



2020 EMPLOYEE SURVEY RESULTS AND ANALYSIS

April 2021

**Survey Administered by the Institutional Effectiveness Committee
September to November 2020**

**Report Prepared by the Office of Institutional Effectiveness and Assessment
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SOUTH PLAINS COLLEGE

2020 Employee Survey EXECUTIVE SUMMARY April 2021

The organizational climate of the College is the product of the interactions and relationships among SPC employees who work together to accomplish our institutional mission and fulfill our vision of improving each student's life. The Employee Survey is designed to serve as a measure of employee satisfaction with the overall work environment of the College. A total of 353 employees responded to the 2020 survey, 39 fewer individuals than the number of participants for the 2018 survey (N=392).

The results of the 2020 Employee Survey indicate that the current organizational climate is supportive of the College's seven areas of commitment that comprise the College's system of organizational values and beliefs. Commitment to students, educational excellence, and access and diversity remain the most positive factors about South Plains College as seen by employees. As in previous Employee Surveys, the College's dedication to students emerged as the number one attribute employees do not want to see changed. The College's friendly work environment that is characterized by supportive and cooperative co-workers and a sense of family continues to be highly valued attributes in working at SPC. ***These findings do not deviate from those of previous surveys, which indicate that the organizational culture of the College remains stable and consistent.*** Leadership on administrative and supervisory levels was also viewed as an institutional strength, overall.

In order to determine strengths and opportunities for improvement, two benchmarks have been established for the purpose of analysis. A benchmark of 3.50 has been set for the Mean calculations for attribute/success factors and survey statements. Mean scores that fall below this benchmark are considered indicators of potential improvement. Additionally, a benchmark of 70% agreement has been established for the survey statements. Agreement that falls below this benchmark also indicates more specific areas of improvement.

The subscale factors pertaining to student focus, learning focus, access and diversity, employee empowerment, supervisory management, cooperation/teamwork, internal employee relations, physical environment, community focus, and leadership are viewed positively by employees. Mean scores for all 16 organizational success factors exceeded the 3.50 benchmark for All Respondents. Based on the changes made to the 2020 Employee Survey, there are now only sixteen success factors as opposed to the previous seventeen. ***Respondents exhibited slightly higher levels of satisfaction (higher Mean ratings) for all of the 16 success factors compared to two years ago in 2018.***

It should be noted that during 2019-2020 the Employee survey statements were reviewed and updated based on an ad hoc committee formed at the request of the President in response to feedback from various groups. The ad hoc committee was organized by the Institutional Effectiveness Committee. The committee was comprised of members from all areas of South Plains College. The committee spent time discussing each statement and made recommendations for changes to the Executive Committee. The Executive Committee discussed and made additional recommendations for changes or to retain original statements through discussions with the Institutional Effectiveness Committee Chair. The changes to the statements included remaining the same, changed wording, removal, reorganization, and additions of statements.

Statistical hypothesis testing, employed to determine possible statistical significance between the Mean results for the 2020 survey compared with the 2018 survey, was noted in twelve of the grouped variables. Ten of the statistically significant grouped variables had an F-test or t-test p-value of less than .02 for All Respondents. Of the twelve grouped variables that had either a statistically significant difference between the 2018 and 2020 mean, Faculty had a significant change in eleven, Classified Personnel in one, and Professional Non-faculty in one. Individual statements that were not reworded were included in the statistical analysis as well. The

corresponding results indicated a statistically significant change in the mean on nine statements for All Respondents, eleven statements for Faculty, four statements for Classified Personnel, and one comment for Administrators.

The Survey Analysis Report includes data that describe the degree of employee agreement with the 54 statements comprising the survey. Employees had high levels of agreement (greater than or equal to a 70% benchmark) for 46 of the statements for an overall satisfaction rating of 85.2%. This was a +13.5 percentage point increase over the 2018 survey administration (38 statements for 71.7%). Of the 8 statements where overall agreement fell below the 70% benchmark, percentage point improvements were gained for three of the statements.

The Survey Report also examines whether or not attributes/success factor and statement Means that did not meet the 3.50 benchmark in the prior survey increased in value to meet the benchmark (termed an “improvement”). Conversely, those statement Means that met the benchmark in the prior survey, but failed to meet the benchmark in the 2020 survey, are recorded as “setbacks.” The same analysis is applied to the number of statements that improved to meet the 70% agreement benchmark and that fell below the benchmark.

When comparing 2020 survey results to those of 2018, there were sixteen benchmark improvements recorded for *attribute/success factors and statement Means* among All Respondents and the four employee categories. Some comparisons between 2020 and 2018 are not a direct comparison because of changes made to the survey statements. There was a decrease in the number of attribute/success factors from seventeen to sixteen. Notably, the attribute/success factor “Cooperation and Teamwork” improved from 3.77 in 2018 to 4.14 in 2020 for All Respondents. Conversely, nineteen statement Means experienced setbacks among the four employee categories from the 2018 survey ratings. Many of these statements were reworded in the 2020 survey.

Benchmark improvements for *statement agreement* among the employee categories lead setbacks. Seven of the 41 benchmark improvements were recorded for All Respondents, eleven for Classified Personnel, nine for Administrators, eight for Faculty, and six for Professional Non-Faculty. The 2 benchmark setbacks for statement agreement were recorded among respondents who identified themselves as Classified Personnel for one statement and Professional Non-Faculty for a second statement.

Among All Respondents, the survey identified areas that employees feel are in need of continued improvement ($M < 3.50$), which include:

- Greater cooperation and teamwork between departments and work groups. ($M = 3.45$)

Overall, the means increased with few continuing to fall below the established 3.50 benchmark.

2020 Employee Survey RESULTS AND ANALYSIS March 2021

Introduction

The Employee Survey measures employee response to the seven Commitment Statements that form the organizational value and belief system for the College. The survey consists of 54 statements that are designed to provide a quantitative method for examining the following organizational attributes and critical success factors that characterize a quality educational institution.

- Student Focus
- Learning Focus
- Access and Diversity
- Employee Focus
 - Employee Empowerment
 - Supervisory Management
 - Cooperation and Teamwork
- Quality Work Environment
 - Organizational Communications
 - Internal Employee Relations
 - Physical Environment
- Community Focus
- Leadership Focus
 - Planning and Effectiveness
 - Leadership
 - Budgeting and Allocation of Resources

The list of survey statements organized according to the 16 attribute/success factor scales is found in Attachment A. Each statement represents a desired characteristic or quality that SPC employees believe is important for the College to achieve in order to accomplish its vision to “improve each student’s life.”

Respondents are asked to respond to the statements on a Likert scale of 1 to 5 where 1 = strongly disagree and 5 = strongly agree. Because the statements are drawn from the organizational values (Commitment Statements) of the College. The survey was administered in an online format. Provisions were made to provide access to computers through the Human Resources Office for those employees without computing resources.

During 2019 and 2020 the Employee Survey was brought up for a review by an ad hoc committee stemming from the Institutional Effectiveness Committee. The Employee Survey Review Committee consisted of employees from all employee classifications and all divisions. Each statement was reviewed to ensure the wording was clear and updated as the survey was last updated in 2013. Nineteen statements were reworded, two new statements were added, one statement was removed, thirty-three statements remained the same. The statements were reorganized from random order to being organized by the applicable attribute or organizational values (Commitment Statements). A “not- applicable” option was added as well as a primary location field to look at results by campus/center. The recommended changes were presented to the Executive Council for review and the changes were merged to develop the updated survey. This will mean that some of the results may not be a direct comparison based on the changes made. Reworded statements will be noted with the previous version in parentheses. There was also a shift to administer the survey to only full-time employees through CourseEval software. Additionally, the survey administration was moved from the spring semester of even-numbered years to the fall semester of even-numbered years.

As in previous surveys, employees were given the opportunity to provide written responses to three statements: 1) List three things you would never want to change about SPC and/or your department; 2) List three

things you would like to see improved or changed; and 3) I wished you had asked about; I would have said. A comment option was added below the statements for each organizational value.

For this administration of the Employee Survey, a revision was made to the survey statements with the addition of the positions referred to as leadership and administration added to each statement in parentheses.

Survey Administration and Response

The 2020 Employee Survey was administered online from October 8 to November 20, 2020. A total of 353 employees participated in the survey, representing 63.6% of the total College workforce of 555 employed in October 2020. This response rate was 39 respondents fewer than the 392 respondents for the 2020 Employee Survey, which represented 70.0% of the total College workforce.

The percentage of respondents closely represents the different employee categories. Faculty (N=199) represented 56.4% of the respondents; Classified Personnel (N=66) 18.7%; Professional Non-Faculty (N=53) 15.0%; and Administrators (N=25) 7.1%. Ten (10) respondents chose not to indicate their employee classification. Their responses were included as part of the All Respondents data. Faculty, Professional Non-Faculty and Administration had fewer respondents than the previous survey with Professional Non-Faculty decreasing by 21 participants. The Classified Personnel category remained the same with 66 participants.

Data Calculation and Results

Arithmetic Means were calculated for each of the 54 statements that comprise the survey. Statements left unanswered were not counted in calculations. Additionally, the degree of agreement with each statement was calculated as a percentage of the respondents selecting one of the scale choices: 5-strongly agree, 4-agree, 2-disagree, and 1-strongly disagree. Calculations for percentage of statement agreement included both the agree and strongly agree ratings.

Survey statements are worded such that lower Means (disagree or strongly disagree) and the relative percentage of disagreement with the statement indicate areas where improvement is needed. The relative percentage of neutrality to a statement can also be interpreted as indicating areas for improvement. While neutrality does not indicate that an employee would tend to disagree with the statement, it also indicates that the employee has yet to form a favorable opinion about the statement. The not-applicable selection indicates that employees feel that the statement does not apply to them at this time.

The 54 statements have been categorized into 16 attribute/success factors that align with the College's seven organizational values and commitments. Arithmetic Means were calculated for each of the individual statements for each employee group and the All Respondents category. The greater the Mean indicates a higher the level of agreement (satisfaction) with the statement. The non-applicable and no response ratings were not used in the calculation of the Means.

The Means for each of the 16 organizational attributes/success factors were calculated by averaging the arithmetic Means of the statements that are attributable to the particular factor. This method was used for each of the employee groups and the All Respondents category. **Mean calculations for all attributes/success factors are summarized below in Table 1.**

**TABLE 1
SUMMARY OF SURVEY ATTRIBUTE MEANS**

ORGANIZATIONAL ATTRIBUTES/SUCCESS FACTORS	FAC N=199	CLASS N=66	PN-F N=53	ADM N=25	ALL N=353
Student Focus	4.51	4.13	4.41	4.58	4.42
Learning Focus	4.45	4.36	4.37	4.54	4.42
Access and Diversity	4.49	4.22	4.30	4.47	4.40
Employee Focus	4.24	3.92	4.19	4.33	4.17
Subcategory: Employee Empowerment	4.16	3.82	4.12	4.20	4.08
Subcategory: Supervisory Management	4.34	4.11	4.25	4.48	4.30
Subcategory: Cooperation and Teamwork	4.24	3.75	4.24	4.32	4.14
Subcategory: Rewards and Recognition	**Category Eliminated in 2020 Survey review				
Quality Work Environment	4.23	3.97	4.14	4.28	4.16
Subcategory: Organizational Communications	3.94	3.64	3.65	3.93	3.83
Subcategory: Internal Employee Relations	4.35	4.05	4.32	4.42	4.28
Subcategory: Physical Environment	4.36	4.26	4.40	4.44	4.36
Community Focus	4.07	3.79	4.09	4.23	4.03
Leadership Focus	4.02	3.75	3.94	4.39	3.98
Subcategory: Planning and Effectiveness	3.95	3.60	3.82	4.37	3.90
Subcategory: Leadership	4.25	4.01	4.17	4.50	4.20
Subcategory: Budgeting and Allocation of Resources	3.79	3.55	3.75	4.27	3.77
<i>Bold indicates subscale Means that fall below the 3.50 benchmark.</i>					

Mean calculations for all individual statements can be found in Attachment B, where attribute Means appear in bold face type. For comparative purposes, results from the 2018 Employee Survey are provided. The degree of statement agreement calculated as a percentage of the respondents can be found in Attachments C and E, with comparative agreement data between the 2020 and 2018 surveys in Attachments D-1 (agree), D-2 (neutral), and D-3 (disagree).

Analysis of Data Results

Analysis of the Means and response percentages provides an indication of the College's organizational strengths and opportunities for improvement. For the purpose of this analysis, two benchmarks were applied to help identify strengths and improvement areas. A minimum statement and attribute/success factor Mean was established at 3.50 and a minimum statement agreement percentage was established at 70%. Applying these benchmarks to the data assists in understanding how well we are doing within each commitment (success) area and where improvement is needed.

For All Respondents and all employee classification, Means for the 16 success measures met or exceeded the 3.50 benchmark, as reported in Table 1 and Table 2.

**TABLE 2
ATTRIBUTE AND STATEMENT BENCHMARK PERFORMANCE**

ATTRIBUTE/SUCCESS MEASURES MEETING 3.5 MEAN BENCHMARK					
	2018 Survey Results		2020 Survey Results		
Employee Category	N	%	N	%	Improvement
All Respondents	17	100.0%	16	100%	Unchanged
Faculty	16	94.1%	16	100%	Yes
Classified	14	82.3%	16	100%	Yes
Professional Non-Faculty	15	88.2%	16	100%	Yes
Administrators	17	100.0%	16	100%	Unchanged
SURVEY STATEMENTS MEETING 3.5 MEAN BENCHMARK					
	2018 Survey Results		2020 Survey Results		
Employee Category	N	%	N	%	Improvement

All Respondents	48	90.6%	53	98.1%	Yes
Faculty	49	92.5%	54	100%	Yes
Classified	41	77.4%	50	92.5%	Yes
Professional Non-Faculty	45	84.9%	53	98.1%	Yes
Administrators	52	98.1%	53	98.1%	Unchanged
SURVEY STATEMENTS MEETING 70% AGREEMENT BENCHMARK					
	2018 Survey Results		2020 Survey Results		
Employee Category	N	%	N	%	Improvement
All Respondents	38	71.7%	47	87.1%	Yes
Faculty	38	71.7%	46	85.2%	Yes
Classified	27	52.8%	39	72.2%	Yes
Professional Non-Faculty	39	73.6%	46	85.2%	Yes
Administrators	42	79.2%	53	98.1%	Yes

Tables 3 and 4 identify the specific attribute/success factors and statements that did not reach these benchmarks. For All Respondents, Means for 53 of the 54 survey statements met or exceeded the 3.50 benchmark, five statements better than the 48 that met the benchmark for the 2018 survey. Additionally, 47 of the statements met or exceeded the 70% agreement benchmark, compared to 38 statements meeting this agreement benchmark in the 2018 survey. Agreement to the statement relating to having adequate communication with the top administrative staff at SPC improved to 80.9% for all respondents from 63.1% in 2018.

TABLE 3 ATTRIBUTE AND STATEMENT MEANS NOT MEETING 3.50 BENCHMARK					
Survey Subscales and Statements	FAC	CLASS	PN-F	ADM	ALL
Quality Work Environment Attribute					
Organizational Communications					
Communication between departments at SPC is effective and adequate.		3.33	3.23	3.48	3.45
Leadership Focus Attribute					
Planning and Effectiveness					
I am involved in SPC planning and effectiveness efforts.		3.10			
Budgeting and Allocation of Resources					
I have the opportunity to provide input to the budget process.		3.20			
I have been informed of how the Institutional Plan affects me and my work.		3.46			

TABLE 4 ATTRIBUTE STATEMENTS NOT MEETING 70% AGREEMENT BENCHMARK					
Survey Statements	FAC	CLASS	PN-F	ADM	ALL
Quality Work Environment Attribute					
Organizational Communications					
9. Communication between departments at SPC is effective and adequate.	60.3%	57.6%	52.8	60.0%	58.4%
50. SPC encourages an open exchange of ideas.		65.2%	69.8%		
Community Focus Attribute					
37(35). Being involved in service to the community is an important part of my job.		54.5%			
38(41) The College Strengthens Community Partnerships to meet identified constituents' needs		63.1%			
41. Our college listens actively to the needs of our community constituents.	69.3%	65.6%			
Leadership Focus Attribute					
Planning and Effectiveness					
41(26). As it plans for the future, the College is receptive to my ideas. (As it plans for the future, my college asks for my ideas.)	64.3%	53.0%	56.6%		62.3%
43(51). I am involved in SPC planning and effectiveness efforts.	56.8%	24.2%	54.7%		51.6%
Leadership					

44(15) I receive the administrative (chairs, directors) support necessary to do my job.		62.1%			
Budgeting and Allocation of Resources					
50(17) I am satisfied with the budgeting process.	59.3%	54.7%	62.3%		60.1%
52(49) I have the opportunity to provide input to the budget process.	52.3%	32.8%	49.1%		49.0%
53. I have been informed of how the Institutional Plan affects me and my work.	62.3%	51.6%	56.6%		61.0%
54(37). SPC institutional goals and objectives are reflected in the budget.	58.3%	46.9%	54.7%		56.1%

For Faculty respondents, all 54 of the statements met the 3.50 mean benchmark, and 46 statements met the 70% agreement benchmark. This compares to 49 statements meeting the Mean benchmark and 38 statements meeting the agreement benchmark in 2018. Among Classified Personnel, the number of statements meeting the Mean benchmark improved from 41 to 50, and the number of statements meeting the agreement benchmark improved from 27 to 39.

For Professional Non-Faculty personnel, the number of statements meeting the Mean benchmark improved from 45 to 53, while the number of statements meeting the 70% agreement benchmark also improved from 39 to 46. For Administrators, the Means for 53 statements met the benchmark, one statement more than 2018. The number of statements meeting the 70% agreement benchmark for Administrators increased from 42 to 53.

It is informative and important to review survey data over time to determine if the College is making progress to sustain, enhance and improve the organizational culture that contributes to institutional quality and success. This progression of success is also dependent upon employee satisfaction with and affirmation of the organizational values and commitments that contribute to South Plains College's unique position as a quality institution of higher education. Table 5 provides the attribute/success factor Means for All Respondents from 2008 to the current 2020 results. The data presented in this table illustrate that employee satisfaction and affirmation is at its highest level than a year ago with 14 of the 16 success factors recording the highest Mean rating since 2008. **For the 2020 survey, all 16 Mean ratings for attribute/success factors improved over ratings from the 2018 survey.** It should be noted that the comparison is based on two different sets of survey statements where some of the statements remained unchanged, but several were changed as well as the order being changed could have impacted the results positively.

TABLE 5
SUMMARY OF SURVEY ATTRIBUTE MEANS
All Respondents 2008 to 2020

ATTRIBUTES/SUCCESS FACTORS	2008 N=374	2010 N=367	2012 N=403	2014 N=401	2016 N=351	2018 N=392	2020 N=353	Difference 2018-2020
Student Focus	4.35	4.40	4.33	4.36	4.28	4.28	4.42	0.14
Learning Focus	4.27	4.31	4.25	4.32	4.25	4.24	4.42	0.18
Access and Diversity	4.27	4.34	4.27	4.30	4.24	4.24	4.40	0.16
Employee Focus	3.89	4.04	3.93	3.93	3.86	3.96	4.17	0.21
Subcategory: Employee Empowerment	4.02	4.08	3.99	3.99	3.91	3.98	4.08	0.10
Subcategory: Supervisory Management	4.12	4.16	4.05	4.05	3.99	4.20	4.30	0.10
Subcategory: Cooperation and Teamwork	3.87	3.95	3.85	3.82	3.78	3.77	4.14	0.37
Subcategory: Rewards and Recognition	3.55	3.68	3.56	3.58	3.47	3.51		
Quality Work Environment	3.97	4.05	4.01	4.00	3.94	3.95	4.16	0.21
Subcategory: Organizational Communications	3.64	3.70	3.66	3.63	3.55	3.58	3.83	0.26
Subcategory: Internal Employee Relations	4.13	4.19	4.13	4.11	4.08	4.06	4.28	0.22
Subcategory: Physical Environment	4.14	4.22	4.24	4.26	4.20	4.24	4.36	0.12
Community Focus	4.03	4.10	3.99	4.05	3.94	3.97	4.03	0.05
Leadership Focus	3.77	3.85	3.82	3.84	3.75	3.76	3.98	0.21
Subcategory: Planning and Effectiveness	3.56	3.62	3.67	3.71	3.60	3.56	3.90	0.34
Subcategory: Leadership	3.98	4.04	4.02	4.01	3.90	3.91	4.20	0.29

Subcategory Budgeting and Allocation of Resources	3.75	3.78	3.68	3.71	3.68	3.75	3.77	0.02
<i>Note: Highest Mean ratings over the period are indicated in green. Lowest Mean ratings over the period are indicated in red.</i>								

Employee satisfaction, as measured by the percentage level of agreement to the survey statements, is also illustrated in Attachment D-1, which compares the statement agreement between the 2018 and the 2020 surveys. For All Respondents, the percentage of agreement improved for 48 of the 54 statements by an average of 8.0 percentage points. This variance is more than what was experienced in the 2018 survey when the percentage of agreement only improved for 27 statements by an average of 3.2 percentage points. Analysis of the percentage of respondents who were neutral (Attachment D-2) in their agreement from 2018 to 2020 points to change in the number of neutral responses. Among All Respondents, the percentage of neutral responses increased for 3 statements by a factor of +3.2 percentage points, compared to an increase in 29 statements by +2.5 percentage points in 2018. The number of neutral responses decreased for 48 statements by a factor of -6.3 for 2020. In 2018, neutral responses also decreased for 22 statements by a factor of -1.8 percentage points.

Among All Respondents, the percentage of disagreement decreased for 37 statements by an average of -4.7 percentage points. This is similar to the 2018 survey where the percentage of disagreement decreased for 37 of the 53 statements by an average of -2.4 percentage points. Disagreement percentages exceeded 10% for 9 statements and 20% for one of those statements.

For this survey administration, it would seem that some improvements are being made as the number of respondents who express disagreement with a statement declined. This would be evident when examining the degree of agreement among the four employee groups. For Classified Personnel, disagreement percentages decreased for 31 of the statements by an average of -7.7 percentage points. At the same time, neutrality increased for 13 statements by a factor of +3.9 percentage points. Similar results can be observed in Attachments D-2 and D3 for Faculty and Professional Non-Faculty groups.

An examination of each organizational success factor follows.

Student Focus (M=4.42)

This area continues to be the College's primary strength, exhibiting the highest subscale Mean of 4.42. Employees continue to believe students are the highest priority (93.5% agreement), SPC does a good job meeting student needs (90.9%), and employees as a whole are committed to helping students (91.5%). Overall employees believe they are empowered to make decisions to solve student problems (89.8%). Agreement to this statement increased 5.2 percentage points among Administrators to 88.0% agreement. It should be noted that this statement was reworded from "I am allowed to make decision to help solve student problems" to "I am encouraged to solve student problems." Faculty agreement with encouragement to solve student problems also increased by 14.9 percentage points to 95.0%, while Professional Non-Faculty agreement increased 24.6 percentage points to 96.2%. Agreement to this statement for Classified Personnel improved slightly to 71.2%. The overall Mean for the Student Focus subscale was 4.28 in 2018, 4.28 in 2016, 4.36 in 2014 and 4.40 for the 2010 Employee Survey.

Learning Focus (M=4.42)

This attribute/success factor is built on statements regarding educational quality, physical facilities for learning, curriculum and career preparation. Employees see the learning environment as another strength. This subscale had a composite score of 4.42, compared to 4.24 in the 2018 survey. 96.0% of All Respondents felt students receive a quality education at SPC, a 1.9 percentage points difference over the previous survey agreement rate of 94.1%. This increase in agreement corresponds to similar increases in agreement among Faculty respondents, 97.5% agreement compared to 92.4% in 2018; and Professional Non-Faculty, 98.1% agreement compared to 94.6%. Also, 89.0% of All Respondents believe the physical facilities are conducive to effective learning, a 4.8 percentage point increase from the 2018 survey results. The statement "I believe SPC's curriculum is updated effectively and equitably" was restated to "I believe SPC offers an updated effective and equitable education for students." Agreement to the revised statement was positive with 93.7% of All Respondents agreeing

or strongly agreeing with the statement. There was uniform agreement among all employee groups that SPC prepares students for careers with the skills needed in the workplace. Overall, 94.3% of All Respondents agreed with this statement, which was a slight increase from 92.8% agreement in 2018.

