



West Los Angeles College

Campus Climate Survey

Spring 2013

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In Spring 2013, West Los Angeles College conducted a Campus Climate Survey. The survey was designed to support decision-making, and provides data for program review. Under the auspices of the College Council and the Planning Committee the survey was designed to include both quantitative and qualitative measures. The survey responds particularly to Recommendation 1 of the 2006 accreditation site visit: “The college should create a campus climate that embraces open, candid dialogue that embodies a culture of respect, civility and trust to improve institutional decision making, planning and effectiveness.”

Procedure

The survey consisted of five sections. The first section had 87 questions with Likert scale response categories. The second section asked about administrative services on campus including: a prompt to rate respondents’ satisfaction with thirteen campus services, two open-ended questions allowing respondents to provide additional comments and suggestions for improvement, a Likert scale question asking about the overall effectiveness of the Office of Administrative Services, and two questions about the WLAC rideshare program. The third section asked about attendance at various committee meetings on campus. The fourth section had two free-response questions: “Describe the 2 or 3 things you like best about West,” and “Describe the 2 or 3 things you would like to see improved or changed at West.” The fifth section asked for personal demographic and employment information. The survey was created in the web-based survey software, SurveyMonkey. Responses were solicited from all employees of the college via email on Thursday, January 31, 2013. Initially, three weeks were allowed for responses. A fourth week was added to allow for additional submissions. After the email announcing the extension, a follow-up email was sent reminding faculty and staff to complete the survey.

The overall response rate, excluding Adjunct Faculty, was 40%. Only 6% of Adjunct Faculty responded, while 44% of Regular Faculty participated. 50 of 145 Classified staff responded, a response rate of 34%. Administrators had a response rate of 63%. (Table 1)

Table 1. What best describes your primary job at West?			All Employees	All Employees	Excluding Adjunct
Response Categories	Response Count	% of Total Response	Count of All	Response Rate	Response Rate
Regular Faculty	42	36%	96	44%	44%
Adjunct Faculty	14	12%	252	6%	
Administrator	12	10%	19	63%	63%
Classified Staff	50	42%	145	34%	34%
Other, Unknown	46				
<i>All Respondents</i>	164	100%	512	33%	40%

Overall, 164 people responded to the survey, although not all 164 responded to every question. The question (in the first, general question section) with the fewest number of respondents was “The current District budget and planning processes adequately address the needs of the College.” This item had 128 responses.

Section 1. Employment Background of Respondents.

Classified Staff made up 42% of the respondents identifying their primary job, while Regular Faculty made up 36% and Administration represented 9% . Adjunct Faculty contributed 20% of the identifying responses. The largest proportion of respondents, almost 32% have worked at West for six to ten years. Another 27.7% have worked at West for less than six years; another 27.6% indicated that they have worked at West for 11 to 20 years; 13% have worked at West for more than 20 years (Table 2.)

Table 2. How many years have you worked at West?		
Answer Options	Response Percent	Response Count
Less than 2 years	5.7%	7
2-5 years	22.0%	27
6-10 years	31.7%	39
11-15 years	15.4%	19
16-20 years	12.2%	15
21 years or more	13.0%	16
	<i>answered question</i>	123
	<i>skipped question</i>	41

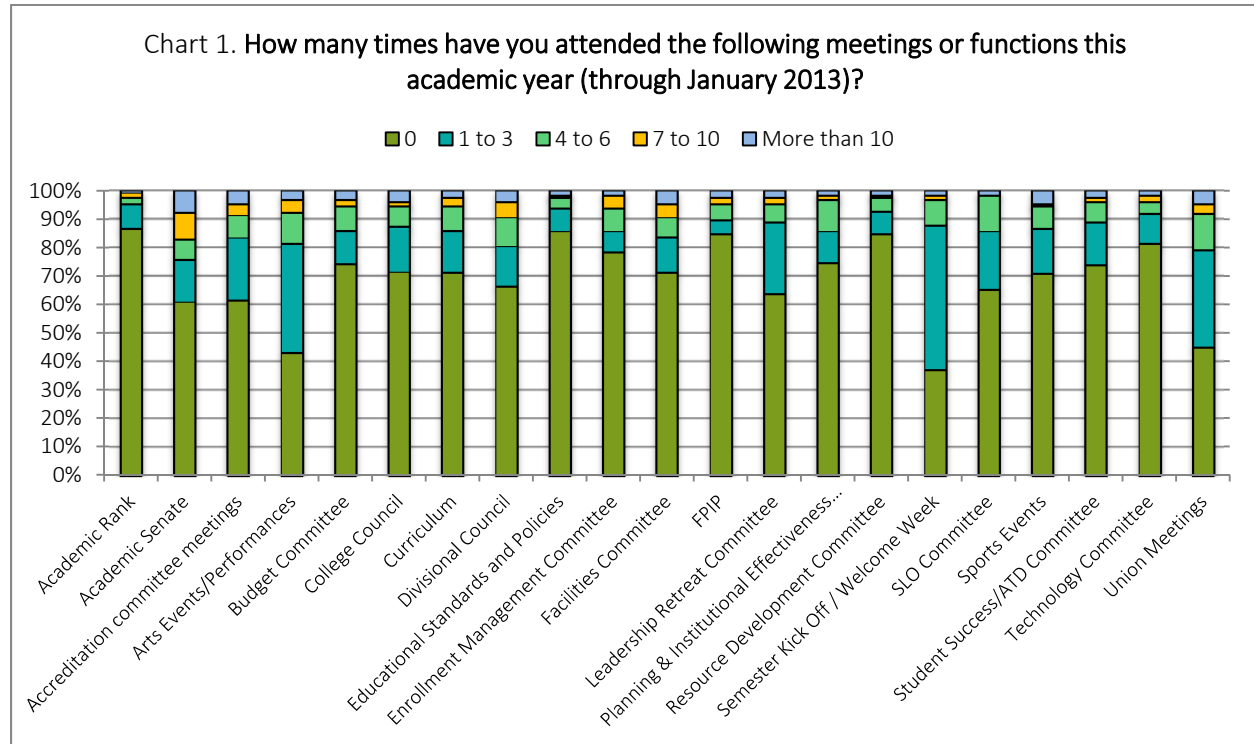
Results

Section 2. Campus Involvement.

The survey asked about involvement in campus committee work: “How many times have you attended the following meetings or functions this academic year (through January 2013)?” Nineteen different committees, groups and activities were listed, with answer options ranging from “0” to “More than 10”. The activity with the most participation was “Semester Kickoff/Welcome Week,” with 63% of those responding to the question participating. The second and third most attended activities were Arts Events/Performances at 57% and Union Meetings at 55%. A number of events comprised the next tier of most-attended activities, with participation rates in the 34% - 39% range, including the Academic Senate, Accreditation committee meetings, Leadership Retreat Committee, Student Learning Outcomes Committee and Divisional Council. The high rate of participation in these groups reflects the level of campus-wide involvement in professional matters, accreditation, and community-

building activities.

