



ModernThink

Location Report Overview

El Centro College

DCCCD
ModernThink Insight Survey[®]
August 31 - September 14, 2007

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Location Report Suite

The enclosed reports were generated from the data collected during the employee survey conducted August 31 - September 14, 2007. Results from this survey will be used in the 2008 Best Companies to Work For in Texas.

Your El Centro College report suite includes the following:

- 1) Spreadsheets
 - *Perspectives* Spreadsheet
 - *Relationships* Spreadsheet
 - *Competencies* Spreadsheet
- 2) Response Distribution Report
- 3) Employee Comments Report

Interpreting Your Spreadsheets

Survey Responses

The ModernThink Insight Survey was comprised of 65 statements and two open-ended questions. Employees were asked to respond to the 65 statements using a five-point rating scale (Strongly Agree, Agree, Sometimes Agree/Sometimes Disagree, Disagree, Strongly Disagree and Not Applicable). The first column of data on the spreadsheet reflects the percentage of positive responses, that is, the percentage of your employees who responded with a "Strongly Agree" or "Agree" on the five-point scale. The second column of data on the spreadsheet reflects the percentage of negative responses, that is, the percentage of your employees who responded with a "Disagree" or "Strongly Disagree".

The first and second columns reflect the data for your location, the third column reflects the overall organization data and the subsequent columns reflect the *positive* data of the specific demographic groups. To protect the anonymity of your employees, we do not report data for categories with fewer than five respondents.

The 65 core statements of the ModernThink Insight Survey measure the strength of certain critical organizational competencies and relationships that most directly impact your organization's culture and the daily experience of your employees.

Perspectives Spreadsheet

There are a number of different lenses through which employees view their jobs and assess the employee/employer relationship. One of the more foundational frameworks is related to how employees view their *individual* job, the experience in their *workgroup* and their connection to the larger *organization*. The Perspectives spreadsheet captures the experience of your employees in these three categories.

Individual Average How employees view their jobs at an individual level, largely a function of job fit; recognition and compensation; and advancement opportunities.	69% Positive Response
Workgroup Average How employees experience their workgroups in terms of their ability to work collaboratively, perform effectively and create a collegial, supportive environment.	63% Positive Response
Organization Average How employees view their connection to the organization as a whole - relates to their identification with the mission/vision, their trust in senior leadership, and their experience of a unique organization culture.	66% Positive Response
Overall Average	67% Positive Response

Relationships Spreadsheet and Competencies Spreadsheet

The ModernThink survey statements are uniquely designed to assess not only different perspectives but also certain critical competencies and workplace relationships. Within each spreadsheet, survey statements are grouped according to different subcategories. **The Relationships Spreadsheet** provides insight into employees relationships with: Senior Leadership, Supervisors, Customer/Clients, and Colleagues.

The Competencies Spreadsheet assesses organizational competencies related to: Leadership, Communication, Respect, and Alignment.

Response Distribution Report

As previously noted, your employees responded to each statement in the survey using a five-point rating scale (Strongly Agree, Agree, Sometimes Agree/Sometimes Disagree, Disagree, Strongly Disagree, and Not applicable). In the Response Distribution Report, you will find the percentages of all possible response options for each survey statement.

Employee Comments Reports

The survey included two open-ended questions:

1. What makes this a great organization where people want to work?
2. What would make this a better place to work?

These reports provide the responses to these questions transcribed exactly as written by your employees.

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Response Distribution Report
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Strongly Agree	Agree	Sometimes Agree + Sometimes Disagree	Disagree	Strongly Disagree	Not Applicable
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1. I understand our organization's mission and strategic goals

(113)	52.2%	38.9%	6.2%	1.8%	0.9%	0%
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2. My job makes good use of my skills and abilities

(113)	43.4%	27.4%	22.1%	2.7%	4.4%	0%
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3. I am provided the training I need to be effective in my job

(113)	30.1%	42.5%	20.4%	5.3%	1.8%	0%
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4. I understand how my job contributes to this organization's success

(113)	59.3%	37.2%	2.7%	0.9%	0%	0%
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5. I am given the responsibility and freedom to do my job

(113)	55.8%	29.2%	14.2%	0.9%	0%	0%
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6. I am regularly recognized for my contributions

(113)	21.2%	32.7%	25.7%	14.2%	5.3%	0.9%
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7. I have a clear understanding of this organization's current financial performance

(113)	28.3%	31.9%	23.9%	11.5%	1.8%	2.7%
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8. I am provided the resources I need to be effective in my job

(113)	25.7%	35.4%	31.9%	4.4%	2.7%	0%
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9. I am given a real opportunity to develop my skills in this organization

(113)	31%	40.7%	18.6%	8%	1.8%	0%
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10. I understand the steps necessary to advance my career

(113)	22.1%	39.8%	16.8%	11.5%	8%	1.8%
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11. I have the flexibility and authority to quickly address customer needs

(113)	38.1%	43.4%	12.4%	6.2%	0%	0%
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	Strongly Agree	Agree	Sometimes Agree + Sometimes Disagree	Disagree	Strongly Disagree	Not Applicable
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12. I am paid fairly for my work

(113)	11.5%	23.9%	24.8%	28.3%	10.6%	0.9%
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13. My supervisor makes his/her expectations clear

