

Southwestern College

Campus Climate Survey Spring 2011

Survey Results

Southwestern College Campus Climate Survey-Spring 2011

Prepared by
Office of Institutional Research, Planning, Grants and Foundation

The Campus Climate Survey-Spring 2011 represents the third and last installment of the workplace satisfaction survey series for academic year 2010-11. This survey series was prepared by a committee comprised of faculty, staff, and administrators and was administered using Lime Survey; a web based open source survey software. The initial email inviting participation in the Campus Climate Survey-Spring 2011 was sent out on May 6, 2011, with reminder emails to non-respondents sent out on May 13, 2011 and May 18, 2011. The survey timeframe for participation was from May 6 through May 20, 2011.

A total of 1,528 invitations were sent out by email. Three hundred forty surveys were completed (22% response rate) compared with the Fall 2010 survey, where 598 out of 1,623 surveys were completed (37% response rate). Two hundred fifty respondents answered all of the questions, and the remaining 90 respondents only completed parts of the survey. Aggregate demographics are shown below.

In comparing the responses from the Campus Climate Survey series, it can be stated that generally the mood of the campus has greatly improved since December 2010. It is important to note that responses to 75% of the total questions asked in the Campus Climate Survey-Spring 2011 demonstrated a statistically significant increase in staff satisfaction. The top ten questions that demonstrated the least change from Fall 2010 to Spring 2011 are indicated as a separate reference page at the end of this report. Generally, intimidation, workload expectations, workload distribution and workplace needs were areas indicated by the least change in satisfaction levels.

Mean scores from Fall 2010 were compared to those for Spring 2011 using an Analysis of Variance (ANOVA) model. ANOVA provides a statistical test of whether or not the means of several groups are all equal. Where the p value of the test is less than .05 (signifying statistical significance), the cell is highlighted in green. As a separate reference sheet, questions that did not signify statistical significance are listed at the end of this report.

Respondents by Job Classification

Job Classification	%	N	Avg Years Employed
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
Total	100%	340	12.1

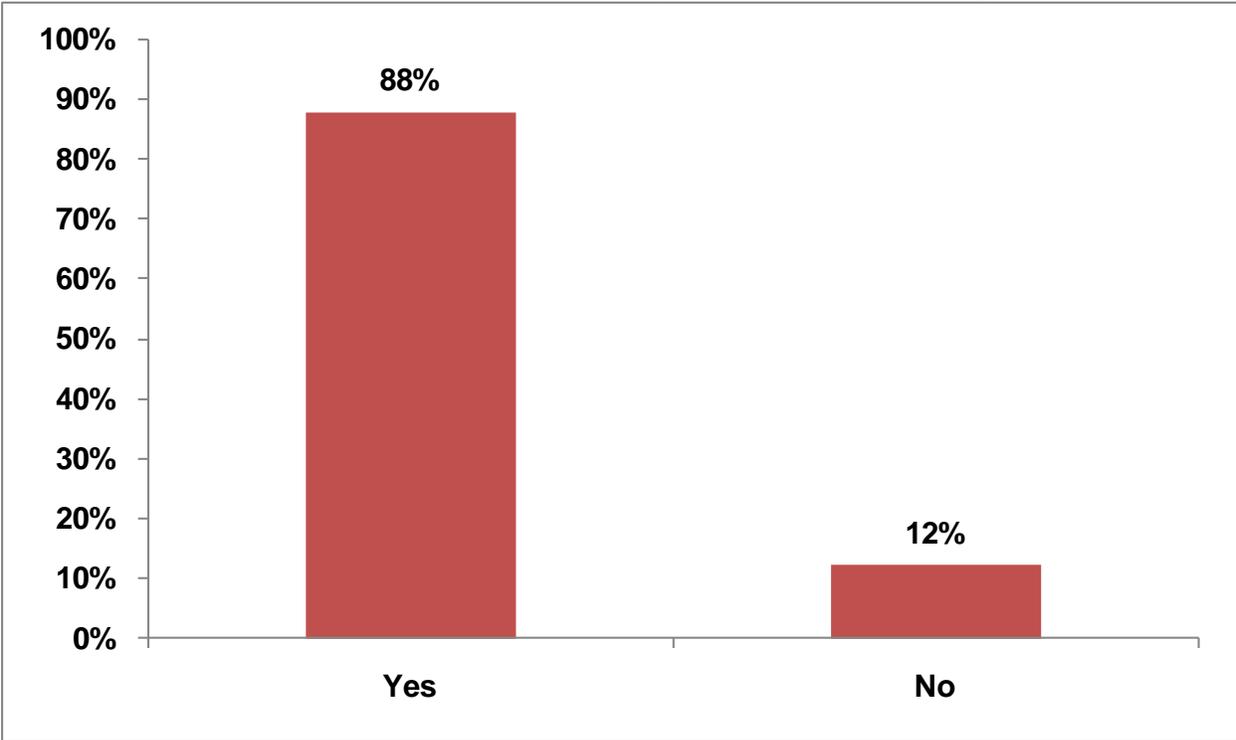
Respondents by Gender

Gender	%	N
Female	38%	128
Male	62%	212
Total	100%	340

Respondents by Location

Location	%	N
Main Campus	67%	229
HEC/Other	11%	39
Both	21%	72
Total	100%	340

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

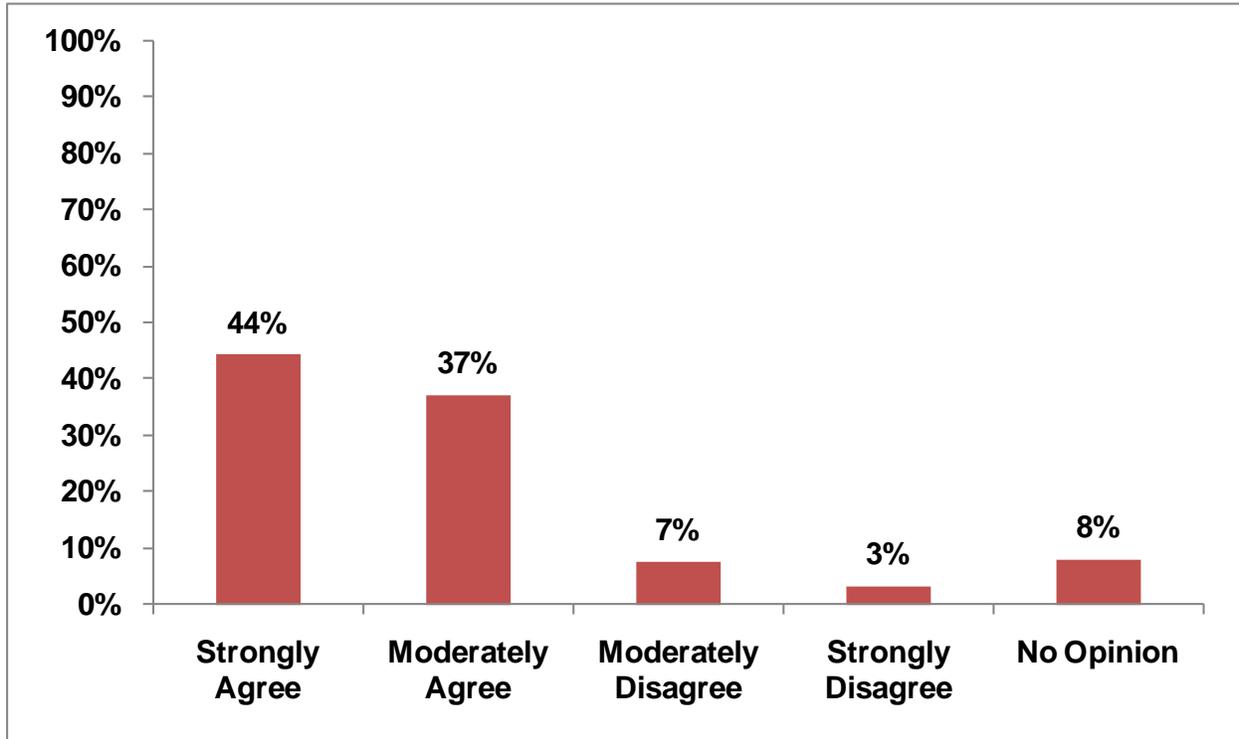


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Breakout Scores

Position	% Yes	Years Employed	Score
PT Faculty	87%	0-5	92%
FT Faculty		6-10	83%
Classified		11-15	78%
Administrator		16-20	100%
Overall	87%	21+	88%
		Overall	88%

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



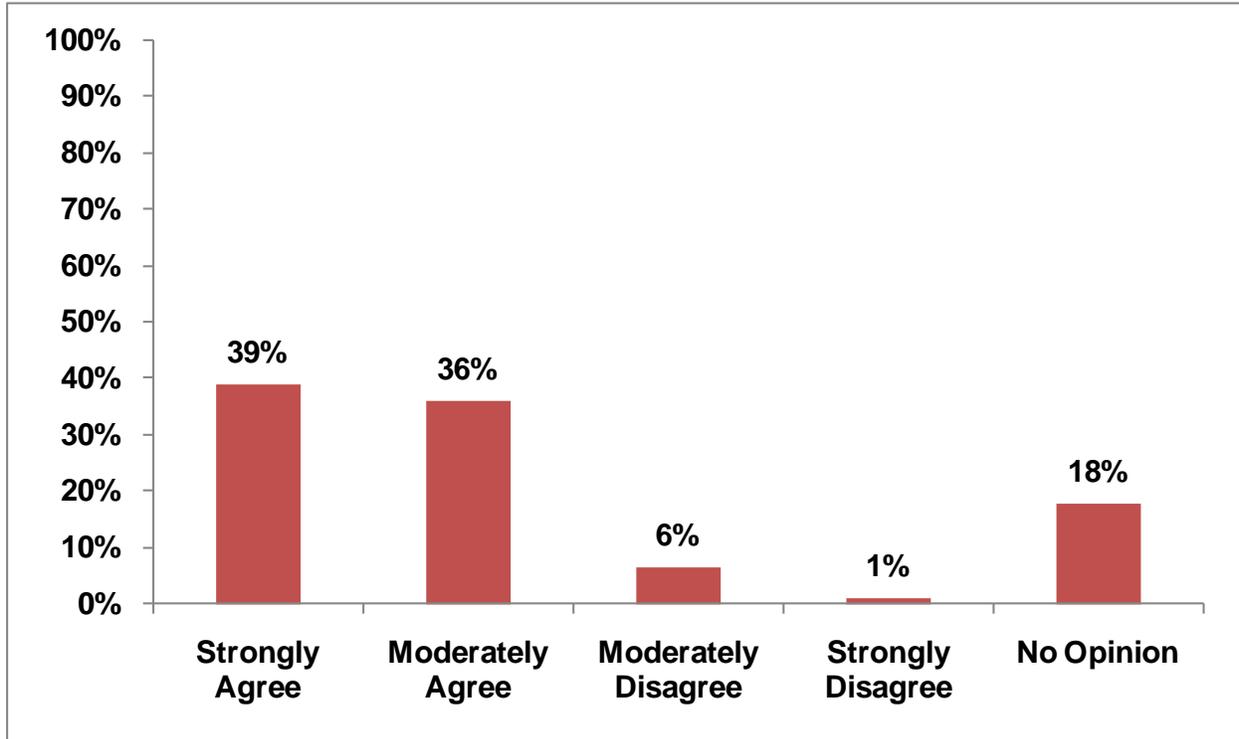
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.11	0.92	3.33	.757	0-5	3.07	0.89	3.30	.684
FT Faculty	3.47	0.76	3.47	.727	6-10	3.09	0.96	3.21	.929
Classified	3.06	0.88	3.22	.858	11-15	3.24	0.87	3.29	.774
Administrator	2.89	0.92	3.22	.637	16-20	3.26	0.79	3.39	.783
Overall	3.17	0.88	3.33	.771	21+	3.28	0.82	3.48	.704
ANOVA	<.05				Overall	3.17	0.88	3.33	.771

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



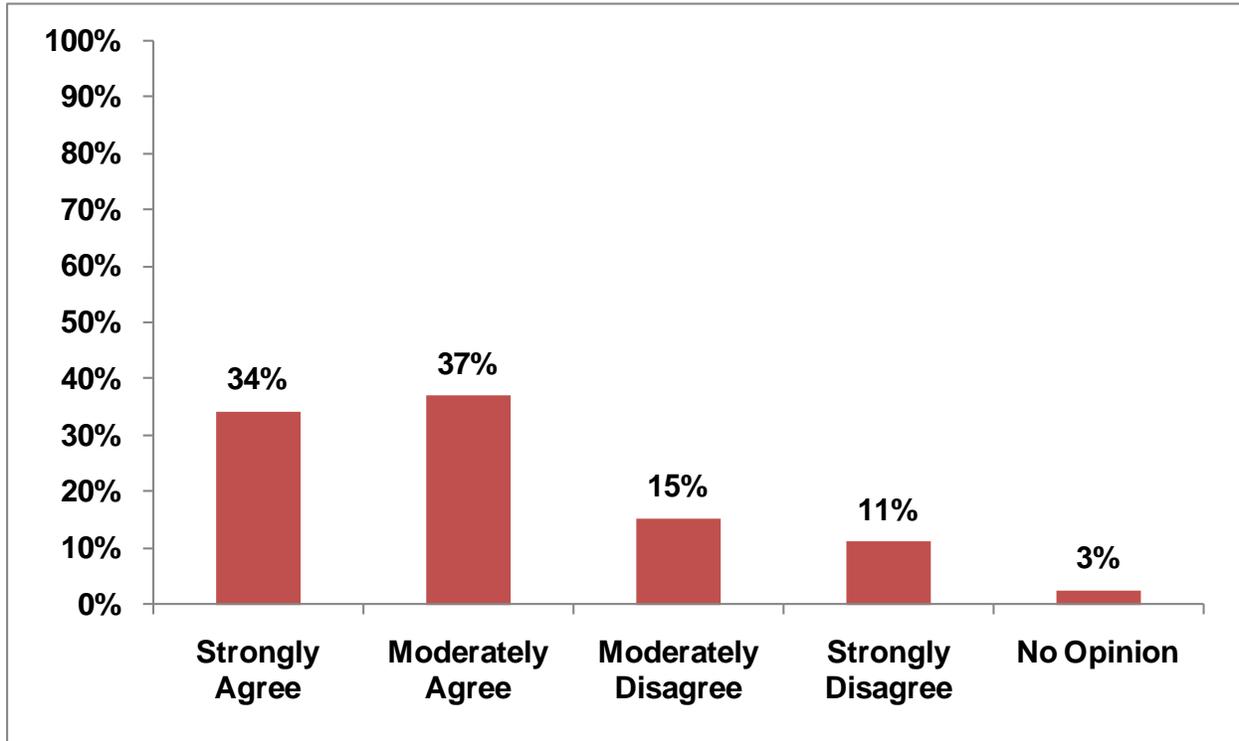
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.07	0.82	3.35	.631	0-5	3.21	0.77	3.36	.598
FT Faculty	3.21	0.84	3.35	.728	6-10	3.09	0.88	3.40	.791
Classified	3.31	0.73	3.44	.684	11-15	3.14	0.77	3.29	.750
Administrator	2.93	0.89	3.25	.649	16-20	3.44	0.70	3.58	.692
Overall	3.20	0.80	3.37	.681	21+	3.21	0.83	3.38	.607
ANOVA	<.05				Overall	3.20	0.80	3.37	.681

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



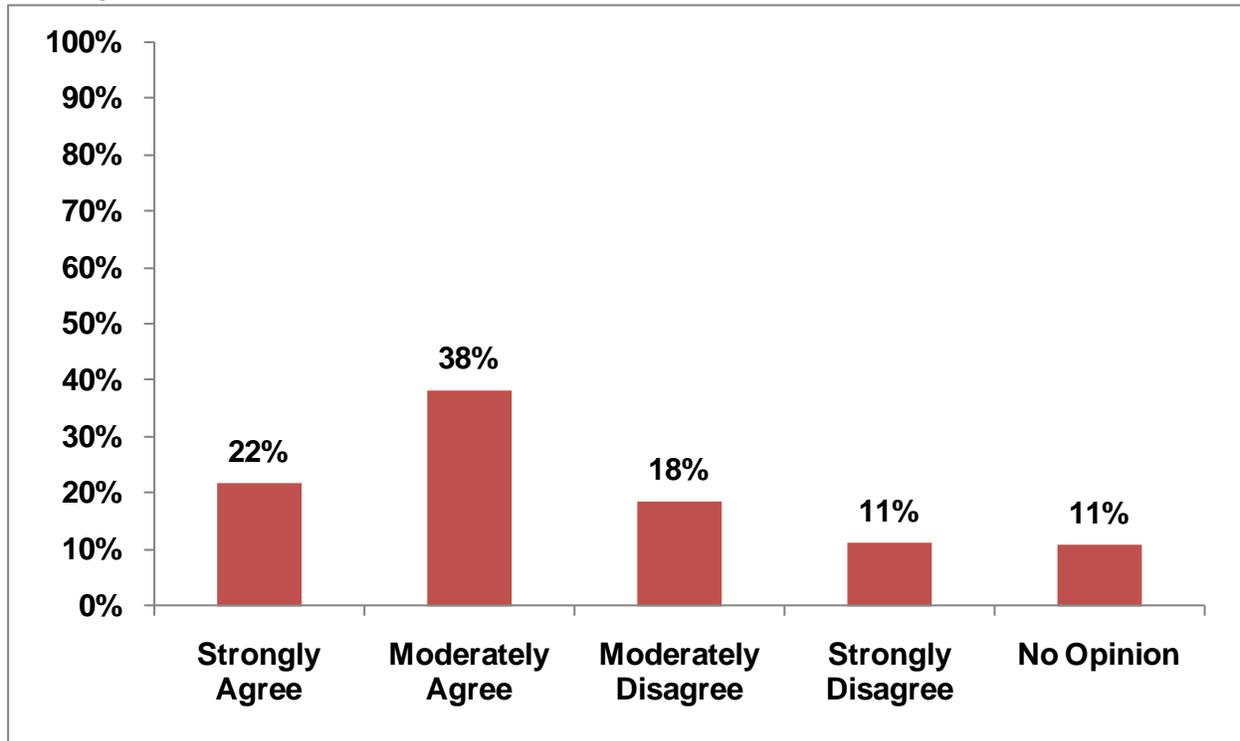
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.15	0.91	3.22	.990	0-5	3.22	0.82	3.29	3.29
FT Faculty	3.01	0.97	2.90	.940	6-10	2.87	1.01	2.98	2.98
Classified	2.57	0.96	2.74	1.038	11-15	2.69	1.00	2.81	2.81
Administrator	3.27	0.85	3.33	.676	16-20	2.86	0.93	2.96	2.96
Overall	2.88	0.97	2.97	.981	21+	2.58	1.02	2.77	2.77
ANOVA	.229				Overall	2.88	0.97	2.97	2.97

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



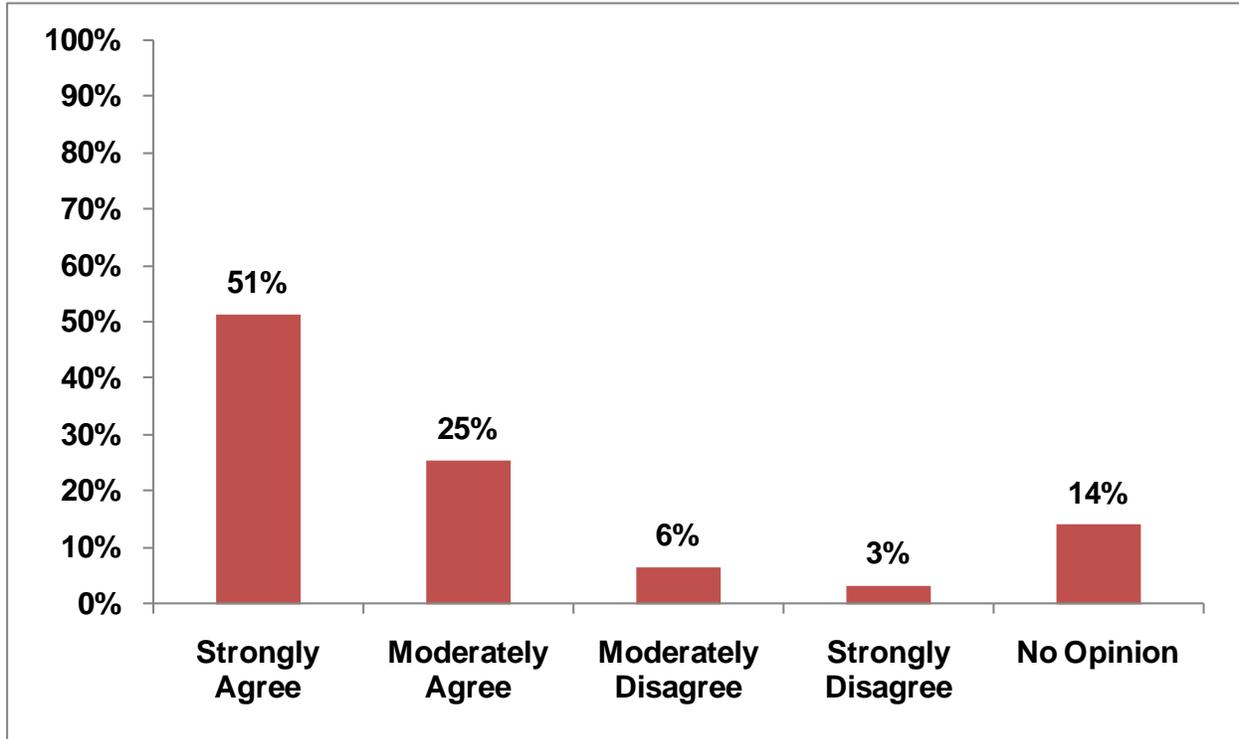
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.32	0.94	3.15	.891	0-5	2.69	0.90	3.23	.702
FT Faculty	1.90	0.96	2.46	.951	6-10	2.16	0.99	2.67	1.052
Classified	2.29	0.97	2.77	.950	11-15	2.00	0.97	2.71	.873
Administrator	2.95	0.89	3.14	.723	16-20	2.26	0.95	2.55	1.057
Overall	2.25	0.99	2.79	.949	21+	1.98	0.99	2.62	.991
ANOVA	<.05				Overall	2.25	0.99	2.79	.949

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



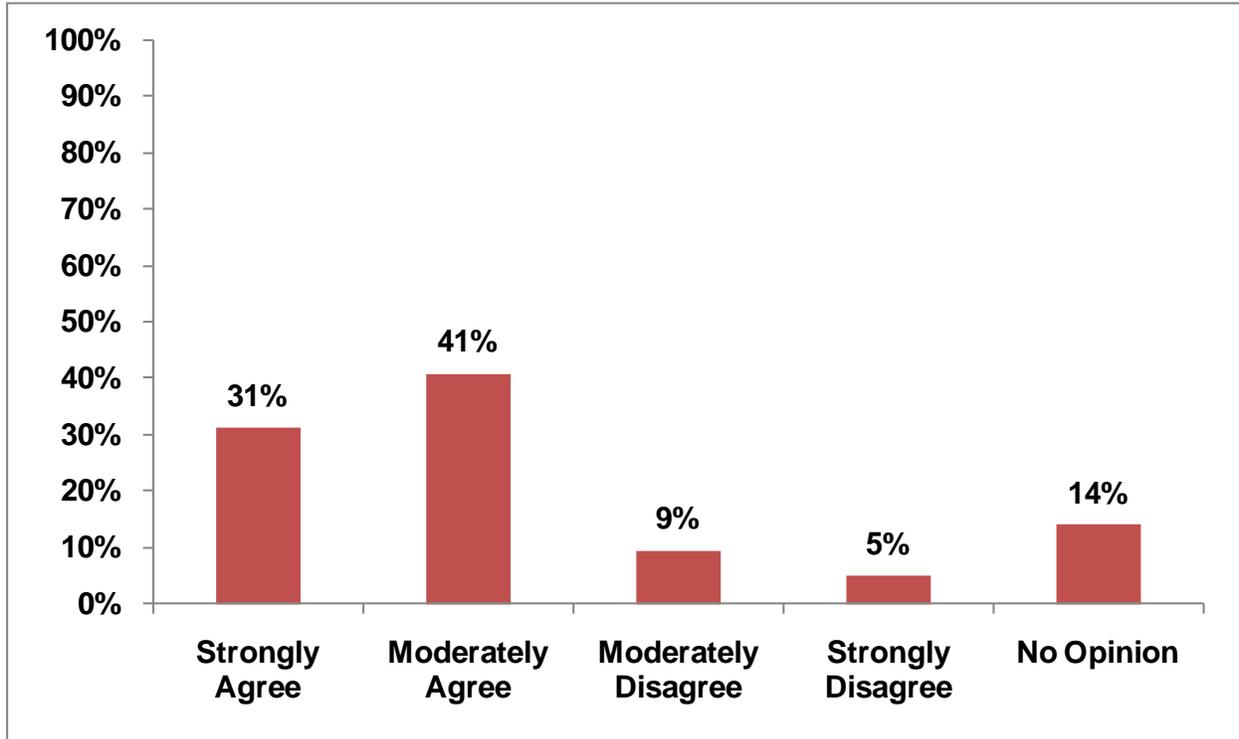
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	1.94	1.07	3.08	.935	0-5	2.20	1.05	3.52	.666
FT Faculty	1.41	0.76	3.53	.794	6-10	1.81	1.02	3.38	.889
Classified	1.92	0.98	3.44	.709	11-15	1.70	0.98	3.44	.814
Administrator	2.88	0.99	3.75	.554	16-20	1.93	0.94	3.33	.917
Overall	1.87	1.02	3.44	.791	21+	1.57	0.95	3.47	.762
ANOVA	<.05				Overall	1.87	1.02	3.44	.791

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



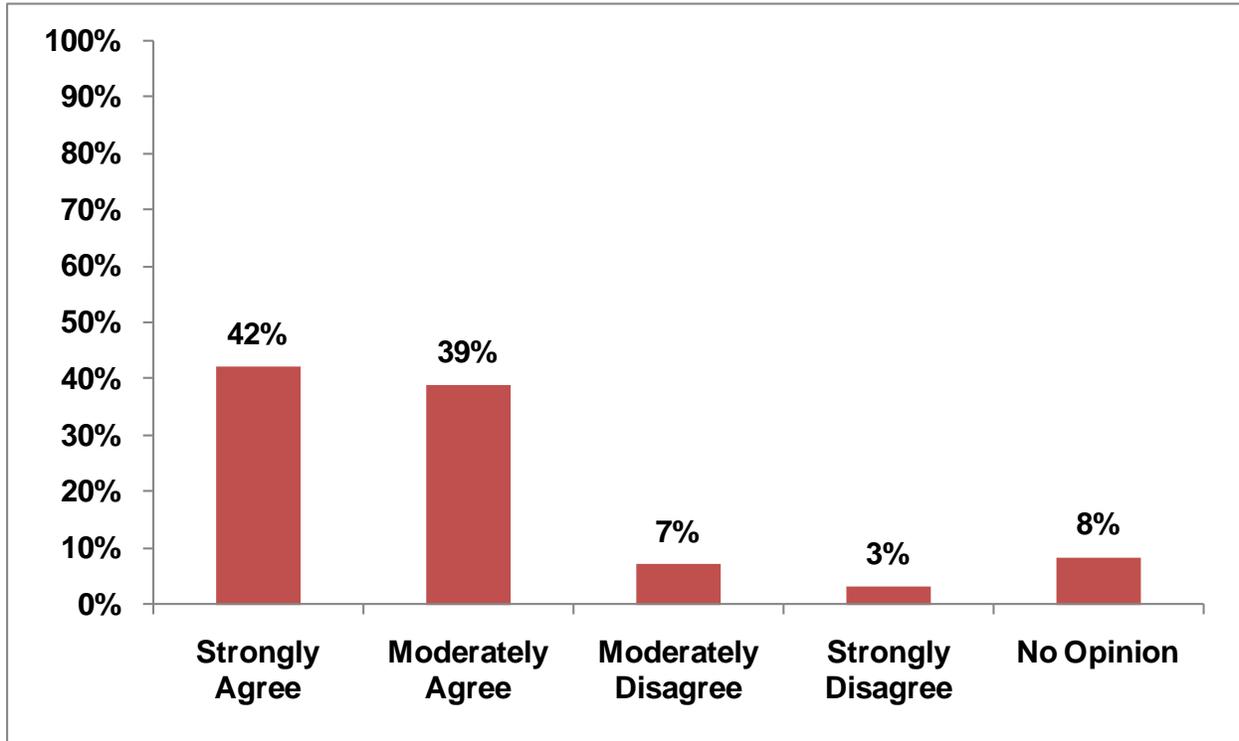
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.00	1.09	3.11	.883	0-5	2.16	1.04	3.18	.806
FT Faculty	1.37	0.77	3.25	.781	6-10	1.81	1.03	2.98	.952
Classified	1.87	0.97	3.14	.829	11-15	1.61	0.91	3.22	.800
Administrator	2.46	1.03	2.89	.796	16-20	1.83	0.92	3.00	.775
Overall	1.81	1.00	3.14	.824	21+	1.53	0.92	3.20	.760
ANOVA	<.05				Overall	1.81	1.00	3.14	.824

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



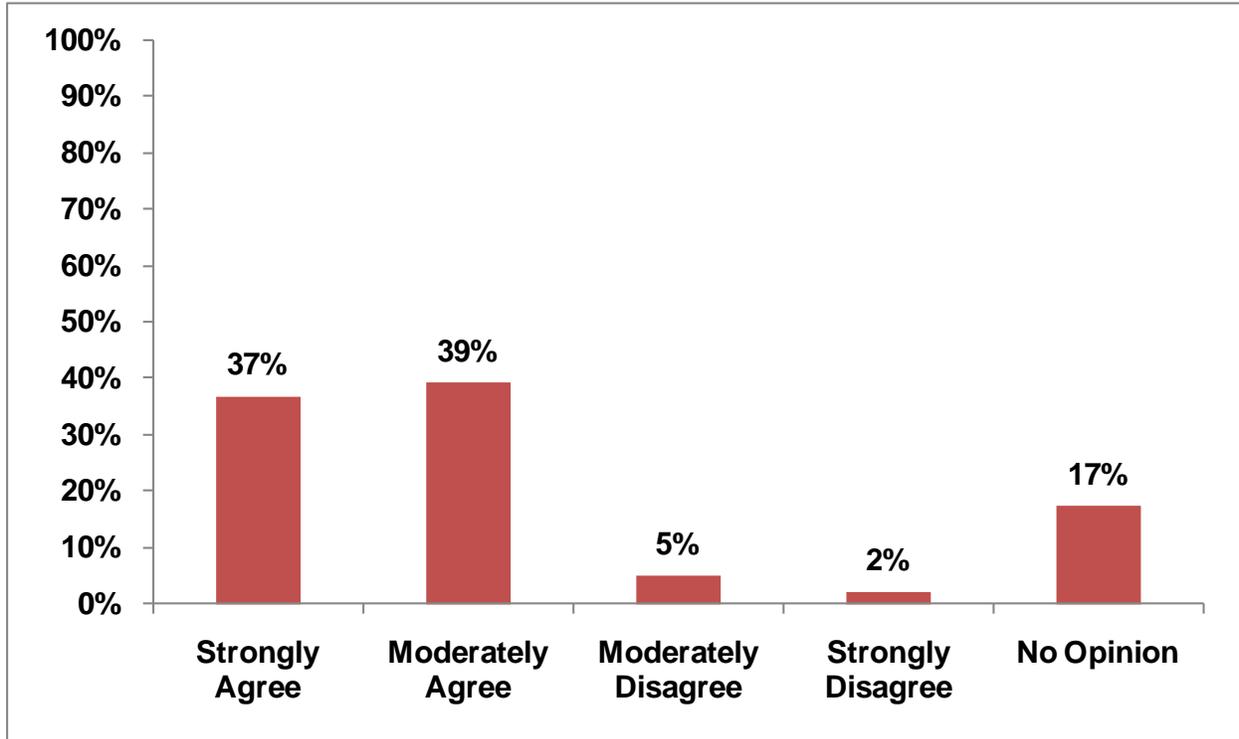
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.00	1.03	3.32	.719	0-5	3.06	0.93	3.35	.735
FT Faculty	3.44	0.68	3.48	.729	6-10	3.02	1.00	3.13	.896
Classified	3.07	0.89	3.20	.851	11-15	3.20	0.92	3.29	.723
Administrator	2.76	0.97	3.14	.639	16-20	3.19	0.78	3.48	.730
Overall	3.13	0.90	3.31	.765	21+	3.27	0.78	3.39	.721
ANOVA	<.05				Overall	3.13	0.90	3.31	.765

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



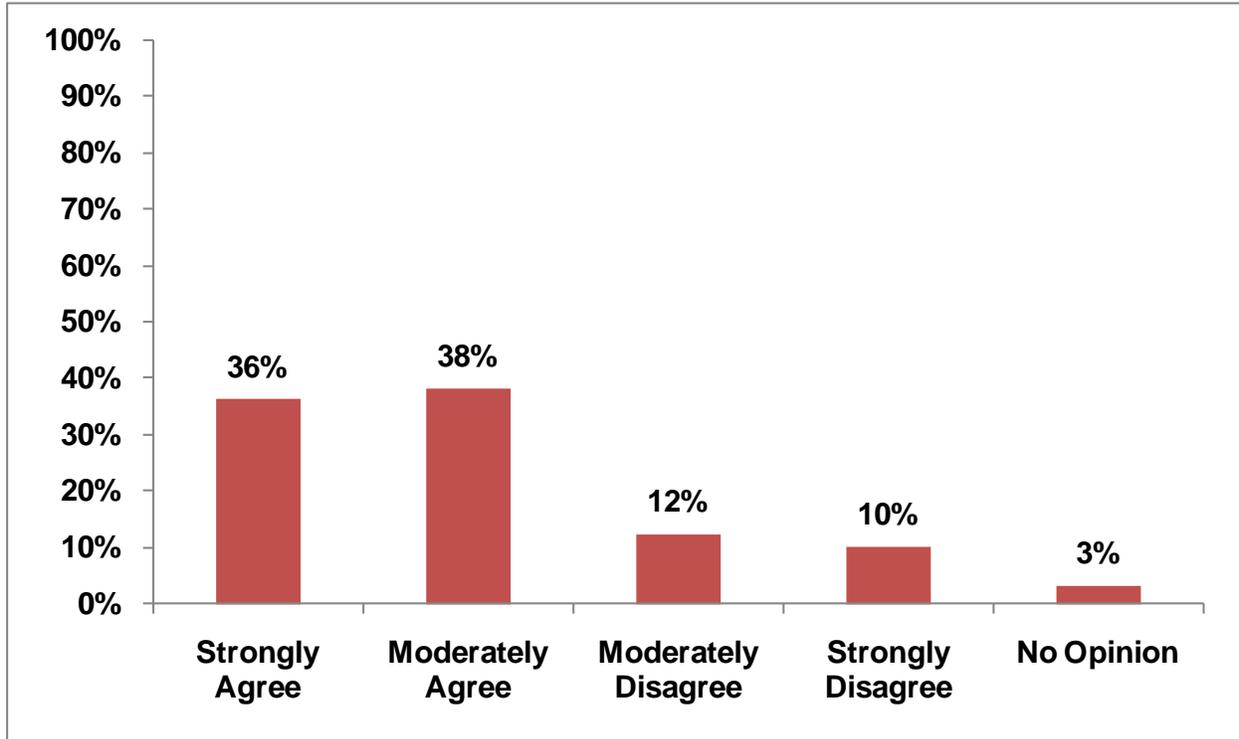
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.96	0.90	3.40	.631	0-5	3.05	0.81	3.41	.581
FT Faculty	3.19	0.78	3.26	.803	6-10	3.08	0.84	3.28	.826
Classified	3.26	0.73	3.40	.656	11-15	3.18	0.77	3.23	.804
Administrator	2.78	0.89	3.22	.681	16-20	3.26	0.76	3.55	.605
Overall	3.14	0.81	3.34	.697	21+	3.20	0.82	3.34	.623
ANOVA	<.05				Overall	3.14	0.81	3.34	.697

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



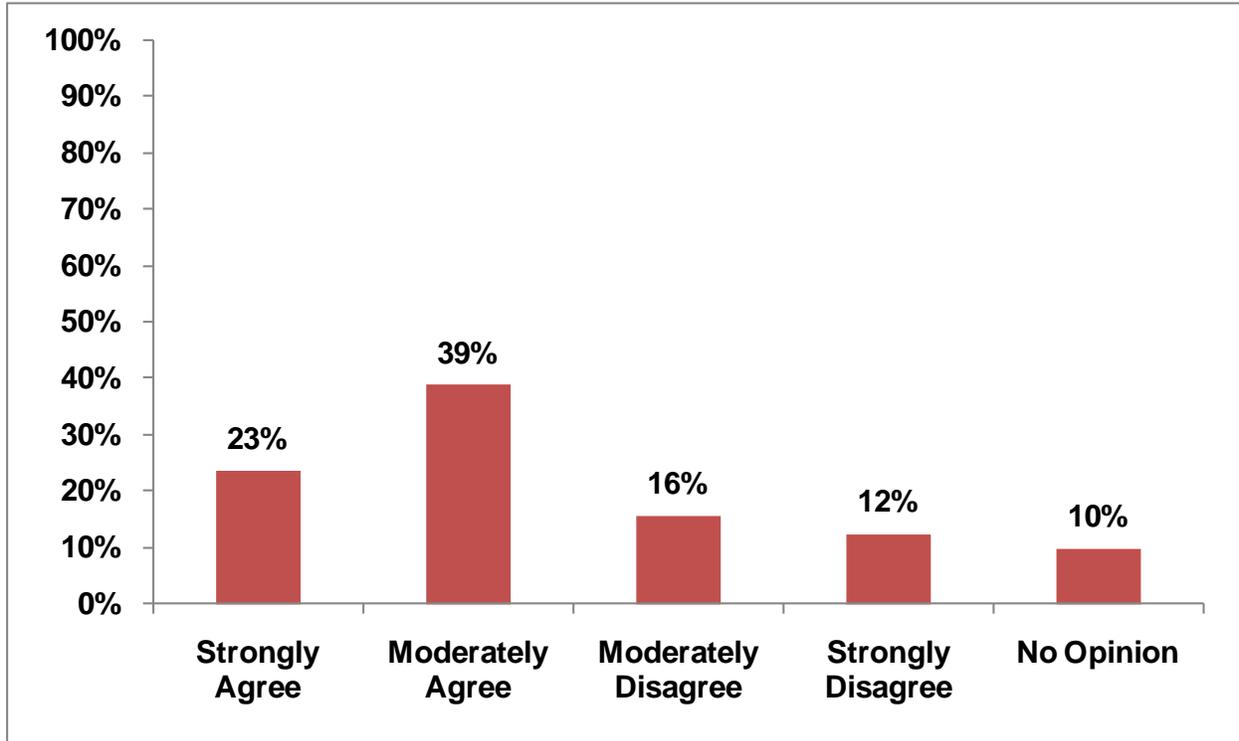
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.06	0.96	3.28	.884	0-5	3.14	0.83	3.40	.799
FT Faculty	3.01	0.90	2.98	.967	6-10	2.85	1.03	3.10	.986
Classified	2.57	0.98	2.79	1.013	11-15	2.66	1.02	2.83	.999
Administrator	3.19	0.76	3.42	.692	16-20	2.83	0.84	2.91	.900
Overall	2.85	0.97	3.04	.960	21+	2.63	1.02	2.82	.976
ANOVA	<.05				Overall	2.85	0.97	3.04	.960

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



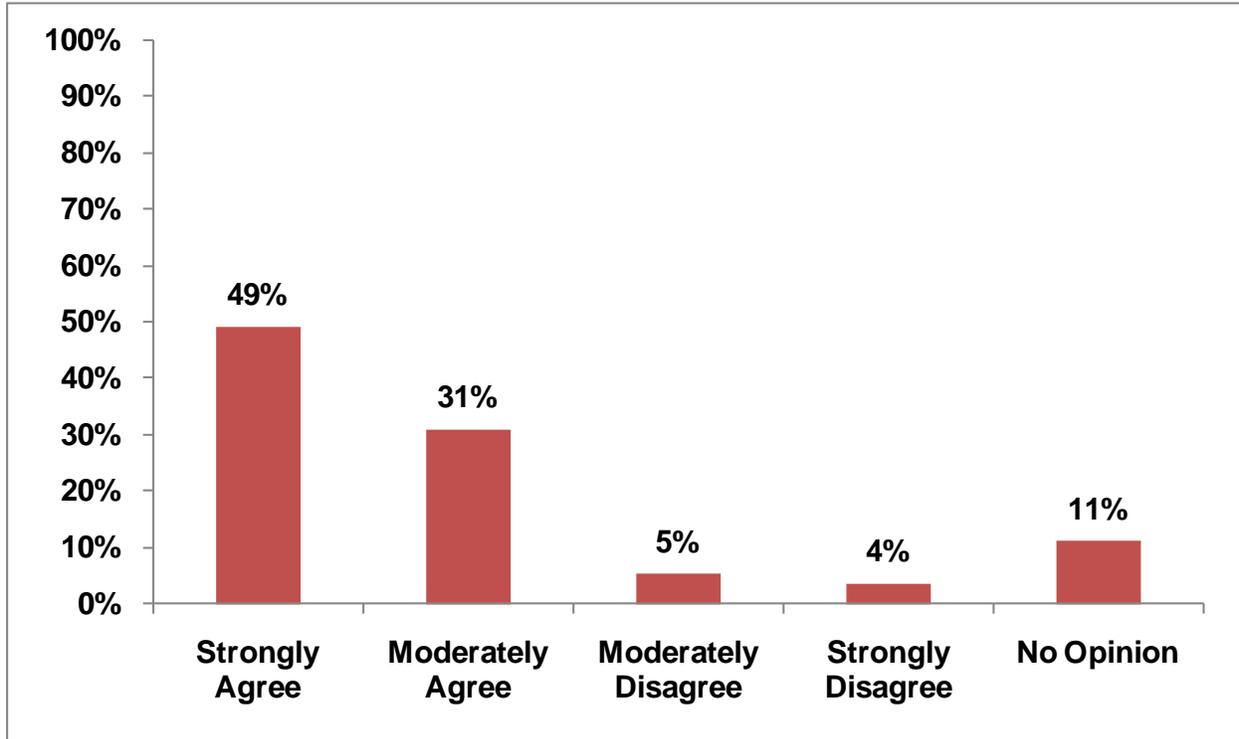
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.26	1.05	3.11	.838	0-5	2.64	0.95	3.24	.775
FT Faculty	1.88	0.95	2.52	1.052	6-10	2.09	0.97	2.73	1.000
Classified	2.28	0.98	2.77	.988	11-15	2.00	1.02	2.64	.905
Administrator	2.84	0.90	3.19	.668	16-20	2.25	0.90	2.57	1.165
Overall	2.22	1.01	2.81	.975	21+	1.98	1.03	2.70	1.037
ANOVA	<.05				Overall	2.22	1.01	2.81	.975

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



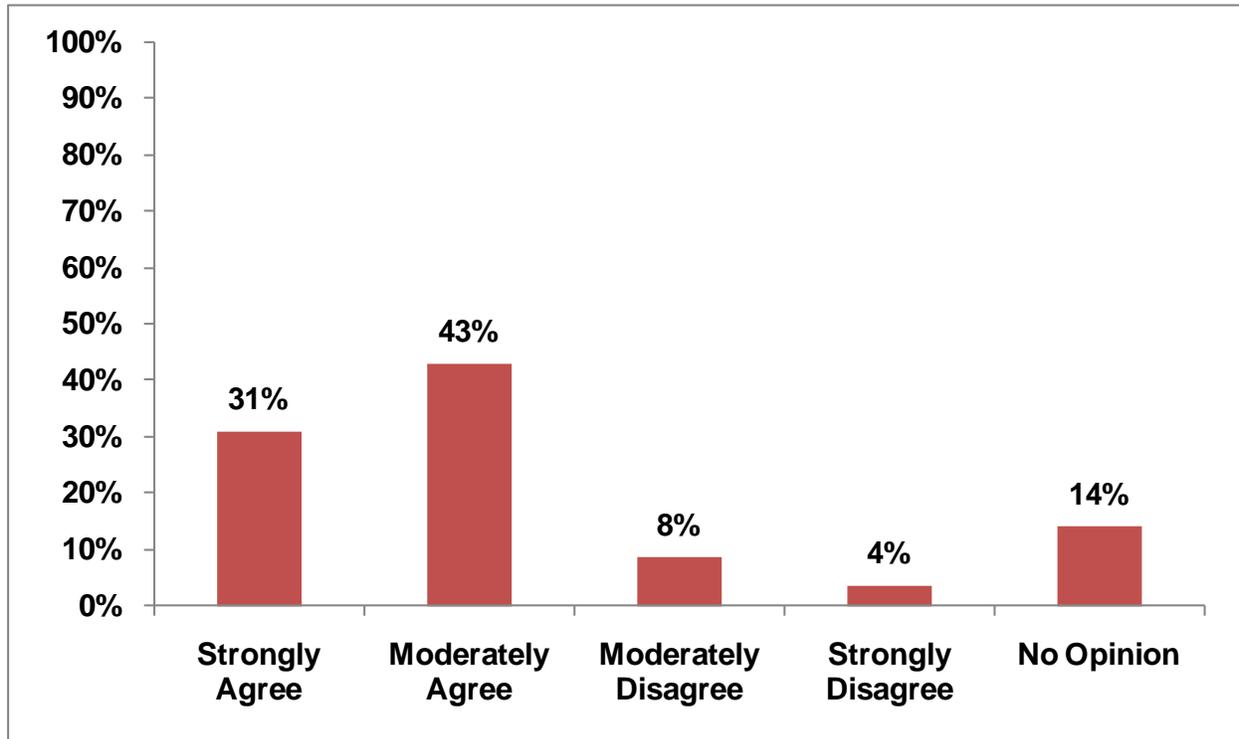
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	1.90	1.09	3.13	.862	0-5	2.20	1.05	3.46	.656
FT Faculty	1.43	0.76	3.51	.777	6-10	1.82	0.98	3.30	.903
Classified	1.90	0.96	3.39	.760	11-15	1.59	0.91	3.42	.773
Administrator	2.82	0.97	3.67	.535	16-20	1.87	0.95	3.46	.884
Overall	1.85	1.00	3.41	.777	21+	1.62	0.96	3.44	.757
ANOVA	<.05				Overall	1.85	1.00	3.41	.777

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



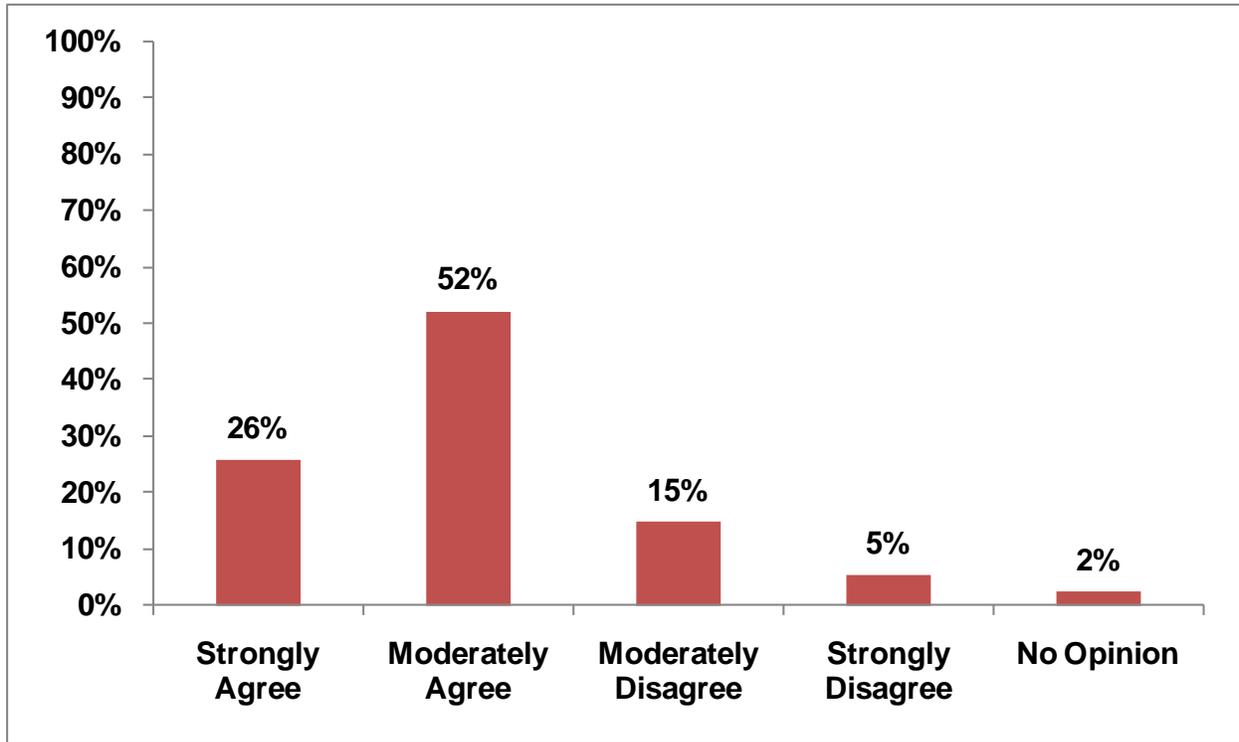
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	1.95	1.05	3.11	.832	0-5	2.13	1.02	3.15	.765
FT Faculty	1.41	0.76	3.30	.753	6-10	1.82	0.96	3.04	.940
Classified	1.89	0.96	3.19	.725	11-15	1.56	0.85	3.25	.735
Administrator	2.53	1.03	2.94	.802	16-20	1.83	0.96	3.14	.655
Overall	1.82	0.98	3.18	.772	21+	1.63	0.98	3.27	.696
ANOVA	<.05				Overall	1.82	0.98	3.18	.772

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



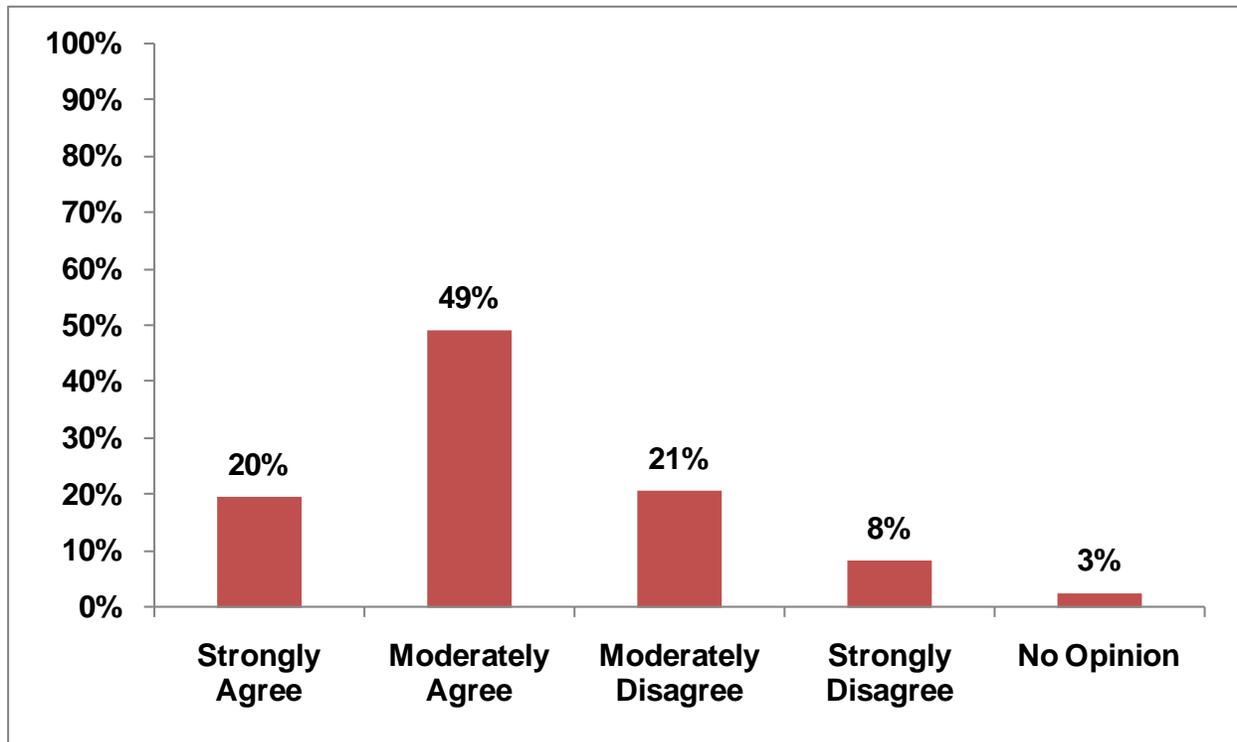
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.62	0.97	3.07	.822	0-5	2.81	0.86	3.19	.629
FT Faculty	2.07	0.97	3.02	.729	6-10	2.42	0.98	2.87	.833
Classified	2.37	0.96	2.92	.861	11-15	2.11	0.97	2.94	.883
Administrator	2.81	0.94	3.09	.702	16-20	2.04	0.87	3.04	.751
Overall	2.38	0.99	3.01	.793	21+	2.16	1.05	2.97	.822
ANOVA	<.05				Overall	2.38	0.99	3.01	.793

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

5. I feel the environment at SWC fosters innovation.



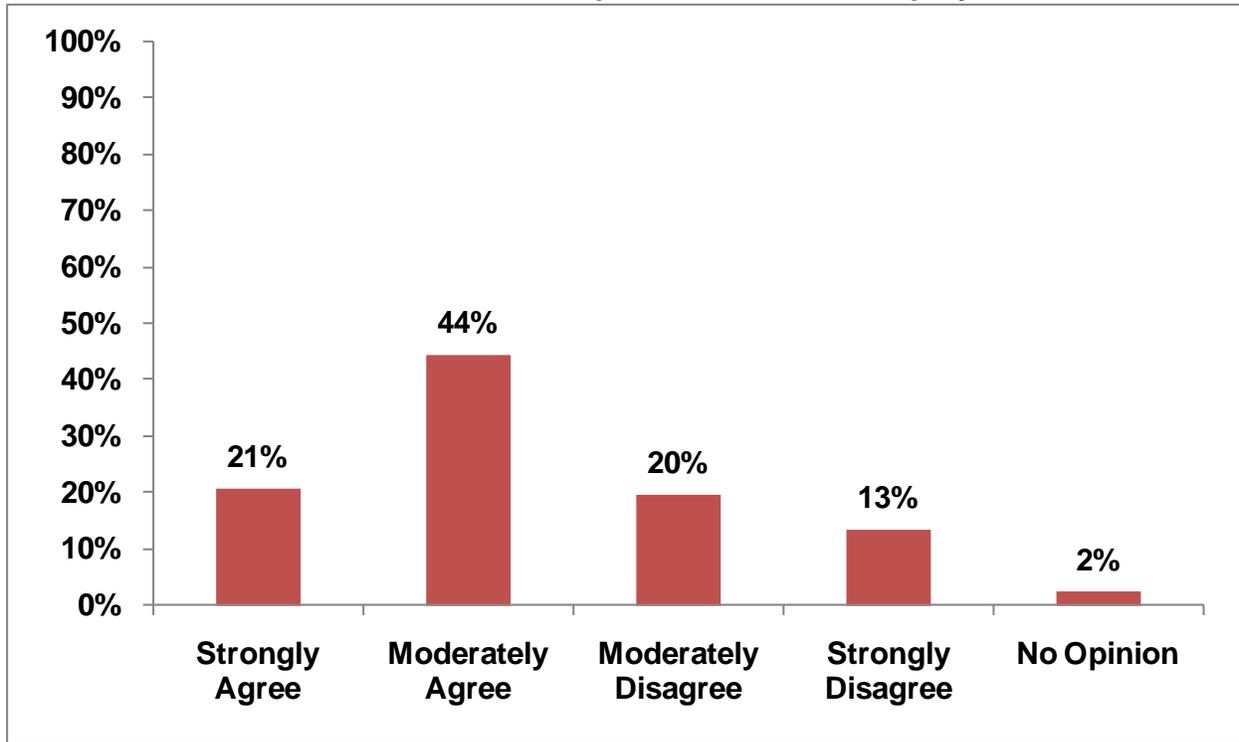
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.63	0.96	3.04	.775	0-5	2.77	0.85	3.05	.691
FT Faculty	2.23	1.01	2.79	.874	6-10	2.44	1.03	2.67	.950
Classified	2.32	0.94	2.65	.869	11-15	2.10	0.92	2.84	.879
Administrator	2.62	1.01	2.97	.747	16-20	2.10	0.89	2.54	.884
Overall	2.39	0.98	2.82	.847	21+	2.19	1.04	2.79	.814
ANOVA	<.05				Overall	2.39	0.98	2.82	.847

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



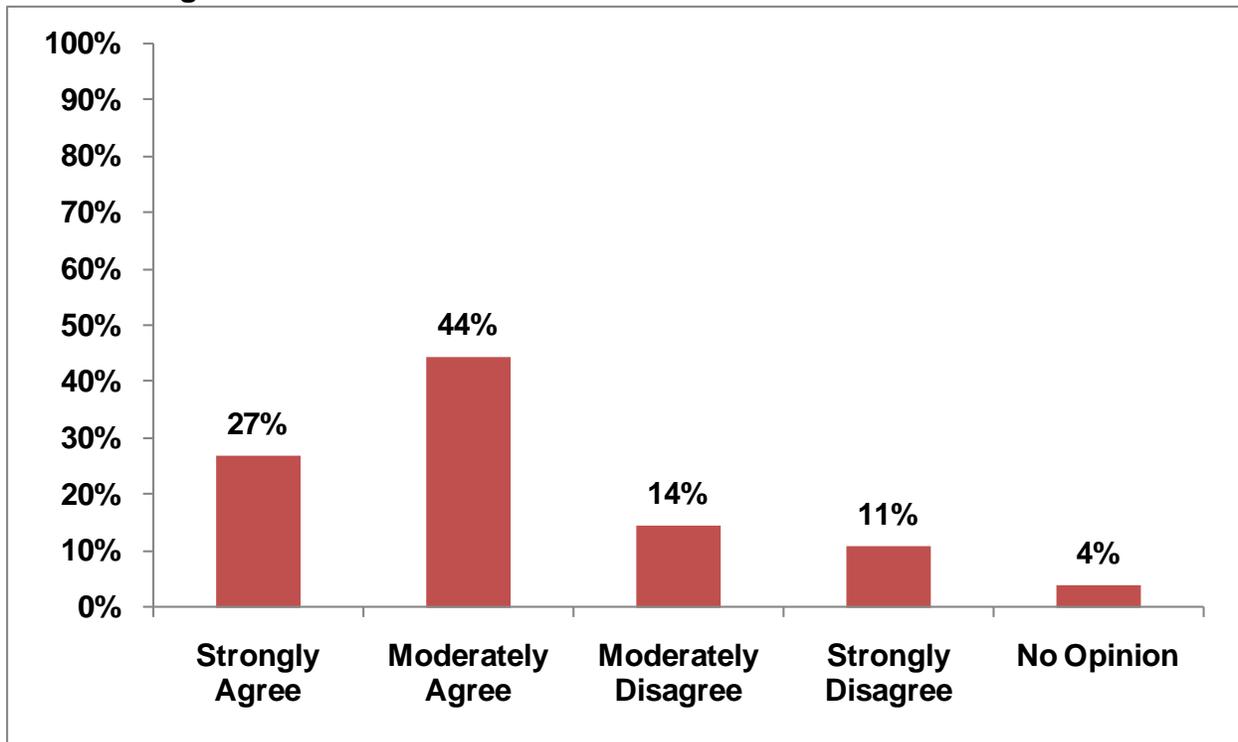
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.25	1.09	2.97	.970	0-5	2.34	1.03	3.08	.769
FT Faculty	1.63	0.90	2.77	.909	6-10	1.85	0.91	2.62	1.069
Classified	1.86	0.94	2.48	.941	11-15	1.68	0.87	2.69	.925
Administrator	2.09	1.01	2.94	.838	16-20	1.70	0.93	2.30	.876
Overall	1.91	1.00	2.74	.944	21+	1.64	0.99	2.65	.953
ANOVA	<.05				Overall	1.91	1.00	2.74	.944

