*
Classified	2.76	.99	41	1.60	.86	147	.000*
Administrator	2.89	1.08	18	2.45	1.03	31	.165
Overall	2.66	1.00	129	1.63	.91	346	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.35	1.02	31	2.90	.94	39	.024*
FT Faculty	2.69	.95	39	3.17	.86	58	.011*
Classified	2.76	.99	41	3.09	.72	70	.046*
Administrator	2.89	1.08	18	3.00	.80	26	.697
Overall	2.66	1.00	129	3.06	.82	193	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.90	.94	39	1.83	.99	63	.000*
FT Faculty	3.17	.86	58	1.32	.73	105	.000*
Classified	3.09	.72	70	1.60	.86	147	.000*
Administrator	3.00	.80	26	2.45	1.03	31	.031*
Overall	3.06	.82	193	1.63	.91	346	.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

## Histograms / Data Analysis

### **Question Group XVIII: SWC's workplace conditions and resources allow for employee effectiveness and equitable distribution of employee responsibilities.**

Group XVIII questions (Q58-Q66) relate to WASC Standard III.A, which focuses on the institution's human resources unit. Specifically addressed within the standard is the commitment for the institution to employ qualified personnel to support student learning programs and services and to improve institutional effectiveness.

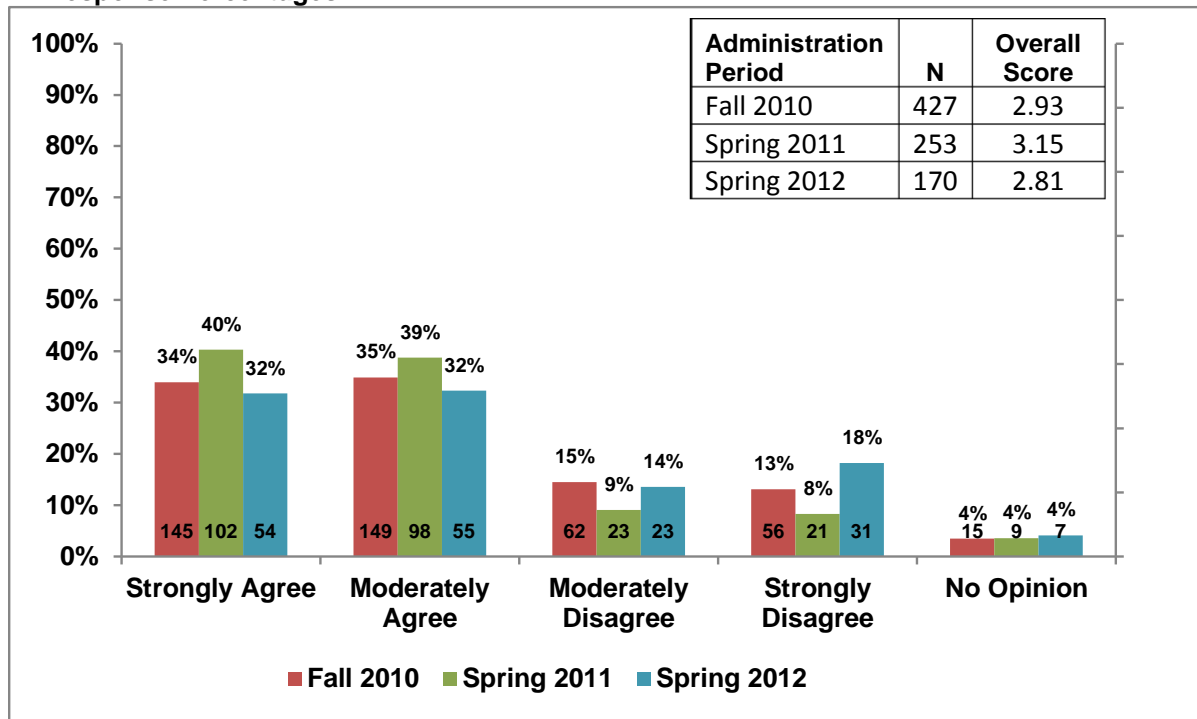
Overall findings of the three survey administrations include:

- From spring 2011 to spring 2012 the overall mean scores related to work responsibilities was one of the ten survey questions with the least change.
- When measured against spring 2011, the spring 2012 queries related to workloads being fairly distributed among the members of a department and whether work is valued and appreciated in the workplace each experienced a statistically significant reduction in overall mean score level.

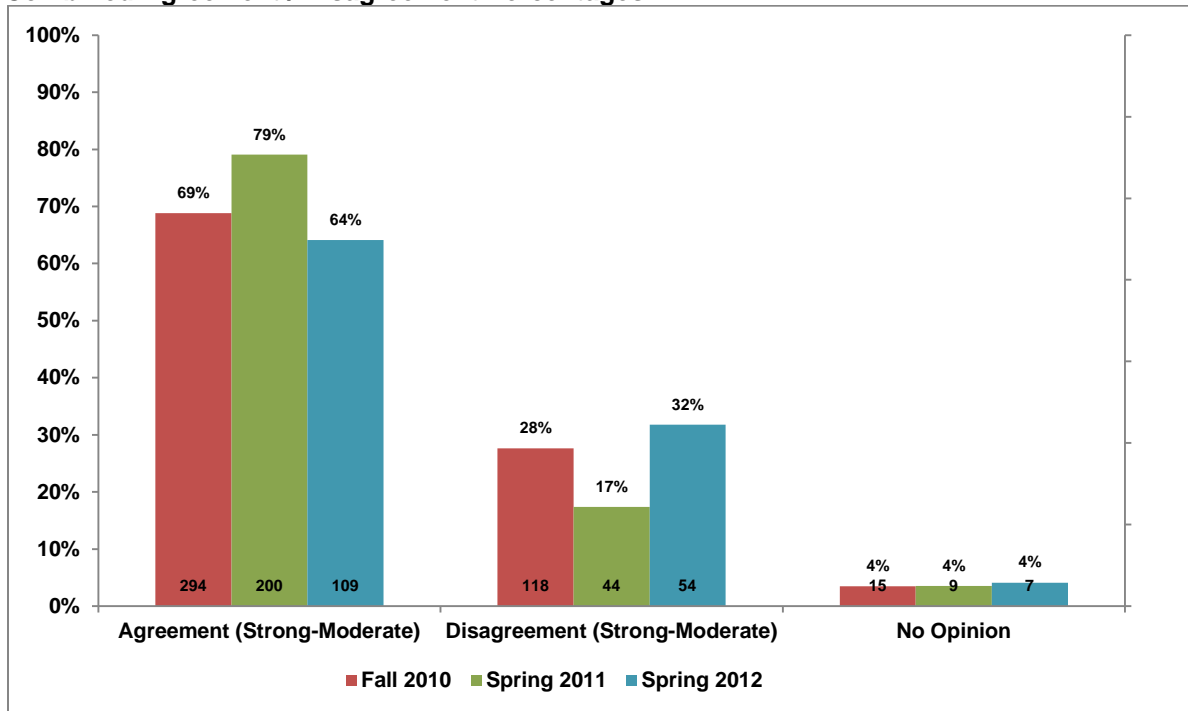
Histograms / Data Analysis

**58. My work is valued and appreciated in the workplace.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



## Histograms / Data Analysis

### 58. My work is valued and appreciated in the workplace.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	170	2.81	Fall 2010 - Spring 2012	-4.1%	No	0.404	6.362	0.002
Spring 2011	253	3.15	Spring 2011 - Spring 2012	-10.8%	Yes	0.002		
Fall 2010	427	2.93	Fall 2010 - Spring 2011	7.6%	Yes	0.018		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.63	1.20	46	2.96	1.07	80	.112
FT Faculty	3.07	.94	45	2.87	1.05	112	.268
Classified	2.71	1.16	52	2.89	1.01	188	.268
Administrator	2.90	.97	20	3.28	.77	32	.123
Overall	2.81	1.10	163	2.93	1.02	412	.404

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.63	1.20	46	3.25	.99	57	.005*
FT Faculty	3.07	.94	45	3.17	.89	72	.563
Classified	2.71	1.16	52	3.03	.96	87	.078
Administrator	2.90	.97	20	3.29	.66	28	.107
Overall	2.81	1.10	163	3.15	.92	244	.002

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

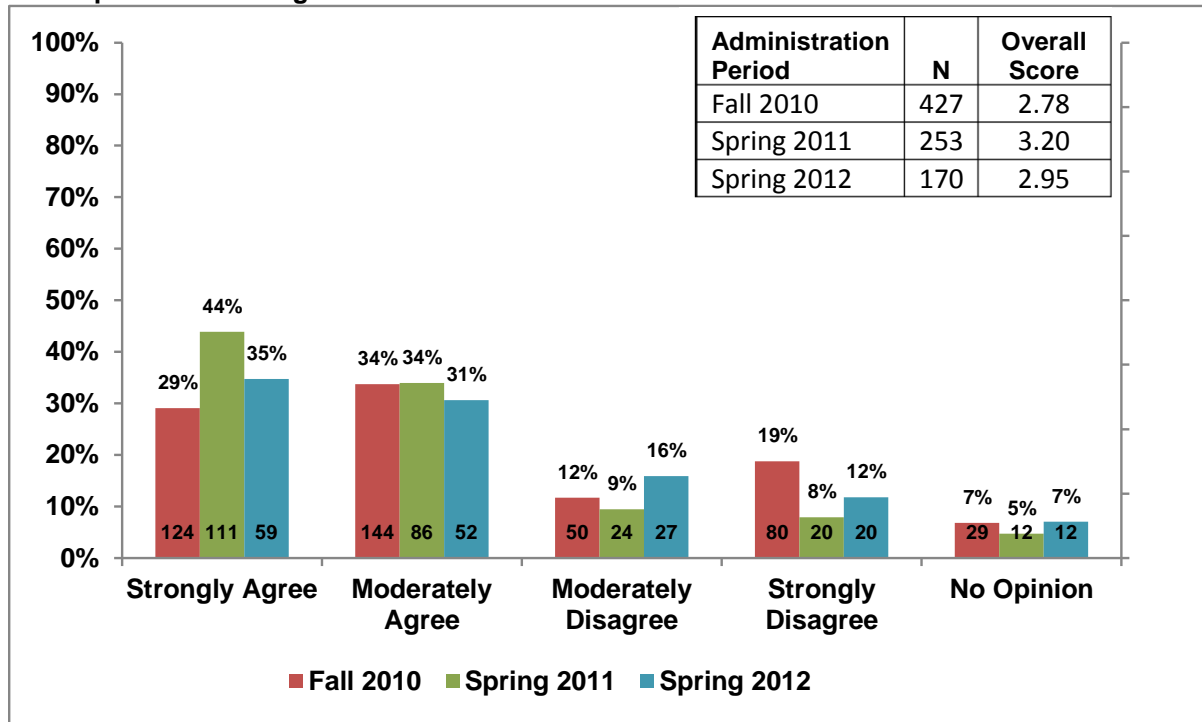
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.25	.99	57	2.96	1.07	80	.118
FT Faculty	3.17	.89	72	2.87	1.05	112	.046*
Classified	3.03	.96	87	2.89	1.01	188	.276
Administrator	3.29	.66	28	3.28	.77	32	.981
Overall	3.15	.92	244	2.93	1.02	412	.018

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

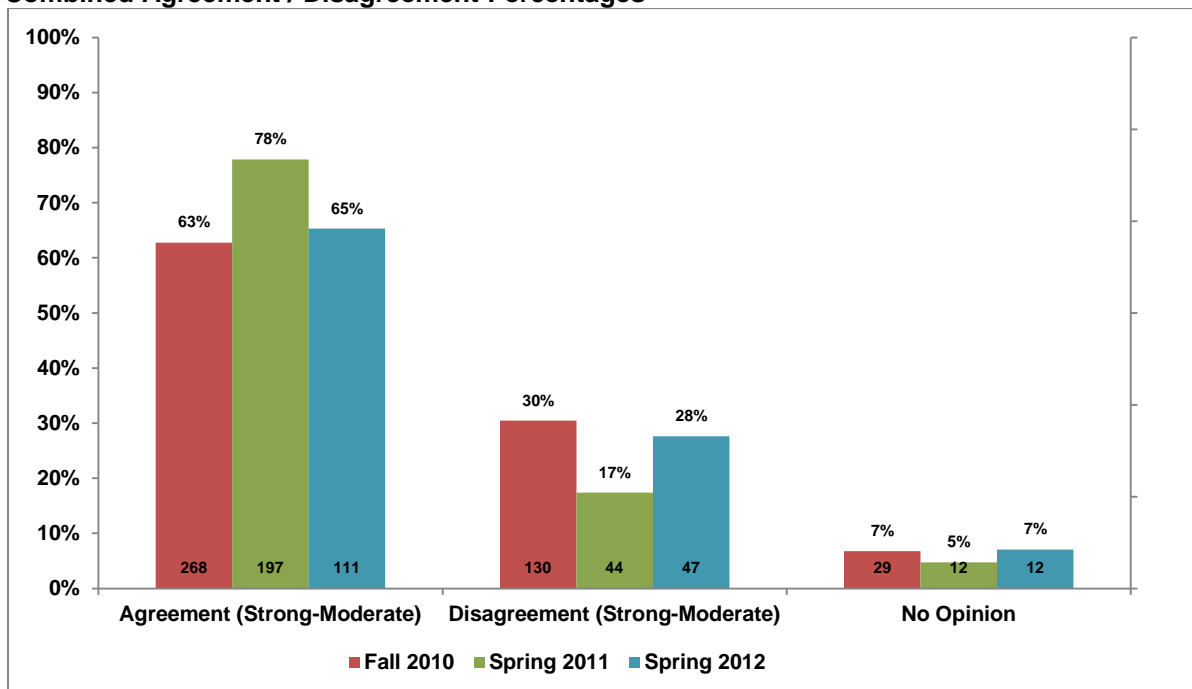
Histograms / Data Analysis

**59. Employees are treated fairly and respectfully regardless of disability, gender, race/ethnicity, sexual orientation, political affiliation, or religious affiliation.**

All Response Percentages



Combined Agreement / Disagreement Percentages



### Histograms / Data Analysis

#### 59. Employees are treated fairly and respectfully regardless of disability, gender, race/ethnicity, sexual orientation, political affiliation, or religious affiliation.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	170	2.95	Fall 2010 - Spring 2012	5.9%	No	0.204	11.899	0.000
Spring 2011	253	3.20	Spring 2011 - Spring 2012	-7.7%	No	0.053		
Fall 2010	427	2.78	Fall 2010 - Spring 2011	14.8%	Yes	0.000		

Shaded green area(s) indicates statistical significance at the 0.05 level (p<0.05).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.98	1.05	42	3.06	1.04	77	.659
FT Faculty	3.16	.91	44	2.54	1.10	107	.001*
Classified	2.73	1.09	52	2.73	1.12	180	.986
Administrator	3.00	1.03	20	3.21	.81	34	.418
Overall	2.95	1.03	158	2.78	1.09	398	.204

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.98	1.05	42	3.36	.87	55	.049*
FT Faculty	3.16	.91	44	3.37	.72	71	.180
Classified	2.73	1.09	52	2.90	1.08	87	.383
Administrator	3.00	1.03	20	3.36	.78	28	.177
Overall	2.95	1.03	158	3.20	.93	241	.053

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.36	.87	55	3.06	1.04	77	.085
FT Faculty	3.37	.72	71	2.54	1.10	107	.000*
Classified	2.90	1.08	87	2.73	1.12	180	.243
Administrator	3.36	.78	28	3.21	.81	34	.459
Overall	3.20	.93	241	2.78	1.09	398	.000

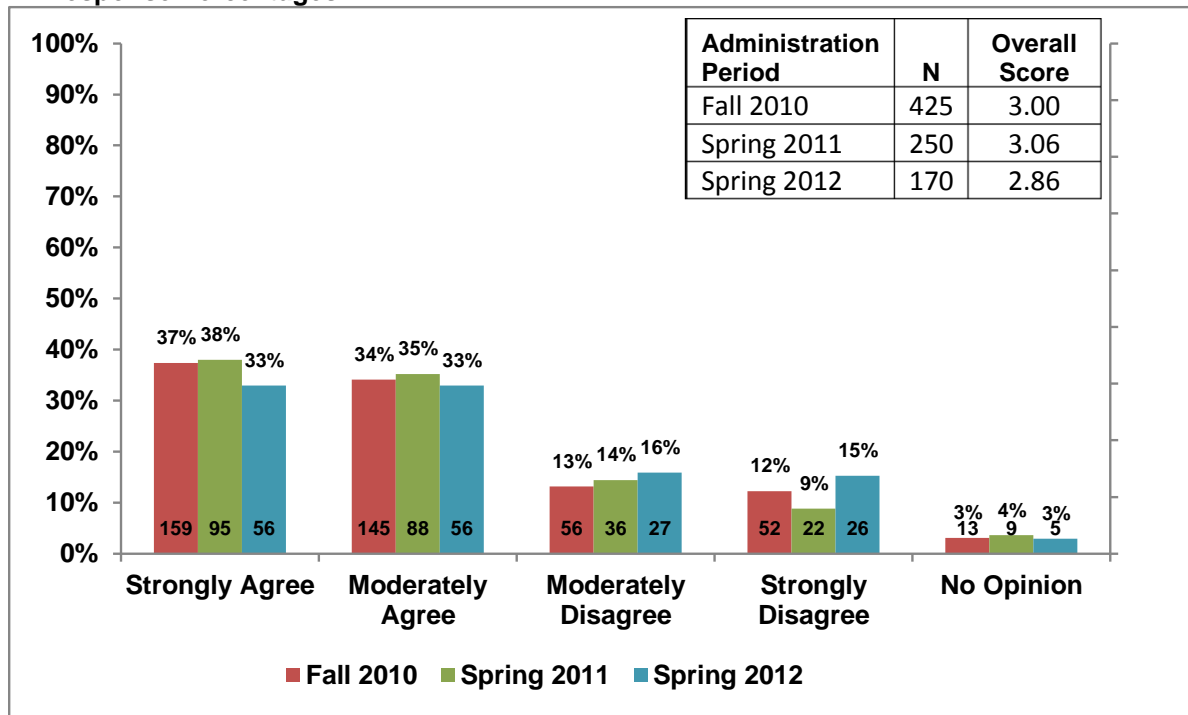
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.



