



Personal Assessment of the College Environment: 2016 Orange Coast College Summary Report

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Personal Assessment of the College Environment: 2016 Orange Coast College Summary Report



Overview

The Personal Assessment of the College Environment (PACE) survey was created by the National Initiative for Leadership & Institutional Effectiveness (NILIE) at North Carolina State University. In fall 2016, the PACE was administered to employees at the Coast Community College District to gather feedback about the college climate at each of the three colleges within the district. In addition to the PACE, the district also administered the Institutional Structure Subscale. At Orange Coast College (OCC), the PACE and Institutional Structure Subscale were both administered, as well as the Customized Survey, which was a survey created by stakeholders within OCC. This summary report details OCC's responses to the PACE, Institutional Structure Subscale, and Customized Survey.

OCC's 2016 results for the PACE and Institutional Structure Subscale are compared to the NILIE Normbase, other Very Large 2-year Colleges, and with OCC's results from 2014. Specific survey items with statistically significant differences between the 2016 OCC results and both/either the NILIE Normbase and/or other Very Large 2-year Colleges are highlighted to identify areas of strength and for improvement. Statistically significant differences between the 2016 OCC and 2014 OCC results are also highlighted to identify areas of improvement and decline. The results of the PACE and Institutional Structure Subscale are disaggregated by self-identified personnel classification (administrator, faculty, or staff). In addition, the 2016 OCC results of the Customized Survey are compared with the 2014 results, and specific items with statistical significance are highlighted for areas that improved and declined.

PACE Model

The PACE is a 46-item instrument¹ organized into four campus climate factors: Institutional Structure, Supervisory Relationships, Teamwork, and Student Focus. Positive employee perceptions of these factors can influence an institution's quality and productivity, as well employees' job satisfaction.² Therefore, it is important to consider leadership efforts in facilitating an organization's climate.³ The graphic below defines each of the factors and provides a visual representation of the PACE model.

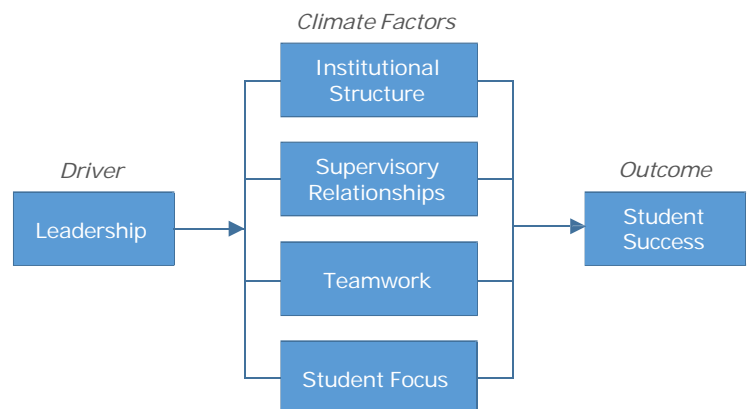
The leadership of an institution impacts four climate factors which lead to an outcome of student success and institutional effectiveness.

Institutional Structure: Extent to which employees are satisfied with institution-wide policies and practices (15 questions)

Supervisory Relationships: Level of employee satisfaction with supervisor's professional behavior and expectations (13 questions)

Teamwork: Level of collaborative environment at the institution (6 questions)

Student Focus: Extent to which the institution prepares students for successful futures (12 questions)



Participants who completed the PACE were asked to rate survey items within the four factors on a five-point Likert scale ranging from 1 ("Very dissatisfied") to 5 ("Very satisfied"). Based on the responses, mean scores were calculated for each of the four factors, as well as an overall mean score that was used to compare OCC's 2016 results to the NILIE Normbase, other Very Large Two-year Colleges, and OCC's own results from 2014. Individual survey items were highlighted to identify areas of strength, for improvement, of improvement, and of decline based on statistically significant mean differences across different comparison groups. In addition, NILIE provided disaggregated results by self-identified employee classification (administrator, faculty, or staff).

¹ All survey items from the PACE, broken up by ACCJC standard, can be found in Appendix B.

² Baker, G. A., & Associates. (1992). *Cultural leadership: Inside America's community colleges*. Washington, DC: Community College Press.

³ Roueche, J. E., & Baker, G. A. (1987). *Access and excellence: The open-door college*. Washington DC: Community College Press.

Institutional Structure Subscale

In addition to the PACE, OCC also administered a 26-item survey⁴, titled the Institutional Structure Subscale. Because institutions have historically and consistently shown to have negative perceptions related to institutional structure, the Institutional Structure Subscale was designed to provide further insight on employees' perceptions of six factors: Mission, Teams & Cooperation, Policies & Structural Organization, Leadership, Communication & Information Sharing, and Decision-Making & Influence.⁵ Participants who completed the PACE survey were asked to rate items within the six factors on a five-point Likert scale ranging from 1 ("Strongly disagree") to 5 ("Strongly agree"). The results of the subscale included the OCC 2016 mean scores for each of the six factors, and the scores were compared to the NILIE Normbase, other Very Large 2-Year Colleges, and OCC's results from 2014. Specific survey items with statistically significant differences between the comparison groups were highlighted. Scores by personnel classification were also provided.

Please note that although the Institutional Structure climate factor from main PACE survey and the Institutional Structure Subscale are both meant to understand employees' perceptions of their institutional structure, the two instruments were not designed to be reliably predictive of one another.

Customized Survey

OCC also administered a 29-item Customized Survey⁶ to obtain employees' perceptions on OCC's planning, decision-making processes, and relationships at the college and district level. This portion can be broken up into three sections. In the first section, participants were asked to rate twenty items on a five-point Likert scale ranging from 1 ("Very dissatisfied") to 5 ("Very satisfied") and in the second section, participants were asked to respond "Yes" or "No" to seven questions. The final section consisted of two questions and were additional general demographic questions. Because the Customized Survey was a survey instrument internally created by OCC and not administered as part of NILIE's PACE survey, the results of the survey are only compared from OCC's results from 2014.

Qualitative Survey

Employees were also given an open-ended qualitative section with two items to provide insight on the most and least favorable aspects of OCC. Due to the format that the raw data for this survey was given to OCC by NILIE, this portion will not be included in this report. The Office of Institutional Effectiveness found that the results of the main PACE survey conceptually provides a sufficient overview of the results from the qualitative survey.⁷

Participant Information

Out of the 1,746 OCC employees invited to complete the PACE survey, Institutional Structure Subscale, Customized Survey, and Qualitative Survey, 442 employees completed the survey (25.3% response rate).⁸ Of the 442 respondents, approximately 54.5% identified as women, 35.1% as men, 10.1% preferred not to respond, and 0.3% responded as "another gender identity." In terms of race/ethnicity⁹, the majority of respondents were White (60.5%), followed by Hispanic or Latino, of any race (20.7%), Asian (10.5%), two or more races (5.7), Black (5.3%), Pacific Islander (0.3%), and American Indian or Alaska Native (0.0%). The breakdown in terms of personnel classification was 47.9% faculty, 42.9% staff, and 9.2% administrator. Depending on the survey and available data,¹⁰ the 2016 OCC results were compared to any combination of the following three comparison groups: NILIE Normbase (results from all institutions in the NILIE Normbase between 2012-2016), other Very Large 2-year Colleges (this was OCC's classification based on size via the Carnegie Classification of Institutions of Higher Education), and/or the 2014 OCC results (if previous results were available).

⁴ All survey items from the Institutional Structure Subscale, broken up by ACCJC standard, can be found in Appendix C.

⁵ National Initiative for Leadership & Institutional Effectiveness. (2016). *Personal Assessment of the College Environment (PACE) Institutional Structure Subscale report*. Raleigh, NC: King & Dinin.

⁶ All survey items from the Customized Survey, broken up by ACCJC standard, can be found in Appendix D.

⁷ The data from the Qualitative Survey can be made available upon request.

⁸ Survey items relating to participant demographics can be found in Appendix A.

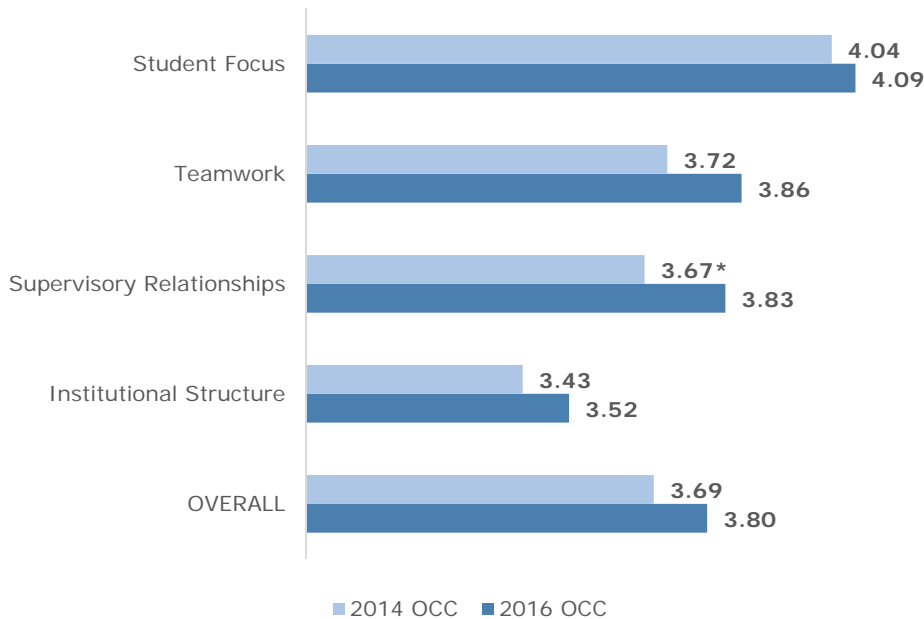
⁹ Respondents who identified as American Indian or Alaska Native, Asian, Black, Pacific Islander, two or more races, or White did not identify as "Hispanic or Latino, of any race."

¹⁰ Although the PACE survey and Institutional Structure Subscale utilizes all three comparison groups, the sample size of the NILIE Normbase and other Very Large 2-year Colleges was smaller for the Institutional Structure Subscale since not all institutions opted to administer this subscale. The Customized Survey was only administered internally at OCC, so the only comparison group available will be the 2014 OCC results.

PACE Survey: Summary of Findings

The PACE is broken down to four campus climate factors: Institutional Structure, Student Focus, Supervisory Relationships, and Teamwork. The following subsections will provide a brief overview of the 2016 OCC mean scores for each of four factors, as they compare to NILIE Normbase, other Very Large 2-year Colleges, and OCC's results from 2014. Scores by personnel classification will also be reviewed. Individual survey items with statistically significant differences between OCC's 2016 results and the NILIE Normbase and/or other Very Large 2-year Colleges will be highlighted to identify areas of strength and areas for improvement. A comparison of the statistically significant survey items from OCC's 2016 and 2014 results highlight areas of improvement and decline.

PACE: 2016 OCC vs. 2014 OCC



OCC's **overall** mean score was **3.80** in 2016.

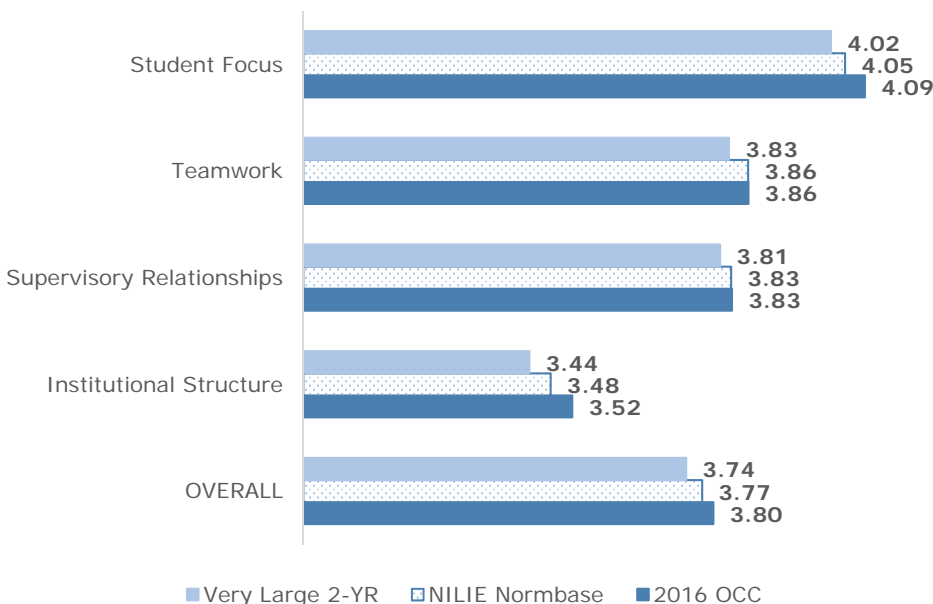
Student Focus was OCC's **highest rated** factor in 2016.

Institutional Structure was OCC's **lowest rated** factor in 2016.

In all 4 climate factors, OCC has **improved** its scores over the past two years.

The mean difference from 2014 to 2016 of **Supervisory Relationships** was **statistically significant**.

