2022 EMPLOYEE SURVEY
RESULTS AND ANALYSIS

April 2023

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SOUTH PLAINS COLLEGE

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The organizational climate of the College is the product of the interactions and relationships among SPC employees who work together to accomplish our institutional mission and fulfill our vision of improving each student's life. The Employee Survey is designed to serve as a measure of employee satisfaction with the overall work environment of the College. A total of 402 employees responded to the 2022 survey, 49 more individuals than the number of participants for the 2020 survey (N=353).

The results of the 2022 Employee Survey indicate that the current organizational climate is supportive of the College's seven areas of commitment that comprise the College's system of organizational values and beliefs. Commitment to students, educational excellence, and access and diversity remain the most positive factors about South Plains College as seen by employees. As in previous Employee Surveys, the College's dedication to students emerged as the number one attribute employees do not want to see changed. The College's friendly work environment that is characterized by supportive and cooperative co-workers and a sense of family continues to be highly valued attributes in working at SPC. ***These findings do not deviate from those of previous surveys, which indicate that the organizational culture of the College remains stable and consistent.*** Leadership on administrative and supervisory levels was also viewed as an institutional strength, overall.

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

The subscale factors pertaining to student focus, learning focus, access and diversity, employee empowerment, supervisory management, cooperation/teamwork, internal employee relations, physical environment, community focus, and leadership are viewed positively by employees. Mean scores for all 16 organizational success factors exceeded the 3.50 benchmark for All Respondents.

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

Statistical hypothesis testing, employed to determine possible statistical significance between the Mean results for the 2022 survey compared with the 2020 survey, was noted in one of the grouped variables for All Respondents. The Mean value for cooperation and teamwork exhibited F-test statistical difference at the 0.009 level, indicating significant difference in the variation of responses between the two survey years. Additionally, the f-test statistic for planning and effectiveness grouped variable also exhibited significant difference in the equality of the two Means for the survey populations. The Mean value decreased from 3.90 to 3.82 for this measure.

The Survey Analysis Report includes data that describe the degree of employee agreement with the 54 statements comprising the survey. Employees had high levels of agreement (greater than or equal to a 70% benchmark) for 47 of the statements for an overall satisfaction rating of 87.0%. There was no change over the 2020 survey administration (47 statements for 87.0%). Of the 7 statements where overall agreement fell below the 70% benchmark, percentage point improvements were gained for three of the statements.

The Survey Report also examines whether or not attributes/success factor and statement Means that did not meet the 3.50 benchmark in the prior survey increased in value to meet the benchmark (termed an "improvement"). Conversely, those statement Means that met the benchmark in the prior survey, but failed to meet the benchmark in the 2022 survey are recorded as "setbacks." The same analysis is applied to the number of statements that improve to meet the 70% agreement benchmark and that fall below the benchmark.

When comparing 2022 survey results to those of 2020, there was one benchmark improvement recorded for *attribute/success factors means* among All Respondents. Notably, the attribute/success factor Organizational Communication improved from 3.45 in 2020 to 3.52 in 2022 for All Respondents. Conversely, twenty-one statement Means experienced setbacks among the four employee categories from the 2020 survey ratings

Benchmark improvements for *statement agreement* among the employee categories slightly trailed setbacks 17 to 21. The benchmark improvements were seen in all employee classification groups. Faculty statement agreement increased on two statements, classified employees statement agreement increased on ten statements, and professional non-faculty increased statement agreement on four statements.

Among All Respondents, the survey identified that there were no areas that employees feel are in need of continued improvement (M<3.50). Overall survey results for All Respondents were similar to the results seen in the 2020 Employee Survey.

The number of survey statements achieving the 70% agreement benchmark among All Respondents was 47 statements or 87.0% the same as 2020. The percentage agreement for All Respondents increased for 19 of the 54 survey statements by an average of +1.3 percentage points. Among individual employee groups identified in the survey, Classified Personnel exhibited greater agreement with the survey statements than in the 2020 survey administration. Within this employee group, 43 statements (79.6% of statements) exceeded the 70% agreement benchmark, increased from 39 statements (72.2% of statements) in 2020. Percentage agreement improved for 40 of the 54 statements by an average of +4.8 percentage points for this group.

Additionally, there was greater agreement with the survey statements than two years ago among Professional Non-Faculty. For this group, 39 statements achieved the 70% agreement benchmark, compared to 34 statements in 2020. The percentage agreement increased in 32 of the 53 statements by an average of +6.0 percentage points. For Administrators, 42 statements achieved the 70% benchmark compared to 49 statements two years ago. The percentage agreement decreased in 35 statements by an average of -8.5 percentage points. The smaller sample size for this group (N=29) is a contributing factor to the higher average percentage point decrease.

Faculty had greater than 70% agreement with 47 survey statements for 87.0%, one statement more than in 2020. Additionally, the percentage of agreement among faculty improved for 20 of the statements by an average of +1.9 percentage points. Agreement with the statement – Our college listens actively to the needs of our community constituents – improved to 73.6% agreement after dropping below the benchmark in 2020.

Overall, general agreement with the survey statements has remained stable over the past two years. The percentage of disagreement among All Respondents decreased for 23 of the 54 statements by an average of -1.0 percentage points from 2020 to 2022. Analysis of the percentage of respondents who were neutral in their agreement from 2020 to 2022 indicates a growing number of neutral responses (3 on the Likert scale). Among All Respondents, the percentage of neutral responses actually increased for 38 statements by a factor of +1.6 percentage points.

Approximately 68.4% of respondents (N=279) submitted written comments to one or more of the comment prompts. Respondents indicated that they do not want to change the following organizational attributes: 1) SPC work environment; 2) student focus; 3) benefits provided to employees; 4) the leadership of SPC and of departments; and 5) the support given to employees. Things respondents would like to see changed or improved include: 1) communication between work groups; 2) improvement in facilities: 3) compensation; 4) improvements to technology and support of technology; 5) improvement in staffing levels.

In summary, SPC employees see South Plains College as a great place to work. Overwhelmingly, survey respondents believe they are contributing to the success of the College (90.8%), that employees are committed to helping students succeed (93.8%), and indicate they are proud to work at SPC (95.3%). It is clear SPC employees are committed to working together to continue to make SPC a quality educational institution, while tackling the challenges that face the College.

2022 Employee Survey
RESULTS AND ANALYSIS
April 2023

Introduction

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

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

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

Respondents are asked to respond to the statements on a Likert scale of 1 to 5 where 1 = strongly disagree and 5 = strongly agree. The statements are drawn from the organizational values (Commitment Statements) of the College. The survey was administered in an online format through the CourseEval system. Only full-time employees had access to the survey. Paper surveys were provided to full-time employees without access to computing resources.

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

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

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

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

Survey Administration and Response

The 2022 Employee Survey was administered online from October 31 to December 16, 2022. A total of 402 employees participated in the survey, representing 73.5% of the total College workforce of 547 employed in October 2022. This response rate was 49 respondents more than the 353 respondents for the 2020 Employee Survey, which represented 63.6% of the total College workforce.

The percentage of respondents closely represents the different employee categories. Faculty (N=216) represented 53.7% of the respondents; Classified Personnel (N=62) 15.4%; Professional Non-Faculty (N=67) 16.7%; and Administrators (N=32) 8.0%. Twenty-five (25) respondents chose not to indicate their employee classification. Their responses were included as part of the All Respondents data. Faculty, Professional Non-Faculty and Administration had more respondents than the previous survey. The Classified Personnel category decreased by four participants from 66 in 2020 to 62 in 2022.

Data Calculation and Results

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

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

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

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

TABLE 1 SUMMARY OF SURVEY ATTRIBUTE MEANS					
ORGANIZATIONAL ATTRIBUTES/SUCCESS FACTORS	**FAC N=216**	**CLASS N=62**	**PN-F N=67**	**ADM N=32**	**ALL N=402**
Student Focus	4.47	4.29	4.41	4.64	4.44
Learning Focus	4.45	4.36	4.36	4.59	4.42
Access and Diversity	4.51	4.25	4.28	4.44	4.40
Employee Focus	4.32	4.04	4.05	4.43	4.21
Subcategory: Employee Empowerment	4.19	4.02	3.97	4.28	4.11
Subcategory: Supervisory Management	4.47	4.15	4.16	4.65	4.35
Subcategory: Cooperation and Teamwork	4.30	3.83	4.00	4.36	4.16
Quality Work Environment	4.27	4.09	4.07	4.35	4.19
Subcategory: Organizational Communications	4.01	3.73	3.68	4.10	3.89
Subcategory: Internal Employee Relations	4.40	4.18	4.22	4.43	4.31
Subcategory: Physical Environment	4.35	4.40	4.26	4.53	4.34
Community Focus	4.09	3.98	4.08	4.28	4.07
Leadership Focus	3.99	3.76	3.90	4.39	3.95
Subcategory: Planning and Effectiveness	3.85	3.69	3.77	4.32	3.82
Subcategory: Leadership	4.24	3.97	4.10	4.55	4.18
Subcategory Budgeting and Allocation of Resources	3.79	3.65	3.77	4.26	3.79
Bold *indicates subscale Means that fall below the 3.50 benchmark.*					

Mean calculations for all individual statements can be found in Attachment B, where attribute Means appear in bold face type. For comparative purposes, results from the 2020 Employee Survey are provided. The degree of statement agreement calculated as a percentage of the respondents can be found in Attachments C and E, with comparative agreement data between the 2022 and 2020 surveys in Attachments D-1 (agree), D-2 (neutral), and D-3 (disagree).

Analysis of Data Results

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

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

TABLE 2 ATTRIBUTE AND STATEMENT BENCHMARK PERFORMANCE					
ATTRIBUTE/SUCCESS MEASURES MEETING 3.5 MEAN BENCHMARK					
	2020 Survey Results		**2022 Survey Results**		
Employee Category	**N**	**%**	**N**	**%**	**Improvement**
All Respondents	16	100%	16	100%	Unchanged
Faculty	16	100%	16	100%	Unchanged
Classified	16	100%	16	100%	Unchanged
Professional Non-Faculty	16	100%	16	100%	Unchanged
Administrators	16	100%	16	100%	Unchanged

TABLE 2 (CONTINUED) ATTRIBUTE AND STATEMENT BENCHMARK PERFORMANCE					
SURVEY STATEMENTS MEETING 3.5 MEAN BENCHMARK					
	2020Survey Results		**2022 Survey Results**		
Employee Category	**N**	**%**	**N**	**%**	**Improvement**
All Respondents	53	98.1%	54	100%	Yes
Faculty	54	100%	54	100%	Unchanged
Classified	50	92.5%	50	92.6%	Yes
Professional Non-Faculty	53	98.1%	52	96.3%	No
Administrators	53	98.1%	54	100.0%	Yes
SURVEY STATEMENTS MEETING 70% AGREEMENT BENCHMARK					
	2020 Survey Results		**2022 Survey Results**		
Employee Category	**N**	**%**	**N**	**%**	**Improvement**
All Respondents	47	87.1%	47	87.1%	Unchanged
Faculty	46	85.2%	47	87.1%	Yes
Classified	39	72.2%	44	81.5%	Yes
Professional Non-Faculty	46	85.2%	43	79.6%	No
Administrators	53	98.1%	50	92.6%	No

Tables 3 and 4 identify the specific attribute/success factors and statements that did not reach these benchmarks. For All Respondents, Means for all 54 survey statements met or exceeded the 3.50 benchmark, this is the same result as seen in the 2020 survey. Additionally, 47 of the statements met or exceeded the 70% agreement benchmark, compared to 47 statements meeting this agreement benchmark in the 2020 survey.

TABLE 3 ATTRIBUTE AND STATEMENT MEANS NOT MEETING 3.50 BENCHMARK					
Survey Subscales and Statements	**FAC**	**CLASS**	**PN-F**	**ADM**	**ALL**
Quality Work Environment Attribute					
Organizational Communications					
Communication between departments at SPC is effective and adequate.		3.41	3.37		
Leadership Focus Attribute					
Planning and Effectiveness					
As it plans for the future, the College is receptive to my ideas.		3.48			
I am involved in SPC planning and effectiveness efforts.		3.11	3.46		
Budgeting and Allocation of Resources					
I have the opportunity to provide input to the budget process.		3.36			

TABLE 4 ATTRIBUTE STATEMENTS NOT MEETING 70% AGREEMENT BENCHMARK					
Survey Statements	**FAC**	**CLASS**	**PN-F**	**ADM**	**ALL**
Employee Focus					
Employee Empowerment					
There is a culture of innovation, and accountability.			65.7%		
Opportunities are provided for my professional growth and development.		64.5%	67.2%		
SPC consistently demonstrates a climate of respect and equality for all employees.			68.7%		
Quality Work Environment Attribute					
Organizational Communications					
Communication between departments at SPC is effective and adequate.	60.2%	59.7%	58.2%	68.8%	60.0%
SPC encourages an open exchange of ideas.			61.2%		
Community Focus Attribute					

Being involved in service to the community is an important part of my job.		59.7%	65.7%		
Leadership Focus Attribute					
Planning and Effectiveness					
As it plans for the future, the College is receptive to my ideas.	55.6%	40.3%	55.2%	65.6%	53.0%
I am involved in SPC planning and effectiveness efforts.	52.8%	22.6%	44.8%		47.5%
Leadership					
Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) use our vision and values to guide us.		67.7%			
Budgeting and Allocation of Resources					
I am satisfied with the budgeting process.	59.7%	50.0%	61.2%	68.8%	58.5%
I have the opportunity to provide input to the budget process.	54.6%	27.4%	55.2%	59.4%	49.8%
I have been informed of how the Institutional Plan affects me and my work.	56.5%	51.6%	59.7%		58.2%
SPC institutional goals and objectives are reflected in the budget.	56.9%	50.0%	59.7%		58.0%

For Faculty respondents, all 54 of the statements met the 3.50 mean benchmark, and 47 statements met the 70% agreement benchmark. This compares to 53 statements meeting the Mean benchmark and 47 statements meeting the agreement benchmark in 2020. Among Classified Personnel, the number of statements meeting the Mean benchmark remained the same at 50, and the number of statements meeting the agreement benchmark improved from 39 to 43.

For Professional Non-Faculty personnel, the number of statements meeting the Mean benchmark decreased from 53 to 52, while the number of statements meeting the 70% agreement benchmark also decreased from 46 to 41. For Administrators, the Means for all 54 statements met the benchmark, one statement more than 2020. The number of statements meeting the 70% agreement benchmark for Administrators decreased from 53 to 50.

It is informative and important to review survey data over time to determine if the College is making progress to sustain, enhance and improve the organizational culture that contributes to institutional quality and success. This progression of success is also dependent upon employee satisfaction with and affirmation of the organizational values and commitments that contribute to South Plains College's unique position as a quality institution of higher education. Table 5 provides the attribute/success factor Means for All Respondents from 2010 to the current 2022 results. The data presented in this table illustrates that employee satisfaction and affirmation is at its highest level this year with 11 of the 16 success factors recording the highest Mean rating since 2010. **For the 2022 survey, 9 of the 16 Mean ratings for attribute/success factors improved over ratings from the 2020 survey, and 3 were equivalent to the ratings from the 2020 survey.**

TABLE 5 **SUMMARY OF SURVEY ATTRIBUTE MEANS** **All Respondents 2008 to 2020**								
ATTRIBUTES/SUCCESS FACTORS	**2010** **N=367**	**2012** **N=403**	**2014** **N=401**	**2016** **N=351**	**2018** **N=392**	**2020** **N=353**	**2022** **N=402**	**Difference** **2020-2022**
Student Focus	4.40	4.33	4.36	4.28	4.28	4.42	4.44	+0.02
Learning Focus	4.31	4.25	4.32	4.25	4.24	4.42	4.42	0.00
Access and Diversity	4.34	4.27	4.30	4.24	4.24	4.40	4.40	0.00
Employee Focus	4.04	3.93	3.93	3.86	3.96	4.17	4.21	+0.04
Subcategory: Employee Empowerment	4.08	3.99	3.99	3.91	3.98	4.08	4.11	+0.03
Subcategory: Supervisory Management	4.16	4.05	4.05	3.99	4.20	4.30	4.35	+0.05
Subcategory: Cooperation and Teamwork	3.95	3.85	3.82	3.78	3.77	4.14	4.16	+0.02
Subcategory: Rewards and Recognition	3.68	3.56	3.58	3.47	3.51			
Quality Work Environment	4.05	4.01	4.00	3.94	3.95	4.16	4.19	+0.03
Subcategory: Organizational Communications	3.70	3.66	3.63	3.55	3.58	3.83	3.89	+0.06
Subcategory: Internal Employee Relations	4.19	4.13	4.11	4.08	4.06	4.28	4.31	+0.03
Subcategory: Physical Environment	4.22	4.24	4.26	4.20	4.24	4.36	4.34	-0.02

Community Focus	4.10	3.99	4.05	3.94	3.97	4.03	4.07	+0.04
Leadership Focus	3.85	3.82	3.84	3.75	3.76	3.98	3.95	-0.03
Subcategory: Planning and Effectiveness	3.62	3.67	3.71	3.60	3.56	3.90	3.82	-0.08
Subcategory: Leadership	4.04	4.02	4.01	3.90	3.91	4.20	4.18	-0.02
Subcategory Budgeting and Allocation of Resources	3.78	3.68	3.71	3.68	3.75	3.77	3.79	+0.02
	Note: Highest Mean ratings over the period are indicated in green. Lowest Mean ratings over the period are indicated in red.							

