City College
2015 Employee Feedback Survey

Fall 2015

Overview & Purpose

- Follow-up Survey to the Spring 2009 and Spring 2012 Accreditation Surveys
  - All three colleges and Continuing Education administered an employee satisfaction survey

- Information from the surveys may be used to:
  - Inform the planning action items in the self-study report
  - Support other planning decisions

- Six Domains of Employee Perception and Opinion
  - Institutional Effectiveness
  - Programs
  - Services
  - Instruction
  - Facilities
  - Overall Satisfaction

Instrumentation

- The survey contained:
    - 90 items including six profile questions
    - Two open-ended items
    - Some items from 2012 survey were omitted, all others were the same, except for a few additions

- Face and Content Validity Criteria:
    - Accreditation standards
    - Employee perceptions and opinions
    - Perceptually-based
    - Complex processes or systems
    - District Accreditation Coordinating Committee

Methodology & Implementation

- The Employee Satisfaction Survey used a census sample design (all employees at all sites were invited to participate). The expected response rate at each site was 20%-35%.

- The survey was made available both online and in a paper and pencil format and took approximately 30 minutes to complete.

- The survey administration window was approximately three weeks.

- Pre-notification emails, invitations to survey and reminder notices were sent via e-mail to all employees.

Respondent Profile

Response Rate

- 906 employees received survey, 311 completed the survey (34% response rate).

Employment Type

- Adjunct faculty (40%)
- Classified (22%)
- Contract Faculty (27%)
- Manager (5%)
- Non-academic Hourly (1%)
- Supervisor (6%)

Faculty Assignment

- Classroom (68%)
- Non-classroom (15%)
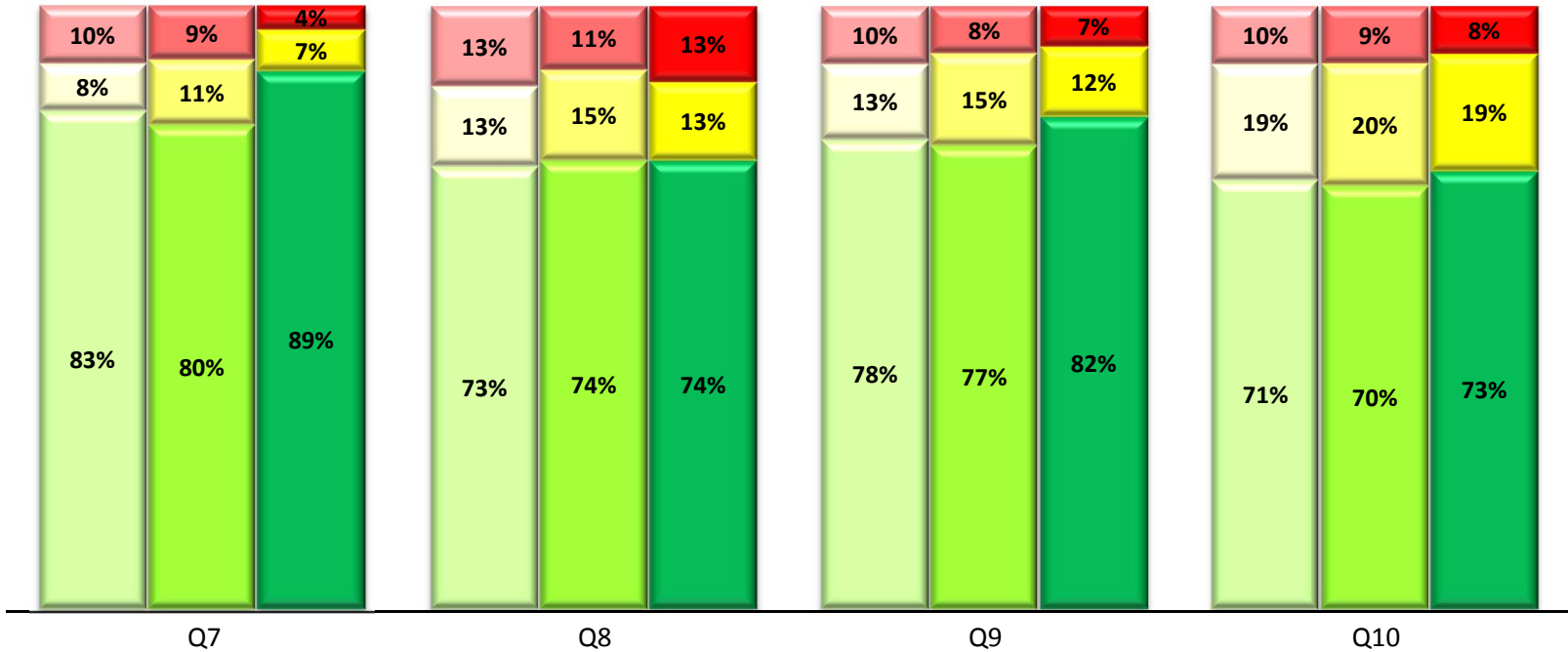- Both (17%)

Area of Responsibility

- Administrative Services (17%)
- Information Technology (2%)
- Instruction/Instructional Support Services (29%)
- Student Support Services (40%)
- Other (12%)

Length of Employment

- 1 year or less (15%)
- 2-6 years (17%)
- 7-10 years (21%)
- 11 or more years (48%)

The Findings

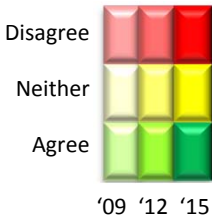# Improving Institutional Effectiveness

Q7. I am familiar with the mission statement of the college.

Q8. Improving institutional effectiveness is valued throughout the college.

Q9. The college facilitates an ongoing dialogue about improving student learning and institutional processes.

Q10. Program Review is integrated into the college planning process.

Disagree

Neither

Agree

'09 '12 '15

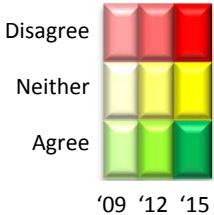# Improving Institutional Effectiveness
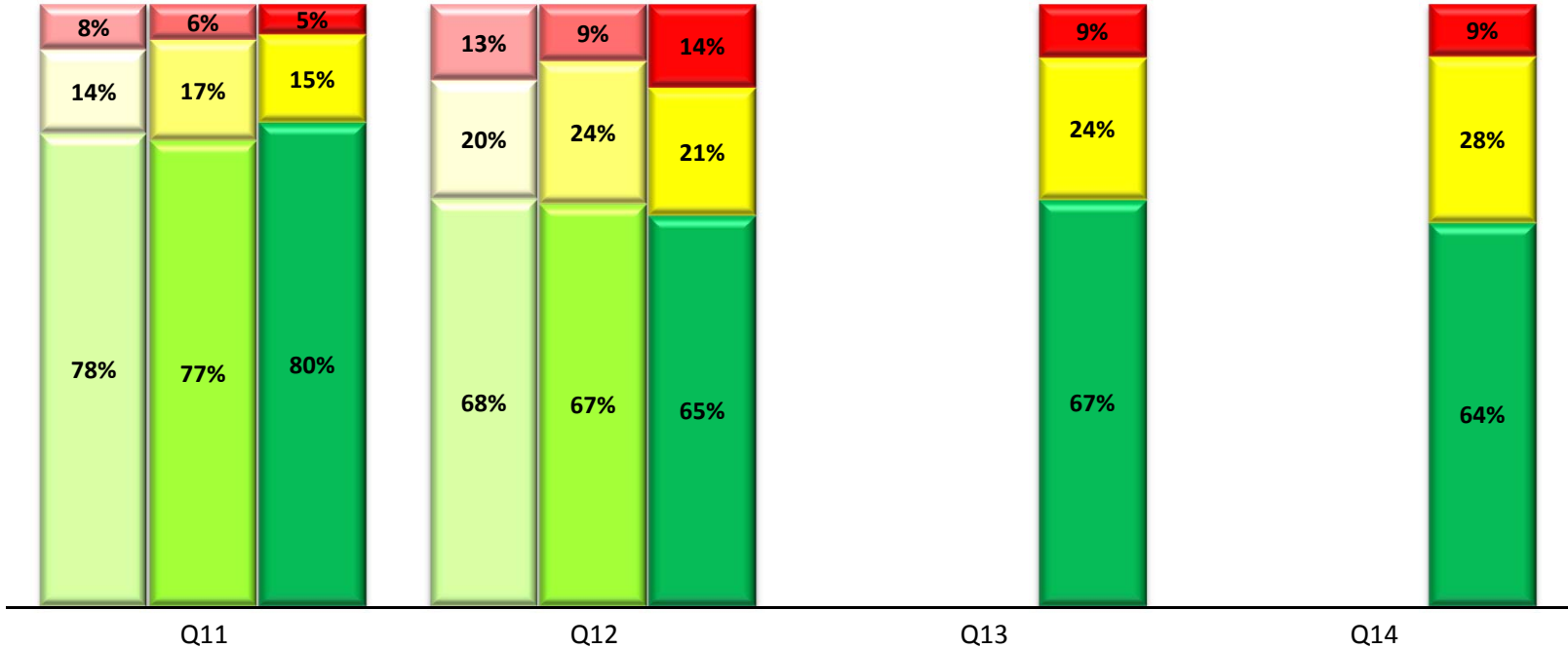
Q11. Student learning is considered in institutional planning.

Q12. The college's planning process offers opportunities for input by appropriate constituencies.

Q13. The college has a culture of using data to determine how effectively it is accomplishing its mission.

Q14. The college routinely identifies performance gaps for subpopulations of students (e.g., ethnicity and age).

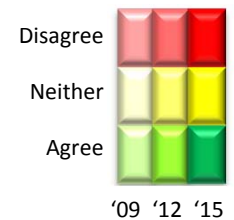Disagree
Neither
Agree

'09 '12 '15

Improving Institutional Effectiveness
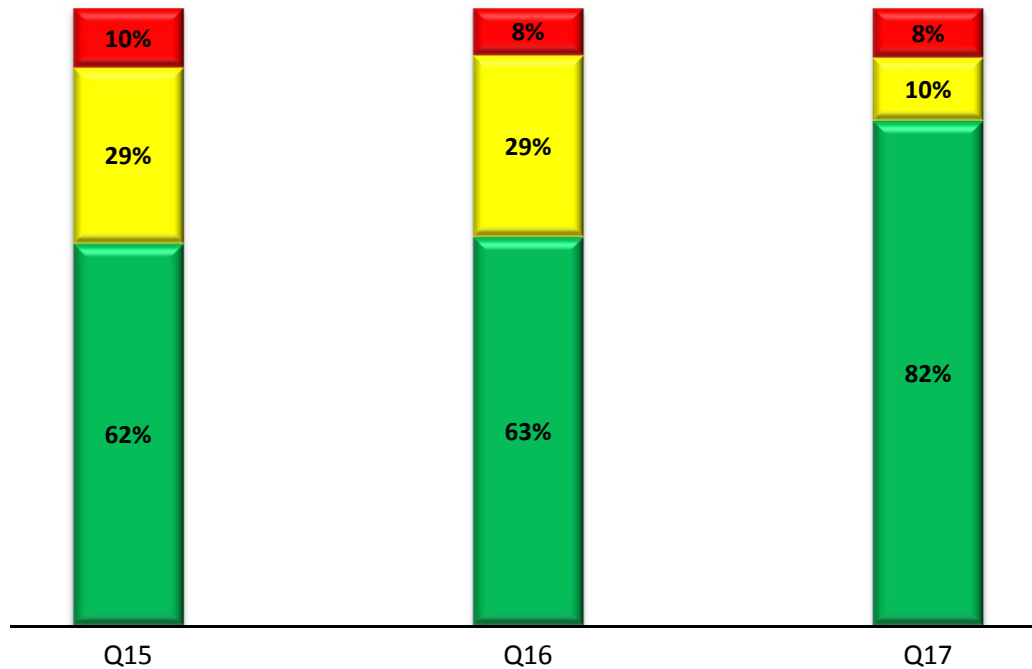
Q15. The college implements strategies to mitigate performance gaps for subpopulations of students (e.g., ethnicity and age).