PACE: 2016 OCC vs. Comparison Groups

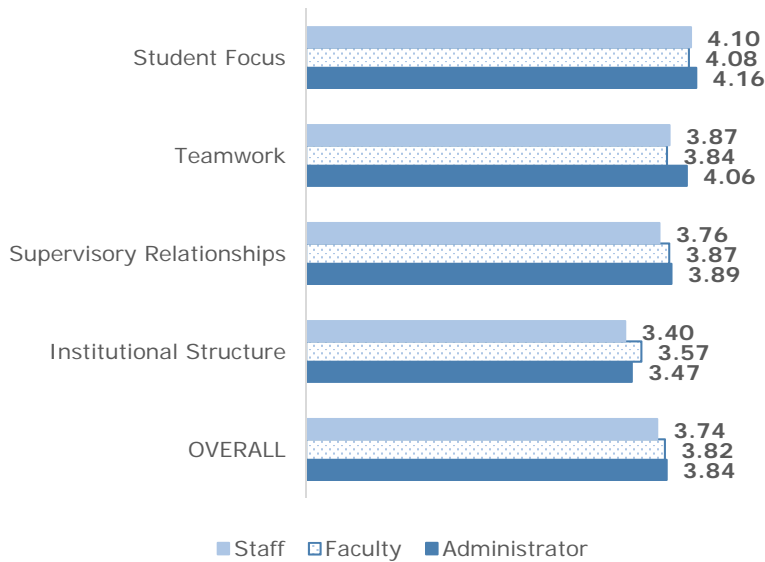


Across **all 4 climate factors**, 2016 OCC **outscored** both the NILIE Normbase and other Very Large 2-year Colleges.¹¹

The mean differences between the scores of OCC and both the NILIE Normbase and other Very Large 2-year Colleges were **not statistically significant**.

¹¹ Although not visually evident in the corresponding table, this includes Teamwork and Supervisory Relationships, which 2016 OCC outsourced the NILIE Normbase by 0.01 and 0.02, respectively.

PACE: 2016 OCC by Personnel Classification

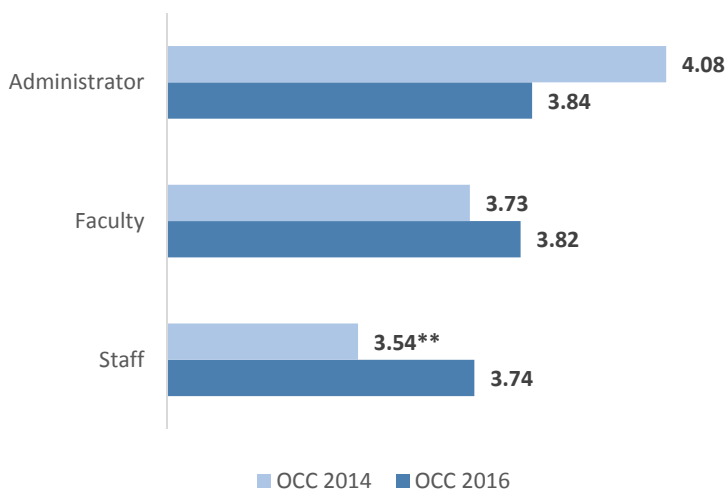


Administrators had the **highest overall** mean score, and scored the **highest in 3 of the 4 climate factors** (Student Focus, Teamwork, and Supervisory Relationships).

Staff had the **lowest overall** mean score, and scored the **lowest in 2 of the 4 climate factors** (Supervisory Relationships and Institutional Structure).

The mean differences between the scores of across personnel classification were **not statistically significant**.

PACE: Overall 2016 OCC vs. 2014 OCC by Personnel Classification

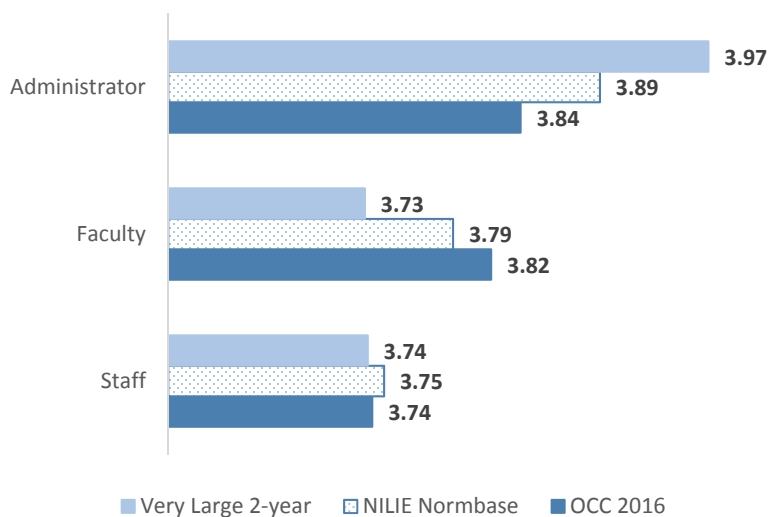


Faculty and staff at OCC have had **improving** overall PACE scores over the past two years.

Administrators at OCC have had **declining** overall PACE scores over the past two years, but they boasted the **highest scores** across all personnel classifications.

The mean difference from 2014 to 2016 for **staff at OCC** was **statistically significant**.

PACE: Overall 2016 OCC vs. Comparison Group by Personnel Classification



Faculty at OCC had the **best** overall PACE score compared to the NILIE Normbase and other Very Large 2-year Colleges.

Administrators at OCC had the **worst** overall PACE score compared to the NILIE Normbase and other Very Large 2-year Colleges.

The mean differences between the scores of OCC and the NILIE Normbase/Very Large 2-year Colleges by personnel classification were **not statistically significant**.

PACE: Survey Items of Statistical Significance

This section highlights individual survey items from the PACE with statistically significant mean differences between 2016 OCC and the NILIE Normbase, other Very Large 2-year Colleges, and/or OCC's results from 2014. Highlighting survey items with statistically significant mean differences between 2016 OCC and both/either the NILIE Normbase and/or other Very Large 2-year Colleges identifies areas of strength and areas for improvement at OCC. Highlighting the survey items with statistically significant differences between the 2016 OCC and 2014 OCC results identifies areas where OCC has improved and declined in the past two years.



Areas of Improvement: Survey items where OCC had *increasing* mean scores from 2014 to 2016. There were **7** statistically significant survey items that fit this criteria over the past two years.



Areas of Decline: Survey items where OCC had *decreasing* mean scores from 2014 to 2016. There were **0** statistically significant survey items that fit this criteria over the past two years.



Areas of Strength: Survey items where OCC had a *higher* mean score than the NILIE Normbase and/or other Very Large 2-year Colleges. In 2016, there were **8** statistically significant survey items that fit this criteria.



Areas for Improvement: Survey items where OCC had a *lower* mean score than the NILIE Normbase and/or other Very Large 2-year Colleges. In 2016, there were **3** statistically significant survey items that fit this criteria.



No Statistically Significant Difference

Based on how OCC compares to the NILIE Normbase and/or other Very Large 2-yr Colleges, is this an area of strength or for improvement?

Is this an area of improvement or decline for OCC over the past 2 years?

The extent to which...

Institutional Structure

institution-wide policies guide my work	*	↑	N/D
this institution is appropriately organized		N/D	*** 😊
I have the opportunity for advancement within this institution		N/D	** 😊
decisions are made at the appropriate level at this institution		N/D	* 😊
a spirit of cooperation exists at this institution		N/D	* 😊
the institution effectively promotes diversity in the workplace		N/D	* 😞

Student Focus

classified personnel meet the needs of students		N/D	*** 😊
students are satisfied with their educational experience at this institution		N/D	*** 😊
students receive an excellent education at this institution		N/D	** 😊
this institution prepares students for further learning		N/D	* 😊
faculty meet the needs of students		N/D	*** 😞

Supervisory Relationships

my supervisor actively seeks my ideas	**	↑	N/D
my supervisor is open to the ideas, opinions, and beliefs of everyone	*	↑	N/D
my supervisor seriously considers my ideas	*	↑	N/D
work outcomes are clarified for me	*	↑	N/D
professional development and training opportunities are available	*	↑	** 😞

Teamwork

my work team coordinates its efforts with appropriate individuals and teams	*	↑	N/D
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Note: To indicate the level of statistical significance of the mean differences between groups, probability values are attached to the survey items: * if $p < .05$; ** $p < .01$; *** $p < .001$.

In instances where the survey item was statistically significant when comparing OCC to both the NILIE Normbase and other Very Large 2-year Colleges, the survey item is represented by the more statistically significant p-value.

Institutional Structure Subscale: Summary of Findings

The Institutional Structure Subscale is broken down to six factors: Mission, Teams & Cooperation, Policies & Structural Organization, Leadership, Communication & Information Sharing, and Decision-Making & Influence. The following subsections will provide a brief overview of the 2016 OCC mean scores for each of six factors, as they compare to NILIE Normbase, other Very Large 2-Year Colleges, and their own results in 2014; scores by personnel classification will also be reviewed. Specific survey items with statistically significant differences between OCC's 2016 results and NILIE Normbase and/or other Very Large 2-year Colleges are highlighted to identify areas of strengths and for improvement. Specific survey items with statistically significant differences between OCC's 2016 results and OCC's 2014 results will be highlighted to identify areas of improvement and decline.

Institutional Structure Subscale: 2016 OCC vs. 2014 OCC



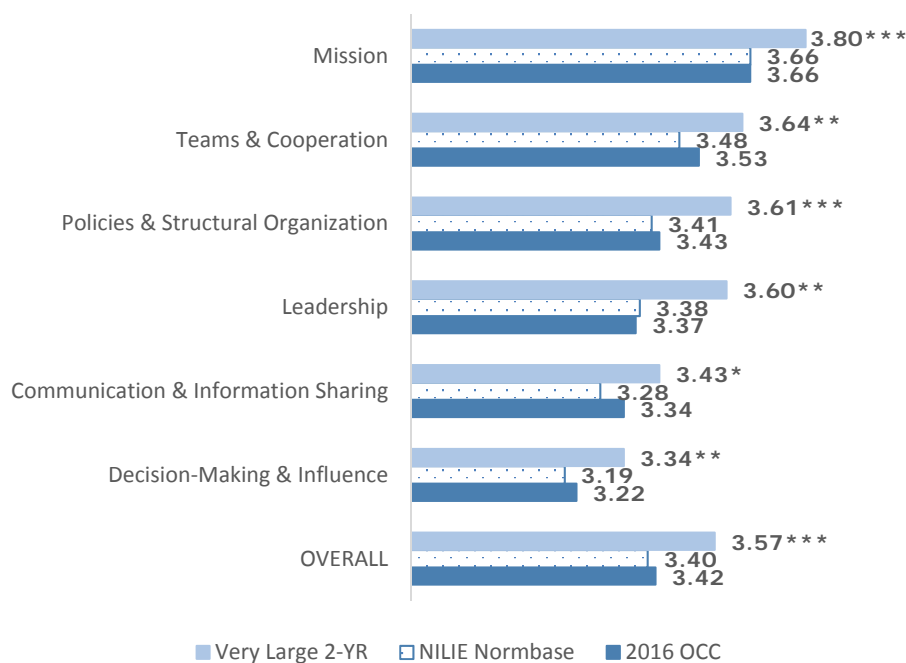
OCC's **overall** mean score was **3.42** in 2016.

Mission was the **highest** rated factor in 2016.

Decision-Making & Influence was the **lowest** rated factor in 2016 and is also as the only factor of **decline**.

In 5 of the 6 factors, OCC has **improved** its scores over the past two years, and these improvements were all statistically significant.

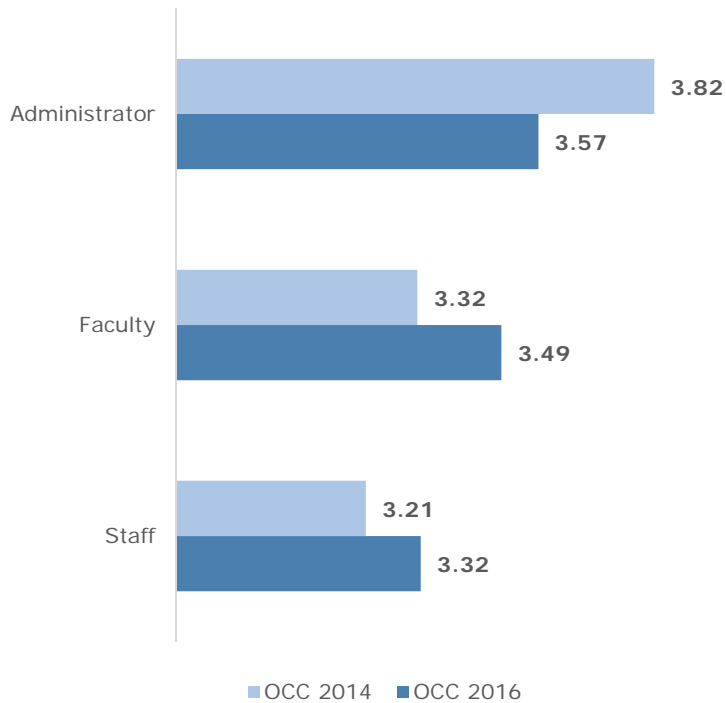
Institutional Structure Subscale: 2016 OCC vs. Comparison Groups



In 4 of the 6 factors (Teams & Cooperation, Policies & Structural Organization, Communication & Information Sharing, and Decision-Making & Influence), OCC **scored better than the NILIE Normbase**.

Across all factors, OCC **scored worse than other Very Large 2-year Colleges**, and the mean differences between these two groups were statistically significant.

Institutional Structure Subscale: Overall 2016 OCC vs. 2014 OCC by Personnel Classification

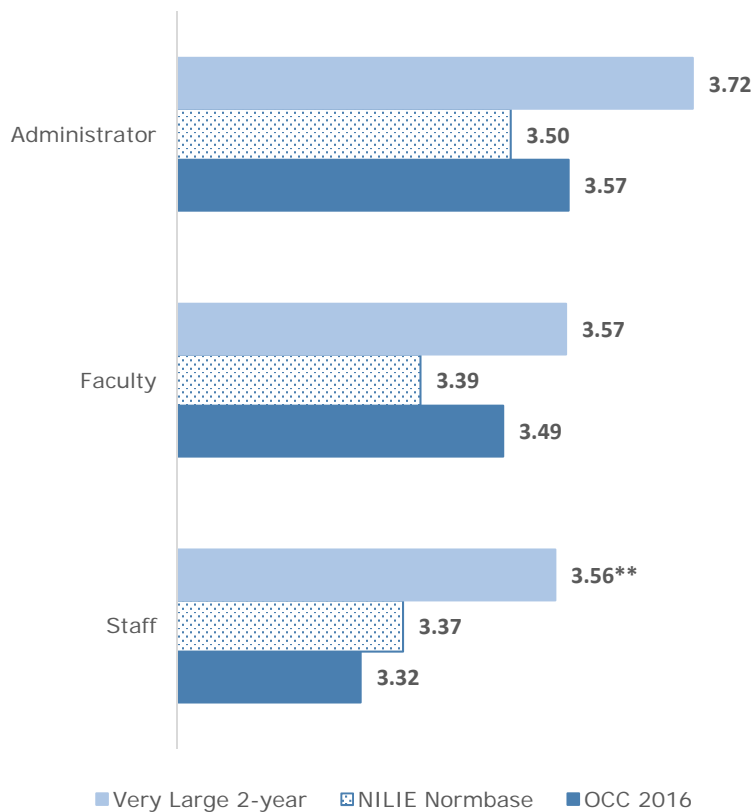


For faculty and staff at OCC, the overall Institutional Structure Subscale score has **improved** over the past two years.

