



# Campus Climate Report 2013

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Prepared by the Office of Institutional Effectiveness

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# Campus Climate Survey

## Spring 2013

### Southwestern College

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## Executive Summary

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Linda Gilstrap, Dean of Institutional Effectiveness

Linda Hensley, Director of Institutional Research, Grants and Planning

David Wales, Senior Research Analyst

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## Survey Overview

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This report depicts the descriptive and analytic results to questionnaire responses for the Campus Climate, Spring 2013 survey. The survey was distributed to Southwestern College faculty, classified professionals and campus administrators during the latter part of the spring 2013 semester. This questionnaire is the fourth in a multiple-year survey effort to assess “prevailing attitudes, perceptions, and/or environmental conditions at Southwestern College in regard to governance, leadership and communication,”<sup>1</sup> workplace satisfaction, and other institutional consideration. This study also contains comparative descriptive and analytic results for the prior three distributions of the Campus Climate survey (fall 2010, spring 2011 and spring 2012). Collectively, this data can provide information regarding the prevailing perceptions of workplace satisfaction within the district.

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

### **Campus Climate Perception**

The primary purpose of an ACCJC-accredited institution of higher learning is to ensure “its resources and processes support student learning, continuously assesses that learning, and pursues institutional excellence and improvement” and should pursue an “ongoing, self-reflective dialogue about its quality and improvement.”<sup>2</sup> The latter point is of particular relevance

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

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

in regard to the Campus Climate survey. Southwestern College's ongoing effort to assess college employee perceptions of the institutional environment is a straightforward and critical means to advance institutional effectiveness. This data will be valuable in the preparation of Southwestern College's 2015 Self-Evaluation Report. The Campus Climate survey generates quantitative data that can be used to understand the current institutional environment and to identify workplace satisfaction trends over time.

### **Survey Themes**

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

#### *Campus Leadership and Shared Governance*

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

#### *Institutional Environment*

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

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

### *Institutional Processes*

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

### **Questionnaire Administration**

Initial e-mail invitations for participation in the Campus Climate Survey, Spring 2013 questionnaire were sent on April 17, 2013 and administered through May 7, 2013. Within this three-week period, 1,327 invitations were distributed through the Outlook e-mail system. Follow-up reminder notices were distributed on April 25, May 2, and May 7 (the final reminder was sent as a “Last Day Reminder”). The questionnaire, formally titled “Southwestern College Employee Survey 2013,” was accessible via the online Class Climate link contained within e-mail notifications generated by this survey system and sent to campus employees. Respondents were required to enter the unique alphanumeric password provided within the e-mail in order to begin the survey. Spring 2013 marked the first time the campus has used this particular survey software package in a global web-based survey. Employees returned 260 surveys for a response rate of 20 percent, higher than spring 2012, which had a 17 percent response rate.

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## **Conclusion**

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The Campus Climate survey provides the Southwestern Community College District with a means to assess prevailing workplace attitudes and perceptions within the institution at a point in time. It is also an evaluative tool offering insight into the District’s workplace environment at the organizational level and is an instrument for appraising the impacts of institutional decision-making. This type of institutional-level query permits an examination of many organizational elements such as governance and leadership, institutional planning, organizational processes, budget, resource allocation, achievement of institutional objectives, and the state of the institution generally.

Moreover, in this role, the Campus Climate survey may be viewed as a diagnostic tool assisting in the generation of substantive data capable of addressing each of the ACCJC’s focal categories and other areas of institutional concern, including accreditation. The Campus Climate survey must also be viewed as an essential source of information for guiding institutional dialogue and as means for faculty, professional staff, and administrators to extend a critical view of the institution. At the governance and leadership level, survey results serve as an important indicator of workplace sentiment among campus constituencies regarding decisions made by the Governing Board and campus leadership have affected the workplace. In this capacity, the survey serves as a critical informational instrument for guiding decision-making at the institutional level.

In terms of major outcomes, a comparison of spring 2013 with the earlier spring 2012 period finds a significant decline across most survey question groupings—particularly in regard to

leadership and budget queries. However, it should be noted that the Campus Climate survey is subject to its period of administration. If this survey had been administered at an earlier or later point in time, survey results might have been substantially different. Nevertheless, the Campus Climate survey does provide a relatively accurate measure of institutional attitudes and perceptions for the given timeframe, and would likely represent the prevailing sentiment for the period under examination.

## **Key Findings**

The following bullets are an abbreviated listing of key findings from the survey:

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

- In general, survey query items related to Campus Leadership, Shared Governance and Institutional environment experienced a systematic decline.
- More than half of survey respondents reported disagreement with the statement that the “Governing Board utilizes a consistent and transparent self-evaluation process in which input from the College community is solicited and results are accessible and communicated to the college community.”

### *Institutional Processes*

- Survey items related as to whether “Budget allocation is decided fairly and equitably” are lower in comparison to each of the earlier survey administration periods.
- Among the items experiencing the greatest statistical decline included the queries related to how “SWC has defined and communicate its budget development and budget decision-making processes to achieve college goals,” and whether “Accurate and complete information about the SWC budget is accessible and/or provided on request in a timely manner.”
- A little over half of survey respondents disagreed with the statement “Decision-making processes are regularly evaluated and the result widely communicated and distributed to all members of the college community.”

## Respondent Demographics

### Job Classification

#### Respondents by Job Classification: Spring 2013

Job Classification	%	n	Average Years Employed
Management (Dean/Director/Supervisor/Senior Management)	5%	12	16.3
Classified Professional	24%	63	13.0
Faculty, Full-Time	20%	51	14.1
Faculty, Part-Time	9%	25	6.5
No Response/Unspecified	42%	109	12.3
Total	100%	260	12.2

#### Respondents by Job Classification: Spring 2012

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

#### Respondents by Job Classification: Spring 2011

Job Classification	%	n	Average 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
No Response	0%	0	-
Total	100%	340	12.1

#### Respondents by Job Classification: Fall 2010

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

## Gender

Respondents by Gender: Spring 2013

Gender	%	N
Female	39%	102
Male	24%	63
No Response	37%	95
Total	100%	260

Respondents by Gender: Spring 2012

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

Respondents by Gender: Spring 2011

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

Respondents by Gender: Fall 2010

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

## Locations

Respondents by Location: Spring 2013

Location:	%	N
Main Campus	63%	163
HEC/Other	12%	31
Both	24%	63
No Response	1%	3
Total	100%	260

Respondents by Location: Spring 2012

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

Respondents by Location: Spring 2011

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

Respondents by Location: Fall 2010

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

## Demographic Summary

## Years Employed

## Respondents by Years Employed: Spring 2013

Job Classification	Years Employed					Total
	0-5	6-10	11-15	16-20	21+	
Faculty, Part-Time	5%	1%	1%	0%	3%	28
Faculty, Full-Time	2%	7%	4%	5%	2%	53
Classified Professional	3%	7%	3%	6%	7%	69
Management (Dean/Director/ Supervisor/Senior Management)	2%	1%	1%	1%	1%	16
Unspecified	3%	7%	4%	7%	6%	71
No Response	-	-	-	-	-	23
Total	15%	23%	13%	19%	19%	260

## Respondents by Years Employed: Spring 2012

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

## Respondents by Years Employed: Spring 2011

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

## Demographic Summary

## Respondents by Years Employed: Fall 2010

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

## Question Group Summary

### Campus Climate Survey Instrument

The following table summarizes each of the sixty-seven (67) queries included in the spring 2013 Campus Climate survey. Survey queries are organized into nineteen groupings and correlate to ACCJC WASC standards and Southwestern College's *2009 Self-Study: Institutional Self-Study in Support of Reaffirmation of Accreditation*. For statistical research uniformity, listed survey query items have remained identical for each Campus Climate survey administrations (fall 2010, spring 2011, spring 2012, and spring 2013). Furthermore, notable statistical outcomes related to each of the overarching ACCJC WASC institutional evaluations areas are incorporated into each survey group detail area. Finally, these survey queries are based on accreditation mandates related to "The Standards." The Standards, as adopted by the ACCJC WASC in June 2002, stipulate that:

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

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

For a detailed description of ACCJC WASC standards, reference:

<http://www.accjc.org/all-commission-publications-and-policies/accreditation-reference-handbook>

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

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

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

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

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

Table 1	Survey Group Questions	Primary WASC Standard
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.	
<b>Question Group XIX</b>	<b>Campus morale.</b>	<b>IV.A, IV.B</b>
67	How would you describe morale at Southwestern College today as compared to five years ago?	

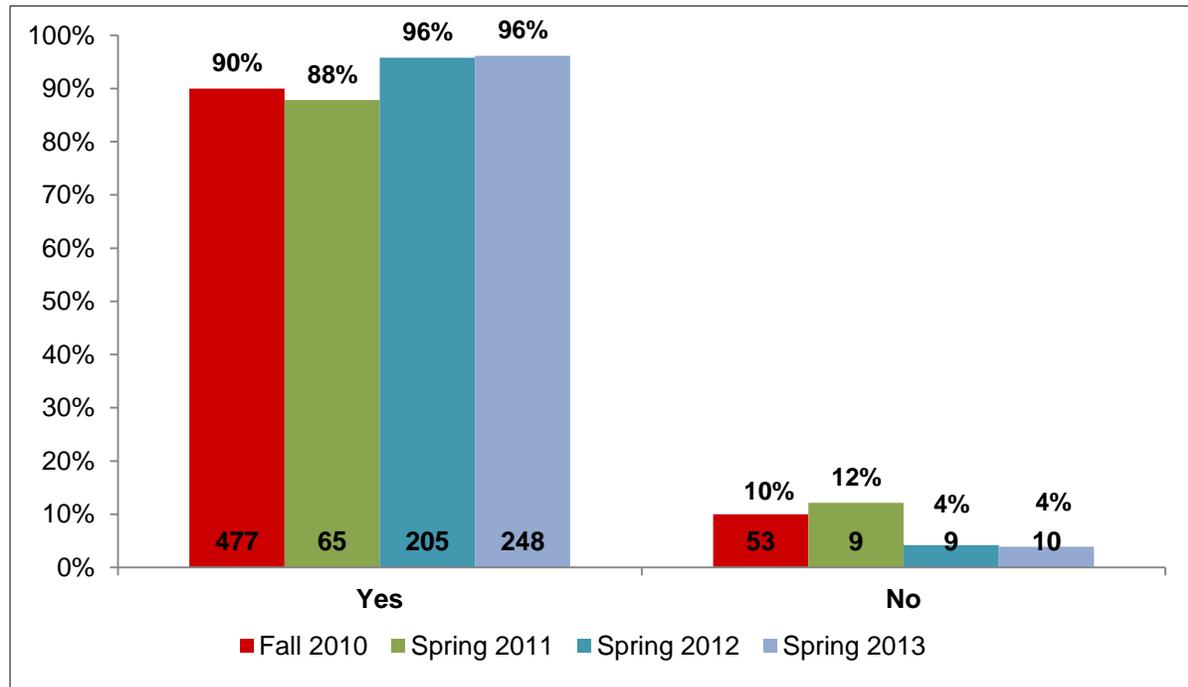
**Question Group I: Mission Statement and campus priorities.**

The Group I question (Q1) relates to WASC Standard I.A and explains the importance of the institution showing a strong obligation to a mission that highlights student learning and to communicating the mission internally and externally. The Campus Climate Spring 2013 survey begins with a “Yes” or “No” query regarding employee awareness of the college’s Mission Statement and campus priorities. The histogram below, and the associated statistical analysis on the following page, illustrates the results of the surveys encompassing fall 2010, spring 2011, spring 2012 and spring 2013.

Notable findings for current and earlier survey administration periods:

- The percentage of respondents who indicated an awareness of the Mission Statement and priorities of the college remained arithmetically and statistically unchanged from spring 2012 to spring 2013.

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



Histograms / Data Analysis

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	0.96	258	0.033	.856
Spring 2012	0.96	214		

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

Spring 2013	Position	% Yes	n
	PT Faculty	27%	71
	FT Faculty	21%	56
	Classified	9%	29
	Administrator	6%	16
	Unspecified	33%	86
<b>Overall</b>	<b>96%</b>	<b>258</b>	

Spring 2012	Position	% Yes	n
	PT Faculty	26%	62
	FT Faculty	26%	57
	Classified	33%	50
	Administrator	11%	25
	<b>Overall</b>	<b>96%</b>	<b>214</b>

Spring 2011	Position	% Yes	n
	PT Faculty	—	—
	FT Faculty	—	—
	Classified	—	—
	Administrator	—	—
	<b>Overall</b>	<b>88%</b>	<b>74</b>

Note: Due to a database error, only 74 answers to this question were recorded for spring 2011. Individual employee categories are unavailable.

Fall 2010	Position	% Yes	n
	PT Faculty	19%	124
	FT Faculty	26%	140
	Classified	33%	222
	Administrator	11%	44
	<b>Overall</b>	<b>90%</b>	<b>530</b>

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

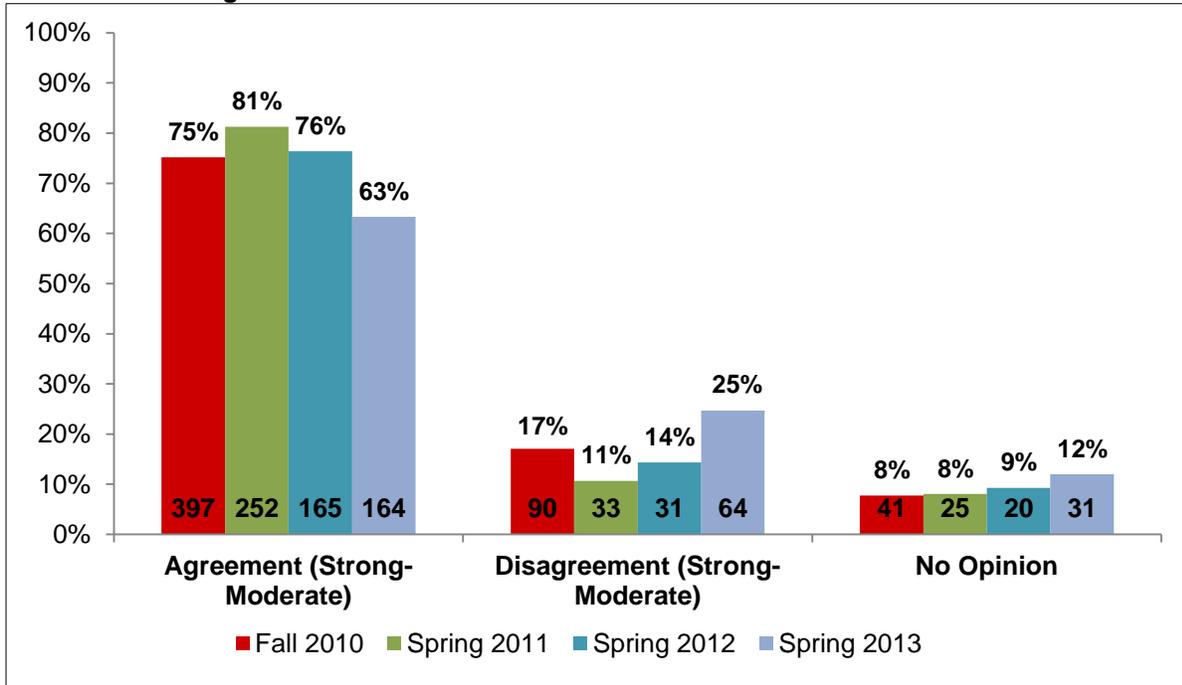
Group II questions (Q2-Q5) relate to WASC Standard IV.A and focus on leadership ethics and efficacy. Such leadership allows the institution to ascertain institutional values, establish goals, learn, and to improve.

Notable findings for the current and earlier survey administration periods:

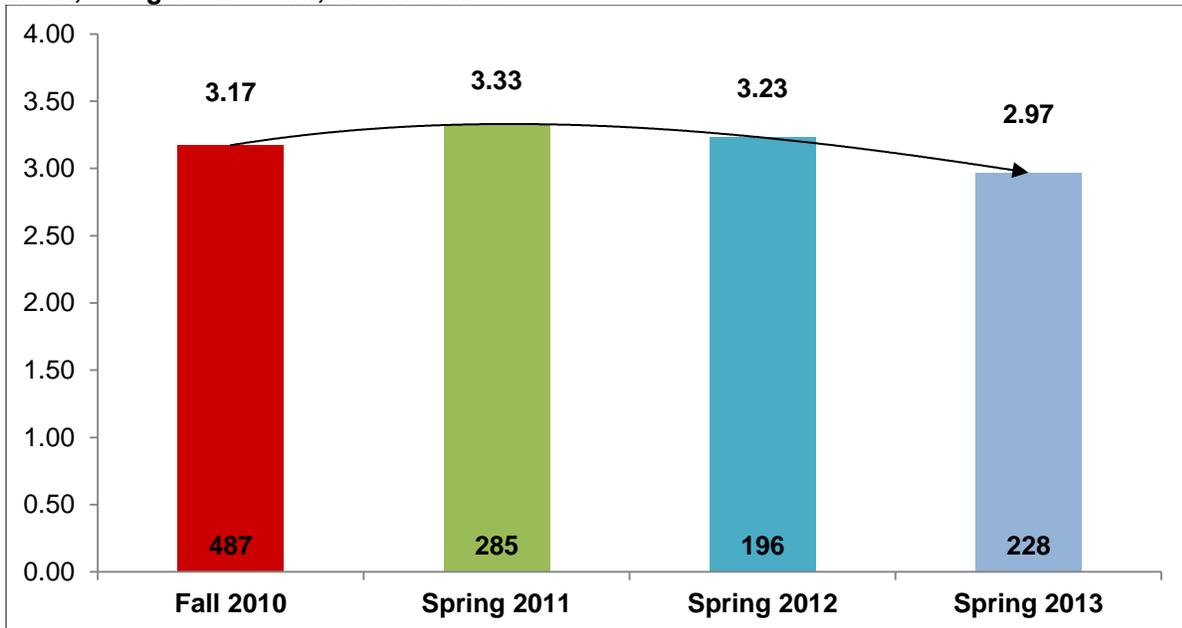
- For this question group, institutional leadership is found to have experienced a general and statistically significant decline across the spring 2012 to spring 2013 period, with the exception of Middle Management (Deans, Directors, and Supervisors).
- More than half of respondents agree with the statement that Faculty Leaders and Classified Leaders are creating an “environment for empowerment, innovation, and institutional excellence.”
- Additionally, approximately sixty percent of respondents agreed that faculty leadership, classified leadership, and middle management “create an environment that promotes institutional effectiveness.”
- Four survey query items (Q2e, f, Q3f, Q4) within this group are among the ten questions to have changed the most from spring 2012 to spring 2013 (see [Table II](#)).

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

Histograms / Data Analysis

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.97	228	8.825	.003
Spring 2012	3.23	196		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.96	1.00	28
	FT Faculty	3.27	.84	56
	Classified	2.62	.81	50
	Administrator	3.00	.79	17
	Unspecified	2.97	.90	77
	<b>Overall</b>	<b>2.97</b>	<b>.89</b>	<b>228</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.25	.93	55
	FT Faculty	3.54	.69	56
	Classified	2.97	.98	59
	Administrator	3.12	.95	26
	<b>Overall</b>	<b>3.23</b>	<b>.91</b>	<b>196</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.33	.76	64
	FT Faculty	3.47	.73	95
	Classified	3.22	.86	90
	Administrator	3.22	.64	36
<b>Overall</b>	<b>3.33</b>	<b>.77</b>	<b>285</b>	

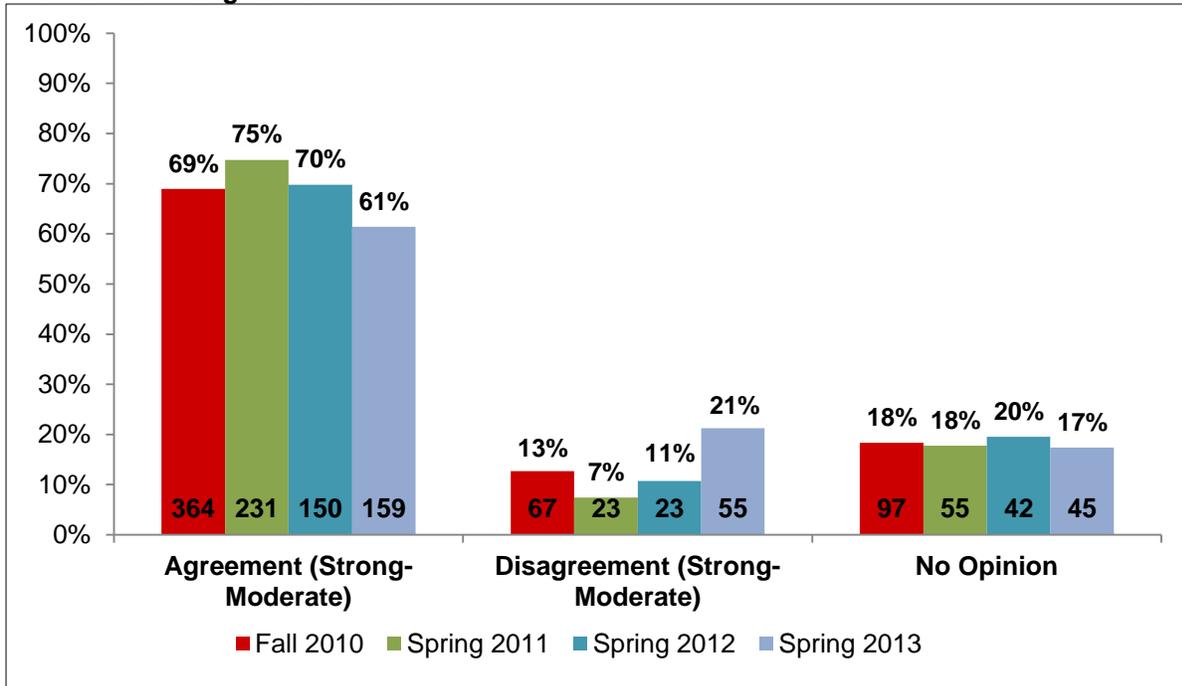
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.11	.92	114
	FT Faculty	3.47	.76	139
	Classified	3.06	.88	190
	Administrator	2.89	.92	44
<b>Overall</b>	<b>3.17</b>	<b>.88</b>	<b>487</b>	

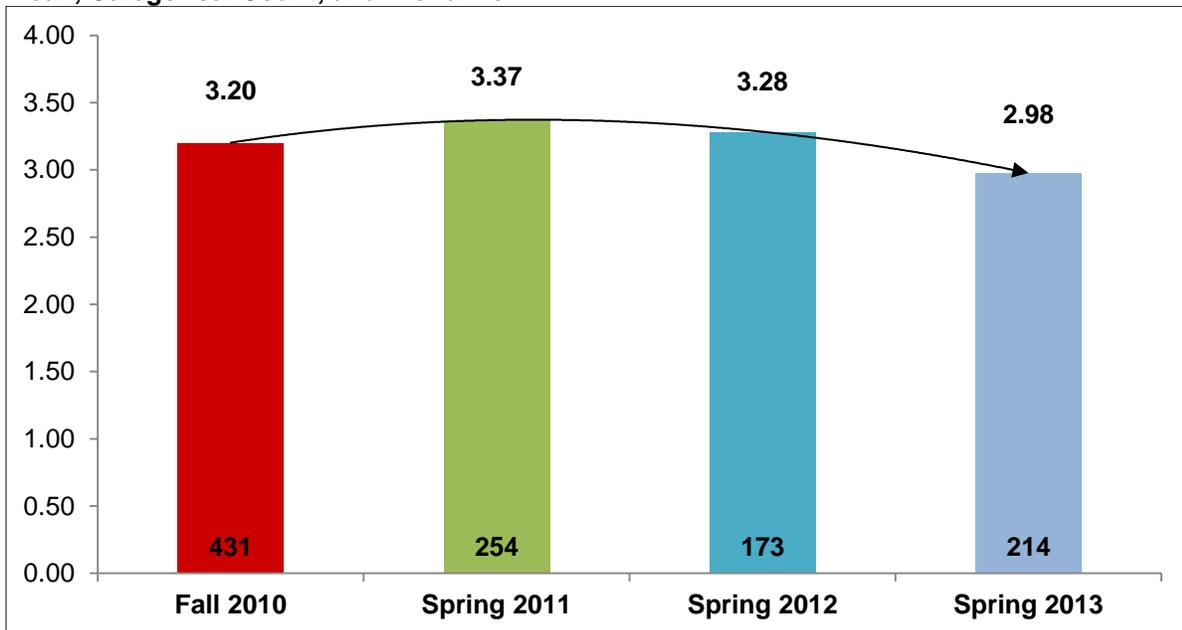
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.98	214	11.618	.001
Spring 2012	3.28	173		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.15	.67	20
	FT Faculty	2.57	.93	37
	Classified	3.12	.93	69
	Administrator	2.94	1.03	17
	Unspecified	3.01	.90	71
	<b>Overall</b>	<b>2.98</b>	<b>.92</b>	<b>214</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.23	.87	43
	FT Faculty	3.32	.76	41
	Classified	3.36	.82	66
	Administrator	3.09	.90	23
	<b>Overall</b>	<b>3.28</b>	<b>.82</b>	<b>173</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.35	.63	49
	FT Faculty	3.35	.73	68
	Classified	3.44	.68	101
	Administrator	3.25	.65	36
	<b>Overall</b>	<b>3.37</b>	<b>.68</b>	<b>254</b>

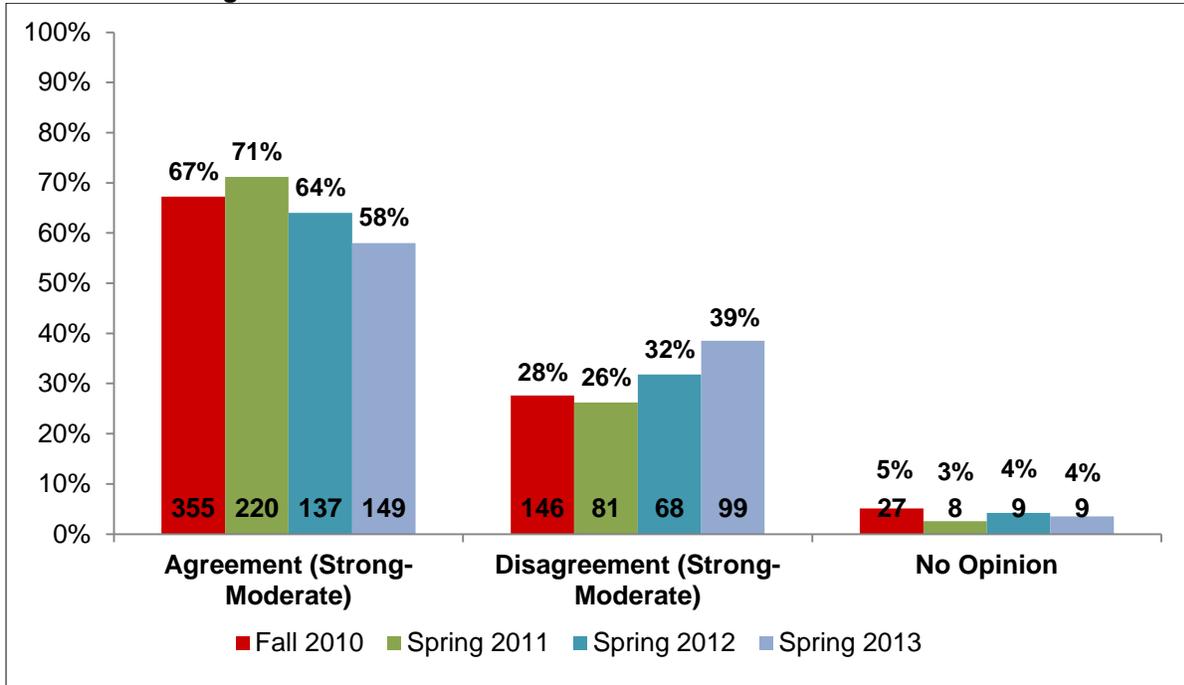
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.07	.82	86
	FT Faculty	3.21	.84	101
	Classified	3.31	.73	202
	Administrator	2.93	.89	42
	<b>Overall</b>	<b>3.20</b>	<b>.80</b>	<b>431</b>

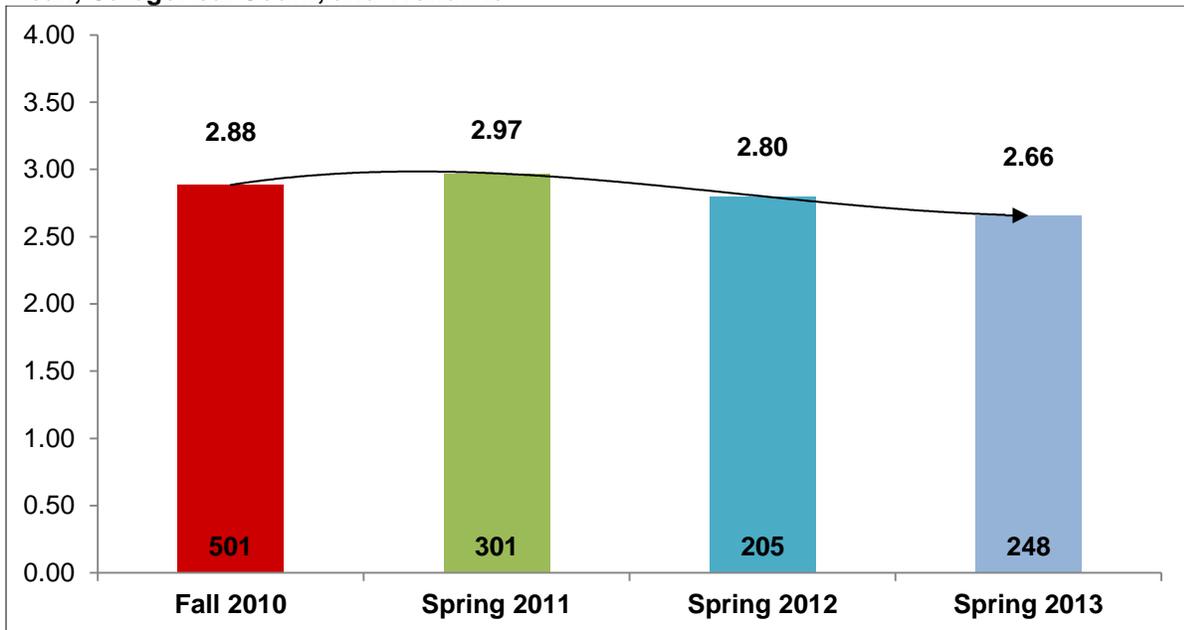
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.66	248	2.373	.124
Spring 2012	2.80	205		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.68	.94	28
	FT Faculty	2.56	1.02	54
	Classified	2.49	.97	68
	Administrator	3.18	.88	17
	Unspecified	2.75	.93	81
	<b>Overall</b>	<b>2.66</b>	<b>.97</b>	<b>248</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.82	1.05	56
	FT Faculty	2.88	.96	56
	Classified	2.55	1.05	67
	Administrator	3.23	.65	26
	<b>Overall</b>	<b>2.80</b>	<b>1.00</b>	<b>205</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.22	.99	68
	FT Faculty	2.90	.94	94
	Classified	2.74	1.04	103
	Administrator	3.33	.68	36
	<b>Overall</b>	<b>2.97</b>	<b>.98</b>	<b>301</b>

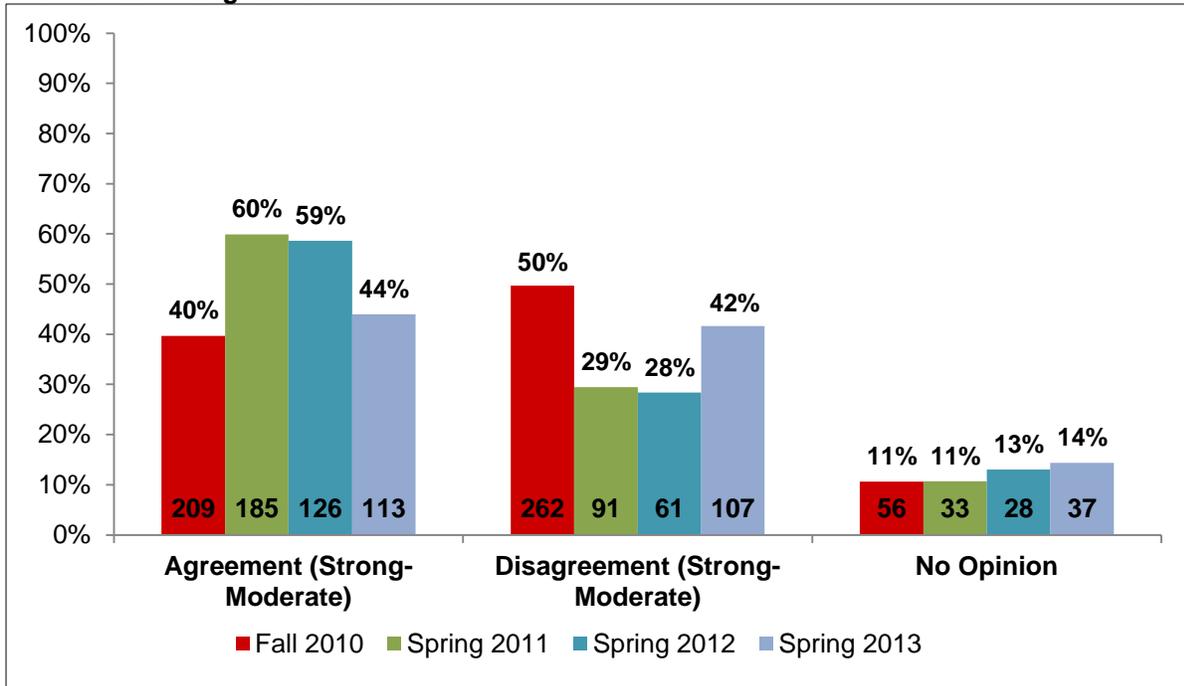
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.15	.91	116
	FT Faculty	3.01	.97	137
	Classified	2.57	.96	204
	Administrator	3.27	.85	44
	<b>Overall</b>	<b>2.88</b>	<b>.98</b>	<b>501</b>

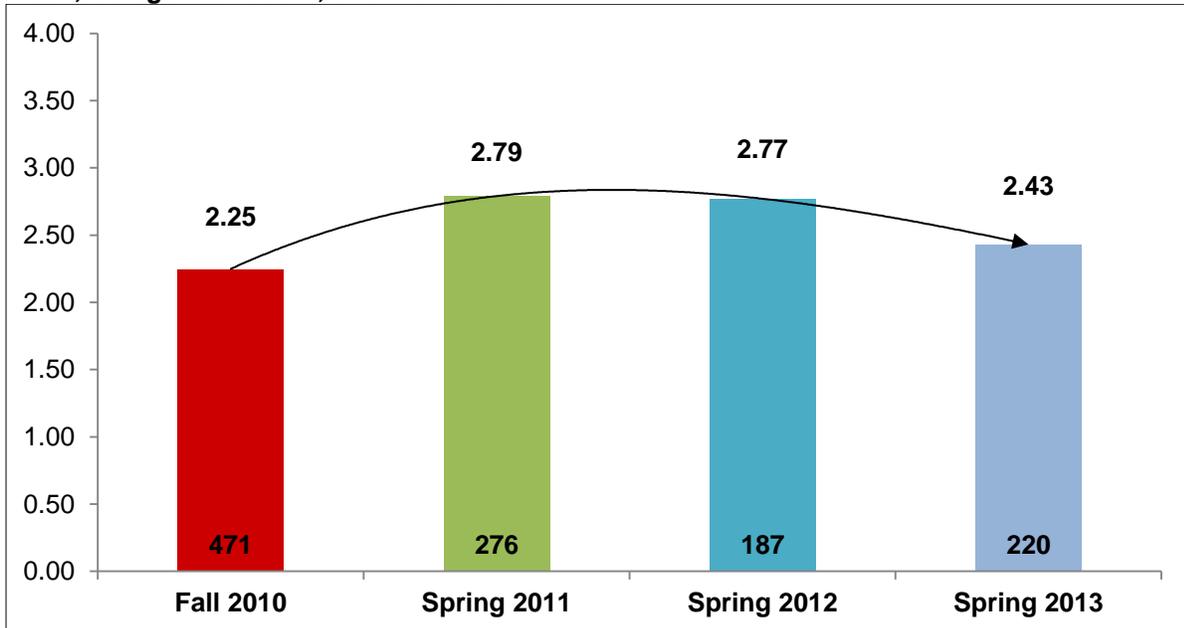
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.43	220	12.621	.000
Spring 2012	2.77	187		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.30	1.03	20
	FT Faculty	2.12	1.01	51
	Classified	2.60	.87	63
	Administrator	3.00	1.00	17
	Unspecified	2.41	.96	69
	<b>Overall</b>	<b>2.43</b>	<b>.98</b>	<b>220</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.77	.94	47
	FT Faculty	2.79	.92	52
	Classified	2.62	.96	63
	Administrator	3.12	.83	25
	<b>Overall</b>	<b>2.77</b>	<b>.93</b>	<b>187</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.15	.89	55
	FT Faculty	2.46	.95	93
	Classified	2.77	.95	92
	Administrator	3.14	.72	36
	<b>Overall</b>	<b>2.79</b>	<b>.95</b>	<b>276</b>

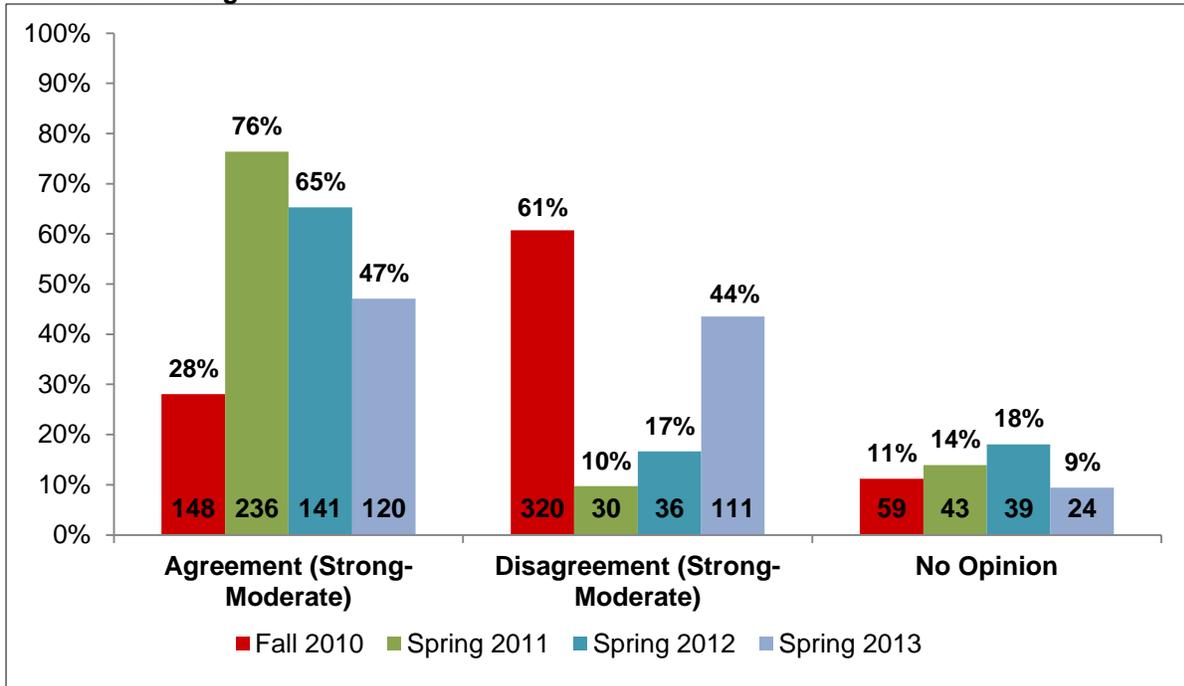
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.32	.94	94
	FT Faculty	1.90	.97	134
	Classified	2.29	.97	199
	Administrator	2.95	.89	44
	<b>Overall</b>	<b>2.25</b>	<b>.99</b>	<b>471</b>

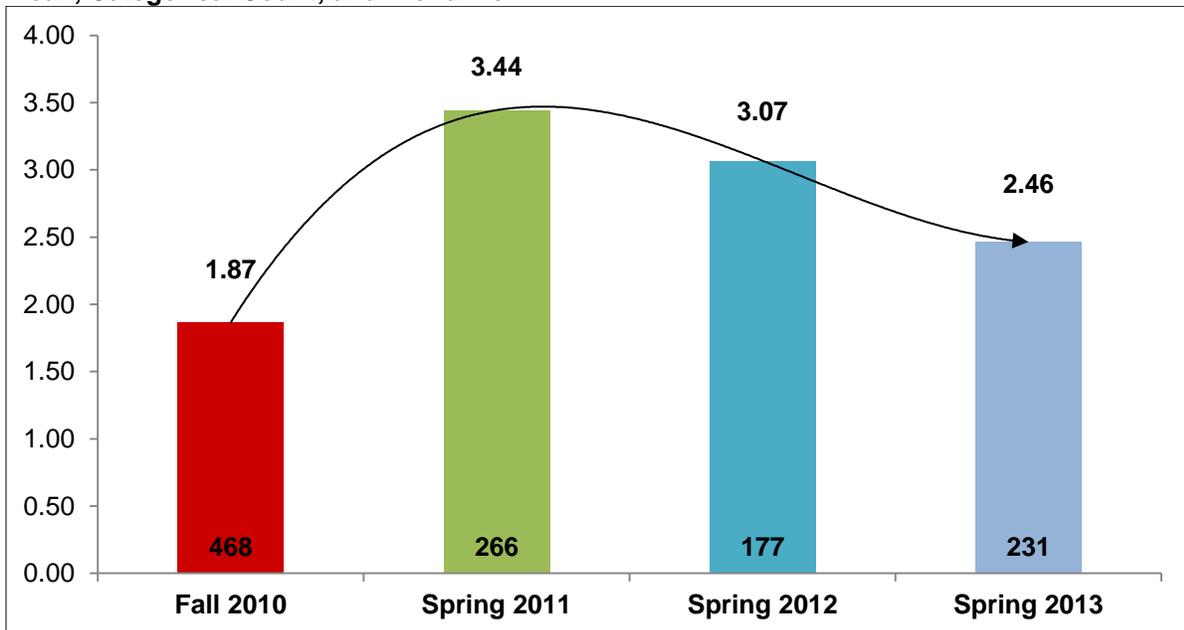
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.46	231	38.467	.000
Spring 2012	3.07	177		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.25	1.07	24
	FT Faculty	2.02	.97	53
	Classified	2.77	1.01	62
	Administrator	3.24	.90	17
	Unspecified	2.41	.99	75
	<b>Overall</b>	<b>2.46</b>	<b>1.05</b>	<b>231</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.94	.92	47
	FT Faculty	2.90	.97	48
	Classified	3.20	.78	59
	Administrator	3.35	.71	23
	<b>Overall</b>	<b>3.07</b>	<b>.88</b>	<b>177</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.08	.94	51
	FT Faculty	3.53	.79	91
	Classified	3.44	.71	88
	Administrator	3.75	.55	36
	<b>Overall</b>	<b>3.44</b>	<b>.79</b>	<b>266</b>

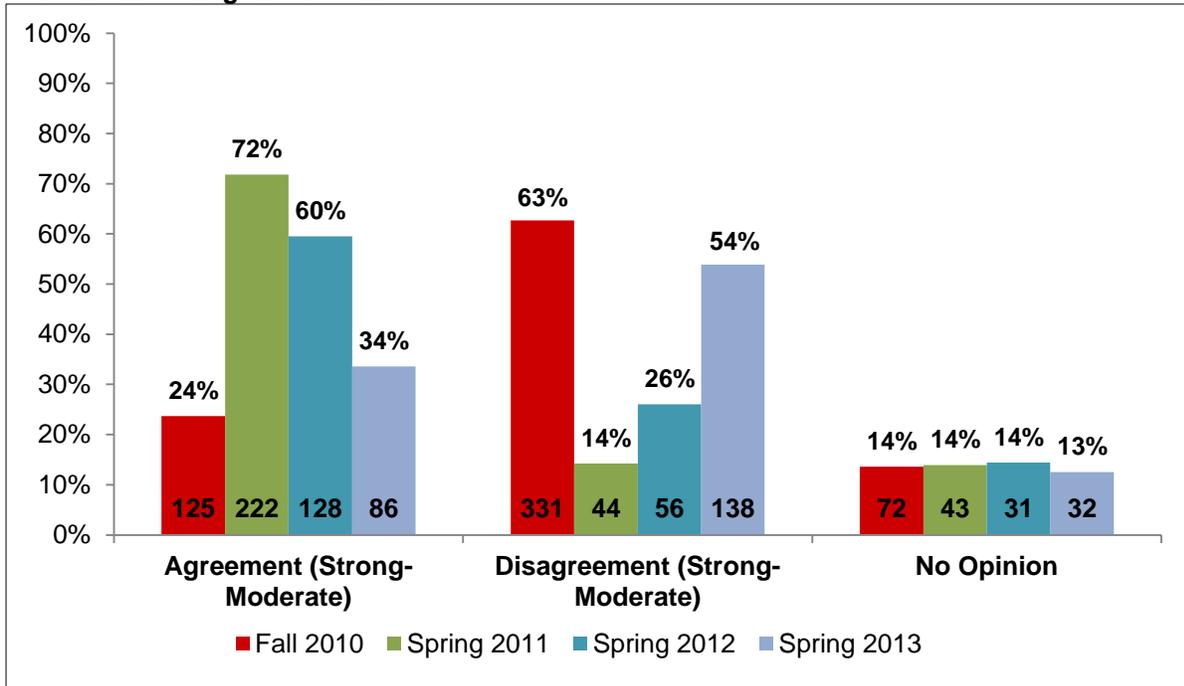
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.94	1.07	99
	FT Faculty	1.41	.76	133
	Classified	1.92	.98	194
	Administrator	2.88	.99	42
	<b>Overall</b>	<b>1.87</b>	<b>1.02</b>	<b>468</b>

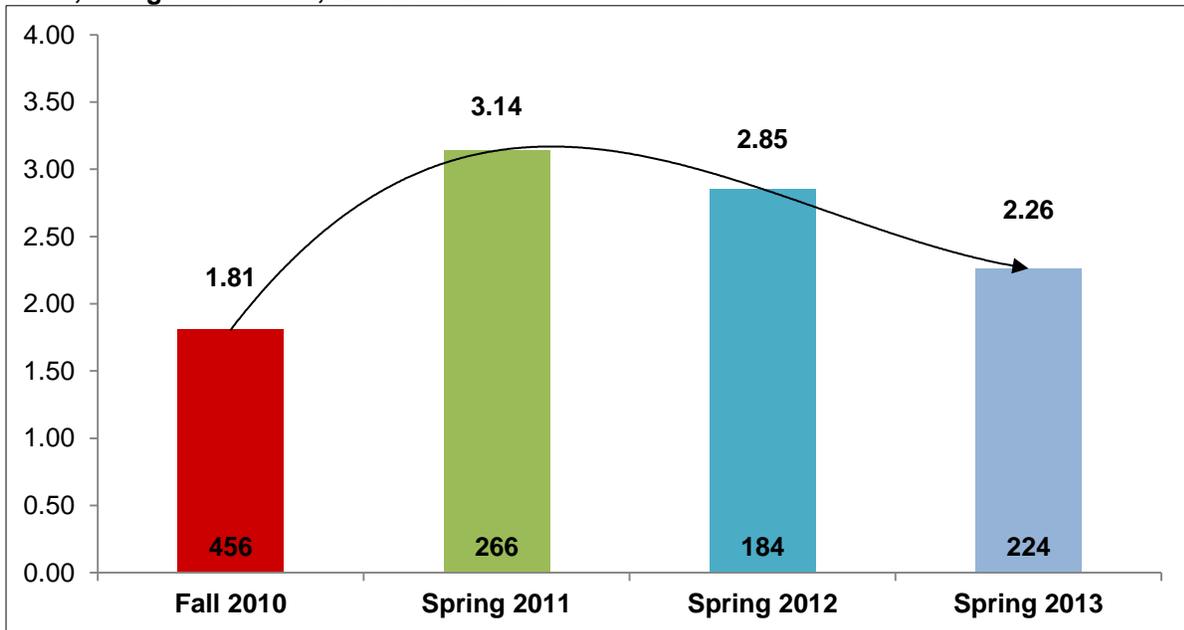
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.26	224	42.663	.000
Spring 2012	2.85	184		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.38	.92	24
	FT Faculty	2.33	.81	52
	Classified	2.16	.87	62
	Administrator	2.47	1.13	15
	Unspecified	2.23	.88	71
	<b>Overall</b>	<b>2.26</b>	<b>.88</b>	<b>224</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.76	.96	50
	FT Faculty	2.86	.98	51
	Classified	2.78	.93	59
	Administrator	3.21	.78	24
	<b>Overall</b>	<b>2.85</b>	<b>.94</b>	<b>184</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.11	.88	54
	FT Faculty	3.25	.78	87
	Classified	3.14	.83	90
	Administrator	2.89	.80	35
	<b>Overall</b>	<b>3.14</b>	<b>.82</b>	<b>266</b>

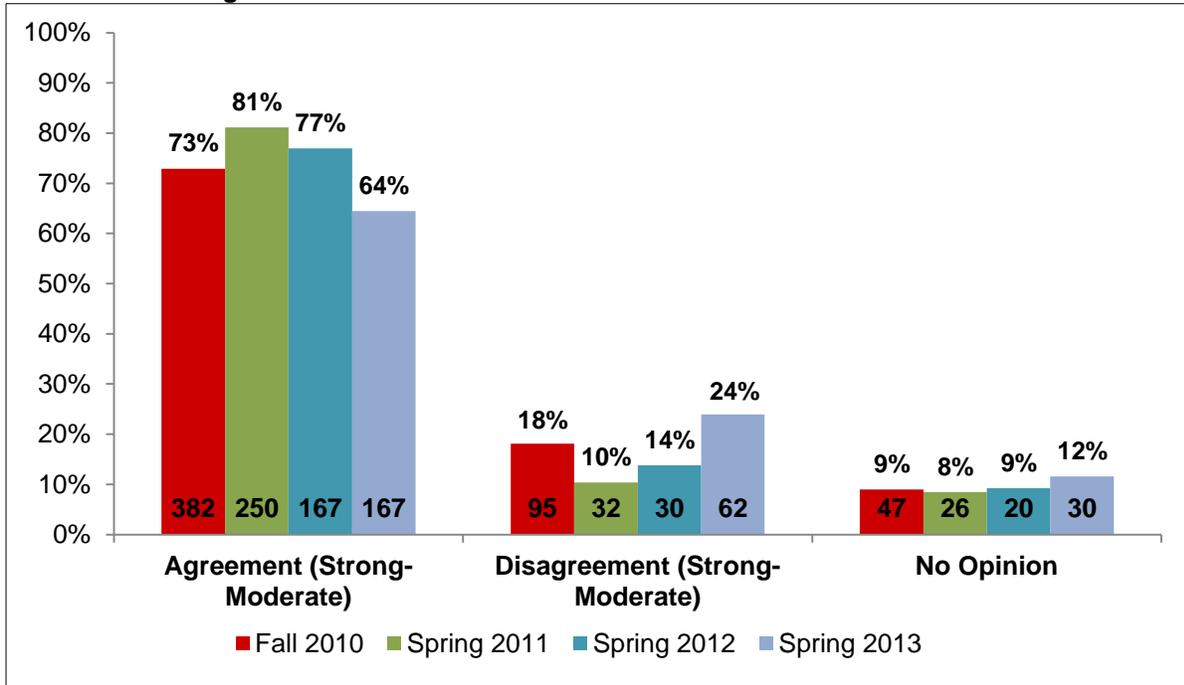
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.00	1.09	93
	FT Faculty	1.37	.77	131
	Classified	1.87	.97	191
	Administrator	2.46	1.03	41
	<b>Overall</b>	<b>1.81</b>	<b>1.00</b>	<b>456</b>

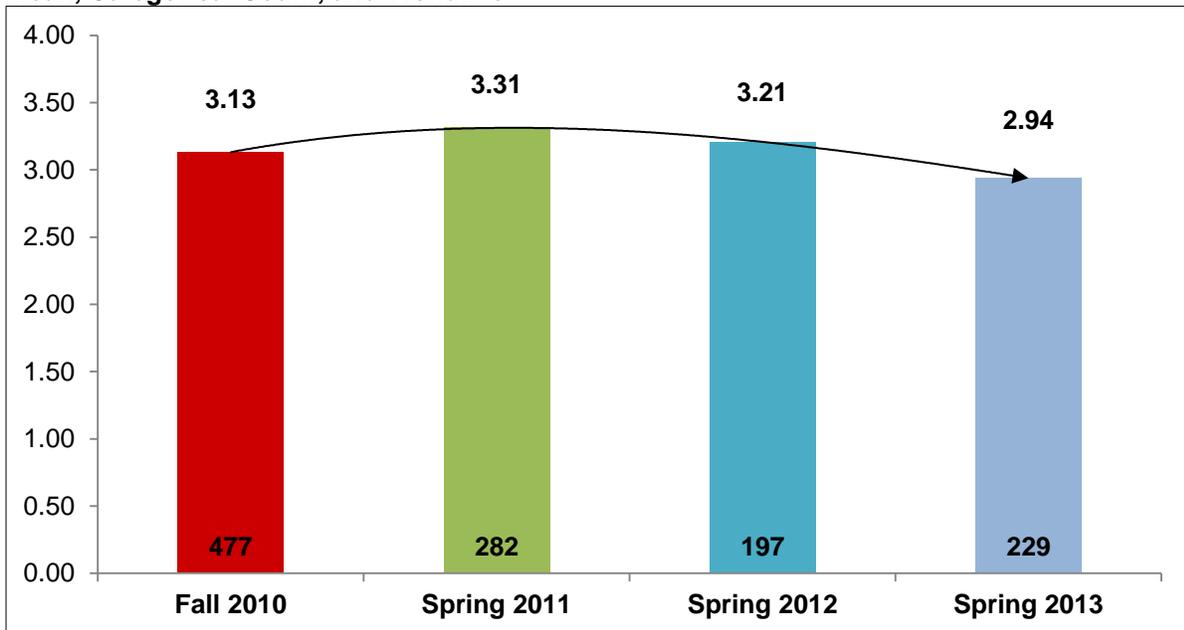
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

Histograms / Data Analysis

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.94	229	9.642	.002
Spring 2012	3.21	197		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.04	.90	27
	FT Faculty	3.31	.74	55
	Classified	2.66	.78	53
	Administrator	2.53	1.01	17
	Unspecified	2.92	.97	77
	<b>Overall</b>	<b>2.94</b>	<b>.90</b>	<b>229</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.26	.94	57
	FT Faculty	3.46	.69	56
	Classified	3.00	.93	59
	Administrator	3.00	.91	25
	<b>Overall</b>	<b>3.21</b>	<b>.88</b>	<b>197</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.32	.72	62
	FT Faculty	3.48	.73	94
	Classified	3.20	.85	90
	Administrator	3.14	.64	36
	<b>Overall</b>	<b>3.31</b>	<b>.77</b>	<b>282</b>

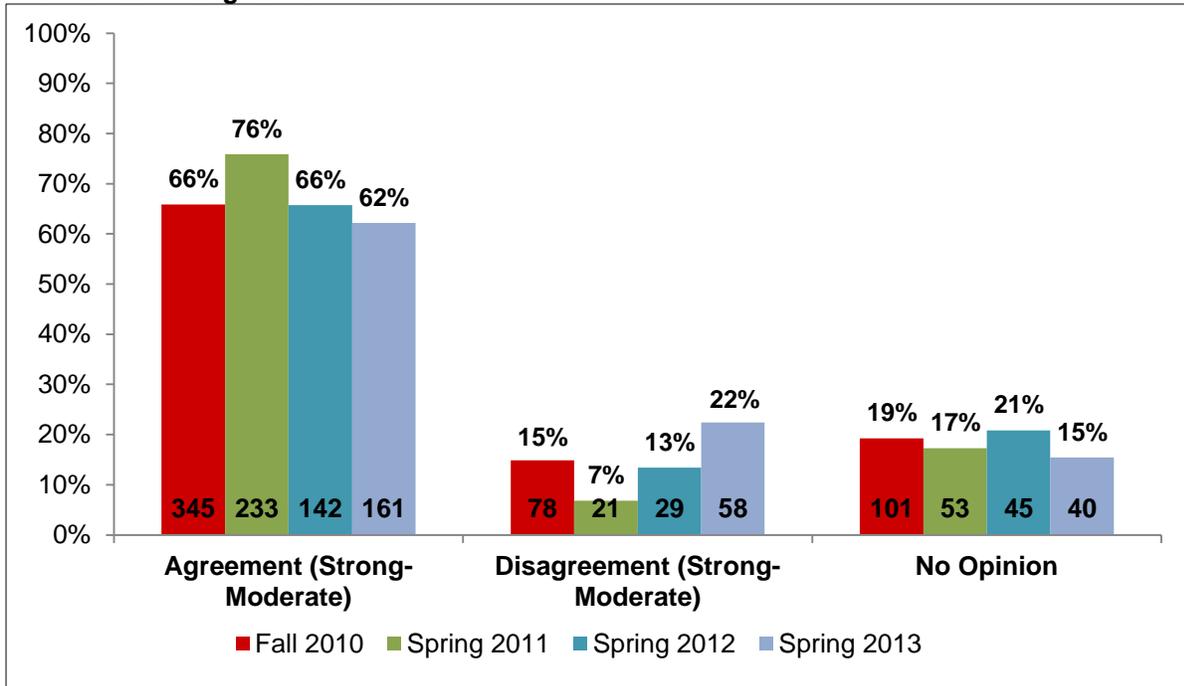
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.00	1.03	110
	FT Faculty	3.44	.69	137
	Classified	3.07	.89	189
	Administrator	2.76	.97	41
	<b>Overall</b>	<b>3.13</b>	<b>.90</b>	<b>477</b>

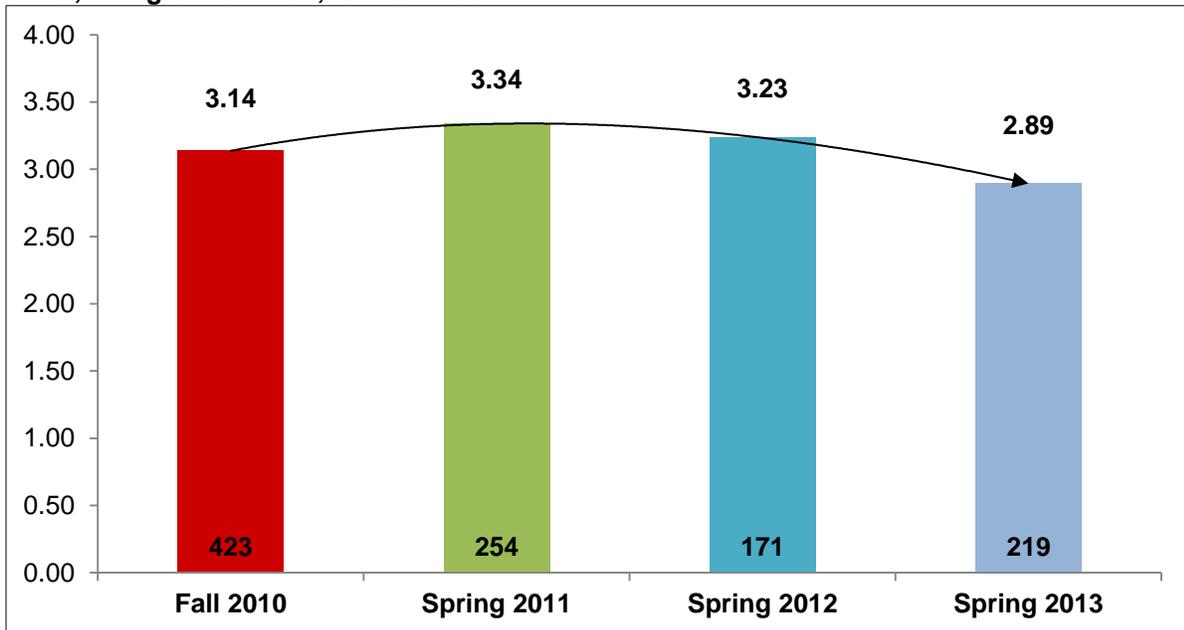
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.89	219	14.498	.000
Spring 2012	3.23	171		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.90	.83	21
	FT Faculty	2.69	.92	39
	Classified	2.97	.87	70
	Administrator	3.00	1.00	17
	Unspecified	2.90	.84	72
	<b>Overall</b>	<b>2.89</b>	<b>.87</b>	<b>219</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.28	.88	43
	FT Faculty	3.28	.92	39
	Classified	3.21	.85	66
	Administrator	3.13	.87	23
	<b>Overall</b>	<b>3.23</b>	<b>.87</b>	<b>171</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.40	.63	53
	FT Faculty	3.26	.80	68
	Classified	3.40	.66	97
	Administrator	3.22	.68	36
	<b>Overall</b>	<b>3.34</b>	<b>.70</b>	<b>254</b>

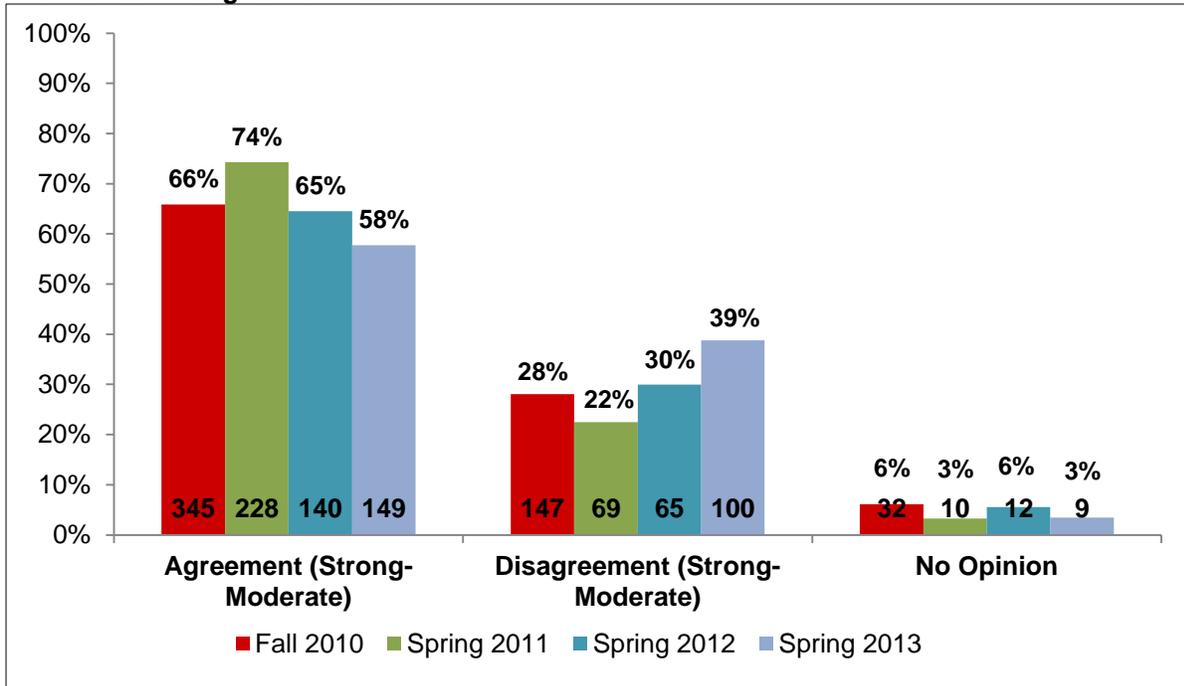
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.96	.90	84
	FT Faculty	3.19	.78	102
	Classified	3.26	.73	197
	Administrator	2.78	.89	40
	<b>Overall</b>	<b>3.14</b>	<b>.97</b>	<b>423</b>

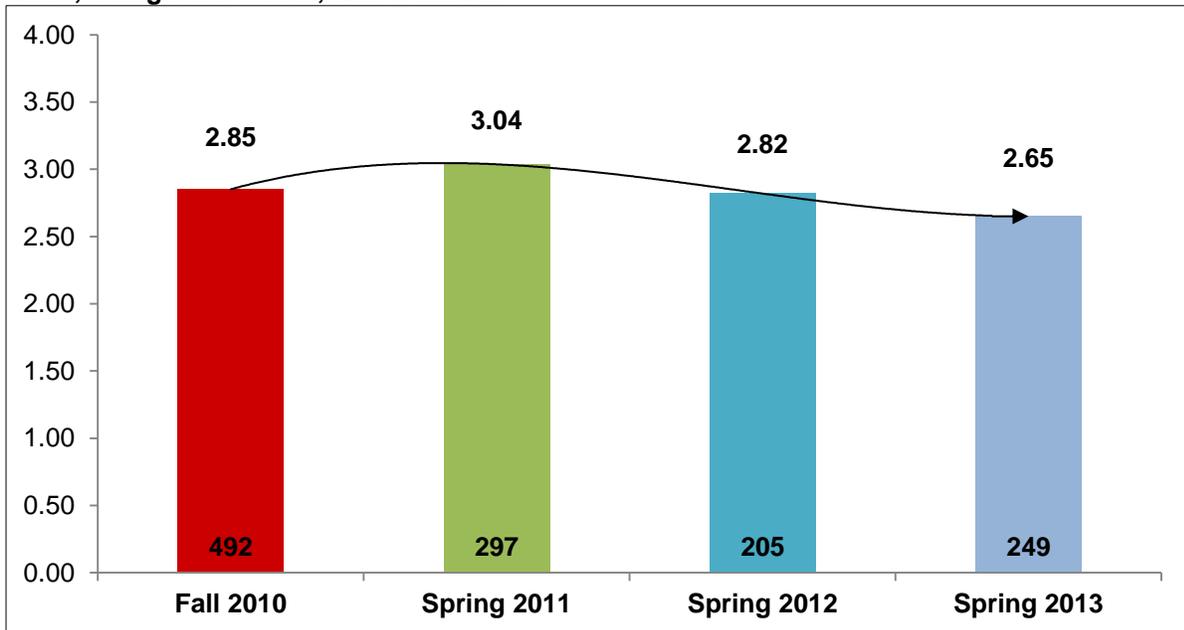
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



No Opinion excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.65	249	3.288	.070
Spring 2012	2.82	205		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.64	.95	28
	FT Faculty	2.54	1.04	56
	Classified	2.52	.92	69
	Administrator	3.29	.92	17
	Unspecified	2.71	.95	79
	<b>Overall</b>	<b>2.65</b>	<b>.97</b>	<b>249</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.84	1.08	57
	FT Faculty	2.89	.97	56
	Classified	2.58	1.04	66
	Administrator	3.23	.65	26
	<b>Overall</b>	<b>2.82</b>	<b>1.01</b>	<b>205</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.28	.88	67
	FT Faculty	2.98	.97	93
	Classified	2.79	1.01	101
	Administrator	3.42	.69	36
	<b>Overall</b>	<b>3.04</b>	<b>.96</b>	<b>297</b>

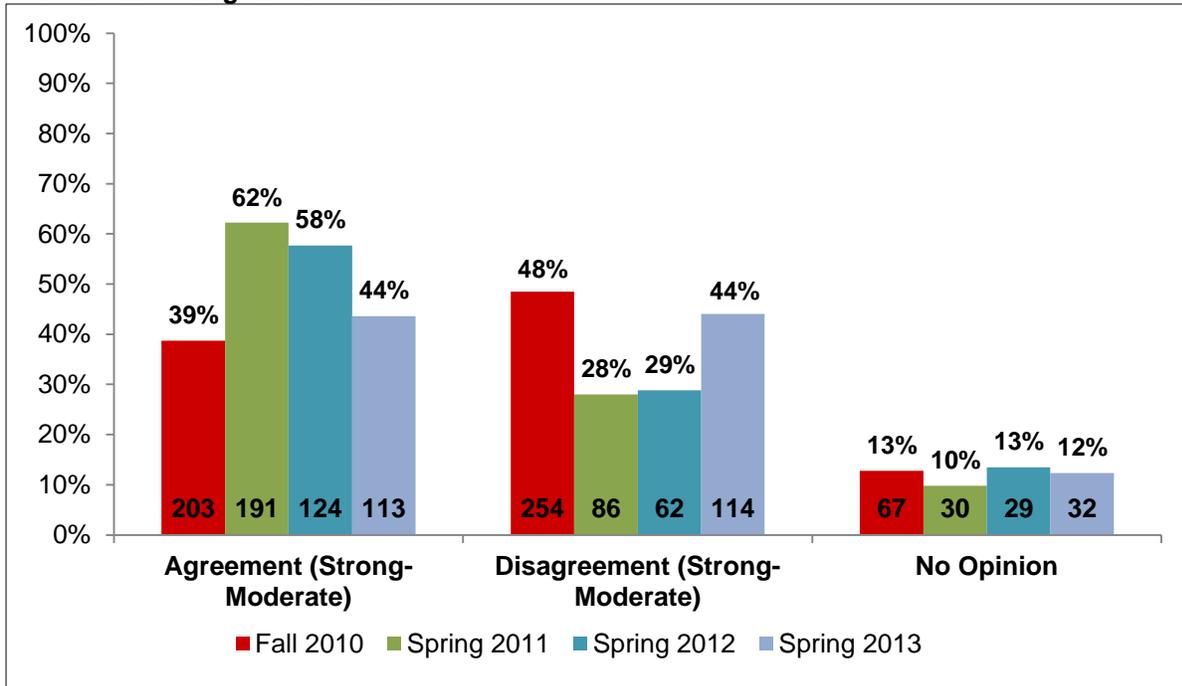
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.06	.96	109
	FT Faculty	3.01	.90	136
	Classified	2.57	.98	204
	Administrator	3.19	.76	43
	<b>Overall</b>	<b>2.85</b>	<b>.97</b>	<b>492</b>

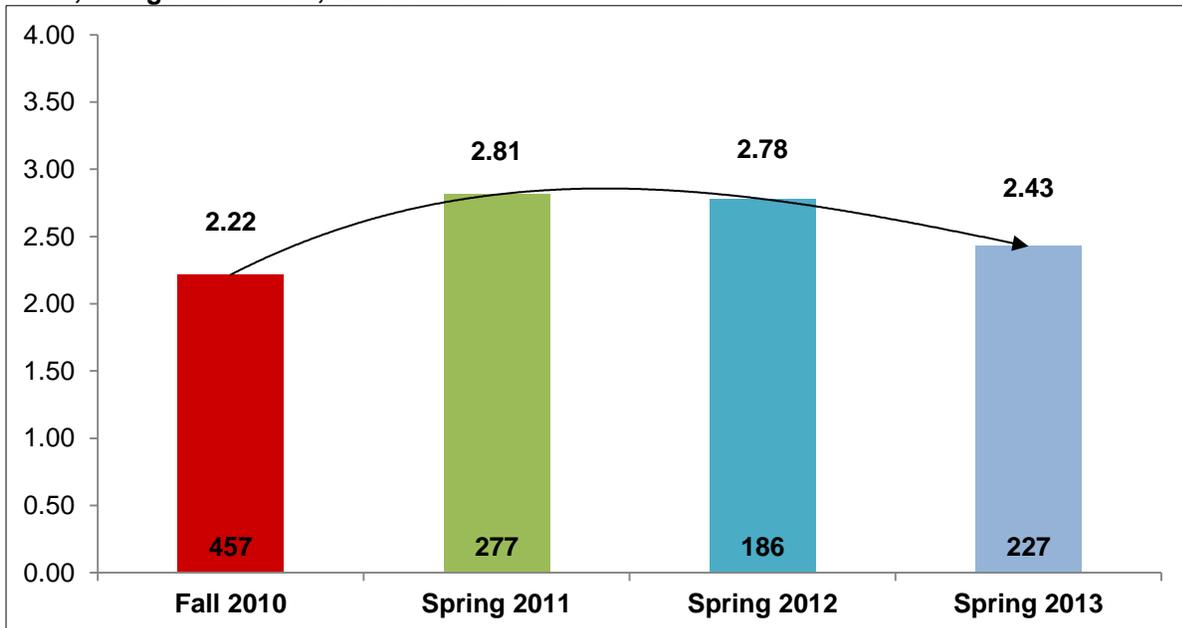
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



No Opinion excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.43	227	13.959	.000
Spring 2012	2.78	186		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.27	1.03	22
	FT Faculty	2.13	1.02	55
	Classified	2.54	.87	61
	Administrator	3.25	.86	16
	Unspecified	2.42	.91	73
	<b>Overall</b>	<b>2.43</b>	<b>.97</b>	<b>227</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.83	.96	47
	FT Faculty	2.81	.91	52
	Classified	2.60	.95	62
	Administrator	3.08	.86	25
	<b>Overall</b>	<b>2.78</b>	<b>.94</b>	<b>186</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.11	.84	57
	FT Faculty	2.52	1.05	90
	Classified	2.77	.99	94
	Administrator	3.19	.67	36
	<b>Overall</b>	<b>2.81</b>	<b>.98</b>	<b>277</b>

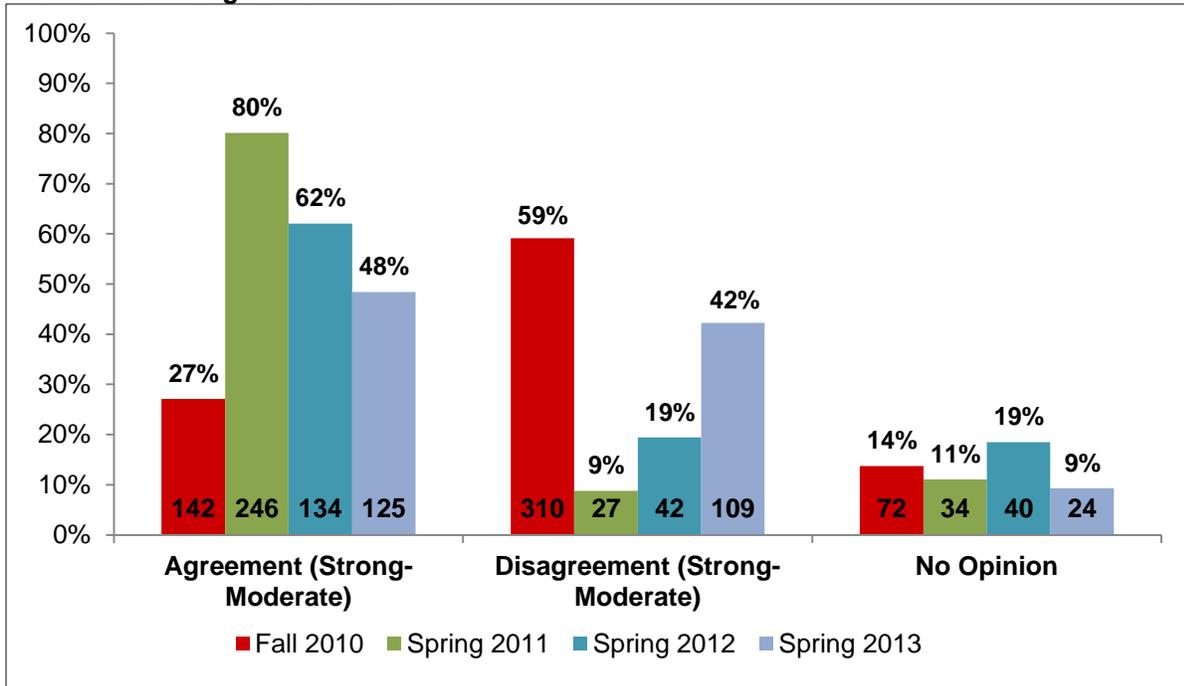
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.26	1.05	87
	FT Faculty	1.88	.95	130
	Classified	2.28	.98	197
	Administrator	2.84	.90	43
	<b>Overall</b>	<b>2.22</b>	<b>1.01</b>	<b>457</b>

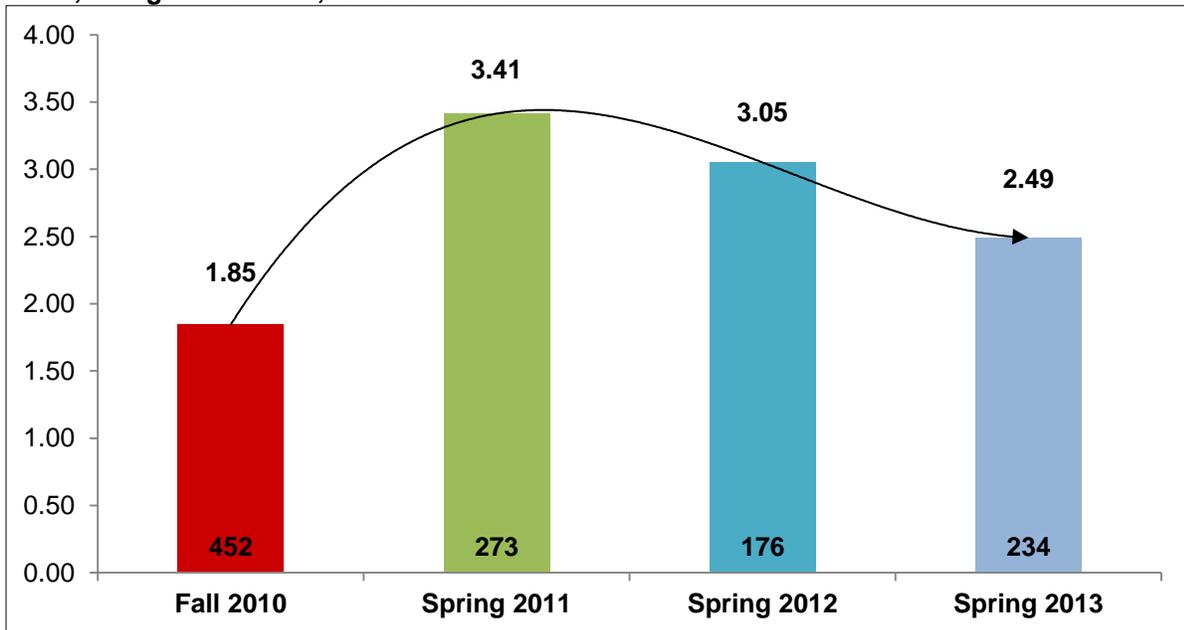
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



No Opinion excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.49	234	31.854	.000
Spring 2012	3.05	176		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.22	1.13	23
	FT Faculty	2.11	1.03	53
	Classified	2.72	1.04	65
	Administrator	3.44	.63	16
	Unspecified	2.44	1.01	77
	<b>Overall</b>	<b>2.49</b>	<b>1.06</b>	<b>234</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.98	.94	47
	FT Faculty	2.90	.99	48
	Classified	3.12	.80	57
	Administrator	3.33	.76	24
	<b>Overall</b>	<b>3.05</b>	<b>.90</b>	<b>176</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.13	.86	55
	FT Faculty	3.51	.78	92
	Classified	3.39	.76	90
	Administrator	3.67	.54	36
	<b>Overall</b>	<b>3.41</b>	<b>.78</b>	<b>273</b>

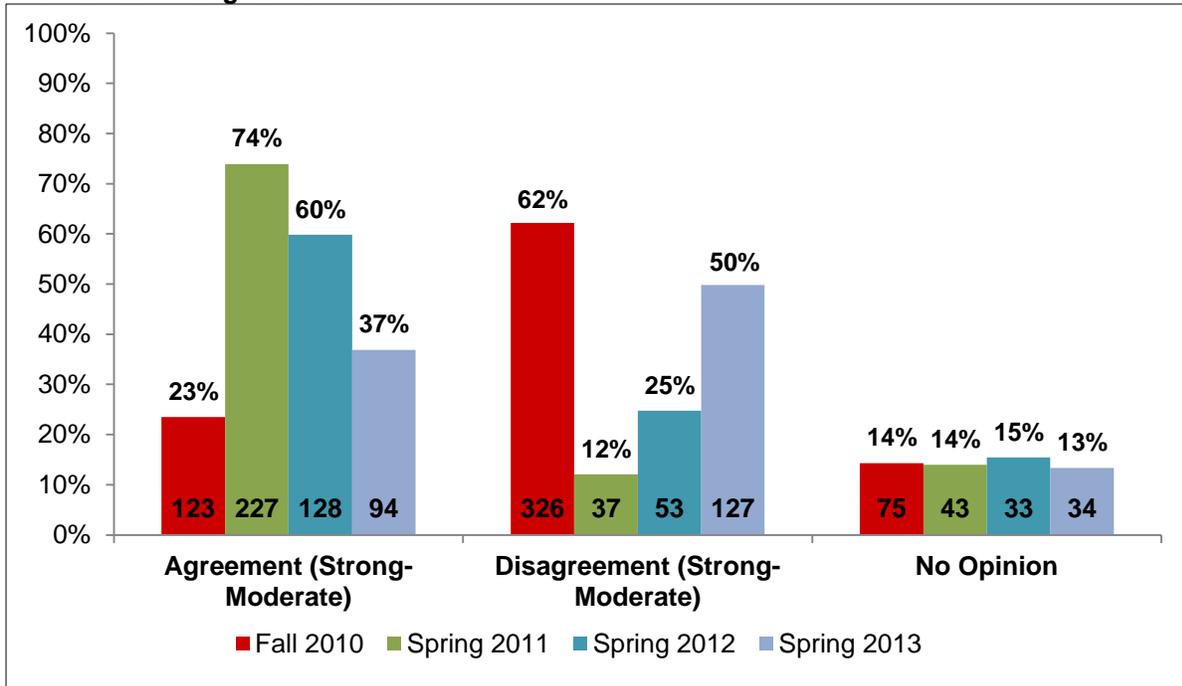
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.90	1.09	94
	FT Faculty	1.43	.76	129
	Classified	1.90	.96	90
	Administrator	2.82	.97	39
	<b>Overall</b>	<b>1.85</b>	<b>1.01</b>	<b>452</b>

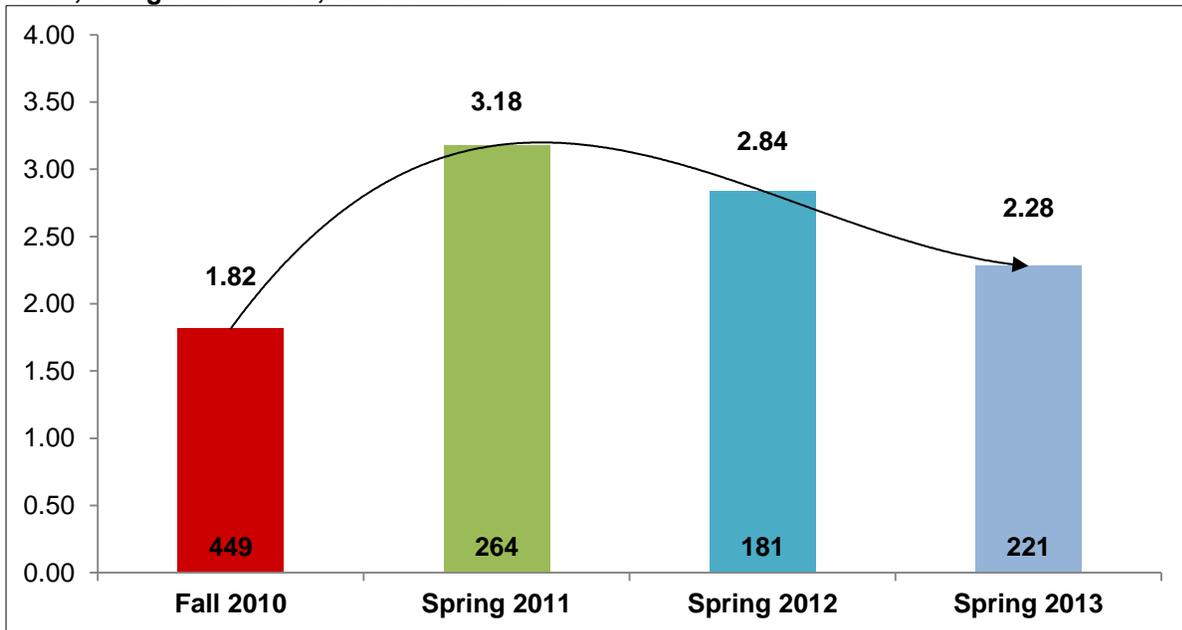
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



No Opinion excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.28	221	36.942	.000
Spring 2012	2.84	181		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.36	1.09	22
	FT Faculty	2.24	.86	51
	Classified	2.27	.87	63
	Administrator	2.47	1.06	15
	Unspecified	2.26	.93	70
	<b>Overall</b>	<b>2.28</b>	<b>.92</b>	<b>221</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.88	.95	49
	FT Faculty	2.78	.99	49
	Classified	2.78	.89	60
	Administrator	3.04	.83	23
	<b>Overall</b>	<b>2.84</b>	<b>.92</b>	<b>181</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.11	.83	55
	FT Faculty	3.30	.75	86
	Classified	3.19	.73	88
	Administrator	2.94	.80	35
	<b>Overall</b>	<b>3.18</b>	<b>.77</b>	<b>264</b>

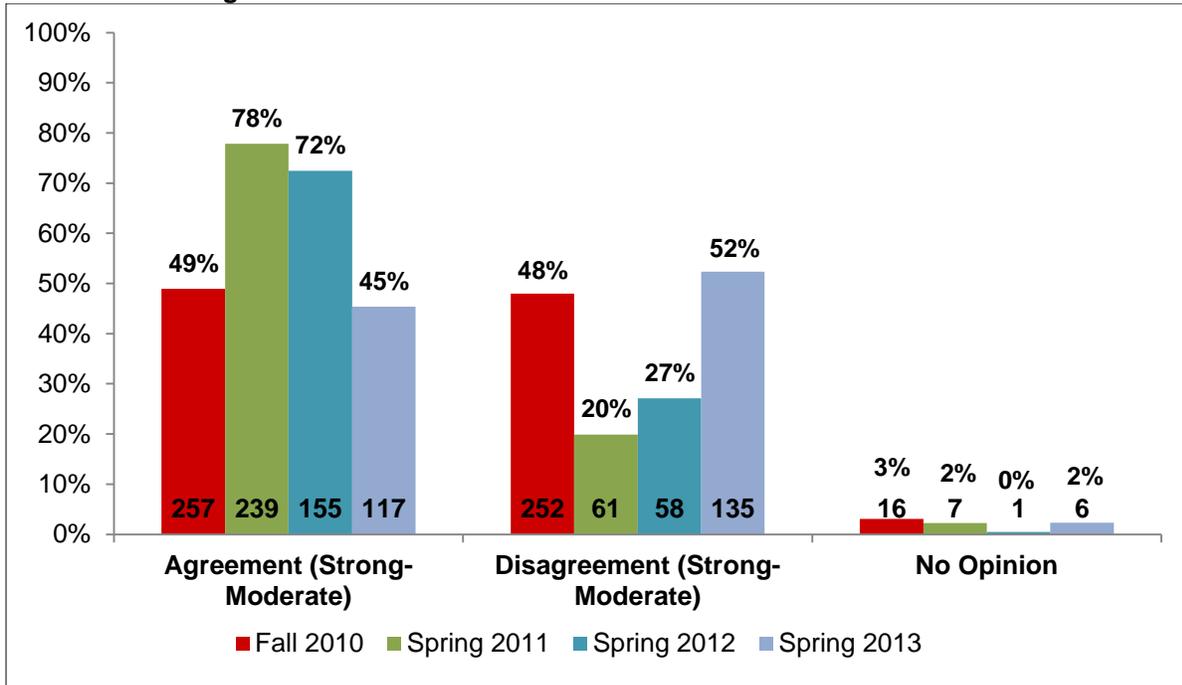
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.95	1.05	91
	FT Faculty	1.41	.76	128
	Classified	1.89	.96	192
	Administrator	2.53	1.03	38
	<b>Overall</b>	<b>1.82</b>	<b>.98</b>	<b>449</b>

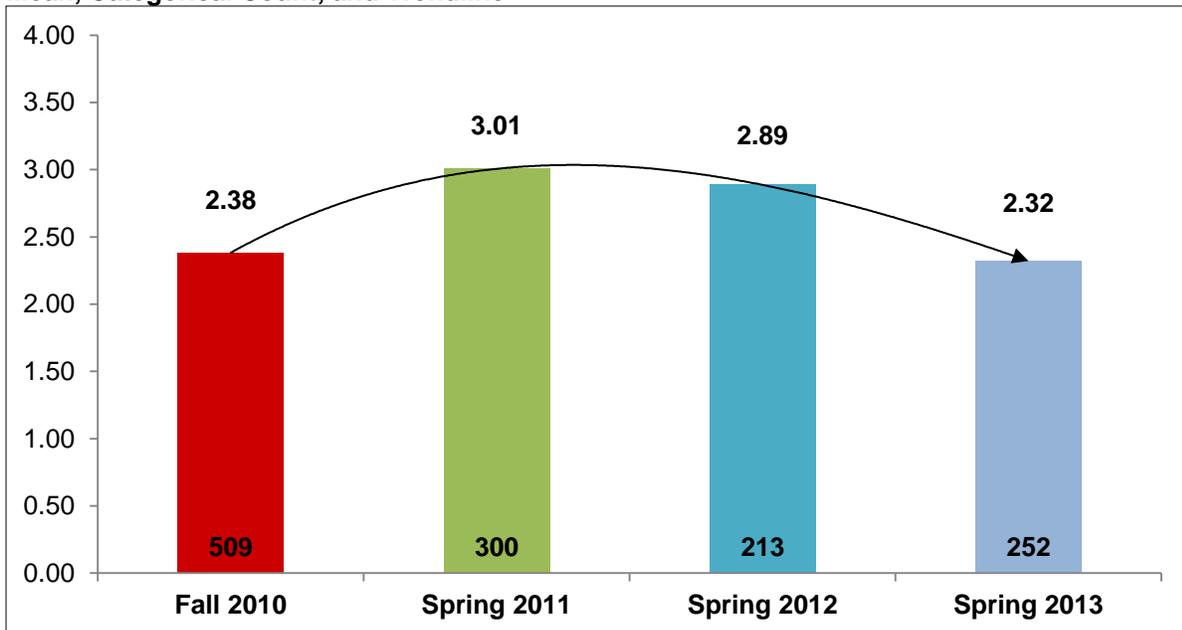
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



No Opinion excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.32	252	49.145	.000
Spring 2012	2.89	213		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.41	1.05	29
	FT Faculty	2.07	.83	56
	Classified	2.43	.87	69
	Administrator	2.41	.94	17
	Unspecified	2.35	.87	81
	<b>Overall</b>	<b>2.32</b>	<b>.89</b>	<b>252</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.89	.90	63
	FT Faculty	2.93	.85	56
	Classified	2.84	.80	69
	Administrator	2.92	.81	25
	<b>Overall</b>	<b>2.89</b>	<b>.84</b>	<b>213</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.07	.82	70
	FT Faculty	3.02	.73	95
	Classified	2.92	.86	100
	Administrator	3.09	.70	35
	<b>Overall</b>	<b>3.01</b>	<b>.79</b>	<b>300</b>

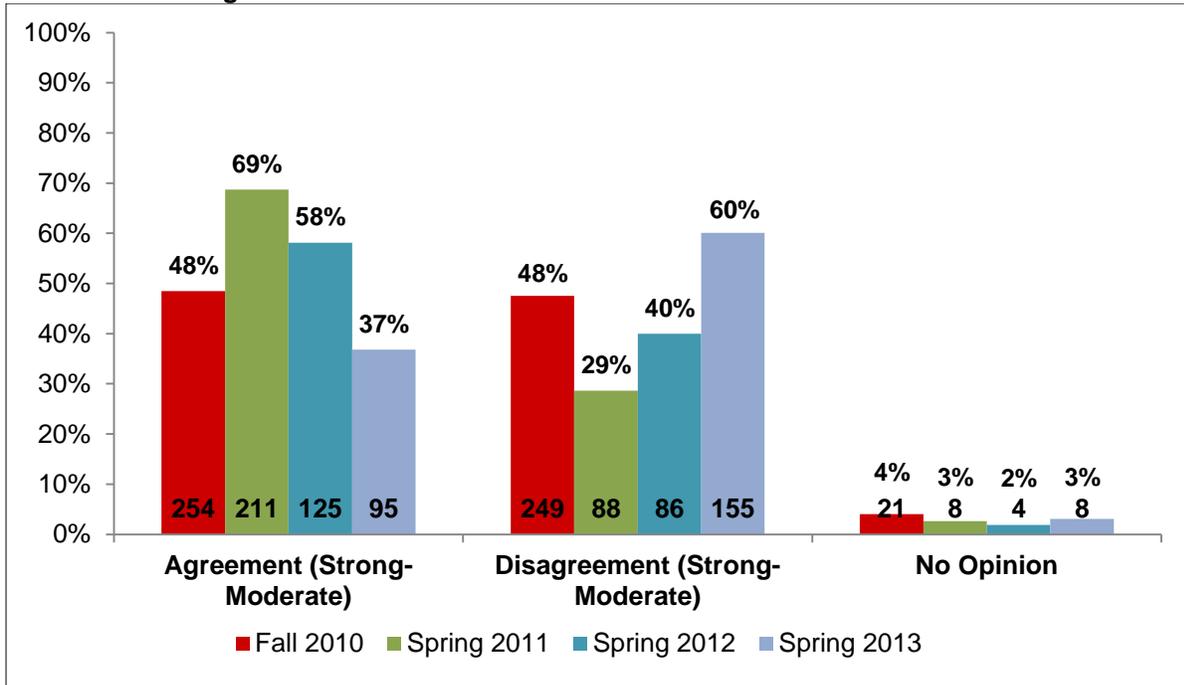
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.62	.97	119
	FT Faculty	2.07	.97	138
	Classified	2.37	.96	210
	Administrator	2.81	.94	42
	<b>Overall</b>	<b>2.38</b>	<b>.99</b>	<b>509</b>

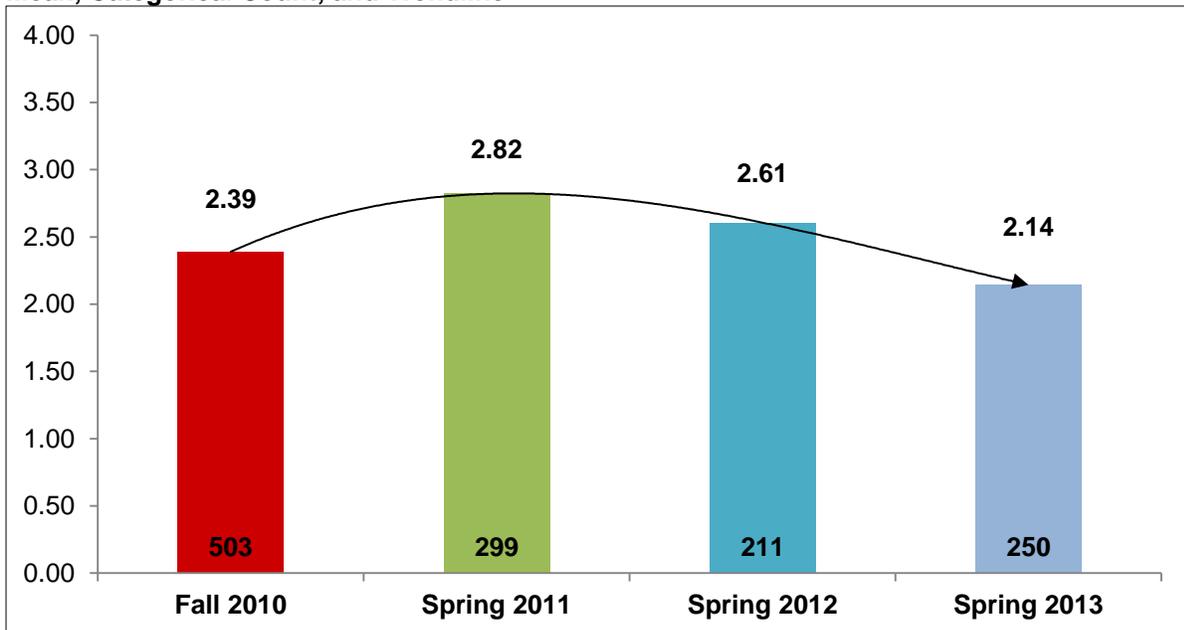
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



No Opinion excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.14	250	30.450	.000
Spring 2012	2.61	211		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.21	.98	29
	FT Faculty	1.93	.87	56
	Classified	2.28	.90	67
	Administrator	2.06	.93	16
	Unspecified	2.17	.90	82
	<b>Overall</b>	<b>2.14</b>	<b>.91</b>	<b>250</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.70	.98	60
	FT Faculty	2.51	.83	57
	Classified	2.59	.85	69
	Administrator	2.64	.86	25
	<b>Overall</b>	<b>2.61</b>	<b>.89</b>	<b>211</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.04	.78	69
	FT Faculty	2.79	.87	95
	Classified	2.65	.87	100
	Administrator	2.97	.75	35
	<b>Overall</b>	<b>2.82</b>	<b>.85</b>	<b>299</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.63	.96	116
	FT Faculty	2.23	1.01	136
	Classified	2.32	.94	209
	Administrator	2.62	1.01	42
	<b>Overall</b>	<b>2.39</b>	<b>.98</b>	<b>503</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

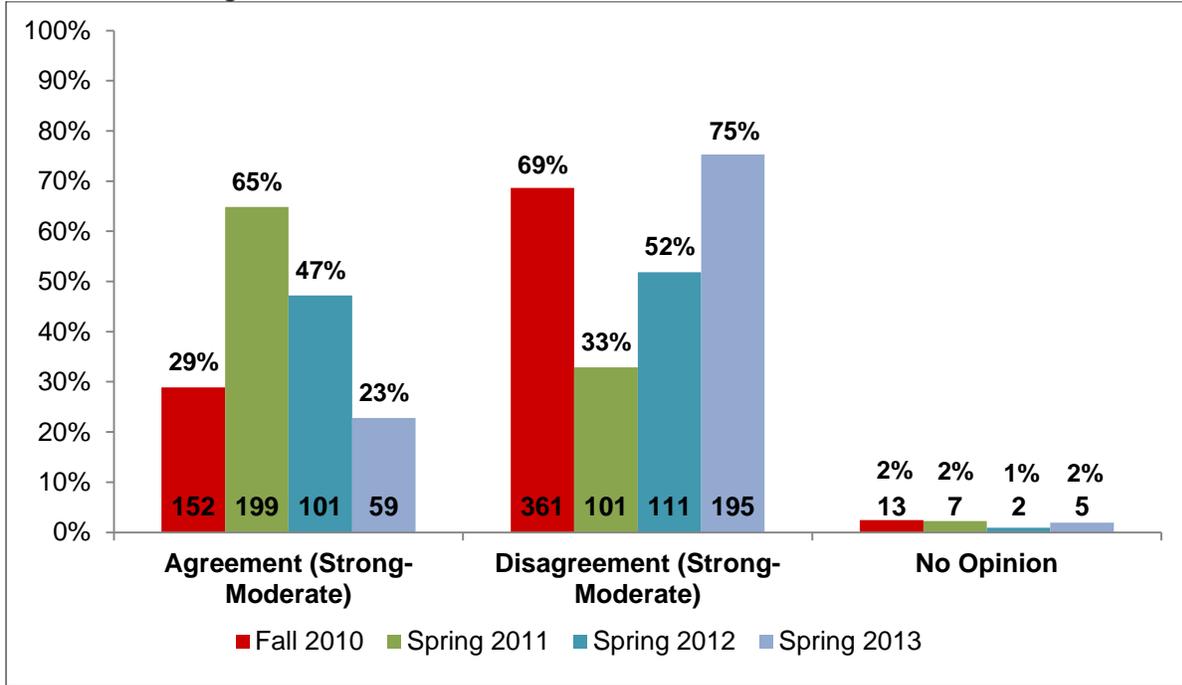
Group III questions (Q6-Q11) relate to WASC Standard IV.A and IV.B. These questions concentrate on leadership and governance, specifically, decision-making roles and processes, and the organization of the governing board and administration.

Notable findings for the current and earlier survey administration periods:

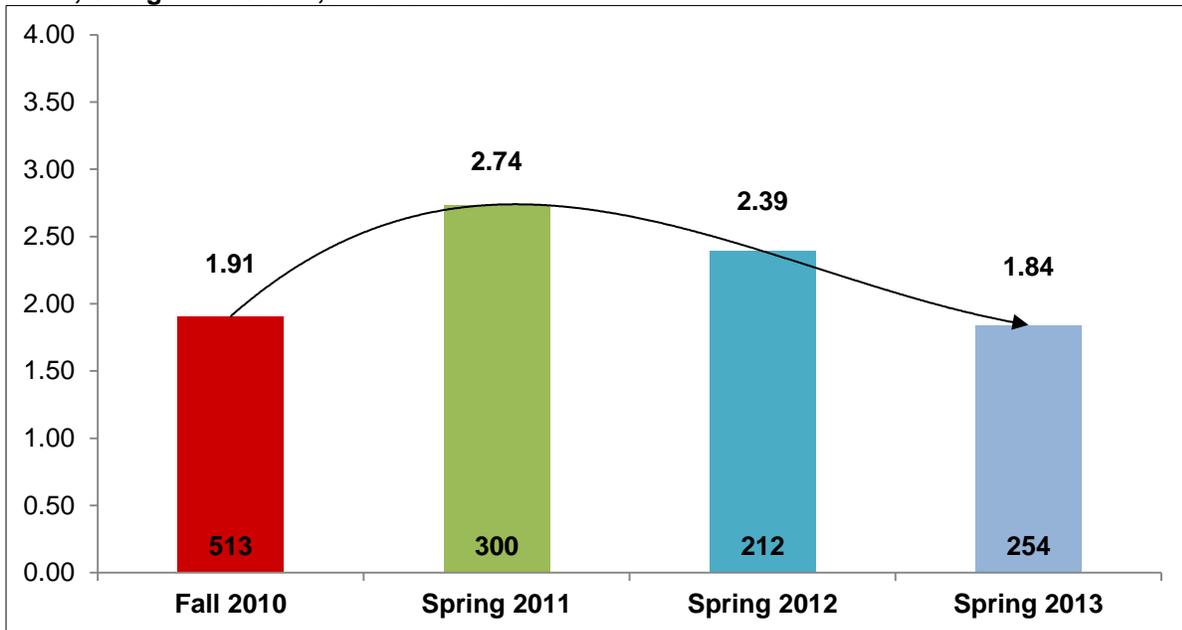
- Survey items related to “trust and respect for all employees” and an “environment of ethical behavior” experienced statistically significant declines.
- Statements regarding institutional leadership engendering an environment promoting trust and respect are statistically unchanged among Middle Management Leaders, Supervisors, Department Chairs, and Faculty Leaders.
- The percentage of respondents who answered that their supervisor created an environment promoting trust and respect increased from spring 2012 to spring 2013 (Q8g). Although this result was not statistically significant, it is noteworthy that percentage agreements for this query have been relatively stable for each of the four survey administration periods.
- Survey queries related to Middle Management, Supervisor, and Department Chair found nominal decreases (or, minor upward change) in regard to intimidation levels from spring 2012 to spring 2013 (Q9c, g, h).