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

7. The College fosters an environment of ethical behavior.



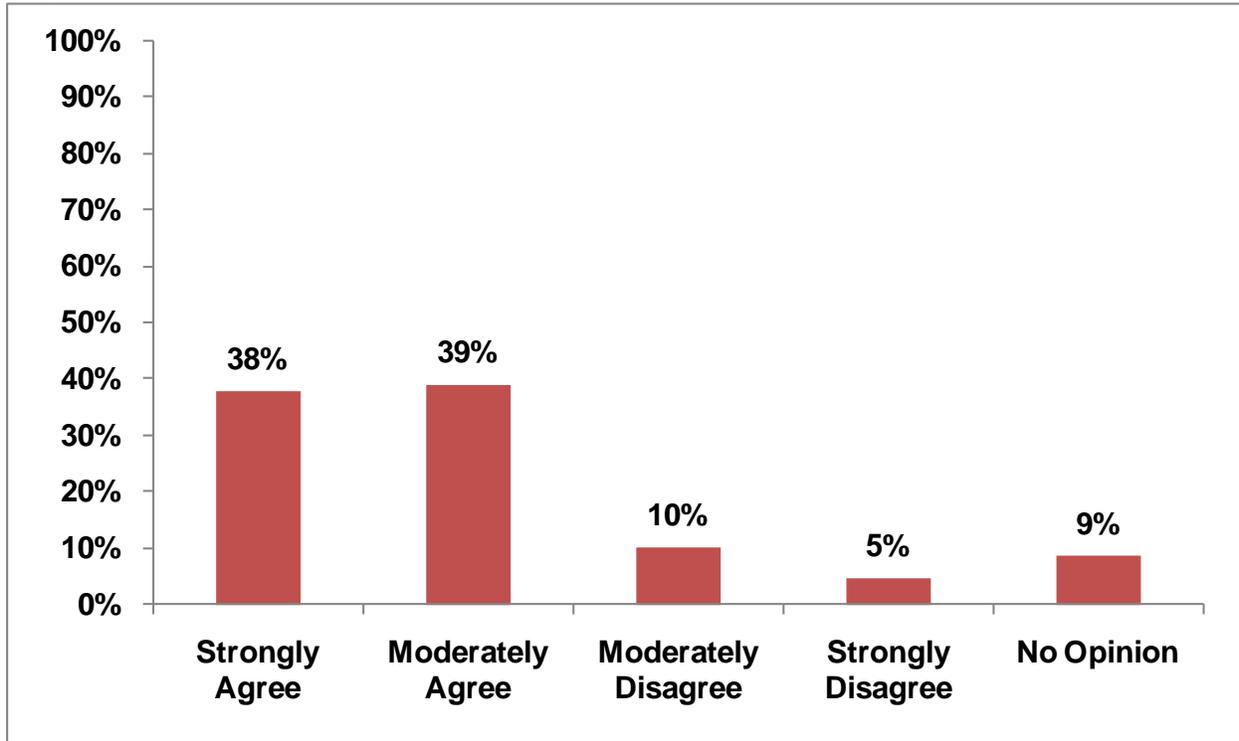
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.57	1.04	3.07	.951	0-5	2.64	0.97	3.26	.737
FT Faculty	1.79	0.98	3.00	.864	6-10	2.09	1.03	2.79	1.051
Classified	2.00	1.01	2.66	1.007	11-15	1.89	0.99	2.86	.896
Administrator	2.56	0.98	3.03	.707	16-20	1.78	0.89	2.70	1.105
Overall	2.12	1.05	2.91	.932	21+	1.81	1.05	2.73	.904
ANOVA	<.05				Overall	2.12	1.05	2.91	.932

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



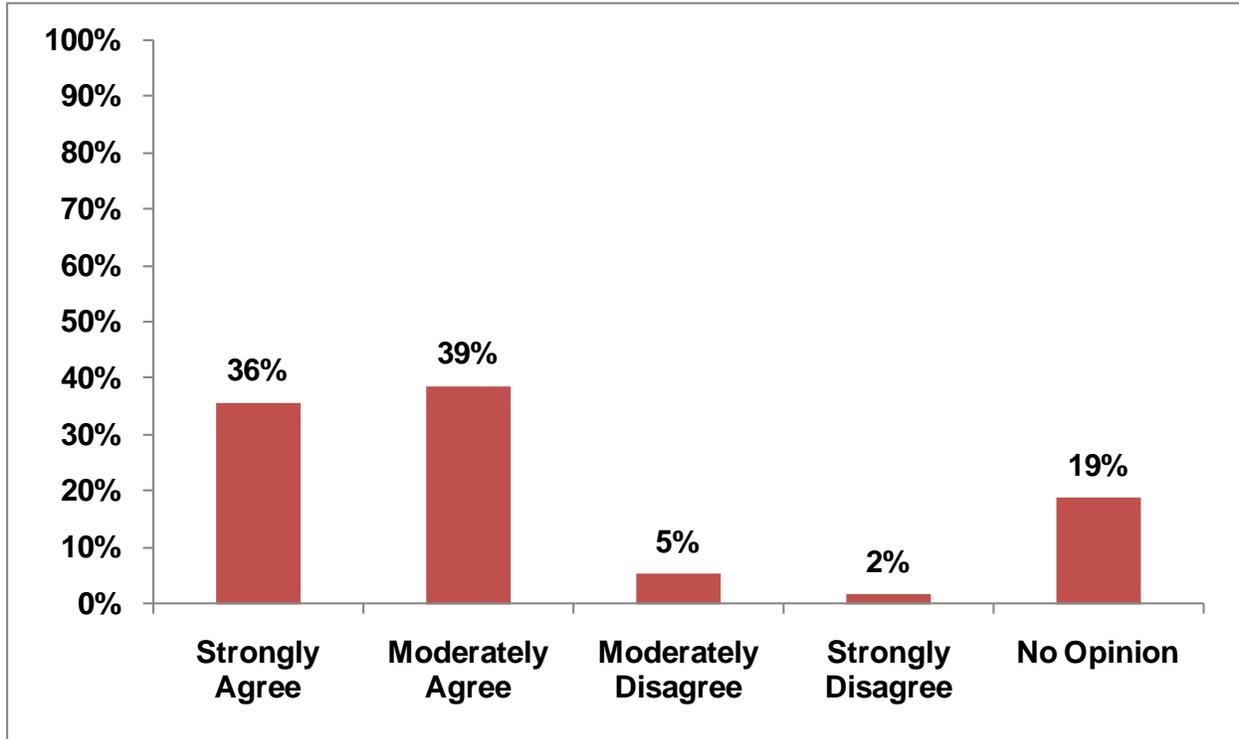
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.04	0.99	3.35	.770	0-5	2.88	1.05	3.33	.732
FT Faculty	3.34	0.77	3.48	.668	6-10	2.98	0.99	3.00	.962
Classified	2.93	0.98	2.93	.962	11-15	3.11	0.96	3.12	.886
Administrator	2.43	1.02	2.86	.639	16-20	3.03	0.87	3.29	.644
Overall	3.03	0.96	3.20	.828	21+	3.21	0.83	3.28	.781
ANOVA	<.05				Overall	3.03	0.96	3.20	.828

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



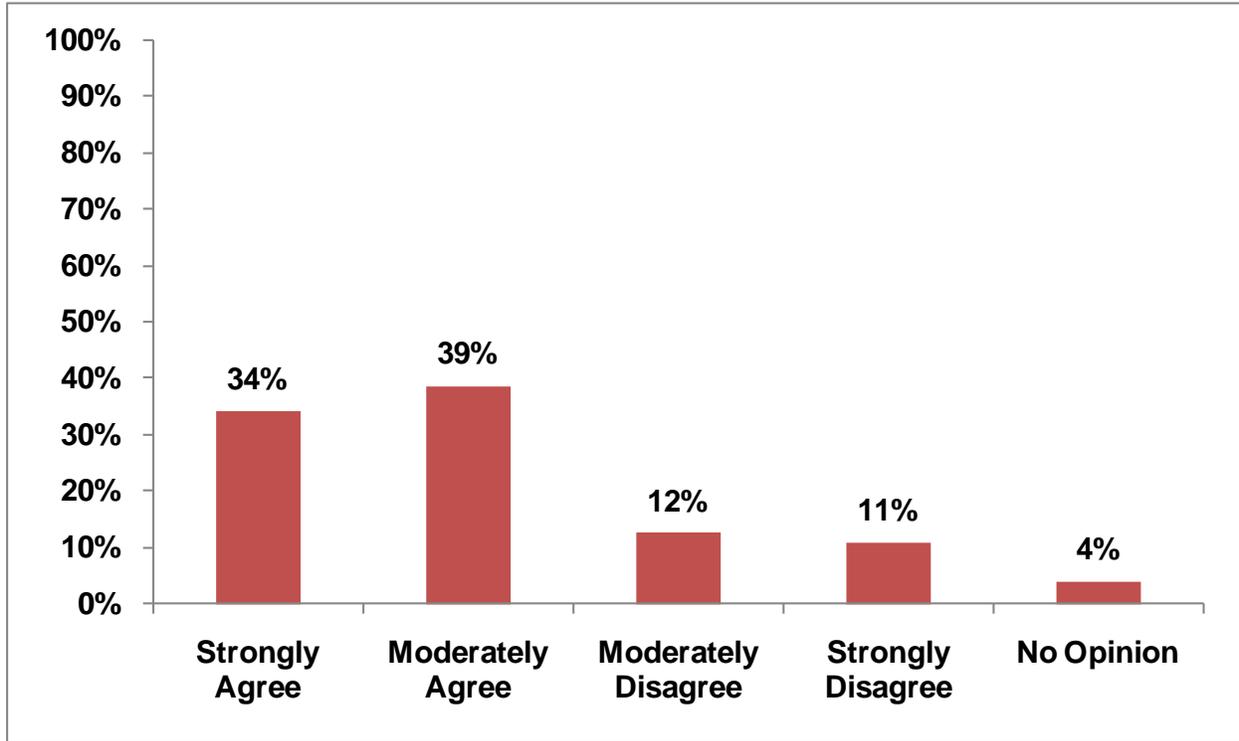
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.00	0.92	3.54	.582	0-5	3.11	0.86	3.47	.563
FT Faculty	3.29	0.82	3.30	.688	6-10	3.05	0.92	3.27	.809
Classified	3.26	0.78	3.34	.741	11-15	3.20	0.82	3.18	.764
Administrator	2.75	0.95	3.11	.622	16-20	3.15	0.83	3.37	.761
Overall	3.17	0.85	3.33	.689	21+	3.36	0.78	3.39	.588
ANOVA	<.05				Overall	3.17	0.85	3.33	.689

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



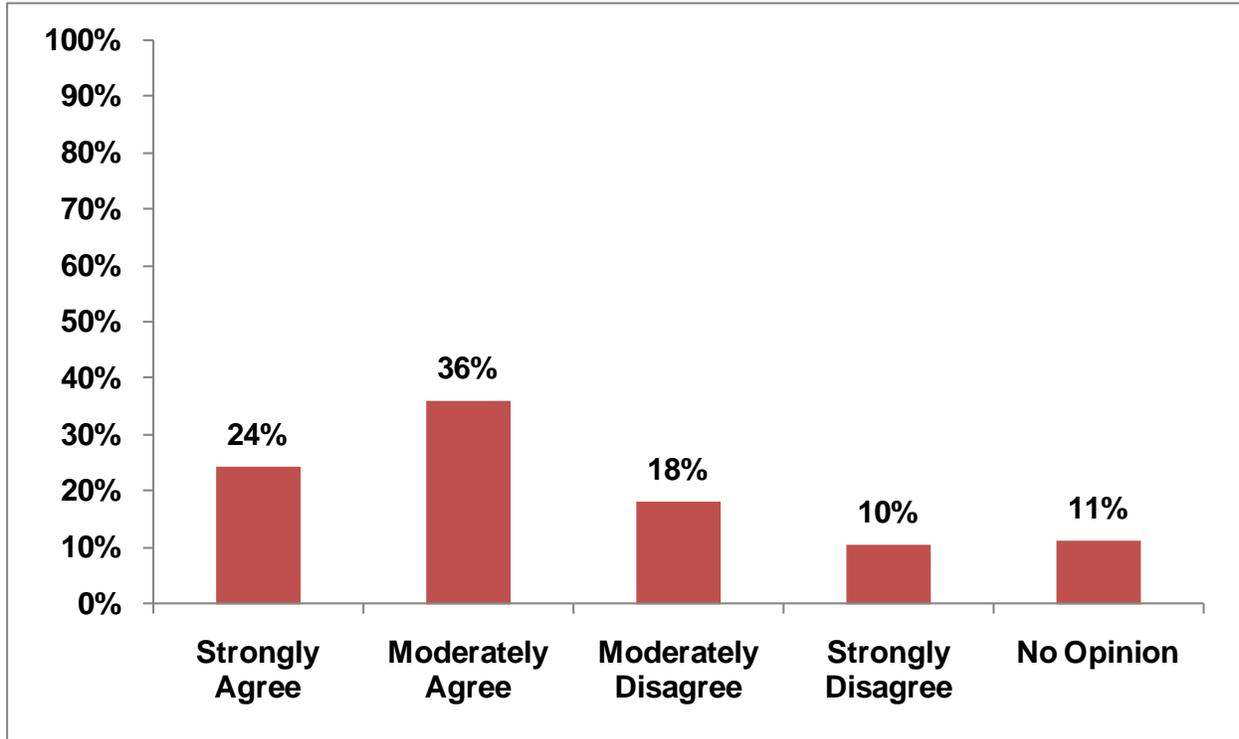
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.05	0.96	3.28	.976	0-5	3.13	0.84	3.28	.888
FT Faculty	2.93	0.94	3.03	.926	6-10	2.79	1.03	3.00	1.071
Classified	2.47	0.99	2.66	1.012	11-15	2.57	1.00	2.90	.942
Administrator	3.12	0.77	3.36	.593	16-20	2.62	0.93	2.77	1.020
Overall	2.78	0.99	3.00	.969	21+	2.56	1.04	2.86	.924
ANOVA	<.05				Overall	2.78	0.99	3.00	.969

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



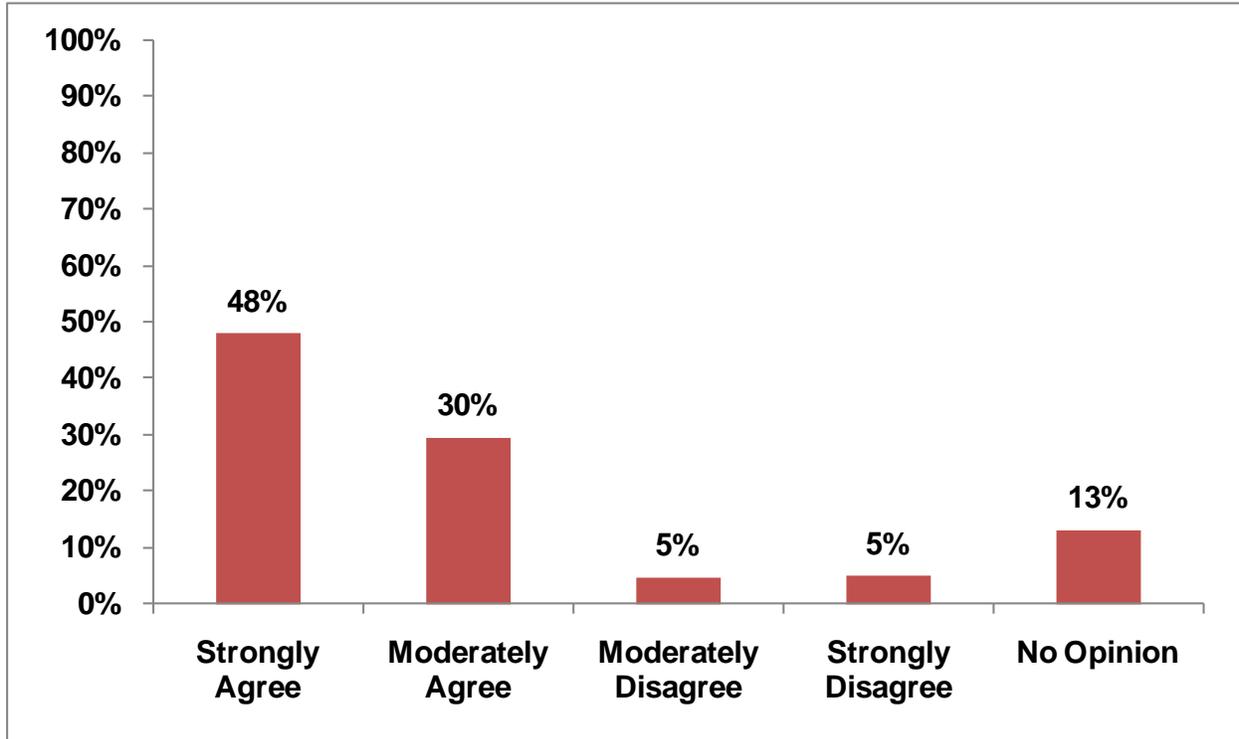
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.30	1.05	3.17	.893	0-5	2.65	1.00	3.30	.739
FT Faculty	1.91	0.93	2.64	1.017	6-10	2.13	0.96	2.79	1.056
Classified	2.21	1.00	2.73	.955	11-15	1.98	0.99	2.70	.937
Administrator	2.79	1.00	3.11	.747	16-20	2.11	0.90	2.29	1.056
Overall	2.19	1.02	2.83	.961	21+	1.92	1.02	2.69	.904
ANOVA	<.05				Overall	2.19	1.02	2.83	.961

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



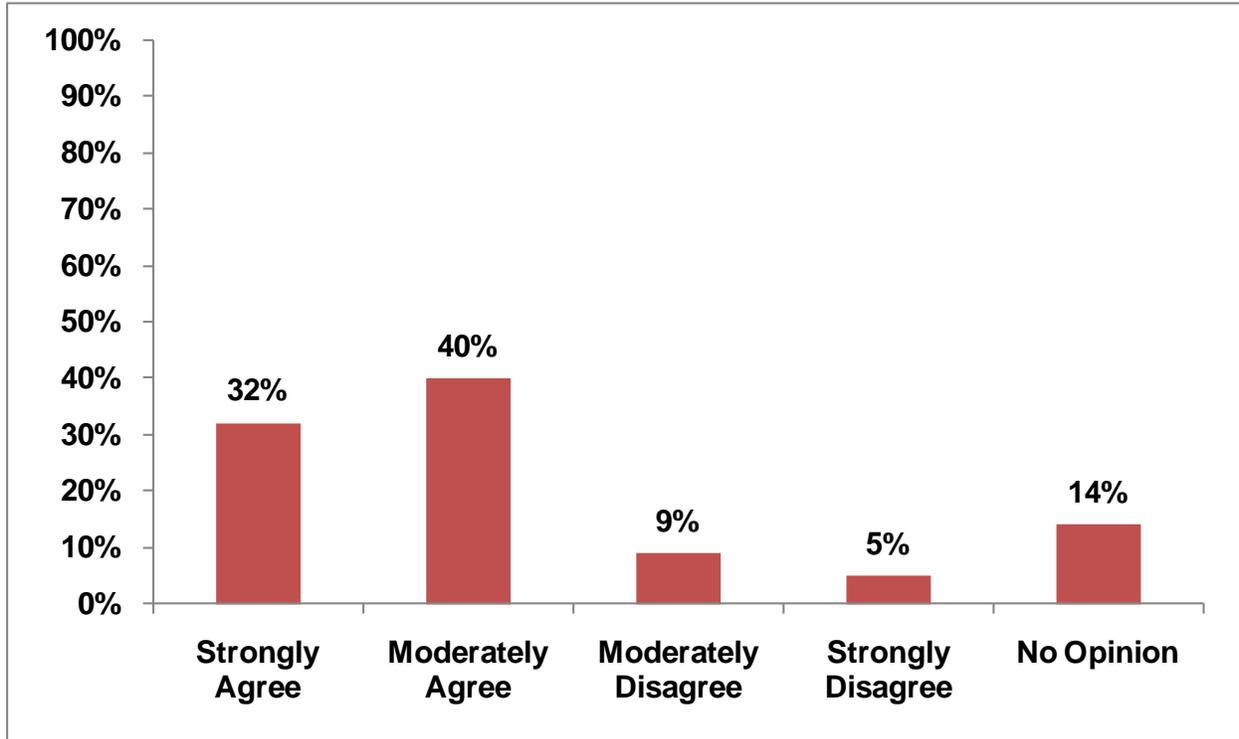
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	1.86	1.05	3.16	.925	0-5	2.18	1.11	3.53	.613
FT Faculty	1.41	0.82	3.51	.777	6-10	1.72	0.94	3.25	.918
Classified	1.84	0.98	3.24	.853	11-15	1.56	0.92	3.32	.895
Administrator	2.77	1.01	3.72	.566	16-20	1.71	0.89	3.22	1.043
Overall	1.80	1.02	3.38	.827	21+	1.65	1.01	3.48	.770
ANOVA	<.05				Overall	1.80	1.02	3.38	.827

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



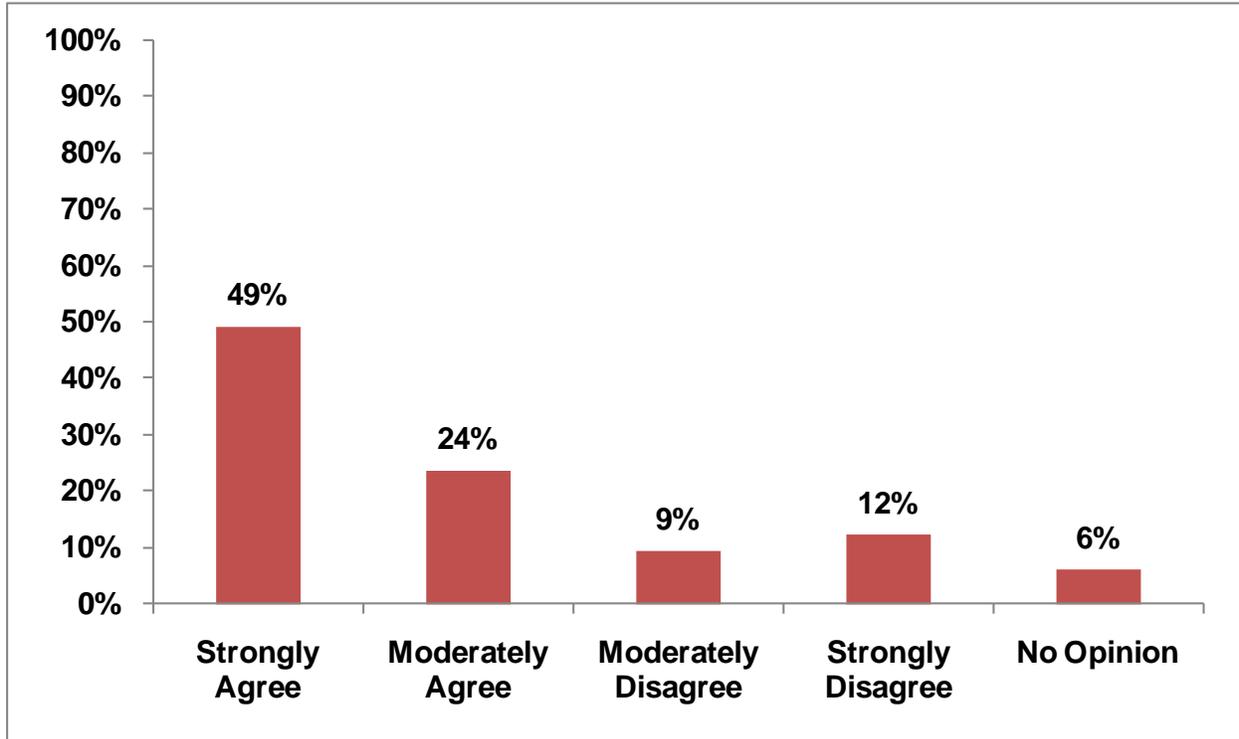
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	1.89	1.04	3.17	.834	0-5	2.10	1.07	3.25	.789
FT Faculty	1.43	0.83	3.31	.793	6-10	1.73	0.93	3.08	.947
Classified	1.77	0.93	3.09	.858	11-15	1.48	0.84	3.15	.833
Administrator	2.39	1.08	2.91	.781	16-20	1.65	0.83	2.95	.785
Overall	1.75	0.97	3.16	.827	21+	1.63	0.97	3.21	.771
ANOVA	<.05				Overall	1.75	0.97	3.16	.827

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



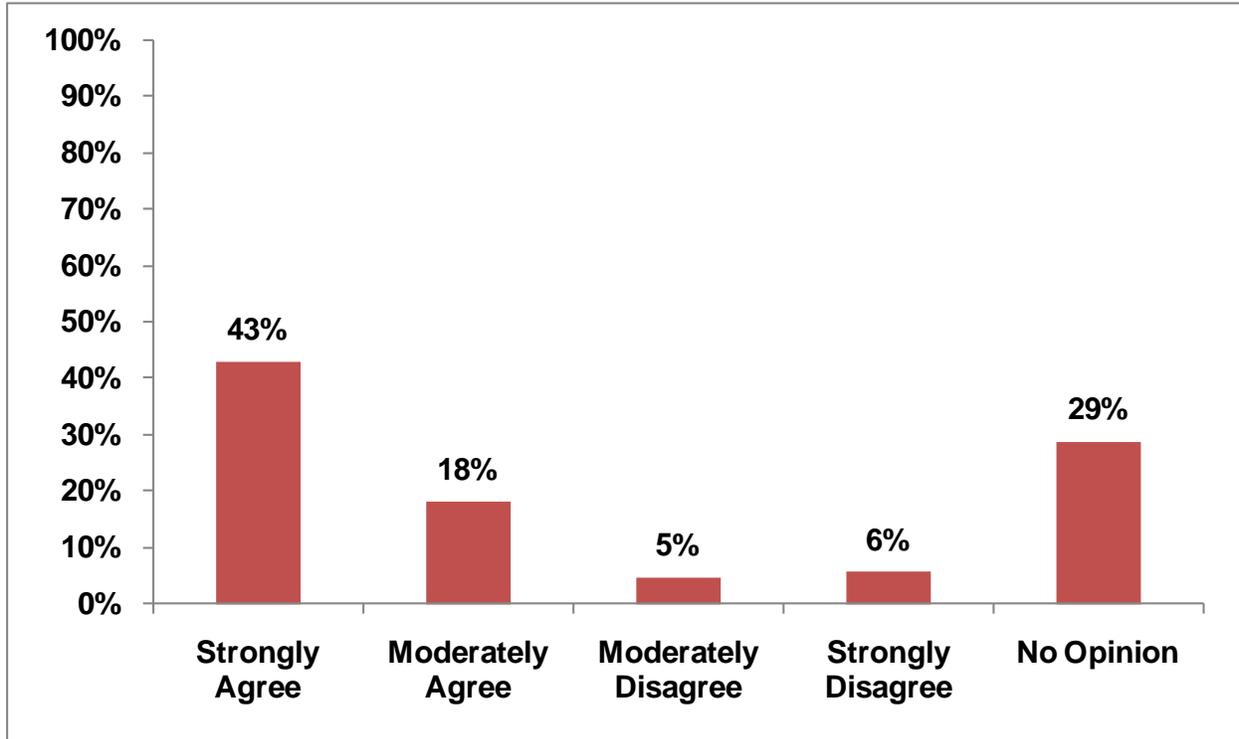
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.28	1.00	3.45	.843	0-5	3.41	0.91	3.43	.903
FT Faculty	3.23	1.08	3.23	1.050	6-10	2.98	1.11	3.16	1.089
Classified	2.72	1.15	2.88	1.180	11-15	2.80	1.20	3.15	1.096
Administrator	3.22	0.91	3.31	.856	16-20	2.84	1.12	3.00	1.087
Overall	3.03	1.11	3.17	1.054	21+	2.84	1.14	2.95	1.099
ANOVA	.080				Overall	3.03	1.11	3.17	1.054

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



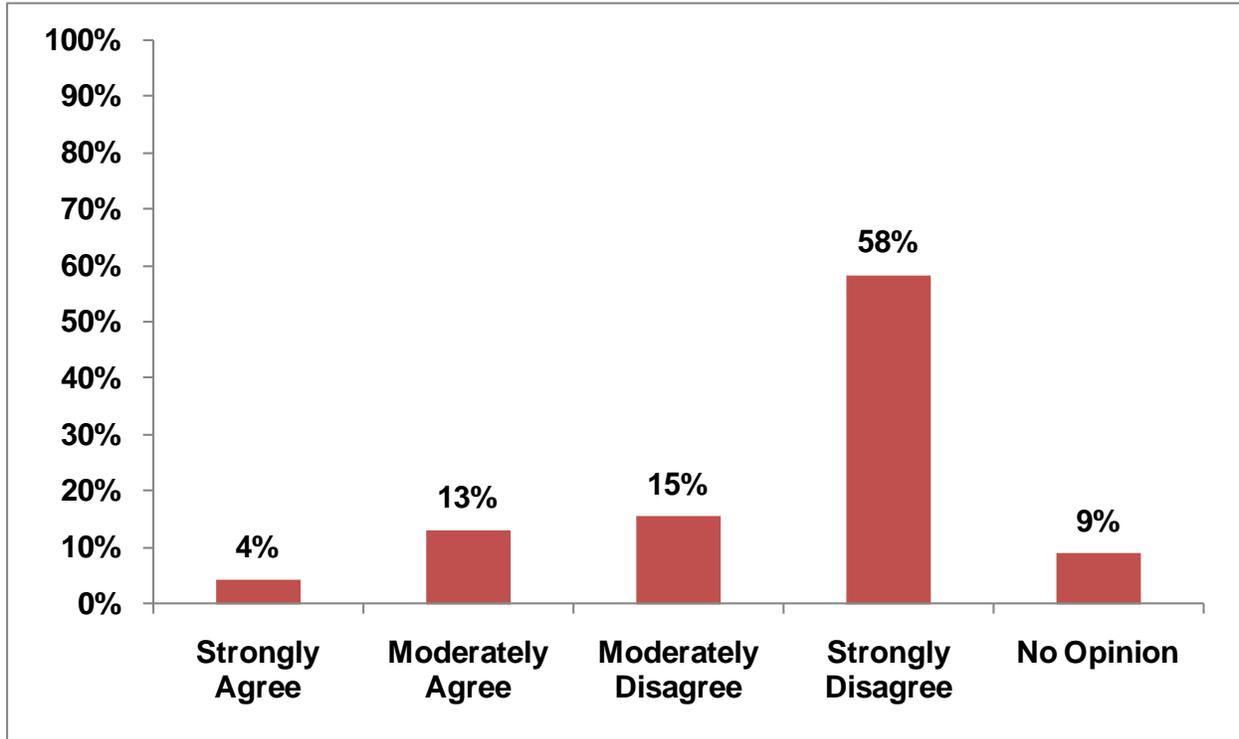
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.33	0.93	3.51	.801	0-5	3.43	0.86	3.54	.758
FT Faculty	3.45	0.89	3.49	.950	6-10	3.14	1.01	3.24	1.001
Classified	2.84	1.07	3.04	1.029	11-15	2.95	1.19	3.36	1.009
Administrator	3.35	0.93	3.33	.594	16-20	3.16	0.95	3.29	.994
Overall	3.22	1.00	3.38	.916	21+	3.25	0.96	3.37	.900
ANOVA	<.05				Overall	3.22	1.00	3.38	.916

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



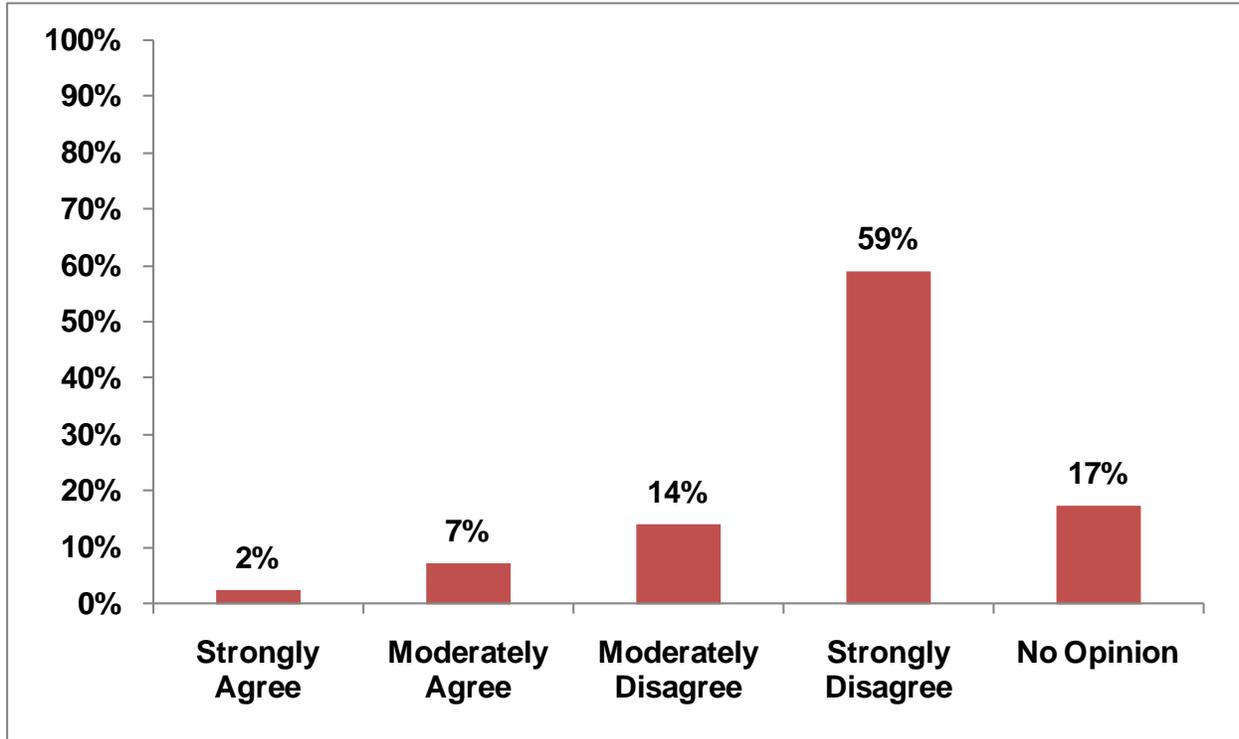
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	1.52	0.84	1.61	.862	0-5	1.67	0.95	1.62	.937
FT Faculty	1.36	0.72	1.60	.943	6-10	1.63	0.92	1.68	.915
Classified	1.69	0.96	1.66	.925	11-15	1.54	0.91	1.56	.897
Administrator	1.83	1.02	1.44	.809	16-20	1.56	0.90	1.50	.827
Overall	1.57	0.89	1.60	.901	21+	1.38	0.69	1.58	.895
ANOVA	.701				Overall	1.57	0.89	1.60	.901

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



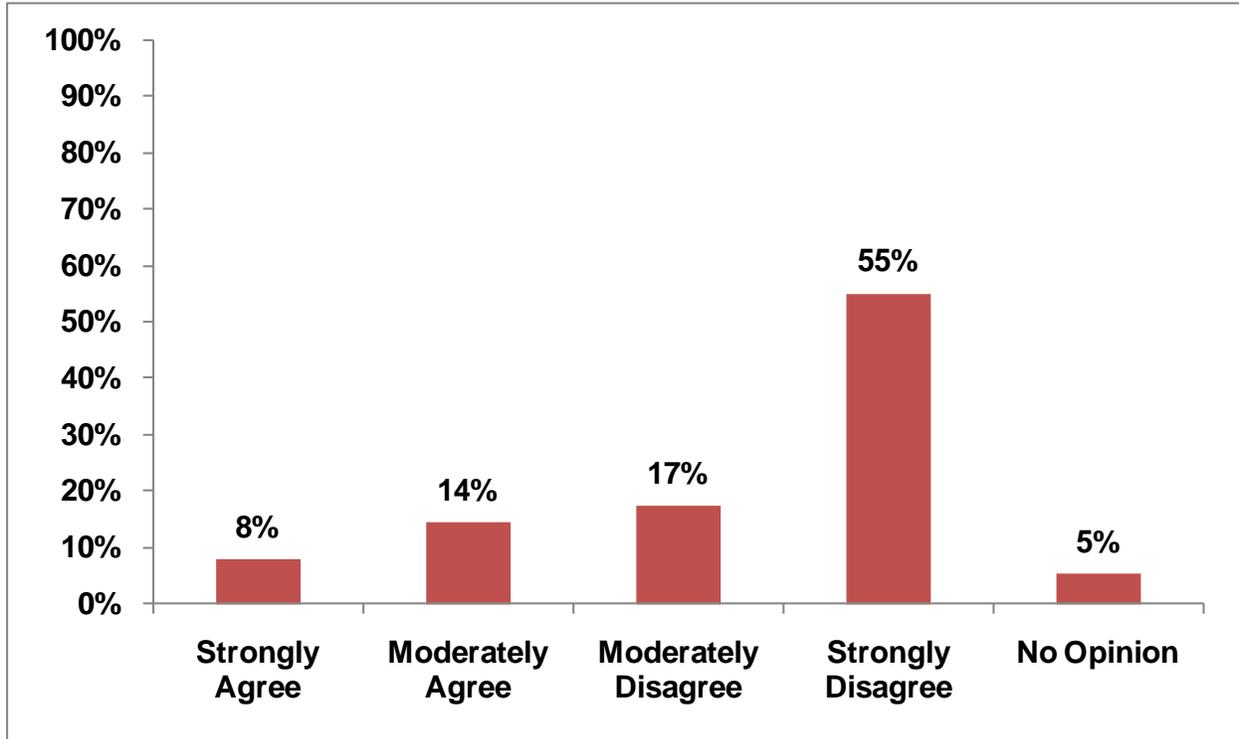
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	1.44	0.75	1.43	.665	0-5	1.54	0.84	1.46	.818
FT Faculty	1.18	0.44	1.42	.805	6-10	1.46	0.79	1.50	.821
Classified	1.44	0.81	1.43	.760	11-15	1.28	0.66	1.44	.802
Administrator	1.55	0.81	1.42	.874	16-20	1.25	0.59	1.13	.500
Overall	1.39	0.73	1.43	.767	21+	1.29	0.60	1.42	.691
ANOVA	.538				Overall	1.39	0.73	1.43	.767

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



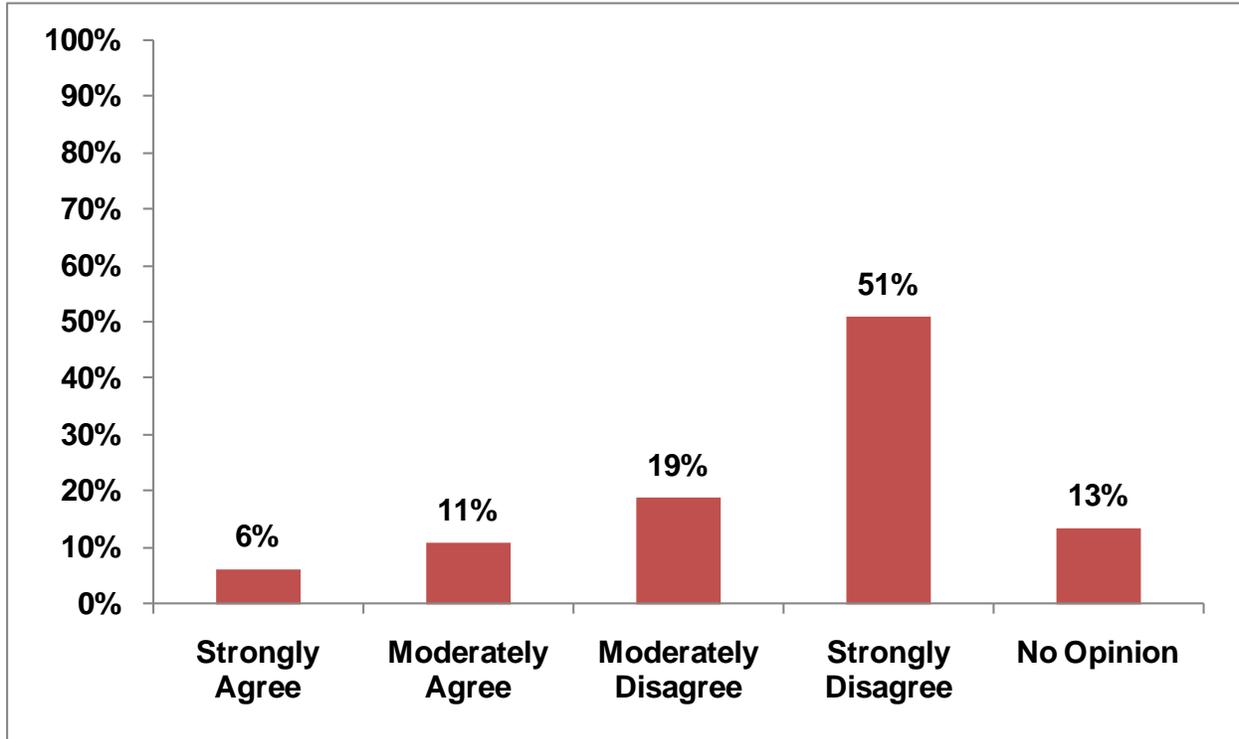
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	1.46	0.78	1.70	1.010	0-5	1.52	0.81	1.62	.975
FT Faculty	1.62	0.91	1.71	.980	6-10	1.80	0.97	1.69	.987
Classified	2.02	1.09	1.90	1.071	11-15	1.88	1.09	1.64	.964
Administrator	1.50	0.82	1.44	.773	16-20	1.75	1.04	1.90	1.091
Overall	1.74	0.98	1.74	1.000	21+	1.86	1.06	1.95	1.037
ANOVA	.945				Overall	1.74	0.98	1.74	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.

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



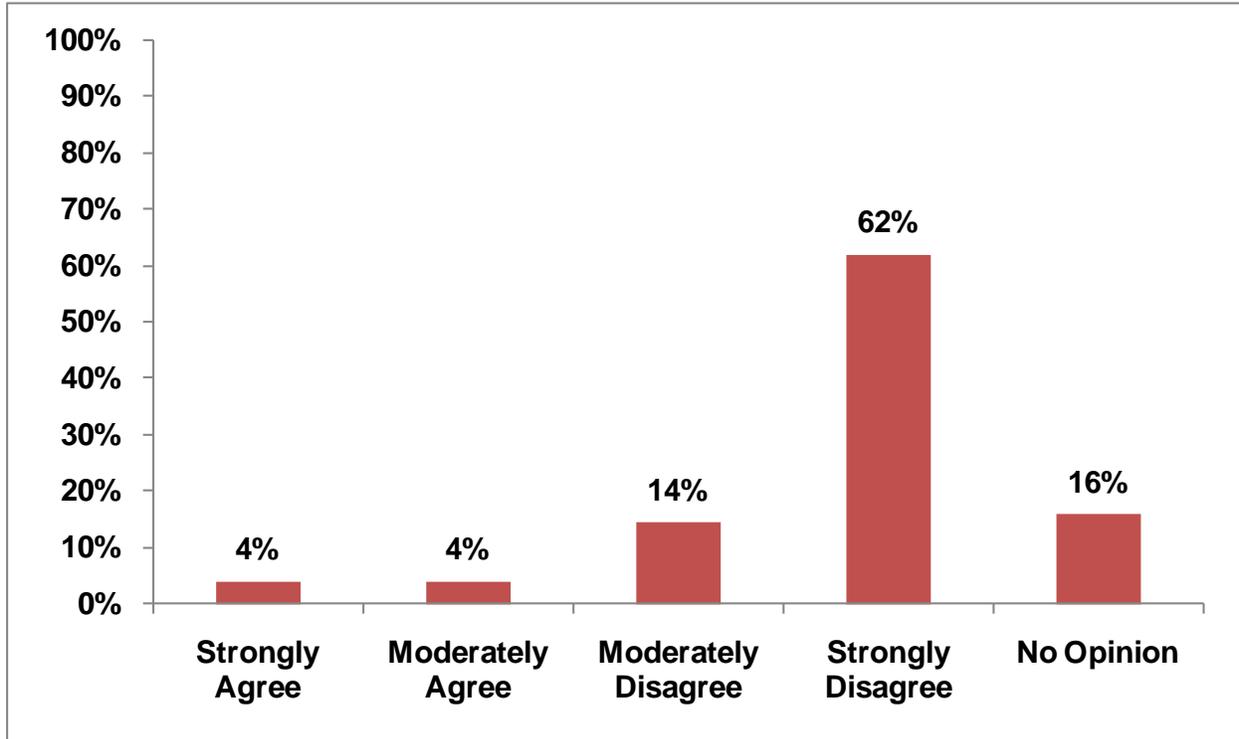
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	1.95	1.10	1.53	.833	0-5	1.85	0.98	1.48	.785
FT Faculty	2.44	1.12	1.82	.961	6-10	2.29	1.13	1.65	.947
Classified	2.26	1.13	1.73	1.034	11-15	2.39	1.22	1.57	.901
Administrator	1.88	1.08	1.42	.806	16-20	2.26	1.18	2.28	1.179
Overall	2.21	1.13	1.68	.950	21+	2.41	1.11	1.87	1.016
ANOVA	<.05				Overall	2.21	1.13	1.68	.950

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



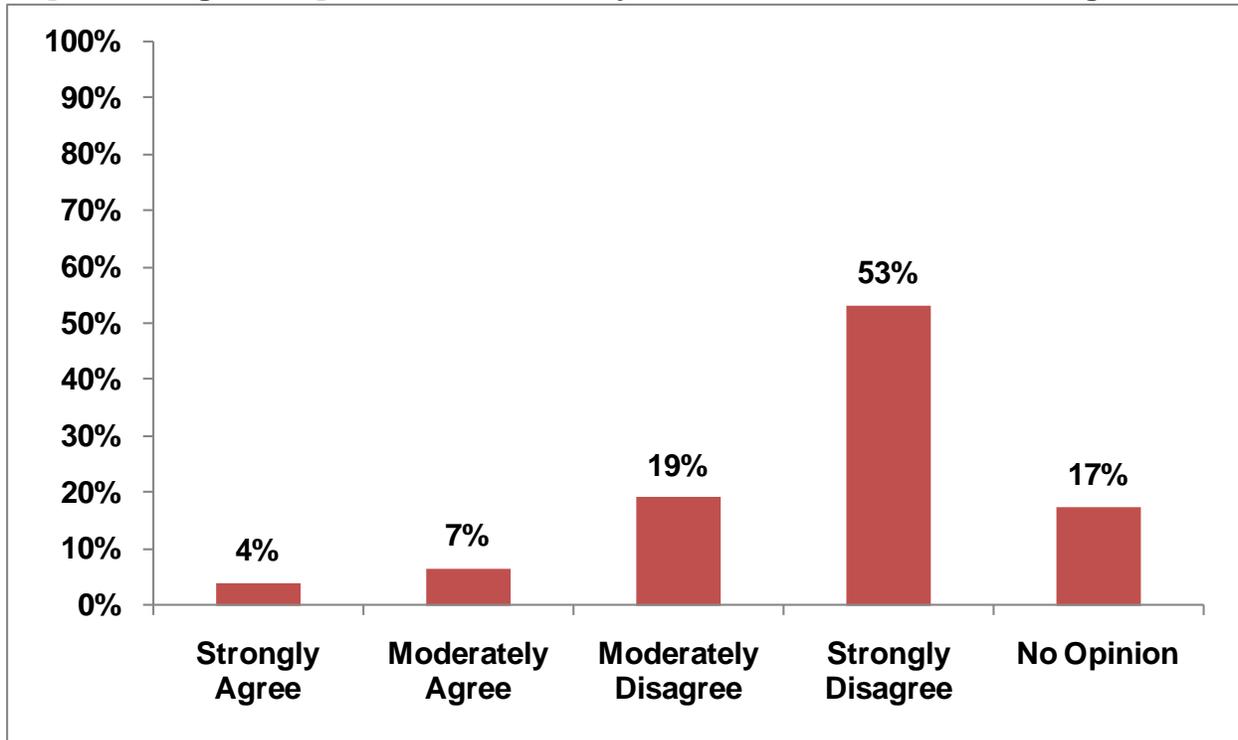
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.19	1.18	1.56	.837	0-5	2.10	1.11	1.46	.781
FT Faculty	3.04	1.18	1.41	.802	6-10	2.66	1.24	1.43	.827
Classified	2.58	1.24	1.40	.805	11-15	2.85	1.31	1.27	.705
Administrator	2.18	1.25	1.19	.577	16-20	2.76	1.24	1.47	.841
Overall	2.59	1.25	1.40	.785	21+	2.88	1.23	1.44	.827
ANOVA	<.05				Overall	2.59	1.25	1.40	.785

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



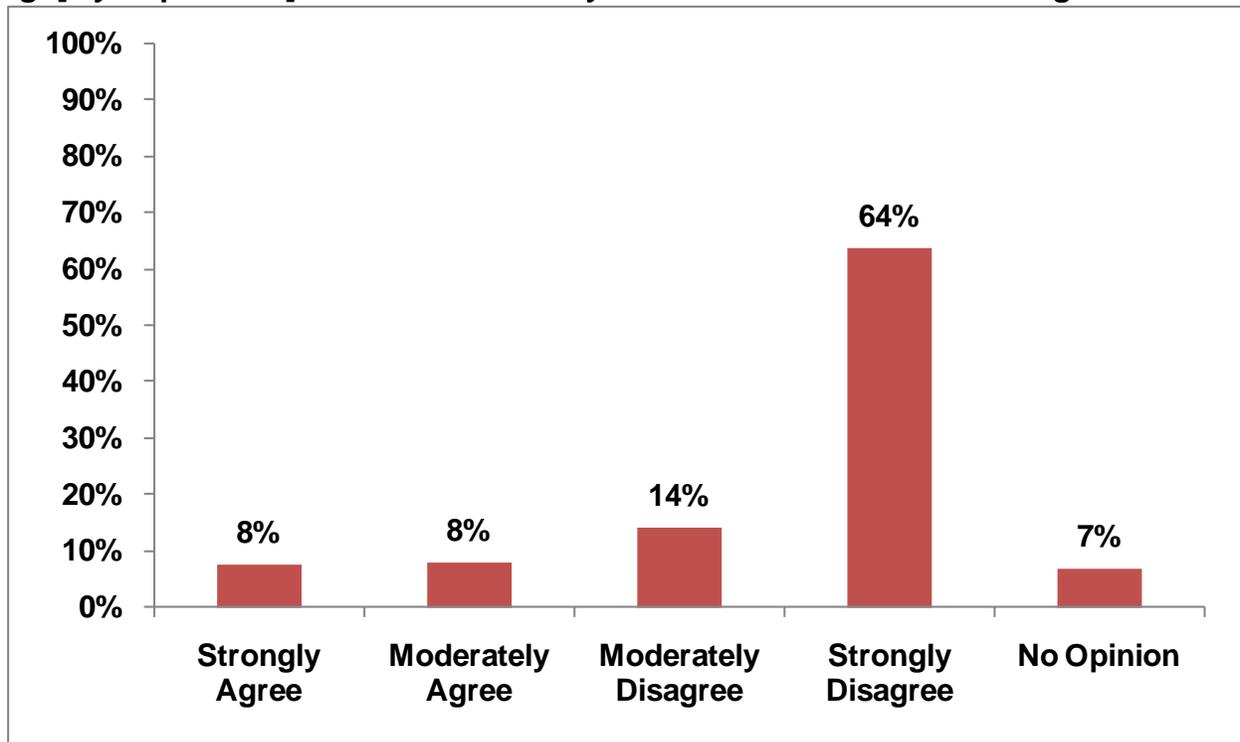
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.12	1.15	1.56	.850	0-5	2.12	1.10	1.55	.875
FT Faculty	2.93	1.18	1.59	.930	6-10	2.55	1.22	1.53	.830
Classified	2.63	1.23	1.45	.735	11-15	2.78	1.29	1.37	.773
Administrator	2.14	1.21	1.51	.781	16-20	2.70	1.21	1.69	1.078
Overall	2.56	1.24	1.53	.834	21+	2.93	1.22	1.63	.780
ANOVA	<.05				Overall	2.56	1.24	1.53	.834

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



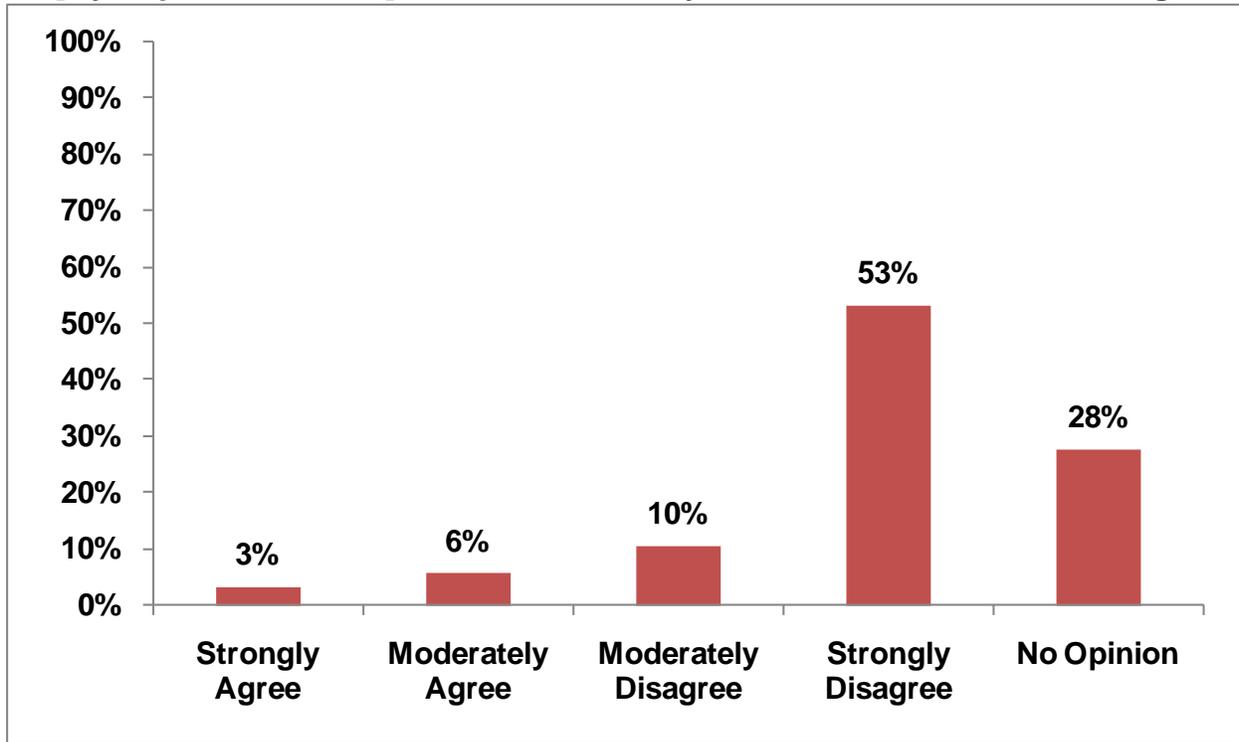
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	1.50	0.90	1.52	.881	0-5	1.40	0.76	1.44	.826
FT Faculty	1.45	0.84	1.50	.884	6-10	1.74	1.02	1.63	1.001
Classified	1.79	1.04	1.72	1.092	11-15	1.66	1.03	1.46	.888
Administrator	1.55	0.90	1.39	.803	16-20	1.65	1.01	1.80	1.152
Overall	1.61	0.96	1.56	.951	21+	1.74	0.99	1.69	1.030
ANOVA	.476				Overall	1.61	0.96	1.56	.951

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



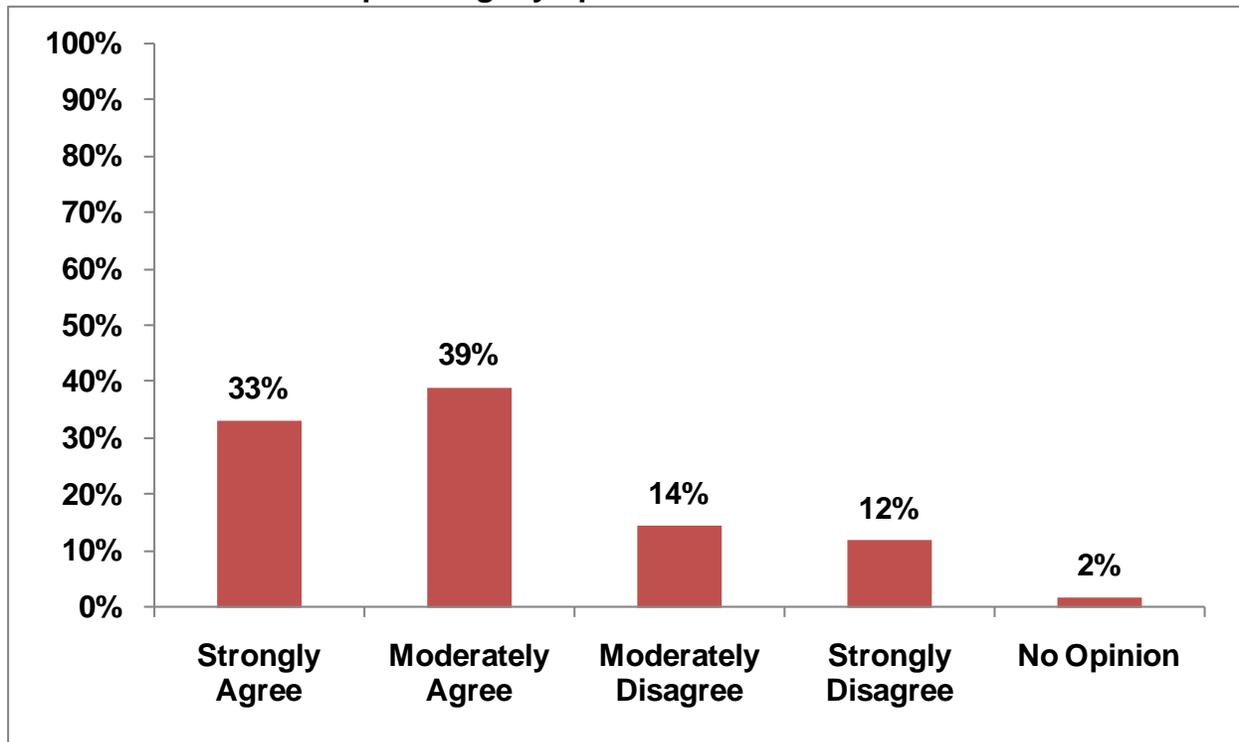
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	1.43	0.80	1.48	.815	0-5	1.35	0.68	1.42	.805
FT Faculty	1.29	0.71	1.42	.850	6-10	1.52	0.90	1.50	.839
Classified	1.53	0.92	1.39	.802	11-15	1.41	0.92	1.37	.809
Administrator	1.35	0.86	1.43	.811	16-20	1.38	0.90	1.29	.726
Overall	1.41	0.81	1.43	.821	21+	1.38	0.75	1.50	.890
ANOVA	.693				Overall	1.41	0.81	1.43	.821

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

10. I feel comfortable expressing my opinion.



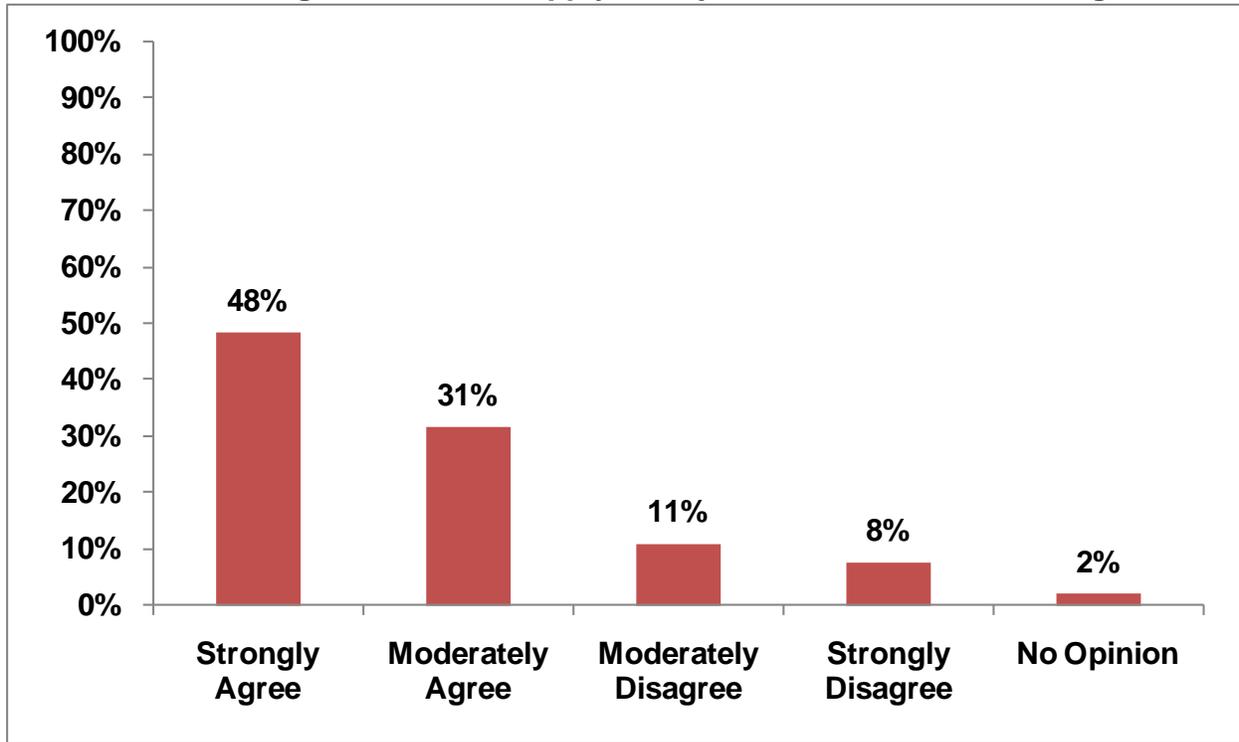
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.Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.68	1.00	3.03	1.142	0-5	2.70	0.98	2.99	1.006
FT Faculty	2.62	1.09	2.99	.933	6-10	2.46	1.01	3.00	.992
Classified	2.35	1.02	2.80	.970	11-15	2.40	1.06	3.00	.986
Administrator	2.88	0.96	3.11	.758	16-20	2.30	1.03	2.87	.920
Overall	2.54	1.04	2.95	.982	21+	2.69	1.12	2.84	.979
ANOVA	<.05				Overall	2.54	1.04	2.95	.982

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



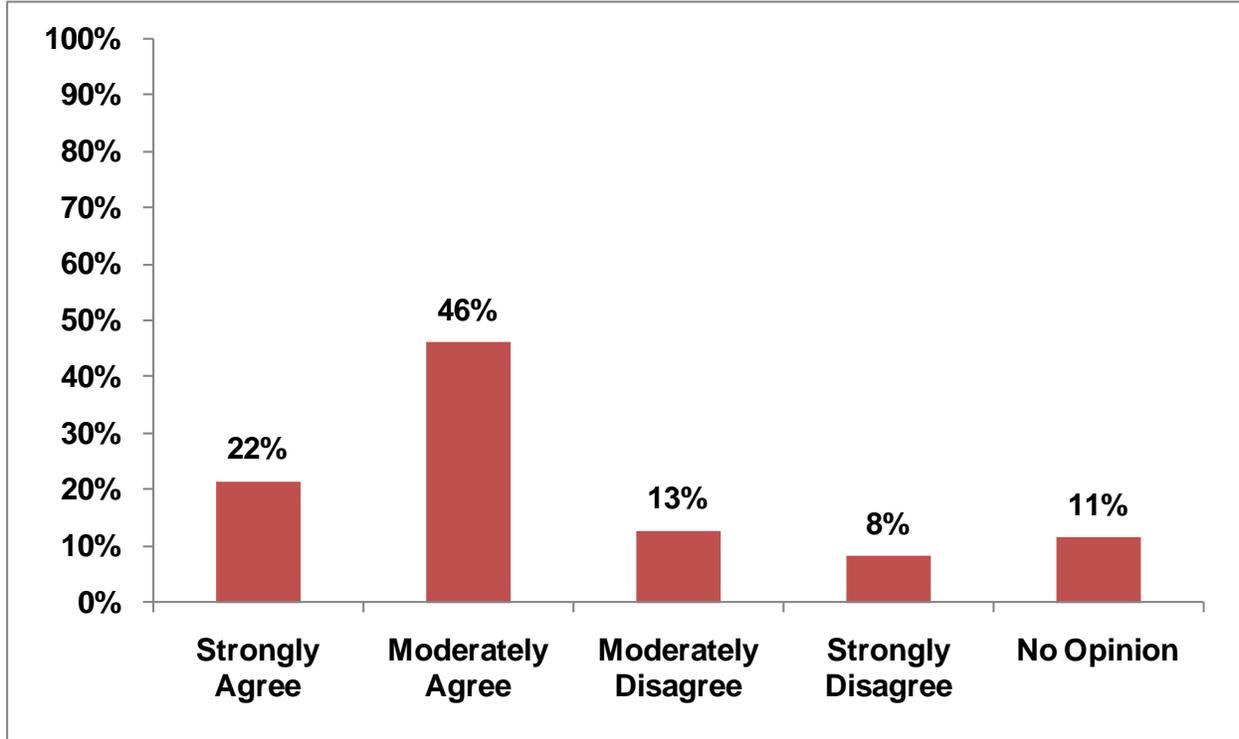
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.04	0.95	3.41	.855	0-5	3.23	0.89	3.38	.881
FT Faculty	2.92	1.06	3.29	.908	6-10	2.80	1.13	3.15	1.014
Classified	2.95	1.00	3.02	.995	11-15	2.91	0.97	3.24	.911
Administrator	2.98	1.01	3.28	.849	16-20	2.81	0.98	3.23	.922
Overall	2.97	1.01	3.23	.928	21+	2.87	1.03	3.11	.921
ANOVA	<.05				Overall	2.97	1.01	3.23	.928

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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.