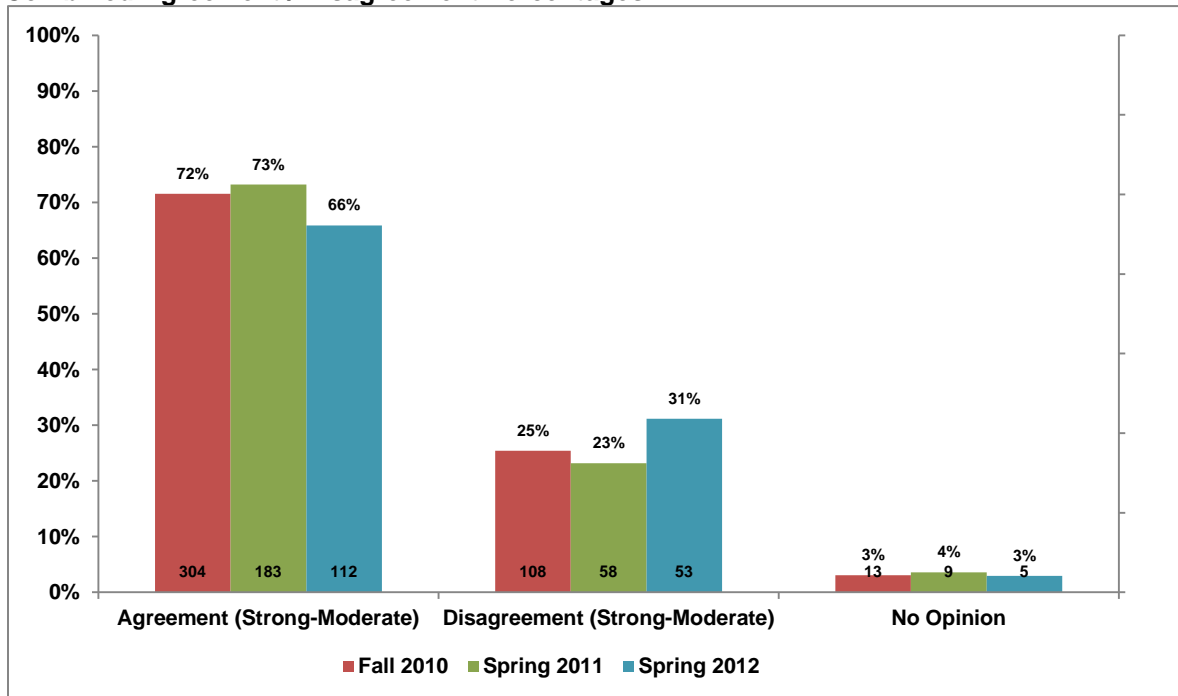
Histograms / Data Analysis

**60. My workload expectations are reasonable.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



## Histograms / Data Analysis

**60. My workload expectations are reasonable.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	170	2.86	Fall 2010 - Spring 2012	-4.6%	No	0.302	1.997	0.136
Spring 2011	250	3.06	Spring 2011 - Spring 2012	-6.6%	No	0.117		
Fall 2010	425	3.00	Fall 2010 - Spring 2011	2.2%	No	0.708		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.15	.99	46	3.42	.82	84	.106
FT Faculty	2.98	.94	45	2.88	1.00	112	.554
Classified	2.67	1.11	55	2.89	1.07	183	.201
Administrator	2.42	1.17	19	2.97	.95	33	.072
Overall	2.86	1.06	165	3.00	1.01	412	.302

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.15	.99	46	3.62	.65	55	.006*
FT Faculty	2.98	.94	45	2.99	1.01	73	.964
Classified	2.67	1.11	55	2.86	.96	86	.288
Administrator	2.42	1.17	19	2.78	.89	27	.247
Overall	2.86	1.06	165	3.06	.95	241	.117

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

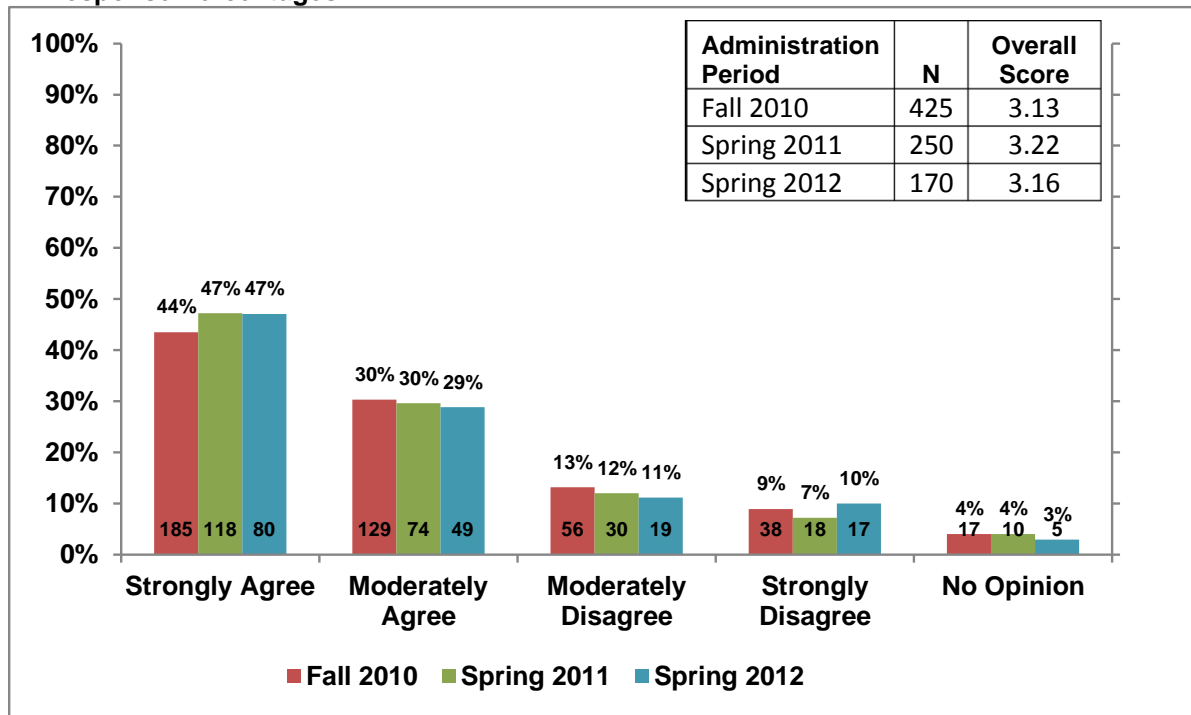
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.62	.65	55	3.42	.82	84	.129
FT Faculty	2.99	1.01	73	2.88	1.00	112	.461
Classified	2.86	.96	86	2.89	1.07	183	.855
Administrator	2.78	.89	27	2.97	.95	33	.427
Overall	3.06	.95	241	3.00	1.01	412	.708

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

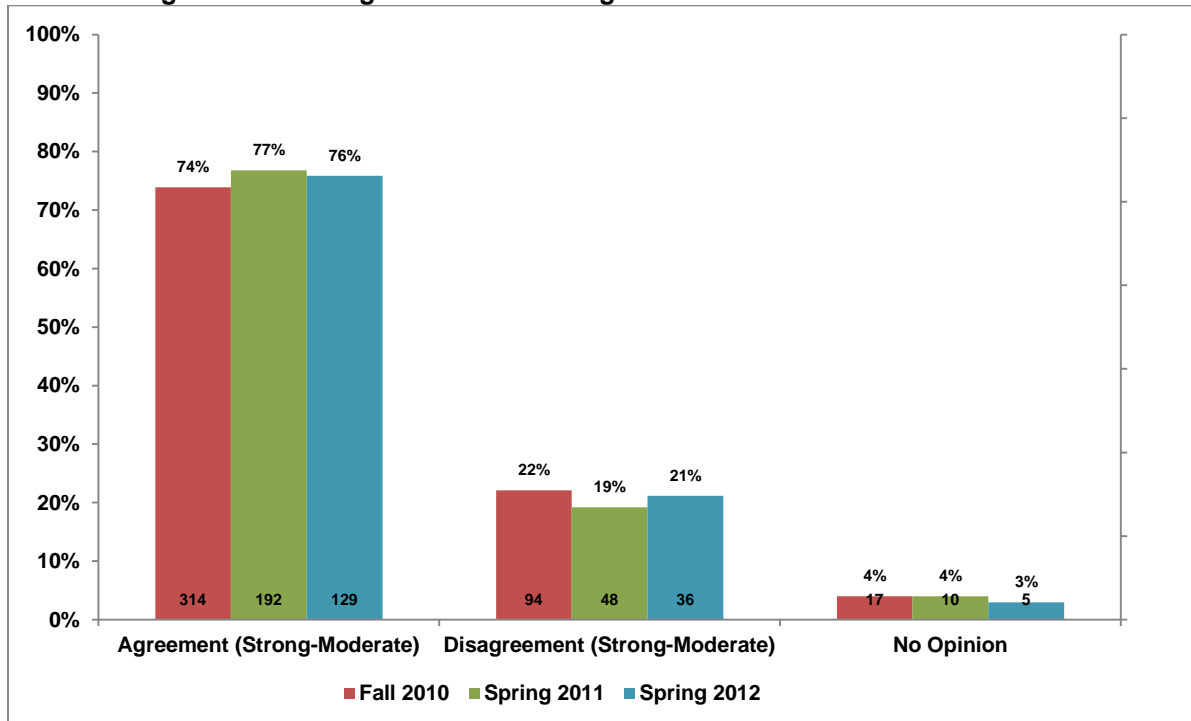
Histograms / Data Analysis

**61. Work responsibilities are within my job description.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



## Histograms / Data Analysis

### 61. Work responsibilities are within my job description.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	170	3.16	Fall 2010 - Spring 2012	1.1%	No	0.924	0.608	0.544
Spring 2011	250	3.22	Spring 2011 - Spring 2012	-1.6%	No	0.850		
Fall 2010	425	3.13	Fall 2010 - Spring 2011	2.8%	No	0.512		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.44	.84	45	3.56	.72	82	.414
FT Faculty	3.20	.89	46	3.27	.94	112	.656
Classified	2.89	1.15	55	2.87	1.02	181	.885
Administrator	3.21	.98	19	3.03	.92	33	.508
Overall	3.16	1.00	165	3.13	.97	408	.924

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.44	.84	45	3.79	.50	53	.013*
FT Faculty	3.20	.89	46	3.17	.99	72	.872
Classified	2.89	1.15	55	2.97	.95	88	.673
Administrator	3.21	.98	19	3.04	.94	27	.547
Overall	3.16	1.00	165	3.22	.94	240	.850

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

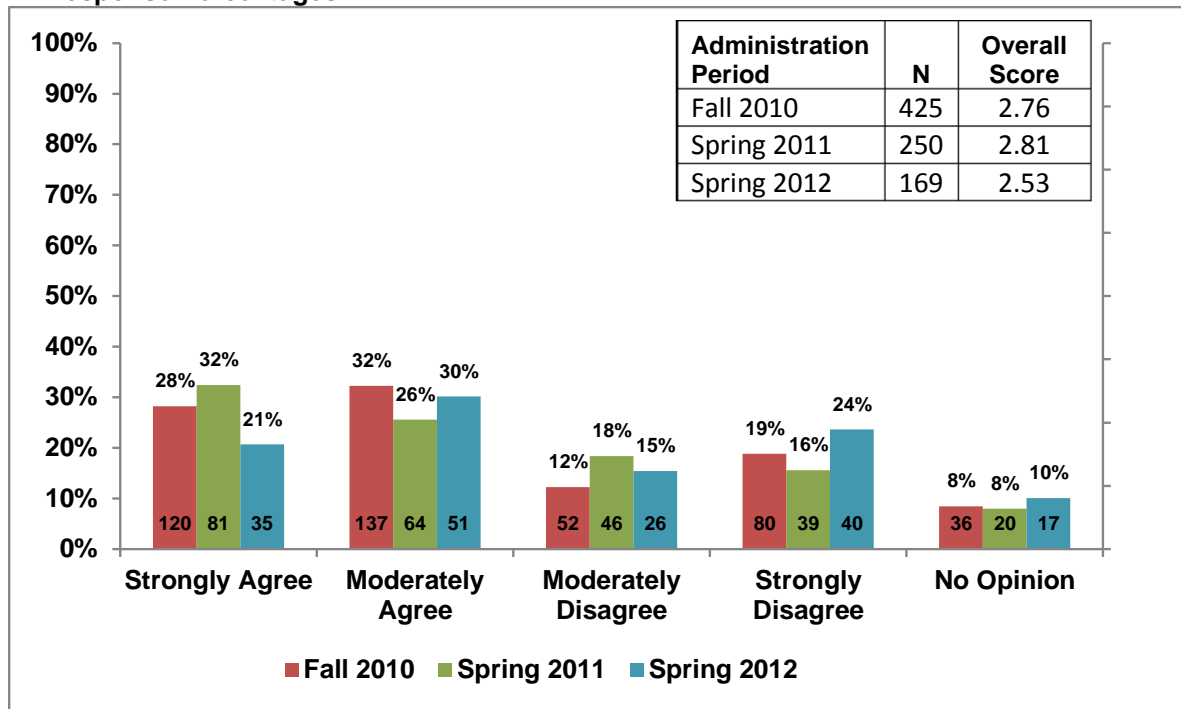
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.79	.50	53	3.56	.72	82	.043*
FT Faculty	3.17	.99	72	3.27	.94	112	.486
Classified	2.97	.95	88	2.87	1.02	181	.450
Administrator	3.04	.94	27	3.03	.92	33	.978
Overall	3.22	.94	240	3.13	.97	408	.512

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

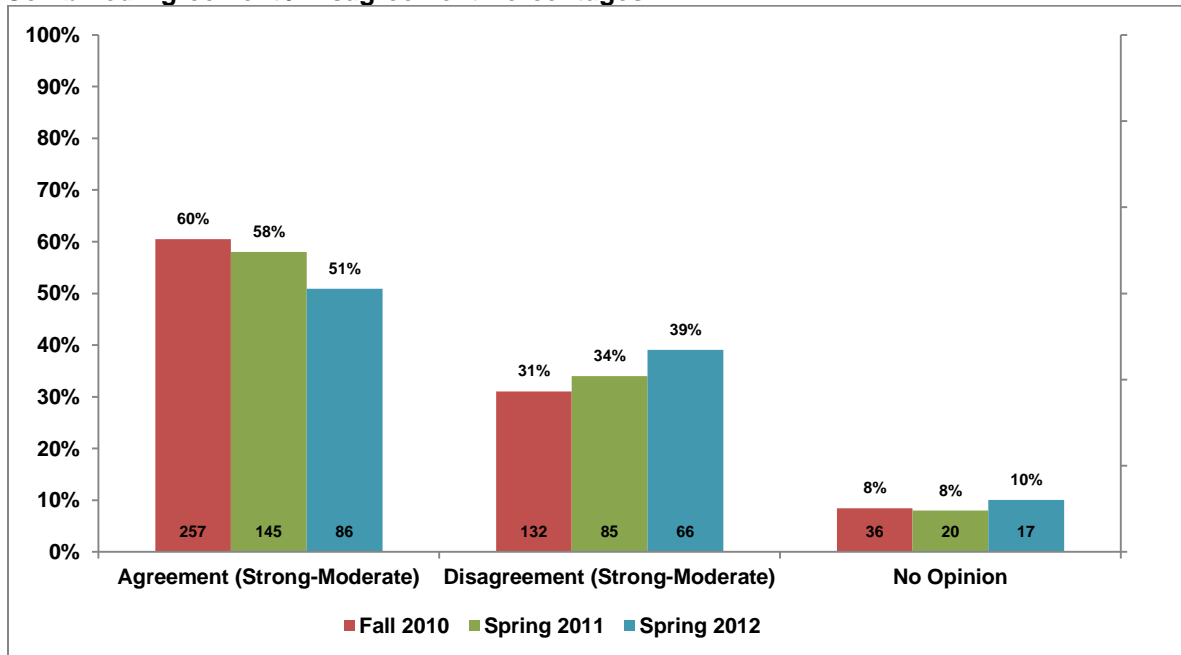
Histograms / Data Analysis

**62. The workload is fairly distributed among the members of my department.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



## Histograms / Data Analysis

### 62. The workload is fairly distributed among the members of my department.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	169	2.53	Fall 2010 - Spring 2012	-8.3%	No	0.074	3.260	0.039
Spring 2011	250	2.81	Spring 2011 - Spring 2012	-10.0%	Yes	0.040		
Fall 2010	425	2.76	Fall 2010 - Spring 2011	1.8%	No	0.851		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.41	1.12	37	3.06	1.04	64	.004*
FT Faculty	2.53	1.08	43	2.86	1.08	109	.093
Classified	2.70	1.19	53	2.58	1.12	182	.515
Administrator	2.32	1.00	19	2.85	1.05	34	.075
Overall	2.53	1.12	152	2.76	1.10	389	.074

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.41	1.12	37	3.37	.90	46	.000*
FT Faculty	2.53	1.08	43	2.64	1.14	69	.636
Classified	2.70	1.19	53	2.70	1.10	88	.974
Administrator	2.32	1.00	19	2.67	1.04	27	.259
Overall	2.53	1.12	152	2.81	1.10	230	.040

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

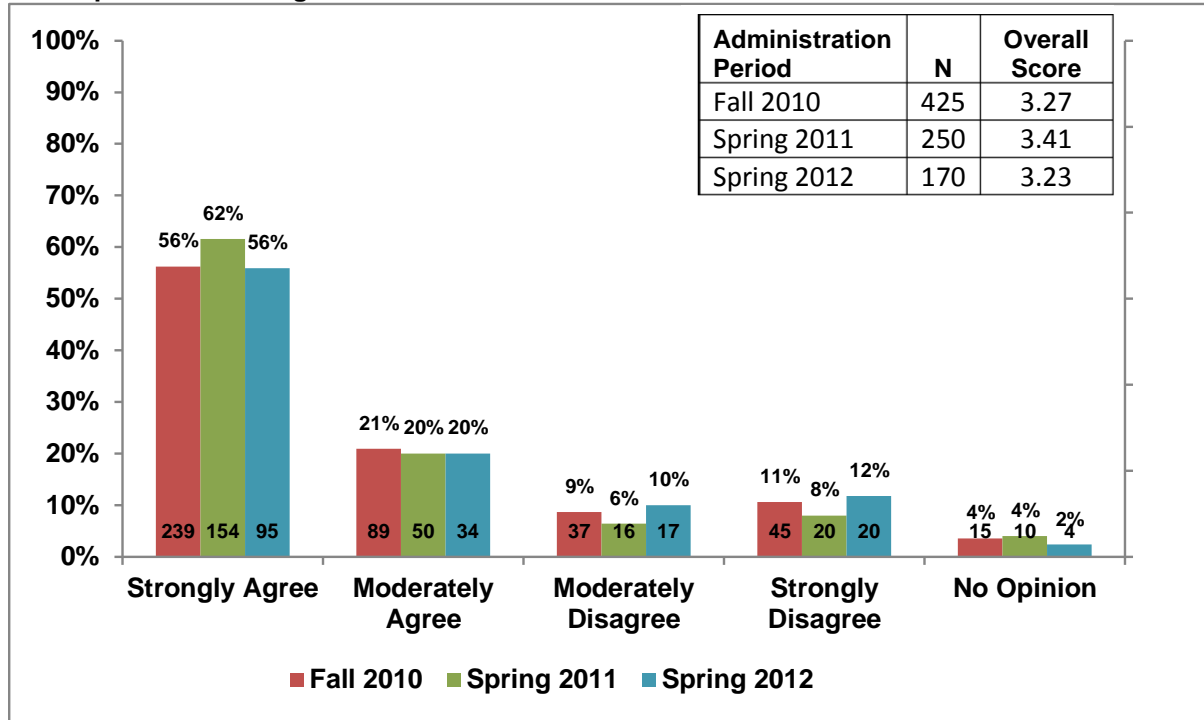
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.37	.90	46	3.06	1.04	64	.109
FT Faculty	2.64	1.14	69	2.86	1.08	109	.186
Classified	2.70	1.10	88	2.58	1.12	182	.399
Administrator	2.67	1.04	27	2.85	1.05	34	.491
Overall	2.81	1.10	230	2.76	1.10	389	.851