Access and Diversity (M=4.40)

A critical factor in fulfilling its mission, this attribute is another strength for the College community, receiving a satisfaction Mean of 4.40. Employees indicate that the College has a climate of equity and respect for students and personnel (91.2%), the College programs and services are cost effective (89.0%), the educational program is available at convenient times and places (76.0%), and admissions policies provide equal access to educational programs (91.2%). Agreement that educational programs and services are available at convenient times and places notably increased among all employee groups. In fact, agreement to this statement increase by an average of 13.3 percentage points over 2018. Agreement with SPC's open admissions policy providing equal access to education programs and services remained high at 94.6% agreement for All Respondents.

Employee Focus (M=4.17)

This subscale consists of 13 statements organized into three sub-categories: Employee Empowerment, Supervisory Management, and Cooperation and Teamwork. The overall subscale score for this area is 4.17 compared to the 3.96 rating in the 2018 survey. In this overall subscale during the review of the survey statements one statement was removed along with the Rewards and Recognition sub-category. Nine statements were reworded.

The sub-category **Employee Empowerment** scored a 4.08 Mean. Some 92.3% of All Respondents believe their work gives them the ability to contribute to the success of SPC and 85.6% believe they have control over those aspects of their job for which they are accountable. Employee agreement that opportunities are provided for professional growth and development improved to 76.5% from 70.1% benchmark in 2018. While still below the 70% benchmark the agreement level for Classified Personnel increased from 39.4% to 60.6%. Additionally, there was agreement among All Respondents that SPC has a culture of innovation and accountability (76.1%).

The Employee Empowerment sub-category had the highest number of statements with levels of agreement still below the 70% benchmark. Notably the Classified Personnel's agreement with SPC having a culture of innovation 69.2%, opportunities for professional growth and development 60.6%, and SPC demonstrating a climate of respect and equality 68.2%, all fell below the 70% benchmark.

80.9% of Faculty were satisfied with opportunities for professional growth, an improvement from the 73.9% agreement in 2018. Similarly, Professional Non-Faculty also exhibited greater satisfaction with opportunities for professional growth with 83.0% agreement, a slight improvement over 82.4% in 2018. Both these levels of agreement and the increase in the agreement among Classified Personnel likely contributed to the improvement overall among All Respondents noted above.

Employees remain highly satisfied with **Supervisory Management**. This sub-category scored 4.30. There were acceptable levels of agreement (greater than 80%) that immediate supervisors provide information necessary to do the job, are fair, and communicate expectations. These responses indicate that the College's supervisory management structure is an additional strength. The overall level of agreement with the supervisory management statements improved among All Respondents and was mixed among employee groups.

Classified Personnel satisfaction with supervisory management decreased compared to the 2018 survey results.. Agreement levels were still above the 70% benchmark for the five statements. Classified Personnel did rate the restated statement "My ideas for change or improvement are heard and considered by my supervisor" at 76.9% agreement as opposed to the previous worded statement "My ideas are given serious consideration by my supervisor," which had an agreement level among Classified Personnel of 65.2% in 2018.

For Faculty respondents, agreement to all five statements that comprise this subscale improved by an average of +2.5 percentage points. Professional Non-Faculty respondents exhibited agreement that supervisors are fair and communicate what is expected, that supervisors provide information necessary to do the job, involve the employee in decisions that affect their jobs, and give serious consideration to ideas. For Administrators, the percentage of agreement to statements in this sub-scale increased by an average of +20.4 percentage points.

The **Cooperation and Teamwork** sub-category had an overall Mean of 4.14 compared to 3.77 in 2018 and 3.95 in 2010. The two statements that make up this sub-category were restated. This could have contributed to the overall increase in the mean.

Agreement with the statement “there is a spirit of cooperation between employees” had an agreement level of 81.2% for All Respondents. Classified Personnel rated this with the lowest level of agreement at 70.3% among the four employee groups. Faculty response to this statement was 83.9% agreement. Similarly, the statement “Employees within my department and work area cooperate with each other to get the job done,” had an overall agreement level of 87.2%. The levels of agreement ranged from highest in the Professional Non-Faculty at 94.3% to the lowest in Classified Personnel at 76.9%.

Quality Work Environment (M=4.16)

This subscale area consists of 10 statements organized into three sub-categories: Organizational Communications, Internal Employee Relations, and Physical Environment. The composite subscale Mean for this area is 4.16. Within this subscale, employees overwhelmingly agreed that they are proud to work for SPC (95.8%). This statement received an overall Mean score of 4.64, slightly higher than the 2018 survey score of 4.61. There was greater than 92.0% agreement with this statement in all four employee categories. For Classified Personnel, agreement to this statement increased +4.5 percentage points to 92.4%. Additionally, agreement to statements pertaining to employees treat each other with respect and appreciation and SPC values and cares about me both increased across the employee categories and exceeded the 70% benchmark.

Responses to statements regarding **Organizational Communications** showed a pattern of improvement, but still fell below the 70% agreement benchmark. The overall Mean for the statement “Communication *between* departments at SPC is effective and adequate” was 3.45, an increase from the 3.01 rating two years ago. The communications statement failed to meet the 3.50 benchmark for three of the four employee groups. Faculty rated communication between groups higher at 3.56 over 3.23 in 2018. Classified Personnel rated communication between groups higher than they did two years ago, 3.33 compared to 2.67 in 2018. Professional Non-Faculty also rated this statement higher at 3.23 compared to 2.67 in 2018. Overall, only 58.4% of respondents agreed with the statement and 23.5% disagreed. Professional Non-Faculty has the lowest level of agreement with 52.8% and the highest level of disagreement with 34.0 %.

Conversely, respondents indicated that there is better communication *within* departments and work areas. There was greater than 75% agreement with this statement in all employee categories and the overall Mean for this statement was 4.11, higher than the 4.05 in 2018. The percentage agreement for this statement improved for all employee groups and was 83.0% overall for All Respondents. For the statement “SPC encourages an open exchange of ideas,” there was a setback among Professional Non-Faculty with 69.8% agreement compared to 73.0% in 2018. In contrast, the Faculty agreement level increased to 79.4% from 64.9% in 2018 meeting the 70% benchmark. Classified Personnel continued to remain below the 70% benchmark with 65.2% agreement, a rise from 43.9% (+21.2 percentage points) in 2018. 75.1% of All Respondents agreed with the statement.

Overall, the organizational communications sub-category mean was 3.83 compared to 3.58 for the 2018 survey. The data would suggest that continued improvement of organizational communications, particularly inter-departmental communications, is still an important task.

For the sub-category **Internal Employee Relations**, there is generally high agreement that employees generally understand the needs and expectations of each other. 84.1% of All Respondents indicated that other employees with whom they interact understand their needs and expectations, compared to 71.1% in 2018.

Similarly, 91.2% of respondents agreed that they individually understand the needs and expectations of those they work with.

87.8% of respondents agreed that employees treat each other with respect and appreciation, a significant increase from the 74.2% agreement two years ago. 83.9% of All Respondents believe SPC values and cares for each individual employee, also a higher level of agreement from 70.6% in 2018. Agreement to this statement exceeded the 70% benchmark only for all four employee categories. The overall Mean score for this sub-category was 4.28, compared to 4.06 for the 2018 survey.

For the sub-category **Physical Environment**, 89.4% of the respondents indicated that physical facilities in their areas were adequate. There was greater agreement among Faculty (87.9%) to the statement than two years ago (78.2%). Agreement to this statement exceeded 80.0% for all employee groups. 94.3% of respondents agreed SPC provides a safe, clean and secure environment, compared to 92.6% in 2018. Agreement for this statement improved among all four employee categories. The overall Mean for this sub-category was 4.36, compared to 4.24 in 2018.

Community Focus (M=4.03)

The attribute Mean for this area was 4.03 with 85.8% of respondents agreeing that the College does a good job of responding to the needs of the communities we serve (M=4.17). Only 70.8% of All Respondents indicated that being involved in community service was an important part of their jobs (M=3.98). Agreement to this statement improved and exceeded the 70% benchmark for Faculty (72.9%), and Professional Non-Faculty (77.4%). There was a significant decrease in the level of agreement among the Classified Personnel at 54.5% a decrease of -10.6 percentage points from the previous 65.2% of agreement in 2018.

Agreement among employees that the College listens actively to the needs of community constituents (M=3.97) improved among all respondents to 70.7% compared to 69.7% two years ago. Faculty agreement to the statement decreased from 70.6% to 69.3% falling below the 70% benchmark. Professional Non-Faculty agreement improved from 73% to 77.4%. Classified Personnel had the lowest level of agreement with 65.6%, but this was a 5.0 percentage point improvement from the 2018 survey results.

Leadership Focus (M=3.98)

This subscale area consists of 15 statements organized into three sub-categories: Planning and Effectiveness, Leadership, and Budgeting and Allocation of Resources. Mean scores for 12 of the 15 statements met or exceeded the 3.50 benchmark. However, only nine statements garnered greater than 70% agreement among All Respondents. The overall mean score for the Leadership Focus attribute was 3.98 compared to 3.76 in 2018.

The sub-category **Planning and Effectiveness** had a Mean rating of 3.90, and the Means for one of the four statements that comprise this sub-category fell below the 3.50 benchmark. Fewer respondents agreed that the College is receptive to their ideas as it plans for the future. 62.3% of All Respondents agreed which improved from 49.1% agreement in 2018. Although still below the 70% benchmark, Faculty agreement improved to 64.3%, Classified Personnel to 53.0%, and Professional Non-Faculty to 56.6% all fell below the 70% benchmark. Administrators had 84.0% agreement with the statement, an improvement from 69.0% in 2018. The Mean for this statement met the benchmark with a rating of 3.77. 91.2% of All Respondents felt that they are familiar with the Institutional Mission and Vision.

Similarly, only 51.6% of respondents agreed that they were involved in SPC's planning and effectiveness efforts; 37.2% were neutral and 11.9% disagreed with this statement. The least agreement for this statement was among Classified Personnel with 24.2%, while 34.8% of Classified Personnel were neutral and 15.2% disagreed. The Mean for this statement was also below the benchmark at 3.10 for this group. Agreement to the involvement statement also increased for Professional Non-Faculty to 54.7%, a +20.9 percentage point change from 2018. But agreement improved slightly for Faculty to 56.8% and for Administrators to 84.0% agreement.

The **Leadership** sub-category had a Mean score of 4.20. For the most part, respondents agreed that they receive the administrative support necessary to do their jobs (83.3% agreement, M=4.23) and that the actions of those in leadership roles reflect a commitment to the institutional mission of the College (86.9% agreement, M=4.25). There was 83.0% agreement among All Respondents that College leaders use our vision and values to guide the school. 84.3% of All Respondents agreed that College leaders create and support a work environment that helps employees do their jobs. There was 84.0% agreement that top administrators are accessible and approachable (M=4.23), 89.3% agreement that employees have adequate communication with top administrative staff. Agreement among Faculty (80.9%), Classified Personnel (81.3%) and Professional Non-Faculty (75.5%) respondents' agreement met the 70% agreement benchmark for this statement, an improvement from the 2018 survey administration where they fell below the 70% agreement benchmark.

The **Budgeting and Allocation of Resources** sub-category had a Mean score of 3.77, an improvement over the 2018 survey Mean of 3.75, but less than the 2010 Mean of 3.78. The majority of respondents, 84.7% agreed they have sufficient resources to do their job. However, there continues to be mixed levels of satisfaction with the budget process. Mean score for this statement was 3.65, another improvement over the 3.57 rating for the 2018 survey. Only 58.3% of All Respondents were satisfied with the budget process. 64.0% of Faculty respondents indicated satisfaction with the process and 23.2% were undecided. Additionally, 59.2% of All Respondents believe the budget reflects institutional goals and objectives. Only 59.5% of Faculty agreed, a slight improvement from 2018. Agreement among Professional Non-Faculty for this statement improved to 64.9% with 32.4% undecided. Agreement for Classified Personnel also improved to 47.0% with 47.0% undecided. Mean score for this statement overall was 3.72, greater than the rating of 3.62 for 2018, but less than 3.76 for 2010.

Only 52.3% of All Respondents indicated they have opportunity to provide input to the budget process with 27.8% undecided and 19.8% disagreeing. Classified Personnel exhibited only 22.7% agreement with this statement (M=2.91) with 43.9% undecided and 33.3% disagreeing. Professional Non-Faculty agreement dropped to 47.3% and Administrator agreement improved to 79.3%. Six consecutive years of budget constraints are no doubt a factor to be considered when evaluating employee satisfaction with the budget process. The data would suggest that additional work is needed to involve and inform employees about the budget process and its link to institutional planning and effectiveness. Supervisory personnel are key to facilitating this process, especially in light of anticipated declines in state appropriations.

Tests for Statistical Difference

Statistical hypothesis testing was employed in order to determine any statistical significance between the Mean results from the 2020 survey compared with the 2018 survey. SPSS software was used to perform a two independent sample t-test which resulted in both the F-test statistic and p-value (probability-value) and the two-tailed t-test statistic and p-value. The F-test statistic measures the equality of variance between the two survey distributions. It indicates if there is a significant difference in the variation between the responses received for the 2020 survey and those received in 2018. Variance is measured as the average of the squares of the distance each response is from the mean response. The t-test statistic measures for the equality of the means between the two samples and whether the two groups' averages most likely reflects a "real" difference in the population from which the groups were sampled. A p-value of 0.01 was used for determining significance for both the F-test and t-test statistic.

Table 6 identifies the grouped variables and the individual statement variables that met the 0.01 threshold for significant difference. For All Respondents the grouped variables for Student Focus, Learning Focus, Employee Focus, Cooperation and Teamwork, Quality Work Environment, Internal Employee Relations, Leadership Focus and Leadership showed significant difference at the 0.01 level for the F-test statistic which measures the quality of variance in the responses between the 2020 and 2018 survey samples. Within these grouped variables there were statements that had been restated. This could have impacted the individual statements means which in turn could be distorting the statistical significance test p-values. There was also a change in how the survey was administered as opposed to an open link that allowed some part-time employees to

complete the survey. The 2020 survey was administered through CourseEval and only full-time employees were invited to complete the survey.

For Faculty the grouped variables Student Focus, Learning Focus, Access and Diversity, Employee Empowerment, Cooperation and Teamwork, Quality Work Environment, Organizational Communication, Internal Employee Relations, Leadership Focus, Planning and Effectiveness and Leadership showed significant difference at the 0.01 level for the F-test or T-test statistic. The Means for the Faculty ratings of grouped variables increased except for Access and Diversity. The Access and Diversity Faculty mean decreased from 4.49 in 2018 to 4.32 in 2020. For Classified Personnel, the grouped variables Student Focus, showed significant difference at the 0.01 level for the F-test statistic. The Mean for Student Focus remained the same for Classified Personnel at 4.13 both in 2018 and 2020. Professional Non-Faculty also showed a significant change in the grouped variable Mean for Cooperation and Teamwork. The F-test p-value was .005, the mean increased from 3.64 in 2018 to 4.24 in 2020.

Table 6
TESTS FOR STATISTICAL SIGNIFICANCE OF MEANS
2018 and 2020 Survey Results

Grouped Variables		2018 M	2020 M	F-test	t-test
<i>Student Focus</i>					
	Faculty	4.34	4.51	.116	.007*
	Classified Personnel	4.13	4.13	.001*	.476
	All Respondents	4.28	4.42	.434	.004*
<i>Learning Focus</i>					
	Faculty	4.28	4.45	.314	.002*
	All Respondents	4.24	4.42	.719	<.001
<i>Access and Diversity</i>					
	Faculty	4.49	4.32	.785	.003*
<i>Employee Focus Overall</i>					
	All Respondents	3.96	4.17	.847	<.001*
<i>Employee Empowerment</i>					
	Faculty	4.04	4.16	.913	.005*
	All Respondents	3.98	4.08	.777	<.001*
<i>Cooperation and Teamwork</i>					
	Faculty	3.86	4.24	.566	<.001*
	Professional Non-Faculty	3.65	4.24	.005*	<.001*
	All Respondents	3.77	4.14	.040	<.001*
<i>Quality Work Environment Overall</i>					
	Faculty	4.01	4.23	.612	<.001*
	All Respondents	3.95	4.16	.354	<.001*
<i>Organizational Communication</i>					
	Faculty	3.70	3.94	.354	.004*
	All Respondents	3.58	3.94	.354	<.001*
<i>Internal Employee Relations</i>					
	Faculty	4.12	4.35	.803	.001*
	All Respondents	4.06	4.28	.112	<.001*
<i>Leadership Focus Overall</i>					
	Faculty	3.79	4.02	.056	.001*
	All Respondents	3.76	3.98	.037	<.001*
<i>Planning & Effectiveness</i>					
	Faculty	3.63	3.95	.018	<.001*
<i>Leadership</i>					
	Faculty	3.90	4.25	.086	<.001*
	All Respondents	3.91	4.20	.157	<.001*

Table 6
TESTS FOR STATISTICAL SIGNIFICANCE OF MEANS
2018 and 2020 Survey Results

Individual Statements		2018 M	2020 M	F-test	t-test
	All Respondents				
11(31)	SPC provides educational programs and services that are available at convenient times and places.	3.94	4.30	.457	<.001*
26(9)	Communication between departments at SPC is effective and adequate.	3.01	3.45	.587	<.001*
28(50)	SPC encourages an open exchange of ideas.	3.66	3.93	<.001*	<.001*
33(47)	SPC values and cares about me as an employee.	3.80	4.12	<.001*	<.001*
35(25)	The physical facilities in my area are adequate.	4.01	4.26	.716	<.001
45(16)	Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) use our vision and values to guide us.	3.92	4.17	.073	.001*
47(28)	The top administrators (deans, vice presidents, and president) at SPC are accessible and approachable.	3.95	4.23	.090	<.001*
48(36)	I have adequate communication with the top administrative staff at SPC.	3.67	4.14	<.001*	<.001*
49(42)	Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) create and support a work environment that helps me do my job.	3.89	4.19	.273	<.001*
	Faculty				
5(2)	Students receive a quality education at SPC.	4.50	4.60	.009*	.128
11(31)	SPC provides educational programs and services that are available at convenient times and places.	4.13	4.45	.208	<.001*
26(9)	Communication between departments at SPC is effective and adequate.	3.23	3.56	.298	.002*
28(50)	SPC encourages an open exchange of ideas.	3.72	4.06	.008*	<.001*
33(47)	SPC values and cares about me as an employee.	3.83	4.17	.275	.001*
35(25)	The physical facilities in my area are adequate.	3.96	4.24	.455	.003*
44(15)	I receive the administrative (chairs, directors) support necessary to do my job.	4.04	4.31	.643	.002*
45(16)	Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) use our vision and values to guide us.	3.88	4.20	.016	<.001*
47(28)	The top administrators (deans, vice presidents, and president) at SPC are accessible and approachable.	3.91	4.28	.133	.001*
48(36)	I have adequate communication with the top administrative staff at SPC.	3.64	4.17	.002	<.001*
49(42)	Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) create and support a work environment that helps me do my job.	3.95	4.26	.904	.007*
	Classified Personnel				
3(52)	SPC does a good job meeting the needs and expectations of its students.	4.11	4.08	.006*	.547
11(31)	SPC provides educational programs and services that are available at convenient times and places.	3.59	4.17	.014	.006*
26(9)	Communication between departments at SPC is effective and adequate.	2.67	3.33	1.000	<.001*
33(47)	SPC values and cares about me as an employee.	3.48	3.88	<.001*	.033
	Administrators				
30(11)	I am proud to work for SPC.	4.52	4.80	<.001*	.061

**Indicates statistical significance at the 0.01 level.*

The individual statements that remained the same with no changes to wording were included in the statistical analysis. The individual statements that had been reworded were not included as it would not have been a direct comparison of the means. Thirty-one statements remained the same and were tested for statistically significant differences between the means from 2018 and 2020. The individual statements that showed a significant difference from 2018 to 2020 for All Respondents showed that four of the six statements for Leadership had a p-value of less than 0.01. The means for the four statements all increased from 2018 to 2020.

Faculty also increased their rating on five of the six statements that make up the sub-category Leadership. This is similar to the results found in the All Respondents analysis. The statements that had a p-value of less than .01 included 1) I receive the administrative (chairs, directors) support necessary to do my job (M 2020 =4.31, M 2018= 4.04), 2) Our colleges' leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) use our vision and values to guide us (M 2020=4.20, M 2018=3.88), 3) The top administrators (deans, vice presidents, and president) at SPC are accessible and approachable (M 2020=4.28, M 2018=3.91), 4) I have adequate communication with the top administrative staff at SPC (M 2020=4.17, M 2018=3.64), 5) Our College's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) create and support a work environment that helps me do my job (M 2020=4.26, M 2018=3.95). The individual statements that make up the Leadership subcategory appear to have had the most impact and the six statements comprising the subcategory remained stated the same as the 2018 survey administration.

Improvements and Setbacks

Comparing 2018 and 2020 data also provides a means for determining if improvements have been made in the past two years in measurement areas where either Mean or agreement benchmarks were not met. Tables 7 and 8 provide a summary of improvements and setbacks for Means by employee groups and percentage agreement, respectively. Overall, there was a higher number of improvements over set-backs in benchmark Means and percentages.

TABLE 7 SUMMARY OF MEAN IMPROVEMENTS AND SETBACKS COMPARED TO PRIOR EMPLOYEE SURVEY					
	Attributes / Success Factors and Survey Statements	2018	2020	Improvement	Setback
	<i>Employee Empowerment</i>				
15(21)	Opportunities are provided for my professional growth and development.				
	Classified Personnel	3.21	3.51	x	
17(46)	SPC Consistently demonstrates a climate of respect and equality for all employees (Support staff and instructional staff are treated fairly and equitably.)				
	Classified Personnel	3.41	3.66	x	
	Professional Non-Faculty	3.42	4.06	x	
18(23)	I feel appreciated and receive recognition for the work I do. (I feel adequately rewarded for the work I do.)				
	Faculty	3.36	3.99	x	
	Classified Personnel	3.44	3.83	x	
	Professional Non-Faculty	3.47	4.08	x	
	All Respondents	3.40	3.97	x	
	<i>Organizational Communications</i>				
	Classified Personnel	3.32	3.64	x	
	Professional Non-Faculty	3.40	3.65	x	
29(9)	Communication between departments is effective and adequate.				
	Faculty	3.23	3.56	x	
28(50)	SPC encourages an open exchange of ideas.				
	Classified Personnel	3.30	3.66	x	
	<i>Internal Employee Relations</i>				
33(47)	SPC values and cares about me as an employee.				
	Classified Personnel	3.48	3.88	x	

	Planning & Effectiveness				
	Classified Personnel	3.19	3.60	x	
	Professional Non-Faculty	3.41	3.82	x	
41(26).	As it plans for the future, the College is receptive to my ideas. (As it plans for the future, my college asks for my ideas.)				
	Faculty	3.41	3.82	x	
	Classified Personnel	2.83	3.56	x	
	Professional Non-Faculty	3.22	3.64	x	
	All Respondents	3.31	3.77	x	
42(45).	I am familiar with the Institutional Mission and Vision. I know the parts of the Institutional Plan that will affect me and my work				
	Classified Personnel	3.44	3.95	x	
	Professional Non-Faculty	3.49	4.17	x	
43(51)	I am involved in SPC's planning and effectiveness efforts.				
	Faculty	3.43	3.63	x	
	Professional Non-Faculty	3.12	3.60	x	
	All Respondents	3.30	3.58	x	
	Budgeting & Allocation of Resources				
	Classified Personnel	3.49	3.35		x
50(17).	I am satisfied with the budgeting process.				
	Classified Personnel	3.35	3.63	x	
52(49)	I have the opportunity to provide input to the budget process.				
	Professional Non-Faculty	3.36	3.53	x	
NOTE: Improvement indicates Statement or Attribute Mean improved to meet or exceed the 3.50 benchmark from 2018 to 2020. Setback indicates that the Statement or Attribute Mean fell below the 3.50 benchmark from 2018 to 2020.					