The committees with lowest rates of participation included Academic Rank (13%), Educational Standards and Policies (14%), FPIP (15%), Resource Development Committee (15%), Technology Committee (19%), and Enrollment Management Committee (21%). (Chart 1 and Appendix I)



Section 3. *Campus Climate.*

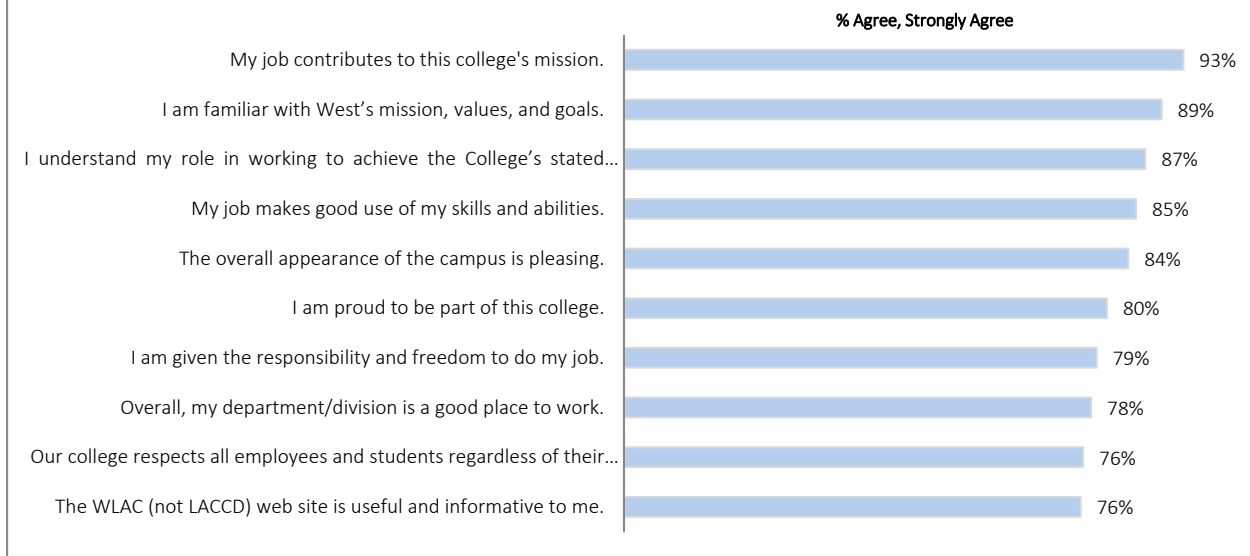
A series of 87 questions inquired about issues related to campus climate, collaboration, dialogue, respect and appreciation, professional development, job satisfaction/support, facilities, technology, shared governance, student and academic support services, supervisor/department chair relationship, accreditation, budget and planning processes, college planning, and confidence in senior leadership. The results are presented in Appendix I, which has the survey items sorted in order of % Agree or Strongly Agree, and Appendix II, which presents the items in the order in which they appeared in the survey, along with response counts and mean rating for each item.

The item with the most favorable rating, that is, the largest % of Agree and Strongly Agree responses, was “My job contributes to this college’s mission,” with 93% agreement. Other items with a high rate of agreement included (Chart 2):

- I am familiar with West’s mission, values, and goals.
- I understand my role in working to achieve the College’s stated goals and educational mission.
- My job makes good use of my skills and abilities.
- The overall appearance of the campus is pleasing
- I am proud to be part of this college
- I am given the responsibility and freedom to do my job.
- Overall, my department/division is a good place to work
- Our college respects all employees and students regardless of their heritage or background.
- The WLAC (not LACCD) web site is useful and informative to me.

Chart 2. Items with Largest Percentage Agree or Strongly Agree

* includes only respondents indicating they used the particular service



The item with the least favorable rating, that is the lowest percentage of Agree or Strongly Agree responses, was “Fundraising efforts are adequately linked to the College’s mission and purpose”. Other items with low ratings included (Chart 3):

- The current District budget and planning processes adequately address the needs of the College.
- The current College budget and planning processes adequately address the needs of my department/division.
- I understand the College’s process for how funds are prioritized and distributed.
- The Program Review Resource Request is a satisfactory tool for requesting needed resources.
- There is regular and transparent communication among faculty, administration and staff.
- My concerns are adequately addressed through the shared governance process.

Several questions addressed campus climate directly. The % Agree/Strongly Agree with the campus climate items indicates a good level of satisfaction with the general campus climate:

- I am proud to be part of this college. (80%)
- Overall, my department/ division is a good place to work. (78%)
- Our college respects all employees and students regardless of their heritage or background. (76%)
- This is a great place to work. (71%)

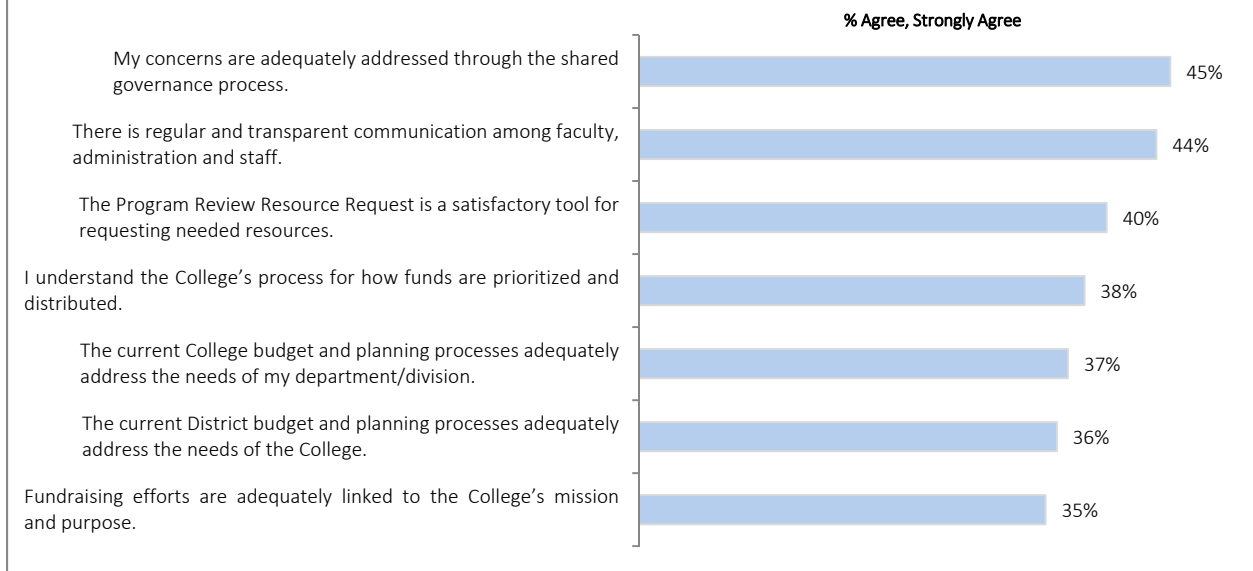
The level of trust is above 50%, although not as high as general campus climate:

- I believe what I am told by my supervisor/ dean/ department chair. (60%)
- At this college, I am not afraid to speak up or challenge a traditional way of doing something. (60%)
- I trust senior administration, even when I disagree with their decisions. (51%)

In addition, there is evidence of a shift in trust since 2011 (the last iteration of this survey) as each of these three items had a higher % Agree/Strongly Agree in the 2011 Campus Climate Survey.

Chart 3: Items with Smallest Percentage Agree / Strongly Agree

* includes only respondents indicating they used the particular service



Section 4. Administrative Services Evaluation

One multiple-choice item and one free-response invited responses regarding survey-takers' satisfaction with a thirteen administrative services on campus. The main prompt asked, "please rate your overall satisfaction with the services of each of the following departments based on your experience with it during the past 6 months," on a five-point scale ranging from "Very Dissatisfied" to "Neutral" to "Very Satisfied". Additional instructions directed respondents who did not receive services to choose "Did Not Use".

One-hundred and thirty-four people responded to the prompt. The service with the fewest "Did Not Use" responses was Personnel and Payroll, with only four respondents (3%) indicating they did not use their services; Information Technology and Plant Facilities-Maintenance were also highly used among respondents, with only eight (6%) indicating they did not use the service. The services with the most "Did Not Use" responses were Purchasing, with only sixty-five percent of question respondents having used the service in the six months prior, Food Services-Vending Machines, with sixty-nine percent having used the service, and Event Coordination, with seventy percent having used the service.