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

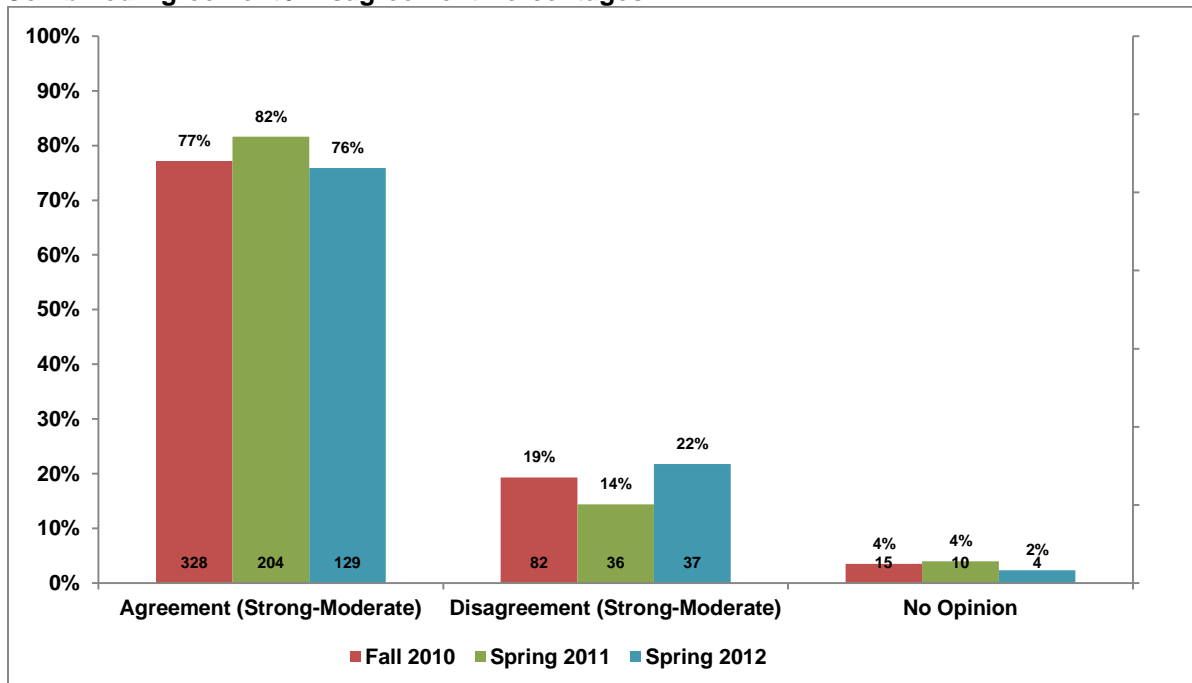
Histograms / Data Analysis

**63. My supervisor is approachable and understanding when I have a question related to my work responsibilities.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

**63. My supervisor is approachable and understanding when I have a question related to my work responsibilities.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	170	3.23	Fall 2010 - Spring 2012	-1.4%	No	0.881	1.955	0.142
Spring 2011	250	3.41	Spring 2011 - Spring 2012	-5.3%	No	0.180		
Fall 2010	425	3.27	Fall 2010 - Spring 2011	4.1%	No	0.222		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.16	1.09	45	3.51	.93	82	.054
FT Faculty	3.38	.94	45	3.43	.95	112	.761
Classified	3.14	1.15	56	3.04	1.12	183	.543
Administrator	3.30	.98	20	3.45	.56	33	.468
Overall	3.23	1.05	166	3.27	1.02	410	.881

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.16	1.09	45	3.69	.66	55	.003*
FT Faculty	3.38	.94	45	3.44	.92	71	.740
Classified	3.14	1.15	56	3.18	1.09	88	.838
Administrator	3.30	.98	20	3.50	.76	26	.440
Overall	3.23	1.05	166	3.41	.94	240	.180

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.69	.66	55	3.51	.93	82	.222
FT Faculty	3.44	.92	71	3.43	.95	112	.955
Classified	3.18	1.09	88	3.04	1.12	183	.318
Administrator	3.50	.76	26	3.45	.56	33	.793
Overall	3.41	.94	240	3.27	1.02	410	.222

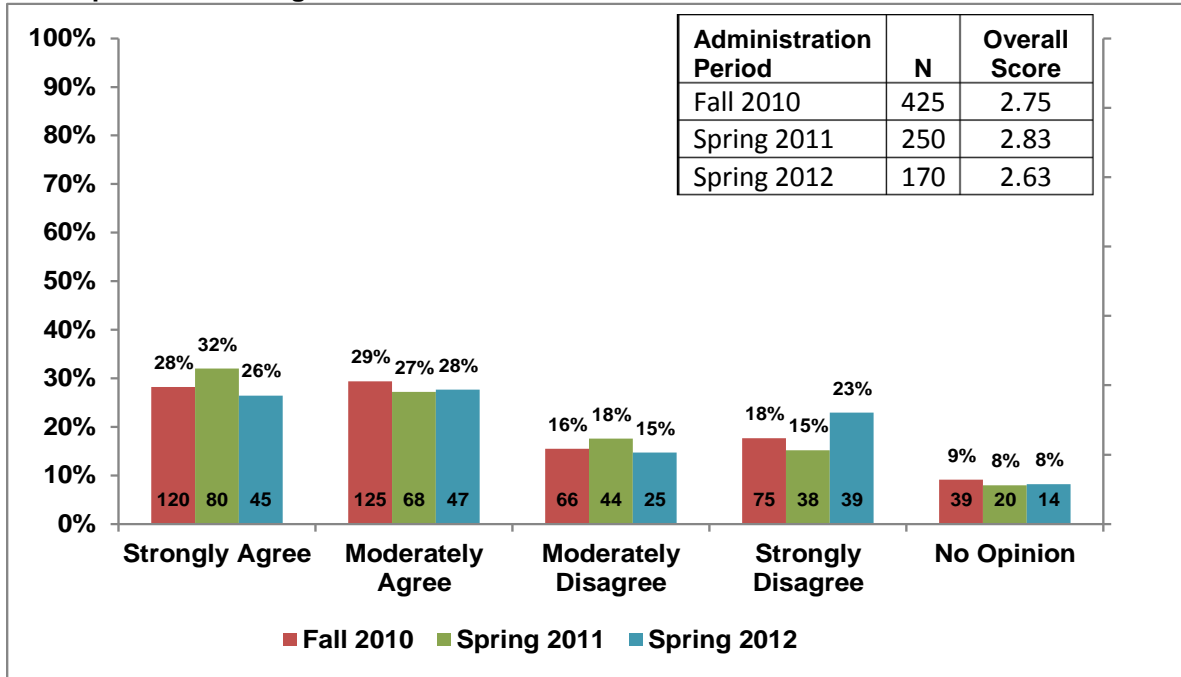
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.



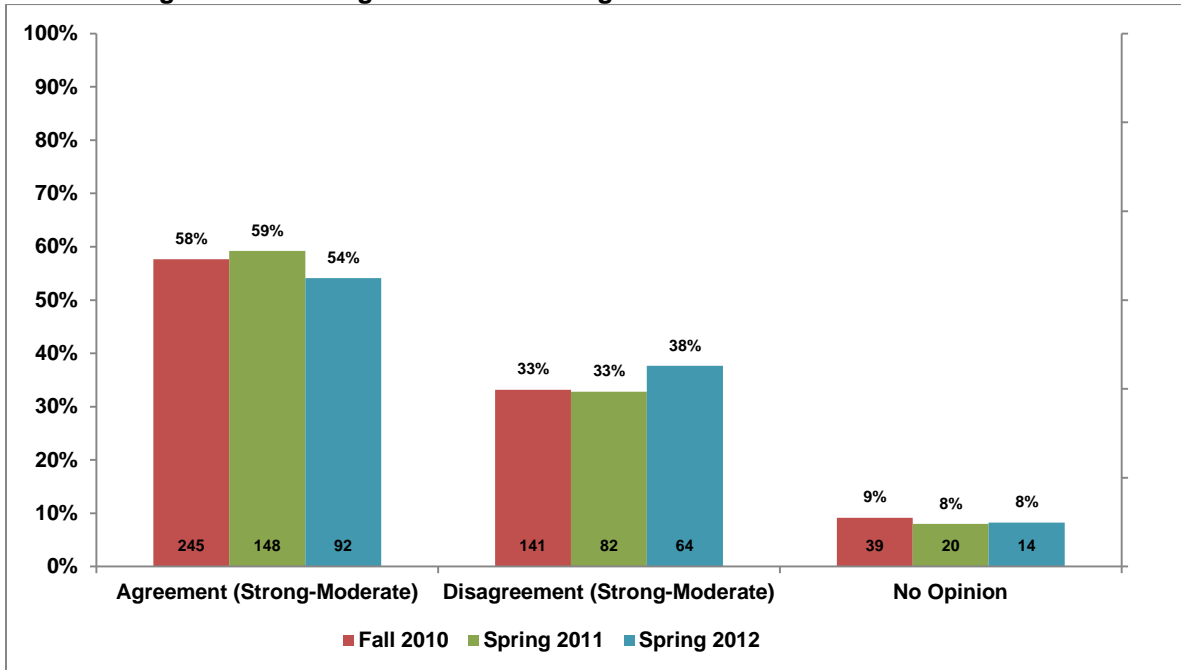
Histograms / Data Analysis

**64. I have been provided with updated training to perform the duties specified in my job description.**

**All Response Percentages**



**Combined Agreement / Disagreement Percentages**



## Histograms / Data Analysis

**64. I have been provided with updated training to perform the duties specified in my job description.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	170	2.63	Fall 2010 - Spring 2012	-4.5%	No	0.468	1.498	0.224
Spring 2011	250	2.83	Spring 2011 - Spring 2012	-7.0%	No	0.195		
Fall 2010	425	2.75	Fall 2010 - Spring 2011	2.7%	No	0.694		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.71	1.19	41	2.93	1.12	75	.311
FT Faculty	2.83	1.03	42	2.89	1.06	102	.761
Classified	2.26	1.17	54	2.52	1.11	178	.132
Administrator	3.05	1.03	19	3.16	.82	31	.681
Overall	2.63	1.15	156	2.75	1.10	386	.468

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.71	1.19	41	3.27	.94	51	.012*
FT Faculty	2.83	1.03	42	2.99	1.04	68	.458
Classified	2.26	1.17	54	2.55	1.13	85	.143
Administrator	3.05	1.03	19	2.42	.95	26	.039*
Overall	2.63	1.15	156	2.83	1.08	230	.195

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

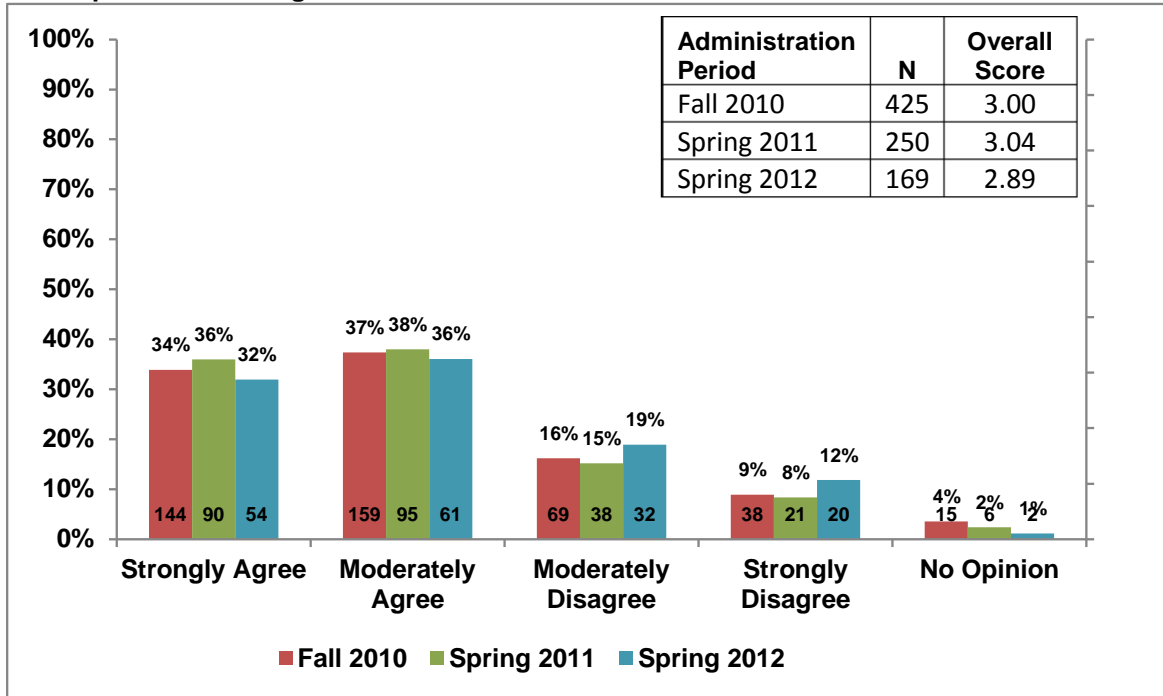
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.27	.94	51	2.93	1.12	75	.076
FT Faculty	2.99	1.04	68	2.89	1.06	102	.573
Classified	2.55	1.13	85	2.52	1.11	178	.836
Administrator	2.42	.95	26	3.16	.82	31	.003*
Overall	2.83	1.08	230	2.75	1.10	386	.694

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

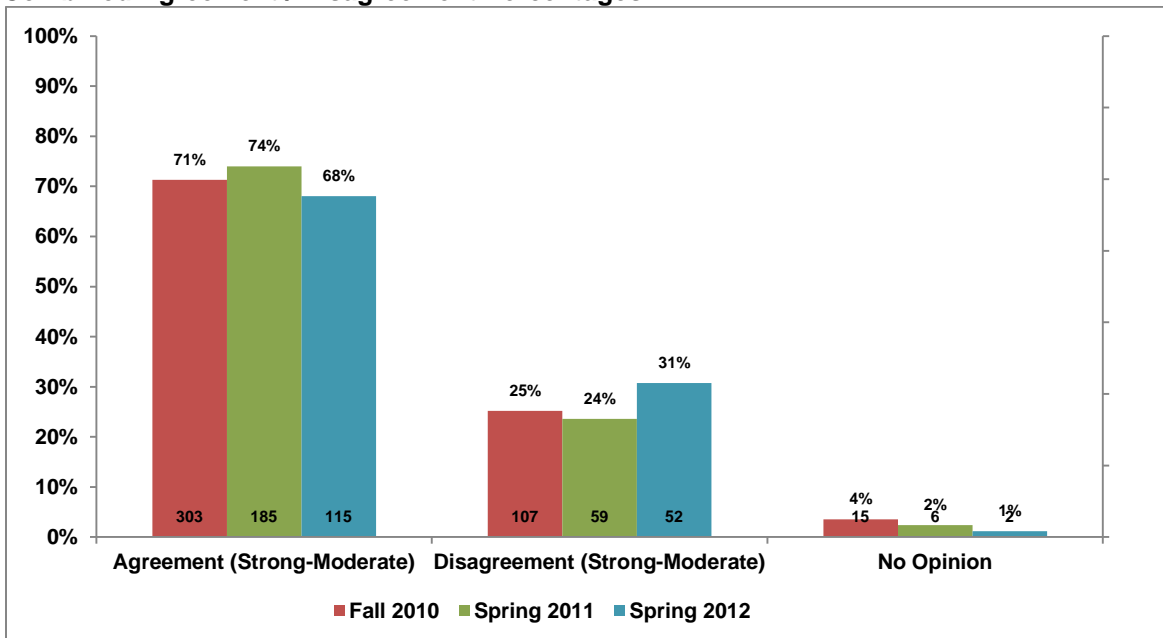
Histograms / Data Analysis

**65. I have been provided with the necessary tools and equipment to perform my job successfully.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

**65. I have been provided with the necessary tools and equipment to perform my job successfully.**

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	169	2.89	Fall 2010 - Spring 2012	-3.5%	No	0.450	1.245	0.289
Spring 2011	250	3.04	Spring 2011 - Spring 2012	-4.9%	No	0.265		
Fall 2010	425	3.00	Fall 2010 - Spring 2011	1.4%	No	0.839		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.93	.88	46	3.27	.82	81	.032*
FT Faculty	2.93	.88	46	2.92	.95	112	.926
Classified	2.91	1.18	56	2.92	.97	184	.933
Administrator	2.63	.96	19	3.00	.97	33	.190
Overall	2.89	.99	167	3.00	.95	410	.450

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.93	.88	46	3.21	.97	56	.134
FT Faculty	2.93	.88	46	3.07	.94	72	.438
Classified	2.91	1.18	56	3.01	.91	89	.565
Administrator	2.63	.96	19	2.70	.87	27	.791
Overall	2.89	.99	167	3.04	.93	244	.265

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

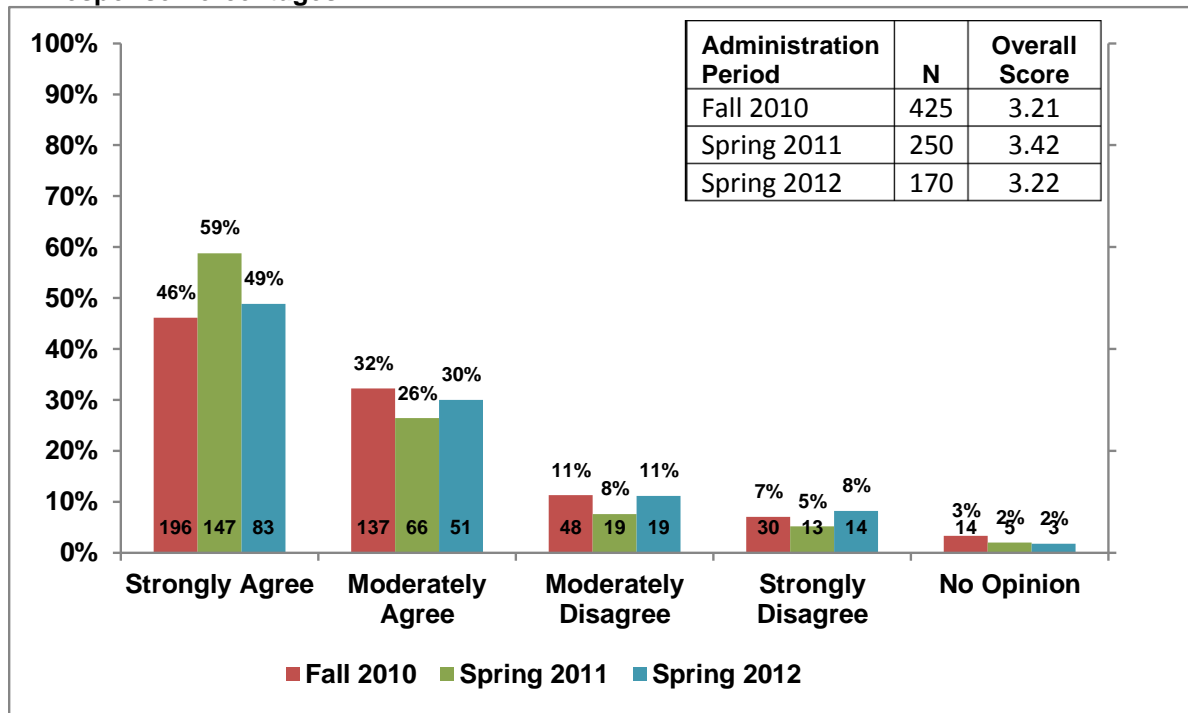
Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.21	.97	56	3.27	.82	81	.710
FT Faculty	3.07	.94	72	2.92	.95	112	.296
Classified	3.01	.91	89	2.92	.97	184	.478
Administrator	2.70	.87	27	3.00	.97	33	.222
Overall	3.04	.93	244	3.00	.95	410	.839

