



College Climate Survey Spring 2006

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COMMUNITY COLLEGE

teamwork

Talking Points

- Background
- Survey Results
- Current Challenges in the College
- Critical Success Factors
- Strategies/Action Plan
- Summary

Purpose

- To respond to Local College Board's request for morale survey.
- To assess the College's resources and preparedness in responding to an ever changing academic environment and external competitiveness.
- To provide a benchmark for continued improvement in support of a comprehensive approach toward institutional effectiveness.

Historical Perspective

**We can see more clearly
where we are today by
looking back from where
we've been.**

Quality of Life Cultural Audit

January 2000

Key Findings – 60% of 68 Employees Interviewed Agreed That:

- **Open communication among staff discouraged**
- **Managers and supervisors controlling, manipulative, competitive, accusatory**
- **Workplace lacks confidentiality, fairness, and respect**
- **Leaders poorly trained, poor communication skills, vague expectations, show difficulty accepting responsibility**
- **Information communicated to staff often negative, one-way, derived from rumors, gossip and hearsay.**

Benchmarks

Statements	College Support Staff Association (CSSA) Survey Spring 2004		CSSA Staff Survey Summer 1998	
	Strongly Agree and Agree Ratings	Disagree and Strongly Disagree Ratings	Strongly Agree and Agree Ratings	Disagree and Strongly Disagree Ratings
	%	%	%	%
1. There is a sense of trust among the administration, faculty and staff.	28.9	48.5	22.0	78.0
2. The college encourages teamwork across divisions/departments.	36.4	39.4	42.9	57.1
3. The administration provides appropriate leadership and vision.	43.3	40.2	32.7	67.3
4. I feel comfortable speaking out on issues affecting the college.	38.1	43.3	47.1	52.9
5. The administration is responsive to the concerns of the college's employees.	31.3	39.4	45.8	54.2
6. The college values the work I do.	48.0	26.0	----	----
7. In general, morale and job satisfaction are high.	31.0	57.0	29.4	70.6
8. The President has taken appropriate measures to improve morale.	----	----	----	----
9. The President provides adequate and appropriate information on important issues to the college	----	----	----	----
10. The college is supportive of professional development for all staff.	88.0	4.0	84.3	15.7
11. Overall, the college is effective in meeting its mission.	54.0	18.0	59.2	40.8
12. The resources needed to do my job successfully are readily available.	51.5	37.4	72.5	27.5
13. I believe the President is taking the college in the right direction.	----	----	----	----

Topics Surveyed

- Sense of Trust
- Teamwork
- Leadership and Vision
- Openness
- Responsive to Employee's Concern
- Valuing Employee's Work
- Morale and Job Satisfaction
- Appropriate Measure to Improve Morale
- Communication
- Professional Development
- Effectiveness
- Resources
- Strategic Direction