(113)	26.5%	42.5%	21.2%	5.3%	3.5%	0.9%
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14. I trust my supervisor enough to follow him/her, even when I disagree with his/her decisions

(113)	25.7%	35.4%	31.9%	3.5%	3.5%	0%
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15. My supervisor actively solicits my suggestions and ideas

(113)	35.4%	35.4%	16.8%	8.8%	3.5%	0%
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16. My supervisor keeps his/her promises

(113)	30.1%	39.8%	18.6%	7.1%	2.7%	1.8%
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17. I receive feedback from my supervisor that helps me

(113)	29.2%	34.5%	30.1%	3.5%	2.7%	0%
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18. My supervisor takes an active interest in helping me advance my career

(113)	31%	27.4%	21.2%	11.5%	6.2%	2.7%
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19. I believe what I am told by my supervisor

(113)	33.6%	39.8%	19.5%	3.5%	3.5%	0%
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20. My supervisor supports my efforts to balance my work and personal life

(113)	46%	30.1%	13.3%	7.1%	2.7%	0.9%
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21. I have a good relationship with my supervisor

(113)	46%	37.2%	15%	0%	1.8%	0%
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22. My supervisor regularly models our organization's values

(113)	38.1%	40.7%	15.9%	2.7%	1.8%	0.9%
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	Strongly Agree	Agree	Sometimes Agree + Sometimes Disagree	Disagree	Strongly Disagree	Not Applicable
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23. When I offer a new idea, I believe it will be fully considered

(113)	35.4%	33.6%	23%	2.7%	4.4%	0.9%
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24. I am comfortable expressing my opinions on issues important to me

(113)	41.6%	36.3%	16.8%	4.4%	0.9%	0%
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25. Changes that affect me are discussed prior to being implemented

(113)	17.7%	29.2%	35.4%	9.7%	5.3%	2.7%
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26. In my workgroup, we communicate openly about issues that impact each other's work

(113)	31%	36.3%	19.5%	8%	4.4%	0.9%
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27. Issues of low performance are addressed in my workgroup

(113)	19.5%	30.1%	19.5%	20.4%	6.2%	4.4%
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28. Promotions in my workgroup are based on a person's ability

(113)	14.2%	19.5%	33.6%	15.9%	12.4%	4.4%
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29. In my workgroup, we have opportunities to contribute to important decisions

(113)	27.4%	35.4%	23.9%	7.1%	5.3%	0.9%
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30. My workgroup constantly looks for ways to achieve better results

(113)	37.2%	32.7%	22.1%	5.3%	1.8%	0.9%
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31. In my workgroup, we actively seek to understand customer needs

(113)	42.5%	44.2%	12.4%	0.9%	0%	0%
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32. In my workgroup, we adapt quickly to changing circumstances

(113)	36.3%	31%	23%	9.7%	0%	0%
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33. My work environment is fair for everyone

(113)	27.4%	29.2%	28.3%	8%	7.1%	0%
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	Strongly Agree	Agree	Sometimes Agree + Sometimes Disagree	Disagree	Strongly Disagree	Not Applicable
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34. In my workgroup, we genuinely care about each other

(113)	33.6%	37.2%	18.6%	7.1%	2.7%	0.9%
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35. People in my workgroup work well together

(113)	31.9%	33.6%	29.2%	2.7%	2.7%	0%
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36. There's a sense that we're all on the same team in this organization

(113)	25.7%	29.2%	27.4%	11.5%	6.2%	0%
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37. Our orientation program prepares new employees to be effective

(113)	17.7%	28.3%	35.4%	11.5%	4.4%	2.7%
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38. Our review process accurately measures my job performance

(113)	20.4%	35.4%	23.9%	11.5%	8.8%	0%
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39. I can count on people to cooperate across departments

(113)	15%	34.5%	30.1%	13.3%	7.1%	0%
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40. Our organization's policies and practices ensure fair treatment for all employees

(113)	16.8%	32.7%	34.5%	6.2%	9.7%	0%
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41. I am proud to be a part of this organization

(113)	45.1%	38.9%	14.2%	0.9%	0.9%	0%
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42. Senior leadership provides a clear direction for this organization's future

(113)	36.3%	34.5%	17.7%	6.2%	5.3%	0%
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43. Our senior leadership has the capabilities necessary for us to be successful

(113)	37.2%	33.6%	22.1%	3.5%	3.5%	0%
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44. Senior leadership communicates openly about important matters

(113)	39.8%	24.8%	25.7%	4.4%	5.3%	0%
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Strongly Agree	Agree	Sometimes Agree + Sometimes Disagree	Disagree	Strongly Disagree	Not Applicable
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45. Senior leadership shows a genuine interest in the well-being of employees

(113)	36.3%	24.8%	26.5%	6.2%	6.2%	0%
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46. Our organization's policies give me the flexibility to manage my personal life

(113)	34.5%	39.8%	23%	1.8%	0.9%	0%
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47. Our recognition and rewards programs are meaningful to me

(113)	17.7%	34.5%	30.1%	9.7%	7.1%	0.9%
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48. Our organization's benefits meet my needs

(113)	24.8%	42.5%	23%	7.1%	2.7%	0%
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49. Senior leadership keeps their promises

(113)	22.1%	37.2%	31.9%	3.5%	4.4%	0.9%
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50. I trust senior leadership enough to follow them, even when I disagree with their decisions