Q16. The college routinely evaluates strategies for efficacy of closing student performance gaps.

Q17. The college is, above all, committed to high quality education, student learning, and achievement.

Improving Institutional Effectiveness Mean Responses

Question #	Question Label	2009	2012	2015	Average
Q7	I am familiar with the mission statement of the college.	4.09	4.13	4.29	**4.16**
Q8	Improving institutional effectiveness is valued throughout the college.	3.96	3.99	3.91	**3.96**
Q9	The college facilitates an ongoing dialogue about improving student learning and institutional processes.	4.04	4.06	4.10	**4.06**
Q10	Program Review is integrated into the college planning process.	3.86	3.90	3.92	**3.89**
Q11	Student learning is considered in institutional planning.	4.06	4.09	4.15	**4.10**
Q12	The college's planning process offers opportunities for input by appropriate constituencies.	3.79	3.85	3.71	**3.79**
Q13	The college has a culture of using data to determine how effectively it is accomplishing its mission.	---	---	3.82	**3.82**
Q14	The college routinely identifies performance gaps for subpopulations of students (e.g., ethnicity and age).	---	---	3.76	**3.76**
Q15	The college implements strategies to mitigate performance gaps for subpopulations of students (e.g., ethnicity and age).	---	---	3.74	**3.74**
Q16	The college routinely evaluates strategies for efficacy of closing student performance gaps.	---	---	3.73	**3.73**
Q17	The college is, above all, committed to high quality education, student learning, and achievement.	---	---	4.18	**4.18**

Student Learning, Programs, & Services
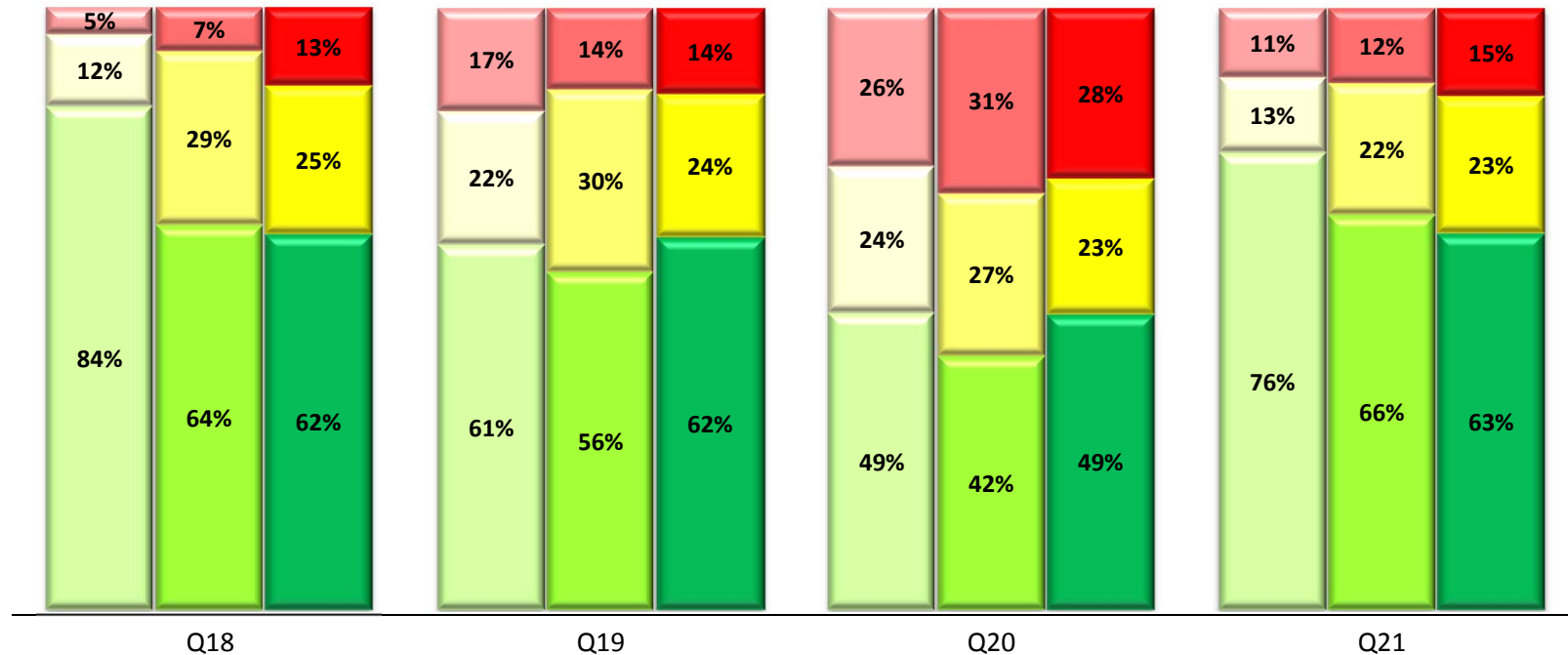
Rate your level of satisfaction with the overall quality of the areas listed below:
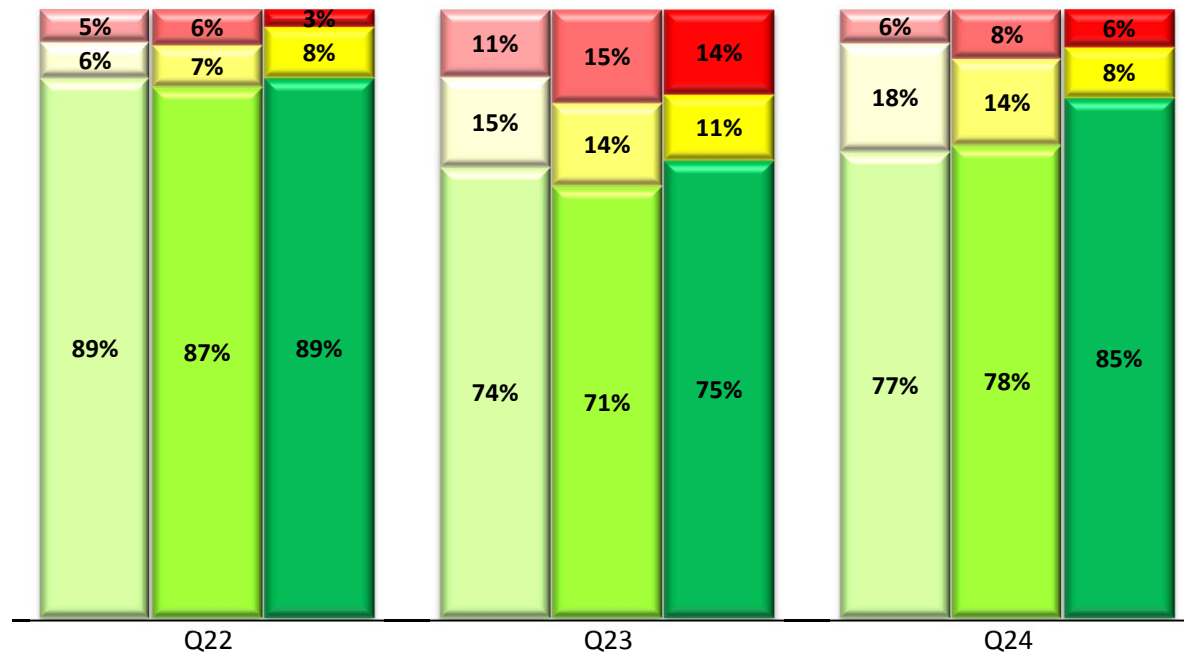
Q18. Office of Instruction

Q19. Departmental Teaching Resources

Q20. Staffing Resources

Q21. Library Resources

Dissatisfied

Neither

Satisfied

'09 '12 '15

Student Learning, Programs, & Services

Rate your level of satisfaction with the overall quality of the areas listed below:

Q22. Duplicating/Reprographics

Q23. Technical Support

Q24. Audio-Visual Support

Dissatisfied

Neither

Satisfied

'09 '12 '15

Student Learning, Programs, & Services Mean Responses

Question #	Question Label	2009	2012	2015	Average
Q18	Office of Instruction	4.23	3.80	3.67	**3.94**
Q19	Departmental Teaching Resources	3.62	3.62	3.70	**3.65**
Q20	Staffing Resources	3.33	3.17	3.28	**3.27**
Q21	Library Resources	3.98	3.79	3.70	**3.84**
Q22	Duplicating/Reprographics	4.44	4.38	4.44	**4.42**
Q23	Technical Support	4.00	3.88	3.87	**3.92**
Q24	Audio-Visual Support	4.16	4.15	4.24	**4.18**

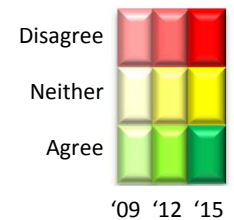# Instructional Programs & SLOs/Administrative Unit Outcomes
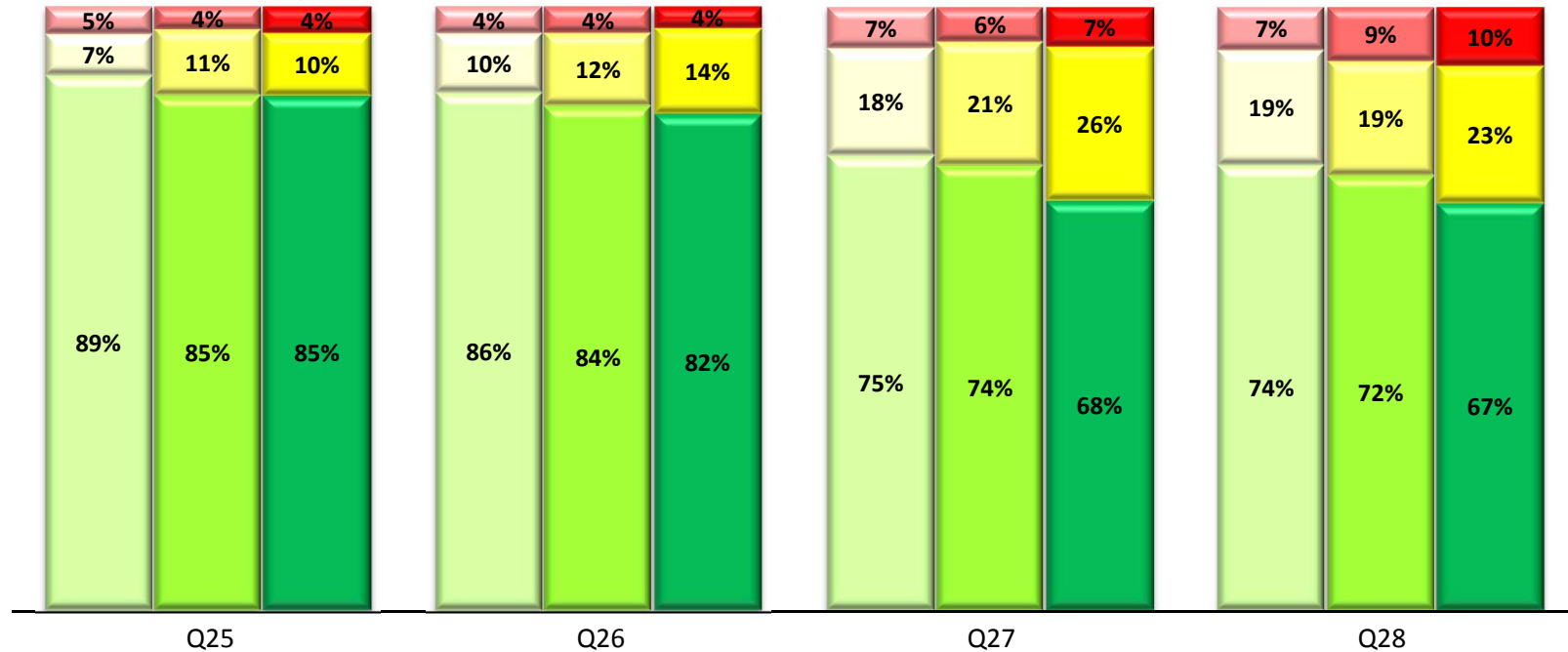
Q25. The faculty has a central role in assuring quality of instruction.