For administrators, the overall Institutional Structure Subscale score has **declined** over the past two years, but they consistently boasted the **highest composite score** across all personnel classifications.

The mean differences from 2014 to 2016 by personnel classification were **not statistically significant**.

Institutional Structure Subscale: Overall 2016 OCC vs. Comparison Groups by Personnel Classification



Across all personnel classifications, OCC's overall Institutional Structure Subscale score was **lower than other Very Large 2-year Colleges**.

Amongst administrators and staff, OCC's overall Institutional Structure Subscale score was **higher than the NILIE Normbase**.

Amongst staff, there was a **statistically significant** mean difference between the overall Institutional Structure Subscale scores for OCC and other Very Large 2-year Colleges.

Note: Unlike the PACE, mean scores for each of the six factors by personnel classification was not made available to OCC.

Institutional Structure Subscale: Survey Items of Statistical Significance

The following section highlights individual survey items from the Institutional Structure Subscale where there was a statistically significant mean difference between 2016 OCC and the NILIE Normbase, other Very Large 2-year Colleges, and/or OCC's results from 2014. Highlighting survey items with statistically significant differences between 2016 OCC and both/either NILIE Normbase and/or other Very Large 2-year Colleges identifies areas of strength and for improvement. Highlighting the survey items with statistically significant differences between the 2016 OCC and 2014 OCC results identifies areas where OCC has improved and declined in the past two years.



Areas of Improvement: Survey items where OCC had *increasing* mean scores from 2014 to 2016. There were **10** statistically significant survey items that fit this criteria over the past two years.



Areas of Decline: Survey items where OCC had *decreasing* mean scores from 2014 to 2016. There were **3** statistically significant survey items that fit this criteria over the past two years.



Areas of Strength: Survey items where OCC had a *higher* mean score than the NILIE Normbase and/or other Very Large 2-year Colleges. In 2016, there were **3** statistically significant survey items that fit this criteria.



Areas to Improvement: Survey items where OCC had a *lower* mean score than the NILIE Normbase and/or other Very Large 2-year Colleges. In 2016, there were **19** statistically significant survey items that fit this criteria.



No Statistically Significant Difference

Based on how OCC compares to the NILIE Normbase and/or other Very Large 2-yr Colleges, is this an area of strength or for improvement?

The extent to which...

Mission

- employees take action to fulfill the mission of this institution
- employees are supportive of the mission of this institution
- employees in this institution share a common definition of its mission
- there is consensus among employees about the goals of the institution

*	↑	*	☹️
*	↑	**	☹️
	N/D	*	☹️
	N/D	**	☹️

Leadership

- leaders of this institution effectively address crises
- leaders of this institution carefully plan resource allocation
- leaders of this institution effectively interact with internal constituents
- leaders of this institution effectively interact with external constituents
- leaders of this institution communicate a clear sense of purpose

**	↑	**	☹️
	N/D	*	☹️
	N/D	*	☹️
	N/D	***	☹️
***	↓	***	☹️

Decision-Making & Influence

- employees participate in decision-making
- this institution considers employee feedback in decision-making
- leaders use employee feedback to improve this institution
- employees are made aware of the outcome of decisions

	N/D	*	😊
	N/D	**	☹️
	N/D	**	☹️
**	↓	**	☹️

Policies & Structural Organization

- the structure of this institution allows for collaboration
- institutional policies allow for collaboration
- this institution follows clear processes for recognizing employee achievement
- institutional policies govern activities at this institution
- the structure of this institution fosters innovation

***	↑		N/D
***	↑	*	☹️
	N/D	**	☹️
	N/D	***	☹️
	N/D	***	☹️

Teams & Cooperation

- teams accomplish tasks
- there is effective collaboration among employees
- teams utilize expertise to accomplish tasks
- employee expertise is considered when forming teams

***	↑	*	😊
**	↑		N/D
**	↑		N/D
	N/D	**	☹️

Communication & Information Sharing

- campus climate encourages differences of opinion to be aired openly
- the information shared by the administration at this institution is useful
- the administration at this institution shares information with employees in a timely manner

**	↑	***	😊
***	↑	*	☹️
*	↓	***	☹️

Note: To indicate the level of statistical significance of the mean differences between groups, probability values are attached to the survey items: * if $p < .05$; ** $p < .01$; *** $p < .001$.

In instances where the survey item was statistically significant when comparing OCC to both the NILIE Normbase and other Very Large 2-year Colleges, the survey item is represented by the more statistically significant p-value.

Customized Survey: Summary of Findings

In addition to the PACE and Institutional Structure Subscale, OCC also administered a series of twenty-nine customized questions specifically for OCC respondents. The Customized Survey can be broken into three sections. In the first section, participants were asked to rate twenty items on a five-point Likert scale ranging from 1 ('Very dissatisfied') to 5 ('Very satisfied'). In the second section, participants were asked to answer seven 'Yes' or 'No' questions. The results of the third section will not be included here, as they were just general demographic questions. Because these were customized questions developed internally, data is not available for the NILIE Normbase and other Very Large 2-year Colleges. However, since some of the same questions were administered in 2014, there is historical data available to identify areas of improvement and decline.

Section 1: Key Findings



Areas of Improvement: Survey items where OCC had *increasing* mean scores from 2014 to 2016. There were **10** statistically significant survey items that fit this criteria over the past two years.



Areas of Decline: Survey items where OCC had *decreasing* mean scores from 2014 to 2016. There were **3** statistically significant survey items that fit this criteria over the past two years.



Top 3 Rated Items: The **3** survey items with the *highest* mean scores throughout Section 1 of the Customized Survey.



Bottom 3 Rated Items: The **3** survey items with the *lowest* mean scores throughout Section 1 of the Customized Survey.



No Statistically Significant Difference

The extent to which...	Is this an area of improvement or decline for OCC over the past 2 years?	Was this rated in the top or bottom 3?
inclusion and participation in college-wide governance (e.g. committees, forums) is supported by my manager	*** ↑	😊
information, discussions, and decisions from district-wide committees are communicated effectively (e.g. accurate, clearly, and timely) through your constituent group (e.g., Faculty/Classified Unions and/or Senate, CDMA)	*** ↑	N/D
opportunities for inclusion and participation in college-wide governance (e.g., committees, forums) are widely communicated	*** ↑	N/D
district operational and strategic decisions support the mission of the College	*** ↑	N/D
district budgetary decisions support the mission of the college	*** ↑	N/D
I have the opportunity to provide input in district-wide decisions	** ↑	N/D
leaders at the district office effectively address crises	** ↑	N/D
leaders at the district office effectively interact with college constituents	* ↑	N/D
processes for decision-making by leaders at the district office are clear and communicated widely	** ↑	😞
leaders at the district office communicate a clear sense of purpose	** ↑	😞
the college's planning and decision making processes assist my department in getting its needs fulfilled	*** ↓	N/D
student learning outcomes and assessment are going and used for improvement in the College	N/D	😊
College research and data are incorporated into College planning and evaluation	N/D	😊
leaders at the district office effectively interact with college constituents	N/D	😞

Section 2: Key Findings

In the second section of the Customized Survey, seven Yes/No questions were presented to participants. Three of these questions were also asked in 2014 so comparisons can be drawn:

- In 2016, **60%** of employees felt there was a culture of trust on campus compared to 57% in 2014.
- In 2016, **39%** of employees felt there was a culture of trust district-wide compared to 29% in 2014.
- In 2016, 79% of employees know the mission statement compared to **83%** in 2014.

Summary and Conclusion

In fall 2016, the PACE survey, Institutional Structure Subscale, and a Customized Survey was administered to employees at Orange Coast College. This summary report presented a brief overview of the results.

PACE Survey

The questions in the PACE can be categorized in one of four main campus climate factors: Institutional Structure, Student Focus, Supervisory Relations, and Teamwork. In 2016, Student Focus was the highest rated factor at OCC and Institutional Structure was its lowest. Comparing OCC's 2016 mean scores to the NILIE Normbase, other Very Large 2-year Colleges, and OCC's results from 2014 paints a clearer picture of what these numbers represent.

Between the 2014 and 2016, OCC improved in all four campus climate factors and there was a statistically significant improvement in the Supervisory Relationships factor. There were seven survey items with positive statistically significant differences, and five of these were categorized under the Supervisory Relationships factor. For example, OCC improved in the extent to which employees' supervisors actively sought their ideas, was open to the ideas, opinions, and beliefs of everyone, seriously considered individual employee ideas, clarified work outcomes, and made professional development and training opportunities available. Conversely, there were no survey items where OCC had a statistically significant decline during this two-year time frame.

Across all four climate factors, OCC scored better than the NILIE Normbase and other Very Large 2-year Colleges in 2016. There were eight survey items with statistically significant differences where OCC scored better than either/both these two comparison groups. All of these survey items were categorized under the Institutional Structure and Student Focus factor. For example, OCC scored favorably in the extent that it was appropriately organized, its classified personnel met the needs of students, and that students were satisfied with their education experience.

However, there were three survey items with statistically significant differences where OCC scored lower than both/either NILIE Normbase and/or other Very Large 2-year Colleges. This was the extent to which faculty met the needs of students, professional development and training opportunities were available, and the institution effectively promoted diversity in the workplace.

In reviewing the overall and each climate factor scores between the personnel classification (administrator, faculty, and staff), some common trends emerged. Administrators had the highest overall PACE score, but this number has been declining since 2014 and they scored the worse relative to the NILIE Normbase and other Very Large 2-year Colleges. Conversely, faculty and staff have both been improving their overall PACE score since 2014, and faculty scored the best relative to the NILIE Normbase and other Very Large 2-year Colleges.

Institutional Structure Subscale

The Institutional Structure Subscale was a 26-item survey that was broken down into six factors: Communication & Information Sharing, Decision-Making & Influence, Leadership, Mission, Policies & Structural Organization, and Teams & Cooperation. Mission was OCC's highest rated factor in 2016, while Decision-Making and Influence was its lowest rated factor (and this was the only area of decline). OCC improved in five of the six factors (Communication & Information Sharing, Decision-Making & Influence, Leadership, Policies & Structural Organization, and Teams & Cooperation) from 2014 to 2016, and these improvements were all statistically significant. In fact, there were ten survey items with statistically significant differences that showed growth over time. This included, but was not exclusive to, the extent that information shared by the administration at this institution was useful, institutional policies allowed for collaboration, and teams accomplished tasks. There were also three areas of statistically significant decline over time, such as the extent to which leaders of this institution communicated a clear sense of purpose, employees were made aware of the outcomes of decisions, and the administration at this institution shared information with employees in a timely manner.

In four of the six factors (Decision-Making & Influence, Teams & Cooperation, Policies & Structural Organization, Communication & Information), OCC scored better than the NILIE Normbase. However, OCC did not outscore other Very Large 2-year Colleges in any of the six factors, and this difference was statistically significant across all factors. There were nineteen survey items with statistically significant differences where OCC's 2016 mean scores were lower than other Very Large 2-year Colleges. This included, but was not limited to, the extent to which administration shared information with employees in a timely manner, leaders of this institution communicated a clear sense of purpose and effectively interacted with external constituents, the structure of this institution fostered innovation, and institutional policies governed activities at this institution.

In contrast, there were three survey items with statistically significant differences where OC's 2016 results outscored the NILIE Normbase. This was the extent to which campus climate encouraged differences of opinion to be aired openly, employees participated in decision-making, and teams accomplished tasks.

Customized Survey

In addition to the PACE and Institutional Structure Subscale survey, OCC also administered a series of twenty-nine customized questions specifically for OCC participants. This survey was only administered at OCC, so the 2016 results were only compared with the 2014 results. In the first section (twenty survey items), OCC improved in 90% of the total questions from 2014 to 2016. Eleven of these survey items showed a statistically significant improvement. This included, but was not exclusive to, the extent to which employees were satisfied with their manager's support for inclusion and participation in college-wide governance, communication of the information, discussions, decisions from district-wide committees through their constituent groups, the district operational and strategic decisions in support of the college's mission, and the district budgetary decisions in support of the college's mission. One area of statistically significant decline was to extent to which employees were satisfied with the college's planning and decision-making processes in assistance with their department in getting its needs fulfilled.

The second section (nine survey items) revealed that the majority of employees in 2016 and 2014 (60% and 57%, respectively) felt like there was a culture of trust on campus, but only a minority of employees felt there was a culture of trust district-wide in 2016 and 2014 (39% and 29%, respectively). The large majority of employees knew the mission statement in both 2016 and 2014 (79% and 83%, respectively).