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	1.84	254	39.782	.000
Spring 2012	2.39	212		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.90	.94	29
	FT Faculty	1.84	.87	56
	Classified	1.71	.89	70
	Administrator	2.00	1.10	16
	Unspecified	1.90	.96	83
	<b>Overall</b>	<b>1.84</b>	<b>.92</b>	<b>254</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.56	1.04	63
	FT Faculty	2.42	.87	57
	Classified	2.18	.91	68
	Administrator	2.50	.93	24
	<b>Overall</b>	<b>2.39</b>	<b>.95</b>	<b>212</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.97	.97	69
	FT Faculty	2.77	.91	94
	Classified	2.48	.94	102
	Administrator	2.94	.84	35
	<b>Overall</b>	<b>2.74</b>	<b>.94</b>	<b>300</b>

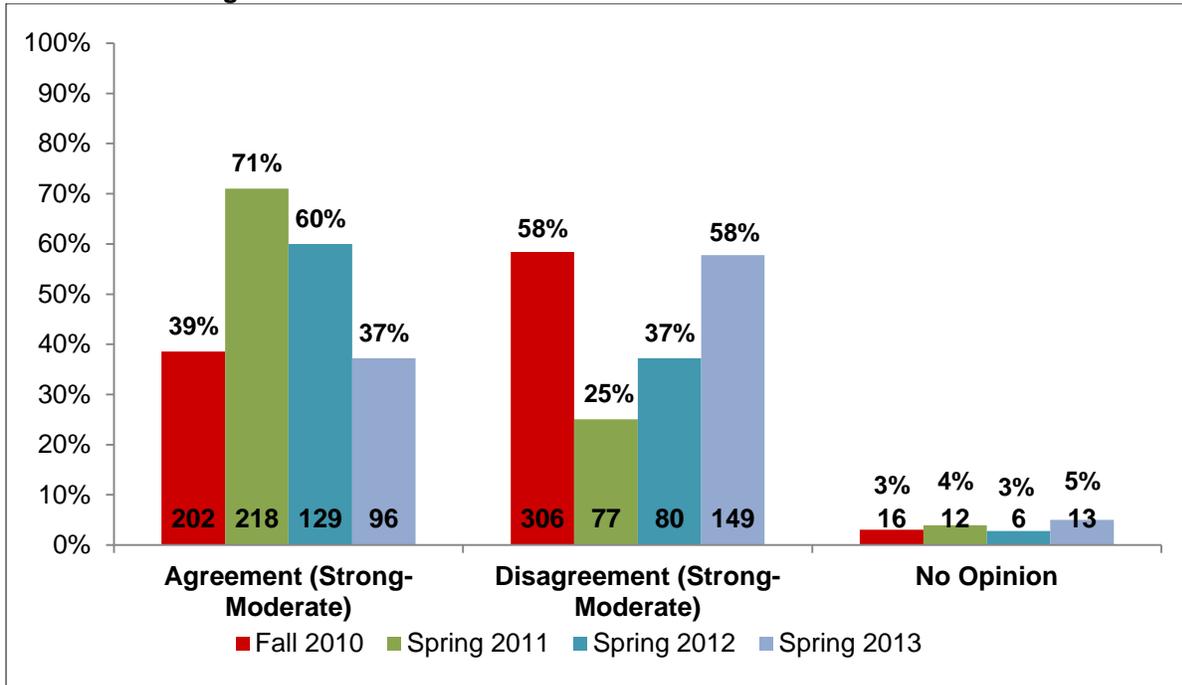
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.25	1.09	118
	FT Faculty	1.63	.90	136
	Classified	1.86	.94	215
	Administrator	2.09	1.01	44
	<b>Overall</b>	<b>1.91</b>	<b>1.00</b>	<b>513</b>

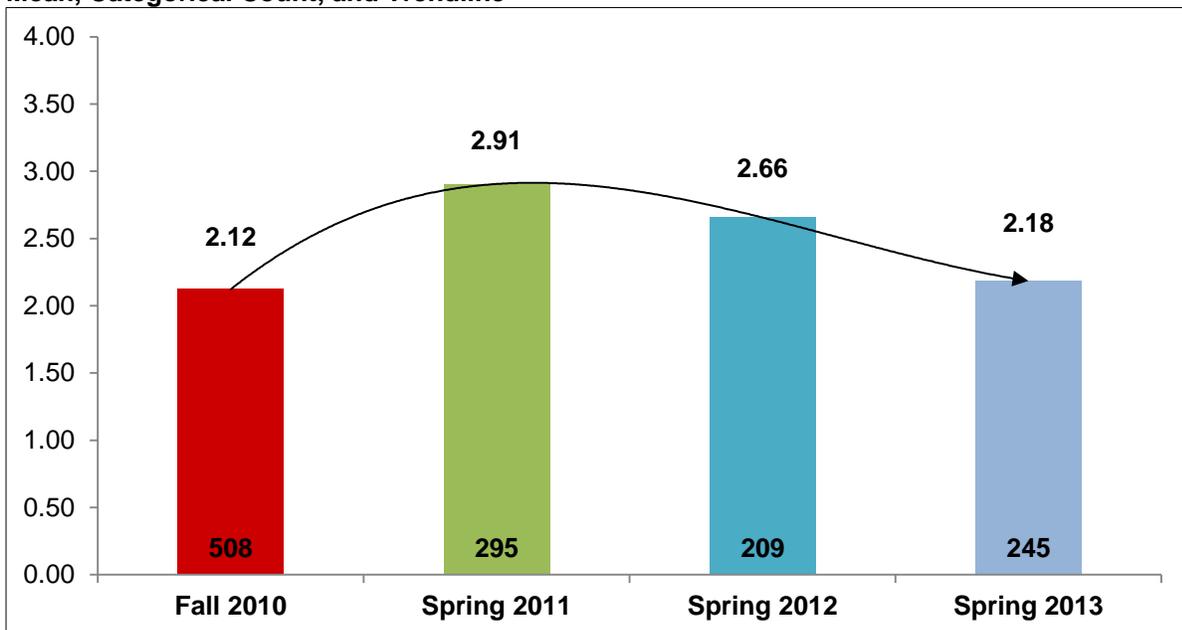
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.18	245	26.898	.000
Spring 2012	2.66	209		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.29	1.01	28
	FT Faculty	2.18	.97	51
	Classified	2.09	.97	68
	Administrator	2.53	1.12	17
	Unspecified	2.16	.98	81
	<b>Overall</b>	<b>2.18</b>	<b>.99</b>	<b>245</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.88	.87	59
	FT Faculty	2.67	.91	58
	Classified	2.36	.95	67
	Administrator	2.88	.97	25
	<b>Overall</b>	<b>2.66</b>	<b>.94</b>	<b>209</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.07	.95	68
	FT Faculty	3.00	.86	92
	Classified	2.66	1.01	100
	Administrator	3.03	.71	35
	<b>Overall</b>	<b>2.91</b>	<b>.93</b>	<b>295</b>

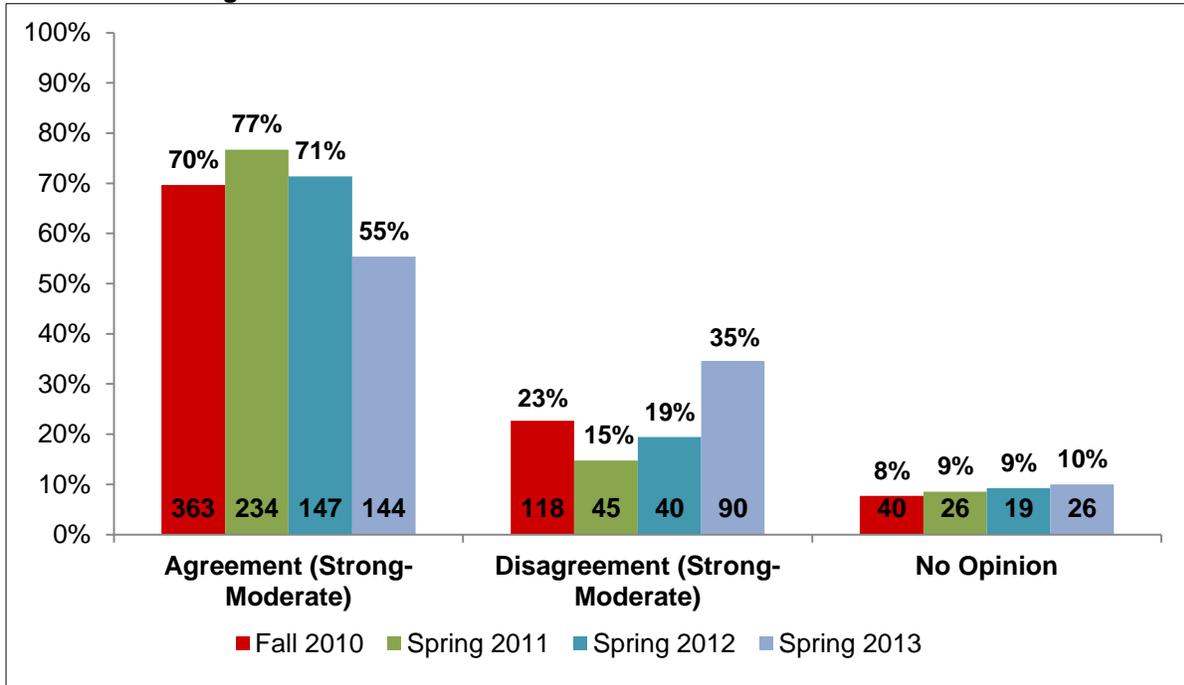
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.57	1.04	115
	FT Faculty	1.79	.98	135
	Classified	2.00	1.01	215
	Administrator	2.56	.98	43
	<b>Overall</b>	<b>2.12</b>	<b>1.05</b>	<b>508</b>

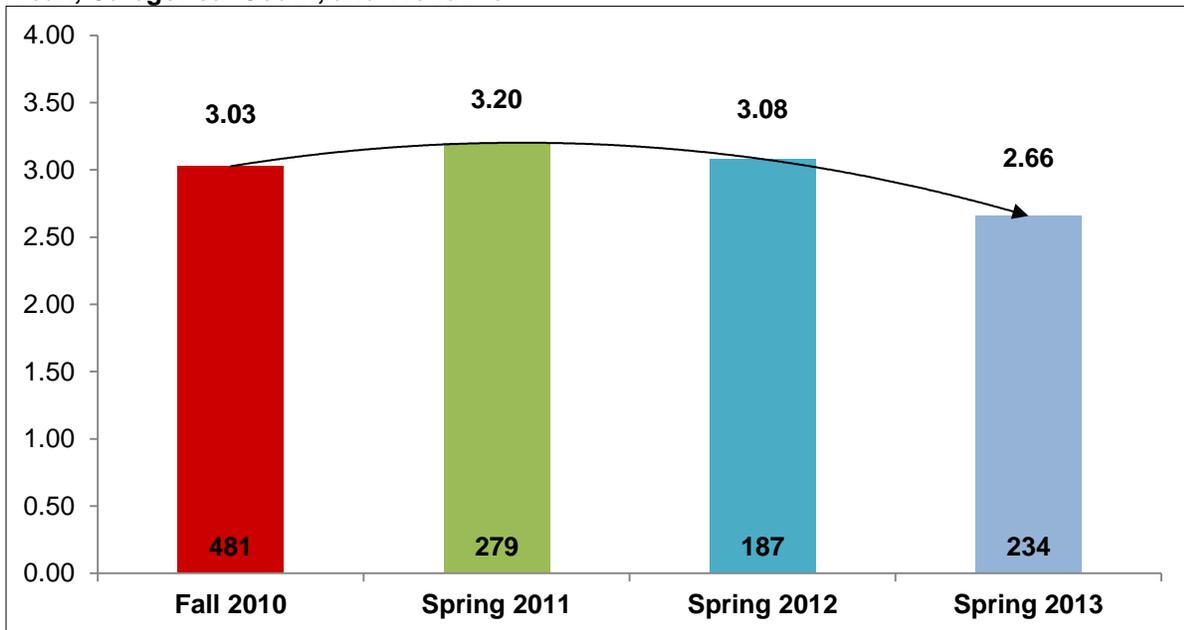
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

Histograms / Data Analysis

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.66	234	18.026	.000
Spring 2012	3.08	187		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.92	1.13	26
	FT Faculty	3.20	.89	55
	Classified	2.00	.97	56
	Administrator	2.47	.80	17
	Unspecified	2.70	1.06	80
	<b>Overall</b>	<b>2.66</b>	<b>1.07</b>	<b>234</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.11	.96	57
	FT Faculty	3.53	.74	55
	Classified	2.70	.88	54
	Administrator	2.81	.98	21
	<b>Overall</b>	<b>3.08</b>	<b>.93</b>	<b>187</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.35	.77	62
	FT Faculty	3.48	.67	94
	Classified	2.93	.96	87
	Administrator	2.86	.64	36
	<b>Overall</b>	<b>3.20</b>	<b>.83</b>	<b>279</b>

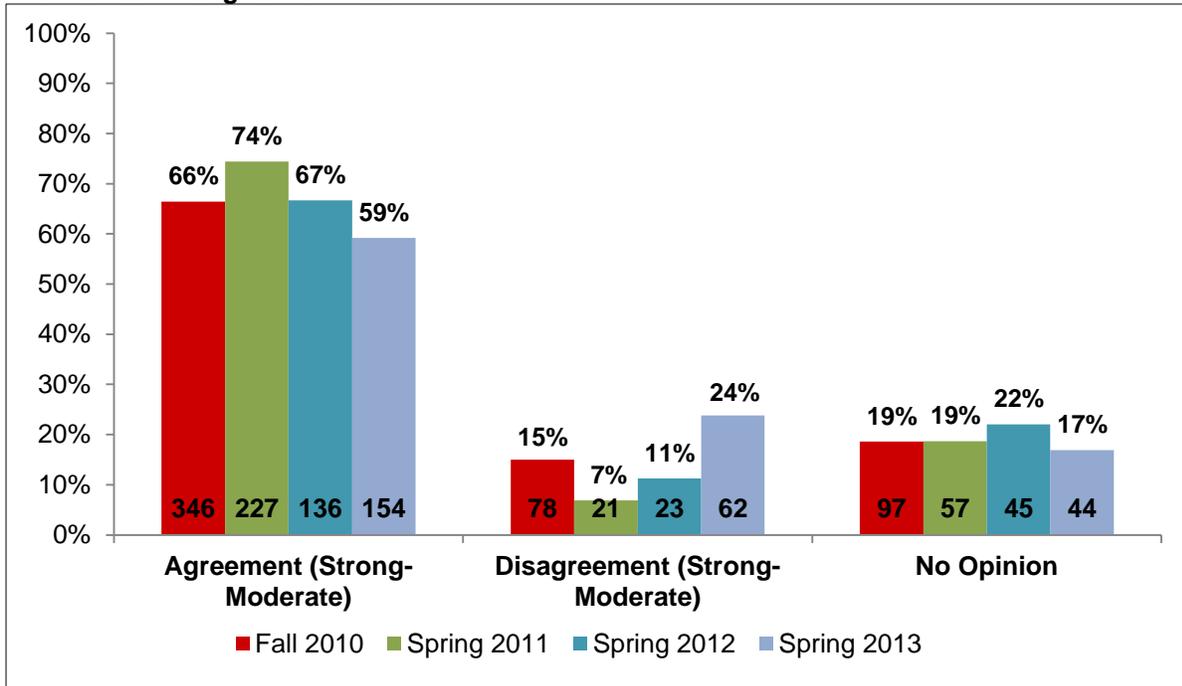
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.04	1.00	110
	FT Faculty	3.34	.77	137
	Classified	2.93	.98	192
	Administrator	2.43	1.02	42
	<b>Overall</b>	<b>3.03</b>	<b>.96</b>	<b>481</b>

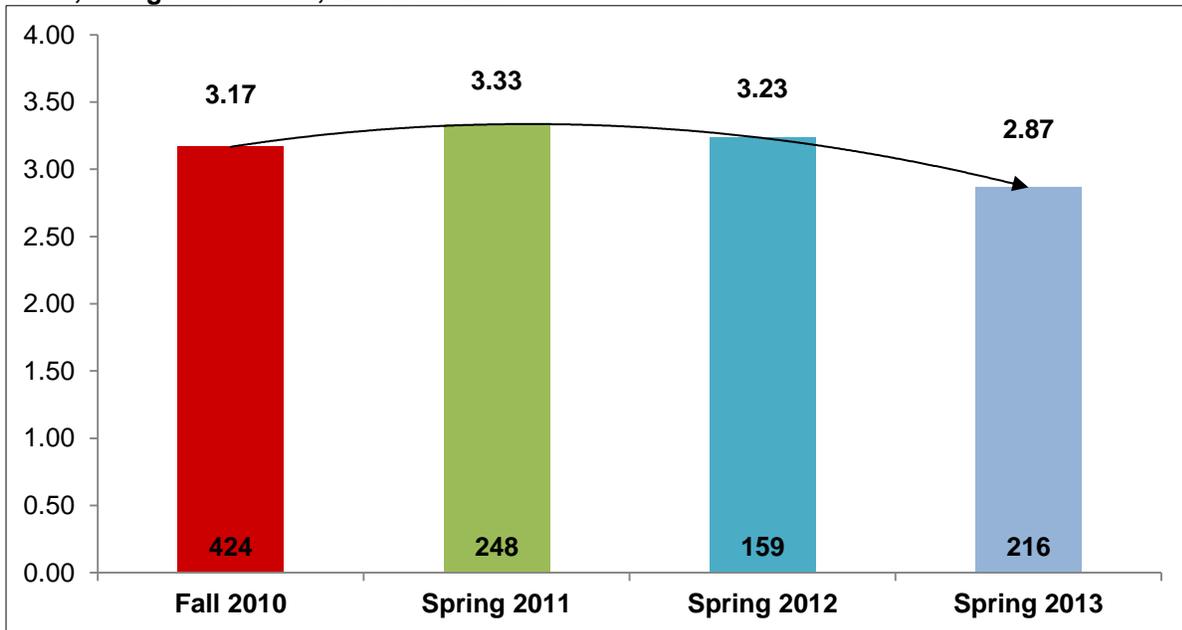
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

Histograms / Data Analysis

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.87	216	15.258	.000
Spring 2012	3.23	159		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.06	.75	17
	FT Faculty	2.59	1.02	41
	Classified	2.93	1.02	71
	Administrator	3.00	.94	17
	Unspecified	2.89	.94	70
	<b>Overall</b>	<b>2.87</b>	<b>.97</b>	<b>216</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.29	.81	42
	FT Faculty	3.24	.82	38
	Classified	3.27	.76	59
	Administrator	3.00	.80	20
	<b>Overall</b>	<b>3.23</b>	<b>.79</b>	<b>159</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.54	.58	48
	FT Faculty	3.30	.69	70
	Classified	3.34	.74	94
	Administrator	3.11	.62	36
	<b>Overall</b>	<b>3.33</b>	<b>.69</b>	<b>248</b>

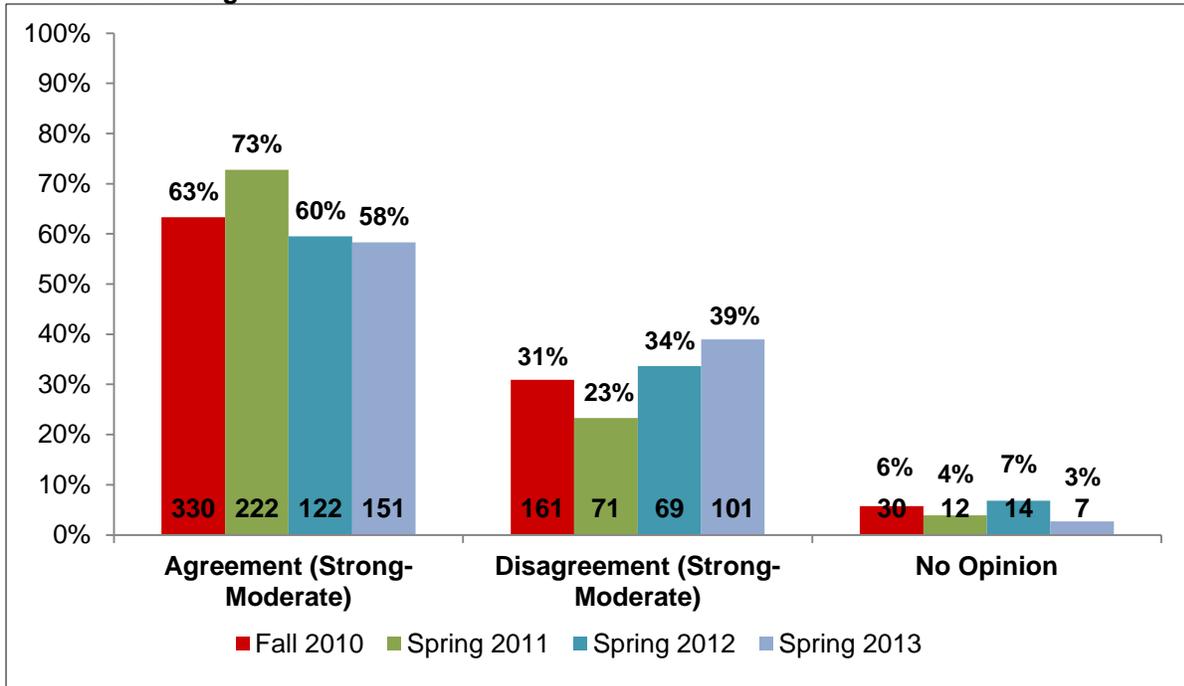
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.00	.92	84
	FT Faculty	3.29	.83	98
	Classified	3.26	.78	202
	Administrator	2.75	.95	40
	<b>Overall</b>	<b>3.17</b>	<b>.85</b>	<b>424</b>

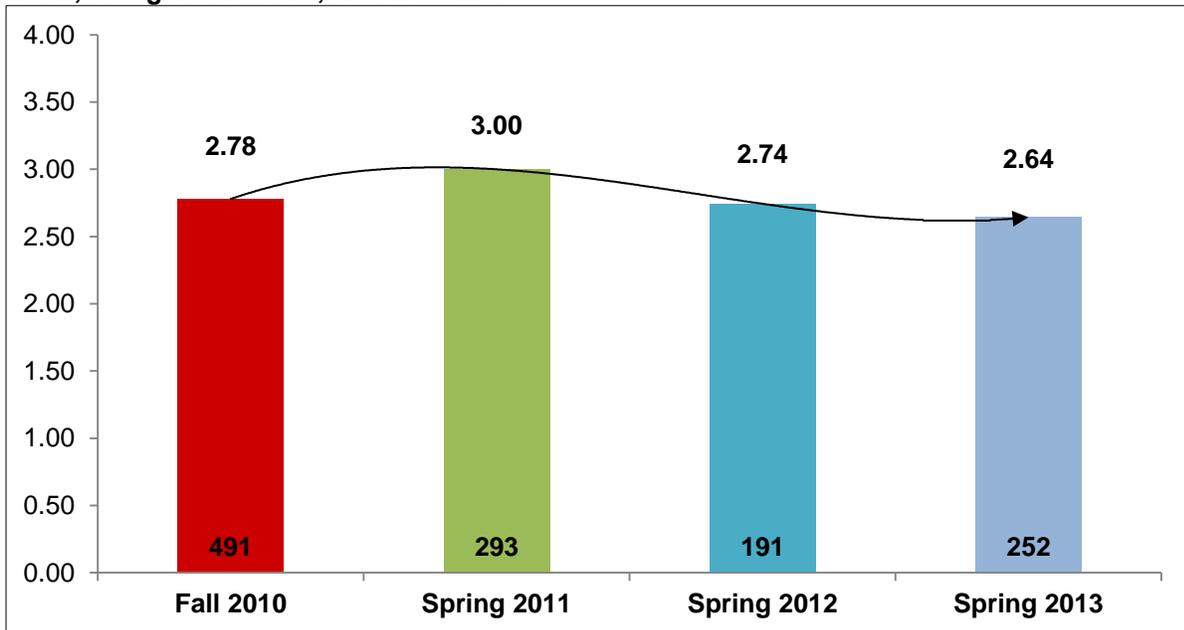
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

Histograms / Data Analysis

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.64	252	1.122	.290
Spring 2012	2.74	191		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.57	.96	28
	FT Faculty	2.57	1.02	56
	Classified	2.46	.94	70
	Administrator	3.29	.85	17
	Unspecified	2.74	.93	81
	<b>Overall</b>	<b>2.64</b>	<b>.97</b>	<b>252</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.77	1.12	53
	FT Faculty	2.92	.90	52
	Classified	2.43	1.06	63
	Administrator	3.13	.63	23
	<b>Overall</b>	<b>2.74</b>	<b>1.02</b>	<b>191</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.28	.98	65
	FT Faculty	3.03	.93	93
	Classified	2.66	1.01	99
	Administrator	3.36	.59	36
	<b>Overall</b>	<b>3.00</b>	<b>.97</b>	<b>293</b>

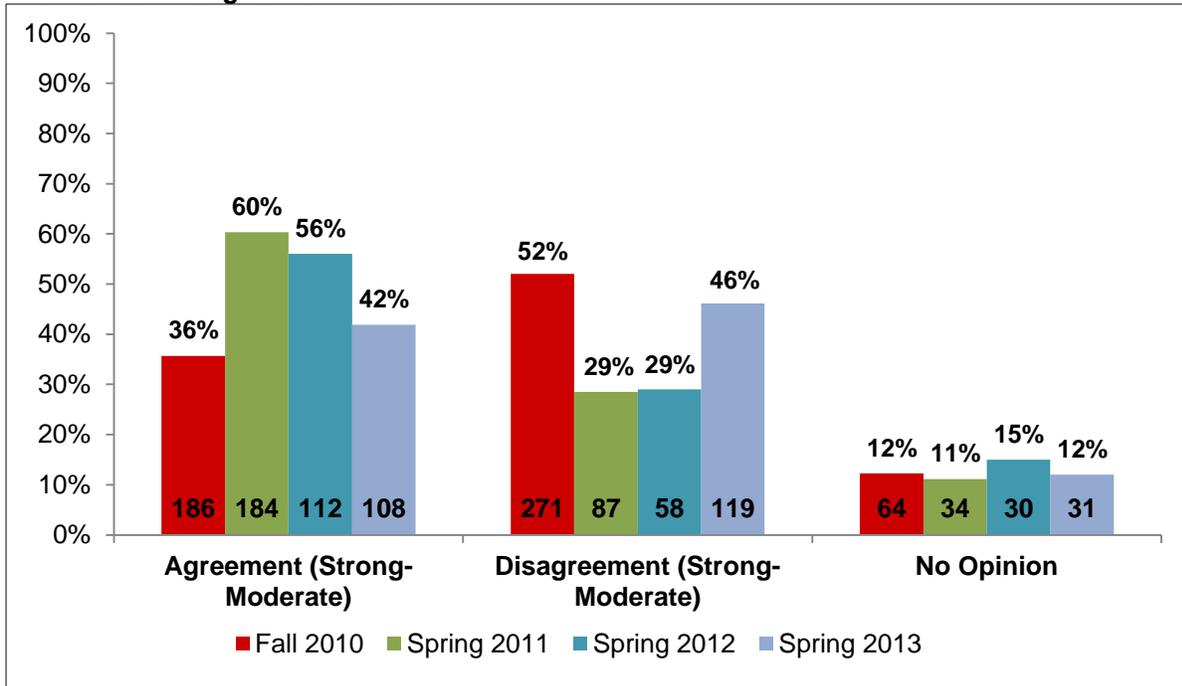
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.05	.96	110
	FT Faculty	2.93	.94	133
	Classified	2.47	.99	206
	Administrator	3.12	.77	42
	<b>Overall</b>	<b>2.78</b>	<b>.99</b>	<b>491</b>

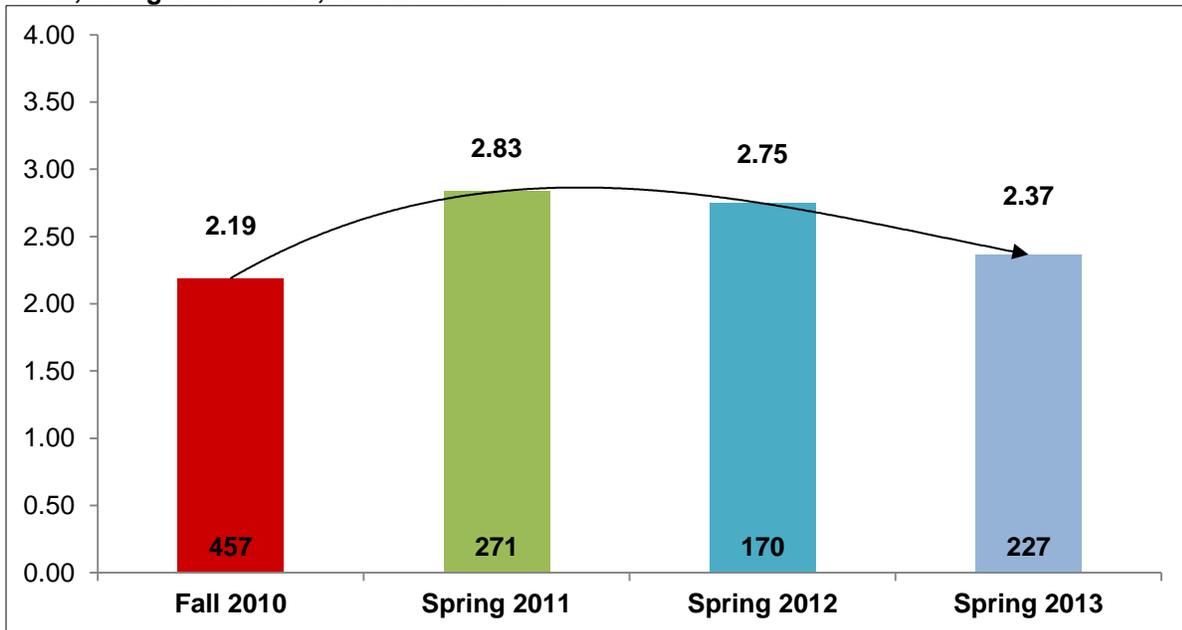
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.37	227	15.313	.000
Spring 2012	2.75	170		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.21	1.06	24
	FT Faculty	2.13	.93	54
	Classified	2.39	.92	61
	Administrator	3.06	.68	16
	Unspecified	2.42	.99	72
	<b>Overall</b>	<b>2.37</b>	<b>.97</b>	<b>227</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.74	1.00	43
	FT Faculty	2.87	.92	47
	Classified	2.50	.92	58
	Administrator	3.14	.89	22
	<b>Overall</b>	<b>2.75</b>	<b>.96</b>	<b>170</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.17	.89	53
	FT Faculty	2.64	1.02	91
	Classified	2.73	.96	91
	Administrator	3.11	.75	36
	<b>Overall</b>	<b>2.83</b>	<b>.96</b>	<b>271</b>

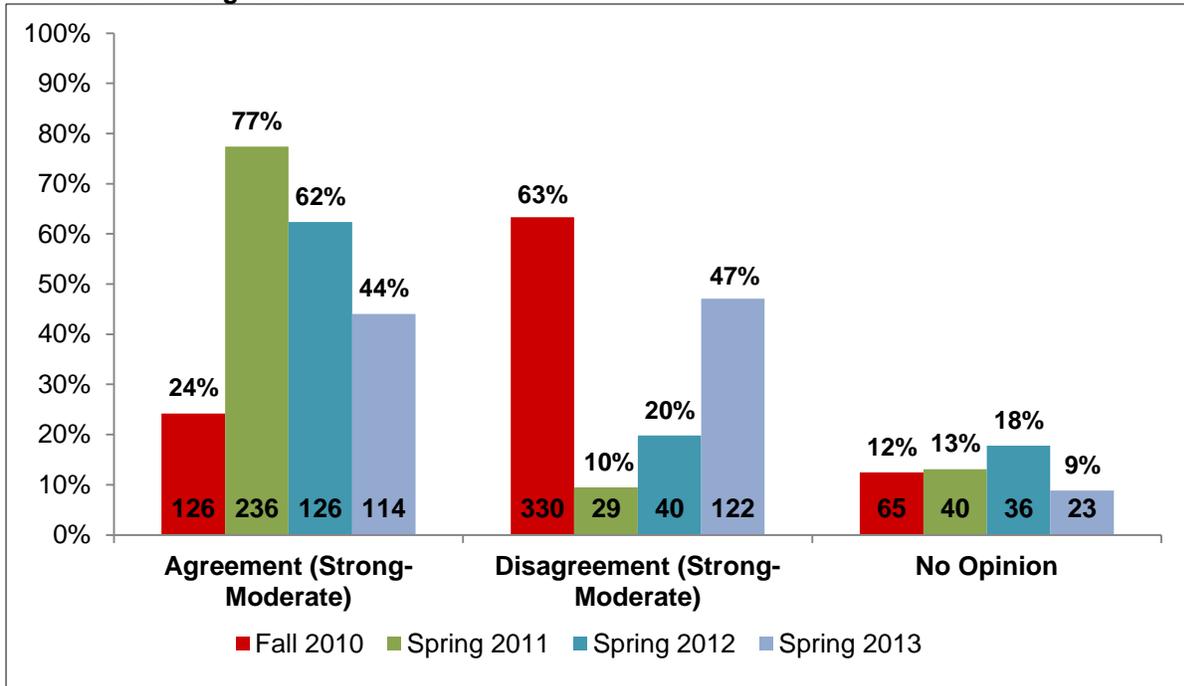
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.30	1.05	87
	FT Faculty	1.91	.93	133
	Classified	2.21	1.00	195
	Administrator	2.79	1.00	42
	<b>Overall</b>	<b>2.19</b>	<b>1.02</b>	<b>457</b>

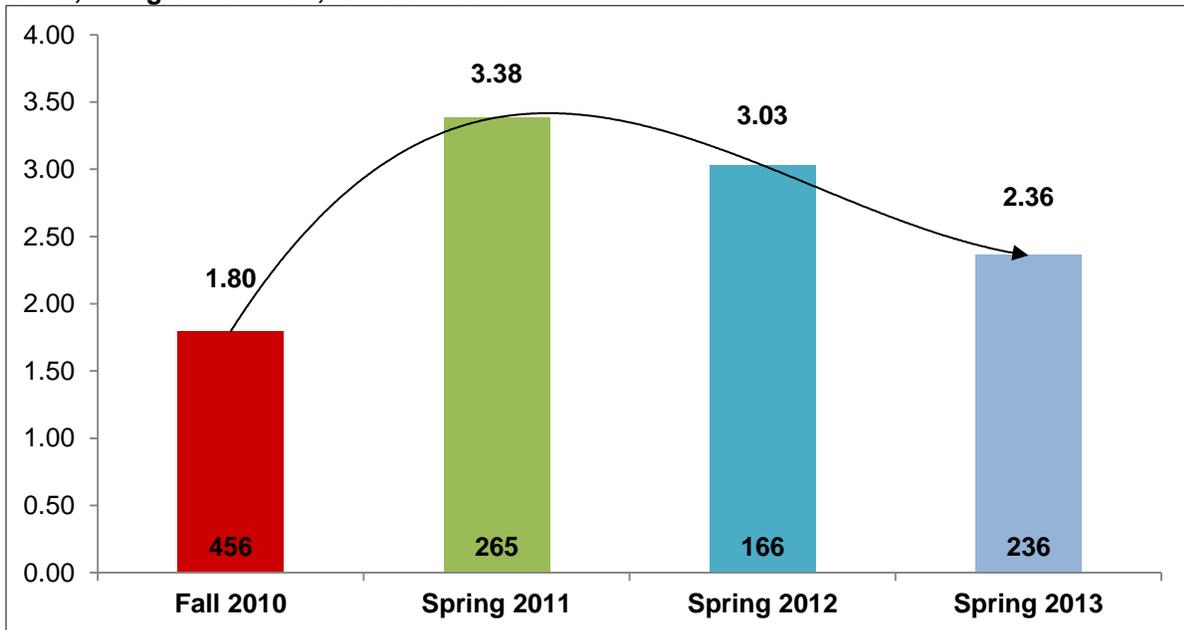
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.36	236	43.175	.000
Spring 2012	3.03	166		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.20	1.08	25
	FT Faculty	1.96	.97	52
	Classified	2.55	1.06	65
	Administrator	3.25	.68	16
	Unspecified	2.33	1.03	78
	<b>Overall</b>	<b>2.36</b>	<b>1.05</b>	<b>236</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.93	1.05	42
	FT Faculty	2.94	.95	48
	Classified	3.05	.91	55
	Administrator	3.38	.67	21
	<b>Overall</b>	<b>3.03</b>	<b>.94</b>	<b>166</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.16	.93	51
	FT Faculty	3.51	.78	92
	Classified	3.24	.85	86
	Administrator	3.72	.57	36
	<b>Overall</b>	<b>3.38</b>	<b>.83</b>	<b>265</b>

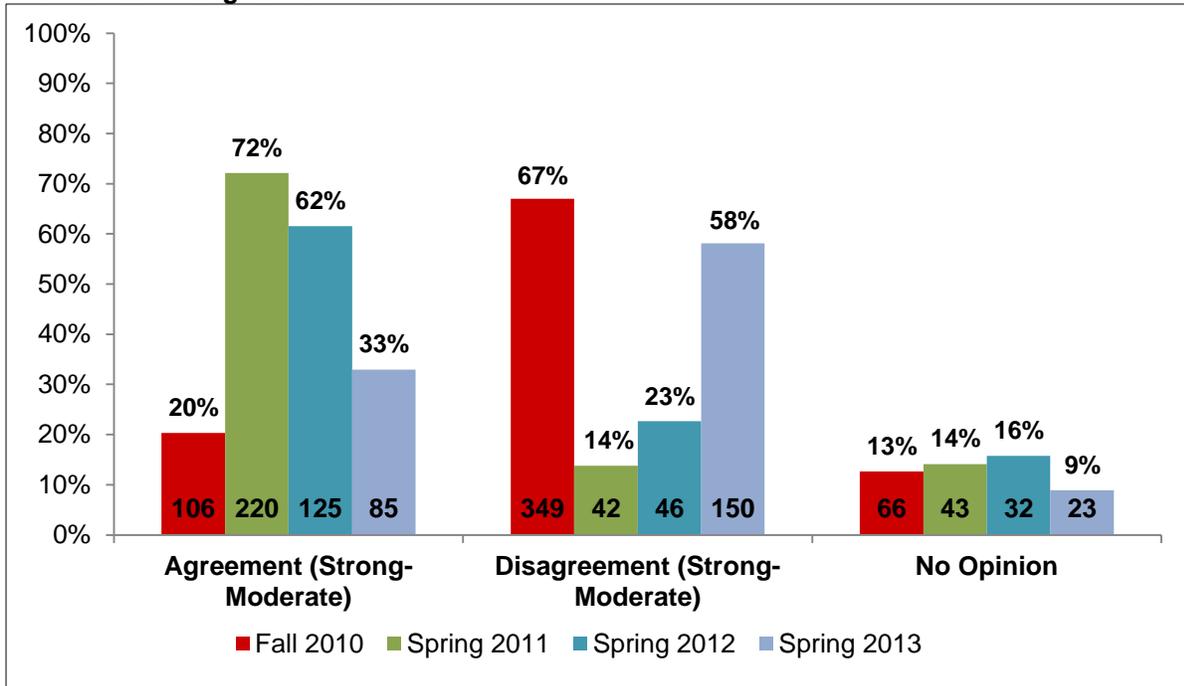
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.86	1.05	93
	FT Faculty	1.41	.83	134
	Classified	1.84	.98	190
	Administrator	2.77	1.01	39
	<b>Overall</b>	<b>1.80</b>	<b>1.02</b>	<b>456</b>

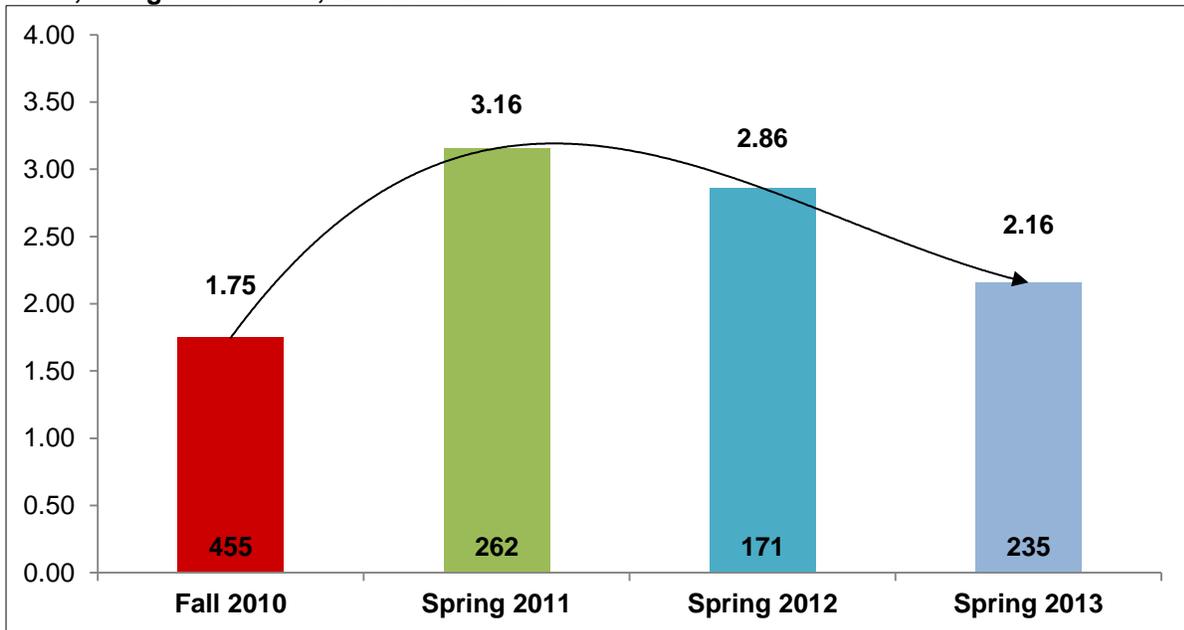
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.16	235	55.415	.000
Spring 2012	2.86	171		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.15	1.01	26
	FT Faculty	2.19	.92	53
	Classified	2.05	.94	63
	Administrator	2.44	1.09	16
	Unspecified	2.17	.91	77
	<b>Overall</b>	<b>2.16</b>	<b>.94</b>	<b>235</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.79	1.06	47
	FT Faculty	2.85	.92	48
	Classified	2.82	.93	55
	Administrator	3.14	.66	21
	<b>Overall</b>	<b>2.86</b>	<b>.94</b>	<b>171</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.17	.83	52
	FT Faculty	3.31	.79	88
	Classified	3.09	.86	87
	Administrator	2.91	.78	35
	<b>Overall</b>	<b>3.16</b>	<b>.83</b>	<b>262</b>

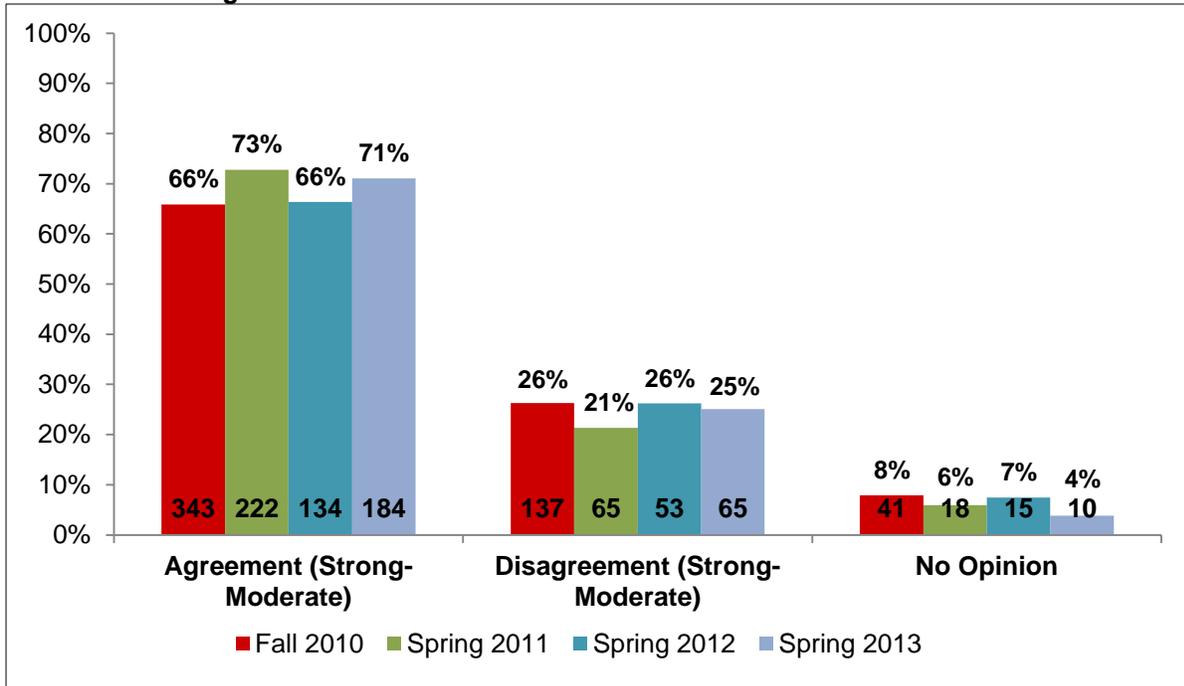
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.89	1.04	93
	FT Faculty	1.43	.83	132
	Classified	1.77	.93	192
	Administrator	2.39	1.08	38
	<b>Overall</b>	<b>1.75</b>	<b>.97</b>	<b>455</b>

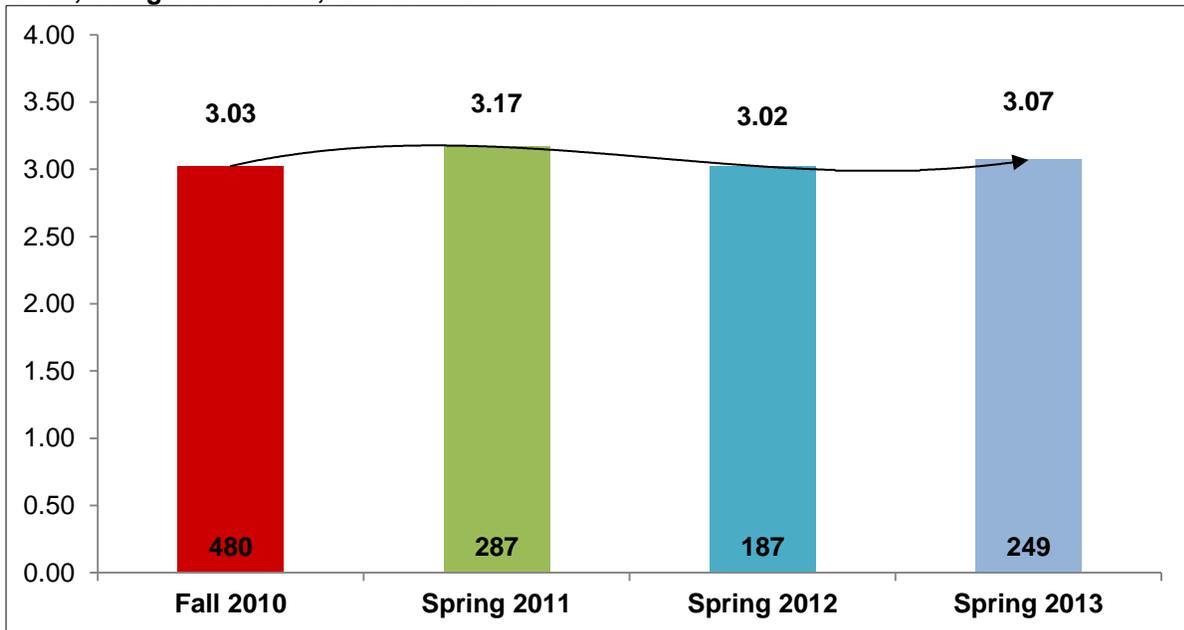
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	3.07	249	0.195	.659
Spring 2012	3.02	187		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.07	1.02	28
	FT Faculty	2.87	1.19	53
	Classified	3.06	1.01	71
	Administrator	3.13	1.02	16
	Unspecified	3.20	1.08	81
	<b>Overall</b>	<b>3.07</b>	<b>1.07</b>	<b>249</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.00	1.23	53
	FT Faculty	3.16	1.03	49
	Classified	2.87	1.21	63
	Administrator	3.18	.85	22
	<b>Overall</b>	<b>3.02</b>	<b>1.13</b>	<b>187</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.45	.84	62
	FT Faculty	3.23	1.05	90
	Classified	2.88	1.18	99
	Administrator	3.31	.86	36
	<b>Overall</b>	<b>3.17</b>	<b>1.05</b>	<b>287</b>

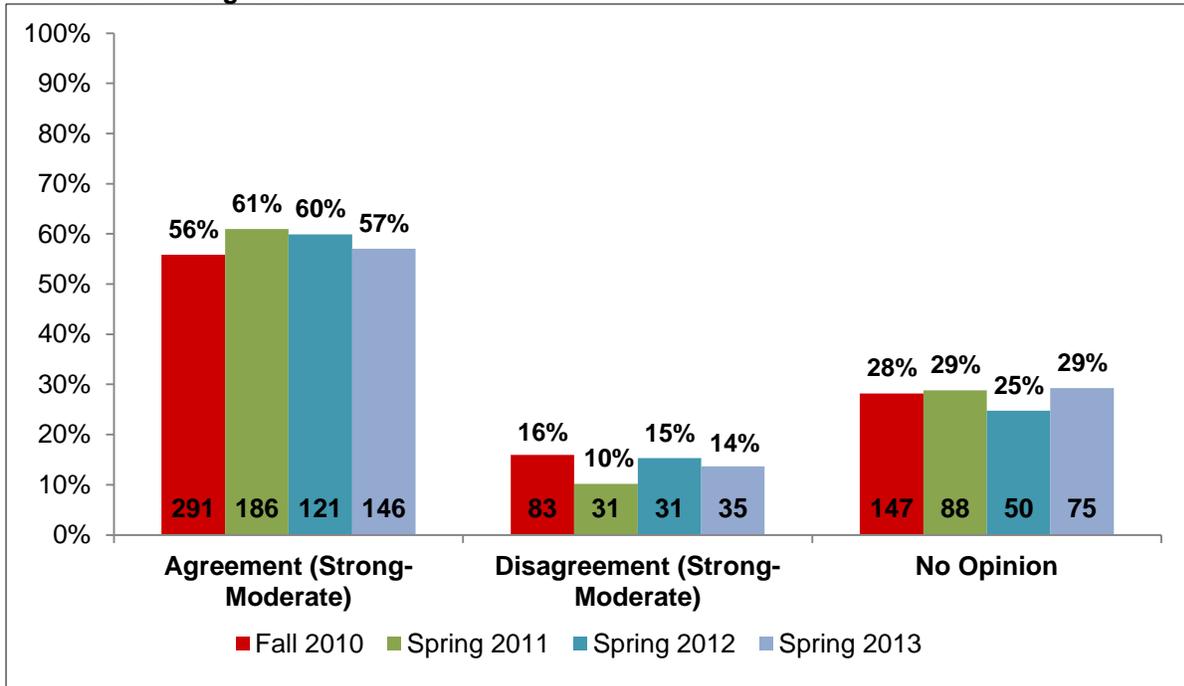
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.28	1.00	107
	FT Faculty	3.23	1.08	130
	Classified	2.72	1.15	202
	Administrator	3.22	.91	41
	<b>Overall</b>	<b>3.03</b>	<b>1.11</b>	<b>480</b>

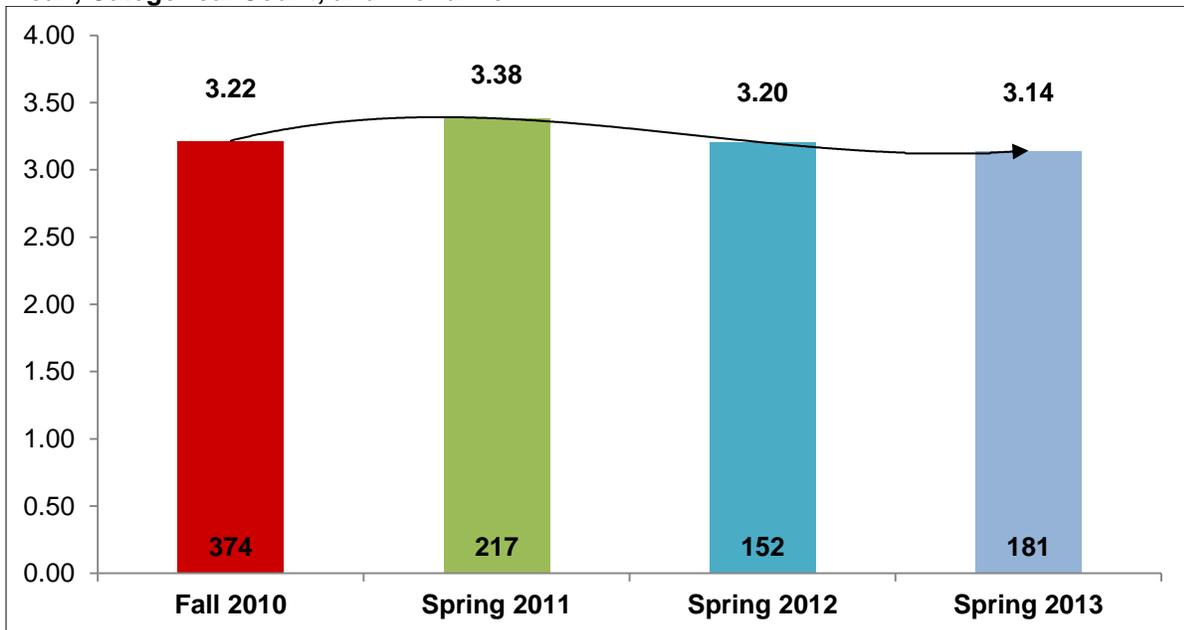
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

Histograms / Data Analysis

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	3.14	181	0.312	.577
Spring 2012	3.20	152		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.11	.92	28
	FT Faculty	3.28	.97	53
	Classified	2.94	.81	31
	Administrator	3.11	.78	9
	Unspecified	3.15	1.02	60
	<b>Overall</b>	<b>3.14</b>	<b>.94</b>	<b>181</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.11	1.05	57
	FT Faculty	3.43	.95	47
	Classified	2.97	1.15	35
	Administrator	3.46	.66	13
	<b>Overall</b>	<b>3.20</b>	<b>1.03</b>	<b>152</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.51	.80	68
	FT Faculty	3.49	.95	81
	Classified	3.04	1.03	50
	Administrator	3.33	.59	18
	<b>Overall</b>	<b>3.38</b>	<b>.92</b>	<b>217</b>

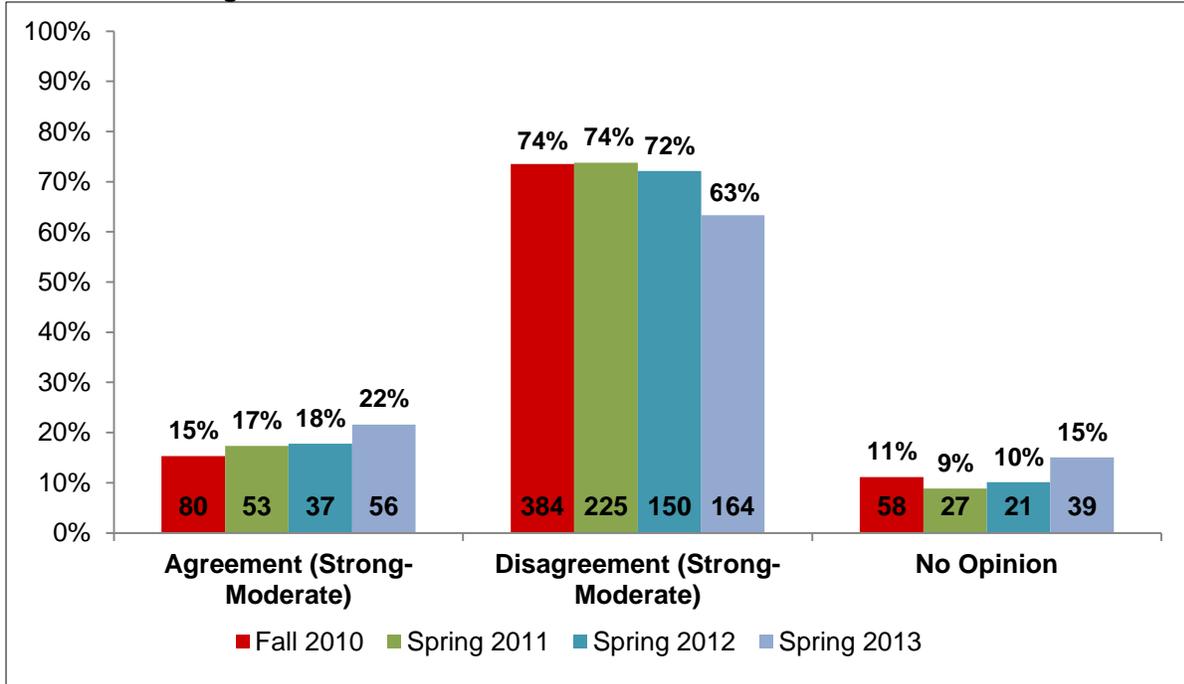
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.33	.93	108
	FT Faculty	3.45	.89	129
	Classified	2.84	1.07	120
	Administrator	3.35	.93	17
	<b>Overall</b>	<b>3.22</b>	<b>1.00</b>	<b>374</b>

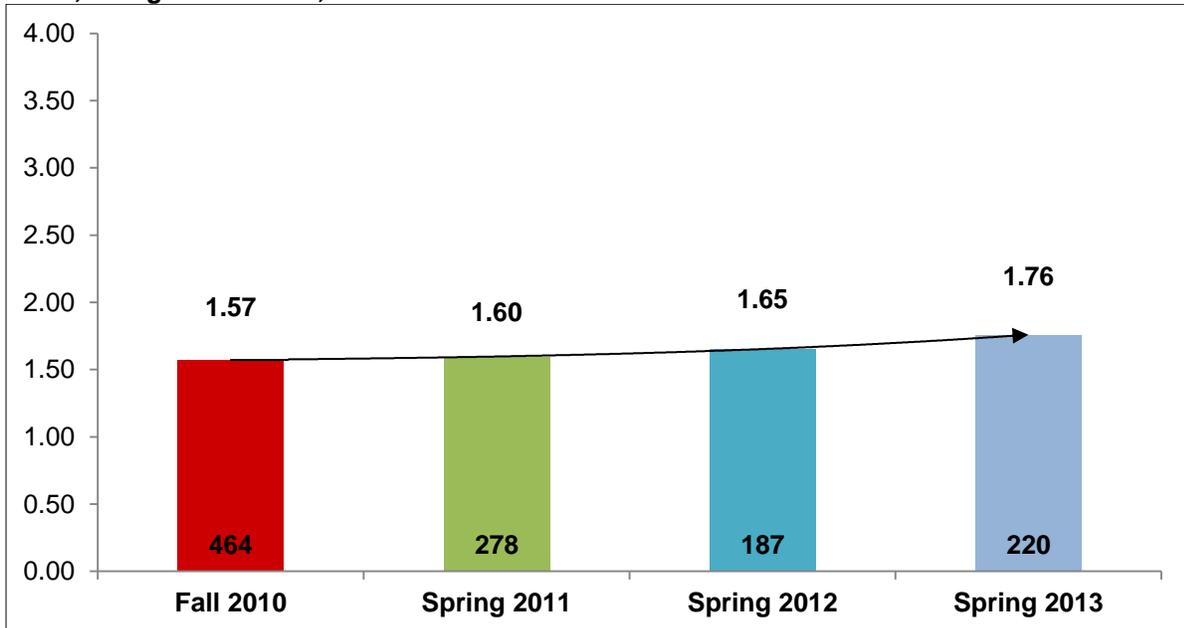
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

Histograms / Data Analysis

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	1.76	220	1.187	.277
Spring 2012	1.65	187		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.54	.88	24
	FT Faculty	1.53	.82	53
	Classified	1.91	1.08	55
	Administrator	1.94	1.18	16
	Unspecified	1.85	.99	72
	<b>Overall</b>	<b>1.76</b>	<b>.98</b>	<b>220</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.55	.89	53
	FT Faculty	1.39	.78	51
	Classified	1.97	1.18	60
	Administrator	1.65	.86	23
	<b>Overall</b>	<b>1.65</b>	<b>.99</b>	<b>187</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.61	.86	61
	FT Faculty	1.60	.94	94
	Classified	1.66	.93	87
	Administrator	1.44	.81	36
	<b>Overall</b>	<b>1.60</b>	<b>.90</b>	<b>278</b>

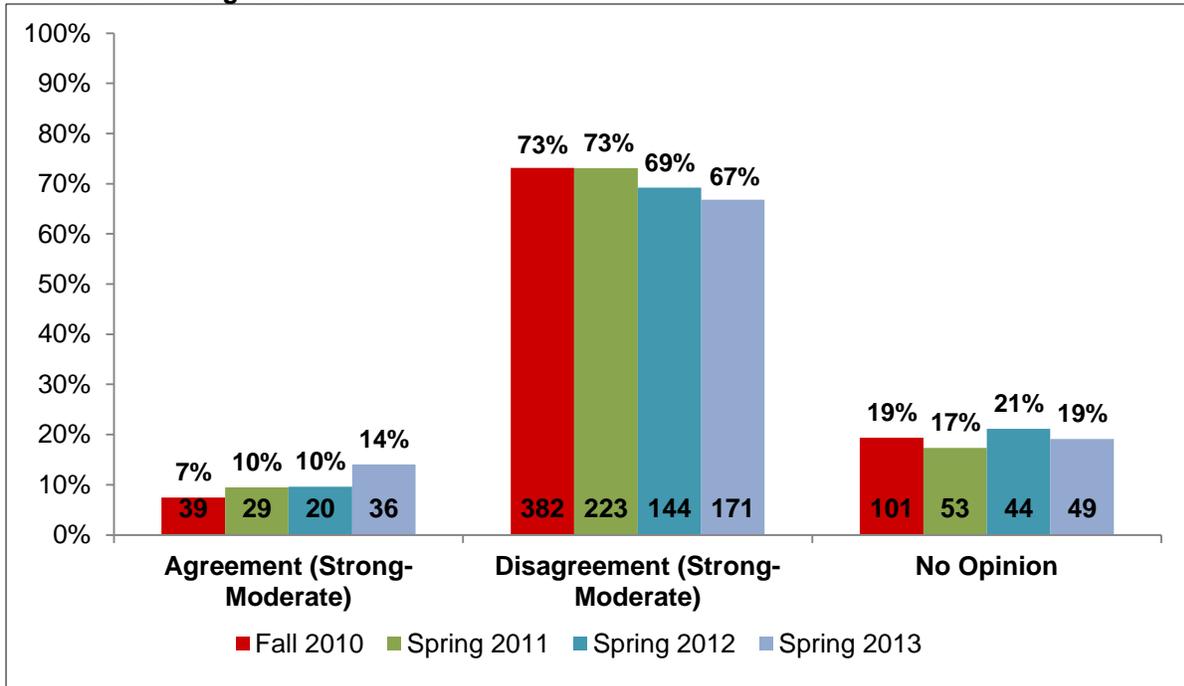
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.52	.84	107
	FT Faculty	1.36	.72	130
	Classified	1.69	.96	186
	Administrator	1.83	1.02	41
	<b>Overall</b>	<b>1.57</b>	<b>.89</b>	<b>464</b>

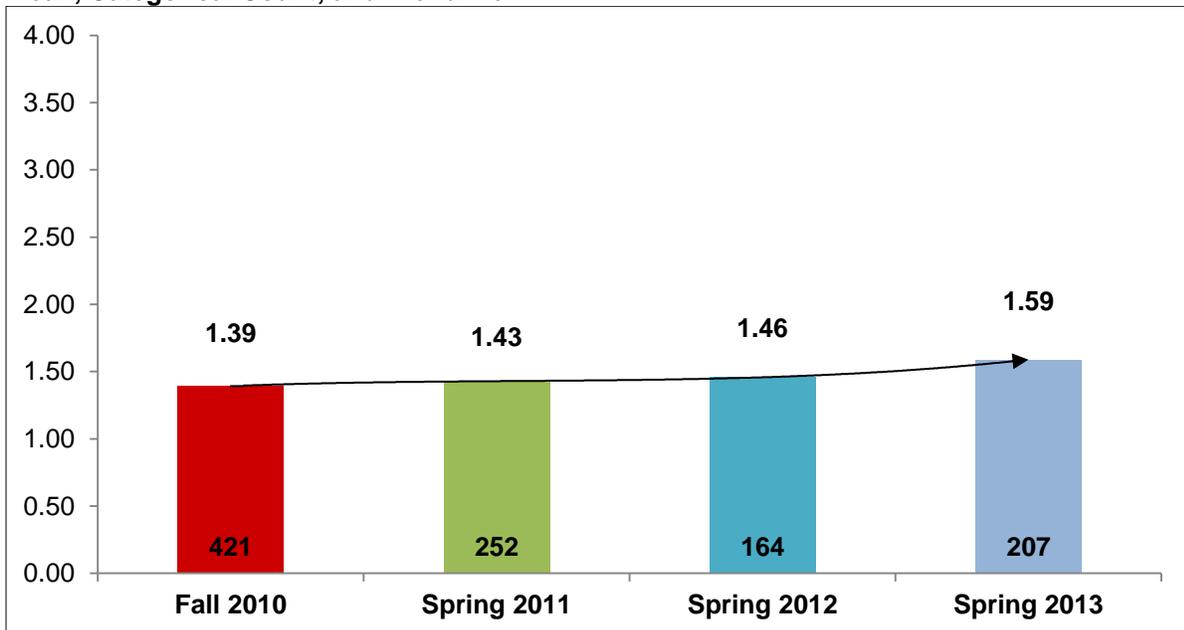
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

Histograms / Data Analysis

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	1.59	207	2.143	.144
Spring 2012	1.46	164		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.38	.59	21
	FT Faculty	1.73	1.01	40
	Classified	1.44	.80	62
	Administrator	1.47	.92	15
	Unspecified	1.74	.96	69
	<b>Overall</b>	<b>1.59</b>	<b>.90</b>	<b>207</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.44	.80	43
	FT Faculty	1.48	.78	40
	Classified	1.42	.84	59
	Administrator	1.55	.91	22
	<b>Overall</b>	<b>1.46</b>	<b>.82</b>	<b>164</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.43	.67	53
	FT Faculty	1.42	.81	71
	Classified	1.43	.76	92
	Administrator	1.42	.87	36
	<b>Overall</b>	<b>1.43</b>	<b>.77</b>	<b>252</b>

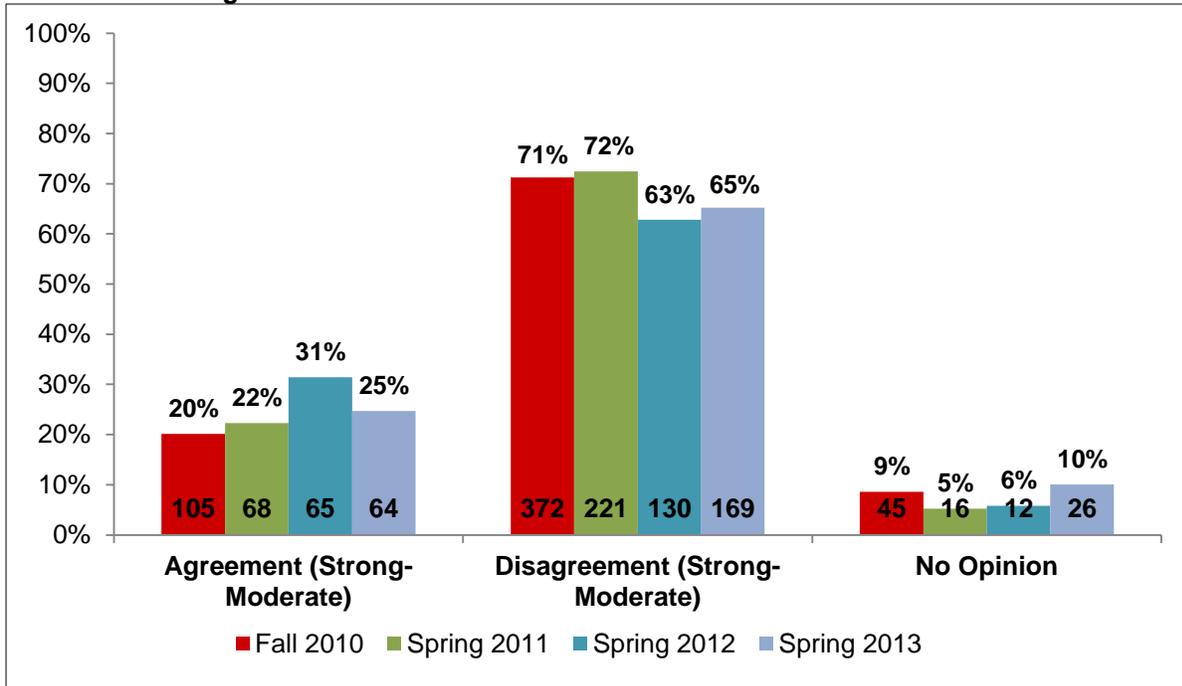
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.44	.75	89
	FT Faculty	1.18	.44	98
	Classified	1.44	.81	194
	Administrator	1.55	.82	40
	<b>Overall</b>	<b>1.39</b>	<b>.73</b>	<b>421</b>

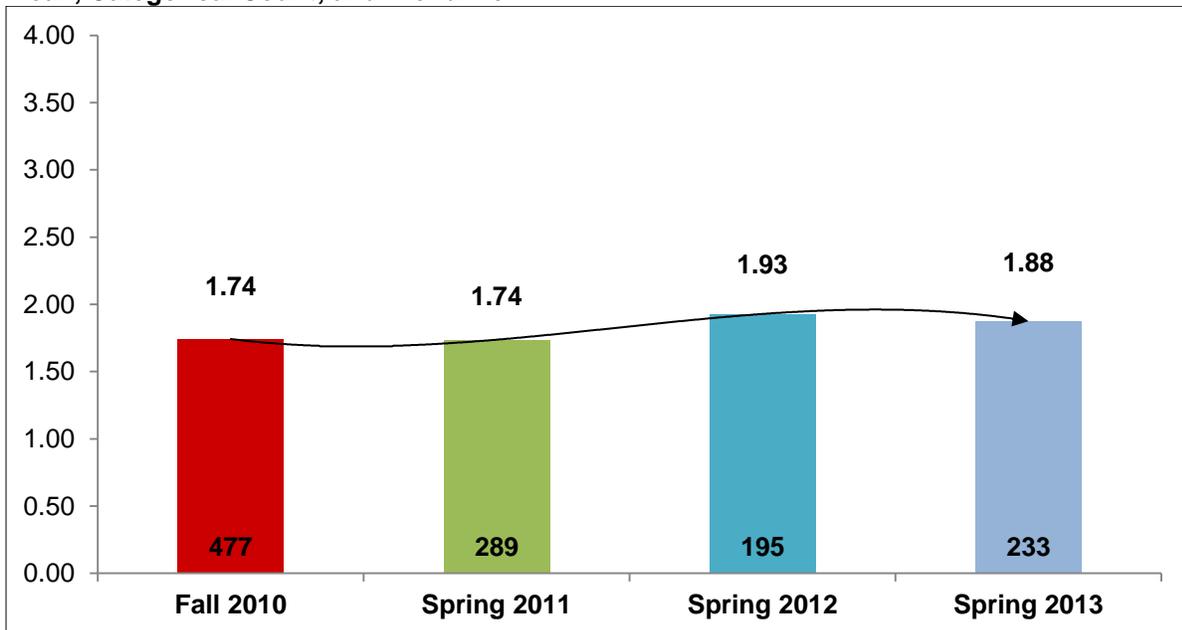
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	1.88	233	0.266	.607
Spring 2012	1.93	195		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.84	.99	25
	FT Faculty	2.00	1.03	52
	Classified	1.98	1.05	63
	Administrator	1.53	.83	15
	Unspecified	1.78	.92	78
	<b>Overall</b>	<b>1.88</b>	<b>.99</b>	<b>233</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.96	1.16	56
	FT Faculty	1.71	1.03	51
	Classified	2.22	1.22	65
	Administrator	1.52	.79	23
	<b>Overall</b>	<b>1.93</b>	<b>1.13</b>	<b>195</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.70	1.01	63
	FT Faculty	1.71	.98	94
	Classified	1.90	1.07	96
	Administrator	1.44	.77	36
	<b>Overall</b>	<b>1.74</b>	<b>1.00</b>	<b>289</b>

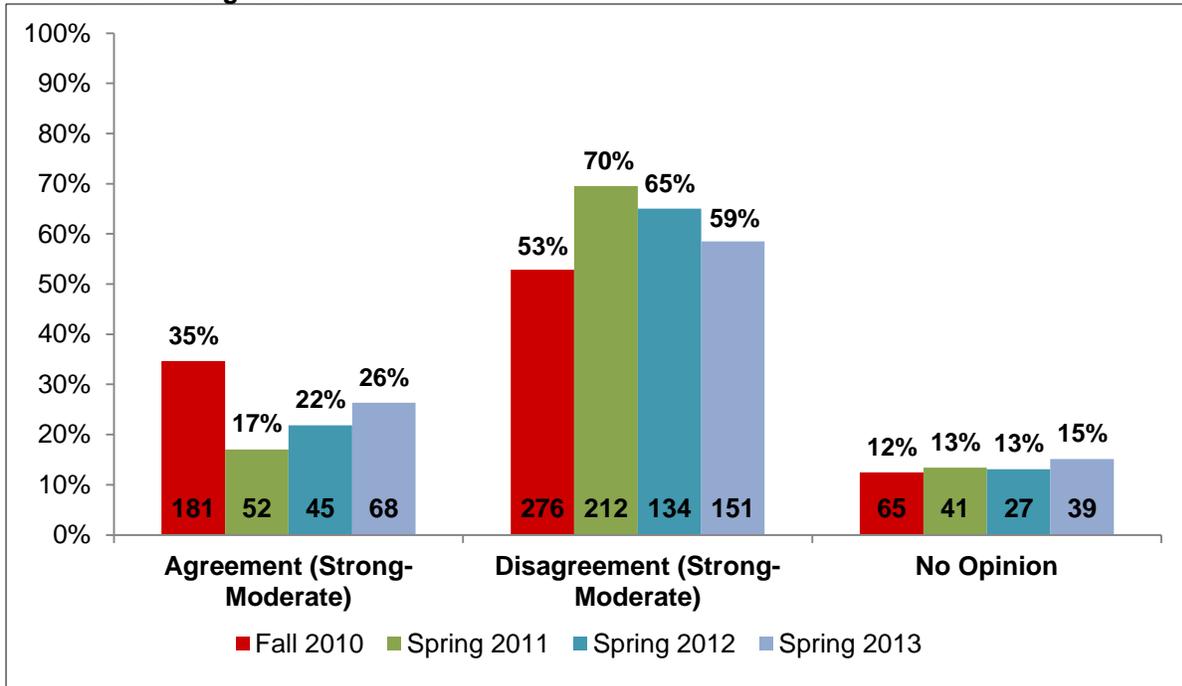
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.46	.78	108
	FT Faculty	1.62	.91	129
	Classified	2.02	1.09	200
	Administrator	1.50	.82	40
	<b>Overall</b>	<b>1.74</b>	<b>.98</b>	<b>477</b>

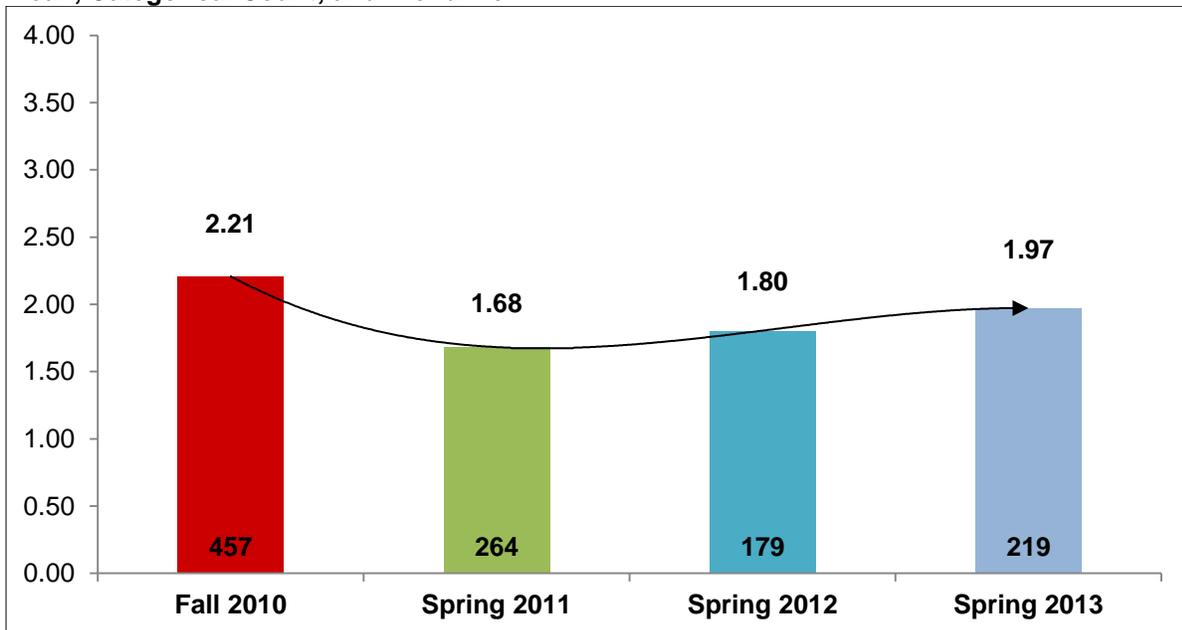
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	1.97	219	2.439	.119
Spring 2012	1.80	179		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.00	1.06	24
	FT Faculty	2.12	1.07	51
	Classified	1.82	1.06	55
	Administrator	1.50	.97	16
	Unspecified	2.08	1.09	73
	<b>Overall</b>	<b>1.97</b>	<b>1.07</b>	<b>219</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.77	1.06	48
	FT Faculty	1.51	.92	49
	Classified	2.12	1.18	59
	Administrator	1.70	.93	23
	<b>Overall</b>	<b>1.80</b>	<b>1.07</b>	<b>179</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.53	1.06	51
	FT Faculty	1.82	.92	91
	Classified	1.73	1.18	86
	Administrator	1.42	.93	36
	<b>Overall</b>	<b>1.68</b>	<b>1.07</b>	<b>264</b>

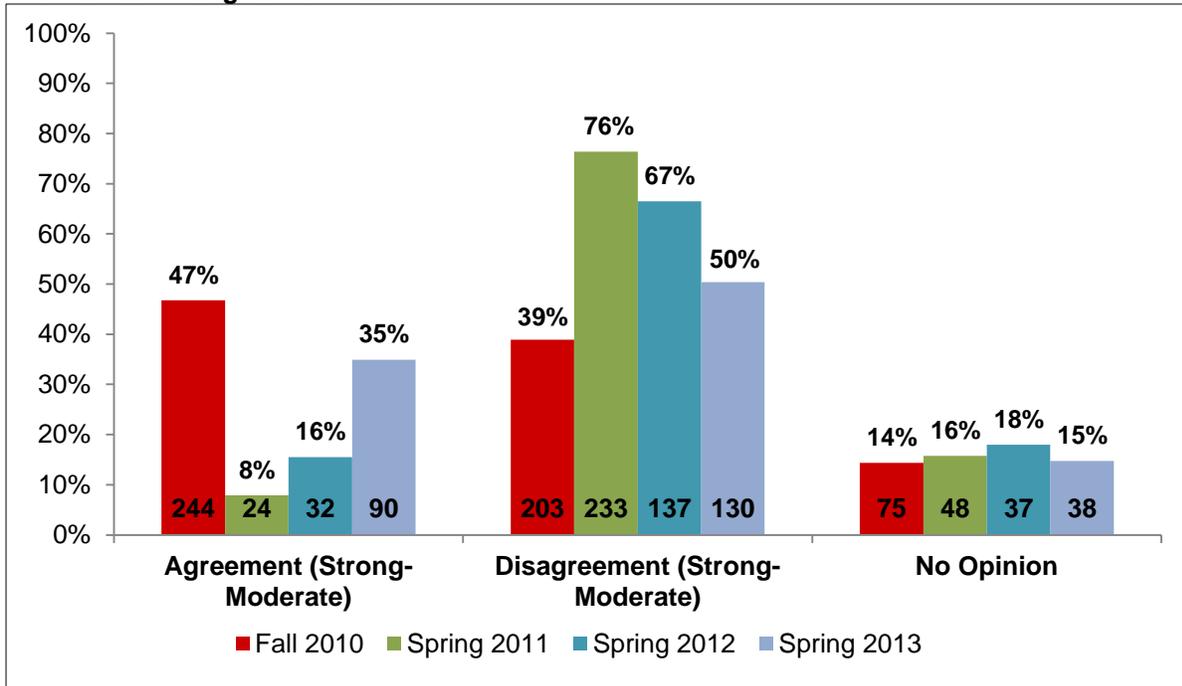
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.95	1.10	95
	FT Faculty	2.44	1.13	125
	Classified	2.26	1.13	196
	Administrator	1.88	1.08	41
	<b>Overall</b>	<b>2.21</b>	<b>1.13</b>	<b>457</b>

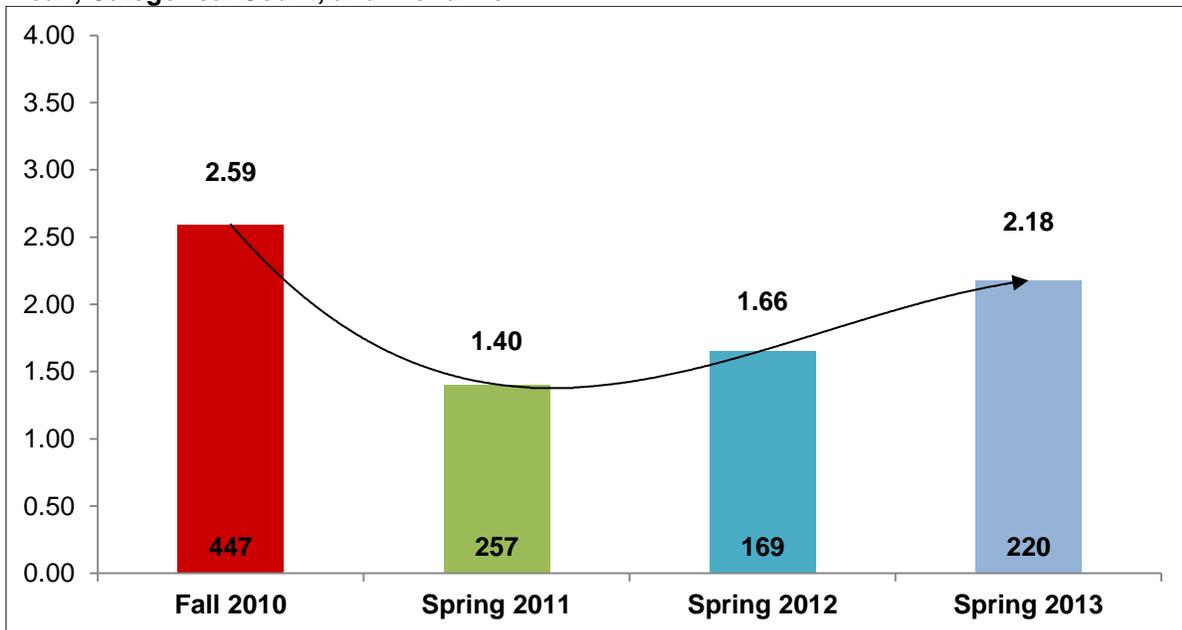
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



No Opinion excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.18	220	22.357	.000
Spring 2012	1.66	169		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.04	1.08	24
	FT Faculty	2.30	1.05	50
	Classified	2.07	1.24	57
	Administrator	1.63	1.09	16
	Unspecified	2.34	1.13	73
	<b>Overall</b>	<b>2.18</b>	<b>1.14</b>	<b>220</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.63	.98	48
	FT Faculty	1.54	.94	46
	Classified	1.84	1.07	55
	Administrator	1.50	.83	20
	<b>Overall</b>	<b>1.66</b>	<b>.98</b>	<b>169</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.56	.83	50
	FT Faculty	1.41	.96	91
	Classified	1.40	1.03	80
	Administrator	1.19	.81	36
	<b>Overall</b>	<b>1.40</b>	<b>.95</b>	<b>257</b>

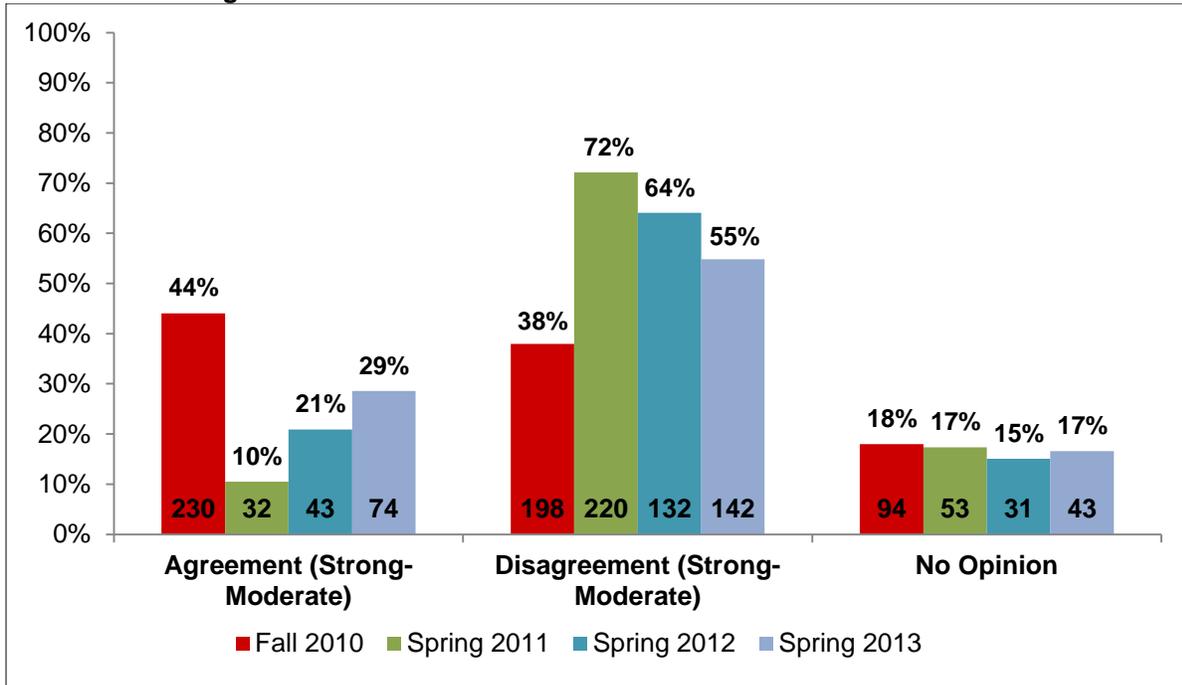
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.19	1.19	94
	FT Faculty	3.04	1.18	126
	Classified	2.58	1.24	188
	Administrator	2.18	1.25	39
	<b>Overall</b>	<b>2.59</b>	<b>1.25</b>	<b>477</b>

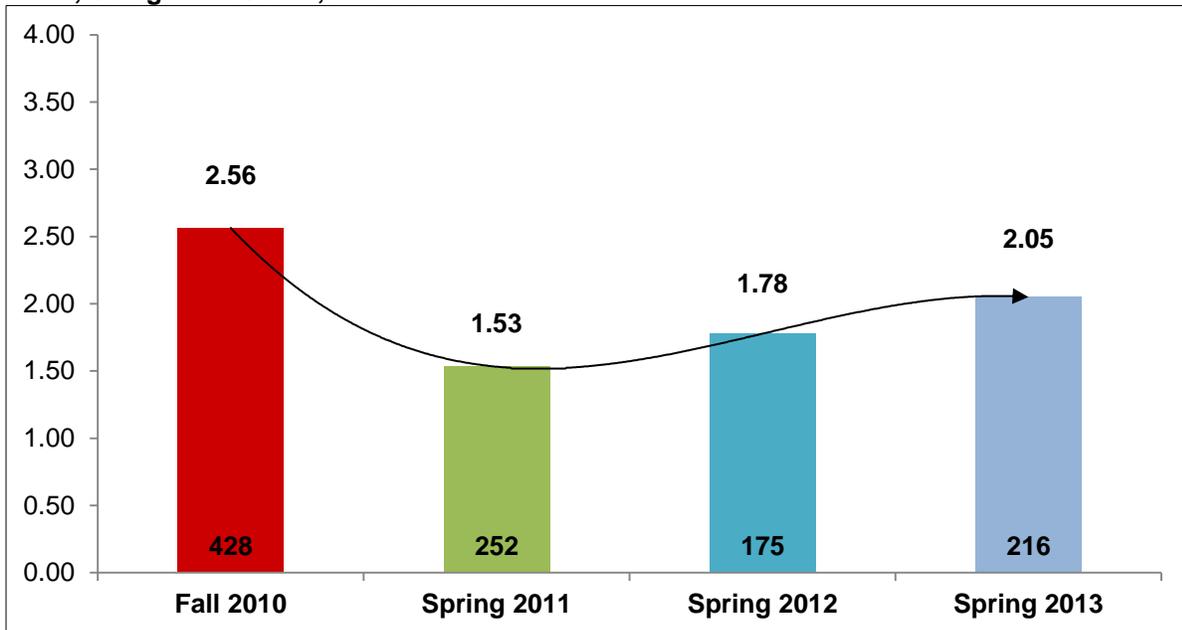
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



No Opinion excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.05	216	6.282	.013
Spring 2012	1.78	175		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.00	1.10	24
	FT Faculty	1.98	1.10	48
	Classified	2.05	1.19	58
	Administrator	1.87	1.19	15
	Unspecified	2.15	1.05	71
	<b>Overall</b>	<b>2.05</b>	<b>1.11</b>	<b>216</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.86	1.11	50
	FT Faculty	1.60	.90	47
	Classified	1.89	1.06	57
	Administrator	1.67	1.02	21
	<b>Overall</b>	<b>1.78</b>	<b>1.03</b>	<b>175</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.56	.85	52
	FT Faculty	1.59	.93	88
	Classified	1.45	.74	77
	Administrator	1.51	.78	35
	<b>Overall</b>	<b>1.53</b>	<b>.83</b>	<b>252</b>

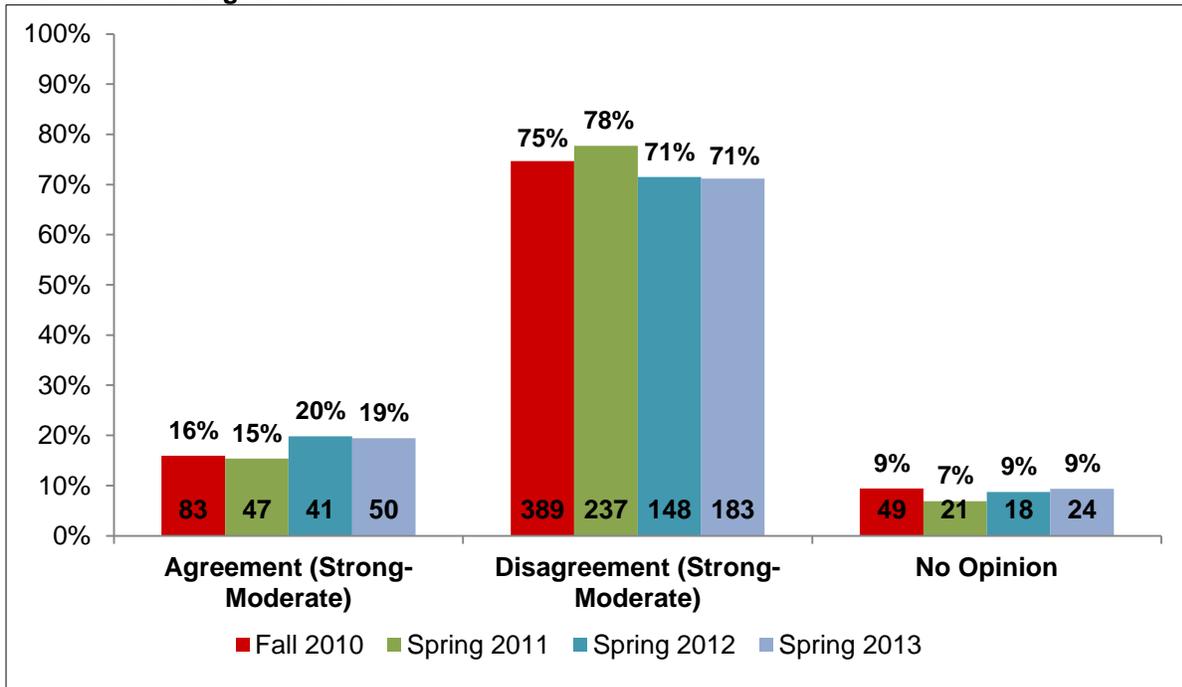
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.12	1.15	91
	FT Faculty	2.93	1.18	118
	Classified	2.63	1.23	182
	Administrator	2.14	1.21	37
	<b>Overall</b>	<b>2.56</b>	<b>1.24</b>	<b>428</b>

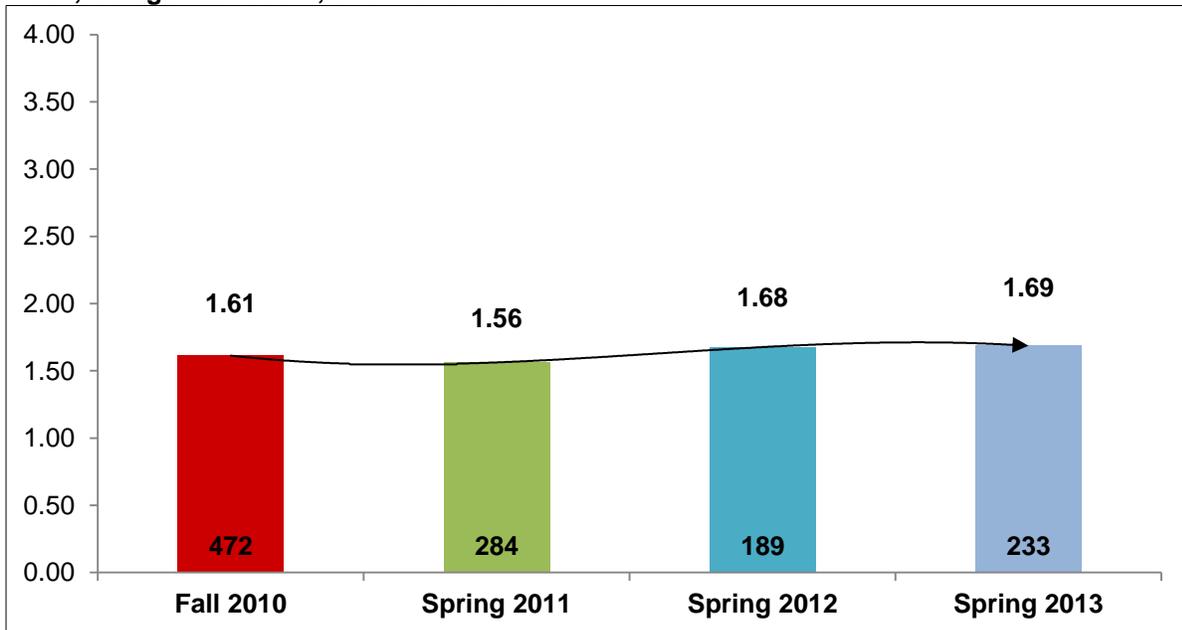
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	1.69	233	0.009	.926
Spring 2012	1.68	189		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.64	.95	25
	FT Faculty	1.84	1.08	50
	Classified	1.67	1.01	66
	Administrator	1.88	1.15	16
	Unspecified	1.58	.97	76
	<b>Overall</b>	<b>1.69</b>	<b>1.01</b>	<b>233</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.60	1.03	53
	FT Faculty	1.38	.82	48
	Classified	2.00	1.25	65
	Administrator	1.57	.79	23
	<b>Overall</b>	<b>1.68</b>	<b>1.06</b>	<b>189</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.52	.88	66
	FT Faculty	1.50	.88	88
	Classified	1.72	1.09	94
	Administrator	1.39	.80	36
	<b>Overall</b>	<b>1.56</b>	<b>.95</b>	<b>284</b>

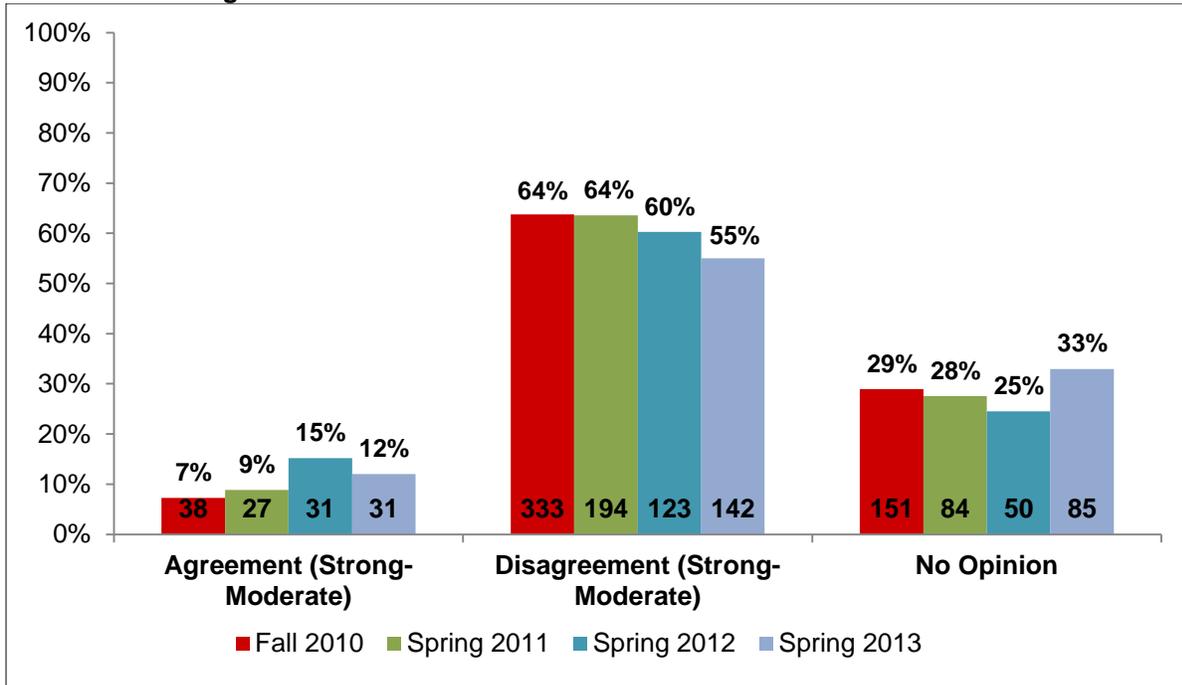
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.50	.90	113
	FT Faculty	1.45	.84	121
	Classified	1.79	1.04	198
	Administrator	1.55	.90	40
	<b>Overall</b>	<b>1.61</b>	<b>.96</b>	<b>472</b>

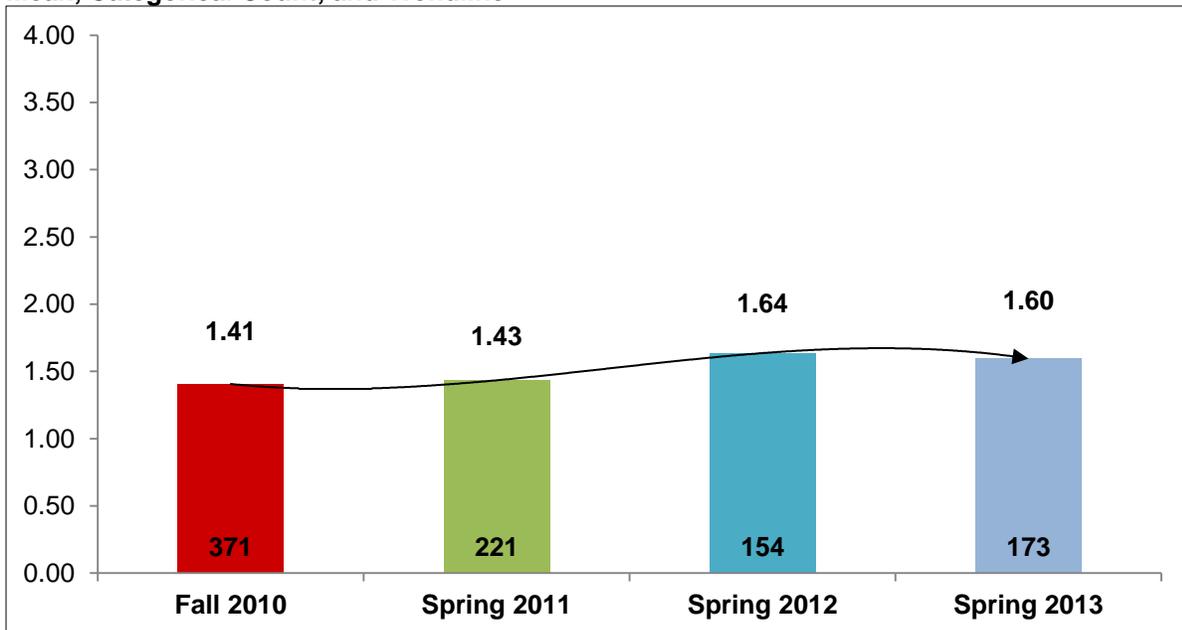
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



No Opinion excluded from mean and categorical counts.

Histograms / Data Analysis

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	1.60	173	0.148	.701
Spring 2012	1.64	154		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.64	.81	25
	FT Faculty	1.65	.97	49
	Classified	1.58	.90	26
	Administrator	1.22	.67	9
	Unspecified	1.59	.92	64
	<b>Overall</b>	<b>1.60</b>	<b>.90</b>	<b>173</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.71	1.06	56
	FT Faculty	1.33	.77	45
	Classified	1.97	1.25	39
	Administrator	1.36	.63	14
	<b>Overall</b>	<b>1.64</b>	<b>1.03</b>	<b>154</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.48	.82	69
	FT Faculty	1.42	.85	85
	Classified	1.39	.80	46
	Administrator	1.43	.81	21
	<b>Overall</b>	<b>1.43</b>	<b>.82</b>	<b>221</b>

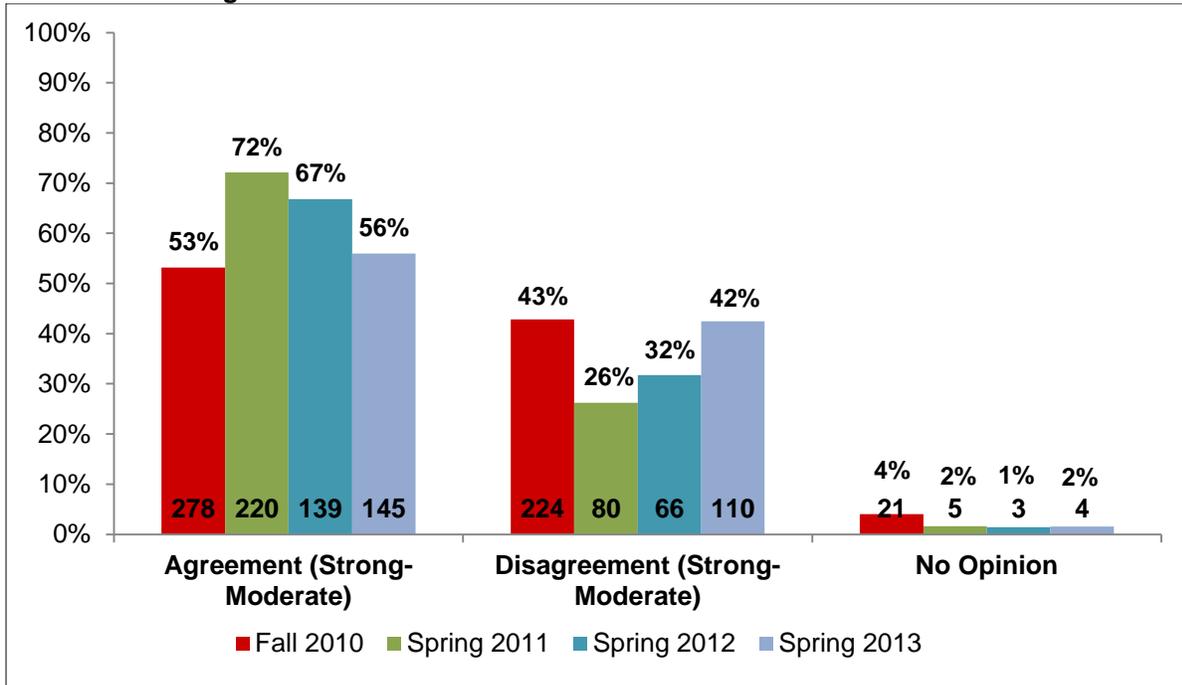
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.43	.80	115
	FT Faculty	1.29	.71	126
	Classified	1.53	.91	113
	Administrator	1.35	.86	17
	<b>Overall</b>	<b>1.41</b>	<b>.82</b>	<b>371</b>

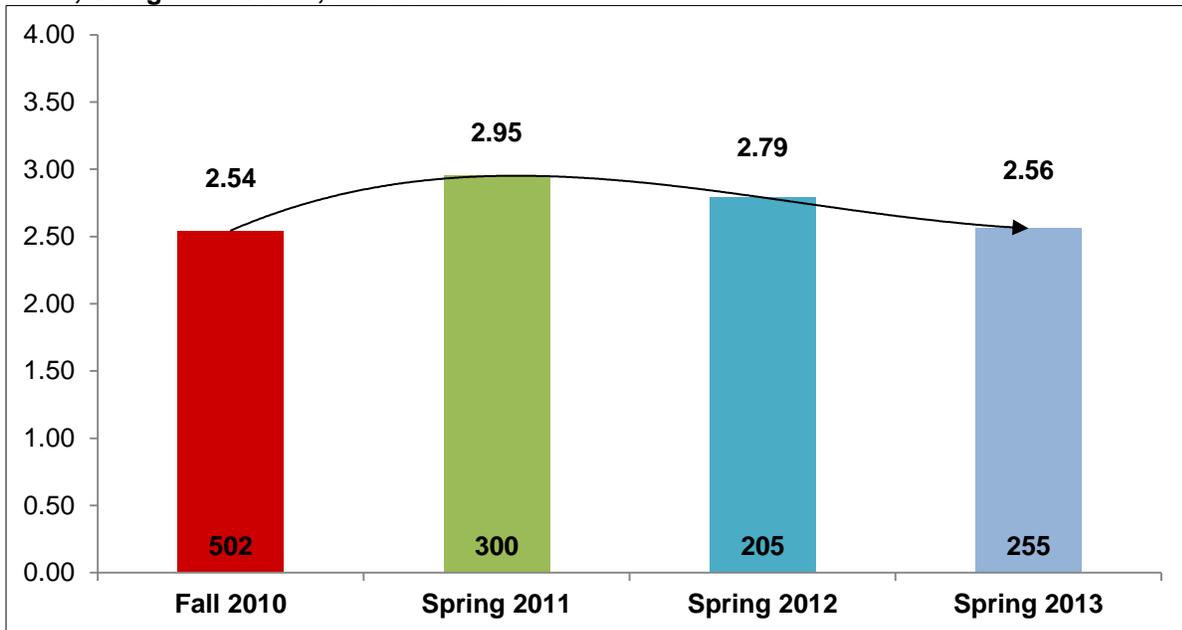
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



*No Opinion* excluded from mean and categorical counts.

## 10. I feel comfortable expressing my opinion.

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.56	255	5.676	.018
Spring 2012	2.79	205		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.41	1.05	29
	FT Faculty	2.62	.95	55
	Classified	2.57	1.03	70
	Administrator	2.65	1.06	17
	Unspecified	2.55	1.05	84
	<b>Overall</b>	<b>2.56</b>	<b>1.02</b>	<b>255</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.71	1.03	62
	FT Faculty	3.07	.95	54
	Classified	2.61	1.08	66
	Administrator	2.87	1.06	23
	<b>Overall</b>	<b>2.79</b>	<b>1.04</b>	<b>205</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.03	1.14	70
	FT Faculty	2.99	.93	94
	Classified	2.80	.97	101
	Administrator	3.11	.76	35
	<b>Overall</b>	<b>2.95</b>	<b>.98</b>	<b>300</b>

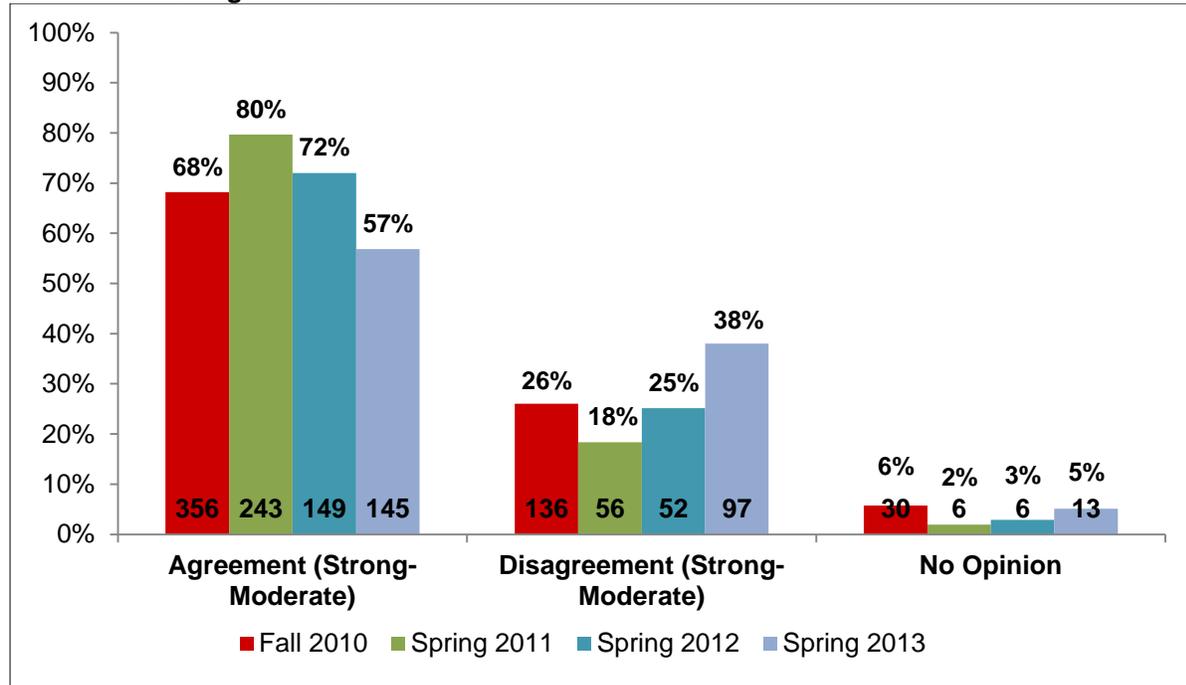
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.68	1.00	117
	FT Faculty	2.62	1.09	134
	Classified	2.35	1.02	208
	Administrator	2.88	.96	43
	<b>Overall</b>	<b>2.54</b>	<b>1.04</b>	<b>502</b>

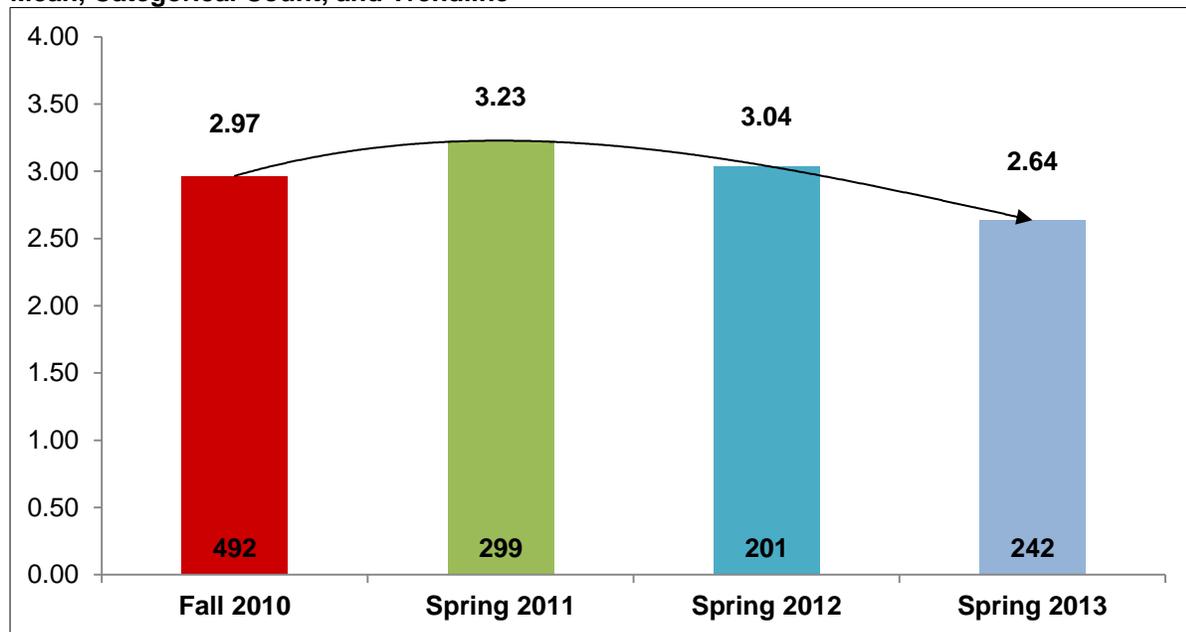
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.64	242	18.173	.000
Spring 2012	3.04	201		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.70	.99	27
	FT Faculty	2.67	.98	52
	Classified	2.67	1.04	67
	Administrator	2.65	1.06	17
	Unspecified	2.56	1.00	79
	<b>Overall</b>	<b>2.64</b>	<b>1.00</b>	<b>242</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.19	1.01	57
	FT Faculty	3.16	.93	56
	Classified	2.82	.99	66
	Administrator	3.00	.93	22
	<b>Overall</b>	<b>3.04</b>	<b>0.98</b>	<b>201</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.41	.86	71
	FT Faculty	3.29	.91	92
	Classified	3.02	1.00	100
	Administrator	3.28	.85	36
	<b>Overall</b>	<b>3.23</b>	<b>.93</b>	<b>299</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.04	.96	116
	FT Faculty	2.92	1.06	133
	Classified	2.95	1.00	202
	Administrator	2.98	1.01	41
	<b>Overall</b>	<b>2.97</b>	<b>1.01</b>	<b>492</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

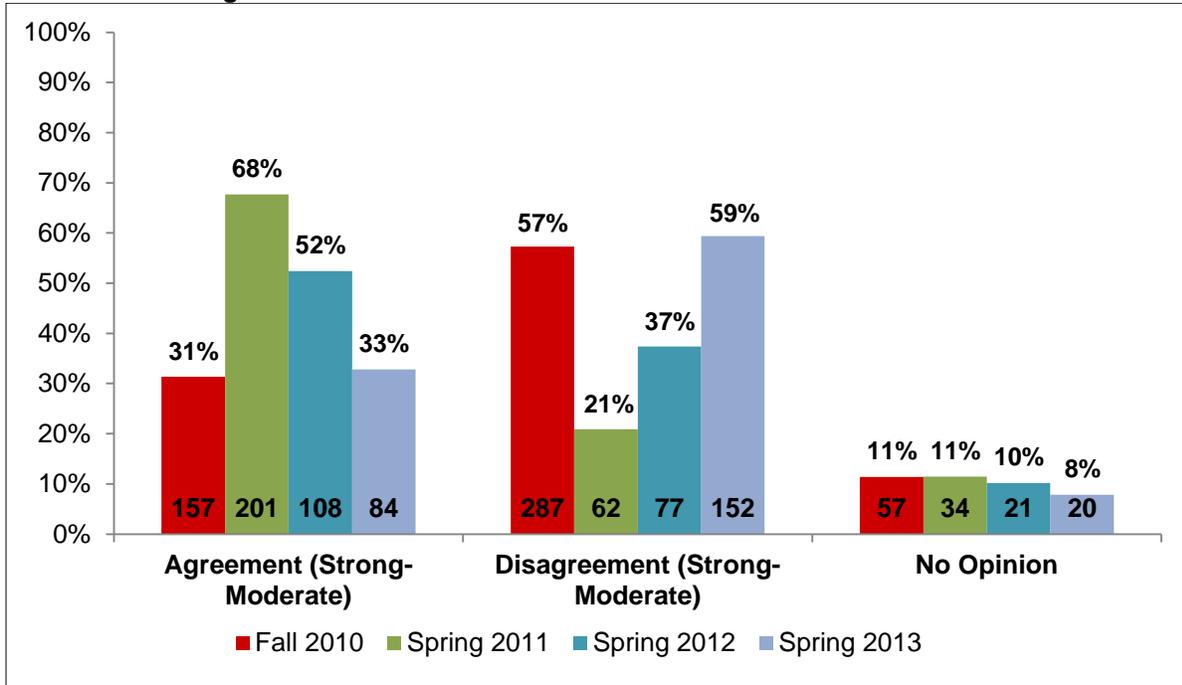
Group IV questions (Q12-Q14) relate to WASC Standard I.B, which recognizes the importance of improving institutional effectiveness through systematic participative processes. Standard I.B explains the significance of institutions making a conscious effort to support student learning.

Notable findings for the current and earlier survey administration periods:

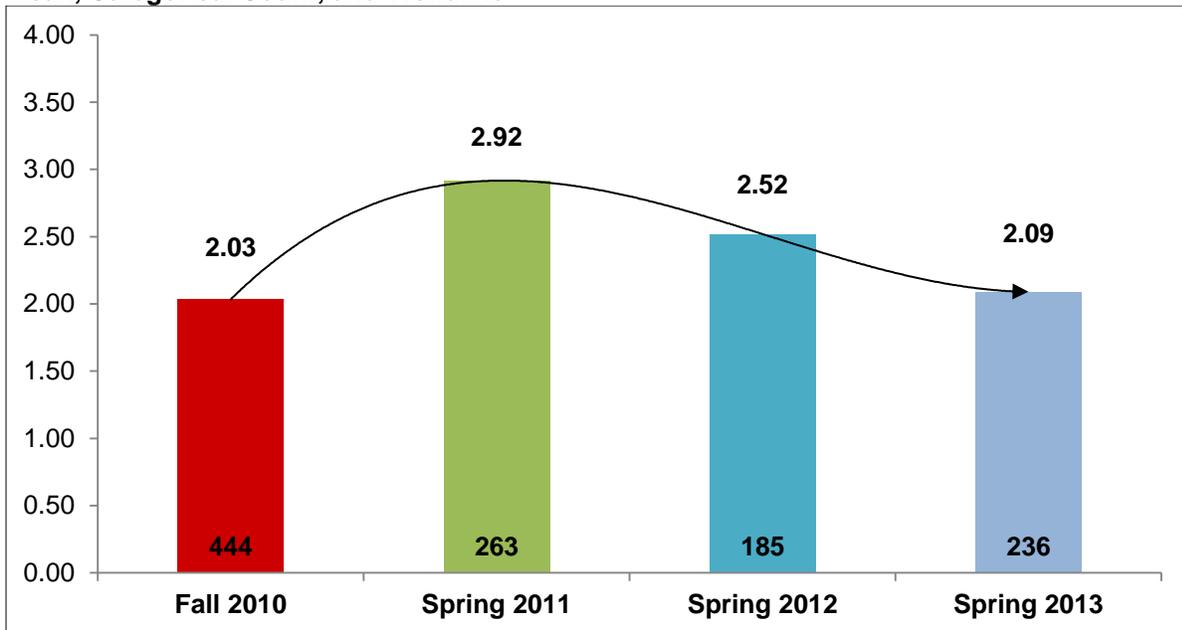
- A statistically significant decrease occurred in relation to institutional leaders making “optimal use of existing shared planning and decision-making processes to assure effective discussion, planning and implementation of ideas for improvement.”
- The query related to how individual (“I understand...”) and constituency group input was “welcomed, respected, and given appropriate consideration by institutional leaders when decisions are made” experienced a statistically significant decline.
- Individual understanding of how the shared planning and decision-making processes are carried out at the college remained substantially unchanged. Among these query respondents, sixty percent are in agreement with the statement item (Q13).