(113)	24.8%	33.6%	31%	3.5%	7.1%	0%
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51. Senior leadership regularly models our organization's values

(113)	31%	37.2%	24.8%	4.4%	1.8%	0.9%
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52. I believe what I am told by senior leadership

(113)	24.8%	34.5%	30.1%	6.2%	4.4%	0%
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53. In this organization, we discuss and debate issues respectfully to get better results

(113)	22.1%	35.4%	30.1%	8.8%	3.5%	0%
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54. I would recommend our products/services to my family and friends

(113)	49.6%	33.6%	12.4%	3.5%	0.9%	0%
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55. In this organization, people are supportive of different personalities and backgrounds

(113)	33.6%	49.6%	11.5%	2.7%	2.7%	0%
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	Strongly Agree	Agree	Sometimes Agree + Sometimes Disagree	Disagree	Strongly Disagree	Not Applicable
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56. We learn from our mistakes in this organization

(113)	18.6%	46.9%	27.4%	4.4%	1.8%	0.9%
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57. In this organization, how well you do your job is more important than who you know

(113)	14.2%	24.8%	38.1%	12.4%	10.6%	0%
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58. We celebrate our successes in this organization

(113)	26.5%	41.6%	23.9%	5.3%	1.8%	0.9%
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59. I would recommend working here to my family and friends

(113)	38.1%	38.9%	12.4%	6.2%	4.4%	0%
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60. I feel a strong sense of loyalty to this organization

(113)	43.4%	36.3%	13.3%	2.7%	4.4%	0%
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61. This organization actively contributes to the community

(113)	66.4%	29.2%	3.5%	0.9%	0%	0%
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62. The work of this organization is important and makes a difference

(113)	66.4%	29.2%	4.4%	0%	0%	0%
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63. I would invest my own money in this organization

(113)	38.1%	31.9%	14.2%	2.7%	4.4%	8.8%
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64. Our organization's culture is special - something you don't find just anywhere

(113)	46%	27.4%	16.8%	6.2%	2.7%	0.9%
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65. This is a great organization where people want to work