There were twenty-five (25) improvements among Mean benchmark measures: ten (10) involving Classified Personnel measures; eight (8) for Professional Non-Faculty; four (4) for Faculty, and three (3) for All Respondents. The Organizational Communication Mean composite improved to the 3.50 benchmark for both Classified Personnel and Professional Non-Faculty. The Planning and Effectiveness Mean composite improved to the 3.50 benchmark for Classified Personnel and Professional Non-Faculty. There was one setback for Mean benchmark measures: Classified Personnel rated Mean for Budgeting and Allocation of Resources decreased from 3.49 in 2018 to 3.35 in 2020.

For Classified Personnel, improvements were seen among survey statements pertaining to opportunities for professional growth, respect and equality for employees, appreciation and recognition for their work, communications within departments is adequate and effective, and open exchange of ideas, value as an employee, the college includes them in plans for the future, and being involved in planning and effectiveness efforts. No setbacks were seen for individual statements in any of the employee classification groups. Professional Non-Faculty had Mean improvements for statements regarding respect and equality, appreciation and recognition for their work, the College being receptive to their ideas as it plans for the future, being familiar with the mission and vision of the College, having input in the budgeting process. For All Respondents, there was an improvement for the statements regarding appreciation and recognition for work, the College being receptive to employees' ideas as it plans for the future, and employees being involved in SPC's planning and effectiveness efforts.

As indicated in Table 8, improvements were made in 41 statement measurement areas meeting the 70% agreement benchmark, which included eleven (11) Classified Personnel measures, nine (9) Administrator measures, eight (8) Faculty measure six (6) Professional Non-Faculty measures, and seven (7) for All Respondents. Classified Personnel had greater agreement on being encouraged to solve student problems, they feel that physical facilities are effective for student learning, SPC provides programs and services available at convenient times and places, SPC has a climate of respect and equality for all employees, their ideas are heard and considered, there is cooperation between departments, colleagues understand my needs and expectations, employees treat each other with respect and appreciation, SPC values and cares for me as an employee, they are informed and understand planning and effectiveness, they are familiar with the mission and vision of the College, and they have adequate communication with top administrative staff.

Faculty agreement increased on statements regarding consistently having a climate of respect and equality at SPC, they feel there is spirit of cooperation between departments, service to the community is important, SPC strengthens community partnerships, they are familiar with the institution's mission and vision, college leaders use the SPC vision and values to guide the institution, and there is adequate communication with top administrative staff at SPC. Professional Non-Faculty agreement increased in regards to statements pertaining to consistency in demonstrating a climate of respect and equality, they feel there is a spirit of cooperation between departments, they are encouraged to openly exchange ideas, service to the community is important, they are informed and understand SPC's planning and effectiveness efforts, are familiar with the institution's mission and vision, and have adequate communication with the top administrative staff at SPC. Administrators' agreement increased on statements regarding consistency in demonstrating a climate of respect and equity, there is a spirit of cooperation between departments and work groups at SPC, their colleagues understand their needs and expectations, employees treat each other with respect, they are valued and cared about as an employee of SPC, and the College considers their ideas as it plans for the future.

TABLE 8
SUMMARY OF STATEMENT IMPROVEMENTS AND SETBACKS
COMPARED TO PRIOR EMPLOYEE SURVEY

	Survey Statement	2018	2020	Improvement	Setback
	Student Focus				
2(18)	I am encouraged to solve student problems. (I am allowed to make decisions to help solve student problems.)				
	Classified Personnel	65.2%	71.2%	x	
	Learning Focus				
6(19)	The physical facilities of SPC are conducive to effective learning for students.				
	Classified Personnel	68.2%	89.4%	x	
	Access and Diversity				
11(31)	SPC provides educational programs and services that are available at convenient times and places.				
	Classified Personnel	65.2%	86.4%	x	
	Administrators	65.5%	84.0%	x	
	Employee Empowerment				
17(46)	SPC consistently demonstrates a climate of respect and equality for all employees. (Support staff and instructional staff are treated fairly and equitably.)				
	Faculty	65.4%	84.4%	x	
	Professional Non-Faculty	54.1%	88.7%	x	
	Administrators	62.1%	80.0%	x	
	All Respondents	60.8%	81.0%	x	
	Supervisory Management				
20(7)	I have confidence in the fairness of my supervisor.				
	Administrators	65.5%	92.0%	x	
23(48)	My ideas for change or improvement are heard and considered by my supervisor. (My ideas are given serious consideration by my supervisor.)				
	Classified Personnel	65.2%	76.9%	x	
	Administrators	65.5%	88.0%	x	
	Survey Statement	2018	2020	Improvement	Setback
	Teamwork & Cooperation				
24(8)	I feel there is a spirit of cooperation between departments and work groups at SPC.				
	Faculty	56.9%	83.9%	x	
	Classified Personnel	43.9%	70.3%	x	
	Professional Non-Faculty	50.0%	84.9%	x	
	Administrators	58.6%	84.0%	x	
	All Respondents	52.9%	81.2%	x	
	Organizational Communications				

28(50).	SPC encourages an open exchange of ideas.				
	Faculty	64.9%	79.4%	x	
	Professional Non-Faculty	73.0%	69.8%		x
	All Respondents	63.1%	75.1%	x	
	Internal Employee Relations				
29(10).	My SPC colleagues with whom I interact understand my needs and expectations. (Individuals at SPC with whom I interact understand my needs and expectations.)				
	Classified Personnel	66.7%	80.0%	x	
	Administrators	65.5%	88.0%	x	
31(24).	Employees at SPC treat each other with respect and appreciation. (Individuals at SPC treat each other with respect and appreciation.)				
	Classified Personnel	63.6%	75.8%	x	
	Administrators	65.5%	92.0%	x	

TABLE 8 (CONTINUED)
SUMMARY OF STATEMENT IMPROVEMENTS AND SETBACKS
COMPARED TO PRIOR EMPLOYEE SURVEY

33(47).	SPC values and cares about me as an employee.				
	Classified Personnel	60.6%	78.8%	x	
	Administrators	69.0%	96.0%	x	
	Community Focus				
37(35).	Being involved in service to the community is an important part of my job.				
	Faculty	67.1%	72.9%	x	
	Professional Non-Faculty	64.9%	77.4%	x	
	All Respondents	67.2%	70.8%	x	
38(41).	The College strengthens community partnerships to meet identified constituents' needs. (Our college actively listens to the needs of our community constituents.)				
	Faculty	70.6%	74.9%	x	
	All Respondents	69.7%	74.4%	x	
	Planning & Effectiveness				
40(14).	I am informed and understand SPC's planning and institutional effectiveness efforts.				
	Classified Personnel	69.7%	73.4%	x	
	Professional Non-Faculty	67.6%	77.4%	x	
41(26).	As it plans for the future, the College is receptive to my ideas. (As it plans for the future, my college asks for my ideas.)				
	Administrators	69.0%	84.0%	x	
42(45).	I am familiar with the Institutional Mission and Vision. (I know the parts of the Institutional Plan that will affect me and my work.)				
	Faculty	64.9%	94.5%	x	
	Classified Personnel	48.5%	78.8%	x	
	Professional Non-Faculty	56.8%	90.6%	x	
	All Respondents	62.9%	91.2%	x	
	Leadership				
44(15).	I receive the administrative (chairs, directors) support necessary to do my job.				
	Classified Personnel	75.8%	62.1%		X
45(16).	Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) use our vision and values to guide us.				
	Faculty	69.5%	83.4%	x	
48(36).	I have adequate communication with the top administrative staff at SPC.				
	Faculty	63.0%	80.9%	x	
	Classified Personnel	58.5%	81.3%	x	

	Professional Non-Faculty	62.2%	75.5%	x	
	All Respondents	63.1%	80.9%	x	
NOTE: Improvement indicates Percentage Agreement to the Statement improved to meet or exceed the 70.0% benchmark from 2018 to 2020. Setback indicates that the Percentage Agreement to the Statement fell below the 70.0% benchmark from 2018 to 2020.					

For All Respondents, improvements were noted on the following statements: 1) SPC consistently demonstrates a climate of respect and equality for all employees, 2) I feel there is a spirit of cooperation between departments and work groups at SPC, 3) Being involved in service to the community is an important part of my job, 4) Employees at SPC treat each other with respect and appreciation, 5) The College strengthens community partnerships to meet identified constituents needs, 6) I am familiar with the Institutional Mission and Vision, and 7) I have adequate communication with the top administrative staff at SPC.

Setbacks in percentage agreement were seen in two measurement areas. These statements had agreement percentages below the 70% benchmark for the following statements: Classified Personnel went from 75.8% agreement in 2018 to 62.1% agreement in 2020 on the statement “I receive the administrative (chairs, directors) support necessary to do my job,” and Professional Non-Faculty went from 73% agreement to 69.8% agreement on the statement “SPC encourages an open exchange of ideas.”

Written Comments

Employees were given the opportunity to respond to three open-ended questions designed to identify organizational strengths and weaknesses. A total of 224 employees (63.4% of respondents) responded to one or more of the value statement comment sections or the three open-ended questions. Comments for the three open ended comment questions were grouped by affinity into common themes and were ranked according to frequency. The following provides a brief analysis of the comments for each of the three open ended questions. These elements can be viewed as what is presently “most important” to employees within the College’s organizational climate. In many ways, the comments provide insightful context into the factors driving the survey results in particular attribute and statement areas. Employees were also given the opportunity to comment after each section of survey statements. These comments have not been included in the analysis as they are grouped by value statement.

Institutional Strengths

Employees were asked to *list three things they would never want to change about SPC and/or their departments*. A total of 180 respondents (50.1% of those providing written comments) provided 480 comments, compared to 228 respondents providing 544 comments in the 2018 survey. Table 9 provides a summary of 12 of the attributes identified by the respondents. Chart 1 on page 20 provides a comparison with the comment categories from the 2018 survey for those attribute areas that received 10 or more comments. The top five attributes (greater than 15% response frequency) are discussed here.

TABLE 9 INSTITUTIONAL STRENGTHS IDENTIFIED FROM COMMENTS				
Rank	List three things you would never want to change about SPC and/or your department.	Frequency	Percent of Respondents	Percent of Comments
1.	Student focus	92	41.1%	19.2%
2.	Work Environment	71	31.7%	14.8%
3.	Benefits	55	24.6%	11.5%
4.	Co-Workers	46	20.5%	9.6%
5.	Employee Support	37	16.5%	7.7%
6.-7.	Leadership	33	14.7%	6.9%
6.-7.	SPC Family	33	14.7%	6.9%
8.	Academic Freedom	24	10.7%	5.0%
9.	Cooperation	17	7.6%	3.5%
10.	Mission	16	7.1%	3.3%

11.	Educational Program	15	6.7%	3.1%
12.	Communication	11	4.9%	2.3%
Written comments are organized according to topic and frequency. Total Respondents to the comment section of the survey = 224 Total Respondents to this question = 180 (80.3% of respondents to comment section) Total Comments received for this question = 480				

1. Student Focus: Dedication to students and remaining student-centered were listed by 41.1% of employees responding to this section (N=92). Nearly one in six of all “do not change” comments cited the College’s student focus as a strength. This element was characterized by employees as helping students in whatever way we can, commitment to student success, focus on students, student-centered organizational culture, passion for helping students, student first mentality, and caring attitude of faculty and staff. Dedication to students was also the number one strength identified in the past three survey administrations, with a 41.7% frequency rate in 2018, 41.2% in 2016, and 42.5% in 2014.

2. Work Environment: Respondents do not want to change the overall college work environment, which they characterize as accepting, professional, friendly, positive and supportive. This comment was cited by 31.7% of those providing comments (N=71). In the 2018 survey, work environment was ranked sixth with 15.4% of the respondents.

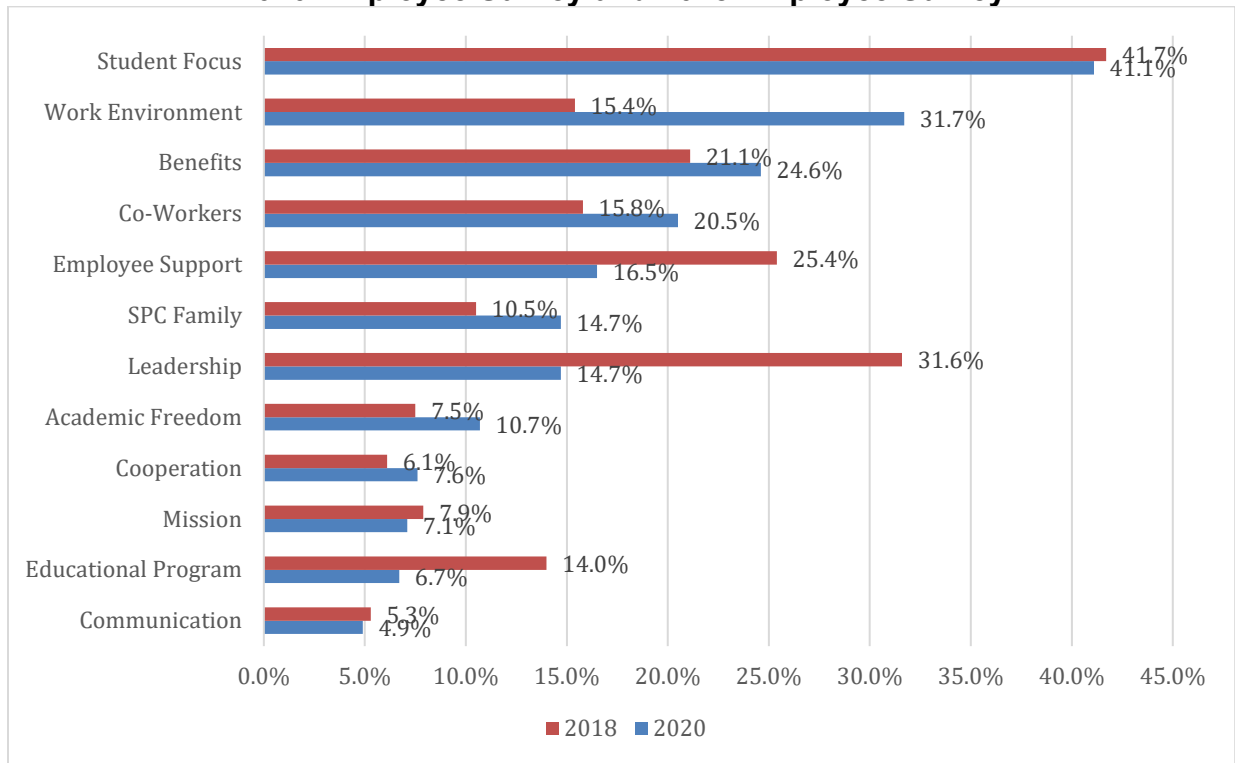
3. Benefits: Benefits were noted by 24.6% of respondents (N=55). Frequently cited were health insurance, vacation days, work hours, and holidays. Benefits were noted by 21.1% of respondents in the 2018 survey with a lower frequency of 48 comments and a fourth place ranking. Benefits continue to be cited as an important aspect of working at South Plains College.

4. Co-Workers: The importance of co-workers was noted by 15.8% of respondents (N=36). Respect for peers, friendliness of the staff, professional people I work with, positive attitudes of co-workers, quality of people, and colleagues who are supportive characterized the comments. This element was cited by 15.8% of respondents in 2018 with a fifth place ranking.

5. Employee Support: Comments pertaining to employee support were listed by 26.5% of respondents (N=37). Employees appreciate a supportive work environment, freedom to express new ideas, respect for each other, clear expectations for everyone, opportunities for professional development, caring about each other and students, recognition of good work done, and pride in working for the college. While this attribute experienced a lesser frequency (N=88) of comments in the 2018 survey, it was mentioned by 25.4% of the respondents, ranking this element third in the listing.

Leadership, SPC family, and academic freedom all had 20 or more comments and a frequency of 10.7% or greater among respondents.

CHART 1
Comparison of Institutional Strengths from Survey Comments
2020 Employee Survey and 2018 Employee Survey



Opportunities for Improvement

Employees were asked to list *three things* they would like to see improved or changed. A total of 182 respondents (81.3% of those providing comments) provided 397 comments that were grouped by common affinity. This compares to 252 respondents providing 606 comments in the 2018 survey. Comments for improvement were wide ranging, and Table 10 provides a summary of 15 elements ranked by respondent frequency. Chart 2 on page 23 provides comparative data with the 2018 survey for those attribute areas that received 10 or more comments. Only five attributes received greater than 10% respondent frequency and are discussed below.

TABLE 10
AREAS OF IMPROVEMENT AS IDENTIFIED FROM COMMENTS

	List three things you would like to see improved or changed.	Frequency	Percent of Respondents	Percent of Comments
1.	Communication	56	25.0%	14.1%
2.	Employee Support	46	20.5%	11.6%
3.	Compensation	44	19.6%	11.1%
4.	Technology	42	18.8%	10.6%
5.	Facilities	36	16.1%	9.1%
6.	Student Services	22	9.8%	5.5%
7.	Staffing	19	4.8%	8.5%
8.	Leadership	16	7.1%	4.0%
9.	HR Policies	15	6.7%	3.8%
10.	Professional Development	14	6.3%	3.5%
11.	Educational Program	12	5.4%	3.0%
12.-13.	Grounds	11	4.9%	2.8%
12.-13.	Academic Policies	11	4.9%	2.8%
14.-15.	Class Schedule	9	4.0%	2.3%
14.-15.	Resources	9	4.0%	2.3%
Written comments are organized according to topic and frequency. Total Respondents to the comment section of the survey = 224 Total Respondents to this question = 182 (81.3% of respondents to comment section) Total Comments received for this question = 397				

1. Better Communication: Improvements in how the College community communicates was cited by 25.0% of respondents (N=56) in the 2020 survey administration. This compares to 23.4% of respondents (N=59) two years ago in 2018. Better communication and sharing of information between campuses, between departments and offices, between administration and staff, within departments, and with students were cited in the comments. As the College continues to grow and expand within its service area, improvements to organizational communications will continue to pose challenges for SPC.

2. Employee support: Improvements to how employees are supported in their jobs were cited by 20.5% of respondents to this question (N=46). This element was cited by 56 respondents in the 2018 survey for a frequency of 22.2%. Being respectful, equal treatment of employees, consistent application of policies, providing more advancement opportunities within the organization, supporting an open exchange of ideas, recognition for good work done, and more accountability in all areas were noted as concerns.

3. Compensation: Better salaries and pay were the third most frequently cited items for improvement by 19.6% of respondents (N=44). This compares to 35.7% of respondents (N=90) who cited better salaries in the 2018 survey. In the current economic climate, it is not surprising that employees continue to point out the importance of adequate compensation for the work they do. Performance-based pay, cost of living increase in salaries, faculty overload pay, compensation equity, and standardized pay scales characterized the comments made in this area.

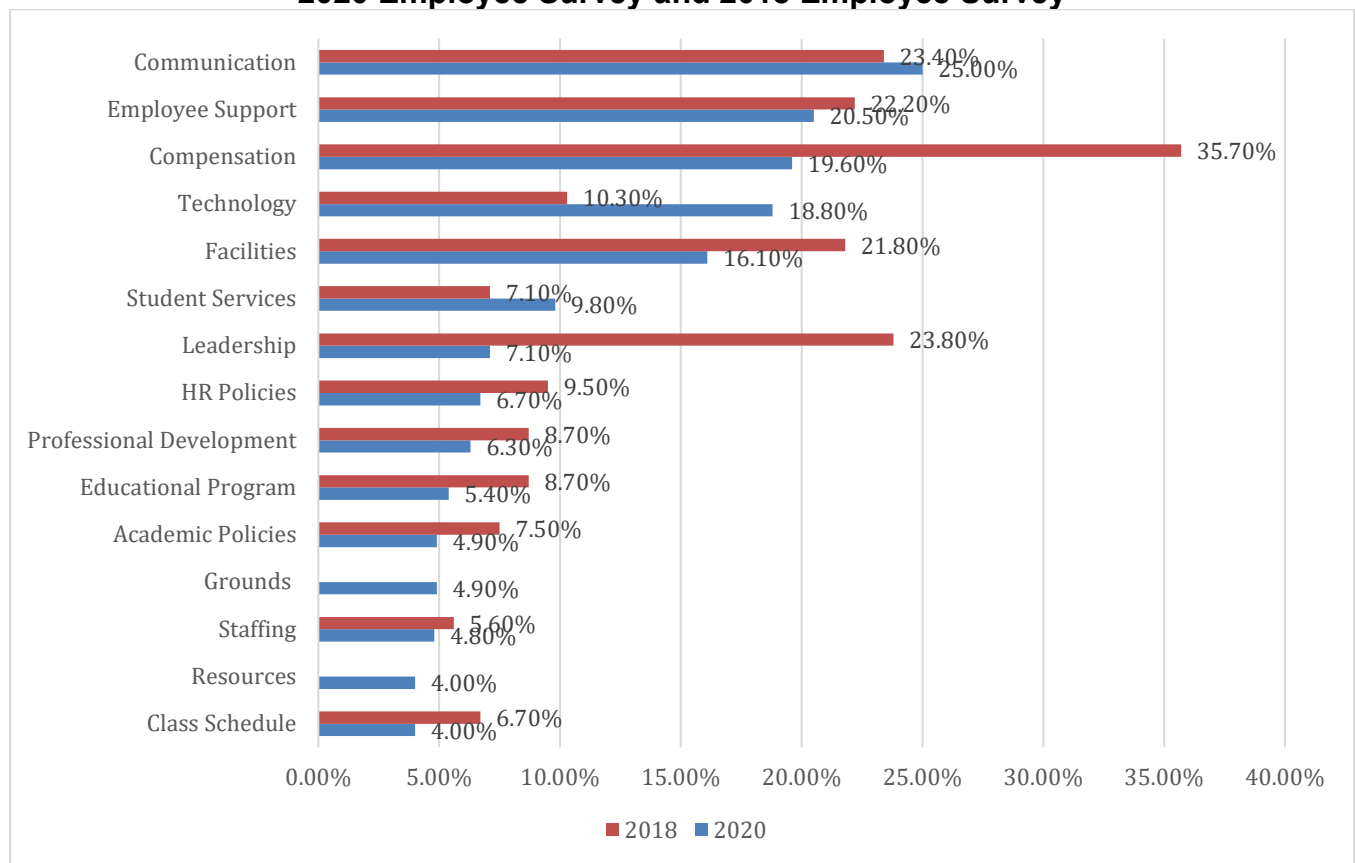
4. Better Technology: Improvements to information and instructional technology was cited by 18.8% of respondents (N=42). In the 2018 survey, 26 comments were received for a frequency rate of 10.3% and was ranked ninth. Improvements to networking capabilities and systems, better email and internet services, upgrades

to instructional computing resources, increasing open computer labs, and improvements in information services were suggested.

5. Facilities: Improvements to facilities was mentioned by 16.1% of respondents (N=36). For the 2018 survey, this element was cited by 21.8% of respondents (N=55). The need for more up-to-date facilities, improvements to the Levelland and Reese Center campuses, modernization of facilities, more space for instruction, and better appearance of campus grounds. Budget constraints that have resulted in deferred maintenance over the past two fiscal years are likely contributing to the level of comments.

Student services, staffing, leadership, HR policies, professional development, educational programs, grounds and academic policies were also cited as opportunities for improvement with more than 10 comments each from 4.9% or more of respondents.

CHART 2
Comparison of Opportunities for Improvement from Survey Comments
2020 Employee Survey and 2018 Employee Survey



Open-ended comments

Twenty-seven (27) employees (7.6%) responded to the question: I wish you have asked about, and I would have said. Attachment H summarizes the responses that were also grouped according to affinity. Responses to this question were wide ranging and reflected the same concerns voiced as areas for improvement. Comments regarding compensation (N=3) and work environment (N=9). Comments related to the COVID-19 pandemic response (N=7) were submitted by respondents to this open-ended statement.

