

Employee Survey Methods

A total of 121 employees responded to a web based survey open for four months. Responses were solicited through email and word of mouth by campus leaders. As all employees had an opportunity to respond, responses reflect the opinions only of those who chose to respond. Female full time faculty appeared disproportionately likely to respond to the survey. Other sources of information should be used to fully interpret the findings of this survey. These sources could include historic employee surveys, employee interviews, and meeting minutes.

Faculty Agreements with Statements

All respondents were asked to answer questions 1 through 71. Only those who indicated they had recently participated in hiring committees were asked to respond to questions H1 through H5, which were specific to the hiring process. Only those who indicated they were faculty members were asked to respond to questions F1 through F9, which were specific to faculty practice. Only those who indicated they were administrators were asked to respond to questions A1 through A3. A factor analysis confirmed that similar statements received similar responses strengthening confidence that respondents gave statements due consideration.

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Mean	Valid N
1. Gavilan provides an environment that nurtures creativity and intellectual curiosity.	3%	8%	15%	43%	31%	3.92	113
2. The College acknowledges and supports diversity.	6%	7%	6%	32%	48%	4.10	114
3. Gavilan serves the community by providing a high quality learning experience which prepares students for transfer, technical and public service careers, life-long learning, and participation in a diverse global society.	3%	8%	9%	34%	46%	4.12	109
4. The college environment is welcoming and positive.	3%	9%	9%	34%	46%	4.12	115
5. I am treated with respect at Gavilan.	3%	7%	7%	34%	49%	4.17	115
6. I am able to do my job with a high level of independence.	4%	4%	2%	22%	69%	4.50	114
7. The class schedule is well organized and readable.	2%	7%	5%	29%	57%	4.33	115
8. The course catalog is well organized and readable.	1%	4%	6%	27%	62%	4.46	113
9. There are adequate resources for under-represented groups (i.e. people with disabilities, re-entry and first generation students, limited English speakers, etc.)	4%	4%	5%	33%	53%	4.26	113
10. The college sets priorities through a defined evaluation and planning process.	4%	13%	21%	42%	19%	3.57	112
11. The college engages in systematic and integrated planning to allocate resources for education, finances, facilities, staffing, and technology.	4%	17%	19%	38%	22%	3.57	109

DRAFT

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Mean	Valid N
12. The college has a clear and publicized mission statement which identifies our educational objectives.	2%	9%	15%	35%	39%	4.00	110
13. Faculty has a substantive and clearly defined role in institutional governance as related to policies, planning, and budget.	1%	14%	9%	38%	38%	3.99	102
14. The college relies on faculty for recommendations about student learning programs and services.	0%	16%	13%	32%	40%	3.95	101
15. Faculty has effective college-wide communication structure that is available to all.	7%	18%	13%	30%	33%	3.63	101
16. The faculty receives essential information about institutional efforts to achieve college goals and improve learning.	4%	19%	16%	30%	32%	3.66	101
17. The institution maintains an on-going, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.	5%	15%	21%	28%	30%	3.62	110
18. Evaluation and planning information is used to provide the community with information about educational quality at the college.	6%	12%	28%	30%	23%	3.51	109
19. The college systematically reviews and modifies, as appropriate, its institutional research efforts, evaluation processes, plans, and planning processes to determine their ongoing utility for assessing institutional effectiveness.	3%	12%	24%	35%	26%	3.70	106
20. I have been included in planning, evaluation, and research at the college.	3%	7%	20%	37%	33%	3.90	109
21. I have found the information in the college catalog to be current and accurate.	1%	5%	11%	32%	51%	4.27	106
22. I have found the information in the class schedule to be current and accurate	2%	7%	13%	33%	45%	4.13	110
23. The college provides sufficient financial support for learning resources.	9%	23%	16%	27%	24%	3.34	107
24. Instructional and computing equipment is appropriate and well maintained.	8%	16%	18%	37%	20%	3.45	110
25. Technical support for instructional and computing equipment is adequate.	12%	18%	10%	38%	22%	3.41	108
26. Student access to quality computing equipment is adequate.	5%	21%	21%	28%	26%	3.50	107
27. The college has adequate staff to support students in the use of technology.	13%	23%	18%	27%	19%	3.17	104
28. The college has adequate staff to support employees in the use of technology.	11%	24%	16%	30%	19%	3.22	112
29. Technology training is available and is sufficient to meet my needs.	4%	21%	16%	35%	23%	3.51	112
30. Gavilan should offer wireless access to the campus network and internet.	4%	3%	22%	13%	58%	4.19	105
31. My computer hardware and software programs are adequate for my needs.	6%	15%	6%	35%	37%	3.81	110
32. The library is open when students need it.	11%	31%	24%	23%	12%	2.94	101
33. The library has adequate and up-to-date resources for my needs.	7%	19%	24%	28%	21%	3.37	95
34. I engage in professional activities supported by the college.	7%	5%	17%	34%	37%	3.89	100
35. I have participated in professional development activities within the last 3 years.	8%	7%	9%	20%	56%	4.09	100