**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.**

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

## 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.

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.09	236	20.526	.000
Spring 2012	2.52	185		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.04	1.04	26
	FT Faculty	1.87	.83	54
	Classified	2.29	.95	62
	Administrator	2.53	.80	17
	Unspecified	2.00	.97	77
	<b>Overall</b>	<b>2.09</b>	<b>.94</b>	<b>236</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.33	1.01	51
	FT Faculty	2.59	.96	54
	Classified	2.43	.99	58
	Administrator	3.00	.93	22
	<b>Overall</b>	<b>2.52</b>	<b>1.00</b>	<b>185</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.91	.92	58
	FT Faculty	2.94	.87	86
	Classified	2.84	.88	85
	Administrator	3.06	.69	34
	<b>Overall</b>	<b>2.92</b>	<b>.87</b>	<b>263</b>

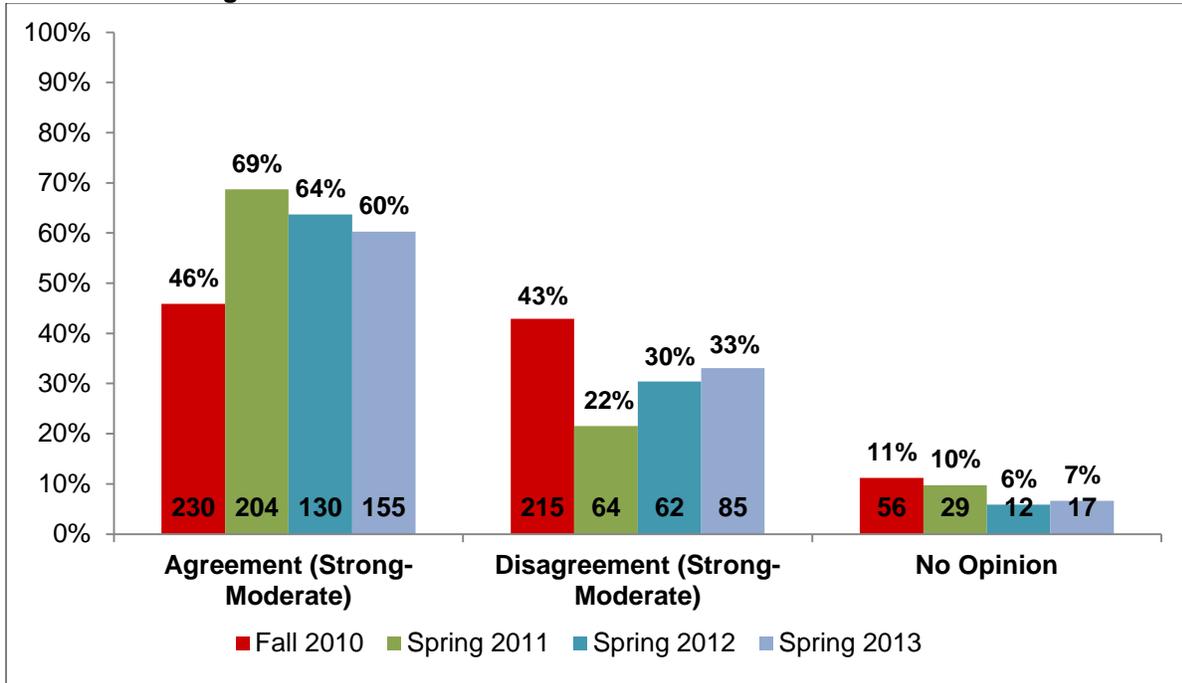
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.14	1.03	90
	FT Faculty	1.69	.94	120
	Classified	2.06	.97	193
	Administrator	2.66	.86	41
	<b>Overall</b>	<b>2.03</b>	<b>1.00</b>	<b>444</b>

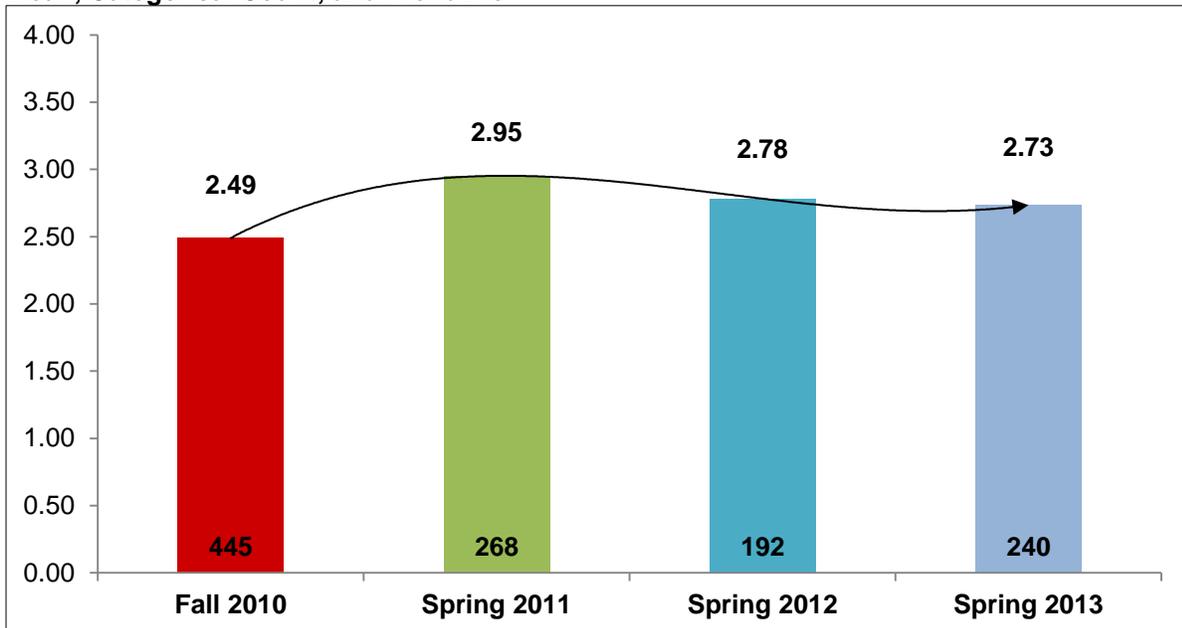
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.73	240	0.236	.627
Spring 2012	2.78	192		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.20	1.04	25
	FT Faculty	2.75	.98	53
	Classified	2.85	1.01	66
	Administrator	3.29	.92	17
	Unspecified	2.67	1.11	79
	<b>Overall</b>	<b>2.73</b>	<b>1.05</b>	<b>240</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.25	1.05	53
	FT Faculty	3.00	.93	52
	Classified	2.88	.85	64
	Administrator	3.26	.69	23
	<b>Overall</b>	<b>2.78</b>	<b>.97</b>	<b>192</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.69	.92	58
	FT Faculty	3.10	.83	86
	Classified	2.86	.80	90
	Administrator	3.26	.79	34
	<b>Overall</b>	<b>2.95</b>	<b>.85</b>	<b>268</b>

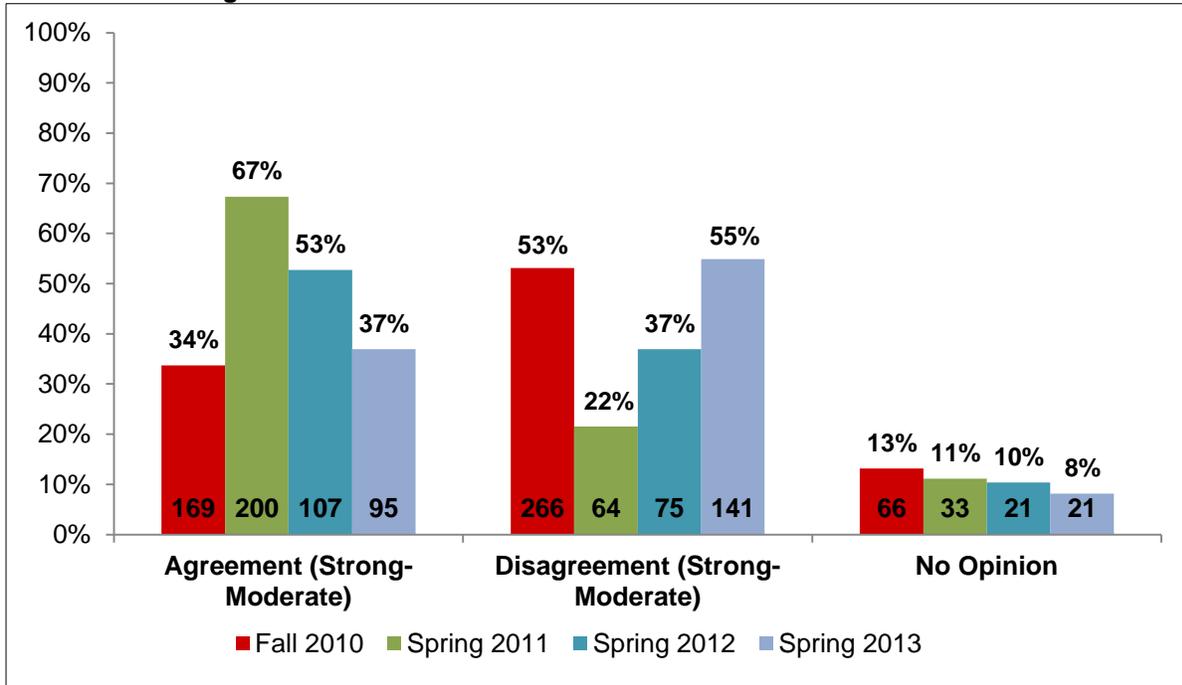
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.23	1.01	94
	FT Faculty	2.53	1.06	120
	Classified	2.45	.95	190
	Administrator	3.12	.93	41
	<b>Overall</b>	<b>2.49</b>	<b>1.01</b>	<b>445</b>

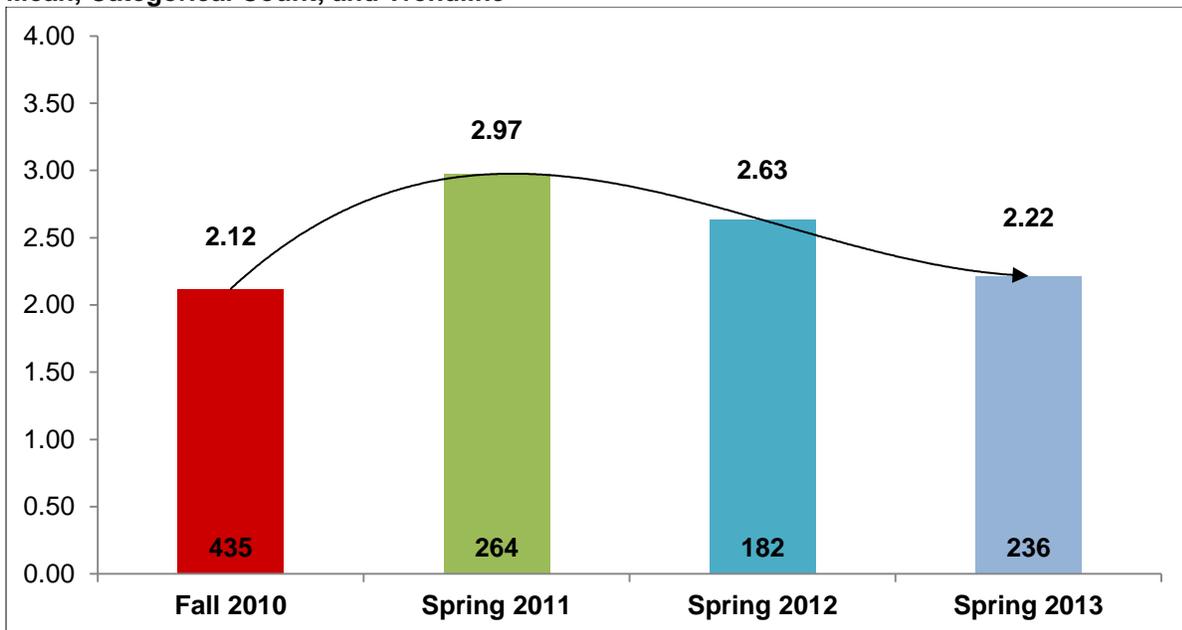
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

**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.**

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

**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.**

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.22	236	17.014	.000
Spring 2012	2.63	182		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.04	1.04	24
	FT Faculty	2.00	.92	53
	Classified	2.31	1.07	64
	Administrator	2.88	1.02	16
	Unspecified	2.20	.99	79
	<b>Overall</b>	<b>2.22</b>	<b>1.02</b>	<b>236</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.40	1.06	53
	FT Faculty	2.88	.96	50
	Classified	2.50	1.05	58
	Administrator	3.00	.84	21
	<b>Overall</b>	<b>2.63</b>	<b>1.03</b>	<b>182</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.98	1.00	58
	FT Faculty	3.13	.92	86
	Classified	2.74	.96	87
	Administrator	3.18	.73	33
<b>Overall</b>	<b>2.97</b>	<b>.94</b>	<b>264</b>	

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.23	1.03	83
	FT Faculty	1.82	1.00	124
	Classified	2.09	.97	188
	Administrator	2.98	.95	40
<b>Overall</b>	<b>2.12</b>	<b>1.03</b>	<b>435</b>	

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

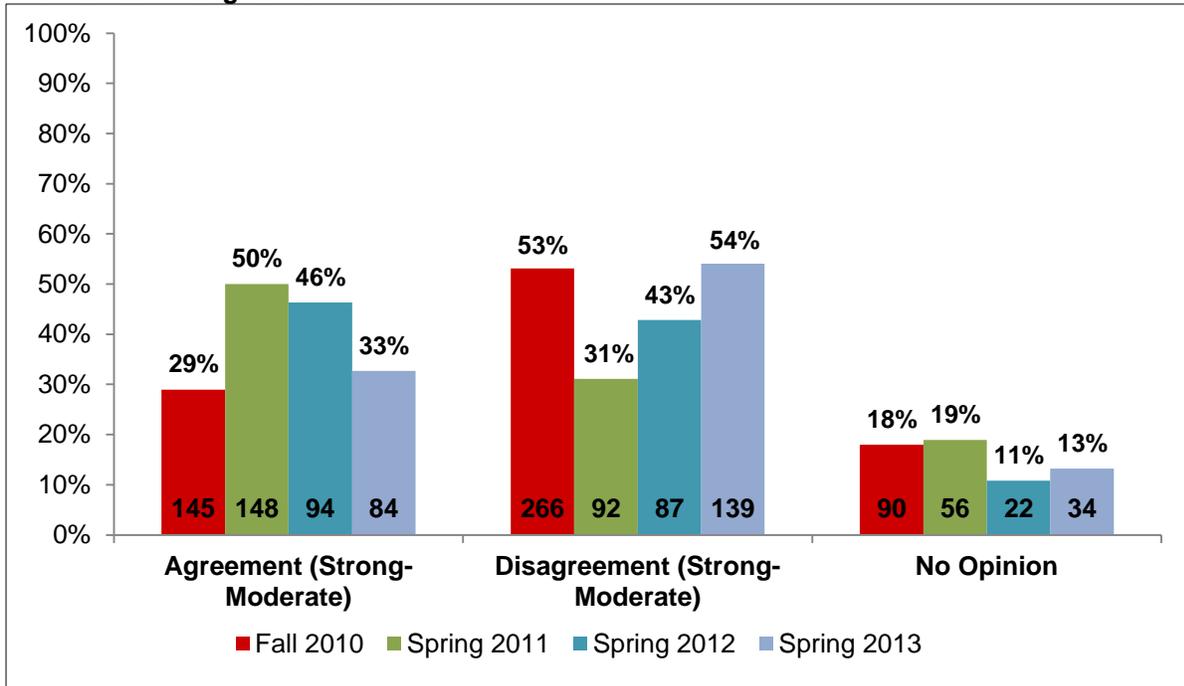
Group V questions (Q15-Q17) relate to WASC Standard IV.A. These questions concentrate on leadership and governance, specifically, decision-making roles and processes, and the organization of the Governing Board and administration.

Notable findings for the current and earlier survey administration periods:

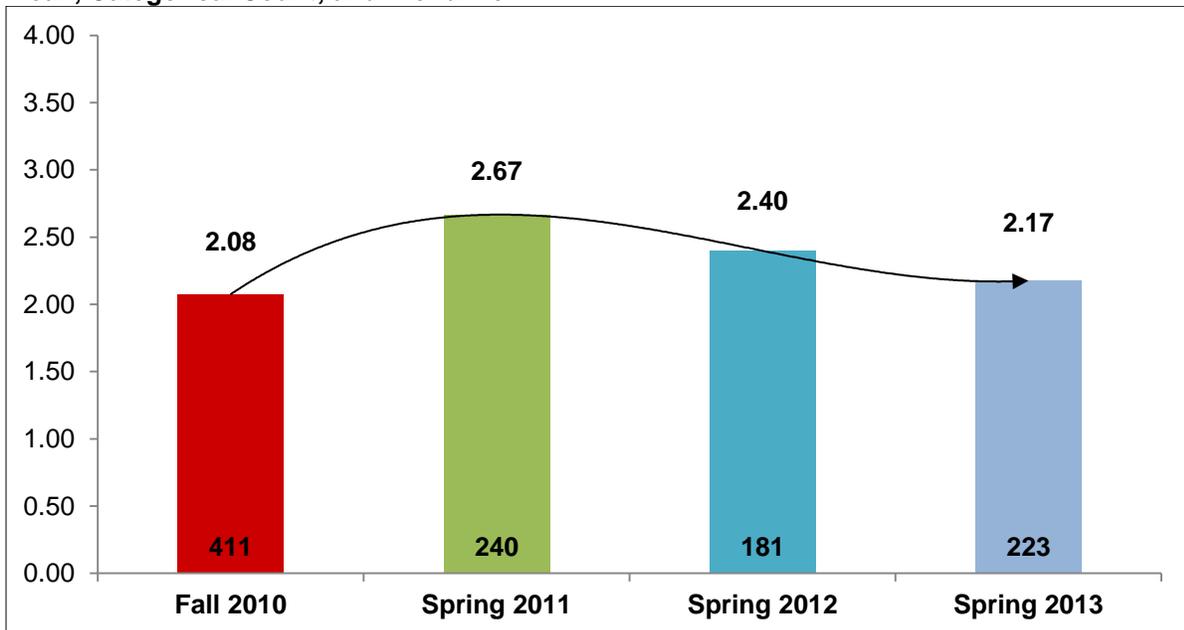
- The percentage of respondents who agreed with the statement that the Academic Senate and Classified Staff have a “substantive and clearly defined role in the shared planning and decision-making process” (Q16, Q17) experienced a statistically significant decrease.
- In regard to individual role (Q15), more than half of respondents felt they did not have a “substantive and clearly defined role in the shared planning and decision-making process.” A statistically significant decline also occurs for this query.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.17	223	4.646	.032
Spring 2012	2.40	181		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.92	1.18	24
	FT Faculty	2.13	.97	52
	Classified	2.16	.96	57
	Administrator	2.81	1.05	16
	Unspecified	2.16	1.03	74
	<b>Overall</b>	<b>2.17</b>	<b>1.03</b>	<b>223</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.91	1.01	53
	FT Faculty	2.78	1.04	50
	Classified	2.33	.97	57
	Administrator	2.90	.77	21
	<b>Overall</b>	<b>2.40</b>	<b>1.04</b>	<b>181</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.48	1.07	50
	FT Faculty	2.89	.96	84
	Classified	2.32	.97	76
	Administrator	3.23	.77	30
	<b>Overall</b>	<b>2.67</b>	<b>1.01</b>	<b>240</b>

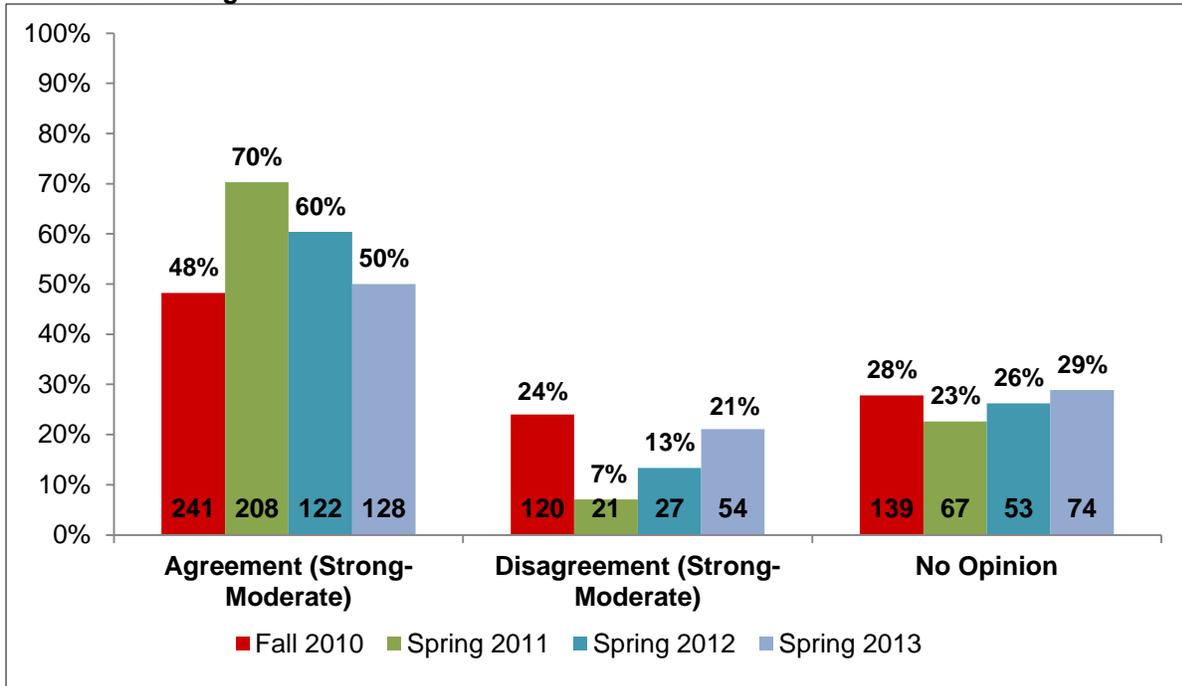
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.97	.98	90
	FT Faculty	2.08	1.04	115
	Classified	1.91	.97	170
	Administrator	3.11	.92	36
	<b>Overall</b>	<b>2.08</b>	<b>1.04</b>	<b>411</b>

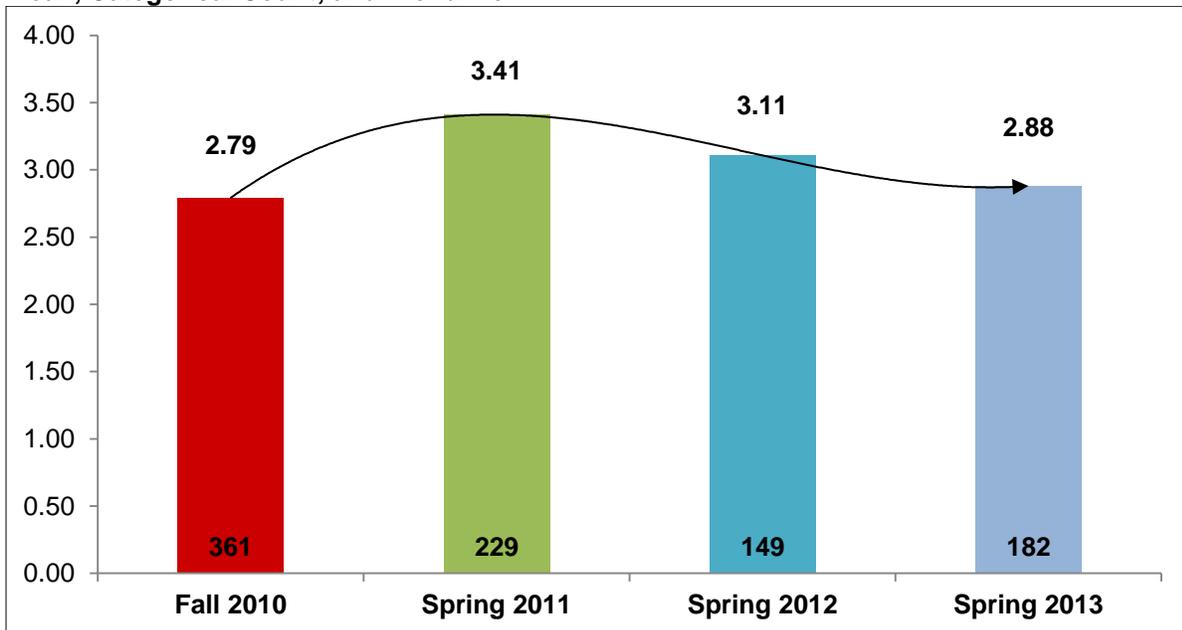
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.88	182	5.248	.023
Spring 2012	3.11	149		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.89	.81	19
	FT Faculty	2.74	.88	50
	Classified	2.97	1.11	36
	Administrator	3.07	.92	14
	Unspecified	2.89	.86	63
	<b>Overall</b>	<b>2.88</b>	<b>.91</b>	<b>182</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.00	.92	39
	FT Faculty	3.27	.87	48
	Classified	3.00	.87	41
	Administrator	3.14	.91	21
	<b>Overall</b>	<b>3.11</b>	<b>.87</b>	<b>149</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.39	.76	49
	FT Faculty	3.46	.72	85
	Classified	3.39	.72	66
	Administrator	3.34	.77	29
	<b>Overall</b>	<b>3.41</b>	<b>.73</b>	<b>229</b>

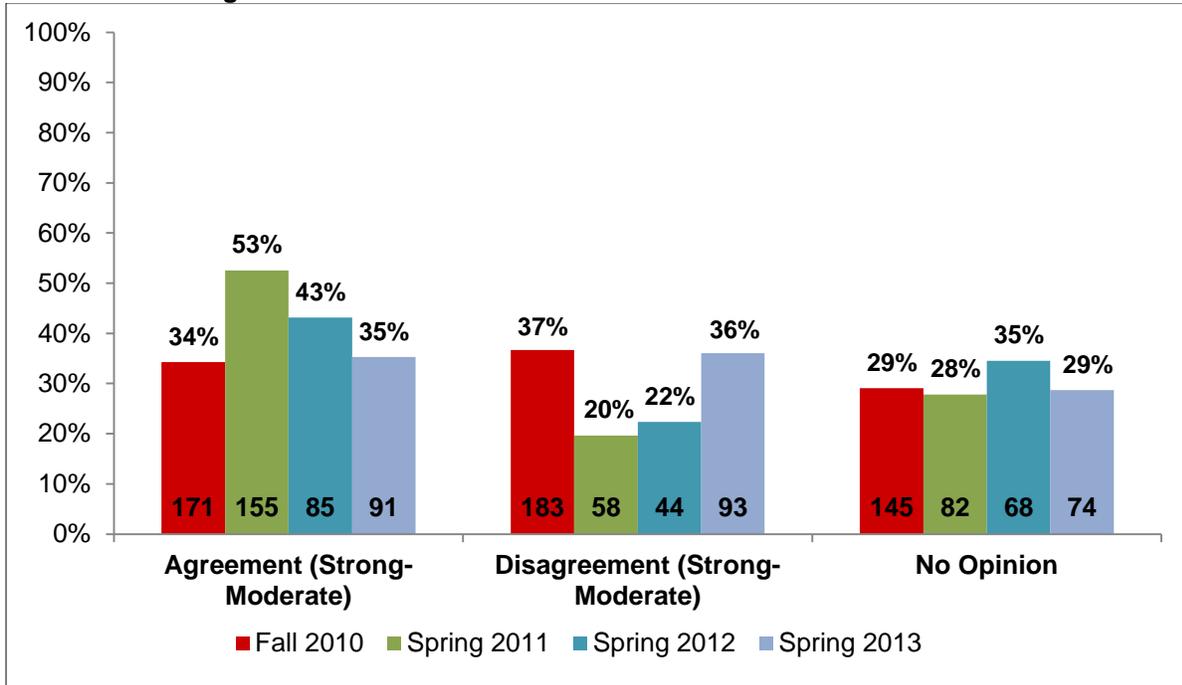
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.80	.97	74
	FT Faculty	2.79	.95	117
	Classified	2.69	.96	132
	Administrator	3.16	.95	38
	<b>Overall</b>	<b>2.79</b>	<b>.96</b>	<b>361</b>

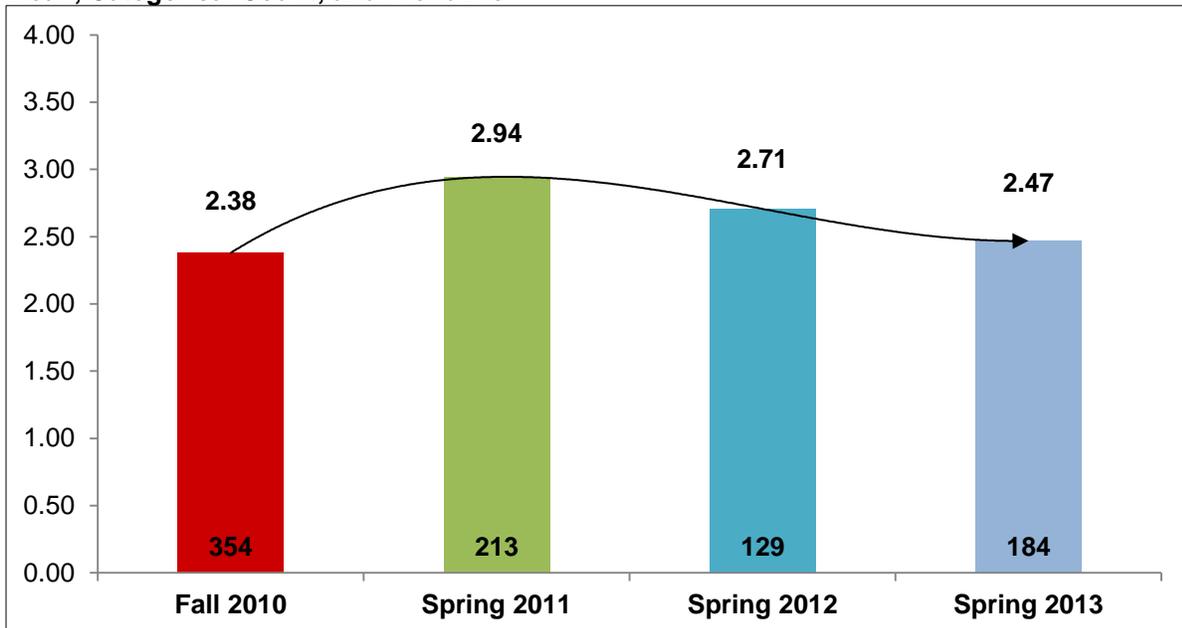
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.47	184	4.475	.035
Spring 2012	2.71	129		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.69	.95	13
	FT Faculty	2.40	.91	35
	Classified	2.25	.96	61
	Administrator	2.92	.86	13
	Unspecified	2.58	1.00	62
	<b>Overall</b>	<b>2.47</b>	<b>.97</b>	<b>184</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.79	.88	24
	FT Faculty	2.88	.91	32
	Classified	2.36	1.06	55
	Administrator	3.33	.69	18
	<b>Overall</b>	<b>2.71</b>	<b>1.00</b>	<b>129</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.07	.80	29
	FT Faculty	3.13	.83	67
	Classified	2.72	.97	86
	Administrator	3.03	.84	31
	<b>Overall</b>	<b>2.94</b>	<b>.90</b>	<b>213</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.62	.92	60
	FT Faculty	2.36	1.09	76
	Classified	2.17	1.02	183
	Administrator	3.09	.92	35
	<b>Overall</b>	<b>2.38</b>	<b>1.05</b>	<b>354</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

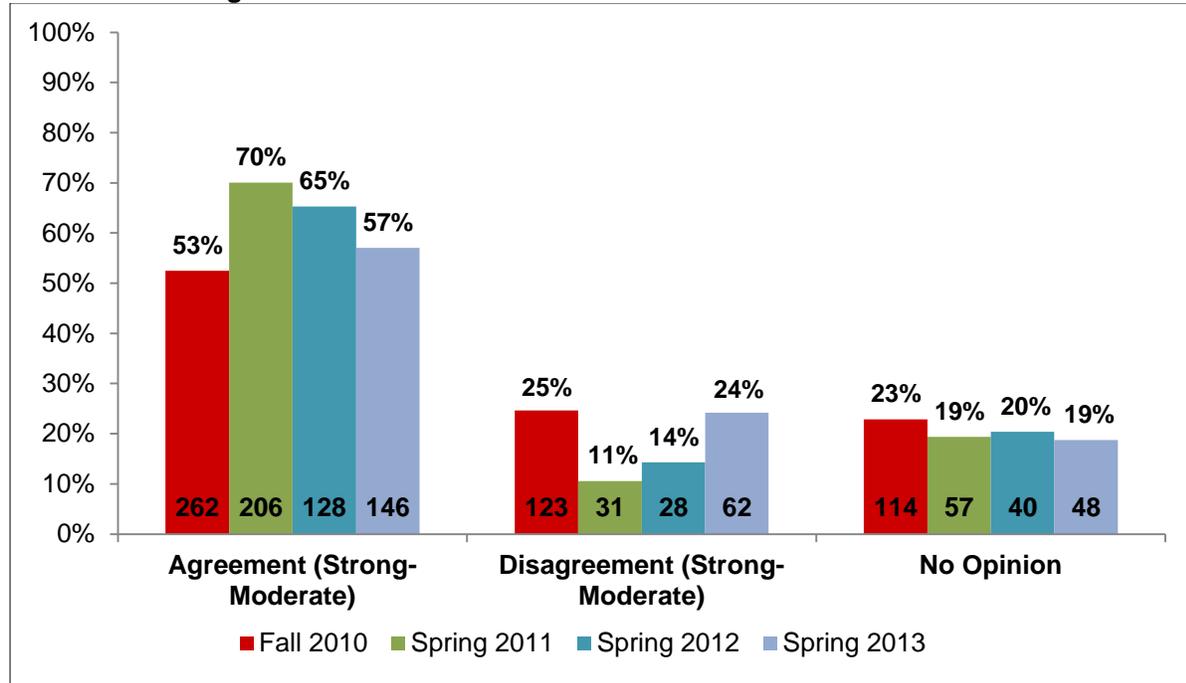
The Group VI question (Q18) relates to WASC Standard IV.A. This question focuses on leadership and governance, specifically, decision-making roles and processes, and the organization of the governing board and administration.

Notable findings for the current and earlier survey administration periods:

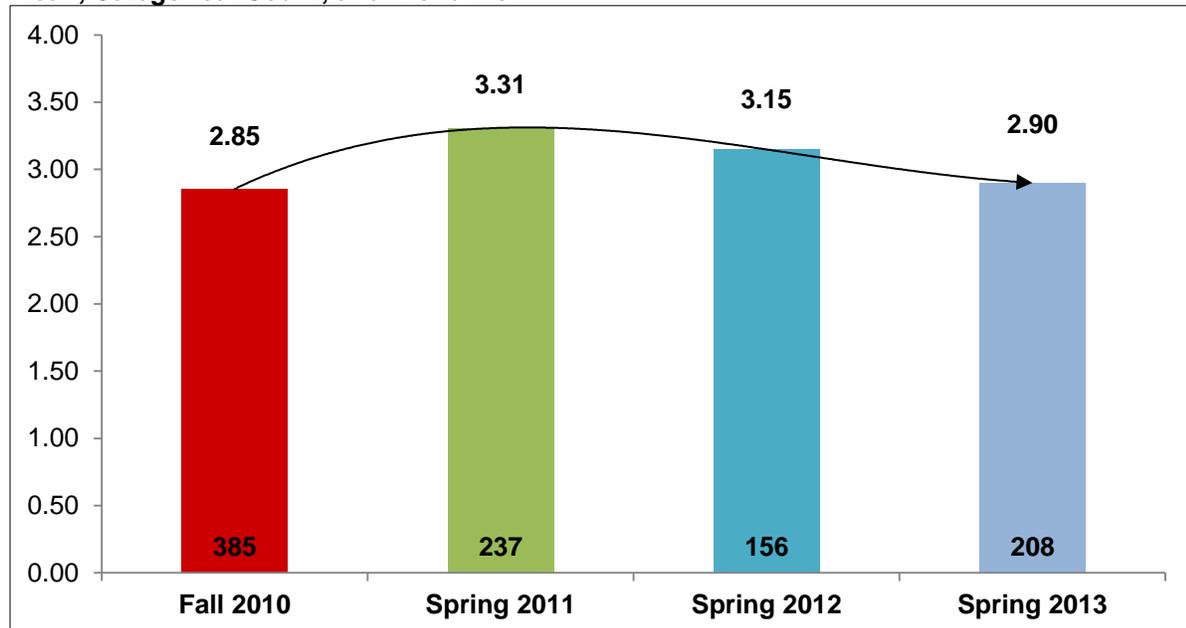
- This (single) group query item experienced a statistically significant decrease from spring 2012 to spring 2013.
- However, a majority (57%) of all respondents are in agreement with the statement that “Administrators have a substantive and clearly defined role in the shared planning and decision-making process.”

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



No Opinion excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.90	208	6.454	.011
Spring 2012	3.15	156		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.28	.57	18
	FT Faculty	2.73	.97	52
	Classified	3.06	.93	51
	Administrator	3.00	.76	15
	Unspecified	2.79	1.07	72
	<b>Overall</b>	<b>2.90</b>	<b>.97</b>	<b>208</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.08	.94	38
	FT Faculty	3.20	.73	45
	Classified	3.25	.82	51
	Administrator	2.91	1.07	22
	<b>Overall</b>	<b>3.15</b>	<b>.86</b>	<b>156</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.24	.77	45
	FT Faculty	3.40	.70	81
	Classified	3.36	.76	78
	Administrator	3.06	.79	33
	<b>Overall</b>	<b>3.31</b>	<b>.75</b>	<b>237</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.67	.99	78
	FT Faculty	2.82	1.08	107
	Classified	2.91	.99	161
	Administrator	3.10	.88	39
	<b>Overall</b>	<b>2.85</b>	<b>1.01</b>	<b>385</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

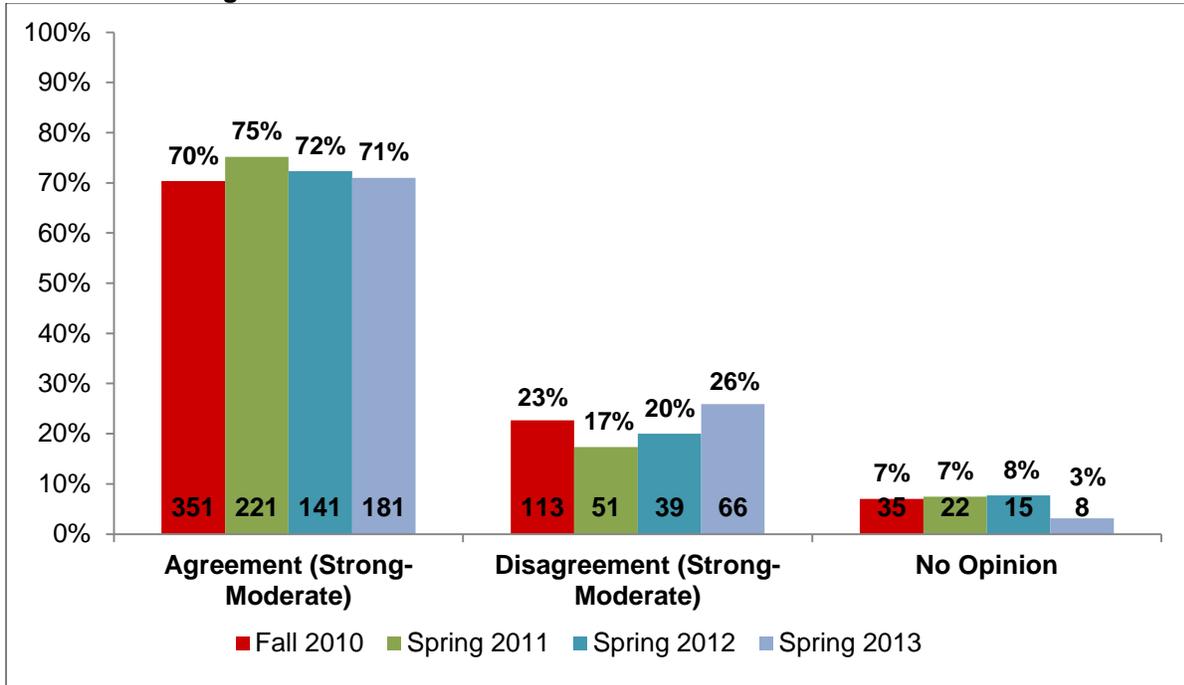
The Group VII question (Q19) relates to WASC Standard IV.A. This question focuses on leadership and governance, specifically, decision-making roles and process, and the organization of the governing board and administration.

Notable findings for the current and earlier survey administration periods:

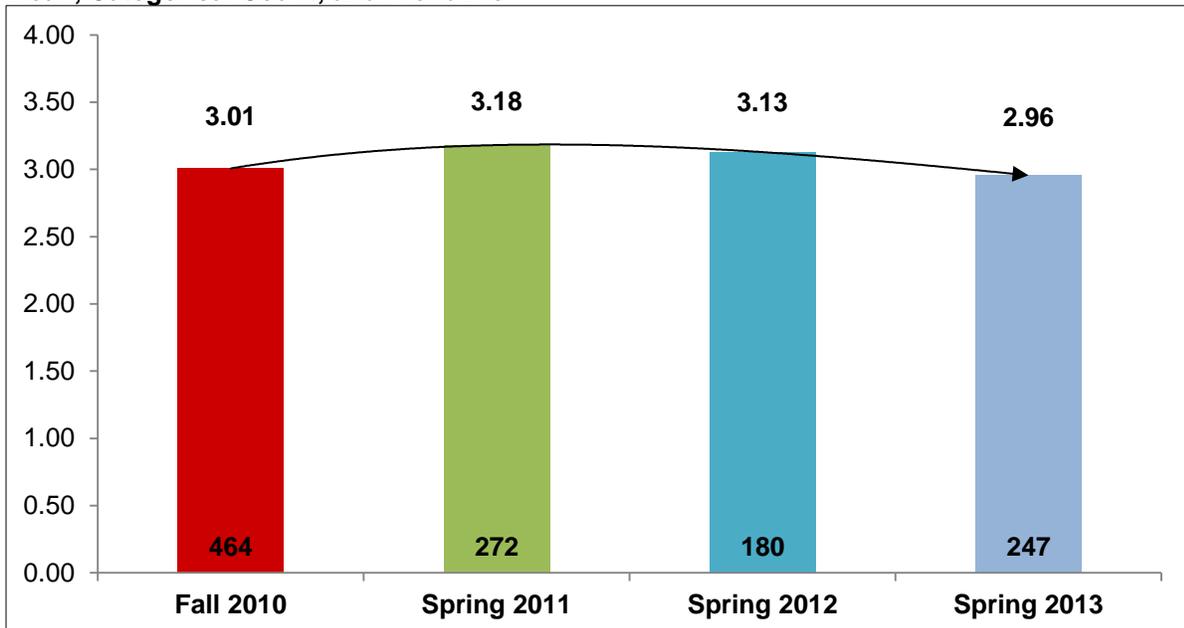
- For this (single) group query item, survey responses did not undergo a statistically significant change.
- Seventy-one percent (71%) of respondents are in agreement with the statement that “Representatives of my constituency group (e.g., faculty, classified, administrators) provide me with timely and accurate information.”

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.96	247	3.200	.074
Spring 2012	3.13	180		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.00	.89	26
	FT Faculty	2.84	.98	55
	Classified	3.00	1.03	69
	Administrator	3.20	.94	15
	Unspecified	2.94	1.06	82
	<b>Overall</b>	<b>2.96</b>	<b>1.01</b>	<b>247</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.09	.96	46
	FT Faculty	3.20	.96	51
	Classified	3.07	.95	60
	Administrator	3.22	.95	23
	<b>Overall</b>	<b>3.13</b>	<b>.95</b>	<b>180</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.18	.93	62
	FT Faculty	3.19	.90	88
	Classified	3.17	1.00	90
	Administrator	3.19	.69	32
	<b>Overall</b>	<b>3.18</b>	<b>.91</b>	<b>272</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.90	.98	94
	FT Faculty	3.17	.88	127
	Classified	2.92	.95	204
	Administrator	3.15	.75	39
	<b>Overall</b>	<b>3.01</b>	<b>.93</b>	<b>464</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

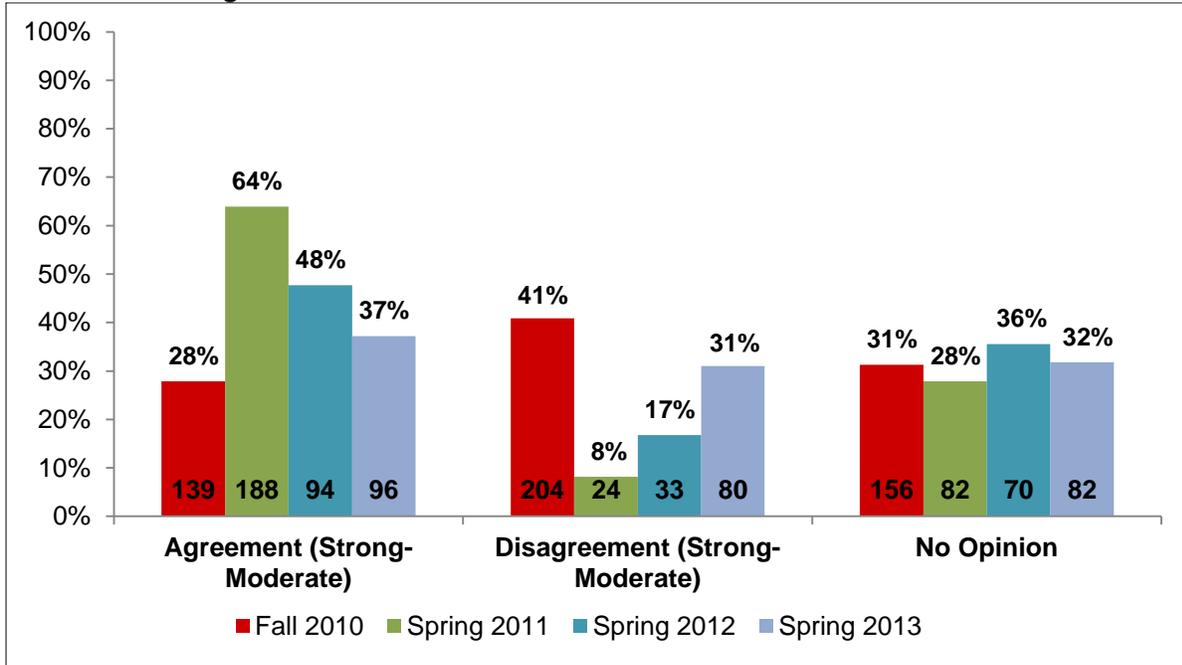
The Group VIII question (Q20) relates to WASC Standard II.A, II.B, and II.C. This question relates to the importance of an institution for offering high-quality academic programs, student support services, library, and learning support services, as these institutional resources permit the achievement of student learning outcomes sought by the institution.

Notable findings for the current and earlier survey administration periods:

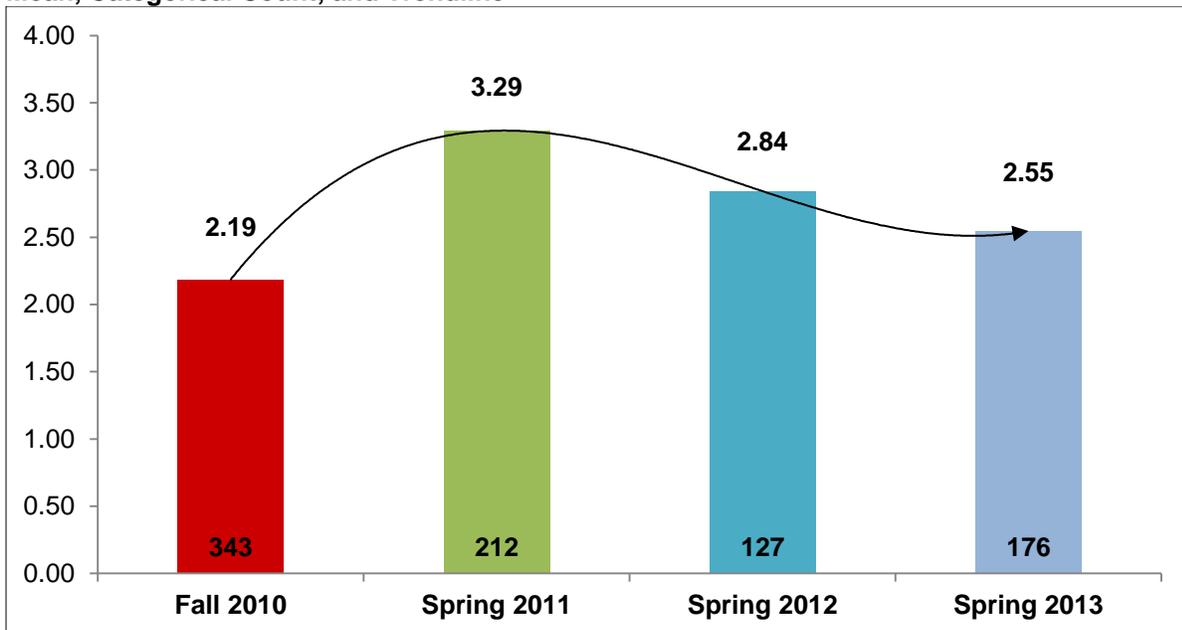
- Nearly one-third (31%) of respondents conveyed disagreement with the statement that the “Governing Board and Superintendent/President rely on the faculty, the Academic Senate and Curriculum Committee, and Academic Administrators for recommendations about student learning programs and services.” This query item experienced a statistically significant decrease in the mean score from spring 2012.
- Among self-identified employee groups, Administrators were found to have the highest mean score rating. The lowest mean score rating occurred among full-time faculty members.

**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.**

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

<b>Test of statistical significance: spring 2012 to spring 2013</b>				
<b>Distribution Period</b>	<b>Overall Mean Score</b>	<b>N</b>	<b>ANOVA</b>	<b>ANOVA p-value</b>
Spring 2013	2.55	176	5.789	.017
Spring 2012	2.84	127		

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

<b>Spring 2013</b>	<b>Position</b>	<b>Mean Score</b>	<b>Standard Deviation</b>	<b>n</b>
	PT Faculty	2.82	1.01	17
	FT Faculty	2.07	.95	44
	Classified	2.97	1.06	36
	Administrator	3.33	.90	15
	Unspecified	2.38	1.02	64
	<b>Overall</b>	<b>2.55</b>	<b>1.07</b>	<b>176</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

<b>Spring 2012</b>	<b>Position</b>	<b>Mean Score</b>	<b>Standard Deviation</b>	<b>n</b>
	PT Faculty	2.67	1.16	30
	FT Faculty	2.83	1.07	41
	Classified	2.78	1.05	36
	Administrator	3.25	.79	20
	<b>Overall</b>	<b>2.84</b>	<b>1.05</b>	<b>127</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

<b>Spring 2011</b>	<b>Position</b>	<b>Mean Score</b>	<b>Standard Deviation</b>	<b>n</b>
	PT Faculty	3.21	.83	43
	FT Faculty	3.31	.80	78
	Classified	3.21	.70	62
	Administrator	3.55	.57	29
	<b>Overall</b>	<b>3.29</b>	<b>.75</b>	<b>212</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

<b>Fall 2010</b>	<b>Position</b>	<b>Mean Score</b>	<b>Standard Deviation</b>	<b>n</b>
	PT Faculty	2.20	1.01	69
	FT Faculty	1.83	1.01	109
	Classified	2.22	1.02	125
	Administrator	3.03	.83	40
	<b>Overall</b>	<b>2.19</b>	<b>1.05</b>	<b>343</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

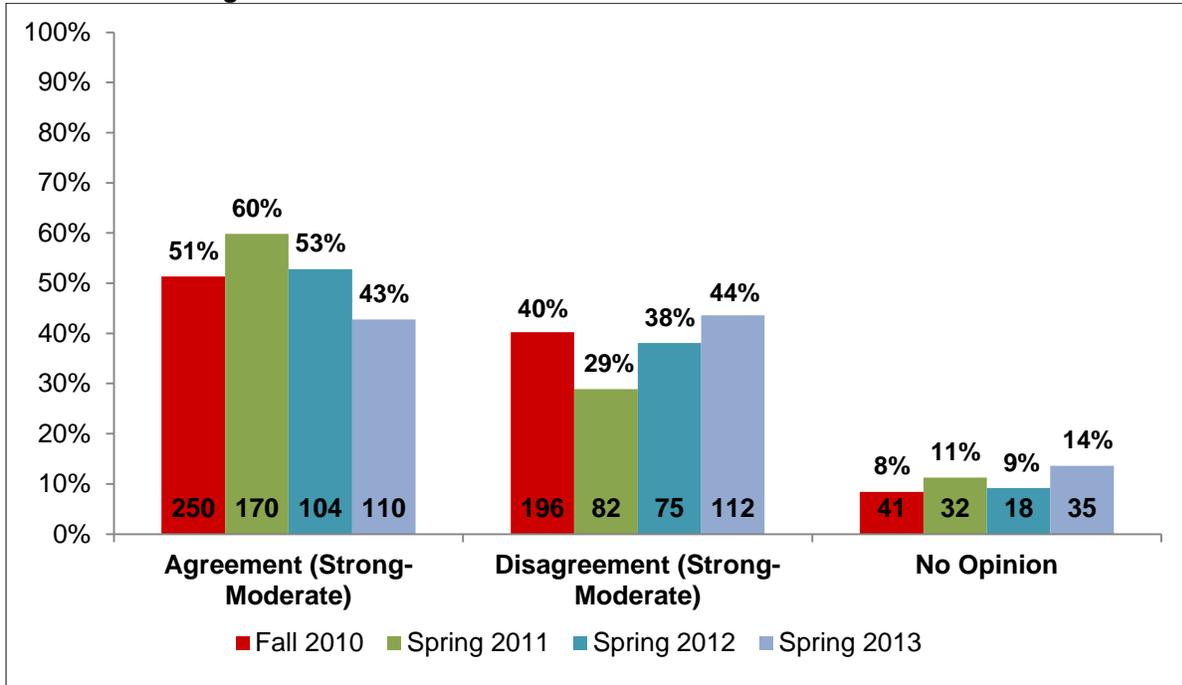
Group IX questions (Q21-Q29) relate to WASC Standard III.A, which focuses on the institution’s human resources unit. Addressed specifically within the standard is the need for commitment by the institution to employ qualified personnel in support of student learning programs and services, and to improve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

Notable findings for the current and earlier survey administration period:

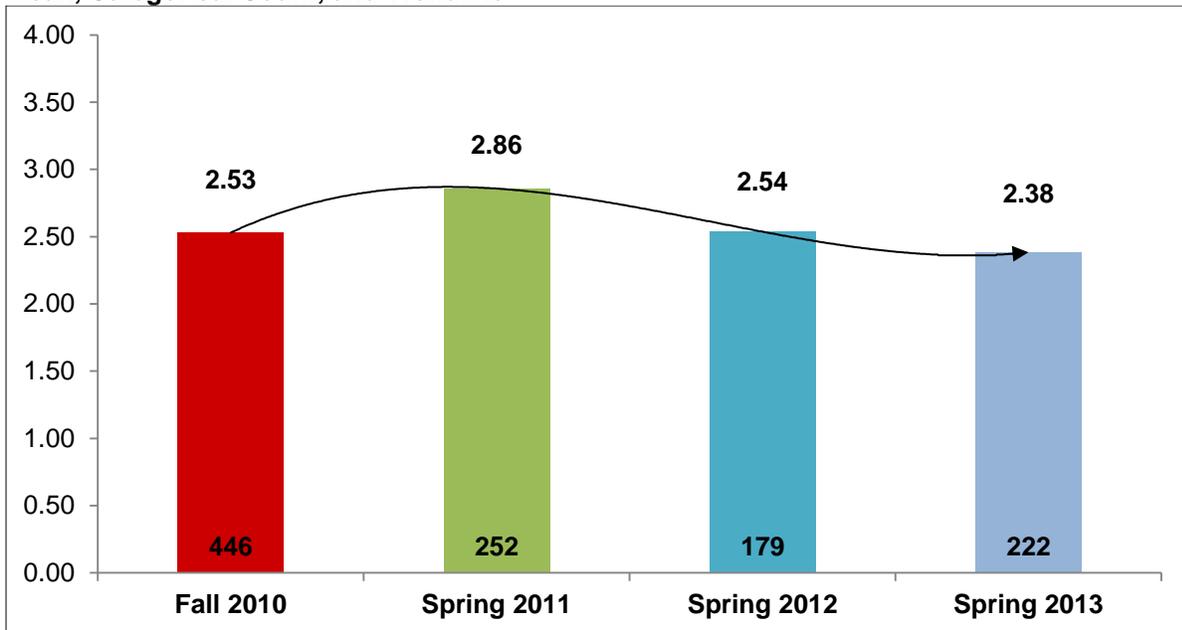
- The percentage of respondents who agreed that SWC demonstrates its commitment to addressing issues of equity and diversity increased from spring 2012 to spring 2013 (Q23a)—however, the mean did not achieve a statistically significant threshold.
- The percentage of respondents who agreed with the statement that services are provided fairly to all, and that employee orientation and staff development training were helpful and appropriate, increased in relation to Staff Development (Q24b, Q27b).
- Half of all respondents agreed that performance evaluations are provided in a timely manner and applied fairly to all employees (Q25).
- The percentage of respondents who agreed that hiring, promotion, and equal employment practices are clearly stated, followed and applied fairly, remained relatively unchanged in terms of agreement at forty-six percent (Q26).

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.38	222	2.243	.135
Spring 2012	2.54	179		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.04	1.04	26
	FT Faculty	2.47	1.04	47
	Classified	2.42	1.04	64
	Administrator	2.79	.80	14
	Unspecified	2.34	1.09	71
	<b>Overall</b>	<b>2.38</b>	<b>1.05</b>	<b>222</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.35	1.04	48
	FT Faculty	2.92	.99	48
	Classified	2.39	.94	61
	Administrator	2.50	.80	22
	<b>Overall</b>	<b>2.54</b>	<b>.98</b>	<b>179</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.96	1.19	55
	FT Faculty	3.10	.89	79
	Classified	2.54	1.05	87
	Administrator	2.94	1.03	31
	<b>Overall</b>	<b>2.86</b>	<b>1.05</b>	<b>252</b>

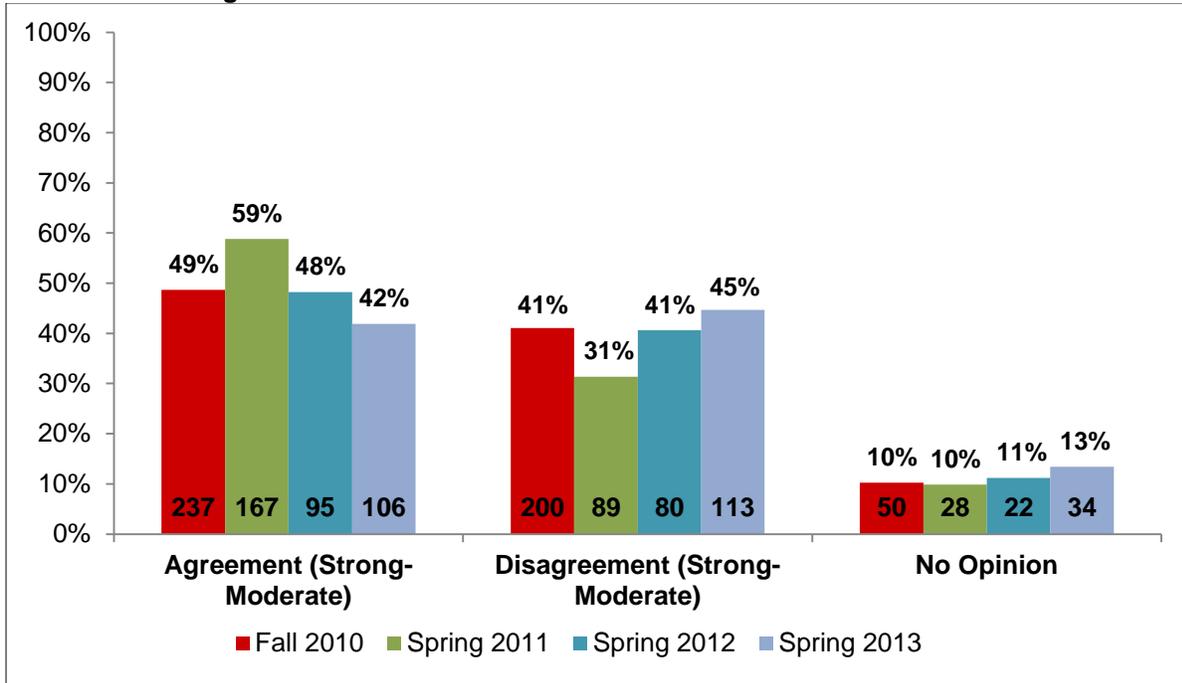
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.54	1.08	89
	FT Faculty	2.59	1.04	117
	Classified	2.43	1.04	200
	Administrator	2.83	.98	40
	<b>Overall</b>	<b>2.53</b>	<b>1.04</b>	<b>446</b>

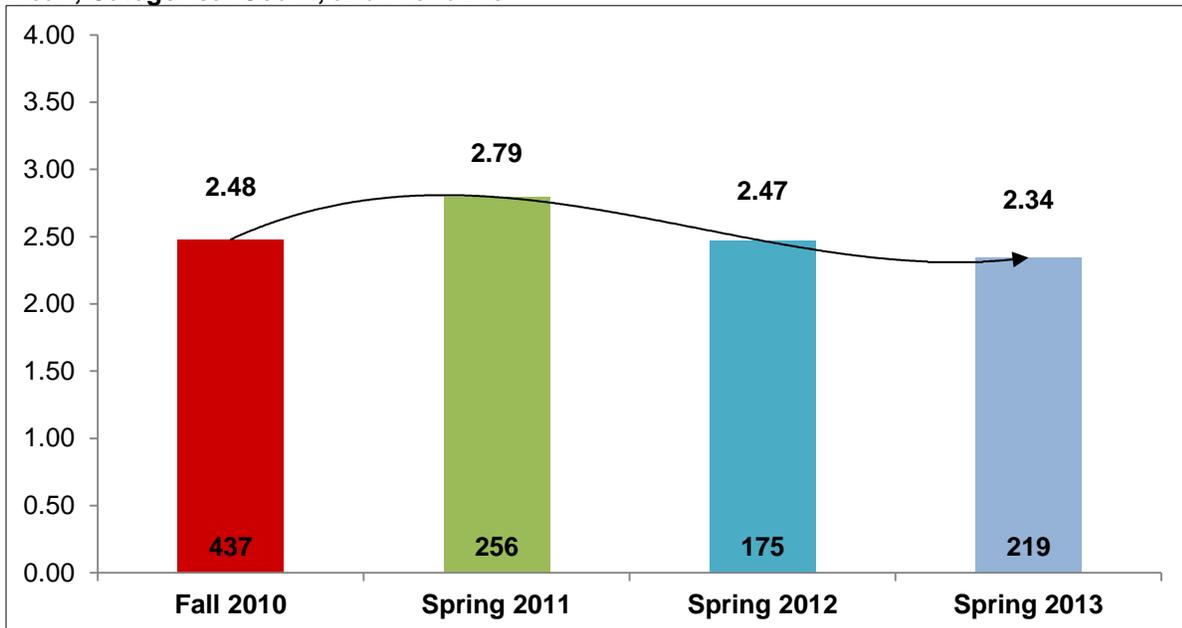
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.34	219	1.469	.226
Spring 2012	2.47	175		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.96	1.08	24
	FT Faculty	2.58	.87	45
	Classified	2.29	1.06	65
	Administrator	2.86	.77	14
	Unspecified	2.27	1.08	71
	<b>Overall</b>	<b>2.34</b>	<b>1.03</b>	<b>219</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.20	1.07	46
	FT Faculty	2.82	.95	44
	Classified	2.33	1.02	63
	Administrator	2.73	.88	22
	<b>Overall</b>	<b>2.47</b>	<b>1.02</b>	<b>175</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.89	1.20	56
	FT Faculty	2.99	.97	80
	Classified	2.51	1.12	89
	Administrator	2.94	.85	31
	<b>Overall</b>	<b>2.79</b>	<b>1.08</b>	<b>256</b>

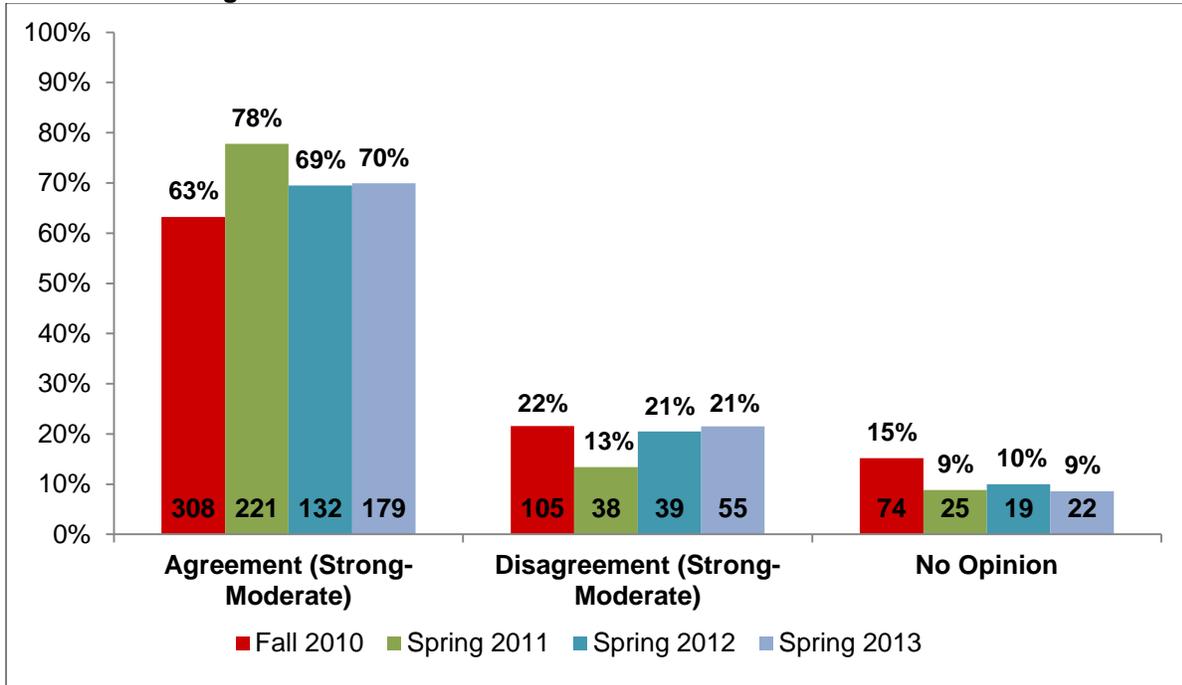
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.50	1.07	86
	FT Faculty	2.54	1.06	114
	Classified	2.36	1.07	199
	Administrator	2.89	.92	38
	<b>Overall</b>	<b>2.48</b>	<b>1.06</b>	<b>437</b>

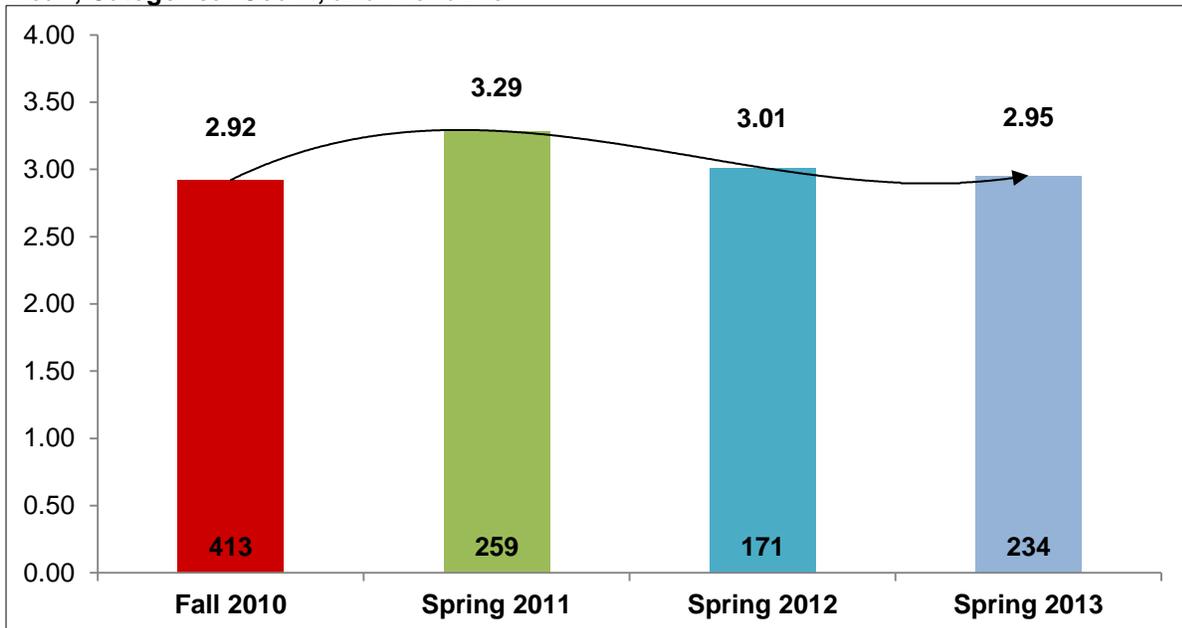
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.95	234	0.379	.539
Spring 2012	3.01	171		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.04	.93	25
	FT Faculty	3.00	.96	49
	Classified	2.92	.90	66
	Administrator	3.19	.66	16
	Unspecified	2.87	.97	78
	<b>Overall</b>	<b>2.95</b>	<b>.92</b>	<b>234</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.00	1.03	48
	FT Faculty	3.23	.91	44
	Classified	2.91	1.01	57
	Administrator	2.86	.94	22
	<b>Overall</b>	<b>3.01</b>	<b>.98</b>	<b>171</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.48	.77	60
	FT Faculty	3.54	.66	80
	Classified	3.01	.93	88
	Administrator	3.03	.98	31
	<b>Overall</b>	<b>3.29</b>	<b>.86</b>	<b>259</b>

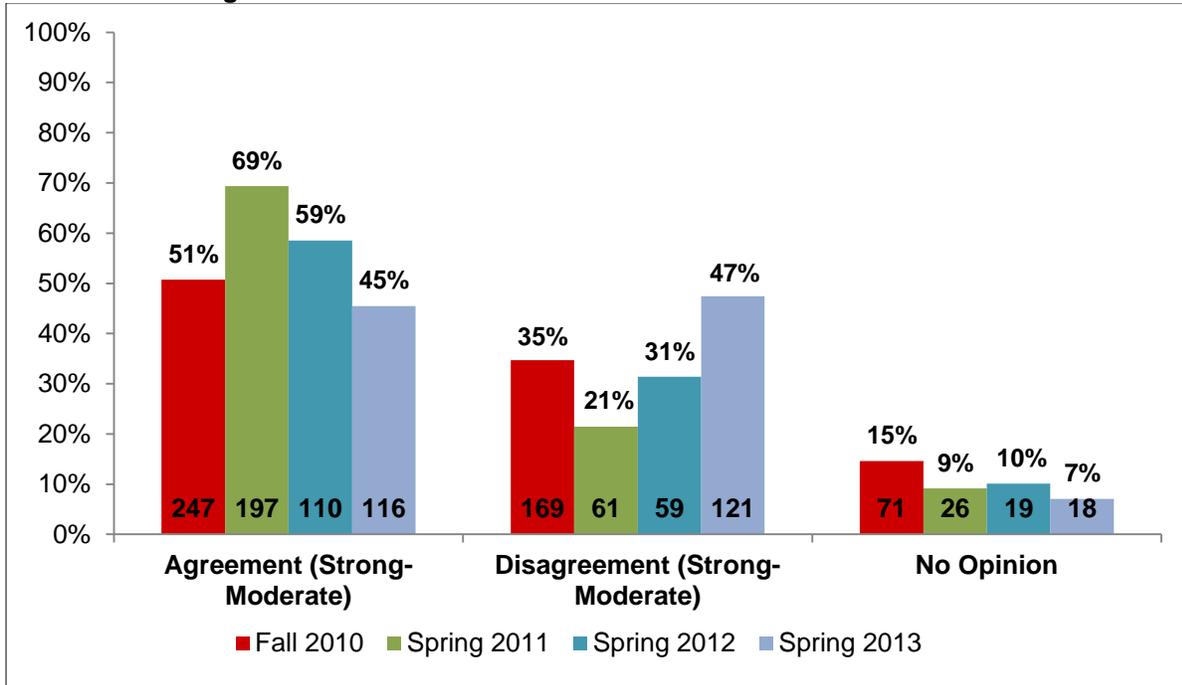
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.11	.88	84
	FT Faculty	2.93	.97	112
	Classified	2.77	.98	179
	Administrator	3.18	.83	38
	<b>Overall</b>	<b>2.92</b>	<b>.95</b>	<b>413</b>

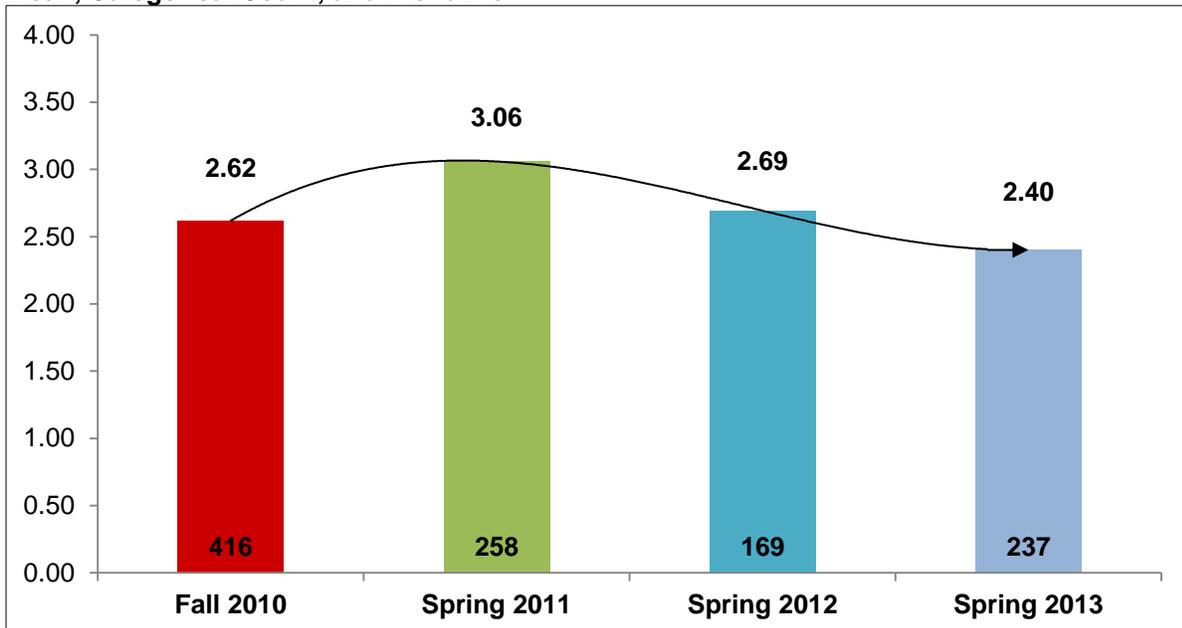
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.40	237	8.044	.005
Spring 2012	2.69	169		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.26	1.13	27
	FT Faculty	2.46	.93	50
	Classified	2.37	.94	65
	Administrator	2.88	.72	16
	Unspecified	2.34	1.05	79
	<b>Overall</b>	<b>2.40</b>	<b>.99</b>	<b>237</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.59	1.15	46
	FT Faculty	3.00	1.05	43
	Classified	2.52	1.01	58
	Administrator	2.77	.97	22
	<b>Overall</b>	<b>2.69</b>	<b>1.06</b>	<b>169</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.17	.98	60
	FT Faculty	3.34	.88	79
	Classified	2.75	1.01	88
	Administrator	3.00	.82	31
	<b>Overall</b>	<b>3.06</b>	<b>.97</b>	<b>258</b>

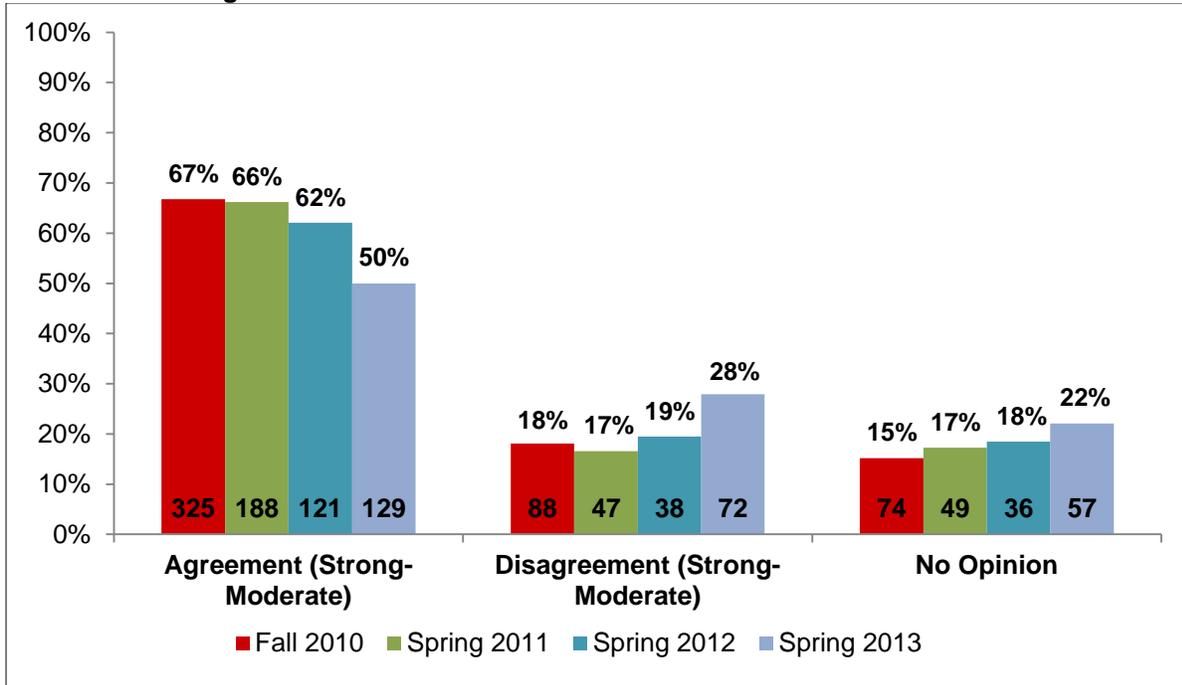
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.77	1.02	84
	FT Faculty	2.61	1.01	114
	Classified	2.47	1.02	180
	Administrator	3.00	.77	38
	<b>Overall</b>	<b>2.62</b>	<b>1.01</b>	<b>416</b>

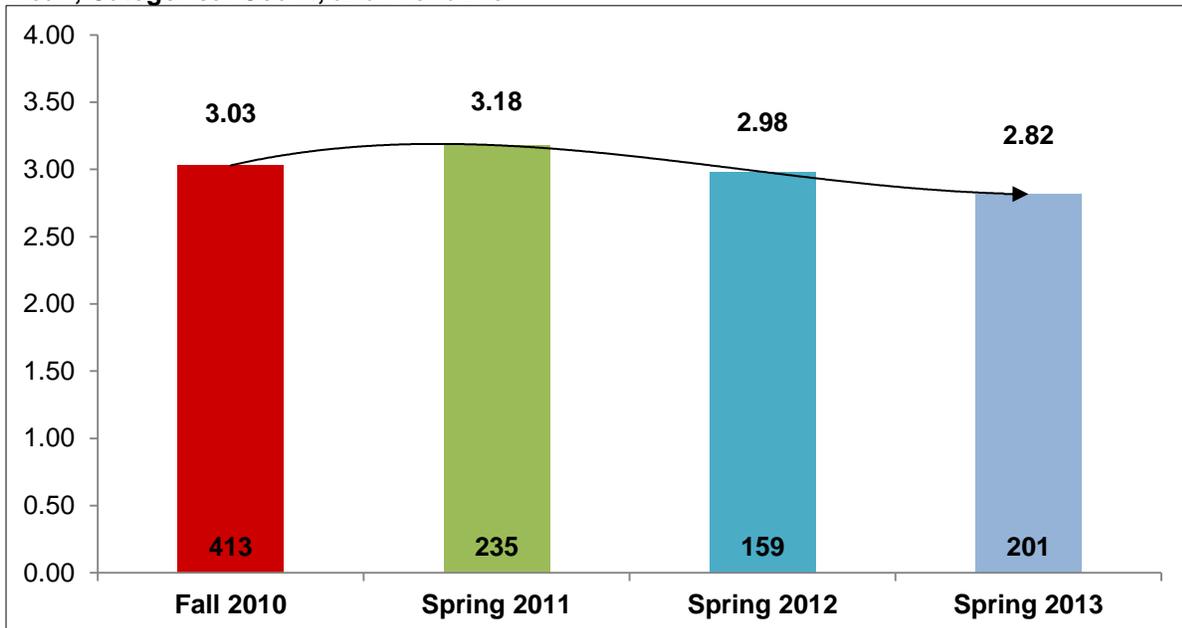
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.82	201	2.376	.124
Spring 2012	2.98	159		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.85	1.12	26
	FT Faculty	2.76	.98	37
	Classified	3.05	.94	56
	Administrator	2.77	.93	13
	Unspecified	2.65	1.17	69
	<b>Overall</b>	<b>2.82</b>	<b>1.06</b>	<b>201</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.94	.98	50
	FT Faculty	3.31	.92	39
	Classified	2.86	.95	50
	Administrator	2.75	.79	20
	<b>Overall</b>	<b>2.98</b>	<b>.94</b>	<b>159</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.44	.80	52
	FT Faculty	3.40	.80	73
	Classified	3.03	.98	80
	Administrator	2.60	1.04	30
	<b>Overall</b>	<b>3.18</b>	<b>.97</b>	<b>235</b>

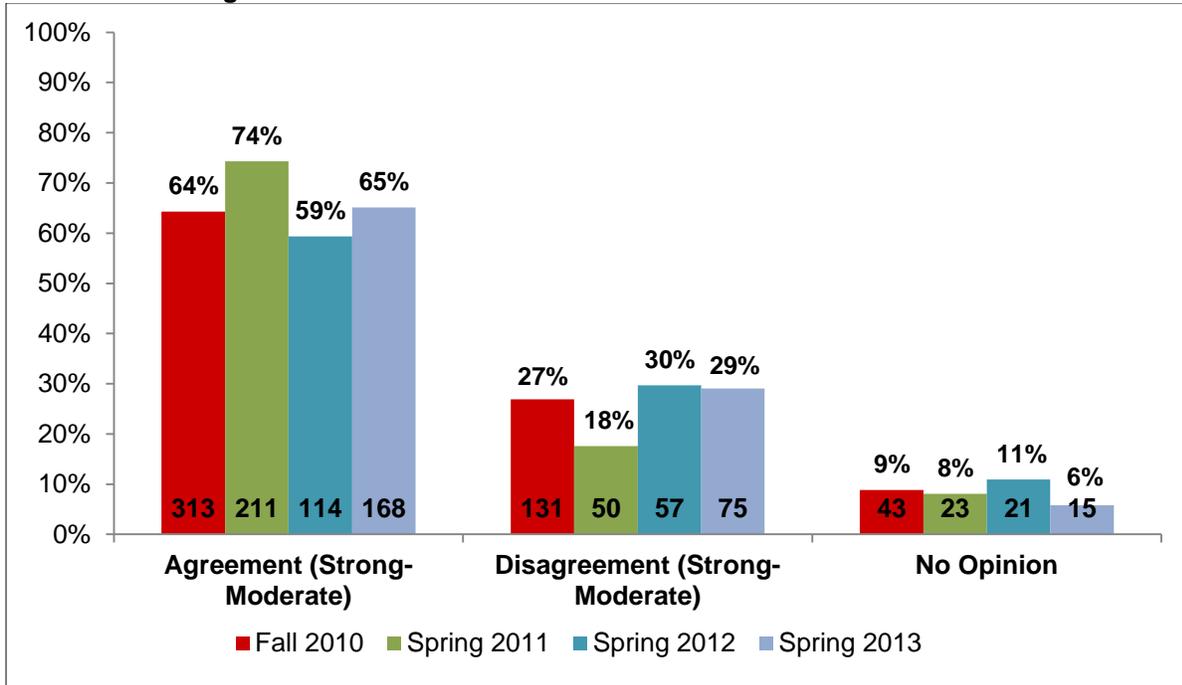
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.97	1.03	89
	FT Faculty	3.07	.86	107
	Classified	3.07	.94	180
	Administrator	2.84	1.12	37
	<b>Overall</b>	<b>3.03</b>	<b>.96</b>	<b>413</b>

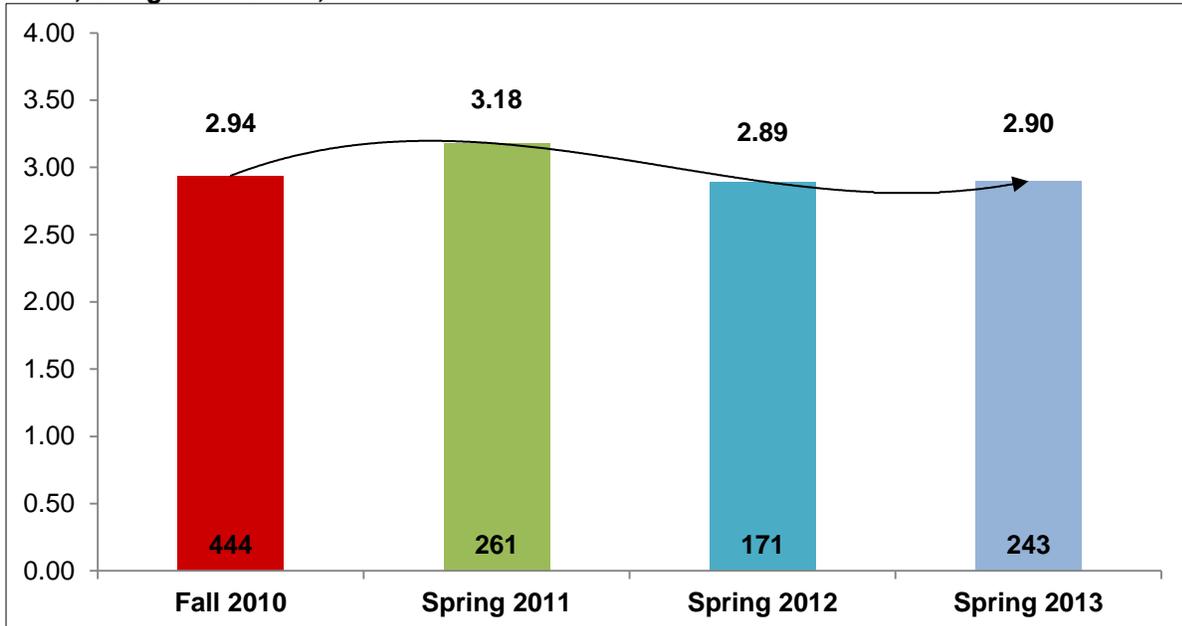
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.90	243	0.001	.982
Spring 2012	2.89	171		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.04	1.06	27
	FT Faculty	2.92	.99	48
	Classified	2.93	1.05	69
	Administrator	2.47	.80	17
	Unspecified	2.90	1.04	82
	<b>Overall</b>	<b>2.90</b>	<b>1.02</b>	<b>243</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.71	1.21	49
	FT Faculty	3.38	.89	45
	Classified	2.71	1.06	56
	Administrator	2.76	.94	21
	<b>Overall</b>	<b>2.89</b>	<b>1.08</b>	<b>171</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.33	.93	58
	FT Faculty	3.38	.83	82
	Classified	3.00	.99	90
	Administrator	2.87	.89	31
	<b>Overall</b>	<b>3.18</b>	<b>.93</b>	<b>261</b>

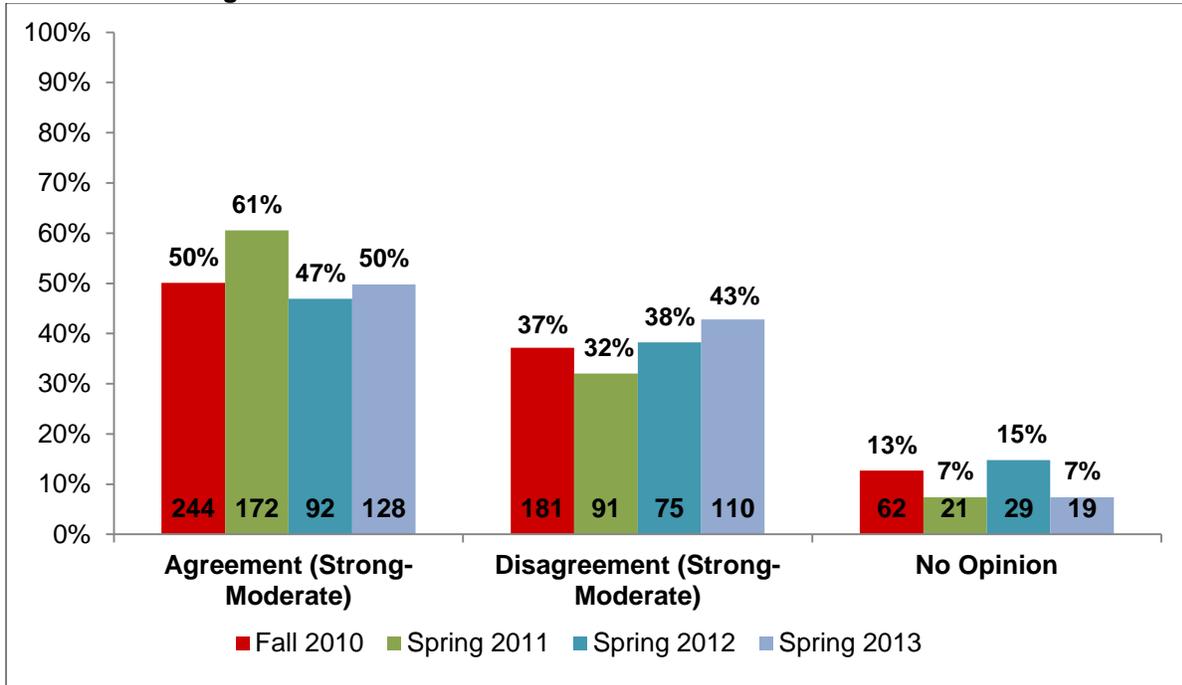
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.88	1.10	94
	FT Faculty	3.15	.90	114
	Classified	2.85	1.06	198
	Administrator	2.87	1.00	38
	<b>Overall</b>	<b>2.94</b>	<b>1.03</b>	<b>444</b>

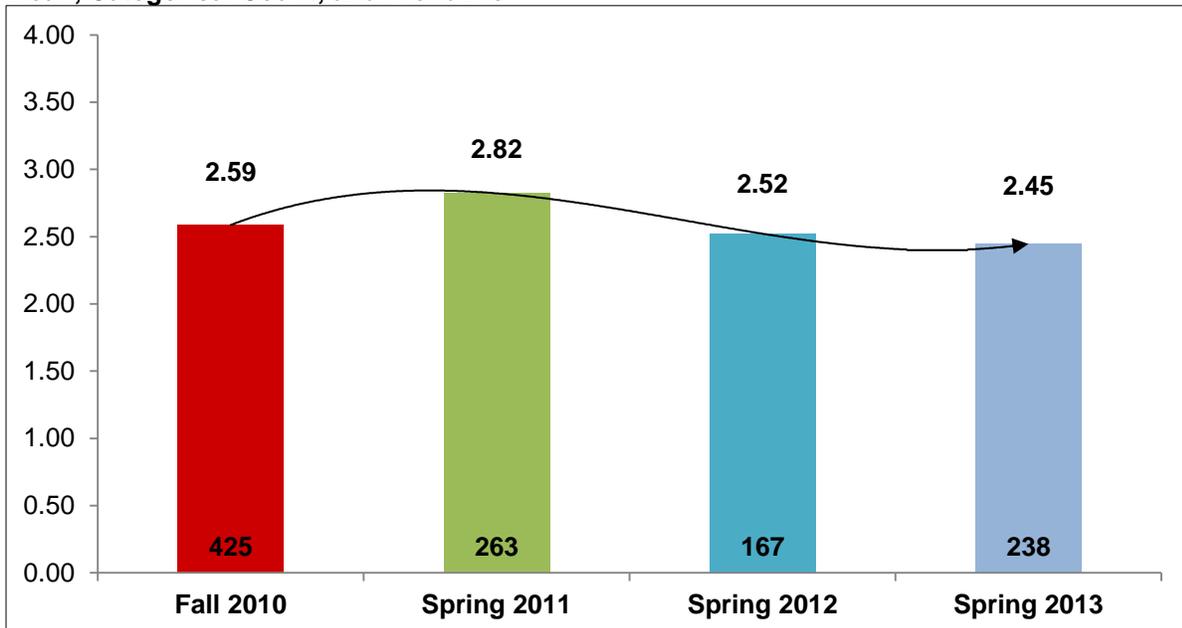
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.45	238	0.461	.498
Spring 2012	2.52	167		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.54	1.04	28
	FT Faculty	2.51	1.04	47
	Classified	2.39	1.11	69
	Administrator	2.53	.87	17
	Unspecified	2.40	1.18	77
	<b>Overall</b>	<b>2.45</b>	<b>1.09</b>	<b>238</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.76	1.11	51
	FT Faculty	2.81	1.07	42
	Classified	2.02	1.08	53
	Administrator	2.62	.97	21
	<b>Overall</b>	<b>2.52</b>	<b>1.12</b>	<b>167</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.23	.97	61
	FT Faculty	2.94	.95	80
	Classified	2.41	1.07	90
	Administrator	2.91	.78	32
	<b>Overall</b>	<b>2.82</b>	<b>1.02</b>	<b>263</b>

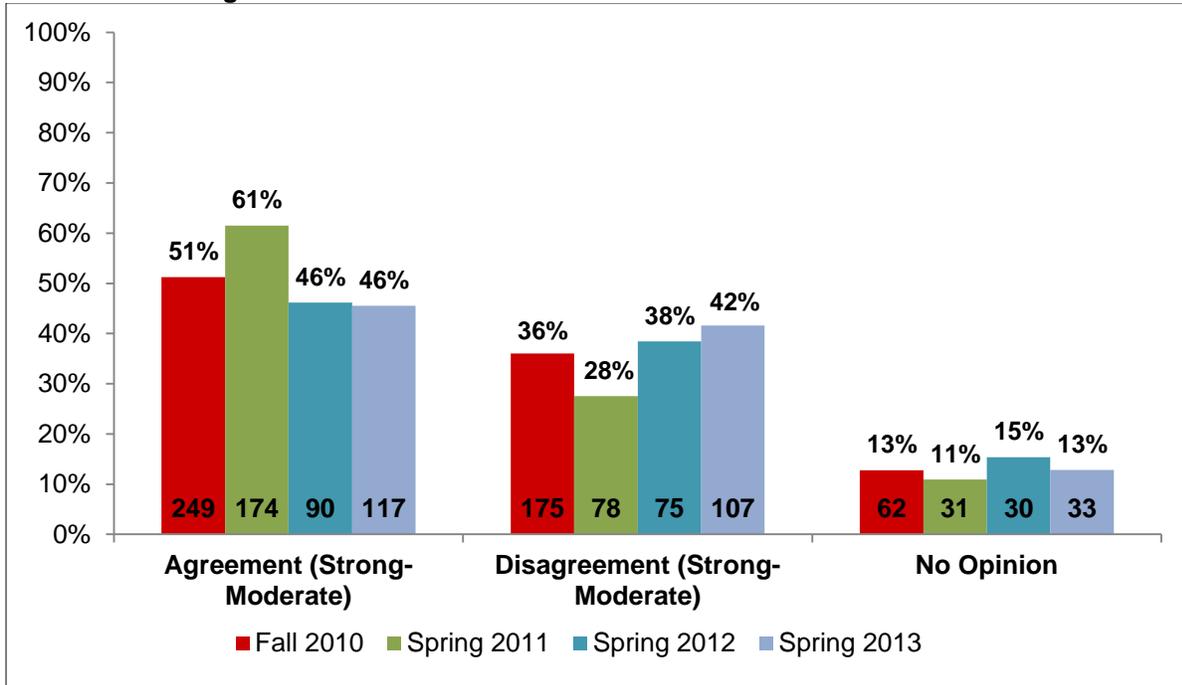
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.91	1.10	89
	FT Faculty	2.81	1.06	114
	Classified	2.25	1.12	182
	Administrator	2.75	.98	40
	<b>Overall</b>	<b>2.59</b>	<b>1.12</b>	<b>425</b>

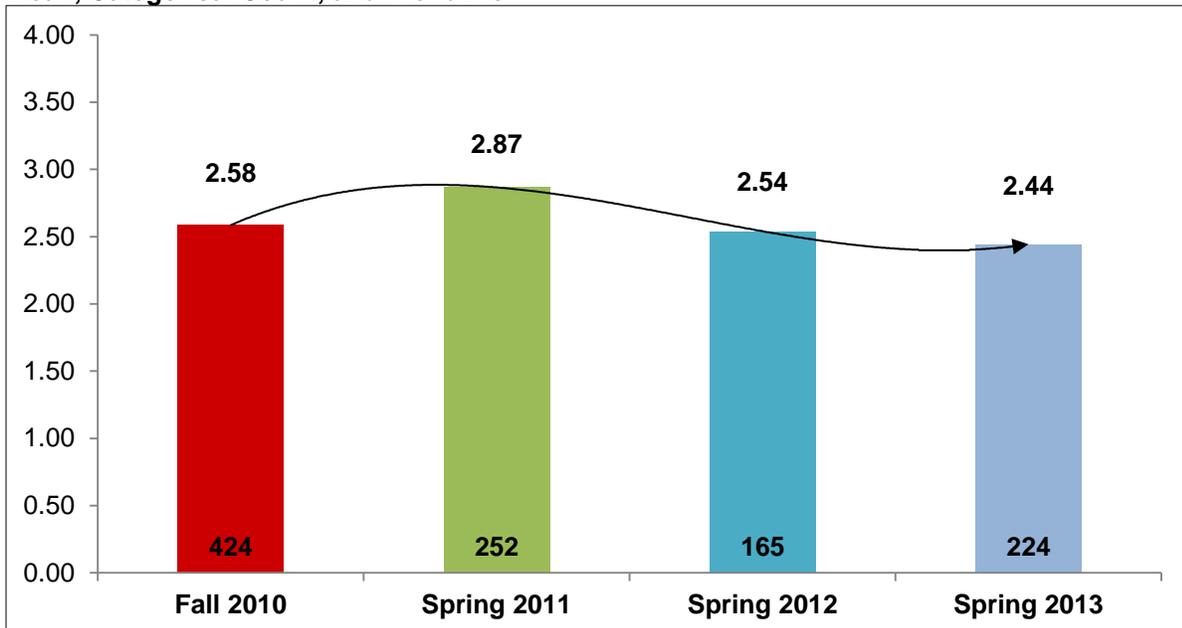
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.44	224	0.811	.368
Spring 2012	2.54	165		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.12	1.01	25
	FT Faculty	2.70	1.01	46
	Classified	2.44	1.11	66
	Administrator	2.81	.75	16
	Unspecified	2.31	1.12	71
	<b>Overall</b>	<b>2.44</b>	<b>1.07</b>	<b>224</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.47	1.10	43
	FT Faculty	2.84	1.07	45
	Classified	2.29	.94	55
	Administrator	2.68	.95	22
	<b>Overall</b>	<b>2.54</b>	<b>1.03</b>	<b>165</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.95	1.10	56
	FT Faculty	3.14	.99	76
	Classified	2.53	1.05	88
	Administrator	2.97	.82	32
	<b>Overall</b>	<b>2.87</b>	<b>1.04</b>	<b>252</b>

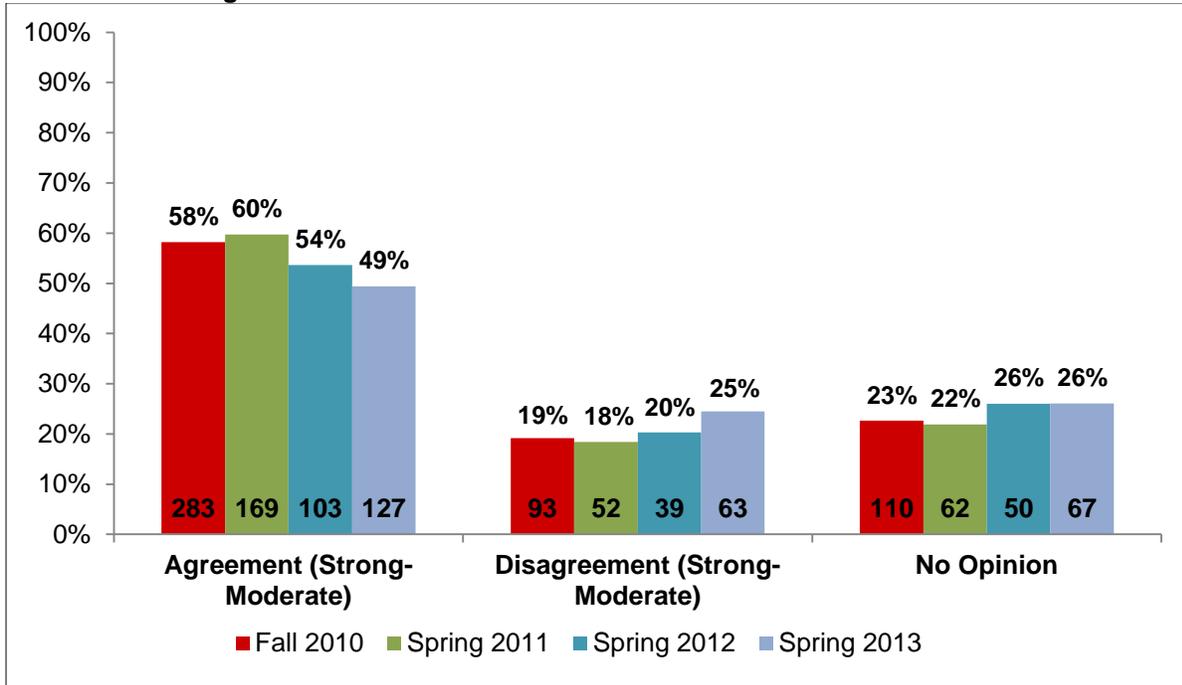
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.57	1.08	84
	FT Faculty	2.70	1.05	111
	Classified	2.45	1.10	192
	Administrator	2.95	1.00	37
	<b>Overall</b>	<b>2.58</b>	<b>1.08</b>	<b>424</b>

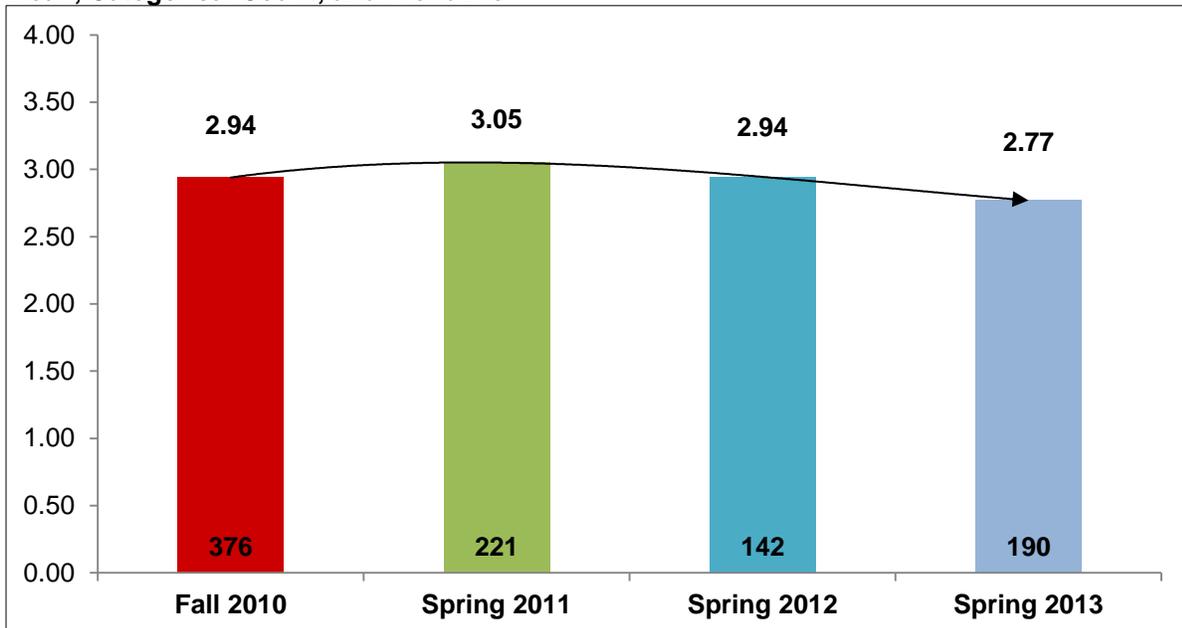
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

Histograms / Data Analysis

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.77	190	2.500	.115
Spring 2012	2.94	142		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.71	1.16	24
	FT Faculty	2.82	.98	38
	Classified	2.95	.88	56
	Administrator	2.27	.79	11
	Unspecified	2.69	1.06	61
	<b>Overall</b>	<b>2.77</b>	<b>1.00</b>	<b>190</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.02	.97	45
	FT Faculty	3.03	1.05	40
	Classified	2.85	1.01	41
	Administrator	2.75	1.00	16
	<b>Overall</b>	<b>2.94</b>	<b>1.00</b>	<b>142</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.47	.74	55
	FT Faculty	3.17	1.01	70
	Classified	2.85	1.05	67
	Administrator	2.41	1.15	29
	<b>Overall</b>	<b>3.05</b>	<b>1.03</b>	<b>221</b>

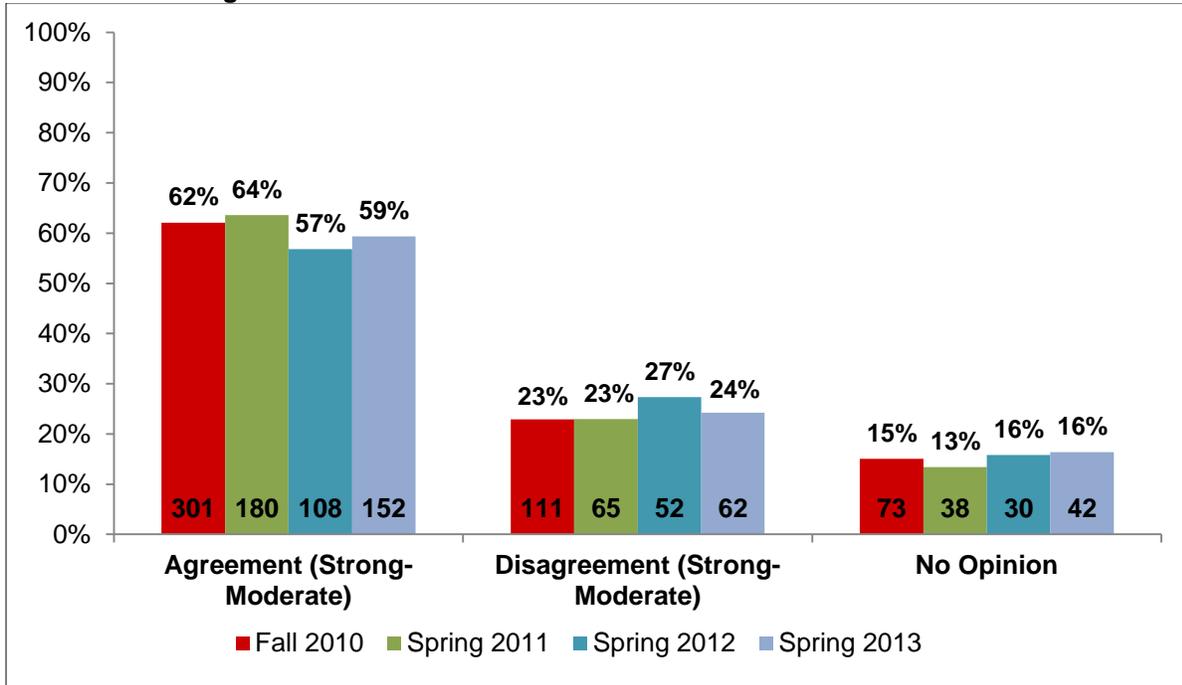
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.01	.99	84
	FT Faculty	2.98	.93	95
	Classified	2.96	.95	164
	Administrator	2.55	1.20	33
	<b>Overall</b>	<b>2.94</b>	<b>.98</b>	<b>376</b>

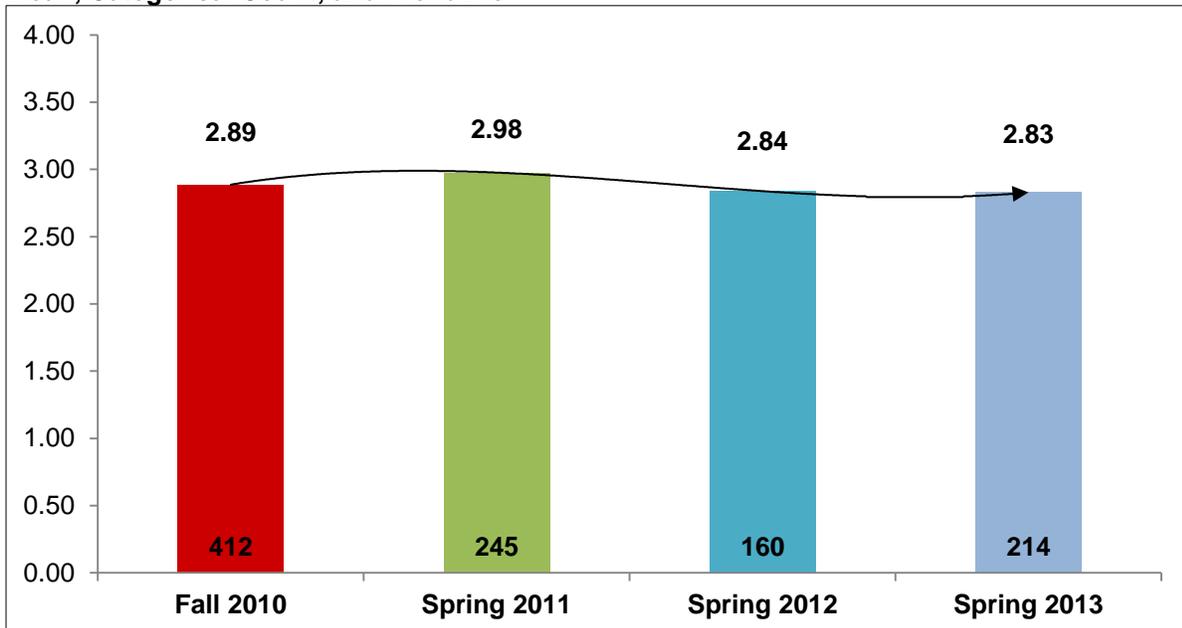
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.83	214	0.011	.918
Spring 2012	2.84	160		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.10	1.00	21
	FT Faculty	2.88	.89	48
	Classified	2.76	.93	59
	Administrator	2.77	.60	13
	Unspecified	2.78	1.02	73
	<b>Overall</b>	<b>2.83</b>	<b>.94</b>	<b>214</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.76	1.07	41
	FT Faculty	3.02	1.03	49
	Classified	2.61	1.02	49
	Administrator	3.10	.70	21
	<b>Overall</b>	<b>2.84</b>	<b>1.01</b>	<b>160</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.47	.72	55
	FT Faculty	3.07	.93	83
	Classified	2.71	1.05	79
	Administrator	2.46	1.07	28
	<b>Overall</b>	<b>2.98</b>	<b>1.00</b>	<b>245</b>

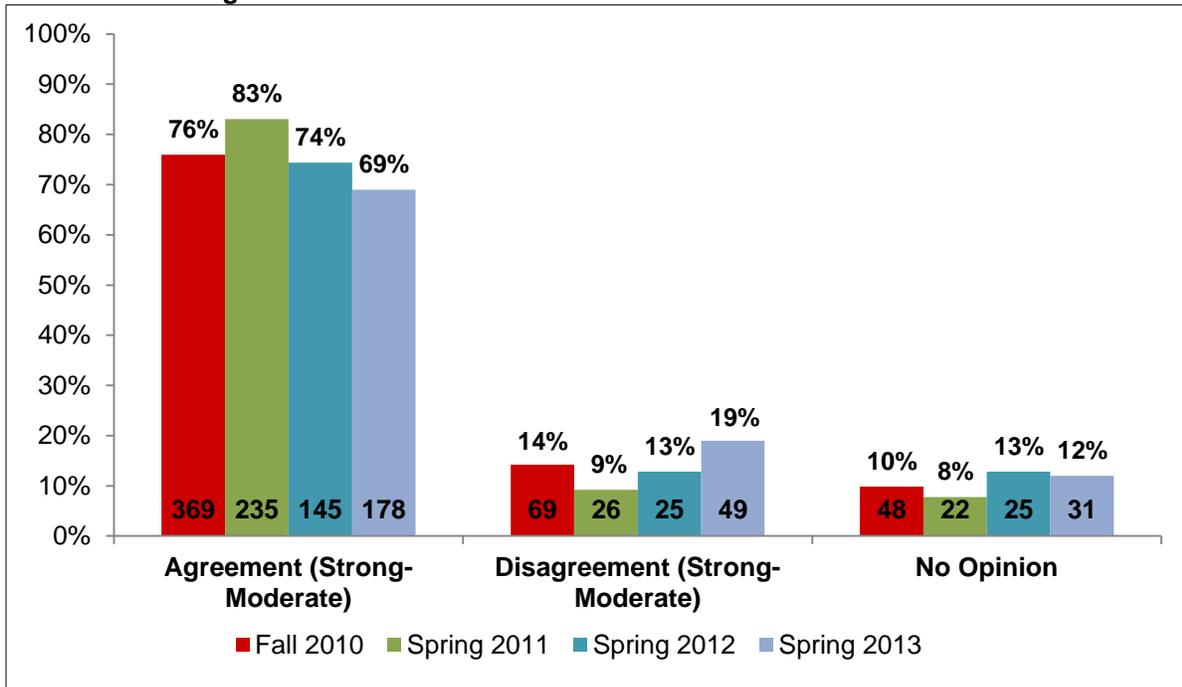
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.01	1.02	87
	FT Faculty	2.96	.89	111
	Classified	2.79	1.00	182
	Administrator	2.81	1.00	32
	<b>Overall</b>	<b>2.89</b>	<b>.98</b>	<b>412</b>

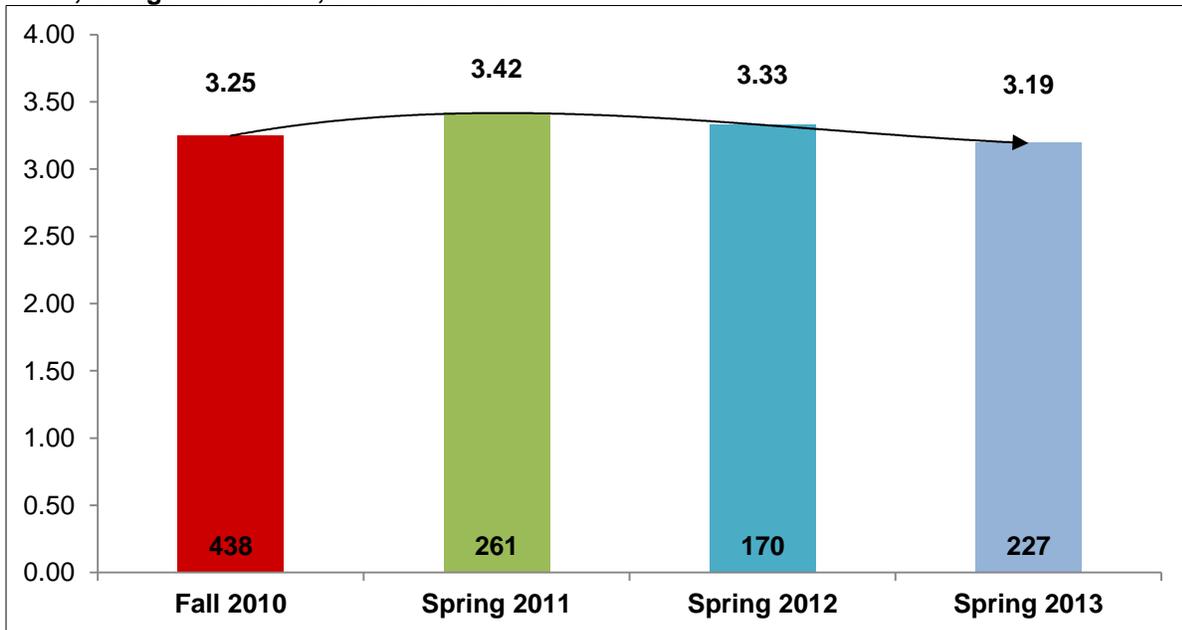
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	3.19	227	1.934	.165
Spring 2012	3.33	170		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.21	.99	28
	FT Faculty	3.62	.77	47
	Classified	3.16	1.02	63
	Administrator	2.69	1.08	16
	Unspecified	3.05	1.05	73
	<b>Overall</b>	<b>3.19</b>	<b>1.01</b>	<b>227</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.26	.94	54
	FT Faculty	3.65	.67	48
	Classified	3.08	1.03	52
	Administrator	3.44	.63	16
	<b>Overall</b>	<b>3.33</b>	<b>.90</b>	<b>170</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.57	.67	60
	FT Faculty	3.52	.72	84
	Classified	3.34	.84	88
	Administrator	3.03	1.02	29
	<b>Overall</b>	<b>3.42</b>	<b>.80</b>	<b>261</b>

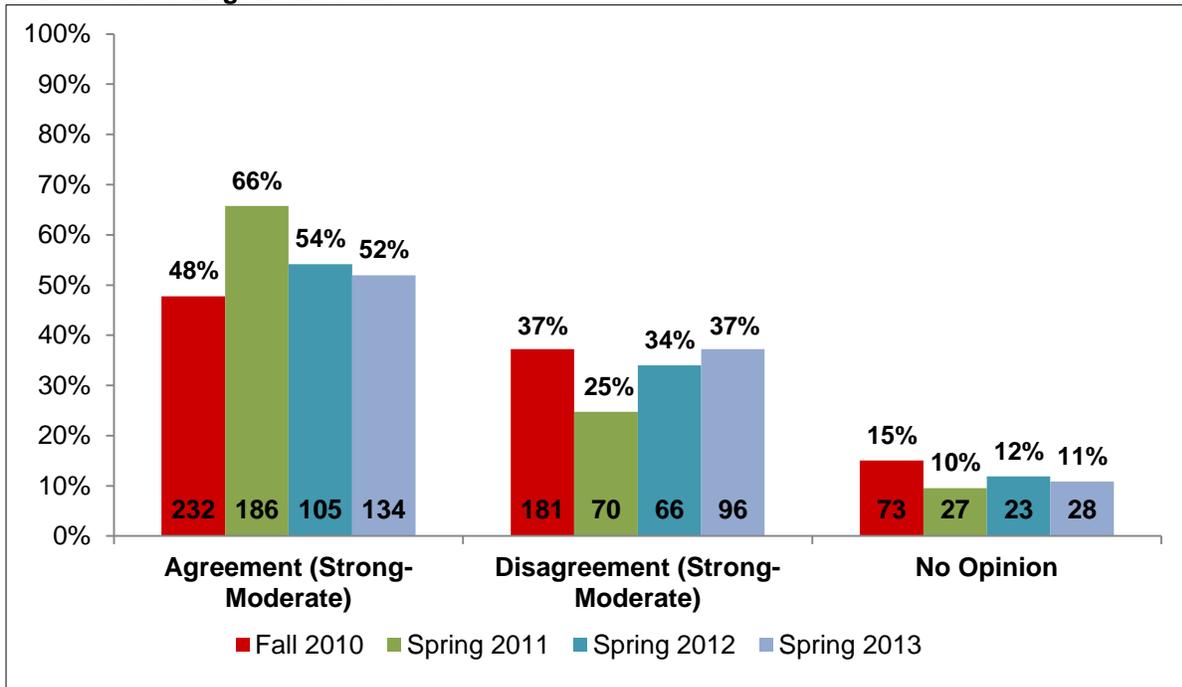
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.36	.85	99
	FT Faculty	3.42	.78	119
	Classified	3.06	.96	182
	Administrator	3.32	.70	38
	<b>Overall</b>	<b>3.25</b>	<b>.88</b>	<b>438</b>

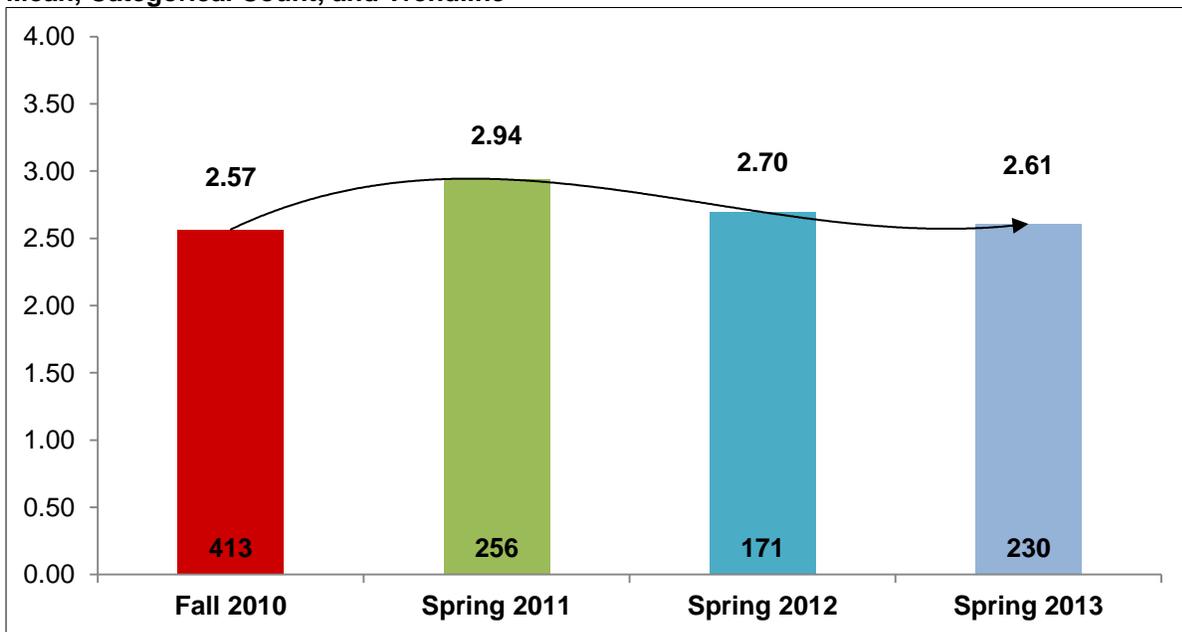
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.61	230	0.672	.413
Spring 2012	2.70	171		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.65	1.15	23
	FT Faculty	2.62	1.03	52
	Classified	2.53	1.04	66
	Administrator	2.75	1.00	16
	Unspecified	2.63	1.11	73
	<b>Overall</b>	<b>2.61</b>	<b>1.06</b>	<b>230</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.70	1.06	47
	FT Faculty	2.81	.95	47
	Classified	2.40	1.08	55
	Administrator	3.18	.91	22
	<b>Overall</b>	<b>2.70</b>	<b>1.04</b>	<b>171</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.08	.99	52
	FT Faculty	3.02	.97	81
	Classified	2.80	1.05	91
	Administrator	2.91	.89	32
	<b>Overall</b>	<b>2.94</b>	<b>.99</b>	<b>256</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.54	1.06	80
	FT Faculty	2.51	1.09	110
	Classified	2.52	1.03	185
	Administrator	3.03	.85	38
	<b>Overall</b>	<b>2.57</b>	<b>1.04</b>	<b>413</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

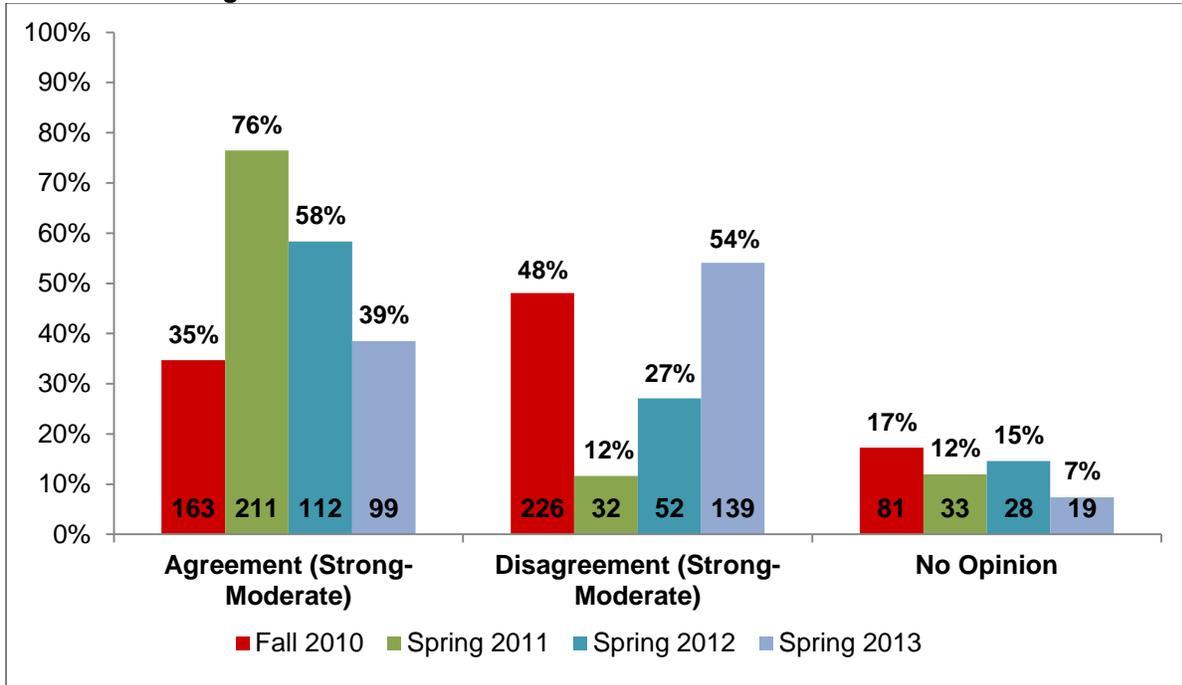
Group X questions (Q30-Q36) relate to WASC Standard III.D, which ensures that the institution’s financial resources are adequate to support student learning programs and services and to improve institutional effectiveness.

