
Employee Voice Survey Executive Summary

Spring 2006



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Highlights of the Findings

- Many survey respondents commented about Skyline's commitment to its students and their success. Respondents said that Skyline's commitment to students was evidenced in the effort the college made to support students through the services the college offered, the variety of excellent programs and courses, and people who genuinely cared about students and their success. Respondents stated that Skyline believed and practiced its students first philosophy.
- There were numerous comments on the survey that described the environment at Skyline as collegial and collaborative with adequate opportunities to participate in college-wide planning and decision-making processes. However, many of the comments suggested that there were too many college-wide initiatives and meetings to be effective and to fully understand what was going on at the college.
- The overall satisfaction item that asked about the number of opportunities to participate in college-wide planning received the lowest rating (3.6 mean score) along with the item that asked about how well the shared governance process worked (3.7) and campus safety (3.7).
- The item regarding the adequacy of opportunities for staff to participate in the development of financial plans and budgets received the most unfavorable rating (22% disagreed/completely disagreed). Also rated unfavorably was the item regarding college budget decisions that are based on input from all constituents (20%).
- The six items on the survey regarding diversity all rated favorably (76% to 80%). Comments were made about the inclusive atmosphere at Skyline, and much was written about how diverse the college was (students, faculty and staff) and how the college embraced this diversity in a very positive, respectful and welcoming way.
- Many respondents who commented believed that the shared governance process was being implemented effectively and that it encouraged cross-functional and cross-discipline dialogue and collaboration. However, respondents commented that the numerous committees and initiatives requiring the shared governance process were over-taxing staff and faculty and made it difficult to fully participate or fully understand the myriad of plans, processes and decisions being implemented throughout the college.
- The item regarding the adequacy of the maintenance of campus facilities received relatively unfavorable rating (49% disagreed/completely disagreed). A sizeable number of survey respondents wrote that they were dissatisfied with the condition of the facilities and grounds. Many respondents noted that the bathrooms in particular were not cleaned regularly enough and that the classrooms and buildings were not well maintained.
- The overall satisfaction item that asked about recommending Skyline College as a good place to work received the highest overall rating (4.2 mean score) while other high ratings were found in items related to the college environment: a climate in which differences were appreciated (4.1), the high quality learning experience (4.1), and employee satisfaction with current assignment (4.0). Many survey respondents commented on the team spirit, collegiality and can-do attitude among staff and faculty at Skyline.

Introduction

Overview

Skyline College is scheduled for an accreditation site visit in Fall 2007 using the new accreditation standards required by the Accrediting Commission for Community and Junior Colleges (ACCJC) of the Western Association of Schools and Colleges (WASC). The self-study process requires an examination of college-wide performance and effectiveness using evidence that might demonstrate existing and future trends. One source of evidence is an employee perception study in which all full-time and part-time employees (i.e., faculty, staff and administrators) are asked to provide feedback on work-related issues and the campus environment.

Purpose

The purpose of this survey study was to measure employee perception and satisfaction with the Skyline College work environment as they related to the following six WASC/ACCJC Accreditation themes: 1) Institutional Commitment, 2) Dialogue, 3) Evaluation, Planning and Improvement, 4) Institutional Integrity, 5) Organization, and 6) Student Learning Outcomes. The results from the survey will be used to inform responses to the accreditation standards and for other college-wide planning and improvement efforts. The survey will also be useful for establishing benchmarks for future studies and for evaluating the college's mission, goals and strategies.

Survey Population

The survey sample was a census in which all employees were invited to participate, including full-time and part-time classified staff, faculty and administrators. Of a total of 518 employees invited to take the survey, 223 responded. The final response rate was 43%.

Instrumentation

The Accreditation Steering Committee and the Institutional Planning Committee developed and validated the employee survey during Spring 2006. The instrument was pilot tested for reliability during Summer 2006. Some of the items were newly created, while others were drawn from previous surveys. In order to compare some of the results of the survey, a number of questions were taken from the Skyline College Classified Staff Institutional Survey in 2000, and a few others were taken from the College of San Mateo's Classified Staff Survey and Faculty and Administration Survey in 2005. The survey included 65 items rated on a five-point Likert scale, with five indicating complete agreement with the item, and one indicating complete disagreement. In addition, there were five demographic questions and two open-ended comments.

Methodology

In order to maintain confidentiality and ensure a high response rate, the data collection methodology selected for this survey was a scannable form (pencil and paper) which was distributed to each employee's mailbox or division contact person and collected via drop box or campus mail.

Implementation

Communications. All of the shared governance groups, the college leadership, and management were informed and connected to the process through continuous communication as follows:

1. Review and selection of the items in the survey instrument.
2. Electronic pre-notifications to employees.
3. Executive summary report of results and oral briefings.

Administration. The surveys were administered during the second and third weeks of September 2006 so that reports could be distributed during the first week of November. The Office of Planning, Research and Institutional Effectiveness (PRIE) distributed the surveys along with return envelopes and drop boxes for each division. The surveys were distributed to each employee's mailbox. For employees without mailboxes, the surveys were given to the division contact person who distributed the surveys to these employees. The employees returned the completed surveys in the division drop boxes or to PRIE via campus mail for processing and reporting.

Respondent Profile

The majority of survey respondents were female (63%) and/or white (60%). Forty-three percent of respondents have worked at Skyline for more than ten years. Most respondents worked in instruction (63%) or student services (24%), and were full-time classified (38%) or faculty (30%).

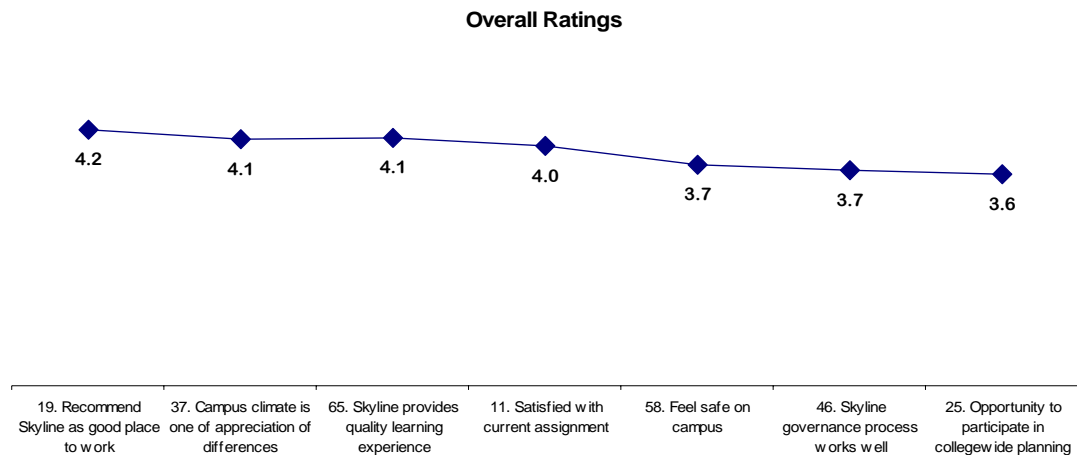
Interpreting the Results

The findings are reported by survey dimension: Institutional Commitment; Dialogue; Evaluation, Planning and Improvement; Institutional Integrity; Organization; and Student Learning Outcomes. The items with the most and least favorable ratings in a dimension are reported as a way to distinguish the most salient perceptions. A content analysis was also conducted on the entire set of comments, and a summary of related comments for each dimension is provided.

The Findings

Overall Ratings

The survey items were grouped into six dimensions: Institutional Commitment; Dialogue; Evaluation, Planning and Improvement; Institutional Integrity; Organization; and Student Learning Outcomes. The item about recommending Skyline College as a good place to work received the highest rating (4.2 mean score). The college also received high ratings for a climate in which differences were appreciated (4.1 mean score), for the high quality learning experience (4.1), and for employee satisfaction with current assignment (4.0 mean score). The item on the satisfaction with the number of opportunities to participate in college-wide planning received the lowest rating (3.6 mean score). Also rating low were items about how well the shared governance process worked (3.7) and campus safety (3.7 mean score).



Institutional Commitment

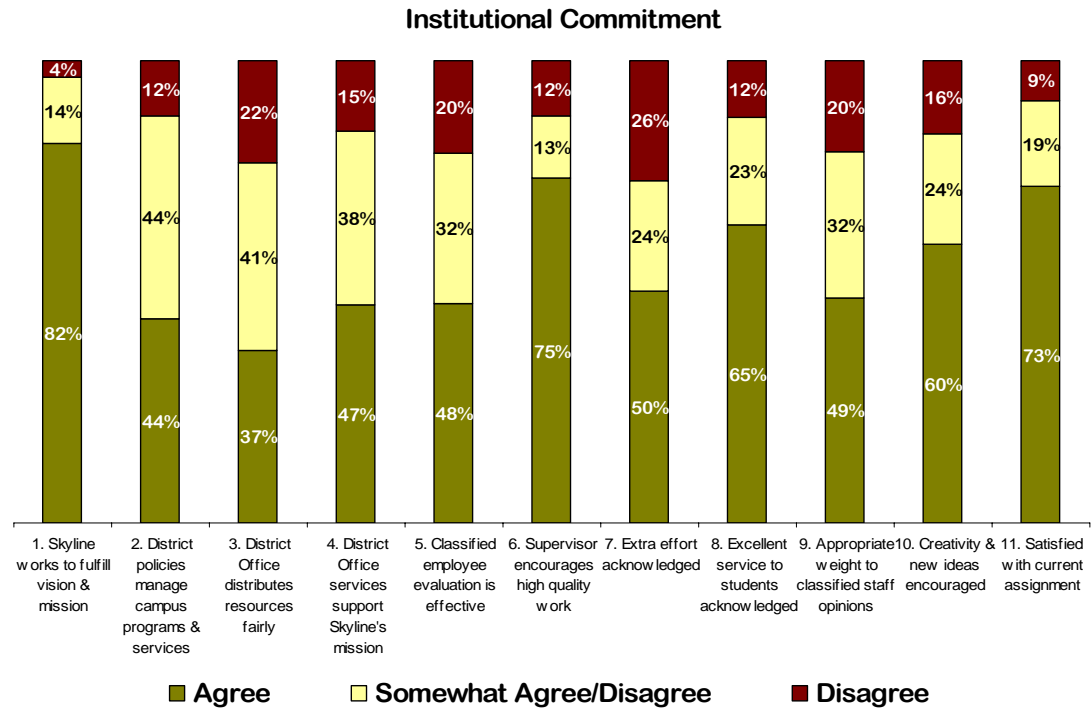
The items that comprised the Institutional Commitment dimension examined the commitment of the district and college to Skyline’s mission. The items regarding the district asked respondents to rate the district’s support of the college’s mission (e.g. policies provided effective management of programs and services, fair distribution of resources and necessary services). The items regarding the college asked how well Skyline worked toward fulfilling its vision and mission and whether the college was supportive of individual employee efforts (e.g. encouraged high quality work and creativity, acknowledged extra effort and excellent service to students, valued opinions of classified staff, evaluated classified employees effectively).

Results. The item regarding Skyline’s work toward fulfilling its vision and mission received the most favorable rating (82% agreed/completely agreed). Also rated favorably were the items regarding supervisory encouragement to employees to do high quality work (75%) and employees’ overall satisfaction with their current assignments (73%).

The item regarding the acknowledgement of extra effort by employees received the most unfavorable rating (26% disagreed/completely disagreed). Also rated unfavorably were the items regarding the fair distribution of resources by the district office (22%), the

effectiveness of classified employee evaluation (20%), and the weight of classified staff opinions in matters of institutional importance (20%).

Related Comments. Many survey respondents commented about Skyline’s commitment to its students and their success. Respondents said that Skyline’s commitment to students was evidenced in the effort the college made to support students through the services the college offered, the variety of excellent programs and courses, and people who genuinely cared about students and their success. Additional comments were made about the inclusive atmosphere at Skyline. Much was written about how diverse the college was (students, faculty and staff), and how the college embraced this diversity in a very positive, respectful and welcoming way. Numerous comments suggested that faculty and staff felt well-supported by their supervisors and colleagues. However, results from the questions on the survey may have indicated otherwise. Questions #6 to #10 all related to support and encouragement. Only one item rated above 70% agreed/completely agreed. This may be an indication that faculty and staff were feeling overburdened by the demands of committee work and numerous initiatives as expressed through other related comments.



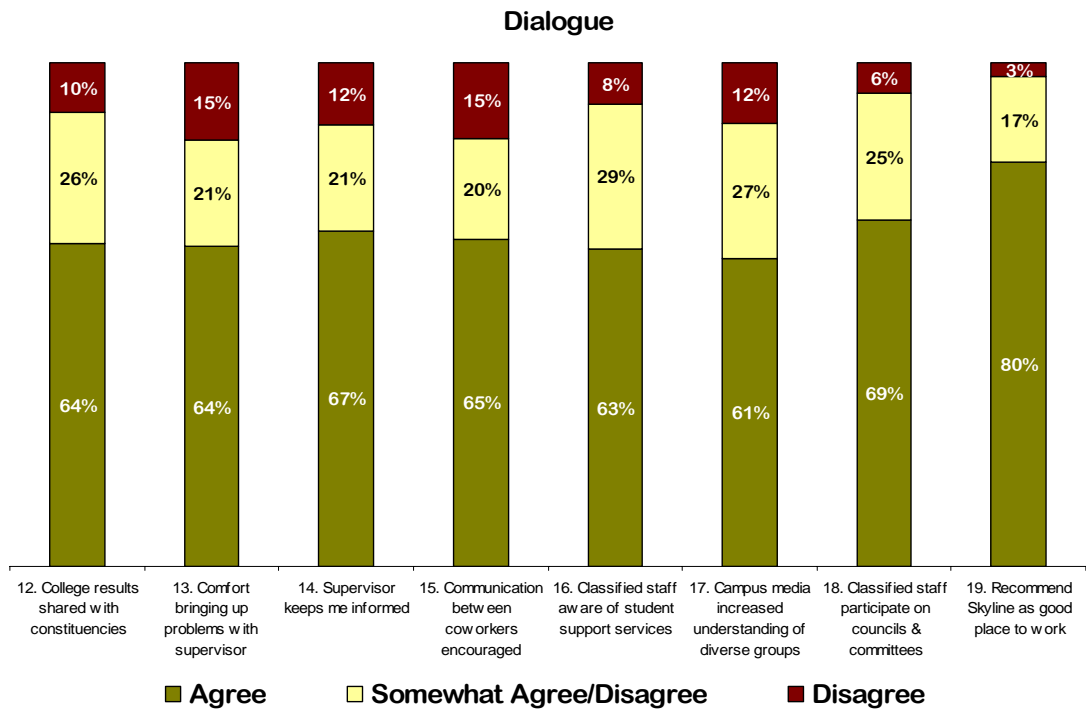
Dialogue

The items that comprised the Dialogue dimension examined the effectiveness of communication on campus. These items covered communication between employees and supervisors (e.g. comfort with bringing up problems, being informed of matters that affect them) as well as among coworkers. Questions also inquired on the extent to which campus communications reached employees (e.g. results of college goals are shared with constituents, awareness of student support services, materials in campus media) as well as the extent to which employee opinions were shared with management (e.g. opportunities to participate on college councils and committees).