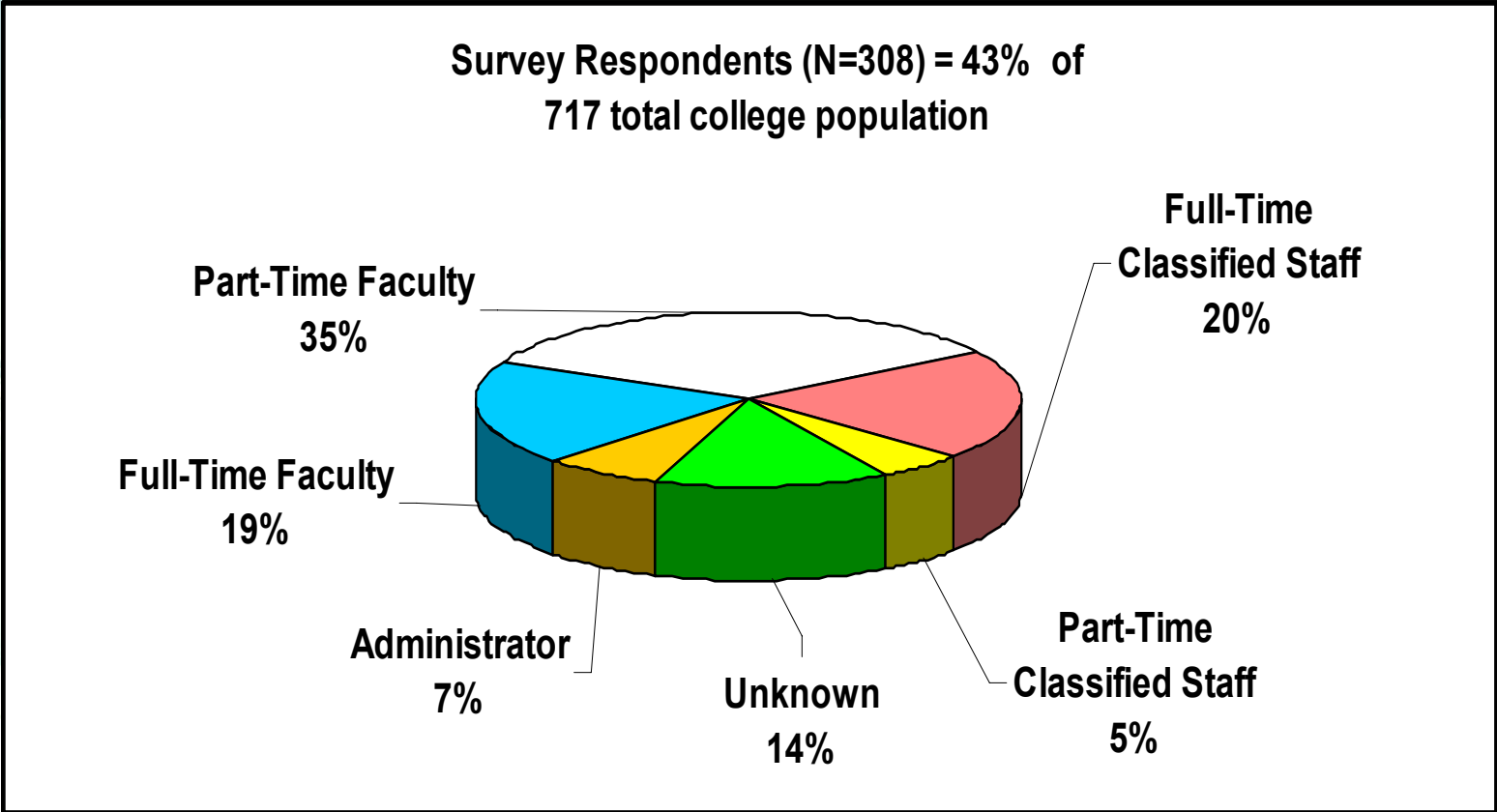
Specific Topic Statements

Statements	
1. There is a sense of trust among the administration, faculty and staff.	Sense of Trust
2. The college encourages teamwork across divisions/departments.	Teamwork
3. The administration provides appropriate leadership and vision.	Leadership and Vision
4. I feel comfortable speaking out on issues affecting the college.	Openness
5. The administration is responsive to the concerns of the college's employees.	Responsive to Employee's Concern
6. The college values the work I do.	Valuing Employee's Work
7. In general, morale and job satisfaction are high.	Morale and Job Satisfaction
8. The President has taken appropriate measures to improve morale.	Appropriate Measure to Improve Morale
9. The President provides adequate and appropriate information on important issues to the college community.	Communication
10. The college is supportive of professional development for all staff.	Professional Development
11. Overall, the college is effective in meeting its mission.	Effectiveness
12. The resources needed to do my job successfully are readily available.	Resources
13. I believe the President is taking the college in the right direction.	Strategic Direction

Survey Respondents

	Survey Respondents (N=308)											
	Administrator		Full-Time Faculty		Part-Time Faculty		Full-Time Classified Staff		Part-Time Classified Staff		Unknown	
	N	%	N	%	N	%	N	%	N	%	N	%
Respondents	22	7.1	60	19.5	104	33.8	63	20.5	16	5.2	43	14.0

Survey Respondents



Return Rate

Respondents	Number of Survey Respondents	Number of TNCC Employees	Overall As Percentage of TNCC Employees Responding	Percentage Breakdown of Employees by Category Return Rate	
	N	N	%	%	%
	Administrator	22	37	7.1	5.2
Full-time Faculty	60	102	19.5	14.2	58.8
Part-time Faculty	104	312	33.8	43.5	33.3
Full-time Classified Staff	63	193	20.5	26.9	32.6
Part-time Classified Staff (P-14)	16	73	5.2	10.2	21.9
Unknown	43	0	14.0	0.0	----
Total	308	717	100.0	100.0	43.0