Notable findings for the current and earlier survey administration periods:

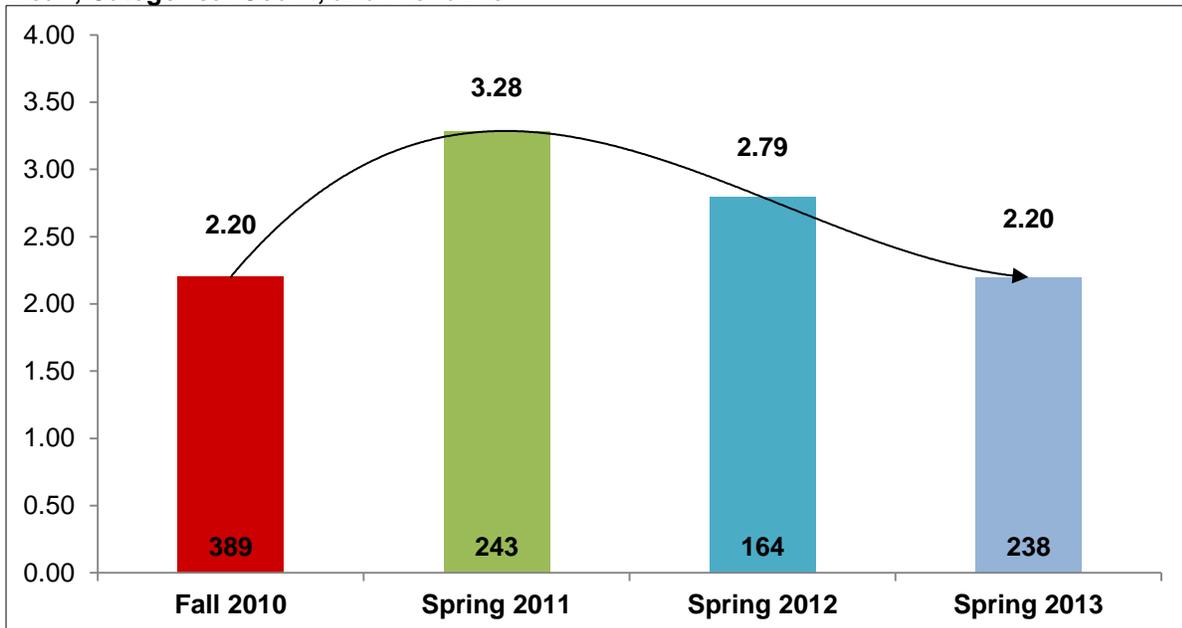
- As a rule, query items within this group experienced a general decrease for the spring 2012 - spring 2013 timeframe.
- All sub-group mean ratings related to the “Budget allocation is decided fairly and equitably in the following areas” (Q35a, b, c, d, e) are systematically lower for spring 2013 in comparison to each of the other three survey administration periods—fall 2010, spring 2011, and spring 2012.
- The two items experiencing the greatest statistical decrease in this question group are: “SWC has defined and communicated its budget development and budget decision-making processes to achieve college goals” (Q30), and “Accurate and complete information about the SWC budget is accessible and/or provided on request in a timely manner” (Q36).
- The percentage of respondents who agreed that their program/unit spends allocated funds responsibly remained statistically unchanged from spring 2012 to spring 2013 (Q32), with approximately sixty-seven percent agreeing with that statement that their “program/unit spends allocated funds responsibly.”

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.20	238	33.021	.000
Spring 2012	2.79	164		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.30	.99	27
	FT Faculty	1.83	.91	54
	Classified	2.38	1.07	65
	Administrator	3.00	.73	16
	Unspecified	2.09	1.07	76
	<b>Overall</b>	<b>2.20</b>	<b>1.04</b>	<b>238</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.48	1.19	44
	FT Faculty	2.83	.93	46
	Classified	2.85	.88	54
	Administrator	3.25	.72	20
	<b>Overall</b>	<b>2.79</b>	<b>.99</b>	<b>164</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.13	.97	52
	FT Faculty	3.31	.77	77
	Classified	3.26	.72	82
	Administrator	3.53	.62	32
	<b>Overall</b>	<b>3.28</b>	<b>.79</b>	<b>243</b>

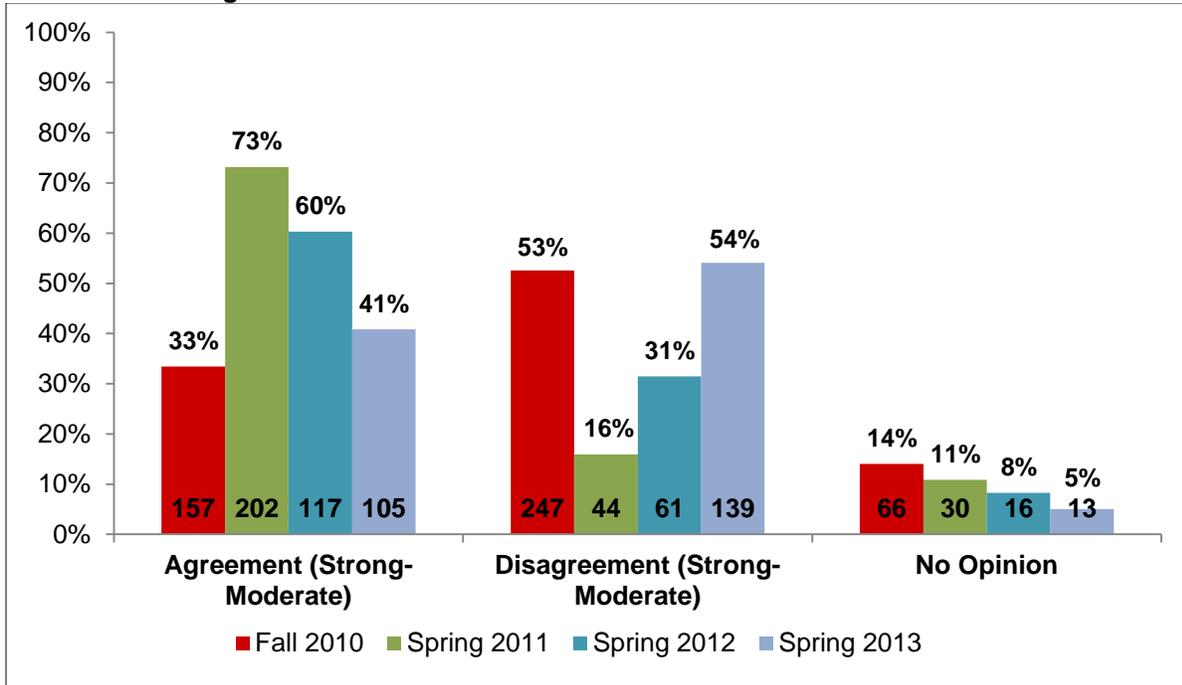
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.25	1.08	75
	FT Faculty	1.84	1.01	108
	Classified	2.26	.95	168
	Administrator	2.87	.99	38
	<b>Overall</b>	<b>2.20</b>	<b>1.03</b>	<b>389</b>

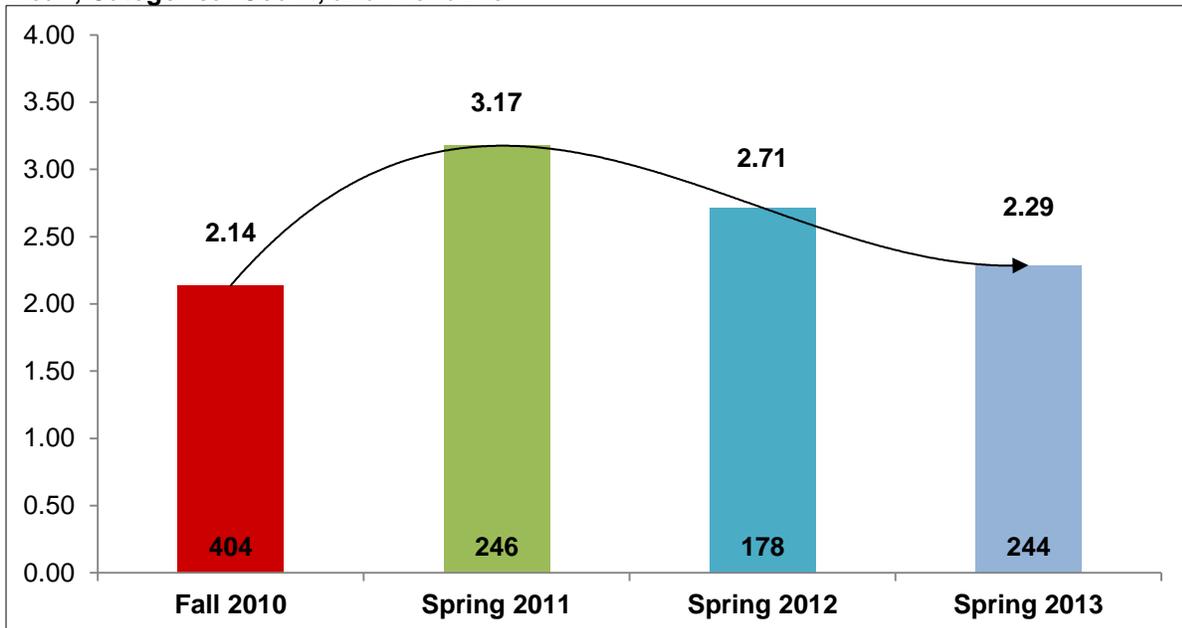
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.29	244	17.547	.000
Spring 2012	2.71	178		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.26	.98	27
	FT Faculty	1.96	.94	55
	Classified	2.54	1.07	68
	Administrator	3.00	.73	16
	Unspecified	2.15	1.06	78
	<b>Overall</b>	<b>2.29</b>	<b>1.04</b>	<b>244</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.43	1.19	51
	FT Faculty	2.77	.93	48
	Classified	2.76	.93	58
	Administrator	3.14	.91	21
	<b>Overall</b>	<b>2.71</b>	<b>1.02</b>	<b>178</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.02	1.06	52
	FT Faculty	3.27	.82	77
	Classified	3.04	.82	85
	Administrator	3.56	.56	32
	<b>Overall</b>	<b>3.17</b>	<b>.87</b>	<b>246</b>

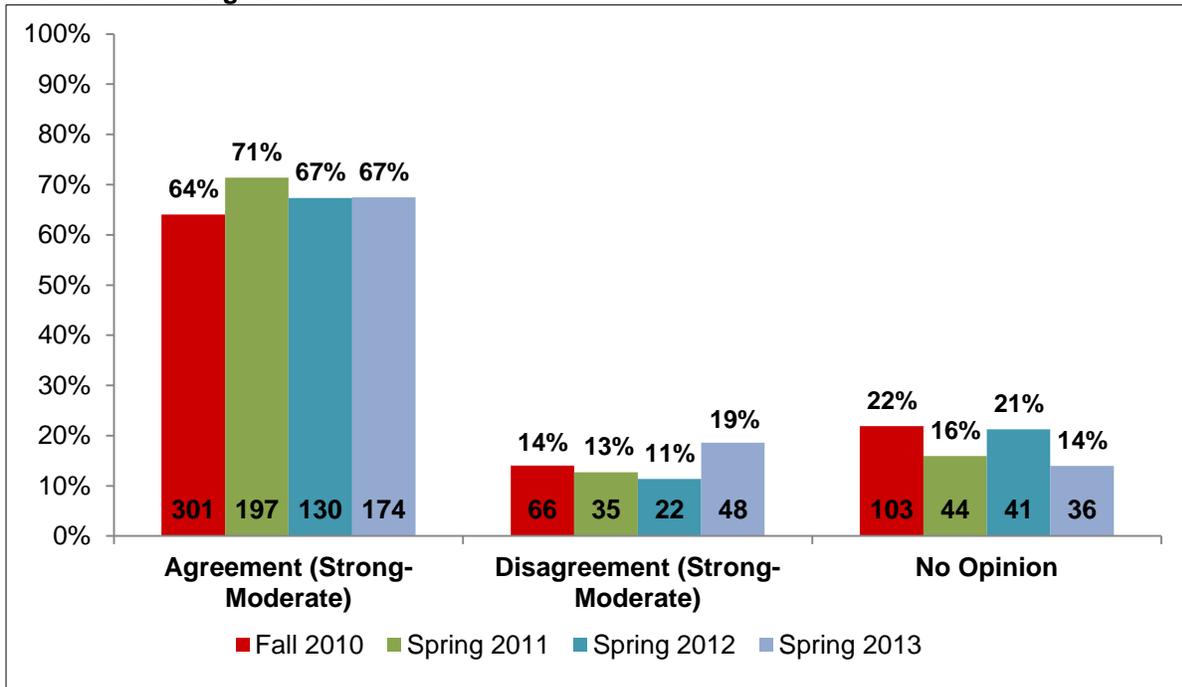
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.15	1.07	80
	FT Faculty	1.91	.96	114
	Classified	2.10	.96	172
	Administrator	2.95	.96	38
	<b>Overall</b>	<b>2.14</b>	<b>1.02</b>	<b>404</b>

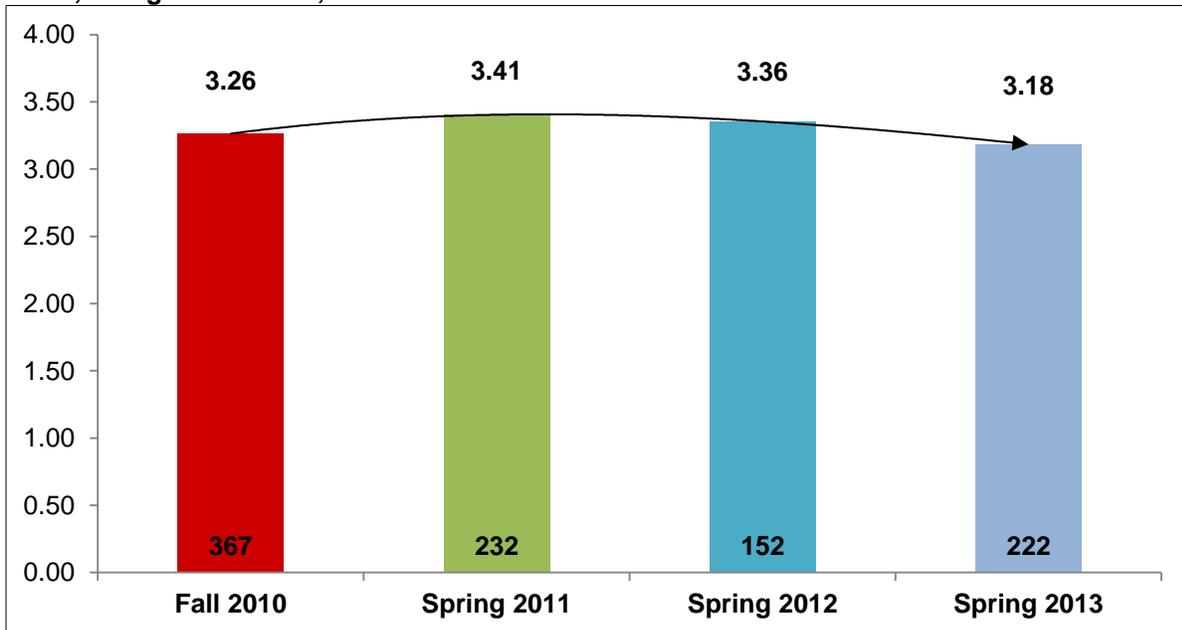
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	3.18	222	2.711	.101
Spring 2012	3.36	152		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.95	1.15	20
	FT Faculty	3.25	.90	52
	Classified	3.06	1.07	65
	Administrator	3.71	.47	17
	Unspecified	3.19	1.03	68
	<b>Overall</b>	<b>3.18</b>	<b>1.00</b>	<b>222</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.87	1.28	30
	FT Faculty	3.50	.86	46
	Classified	3.41	.88	54
	Administrator	3.59	.59	22
	<b>Overall</b>	<b>3.36</b>	<b>.96</b>	<b>152</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.24	1.00	45
	FT Faculty	3.69	.63	78
	Classified	3.08	1.02	77
	Administrator	3.72	.52	32
	<b>Overall</b>	<b>3.41</b>	<b>.89</b>	<b>232</b>

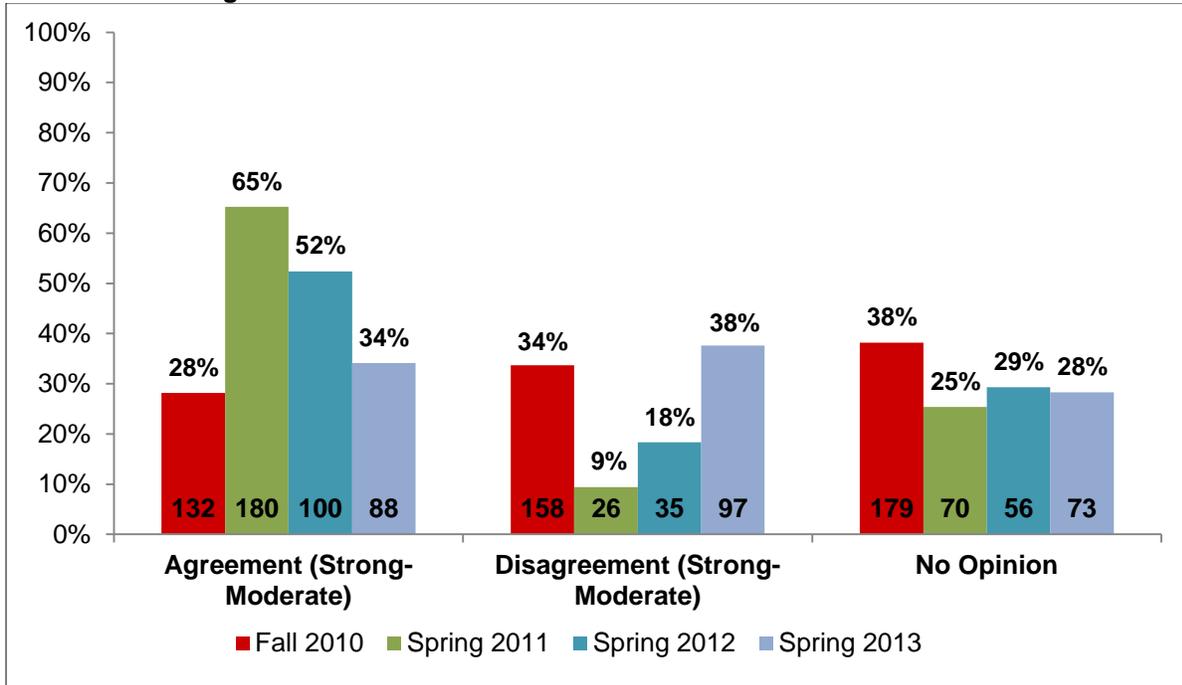
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.16	.92	61
	FT Faculty	3.36	.91	115
	Classified	3.14	1.01	153
	Administrator	3.63	.71	38
	<b>Overall</b>	<b>3.26</b>	<b>.95</b>	<b>367</b>

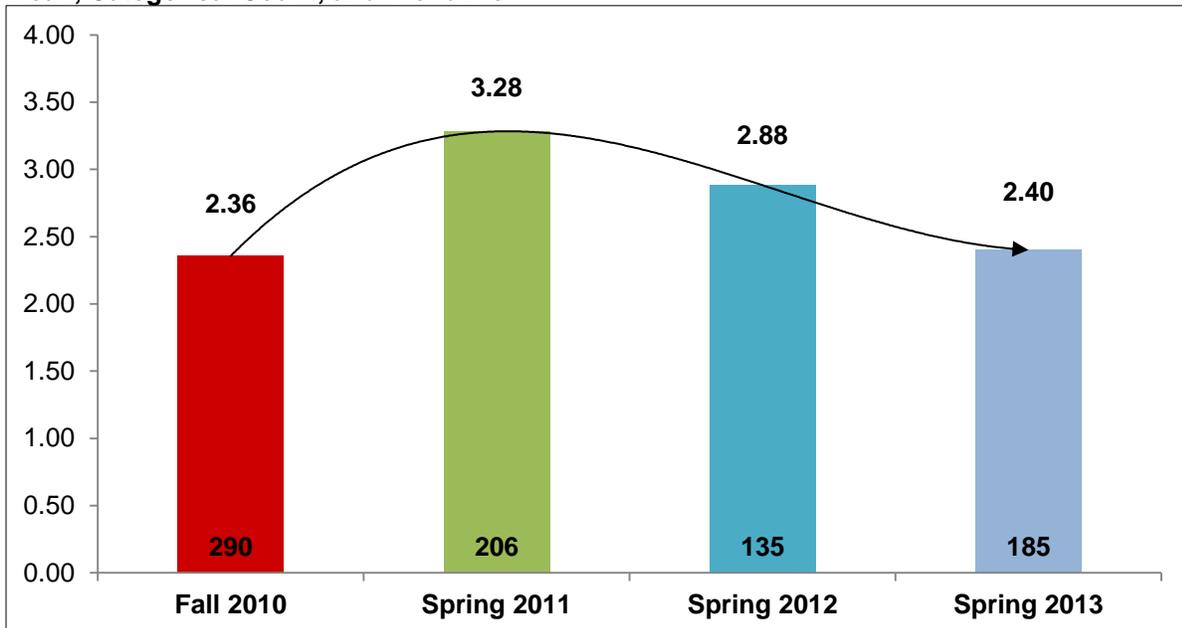
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.40	185	18.179	.000
Spring 2012	2.88	135		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.47	1.12	17
	FT Faculty	2.00	.94	44
	Classified	2.63	1.02	51
	Administrator	2.80	.94	15
	Unspecified	2.38	1.07	58
	<b>Overall</b>	<b>2.40</b>	<b>1.04</b>	<b>185</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.50	1.00	28
	FT Faculty	2.87	.92	39
	Classified	2.94	.97	47
	Administrator	3.29	.56	21
	<b>Overall</b>	<b>2.88</b>	<b>.93</b>	<b>135</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.18	.98	38
	FT Faculty	3.30	.74	73
	Classified	3.23	.77	64
	Administrator	3.45	.62	31
	<b>Overall</b>	<b>3.28</b>	<b>.78</b>	<b>206</b>

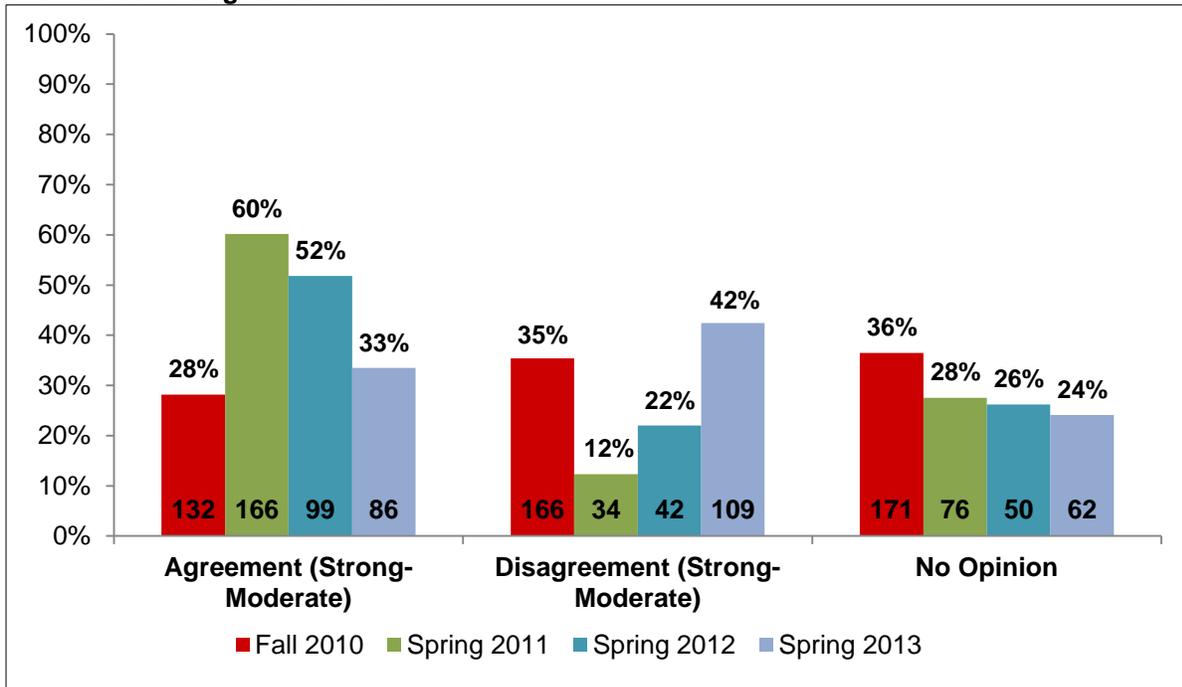
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.28	1.07	54
	FT Faculty	2.09	.97	92
	Classified	2.45	.96	111
	Administrator	2.91	.84	33
	<b>Overall</b>	<b>2.36</b>	<b>1.00</b>	<b>290</b>

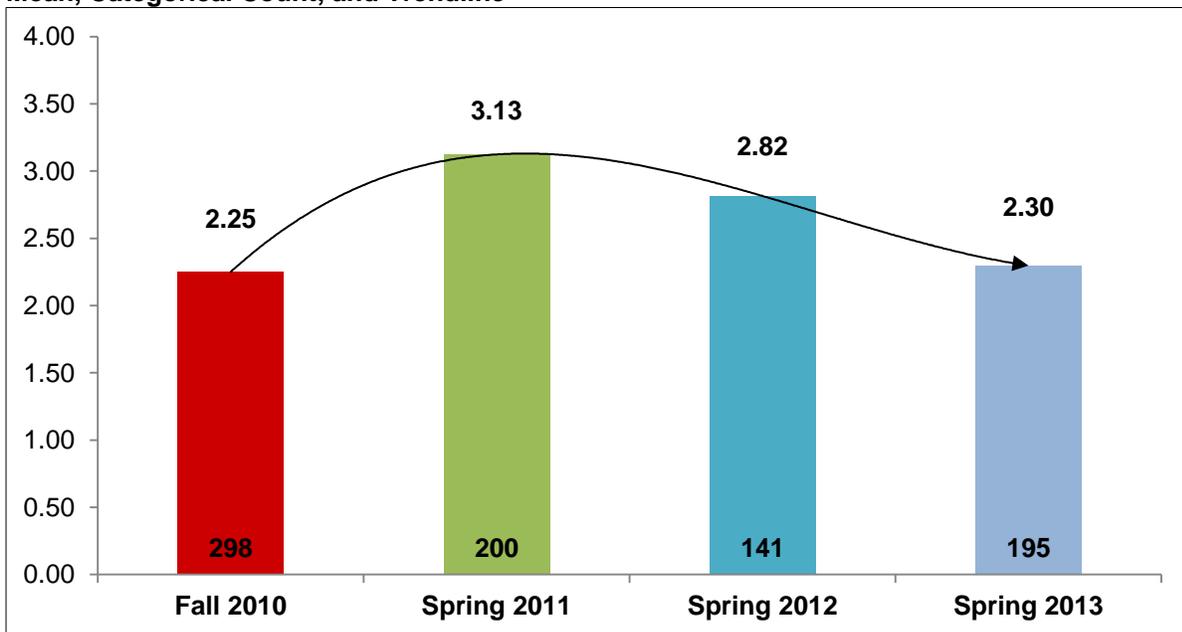
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

### 34. Strategic priorities drive budget decisions.

Percent and Categorical Count



Mean, Categorical Count, and Trendline



*No Opinion* excluded from mean and categorical counts.

### 34. Strategic priorities drive budget decisions.

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.30	195	21.714	.000
Spring 2012	2.82	141		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.58	1.07	19
	FT Faculty	1.85	.89	46
	Classified	2.47	1.03	53
	Administrator	2.50	1.03	16
	Unspecified	2.34	1.09	61
	<b>Overall</b>	<b>2.30</b>	<b>1.05</b>	<b>195</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.45	1.09	29
	FT Faculty	2.86	.92	43
	Classified	2.88	.89	48
	Administrator	3.10	.83	21
	<b>Overall</b>	<b>2.82</b>	<b>.95</b>	<b>141</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.00	.96	38
	FT Faculty	3.11	.84	70
	Classified	3.13	.80	62
	Administrator	3.30	.79	30
	<b>Overall</b>	<b>3.13</b>	<b>.84</b>	<b>200</b>

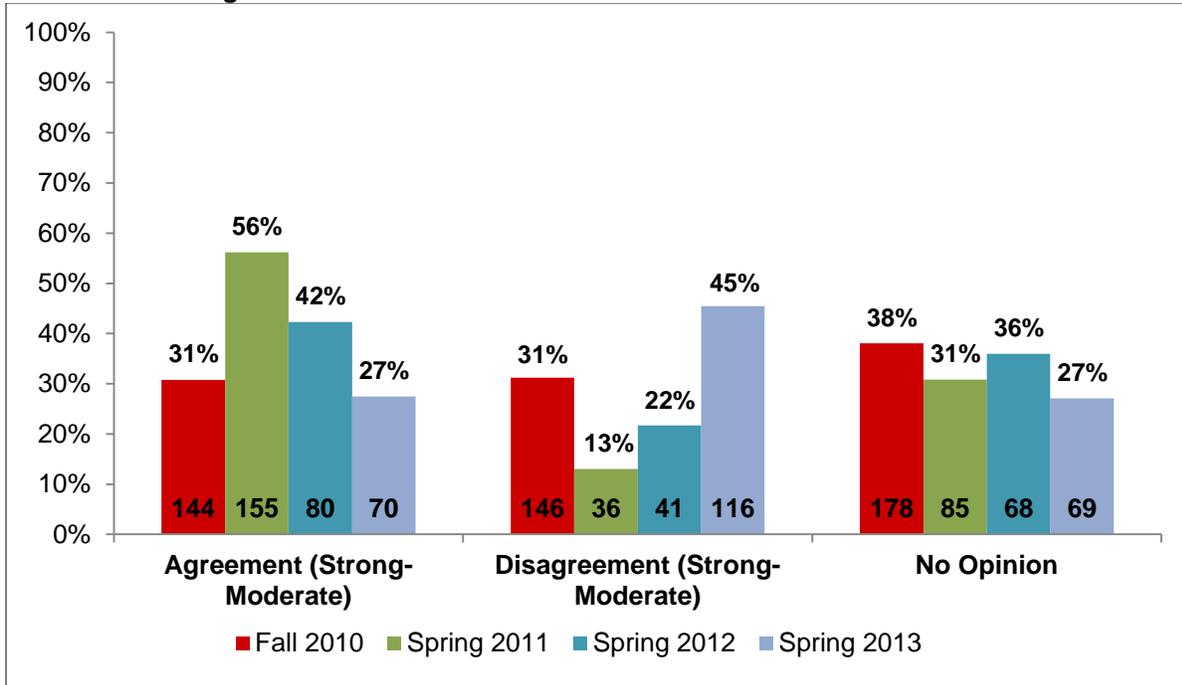
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.19	1.06	57
	FT Faculty	1.91	.96	92
	Classified	2.43	.98	115
	Administrator	2.65	.98	34
	<b>Overall</b>	<b>2.25</b>	<b>1.02</b>	<b>298</b>

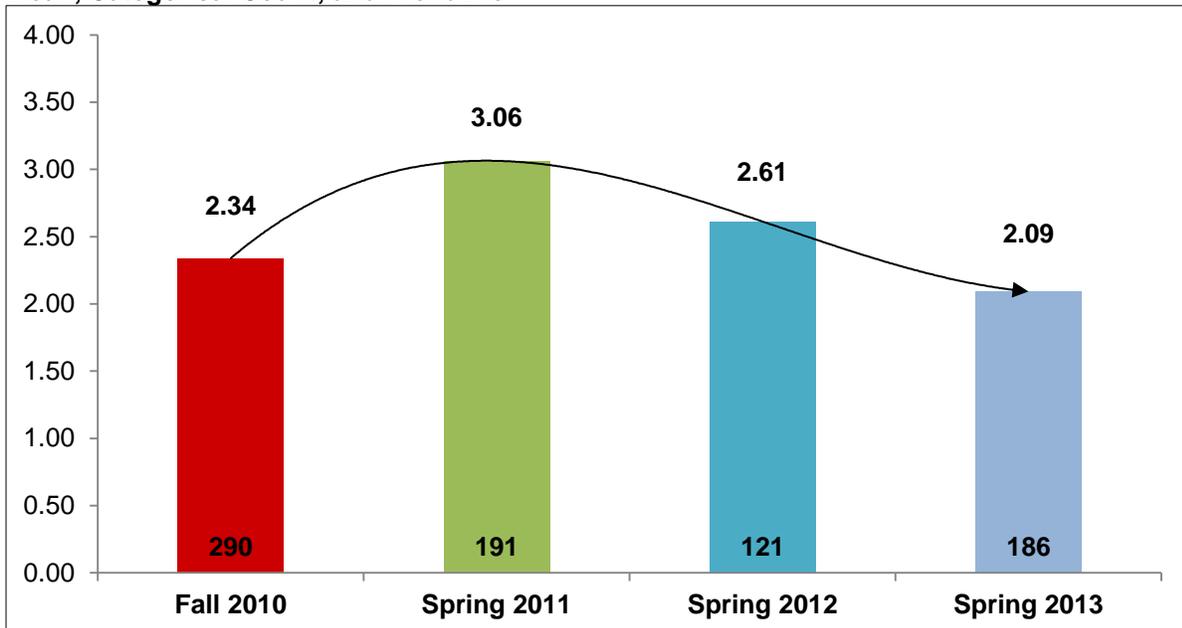
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.09	186	20.020	.000
Spring 2012	2.61	121		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.24	1.15	17
	FT Faculty	1.77	.84	43
	Classified	2.25	1.06	52
	Administrator	2.81	.83	16
	Unspecified	1.95	1.02	58
	<b>Overall</b>	<b>2.09</b>	<b>1.02</b>	<b>186</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.38	1.06	26
	FT Faculty	2.60	.95	35
	Classified	2.58	.93	40
	Administrator	3.00	.80	20
	<b>Overall</b>	<b>2.61</b>	<b>.95</b>	<b>121</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.15	.80	40
	FT Faculty	3.08	.82	62
	Classified	2.89	.90	57
	Administrator	3.22	.66	32
	<b>Overall</b>	<b>3.06</b>	<b>.82</b>	<b>191</b>

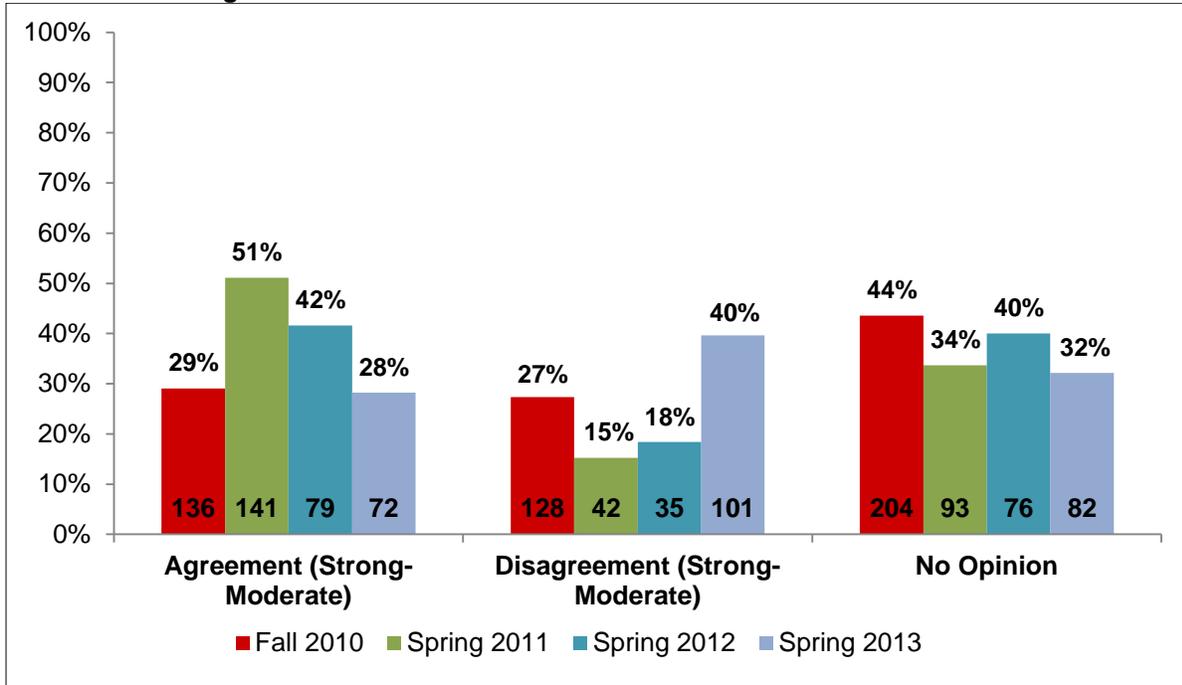
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.20	1.02	51
	FT Faculty	2.02	.96	92
	Classified	2.45	.91	114
	Administrator	3.06	.83	33
	<b>Overall</b>	<b>2.34</b>	<b>.99</b>	<b>290</b>

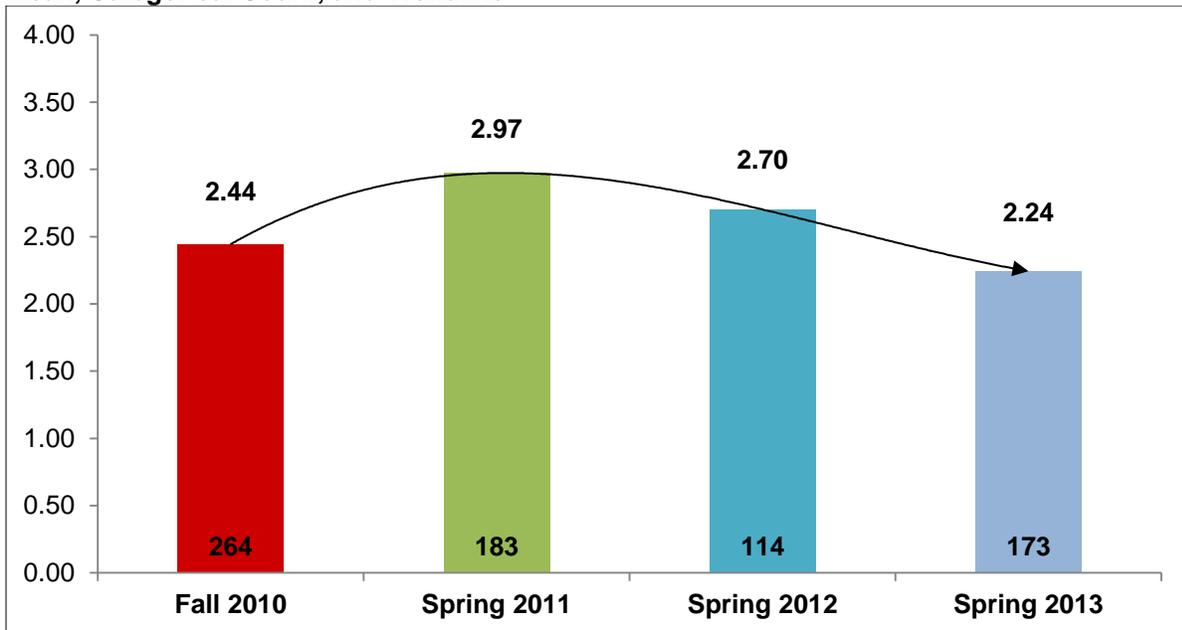
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

**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:**

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

**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:**

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.24	173	15.076	.000
Spring 2012	2.70	114		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.47	1.01	17
	FT Faculty	1.98	.86	40
	Classified	2.37	1.03	49
	Administrator	2.81	.75	16
	Unspecified	2.08	1.02	51
	<b>Overall</b>	<b>2.24</b>	<b>.99</b>	<b>173</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.45	1.14	22
	FT Faculty	2.76	.86	34
	Classified	2.64	1.04	39
	Administrator	3.00	.75	19
	<b>Overall</b>	<b>2.70</b>	<b>.97</b>	<b>114</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.08	.82	38
	FT Faculty	2.98	.83	58
	Classified	2.82	.81	56
	Administrator	3.10	.75	31
	<b>Overall</b>	<b>2.97</b>	<b>.81</b>	<b>183</b>

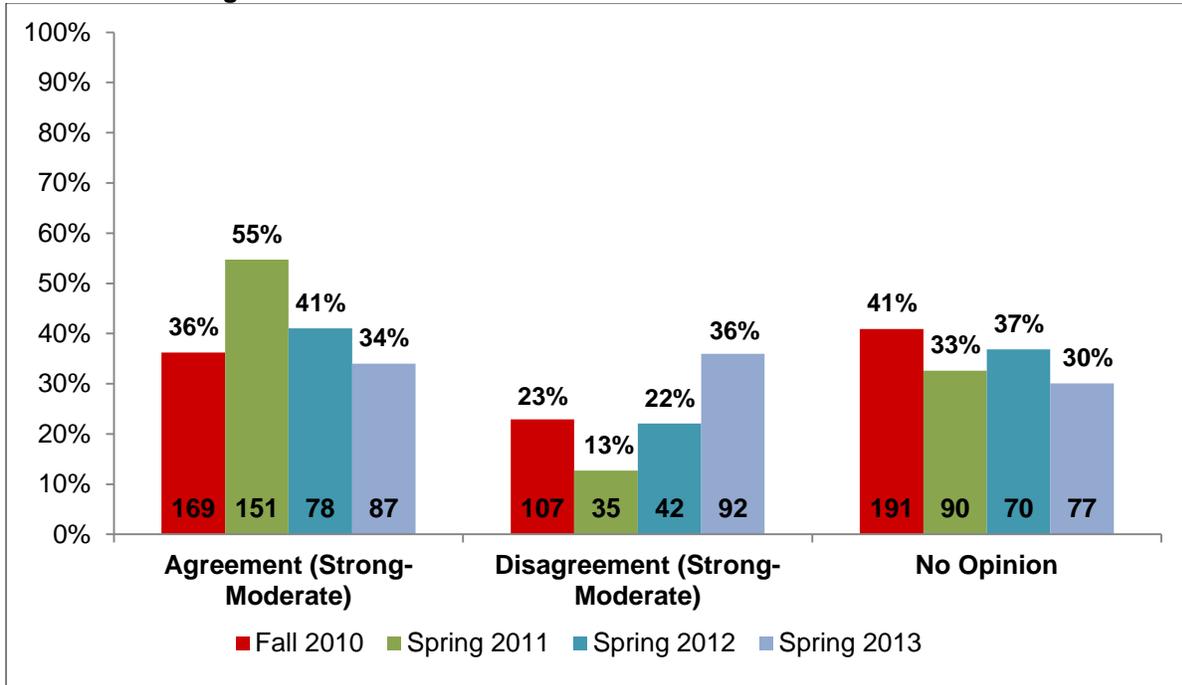
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.36	.89	44
	FT Faculty	2.31	.97	81
	Classified	2.41	.90	107
	Administrator	3.00	.95	32
	<b>Overall</b>	<b>2.44</b>	<b>.95</b>	<b>264</b>

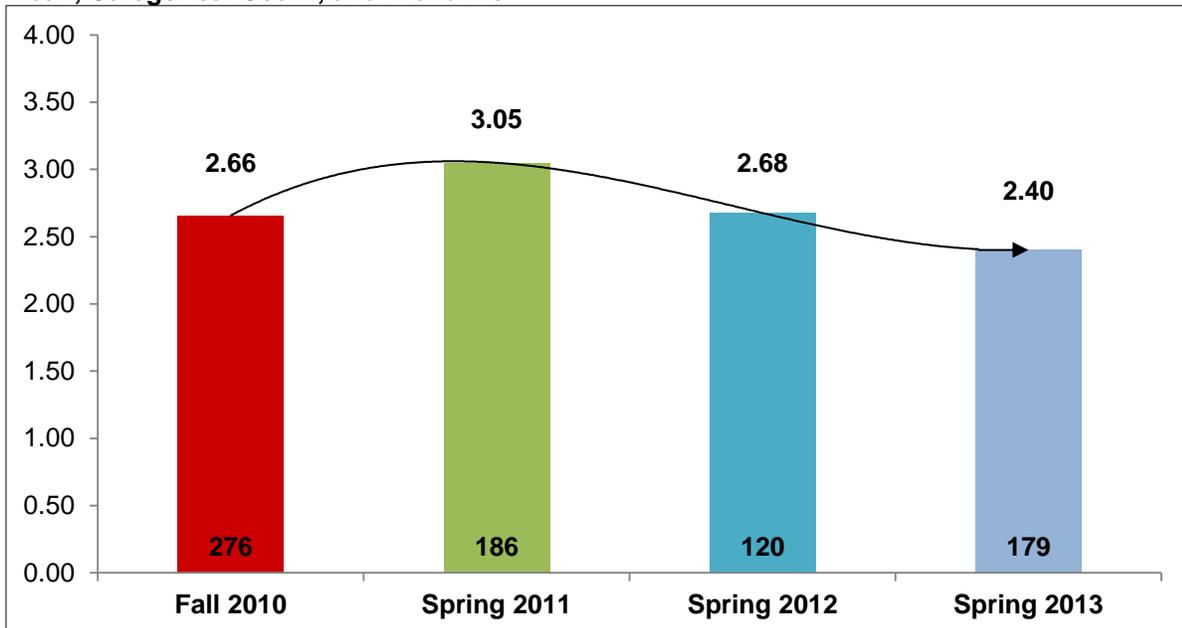
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

Histograms / Data Analysis

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.40	179	4.879	.028
Spring 2012	2.68	120		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.71	.99	17
	FT Faculty	2.43	1.08	49
	Classified	2.42	1.10	45
	Administrator	2.79	.80	14
	Unspecified	2.17	1.08	54
	<b>Overall</b>	<b>2.40</b>	<b>1.06</b>	<b>179</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.21	1.02	24
	FT Faculty	2.84	.99	37
	Classified	2.60	1.06	40
	Administrator	3.11	.81	19
	<b>Overall</b>	<b>2.68</b>	<b>1.02</b>	<b>120</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.15	.85	41
	FT Faculty	3.09	.81	65
	Classified	2.84	.86	51
	Administrator	3.17	.76	29
	<b>Overall</b>	<b>3.05</b>	<b>.83</b>	<b>186</b>

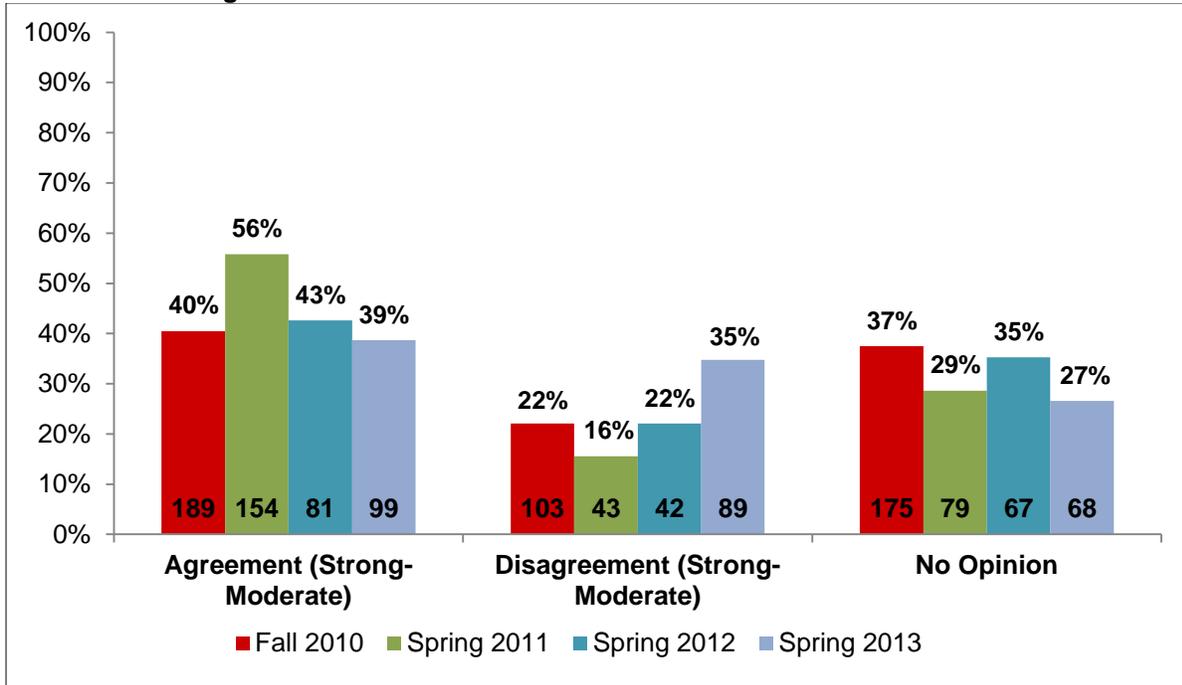
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.57	.96	46
	FT Faculty	2.72	.93	92
	Classified	2.52	.97	107
	Administrator	3.06	.81	31
	<b>Overall</b>	<b>2.66</b>	<b>.95</b>	<b>276</b>

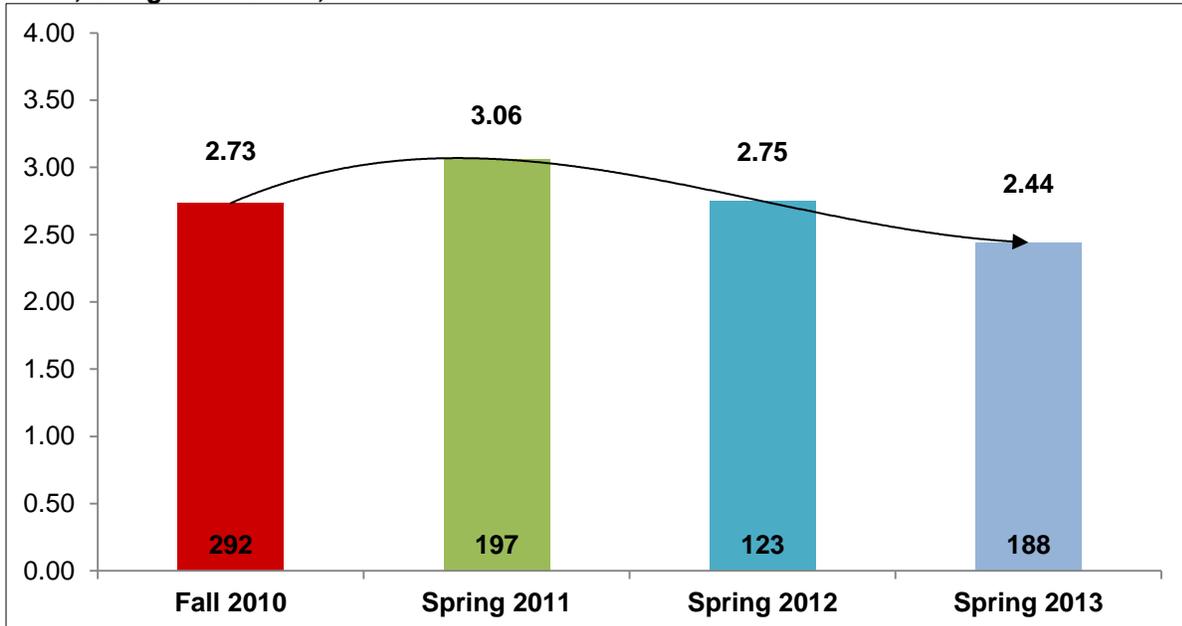
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.44	188	6.209	.013
Spring 2012	2.75	123		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.78	.94	18
	FT Faculty	2.51	1.17	49
	Classified	2.37	1.09	49
	Administrator	2.67	.90	15
	Unspecified	2.28	1.06	57
	<b>Overall</b>	<b>2.44</b>	<b>1.08</b>	<b>188</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.50	1.07	28
	FT Faculty	2.84	1.07	37
	Classified	2.75	1.03	40
	Administrator	2.94	.87	18
	<b>Overall</b>	<b>2.75</b>	<b>1.03</b>	<b>123</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.14	.93	44
	FT Faculty	3.29	.82	66
	Classified	2.68	.94	56
	Administrator	3.16	.64	31
	<b>Overall</b>	<b>3.06</b>	<b>.88</b>	<b>197</b>

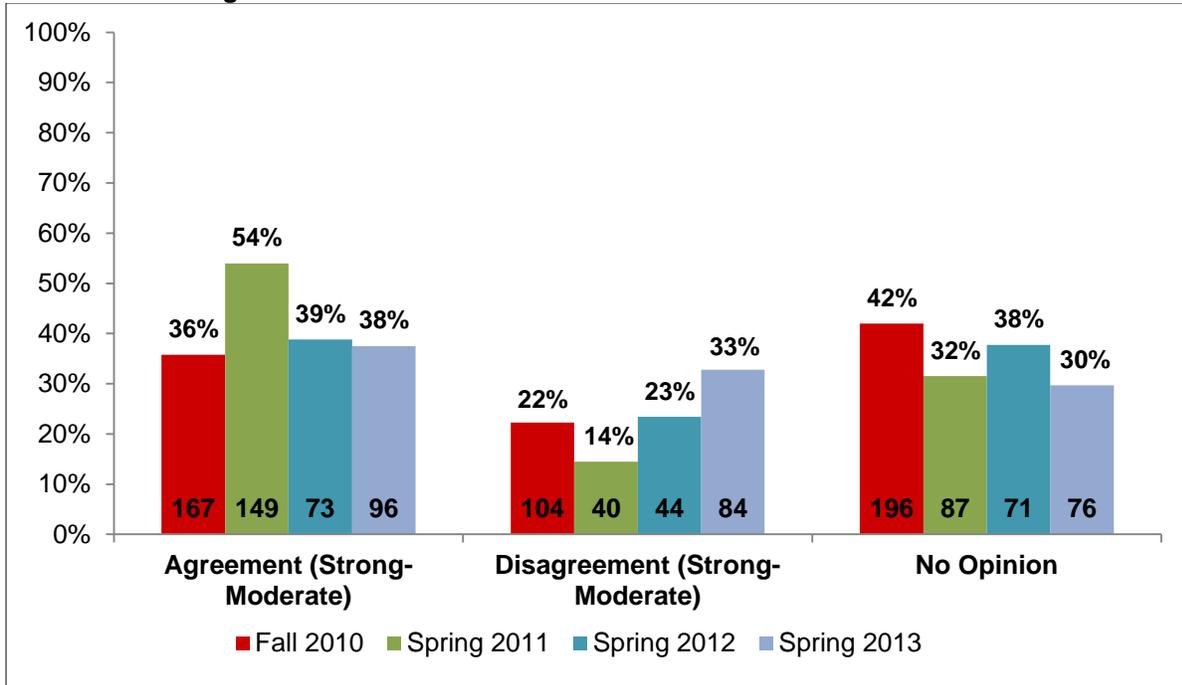
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.86	.94	49
	FT Faculty	2.87	.97	98
	Classified	2.49	.99	115
	Administrator	3.03	1.00	30
	<b>Overall</b>	<b>2.73</b>	<b>.99</b>	<b>292</b>

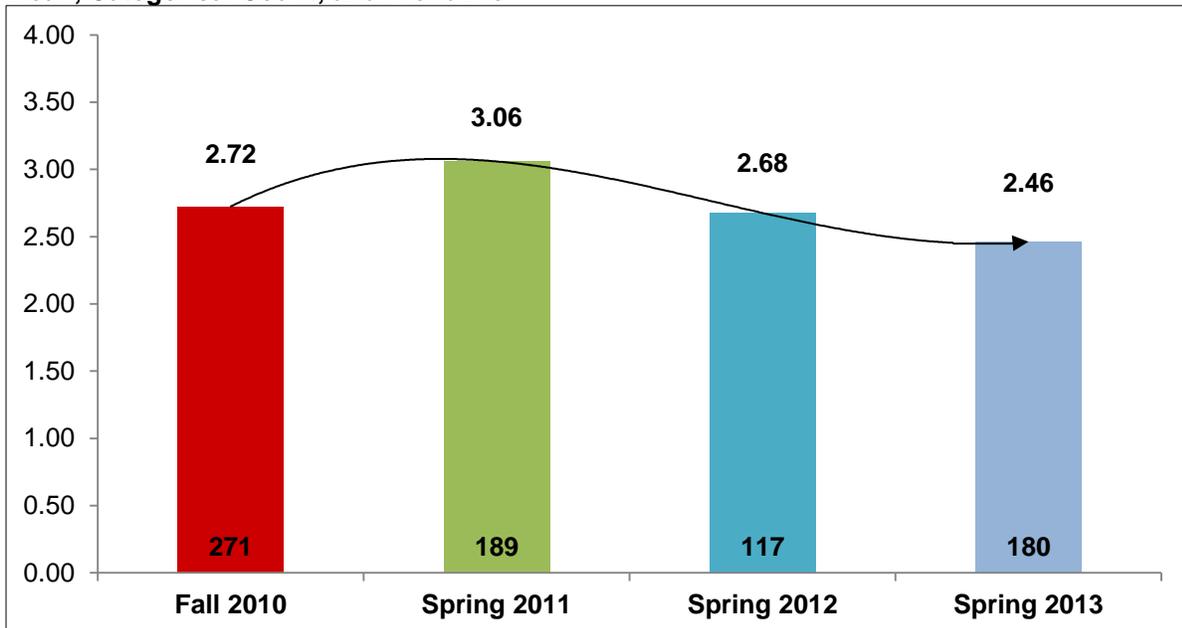
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.46	180	2.817	.094
Spring 2012	2.68	117		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.82	.95	17
	FT Faculty	2.56	1.18	48
	Classified	2.41	1.13	44
	Administrator	2.53	.83	15
	Unspecified	2.29	1.06	56
	<b>Overall</b>	<b>2.46</b>	<b>1.09</b>	<b>180</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.27	1.12	26
	FT Faculty	2.92	1.02	38
	Classified	2.53	1.05	34
	Administrator	3.00	.88	19
	<b>Overall</b>	<b>2.68</b>	<b>1.06</b>	<b>117</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.05	1.05	41
	FT Faculty	3.27	.83	67
	Classified	2.63	.93	49
	Administrator	3.28	.68	32
	<b>Overall</b>	<b>3.06</b>	<b>.92</b>	<b>189</b>

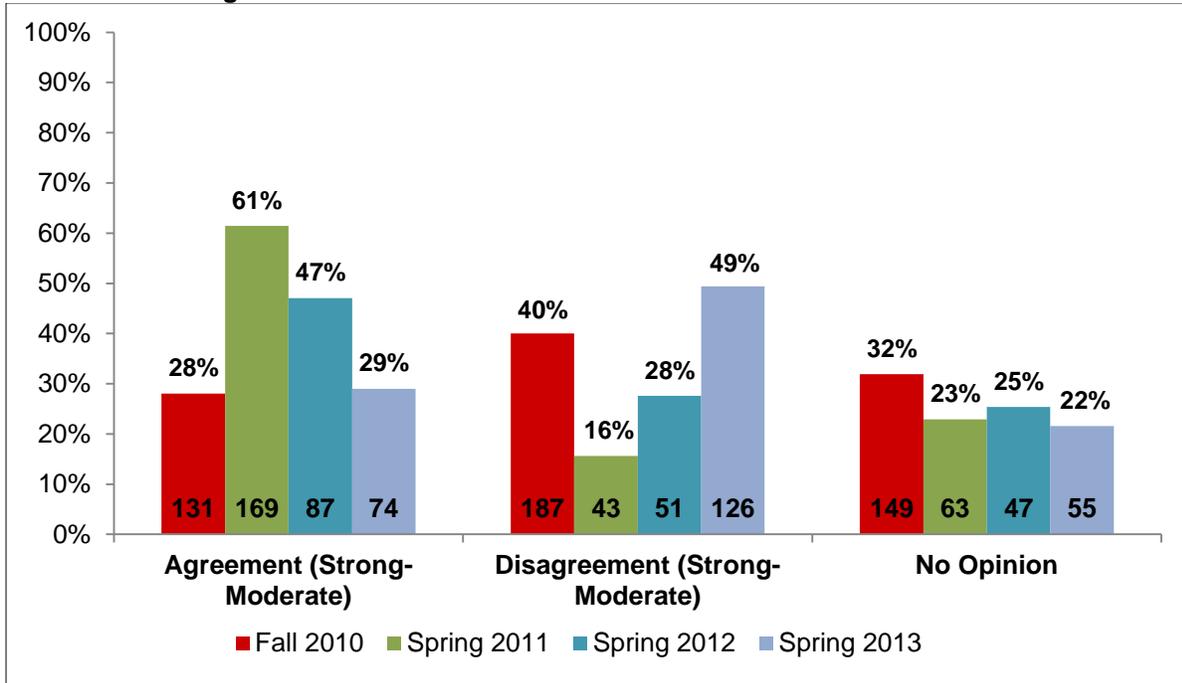
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.84	.95	45
	FT Faculty	2.79	1.01	95
	Classified	2.53	1.00	104
	Administrator	3.04	1.06	27
	<b>Overall</b>	<b>2.72</b>	<b>1.01</b>	<b>271</b>

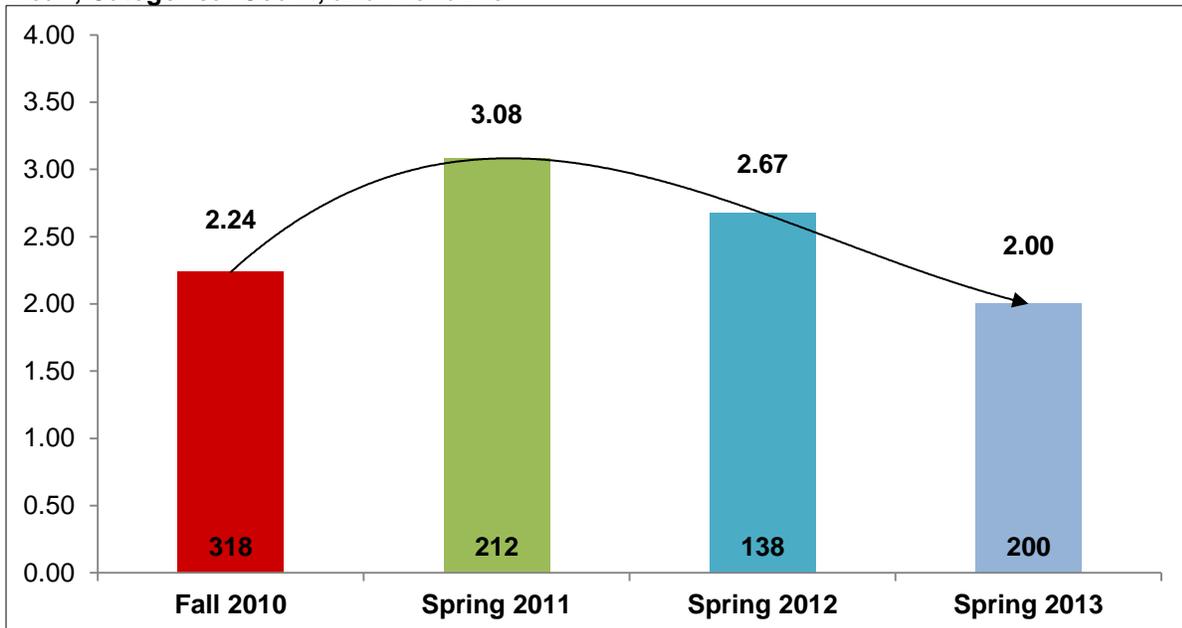
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.00	200	36.400	.000
Spring 2012	2.67	138		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.19	1.17	16
	FT Faculty	1.64	.94	47
	Classified	2.17	1.10	59
	Administrator	2.67	.82	15
	Unspecified	1.90	1.07	63
	<b>Overall</b>	<b>2.00</b>	<b>1.07</b>	<b>200</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.51	.95	35
	FT Faculty	2.66	1.00	35
	Classified	2.68	.86	47
	Administrator	2.95	.81	21
	<b>Overall</b>	<b>2.67</b>	<b>.91</b>	<b>138</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.17	.97	46
	FT Faculty	3.09	.88	65
	Classified	3.00	.87	70
	Administrator	3.10	.83	31
	<b>Overall</b>	<b>3.08</b>	<b>.89</b>	<b>212</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.38	.97	63
	FT Faculty	1.80	.88	94
	Classified	2.31	.98	127
	Administrator	2.88	1.04	34
	<b>Overall</b>	<b>2.24</b>	<b>1.01</b>	<b>318</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

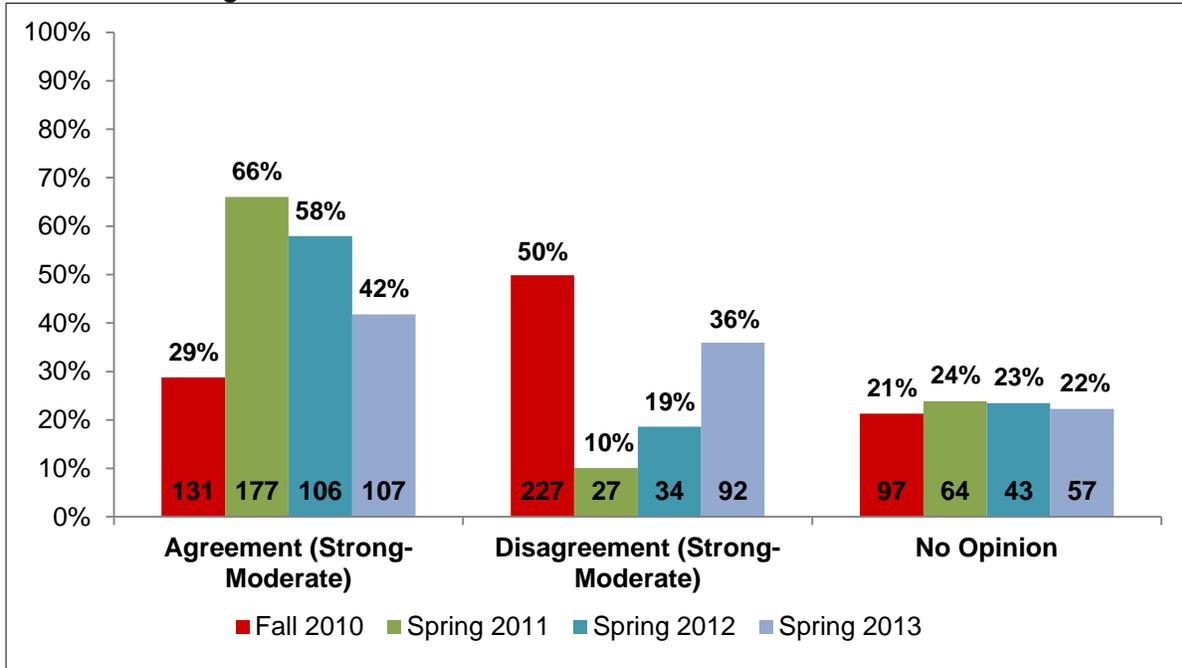
Group XI questions (Q37-Q38) relate to WASC Standard IV.B. These questions focus on the responsibilities of the governing board and chief administrator in regard to institutional effectiveness.

Notable findings for the current and earlier survey administration periods:

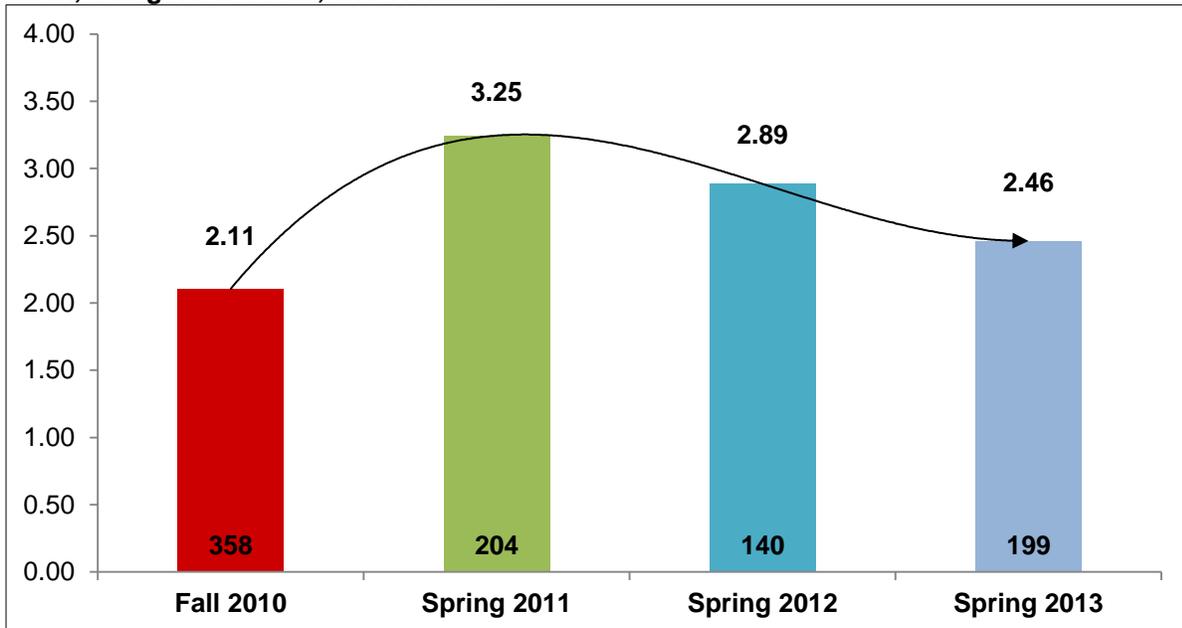
- For the two queries contained in this group, statistically significant declines occur to the mean score in both cases. Of these two queries, *Question 38* is included among the survey items to have experienced the most change during the spring 2012 to spring 2013 period.
- Fewer than half of respondents agree with the statement that 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” (Q37).
- Less than one-third of respondent agree with the statement that 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” (Q38).

**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.**

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

**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.**

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.46	199	15.247	.000
Spring 2012	2.89	140		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.88	1.02	16
	FT Faculty	2.51	.94	49
	Classified	2.35	1.04	57
	Administrator	2.63	1.15	16
	Unspecified	2.38	1.00	61
	<b>Overall</b>	<b>2.46</b>	<b>1.01</b>	<b>199</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.74	1.03	31
	FT Faculty	3.07	.87	42
	Classified	2.81	.85	47
	Administrator	2.90	1.12	20
	<b>Overall</b>	<b>2.89</b>	<b>.94</b>	<b>140</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.16	.72	38
	FT Faculty	3.42	.75	64
	Classified	3.27	.65	71
	Administrator	2.94	.85	31
	<b>Overall</b>	<b>3.25</b>	<b>.74</b>	<b>204</b>

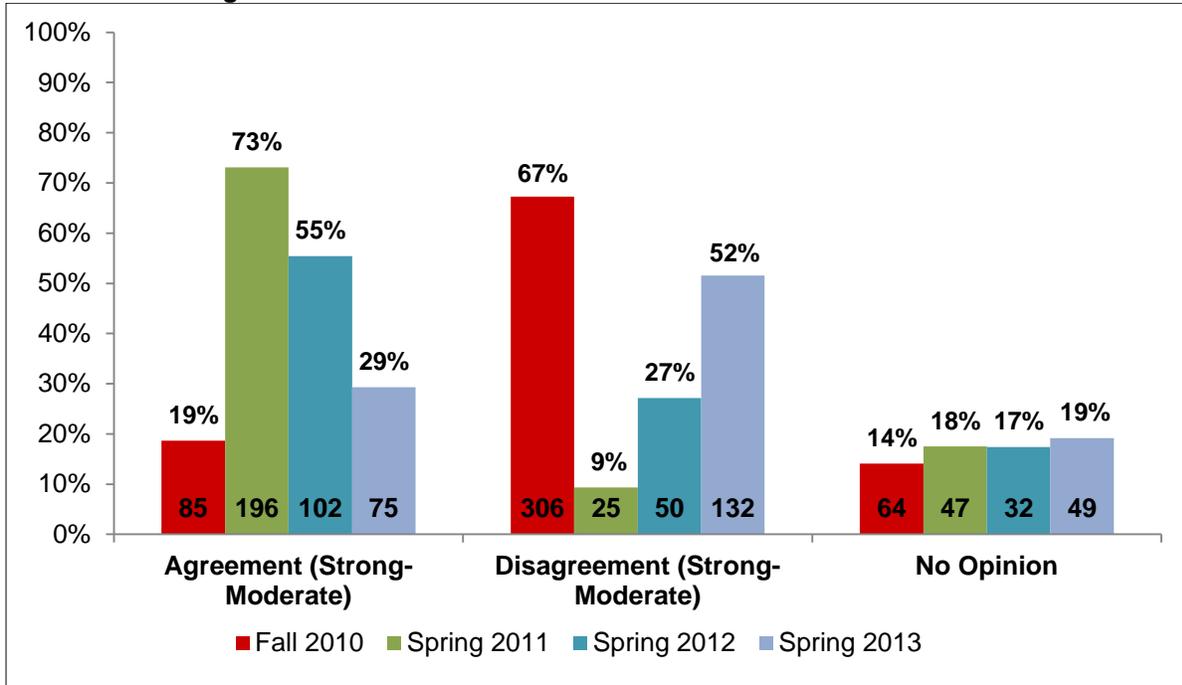
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.18	1.06	62
	FT Faculty	1.90	1.16	105
	Classified	2.14	1.09	157
	Administrator	2.47	1.05	34
<b>Overall</b>	<b>2.11</b>	<b>1.11</b>	<b>358</b>	

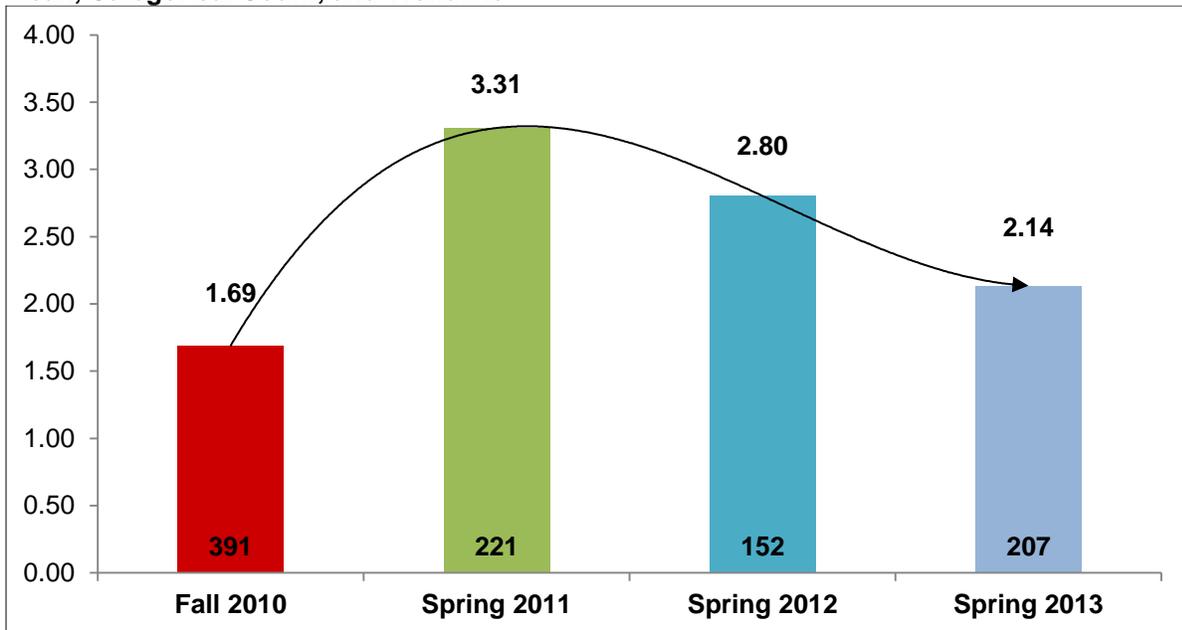
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

**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.**

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

### 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.

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.14	207	41.193	.000
Spring 2012	2.80	152		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.19	.98	21
	FT Faculty	1.86	.84	49
	Classified	2.19	1.06	59
	Administrator	3.00	.82	16
	Unspecified	2.06	.97	62
	<b>Overall</b>	<b>2.14</b>	<b>.99</b>	<b>207</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.32	1.09	34
	FT Faculty	2.89	.90	46
	Classified	2.88	.87	50
	Administrator	3.18	.73	22
	<b>Overall</b>	<b>2.80</b>	<b>.95</b>	<b>152</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.93	.89	40
	FT Faculty	3.45	.82	71
	Classified	3.36	.74	78
	Administrator	3.34	.75	32
	<b>Overall</b>	<b>3.31</b>	<b>.81</b>	<b>221</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.69	.90	71
	FT Faculty	1.45	.90	116
	Classified	1.70	.91	172
	Administrator	2.50	1.11	32
	<b>Overall</b>	<b>1.69</b>	<b>.96</b>	<b>391</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

**Question Group XII: The Governing Board has implemented a consistent self-evaluation process in which input from the College community is solicited and the self-evaluation results are posted on SWC’s website and in SWC’s public folder.**

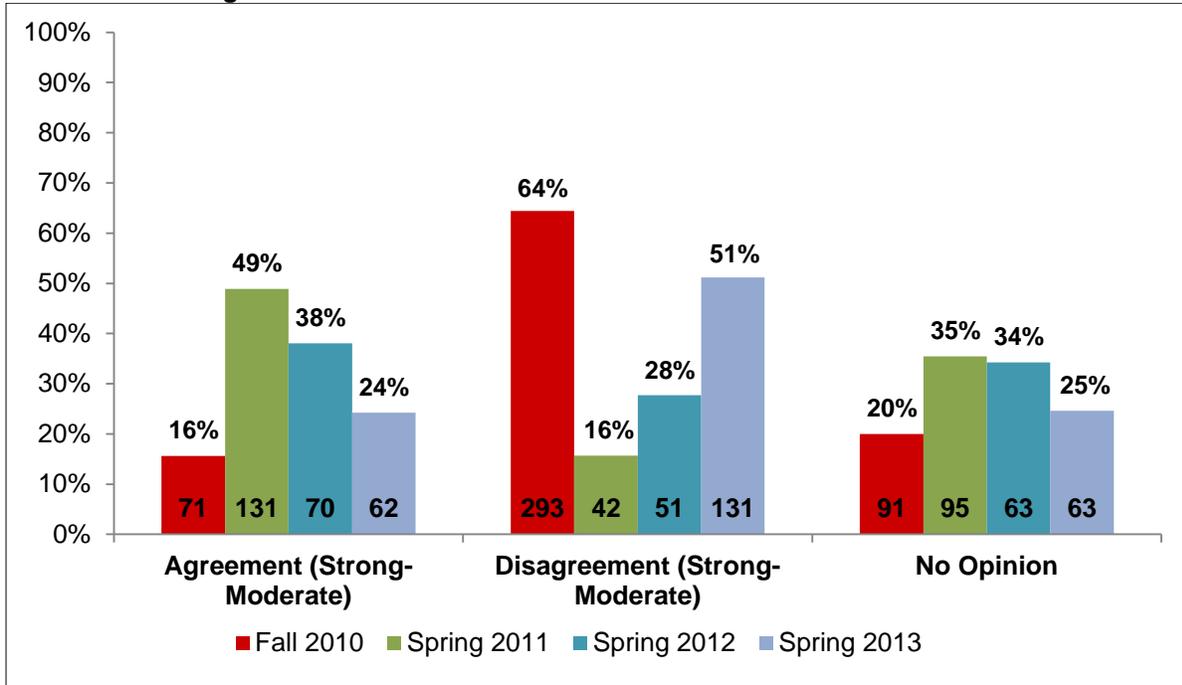
Group XII questions (Q39-Q41) relate to WASC Standard IV.B. These questions focus on the responsibilities of the governing board and chief administrator in regard to institutional effectiveness.

Notable findings for the current and earlier survey administration periods:

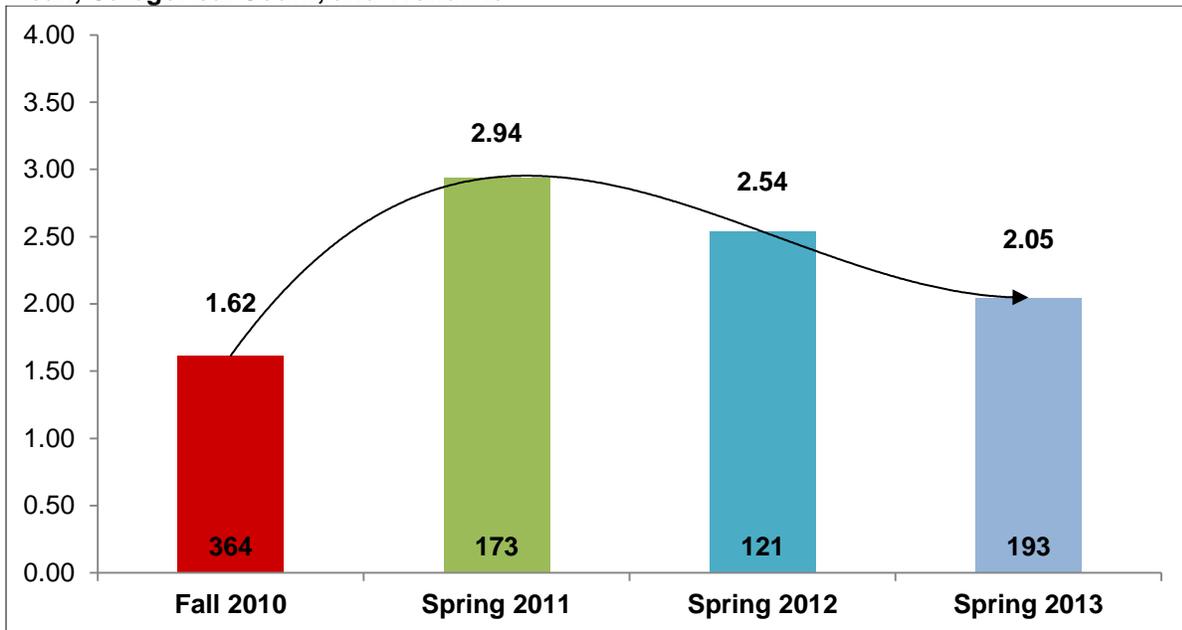
- Two statistically significant declines occur in the mean score within this question group: “The Governing Board utilizes a consistent and transparent self-evaluation process in which input from the College community is solicited and the results are accessible and communicated to the college community” (Q39), and “An opportunity was given for constituents to provide input as part of the Governing Board self-evaluation process” (Q40).
- More than half of respondents reported disagreement with the statement that 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” (Q39).

**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.**

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

Histograms / Data Analysis

**39. The Governing Board utilizes a consistent and transparent self-evaluation process in which input from the College community is solicited and the results are accessible and communicated to the college community.**

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.05	193	17.306	.000
Spring 2012	2.54	121		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.16	1.01	19
	FT Faculty	2.09	.93	47
	Classified	1.94	1.06	53
	Administrator	2.64	1.01	14
	Unspecified	1.93	.95	60
	<b>Overall</b>	<b>2.05</b>	<b>1.00</b>	<b>193</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.42	1.14	26
	FT Faculty	2.50	1.01	38
	Classified	2.57	1.14	37
	Administrator	2.70	.87	20
	<b>Overall</b>	<b>2.54</b>	<b>1.05</b>	<b>121</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.89	.94	37
	FT Faculty	3.02	1.07	53
	Classified	3.03	.83	59
	Administrator	2.63	1.10	24
<b>Overall</b>	<b>2.94</b>	<b>.97</b>	<b>173</b>	

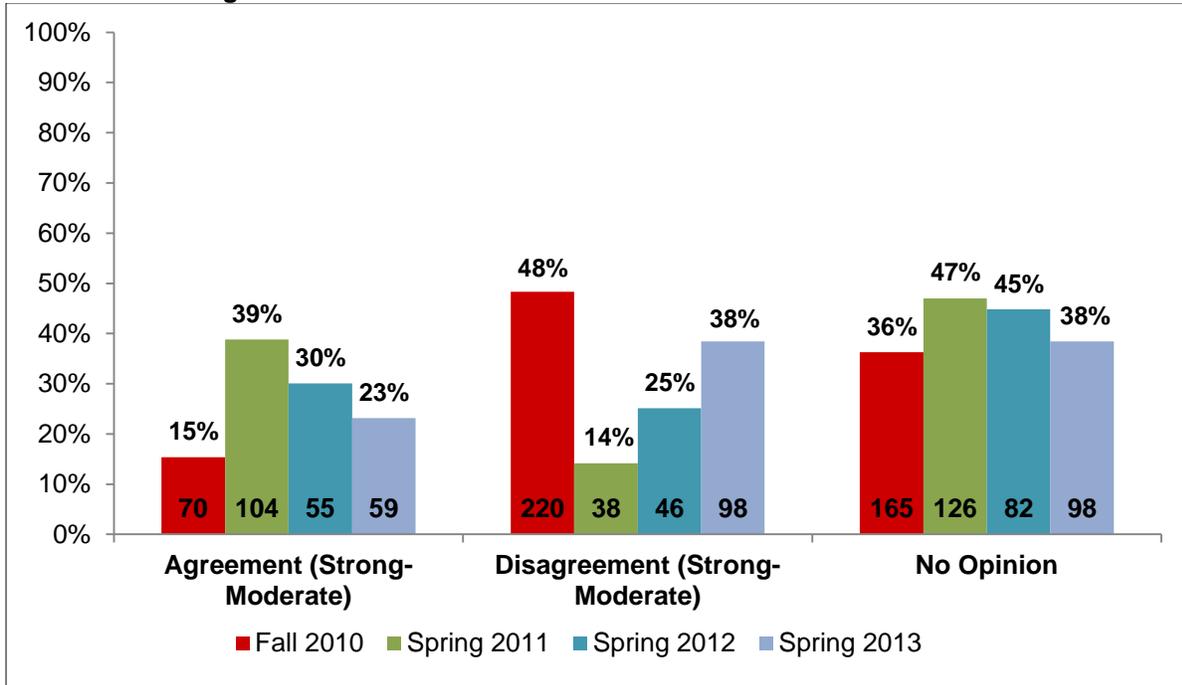
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.67	.92	66
	FT Faculty	1.41	.86	114
	Classified	1.59	.87	153
	Administrator	2.35	1.05	31
<b>Overall</b>	<b>1.62</b>	<b>.92</b>	<b>364</b>	

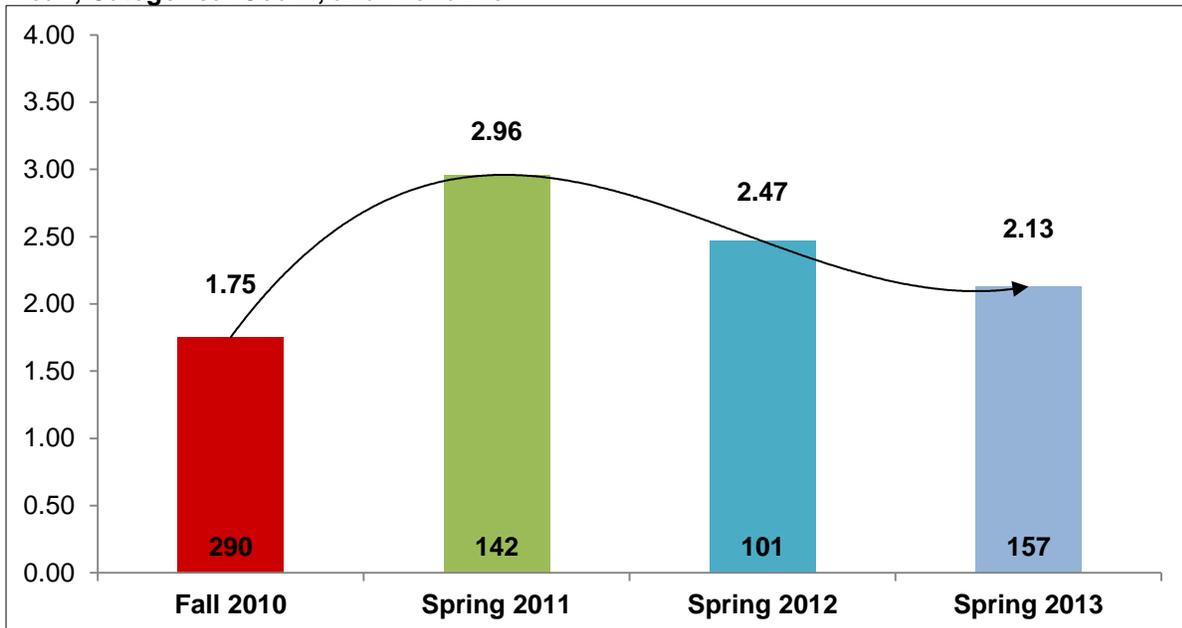
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.13	157	6.896	.009
Spring 2012	2.47	101		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.46	1.05	13
	FT Faculty	2.06	.83	36
	Classified	2.02	1.05	42
	Administrator	2.65	1.00	17
	Unspecified	2.00	1.02	49
	<b>Overall</b>	<b>2.13</b>	<b>1.00</b>	<b>157</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.45	1.00	20
	FT Faculty	2.47	1.11	32
	Classified	2.42	1.06	31
	Administrator	2.56	.92	18
	<b>Overall</b>	<b>2.47</b>	<b>1.03</b>	<b>101</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.21	.74	28
	FT Faculty	2.95	1.15	43
	Classified	3.00	.89	46
	Administrator	2.60	1.12	25
	<b>Overall</b>	<b>2.96</b>	<b>1.00</b>	<b>142</b>

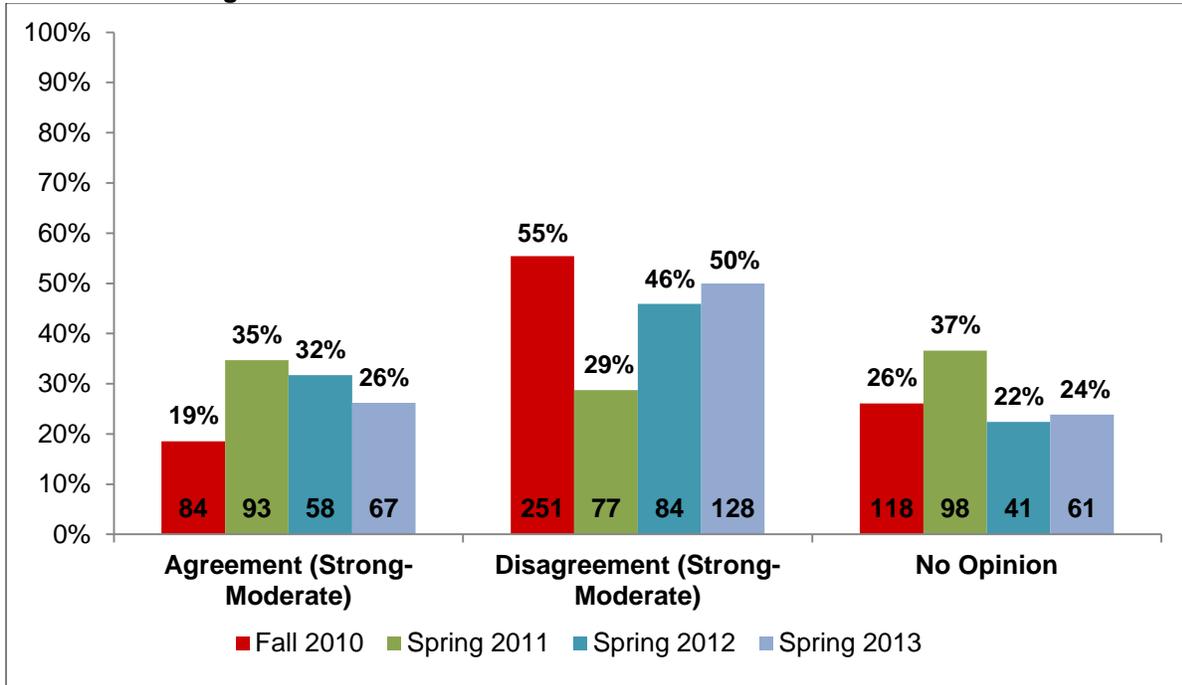
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.80	.98	56
	FT Faculty	1.52	.91	96
	Classified	1.83	.97	112
	Administrator	2.15	1.16	26
	<b>Overall</b>	<b>1.75</b>	<b>.98</b>	<b>290</b>

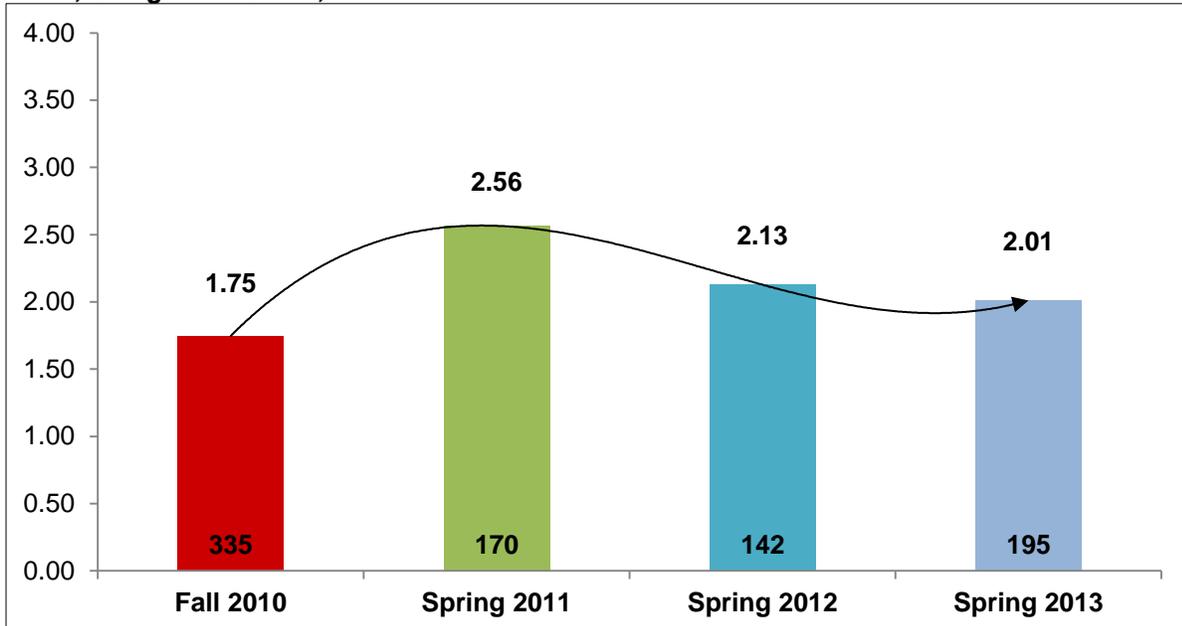
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

**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.**

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

Histograms / Data Analysis

**41. I am aware of the results of the Governing Board self-evaluation that are posted on the SWC website and in the Outlook public folder.**

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.01	195	0.850	.357
Spring 2012	2.13	142		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.13	1.25	15
	FT Faculty	1.60	.91	45
	Classified	1.98	1.12	56
	Administrator	2.47	1.12	17
	Unspecified	2.18	1.19	62
	<b>Overall</b>	<b>2.01</b>	<b>1.13</b>	<b>195</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.36	1.20	39
	FT Faculty	1.88	1.13	42
	Classified	2.10	1.21	42
	Administrator	2.26	1.05	19
	<b>Overall</b>	<b>2.13</b>	<b>1.17</b>	<b>142</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.77	1.03	35
	FT Faculty	2.44	1.20	52
	Classified	2.61	1.16	56
	Administrator	2.44	1.09	27
	<b>Overall</b>	<b>2.56</b>	<b>1.13</b>	<b>170</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.73	1.00	66
	FT Faculty	1.61	.94	103
	Classified	1.78	1.00	138
	Administrator	2.14	1.21	28
	<b>Overall</b>	<b>1.75</b>	<b>1.01</b>	<b>335</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

**Question Group XIII: SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.**

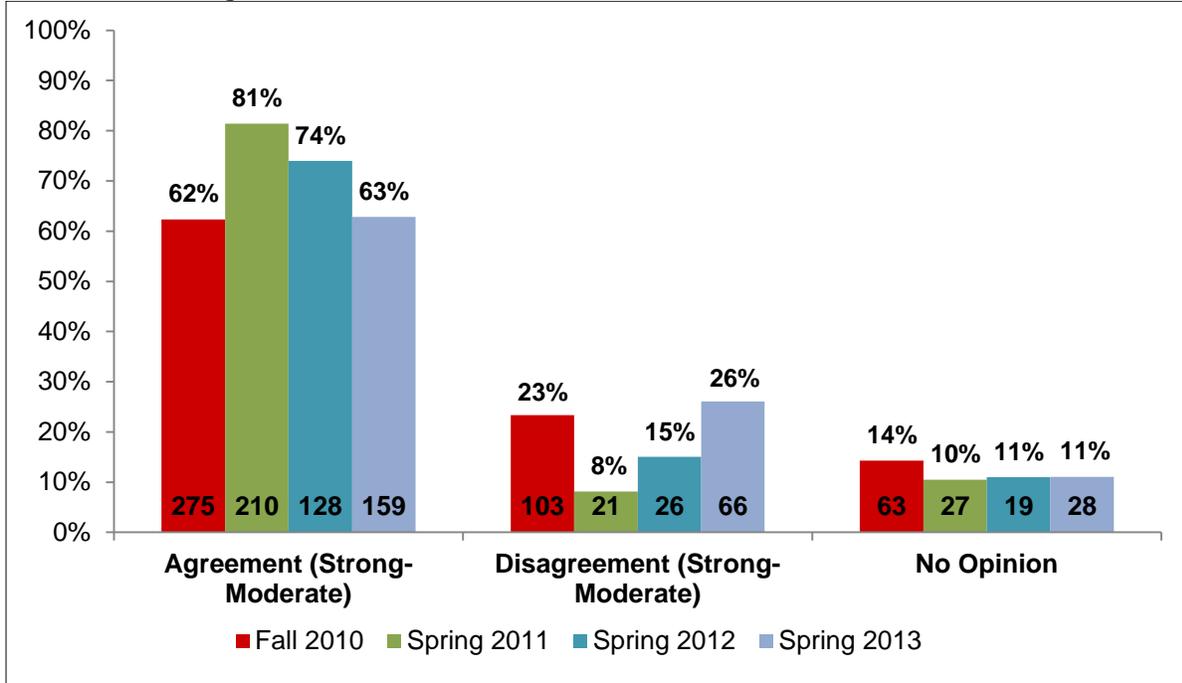
Group XIII questions (Q42-Q49) relate to WASC Standard I.B, which recognizes the importance of improving institutional effectiveness through systematic participative processes. Standard I.B explains the significance of the institution making a conscious effort to support student learning.

Notable findings for the current and earlier survey administration periods:

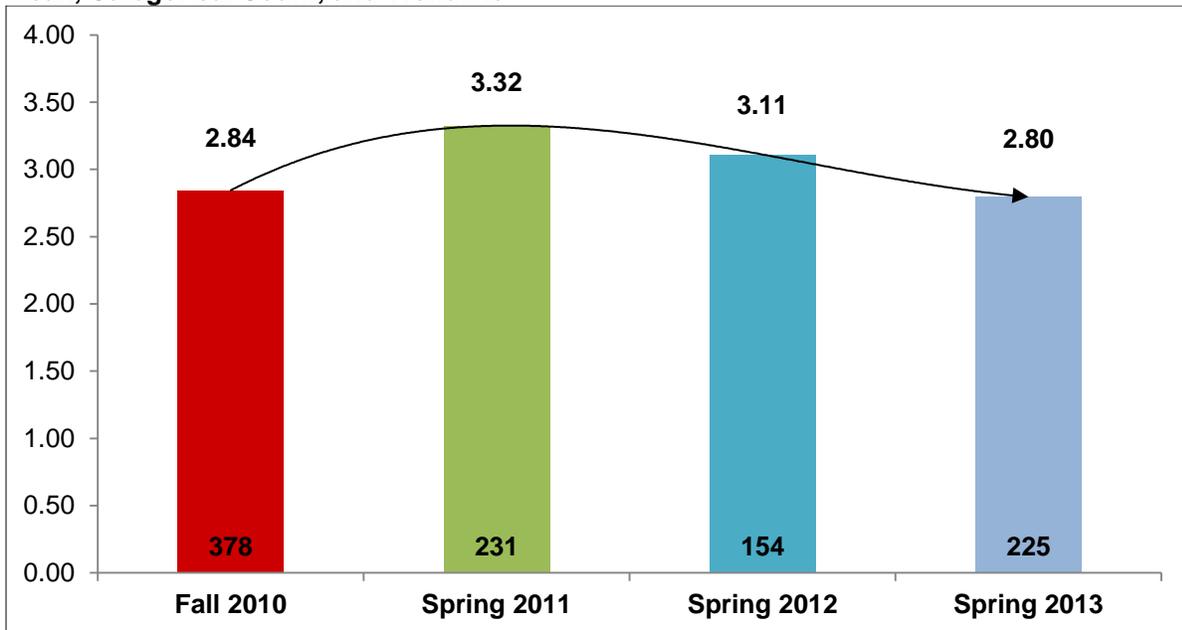
- The percentage of respondents who agree facilities design, use, allocation, and planning processes support student learning and institutional processes remains substantially unchanged from spring 2012 (Q42c).
- Respondents who agreed that their constituency group has been asked to participate in a dialogue about improving student learning remain unchanged from spring 2012 at fifty-five percent (Q43).
- Response agreement changed little for the query related to the “operational processes and departments listed below allow me to perform my job effectively and efficiently.” Moreover, virtually no change occurred to *Questions 48e, i, j, k, m*.
- Queries indicated that a majority of respondents (in many instances) would like to have input for improving the Mission Statement review process, budget planning process, facilities planning process, Strategic Planning process, Institutional Program Review process, and Accreditation Self-Study (Q49b, c, d, f, g, h, i).