Summary

The organizational climate of the College is the product of the interactions and relationships among SPC employees who work together to accomplish our institutional mission and fulfill our vision of improving each student's life. The results of the 2020 Employee Survey indicate that the current organizational climate is supportive of the College's seven areas of commitment that form the College's system of organizational values and beliefs. These commitments are made to students, educational excellence, access and diversity, faculty and staff, a quality campus environment, the community, and to the effective use of resources. Respondents to the survey affirmed that they experience these core values, for the most part, in their day-to-day work at SPC. The challenges of the COVID-19 pandemic, the decline in student enrollment in the past two years, continuing budget constraints and challenges, new state accountability mandates, changes to the core curriculum, reorganization of key administrative areas, and the overall economic uncertainty have influenced employee satisfaction. While employee affirmation of core values is presently at all-time high levels and showed improvement over the past two years, overall employee agreement with the 54 value statements that characterize the organizational climate of the College exhibits an improving trend over time.

The College's commitment to students, to educational excellence, to access and diversity and the community continue to be identified as the organization's greatest strengths. Employees highly value the College community's dedication to student success and the friendly work environment that is characterized by a sense of family, supportive and cooperative co-workers, and competent supervisors and administrators. For the most part, employees feel empowered to do their jobs and indicate they are treated with respect, appreciation and fairness.

When comparing 2020 survey results to those of 2018, there were notable benchmark improvements recorded for attribute/success factors and statement Means. For All Respondents, all 16 subscale composite Means met the 3.50 benchmark, 53 of the statement Means met the benchmark, and 46 of the statements met the 70% agreement benchmark. Statement agreement percentages overall improved for Faculty, Classified Personnel, Professional Non-Faculty, Administrators and All Respondents.

In summary, SPC employees see South Plains College as a great place to work. Overwhelmingly, survey respondents believe they are contributing to the success of the College and indicate they are proud to work at SPC. It's clear SPC employees are committed to working together to continue to make SPC a quality educational institution, while tackling the challenges the College is facing.

ATTACHMENT A

EMPLOYEE SURVEY SUBSCALES

CATEGORY 1: STUDENT FOCUS (Commitment to Students)

1. Student needs have the highest priority in our mission.
- 2.(18). I am encouraged to solve student problems. (I am allowed to make decisions to help solve student problems.)
- 3.(52). SPC does a good job meeting the needs and expectations of its students.
- 4.(53). I believe SPC employees as a whole are committed to helping students.

CATEGORY 2: LEARNING FOCUS (Commitment to Educational Excellence)

- 5.(2). Students receive a quality education at SPC.
- 6.(19). The physical facilities of SPC are conducive to effective learning for students.
- 7.(38). SPC prepares students for careers with the skills needed in the workplace.
- 8.(30). I believe SPC offers an updated effective and equitable education to students. (I believe SPC's curriculum is updated effectively and equitably.)

CATEGORY 3: ACCESS AND DIVERSITY (Commitment to Access and Diversity)

- 9.(3). The College has a climate of equity and respect for students and personnel. (A diverse multi-cultural environment is valued on SPC campuses.)
- 10.(4). College programs and services are cost effective for students. (College programs and services are affordable for students.)
- 11.(31). SPC provides educational programs and services that are available at convenient times and places.
- 12.(43). SPC's open admissions policy provides students with equal access to educational programs and services.

CATEGORY 4: EMPLOYEE EMPOWERMENT (Commitment to Faculty and Staff)

Sub-category: Employee Empowerment

- 13.(5). There is a culture of innovation, and accountability. (I am encouraged to develop creative and innovative ideas.)
14. (20). My work gives me the ability to contribute to the success of SPC.
15. (21). Opportunities are provided for my professional growth and development.
16. (39). I have control over those aspects of my job for which I am accountable.
17. (46). SPC consistently demonstrates a climate of respect and equality for all employees. (Support staff and instructional staff are treated fairly and equitably.)
18. (23). I feel appreciated and receive recognition for the work I do. (I feel adequately rewarded for the work I do.)

Sub-category: Supervisory Management

- 19.(6). My supervisor provides me with the information necessary to do my job.
- 20.(7). My supervisor promotes an environment of respect, equality, and fairness. (I have confidence in the fairness of my supervisor.)
21. (22). My supervisor provides me with the responsibilities and expectations of my job. (My supervisor lets me know what is expected of me.)
- 22.(32). When possible my supervisor involves me in decisions that affect my job. (My supervisor involves me in decisions that affect my job.)
- 23.(48). My ideas for change or improvement are heard and considered by my supervisor. (My ideas are given serious consideration by my supervisor.)

Sub-category: Cooperation and Teamwork

- 24.(8). I feel there is a spirit of cooperation between employees at SPC. (I feel there is a spirit of cooperation between departments and work groups at SPC.)
- 25.(44). Employees within my department and work area cooperate with each other to get the job done. (People in my work group cooperate with each other to get the job done.)

CATEGORY 5: QUALITY WORK ENVIRONMENT (Commitment to Quality Work Environment)

Sub-category: Organizational Communications

- 26.(9). Communication between departments at SPC is effective and adequate.
- 27.(40). Communication within my department and work areas is effective and adequate. (Communication within my department is effective and adequate.)
- 28.(50). SPC encourages an open exchange of ideas.

Sub-category: Internal Employee Relations

- 29.(10). My SPC colleagues with whom I interact understand my needs and expectations. (Individuals at SPC with whom I interact understand my needs and expectations.)
- 30.(11). I am proud to work for SPC.
- 31.(24). Employees at SPC treat each other with respect and appreciation. (Individuals at SPC treat each other with respect and appreciation.)
- 32.(34). I understand the needs and expectations of my coworkers. (I understand the needs and expectations of the individuals with whom I interact.)
- 33.(47). SPC values and cares about me as an employee.

Sub-category: Physical Environment

- 34.(12). SPC provides a clean, safe and secure environment for employees and students.
- 35.(25). The physical facilities in my area are adequate.

CATEGORY 6: COMMUNITY FOCUS (Commitment to the Community)

- 36.(13). Our college does a good job responding to the needs of the communities we serve.
- 37.(35). Being involved in service to the community is an important part of my job.
- 38. The College strengthens community partnerships to meet identified constituents' needs.
- 39.(41). Our college listens actively to the needs of our community constituents.

CATEGORY 7: LEADERSHIP FOCUS (Effective Use of Resources)

Sub-category: Planning and Effectiveness

- 40.(14). I am informed and understand SPC's planning and effectiveness efforts.
- 41.(26). As it plans for the future, the College is receptive to my ideas. (As it plans for the future, my college asks for my ideas.)
- 42.(45). I am familiar with the Institutional Mission and Vision. (I know the parts of the Institutional Plan that will affect me and my work.)
- 43.(51). I am involved in SPC's planning and effectiveness efforts.

Sub-category: Leadership

- 44.(15). I receive the administrative (chairs, directors) support necessary to do my job.
- 45.(16). Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) use our vision and values to guide us.
- 46.(27). Our leaderships (department chairs, directors, deans, vice presidents, president, and Board of Regents) actions reflect a commitment to uphold the College's mission. (I believe those in leadership roles demonstrate a visible commitment to the institutional mission of the college.)
- 47.(28). The top administrators (deans, vice presidents, and president) at SPC are accessible and approachable.
- 48.(36). I have adequate communication with the top administrative staff at SPC.
- 49.(42). Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) create and support a work environment that helps me do my job.

Sub-category: Budgeting and Allocation of Resources

- 50.(17). I am satisfied with the budgeting process.
- 51.(29). I have sufficient resources to do my job.
- 52.(49). I have the opportunity to provide input to the budget process.

53. I have been informed of how the Institutional Plan affects me and my work.
54.(37). SPC institutional goals and objectives are reflected in the budget.

OPEN-ENDED QUESTIONS

After each section of the survey questions for the seven value statements there was an opportunity for comments.

List three things you would never want to change about SPC and/or your department.

List three things you would like to see improved or changed.

If you would like to comment on an issue that has not been addressed in this survey, please complete the following:

I wish you would have asked about:

I would have said:

ATTACHMENT B
2018 EMPLOYEE SURVEY
ATTRIBUTE/ SUCCESS FACTOR MEANS

2020 EMPLOYEE SURVEY						2018 EMPLOYEE SURVEY				
	FAC	CLASS	PN-F	ADM	ALL	FAC	CLASS	PN-F	ADM	ALL
	N=199	N=66	N=53	N=25	N=353	N=211	N=66	N=74	N=29	N=392
STUDENT FOCUS	4.51	4.13	4.41	4.58	4.42	4.34	4.13	4.22	4.39	4.28
1 Student needs have the highest priority in our mission.	4.53	4.35	4.48	4.72	4.50	4.49	4.48	4.46	4.62	4.49
2(18) I am encouraged to solve student problems. (I am allowed to make decisions to help solve student problems.)	4.57	3.98	4.55	4.54	4.45	4.13	3.76	3.93	4.28	4.03
3(52) SPC does a good job meeting the needs and expectations of its students.	4.40	4.08	4.21	4.52	4.32	4.27	4.11	4.14	4.21	4.21
4(53) I believe SPC employees as a whole are committed to helping students.	4.52	4.09	4.40	4.52	4.42	4.49	4.17	4.35	4.45	4.40
LEARNING FOCUS	4.45	4.36	4.37	4.54	4.42	4.28	4.20	4.16	4.28	4.24
5(2) Students receive a quality education at SPC.	4.60	4.45	4.52	4.68	4.56	4.50	4.63	4.51	4.59	4.53
6(19) The physical facilities of SPC are conducive to effective learning for students.	4.18	4.27	4.04	4.36	4.19	4.09	4.06	4.03	4.17	4.09
7(38) SPC prepares students for careers with the skills needed in the workplace.	4.50	4.42	4.49	4.56	4.47	4.40	4.27	4.27	4.41	4.35
8(30) I believe SPC offers an updated effective and equitable education for students. (I believe SPC's curriculum is updated effectively and equitably.)	4.52	4.31	4.43	4.56	4.46	4.13	3.83	3.84	3.97	4.01
ACCESS AND DIVERSITY	4.49	4.22	4.30	4.47	4.40	4.32	4.13	4.11	4.27	4.24
9(3) The College has a climate of equity and respect for students and personnel. (A diverse multi-cultural environment is valued on SPC campuses.)	4.39	4.03	4.28	4.56	4.30	4.29	4.21	4.03	4.17	4.21
10(4) College programs and services are cost effective for students. (College programs and services are affordable for students.)	4.58	4.32	4.40	4.56	4.50	4.48	4.39	4.45	4.52	4.46
11(31) SPC provides educational programs and services that are available at convenient times and places.	4.45	4.17	4.02	4.16	4.30	4.13	3.59	3.76	3.86	3.94
12(43) SPC's open admissions policy provides students with equal access to educational programs and services.	4.56	4.36	4.48	4.60	4.50	4.39	4.30	4.22	4.52	4.35
EMPLOYEE FOCUS	4.24	3.92	4.19	4.33	4.17	4.01	3.85	3.89	4.07	3.96
Subcategory: Employee Empowerment	4.16	3.82	4.12	4.20	4.08	4.04	3.73	3.96	4.18	3.98
13(5) There is a culture of innovation, and accountability. (I am encouraged to develop creative and innovative ideas.)	3.98	3.80	3.87	4.12	3.93	4.03	3.55	3.93	4.28	3.95
14 (20) My work gives me the ability to contribute to the success of SPC.	4.48	4.12	4.45	4.60	4.41	4.45	4.32	4.30	4.45	4.40
15(21) Opportunities are provided for my professional growth and development.	4.08	3.51	4.02	3.92	3.95	3.91	3.21	4.07	4.24	3.85
16(39) I have control over those aspects of my job for which I am accountable.	4.25	4.03	4.23	4.36	4.20	4.12	4.18	4.07	4.31	4.14
17(46) SPC consistently demonstrates a climate of respect and equality for all employees (Support staff and instructional staff are treated fairly and equitably.)	4.16	3.66	4.06	4.12	4.03	3.69	3.41	3.42	3.62	3.56
18 (23) I feel appreciated and receive recognition for the work I do. (I feel adequately rewarded for the work I do.)	3.99	3.83	4.08	4.08	3.97	3.36	3.44	3.47	3.62	3.40
Subcategory: Supervisory Management	4.34	4.11	4.25	4.48	4.30	4.26	4.18	4.07	4.15	4.20

ATTACHMENT B
2018 EMPLOYEE SURVEY
ATTRIBUTE/ SUCCESS FACTOR MEANS

2020 EMPLOYEE SURVEY						2018 EMPLOYEE SURVEY					
		FAC N=199	CLASS N=66	PN-F N=53	ADM N=25	ALL N=353	FAC N=211	CLASS N=66	PN-F N=74	ADM N=29	ALL N=392
19(6)	My supervisor provides me with the information necessary to do my job.	4.39	4.14	4.28	4.48	4.33	4.38	4.35	4.19	4.17	4.31
20(7)	My supervisor promotes an environment of respect, equality, and fairness. (I have confidence in the fairness of my supervisor.)	4.27	3.97	4.25	4.44	4.22	4.30	4.36	4.05	4.17	4.25
21(22)	My supervisor provides me with the responsibilities and expectations of my job. (My supervisor lets me know what is expected of me.)	4.38	4.34	4.40	4.60	4.40	4.30	4.32	4.07	4.21	4.24
22(32)	When possible my supervisor involves me in decisions that affect my job. (My supervisor involves me in decisions that affect my job.)	4.34	4.02	4.23	4.44	4.27	4.12	4.05	3.96	4.10	4.08
23(48)	My ideas for change or improvement are heard and considered by my supervisor (My ideas are given serious consideration by my supervisor.)	4.34	4.10	4.11	4.44	4.26	4.18	3.82	4.07	4.10	4.09
Subcategory: Cooperation & Teamwork		4.24	3.75	4.24	4.32	4.14	3.86	3.62	3.65	3.91	3.77
24(8)	I feel there is a spirit of cooperation between employees SPC. (I feel there is a spirit of cooperation between departments and work groups at SPC.)	4.16	3.59	4.00	4.20	4.02	3.52	3.14	3.07	3.55	3.35
25(44)	Employees within my department and work area cooperate with each other to get the job done. (People in my work group cooperate with each other to get the job done.)	4.33	3.91	4.47	4.44	4.27	4.19	4.11	4.23	4.28	4.19
Subcategory: Rewards and Recognition							3.48	3.58	3.53	3.72	3.51
(23)	See #18 (I feel adequately rewarded for the work I do.)						3.36	3.44	3.47	3.62	3.40
(33)	Removed from 2020 Survey (I am recognized for my work.)						3.60	3.71	3.58	3.83	3.62
QUALITY WORK ENVIRONMENT		4.23	3.97	4.14	4.28	4.16	4.01	3.80	3.92	4.04	3.95
Subcategory: Organizational Communications		3.94	3.64	3.65	3.93	3.83	3.70	3.32	3.40	3.84	3.58
26(9)	Communication between departments at SPC is effective and adequate.	3.56	3.33	3.23	3.48	3.45	3.23	2.67	2.70	3.24	3.01
27(40)	Communication within my department and work areas is effective and adequate. (Communication within my department is effective and adequate.)	4.21	3.92	3.92	4.24	4.11	4.16	3.98	3.78	4.24	4.05
28(50)	SPC encourages an open exchange of ideas.	4.06	3.66	3.79	4.08	3.93	3.72	3.30	3.70	4.03	3.66
Subcategory: Internal Employee Relations		4.35	4.05	4.32	4.42	4.28	4.12	3.89	4.10	4.06	4.06
29(10)	My SPC colleagues with whom I interact understand my needs and expectations. (Individuals at SPC with whom I interact understand my needs and expectations.)	4.23	3.97	4.17	4.16	4.17	3.91	3.70	3.81	3.83	3.85
30(11)	I am proud to work for SPC.	4.66	4.47	4.74	4.80	4.64	4.65	4.52	4.64	4.52	4.61
31(24)	Employees at SPC treat each other with respect and appreciation. (Individuals at SPC treat each other with respect and appreciation.)	4.32	3.82	4.28	4.40	4.21	4.01	3.53	3.89	3.76	3.85
32(34)	I understand the needs and expectations of my coworkers. (I understand the needs and expectations of the individuals with whom I interact.)	4.34	4.11	4.26	4.36	4.29	4.21	4.21	4.18	4.24	4.20

ATTACHMENT B
2018 EMPLOYEE SURVEY
ATTRIBUTE/ SUCCESS FACTOR MEANS

2020 EMPLOYEE SURVEY						2018 EMPLOYEE SURVEY				
	FAC	CLASS	PN-F	ADM	ALL	FAC	CLASS	PN-F	ADM	ALL
	N=199	N=66	N=53	N=25	N=353	N=211	N=66	N=74	N=29	N=392
33(47) SPC values and cares about me as an employee.	4.17	3.88	4.15	4.40	4.12	3.83	3.48	3.99	3.97	3.80
Subcategory: Physical Environment	4.36	4.26	4.40	4.44	4.36	4.21	4.30	4.27	4.29	4.24
34(12) SPC provides a clean, safe and secure environment for employees and students.	4.49	4.25	4.54	4.52	4.46	4.46	4.50	4.51	4.41	4.47
35(25) The physical facilities in my area are	4.24	4.27	4.26	4.36	4.26	3.96	4.09	4.03	4.17	4.01
COMMUNITY FOCUS	4.07	3.79	4.09	4.23	4.03	4.02	3.85	3.91	4.14	3.97
36(13) Our college does a good job responding to the needs of the communities we serve.	4.26	4.02	4.13	4.12	4.17	4.22	4.02	4.09	4.10	4.15
37(35) Being involved in service to the community is an important part of my job.	3.98	3.66	4.15	4.40	3.98	3.90	3.86	3.81	4.10	3.89
38 The College strengthens community partnerships to meet identified constituents' needs.	4.05	3.68	4.08	4.16	3.99					
39(41) Our college listens actively to the needs of our community constituents.	3.99	3.79	4.00	4.24	3.97	3.94	3.68	3.81	4.21	3.88
LEADERSHIP FOCUS	4.02	3.75	3.94	4.39	3.98	3.79	3.56	3.72	4.23	3.76
Subcategory: Planning & Effectiveness	3.95	3.60	3.82	4.37	3.90	3.63	3.19	3.41	4.23	3.56
40(14) I am informed and understand SPC's planning and institutional effectiveness	4.02	3.81	3.88	4.40	3.98	3.93	3.80	3.82	4.41	3.91
41(26) As it plans for the future, the College is receptive to my ideas. (As it plans for the future, my college asks for my ideas.)	3.82	3.56	3.64	4.28	3.77	3.41	2.83	3.22	3.93	3.31
42(45) I am familiar with the Institutional Mission and Vision. (I know the parts of the Institutional Plan that will affect me and my work.)	4.34	3.95	4.17	4.48	4.25	3.77	3.44	3.49	4.41	3.71
43(51) I am involved in SPC's planning and effectiveness efforts.	3.63	3.10	3.60	4.33	3.58	3.43	2.70	3.12	4.17	3.30
Subcategory: Leadership	4.25	4.01	4.17	4.50	4.20	3.90	3.86	3.93	4.25	3.91
44(15) I receive the administrative (chairs, directors) support necessary to do my job.	4.31	3.90	4.29	4.48	4.23	4.04	4.02	4.09	4.34	4.06
45(16) Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) use our vision and values to guide us.	4.20	4.02	4.17	4.52	4.17	3.88	3.89	4.00	4.34	3.92
46(27) Our leaderships (department chairs, directors, deans, vice presidents, president, and Board of Regents) actions reflect a commitment to uphold the College's mission. (I believe those in leadership roles demonstrate a viable commitment to the institutional mission of the college.)	4.29	4.10	4.25	4.44	4.25	3.99	3.94	3.97	4.21	3.98
47(28) The top administrators (deans, vice presidents, and president) at SPC are accessible and approachable.	4.28	4.08	4.13	4.56	4.23	3.91	3.92	3.97	4.34	3.95
48(36) I have adequate communication with the top administrative staff at SPC.	4.17	4.02	4.00	4.56	4.14	3.64	3.62	3.65	4.28	3.67
49(42) Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) create and support a work environment that helps me do my job.	4.26	3.95	4.15	4.44	4.19	3.95	3.76	3.86	4.00	3.89
Subcategory: Budgeting & Allocation of Resources	3.79	3.55	3.75	4.27	3.77	3.79	3.49	3.72	4.18	3.75

ATTACHMENT B
2018 EMPLOYEE SURVEY
ATTRIBUTE/ SUCCESS FACTOR MEANS

2020 EMPLOYEE SURVEY						2018 EMPLOYEE SURVEY					
	FAC	CLASS	PN-F	ADM	ALL	FAC	CLASS	PN-F	ADM	ALL	
	N=199	N=66	N=53	N=25	N=353	N=211	N=66	N=74	N=29	N=392	
50(17) I am satisfied with the budgeting process.	3.71	3.63	3.74	4.30	3.72	3.67	3.35	3.65	4.21	3.65	
51(29) I have sufficient resources to do my job.	4.18	3.92	4.23	4.32	4.14	4.13	4.12	4.09	4.31	4.13	
52(49) I have the opportunity to provide input to the budget process.	3.63	3.20	3.53	4.22	3.58	3.64	2.91	3.36	4.10	3.50	
53 I have been informed of how the Institutional Plan affects me and my work.	3.72	3.46	3.53	4.24	3.68						
54(37) SPC institutional goals and objectives are reflected in the budget.	3.73	3.54	3.73	4.25	3.71	3.70	3.58	3.77	4.10	3.72	
SUBSCALES MEASURES MEETING 3.5 BENCHMARK	16 100.0%	16 100.0%	16 100.0%	16 100.0%	16 100.0%	16 94.1%	14 82.4%	15 88.2%	17 100.0%	17 100.0%	
SUBSCALE MEASURES NOT MEETING 3.5 BENCHMARK	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	3 17.6%	2 11.8%	0 0.0%	0 0.0%	
TOTAL SUBSCALE MEASURES	16	16	16	16	16	17	17	17	17	17	
SURVEY STATEMENTS MEETING 3.5 BENCHMARK	54 100%	50 92.5%	53 98.1%	53 98.1%	53 98.1%	49 92.5%	41 77.4%	45 84.9%	52 98.1%	48 90.6%	
SURVEY STATEMENTS NOT MEETING 3.5 BENCHMARK	0 0.0%	4 7.5%	1 1.9%	1 1.9%	1 1.9%	4 7.5%	12 22.6%	8 15.1%	1 1.9%	5 9.4%	
TOTAL SURVEY STATEMENTS	54	54	54	54	54	53	53	53	53	53	