Results. The item asking whether the employee would recommend Skyline as a good place to work received the most favorable rating (80% agreed/completely agreed). The rest of the items in this dimension scored within a small range, with 61% to 69% of respondents rating them favorably.

The items regarding the extent to which employees felt comfortable with bringing up problems with their direct supervisor and the extent to which effective communication among coworkers was encouraged were rated most unfavorably (15% disagreed/completely disagreed).

Related Comments. Many survey respondents commented on the team spirit, collegiality and can-do attitude among staff and faculty at Skyline. There was widespread agreement in the comments that Skyline was a friendly and supportive environment and one in which colleagues helped and respected one another. Most of the comments related to communication suggested that the college (its administrators and leadership) was doing a good job communicating college goals, decisions and plans. While survey respondents commented that Skyline’s shared governance process was effective for obtaining feedback and commitment from the various constituency groups, the general sentiment was that there were so many committees and initiatives that people were spread too thin to effectively participate or stay informed.



Evaluation, Planning and Improvement

The items that comprised the Evaluation, Planning and Improvement dimension examined the efficacy of the process at Skyline College. Items asked about the involvement of all constituency groups in the decision-making process (e.g. identifying areas of improvement, developing financial plans, making budget decisions, collaborating

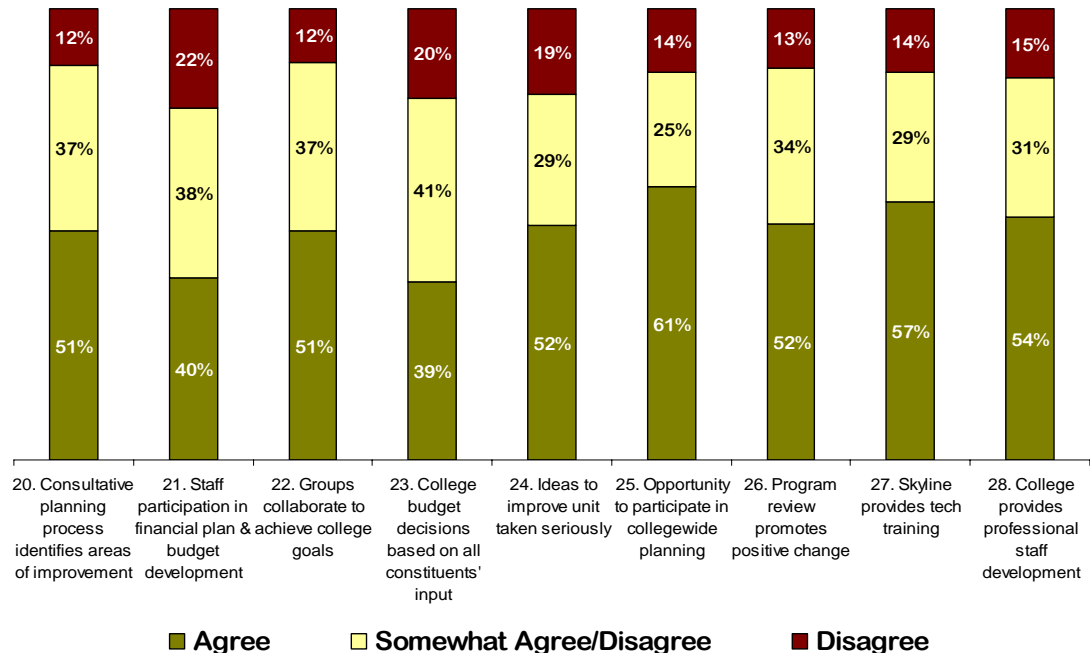
to achieve college goals, taking employee ideas seriously, participating in college-wide planning). Items also asked about the effectiveness of program review and opportunities for individual professional growth (e.g. training in technology, staff development).

Results. The item regarding satisfaction with the amount of opportunity to participate in college-wide planning received the most favorable rating (61% agreed/completely agreed). Also rated favorably were the items regarding the adequacy of opportunities for technology training (57%) and continued professional staff development (54%).

The item regarding the adequacy of opportunities for staff to participate in the development of financial plans and budgets received the most unfavorable rating (22% disagreed/completely disagreed). Also rated unfavorably were the items regarding basing college budget decisions on input from all constituents (20%) and that individual ideas for improving one’s unit were taken seriously (19%).

Related Comments. There were numerous comments on the survey that described the environment at Skyline as collegial and collaborative with adequate opportunities to participate in college planning and decision-making processes. Many of the comments also suggested that there were too many college-wide initiatives and meetings to be effective as a college. The concern was that staff and faculty were overworked and that the time required to do committee work or get involved in college-wide initiatives was time taken away from regular job responsibilities and class time. Moreover, with so many concurrent initiatives, it was difficult to fully understand what was going on at the college. Some survey respondents also stated that while the shared governance process was critical to the success of the college, it had become increasingly difficult to participate within the limits of current workload assignments. A few comments suggested that the college vision, mission and goals were clear, yet the results from the survey questions may suggest that the majority of the respondents were not familiar with them.

Evaluation, Planning & Improvement



Institutional Integrity

The items that comprised the Institutional Integrity dimension examined the integrity of the shared governance process, hiring practices, and diversity. Items asked about the role of staff in institutional governance (e.g. role is clearly stated and publicized, role is substantive and defined, participation in the decision-making process is encouraged), the hiring procedures and policies (e.g. clearly stated and fair procedures, commitment to employee equity and diversity, sufficient opportunities for promotion), and the promotion of diversity on campus (e.g. equal support for all genders, racial/ethnic groups, and lifestyles, campus climate appreciative of differences).

Results. The item regarding the fair and ethical treatment of students received the most favorable rating (81% agreed/completely agreed). Also rated favorably were six items regarding diversity: the campus was equally supportive of all lifestyles (80%), men and women (79%), and all racial groups (76%), the Skyline climate is one of appreciation of differences (78%), and diversity on campus is actively promoted (77%).

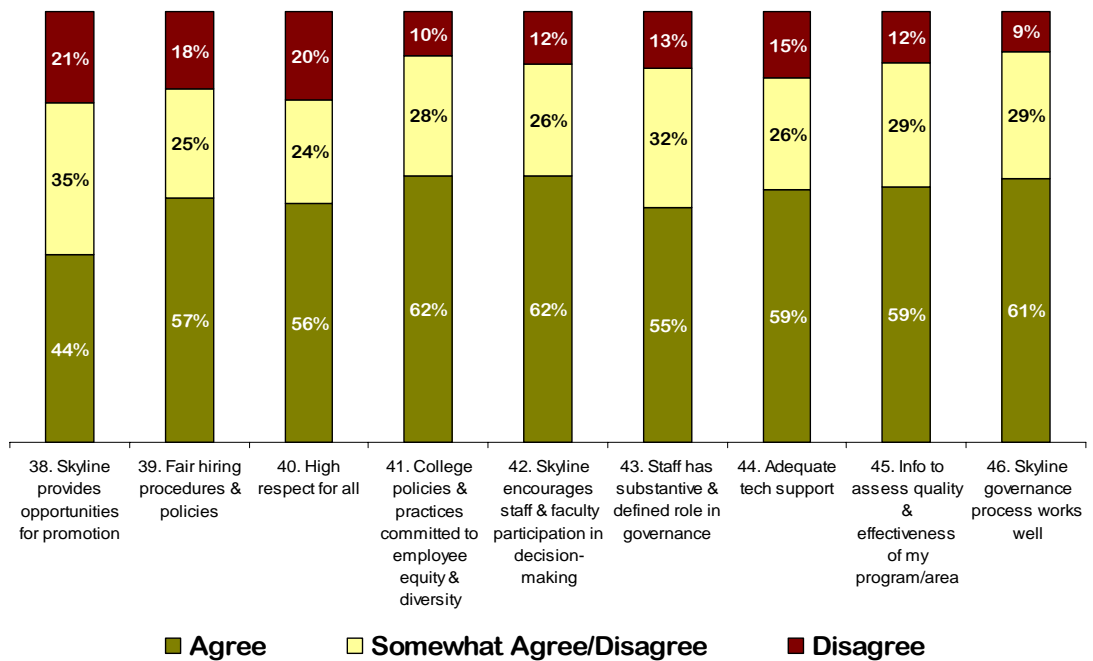
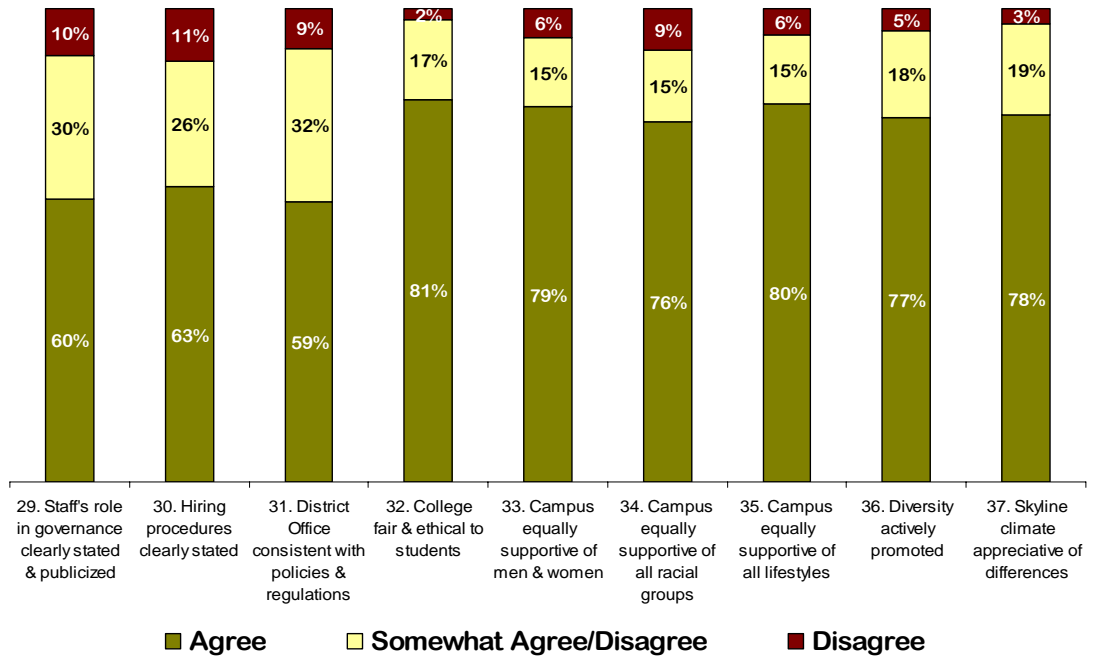
The item regarding sufficient opportunities for promotion received the most unfavorable rating (21% disagreed/completely disagreed). Also rated unfavorably were the items regarding high respect for all in the individual work areas (20%) and the fairness of hiring procedures and policies (18%).

Related Comments. Many respondents commented on the shared governance process at Skyline College. Most of those who commented believed that the shared governance process was implemented effectively and encouraged cross-functional and cross-discipline dialogue and collaboration. Some respondents commented that the numerous committees and initiatives that were required of the shared governance process were over-taxing staff and faculty and made it difficult to fully participate or fully understand the myriad of plans, processes and decisions being implemented throughout the college.

Many respondents commented on the way in which Skyline embraced diversity. All of the comments were positive, stating that Skyline demonstrated acceptance of differences and was supportive of staff, faculty and students. The theme that rang loudest in these comments was inclusiveness.

Some comments were spoke about the hiring practices and the desire for the District to adhere to hiring policies. Other comments expressed the need for the college to fill positions that had been left vacant by retired or resigned staff and faculty.

Institutional Integrity



Organization

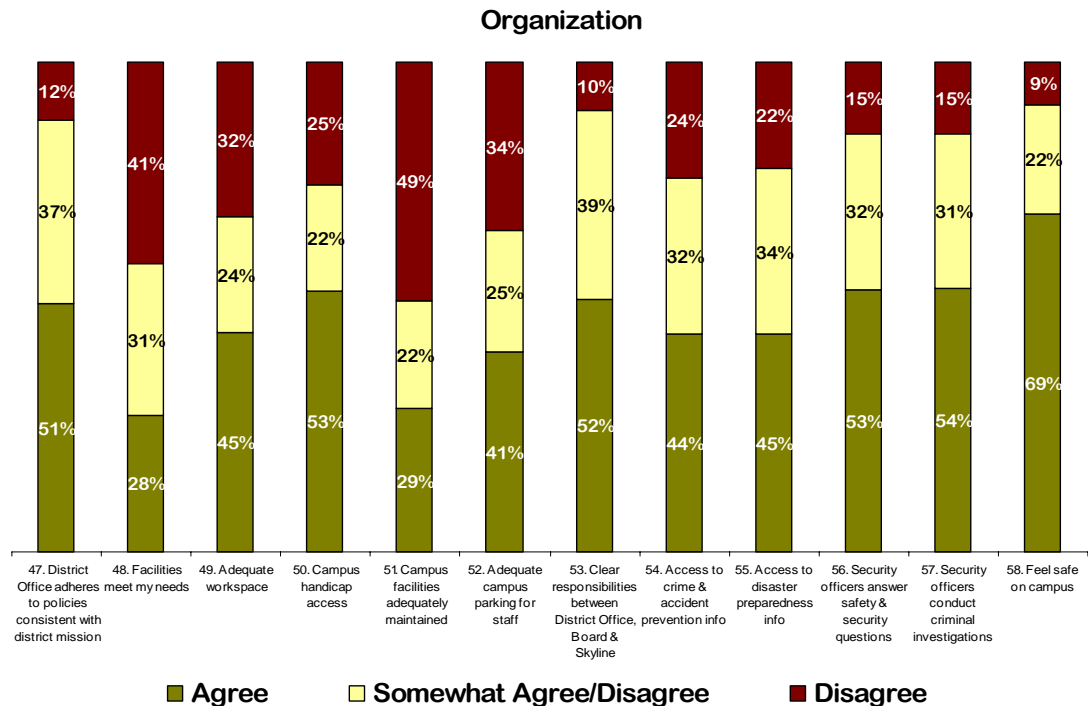
The items that comprised the Organization dimension examined the adequacy of campus facilities and safety. The items asked respondents to rate their satisfaction with campus facilities (e.g. classrooms, assigned workspace, staff parking, handicapped access, maintenance). The items also asked respondents to rate their access to safety information

(e.g. crime and accident prevention, disaster preparedness) and their confidence in the abilities of security personnel (e.g. answer questions about safety and security, conduct criminal investigations).