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.80	225	10.821	.001
Spring 2012	3.11	154		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.92	1.06	26
	FT Faculty	2.57	1.08	53
	Classified	2.91	.95	53
	Administrator	3.25	.58	16
	Unspecified	2.74	.83	77
	<b>Overall</b>	<b>2.80</b>	<b>.95</b>	<b>225</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.98	.94	45
	FT Faculty	3.12	.82	43
	Classified	3.11	.94	45
	Administrator	3.38	.59	21
	<b>Overall</b>	<b>3.11</b>	<b>.87</b>	<b>154</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.45	.71	56
	FT Faculty	3.31	.80	72
	Classified	3.25	.68	76
	Administrator	3.33	.56	27
	<b>Overall</b>	<b>3.32</b>	<b>.71</b>	<b>231</b>

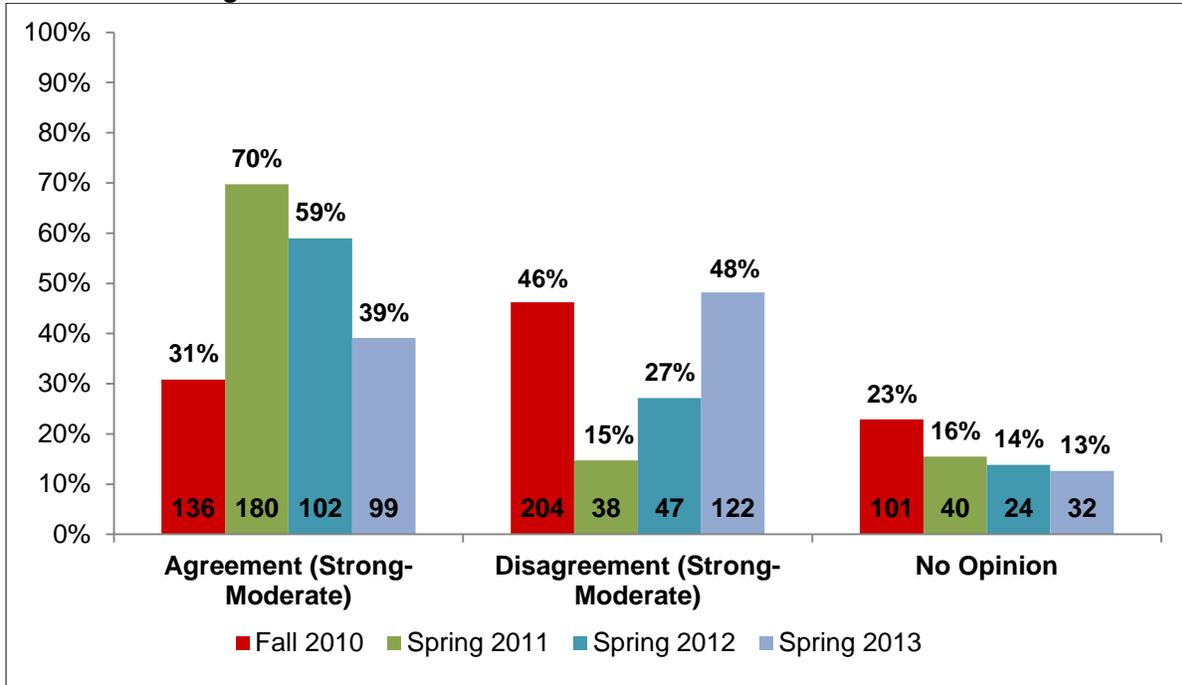
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.88	.87	85
	FT Faculty	2.84	1.00	116
	Classified	2.77	.92	142
	Administrator	3.06	.80	35
	<b>Overall</b>	<b>2.84</b>	<b>.92</b>	<b>378</b>

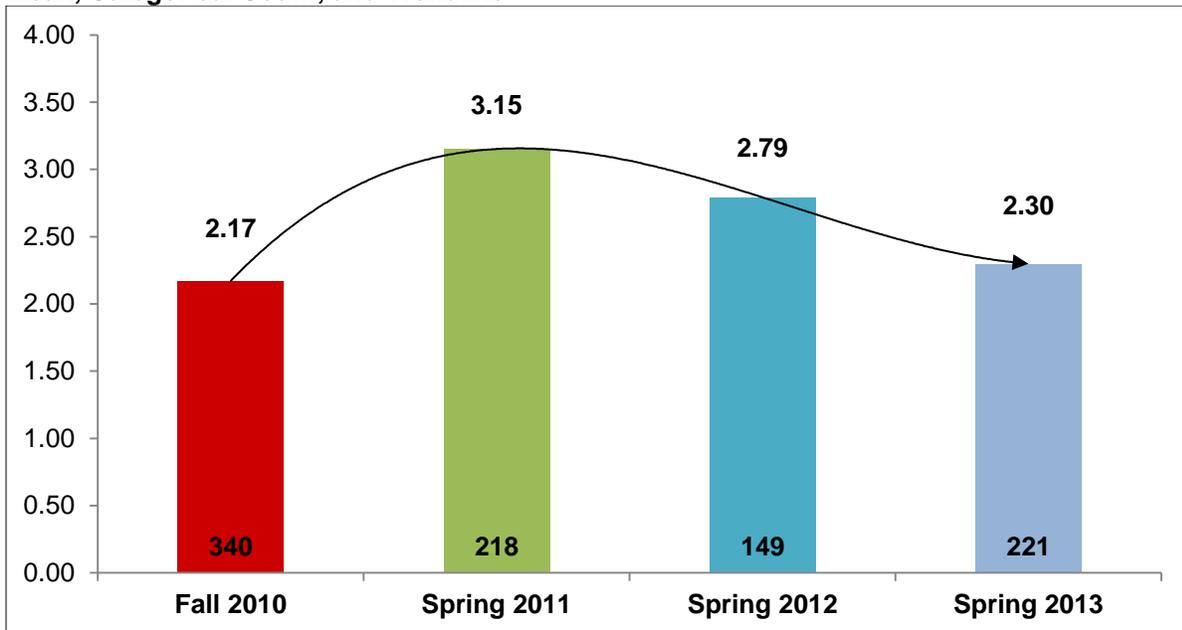
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.30	221	23.945	.000
Spring 2012	2.79	149		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.29	1.04	24
	FT Faculty	2.02	1.00	52
	Classified	2.47	.94	62
	Administrator	2.88	.70	17
	Unspecified	2.21	.92	66
	<b>Overall</b>	<b>2.30</b>	<b>.96</b>	<b>221</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.26	.97	39
	FT Faculty	2.90	.86	41
	Classified	2.92	.87	48
	Administrator	3.29	.72	21
	<b>Overall</b>	<b>2.79</b>	<b>.93</b>	<b>149</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.07	.94	45
	FT Faculty	3.20	.81	70
	Classified	3.05	.77	74
	Administrator	3.41	.57	29
	<b>Overall</b>	<b>3.15</b>	<b>.80</b>	<b>218</b>

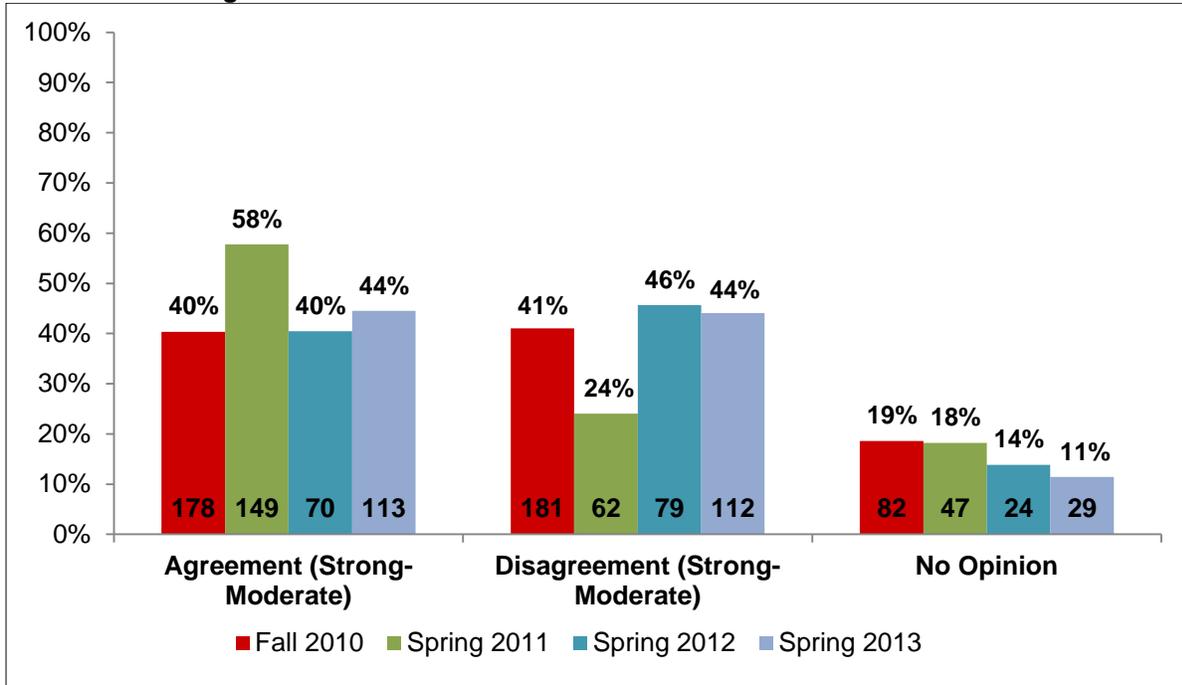
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.15	.91	65
	FT Faculty	1.81	.93	100
	Classified	2.24	.95	140
	Administrator	2.94	.87	35
	<b>Overall</b>	<b>2.17</b>	<b>.98</b>	<b>340</b>

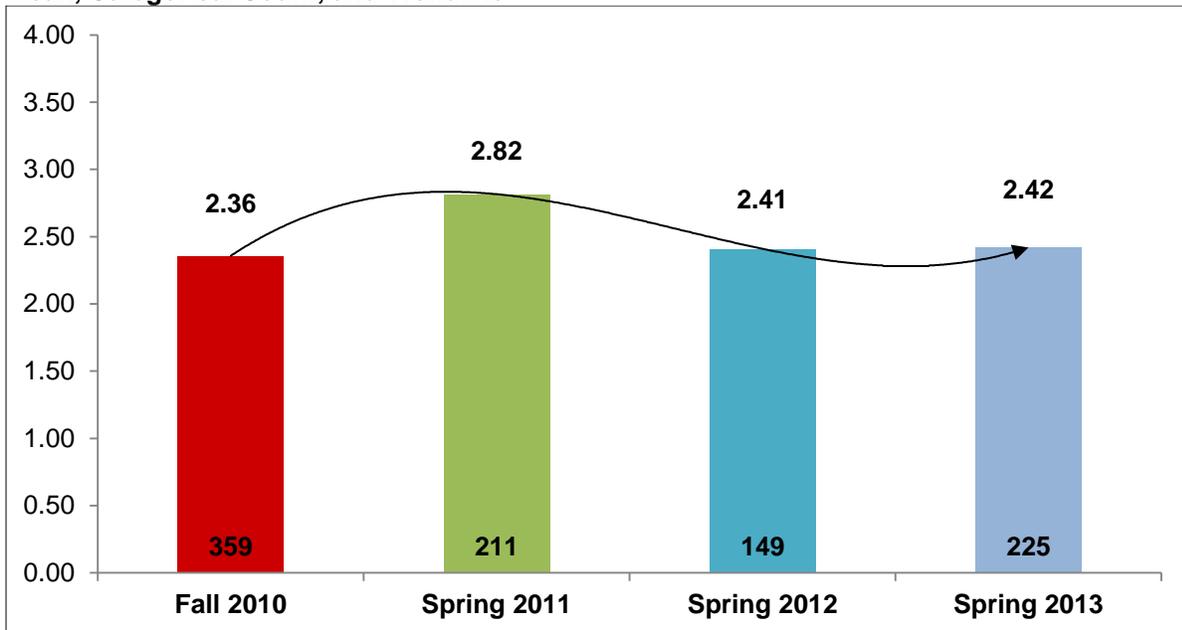
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

**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.**

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

**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.**

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.42	225	0.007	.934
Spring 2012	2.41	149		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.57	1.08	23
	FT Faculty	2.28	.89	53
	Classified	2.48	.99	61
	Administrator	2.81	.91	16
	Unspecified	2.33	.93	72
	<b>Overall</b>	<b>2.42</b>	<b>.96</b>	<b>225</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.24	.97	41
	FT Faculty	2.59	.97	39
	Classified	2.40	.94	48
	Administrator	2.43	1.03	21
	<b>Overall</b>	<b>2.41</b>	<b>.97</b>	<b>149</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.11	.84	44
	FT Faculty	2.65	.91	65
	Classified	2.78	.90	73
	Administrator	2.83	.81	29
	<b>Overall</b>	<b>2.82</b>	<b>.89</b>	<b>211</b>

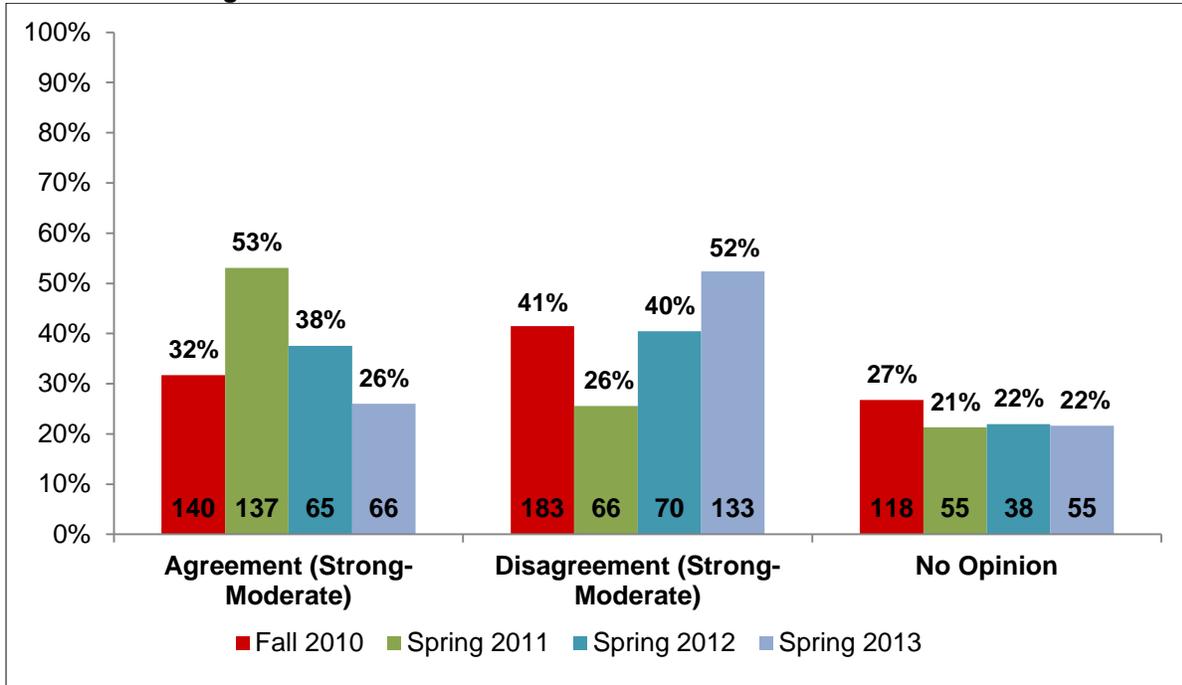
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.49	.96	69
	FT Faculty	2.18	.93	107
	Classified	2.33	1.02	149
	Administrator	2.76	.89	34
	<b>Overall</b>	<b>2.36</b>	<b>.98</b>	<b>359</b>

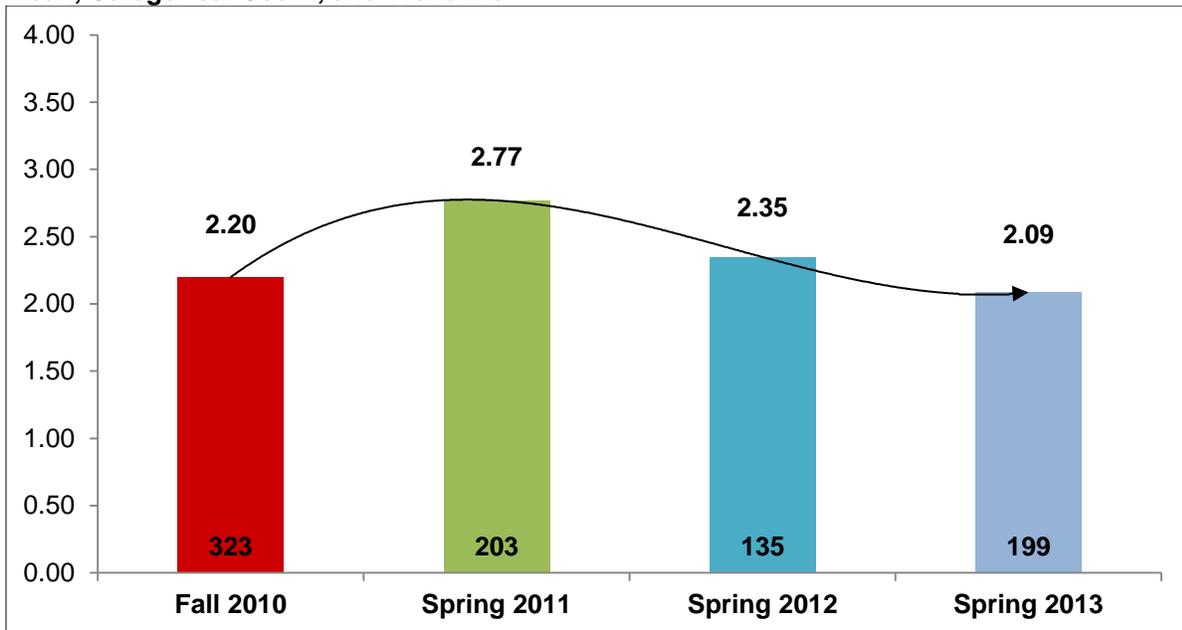
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.09	199	6.140	.014
Spring 2012	2.35	135		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.17	1.10	18
	FT Faculty	1.71	.68	41
	Classified	2.21	1.00	58
	Administrator	2.65	1.06	17
	Unspecified	2.05	1.02	65
	<b>Overall</b>	<b>2.09</b>	<b>.99</b>	<b>199</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.97	.88	33
	FT Faculty	2.38	.89	34
	Classified	2.47	.86	47
	Administrator	2.62	.87	21
	<b>Overall</b>	<b>2.35</b>	<b>.89</b>	<b>135</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.12	.78	41
	FT Faculty	2.57	.87	60
	Classified	2.63	.95	73
	Administrator	3.03	.68	29
<b>Overall</b>	<b>2.77</b>	<b>.89</b>	<b>203</b>	

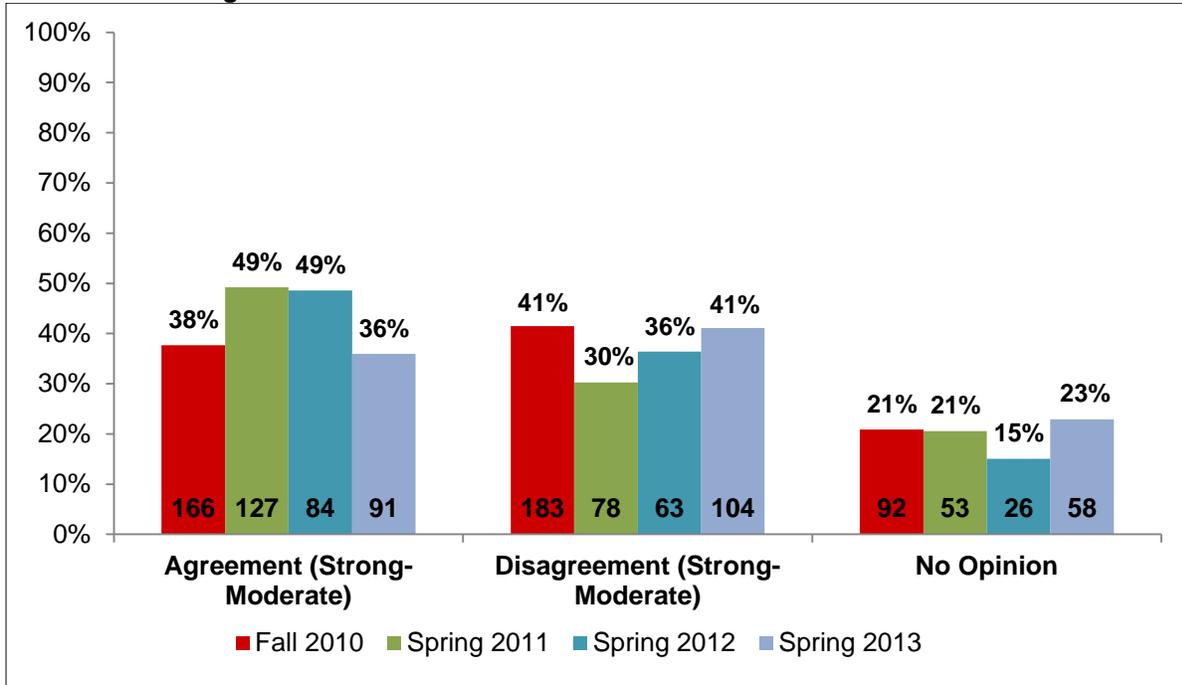
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.13	.97	54
	FT Faculty	1.87	.89	92
	Classified	2.27	.98	143
	Administrator	2.91	.71	34
<b>Overall</b>	<b>2.20</b>	<b>.97</b>	<b>323</b>	

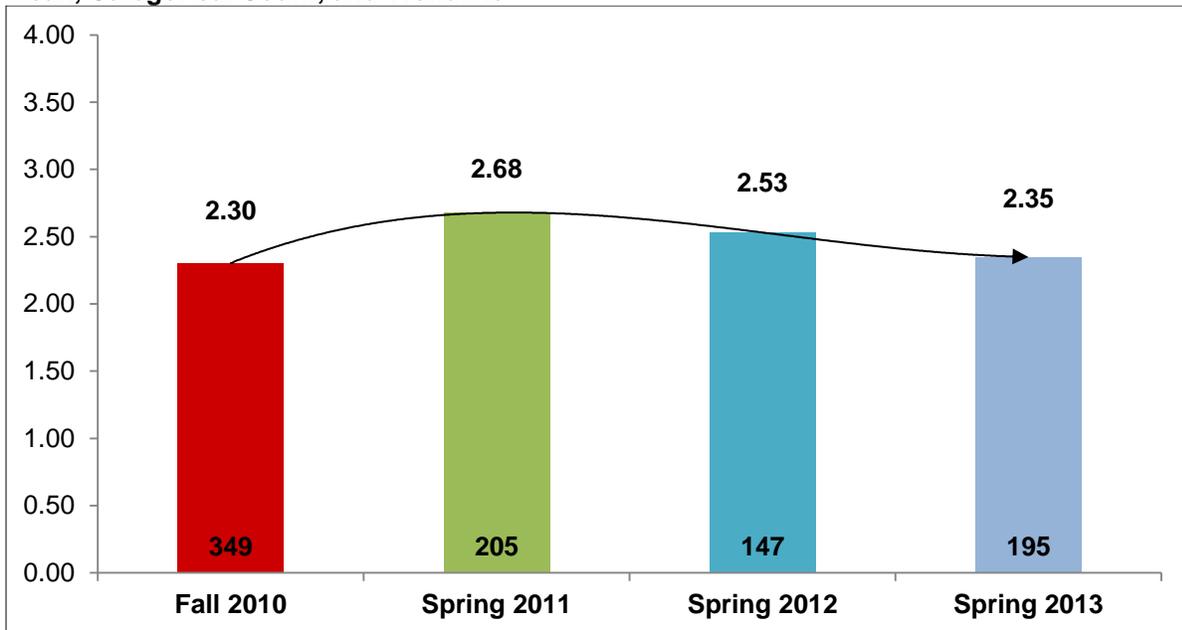
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.35	195	2.920	.088
Spring 2012	2.53	147		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.53	1.12	17
	FT Faculty	2.07	.94	43
	Classified	2.51	1.03	53
	Administrator	2.76	.75	17
	Unspecified	2.25	.97	65
	<b>Overall</b>	<b>2.35</b>	<b>.99</b>	<b>195</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.33	1.10	40
	FT Faculty	2.55	.92	38
	Classified	2.58	.92	48
	Administrator	2.76	.77	21
	<b>Overall</b>	<b>2.53</b>	<b>.95</b>	<b>147</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.02	.97	45
	FT Faculty	2.45	.99	58
	Classified	2.67	1.07	73
	Administrator	2.62	.86	29
<b>Overall</b>	<b>2.68</b>	<b>1.01</b>	<b>205</b>	

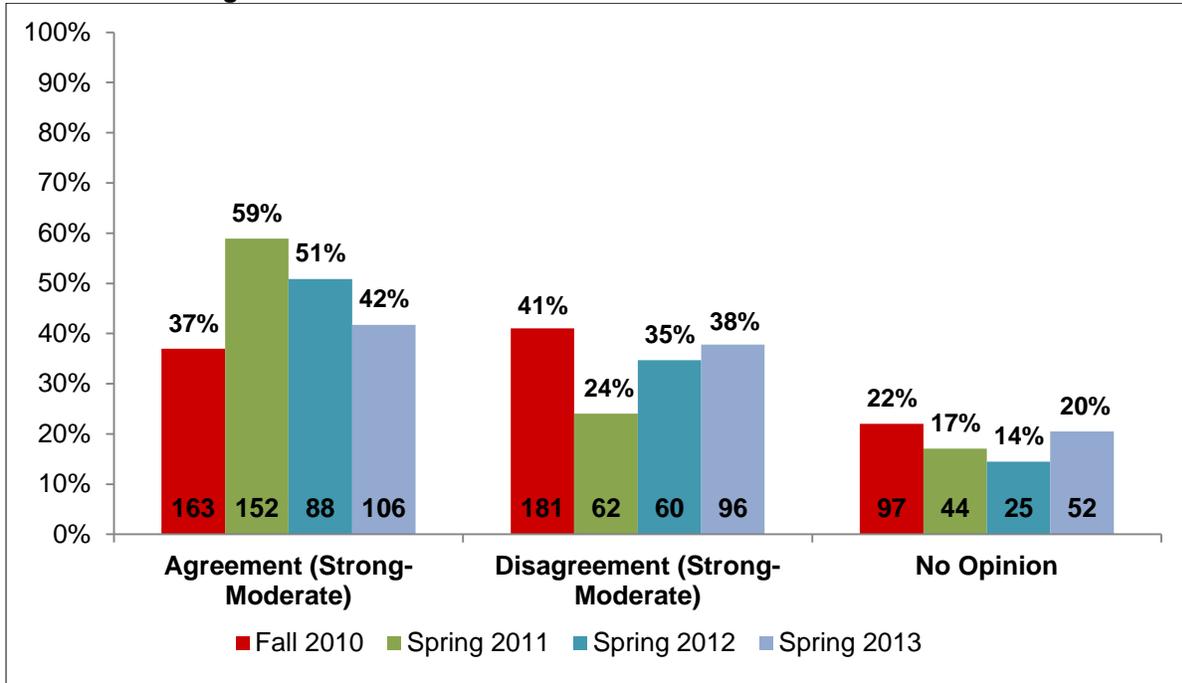
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.40	1.00	62
	FT Faculty	2.14	.95	96
	Classified	2.30	.98	155
	Administrator	2.61	.90	36
<b>Overall</b>	<b>2.30</b>	<b>.97</b>	<b>349</b>	

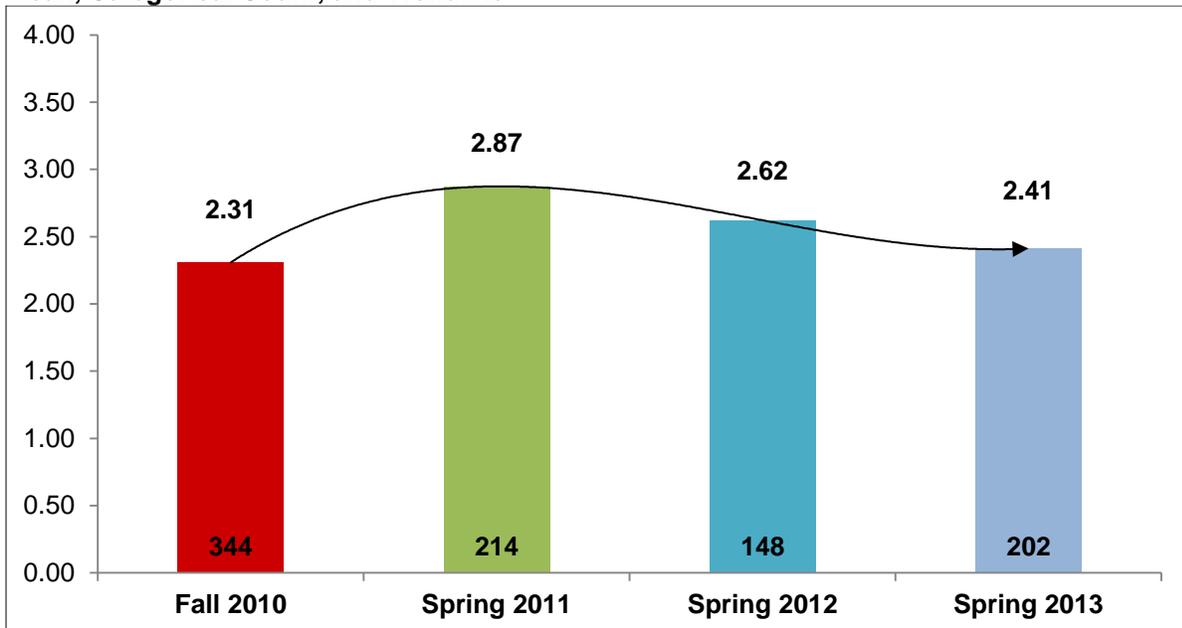
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.41	202	4.208	.041
Spring 2012	2.62	148		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.50	1.15	16
	FT Faculty	2.15	.91	47
	Classified	2.60	.98	57
	Administrator	2.88	.99	17
	Unspecified	2.29	.95	65
	<b>Overall</b>	<b>2.41</b>	<b>.98</b>	<b>202</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.45	.99	40
	FT Faculty	2.68	.89	40
	Classified	2.68	.89	47
	Administrator	2.71	.78	21
	<b>Overall</b>	<b>2.62</b>	<b>.90</b>	<b>148</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.02	.89	45
	FT Faculty	2.80	.98	66
	Classified	2.76	.95	74
	Administrator	3.10	.62	29
	<b>Overall</b>	<b>2.87</b>	<b>.91</b>	<b>214</b>

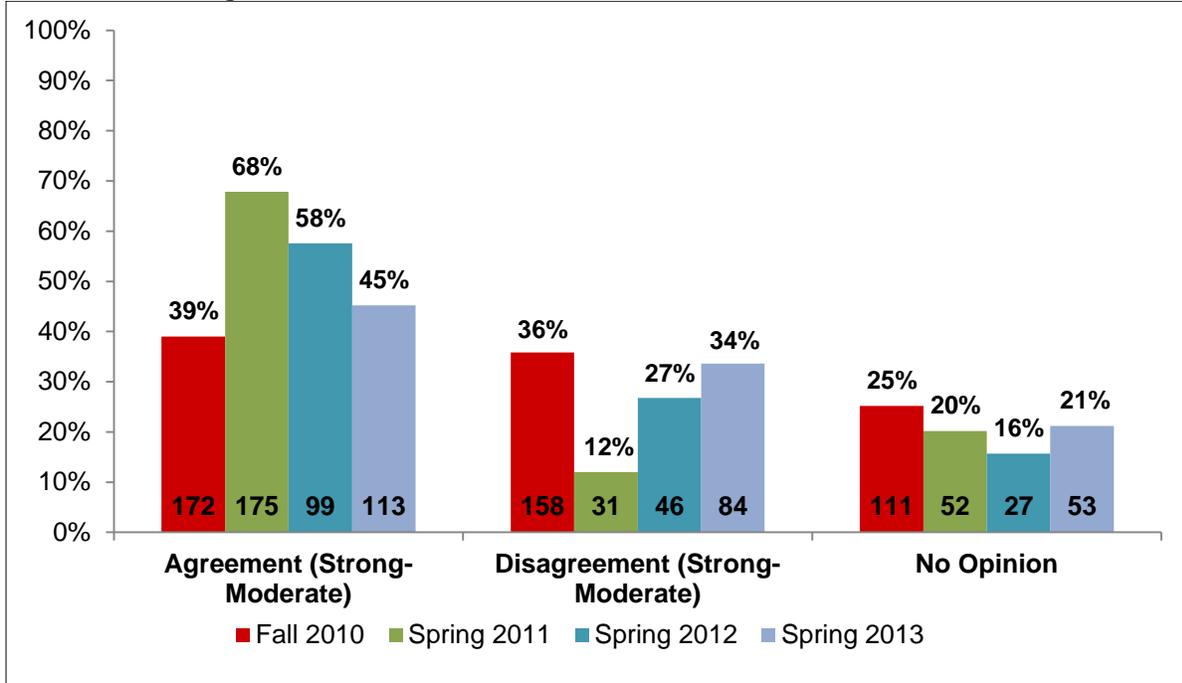
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.44	.95	66
	FT Faculty	2.13	.99	100
	Classified	2.34	1.00	143
	Administrator	2.46	.74	35
	<b>Overall</b>	<b>2.31</b>	<b>.97</b>	<b>344</b>

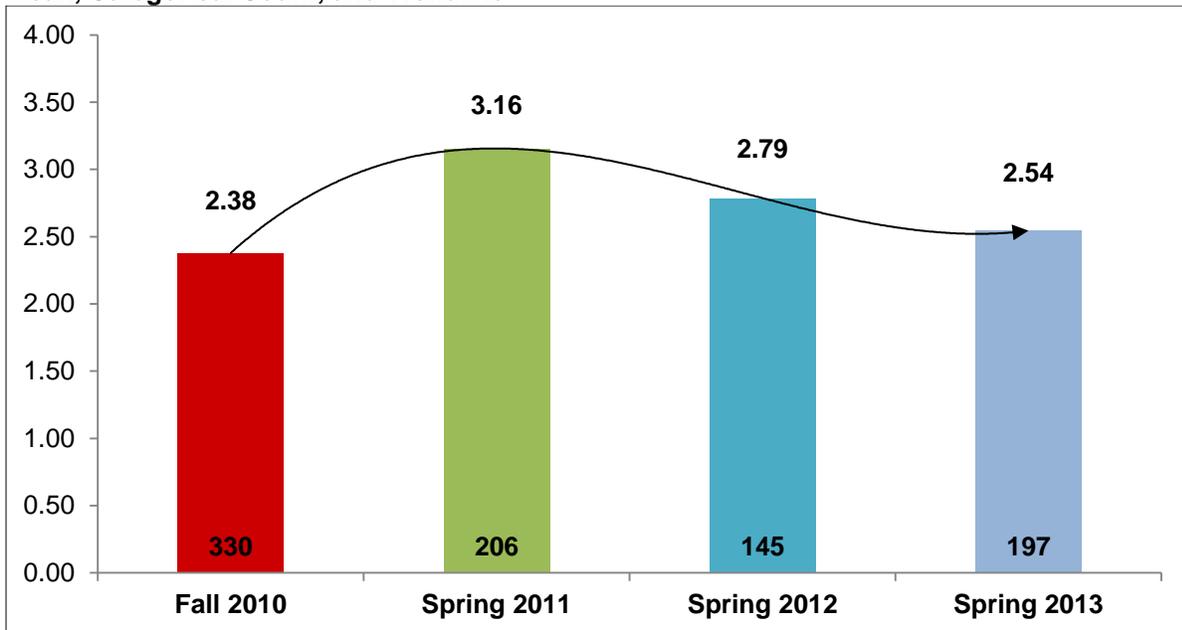
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.54	197	5.255	.022
Spring 2012	2.79	145		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.35	1.11	17
	FT Faculty	2.46	.97	48
	Classified	2.68	1.03	53
	Administrator	3.18	.81	17
	Unspecified	2.37	.93	62
	<b>Overall</b>	<b>2.54</b>	<b>.99</b>	<b>197</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.56	1.03	36
	FT Faculty	2.93	.91	41
	Classified	2.72	.97	47
	Administrator	3.05	.67	21
	<b>Overall</b>	<b>2.79</b>	<b>.94</b>	<b>145</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.17	.73	42
	FT Faculty	3.16	.75	67
	Classified	3.10	.78	68
	Administrator	3.24	.58	29
	<b>Overall</b>	<b>3.16</b>	<b>.73</b>	<b>206</b>

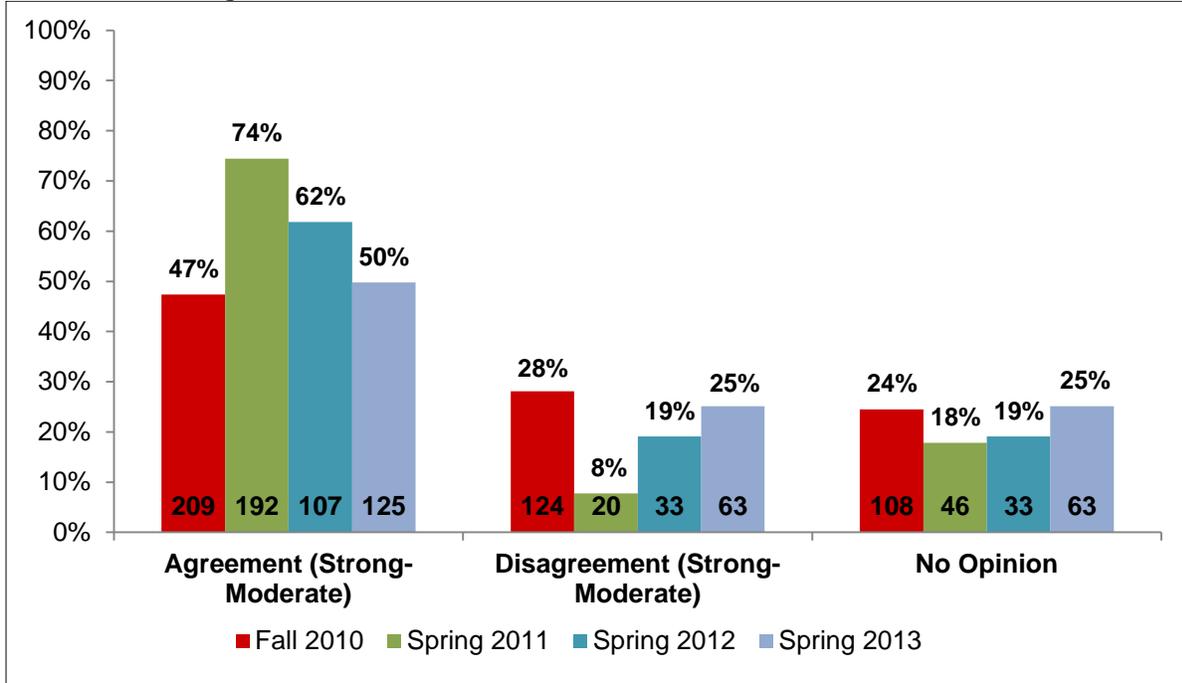
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.34	.95	61
	FT Faculty	2.30	.99	101
	Classified	2.32	1.00	133
	Administrator	2.91	.74	35
	<b>Overall</b>	<b>2.38</b>	<b>.97</b>	<b>330</b>

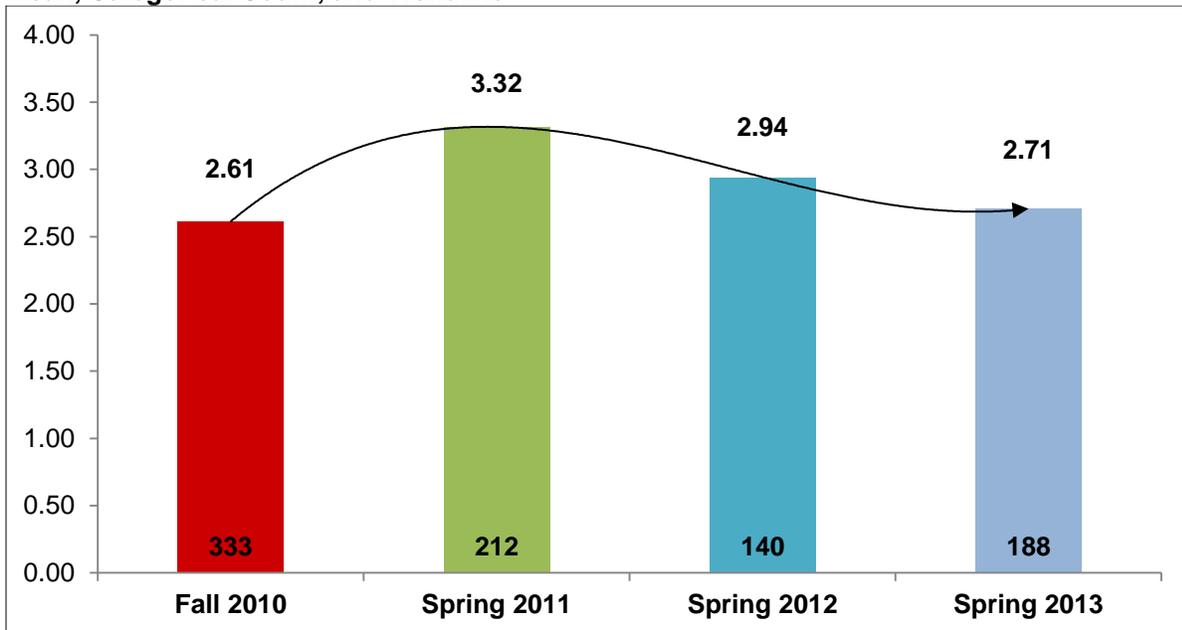
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.71	188	5.026	.026
Spring 2012	2.94	140		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.59	1.18	17
	FT Faculty	2.64	.92	44
	Classified	2.84	.98	50
	Administrator	3.18	.53	17
	Unspecified	2.55	.89	60
	<b>Overall</b>	<b>2.71</b>	<b>.93</b>	<b>188</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.65	1.07	34
	FT Faculty	3.15	.89	40
	Classified	2.82	.96	45
	Administrator	3.29	.64	21
	<b>Overall</b>	<b>2.94</b>	<b>.95</b>	<b>140</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.25	.75	44
	FT Faculty	3.42	.65	69
	Classified	3.23	.66	71
	Administrator	3.39	.57	28
	<b>Overall</b>	<b>3.32</b>	<b>.67</b>	<b>212</b>

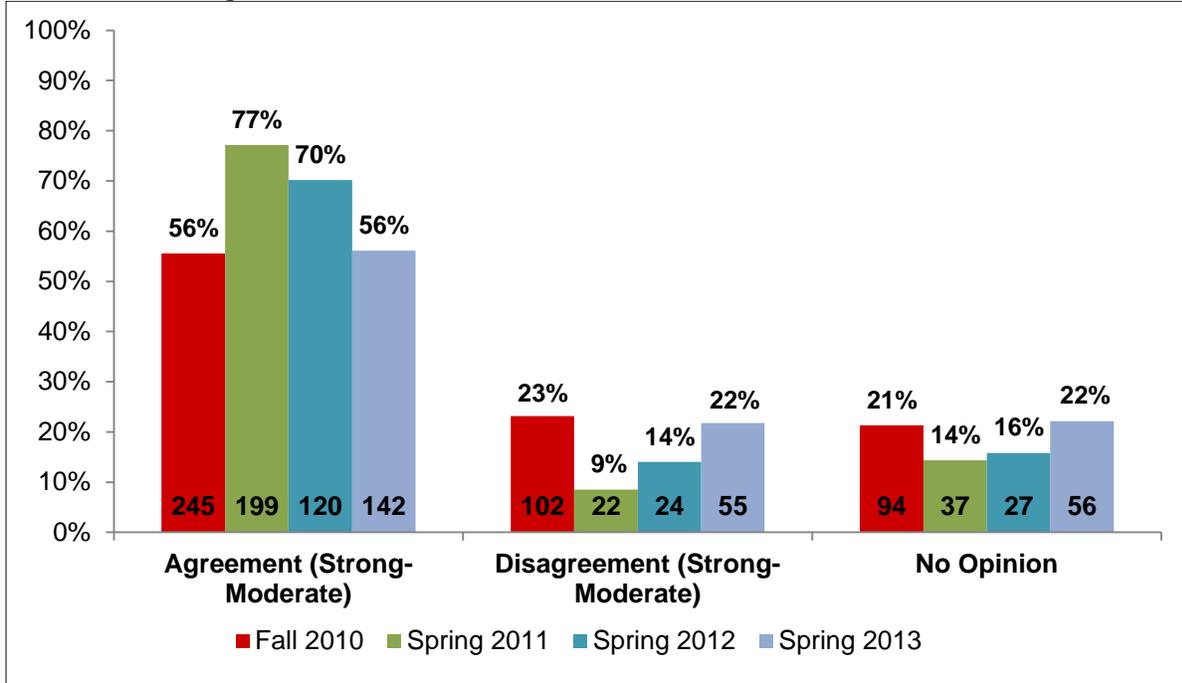
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.57	.96	63
	FT Faculty	2.62	.98	101
	Classified	2.49	1.01	134
	Administrator	3.14	.69	35
	<b>Overall</b>	<b>2.61</b>	<b>.98</b>	<b>333</b>

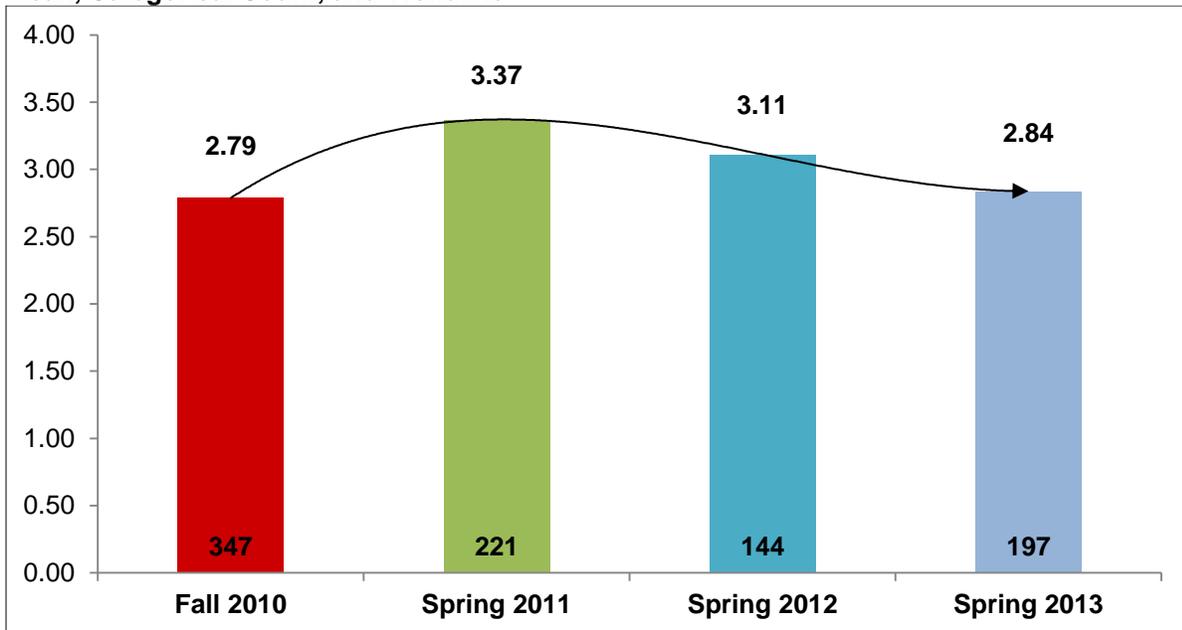
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.84	197	7.786	.006
Spring 2012	3.11	144		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.76	1.09	21
	FT Faculty	2.88	.87	48
	Classified	2.80	.99	50
	Administrator	3.38	.50	16
	Unspecified	2.73	.81	62
	<b>Overall</b>	<b>2.84</b>	<b>.89</b>	<b>197</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.76	1.14	37
	FT Faculty	3.30	.72	40
	Classified	3.13	.83	46
	Administrator	3.33	.66	21
	<b>Overall</b>	<b>3.11</b>	<b>.89</b>	<b>144</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.24	.80	50
	FT Faculty	3.51	.72	68
	Classified	3.30	.68	74
	Administrator	3.45	.57	29
<b>Overall</b>	<b>3.37</b>	<b>.71</b>	<b>221</b>	

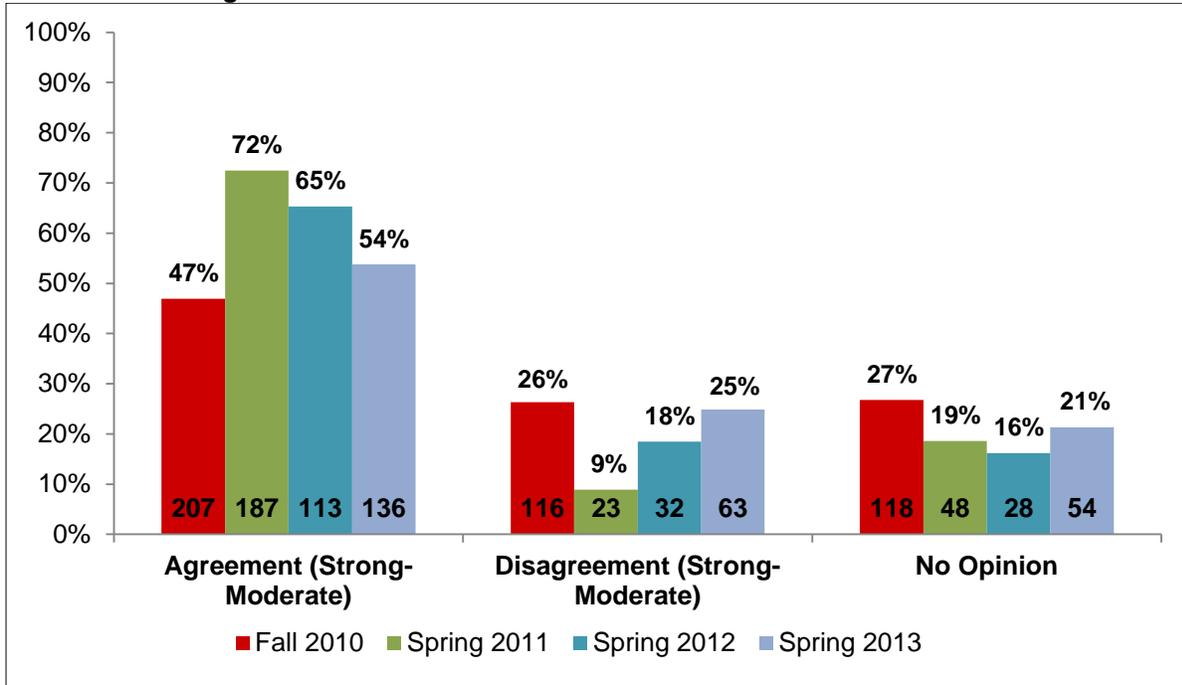
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.62	1.02	63
	FT Faculty	2.92	.96	107
	Classified	2.64	.98	142
	Administrator	3.29	.71	35
<b>Overall</b>	<b>2.79</b>	<b>.98</b>	<b>347</b>	

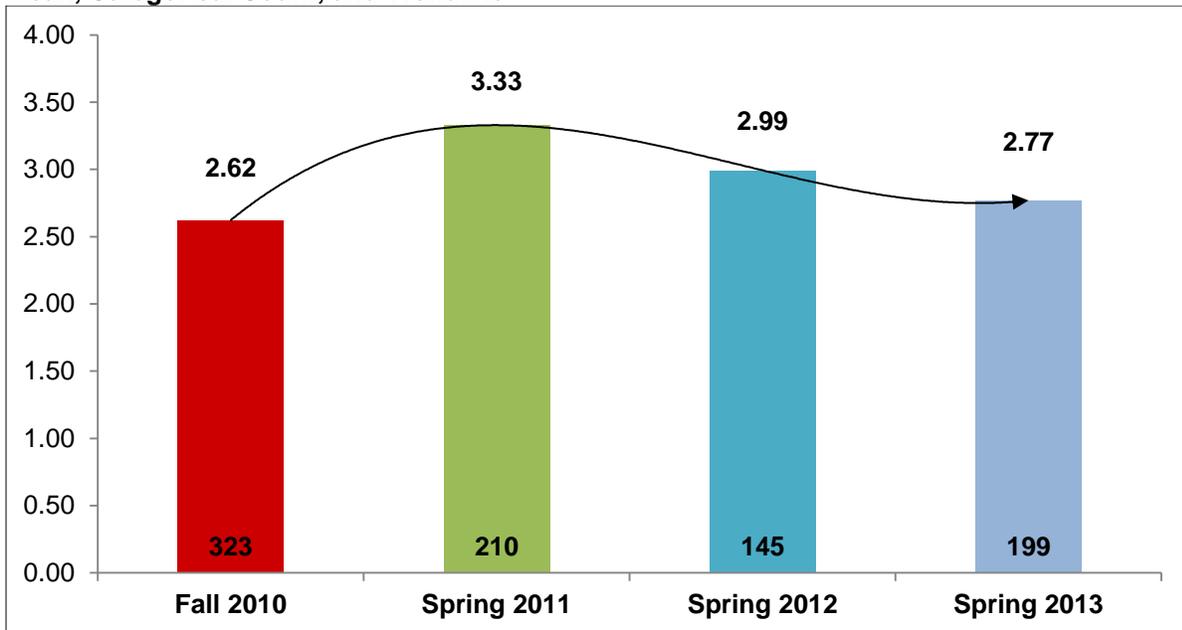
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

Histograms / Data Analysis

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.77	199	4.560	.033
Spring 2012	2.99	145		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.63	1.12	19
	FT Faculty	2.74	.99	47
	Classified	2.78	1.01	51
	Administrator	3.29	.59	17
	Unspecified	2.68	.90	65
	<b>Overall</b>	<b>2.77</b>	<b>.96</b>	<b>199</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.61	1.20	38
	FT Faculty	3.24	.80	41
	Classified	2.98	.89	45
	Administrator	3.24	.77	21
	<b>Overall</b>	<b>2.99</b>	<b>.97</b>	<b>145</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.24	.79	46
	FT Faculty	3.46	.70	68
	Classified	3.25	.70	67
	Administrator	3.34	.67	29
<b>Overall</b>	<b>3.33</b>	<b>.72</b>	<b>210</b>	

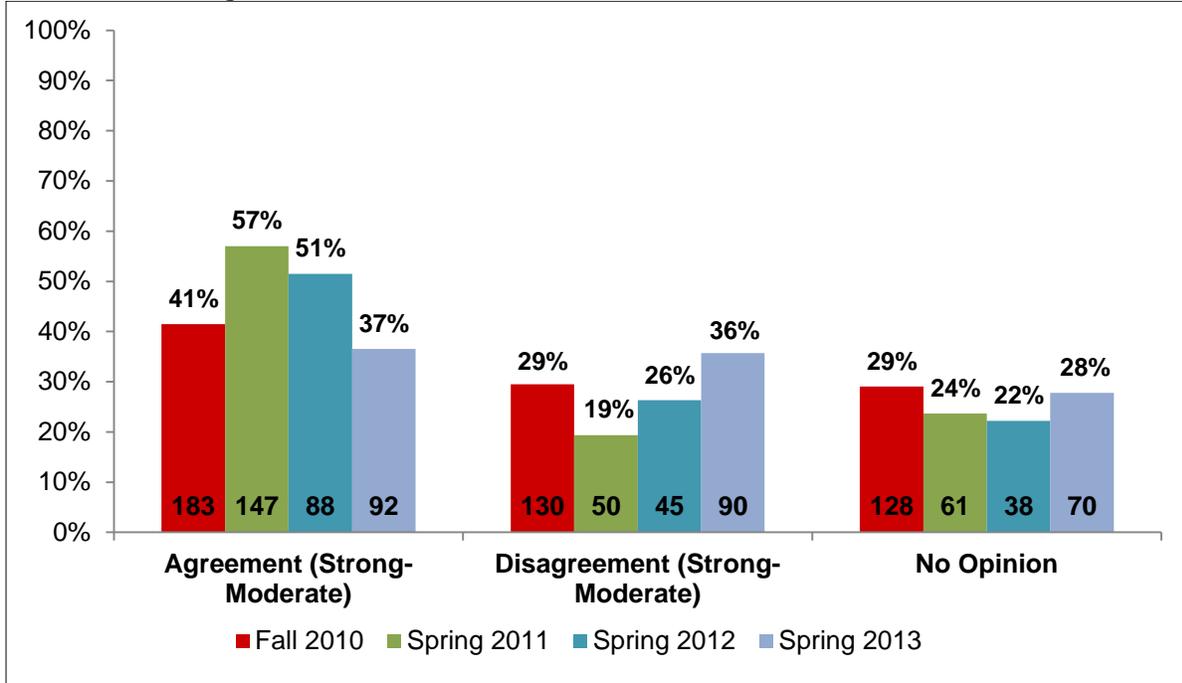
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.48	1.00	63
	FT Faculty	2.76	1.01	103
	Classified	2.48	.96	122
	Administrator	2.97	.79	35
<b>Overall</b>	<b>2.62</b>	<b>.98</b>	<b>323</b>	

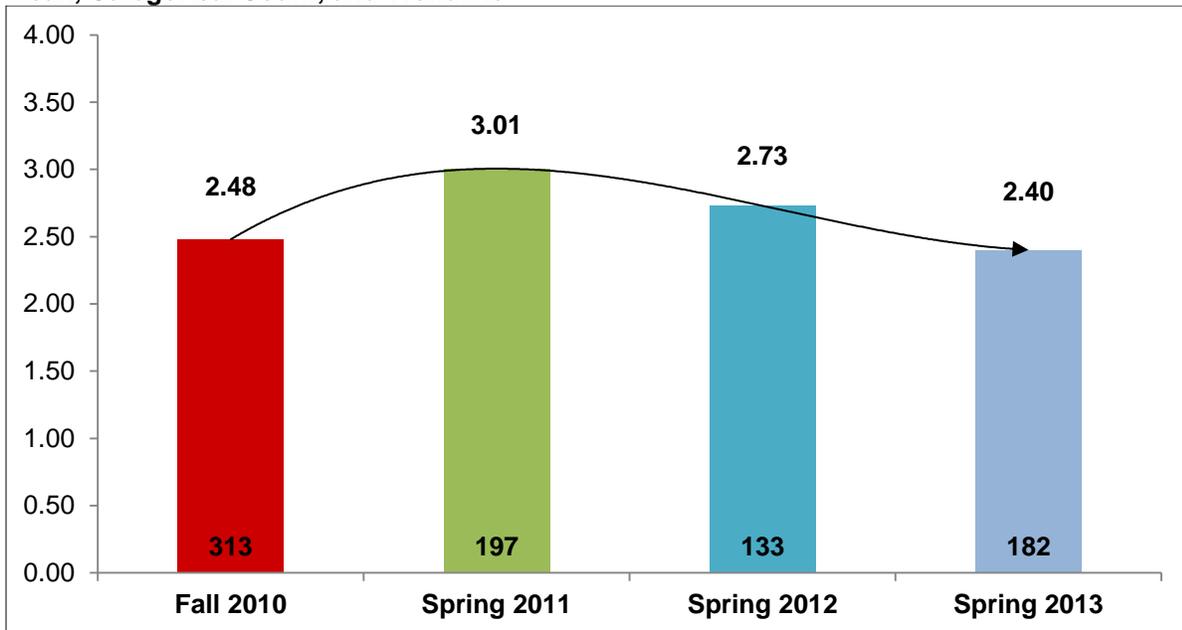
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.40	182	8.696	.003
Spring 2012	2.73	133		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.67	1.24	18
	FT Faculty	2.12	.95	41
	Classified	2.57	1.04	44
	Administrator	2.75	.93	16
	Unspecified	2.30	.87	63
	<b>Overall</b>	<b>2.40</b>	<b>.99</b>	<b>182</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.42	1.03	31
	FT Faculty	2.82	.89	39
	Classified	2.77	.99	44
	Administrator	2.95	.85	19
	<b>Overall</b>	<b>2.73</b>	<b>.95</b>	<b>133</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.05	.89	44
	FT Faculty	2.84	.93	62
	Classified	3.08	.89	65
	Administrator	3.15	.73	26
	<b>Overall</b>	<b>3.01</b>	<b>.88</b>	<b>197</b>

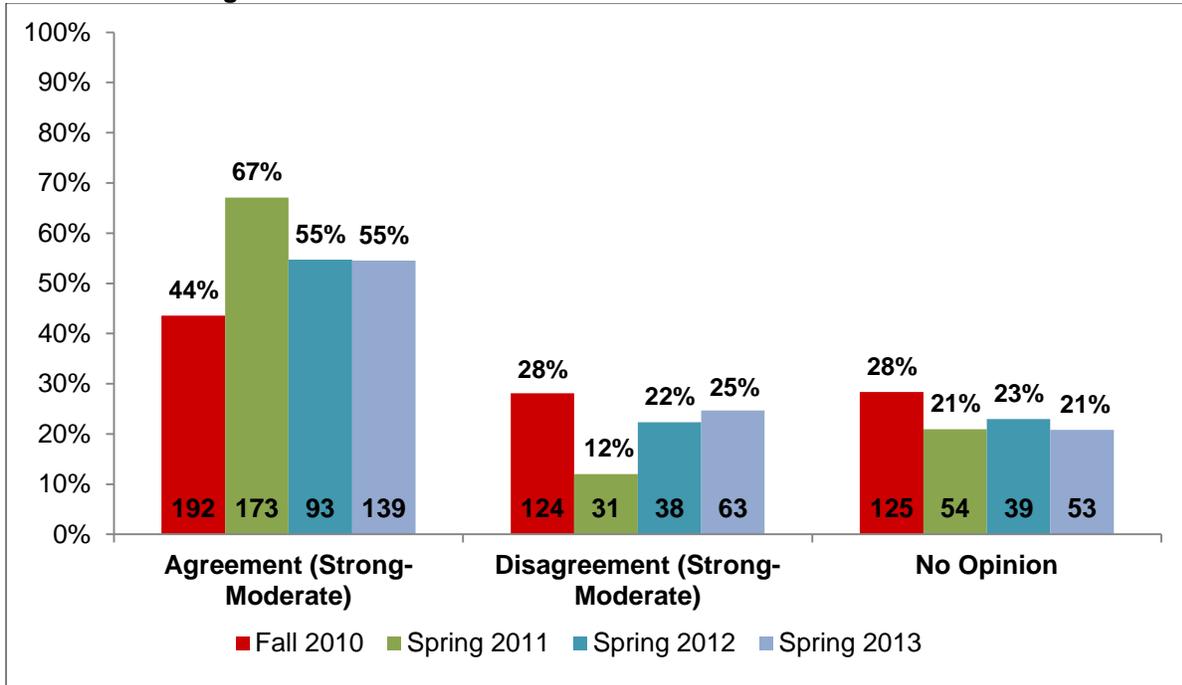
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.38	1.04	63
	FT Faculty	2.39	.98	98
	Classified	2.50	.97	120
	Administrator	2.88	.83	32
	<b>Overall</b>	<b>2.48</b>	<b>.98</b>	<b>313</b>

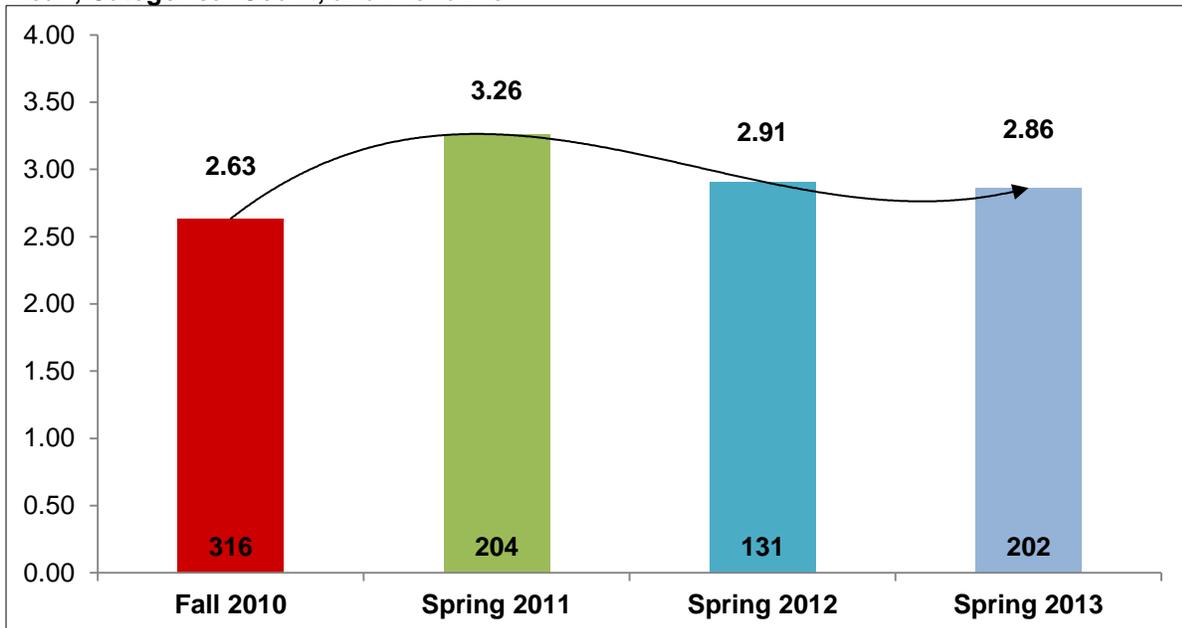
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.86	202	0.177	.675
Spring 2012	2.91	131		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.29	.86	24
	FT Faculty	2.86	.95	50
	Classified	2.70	1.07	46
	Administrator	3.29	.69	17
	Unspecified	2.71	1.03	65
	<b>Overall</b>	<b>2.86</b>	<b>.99</b>	<b>202</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.83	1.08	40
	FT Faculty	3.10	.87	40
	Classified	2.78	1.18	32
	Administrator	2.89	.74	19
	<b>Overall</b>	<b>2.91</b>	<b>1.00</b>	<b>131</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.44	.77	48
	FT Faculty	3.49	.78	68
	Classified	2.90	1.05	62
	Administrator	3.19	.90	26
	<b>Overall</b>	<b>3.26</b>	<b>.91</b>	<b>204</b>

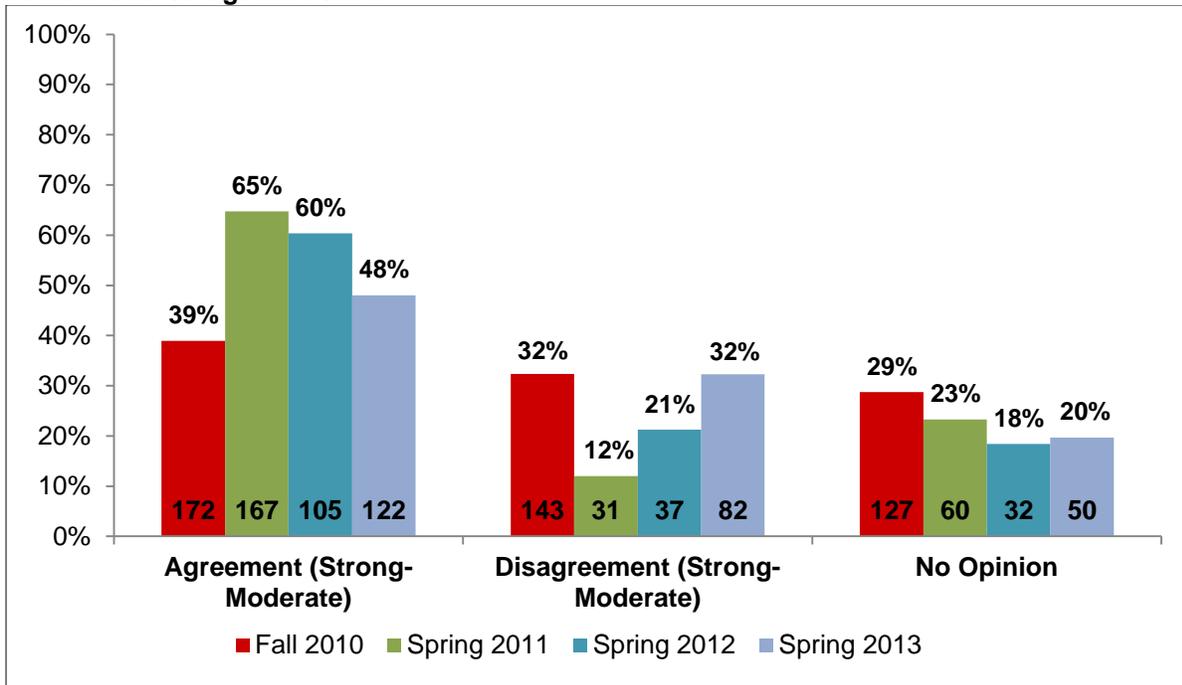
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.81	1.05	67
	FT Faculty	2.80	1.10	106
	Classified	2.29	1.10	112
	Administrator	2.94	.93	31
	<b>Overall</b>	<b>2.63</b>	<b>1.10</b>	<b>316</b>

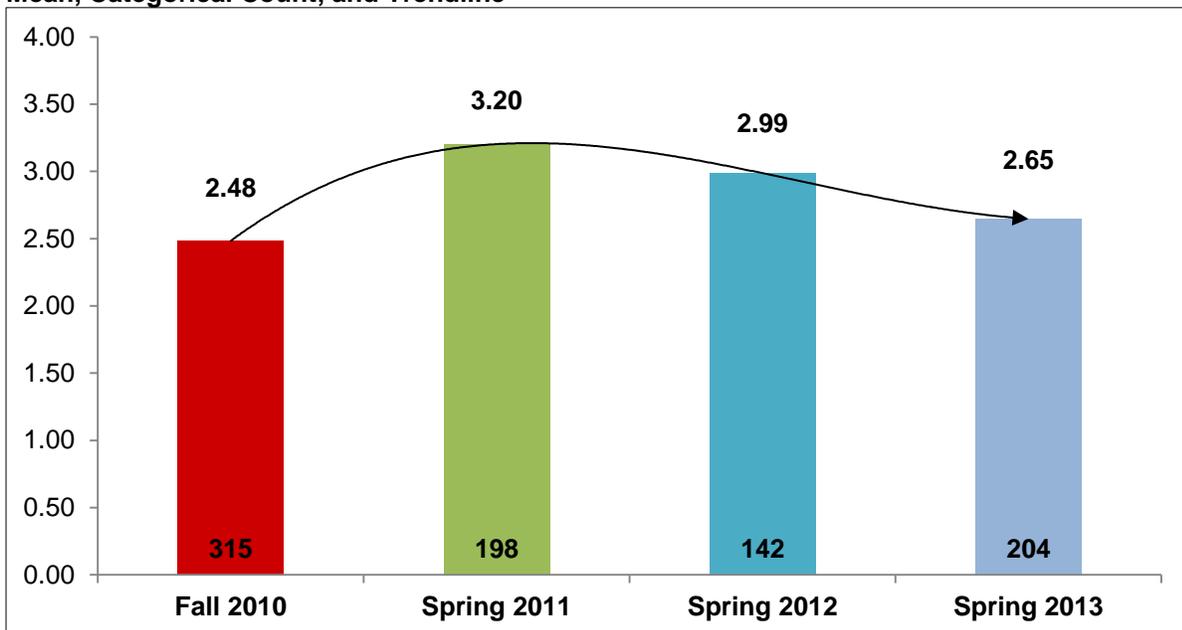
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.65	204	10.252	.001
Spring 2012	2.99	142		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.91	.92	22
	FT Faculty	2.48	1.02	52
	Classified	2.73	.96	51
	Administrator	3.13	.72	16
	Unspecified	2.51	1.03	63
	<b>Overall</b>	<b>2.65</b>	<b>.99</b>	<b>204</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.72	1.11	36
	FT Faculty	3.02	.84	42
	Classified	2.98	.94	43
	Administrator	3.38	.67	21
	<b>Overall</b>	<b>2.99</b>	<b>.94</b>	<b>142</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.20	.97	40
	FT Faculty	3.26	.83	65
	Classified	3.14	.86	65
	Administrator	3.21	.79	28
	<b>Overall</b>	<b>3.20</b>	<b>.86</b>	<b>198</b>

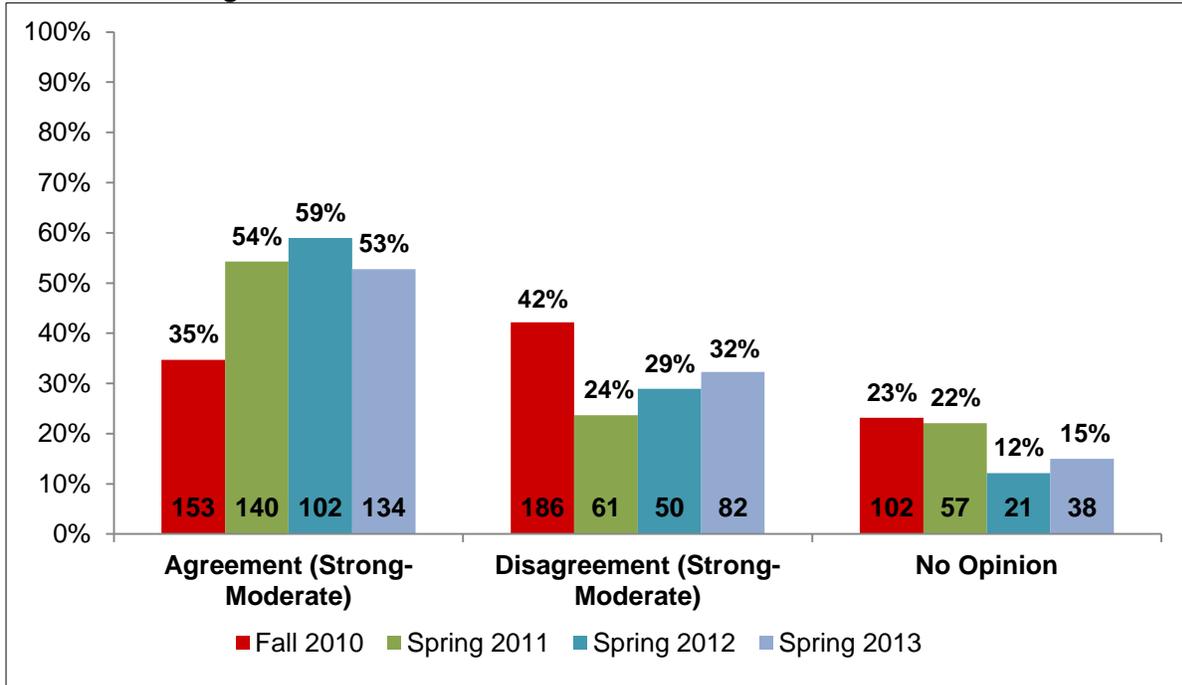
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.52	1.03	61
	FT Faculty	2.45	1.11	101
	Classified	2.38	1.05	121
	Administrator	2.91	.89	32
	<b>Overall</b>	<b>2.48</b>	<b>1.06</b>	<b>315</b>

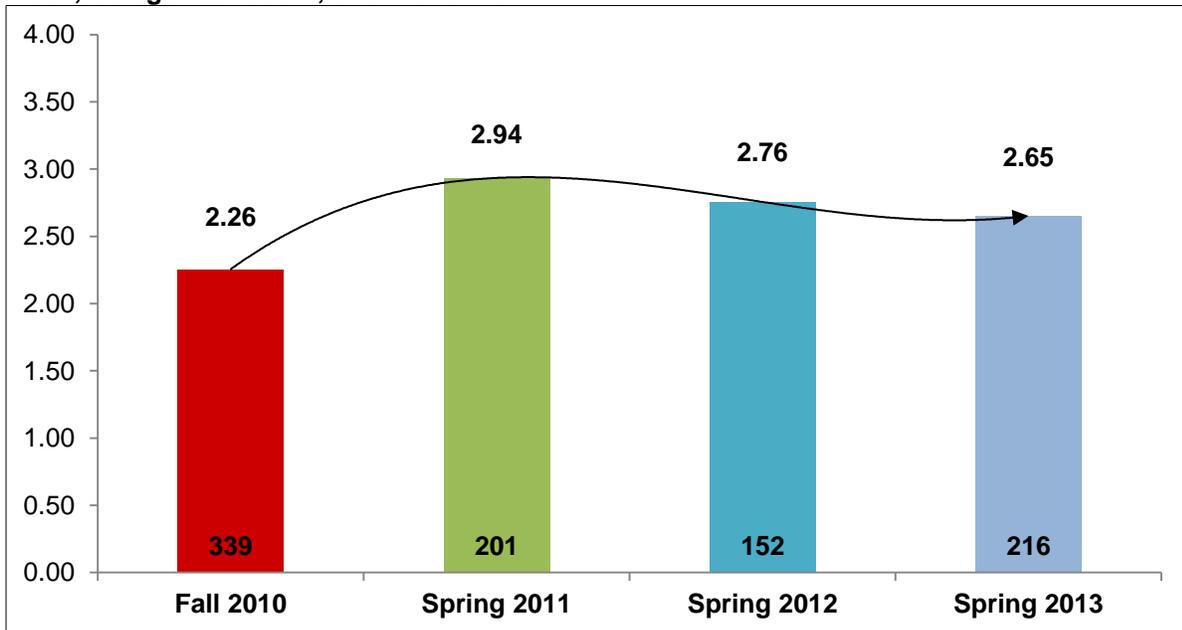
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



No Opinion excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.65	216	0.708	.401
Spring 2012	2.76	152		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.71	1.20	24
	FT Faculty	2.98	1.09	52
	Classified	2.18	1.26	55
	Administrator	3.12	.86	17
	Unspecified	2.65	1.10	68
	<b>Overall</b>	<b>2.65</b>	<b>1.17</b>	<b>216</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.77	1.21	43
	FT Faculty	2.98	1.09	42
	Classified	2.40	1.18	45
	Administrator	3.05	1.00	22
	<b>Overall</b>	<b>2.76</b>	<b>1.16</b>	<b>152</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.92	1.16	48
	FT Faculty	3.49	.81	67
	Classified	2.17	1.15	60
	Administrator	3.31	.88	26
	<b>Overall</b>	<b>2.94</b>	<b>1.16</b>	<b>201</b>

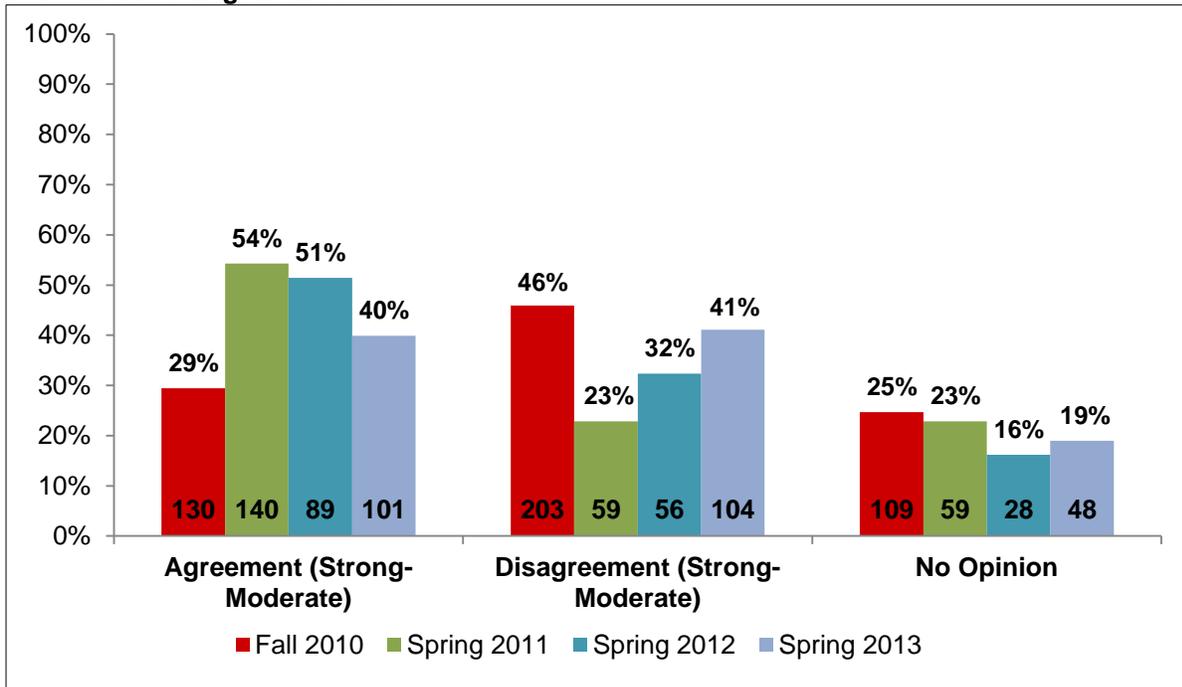
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.28	1.20	74
	FT Faculty	2.70	1.21	104
	Classified	1.76	1.08	129
	Administrator	2.75	1.14	32
	<b>Overall</b>	<b>2.26</b>	<b>1.22</b>	<b>339</b>

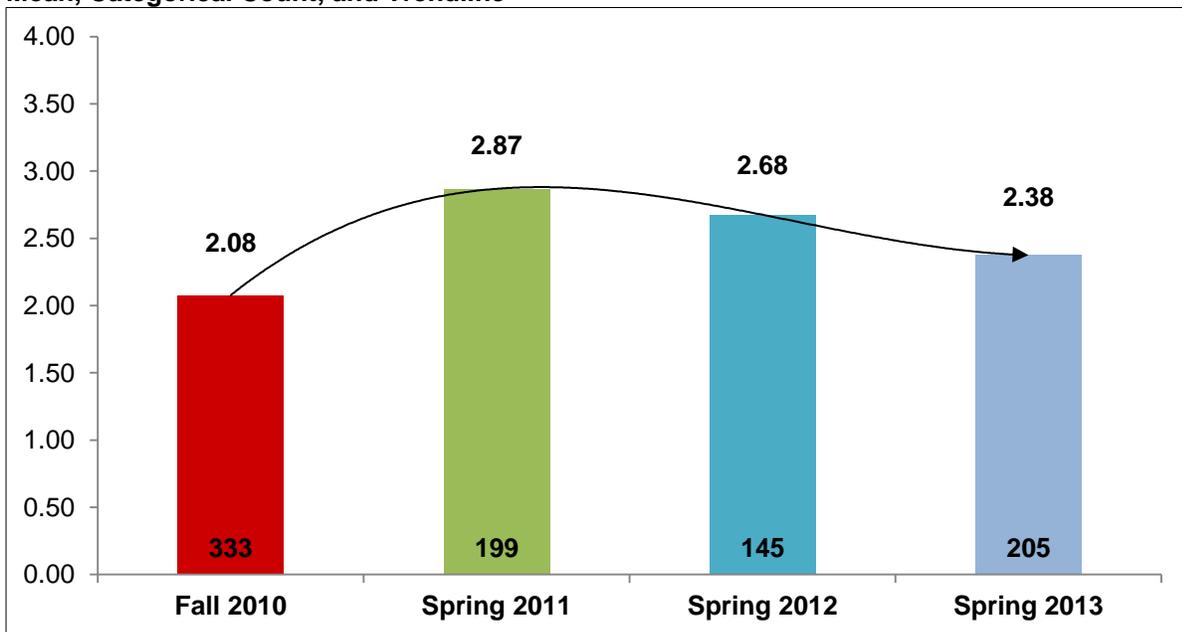
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.38	205	5.820	.016
Spring 2012	2.68	145		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.29	1.08	24
	FT Faculty	2.41	1.19	49
	Classified	2.08	1.17	53
	Administrator	3.06	.75	17
	Unspecified	2.45	1.14	62
	<b>Overall</b>	<b>2.38</b>	<b>1.15</b>	<b>205</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.43	1.24	40
	FT Faculty	2.88	1.10	41
	Classified	2.42	1.07	43
	Administrator	3.29	.96	21
	<b>Overall</b>	<b>2.68</b>	<b>1.15</b>	<b>145</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.52	1.23	42
	FT Faculty	3.15	.94	67
	Classified	2.61	1.05	61
	Administrator	3.28	.80	29
	<b>Overall</b>	<b>2.87</b>	<b>1.07</b>	<b>199</b>

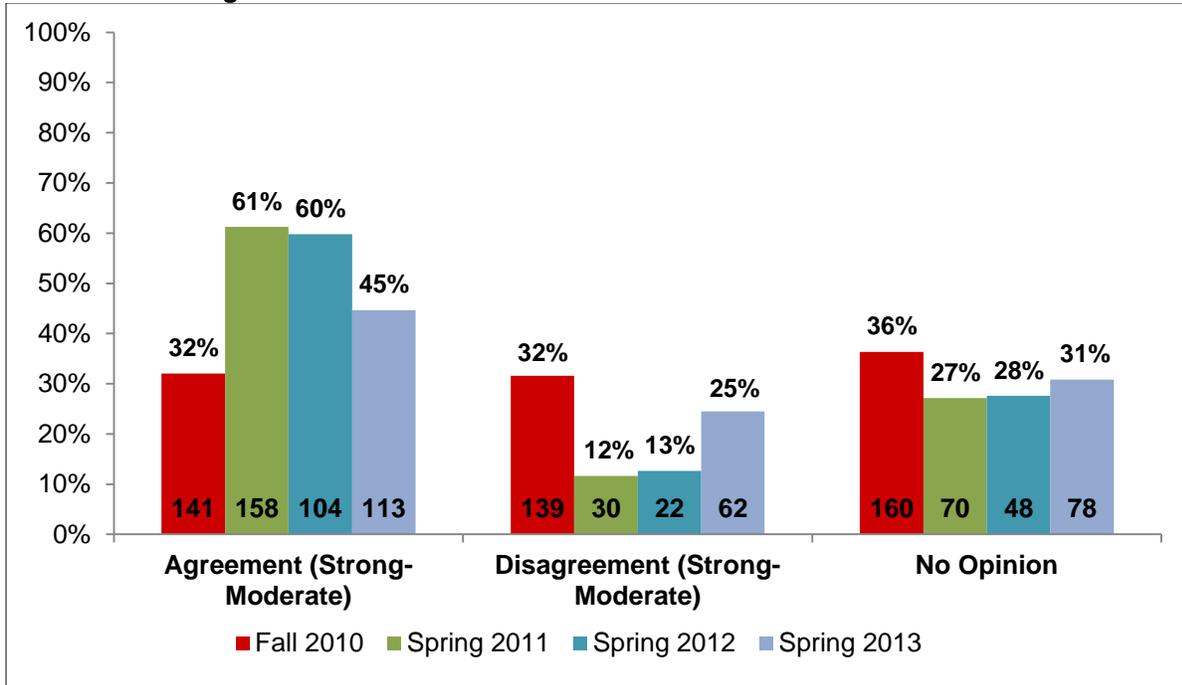
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.90	1.14	68
	FT Faculty	2.24	1.21	100
	Classified	1.84	1.05	132
	Administrator	2.91	1.01	33
	<b>Overall</b>	<b>2.08</b>	<b>1.16</b>	<b>333</b>

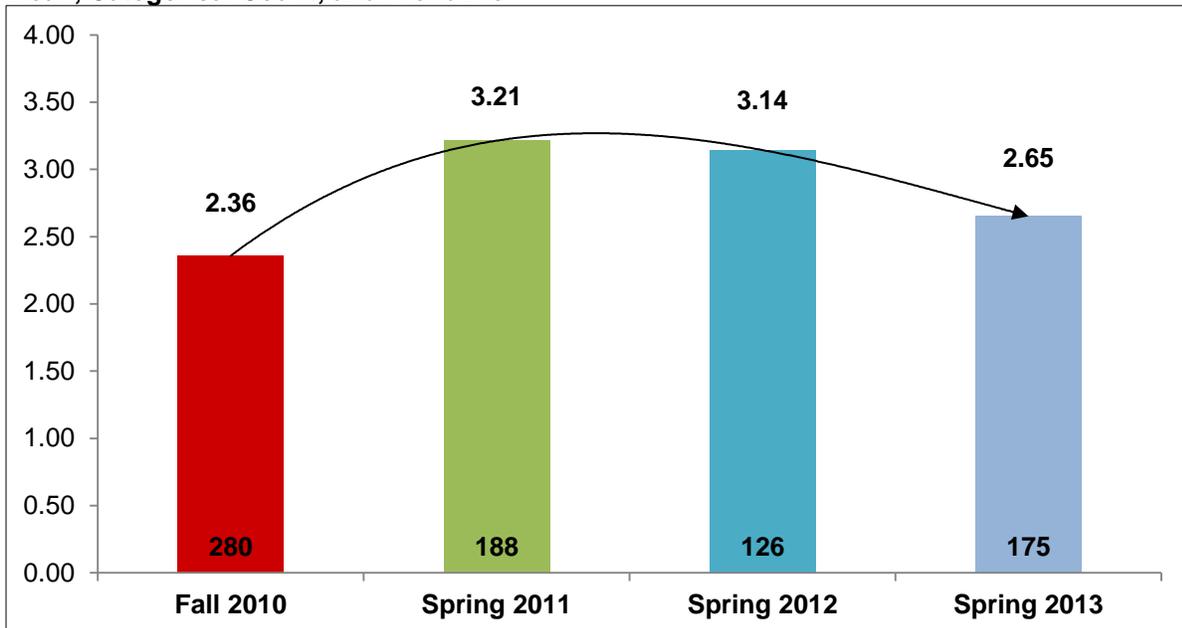
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.65	175	18.044	.000
Spring 2012	3.14	126		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.68	1.04	22
	FT Faculty	2.52	1.19	42
	Classified	2.59	1.09	39
	Administrator	3.25	.68	16
	Unspecified	2.61	1.02	56
	<b>Overall</b>	<b>2.65</b>	<b>1.07</b>	<b>175</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.26	.86	31
	FT Faculty	3.13	.94	38
	Classified	2.86	.86	37
	Administrator	3.50	.69	20
	<b>Overall</b>	<b>3.14</b>	<b>.87</b>	<b>126</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.28	.88	43
	FT Faculty	3.27	.81	62
	Classified	3.04	.71	56
	Administrator	3.33	.78	27
	<b>Overall</b>	<b>3.21</b>	<b>.80</b>	<b>188</b>

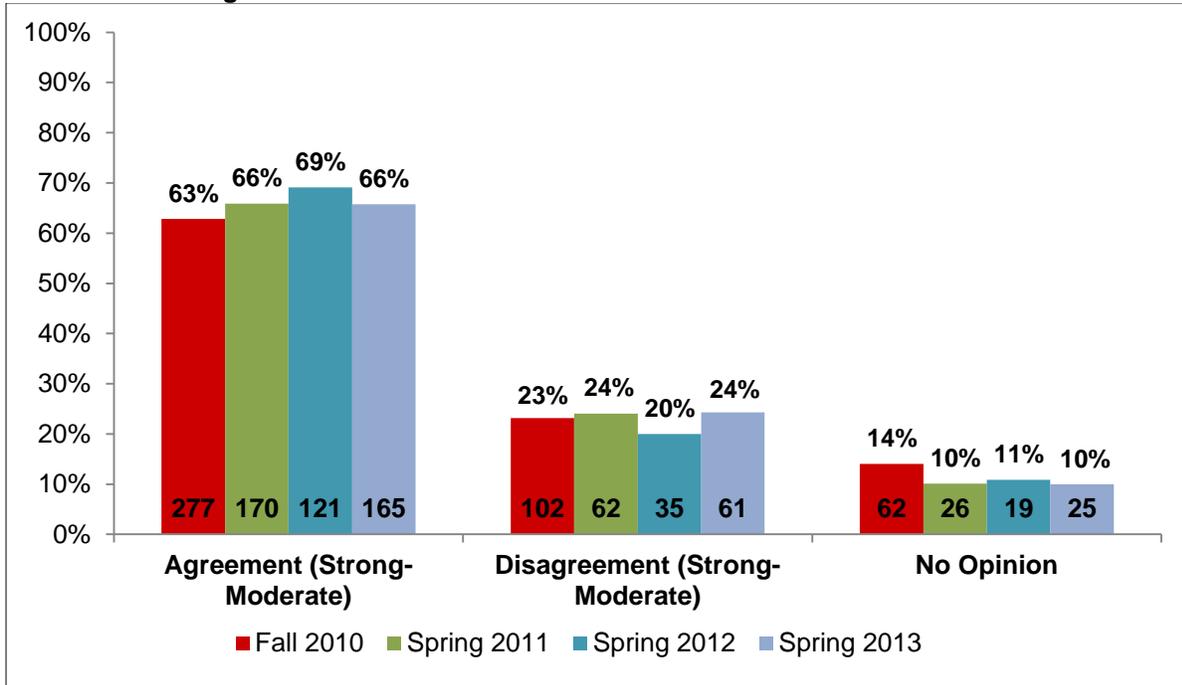
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.45	1.11	58
	FT Faculty	2.28	1.10	95
	Classified	2.18	1.03	96
	Administrator	2.97	.95	31
	<b>Overall</b>	<b>2.36</b>	<b>1.08</b>	<b>280</b>

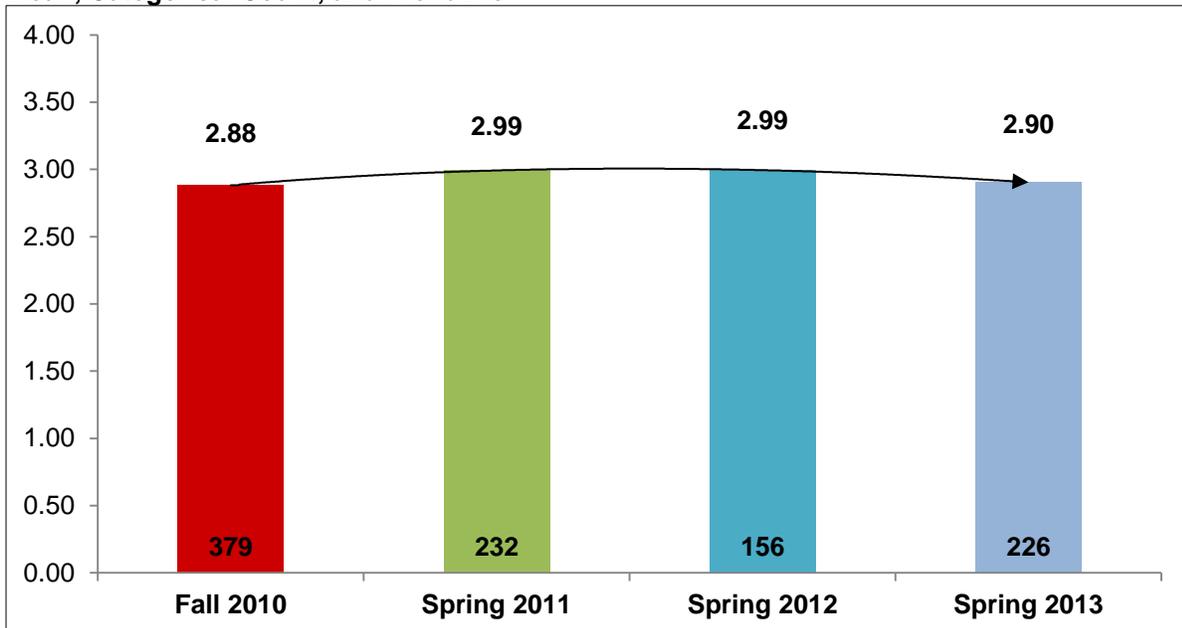
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

Histograms / Data Analysis

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.90	226	0.791	.374
Spring 2012	2.99	156		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.00	.93	24
	FT Faculty	2.80	1.10	49
	Classified	3.15	.95	60
	Administrator	2.94	1.03	17
	Unspecified	2.74	1.02	76
	<b>Overall</b>	<b>2.90</b>	<b>1.02</b>	<b>226</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.12	.94	42
	FT Faculty	3.02	.99	41
	Classified	2.92	.98	51
	Administrator	2.86	.64	22
	<b>Overall</b>	<b>2.99</b>	<b>.93</b>	<b>156</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.36	.87	55
	FT Faculty	2.93	1.03	67
	Classified	2.90	1.03	81
	Administrator	2.69	.97	29
	<b>Overall</b>	<b>2.99</b>	<b>1.01</b>	<b>232</b>

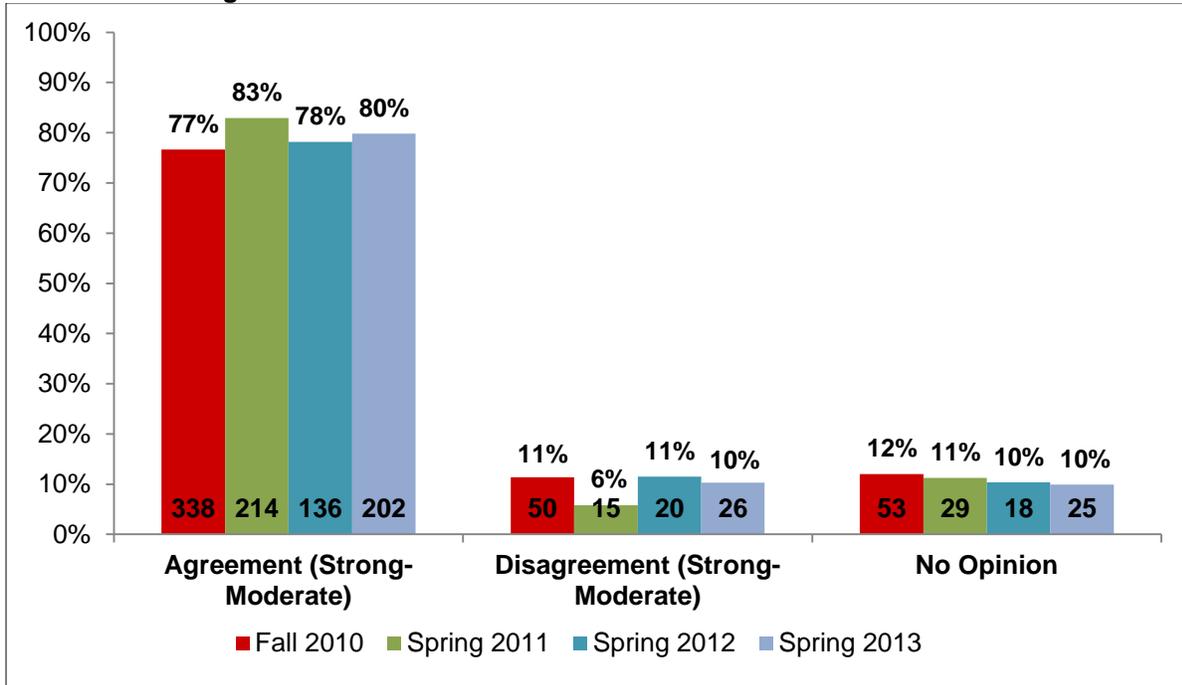
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.26	.82	76
	FT Faculty	2.66	1.02	101
	Classified	2.86	1.00	167
	Administrator	2.80	.87	35
	<b>Overall</b>	<b>2.88</b>	<b>.98</b>	<b>379</b>

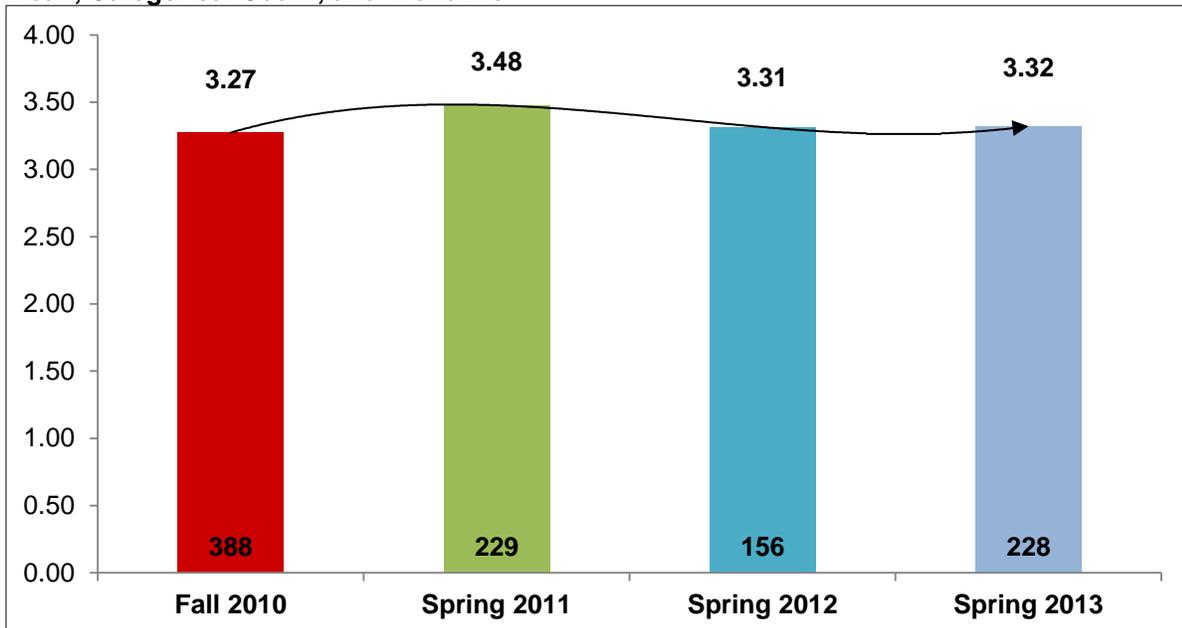
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	3.32	228	0.005	.944
Spring 2012	3.31	156		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.33	.87	24
	FT Faculty	3.29	1.00	52
	Classified	3.52	.70	61
	Administrator	3.12	.93	17
	Unspecified	3.22	.76	74
	<b>Overall</b>	<b>3.32</b>	<b>.83</b>	<b>228</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.22	.96	41
	FT Faculty	3.32	.80	44
	Classified	3.47	.71	49
	Administrator	3.14	.83	22
	<b>Overall</b>	<b>3.31</b>	<b>.83</b>	<b>156</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.53	.66	57
	FT Faculty	3.44	.84	62
	Classified	3.57	.57	81
	Administrator	3.21	.73	29
	<b>Overall</b>	<b>3.48</b>	<b>.70</b>	<b>229</b>

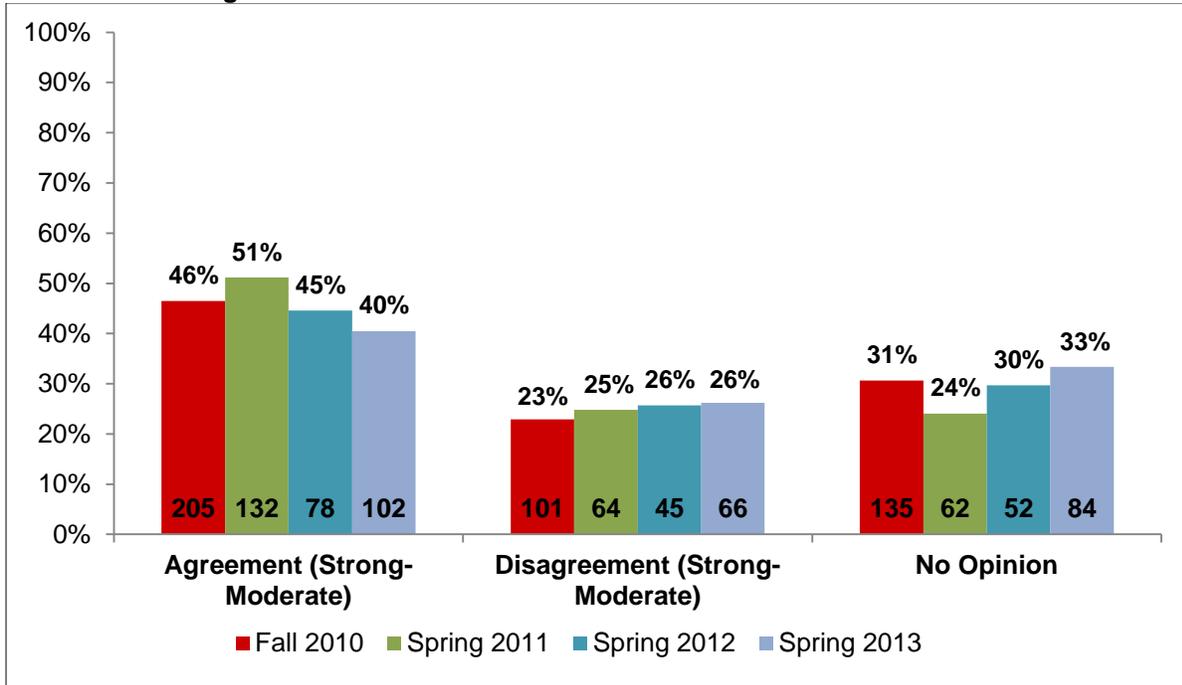
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.31	.76	80
	FT Faculty	2.98	.97	105
	Classified	3.43	.69	167
	Administrator	3.31	.79	36
	<b>Overall</b>	<b>3.27</b>	<b>.82</b>	<b>388</b>

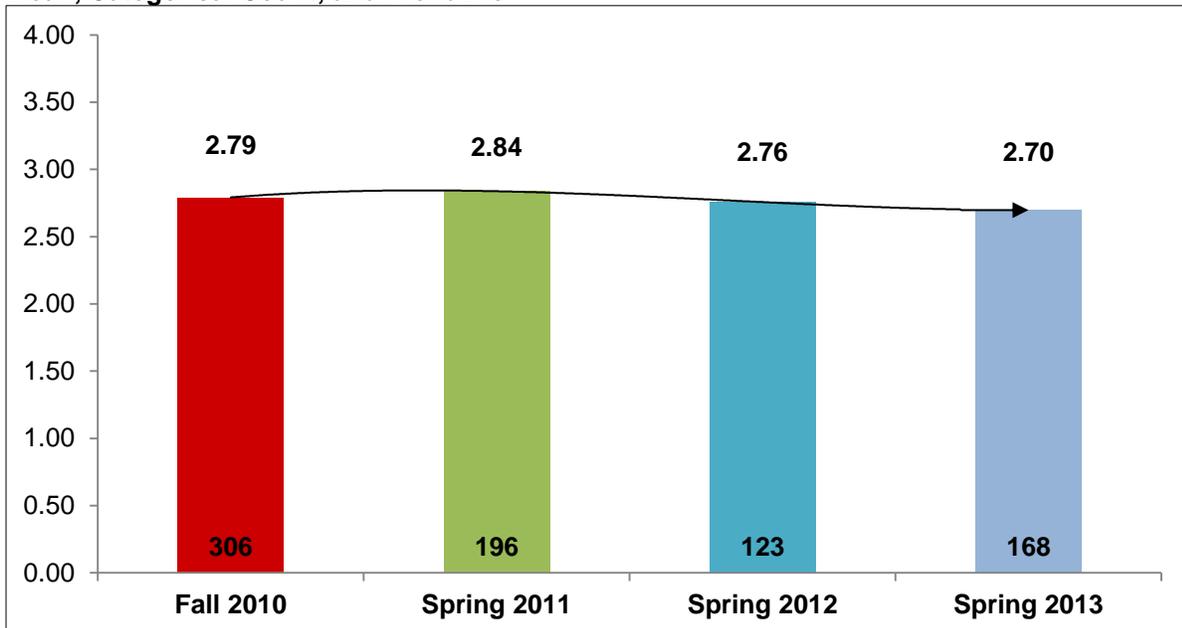
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.70	168	0.242	.623
Spring 2012	2.76	123		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.80	1.14	10
	FT Faculty	2.38	1.07	34
	Classified	2.81	1.13	54
	Administrator	3.00	.76	15
	Unspecified	2.67	1.00	55
	<b>Overall</b>	<b>2.70</b>	<b>1.05</b>	<b>168</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.95	1.07	21
	FT Faculty	2.65	1.02	31
	Classified	2.73	1.00	49
	Administrator	2.77	.81	22
	<b>Overall</b>	<b>2.76</b>	<b>.98</b>	<b>123</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.46	.65	37
	FT Faculty	2.58	1.12	53
	Classified	2.73	.97	77
	Administrator	2.79	.66	29
	<b>Overall</b>	<b>2.84</b>	<b>.97</b>	<b>196</b>

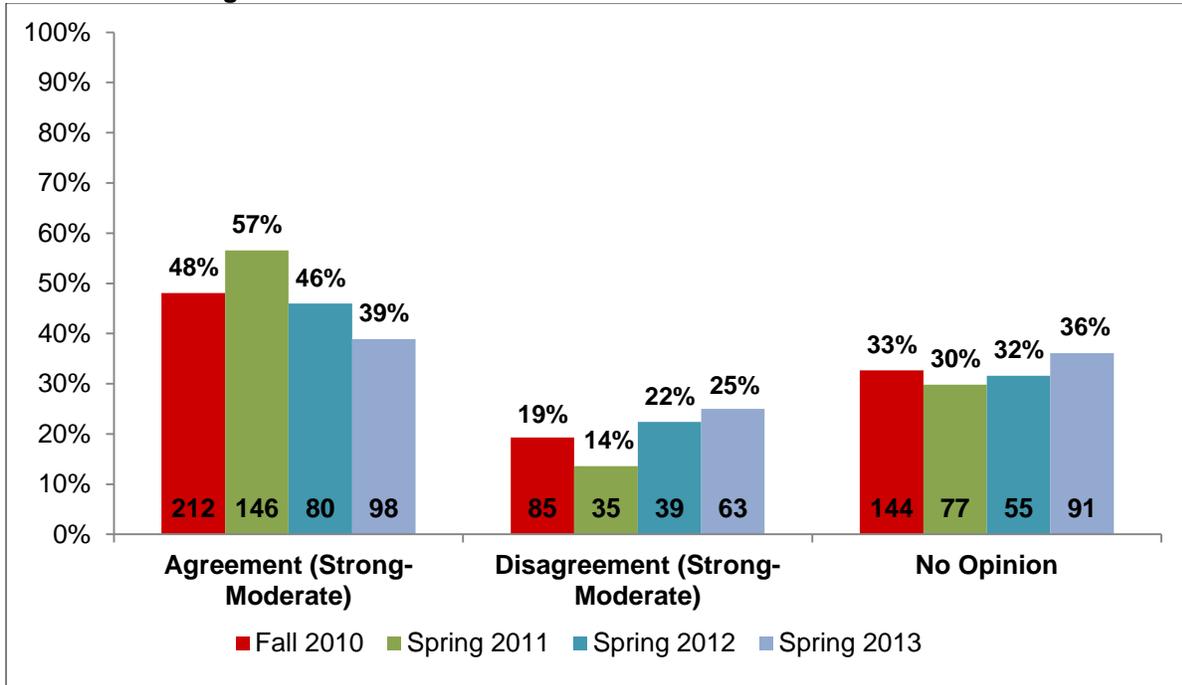
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.10	.89	41
	FT Faculty	2.43	.97	81
	Classified	2.89	.98	149
	Administrator	2.86	.77	35
	<b>Overall</b>	<b>2.79</b>	<b>.97</b>	<b>306</b>

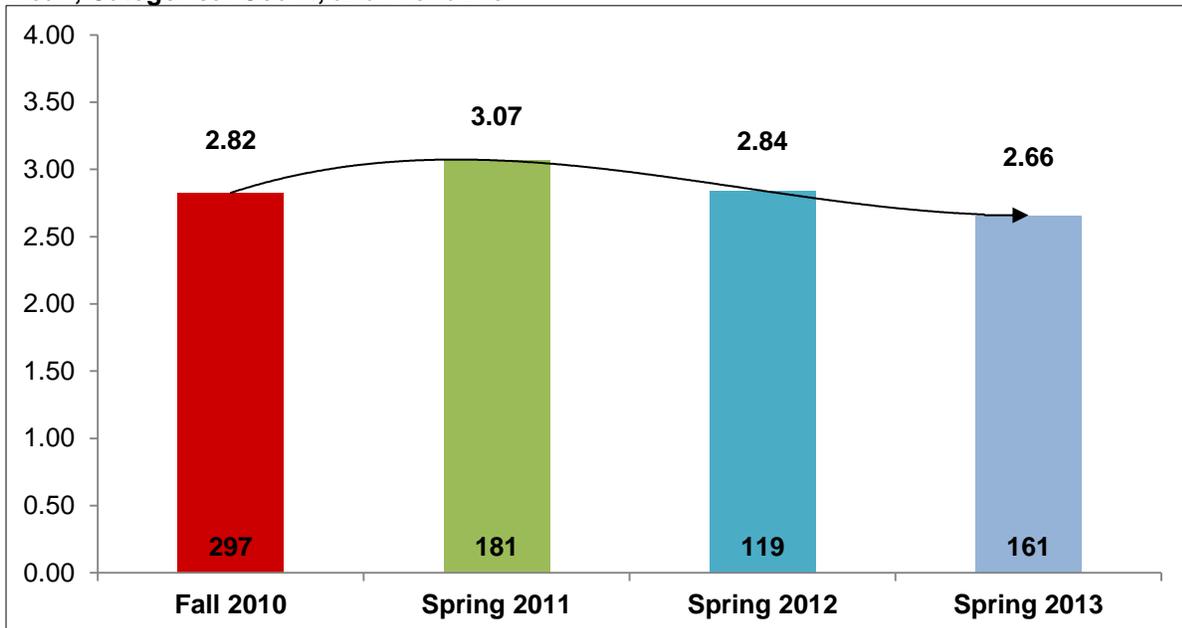
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.66	161	2.314	.129
Spring 2012	2.84	119		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.64	1.12	11
	FT Faculty	2.21	1.05	29
	Classified	2.94	1.00	48
	Administrator	2.76	1.03	17
	Unspecified	2.63	1.00	56
	<b>Overall</b>	<b>2.66</b>	<b>1.04</b>	<b>161</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.90	1.21	20
	FT Faculty	2.61	.97	33
	Classified	2.96	.82	45
	Administrator	2.90	.70	21
	<b>Overall</b>	<b>2.84</b>	<b>.92</b>	<b>119</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.50	.51	34
	FT Faculty	2.83	.95	48
	Classified	3.11	.87	71
	Administrator	2.82	.82	28
	<b>Overall</b>	<b>3.07</b>	<b>.86</b>	<b>181</b>

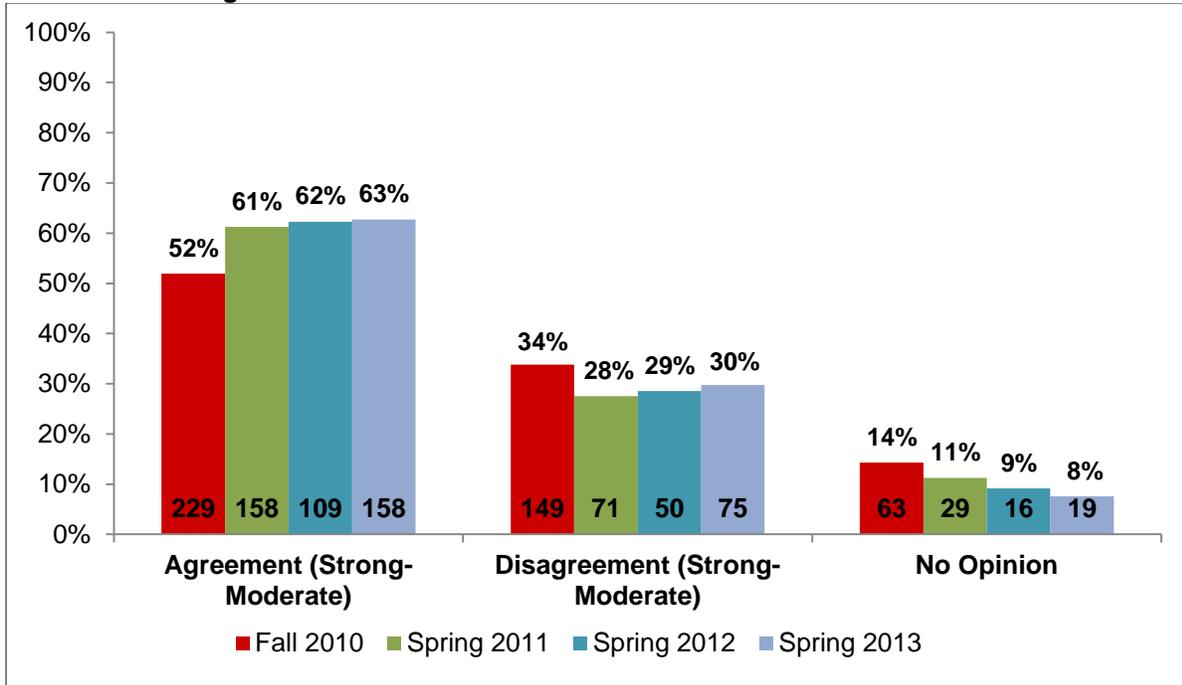
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.83	1.06	42
	FT Faculty	2.25	1.02	72
	Classified	3.07	.90	150
	Administrator	2.97	.85	33
	<b>Overall</b>	<b>2.82</b>	<b>1.00</b>	<b>297</b>

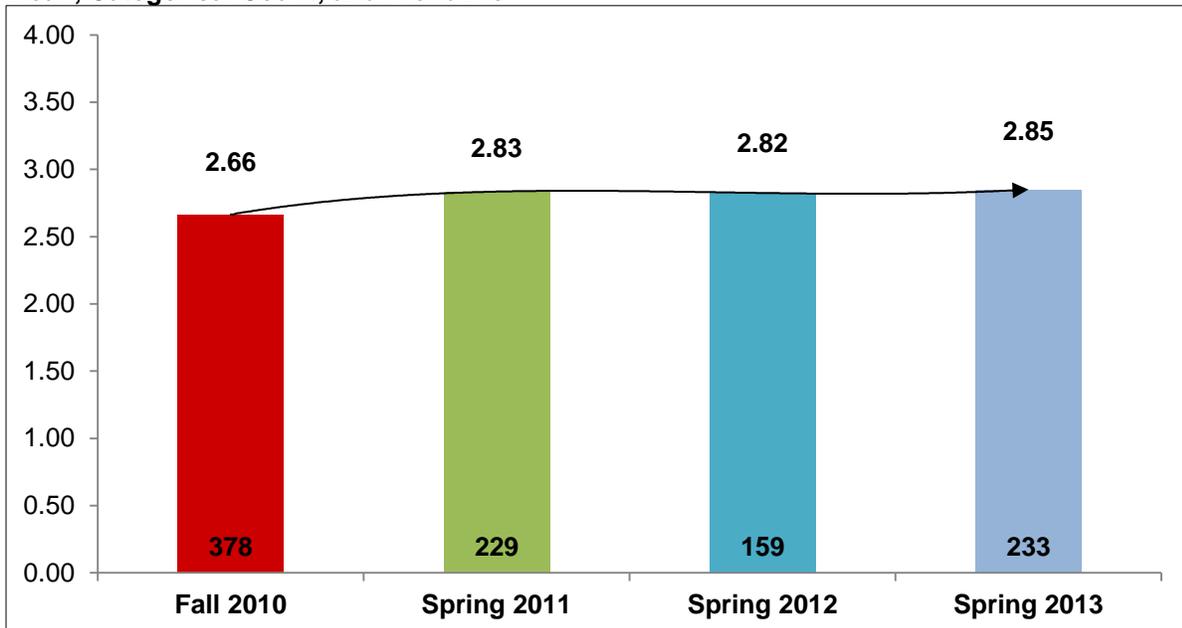
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.85	233	0.064	.800
Spring 2012	2.82	159		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.13	1.03	24
	FT Faculty	2.36	.98	50
	Classified	3.14	.93	65
	Administrator	3.18	.64	17
	Unspecified	2.77	1.01	77
	<b>Overall</b>	<b>2.85</b>	<b>1.00</b>	<b>233</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.13	.98	39
	FT Faculty	2.53	.92	45
	Classified	2.91	1.06	53
	Administrator	2.68	.72	22
	<b>Overall</b>	<b>2.82</b>	<b>.98</b>	<b>159</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.16	.87	50
	FT Faculty	2.63	1.05	68
	Classified	2.87	.97	83
	Administrator	2.64	.95	28
	<b>Overall</b>	<b>2.83</b>	<b>.99</b>	<b>229</b>