(113)	36.3%	37.2%	19.5%	4.4%	2.7%	0%
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	Overall			Gender		Age								Ethnicity						Status		Duration of Employment					Job Role				Department													
	Positive Response	Negative Response	Organization Positive	Male	Female	< 25	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+	African American	Asian	Caucasian	Hispanic/Latino	Native American	Pacific Islander	BI-racial/Multi-racial	Full-Time	Part-Time	less than 2 years	2 - 3 years	4 - 5 years	6 - 10 years	more than 10 years	Prof. Support Staff - Supervisory	Prof. Support Staff - Non-Supervisory	Administrator	Faculty	Instruction/ Teaching	Instructional Support	Student Service Support	Finance/ Accounting/ Business Svcs	Facilities Mgmt/ Physical Plant	Information/ Educational Tech.	HR/ Organizational Development	Safety/ Security	Mktg/ Research/ Development	Cont. Ed/ Workforce & Contract Trng.	Other
Total number of survey respondents (113)				25	86	4	6	8	13	9	16	19	18	14	6	31	4	56	13	1	0	3	109	2	8	14	11	25	52	26	33	22	30	30	9	25	4	3	8	1	0	6	14	11
Individual Perspective																																												
1	91	2	87	96	89	*	83	87	100	77	93	89	100	92	83	90	*	91	84	*	*	*	91	*	87	85	100	88	94	92	87	100	86	93	100	92	*	*	87	*	*	100	78	90
2	70	7	74	76	70	*	50	62	61	55	87	57	72	85	100	61	*	73	76	*	*	*	70	*	87	57	45	68	78	73	51	81	80	83	77	64	*	*	50	*	*	83	50	72
3	72	7	68	80	70	*	66	75	84	66	68	63	72	85	66	77	*	69	76	*	*	*	72	*	62	78	63	64	76	69	72	81	80	80	77	80	*	*	62	*	*	66	50	63
4	96	0	91	92	97	*	100	100	100	100	100	84	100	92	100	96	*	94	100	*	*	*	96	*	100	100	100	92	96	96	96	100	93	96	100	100	*	*	87	*	*	100	92	90
5	84	0	78	88	83	*	66	100	84	77	93	78	83	92	83	80	*	87	92	*	*	*	84	*	87	78	81	84	88	96	75	95	80	83	88	88	*	*	75	*	*	100	85	90
6	54	19	46	64	51	*	50	87	30	55	50	44	55	71	66	48	*	58	75	*	*	*	52	*	62	57	45	56	54	36	51	68	63	63	62	52	*	*	62	*	*	66	35	45
7	61	13	52	72	59	*	0	42	75	55	73	63	61	85	83	58	*	71	23	*	*	*	62	*	42	21	70	50	80	60	45	95	53	66	66	54	*	*	37	*	*	66	57	81
8	61	7	60	72	58	*	83	75	61	44	68	52	55	57	66	64	*	55	61	*	*	*	60	*	87	64	36	56	65	65	69	54	56	60	88	68	*	*	62	*	*	66	42	45
9	71	9	61	76	72	*	66	75	76	55	68	73	61	85	83	70	*	71	76	*	*	*	71	*	75	71	36	68	80	76	60	77	76	73	88	72	*	*	62	*	*	83	57	63
10	63	19	59	64	63	*	33	85	38	55	66	57	66	78	83	50	*	69	76	*	*	*	62	*	71	64	40	44	75	57	48	77	73	73	66	56	*	*	62	*	*	83	35	72
11	81	6	71	76	82	*	83	87	76	88	81	73	72	92	100	87	*	76	84	*	*	*	81	*	100	85	63	72	84	76	84	95	70	66	100	96	*	*	87	*	*	100	71	72
12	35	39	40	44	34	*	16	50	23	11	33	36	38	57	50	16	*	42	53	*	*	*	35	*	42	0	18	32	51	15	31	63	40	46	22	37	*	*	37	*	*	33	14	36
13	69	8	69	76	68	*	40	87	76	55	81	57	55	85	100	73	*	66	84	*	*	*	69	*	71	57	63	72	73	76	62	77	66	70	44	75	*	*	75	*	*	83	64	63
14	61	7	68	72	56	*	50	87	46	33	68	57	61	64	100	58	*	64	76	*	*	*	60	*	62	57	45	60	67	73	54	77	60	60	55	64	*	*	75	*	*	66	71	45
15	70	12	67	76	69	*	66	87	53	77	81	57	66	78	100	67	*	76	69	*	*	*	70	*	75	64	45	68	80	73	66	86	63	80	66	76	*	*	50	*	*	66	57	72