Results. The item regarding the overall feeling of safety on campus received the most favorable rating (69% agreed/completely agreed). Also rated favorably was the item regarding the confidence that security officers conducted criminal investigations in a professional manner (54%).

The item regarding the adequacy of the maintenance of campus facilities received the most unfavorable rating (49% disagreed/completely disagreed). Also rated unfavorably were the items regarding whether the campus facilities met the needs of employees (41%), the adequacy of staff parking (34%), and the adequacy of assigned workspace (32%).

Related Comments. A sizeable number of survey respondents wrote that they were dissatisfied with the condition of the facilities and grounds. Many respondents noted that the bathrooms in particular were not cleaned regularly enough and that the classrooms and the buildings were not well maintained. Parking seemed to be an issue for some, but not others, according to the comments. However, the question asking about parking rated relatively low (41% agreed/completely agreed). Suggestions were made in the comments to enforce a no-smoking policy. There were a fair number of comments about limited or small office space, making it difficult to work and particularly difficult to meet with students. A few comments recommended increasing IT staff to meet the increasing demands of a technology-oriented campus. Several respondents noted that the college had not demonstrated its proficiency in disaster or emergency preparation and that a more systemic plan and training needed to be in place.



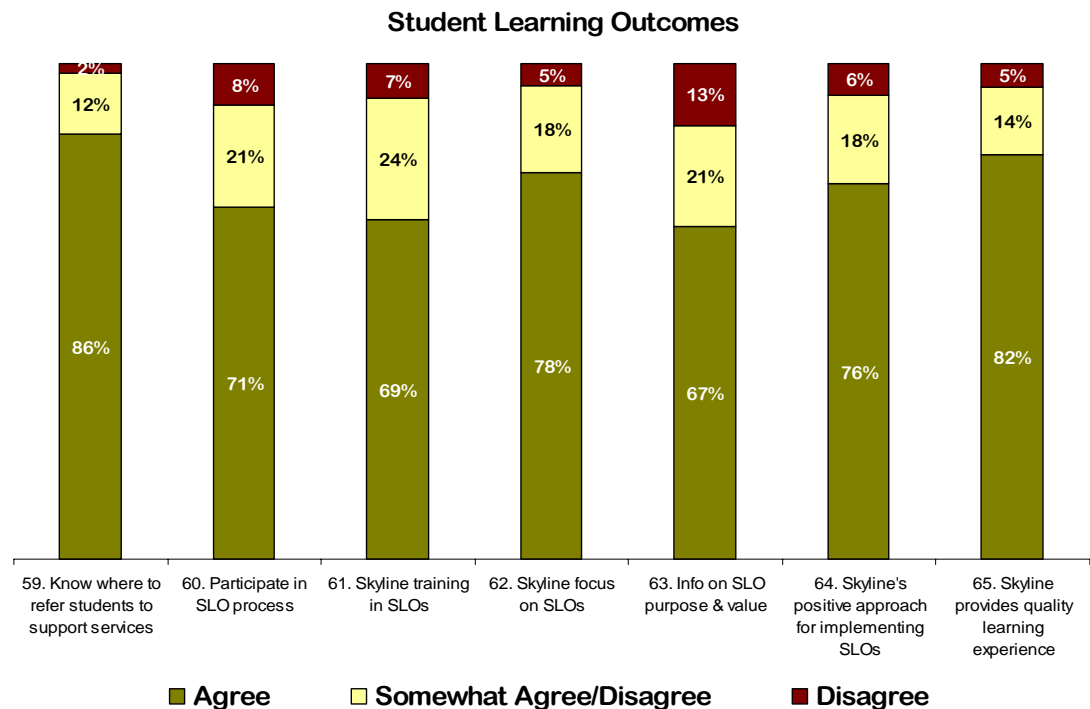
Student Learning Outcomes

The items that comprised the Student Learning Outcomes (SLOs) dimension examined their role on campus. Items asked about the attitude of the campus toward SLOs (e.g. making SLOs a focus, taking a positive approach toward their implementation) and the availability of information about SLOs (e.g. sufficient training, opportunity to participate, sufficient information about their purpose and value).

Results. The item regarding the knowledge of student support services received the most favorable rating (86% agreed/completely agreed). Also rated favorably was the item regarding the high quality learning experience at Skyline (82%). The rest of the items in this dimension scored within a small range, with 67% to 78% of respondents rating them favorably.

The item regarding the sufficiency of information on the purpose and value of SLOs received the most unfavorable rating (13% disagreed/completely disagreed).

Related Comments. Many respondents noted that Skyline was committed to student success. The comments stated repeatedly that Skyline believed and practiced its students first philosophy. Respondents also commented that the faculty and staff demonstrated enthusiasm in working with students and sincere concern for their success. Most of these comments suggested that Skyline was a very student-centered campus.



Conclusions

1. There was a strong sentiment among survey respondents that the environment at Skyline is collegial and collaborative. However, there were mixed sentiments as to whether or not the college provided adequate opportunity to participate in college planning and budget decision-making processes. This feeling may be due in part to inadequate communication around certain processes, decisions and/or initiatives. It is very likely that these mixed sentiments were tied to the belief that there were so many committees and concurrent initiatives, that it was difficult to fully understand, participate or stay informed of all that went on at the college.
2. While many survey respondents commented that the shared governance process worked well at Skyline, the results from the questions in the survey indicated that nearly a third felt neutral or did not know enough to respond about the shared governance process. The comments suggested that the survey respondents believed that shared governance was critical to the success of the college, but that it had become increasingly difficult to participate in planning and decision making through the shared governance process because of the confines of current workload assignments.
3. Some comments suggested that the college is committed to its vision, mission and goals. Supporting evidence from the one question that asked about the college's commitment to its vision and mission rated very high in agreement (82%). However, there were other questions which did not rate as highly and may be an indication that many respondents were not familiar with the vision, mission and goals of the college.
4. The results of the survey indicated that the survey respondents were generally satisfied with the work environment at Skyline (80% agreed/completely agreed that they would recommend Skyline as a good place to work). Evidence from the comments suggested that this satisfaction may be due in large part to the strong team spirit, collegiality and can-do attitude among staff and faculty. Moreover, there was strong agreement that Skyline is a friendly and supportive environment and one in which colleagues help and respect one another, a unique benefit that Skyline has to offer its staff and faculty.
5. Most of the comments related to communication suggested that the college (its administrators and leadership) was doing a good job communicating college goals, decisions and plans. However, all of the questions on the survey which asked about communication received less than 64% agreement (agreed/completely agreed). The relatively high neutral ratings on these questions may be in part explained through the comments about shared governance. Survey respondents commented that the shared governance process was effective at Skyline for obtaining feedback and commitment from the various constituency groups. However, the general sentiment was that there were so many committees and initiatives at the college that it was difficult for people to effectively participate or stay informed.
6. Survey respondents believed that Skyline is committed to its students and their success. The majority of respondents (82%) answered favorably when asked whether Skyline worked to fulfill its vision and mission. Respondents said that Skyline's commitment to students was evidenced in the effort the college made to support students through the services the college offered; the variety of excellent programs, courses and instruction; and all of the people who genuinely cared about students and their success.

7. For the most part, respondents who commented on the survey felt well-supported by their supervisors and colleagues. However, results from certain questions on the survey may indicate otherwise (#6 to #10 all related to support and encouragement). Only one item rated above 70% agreement (agreed/completely agreed). This may be an indication that faculty and staff felt overburdened by the demands of committee work and numerous initiatives as expressed through related comments.
8. The responses that received the lowest ratings in satisfaction were for items that asked about campus facilities (i.e., adequate facilities and workspace, handicap accessibility, maintenance of facilities, and staff parking). Numerous comments supported the evidence from the survey in this area. Many respondents noted that the condition of the facilities and grounds was poor, the bathrooms in particular were not cleaned regularly enough, and the classrooms and the buildings were not well maintained. Suggestions were made in the comments to enforce a no-smoking policy. The pervasiveness of smoking on campus likely had an impact on people's perception of the cleanliness of the campus. The question which asked about parking rated relatively low (41% agreed/completely agreed), although the comments were conflicting.
9. The two questions which asked about adequacy of office space rated relatively low (28% agreed/completely agreed and 45% agreed/completely agreed). There was a fair number of comments about the limited or small office space and how this limitation made it difficult to work and particularly difficult to meet with students.
10. The questions which asked about safety and security on campus rated below 54% satisfaction (#54 to #57), except for the overall question which rated 69% satisfaction. These relatively low responses might be explained through the comments which noted that the college had not demonstrated its proficiency in disaster or emergency preparation and that a more systemic plan and training needed to be in place.
11. The few questions which asked about the shared governance process received ratings below 61% satisfaction. Most of those who commented about the shared governance process were positive, stating that it was implemented effectively and encouraged cross-functional and cross-discipline dialogue and collaboration. However, many commented that there were too many committees and initiatives that required shared governance. The resulting sentiment was that the shared governance process was over-taxing staff and faculty, making it difficult for employees to fully participate or understand the myriad of plans, processes and decisions across the college.
12. The questions which asked about diversity, equity and fair treatment all received relatively high satisfaction ratings (76% to 81% agreed/completely agreed on items #32 to #37). The comments around this topic were also very positive. Many respondents commented on the way in which Skyline embraced diversity and how Skyline had a very supportive environment. This commitment to diversity is a clear strength for the college that should be celebrated and recognized as a value-added benefit of working and studying at Skyline.
13. The survey asked six questions about student learning outcomes (SLOs) including: training in SLOs, participation in the SLO process, information on the purpose and value of SLOs, and Skyline's approach to implementing SLOs. Most of the questions rated relatively high in satisfaction. The two questions which rated below 70% satisfaction asked about training in SLOs and whether the college had provided sufficient information on the purpose and value

- of SLOs. The lower ratings on these two questions may indicate that there is a need to get more faculty and staff involved in the process.
14. The question which asked about the quality of education that Skyline provided its students had the second highest mean score rating, which was consistent with the comments. Many respondents noted that Skyline is committed to student success, practiced its students first philosophy, and is a very student-centered campus. This commitment is another strength that should be celebrated and recognized as a value-added benefit to working and studying at Skyline College.
 15. The items on the survey which asked about District support, resources, policies and practices all rated comparatively low in satisfaction (37%-59%). These items also received comparatively high neutral ratings with many respondents not answering the items at all. This may be an indication that Skyline employees do not have enough information or experience to answer these questions reliably or resolutely. There were a few comments made about the hiring practices and the desire for the District to adhere to approved policies and procedures.

Recommendations

1. Find a way in which to streamline and/or trim down the number of committees and initiatives in any single semester so that staff and faculty have more opportunity to fully participate and not feel over-taxed because of other duties and commitments. In addition, find more ways to communicate all of the committee work and initiative updates so that faculty and staff may more fully understand the myriad of activities, plans and decisions being developed and implemented.
2. Improve communications to all constituency groups regarding the college vision, mission, values, goals and strategies (the college core). Communication should be accessible, continuous and clear. Communication about the college core should also provide a well-defined link to the individual contributions made by all faculty, staff and administrators and the impact on college performance indicators (i.e., student success and graduation rates).
3. Continue to sustain the Skyline College environment that is perceived as supportive, friendly, inclusive and collegial. Begin to promote this positive environment as a value-added benefit of working and studying at the college.
4. Continue to support activities and attitudes that maintain the Skyline philosophy of students first, which is perceived and evidenced through academic excellence, support services and professionals who care about student success. Promote this as a value-added benefit of working and studying at Skyline College.
5. Find ways in which to improve the cleanliness of the college facilities, including better maintenance of the buildings, classrooms, bathrooms and grounds.
6. Assess and improve where needed office and work space for faculty and staff so that essential job functions (i.e., meeting with students) may be performed in a more functional environment.
7. Make immediate provisions to improve perception of campus safety on campus by developing and systemically implementing an emergency preparation plan which includes widespread training and communication.
8. Diversity is perceived as a shared positive experience by both employees and students (see Student Campus Climate Survey, Spring 2006). Many respondents in the Employee Voice survey commented on the way in which Skyline embraces diversity and is inclusive, welcoming and supportive of its faculty and staff. This is another unique strength for the college that should be celebrated and recognized as a value-added benefit of working and studying at Skyline.
9. Get more faculty and staff involved in the SLO process so that all are informed and engaged in student success and student learning.
10. Celebrate and recognize as a value-added benefit to working and studying at Skyline College that the college is committed to student success, practices its students first philosophy and is a very student-centered campus.

11. Work with District to provide more information and better communication around its policies and procedures, its support and resources, and its impact on the college's mission.
12. Administer a series of surveys (e.g., each fall or spring) that are narrowly focused on the issues that presented themselves in the Employee Voice Survey, Fall 2006.
13. Administer the Employee Voice Survey every three years to track changes in satisfaction and perception.
14. Develop strategies to better communicate the planning processes and activities on campus including budget planning and college strategic planning.