Employee satisfaction, as measured by the percentage level of agreement to the survey statements, is also illustrated in Attachment D-1, which compares the statement agreement between the 2020 and the 2022 surveys. For All Respondents, the percentage of agreement improved for 19 of the 54 statements by an average of 1.3 percentage points. There is evidence that overall agreement with the survey statements increased in 2020 over 2018 and has been stable between 2020 and 2022. Analysis of the percentage of respondents who were neutral (Attachment D-2) in their agreement from 2020 to 2022 points to change in the number of neutral responses. Among All Respondents, the percentage of neutral responses increased for 38 statements by a factor of +1.6 percentage points, compared to an increase in 3 statements by 3.2 percentage points in 2020. The number of neutral responses decreased for 16 statements by a factor of -1.8 for 2022. In 2020, neutral responses also decreased for 48 statements by a factor of -6.3 percentage points.

However, there is a notable trend among respondents who indicate their disagreement with the statements (Attachment D-3). Among All Respondents, the percentage of disagreement decreased for 23 statements by an average of -1.0 percentages points. This differs from the 2020 survey where the percentage of disagreement decreased for 37 of the 53 statements by an average of -4.7 percentage points. Disagreement percentages exceeded 10% for ten statements and 20% for one of those statements.

For this survey administration, it would seem that some setbacks are occurring as the number of respondents who express disagreement with a statement is increasing. This would be evident when examining the degree of agreement among the four employee groups. For Classified Personnel, disagreement percentages increased for 36 of the statements by an average of +2.5 percentage points. At the same time, neutrality decreased for 38 statements by a factor of -5.3 percentage points.

An examination of each organizational success factor follows.

Student Focus (M=4.44)

This area continues to be the College's primary strength, exhibiting the highest subscale Mean of 4.44. Employees continue to believe students are the highest priority (93.0% agreement), SPC does a good job meeting student needs (91.8%), and employees as a whole are committed to helping students (93.8%). Overall employees believe they are encouraged to solve student problems (90.3%). Agreement to this statement increased 5.8 percentage points among Administrators to 90.3% agreement. Faculty agreement with encouragement to solve student problems decreased by 1.5 percentage points to 93.5%, while Professional Non-Faculty agreement decreased 2.2 percentage points to 95.0%. However, agreement to this statement for Classified Personnel improved by 4.6 percentage points to 75.8%. The overall Mean for the Student Focus subscale was 4.42 in 2020, 4.28 in 2018, 4.28 in 2016, 4.36 in 2014, 4.33 in 2012, and 4.40 for the 2010 Employee Survey.

Learning Focus (M=4.42)

This attribute/success factor is built on statements regarding educational quality, physical facilities for learning, curriculum and career preparation. Employees see the learning environment as another strength. This subscale had a composite score of 4.42, equivalent to the 2020 survey. 94.5% of All Respondents felt students receive a quality education at SPC, a -1.5 percentage points difference over the previous survey agreement rate of 96.0%. This decrease in agreement corresponds to similar decreases in agreement among Faculty respondents, 94.9% agreement compared to 97.5% in 2020; and Administrators, 93.8% agreement compared to 96.0%. Also, 89.1% of All Respondents believe the physical facilities are conducive to effective learning, which is equivalent to the 2020 survey results of 89.0%. The statement "I believe SPC offers an updated effective and equitable

education for students" agreement to the statement was positive with 93.3% of All Respondents agreeing or strongly agreeing with the statement. There was uniform agreement among all employee groups that SPC prepares students for careers with the skills needed in the workplace. Overall, 92.8% of All Respondents agreed with this statement, which was a slight decrease from 94.3% agreement in 2020.

Access and Diversity (M=4.40)

A critical factor in fulfilling its mission, this attribute is another strength for the College community, receiving a satisfaction Mean of 4.40. Employees indicate that the College has a climate of equity and respect for students and personnel (87.6%), the College programs and services are cost effective (92.8%), the educational program is available at convenient times and places (88.6%), and admissions policies provide equal access to educational programs (93.0%). Agreement with SPC's open admissions policy providing equal access to education programs and services remained high at 93.0% agreement for All Respondents.

Employee Focus (M=4.21)

This subscale consists of 13 statements organized into three sub-categories: Employee Empowerment, Supervisory Management, and Cooperation and Teamwork. The overall subscale score for this area is 4.21 compared to the 4.17 rating in the 2020 survey.

The sub-category **Employee Empowerment** scored a 4.11 Mean. Some 90.8% of All Respondents believe their work gives them the ability to contribute to the success of SPC and 86.3% believe they have control over those aspects of their job for which they are accountable. Employee agreement that opportunities are provided for professional growth and development remained stable at 76.6% from 76.5% benchmark in 2020. While still below the 70% benchmark the agreement level for Classified Personnel increased from 60.6% to 64.5%. Additionally, there was agreement among All Respondents that SPC has a culture of innovation and accountability (74.6%).

83.3% of Faculty were satisfied with opportunities for professional growth, an improvement from the 80.9% agreement in 2020. Professional Non-Faculty exhibited lower levels of satisfaction with opportunities for professional growth with 67.2% agreement, a significant setback over 83.0% in 2020. Administrators had a higher satisfaction level with 81.3% agreement, an increase from 72.0% in 2020.

Employees remain highly satisfied with **Supervisory Management**. This sub-category scored 4.35. There were acceptable levels of agreement (greater than 80%) that immediate supervisors provide information necessary to do the job, are fair, and communicate expectations. These responses indicate that the College's supervisory management structure is an additional strength. The overall level of agreement with the supervisory management statements improved among All Respondents and was mixed among employee groups.

Classified Personnel satisfaction with supervisory management increased compared to the 2020 survey results. Agreement levels were above the 70% benchmark for the five statements. Classified Personnel did rate the restated statement "My supervisor provides me with the responsibilities and expectations of my job" at 93.5% agreement. Classified personnel also rated the statement "My supervisor promotes an environment of respect, equality, and fairness at 82.3% agreement an increase of 10 percentage points from the 2020 agreement level of 72.3% . Professional Non-Faculty respondents exhibited decreases in agreement with four of the five statements in this subcategory. The statement "My supervisor promotes an environment of respect, equality, and fairness decreased to 77.6% from 84.9% in 2020 a 7.3 percentage point drop.

The **Cooperation and Teamwork** sub-category had an overall Mean of 4.16 compared to 4.14 in 2020. There are two statements that make up this subcategory. The results did not change significantly from the 2020 survey administration to the 2022 survey administration.

Agreement with the statement "there is a spirit of cooperation between employees" had an agreement level of 78.9% for All Respondents. Professional Non-Faculty rated this with the lowest level of agreement at 70.1% among the four employee groups. Faculty response to this statement was 83.3% agreement. Similarly, the

statement "Employees within my department and work area cooperate with each other to get the job done, had an overall agreement level of 85.6%. The levels of agreement ranged from highest in the Administrators at 93.8% to the lowest in Classified Personnel at 77.4%.

Quality Work Environment (M=4.19)

This subscale area consists of 10 statements organized into three sub-categories: Organizational Communications, Internal Employee Relations, and Physical Environment. The composite subscale Mean for this area is 4.19. Within this subscale, employees overwhelmingly agreed that they are proud to work for SPC (95.3%). This statement received an overall Mean score of 4.64,this remained the same from 2020. There was greater than 93.0% agreement with this statement in all four employee categories. For Classified Personnel, agreement to this statement increased +4.3 percentage points to 95.2%.

Responses to statements regarding **Organizational Communications** showed a pattern of improvement, but still fell below the 70% agreement benchmark. The overall Mean for the statement "Communication *between* departments at SPC is effective and adequate" was 3.52, an increase from the 3.45 rating two years ago. This brought the overall mean above the 3.50 benchmark. Faculty rated communication between departments higher at 3.59 over 3.56 in 2020. Classified Personnel rated communication between departments somewhat higher than they did two years ago, 3.41 compared to 3.33 in 2020. Professional Non-Faculty also rated this statement higher at 3.37 compared to 3.23 in 2020. Overall, 60.0% of respondents agreed with the statement and 20.6% disagreed.

Conversely, respondents indicated that there is better communication *within* departments and work areas. There was greater than 77% agreement with this statement in all employee categories and the overall Mean for this statement was 4.20, higher than the 4.11 in 2020. The percentage agreement for this statement improved for all employee groups and was 84.1% overall for All Respondents. For the statement "SPC encourages an open exchange of ideas," there was a setback among Professional Non-Faculty with 61.2% agreement compared to 69.8% in 2020. In contrast, the Classified Personnel agreement level increased to 71.0% from 65.2% in 2020 meeting the 70% benchmark. 74.1% of All Respondents agreed with the statement.

Overall, the organizational communications sub-category mean was 3.89 compared to 3.83 for the 2020 survey. The data would suggest that continued improvement of organizational communications, particularly inter-departmental communications, is still an important task.

For the sub-category **Internal Employee Relations**, there is generally high agreement that employees generally understand the needs and expectations of each other. 85.8% of All Respondents indicated that other employees with whom they interact understand their needs and expectations. Similarly, 93.8% of respondents agreed that they individually understand the needs and expectations of those they work with.

82.6% of respondents agreed that employees treat each other with respect and appreciation, a decrease from the 87.8% agreement two years ago. 84.3% of All Respondents believe SPC values and cares for each individual employee, a higher level of agreement from 83.9% in 2020.. The overall Mean score for this sub-category was 4.31, compared to 4.28 for the 2020 survey.

For the sub-category **Physical Environment**, 85.3% of the respondents indicated that physical facilities in their areas were adequate. There was lesser agreement among Faculty (84.3%) to the statement than two years ago (87.9%). Agreement to this statement exceeded 80.0% for all employee groups. 92.8% of respondents agreed SPC provides a safe, clean and secure environment, compared to 94.3% in 2020. The overall Mean for this sub-category was 4.34, compared to 4.36 in 2020.

Community Focus (M=4.07)

The attribute Mean for this area was 4.07 with 83.8% of respondents agreeing that the College does a good job of responding to the needs of the communities we serve (M=4.22). Only 70.1% of All Respondents indicated that being involved in community service was an important part of their jobs (M=3.99). Agreement to this statement improved and exceeded the 70% benchmark for Faculty (72.7%). There was an increase in the level

of agreement among the Classified Personnel at 59.7% an increase of 5.1 percentage points from the previous 54.5% of agreement in 2020.

Agreement among employees that the College listens actively to the needs of community constituents (M=4.22) improved among all respondents to 73.1% compared to 70.7% two years ago. Faculty agreement to the statement increased from 69.3% to 73.6% rising above the 70% benchmark. Professional Non-Faculty agreement decreased from 77.4% to 74.6%. Classified Personnel had the lowest level of agreement with 72.6%, but this was a 7.0 percentage point improvement from the 2020 survey results and improved to exceed the 70% benchmark. .

Leadership Focus (M=3.95)

This subscale area consists of 15 statements organized into three sub-categories: Planning and Effectiveness, Leadership, and Budgeting and Allocation of Resources. Mean scores for All Respondents shows that the 15 statements meet or exceed the 3.50 benchmark. However, two of the statements did not meet the 70% benchmark for All Respondents. The overall mean score for the Leadership Focus attribute was 3.95 compared to 3.98 in 2020.

The sub-category **Planning and Effectiveness** had a Mean rating of 3.82., Fewer respondents agreed that the College is receptive to their ideas as it plans for the future. 53.0% of All Respondents agreed a significant decrease from 62.3% in 2020. Faculty agreement dropped to 55.6%, Classified Personnel 40.3%, and Professional Non-Faculty dropped 55.2% all fell below the 70% benchmark. Administrators dropped from 84.0% agreement with the statement to 65.6% a decrease of 18.4 percentage points. The Mean for this statement met the benchmark with a rating of 3.65. 86.3% of All Respondents felt that they are familiar with the Institutional Mission and Vison.

Similarly, only 47.5% of respondents agreed that they were involved in SPC's planning and effectiveness efforts; 27.1% were neutral and 16.2% disagreed with this statement. The least agreement for this statement was among Classified Personnel with 22.6%, while 33.9% of Classified Personnel were neutral and 17.7% disagreed. The Mean for this statement was also below the benchmark at 3.11 for this group. Agreement to the involvement statement decreased for Professional Non-Faculty to 44.8%, a -9.9 percentage point change from 2020. Agreement decreased slightly for Faculty to 52.8% and for Administrators to 75.0% agreement.

The **Leadership** sub-category had a Mean score of 4.18. For the most part, respondents agreed that they receive the administrative support necessary to do their jobs (84.3% agreement, M=4.26) and that those in leadership roles action reflect a commitment to the institutional mission of the College (84.1% agreement, M=4.21). There was 77.4% agreement among All Respondents that College leaders use our vision and values to guide the school. 82.6% of All Respondents agreed that College leaders create and support a work environment that helps employees do their jobs. There was 85.1% agreement that top administrators are accessible and approachable (M=4.23), 86.6% agreement that employees have adequate communication with top administrative staff. Agreement among Classified Personnel fell below the benchmark of 70% with stamen agreement of 66.1% down from 81.3% in 2020.

The **Budgeting and Allocation of Resources** sub-category had a Mean score of 3.79, an improvement over the 2020 survey Mean of 3.77. The majority of respondents, 87.1% agreed they have sufficient resources to do their job. However, there continues to be mixed levels of satisfaction with the budget process. Mean score for this statement was 3.76, an improvement over the 3.72 rating for the 2020 survey. Only 58.5% of All Respondents were satisfied with the budget process. 59.7% of Faculty respondents indicated satisfaction with the process. Additionally, 58.0% of All Respondents believe the budget reflects institutional goals and objectives.

Only 49.8% of All Respondents indicated they have opportunity to provide input to the budget process with 25.4% undecided and 14.7% disagreeing. Classified Personnel exhibited only 27.4% agreement with this statement (M=3.36) with 37.1% undecided and 6.5% disagreeing. Professional Non-Faculty agreement increased to 55.2%. Administrator agreement decreased to 59.4% from 72.0% in 2020 this is seen as a setback. The data would suggest that additional work is needed to involve and inform employees about the budget process and its

link to institutional planning and effectiveness. Supervisory personnel are key to facilitating this process, especially in light of anticipated changes in state appropriations.

Tests for Statistical Difference

Statistical hypothesis testing was employed in order to determine any statistical significance between the Mean results from the 2022 survey compared with the 2020 survey. SPSS software was used to perform a two independent sample t-test which resulted in both the F-test statistic and p-value (probability-value) and the two-tailed t-test statistic and p-value. The F-test statistic measures the equality of variance between the two survey distributions. It indicates if there is a significant difference in the variation between the responses received for the 2022 survey and those received in 2020. Variance is measured as the average of the squares of the distance each response is from the mean response. The t-test statistic measures for the equality of the means between the two samples and whether the two groups' averages most likely reflects a "real" difference in the population from which the groups were sampled. A p-value of 0.01 was used for determining significance for both the F-test and t-test statistic.

Table 6 identifies the grouped variables and the individual statement variables that met the 0.01 threshold for significant difference. For All Respondents the grouped variable Planning and Effectiveness showed significant difference at the 0.01 level for the F-test statistic which measures the quality of variance in the responses between the 2022 and 2020 survey samples.

Professional Non-Faculty showed a significant change in the grouped variable Mean for Cooperation and Teamwork. The F-test p-value was .009, the mean decreased to 4.00 in 2022 from 4.24 in 2020.