Q26. The college identifies and seeks to meet the varied educational needs of its students through diverse programs and services.

Q27. Instructors use teaching methodologies that reflect the diverse needs of the students.

Q28. The college has implemented effective plans and strategies for identifying student learning outcomes/administrative unit outcomes.

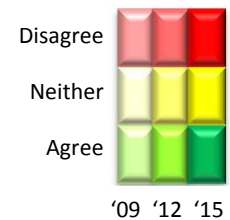# Instructional Programs & SLOs/Administrative Unit Outcomes
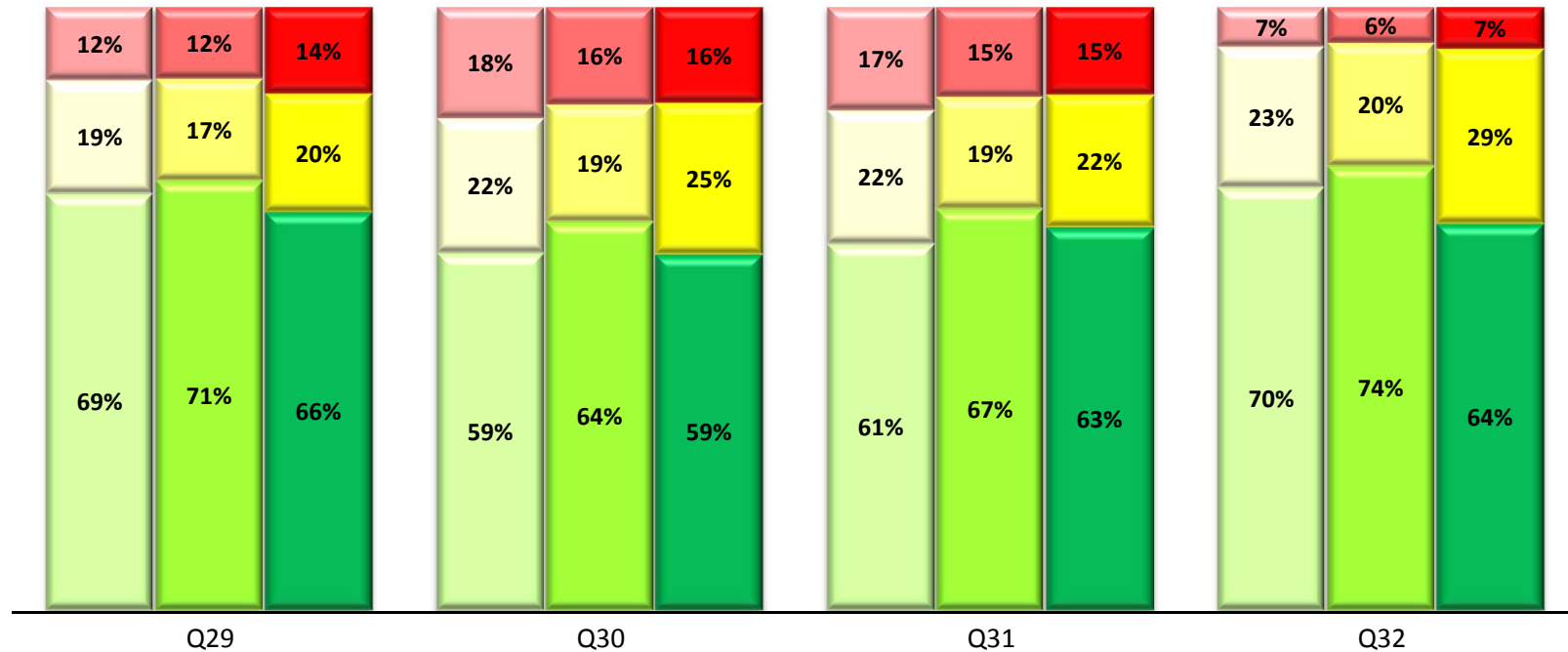
Q29. My department/program/service area has an effective practitioner-driven process for assessing student learning outcomes/administrative unit outcomes.

Q30. My department/program/service area has sufficient research data to assess progress toward achieving stated student learning outcomes/administrative unit outcomes.

Q31. My department/program/service area has used the results of student learning outcomes/administrative unit outcomes assessment to make improvements in instruction, student services, or administrative services.

Q32. Student learning outcomes and administrative unit outcomes are considered in Program Review.
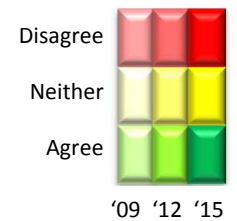
Instructional Programs & SLOs/Administrative Unit Outcomes
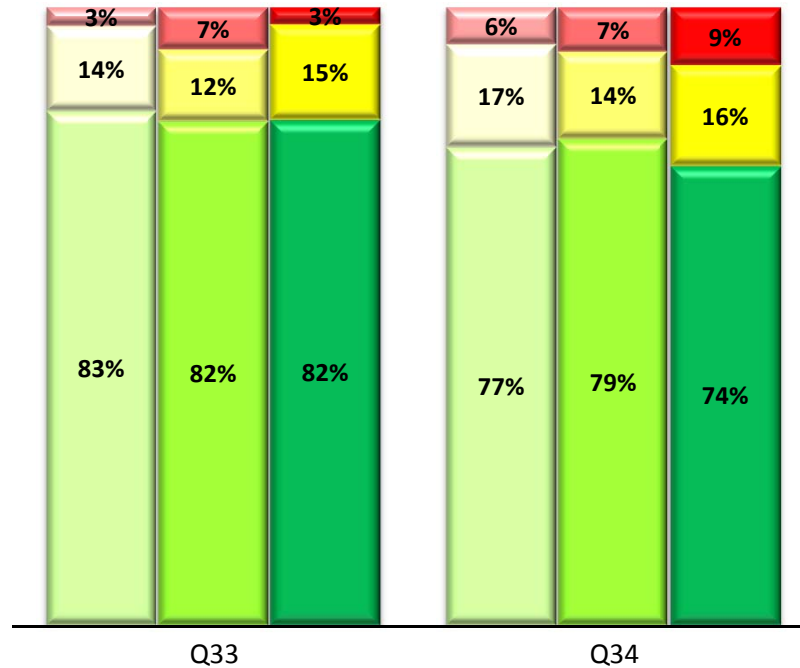

Q33. The college supports academic freedom

Q34. I am satisfied with the overall quality of instruction in my program.

Instructional Programs &
SLOs/Administrative Unit Outcomes Mean Responses

| Question #	Question Label	2009	2012	2015	Average
Q25	The faculty has a central role in assuring quality of instruction.	4.42	4.37	4.23	**4.35**
Q26	The college identifies and seeks to meet the varied educational needs of its students through diverse programs and services.	4.32	4.24	4.11	**4.23**
Q27	Instructors use teaching methodologies that reflect the diverse needs of the students.	4.01	4.03	3.86	**3.97**
Q28	The college has implemented effective plans and strategies for identifying student learning outcomes/administrative unit outcomes.	3.96	3.93	3.81	**3.91**
Q29	My department/program/service area has an effective practitioner-driven process for assessing student learning outcomes/administrative unit outcomes.	3.87	3.92	3.75	**3.85**
Q30	My department/program/service area has sufficient research data to assess progress toward achieving stated student learning outcomes/administrative unit outcomes.	3.64	3.73	3.67	**3.68**
Q31	My department/program/service area has used the results of student learning outcomes/administrative unit outcomes assessment to make improvements in instruction, student services, or administrative services.	3.66	3.75	3.73	**3.71**
Q32	Student learning outcomes and administrative unit outcomes are considered in Program Review.	3.97	4.02	3.81	**3.94**
Q33	The college supports academic freedom.	4.23	4.22	4.20	**4.22**
Q34	I am satisfied with the overall quality of instruction in my program.	4.13	4.12	3.99	**4.09**

Student Support Services
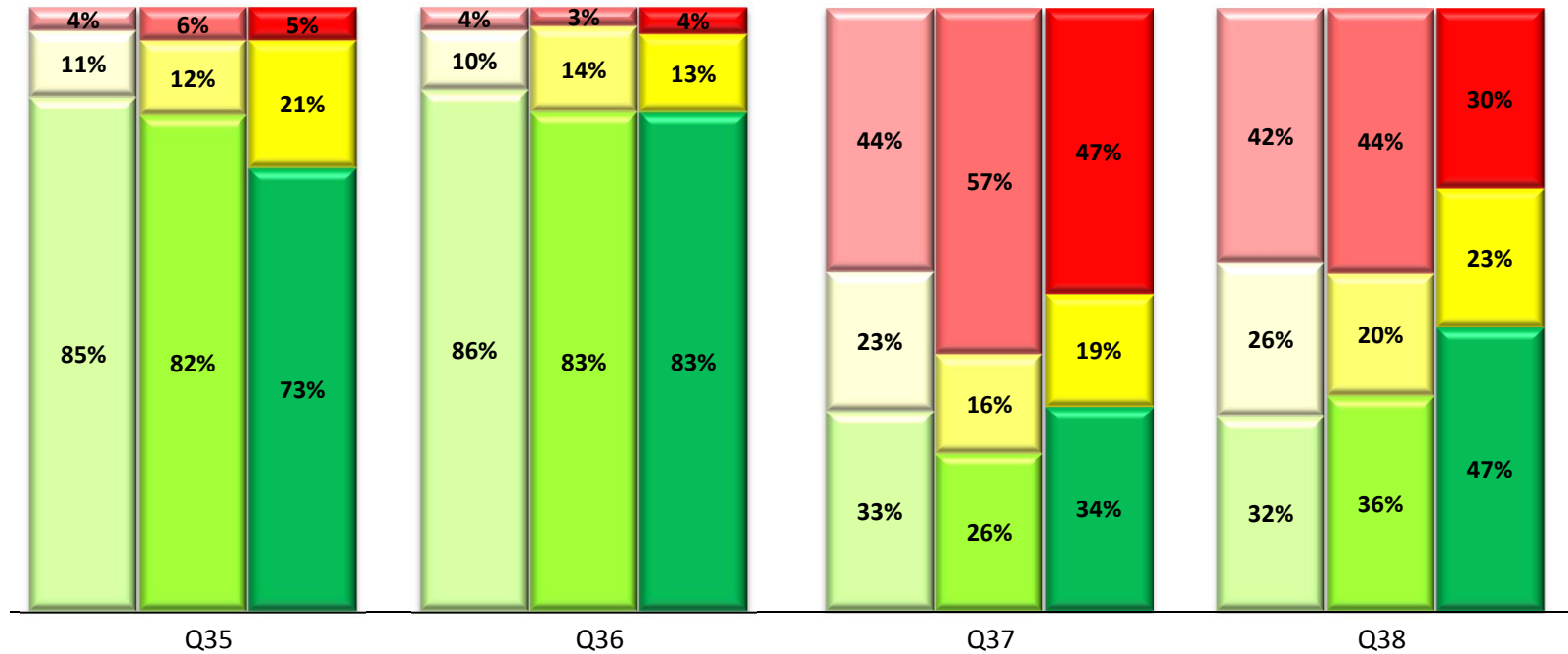
Q35. The college encourages holistic development (e.g., personal, aesthetic, and intellectual) in students.