Statistically Significant vs. Practically Meaningful Difference

Throughout this report statistically significant differences across the campus climate factors of the PACE and Institutional Structure Subscale, as well as individual survey items were highlighted. Although statistically significant differences between OCC's 2016 results and the three comparisons groups (NILIE Normbase, other Very Large 2-year Colleges, and OCC 2014) may exist, there may not be a practically meaningful difference between two means being compared due to OCC's large institutional sample size.¹² The NILIE encourages that institutions pay attention to survey items where there were both a p-value indicating a statistically significant difference and an absolute value effect size of .5 or greater. There were only two instances where this occurred and they were both areas where OCC has improved in the past two years. They were to the extent that employees felt that information shared by the administration was useful (Institutional Structure Subscale, Communication and Information Sharing factor) and that inclusion and participation in college-wide governance (e.g. committees, forums was supported by my manager (Customized Survey, Section 1).

Conclusion

The results of the PACE, Institutional Structure Subscale, and Customized Survey was designed and administered in hopes of understanding the perspectives OCC's employees. Across the three surveys, statistically significant survey items help identify strengths, weaknesses, and trends of the campus climate. Using this information may be beneficial to improve the institutional environment at OCC, and consequently, the student and employee outcomes.

¹² National Initiative for Leadership & Institutional Effectiveness. (2016). *PACE report interpretation instructions*. Raleigh, NC: NILIE.

Appendix A

Demographics

The following table outlines the general demographic information of the participants who completed the PACE survey at Orange Coast College in 2016 and 2014, the NILIE Normbase, and other Very Large 2-year Colleges. Note that these figures may differ for the Institutional Structure Subscale and the Customized Survey. The Institutional Structure Subscale is a survey that OCC opted into completing, so the sample for the NILIE Normbase and other Very Large 2-year Colleges may be different since not all institutions who complete the PACE also complete the Institutional Structure Subscale. The Customized Survey was only administered at Orange Coast College, so the demographic information for the NILIE Normbase and other Very Large 2-year Colleges will not be applicable.

Survey Item	Response Option	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
1. What is your personnel classification:	<i>Faculty</i>	48%	45%	46%	51%
	<i>Administrator</i>	9%	10%	10%	6%
	<i>Staff</i>	43%	44%	44%	43%
2. Please select the race/ethnicity that best describes you:	<i>Hispanic or Latino, of any race</i>	21%	16%	13%	17%
	<i>American Indian or Alaska Native, not Hispanic or Latino</i>	0%	0%	1%	2%
	<i>Asian, not Hispanic or Latino</i>	11%	10%	3%	10%
	<i>Black, not Hispanic or Latino</i>	2%	1%	8%	17%
	<i>Pacific Islander, not Hispanic or Latino</i>	0%	1%	1%	2%
	<i>White, not Hispanic or Latino</i>	61%	66%	70%	49%
	<i>Two or more races, not Hispanic or Latino</i>	6%	7%	3%	3%
3. Your status at this institution is:	<i>Full-Time</i>	69%	80%	75%	71%
	<i>Part-Time</i>	31%	20%	25%	29%
4. What is the highest degree you have earned:	<i>First Professional degree</i>	1%	1%	2%	2%
	<i>Doctoral degree</i>	10%	11%	8%	9%
	<i>Master's degree</i>	43%	41%	44%	42%
	<i>Bachelor's degree</i>	21%	23%	22%	18%
	<i>Associate's degree</i>	11%	10%	14%	11%
	<i>High School diploma or GED</i>	11%	13%	10%	17%
	<i>No diploma or degree</i>	3%	1%	0%	1%
5. What is your gender identity:	<i>Man</i>	35%	38%	36%	37%
	<i>Woman</i>	54%	51%	58%	60%
	<i>Another gender identity</i>	0%	0%	0%	0%
	<i>I prefer not to respond</i>	10%	11%	5%	4%
6. How many years have you worked at this institution:	<i>5 years or less</i>	36%	18%	39%	36%
	<i>6-10 years</i>	18%	22%	23%	21%
	<i>11-15 years</i>	15%	25%	16%	17%
	<i>16-20 years</i>	16%	12%	10%	11%
	<i>21-25 years</i>	6%	12%	6%	7%
	<i>26 years or more</i>	9%	11%	6%	9%

7. How many years have you worked in higher education:	<i>5 years or less</i>	27%	14%	27%	23%
	<i>6-10 years</i>	16%	15%	22%	21%
	<i>11-15 years</i>	14%	18%	18%	17%
	<i>16-20 years</i>	17%	17%	13%	14%
	<i>21-25 years</i>	10%	15%	9%	10%
	<i>26 years or more</i>	16%	21%	11%	15%
8. Age:	<i>29 or younger</i>	6%	2%	5%	4%
	<i>30-39</i>	23%	12%	17%	15%
	<i>40-49</i>	21%	24%	24%	23%
	<i>50-59</i>	27%	32%	31%	31%
	<i>60 or older</i>	24%	29%	24%	28%

Appendix B

Results of 2016 PACE by ACCJC Standard

The results of the PACE are organized by the Accreditation Standard each response item most clearly represents (i.e., I-A, I-B, I-C, II-A, II-B, II-C, III-A, IV-A); survey items that are not associated with any ACCJC standard will be organized in the "PACE Other Survey Items" section.¹³ Survey items may overlap multiple Accreditation Standards. The organization of the results is only a guide. For each survey item, if there is a statistically significant mean difference between the 2016 OCC results with OCC's results from 2014, the NILIE Normbase, or other Very Large 2-year Colleges, the item will be highlighted yellow and the number of asterisks will indicate the level of significance (* if $p < .05$; ** $p < .01$; *** $p < .001$). The frequencies and mean scores are provided for all survey items for the 2016 OCC and the three comparison groups.

I: Mission, Academic Quality and Institutional Effectiveness, and Integrity A. Mission

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
<i>The extent to which...</i>					
1. the actions of this institution reflect its mission	MEAN SCORE	3.86	3.72	3.85	3.76
	1 = <i>Very dissatisfied</i>	2%	5%	3%	4%
	2 = <i>Dissatisfied</i>	8%	10%	10%	11%
	3 = <i>Neither</i>	17%	15%	14%	15%
	4 = <i>Satisfied</i>	47%	47%	48%	46%
	5 = <i>Very satisfied</i>	26%	23%	26%	24%
7. student needs are central to what we do	MEAN SCORE	3.92	3.82	3.93	3.83
	1 = <i>Very dissatisfied</i>	4%	4%	4%	5%
	2 = <i>Dissatisfied</i>	10%	13%	10%	11%
	3 = <i>Neither</i>	11%	12%	13%	13%
	4 = <i>Satisfied</i>	38%	39%	38%	36%
	5 = <i>Very satisfied</i>	37%	32%	36%	34%
8. I feel my job is relevant to this institution's mission	MEAN SCORE	4.40	4.44	4.41	4.40
	1 = <i>Very dissatisfied</i>	3%	1%	1%	2%
	2 = <i>Dissatisfied</i>	1%	2%	3%	3%
	3 = <i>Neither</i>	6%	7%	6%	6%
	4 = <i>Satisfied</i>	34%	30%	32%	32%
	5 = <i>Very satisfied</i>	56%	59%	57%	57%
42. students are satisfied with their educational experience at this institution	MEAN SCORE	4.07	4.10	3.94**	3.91***
	1 = <i>Very dissatisfied</i>	1%	1%	1%	1%
	2 = <i>Dissatisfied</i>	2%	1%	3%	4%
	3 = <i>Neither</i>	17%	12%	19%	20%
	4 = <i>Satisfied</i>	49%	60%	55%	53%
	5 = <i>Very satisfied</i>	31%	26%	22%	22%

¹³ PACE survey items broken by each climate factor can be made available upon request.

I: Mission, Academic Quality and Institutional Effectiveness, and Integrity
B. Assuring Academic Quality and Institutional Effective

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
<i>The extent to which...</i>					
4. decisions are made at the appropriate level at this institution	MEAN SCORE	3.39	3.28	3.29	3.24*
	1 = <i>Very dissatisfied</i>	8%	10%	8%	10%
	2 = <i>Dissatisfied</i>	15%	18%	20%	19%
	3 = <i>Neither</i>	23%	20%	22%	22%
	4 = <i>Satisfied</i>	35%	35%	34%	32%
	5 = <i>Very satisfied</i>	18%	16%	16%	16%
7. student needs are central to what we do	MEAN SCORE	3.92	3.82	3.93	3.83
	1 = <i>Very dissatisfied</i>	4%	4%	4%	5%
	2 = <i>Dissatisfied</i>	10%	13%	10%	11%
	3 = <i>Neither</i>	11%	12%	13%	13%
	4 = <i>Satisfied</i>	38%	39%	38%	36%
	5 = <i>Very satisfied</i>	37%	32%	36%	34%
10. information is shared within the institution	MEAN SCORE	3.31	3.34	3.24	3.24
	1 = <i>Very dissatisfied</i>	11%	8%	11%	12%
	2 = <i>Dissatisfied</i>	16%	19%	20%	19%
	3 = <i>Neither</i>	23%	21%	21%	21%
	4 = <i>Satisfied</i>	31%	33%	31%	30%
	5 = <i>Very satisfied</i>	19%	18%	18%	18%
15. I am able to appropriately influence the direction of this institution	MEAN SCORE	3.16	3.11	3.14	3.05
	1 = <i>Very dissatisfied</i>	13%	13%	11%	14%
	2 = <i>Dissatisfied</i>	15%	16%	18%	19%
	3 = <i>Neither</i>	27%	30%	30%	29%
	4 = <i>Satisfied</i>	33%	31%	28%	26%
	5 = <i>Very satisfied</i>	12%	11%	13%	12%
29. institution-wide policies guide my work	MEAN SCORE	3.70	3.53*	3.72	3.68
	1 = <i>Very dissatisfied</i>	3%	4%	4%	5%
	2 = <i>Dissatisfied</i>	6%	8%	7%	7%
	3 = <i>Neither</i>	29%	33%	25%	26%
	4 = <i>Satisfied</i>	40%	39%	44%	42%
	5 = <i>Very satisfied</i>	21%	15%	21%	21%
41. I receive adequate information regarding important activities at this institution	MEAN SCORE	3.62	3.67	3.66	3.64
	1 = <i>Very dissatisfied</i>	7%	5%	5%	6%
	2 = <i>Dissatisfied</i>	10%	11%	12%	12%
	3 = <i>Neither</i>	21%	17%	17%	17%
	4 = <i>Satisfied</i>	42%	47%	43%	41%
	5 = <i>Very satisfied</i>	22%	20%	23%	23%

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
<i>The extent to which...</i>					
44. my work is guided by clearly defined administrative processes	MEAN SCORE	3.42	3.38	3.49	3.48
	1 = <i>Very dissatisfied</i>	10%	9%	7%	8%
	2 = <i>Dissatisfied</i>	12%	13%	13%	12%
	3 = <i>Neither</i>	23%	24%	23%	23%
	4 = <i>Satisfied</i>	37%	39%	38%	37%
	5 = <i>Very satisfied</i>	18%	15%	19%	20%

*I: Mission, Academic Quality and Institutional Effectiveness, and Integrity
C. Institutional Integrity*

<i>The extent to which...</i>					
16. open and ethical communication is practiced at this institution	MEAN SCORE	3.39	3.38	3.35	3.33
	1 = <i>Very dissatisfied</i>	10%	11%	10%	11%
	2 = <i>Dissatisfied</i>	16%	9%	17%	16%
	3 = <i>Neither</i>	22%	24%	21%	21%
	4 = <i>Satisfied</i>	31%	41%	34%	34%
	5 = <i>Very satisfied</i>	21%	14%	19%	18%

*II: Student Learning Programs and Support Services
A. Instructional Programs*

<i>The extent to which...</i>					
7. student needs are central to what we do	MEAN SCORE	3.92	3.82	3.93	3.83
	1 = <i>Very dissatisfied</i>	4%	4%	4%	5%
	2 = <i>Dissatisfied</i>	10%	13%	10%	11%
	3 = <i>Neither</i>	11%	12%	13%	13%
	4 = <i>Satisfied</i>	38%	39%	38%	36%
	5 = <i>Very satisfied</i>	37%	32%	36%	34%
16. open and ethical communication is practiced at this institution	MEAN SCORE	3.39	3.38	3.35	3.33
	1 = <i>Very dissatisfied</i>	10%	11%	10%	11%
	2 = <i>Dissatisfied</i>	16%	9%	17%	16%
	3 = <i>Neither</i>	22%	24%	21%	21%
	4 = <i>Satisfied</i>	31%	41%	34%	34%
	5 = <i>Very satisfied</i>	21%	14%	19%	18%
17. faculty meet the needs of students	MEAN SCORE	3.85	3.89	4.01***	3.98**
	1 = <i>Very dissatisfied</i>	2%	2%	1%	2%
	2 = <i>Dissatisfied</i>	9%	6%	5%	6%
	3 = <i>Neither</i>	18%	19%	15%	16%
	4 = <i>Satisfied</i>	43%	48%	46%	45%
	5 = <i>Very satisfied</i>	27%	25%	32%	31%