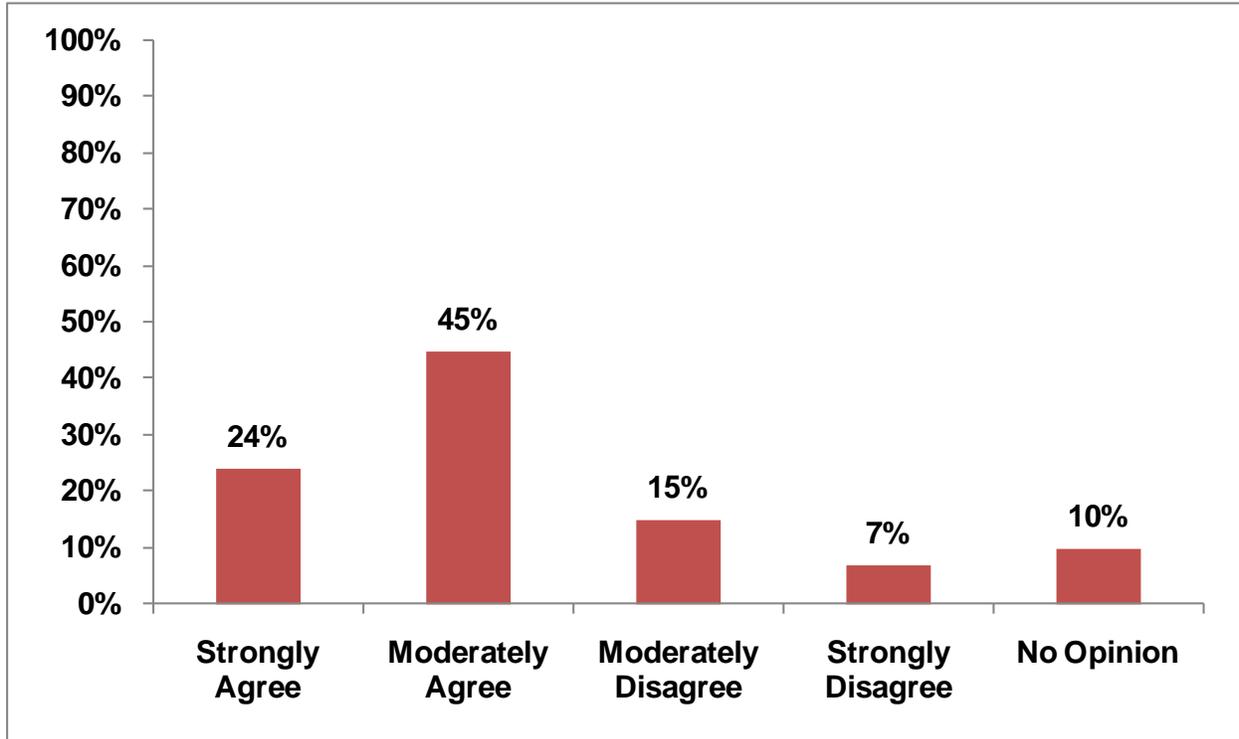
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.14	1.03	2.91	.923	0-5	2.46	0.99	3.21	.686
FT Faculty	1.69	0.94	2.94	.873	6-10	1.97	0.96	2.68	1.019
Classified	2.06	0.97	2.84	.884	11-15	1.79	0.90	2.91	.791
Administrator	2.66	0.85	3.06	.694	16-20	1.98	0.97	2.90	.968
Overall	2.03	1.00	2.92	.865	21+	1.83	1.01	2.81	.884
ANOVA	<.05				Overall	2.03	1.00	2.92	.865

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



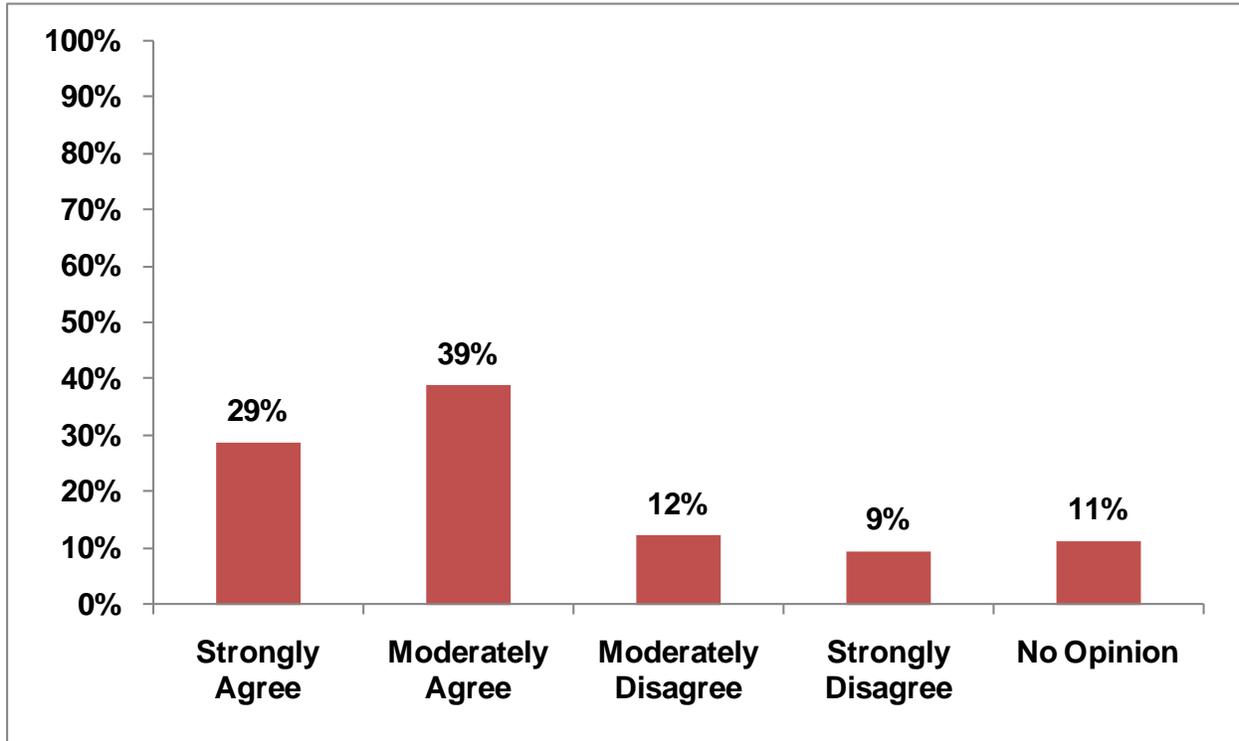
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.23	1.01	2.69	.922	0-5	2.48	0.91	3.02	.780
FT Faculty	2.53	1.06	3.10	.826	6-10	2.41	1.08	2.66	.960
Classified	2.45	0.95	2.86	.801	11-15	2.44	1.00	3.04	.787
Administrator	3.12	0.93	3.26	.790	16-20	2.65	1.11	2.80	1.056
Overall	2.49	1.01	2.95	.853	21+	2.54	1.03	3.08	.789
ANOVA	<.05				Overall	2.49	1.01	2.95	.853

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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.



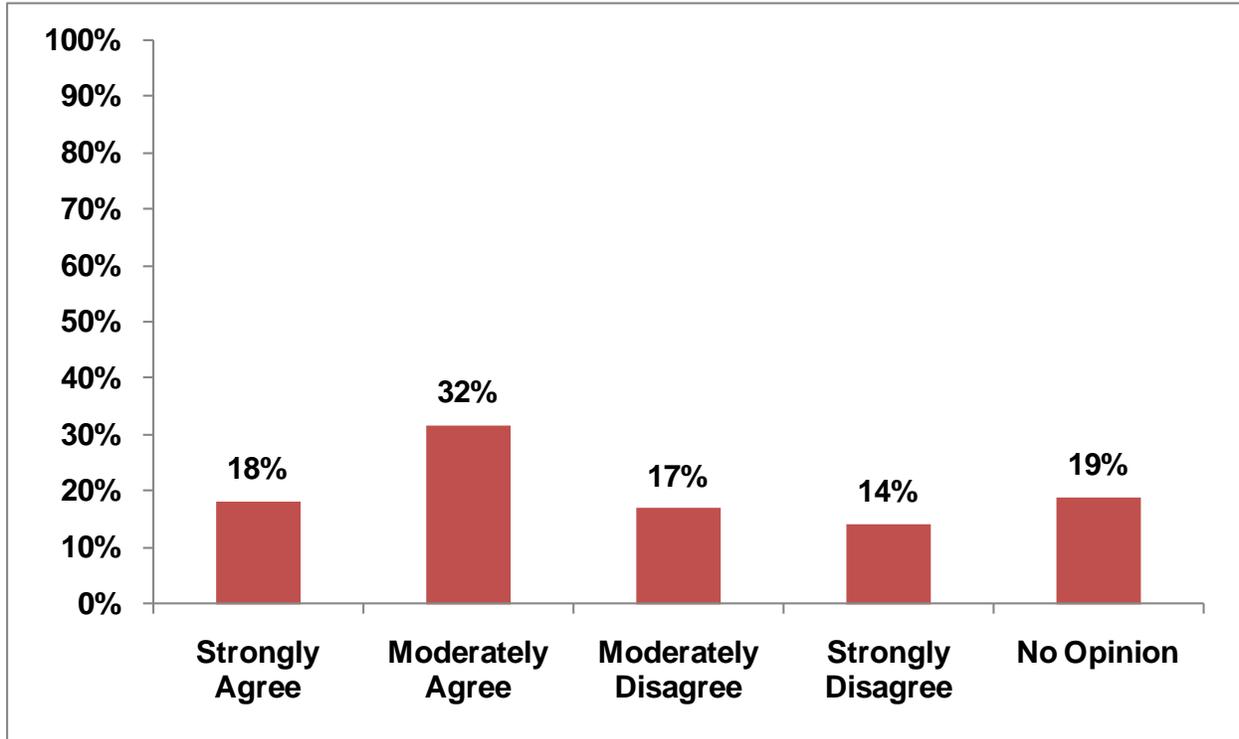
N=297

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.23	1.03	2.98	1.000	0-5	2.57	0.99	3.21	.786
FT Faculty	1.82	1.00	3.13	.918	6-10	2.01	0.98	2.64	1.128
Classified	2.09	0.97	2.74	.958	11-15	1.95	1.00	2.94	.919
Administrator	2.98	0.95	3.18	.727	16-20	2.09	1.04	3.10	.912
Overall	2.12	1.03	2.97	.941	21+	1.85	0.98	3.02	.885
ANOVA	<.05				Overall	2.12	1.03	2.97	.941

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



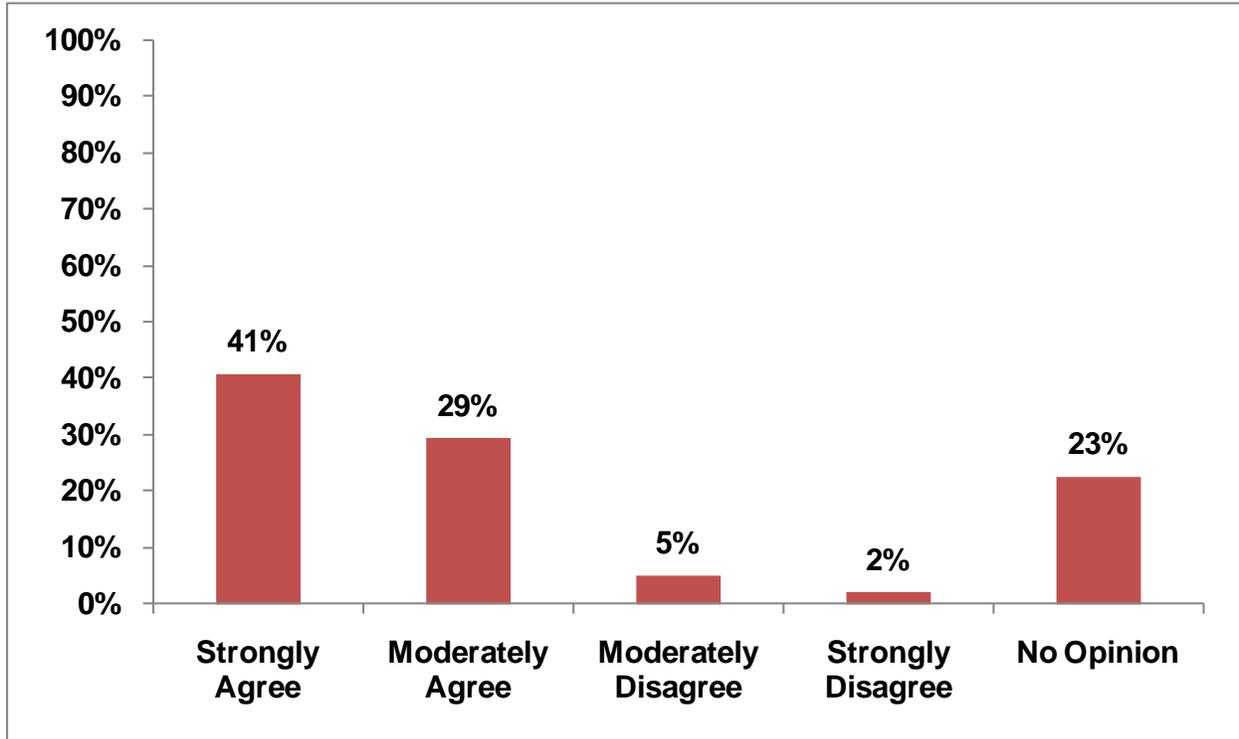
N=296

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	1.97	0.98	2.48	1.074	0-5	2.32	1.01	2.81	.880
FT Faculty	2.08	1.04	2.89	.957	6-10	1.85	0.96	2.54	1.069
Classified	1.91	0.97	2.32	.969	11-15	2.02	1.04	2.50	1.098
Administrator	3.11	0.92	3.23	.774	16-20	2.18	1.11	2.88	.957
Overall	2.08	1.04	2.67	1.013	21+	1.97	1.05	2.74	1.009
ANOVA	<.05				Overall	2.08	1.04	2.67	1.013

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



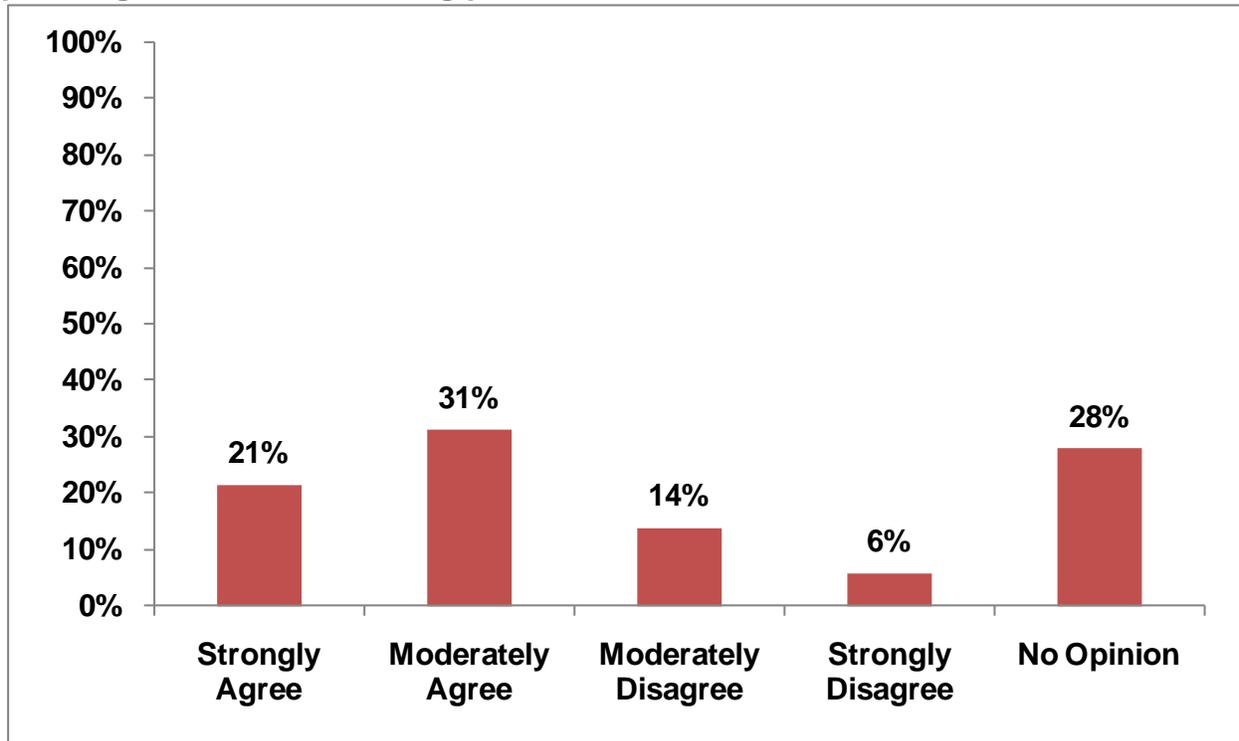
N=296

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.80	0.96	3.39	.759	0-5	2.93	0.85	3.43	.716
FT Faculty	2.79	0.95	3.46	.716	6-10	2.76	1.01	3.27	.867
Classified	2.69	0.96	3.39	.721	11-15	2.64	1.03	3.49	.630
Administrator	3.16	0.95	3.34	.769	16-20	2.67	1.01	3.41	.870
Overall	2.79	0.96	3.41	.730	21+	2.88	0.94	3.42	.696
ANOVA	<.05				Overall	2.79	0.96	3.41	.730

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



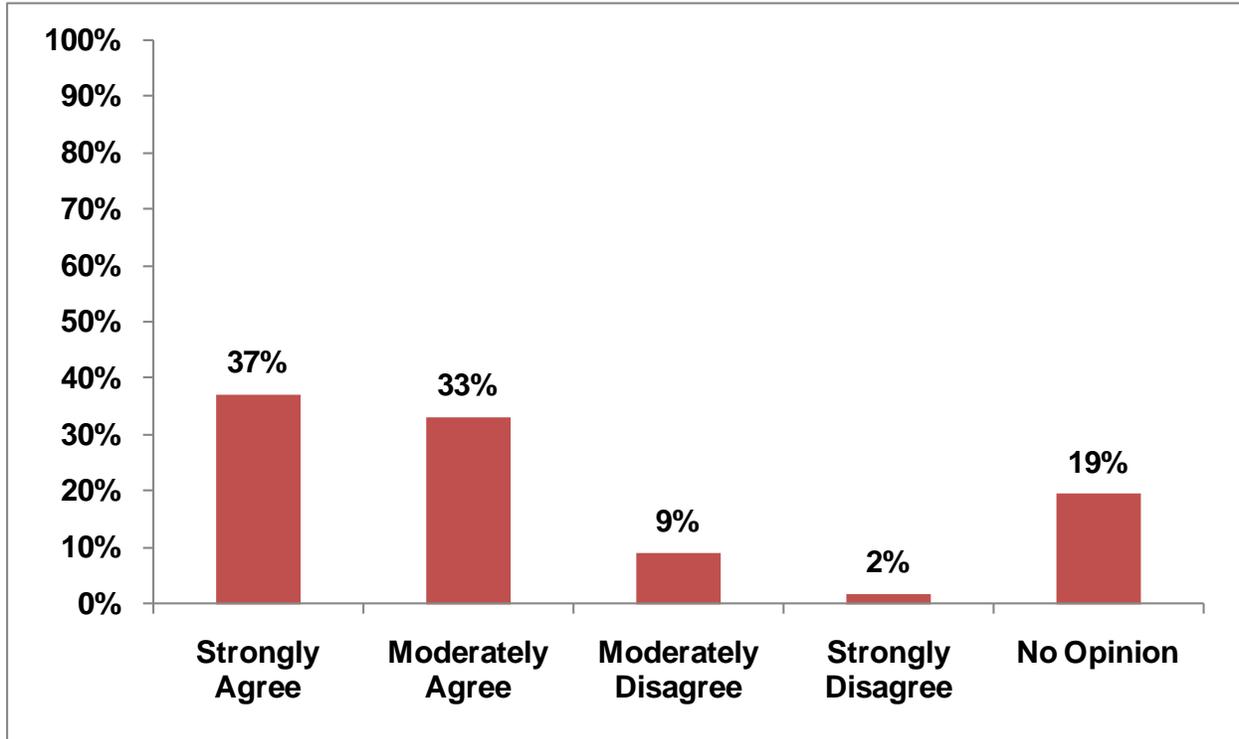
N=295

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.62	0.92	3.07	.799	0-5	2.75	0.93	3.18	.793
FT Faculty	2.36	1.09	3.13	.833	6-10	2.33	1.04	2.79	.978
Classified	2.17	1.02	2.72	.966	11-15	2.14	1.08	2.91	.900
Administrator	3.09	0.92	3.03	.836	16-20	2.24	1.06	3.07	.961
Overall	2.38	1.04	2.94	.899	21+	2.28	1.05	2.82	.909
ANOVA	<.05				Overall	2.38	1.04	2.94	.899

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



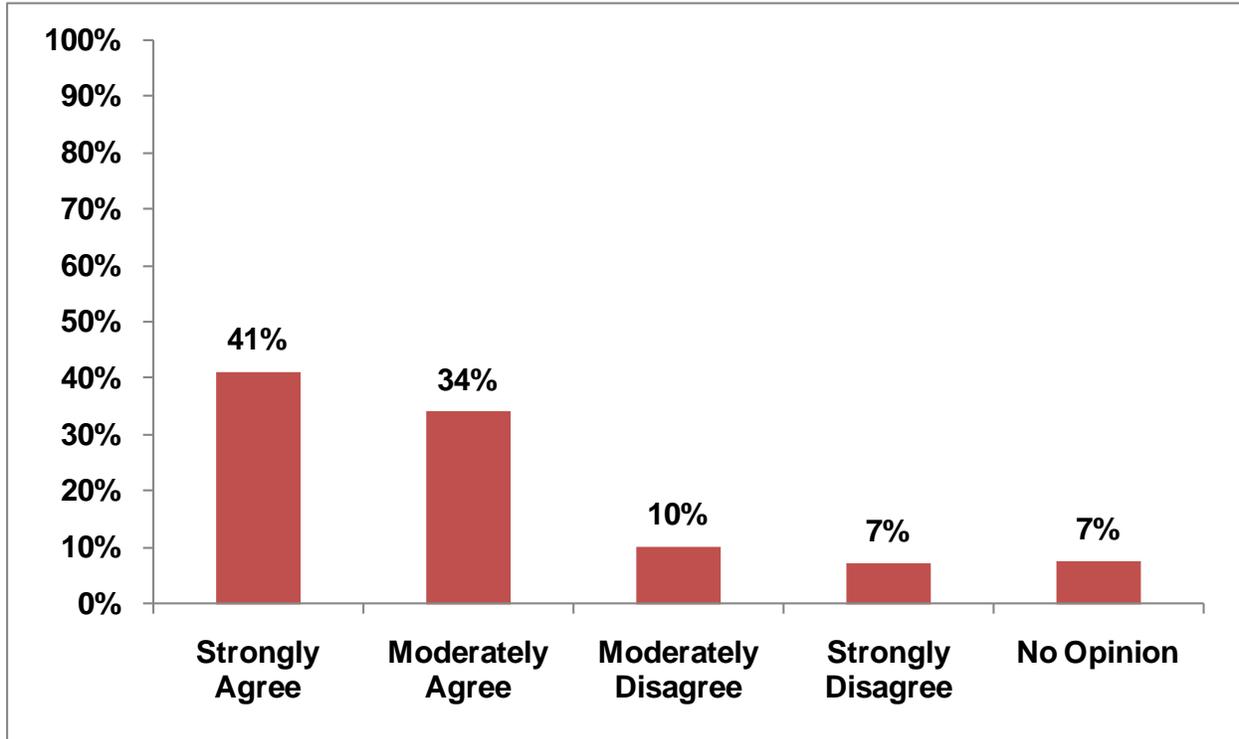
N=294

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.67	0.99	3.24	.773	0-5	2.91	0.89	3.24	.744
FT Faculty	2.82	1.08	3.40	.701	6-10	2.84	1.01	3.14	.824
Classified	2.91	0.99	3.36	.755	11-15	2.71	1.12	3.37	.730
Administrator	3.10	0.88	3.06	.788	16-20	2.88	1.01	3.35	.786
Overall	2.85	1.01	3.31	.749	21+	2.94	1.03	3.42	.700
ANOVA	<.05				Overall	2.85	1.01	3.31	.749

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



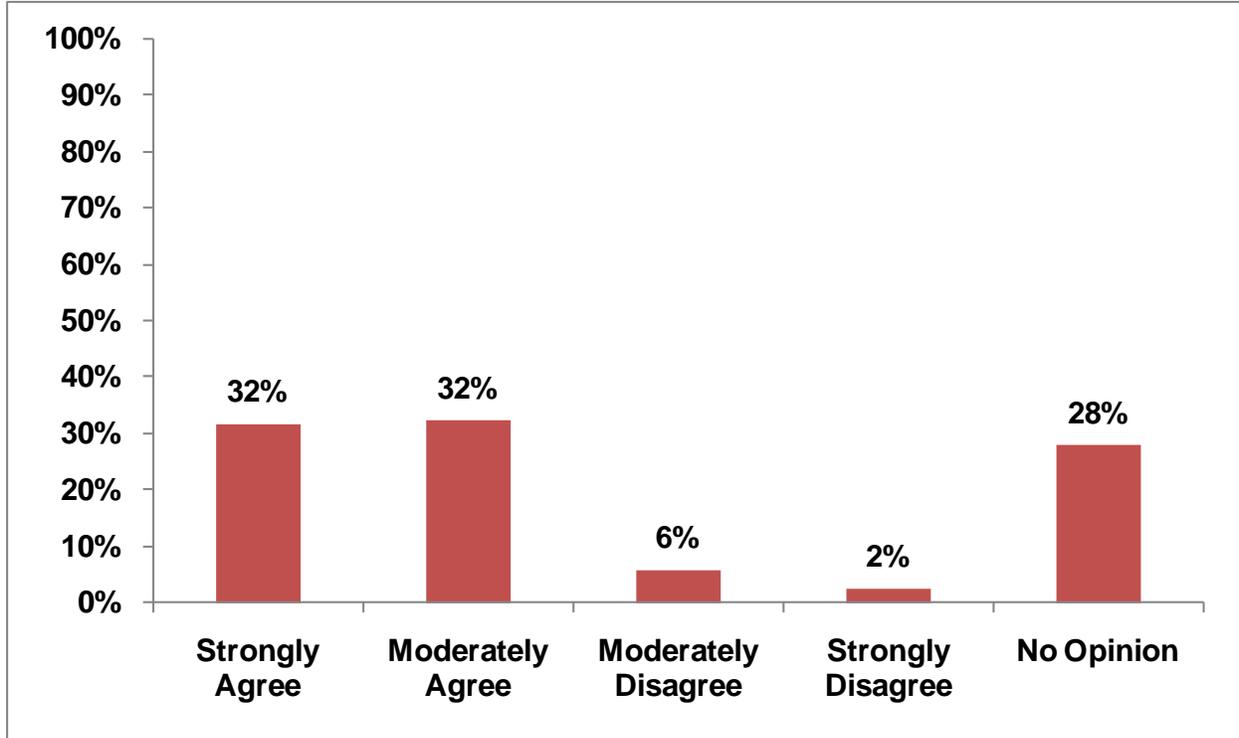
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.90	0.98	3.18	.933	0-5	3.17	0.76	3.39	.699
FT Faculty	3.17	0.88	3.19	.895	6-10	2.87	0.99	2.91	1.023
Classified	2.92	0.95	3.17	.997	11-15	2.83	1.01	3.22	.875
Administrator	3.15	0.74	3.19	.693	16-20	3.05	1.03	3.15	.933
Overall	3.01	0.93	3.18	.914	21+	3.09	0.90	3.17	1.001
ANOVA	<.05				Overall	3.01	0.93	3.18	.914

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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.



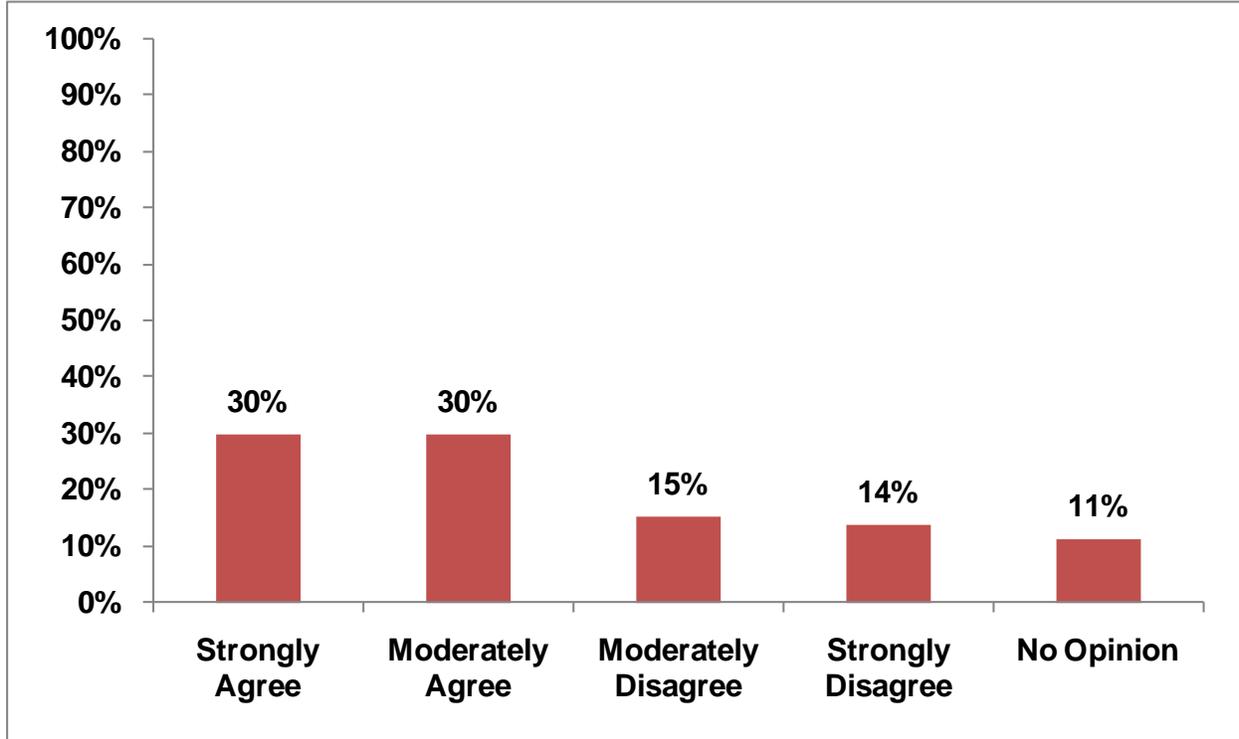
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.20	1.01	3.21	.833	0-5	2.68	1.04	3.43	.665
FT Faculty	1.83	1.01	3.31	.795	6-10	2.00	1.01	3.15	.853
Classified	2.22	1.02	3.21	.704	11-15	2.03	1.03	3.39	.568
Administrator	3.03	0.83	3.55	.572	16-20	2.02	0.96	3.13	1.060
Overall	2.19	1.05	3.29	.754	21+	2.00	1.01	3.21	.800
ANOVA	<.05				Overall	2.19	1.05	3.29	.754

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



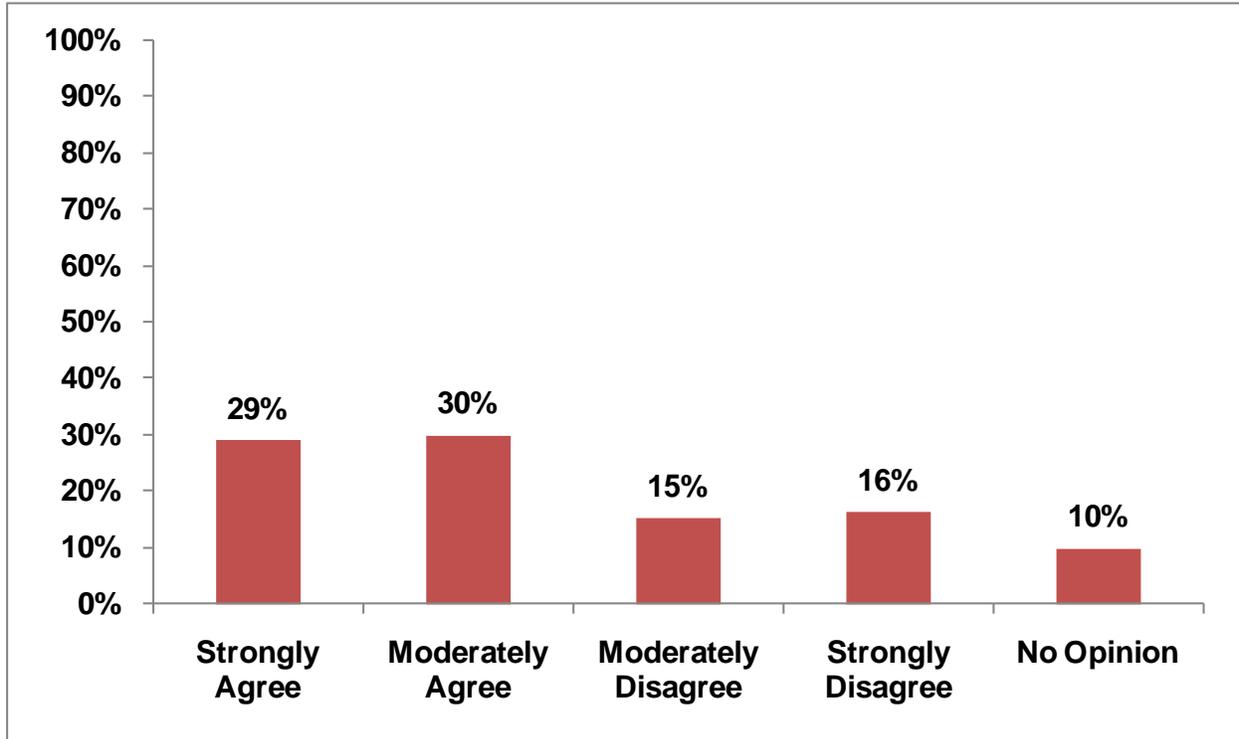
N=284

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.54	1.08	2.96	1.186	0-5	2.97	0.91	3.15	.943
FT Faculty	2.59	1.04	3.10	.886	6-10	2.33	1.12	2.64	1.194
Classified	2.43	1.03	2.54	1.054	11-15	2.44	1.08	2.83	1.032
Administrator	2.83	0.98	2.94	1.031	16-20	2.44	0.91	2.71	.985
Overall	2.53	1.04	2.86	1.054	21+	2.23	0.98	2.83	1.036
ANOVA	<.05				Overall	2.53	1.04	2.86	1.054

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



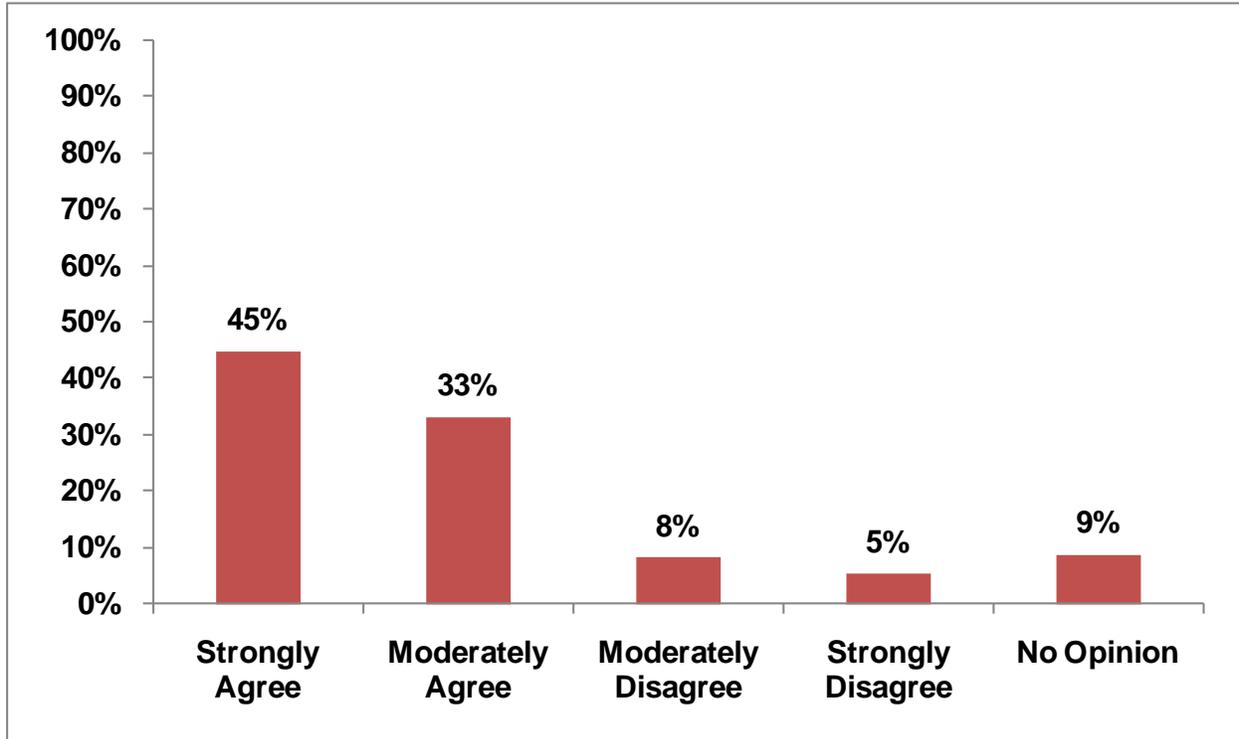
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.50	1.07	2.89	1.201	0-5	3.06	0.89	3.23	.824
FT Faculty	2.54	1.06	2.99	.974	6-10	2.31	1.14	2.58	1.210
Classified	2.36	1.07	2.51	1.119	11-15	2.23	1.05	2.67	1.155
Administrator	2.89	0.92	2.94	.854	16-20	2.29	0.99	2.50	1.249
Overall	2.48	1.06	2.79	1.081	21+	2.21	0.96	2.76	.953
ANOVA	<.05				Overall	2.48	1.06	2.79	1.081

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



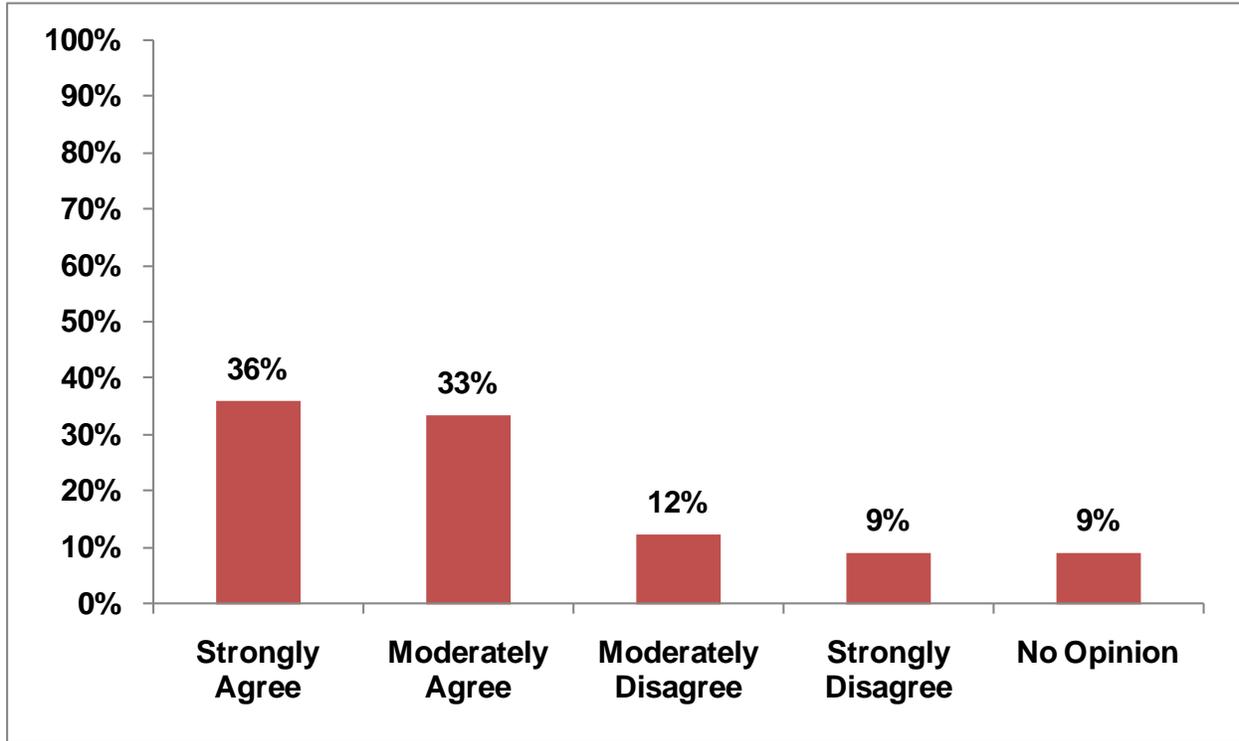
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.11	0.88	3.48	.770	0-5	3.23	0.81	3.50	.667
FT Faculty	2.93	0.97	3.54	.655	6-10	3.00	0.95	3.41	.911
Classified	2.77	0.98	3.01	.928	11-15	2.81	0.99	3.05	.959
Administrator	3.18	0.83	3.03	.983	16-20	2.60	1.03	3.39	.778
Overall	2.92	0.95	3.29	.856	21+	2.70	0.94	3.19	.840
ANOVA	<.05				Overall	2.92	0.95	3.29	.856

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



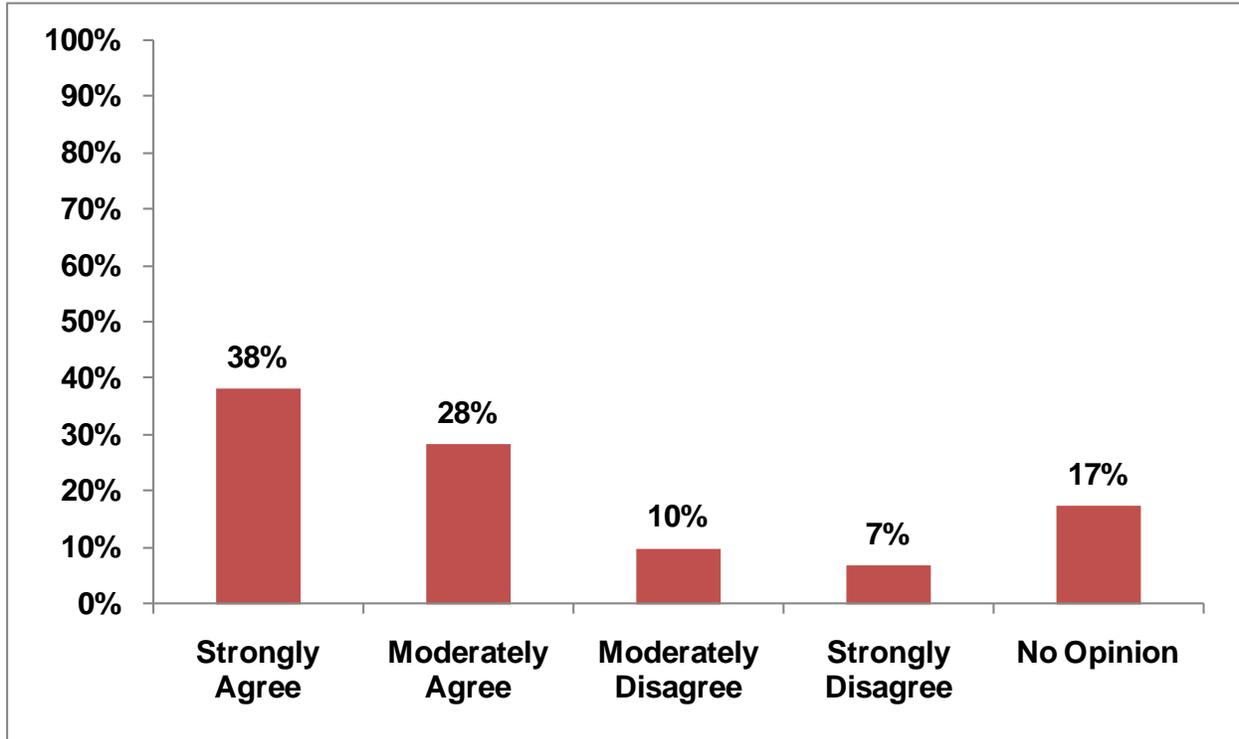
N=284

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.77	1.02	3.17	.977	0-5	3.10	0.86	3.41	.729
FT Faculty	2.61	1.01	3.34	.875	6-10	2.54	1.03	3.02	1.031
Classified	2.47	1.02	2.75	1.009	11-15	2.42	1.04	2.83	1.001
Administrator	3.00	0.77	3.00	.816	16-20	2.33	0.94	3.06	1.056
Overall	2.62	1.01	3.06	.967	21+	2.40	0.98	2.97	.999
ANOVA	<.05				Overall	2.62	1.01	3.06	.967

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



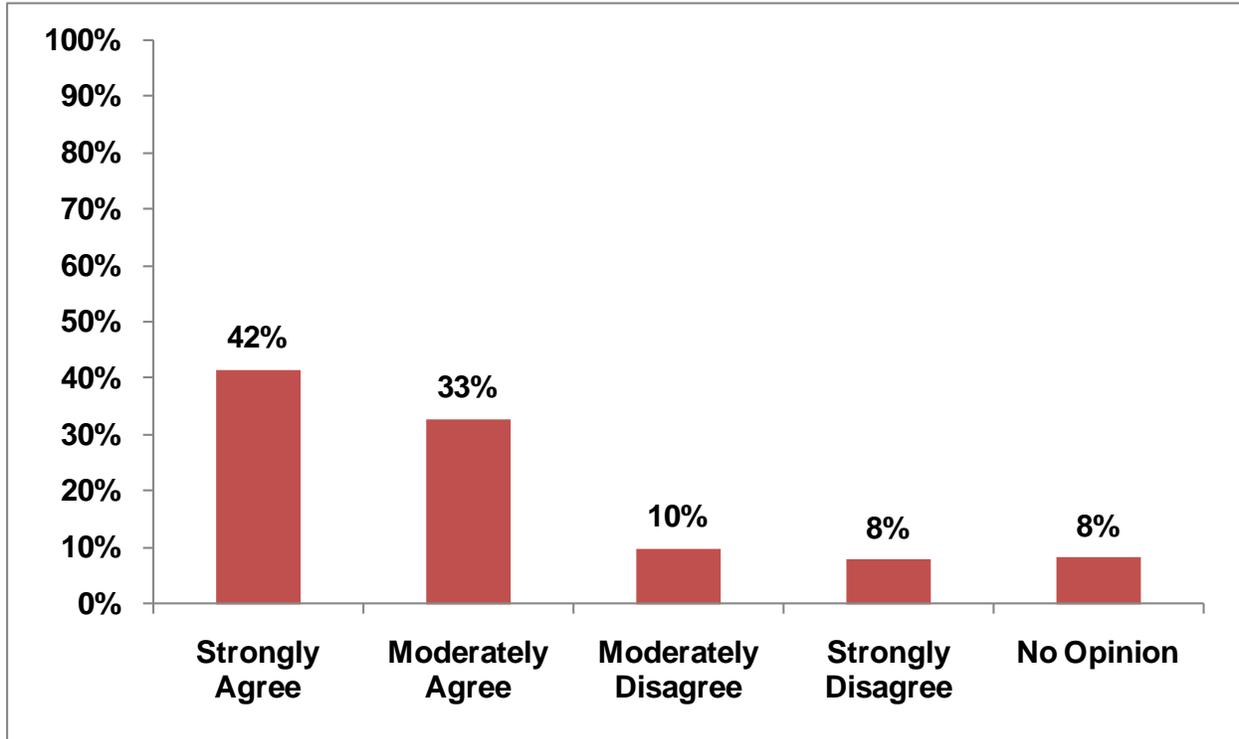
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.97	1.03	3.44	.802	0-5	3.29	0.80	3.42	.773
FT Faculty	3.07	0.85	3.40	.795	6-10	3.00	1.00	3.16	.976
Classified	3.07	0.94	3.03	.981	11-15	3.00	0.90	3.23	.874
Administrator	2.84	1.12	2.60	1.037	16-20	2.77	1.12	3.11	.900
Overall	3.03	0.95	3.18	.935	21+	2.78	1.01	2.87	1.085
ANOVA	.054				Overall	3.03	0.95	3.18	.935

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



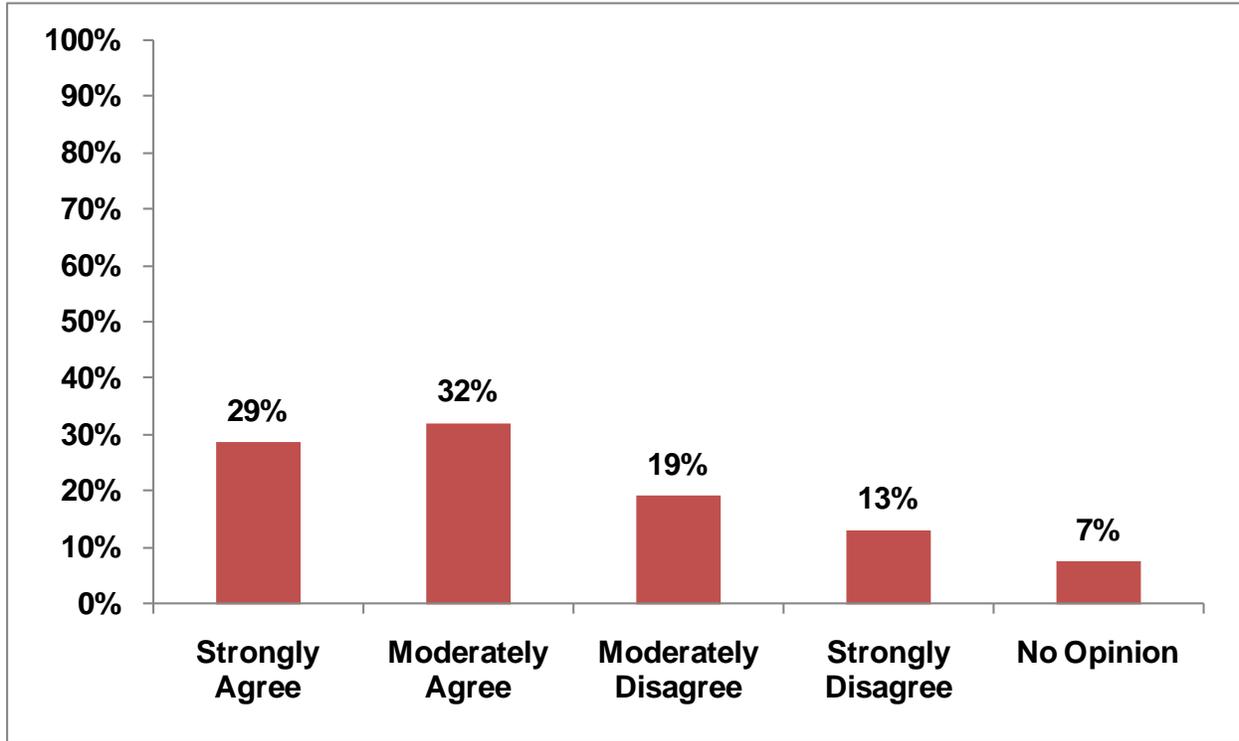
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.88	1.10	3.33	.925	0-5	3.19	0.89	3.39	.820
FT Faculty	3.15	0.89	3.38	.826	6-10	2.97	1.05	3.18	.941
Classified	2.85	1.06	3.00	.994	11-15	2.77	1.09	3.29	.879
Administrator	2.87	0.99	2.87	.885	16-20	2.57	1.12	3.18	.951
Overall	2.94	1.03	3.18	.932	21+	2.94	0.98	2.83	1.009
ANOVA	<.05				Overall	2.94	1.03	3.18	.932

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



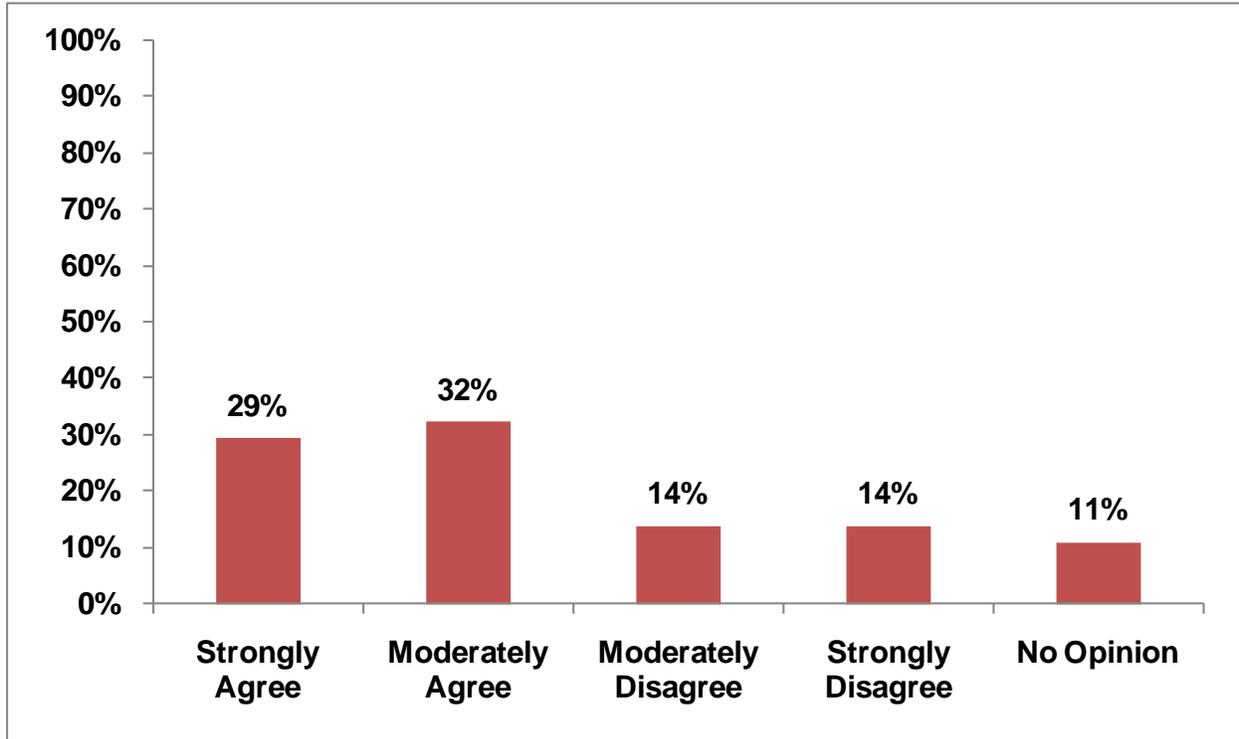
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.91	1.10	3.23	.973	0-5	2.99	1.12	3.11	.994
FT Faculty	2.81	1.05	2.94	.946	6-10	2.55	1.12	2.88	1.003
Classified	2.25	1.12	2.41	1.069	11-15	2.18	1.07	2.76	1.031
Administrator	2.75	0.98	2.91	.777	16-20	2.58	1.09	2.65	1.182
Overall	2.59	1.12	2.82	1.024	21+	2.49	1.01	2.58	.962
ANOVA	<.05				Overall	2.59	1.12	2.82	1.024

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



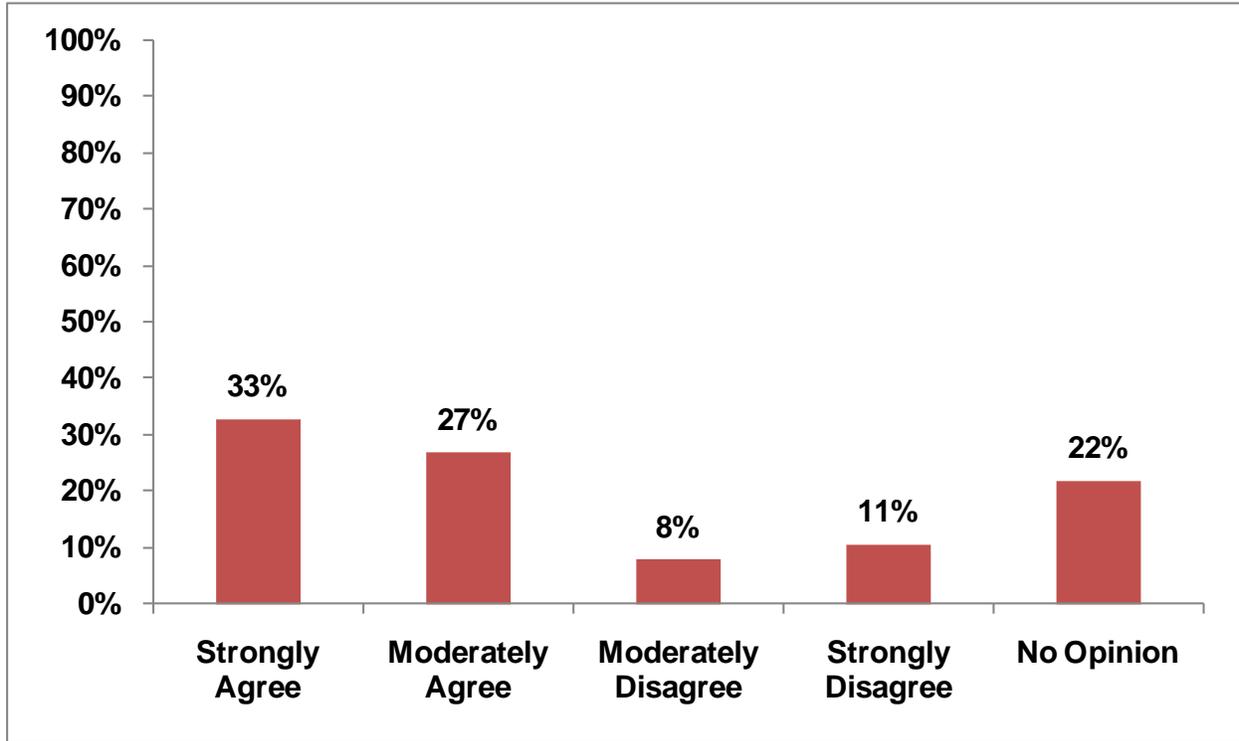
N=283

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.57	1.08	2.95	1.102	0-5	3.20	0.84	3.24	.761
FT Faculty	2.70	1.05	3.14	.989	6-10	2.38	1.14	2.71	1.118
Classified	2.45	1.10	2.53	1.050	11-15	2.35	1.08	2.77	1.170
Administrator	2.95	1.00	2.97	.822	16-20	2.45	1.00	2.63	1.257
Overall	2.58	1.08	2.87	1.044	21+	2.23	1.01	2.77	.945
ANOVA	<.05				Overall	2.58	1.08	2.87	1.044

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



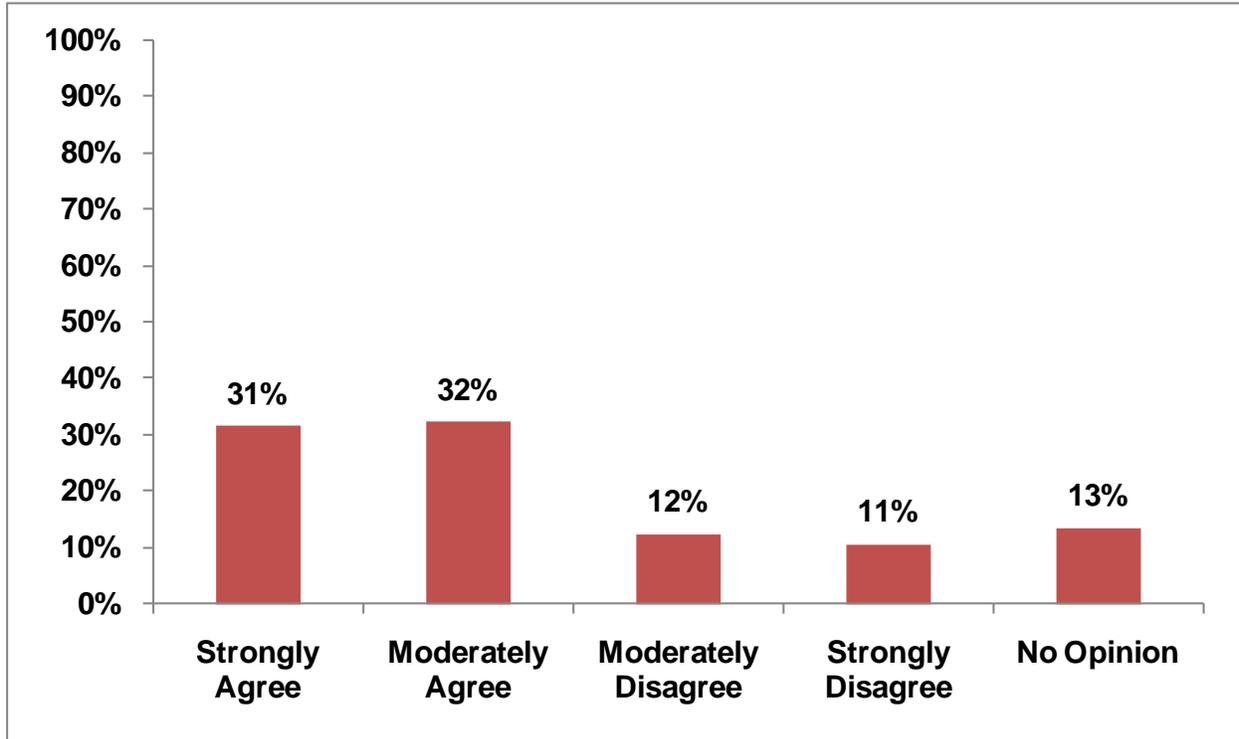
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.01	0.99	3.47	.742	0-5	3.10	0.89	3.18	.920
FT Faculty	2.98	0.93	3.17	1.007	6-10	2.90	0.99	3.16	1.010
Classified	2.96	0.95	2.85	1.048	11-15	2.85	1.00	3.00	1.062
Administrator	2.55	1.20	2.41	1.150	16-20	2.92	1.05	2.67	1.371
Overall	2.94	0.98	3.05	1.032	21+	2.76	1.09	2.90	1.078
ANOVA	.191				Overall	2.94	0.98	3.05	1.032

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



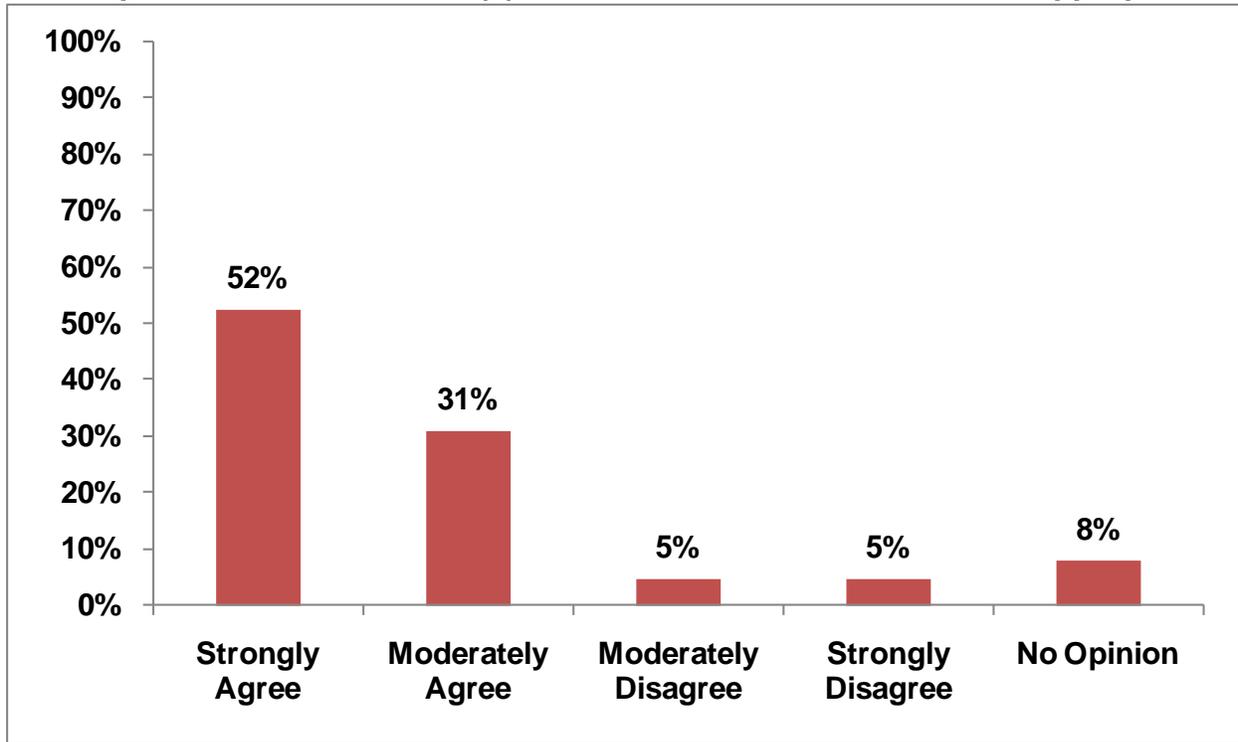
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.01	1.02	3.47	.716	0-5	3.11	0.84	3.15	.939
FT Faculty	2.96	0.89	3.07	.934	6-10	2.96	0.95	3.00	1.033
Classified	2.79	1.00	2.71	1.052	11-15	2.67	1.05	2.98	.982
Administrator	2.81	1.00	2.46	1.071	16-20	2.80	1.06	2.88	1.088
Overall	2.89	0.98	2.98	1.000	21+	2.72	1.03	2.78	1.027
ANOVA	.261				Overall	2.89	0.98	2.98	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.