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

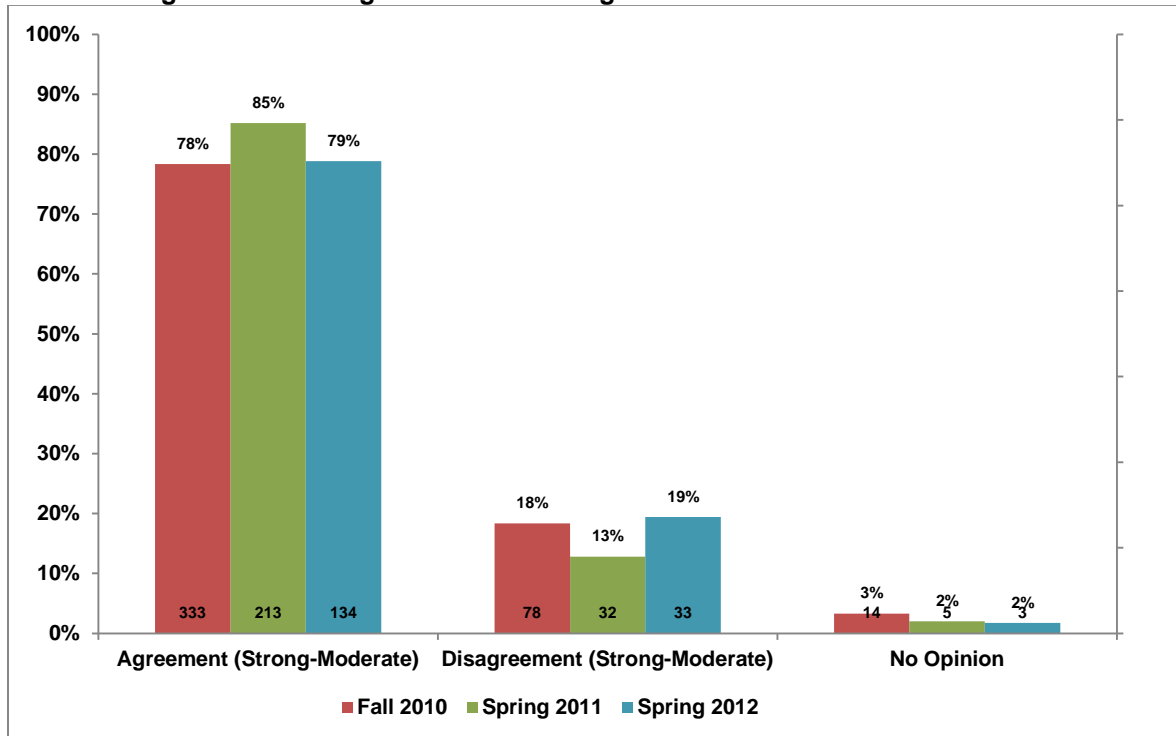
Histograms / Data Analysis

**66. I have access to sufficient space to perform my job successfully.**

All Response Percentages



Combined Agreement / Disagreement Percentages



## Histograms / Data Analysis

### 66. I have access to sufficient space to perform my job successfully.

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	170	3.22	Fall 2010 - Spring 2012	0.0%	No	1.000	4.282	0.014
Spring 2011	250	3.42	Spring 2011 - Spring 2012	-5.9%	No	0.070		
Fall 2010	425	3.21	Fall 2010 - Spring 2011	6.3%	Yes	0.016		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.04	1.05	46	3.31	.93	81	.144
FT Faculty	3.46	.75	46	3.29	.86	112	.243
Classified	3.25	1.00	55	3.10	.96	184	.294
Administrator	2.95	.89	20	3.38	.78	34	.067
Overall	3.22	.95	167	3.21	.92	411	1.000

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Spring 2011
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.04	1.05	46	3.45	.84	55	.031*
FT Faculty	3.46	.75	46	3.52	.78	73	.660
Classified	3.25	1.00	55	3.31	.92	90	.729
Administrator	2.95	.89	20	3.41	.80	27	.070
Overall	3.22	.95	167	3.42	.85	245	.070

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	3.45	.84	55	3.31	.93	81	.352
FT Faculty	3.52	.78	73	3.29	.86	112	.063
Classified	3.31	.92	90	3.10	.96	184	.081
Administrator	3.41	.80	27	3.38	.78	34	.902
Overall	3.42	.85	245	3.21	.92	411	.016

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included. Asterisk "\*" indicates statistical significance within employee category.

Histograms / Data Analysis

**Question Group XIX: Campus Morale**

Group XIX question (Q67) relates WASC Standard IV.A and IV.B. This question concentrates on leadership and governance, specifically, decision-making roles and process and the organization of the governing board and administration.

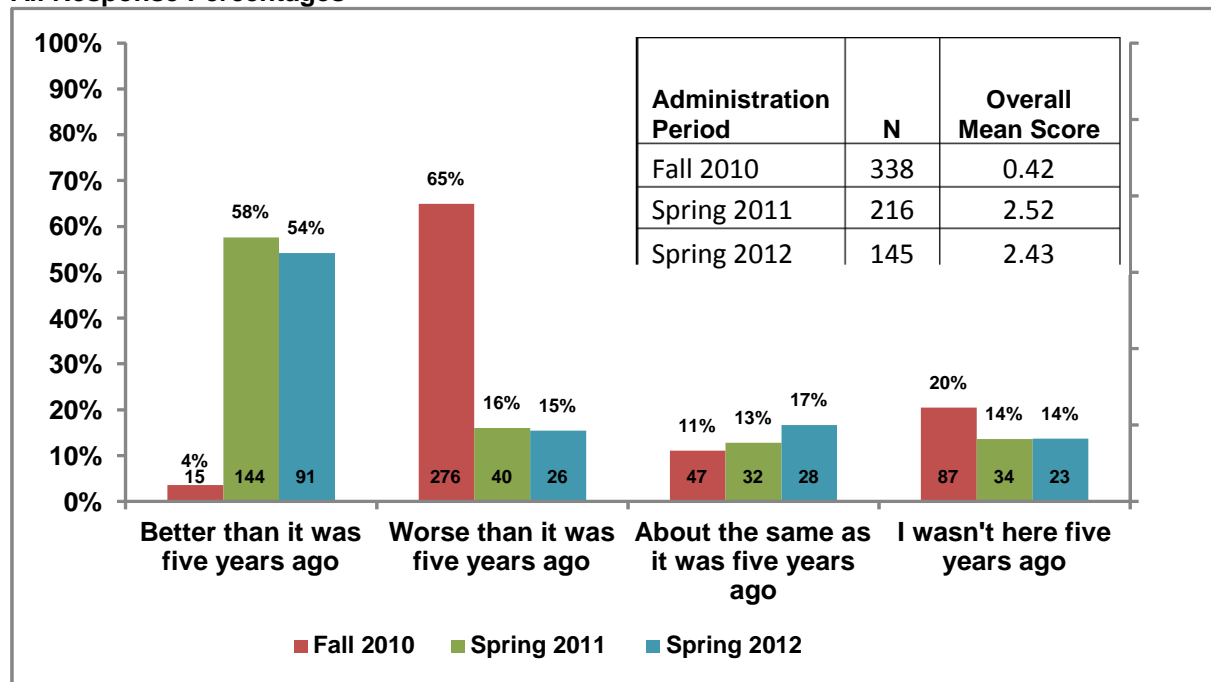
It is the last question included in the 2012 Campus Climate Survey and asks employees to describe campus morale today as compared to five years ago on a three point scale. An additional option was provided in the event a respondent was not at the college five years ago. Again, a histogram was included to graphically depict data from the fall 2010, spring 2011 and spring 2012 surveys.

Overall findings of the three survey administrations include:

- Strong statistical significances in regard to increased campus morale for spring 2012 compared to fall 2010.
- Campus morale did not experience a statistically significant change between spring 2011 and 2012—thus, campus morale has remained substantially unchanged since spring 2011.

**67. How would you describe morale at Southwestern College today as compared to five years ago?**

All Response Percentages



### Histograms / Data Analysis

## 67. How would you describe morale at Southwestern College today as compared to five years ago?

ANOVA / HSD Table:								
Distribution Period	N	Overall Mean Score	Comparisons	Percent Change	Statistically Significant?	HSD p-value	ANOVA	ANOVA p-value
Spring 2012	145	2.43	Fall 2010 - Spring 2012	478.3%	Yes	.000	908.059	0.000
Spring 2011	216	2.52	Spring 2011 - Spring 2012	-3.6%	No	.682		
Fall 2010	338	0.42	Fall 2010 - Spring 2011	500.0%	Yes	.000		

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

Position	Spring 2012			Fall 2010			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.37	.770	35	1.91	.478	56	.003*
FT Faculty	2.68	.639	44	1.91	.372	104	.002*
Classified	2.30	.863	50	1.91	.405	152	.000*
Administrator	2.31	.946	16	1.85	.543	26	.086
Overall	2.43	.798	145	1.91	.418	338	.000

Based on a numerical scale with 3=Better than it was five years ago, 2=Same, 1=Worse. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2012			Spring 2011			Spring 2012/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.37	.770	35	2.43	.720	46	.704
FT Faculty	2.68	.639	44	2.67	.687	66	.907
Classified	2.30	.863	50	2.40	.789	80	.499
Administrator	2.31	.946	16	2.67	.702	24	.182
Overall	2.43	.798	145	2.52	.741	216	.682

Based on a numerical scale with 3=Better than it was five years ago, 2=Same, 1=Worse. Asterisk "\*" indicates statistical significance within employee category.

Position	Spring 2011			Fall 2010			Spring 2011/Fall 2010
	Mean Score	Std. Dev.	n	Mean Score	Std. Dev.	n	p-value
PT Faculty	2.43	.720	46	1.91	.478	56	.000*
FT Faculty	2.67	.687	66	1.91	.372	104	.000*
Classified	2.40	.789	80	1.91	.405	152	.000*
Administrator	2.67	.702	24	1.85	.543	26	.000*
Overall	2.52	.741	216	1.91	.418	338	.000

Based on a numerical scale with 3=Better than it was five years ago, 2=Same, 1=Worse. Asterisk "\*" indicates statistical significance within employee category.



## Appendix

## Aggregated Response Model: An Alternative Modeling of Campus Survey Data

### Model Description

The analysis conducted here utilizes the percentage values associated with the data found within the “Combined Agreement / Disagreement Percentages” histograms in the body of the report. The intent of this analysis is to present an alternative modeling of data focused on the *Agreement (Strong/Moderate)* Likert scale categories and its associated percentage change over time. The *Agreement (Strong-Moderate)* category is comprised of the individual *Strongly Agree* and *Moderately Agree* categories. In this statistical model, aggregated data serves as an alternative framework for evaluating all Likert-item query data.

Descriptive data, categorical percentages and percent changes over time are provided in a table-chart format. A separate analysis of the *Strongly Disagree* and *Moderately Disagree* categories is unnecessary as these values substantially represent the category-by-category converse of the agreement responses and would not provide greater insight in regard to overall changes in survey responses across time. The influence of the *No Opinion* category should be viewed as largely minimal. Presentation of an alternative model provides two important advantages in support the overall analysis, namely:

- A confirmatory technique for assessing the precision and validity of the primary analysis model.
- As a proximal measure of trend in regard to a single, specified factor—the *Agreement (Strong-Moderate)* category—for the *fall 2010 - spring 2011* and *spring 2011 - spring 2012* time periods.

### Data Analysis

The response frequencies associated with the *Strongly Agree* and *Moderately Agree* categories have been aggregated into a single *Agreement* category total. These combined totals are the basis for the creation of descriptive data (percentage totals) and of data parameters for use in statistical significance testing. Again, as a result of the multiple survey distribution period comparisons—*fall 2010-spring 2012*, *spring 2011-spring 2012*, and *fall 2010-spring 2011*—the ANOVA and Tukey Honestly Significant Difference (HSD) model is the appropriate testing methodology of the aggregated data.

Percentage totals for *fall 2010*, *spring 2011*, and *spring 2012* were calculated from the quotient of “n” (the number of responses in the category) and “N” (the overall response total). Statistical significance is achieved when a threshold level below five percent ( $p < 0.05$ ) occurs. In those instances where the p-values diverge from the primary ANOVA / HSD analysis reported within the body of the report, notations have been included to designate these differences.

Additional survey query items that are found to be statistically significant are denoted by “†.” In those instances where survey items are no longer statistically significant as a result of aggregation, differences are designated by the “\*” symbol.

## Aggregated Response Model Changes to Statistical Significance

The alternative model substantially reflects the results found in the primary statistical test involving disaggregated Likert-item queries (*Strongly Agree, Moderately Agree, Moderately Disagree* and *Strongly Disagree*). An interesting feature of the aggregated response model is an overall reduction in the number of statistically significant results. This outcome tends to point to an evaluative model less sensitive to mean score changes within the survey. As a consequence, the aggregated response model constitutes a more conservative statistical model.

Of the one hundred thirty-nine individual survey items, thirty-two experienced a change in at least one of the three time periods under study. Among these thirty-two survey queries, twenty-seven contain at least one element that is no longer statistically significant. Even more notable, twenty-two of the no longer statistically significant results are found primarily within the *spring 2011-spring 2012* time period. This fact may indicate that the survey responses between spring 2011 and spring 2012 have changed less than the primary model would suggest.

However, taken as a whole, statistical significances within the primary model substantially reflect the results found in the alternative model—thus, the alternative modeling of data tends to support the reliability of primary model results.

A breakdown of changes to statistical significance is listed below:

Table 2		List of Changes to Statistical Significance	
Survey Question Item	Fall 2010-Spring 2011	Spring 2011-Spring 2012	Fall 2010-Spring 2012
2e		No Longer Statistically Significant	
3b		Statistically Significant	
3c	No Longer Statistically Significant	No Longer Statistically Significant	
9c		Statistically Significant	Statistically Significant
9ee		No Longer Statistically Significant	
9f		Statistically Significant	
15		No Longer Statistically Significant	
16		No Longer Statistically Significant	
19		No Longer Statistically Significant	
21		No Longer Statistically Significant	

## Aggregated Response Model

Table 2 (Cont.)	List of Changes to Statistical Significance		
22		No Longer Statistically Significant	
23a		No Longer Statistically Significant	
25	No Longer Statistically Significant	No Longer Statistically Significant	
35b		No Longer Statistically Significant	
35d		No Longer Statistically Significant	
37		No Longer Statistically Significant	
42a		No Longer Statistically Significant	
42f		No Longer Statistically Significant	
42i		No Longer Statistically Significant	
42k		No Longer Statistically Significant	No Longer Statistically Significant
43			No Longer Statistically Significant
48d	No Longer Statistically Significant	Statistically Significant	
48f	No Longer Statistically Significant		
48k		No Longer Statistically Significant	
48l	No Longer Statistically Significant		
48m	No Longer Statistically Significant		No Longer Statistically Significant
50i		No Longer Statistically Significant	
52		Statistically Significant	
55b		No Longer Statistically Significant	
59		Statistically Significant	
62		No Longer Statistically Significant	
66	No Longer Statistically Significant		

## Interpretative Guide to Aggregated Response Model Results

This alternative statistical evaluation of the Campus Climate survey data also utilizes the ANOVA / HSD analytical framework. The percentage values listed in columns 2, 3 and 4 of Figure 3 reflect the *Agreement (Strong-Moderate)* category within the charts labeled “Combined Agreement / Disagreement Percentages.” Aggregated scores are utilized in both the ANOVA and post-hoc Tukey Honestly Significant Difference (HSD) test.

Percentage totals for fall 2010, spring 2011, and spring 2012 are listed in columns 5, 6 and 7 in Figure 2. Tukey HSD p-values under the five percent threshold ( $p < 0.05$ ) represent statistically significant results and are highlighted in green. Percent changes are listed in order to identify the change in direction and relative magnitudes of the aggregated *Strongly Agree* and *Moderately Agree* categories within the new *Agreement (Strong-Moderate)* category.

<b>Question group II: Institutional leaders create an environment for empowerment, innovation, and institutional excellence.</b>						
<i>Campus Climate Survey Statements (Q2 – Q5):</i>	<b>Fall 2010</b>	<b>Spring 2011</b>	<b>Spring 2012</b>	<b>Fall 2010-Spring 2011</b>	<b>Spring 2011-Spring 2012</b>	<b>Fall 2010-Spring 2012</b>
	<b>Percent of responses indicating Agreement (Strong-Moderate)</b>	<b>Percent of responses indicating Agreement (Strong-Moderate)</b>	<b>Percent of responses indicating Agreement (Strong-Moderate)</b>	<b>Percent Change</b>	<b>Percent Change</b>	<b>Percent Change</b>
<i>2a. [Faculty Leaders (e.g. Academic Senate President, SCEA President, Dept. Chairs)] Institutional leaders create an environment for empowerment, innovation, and institutional excellence.</i>	<b>75%</b> <i>n=397</i> <i>N=528</i>	<b>81%</b> <i>n=252</i> <i>N=310</i>	<b>76%</b> <i>n=165</i> <i>N=216</i>	<b>+8.4%</b> <i>(0.031)</i>	<b>-6.7%</b> <i>(0.424)</i>	<b>+1.2%</b> <i>(0.664)</i>
Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7

**Figure 3**

Column 1 lists the specific survey query item. Survey queries are organized by question group/cluster.

Columns 2–4 reproduce the percentage and response totals for the *Agreement (Strong-Moderate)* categories found in the “Combined Agreement / Disagreement Percentages” chart.

Columns 5-7 are the percentage changes calculated from the *Agreement (Strong-Moderate)* categories. Tukey HSD p-values are listed within parentheses.

**Note:** Additional Likert-item survey queries that are found to be statistically significant—when compared to the primary analysis—are denoted by “†.” Survey items queries that are no longer statistically significant as a result of aggregation utilize the symbol “\*.” An informal trend analysis can be realized by referencing columns 5 and 6. For instance, between fall 2010 and spring 2011, we find a general increase of 8.4% followed a decrease of 6.7% for the spring 2011 to spring 2012 time period. Of these two time periods, only the fall 2010 to spring 2011 time period should be viewed as statistically significant.

### Aggregated Response Model Results

For the sake of brevity and relevance, the following summary of aggregated response model results relies primarily on percentage change and post-hoc tests involving Tukey’s Honestly Significant Difference (HSD) probabilities. ANOVA probability values are not included in the summary because statistical significances within the Tukey HSD model indicate statistically significant results will have occurred within the omnibus ANOVA test.

Below, percentages for each *Agreement (Strong-Moderate)* Likert-item category provide a concise measure of respondent sentiment at a point in time. The percentage change between these categories provide information related to the direction and relative magnitude of survey data for fall 2010, spring 2011 and spring 2012. It should be noted that percentage change is not computationally equivalent to percentage difference—only the former computation is utilized in the table. Percentage change is defined as a ratio between quantity differences (“latter quantity minus original quantity”) and the original quantity, multiplied by 100%. In the context this analysis, the percent difference would have only been the numerical difference between any two *Agreement (Strong-Moderate)* categories.

The ANOVA and Tukey HSD models integrate mean and standard deviation in the computation of their respective test statistic. Thus, the p-values associated with the Tukey HSD (presented in the last three columns of the table) are a reflection of the actual statistical change—and its probabilistic value—occurring within the underlying aggregated data. As a consequence, Tukey HSD p-values provide an expedited means for identifying statistically significant time periods within the aggregated data model.