Q36. The college implements programs, practices, and services that enhance student appreciation of diversity.

Q37. Student Services at this college have sufficient staff/resources to meet student needs.

Q38. Student Services at this college have sufficient facilities to meet student needs.

Disagree

Neither

Agree

'09 '12 '15
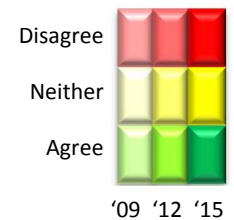
Student Support Services
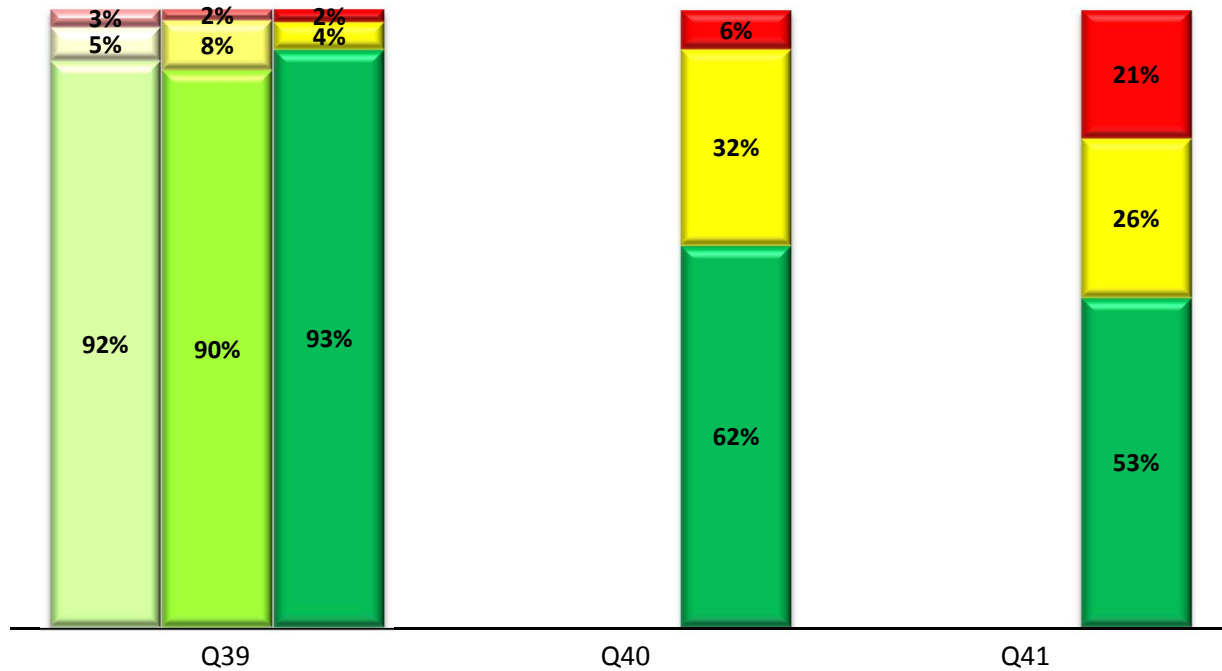
Q39. I refer students to the various services available on campus (e.g., DSPS, Tutoring, Health Services, Financial Aid, and EOPS).

Q40. Co-curricular and athletic programs (e.g., student clubs) are aligned with the college's mission to enhance the student's educational experience.

Q41. Students are accurately advised on clear pathways for completing degrees, certificates, and transfer.

Disagree

Neither

Agree

'09 '12 '15
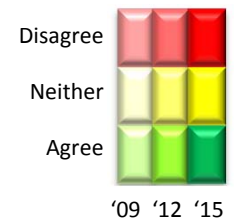
Student Support Services Mean Responses

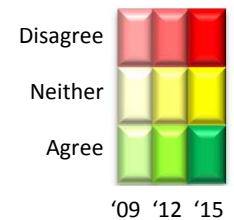| Question #	Question Label	2009	2012	2015	Average
Q35	The college encourages holistic development (e.g., personal, aesthetic, and intellectual) in students.	4.23	4.17	3.92	**4.12**
Q36	The college implements programs, practices, and services that enhance student appreciation of diversity.	4.29	4.19	4.09	**4.20**
Q37	Student Services at this college have sufficient staff/resources to meet student needs.	2.90	2.53	2.81	**2.74**
Q38	Student Services at this college have sufficient facilities to meet student needs.	2.88	2.84	3.21	**2.96**
Q39	I refer students to the various services available on campus (e.g., DSPS, Tutoring, Health Services, Financial Aid, and EOPS).	4.46	4.43	4.40	**4.43**
Q40	Co-curricular and athletic programs (e.g., student clubs) are aligned with the college's mission to enhance the student's educational experience.	---	---	3.76	**3.76**
Q41	Students are accurately advised on clear pathways for completing degrees, certificates, and transfer.	---	---	3.49	**3.49**

Library & Learning Support Services
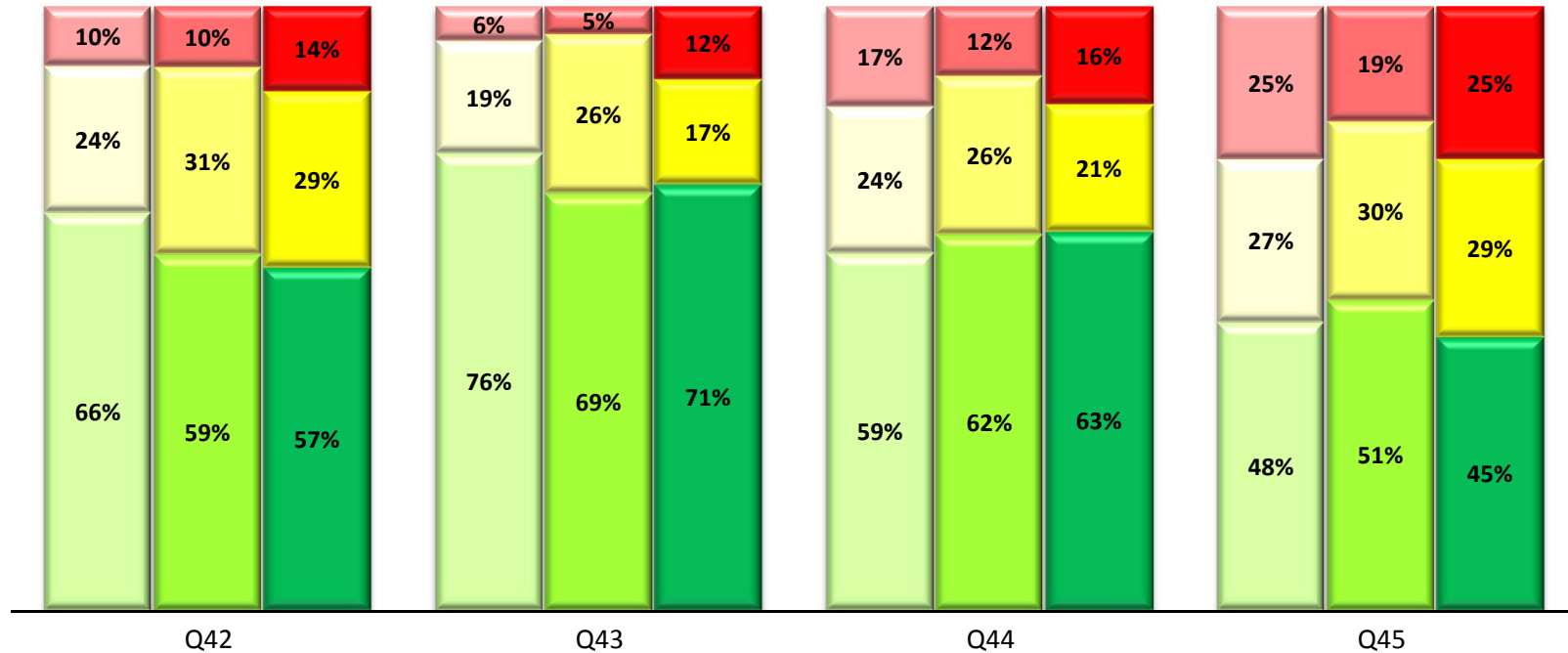
Q42. Librarians consult with campus faculty and other campus stakeholders to select and maintain books, periodicals, audio-visual materials, and other learning resources.

Q43. The college provides ongoing training for users of learning support services (e.g., library and tutoring centers).

Q44. I use library and related support services in my teaching or work function.

Q45. The library's collection of books, periodicals, media, electronic databases, and other resources is adequate to meet the needs of my program or work function.