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



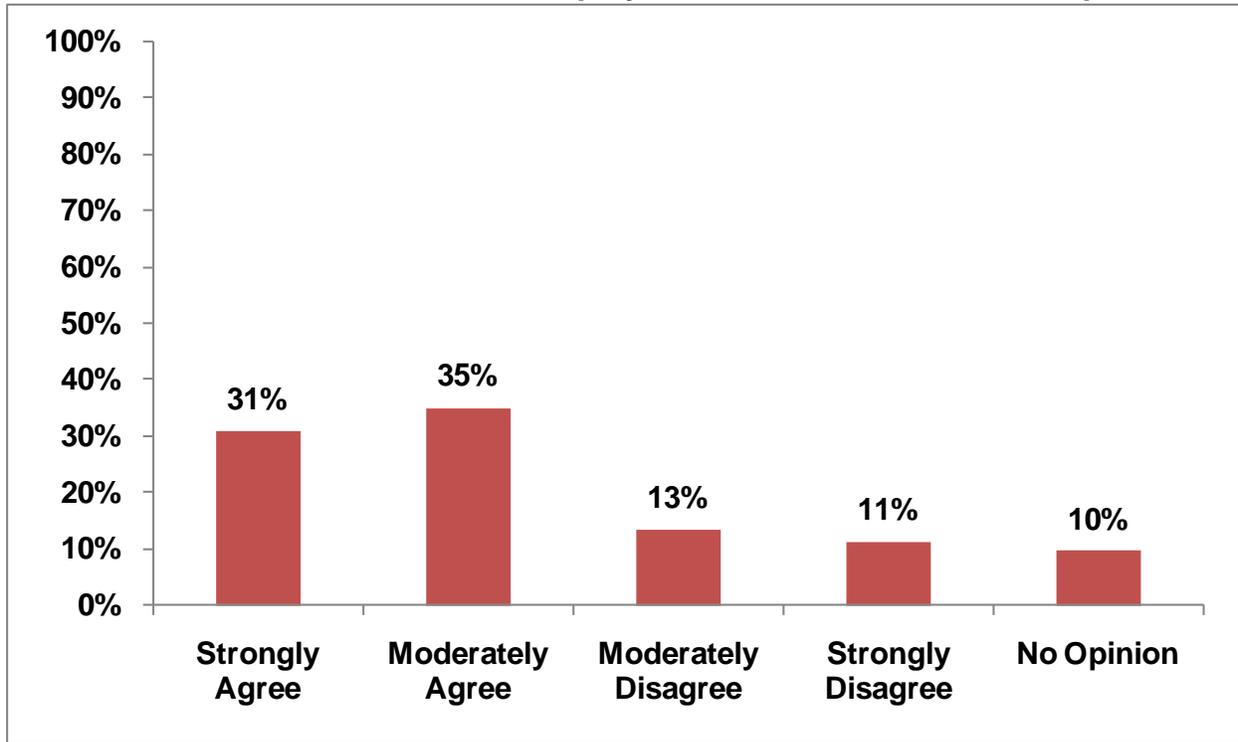
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.36	0.85	3.57	.673	0-5	3.46	0.74	3.58	.705
FT Faculty	3.42	0.78	3.52	.719	6-10	3.22	0.84	3.40	.808
Classified	3.06	0.96	3.34	.843	11-15	3.10	0.99	3.39	.887
Administrator	3.32	0.70	3.03	1.017	16-20	3.22	0.88	3.28	1.018
Overall	3.25	0.88	3.42	.803	21+	3.16	0.95	3.33	.724
ANOVA	<.05				Overall	3.25	0.88	3.42	.803

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



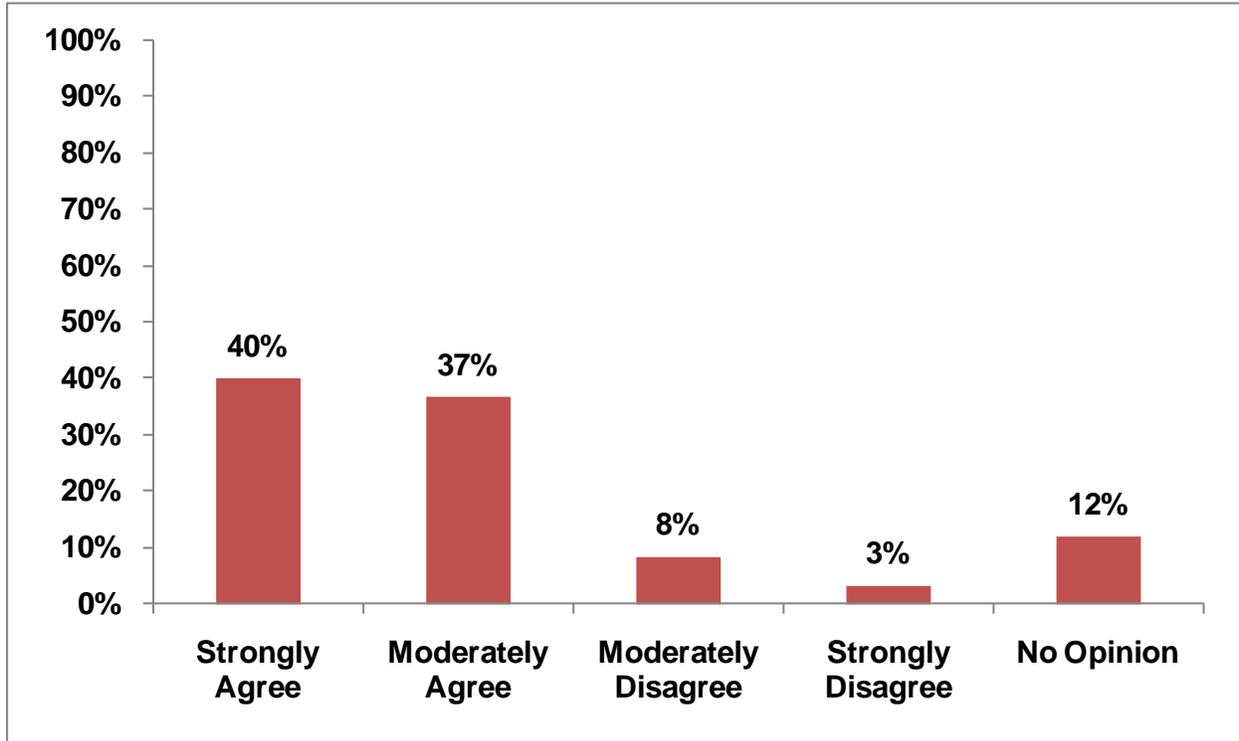
N=283

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.54	1.05	3.08	.987	0-5	2.90	0.93	3.17	.773
FT Faculty	2.51	1.09	3.02	.974	6-10	2.42	1.12	2.89	1.026
Classified	2.52	1.03	2.80	1.046	11-15	2.45	1.01	2.95	1.105
Administrator	3.03	0.85	2.91	.893	16-20	2.36	1.00	2.47	1.172
Overall	2.57	1.04	2.94	.994	21+	2.49	1.09	2.87	.959
ANOVA	<.05				Overall	2.57	1.04	2.94	.994

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

30. SWC has defined and communicated it's budget development and budget decision making processes to achieve college goals.



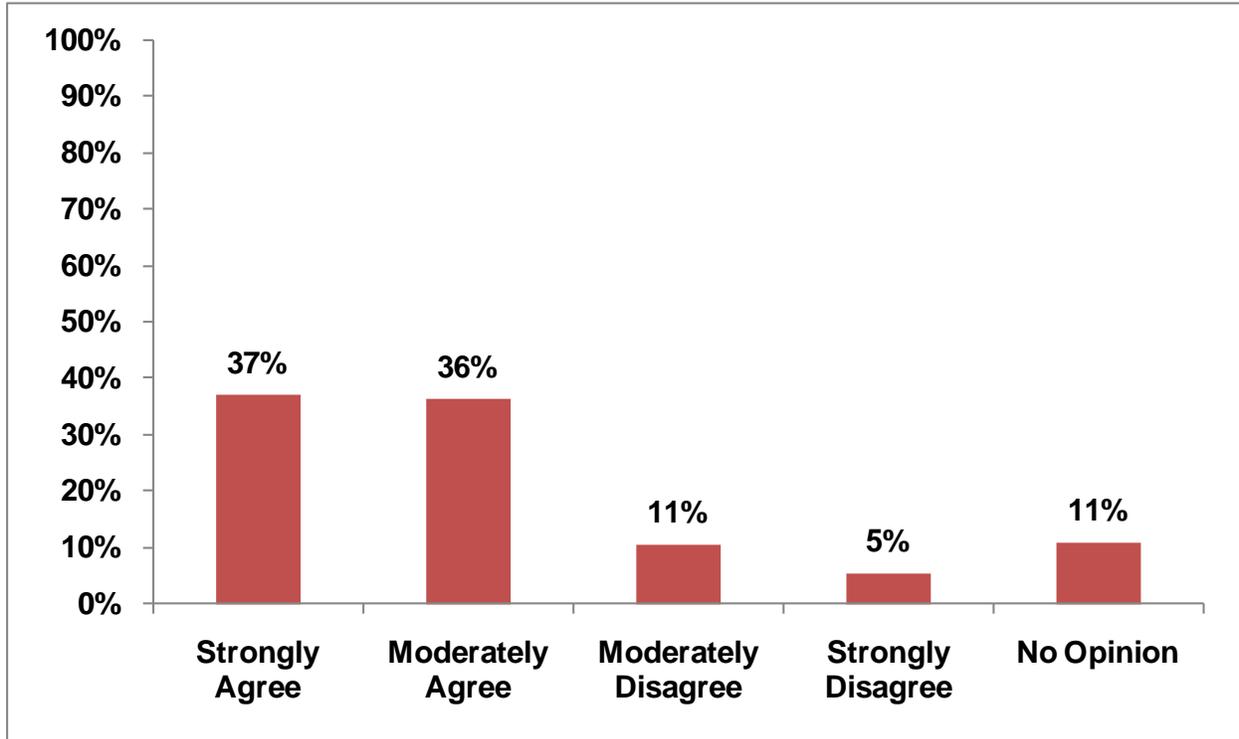
N=276

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.25	1.08	3.13	.971	0-5	2.56	0.99	3.44	.614
FT Faculty	1.84	1.01	3.31	.765	6-10	2.04	1.05	3.17	.986
Classified	2.26	0.95	3.26	.717	11-15	2.09	1.00	3.29	.767
Administrator	2.87	0.99	3.53	.621	16-20	2.26	1.00	3.43	.811
Overall	2.20	1.03	3.28	.786	21+	1.95	1.01	3.14	.789
ANOVA	<.05				Overall	2.20	1.03	3.28	.786

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



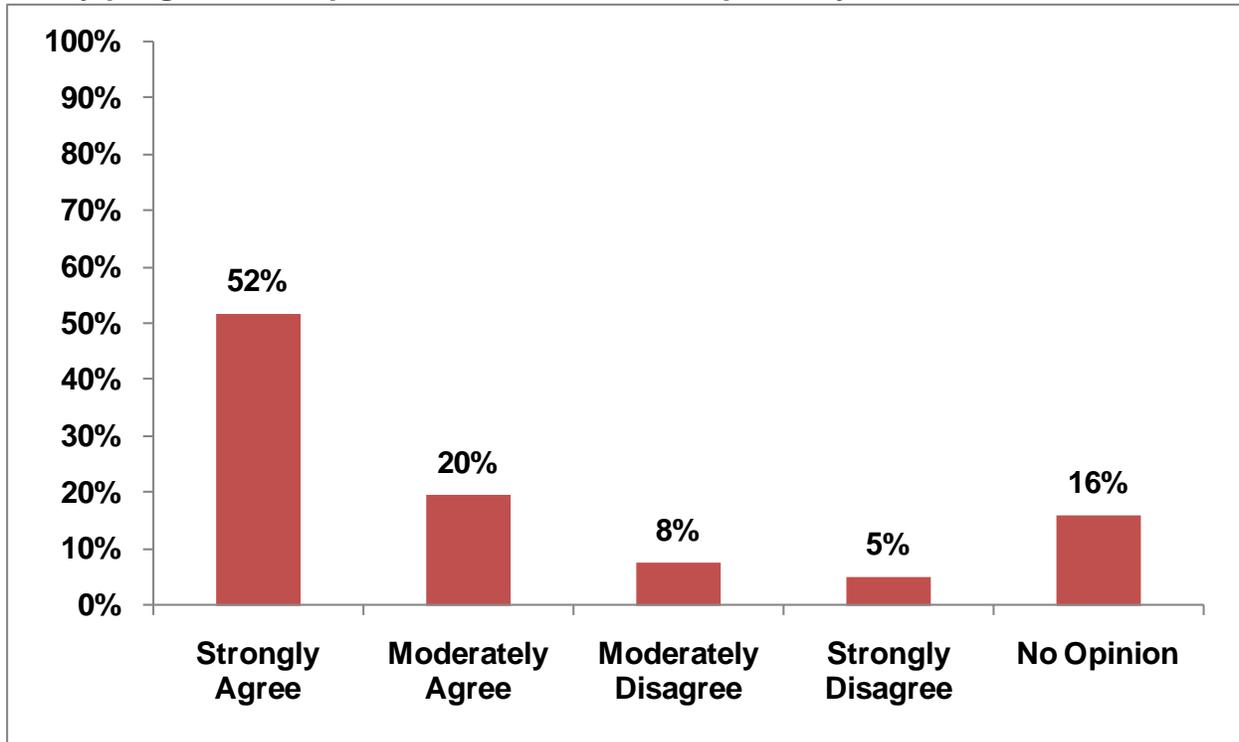
N=276

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.15	1.07	3.02	1.057	0-5	2.38	0.96	3.23	.798
FT Faculty	1.91	0.96	3.27	.821	6-10	1.99	0.98	3.00	1.135
Classified	2.10	0.96	3.04	.823	11-15	2.14	1.04	3.22	.761
Administrator	2.95	0.96	3.56	.564	16-20	2.08	1.09	3.40	.821
Overall	2.14	1.02	3.17	.865	21+	1.96	1.03	3.14	.805
ANOVA	<.05				Overall	2.14	1.02	3.17	.865

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

32. My program/unit spends allocated funds responsibly.



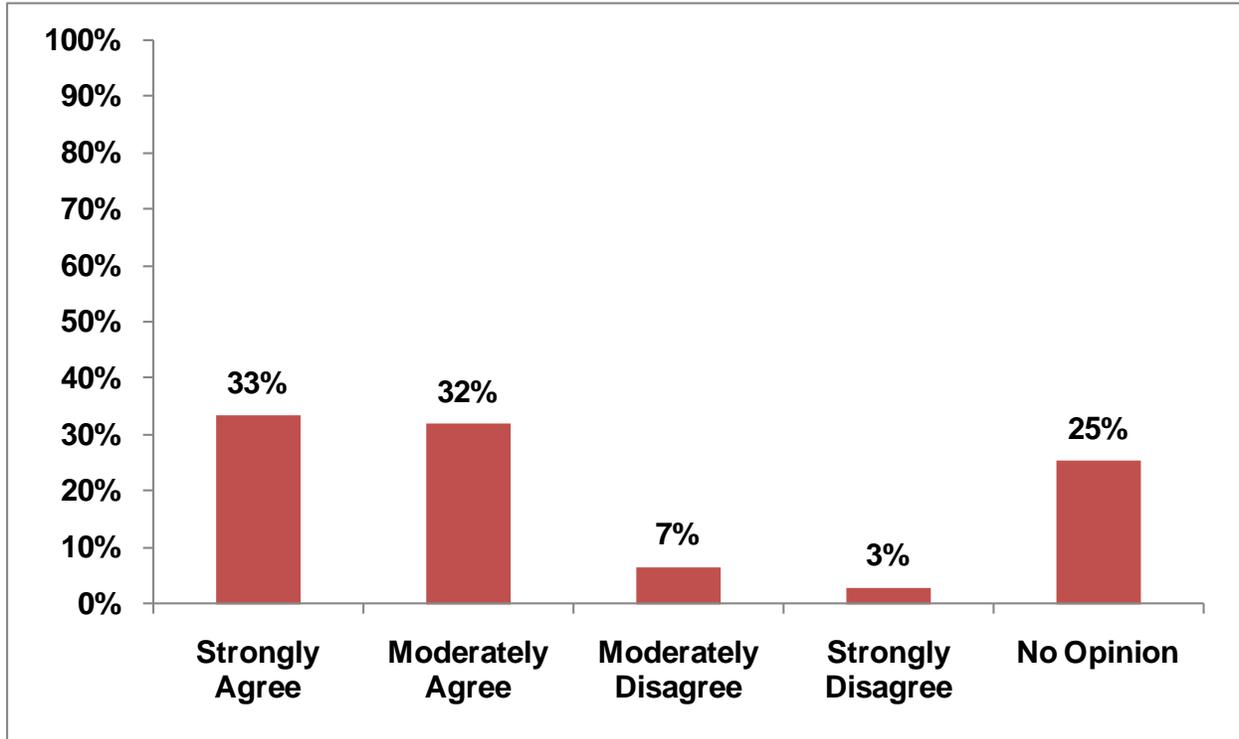
N=276

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.16	0.92	3.24	1.004	0-5	3.45	0.84	3.59	.626
FT Faculty	3.36	0.91	3.69	.631	6-10	3.03	1.05	3.09	1.231
Classified	3.14	1.01	3.08	1.023	11-15	3.23	0.98	3.45	.862
Administrator	3.63	0.71	3.72	.523	16-20	3.29	0.89	3.35	.813
Overall	3.26	0.95	3.41	.887	21+	3.28	0.93	3.44	.811
ANOVA	.070				Overall	3.26	0.95	3.41	.887

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



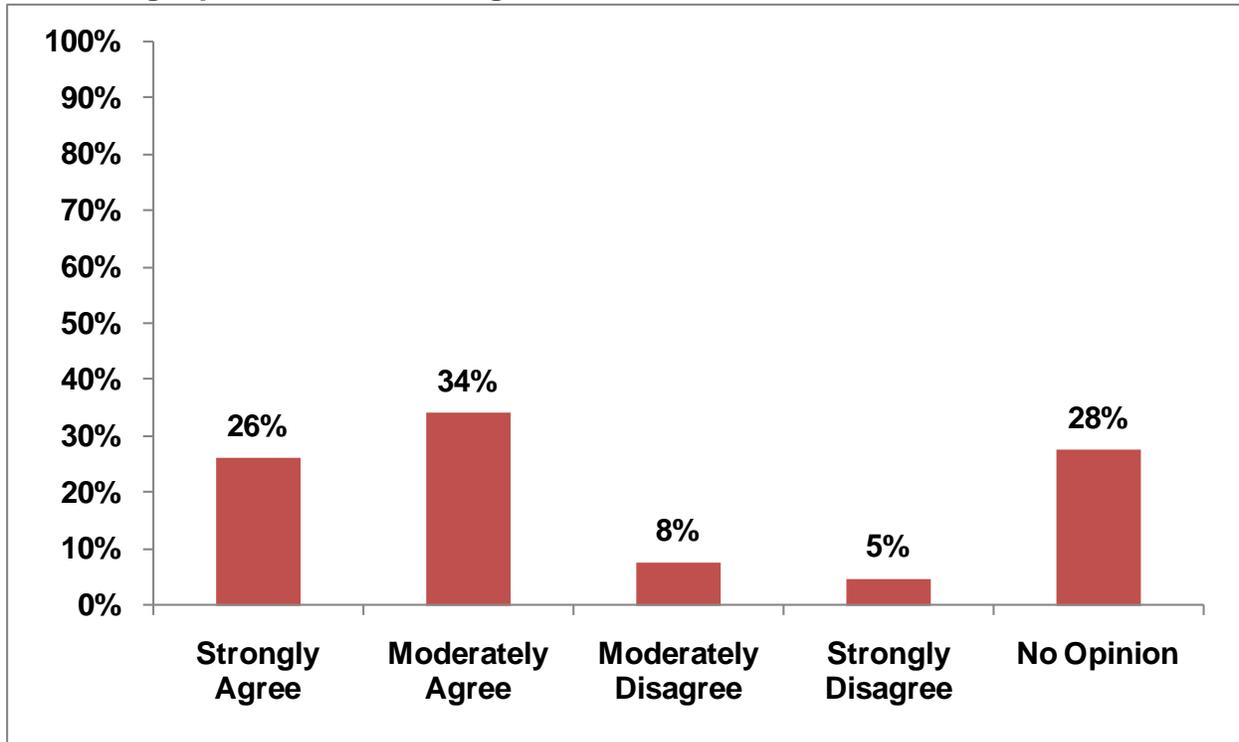
N=276

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.28	1.07	3.18	.982	0-5	2.83	0.91	3.44	.669
FT Faculty	2.09	0.97	3.30	.739	6-10	2.12	1.04	3.06	1.027
Classified	2.45	0.96	3.23	.771	11-15	2.19	0.96	3.31	.643
Administrator	2.91	0.84	3.45	.624	16-20	2.18	0.90	3.31	.873
Overall	2.36	1.00	3.28	.783	21+	2.22	0.98	3.24	.790
ANOVA	<.05				Overall	2.36	1.00	3.28	.783

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

34. Strategic priorities drive budget decisions.



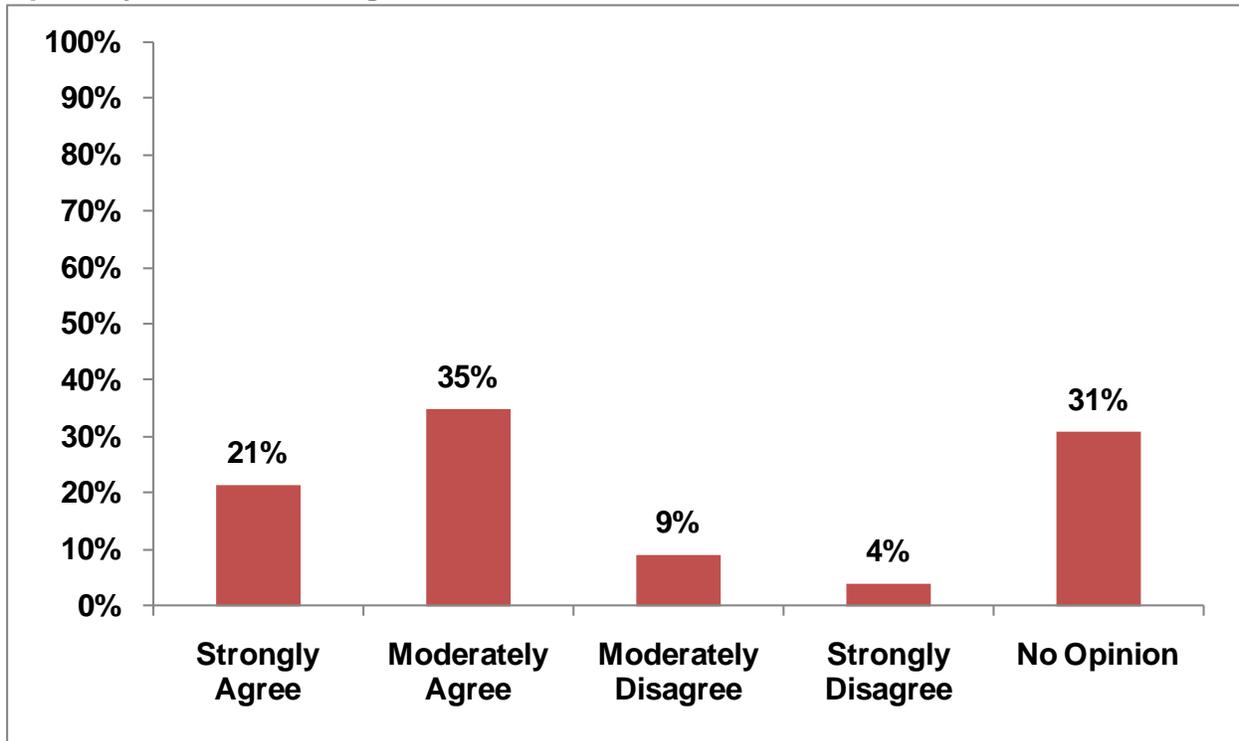
N=276

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.19	1.06	3.00	.959	0-5	2.68	1.00	3.30	.789
FT Faculty	1.91	0.96	3.11	.843	6-10	2.15	1.05	2.94	.998
Classified	2.43	0.97	3.13	.799	11-15	2.23	0.89	3.06	.818
Administrator	2.65	0.98	3.30	.794	16-20	2.06	1.00	3.22	.808
Overall	2.25	1.02	3.13	.844	21+	1.94	0.97	3.10	.814
ANOVA	<.05				Overall	2.25	1.02	3.13	.844

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



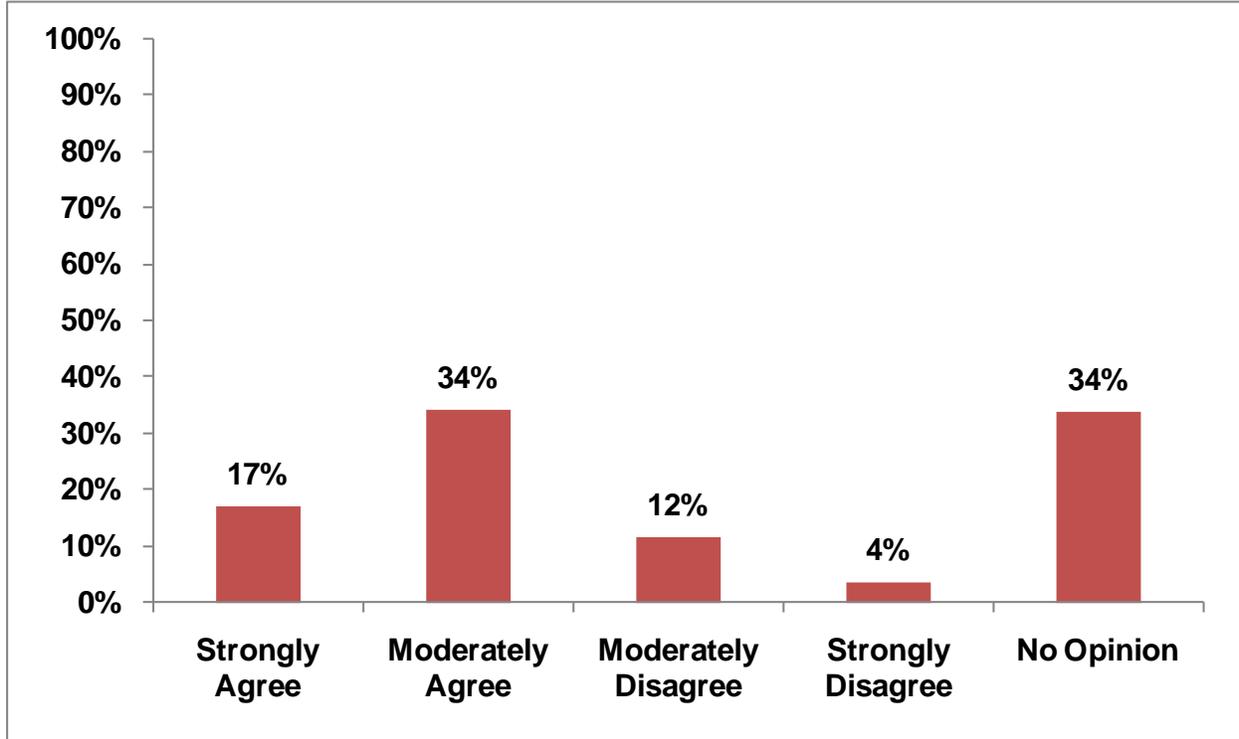
N=276

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.20	1.02	3.15	.802	0-5	2.70	0.88	3.33	.658
FT Faculty	2.02	0.96	3.08	.816	6-10	2.12	0.94	2.93	.923
Classified	2.45	0.91	2.89	.900	11-15	2.17	0.98	2.98	.838
Administrator	3.06	0.83	3.22	.659	16-20	2.14	1.03	3.23	.927
Overall	2.34	0.99	3.06	.818	21+	2.33	1.04	2.92	.813
ANOVA	<.05				Overall	2.34	0.99	3.06	.818

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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:..



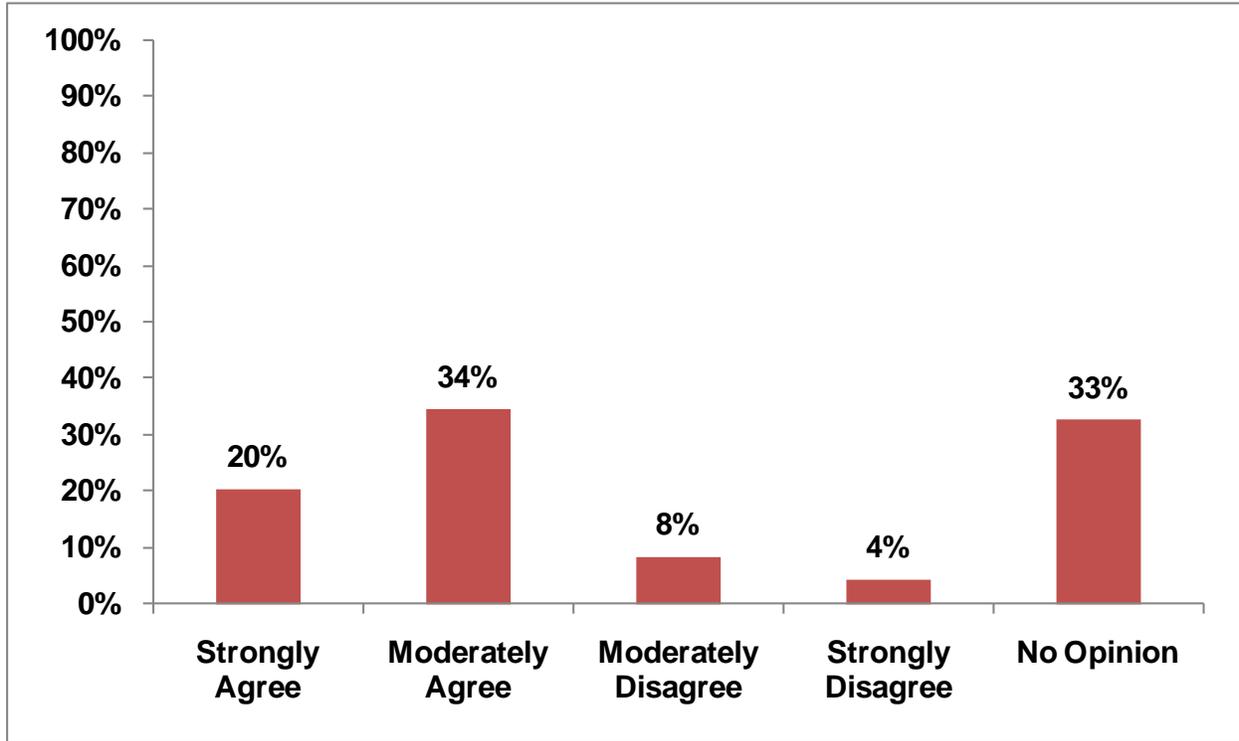
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.36	0.89	3.08	.818	0-5	2.78	0.85	3.29	.651
FT Faculty	2.31	0.97	2.98	.827	6-10	2.27	0.91	2.89	.934
Classified	2.41	0.90	2.82	.811	11-15	2.11	0.95	2.89	.787
Administrator	3.00	0.95	3.10	.746	16-20	2.29	1.01	2.86	.949
Overall	2.44	0.95	2.97	.808	21+	2.55	0.93	2.81	.798
ANOVA	<.05				Overall	2.44	0.95	2.97	.808

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



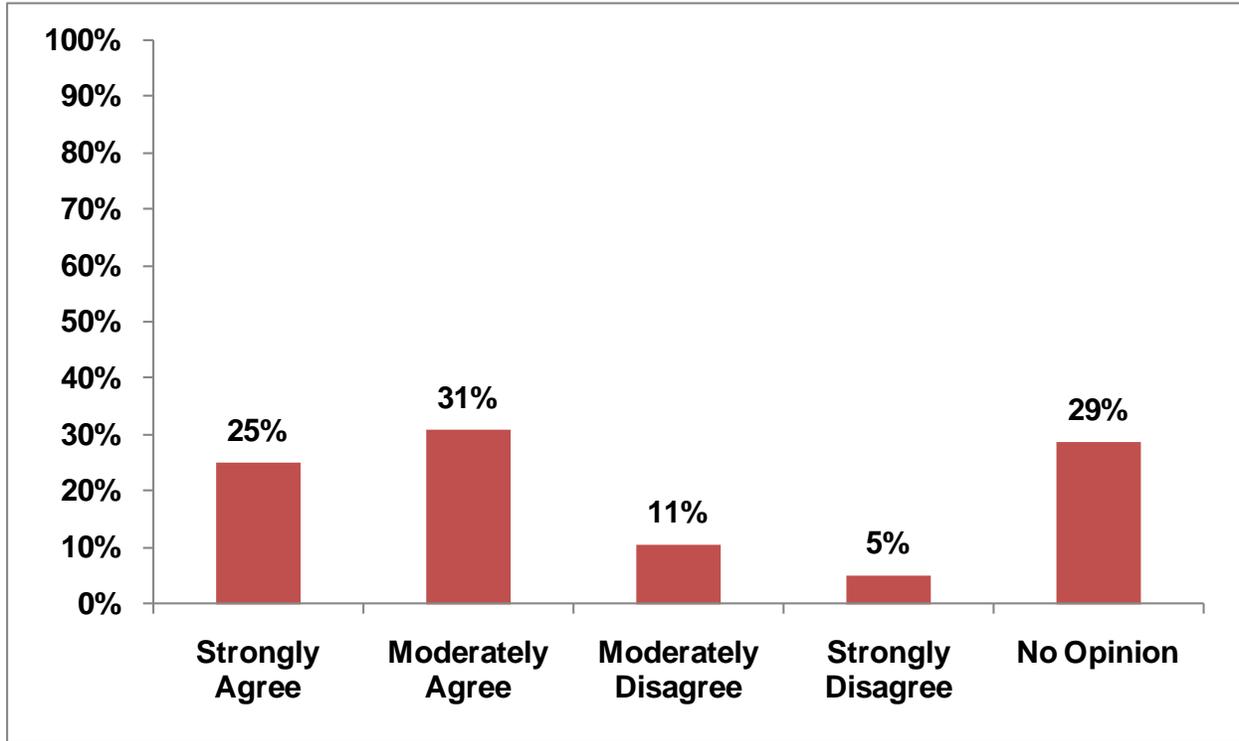
N=276

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.57	0.96	3.15	.853	0-5	3.01	0.77	3.25	.717
FT Faculty	2.72	0.93	3.09	.805	6-10	2.57	0.91	3.03	.967
Classified	2.52	0.96	2.84	.857	11-15	2.47	1.07	2.96	.842
Administrator	3.06	0.81	3.17	.759	16-20	2.37	0.96	3.18	.405
Overall	2.66	0.95	3.05	.827	21+	2.59	0.95	2.89	.875
ANOVA	<.05				Overall	2.66	0.95	3.05	.827

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



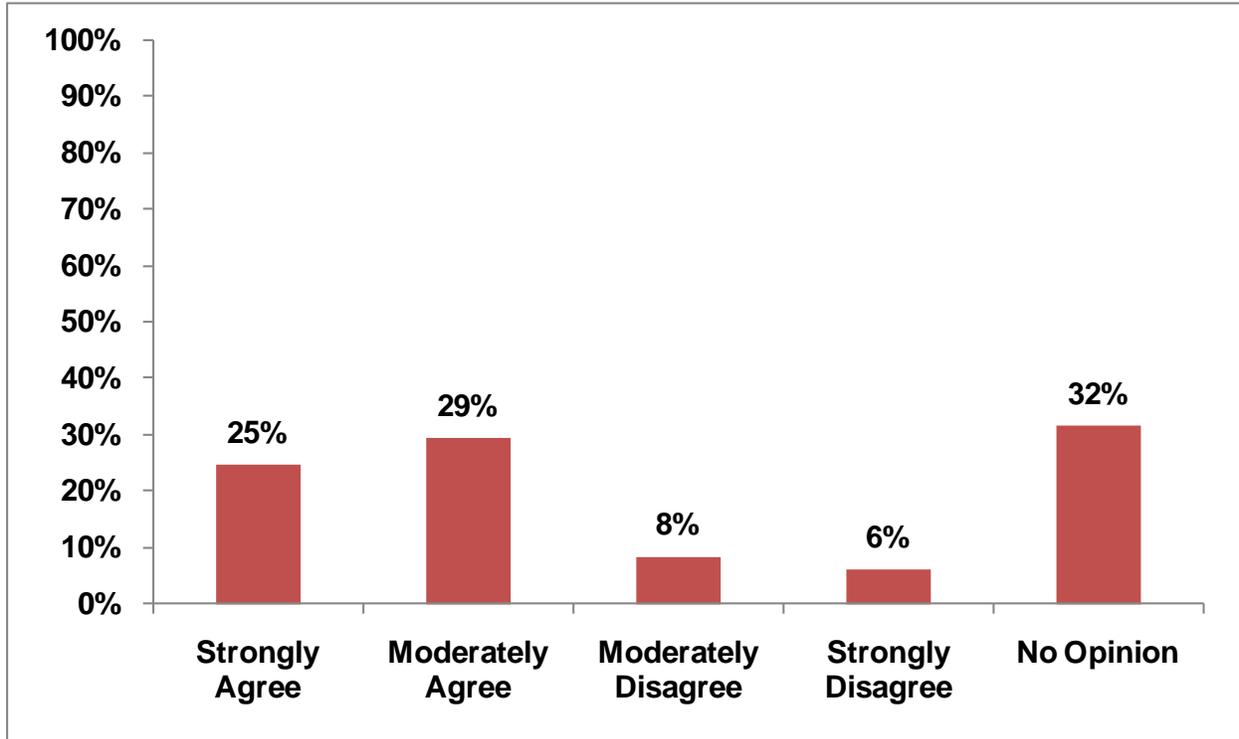
N=276

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.86	0.94	3.14	.930	0-5	3.06	0.84	3.32	.653
FT Faculty	2.87	0.97	3.29	.818	6-10	2.71	0.94	3.00	1.015
Classified	2.49	0.99	2.68	.936	11-15	2.49	1.15	3.06	.895
Administrator	3.03	1.00	3.16	.638	16-20	2.46	1.01	2.93	1.033
Overall	2.73	0.99	3.06	.884	21+	2.69	0.98	2.87	.909
ANOVA	<.05				Overall	2.73	0.99	3.06	.884

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



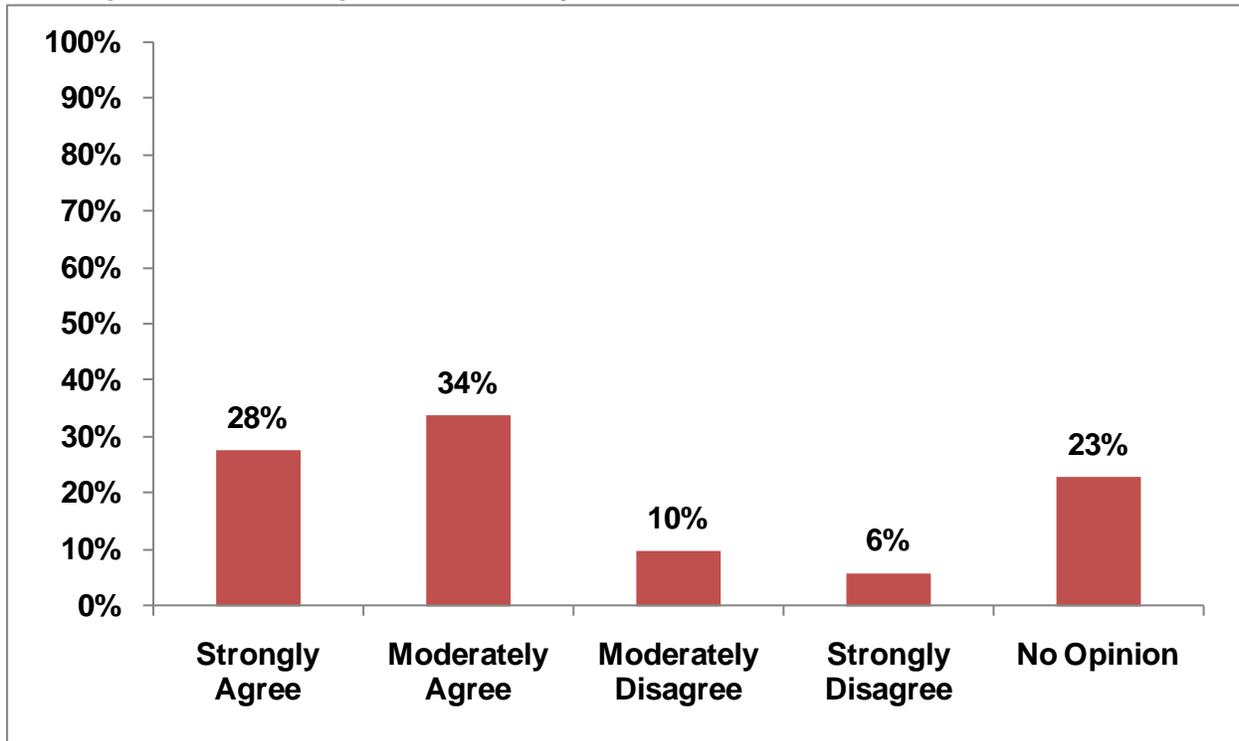
N=276

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.84	0.95	3.05	1.048	0-5		0.86	3.38	.697
FT Faculty	2.79	1.01	3.27	.827	6-10	2.66	0.98	2.91	1.042
Classified	2.53	1.00	2.63	.929	11-15	2.47	1.14	2.96	.893
Administrator	3.04	1.06	3.28	.683	16-20	2.47	1.05	3.15	1.144
Overall	2.72	1.01	3.06	.918	21+	2.73	0.98	2.89	.938
ANOVA	<.05				Overall	2.72	1.01	3.06	.918

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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



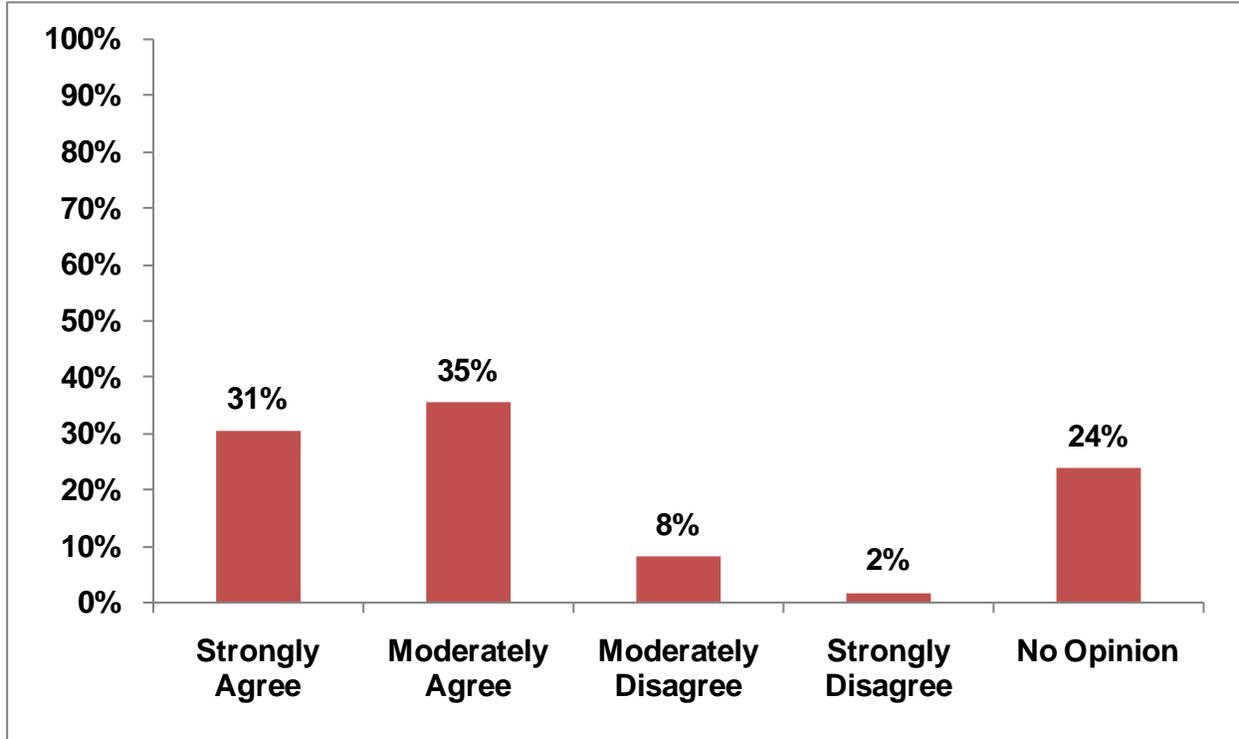
N=275

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.38	0.97	3.17	.973	0-5	2.66	0.88	3.32	.711
FT Faculty	1.80	0.87	3.09	.879	6-10	2.09	1.04	2.90	.995
Classified	2.31	0.98	3.00	.868	11-15	2.03	1.08	3.20	.849
Administrator	2.88	1.04	3.10	.831	16-20	2.13	1.06	3.06	1.063
Overall	2.24	1.01	3.08	.886	21+	2.07	0.87	2.83	.892
ANOVA	<.05				Overall	2.24	1.01	3.08	.886

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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.



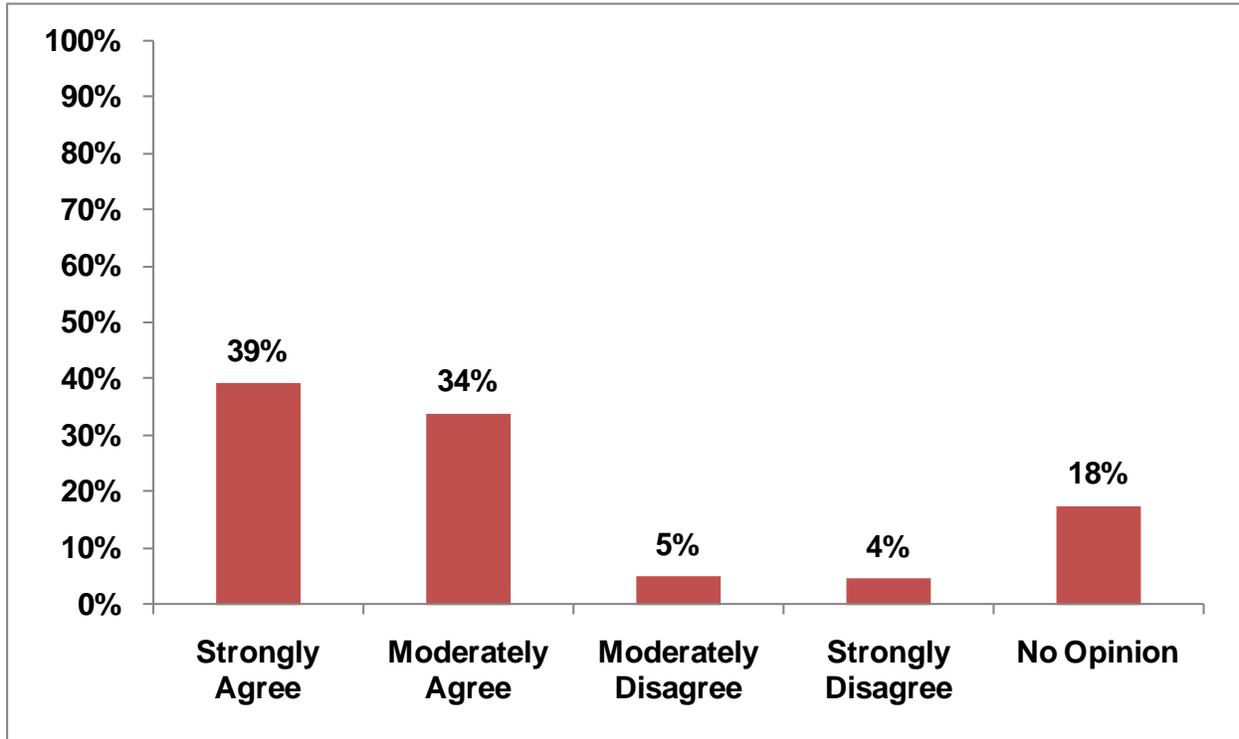
N=268

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.18	1.06	3.16	.718	0-5	2.49	1.07	3.24	.693
FT Faculty	1.90	1.16	3.42	.752	6-10	2.15	1.14	3.33	.645
Classified	2.14	1.09	3.27	.654	11-15	1.90	1.12	3.17	.863
Administrator	2.47	1.05	2.94	.854	16-20	2.04	0.98	2.94	.827
Overall	2.11	1.11	3.25	.742	21+	1.82	1.09	3.37	.662
ANOVA	<.05				Overall	2.11	1.11	3.25	.742

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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.



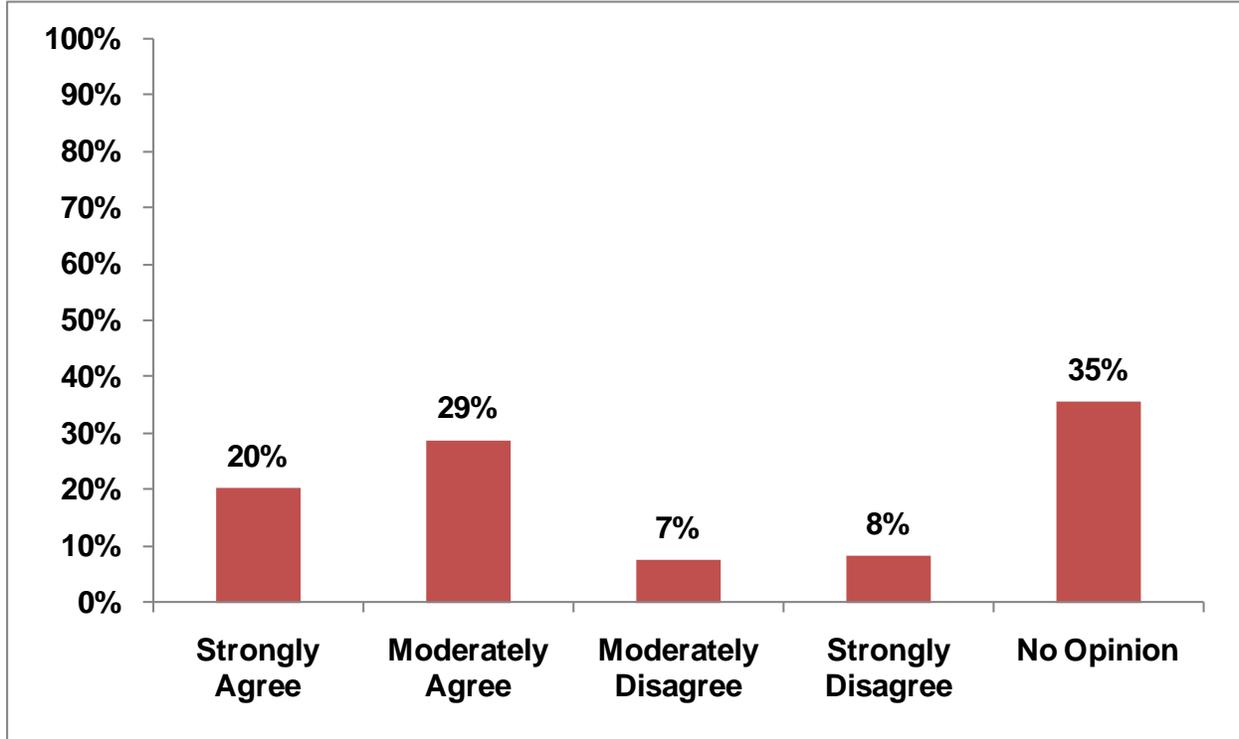
N=268

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	1.69	0.90	2.93	.888	0-5	2.11	1.08	3.37	.715
FT Faculty	1.45	0.90	3.45	.824	6-10	1.56	0.82	3.15	.864
Classified	1.70	0.91	3.36	.738	11-15	1.39	0.73	3.39	.881
Administrator	2.50	1.11	3.34	.745	16-20	1.71	0.94	3.16	.958
Overall	1.69	0.96	3.31	.812	21+	1.56	0.97	3.34	.732
ANOVA	<.05				Overall	1.69	0.96	3.31	.812

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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.