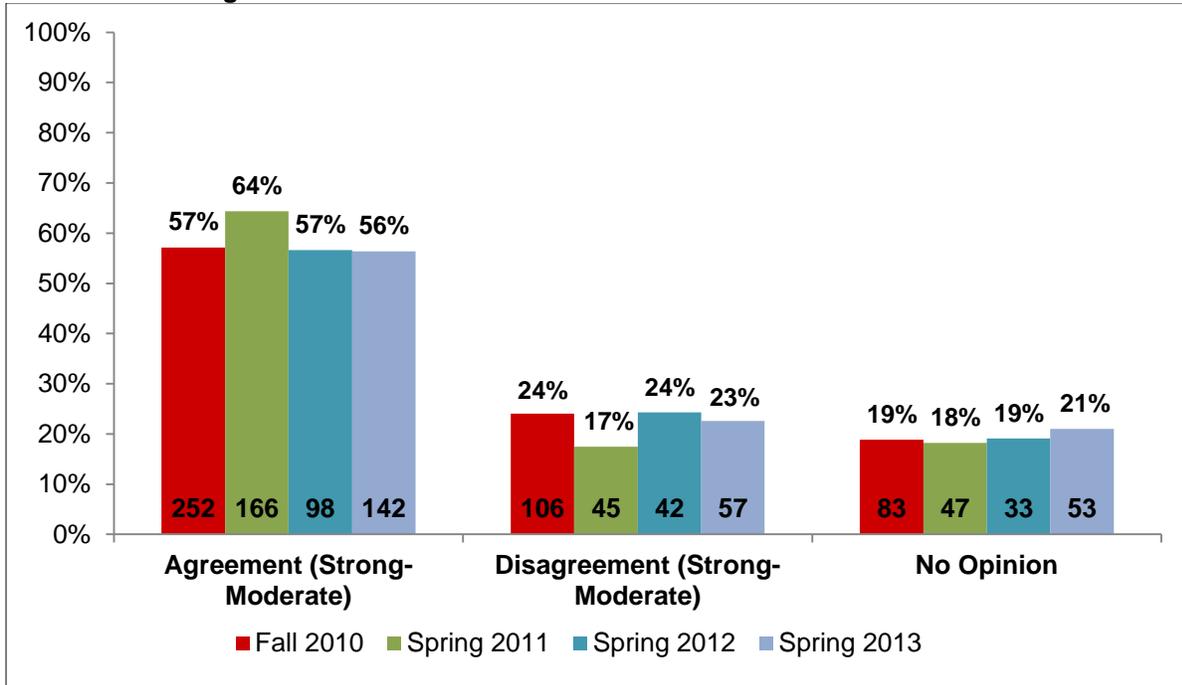
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.93	.98	74
	FT Faculty	2.32	.98	108
	Classified	2.84	.98	160
	Administrator	2.33	.93	36
	<b>Overall</b>	<b>2.66</b>	<b>1.01</b>	<b>378</b>

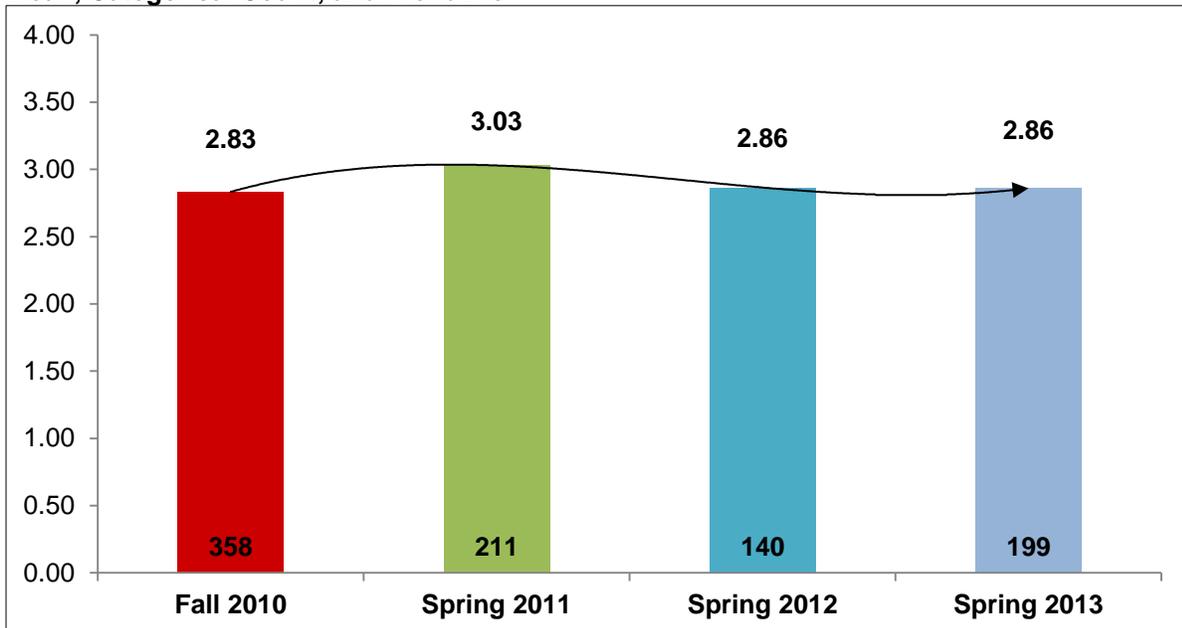
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.86	199	0.002	.962
Spring 2012	2.86	140		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.79	.92	19
	FT Faculty	2.80	.93	46
	Classified	2.96	1.00	57
	Administrator	2.73	.96	15
	Unspecified	2.85	.87	62
	<b>Overall</b>	<b>2.86</b>	<b>.93</b>	<b>199</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.00	1.01	36
	FT Faculty	2.73	1.04	40
	Classified	2.93	.94	43
	Administrator	2.76	.94	21
	<b>Overall</b>	<b>2.86</b>	<b>.98</b>	<b>140</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.33	.76	46
	FT Faculty	2.91	.85	64
	Classified	3.07	.79	73
	Administrator	2.71	.85	28
	<b>Overall</b>	<b>3.03</b>	<b>.83</b>	<b>211</b>

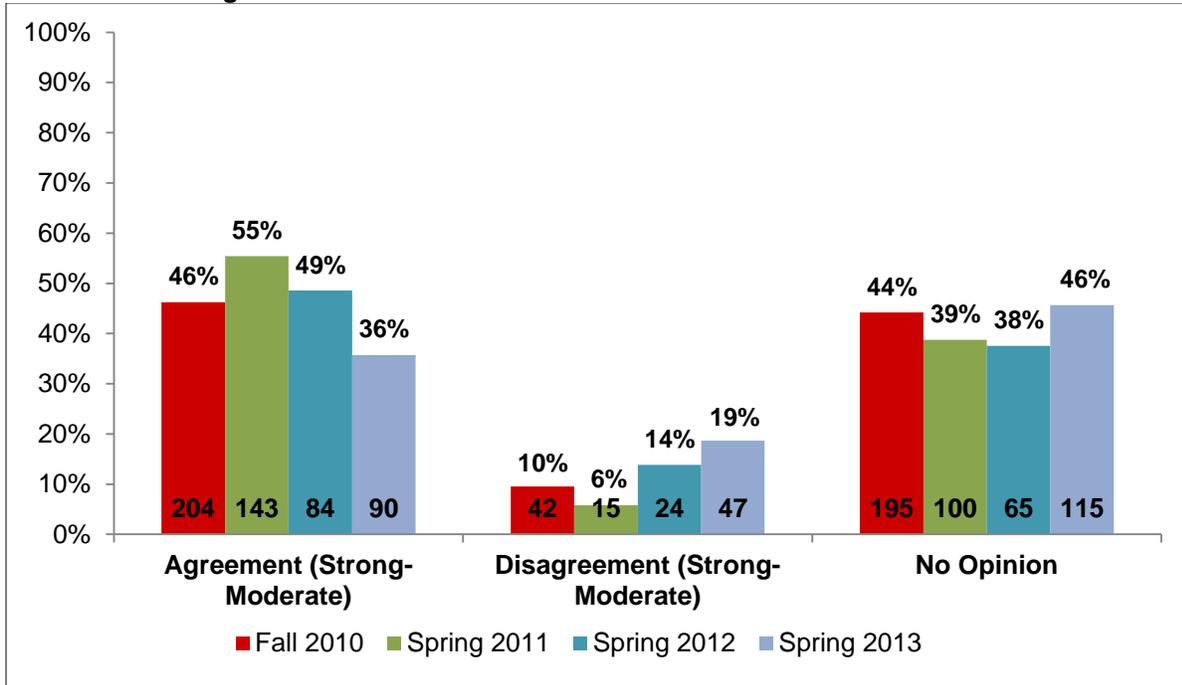
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.97	.99	69
	FT Faculty	2.61	.96	102
	Classified	2.88	.96	154
	Administrator	3.00	.87	33
	<b>Overall</b>	<b>2.83</b>	<b>.96</b>	<b>358</b>

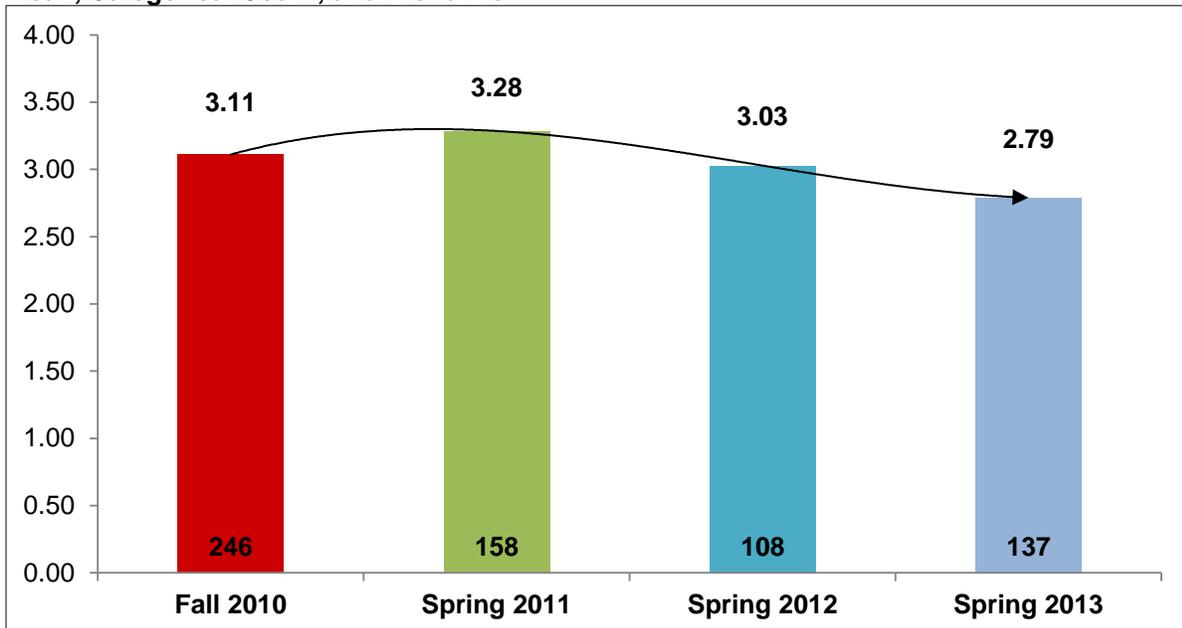
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.79	137	3.662	.057
Spring 2012	3.03	108		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.18	1.01	17
	FT Faculty	2.90	.97	41
	Classified	2.52	1.03	21
	Administrator	2.90	1.20	10
	Unspecified	2.65	1.02	48
	<b>Overall</b>	<b>2.79</b>	<b>1.02</b>	<b>137</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.06	.98	32
	FT Faculty	3.05	.90	38
	Classified	2.82	.91	22
	Administrator	3.19	.75	16
	<b>Overall</b>	<b>3.03</b>	<b>.90</b>	<b>108</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.33	.72	42
	FT Faculty	3.32	.67	62
	Classified	3.24	.82	34
	Administrator	3.15	.59	20
	<b>Overall</b>	<b>3.28</b>	<b>.71</b>	<b>158</b>

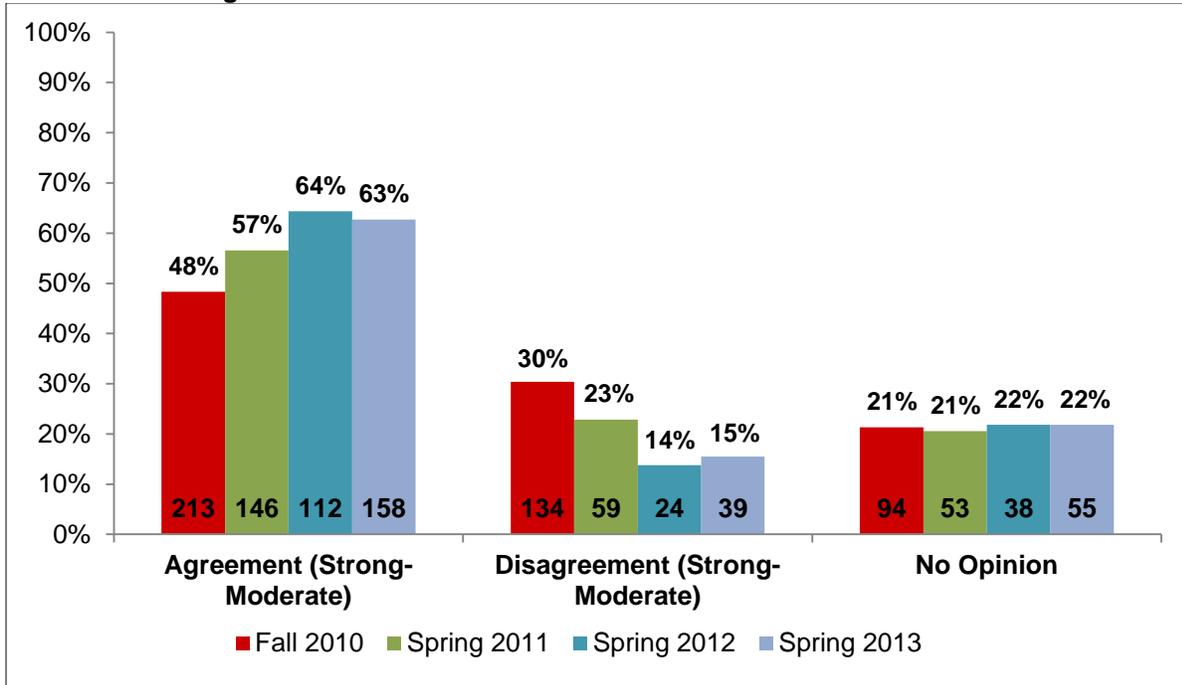
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.20	.87	61
	FT Faculty	3.20	.79	98
	Classified	2.89	.93	64
	Administrator	3.09	.85	23
	<b>Overall</b>	<b>3.11</b>	<b>.86</b>	<b>246</b>

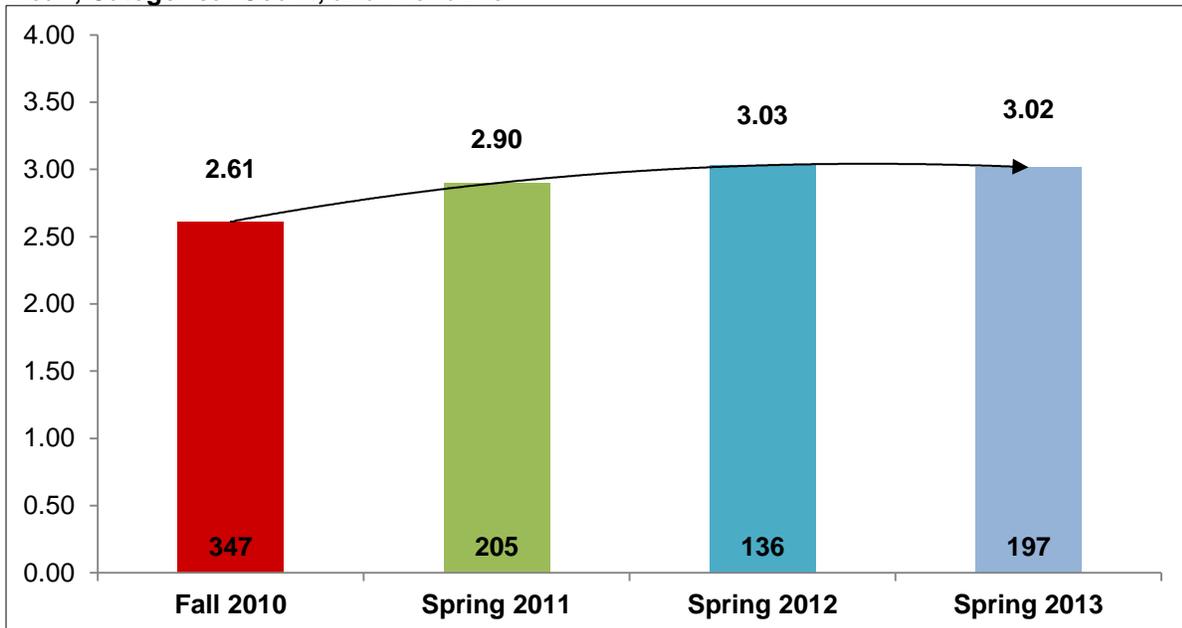
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	3.02	197	0.021	.885
Spring 2012	3.03	136		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.95	.95	22
	FT Faculty	2.98	.94	41
	Classified	2.95	.89	57
	Administrator	3.29	.73	14
	Unspecified	3.06	.74	63
	<b>Overall</b>	<b>3.02</b>	<b>.85</b>	<b>197</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.18	.76	34
	FT Faculty	3.03	.99	37
	Classified	3.00	.98	45
	Administrator	2.85	.99	20
	<b>Overall</b>	<b>3.03</b>	<b>.93</b>	<b>136</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.47	.67	43
	FT Faculty	2.73	1.03	62
	Classified	2.90	.85	73
	Administrator	2.37	1.12	27
	<b>Overall</b>	<b>2.90</b>	<b>.97</b>	<b>205</b>

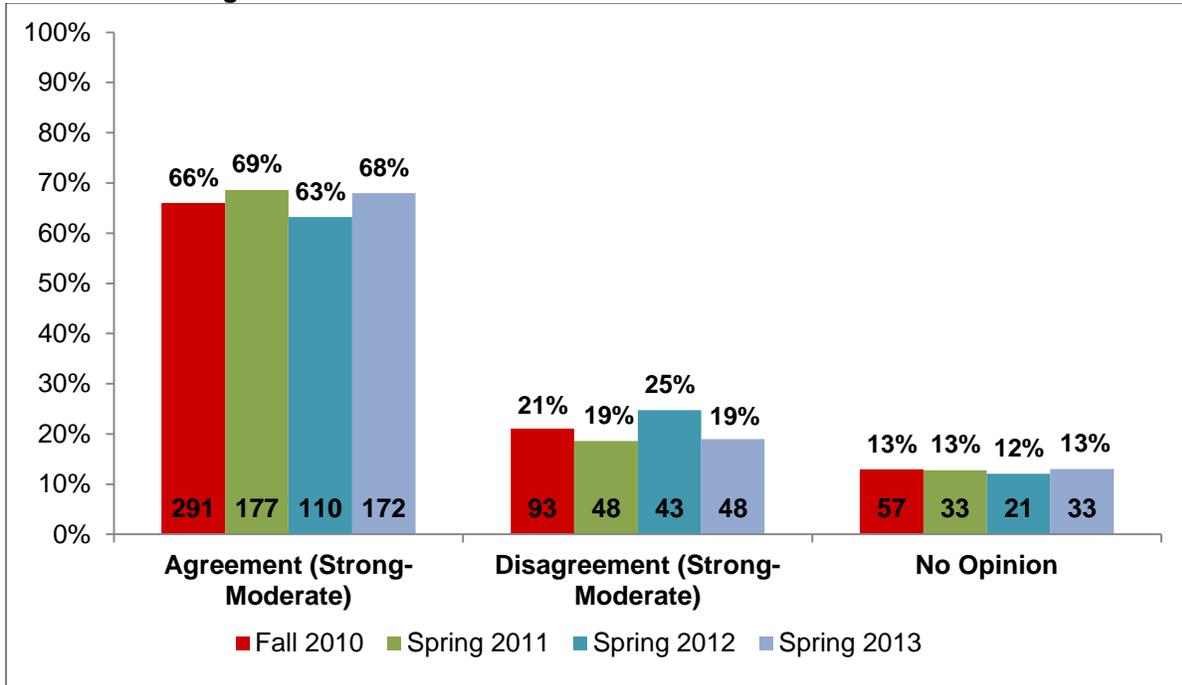
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.00	1.02	64
	FT Faculty	2.21	1.11	105
	Classified	2.77	.99	145
	Administrator	2.42	1.15	33
	<b>Overall</b>	<b>2.61</b>	<b>1.09</b>	<b>347</b>

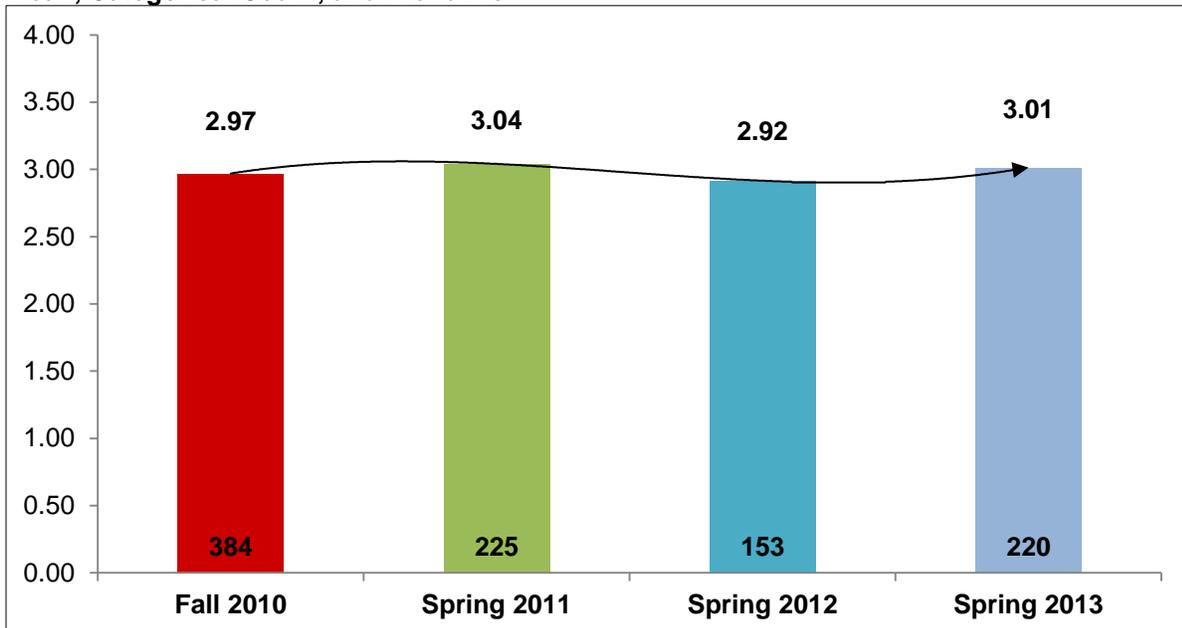
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	3.01	220	1.021	.313
Spring 2012	2.92	153		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.11	.88	19
	FT Faculty	2.80	1.06	49
	Classified	3.15	.86	60
	Administrator	2.94	1.03	17
	Unspecified	3.04	.83	75
	<b>Overall</b>	<b>3.01</b>	<b>.91</b>	<b>220</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.89	1.04	36
	FT Faculty	2.81	1.02	42
	Classified	3.04	.87	54
	Administrator	2.86	.85	21
	<b>Overall</b>	<b>2.92</b>	<b>.95</b>	<b>153</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.33	.78	48
	FT Faculty	2.81	1.03	72
	Classified	3.13	.83	77
	Administrator	2.89	.63	28
	<b>Overall</b>	<b>3.04</b>	<b>.89</b>	<b>225</b>

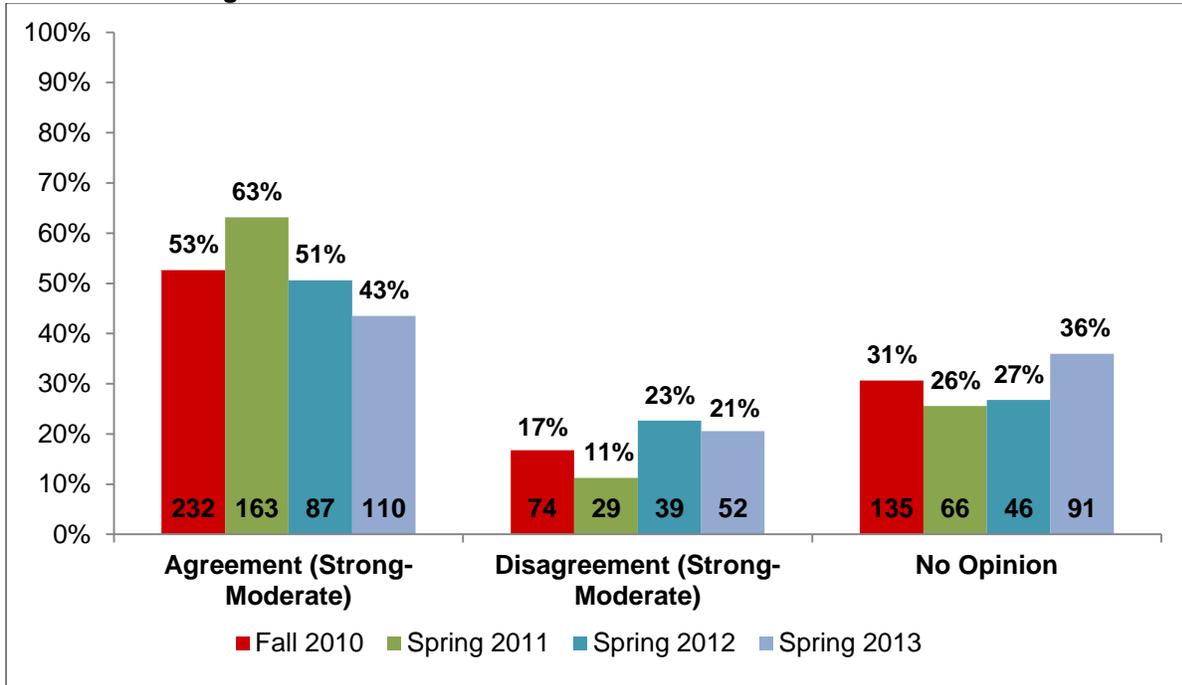
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.13	.92	72
	FT Faculty	2.75	.97	108
	Classified	3.02	.89	168
	Administrator	3.06	.72	36
	<b>Overall</b>	<b>2.97</b>	<b>.91</b>	<b>384</b>

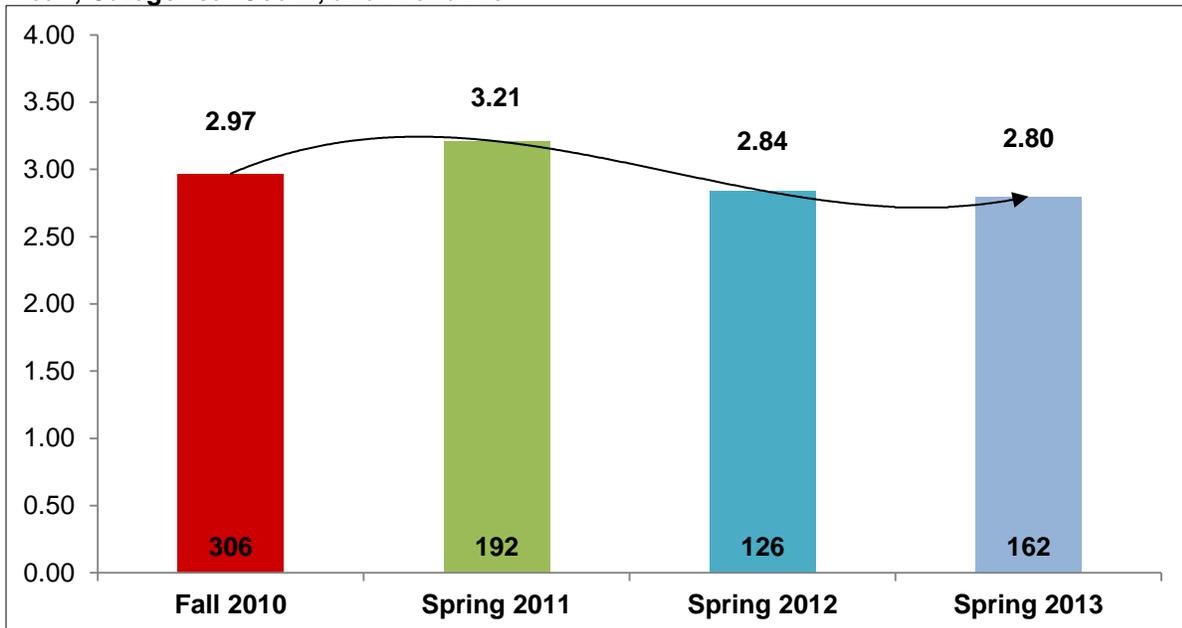
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.80	162	0.149	.700
Spring 2012	2.84	126		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.68	1.04	22
	FT Faculty	2.79	.99	48
	Classified	2.93	1.04	27
	Administrator	2.75	1.04	8
	Unspecified	2.79	1.00	57
	<b>Overall</b>	<b>2.80</b>	<b>1.00</b>	<b>162</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.90	1.03	42
	FT Faculty	2.95	.92	39
	Classified	2.63	.97	27
	Administrator	2.78	.88	18
	<b>Overall</b>	<b>2.84</b>	<b>.96</b>	<b>126</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.25	.85	51
	FT Faculty	3.26	.83	66
	Classified	3.14	.88	50
	Administrator	3.12	.67	25
	<b>Overall</b>	<b>3.21</b>	<b>.82</b>	<b>192</b>

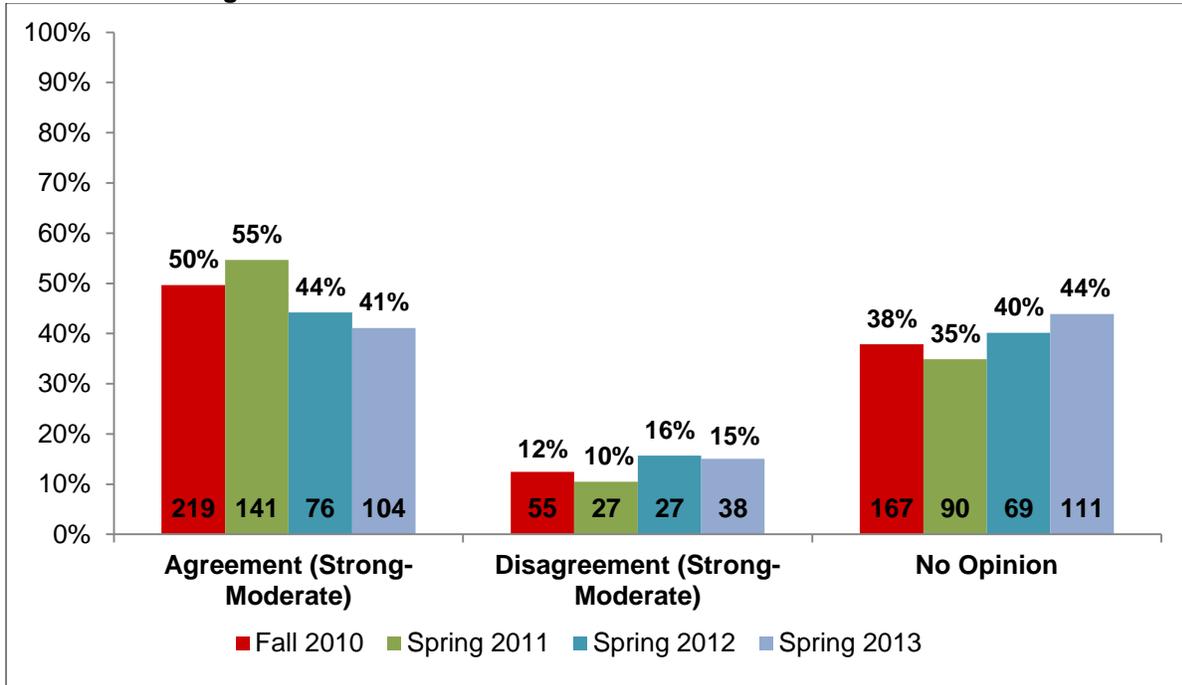
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.01	1.03	81
	FT Faculty	2.93	.88	107
	Classified	2.91	1.00	95
	Administrator	3.22	.67	23
	<b>Overall</b>	<b>2.97</b>	<b>.95</b>	<b>306</b>

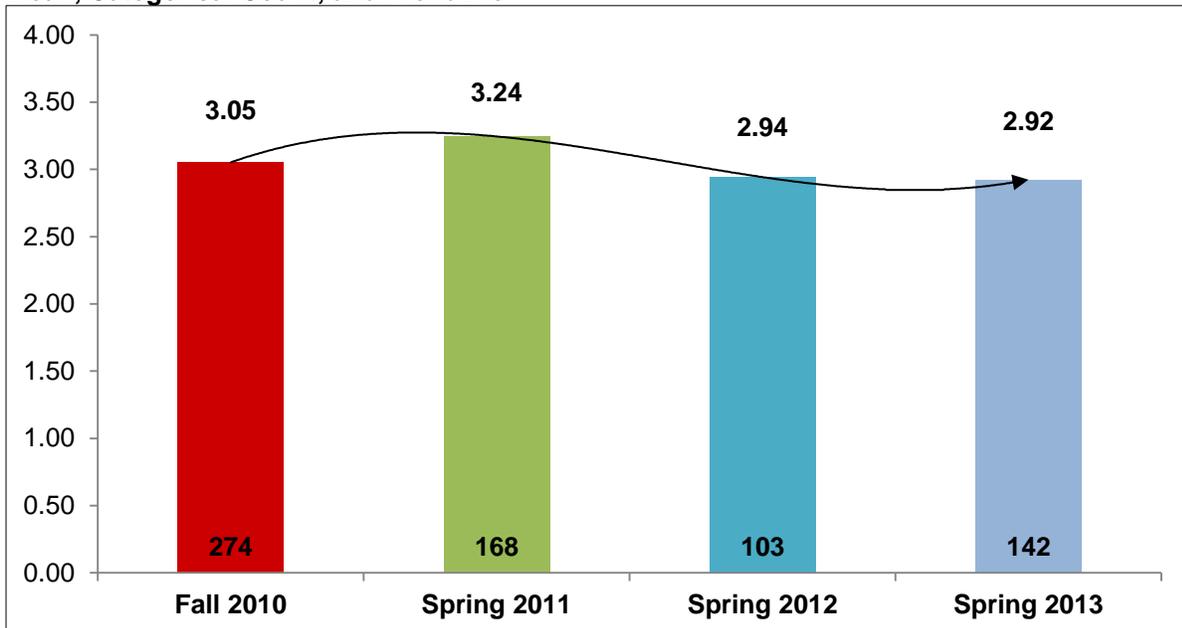
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.92	142	0.023	.880
Spring 2012	2.94	103		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.67	1.02	21
	FT Faculty	3.14	1.06	35
	Classified	3.07	.96	27
	Administrator	2.82	.98	11
	Unspecified	2.81	.96	48
	<b>Overall</b>	<b>2.92</b>	<b>1.00</b>	<b>142</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.97	1.08	33
	FT Faculty	3.06	.88	32
	Classified	2.71	1.00	24
	Administrator	3.00	.88	14
	<b>Overall</b>	<b>2.94</b>	<b>.97</b>	<b>103</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.39	.79	49
	FT Faculty	3.34	.75	56
	Classified	3.10	.98	42
	Administrator	2.95	.67	21
	<b>Overall</b>	<b>3.24</b>	<b>.82</b>	<b>168</b>

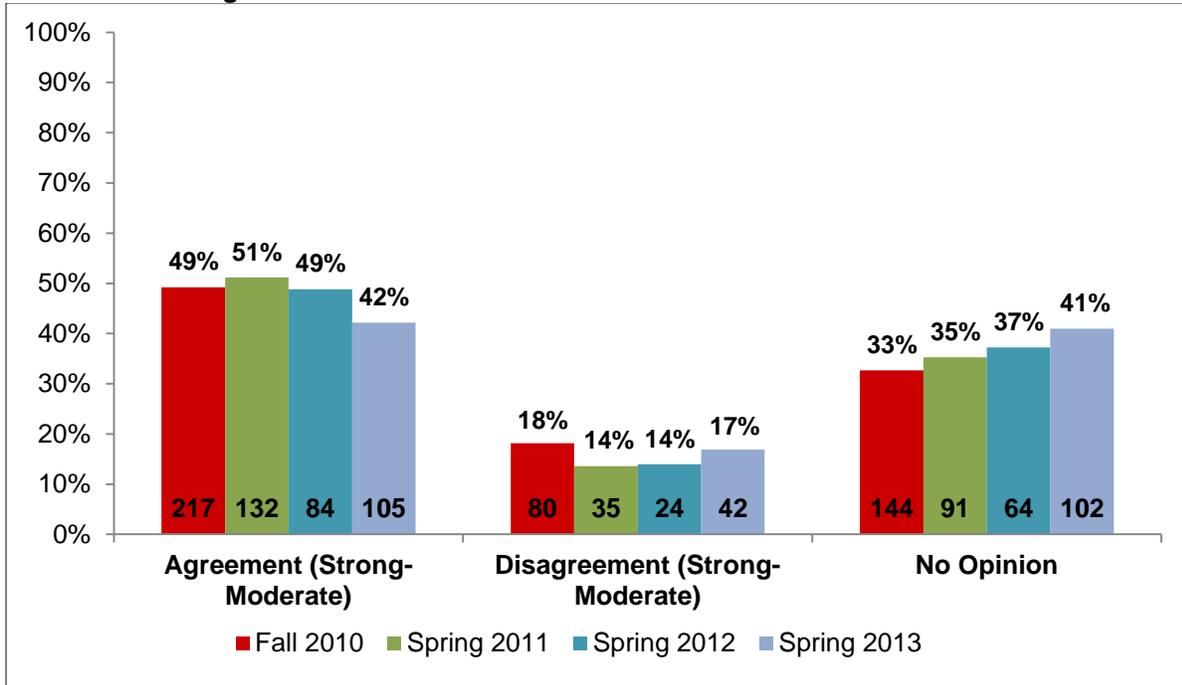
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.20	.91	65
	FT Faculty	3.07	.87	94
	Classified	3.01	.92	89
	Administrator	2.73	1.08	26
	<b>Overall</b>	<b>3.05</b>	<b>.92</b>	<b>274</b>

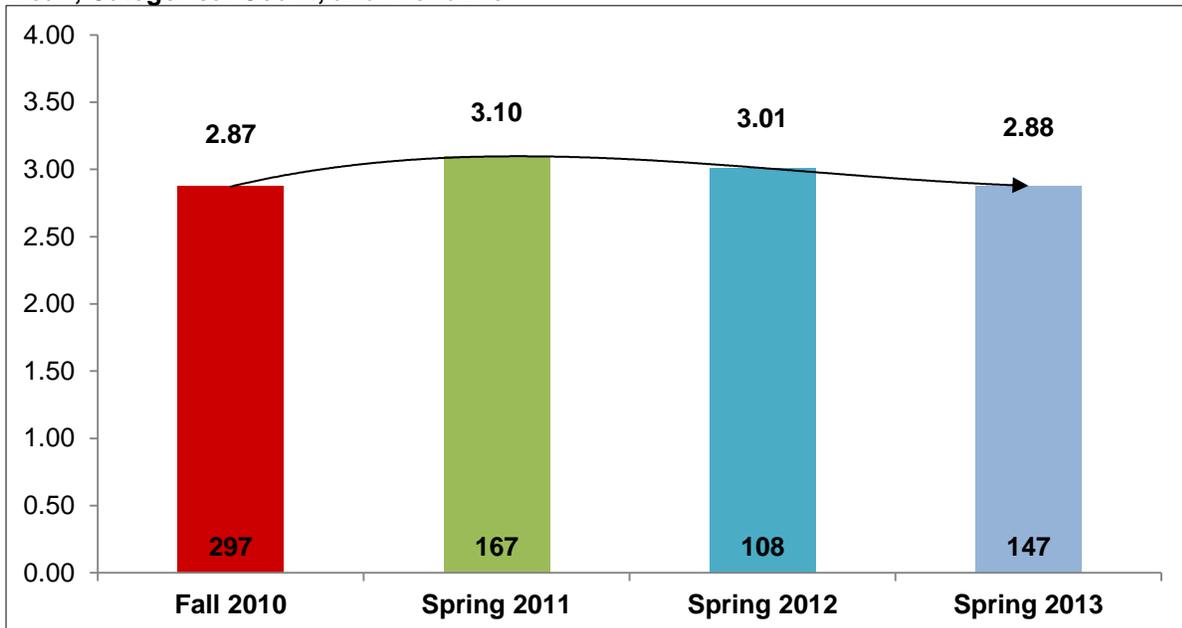
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.88	147	1.174	.280
Spring 2012	3.01	108		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.13	1.06	23
	FT Faculty	2.80	1.08	35
	Classified	2.83	1.02	30
	Administrator	3.00	.71	9
	Unspecified	2.82	.90	50
	<b>Overall</b>	<b>2.88</b>	<b>.98</b>	<b>147</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.23	1.02	31
	FT Faculty	2.94	.87	35
	Classified	2.92	.98	26
	Administrator	2.88	.81	16
	<b>Overall</b>	<b>3.01</b>	<b>.93</b>	<b>108</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.40	.73	42
	FT Faculty	2.96	.85	54
	Classified	2.98	1.01	47
	Administrator	3.08	.83	24
	<b>Overall</b>	<b>3.10</b>	<b>.88</b>	<b>167</b>

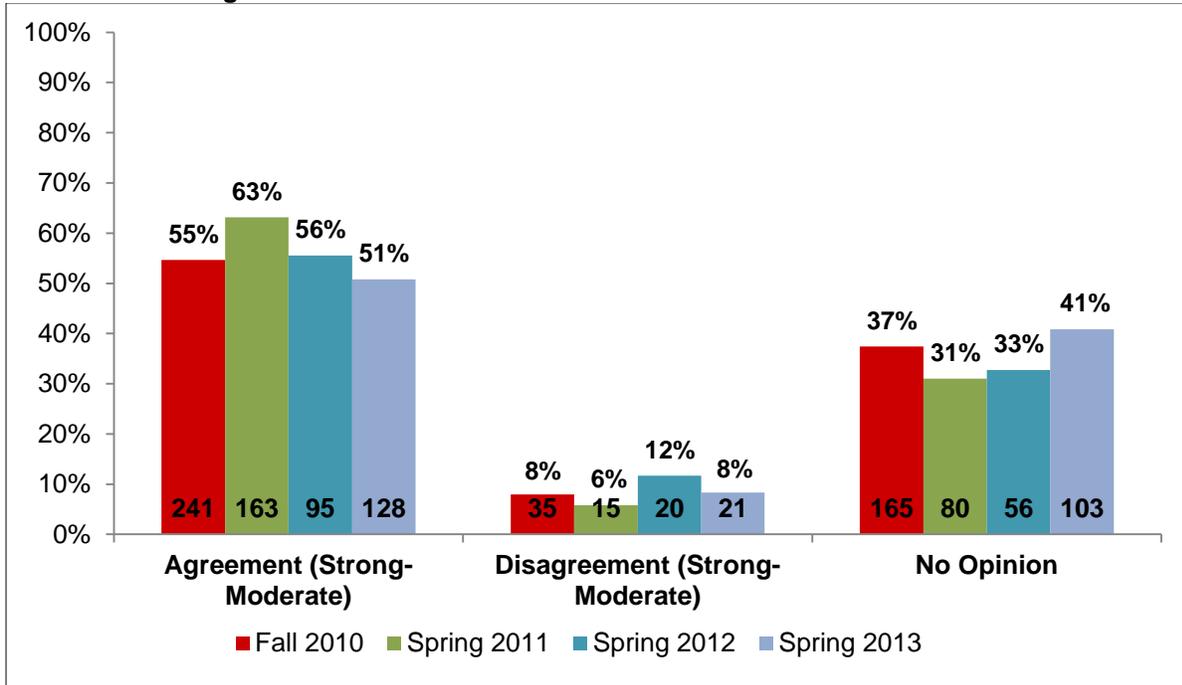
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.03	.97	69
	FT Faculty	2.59	.94	99
	Classified	2.98	.92	103
	Administrator	3.12	.82	26
	<b>Overall</b>	<b>2.87</b>	<b>.95</b>	<b>297</b>

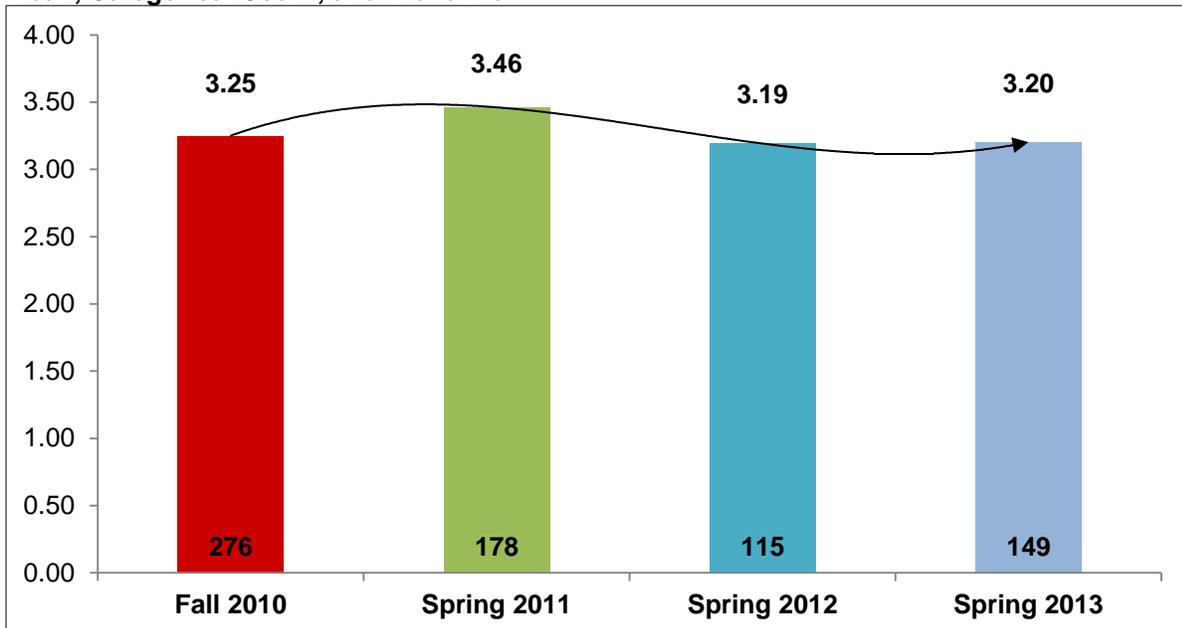
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	3.20	149	0.009	.923
Spring 2012	3.19	115		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.36	.81	25
	FT Faculty	3.31	.78	48
	Classified	3.19	.91	16
	Administrator	3.14	.69	7
	Unspecified	3.04	.88	53
	<b>Overall</b>	<b>3.20</b>	<b>.83</b>	<b>149</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.40	.82	43
	FT Faculty	3.27	.87	37
	Classified	2.84	.77	19
	Administrator	2.88	.81	16
	<b>Overall</b>	<b>3.19</b>	<b>.85</b>	<b>115</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.68	.51	53
	FT Faculty	3.53	.69	64
	Classified	3.13	.84	38
	Administrator	3.30	.63	23
	<b>Overall</b>	<b>3.46</b>	<b>.70</b>	<b>178</b>

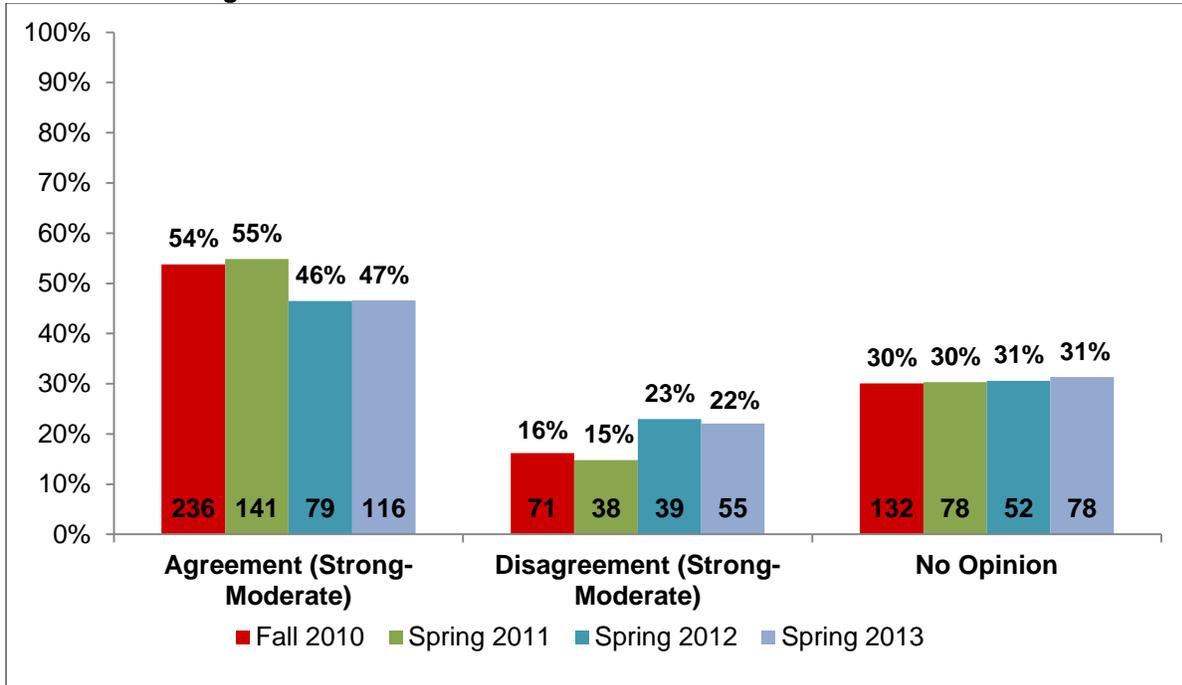
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.28	.90	80
	FT Faculty	3.31	.71	104
	Classified	3.16	.86	68
	Administrator	3.17	.82	24
	<b>Overall</b>	<b>3.25</b>	<b>.81</b>	<b>276</b>

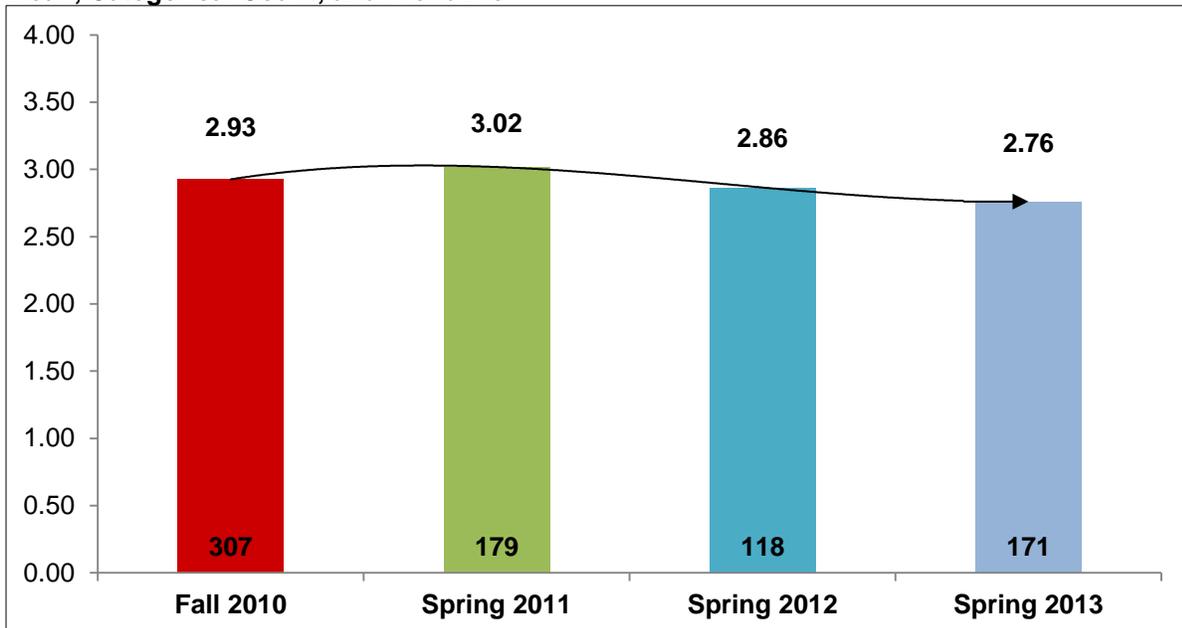
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

Histograms / Data Analysis

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.76	171	0.802	.371
Spring 2012	2.86	118		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.82	.88	17
	FT Faculty	2.78	1.19	40
	Classified	2.52	.98	44
	Administrator	3.07	.73	14
	Unspecified	2.84	.93	56
	<b>Overall</b>	<b>2.76</b>	<b>.99</b>	<b>171</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.97	1.05	33
	FT Faculty	2.94	.93	33
	Classified	2.65	.88	34
	Administrator	2.94	.87	18
	<b>Overall</b>	<b>2.86</b>	<b>.94</b>	<b>118</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.05	1.05	41
	FT Faculty	3.18	.79	60
	Classified	2.81	.83	53
	Administrator	3.00	.76	25
	<b>Overall</b>	<b>3.02</b>	<b>.87</b>	<b>179</b>

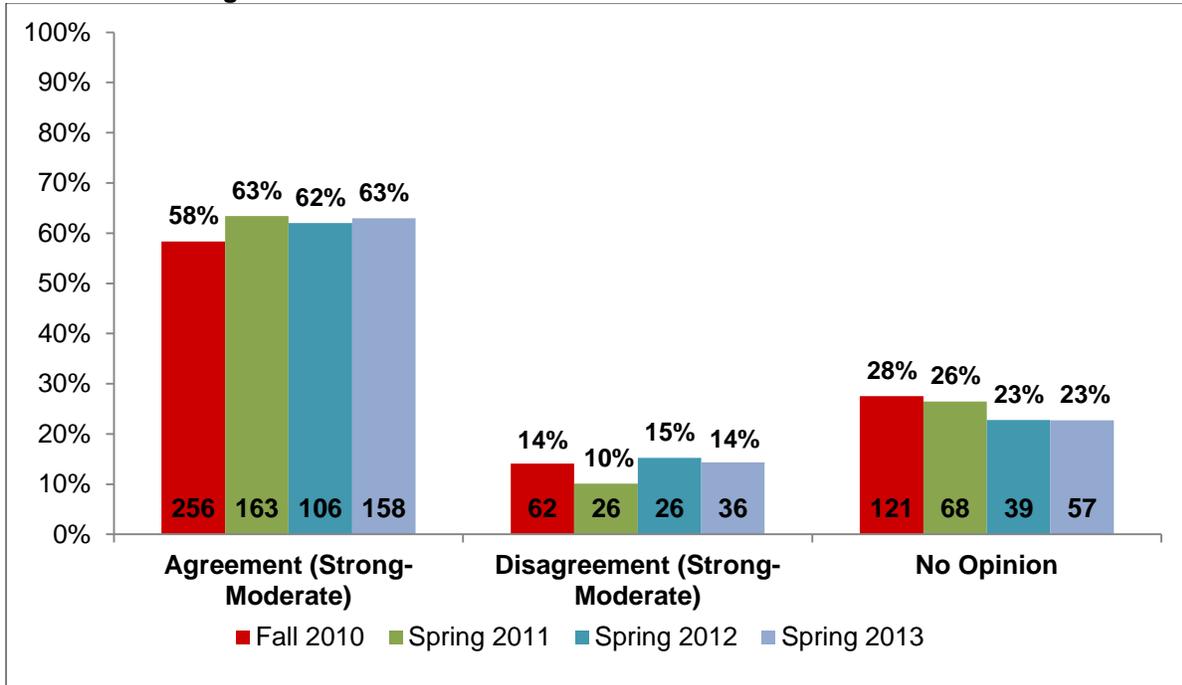
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.94	.88	66
	FT Faculty	3.01	.97	95
	Classified	2.76	.88	115
	Administrator	3.26	.82	31
	<b>Overall</b>	<b>2.93</b>	<b>.91</b>	<b>307</b>

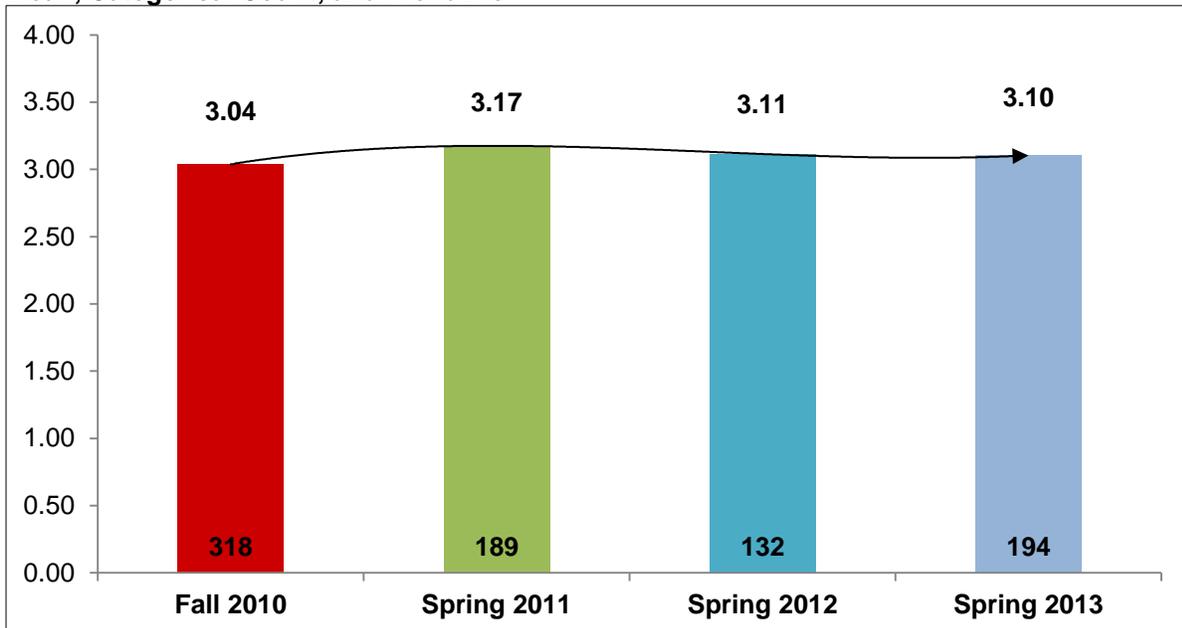
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	3.10	194	0.011	.916
Spring 2012	3.11	132		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.89	.96	18
	FT Faculty	3.38	.82	47
	Classified	2.93	1.01	54
	Administrator	3.33	.72	15
	Unspecified	3.05	.81	60
	<b>Overall</b>	<b>3.10</b>	<b>.89</b>	<b>194</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.06	.98	34
	FT Faculty	3.21	.84	38
	Classified	3.00	.82	40
	Administrator	3.25	.79	20
	<b>Overall</b>	<b>3.11</b>	<b>.86</b>	<b>132</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.27	.85	44
	FT Faculty	3.15	.81	61
	Classified	3.09	.76	58
	Administrator	3.27	.67	26
	<b>Overall</b>	<b>3.17</b>	<b>.78</b>	<b>189</b>

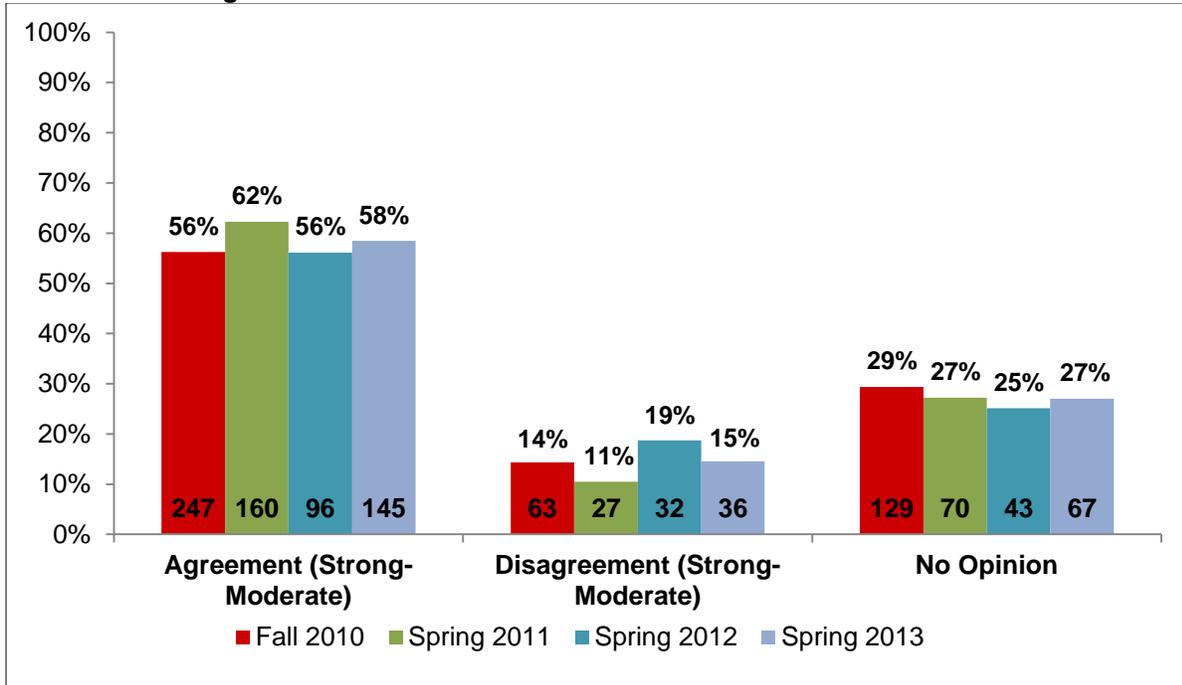
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.95	.92	63
	FT Faculty	3.12	.87	99
	Classified	2.90	.91	122
	Administrator	3.44	.66	34
	<b>Overall</b>	<b>3.04</b>	<b>.89</b>	<b>318</b>

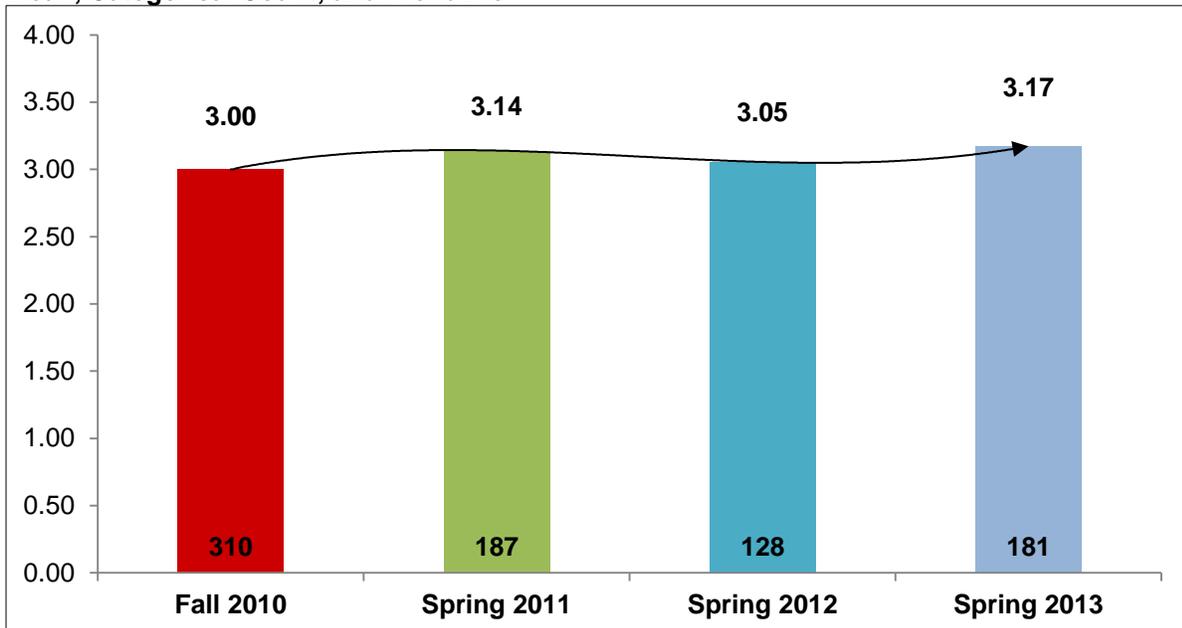
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	3.17	181	1.260	.263
Spring 2012	3.05	128		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.83	.92	18
	FT Faculty	3.40	.88	43
	Classified	2.98	.96	48
	Administrator	3.53	.74	15
	Unspecified	3.18	.80	57
	<b>Overall</b>	<b>3.17</b>	<b>.89</b>	<b>181</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.97	.97	34
	FT Faculty	3.20	.90	35
	Classified	2.88	.88	40
	Administrator	3.32	.89	19
	<b>Overall</b>	<b>3.05</b>	<b>.92</b>	<b>128</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.18	.84	40
	FT Faculty	3.08	.83	63
	Classified	3.10	.74	58
	Administrator	3.31	.62	26
	<b>Overall</b>	<b>3.14</b>	<b>.78</b>	<b>187</b>

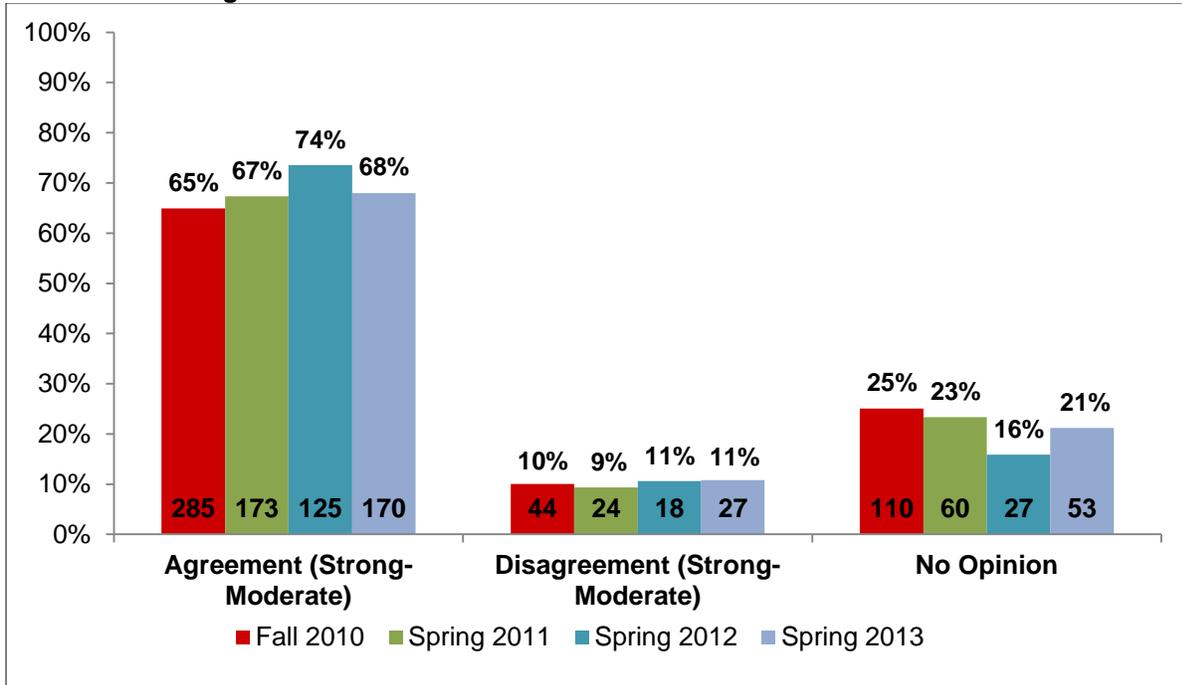
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.97	.88	63
	FT Faculty	3.15	.87	93
	Classified	2.91	.86	120
	Administrator	2.97	1.00	34
	<b>Overall</b>	<b>3.00</b>	<b>.89</b>	<b>310</b>

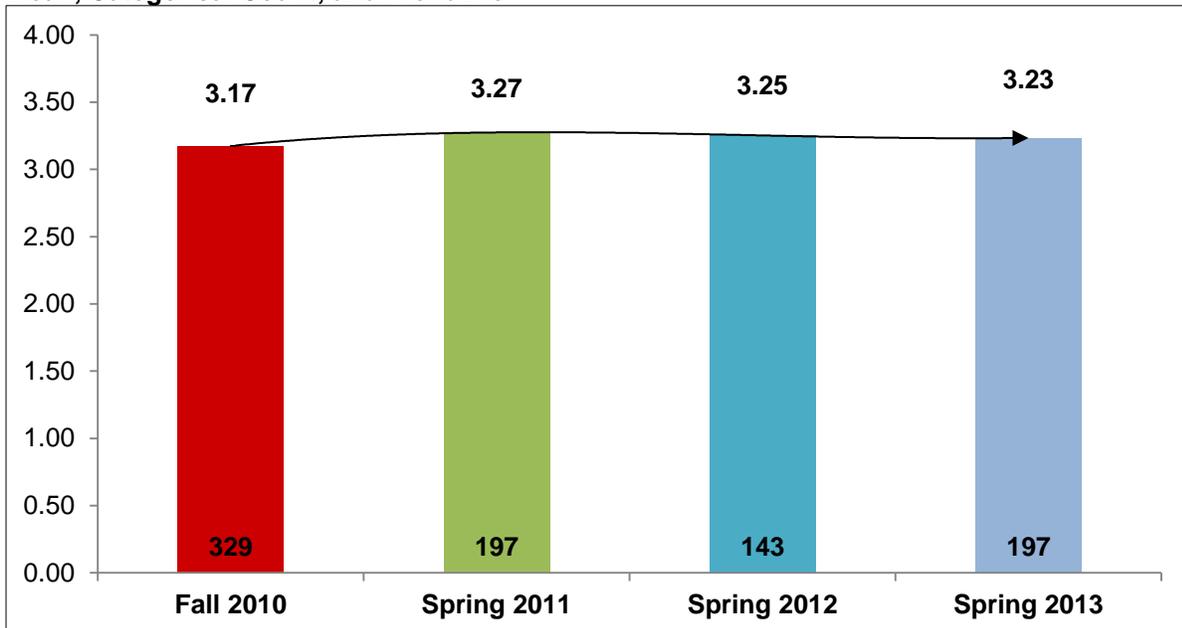
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	3.23	197	0.043	.836
Spring 2012	3.25	143		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.84	.90	19
	FT Faculty	3.51	.67	51
	Classified	3.06	.93	53
	Administrator	3.29	.73	14
	Unspecified	3.27	.73	60
	<b>Overall</b>	<b>3.23</b>	<b>.81</b>	<b>197</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.17	.88	36
	FT Faculty	3.24	.82	42
	Classified	3.24	.74	45
	Administrator	3.45	.61	20
	<b>Overall</b>	<b>3.25</b>	<b>.78</b>	<b>143</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.36	.85	42
	FT Faculty	3.32	.64	66
	Classified	3.14	.74	63
	Administrator	3.35	.69	26
	<b>Overall</b>	<b>3.27</b>	<b>.73</b>	<b>197</b>

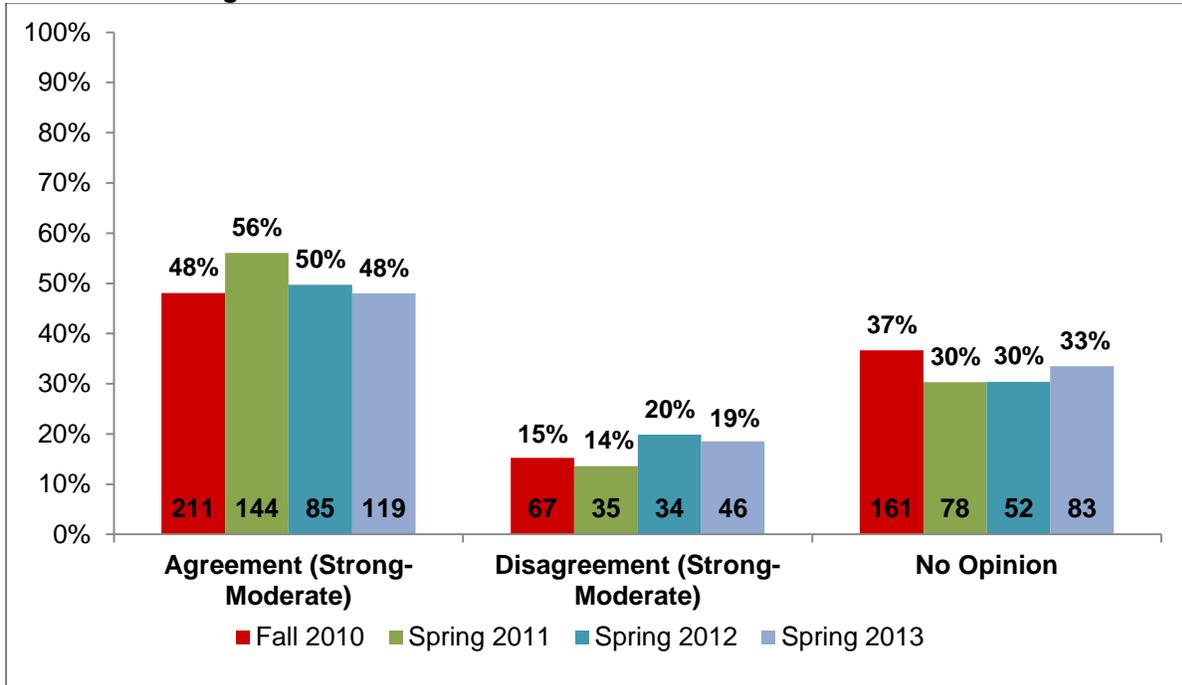
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.07	.91	70
	FT Faculty	3.30	.76	99
	Classified	3.10	.84	126
	Administrator	3.29	.72	34
	<b>Overall</b>	<b>3.17</b>	<b>.83</b>	<b>329</b>

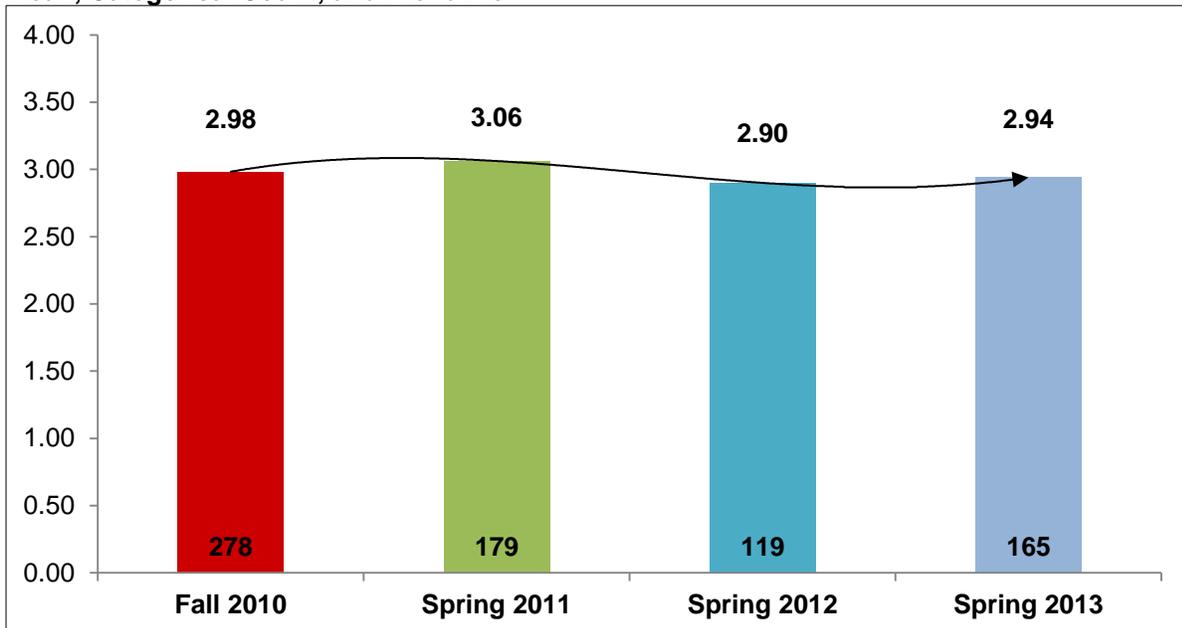
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.94	165	0.121	.728
Spring 2012	2.90	119		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.76	.97	17
	FT Faculty	3.07	1.01	43
	Classified	2.66	1.11	41
	Administrator	3.31	.75	13
	Unspecified	3.02	.81	51
	<b>Overall</b>	<b>2.94</b>	<b>.97</b>	<b>165</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.91	1.09	32
	FT Faculty	3.00	.93	36
	Classified	2.69	.86	32
	Administrator	3.05	.91	19
	<b>Overall</b>	<b>2.90</b>	<b>.95</b>	<b>119</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.98	1.01	43
	FT Faculty	3.17	.83	66
	Classified	2.94	.92	47
	Administrator	3.17	.72	23
	<b>Overall</b>	<b>3.06</b>	<b>.89</b>	<b>179</b>

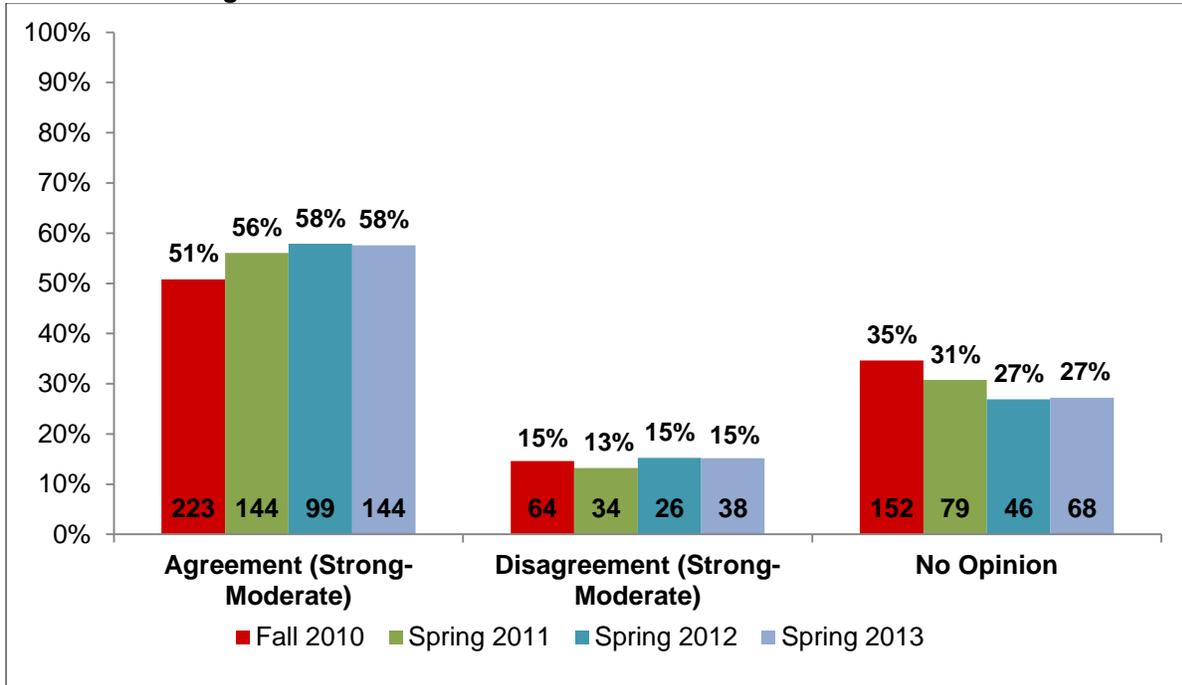
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.87	.91	62
	FT Faculty	3.34	.78	89
	Classified	2.75	.91	97
	Administrator	2.90	1.03	30
	<b>Overall</b>	<b>2.98</b>	<b>.92</b>	<b>278</b>

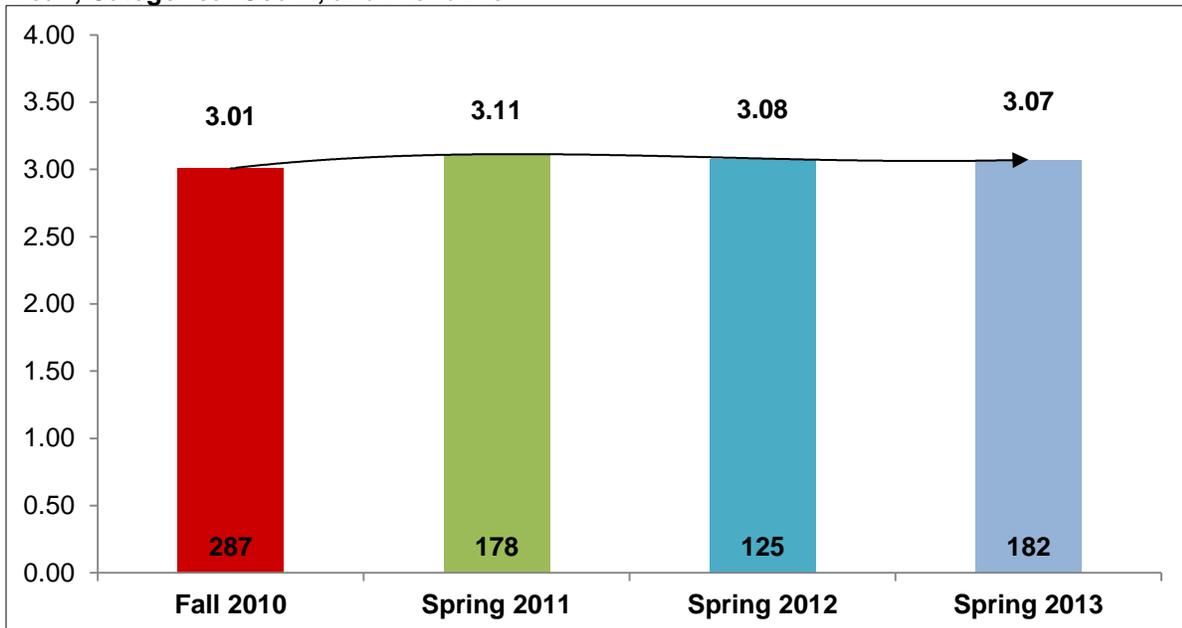
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	3.07	182	0.007	.934
Spring 2012	3.08	125		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.00	.79	20
	FT Faculty	3.34	.76	47
	Classified	2.73	1.11	44
	Administrator	3.47	.64	15
	Unspecified	3.04	.85	56
	<b>Overall</b>	<b>3.07</b>	<b>.90</b>	<b>182</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.24	.86	34
	FT Faculty	3.18	.87	34
	Classified	2.78	.89	37
	Administrator	3.20	.89	20
	<b>Overall</b>	<b>3.08</b>	<b>.89</b>	<b>125</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.21	.91	43
	FT Faculty	3.25	.78	63
	Classified	2.81	.96	48
	Administrator	3.17	.70	24
	<b>Overall</b>	<b>3.11</b>	<b>.87</b>	<b>178</b>

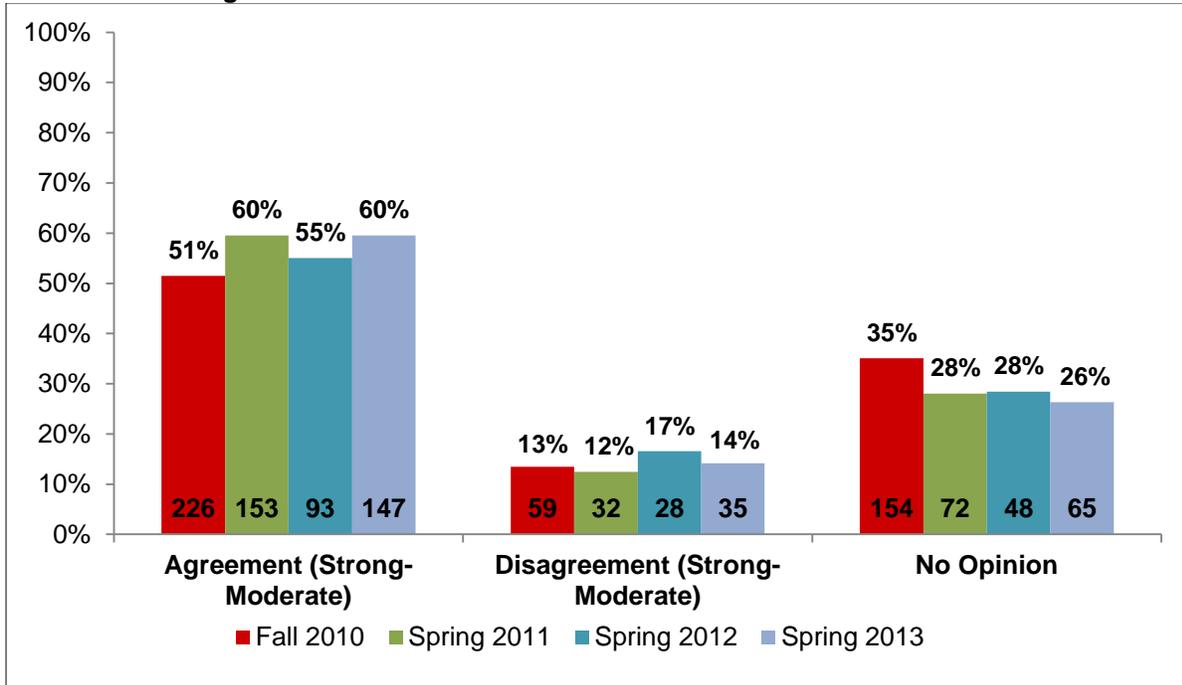
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.06	.88	66
	FT Faculty	3.29	.81	94
	Classified	2.67	.92	95
	Administrator	3.06	.91	32
	<b>Overall</b>	<b>3.01</b>	<b>.91</b>	<b>287</b>

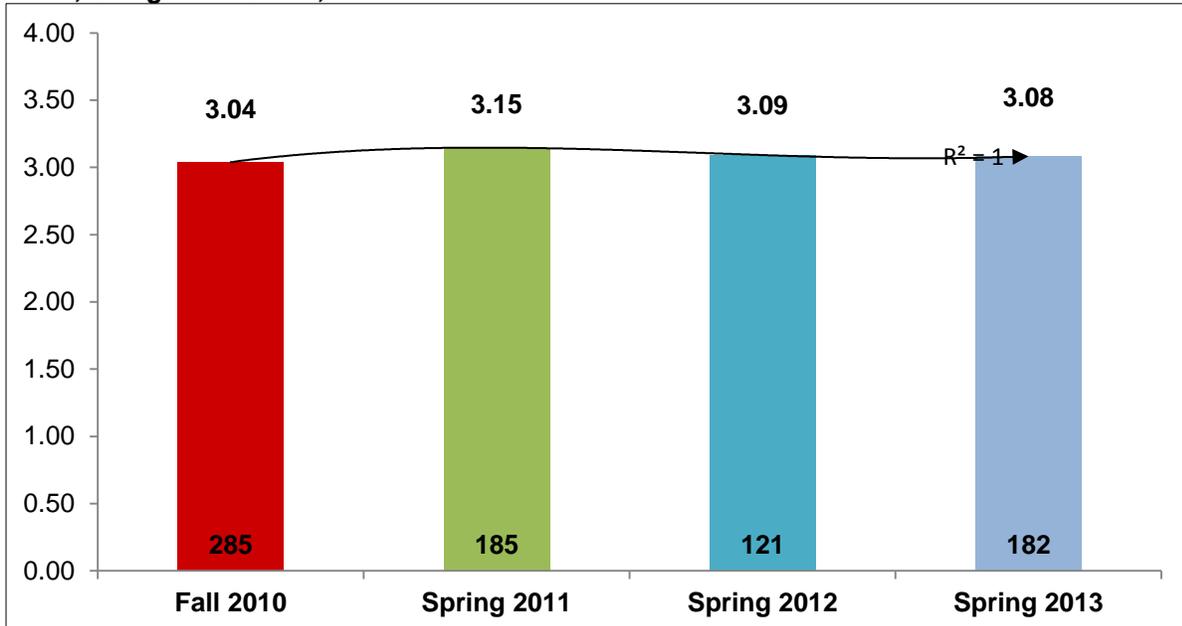
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	3.08	182	0.007	.935
Spring 2012	3.09	121		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.95	.76	20
	FT Faculty	3.23	.89	44
	Classified	2.91	.98	46
	Administrator	3.60	.51	15
	Unspecified	3.02	.81	57
	<b>Overall</b>	<b>3.08</b>	<b>.87</b>	<b>182</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.10	1.01	31
	FT Faculty	3.17	.92	35
	Classified	2.83	.89	35
	Administrator	3.40	.75	20
	<b>Overall</b>	<b>3.09</b>	<b>.92</b>	<b>121</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.18	.90	44
	FT Faculty	3.26	.71	61
	Classified	2.92	.85	53
	Administrator	3.26	.71	27
	<b>Overall</b>	<b>3.15</b>	<b>.80</b>	<b>185</b>

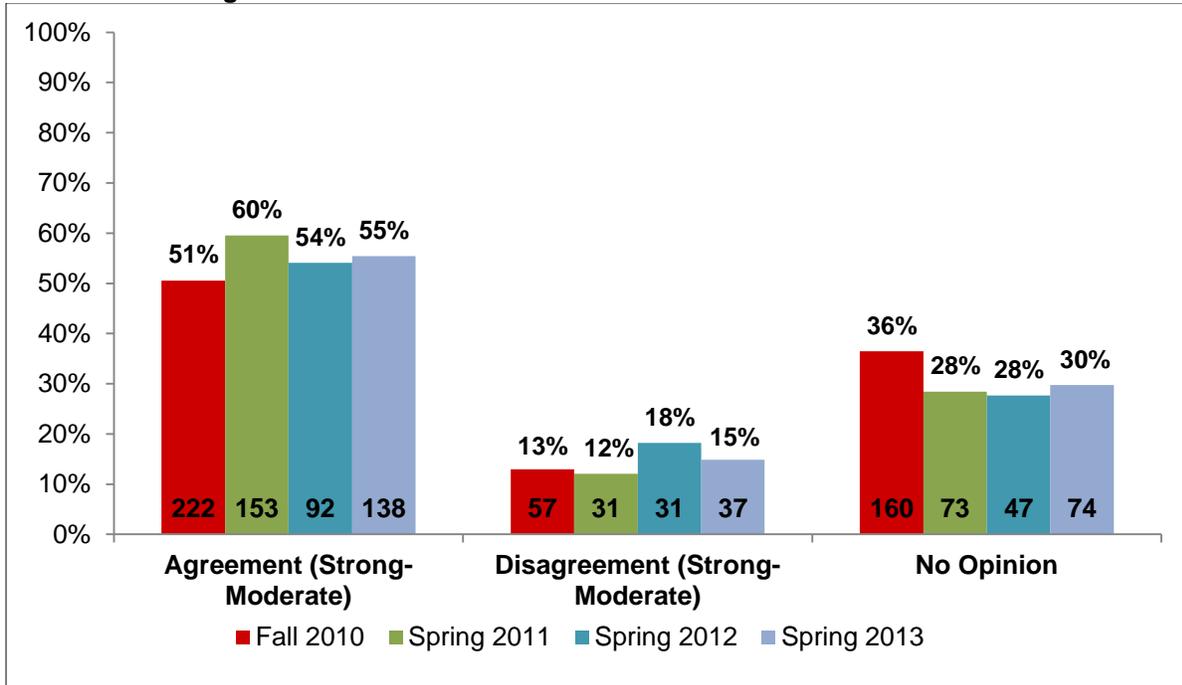
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.11	.81	63
	FT Faculty	3.23	.84	88
	Classified	2.76	.93	102
	Administrator	3.25	.88	32
	<b>Overall</b>	<b>3.04</b>	<b>.89</b>	<b>285</b>

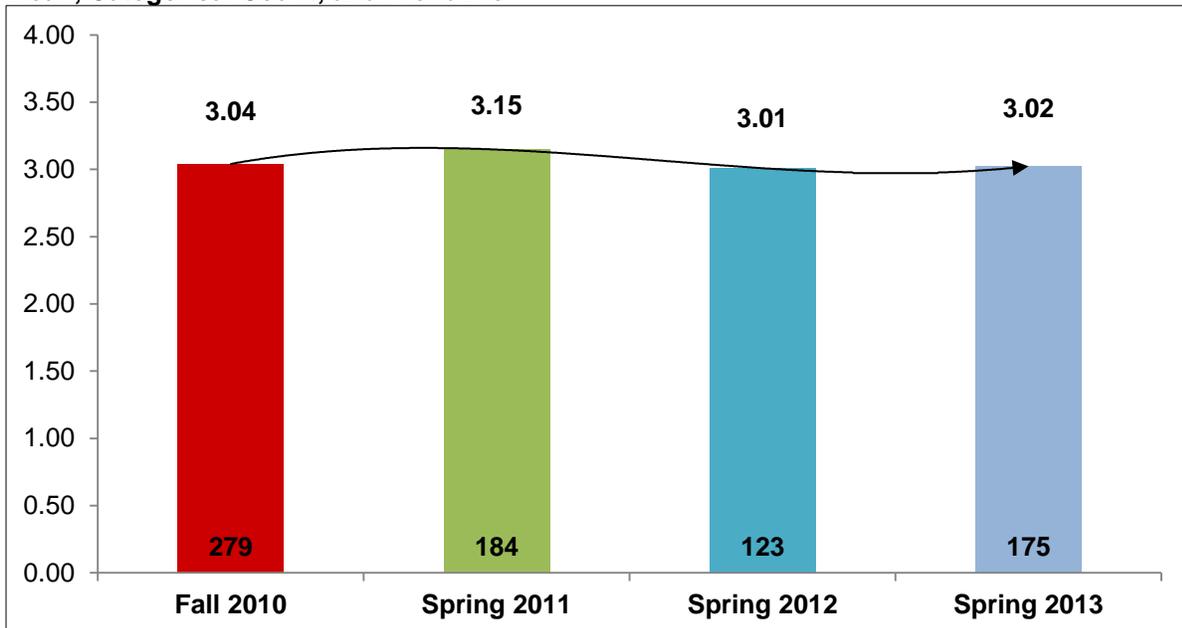
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	3.02	175	0.018	.892
Spring 2012	3.01	123		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.89	.90	18
	FT Faculty	3.13	.99	45
	Classified	2.89	.96	45
	Administrator	3.50	.52	14
	Unspecified	2.96	.88	53
	<b>Overall</b>	<b>3.02</b>	<b>.92</b>	<b>175</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.06	1.03	35
	FT Faculty	3.14	.94	35
	Classified	2.73	.88	33
	Administrator	3.15	.81	20
	<b>Overall</b>	<b>3.01</b>	<b>.94</b>	<b>123</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.07	1.03	45
	FT Faculty	3.30	.73	64
	Classified	2.96	.91	49
	Administrator	3.27	.72	26
	<b>Overall</b>	<b>3.15</b>	<b>.87</b>	<b>184</b>

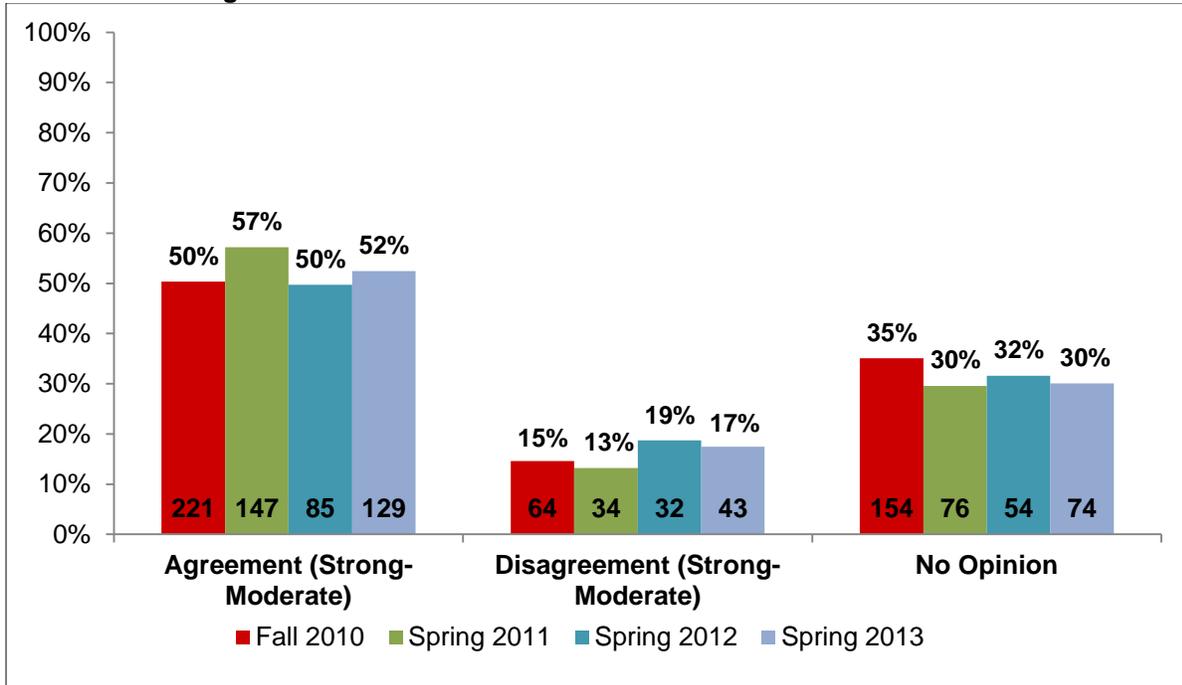
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.08	.85	65
	FT Faculty	3.28	.84	93
	Classified	2.76	.91	91
	Administrator	3.07	.87	30
	<b>Overall</b>	<b>3.04</b>	<b>.89</b>	<b>279</b>

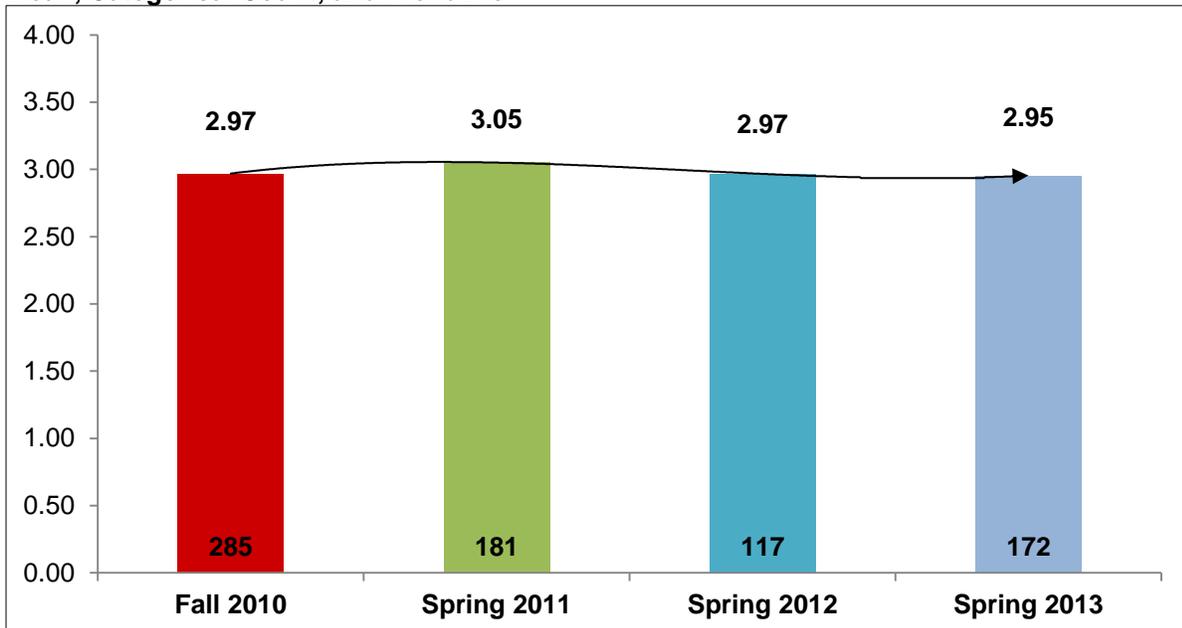
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.95	172	0.012	.914
Spring 2012	2.97	117		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.84	.90	19
	FT Faculty	3.10	1.06	40
	Classified	2.74	1.00	43
	Administrator	3.07	1.00	14
	Unspecified	3.02	.86	56
	<b>Overall</b>	<b>2.95</b>	<b>.96</b>	<b>172</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.07	1.08	30
	FT Faculty	3.06	.93	33
	Classified	2.74	.86	34
	Administrator	3.05	.89	20
	<b>Overall</b>	<b>2.97</b>	<b>.95</b>	<b>117</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.02	1.01	45
	FT Faculty	3.13	.82	62
	Classified	2.96	.89	49
	Administrator	3.08	.81	25
	<b>Overall</b>	<b>3.05</b>	<b>.88</b>	<b>181</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.02	.85	64
	FT Faculty	3.11	.94	93
	Classified	2.80	.86	98
	Administrator	3.00	.83	30
	<b>Overall</b>	<b>2.97</b>	<b>.89</b>	<b>285</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

**Group XIV: The institution organizes its key processes and allocates its resources to effectively support student learning.**

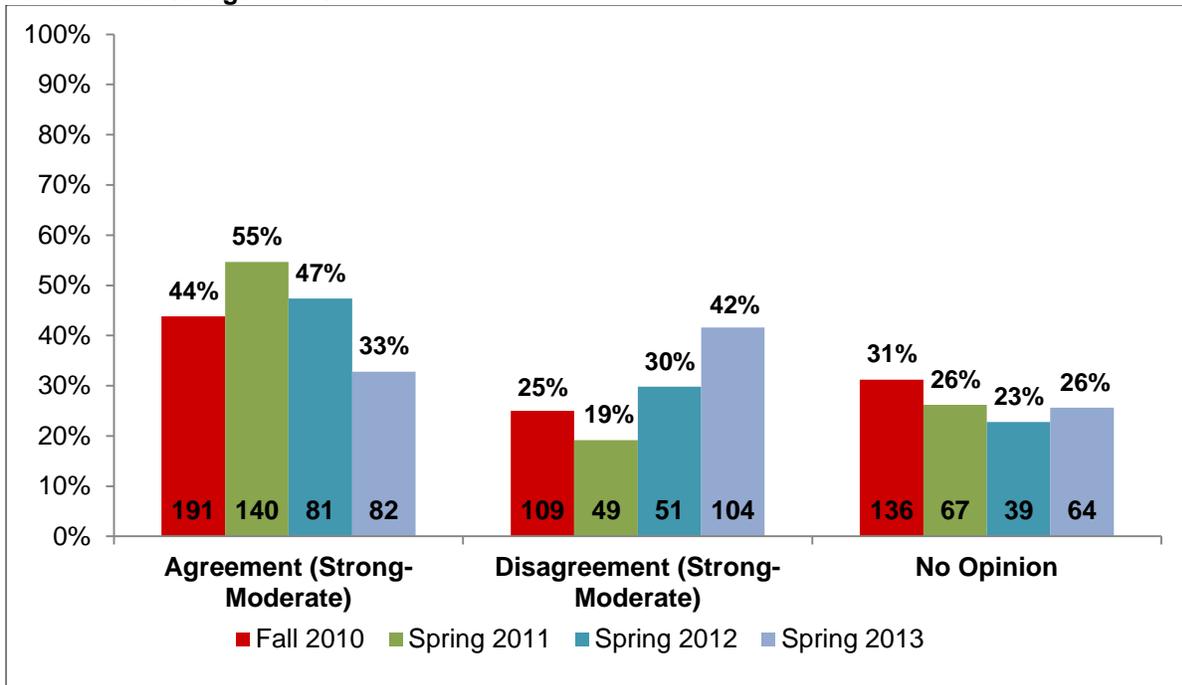
Group XIV questions (Q50-Q53) relate to WASC Standard I.B, which recognizes the importance of improving institutional effectiveness through systematic participative processes. Standard I.B explains the significance of an institution’s conscious effort to support student learning.