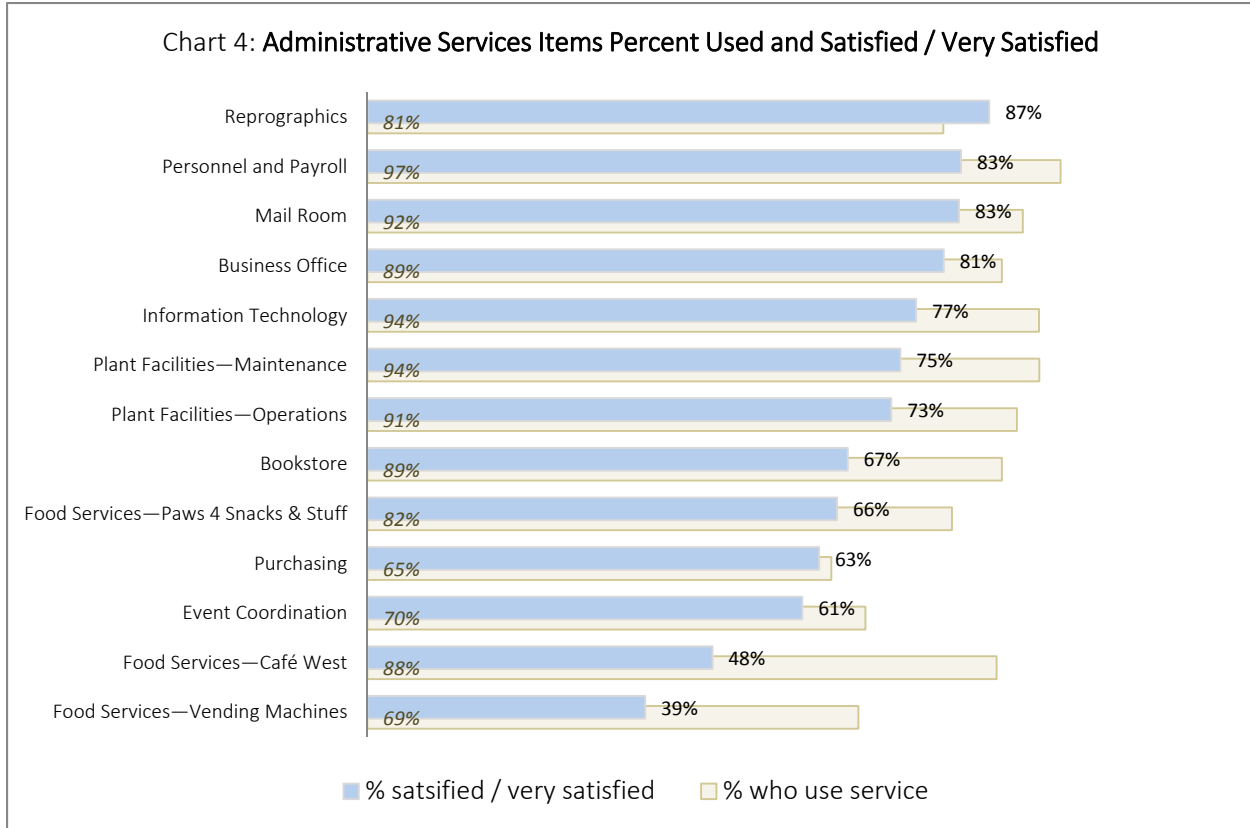
The services with the highest satisfaction ratings, that is, the largest percentage of Satisfied and Very Satisfied responses, were Reprographics with 87% of respondents who use the service indicating their satisfaction, and Personnel and Payroll and Mail Room, each with 83% of service patrons indicating satisfaction. Other items with satisfaction rates above 70% included (Chart 4):

- Personnel and Payroll 83%
- Mail Room, 83%
- Business Office, 81%
- Information Technology, 77%
- Plant Facilities—Maintenance, 75%
- Plant Facilities—Operations, 73%

The services with the lowest satisfaction ratings, that is the lowest percentage of Satisfied or Very Satisfied responses among those who indicated using the service, were: Food Services-Vending Machines, with 39% satisfaction, and Food Services-Café West, with 48% of users Satisfied or Very Satisfied. Other items with

satisfaction rates below 70% included (Chart 4):

- Bookstore, 67%
- Food Services—Paws 4 Snacks & Stuff, 66%
- Purchasing, 63%
- Event Coordination, 61%



Additional Administrative Services Questions

In addition, multiple-choice and open-ended questions were asked about particular programs. One question asked respondents to, “please rate the overall effectiveness of the Office of Administrative Services,” on a scale including the points: Extremely effective, Quite effective, Moderately effective, Slightly effective, and Not at all effective, and Don’t know. Of the 109 who answered the question (not including the 33 “Don’t know” responses), 83% rated the Office of Administrative Services “Moderately effective” or higher, and 54% rated the office “Quite effective” or higher. The rating to receive the most responses was “Quite effective”, with 39% of those who did not select “Don’t know”.

Two open-ended questions were also asked, one prompting for, “...specific suggestions for improving the services of any of these departments,” and the other asking if respondents, “wish[ed] to make any additional comments, or explain one or more Very Dissatisfied or Very Satisfied.” Twenty-six respondents provided specific suggestions, and twenty-four had additional comments. By far the opinion most frequently occurring among the varied responses to these items was the negative opinion of the Café services held by a portion of the community. Nine of twenty-six (35%) respondents to the first item and seven of twenty-four (29%) respondents to the second question were critical of the Café’s food or prices. While other suggestions for improvements were not so uniquely focused on one area, other themes included calls for better follow-up and timely service. In the second administrative services open-ended question, reprographics received the most positive remarks (4) followed by information technology (3).

Finally, two additional questions asked about awareness in the Campus Rideshare Program. Respondents were

asked to “mark the choice that best describes [their] awareness of the WLAC campus rideshare program”. Of the 132 people who answered the question, 50.8% had heard about it but had not participated, 19.7% had participated, another 19.7% was only somewhat aware of it, and 9.8% had never heard about it until having read the question. Also, an open-ended question, “What would be the best way for the College to increase awareness of the campus rideshare program?” was asked. Of the thirty-seven who responded, nine people mentioned using email. The ideas of: using the college website, and using some incentive were mentioned five times each, and the ideas of either using some type of poster, sign, or billboard, or the idea of using fliers, got four mentions each. Some responses that stood out were:

- *WLAC needs to have a "Certified" Employee Transportation Coordinator. Many times when I asked who is the ETC at West, I have been given the runaround and nobody seems to know what they are doing.*
- *Do a short commercial for it at major meetings each year - FLEX Day, Shared Governance, Department and Division meetings, Adjunct orientation. Have designated employee carpool spots and make a big deal about them.*
- *Have a pop up tent with literature and WLAC trinkets as give aways. Maybe turn it into a fund raiser while selling hot dogs or pizza, any type of hot food not too expensive.*

Section 5. *Open-ended Questions.*

Two free-response items provided faculty, staff and administrators of West with the opportunity to describe, anonymously, “What are the 2 or 3 things you like best about West,” and “What are 2-3 things about West that you would like to see changed or improved?”

Overall, 89 respondents described the things they like best about West, and 85 offered suggestions for improvement. Of the respondents who commented on there were a total of 231 positive comments, and 213 suggestions for improvement.

Content analysis was applied to the responses to identify the general categories into which the comments fell, in order to summarize the responses. The total numbers of comments by category are summarized in Table 3 and Table 4 below. Accompanying these charts are samples of responses in the various categories.

What do people like best about West?