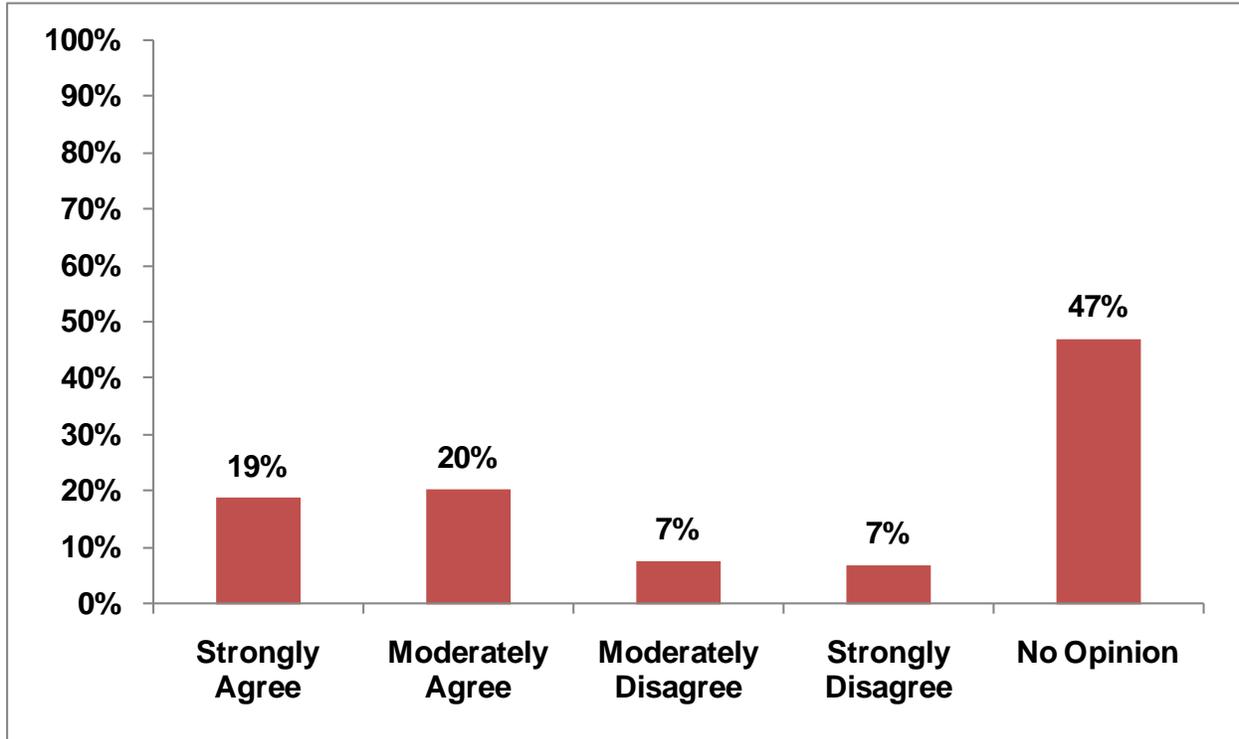
N=268

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	1.67	0.92	2.89	.936	0-5	1.90	1.02	3.09	.884
FT Faculty	1.41	0.86	3.02	1.065	6-10	1.47	0.77	2.91	1.011
Classified	1.59	0.87	3.03	.830	11-15	1.43	0.84	2.88	1.051
Administrator	2.35	1.05	2.63	1.096	16-20	1.74	0.94	2.71	1.139
Overall	1.62	0.92	2.94	.969	21+	1.51	0.92	2.95	.887
ANOVA	<.05				Overall	1.62	0.92	2.94	.969

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

40. An opportunity was given for constituents to provide input as part of the Governing Board self-evaluation process.



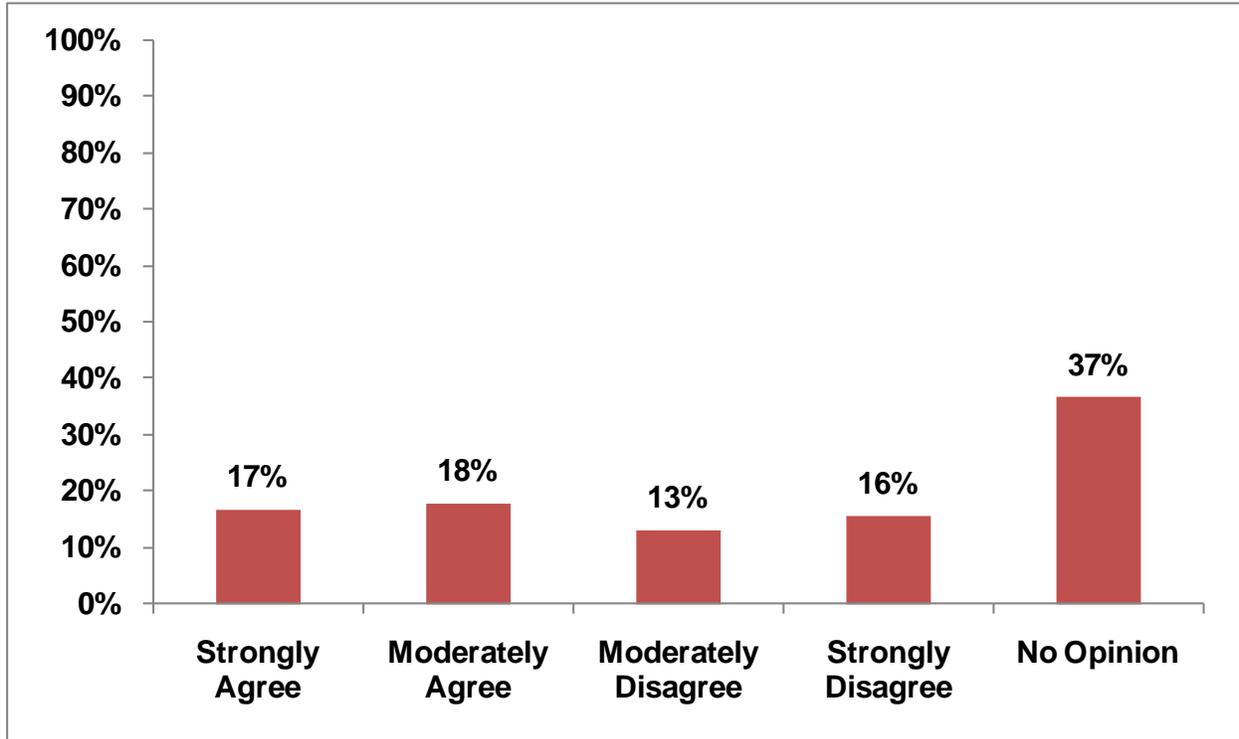
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	1.80	0.98	3.21	.738	0-5	2.13	1.11	3.24	.796
FT Faculty	1.52	0.91	2.95	1.154	6-10	1.63	0.85	3.14	.970
Classified	1.83	0.97	3.00	.894	11-15	1.56	0.84	2.94	1.027
Administrator	2.15	1.16	2.60	1.118	16-20	1.89	1.01	2.25	1.035
Overall	1.75	0.98	2.96	1.003	21+	1.54	0.94	2.68	1.093
ANOVA	<.05				Overall	1.75	0.98	2.96	1.003

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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.



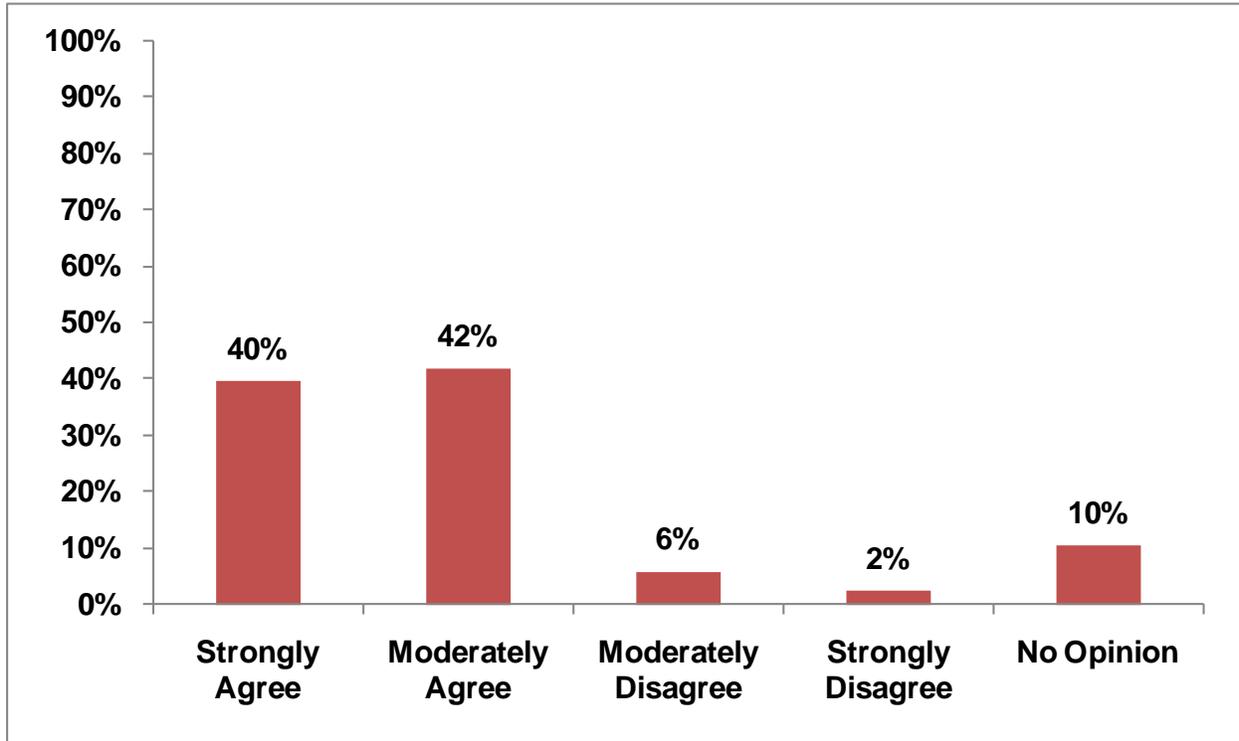
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	1.73	1.00	2.77	1.031	0-5	2.01	1.11	2.69	1.104
FT Faculty	1.61	0.94	2.44	1.195	6-10	1.64	0.92	2.69	1.105
Classified	1.78	1.00	2.61	1.155	11-15	1.56	0.89	2.59	1.140
Administrator	2.14	1.21	2.44	1.086	16-20	1.93	1.08	2.15	1.144
Overall	1.75	1.01	2.56	1.130	21+	1.59	0.97	2.45	1.173
ANOVA	<.05				Overall	1.75	1.01	2.56	1.130

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

42a. [Student Learning] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.



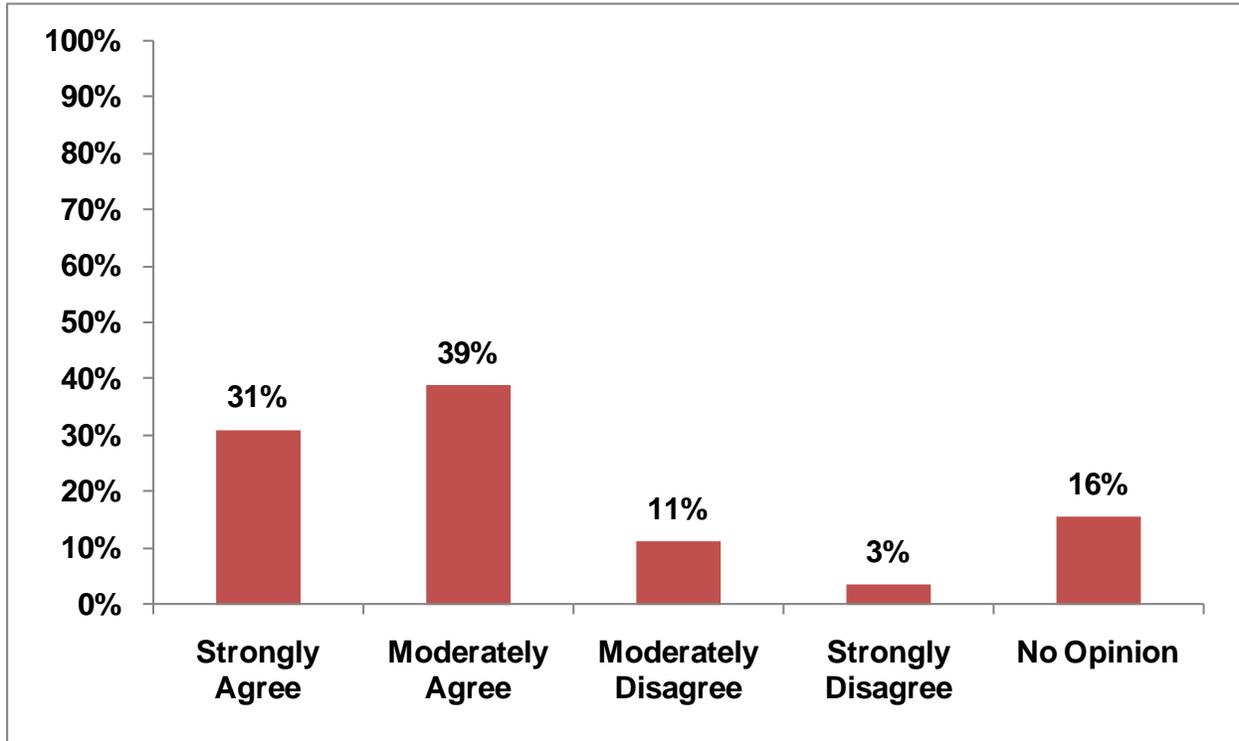
N=258

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.88	0.86	3.45	.711	0-5	3.04	0.74	3.52	.628
FT Faculty	2.84	1.00	3.31	.799	6-10	2.69	0.99	3.23	.841
Classified	2.77	0.92	3.25	.676	11-15	2.93	0.92	3.25	.667
Administrator	3.06	0.80	3.33	.555	16-20	2.72	1.03	3.35	.786
Overall	2.84	0.92	3.32	.712	21+	2.73	0.98	3.26	.695
ANOVA	<.05				Overall	2.84	0.92	3.32	.712

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

42b. [Budget Planning Process] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.



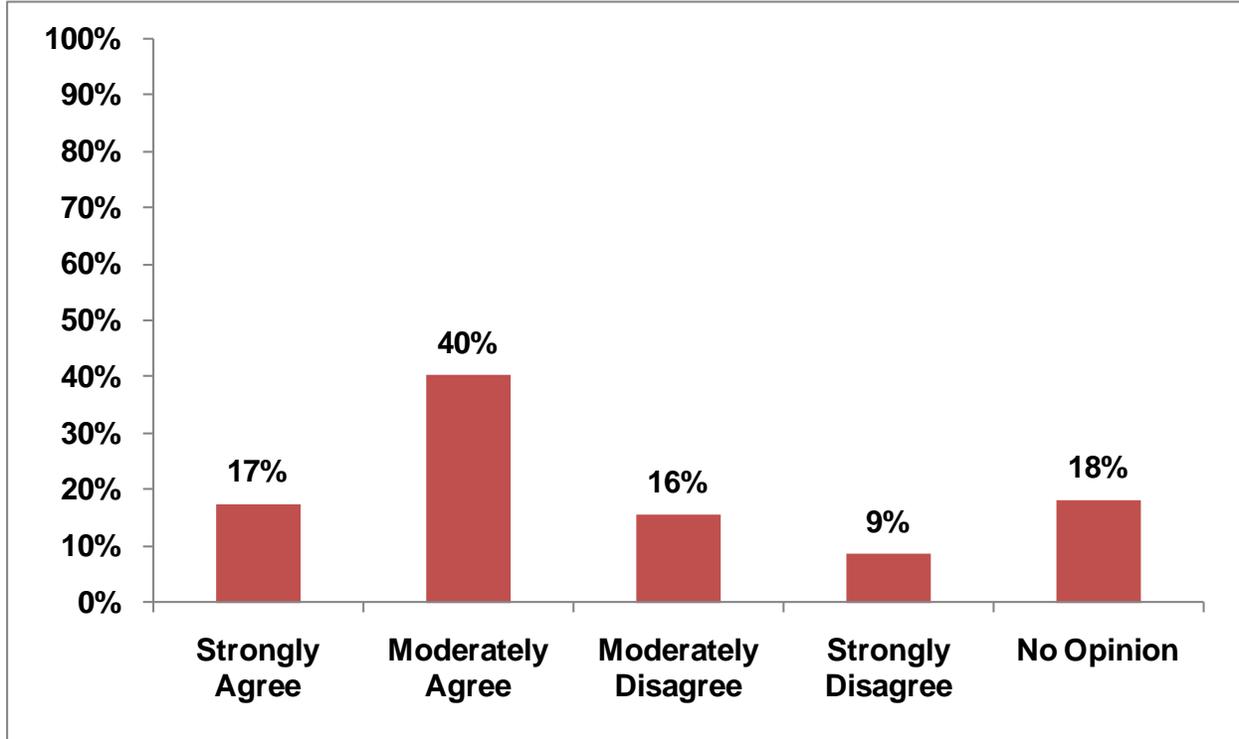
N=258

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.15	0.91	3.07	.939	0-5	2.55	0.90	3.31	.696
FT Faculty	1.81	0.93	3.20	.809	6-10	1.99	0.92	2.93	.959
Classified	2.24	0.95	3.05	.774	11-15	2.06	0.98	3.15	.724
Administrator	2.94	0.87	3.41	.568	16-20	1.90	0.93	2.88	.781
Overall	2.17	0.98	3.15	.803	21+	2.09	1.04	3.24	.823
ANOVA	<.05				Overall	2.17	0.98	3.15	.803

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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.



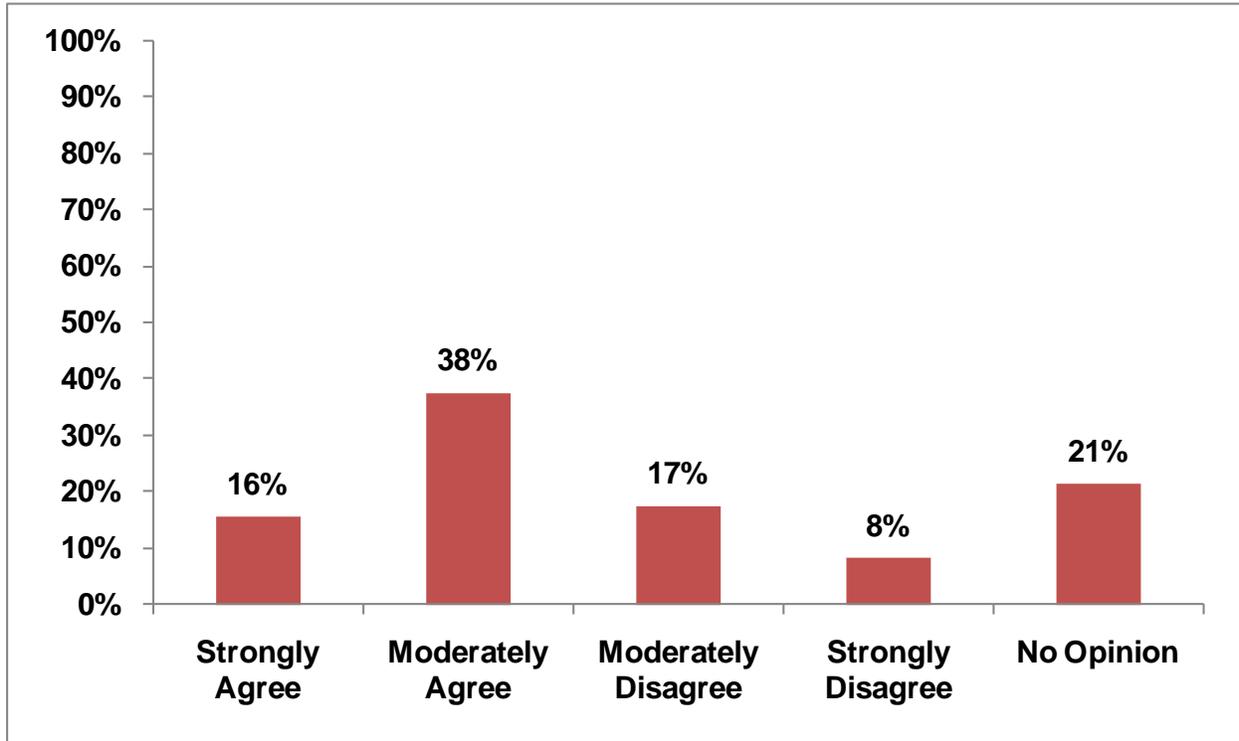
N=258

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.49	0.96	3.11	.841	0-5	2.69	0.89	3.08	.860
FT Faculty	2.18	0.93	2.65	.909	6-10	2.30	1.00	2.86	.961
Classified	2.33	1.02	2.78	.901	11-15	2.26	0.95	2.69	.820
Administrator	2.76	0.89	2.83	.805	16-20	2.09	1.03	2.67	1.047
Overall	2.36	0.98	2.82	.889	21+	2.18	1.00	2.70	.861
ANOVA	<.05				Overall	2.36	0.98	2.82	.889

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

42d. [Purchasing process] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.



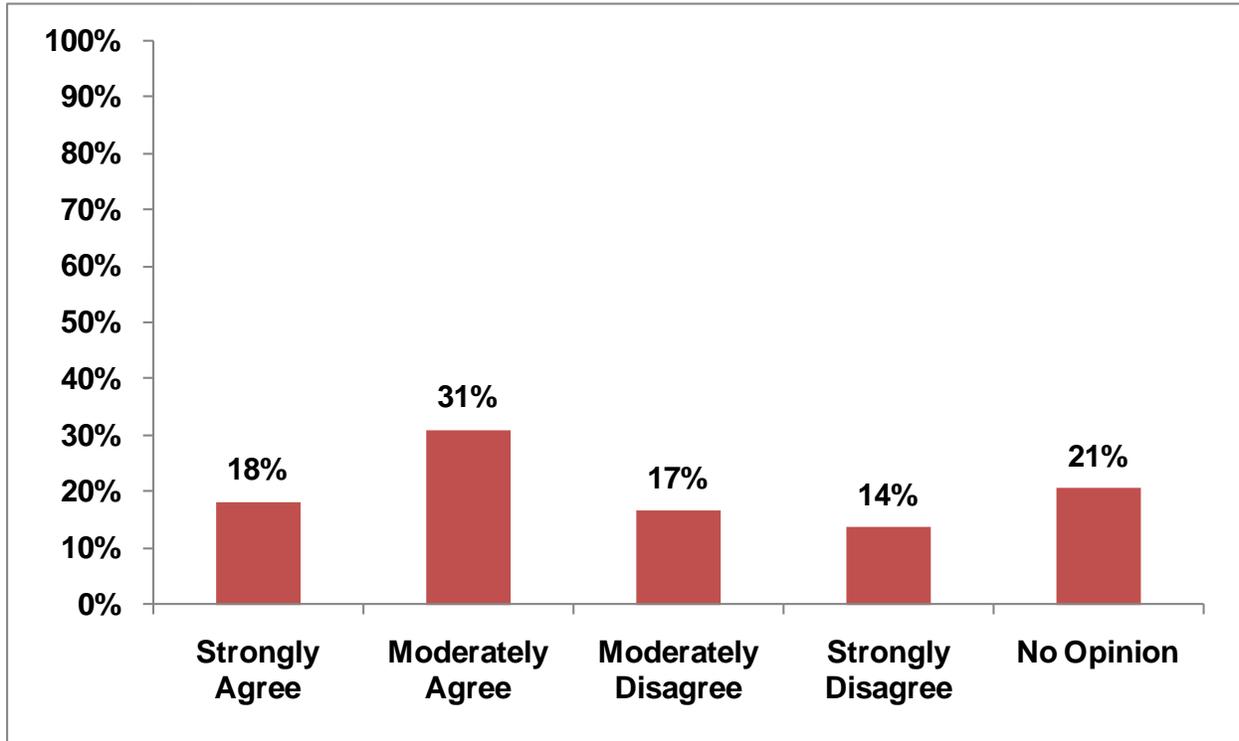
N=258

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.13	0.97	3.12	.781	0-5	2.55	0.85	3.16	.738
FT Faculty	1.87	0.89	2.57	.871	6-10	2.05	1.00	2.89	.843
Classified	2.27	0.98	2.63	.950	11-15	2.06	0.96	2.59	.876
Administrator	2.91	0.71	3.03	.680	16-20	2.08	0.97	2.29	.994
Overall	2.20	0.97	2.77	.885	21+	2.07	1.02	2.61	.896
ANOVA	<.05				Overall	2.20	0.97	2.77	.885

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

42e. [Human Resources processes] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.



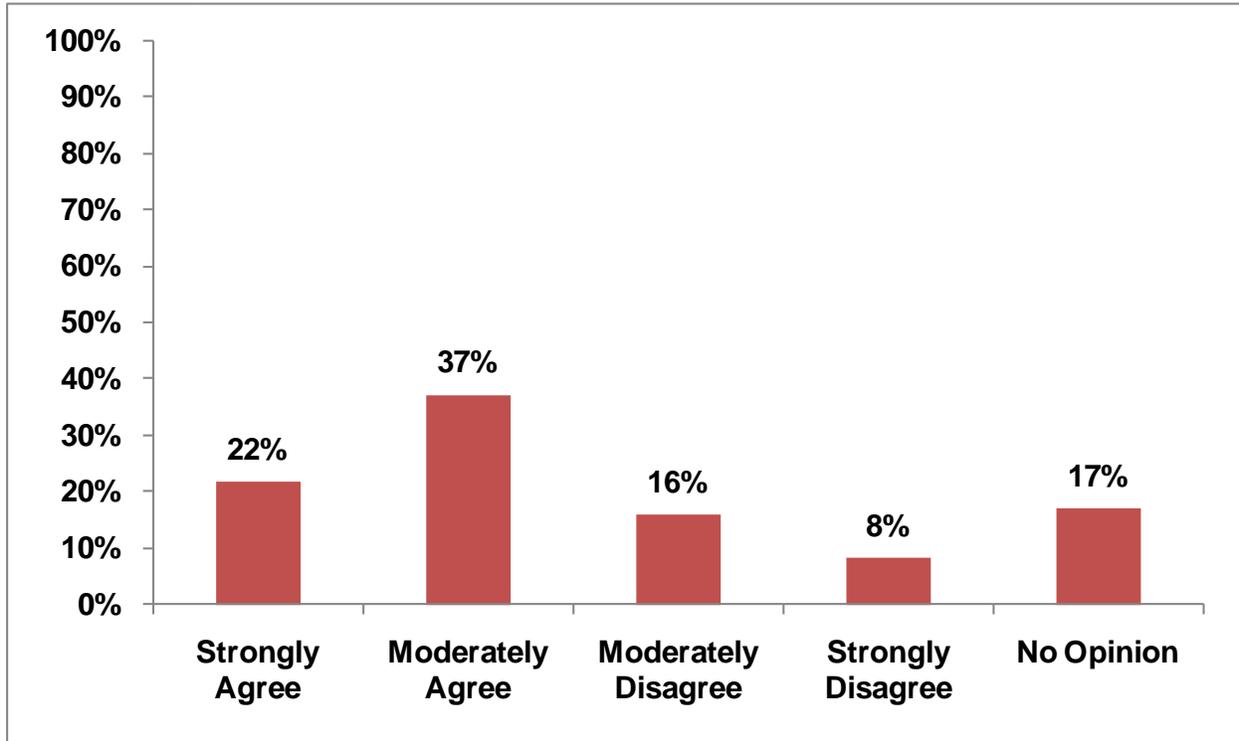
N=258

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.40	1.00	3.02	.965	0-5	2.71	0.86	3.06	.881
FT Faculty	2.14	0.95	2.45	.994	6-10	2.22	1.03	2.73	1.062
Classified	2.30	0.98	2.67	1.068	11-15	2.14	0.89	2.49	.925
Administrator	2.61	0.90	2.62	.862	16-20	2.18	0.95	2.20	1.207
Overall	2.30	0.97	2.68	1.012	21+	2.00	1.02	2.58	1.028
ANOVA	<.05				Overall	2.30	0.97	2.68	1.012

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

42f. [Technology planning process] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.



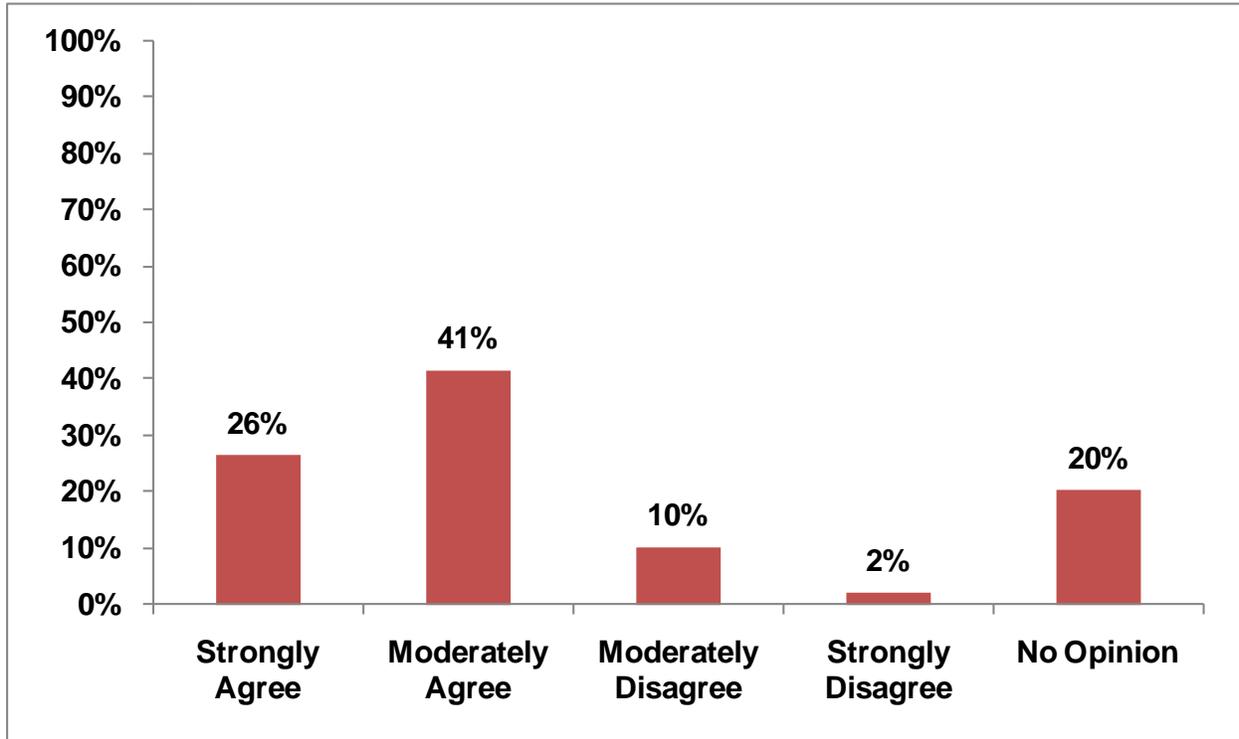
N=258

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.44	0.95	3.02	.892	0-5	2.64	0.85	3.14	.749
FT Faculty	2.13	0.99	2.80	.980	6-10	2.29	1.03	2.75	.996
Classified	2.34	0.99	2.76	.948	11-15	2.09	0.95	2.83	.893
Administrator	2.46	1.01	3.10	.618	16-20	2.11	1.02	2.50	.924
Overall	2.31	0.99	2.87	.913	21+	2.19	1.05	2.84	.987
ANOVA	<.05				Overall	2.31	0.99	2.87	.913

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

42g. [Strategic Planning process] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.



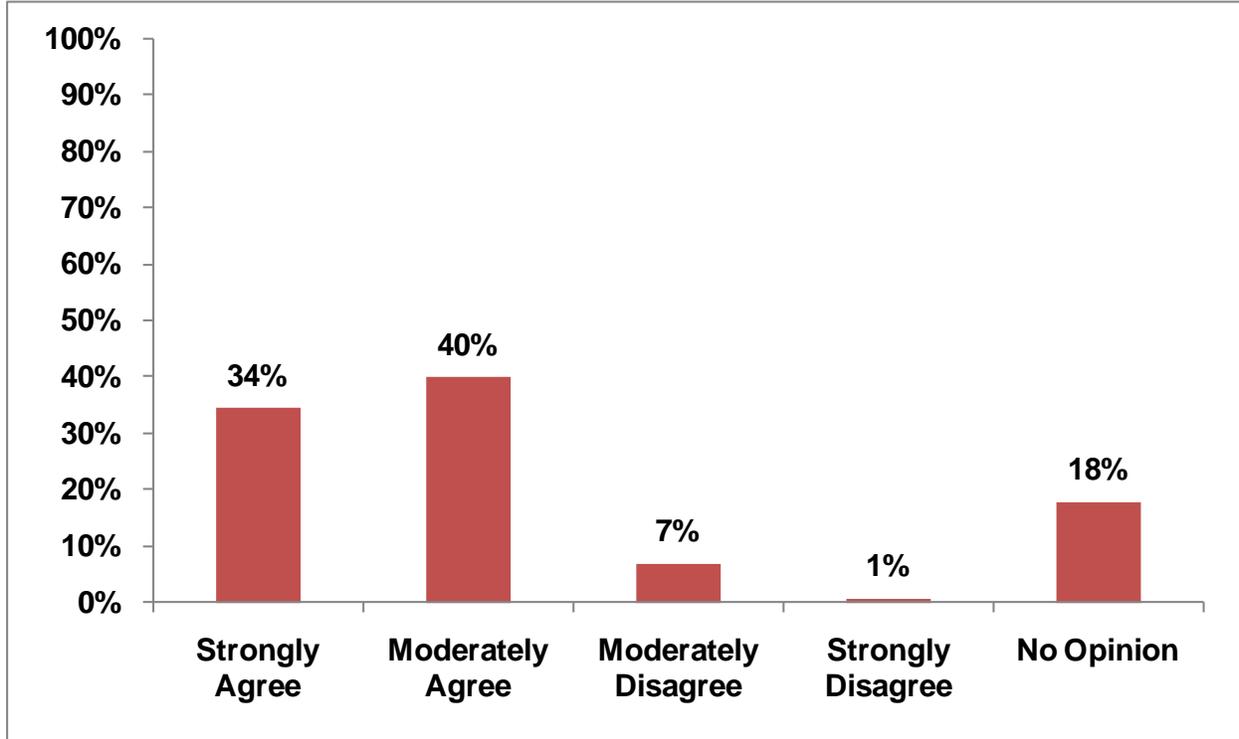
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.34	0.95	3.17	.730	0-5	2.63	0.91	3.33	.614
FT Faculty	2.30	0.99	3.16	.751	6-10	2.29	0.94	2.95	.815
Classified	2.32	1.00	3.10	.775	11-15	2.38	0.97	3.18	.601
Administrator	2.91	0.74	3.24	.577	16-20	2.20	0.99	2.87	.834
Overall	2.38	0.97	3.16	.729	21+	2.23	1.05	3.19	.816
ANOVA	<.05				Overall	2.38	0.97	3.16	.729

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

42h. [Mission statement review process] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.



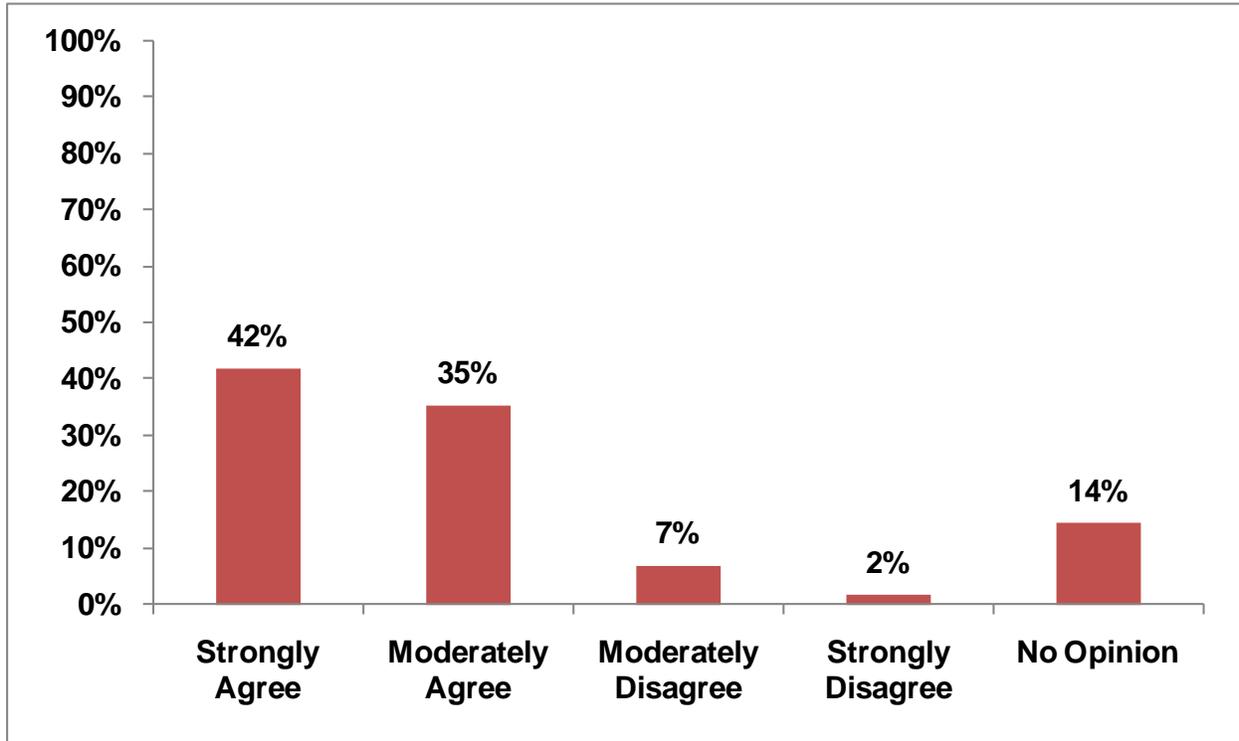
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.57	0.96	3.25	.751	0-5	2.88	0.85	3.50	.577
FT Faculty	2.62	0.98	3.42	.651	6-10	2.45	1.05	3.18	.721
Classified	2.49	1.01	3.23	.659	11-15	2.59	0.97	3.22	.567
Administrator	3.14	0.69	3.39	.567	16-20	2.45	0.97	3.13	.640
Overall	2.61	0.98	3.32	.667	21+	2.53	1.03	3.39	.777
ANOVA	<.05				Overall	2.61	0.98	3.32	.667

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

42i. [Accreditation Self Study] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.



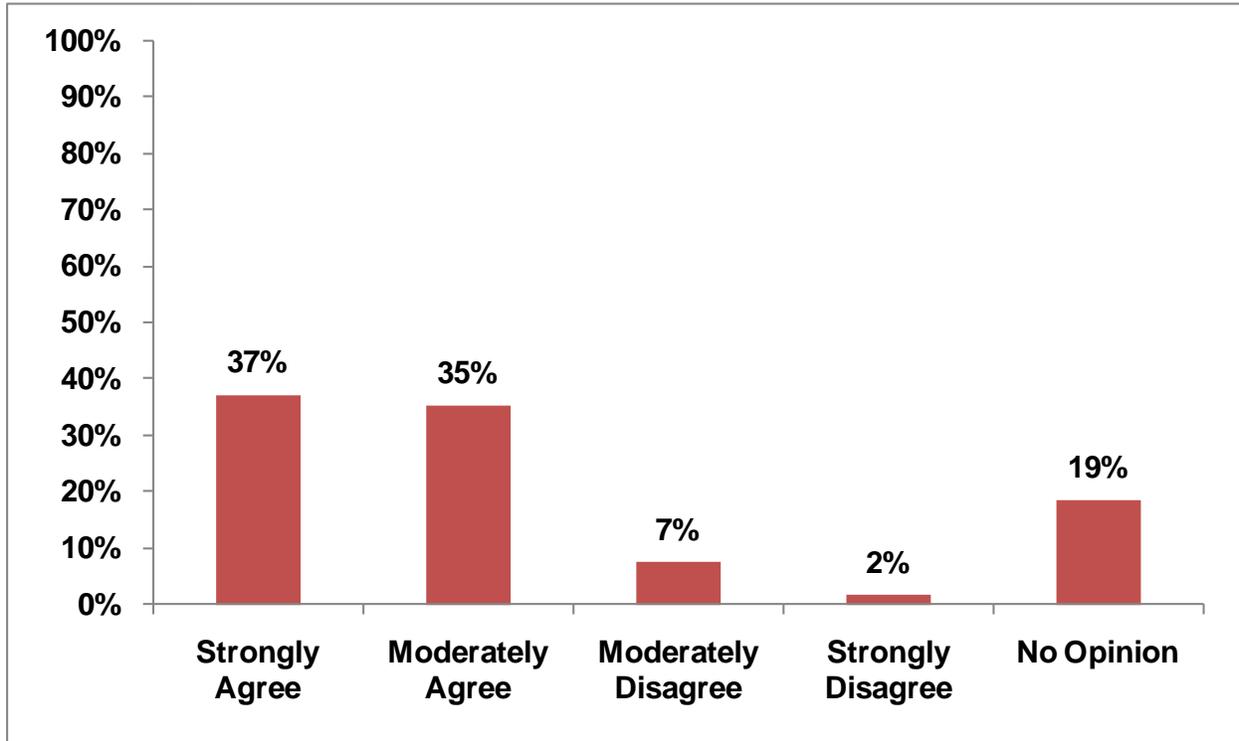
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.62	1.02	3.24	.797	0-5	2.94	0.84	3.43	.684
FT Faculty	2.92	0.96	3.51	.723	6-10	2.70	1.01	3.21	.842
Classified	2.64	0.98	3.30	.677	11-15	2.71	1.05	3.42	.602
Administrator	3.29	0.71	3.45	.572	16-20	2.72	1.01	3.47	.624
Overall	2.79	0.98	3.37	.712	21+	2.78	1.03	3.36	.762
ANOVA	<.05				Overall	2.79	0.98	3.37	.712

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

42j. [Institutional Program Review] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.



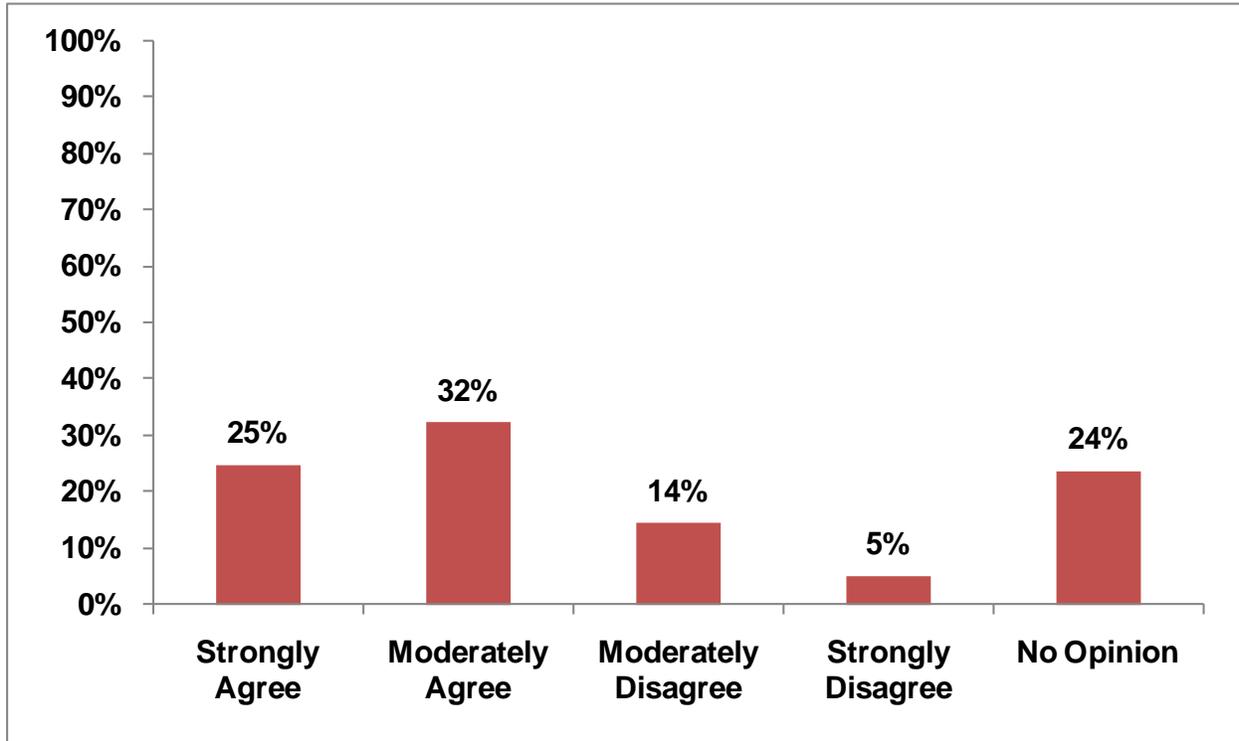
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.48	1.00	3.24	.794	0-5	2.78	0.88	3.38	.652
FT Faculty	2.76	1.00	3.46	.700	6-10	2.58	0.97	3.21	.741
Classified	2.48	0.96	3.25	.704	11-15	2.58	0.99	3.33	.589
Administrator	2.97	0.79	3.34	.670	16-20	2.58	1.01	3.53	.640
Overall	2.62	0.98	3.33	.720	21+	2.53	1.10	3.29	.901
ANOVA	<.05				Overall	2.62	0.98	3.33	.720

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

42k. [Enrollment Management] SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.



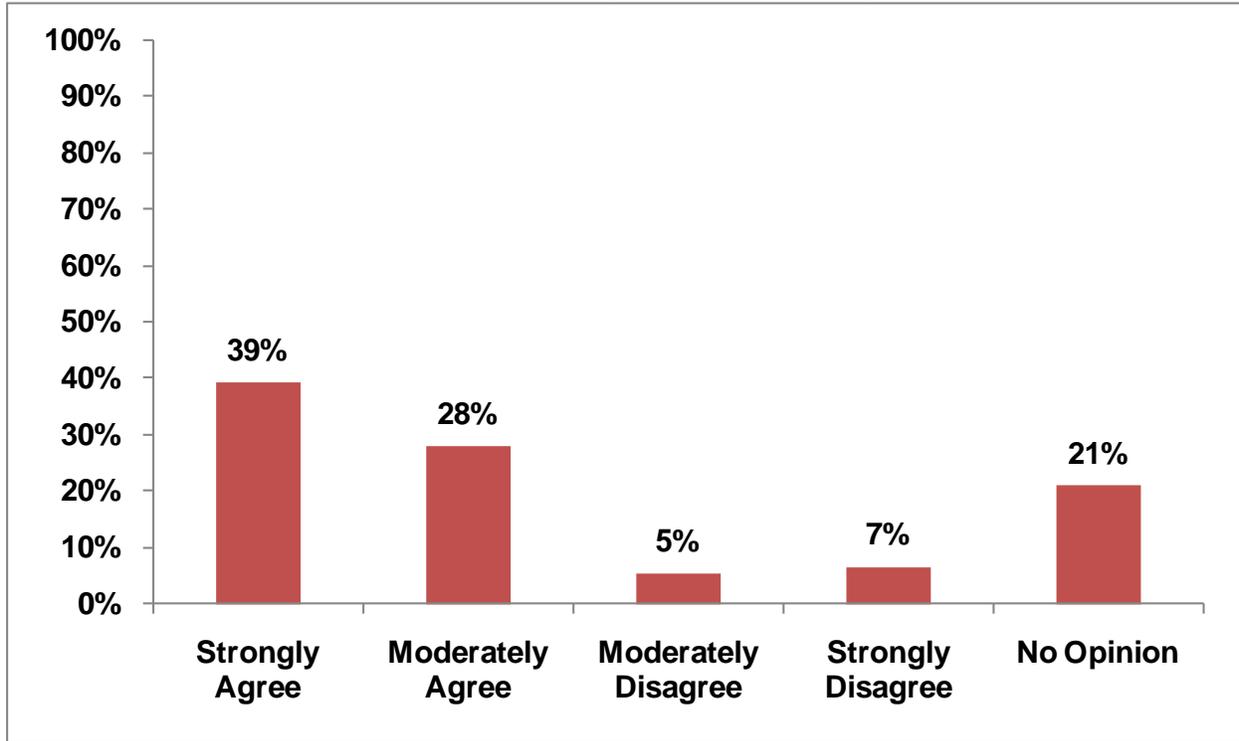
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.38	1.04	3.05	.888	0-5	2.77	0.89	3.19	.817
FT Faculty	2.39	0.98	2.84	.927	6-10	2.37	1.01	2.89	.981
Classified	2.50	0.97	3.08	.889	11-15	2.50	0.95	2.98	.794
Administrator	2.88	0.83	3.15	.732	16-20	2.29	0.97	3.10	.738
Overall	2.48	0.98	3.01	.884	21+	2.30	1.05	2.90	.974
ANOVA	<.05				Overall	2.48	0.98	3.01	.884

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

43. My constituency group (faculty/classified/administrator) has been asked to participate in a dialogue about improving student learning.



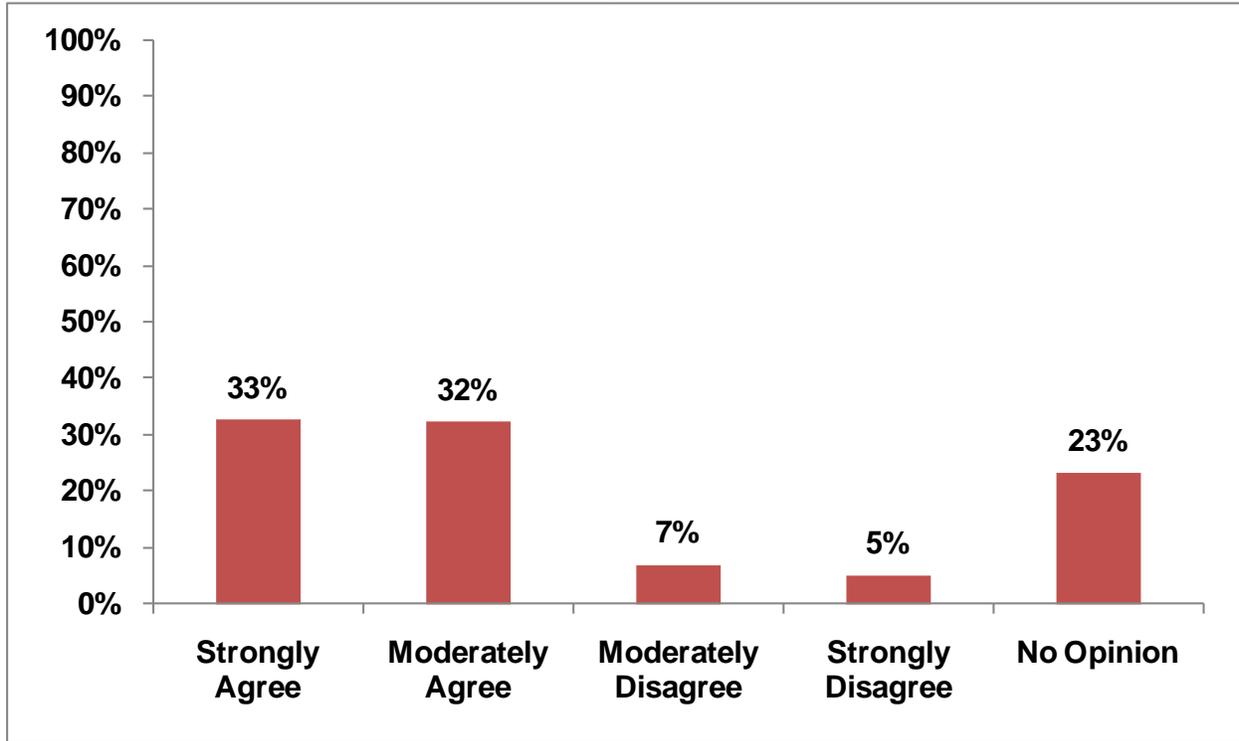
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.81	1.05	3.44	.769	0-5	2.88	0.97	3.31	.886
FT Faculty	2.80	1.10	3.49	.782	6-10	2.49	1.15	3.26	1.019
Classified	2.29	1.10	2.90	1.051	11-15	2.59	1.11	3.18	.888
Administrator	2.94	0.93	3.19	.895	16-20	2.66	1.07	3.31	.947
Overall	2.63	1.10	3.26	.913	21+	2.50	1.18	3.28	.902
ANOVA	<.05				Overall	2.63	1.10	3.26	.913

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

44. My constituency group (faculty/classified/administrator) has been asked to participate in a dialogue about improving institutional processes.



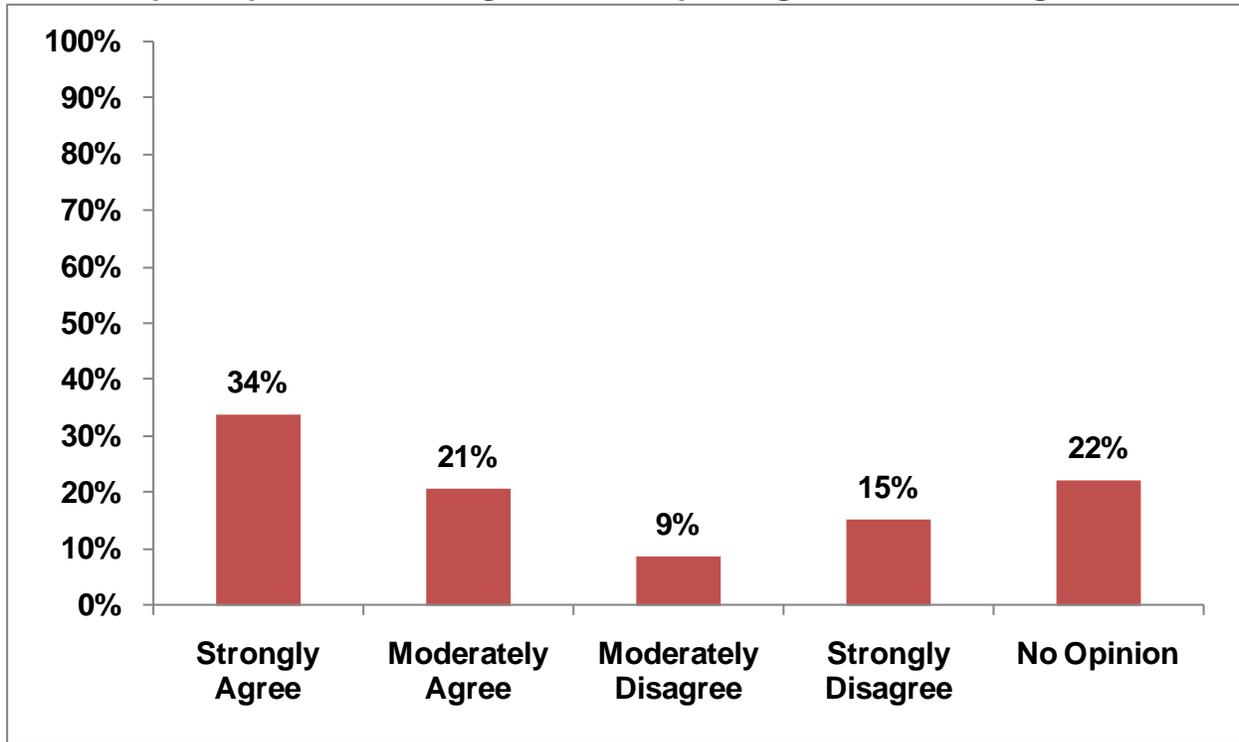
N=258

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.52	1.03	3.20	.966	0-5	2.90	0.91	3.25	.845
FT Faculty	2.45	1.11	3.26	.834	6-10	2.31	1.04	3.05	1.079
Classified	2.38	1.05	3.14	.864	11-15	2.38	1.08	3.20	.735
Administrator	2.91	0.89	3.21	.787	16-20	2.34	1.05	3.29	.726
Overall	2.48	1.06	3.20	.861	21+	2.33	1.11	3.23	.865
ANOVA	<.05				Overall	2.48	1.06	3.20	.861

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

45. I have participated in a dialogue about improving student learning.



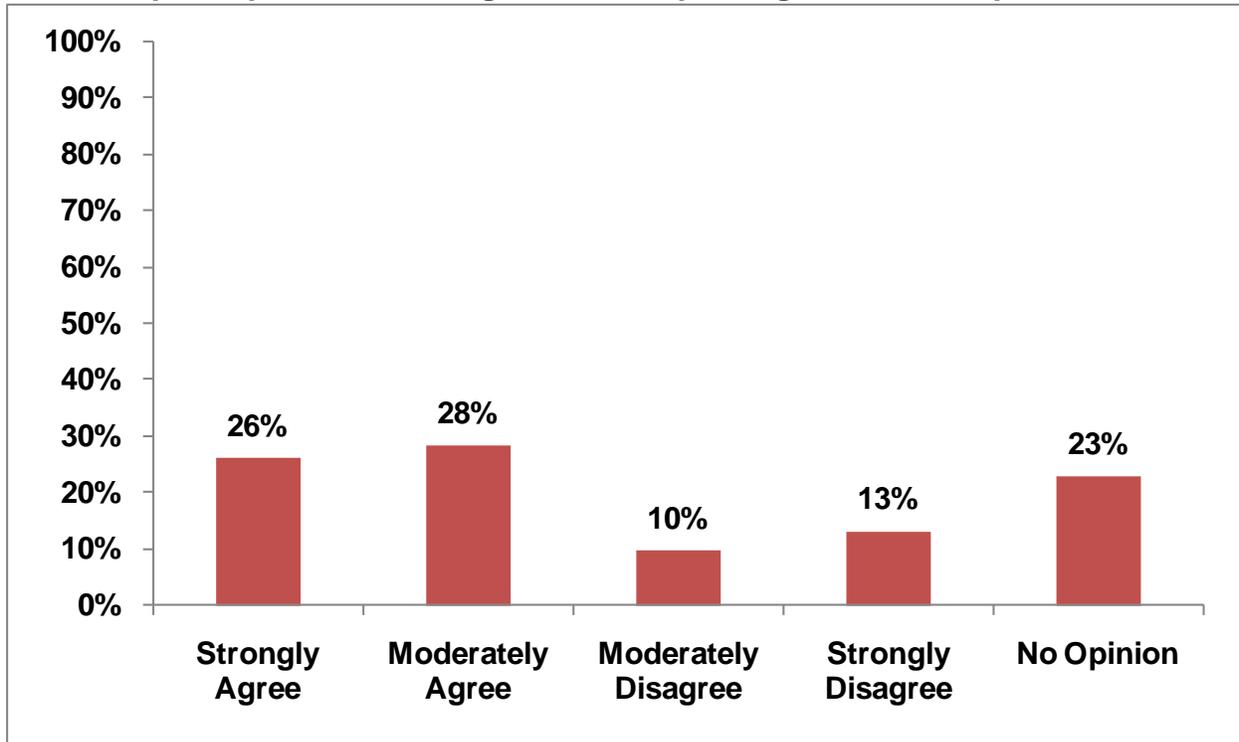
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.28	1.20	2.92	1.164	0-5	2.28	1.19	2.88	1.143
FT Faculty	2.70	1.21	3.49	.805	6-10	2.24	1.25	2.73	1.281
Classified	1.76	1.08	2.17	1.152	11-15	2.18	1.19	3.08	1.096
Administrator	2.75	1.14	3.31	.884	16-20	2.39	1.26	3.15	1.068
Overall	2.26	1.22	2.94	1.149	21+	2.24	1.27	2.96	1.129
ANOVA	<.05				Overall	2.26	1.22	2.94	1.149

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

46. I have participated in a dialogue about improving institutional processes.



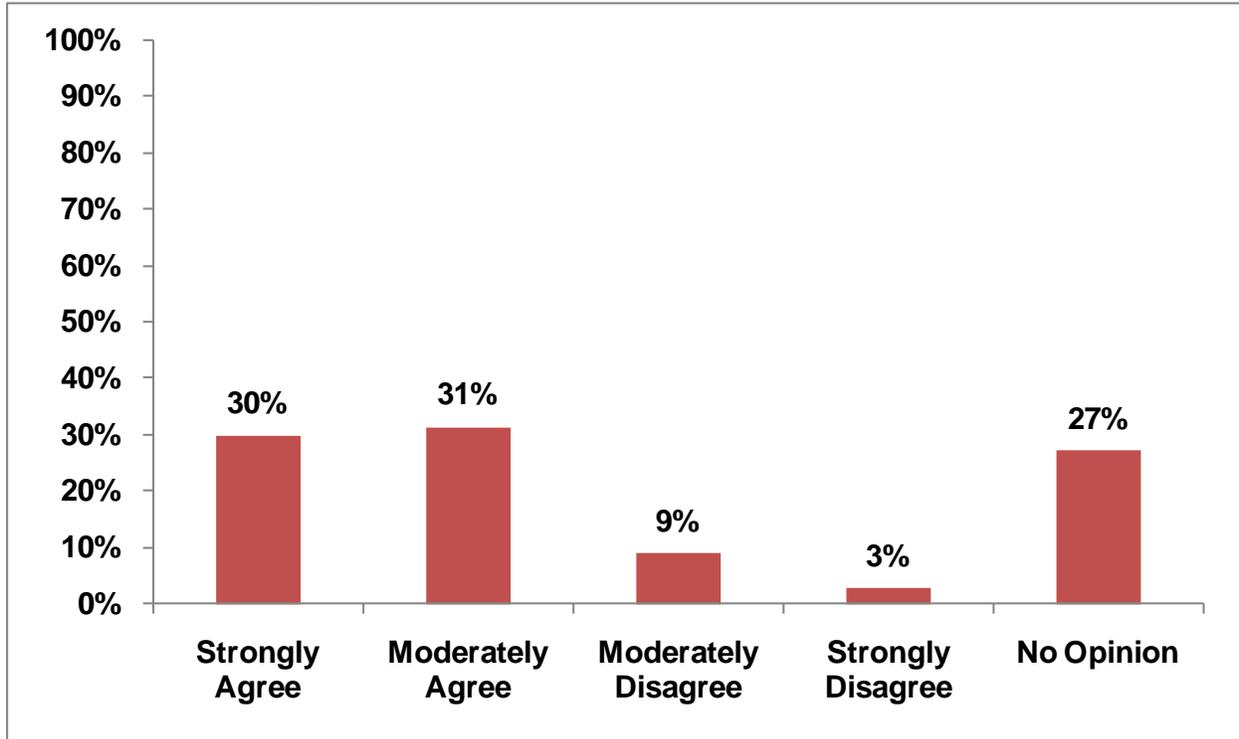
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	1.90	1.13	2.52	1.234	0-5	2.27	1.16	2.82	1.082
FT Faculty	2.24	1.21	3.15	.942	6-10	1.94	1.12	2.51	1.189
Classified	1.84	1.05	2.61	1.053	11-15	1.98	1.13	3.04	.935
Administrator	2.91	1.01	3.28	.797	16-20	2.25	1.15	3.08	.996
Overall	2.08	1.16	2.87	1.065	21+	1.94	1.20	2.98	1.051
ANOVA	<.05				Overall	2.08	1.16	2.87	1.065

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

47. Dialogue about student learning and institutional processes has been conducted in a collegial manner.



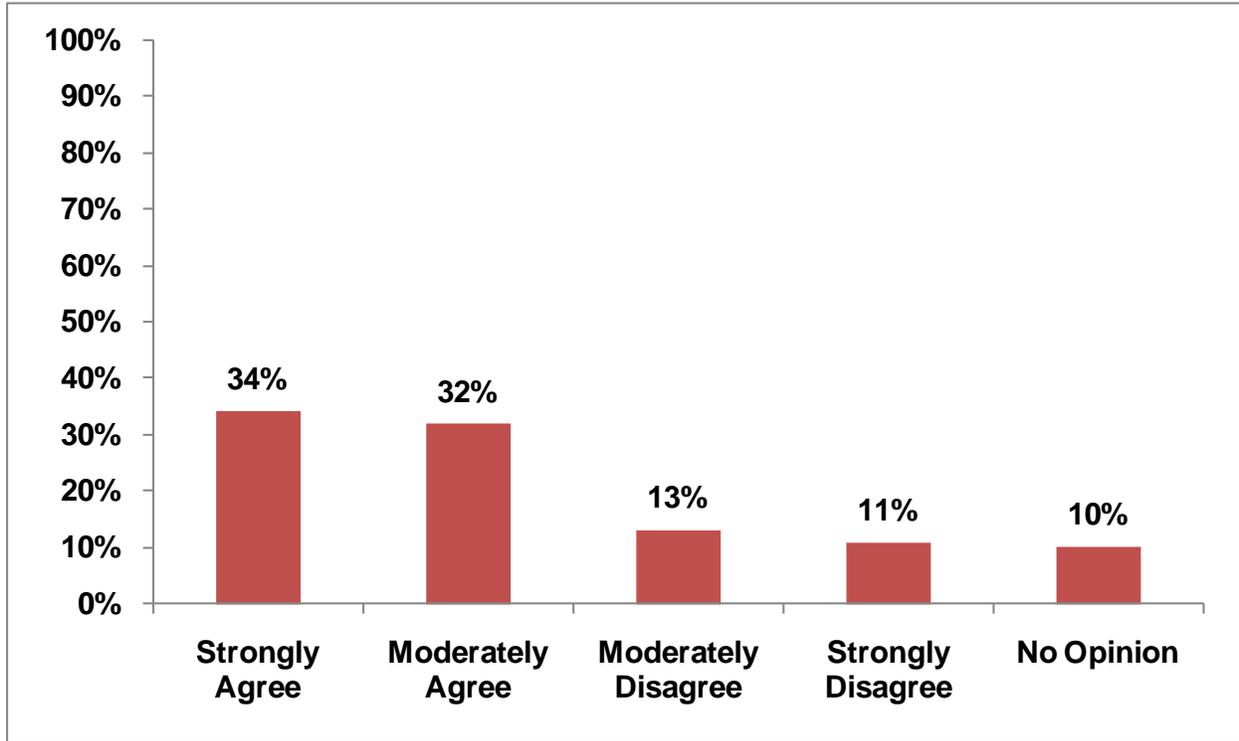
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.45	1.11	3.28	.882	0-5	2.87	0.99	3.25	.863
FT Faculty	2.28	1.10	3.27	.813	6-10	2.15	1.06	3.00	.907
Classified	2.18	1.03	3.04	.713	11-15	2.15	1.02	3.23	.698
Administrator	2.97	0.95	3.33	.784	16-20	2.32	0.99	3.15	.987
Overall	2.36	1.08	3.21	.799	21+	2.20	1.17	3.33	.674
ANOVA	<.05				Overall	2.36	1.08	3.21	.799

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

48a. [Human Resources] The operational processes and departments listed below allow me to perform my job effectively and efficiently.