<b>Table 3</b>		<b>Aggregated Response Model Results</b>				
<b>Question group I: Mission Statement and campus priorities.</b>						
<i>Campus Climate Survey Statement (Q1):</i>	<b>Fall 2010 Percent of responses indicating “Yes”</b>	<b>Spring 2011 Percent of responses indicating “Yes”</b>	<b>Spring 2012 Percent of responses indicating “Yes”</b>	<b>Fall 2010- Spring 2011 Percent Change</b>	<b>Spring 2011- Spring 2012 Percent Change</b>	<b>Fall 2010- Spring 2012 Percent Change</b>
<i>1. I am aware of the Mission Statement and priorities of the College</i>	<b>90%</b> <i>n=477 N=530</i>	<b>88%*</b> <i>n=65 N=74<sup>9</sup></i>	<b>96%</b> <i>n=205 N=214</i>	<b>+8.1%</b> <i>(0.809)</i>	<b>-6.0%</b> <i>(0.090)</i>	<b>+1.6%</b> <i>(0.030)</i>
<p><i>n = number of respondents in the strong-moderate agreement categories</i></p> <p><i>N = total number of respondents in this category</i></p> <p><i>( ) = Tukey’s HSD p-value</i></p> <p><i>† = additional survey item queries found to be statistically significant after aggregation in comparison to primary model</i></p> <p><i>* = survey items queries no longer statistically significant as a result of aggregation in comparison to primary model</i></p> <p><i>Shaded green area(s) indicates statistical significance at the 0.05 level (p &lt;0.05).</i></p>						

<sup>9</sup> Due to a database error, only 74 answers to this question were recorded.

## Aggregated Response Model Results

Table 3 (Cont.)	Aggregated Response Model Results					
Question group II: Institutional leaders create an environment for empowerment, innovation, and institutional excellence.						
<i>Campus Climate Survey Statements (Q2 – Q5):</i>	Fall 2010 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2011 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2012 Percent of responses indicating Agreement (Strong-Moderate)	Fall 2010-Spring 2011 Percent Change	Spring 2011-Spring 2012 Percent Change	Fall 2010-Spring 2012 Percent Change
2a. [Faculty Leaders (e.g. Academic Senate President, SCEA President, Dept. Chairs)] Institutional leaders create an environment for empowerment, innovation, and institutional excellence.	75% n=397 N=528	81% n=252 N=310	76% n=165 N=216	+8.4% (0.031)	-6.7% (0.424)	+1.2% (0.664)
2b. [Classified Leaders (e.g. CSEA President)] Institutional leaders create an environment for empowerment, innovation, and institutional excellence.	69% n=364 N=528	75% n=231 N=309	70% n=150 N=215	+5.9% (0.040)	-10.1% (0.410)	-4.8% (0.739)
2c. [Middle Management Leaders (e.g. Dean, Director, Supervisor)] Institutional leaders create an environment for empowerment, innovation, and institutional excellence.	67% n=355 N=528	71% n=220 N=309	64% n=137 N=214	+5.9% (0.780)	-10.1%* (0.283)	-4.8% (0.535)
2d. [Division Leaders (Vice President)] Institutional leaders create an environment for empowerment, innovation, and institutional excellence.	40% n=209 N=527	60% n=185 N=309	59% n=126 N=215	+51.0% (0.000)	-2.1% (0.997)	+47.8% (0.000)
2e. [Superintendent/President] Institutional leaders create an environment for empowerment, innovation, and institutional excellence.	28% n=148 N=527	76% n=236 N=309	65% n=141 N=216	+172.0% (0.000)	-14.5% (0.064)	+132.4% (0.000)
2f. [Governing Board] Institutional leaders create an environment for empowerment, innovation, and institutional excellence.	24% n=125 N=528	72% n=222 N=309	60% n=128 N=215	+203.5% (0.000)	-17.1% (0.002)	+151.5% (0.000)

## Aggregated Response Model Results

<i>Campus Climate Survey Statements (Q2 – Q5, continued):</i>	<b>Fall 2010</b> <b>Percent of responses indicating Agreement (Strong-Moderate)</b>	<b>Spring 2011</b> <b>Percent of responses indicating Agreement (Strong-Moderate)</b>	<b>Spring 2012</b> <b>Percent of responses indicating Agreement (Strong-Moderate)</b>	<b>Fall 2010-Spring 2011</b> <b>Percent Change</b>	<b>Spring 2011-Spring 2012</b> <b>Percent Change</b>	<b>Fall 2010-Spring 2012</b> <b>Percent Change</b>
<i>3a. [Faculty Leaders (e.g. Academic Senate President, SCEA President, Dept. Chairs)] Institutional leaders create an environment that promotes institutional effectiveness...</i>	<b>73%</b> <i>n=382 N=524</i>	<b>81%</b> <i>n=250 N=308</i>	<b>77%</b> <i>n=167 N=217</i>	<b>+11.3%</b> <i>(0.006)</i>	<b>-5.2%</b> <i>(0.494)</i>	<b>+5.6%</b> <i>(0.292)</i>
<i>3b. [Classified Leaders (e.g. CSEA President)] Institutional leaders create an environment that promotes institutional effectiveness...</i>	<b>66%</b> <i>n=345 N=524</i>	<b>76%</b> <i>n=233 N=307</i>	<b>66%</b> <i>n=142 N=216</i>	<b>+15.3%</b> <i>(0.001)</i>	<b>-13.4%†</b> <i>(0.037)</i>	<b>-0.2%</b> <i>(0.890)</i>
<i>3c. [Middle Management Leaders (e.g. Dean, Director, Supervisor)] Institutional leaders create an environment that promotes institutional effectiveness...</i>	<b>66%</b> <i>n=345 N=524</i>	<b>74%</b> <i>n=228 N=307</i>	<b>65%</b> <i>n=140 N=217</i>	<b>+12.8%*</b> <i>(0.110)</i>	<b>-13.1%*</b> <i>(0.095)</i>	<b>-2.0%</b> <i>(0.876)</i>
<i>3d. [Division Leaders (Vice Presidents)] Institutional leaders create an environment that promotes institutional effectiveness...</i>	<b>39%</b> <i>n=203 N=524</i>	<b>62%</b> <i>n=191 N=307</i>	<b>58%</b> <i>n=124 N=215</i>	<b>+60.6%</b> <i>(0.000)</i>	<b>-7.3%</b> <i>(0.871)</i>	<b>+48.9%</b> <i>(0.000)</i>
<i>3e. [Superintendent/President] Institutional leaders create an environment that promotes institutional effectiveness...</i>	<b>27%</b> <i>n=142 N=524</i>	<b>80%</b> <i>n=246 N=307</i>	<b>62%</b> <i>n=134 N=216</i>	<b>+195.7%</b> <i>(0.000)</i>	<b>-22.6%</b> <i>(0.001)</i>	<b>+128.9%</b> <i>(0.000)</i>
<i>3f. [Governing Board] Institutional leaders create an environment that promotes institutional effectiveness...</i>	<b>23%</b> <i>n=123 N=524</i>	<b>74%</b> <i>n=227 N=307</i>	<b>60%</b> <i>n=128 N=214</i>	<b>+215.0%</b> <i>(0.000)</i>	<b>-19.1%</b> <i>(0.001)</i>	<b>+154.8%</b> <i>(0.000)</i>
<i>4. I feel the environment at SWC fosters institutional excellence.</i>	<b>49%</b> <i>n=257 N=525</i>	<b>78%</b> <i>n=239 N=307</i>	<b>72%</b> <i>n=155 N=214</i>	<b>+59.0%</b> <i>(0.000)</i>	<b>-7.0%</b> <i>(0.220)</i>	<b>+48.0%</b> <i>(0.000)</i>
<i>5. I feel the environment at SWC fosters innovation.</i>	<b>48%</b> <i>n=254 N=524</i>	<b>69%</b> <i>n=211 N=307</i>	<b>58%</b> <i>n=125 N=215</i>	<b>+41.8%</b> <i>(0.000)</i>	<b>-15.4%</b> <i>(0.026)</i>	<b>+19.9%</b> <i>(0.073)</i>



## Aggregated Response Model Results

*n* = number of respondents in the strong-moderate agreement categories

*N* = total number of respondents in this category

( ) = Tukey's HSD *p*-value

† = additional survey item queries found to be statistically significant after aggregation in comparison to primary model

\* = survey items queries no longer statistically significant as a result of aggregation in comparison to primary model

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

**Question group III: A supportive environment of trust and respect exists for all employees at SWC.**

<i>Campus Climate Survey Statements (Q6 – Q11):</i>	Fall 2010 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2011 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2012 Percent of responses indicating Agreement (Strong-Moderate)	Fall 2010-Spring 2011 Percent Change	Spring 2011-Spring 2012 Percent Change	Fall 2010-Spring 2012 Percent Change
6. I feel an environment of trust and respect exists for all employees at SWC.	29% <i>n</i> =152 <i>N</i> =526	65% <i>n</i> =199 <i>N</i> =307	47% <i>n</i> =101 <i>N</i> =214	+124.3% (0.000)	-27.2% (0.000)	+63.3% (0.000)
7. The College fosters an environment of ethical behavior.	39% <i>n</i> =202 <i>N</i> =524	71% <i>n</i> =218 <i>N</i> =307	60% <i>n</i> =129 <i>N</i> =215	+84.2% (0.000)	-15.5% (0.013)	+55.6% (0.000)
8a. [Faculty Leaders (e.g. Academic Senate President, SCEA President, Dept. Chairs)] Institutional leaders create an environment that promotes trust and respect.	70% <i>n</i> =363 <i>N</i> =521	77% <i>n</i> =234 <i>N</i> =305	71% <i>n</i> =147 <i>N</i> =206	+10.1% (0.018)	-7.0% (0.363)	+2.4% (0.646)
8b. [Classified Leaders (e.g. CSEA President)] Institutional leaders create an environment that promotes trust and respect.	66% <i>n</i> =346 <i>N</i> =521	74% <i>n</i> =227 <i>N</i> =305	67% <i>n</i> =136 <i>N</i> =204	+12.1% (0.001)	-10.4% (0.214)	+0.4% (0.453)
8c. [Middle Management Leaders (e.g. Dean, Director, Supervisor)] Institutional leaders create an environment that promotes trust and respect.	63% <i>n</i> =330 <i>N</i> =521	73% <i>n</i> =222 <i>N</i> =305	60% <i>n</i> =122 <i>N</i> =205	+14.9% (0.032)	-18.2% (0.015)	-6.0% (0.672)
8d. [Division Leaders (Vice Presidents)] Institutional leaders create an environment that promotes trust and respect.	36% <i>n</i> =186 <i>N</i> =521	60% <i>n</i> =184 <i>N</i> =305	56% <i>n</i> =112 <i>N</i> =200	+69.0% (0.000)	-7.2% (0.904)	+56.9% (0.000)

## Aggregated Response Model Results

<i>Campus Climate Survey Statements (Q6 – Q11, continued):</i>	Fall 2010 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2011 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2012 Percent of responses indicating Agreement (Strong-Moderate)	Fall 2010-Spring 2011 Percent Change	Spring 2011-Spring 2012 Percent Change	Fall 2010-Spring 2012 Percent Change
8e. [Superintendent/President] Institutional leaders create an environment that promotes trust and respect.	24% n=126 N=521	77% n=236 N=305	62% n=126 N=202	+219.9% (0.000)	-19.4% (0.003)	+157.9% (0.000)
8f. [Governing Board] Institutional leaders create an environment that promotes trust and respect.	20% n=106 N=521	72% n=220 N=305	62% n=125 N=203	+254.5% (0.000)	-14.6% (0.020)	+202.7% (0.000)
8g. [My Supervisor] Institutional leaders create an environment that promotes trust and respect.	66% n=343 N=521	73% n=222 N=305	66% n=134 N=202	+10.6% (0.175)	-8.9% (0.357)	+0.8% (0.998)
8h. [My Department Chair] Institutional leaders create an environment that promotes trust and respect.	56% n=291 N=521	61% n=186 N=305	60% n=121 N=202	+9.2% (0.051)	-1.8% (0.311)	+7.2% (0.884)
9a. [Faculty Leaders (e.g. Academic Senate President, SCEA President, Dept. Chairs)] I feel intimidated by others at Southwestern College.	15% n=80 N=521	17% n=53 N=305	18% n=37 N=208	+13.4% (0.809)	+2.4% (0.979)	+16.1% (0.728)
9b. [Classified Leaders (e.g. CSEA President)] I feel intimidated by others at Southwestern College.	7% n=39 N=522	10% n=29 N=305	10% n=20 N=208	+27.3% (0.629)	+1.1% (0.973)	+28.7% (0.554)
9c. [Middle Management Leaders (e.g. Dean, Director, Supervisor)] I feel intimidated by others at Southwestern College.	20% n=105 N=522	22% n=68 N=305	31% n=65 N=207	+10.8% (0.884)	+40.8% <sup>†</sup> (0.037)	+56.1% (0.006)
9d. [Division Leaders (Vice Presidents)] I feel intimidated by others at Southwestern College.	35% n=181 N=522	17% n=52 N=305	22% n=45 N=206	-50.8% (0.000)	+28.1% (0.431)	-37.0% (0.001)
9e. [Superintendent/President] I feel intimidated by others at Southwestern College.	47% n=244 N=522	8% n=24 N=305	16% n=32 N=206	-83.2% (0.000)	+97.4%* (0.061)	-66.8% (0.000)

## Aggregated Response Model Results

<i>Campus Climate Survey Statements (Q6 – Q11, continued):</i>	Fall 2010	Spring 2011	Spring 2012	Fall 2010-Spring 2011	Spring 2011-Spring 2012	Fall 2010-Spring 2012
	Percent of responses indicating Agreement (Strong-Moderate)	Percent of responses indicating Agreement (Strong-Moderate)	Percent of responses indicating Agreement (Strong-Moderate)	Percent Change	Percent Change	Percent Change
9f. [Governing Board] I feel intimidated by others at Southwestern College.	<b>44%</b> n=230 N=522	<b>10%</b> n=32 N=305	<b>21%</b> n=43 N=206	<b>-76.2%</b> (0.000)	<b>+99.0%†</b> (0.018)	<b>-52.6%</b> (0.000)
9g. [My Supervisor] I feel intimidated by others at Southwestern College.	<b>16%</b> n=83 N=521	<b>15%</b> n=47 N=305	<b>20%</b> n=41 N=207	<b>-3.3%</b> (0.932)	<b>+28.5%</b> (0.330)	<b>+24.3%</b> (0.430)
9h. [My Department Chair] I feel intimidated by others at Southwestern College.	<b>7%</b> n=38 N=522	<b>9%</b> n=27 N=305	<b>15%</b> n=31 N=204	<b>+21.6%</b> (0.765)	<b>+71.7%</b> (0.062)	<b>+108.7%</b> (0.006)
10. I feel comfortable expressing my opinion.	<b>53%</b> n=278 N=523	<b>72%</b> n=220 N=305	<b>67%</b> n=139 N=208	<b>+35.7%</b> (0.000)	<b>-7.4%</b> (0.406)	<b>+25.7%</b> (0.005)
11. I would encourage someone to apply for a job at Southwestern College.	<b>68%</b> n=356 N=522	<b>80%</b> n=243 N=305	<b>72%</b> n=149 N=207	<b>+16.8%</b> (0.013)	<b>-9.7%</b> (0.163)	<b>+5.5%</b> (0.875)
<p><i>n = number of respondents in the strong-moderate agreement categories</i></p> <p><i>N = total number of respondents in this category</i></p> <p><i>( ) = Tukey's HSD p-value</i></p> <p><i>† = additional survey item queries found to be statistically significant after aggregation in comparison to primary model</i></p> <p><i>* = survey items queries no longer statistically significant as a result of aggregation in comparison to primary model</i></p> <p><i>Shaded green area(s) indicates statistical significance at the 0.05 level (p &lt; 0.05).</i></p>						

## Aggregated Response Model Results

**Question group IV: Systematic participative processes are used to assure effective discussion, planning, and implementation of ideas for improvement.**

<i>Campus Climate Survey Statements (Q12 – Q14):</i>	Fall 2010 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2011 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2012 Percent of responses indicating Agreement (Strong-Moderate)	Fall 2010-Spring 2011 Percent Change	Spring 2011-Spring 2012 Percent Change	Fall 2010-Spring 2012 Percent Change
12. I feel that institutional leaders make optimal use of existing shared planning and decision making processes to assure effective discussion, planning and implementation of ideas for improvement.	31% n=157 N=501	68% n=201 N=297	52% n=108 N=206	+116.0% (0.000)	-22.5% (0.000)	+67.3% (0.000)
13. I understand how the shared planning and decision making processes are carried out at SWC.	46% n=230 N=501	69% n=204 N=297	64% n=130 N=204	+49.6% (0.000)	-7.2% (0.145)	+38.8% (0.000)
14. Input provided by me or the constituent group that represents me is welcomed, respected, and given appropriate consideration by institutional leaders when decisions are made.	34% n=169 N=501	67% n=200 N=297	53% n=107 N=203	+99.6% (0.000)	-21.7% (0.001)	+56.3% (0.000)

*n* = number of respondents in the strong-moderate agreement categories

*N* = total number of respondents in this category

( ) = Tukey's HSD *p*-value

† = additional survey item queries found to be statistically significant after aggregation in comparison to primary model

\* = survey items queries no longer statistically significant as a result of aggregation in comparison to primary model

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

## Aggregated Response Model Results

<b>Question group V: Established mechanisms or organizations exist for providing input into institutional decisions.</b>						
<i>Campus Climate Survey Statements (Q15 – Q17):</i>	Fall 2010 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2011 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2012 Percent of responses indicating Agreement (Strong-Moderate)	Fall 2010-Spring 2011 Percent Change	Spring 2011-Spring 2012 Percent Change	Fall 2010-Spring 2012 Percent Change
15. I have a substantive and clearly defined role in the shared planning and decision making process.	29% n=145 N=501	50% n=148 N=296	46% n=94 N=203	+72.8% (0.000)	-7.4%* (0.105)	+60.0% (0.000)
16. The Academic Senate has a substantive and clearly defined role in the shared planning and decision making process.	48% n=241 N=500	70% n=208 N=296	60% n=122 N=202	+45.8% (0.000)	-14.1%* (0.092)	+25.3% (0.000)
17. The Classified Staff has a substantive and clearly defined role in the shared planning and decision making process.	34% n=171 N=499	53% n=155 N=295	43% n=85 N=197	+53.3% (0.000)	-17.9% (0.404)	+25.9% (0.001)

<b>Question group VI: Administrators have a substantive and clearly defined role in institutional governance.</b>						
<i>Campus Climate Survey Statements (Q18):</i>	Fall 2010 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2011 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2012 Percent of responses indicating Agreement (Strong-Moderate)	Fall 2010-Spring 2011 Percent Change	Spring 2011-Spring 2012 Percent Change	Fall 2010-Spring 2012 Percent Change
18. Administrators have a substantive and clearly defined role in the shared planning and decision making process.	53% n=262 N=499	70% n=206 N=294	65% n=128 N=196	+33.5% (0.000)	-6.8% (0.491)	+24.4% (0.001)

*n* = number of respondents in the strong-moderate agreement categories,  
*N* = total number of respondents in this category  
 () = Tukey's HSD *p*-value,  
 † = additional survey item queries found to be statistically significant after aggregation in comparison to primary model  
 \* = survey items queries no longer statistically significant as a result of aggregation in comparison to primary model  
 Shaded green area(s) indicates statistical significance at the 0.05 level (*p* < 0.05).