Table 6 TESTS FOR STATISTICAL SIGNIFICANCE OF MEANS 2020 and 2022 Survey Results				
Grouped Variables	**2020 M**	**2022 M**	**F-test**	**t-test**
Cooperation and Teamwork				
Professional Non-Faculty	4.24	4.00	**.009**	.065
Planning & Effectiveness				
All Respondents	3.90	3.82	**.005**	.100

Table 6 TESTS FOR STATISTICAL SIGNIFICANCE OF MEANS 2020 and 2022 Survey Results					
Individual Statements		**2020 M**	**2022 M**	**F-test**	**t-test**
	All Respondents				
40	I am informed and understand SPC's planning and effectiveness efforts.	3.98	3.90	**<.001**	.164
41	As it plans for the future, the College is receptive to my ideas.	3.77	3.65	**.009**	.026
	Classified Personnel				
2	I am encouraged to solve student problems.	3.98	4.25	**.010**	.219
36	Our college does a good job responding to the needs of the communities we serve.	4.02	4.10	**.005**	.327
47	The top administrators (deans, vice presidents, and president) at SPC are accessible and approachable.	4.08	4.03	.358	.007
52	I have the opportunity to provide input to the budget process.	3.20	3.36	**.001**	.067
	Professional Non-Faculty				
15	Opportunities are provided for my professional growth and development.	4.02	3.78	**.007**	.119

13

17	SPC consistently demonstrates a climate of respect and equality for all employees.	4.06	3.74	**<.001**	.044
24	I feel there is a spirit of cooperation between employees at SPC.	4.00	3.75	**<.001**	.086
31	Employees at SPC treat each other with respect and appreciation.	4.28	3.91	.024	.004
Indicates statistical significance at the 0.01 level.					

Statements that had a significant difference in the mean responses for All Respondents included "I am informed and understand SPC's planning and effectiveness efforts the f-test came back as significant. (M 2022=3.90, M 2020=3.98). All Respondents also show a significant difference based on the f-test on the statement that as it plans for the future SPC is receptive to employee ideas. (M 2022=3.65, M 2020-3.77),

Classified employees had three statements that were significant based on the f-test and on based on the t-test. I am encouraged to solve student problems (M 2022=4.25, M 2020=3.98). "Our college does a good job responding to the needs oft the communities we serve" (M 2022=4.10, M 2020=4.02, and "I have the opportunity to provide input to the budget process" (M 2022=3.36, M 2020=3.20). Based on the t-test results the statement "The top administrators (deans, vice presidents, and president) at SPC are accessible and approachable (M 2022=4.03, M 2020=4.08).

The Professional Non-Faculty employee group had four statistically significant test results three based on the f-test and one based the t-test results. The three statistically significant mean differences were on the statements "Opportunities are provided for my professional growth and development" (M 2022=3.78, M 2020 4.02), "SPC consistently demonstrates a climate of respect and equality for all employees" (M 2022=3.74, M 2020=4.06) and "I feel there is a spirit of cooperation between employees at SPC" (M 2022=3.75, M 2020=4.00). The t-test results showed that for the statement "Employees at SPC treat each other with respect and appreciation" there was a statistically significant difference (M 2022=3.91, M 2020 =4.28).

The faculty and administrator employee classification groups had no statistically significant differences among means. Overall there were fewer statements and grouped variables that had statistically significant differences in the comparison of the Means for 2020 and 2022. Many of the Mean scores varied by hundredths of a point which is a small shift when compared to previous data.

Improvements and Setbacks

Comparing 2020 and 2022 data also provides a means for determining if improvements have been made in the past two years in measurement areas where either Mean or agreement benchmarks were not met. Tables 7 and 8 provide a summary of improvements and setbacks for Means by employee groups and percentage agreement, respectively. Overall, there was a higher number of improvements over set-backs in benchmark Means.

	TABLE 7 SUMMARY OF MEAN IMPROVEMENTS AND SETBACKS COMPARED TO PRIOR EMPLOYEE SURVEY				
	Attributes / Success Factors and Survey Statements	2020	2022	Improvement	Setback
	Organizational Communications				
26.	Communication between departments at SPC is effective and adequate.				
	Classified Personnel	3.33	3.41	x	
	Professional Non-Faculty	3.23	3.37	x	
	Administrators	3.48	3.69	x	
	All Respondents	3.45	3.52	x	
	Planning & Effectiveness				
41.	As it plans for the future, the College is receptive to my ideas.				
	Classified Personnel	3.56	3.48		x

		2020	2022	Improvement	Setback
42.	I am familiar with the Institutional Mission and Vison.				
	Classified Personnel	3.44	3.95	x	
	Professional Non-Faculty	3.49	4.17	x	
43.	I am involved in SPC's planning and effectiveness efforts.				
	Classified Personnel	3.10	3.11	x	
	Professional Non-Faculty	3.60	3.46		x
	Budgeting & Allocation of Resources				
52.	I have the opportunity to provide input to the budget process.				
	Classified Personnel	3.20	3.36	x	
53.	I have been informed of how the Institutional Plan affects me and my work.				
	Classified Personnel	3.46	3.50	x	
NOTE: Improvement indicates Statement or Attribute Mean improved to meet or exceed the 3.50 benchmark from 2020 to 2022. Setback indicates that the Statement or Attribute Mean fell below the 3.50 benchmark from 2020 to 2022.					

There were nine (9) improvements among Mean benchmark measures: five (5) involving Classified Personnel measures; three (3) for Professional Non-Faculty; one (1) for Administrators, and one (1) for All Respondents. Classified Personnel means met the 3.50 benchmark on the following statements:

- I am familiar with the Institutional Mission and Vision.
- I have been informed of how the Institutional Plan affects me and my work.

Professional Non-Faculty means met the 3.50 benchmark for the following statement:

- I am familiar with the Institutional Mission and Vision.

Administrator means met the 3.50 benchmark for the following statement:

- Communication between departments at SPC is effective and adequate.

Two setbacks were observed in the Mean values across the different employee groups. Classified Personnel had a setback on the statement "As it plans for the future, the College is receptive to my ideas." The mean in 2022 was 3.48 down from 3.56 in 2020 resulting in missing the 3.50 mean benchmark. The Professional Non-Faculty showed a setback for the statement "I am involved in SPC's planning and effectiveness efforts." The mean in 2022 was 3.46 a decrease of 0.14 from the 2020 mean of 3.60.

Table 8 below summarizes the improvements and setbacks based on statement agreement. Statement agreement is the percentage of employees who rated the statement as agree or strongly agree. There was a total of 20 improvements among the four employee groups and all respondents. There were 26 setbacks based on the level of agreement.

The 20 improvements occurred with ten (10) for Classified Personnel, four (4) for Professional Non-Faculty, three (3) for Faculty, and three (3) for All Respondents. The 26 setbacks occurred with eight (8) among Professional Non-Faculty, six (6) among Faculty, five (5) Classified Personnel, four (4) among All Respondents, and three (3) among Administrators.

	TABLE 8 SUMMARY OF STATEMENT IMPROVEMENTS AND SETBACKS COMPARED TO PRIOR EMPLOYEE SURVEY				
	Survey Statement	2020	2022	Improvement	Setback
	Employee Empowerment				
13.	There is a culture of innovation, and accountability.				
	Classified Personnel	69.2%	79.0%	x	
	Professional Non-Faculty	75.5%	65.7%		x
15.	Opportunities are provided for my professional growth and development.				
	Classified Personnel	60.6%	64.5%	x	
	Professional Non-Faculty	83.0%	67.2%		x

#	Statement				
17.	SPC consistently demonstrates a climate of respect and equality for all employees.				
	Classified Personnel	68.2%	75.8%	x	
	Professional Non-Faculty	88.7%	68.7%		x
	Organizational Communications				
26.	Communication between departments at SPC is effective and adequate.				
	Faculty	60.3%	60.2%		x
	Classified Personnel	57.6%	59.7%	x	
	Professional Non-Faculty	52.8%	58.2%	x	
	All Respondents	58.4%	60.0%	x	
28.	SPC encourages an open exchange of ideas.				
	Classified Personnel	65.2%	71.0%	x	
	Professional Non-Faculty	69.8%	61.2%		x
	Community Focus				
37..	Being involved in service to the community is an important part of my job.				
	Classified Personnel	54.5%	59.7%	x	
	Professional Non-Faculty	77.4%	65.7%		x
38.	The College strengthens community partnerships to meet identified constituents' needs.				
	Classified Personnel	63.1%	72.6%	x	
39.	Our college listens actively to the needs of our community constituents.				
	Faculty	69.3%	73.6%	x	
	Classified Personnel	65.6%	72.6%	x	
	Planning & Effectiveness				
41.	As it plans for the future, the College is receptive to my ideas.				
	Faculty	64.3%	55.6%		x
	Classified Personnel	53.0%	40.3%		x
	Professional Non-Faculty	56.6%	55.2%		x
	Administrators	84.0%	65.6%		x
	All Respondents	62.3%	53.0%		x
43.	I am involved in SPC's planning and effectiveness efforts.				
	Faculty	56.8%	52.8%		x
	Classified Personnel	24.2%	22.6%		x
	Professional Non-Faculty	54.7%	44.8%		x
	All Respondents	51.6%	47.5%		x
	Leadership				
44.	I receive the administrative (chairs, directors) support necessary to do my job.				
	Classified Personnel	62.1%	77.4%	X	
45.	Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) use our vision and values to guide us.				
	Faculty	75.4%	67.7%		x
48.	I have adequate communication with the top administrative staff at SPC.				
	Classified Personnel	81.3%	66.1%		x
	Budgeting & Allocation of Resources				
50.	I am satisfied with the budgeting process.				
	Faculty	59.3%	59.7%	x	
	Classified Personnel	54.7%	50.0%		x
	Professional Non-Faculty	62.3%	61.2%		x
	Administrators	84.0%	68.8%		x
	All Respondents	60.1%	58.5%		x
52.	I have the opportunity to provide input to the budget process.				
	Faculty	52.3%	54.6%	x	
	Classified Personnel	32.8%	27.4%		x
	Professional Non-Faculty	49.1%	55.2%	x	
	Administrators	72.0%	59.4%		x

	All Respondents	49.0%	49.8%	x	
53.	I have been informed of how the Institutional Plan affects me and my work.				
	Faculty	62.3%	56.5%		x
	Professional Non-Faculty	56.6%	59.7%	x	
	All Respondents	61.0%	58.2%		x
54.	SPC institutional goals and objectives are reflected in the budget.				
	Faculty	58.3%	56.9%		x
	Classified Personnel	46.9%	50.0%	x	
	Professional Non-Faculty	54.7%	59.7%	x	
	All Respondents	56.1%	58.0%	x	
NOTE: Improvement indicates Percentage Agreement to the Statement improved to meet or exceed the 70.0% benchmark from 2018 to 2020. Setback indicates that the Percentage Agreement to the Statement fell below the 70.0% benchmark from 2018 to 2020.					

Improvements in agreement which resulted in meeting the 70% benchmark included Classified Personnel on the statements: 1) There is a culture of innovation, and accountability, 2) SPC consistently demonstrates a climate of respect and equality for all employees, 3) SPC encourages an open exchange of ideas, 4) The College strengthens community partnerships to meet identified constituents' needs, 5) Our College listens actively to the needs of our community constituents, and 6) I receive the administrative (chairs, directors) support necessary to do my job. Faculty exceeded the 70% benchmark on the statement "Our College listens actively to the needs of our community constituents." While there were additional improvements they did not bring the percentage of statement agreement up to the benchmark of 70%.

The 26 setbacks are predominately statements that the percentage of agreement changed but was still under the 70% benchmark. Professional Non-Faculty ratings on the following statements went from being above the 70% benchmark to falling below the benchmark: 1) There is a culture of innovation, and accountability, 2) Opportunities are provided for my professional growth and development, 3) SPC consistently demonstrates a climate of respect and equality for all employees, and 4) Being involved in service to the community is an important part of my job. Faculty ratings on the following statement went from being above the 70% benchmark to falling below the benchmark: Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) use our vision and values to guide us. Classified Personnel ratings on the following statement went from being above the 70% benchmark to falling below the benchmark: 1) I have adequate communication wit the top administrative staff at SPC. Administrators ratings on the following statements went from being above the 70% benchmark to falling below the benchmark: 1)As it plans for the future, the college is receptive to my ideas, 2) I am satisfied with the budgeting process, and 3) I have the opportunity to provide input to the budget process.

Analysis of Written Comments

Employees were given the opportunity to respond to three open-ended questions designed to identify organizational strengths and weaknesses. Employees also had the opportunity to provide comments at the end of each value statement section. A total of 279 employees (69.4% of respondents) responded to one or more of the value statement comment sections or the three open ended questions. Comments were grouped by affinity into common themes and were ranked according to frequency. The following provides a brief analysis of the comments for each question. These elements can be viewed as what is presently "most important" to employees within the College's organizational climate. In many ways, the comments provide insightful context into the factors driving the survey results in particular attribute and statement areas.

Institutional Strengths
Employees were asked to *list three things they would never want to change about SPC and/or their departments.* A total of 217 respondents (77.8% of those providing written comments) provided 557 comments, compared to 180 respondents providing 480 comments in the 2020 survey. Table 9 provides a summary of 17 of the attributes identified by the respondents.

1. Work Environment: Respondents do not want to change the overall college work environment, which they characterize as accepting, professional, friendly, positive and supportive. This comment was cited by 26.6% of those providing comments (N=107). In the 2020 survey, work environment was ranked second with 41.1% of the respondents.

Rank	List three things you would never want to change about SPC and/or your department.	Frequency	Percent of Respondents	Percent of Comments
	TABLE 9			
	INSTITUTIONAL STRENGTHS IDENTIFIED FROM COMMENTS			
1.	Work Environment	107	26.6%	19.2%
2.	Student Focus	83	20.6%	14.9%
3.	Benefits	44	10.9%	7.9%
4.	Leadership	43	10.7%	7.7%
5.	Employee Support	39	9.7%	7.0%
6.	Cooperation	32	8.0%	5.7%
7.	Co-workers	30	7.5%	5.4%
8.-9.	Mission	28	7.0%	5.0%
8.-9.	SPC Family	28	7.0%	5.0%
10.	Affordability	24	6.0%	4.3%
11.	Academic Freedom	22	5.5%	3.9%
12.-13.	Communication	20	5.0%	3.6%
12.-13.	Educational Programs	20	5.0%	3.6%
14.	Facilities/Grounds	14	3.5%	2.5%
15.	Class Size	12	3.0%	2.2%
16.	Community Focus	7	1.7%	1.3%
17.	Technology	4	1.0%	0.7%
Written comments are organized according to topic and frequency. Total Respondents to the comment section of the survey = 279 Total Respondents to this question = 217 (77.8% of respondents to comment section) Total Comments received for this question = 557				

2. Student Focus: Dedication to students and remaining student-centered were listed by 20.6% of employees responding to this section (N=83). This element was characterized by employees as helping students in whatever way we can, commitment to student success, focus on students, student-centered organizational culture, passion for helping students, student first mentality, and caring attitude of faculty and staff. Dedication to students was the number one strength identified in the past survey administrations, with a 41.1% frequency rate in 2020.

3. Benefits: Benefits were noted by 10.9% of respondents (N=44). Frequently cited were health insurance, vacation days, work hours, and holidays. Benefits were noted by 24.6% of respondents in the 2020. Benefits continue to be cited as an important aspect of working at South Plains College.

4. Leadership: Supervisory and administrative leadership was mentioned by 10.7% of respondents (N=43). The College's leadership is described as being open, professional, quick to respond to issues, approachable, supportive, encouraging, accessible, and committed to students. Respondents indicated the one thing they don't want to change is "my boss." Leadership was listed as the sixth ranked strength in the 2020 survey with 14.7% of respondents (N=33).

5. Employee Support: Comments pertaining to employee support were listed by 9.7% of respondents (N=39). Employees appreciate a supportive work environment, freedom to express new ideas, respect for each other, clear expectations for everyone, opportunities for professional development, caring about each other and students, recognition of good work done, and pride in working for the college. While this attribute experienced a lesser frequency (N=37) of comments in the 2020 survey, it was mentioned by 16.5% of the respondents.

Opportunities for Improvement

        Employees were asked to list three things they would like to see improved or changed. A total of 210 respondents (75.3% of those providing comments) provided 472 comments that were grouped by common affinity. This compares to 182 respondents providing 397 comments in the 2020 survey. Comments for improvement were wide ranging, and Table 10 provides a summary of 16 elements ranked by respondent frequency.

	TABLE 10 AREAS OF IMPROVEMENT AS IDENTIFIED FROM COMMENTS			
	List three things you would like to see improved or changed.	**Frequency**	**Percent of Respondents**	**Percent of Comments**
1.-2.	Communication	71	17.7%	15.0%
1.-2.	Facilities	71	17.7%	15.0%
3.	Compensation	51	12.7%	10.8%
4.	Technology	35	8.7%	7.4%
5.-6.	Staffing	34	8.5%	7.2%
5.-6.	Student Services	34	8.5%	7.2%
7.	Administration	29	7.2%	6.1%
8.	Professional Development	26	6.5%	5.5%
9.	Employee Support	23	5.7%	4.9%
10.	Educational Programs	14	3.5%	3.0%
11.-12-13..	Academic Policies	13	3.2%	2.8%
11.-12.-13.	Class Schedule	13	3.2%	2.8%
11.-12.-13.	Marketing	13	3.2%	2.8%
14.	Budget	12	3.0%	2.5%
15.	Employee Schedule	11	2.7%	2.3%
16.	HR Policies	10	2.5%	1.7%
Written comments are organized according to topic and frequency. Total Respondents to the comment section of the survey = 279 Total Respondents to this question = 210 (75.3% of respondents to comment section) Total Comments received for this question = 472				

1. – 2. Communication: One of the two highest comment element in 2022, improvements in how the College community communicates was cited by 17.7% of respondents (N=71). This compares to 25.0% of respondents two years ago (N=56). Better communication and sharing of information between campuses, between departments and offices, between administration and staff, within departments, and with students were cited in the comments. As the College continues to grow and expand within its service area, improvements to organizational communications will continue to pose challenges for SPC.