Colleagues / Faculty / Staff	44
Beauty of Campus	23
Students	23
Location (proximity/weather/natural environment)	19
Friendly / Collegial Environment	19
Working Together / Potential / Commitment / Spirit of improvement	15
Job Opportunity / Pay or Benefits / Flexibility or Freedom	15
Particular Programs / Activities / Individuals	15
Campus structures / Parking	10
Student or Community Focus / My ability to contribute	10
Small College	9
Clean Campus / Janitors / Maintenance	9
Diversity	8
Technology	7
Safe / Sherrif	3

THE PEOPLE

Colleagues / Faculty / Staff

- Feels like professional family
- Great teachers great administration
- The staff--some real saints around here.
- Outstanding Faculty

Students

- *An engaged and diversified population of students*
- *The positive attitude of many of the students*
- The students--ambitious, open, interesting.

Diversity

- the diversity of students, faculty and staff
- student's diversity, cultural, races, languages, age, etc.

THE CAMPUS

Beauty of Campus

- *campus scenery, hills everywhere*
- *The campus looks like a real college since the new buildings are completed.*
- *The campus is always very clean*

Location (proximity/weather/natural environment)

- I like the location and weather of WLAC. It is not too hot nor too cold.
- the environment trees, birds etc.
- The location is convenient and the site is beautiful.
- Its proximity to my home

Campus structures / Parking

- I like the new campus facilities at West.
- New buildings and facilities maintenance and security
- The beautiful new buildings
- abundant parking

Technology

- the new technology for teaching that is in the classroom
- Good Usage of New Technology
- Hi-Tech Teaching environment

Small College

- Size of student body
- Small college feel
- Small population of highly motivated students

Clean Campus / Janitors / Maintenance

- The campus is always very clean
- Campus is always clean thanks to the operation staff.
- Campus Maintenance Crews and their Supervisors

Safe / Sheriff

- Clean and safe campus
- I always feel safe on the campus, even at night when it's dark
- Campus Sheriff and staff

THE SPIRIT

Friendly / Collegial Environment

- Friendly work attitude of other employees. Good spirit of collaboration.
- the friendliness and approachability of many staff
- most administrators, faculty and staff are friendly
- Nice people

Working Together / Potential / Commitment / Spirit of improvement

- Personal involvement and a strong commitment of faculty and staff to address what needs improving.
- There is the potential here to become an excellent college.
- how everyone works together for the good of the whole
- The department heads in my division generally work well together to get things done.
- Transparency of Administration

Job Opportunity / Pay or Benefits / Flexibility or Freedom

- Freedom in my job and job tasks
- I appreciate this job very much
- Flexibility of work schedule
- good benefits

Particular Programs / Activities / Individuals

- West Week and the Welcome magazine are professionally done and informative.
- Reprographics
- Programs that lead to employment
- the quick response of PHYSICAL PLANT/ FACILITIES when something is requested or needs to be done

Student or Community Focus / My ability to contribute

- My duties let me support the educational process and help students.
- Overall commitment to educating our students and meeting their needs well.
- I truly love what I do, assisting student bring the educational and career goals to fruition
- I work with many intelligent persons, all with a desire to perform well and serve the public
- Vision and Mission

What do people think could be improved at West?

Table 4. Summary: What are the 2 or 3 things about West that you would like to see changed or improved	
Collaboration / Communication / Inclusion	39
Leadership / Management / Ethics	22
Job Related / Promotion / Reward / Organization	17
Curriculum / Courses / Counseling / SLO's	16
Effectiveness / Efficiency / Problem Solving / Red Tape / Customer Service	15
Collegiality / Respect / Trust / Attitude	13
Facilities, infrastructure, and related, including employee technology needs	12
More staff / support / resources	11
Food Services	9
Parking / Navigation / Car Access	8
Resources/Supplies/Technology for Classrooms/Library/Labs	8
Commitment / Caring / Student Focus	8
Professional Development	6
Budget / Finances / Funding	6
Security	5
Construction	5
Student Programs / Activities / Space	5
Student Behavior	4
uncategorized / unintelligible	4

Collaboration / Communication / Inclusion

- More faculty involvement in meetings, events, and graduation ceremony.
- More collaboration amongst Staff and Faculty. Have a staff and faculty day-Sport Event or outing
- More interaction across all departments, divisions and programs
- Fewer segmented populations and fiefdoms
- Better dissemination of information from senior administrators to campus wide community, students and staff
- communication, respect and transparency between both divisions; Academic Affairs and Student Services
- inclusion/input of staff in campus wide decisions
- perhaps an opportunity to speak to other departments, make presentations and foster inter-departmental communication

Leadership / Management / Ethics

- holding chairs responsible for actually doing what they have release time and extra pay to do!
- Fewer administrators
- Division head/ vice presidents should be better aware about what is going on in their assigned department and be more visible. Utilize bottom-up management approach instead of top-down
- With so many pressing projects in the works, we all will benefit from clear purpose and directions and timeline in all cases.
- A stronger, shared vision and direction that is clearly articulated/communicated to all.

Job Related / Promotion / Reward / Organization

- higher pay
- Stop hiring or receiving as transfer faculty who are clearly not a good fit for WEST.
- FARENESS AND RECODNISION FOR EMPLOYEES THAT WORK HARD AND HAVE GOOD ATENDENCE
- Administrators who knew their jobs - not "on the job training" administrators
- The favoritism in the workplace
- Ability to get merit pay increases for good performance

Curriculum / Courses / Counseling / SLO's

- Screen for on Prerequisites-insist they be followed.
- Many classes are not offered at enough times, especially Administration of Justice courses
- More summer/winter classes
- Schedule Classes to meet when student need them and not convenience of instructor who is disconnected from the students at WEST.
- More programs that lead to employment

Effectiveness / Efficiency / Problem Solving / Red Tape / Customer Service

- People need to respond to e-mails within 48 hours. If not, they need to be held accountable.
- Improved meetings that are focused, informative and with clear outcomes - that start and end on time.
- Wasted time and resources which can cause considerable stress.
- more efficient in terms of completing tasks rather than just talking about them
- People need to problem solve issues for the long term success of the college.

- Improve customer services and level of responsiveness to students' inquiries. Make sure phone calls and messages are responded in a timely manner.
- Interest in modeling and becoming competitive with other successful programs for high standards among all divisions

Collegiality / Respect / Trust / Attitude

- I would like to see workshops designed to promote collegiality among the administrators and faculty at West.
- Have the campus be the warm and friendly place it use to be
- lack of a sense of academe
- Loss of freedom to be yourself.
- We are too quick to judge someone for their opinions
- more respect for adjunct faculty
- More understanding among faculty of what deans do.

Facilities, infrastructure, and related, including employee technology needs

- Appearance (eg. paint) and cleanliness of restrooms, especially on weekends
- Better recycling efforts and more emphasis on creating a cleaner and safer campus.
- Update of computer equipment and software on a regular basis
- a better plant facilities area and building

More staff / support / resources

- Hire lots of tutors to assist students and use them to allow more time in science labs.
- Additional staff in the disability department so students needs can be addressed sooner
- Additional staffing in student services areas.
- More support for division chairs. They don't have time to do the whole job. Clerical might help.
- Vocational Programs deserve more support
- Add more full-time instructors or increase the part-timers teaching load.