## Aggregated Response Model Results

<b>Question group VII: Representatives of constituency groups provide timely and accurate information.</b>						
<i>Campus Climate Survey Statements (Q19):</i>	Fall 2010 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2011 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2012 Percent of responses indicating Agreement (Strong-Moderate)	Fall 2010-Spring 2011 Percent Change	Spring 2011-Spring 2012 Percent Change	Fall 2010-Spring 2012 Percent Change
<i>19. Representatives of my constituency group (e.g., faculty, classified, administrators) provide me with timely and accurate information.</i>	<b>70%</b> <i>n=351 N=499</i>	<b>75%</b> <i>n=221 N=294</i>	<b>72%</b> <i>n=141 N=195</i>	<b>+6.9%</b> <i>(0.181)</i>	<b>-3.8%*</b> <i>(0.745)</i>	<b>+2.8%</b> <i>(0.742)</i>

<b>Question group VIII: SWC relies on faculty, the Academic Senate and curriculum committee, and academic administrators for recommendations about student learning programs and services.</b>						
<i>Campus Climate Survey Statements (Q20):</i>	Fall 2010 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2011 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2012 Percent of responses indicating Agreement (Strong-Moderate)	Fall 2010-Spring 2011 Percent Change	Spring 2011-Spring 2012 Percent Change	Fall 2010-Spring 2012 Percent Change
<i>20. ACCJC Standards establish that the Governing Board and Superintendent/President rely on the faculty, the Academic Senate and Curriculum Committee, and Academic Administrators for recommendations about student learning programs and services. SWC is in compliance with the standard.</i>	<b>28%</b> <i>n=139 N=499</i>	<b>64%</b> <i>n=188 N=294</i>	<b>48%</b> <i>n=94 N=197</i>	<b>+129.6%</b> <i>(0.000)</i>	<b>-25.4%</b> <i>(0.008)</i>	<b>+71.3%</b> <i>(0.000)</i>

*n* = number of respondents in the strong-moderate agreement categories

*N* = total number of respondents in this category

( ) = Tukey's HSD *p*-value

† = additional survey item queries found to be statistically significant after aggregation in comparison to primary model

\* = survey items queries no longer statistically significant as a result of aggregation in comparison to primary model

Shaded green area(s) indicates statistical significance at the 0.05 level (*p* < 0.05).

## Aggregated Response Model Results

<b>Question group IX: SWC has implemented hiring, promotion, and equal employment practices and provided appropriate orientation, training, and evaluation to ensure fairness for all employees.</b>						
<i>Campus Climate Survey Statements (Q21 – Q29):</i>	<b>Fall 2010</b>	<b>Spring 2011</b>	<b>Spring 2012</b>	<b>Fall 2010- Spring 2011</b>	<b>Spring 2011- Spring 2012</b>	<b>Fall 2010- Spring 2012</b>
	<b>Percent of responses indicating Agreement (Strong-Moderate)</b>	<b>Percent of responses indicating Agreement (Strong-Moderate)</b>	<b>Percent of responses indicating Agreement (Strong-Moderate)</b>	<b>Percent Change</b>	<b>Percent Change</b>	<b>Percent Change</b>
<i>21. SWC has implemented hiring, promotion, and equal employment practices and provided appropriate orientation, training, and evaluation to ensure fairness for all employees.</i>	<b>51%</b> <i>n=250 N=487</i>	<b>60%</b> <i>n=170 N=284</i>	<b>53%</b> <i>n=104 N=197</i>	<b>+16.6%</b> <i>(0.009)</i>	<b>-11.8%*</b> <i>(0.123)</i>	<b>+2.8%</b> <i>(0.884)</i>
<i>22. The hiring, promotion, and equal employment practices are fair to all employees.</i>	<b>49%</b> <i>n=237 N=487</i>	<b>59%</b> <i>n=167 N=284</i>	<b>48%</b> <i>n=95 N=197</i>	<b>+20.8%</b> <i>(0.013)</i>	<b>-18.0%</b> <i>(0.061)</i>	<b>-0.9%</b> <i>(1.000)</i>
<i>23a. [Diversity] SWC demonstrates its commitment to addressing issues of equity and diversity.</i>	<b>63%</b> <i>n=308 N=487</i>	<b>78%</b> <i>n=221 N=284</i>	<b>69%</b> <i>n=132 N=190</i>	<b>+23.0%</b> <i>(0.003)</i>	<b>-10.7%*</b> <i>(0.109)</i>	<b>+9.8%</b> <i>(0.762)</i>
<i>23b. [Equity] SWC demonstrates its commitment to addressing issues of equity and diversity.</i>	<b>51%</b> <i>n=247 N=487</i>	<b>69%</b> <i>n=197 N=284</i>	<b>59%</b> <i>n=110 N=188</i>	<b>+36.8%</b> <i>(0.000)</i>	<b>-15.6%</b> <i>(0.041)</i>	<b>+15.4%</b> <i>(0.377)</i>
<i>24a. [Employee Orientation] The following services are provided fairly to all employees.</i>	<b>67%</b> <i>n=325 N=487</i>	<b>66%</b> <i>n=188 N=284</i>	<b>62%</b> <i>n=121 N=195</i>	<b>-0.8%</b> <i>(0.920)</i>	<b>-6.3%</b> <i>(0.625)</i>	<b>-7.0%</b> <i>(0.778)</i>
<i>24b. [Staff Development] The following services are provided fairly to all employees.</i>	<b>64%</b> <i>n=313 N=487</i>	<b>74%</b> <i>n=211 N=284</i>	<b>59%</b> <i>n=114 N=192</i>	<b>+15.6%</b> <i>(0.008)</i>	<b>-20.1%</b> <i>(0.003)</i>	<b>-7.6%</b> <i>(0.601)</i>
<i>25. Performance evaluations are provided in a timely manner and applied fairly to all employees.</i>	<b>50%</b> <i>n=244 N=487</i>	<b>61%</b> <i>n=1732 N=284</i>	<b>47%</b> <i>n=92 N=196</i>	<b>+20.9%*</b> <i>(0.095)</i>	<b>-22.5%*</b> <i>(0.085)</i>	<b>-6.3%</b> <i>(0.862)</i>
<i>26. Hiring, promotion, and equal employment practices are clearly stated, followed, and applied fairly.</i>	<b>51%</b> <i>n=249 N=486</i>	<b>61%</b> <i>n=174 N=283</i>	<b>46%</b> <i>n=90 N=195</i>	<b>+20.0%</b> <i>(0.021)</i>	<b>-24.9%</b> <i>(0.008)</i>	<b>-9.9%</b> <i>(0.616)</i>

## Aggregated Response Model Results

<i>Campus Climate Survey Statements (Q21 – Q29, continued):</i>	<b>Fall 2010</b>  Percent of responses indicating Agreement (Strong-Moderate)	<b>Spring 2011</b>  Percent of responses indicating Agreement (Strong-Moderate)	<b>Spring 2012</b>  Percent of responses indicating Agreement (Strong-Moderate)	<b>Fall 2010-Spring 2011</b>  Percent Change	<b>Spring 2011-Spring 2012</b>  Percent Change	<b>Fall 2010-Spring 2012</b>  Percent Change
27a. [Employee Orientation] The employee orientation and staff development training I have received were helpful and appropriate.	<b>58%</b> n=283 N=486	<b>60%</b> n=169 N=283	<b>54%</b> n=103 N=192	<b>+2.6%</b> (0.942)	<b>-10.2%</b> (0.675)	<b>-7.9%</b> (0.798)
27b. [Staff Development] The employee orientation and staff development training I have received were helpful and appropriate.	<b>62%</b> n=301 N=485	<b>64%</b> n=180 N=283	<b>57%</b> n=108 N=190	<b>+2.5%</b> (0.993)	<b>-10.6%</b> (0.391)	<b>-8.4%</b> (0.379)
28. The performance evaluation(s) that I have received were fair and appropriate.	<b>76%</b> n=369 N=486	<b>83%</b> n=235 N=283	<b>74%</b> n=145 N=195	<b>+9.4%</b> (0.081)	<b>-10.5%</b> (0.343)	<b>-2.1%</b> (0.940)
29. SWC has a formal structure for employees to raise concerns and/or problems.	<b>48%</b> n=232 N=486	<b>66%</b> n=186 N=283	<b>54%</b> n=105 N=194	<b>+37.7%</b> (0.000)	<b>-17.7%</b> (0.047)	<b>+13.4%</b> (0.455)
<p><i>n</i> = number of respondents in the strong-moderate agreement categories  <i>N</i> = total number of respondents in this category            () = Tukey's HSD p-value            † = additional survey item queries found to be statistically significant after aggregation in comparison to primary model            * = survey items queries no longer statistically significant as a result of aggregation in comparison to primary model            Shaded green area(s) indicates statistical significance at the 0.05 level (<math>p &lt; 0.05</math>).</p>						



## Aggregated Response Model Results

<b>Question group X: SWC has defined and communicated budget development and budget decision-making processes to achieve College goals.</b>						
<i>Campus Climate Survey Statements (Q30 – Q36):</i>	<b>Fall 2010</b>  Percent of responses indicating Agreement (Strong-Moderate)	<b>Spring 2011</b>  Percent of responses indicating Agreement (Strong-Moderate)	<b>Spring 2012</b>  Percent of responses indicating Agreement (Strong-Moderate)	<b>Fall 2010-Spring 2011</b>  Percent Change	<b>Spring 2011-Spring 2012</b>  Percent Change	<b>Fall 2010-Spring 2012</b>  Percent Change
30. SWC has defined and communicated its budget development and budget decision making processes to achieve college goals.	<b>35%</b> n=163 N=470	<b>76%</b> n=211 N=276	<b>58%</b> n=112 N=192	<b>+120.4%</b> (0.000)	<b>-23.7%</b> (0.000)	<b>+68.2%</b> (0.000)
31. I am informed about how the budget development and budget decision making process occurs.	<b>33%</b> n=157 N=470	<b>73%</b> n=202 N=276	<b>60%</b> n=117 N=194	<b>+119.1%</b> (0.000)	<b>-17.6%</b> (0.001)	<b>+80.5%</b> (0.000)
32. My program/unit spends allocated funds responsibly.	<b>64%</b> n=301 N=470	<b>71%</b> n=197 N=276	<b>67%</b> n=130 N=193	<b>+11.5%</b> (0.620)	<b>-5.6%</b> (0.986)	<b>+5.2%</b> (0.588)
33. The budget development and budget decision making process is set up to achieve SWC priorities, as identified in the Strategic Plan.	<b>28%</b> n=132 N=469	<b>65%</b> n=180 N=276	<b>52%</b> n=100 N=191	<b>+131.7%</b> (0.000)	<b>-19.7%</b> (0.017)	<b>+86.0%</b> (0.000)
34. Strategic priorities drive budget decisions.	<b>28%</b> n=132 N=469	<b>60%</b> n=166 N=276	<b>52%</b> n=99 N=191	<b>+113.7%</b> (0.000)	<b>-13.8%</b> (0.029)	<b>+84.2%</b> (0.000)
35a. [College Level (entire college)] Budget allocation is decided fairly and equitably in the following areas:...	<b>31%</b> n=144 N=468	<b>56%</b> n=155 N=276	<b>42%</b> n=80 N=189	<b>+82.5%</b> (0.000)	<b>-24.6%</b> (0.015)	<b>+37.6%</b> (0.003)
35b. [Division Level (e.g. Academic Affairs, Student Affairs, Human Resources, Business & Financial Affairs)] Budget allocation is decided fairly and equitably in the following areas:..	<b>29%</b> n=136 N=468	<b>51%</b> n=141 N=276	<b>42%</b> n=79 N=190	<b>+75.8%</b> (0.000)	<b>-18.6%*</b> (0.349)	<b>+43.1%</b> (0.002)
35c. [School/Center Level] Budget allocation is decided fairly and equitably in the following areas:..	<b>36%</b> n=169 N=467	<b>55%</b> n=151 N=276	<b>41%</b> n=78 N=190	<b>+51.2%</b> (0.000)	<b>-25.0%</b> (0.007)	<b>+13.4%</b> (0.732)

## Aggregated Response Model Results

<i>Campus Climate Survey Statements (Q30 – Q36, continued):</i>	<b>Fall 2010</b>  Percent of responses indicating Agreement (Strong-Moderate)	<b>Spring 2011</b>  Percent of responses indicating Agreement (Strong-Moderate)	<b>Spring 2012</b>  Percent of responses indicating Agreement (Strong-Moderate)	<b>Fall 2010-Spring 2011</b>  Percent Change	<b>Spring 2011-Spring 2012</b>  Percent Change	<b>Fall 2010-Spring 2012</b>  Percent Change
35d. [Department Level] Budget allocation is decided fairly and equitably in the following areas:..	<b>40%</b> <i>n</i> =189 <i>N</i> =467	<b>56%</b> <i>n</i> =154 <i>N</i> =276	<b>43%</b> <i>n</i> =81 <i>N</i> =190	<b>+37.9%</b> (0.004)	<b>-23.6%*</b> (0.051)	<b>+5.3%</b> (0.972)
35e. [Program Level] Budget allocation is decided fairly and equitably in the following areas:..	<b>36%</b> <i>n</i> =167 <i>N</i> =467	<b>54%</b> <i>n</i> =149 <i>N</i> =276	<b>39%</b> <i>n</i> =73 <i>N</i> =188	<b>+51.0%</b> (0.000)	<b>-28.1%</b> (0.007)	<b>+8.6%</b> (0.988)
36. Accurate and complete information about the SWC budget is accessible and/or provided on request in a timely manner.	<b>28%</b> <i>n</i> =131 <i>N</i> =467	<b>61%</b> <i>n</i> =169 <i>N</i> =275	<b>47%</b> <i>n</i> =87 <i>N</i> =185	<b>+119.1%</b> (0.000)	<b>-23.5%</b> (0.003)	<b>+67.6%</b> (0.000)

*n* = number of respondents in the strong-moderate agreement categories

*N* = total number of respondents in this category

( ) = Tukey's HSD *p*-value

† = additional survey item queries found to be statistically significant after aggregation in comparison to primary model

\* = survey items queries no longer statistically significant as a result of aggregation in comparison to primary model

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

## Aggregated Response Model Results

**Question group XI: The Governing Board has established itself as a policy-making body, delegated operational authority to the S/P, clarified management roles, and supported the authority of the management in the administration of the College.**

<i>Campus Climate Survey Statements (Q37 – Q38):</i>	Fall 2010 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2011 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2012 Percent of responses indicating Agreement (Strong-Moderate)	Fall 2010-Spring 2011 Percent Change	Spring 2011-Spring 2012 Percent Change	Fall 2010-Spring 2012 Percent Change
37. The Governing Board establishes itself as a policy-making body, delegates operational authority to the Superintendent/President, clarifies management roles, and supports the authority of the management in the administration of the College.	29% n=131 N=455	66% n=177 N=268	58% n=106 N=183	+129.4% (0.000)	-12.3%* (0.054)	+101.2% (0.000)
38. The Governing Board and Superintendent/President are aware of and demonstrate support for faculty, classified staff, students, and administration in the shared planning and decision making.	19% n=85 N=455	73% n=196 N=268	55% n=102 N=184	+291.5% (0.000)	-24.2% (0.000)	+196.7% (0.000)

*n* = number of respondents in the strong-moderate agreement categories

*N* = total number of respondents in this category

( ) = Tukey's HSD p-value

† = additional survey item queries found to be statistically significant after aggregation in comparison to primary model

\* = survey items queries no longer statistically significant as a result of aggregation in comparison to primary model

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

## Aggregated Response Model Results

**Question group XII: The Governing Board has implemented a consistent self-evaluation process in which input from the College community is solicited and the self-evaluation results are posted on SWC's website and in SWC's public folder.**

<i>Campus Climate Survey Statements (Q39 – Q41):</i>	<b>Fall 2010</b> Percent of responses indicating Agreement (Strong-Moderate)	<b>Spring 2011</b> Percent of responses indicating Agreement (Strong-Moderate)	<b>Spring 2012</b> Percent of responses indicating Agreement (Strong-Moderate)	<b>Fall 2010-Spring 2011</b> Percent Change	<b>Spring 2011-Spring 2012</b> Percent Change	<b>Fall 2010-Spring 2012</b> Percent Change
39. The Governing Board utilizes a consistent and transparent self-evaluation process in which input from the College community is solicited and the results are accessible and communicated to the college community.	<b>16%</b> n=71 N=455	<b>49%</b> n=131 N=268	<b>38%</b> n=70 N=184	<b>+213.2%</b> (0.000)	<b>-22.2%</b> (0.001)	<b>+143.8%</b> (0.000)
40. An opportunity was given for constituents to provide input as part of the Governing Board self-evaluation process.	<b>15%</b> n=70 N=455	<b>39%</b> n=104 N=268	<b>30%</b> n=55 N=183	<b>+152.2%</b> (0.000)	<b>-22.6%</b> (0.004)	<b>+95.4%</b> (0.000)
41. I am aware of the results of the Governing Board self-evaluation that are posted on the SWC website and in the Outlook public folder.	<b>19%</b> n=84 N=453	<b>35%</b> n=93 N=268	<b>32%</b> n=58 N=183	<b>+87.1%</b> (0.000)	<b>-8.7%</b> (0.024)	<b>+70.9%</b> (0.002)

*n* = number of respondents in the strong-moderate agreement categories

*N* = total number of respondents in this category

( ) = Tukey's HSD p-value

† = additional survey item queries found to be statistically significant after aggregation in comparison to primary model

\* = survey items queries no longer statistically significant as a result of aggregation in comparison to primary model

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

## Aggregated Response Model Results

<b>Question group XIII: SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.</b>						
<i>Campus Climate Survey Statements (Q42 – Q49):</i>	<b>Fall 2010</b>  Percent of responses indicating Agreement (Strong-Moderate)	<b>Spring 2011</b>  Percent of responses indicating Agreement (Strong-Moderate)	<b>Spring 2012</b>  Percent of responses indicating Agreement (Strong-Moderate)	<b>Fall 2010-Spring 2011</b>  Percent Change	<b>Spring 2011-Spring 2012</b>  Percent Change	<b>Fall 2010-Spring 2012</b>  Percent Change
42a. [Student Learning] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.	<b>62%</b> <i>n=275</i> <i>N=441</i>	<b>81%</b> <i>n=210</i> <i>N=258</i>	<b>74%</b> <i>n=128</i> <i>N=173</i>	<b>+30.5%</b> <i>(0.000)</i>	<b>-9.1%*</b> <i>(0.134)</i>	<b>+18.7%</b> <i>(0.015)</i>
42b. [Budget Planning Process] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.	<b>31%</b> <i>n=136</i> <i>N=441</i>	<b>70%</b> <i>n=180</i> <i>N=258</i>	<b>59%</b> <i>n=102</i> <i>N=173</i>	<b>+126.2%</b> <i>(0.000)</i>	<b>-15.5%</b> <i>(0.010)</i>	<b>+91.2%</b> <i>(0.000)</i>
42c. [Facilities design, use, allocation, and planning process] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.	<b>40%</b> <i>n=178</i> <i>N=441</i>	<b>58%</b> <i>n=149</i> <i>N=258</i>	<b>40%</b> <i>n=70</i> <i>N=173</i>	<b>+43.1%</b> <i>(0.000)</i>	<b>-29.9%</b> <i>(0.000)</i>	<b>+0.2%</b> <i>(0.848)</i>
42d. [Purchasing process] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.	<b>32%</b> <i>n=140</i> <i>N=441</i>	<b>53%</b> <i>n=137</i> <i>N=258</i>	<b>38%</b> <i>n=65</i> <i>N=173</i>	<b>+67.3%</b> <i>(0.000)</i>	<b>-29.2%</b> <i>(0.001)</i>	<b>+18.4%</b> <i>(0.604)</i>
42e. [Human Resources processes] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.	<b>38%</b> <i>n=166</i> <i>N=441</i>	<b>49%</b> <i>n=127</i> <i>N=258</i>	<b>49%</b> <i>n=84</i> <i>N=173</i>	<b>+30.8%</b> <i>(0.003)</i>	<b>-1.4%</b> <i>(0.642)</i>	<b>+29.0%</b> <i>(0.121)</i>
42f. [Technology planning process] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.	<b>37%</b> <i>n=163</i> <i>N=441</i>	<b>59%</b> <i>n=152</i> <i>N=258</i>	<b>51%</b> <i>n=88</i> <i>N=173</i>	<b>+59.4%</b> <i>(0.000)</i>	<b>-13.7%*</b> <i>(0.067)</i>	<b>+37.6%</b> <i>(0.031)</i>