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
<i>The extent to which...</i>					
18. student ethnic and cultural diversity are important at this institution	MEAN SCORE	4.03	3.90	4.09	4.11
	1 = <i>Very dissatisfied</i>	4%	2%	2%	2%
	2 = <i>Dissatisfied</i>	4%	7%	4%	3%
	3 = <i>Neither</i>	16%	16%	15%	15%
	4 = <i>Satisfied</i>	38%	46%	43%	43%
	5 = <i>Very satisfied</i>	38%	28%	37%	37%
19. students' competencies are enhanced	MEAN SCORE	3.95	3.83	3.97	3.93
	1 = <i>Very dissatisfied</i>	1%	3%	1%	2%
	2 = <i>Dissatisfied</i>	4%	6%	4%	5%
	3 = <i>Neither</i>	22%	20%	18%	18%
	4 = <i>Satisfied</i>	45%	47%	49%	47%
	5 = <i>Very satisfied</i>	29%	24%	27%	28%
23. non-teaching professional personnel meet the needs of students	MEAN SCORE	3.98	3.96	3.94	3.89
	1 = <i>Very dissatisfied</i>	2%	2%	2%	3%
	2 = <i>Dissatisfied</i>	5%	6%	6%	7%
	3 = <i>Neither</i>	17%	18%	16%	18%
	4 = <i>Satisfied</i>	43%	44%	46%	44%
	5 = <i>Very satisfied</i>	32%	31%	29%	28%
28. classified personnel meet the needs of students	MEAN SCORE	4.11	4.05	3.89*	3.86***
	1 = <i>Very dissatisfied</i>	2%	2%	2%	3%
	2 = <i>Dissatisfied</i>	3%	5%	5%	5%
	3 = <i>Neither</i>	15%	15%	22%	22%
	4 = <i>Satisfied</i>	41%	41%	45%	43%
	5 = <i>Very satisfied</i>	39%	37%	26%	27%
31. students receive an excellent education at this institution	MEAN SCORE	4.28	4.25	4.17**	4.15**
	1 = <i>Very dissatisfied</i>	1%	2%	1%	1%
	2 = <i>Dissatisfied</i>	2%	2%	3%	4%
	3 = <i>Neither</i>	12%	8%	12%	12%
	4 = <i>Satisfied</i>	38%	46%	46%	44%
	5 = <i>Very satisfied</i>	47%	42%	38%	39%
35. this institution prepares students for a career	MEAN SCORE	4.19	4.17	4.15	4.12
	1 = <i>Very dissatisfied</i>	2%	1%	1%	1%
	2 = <i>Dissatisfied</i>	2%	3%	3%	3%
	3 = <i>Neither</i>	12%	11%	12%	14%
	4 = <i>Satisfied</i>	42%	49%	47%	45%
	5 = <i>Very satisfied</i>	41%	36%	37%	36%
37. this institution prepares students for further learning	MEAN SCORE	4.26	4.25	4.16*	4.16*
	1 = <i>Very dissatisfied</i>	1%	1%	1%	2%
	2 = <i>Dissatisfied</i>	3%	2%	3%	3%
	3 = <i>Neither</i>	8%	8%	11%	11%
	4 = <i>Satisfied</i>	44%	50%	49%	47%
	5 = <i>Very satisfied</i>	44%	39%	36%	38%

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
<i>The extent to which...</i>					
42. students are satisfied with their educational experience at this institution	MEAN SCORE	4.07	4.10	3.94**	3.91***
	1 = <i>Very dissatisfied</i>	1%	1%	1%	1%
	2 = <i>Dissatisfied</i>	2%	1%	3%	4%
	3 = <i>Neither</i>	17%	12%	19%	20%
	4 = <i>Satisfied</i>	49%	60%	55%	53%
	5 = <i>Very satisfied</i>	31%	26%	22%	22%

II: Student Learning Programs and Support Services

B. Library and Learning Support Services

<i>The extent to which...</i>					
7. student needs are central to what we do	MEAN SCORE	3.92	3.82	3.93	3.83
	1 = <i>Very dissatisfied</i>	4%	4%	4%	5%
	2 = <i>Dissatisfied</i>	10%	13%	10%	11%
	3 = <i>Neither</i>	11%	12%	13%	13%
	4 = <i>Satisfied</i>	38%	39%	38%	36%
	5 = <i>Very satisfied</i>	37%	32%	36%	34%
18. student ethnic and cultural diversity are important at this institution	MEAN SCORE	4.03	3.90	4.09	4.11
	1 = <i>Very dissatisfied</i>	4%	2%	2%	2%
	2 = <i>Dissatisfied</i>	4%	7%	4%	3%
	3 = <i>Neither</i>	16%	16%	15%	15%
	4 = <i>Satisfied</i>	38%	46%	43%	43%
	5 = <i>Very satisfied</i>	38%	28%	37%	37%
19. students' competencies are enhanced	MEAN SCORE	3.95	3.83	3.97	3.93
	1 = <i>Very dissatisfied</i>	1%	3%	1%	2%
	2 = <i>Dissatisfied</i>	4%	6%	4%	5%
	3 = <i>Neither</i>	22%	20%	18%	18%
	4 = <i>Satisfied</i>	45%	47%	49%	47%
	5 = <i>Very satisfied</i>	29%	24%	27%	28%
23. non-teaching professional personnel meet the needs of students	MEAN SCORE	3.98	3.96	3.94	3.89
	1 = <i>Very dissatisfied</i>	2%	2%	2%	3%
	2 = <i>Dissatisfied</i>	5%	6%	6%	7%
	3 = <i>Neither</i>	17%	18%	16%	18%
	4 = <i>Satisfied</i>	43%	44%	46%	44%
	5 = <i>Very satisfied</i>	32%	31%	29%	28%
28. classified personnel meet the needs of students	MEAN SCORE	4.11	4.05	3.89*	3.86***
	1 = <i>Very dissatisfied</i>	2%	2%	2%	3%
	2 = <i>Dissatisfied</i>	3%	5%	5%	5%
	3 = <i>Neither</i>	15%	15%	22%	22%
	4 = <i>Satisfied</i>	41%	41%	45%	43%
	5 = <i>Very satisfied</i>	39%	37%	26%	27%

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
<i>The extent to which...</i>					
31. students receive an excellent education at this institution	MEAN SCORE	4.28	4.25	4.17**	4.15**
	1 = <i>Very dissatisfied</i>	1%	2%	1%	1%
	2 = <i>Dissatisfied</i>	2%	2%	3%	4%
	3 = <i>Neither</i>	12%	8%	12%	12%
	4 = <i>Satisfied</i>	38%	46%	46%	44%
	5 = <i>Very satisfied</i>	47%	42%	38%	39%
42. students are satisfied with their educational experience at this institution	MEAN SCORE	4.07	4.10	3.94**	3.91***
	1 = <i>Very dissatisfied</i>	1%	1%	1%	1%
	2 = <i>Dissatisfied</i>	2%	1%	3%	4%
	3 = <i>Neither</i>	17%	12%	19%	20%
	4 = <i>Satisfied</i>	49%	60%	55%	53%
	5 = <i>Very satisfied</i>	31%	26%	22%	22%

II: Student Learning Programs and Support Services

C. Student Support Services

<i>The extent to which...</i>						
7. student needs are central to what we do	MEAN SCORE	3.92	3.82	3.93	3.83	
	1 = <i>Very dissatisfied</i>	4%	4%	4%	5%	
	2 = <i>Dissatisfied</i>	10%	13%	10%	11%	
	3 = <i>Neither</i>	11%	12%	13%	13%	
	4 = <i>Satisfied</i>	38%	39%	38%	36%	
	5 = <i>Very satisfied</i>	37%	32%	36%	34%	
18. student ethnic and cultural diversity are important at this institution	MEAN SCORE	4.03	3.90	4.09	4.11	
	1 = <i>Very dissatisfied</i>	4%	2%	2%	2%	
	2 = <i>Dissatisfied</i>	4%	7%	4%	3%	
	3 = <i>Neither</i>	16%	16%	15%	15%	
	4 = <i>Satisfied</i>	38%	46%	43%	43%	
	5 = <i>Very satisfied</i>	38%	28%	37%	37%	
19. students' competencies are enhanced	MEAN SCORE	3.95	3.83	3.97	3.93	
	1 = <i>Very dissatisfied</i>	1%	3%	1%	2%	
	2 = <i>Dissatisfied</i>	4%	6%	4%	5%	
	3 = <i>Neither</i>	22%	20%	18%	18%	
	4 = <i>Satisfied</i>	45%	47%	49%	47%	
	5 = <i>Very satisfied</i>	29%	24%	27%	28%	
23. non-teaching professional personnel meet the needs of students	MEAN SCORE	3.98	3.96	3.94	3.89	
	1 = <i>Very dissatisfied</i>	2%	2%	2%	3%	
	2 = <i>Dissatisfied</i>	5%	6%	6%	7%	
	3 = <i>Neither</i>	17%	18%	16%	18%	
	4 = <i>Satisfied</i>	43%	44%	46%	44%	
	5 = <i>Very satisfied</i>	32%	31%	29%	28%	

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
<i>The extent to which...</i>					
28. classified personnel meet the needs of students	MEAN SCORE	4.11	4.05	3.89*	3.86***
	1 = <i>Very dissatisfied</i>	2%	2%	2%	3%
	2 = <i>Dissatisfied</i>	3%	5%	5%	5%
	3 = <i>Neither</i>	15%	15%	22%	22%
	4 = <i>Satisfied</i>	41%	41%	45%	43%
	5 = <i>Very satisfied</i>	39%	37%	26%	27%
31. students receive an excellent education at this institution	MEAN SCORE	4.28	4.25	4.17**	4.15**
	1 = <i>Very dissatisfied</i>	1%	2%	1%	1%
	2 = <i>Dissatisfied</i>	2%	2%	3%	4%
	3 = <i>Neither</i>	12%	8%	12%	12%
	4 = <i>Satisfied</i>	38%	46%	46%	44%
	5 = <i>Very satisfied</i>	47%	42%	38%	39%
35. this institution prepares students for a career	MEAN SCORE	4.19	4.17	4.15	4.12
	1 = <i>Very dissatisfied</i>	2%	1%	1%	1%
	2 = <i>Dissatisfied</i>	2%	3%	3%	3%
	3 = <i>Neither</i>	12%	11%	12%	14%
	4 = <i>Satisfied</i>	42%	49%	47%	45%
	5 = <i>Very satisfied</i>	41%	36%	37%	36%
37. this institution prepares students for further learning	MEAN SCORE	4.26	4.25	4.16*	4.16*
	1 = <i>Very dissatisfied</i>	1%	1%	1%	2%
	2 = <i>Dissatisfied</i>	3%	2%	3%	3%
	3 = <i>Neither</i>	8%	8%	11%	11%
	4 = <i>Satisfied</i>	44%	50%	49%	47%
	5 = <i>Very satisfied</i>	44%	39%	36%	38%
40. students are assisted with their personal development	MEAN SCORE	3.99	3.86	3.95	3.93
	1 = <i>Very dissatisfied</i>	1%	2%	1%	2%
	2 = <i>Dissatisfied</i>	4%	6%	4%	5%
	3 = <i>Neither</i>	21%	21%	19%	20%
	4 = <i>Satisfied</i>	41%	46%	47%	46%
	5 = <i>Very satisfied</i>	33%	25%	27%	27%
42. students are satisfied with their educational experience at this institution	MEAN SCORE	4.07	4.10	3.94**	3.91***
	1 = <i>Very dissatisfied</i>	1%	1%	1%	1%
	2 = <i>Dissatisfied</i>	2%	1%	3%	4%
	3 = <i>Neither</i>	17%	12%	19%	20%
	4 = <i>Satisfied</i>	49%	60%	55%	53%
	5 = <i>Very satisfied</i>	31%	26%	22%	22%

III: Resources
A. Human Resources

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
2. my supervisor expresses confidence in my work	MEAN SCORE	4.21	4.15	4.20	4.21
	1 = <i>Very dissatisfied</i>	4%	6%	3%	4%
	2 = <i>Dissatisfied</i>	7%	6%	6%	6%
	3 = <i>Neither</i>	9%	9%	9%	9%
	4 = <i>Satisfied</i>	24%	29%	29%	29%
	5 = <i>Very satisfied</i>	56%	51%	52%	53%
5. the institution effectively promotes diversity in the workplace	MEAN SCORE	3.77	3.79	3.88*	3.90*
	1 = <i>Very dissatisfied</i>	6%	5%	3%	3%
	2 = <i>Dissatisfied</i>	8%	6%	7%	6%
	3 = <i>Neither</i>	21%	23%	19%	19%
	4 = <i>Satisfied</i>	36%	39%	39%	39%
	5 = <i>Very satisfied</i>	30%	28%	31%	32%
6. administrative leadership is focused on meeting the needs of students	MEAN SCORE	3.69	3.56	3.73	3.60
	1 = <i>Very dissatisfied</i>	6%	6%	6%	8%
	2 = <i>Dissatisfied</i>	12%	16%	12%	14%
	3 = <i>Neither</i>	16%	15%	16%	16%
	4 = <i>Satisfied</i>	39%	39%	38%	36%
	5 = <i>Very satisfied</i>	27%	23%	29%	27%
9. my supervisor is open to the ideas, opinions, and beliefs of everyone	MEAN SCORE	4.12	3.91*	4.07	4.07
	1 = <i>Very dissatisfied</i>	6%	9%	5%	6%
	2 = <i>Dissatisfied</i>	6%	7%	8%	8%
	3 = <i>Neither</i>	11%	12%	10%	10%
	4 = <i>Satisfied</i>	24%	28%	28%	27%
	5 = <i>Very satisfied</i>	53%	44%	49%	50%
12. positive work expectations are communicated to me	MEAN SCORE	3.71	3.58	3.74	3.71
	1 = <i>Very dissatisfied</i>	5%	7%	5%	5%
	2 = <i>Dissatisfied</i>	12%	14%	10%	11%
	3 = <i>Neither</i>	15%	17%	17%	17%
	4 = <i>Satisfied</i>	43%	40%	43%	41%
	5 = <i>Very satisfied</i>	25%	22%	25%	26%
13. unacceptable behaviors are identified and communicated to me	MEAN SCORE	3.61	3.46	3.69	3.69
	1 = <i>Very dissatisfied</i>	5%	7%	4%	4%
	2 = <i>Dissatisfied</i>	9%	11%	8%	8%
	3 = <i>Neither</i>	26%	27%	24%	24%
	4 = <i>Satisfied</i>	41%	38%	44%	44%
	5 = <i>Very satisfied</i>	19%	16%	20%	20%