16	71	9	70	80	69	*	66	83	61	77	81	68	72	64	83	73	*	75	66	*	*	*	71	*	87	64	80	54	75	73	61	86	70	80	66	66	*	*	71	*	*	83	64	54
17	63	6	67	72	61	*	66	87	38	55	68	57	66	71	83	64	*	66	69	*	*	*	63	*	50	71	63	52	71	73	57	59	66	73	55	72	*	*	62	*	*	50	50	54
18	60	18	59	64	59	*	50	83	46	44	62	63	52	71	83	56	*	69	58	*	*	*	59	*	62	64	30	41	72	61	45	72	62	72	66	45	*	*	42	*	*	83	57	54
19	73	7	69	80	70	*	83	87	61	55	81	68	83	71	83	67	*	78	84	*	*	*	73	*	100	64	63	56	82	76	60	90	73	83	77	84	*	*	75	*	*	83	64	45
20	76	9	76	80	75	*	66	100	69	77	75	68	88	78	83	70	*	74	100	*	*	*	75	*	87	64	45	76	86	92	66	90	65	75	88	72	*	*	75	*	*	100	71	81
21	83	1	81	84	83	*	66	100	84	77	93	73	83	85	100	74	*	87	100	*	*	*	83	*	87	64	81	76	90	96	69	90	80	90	100	84	*	*	75	*	*	100	64	72
22	79	4	71	80	78	*	66	100	69	88	93	68	77	78	100	74	*	82	100	*	*	*	79	*	87	64	81	70	86	96	65	90	73	76	77	84	*	*	71	*	*	83	85	72
23	69	7	63	76	67	*	66	100	53	62	68	57	72	78	100	64	*	75	76	*	*	*	69	*	87	57	45	68	76	72	63	81	66	73	77	68	*	*	75	*	*	66	53	72
24	77	5	72	84	76	*	66	87	84	44	81	84	72	85	100	67	*	85	76	*	*	*	77	*	75	64	90	60	86	73	75	90	73	76	100	88	*	*	75	*	*	83	64	45
25	48	15	44	60	44	*	40	75	30	37	66	26	50	50	83	60	*	48	45	*	*	*	47	*	71	42	36	37	53	53	48	50	44	50	55	45	*	*	42	*	*	83	38	45
Individual Perspective - Average																																												
26	67	12	61	80	63	*	50	75	61	37	81	73	61	85	83	74	*	69	61	*	*	*	67	*	50	57	72	44	82	68	60	86	66	66	88	60	*	*	62	*	*	66	76	63
27	51	27	46	64	48	*	50	71	46	33	42	47	55	64	66	63	*	48	63	*	*	*	50	*	57	50	54	43	56	46	60	66	41	40	44	56	*	*	80	*	*	40	42	63
28	35	29	37	40	33	*	0	50	23	11	43	33	37	50	66	30	*	41	33	*	*	*	34	*	50	21	40	20	42	38	20	59	31	34	37	29	*	*	42	*	*	50	28	36
29	63	12	57	72	61	*	50	85	38	55	56	63	66	85	83	54	*	73	75	*	*	*	62	*	87	64	45	45	71	57	50	77	73	70	66	60	*	*	71	*	*	83	50	54
30	70	7	67	64	72	*	66	85	76	55	68	63	66	85	83	70	*	73	75	*	*	*	70	*	87	50	72	54	80	69	62	86	70	70	77	76	*	*	85	*	*	83	57	54
31	86	0	79	88	86	*	100	87	76	88	93	84	83	92	100	87	*	87	84	*	*	*	87	*	100	78	72	80	92	84	87	95	83	83	88	100	*	*	87	*	*	83	85	72
32	67	9	68	84	61	*	50	87	61	55	68	68	61	71	83	70	*	66	53	*	*	*	66	*	75	71	63	56	71	69	69	77	60	60	77	64	*	*	75	*	*	66	78	54
33	56	15	53	72	53	*	16	62	38	44	75	63	55	64	66	61	*	57	61	*	*	*	56	*	62	35	54	44	65	50	48	77	60	56	66	64	*	*	62	*	*	66	35	45
34	71	9	65	80	68	*	83	100	53	75	62	68	66	85	83	74	*	71	92	*	*	*	71	*	50	71	62	60	78	84	69	72	66	66	77	64	*	*	87	*	*	66	76	72
35	65	5	65	72	63	*	50	62	53	55	62	73	72	78	83	64	*	73	53	*	*	*	65	*	62	64	63	44	75	73	57	72	63	70	77	60	*	*	50	*	*	66	64	63
Workgroup Perspective - Average																																												
36	54	17	50	60	53	*	66	50	38	22	62	31	77	85	66	45	*	66	61	*	*	*	54	*	75	35	54	48	59	50	48	72	56	56	66	68	*	*	50	*	*	66	35	54
37	47	16	48	60	43	*	33	57	46	33	40	33	50	71	66	41	*	47	50	*	*	*	46	*	42	50	54	25	56	46	46	59	43	50	66	50	*	*	14	*	*	66	35	36
38	55	20	50	64	53	*	50	50	46	44	56	42	61	78	66	45	*	64	53	*	*	*	55	*	75	57	27	32	69	42	45	72	66	73	88	36	*							