## Aggregated Response Model Results

<i>Campus Climate Survey Statements (Q42 – Q49, continued):</i>	Fall 2010 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2011 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2012 Percent of responses indicating Agreement (Strong-Moderate)	Fall 2010-Spring 2011 Percent Change	Spring 2011-Spring 2012 Percent Change	Fall 2010-Spring 2012 Percent Change
42g. [Strategic Planning process] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.	<b>39%</b> n=172 N=441	<b>68%</b> n=175 N=258	<b>58%</b> n=99 N=172	<b>+73.9%</b> (0.000)	<b>-15.1%</b> (0.002)	<b>+47.6%</b> (0.001)
42h. [Mission statement review process] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.	<b>47%</b> n=209 N=441	<b>74%</b> n=192 N=258	<b>62%</b> n=107 N=173	<b>+57.0%</b> (0.000)	<b>-16.9%</b> (0.006)	<b>+30.5%</b> (0.004)
42i. [Accreditation Self Study] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.	<b>56%</b> n=245 N=441	<b>77%</b> n=199 N=258	<b>70%</b> n=120 N=171	<b>+38.8%</b> (0.000)	<b>-9.0%*</b> (0.256)	<b>+26.3%</b> (0.004)
42j. [Institutional Program Review] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.	<b>47%</b> n=207 N=441	<b>72%</b> n=187 N=258	<b>65%</b> n=113 N=173	<b>+54.4%</b> (0.000)	<b>-9.9%</b> (0.039)	<b>+39.2%</b> (0.003)
42k. [Enrollment Management] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.	<b>41%</b> n=183 N=441	<b>57%</b> n=147 N=258	<b>51%</b> n=88 N=171	<b>+37.3%</b> (0.001)	<b>-9.7%*</b> (0.249)	<b>+24.0%</b> (0.258)
43. My constituency group (faculty/classified/administrator) has been asked to participate in a dialogue about improving student learning.	<b>44%</b> n=192 N=441	<b>67%</b> n=173 N=258	<b>55%</b> n=93 N=170	<b>+54.0%</b> (0.000)	<b>-18.4%</b> (0.016)	<b>+25.7%*</b> (0.070)
44. My constituency group (faculty/classified/administrator) has been asked to participate in a dialogue about improving institutional processes	<b>39%</b> n=172 N=442	<b>65%</b> n=167 N=258	<b>60%</b> n=105 N=174	<b>+66.3%</b> (0.000)	<b>-6.8%</b> (0.090)	<b>+55.1%</b> (0.000)

## Aggregated Response Model Results

<i>Campus Climate Survey Statements (Q42 – Q49, continued):</i>	Fall 2010 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2011 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2012 Percent of responses indicating Agreement (Strong-Moderate)	Fall 2010-Spring 2011 Percent Change	Spring 2011-Spring 2012 Percent Change	Fall 2010-Spring 2012 Percent Change
45. I have participated in a dialogue about improving student learning.	35% n=153 N=441	54% n=140 N=258	59% n=102 N=173	+56.4% (0.000)	+8.7% (0.875)	+69.9% (0.000)
46. I have participated in a dialogue about improving institutional processes.	29% n=130 N=442	54% n=140 N=258	51% n=89 N=173	+84.5% (0.000)	-5.2% (0.201)	+74.9% (0.000)
47. Dialogue about student learning and institutional processes has been conducted in a collegial manner.	32% n=141 N=440	61% n=158 N=258	60% n=104 N=174	+91.1% (0.000)	-2.4% (0.952)	+86.5% (0.000)
48a. [Human Resources] The operational processes and departments listed below allow me to perform my job effectively and efficiently.	63% n=277 N=441	66% n=170 N=258	69% n=121 N=175	+4.9% (0.999)	+4.9% (0.613)	+10.1% (0.531)
48b. [Payroll] The operational processes and departments listed below allow me to perform my job effectively and efficiently.	77% n=338 N=441	83% n=214 N=258	78% n=136 N=174	+8.2% (0.040)	-5.8% (0.130)	+2.0% (1.000)
48c. [Purchasing] The operational processes and departments listed below allow me to perform my job effectively and efficiently.	46% n=205 N=441	51% n=132 N=258	45% n=78 N=175	+10.1% (0.996)	-12.9% (0.750)	-4.1% (0.759)
48d. [Fiscal] The operational processes and departments listed below allow me to perform my job effectively and efficiently.	48% n=212 N=441	57% n=146 N=258	46% n=80 N=174	+17.7%* (0.066)	-18.8%† (0.027)	-4.4% (0.660)
48e. [Technology] The operational processes and departments listed below allow me to perform my job effectively and efficiently.	52% n=229 N=441	61% n=158 N=258	62% n=109 N=175	+17.9% (0.089)	+1.7% (0.996)	+19.9% (0.181)
48f. [Facilities Use] The operational processes and departments listed below allow me to perform my job effectively and efficiently.	57% n=252 N=441	64% n=166 N=258	57% n=98 N=173	+12.6%* (0.081)	-12.0% (0.173)	-0.9% (0.996)



## Aggregated Response Model Results

<i>Campus Climate Survey Statements (Q42 – Q49, continued):</i>	<b>Fall 2010</b>  Percent of responses indicating Agreement (Strong-Moderate)	<b>Spring 2011</b>  Percent of responses indicating Agreement (Strong-Moderate)	<b>Spring 2012</b>  Percent of responses indicating Agreement (Strong-Moderate)	<b>Fall 2010-Spring 2011</b>  Percent Change	<b>Spring 2011-Spring 2012</b>  Percent Change	<b>Fall 2010-Spring 2012</b>  Percent Change
48g. [Curriculum Approval] The operational processes and departments listed below allow me to perform my job effectively and efficiently.	<b>46%</b> n=204 N=441	<b>55%</b> n=143 N=258	<b>49%</b> n=84 N=173	<b>+19.8%</b> (0.102)	<b>-12.4%</b> (0.014)	<b>+5.0%</b> (0.437)
48h. [Safety and Emergency] The operational processes and departments listed below allow me to perform my job effectively and efficiently.	<b>48%</b> n=213 N=441	<b>57%</b> n=146 N=258	<b>64%</b> n=112 N=174	<b>+17.2%</b> (0.040)	<b>+13.7%</b> (0.073)	<b>+33.3%</b> (0.000)
48i. [Maintenance] The operational processes and departments listed below allow me to perform my job effectively and efficiently.	<b>66%</b> n=291 N=441	<b>69%</b> n=177 N=258	<b>63%</b> n=110 N=174	<b>+4.0%</b> (0.701)	<b>-7.9%</b> (0.287)	<b>-4.2%</b> (0.609)
48j. [Class Scheduling] The operational processes and departments listed below allow me to perform my job effectively and efficiently.	<b>53%</b> n=232 N=441	<b>63%</b> n=163 N=258	<b>51%</b> n=87 N=172	<b>+20.1%</b> (0.048)	<b>-19.9%</b> (0.003)	<b>-3.9%</b> (0.275)
48k. [Facility Assignment Request] The operational processes and departments listed below allow me to perform my job effectively and efficiently.	<b>50%</b> n=219 N=441	<b>55%</b> n=141 N=258	<b>44%</b> n=76 N=172	<b>+10.1%</b> (0.563)	<b>-19.1%*</b> (0.106)	<b>-11.0%</b> (0.379)
48l. [Student Registration] The operational processes and departments listed below allow me to perform my job effectively and efficiently.	<b>49%</b> n=217 N=441	<b>51%</b> n=132 N=258	<b>49%</b> n=84 N=172	<b>+4.0%*</b> (0.321)	<b>-4.5%</b> (0.969)	<b>-0.8%</b> (0.591)
48m. [Roster and Grade Submission] The operational processes and departments listed below allow me to perform my job effectively and efficiently.	<b>55%</b> n=241 N=441	<b>63%</b> n=163 N=258	<b>56%</b> n=95 N=171	<b>+15.6%*</b> (0.368)	<b>-12.1%</b> (0.059)	<b>+1.7%</b> (0.399)
49a. [Mission Statement review process] I would like to have input into improving institutional processes.	<b>54%</b> n=236 N=439	<b>55%</b> n=141 N=257	<b>46%</b> n=79 N=170	<b>+2.1%</b> (0.885)	<b>-15.3%</b> (0.053)	<b>-13.6%</b> (0.084)



### Aggregated Response Model Results

<i>Campus Climate Survey Statements (Q42 – Q49, continued):</i>	<b>Fall 2010</b>  Percent of responses indicating Agreement (Strong-Moderate)	<b>Spring 2011</b>  Percent of responses indicating Agreement (Strong-Moderate)	<b>Spring 2012</b>  Percent of responses indicating Agreement (Strong-Moderate)	<b>Fall 2010-Spring 2011</b>  Percent Change	<b>Spring 2011-Spring 2012</b>  Percent Change	<b>Fall 2010-Spring 2012</b>  Percent Change
49b. [Budget planning process] I would like to have input into improving institutional processes.	<b>58%</b> n=256 N=439	<b>63%</b> n=163 N=257	<b>62%</b> n=106 N=171	<b>+8.8%</b> (0.233)	<b>-2.3%</b> (0.358)	<b>+6.3%</b> (0.999)
49c. [Facilities planning process] I would like to have input into improving institutional processes.	<b>56%</b> n=247 N=439	<b>62%</b> n=160 N=257	<b>56%</b> n=96 N=171	<b>+10.7%</b> (0.244)	<b>-9.8%</b> (0.053)	<b>-0.2%</b> (0.499)
49d. [Technology planning process] I would like to have input into improving institutional processes.	<b>65%</b> n=285 N=439	<b>67%</b> n=173 N=257	<b>74%</b> n=125 N=170	<b>+3.7%</b> (0.918)	<b>+9.2%</b> (0.993)	<b>13.3%</b> (0.970)
49e. [Enrollment Management process] I would like to have input into improving institutional processes.	<b>48%</b> n=211 N=439	<b>56%</b> n=144 N=257	<b>50%</b> n=85 N=171	<b>+16.6%</b> (0.504)	<b>-11.3%</b> (0.172)	<b>+3.4%</b> (0.602)
49f. [Educational Master Plan] I would like to have input into improving institutional processes.	<b>51%</b> n=223 N=439	<b>56%</b> n=144 N=257	<b>58%</b> n=99 N=171	<b>+10.3%</b> (0.690)	<b>+3.3%</b> (0.932)	<b>+14.0%</b> (0.937)
49g. [Strategic Planning process] I would like to have input into improving institutional processes.	<b>51%</b> n=226 N=439	<b>60%</b> n=153 N=257	<b>55%</b> n=93 N=169	<b>+15.6%</b> (0.642)	<b>-7.6%</b> (0.427)	<b>+6.9%</b> (0.841)
49h. [Institutional Program Review] I would like to have input into improving institutional processes.	<b>51%</b> n=222 N=439	<b>60%</b> n=153 N=257	<b>54%</b> n=92 N=170	<b>+17.7%</b> (0.617)	<b>-9.1%</b> (0.176)	<b>+7.0%</b> (0.517)
49i. [Accreditation Self Study] I would like to have input into improving institutional processes.	<b>50%</b> n=221 N=439	<b>57%</b> n=147 N=257	<b>50%</b> n=85 N=171	<b>+13.6%</b> (0.623)	<b>-13.1%</b> (0.193)	<b>-1.3%</b> (0.533)

## Aggregated Response Model Results

*n* = number of respondents in the strong-moderate agreement categories

*N* = total number of respondents in this category

( ) = Tukey's HSD *p*-value

† = additional survey item queries found to be statistically significant after aggregation in comparison to primary model

\* = survey items queries no longer statistically significant as a result of aggregation in comparison to primary model

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

**Question group XIV: The institution organizes its key processes and allocates its resources to effectively support student learning.**

<i>Campus Climate Survey Statements (Q50 – Q53):</i>	Fall 2010 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2011 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2012 Percent of responses indicating Agreement (Strong-Moderate)	Fall 2010-Spring 2011 Percent Change	Spring 2011-Spring 2012 Percent Change	Fall 2010-Spring 2012 Percent Change
50a. [Faculty Hiring Prioritization] The institution organizes its key processes and allocates its resources to effectively support student learning.	44% <i>n</i> =191 <i>N</i> =436	55% <i>n</i> =140 <i>N</i> =256	47% <i>n</i> =81 <i>N</i> =171	+24.8% (0.046)	-13.4% (0.046)	+8.1% (0.886)
50b. [Budget planning process] The institution organizes its key processes and allocates its resources to effectively support student learning.	29% <i>n</i> =125 <i>N</i> =435	62% <i>n</i> =159 <i>N</i> =256	44% <i>n</i> =74 <i>N</i> =170	+116.1% (0.000)	-29.9% (0.000)	+51.5% (0.015)
50c. [Facilities design, use, allocation, and planning processes] The institution organizes its key processes and allocates its resources to effectively support student learning.	34% <i>n</i> =149 <i>N</i> =434	54% <i>n</i> =138 <i>N</i> =256	39% <i>n</i> =66 <i>N</i> =171	+57.0% (0.000)	-28.4% (0.000)	+12.4% (0.909)
50d. [Technology planning process] The institution organizes its key processes and allocates its resources to effectively support student learning.	34% <i>n</i> =147 <i>N</i> =435	56% <i>n</i> =143 <i>N</i> =256	42% <i>n</i> =71 <i>N</i> =170	+65.3% (0.000)	-25.2% (0.001)	+23.6% (0.662)

## Aggregated Response Model Results

<i>Campus Climate Survey Statements (Q50 – Q53, continued):</i>	Fall 2010 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2011 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2012 Percent of responses indicating Agreement (Strong-Moderate)	Fall 2010-Spring 2011 Percent Change	Spring 2011-Spring 2012 Percent Change	Fall 2010-Spring 2012 Percent Change
50e. [Strategic planning process] The institution organizes its key processes and allocates its resources to effectively support student learning.	32% n=141 N=435	61% n=156 N=256	47% n=79 N=169	+88.0% (0.000)	-23.3% (0.002)	+44.2% (0.032)
50f. [Mission Statement review process] The institution organizes its key processes and allocates its resources to effectively support student learning.	40% n=176 N=435	63% n=162 N=256	50% n=85 N=169	+56.4% (0.000)	-20.5% (0.010)	+24.3% (0.187)
50g. [Accreditation Self Study] The institution organizes its key processes and allocates its resources to effectively support student learning.	44% n=193 N=435	66% n=168 N=256	57% n=97 N=169	+47.9% (0.000)	-12.5% (0.098)	+29.4% (0.034)
50h. [Institutional Program Review] The institution organizes its key processes and allocates its resources to effectively support student learning.	39% n=170 N=435	63% n=160 N=256	56% n=95 N=170	+59.9% (0.000)	-10.6% (0.230)	+43.0% (0.001)
50i. [Enrollment Management] The institution organizes its key processes and allocates its resources to effectively support student learning.	34% n=149 N=435	55% n=142 N=256	45% n=76 N=169	+61.9% (0.000)	-18.9%* (0.163)	+31.3% (0.024)
51. SWC is organized and staffed appropriately and proportionately to reflect the institution's purpose, size, and complexity.	32% n=137 N=427	44% n=112 N=255	30% n=49 N=163	+36.9% (0.006)	-31.6% (0.011)	-6.3% (0.865)
52. SWC's planning process is broad-based, offers opportunities for input by appropriate constituencies, allocates necessary resources, and leads to improvement of institutional effectiveness.	32% n=136 N=427	61% n=154 N=254	49% n=84 N=171	+90.4% (0.000)	-19.0%† (0.038)	+54.2% (0.000)

## Aggregated Response Model Results

<i>Campus Climate Survey Statements (Q50 – Q53, continued):</i>	Fall 2010 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2011 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2012 Percent of responses indicating Agreement (Strong-Moderate)	Fall 2010-Spring 2011 Percent Change	Spring 2011-Spring 2012 Percent Change	Fall 2010-Spring 2012 Percent Change
53. Student learning needs are central to the planning, development and design of new facilities.	47% n=199 N=427	61% n=156 N=254	60% n=102 N=171	+31.8% (0.000)	-2.9% (0.645)	+28.0% (0.009)

**Question group XV: The results of evaluations relating to shared governance and decision-making structures and processes are widely communicated to the employees and the campus community.**

<i>Campus Climate Survey Statements (Q54):</i>	Fall 2010 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2011 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2012 Percent of responses indicating Agreement (Strong-Moderate)	Fall 2010-Spring 2011 Percent Change	Spring 2011-Spring 2012 Percent Change	Fall 2010-Spring 2012 Percent Change
54. The priorities of the College as established in planning documents (e.g., Strategic Plan, Education Master Plan, Enrollment Management Plan, and Technology Plan, etc.) are communicated College-wide.	41% n=173 N=427	72% n=183 N=254	55% n=94 N=171	+77.8% (0.000)	-23.7% (0.000)	+35.7% (0.004)

*n* = number of respondents in the strong-moderate agreement categories

*N* = total number of respondents in this category

( ) = Tukey's HSD *p*-value

† = additional survey item queries found to be statistically significant after aggregation in comparison to primary model

\* = survey items queries no longer statistically significant as a result of aggregation in comparison to primary model

Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

## Aggregated Response Model Results

<b>Question group XVI: Needs assessment of campus resources.</b>						
<i>Campus Climate Survey Statements (Q55):</i>	<b>Fall 2010</b> Percent of responses indicating Agreement (Strong-Moderate)	<b>Spring 2011</b> Percent of responses indicating Agreement (Strong-Moderate)	<b>Spring 2012</b> Percent of responses indicating Agreement (Strong-Moderate)	<b>Fall 2010-Spring 2011</b> Percent Change	<b>Spring 2011-Spring 2012</b> Percent Change	<b>Fall 2010-Spring 2012</b> Percent Change
<i>55a. [Technology Support Services] My needs are being met in each of the following areas?..</i>	<b>56%</b> <i>n=238</i> <i>N=427</i>	<b>63%</b> <i>n=159</i> <i>N=253</i>	<b>64%</b> <i>n=110</i> <i>N=172</i>	<b>+12.8%</b> <i>(0.301)</i>	<b>1.8%</b> <i>(0.997)</i>	<b>+14.7%</b> <i>(0.437)</i>
<i>55b. [Student Services] My needs are being met in each of the following areas?..</i>	<b>63%</b> <i>n=269</i> <i>N=427</i>	<b>72%</b> <i>n=183</i> <i>N=253</i>	<b>65%</b> <i>n=112</i> <i>N=171</i>	<b>+14.8%</b> <i>(0.052)</i>	<b>-9.4%*</b> <i>(0.288)</i>	<b>+4.0%</b> <i>(0.917)</i>
<i>55c. [Library Services] My needs are being met in each of the following areas?..</i>	<b>65%</b> <i>n=278</i> <i>N=427</i>	<b>73%</b> <i>n=185</i> <i>N=253</i>	<b>62%</b> <i>n=107</i> <i>N=172</i>	<b>+12.3%</b> <i>(0.459)</i>	<b>-14.9%</b> <i>(0.211)</i>	<b>-4.4%</b> <i>(0.702)</i>
<i>55d. [Custodial Services] My needs are being met in each of the following areas?..</i>	<b>70%</b> <i>n=299</i> <i>N=427</i>	<b>68%</b> <i>n=172</i> <i>N=253</i>	<b>62%</b> <i>n=106</i> <i>N=171</i>	<b>-2.9%</b> <i>(0.815)</i>	<b>-8.8%</b> <i>(0.429)</i>	<b>-11.5%</b> <i>(0.143)</i>
<i>55e. [Maintenance Services] My needs are being met in each of the following areas?..</i>	<b>66%</b> <i>n=283</i> <i>N=427</i>	<b>68%</b> <i>n=172</i> <i>N=253</i>	<b>66%</b> <i>n=114</i> <i>N=172</i>	<b>+2.6%</b> <i>(0.981)</i>	<b>-2.5%</b> <i>(0.986)</i>	<b>+0.0%</b> <i>(1.000)</i>
<p><i>n = number of respondents in the strong-moderate agreement categories</i></p> <p><i>N = total number of respondents in this category</i></p> <p><i>() = Tukey's HSD p-value</i></p> <p><i>† = additional survey item queries found to be statistically significant after aggregation in comparison to primary model</i></p> <p><i>* = survey items queries no longer statistically significant as a result of aggregation in comparison to primary model</i></p> <p><i>Shaded green area(s) indicates statistical significance at the 0.05 level (p &lt;0.05).</i></p>						

## Aggregated Response Model Results

**Question group XVII: The role of leadership and SWC's governance and decision-making structures and processes are regularly evaluated to assure their integrity and effectiveness.**

<i>Campus Climate Survey Statements (Q56 – Q57):</i>	Fall 2010 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2011 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2012 Percent of responses indicating Agreement (Strong-Moderate)	Fall 2010-Spring 2011 Percent Change	Spring 2011-Spring 2012 Percent Change	Fall 2010-Spring 2012 Percent Change
56. Decision making processes are regularly evaluated and the results are widely communicated and distributed to all members of the college community.	27% n=114 N=427	59% n=150 N=253	51% n=85 N=168	+122.1% (0.000)	-14.7% (0.086)	+89.5% (0.000)
57. The Governing Board listens and responds to recommendations from College constituencies.	16% n=70 N=427	62% n=156 N=253	50% n=85 N=169	+276.1% (0.000)	-18.4% (0.005)	+206.8% (0.000)

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( ) = Tukey's HSD *p*-value

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Shaded green area(s) indicates statistical significance at the 0.05 level ( $p < 0.05$ ).