ATTACHMENT C
2020 EMPLOYEE SURVEY
DEGREE OF STATEMENT AGREEMENT

	FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEE GROUPS		
	Agree	Neutral	Disagree	Agree	Neutral	Disagree	Agree	Neutral	Disagree	Agree	Neutral	Disagree	Agree	Neutral	Disagree
STUDENT FOCUS															
1 Student needs have the highest priority in our mission.	94.0%	1.0%	4.5%	87.9%	7.6%	4.5%	94.3%	0.0%	3.8%	100.0%	0.0%	0.0%	93.5%	2.0%	4.0%
2(18) I am encouraged to solve student problems. (I am allowed to make decisions to help solve student problems.)	95.0%	3.5%	0.5%	71.2%	12.1%	9.1%	96.2%	0.0%	0.0%	88.0%	8.0%	0.0%	89.8%	5.4%	2.0%
3(52) SPC does a good job meeting the needs and expectations of its students.	94.0%	2.0%	4.0%	78.8%	12.1%	7.6%	90.6%	1.9%	5.7%	100.0%	0.0%	0.0%	90.9%	4.0%	4.5%
4(53) I believe SPC employees as a whole are committed to helping students.	94.0%	2.5%	3.0%	76.9%	16.9%	4.6%	94.3%	1.9%	1.9%	100.0%	0.0%	0.0%	91.5%	4.8%	2.8%
LEARNING FOCUS															
5(2) Students receive a quality education at SPC.	97.5%	1.5%	1.0%	90.9%	6.1%	1.5%	98.1%	0.0%	0.0%	96.0%	4.0%	0.0%	96.0%	2.5%	0.8%
6(19) The physical facilities of SPC are conducive to effective learning for students.	87.9%	3.0%	8.5%	90.9%	4.5%	1.5%	86.8%	0.0%	11.3%	96.0%	0.0%	4.0%	89.0%	2.8%	7.1%
7(38) SPC prepares students for careers with the skills needed in the workplace.	95.5%	3.0%	1.5%	89.4%	7.6%	0.0%	94.3%	0.0%	1.9%	100.0%	0.0%	0.0%	94.3%	3.4%	1.1%
8(30) I believe SPC offers an updated effective and equitable education for students. (I believe SPC's curriculum is updated effectively and equitably.)	95.5%	2.0%	2.5%	85.7%	9.5%	3.2%	94.3%	0.0%	1.9%	100.0%	0.0%	0.0%	93.7%	3.1%	2.3%
ACCESS AND DIVERSITY															
9(3) The College has a climate of equity and respect for students and personnel. (A diverse multi-cultural environment is valued on SPC campuses.)	92.5%	2.0%	5.5%	87.9%	4.5%	7.6%	92.5%	1.9%	5.7%	96.0%	4.0%	0.0%	91.2%	3.1%	5.7%
10(4) College programs and services are cost effective for students. (College programs and services are affordable for students.)	96.5%	2.5%	1.0%	87.9%	7.6%	3.0%	88.7%	3.8%	5.7%	96.0%	4.0%	0.0%	93.5%	4.0%	2.0%
11(31) SPC provides educational programs and services that are available at convenient times and places.	93.5%	4.5%	1.5%	86.4%	9.1%	3.0%	83.0%	0.0%	13.2%	84.0%	8.0%	8.0%	89.2%	5.7%	4.0%
12(43) SPC's open admissions policy provides students with equal access to educational programs and services.	96.0%	3.0%	0.5%	89.4%	6.1%	1.5%	94.3%	0.0%	3.8%	100.0%	0.0%	0.0%	94.6%	3.1%	1.1%
EMPLOYEE FOCUS															
<i>Subcategory: Employee Empowerment</i>															
13(5) There is a culture of innovation, and accountability. (I am encouraged to develop creative and innovative ideas.)	77.9%	10.6%	10.6%	69.2%	18.5%	10.8%	75.5%	17.0%	7.5%	80.0%	12.0%	8.0%	76.1%	13.1%	9.9%
14 (20) My work gives me the ability to contribute to the success of SPC.	93.0%	4.5%	2.5%	89.2%	7.7%	3.1%	92.5%	5.7%	1.9%	96.0%	4.0%	0.0%	92.3%	5.4%	2.3%
15(21) Opportunities are provided for my professional growth and development.	80.9%	7.5%	11.6%	60.6%	19.7%	18.2%	83.0%	5.7%	11.3%	72.0%	12.0%	12.0%	76.5%	9.9%	12.7%
16(39) I have control over those aspects of my job for which I am accountable.	87.9%	4.5%	7.5%	77.3%	16.7%	3.0%	88.7%	1.9%	7.5%	92.0%	0.0%	8.0%	85.6%	6.5%	7.1%
17(46) SPC consistently demonstrates a climate of respect and equality for all employees (Support staff and instructional staff are treated fairly and equitably.)	84.4%	4.0%	11.1%	68.2%	10.6%	19.7%	88.7%	1.9%	9.4%	80.0%	12.0%	8.0%	81.0%	5.9%	12.5%
18 (23) I feel appreciated and receive recognition for the work I do. (I feel adequately rewarded for the work I do.	76.4%	11.6%	12.1%	71.2%	13.6%	12.1%	84.9%	1.9%	13.2%	80.0%	8.0%	12.0%	76.5%	10.2%	12.7%
<i>Subcategory: Supervisory Management</i>															
19(6) My supervisor provides me with the information necessary to do my job.	89.9%	4.0%	6.0%	81.5%	12.3%	4.6%	84.9%	9.4%	5.7%	92.0%	4.0%	4.0%	87.8%	6.3%	5.7%
20(7) My supervisor promotes an environment of respect, equality, and fairness. (I have confidence in the fairness of my supervisor.)	82.4%	8.0%	9.5%	72.3%	13.8%	12.3%	84.9%	9.4%	5.7%	92.0%	4.0%	4.0%	81.8%	9.1%	8.8%

ATTACHMENT C
2020 EMPLOYEE SURVEY
DEGREE OF STATEMENT AGREEMENT

		FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEE GROUPS		
		Agree	Neutral	Disagree	Agree	Neutral	Disagree	Agree	Neutral	Disagree	Agree	Neutral	Disagree	Agree	Neutral	Disagree
21(22)	My supervisor provides me with the responsibilities and expectations of my job. (My supervisor lets me know what is expected of me.)	89.4%	3.0%	7.0%	89.2%	9.2%	0.0%	84.9%	13.2%	0.0%	100.0%	0.0%	0.0%	89.8%	5.4%	4.0%
22(32)	When possible my supervisor involves me in decisions that affect my job. (My supervisor involves me in decisions that affect my job.)	85.9%	6.5%	7.5%	75.0%	7.8%	14.1%	79.2%	11.3%	9.4%	92.0%	8.0%	0.0%	83.5%	7.7%	8.3%
23(48)	My ideas for change or improvement are heard and considered by my supervisor (My ideas are given serious consideration by my supervisor.)	83.4%	10.1%	5.5%	76.9%	15.4%	4.6%	81.1%	9.4%	9.4%	88.0%	12.0%	0.0%	82.1%	11.1%	5.7%
	Subcategory: Cooperation & Teamwork															
24(8)	I feel there is a spirit of cooperation between employees at SPC. (I feel there is a spirit of cooperation between departments and work groups at SPC.)	83.9%	7.0%	9.0%	70.3%	10.9%	18.8%	84.9%	7.5%	7.5%	84.0%	8.0%	8.0%	81.2%	8.0%	10.8%
25(44)	Employees within my department and work area cooperate with each other to get the job done. (People in my work group cooperate with each other to get the job done.)	88.4%	4.5%	7.0%	76.9%	7.7%	15.4%	94.3%	1.9%	3.8%	92.0%	4.0%	4.0%	87.2%	4.5%	8.2%
	Subcategory: Rewards & Recognition															
(23)	See #18 (I feel adequately rewarded for the work I do.)															
(33)	Removed from 2020 Survey (I am recognized for my work.)															
	QUALITY WORK ENVIRONMENT															
	Subcategory: Organizational Communications															
26(9)	Communication between departments at SPC is effective and adequate.	60.3%	23.1%	16.1%	57.6%	12.1%	30.3%	52.8%	13.2%	34.0%	60.0%	0.0%	40.0%	58.4%	17.8%	23.5%
27(40)	Communication within my department and work areas is effective and adequate. (Communication within my department is effective and adequate.)	85.4%	4.0%	10.6%	75.4%	10.8%	13.8%	79.2%	3.8%	17.0%	88.0%	4.0%	8.0%	83.0%	5.1%	11.9%
28(50)	SPC encourages an open exchange of ideas.	79.4%	13.1%	7.0%	65.2%	24.2%	9.1%	69.8%	17.0%	13.2%	80.0%	16.0%	4.0%	75.1%	16.1%	8.2%
	Subcategory: Internal Employee Relations															
29(10)	My SPC colleagues with whom I interact understand my needs and expectations. (Individuals at SPC with whom I interact understand my needs and expectations.)	83.4%	10.6%	5.0%	80.0%	12.3%	4.6%	90.6%	5.7%	1.9%	88.0%	8.0%	4.0%	84.1%	10.2%	4.3%
30(11)	I am proud to work for SPC.	95.5%	3.0%	1.5%	92.4%	4.5%	3.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	95.8%	2.8%	1.4%
31(24)	Employees at SPC treat each other with respect and appreciation. (Individuals at SPC treat each other with respect and appreciation.)	89.4%	5.0%	5.0%	75.8%	13.6%	10.6%	98.1%	1.9%	0.0%	92.0%	8.0%	0.0%	87.8%	6.8%	5.1%
32(34)	I understand the needs and expectations of my coworkers. (I understand the needs and expectations of the individuals with whom I interact.)	89.4%	8.5%	1.5%	87.9%	12.1%	0.0%	98.1%	0.0%	1.9%	96.0%	4.0%	0.0%	91.2%	7.4%	1.1%
33(47)	SPC values and cares about me as an employee.	83.4%	8.5%	8.0%	78.8%	12.1%	9.1%	88.7%	1.9%	9.4%	96.0%	0.0%	4.0%	83.9%	7.6%	8.5%
	Subcategory: Physical Environment															
34(12)	SPC provides a clean, safe and secure environment for employees and students.	94.5%	2.5%	3.0%	92.4%	1.5%	4.5%	94.3%	1.9%	1.9%	96.0%	4.0%	0.0%	94.3%	2.3%	2.8%
35(25)	The physical facilities in my area are adequate.	87.9%	4.5%	7.0%	92.1%	6.3%	1.6%	88.7%	1.9%	9.4%	92.0%	0.0%	8.0%	89.4%	4.0%	6.3%
	COMMUNITY FOCUS															
36(13)	Our college does a good job responding to the needs of the communities we serve.	85.9%	11.6%	2.0%	81.8%	16.7%	1.5%	92.5%	3.8%	1.9%	84.0%	4.0%	12.0%	85.8%	11.0%	2.5%

ATTACHMENT C
2020 EMPLOYEE SURVEY
DEGREE OF STATEMENT AGREEMENT

	FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEE GROUPS		
	Agree	Neutral	Disagree	Agree	Neutral	Disagree	Agree	Neutral	Disagree	Agree	Neutral	Disagree	Agree	Neutral	Disagree
37(35) Being involved in service to the community is an important part of my job.	72.9%	21.6%	4.5%	54.5%	24.2%	6.1%	77.4%	9.4%	3.8%	88.0%	12.0%	0.0%	70.8%	20.1%	4.2%
38(41) The College strengthens community partnerships to meet identified constituents' needs.	74.9%	20.6%	4.0%	63.1%	30.8%	3.1%	84.9%	11.3%	0.0%	84.0%	12.0%	4.0%	74.4%	21.0%	3.1%
39 Our college listens actively to the needs of our community constituents.	69.3%	27.6%	2.5%	65.6%	34.4%	0.0%	77.4%	17.0%	0.0%	80.0%	20.0%	0.0%	70.7%	26.4%	1.7%
LEADERSHIP FOCUS															
<i>Subcategory: Planning & Effectiveness</i>															
40(14) I am informed and understand SPC's planning and institutional effectiveness efforts.	79.4%	13.1%	7.5%	73.4%	20.3%	3.1%	77.4%	11.3%	9.4%	96.0%	0.0%	4.0%	78.3%	13.7%	6.8%
41(26) As it plans for the future, the College is receptive to my ideas. (As it plans for the future, my college asks for my ideas.)	64.3%	27.1%	7.5%	53.0%	33.3%	6.1%	56.6%	28.3%	9.4%	84.0%	12.0%	4.0%	62.3%	27.2%	7.6%
42(45) I am familiar with the Institutional Mission and Vision. (I know the parts of the Institutional Plan that will affect me and my work.)	94.5%	3.0%	2.5%	78.8%	15.2%	1.5%	90.6%	3.8%	3.8%	96.0%	0.0%	4.0%	91.2%	5.1%	2.5%
43(51) I am involved in SPC's planning and effectiveness efforts.	56.8%	28.1%	11.6%	24.2%	34.8%	15.2%	54.7%	20.8%	13.2%	84.0%	12.0%	0.0%	51.6%	27.2%	11.9%
<i>Subcategory: Leadership</i>															
44(15) I receive the administrative (chairs, directors) support necessary to do my job.	89.4%	5.5%	4.5%	62.1%	21.2%	4.5%	90.6%	5.7%	1.9%	84.0%	8.0%	0.0%	83.3%	9.3%	4.0%
45(16) Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) use our vision and values to guide us.	83.4%	11.6%	5.0%	75.4%	16.9%	1.5%	88.7%	9.4%	1.9%	96.0%	4.0%	0.0%	83.0%	11.6%	4.3%
46(27) Our leaderships (department chairs, directors, deans, vice presidents, president, and Board of Regents) actions reflect a commitment to uphold the College's mission. (I believe those in leadership roles demonstrate a viable commitment to the institutional mission of the college.)	87.9%	7.0%	5.0%	81.3%	12.5%	1.6%	90.6%	5.7%	1.9%	88.0%	8.0%	4.0%	86.9%	8.0%	3.7%
47(28) The top administrators (deans, vice presidents, and president) at SPC are accessible and approachable.	83.4%	12.1%	3.5%	81.3%	12.5%	3.1%	84.9%	5.7%	7.5%	96.0%	0.0%	4.0%	84.0%	10.3%	4.3%
48(36) I have adequate communication with the top administrative staff at SPC.	80.9%	12.1%	6.5%	81.3%	12.5%	1.6%	75.5%	11.3%	7.5%	96.0%	4.0%	0.0%	80.9%	11.7%	5.4%
49(42) Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) create and support a work environment that helps me do my job.	84.9%	8.5%	5.5%	78.1%	15.6%	3.1%	86.8%	11.3%	1.9%	96.0%	4.0%	0.0%	84.3%	10.5%	4.0%
<i>Subcategory: Budgeting & Allocation of Resources</i>															
50(17) I am satisfied with the budgeting process.	59.3%	31.7%	8.0%	54.7%	26.6%	6.3%	62.3%	24.5%	7.5%	84.0%	8.0%	0.0%	60.1%	28.2%	7.4%
51(29) I have sufficient resources to do my job.	88.4%	4.0%	7.5%	79.7%	7.8%	10.9%	90.6%	1.9%	5.7%	92.0%	4.0%	4.0%	87.2%	4.6%	7.7%
52(49) I have the opportunity to provide input to the budget process.	52.3%	30.7%	11.6%	32.8%	34.4%	17.2%	49.1%	20.8%	18.9%	72.0%	20.0%	0.0%	49.0%	29.6%	12.8%
53 I have been informed of how the Institutional Plan affects me and my work.	62.3%	23.6%	12.6%	51.6%	32.8%	7.8%	56.6%	20.8%	18.9%	92.0%	4.0%	4.0%	61.0%	23.9%	12.3%
54(37) SPC institutional goals and objectives are reflected in the budget.	58.3%	34.7%	4.5%	46.9%	45.3%	0.0%	54.7%	34.0%	3.8%	84.0%	12.0%	0.0%	56.1%	36.2%	3.4%
TOTAL STATEMENTS MEETING 70% BENCHMARK															
	46			39			46			53			47		
	85.2%			72.2%			85.2%			98.1%			87.0%		
TOTAL STATEMENTS NOT MEETING 70% BENCHMARK															
	8			15			8			1			7		
	14.8%			27.8%			14.8%			1.9%			13.0%		

ATTACHMENT D-1
2020 EMPLOYEE SURVEY
STATEMENT AGREEMENT COMPARISON BETWEEN 2018 AND 2016 SURVEY

	FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEE GROUPS		
	2020 Agree	2018 Agree	Change	2020 Agree	2018 Agree	Change	2020 Agree	2018 Agree	Change	2020 Agree	2018 Agree	Change	2020 Agree	2018 Agree	Change
STUDENT FOCUS															
1 Student needs have the highest priority in our mission.	94.0%	91.4%	2.5	87.9%	93.9%	-6.1	94.3%	94.6%	-0.3	100.0%	96.6%	3.4	93.5%	92.6%	0.9
2(18) I am encouraged to solve student problems. (I am allowed to make decisions to help solve student problems.)	95.0%	80.1%	14.9	71.2%	65.2%	6.1	96.2%	71.6%	24.6	88.0%	82.8%	5.2	89.8%	76.0%	13.8
3(52) SPC does a good job meeting the needs and expectations of its students.	94.0%	89.6%	4.4	78.8%	89.4%	-10.6	90.6%	91.9%	-1.3	100.0%	86.2%	13.8	90.9%	89.7%	1.2
4(53) I believe SPC employees as a whole are committed to helping students.	94.0%	95.2%	-1.3	76.9%	86.4%	-9.4	94.3%	95.9%	-1.6	100.0%	93.1%	6.9	91.5%	93.5%	-2.1
LEARNING FOCUS															
5(2) Students receive a quality education at SPC.	97.5%	92.4%	5.1	90.9%	96.9%	-6.0	98.1%	94.6%	3.5	96.0%	100.0%	-4.0	96.0%	94.1%	1.9
6(19) The physical facilities of SPC are conducive to effective learning for students.	87.9%	82.5%	5.5	90.9%	87.9%	3.0	86.8%	83.8%	3.0	96.0%	89.7%	6.3	89.0%	84.1%	4.8
7(38) SPC prepares students for careers with the skills needed in the workplace.	95.5%	92.9%	2.6	89.4%	95.5%	-6.1	94.3%	90.5%	3.8	100.0%	93.1%	6.9	94.3%	92.8%	1.5
8(30) I believe SPC offers an updated effective and equitable education for students. (I believe SPC's curriculum is updated effectively and equitably.)	95.5%	81.8%	13.7	85.7%	68.2%	17.5	94.3%	75.7%	18.6	100.0%	72.4%	27.6	93.7%	77.1%	16.6
ACCESS AND DIVERSITY															
9(3) The College has a climate of equity and respect for students and personnel. (A diverse multi-cultural environment is valued on SPC campuses.)	92.5%	82.9%	9.5	87.9%	87.9%	0.0	92.5%	78.4%	14.1	96.0%	86.2%	9.8	91.2%	82.9%	8.3
10(4) College programs and services are cost effective for students. (College programs and services are affordable for students.)	96.5%	91.9%	4.5	87.9%	92.4%	-4.5	88.7%	95.9%	-7.3	96.0%	96.6%	-0.6	93.5%	93.1%	0.4
11(31) SPC provides educational programs and services that are available at convenient times and places.	93.5%	81.5%	12.0	86.4%	65.2%	21.2	83.0%	74.3%	8.7	84.0%	65.5%	18.5	89.2%	76.0%	13.3
12(43) SPC's open admissions policy provides students with equal access to educational programs and services.	96.0%	91.5%	4.5	89.4%	90.9%	-1.5	94.3%	91.9%	2.4	100.0%	93.1%	6.9	94.6%	91.2%	3.4
EMPLOYEE FOCUS															
<i>Subcategory: Employee Empowerment</i>															
13(5) There is a culture of innovation, and accountability. (I am encouraged to develop creative and innovative ideas.)	77.9%	74.4%	3.5	69.2%	48.5%	20.7	75.5%	75.7%	-0.2	80.0%	82.8%	-2.8	76.1%	70.9%	5.2
14 (20) My work gives me the ability to contribute to the success of SPC.	93.0%	92.9%	0.1	89.2%	90.9%	-1.7	92.5%	93.2%	-0.8	96.0%	89.7%	6.3	92.3%	92.1%	0.3
15(21) Opportunities are provided for my professional growth and development.	80.9%	73.9%	7.0	60.6%	39.4%	21.2	83.0%	82.4%	0.6	72.0%	79.3%	-7.3	76.5%	70.1%	6.4
16(39) I have control over those aspects of my job for which I am accountable.	87.9%	80.6%	7.4	77.3%	86.4%	-9.1	88.7%	82.4%	6.2	92.0%	86.2%	5.8	85.6%	82.6%	3.0
17(46) SPC consistently demonstrates a climate of respect and equality for all employees (Support staff and instructional staff are treated fairly and equitably.)	84.4%	65.4%	19.0	68.2%	57.6%	10.6	88.7%	54.1%	34.6	80.0%	62.1%	17.9	81.0%	60.8%	20.2
18 (23) I feel appreciated and receive recognition for the work I do. (I feel adequately rewarded for the work I do.)	76.4%			71.2%			84.9%			80.0%			76.5%		
<i>Subcategory: Supervisory Management</i>															
19(6) My supervisor provides me with the information necessary to do my job.	89.9%	86.3%	3.7	81.5%	89.4%	-7.9	84.9%	77.0%	7.9	92.0%	82.8%	9.2	87.8%	84.2%	3.6
20(7) My supervisor promotes an environment of respect, equality, and fairness. (I have confidence in the fairness of my supervisor.)	82.4%	85.3%	-2.9	72.3%	84.8%	-12.5	84.9%	75.7%	9.2	92.0%	65.5%	26.5	81.8%	81.9%	-0.1
21(22) My supervisor provides me with the responsibilities and expectations of my job. (My supervisor lets me know what is expected of me.)	89.4%	86.7%	2.8	89.2%	87.9%	1.4	84.9%	81.1%	3.8	100.0%	75.9%	24.1	89.8%	84.9%	4.9
22(32) When possible my supervisor involves me in decisions that affect my job. (My supervisor involves me in decisions that affect my job.)	85.9%	79.6%	6.3	75.0%	75.8%	-0.8	79.2%	74.3%	4.9	92.0%	72.4%	19.6	83.5%	77.5%	6.0

ATTACHMENT D-1
2020 EMPLOYEE SURVEY
STATEMENT AGREEMENT COMPARISON BETWEEN 2018 AND 2016 SURVEY

	FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEE GROUPS		
	2020 Agree	2018 Agree	Change	2020 Agree	2018 Agree	Change	2020 Agree	2018 Agree	Change	2020 Agree	2018 Agree	Change	2020 Agree	2018 Agree	Change
23(48) My ideas for change or improvement are heard and considered by my supervisor (My ideas are given serious consideration by my supervisor.)	83.4%	80.6%	2.8	76.9%	65.2%	11.8	81.1%	79.7%	1.4	88.0%	65.5%	22.5	82.1%	76.8%	5.3
Subcategory: Cooperation & Teamwork															
24(8) I feel there is a spirit of cooperation between employees at SPC. (I feel there is a spirit of cooperation between departments and work groups at SPC.)	83.9%	56.9%	27.0	70.3%	43.9%	26.4	84.9%	50.0%	34.9	84.0%	58.6%	25.4	81.2%	52.9%	28.3
25(44) Employees within my department and work area cooperate with each other to get the job done. (People in my work group cooperate with each other to get the job done.)	88.4%	82.0%	6.5	76.9%	81.8%	-4.9	94.3%	86.5%	7.9	92.0%	86.2%	5.8	87.2%	83.2%	4.0
Subcategory: Rewards & Recognition															
(23) See #18 (I feel adequately rewarded for the work I do.)		55.5%			59.1%			54.1%			58.6%			55.8%	
(33) Removed from 2020 Survey (I am recognized for my work.)		63.5%			62.1%			63.5%			72.4%			63.4%	
QUALITY WORK ENVIRONMENT															
Subcategory: Organizational Communications															
26(9) Communication between departments at SPC is effective and adequate.	60.3%	46.4%	13.9	57.6%	22.7%	34.8	52.8%	26.0%	26.8	60.0%	41.4%	18.6	58.4%	37.7%	20.7
27(40) Communication within my department and work areas is effective and adequate. (Communication within my department is effective and adequate.)	85.4%	81.5%	3.9	75.4%	72.7%	2.7	79.2%	71.6%	7.6	88.0%	86.2%	1.8	83.0%	78.2%	4.7
28(50) SPC encourages an open exchange of ideas.	79.4%	64.9%	14.5	65.2%	43.9%	21.2	69.8%	73.0%	-3.2	80.0%	72.4%	7.6	75.1%	63.1%	11.9
Subcategory: Internal Employee Relations															
29(10) My SPC colleagues with whom I interact understand my needs and expectations. (Individuals at SPC with whom I interact understand my needs and expectations.)	83.4%	72.5%	10.9	80.0%	66.7%	13.3	90.6%	73.0%	17.6	88.0%	65.5%	22.5	84.1%	71.1%	13.0
30(11) I am proud to work for SPC.	95.5%	94.3%	1.2	92.4%	87.9%	4.5	100.0%	95.9%	4.1	100.0%	93.1%	6.9	95.8%	93.1%	2.7
31(24) Employees at SPC treat each other with respect and appreciation. (Individuals at SPC treat each other with respect and appreciation.)	89.4%	79.1%	10.3	75.8%	63.6%	12.1	98.1%	78.4%	19.7	92.0%	65.5%	26.5	87.8%	74.2%	13.6
32(34) I understand the needs and expectations of my coworkers. (I understand the needs and expectations of the individuals with whom I interact.)	89.4%	87.7%	1.8	87.9%	92.4%	-4.5	98.1%	95.9%	2.2	96.0%	89.7%	6.3	91.2%	89.8%	1.4
33(47) SPC values and cares about me as an employee.	83.4%	72.5%	10.9	78.8%	60.6%	18.2	88.7%	77.0%	11.7	96.0%	69.0%	27.0	83.9%	70.6%	13.2
Subcategory: Physical Environment															
34(12) SPC provides a clean, safe and secure environment for employees and students.	94.5%	91.4%	3.0	92.4%	93.9%	-1.5	94.3%	95.9%	-1.6	96.0%	93.1%	2.9	94.3%	92.6%	1.8
35(25) The physical facilities in my area are adequate.	87.9%	78.2%	9.7	92.1%	84.8%	7.2	88.7%	82.4%	6.2	92.0%	86.2%	5.8	89.4%	80.6%	8.9
COMMUNITY FOCUS															
36(13) Our college does a good job responding to the needs of the communities we serve.	85.9%	85.3%	0.6	81.8%	77.3%	4.5	92.5%	85.1%	7.3	84.0%	79.3%	4.7	85.8%	83.1%	2.7
37(35) Being involved in service to the community is an important part of my job.	72.9%	67.1%	5.7	54.5%	65.2%	-10.6	77.4%	64.9%	12.5	88.0%	75.9%	12.1	70.8%	67.2%	3.6
38(41) The College strengthens community partnerships to meet identified constituents' needs.	74.9%			63.1%			84.9%			84.0%			74.4%		
39 Our college listens actively to the needs of our community constituents.	69.3%	70.6%	-1.3	65.6%	60.6%	5.0	77.4%	73.0%	4.4	80.0%	82.8%	-2.8	70.7%	69.7%	1.0
LEADERSHIP FOCUS															
Subcategory: Planning & Effectiveness															
40(14) I am informed and understand SPC's planning and institutional effectiveness efforts.	79.4%	75.8%	3.6	73.4%	69.7%	3.7	77.4%	67.6%	9.8	96.0%	86.2%	9.8	78.3%	73.4%	4.9