	Overall			Gender		Age								Ethnicity						Status		Duration of Employment					Job Role					Department																
	Positive Response	Negative Response	Organization Positive	Male	Female	< 25	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65 +	African American	Asian	Caucasian	Hispanic/Latino	Native American	Pacific Islander	Bi-racial/Multi-racial	Full-Time	Part-Time	less than 2 years	2 - 3 years	4 - 5 years	6 - 10 years	more than 10 years	Prof. Support Staff – Supervisory	Prof. Support Staff – Non-Supervisory	Administrator	Faculty	Instruction/ Teaching	Instructional Support	Student Service Support	Finance/ Accounting/ Business Svcs	Facilities Mgmt/ Physical Plant	Information/ Educational Tech.	HR/ Organizational Development	Safety/ Security/ Police	Mktg/ Research/ Development	Cont. Ed/ Workforce & Contract Trng.	Other				
Total number of survey respondents (113)					25	86	4	6	8	13	9	16	19	18	14	6	31	4	56	13	1	0	3	109	2	8	14	11	25	52	26	33	22	30	30	9	25	4	3	8	1	0	6	14	11			
Supervisor																																																
13	My supervisor makes his/her expectations clear	69	8	69	76	68	*	40	87	76	55	81	57	55	85	100	73	*	66	84	*	*	*	69	*	71	57	63	72	73	76	62	77	66	70	44	75	*	*	75	*	*	83	64	63			
14	I trust my supervisor enough to follow him/her, even when I disagree with his/her decisions	61	7	68	72	56	*	50	87	46	33	68	57	61	64	100	58	*	64	76	*	*	*	60	*	62	57	45	60	67	73	54	77	46	60	55	64	*	*	75	*	*	66	71	45			
15	My supervisor actively solicits my suggestions and ideas	70	12	67	76	69	*	66	87	53	77	81	57	66	78	100	67	*	76	69	*	*	*	70	*	75	64	45	68	80	73	66	86	63	80	66	76	*	*	50	*	*	66	57	72			
16	My supervisor keeps his/her promises	71	9	70	80	69	*	66	83	61	77	81	68	72	64	83	73	*	75	66	*	*	*	71	*	87	64	80	54	75	73	61	86	70	80	66	66	*	*	71	*	*	83	64	54			
17	I receive feedback from my supervisor that helps me	63	6	67	72	61	*	66	87	38	55	68	57	66	71	83	64	*	66	69	*	*	*	63	*	57	71	63	52	71	73	57	59	66	73	55	72	*	*	62	*	*	50	50	54			
18	My supervisor takes an active interest in helping me advance my career	60	18	59	64	59	*	50	83	46	44	62	63	52	71	83	56	*	69	58	*	*	*	59	*	62	64	30	41	72	61	45	72	62	72	66	45	*	*	42	*	*	83	57	54			
19	I believe what I am told by my supervisor	73	7	69	80	70	*	83	87	61	55	81	68	83	71	83	67	*	78	84	*	*	*	73	*	100	64	63	56	82	76	60	90	73	83	77	84	*	*	75	*	*	83	64	45			
20	My supervisor supports my efforts to balance my work and personal life	76	9	76	80	75	*	66	100	69	77	75	68	88	78	83	70	*	74	100	*	*	*	75	*	87	64	45	76	86	92	66	90	65	75	88	72	*	*	75	*	*	100	71	81			
21	I have a good relationship with my supervisor	83	1	81	84	83	*	66	100	84	77	93	73	83	85	100	74	*	87	100	*	*	*	83	*	87	64	81	76	90	96	69	90	80	90	100	84	*	*	75	*	*	100	64	72			
22	My supervisor regularly models our organization's values	79	4	71	80	78	*	66	100	69	88	93	68	77	78	100	74	*	82	100	*	*	*	79	*	87	64	81	70	86	96	65	90	73	76	77	84	*	*	71	*	*	83	85	72			
Supervisor - Average			70	8	69	76	68	*	61	90	60	63	78	63	70	74	91	67	*	73	80	*	*	*	70	*	76	63	59	62	78	78	60	81	66	75	69	72	*	*	67	*	*	79	64	61		
Colleagues																																																
26	In my workgroup, we communicate openly about issues that impact each other's work	67	12	61	80	63	*	50	75	61	37	81	73	61	85	83	74	*	69	61	*	*	*	67	*	50	57	72	44	82	68	60	86	66	66	88	60	*	*	62	*	*	66	76	63			
30	My workgroup constantly looks for ways to achieve better results	70	7	67	64	72	*	66	85	76	55	68	63	66	85	83	70	*	73	75	*	*	*	70	*	87	50	72	54	80	69	62	86	70	70	77	76	*	*	85	*	*	83	57	54			
32	In my workgroup, we adapt quickly to changing circumstances	67	9	68	84	61	*	50	87	61	55	68	68	61	71	83	70	*	66	53	*	*	*	66	*	75	71	63	56	71	69	69	77	60	60	77	64	*	*	75	*	*	66	78	54			
34	In my workgroup, we genuinely care about each other	71	9	65	80	68	*	83	100	53	75	62	68	66	85	83	74	*	71	92	*	*	*	71	*	50	71	72	60	78	84	69	72	66	66	77	64	*	*	87	*	*	66	76	72			
35	People in my workgroup work well together	65	5	65	72	63	*	50	62	53	55	62	73	72	78	83	64	*	73	53	*	*	*	65	*	62	64	63	44	75	73	57	72	63	70	77	60	*	*	50	*	*	66	64	63			
36	There's a sense that we're all on the same team in this organization	54	17	50	60	53	*	66	50	38	22	62	31	77	85	66	45	*	66	61	*	*	*	54	*	75	35	54	48	59	50	48	72	56	56	66	68	*	*	50	*	*	66	35	54			
39	I can count on people to cooperate across departments	49	20	44	52	48	*	66	37	46	33	43	57	50	64	66	48	*	53	61	*	*	*	49	*	62	28	45	60	50	61	36	68	40	43	66	60	*	*	62	*	*	66	28	45			
55	In this organization, people are supportive of different personalities and backgrounds	83	5	68	92	81	*	83	100	69	44	81	89	83	92	100	80	*	85	100	*	*	*	83	*	87	85	63	72	92	80	84	86	80	86	100	76	*	*	100	*	*	83	71	72			
Colleagues - Average			65	10	61	73	63	*	64	74	57	47	65	65	67	80	80	65	*	69	69	*	*	*	65	*	68	57	63	54	73	69	60	77	62	64	78	66	*	*	71	*	*	70	60	59		
Senior Leadership																																																
42	Senior leadership provides a clear direction for this organization's future	70	11	59	80	68	*	66	62	69	44	62	68	88	78	83	64	*	78	69	*	*	*	70	*	75	64	63	52	82	57	63	81	80	83	100	68	*	*	62	*	*	100	35	63			
43	Our senior leadership has the capabilities necessary for us to be successful	70	7	65	80	67	*	50	62	53	66	62	78	77	85	83	74	*	75	61	*	*	*	70	*	87	57	63	56	80	57	66	77	80	76	100	60	*	*	87	*	*	83	50	72			
44	Senior leadership communicates openly about important matters	64	9	53	72	62	*	33	62	61	44	62	63	83	71	83	64	*	73	53	*	*	*	64	*	87	42	63	48	75	57	54	72	73	80	88	60	*	*	62	*	*	100	21	54			
45	Senior leadership shows a genuine interest in the well-being of employees	61	12	56	72	58	*	16	62	46	55	50	63	83	71	83	51	*	73	53	*	*	*	60	*	75	35	54	44	76	46	48	77	73	76	100	44	*	*	75	*	*	66	35	45			
49	Senior leadership keeps their promises	59	8	52	76	55	*	16	71	53	44	56	52	77	78	83	56	*	71	38	*	*	*	59	*	62	30	72	44	71	50	46	72	70	73	88	48	*	*	50	*	*	83	42	54			
50	I trust senior leadership enough to follow them, even when I disagree with their decisions	58	10	57	76	53	*	16	62	53	33	56	57	72	71	83	54	*	69	53	*	*	*	57	*	62	35	45	44	73	50	45	77	63	66	88	52	*	*	50	*	*	100	35	54			
51	Senior leadership regularly models our organization's values	68	6	60	80	64	*	60	62	61	55	81	57	77	78	83	64	*	76	66	*	*	*	68	*	75	57	81	45	78	69	50	77	80	80	88	70	*	*	50	*	*	100	50	63			
52	I believe what I am told by senior leadership	59	10	54	72	54	*	33	62	61	33	62	52	77	71	50	54	*	64	61	*	*	*	58	*	75	42	54	44	69	61	42	68	70	66	88	56	*	*	75	*	*	83	35	54			
Senior Leadership - Average			63	9	57	76	60	*	36	63	57	46	61	61	79	75	78	60	*	72	56	*	*	*	63	*	74	45	61	47	75	55	51	75	73	75	92	57	*	*	63	*	*	89	37	57		
Customers/Clients																																																
11	I have the flexibility and authority to quickly address customer needs	81	6	71	76	82	*	83	87	76	88	81	73	72	92	100																																