Notable findings for the current and earlier survey administration periods:

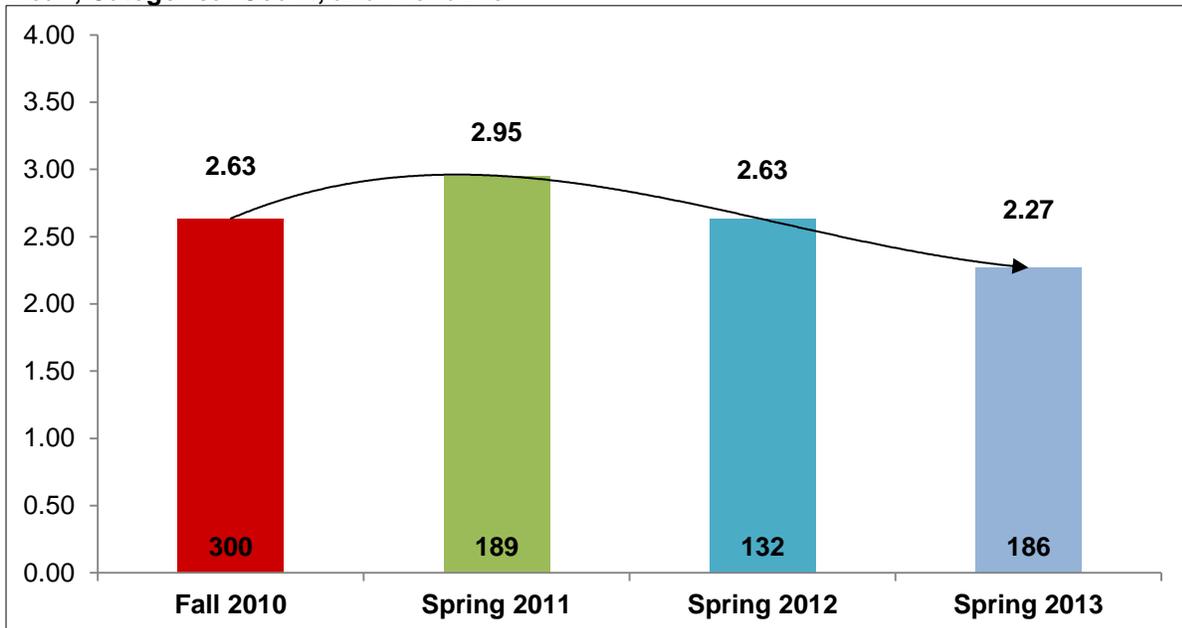
- In regard to the query that the “institution organizes its key processes and allocates its resources to effectively support student learning” (Q50), most sub-group queries are found to be statistically unchanged. However, the three prompts related to Faculty Hiring Process, Budget Planning Process, and Accreditation Self-Study are found to be statistically lower (Q50a, b, g).
- More than half of respondents disagreed with the statement that the College’s “planning process is broad-based, offers opportunities for input by appropriate constituencies, allocates necessary resources, and leads to improvement of institutional effectiveness” (Q52). The decline in the mean score is statistically significant.
- Fewer than half of respondents were in agreement with the prompt that “Student learning needs are central to the planning, development and design of new facilities” (Q53). The decline in the mean score is statistically significant.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

Histograms / Data Analysis

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.27	186	9.316	.002
Spring 2012	2.63	132		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.29	.96	21
	FT Faculty	2.22	.96	49
	Classified	2.61	1.07	41
	Administrator	2.67	1.23	12
	Unspecified	2.00	.95	63
	<b>Overall</b>	<b>2.27</b>	<b>1.02</b>	<b>186</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.25	1.08	36
	FT Faculty	2.74	1.06	42
	Classified	2.73	.99	37
	Administrator	2.94	1.03	17
	<b>Overall</b>	<b>2.63</b>	<b>1.06</b>	<b>132</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.80	.99	45
	FT Faculty	2.85	1.03	68
	Classified	3.09	.83	54
	Administrator	3.23	.81	22
	<b>Overall</b>	<b>2.95</b>	<b>.95</b>	<b>189</b>

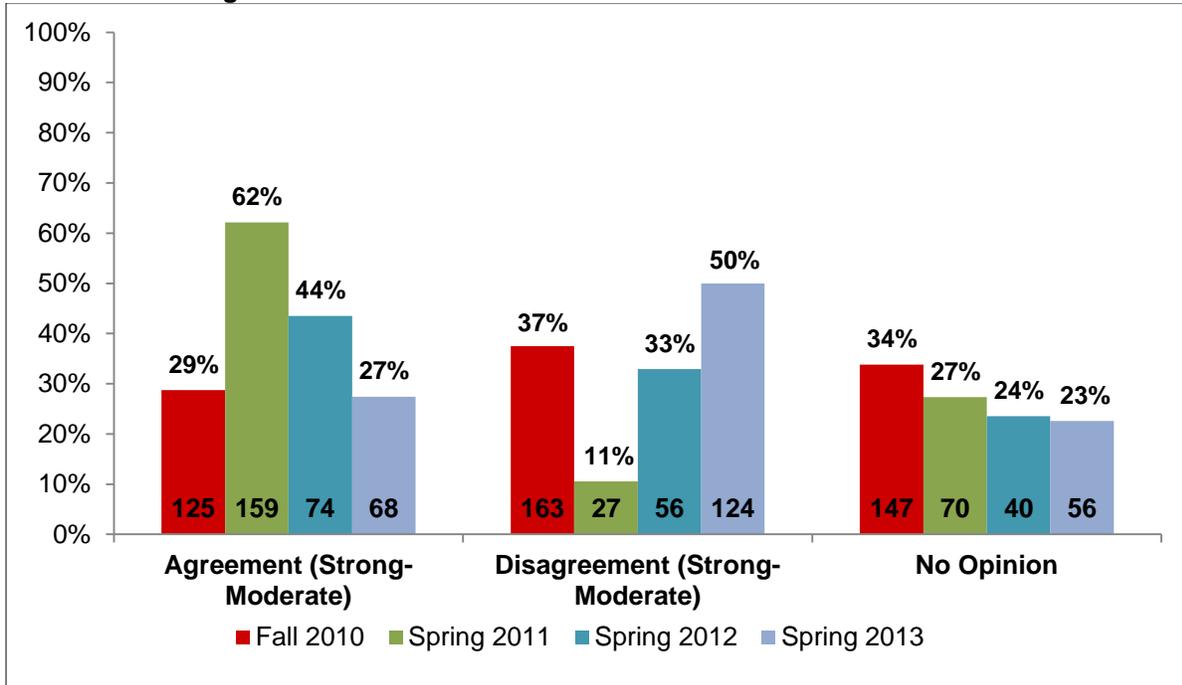
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.48	.98	64
	FT Faculty	2.63	1.00	101
	Classified	2.58	.95	106
	Administrator	3.17	.76	29
	<b>Overall</b>	<b>2.63</b>	<b>.97</b>	<b>300</b>

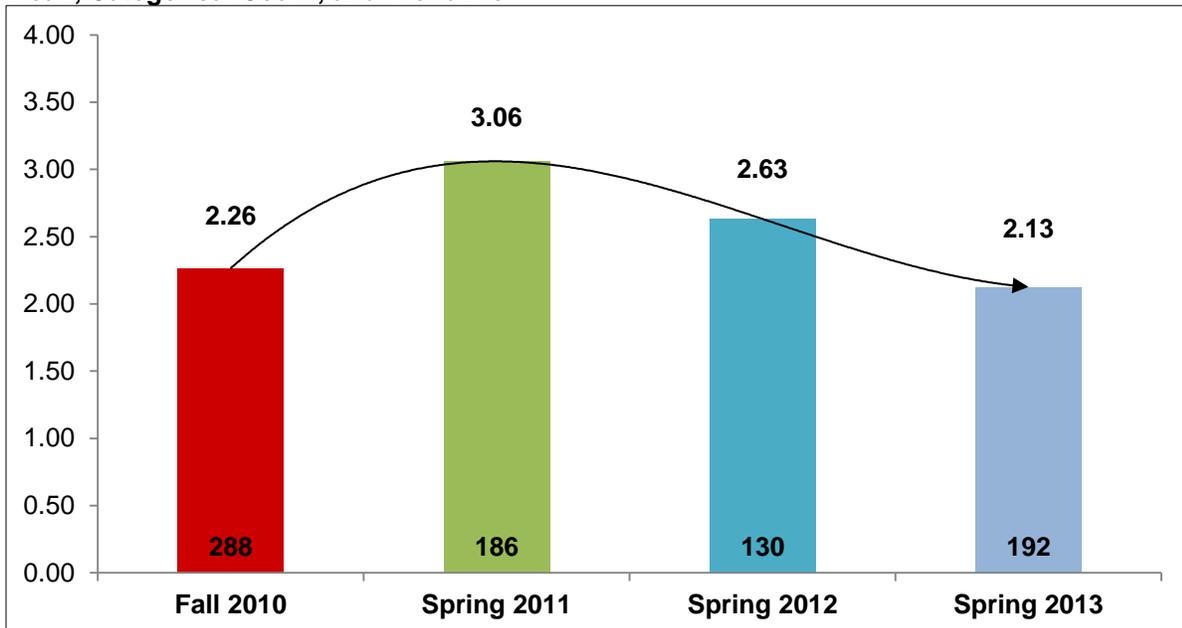
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.13	192	21.784	.000
Spring 2012	2.63	130		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.11	.90	18
	FT Faculty	1.81	.74	52
	Classified	2.38	1.03	50
	Administrator	2.71	.85	17
	Unspecified	2.02	.95	55
	<b>Overall</b>	<b>2.13</b>	<b>.94</b>	<b>192</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.39	.96	31
	FT Faculty	2.82	.93	38
	Classified	2.52	1.07	42
	Administrator	2.89	.81	19
	<b>Overall</b>	<b>2.63</b>	<b>.97</b>	<b>130</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.98	.91	41
	FT Faculty	2.98	.78	62
	Classified	3.14	.65	56
	Administrator	3.19	.62	27
	<b>Overall</b>	<b>3.06</b>	<b>.75</b>	<b>186</b>

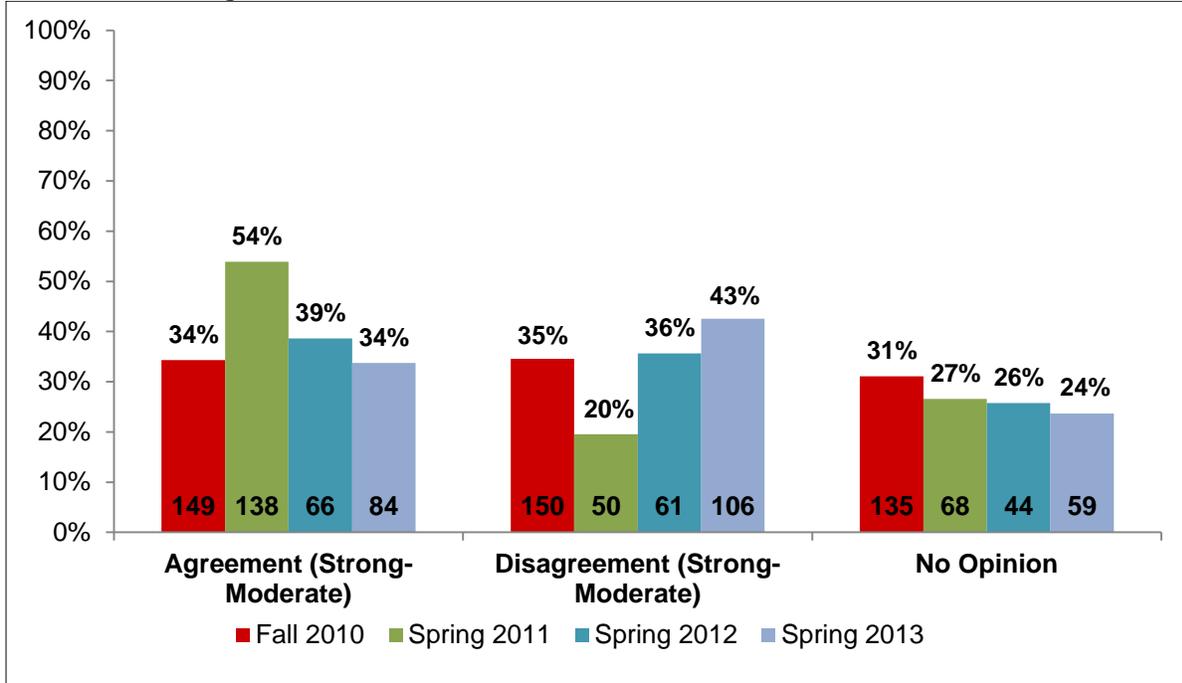
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.20	.95	55
	FT Faculty	1.82	.89	92
	Classified	2.43	.89	109
	Administrator	3.09	.82	32
	<b>Overall</b>	<b>2.26</b>	<b>.97</b>	<b>288</b>

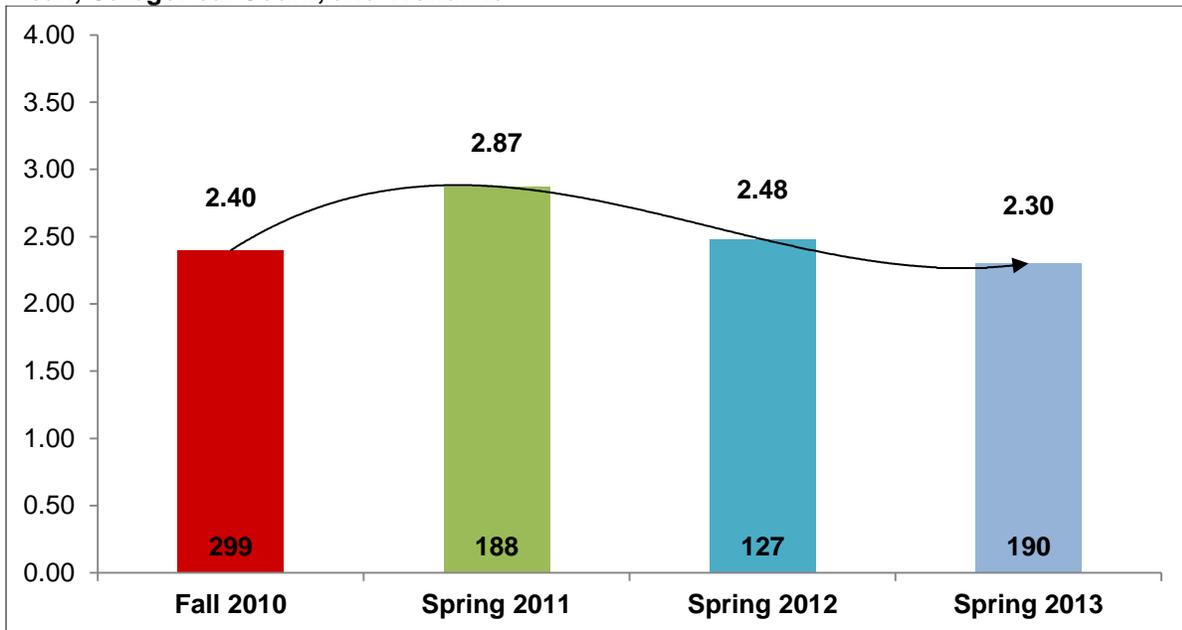
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.30	190	2.602	.108
Spring 2012	2.48	127		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.50	.99	18
	FT Faculty	2.04	.93	45
	Classified	2.48	1.06	52
	Administrator	2.69	1.01	16
	Unspecified	2.17	.93	59
	<b>Overall</b>	<b>2.30</b>	<b>.99</b>	<b>190</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.39	.99	28
	FT Faculty	2.50	.89	38
	Classified	2.49	1.03	43
	Administrator	2.56	.86	18
	<b>Overall</b>	<b>2.48</b>	<b>.95</b>	<b>127</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.15	.74	40
	FT Faculty	2.70	.85	63
	Classified	2.83	.86	58
	Administrator	2.96	.85	27
	<b>Overall</b>	<b>2.87</b>	<b>.84</b>	<b>188</b>

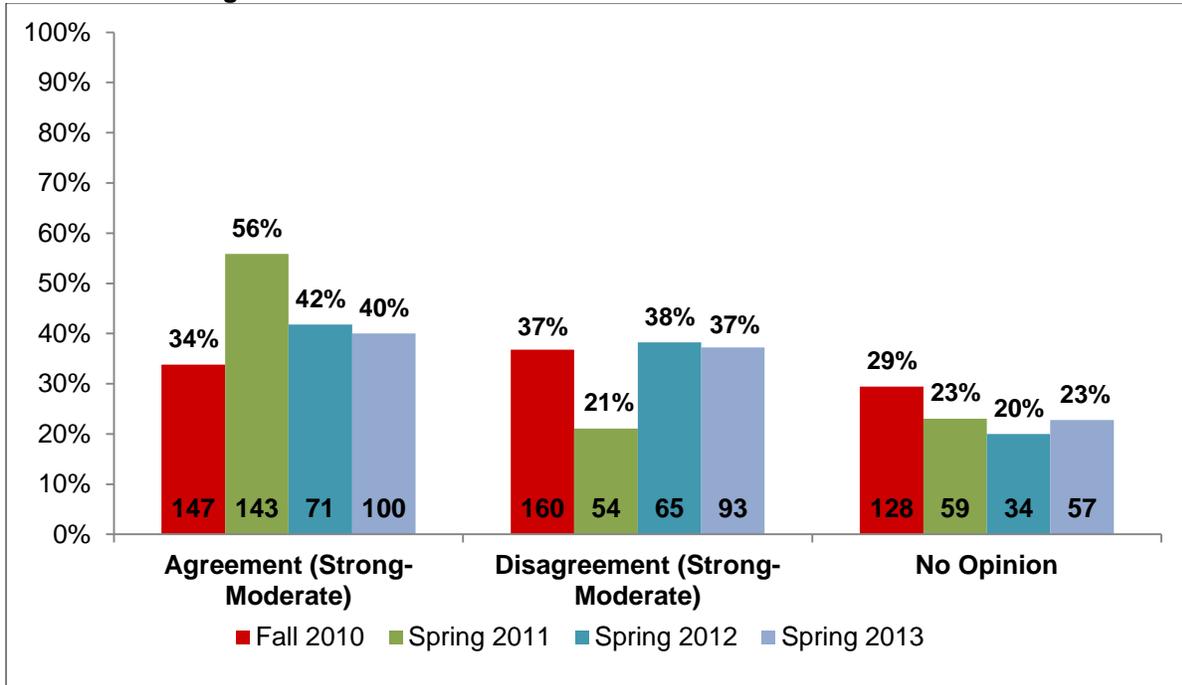
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.51	1.00	57
	FT Faculty	2.12	.98	91
	Classified	2.38	.92	120
	Administrator	3.10	.79	31
	<b>Overall</b>	<b>2.40</b>	<b>.98</b>	<b>299</b>

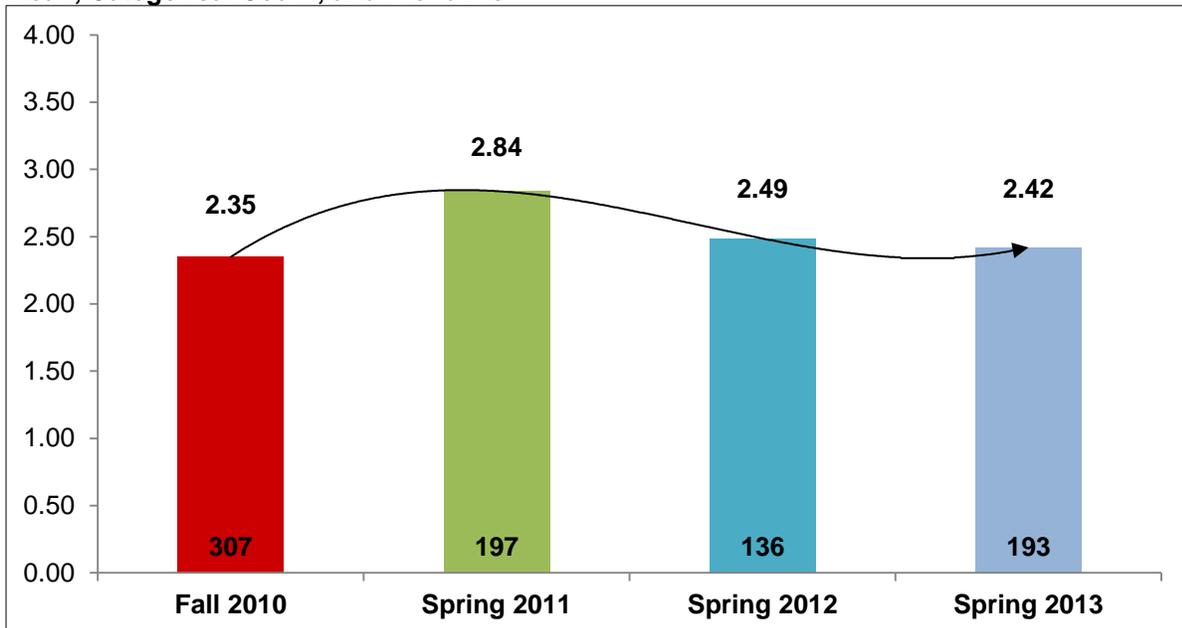
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.42	193	0.359	.550
Spring 2012	2.49	136		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.77	.83	13
	FT Faculty	1.96	.93	45
	Classified	2.67	1.02	55
	Administrator	2.82	1.01	17
	Unspecified	2.35	.92	63
	<b>Overall</b>	<b>2.42</b>	<b>.99</b>	<b>193</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.42	.99	31
	FT Faculty	2.53	.96	40
	Classified	2.53	.94	45
	Administrator	2.40	1.00	20
	<b>Overall</b>	<b>2.49</b>	<b>.96</b>	<b>136</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.00	.84	46
	FT Faculty	2.61	1.01	66
	Classified	2.90	.80	59
	Administrator	3.00	.85	26
	<b>Overall</b>	<b>2.84</b>	<b>.90</b>	<b>197</b>

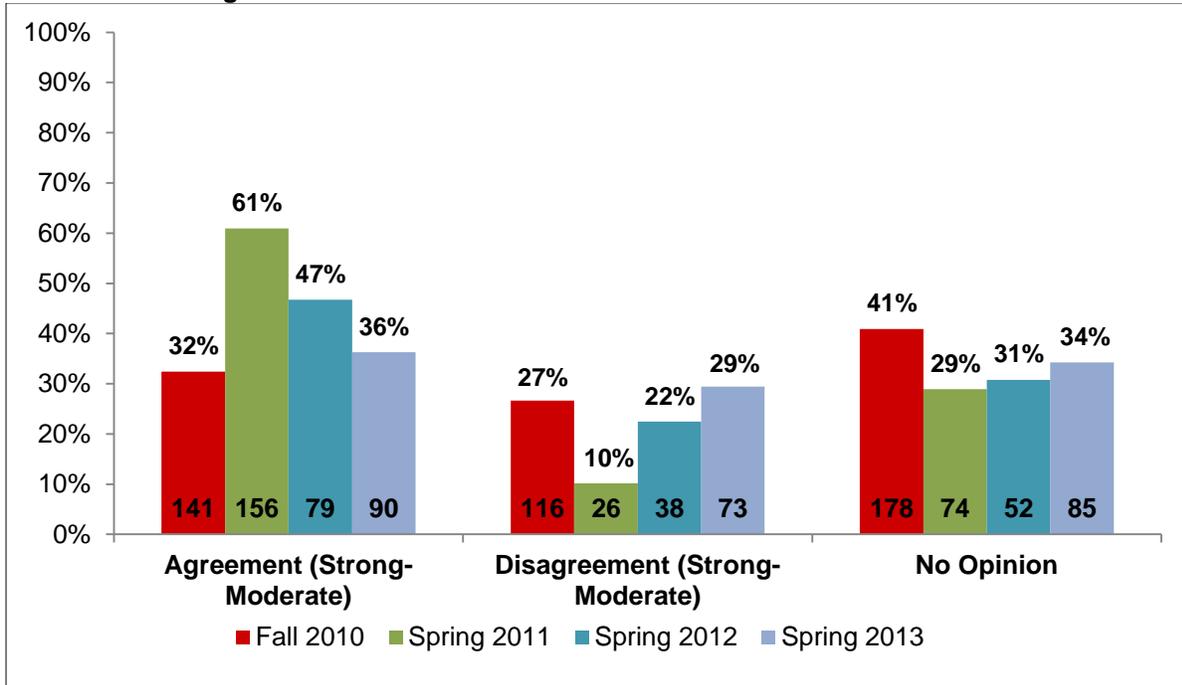
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.63	.93	59
	FT Faculty	2.02	.97	99
	Classified	2.39	.91	116
	Administrator	2.70	.95	33
	<b>Overall</b>	<b>2.35</b>	<b>.97</b>	<b>307</b>

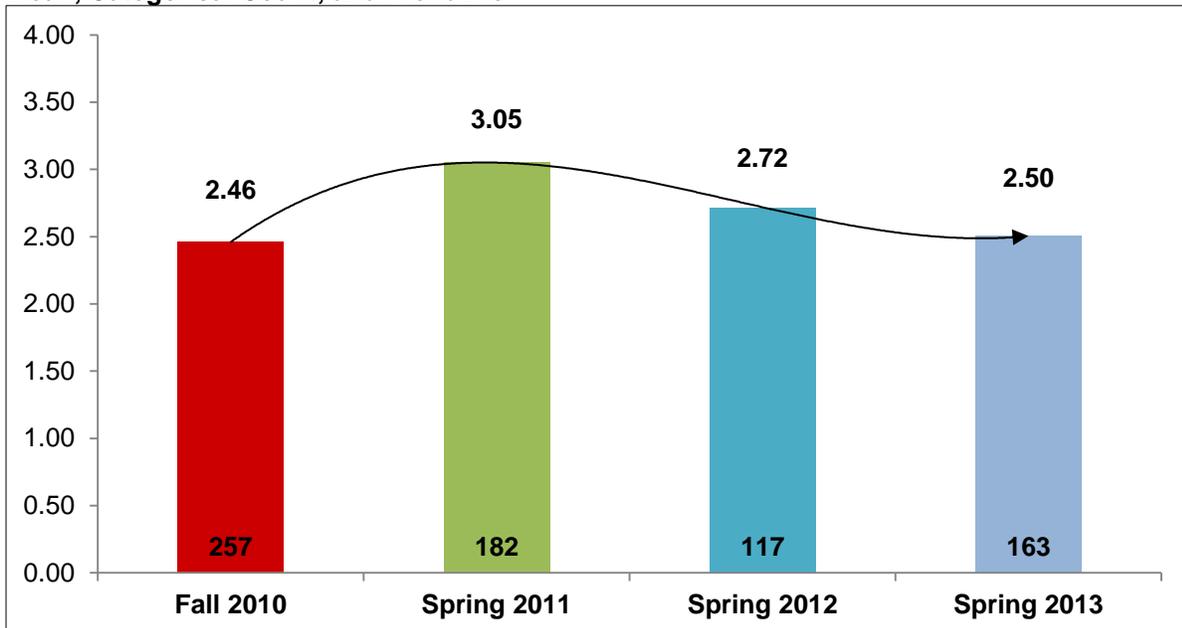
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.50	163	3.436	.065
Spring 2012	2.72	117		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.77	.93	13
	FT Faculty	2.32	.84	38
	Classified	2.73	1.02	44
	Administrator	3.19	.75	16
	Unspecified	2.17	.94	52
	<b>Overall</b>	<b>2.50</b>	<b>.97</b>	<b>163</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.57	.96	28
	FT Faculty	2.91	.90	34
	Classified	2.64	.99	36
	Administrator	2.74	.87	19
	<b>Overall</b>	<b>2.72</b>	<b>.94</b>	<b>117</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.13	.70	39
	FT Faculty	2.89	.77	62
	Classified	3.11	.66	55
	Administrator	3.19	.57	26
	<b>Overall</b>	<b>3.05</b>	<b>.70</b>	<b>182</b>

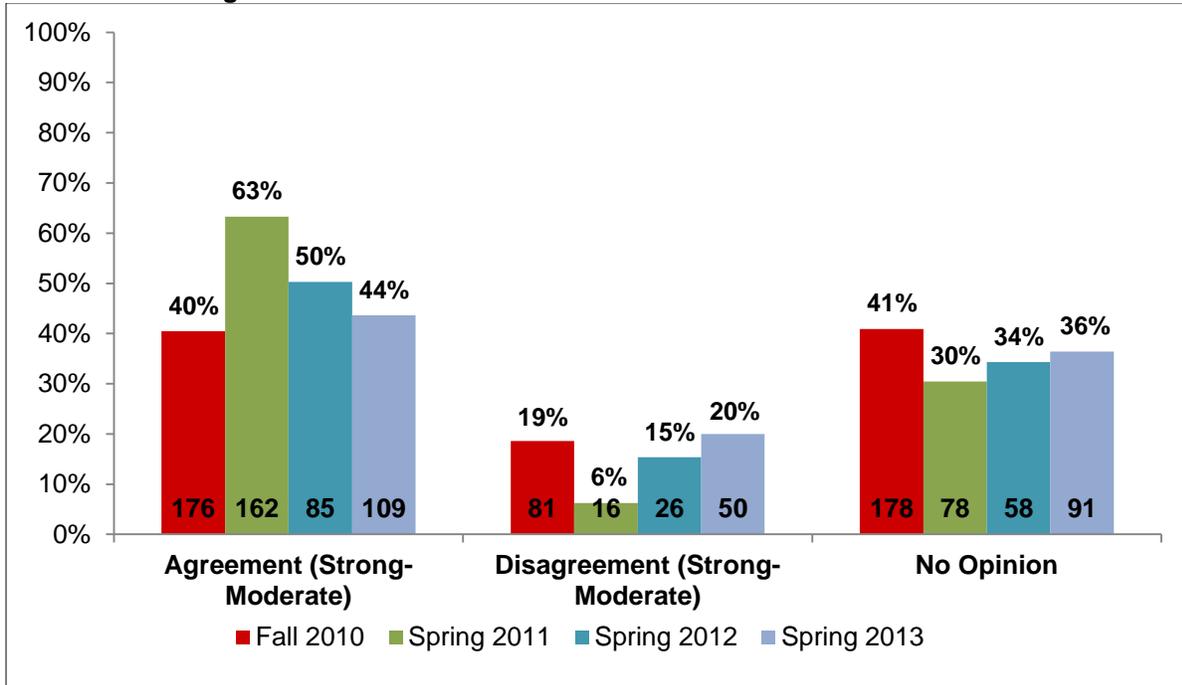
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.41	.97	44
	FT Faculty	2.15	.96	84
	Classified	2.58	.86	95
	Administrator	2.94	.74	34
	<b>Overall</b>	<b>2.46</b>	<b>.93</b>	<b>257</b>

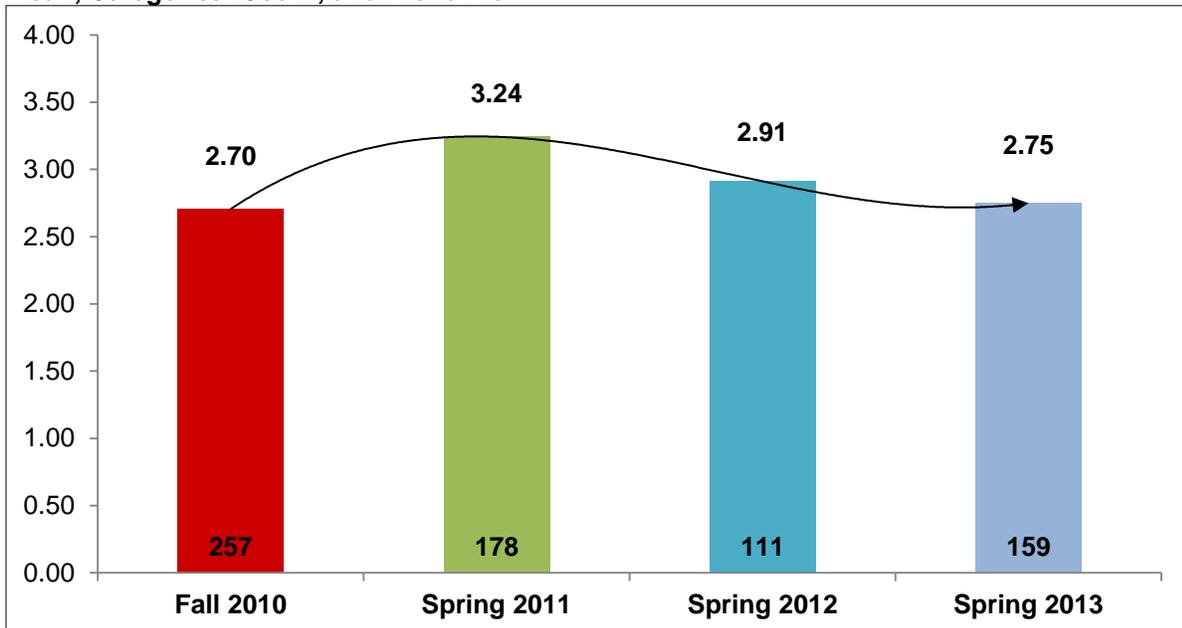
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.75	159	1.977	.161
Spring 2012	2.91	111		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.00	.82	13
	FT Faculty	2.51	.84	41
	Classified	2.89	.99	46
	Administrator	3.27	.70	15
	Unspecified	2.57	.93	44
	<b>Overall</b>	<b>2.75</b>	<b>.92</b>	<b>159</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.81	1.02	26
	FT Faculty	3.06	.98	32
	Classified	2.74	.93	34
	Administrator	3.11	.74	19
	<b>Overall</b>	<b>2.91</b>	<b>.94</b>	<b>111</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.33	.66	39
	FT Faculty	3.13	.85	60
	Classified	3.26	.71	53
	Administrator	3.31	.62	26
	<b>Overall</b>	<b>3.24</b>	<b>.74</b>	<b>178</b>

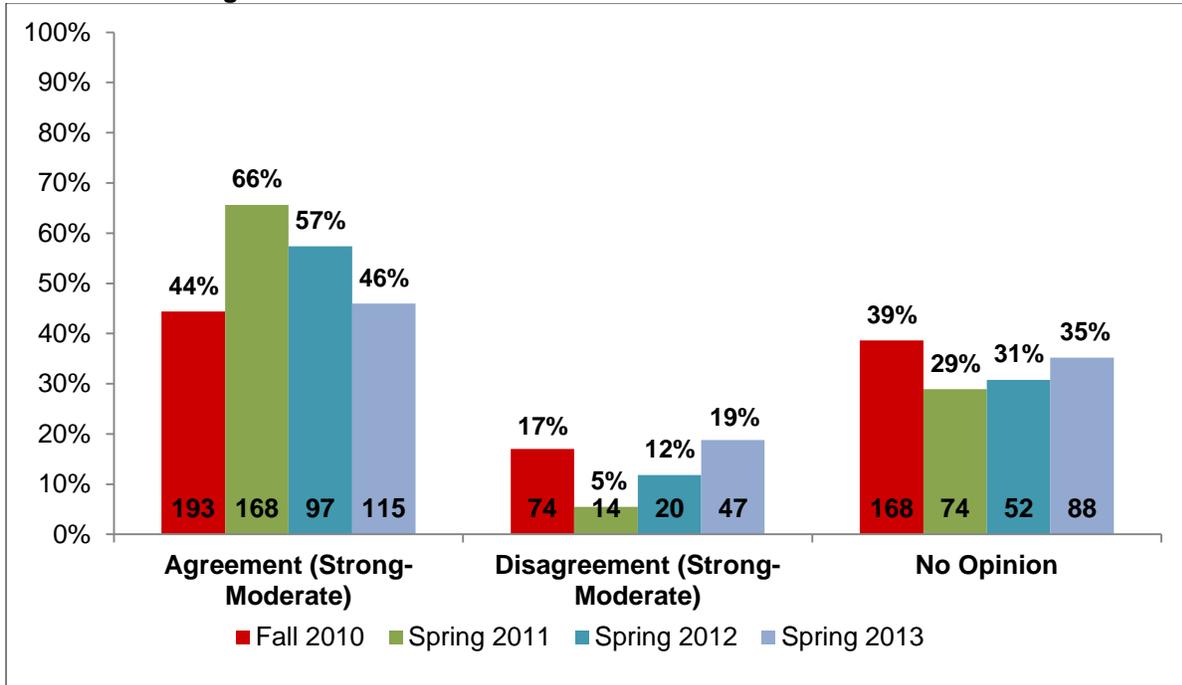
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.69	.95	45
	FT Faculty	2.59	.97	85
	Classified	2.66	.81	94
	Administrator	3.15	.71	33
	<b>Overall</b>	<b>2.70</b>	<b>.89</b>	<b>257</b>

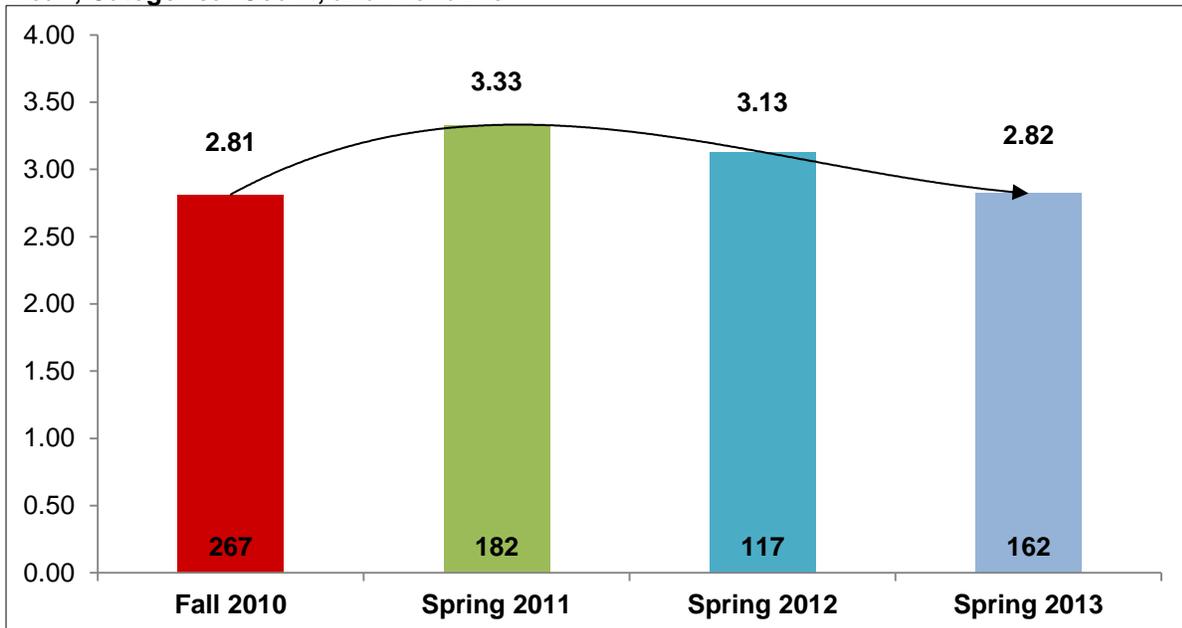
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

Histograms / Data Analysis

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.82	162	8.041	.005
Spring 2012	3.13	117		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.06	.85	16
	FT Faculty	2.60	.90	40
	Classified	2.86	1.01	43
	Administrator	3.33	.62	15
	Unspecified	2.73	.84	48
	<b>Overall</b>	<b>2.82</b>	<b>.90</b>	<b>162</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.89	.99	28
	FT Faculty	3.27	.80	37
	Classified	3.18	.81	33
	Administrator	3.11	.94	19
	<b>Overall</b>	<b>3.13</b>	<b>.88</b>	<b>117</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.26	.64	38
	FT Faculty	3.29	.80	62
	Classified	3.32	.72	56
	Administrator	3.54	.58	26
	<b>Overall</b>	<b>3.33</b>	<b>.71</b>	<b>182</b>

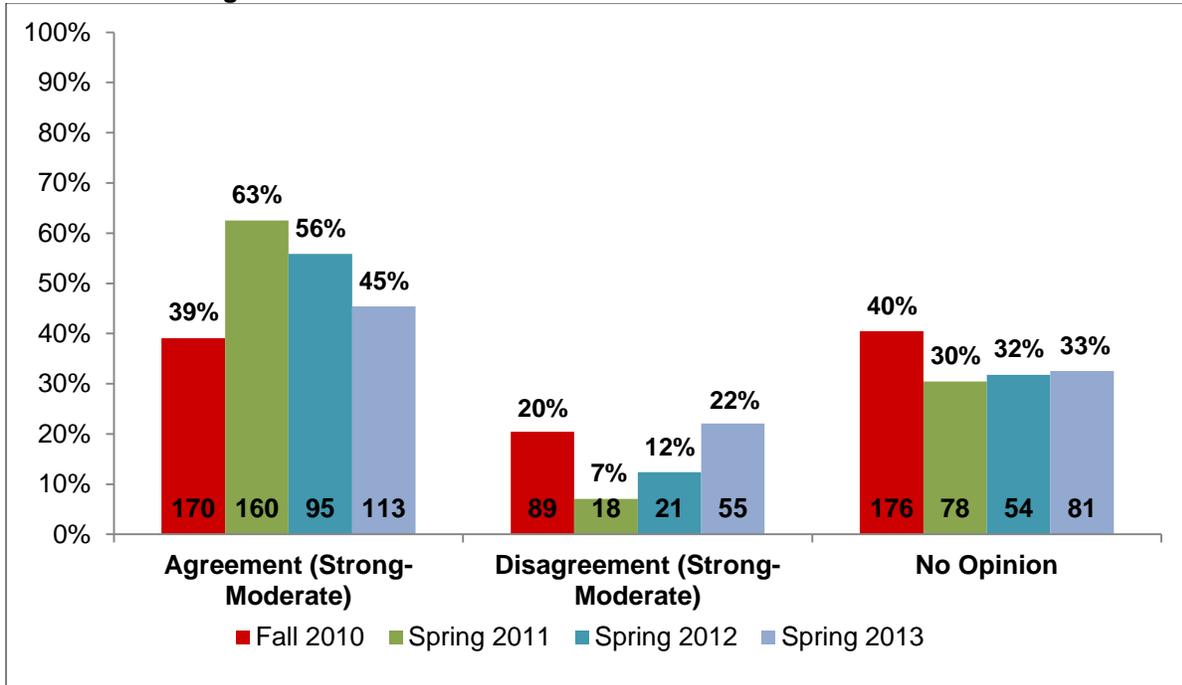
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.71	.96	49
	FT Faculty	2.73	1.04	85
	Classified	2.82	.86	100
	Administrator	3.15	.71	33
	<b>Overall</b>	<b>2.81</b>	<b>.93</b>	<b>267</b>

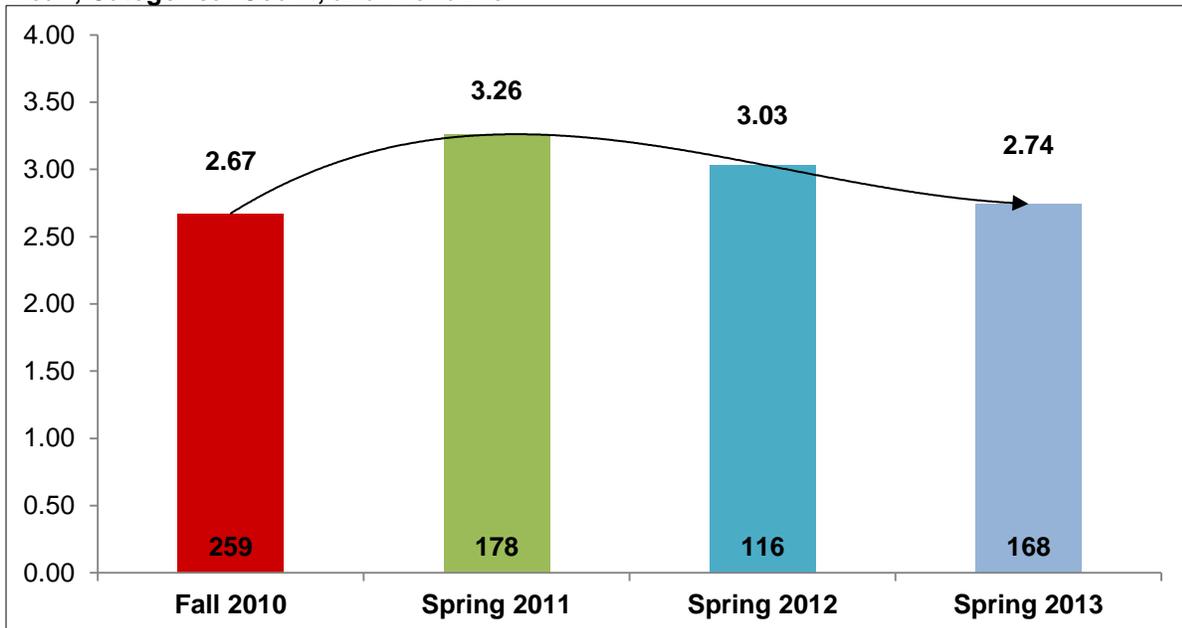
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.74	168	6.749	.010
Spring 2012	3.03	116		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.93	.83	14
	FT Faculty	2.60	.96	40
	Classified	2.89	.99	46
	Administrator	3.31	.60	16
	Unspecified	2.50	.92	52
	<b>Overall</b>	<b>2.74</b>	<b>.94</b>	<b>168</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.82	1.12	28
	FT Faculty	3.22	.72	36
	Classified	3.00	.85	34
	Administrator	3.06	.94	18
	<b>Overall</b>	<b>3.03</b>	<b>.90</b>	<b>116</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.15	.66	40
	FT Faculty	3.25	.79	61
	Classified	3.29	.70	51
	Administrator	3.38	.64	26
	<b>Overall</b>	<b>3.26</b>	<b>.71</b>	<b>178</b>

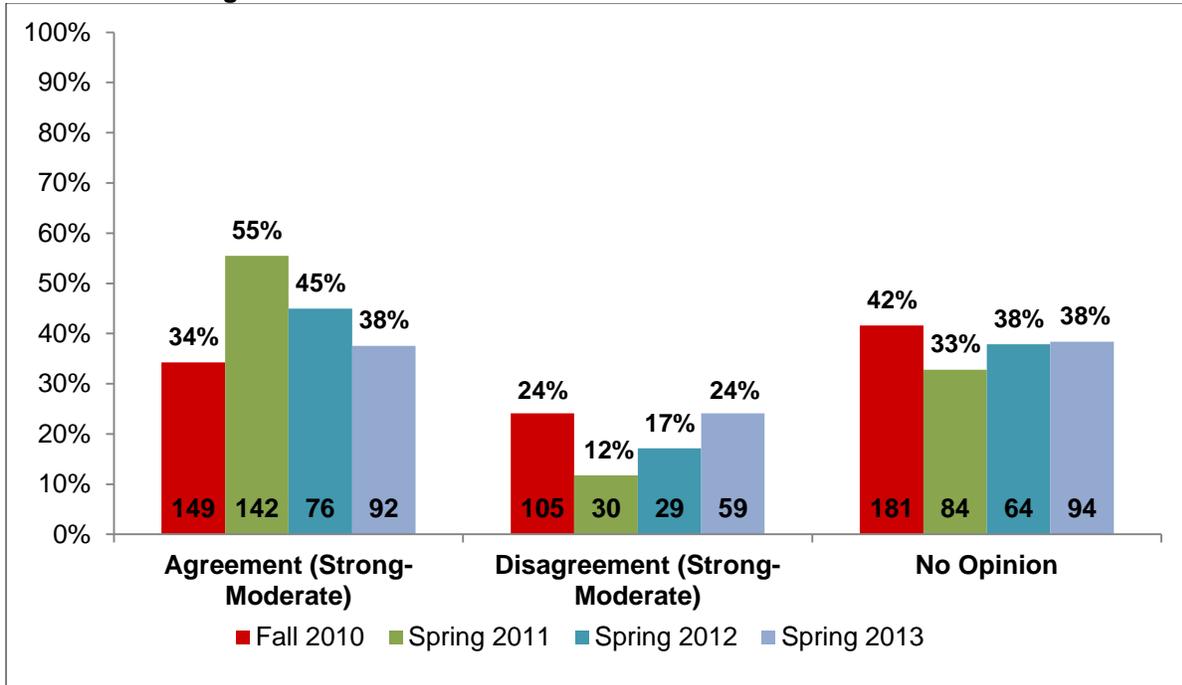
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.63	1.02	46
	FT Faculty	2.56	.97	87
	Classified	2.68	.86	94
	Administrator	3.00	.72	32
	<b>Overall</b>	<b>2.67</b>	<b>.92</b>	<b>259</b>

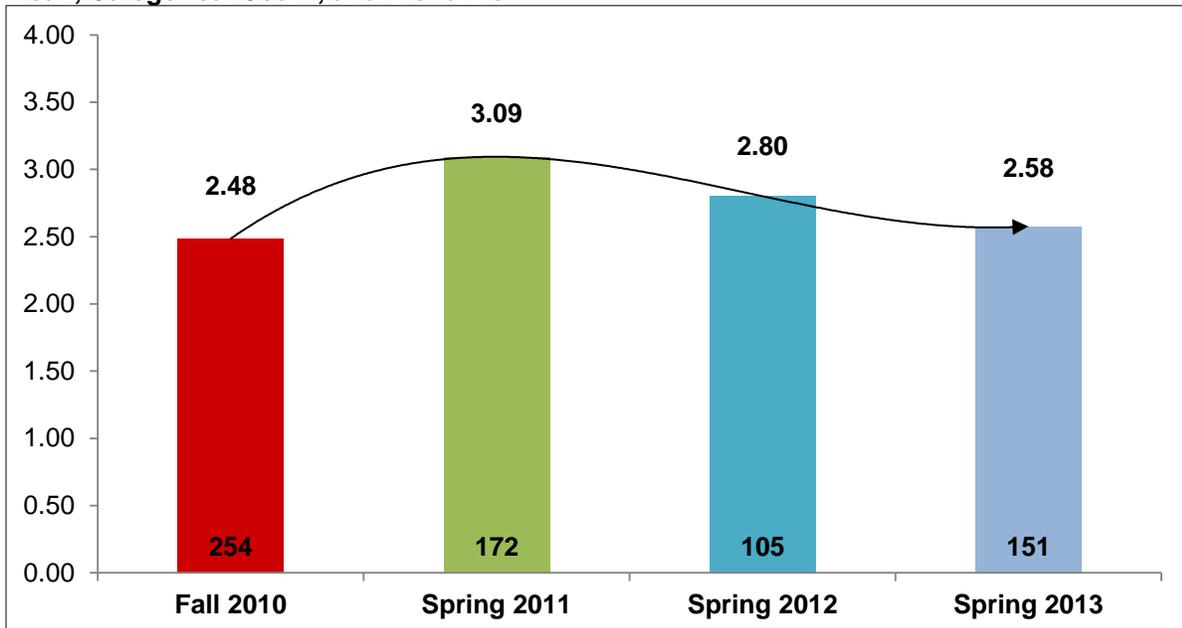
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.58	151	3.655	.057
Spring 2012	2.80	105		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.92	.95	13
	FT Faculty	2.22	.93	36
	Classified	2.71	1.01	41
	Administrator	2.80	.77	15
	Unspecified	2.57	.86	46
	<b>Overall</b>	<b>2.58</b>	<b>.93</b>	<b>151</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.70	.88	23
	FT Faculty	2.86	.88	35
	Classified	2.81	.91	31
	Administrator	2.81	1.05	16
	<b>Overall</b>	<b>2.80</b>	<b>.90</b>	<b>105</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.16	.75	38
	FT Faculty	2.92	.79	60
	Classified	3.19	.82	48
	Administrator	3.23	.65	26
	<b>Overall</b>	<b>3.09</b>	<b>.77</b>	<b>172</b>

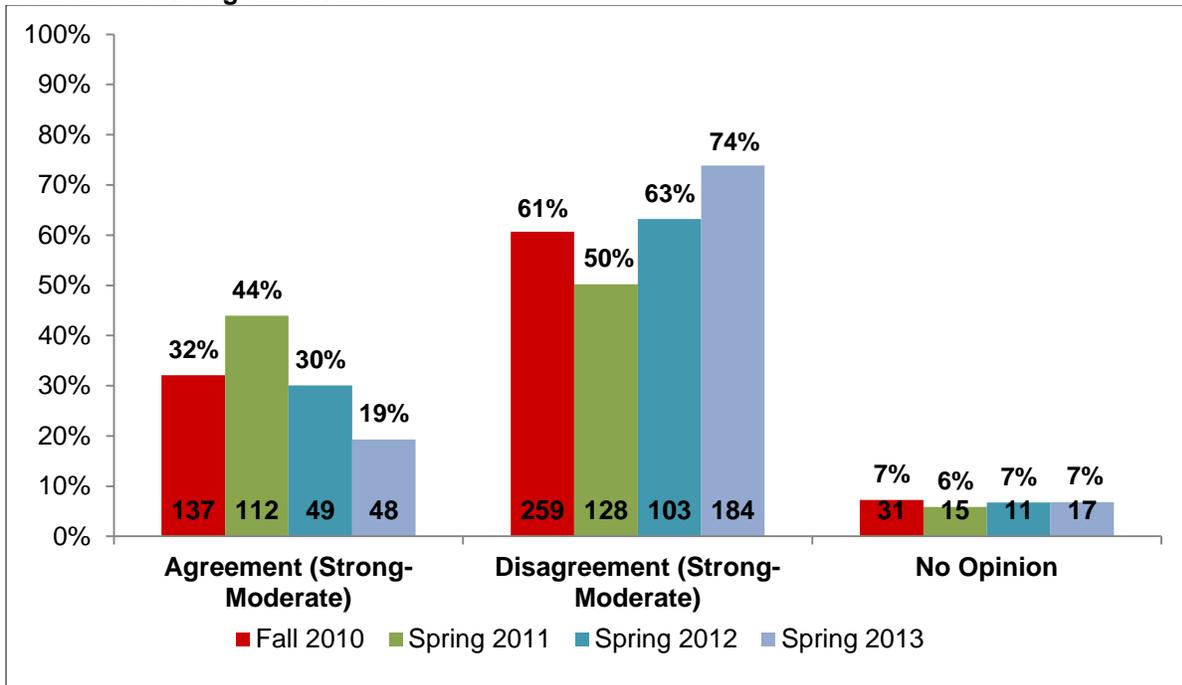
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.50	1.06	50
	FT Faculty	2.18	.98	83
	Classified	2.60	.88	94
	Administrator	3.00	.92	27
	<b>Overall</b>	<b>2.48</b>	<b>.98</b>	<b>254</b>

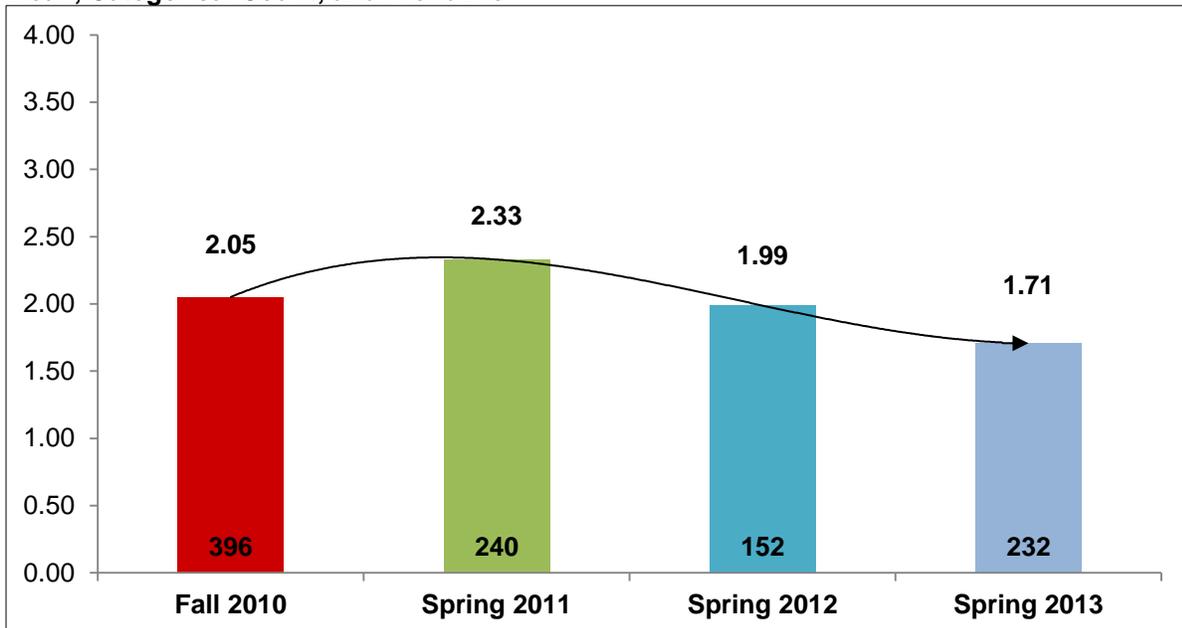
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	1.71	232	8.280	.004
Spring 2012	1.99	152		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.81	.87	21
	FT Faculty	1.59	.90	54
	Classified	1.77	.97	66
	Administrator	2.12	1.11	17
	Unspecified	1.61	.81	74
	<b>Overall</b>	<b>1.71</b>	<b>.91</b>	<b>232</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.97	1.00	38
	FT Faculty	2.09	.93	45
	Classified	1.92	.99	50
	Administrator	1.95	.97	19
	<b>Overall</b>	<b>1.99</b>	<b>.96</b>	<b>152</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.73	1.05	52
	FT Faculty	2.31	.96	70
	Classified	2.16	.93	89
	Administrator	2.17	.85	29
	<b>Overall</b>	<b>2.33</b>	<b>.98</b>	<b>240</b>

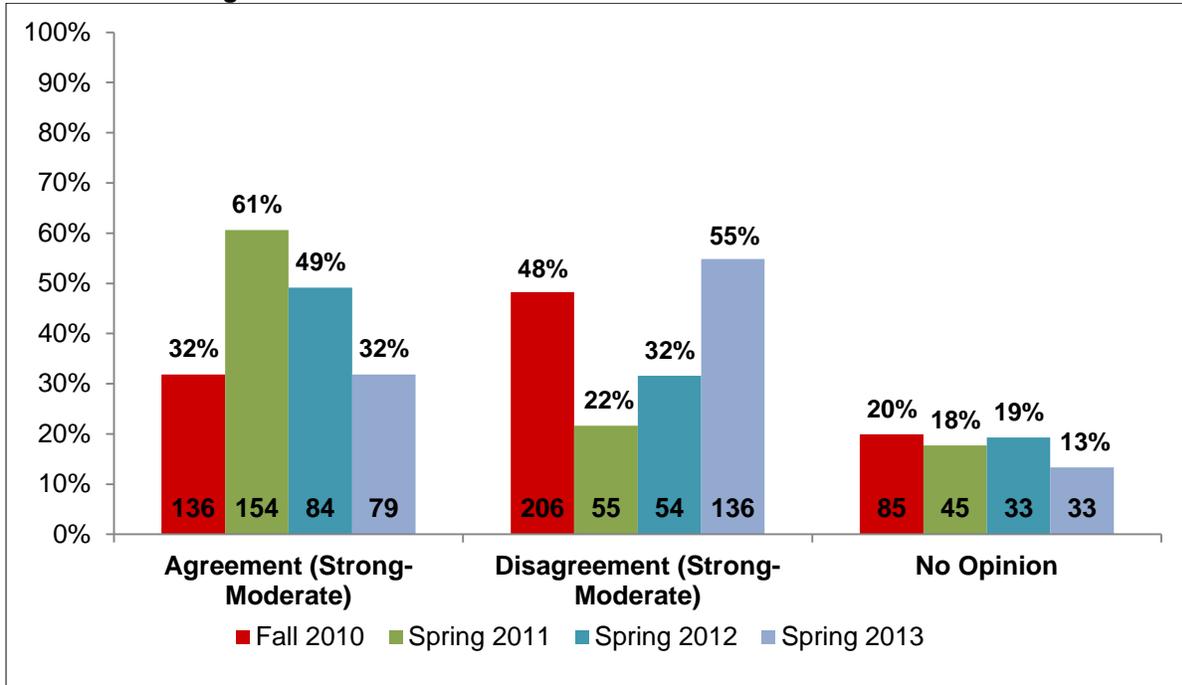
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.30	1.01	76
	FT Faculty	1.98	.93	109
	Classified	1.94	.96	178
	Administrator	2.30	1.05	33
	<b>Overall</b>	<b>2.05</b>	<b>.98</b>	<b>396</b>

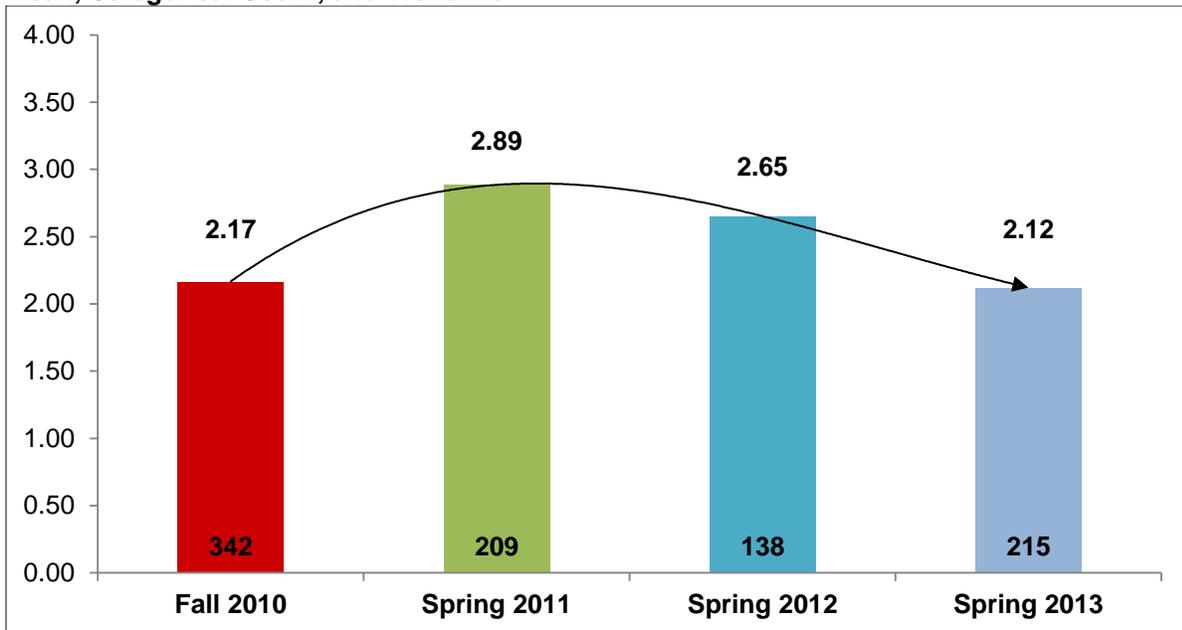
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

**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.**

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

**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.**

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.12	215	25.685	.000
Spring 2012	2.65	138		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.22	1.06	18
	FT Faculty	1.92	.89	51
	Classified	2.18	.97	62
	Administrator	2.88	.99	17
	Unspecified	2.00	.98	67
	<b>Overall</b>	<b>2.12</b>	<b>.99</b>	<b>215</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.32	.95	34
	FT Faculty	2.82	1.01	38
	Classified	2.68	.81	47
	Administrator	2.84	.83	19
	<b>Overall</b>	<b>2.65</b>	<b>.92</b>	<b>138</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.00	.94	46
	FT Faculty	2.82	.92	65
	Classified	2.75	.79	69
	Administrator	3.17	.71	29
<b>Overall</b>	<b>2.89</b>	<b>.86</b>	<b>209</b>	

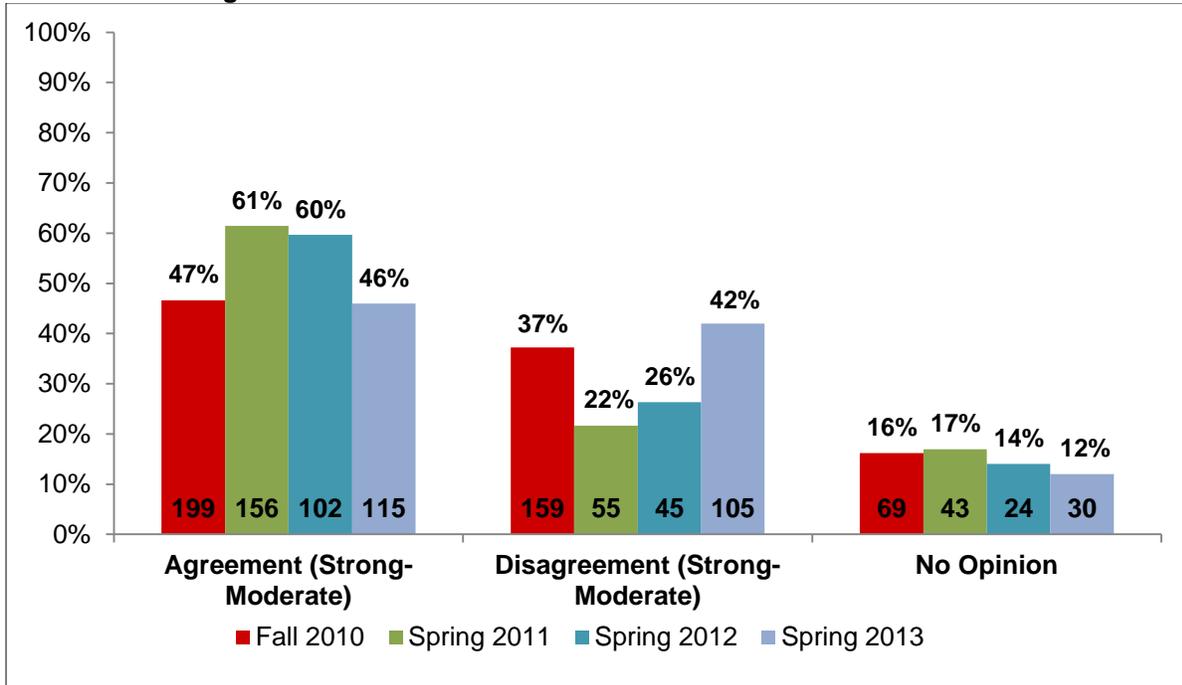
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.24	1.05	62
	FT Faculty	1.89	.95	103
	Classified	2.24	.96	144
	Administrator	2.55	.97	33
<b>Overall</b>	<b>2.17</b>	<b>.99</b>	<b>342</b>	

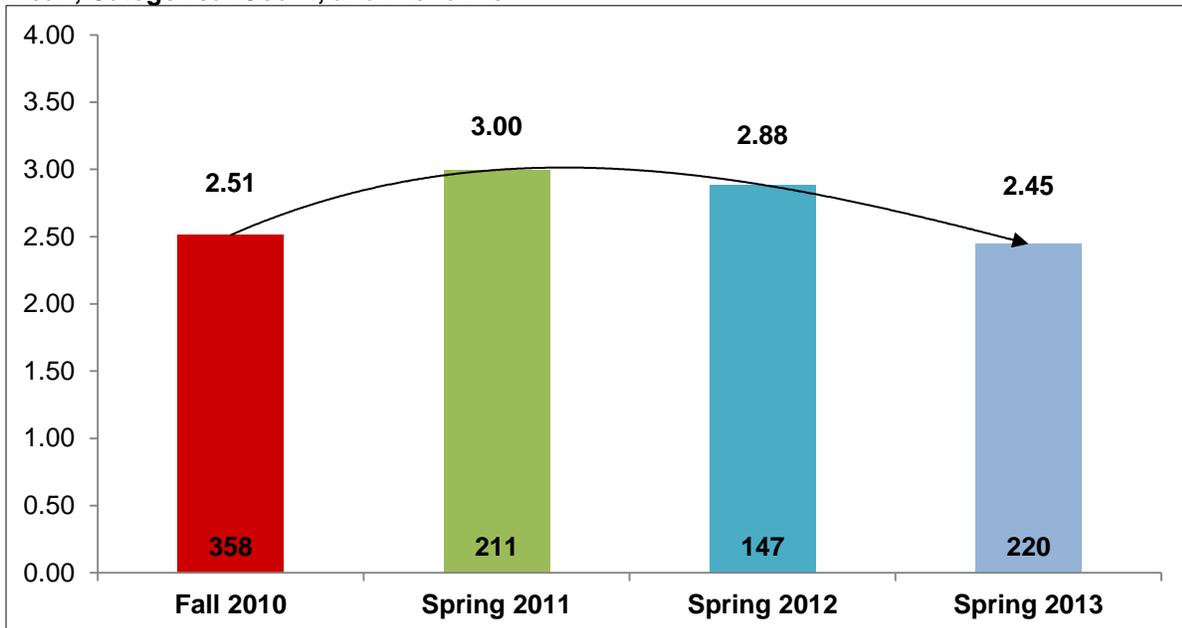
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.45	220	15.831	.000
Spring 2012	2.88	147		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.25	.97	20
	FT Faculty	2.04	1.12	49
	Classified	2.65	1.07	62
	Administrator	3.18	.73	17
	Unspecified	2.43	1.14	72
	<b>Overall</b>	<b>2.45</b>	<b>1.11</b>	<b>220</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.77	.96	39
	FT Faculty	2.76	.91	42
	Classified	3.06	.91	48
	Administrator	2.94	.87	18
	<b>Overall</b>	<b>2.88</b>	<b>.92</b>	<b>147</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.21	1.01	48
	FT Faculty	2.77	.97	65
	Classified	3.00	.82	70
	Administrator	3.14	.89	28
	<b>Overall</b>	<b>3.00</b>	<b>.93</b>	<b>211</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.51	.97	71
	FT Faculty	2.13	1.06	104
	Classified	2.66	.95	151
	Administrator	3.03	.97	32
	<b>Overall</b>	<b>2.51</b>	<b>1.02</b>	<b>358</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

**Question Group XV: The results of evaluations relating to shared governance and decision-making structures and processes are widely communicated to the employees.**

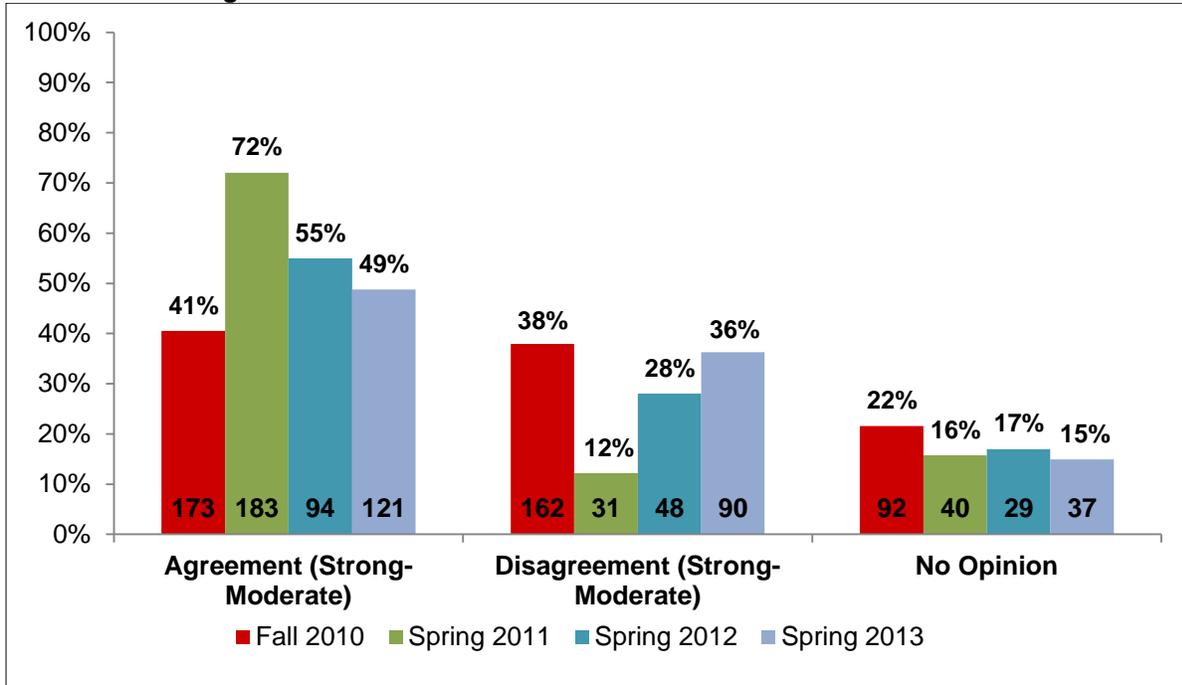
The Group XV question (Q54) relates to WASC Standard I.B, which recognizes the importance of improving institutional effectiveness through systematic participative processes. Standard I.B explains the significance of the institution making a conscious effort to support student learning.

Notable findings for the current and earlier survey administration periods:

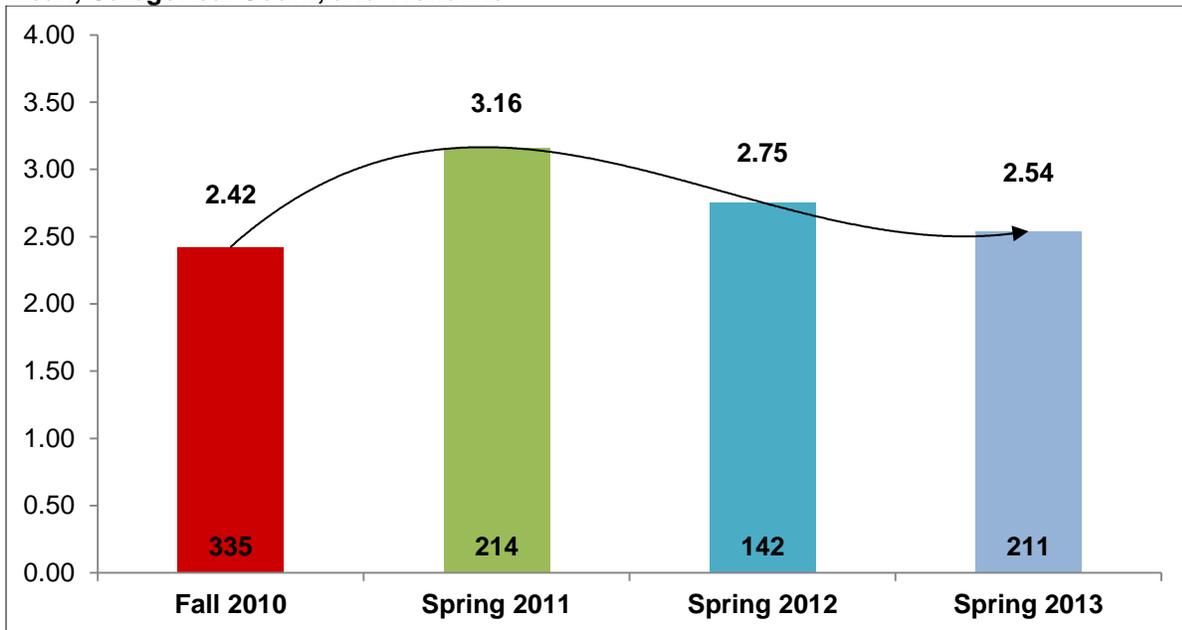
- Fewer than half of respondents were in agreement with the statement that the “priorities of the College as established in planning documents (e.g., Strategic Plan, Education Master Plan, Enrollment Management Plan, and Technology Plan, etc.) are communicated College-wide.”
- Though this query did not meet the threshold for a statistically significant decline, this is only marginally so (with a .053 p-value just above the .05 level of significance).

**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.**

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

**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.**

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.54	211	3.776	.053
Spring 2012	2.75	142		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.47	1.07	19
	FT Faculty	2.36	1.02	53
	Classified	2.72	1.08	57
	Administrator	3.53	.64	15
	Unspecified	2.33	1.04	67
	<b>Overall</b>	<b>2.54</b>	<b>1.07</b>	<b>211</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.50	1.00	36
	FT Faculty	2.78	.94	41
	Classified	2.85	.92	46
	Administrator	2.95	.70	19
	<b>Overall</b>	<b>2.75</b>	<b>.92</b>	<b>142</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.16	.86	44
	FT Faculty	3.10	.92	70
	Classified	3.21	.74	71
	Administrator	3.21	.62	29
	<b>Overall</b>	<b>3.16</b>	<b>.81</b>	<b>214</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.42	.94	67
	FT Faculty	2.26	.97	99
	Classified	2.43	.97	136
	Administrator	2.88	.89	33
	<b>Overall</b>	<b>2.42</b>	<b>.97</b>	<b>335</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

**Question Group XVI: Needs assessment of campus resources.**

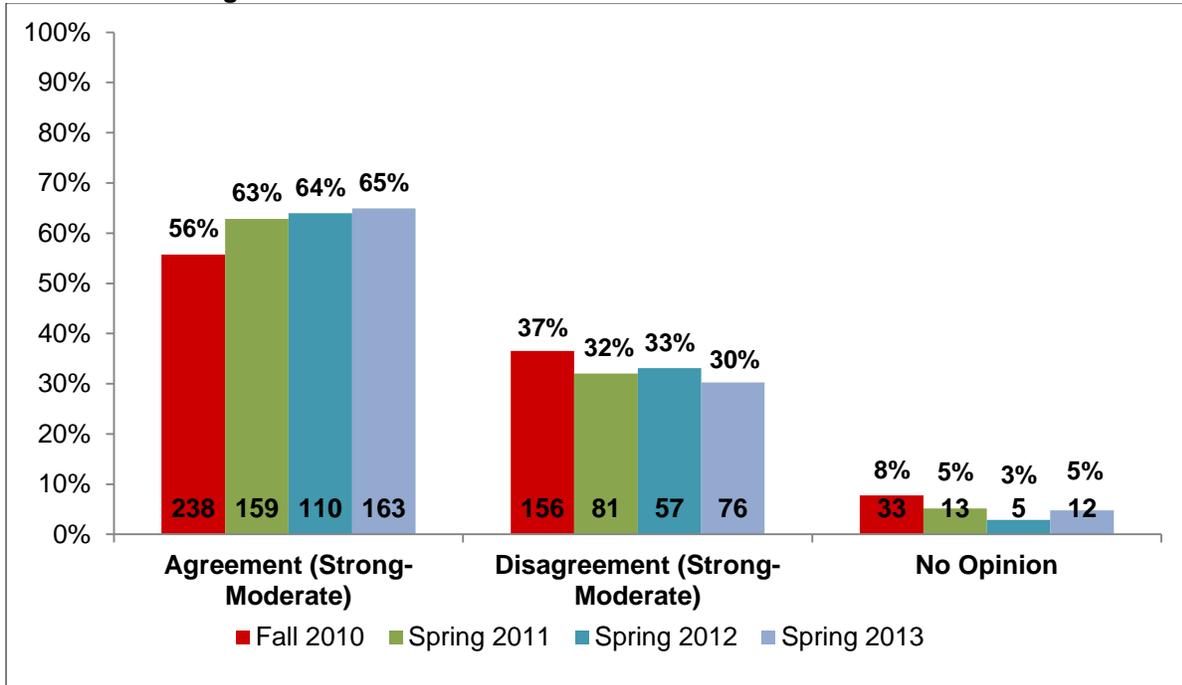
Group XVI questions (Q55) relate to WASC Standard III.A, III.B, III.C, and III.D. WASC Standard III focuses on the institution successfully using its resources as it pertains to human, physical, technology and financial to support its broad educational purposes and to improve institutional effectiveness.

Notable findings for the current and earlier survey administration periods:

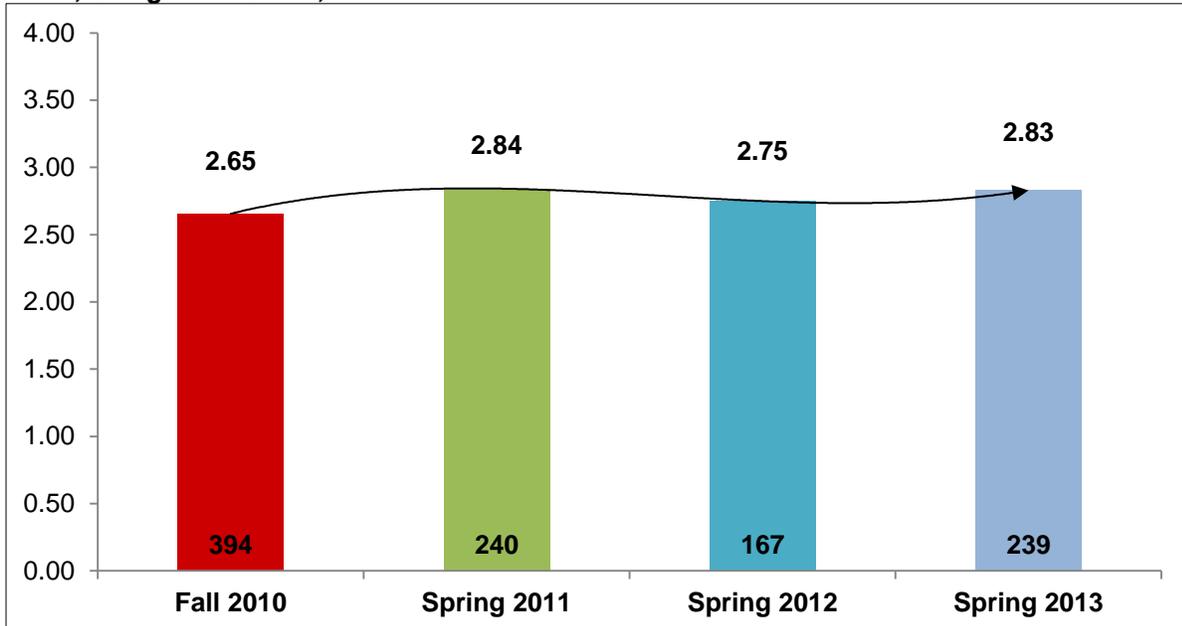
- The percentage of respondents who agreed their needs are being met in Technology Support, Custodian Services, and Maintenance Services either increased, or remained relatively unchanged, from Spring 2012 to Spring 2013 (Q55a, d, e).
- Library Services and Student Service experienced a statistically significant decline in terms of “needs being met” (Q55b, c).

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.83	239	0.586	.445
Spring 2012	2.75	167		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.00	.96	25
	FT Faculty	2.42	1.05	52
	Classified	3.03	.97	65
	Administrator	2.88	1.05	17
	Unspecified	2.86	.98	80
	<b>Overall</b>	<b>2.83</b>	<b>1.01</b>	<b>239</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.11	.94	47
	FT Faculty	2.53	1.06	47
	Classified	2.79	1.13	53
	Administrator	2.30	.98	20
	<b>Overall</b>	<b>2.75</b>	<b>1.07</b>	<b>167</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.27	.89	55
	FT Faculty	2.66	1.03	73
	Classified	2.81	.98	84
	Administrator	2.57	.96	28
	<b>Overall</b>	<b>2.84</b>	<b>1.00</b>	<b>240</b>

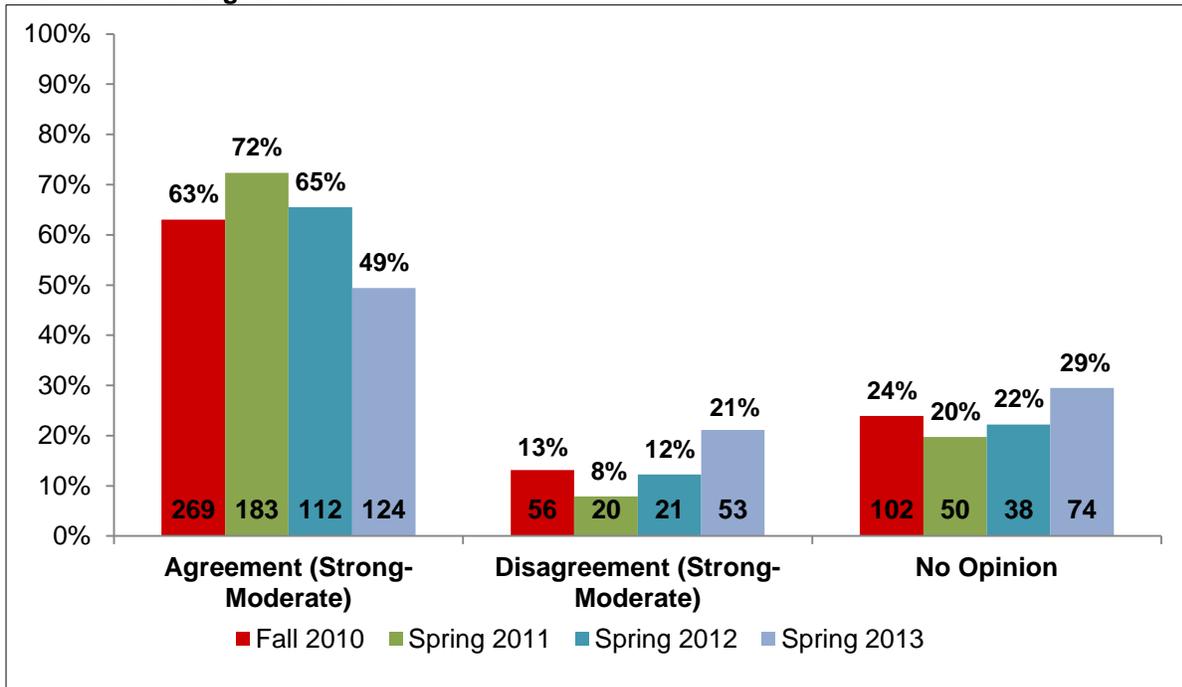
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.98	.89	81
	FT Faculty	2.48	1.03	112
	Classified	2.74	1.01	168
	Administrator	2.00	1.03	33
	<b>Overall</b>	<b>2.65</b>	<b>1.03</b>	<b>394</b>

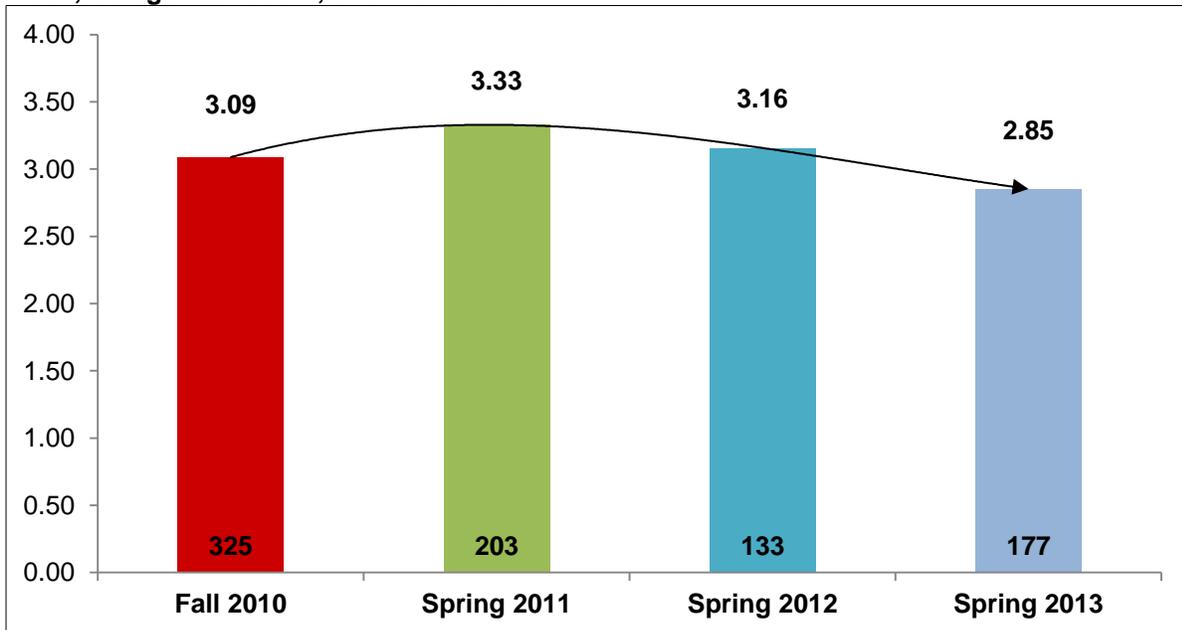
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.85	177	7.876	.005
Spring 2012	3.16	133		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.05	.95	22
	FT Faculty	2.68	1.09	44
	Classified	2.87	1.12	38
	Administrator	3.00	1.00	11
	Unspecified	2.87	.95	62
	<b>Overall</b>	<b>2.85</b>	<b>1.02</b>	<b>177</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.38	.59	39
	FT Faculty	3.10	.88	42
	Classified	3.06	.94	35
	Administrator	3.00	.94	17
	<b>Overall</b>	<b>3.16</b>	<b>.83</b>	<b>133</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.60	.53	52
	FT Faculty	3.25	.85	69
	Classified	3.16	.80	56
	Administrator	3.38	.57	26
	<b>Overall</b>	<b>3.33</b>	<b>.75</b>	<b>203</b>

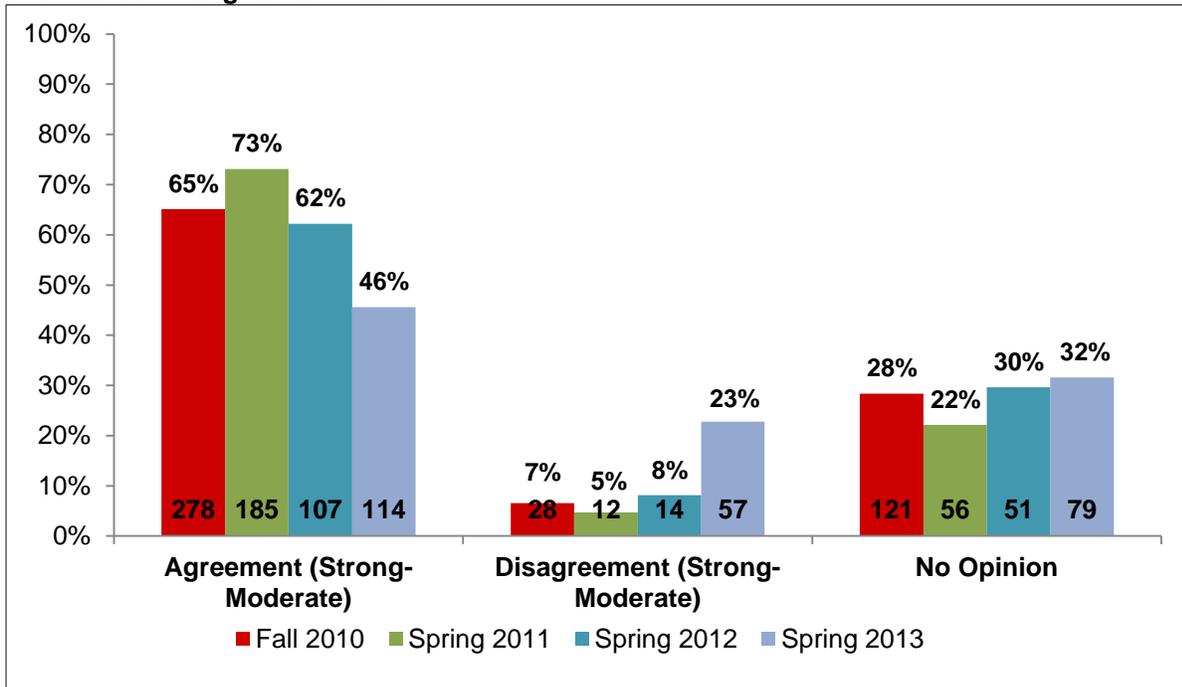
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.32	.74	74
	FT Faculty	2.95	.81	106
	Classified	3.06	.88	120
	Administrator	3.12	.88	25
	<b>Overall</b>	<b>3.09</b>	<b>.84</b>	<b>325</b>

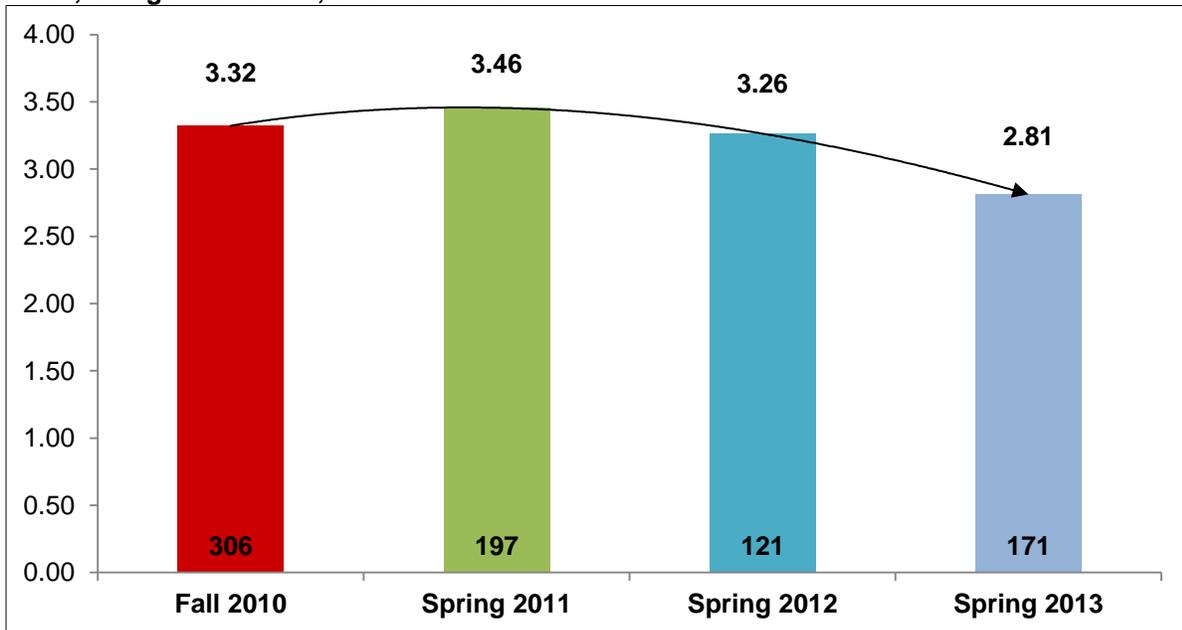
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

Histograms / Data Analysis

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.81	171	15.209	.000
Spring 2012	3.26	121		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.76	1.14	21
	FT Faculty	2.63	1.15	49
	Classified	2.79	1.10	39
	Administrator	2.91	1.14	11
	Unspecified	3.00	1.02	51
	<b>Overall</b>	<b>2.81</b>	<b>1.10</b>	<b>171</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.25	.74	40
	FT Faculty	3.30	.82	40
	Classified	3.22	.75	27
	Administrator	3.29	.83	14
	<b>Overall</b>	<b>3.26</b>	<b>.77</b>	<b>121</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.62	.66	53
	FT Faculty	3.37	.78	67
	Classified	3.40	.66	53
	Administrator	3.46	.51	24
	<b>Overall</b>	<b>3.46</b>	<b>.69</b>	<b>197</b>

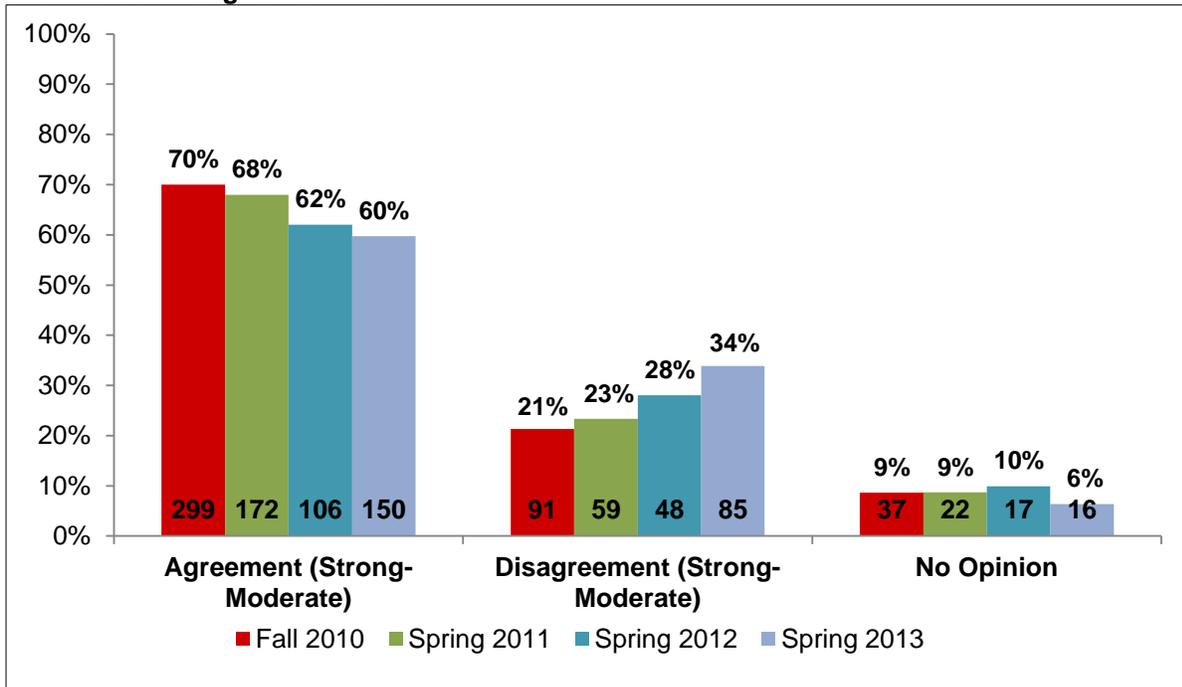
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.44	.67	70
	FT Faculty	3.32	.72	100
	Classified	3.25	.80	111
	Administrator	3.32	.69	25
	<b>Overall</b>	<b>3.32</b>	<b>.74</b>	<b>306</b>

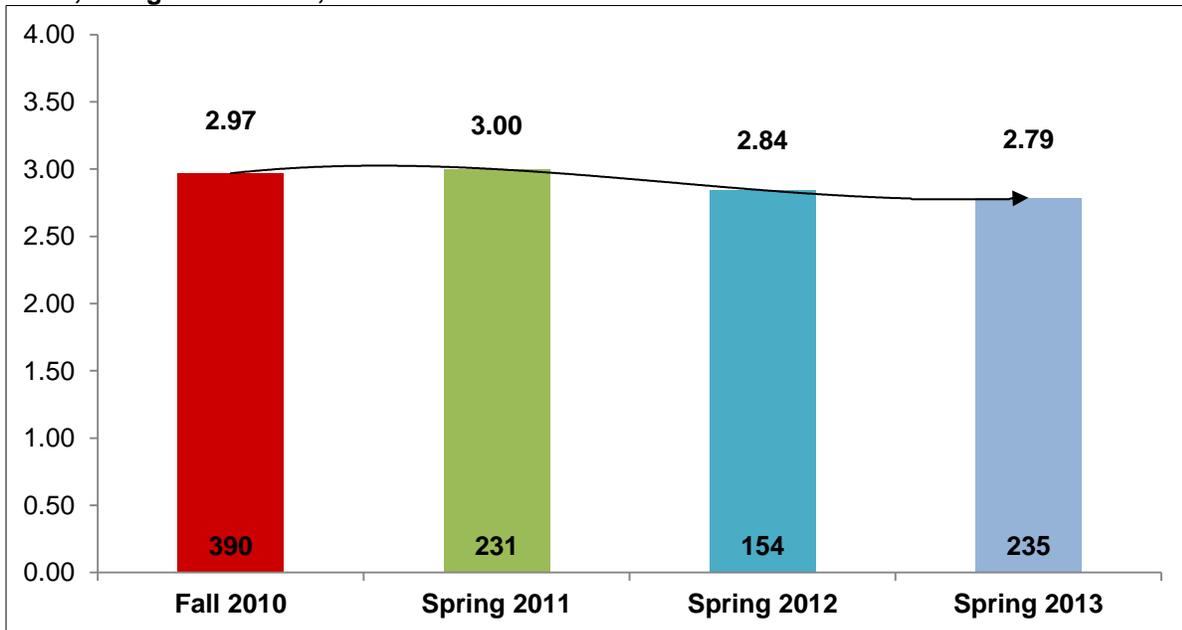
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.79	235	0.285	.594
Spring 2012	2.84	154		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.91	1.06	22
	FT Faculty	2.50	1.11	54
	Classified	2.82	1.00	65
	Administrator	2.94	1.12	16
	Unspecified	2.90	.91	78
	<b>Overall</b>	<b>2.79</b>	<b>1.02</b>	<b>235</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.05	.90	38
	FT Faculty	2.65	1.14	46
	Classified	2.90	1.02	52
	Administrator	2.72	1.18	18
	<b>Overall</b>	<b>2.84</b>	<b>1.05</b>	<b>154</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.40	.82	53
	FT Faculty	2.85	1.06	73
	Classified	2.87	1.00	78
	Administrator	3.00	.83	27
	<b>Overall</b>	<b>3.00</b>	<b>.98</b>	<b>231</b>

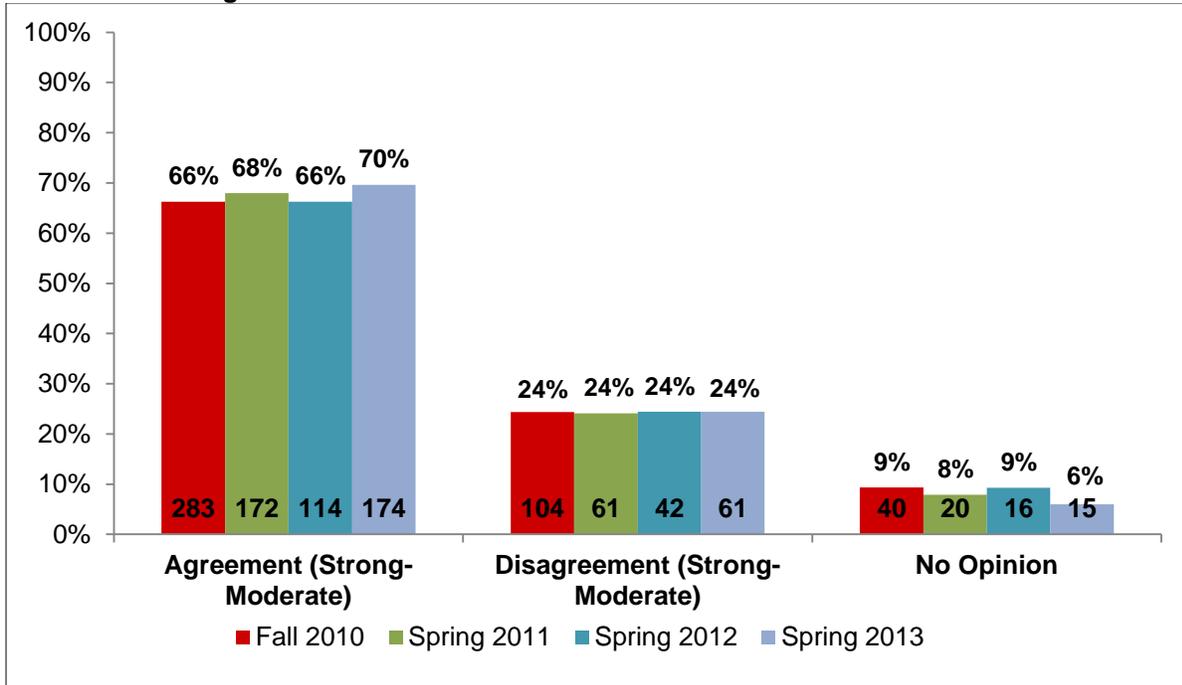
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.14	.89	76
	FT Faculty	2.70	1.03	112
	Classified	3.05	.95	171
	Administrator	3.10	.87	31
	<b>Overall</b>	<b>2.97</b>	<b>.97</b>	<b>390</b>

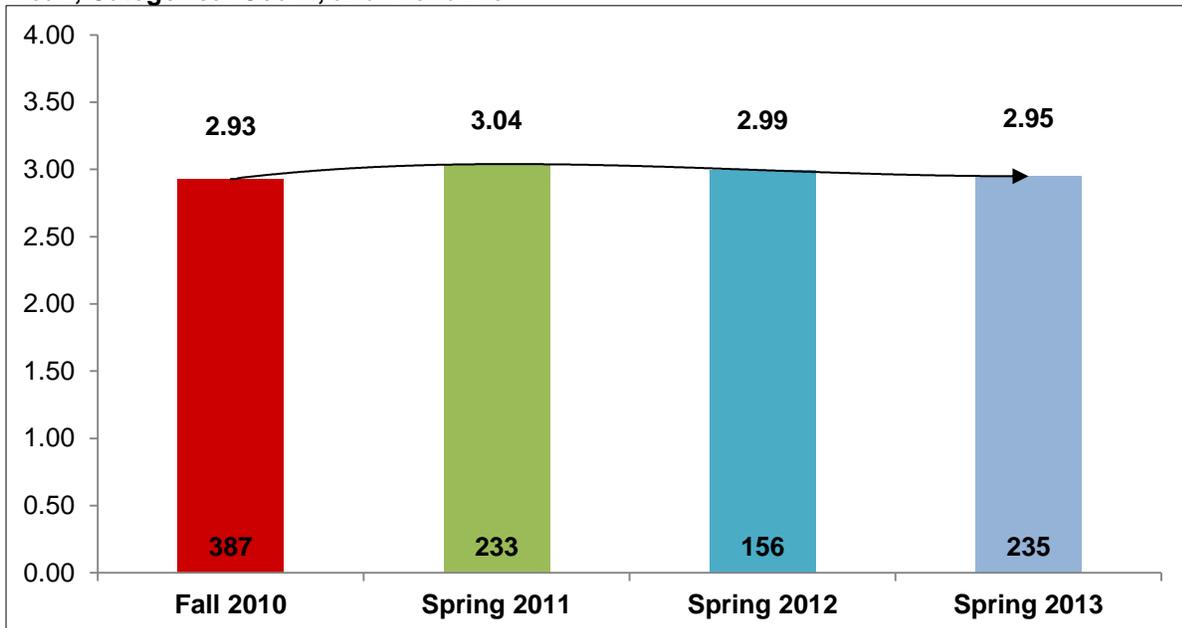
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

Histograms / Data Analysis

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.95	235	0.214	.644
Spring 2012	2.99	156		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.95	.90	22
	FT Faculty	2.66	1.02	53
	Classified	3.03	.91	66
	Administrator	3.06	.93	16
	Unspecified	3.05	.84	78
	<b>Overall</b>	<b>2.95</b>	<b>.92</b>	<b>235</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.15	.92	40
	FT Faculty	2.76	1.02	46
	Classified	3.08	.93	52
	Administrator	3.00	.97	18
	<b>Overall</b>	<b>2.99</b>	<b>.96</b>	<b>156</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.23	.93	53
	FT Faculty	2.82	1.02	73
	Classified	3.08	.88	80
	Administrator	3.15	.77	27
	<b>Overall</b>	<b>3.04</b>	<b>.94</b>	<b>233</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.01	.96	72
	FT Faculty	2.69	.95	112
	Classified	3.01	.92	170
	Administrator	3.12	.70	33
	<b>Overall</b>	<b>2.93</b>	<b>.93</b>	<b>387</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

**Question Group XVII: The role of leadership and SWC’s governance and decision-making structures and processes are regularly evaluated to assure their integrity and effectiveness.**

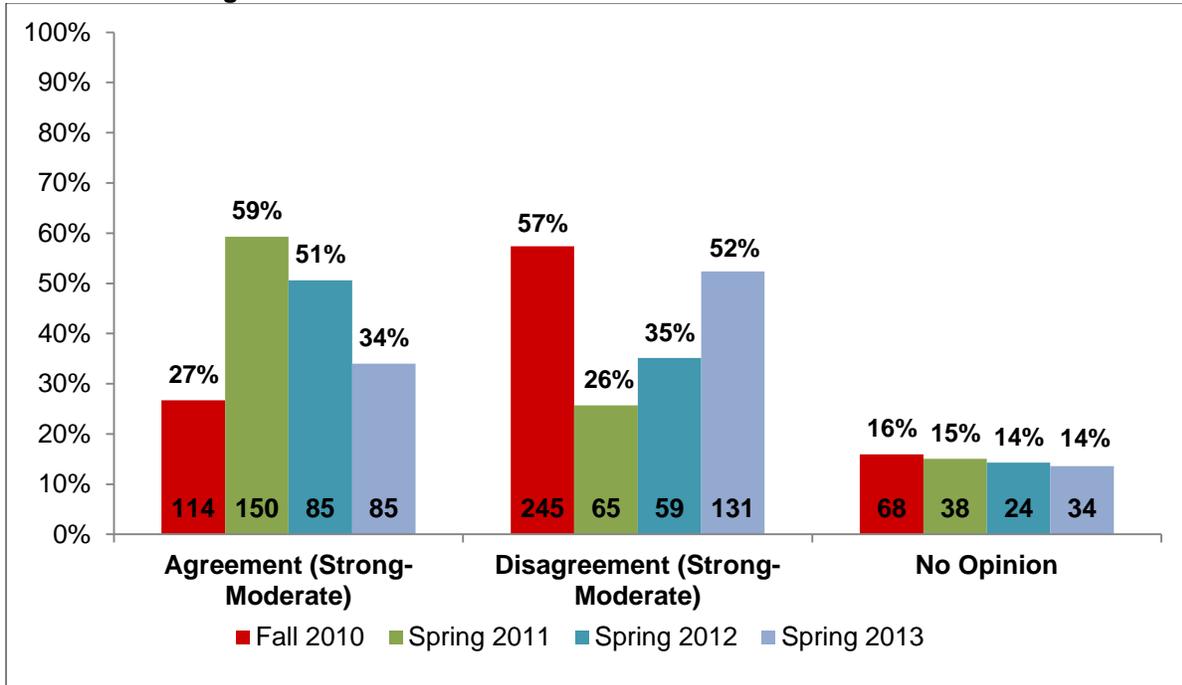
Group XVII questions (Q56-Q57) relate to WASC Standard IV.A and its focus upon effective, ethical leadership. Incorporating this form of leadership into Southwestern College would allow the institution to attain its articulated institutional values and goals, enhance institutional learning, and improve the college district generally.

Notable findings for the current and earlier survey administration periods:

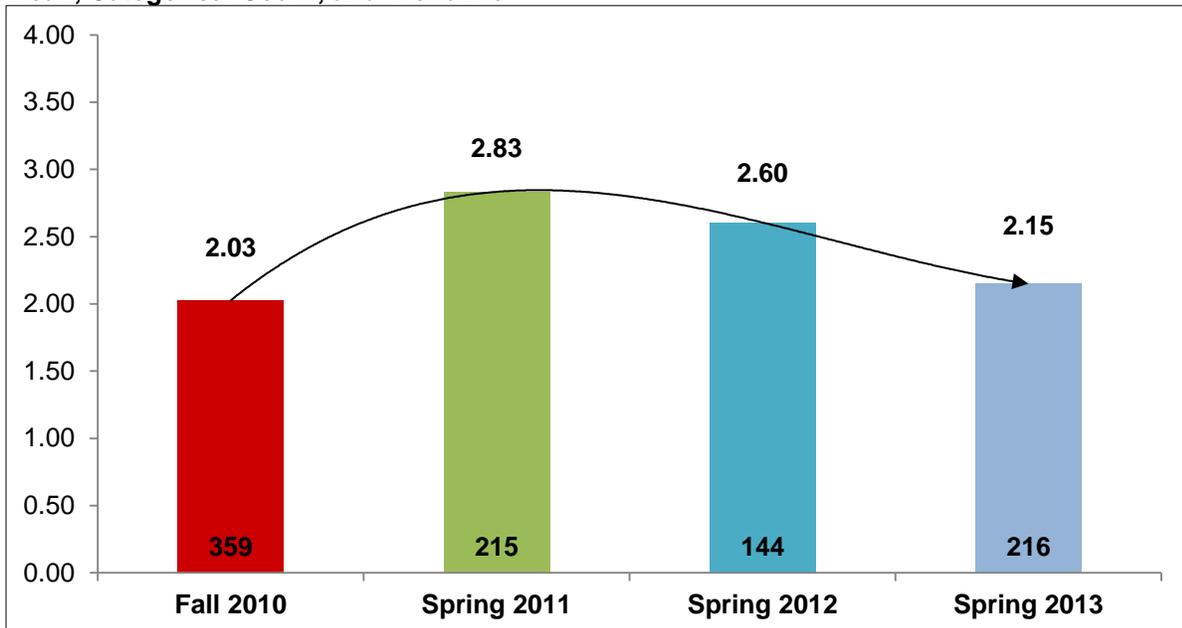
- A little over half of respondents disagreed (52%) with the statement “Decision-making processes are regularly evaluated and the results are widely communicated and distributed to all members of the college community” (Q56). Statistically, the mean score rating decline is significant for the spring 2012 to spring 2013 period.
- More than half of respondents disagreed (54%) with the statement that the “Governing Board listens and responds to recommendations from College constituencies” (Q57). The decline to the mean score for this query after spring 2012 is statistically significant.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.15	216	18.935	.000
Spring 2012	2.60	144		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.40	1.23	20
	FT Faculty	1.81	.89	52
	Classified	2.28	.97	58
	Administrator	2.80	.86	15
	Unspecified	2.08	.97	71
	<b>Overall</b>	<b>2.15</b>	<b>1.00</b>	<b>216</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.55	.98	38
	FT Faculty	2.53	.93	40
	Classified	2.62	.92	47
	Administrator	2.84	.96	19
	<b>Overall</b>	<b>2.60</b>	<b>.94</b>	<b>144</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.94	1.03	47
	FT Faculty	2.88	.90	66
	Classified	2.66	.83	74
	Administrator	3.00	.86	28
	<b>Overall</b>	<b>2.83</b>	<b>.91</b>	<b>215</b>

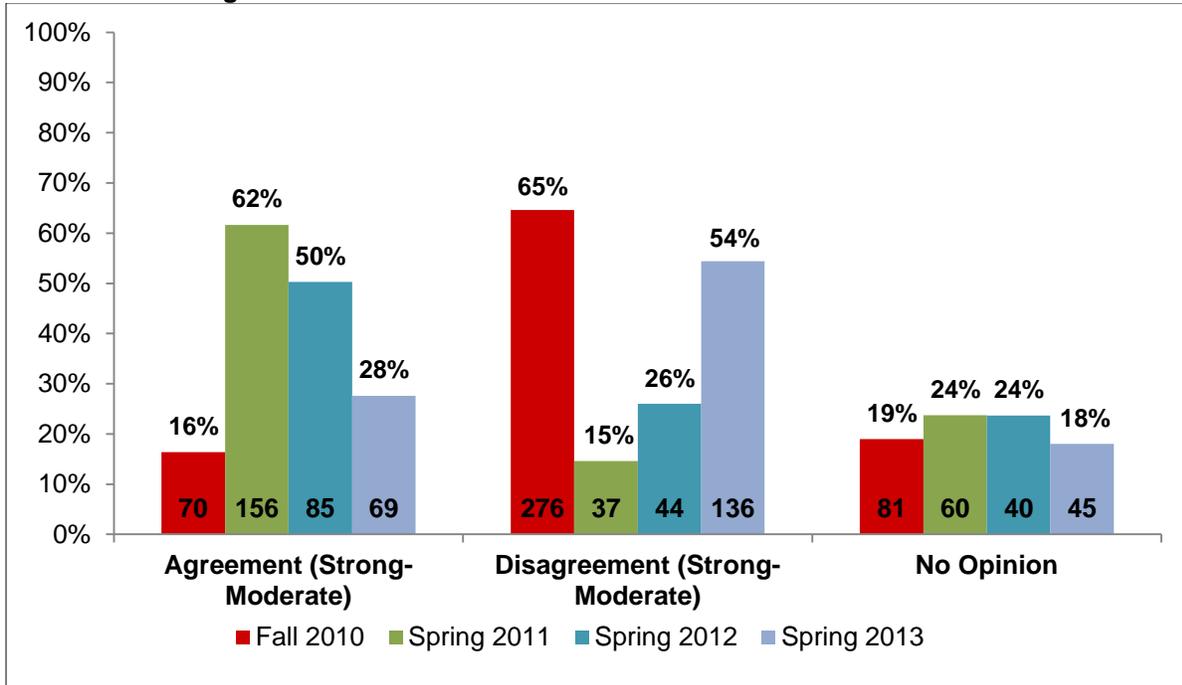
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.17	.99	65
	FT Faculty	1.76	.88	99
	Classified	2.03	.98	163
	Administrator	2.53	.84	32
	<b>Overall</b>	<b>2.03</b>	<b>.97</b>	<b>359</b>

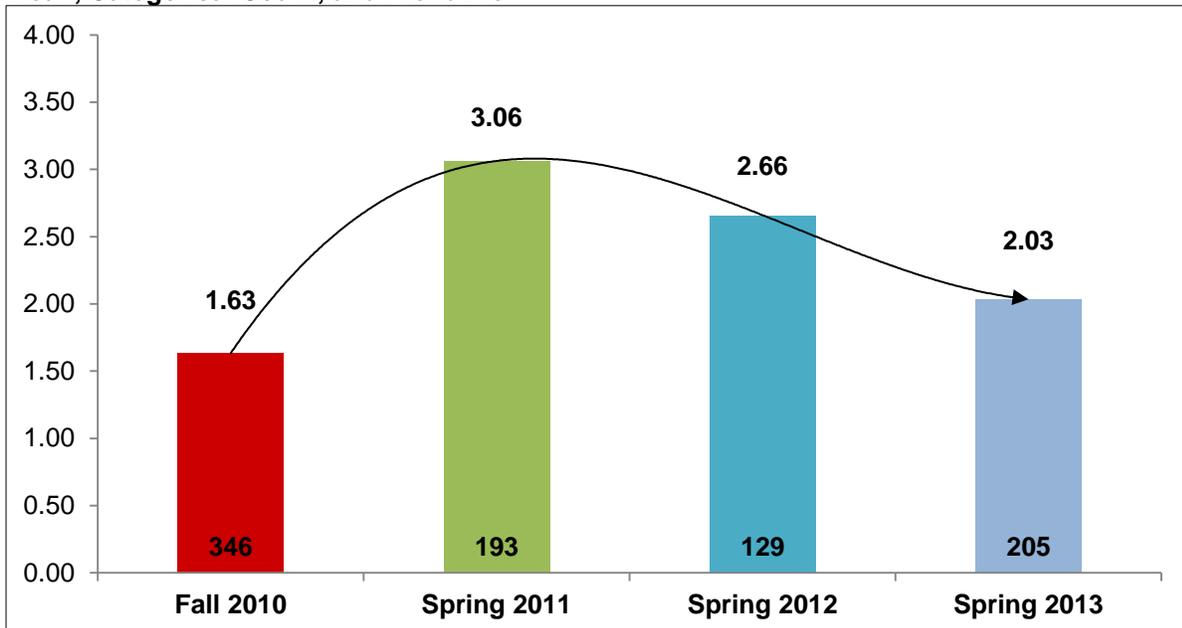
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.03	205	32.496	.000
Spring 2012	2.66	129		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.00	1.00	17
	FT Faculty	2.22	.96	46
	Classified	1.90	.90	62
	Administrator	2.50	1.15	16
	Unspecified	1.92	.91	64
	<b>Overall</b>	<b>2.03</b>	<b>.96</b>	<b>205</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.35	1.02	31
	FT Faculty	2.69	.95	39
	Classified	2.76	.99	41
	Administrator	2.89	1.08	18
	<b>Overall</b>	<b>2.66</b>	<b>1.00</b>	<b>129</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.90	.94	39
	FT Faculty	3.17	.86	58
	Classified	3.09	.72	70
	Administrator	3.00	.80	26
	<b>Overall</b>	<b>3.06</b>	<b>.82</b>	<b>193</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.83	.99	63
	FT Faculty	1.32	.73	105
	Classified	1.60	.86	147
	Administrator	2.45	1.03	31
	<b>Overall</b>	<b>1.63</b>	<b>.91</b>	<b>346</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

**Question Group XVIII: SWC’s workplace conditions and resources allow for employee effectiveness and equitable distribution of employee responsibilities.**

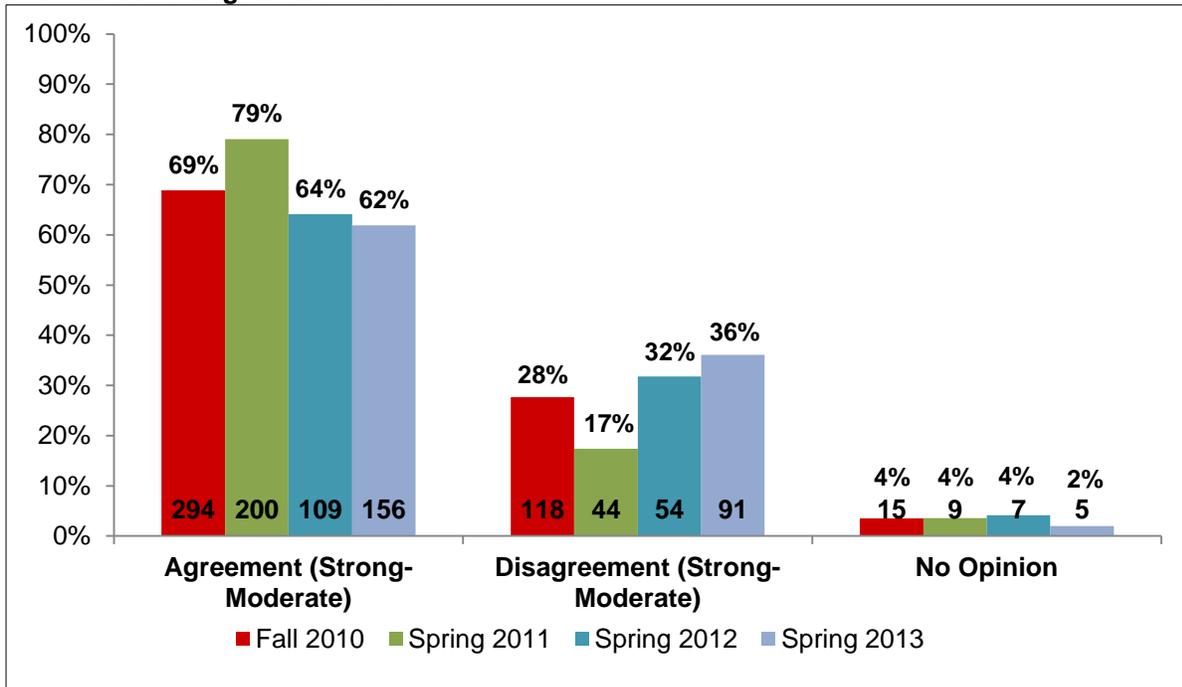
Group XVIII questions (Q58-Q66) relate to WASC Standard III.A, which focuses on the institution’s human resources unit. Specifically addressed within the standard is the commitment for the institution to employ qualified personnel to support student learning programs and services, and to improve institutional effectiveness.

Notable findings for the current and earlier survey administration periods:

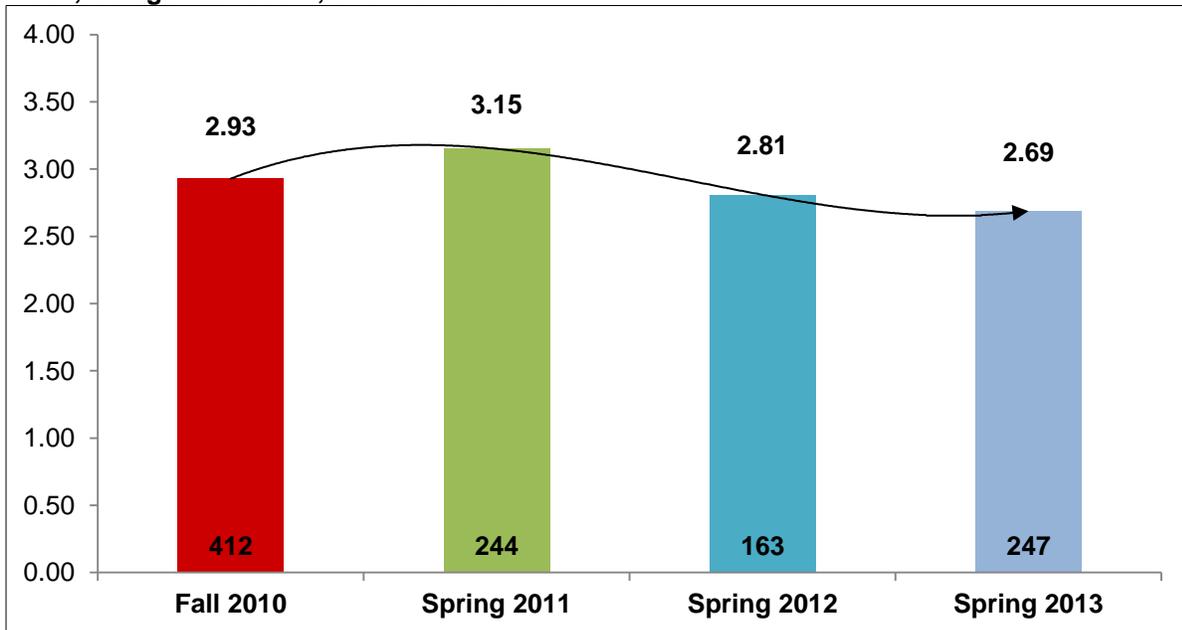
- The percentage of respondents who indicated they are treated fairly and respectfully, regardless of disability, gender, race/ethnicity, sexual orientation, political affiliation, or religious affiliation remained relatively unchanged from spring 2012 (Q59).
- No statistically significant changes occurred regarding the query that work is “valued and appreciated in the workplace” (Q58), in regard to workload expectations (Q60), workloads being fairly distributed among departmental members (Q62), and workers being “provided with updated training to perform the duties specified in my job description” (Q64).
- Seventy-five percent (75%) of respondents agreed that “My supervisor is approachable and understanding when I have a question related to my work responsibilities” (Q63).
- Two query items experienced a statistically significant decline to the mean score: “Work responsibilities are within my job description” (Q61), and being “provided with the necessary tools and equipment to perform my job successfully” (Q65).