Appendix A
Survey Instrument

Employee Voice

Skyline College Accreditation Survey Fall 2006



We want to hear from you! The purpose of this survey is to measure and assess how well we are meeting the needs of our staff, faculty and administrators and to plan for the future. Please take a few minutes to complete the survey then return your response forms to the designated drop box in your area or return the forms to the Office of Planning, Research and Institutional Effectiveness via inter-campus mail **by September, 22nd**. Your responses will remain confidential and will be processed and reported by the Office of Planning, Research and Institutional Effectiveness.

Please record your responses on the enclosed Scantron form using a #2 pencil. Use the agreement scale below to describe your opinion for statements #1-#65. Make any comments you have on the page titled "Comments."

[1] Completely Disagree [2] Disagree [3] Somewhat Agree/Disagree [4] Agree [5] Completely Agree

Institutional Commitment

1. Skyline actively works toward fulfilling its vision and mission.
2. District policies provide effective management of campus programs and services.
3. The District Office provides fair distribution of resources.
4. The District Office provides necessary services that support Skyline's mission.
5. I believe that classified employee evaluation is an effective process.
6. My supervisor(s) encourages me to do high quality work.
7. I feel that extra effort on my part would be acknowledged.
8. Providing excellent service to students is acknowledged in my area.
9. I believe that the opinions of classified staff are given appropriate weight in matters of institutional importance.
10. I am encouraged to be creative and come up with new ideas and improvements.
11. All in all, I am satisfied with my current assignment.

Dialogue

12. Results of college goals are regularly shared with campus constituencies.
13. I am comfortable in bringing up problems with my direct supervisor.
14. My supervisor keeps me informed of matters that affect me.
15. Effective communication between co-workers is encouraged in my area.
16. Classified staff is aware of the support services available for students.
17. I have seen materials in campus media that increased my understanding of diverse groups.
18. I feel that classified staff is provided adequate opportunities to participate on important college councils and committees.
19. I would recommend Skyline as a good place to work.

Evaluation, Planning and Improvement

20. A consultative planning process is used to identify needed areas of improvement.
21. Staff has adequate opportunities to participate in the development of financial plans and budgets.
22. All constituency groups work collaboratively towards the achievement of college goals.
23. College budget decisions are based upon input from all college constituencies.
24. My ideas for improving my unit are taken seriously.
25. I am satisfied with the amount of opportunity I have to participate in college-wide planning.
26. The program review process helps to promote positive change on campus.
27. Skyline provides adequate opportunities for training in technology related to my area of responsibility.
28. The college provides sufficient opportunities for continued professional staff development.

Institutional Integrity

29. The role of staff in shared governance is clearly stated and publicized.
30. The procedures for hiring employees are clearly stated.
31. The District Office acts in a manner consistent with Board policies, statutes and regulations.
32. The college deals with students in a fair and ethical way.
33. The campus is equally supportive of men and women.
34. The campus is equally supportive of all racial/ethnic groups.
35. The campus is equally supportive of all lifestyles.

Employee Voice Skyline College Accreditation Survey Fall 2006



36. Diversity (in regard to gender, ethnicity and age) is actively promoted on campus.
37. I believe that the climate at Skyline is one of appreciation of differences.
38. Skyline provides sufficient opportunities for promotion.
39. Procedures and policies for hiring personnel are fair.
40. There is high respect for all in my area.
41. Policies and practices of the college clearly demonstrate commitment to issues of employee equity and diversity.
42. Skyline encourages staff and faculty participation in the decision-making process.
43. Staff has a substantive and clearly defined role in institutional governance.
44. The technical support services for my technology issues are adequate.
45. I believe there is sufficient data and information available to assess the quality and effectiveness of my program or area.
46. Overall, the shared governance process is working well at Skyline.

Organization

47. District Office adheres to clearly defined policies consistent with the mission of the district.
48. The facilities (i.e., classroom and office space) adequately meet my needs.
49. My assigned workspace is adequate for me to carry out my job.
50. I am satisfied with the handicapped access on campus for employees.
51. Campus facilities (i.e. classrooms, washrooms and offices) are adequately maintained.
52. There is adequate parking on campus for staff.
53. There are clear divisions of authority and responsibility between and among the District Office, Governing Board and Skyline.
54. I have access to enough information about crime and accident prevention.
55. I have access to enough information about disaster preparedness.
56. The security officers are able to answer my questions about safety and security issues at the college.
57. I am confident that the security officers conduct criminal investigations in a professional manner.
58. Overall, I feel safe on campus.

Student Learning Outcomes

59. If necessary, I know where to refer students to various support services on campus (e.g. Financial Aid and DSPS).
60. I have been given adequate opportunity to participate in the student learning outcomes and assessment process at Skyline College.
61. Skyline College has provided sufficient training in student learning outcomes and assessment.
62. I believe that Skyline has made student learning outcomes and assessment a focus for the college.
63. I have been given sufficient information on the purpose and value of student learning outcomes and assessment at Skyline College.
64. I believe that Skyline is taking a positive approach toward implementing student learning outcomes and assessment.
65. Overall, Skyline provides a high quality learning experience for students.

Tell us about you...

66. What is your gender?
[1]M [2]F
67. Which best describes the area of the college where you work?
[1] Instruction-faculty and classified [2] Student Services-faculty and classified [3] Administration/Management [4] Other
68. How many years have you worked at Skyline College?
[1] Less than one year [2] 1-2 years [3] 3-5 years [4] 6-10 years [5] More than 10 years
69. What is your employment status?
[1]Full-time classified [2]Part-time classified [3]Full-time faculty [4]Part-time faculty [5] Administrator
70. Which ethnic group do you most identify with?
[1]African American [2]Asian [3]Filipino [4]Hispanic [5]White [6] Other

Employee Voice
Skyline College Accreditation Survey Fall 2006



Comments

71. Please comment on one or two things that you like most about working at Skyline College.

72. Please comment on one or two things that you would like to see changed or improved at Skyline College.

Appendix B

Data Tables

1. Skyline actively works toward fulfilling its vision and mission

	Count	Percent
Completely Disagree	1	0.5
Disagree	7	3.2
Somewhat Agree/Disagree	31	14.3
Agree	109	50.2
Completely Agree	69	31.8
Total	217	100.0
Missing	6	

2. District policies provide effective management of campus programs and services

	Count	Percent
Completely Disagree	8	3.8
Disagree	17	8.1
Somewhat Agree/Disagree	93	44.1
Agree	75	35.5
Completely Agree	18	8.5
Total	211	100.0
Missing	12	

3. The District Office provides fair distribution of resources

	Count	Percent
Completely Disagree	13	6.3
Disagree	33	15.9
Somewhat Agree/Disagree	84	40.6
Agree	59	28.5
Completely Agree	18	8.7
Total	207	100.0
Missing	16	

4. The District Office provides necessary services that support Skyline's mission

	Count	Percent
Completely Disagree	3	1.4
Disagree	29	13.7
Somewhat Agree/Disagree	80	37.7
Agree	83	39.2
Completely Agree	17	8.0
Total	212	100.0
Missing	11	

5. I believe that classified employee evaluation is an effective process

	Count	Percent
Completely Disagree	13	7.0
Disagree	24	13.0
Somewhat Agree/Disagree	60	32.4
Agree	67	36.2
Completely Agree	21	11.4
Total	185	100.0
Missing	38	

6. My supervisor(s) encourages me to do high quality work

	Count	Percent
Completely Disagree	10	4.6
Disagree	16	7.4
Somewhat Agree/Disagree	29	13.4
Agree	59	27.2
Completely Agree	103	47.5
Total	217	100.0
Missing	6	

7. I feel that extra effort on my part would be acknowledged

	Count	Percent
Completely Disagree	20	9.1
Disagree	37	16.9
Somewhat Agree/Disagree	52	23.7
Agree	65	29.7
Completely Agree	45	20.5
Total	219	100.0
Missing	4	

8. Providing excellent service to students is acknowledged in my area

	Count	Percent
Completely Disagree	10	4.5
Disagree	17	7.7
Somewhat Agree/Disagree	51	23.2
Agree	74	33.6
Completely Agree	68	30.9
Total	220	100.0
Missing	3	

9. I believe that the opinions of classified staff are given appropriate weight in matters of institutional importance

	Count	Percent
Completely Disagree	16	7.7
Disagree	25	12.0
Somewhat Agree/Disagree	66	31.7
Agree	75	36.1
Completely Agree	26	12.5
Total	208	100.0
Missing	15	

10. I am encouraged to be creative and come up with new ideas and improvements

	Count	Percent
Completely Disagree	12	5.4
Disagree	23	10.4
Somewhat Agree/Disagree	53	24.0
Agree	75	33.9
Completely Agree	58	26.2
Total	221	100.0
Missing	2	

11. All in all, I am satisfied with my current assignment

	Count	Percent
Completely Disagree	6	2.7
Disagree	13	5.9
Somewhat Agree/Disagree	41	18.5
Agree	86	38.7
Completely Agree	76	34.2
Total	222	100.0
Missing	1	

12. Results of college goals are regularly shared with campus constituencies

	Count	Percent
Completely Disagree	4	1.9
Disagree	17	7.9
Somewhat Agree/Disagree	56	26.2
Agree	90	42.1
Completely Agree	47	22.0
Total	214	100.0
Missing	9	

13. I am comfortable in bringing up problems with my direct supervisor

	Count	Percent
Completely Disagree	14	6.3
Disagree	20	9.0
Somewhat Agree/Disagree	47	21.2
Agree	69	31.1
Completely Agree	72	32.4
Total	222	100.0
Missing	1	

14. My supervisor keeps me informed of matters that affect me

	Count	Percent
Completely Disagree	14	6.3
Disagree	13	5.9
Somewhat Agree/Disagree	47	21.3
Agree	71	32.1
Completely Agree	76	34.4
Total	221	100.0
Missing	2	

15. Effective communication between co-workers is encouraged in my area

	Count	Percent
Completely Disagree	15	6.8
Disagree	18	8.2
Somewhat Agree/Disagree	44	20.1
Agree	80	36.5
Completely Agree	62	28.3
Total	219	100.0
Missing	4	

16. Classified staff is aware of the support services available for students

	Count	Percent
Completely Disagree	6	2.9
Disagree	11	5.4
Somewhat Agree/Disagree	59	28.8
Agree	91	44.4
Completely Agree	38	18.5
Total	205	100.0
Missing	18	

17. I have seen materials in campus media that increased my understanding of diverse groups

	Count	Percent
Completely Disagree	7	3.3
Disagree	19	8.8
Somewhat Agree/Disagree	57	26.5
Agree	93	43.3
Completely Agree	38	17.7
6	1	0.5
Total	215	100.0
Missing	8	

18. I feel that classified staff is provided adequate opportunities to participate on important college councils and committees

	Count	Percent
Completely Disagree	2	1.0
Disagree	10	4.9
Somewhat Agree/Disagree	52	25.4
Agree	88	42.9
Completely Agree	53	25.9
Total	205	100.0
Missing	18	

19. I would recommend Skyline as a good place to work

	Count	Percent
Completely Disagree	2	0.9
Disagree	4	1.8
Somewhat Agree/Disagree	38	17.0
Agree	93	41.7
Completely Agree	85	38.1
6	1	0.4
Total	223	100.0

20. A consultative planning process is used to identify needed areas of improvement

	Count	Percent
Completely Disagree	8	3.8
Disagree	18	8.6
Somewhat Agree/Disagree	77	36.7
Agree	72	34.3
Completely Agree	34	16.2
6	1	0.5
Total	210	100.0
Missing	13	

21. Staff has adequate opportunities to participate in the development of financial plans and budgets

	Count	Percent
Completely Disagree	14	6.7
Disagree	32	15.4
Somewhat Agree/Disagree	78	37.5
Agree	62	29.8
Completely Agree	22	10.6
Total	208	100.0
Missing	15	

22. All constituency groups work collaboratively towards the achievement of college goals

	Count	Percent
Completely Disagree	6	2.8
Disagree	19	9.0
Somewhat Agree/Disagree	79	37.4
Agree	73	34.6
Completely Agree	34	16.1
Total	211	100.0
Missing	12	

23. College budget decisions are based upon input from all college constituencies

	Count	Percent
Completely Disagree	10	4.9
Disagree	31	15.0
Somewhat Agree/Disagree	84	40.8
Agree	56	27.2
Completely Agree	25	12.1
Total	206	100.0
Missing	17	

24. My ideas for improving my unit are taken seriously

	Count	Percent
Completely Disagree	17	7.9
Disagree	24	11.2
Somewhat Agree/Disagree	62	28.8
Agree	64	29.8
Completely Agree	48	22.3
Total	215	100.0
Missing	8	

25. I am satisfied with the amount of opportunity I have to participate in college-wide planning

	Count	Percent
Completely Disagree	7	3.3
Disagree	23	10.8
Somewhat Agree/Disagree	54	25.4
Agree	92	43.2
Completely Agree	37	17.4
Total	213	100.0
Missing	10	

26. The program review process helps to promote positive change on campus

	Count	Percent
Completely Disagree	10	4.8
Disagree	18	8.6
Somewhat Agree/Disagree	72	34.3
Agree	82	39.0
Completely Agree	28	13.3
Total	210	100.0
Missing	13	

27. Skyline provides adequate opportunities for training in technology related to my area of responsibility

	Count	Percent
Completely Disagree	6	2.8
Disagree	24	11.2
Somewhat Agree/Disagree	62	28.8
Agree	83	38.6
Completely Agree	40	18.6
Total	215	100.0
Missing	8	

28. The college provides sufficient opportunities for continued professional staff development

	Count	Percent
Completely Disagree	7	3.3
Disagree	26	12.1
Somewhat Agree/Disagree	66	30.8
Agree	80	37.4
Completely Agree	35	16.4
Total	214	100.0
Missing	9	

29. The role of staff in shared governance is clearly stated and publicized

	Count	Percent
Completely Disagree	6	2.9
Disagree	15	7.2
Somewhat Agree/Disagree	63	30.1
Agree	88	42.1
Completely Agree	37	17.7
Total	209	100.0
Missing	14	

30. The procedures for hiring employees are clearly stated

	Count	Percent
Completely Disagree	7	3.2
Disagree	17	7.9
Somewhat Agree/Disagree	57	26.4
Agree	89	41.2
Completely Agree	46	21.3
Total	216	100.0
Missing	7	

31. The District Office acts in a manner consistent with Board policies, statutes and regulations

	Count	Percent
Completely Disagree	5	2.5
Disagree	12	6.0
Somewhat Agree/Disagree	64	32.2
Agree	88	44.2
Completely Agree	30	15.1
Total	199	100.0
Missing	24	