	Overall			Gender		Age										Ethnicity						Status		Duration of Employment					Job Role				Department													
	Positive Response	Negative Response	Organization Positive	Male	Female	<25	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65 +	African American	Asian	Caucasian	Hispanic/Latino	Native American	Pacific Islander	BI-racial/Multi-racial	Full-Time	Part-Time	less than 2 years	2 - 3 years	4 - 5 years	6 - 10 years	more than 10 years	Prof. Support Staff - Supervisory	Prof. Support Staff - Non-Supervisory	Administrator	Faculty	Instructor/ Teaching	Instructional Support	Student Service Support	Finance/Accounting/ Business Svcs	Facilities Mgmt/ Physical Plant	Information/ Educational Tech.	HR/ Organizational Development	Safety/ Security/ Police	Mktg/ Research/ Development	Cont. Ed/ Workforce & Contract Trng.	Other		
Total number of survey respondents (113)				25	86	4	6	8	13	9	16	19	18	14	6	31	4	56	13	1	0	3	109	2	8	14	11	25	52	26	33	22	30	30	9	25	4	3	8	1	0	6	14	11		
Leadership																																														
14 I trust my supervisor enough to follow him/her, even when I disagree with his/her decisions	61	7	68	72	56	*	50	87	46	33	68	57	61	64	100	58	*	64	76	*	*	*	60	*	62	57	45	60	67	73	54	77	46	60	55	64	*	*	75	*	*	66	71	45		
43 Our senior leadership has the capabilities necessary for us to be successful	70	7	65	80	67	*	50	62	53	66	62	78	77	85	83	74	*	75	61	*	*	*	70	*	87	57	63	56	80	57	66	77	80	76	100	60	*	*	87	*	*	83	50	72		
50 I trust senior leadership enough to follow them, even when I disagree with their decisions	58	10	57	76	53	*	16	62	53	33	56	57	72	71	83	54	*	69	53	*	*	*	57	*	62	35	45	44	73	50	45	77	63	66	88	52	*	*	50	*	*	100	35	54		
56 We learn from our mistakes in this organization	66	6	56	76	62	*	83	57	61	44	68	63	72	85	50	64	*	62	91	*	*	*	65	*	62	50	45	70	73	69	56	77	70	70	77	64	*	*	100	*	*	83	42	72		
16 My supervisor keeps his/her promises	71	9	70	80	69	*	66	83	61	77	81	68	72	64	83	73	*	75	66	*	*	*	71	*	87	64	80	54	75	73	61	86	70	80	66	66	*	*	71	*	*	83	64	54		
19 I believe what I am told by my supervisor	73	7	69	80	70	*	83	87	61	55	81	68	83	71	83	67	*	78	84	*	*	*	73	*	100	64	63	56	82	76	60	90	73	83	77	84	*	*	75	*	*	83	64	45		
22 My supervisor regularly models our organization's values	79	4	71	80	78	*	66	100	69	88	93	68	77	78	100	74	*	82	100	*	*	*	79	*	87	64	81	70	86	96	65	90	73	76	77	84	*	*	71	*	*	83	85	72		
49 Senior leadership keeps their promises	59	8	52	76	55	*	16	71	53	44	56	52	77	78	83	56	*	71	38	*	*	*	59	*	62	30	72	44	71	50	46	72	70	73	88	48	*	*	50	*	*	83	42	54		
51 Senior leadership regularly models our organization's values	68	6	60	80	64	*	60	62	61	55	81	57	77	78	83	64	*	76	66	*	*	*	68	*	75	57	81	45	78	69	50	77	80	80	88	70	*	*	50	*	*	100	50	63		
52 I believe what I am told by senior leadership	59	10	54	72	54	*	33	62	61	33	62	52	77	71	50	54	*	64	61	*	*	*	58	*	75	42	54	44	69	61	42	68	70	66	88	56	*	*	75	*	*	83	35	54		
Leadership - Average	66	7	62	77	62	*	52	73	57	52	70	62	74	79	63	*	71	69	*	*	*	66	*	75	52	62	54	75	67	54	79	69	73	80	64	*	*	70	*	*	84	53	58			
Communication																																														
15 My supervisor actively solicits my suggestions and ideas	70	12	67	76	69	*	66	87	53	77	81	57	66	78	100	67	*	76	69	*	*	*	70	*	75	64	45	68	80	73	66	86	63	80	66	76	*	*	50	*	*	66	57	72		
17 I receive feedback from my supervisor that helps me	63	6	67	72	61	*	66	87	38	55	68	57	66	71	83	64	*	66	69	*	*	*	63	*	50	71	63	52	71	73	57	59	66	73	55	72	*	*	62	*	*	50	50	54		
25 Changes that affect me are discussed prior to being implemented	48	15	44	60	44	*	40	75	30	37	66	26	50	80	83	60	*	48	45	*	*	*	47	*	71	42	36	37	53	53	48	50	44	50	55	45	*	*	42	*	*	83	38	45		
26 In my workgroup, we communicate openly about issues that impact each other's work	67	12	61	80	63	*	50	75	61	37	81	73	61	85	83	74	*	69	61	*	*	*	67	*	50	57	72	44	82	68	60	86	66	66	88	60	*	*	62	*	*	66	76	63		