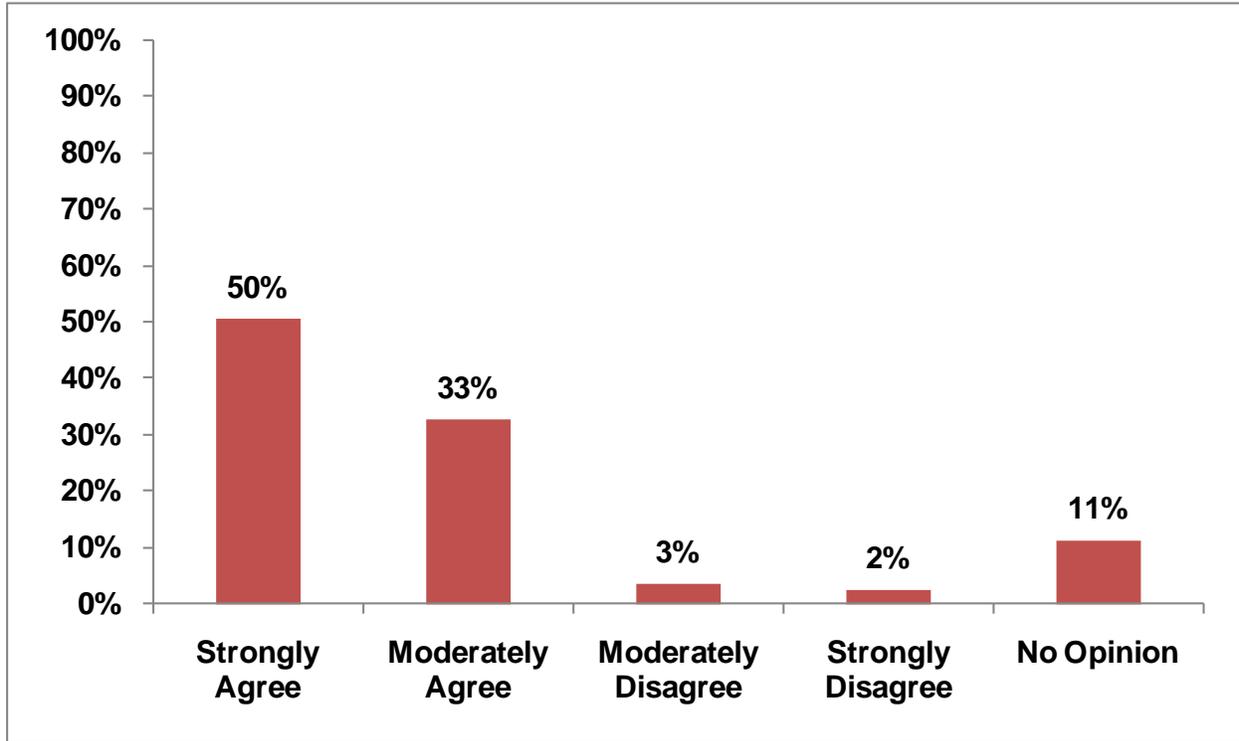
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.26	0.82	3.36	.868	0-5	3.18	0.82	3.35	.770
FT Faculty	2.66	1.02	2.93	1.034	6-10	2.89	0.92	2.95	1.045
Classified	2.86	1.00	2.90	1.032	11-15	2.80	1.05	2.86	1.069
Administrator	2.80	0.87	2.69	.967	16-20	2.56	1.08	2.44	1.094
Overall	2.88	0.98	2.99	1.006	21+	2.65	1.03	2.91	1.023
ANOVA	.182				Overall	2.88	0.98	2.99	1.006

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

48b. [Payroll] The operational processes and departments listed below allow me to perform my job effectively and efficiently.



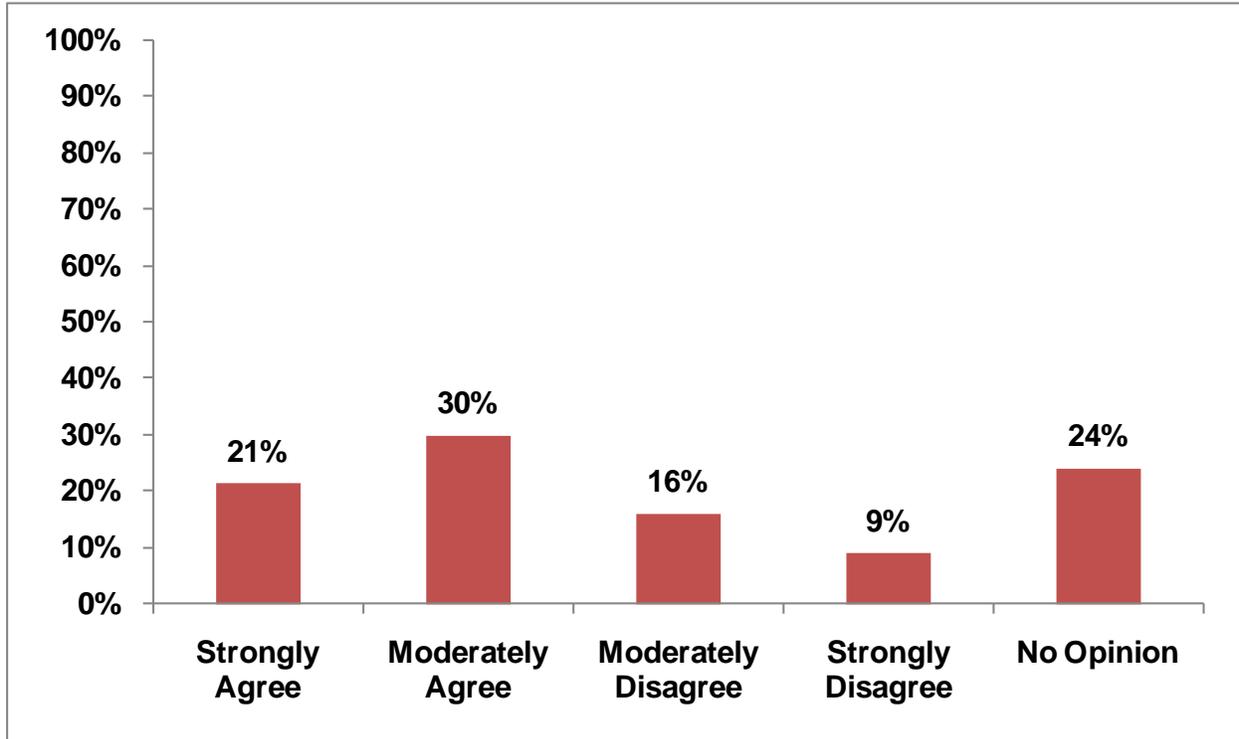
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.31	0.76	3.53	.658	0-5	3.30	0.70	3.65	.547
FT Faculty	2.98	0.97	3.44	.842	6-10	3.34	0.72	3.37	.888
Classified	3.43	0.69	3.57	.569	11-15	3.38	0.84	3.41	.708
Administrator	3.31	0.79	3.21	.726	16-20	3.00	1.02	3.27	.961
Overall	3.27	0.81	3.48	.698	21+	3.21	0.90	3.49	.571
ANOVA	<.05				Overall	3.27	0.81	3.48	.698

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

48c. [Purchasing] The operational processes and departments listed below allow me to perform my job effectively and efficiently.



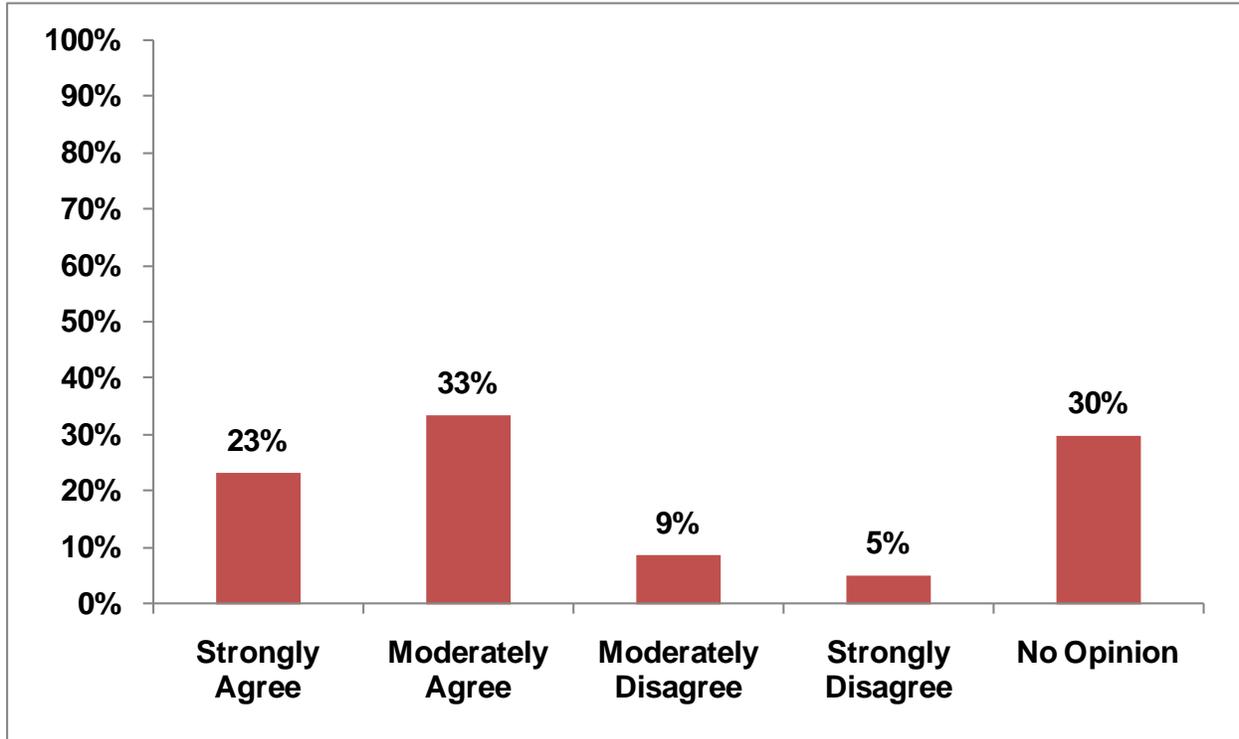
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.10	0.89	3.46	.650	0-5	3.02	0.78	2.96	.979
FT Faculty	2.43	0.97	2.58	1.117	6-10	2.90	0.93	3.09	.919
Classified	2.89	0.98	2.73	.968	11-15	2.72	1.11	2.67	.944
Administrator	2.86	0.77	2.79	.675	16-20	2.49	1.02	2.33	1.155
Overall	2.79	0.97	2.84	.968	21+	2.61	0.98	2.82	.928
ANOVA	.604				Overall	2.79	0.97	2.84	.968

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

48d. Fiscal] The operational processes and departments listed below allow me to perform my job effectively and efficiently.



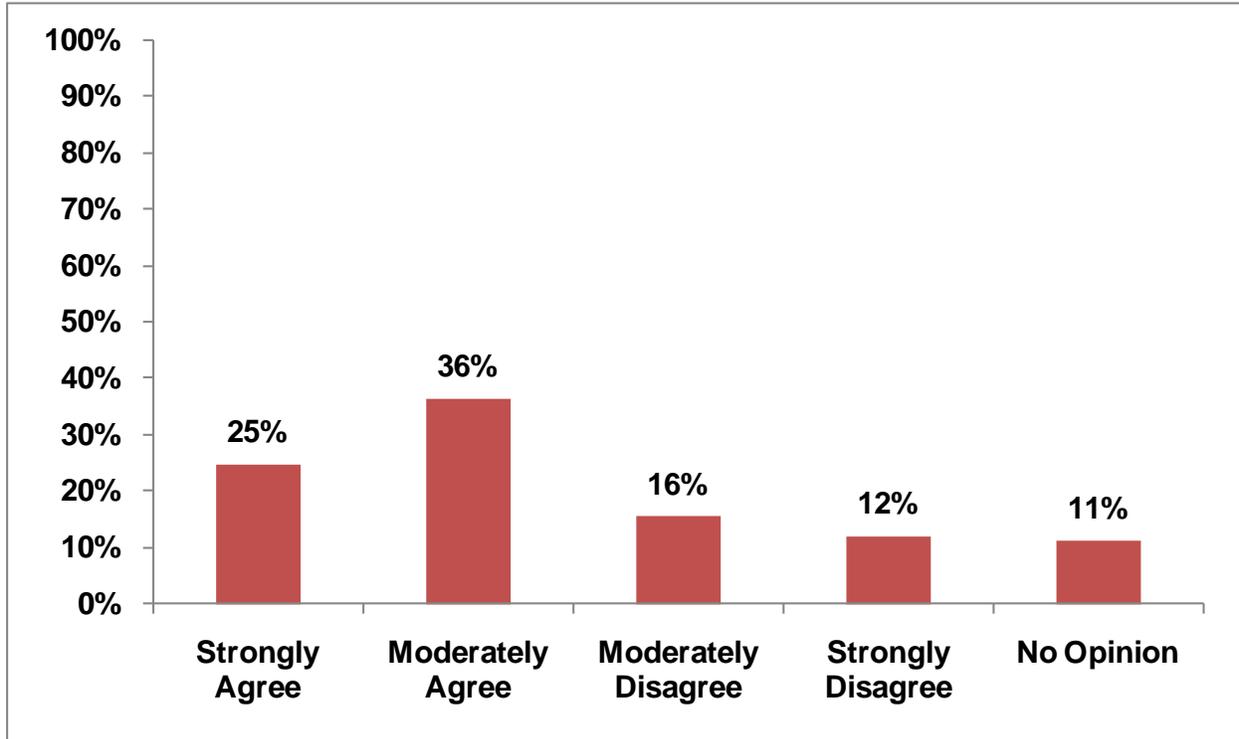
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.83	1.06	3.50	.508	0-5	3.10	0.78	3.22	.798
FT Faculty	2.25	1.02	2.83	.953	6-10	2.79	1.02	3.14	.970
Classified	3.07	0.90	3.11	.871	11-15	2.70	1.18	3.02	.838
Administrator	2.97	0.85	2.82	.819	16-20	2.69	1.03	2.80	1.229
Overall	2.82	1.00	3.07	.860	21+	2.65	1.00	2.96	.788
ANOVA	<.05				Overall	2.82	1.00	3.07	.860

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

48e. [Technology] The operational processes and departments listed below allow me to perform my job effectively and efficiently.



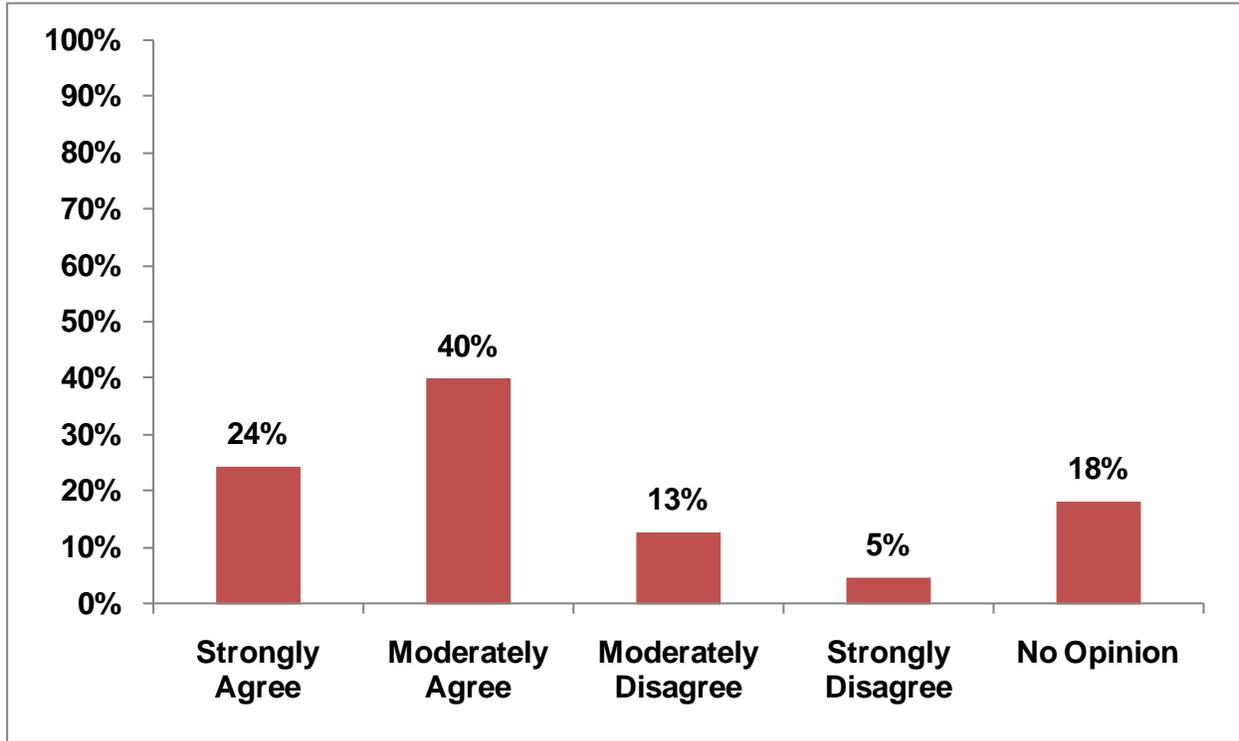
N=258

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.93	0.98	3.16	.866	0-5	2.78	0.96	2.86	.945
FT Faculty	2.32	0.98	2.63	1.050	6-10	2.73	1.01	2.80	1.173
Classified	2.84	0.98	2.87	.972	11-15	2.58	1.10	2.81	.945
Administrator	2.33	0.93	2.64	.951	16-20	2.28	0.99	2.61	1.037
Overall	2.66	1.01	2.83	.986	21+	2.75	0.95	2.94	.904
ANOVA	<.05				Overall	2.66	1.01	2.83	.986

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

48f. [Facilities Use] The operational processes and departments listed below allow me to perform my job effectively and efficiently.



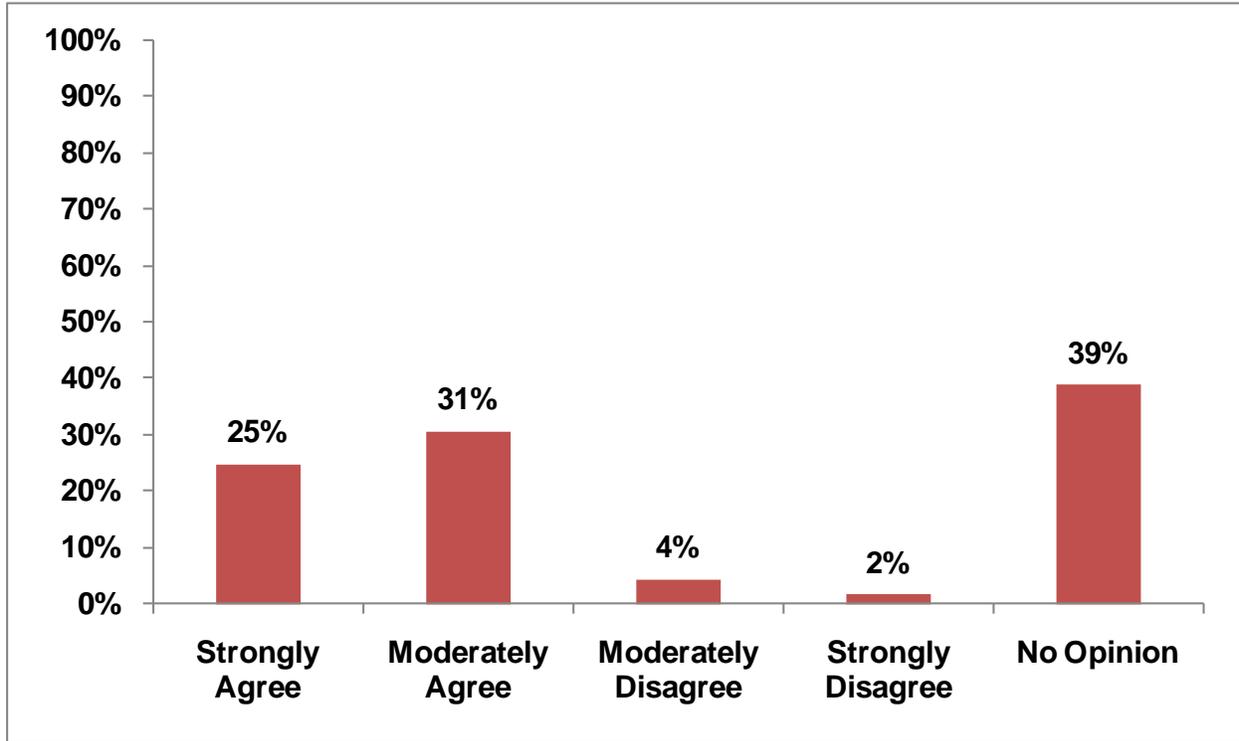
N=441

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.97	0.98	3.33	.762	0-5	3.09	0.86	3.14	.766
FT Faculty	2.61	0.96	2.91	.849	6-10	2.92	0.87	3.15	.844
Classified	2.88	0.96	3.07	.788	11-15	2.74	1.06	2.98	.860
Administrator	3.00	0.87	2.71	.854	16-20	2.43	1.04	2.93	.829
Overall	2.83	0.96	3.03	.828	21+	2.72	0.95	2.88	.849
ANOVA	<.05				Overall	2.83	0.96	3.03	.828

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

48g. [Curriculum Approval] The operational processes and departments listed below allow me to perform my job effectively and efficiently.



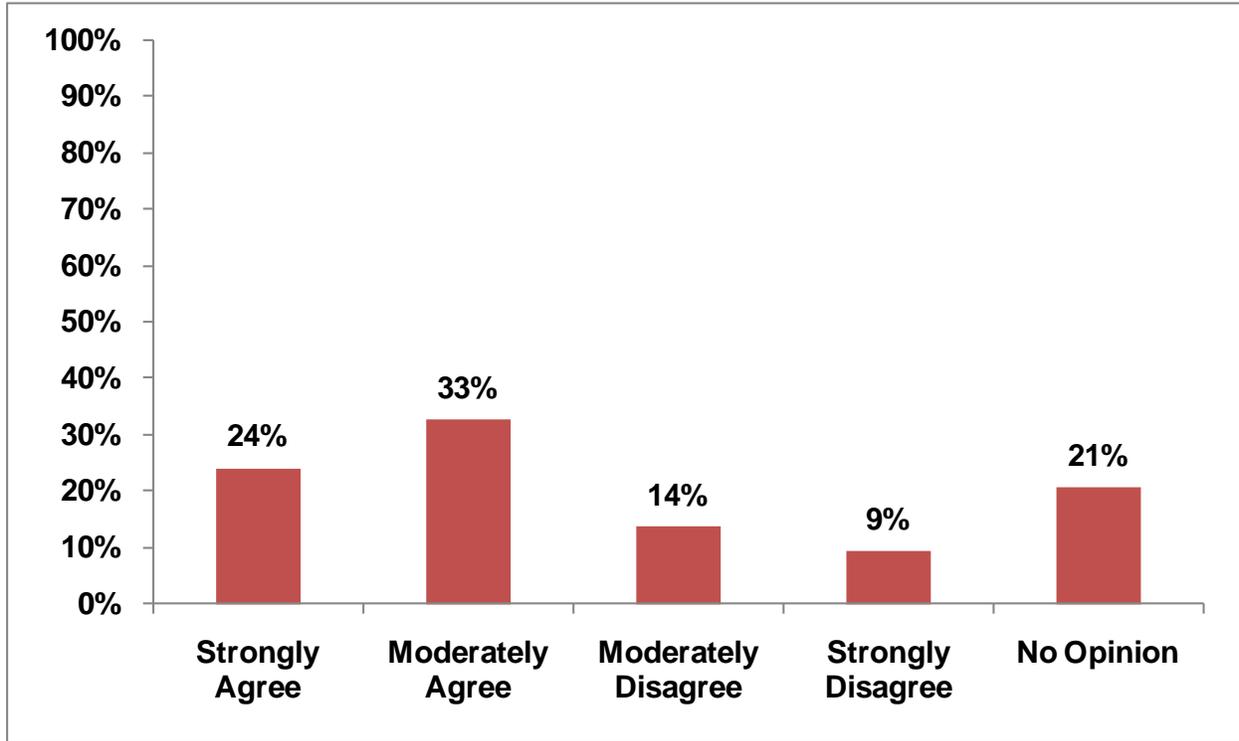
N=258

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.20	0.87	3.33	.721	0-5	3.23	0.77	3.34	.608
FT Faculty	3.20	0.79	3.32	.672	6-10	3.15	0.86	3.33	.832
Classified	2.89	0.93	3.24	.819	11-15	3.02	0.88	3.18	.692
Administrator	3.09	0.85	3.15	.587	16-20	2.93	0.92	3.27	.647
Overall	3.11	0.86	3.28	.706	21+	3.06	0.93	3.29	.768
ANOVA	<.05				Overall	3.11	0.86	3.28	.706

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

48h. [Safety and Emergency] The operational processes and departments listed below allow me to perform my job effectively and efficiently.



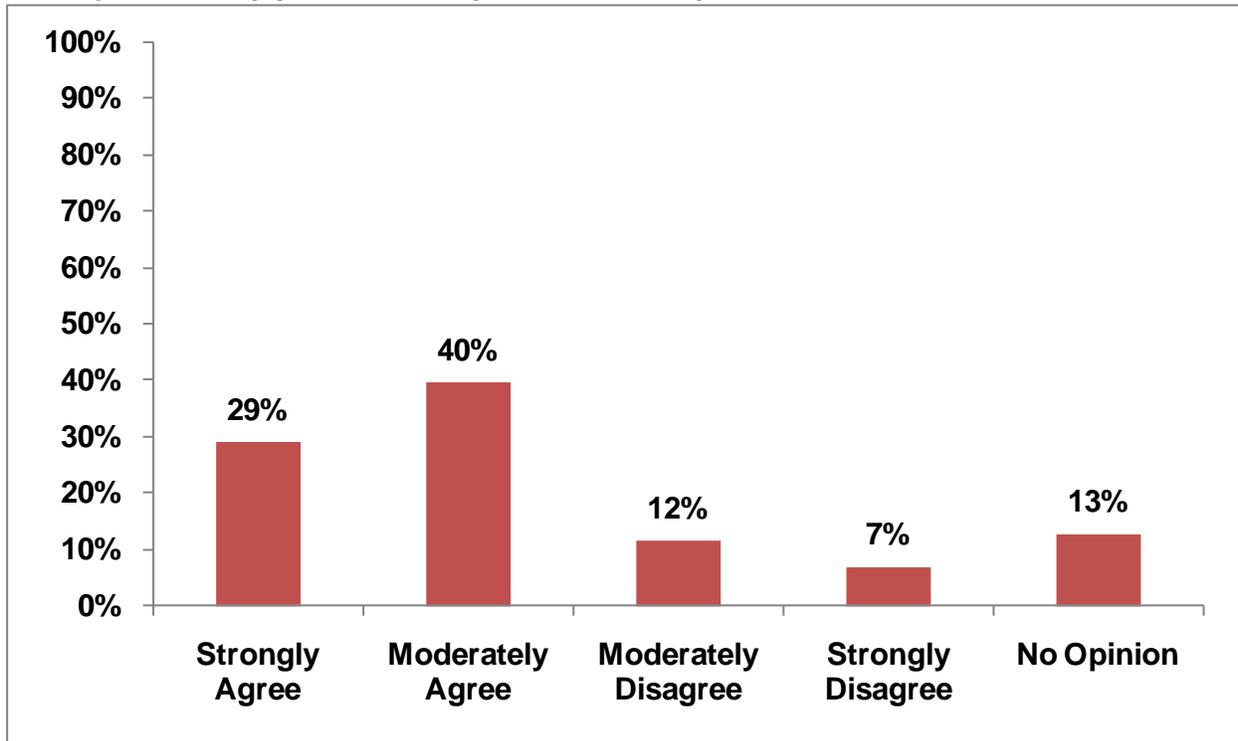
N=258

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.00	1.02	3.47	.667	0-5	2.89	1.00	3.18	.772
FT Faculty	2.21	1.11	2.73	1.027	6-10	2.76	1.09	2.97	.986
Classified	2.77	0.99	2.90	.853	11-15	2.48	1.08	2.73	.962
Administrator	2.42	1.15	2.37	1.115	16-20	2.24	1.11	2.83	1.193
Overall	2.61	1.09	2.90	.967	21+	2.36	1.10	2.72	1.045
ANOVA	<.05				Overall	2.61	1.09	2.90	.967

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

48i. [Maintenance] The operational processes and departments listed below allow me to perform my job effectively and efficiently.



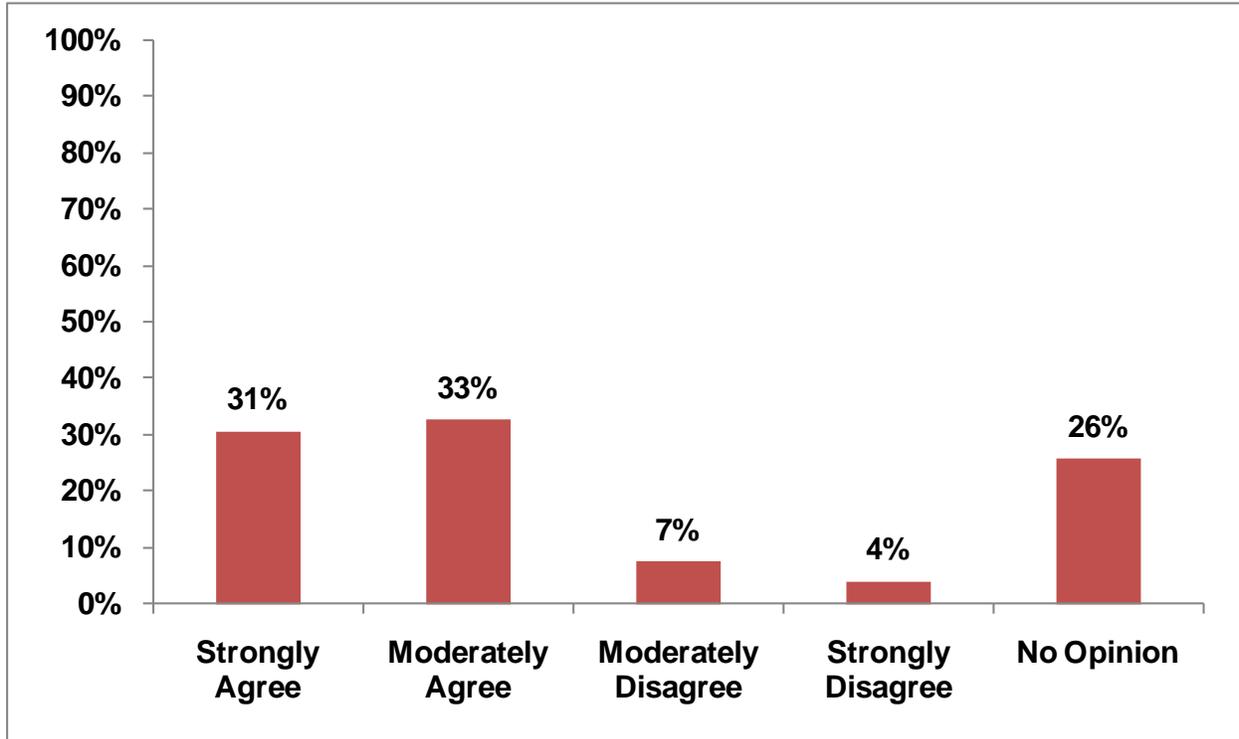
N=258

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.13	0.92	3.33	.781	0-5	3.21	0.76	3.17	.752
FT Faculty	2.75	0.97	2.81	1.030	6-10	2.94	0.94	3.05	1.035
Classified	3.02	0.89	3.13	.833	11-15	2.96	0.98	3.00	.832
Administrator	3.06	0.71	2.89	.629	16-20	2.57	0.99	2.80	1.146
Overall	2.97	0.91	3.04	.888	21+	2.90	0.88	3.00	.886
ANOVA	.347				Overall	2.97	0.91	3.04	.888

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

48j. [Class Scheduling] The operational processes and departments listed below allow me to perform my job effectively and efficiently.



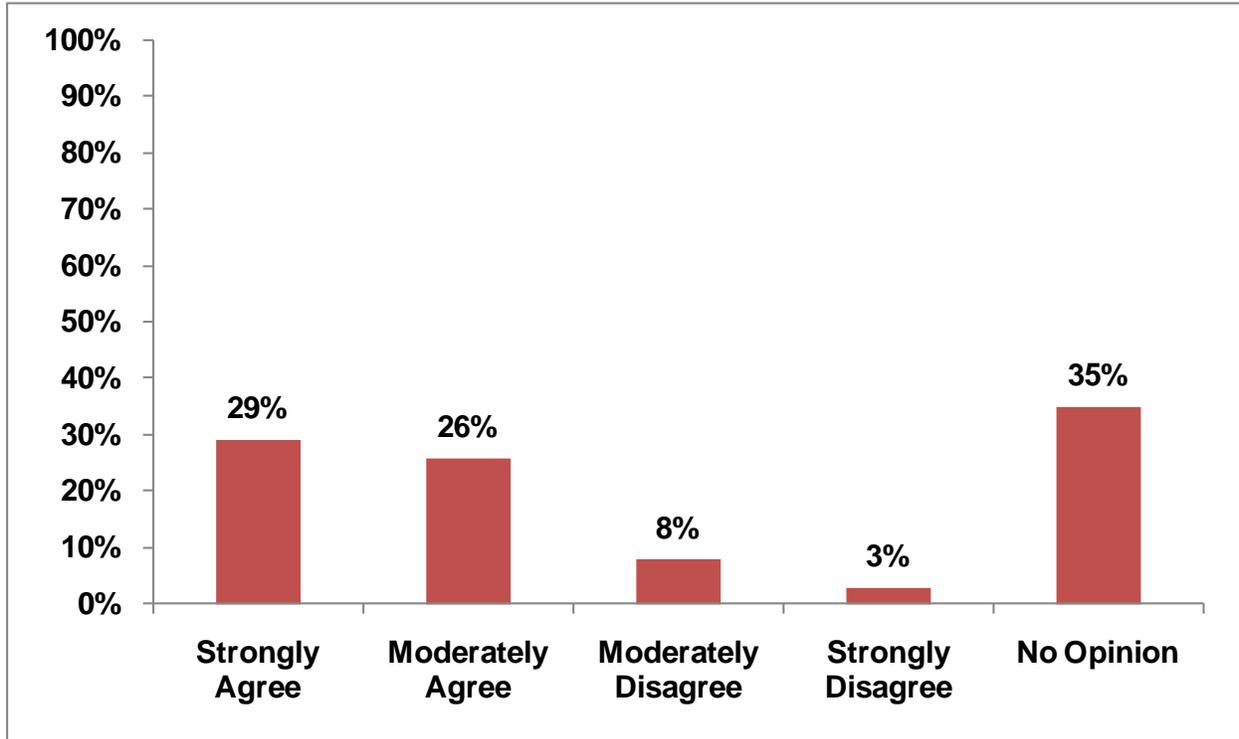
N=258

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.01	1.03	3.25	.845	0-5	3.22	0.76	3.28	.690
FT Faculty	2.93	0.88	3.26	.829	6-10	2.98	0.98	3.14	1.046
Classified	2.91	1.00	3.14	.881	11-15	2.77	1.07	3.18	.716
Administrator	3.22	0.67	3.12	.666	16-20	2.83	0.97	3.33	.888
Overall	2.97	0.95	3.21	.824	21+	2.83	0.98	3.17	.877
ANOVA	<.05				Overall	2.97	0.95	3.21	.824

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

48k. [Facility Assignment Request] The operational processes and departments listed below allow me to perform my job effectively and efficiently.



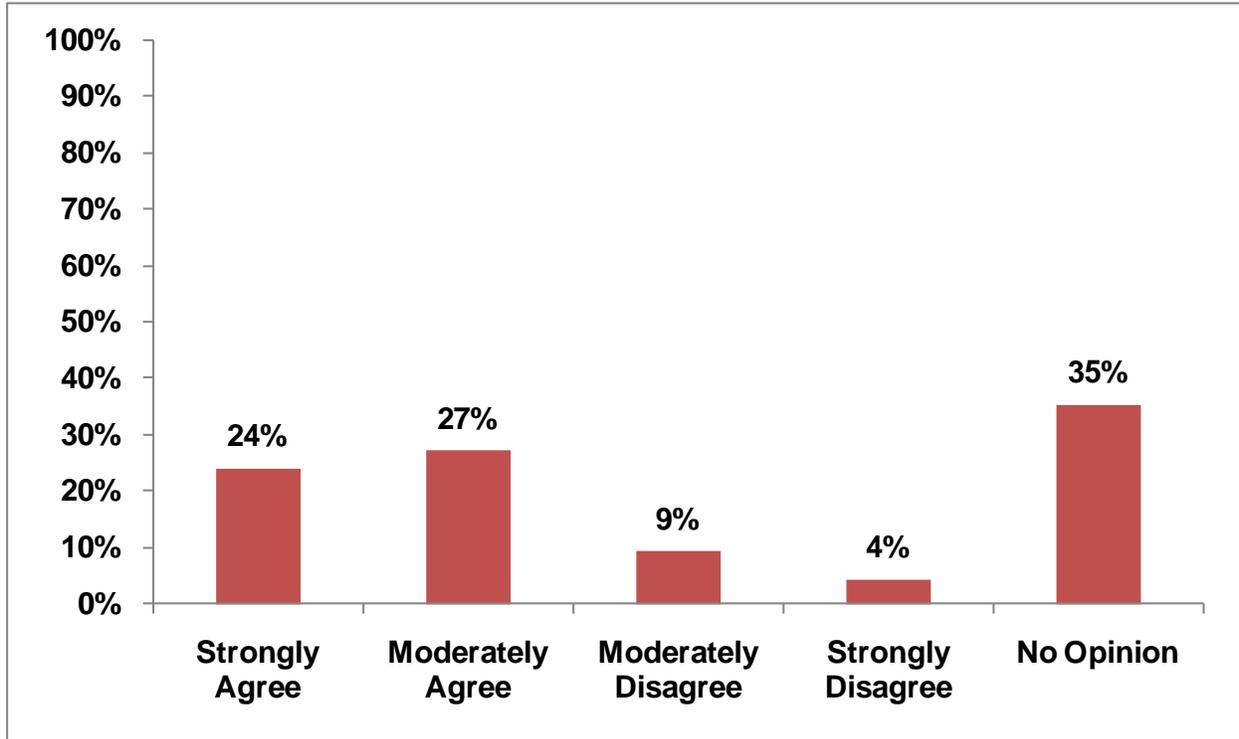
N=258

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.20	0.90	3.39	.786	0-5	3.12	0.87	3.46	.585
FT Faculty	3.07	0.87	3.34	.745	6-10	3.22	0.88	3.39	.882
Classified	3.01	0.92	3.10	.983	11-15	2.88	1.01	3.07	.848
Administrator	2.73	1.08	2.95	.669	16-20	2.87	0.98	3.38	.744
Overall	3.05	0.92	3.24	.823	21+	3.06	0.89	3.05	.936
ANOVA	<.05				Overall	3.05	0.92	3.24	.823

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

48I. [Student Registration] The operational processes and departments listed below allow me to perform my job effectively and efficiently.



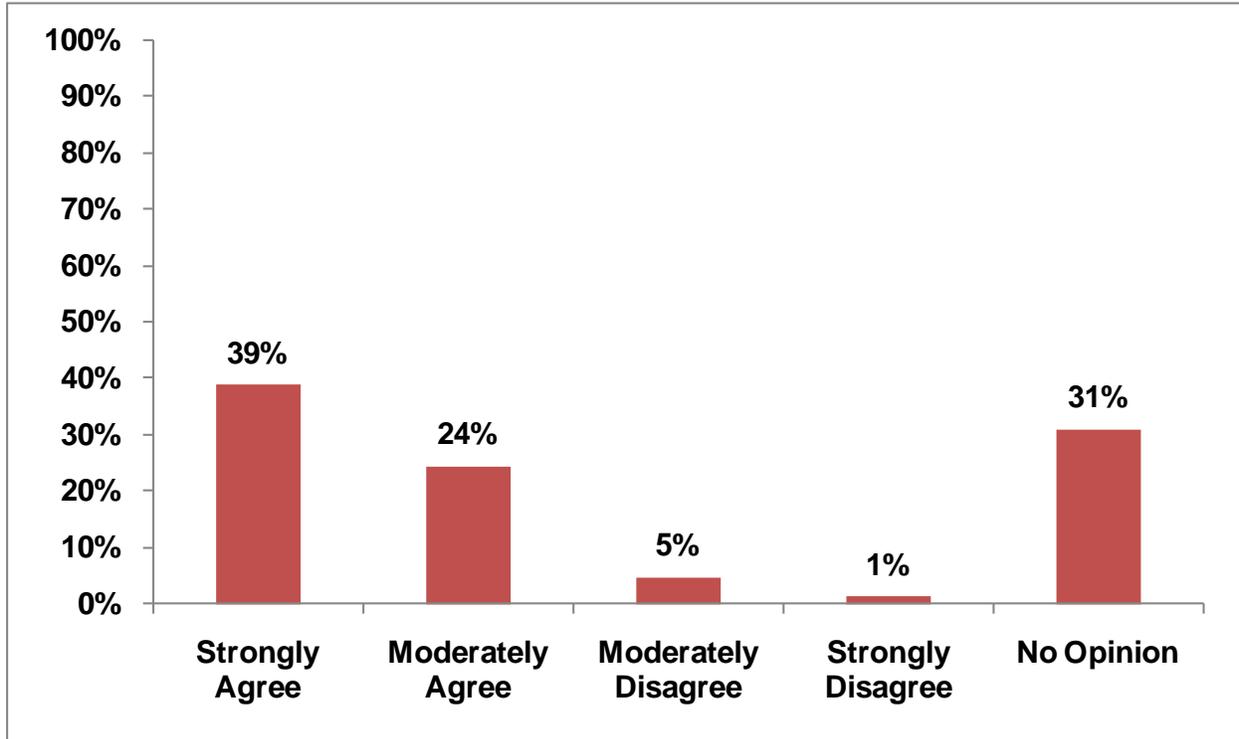
N=258

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.03	0.97	3.40	.734	0-5	3.17	0.82	3.24	.862
FT Faculty	2.59	0.94	2.96	.846	6-10	2.68	0.90	3.16	.850
Classified	2.98	0.92	2.98	1.011	11-15	2.67	1.09	2.88	.939
Administrator	3.12	0.82	3.08	.830	16-20	2.84	0.99	3.00	.943
Overall	2.87	0.95	3.10	.880	21+	2.84	0.91	3.12	.842
ANOVA	<.05				Overall	2.87	0.95	3.10	.880

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

48m. [Roster and Grade Submission] The operational processes and departments listed below allow me to perform my job effectively and efficiently.



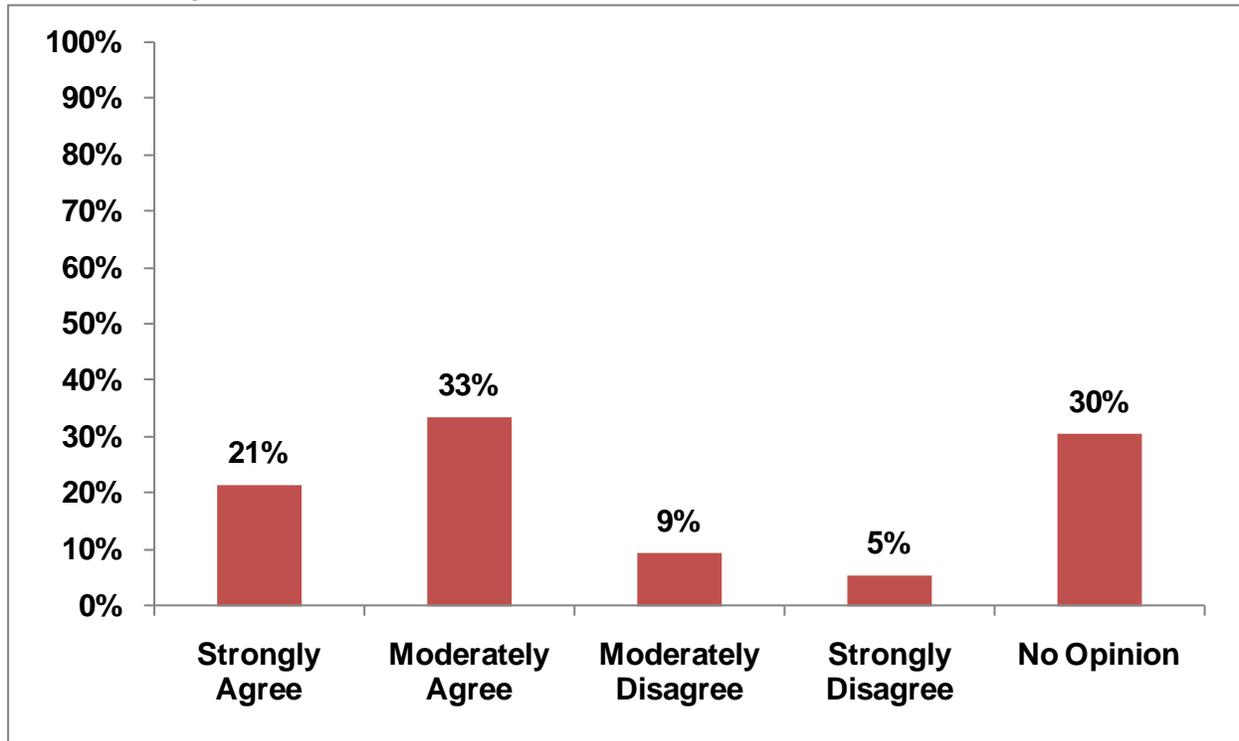
N=258

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.28	0.90	3.68	.510	0-5	3.42	0.65	3.55	.580
FT Faculty	3.31	0.71	3.53	.689	6-10	3.10	0.95	3.41	.837
Classified	3.16	0.86	3.13	.844	11-15	3.04	0.94	3.31	.811
Administrator	3.17	0.82	3.30	.635	16-20	3.36	0.90	3.75	.452
Overall	3.25	0.81	3.46	.698	21+	3.29	0.61	3.47	.631
ANOVA	<.05				Overall	3.25	0.81	3.46	.698

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

49a. [Mission Statement review process] I would like to have input into improving institutional processes.



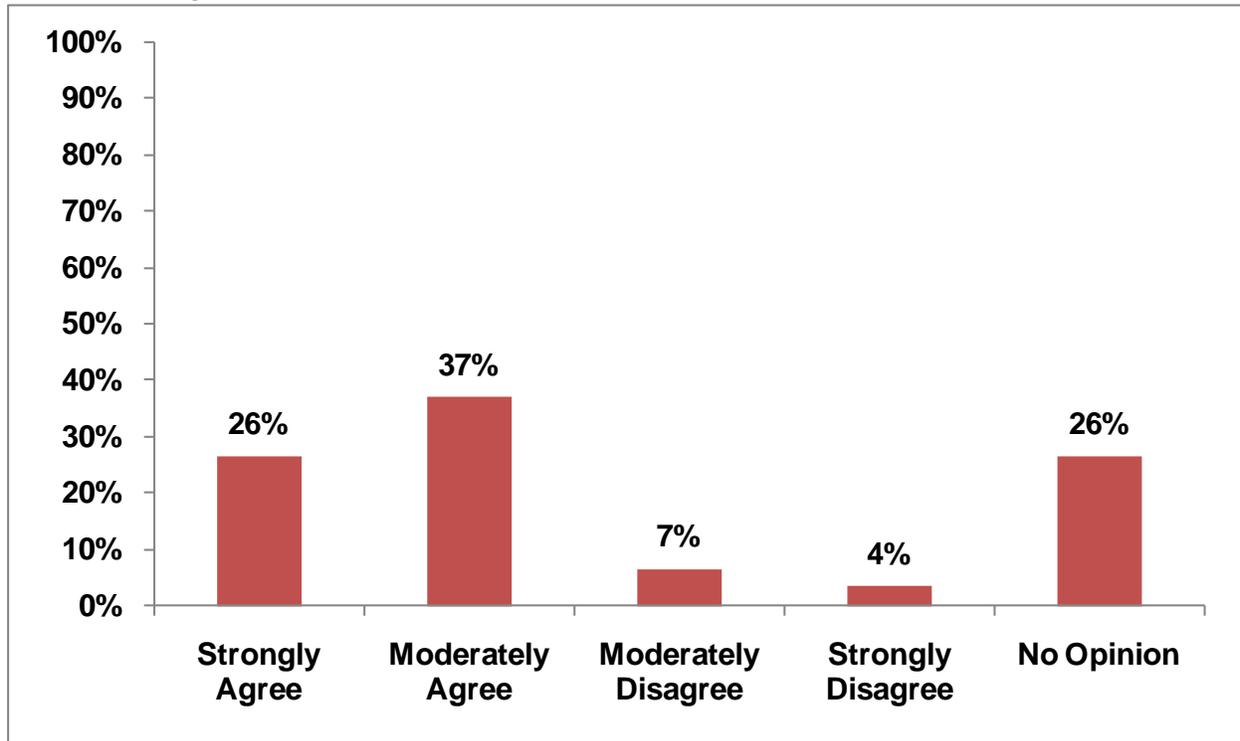
N=257

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.94	0.87	3.05	1.048	0-5	2.75	0.95	3.00	1.000
FT Faculty	3.01	0.97	3.18	.792	6-10	3.16	0.73	2.79	.902
Classified	2.76	0.87	2.81	.833	11-15	2.92	0.96	3.11	.832
Administrator	3.26	0.82	3.00	.764	16-20	2.97	0.96	3.07	.730
Overall	2.93	0.91	3.02	.871	21+	2.87	0.93	3.07	.789
ANOVA	.277				Overall	2.93	0.91	3.02	.871

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

49b. [Budget planning process] I would like to have input into improving institutional processes.



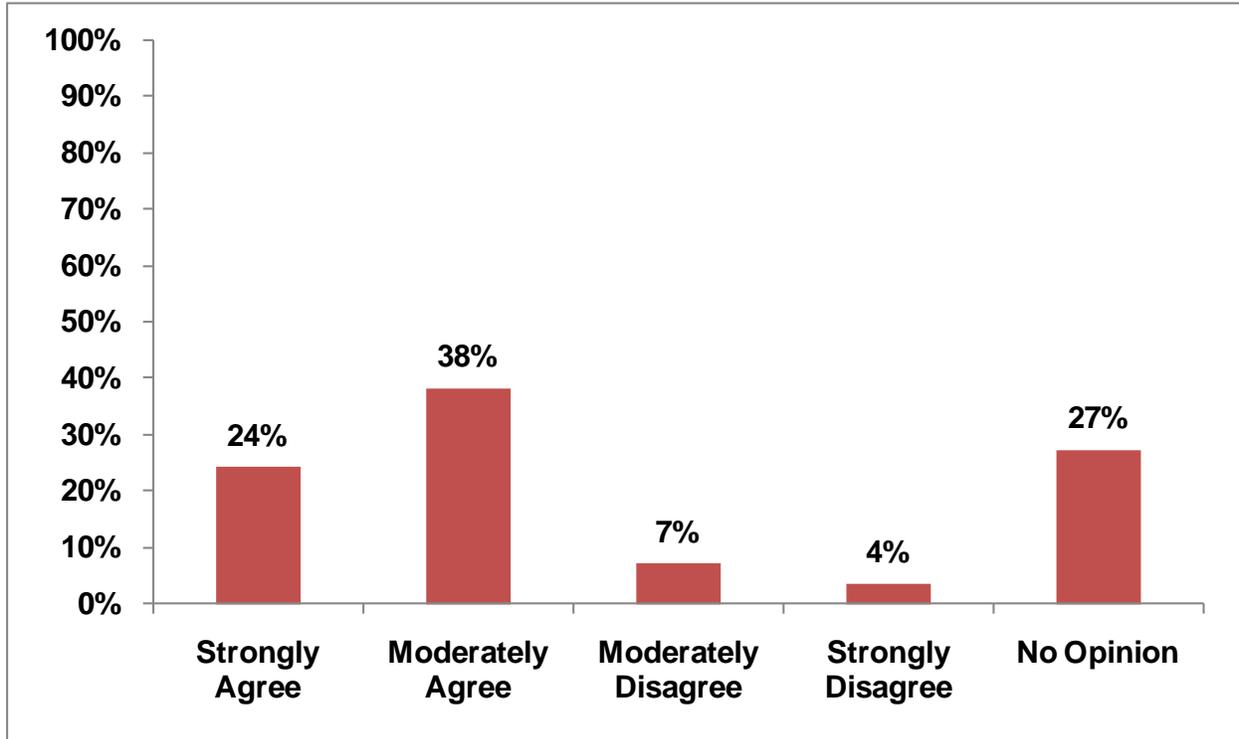
N=257

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.95	0.92	3.27	.845	0-5	2.87	0.97	3.16	.773
FT Faculty	3.12	0.87	3.15	.813	6-10	3.17	0.76	2.94	.776
Classified	2.90	0.91	3.09	.756	11-15	3.01	0.88	3.20	.859
Administrator	3.44	0.66	3.27	.667	16-20	3.05	0.96	3.40	.632
Overall	3.04	0.89	3.17	.783	21+	3.17	0.85	3.27	.751
ANOVA	.081				Overall	3.04	0.89	3.17	.783

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

49c. [Facilities planning process] I would like to have input into improving institutional processes.



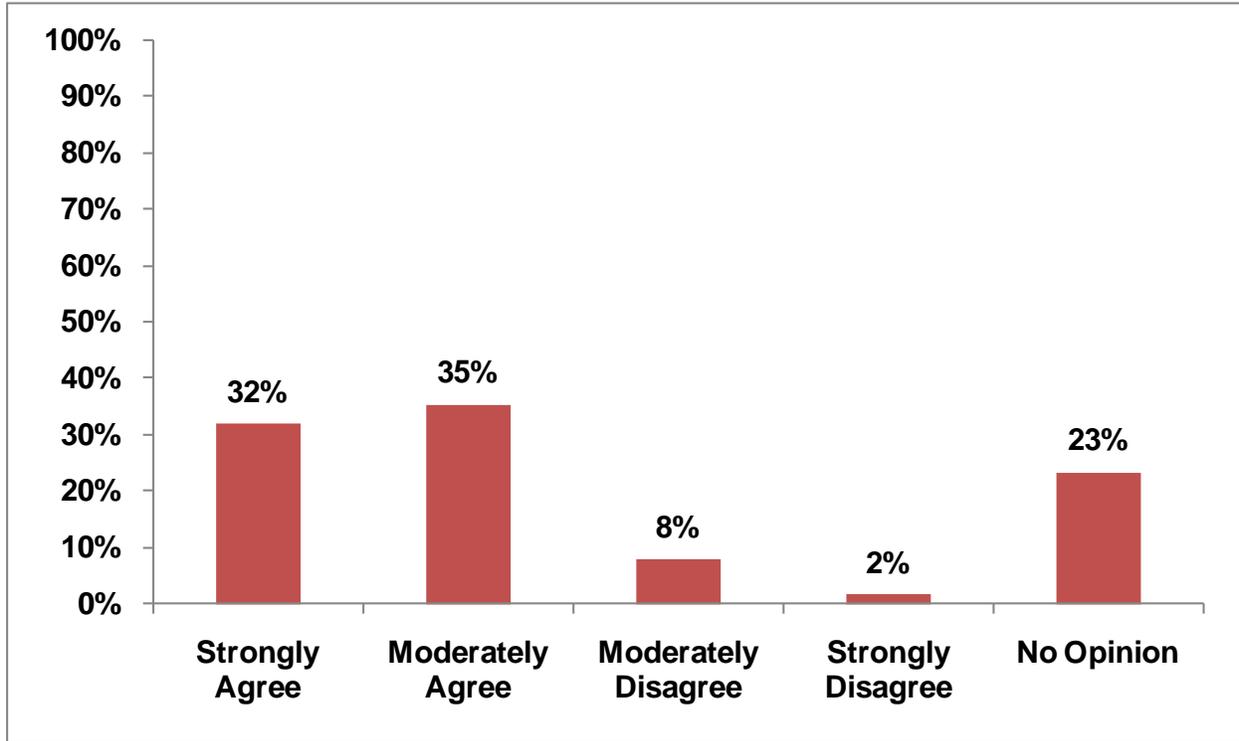
N=257

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.97	0.88	3.18	.844	0-5	2.85	0.96	3.13	.815
FT Faculty	3.15	0.87	3.08	.829	6-10	3.21	0.64	2.97	.770
Classified	2.91	0.86	3.10	.742	11-15	2.89	0.93	3.11	.900
Administrator	2.97	1.00	3.31	.618	16-20	3.11	0.88	3.27	.799
Overall	3.00	0.88	3.14	.777	21+	3.04	0.95	3.27	.580
ANOVA	.077				Overall	3.00	0.88	3.14	.777

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

49d. [Technology planning process] I would like to have input into improving institutional processes.



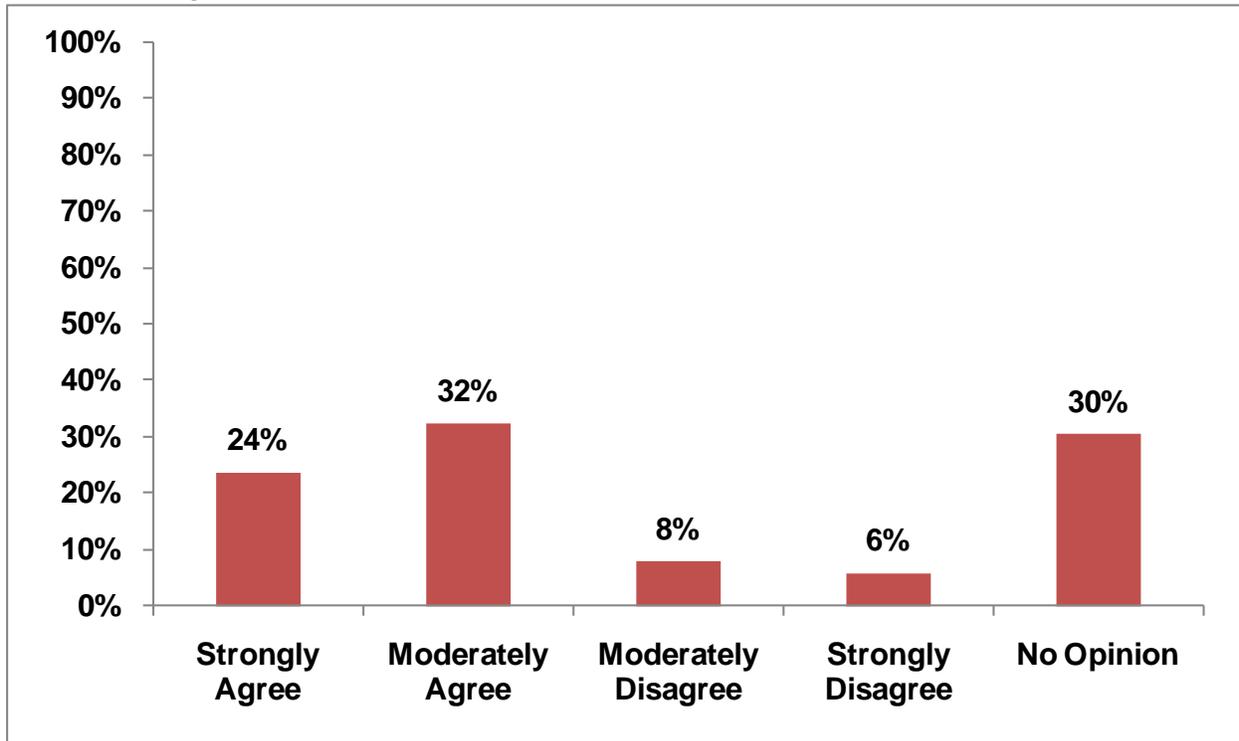
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.07	0.91	3.36	.850	0-5	3.02	0.91	3.28	.757
FT Faculty	3.30	0.76	3.32	.636	6-10	3.34	0.63	3.14	.713
Classified	3.10	0.84	3.14	.737	11-15	3.23	0.80	3.20	.790
Administrator	3.29	0.72	3.35	.689	16-20	3.12	0.90	3.47	.743
Overall	3.17	0.82	3.27	.726	21+	3.18	0.85	3.39	.614
ANOVA	.157				Overall	3.17	0.82	3.27	.726

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

49e. [Enrollment Management process] I would like to have input into improving institutional processes.