Overview of Survey Results

Statements	Total	Number of Survey Responses by Ratings (Total Respondents = 308)													
		Strongly Agree		Agree		Strongly Agree and Agree Ratings		Neutral		Disagree		Strongly Disagree		Disagree and Strongly Disagree Ratings	
		N	%	N	%	N	%	N	%	N	%	N	%	N	%
1. There is a sense of trust among the administration, faculty and staff.	292	19	6.5	73	25.0	92	31.5	48	16.4	75	25.7	77	26.4	152	52.1
2. The college encourages teamwork across divisions/departments.	278	27	9.7	91	32.7	118	42.4	59	21.2	66	23.7	35	12.6	101	36.3
3. The administration provides appropriate leadership and vision.	296	32	10.8	90	30.4	122	41.2	63	21.3	63	21.3	48	16.2	111	37.5
4. I feel comfortable speaking out on issues affecting the college.	292	29	9.9	79	27.1	108	37.0	52	17.8	64	21.9	68	23.3	132	45.2
5. The administration is responsive to the concerns of the college's employees.	291	22	7.6	78	26.8	100	34.4	55	18.9	80	27.5	56	19.2	136	46.7
6. The college values the work I do.	300	38	12.7	117	39.0	155	51.7	54	18.0	50	16.7	41	13.7	91	30.3
7. In general, morale and job satisfaction are high.	295	11	3.7	69	23.4	80	27.1	52	17.6	73	24.7	90	30.5	163	55.3
8. The President has taken appropriate measures to improve morale.	278	38	13.7	64	23.0	102	36.7	73	26.3	46	16.5	57	20.5	103	37.1
9. The President provides adequate and appropriate information on important issues to the college community.	291	53	18.2	124	42.6	177	60.8	55	18.9	37	12.7	22	7.6	59	20.3
10. The college is supportive of professional development for all staff.	289	50	17.3	126	43.6	176	60.9	61	21.1	36	12.5	16	5.5	52	18.0
11. Overall, the college is effective in meeting its mission.	296	22	7.4	115	38.9	137	46.3	76	25.7	60	20.3	23	7.8	83	28.0
12. The resources needed to do my job successfully are readily available.	304	35	11.5	117	38.5	152	50.0	49	16.1	72	23.7	31	10.2	103	33.9
13. I believe the President is taking the college in the right direction.	283	55	19.4	88	31.1	143	50.5	72	25.4	30	10.6	38	13.4	68	24.0

Survey Results Summary

Statements		Strongly Agree and Agree Ratings	Disagree and Strongly Disagree Ratings
		%	%
1. There is a sense of trust among the administration, faculty and staff.	Sense of Trust	18.4	71.1
2. The college encourages teamwork across divisions/departments.	Teamwork	36.8	50.0
3. The administration provides appropriate leadership and vision.	Leadership and Vision	30.3	51.3
4. I feel comfortable speaking out on issues affecting the college.	Openness	25.6	57.7
5. The administration is responsive to the concerns of the college's employees.	Responsive to Employee's Concern	28.9	57.9
6. The college values the work I do.	Valuing Employee's Work	40.8	43.4
7. In general, morale and job satisfaction are high.	Morale and Job Satisfaction	17.9	69.2
8. The President has taken appropriate measures to improve morale.	Appropriate Measure to Improve Morale	33.3	48.9
9. The President provides adequate and appropriate information on important issues to the college community.	Communication	62.3	20.8
10. The college is supportive of professional development for all staff.	Professional Development	61.0	20.8
11. Overall, the college is effective in meeting its mission.	Effectiveness	32.9	39.5
12. The resources needed to do my job successfully are readily available.	Resources	44.2	40.3
13. I believe the President is taking the college in the right direction.	Strategic Direction	51.3	36.8