1.-2. Employee support: Improvements to how employees are supported in their jobs were cited by 17.7% of respondents to this question (N=71). This element was cited by 46 respondents in the 2020 survey or by 20.5% of respondents. Being respectful, equal treatment of employees, consistent application of policies, providing more advancement opportunities within the organization, supporting an open exchange of ideas, more support of professional development, recognition for good work done, faculty and staff involvement in extracurricular activities, and more accountability in all areas were noted as concerns.

3. Compensation: Better salaries and pay were frequently cited items for improvement by 12.7% of respondents (N=51). This compares to 19.6% of respondents (N=44) who cited better salaries in the 2020 survey. In the current economic climate, it is not surprising that employees continue to point out the importance of adequate compensation for the work they do. Performance-based pay, cost of living increase in salaries, faculty overload pay, compensation equity, standardized pay scales, salaries more competitive with business and industry rates, and biweekly pay for classified personnel characterized the comments made in this area.

4. Technology: Improvements to information and instructional technology was cited by 8.7% of respondents (N=35). In the 2020 survey, 42 comments were received for a frequency rate of 18.8% and was ranked fourth as

well. Improvements to the phone system, networking capabilities and systems, better email and internet services, upgrades to instructional computing resources, increasing open computer labs, and improvements in information services were suggested.

5. – 6. Staffing: Adding additional full-time staff and faculty was cited by 8.5% of respondents (N=34). In the 2020 survey, 19 comments were received for a frequency rate of 4.8% and was ranked seventh. Adding additional custodial and maintenance workers, full-time faculty, more professional staff, and staff were mentioned by respondents.

5. – 6. Student Services: Adding, expanding, and updating student services were mention by 8.5% of respondents (N=34). In the 2020 survey, 22 comments were received for a frequency rate of 9.8% and was ranked sixth. Areas mentioned were financial aid, admissions, support for more student organizations, and additional recreational activities were among the topics mentioned.

Open-ended comments

Forty-four (44) employees (10.9%) responded to the question: I wish you have asked about, and I would have said. Responses to this question were wide ranging and reflected the same concerns voiced as areas for improvement. Comments regarding survey administration (N=9), compensation (N=8), SPC as a positive work environment (N=7), employee support (N=5) and technology (N=4) were submitted.

Summary and Action Items

The organizational climate of the College is the product of the interactions and relationships among SPC employees who work together to accomplish our institutional mission and fulfill our vision of improving each student's life. The results of the 2022 Employee Survey indicate that the current organizational climate is supportive of the College's seven areas of commitment that form the College's system of organizational values and beliefs. These commitments are made to students, educational excellence, access and diversity, faculty and staff, a quality campus environment, the community, and to the effective use of resources. Respondents to the survey affirmed that they experience these core values, for the most part, in their day-to-day work at SPC. While employee affirmation of core values is presently at acceptable levels and showed improvement over the past two years, overall employee agreement with the 54 value statements that characterize the organizational climate of the College exhibits a stable trend over time.

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

When comparing 2022 survey results to those of 2020, there were notable benchmark improvements recorded for attribute/success factors and statement Means. For All Respondents, all 16 subscale composite Means met the 3.50 benchmark, all 54 of the statement Means met the benchmark, and 47 of the statements met the 70% agreement benchmark. Statement agreement percentages overall decreased for faculty, professional non-faculty, administers and all respondents for over 30 statements.

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

EMPLOYEE SURVEY SUBSCALES

CATEGORY 1: STUDENT FOCUS (Commitment to Students)
1. Student needs have the highest priority in our mission.
2. I am encouraged to solve student problems.
3. SPC does a good job meeting the needs and expectations of its students.
4. I believe SPC employees as a whole are committed to helping students.

CATEGORY 2: LEARNING FOCUS (Commitment to Educational Excellence)
5. Students receive a quality education at SPC.
6.The physical facilities of SPC are conducive to effective learning for students.
7. SPC prepares students for careers with the skills needed in the workplace.
8. I believe SPC offers an updated effective and equitable education to students.

CATEGORY 3: ACCESS AND DIVERSITY (Commitment to Access and Diversity)
9. The College has a climate of equity and respect for students and personnel.
10. College programs and services are cost effective for students.
11. SPC provides educational programs and services that are available at convenient times and places.
12. SPC's open admissions policy provides students with equal access to educational programs and services.

CATEGORY 4: EMPLOYEE EMPOWERMENT (Commitment to Faculty and Staff)
Sub-category: Employee Empowerment
13.There is a culture of innovation, and accountability.
14. My work gives me the ability to contribute to the success of SPC.
15. Opportunities are provided for my professional growth and development.
16. I have control over those aspects of my job for which I am accountable.
17. SPC consistently demonstrates a climate of respect and equality for all employees.
18. I feel appreciated and receive recognition for the work I do.

Sub-category: Supervisory Management
19. My supervisor provides me with the information necessary to do my job.
20. My supervisor promotes and environment of respect, equality, and fairness.
21. My supervisor provides me with the responsibilities and expectations of my job.
22. When possible my supervisor involves me in decisions that affect my job.
23. My ideas for change or improvement are heard and considered by my supervisor.

Sub-category: Cooperation and Teamwork
24. I feel there is a spirit of cooperation between employees at SPC.
25. Employees within my department and work area cooperate with each other to get the job done.

CATEGORY 5: QUALITY WORK ENVIRONMENT (Commitment to Quality Work Environment)
Sub-category: Organizational Communications
26. Communication between departments at SPC is effective and adequate.
27. Communication within my department and work areas is effective and adequate.
28. SPC encourages an open exchange of ideas.

Sub-category: Internal Employee Relations
29. My SPC colleagues with whom I interact understand my needs and expectations.
30. I am proud to work for SPC.
31. Employees at SPC treat each other with respect and appreciation.
32. I understand the needs and expectations of my coworkers.
33. SPC values and cares about me as an employee.

Sub-category: Physical Environment
34. SPC provides a clean, safe and secure environment for employees and students.
35. The physical facilities in my area are adequate.

CATEGORY 6: COMMUNITY FOCUS (Commitment to the Community)
36. Our college does a good job responding to the needs of the communities we serve.
37. Being involved in service to the community is an important part of my job.
38. The College strengthens community partnerships to meet identified constituents' needs.
39. Our college listens actively to the needs of our community constituents.

CATEGORY 7: LEADERSHIP FOCUS (Effective Use of Resources)
Sub-category: Planning and Effectiveness
40. I am informed and understand SPC's planning and effectiveness efforts.
41. As it plans for the future, the College is receptive to my ideas.
42. I am familiar with the Institutional Mission and Vision.
43. I am involved in SPC's planning and effectiveness efforts.

Sub-category: Leadership
44. I receive the administrative (chairs, directors) support necessary to do my job.
45. Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) use our vision and values to guide us.
46. Our leaderships (department chairs, directors, deans, vice presidents, president, and Board of Regents) actions reflect a commitment to uphold the College's mission.
47. The top administrators (deans, vice presidents, and president) at SPC are accessible and approachable.
48. I have adequate communication with the top administrative staff at SPC.
49. Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) create and support a work environment that helps me do my job.

Sub-category: Budgeting and Allocation of Resources
50. I am satisfied with the budgeting process.
51. I have sufficient resources to do my job.
52. I have the opportunity to provide input to the budget process.
53. I have been informed of how the Institutional Plan affects me and my work.
54. SPC institutional goals and objectives are reflected in the budget.

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

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

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

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

- I wish you would have asked about:
- I would have said:

ATTACHMENT B
2022 EMPLOYEE SURVEY
ATTRIBUTE/ SUCCESS FACTOR MEANS

	2022 EMPLOYEE SURVEY					2020 EMPLOYEE SURVEY				
	FAC N=216	CLASS N=62	PN-F N=67	ADM N=32	ALL N=402	FAC N=199	CLASS N=66	PN-F N=53	ADM N=25	ALL N=353
STUDENT FOCUS	**4.47**	**4.29**	**4.41**	**4.64**	**4.44**	**4.51**	**4.13**	**4.41**	**4.58**	**4.42**
1 Student needs have the highest priority in our mission.	4.50	4.40	4.58	4.66	4.50	4.53	4.35	4.48	4.72	4.50
2 I am encouraged to solve student problems.	4.50	4.25	4.45	4.70	4.45	4.57	3.98	4.55	4.54	4.45
3 SPC does a good job meeting the needs and expectations of its students.	4.36	4.23	4.27	4.58	4.33	4.40	4.08	4.21	4.52	4.32
4 I believe SPC employees as a whole are committed to helping students.	4.54	4.29	4.34	4.63	4.46	4.52	4.09	4.40	4.52	4.42
LEARNING FOCUS	**4.45**	**4.36**	**4.36**	**4.59**	**4.42**	**4.45**	**4.36**	**4.37**	**4.54**	**4.42**
5 Students receive a quality education at SPC.	4.56	4.50	4.51	4.63	4.54	4.60	4.45	4.52	4.68	4.56
6 The physical facilities of SPC are conducive to effective learning for students.	4.28	4.24	4.13	4.53	4.26	4.18	4.27	4.04	4.36	4.19
7 SPC prepares students for careers with the skills needed in the workplace.	4.46	4.35	4.40	4.63	4.42	4.50	4.42	4.49	4.56	4.47
8 I believe SPC offers an updated effective and equitable education for students.	4.50	4.35	4.39	4.56	4.44	4.52	4.31	4.43	4.56	4.46
ACCESS AND DIVERSITY	**4.51**	**4.25**	**4.28**	**4.44**	**4.40**	**4.49**	**4.22**	**4.30**	**4.47**	**4.40**
9 The College has a climate of equity and respect for students and personnel.	4.36	4.19	4.06	4.38	4.26	4.39	4.03	4.28	4.56	4.30
10 College programs and services are cost effective for students.	4.63	4.25	4.45	4.50	4.52	4.58	4.32	4.40	4.56	4.50
11 SPC provides educational programs and services that are available at convenient times and places.	4.45	4.20	4.18	4.19	4.31	4.45	4.17	4.02	4.16	4.30
12 SPC's open admissions policy provides students with equal access to educational programs and services.	4.61	4.34	4.45	4.69	4.53	4.56	4.36	4.48	4.60	4.50
EMPLOYEE FOCUS	**4.32**	**4.04**	**4.05**	**4.43**	**4.21**	**4.24**	**3.92**	**4.19**	**4.33**	**4.17**
Subcategory: Employee Empowerment	**4.19**	**4.02**	**3.97**	**4.28**	**4.11**	**4.16**	**3.82**	**4.12**	**4.20**	**4.08**
13 There is a culture of innovation, and accountability.	3.93	4.02	3.71	4.09	3.90	3.98	3.80	3.87	4.12	3.93
14 My work gives me the ability to contribute to the success of SPC.	4.49	4.33	4.41	4.69	4.45	4.48	4.12	4.45	4.60	4.41
15 Opportunities are provided for my professional growth and development.	4.17	3.78	3.78	4.16	4.03	4.08	3.51	4.02	3.92	3.95
16 I have control over those aspects of my job for which I am accountable.	4.33	4.17	4.28	4.38	4.28	4.25	4.03	4.23	4.36	4.20
17 SPC consistently demonstrates a climate of respect and equality for all employees	4.17	3.80	3.74	4.09	4.01	4.16	3.66	4.06	4.12	4.03
18 I feel appreciated and receive recognition for the work I do.	4.05	4.03	3.88	4.25	4.01	3.99	3.83	4.08	4.08	3.97

	2022 EMPLOYEE SURVEY					2020 EMPLOYEE SURVEY				
	FAC N=216	CLASS N=62	PN-F N=67	ADM N=32	ALL N=402	FAC N=199	CLASS N=66	PN-F N=53	ADM N=25	ALL N=353
Subcategory: Supervisory Management	**4.47**	**4.15**	**4.16**	**4.65**	**4.35**	**4.34**	**4.11**	**4.25**	**4.48**	**4.30**
19 My supervisor provides me with the information necessary to do my job.	4.50	4.28	4.26	4.71	4.42	4.39	4.14	4.28	4.48	4.33
20 My supervisor promotes an environment of respect, equality, and fairness.	4.50	4.03	4.09	4.72	4.35	4.27	3.97	4.25	4.44	4.22
21 My supervisor provides me with the responsibilities and expectations of my job.	4.53	4.40	4.33	4.75	4.47	4.38	4.34	4.40	4.60	4.40
22 When possible my supervisor involves me in decisions that affect my job.	4.44	4.13	4.08	4.59	4.31	4.34	4.02	4.23	4.44	4.27
23 My ideas for change or improvement are heard and considered by my supervisor \	4.37	3.89	4.03	4.47	4.20	4.34	4.10	4.11	4.44	4.26
Subcategory: Cooperation & Teamwork	**4.30**	**3.83**	**4.00**	**4.36**	**4.16**	**4.24**	**3.75**	**4.24**	**4.32**	**4.14**
24 I feel there is a spirit of cooperation between employees SPC.	4.20	3.74	3.75	4.25	4.04	4.16	3.59	4.00	4.20	4.02
25 Employees within my department and work area cooperate with each other to get the job done.	4.40	3.92	4.25	4.47	4.29	4.33	3.91	4.47	4.44	4.27
QUALITY WORK ENVIRONMENT	**4.27**	**4.09**	**4.07**	**4.35**	**4.19**	**4.23**	**3.97**	**4.14**	**4.28**	**4.16**
Subcategory: Organizational Communications	**4.01**	**3.73**	**3.68**	**4.10**	**3.89**	**3.94**	**3.64**	**3.65**	**3.93**	**3.83**
26 Communication between departments at SPC is effective and adequate.	3.59	3.41	3.37	3.69	3.52	3.56	3.33	3.23	3.48	3.45
27 Communication within my department and work areas is effective and adequate.	4.31	3.98	4.01	4.47	4.20	4.21	3.92	3.92	4.24	4.11
28 SPC encourages an open exchange of ideas.	4.13	3.79	3.64	4.16	3.97	4.06	3.66	3.79	4.08	3.93
Subcategory: Internal Employee Relations	**4.40**	**4.18**	**4.22**	**4.43**	**4.31**	**4.35**	**4.05**	**4.32**	**4.42**	**4.28**
29 My SPC colleagues with whom I interact understand my needs and expectations.	4.32	3.98	4.12	4.47	4.22	4.23	3.97	4.17	4.16	4.17
30 I am proud to work for SPC.	4.71	4.56	4.63	4.63	4.64	4.66	4.47	4.74	4.80	4.64
31 Employees at SPC treat each other with respect and appreciation.	4.35	3.85	3.91	4.06	4.16	4.32	3.82	4.28	4.40	4.21
32 I understand the needs and expectations of my coworkers.	4.40	4.38	4.36	4.50	4.38	4.34	4.11	4.26	4.36	4.29
33 SPC values and cares about me as an employee.	4.24	4.10	4.09	4.47	4.17	4.17	3.88	4.15	4.40	4.12