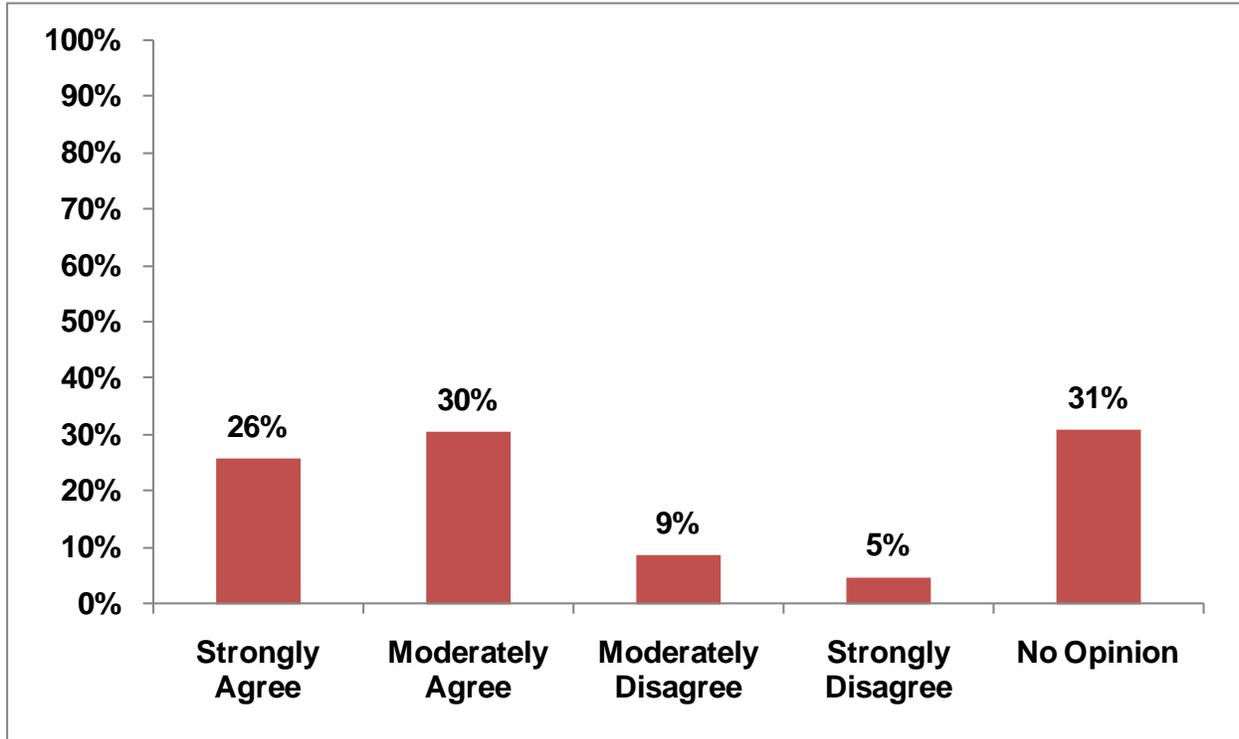
N=257

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.87	0.91	2.98	1.012	0-5	2.82	0.90	3.09	.985
FT Faculty	3.34	0.78	3.17	.834	6-10	3.16	0.72	2.79	.992
Classified	2.75	0.91	2.94	.919	11-15	2.94	0.92	3.23	.841
Administrator	2.90	1.03	3.17	.717	16-20	2.89	1.06	3.09	.701
Overall	2.98	0.92	3.06	.888	21+	3.14	1.00	3.07	.772
ANOVA	.361				Overall	2.98	0.92	3.06	.888

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

49f. [Educational Master Plan] I would like to have input into improving institutional processes.



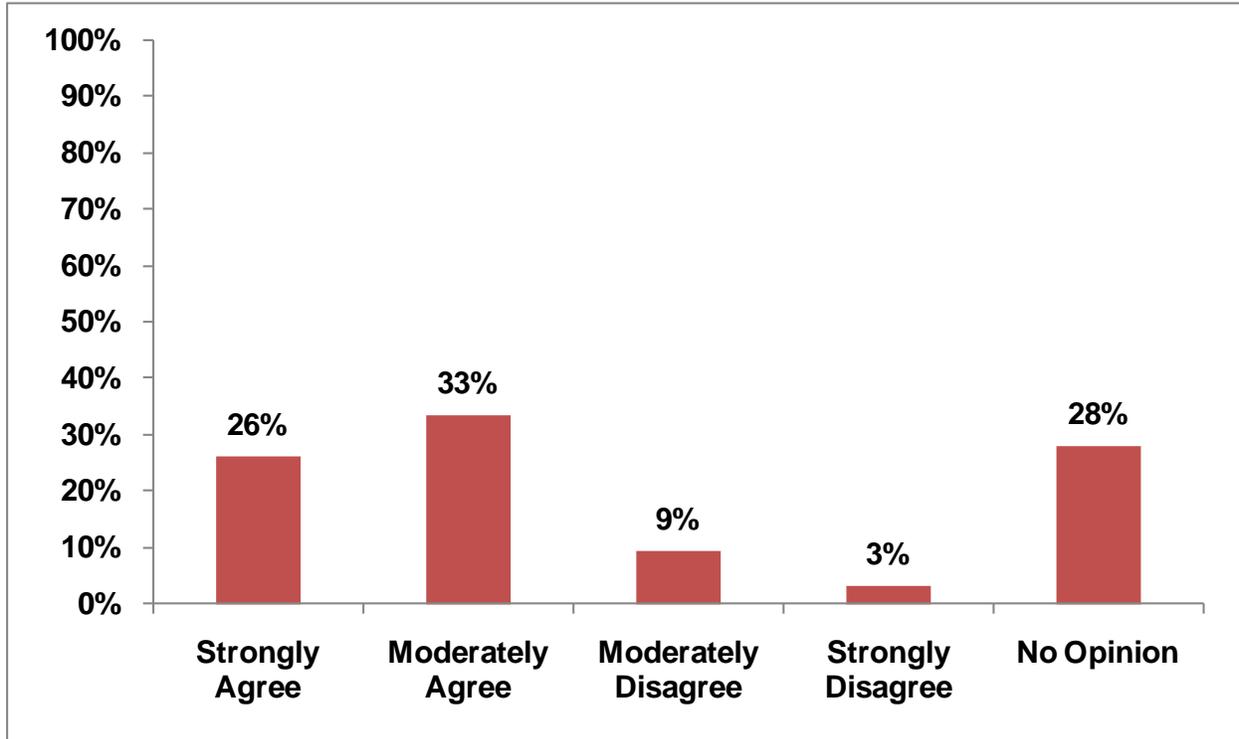
N=257

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.06	0.87	3.21	.914	0-5	2.85	0.98	3.28	.779
FT Faculty	3.29	0.81	3.25	.782	6-10	3.17	0.68	2.79	.978
Classified	2.67	0.92	2.81	.960	11-15	3.04	0.89	3.09	.910
Administrator	3.06	0.91	3.17	.702	16-20	3.03	0.94	3.30	.823
Overall	3.01	0.90	3.11	.869	21+	3.00	1.00	3.16	.805
ANOVA	.216				Overall	3.01	0.90	3.11	.869

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

49g. [Strategic Planning process] I would like to have input into improving institutional processes.



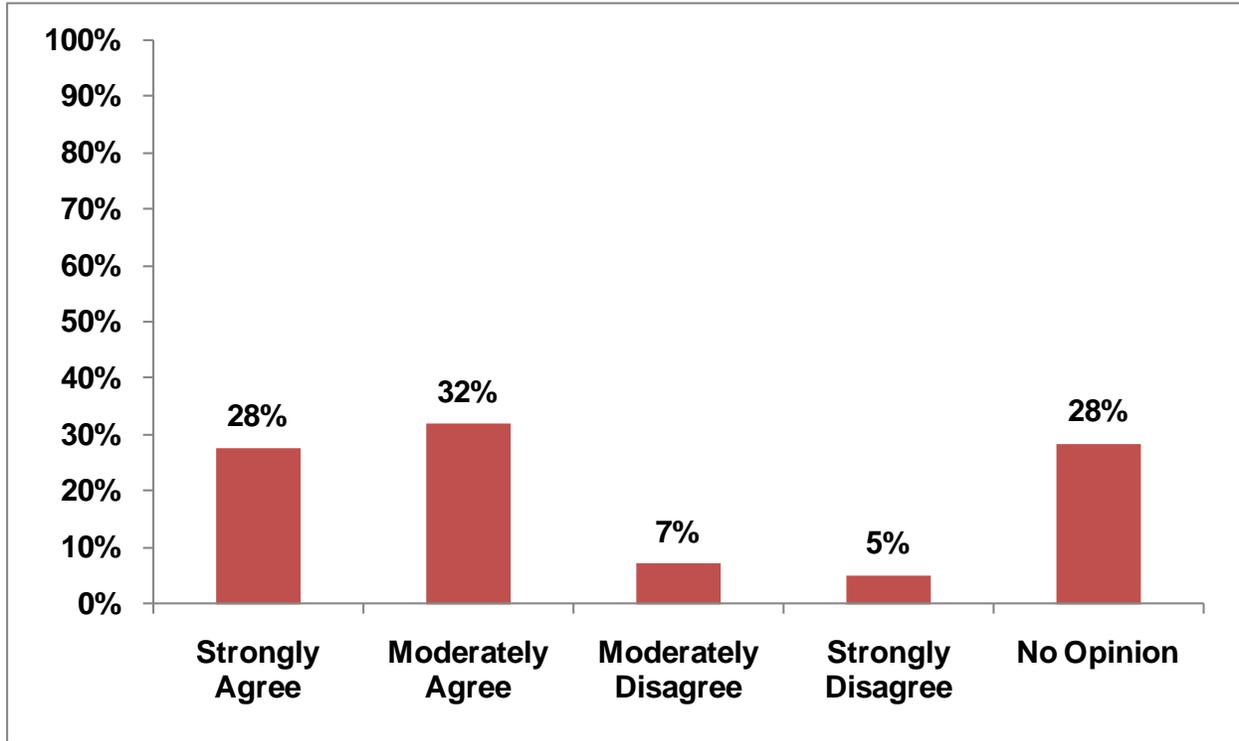
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.11	0.81	3.18	.896	0-5	2.95	0.88	3.24	.822
FT Faculty	3.23	0.84	3.26	.705	6-10	3.26	0.66	2.85	.795
Classified	2.76	0.92	2.92	.851	11-15	2.98	0.96	3.11	.840
Administrator	3.25	0.88	3.26	.712	16-20	3.00	0.94	3.43	.756
Overall	3.04	0.89	3.15	.804	21+	3.02	0.99	3.22	.735
ANOVA	.185				Overall	3.04	0.89	3.15	.804

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

49h. [Institutional Program Review] I would like to have input into improving institutional processes.



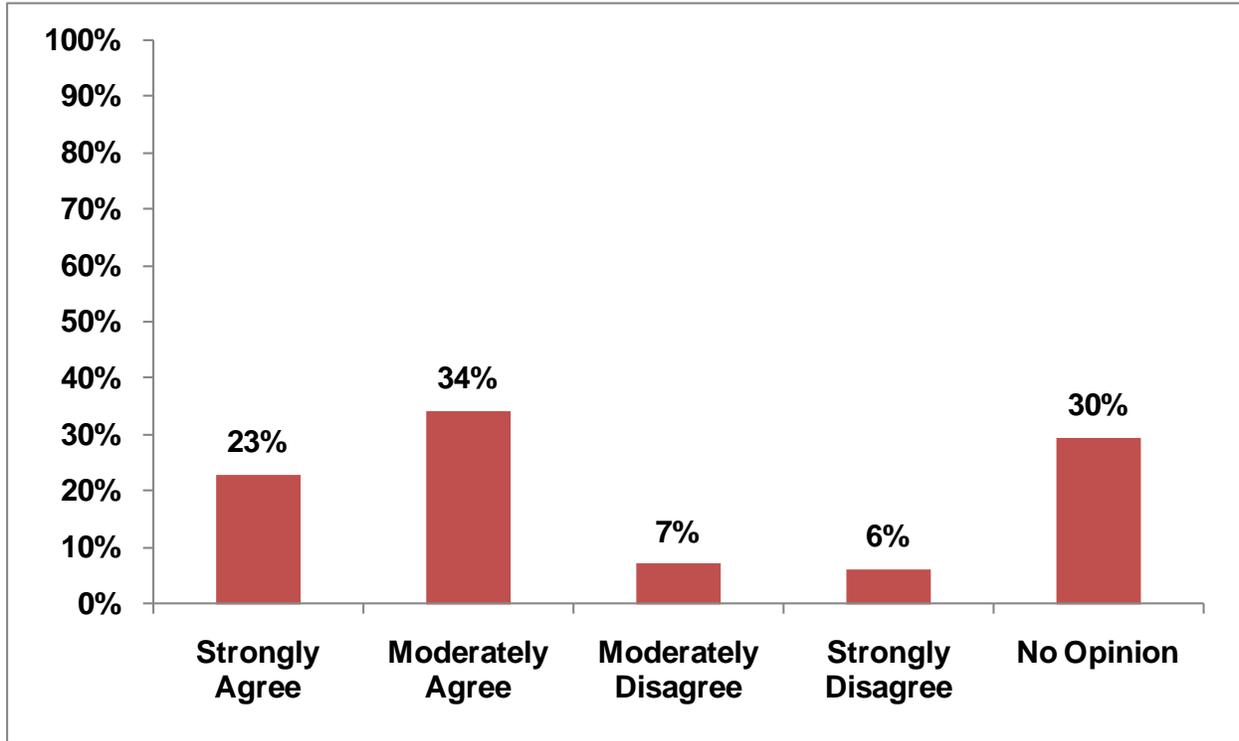
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.08	0.85	3.07	1.031	0-5	2.97	0.90	3.23	.881
FT Faculty	3.28	0.84	3.30	.728	6-10	3.24	0.70	2.88	.913
Classified	2.76	0.91	2.96	.912	11-15	3.02	0.96	3.14	.878
Administrator	3.07	0.87	3.27	.724	16-20	2.92	0.94	3.33	.724
Overall	3.04	0.89	3.15	.865	21+	3.02	0.96	3.21	.833
ANOVA	.200				Overall	3.04	0.89	3.15	.865

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

49i. [Accreditation Self Study] I would like to have input into improving institutional processes.



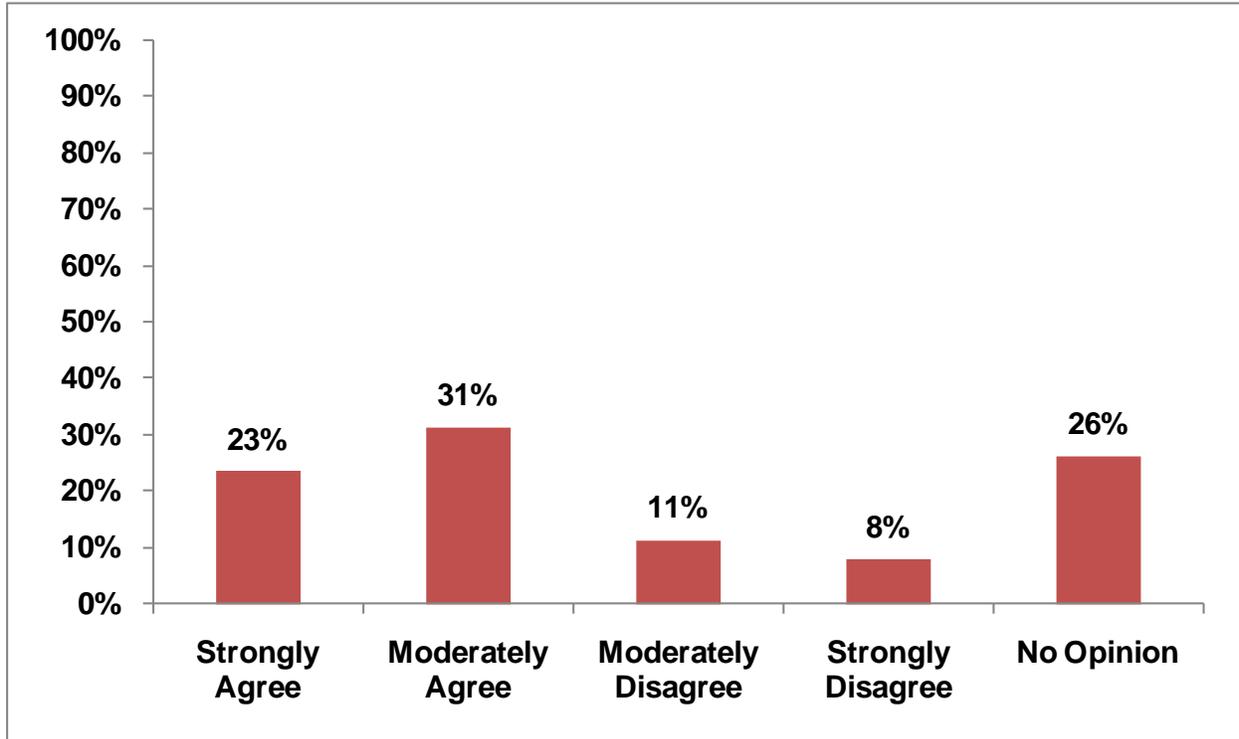
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.02	0.85	3.02	1.011	0-5	2.86	0.91	3.11	.875
FT Faculty	3.11	0.94	3.13	.820	6-10	3.20	0.62	2.84	.920
Classified	2.80	0.86	2.96	.889	11-15	2.96	0.97	3.09	.910
Administrator	3.00	0.83	3.08	.812	16-20	2.83	0.92	3.00	1.155
Overall	2.97	0.89	3.05	.884	21+	3.00	0.95	3.11	.767
ANOVA	.334				Overall	2.97	0.89	3.05	.884

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

50a. [Faculty Hiring Prioritization] The institution organizes its key processes and allocates its resources to effectively support student learning.



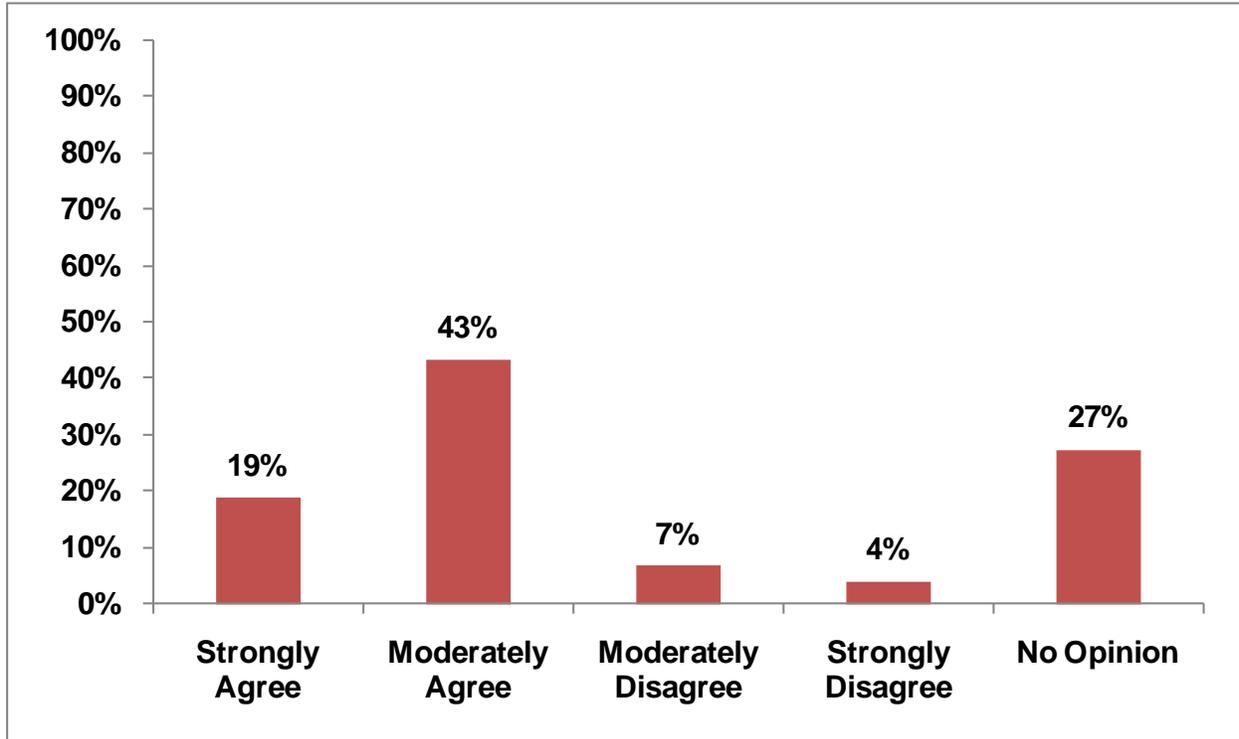
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.48	0.98	2.80	.991	0-5	2.84	0.84	3.02	.927
FT Faculty	2.63	1.00	2.85	1.026	6-10	2.51	1.02	2.83	1.043
Classified	2.58	0.95	3.09	.830	11-15	2.56	1.02	2.91	.962
Administrator	3.17	0.76	3.23	.813	16-20	2.45	0.98	2.53	.915
Overall	2.63	0.97	2.95	.947	21+	2.69	0.98	3.14	.866
ANOVA	<.05				Overall	2.63	0.97	2.95	.947

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

50b. [Budget planning process] The institution organizes its key processes and allocates its resources to effectively support student learning.



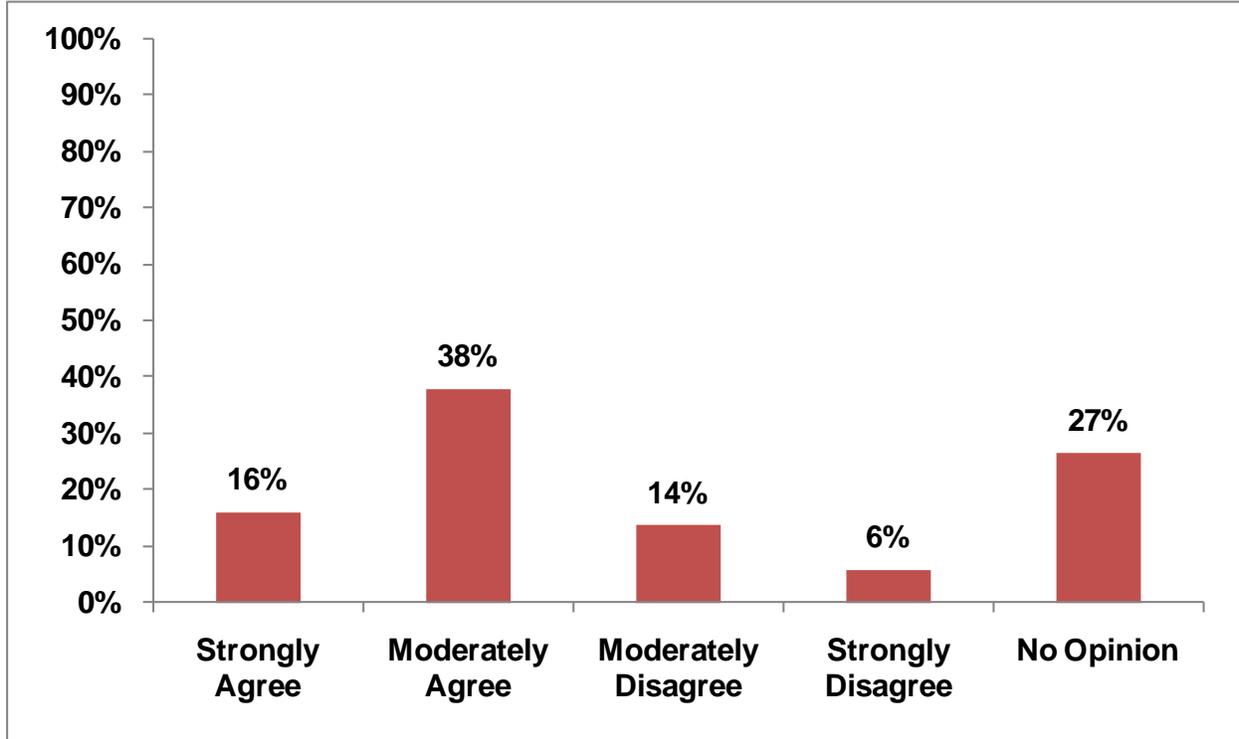
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.20	0.95	2.98	.908	0-5	2.68	0.91	3.23	.718
FT Faculty	1.82	0.89	2.98	.779	6-10	2.14	0.94	3.00	.894
Classified	2.43	0.89	3.14	.645	11-15	1.98	0.95	3.02	.690
Administrator	3.09	0.82	3.19	.622	16-20	2.14	0.96	2.93	.997
Overall	2.26	0.97	3.06	.751	21+	2.19	0.96	3.02	.665
ANOVA	<.05				Overall	2.26	0.97	3.06	.751

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

50c. [Facilities design, use, allocation, and planning processes] The institution organizes its key processes and allocates its resources to effectively support student learning.



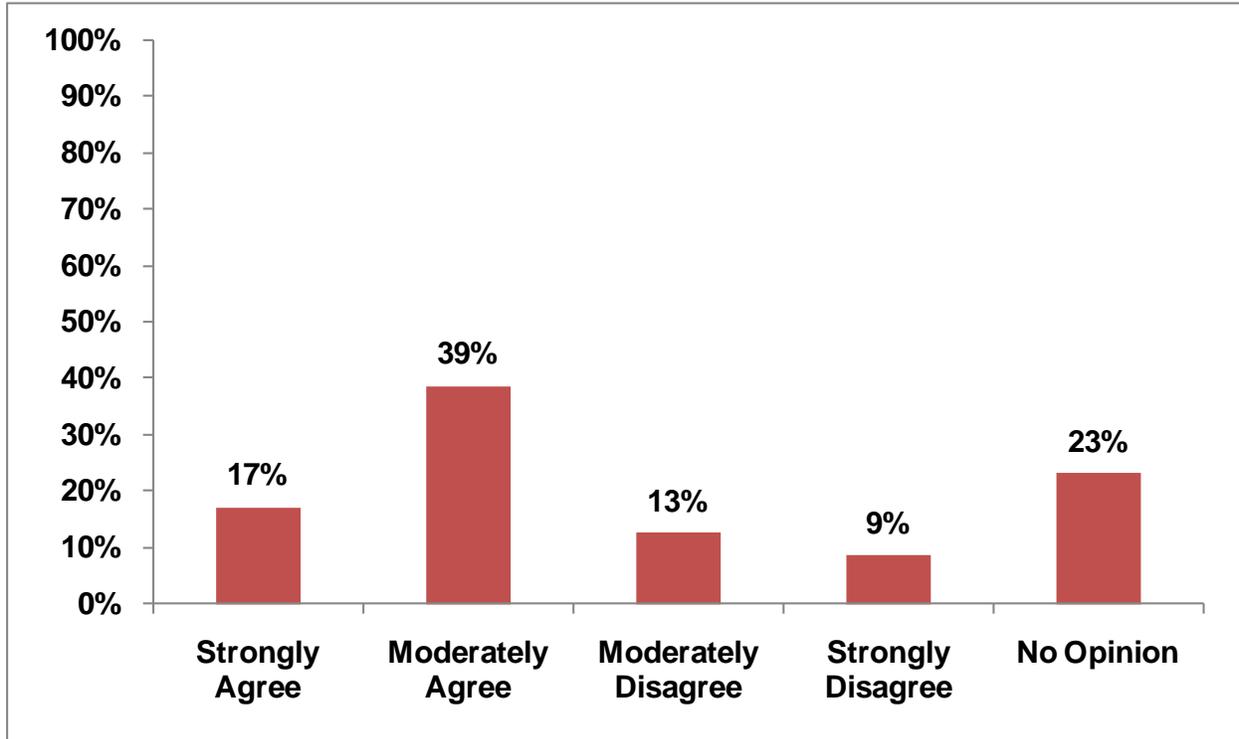
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.51	1.00	3.15	.736	0-5	2.84	0.88	3.16	.814
FT Faculty	2.12	0.98	2.70	.854	6-10	2.33	0.98	2.82	.968
Classified	2.38	0.92	2.83	.861	11-15	2.17	1.03	2.77	.751
Administrator	3.10	0.79	2.96	.854	16-20	2.15	0.92	2.69	1.032
Overall	2.40	0.98	2.87	.843	21+	2.31	0.92	2.80	.782
ANOVA	<.05				Overall	2.40	0.98	2.87	.843

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

50d. [Technology planning process] The institution organizes its key processes and allocates its resources to effectively support student learning.



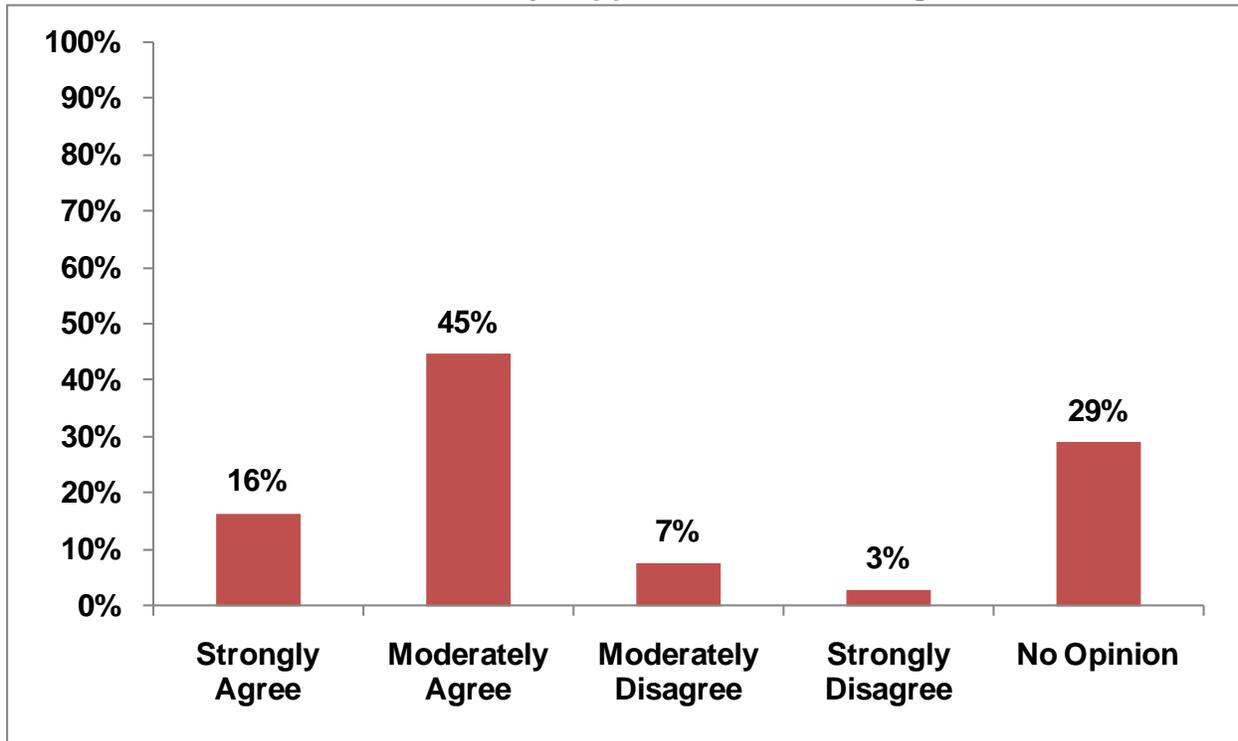
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.63	0.93	3.00	.843	0-5	2.66	0.96	2.94	.885
FT Faculty	2.02	0.97	2.61	1.006	6-10	2.31	0.97	2.74	1.053
Classified	2.39	0.91	2.90	.803	11-15	2.20	0.95	2.78	.872
Administrator	2.70	0.95	3.00	.849	16-20	2.11	0.92	2.44	.892
Overall	2.35	0.97	2.84	.900	21+	2.27	0.94	3.00	.808
ANOVA	<.05				Overall	2.35	0.97	2.84	.900

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

50e. [Strategic planning process] The institution organizes its key processes and allocates its resources to effectively support student learning.



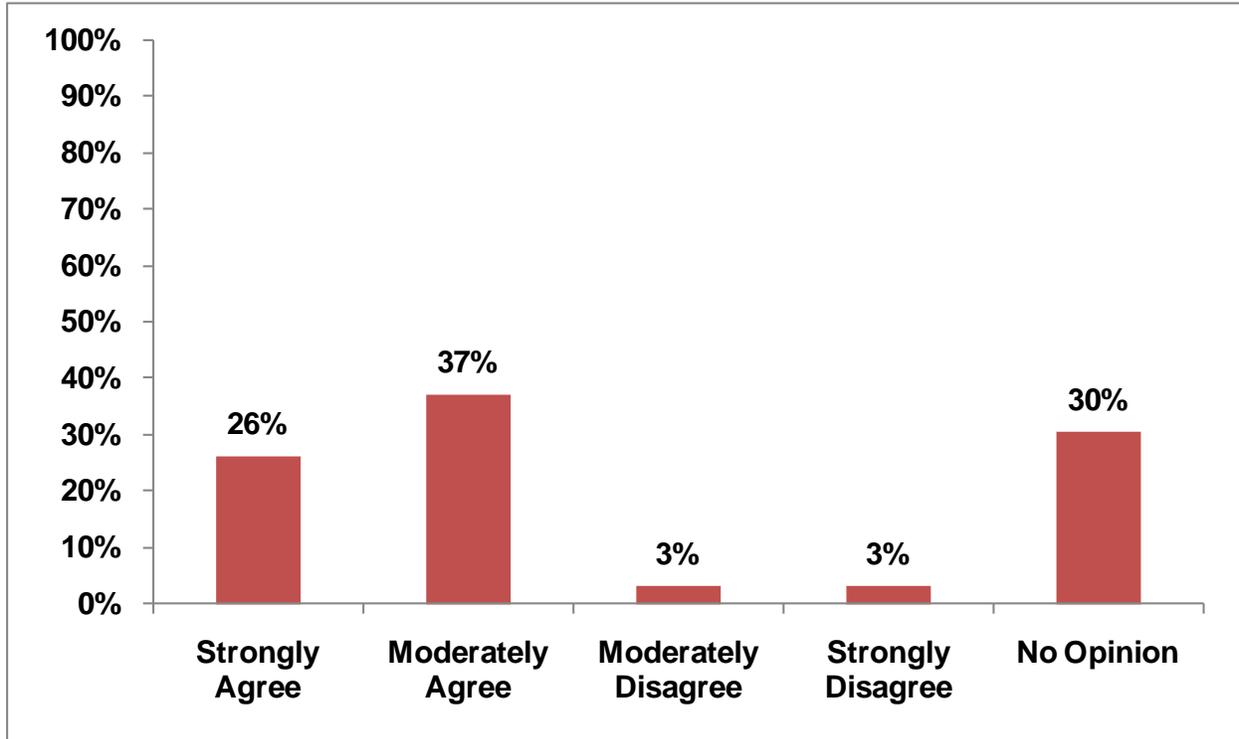
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.41	0.97	3.13	.695	0-5	2.74	0.80	3.13	.653
FT Faculty	2.15	0.96	2.89	.770	6-10	2.32	1.00	2.97	.865
Classified	2.58	0.86	3.11	.658	11-15	2.38	0.91	2.95	.645
Administrator	2.94	0.74	3.19	.567	16-20	2.43	1.04	2.83	.937
Overall	2.46	0.93	3.05	.699	21+	2.35	0.90	3.16	.612
ANOVA	<.05				Overall	2.46	0.93	3.05	.699

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

50f.[Mission Statement review process] The institution organizes its key processes and allocates its resources to effectively support student learning.



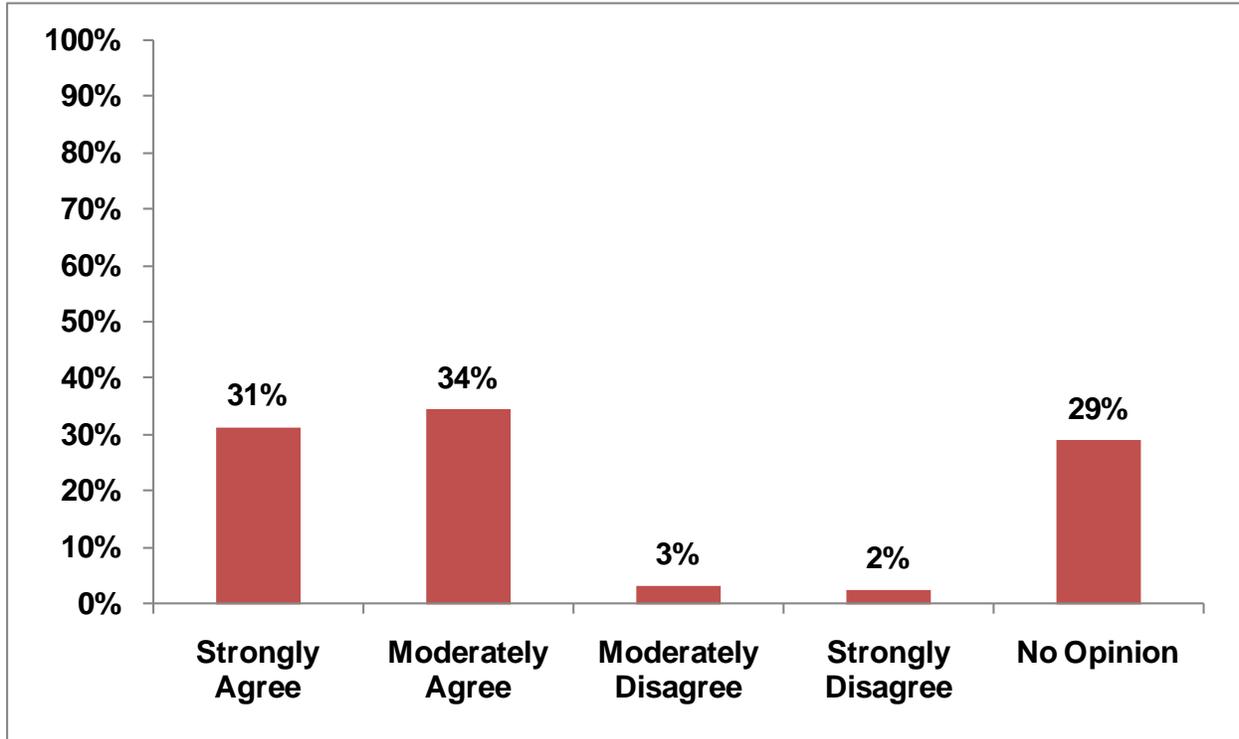
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.69	0.95	3.33	.662	0-5	3.04	0.68	3.45	.550
FT Faculty	2.59	0.97	3.13	.853	6-10	2.43	1.03	3.19	.910
Classified	2.66	0.81	3.26	.711	11-15	2.70	0.88	3.16	.713
Administrator	3.15	0.71	3.31	.618	16-20	2.69	0.86	2.83	1.030
Overall	2.70	0.89	3.24	.739	21+	2.58	0.89	3.27	.670
ANOVA	<.05				Overall	2.70	0.89	3.24	.739

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

50g. [Accreditation Self Study] The institution organizes its key processes and allocates its resources to effectively support student learning.



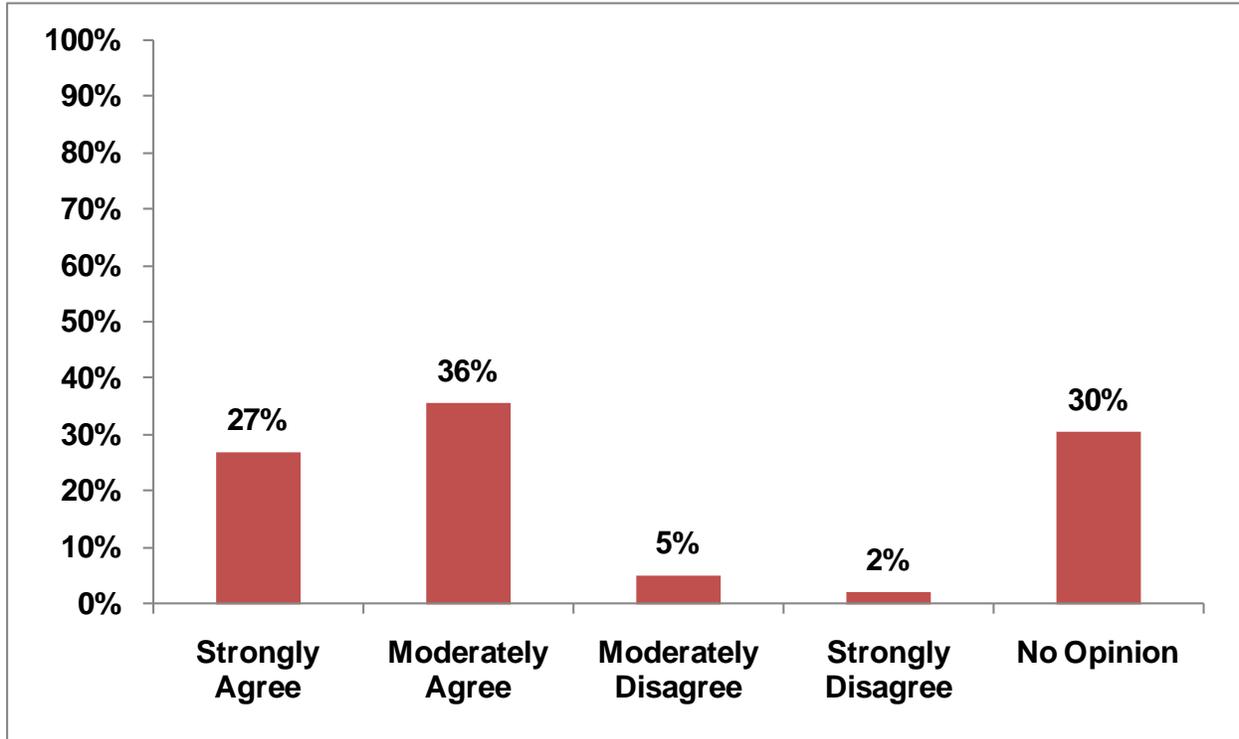
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.71	0.96	3.26	.644	0-5	3.17	0.74	3.40	.541
FT Faculty	2.73	1.04	3.29	.797	6-10	2.69	0.93	3.23	.935
Classified	2.82	0.86	3.32	.716	11-15	2.76	1.03	3.31	.733
Administrator	3.15	0.71	3.54	.582	16-20	2.69	0.82	3.08	.954
Overall	2.81	0.93	3.33	.714	21+	2.60	1.01	3.41	.606
ANOVA	<.05				Overall	2.81	0.93	3.33	.714

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

50h. [Institutional Program Review] The institution organizes its key processes and allocates its resources to effectively support student learning.



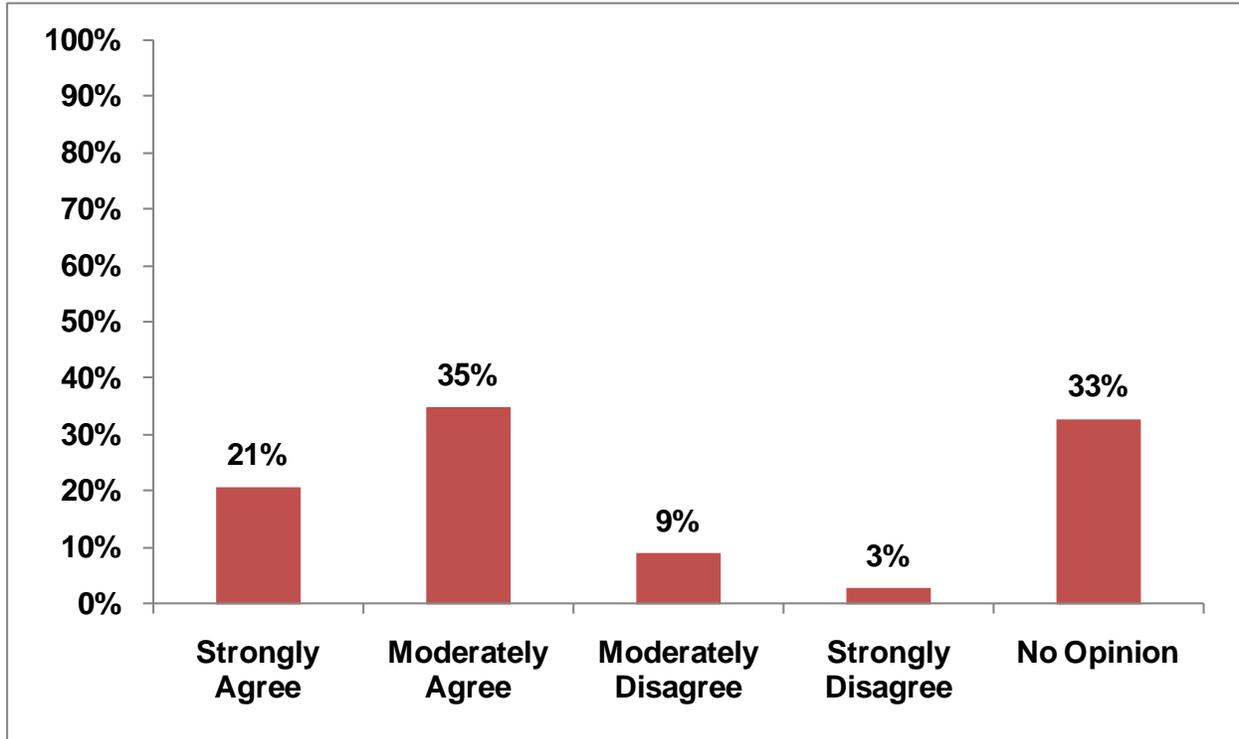
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.63	1.02	3.15	.662	0-5	2.97	0.82	3.32	.561
FT Faculty	2.56	0.97	3.25	.789	6-10	2.49	1.00	3.15	.864
Classified	2.68	0.86	3.29	.701	11-15	2.74	0.88	3.27	.720
Administrator	3.00	0.72	3.38	.637	16-20	2.57	0.88	3.15	.987
Overall	2.67	0.92	3.26	.714	21+	2.51	0.94	3.29	.677
ANOVA	<.05				Overall	2.67	0.92	3.26	.714

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

50i. [Enrollment Management] The institution organizes its key processes and allocates its resources to effectively support student learning.



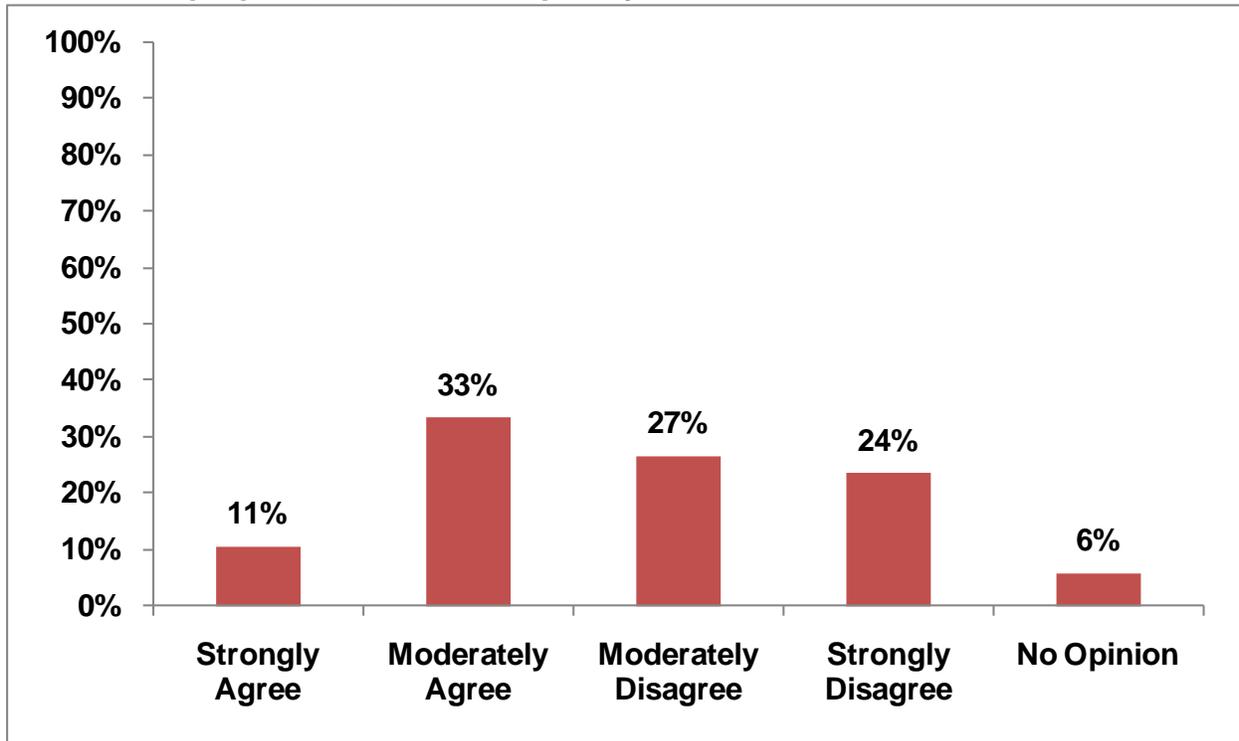
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.50	1.05	3.16	.754	0-5	2.92	0.84	3.30	.674
FT Faculty	2.18	0.98	2.92	.787	6-10	2.23	0.99	3.14	.833
Classified	2.60	0.88	3.19	.816	11-15	2.44	1.03	2.91	.830
Administrator	3.00	0.92	3.23	.652	16-20	2.59	0.92	3.00	.756
Overall	2.48	0.98	3.09	.774	21+	2.22	0.96	3.06	.755
ANOVA	<.05				Overall	2.48	0.98	3.09	.774

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

51. SWC is organized and staffed appropriately and proportionately to reflect the institution's purpose, size, and complexity.



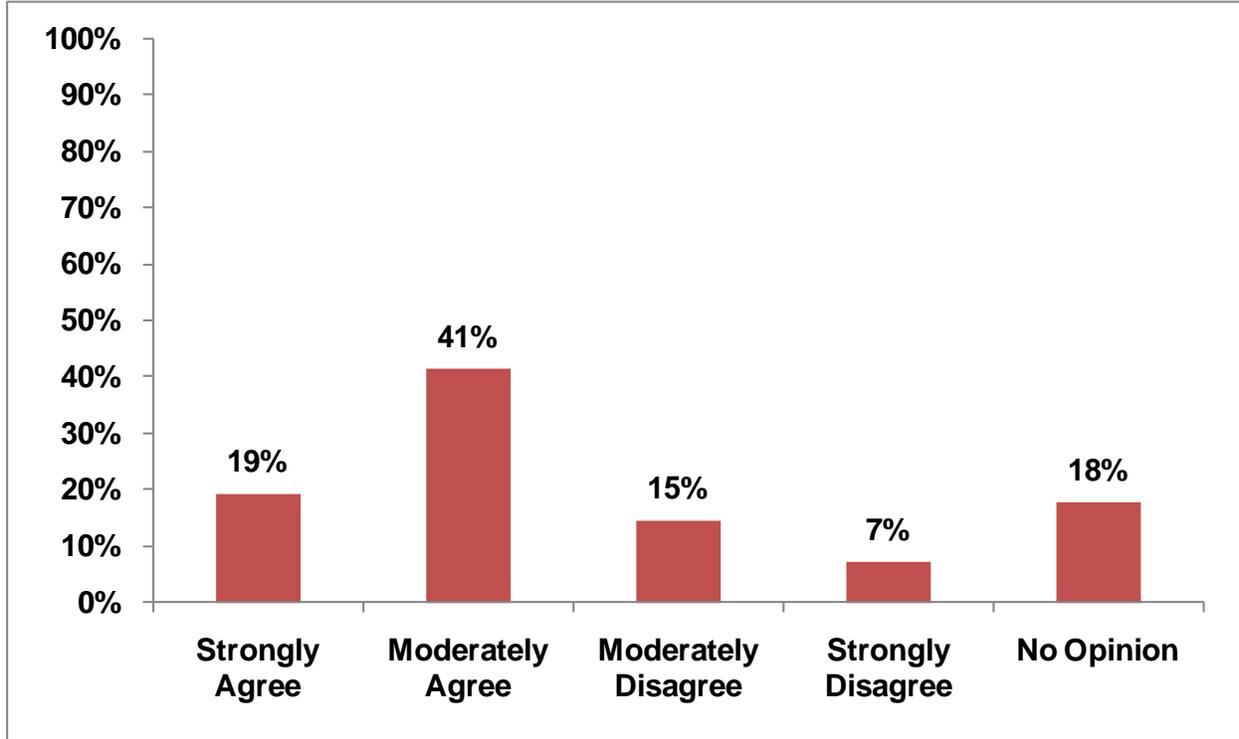
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.30	1.01	2.73	1.050	0-5	2.41	0.98	2.69	1.041
FT Faculty	1.98	0.93	2.31	.956	6-10	1.91	0.96	2.25	1.037
Classified	1.94	0.96	2.16	.928	11-15	1.84	0.97	2.16	.854
Administrator	2.30	1.05	2.17	.848	16-20	1.83	0.93	2.06	.899
Overall	2.05	0.98	2.33	.975	21+	2.07	0.91	2.27	.918
ANOVA	<.05				Overall	2.05	0.98	2.33	.975

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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.



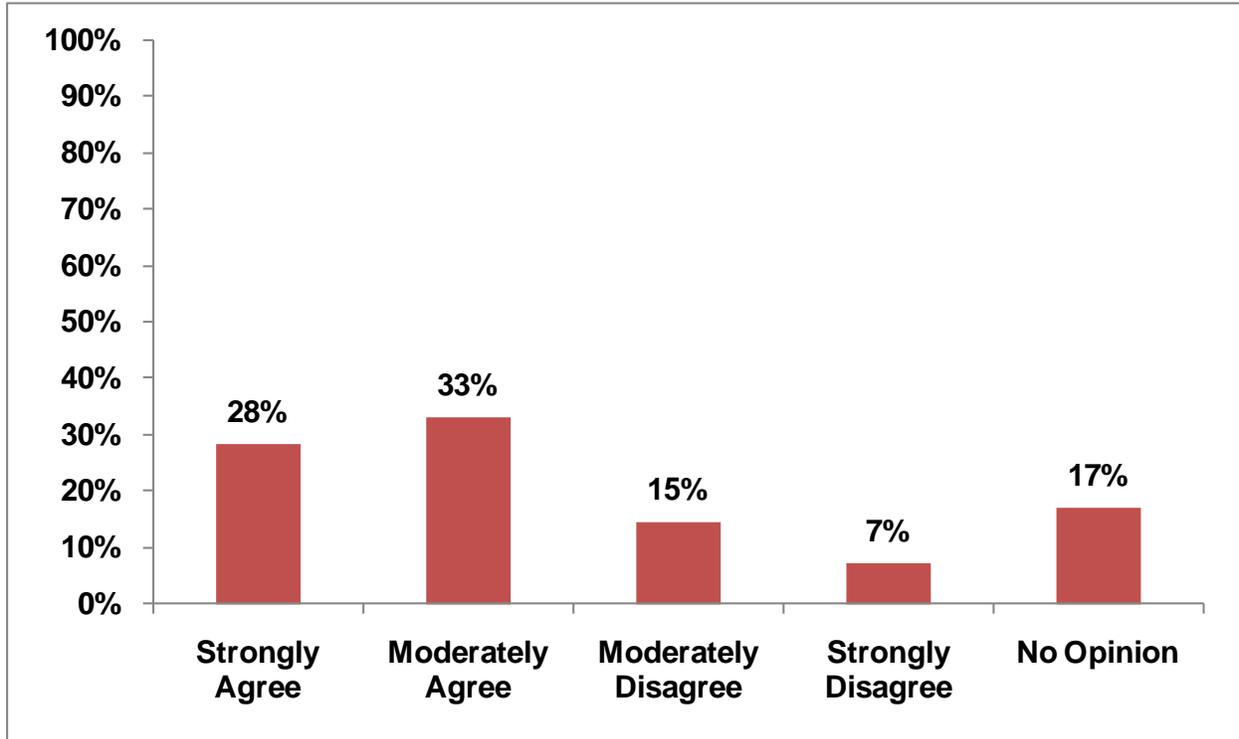
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.24	1.04	3.00	.943	0-5	2.55	0.99	3.17	.700
FT Faculty	1.89	0.95	2.82	.917	6-10	2.05	1.02	2.74	.950
Classified	2.24	0.96	2.75	.793	11-15	2.10	1.00	2.82	.865
Administrator	2.55	0.97	3.17	.711	16-20	2.02	0.87	2.69	1.032
Overall	2.17	0.99	2.89	.864	21+	1.95	0.91	2.81	.870
ANOVA	<.05				Overall	2.17	0.99	2.89	.864

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

53. Student learning needs are central to the planning, development and design of new facilities.



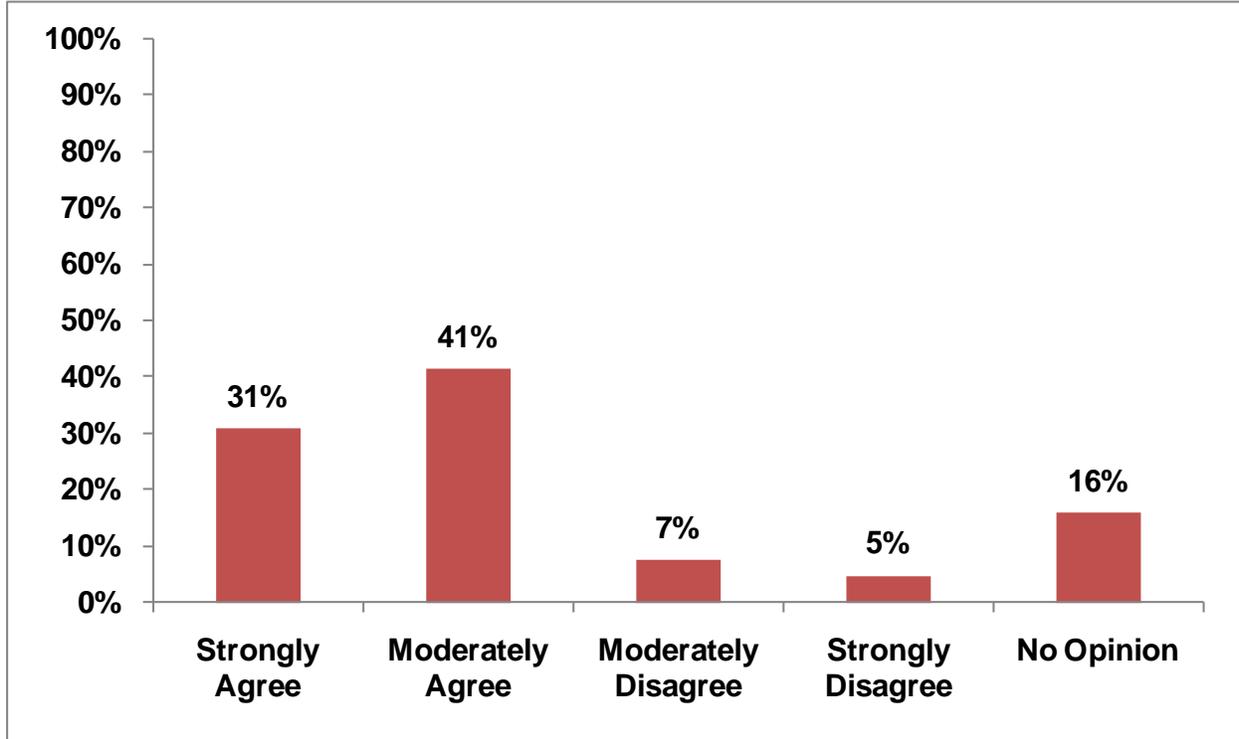
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.51	0.97	3.21	1.010	0-5	2.82	0.94	3.24	.778
FT Faculty	2.13	1.06	2.77	.965	6-10	2.41	1.01	2.98	1.037
Classified	2.66	0.95	3.00	.816	11-15	2.43	1.07	2.98	.884
Administrator	3.03	0.97	3.14	.891	16-20	2.47	0.98	2.46	1.050
Overall	2.51	1.02	3.00	.928	21+	2.29	1.05	2.92	.947
ANOVA	<.05				Overall	2.51	1.02	3.00	.928

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

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.