DRAFT

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Mean	Valid N
36. I have attended on-campus staff development activities.	5%	1%	6%	17%	72%	4.50	109
37. I have input into the planning of on-campus staff development.	9%	11%	19%	20%	41%	3.74	103
38. I have benefited professionally from on-campus staff development activities.	8%	18%	14%	33%	27%	3.51	109
39. Participation in professional growth is supported by the institution.	6%	12%	18%	31%	34%	3.75	107
40. My performance evaluations have followed contract guidelines.	4%	3%	18%	19%	55%	4.18	98
41. My performance evaluations have accurately assessed my effectiveness.	3%	8%	17%	24%	48%	4.06	100
42. My performance evaluations have encouraged relevant improvements.	3%	10%	19%	21%	48%	4.01	102
43. I am satisfied with the process by which I am evaluated.	3%	10%	18%	24%	45%	3.99	104
44. I am satisfied with the administrative evaluation process.	8%	13%	24%	24%	32%	3.60	93
45. I am satisfied with the professional support staff evaluation process.	5%	12%	33%	19%	31%	3.57	75
46. Hiring procedures for full time faculty ensure the selection of the best qualified.	10%	16%	25%	24%	25%	3.38	100
47. Hiring procedures for adjunct faculty ensure the selection of the best qualified.	11%	19%	27%	21%	22%	3.25	95
48. Hiring procedures for staff ensure the selection of the best qualified.	9%	20%	25%	19%	27%	3.35	93
49. Hiring procedures for administrators ensure the selection of the best qualified.	11%	18%	24%	19%	27%	3.33	99
50. Consultants are used appropriately and do not displace permanent workers.	11%	14%	36%	18%	21%	3.23	87
51. Interims positions are used appropriately and do not displace permanent workers.	9%	14%	29%	24%	23%	3.38	95
52. Program reviews have helped my department or program improve.	8%	19%	34%	16%	23%	3.26	96
53. I have participated in the creation of student learning outcomes for my discipline.	7%	3%	17%	19%	53%	4.08	86
54. I have participated in the development of courses and programs.	7%	2%	9%	27%	55%	4.21	89
55. Faculty generally use fair and unbiased criteria for assessing student outcomes.	2%	5%	24%	35%	34%	3.94	85
56. Students generally have an equal opportunity to succeed at the college.	3%	4%	11%	37%	45%	4.17	105
57. Students with disabilities receive adequate accommodations.	4%	3%	8%	32%	54%	4.29	104
58. Campus buildings have adequate accommodations for people with disabilities.	6%	18%	10%	46%	21%	3.58	105
59. I feel safe on campus, day and night.	13%	19%	12%	38%	18%	3.29	109
60. Classrooms have comfortable temperatures and lighting for learning.	27%	30%	15%	18%	10%	2.54	111
61. The buildings and grounds at this college are well maintained.	14%	29%	10%	34%	13%	3.02	111
62. Employees are held to a written code of professional ethics.	9%	16%	25%	22%	28%	3.45	102
63. This college supports academic freedom.	2%	6%	16%	34%	42%	4.09	105