Benchmarks

Statements	Classified Staff Survey Results					
	College Climate Survey Spring 2006 Results		College Support Staff Association (CSSA) Survey Spring 2004		CSSA Staff Survey Summer 1998	
	Strongly Agree and Agree Ratings	Disagree and Strongly Disagree Ratings	Strongly Agree and Agree Ratings	Disagree and Strongly Disagree Ratings	Strongly Agree and Agree Ratings	Disagree and Strongly Disagree Ratings
	%	%	%	%	%	%
1. There is a sense of trust among the administration, faculty and staff.	31.5	52.1	28.9	48.5	22.0	78.0
2. The college encourages teamwork across divisions/departments.	42.4	36.3	36.4	39.4	42.9	57.1
3. The administration provides appropriate leadership and vision.	41.2	37.5	43.3	40.2	32.7	67.3
4. I feel comfortable speaking out on issues affecting the college.	37.0	45.2	38.1	43.3	47.1	52.9
5. The administration is responsive to the concerns of the college's employees.	34.4	46.7	31.3	39.4	45.8	54.2
6. The college values the work I do.	51.7	30.3	48.0	26.0	----	----
7. In general, morale and job satisfaction are high.	27.1	55.3	31.0	57.0	29.4	70.6
8. The President has taken appropriate measures to improve morale.	36.7	37.1	----	----	----	----
9. The President provides adequate and appropriate information on important issues to the college community.	60.8	20.3	----	----	----	----
10. The college is supportive of professional development for all staff.	60.9	18.0	88.0	4.0	84.3	15.7
11. Overall, the college is effective in meeting its mission.	46.3	28.0	54.0	18.0	59.2	40.8
12. The resources needed to do my job successfully are readily available.	50.0	33.9	51.5	37.4	72.5	27.5
13. I believe the President is taking the college in the right direction.	50.5	24.0	----	----	----	----

Main Points

- ***Communication 60.8%*** - Employees agree that the President provides adequate information on key issues related to the College.

Main Points

- ***Professional Development 60.9%***
 - Employees agree that the College is supportive of professional development.

Main Points

- **Valuing Employees' Work 51.7%** - Employees agree that the College values the work they do.

Main Points

- ***Strategic Direction 50.5%*** - Employees agree that the President is taking the College in the right direction.

Main Points

- ***Resources 50.0%*** - Employees agree that resources are available to successfully perform their job.

Main Points

- **Effectiveness 46.3%** - Employees agree that the College is effective in meeting its mission.

Main Points

- ***Team Work 42.4%*** - Employees agree that the College encourages teamwork across divisions/departments.

Main Points

- ***Leadership and Vision 41.2%*** - Employees agree that the administration provides appropriate leadership and vision.

Areas of Improvement


- **Openness – 37% agree**
- **Sense of Trust – 31.5% agree**
- **Responsive to Employee's Concerns – 34.4% agree**
- **Morale and Job Satisfaction - 27.1% agree**
- **Appropriate Measures to Improve Morale – 36.7% agree**

Current Challenges

- Competitive Environment
- Dateline 2009
- Ever-changing needs of our stakeholders
- Enrollment, retention and graduation rates
- Technological infrastructure
- Policy and procedural changes to deliver quality service

Current Strategies

- Pay and Salary Adjustments
- Faculty Senate Executive Board Meetings
- Professional Development Programs
- Town Hall Meetings
- CSSA Executive Board Meetings
- Online and offline communication avenues such as *The President's Newsletter, Annual Report, E-Flagstaff, Email to All Exchange Users, NelsonLink*
- Holiday Party / Employee Picnic
- Employee Recognition Banquet
- Expanded Employee representation on teams, committees, task force councils



“WE can always do better; we can always go further; we can always find new possibilities.”

Henry Ford

Action Plan

- Annual college climate survey for benchmarking purposes
- College Council to spearhead and make suggestions of activities that will increase morale
- Suggestion/Comments Boxes
- Continued / Expanded Employee Public Recognition
- Incentive and advancement criteria explicitly linked to fit with College's mission
- Constant verbal and written emphasis on College's values, mission, and vision
- Departmental/College retreats
- Administrative and Leadership Retreats / Workshops
- Continued Current TNCC Best Practices

Summary

“Sustaining any profound change process requires fundamental shift in thinking. Change is nature’s way. We can either work with it or against it. This requires patience as well as urgency. It requires a real sense of inquiry, a genuine curiosity and it requires people who play key roles in sustaining change – people who are “leaders.”

Peter Senge
The Dance of Change

Commitment

“Thomas Nelson Community College prepares students for success in the global community and workforce of the future through the delivery of world-class comprehensive arts and sciences, transfer and occupational/technical programs and workforce development. TNCC enhances the quality of life for citizens in its region by providing high quality, affordable, and accessible post-secondary education.”

Thomas Nelson Community College

Excellence in All We Do



teamwork

teamwork