32. The college deals with students in a fair and ethical way

	Count	Percent
Completely Disagree	1	0.5
Disagree	4	1.8
Somewhat Agree/Disagree	37	16.9
Agree	113	51.6
Completely Agree	64	29.2
Total	219	100.0
Missing	4	

33. The campus is equally supportive of men and women

	Count	Percent
Completely Disagree	4	1.8
Disagree	9	4.1
Somewhat Agree/Disagree	32	14.7
Agree	94	43.1
Completely Agree	79	36.2
Total	218	100.0
Missing	5	

34. The campus is equally supportive of all racial/ethnic groups

	Count	Percent
Completely Disagree	7	3.2
Disagree	12	5.5
Somewhat Agree/Disagree	33	15.1
Agree	93	42.5
Completely Agree	74	33.8
Total	219	100.0
Missing	4	

35. The campus is equally supportive of all lifestyles

	Count	Percent
Completely Disagree	5	2.3
Disagree	7	3.2
Somewhat Agree/Disagree	32	14.7
Agree	95	43.8
Completely Agree	78	35.9
Total	217	100.0
Missing	6	

36. Diversity (in regard to gender, ethnicity and age) is actively promoted on campus

	Count	Percent
Completely Disagree	4	1.9
Disagree	6	2.8
Somewhat Agree/Disagree	39	18.2
Agree	92	43.0
Completely Agree	73	34.1
Total	214	100.0
Missing	9	

37. I believe that the climate at Skyline is one of appreciation of differences

	Count	Percent
Completely Disagree	3	1.4
Disagree	4	1.9
Somewhat Agree/Disagree	41	19.2
Agree	97	45.3
Completely Agree	69	32.2
Total	214	100.0
Missing	9	

38. Skyline provides sufficient opportunities for promotion

	Count	Percent
Completely Disagree	17	8.2
Disagree	27	13.0
Somewhat Agree/Disagree	73	35.3
Agree	74	35.7
Completely Agree	16	7.7
Total	207	100.0
Missing	16	

39. Procedures and policies for hiring personnel are fair

	Count	Percent
Completely Disagree	18	8.7
Disagree	19	9.2
Somewhat Agree/Disagree	52	25.2
Agree	83	40.3
Completely Agree	34	16.5
Total	206	100.0
Missing	17	

40. There is high respect for all in my area

	Count	Percent
Completely Disagree	17	7.9
Disagree	27	12.5
Somewhat Agree/Disagree	52	24.1
Agree	80	37.0
Completely Agree	40	18.5
Total	216	100.0
Missing	7	

41. Policies and practices of the college clearly demonstrate commitment to issues of employee equity and diversity

	Count	Percent
Completely Disagree	4	1.9
Disagree	17	8.2
Somewhat Agree/Disagree	58	27.9
Agree	94	45.2
Completely Agree	35	16.8
Total	208	100.0
Missing	15	

42. Skyline encourages staff and faculty participation in the decision-making process

	Count	Percent
Completely Disagree	7	3.4
Disagree	18	8.7
Somewhat Agree/Disagree	54	26.1
Agree	81	39.1
Completely Agree	47	22.7
Total	207	100.0
Missing	16	

43. Staff has a substantive and clearly defined role in institutional governance

	Count	Percent
Completely Disagree	6	3.0
Disagree	20	10.1
Somewhat Agree/Disagree	64	32.3
Agree	74	37.4
Completely Agree	34	17.2
Total	198	100.0
Missing	25	

44. The technical support services for my technology issues are adequate

	Count	Percent
Completely Disagree	12	5.6
Disagree	21	9.8
Somewhat Agree/Disagree	56	26.0
Agree	79	36.7
Completely Agree	47	21.9
Total	215	100.0
Missing	8	

45. I believe there is sufficient data and information available to assess the quality and effectiveness of my program or area

	Count	Percent
Completely Disagree	8	3.8
Disagree	17	8.2
Somewhat Agree/Disagree	60	28.8
Agree	89	42.8
Completely Agree	34	16.3
Total	208	100.0
Missing	15	

46. Overall, the shared governance process is working well at Skyline

	Count	Percent
Completely Disagree	6	2.9
Disagree	13	6.4
Somewhat Agree/Disagree	60	29.4
Agree	91	44.6
Completely Agree	34	16.7
Total	204	100.0
Missing	19	

47. District Office adheres to clearly defined policies consistent with the mission of the district

	Count	Percent
Completely Disagree	7	3.6
Disagree	16	8.3
Somewhat Agree/Disagree	72	37.3
Agree	82	42.5
Completely Agree	16	8.3
Total	193	100.0
Missing	30	

48. The facilities (i.e., classroom and office space) adequately meet my needs

	Count	Percent
Completely Disagree	32	15.0
Disagree	56	26.2
Somewhat Agree/Disagree	66	30.8
Agree	47	22.0
Completely Agree	13	6.1
Total	214	100.0
Missing	9	

49. My assigned workspace is adequate for me to carry out my job

	Count	Percent
Completely Disagree	27	12.6
Disagree	41	19.1
Somewhat Agree/Disagree	51	23.7
Agree	73	34.0
Completely Agree	23	10.7
Total	215	100.0
Missing	8	

50. I am satisfied with the handicapped access on campus for employees

	Count	Percent
Completely Disagree	17	8.4
Disagree	34	16.7
Somewhat Agree/Disagree	44	21.7
Agree	85	41.9
Completely Agree	23	11.3
Total	203	100.0
Missing	20	

51. Campus facilities (i.e. classrooms, washrooms and offices) are adequately maintained

	Count	Percent
Completely Disagree	41	19.3
Disagree	62	29.2
Somewhat Agree/Disagree	47	22.2
Agree	48	22.6
Completely Agree	14	6.6
Total	212	100.0
Missing	11	

52. There is adequate parking on campus for staff

	Count	Percent
Completely Disagree	36	16.7
Disagree	38	17.7
Somewhat Agree/Disagree	53	24.7
Agree	66	30.7
Completely Agree	22	10.2
Total	215	100.0
Missing	8	

53. There are clear divisions of authority and responsibility between and among the District Office, Governing Board and Skyline

	Count	Percent
Completely Disagree	6	3.1
Disagree	13	6.8
Somewhat Agree/Disagree	74	38.5
Agree	82	42.7
Completely Agree	17	8.9
Total	192	100.0
Missing	31	

54. I have access to enough information about crime and accident prevention

	Count	Percent
Completely Disagree	19	8.9
Disagree	32	15.0
Somewhat Agree/Disagree	68	31.8
Agree	69	32.2
Completely Agree	26	12.1
Total	214	100.0
Missing	9	

55. I have access to enough information about disaster preparedness

	Count	Percent
Completely Disagree	9	4.2
Disagree	37	17.4
Somewhat Agree/Disagree	72	33.8
Agree	70	32.9
Completely Agree	25	11.7
Total	213	100.0
Missing	10	

56. The security officers are able to answer my questions about safety and security issues at the college

	Count	Percent
Completely Disagree	11	5.3
Disagree	19	9.2
Somewhat Agree/Disagree	66	32.0
Agree	80	38.8
Completely Agree	30	14.6
Total	206	100.0
Missing	17	

57. I am confident that the security officers conduct criminal investigations in a professional manner

	Count	Percent
Completely Disagree	14	6.9
Disagree	16	7.8
Somewhat Agree/Disagree	64	31.4
Agree	84	41.2
Completely Agree	26	12.7
Total	204	100.0
Missing	19	

58. Overall, I feel safe on campus

	Count	Percent
Completely Disagree	8	3.7
Disagree	11	5.1
Somewhat Agree/Disagree	48	22.2
Agree	111	51.4
Completely Agree	38	17.6
Total	216	100.0
Missing	7	

59. If necessary, I know where to refer students to various support services on campus (e.g. Financial Aid and DSPS)

	Count	Percent
Completely Disagree	1	0.5
Disagree	3	1.4
Somewhat Agree/Disagree	26	12.3
Agree	101	47.6
Completely Agree	81	38.2
Total	212	100.0
Missing	11	

60. I have been given adequate opportunity to participate in the student learning outcomes and assessment process at Skyline College

	Count	Percent
Completely Disagree	7	3.4
Disagree	10	4.9
Somewhat Agree/Disagree	42	20.6
Agree	77	37.7
Completely Agree	68	33.3
Total	204	100.0
Missing	19	

61. Skyline College has provided sufficient training in student learning outcomes and assessment

	Count	Percent
Completely Disagree	5	2.5
Disagree	9	4.5
Somewhat Agree/Disagree	49	24.4
Agree	80	39.8
Completely Agree	58	28.9
Total	201	100.0
Missing	22	

62. I believe that Skyline has made student learning outcomes and assessment a focus for the college

	Count	Percent
Completely Disagree	2	1.0
Disagree	7	3.5
Somewhat Agree/Disagree	35	17.6
Agree	84	42.2
Completely Agree	71	35.7
Total	199	100.0
Missing	24	

63. I have been given sufficient information on the purpose and value of student learning outcomes and assessment at Skyline College

	Count	Percent
Completely Disagree	5	2.5
Disagree	20	10.0
Somewhat Agree/Disagree	41	20.5
Agree	76	38.0
Completely Agree	58	29.0
Total	200	100.0
Missing	23	

64. I believe that Skyline is taking a positive approach toward implementing student learning outcomes and assessment

	Count	Percent
Completely Disagree	3	1.5
Disagree	10	5.0
Somewhat Agree/Disagree	36	17.8
Agree	93	46.0
Completely Agree	60	29.7
Total	202	100.0
Missing	21	

65. Overall, Skyline provides a high quality learning experience for students

	Count	Percent
Completely Disagree	2	0.9
Disagree	8	3.8
Somewhat Agree/Disagree	29	13.7
Agree	106	50.2
Completely Agree	66	31.3
Total	211	100.0
Missing	12	

66. What is your gender?

	Count	Percent
Male	75	36.6
Female	130	63.4
Total	205	100.0
Missing	18	

67. Which best describes the area of the college where you work?

	Count	Percent
Instruction-faculty and classified	132	62.9
Student Services-faculty and classified	50	23.8
Administration/Management	19	9.0
Other	9	4.3
Total	210	100.0
Missing	13	

68. How many years have you worked at Skyline College?

	Count	Percent
Less than one year	7	3.4
1-2 years	20	9.7
3-5 years	35	16.9
6-10 years	56	27.1
More than 10 years	89	43.0
Total	207	100.0
Missing	16	

69. What is your employment status?

	Count	Percent
Full-time classified	76	37.3
Part-time classified	10	4.9
Full-time faculty	62	30.4
Part-time faculty	42	20.6
Administrator	14	6.9
Total	204	100.0
Missing	19	

70. Which ethnic group do you most identify with?

	Count	Percent
African American	9	4.6
Asian	27	13.8
Filipino	9	4.6
Hispanic	18	9.2
White	118	60.2
Other	15	7.7
Total	196	100.0
Missing	27	

Appendix C

Verbatim Comments

Comments Q71: Please comment one or two things that you like most about working Skyline College.

Cooperative, creative, friendly faculty. Current Dean is great/supportive

It is a friendly campus, and staff members seem eager to help one another.

1. The comraderie among the professors. We communicate and share ideas, thoughts, and comments that support each other. 2. Our division (SS/CA) is a tight-knit group. 3. I look forward to coming to work each day. 4. I feel that I am valued.

good facilities, some nice people in my department

The std. focus on the campus from fac. + adm. Looking forward to the new bldg. opening up. The size of the campus makes it nice to work here -- employees are friendly, helpful and nice to work with.

Most not all but most of all my coworker that I have to deal with are nice people who enjoy their job and are easy to work with.

I like the family atmosphere at Skyline College.

Skyline's shared governance process encourages discussion and collaboration on important projects that effect the college and students. The staff and faculty are close -- almost like a family. I think for the most part that people care about each other and the students.

The collaborative spirit and strong commitment to serving students.

Most faculty and staff are very friendly, supportive, and respectful. I enjoy receiving a birthday card from the chancellor every year. That shows me the college and district as a whole do care about the employees. I like the Skyline community where staff are very supportive. Although it's a small campus compare to some other community colleges, it provides great opportunities for staff and students to know each other.

Students are my passion. I have a great boss. The majority of the staff I work with are pleasant.

1. Collegiality 2. vision of college is clear 3. professionalism of people here 4. positive attitudes from everyone on campus 5. High level of committee work + commitment 6. Dedication to students

coworkers

For the most part, faculty, staff and administration is focussed on providing a quality experience for students.

Collegiality. Creativity

Most liked: Faculty and Staff, especially, but not limited to, my division (I like the people I work with). Being able to help students achieve their academic and life goals. Current office space... which will soon change to a less-preferred space.

I like the enthusiasm demonstrated by all Skyline personnel for the student, the student, the student! Yay. The support of my Dean + classified staff.

1.) warm, friendly, helpful atmosphere. 2.) co-workers

The majority of the people here are friendly. It is more of a family here.

The staff is friendly and cooperative. My supervisor is very helpful and flexible

For the most part, employees are team players + very willing to help fellow employees with questions + assistance.

Wonderful people!

Shared mission of public education

Diversity - Community - Small campus size

The students are eager to learn, flexible, resourceful, and almost always very polite. My immediate co-workers are thoughtful, intelligent, and make coming to work a pleasure. There are a lot of terrific people attending and working at Skyline College.

We are very fortunate in the diversity of the student body. They bring us all different ways of seeing the world & their cultural practices enliven the campus community.

Positive personal department -- very welcoming + devoted. Good copy machine services

I feel uncomfortable assessing the classified "response" as I am uncertain as to their view - I am faculty - Over all -- the Skyline community feels truly like a family! With students always first majority of my co-workers are great, fabulous people. I like the feeling of being part of the supportive, caring, "Skyline family". The benefits i.e. retirement, medical, dental, vision, sick leave, vacation etc are GREAT!

The size of the school is small, so students have a community and teachers feel like they can make a difference. And the attitude among that faculty is positive and open minded.

Friendly, helpful classified staff. supportive atmosphere

I like working with the students. I like what I do.

Nice people around campus

Very diverse, creative, active, progressive thinking college.