Disagree
Neither
Agree

'09 '12 '15

Library & Learning Support Services
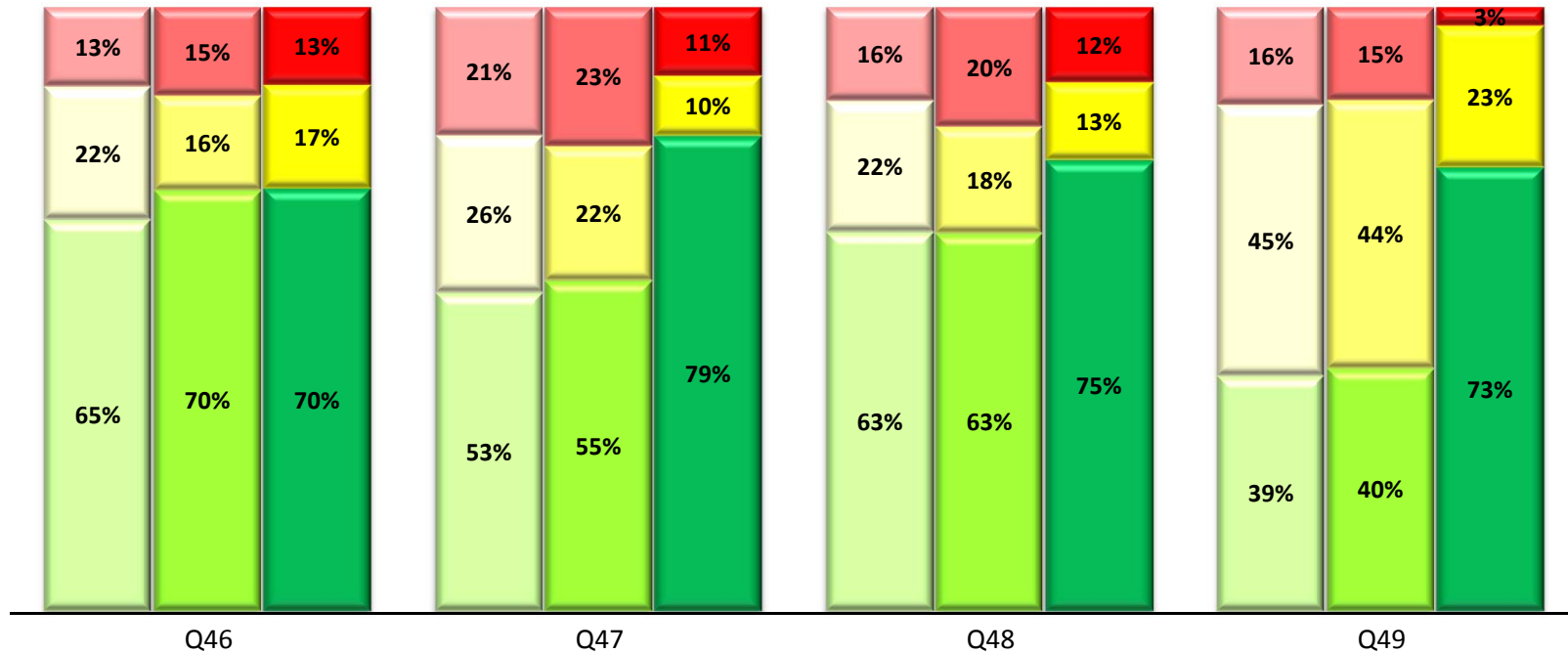
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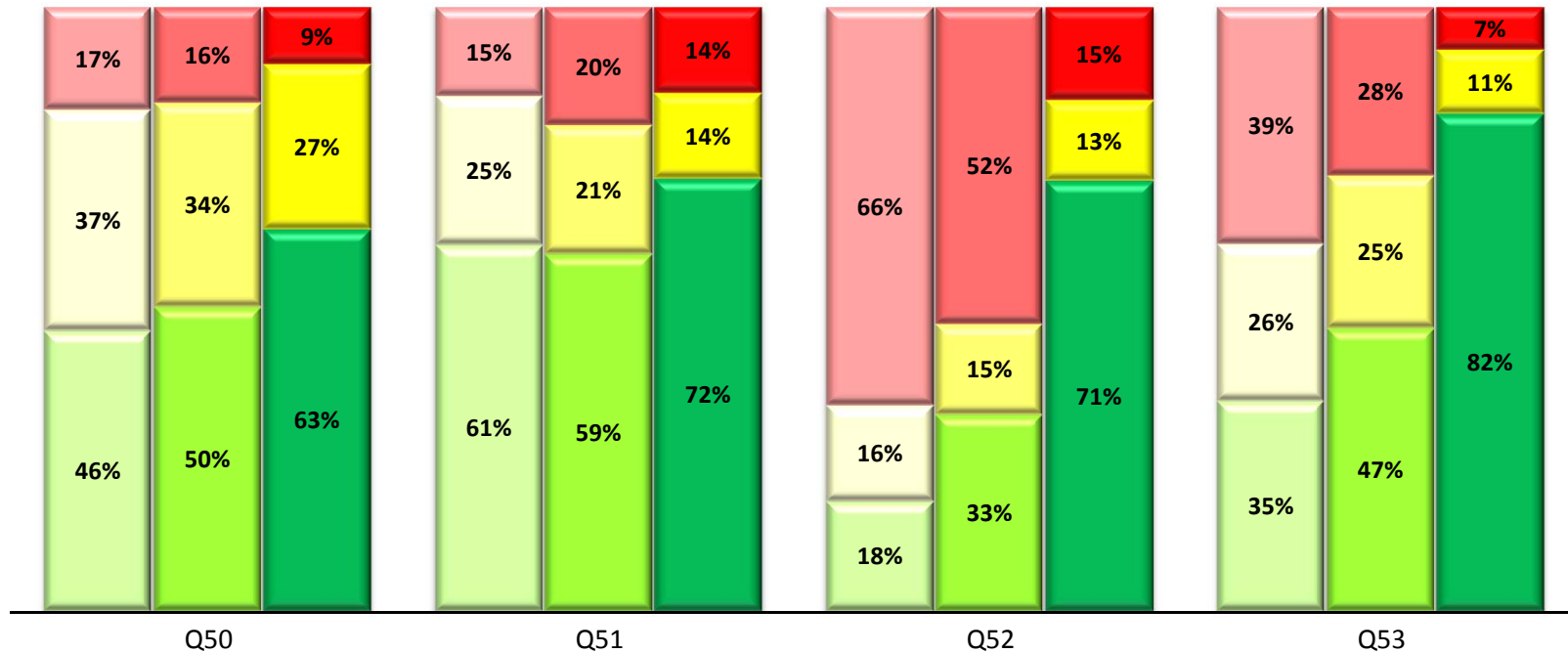
Q46. Bookstore

Q47. Physical Facilities

Q48. Technology Resources

Q49. Science Labs

Library & Learning Support Services

Rate your level of satisfaction with the overall quality of the areas listed below:
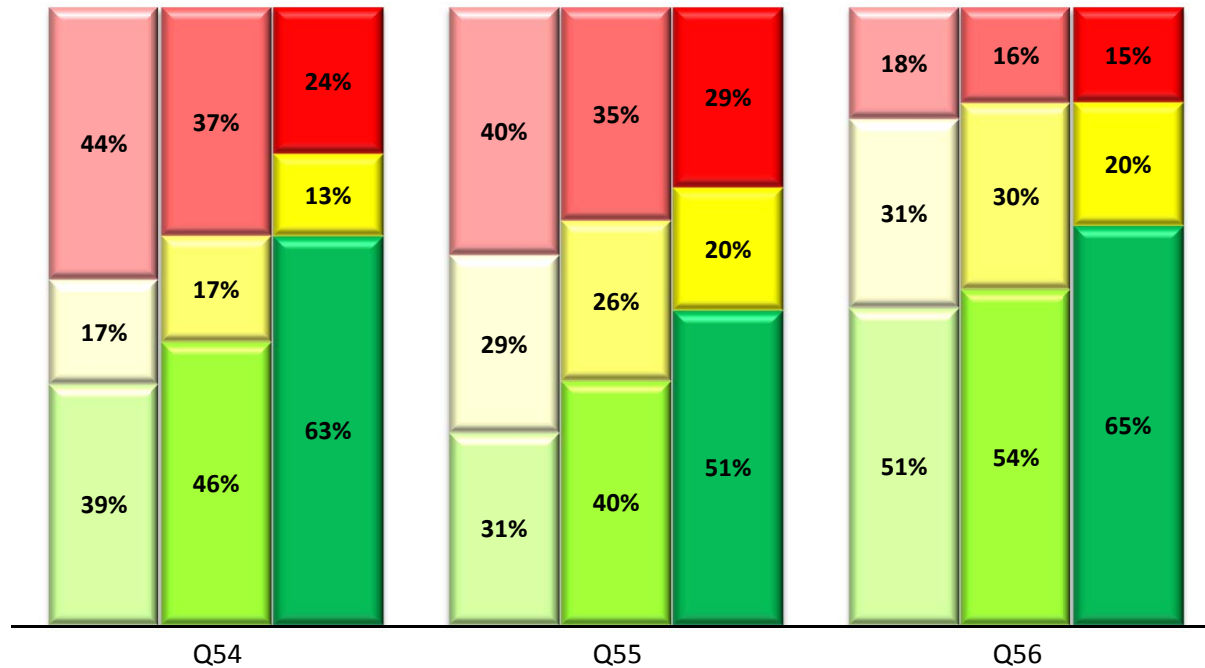
Q50. Career Technical Labs

Q51. Computer Labs

Q52. Parking

Q53. Classrooms

Dissatisfied

Neither

Satisfied

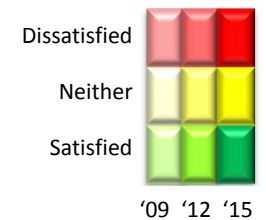'09 '12 '15

Library & Learning Support Services

Rate your level of satisfaction with the overall quality of the areas listed below:

Q54. Assigned Working Space/Office Space

Q55. Cafeteria

Q56. Business Services/Fiscal Resources

Dissatisfied

Neither

Satisfied

'09 '12 '15

Library & Learning Support Services Mean Responses

Question #	Question Label	2009	2012	2015	Average
Q42	Librarians consult with campus faculty and other campus stakeholders to select and maintain books, periodicals, audio-visual materials, and other learning resources.	3.86	3.74	3.61	**3.75**
Q43	The college provides ongoing training for users of learning support services (e.g., library and tutoring centers).	4.08	4.00	3.81	**3.97**
Q44	I use library and related support services in my teaching or work function.	3.73	3.76	3.66	**3.72**
Q45	The library's collection of books, periodicals, media, electronic databases, and other resources is adequate to meet the needs of my program or work function.	3.34	3.48	3.26	**3.36**

Library & Learning Support Services Mean Responses

| Question #	Question Label	2009	2012	2015	Average
Q46	Bookstore	3.70	3.75	3.79	**3.75**
Q47	Physical Facilities	3.46	3.42	3.92	**3.58**
Q48	Technology Resources	3.65	3.61	3.84	**3.69**
Q49	Science Labs	3.37	3.34	4.05	**3.55**
Q50	Career Technical Labs	3.45	3.55	3.73	**3.56**
Q51	Computer Labs	3.69	3.60	3.78	**3.68**
Q52	Parking	2.21	2.62	3.81	**2.82**
Q53	Classrooms	2.97	3.23	4.13	**3.39**
Q54	Assigned Working Space/Office Space	2.89	3.08	3.61	**3.17**
Q55	Cafeteria	2.79	2.99	3.26	**2.99**
Q56	Business Services/Fiscal Resources	3.46	3.56	3.67	**3.55**