Food Services

- Improved food quality and choices as well as lower prices in Cafe West
- better and healthier food in the cafeteria
- Add a convenience store and a satellite food operation in the upper quad area to provide service to the upper campus and intercept foot traffic in that area.
- I would for us to have a Culinary Arts program to service the Cafe rather than the guy that is in there now.
- Cafe West

Parking / Navigation / Car Access

- Traffic management and parking around campus
- Signage and traffic throughout the campus are poor, makes navigating the place difficult
- Short-term parking

Resources/Supplies/Technology for Classrooms/Library/Labs

- stand-alone computer lab with longer hours
- have a full time computer lab with tutors
- technology of computers in art rooms
- more materials for students in the library

Commitment / Caring / Student Focus

- I would like to see an administration and more faculty members who genuinely care about the educational and cultural needs of West's student population.
- I would like to see West better serve students coming from underperforming schools dealing with challenges like poverty and violence
- improve the negative perceptions of our faculty towards our students
- Link students success to ALL related college activities

Professional Development

- Flex Day activities that reflect a "jumpstart" to the start of the semester. Not bogged down with lessons but personal enrichment
- More growth opportunity for classified staff
- More professional development for faculty and staff to help us better address students' needs
- professional development for classified staff and mid managers

Budget / Finances / Funding

- More money needs to get to the classroom.
- Better control over budget
- better fundraising
- Better control over budget

Security

- Cameras on campus and security, there have been a lot of thefts of electronic equipment on campus
- More lighting
- More visibility of police presence throughout campus

Construction

- Effectiveness and efficiency in faculty, staff and administration collaboration in completing the bond building program.
- I would like to see the construction completed.
- Information or transparency with regard to new facilities

Student Programs / Activities / Space

- More campus events for students and also faculty/staff to help increase level of participation, familiarity and team work.
- bigger student commons

Student Behavior

- Students should only be able to complain if they have clear evidence.
- We should foster the idea of student self-responsibility

Appendix I. Attendance at college committee meetings and functions.

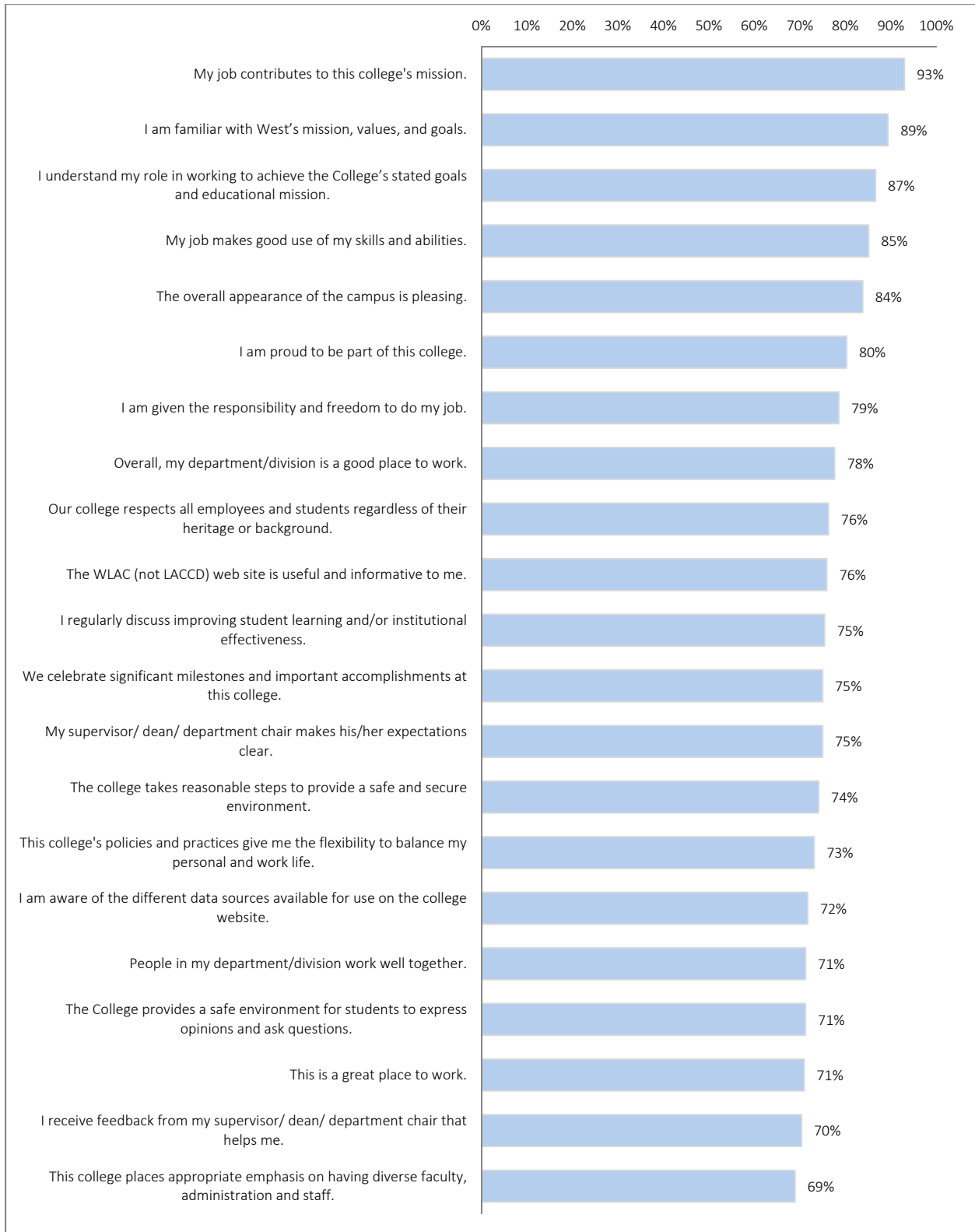
Table 3. How many times have you attended the following meetings or functions this academic year (through January 2013)?

Answer Options	0	1 to 3	4 to 6	7 to 10	More than 10	Response Count
Academic Rank	110	11	3	2	1	127
Academic Senate	78	19	9	12	10	128
Accreditation committee meetings	78	28	10	5	6	127
Arts Events/Performances	55	49	14	6	4	128
Budget Committee	95	15	11	3	4	128
College Council	90	20	9	2	5	126
Curriculum	91	19	11	4	3	128
Divisional Council	85	18	13	7	5	128
Educational Standards and Policies	108	10	5	1	2	126
Enrollment Management Committee	99	9	10	6	2	126
Facilities Committee	91	16	9	6	6	128
FPIP	107	6	7	3	3	126
Leadership Retreat Committee	81	32	8	3	3	127
Planning & Institutional Effectiveness Committee	94	14	14	2	2	126
Resource Development Committee	106	10	6	1	2	125
Semester Kick Off / Welcome Week	48	65	12	2	2	129
SLO Committee	82	26	16	0	2	126
Sports Events	90	20	10	1	6	127
Student Success/ATD Committee	93	19	9	2	3	126
Technology Committee	101	13	5	3	2	124
Union Meetings	56	43	16	4	6	125
Others (please specify)						11
<i>answered question</i>						131
<i>skipped question</i>						33