53 In this organization, we discuss and debate issues respectfully to get better results	57	12	51	72	53	*	50	62	46	44	62	52	55	85	50	64	*	62	46	*	*	*	56	*	62	50	45	44	67	61	48	63	60	63	88	56	*	*	50	*	*	66	21	63		
1 I understand our organization's mission and strategic goals	91	2	87	96	89	*	83	87	100	77	93	89	100	92	83	90	*	91	84	*	*	*	91	*	87	85	100	88	94	92	87	100	86	93	100	92	*	*	87	*	*	100	78	90		
7 I have a clear understanding of this organization's current financial performance	61	13	52	72	59	*	0	42	75	55	73	63	61	85	83	58	*	71	23	*	*	*	62	*	42	21	70	50	80	60	45	95	53	66	66	54	*	*	37	*	*	66	57	81		
13 My supervisor makes his/her expectations clear	69	8	69	76	68	*	40	87	76	55	81	57	55	85	100	73	*	66	84	*	*	*	69	*	71	57	63	72	73	76	62	77	66	70	44	75	*	*	75	*	*	83	64	63		
24 I am comfortable expressing my opinions on issues important to me	77	5	72	84	76	*	66	87	84	44	81	84	72	85	100	67	*	85	76	*	*	*	77	*	75	64	90	60	86	73	75	90	73	76	100	88	*	*	75	*	*	83	64	45		
42 Senior leadership provides a clear direction for this organization's future	70	11	59	80	68	*	66	62	69	44	62	68	88	78	83	64	*	78	69	*	*	*	70	*	75	64	63	52	82	57	63	81	80	83	100	68	*	*	62	*	*	100	35	63		
44 Senior leadership communicates openly about important matters	64	9	53	72	62	*	33	62	61	44	62	63	83	71	83	64	*	73	53	*	*	*	64	*	87	42	63	48	75	57	54	72	73	80	88	60	*	*	62	*	*	100	21	54		
Communication - Average	67	9	62	76	64	*	50	73	63	51	73	62	68	78	84	67	*	71	61	*	*	*	66	*	67	56	64	55	76	67	60	78	66	72	77	67	*	*	60	*	*	78	51	63		
Respect																																														
12 I am paid fairly for my work	35	39	40	44	34	*	16	50	23	11	33	36	38	57	50	16	*	42	53	*	*	*	35	*	42	0	18	32	51	15	31	63	40	46	22	37	*	*	37	*	*	33	14	36		
27 Issues of low performance are addressed in my workgroup	51	27	46	64	48	*	50	71	46	33	42	47	55	64	66	63	*	48	63	*	*	*	50	*	57	50	54	43	56	46	60	66	41	40	44	56	*	*	80	*	*	40	42	63		
28 Promotions in my workgroup are based on a person's ability	35	29	37	40	33	*	0	50	23	11	43	37	37	50	66	30	*	41	33	*	*	*	34	*	50	21	40	20	42	38	20	59	31	34	37	29	*	*	42	*	*	50	28	36		
33 My work environment is fair for everyone	56	15	53	72	53	*	16	62	38	44	75	63	55	64	66	61	*	57	61	*	*	*	56	*	62	35	54	44	65	50	48	77	60	56	66	64	*	*	62	*	*	66	35	45		
38 Our review process accurately measures my job performance	55	20	50	64	53	*	50	50	46	44	56	42	61	78	66	45	*	64	53	*	*	*	55	*	75	57	27	32	69	42	45	72	66	73	88	36	*	*	25	*	*	83	50	45		
40 Our organization's policies and practices ensure fair treatment for all employees	49	15	45	64	45	*	16	50	46	33	50	42	55	71	66	35	*	62	53	*	*	*	48	*	62	42	36	28	61	50	21	77	63	56	55	48	*	*	37	*	*	83	28	54		
57 In this organization, how well you do your job is more important than who you know	38	23	39	48	36	*	50	62	23	22	31	26	38	64	66	45	*	41	46	*	*	*	37	*	37	28	45	28	48	34	36	50	40	46	44	36	*	*	50	*	*	50	14	45		
6 I am regularly recognized for my contributions	54	19	46	64	51	*	50	87	30	55	50	44	55	71	66	48	*	58	75	*	*	*	52	*	62	57	45	56	54	36	51	68	63	63	62	52	*	*	62	*	*	66	35	45		
29 My supervisor supports my efforts to balance my work and personal life	76	9	76	80	75	*	66	100	69	77	75	68	88	78	83	70	*	74	100	*	*	*	75	*	87	64	45	76	86	92	66	90	65	75	88	72	*	*	75	*	*	100	71	81		
45 Senior leadership shows a genuine interest in the well-being of employees	61	12	56	72	58	*	16	62	46	55	50	63	83	71	83	51	*	73	53	*	*	*	60	*	75	35	54	44	76	46	48	77	73	76	100	44	*	*	75	*	*	66	35	45		
46 Our organization's policies give me the flexibility to manage my personal life	74	2	74	80	72	*	83	87	61	77	56	78	72	85	100	74	*	73	84	*	*	*	74	*	75	71	36	72	84	80	72	81	66	70	77	72	*	*	87	*	*	100	71	63		
47 Our recognition and rewards programs are meaningful to me	52	16	45	64	49	*	80	62	69	55	43	26	33	78	50	66	*	48	69	*	*	*	51	*	28	64	54	60	50	57																