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



No Opinion excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.69	247	1.254	.263
Spring 2012	2.81	163		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.69	1.16	26
	FT Faculty	2.58	1.08	55
	Classified	2.90	.98	68
	Administrator	2.69	1.14	16
	Unspecified	2.59	1.07	82
	<b>Overall</b>	<b>2.69</b>	<b>1.06</b>	<b>247</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.63	1.20	46
	FT Faculty	3.07	.94	45
	Classified	2.71	1.16	52
	Administrator	2.90	.97	20
	<b>Overall</b>	<b>2.81</b>	<b>1.10</b>	<b>163</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.25	.99	57
	FT Faculty	3.17	.89	72
	Classified	3.03	.96	87
	Administrator	3.29	.66	28
	<b>Overall</b>	<b>3.15</b>	<b>.92</b>	<b>244</b>

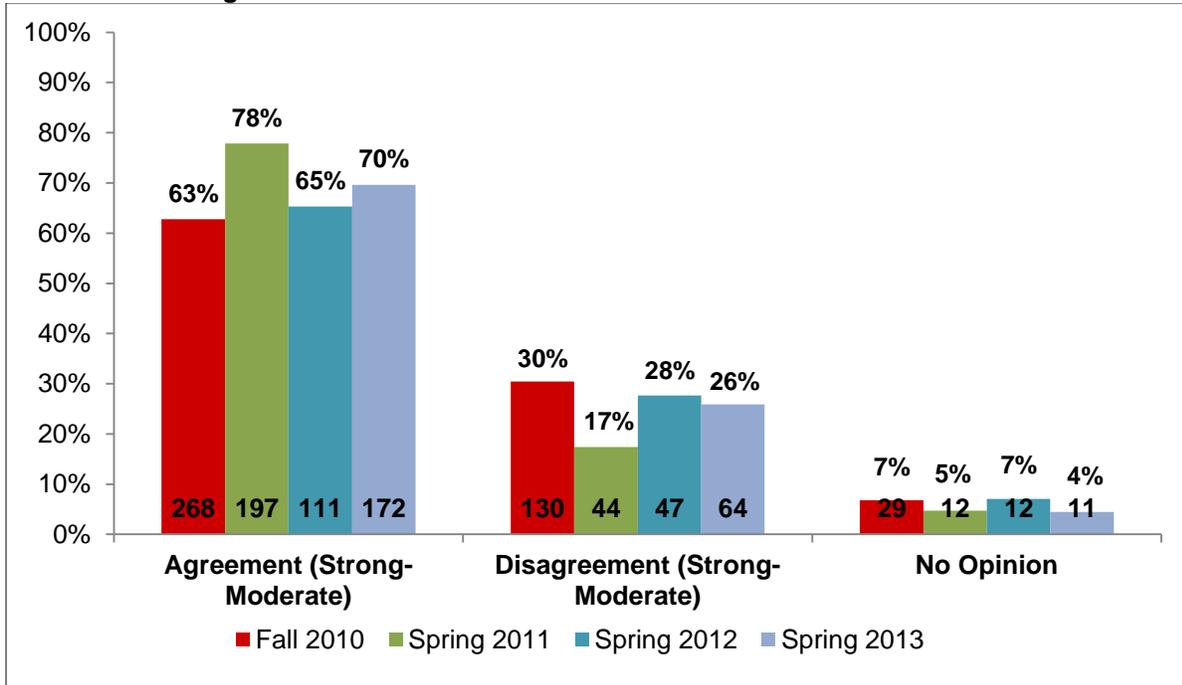
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.96	1.07	80
	FT Faculty	2.87	1.05	112
	Classified	2.89	1.01	188
	Administrator	3.28	.77	32
	<b>Overall</b>	<b>2.93</b>	<b>1.02</b>	<b>412</b>

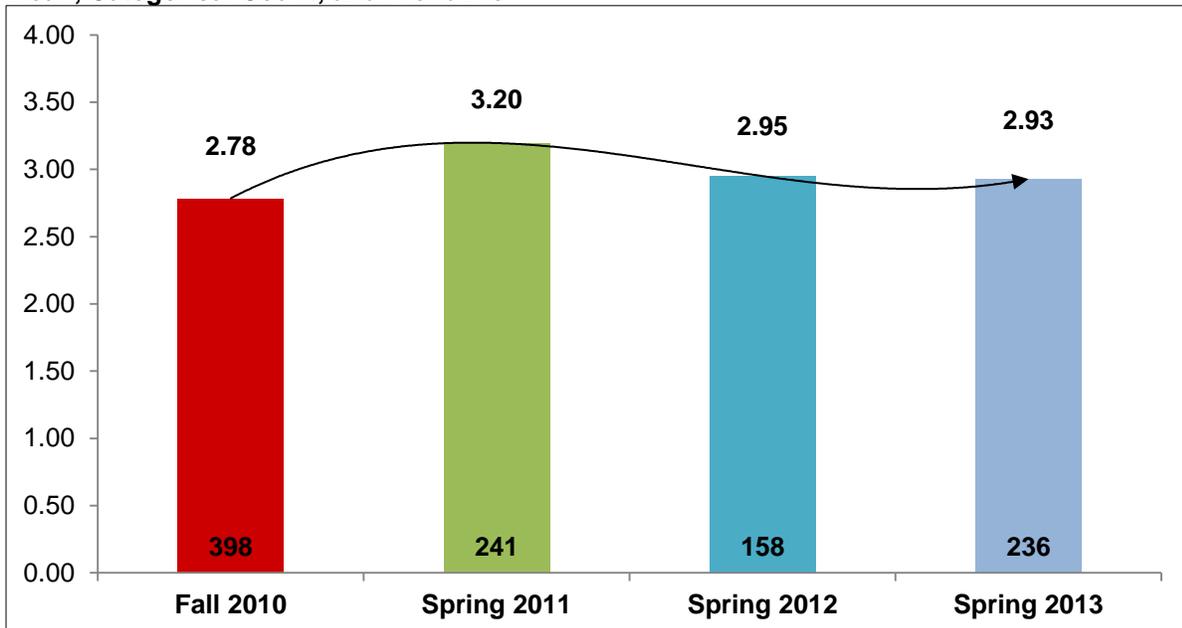
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.93	236	0.039	.843
Spring 2012	2.95	158		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.91	1.00	23
	FT Faculty	2.96	1.14	52
	Classified	3.00	1.02	65
	Administrator	3.13	1.02	16
	Unspecified	2.81	1.11	80
	<b>Overall</b>	<b>2.93</b>	<b>1.07</b>	<b>236</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.98	1.05	42
	FT Faculty	3.16	.91	44
	Classified	2.73	1.09	52
	Administrator	3.00	1.03	20
	<b>Overall</b>	<b>2.95</b>	<b>1.03</b>	<b>158</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.36	.87	55
	FT Faculty	3.37	.72	71
	Classified	2.90	1.08	87
	Administrator	3.36	.78	28
	<b>Overall</b>	<b>3.20</b>	<b>.93</b>	<b>241</b>

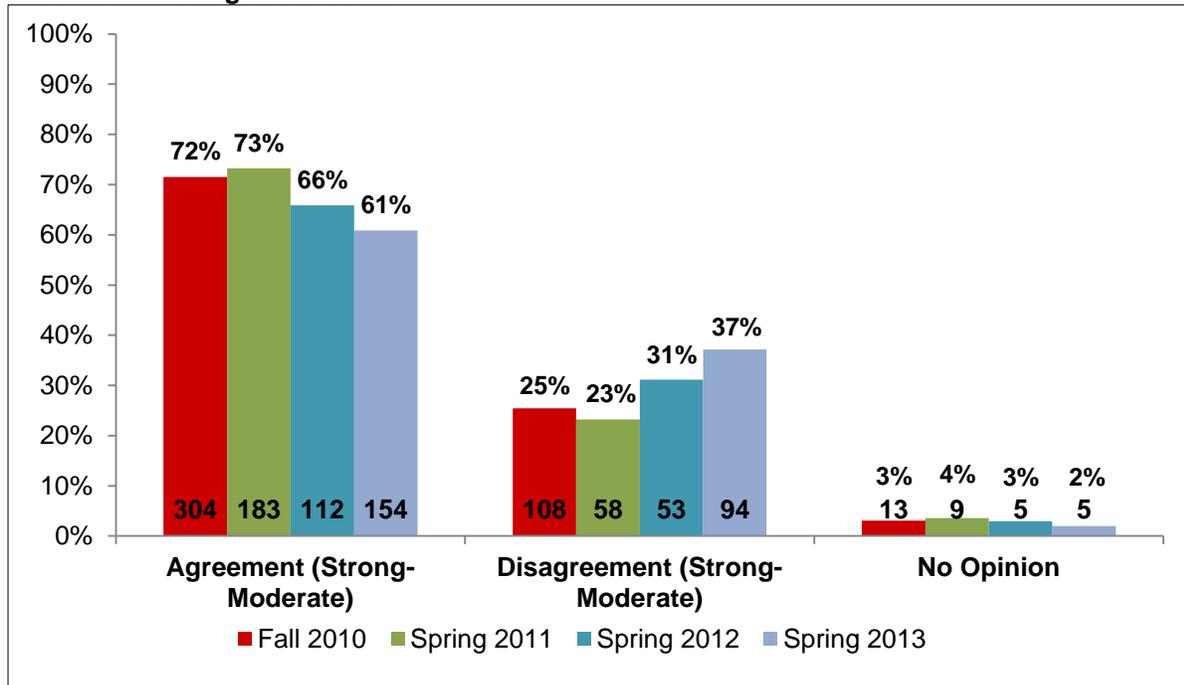
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.06	1.04	77
	FT Faculty	2.54	1.10	107
	Classified	2.73	1.12	180
	Administrator	3.21	.81	34
	<b>Overall</b>	<b>2.78</b>	<b>1.09</b>	<b>398</b>

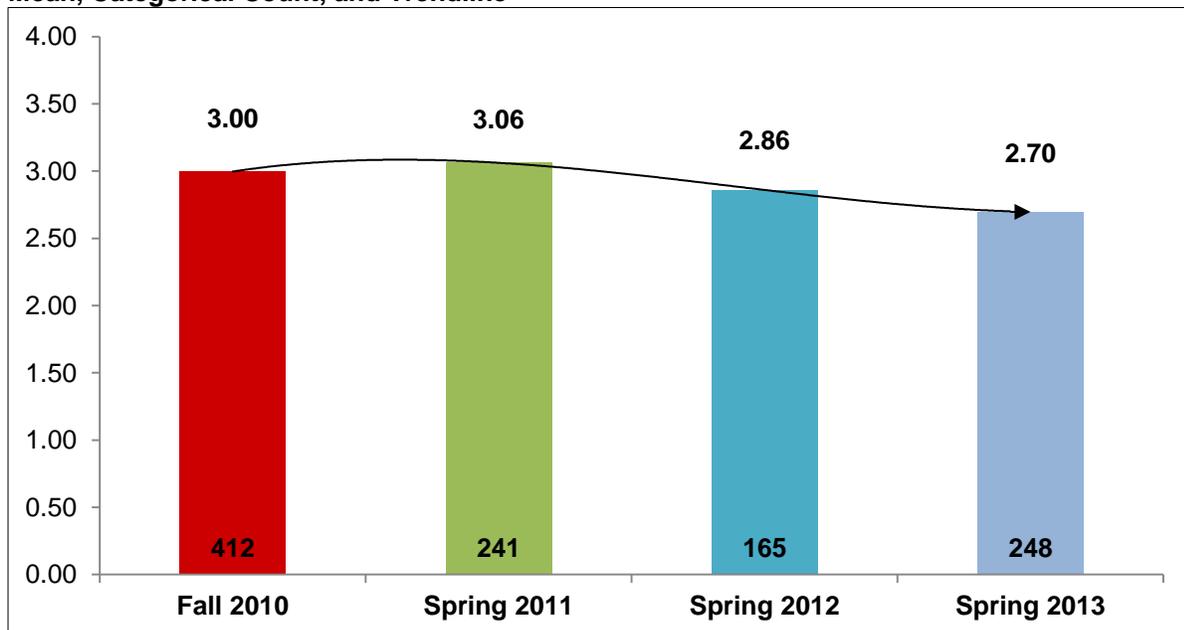
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

## 60. My workload expectations are reasonable.

Percent and Categorical Count



Mean, Categorical Count, and Trendline



*No Opinion* excluded from mean and categorical counts.

## 60. My workload expectations are reasonable.

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.70	248	2.283	.132
Spring 2012	2.86	165		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.23	.82	26
	FT Faculty	2.51	1.09	55
	Classified	2.69	1.10	67
	Administrator	2.41	1.33	17
	Unspecified	2.72	1.05	83
	<b>Overall</b>	<b>2.70</b>	<b>1.08</b>	<b>248</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.15	.99	46
	FT Faculty	2.98	.94	45
	Classified	2.67	1.11	55
	Administrator	2.42	1.17	19
	<b>Overall</b>	<b>2.86</b>	<b>1.06</b>	<b>165</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.62	.65	55
	FT Faculty	2.99	1.01	73
	Classified	2.86	.96	86
	Administrator	2.78	.89	27
	<b>Overall</b>	<b>3.06</b>	<b>.95</b>	<b>241</b>

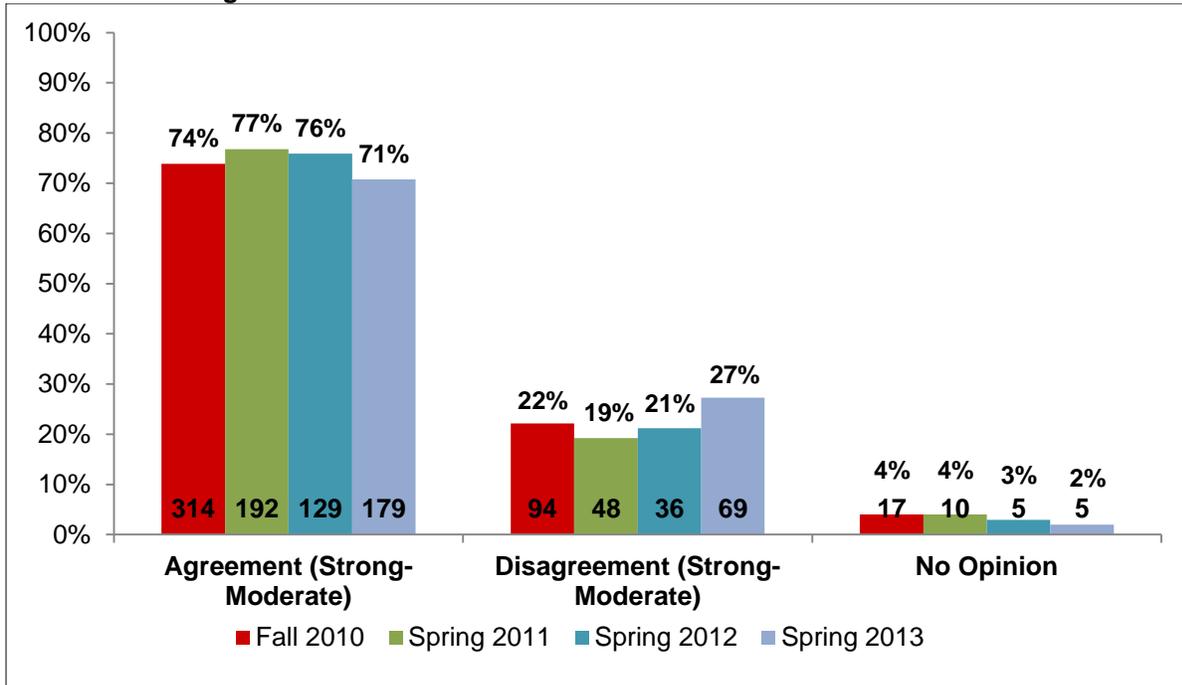
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.42	.82	84
	FT Faculty	2.88	1.00	112
	Classified	2.89	1.07	183
	Administrator	2.97	.95	33
	<b>Overall</b>	<b>3.00</b>	<b>1.01</b>	<b>412</b>

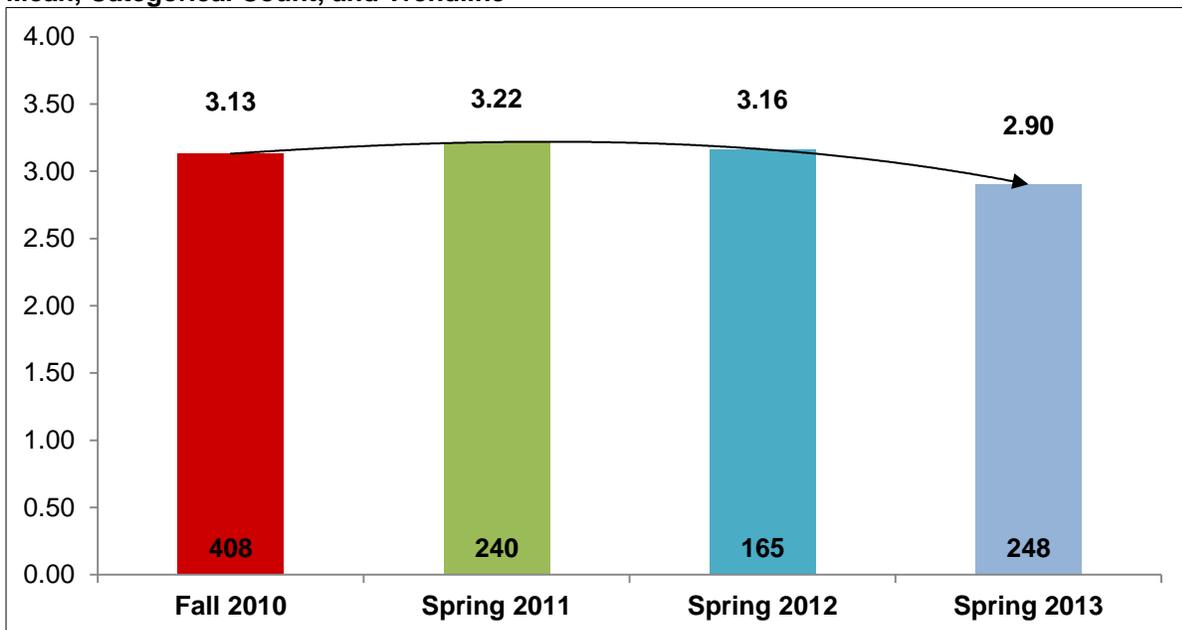
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

### 61. Work responsibilities are within my job description.

Percent and Categorical Count



Mean, Categorical Count, and Trendline



*No Opinion* excluded from mean and categorical counts.

Histograms / Data Analysis

### 61. Work responsibilities are within my job description.

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.90	248	6.301	.012
Spring 2012	3.16	165		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.42	.86	26
	FT Faculty	2.93	1.06	54
	Classified	2.75	1.08	68
	Administrator	2.75	1.29	16
	Unspecified	2.88	1.01	84
	<b>Overall</b>	<b>2.90</b>	<b>1.06</b>	<b>248</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.44	.84	45
	FT Faculty	3.20	.89	46
	Classified	2.89	1.15	55
	Administrator	3.21	.98	19
	<b>Overall</b>	<b>3.16</b>	<b>1.00</b>	<b>165</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.79	.50	53
	FT Faculty	3.17	.99	72
	Classified	2.97	.95	88
	Administrator	3.04	.94	27
	<b>Overall</b>	<b>3.22</b>	<b>.94</b>	<b>240</b>

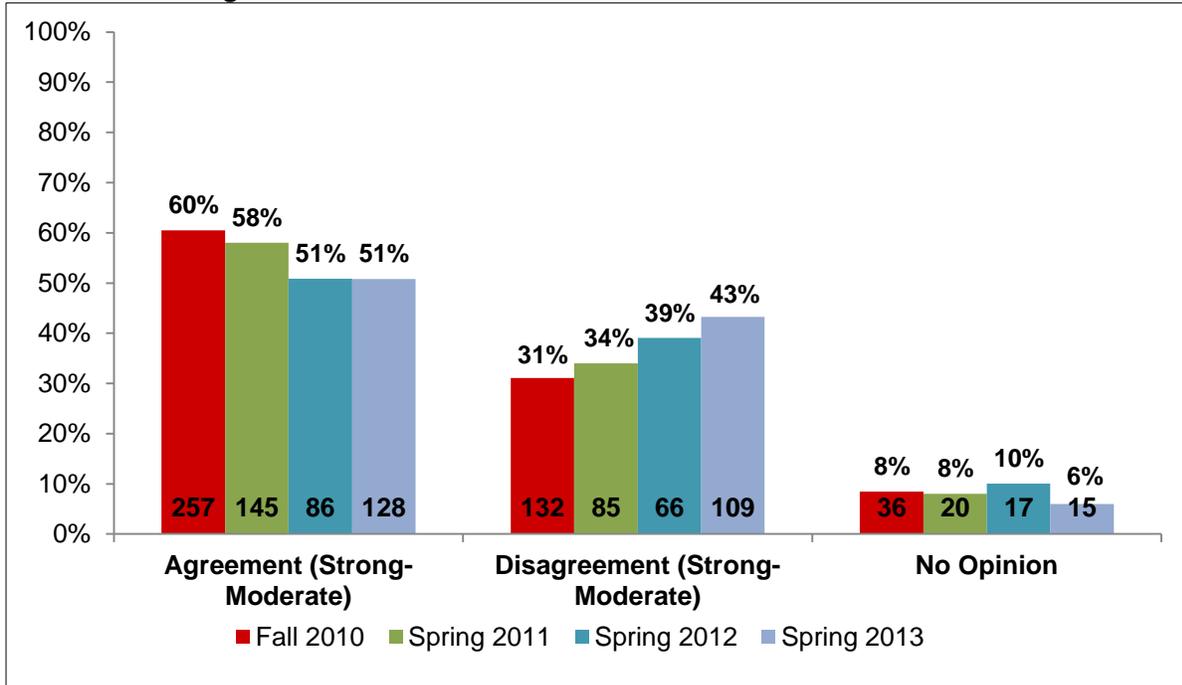
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.56	.72	82
	FT Faculty	3.27	.94	112
	Classified	2.87	1.02	181
	Administrator	3.03	.92	33
	<b>Overall</b>	<b>3.13</b>	<b>.97</b>	<b>408</b>

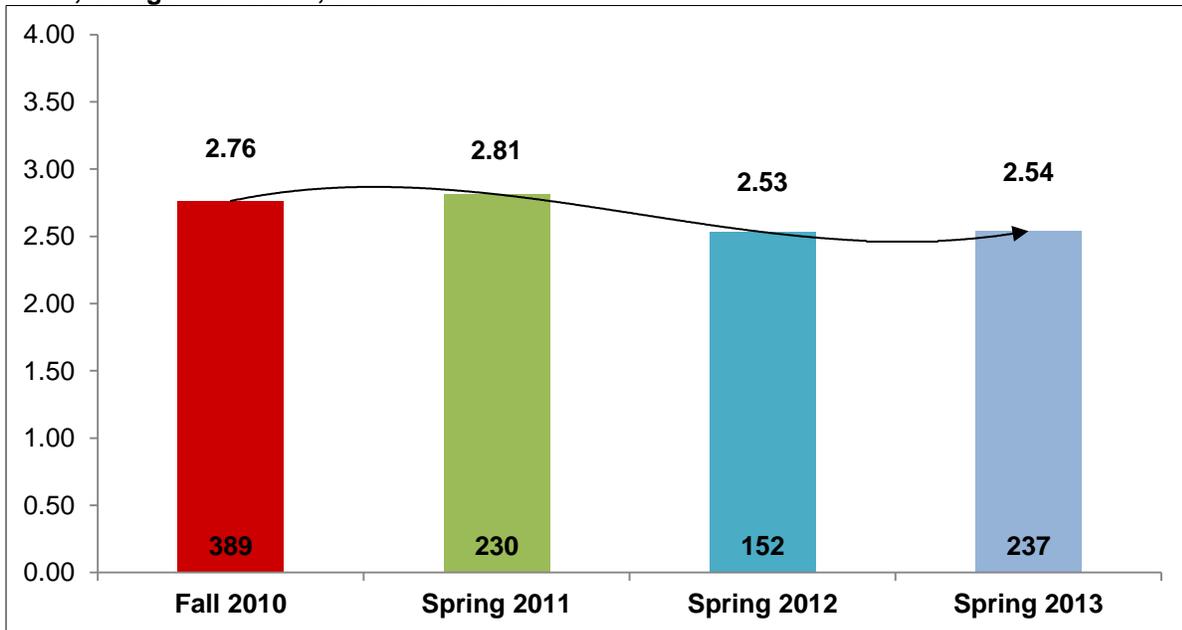
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.54	237	0.004	.951
Spring 2012	2.53	152		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.88	1.12	24
	FT Faculty	2.08	1.06	52
	Classified	2.69	1.12	67
	Administrator	2.80	1.21	15
	Unspecified	2.57	1.16	79
	<b>Overall</b>	<b>2.54</b>	<b>1.15</b>	<b>237</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.41	1.12	37
	FT Faculty	2.53	1.08	43
	Classified	2.70	1.19	53
	Administrator	2.32	1.00	19
	<b>Overall</b>	<b>2.53</b>	<b>1.12</b>	<b>152</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.37	.90	46
	FT Faculty	2.64	1.14	69
	Classified	2.70	1.10	88
	Administrator	2.67	1.04	27
	<b>Overall</b>	<b>2.81</b>	<b>1.10</b>	<b>230</b>

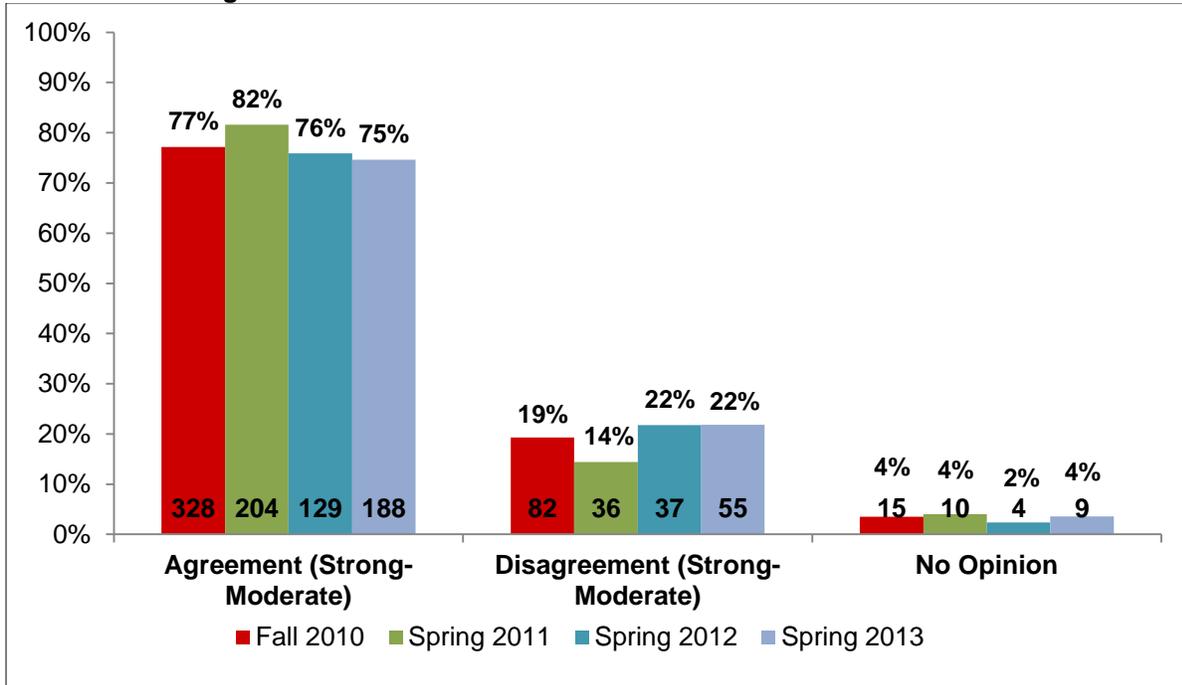
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.06	1.04	64
	FT Faculty	2.86	1.08	109
	Classified	2.58	1.12	182
	Administrator	2.85	1.05	34
	<b>Overall</b>	<b>2.76</b>	<b>1.10</b>	<b>389</b>

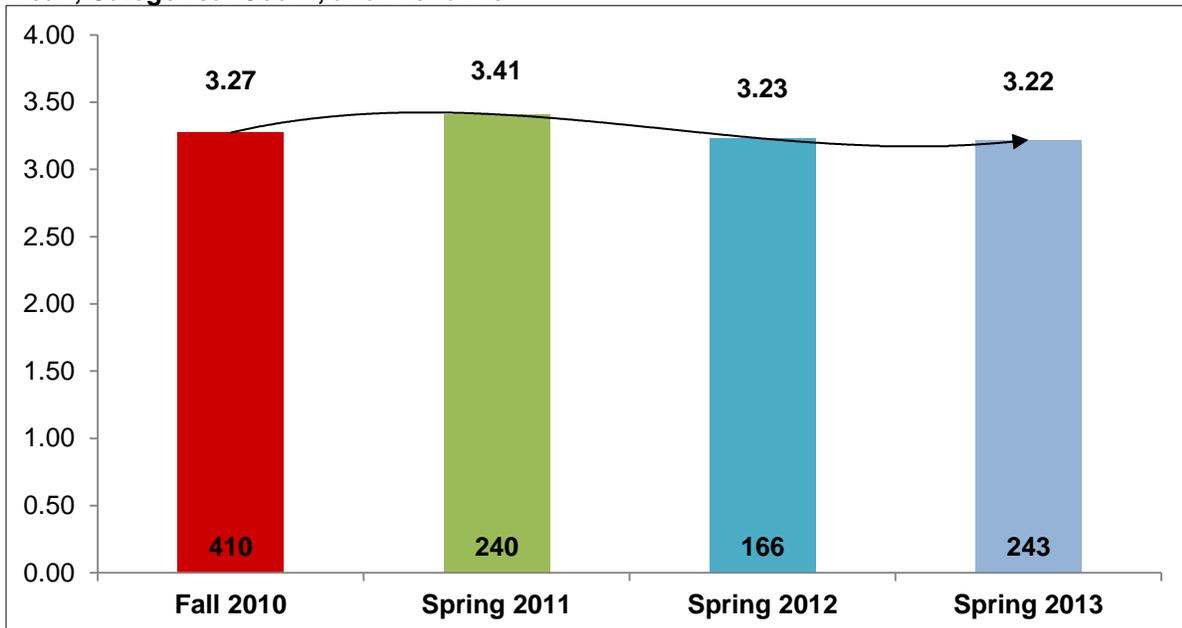
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	3.22	243	0.010	.919
Spring 2012	3.23	166		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.23	1.07	26
	FT Faculty	3.02	1.13	53
	Classified	3.28	1.02	68
	Administrator	2.88	1.27	17
	Unspecified	3.37	.95	79
	<b>Overall</b>	<b>3.22</b>	<b>1.05</b>	<b>243</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.16	1.09	45
	FT Faculty	3.38	.94	45
	Classified	3.14	1.15	56
	Administrator	3.30	.98	20
	<b>Overall</b>	<b>3.23</b>	<b>1.05</b>	<b>166</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.69	.66	55
	FT Faculty	3.44	.92	71
	Classified	3.18	1.09	88
	Administrator	3.50	.76	26
	<b>Overall</b>	<b>3.41</b>	<b>.94</b>	<b>240</b>

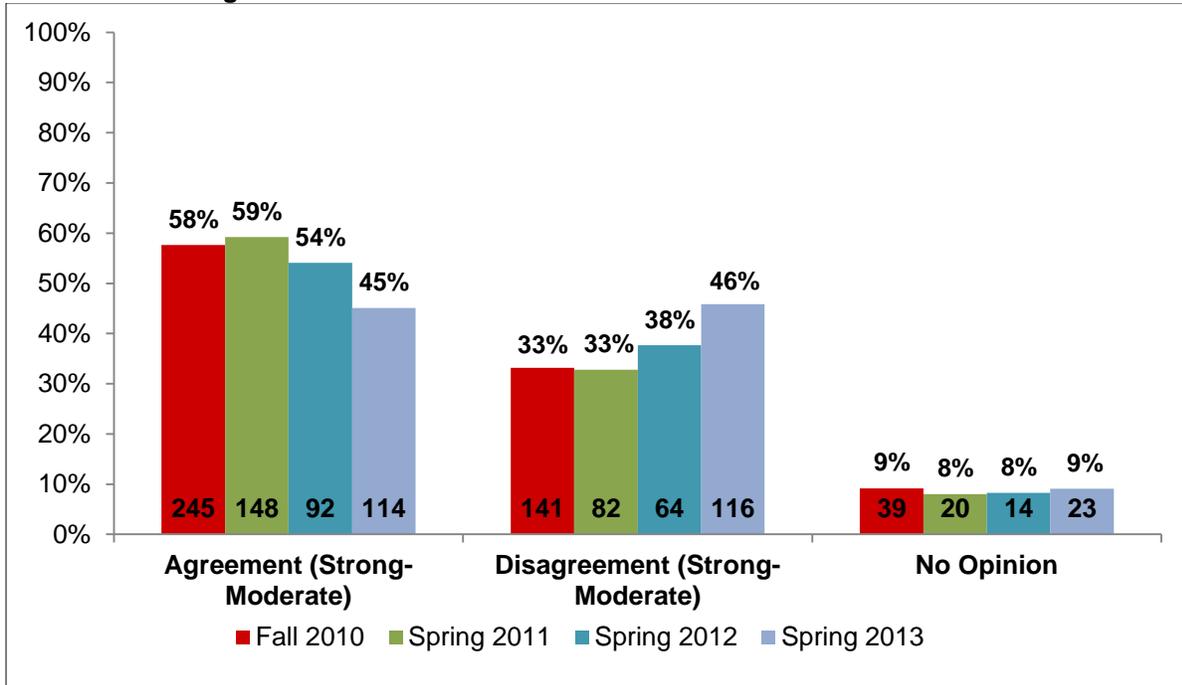
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.51	.93	82
	FT Faculty	3.43	.95	112
	Classified	3.04	1.12	183
	Administrator	3.45	.56	33
	<b>Overall</b>	<b>3.27</b>	<b>1.02</b>	<b>410</b>

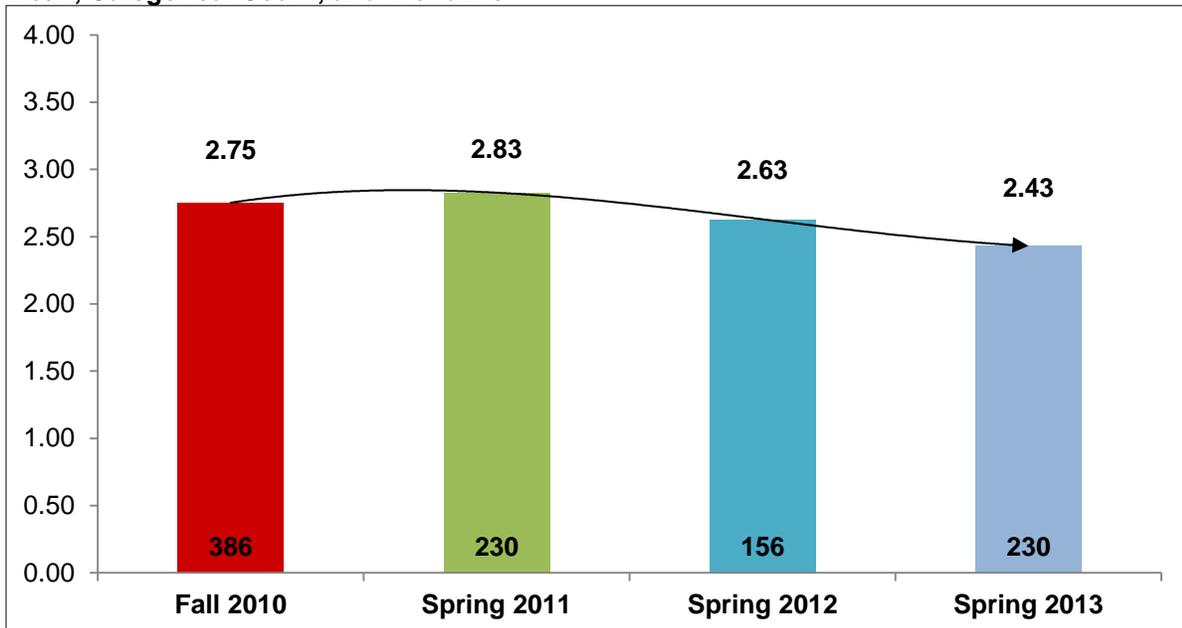
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.43	230	2.777	.096
Spring 2012	2.63	156		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.57	1.16	23
	FT Faculty	2.47	1.19	51
	Classified	2.33	1.20	64
	Administrator	2.63	1.15	16
	Unspecified	2.41	1.07	76
	<b>Overall</b>	<b>2.43</b>	<b>1.14</b>	<b>230</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.71	1.19	41
	FT Faculty	2.83	1.03	42
	Classified	2.26	1.17	54
	Administrator	3.05	1.03	19
	<b>Overall</b>	<b>2.63</b>	<b>1.15</b>	<b>156</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.27	.94	51
	FT Faculty	2.99	1.04	68
	Classified	2.55	1.13	85
	Administrator	2.42	.95	26
	<b>Overall</b>	<b>2.83</b>	<b>1.08</b>	<b>230</b>

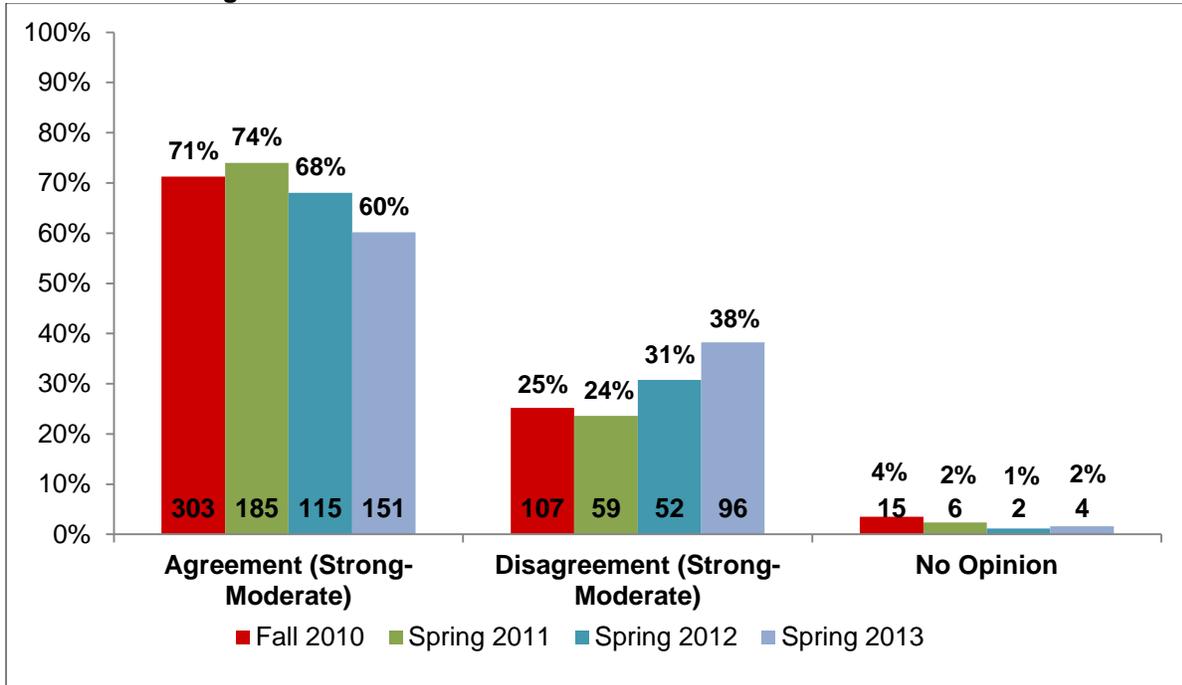
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.93	1.12	75
	FT Faculty	2.89	1.06	102
	Classified	2.52	1.11	178
	Administrator	3.16	.82	31
	<b>Overall</b>	<b>2.75</b>	<b>1.10</b>	<b>386</b>

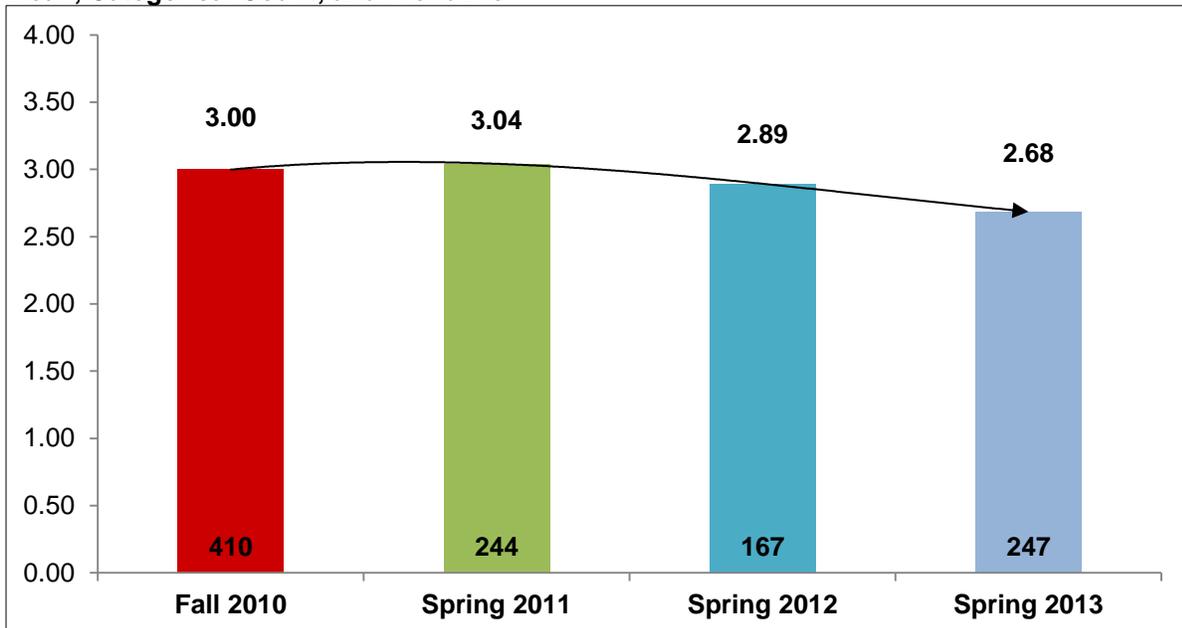
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

**Percent and Categorical Count**



**Mean, Categorical Count, and Trendline**



*No Opinion* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	2.68	247	3.987	.047
Spring 2012	2.89	167		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.96	.96	26
	FT Faculty	2.52	1.06	54
	Classified	2.88	1.14	68
	Administrator	2.29	1.10	17
	Unspecified	2.62	1.01	82
	<b>Overall</b>	<b>2.68</b>	<b>1.07</b>	<b>247</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.93	.88	46
	FT Faculty	2.93	.88	46
	Classified	2.91	1.18	56
	Administrator	2.63	.96	19
	<b>Overall</b>	<b>2.89</b>	<b>.99</b>	<b>167</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.21	.97	56
	FT Faculty	3.07	.94	72
	Classified	3.01	.91	89
	Administrator	2.70	.87	27
	<b>Overall</b>	<b>3.04</b>	<b>.93</b>	<b>244</b>

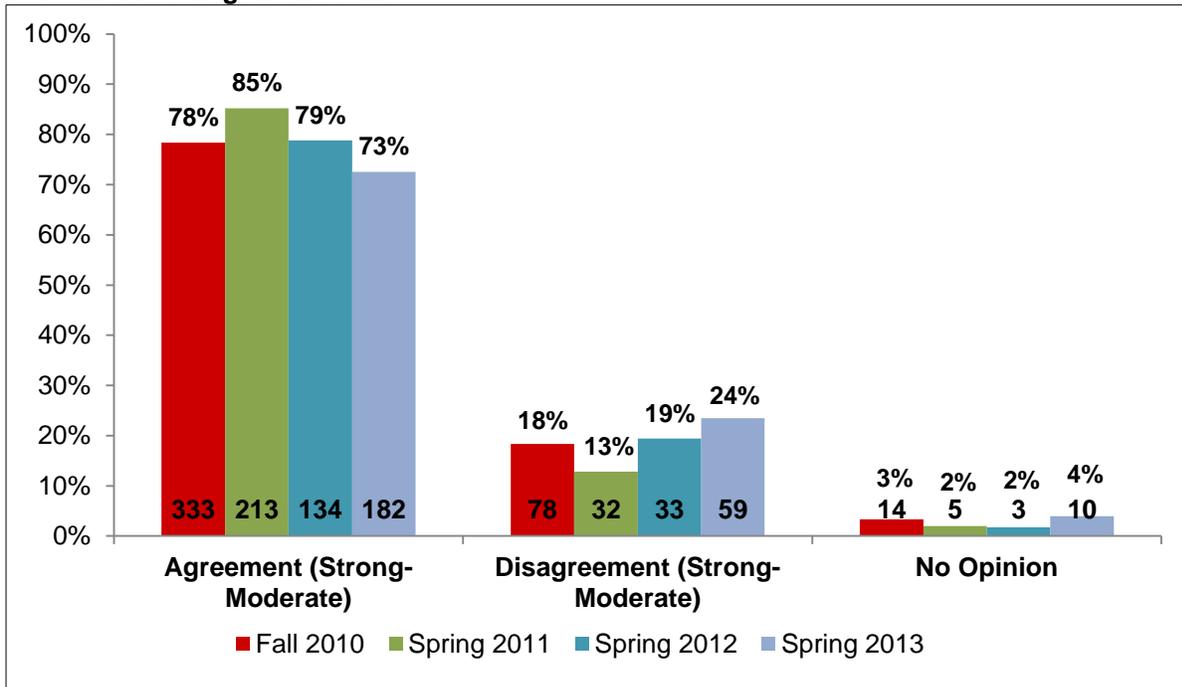
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.27	.82	81
	FT Faculty	2.92	.95	112
	Classified	2.92	.97	184
	Administrator	3.00	.97	33
	<b>Overall</b>	<b>3.00</b>	<b>.95</b>	<b>410</b>

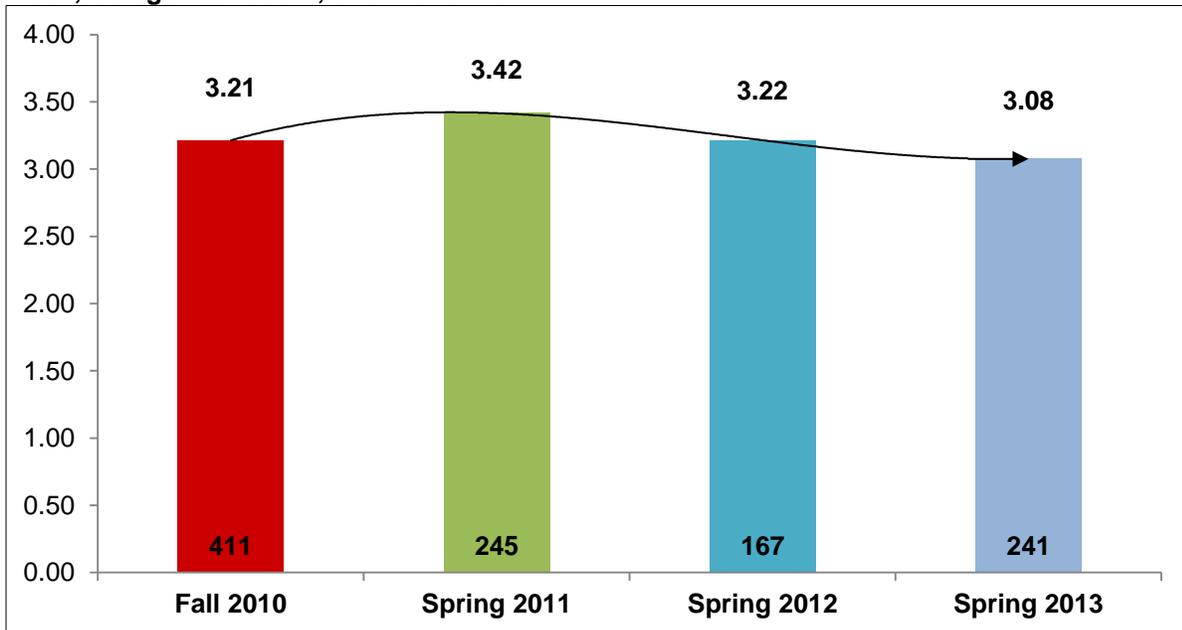
Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

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

Percent and Categorical Count



Mean, Categorical Count, and Trendline



No Opinion excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	3.08	241	1.792	.181
Spring 2012	3.22	167		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.92	1.13	26
	FT Faculty	3.19	.87	54
	Classified	3.21	1.07	67
	Administrator	3.29	.92	17
	Unspecified	2.90	1.15	77
	<b>Overall</b>	<b>3.08</b>	<b>1.06</b>	<b>241</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.04	1.05	46
	FT Faculty	3.46	.75	46
	Classified	3.25	1.00	55
	Administrator	2.95	.89	20
	<b>Overall</b>	<b>3.22</b>	<b>.95</b>	<b>167</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.45	.84	55
	FT Faculty	3.52	.78	73
	Classified	3.31	.92	90
	Administrator	3.41	.80	27
	<b>Overall</b>	<b>3.42</b>	<b>.85</b>	<b>245</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	3.31	.93	81
	FT Faculty	3.29	.86	112
	Classified	3.10	.96	184
	Administrator	3.38	.78	34
	<b>Overall</b>	<b>3.21</b>	<b>.92</b>	<b>411</b>

Based on a numerical scale with 4=Strongly Agree, 3=Moderately Agree, 2=Moderately Disagree, 1=Strongly Disagree. No Opinion excluded.

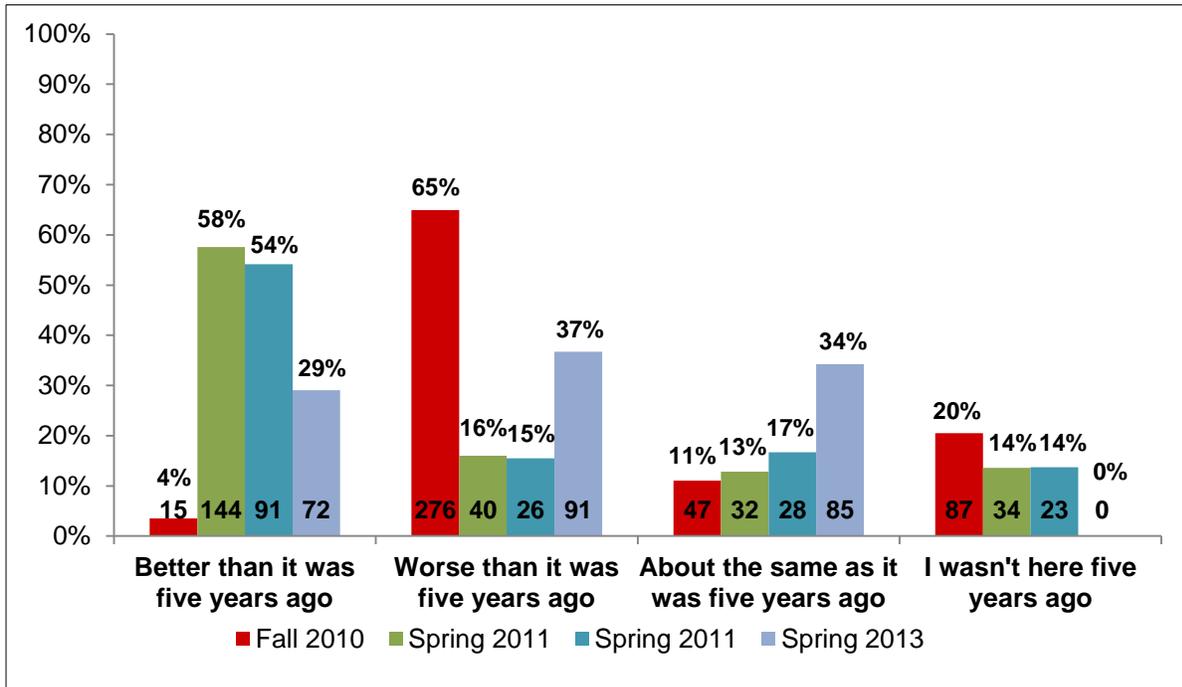
## Question Group XIX: Campus Morale

Group XIX question (Q67) relates WASC Standard IV.A and IV.B. This question concentrates on leadership and governance, specifically, decision-making roles and process and the organization of the governing board and administration. It is the last question included in the 2012 Campus Climate Survey and asks employees to describe campus morale today as compared to five years ago on a three point scale. Again, a histogram is included to graphically depict data from the fall 2010, spring 2011, spring 2012 and spring 2013 survey administration periods.

Notable findings for the current and earlier survey administration periods:

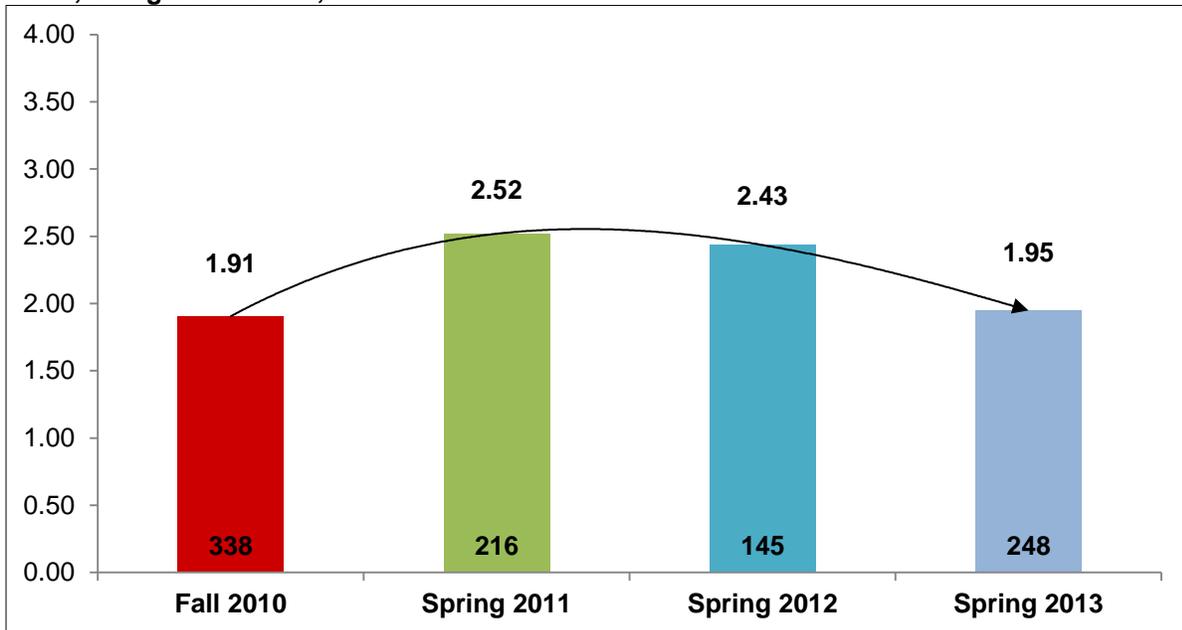
- The Campus Morale query experienced the greatest statistical decline among all survey items within the Campus Climate Spring 2013 survey (this inference is made from the ANOVA value and its associated p-value).
- Only twenty-nine percent of respondents viewed the institutional environment as “Better than it was five year ago.”
- An approximately equal proportion (one-third) of respondents answered that the institutional environment was “About the same as it was five years ago,” or “Worse than it was five years ago.”

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



Note: Due to a survey coding error, no responses were recorded for spring 2013 under *I wasn't here five years ago*.

#### Mean, Categorical Count, and Trendline



*I wasn't here five year ago* excluded from mean and categorical counts.

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

Test of statistical significance: spring 2012 to spring 2013				
Distribution Period	Overall Mean Score	N	ANOVA	ANOVA p-value
Spring 2013	1.95	248	86.976	.000
Spring 2012	2.63	145		

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

Spring 2013	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.04	.82	26
	FT Faculty	1.98	.82	53
	Classified	1.77	.80	70
	Administrator	2.24	.75	17
	Unspecified	1.99	.76	82
	<b>Overall</b>	<b>1.95</b>	<b>.80</b>	<b>248</b>

Based on a numerical scale with 3=Better than it was five years ago, 2>About the same as it was five years ago, 1=Worse than it was five years ago. I wasn't here five years ago excluded.

Spring 2012	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.37	.770	35
	FT Faculty	2.68	.639	44
	Classified	2.30	.863	50
	Administrator	2.31	.946	16
	<b>Overall</b>	<b>2.43</b>	<b>.80</b>	<b>145</b>

Based on a numerical scale with 3=Better than it was five years ago, 2>About the same as it was five years ago, 1=Worse than it was five years ago. I wasn't here five years ago excluded.

Spring 2011	Position	Mean Score	Standard Deviation	n
	PT Faculty	2.43	.720	46
	FT Faculty	2.67	.687	66
	Classified	2.40	.789	80
	Administrator	2.67	.702	24
	<b>Overall</b>	<b>2.52</b>	<b>.74</b>	<b>216</b>

Based on a numerical scale with 3=Better than it was five years ago, 2>About the same as it was five years ago, 1=Worse than it was five years ago. I wasn't here five years ago excluded.

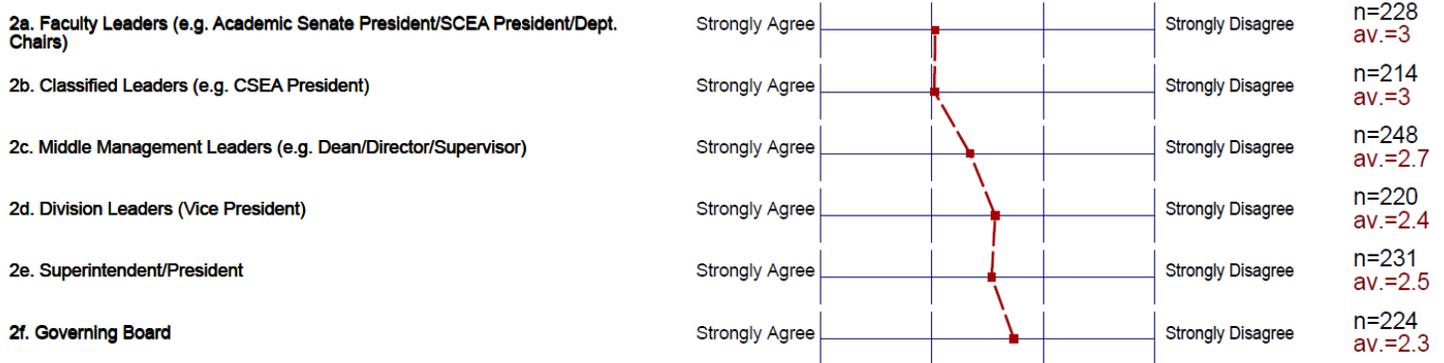
Fall 2010	Position	Mean Score	Standard Deviation	n
	PT Faculty	1.91	.478	56
	FT Faculty	1.91	.372	104
	Classified	1.91	.405	152
	Administrator	1.85	.543	26
	<b>Overall</b>	<b>1.91</b>	<b>.42</b>	<b>338</b>

Based on a numerical scale with 3=Better than it was five years ago, 2>About the same as it was five years ago, 1=Worse than it was five years ago. I wasn't here five years ago excluded.

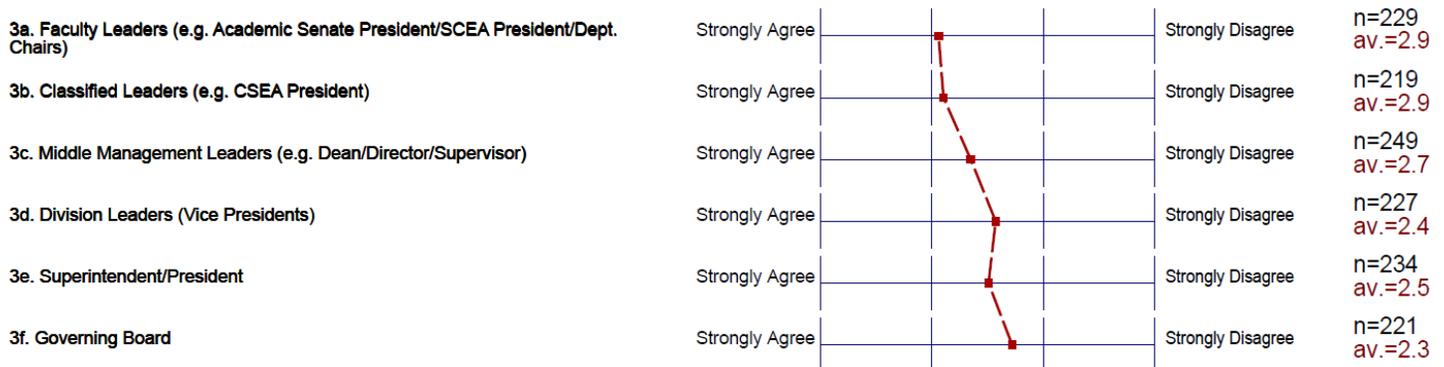
# Appendix

## Likert Scale Analysis by Question Group (Class Climate Output)

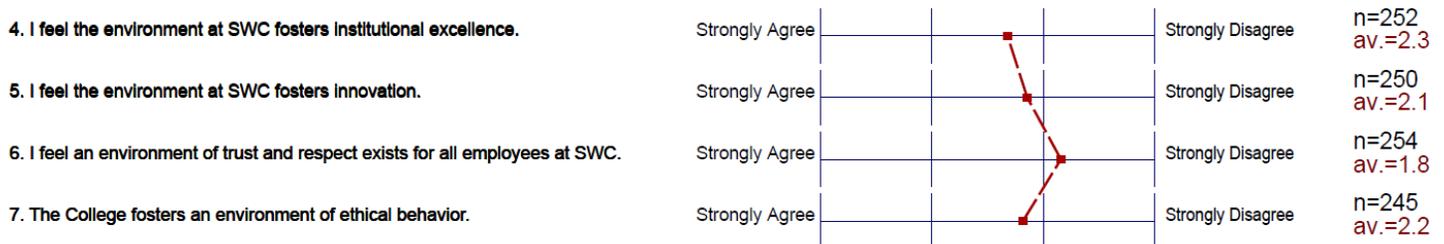
### 2. Institutional leaders create an environment for empowerment, innovation, and institutional excellence.



### 3. Institutional leaders create an environment that promotes institutional effectiveness.

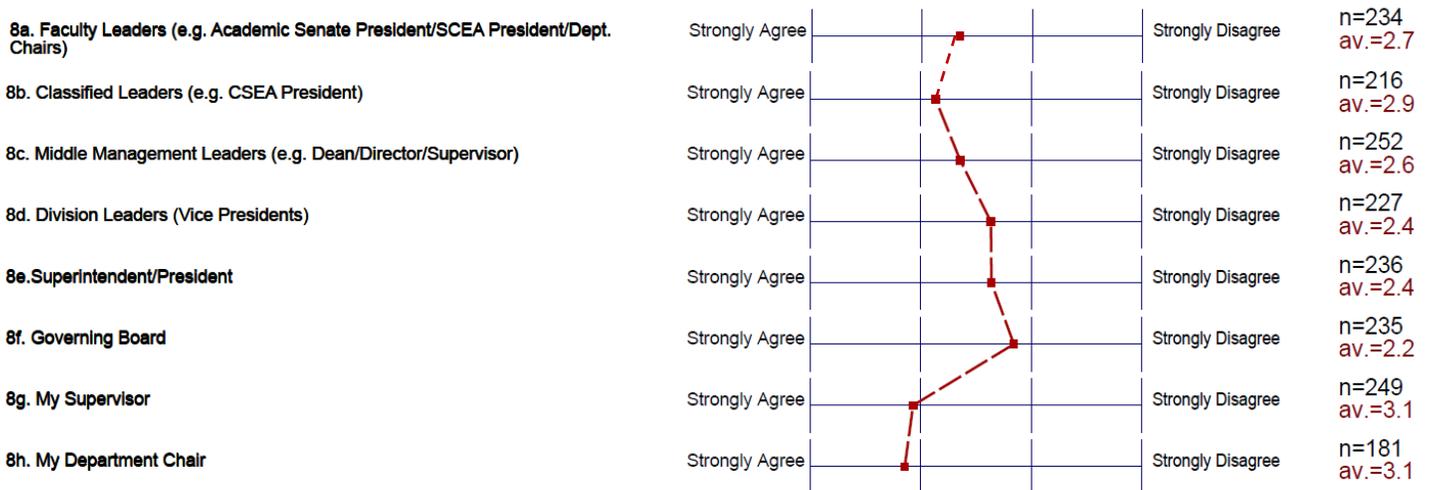


### 4 - 7. Institutional Environment

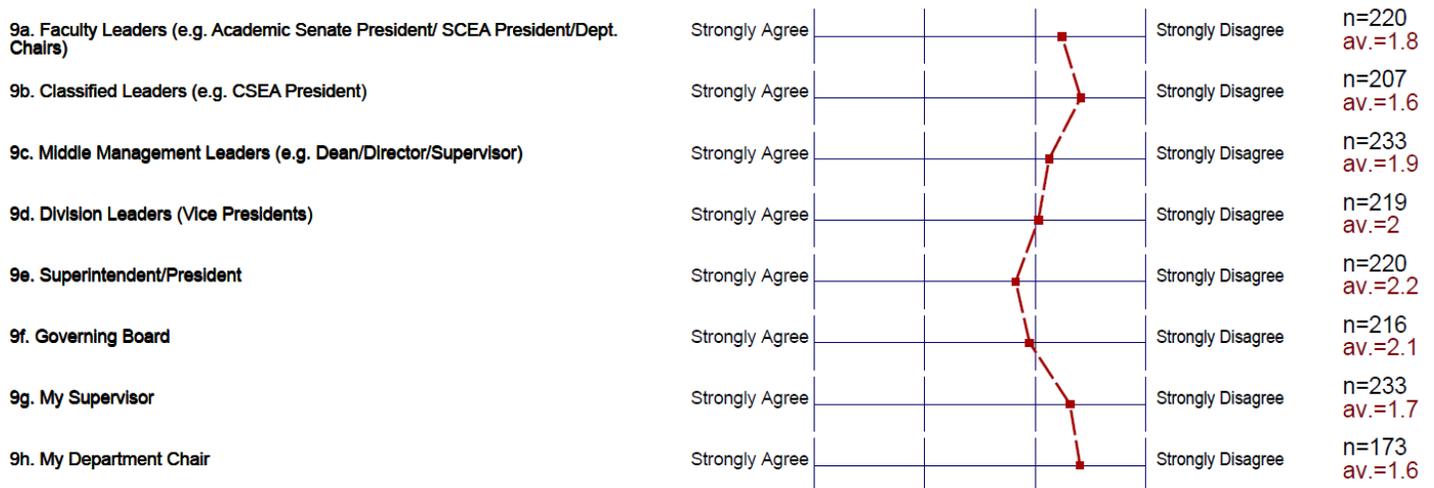


Likert Scale Analysis by Question Group (Class Climate Output)

**8. Institutional leaders create an environment that promotes trust and respect.**

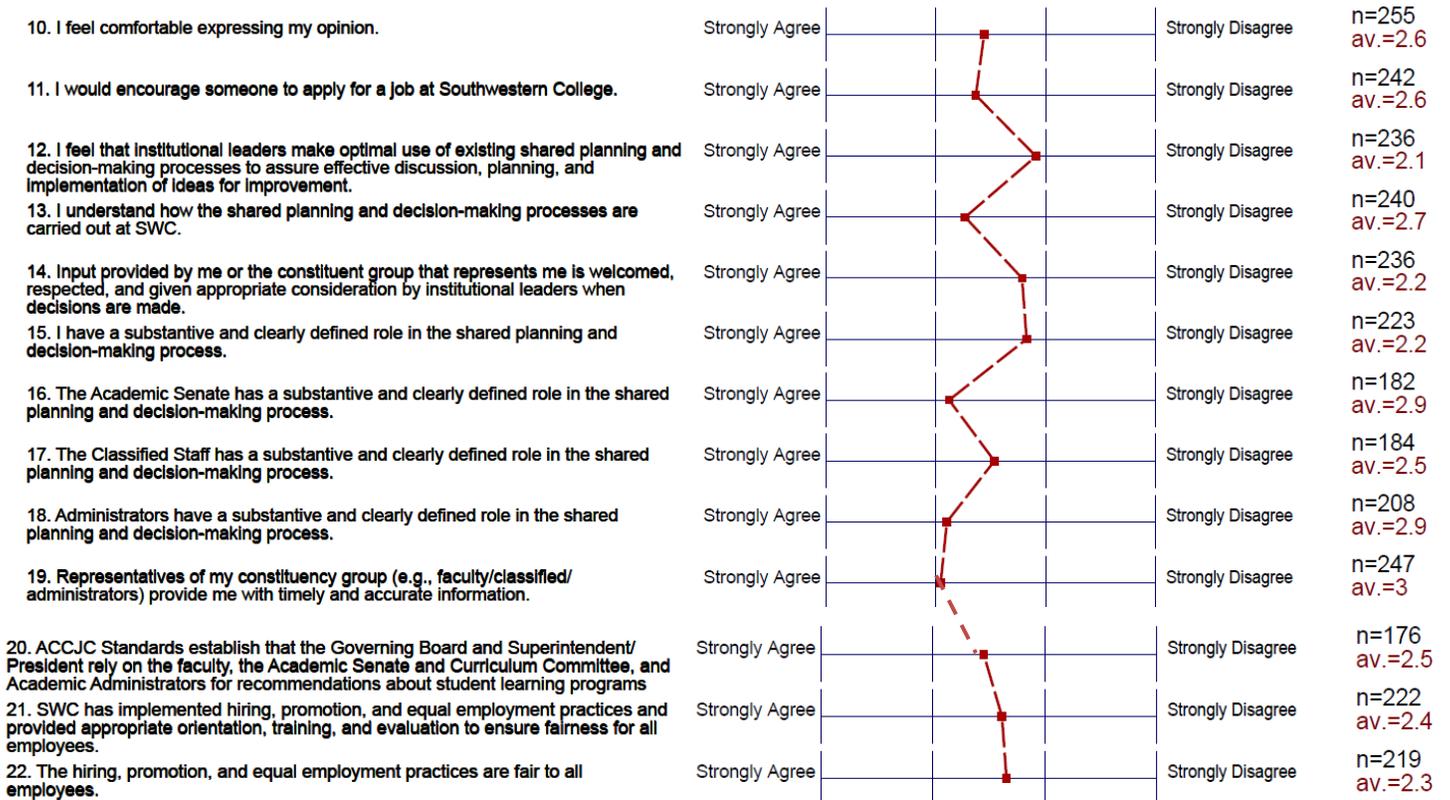


**9. I feel intimidated by others at Southwestern College.**



Likert Scale Analysis by Question Group (Class Climate Output)

**10 - 22. Institutional Processes & Environment**



**23. SWC demonstrates its commitment to addressing issues of equity and diversity.**



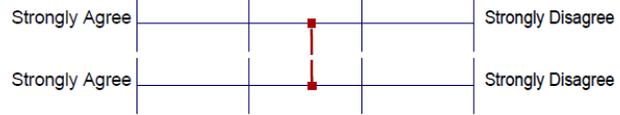
**24. The following services are provided fairly to all employees.**



Likert Scale Analysis by Question Group (Class Climate Output)

**25 - 26. Workplace Practices**

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



n=238  
av.=2.4

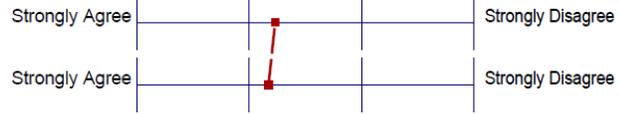
26. Hiring, promotion, and equal employment practices are clearly stated, followed, and applied fairly.



n=224  
av.=2.4

**27. The employee orientation and staff development training I have received were helpful and appropriate.**

27a. Employee Orientation



n=190  
av.=2.8

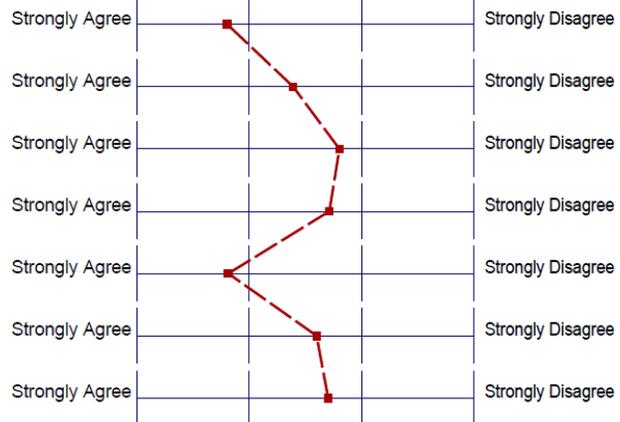
27b. Staff Development



n=214  
av.=2.8

**28 - 34. Workplace Practices (Cont.) / Budget Allocation**

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



n=227  
av.=3.2

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



n=230  
av.=2.6

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



n=238  
av.=2.2

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



n=244  
av.=2.3

32. My program/unit spends allocated funds responsibly.



n=222  
av.=3.2

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



n=185  
av.=2.4

34. Strategic priorities drive budget decisions.



n=195  
av.=2.3

Likert Scale Analysis by Question Group (Class Climate Output)

**35. Budget allocation is decided fairly and equitably in the following areas:**

35a. College Level (entire college)	Strongly Agree		Strongly Disagree	n=186 av.=2.1
35b. Division Level (e.g. Academic Affairs/Student Affairs/Human Resources/ Business & Financial Affairs)	Strongly Agree		Strongly Disagree	n=173 av.=2.2
35c. School/Center Level	Strongly Agree		Strongly Disagree	n=179 av.=2.4
35d. Department Level	Strongly Agree		Strongly Disagree	n=188 av.=2.4
35e. Program Level	Strongly Agree		Strongly Disagree	n=180 av.=2.5

**36 - 41. Budget Allocation (Cont.) / Governing Board**

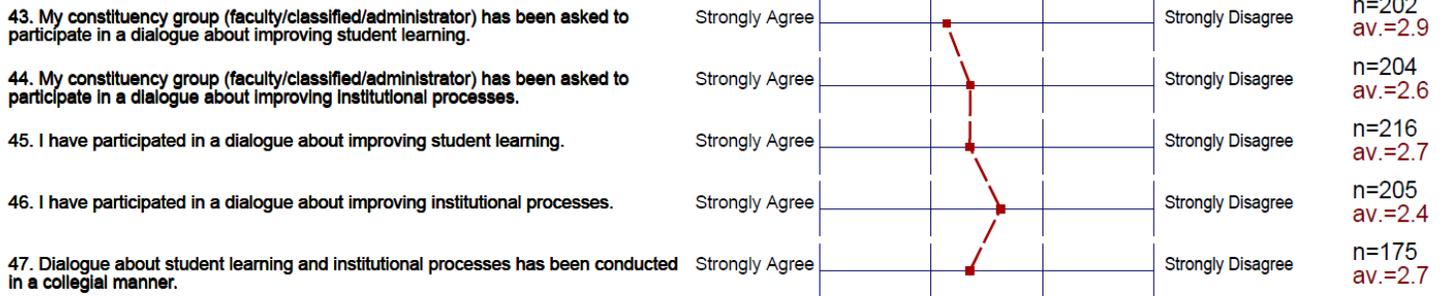
36. Accurate and complete information about the SWC budget is accessible and/or provided on request in a timely manner.	Strongly Agree		Strongly Disagree	n=200 av.=2
37. The Governing Board establishes itself as a policy-making body, delegates operational authority to the Superintendent/President, clarifies management roles, and supports the authority of the management in the administration of the College.	Strongly Agree		Strongly Disagree	n=199 av.=2.5
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.	Strongly Agree		Strongly Disagree	n=207 av.=2.1
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.	Strongly Agree		Strongly Disagree	n=193 av.=2
40. An opportunity was given for constituents to provide input as part of the Governing Board self-evaluation process.	Strongly Agree		Strongly Disagree	n=157 av.=2.1
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.	Strongly Agree		Strongly Disagree	n=195 av.=2

**42. SWC maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.**

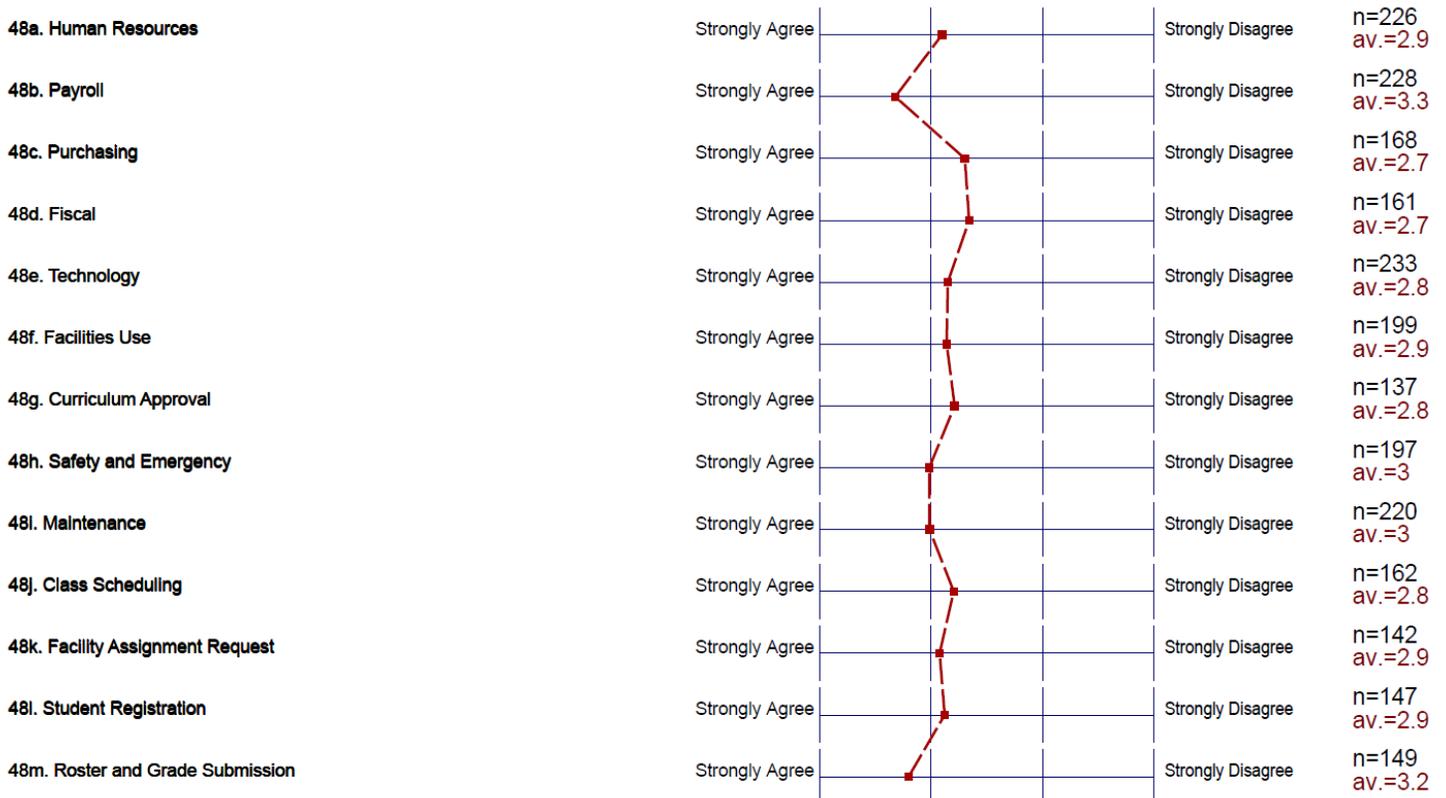
42a. Student Learning	Strongly Agree		Strongly Disagree	n=225 av.=2.8
42b. Budget Planning Process	Strongly Agree		Strongly Disagree	n=221 av.=2.3
42c. Facilities design, use, allocation, and planning process	Strongly Agree		Strongly Disagree	n=225 av.=2.4
42d. Purchasing process	Strongly Agree		Strongly Disagree	n=199 av.=2.1
42e. Human Resources processes	Strongly Agree		Strongly Disagree	n=195 av.=2.3
42f. Technology planning process	Strongly Agree		Strongly Disagree	n=202 av.=2.4
42g. Strategic Planning process	Strongly Agree		Strongly Disagree	n=197 av.=2.5
42h. Mission statement review process	Strongly Agree		Strongly Disagree	n=188 av.=2.7
42i. Accreditation Self-study	Strongly Agree		Strongly Disagree	n=197 av.=2.8
42j. Institutional Program Review	Strongly Agree		Strongly Disagree	n=199 av.=2.8
42k. Enrollment Management	Strongly Agree		Strongly Disagree	n=182 av.=2.4

Likert Scale Analysis by Question Group (Class Climate Output)

**43 - 47. Institutional Dialogue**

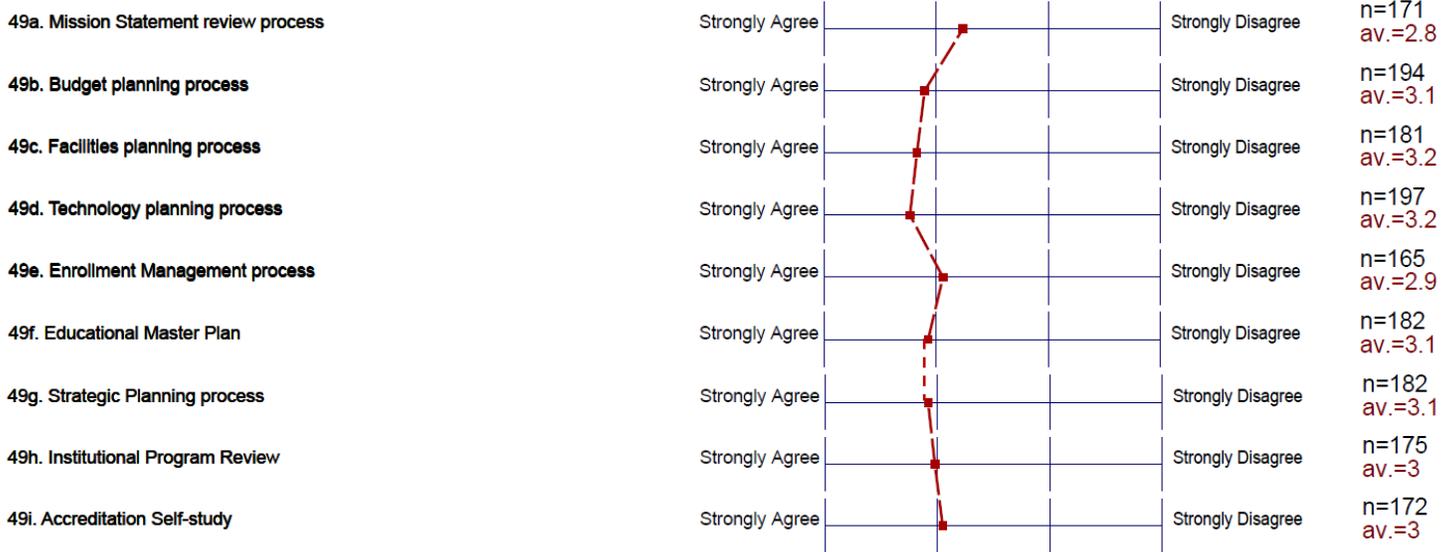


**48. The operational processes and departments listed below allow me to perform my job effectively and efficiently.**

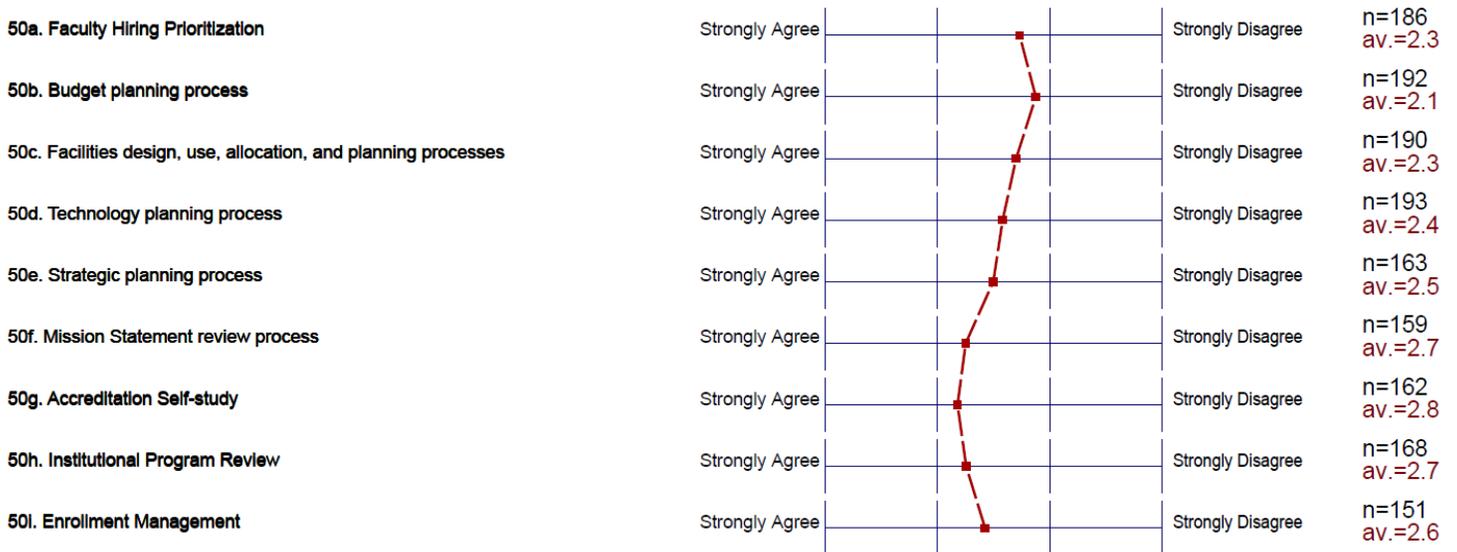


Likert Scale Analysis by Question Group (Class Climate Output)

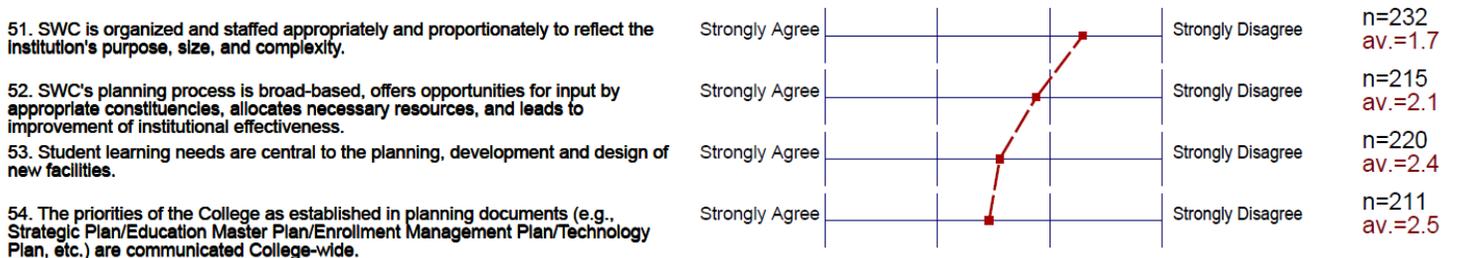
**49. I would like to have input into improving institutional processes.**



**50. The institution organizes its key processes and allocates its resources to effectively support student learning.**

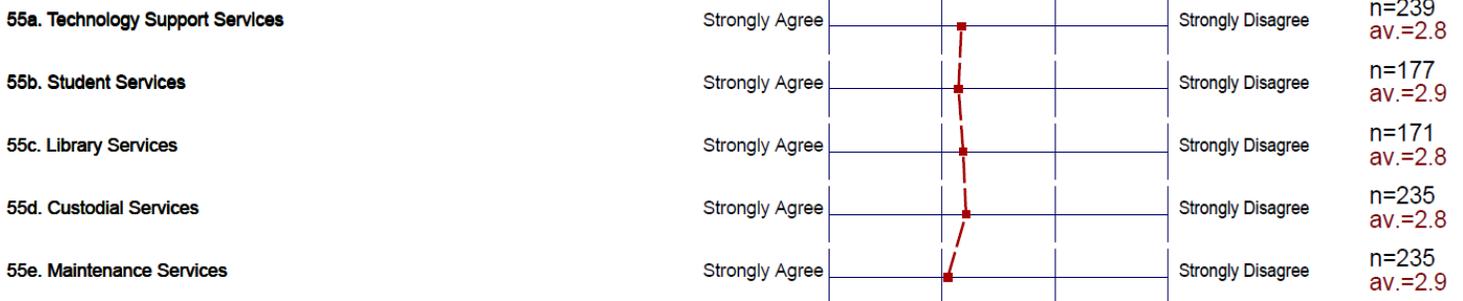


**51 - 54. Planning**



Likert Scale Analysis by Question Group (Class Climate Output)

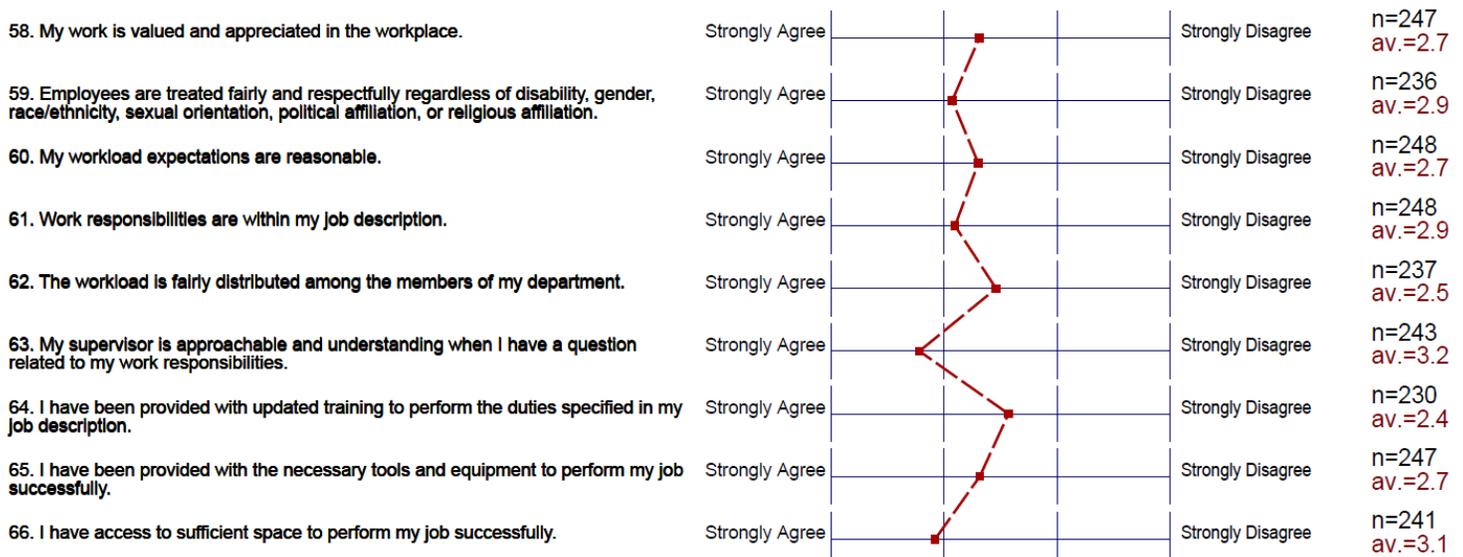
**55. My needs are being met in each of the following areas:**



**56 - 57. Leadership / Governance**



**58 - 66. Workplace Conditions & Resources**



## Southwestern College Campus Employee Survey 2013

### Demographic Information

Which best describes your job classification?

- Faculty, Part-Time                       Faculty, Full-Time                       Classified Professional  
 Management (Dean/Director/Supervisor/Senior Management)

Gender:     Male     Female

Number of years you have worked at Southwestern College (include part-time/hourly as well as full-time):  
[Enter numerical information]

Work location (check all that apply):

- Chula Vista/Main Campus                       HEC/Other Locations

### 1. Mission Statement

I am aware of the Mission Statement and priorities of the College.                       Yes     No

### 2. Institutional leaders create an environment for empowerment, innovation, and institutional excellence.

	<i>Strongly Agree</i>	<i>Moderately Agree</i>	<i>Strongly Disagree</i>	<i>No Opinion</i>
2a. Faculty Leaders (e.g. Academic Senate President/SCEA President/Dept. Chairs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2b. Classified Leaders (e.g. CSEA President)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2c. Middle Management Leaders (e.g. Dean/Director/Supervisor)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2d. Division Leaders (Vice President)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2e. Superintendent/President	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2f. Governing Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 3. Institutional leaders create an environment that promotes institutional effectiveness.

	<i>Strongly Agree</i>	<i>Moderately Agree</i>	<i>Strongly Disagree</i>	<i>No Opinion</i>
3a. Faculty Leaders (e.g. Academic Senate President/SCEA President/Dept. Chairs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Southwestern College Campus Employee Survey 2013

**3. Institutional leaders create an environment that promotes institutional effectiveness. [Continued]**

	Strongly Agree	Moderately Agree	Strongly Disagree	No Opinion
3b. Classified Leaders (e.g. CSEA President)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3c. Middle Management Leaders (e.g. Dean/Director/Supervisor)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3d. Division Leaders (Vice Presidents)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3e. Superintendent/President	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3f. Governing Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**4 - 7. Institutional Environment**

	Strongly Agree	Moderately Agree	Strongly Disagree	No Opinion
4. I feel the environment at SWC fosters institutional excellence.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. I feel the environment at SWC fosters innovation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. I feel an environment of trust and respect exists for all employees at SWC.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. The College fosters an environment of ethical behavior.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**8. Institutional leaders create an environment that promotes trust and respect.**

	Strongly Agree	Moderately Agree	Strongly Disagree	No Opinion
8a. Faculty Leaders (e.g. Academic Senate President/SCEA President/Dept. Chairs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8b. Classified Leaders (e.g. CSEA President)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8c. Middle Management Leaders (e.g. Dean/Director/Supervisor)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8d. Division Leaders (Vice Presidents)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8e. Superintendent/President	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8f. Governing Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8g. My Supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8h. My Department Chair	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Southwestern College Campus Employee Survey 2013

**9. I feel intimidated by others at Southwestern College.**

	Strongly Agree	Moderately Agree	Strongly Disagree	No Opinion
9a. Faculty Leaders (e.g. Academic Senate President/ SCEA President/Dept. Chairs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9b. Classified Leaders (e.g. CSEA President)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9c. Middle Management Leaders (e.g. Dean/Director/Supervisor)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9d. Division Leaders (Vice Presidents)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9e. Superintendent/President	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9f. Governing Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9g. My Supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9h. My Department Chair	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**10 - 22. Institutional Processes & Environment**

	Strongly Agree	Moderately Agree	Strongly Disagree	No Opinion
10. I feel comfortable expressing my opinion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. I would encourage someone to apply for a job at Southwestern College.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. I understand how the shared planning and decision-making processes are carried out at SWC.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. I have a substantive and clearly defined role in the shared planning and decision- making process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. The Academic Senate has a substantive and clearly defined role in the shared planning and decision-making process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Southwestern College Campus Employee Survey 2013

10 - 22. Institutional Processes & Environment [Continued]

	Strongly Agree	Moderately Agree	Strongly Disagree	Moderately Disagree	No Opinion
17. The Classified Staff has a substantive and clearly defined role in the shared planning and decision-making process.	<input type="checkbox"/>				
18. Administrators have a substantive and clearly defined role in the shared planning and decision-making process.	<input type="checkbox"/>				
19. Representatives of my constituency group (e.g., faculty/classified/administrators) provide me with timely and accurate information.	<input type="checkbox"/>				
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.	<input type="checkbox"/>				
21. SWC has implemented hiring, promotion, and equal employment practices and provided appropriate orientation, training, and evaluation to ensure fairness for all employees.	<input type="checkbox"/>				
22. The hiring, promotion, and equal employment practices are fair to all employees.	<input type="checkbox"/>				

23. SWC demonstrates its commitment to addressing issues of equity and diversity.

	Strongly Agree	Moderately Agree	Strongly Disagree	Moderately Disagree	No Opinion
23a. Diversity	<input type="checkbox"/>				
23b. Equity	<input type="checkbox"/>				

24. The following services are provided fairly to all employees.

	Strongly Agree	Moderately Agree	Strongly Disagree	Moderately Disagree	No Opinion
24a. Employee Orientation	<input type="checkbox"/>				
24b. Staff Development	<input type="checkbox"/>				

Southwestern College Campus Employee Survey 2013

25 - 26. Workplace Practices

	Strongly Agree	Moderately Agree	Strongly Disagree	Moderately Disagree	No Opinion
25. Performance evaluations are provided in a timely manner and applied fairly to all employees.	<input type="checkbox"/>				
26. Hiring, promotion, and equal employment practices are clearly stated, followed, and applied fairly.	<input type="checkbox"/>				

27. The employee orientation and staff development training I have received were helpful and appropriate.

	Strongly Agree	Moderately Agree	Strongly Disagree	Moderately Disagree	No Opinion
27a. Employee Orientation	<input type="checkbox"/>				
27b. Staff Development	<input type="checkbox"/>				

28 - 34. Workplace Practices (Cont.) / Budget Allocation

	Strongly Agree	Moderately Agree	Strongly Disagree	Moderately Disagree	No Opinion
28. The performance evaluation(s) that I have received were fair and appropriate.	<input type="checkbox"/>				
29. SWC has a formal structure for employees to raise concerns and/or problems.	<input type="checkbox"/>				
30. SWC has defined and communicated its budget development and budget decision-making processes to achieve college goals.	<input type="checkbox"/>				
31. I am informed about how the budget development and budget decision-making process occurs.	<input type="checkbox"/>				
32. My program/unit spends allocated funds responsibly.	<input type="checkbox"/>				
33. The budget development and budget decision-making process is set up to achieve SWC priorities, as identified in the Strategic Plan.	<input type="checkbox"/>				
34. Strategic priorities drive budget decisions.	<input type="checkbox"/>				

Southwestern College Campus Employee Survey 2013

**35. Budget allocation is decided fairly and equitably in the following areas.**

	Strongly Agree	Moderately Agree	Strongly Disagree	No Opinion
35a. College Level (entire college)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35b. Division Level (e.g. Academic Affairs/ Student Affairs/Human Resources/Business & Financial Affairs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35c. School/Center Level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35d. Department Level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35e. Program Level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**36 - 41. Budget Allocation (Cont.) / Governing Board**

	Strongly Agree	Moderately Agree	Strongly Disagree	No Opinion
36. Accurate and complete information about the SWC budget is accessible and/or provided on request in a timely manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. An opportunity was given for constituents to provide input as part of the Governing Board self-evaluation process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Southwestern College Campus Employee Survey 2013

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

	Strongly Agree	Moderately Agree	Strongly Disagree	No Opinion
42a. Student Learning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42b. Budget Planning Process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42c. Facilities design, use, allocation, and planning process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42d. Purchasing process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42e. Human Resources processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42f. Technology planning process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42g. Strategic Planning process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42h. Mission statement review process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42i. Accreditation Self-study	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42j. Institutional Program Review	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42k. Enrollment Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**43 - 47. Institutional Dialogue**

	Strongly Agree	Moderately Agree	Strongly Disagree	No Opinion
43. My constituency group (faculty/classified/administrator) has been asked to participate in a dialogue about improving student learning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. My constituency group (faculty/classified/administrator) has been asked to participate in a dialogue about improving institutional processes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. I have participated in a dialogue about improving student learning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. I have participated in a dialogue about improving institutional processes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. Dialogue about student learning and institutional processes has been conducted in a collegial manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

	Strongly Agree	Moderately Agree	Strongly Disagree	No Opinion
48a. Human Resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48b. Payroll	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48c. Purchasing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48d. Fiscal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48e. Technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48f. Facilities Use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48g. Curriculum Approval	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48h. Safety and Emergency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48i. Maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48j. Class Scheduling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48k. Facility Assignment Request	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48l. Student Registration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48m. Roster and Grade Submission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**49. I would like to have input into improving institutional processes.**

	Strongly Agree	Moderately Agree	Strongly Disagree	No Opinion
49a. Mission Statement review process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49b. Budget planning process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49c. Facilities planning process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49d. Technology planning process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49e. Enrollment Management process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49f. Educational Master Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49g. Strategic Planning process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49h. Institutional Program Review	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49i. Accreditation Self-study	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**50. The institution organizes its key processes and allocates its resources to effectively support student learning.**

	Strongly Agree	Moderately Agree	Strongly Disagree	No Opinion
50a. Faculty Hiring Prioritization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50b. Budget planning process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50c. Facilities design, use, allocation, and planning processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50d. Technology planning process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

	Strongly Agree	Moderately Agree	Strongly Disagree	No Opinion
50e. Strategic planning process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50f. Mission Statement review process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50g. Accreditation Self-study	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50h. Institutional Program Review	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50i. Enrollment Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

51 - 54. Planning

	Strongly Agree	Moderately Agree	Strongly Disagree	No Opinion
51. SWC is organized and staffed appropriately and proportionately to reflect the institution's purpose, size, and complexity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53. Student learning needs are central to the planning, development and design of new facilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54. The priorities of the College as established in planning documents (e.g., Strategic Plan/Education Master Plan/ Enrollment Management Plan/Technology Plan, etc.) are communicated College-wide.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

55. My needs are being met in each of the following areas:

	Strongly Agree	Moderately Agree	Strongly Disagree	No Opinion
55a. Technology Support Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55b. Student Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55c. Library Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55d. Custodial Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55e. Maintenance Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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**56 - 57. Leadership / Governance**

	Strongly Agree	Moderately Agree	Strongly Disagree	No Opinion
56. Decision-making processes are regularly evaluated and the results are widely communicated and distributed to all members of the college community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57. The Governing Board listens and responds to recommendations from College constituencies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**58 - 66. Workplace Conditions & Resources**

	Strongly Agree	Moderately Agree	Strongly Disagree	No Opinion
58. My work is valued and appreciated in the workplace.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59. Employees are treated fairly and respectfully regardless of disability, gender, race/ethnicity, sexual orientation, political affiliation, or religious affiliation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
60. My workload expectations are reasonable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
61. Work responsibilities are within my job description.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
62. The workload is fairly distributed among the members of my department.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
63. My supervisor is approachable and understanding when I have a question related to my work responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
64. I have been provided with updated training to perform the duties specified in my job description.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
65. I have been provided with the necessary tools and equipment to perform my job successfully.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
66. I have access to sufficient space to perform my job successfully.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**67. Campus Morale**

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

- 67a. Better than it was five years ago
- 67b. Worse than it was five years ago
- 67c. About the same as it was five years ago
- 67d. I wasn't here five years ago

## Tables

**Survey question rankings:  
 Questions with the most change from spring 2012 to spring 2013**

<b>Table II</b>			
<b>Question</b>	<b>Spring 2013</b>	<b>Spring 2012</b>	<b>p-value</b>
67. How would you describe morale at Southwestern College today as compared to five years ago?	1.95	2.63	p<0.001
8f. [Governing Board] Institutional leaders create an environment that promotes trust and respect.	2.16	2.86	p<0.001
4. I feel the environment at SWC fosters institutional excellence.	2.32	2.89	p<0.001
8e. [Superintendent/President] Institutional leaders create an environment that promotes trust and respect.	2.36	3.03	p<0.001
2f. [Governing Board] Institutional leaders create an environment for empowerment, innovation, and institutional excellence.	2.26	2.85	p<0.001
38. The Governing Board and Superintendent/President are aware of and demonstrate support for faculty, classified staff, students, and administration in the shared planning and decision-making.	2.14	2.80	p<0.001
6. I feel an environment of trust and respect exists for all employees at SWC.	1.84	2.39	p<0.001
2e. [Superintendent/President] Institutional leaders create an environment for empowerment, innovation, and institutional excellence.	2.46	3.07	p<0.001
3f. [Governing Board] Institutional leaders create an environment that promotes institutional effectiveness.	2.28	2.84	p<0.001
36. Accurate and complete information about the SWC budget is accessible and/or provided on request in a timely manner.	2.00	2.67	p<0.001

**Survey question rankings:  
 Questions with the least change from spring 2012 to spring 2013**

<b>Table III</b>			
<b>Question</b>	<b>Spring 2013</b>	<b>Spring 2012</b>	<b>p-value</b>
24b. [Staff Development] The following services are provided fairly to all employees.	2.90	2.89	.982
48f. [Facilities Use] The operational processes and departments listed below allow me to perform my job effectively and efficiently.	2.86	2.86	.962
62. The workload is fairly distributed among the members of my department.	2.54	2.53	.951
48b. [Payroll] The operational processes and departments listed below allow me to perform my job effectively and efficiently.	3.32	3.31	.944
49g. [Strategic Planning process] I would like to have input into improving institutional processes.	3.08	3.09	.935
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.	2.42	2.41	.934
49f. [Educational Master Plan] I would like to have input into improving institutional processes.	3.07	3.08	.934
9g. [My Supervisor] I feel intimidated by others at Southwestern College.	1.69	1.68	.926
48m. [Roster and Grade Submission] The operational processes and departments listed below allow me to perform my job effectively and efficiently.	3.20	3.19	.923
63. My supervisor is approachable and understanding when I have a question related to my work responsibilities.	3.22	3.23	.919

## Statistical Methods Overview

### Research Design

#### Analysis Elements

An important component of the Campus Climate survey is the use of the mean and standard deviation. The mean is the average value of the data derived by summing score values and dividing by the number of terms. Within context of the survey, the standard deviation is a measure of the relative dispersion of survey scores. Interpretation of the standard deviation is important for accessing the precision of survey item data. A high value tends to indicate greater variability in the data away from the mean while a smaller may indicate data nearer the mean. Data related to means and standard deviations for this report were derived from IBM's Statistical Package for the Social Sciences (SPSS).

The role of the p-value in the determination of statistical significance is a ubiquitous aspect of statistical research. Statistical significance refers to the likelihood that an observed result or relationship does not occur by chance, but rather through an underlying pattern. In practice, a p-value under five percent is strong evidence, but not proof, that a given result is statistically significant. This five percent level is the most commonly accepted convention of probabilistic analysis, although the more stringent one-percent level ( $p < 0.01$ ) is sometimes used.

From the theoretical perspective, the p-value is evidence that a “null” hypothesis (an established/accepted value) can be rejected in favor of the “alternative” (or, research) hypothesis. For the Campus Climate Spring 2013 survey, the p-value is generated through a statistical procedure utilizing the Analysis of Variance (ANOVA) model and is quite similar in structure to the more common Student's t-test (or simply, t-test) for Two Independent Samples. In fact, the t-test may be viewed as a special case of the ANOVA. It is important to note here that the ANOVA is a test for the determination of differences between means, rather than the difference between variances, as the name implies. The analysis of variance computation within the model is used to generate a test statistic known as the F-ratio.

#### Survey Instrument

This research study utilized an anonymous campus climate survey administered through Southwestern College's Microsoft Outlook personal information manager software system. Respondent anonymity was secured through unique alphanumeric codes generated by the Scantron Class Climate web-based survey program. The use of anonymous workplace surveys inclines employees to participate more honestly and at a greater rate than survey techniques linking respondents to individual submissions. And, for the first time, the spring 2013 survey permitted respondents to self-report on job classification and gender—a feature that was mandatory in previous survey administrations. As in earlier Campus Climate surveys, the use of a five-point Likert rating scale employing Strongly Agree, Moderately Agree, Moderately Disagree, Strongly Disagree, and No Opinion comprised a majority of questionnaire items (the first and last questions were the exceptions). Individual query results were coded numerically using the following template: Strongly Agree = 4, Moderately Agree = 3, Moderately Disagree = 2, and Strongly Disagree = 1.

#### Conceptual Framework

The statistical testing of Likert rating scales often makes use of parametric models, such as the z-test, t-test, and ANOVA. These parametric statistical models are used to make inferences regarding a given probability distribution and its parametric characteristics—that is, the numerical summary of the population under study. Although non-parametric models (for instance, the Chi-square, Mann-Whitney U, and Kruskal-Wallis models) are utilized in lieu of their parametric counterparts in survey studies, the use of parametric statistical modeling is relatively routine, particularly when sufficiently large sample sizes are achieved and the overall survey

distribution is relatively uniform, or “mound-shaped” (not severely skewed). Another motivation for utilizing a parametric rather than a non-parametric model is that the latter entails the use of the median and mode, rather than the means and standard deviation, in its computational and reporting framework. The use of the median and mode as the basis for statistical significance testing and data presentation is likely to be less familiar to readers, thus a framework utilizing the mean and standard deviation is the preferred reporting structure for Campus Climate reporting.

### **Trendline**

The current Class Climate report represents the fourth in a series of survey administrations projected to continue into 2015. As such, a sufficient number of points in time have been accrued to allow for the introduction of a trendline. A trendline is a graphic that connects observed data with a line (purely linear or curvilinear) in order to show a general pattern or direction over time. A trendline is advantageous in this statistical analysis as it provides a visual means for ascertaining what pattern, if any, has occurred across the means of survey queries for the fall 2010, spring 2011, spring 2012, and spring 2013 periods.

In practice, the selection of the appropriate trendline is based on the observable pattern of data points and the numerical value of  $R^2$  (“R-squared”). The latter indicates a line’s “goodness of fit.” When  $R^2$  approaches or equals 1, the data points are in close proximity to the line. Various linear models can be utilized, such as linear, polynomial, exponential, or moving average models. For Campus Climate histogram/bar charts, a curvilinear “cubic” model (a polynomial of degree three) was chosen utilizing Excel’s trendline option. All cubic model trendlines utilized in this report achieved an  $R^2 = 1$ .

## **Likert Scale**

### **Likert Ranking**

The Likert ordinal ranking procedure is a popular format for surveys across a broad spectrum of situations. The procedure allows respondents to rank questions and/or statements in terms of their strength of agreement. The procedure makes use of a high to low (or, greatest to least) scale utilizing a five-, seven- or eleven-point ranking scheme. Likert scales are useful for measuring attitudes and the corresponding degree a respondent agrees with a given question or statement. Unrelated, stand-alone queries utilizing this format are referred to as “Likert-items.” This differs from a “Likert-scale,” which refers to a group, or cluster of questions, measuring the same dimension (single factor), which are then collapsed and summated to generate an average overall score.

### **Instrumentation**

In other words, a Likert scale measures multiple aspects of the same attitude or dimension, while a Likert-item is a discrete measure of attitude or dimension. The two terms are often used interchangeably, but do represent two distinct analytical approaches. Southwestern College’s fall 2010, spring 2011, spring 2012 and spring 2013 Campus Climate surveys are substantially comprised of Likert-item queries (with the exception of the first and last questions). Each of these survey queries can be categorized as either an independent item that measures the same dimension or distinct sub-items measuring an identifiable dimension and linked to specific institutional entities, academic units, programs, and organizational outcomes. The use of the Likert-item within Campus Climate surveys is justified based on two important institutional considerations. First, the survey satisfies educational mandates that require ACCJC-accredited institutions to assess perceptions of the College’s institutional environment based on ACCJC WASC Accreditation Standards. Second, and as importantly, the survey is an internal means for assessing workplace perceptions of campus entities, academic units, and programs that can be used to inform institutional stakeholders about institutional efficacy and efficiency.

### **Ordinal and Interval Level Measurement**

Typically, survey responses are classified by question or category type as part of a data analysis procedure. Survey data is often used to generate measures of central tendency (mean, median, mode), dispersion (range,

standard deviation), and frequency for use in descriptive presentations of data and statistical testing. Likert rating scales represent an ordinal level of measurement. This level of measurement ranks the characteristics of an underlying dimension without providing information about the distance between points. However, Likert scale data is, more often than not, treated at the interval level of measurement that assumes an equivalent distance between points along the same dimension. Although Likert data does represent a true ordinal measure, if survey data does not exhibit severe skew (that is, if the data is reasonably symmetric), it may be treated as an interval level measure.

## Statistical Procedure

### Variable Description

The decision to treat Likert data at the interval level is also motivated by the robustness of various statistical procedures, particularly the single factor Analysis of Variance (ANOVA) model, in post-survey statistical analysis. Although ANOVA is most often used in the assessment of interval and ratio level data (the latter measure is comprised of interval level data with a “true” zero), the model is a reliable methodology when used with ordinal level measures, such as Likert-item or Likert scale data. An important caveat in the treatment of ordinal data as an interval level of measure is that the underlying Likert rankings must be comprised of at least five points. This condition is satisfied as the Campus Climate survey’s utilization of Strongly Agree, Moderately Agree, Moderately Disagree, Strongly Disagree, and No Opinion framework. Moreover, the ANOVA analysis must have an independent (predictor) and dependent (outcome) variable. Within the Campus Climate survey analysis framework, each Likert-item query is treated as an independent variable defined by its discrete (categorical) assignment, with employee satisfaction levels treated as the dependent variable.

### Hypothesis Testing

Although a detailed description of the ANOVA testing procedures is outside the scope this report, a generalized treatment of each is possible. ANOVA models are among the most widely used statistical techniques for comparing differences between group means. There are various versions of ANOVA models and each version is defined by its own set of testing criteria. Yet, the general testing procedure associate with each statistical model attempts to answer a fundamental research question:

*“Do observed variations in group means indicate a true difference, or is this variation attributable to chance?”*

This research question is then broken into two component research hypotheses. The first is the *null hypothesis*, which asserts that there is no true underlying difference between the groups (populations) being compared and that what is being observed can be attributed to chance. The second is the alternate, or *research hypothesis*, a claim that any underlying differences are not the result of chance, but are rather an indication of legitimate differences. The determination of whether a result is statistically significant is synonymous with the decision to either reject, or fail to reject,<sup>4</sup> the null hypothesis.

### P-value

This decision is based on the p-value, a probabilistic value associated with the computed test statistic within the ANOVA model. The rule is straightforward. When a p-value is under five percent ( $p < 0.05$ ), the null hypothesis is rejected in favor of the research hypothesis. Conversely, when a p-value is equal to or above five percent ( $p \geq 0.05$ ) the null hypothesis is not rejected—or, more accurately, we fail to reject the null hypothesis. All relevant p-values utilized in this report were derived SPSS data runs utilizing its “univariate” feature.

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<sup>4</sup> “Acceptance” of a null hypothesis is considered semantically incorrect because it implies something has been proven irrefutably true, which is never the case with statistical data.