ATTACHMENT D-1
2020 EMPLOYEE SURVEY
STATEMENT AGREEMENT COMPARISON BETWEEN 2018 AND 2016 SURVEY

	FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEE GROUPS		
	2020 Agree	2018 Agree	Change	2020 Agree	2018 Agree	Change	2020 Agree	2018 Agree	Change	2020 Agree	2018 Agree	Change	2020 Agree	2018 Agree	Change
41(26) As it plans for the future, the College is receptive to my ideas. (As it plans for the future, my college asks for my ideas.)	64.3%	54.0%	10.3	53.0%	28.8%	24.2	56.6%	44.6%	12.0	84.0%	69.0%	15.0	62.3%	49.1%	13.2
42(45) I am familiar with the Institutional Mission and Vision. (I know the parts of the Institutional Plan that will affect me and my work.)	94.5%	64.9%	29.5	78.8%	48.5%	30.3	90.6%	56.8%	33.8	96.0%	89.7%	6.3	91.2%	62.9%	28.3
43(51) I am involved in SPC's planning and effectiveness efforts.	56.8%	50.2%	6.5	24.2%	10.6%	13.6	54.7%	33.8%	20.9	84.0%	75.9%	8.1	51.6%	42.5%	9.0
Subcategory: Leadership															
44(15) I receive the administrative (chairs, directors) support necessary to do my job.	89.4%	81.9%	7.5	62.1%	75.8%	-13.6	90.6%	81.1%	9.5	84.0%	86.2%	-2.2	83.3%	80.5%	2.8
45(16) Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) use our vision and values to guide us.	83.4%	69.5%	13.9	75.4%	72.7%	2.7	88.7%	75.7%	13.0	96.0%	93.1%	2.9	83.0%	72.3%	10.6
46(27) Our leadership (department chairs, directors, deans, vice presidents, president, and Board of Regents) actions reflect a commitment to uphold the College's mission. (I believe those in leadership roles demonstrate a viable commitment to the institutional mission of the college.)	87.9%	74.9%	13.1	81.3%	76.9%	4.3	90.6%	78.4%	12.2	88.0%	89.7%	-1.7	86.9%	76.7%	10.2
47(28) The top administrators (deans, vice presidents, and president) at SPC are accessible and approachable.	83.4%	70.1%	13.3	81.3%	76.9%	4.3	84.9%	75.7%	9.2	96.0%	86.2%	9.8	84.0%	73.6%	10.5
48(36) I have adequate communication with the top administrative staff at SPC.	80.9%	63.0%	17.9	81.3%	58.5%	22.8	75.5%	62.2%	13.3	96.0%	86.2%	9.8	80.9%	63.1%	17.8
49(42) Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) create and support a work environment that helps me do my job.	84.9%	73.0%	11.9	78.1%	69.7%	8.4	86.8%	77.0%	9.8	96.0%	75.9%	20.1	84.3%	72.9%	11.4
Subcategory: Budgeting & Allocation of Resources															
50(17) I am satisfied with the budgeting process.	59.3%	64.0%	-4.7	54.7%	36.4%	18.3	62.3%	54.1%	8.2	84.0%	82.8%	1.2	60.1%	58.3%	1.8
51(29) I have sufficient resources to do my job.	88.4%	83.4%	5.0	79.7%	84.8%	-5.2	90.6%	86.5%	4.1	92.0%	89.7%	2.3	87.2%	84.7%	2.5
52(49) I have the opportunity to provide input to the budget process.	52.3%	59.5%	-7.3	32.8%	47.0%	-14.2	49.1%	64.9%	-15.8	72.0%	79.3%	-7.3	49.0%	59.2%	-10.2
53 I have been informed of how the Institutional Plan affects me and my work.	62.3%			51.6%			56.6%			92.0%		92.0	61.0%		
54(37) SPC institutional goals and objectives are reflected in the budget.	58.3%	59.7%	-1.4	46.9%	22.7%	24.1	54.7%	47.3%	7.4	84.0%	79.3%	4.7	56.1%	52.3%	3.8
TOTAL STATEMENTS MEETING 70% BENCHMARK	46	38		39	27		46	39		53	42		47	38	
TOTAL STATEMENTS NOT MEETING 70% BENCHMARK	85.2%	71.7%		72.2%	50.9%		85.2%	73.6%		98.1%	79.2%		87.1%	71.7%	
TOTAL STATEMENTS INCREASING IN AGREEMENT	8	15		15	26		8	14		1	11		7	15	
AVERAGE PERCENTAGE POINT CHANGE	14.8%	28.3%		27.8%	49.1%		14.8%	26.4%		1.9%	20.8%		12.9%	28.3%	
TOTAL STATEMENTS DECREASING IN AGREEMENT	46	27		31	28		42	32		45	18		48	27	
AVERAGE PERCENTAGE POINT CHANGE	8.4	2.8		13.6	6.1		11.5	6.0		13.2	5.3		8.0	3.2	
TOTAL STATEMENTS DECREASING IN AGREEMENT	5	24		19	25		9	21		7	35		3	25	
AVERAGE PERCENTAGE POINT CHANGE	-3.5	-2.3		-7.1	-3.6		-3.6	-4.7		-3.7	-8.5		-4.1	-2.1	

ATTACHMENT D-2
2020 EMPLOYEE SURVEY
STATEMENT NEUTRAL AGREEMENT COMPARISON BETWEEN 2020 AND 2018 SURVEY

		FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEES		
		2020	2018	Change	2020	2018	Change	2020	2018	Change	2020	2018	Change	2020	2018	Change
STUDENT FOCUS																
1	Student needs have the highest priority in our mission.	1.0%	5.2%	-4.2	7.6%	3.0%	4.5	0.0%	5.4%	-5.4	0.0%	0.0%	0.0	2.0%	4.6%	-2.6
2(18)	I am encouraged to solve student problems. (I am allowed to make decisions to help solve student problems.)	3.5%	11.8%	-8.3	12.1%	28.8%	-16.7	0.0%	24.3%	-24.3	8.0%	0.0%	8.0	5.4%	17.4%	-12.0
3(52)	SPC does a good job meeting the needs and expectations of its students.	2.0%	7.1%	-5.1	12.1%	9.1%	3.0	1.9%	5.4%	-3.5	0.0%	4.5%	-4.5	4.0%	7.5%	-3.5
4(53)	I believe SPC employees as a whole are committed to helping students.	2.5%	3.3%	-0.8	16.9%	10.6%	6.3	1.9%	2.7%	-0.8	0.0%	0.0%	0.0	4.8%	4.9%	-0.1
LEARNING FOCUS																
5(2)	Students receive a quality education at SPC.	1.5%	4.7%	-3.2	6.1%	1.5%	4.5	0.0%	5.4%	-5.4	4.0%	0.0%	4.0	2.5%	4.1%	-1.5
6(19)	The physical facilities of SPC are conducive to effective learning for students.	3.0%	12.8%	-9.8	4.5%	6.1%	-1.5	0.0%	10.8%	-10.8	0.0%	0.0%	0.0	2.8%	11.0%	-8.2
7(38)	SPC prepares students for careers with the skills needed in the workplace.	3.0%	5.2%	-2.2	7.6%	6.8%	0.8	0.0%	5.4%	-5.4	0.0%	0.0%	0.0	3.4%	5.1%	-1.7
8(30)	I believe SPC offers an updated effective and equitable education for students. (I believe SPC's curriculum is updated effectively and equitably.)	2.0%	12.0%	-10.0	9.5%	25.8%	-16.3	0.0%	18.9%	-18.9	0.0%	4.5%	-4.5	3.1%	17.0%	-13.9
ACCESS AND DIVERSITY																
9(3)	The College has a climate of equity and respect for students and personnel. (A diverse multi-cultural environment is valued on SPC campuses.)	2.0%	14.7%	-12.7	4.5%	9.1%	-4.5	1.9%	14.9%	-13.0	4.0%	9.1%	-5.1	3.1%	13.5%	-10.4
10(4)	College programs and services are cost effective for students. (College programs and services are affordable for students.)	2.5%	6.2%	-3.6	7.6%	6.1%	1.5	3.8%	4.1%	-0.3	4.0%	0.0%	4.0	4.0%	5.6%	-1.6
11(31)	SPC provides educational programs and services that are available at convenient times and places.	4.5%	12.8%	-8.3	9.1%	15.2%	-6.1	0.0%	13.5%	-13.5	8.0%	13.6%	-5.6	5.7%	14.3%	-8.7
12(43)	SPC's open admissions policy provides students with equal access to educational programs and services.	3.0%	6.6%	-3.6	6.1%	7.6%	-1.5	0.0%	4.1%	-4.1	0.0%	0.0%	0.0	3.1%	6.4%	-3.3
EMPLOYEE FOCUS																
Subcategory: Employee Empowerment																
5	I am encouraged to develop creative and innovative ideas.	10.6%	15.6%	-5.1	18.5%	39.4%	-20.9	17.0%	18.9%	-1.9	12.0%	13.6%	-1.6	13.1%	19.6%	-6.6
20	My work gives me the ability to contribute to the success of SPC.	4.5%	4.7%	-0.2	7.7%	7.6%	0.1	5.7%	6.8%	-1.1	4.0%	0.0%	4.0	5.4%	5.9%	-0.5
21	Opportunities are provided for my professional growth and development.	7.5%	13.3%	-5.7	19.7%	34.8%	-15.2	5.7%	10.8%	-5.2	12.0%	9.1%	2.9	9.9%	16.6%	-6.7
39	I have control over those aspects of my job for which I am accountable.	4.5%	10.0%	-5.4	16.7%	9.1%	7.6	1.9%	12.2%	-10.3	0.0%	18.2%	-18.2	6.5%	10.0%	-3.5
46	Support staff and instructional staff are treated fairly and equitably.	4.0%	18.5%	-14.5	10.6%	19.7%	-9.1	1.9%	21.6%	-19.7	12.0%	13.6%	-1.6	5.9%	18.8%	-12.9
18 (23)	I feel appreciated and receive recognition for the work I do. (I feel adequately rewarded for the work I do.	11.6%			13.6%			1.9%			8.0%			10.2%		
Subcategory: Supervisory Management																
19(6)	My supervisor provides me with the information necessary to do my job.	4.0%	8.5%	-4.5	12.3%	7.6%	4.7	9.4%	13.5%	-4.1	4.0%	4.5%	-0.5	6.3%	9.4%	-3.2
20(7)	My supervisor promotes an environment of respect, equality, and fairness. (I have confidence in the fairness of my supervisor.)	8.0%	5.7%	2.4	13.8%	10.6%	3.2	9.4%	10.8%	-1.4	4.0%	4.5%	-0.5	9.1%	8.9%	0.2
21(22)	My supervisor provides me with the responsibilities and expectations of my job. (My supervisor lets me know what is expected of me.)	3.0%	6.7%	-3.7	9.2%	9.1%	0.1	13.2%	13.5%	-0.3	0.0%	4.5%	-4.5	5.4%	9.2%	-3.8
22(32)	When possible my supervisor involves me in decisions that affect my job. (My supervisor involves me in decisions that affect my job.)	6.5%	10.4%	-3.9	7.8%	16.7%	-8.9	11.3%	17.6%	-6.2	8.0%	4.5%	3.5	7.7%	13.3%	-5.6

STATEMENT NEUTRAL AGREEMENT COMPARISON BETWEEN 2020 AND 2018 SURVEY

		FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEES					
		2020	2018	Change	2020	2018	Change	2020	2018	Change	2020	2018	Change	2020	2018	Change			
23(48)	My ideas for change or improvement are heard and considered by my supervisor (My ideas are given serious consideration by my supervisor.)	10.1%	11.4%	-1.3		25.8%	-10.4		9.4%	12.2%	-2.7		12.0%	4.5%	7.5		11.1%	15.2%	-4.1
	Subcategory: Cooperation & Teamwork					15.4%													
24(8)	I feel there is a spirit of cooperation between employees at SPC. (I feel there is a spirit of cooperation between departments and work groups at SPC.)	7.0%	23.7%	-16.7		19.7%	-8.8		7.5%	10.8%	-3.3		8.0%	13.6%	-5.6		8.0%	20.2%	-12.2
						10.9%													
25(44)	Employees within my department and work area cooperate with each other to get the job done. (People in my work group cooperate with each other to get the job done.)	4.5%	11.4%	-6.9		12.1%	-4.4		1.9%	6.8%	-4.9		4.0%	9.1%	-5.1		4.5%	10.1%	-5.5
	Subcategory: Rewards & Recognition					7.7%													
23	I feel adequately rewarded for the work I do.		19.4%			18.2%				21.6%				13.6%				19.2%	
33	I am recognized for my work.		17.5%			28.8%				20.3%				13.6%				19.2%	
	QUALITY WORK ENVIRONMENT																		
	Subcategory: Organizational Communications																		
26(9)	Communication between departments at SPC is effective and adequate.	23.1%	27.0%	-3.9		28.8%	-16.7		13.2%	27.4%	-14.2		0.0%	18.2%	-18.2		17.8%	27.4%	-9.6
						12.1%													
27(40)	Communication within my department and work areas is effective and adequate. (Communication within my department is effective and adequate.)	4.0%	10.4%	-6.4		21.2%	-10.4		3.8%	12.2%	-8.4		4.0%	4.5%	-0.5		5.1%	12.6%	-7.5
						10.8%													
28(50)	SPC encourages an open exchange of ideas.	13.1%	22.3%	-9.2		24.2%	-16.7		17.0%	16.2%	0.8		16.0%	22.7%	-6.7		16.1%	24.0%	-7.8
	Subcategory: Internal Employee Relations																		
29(10)	My SPC colleagues with whom I interact understand my needs and expectations. (Individuals at SPC treat each other with respect and appreciation. (Individuals at SPC treat each other with respect and appreciation.)	10.6%	22.7%	-12.2		27.3%	-15.0		5.7%	20.3%	-14.6		8.0%	13.6%	-5.6		10.2%	23.3%	-13.0
						12.3%													
30(11)	I am proud to work for SPC.	3.0%	2.9%	0.2		4.5%	-7.6		0.0%	4.1%	-4.1		0.0%	0.0%	0.0		2.8%	5.4%	-2.6
31(24)	Employees at SPC treat each other with respect and appreciation. (Individuals at SPC treat each other with respect and appreciation.)	5.0%	10.9%	-5.9		21.2%	-7.6		1.9%	17.6%	-15.7		8.0%	13.6%	-5.6		6.8%	15.1%	-8.3
						13.6%													
32(34)	I understand the needs and expectations of my coworkers. (I understand the needs and expectations of the individuals with whom I interact.)	8.5%	10.9%	-2.4		4.5%	7.6		0.0%	1.4%	-1.4		4.0%	4.5%	-0.5		7.4%	7.9%	-0.6
						12.1%													
33(47)	SPC values and cares about me as an employee.	8.5%	15.2%	-6.6		19.7%	-7.6		1.9%	18.9%	-17.0		0.0%	4.5%	-4.5		7.6%	17.3%	-9.6
	Subcategory: Physical Environment																		
34(12)	SPC provides a clean, safe and secure environment for employees and students.	2.5%	7.6%	-5.1		3.0%	-1.5		1.9%	2.7%	-0.8		4.0%	0.0%	4.0		2.3%	6.2%	-3.9
						1.5%													
35(25)	The physical facilities in my area are adequate.	4.5%	10.4%	-5.9		6.3%	-2.7		1.9%	8.1%	-6.2		0.0%	0.0%	0.0		4.0%	9.7%	-5.7
	COMMUNITY FOCUS																		
36(13)	Our college does a good job responding to the needs of the communities we serve.	11.6%	10.0%	1.6		16.7%	-1.5		3.8%	10.8%	-7.0		4.0%	0.0%	4.0		11.0%	12.5%	-1.5
37(35)	Being involved in service to the community is an important part of my job.	21.6%	24.3%	-2.7		24.2%	-7.6		9.4%	28.4%	-18.9		12.0%	18.2%	-6.2		20.1%	25.9%	-5.8
38(41)	The College strengthens community partnerships to meet identified constituents' needs.	20.6%				30.8%			11.3%				12.0%				21.0%		
39	Our college listens actively to the needs of our community constituents.	27.6%	25.6%	2.0		34.4%	-0.4		17.0%	23.0%	-6.0		20.0%	9.1%	10.9		26.4%	26.2%	0.2
	LEADERSHIP FOCUS																		
	Subcategory: Planning & Effectiveness																		

ATTACHMENT D-2
2020 EMPLOYEE SURVEY
STATEMENT NEUTRAL AGREEMENT COMPARISON BETWEEN 2020 AND 2018 SURVEY

	FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEES		
	2020 Neutral	2018 Neutral	Change	2020 Neutra	2018 Neutra	Change	2020 Neutra	2018 Neutra	Change	2020 Neutra	2018 Neutra	Change	2020 Neutra	2018 Neutra	Change
40(14) I am informed and understand SPC's planning and institutional effectiveness efforts.	13.1%	13.3%	-0.2	20.3%	24.2%	-3.9	11.3%	25.7%	-14.4	0.0%	4.5%	-4.5	13.7%	17.9%	-4.2
41(26) As it plans for the future, the College is receptive to my ideas. (As it plans for the future, my college asks for my ideas.)	27.1%	21.8%	5.3	33.3%	37.9%	-4.5	28.3%	32.4%	-4.1	12.0%	18.2%	-6.2	27.2%	26.1%	1.1
42(45) I am familiar with the Institutional Mission and Vision. (I know the parts of the Institutional Plan that will affect me and my work.)	3.0%	23.2%	-20.2	15.2%	39.4%	-24.2	3.8%	24.3%	-20.6	0.0%	4.5%	-4.5	5.1%	25.0%	-19.9
43(51) I am involved in SPC's planning and effectiveness efforts.	28.1%	31.3%	-3.1	34.8%	53.0%	-18.2	20.8%	40.5%	-19.8	12.0%	18.2%	-6.2	27.2%	35.6%	-8.4
Subcategory: Leadership															
44(15) I receive the administrative (chairs, directors) support necessary to do my job.	5.5%	8.1%	-2.6	21.2%	21.2%	0.0	5.7%	14.9%	-9.2	8.0%	13.6%	-5.6	9.3%	11.8%	-2.4
45(16) Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) use our vision and values to guide us.	11.6%	19.0%	-7.5	16.9%	21.2%	-4.3	9.4%	21.6%	-12.2	4.0%	0.0%	4.0	11.6%	19.2%	-7.6
46(27) Our leaderships (department chairs, directors, deans, vice presidents, president, and Board of Regents) actions reflect a commitment to uphold the College's mission. (I believe those in leadership roles demonstrate a viable commitment to the institutional mission of the college.)	7.0%	16.6%	-9.6	12.5%	20.0%	-7.5	5.7%	14.9%	-9.2	8.0%	4.5%	3.5	8.0%	15.9%	-7.9
47(28) The top administrators (deans, vice presidents, and president) at SPC are accessible and approachable.	12.1%	19.4%	-7.4	12.5%	13.8%	-1.3	5.7%	17.6%	-11.9	0.0%	4.5%	-4.5	10.3%	16.9%	-6.7
48(36) I have adequate communication with the top administrative staff at SPC.	12.1%	20.4%	-8.3	12.5%	32.3%	-19.8	11.3%	23.0%	-11.7	4.0%	13.6%	-9.6	11.7%	22.1%	-10.4
49(42) Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) create and support a work environment that helps me do my job.	8.5%	18.0%	-9.5	15.6%	24.2%	-8.6	11.3%	16.2%	-4.9	4.0%	9.1%	-5.1	10.5%	18.6%	-8.0
Subcategory: Budgeting & Allocation of Resources															
50(17) I am satisfied with the budgeting process.	31.7%	23.2%	8.4	26.6%	56.1%	-29.5	24.5%	36.5%	-12.0	8.0%	13.6%	-5.6	28.2%	31.5%	-3.3
51(29) I have sufficient resources to do my job.	4.0%	11.4%	-7.4	7.8%	12.1%	-4.3	1.9%	8.1%	-6.2	4.0%	4.5%	-0.5	4.6%	10.7%	-6.2
52(49) I have the opportunity to provide input to the budget process.	30.7%	31.4%	-0.8	34.4%	47.0%	-12.6	20.8%	32.4%	-11.7	20.0%	22.7%	-2.7	29.6%	33.8%	-4.2
53 I have been informed of how the Institutional Plan affects me and my work.	23.6%			32.8%			20.8%			4.0%			23.9%		
54(37) SPC institutional goals and objectives are reflected in the budget.	34.7%	22.7%	11.9	45.3%	43.9%	1.4	34.0%	32.4%	1.5	12.0%	18.2%	-6.2	36.2%	27.8%	8.3
TOTAL STATEMENTS INCREASING IN NEUTRAL AGREEMENT	6	24		13	32		2	30		12	10		3	29	
AVERAGE PERCENTAGE POINT CHANGE	5.0	2.6		3.9	5.8		1.1	4.38		4.3	5.0		3.2	2.5	
TOTAL STATEMENTS DECREASING IN NEUTRAL AGREEMENT	45	29		37	21		49	23		32	42		48	22	
AVERAGE PERCENTAGE POINT CHANGE	-6.3	-3.0		-9.8	-3.7		-8.9	-4.7		-5.2	-8.2		-6.3	-1.8	