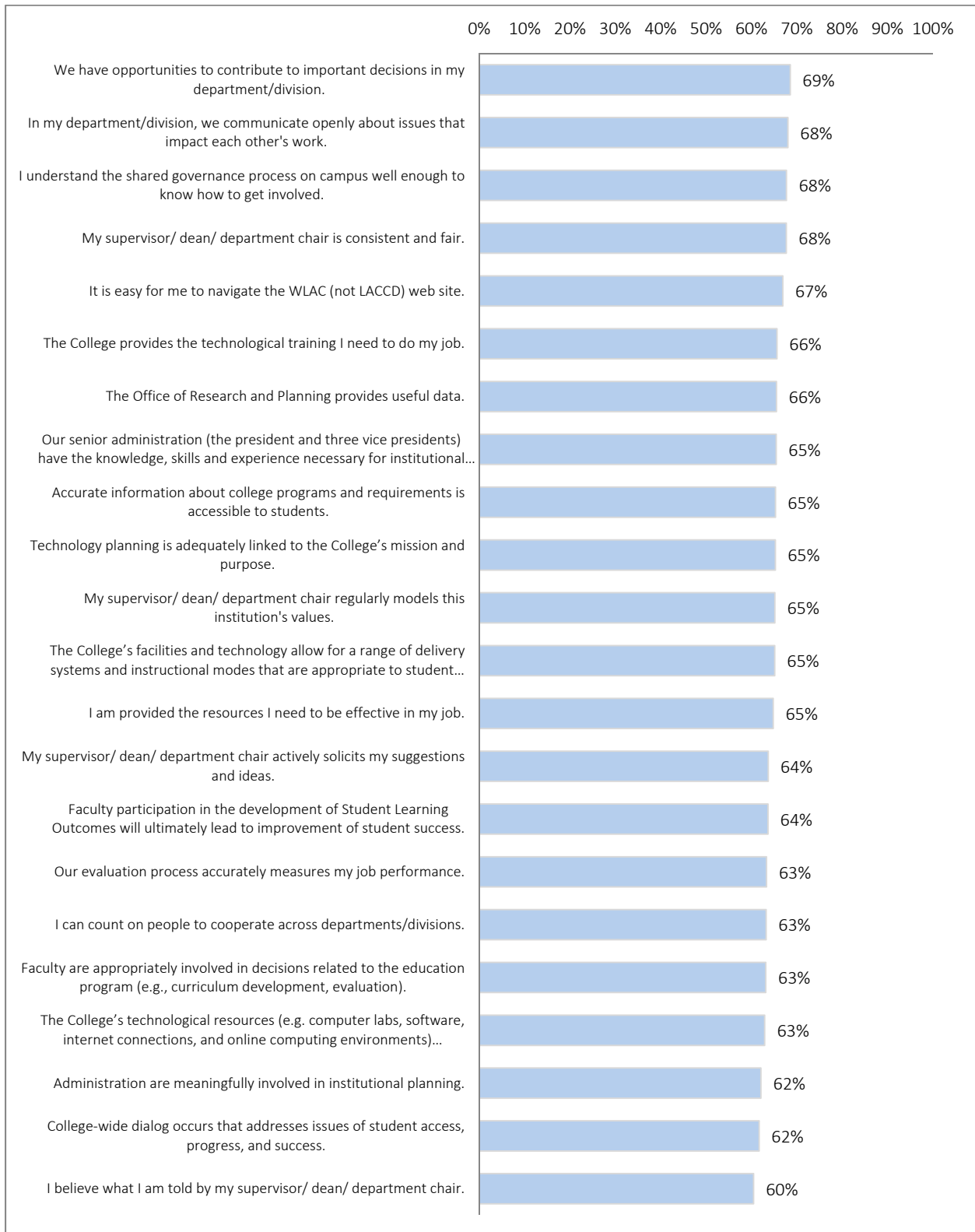
Table 4: How many times have you attended the following meetings or functions this academic year (through January 2013)?

Answer Options	0	1 to 3	4 to 6	7 to 10	More than 10	Response Percent
Academic Rank	87%	9%	2%	2%	1%	100%
Academic Senate	61%	15%	7%	9%	8%	100%
Accreditation committee meetings	61%	22%	8%	4%	5%	100%
Arts Events/Performances	43%	38%	11%	5%	3%	100%
Budget Committee	74%	12%	9%	2%	3%	100%
College Council	71%	16%	7%	2%	4%	100%
Curriculum	71%	15%	9%	3%	2%	100%
Divisional Council	66%	14%	10%	5%	4%	100%
Educational Standards and Policies	86%	8%	4%	1%	2%	100%
Enrollment Management Committee	79%	7%	8%	5%	2%	100%
Facilities Committee	71%	13%	7%	5%	5%	100%
FPIP	85%	5%	6%	2%	2%	100%
Leadership Retreat Committee	64%	25%	6%	2%	2%	100%
Planning & Institutional Effectiveness Committee	75%	11%	11%	2%	2%	100%
Resource Development Committee	85%	8%	5%	1%	2%	100%
Semester Kick Off / Welcome Week	37%	50%	9%	2%	2%	100%
SLO Committee	65%	21%	13%	0%	2%	100%
Sports Events	71%	16%	8%	1%	5%	100%
Student Success/ATD Committee	74%	15%	7%	2%	2%	100%
Technology Committee	81%	10%	4%	2%	2%	100%
Union Meetings	45%	34%	13%	3%	5%	100%
Others (please specify)						100%

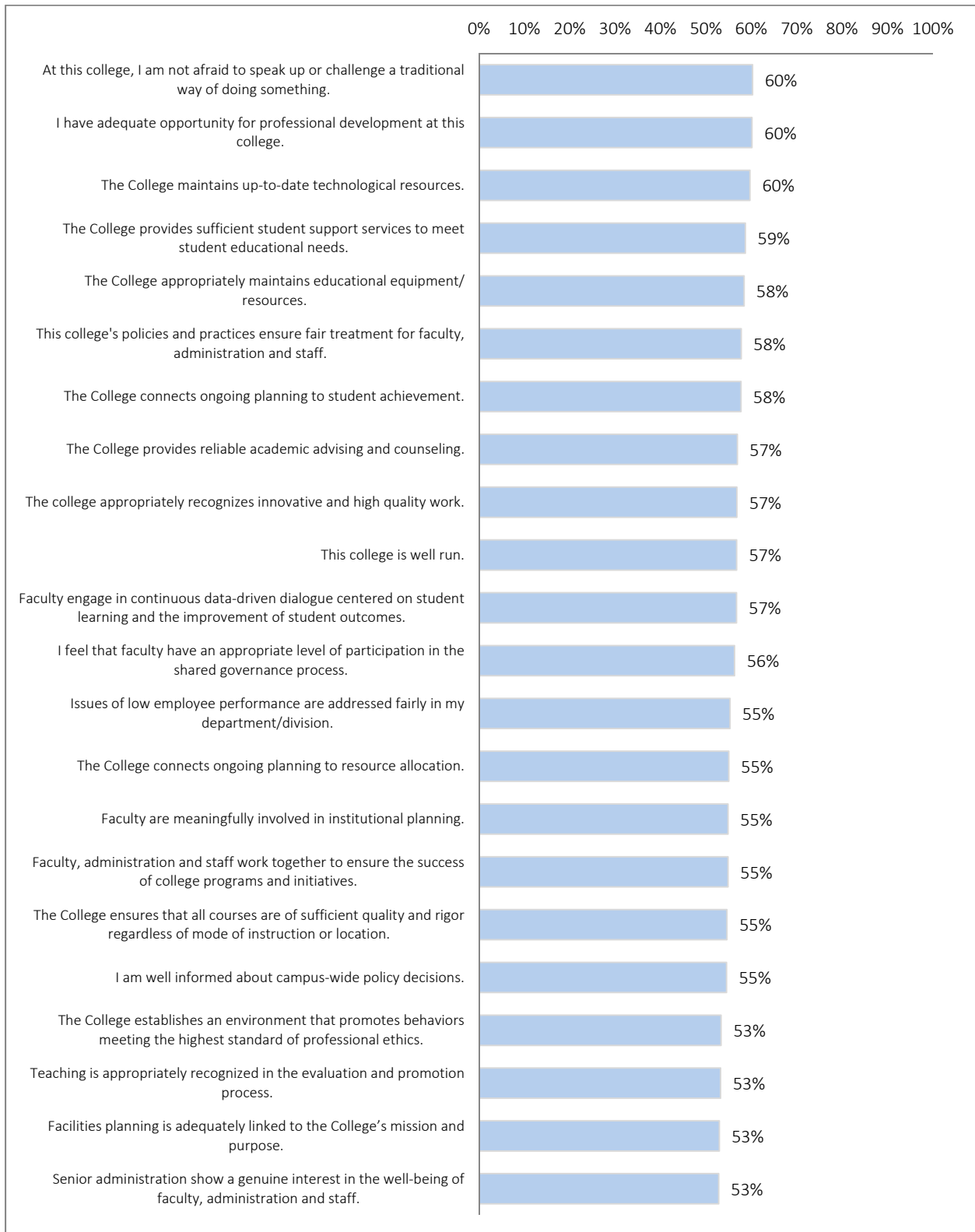
Appendix II. Percent Agree and Strongly Agree, sorted by %