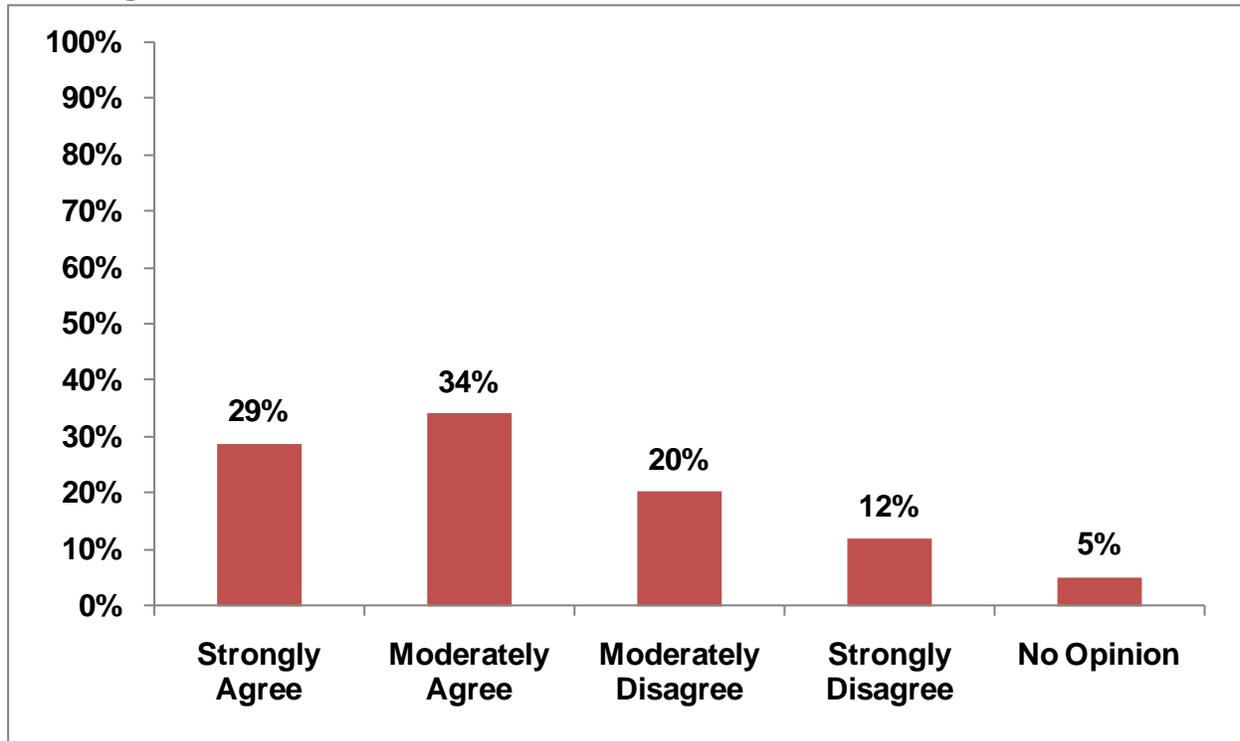
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.42	0.94	3.16	.861	0-5	2.72	0.79	3.37	.627
FT Faculty	2.26	0.96	3.10	.919	6-10	2.21	0.97	3.21	.875
Classified	2.43	0.97	3.21	.735	11-15	2.46	1.02	3.17	.771
Administrator	2.88	0.89	3.21	.620	16-20	2.32	1.07	2.75	.931
Overall	2.42	0.97	3.16	.809	21+	2.27	1.00	3.06	.878
ANOVA	<.05				Overall	2.42	0.97	3.16	.809

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

55a. [Technology Support Services] My needs are being met in each of the following areas?..



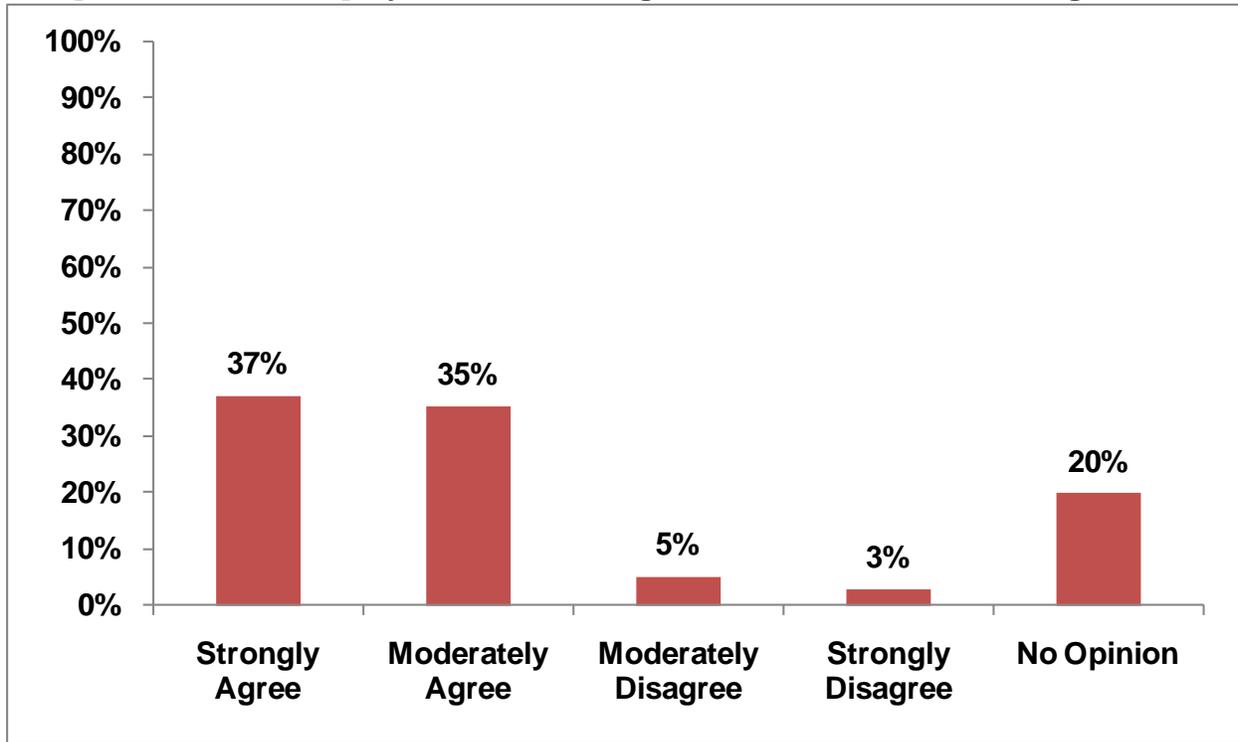
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.98	0.89	3.27	.891	0-5	2.77	0.96	2.95	.965
FT Faculty	2.48	1.03	2.66	1.030	6-10	2.60	1.00	2.85	1.083
Classified	2.74	1.01	2.81	.975	11-15	2.55	1.07	2.71	.948
Administrator	2.00	1.03	2.57	.959	16-20	2.43	1.08	2.50	1.150
Overall	2.65	1.03	2.84	.998	21+	2.82	1.06	2.95	.953
ANOVA	<.05				Overall	2.65	1.03	2.84	.998

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

55b. [Student Services] My needs are being met in each of the following areas?..



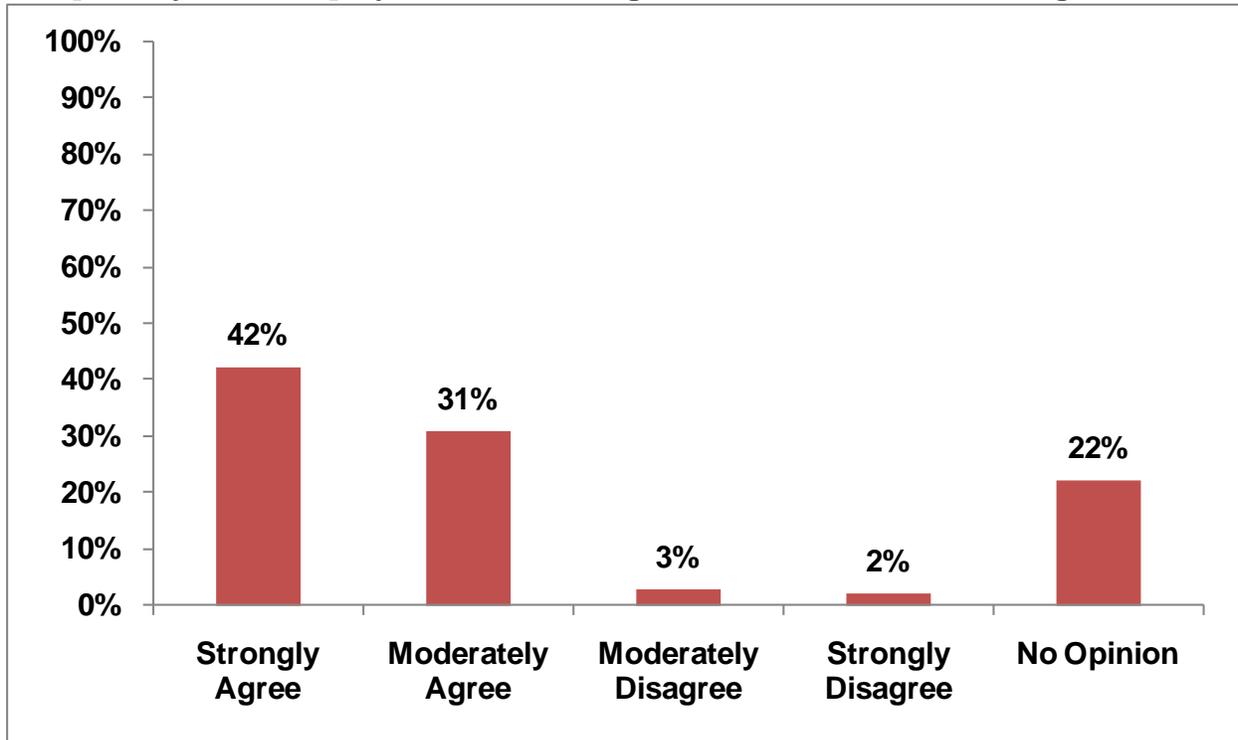
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.32	0.74	3.60	.534	0-5	3.30	0.72	3.45	.658
FT Faculty	2.95	0.81	3.25	.847	6-10	3.07	0.72	3.49	.781
Classified	3.06	0.88	3.16	.804	11-15	3.08	0.91	3.24	.830
Administrator	3.12	0.88	3.38	.571	16-20	2.87	0.93	2.85	.899
Overall	3.09	0.84	3.33	.748	21+	2.93	0.94	3.30	.647
ANOVA	<.05				Overall	3.09	0.84	3.33	.748

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

55c. [Library Services] My needs are being met in each of the following areas?..



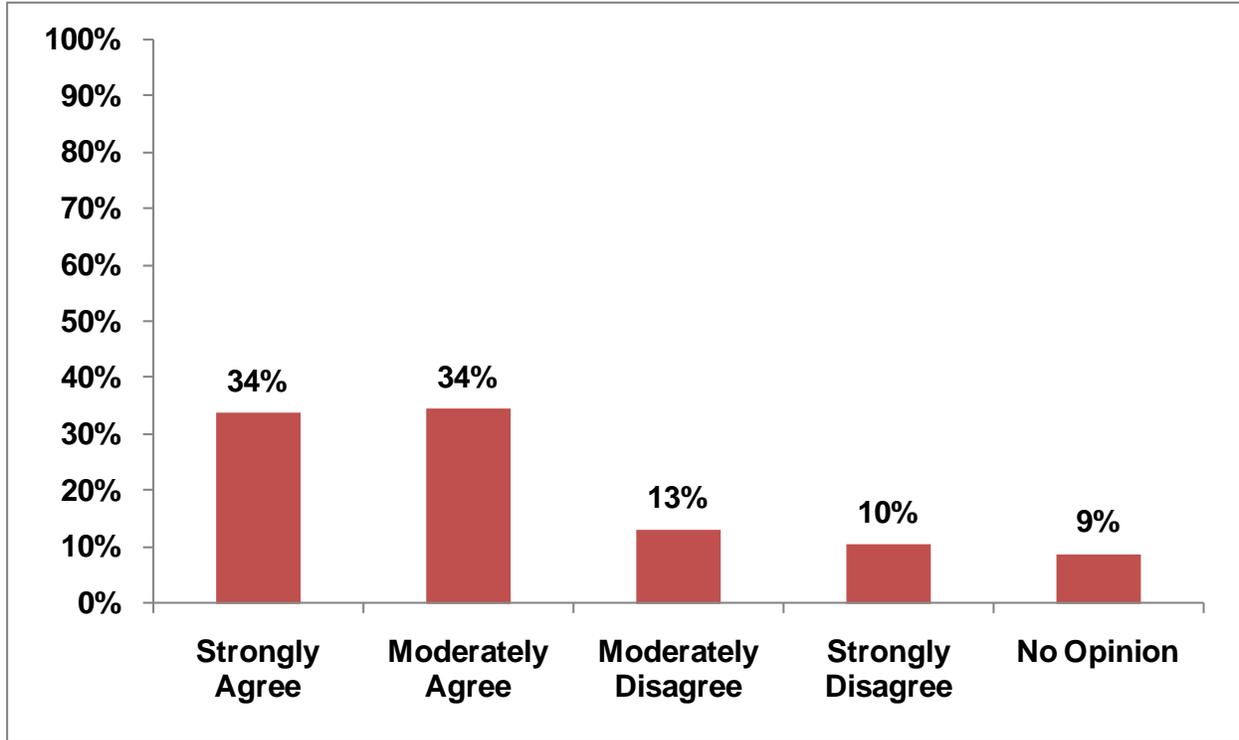
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.44	0.67	3.62	.657	0-5	3.33	0.71	3.56	.631
FT Faculty	3.32	0.72	3.37	.775	6-10	3.41	0.64	3.51	.731
Classified	3.25	0.80	3.40	.660	11-15	3.34	0.81	3.50	.672
Administrator	3.32	0.69	3.46	.509	16-20	3.26	0.82	3.00	1.155
Overall	3.32	0.74	3.46	.688	21+	3.22	0.79	3.38	.530
ANOVA	<.05				Overall	3.32	0.74	3.46	.688

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

55d. [Custodial Services] My needs are being met in each of the following areas?..



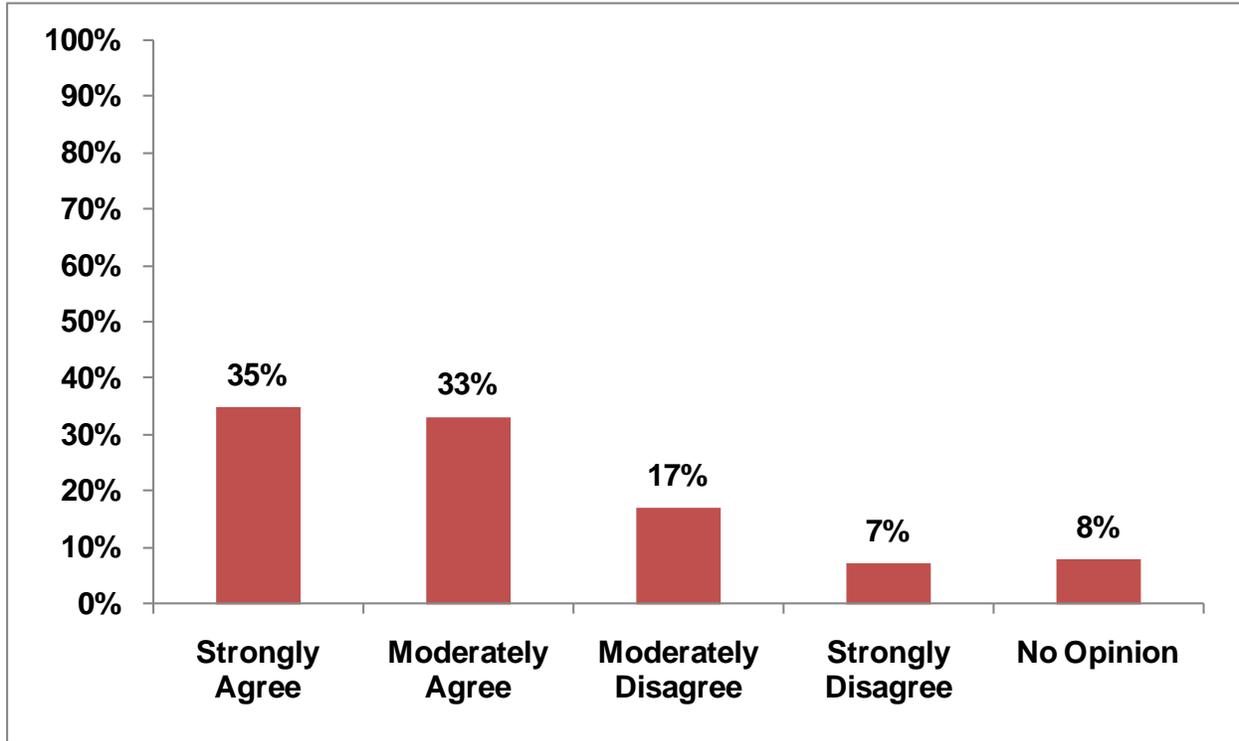
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.14	0.89	3.40	.817	0-5	3.31	0.67	3.22	.956
FT Faculty	2.70	1.03	2.85	1.063	6-10	2.90	0.99	3.13	.991
Classified	3.05	0.95	2.87	.998	11-15	3.06	0.98	2.98	.930
Administrator	3.10	0.87	3.00	.832	16-20	2.61	1.11	2.44	1.042
Overall	2.97	0.97	3.00	.982	21+	2.70	1.03	2.86	.972
ANOVA	.704				Overall	2.97	0.97	3.00	.982

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

55e. [Maintenance Services] My needs are being met in each of the following areas?..



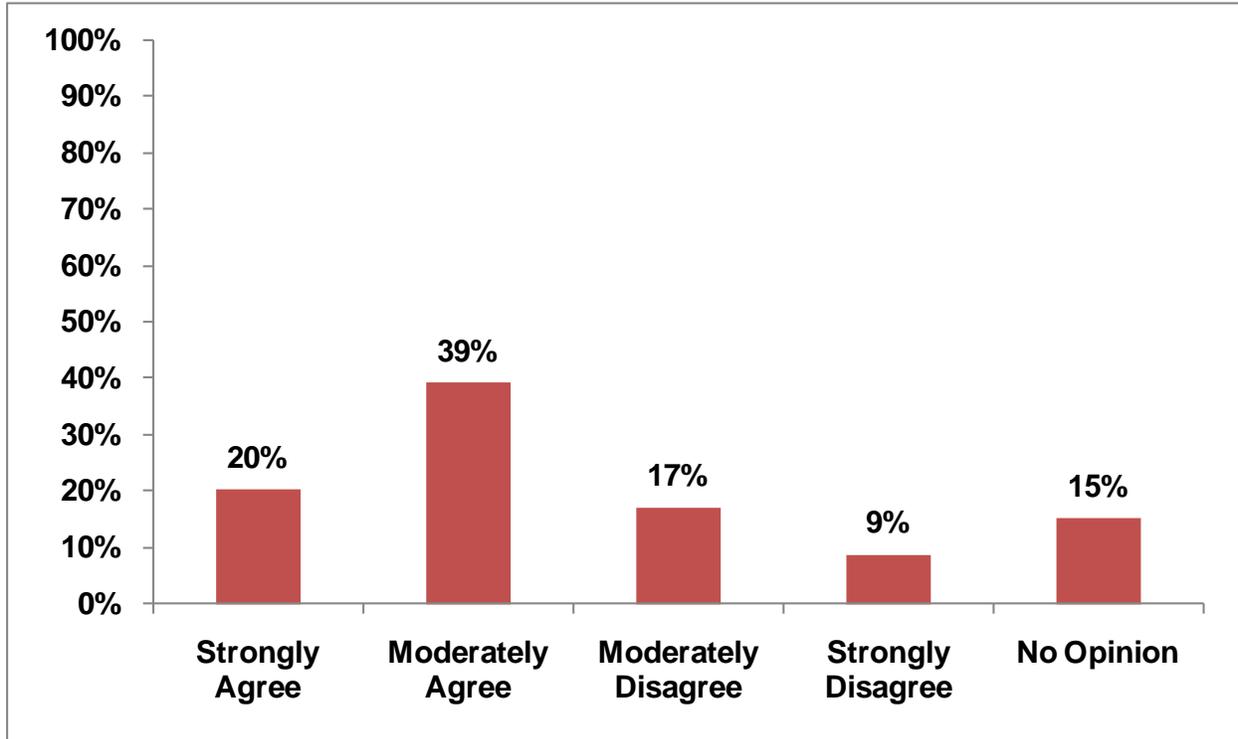
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.23	.933	3.23	.933	0-5	3.20	.906	3.20	.906
FT Faculty	2.82	1.018	2.82	1.018	6-10	3.09	.985	3.09	.985
Classified	3.08	.883	3.08	.883	11-15	2.93	.968	2.93	.968
Administrator	3.15	.770	3.15	.770	16-20	2.72	1.074	2.72	1.074
Overall	3.04	.935	3.04	.935	21+	3.04	.830	3.04	.830
ANOVA	.151				Overall	3.04	.935	3.04	.935

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

56. Decision making processes are regularly evaluated and the results are widely communicated and distributed to all members of the college community.



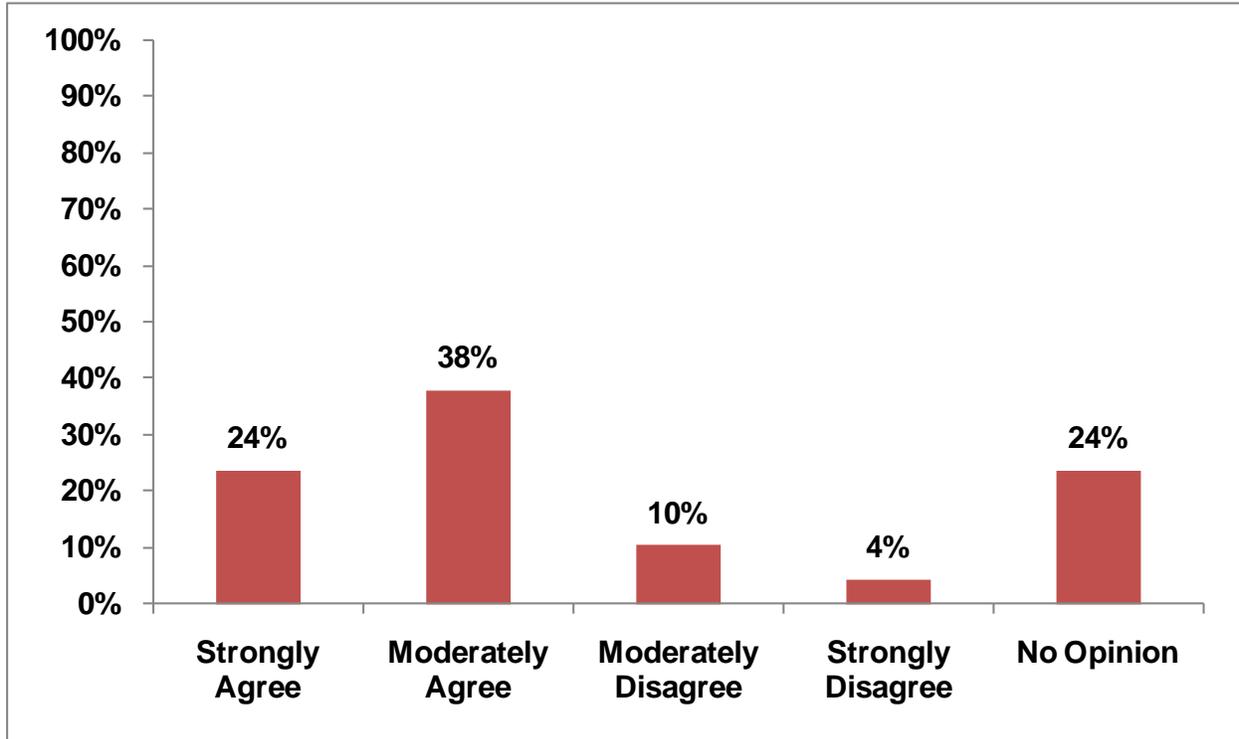
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.17	0.99	2.94	1.030	0-5	2.49	0.99	3.23	.577
FT Faculty	1.76	0.88	2.88	.903	6-10	1.97	0.97	2.79	.991
Classified	2.03	0.98	2.66	.832	11-15	1.69	0.89	2.72	.878
Administrator	2.53	0.84	3.00	.861	16-20	2.05	0.89	2.56	1.263
Overall	2.03	0.97	2.83	.907	21+	1.73	0.79	2.67	.932
ANOVA	<.05				Overall	2.03	0.97	2.83	.907

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

57. The Governing Board listens and responds to recommendations from College constituencies.



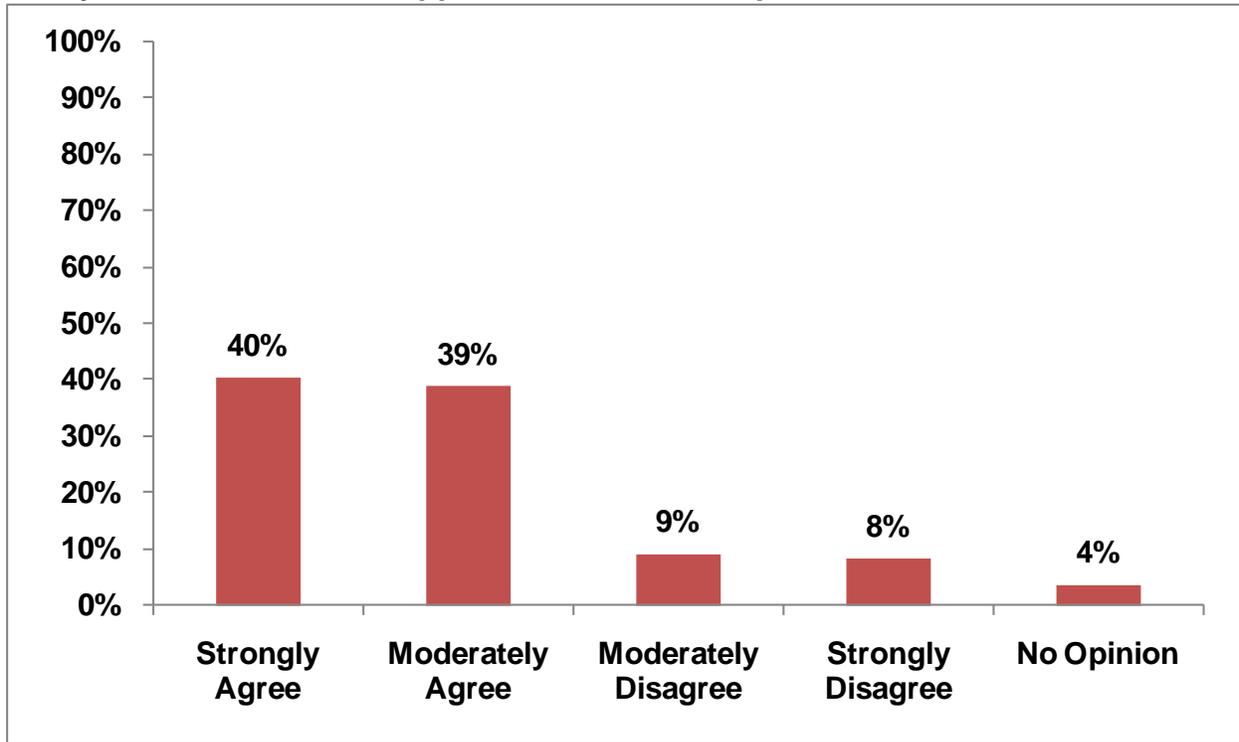
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	1.83	0.99	2.90	.940	0-5	2.01	1.03	3.15	.788
FT Faculty	1.32	0.73	3.17	.861	6-10	1.66	0.86	3.10	.900
Classified	1.60	0.86	3.09	.717	11-15	1.41	0.86	3.04	.816
Administrator	2.45	1.03	3.00	.800	16-20	1.58	0.82	2.73	1.033
Overall	1.63	0.91	3.06	.820	21+	1.39	0.80	3.08	.744
ANOVA	<.05				Overall	1.63	0.91	3.06	.820

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

58. My work is valued and appreciated in the workplace.



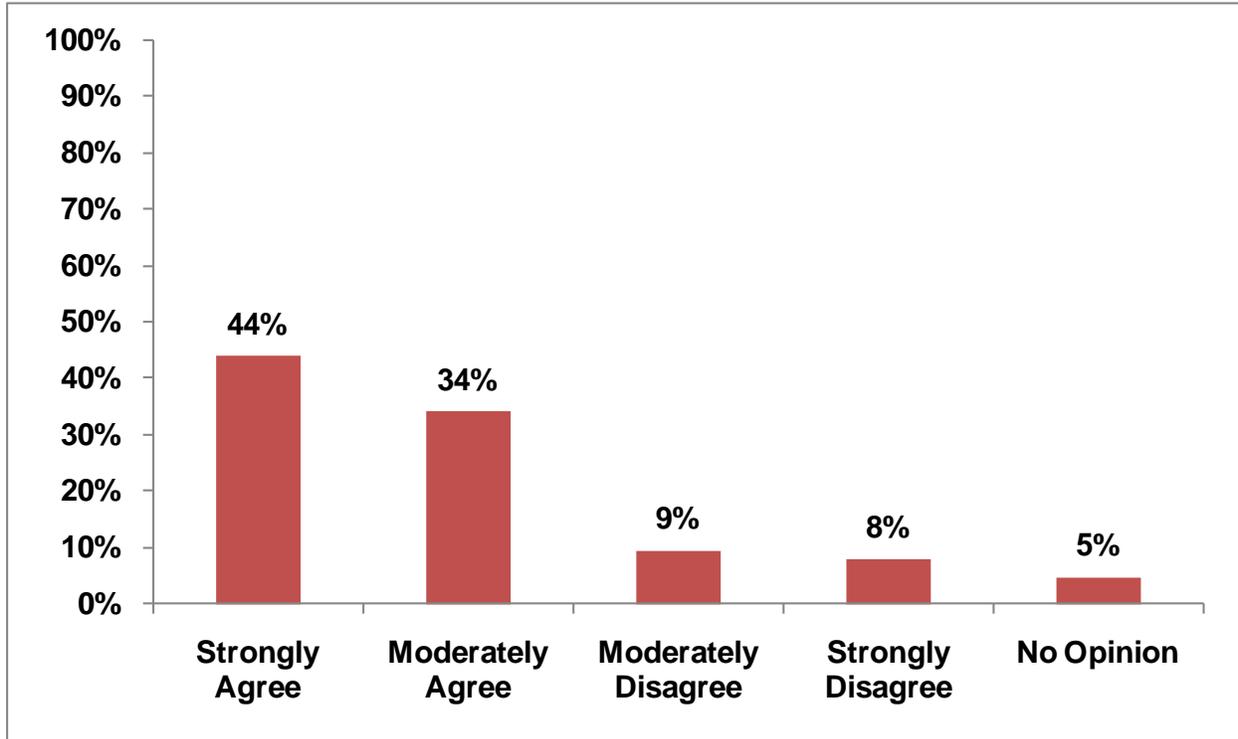
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.96	1.07	3.25	.987	0-5	3.20	0.88	3.39	.732
FT Faculty	2.87	1.05	3.17	.888	6-10	2.84	1.08	3.19	.947
Classified	2.89	1.01	3.03	.958	11-15	2.81	1.06	3.05	.955
Administrator	3.28	0.77	3.29	.659	16-20	2.78	1.11	3.06	1.110
Overall	2.93	1.02	3.15	.915	21+	2.85	0.98	3.00	.937
ANOVA	<.05				Overall	2.93	1.02	3.15	.915

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

59. Employees are treated fairly and respectfully regardless of disability, gender, race/ethnicity, sexual orientation, political affiliation, or religious affiliation.



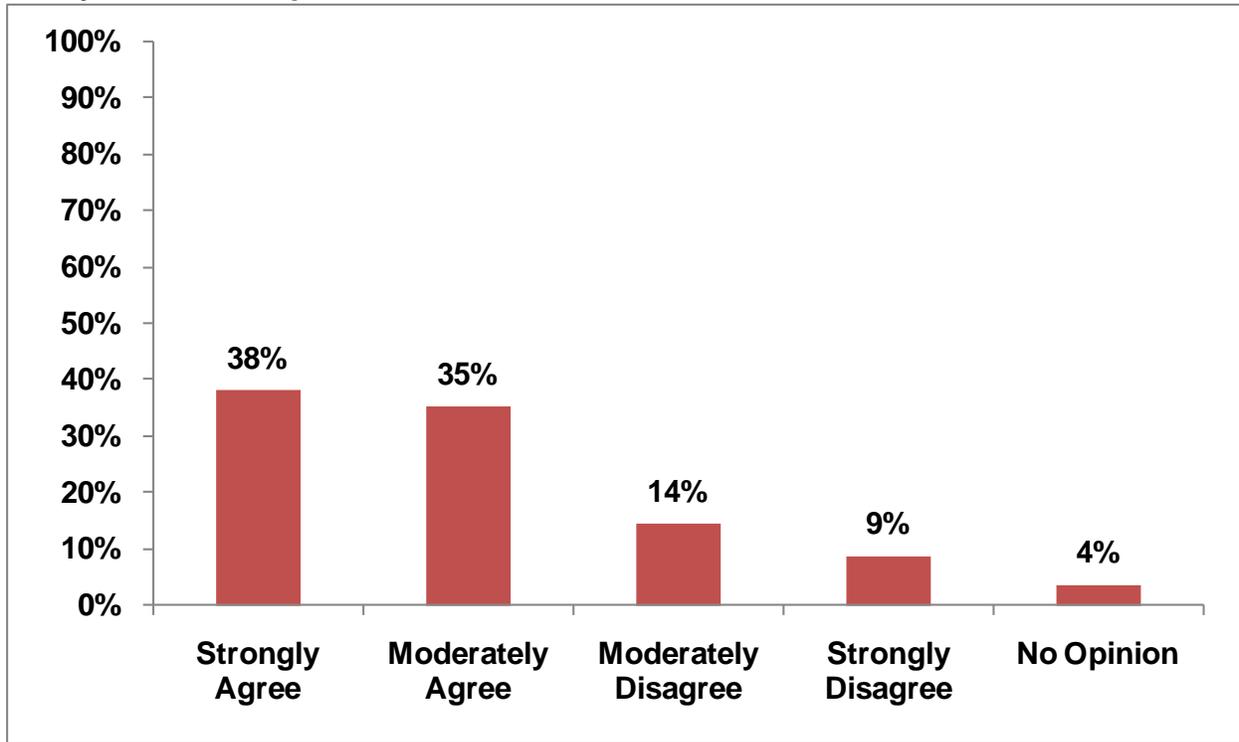
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.06	1.04	3.36	.868	0-5	3.24	0.92	3.60	.560
FT Faculty	2.54	1.10	3.37	.722	6-10	2.79	1.10	3.24	.947
Classified	2.73	1.12	2.90	1.079	11-15	2.49	1.11	2.92	1.071
Administrator	3.21	0.81	3.36	.780	16-20	2.64	1.19	3.11	.875
Overall	2.78	1.09	3.20	.926	21+	2.46	1.03	3.07	.944
ANOVA	<.05				Overall	2.78	1.09	3.20	.926

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

60. My workload expectations are reasonable.



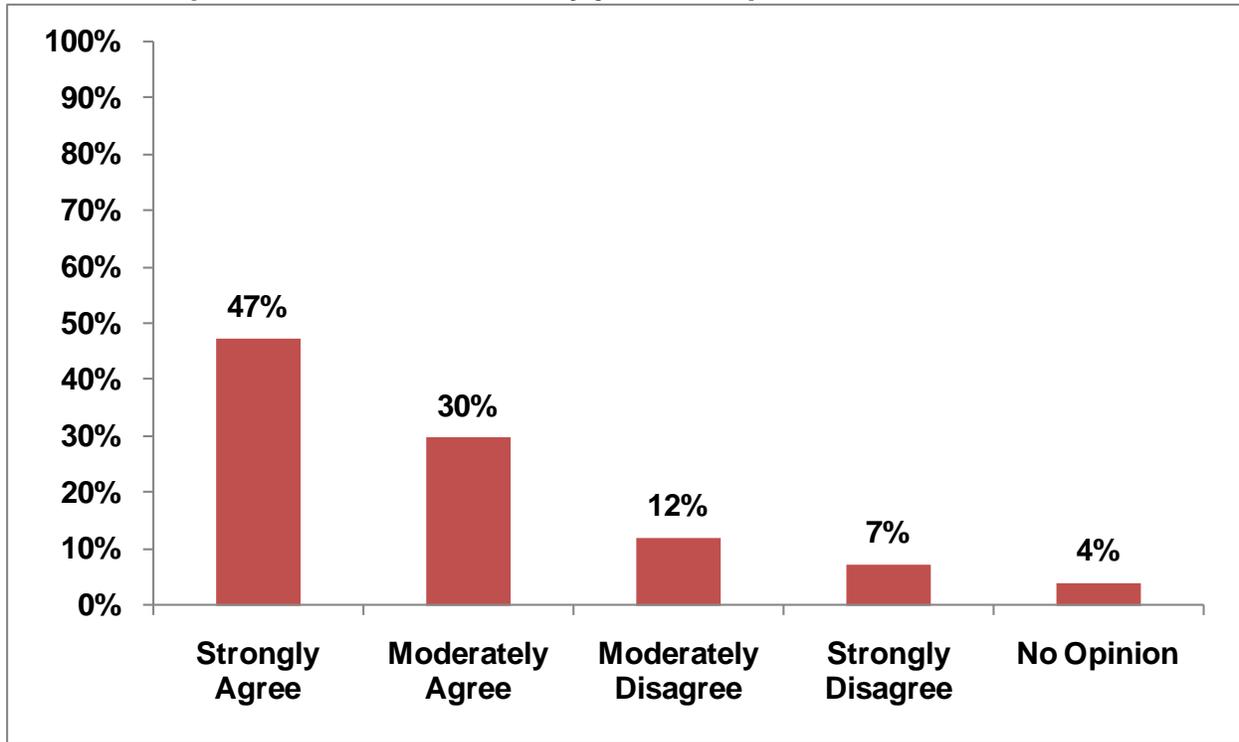
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.42	0.82	3.62	.652	0-5	3.30	0.92	3.38	.778
FT Faculty	2.88	1.00	2.99	1.007	6-10	2.99	1.01	3.04	1.021
Classified	2.89	1.07	2.86	.960	11-15	2.75	1.12	3.03	.928
Administrator	2.97	0.95	2.78	.892	16-20	2.92	0.94	2.84	.958
Overall	3.00	1.01	3.06	.953	21+	2.86	1.00	2.84	1.031
ANOVA	.422				Overall	3.00	1.01	3.06	.953

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

61. Work responsibilities are within my job description.



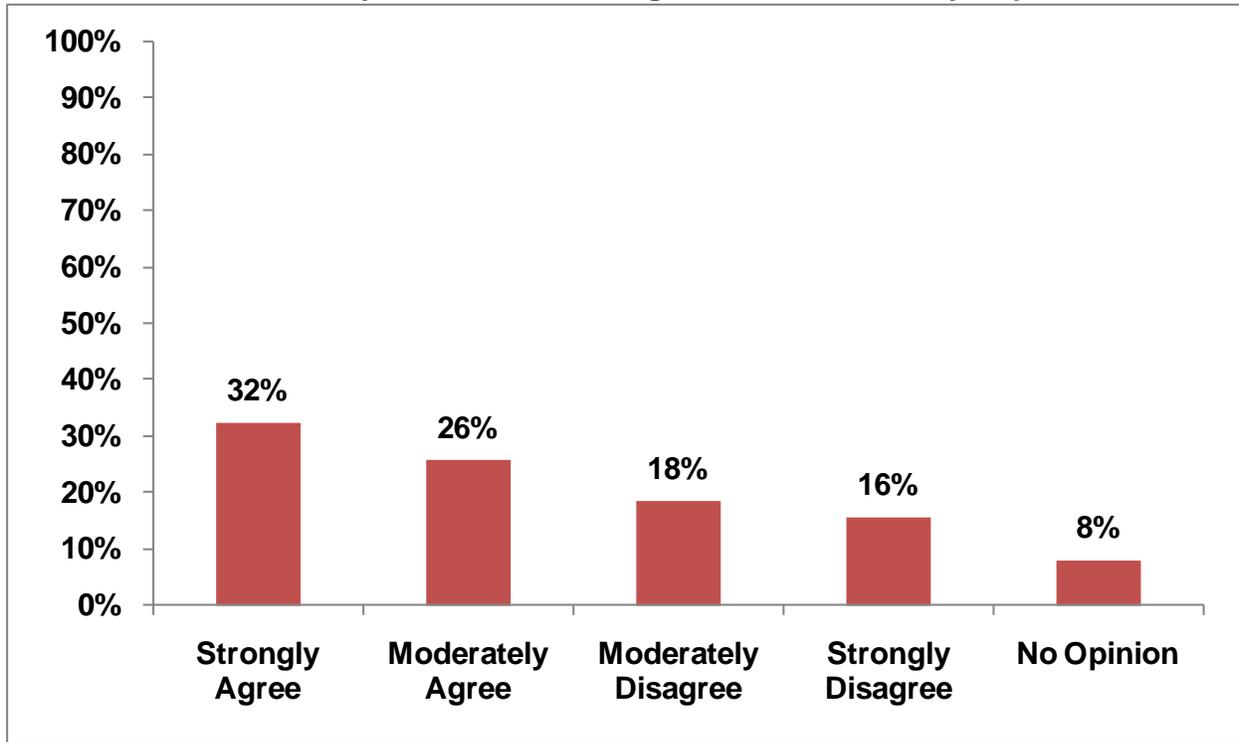
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.56	0.72	3.62	.652	0-5	3.41	0.82	3.38	.778
FT Faculty	3.27	0.94	2.99	1.007	6-10	3.02	1.02	3.04	1.021
Classified	2.87	1.02	2.86	.960	11-15	2.99	1.02	3.03	.928
Administrator	3.03	0.92	2.78	.892	16-20	3.00	1.01	2.84	.958
Overall	3.13	0.97	3.06	.953	21+	3.07	1.00	2.84	1.031
ANOVA	.267				Overall	3.13	0.97	3.06	.953

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

62. The workload is fairly distributed among the members of my department.



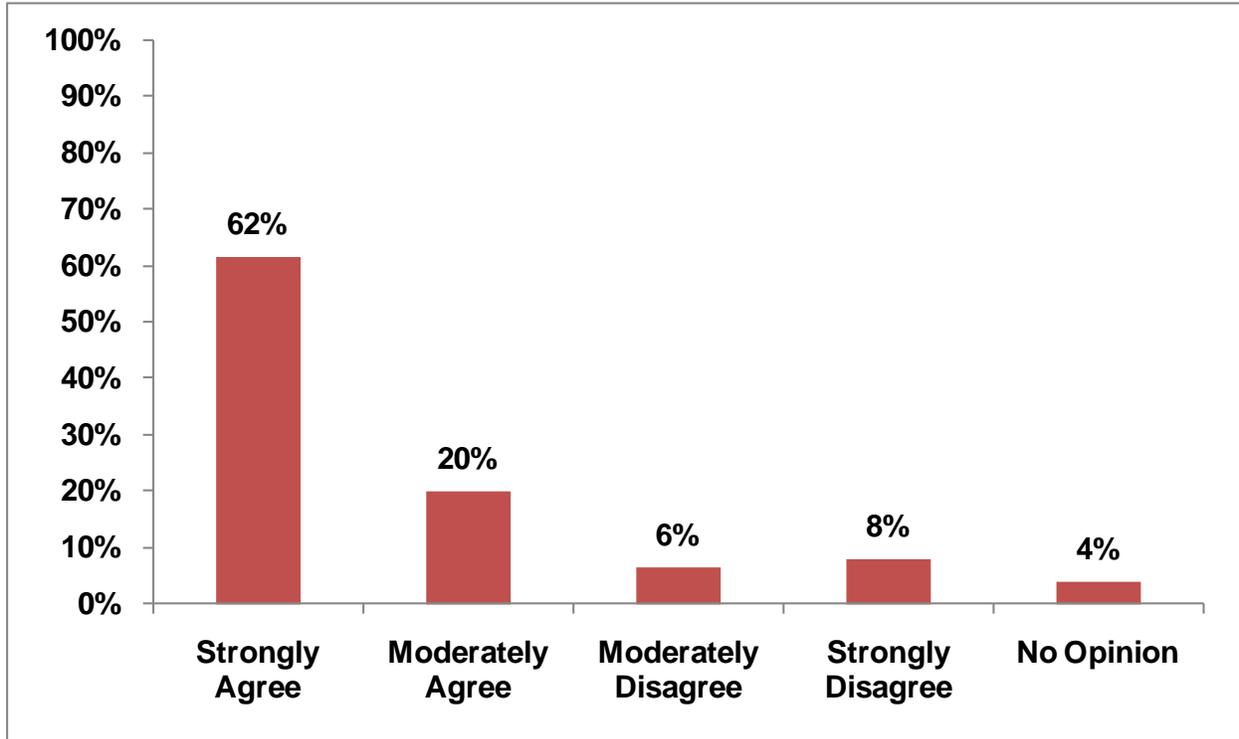
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.06	1.04	3.79	.495	0-5	3.17	0.96	3.50	.748
FT Faculty	2.86	1.08	3.17	.993	6-10	2.59	1.14	3.31	.973
Classified	2.58	1.12	2.97	.952	11-15	2.45	1.13	3.03	.938
Administrator	2.85	1.05	3.04	.940	16-20	2.77	1.03	3.05	.970
Overall	2.76	1.10	3.22	.935	21+	2.72	1.10	3.09	1.014
ANOVA	.588				Overall	2.76	1.10	3.22	.935

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

63. My supervisor is approachable and understanding when I have a question related to my work responsibilities.



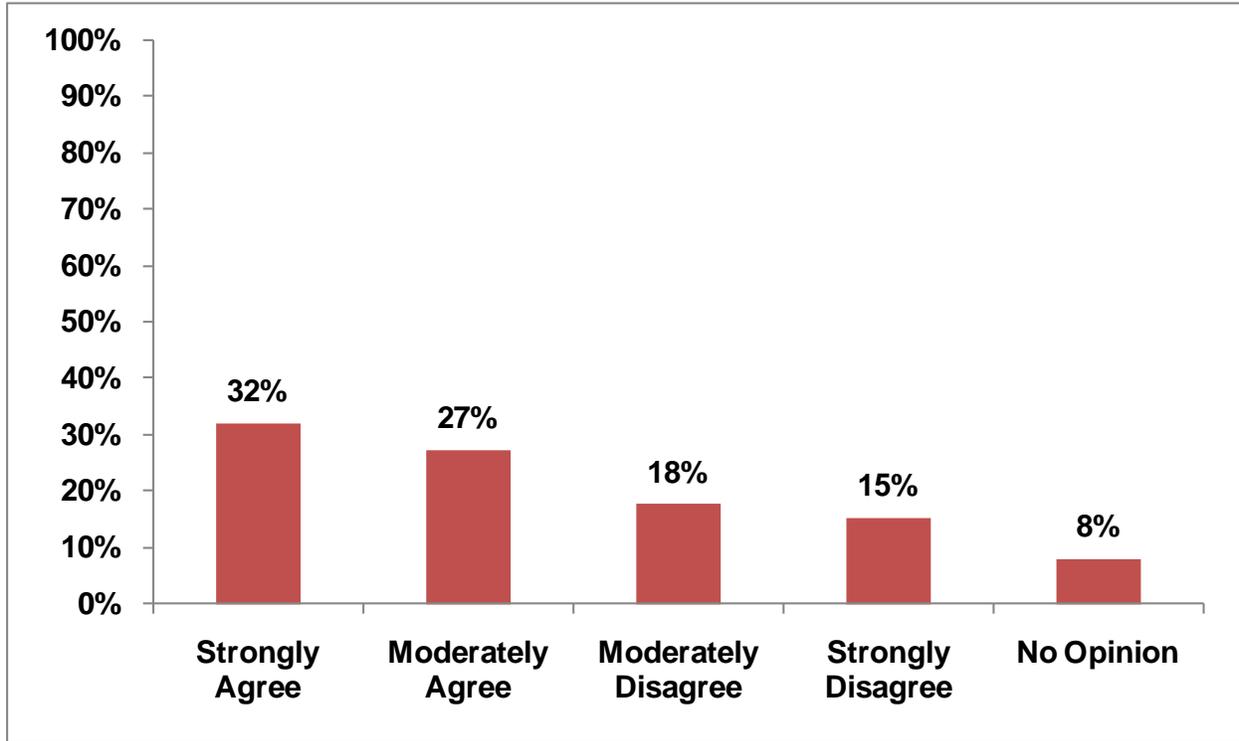
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.51	0.93	3.37	.903	0-5	3.59	0.80	3.26	.944
FT Faculty	3.43	0.95	2.64	1.137	6-10	3.19	1.06	2.78	1.085
Classified	3.04	1.12	2.70	1.095	11-15	3.07	1.13	2.60	1.061
Administrator	3.45	0.56	2.67	1.038	16-20	3.02	1.04	2.50	1.295
Overall	3.27	1.02	2.81	1.096	21+	3.28	1.03	2.74	1.119
ANOVA	.094				Overall	3.27	1.02	2.81	1.096

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

64. I have been provided with updated training to perform the duties specified in my job description.



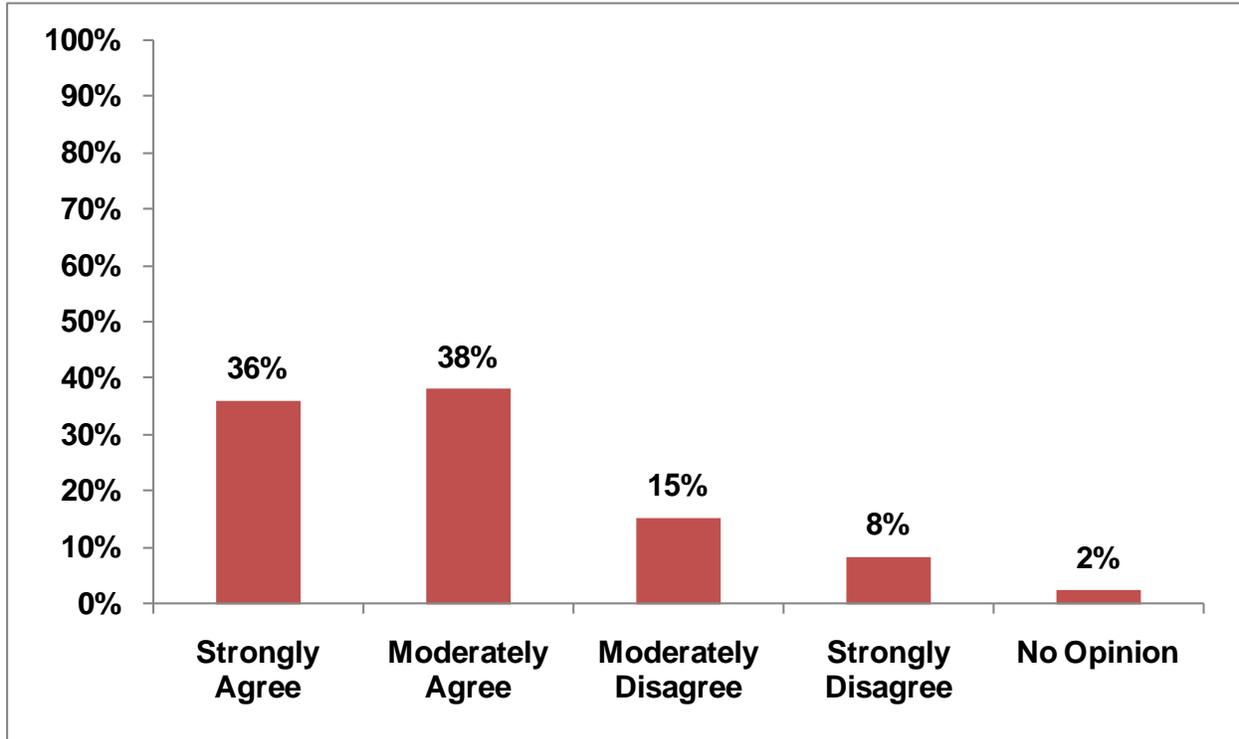
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	2.93	1.12	3.69	.663	0-5	2.98	1.05	3.55	.823
FT Faculty	2.89	1.06	3.44	.922	6-10	2.68	1.11	3.45	.951
Classified	2.52	1.11	3.18	1.089	11-15	2.49	1.15	3.37	.963
Administrator	3.16	0.82	3.50	.762	16-20	2.67	1.11	3.56	.856
Overall	2.75	1.10	3.41	.937	21+	2.83	1.02	3.20	1.035
ANOVA	.411				Overall	2.75	1.10	3.41	.937

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

65. I have been provided with the necessary tools and equipment to perform my job successfully.



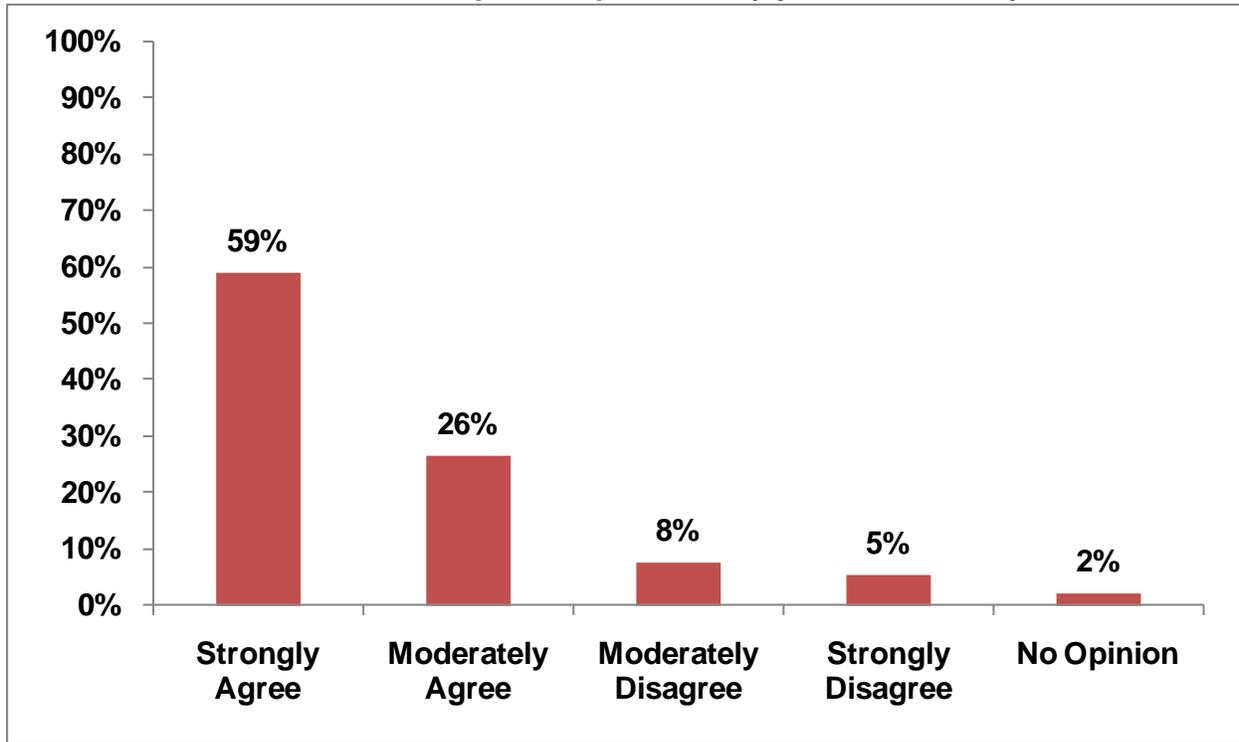
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.27	0.82	3.27	.940	0-5	3.23	0.92	3.05	1.090
FT Faculty	2.92	0.95	2.99	1.044	6-10	2.96	0.91	2.91	1.019
Classified	2.92	0.97	2.55	1.129	11-15	2.82	1.00	2.68	1.167
Administrator	3.00	0.97	2.42	.945	16-20	2.85	0.97	2.41	.939
Overall	3.00	0.94	2.83	1.084	21+	2.97	0.90	2.79	1.054
ANOVA	.411				Overall	3.00	0.94	2.83	1.084

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

66. I have access to sufficient space to perform my job successfully.



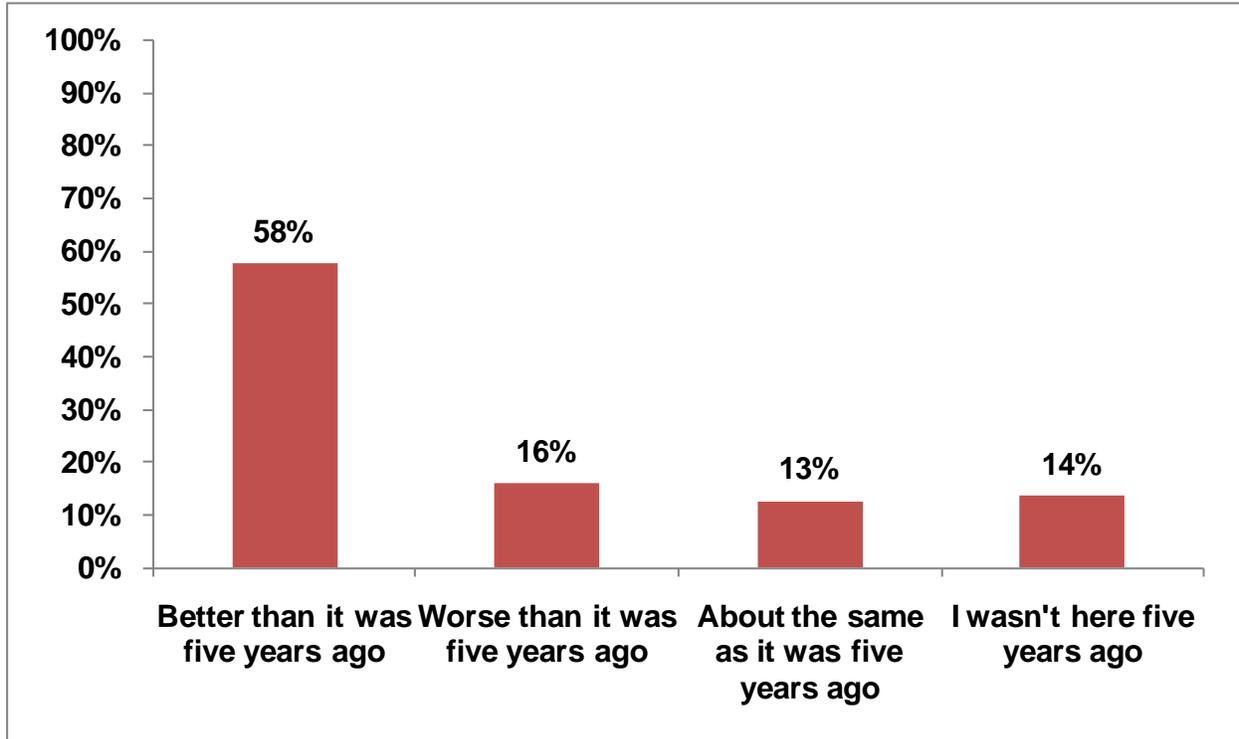
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Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	3.31	0.93	3.21	.967	0-5	3.31	0.90	3.21	.890
FT Faculty	3.29	0.86	3.07	.939	6-10	3.22	0.88	2.83	1.038
Classified	3.10	0.96	3.01	.911	11-15	3.22	0.94	2.95	.918
Administrator	3.38	0.78	2.70	.869	16-20	2.81	1.12	2.83	1.043
Overall	3.21	0.92	3.04	.933	21+	3.32	0.74	3.19	.833
ANOVA	.568				Overall	3.21	0.92	3.04	.933

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

67. How would you describe morale at Southwestern College today as compared to five years ago?



N=250

Breakout Scores

Position	Fall 2010		Spring 2011		Years Employ	Fall 2010		Spring 2011	
	Score	Std. Dev.	Score	Std. Dev.		Score	Std. Dev.	Score	Std. Dev.
PT Faculty	1.30	0.48	3.13	1.03	0-5	1.30	0.48	3.02	1.07
FT Faculty	1.17	0.37	2.95	1.05	6-10	1.17	0.37	2.80	1.06
Classified	1.21	0.40	2.54	1.11	11-15	1.21	0.40	2.60	1.16
Administrator	1.38	0.54	2.70	.96	16-20	1.38	0.54	2.56	1.03
Overall	1.23	0.42	2.79	1.09	21+	1.23	0.42	2.81	1.03
ANOVA	<.05				Overall	1.30	0.48	2.79	1.09

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree, No Opinion is not included.

The following questions were found to be NOT statistically significant

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

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

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

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

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

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

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

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

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

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

32. My program/unit spends allocated funds responsibly.

48a. [Human Resources] The operational processes and departments listed below allow me to perform my job effectively and efficiently.

48c. [Purchasing] The operational processes and departments listed below allow me to perform my job effectively and efficiently.

48i. [Maintenance] The operational processes and departments listed below allow me to perform my job effectively and efficiently.

49a. [Mission Statement review process] I would like to have input into improving institutional processes.

- 49b. [Budget planning process] I would like to have input into improving institutional processes.
- 49c. [Facilities planning process] I would like to have input into improving institutional processes.
- 49d. [Technology planning process] I would like to have input into improving institutional processes.
- 49e. [Enrollment Management process] I would like to have input into improving institutional processes.
- 49f. [Educational Master Plan] I would like to have input into improving institutional processes.
- 49g. [Strategic Planning process] I would like to have input into improving institutional processes.
- 49h. [Institutional Program Review] I would like to have input into improving institutional processes.
- 49i. [Accreditation Self Study] I would like to have input into improving institutional processes.
- 55d. [Custodial Services] My needs are being met in each of the following areas?..
- 55e. [Maintenance Services] My needs are being met in each of the following areas?..
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.
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.

Ten survey questions with the least change from Fall 2010 to Spring 2011

Question	Fall 2010	Spring 2011	P value
55d. [Custodial Services] My needs are being met in each of the following areas?	2.97	3.00	.704
9a. [Faculty Leaders (e.g. Academic Senate President, SCEA President, Dept. Chairs)] I feel intimidated by others at Southwestern College.	1.57	1.60	.701
9h. [My Department Chair] I feel intimidated by others at Southwestern College.	1.41	1.43	.693
48c. [Purchasing] The operational processes and departments listed below allow me to perform my job effectively and efficiently.	2.79	2.84	.604
62. The workload is fairly distributed among the members of my department.	2.76	3.22	.588
65. I have been provided with the necessary tools and equipment to perform my job successfully.	3.00	2.83	.568
9b.[Classified Leaders (e.g. CSEA President)] I feel intimidated by others at Southwestern College.	1.39	1.43	.538
9g. [My Supervisor] I feel intimidated by others at Southwestern College.	1.61	1.56	.476
60. My workload expectations are reasonable.	3.00	3.06	.422