**Question group XVIII: SWC workplace conditions and resources allow for the effective performance and equitable distribution of employee responsibilities.**

<i>Campus Climate Survey Statements (Q58 – Q66):</i>	Fall 2010 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2011 Percent of responses indicating Agreement (Strong-Moderate)	Spring 2012 Percent of responses indicating Agreement (Strong-Moderate)	Fall 2010-Spring 2011 Percent Change	Spring 2011-Spring 2012 Percent Change	Fall 2010-Spring 2012 Percent Change
58. My work is valued and appreciated in the workplace.	69% n=294 N=427	79% n=200 N=253	64% n=109 N=170	+14.8% (0.008)	-18.9% (0.002)	-6.9% (0.509)

## Aggregated Response Model Results

<i>Campus Climate Survey Statements (Q58 – Q66, continued):</i>	<b>Fall 2010</b>  Percent of responses indicating Agreement (Strong-Moderate)	<b>Spring 2011</b>  Percent of responses indicating Agreement (Strong-Moderate)	<b>Spring 2012</b>  Percent of responses indicating Agreement (Strong-Moderate)	<b>Fall 2010-Spring 2011</b>  Percent Change	<b>Spring 2011-Spring 2012</b>  Percent Change	<b>Fall 2010-Spring 2012</b>  Percent Change
59. Employees are treated fairly and respectfully regardless of disability, gender, race/ethnicity, sexual orientation, political affiliation, or religious affiliation.	<b>63%</b> n=268 N=427	<b>78%</b> n=197 N=253	<b>65%</b> n=111 N=170	<b>+24.1%</b> (0.000)	<b>-16.1%†</b> (0.031)	<b>+4.0%</b> (0.764)
60. My workload expectations are reasonable.	<b>72%</b> n=304 N=425	<b>73%</b> n=183 N=250	<b>66%</b> n=112 N=170	<b>+2.3%</b> (0.821)	<b>-10.0%</b> (0.170)	<b>-7.9%</b> (0.317)
61. Work responsibilities are within my job description.	<b>74%</b> n=314 N=425	<b>77%</b> n=192 N=250	<b>76%</b> n=129 N=170	<b>+3.9%</b> (0.639)	<b>-1.2%</b> (0.901)	<b>+2.7%</b> (0.945)
62. The workload is fairly distributed among the members of my department.	<b>60%</b> n=257 N=425	<b>58%</b> n=145 N=250	<b>51%</b> n=86 N=169	<b>-4.1%</b> (0.731)	<b>-12.3%*</b> (0.405)	<b>-15.8%</b> (0.099)
63. My supervisor is approachable and understanding when I have a question related to my work responsibilities.	<b>77%</b> n=328 N=425	<b>82%</b> n=204 N=250	<b>76%</b> n=129 N=170	<b>+5.7%</b> (0.260)	<b>-7.0%</b> (0.157)	<b>-1.7%</b> (0.801)
64. I have been provided with updated training to perform the duties specified in my job description.	<b>58%</b> n=245 N=425	<b>59%</b> n=148 N=250	<b>54%</b> n=92 N=170	<b>+2.7%</b> (0.974)	<b>-8.6%</b> (0.533)	<b>-6.1%</b> (0.590)
65. I have been provided with the necessary tools and equipment to perform my job successfully.	<b>71%</b> n=303 N=425	<b>74%</b> n=185 N=250	<b>68%</b> n=115 N=169	<b>+3.8%</b> (0.853)	<b>-8.0%</b> (0.260)	<b>-4.6%</b> (0.428)
66. I have access to sufficient space to perform my job successfully.	<b>78%</b> n=333 N=425	<b>85%</b> n=213 N=250	<b>79%</b> n=134 N=170	<b>+8.7%*</b> (0.129)	<b>-7.5%</b> (0.183)	<b>+0.6%</b> (0.972)

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\* = survey items queries no longer statistically significant as a result of aggregation in comparison to primary model

Shaded green area(s) indicates statistical significance at the 0.05 level (*p* < 0.05).

### Aggregated Response Model Results

<b>Question group XIX: Campus morale.</b>						
<i>Campus Climate Survey Statement (Q67):</i>	<b>Fall 2010 Percent of responses indicating "Better"</b>	<b>Spring 2011 Percent of responses indicating "Better"</b>	<b>Spring 2012 Percent of responses indicating "Better"</b>	<b>Fall 2010-Spring 2011 Percent Change</b>	<b>Spring 2011-Spring 2012 Percent Change</b>	<b>Fall 2010-Spring 2012 Percent Change</b>
<i>67. How would you describe morale at Southwestern College today as compared to five years ago?</i>	<b>4%</b> <i>n=15 N=598</i>	<b>58%</b> <i>n=144 N=343</i>	<b>54%</b> <i>n=91 N=246</i>	<b>+1532.0%</b> <i>(0.000)</i>	<b>-6.0%</b> <i>(0.729)</i>	<b>+1434.7%</b> <i>(0.000)</i>
<p><i>n = number of respondents in the strong-moderate agreement categories</i></p> <p><i>N = total number of respondents in this category</i></p> <p><i>( ) = Tukey's HSD p-value</i></p> <p><i>† = additional survey item queries found to be statistically significant after aggregation in comparison to primary model</i></p> <p><i>* = survey items queries no longer statistically significant as a result of aggregation in comparison to primary model</i></p> <p><i>Shaded green area(s) indicates statistical significance at the 0.05 level (p &lt; 0.05).</i></p>						



## Tables

**Survey question rankings:  
 Questions with the least change from fall 2010 to spring 2012**

<b>Table 4</b>			
<b>Question</b>	<b>Spring 2012</b>	<b>Fall 2010</b>	<b>p-value</b>
66. I have access to sufficient space to perform my job successfully.	3.22	3.21	.986
49i. [Accreditation Self Study] I would like to have input into improving institutional processes.	2.97	2.97	.979
8g. [My Supervisor] Institutional leaders create an environment that promotes trust and respect.	3.02	3.03	.970
50a. [Faculty Hiring Prioritization] The institution organizes its key processes and allocates its resources to effectively support student learning.	2.63	2.63	.965
27a. [Employee Orientation] The employee orientation and staff development training I have received were helpful and appropriate.	2.94	2.94	.960
21. SWC has implemented hiring, promotion, and equal employment practices and provided appropriate orientation, training, and evaluation to ensure fairness for all employees.	2.54	2.53	.937
22. The hiring, promotion, and equal employment practices are fair to all employees.	2.47	2.48	.918
8h. [My Department Chair] Institutional leaders create an environment that promotes trust and respect.	3.20	3.22	.896
35d. [Department Level] Budget allocation is decided fairly and equitably in the following areas:...	2.75	2.73	.889
48d. [Fiscal] The operational processes and departments listed below allow me to perform my job effectively and efficiently.	2.84	2.82	.885

*Note: p-values under five percent ( $p < 0.05$ ) indicate statistical significance*

**Survey question rankings:  
 Questions with the most change from fall 2010 to spring 2012**

<b>Table 5</b>			
<b>Question</b>	<b>Spring 2012</b>	<b>Fall 2010</b>	<b>p-value</b>
2e. [Superintendent/President] Institutional leaders create an environment for empowerment, innovation, and institutional excellence.	3.07	1.87	<.05
3e. [Superintendent/President] Institutional leaders create an environment that promotes institutional effectiveness.	3.05	1.85	<.05
3f. [Governing Board] Institutional leaders create an environment that promotes institutional effectiveness.	3.07	1.87	<.05
8e. [Superintendent/President] Institutional leaders create an environment that promotes trust and respect.	3.03	1.80	<.05
8f. [Governing Board] Institutional leaders create an environment that promotes trust and respect.	2.86	1.75	<.05
9e. [Superintendent/President] I feel intimidated by others at Southwestern College.	1.66	2.59	<.05
38. The Governing Board and Superintendent/President are aware of and demonstrate support for faculty, classified staff, students, and administration in the shared planning and decision making.	2.80	1.69	<.05
39. The Governing Board utilizes a consistent and transparent self-evaluation process in which input from the College community is solicited and the results are accessible and communicated to the college community.	2.54	1.62	<.05
57. The Governing Board listens and responds to recommendations from College constituencies.	2.66	1.63	<.05
67. How would you describe morale at Southwestern College today as compared to five years ago?	1.90	1.23	<.05

*Note: p-values under five percent ( $p < 0.05$ ) indicate statistical significance.*

**Survey question rankings:  
 Questions with the least change from spring 2011 to spring 2012**

<b>Table 6</b>			
<b>Question</b>	<b>Spring 2012</b>	<b>Spring 2011</b>	<b>p-value</b>
48a. [Human Resources] The operational processes and departments listed below allow me to perform my job effectively and efficiently.	2.99	2.99	.983
48e. [Technology] The operational processes and departments listed below allow me to perform my job effectively and efficiently.	2.82	2.83	.920
2d. [Division Leaders (Vice President)] Institutional leaders create an environment for empowerment, innovation, and institutional excellence.	2.77	2.79	.824
49d. [Technology planning process] I would like to have input into improving institutional processes.	3.25	3.27	.786
49f. [Educational Master Plan] I would like to have input into improving institutional processes.	3.08	3.11	.752
3d. [Division Leaders (Vice Presidents)] Institutional leaders create an environment that promotes institutional effectiveness.	2.78	2.81	.719
9b. [Classified Leaders (e.g. CSEA President)] I feel intimidated by others at Southwestern College.	1.46	1.43	.716
55e. [Maintenance Services] My needs are being met in each of the following areas?..	2.99	3.04	.645
32. My program/unit spends allocated funds responsibly.	3.36	3.41	.602
61. Work responsibilities are within my job description.	3.16	3.22	.585

*Note: p-values under five percent ( $p < 0.05$ ) indicate statistical significance*

**Survey question rankings:  
 Questions with the most change from spring 2011 to spring 2012**

<b>Table 7</b>			
<b>Question</b>	<b>Spring 2012</b>	<b>Spring 2011</b>	<b>p-value</b>
38. The Governing Board and Superintendent/President are aware of and demonstrate support for faculty, classified staff, students, and administration in the shared planning and decision making.	2.80	3.31	<.05
40. An opportunity was given for constituents to provide input as part of the Governing Board self-evaluation process.	2.47	2.96	<.05
30. SWC has defined and communicated its budget development and budget decision making processes to achieve college goals.	2.79	3.28	<.05
31. I am informed about how the budget development and budget decision making process occurs.	2.71	3.17	<.05
35a. [College Level (entire college)] Budget allocation is decided fairly and equitably in the following areas:	2.61	3.06	<.05
20. ACCJC Standards establish that the Governing Board and Superintendent/President rely on the faculty, the Academic Senate and Curriculum Committee, and Academic Administrators for recommendations.	2.84	3.29	<.05
41. I am aware of the results of the Governing Board self-evaluation that are posted on the SWC website and in the Outlook public folder.	2.13	2.56	<.05
50b. [Budget planning process] The institution organizes its key processes and allocates its resources to effectively support student learning.	2.63	3.06	<.05
42d. [Purchasing process] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.	2.35	2.77	<.05
54. The priorities of the College as established in planning documents (e.g., Strategic Plan, Education Master Plan, Enrollment Management Plan, and Technology Plan, etc.) are communicated College-wide.	2.75	3.16	<.05

*Note: p-values under five percent ( $p < 0.05$ ) indicate statistical significance*

## Statistical Methods Overview of Statistical Methods

### Likert Ranking

The Likert ordinal ranking procedure is a popular format for surveys across a broad spectrum of situations. It is a type of rating scale that allows respondents to rank a question on a scale from high to low, or greatest to least, using a five, seven or eleven point ranking scheme. Typically, this scale is used to measure attitude and the degree of agreement with a statement. Unrelated, separate questions utilizing this format are referred to as Likert-items. This differs from a Likert-scale, which refers to group or cluster of questions measuring the same dimension (single factor) that are then collapsed and summed to generate an overall score.

#### Campus Climate Survey Items

In other words, a Likert scale measures multiple aspects of the same attitude or dimension, while a Likert-item is a discrete measure of attitude or dimension. The two terms are often used interchangeably, but do represent two distinct analytical approaches. Southwestern College's for fall 2010, spring 2011 and spring 2012 Campus Climate surveys are largely comprised of Likert-item queries (with the exception of the first question). Each of these survey queries can be categorized as either an independent item measuring the same dimension or distinct sub-items measuring an identifiable dimension and linked to specific institutional entities, academic units, or programs.

The use of the Likert-item within Campus Climate surveys is justified based on two important institutional considerations: (1) to ensure the College meets educational mandates that require ACCJC-accredited institutions to assess perceptions of the College's institutional environment based on ACCJC WASC Accreditation Standards; and (2) to have in place a means of assessing workplace perceptions of campus entities, academic units or programs that will in turn be utilized to enhance institutional efficacy and efficiency.

#### Ordinal and Interval Level Measurement

Typically, survey responses are classified by question or category type as part of a data analysis procedure. Survey data is often used to generate measures of central tendency (mean, median, mode), dispersion (range, standard deviation), and frequency for use in descriptive presentations of data and statistical testing. Likert rating scales represent an ordinal level of measurement. This level of measurement ranks the characteristics of an underlying dimension without providing information about the distance between points. However, Likert scale data is, more often than not, treated at the interval level of measurement that assumes an equivalent distance between points along the same dimension. Although Likert data does represent a true ordinal measure, if survey data does not exhibit severe skew (that is, if the data is reasonably symmetric), it may be treated as an interval level measure.

#### Statistical Procedure

##### Variable Description

The decision to treat Likert data at the interval level is also motivated by the robustness of various statistical procedures, particularly the single factor Analysis of Variance (ANOVA) model, in post-survey statistical analysis. Although ANOVA is most often used in the

### Statistical Methods

assessment of interval and ratio level data (the latter measure is comprised of interval level data with a “true” zero), the model is a reliable methodology when used with ordinal level measures, such as Likert-item or Likert scale data. An important caveat in the treatment of ordinal data as an interval level of measure is that the underlying Likert rankings must be comprised of at least five points. Thus, the Campus Climate survey’s utilization of “strongly agree,” “moderately agree,” “moderately disagree,” “strongly disagree,” and “no opinion” framework satisfies this essential condition.

The ANOVA and Student’s t-test analyses utilized in this report employ independent (predictor) and dependent (outcome) variables. A necessary characteristic of the independent variable within the ANOVA and t-test analyses is that it must fall within the discrete data classification. This classification stipulates two key conditions—first, that it is impossible for this type of data to be sequentially ordered, and second, that differentiation cannot occur through a mathematical method. Within the Campus Climate survey analysis framework, each Likert-item query is treated as an independent variable defined by its discrete (categorical) assignment. In terms of its defining characteristics, the dependent variable must also meet two conditions. Its first condition is that it *can* undergo sequential ordering. The second condition is that, unlike the independent variable, it cannot be placed into a discrete category. Within the context of the Campus Climate survey, overall mean scores associated with each Likert-item fall within the dependent variable classification.

### Statistical Analysis

Although a detailed description of the ANOVA / HSD and Student’s t-test testing procedures is outside the scope this report, a generalized treatment of each is possible. The Student’s t-test and ANOVA are among the most widely used statistical techniques for comparing differences between group means. There are various versions of both the t-test and ANOVA models and each version is defined by its own set of testing criteria. Yet, the general testing procedure associate with each statistical model attempts to answer a fundamental research question:

*“Do observed variations in group means indicate a true difference, or is this variation attributable to chance?”*

### Hypothesis Testing

This research question is then broken into two component research hypotheses. The first is the *null hypothesis*, which asserts that there is no true underlying difference between the groups (populations) being compared and that what is being observed can be attributed to chance. The second is the alternate, or *research hypothesis*, a claim that any underlying differences are not the result of chance, but are rather an indication of legitimate differences. The determination of whether a result is statistically significant is synonymous with the decision to either reject, or fail to reject,<sup>10</sup> the null hypothesis.

### P-value

This decision is based on the p-value, a probabilistic value associated with the computed test statistic in the Student’s t-test or ANOVA model. The rule is straightforward. When a p-value is

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<sup>10</sup> “Acceptance” of a null hypothesis is considered semantically incorrect because it implies something has been proven irrefutably true, which is never the case with statistical data.

### Statistical Methods

under five percent ( $p < 0.05$ ), the null hypothesis is rejected in favor of the research hypothesis. Conversely, when a p-value is equal to or above five percent ( $p \geq 0.05$ ) the null hypothesis is not rejected—or, more accurately, we fail to reject the null hypothesis.

#### Tukey's Honestly Significant Difference (HSD) Test

The Student's t-test is appropriate only when no more than two groups undergo comparison; the ANOVA is appropriate when three or more groups are being compared. Another important difference between these two statistical models is that the ANOVA is an omnibus test; that is, the test can determine that at least one statistically significant difference has occurred between multiple group means, but cannot determine exactly where this difference occurs. Determination of where these differences occur is accomplished through the use of the Tukey HSD test. The Tukey HSD test utilizes pairwise comparisons to ascertain which paired group means exhibit a statistically significant difference.

Its underlying test statistic is quite similar in structure to the Student's t-test, but has been modified to account for multiple comparisons. The Tukey HSD is properly a post-hoc (literally, an "after this...") test of statistical significance and is considered a conservative measure of statistical significance. When three or more group means are being compared, it must be used in lieu of the Student's t-test, and in conjunction with the ANOVA test statistic. Multiple uses of the t-test in pairwise comparisons will lead to a greater chance of error in hypothesis testing because its test statistic does not take account of a third, or higher number, of group mean comparisons. The use of the ANOVA / HSD methodology ensures that all group means are utilized in statistical comparisons; consequently, the error associated with hypothesis testing is greatly minimized and a more reliable analytical result is obtained.