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
20. I receive timely feedback for my work	MEAN SCORE	3.74	3.63	3.69	3.71
	1 = <i>Very dissatisfied</i>	5%	7%	6%	6%
	2 = <i>Dissatisfied</i>	10%	9%	10%	10%
	3 = <i>Neither</i>	19%	22%	19%	19%
	4 = <i>Satisfied</i>	38%	41%	39%	38%
	5 = <i>Very satisfied</i>	28%	22%	26%	27%
21. I receive appropriate feedback for my work	MEAN SCORE	3.74	3.65	3.73	3.74
	1 = <i>Very dissatisfied</i>	4%	8%	5%	5%
	2 = <i>Dissatisfied</i>	11%	7%	10%	10%
	3 = <i>Neither</i>	18%	21%	18%	17%
	4 = <i>Satisfied</i>	40%	42%	41%	41%
	5 = <i>Very satisfied</i>	27%	23%	26%	27%
22. this institution has been successful in positively motivating my performance	MEAN SCORE	3.48	3.43	3.45	3.43
	1 = <i>Very dissatisfied</i>	10%	12%	9%	10%
	2 = <i>Dissatisfied</i>	15%	12%	15%	14%
	3 = <i>Neither</i>	20%	19%	20%	21%
	4 = <i>Satisfied</i>	31%	34%	34%	33%
	5 = <i>Very satisfied</i>	25%	22%	22%	22%
26. my supervisor actively seeks my ideas	MEAN SCORE	3.80	3.54**	3.78	3.76
	1 = <i>Very dissatisfied</i>	6%	11%	7%	8%
	2 = <i>Dissatisfied</i>	9%	10%	10%	9%
	3 = <i>Neither</i>	18%	21%	17%	17%
	4 = <i>Satisfied</i>	31%	29%	32%	32%
	5 = <i>Very satisfied</i>	36%	28%	34%	34%
27. my supervisor seriously considers my ideas	MEAN SCORE	3.83	3.62*	3.85	3.82
	1 = <i>Very dissatisfied</i>	7%	11%	7%	8%
	2 = <i>Dissatisfied</i>	7%	10%	8%	8%
	3 = <i>Neither</i>	19%	19%	16%	16%
	4 = <i>Satisfied</i>	26%	29%	32%	32%
	5 = <i>Very satisfied</i>	39%	31%	37%	37%
29. institution-wide policies guide my work	MEAN SCORE	3.70	3.53*	3.72	3.68
	1 = <i>Very dissatisfied</i>	3%	4%	4%	5%
	2 = <i>Dissatisfied</i>	6%	8%	7%	7%
	3 = <i>Neither</i>	29%	33%	25%	26%
	4 = <i>Satisfied</i>	40%	39%	44%	42%
	5 = <i>Very satisfied</i>	21%	15%	21%	21%
30. work outcomes are clarified for me	MEAN SCORE	3.70	3.49*	3.69	3.66
	1 = <i>Very dissatisfied</i>	3%	6%	4%	5%
	2 = <i>Dissatisfied</i>	9%	12%	9%	9%
	3 = <i>Neither</i>	25%	25%	22%	23%
	4 = <i>Satisfied</i>	39%	39%	42%	40%
	5 = <i>Very satisfied</i>	23%	17%	22%	23%

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
34. my supervisor helps me to improve my work	MEAN SCORE	3.78	3.61	3.78	3.78
	1 = <i>Very dissatisfied</i>	8%	10%	6%	7%
	2 = <i>Dissatisfied</i>	7%	8%	9%	8%
	3 = <i>Neither</i>	20%	23%	19%	19%
	4 = <i>Satisfied</i>	31%	30%	34%	33%
	5 = <i>Very satisfied</i>	35%	29%	32%	33%
46. professional development and training opportunities are available	MEAN SCORE	3.67	3.49*	3.82**	3.73
	1 = <i>Very dissatisfied</i>	7%	8%	5%	7%
	2 = <i>Dissatisfied</i>	10%	16%	9%	10%
	3 = <i>Neither</i>	22%	17%	15%	16%
	4 = <i>Satisfied</i>	32%	38%	39%	38%
	5 = <i>Very satisfied</i>	29%	21%	31%	29%

IV: Leadership and Governance
A. Decision-Making Roles and Processes

The extent to which...					
2. my supervisor expresses confidence in my work	MEAN SCORE	4.21	4.15	4.20	4.21
	1 = <i>Very dissatisfied</i>	4%	6%	3%	4%
	2 = <i>Dissatisfied</i>	7%	6%	6%	6%
	3 = <i>Neither</i>	9%	9%	9%	9%
	4 = <i>Satisfied</i>	24%	29%	29%	29%
	5 = <i>Very satisfied</i>	56%	51%	52%	53%
3. there is a spirit of cooperation within my work team	MEAN SCORE	3.93	3.90	3.94	3.92
	1 = <i>Very dissatisfied</i>	6%	8%	5%	5%
	2 = <i>Dissatisfied</i>	10%	9%	10%	10%
	3 = <i>Neither</i>	12%	8%	11%	11%
	4 = <i>Satisfied</i>	29%	37%	34%	33%
	5 = <i>Very satisfied</i>	43%	39%	40%	40%
4. decisions are made at the appropriate level at this institution	MEAN SCORE	3.39	3.28	3.29	3.24*
	1 = <i>Very dissatisfied</i>	8%	10%	8%	10%
	2 = <i>Dissatisfied</i>	15%	18%	20%	19%
	3 = <i>Neither</i>	23%	20%	22%	22%
	4 = <i>Satisfied</i>	35%	35%	34%	32%
	5 = <i>Very satisfied</i>	18%	16%	16%	16%
9. my supervisor is open to the ideas, opinions, and beliefs of everyone	MEAN SCORE	4.12	3.91*	4.07	4.07
	1 = <i>Very dissatisfied</i>	6%	9%	5%	6%
	2 = <i>Dissatisfied</i>	6%	7%	8%	8%
	3 = <i>Neither</i>	11%	12%	10%	10%
	4 = <i>Satisfied</i>	24%	28%	28%	27%
	5 = <i>Very satisfied</i>	53%	44%	49%	50%

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
10. information is shared within the institution	MEAN SCORE	3.31	3.34	3.24	3.24
	1 = <i>Very dissatisfied</i>	11%	8%	11%	12%
	2 = <i>Dissatisfied</i>	16%	19%	20%	19%
	3 = <i>Neither</i>	23%	21%	21%	21%
	4 = <i>Satisfied</i>	31%	33%	31%	30%
	5 = <i>Very satisfied</i>	19%	18%	18%	18%
11. institutional teams use problem-solving techniques	MEAN SCORE	3.40	3.38	3.46	3.40
	1 = <i>Very dissatisfied</i>	5%	4%	4%	5%
	2 = <i>Dissatisfied</i>	13%	13%	12%	13%
	3 = <i>Neither</i>	34%	36%	31%	33%
	4 = <i>Satisfied</i>	34%	34%	39%	36%
	5 = <i>Very satisfied</i>	15%	13%	14%	13%
15. I am able to appropriately influence the direction of this institution	MEAN SCORE	3.16	3.11	3.14	3.05
	1 = <i>Very dissatisfied</i>	13%	13%	11%	14%
	2 = <i>Dissatisfied</i>	15%	16%	18%	19%
	3 = <i>Neither</i>	27%	30%	30%	29%
	4 = <i>Satisfied</i>	33%	31%	28%	26%
	5 = <i>Very satisfied</i>	12%	11%	13%	12%
25. a spirit of cooperation exists at this institution	MEAN SCORE	3.48	3.40	3.40	3.34*
	1 = <i>Very dissatisfied</i>	9%	9%	9%	11%
	2 = <i>Dissatisfied</i>	14%	15%	16%	16%
	3 = <i>Neither</i>	20%	19%	20%	20%
	4 = <i>Satisfied</i>	36%	40%	35%	34%
	5 = <i>Very satisfied</i>	22%	16%	19%	19%
26. my supervisor actively seeks my ideas	MEAN SCORE	3.80	3.54**	3.78	3.76
	1 = <i>Very dissatisfied</i>	6%	11%	7%	8%
	2 = <i>Dissatisfied</i>	9%	10%	10%	9%
	3 = <i>Neither</i>	18%	21%	17%	17%
	4 = <i>Satisfied</i>	31%	29%	32%	32%
	5 = <i>Very satisfied</i>	36%	28%	34%	34%
27. my supervisor seriously considers my ideas	MEAN SCORE	3.83	3.62*	3.85	3.82
	1 = <i>Very dissatisfied</i>	7%	11%	7%	8%
	2 = <i>Dissatisfied</i>	7%	10%	8%	8%
	3 = <i>Neither</i>	19%	19%	16%	16%
	4 = <i>Satisfied</i>	26%	29%	32%	32%
	5 = <i>Very satisfied</i>	39%	31%	37%	37%
32. this institution is appropriately organized	MEAN SCORE	3.51	3.41	3.30***	3.28***
	1 = <i>Very dissatisfied</i>	5%	8%	9%	10%
	2 = <i>Dissatisfied</i>	18%	17%	18%	18%
	3 = <i>Neither</i>	21%	21%	23%	23%
	4 = <i>Satisfied</i>	33%	35%	34%	32%
	5 = <i>Very satisfied</i>	22%	19%	16%	17%

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
39. I am given the opportunity to be creative in my work	MEAN SCORE	3.99	3.90	4.01	3.96
	1 = <i>Very dissatisfied</i>	5%	8%	4%	5%
	2 = <i>Dissatisfied</i>	7%	6%	6%	7%
	3 = <i>Neither</i>	12%	12%	13%	13%
	4 = <i>Satisfied</i>	34%	35%	38%	37%
	5 = <i>Very satisfied</i>	42%	39%	39%	38%
41. I receive adequate information regarding important activities at this institution	MEAN SCORE	3.62	3.67	3.66	3.64
	1 = <i>Very dissatisfied</i>	7%	5%	5%	6%
	2 = <i>Dissatisfied</i>	10%	11%	12%	12%
	3 = <i>Neither</i>	21%	17%	17%	17%
	4 = <i>Satisfied</i>	42%	47%	43%	41%
	5 = <i>Very satisfied</i>	22%	20%	23%	23%
44. my work is guided by clearly defined administrative processes	MEAN SCORE	3.42	3.38	3.49	3.48
	1 = <i>Very dissatisfied</i>	10%	9%	7%	8%
	2 = <i>Dissatisfied</i>	12%	13%	13%	12%
	3 = <i>Neither</i>	23%	24%	23%	23%
	4 = <i>Satisfied</i>	37%	39%	38%	37%
	5 = <i>Very satisfied</i>	18%	15%	19%	20%
45. I have the opportunity to express my ideas in appropriate forums	MEAN SCORE	3.70	3.66	3.67	3.61
	1 = <i>Very dissatisfied</i>	6%	7%	6%	7%
	2 = <i>Dissatisfied</i>	9%	10%	10%	11%
	3 = <i>Neither</i>	22%	16%	20%	20%
	4 = <i>Satisfied</i>	36%	45%	40%	38%
	5 = <i>Very satisfied</i>	27%	22%	24%	24%

PACE Other Survey Items

The extent to which...					
24. there is an opportunity for all ideas to be exchanged within my work team	MEAN SCORE	3.77	3.67	3.81	3.76
	1 = <i>Very dissatisfied</i>	5%	9%	5%	6%
	2 = <i>Dissatisfied</i>	9%	9%	10%	10%
	3 = <i>Neither</i>	18%	14%	15%	15%
	4 = <i>Satisfied</i>	36%	43%	39%	38%
	5 = <i>Very satisfied</i>	31%	25%	31%	30%
33. my work team provides an environment for free and open expression of ideas, opinions and beliefs	MEAN SCORE	3.90	3.74	3.84	3.81
	1 = <i>Very dissatisfied</i>	7%	9%	5%	6%
	2 = <i>Dissatisfied</i>	5%	8%	9%	9%
	3 = <i>Neither</i>	16%	12%	14%	15%
	4 = <i>Satisfied</i>	35%	43%	38%	37%
	5 = <i>Very satisfied</i>	37%	28%	33%	33%

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
43. a spirit of cooperation exists in my department	MEAN SCORE	3.87	3.73	3.85	3.80
	<i>1 = Very dissatisfied</i>	7%	10%	6%	7%
	<i>2 = Dissatisfied</i>	8%	9%	9%	10%
	<i>3 = Neither</i>	14%	13%	13%	13%
	<i>4 = Satisfied</i>	35%	37%	36%	35%
	<i>5 = Very satisfied</i>	37%	32%	35%	35%

Appendix C

Results of 2016 Institutional Structure Subscale by ACCJC Standard

The results of the Institutional Structure Subscale are organized by the Accreditation Standard each response item most clearly represents (i.e., I-A, I-B, I-C, III-A, IV-A).¹⁴ Survey items may overlap multiple Accreditation Standards. The organization of the results is only a guide. For each survey item, if there is a statistically significant mean difference between the 2016 OCC results with OCC's results from 2014, the NILIE Normbase, or other Very Large 2-year Colleges, the item will be highlighted yellow and the number of asterisks will indicate the level of significance (* if $p < .05$; ** $p < .01$; *** $p < .001$). The frequencies and mean scores are provided for all survey items for the 2016 OCC and the three comparison groups.

I: Mission, Academic Quality and Institutional Effectiveness, and Integrity *A. Mission*

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
1. employees in this institution share a common definition of its mission	MEAN SCORE	3.60	3.45	3.58	3.73*
	1 = Strongly disagree	4%	5%	5%	3%
	2 = Disagree somewhat	10%	12%	11%	8%
	3 = Neither	27%	28%	23%	22%
	4 = Agree somewhat	40%	40%	44%	47%
	5 = Strongly agree	19%	14%	17%	20%
2. employees are supportive of the mission of this institution	MEAN SCORE	3.81	3.64*	3.82	3.95**
	1 = Strongly disagree	2%	4%	2%	1%
	2 = Disagree somewhat	5%	8%	6%	3%
	3 = Neither	25%	25%	20%	17%
	4 = Agree somewhat	46%	44%	51%	55%
	5 = Strongly agree	22%	18%	21%	23%
3. employees take action to fulfill the mission of this institution	MEAN SCORE	3.83	3.66*	3.82	3.95*
	1 = Strongly disagree	2%	4%	2%	1%
	2 = Disagree somewhat	4%	8%	6%	4%
	3 = Neither	25%	24%	22%	18%
	4 = Agree somewhat	46%	45%	50%	54%
	5 = Strongly agree	23%	19%	21%	23%
4. there is consensus among employees about the goals of the institution	MEAN SCORE	3.39	3.40	3.42	3.56**
	1 = Strongly disagree	6%	8%	6%	5%
	2 = Disagree somewhat	14%	12%	13%	9%
	3 = Neither	31%	27%	28%	29%
	4 = Agree somewhat	34%	38%	39%	40%
	5 = Strongly agree	15%	15%	14%	17%

¹⁴ Institutional Structure Subscale survey items broken by each factor can be made available upon request.