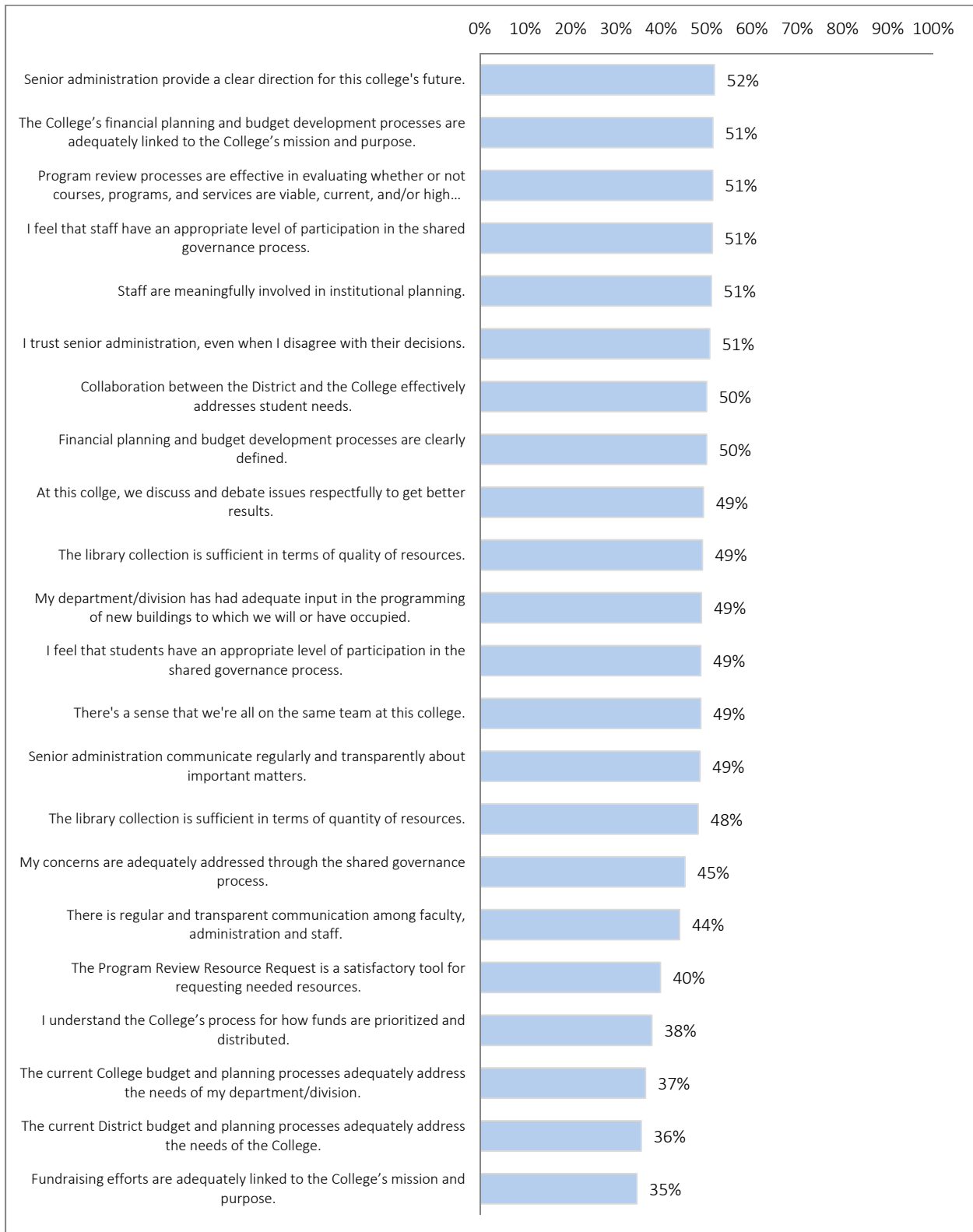
Appendix II. Percent Agree and Strongly Agree, sorted by %



Appendix II. Percent Agree and Strongly Agree, sorted by %



Appendix II. Percent Agree and Strongly Agree, sorted by %



Appendix III. Survey Response Counts

Page 1								
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Response Count	Rating Average	% Agree, Strongly Agree
I am familiar with West's mission, values, and goals.	0	5	12	79	64	160	4.3	89%
We have opportunities to contribute to important decisions in my department/division.	18	19	13	50	59	159	3.7	69%
People in my department/division work well together.	6	19	21	54	60	160	3.9	71%
Overall, my department/division is a good place to work.	7	9	20	57	68	161	4.1	78%
I can count on people to cooperate across departments/divisions.	8	23	26	66	32	155	3.6	63%
There's a sense that we're all on the same team at this college.	13	34	33	54	22	156	3.2	49%
I understand my role in working to achieve the College's stated goals and educational mission.	4	3	14	68	68	157	4.2	87%
The College connects ongoing planning to student achievement.	3	13	47	55	31	149	3.7	58%
The College connects ongoing planning to resource allocation.	5	21	41	51	31	149	3.6	55%
I am aware of the different data sources available for use on the college website.	4	16	23	72	37	152	3.8	72%
The Office of Research and Planning provides useful data.	5	8	37	60	35	145	3.8	66%
Faculty are meaningfully involved in institutional planning.	3	12	50	51	28	144	3.6	55%
Administration are meaningfully involved in institutional planning.	2	9	44	53	37	145	3.8	62%
Staff are meaningfully involved in institutional planning.	10	16	44	49	24	143	3.4	51%
My job contributes to this college's mission.	1	0	10	63	83	157	4.5	93%
Page 2								
Our senior administration (the president and three vice presidents) have the knowledge, skills and experience necessary for institutional success.	4	13	30	52	37	136	3.8	65%
I trust senior administration, even when I disagree with their decisions.	9	26	36	44	29	144	3.4	51%
Senior administration show a genuine interest in the well-being of faculty, administration and staff.	8	21	38	48	27	142	3.5	53%
Senior administration provide a clear direction for this college's future.	9	24	37	52	23	145	3.4	52%
Senior administration communicate regularly and transparently about important matters.	13	24	34	47	20	138	3.3	49%
This college is well run.	11	22	31	60	24	148	3.4	57%
I am proud to be part of this college.	4	7	18	61	57	147	4.1	80%
This is a great place to work.	4	11	28	51	54	148	4.0	71%
Faculty are appropriately involved in decisions related to the education program (e.g., curriculum development, evaluation).	4	14	31	54	30	133	3.7	63%
The College provides a safe environment for students to express opinions and ask questions.	0	6	36	65	39	146	3.9	71%
College-wide dialog occurs that addresses issues of student access, progress, and success.	3	12	39	60	27	141	3.7	62%
There is regular and transparent communication among faculty, administration and staff.	11	32	37	46	17	143	3.2	44%
Faculty, administration and staff work together to ensure the success of college programs and initiatives.	7	26	32	54	25	144	3.4	55%
College-wide dialog occurs that addresses issues of student access, progress, and success.	3	12	39	60	27	141	3.7	62%
There is regular and transparent communication among faculty, administration and staff.	11	32	37	46	17	143	3.2	44%