Excellent library, access to functioning computers, printers, copier. Hard-working conscientious custodians. An informative and respectful division administration. Wonderful students. COLA increases.

I feel respect of students that I teach. I like the size + No. students attending + the other parttime teachers.

Collegiality & commitment of my dept colleagues to put students first. The support I receive from my colleagues when I need/ask for it

1. the vast majority of staff, faculty and administrators are open and caring about the students. Are creatives, and just plain nice. 2. Our president's attitude + philosophy's are trickling down (in most cases) to all of our administrators. We have great leadership.

People

I feel supported by my colleagues and supervisor. I feel that the college has embraced the Students First philosophy.

Very open, positive, Dean is supportive.

Friendly faculty -- available equipment to make copies -- strong decision involvement efforts, staff (registrar bookstore) have been very informative. I like the computer "alley" for faculty. Great for a quick bit of work + email -- easy spot to get to. The coffee lobby works well -- Health outreach/student academic support is great!!

I love working with the students -- and I love the staff at Skyline.

The people are very nice. Helpful & courteous to one another.

The strong desire to have oppressed voices heard (MOT/AESTEP/GSA/Women)

students staff

Tremendous team spirit and can-do attitude make Skyline a very pleasant place to work. Strong leadership; support in the right place, at the right time from the right people. Thanks!

Most students are hard-working and serious about academic excellence The dean of my department is creative and efficient. She works hard and demonstrates leadership qualities.

I have been very impressed by the friendliness and congeniality of my full-time & most parttime faculty colleagues. They have been very supportive & helpful.

a supportive Dean. She cares about the arts.

1. Great group of students who come ready to learn. 2. Skyline is accessible to students of different incomes, time restraints, and career goals. 3. Friendly staff

1. I appreciate the help I get from the division office (especially the division secretary) 2. I find that using 'Websmart' from my personal computer provides greater access to student placement, census reports and final grades.

small, supportive campus where students come first. Promising new buildings

The people - (staff). The student population

By far, the most gratifying and rewarding thing about working at Skyline College is the opportunity to work toward not only enhancing the educational experience but raising the sophistication of our wonderful student population. Nothing else really matters, good or bad.

no comment

Seeing student achieve their goals

I like the fact that the idea of shared governance is practiced at Skyline.

my division dean is great! Learning Center should be available even if a student has not signed up for units/course.

The faculty staff and the students.

accessibility + support of faculty + staff for student learning. Students: enthusiasm, interest, diversity

Diverse student body. Relatively harmonious relationship between faculty and administration. Active union. Open space and view of ocean. Commitment to growth & well being of all members of campus

1) The friendly + helpfulness of co-workers + staff. 2) The diversity of students which provides an interesting learning climate.

1. Collegial, team-work, friendly atmosphere. I have always found Skyline staff, faculty, and administration to be genuine and compassionate people -- for the most part. 2. I enjoy working with students.

The people and the institution's focus on making education accessible to everyone. In general, it's a very caring + nurturing school.

I am fully supported by the department in terms of resources for teaching

The two things I find most exemplary about Skyline College are the way in which our students are treated well, #1 as they should be, with kindness, helpfulness, and respect. The second is the way in which the Classified Staff support and respect one another. In addition, I feel we are very fortunate to be under the leadership of President Victoria Morrow. The communication on campus has improved tremendously under her leadership.

1. I find that working with students and helping them to fulfill their goals is extremely rewarding.
2. I also enjoy working with professionals on campus and being given the opportunity to increase my personal + professional skills.

The friendliness of all personnel working here at Skyline and how they work together.

The support in our Division Athletic Facilities.

1. Great students, demanding but caring instructors, overall a challenging but enjoyable place to work.

the students

I enjoy working with the Students on a daily basis.

Working with students and helping achieve goals.

Working with the staff and Skyline College.

Close to home -- easy on the gas + I'm home quick after working + my fellow employees + students -- If it wasn't for the students I wouldn't have a job -- My fellow employees are like an extended family

The campus + student body is relatively small allowing us greater accessibility to "people"

Things are well organized, much more organized in the years since our last accreditation visit. Tons of things are happening on this campus. It's a vibrant place to work.

I appreciate my colleagues! My direct administrator, my dean is thoughtful, supportive and genuinely inclusive. It's why I came to work here, rather than another college.

I like the environment in this campus. The track and field is very nice where we can do exercises by walking, running or playing football or tennis ball which could make faculty, staff and students become healthy and strong. Our health is our top priority to take care of. We can't do our respective responsibilities when we get sick.

I like the focus on "Students first" and that Skyline strives to improve. Generally a positive place to work.

1. committed students 2. strong audio-visual dept -easy access to multi-media carts for classroom lectures 3. strong computer center -indiv. Computers for each student -well maint;clean

The ability to be independent & self directed. General atmosphere of tolerance. Interaction with people. Intelligent co-workers/environment.

I enjoy the diversity found at the campus.

people are friendly + helpful. that co-workers have the common goal of putting the student's welfare first.

friendly caring people. Easy to get my ideas heard and accepted

Skyline promotes collaboration among all members of the College. There is an inclusive, welcome atmosphere within the College. Everyone is accessible to all employees and students... from administration, to classified, to faculty, we truly are a student centered college. I enjoy coming to work every day & working with all my College Colleagues and working for my students.

Friendly place to work -- Wonderful students, faculty + staff.

There are a great group of people that work at Skyline. They are friendly, helpful, and supportive. I like interacting with the students and being in an academic atmosphere. I have a great supervisor. I have an easy commute to work.

The union!

1) I like working with my colleagues and the students 2) I believe what we do here makes a difference

Working with other faculty and staff, for the most part, is great. For myself, working with admin has been always very good and productive

I love my job. My co-workers are wonderful and I especially enjoy my Division. I am excited about my field and thoroughly enjoy working with students and hopefully inspire them toward academic success and to find careers they love.

Generally, the open and relaxed atmosphere of the College has been beneficial. I have found most staff and faculty to be supportive and co-operative. Additionally, the relationships that have developed among co-workers in my area have been enduring and rewarding. In the past the "team concept" has functioned well within our office. Sadly, with recent changes (both external and internal) that is less evident at the present time.

We have a great staff here at Skyline. Everyone here focuses on students and we try to provide them with the best possible service. We are also very fortunate to have an approachable and informative president. She is a hard worker but the campus is going through an amazing change for the better.

In the past I really loved it here. Everybody was very polite and collegial at least. Teaching was a priority and the students were better academically and in terms of discipline too. Now instructors and staff are overworked and shared governance has gone too far. The morale is lower because people are more pressured and less happy about their work conditions. A lot of people want to retire earlier or go somewhere else because what they come to do here is not being done: only teach + not do other jobs, for example

What I like most about working at Skyline is the feeling of collegiality and the sense of family that I get, especially amongst my colleagues in the Language Arts Division. Also, I've had Deans who have always supported my professional development endeavors and who have recognized and worked with the challenges I faced.

Within our own areas, there is a family feeling,

The part I like most about working at Skyline College is working directly with the students. I enjoy helping them to successfully achieve their goals and aspirations. I also appreciate the support I receive from my supervisor to pursue + implement changes in the area where I work. This supportive approach has enabled the program to grow and expand + provide new opportunities to the students with whom I work.

The student body. Other teachers, staff

1. The Students First philosophy throughout the entire campus. 2. The willingness of Skyline employees to assist one another

the students their diversity sincerity, hardworking

Close to home. Great Automotive facility. Excellent Faculty.

Location -- Close to where I live. An opportunity to grow in my profession

The One-Stop Center. Small campus feel. Interaction with different departments.

Skyline College has an amazing set of staff members that go above and beyond what is expected of them.

Students - Staff

the work environment

I feel there is a strong feeling that student success is our primary goal at Skyline. I feel the work of the SMT Division and the feeling of the division is that the work with students is the most important part of our job.

1) People, very supportive & student friendly. 2) I enjoy working in my division, I have learned a great deal from them --

- Positive environment in which to work. - Inclusiveness in decision-making - Students-first philosophy - willingness to embark on new initiatives - hard-working faculty, staff and administrators

I like the opportunity offer to employees to participate on different aspect of shared governance via committees and the councils. (For example, Classified Council, Budget Committee, etc)

Friendly cooperative atmosphere. Small campus, easy accessibility.

collegiality, cooperative spirit almost across th board. the great energy + heart-felt motivation to "accomplish th mission" on almost everyone's part: it's wonderful, infective, enlivening --

I love the diversity and the helpfulness and cooperation of employees to each other.

Appreciative students. Collegiatalty

-- The faculty and staff in general are pleasant and care about teaching. In particular, my department has a number of inspiring, involved, and focused people who are happy to share ideas. -- The college administration seems (and to my experience, is) open to criticism and change.

Skyline is an inclusive institution focused on student success. I have always been treated warmly and with respect. I enjoy working where the "students first" statement is "our" faculty + staff "daily reality" and focus

I like the warm family atmosphere among my colleagues. We are an interesting and diverse bunch of people very committed to providing a great learning environment for our students. We share common goals + really care about and love our jobs. Faculty staff + administrators in our division work together well.

It's a friendly place to work

1. Great and supportive people. 2. Encouragement to do professional development.

Commitment to students. Collegiality, sense of working together for a common cause. Sense of mission

Friendly + open atmosphere good communication between administration + faculty.

- collegial atmosphere amongst faculty + staff - campus has a "students-first" philosophy - administration tries to make transparent decisions and embraces shared governance #1 -> students -- culturally diverse, culturally astute (except some lingering, homophobia), many first generation college students who succeed and inspire subsequent generations

I love the friendly, personable atmosphere that almost every department seems to put forth.

Working with students. Facilitating learning. Beautiful Surroundings. Good instructors. Good technology. Good outreach to high school students. International students.

Close proximity to home. Co-workers are friendly and supportive

I thoroughly enjoy helping the students learn. I also greatly appreciate the assistance and supportive I receive from colleagues and staff.

Friendly people. Size of school. Excited about new buildings

Nice, helpful, staff (most). Nice student population. Good student resources

one of the reason's I enjoy working for Skyline is the value, they give each student, the care for each students education,

There is a sense of community here. I like watching the different generations in families attend & move on. I feel that in my job I help build my community, stronger economically.

-My dean is extremely supportive and available to me -- she listens to ideas and provides an atmosphere for creativity within the curriculum guidelines - The school overall is a safe, supportive place for a part time instructor

- Collaborating w/other departments - potential of promoting change & improvements in learning environments-

I like the students. For the most part, I like my colleagues.

It's always chilling --

Creative freedom of instruction. Co-workers help. Fun yet professional environment. The reward of student learning from instruction. Pay + benefits if full-time

The students

I love the great comradery that we share at Skyline. Skyline has made an outrageous contribution to my life by giving me the opportunity to teach and the very touching and complete support of all my classes.

I enjoy working with my students who come from very diverse cultural backgrounds. My colleagues provide support and increased awareness regarding my discipline as well as areas I am not familiar with. I enjoy sharing varied opinions and interests as my colleagues and serving on campus wide commitees. As an entity Skyline College is concerned about it's students and does live up to the "students first philosophy." I enjoy contributing my efforts towards improving the campus climate at Skyline even though it may not be always supported by supervisor.

-The supportive environment for students enhances their learn -Competent coworkers and supportive administrator -Other employees are always willing to help, even if it "isnt their job," going all the way up to the president of the college -Parking is great! Close to class (I have to carry a lot)

Comments Q72: Please comment on one or two things that you would like to see changed or improved at Skyline College.

More fulltime hiring. Less committee work or release time for committee work. Engl class size (Engl 846), RDG class size (READ 826 + 836) regulated-- keep at 25 or 26

I'm happy with the way things are run here. I can't think of any changes or improvements, other than the weather at times.

1. The parking. 2. Beautification of the grounds. (I.E. CSM has a pleasing physical atmosphere).
more unity and communication between different departments. better organization in the district office

Maintenance/upkeep of the buildings + facilities. More parking. To get out of PAC HEIGHTS for Cosmo to be part of the campus + have an opportunity to get the facilities they need to run a high quality program.

Professional development needs to fund travel, food & hotel expense when the course or seminar is out of town. Submit absent affidavits, book requests, & central duplication forms online.

I would like to see the position of Dean of Instructional Technology to be fulfilled to oversee implementation and designed of all instructional computers including software purchase and installation for all computers in labs and classrooms. In addition, to have onsite person available to answer related technology questions on hardware and software for classified, faculty and administration/management at Skyline College. I would like to see the Technology Advisory Committee (TAC) to be establish again. I haven't heard any meetings schedule and invite technical support services team including technicians. even though they report to the district. I am concern is there enough technical support people to support all the new buildings that have computers and printers. Will there be hiring support person? I would like to see improvement on cleaning offices and classrooms. I would like to see security officers to be seen around campus in the evenings. Is there a evaluation for technology or a survey for technology? Like adequate updated computers, updated printers, and how do Skyline College measures up to other community colleges.

Sometimes some staff are overworked, while others are not. It would be a good idea if the administration including deans really assessed the workload and made adjustments. I have noticed that some non-represented classified staff put in long hours. Better training of classified staff particularly in the areas of written communication and office skills.

Facility -- need sufficient facilities to meet student needs. While I enjoy my work very much, I feel I have limited opportunity for career advancement.

Increase in your black student and faculty populations.

Skyline must find a way to cut the bureaucracy and mounds of paperwork. Our curric forms are outmoded, reflecting an outmoded way of thinking. Our students drown in a sea of forms over simple things like a class change. A+R is more concerned about paperwork than human experience -- students are just numbers to them and A+R could care less whether a student gets access to what they need or not. To change a grade or do a simple administrative function, I need to go through a process of getting forms signed, stamped, and certified by GOD. My administrator does not trust me with simple tasks that could be delegated. Administrators (Deans) have too much work. Dept. chairs or designees could lighten the load and improve efficiency. The campus has responded to requests RE: disaster preparedness. However, the response was the Red Cross general course. What we want are policies + procedures. We had a bomb threat in a remote building and there was no one to direct people or traffic, and it was unclear when it was safe to reenter. Basically, no one had been deputized to be in charge. A Red Cross -- course won't help here. Lighten the bureaucracy. Empower people to take charge

through delegation. Minimize micromanagement. Cut the paperwork. Treat folks as intelligent, capable collaborators, not as people you need to babysit or control. Delegate!