DRAFT

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Mean	Valid N
64. Students at this college receive a high quality learning experience.	1%	10%	9%	35%	44%	4.12	108
65. Professional Support Staff have an effective voice in personnel selection.	3%	15%	24%	33%	26%	3.63	89
66. I am satisfied with my interaction with other groups of college employees.	2%	10%	16%	28%	44%	4.03	109
67. When hired, I received a new employee orientation.	38%	14%	9%	18%	21%	2.70	105
68. Staff are sufficient in number to provide effective support service.	20%	28%	8%	32%	12%	2.89	107
69. Workloads are equitably distributed among the employees in your job description.	16%	19%	18%	25%	24%	3.22	102
70. Decisions at this college are made using the principals of participatory governance.	7%	16%	23%	31%	24%	3.49	102
71. I have been on a hiring committee in the last five years.	62%	37%	0%	0%	1%	1.40	119
H1. ...I was provided with an overview of the hiring process.	3%	3%	0%	16%	78%	4.65	74
H2. ...I was informed of the equal opportunity policy.	5%	1%	0%	9%	84%	4.65	74
H3. ...a representative of the Equal Opportunity Committee was present during hiring interviews.	10%	3%	11%	14%	61%	4.14	70
H4. ...the hiring process was conducted in a timely manner.	1%	10%	4%	32%	53%	4.26	73
H5. ...we were able to hire the best qualified candidate.	7%	17%	6%	28%	43%	3.83	72
F1. Grading policies are clearly defined and fair.	0%	6%	8%	34%	52%	4.31	64
F2. Faculty has significant influence on decisions made by senior administrators	11%	26%	18%	30%	15%	3.10	61
F3. In each general education course I teach, I require my students to demonstrate writing skills through techniques such as essay exams, papers, or reports.	7%	0%	13%	17%	63%	4.30	46
F4. I frequently require my students to interact with each other in group activities.	0%	5%	8%	15%	72%	4.54	61
F5. I want internet access to student grades, schedules, and class rosters.	7%	3%	13%	23%	54%	4.15	61
F6. Adequate support is available for my on-line class development and use.	8%	10%	30%	23%	30%	3.58	40
F7. Gavilan's classrooms have adequate technology for my instructional needs.	21%	23%	15%	24%	18%	2.95	62
F8. I give at least one assignment per semester that requires use of the library.	11%	9%	4%	18%	59%	4.05	56
F9. I use a variety of techniques to accommodate various learning styles.	2%	3%	5%	18%	73%	4.56	62
A1. Grading policies are clearly defined and fair.	0%	8%	33%	33%	25%	3.75	12
A2. I can submit proposals for new programs, changes to operations or ideas that may benefit students through the shared governance.	0%	13%	13%	44%	31%	3.94	16
A3. Faculty evaluations are based in part on instructor effectiveness in achieving stated student learning outcomes.	0%	0%	11%	67%	22%	4.11	9

Faculty Respondent Characteristics

Employee Role	Count	Percent
Administrator	7	6%
Faculty, Full Time	47	41%
Faculty, Part Time	19	17%
Professional Support Staff, full time	22	19%
Professional Support Staff, part time	6	5%
Supervisor	13	11%
Other	1	1%
Total Known	115	100%
Missing	6	
Grand Total	121	

Years worked at Gavilan	Count	Percent
< 3	17	16%
4-9	50	46%
10-19	24	22%
20-29	13	12%
30+	5	5%
Total Known	109	100%
Missing	12	
Grand Total	121	

Gender	Count	Percent
Male	28	25%
Female	82	75%
Total Known	110	100%
Missing	11	
Grand Total	121	

Ethnicity	Count	Percent
African-American	2	2%
Asian	6	5%
Filipino	1	1%
Hispanic	22	19%
Native American	5	4%
Pacific Islander	0	0%
White; Non-Hispanic	74	64%
Other (please specify)	6	5%
Total Known	116	100%
Missing	15	
Grand Total	121	

DRAFT

Note: Respondents were allowed to select multiple ethnicities. 8 respondents indicated 2 ethnicities while the rest indicated a single ethnicity.

Employee Comments

These comments have been only lightly edited to correct typos during data input and to anonymize personally identifiable information.

1	1. More public art. 2. More student discussions, presentations, forums. More ideas circulating on campus. 3. Much less emphasis on sports. No football or basketball at all.
2	A lot of focus was placed on the College of Choice task force. Many hours were spent in meetings by a large number of faculty/staff and students. One of the major outcomes of this task force was to enhance the marketing of the college and to provide the PIO with additional support. A marketing committee was established and only 2 meetings were held. What happened?
3	Adjunct faculty could benefit from professional growth funds- since our salaries are lower to begin with, we are less likely to be able to afford to attend conferences without college support. Adjunct faculty probably have more to gain (than do full time faculty) by participating in such activities because we generally don't fully engage in Gavilan's academic community. It makes a difference in how one teaches if one feels connected to a larger group and is both encouraged and supported to improve- and professional growth funds could make this difference.
4	For administrative support for growing programs.
5	For those of us using technology, there are terrific resources [such as employees X and Y], but if too many more instructors need technology assistance, there will need to be more people like X and Y! The classrooms look awful, boring and bland. They are not cleaned well enough, generally - More are the bathrooms. I love the people of Gavilan college! I think there should be more collaboration and connection between faculty in my department. A 'college of choice' should have better systems for admissions. Standing in long lines is a terrible waste of time! There should be more admissions people and more reg stations on campus. If its all in the computer system, then there should be a couple different staffed reg stations. Students registering at Morgan Hill and Hollister have a nicer experience. I do not feel safe walking out of Morgan Hill at night - nor do many students. There should be a security guard at Morgan Hill site reception desk between 2-6pm, when employee Z isn't there. The mail room rearrangement is TERRIBLE! There is no place to set stuff down while sorting mail. There is no recycling anymore in there. There is a lot of wasted space, and it could be much improved. Part-timers should be paid better, and should continue to get pay increases, even after teaching for 12+ semesters. Or, maybe you don't want us to stay around that long? Employee Q is doing a great job advocating and communicating with the adjunct faculty - thank you Q! Thank you for offering this survey.
6	Gavilan College is inconsistent in how it treats employees with respect to disabilities, illness, and the like. some people are absent and that's that, others have to prove their ability in writing and attend meetings prior to going back to work even if sick days were in place and the illness/hospitalization is in place. E.g. I have epilepsy, will always have epilepsy and the college acts as if I have the plagues sometimes. Additionally, it is not my fault that I am a one person show. They should have a back up plan, not me.
7	Get out and work with the middle and high schools. Joint faculty work shops. Joint work on software.
8	Hire more full time employees.
9	I wish we could offer a greater variety of classes at the transfer level - we seem to only offer the basics in many departments. Also, online teachers should be able to hold online office hours.
10	I would like to see the job description for the Program Specialist, Enrollment Management reclassified to include Graphic Artist and Scheduler. I also think that this position would be more effective in