ATTACHMENT D-3
2020 EMPLOYEE SURVEY
STATEMENT DISAGREEMENT COMPARISON BETWEEN 2020 AND 2018 SURVEY

	FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEE GROUPS		
	2020 Disagree	2018 Disagree	Change	2020 Disagree	2018 Disagree	Change	2020 Disagree	2018 Disagree	Change	2020 Disagree	2018 Disagree	Change	2020 Disagree	2018 Disagree	Change
STUDENT FOCUS															
1 Student needs have the highest priority in our mission.	4.5%	3.3%	1.2	4.5%	3.0%	1.5	3.8%	0.0%	3.8	0.0%	0.0%	0.0	4.0%	2.8%	1.2
2(18) I am encouraged to solve student problems. (I am allowed to make decisions to help solve student problems.)	0.5%	8.1%	-7.6	9.1%	6.1%	3.0	0.0%	4.1%	-4.1	0.0%	3.4%	-3.4	2.0%	6.6%	-4.7
3(52) SPC does a good job meeting the needs and expectations of its students.	4.0%	3.3%	0.7	7.6%	1.5%	6.1	5.7%	2.7%	3.0	0.0%	3.4%	-3.4	4.5%	2.8%	1.7
4(53) I believe SPC employees as a whole are committed to helping students.	3.0%	1.4%	1.6	4.6%	3.0%	1.6	1.9%	1.4%	0.5	0.0%	0.0%	0.0	2.8%	1.6%	1.3
LEARNING FOCUS															
5(2) Students receive a quality education at SPC.	1.0%	2.8%	-1.8	1.5%	1.5%	0.0	0.0%	0.0%	0.0	0.0%	0.0%	0.0	0.8%	1.8%	-0.9
6(19) The physical facilities of SPC are conducive to effective learning for students.	8.5%	4.7%	3.8	1.5%	6.1%	-4.5	11.3%	5.4%	5.9	4.0%	3.4%	0.6	7.1%	4.9%	2.2
7(38) SPC prepares students for careers with the skills needed in the workplace.	1.5%	1.9%	-0.4	0.0%	1.5%	-1.5	1.9%	4.1%	-2.2	0.0%	0.0%	0.0	2.1%	1.4%	0.7
8(30) I believe SPC offers an updated effective and equitable education for students. (I believe SPC's curriculum is updated effectively and equitably.)	2.5%	6.2%	-3.7	3.2%	6.1%	-2.9	1.9%	5.4%	-3.5	0.0%	3.4%	-3.4	2.3%	5.9%	-3.6
ACCESS AND DIVERSITY															
9(3) The College has a climate of equity and respect for students and personnel. (A diverse multi-cultural environment is valued on SPC campuses.)	5.5%	2.4%	3.2	7.6%	3.0%	4.5	5.7%	6.8%	-1.1	0.0%	0.0%	0.0	5.7%	3.6%	2.1
10(4) College programs and services are cost effective for students. (College programs and services are affordable for students.)	1.0%	1.9%	-0.9	3.0%	1.5%	1.5	5.7%	0.0%	5.7	0.0%	0.0%	0.0	2.0%	1.3%	0.7
11(31) SPC provides educational programs and services that are available at convenient times and places.	1.5%	5.7%	-4.2	3.0%	19.7%	-16.7	13.2%	12.2%	1.0	8.0%	10.3%	-2.3	4.0%	9.7%	-5.8
12(43) SPC's open admissions policy provides students with equal access to educational programs and services.	0.5%	1.9%	-1.4	1.5%	1.5%	0.0	3.8%	4.1%	-0.3	0.0%	0.0%	0.0	1.1%	2.3%	-1.2
EMPLOYEE FOCUS															
<i>Subcategory: Employee Empowerment</i>															
5 I am encouraged to develop creative and innovative ideas.	10.6%	10.0%	0.6	10.8%	12.1%	-1.4	7.5%	5.4%	2.1	8.0%	3.4%	4.6	9.9%	9.4%	0.5
20 My work gives me the ability to contribute to the success of SPC.	2.5%	2.4%	0.1	3.1%	1.5%	1.6	1.9%	0.0%	1.9	0.0%	3.4%	-3.4	2.3%	2.0%	0.2
21 Opportunities are provided for my professional growth and development.	11.6%	12.8%	-1.2	18.2%	25.8%	-7.6	11.3%	6.8%	4.6	12.0%	3.4%	8.6	12.7%	13.3%	-0.6
39 I have control over those aspects of my job for which I am accountable.	7.5%	9.5%	-1.9	3.0%	4.5%	-1.5	7.5%	5.4%	2.1	8.0%	6.9%	1.1	7.1%	7.4%	-0.4
46 Support staff and instructional staff are treated fairly and equitably.	11.1%	16.1%	-5.1	19.7%	22.7%	-3.0	9.4%	24.3%	-14.9	8.0%	24.1%	-16.1	12.5%	20.4%	-7.9
18 (23) I feel appreciated and receive recognition for the work I do. (I feel adequately rewarded for the work I do.	12.1%			12.1%			13.2%			12.0%			12.7%		
<i>Subcategory: Supervisory Management</i>															
19(6) My supervisor provides me with the information necessary to do my job.	6.0%	5.2%	0.8	4.6%	3.0%	1.6	5.7%	9.5%	-3.8	4.0%	10.3%	-6.3	5.7%	6.4%	-0.7
20(7) My supervisor promotes an environment of respect, equality, and fairness. (I have confidence in the fairness of my supervisor.)	9.5%	9.0%	0.5	12.3%	4.5%	7.8	5.7%	13.5%	-7.9	4.0%	6.9%	-2.9	8.8%	9.2%	-0.4
21(22) My supervisor provides me with the responsibilities and expectations of my job. (My supervisor lets me know what is expected of me.)	7.0%	6.7%	0.4	0.0%	3.0%	-3.0	0.0%	5.4%	-5.4	0.0%	6.9%	-6.9	4.0%	5.9%	-1.9

ATTACHMENT D-3
2020 EMPLOYEE SURVEY
STATEMENT DISAGREEMENT COMPARISON BETWEEN 2020 AND 2018 SURVEY

		FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEE GROUPS		
		2020 Disagree	2018 Disagree	Change	2020 Disagree	2018 Disagree	Change	2020 Disagree	2018 Disagree	Change	2020 Disagree	2018 Disagree	Change	2020 Disagree	2018 Disagree	Change
22(32)	When possible my supervisor involves me in decisions that affect my job. (My supervisor involves me in decisions that affect my job.)	7.5%	10.0%	-2.4	14.1%	7.6%	6.5	9.4%	8.1%	1.3	0.0%	10.3%	-10.3	8.3%	9.2%	-0.9
23(48)	My ideas for change or improvement are heard and considered by my supervisor (My ideas are given serious consideration by my supervisor.)	5.5%	8.1%	-2.5	4.6%	9.1%	-4.5	9.4%	8.1%	1.3	0.0%	6.9%	-6.9	5.7%	8.0%	-2.3
	Subcategory: Cooperation & Teamwork															
24(8)	I feel there is a spirit of cooperation between employees at SPC. (I feel there is a spirit of cooperation between departments and work groups at SPC.)	9.0%	19.4%	-10.4	18.8%	36.4%	-17.6	7.5%	39.2%	-31.6	8.0%	20.7%	-12.7	10.8%	26.9%	-16.0
25(44)	Employees within my department and work area cooperate with each other to get the job done. (People in my work group cooperate with each other to get the job done.)	7.0%	6.6%	0.4	15.4%	6.1%	9.3	3.8%	6.8%	-3.0	4.0%	6.9%	-2.9	8.2%	6.7%	1.5
	Subcategory: Rewards & Recognition															
23	I feel adequately rewarded for the work I do.		25.1%			22.7%			24.3%			24.1%			25.1%	
33	I am recognized for my work.		19.0%			9.1%			16.2%			24.1%			17.4%	
	QUALITY WORK ENVIRONMENT															
	Subcategory: Organizational Communications															
26(9)	Communication between departments at SPC is effective and adequate.	16.1%	26.5%	-10.5	30.3%	48.5%	-18.2	34.0%	46.6%	-12.6	40.0%	24.1%	15.9	23.5%	34.9%	-11.4
27(40)	Communication within my department and work areas is effective and adequate. (Communication within my department is effective and adequate.)	10.6%	8.1%	2.5	13.8%	6.1%	7.8	17.0%	16.2%	0.8	8.0%	3.4%	4.6	11.9%	9.2%	2.7
28(50)	SPC encourages an open exchange of ideas.	7.0%	12.8%	-5.8	9.1%	15.2%	-6.1	13.2%	10.8%	2.4	4.0%	3.4%	0.6	8.2%	12.9%	-4.7
	Subcategory: Internal Employee Relations															
29(10)	My SPC colleagues with whom I interact understand my needs and expectations. (Individuals at SPC with whom I interact understand my needs and expectations.)	5.0%	4.7%	0.3	4.6%	6.1%	-1.4	1.9%	6.8%	-4.9	4.0%	3.4%	0.6	4.3%	5.6%	-1.4
30(11)	I am proud to work for SPC.	1.5%	2.9%	-1.3	3.0%	0.0%	3.0	0.0%	0.0%	0.0	0.0%	0.0%	0.0	1.4%	1.5%	-0.1
31(24)	Employees at SPC treat each other with respect and appreciation. (Individuals at SPC treat each other with respect and appreciation.)	5.0%	10.0%	-4.9	10.6%	15.2%	-4.5	0.0%	4.1%	-4.1	0.0%	10.3%	-10.3	5.1%	10.7%	-5.6
32(34)	I understand the needs and expectations of my coworkers. (I understand the needs and expectations of the individuals with whom I interact.)	1.5%	1.4%	0.1	0.0%	3.0%	-3.0	1.9%	2.7%	-0.8	0.0%	6.9%	-6.9	1.1%	2.3%	-1.2
33(47)	SPC values and cares about me as an employee.	8.0%	12.3%	-4.3	9.1%	19.7%	-10.6	9.4%	4.1%	5.4	4.0%	6.9%	-2.9	8.5%	12.1%	-3.6
	Subcategory: Physical Environment															
34(12)	SPC provides a clean, safe and secure environment for employees and students.	3.0%	1.0%	2.1	4.5%	3.0%	1.5	1.9%	1.4%	0.5	0.0%	0.0%	0.0	2.8%	1.3%	1.6
35(25)	The physical facilities in my area are adequate.	7.0%	11.4%	-4.3	1.6%	6.1%	-4.5	9.4%	9.5%	0.0	8.0%	6.9%	1.1	6.3%	9.7%	-3.4
	COMMUNITY FOCUS															
36(13)	Our college does a good job responding to the needs of the communities we serve.	2.0%	4.7%	-2.7	1.5%	4.5%	-3.0	1.9%	4.1%	-2.2	12.0%	3.4%	8.6	2.5%	4.3%	-1.8
37(35)	Being involved in service to the community is an important part of my job.	4.5%	8.6%	-4.0	6.1%	3.0%	3.0	3.8%	6.8%	-3.0	0.0%	6.9%	-6.9	4.2%	6.9%	-2.7
38(41)	The College strengthens community partnerships to meet identified constituents' needs.	4.0%			3.1%			0.0%			4.0%			3.1%		

ATTACHMENT D-3
2020 EMPLOYEE SURVEY
STATEMENT DISAGREEMENT COMPARISON BETWEEN 2020 AND 2018 SURVEY

	FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEE GROUPS		
	2020 Disagree	2018 Disagree	Change	2020 Disagree	2018 Disagree	Change	2020 Disagree	2018 Disagree	Change	2020 Disagree	2018 Disagree	Change	2020 Disagree	2018 Disagree	Change
39 Our college listens actively to the needs of our community constituents.	2.5%	3.8%	-1.3	0.0%	4.5%	-4.5	0.0%	4.1%	-4.1	0.0%	0.0%	0.0	1.7%	4.1%	-2.4
LEADERSHIP FOCUS															
Subcategory: Planning & Effectiveness															
40(14) I am informed and understand SPC's planning and institutional effectiveness efforts.	7.5%	10.9%	-3.4	3.1%	6.1%	-2.9	9.4%	6.8%	2.7	4.0%	0.0%	4.0	6.8%	8.7%	-1.9
41(26) As it plans for the future, the College is receptive to my ideas. (As it plans for the future, my college asks for my ideas.)	7.5%	24.2%	-16.6	6.1%	33.3%	-27.3	9.4%	23.0%	-13.5	4.0%	10.3%	-6.3	7.6%	24.8%	-17.2
42(45) I am familiar with the Institutional Mission and Vision. (I know the parts of the Institutional Plan that will affect me and my work.)	2.5%	11.8%	-9.3	1.5%	12.1%	-10.6	3.8%	18.9%	-15.1	4.0%	0.0%	4.0	2.5%	12.1%	-9.6
43(51) I am involved in SPC's planning and effectiveness efforts.	11.6%	18.5%	-6.9	15.2%	36.4%	-21.2	13.2%	25.7%	-12.5	0.0%	3.4%	-3.4	11.9%	21.9%	-10.0
Subcategory: Leadership															
44(15) I receive the administrative (chairs, directors) support necessary to do my job.	4.5%	10.0%	-5.5	4.5%	3.0%	1.5	1.9%	4.1%	-2.2	0.0%	6.9%	-6.9	4.0%	7.7%	-3.7
45(16) Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) use our vision and values to guide us.	5.0%	11.4%	-6.4	1.5%	6.1%	-4.5	1.9%	2.7%	-0.8	0.0%	3.4%	-3.4	4.3%	8.5%	-4.2
46(27) Our leaderships (department chairs, directors, deans, vice presidents, president, and Board of Regents) actions reflect a commitment to uphold the College's mission. (I believe those in leadership roles demonstrate a viable commitment to the institutional mission of the college.)	5.0%	8.5%	-3.5	1.6%	3.1%	-1.5	1.9%	6.8%	-4.9	4.0%	6.9%	-2.9	3.7%	7.4%	-3.7
47(28) The top administrators (deans, vice presidents, and president) at SPC are accessible and approachable.	3.5%	10.4%	-6.9	3.1%	9.2%	-6.1	7.5%	6.8%	0.8	4.0%	6.9%	-2.9	4.3%	9.5%	-5.2
48(36) I have adequate communication with the top administrative staff at SPC.	6.5%	16.6%	-10.1	1.6%	9.2%	-7.7	7.5%	14.9%	-7.3	0.0%	3.4%	-3.4	5.4%	14.9%	-9.5
49(42) Our college's leaders (department chairs, directors,, deans, vice presidents, president, and Board of Regents) create and support a work environment that helps me do my job.	5.5%	9.0%	-3.5	3.1%	6.1%	-2.9	1.9%	6.8%	-4.9	0.0%	10.3%	-10.3	4.0%	8.5%	-4.5
Subcategory: Budgeting & Allocation of Resources															
50(17) I am satisfied with the budgeting process.	8.0%	12.8%	-4.8	6.3%	7.6%	-1.3	7.5%	9.5%	-1.9	0.0%	0.0%	0.0	7.4%	10.2%	-2.8
51(29) I have sufficient resources to do my job.	7.5%	5.2%	2.3	10.9%	3.0%	7.9	5.7%	5.4%	0.3	4.0%	0.0%	4.0	7.7%	4.6%	3.1
52(49) I have the opportunity to provide input to the budget process.	11.6%	9.0%	2.5	17.2%	6.1%	11.1	18.9%	2.7%	16.2	0.0%	3.4%	-3.4	12.8%	6.9%	5.9
53 I have been informed of how the Institutional Plan affects me and my work.	12.6%			7.8%			18.9%			4.0%			12.3%		
54(37) SPC institutional goals and objectives are reflected in the budget.	4.5%	17.5%	-13.0	0.0%	33.3%	-33.3	3.8%	20.3%	-16.5	0.0%	10.3%	-10.3	3.4%	19.8%	-16.4
TOTAL STATEMENTS THAT	17	28		18	13		20	13		13	17		14	15	
AVERAGE PERCENTAGE POINT	1.4	1.8		4.5	3.6		3.1	4.2		4.5	3.8		1.8	1.5	
TOTAL STATEMENTS THAT DECREASED IN DISAGREEMENT	34	25		32	39		29	38		27	35		37	37	
AVERAGE PERCENTAGE POINT CHANGE	-5.1	-1.9		-7.5	-6.2		-6.5	-4.5		-6.0	-4.8		-4.7	-2.4	

ATTACHMENT E
2020 EMPLOYEE SURVEY
DEGREE OF STATEMENT AGREEMENT

		FACULTY					CLASSIFIED PERSONNEL					PROFESSIONAL NON-FACULTY					ADMINISTRATORS					ALL EMPLOYEE GROUPS				
		Strongly Agree	Agree	Neutral	Disagree	Disagree e	Strongly Agree	Agree	Neutral	Disagree	Disagree e	Strongly Agree	Agree	Neutral	Disagree	Disagree e	Strongly Agree	Agree	Neutral	Disagree	Disagree e	Strongly Agree	Agree	Neutral	Disagree	Disagree e
STUDENT FOCUS																										
1	Student needs have the highest priority in our mission.	65.3%	28.6%	1.0%	2.0%	2.5%	53.0%	34.8%	7.6%	3.0%	1.5%	56.6%	37.7%	0.0%	1.9%	1.9%	72.0%	28.0%	0.0%	0.0%	0.0%	61.8%	31.7%	2.0%	2.0%	2.0%
2(18)	I am encouraged to solve student problems. (I am allowed to make decisions to help solve student problems.)	61.3%	33.7%	3.5%	0.5%	0.0%	28.8%	42.4%	12.1%	9.1%	0.0%	52.8%	43.4%	0.0%	0.0%	0.0%	60.0%	28.0%	8.0%	0.0%	0.0%	53.5%	36.3%	5.4%	2.0%	0.0%
3(52)	SPC does a good job meeting the needs and expectations of its students.	51.3%	42.7%	2.0%	3.0%	1.0%	36.4%	42.4%	12.1%	6.1%	1.5%	34.0%	56.6%	1.9%	5.7%	0.0%	52.0%	48.0%	0.0%	0.0%	0.0%	45.3%	45.6%	4.0%	3.7%	0.8%
4(53)	I believe SPC employees as a whole are committed to helping students.	60.8%	33.2%	2.5%	2.0%	1.0%	38.5%	38.5%	16.9%	1.5%	3.1%	45.3%	49.1%	1.9%	1.9%	0.0%	52.0%	48.0%	0.0%	0.0%	0.0%	53.1%	38.4%	4.8%	1.7%	1.1%
LEARNING FOCUS																										
5(2)	Students receive a quality education at SPC.	63.8%	33.7%	1.5%	0.5%	0.5%	54.5%	36.4%	6.1%	0.0%	1.5%	50.9%	47.2%	0.0%	0.0%	0.0%	72.0%	24.0%	4.0%	0.0%	0.0%	60.1%	36.0%	2.5%	0.3%	0.6%
6(19)	The physical facilities of SPC are conducive to effective learning for students.	38.7%	49.2%	3.0%	8.0%	0.5%	33.3%	57.6%	4.5%	1.5%	0.0%	26.4%	60.4%	0.0%	11.3%	0.0%	44.0%	52.0%	0.0%	4.0%	0.0%	36.0%	53.0%	2.8%	6.8%	0.3%
7(38)	SPC prepares students for careers with the skills needed in the workplace.	56.3%	39.2%	3.0%	1.0%	0.5%	48.5%	40.9%	7.6%	0.0%	0.0%	50.9%	43.4%	0.0%	1.9%	0.0%	56.0%	44.0%	0.0%	0.0%	0.0%	52.7%	41.6%	3.4%	0.8%	0.3%
8(30)	I believe SPC offers an updated effective and equitable education for students. (I believe SPC's curriculum is updated effectively and equitably.)	60.8%	34.7%	2.0%	1.0%	1.5%	47.6%	38.1%	9.5%	1.6%	1.6%	45.3%	49.1%	0.0%	1.9%	0.0%	56.0%	44.0%	0.0%	0.0%	0.0%	54.9%	38.9%	3.1%	1.1%	1.1%
ACCESS AND DIVERSITY																										
9(3)	The College has a climate of equity and respect for students and personnel. (A diverse multi-cultural environment is valued on SPC campuses.)	53.3%	39.2%	2.0%	4.0%	1.5%	27.3%	60.6%	4.5%	3.0%	4.5%	43.4%	49.1%	1.9%	3.8%	1.9%	60.0%	36.0%	4.0%	0.0%	0.0%	46.7%	44.5%	3.1%	3.7%	2.0%
10(4)	College programs and services are cost effective for students. (College programs and services are affordable for students.)	63.3%	33.2%	2.5%	0.5%	0.5%	47.0%	40.9%	7.6%	1.5%	1.5%	54.7%	34.0%	3.8%	5.7%	0.0%	60.0%	36.0%	4.0%	0.0%	0.0%	58.1%	35.4%	4.0%	1.4%	0.6%
11(31)	SPC provides educational programs and services that are available at convenient times and places.	52.8%	40.7%	4.5%	1.0%	0.5%	34.8%	51.5%	9.1%	0.0%	3.0%	30.2%	52.8%	0.0%	11.3%	1.9%	40.0%	44.0%	8.0%	8.0%	0.0%	44.5%	44.8%	5.7%	2.8%	1.1%
12(43)	SPC's open admissions policy provides students with equal access to educational programs and services.	59.3%	36.7%	3.0%	0.5%	0.0%	45.5%	43.9%	6.1%	0.0%	1.5%	56.6%	37.7%	0.0%	1.9%	1.9%	60.0%	40.0%	0.0%	0.0%	0.0%	55.2%	39.4%	3.1%	0.6%	0.6%
EMPLOYEE EMPOWERMENT																										
Subcategory: Employee Empowerment																										
5	I am encouraged to develop creative and innovative ideas.	32.2%	45.7%	10.6%	8.0%	2.5%	21.5%	47.7%	18.5%	9.2%	1.5%	22.6%	52.8%	17.0%	3.8%	3.8%	40.0%	40.0%	12.0%	8.0%	0.0%	28.7%	47.4%	13.1%	7.7%	2.3%
20	My work gives me the ability to contribute to the success of SPC.	59.3%	33.7%	4.5%	1.0%	1.5%	27.7%	61.5%	7.7%	1.5%	1.5%	54.7%	37.7%	5.7%	1.9%	0.0%	64.0%	32.0%	4.0%	0.0%	0.0%	52.3%	40.1%	5.4%	1.1%	1.1%
21	Opportunities are provided for my professional growth and development.	41.7%	39.2%	7.5%	8.5%	3.0%	13.6%	47.0%	19.7%	12.1%	6.1%	32.1%	50.9%	5.7%	9.4%	1.9%	28.0%	44.0%	12.0%	12.0%	0.0%	33.1%	43.3%	9.9%	9.6%	3.1%
39	I have control over those aspects of my job for which I am accountable.	46.2%	41.7%	4.5%	6.0%	1.5%	25.8%	51.5%	16.7%	3.0%	0.0%	39.6%	49.1%	1.9%	7.5%	0.0%	52.0%	40.0%	0.0%	8.0%	0.0%	41.1%	44.5%	6.5%	6.2%	0.8%
46	Support staff and instructional staff are treated fairly and equitably.	45.7%	38.7%	4.0%	7.0%	4.0%	18.2%	50.0%	10.6%	18.2%	1.5%	30.2%	58.5%	1.9%	5.7%	3.8%	40.0%	40.0%	12.0%	8.0%	0.0%	36.8%	44.2%	5.9%	9.3%	3.1%
18 (23)	I feel appreciated and receive recognition for the work I do. (I feel adequately rewarded for the work I do.	39.2%	37.2%	11.6%	8.0%	4.0%	22.7%	48.5%	13.6%	10.6%	1.5%	35.8%	49.1%	1.9%	13.2%	0.0%	40.0%	40.0%	8.0%	12.0%	0.0%	34.8%	41.6%	10.2%	10.2%	2.5%
Subcategory: Supervisory Management																										
19(6)	My supervisor provides me with the information necessary to do my job.	57.8%	32.2%	4.0%	3.5%	2.5%	36.9%	44.6%	12.3%	3.1%	1.5%	49.1%	35.8%	9.4%	5.7%	0.0%	60.0%	32.0%	4.0%	4.0%	0.0%	52.6%	35.2%	6.3%	4.0%	1.7%
20(7)	My supervisor promotes an environment of respect, equality, and fairness. (I have confidence in the fairness of my supervisor.)	58.3%	24.1%	8.0%	5.0%	4.5%	36.9%	35.4%	13.8%	10.8%	1.5%	47.2%	37.7%	9.4%	3.8%	1.9%	56.0%	36.0%	4.0%	4.0%	0.0%	52.0%	29.8%	9.1%	5.7%	3.1%