I: Mission, Academic Quality and Institutional Effectiveness, and Integrity
B. Assuring Academic Quality and Institutional Effectiveness

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
4. there is consensus among employees about the goals of the institution	MEAN SCORE	3.39	3.40	3.42	3.56**
	1 = Strongly disagree	6%	8%	6%	5%
	2 = Disagree somewhat	14%	12%	13%	9%
	3 = Neither	31%	27%	28%	29%
	4 = Agree somewhat	34%	38%	39%	40%
	5 = Strongly agree	15%	15%	14%	17%
9. leaders of this institution carefully plan resource allocation	MEAN SCORE	3.37	3.29	3.31	3.49*
	1 = Strongly disagree	8%	7%	9%	5%
	2 = Disagree somewhat	14%	9%	13%	10%
	3 = Neither	29%	42%	29%	31%
	4 = Agree somewhat	32%	32%	34%	37%
	5 = Strongly agree	17%	10%	14%	16%
10. leaders use employee feedback to improve this institution	MEAN SCORE	3.14	3.31	3.15	3.35**
	1 = Strongly disagree	12%	8%	11%	8%
	2 = Disagree somewhat	18%	13%	17%	14%
	3 = Neither	30%	30%	30%	29%
	4 = Agree somewhat	24%	36%	29%	34%
	5 = Strongly agree	16%	12%	12%	16%
11. this institution considers employee feedback in decision-making	MEAN SCORE	3.15	3.25	3.13	3.29**
	1 = Strongly disagree	12%	10%	11%	9%
	2 = Disagree somewhat	17%	14%	18%	14%
	3 = Neither	29%	31%	30%	32%
	4 = Agree somewhat	27%	31%	29%	30%
	5 = Strongly agree	15%	14%	12%	15%
12. employees participate in decision-making	MEAN SCORE	3.27	3.25	3.14*	3.22
	1 = Strongly disagree	9%	12%	11%	10%
	2 = Disagree somewhat	17%	14%	19%	18%
	3 = Neither	28%	24%	27%	27%
	4 = Agree somewhat	32%	34%	31%	32%
	5 = Strongly agree	15%	15%	12%	14%
13. employees are made aware of the outcome of decisions	MEAN SCORE	3.31	3.55**	3.33	3.50**
	1 = Strongly disagree	8%	5%	8%	5%
	2 = Disagree somewhat	18%	10%	16%	13%
	3 = Neither	23%	25%	24%	23%
	4 = Agree somewhat	36%	45%	39%	44%
	5 = Strongly agree	15%	15%	12%	15%

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
14. institutional policies allow for collaboration	MEAN SCORE	3.44	3.06***	3.44	3.57*
	1 = Strongly disagree	5%	12%	7%	5%
	2 = Disagree somewhat	15%	17%	11%	10%
	3 = Neither	28%	34%	28%	26%
	4 = Agree somewhat	36%	28%	40%	42%
	5 = Strongly agree	16%	9%	14%	17%
15. the structure of this institution allows for collaboration	MEAN SCORE	3.45	3.14***	3.38	3.51
	1 = Strongly disagree	6%	12%	7%	6%
	2 = Disagree somewhat	14%	14%	15%	12%
	3 = Neither	23%	33%	24%	23%
	4 = Agree somewhat	41%	30%	39%	41%
	5 = Strongly agree	16%	11%	15%	18%
16. the structure of this institution fosters innovation	MEAN SCORE	3.29	3.25	3.36	3.59***
	1 = Strongly disagree	8%	9%	8%	5%
	2 = Disagree somewhat	17%	13%	15%	11%
	3 = Neither	26%	32%	26%	23%
	4 = Agree somewhat	35%	34%	37%	41%
	5 = Strongly agree	14%	11%	15%	20%
18. institutional policies govern activities at this institution	MEAN SCORE	3.60	3.58	3.59	3.84***
	1 = Strongly disagree	4%	3%	5%	3%
	2 = Disagree somewhat	8%	10%	8%	4%
	3 = Neither	27%	30%	28%	22%
	4 = Agree somewhat	46%	40%	44%	49%
	5 = Strongly agree	15%	17%	16%	22%
23. there is good communication at this institution	MEAN SCORE	3.20	3.12	3.19	3.28
	1 = Strongly disagree	10%	9%	10%	9%
	2 = Disagree somewhat	19%	18%	19%	17%
	3 = Neither	26%	34%	25%	26%
	4 = Agree somewhat	31%	31%	34%	35%
	5 = Strongly agree	14%	8%	12%	14%
24. campus climate encourages differences of opinion to be aired openly	MEAN SCORE	3.43	3.18**	3.17***	3.36
	1 = Strongly disagree	8%	10%	11%	7%
	2 = Disagree somewhat	15%	16%	19%	16%
	3 = Neither	23%	30%	25%	26%
	4 = Agree somewhat	38%	34%	33%	36%
	5 = Strongly agree	17%	10%	13%	15%
25. the administration at this institution shares information with employees in a timely manner	MEAN SCORE	3.29	3.48*	3.32	3.53***
	1 = Strongly disagree	8%	4%	9%	6%
	2 = Disagree somewhat	17%	7%	15%	12%
	3 = Neither	27%	36%	26%	24%
	4 = Agree somewhat	34%	42%	37%	41%
	5 = Strongly agree	14%	11%	13%	17%

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
26. the information shared by the administration at this institution is useful	MEAN SCORE	3.45	2.88***	3.42	3.57*
	1 = Strongly disagree	6%	10%	7%	4%
	2 = Disagree somewhat	10%	24%	12%	10%
	3 = Neither	31%	39%	28%	27%
	4 = Agree somewhat	38%	19%	40%	41%
	5 = Strongly agree	15%	7%	14%	18%

III: Resources

A. Human Resources

The extent to which...					
17. this institution follows clear processes for recognizing employee achievement	MEAN SCORE	3.36	3.36	3.30	3.55**
	1 = Strongly disagree	7%	8%	8%	6%
	2 = Disagree somewhat	13%	12%	16%	12%
	3 = Neither	30%	27%	26%	22%
	4 = Agree somewhat	36%	41%	36%	42%
	5 = Strongly agree	14%	12%	14%	18%

IV: Leadership and Governance

A. Decision-Making Roles and Processes

5. leaders of this institution communicate a clear sense of purpose	MEAN SCORE	3.39	3.81***	3.49	3.76***
	1 = Strongly disagree	8%	3%	8%	4%
	2 = Disagree somewhat	15%	6%	13%	9%
	3 = Neither	23%	21%	22%	19%
	4 = Agree somewhat	36%	45%	40%	45%
	5 = Strongly agree	18%	24%	18%	24%
6. leaders of this institution effectively interact with internal constituents	MEAN SCORE	3.30	3.12	3.24	3.43*
	1 = Strongly disagree	9%	12%	9%	6%
	2 = Disagree somewhat	12%	19%	15%	12%
	3 = Neither	34%	26%	29%	29%
	4 = Agree somewhat	32%	33%	34%	37%
	5 = Strongly agree	14%	10%	12%	15%
7. leaders of this institution effectively interact with external constituents	MEAN SCORE	3.40	3.24	3.51	3.72***
	1 = Strongly disagree	6%	11%	7%	4%
	2 = Disagree somewhat	12%	13%	9%	5%
	3 = Neither	35%	27%	29%	27%
	4 = Agree somewhat	32%	39%	38%	41%
	5 = Strongly agree	15%	10%	18%	22%
8. leaders of this institution effectively address crises	MEAN SCORE	3.40	3.14**	3.35	3.58**
	1 = Strongly disagree	7%	13%	10%	6%
	2 = Disagree somewhat	16%	15%	13%	10%
	3 = Neither	25%	29%	24%	24%
	4 = Agree somewhat	34%	33%	37%	43%
	5 = Strongly agree	18%	11%	15%	18%

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
9. leaders of this institution carefully plan resource allocation	MEAN SCORE	3.37	3.29	3.31	3.49*
	1 = Strongly disagree	8%	7%	9%	5%
	2 = Disagree somewhat	14%	9%	13%	10%
	3 = Neither	29%	42%	29%	31%
	4 = Agree somewhat	32%	32%	34%	37%
	5 = Strongly agree	17%	10%	14%	16%
10. leaders use employee feedback to improve this institution	MEAN SCORE	3.14	3.31	3.15	3.35**
	1 = Strongly disagree	12%	8%	11%	8%
	2 = Disagree somewhat	18%	13%	17%	14%
	3 = Neither	30%	30%	30%	29%
	4 = Agree somewhat	24%	36%	29%	34%
	5 = Strongly agree	16%	12%	12%	16%
11. this institution considers employee feedback in decision-making	MEAN SCORE	3.15	3.25	3.13	3.29**
	1 = Strongly disagree	12%	10%	11%	9%
	2 = Disagree somewhat	17%	14%	18%	14%
	3 = Neither	29%	31%	30%	32%
	4 = Agree somewhat	27%	31%	29%	30%
	5 = Strongly agree	15%	14%	12%	15%
12. employees participate in decision-making	MEAN SCORE	3.27	3.25	3.14*	3.22
	1 = Strongly disagree	9%	12%	11%	10%
	2 = Disagree somewhat	17%	14%	19%	18%
	3 = Neither	28%	24%	27%	27%
	4 = Agree somewhat	32%	34%	31%	32%
	5 = Strongly agree	15%	15%	12%	14%
13. employees are made aware of the outcome of decisions	MEAN SCORE	3.31	3.55**	3.33	3.50**
	1 = Strongly disagree	8%	5%	8%	5%
	2 = Disagree somewhat	18%	10%	16%	13%
	3 = Neither	23%	25%	24%	23%
	4 = Agree somewhat	36%	45%	39%	44%
	5 = Strongly agree	15%	15%	12%	15%
14. institutional policies allow for collaboration	MEAN SCORE	3.44	3.06***	3.44	3.57*
	1 = Strongly disagree	5%	12%	7%	5%
	2 = Disagree somewhat	15%	17%	11%	10%
	3 = Neither	28%	34%	28%	26%
	4 = Agree somewhat	36%	28%	40%	42%
	5 = Strongly agree	16%	9%	14%	17%
15. the structure of this institution allows for collaboration	MEAN SCORE	3.45	3.14***	3.38	3.51
	1 = Strongly disagree	6%	12%	7%	6%
	2 = Disagree somewhat	14%	14%	15%	12%
	3 = Neither	23%	33%	24%	23%
	4 = Agree somewhat	41%	30%	39%	41%
	5 = Strongly agree	16%	11%	15%	18%

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
18. institutional policies govern activities at this institution	MEAN SCORE	3.60	3.58	3.59	3.84***
	1 = Strongly disagree	4%	3%	5%	3%
	2 = Disagree somewhat	8%	10%	8%	4%
	3 = Neither	27%	30%	28%	22%
	4 = Agree somewhat	46%	40%	44%	49%
	5 = Strongly agree	15%	17%	16%	22%
23. there is good communication at this institution	MEAN SCORE	3.20	3.12	3.19	3.28
	1 = Strongly disagree	10%	9%	10%	9%
	2 = Disagree somewhat	19%	18%	19%	17%
	3 = Neither	26%	34%	25%	26%
	4 = Agree somewhat	31%	31%	34%	35%
	5 = Strongly agree	14%	8%	12%	14%
24. campus climate encourages differences of opinion to be aired openly	MEAN SCORE	3.43	3.18**	3.17***	3.36
	1 = Strongly disagree	8%	10%	11%	7%
	2 = Disagree somewhat	15%	16%	19%	16%
	3 = Neither	23%	30%	25%	26%
	4 = Agree somewhat	38%	34%	33%	36%
	5 = Strongly agree	17%	10%	13%	15%
25. the administration at this institution shares information with employees in a timely manner	MEAN SCORE	3.29	3.48*	3.32	3.53***
	1 = Strongly disagree	8%	4%	9%	6%
	2 = Disagree somewhat	17%	7%	15%	12%
	3 = Neither	27%	36%	26%	24%
	4 = Agree somewhat	34%	42%	37%	41%
	5 = Strongly agree	14%	11%	13%	17%
26. the information shared by the administration at this institution is useful	MEAN SCORE	3.45	2.88***	3.42	3.57*
	1 = Strongly disagree	6%	10%	7%	4%
	2 = Disagree somewhat	10%	24%	12%	10%
	3 = Neither	31%	39%	28%	27%
	4 = Agree somewhat	38%	19%	40%	41%
	5 = Strongly agree	15%	7%	14%	18%

Appendix D

Results of 2016 Customized Survey by ACCJC Standard

The results of the Customized Survey are organized by the Accreditation Standard each response item most clearly represents (i.e., I-A, I-B, III-A, III-C, III-D, IV-A, IV-C, IV-D). Survey items may overlap multiple Accreditation Standards; survey items that are not associated with any ACCJC standard will be organized in the “Customized Survey Other Survey Items” section. The organization of the results is only a guide. For each survey item, if there is a statistically significant mean difference between the 2016 OCC results and OCC’s results from 2014, the item will be highlighted yellow and the number of asterisks will indicate the level of significance (* if $p < .05$; ** $p < .01$; *** $p < .001$). The frequencies and mean scores of the 2016 and 2014 results (where applicable) are provided for survey items.