DRAFT

	supporting the Public Information Office.
11	I'd like to compliment the e-mail system for keeping me informed as a part time instructor. I feel I am kept abreast of professional and personal information relevant to my participation.
12	Improve outside lighting. More evening support services.
13	Increase the number of employees in our maintenance department--they are stretched too thin and are unable to keep up with all that needs to be done.
14	Keep people off the hiring committees who have already made up their minds about specific candidates. And, that will not breach confidentiality which has happened in recent interviews. [In the process, I felt uncomfortable because confidentiality was breached by some members serving on the committee. To my knowledge, I don't think anything was done about it. If this continues to happen, people will not feel safe to make comments during the discussion phase of the process if they know that word gets out. This was specifically critical because some individuals that applied for positions were internal candidates. There is another troublesome area in customer service within some departments I also think that there is a specific culture here at Gavilan that is
15	Males are excluded from the college at all levels, including students, staff, faculty, and administrators. There are no male occupational courses. Each year there are less male students, faculty, staff, and administrators.
16	More chocolate
17	More full time faculty.
18	More partnerships with the corporate sector.
19	Need more custodial staff. Also, when a new program is started, please budget and plan for adequate support (staff, equipment, etc.)
20	Need more support services for students, in terms of guidance, job placement, internship opportunities, more language classes
21	None
22	Organization and communication within the college structure seems lacking. We are not, by any means, completely failing our student population. However, by not working openly with each other (departmentally, administratively, etc.) we miss opportunities to show the community the excellent educational resource they have in Gavilan.
23	Part timers are excluded from nearly every aspect of the College.
24	Shared Governance
25	The money paid to PSS for 'professional growth' and other incentives should only apply when the employee takes courses in their field, because the college does not benefit from this practice unless the courses are in their field. Also, middle management should receive a stipend or raise when they receive degrees in their field.
26	There are far too many part-time/adjunct faculty on this campus. Too many 'freeway fliers' who feel disenfranchised from being part of the Gavilan community. Please make some changes so that there are more full-time faculty opportunities at Gavilan.
27	There is no excuse for an institution of this size to be so departmentalized. There should be more interdisciplinary cooperation. Maybe it is too much to expect people to share budgets, but they sure as hell can share the resources purchased with those budgets. It is the students who tentatively bridge the gaps between academic territories in the pragmatic pursuit of their daily lives. We should follow them across those bridges and build them stronger.
28	To improve the reputation of the college in the community the college TV station needs to be reviewed and improved. There is little or no support for adjunct faculty by full time faculty. It is very disheartening and creates a poor work environment.
29	We need a small group of faculty to teach course materials as required by the Ed code. We have some

DRAFT

	Faculty on Campus more interested in Teaching Students what to think instead of how to think. Politics should not be the focus of an English Class. Students are not happy about it. There are laws in the ED code that specify that faculty should not be indoctrinating students into a political agenda with anti-American rhetoric.
30	We, as an institution, need to recommit ourselves to supporting and promoting from within. There have been excellent mid managers and faculty that have recently applied for positions. They have not been chosen and we went with outside candidates not familiar with our community at large nor with the community college system. This is to our(Gavilan's)demise and a loss for our students.
31	Yes, develop a real evening program. This is the only community college I have seen that has dark buildings at night. I don't assign my students a library assignment for the simple reason that it is closed when my students come to campus. Additionally, you have no Spanish speakers to help w/ registration. The ESL program at night is woefully inadequate. I read in the paper how you want to stem the tide of students going to other colleges. Why don't you make full use of the buildings you have (have more gen ed classes at night!) before you build new ones. Do you know who your students are? The ones I see are people working during the day trying to better themselves at night by going to school. Why don't you make it easier for them?
32	Yes. I think we should get employee X back.