Human Resources
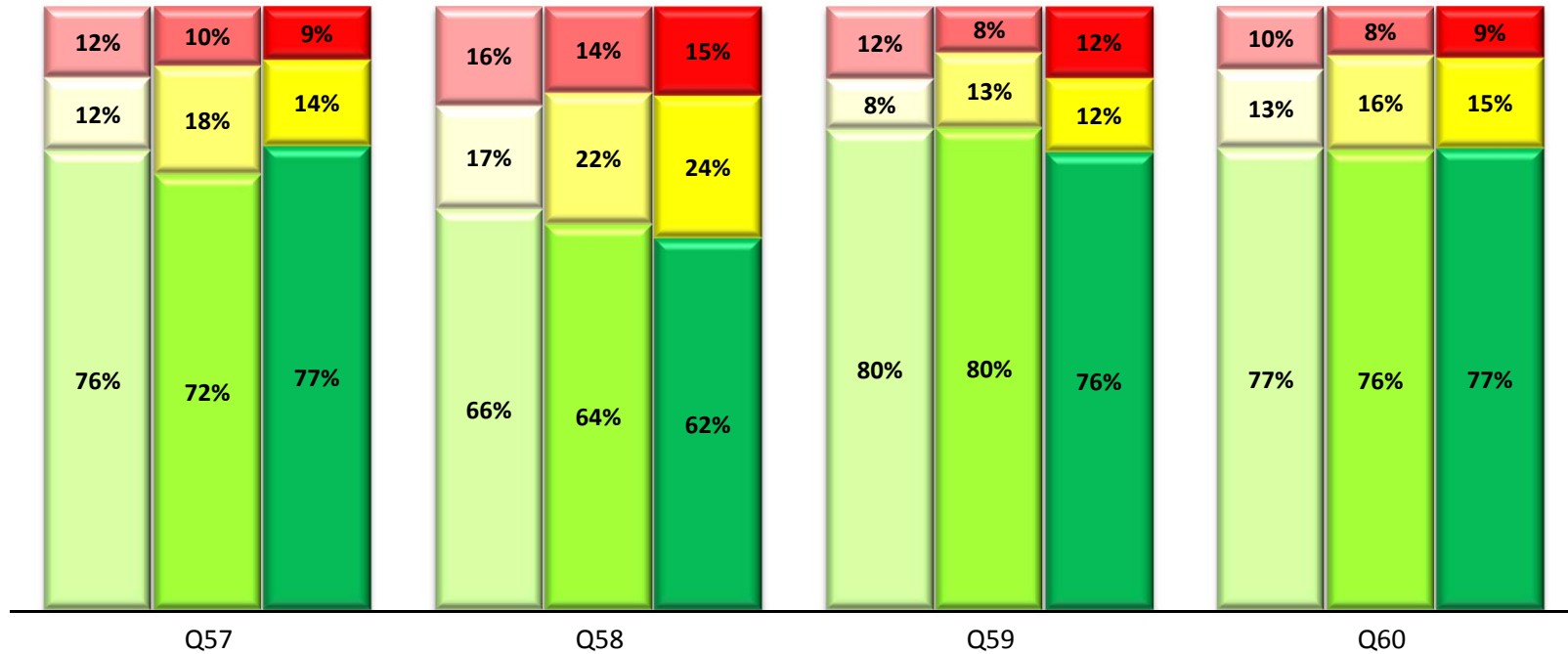
Q57. The criteria for hiring employees are clearly stated.
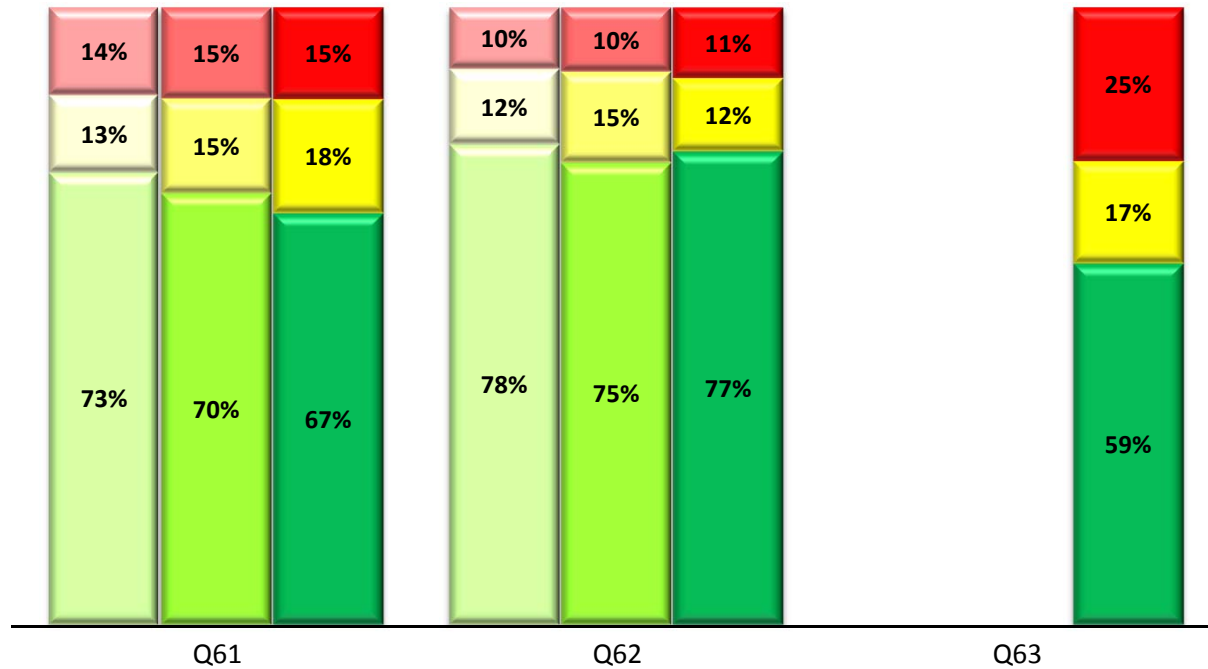
Q58. The procedures for hiring employees are strictly followed.

Q59. My performance evaluations have been conducted according to my contract guidelines.

Q60. Policies and practices of the college clearly demonstrate commitment to equity and diversity.

Disagree

Neither

Agree

'09 '12 '15
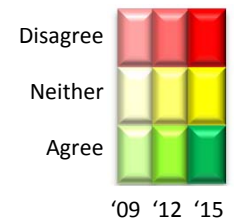
Human Resources

Q61. The college provides me adequate opportunities for continued professional development.

Q62. As a group, the members of my department or program stay current in their fields of expertise.

Q63. The college fully integrates adjunct faculty by providing them orientation, oversight, evaluation, and professional development.
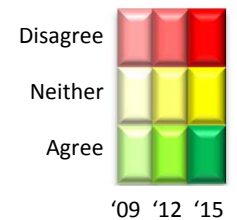
Human Resources Mean Responses

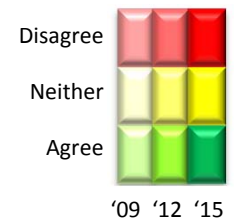| Question #	Question Label	2009	2012	2015	Average
Q57	The criteria for hiring employees are clearly stated.	3.97	3.94	3.95	**3.95**
Q58	The procedures for hiring employees are strictly followed.	3.73	3.75	3.68	**3.72**
Q59	My performance evaluations have been conducted according to my contract guidelines.	4.05	4.11	3.93	**4.04**
Q60	Policies and practices of the college clearly demonstrate commitment to equity and diversity.	4.07	4.04	3.98	**4.03**
Q61	The college provides me adequate opportunities for continued professional development.	3.97	3.83	3.78	**3.87**
Q62	As a group, the members of my department or program stay current in their fields of expertise.	4.09	4.04	4.01	**4.05**
Q63	The college fully integrates adjunct faculty by providing them orientation, oversight, evaluation, and professional development.	---	---	3.51	**3.51**

Technological Resources
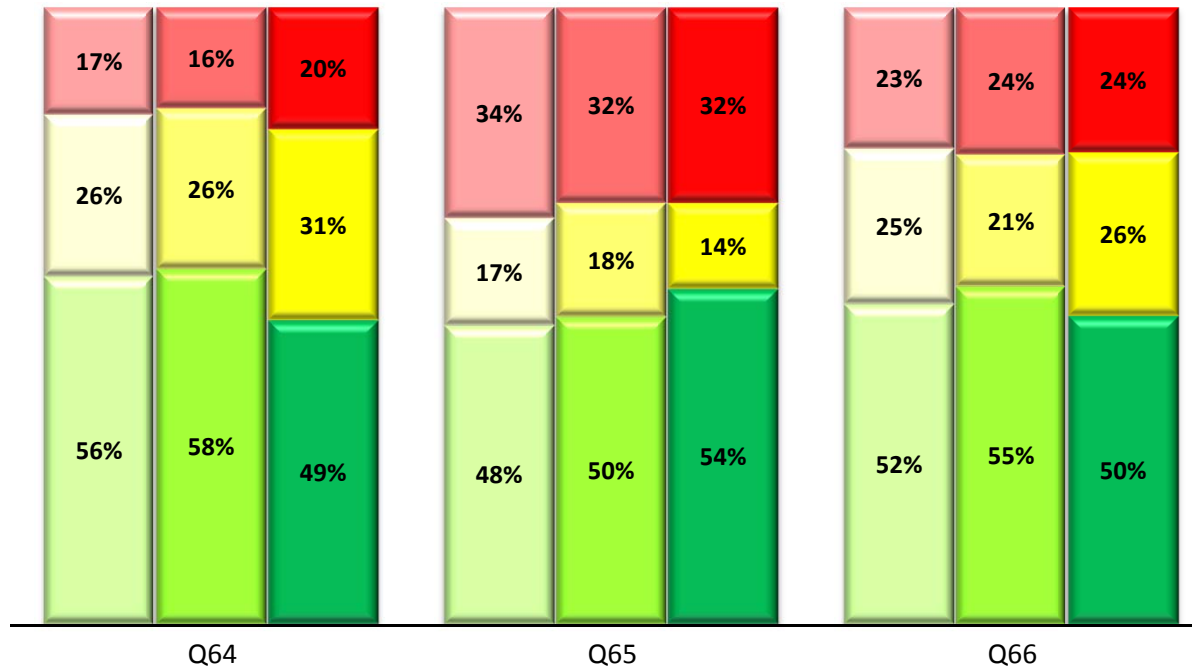
Q64. Technology planning is effectively integrated with institutional planning.

Q65. The available computers, software, multimedia, and other technologies are sufficient to support teaching and learning.

Q66. The college provides adequate training to faculty and staff in the application of information technology.

Technological Resources Mean Responses

| Question #	Question Label	2009	2012	2015	Average
Q64	Technology planning is effectively integrated with institutional planning.	3.56	3.62	3.35	**3.52**
Q65	The available computers, software, multimedia, and other technologies are sufficient to support teaching and learning.	3.22	3.25	3.30	**3.25**
Q66	The college provides adequate training to faculty and staff in the application of information technology.	3.42	3.45	3.32	**3.40**

Physical Resources
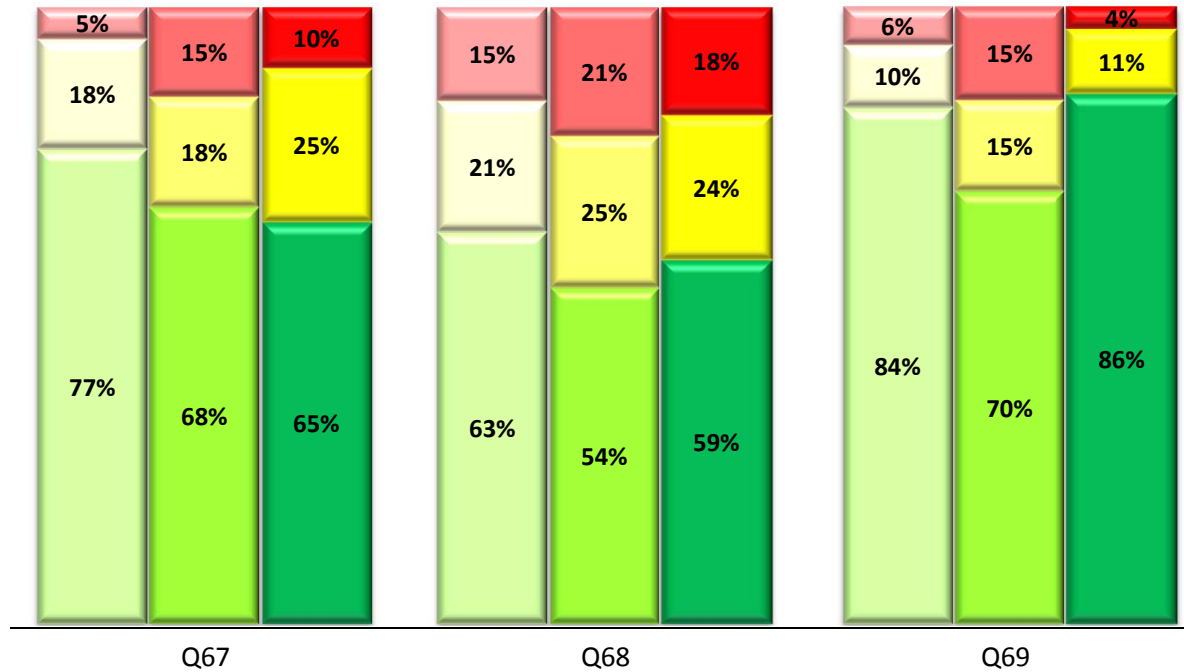
Q67. Student learning and support needs are central to the planning, development, and design of new facilities.

Q68. Safety hazards are addressed promptly.