Hiring practice. If job posting says degree or equal amount of experience how can a person be told they cant have the job because they don't have a degree? But they do have equal experience

District office often seems to work against colleges missions/goals. Adequate office space...

A more structured approach to reaching students that fall between the cracks. A website that was user friendly

Safer working environment, especially during construction. Safer environment, in relation to personal safety on campus... especially at night. More security at night/during "off" hours. More lighting at night. More parking for Staff.

The staff is inadequately prepared to handle a disaster on the campus. I'd like to see more classes for all personnel + regular drills of small + large types of disasters.

clean up around college buildings, dirty. More focus and assistance in One Stop. High expectations, few positive strokes. Need more personnel.

How some people on our staff can be more student friendly or customer service orientated.

College Rep. to go to the High Schools to encourage enrollment (FALL + SPRING) 1) FALL - Fill out papers even though students won't graduate until the end of spring. The will be filling out admission applications (Skyline) as those who are filling out 4-yr. college applications. 2) SPRING follow-up and testing. Then students will not feel like 2nd class students; they will be "filling out" college apps. also more evening counseling services (?)

I'd like to see more student-friendly spaces so that Skyline can feel more like a "college." People should print double-sided to save space, paper + money! Printers do that these days.

A place to go if you are feeling ill. -- sick room or quiet room.

more diversity in leadership rolls (ie - men). more activities to promote support of coworkers and "in this together" feeling.

more handicapped parking spaces for employees who work with disabilities

The landscaping is dismal. I would like to see a greater variety of major programs offered. I feel there is too much emphasis on technology and computers. Survey Comment -- you should have a box to check for "I don't know." There were many questions which I didn't feel I have the information to answer. For these, I answered "3".

While there are many opportunities to serve on campus-wide committees, there are, in fact, a lot of obstacles for classified staff to participate. Classified do not get time off from their regular duties to participate => they participate in addition to a full work load. Shared governance would mean more if all employees had the same support in order to participate.

Better assigned workspace. Better maintained facilities of classrooms + washrooms

I think we need to continue to look out for marginalized populations like -- African Americans, Muslims + the disabled (for examples)

Hire some administrators/managers that are bright, intelligent and capable of doing their job! ; and make them accountable.

More attention focused on the specific needs of non-native speakers.

Better upkeep of facilities

New computers

Need more parking space. More security presence around campus

After hours security. More \$ raised by foundation/development office. More student involvement in student government. Need a more representative voice of students. Few active students not representative of the thousands that are served here

The catalogue is shamefully thin. The emphasis should be on maximizing offerings and enrollment. My classes have been cancelled when they were two students short of the 20 required. The cumulative impact of this policy, the loss of 10-18 students for each cancelled class is a disservice to students who have enrolled and faculty who have prepared to teach these classes. It also lowers overall enrollment significantly and jeopardizes the fulfillment of the educational needs of the greater community. (A minimum of 150 student were lost from cancelled classes in my department alone.)

I would like to see administrators come out and get to know faculty -- access. I'd like to see faculty support commensurate with the support I see for students and support staff. We're 3rd rate administrators + their people "run us." Secretaries with very little education tell us what to do and limit our freedoms -- academic and otherwise. Some of us are very well educated + prepared + we are taken for granted

Everyone employ the students first philosophy. This needs to be expressed in laymen terms or actual actions we can take on a daily basis to employ this philosophy

1. Security was terrible + a joke. When the other chief of police was here things improved 100%. I answered questions about security before "B+". I would like a better supervisor in security. 2. There are a few employees that are late all of the time, do as little work as possible. seem to have enormous amounts of comp time. (This is not in my dept.) it seems common knowledge even by this person's supervisor. this is so bad for the morale of others. Perhaps deans and supervisor to realize they can not turn deaf ears to those who don't pull their own weight.

Areas of services. Supervisors style of work. More office space. Hiring F/T help -- especially in A&R

Stronger policy/security on graffiti, or student violations be enforced. Skyline facilities compared to other campuses is improved but not at the level of the other campuses. Use a better pencil

Looking forward to the new buildings to lower problems holding office hours and having some semiprivate student-faculty meeting space. Bookstore! Yuk. A few students sometimes exhibit open + strongly expressed racism toward "white" (prefer European-American) teachers. Apparently no one is addressing this type of racism. My total teaching experience = 20 yrs. This is pretty surprizing and given my civil rights commitments -- I'm feeling violated

I'd like to see the District Rules/Regs, Policies adhered to when it comes to hiring practices. And also I'd like deadlines for many things, such as applications for degrees or special programs adhered to. I'd like to see classified staff be included in decisions made that affect their job especially -- that DOES NOT happen -- Everything is secretly done behind people's backs until it's too late.

A&R is very short staffed. From seven full time people we now have only 3 full time people. 2 FT positions went to 4 days a week, 2 went to 20 hrs or less a week. From 4 student part time workers we now have 2. Yet every one is to take a turn at the front counter. How is each individual supposed to get their work done? The past 2 wks, 3 people are out. Supervisors seem to think every thing is "fine" and express surprise when the P/T temp staff are working late. The P/T temp ladies are expected to cover for many who are out (transcripts/enrollment verification) with little training. Morale is very low. Frustration is HIGH.

1) Parking Garage for employees 2) Are SLO's just another fad or buzz that will go away when a new incentive comes along 3) More men on campus.

change the logo back

The budget planning process needs to be tightened up and more closely linked to strategized decisions and directions set forth.

We need to have more courses that reflect diversity. Due to the current conflicts, we need courses that provide essential knowledge about Islam, Middle East and the Korean peninsula.

More faculty/staff parking!!! About 75% of the time I am forced to park in Lot 10 (gravel/unpaved). Smoking policies revised & enforced!!! Regularly (practically every class period) cigarette smoke is blown into the classrooms in which I teach. The problem lies with faculty/staff smokers as well as student smokers. More commitment to academic excellence which tends to suffer (in my opinion) with the overruling emphasis on "open access" at Skyline. More attention to prerequisite skills necessary for college-level classes, and a willing to require students to gain these skills before entry into classes with prerequisite (reading, writing, etc.) skills.

more money for equipment + supplies for part time teachers.

1. Facilities could be improved and better maintained. 2. More classes + hiring of more full-time faculty.

This survey does not reflect responses appropriate to adjunct faculty. There should be two different surveys -- one for full time and one for adjunct employees. There is NO coordination between adjunct and full time instructors or even between the adjuncts themselves. Adjuncts are not encouraged (nor compensated) to attend any meetings or flex activities.

1. More classroom support: adequate copy limits, in-class computers, paid readers. 2. Currently there is 0 travel budget for faculty to attend conferences. 3. Shared governance stresses faculty in the classroom. Every meeting added subtracts from researching, planning and follow up for creative in class activities.

health/safety of buildings. Adequate space -- office + class room

I would like to see the damn construction move forward. This morning, at 8:00 AM when I arrived for work I observed three men at work near buildings 6 and 7. Allow me to correct that, one man was operating what appeared to be a miniature back hoe, another was watching him, and the third was on a cell phone near the top of building 6. I wonder if Skyline were in closer proximity to the District Office, as CSM is, if there might be some more progress from our contractors. 73. No number is assigned this question, but a comment, even if not read, is called for. I have assigned "3" 's to several areas of questions that involve my manager and the work conditions in my office. However, my supervisor has moved on to a new position and no permanent replacement has arrived. The level "3" does not reflect the position of the interim supervisor, who is doing a "5" considering the difficulties. However, were I in a position to rate the previous two supervisors, "1" would not be nearly low enough. In fact, this position has been disgraced by the two previous occupants of the office, and caused me, on more than one occasion, to feel ashamed to be part, not only of my own department, but of Skyline College as a whole. I have nothing but the highest hopes for the replacement, and look forward to a new day, under a new supervisor, who will allow me to continue in what I consider to be my only function at Skyline College -- serving the students.

Parking lots at Skyline College is in a safety. AC in every buildings is not in safety.

People should all go through the same process for a position: that the demonstrate their ability "not" because they have higher degree.

I would like to see all faculty take part in getting involved in committees as their contracts requires them to.

-bathrooms are very poor -Media center will not deliver + pick up your equipment -part time faculty very seldom hired full time -inequity in pay between full + part time

Facilities and Grounds. This is a trashy dirty campus. What good are new buildings going to be when they are all scuffed up and have dirty carpeting. Our reputation in our community. Yes we can get better, but I think we need to have our community better understand the quality that we currently posses.

more help w/technology. better connection w/library [resources for my dept area]

Larger, more contemporary & professional bookstore. More office space for adjunct faculty

1) that part-time faculty are made to feel part of Skyline and not a subset 2) Openings + promotions to full time positions - part timers are given priority

1. Facilities maintenance. 2. Improved library facilities and book collection.

Improved maintenance of buildings + grounds, particularly cleaning & routine maintenance inside. Better communication in event of an emergency, particularly in late afternoon + evening. Fewer (shorter?) meetings/committees -- a lot of staff get really bogged down in having to be on so many committees. Any way to spread them out more or get more people involved?

Skyline should offer a sure load to a part-time faculty. Make it sure that the given number of units or teaching load should not be dissolved. Part time employees should be given an assurance of what they have to work for.

The only thing that disturbs me about working at Skyline College is the lack of respect I see shown by some managers toward the Classified Staff and the lack of understanding and recognition for the work some staff produce and the lack of awareness of what is required to accomplish what is produced. To acknowledge the contributions made by anyone costs nothing and provides so much toward god morale, and yet it is often completely absent.

1. Skyline needs to find a way to reach out to more students who would otherwise not go to college. 2. Accessibility -- I have heard how difficult it is for too many students to get to Skyline.

More parking and less new blgds

1. Projectors (DLP) in every room along with internet access in all classrooms. 1115 has the screen but no projector. Wireless internet is spotty in Bld 1. 2. Better parking for students.

communication

In our department you don't have to interview for a position, just because you have a college degree they feel your qualified for the position. Our supervisor does not like conflict so therefore problems are swept under the carpet. She does not like to make decisions. Our students constantly go over her head a go directly to the dean.

Better drinking fountains. More activities (announced in courtyard).

Better weather conditions. More activity for the students.

When the remodeling is complete then I can comment. Right now I'm patiently waiting for the new classrooms (upgraded). Until then I smile + continuing helping out where I can. I have a job + I like it. Thought of a few items: Elevators -- When are they going to be updated with an inspection. This looks bad to all (employees, students, visitors, etc.) Also scary to think about. Backside of College Dr. -- can this get repaved? Is this in the campus upgrading at the end of the construction? Survey should have 1-6 6 being "unknown or not applicable I personally have little knowledge as indicated by a blank answer

*Program Review should not be such an onerous process; one person "departments" should not bear the burden of doing this project singularly -- *Moneis are needed to fund sabbaticals and professional development projects separately. It should not be "lumped" together in one fund. We have validated the need for sabbatical thought AFT negotiations but cannot fund and award them! This is at the heart of faculty morale.

Too many things are put on each person's plate, i.e. too much to do.

I'd like to see more faculty to replace those who have retired. There are fewer of us are having to do more work because of it. Bigger office space. Many of us are crowded 2 to a space. It makes it difficult to see students or to keep confidential issues between student + instructor.

Students and staff are concerned about parking space in campus and we all would like to have this problem be improved. Buses like #121/123 don't come to campus during weekends. There should be weekend (Sat/Sun) bus services for the conveniency of those who don't drive

Too many initiatives -- plate is over full. You can't do everything all at once with current resources -- budget + staff. Although shared governance is fundamental to how the college "does business" it can be very slow and frustrating. This could also be related to the expanded number of initiatives. So much is going on that sometimes people are unaware of all the issues, and feel like they weren't included as part of the process. Then the process needs to be modified to include those who are "catching up". Stress + tensions build up as multiple deadlines converge and overlap.

1. Faculty retreat - overnight 2. Faculty restrooms

More respect/benefit of the doubt from management towards classified staff & faculty. More respect/benefit of the doubt/tolerance/cooperation between classified staff & other divisions/offices. For management/supervisors to respond more quickly to vacation/personal necessity requests. Quicker responses from management regarding supplies requests & responses to time sensitive requests. More specialized training & more accommodating training schedules.

I feel that the college should encourage part-time faculty to more actively participate in governances and pay them for it. Currently the only way to participate is on a volunteer - unpaid basis which is not a viable option. This leads to feeling either left out of the process, or feeling used and not being valued highly enough to be paid for your time. Both are detrimental to overall morale.

The smoking policy -- you can't walk into a bldg w/out having to walk through the smoke. Better CTL trainings -- I appreciate that they are being offered. I just don't often walking away feeling I learned something. Sometimes not well organized or the other extreme, where too much info is given + it is overwhelming. Please don't overlook that I am appreciative that trainings are given.

We have too few people in every employment category to do all our tasks well.

There are many initiatives happening across the campus. In the spirit of shared governance, this requires more time beyond our job duties which make us exhausted. There needs to be more release time or compensation given to allow people to perform to their best ability for the College and themselves. As a Faculty member, I've recognized the impact our current 75/25 ration has had on our full time faculty. We will continue to lose talented faculty if we do not improve this ratio to have more full-time faculty to be able to perform all the other expectations... i.e. program development, program review, shared governance, committee participation, professional development etc...

I would like to see more levels or positions (ex. level I, II, III) so that people can move up in their positions as they become more experienced.

I would like to see more collaboration between the different departments.

1) The state of the campus is terrible, more needs to be done to make the educational experience separate from the construction zone. 2) more proof that shared governance is working.

Too many committees! Need more B & G staff for cleaning campus.