I: Mission, Academic Quality and Institutional Effectiveness, and Integrity *A. Mission*

Survey Item	Responses	OCC 2016	OCC 2014
<i>The extent to which...</i>			
14. District operational and strategic decisions support the mission of the	MEAN SCORE	3.19	2.77***
	<i>1 = Very dissatisfied</i>	8%	14%
	<i>2 = Dissatisfied</i>	18%	25%
	<i>3 = Neither</i>	34%	36%
	<i>4 = Satisfied</i>	29%	18%
	<i>5 = Very satisfied</i>	12%	7%
15. District budgetary decisions support the mission of the college	MEAN SCORE	3.11	2.76***
	<i>1 = Very dissatisfied</i>	10%	16%
	<i>2 = Dissatisfied</i>	17%	24%
	<i>3 = Neither</i>	35%	33%
	<i>4 = Satisfied</i>	28%	21%
	<i>5 = Very satisfied</i>	10%	6%
28. Do you know the mission statement?	MEAN SCORE	0.79	0.83
	<i>0 = No</i>	21%	17%
	<i>1 = Yes</i>	79%	83%

I: Mission, Academic Quality and Institutional Effectiveness, and Integrity *B. Assuring Academic Quality and Institutional Effectiveness*

<i>The extent to which...</i>			
1. College research and data are incorporated into College planning and	MEAN SCORE	3.75	3.60
	<i>1 = Very dissatisfied</i>	2%	1%
	<i>2 = Dissatisfied</i>	7%	10%
	<i>3 = Neither</i>	28%	30%
	<i>4 = Satisfied</i>	42%	43%
	<i>5 = Very satisfied</i>	21%	15%

Survey Item	Responses	OCC 2016	OCC 2014
<i>The extent to which...</i>			
2. Program review processes are integrated into institutional evaluation and	MEAN SCORE	3.73	3.66
	1 = <i>Very dissatisfied</i>	2%	3%
	2 = <i>Dissatisfied</i>	10%	9%
	3 = <i>Neither</i>	24%	27%
	4 = <i>Satisfied</i>	40%	42%
	5 = <i>Very satisfied</i>	24%	19%
4. Student learning outcomes and assessment are ongoing and used for	MEAN SCORE	3.82	3.77
	1 = <i>Very dissatisfied</i>	3%	1%
	2 = <i>Dissatisfied</i>	6%	8%
	3 = <i>Neither</i>	19%	23%
	4 = <i>Satisfied</i>	48%	49%
	5 = <i>Very satisfied</i>	23%	19%
5. The College's committee structure supports planning and decision making	MEAN SCORE	3.64	3.53
	1 = <i>Very dissatisfied</i>	4%	5%
	2 = <i>Dissatisfied</i>	9%	7%
	3 = <i>Neither</i>	25%	30%
	4 = <i>Satisfied</i>	41%	46%
	5 = <i>Very satisfied</i>	20%	12%
6. The College's planning and decision making processes assist my	MEAN SCORE	3.39	3.76***
	1 = <i>Very dissatisfied</i>	8%	8%
	2 = <i>Dissatisfied</i>	14%	7%
	3 = <i>Neither</i>	25%	13%
	4 = <i>Satisfied</i>	37%	46%
	5 = <i>Very satisfied</i>	16%	27%
7. Campus climate fosters a respectful dialogue even when opinions differ	MEAN SCORE	3.51	3.37
	1 = <i>Very dissatisfied</i>	8%	11%
	2 = <i>Dissatisfied</i>	11%	9%
	3 = <i>Neither</i>	25%	26%
	4 = <i>Satisfied</i>	37%	41%
	5 = <i>Very satisfied</i>	20%	13%
8. There is respect between employees at this institution	MEAN SCORE	3.66	3.57
	1 = <i>Very dissatisfied</i>	7%	5%
	2 = <i>Dissatisfied</i>	10%	10%
	3 = <i>Neither</i>	17%	23%
	4 = <i>Satisfied</i>	42%	45%
	5 = <i>Very satisfied</i>	24%	17%
10. Processes for College decision-making are clear and communicated	MEAN SCORE	3.40	3.35
	1 = <i>Very dissatisfied</i>	8%	7%
	2 = <i>Dissatisfied</i>	11%	15%
	3 = <i>Neither</i>	28%	26%
	4 = <i>Satisfied</i>	37%	40%
	5 = <i>Very satisfied</i>	15%	12%

Survey Item	Responses	OCC 2016	OCC 2014
<i>The extent to which...</i>			
13. I have the opportunity to provide input in district-wide decisions	MEAN SCORE	3.02	2.71**
	1 = Very dissatisfied	13%	16%
	2 = Dissatisfied	21%	25%
	3 = Neither	29%	36%
	4 = Satisfied	25%	20%
	5 = Very satisfied	12%	4%
25. Do you feel a positive sense of community among peers in your	MEAN SCORE	0.81	N/A
	0 = No	19%	N/A
	1 = Yes	81%	N/A
26. Is there good communication across the institution?	MEAN SCORE	0.56	N/A
	0 = No	44%	N/A
	1 = Yes	56%	N/A

III: Resources

A. Human Resources

<i>The extent to which...</i>			
4. Student learning outcomes and assessment are ongoing and used for	MEAN SCORE	3.82	3.77
	1 = Very dissatisfied	3%	1%
	2 = Dissatisfied	6%	8%
	3 = Neither	19%	23%
	4 = Satisfied	48%	49%
	5 = Very satisfied	23%	19%
23. Do you feel your work is valued by this institution?	MEAN SCORE	0.76	N/A
	0 = No	24%	N/A
	1 = Yes	76%	N/A

III: Resources

C. Technology Resources

<i>The extent to which...</i>			
3. I have adequate technology to meet my needs	MEAN SCORE	3.54	3.55
	1 = Very dissatisfied	11%	8%
	2 = Dissatisfied	14%	15%
	3 = Neither	10%	11%
	4 = Satisfied	43%	45%
	5 = Very satisfied	23%	21%

III: Resources
D. Financial Resources

Survey Item	Responses	OCC 2016	OCC 2014
<i>The extent to which...</i>			
14. District operational and strategic decisions support the mission of the	MEAN SCORE	3.19	2.77***
	1 = <i>Very dissatisfied</i>	8%	14%
	2 = <i>Dissatisfied</i>	18%	25%
	3 = <i>Neither</i>	34%	36%
	4 = <i>Satisfied</i>	29%	18%
	5 = <i>Very satisfied</i>	12%	7%
15. District budgetary decisions support the mission of the college	MEAN SCORE	3.11	2.76***
	1 = <i>Very dissatisfied</i>	10%	16%
	2 = <i>Dissatisfied</i>	17%	24%
	3 = <i>Neither</i>	35%	33%
	4 = <i>Satisfied</i>	28%	21%
	5 = <i>Very satisfied</i>	10%	6%

IV: Leadership and Governance
A. Decision-Making Roles and Processes

<i>The extent to which...</i>			
5. The College's committee structure supports planning and decision making	MEAN SCORE	3.64	3.53
	1 = <i>Very dissatisfied</i>	4%	5%
	2 = <i>Dissatisfied</i>	9%	7%
	3 = <i>Neither</i>	25%	30%
	4 = <i>Satisfied</i>	41%	46%
	5 = <i>Very satisfied</i>	20%	12%
6. The College's planning and decision making processes assist my department	MEAN SCORE	3.39	3.76***
	1 = <i>Very dissatisfied</i>	8%	8%
	2 = <i>Dissatisfied</i>	14%	7%
	3 = <i>Neither</i>	25%	13%
	4 = <i>Satisfied</i>	37%	46%
	5 = <i>Very satisfied</i>	16%	27%
9. Campus administrative leadership is working towards creating a positive	MEAN SCORE	3.56	3.43
	1 = <i>Very dissatisfied</i>	8%	10%
	2 = <i>Dissatisfied</i>	9%	11%
	3 = <i>Neither</i>	23%	22%
	4 = <i>Satisfied</i>	40%	40%
	5 = <i>Very satisfied</i>	21%	17%
10. Processes for College decision-making are clear and communicated widely	MEAN SCORE	3.40	3.35
	1 = <i>Very dissatisfied</i>	8%	7%
	2 = <i>Dissatisfied</i>	11%	15%
	3 = <i>Neither</i>	28%	26%
	4 = <i>Satisfied</i>	37%	40%
	5 = <i>Very satisfied</i>	15%	12%

Survey Item	Responses	OCC 2016	OCC 2014
<i>The extent to which...</i>			
11. Opportunities for inclusion and participation in college-wide governance	MEAN SCORE	3.67	3.21***
	1 = <i>Very dissatisfied</i>	4%	8%
	2 = <i>Dissatisfied</i>	9%	22%
	3 = <i>Neither</i>	23%	24%
	4 = <i>Satisfied</i>	43%	33%
	5 = <i>Very satisfied</i>	21%	13%
12. inclusion and participation in college-wide governance (e.g., committees,	MEAN SCORE	3.96	2.75***
	1 = <i>Very dissatisfied</i>	4%	20%
	2 = <i>Dissatisfied</i>	6%	21%
	3 = <i>Neither</i>	16%	31%
	4 = <i>Satisfied</i>	38%	21%
	5 = <i>Very satisfied</i>	36%	8%
13. I have the opportunity to provide input in district- wide decisions	MEAN SCORE	3.02	2.71**
	1 = <i>Very dissatisfied</i>	13%	16%
	2 = <i>Dissatisfied</i>	21%	25%
	3 = <i>Neither</i>	29%	36%
	4 = <i>Satisfied</i>	25%	20%
	5 = <i>Very satisfied</i>	12%	4%
16. Information, discussions, and decisions from district-wide committees constituent group (e.g., Faculty/Classified Unions and/or Senate, CDMA)	MEAN SCORE	3.20	2.74***
	1 = <i>Very dissatisfied</i>	12%	17%
	2 = <i>Dissatisfied</i>	14%	26%
	3 = <i>Neither</i>	28%	31%
	4 = <i>Satisfied</i>	35%	21%
	5 = <i>Very satisfied</i>	11%	6%
24. Do you feel a positive sense of community among peers in your	MEAN SCORE	0.81	N/A
	0 = <i>No</i>	19%	N/A
	1 = <i>Yes</i>	81%	N/A
25. Is there good communication across the institution?	MEAN SCORE	0.56	N/A
	0 = <i>No</i>	44%	N/A
	1 = <i>Yes</i>	56%	N/A
26. Do you feel there is a culture of trust on campus?	MEAN SCORE	0.60	0.57
	0 = <i>No</i>	40%	43%
	1 = <i>Yes</i>	60%	57%
29. Do you want to be involved in college-wide governance activities?	MEAN SCORE	0.49	N/A
	0 = <i>No</i>	51%	N/A
	1 = <i>Yes</i>	49%	N/A

IV: Leadership and Governance
C. Governing Board

Survey Item	Responses	OCC 2016	OCC 2014
<i>The extent to which...</i>			
5. The College's committee structure supports planning and decision making	MEAN SCORE	3.64	3.53
	<i>1 = Very dissatisfied</i>	4%	5%
	<i>2 = Dissatisfied</i>	9%	7%
	<i>3 = Neither</i>	25%	30%
	<i>4 = Satisfied</i>	41%	46%
	<i>5 = Very satisfied</i>	20%	12%
11. Opportunities for inclusion and participation in college-wide governance	MEAN SCORE	3.67	3.21***
	<i>1 = Very dissatisfied</i>	4%	8%
	<i>2 = Dissatisfied</i>	9%	22%
	<i>3 = Neither</i>	23%	24%
	<i>4 = Satisfied</i>	43%	33%
	<i>5 = Very satisfied</i>	21%	13%

IV: Leadership and Governance
D. Multi-College Districts or Systems

<i>The extent to which...</i>			
17. Processes for decision-making by leaders at the district office are clear and	MEAN SCORE	2.85	2.55**
	<i>1 = Very dissatisfied</i>	17%	21%
	<i>2 = Dissatisfied</i>	21%	29%
	<i>3 = Neither</i>	32%	31%
	<i>4 = Satisfied</i>	22%	14%
	<i>5 = Very satisfied</i>	9%	6%
18. Leaders at the district office communicate a clear sense of purpose	MEAN SCORE	2.83	2.53**
	<i>1 = Very dissatisfied</i>	16%	20%
	<i>2 = Dissatisfied</i>	25%	31%
	<i>3 = Neither</i>	31%	31%
	<i>4 = Satisfied</i>	19%	14%
	<i>5 = Very satisfied</i>	10%	5%
19. Leaders at the district office effectively interact with college constituents	MEAN SCORE	2.81	2.59*
	<i>1 = Very dissatisfied</i>	17%	18%
	<i>2 = Dissatisfied</i>	24%	30%
	<i>3 = Neither</i>	30%	33%
	<i>4 = Satisfied</i>	21%	15%
	<i>5 = Very satisfied</i>	9%	5%
20. Leaders at the district office effectively address crises	MEAN SCORE	2.99	2.69**
	<i>1 = Very dissatisfied</i>	13%	19%
	<i>2 = Dissatisfied</i>	18%	21%
	<i>3 = Neither</i>	36%	38%
	<i>4 = Satisfied</i>	22%	16%
	<i>5 = Very satisfied</i>	11%	6%

Survey Item	Responses	OCC 2016	OCC 2014
27. Do you feel there is a culture of trust district-wide?	MEAN SCORE	0.39	0.29
	<i>0 = No</i>	61%	71%
	<i>1 = Yes</i>	39%	29%

Customized Survey Other Survey Items

Survey Item	Responses	OCC 2016	OCC 2014
27. What is your PRIMARY work schedule?	<i>1 = Day</i>	70%	N/A
	<i>2 = Evening</i>	8%	N/A
	<i>3 = Day/Evening</i>	23%	N/A
28. What area/wing is your position in?	<i>1 = Administrative Services</i>	12%	N/A
	<i>2 = Instruction</i>	65%	N/A
	<i>3 = Student Services</i>	24%	N/A