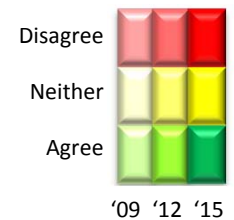Q69. The grounds are pleasing and adequately maintained.
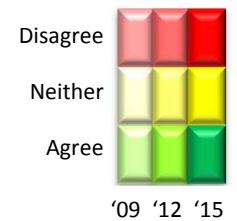
Physical Resources
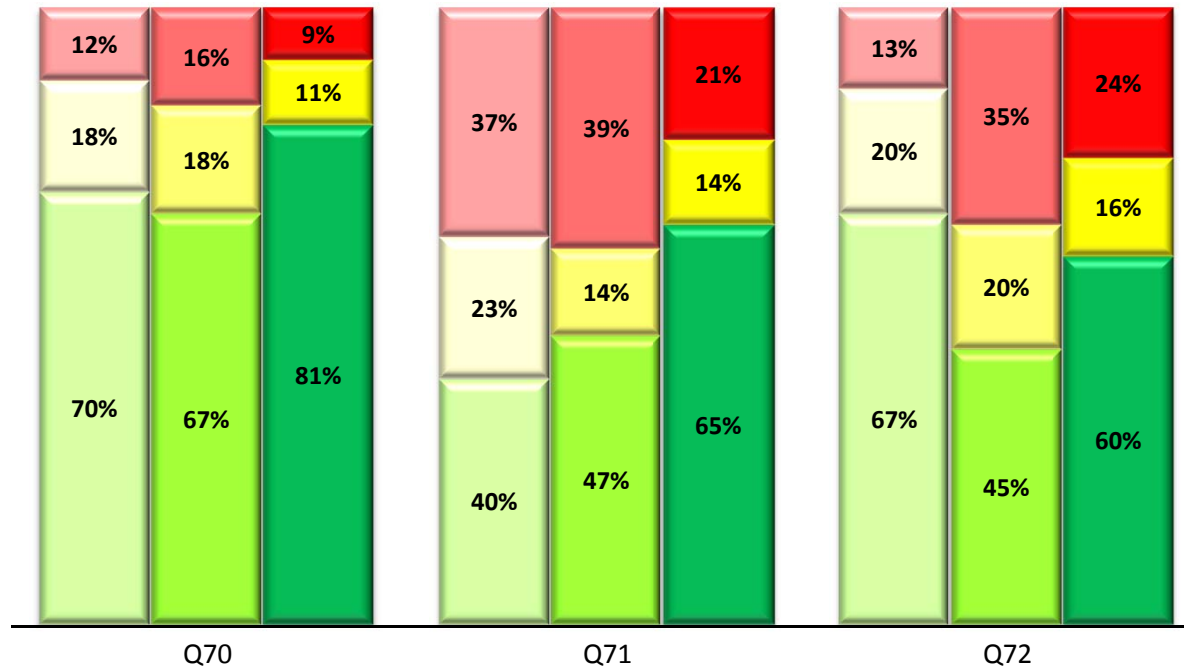
Q70. The exterior of the campus buildings are adequately maintained.

Q71. The interior of the classrooms, offices, and restrooms are adequately maintained.

Q72. The exterior lighting of the college is adequate.

Disagree
Neither
Agree

'09 '12 '15

Physical Resources Mean Responses

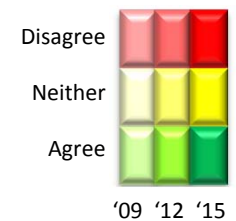| Question #	Question Label	2009	2012	2015	Average
Q67	Student learning and support needs are central to the planning, development, and design of new facilities.	4.04	3.78	3.75	**3.86**
Q68	Safety hazards are addressed promptly.	3.66	3.47	3.58	**3.57**
Q69	The grounds are pleasing and adequately maintained.	4.15	3.82	4.18	**4.04**
Q70	The exterior of the campus buildings are adequately maintained.	3.78	3.71	3.97	**3.81**
Q71	The interior of the classrooms, offices, and restrooms are adequately maintained.	3.02	3.07	3.58	**3.20**
Q72	The exterior lighting of the college is adequate.	3.67	3.12	3.46	**3.41**

Financial Resources
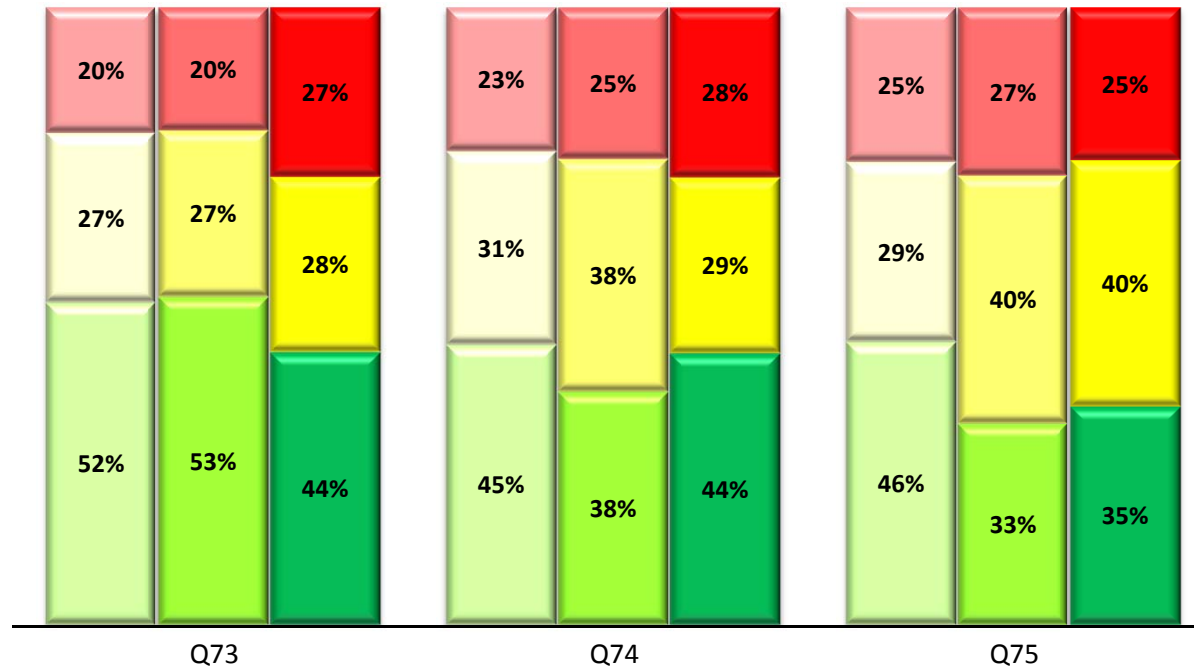
Q73. College processes for budget development are clearly communicated.

Q74. I have appropriate opportunities to participate in budget development for the college through its participatory governance processes.

Q75. The college resource allocation model equitably supports college programs and services.

Disagree
Neither
Agree

'09 '12 '15

Financial Resources Mean Responses

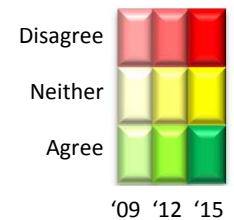| Question #	Question Label	2009	2012	2015	Average
Q73	College processes for budget development are clearly communicated.	3.47	3.45	3.22	**3.39**
Q74	I have appropriate opportunities to participate in budget development for the college through its participatory governance processes.	3.32	3.16	3.23	**3.24**
Q75	The college resource allocation model equitably supports college programs and services.	3.34	3.08	3.13	**3.18**

Decision-Making Roles and Processes
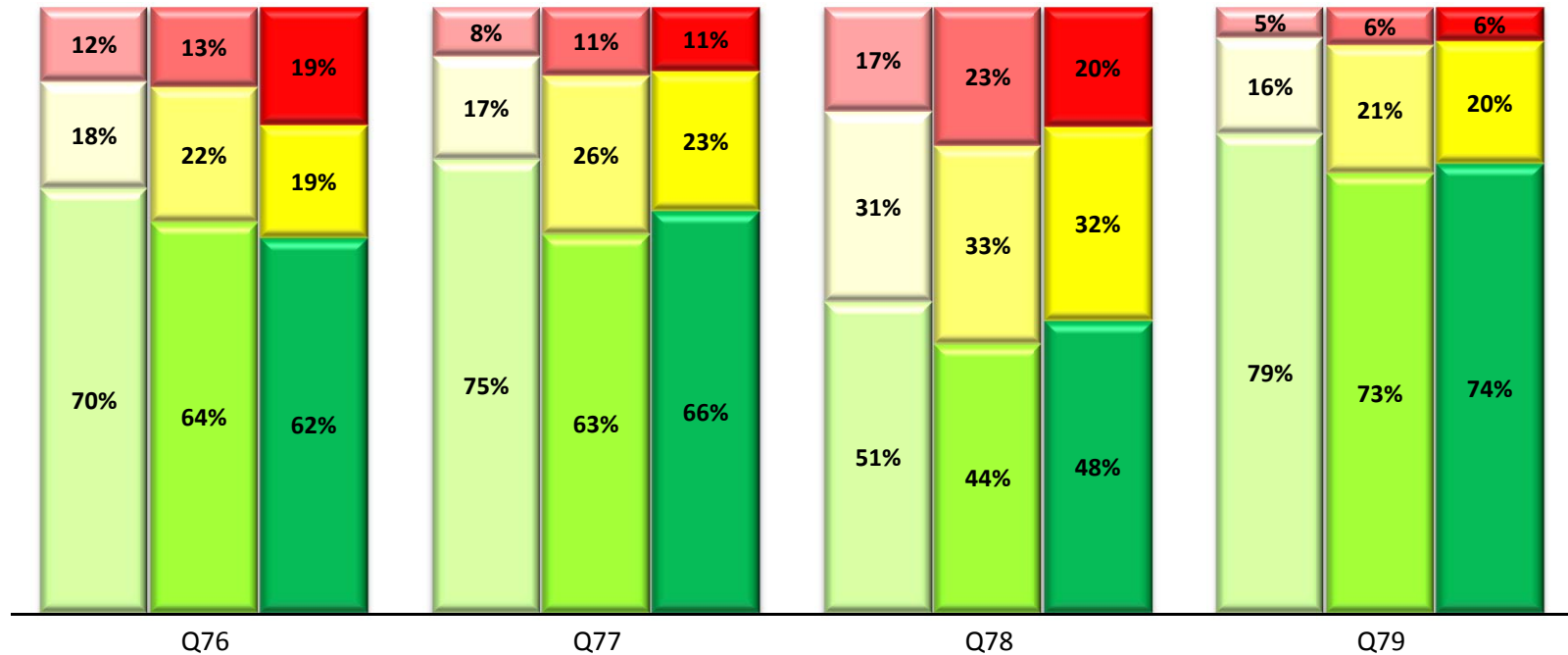
Q76. The college leaders encourage all members of the college community to take initiative in improving institutional effectiveness.

Q77. The faculty exercises a substantial voice in matters related to educational programs, the hiring of faculty and other personnel, and institutional policies.

Q78. The classified staff exercise a substantial voice in matters related to college planning, budgeting, and institutional policies.