Technology despite everyone (incl the Chancellor) saying that it should not drive our educational "delivery system." It does. It's a very expensive tail wagging a less expensive dog. When we are asked about our technology needs the only acceptable answer seems to be, "Yes, more please." There seems to be little planning or coordination. For ex. The SMART classrooms NEVER work and waste valuable class time. Most of us still need to wheel in other carts (the old vcr setups are much more reliable and preferred) which clutter the classrooms. Last year we were told to "come and pick up our laptops." No one bothered to ask anyone if they wanted one. So then we were told we were wasting a room full of laptops and we should want them because they are better....and we'd better get used to it because "everything is going in the direction of laptops." So, "asking" what we think hasn't created the results it could. FUNDAMENTAL materials are no longer provided such as grade sheets and permanent role sheets. I've heard the explanation about the apparent inability to print them out and a drive by the district to put all this online but

this is insufficient. I don't know any faculty person or classified staff who thinks removing these critical documents from our record keeping was a good, responsible idea. If it's not broken -- we're not trying hard enough! The previous system worked very well and provided original hard copies which are more effective if a student were to grieve a grade, etc. Students and faculty need to have the portability of the grade book with its corresponding attendance. So often poor student performance is tied to poor attendance. Please BRING BACK the Permanent Role/Grade Sheets! Finally, security on this campus needs some serious review. There seems to be a reluctance on this campus to give consequences to students for poor and even violent behavior. There is a growing feeling among faculty, myself included, that this reluctance to deal with sometimes overtly violent students stems from the administrations desire to keep "good" statistics on the college. I need Skyline to be an actual safe college -- not a statistically "safe college/work environment. Also, faculty often do not feel supported when serious incidences occur nor are we kept informed of incidents such as assaults, etc on campus. Most institutions are not proactive and wait until a terrible tragedy takes place. We can learn from the mistakes of others and do a better job of setting and ENFORCING standards of conduct on our campus.

Administrative and managerial decisions need to be better thought out and be motivated by more egalitarian standards. This includes decisions that sometimes contradict or undercut clear and established policies. Such decisions are often defended as benefiting students; when in reality they contribute to unfairness and the erosion of institutional integrity. The institution's decision makers need to overcome some built-in biases and faulty assumptions. Past accreditation reports have mandated the need for the institutional research activities that have, to some extent been implemented in recent years. However, either the research has not had proper focus, or else has been overlooked and misinterpreted. At least that would be my expectation based on the quality of decisions being made. Skyline continues to suffer from decisions made at the District level which are less advantageous to the College than to either or both of the other District colleges. There are too many committees and meetings that gobble up my time; making participants less effective in the performance of their primary responsibilities. There is a general belief that committees are ineffective. And because participation on committees is believed to be the primary way in which constituent groups provide input to decision-making, this is doubly problematic. Having a multitude of committees has the overall effect of making them relatively weak, both collectively and individually. When stalemates occur (as they often do) it is the administration that wields power, and tips the balance. When college councils arose at the primary bodies for shared governance, they were clearly not decision-making bodies. They were advisory in nature. The frustration level was high, and the initially large Skyline College Council was subsequently made smaller because of continued dissatisfaction and ultimately growing disinterest of many of the council members. This problem is symptomatic of the difficulty that the College and District have had in implementing shared governance. The time and effort required became excessive for those who felt the goals were vague and not widely understood nor embraced by many constituents. At Skyline, at least a year was spent in formulating and finalizing the basic College Council by-laws and charge. Not surprisingly, the campus community has never put much confidence in the efficacy of the Council. The College District has historically made ill-timed and disjointed decisions, especially in the area of computer technology development for District use -- at least as it pertains to student services. It is significant to note that when large decisions such as choosing Oracle as the supplier of the Banner operating system were made, the end users were in strong disagreement with such decisions. The procedures and policies that have developed with respect to the role of IT services have had the effect of making IT staff increasingly insulated from those who were presumably to be served. This is hardly justified in light of the low satisfaction level that exists among those who depend upon computer services and computer system performance. Lastly, Skyline's responsible administrators and managers continue to ignore the need to bolster staffing in critical areas of student services. Even as the budgetary constrictions have seemingly lessened, there is on-going resistance to restoring "cut" or reduced positions. However, at the same time expenditures to create new positions and to fund consultants and special projects continue. It is increasingly difficult for those who must deliver services in such an environment to hear College

spokespersons praise the quality of College programs, when behind the scenes it is evident the concern for essential staffing is absent. The seriousness of this situation cannot be overstated.

A/R staffing has got to improve. The lack of staff has effected all parts of the campus. It has not only impacted students but staff as well. There seems to be too much reliance on part-time people and students workers. I would like to see better unity among faculty. Many times we see the same people doing committee work, accreditation, etc. I'd like to see more Part-Timers involved in campus activities and committee work. I wish I could think of a way to unite faculty and staff so that the campus would benefit.

1. I hate the cold weather + the fog. Change it. (Just kidding!) 2. Also marketing towards classes and the great quality of the instructors must improve soon, pronto. 3. It is appalling that there is no paid maternity leave! 4. A live student orientation at the entry/matriculation level has to be done. --We must recruit better prepared students 5. Instructors + administrators are evaluated + pressured to be always the very best they can + cannot be whereas students are not required to be any good at all. The bar must be held high w/o compromising instructor's productivity. A screening entrance level process should be established to hold students to the level of Skyline College Instructors.

I would like to see travel monies restored so that those who attend conferences do not need to pay for hotel/airfare completely out of pocket. I would like to see more hires -- classified and faculty -- in order to spread the workload out and to relieve us of our already burdened work lives.

Faculty should not be the only employees that are appreciated. Funds tend to go there first. Restroom need cleaning more than once a day....disgusting. Stairs need to be powerwashed. CSM has advertisement at TanForan, Canada sponsored promo at SBC& is heard on radio often. We are closer to both locations, why aren't we out there too? Let us shine. Commencement Day should change. It's a holiday weekend that everyone should start to enjoy early. This survey is too long.

In my opinion, Skyline needs to improve its awareness of and sensitivity to the needs of students with disabilities. Additional attention needs to be directed to improving accessibility for students with disabilities, particularly in the area of access to electronic information on the college website + instructional websites + online classes

SPACE -- MORE Space in which to do our jobs.

More focus on Orientation preparing students for college success (for all matriculating students) more voice for counselors in decision making process more value respect + appreciation for my work.

Faculty pay needs to be increased. Need more parking. College should be more self reliant and not depend on District Allocations as much. (More funds need to go directly to College). Facilities should be de-centralized and part of College Staff. They no longer should be under Chancellor's Office.

Having a decent and fair boss is the most important aspect of working at Skyline. Presidents, VP's and Division Deans come and go. We have had terrible administrators for many years at Skyline. Thankfully, the last several years has been great. I would hope that as change in administration takes place, The faculty and staff will unite aggressively against administrators who are mean, rude and arrogant. Some people have an ego when they get power. They need to be corrected and chastized immediately. We should not accept rude and mean administrators. Thanks for asking. :)

In person orientation: An independent committee (not made up of 100% counseling faculty members) needs to look at how the in-person orientation is creating a barrier/bottleneck for new students. Strengthen the online orientation. Provide more drop in counseling sessions that address not just quick 5-10 minute questions, but actually help students with the matriculation process.

I'd like to see more new classes to keep up with the change of technology.

Administrative/clerical support to instructors

more security

Better regular maintenance of facilities & cleaning of rooms/halls/restrooms. Additional allocation of maintenance & custodial staff seems to be required. One comment on the survey itself... - I found it curious that neither sexual orientation nor religious affiliation were addressed in questions relating to diversity. - I imagine that as is often used, "lifestyle" was code for sexual orientation. For a campus that I find to be very accepting (particularly among staff/faculty) of all diversity, I was surprised to find the survey treat sexual orientation as a "lifestyle" or not at all.

1) Fewer committees, or at least an equal distribution i.e. I always see the same people serving on committees, this takes time away from my students. 2) The counseling division really needs some improvement as does the financial aid office, neither are very student friendly.

- Shared governance structure involves too many meetings with too many of the same players involved. A participative but less repetitious, meeting-consuming process may be worth exploring
- The district should establish a process for soliciting participation, feedback/input from college stakeholders before/during/ bargaining/negotiation processes

I believe we rely too much on computers or automation for some of the things we do. For example, registration, I know this has an effects on our enrollment. I have assisted some of our non-tradition students with the process and we had difficulty. We need to regularly look at how we do business utilizing the clients that we serve.

I'd like to see more federal funding for CCs as well as more full time positions. Part time instructors get coverage or at least partial coverage for health care, like CCSF.

There has been a decided shift a deemphasis on substantive vs. governance issues. More attention paid to --+ more institutional focus on, discussion of actual teaching issues + student teaching issue compared w/institutional imphasis on shared governance, policies, procedures. The college overall provides little time + gives little community voice on attention to issues/subjects/seminars re: student learning/teaching issues that would upgrade everyone's class/learning experience.

The bathroom facilities need improving. Faculty as well as classified need a lounging area designated in each building.

Release time for extra curricular committees ie: AS, hiring, tenure review, divisional, campus + districtwide -- anything that adds value or service to staff or students. Sufficient janitorial and maintenance staffing -- this area is top heavy and day to day is inadequate

- Money to create time and opportunity for regular collaboration (including student shadowing, team teaching, cross curricular ventures). - Better food choices. Something closer to the Emeryville public market where a number of smaller vendors are given space. - Replace the new logo. Limiting faculty response to the choice of least unpleasant picture hardly seems like a shared decision. Back to the drawing board, please.

Skyline needs to recognize that it competes with private schools for students in vocational areas. These programs are part of the college's mission and a system of marketing needs to be developed and implemented.

Replace employees when they retire. Hire more full time faculty that share a high level of commitment to teaching. Spend more funds on instruction and supplies that enhance the learning experience for our students.

It will be nice when the construction is finished. Getting around campus is a real burden to my limited mobility students and the cracks and puddles make it difficult for me. Way too many science/math classes are taught by adjuncts. Get more full time recs!

1. More full-time faculty in Math Dept. 2. Office space with computers for part-time faculty.

More money for travel + lodging for out-of-area conferences. Better support for learning communities --i.e. -release time for faculty involved (or extra pay) for their many planning, organizing efforts -a counselor for each program with enough time to handle the work

Greater emphasis on languages. Be patient + support fledgling courses in these languages.

- for professional development monies to be re-instituted for the cost of travel, lodging, + food - for learning communities such as Puente, ASTEP, + Kababayan to have consistent, stable sources of funding to adequately run our programs - for the District to list job openings in venues that reach culturally diverse populations

I would like there to be better communication between the departments and the admin. & departments, as far as planning and programs & events -- a more open dialogue, if you will,

Better planning on construction projects. Better priorities on construction projects. Intelligent administration of construction dollars. Bad instructors. Better supervision. Grad student workers need close supervision.

Most of all, I would like to see the foundational work of teaching & learning more valued at Skyline College. When Pres. Morrow read aloud her midnight list of terrific Skyline folks at our college opening day a few years ago, she crystallized for me that the institution and its administration value the PR achievements over the daily, fundamental teaching and learning that I know goes on at the highest possible standards in the classrooms in which I work. Sure, I serve on institutional, division, and department committees, work with student organizations -- all because doing so is an important part of my job -- perhaps most important, as I see it, screening committee work, but what I do most (and best) is what I think is by far the most important: teaching. From Pres. Morrow's public comments I recognized for almost the first time that what Skyline values are initiatives, performances, posters; these are the achievements -- very real ones -- that are rewarded. Bear in mind that many -- not all -- of these extracurricular, if I may call them that, achievements are funded by release time. Meanwhile, the rest of us, drones apparently, do the work of teaching and encouraging learning. Is this not at the heart of our mission? As should be understood from this reply, I am convinced that Skyline does not sufficiently value that which I value most. It's disheartening. I would like to see this change. I remain thankful for the students -- they do the learning -- and for the opportunity to help them become what I call student scholars.... Since I've chosen to type this statement, I feel that I should include my name. jeff westfall, Prof., English & Community Service Advisor, Skyline College

Need full time front desk receptionist in admissions and records. Need more security staff and lighting in the evening. Pave the dirt and gravel staff parking lot next to building 3

Increase IT support staff + provide additional training. There are currently only 3 full time PC techs here at Skyline, + far too much work for such a small staff. Also, only one tech currently knows Macintosh. The workload demand cannot be met by such a small staff. This in turn affects PC availability for classes and has a negative impact on teaching and student learning. Requests for class materials are placed but are requested for again due to lost/misplaced requests. New materials need to be promptly provided, especially since technology is constantly changing and improving. These delays make it difficult for instructors to teach material that is current.

Status of part-time faculty. I noticed questionnaire was concerned with including classified staff in decision making but part time faculty cannot really participate on committee level and have no permanent or seniority rights

Parking - Have not been able to find parking at times. Office Space - None for Part timers. Mentors - Have not been given one. PT input - not asked for. Wasrooms TP - Very-very cheap. Consider a women who bleeds excessively trying to clean up w/paper that falls apart so easily. SLOC - not in my discipline. Sinks - automatic spouts waist H2O as women pump in front of the sinks. I answered #3 to many questions because I don't have a clue or the question was worded in such a way that I could not respond as I wished to

I would like to see a much bigger Cosmetology Dept. I feel like the Dept needs more room. Were rapidly growing

I would like to see ethnic/diversity training/workshops to all employees! I have voiced this in many committee & planning groups & when some one tries to put the plan into motion, it gets shot down!

- More interaction between career or job opportunities and faculty - Not all our students will go on to 4 year colleges -I feel it is very important to maintain and grow areas of study that provide students and ready students for a career path and not reliant on a 4 yr. degree,

More collaboration between Business department w/other Departments

The committee work + non classroom tasks are tremendous. We are just doing too much outside of teaching. It shouldn't be so exahusting to work here. Pay us for committee work OR deduct pay From the slackers.

Require faculty to have taken courses toward a credential. I.E. teaching courses -- Most faculty have learned to teach by rote -- they need to be trained to lecture, write tests, lesson plan, etc.

Promptness of administrative tasks. Regulation + control of visitors + overlapping of workout times among classes/teams/instructors. Difficulty in transitioning from part-time to full-time

Adjunct class assignments -does it really go by seniority?

I would like Skyline to find a way to get our dance instructor back as a full time employee. Losing her as a full time participating member of our team is a colossal loss.

I am glad to have this survey to express views and opinions. I hope their will be shared information as to results of survey and how responses might be addressed in terms of positive change, recognition or appreciation of what we are doing successfully as a team. I would like to see more room for growth and development in Counseling Services along with continued training and staff development. Shared governance is an extremely important area for most counselors which needs to be strengthened and reinforced. Follow-through is not always taken seriously which hinders efforts towards improved communication in our area.

-Having a place for PT faculty to keep books, handouts + other materials for students to use + access would be helpful -Being able to have office hours to give students extra help