Appendix III. Survey Response Counts

Page 2 (continue)								
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Response Count	Rating Average	% Agree, Strongly Agree
Faculty, administration and staff work together to ensure the success of college programs and initiatives.	7	26	32	54	25	144	3.4	55%
At this college, we discuss and debate issues respectfully to get better results.	5	23	45	49	22	144	3.4	49%
In my department/division, we communicate openly about issues that impact each other's work.	15	16	16	54	46	147	3.7	68%
At this college, I am not afraid to speak up or challenge a traditional way of doing something.	10	20	28	60	28	146	3.5	60%
Page 3								
Facilities planning is adequately linked to the College's mission and purpose.	4	13	39	48	15	119	3.5	53%
My department/division has had adequate input in the programming of new buildings to which we will or have occupied.	13	22	32	44	20	131	3.3	49%
The College's facilities and technology allow for a range of delivery systems and instructional modes that are appropriate to student needs.	1	18	26	59	25	129	3.7	65%
The college takes reasonable steps to provide a safe and secure environment.	2	13	22	75	31	143	3.8	74%
The overall appearance of the campus is pleasing.	3	4	16	76	43	142	4.1	84%
Issues of low employee performance are addressed fairly in my department/division.	17	19	23	55	18	132	3.3	55%
This college's policies and practices ensure fair treatment for faculty, administration and staff.	9	13	35	54	24	135	3.5	58%
My job makes good use of my skills and abilities.	6	4	11	64	56	141	4.1	85%
I am given the responsibility and freedom to do my job.	8	8	14	52	58	140	4.0	79%
I am provided the resources I need to be effective in my job.	9	20	21	57	35	142	3.6	65%
Our evaluation process accurately measures my job performance.	8	12	31	58	30	139	3.7	63%
I have adequate opportunity for professional development at this college.	11	15	29	51	32	138	3.6	60%
Page 4								
Teaching is appropriately recognized in the evaluation and promotion process.	2	9	40	35	23	109	3.6	53%
Our college respects all employees and students regardless of their heritage or background.	3	7	22	48	55	135	4.1	76%
We celebrate significant milestones and important accomplishments at this college.	1	10	22	69	30	132	3.9	75%
The college appropriately recognizes innovative and high quality work.	7	17	33	54	21	132	3.5	57%
This college places appropriate emphasis on having diverse faculty, administration and staff.	2	7	32	59	32	132	3.9	69%
This college's policies and practices give me the flexibility to balance my personal and work life.	6	7	23	68	30	134	3.8	73%
My concerns are adequately addressed through the shared governance process.	10	18	41	40	17	126	3.3	45%
I feel that faculty have an appropriate level of participation in the shared governance process.	4	12	36	45	22	119	3.6	56%
I feel that staff have an appropriate level of participation in the shared governance process.	8	18	31	42	18	117	3.4	51%
I understand the shared governance process on campus well enough to know how to get involved.	5	11	26	59	29	130	3.7	68%

Appendix III. Survey Response Counts

Page 4 continued								
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Response Count	Rating Average	% Agree, Strongly Agree
I am well informed about campus-wide policy decisions.	9	17	34	51	21	132	3.4	55%
I feel that students have an appropriate level of participation in the shared governance process.	4	16	40	40	17	117	3.4	49%
Page 5								
The College appropriately maintains educational equipment/ resources.	4	21	27	55	18	125	3.5	58%
The library collection is sufficient in terms of quantity of resources.	5	17	34	41	11	108	3.3	48%
The library collection is sufficient in terms of quality of resources.	4	17	34	39	14	108	3.4	49%
The College provides sufficient student support services to meet student educational needs.	6	22	22	53	18	121	3.5	59%
The College provides reliable academic advising and counseling.	12	18	23	51	19	123	3.4	57%
My supervisor/ dean/ department chair makes his/her expectations clear.	11	8	15	60	42	136	3.8	75%
I receive feedback from my supervisor/ dean/ department chair that helps me.	13	8	19	57	38	135	3.7	70%
I believe what I am told by my supervisor/ dean/ department chair.	12	10	31	42	39	134	3.6	60%
My supervisor/ dean/ department chair regularly models this institution's values.	11	11	24	43	43	132	3.7	65%
My supervisor/ dean/ department chair actively solicits my suggestions and ideas.	15	15	19	40	46	135	3.6	64%
My supervisor/ dean/ department chair is consistent and fair.	16	14	13	47	43	133	3.7	68%
The College's technological resources (e.g. computer labs, software, internet connections, and online computing environments) adequately support student learning.	6	10	30	54	24	124	3.7	63%
The College maintains up-to-date technological resources.	5	12	35	55	22	129	3.6	60%
The College provides the technological training I need to do my job.	8	17	19	59	25	128	3.6	66%
Technology planning is adequately linked to the College's mission and purpose.	2	11	28	54	23	118	3.7	65%
Faculty participation in the development of Student Learning Outcomes will ultimately lead to improvement of student success.	6	8	30	40	37	121	3.8	64%
The WLAC (not LACCD) web site is useful and informative to me.	2	7	24	64	40	137	4.0	76%
It is easy for me to navigate the WLAC (not LACCD) web site.	2	13	30	52	39	136	3.8	67%
Page 6								
Accurate information about college programs and requirements is accessible to students.	4	11	27	57	22	121	3.68	65%
Program review processes are effective in evaluating whether or not courses, programs, and services are viable, current, and/or high quality.	5	10	39	38	19	111	3.5	51%
The College ensures that all courses are of sufficient quality and rigor regardless of mode of instruction or location.	2	16	31	43	16	108	3.51	55%
Collaboration between the District and the College effectively addresses student needs.	4	11	36	34	17	102	3.48	50%
I regularly discuss improving student learning and/or institutional effectiveness.	1	5	22	53	33	114	3.98	75%
The College establishes an environment that promotes behaviors meeting the highest standard of professional ethics.	5	14	37	41	23	120	3.53	53%

Appendix III. Survey Response Counts

Page 6 (continued)								
Answer Options	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Response Count	Rating Average	% Agree, Strongly Agree
Faculty engage in continuous data-driven dialogue centered on student learning and the improvement of student outcomes.	3	7	35	38	21	104	3.64	57%
The College's financial planning and budget development processes are adequately linked to the College's mission and purpose.	3	11	39	39	17	109	3.51	51%
Financial planning and budget development processes are clearly defined.	3	14	38	37	18	110	3.48	50%
The current District budget and planning processes adequately address the needs of the College.	5	19	43	27	10	104	3.17	36%
The current College budget and planning processes adequately address the needs of my department/division.	9	26	38	27	15	115	3.11	37%
The Program Review Resource Request is a satisfactory tool for requesting needed resources.	5	13	47	28	15	108	3.32	40%
I understand the College's process for how funds are prioritized and distributed.	10	24	38	29	15	116	3.13	38%
Fundraising efforts are adequately linked to the College's mission and purpose.	6	14	48	24	12	104	3.21	35%

Appendix IV. Respondent Demographics

What is your gender?		
Answer Options	Response Percent	Response Count
Female	56.3%	67
Male	43.7%	52
answered question		119
<i>skipped question</i>		45

What is your ethnic/racial background? (Please check all that apply.)		
Answer Options	Response Percent	Response Count
Asian/ Pacific Islander	13.2%	16
African American/ Black	29.8%	36
Hispanic/ Latino	15.7%	19
White/ Caucasian	32.2%	39
American Indian	1.7%	2
Other	11.6%	14
answered question		121
<i>skipped question</i>		43

What is your age?		
Answer Options	Response Percent	Response Count
18 - 30	5.2%	6
31 - 40	23.3%	27
41 - 50	31.0%	36
51 - 60	19.8%	23
61 - 70	15.5%	18
Over 70	5.2%	6
answered question		116
<i>skipped question</i>		48