Q79. The faculty is central to decision-making involving curriculum development.
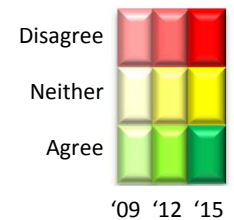
Decision-Making Roles and Processes
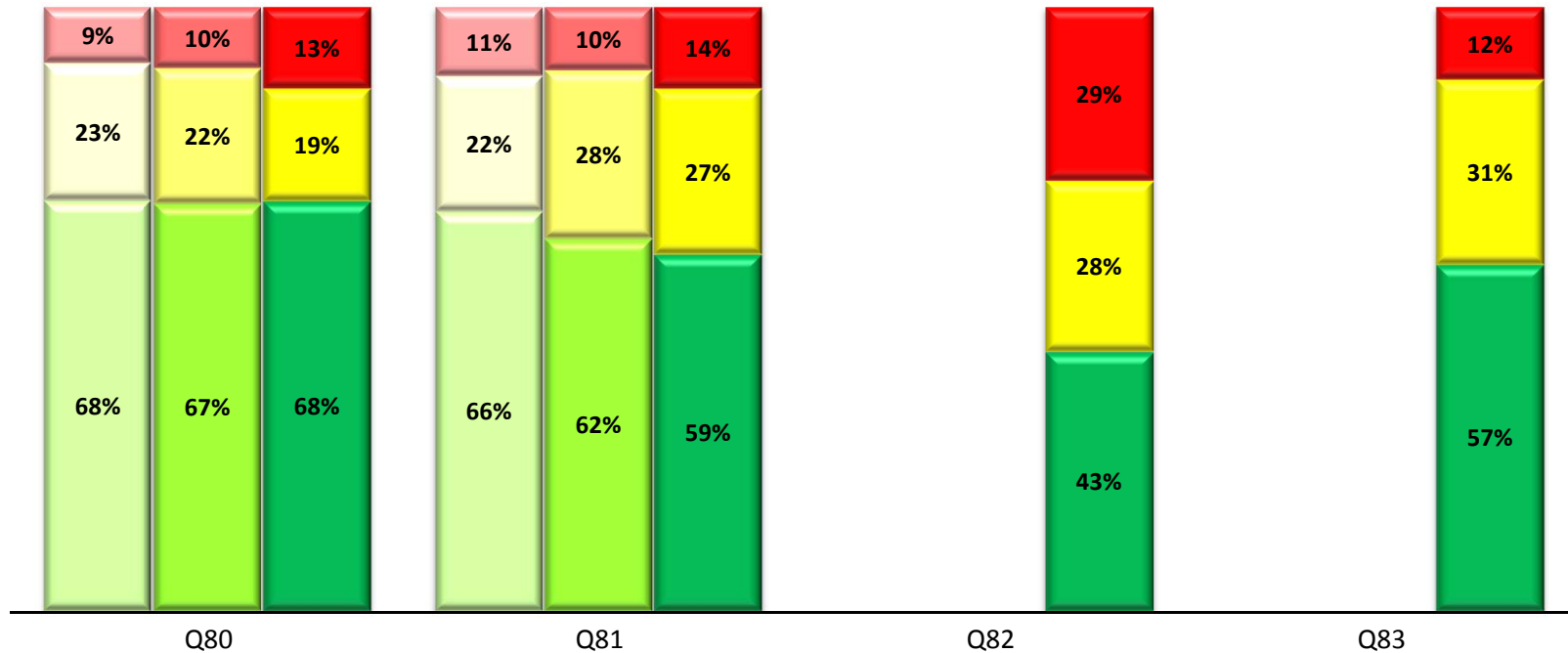
Q80. In general, I am aware of the staff and/or faculty role in various governing, planning, budgeting, and policy-making bodies at the college.

Q81. The college establishes governance structures, processes, and practices to facilitate effective communication among the institution's constituencies.

Q82. The processes for decision-making and the resulting decisions are widely communicated across the college.

Q83. The college and District integrate plans and goals for improving student learning and institutional effectiveness.

Disagree
Neither
Agree

'09 '12 '15

Decision-Making Roles & Processes Mean Responses

| Question #	Question Label	2009	2012	2015	Average
Q76	The college leaders encourage all members of the college community to take initiative in improving institutional effectiveness.	3.82	3.74	3.56	**3.72**
Q77	The faculty exercises a substantial voice in matters related to educational programs, the hiring of faculty and other personnel, and institutional policies.	3.95	3.74	3.77	**3.83**
Q78	The classified staff exercise a substantial voice in matters related to college planning, budgeting, and institutional policies.	3.44	3.29	3.37	**3.37**
Q79	The faculty is central to decision-making involving curriculum development.	4.15	4.04	3.99	**4.06**
Q80	In general, I am aware of the staff and/or faculty role in various governing, planning, budgeting, and policy-making bodies at the college.	3.79	3.76	3.72	**3.76**
Q81	The college establishes governance structures, processes, and practices to facilitate effective communication among the institution's constituencies.	3.73	3.69	3.58	**3.67**
Q82	The processes for decision-making and the resulting decisions are widely communicated across the college.	---	---	3.21	**3.21**
Q83	The college and District integrate plans and goals for improving student learning and institutional effectiveness.	---	---	3.59	**3.59**

College and District Administration
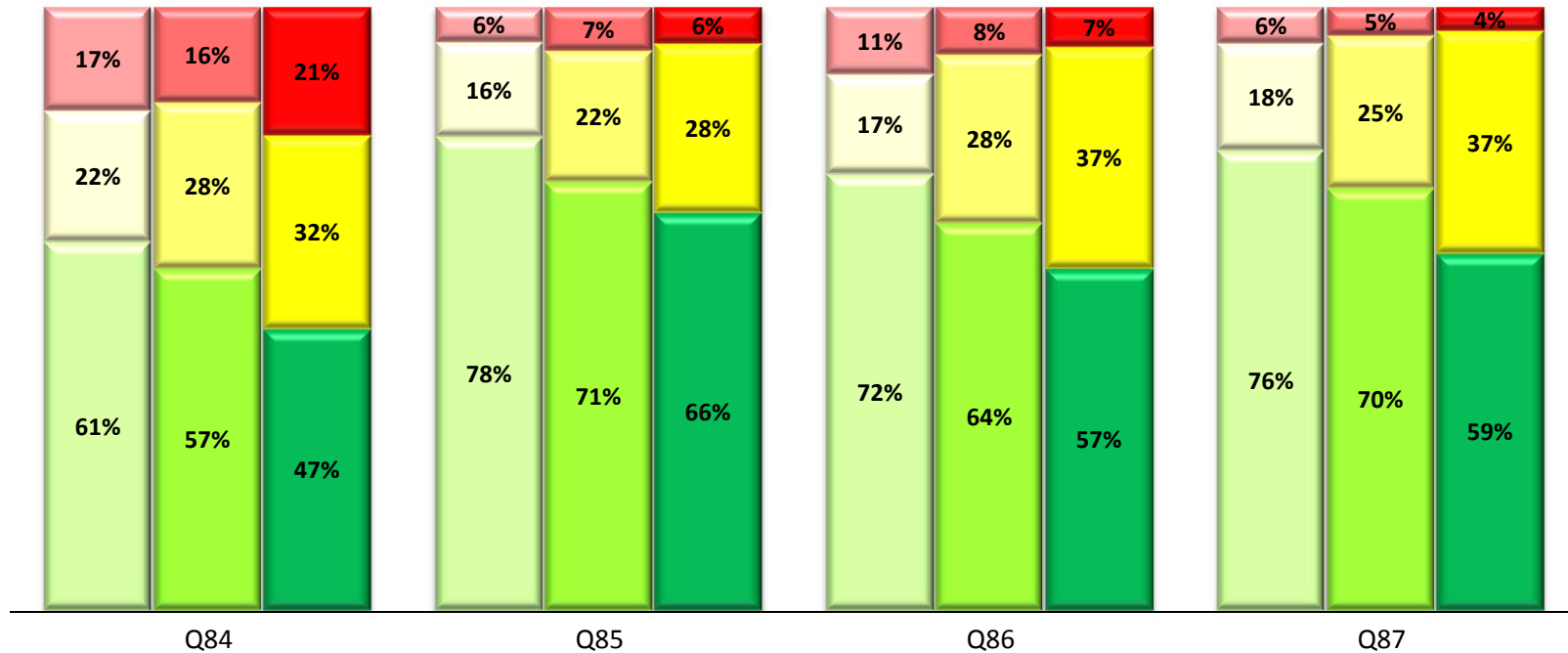
Q84. The college's administrative structure is organized and staffed to reflect the institution's purpose, size, and complexity.
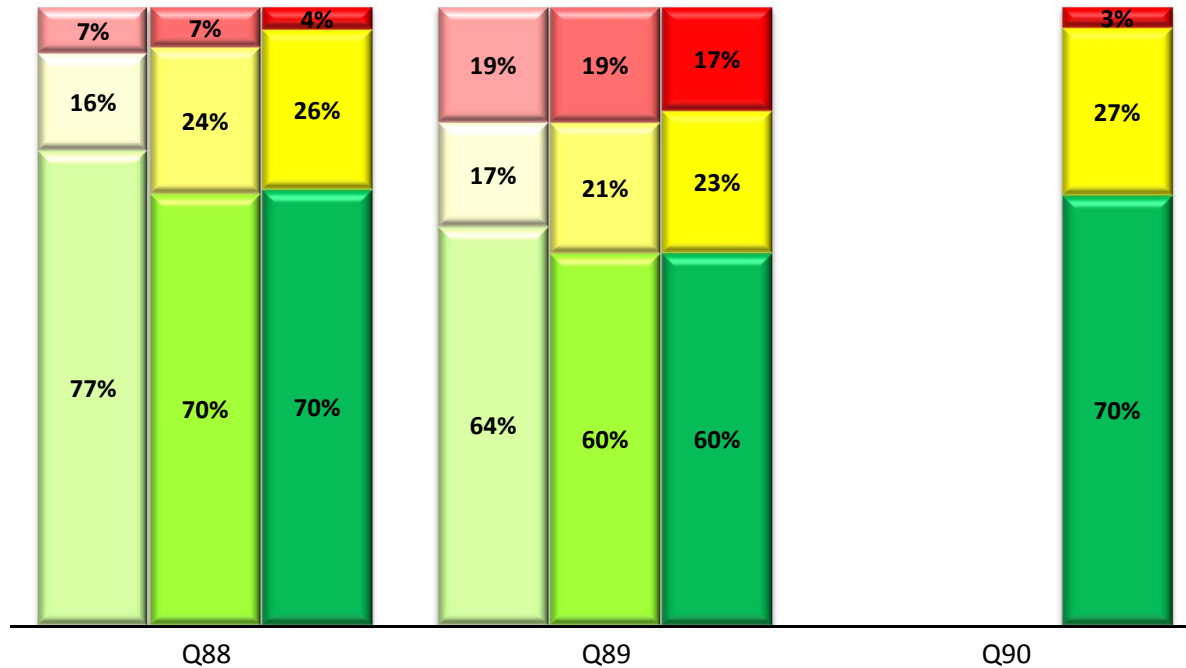
Q85. The college president provides effective leadership in planning and assessing institutional effectiveness.

Q86. The college president provides effective leadership in selecting and developing personnel.

Q87. The college president provides effective leadership in fiscal planning and budget development.
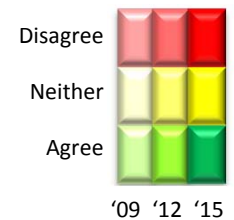
Disagree
Neither
Agree

'09 '12 '15
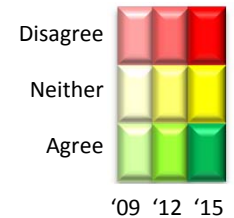
College and District Administration

Q88. The college president works and communicates effectively with the communities served by the college.

Q89. The District Office uses effective methods of communicating with college staff and faculty.

Q90. The college president provides effective leadership for supporting the college's accreditation process.

Disagree
Neither
Agree

'09 '12 '15

College & District Administration Mean Responses

Question #	Question Label	2009	2012	2015	Average
Q84	The college's administrative structure is organized and staffed to reflect the institution's purpose, size, and complexity.	3.62	3.53	3.33	**3.50**
Q85	The college president provides effective leadership in planning and assessing institutional effectiveness.	4.13	3.97	3.88	**4.00**
Q86	The college president provides effective leadership in selecting and developing personnel.	4.00	3.83	3.69	**3.85**
Q87	The college president provides effective leadership in fiscal planning and budget development.	4.13	3.97	3.77	**3.97**
Q88	The college president works and communicates effectively with the communities served by the college.	4.09	3.96	3.95	**4.00**
Q89	The District Office uses effective methods of communicating with college staff and faculty.	3.71	3.56	3.56	**3.61**
Q90	The college president provides effective leadership for supporting the college's accreditation process.	---	---	3.95	**3.95**

End