ATTACHMENT E
2020 EMPLOYEE SURVEY
DEGREE OF STATEMENT AGREEMENT

	FACULTY					CLASSIFIED PERSONNEL					PROFESSIONAL NON-FACULTY					ADMINISTRATORS					ALL EMPLOYEE GROUPS				
	Strongly Agree	Agree	Neutral	Disagree	Disagree e	Strongly Agree	Agree	Neutral	Disagree	Disagree e	Strongly Agree	Agree	Neutral	Disagree	Disagree e	Strongly Agree	Agree	Neutral	Disagree	Disagree e	Strongly Agree	Agree	Neutral	Disagree	Disagree e
21(22) My supervisor provides me with the responsibilities and expectations of my job. (My supervisor lets me know what is expected of me.)	57.8%	31.7%	3.0%	4.5%	2.5%	43.1%	46.2%	9.2%	0.0%	0.0%	52.8%	32.1%	13.2%	0.0%	0.0%	60.0%	40.0%	0.0%	0.0%	0.0%	54.3%	35.5%	5.4%	2.6%	1.4%
22(32) When possible my supervisor involves me in decisions that affect my job. (My supervisor involves me in decisions that affect my job.)	58.3%	27.6%	6.5%	4.5%	3.0%	37.5%	37.5%	7.8%	14.1%	0.0%	52.8%	26.4%	11.3%	9.4%	0.0%	52.0%	40.0%	8.0%	0.0%	0.0%	53.0%	30.5%	7.7%	6.6%	1.7%
23(48) My ideas for change or improvement are heard and considered by my supervisor (My ideas are given serious consideration by my supervisor.)	57.3%	26.1%	10.1%	2.5%	3.0%	35.4%	41.5%	15.4%	3.1%	1.5%	41.5%	39.6%	9.4%	7.5%	1.9%	56.0%	32.0%	12.0%	0.0%	0.0%	50.0%	32.1%	11.1%	3.4%	2.3%
Subcategory: Cooperation & Teamwork																									
24(8) I feel there is a spirit of cooperation between employees at SPC. (I feel there is a spirit of cooperation between departments and work groups at SPC.)	43.7%	40.2%	7.0%	6.5%	2.5%	12.5%	57.8%	10.9%	14.1%	4.7%	22.6%	62.3%	7.5%	7.5%	0.0%	44.0%	40.0%	8.0%	8.0%	0.0%	33.9%	47.3%	8.0%	8.5%	2.3%
25(44) Employees within my department and work area cooperate with each other to get the job done. (People in my work group cooperate with each other to get the job done.)	53.8%	34.7%	4.5%	4.5%	2.5%	30.8%	46.2%	7.7%	13.8%	1.5%	56.6%	37.7%	1.9%	3.8%	0.0%	56.0%	36.0%	4.0%	4.0%	0.0%	49.4%	37.8%	4.5%	6.5%	1.7%
Subcategory: Rewards & Recognition																									
(23) See #18 (I feel adequately rewarded for the work I do.)																									
(33) Removed from 2020 Survey (I am recognized for my work.)																									
QUALITY WORK ENVIRONMENT																									
Subcategory: Organizational Communications																									
26(9) Communication between departments at SPC is effective and adequate.	16.1%	44.2%	23.1%	11.6%	4.5%	7.6%	50.0%	12.1%	28.8%	1.5%	9.4%	43.4%	13.2%	28.3%	5.7%	32.0%	28.0%	0.0%	36.0%	4.0%	14.2%	44.2%	17.8%	19.5%	4.0%
27(40) Communication within my department and work areas is effective and adequate. (Communication within my department is effective and adequate.)	47.7%	37.7%	4.0%	8.5%	2.0%	30.8%	44.6%	10.8%	13.8%	0.0%	34.0%	45.3%	3.8%	13.2%	3.8%	44.0%	44.0%	4.0%	8.0%	0.0%	42.0%	40.9%	5.1%	10.2%	1.7%
28(50) SPC encourages an open exchange of ideas.	36.2%	43.2%	13.1%	4.0%	3.0%	10.6%	54.5%	24.2%	7.6%	1.5%	24.5%	45.3%	17.0%	11.3%	1.9%	32.0%	48.0%	16.0%	4.0%	0.0%	28.3%	46.7%	16.1%	5.9%	2.3%
Subcategory: Internal Employee Relations																									
29(10) My SPC colleagues with whom I interact understand my needs and expectations. (Individuals at SPC with whom I interact understand my needs and expectations.)	44.7%	38.7%	10.6%	4.0%	1.0%	20.0%	60.0%	12.3%	3.1%	1.5%	26.4%	64.2%	5.7%	1.9%	0.0%	32.0%	56.0%	8.0%	4.0%	0.0%	36.1%	48.0%	10.2%	3.4%	0.9%
30(11) I am proud to work for SPC.	72.9%	22.6%	3.0%	1.0%	0.5%	59.1%	33.3%	4.5%	1.5%	1.5%	73.6%	26.4%	0.0%	0.0%	0.0%	80.0%	20.0%	0.0%	0.0%	0.0%	70.0%	25.8%	2.8%	0.8%	0.6%
31(24) Employees at SPC treat each other with respect and appreciation. (Individuals at SPC treat each other with respect and appreciation.)	48.7%	40.7%	5.0%	3.5%	1.5%	18.2%	57.6%	13.6%	9.1%	1.5%	30.2%	67.9%	1.9%	0.0%	0.0%	48.0%	44.0%	8.0%	0.0%	0.0%	39.4%	48.4%	6.8%	4.0%	1.1%
32(34) I understand the needs and expectations of my coworkers.	45.2%	44.2%	8.5%	1.5%	0.0%	22.7%	65.2%	12.1%	0.0%	0.0%	32.1%	66.0%	0.0%	0.0%	1.9%	40.0%	56.0%	4.0%	0.0%	0.0%	38.5%	52.7%	7.4%	0.8%	0.3%
33(47) SPC values and cares about me as an employee.	45.7%	37.7%	8.5%	4.0%	4.0%	19.7%	59.1%	12.1%	7.6%	1.5%	35.8%	52.8%	1.9%	9.4%	0.0%	48.0%	48.0%	0.0%	4.0%	0.0%	38.8%	45.0%	7.6%	5.9%	2.5%
Subcategory: Physical Environment																									
34(12) SPC provides a clean, safe and secure environment for employees and students.	58.8%	35.7%	2.5%	2.0%	1.0%	34.8%	57.6%	1.5%	4.5%	0.0%	58.5%	35.8%	1.9%	1.9%	0.0%	56.0%	40.0%	4.0%	0.0%	0.0%	53.8%	40.5%	2.3%	2.3%	0.6%
35(25) The physical facilities in my area are adequate.	43.2%	44.7%	4.5%	6.0%	1.0%	38.1%	54.0%	6.3%	0.0%	1.6%	47.2%	41.5%	1.9%	9.4%	0.0%	52.0%	40.0%	0.0%	8.0%	0.0%	43.4%	46.0%	4.0%	5.4%	0.9%
COMMUNITY FOCUS																									
36(13) Our college does a good job responding to the needs of the communities we serve.	42.2%	43.7%	11.6%	1.0%	1.0%	21.2%	60.6%	16.7%	1.5%	0.0%	20.8%	71.7%	3.8%	1.9%	0.0%	40.0%	44.0%	4.0%	12.0%	0.0%	34.0%	51.8%	11.0%	2.0%	0.6%

ATTACHMENT E
2020 EMPLOYEE SURVEY
DEGREE OF STATEMENT AGREEMENT

	FACULTY					CLASSIFIED PERSONNEL					PROFESSIONAL NON-FACULTY					ADMINISTRATORS					ALL EMPLOYEE GROUPS				
	Strongly Agree	Agree	Neutral	Disagree	Disagree e	Strongly Agree	Agree	Neutral	Disagree	Disagree e	Strongly Agree	Agree	Neutral	Disagree	Disagree e	Strongly Agree	Agree	Neutral	Disagree	Disagree e	Strongly Agree	Agree	Neutral	Disagree	Disagree e
37(35) Being involved in service to the community is an important part of my job.	30.2%	42.7%	21.6%	3.5%	1.0%	9.1%	45.5%	24.2%	4.5%	1.5%	30.2%	47.2%	9.4%	3.8%	0.0%	52.0%	36.0%	12.0%	0.0%	0.0%	27.5%	43.3%	20.1%	3.4%	0.8%
38(41) The College strengthens community partnerships to mee identified constituents' needs. (Our college listens actively to the needs of our community constituents.)	34.2%	40.7%	20.6%	3.5%	0.5%	9.2%	53.8%	30.8%	0.0%	3.1%	18.9%	66.0%	11.3%	0.0%	0.0%	36.0%	48.0%	12.0%	4.0%	0.0%	26.7%	47.7%	21.0%	2.3%	0.9%
39 Our college listens actively to the needs of our community constituents.	32.2%	37.2%	27.6%	2.0%	0.5%	13.1%	52.5%	34.4%	0.0%	0.0%	17.0%	60.4%	17.0%	0.0%	0.0%	44.0%	36.0%	20.0%	0.0%	0.0%	26.7%	44.0%	26.4%	1.4%	0.3%
LEADERSHIP FOCUS																									
Subcategory: Planning & Effectiveness																									
40(14) I am informed and understand SPC's planning and institutional effectiveness efforts.	30.2%	49.2%	13.1%	7.0%	0.5%	7.8%	65.6%	20.3%	3.1%	0.0%	18.9%	58.5%	11.3%	9.4%	0.0%	48.0%	48.0%	0.0%	4.0%	0.0%	25.4%	53.0%	13.7%	6.6%	0.3%
41(26) As it plans for the future, the College is receptive to my ideas. (As it plans for the future, my college asks for my ideas.)	27.1%	37.2%	27.1%	5.0%	2.5%	6.1%	47.0%	33.3%	4.5%	1.5%	13.2%	43.4%	28.3%	9.4%	0.0%	48.0%	36.0%	12.0%	4.0%	0.0%	21.8%	40.5%	27.2%	5.9%	1.7%
42(45) I am familiar with the Institutional Mission and Vision. (I know the parts of the Institutional Plan that will affect me and my work.)	41.7%	52.8%	3.0%	2.5%	0.0%	15.2%	63.6%	15.2%	0.0%	1.5%	28.3%	62.3%	3.8%	3.8%	0.0%	56.0%	40.0%	0.0%	4.0%	0.0%	35.1%	56.1%	5.1%	2.3%	0.3%
43(51) I am involved in SPC's planning and effectiveness efforts.	18.6%	38.2%	28.1%	8.5%	3.0%	3.0%	21.2%	34.8%	10.6%	4.5%	11.3%	43.4%	20.8%	13.2%	0.0%	44.0%	40.0%	12.0%	0.0%	0.0%	15.9%	35.7%	27.2%	9.3%	2.5%
Subcategory: Leadership																									
44(15) I receive the administrative (chairs, directors) support necessary to do my job.	48.2%	41.2%	5.5%	2.0%	2.5%	22.7%	39.4%	21.2%	3.0%	1.5%	37.7%	52.8%	5.7%	1.9%	0.0%	52.0%	32.0%	8.0%	0.0%	0.0%	41.4%	41.9%	9.3%	2.3%	1.7%
45(16) Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) use our vision and values to guide us.	43.7%	39.7%	11.6%	3.0%	2.0%	21.5%	53.8%	16.9%	1.5%	0.0%	30.2%	58.5%	9.4%	1.9%	0.0%	56.0%	40.0%	4.0%	0.0%	0.0%	37.8%	45.2%	11.6%	3.1%	1.1%
46(27) Our leaderships (department chairs, directors, deans, vice presidents,prisent, and Board of Regents) actions reflect a commitment to uphold the College's mission. (I believe those in leadership roles demonstrate a viable commitment to the institutional mission of the college.)	47.7%	40.2%	7.0%	3.0%	2.0%	26.6%	54.7%	12.5%	0.0%	1.6%	34.0%	56.6%	5.7%	1.9%	0.0%	60.0%	28.0%	8.0%	4.0%	0.0%	41.9%	45.0%	8.0%	2.3%	1.4%
47(28) The top administrators (deans, vice presidents, and president) at SPC are accessible and approachable.	48.7%	34.7%	12.1%	2.0%	1.5%	26.6%	54.7%	12.5%	3.1%	0.0%	34.0%	50.9%	5.7%	7.5%	0.0%	64.0%	32.0%	0.0%	4.0%	0.0%	42.7%	41.3%	10.3%	3.4%	0.9%
48(36) I have adequate communication with the top administrative staff at SPC.	43.7%	37.2%	12.1%	5.0%	1.5%	18.8%	62.5%	12.5%	0.0%	1.6%	28.3%	47.2%	11.3%	5.7%	1.9%	60.0%	36.0%	4.0%	0.0%	0.0%	37.6%	43.3%	11.7%	4.0%	1.4%
49(42) Our college's leaders (department chairs, directors., deans, vice presidents, president, and Board of Regents) create and support a work environment that helps me do my job.	47.2%	37.7%	8.5%	3.5%	2.0%	20.3%	57.8%	15.6%	0.0%	3.1%	32.1%	54.7%	11.3%	0.0%	1.9%	48.0%	48.0%	4.0%	0.0%	0.0%	39.3%	45.0%	10.5%	2.0%	2.0%
Subcategory: Budgeting & Allocation of Resources																									
50(17) I am satisfied with the budgeting process.	22.6%	36.7%	31.7%	4.0%	4.0%	9.4%	45.3%	26.6%	3.1%	3.1%	17.0%	45.3%	24.5%	5.7%	1.9%	36.0%	48.0%	8.0%	0.0%	0.0%	19.7%	40.5%	28.2%	4.3%	3.1%
51(29) I have sufficient resources to do my job.	37.2%	51.3%	4.0%	7.0%	0.5%	23.4%	56.3%	7.8%	9.4%	1.6%	35.8%	54.7%	1.9%	5.7%	0.0%	44.0%	48.0%	4.0%	4.0%	0.0%	34.2%	53.0%	4.6%	7.1%	0.6%
52(49) I have the opportunity to provide input to the budget process.	21.6%	30.7%	30.7%	8.5%	3.0%	4.7%	28.1%	34.4%	14.1%	3.1%	18.9%	30.2%	20.8%	17.0%	1.9%	40.0%	32.0%	20.0%	0.0%	0.0%	19.1%	29.9%	29.6%	10.3%	2.6%
53 I have been informed of how the Institutional Plan affects me and my work.	23.1%	39.2%	23.6%	11.1%	1.5%	1.6%	50.0%	32.8%	4.7%	3.1%	13.2%	43.4%	20.8%	18.9%	0.0%	36.0%	56.0%	4.0%	4.0%	0.0%	18.5%	42.5%	23.9%	10.8%	1.4%
54(37) SPC institutional goals and objectives are reflected in the budget.	18.6%	39.7%	34.7%	3.0%	1.5%	3.1%	43.8%	45.3%	0.0%	0.0%	17.0%	37.7%	34.0%	3.8%	0.0%	36.0%	48.0%	12.0%	0.0%	0.0%	16.5%	39.6%	36.2%	2.6%	0.9%

ATTACHMENT F
2020 EMPLOYEE SURVEY
Statement Means by Primary Location

2020 EMPLOYEE SURVEY By Location					
	Levelland n=264	Lubbock Center n=21	Plainview Center n=12	Reese Center n=58	ALL N=353
STUDENT FOCUS	4.43	4.45	4.49	4.38	4.42
1 Student needs have the highest priority in our mission.	4.52	4.33	4.75	4.43	4.50
2(18) I am encouraged to solve student problems. (I am allowed to make decisions to help solve student problems.)	4.43	4.65	4.45	4.48	4.45
3(52) SPC does a good job meeting the needs and expectations of its students.	4.34	4.33	4.42	4.17	4.32
4(53) I believe SPC employees as a whole are committed to helping students.	4.41	4.48	4.33	4.45	4.42
LEARNING FOCUS	4.43	4.57	4.65	4.29	4.42
5(2) Students receive a quality education at SPC.	4.58	4.50	4.58	4.47	4.56
6(19) The physical facilities of SPC are conducive to effective learning for students.	4.22	4.48	4.67	3.84	4.19
7(38) SPC prepares students for careers with the skills needed in the workplace.	4.45	4.65	4.67	4.48	4.47
8(30) I believe SPC offers an updated effective and equitable education for students. (I believe SPC's curriculum is updated effectively and equitably.)	4.46	4.67	4.67	4.36	4.46
ACCESS AND DIVERSITY	4.42	4.35	4.46	4.31	4.40
9(3) The College has a climate of equity and respect for students and personnel. (A diverse multi-cultural environment is valued on SPC campuses.)	4.35	4.29	4.42	4.07	4.30
10(4) College programs and services are cost effective for students. (College programs and services are affordable for students.)	4.54	4.45	4.58	4.29	4.50
11(31) SPC provides educational programs and services that are available at convenient times and places.	4.29	4.24	4.25	4.37	4.30
12(43) SPC's open admissions policy provides students with equal access to educational programs and services.	4.50	4.43	4.58	4.50	4.50
EMPLOYEE FOCUS	4.14	4.32	4.47	4.19	4.17
Subcategory: Employee Empowerment	4.07	4.21	4.28	4.04	4.08
13(5) There is a culture of innovation, and accountability. (I am encouraged to develop creative and innovative ideas.)	3.91	4.14	4.27	3.89	3.93
14 (20) My work gives me the ability to contribute to the success of SPC.	4.41	4.52	4.67	4.34	4.41
15(21) Opportunities are provided for my professional growth and development.	3.91	4.05	4.00	4.05	3.95
16(39) I have control over those aspects of my job for which I am accountable.	4.19	4.38	4.33	4.12	4.20
17(46) SPC consistently demonstrates a climate of respect and equality for all employees (Support staff and instructional staff are treated fairly and equitably.)	4.03	4.10	4.08	3.97	4.03
18 (23) I feel appreciated and receive recognition for the work I do. (I feel adequately rewarded for the work I do.)	3.96	4.10	4.33	3.86	3.97
Subcategory: Supervisory Management	4.26	4.43	4.67	4.34	4.30
19(6) My supervisor provides me with the information necessary to do my job.	4.30	4.43	4.58	4.40	4.33
20(7) My supervisor promotes an environment of respect, equality, and fairness. (I have confidence in the fairness of my supervisor.)	4.18	4.33	4.67	4.29	4.22
21(22) My supervisor provides me with the responsibilities and expectations of my job. (My supervisor lets me know what is expected of me.)	4.37	4.48	4.67	4.46	4.40
22(32) When possible my supervisor involves me in decisions that affect my job. (My supervisor involves me in decisions that affect my job.)	4.24	4.45	4.75	4.26	4.27

ATTACHMENT F
2020 EMPLOYEE SURVEY
Statement Means by Primary Location

23(48)	My ideas for change or improvement are heard and considered by my supervisor (My ideas are given serious consideration by my supervisor.)	4.22	4.47	4.67	4.28	4.26
Subcategory: Cooperation & Teamwork		4.08	4.32	4.54	4.28	4.14
24(8)	I feel there is a spirit of cooperation between departments and work groups at SPC. (I feel there is a spirit of cooperation between departments and work groups at SPC.)	3.94	4.33	4.42	4.19	4.02
25(44)	Employees within my department and work area cooperate with each other to get the job done. People in my work group cooperate with each other to get the job done.	4.22	4.38	4.67	4.36	4.27
Subcategory: Rewards and Recognition						
(23)	See #18 (I feel adequately rewarded for the work I do.)					
(33)	Removed from 2020 Survey (I am recognized for my work.)					
QUALITY WORK ENVIRONMENT		4.17	4.25	4.36	4.08	4.16
Subcategory: Organizational Communications		3.83	4.03	4.25	3.71	3.83
26(9)	Communication between departments at SPC is effective and adequate.	3.44	3.67	4.00	3.31	3.45
27(40)	Communication within my department and work areas is effective and adequate. (Communication within my department is effective and adequate.)	4.10	4.19	4.58	4.03	4.11
28(50)	SPC encourages an open exchange of ideas.	3.93	4.24	4.17	3.79	3.93
Subcategory: Internal Employee Relations		4.28	4.28	4.38	4.29	4.28
29(10)	My SPC colleagues with whom I interact understand my needs and expectations. (Individuals at SPC with whom I interact understand my needs and expectations.)	4.16	4.05	4.25	4.25	4.17
30(11)	I am proud to work for SPC.	4.63	4.67	4.83	4.60	4.64
31(24)	Employees at SPC treat each other with respect and appreciation. (Individuals at SPC treat each other with respect and appreciation.)	4.19	4.19	4.25	4.33	4.21
32(34)	I understand the needs and expectations of my coworkers. (I understand the needs and expectations of the individuals with whom I interact.)	4.27	4.30	4.42	4.34	4.29
33(47)	SPC values and cares about me as an employee.	4.15	4.19	4.17	3.95	4.12
Subcategory: Physical Environment		4.40	4.52	4.46	4.11	4.36
34(12)	SPC provides a clean, safe and secure environment for employees and students.	4.51	4.38	4.33	4.26	4.46
35(25)	The physical facilities in my area are adequate.	4.28	4.67	4.58	3.97	4.26
COMMUNITY FOCUS		4.00	4.29	4.13	4.00	4.03
36(13)	Our college does a good job responding to the needs of the communities we serve.	4.17	4.14	4.00	4.25	4.17
37(35)	Being involved in service to the community is an important part of my job.	3.94	4.33	4.33	3.96	3.98
38(41)	The College strengthens community partnerships to meet identified constituents' needs. (Our college listens actively to the needs of our community constituents.)	3.96	4.30	4.08	3.96	3.99
39	Our college listens actively to the needs of our community constituents.	3.95	4.38	4.08	3.84	3.97
LEADERSHIP FOCUS		3.98	3.98	4.21	3.89	3.98
Subcategory: Planning & Effectiveness		3.89	4.01	4.10	3.85	3.90
40(14)	I am informed and understand SPC's planning and institutional effectiveness efforts.	3.98	3.86	4.17	3.98	3.98
41(26)	As it plans for the future, the College is receptive to my ideas. (As it plans for the future, my college asks for my ideas.)	3.79	3.95	4.00	3.59	3.77

ATTACHMENT F
2020 EMPLOYEE SURVEY
Statement Means by Primary Location

42(45)	I am familiar with the Institutional Mission and Vision. (I know the parts of the Institutional Plan that will affect me and my work.)	4.24	4.33	4.42	4.21	4.25
43(51)	I am involved in SPC's planning and effectiveness efforts.	3.54	3.89	3.82	3.63	3.58
Subcategory: Leadership		4.23	4.14	4.32	4.10	4.20
44(15)	I receive the administrative (chairs, directors) support necessary to do my job.	4.19	4.30	4.50	4.33	4.23
45(16)	Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) use our vision and values to guide us.	4.17	4.35	4.42	4.03	4.17
46(27)	Our leaderships (department chairs, directors, deans, vice presidents, president, and Board of Regents) actions reflect a commitment to uphold the College's mission. (I believe those in leadership roles demonstrate a viable commitment to the institutional mission of the college.)	4.28	4.25	4.50	4.10	4.25
47(28)	The top administrators (deans, vice presidents, and president) at SPC are accessible and approachable.	4.29	3.95	4.08	4.14	4.23
48(36)	I have adequate communication with the top administrative staff at SPC.	4.19	3.89	4.25	3.97	4.14
49(42)	Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) create and support a work environment that helps me do my job.	4.24	4.10	4.17	4.02	4.19
Subcategory: Budgeting & Allocation of Resources		3.77	3.78	4.15	3.66	3.77
50(17)	I am satisfied with the budgeting process.	3.73	3.75	4.09	3.60	3.72
51(29)	I have sufficient resources to do my job.	4.14	4.24	4.33	4.05	4.14
52(49)	I have the opportunity to provide input to the budget process.	3.57	3.50	4.00	3.54	3.58
53	I have been informed of how the Institutional Plan affects me and my work.	3.66	3.80	4.25	3.60	3.68
54(37)	SPC institutional goals and objectives are reflected in the budget.	3.75	3.60	4.09	3.51	3.71
SUBSCALES MEASURES MEETING 3.5 BENCHMARK		16	16	16	16	16
		100.0%	100.0%	100.0%	100.0%	100.0%
SUBSCALE MEASURES NOT MEETING 3.5 BENCHMARK		0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%
TOTAL SUBSCALE MEASURES SURVEY STATEMENTS MEETING 3.5 BENCHMARK		16	16	16	16	16
		53	54	54	53	53
		98%	100.0%	100.0%	98.1%	98.1%
SURVEY STATEMENTS NOT MEETING 3.5 BENCHMARK		1	0	0	1	1
		1.9%	0.0%	0.0%	1.9%	1.9%
TOTAL SURVEY STATEMENTS		54	54	54	54	54