	2022 EMPLOYEE SURVEY					2020 EMPLOYEE SURVEY				
	FAC N=216	CLASS N=62	PN-F N=67	ADM N=32	ALL N=402	FAC N=199	CLASS N=66	PN-F N=53	ADM N=25	ALL N=353
Subcategory: Physical Environment	4.35	4.40	4.26	4.53	4.34	4.36	4.26	4.40	4.44	4.36
34 SPC provides a clean, safe and secure environment for employees and students.	4.53	4.45	4.33	4.59	4.47	4.49	4.25	4.54	4.52	4.46
35 The physical facilities in my area are	4.17	4.34	4.20	4.47	4.22	4.24	4.27	4.26	4.36	4.26
COMMUNITY FOCUS	4.09	3.98	4.08	4.28	4.07	4.07	3.79	4.09	4.23	4.03
36 Our college does a good job responding to the needs of the communities we serve.	4.28	4.10	4.17	4.34	4.22	4.26	4.02	4.13	4.12	4.17
37 Being involved in service to the community is an important part of my job.	4.02	3.84	4.02	4.16	3.99	3.98	3.66	4.15	4.40	3.98
38 The College strengthens community partnerships to meet identified constituents' needs.	4.05	3.98	4.06	4.31	4.05	4.05	3.68	4.08	4.16	3.99
39 Our college listens actively to the needs of our community constituents.	4.00	4.00	4.08	4.31	4.02	3.99	3.79	4.00	4.24	3.97
LEADERSHIP FOCUS	3.99	3.76	3.90	4.39	3.95	4.02	3.75	3.94	4.39	3.98
Subcategory: Planning & Effectiveness	3.85	3.59	3.77	4.32	3.82	3.95	3.60	3.82	4.37	3.90
40 I am informed and understand SPC's planning and institutional effectiveness	3.91	3.87	3.75	4.31	3.90	4.02	3.81	3.88	4.40	3.98
41 As it plans for the future, the College is receptive to my ideas.	3.67	3.48	3.67	4.00	3.65	3.82	3.56	3.64	4.28	3.77
42 I am familiar with the Institutional Mission and Vison.	4.29	3.90	4.21	4.69	4.22	4.34	3.95	4.17	4.48	4.25
43 I am involved in SPC's planning and effectiveness efforts.	3.55	3.11	3.46	4.29	3.52	3.63	3.10	3.60	4.33	3.58
Subcategory: Leadership	4.24	3.97	4.10	4.55	4.18	4.25	4.01	4.17	4.50	4.20
44 I receive the administrative (chairs, directors) support necessary to do my job.	4.38	4.07	4.06	4.52	4.26	4.31	3.90	4.29	4.48	4.23
45 Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) use our vision and values to guide us.	4.13	3.87	4.02	4.50	4.09	4.20	4.02	4.17	4.52	4.17
46 Our leaderships (department chairs, directors, deans, vice presidents, president, and Board of Regents) actions reflect a commitment to uphold the College's mission.	4.26	4.05	4.09	4.53	4.21	4.29	4.10	4.25	4.44	4.25
47 The top administrators (deans, vice presidents, and president) at SPC are accessible and approachable.	4.27	4.03	4.21	4.69	4.23	4.28	4.08	4.13	4.56	4.23
48 I have adequate communication with the top administrative staff at SPC.	4.18	3.82	4.06	4.52	4.10	4.17	4.02	4.00	4.56	4.14

	2022 EMPLOYEE SURVEY					2020 EMPLOYEE SURVEY				
	FAC **N=216**	**CLASS** **N=62**	**PN-F** **N=67**	**ADM** **N=32**	**ALL** **N=402**	**FAC** **N=199**	**CLASS** **N=66**	**PN-F** **N=53**	**ADM** **N=25**	**ALL** **N=353**
49 Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) create and support a work environment that helps me do my job.	4.24	3.97	4.16	4.56	4.18	4.26	3.95	4.15	4.44	4.19

	2022 EMPLOYEE SURVEY					2020 EMPLOYEE SURVEY				
	FAC N=216	CLASS N=62	PN-F N=67	ADM N=32	ALL N=402	FAC N=199	CLASS N=66	PN-F N=53	ADM N=25	ALL N=353
Subcategory: Budgeting & Allocation of Resources	**3.79**	**3.65**	**3.77**	**4.26**	**3.79**	**3.79**	**3.55**	**3.75**	**4.27**	**3.77**
50 I am satisfied with the budgeting process.	3.76	3.63	3.79	4.13	3.76	3.71	3.63	3.74	4.30	3.72
51 I have sufficient resources to do my job.	4.15	4.15	4.18	4.66	4.18	4.18	3.92	4.23	4.32	4.14
52 I have the opportunity to provide input to the budget process.	3.62	3.36	3.56	4.00	3.59	3.63	3.20	3.53	4.22	3.58
53 I have been informed of how the Institutional Plan affects me and my work.	3.57	3.50	3.52	4.25	3.61	3.72	3.46	3.53	4.24	3.68
54 SPC institutional goals and objectives are reflected in the budget.	3.82	3.61	3.79	4.27	3.81	3.73	3.54	3.73	4.25	3.71
SUBSCALES MEASURES MEETING 3.5 BENCHMARK	16 100.0%	16 100.0%	16 100.0%	16 100.0%	16 100.0%	16 100.0%	16 100.0%	16 100.0%	16 100.0%	16 100.0%
SUBSCALE MEASURES NOT MEETING 3.5 BENCHMARK	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
TOTAL SUBSCALE MEASURES	16	16	16	16	16	16	16	16	16	16
SURVEY STATEMENTS MEETING 3.5 BENCHMARK	54 100%	50 92.6%	52 96.3%	54 100.0%	54 100.0%	54 100%	50 92.5%	53 98.1%	53 98.1%	53 98.1%
SURVEY STATEMENTS NOT MEETING 3.5 BENCHMARK	0 0.0%	4 7.4%	2 3.7%	0 0.0%	0 0.0%	0 0.0%	4 7.5%	1 1.9%	1 1.9%	1 1.9%
TOTAL SURVEY STATEMENTS	54	54	54	54	54	54	54	54	54	54

ATTACHMENT C
2022 EMPLOYEE SURVEY
DEGREE OF STATEMENT AGREEMENT

	FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEE GROUPS		
	Agree	Neutral	Disagree	Agree	Neutral	Disagree	Agree	Neutral	Disagree	Agree	Neutral	Disagree	Agree	Neutral	Disagree
STUDENT FOCUS															
1 Student needs have the highest priority in our mission.	93.5%	1.4%	5.1%	90.3%	3.2%	6.5%	94.0%	0.0%	6.0%	96.9%	0.0%	3.1%	93.0%	2.0%	5.0%
2 I am encouraged to solve student problems.	93.5%	2.3%	4.2%	75.8%	4.8%	3.2%	94.0%	3.0%	1.5%	93.8%	0.0%	0.0%	90.3%	3.2%	3.0%
3 SPC does a good job meeting the needs and expectations of its students.	93.5%	2.3%	4.2%	91.9%	3.2%	4.8%	88.1%	9.0%	3.0%	93.8%	3.1%	0.0%	91.8%	4.5%	3.5%
4 I believe SPC employees as a whole are committed to helping students.	94.4%	4.2%	1.4%	91.9%	1.6%	6.5%	92.5%	4.5%	3.0%	96.9%	3.1%	0.0%	93.8%	4.0%	2.2%
LEARNING FOCUS															
5 Students receive a quality education at SPC.	94.9%	2.8%	1.9%	91.9%	3.2%	1.6%	98.5%	0.0%	1.5%	93.8%	3.1%	3.1%	94.5%	3.0%	1.7%
6 The physical facilities of SPC are conducive to effective learning for students.	89.8%	3.2%	6.0%	91.9%	1.6%	6.5%	86.6%	6.0%	7.5%	96.9%	3.1%	0.0%	89.1%	4.7%	5.7%
7 SPC prepares students for careers with the skills needed in the workplace.	93.1%	4.6%	1.9%	93.5%	3.2%	3.2%	94.0%	3.0%	3.0%	100.0%	0.0%	0.0%	92.8%	5.0%	2.0%
8 I believe SPC offers an updated effective and equitable education for students.	94.9%	2.8%	1.9%	88.7%	6.5%	1.6%	95.5%	3.0%	1.5%	96.9%	3.1%	0.0%	93.3%	4.2%	1.5%
ACCESS AND DIVERSITY															
9 The College has a climate of equity and respect for students and personnel.	89.4%	5.1%	5.1%	88.7%	4.8%	6.5%	83.6%	6.0%	10.4%	93.8%	3.1%	3.1%	87.6%	6.0%	6.2%
10 College programs and services are cost effective for students.	96.8%	3.2%	0.0%	82.3%	11.3%	3.2%	89.6%	7.5%	3.0%	90.6%	6.3%	3.1%	92.8%	5.5%	1.2%
11 SPC provides educational programs and services that are available at convenient times and places.	93.5%	1.4%	4.6%	85.5%	6.5%	6.5%	82.1%	14.9%	3.0%	84.4%	9.4%	6.3%	88.6%	6.0%	5.0%
12 SPC's open admissions policy provides students with equal access to educational programs and services.	94.9%	4.2%	0.5%	82.3%	8.1%	3.2%	97.0%	0.0%	3.0%	96.9%	3.1%	0.0%	93.0%	4.5%	1.2%
EMPLOYEE FOCUS															
Subcategory: Employee Empowerment															
13 There is a culture of innovation, and accountability.	76.9%	10.2%	13.0%	79.0%	11.3%	3.2%	65.7%	19.4%	13.4%	78.1%	12.5%	9.4%	74.6%	13.2%	10.9%
14 My work gives me the ability to contribute to the success of SPC.	89.8%	6.9%	3.2%	91.9%	1.6%	3.2%	91.0%	3.0%	4.5%	100.0%	0.0%	0.0%	90.8%	5.5%	3.0%
15 Opportunities are provided for my professional growth and development.	83.3%	8.8%	7.9%	64.5%	19.4%	11.3%	67.2%	14.9%	17.9%	81.3%	9.4%	9.4%	76.6%	12.7%	10.0%
16 I have control over those aspects of my job for which I am accountable.	87.5%	7.4%	5.1%	83.9%	8.1%	4.8%	89.6%	4.5%	6.0%	90.6%	3.1%	6.3%	86.3%	7.7%	5.5%
17 SPC consistently demonstrates a climate of respect and equality for all employees.	81.5%	8.8%	9.3%	75.8%	8.1%	14.5%	68.7%	10.4%	19.4%	81.3%	3.1%	15.6%	77.4%	9.5%	12.4%
18 I fee appreciated and receive recognition for the work I do.	75.9%	12.0%	11.1%	75.8%	14.5%	8.1%	76.1%	9.0%	14.9%	84.4%	6.3%	9.4%	75.9%	11.7%	11.7%
Subcategory: Supervisory Management															
19 My supervisor provides me with the information necessary to do my job.	89.8%	6.0%	4.2%	83.9%	9.7%	4.8%	83.6%	6.0%	9.0%	90.6%	3.1%	3.1%	87.1%	7.0%	5.0%
20 My supervisor promotes an environment of respect, equality, and fairness.	88.9%	5.1%	5.1%	82.3%	4.8%	12.9%	77.6%	10.4%	11.9%	93.8%	0.0%	6.3%	85.3%	6.5%	7.7%

	FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEE GROUPS		
	Agree	Neutral	Disagree	Agree	Neutral	Disagree	Agree	Neutral	Disagree	Agree	Neutral	Disagree	Agree	Neutral	Disagree
21 My suprervisor provides me with the responsibilities and expectations of my job.	90.3%	5.6%	3.7%	93.5%	4.8%	1.6%	88.1%	7.5%	4.5%	96.9%	3.1%	0.0%	90.8%	5.7%	3.2%
22 When possible my supervisor involves me in decisions that affect my job.	88.0%	6.0%	6.0%	79.0%	12.9%	6.5%	77.6%	7.5%	13.4%	90.6%	0.0%	9.4%	83.6%	8.2%	7.7%
23 My ideas for change or improvement are heard and considered by my supervisor.	84.7%	8.3%	6.5%	74.2%	11.3%	12.9%	76.1%	7.5%	13.4%	87.5%	6.3%	6.3%	80.3%	9.5%	9.2%
Subcategory: Cooperation & Teamwork															
24 I feel there is a spirit of cooperation between employees at SPC.	83.3%	9.7%	6.9%	72.6%	8.1%	17.7%	70.1%	13.4%	16.4%	87.5%	6.3%	6.3%	78.9%	10.7%	10.2%
25 Employees within my department and work area cooperate with each other to get the job done.	88.0%	5.1%	6.5%	77.4%	6.5%	16.1%	83.6%	7.5%	9.0%	93.8%	0.0%	6.3%	85.6%	6.0%	8.2%
QUALITY WORK ENVIRONMENT															
Subcategory: Organizational Communications															
26 Communication between departments at SPC is effective and adequate.	60.2%	21.3%	18.1%	59.7%	12.9%	25.8%	58.2%	14.9%	26.9%	68.8%	15.6%	15.6%	60.0%	18.9%	20.6%
27 Communication within my department and work areas is effective and adequate.	86.6%	6.0%	7.4%	77.4%	8.1%	11.3%	83.6%	3.0%	13.4%	96.9%	0.0%	3.1%	84.1%	7.0%	8.2%
28 SPC encourages an open exchange of ideas.	80.1%	13.4%	6.5%	71.0%	17.7%	9.7%	61.2%	22.4%	16.4%	78.1%	12.5%	9.4%	74.1%	16.7%	9.0%
Subcategory: Internal Employee Relations															
29 My SPC colleagues with whom I interact understand my needs and expectations.	88.4%	7.9%	3.7%	80.6%	6.5%	9.7%	85.1%	11.9%	3.0%	93.8%	0.0%	6.3%	85.8%	8.5%	5.2%
30 I am proud to work for SPC.	95.8%	3.2%	0.5%	96.8%	0.0%	3.2%	97.0%	3.0%	0.0%	93.8%	6.3%	0.0%	95.3%	3.5%	1.0%
31 Employees at SPC treat each other with respect and appreciation.	88.9%	7.9%	3.2%	74.2%	4.8%	19.4%	74.6%	17.9%	7.5%	78.1%	6.3%	15.6%	82.6%	10.0%	7.2%
32 I understand the needs and expectations of my coworkers.	92.6%	5.1%	1.4%	91.9%	3.2%	1.6%	97.0%	3.0%	0.0%	100.0%	0.0%	0.0%	93.8%	4.2%	1.0%
33 SPC values and cares about me as an employee.	85.6%	6.5%	7.9%	85.5%	8.1%	6.5%	82.1%	4.5%	11.9%	93.8%	6.3%	0.0%	84.3%	7.0%	8.5%
Subcategory: Physical Environment															
34 SPC provides a clean, safe and secure environment for employees and students.	94.0%	1.9%	3.7%	95.2%	1.6%	3.2%	88.1%	6.0%	6.0%	93.8%	3.1%	3.1%	92.8%	3.0%	4.0%
35 The physical facilities in my area are adequate.	84.3%	5.1%	10.2%	93.5%	1.6%	3.2%	80.6%	4.5%	11.9%	90.6%	3.1%	6.3%	85.3%	4.5%	9.2%
COMMUNITY FOCUS															
36 Our college does a good job responding to the needs of the communities we serve.	86.6%	9.7%	3.2%	77.4%	14.5%	4.8%	77.6%	20.9%	0.0%	93.8%	3.1%	3.1%	83.8%	12.4%	2.7%
37 Being involved in service to the community is an important part of my job.	72.7%	22.2%	4.6%	59.7%	25.8%	6.5%	65.7%	22.4%	4.5%	87.5%	3.1%	6.3%	70.1%	21.9%	5.0%
38 The College strengthens community parterships to mee identified constituents' needs.	73.1%	23.6%	2.3%	72.6%	24.2%	3.2%	76.1%	20.9%	1.5%	87.5%	9.4%	3.1%	73.9%	22.9%	2.2%
39 Our college listens actively to the needs of our community constituents.	73.6%	23.6%	2.8%	72.6%	19.4%	4.8%	74.6%	22.4%	1.5%	84.4%	15.6%	0.0%	73.1%	23.4%	2.5%
LEADERSHIP FOCUS															

	FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEE GROUPS		
	Agree	Neutral	Disagree	Agree	Neutral	Disagree	Agree	Neutral	Disagree	Agree	Neutral	Disagree	Agree	Neutral	Disagree
Subcategory: Planning & Effectiveness															
40 I am informed and understand SPC's planning and institutional effectiveness efforts.	74.1%	13.9%	12.0%	74.2%	17.7%	6.5%	64.2%	19.4%	13.4%	84.4%	12.5%	3.1%	72.1%	16.7%	10.2%
41 As it plans for the future, the College is receptive to my ideas.	55.6%	30.6%	12.5%	40.3%	38.7%	8.1%	55.2%	23.9%	11.9%	65.6%	28.1%	6.3%	53.0%	31.6%	11.2%
42 I am familiar with the Institutional Mission and Vison.	89.4%	6.5%	3.7%	72.6%	16.1%	4.8%	89.6%	7.5%	3.0%	100.0%	0.0%	0.0%	86.3%	8.7%	3.7%
43 I am involved in SPC's planning and effectiveness efforts.	52.8%	26.4%	17.1%	22.6%	33.9%	17.7%	44.8%	23.9%	14.9%	75.0%	15.6%	6.3%	47.5%	27.1%	16.2%
Subcategory: Leadership															
44 I receive the administrative (chairs, directors) support necessary to do my job.	87.5%	6.9%	5.1%	77.4%	12.9%	3.2%	83.6%	3.0%	11.9%	87.5%	6.3%	3.1%	84.3%	7.7%	6.2%
45 Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) use our vision and values to guide us.	80.6%	13.4%	6.0%	67.7%	24.2%	6.5%	74.6%	11.9%	9.0%	90.6%	6.3%	3.1%	77.4%	14.9%	6.7%
46 Our leaderships (department chairs, directors, deans, vice presidents, prsident, and Board of Regents) actions reflect a commitment to uphold the College's mission.	86.1%	7.9%	5.6%	79.0%	17.7%	3.2%	82.1%	10.4%	6.0%	90.6%	6.3%	3.1%	84.1%	10.7%	4.7%
47 The top administrators (deans, vice presidents, and president) at SPC are accessible and approachable.	84.7%	8.8%	6.0%	83.9%	12.9%	3.2%	86.6%	7.5%	6.0%	96.9%	3.1%	0.0%	85.1%	9.5%	5.2%
48 I have adequate communication with the top administrative staff at SPC.	79.6%	12.0%	7.4%	66.1%	24.2%	6.5%	77.6%	10.4%	9.0%	90.6%	3.1%	3.1%	76.6%	13.9%	7.5%
49 Our college's leaders (department chairs, directors,, deans, vice presidents, president, and Board of Regents) create and support a work environment that helps me do my job.	83.3%	8.8%	6.9%	82.3%	12.9%	4.8%	80.6%	10.4%	4.5%	93.8%	6.3%	0.0%	82.6%	10.4%	5.7%
Subcategory: Budgeting & Allocation of Resources															
50 I am satisfied with the budgeting process.	59.7%	27.8%	9.3%	50.0%	38.7%	3.2%	61.2%	19.4%	10.4%	68.8%	21.9%	3.1%	58.5%	27.6%	8.5%
51 I have sufficient resources to do my job.	84.3%	6.9%	7.4%	88.7%	4.8%	4.8%	91.0%	3.0%	6.0%	100.0%	0.0%	0.0%	87.1%	5.7%	6.2%
52 I have the opportunity to provide input to the budget process.	54.6%	24.5%	16.7%	27.4%	37.1%	6.5%	55.2%	16.4%	16.4%	59.4%	21.9%	6.3%	49.8%	25.4%	14.7%
53 I have been informed of how the Institutional Plan affects me and my work.	56.5%	21.8%	20.8%	51.6%	30.6%	11.3%	59.7%	14.9%	23.9%	84.4%	9.4%	6.3%	58.2%	21.9%	18.2%
54 SPC institutional goals and objectives are reflected in the budget.	56.9%	37.5%	3.7%	50.0%	33.9%	3.2%	59.7%	23.9%	7.5%	71.9%	21.9%	0.0%	58.0%	32.8%	4.2%
TOTAL STATEMENTS MEETING 70% BENCHMARK	47			44			43			50			47		
TOTAL STATEMENTS NOT MEETING 70% BENCHMARK	7			10			11			4			7		

ATTACHMENT D-1
2022 EMPLOYEE SURVEY
STATEMENT AGREEMENT COMPARISON BETWEEN 2022 AND 2020 SURVEY

	FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEE GROUPS		
	2022 Agree	2020 Agree	Change	2022 Agree	2020 Agree	Change	2022 Agree	2020 Agree	Change	2022 Agree	2020 Agree	Change	2022 Agree	2020 Agree	Change
STUDENT FOCUS															
1 Student needs have the highest priority in our mission.	93.5%	94.0%	-0.5	90.3%	87.9%	2.4	94.0%	94.3%	-0.3	96.9%	100.0%	-3.1	93.0%	93.5%	-0.4
2 I am encouraged to solve student problems.	93.5%	95.0%	-1.5	75.8%	71.2%	4.6	94.0%	96.2%	-2.2	93.8%	88.0%	5.8	90.3%	89.8%	0.5
3 SPC does a good job meeting the needs and expectations of its students.	93.5%	94.0%	-0.5	91.9%	78.8%	13.1	88.1%	90.6%	-2.5	93.8%	100.0%	-6.3	91.8%	90.9%	0.9
4 I believe SPC employees as a whole are committed to helping students.	94.4%	94.0%	0.5	91.9%	76.9%	15.0	92.5%	94.3%	-1.8	96.9%	100.0%	-3.1	93.8%	91.5%	2.3
LEARNING FOCUS															
5 Students receive a quality education at SPC.	94.9%	97.5%	-2.6	91.9%	90.9%	1.0	98.5%	98.1%	0.4	93.8%	96.0%	-2.3	94.5%	96.0%	-1.5
6 The physical facilities of SPC are conducive to effective learning for students.	89.8%	87.9%	1.9	91.9%	90.9%	1.0	86.6%	86.8%	-0.2	96.9%	96.0%	0.9	89.1%	89.0%	0.1
7 SPC prepares students for careers with the skills needed in the workplace.	93.1%	95.5%	-2.4	93.5%	89.4%	4.2	94.0%	94.3%	-0.3	100.0%	100.0%	0.0	92.8%	94.3%	-1.5
8 I believe SPC offers an updated effective and equitable education for students.	94.9%	95.5%	-0.6	88.7%	85.7%	3.0	95.5%	94.3%	1.2	96.9%	100.0%	-3.1	93.3%	93.7%	-0.4
ACCESS AND DIVERSITY															
9 The College has a climate of equity and respect for students and personnel.	89.4%	92.5%	-3.1	88.7%	87.9%	0.8	83.6%	92.5%	-8.9	93.8%	96.0%	-2.3	87.6%	91.2%	-3.7
10 College programs and services are cost effective for students.	96.8%	96.5%	0.3	82.3%	87.9%	-5.6	89.6%	88.7%	0.9	90.6%	96.0%	-5.4	92.8%	93.5%	-0.7
11 SPC provides educational programs and services that are available at convenient times and places.	93.5%	93.5%	0.1	85.5%	86.4%	-0.9	82.1%	83.0%	-0.9	84.4%	84.0%	0.4	88.6%	89.2%	-0.7
12 SPC's open admissions policy provides students with equal access to educational programs and services.	94.9%	96.0%	-1.1	82.3%	89.4%	-7.1	97.0%	94.3%	2.7	96.9%	100.0%	-3.1	93.0%	94.6%	-1.6
EMPLOYEE FOCUS															
Subcategory: Employee Empowerment															
13 There is a culture of innovation, and accountability.	76.9%	77.9%	-1.0	79.0%	69.2%	9.8	65.7%	75.5%	-9.8	78.1%	80.0%	-1.9	74.6%	76.1%	-1.5
14 My work gives me the ability to contribute to the success of SPC.	89.8%	93.0%	-3.2	91.9%	89.2%	2.7	91.0%	92.5%	-1.4	100.0%	96.0%	4.0	90.8%	92.3%	-1.5
15 Opportunities are provided for my professional growth and development.	83.3%	80.9%	2.4	64.5%	60.6%	3.9	67.2%	83.0%	-15.9	81.3%	72.0%	9.3	76.6%	76.5%	0.1
16 I have control over those aspects of my job for which I am accountable.	87.5%	87.9%	-0.4	83.9%	77.3%	6.6	89.6%	88.7%	0.9	90.6%	92.0%	-1.4	86.3%	85.6%	0.8
17 SPC consistently demonstrates a climate of respect and equality for all employees	81.5%	84.4%	-2.9	75.8%	68.2%	7.6	68.7%	88.7%	-20.0	81.3%	80.0%	1.3	77.4%	81.0%	-3.7
18 I feel appreciated and receive recognition for the work I do.	75.9%	76.4%	-0.5	75.8%	71.2%	4.6	76.1%	84.9%	-8.8	84.4%	80.0%	4.4	75.9%	76.5%	-0.6
Subcategory: Supervisory Management															
19 My supervisor provides me with the information necessary to do my job.	89.8%	89.9%	-0.1	83.9%	81.5%	2.3	83.6%	84.9%	-1.3	90.6%	92.0%	-1.4	87.1%	87.8%	-0.7
20 My supervisor promotes an environment of respect, equality, and fairness.	88.9%	82.4%	6.5	82.3%	72.3%	10.0	77.6%	84.9%	-7.3	93.8%	92.0%	1.8	85.3%	81.8%	3.5
21 My suprervisor provides me with the responsibilities and expectations of my job.	90.3%	89.4%	0.8	93.5%	89.2%	4.3	88.1%	84.9%	3.2	96.9%	100.0%	-3.1	90.8%	89.8%	1.0
22 When possible my supervisor involves me in decisions that affect my job.	88.0%	85.9%	2.0	79.0%	75.0%	4.0	77.6%	79.2%	-1.6	90.6%	92.0%	-1.4	83.6%	83.5%	0.1

	FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEE GROUPS		
	2022 Agree	2020 Agree	Change	2022 Agree	2020 Agree	Change	2022 Agree	2020 Agree	Change	2022 Agree	2020 Agree	Change	2022 Agree	2020 Agree	Change
23 My ideas for change or improvement are heard and considered by my supervisor.	84.7%	83.4%	1.3	74.2%	76.9%	-2.7	76.1%	81.1%	-5.0	87.5%	88.0%	-0.5	80.3%	82.1%	-1.8
Subcategory: Cooperation & Teamwork															
24 I feel there is a spirit of cooperation between employees at SPC.	83.3%	83.9%	-0.6	72.6%	70.3%	2.3	70.1%	84.9%	-14.8	87.5%	84.0%	3.5	78.9%	81.2%	-2.3
25 Employees within my department and work area cooperate with each other to get the job done.	88.0%	88.4%	-0.5	77.4%	76.9%	0.5	83.6%	94.3%	-10.8	93.8%	92.0%	1.8	85.6%	87.2%	-1.6
QUALITY WORK ENVIRONMENT															
Subcategory: Organizational Communications															
26 Communication between departments at SPC is effective and adequate.	60.2%	60.3%	-0.1	59.7%	57.6%	2.1	58.2%	52.8%	5.4	68.8%	60.0%	8.8	60.0%	58.4%	1.6
27 Communication within my department and work areas is effective and adequate.	86.6%	85.4%	1.1	77.4%	75.4%	2.0	83.6%	79.2%	4.3	96.9%	88.0%	8.9	84.1%	83.0%	1.1
28 SPC encourages an open exchange of ideas.	80.1%	79.4%	0.7	71.0%	65.2%	5.8	61.2%	69.8%	-8.6	78.1%	80.0%	-1.9	74.1%	75.1%	-0.9
Subcategory: Internal Employee Relations															
29 My SPC colleagues with whom I interact understand my needs and expectations.	88.4%	83.4%	5.0	80.6%	80.0%	0.6	85.1%	90.6%	-5.5	93.8%	88.0%	5.8	85.8%	84.1%	1.7
30 I am proud to work for SPC.	95.8%	95.5%	0.4	96.8%	92.4%	4.3	97.0%	100.0%	-3.0	93.8%	100.0%	-6.3	95.3%	95.8%	-0.5
31 Employees at SPC treat each other with respect and appreciation.	88.9%	89.4%	-0.6	74.2%	75.8%	-1.6	74.6%	98.1%	-23.5	78.1%	92.0%	-13.9	82.6%	87.8%	-5.2
32 I understand the needs and expectations of my coworkers.	92.6%	89.4%	3.1	91.9%	87.9%	4.1	97.0%	98.1%	-1.1	100.0%	96.0%	4.0	93.8%	91.2%	2.6
33 SPC values and cares about me as an employee.	85.6%	83.4%	2.2	85.5%	78.8%	6.7	82.1%	88.7%	-6.6	93.8%	96.0%	-2.3	84.3%	83.9%	0.5
Subcategory: Physical Environment															
34 SPC provides a clean, safe and secure environment for employees and students.	94.0%	94.5%	-0.5	95.2%	92.4%	2.7	88.1%	94.3%	-6.3	93.8%	96.0%	-2.3	92.8%	94.3%	-1.5
35 The physical facilities in my area are adequate.	84.3%	87.9%	-3.7	93.5%	92.1%	1.5	80.6%	88.7%	-8.1	90.6%	92.0%	-1.4	85.3%	89.4%	-4.1
COMMUNITY FOCUS															
36 Our college does a good job responding to the needs of the communities we serve.	86.6%	85.9%	0.6	77.4%	81.8%	-4.4	77.6%	92.5%	-14.8	93.8%	84.0%	9.8	83.8%	85.8%	-2.0
37 Being involved in service to the community is an important part of my job.	72.7%	72.9%	-0.2	59.7%	54.5%	5.1	65.7%	77.4%	-11.7	87.5%	88.0%	-0.5	70.1%	70.8%	-0.7
38 The College strengthens community parterships to meet identified constituents' needs.	73.1%	74.9%	-1.7	72.6%	63.1%	9.5	76.1%	84.9%	-8.8	87.5%	84.0%	3.5	73.9%	74.4%	-0.6
39 Our college listens actively to the needs of our community constituents.	73.6%	69.3%	4.3	72.6%	65.6%	7.0	74.6%	77.4%	-2.7	84.4%	80.0%	4.4	73.1%	70.7%	2.4
LEADERSHIP FOCUS															
Subcategory: Planning & Effectiveness															
40 I am informed and understand SPC's planning and institutional effectiveness efforts.	74.1%	79.4%	-5.3	74.2%	73.4%	0.8	64.2%	77.4%	-13.2	84.4%	96.0%	-11.6	72.1%	78.3%	-6.2
41 As it plans for the future, the College is receptive to my ideas.	55.6%	64.3%	-8.8	40.3%	53.0%	-12.7	55.2%	56.6%	-1.4	65.6%	84.0%	-18.4	53.0%	62.3%	-9.3
42 I am familiar with the Institutional Mission and Vission.	89.4%	94.5%	-5.1	72.6%	78.8%	-6.2	89.6%	90.6%	-1.0	100.0%	96.0%	4.0	86.3%	91.2%	-4.9

	FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEE GROUPS		
	2022 Agree	2020 Agree	Change	2022 Agree	2020 Agree	Change	2022 Agree	2020 Agree	Change	2022 Agree	2020 Agree	Change	2022 Agree	2020 Agree	Change
43 I am involved in SPC's planning and effectiveness efforts.	52.8%	56.8%	-4.0	22.6%	24.2%	-1.7	44.8%	54.7%	-9.9	75.0%	84.0%	-9.0	47.5%	51.6%	-4.0
Subcategory: Leadership															
44 I receive the administrative (chairs, directors) support necessary to do my job.	87.5%	89.4%	-1.9	77.4%	62.1%	15.3	83.6%	90.6%	-7.0	87.5%	84.0%	3.5	84.3%	83.3%	1.0
45 Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) use our vision and values to guide us.	80.6%	83.4%	-2.9	67.7%	75.4%	-7.6	74.6%	88.7%	-14.1	90.6%	96.0%	-5.4	77.4%	83.0%	-5.6
46 Our leadership (department chairs, directors, deans, vice presidents, prsident, and Board of Regents) actions reflect a commitment to uphold the College's mission.	86.1%	87.9%	-1.8	79.0%	81.3%	-2.2	82.1%	90.6%	-8.5	90.6%	88.0%	2.6	84.1%	86.9%	-2.8
47 The top administrators (deans, vice presidents, and president) at SPC are accessible and approachable.	84.7%	83.4%	1.3	83.9%	81.3%	2.6	86.6%	84.9%	1.7	96.9%	96.0%	0.9	85.1%	84.0%	1.0
48 I have adequate communication with the top administrative staff at SPC.	79.6%	80.9%	-1.3	66.1%	81.3%	-15.1	77.6%	75.5%	2.1	90.6%	96.0%	-5.4	76.6%	80.9%	-4.3
49 Our college's leaders (department chairs, directors,, deans, vice presidents, president, and Board of Regents) create and support a work environment that helps me do my job.	83.3%	84.9%	-1.6	82.3%	78.1%	4.1	80.6%	86.8%	-6.2	93.8%	96.0%	-2.3	82.6%	84.3%	-1.7
Subcategory: Budgeting & Allocation of Resources															
50 I am satisfied with the budgeting process.	59.7%	59.3%	0.4	50.0%	54.7%	-4.7	61.2%	62.3%	-1.1	68.8%	84.0%	-15.3	58.5%	60.1%	-1.7
51 I have sufficient resources to do my job.	84.3%	88.4%	-4.2	88.7%	79.7%	9.0	91.0%	90.6%	0.5	100.0%	92.0%	8.0	87.1%	87.2%	-0.1
52 I have the opportunity to provide input to the budget process.	54.6%	52.3%	2.4	27.4%	32.8%	-5.4	55.2%	49.1%	6.2	59.4%	72.0%	-12.6	49.8%	49.0%	0.7
53 I have been informed of how the Institutional Plan affects me and my work.	56.5%	62.3%	-5.8	51.6%	51.6%	0.1	59.7%	56.6%	3.1	84.4%	92.0%	-7.6	58.2%	61.0%	-2.8
54 SPC institutional goals and objectives are reflected in the budget.	56.9%	58.3%	-1.3	50.0%	46.9%	3.1	59.7%	54.7%	5.0	71.9%	84.0%	-12.1	58.0%	56.1%	1.8
TOTAL STATEMENTS MEETING 70% BENCHMARK	47	46		43	39		41	46		50	53		47	47	
	87.0%	85.2%		79.6%	72.2%		75.9%	85.2%		92.6%	98.1%		87.0%	87.1%	
TOTAL STATEMENTS NOT MEETING 70% BENCHMARK	7	8		11	15		13	8		4	1		7	7	
	13.0%	14.8%		20.4%	27.8%		24.1%	14.8%		7.4%	1.9%		13.0%	12.9%	
TOTAL STATEMENTS INCREASING IN AGREEMENT	20	46		40	31		14	42		22	45		19	48	
AVERAGE PERCENTAGE POINT CHANGE	1.9	8.4		4.8	13.6		2.7	11.5		4.4	13.2		1.3	8.0	
TOTAL STATEMENTS DECREASING IN AGREEMENT	34	5		14	19		40	9		31	7		35	3	
AVERAGE PERCENTAGE POINT CHANGE	-2.1	-3.5		-5.6	-7.1		-6.9	-3.6		-5.4	-3.7		-2.4	-4.1	

	FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEES		
	2022 Neutral	2020 Neutral	Change	2022 Neutral	2020 Neutral	Change	2022 Neutral	2020 Neutral	Change	2022 Neutra	2020 Neutra	Change	2022 Neutral	2020 Neutral	Change
STUDENT FOCUS															
1 Student needs have the highest priority in our mission.	1.4%	1.0%	0.4	3.2%	7.6%	-4.3	0.0%	0.0%	0.0	0.0%	0.0%	0.0	2.0%	2.0%	0.0
2 I am encouraged to solve student problems.	2.3%	3.5%	-1.2	4.8%	12.1%	-7.3	3.0%	0.0%	3.0	0.0%	8.0%	-8.0	3.2%	5.4%	-2.1
3 SPC does a good job meeting the needs and expectations of its students.	2.3%	2.0%	0.3	3.2%	12.1%	-8.9	9.0%	1.9%	7.1	3.1%	0.0%	3.1	4.5%	4.0%	0.5
4 I believe SPC employees as a whole are committed to helping students.	4.2%	2.5%	1.7	1.6%	16.9%	-15.3	4.5%	1.9%	2.6	3.1%	0.0%	3.1	4.0%	4.8%	-0.8
LEARNING FOCUS															
5 Students receive a quality education at SPC.	2.8%	1.5%	1.3	3.2%	6.1%	-2.8	0.0%	0.0%	0.0	3.1%	4.0%	-0.9	3.0%	2.5%	0.4
6 The physical facilities of SPC are conducive to effective learning for students.	3.2%	3.0%	0.2	1.6%	4.5%	-2.9	6.0%	0.0%	6.0	3.1%	0.0%	3.1	4.7%	2.8%	1.9
7 SPC prepares students for careers with the skills needed in the workplace.	4.6%	3.0%	1.6	3.2%	7.6%	-4.3	3.0%	0.0%	3.0	0.0%	0.0%	0.0	5.0%	3.4%	1.6
8 I believe SPC offers an updated effective and equitable education for students.	2.8%	2.0%	0.8	6.5%	9.5%	-3.1	3.0%	0.0%	3.0	3.1%	0.0%	3.1	4.2%	3.1%	1.1
ACCESS AND DIVERSITY															
9 The College has a climate of equity and respect for students and personnel.	5.1%	2.0%	3.1	4.8%	4.5%	0.3	6.0%	1.9%	4.1	3.1%	4.0%	-0.9	6.0%	3.1%	2.9
10 College programs and services are cost effective for students.	3.2%	2.5%	0.7	11.3%	7.6%	3.7	7.5%	3.8%	3.7	6.3%	4.0%	2.3	5.5%	4.0%	1.5
11 SPC provides educational programs and services that are available at convenient times and places.	1.4%	4.5%	-3.1	6.5%	9.1%	-2.6	14.9%	0.0%	14.9	9.4%	8.0%	1.4	6.0%	5.7%	0.3
12 SPC's open admissions policy provides students with equal access to educational programs and services.	4.2%	3.0%	1.2	8.1%	6.1%	2.0	0.0%	0.0%	0.0	3.1%	0.0%	3.1	4.5%	3.1%	1.4
EMPLOYEE FOCUS															
Subcategory: Employee Empowerment															
13 There is a culture of innovation, and accountability.	10.2%	10.6%	-0.4	11.3%	18.5%	-7.2	19.4%	17.0%	2.4	12.5%	12.0%	0.5	13.2%	13.1%	0.1
14 My work gives me the ability to contribute to the success of SPC.	6.9%	4.5%	2.4	1.6%	7.7%	-6.1	3.0%	5.7%	-2.7	0.0%	4.0%	-4.0	5.5%	5.4%	0.1
15 Opportunities are provided for my professional growth and development.	8.8%	7.5%	1.3	19.4%	19.7%	-0.3	14.9%	5.7%	9.3	9.4%	12.0%	-2.6	12.7%	9.9%	2.8
16 I have control over those aspects of my job for which I am accountable.	7.4%	4.5%	2.9	8.1%	16.7%	-8.6	4.5%	1.9%	2.6	3.1%	0.0%	3.1	7.7%	6.5%	1.2
17 SPC consistently demonstrates a climate of respect and equality for all employees	8.8%	4.0%	4.8	8.1%	10.6%	-2.5	10.4%	1.9%	8.6	3.1%	12.0%	-8.9	9.5%	5.9%	3.5
18 I feel appreciated and receive recognition for the work I do.	12.0%	11.6%	0.5	14.5%	13.6%	0.9	9.0%	1.9%	7.1	6.3%	8.0%	-1.8	11.7%	10.2%	1.5
Subcategory: Supervisory Management															
19 My supervisor provides me with the information necessary to do my job.	6.0%	4.0%	2.0	9.7%	12.3%	-2.6	6.0%	9.4%	-3.5	3.1%	4.0%	-0.9	7.0%	6.3%	0.7
20 My supervisor promotes an environment of respect, equality, and fairness.	5.1%	8.0%	-2.9	4.8%	13.8%	-9.0	10.4%	9.4%	1.0	0.0%	4.0%	-4.0	6.5%	9.1%	-2.6
21 My suprervisor provides me with the responsibilities and expectations of my job.	5.6%	3.0%	2.5	4.8%	9.2%	-4.4	7.5%	13.2%	-5.7	3.1%	0.0%	3.1	5.7%	5.4%	0.3

		FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEES		
		2022 Neutral	2020 Neutral	Change	2022 Neutral	2020 Neutral	Change	2022 Neutral	2020 Neutral	Change	2022 Neutra	2020 Neutra	Change	2022 Neutral	2020 Neutral	Change
22	When possible my supervisor involves me in decisions that affect my job.	6.0%	6.5%	-0.5	12.9%	7.8%	5.1	7.5%	11.3%	-3.9	0.0%	8.0%	-8.0	8.2%	7.7%	0.5
23	My ideas for change or improvement are heard and considered by my supervisor.	8.3%	10.1%	-1.7	11.3%	15.4%	-4.1	7.5%	9.4%	-2.0	6.3%	12.0%	-5.8	9.5%	11.1%	-1.6
	Subcategory: Cooperation & Teamwork															
24	I feel there is a spirit of cooperation between employees at SPC.	9.7%	7.0%	2.7	8.1%	10.9%	-2.9	13.4%	7.5%	5.9	6.3%	8.0%	-1.8	10.7%	8.0%	2.7
25	Employees within my department and work area cooperate with each other to get the job done.	5.1%	4.5%	0.6	6.5%	7.7%	-1.2	7.5%	1.9%	5.6	0.0%	4.0%	-4.0	6.0%	4.5%	1.4
	QUALITY WORK ENVIRONMENT															
	Subcategory: Organizational Communications															
26	Communication between departments at SPC is effective and adequate.	21.3%	23.1%	-1.8	12.9%	12.1%	0.8	14.9%	13.2%	1.7	15.6%	0.0%	15.6	18.9%	17.8%	1.1
27	Communication within my department and work areas is effective and adequate.	6.0%	4.0%	2.0	8.1%	10.8%	-2.7	3.0%	3.8%	-0.8	0.0%	4.0%	-4.0	7.0%	5.1%	1.9
28	SPC encourages an open exchange of ideas.	13.4%	13.1%	0.4	17.7%	24.2%	-6.5	22.4%	17.0%	5.4	12.5%	16.0%	-3.5	16.7%	16.1%	0.5
	Subcategory: Internal Employee Relations															
29	My SPC colleagues with whom I interact understand my needs and expectations.	7.9%	10.6%	-2.7	6.5%	12.3%	-5.9	11.9%	5.7%	6.3	0.0%	8.0%	-8.0	8.5%	10.2%	-1.8
30	I am proud to work for SPC.	3.2%	3.0%	0.2	0.0%	4.5%	-4.5	3.0%	0.0%	3.0	6.3%	0.0%	6.3	3.5%	2.8%	0.6
31	Employees at SPC treat each other with respect and appreciation.	7.9%	5.0%	2.8	4.8%	13.6%	-8.8	17.9%	1.9%	16.0	6.3%	8.0%	-1.8	10.0%	6.8%	3.2
32	I understand the needs and expectations of my coworkers.	5.1%	8.5%	-3.5	3.2%	12.1%	-8.9	3.0%	0.0%	3.0	0.0%	4.0%	-4.0	4.2%	7.4%	-3.1
33	SPC values and cares about me as an employee.	6.5%	8.5%	-2.1	8.1%	12.1%	-4.1	4.5%	1.9%	2.6	6.3%	0.0%	6.3	7.0%	7.6%	-0.7
	Subcategory: Physical Environment															
34	SPC provides a clean, safe and secure environment for employees and students.	1.9%	2.5%	-0.7	1.6%	1.5%	0.1	6.0%	1.9%	4.1	3.1%	4.0%	-0.9	3.0%	2.3%	0.7
35	The physical facilities in my area are adequate.	5.1%	4.5%	0.6	1.6%	6.3%	-4.7	4.5%	1.9%	2.6	3.1%	0.0%	3.1	4.5%	4.0%	0.5
	COMMUNITY FOCUS															
36	Our college does a good job responding to the needs of the communities we serve.	9.7%	11.6%	-1.8	14.5%	16.7%	-2.2	20.9%	3.8%	17.1	3.1%	4.0%	-0.9	12.4%	11.0%	1.4
37	Being involved in service to the community is an important part of my job.	22.2%	21.6%	0.6	25.8%	24.2%	1.6	22.4%	9.4%	13.0	3.1%	12.0%	-8.9	21.9%	20.1%	1.8
38	The College strengthens community parterships to mee identified constituents' needs.	23.6%	20.6%	3.0	24.2%	30.8%	-6.6	20.9%	11.3%	9.6	9.4%	12.0%	-2.6	22.9%	21.0%	1.9
39	Our college listens actively to the needs of our community constituents.	23.6%	27.6%	-4.0	19.4%	34.4%	-15.1	22.4%	17.0%	5.4	15.6%	20.0%	-4.4	23.4%	26.4%	-3.1
	LEADERSHIP FOCUS															
	Subcategory: Planning & Effectiveness															
40	I am informed and understand SPC's planning and institutional effectiveness efforts.	13.9%	13.1%	0.8	17.7%	20.3%	-2.6	19.4%	11.3%	8.1	12.5%	0.0%	12.5	16.7%	13.7%	3.0
41	As it plans for the future, the College is receptive to my ideas.	30.6%	27.1%	3.4	38.7%	33.3%	5.4	23.9%	28.3%	-4.4	28.1%	12.0%	16.1	31.6%	27.2%	4.4

		FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEES		
		2022 Neutral	2020 Neutral	Change	2022 Neutral	2020 Neutral	Change	2022 Neutral	2020 Neutral	Change	2022 Neutra	2020 Neutra	Change	2022 Neutral	2020 Neutral	Change
42	I am familiar with the Institutional Mission and Vission.	6.5%	3.0%	3.5	16.1%	15.2%	1.0	7.5%	3.8%	3.7	0.0%	0.0%	0.0	8.7%	5.1%	3.6
43	I am involved in SPC's planning and effectiveness efforts.	26.4%	28.1%	-1.8	33.9%	34.8%	-1.0	23.9%	20.8%	3.1	15.6%	12.0%	3.6	27.1%	27.2%	-0.1
	Subcategory: Leadership															
44	I receive the administrative (chairs, directors) support necessary to do my job.	6.9%	5.5%	1.4	12.9%	21.2%	-8.3	3.0%	5.7%	-2.7	6.3%	8.0%	-1.8	7.7%	9.3%	-1.6
45	Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) use our vision and values to guide us.	13.4%	11.6%	1.9	24.2%	16.9%	7.3	11.9%	9.4%	2.5	6.3%	4.0%	2.3	14.9%	11.6%	3.3
46	Our leaderships (department chairs, directors, deans, vice presidents,prsident, and Board of Regents) actions reflect a commitment to uphold the College's mission.	7.9%	7.0%	0.8	17.7%	12.5%	5.2	10.4%	5.7%	4.8	6.3%	8.0%	-1.8	10.7%	8.0%	2.7
47	The top administrators (deans, vice presidents, and president) at SPC are accessible and approachable.	8.8%	12.1%	-3.3	12.9%	12.5%	0.4	7.5%	5.7%	1.8	3.1%	0.0%	3.1	9.5%	10.3%	-0.8
48	I have adequate communication with the top administrative staff at SPC.	12.0%	12.1%	0.0	24.2%	12.5%	11.7	10.4%	11.3%	-0.9	3.1%	4.0%	-0.9	13.9%	11.7%	2.2
49	Our college's leaders (department chairs, directors,, deans, vice presidents, president, and Board of Regents) create and support a work environment that helps me do my job.	8.8%	8.5%	0.3	12.9%	15.6%	-2.7	10.4%	11.3%	-0.9	6.3%	4.0%	2.3	10.4%	10.5%	-0.1
	Subcategory: Budgeting & Allocation of Resources															
50	I am satisfied with the budgeting process.	27.8%	31.7%	-3.9	38.7%	26.6%	12.1	19.4%	24.5%	-5.1	21.9%	8.0%	13.9	27.6%	28.2%	-0.6
51	I have sufficient resources to do my job.	6.9%	4.0%	2.9	4.8%	7.8%	-3.0	3.0%	1.9%	1.1	0.0%	4.0%	-4.0	5.7%	4.6%	1.2
52	I have the opportunity to provide input to the budget process.	24.5%	30.7%	-6.1	37.1%	34.4%	2.7	16.4%	20.8%	-4.3	21.9%	20.0%	1.9	25.4%	29.6%	-4.3
53	I have been informed of how the Institutional Plan affects me and my work.	21.8%	23.6%	-1.9	30.6%	32.8%	-2.2	14.9%	20.8%	-5.8	9.4%	4.0%	5.4	21.9%	23.9%	-2.0
54	SPC institutional goals and objectives are reflected in the budget.	37.5%	34.7%	2.8	33.9%	45.3%	-11.4	23.9%	34.0%	-10.1	21.9%	12.0%	9.9	32.8%	36.2%	-3.3
	TOTAL STATEMENTS INCREASING IN NEUTRAL AGREEMENT	35	6		16	13		37	2		24	12		38	3	
	AVERAGE PERCENTAGE POINT CHANGE	1.7	5.0		3.8	3.9		5.5	1.1		5.3	4.3		1.6	3.2	
	TOTAL STATEMENTS DECREASING IN NEUTRAL AGREEMENT	19	45		38	37		14	49		27	32		16	48	
	AVERAGE PERCENTAGE POINT CHANGE	-2.3	-6.3		-5.3	-9.8		-3.8	-8.9		-3.7	-5.2		-1.8	-6.3	

	FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEE GROUPS		
	2022 Disagree	2020 Disagree	Change	2022 Disagree	2020 Disagree	Change	2022 Disagree	2020 Disagree	Change	2022 Disagree	2020 Disagree	Change	2022 Disagree	2020 Disagree	Change
STUDENT FOCUS															
1 Student needs have the highest priority in our mission.	5.1%	4.5%	0.6	6.5%	4.5%	1.9	6.0%	3.8%	2.2	3.1%	0.0%	3.1	5.0%	4.0%	1.0
2 I am encouraged to solve student problems.	4.2%	0.5%	3.7	3.2%	9.1%	-5.9	1.5%	0.0%	1.5	0.0%	0.0%	0.0	3.0%	2.0%	1.0
3 SPC does a good job meeting the needs and expectations of its students.	4.2%	4.0%	0.1	4.8%	7.6%	-2.7	3.0%	5.7%	-2.7	0.0%	0.0%	0.0	3.5%	4.5%	-1.0
4 I believe SPC employees as a whole are committed to helping students.	1.4%	3.0%	-1.6	6.5%	4.6%	1.8	3.0%	1.9%	1.1	0.0%	0.0%	0.0	2.2%	2.8%	-0.6
LEARNING FOCUS															
5 Students receive a quality education at SPC.	1.9%	1.0%	0.8	1.6%	1.5%	0.1	1.5%	0.0%	1.5	3.1%	0.0%	3.1	1.7%	0.8%	0.9
6 The physical facilities of SPC are conducive to effective learning for students.	6.0%	8.5%	-2.5	6.5%	1.5%	4.9	7.5%	11.3%	-3.9	0.0%	4.0%	-4.0	5.7%	7.1%	-1.4
7 SPC prepares students for careers with the skills needed in the workplace.	1.9%	1.5%	0.3	3.2%	0.0%	3.2	3.0%	1.9%	1.1	0.0%	0.0%	0.0	2.0%	2.1%	-0.1
8 I believe SPC offers an updated effective and equitable education for students.	1.9%	2.5%	-0.7	1.6%	3.2%	-1.6	1.5%	1.9%	-0.4	0.0%	0.0%	0.0	1.5%	2.3%	-0.8
ACCESS AND DIVERSITY															
9 The College has a climate of equity and respect for students and personnel.	5.1%	5.5%	-0.4	6.5%	7.6%	-1.1	10.4%	5.7%	4.8	3.1%	0.0%	3.1	6.2%	5.7%	0.6
10 College programs and services are cost effective for students.	0.0%	1.0%	-1.0	3.2%	3.0%	0.2	3.0%	5.7%	-2.7	3.1%	0.0%	3.1	1.2%	2.0%	-0.7
11 SPC provides educational programs and services that are available at convenient times and places.	4.6%	1.5%	3.1	6.5%	3.0%	3.4	3.0%	13.2%	-10.2	6.3%	8.0%	-1.8	5.0%	4.0%	1.0
12 SPC's open admissions policy provides students with equal access to educational programs and services.	0.5%	0.5%	0.0	3.2%	1.5%	1.7	3.0%	3.8%	-0.8	0.0%	0.0%	0.0	1.2%	1.1%	0.1
EMPLOYEE FOCUS															
Subcategory: Employee Empowerment															
13 There is a culture of innovation, and accountability.	13.0%	10.6%	2.4	3.2%	10.8%	-7.5	13.4%	7.5%	5.9	9.4%	8.0%	1.4	10.9%	9.9%	1.0
14 My work gives me the ability to contribute to the success of SPC.	3.2%	2.5%	0.7	3.2%	3.1%	0.1	4.5%	1.9%	2.6	0.0%	0.0%	0.0	3.0%	2.3%	0.7
15 Opportunities are provided for my professional growth and development.	7.9%	11.6%	-3.7	11.3%	18.2%	-6.9	17.9%	11.3%	6.6	9.4%	12.0%	-2.6	10.0%	12.7%	-2.8
16 I have control over those aspects of my job for which I am accountable.	5.1%	7.5%	-2.4	4.8%	3.0%	1.8	6.0%	7.5%	-1.6	6.3%	8.0%	-1.8	5.5%	7.1%	-1.6
17 SPC consistently demonstrates a climate of respect and equality for all employees.	9.3%	11.1%	-1.8	14.5%	19.7%	-5.2	19.4%	9.4%	10.0	15.6%	8.0%	7.6	12.4%	12.5%	0.0
18 I feel appreciated and receive recognition for the work I do.	11.1%	12.1%	-0.9	8.1%	12.1%	-4.1	14.9%	13.2%	1.7	9.4%	12.0%	-2.6	11.7%	12.7%	-1.1
Subcategory: Supervisory Management															
19 My supervisor provides me with the information necessary to do my job.	4.2%	6.0%	-1.9	4.8%	4.6%	0.2	9.0%	5.7%	3.3	3.1%	4.0%	-0.9	5.0%	5.7%	-0.7
20 My supervisor promotes an environment of respect, equality, and fairness.	5.1%	9.5%	-4.5	12.9%	12.3%	0.6	11.9%	5.7%	6.3	6.3%	4.0%	2.3	7.7%	8.8%	-1.1
21 My suprervisor provides me with the responsibilities and expectations of my job.	3.7%	7.0%	-3.3	1.6%	0.0%	1.6	4.5%	0.0%	4.5	0.0%	0.0%	0.0	3.2%	4.0%	-0.7

		FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEE GROUPS		
		2022 Disagree	2020 Disagree	Change	2022 Disagree	2020 Disagree	Change	2022 Disagree	2020 Disagree	Change	2022 Disagree	2020 Disagree	Change	2022 Disagree	2020 Disagree	Change
22	When possible my supervisor involves me in decisions that affect my job.	6.0%	7.5%	-1.5	6.5%	14.1%	-7.6	13.4%	9.4%	4.0	9.4%	0.0%	9.4	7.7%	8.3%	-0.6
23	My ideas for change or improvement are heard and considered by my supervisor.	6.5%	5.5%	1.0	12.9%	4.6%	8.3	13.4%	9.4%	4.0	6.3%	0.0%	6.3	9.2%	5.7%	3.5
	Subcategory: Cooperation & Teamwork															
24	I feel there is a spirit of cooperation between employees at SPC.	6.9%	9.0%	-2.1	17.7%	18.8%	-1.0	16.4%	7.5%	8.9	6.3%	8.0%	-1.8	10.2%	10.8%	-0.6
25	Employees within my department and work area cooperate with each other to get the job done.	6.5%	7.0%	-0.6	16.1%	15.4%	0.7	9.0%	3.8%	5.2	6.3%	4.0%	2.3	8.2%	8.2%	0.0
	QUALITY WORK ENVIRONMENT															
	Subcategory: Organizational Communications															
26	Communication between departments at SPC is effective and adequate.	18.1%	16.1%	2.0	25.8%	30.3%	-4.5	26.9%	34.0%	-7.1	15.6%	40.0%	-24.4	20.6%	23.5%	-2.9
27	Communication within my department and work areas is effective and adequate.	7.4%	10.6%	-3.1	11.3%	13.8%	-2.6	13.4%	17.0%	-3.5	3.1%	8.0%	-4.9	8.2%	11.9%	-3.7
28	SPC encourages an open exchange of ideas.	6.5%	7.0%	-0.6	9.7%	9.1%	0.6	16.4%	13.2%	3.2	9.4%	4.0%	5.4	9.0%	8.2%	0.7
	Subcategory: Internal Employee Relations															
29	My SPC colleagues with whom I interact understand my needs and expectations.	3.7%	5.0%	-1.3	9.7%	4.6%	5.1	3.0%	1.9%	1.1	6.3%	4.0%	2.3	5.2%	4.3%	1.0
30	I am proud to work for SPC.	0.5%	1.5%	-1.0	3.2%	3.0%	0.2	0.0%	0.0%	0.0	0.0%	0.0%	0.0	1.0%	1.4%	-0.4
31	Employees at SPC treat each other with respect and appreciation.	3.2%	5.0%	-1.8	19.4%	10.6%	8.7	7.5%	0.0%	7.5	15.6%	0.0%	15.6	7.2%	5.1%	2.1
32	I understand the needs and expectations of my coworkers.	1.4%	1.5%	-0.1	1.6%	0.0%	1.6	0.0%	1.9%	-1.9	0.0%	0.0%	0.0	1.0%	1.1%	-0.1
33	SPC values and cares about me as an employee.	7.9%	8.0%	-0.2	6.5%	9.1%	-2.6	11.9%	9.4%	2.5	0.0%	4.0%	-4.0	8.5%	8.5%	0.0
	Subcategory: Physical Environment															
34	SPC provides a clean, safe and secure environment for employees and students.	3.7%	3.0%	0.7	3.2%	4.5%	-1.3	6.0%	1.9%	4.1	3.1%	0.0%	3.1	4.0%	2.8%	1.1
35	The physical facilities in my area are adequate.	10.2%	7.0%	3.2	3.2%	1.6%	1.6	11.9%	9.4%	2.5	6.3%	8.0%	-1.8	9.2%	6.3%	2.9
	COMMUNITY FOCUS															
36	Our college does a good job responding to the needs of the communities we serve.	3.2%	2.0%	1.2	4.8%	1.5%	3.3	0.0%	1.9%	-1.9	3.1%	12.0%	-8.9	2.7%	2.5%	0.2
37	Being involved in service to the community is an important part of my job.	4.6%	4.5%	0.1	6.5%	6.1%	0.4	4.5%	3.8%	0.7	6.3%	0.0%	6.3	5.0%	4.2%	0.7
38	The College strengthens community parterships to mee identified constituents' needs.	2.3%	4.0%	-1.7	3.2%	3.1%	0.1	1.5%	0.0%	1.5	3.1%	4.0%	-0.9	2.2%	3.1%	-0.9
39	Our college listens actively to the needs of our community constituents.	2.8%	2.5%	0.3	4.8%	0.0%	4.8	1.5%	0.0%	1.5	0.0%	0.0%	0.0	2.5%	1.7%	0.8
	LEADERSHIP FOCUS															
	Subcategory: Planning & Effectiveness															
40	I am informed and understand SPC's planning and institutional effectiveness efforts.	12.0%	7.5%	4.5	6.5%	3.1%	3.3	13.4%	9.4%	4.0	3.1%	4.0%	-0.9	10.2%	6.8%	3.4

2022 EMPLOYEE SURVEY
STATEMENT DISAGREEMENT COMPARISON BETWEEN 2022 AND 2020 SURVEY

	FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEE GROUPS		
	2022 Disagree	2020 Disagree	Change	2022 Disagree	2020 Disagree	Change	2022 Disagree	2020 Disagree	Change	2022 Disagree	2020 Disagree	Change	2022 Disagree	2020 Disagree	Change
41 As it plans for the future, the College is receptive to my ideas.	12.5%	7.5%	5.0	8.1%	6.1%	2.0	11.9%	9.4%	2.5	6.3%	4.0%	2.3	11.2%	7.6%	3.5
42 I am familiar with the Institutional Mission and Vission.	3.7%	2.5%	1.2	4.8%	1.5%	3.3	3.0%	3.8%	-0.8	0.0%	4.0%	-4.0	3.7%	2.5%	1.2
43 I am involved in SPC's planning and effectiveness efforts.	17.1%	11.6%	5.6	17.7%	15.2%	2.6	14.9%	13.2%	1.7	6.3%	0.0%	6.3	16.2%	11.9%	4.3
Subcategory: Leadership															
44 I receive the administrative (chairs, directors) support necessary to do my job.	5.1%	4.5%	0.6	3.2%	4.5%	-1.3	11.9%	1.9%	10.1	3.1%	0.0%	3.1	6.2%	4.0%	2.3
45 Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) use our vision and values to guide us.	6.0%	5.0%	1.0	6.5%	1.5%	4.9	9.0%	1.9%	7.1	3.1%	0.0%	3.1	6.7%	4.3%	2.5
46 Our leaderships (department chairs, directors, deans, vice presidents, prsident, and Board of Regents) actions reflect a commitment to uphold the College's mission.	5.6%	5.0%	0.5	3.2%	1.6%	1.7	6.0%	1.9%	4.1	3.1%	4.0%	-0.9	4.7%	3.7%	1.0
47 The top administrators (deans, vice presidents, and president) at SPC are accessible and approachable.	6.0%	3.5%	2.5	3.2%	3.1%	0.1	6.0%	7.5%	-1.6	0.0%	4.0%	-4.0	5.2%	4.3%	1.0
48 I have adequate communication with the top administrative staff at SPC.	7.4%	6.5%	0.9	6.5%	1.6%	4.9	9.0%	7.5%	1.4	3.1%	0.0%	3.1	7.5%	5.4%	2.0
49 Our college's leaders (department chairs, directors,, deans, vice presidents, president, and Board of Regents) create and support a work environment that helps me do my job.	6.9%	5.5%	1.4	4.8%	3.1%	1.7	4.5%	1.9%	2.6	0.0%	0.0%	0.0	5.7%	4.0%	1.7
Subcategory: Budgeting & Allocation of Resources															
50 I am satisfied with the budgeting process.	9.3%	8.0%	1.2	3.2%	6.3%	-3.0	10.4%	7.5%	2.9	3.1%	0.0%	3.1	8.5%	7.4%	1.1
51 I have sufficient resources to do my job.	7.4%	7.5%	-0.1	4.8%	10.9%	-6.1	6.0%	5.7%	0.3	0.0%	4.0%	-4.0	6.2%	7.7%	-1.5
52 I have the opportunity to provide input to the budget process.	16.7%	11.6%	5.1	6.5%	17.2%	-10.7	16.4%	18.9%	-2.5	6.3%	0.0%	6.3	14.7%	12.8%	1.9
53 I have been informed of how the Institutional Plan affects me and my work.	20.8%	12.6%	8.3	11.3%	7.8%	3.5	23.9%	18.9%	5.0	6.3%	4.0%	2.3	18.2%	12.3%	5.9
54 SPC institutional goals and objectives are reflected in the budget.	3.7%	4.5%	-0.8	3.2%	0.0%	3.2	7.5%	3.8%	3.7	0.0%	0.0%	0.0	4.2%	3.4%	0.8
TOTAL STATEMENTS THAT INCREASED IN DISAGREEMENT	28	17		36	18		39	20		23	13		31	14	
AVERAGE PERCENTAGE POINT	2.1	1.4		2.5	4.5		3.7	3.1		4.5	4.5		1.7	1.8	
TOTAL STATEMENTS THAT DECREASED IN DISAGREEMENT	26	34		18	32		14	29		18	27		23	37	
AVERAGE PERCENTAGE POINT CHANGE	-1.5	-5.1		-4.2	-7.5		-3.0	-6.5		-4.1	-6.0		-1.0	-4.7	

	FACULTY					CLASSIFIED PERSONNEL					PROFESSIONAL NON-FACULTY					ADMINISTRATORS					ALL EMPLOYEE GROUPS				
	Strongly Agree	Agree	Neutral	Disagree	Disagree	Strongly Agree	Agree	Neutral	Disagree	Disagree	Strongly Agree	Agree	Neutral	Disagree	Disagree	Strongly Agree	Agree	Neutral	Disagree	Disagree	Strongly Agree	Agree	Neutral	Disagree	Disagree
STUDENT FOCUS																									
1 Student needs have the highest priority in our mission.	64.4%	29.2%	1.4%	2.8%	2.3%	59.7%	30.6%	3.2%	3.2%	3.2%	70.1%	23.9%	0.0%	6.0%	0.0%	71.9%	25.0%	0.0%	3.1%	0.0%	63.9%	29.1%	2.0%	3.2%	1.7%
2 I am encouraged to solve student problems.	61.1%	32.4%	2.3%	3.2%	0.9%	35.5%	40.3%	4.8%	0.0%	3.2%	50.7%	43.3%	3.0%	1.5%	0.0%	65.6%	28.1%	0.0%	0.0%	0.0%	54.0%	36.3%	3.2%	2.0%	1.0%
3 SPC does a good job meeting the needs and expectations of its students.	47.2%	46.3%	2.3%	3.2%	0.9%	37.1%	54.8%	3.2%	3.2%	1.6%	41.8%	46.3%	9.0%	3.0%	0.0%	59.4%	34.4%	3.1%	0.0%	0.0%	44.8%	47.0%	4.5%	2.7%	0.7%
4 I believe SPC employees as a whole are committed to helping students.	61.1%	33.3%	4.2%	1.4%	0.0%	48.4%	43.5%	1.6%	1.6%	4.8%	44.8%	47.8%	4.5%	3.0%	0.0%	65.6%	31.3%	3.1%	0.0%	0.0%	55.2%	38.6%	4.0%	1.5%	0.7%
LEARNING FOCUS																									
5 Students receive a quality education at SPC.	63.4%	31.5%	2.8%	0.9%	0.9%	56.5%	35.5%	3.2%	0.0%	1.6%	53.7%	44.8%	0.0%	1.5%	0.0%	71.9%	21.9%	3.1%	3.1%	0.0%	60.7%	33.8%	3.0%	1.0%	0.7%
6 The physical facilities of SPC are conducive to effective learning for students.	44.0%	45.8%	3.2%	5.1%	0.9%	43.5%	48.4%	1.6%	1.6%	4.8%	35.8%	50.7%	6.0%	6.0%	1.5%	56.3%	40.6%	3.1%	0.0%	0.0%	43.5%	45.5%	4.7%	4.2%	1.5%
7 SPC prepares students for careers with the skills needed in the workplace.	56.0%	37.0%	4.6%	0.0%	1.9%	46.8%	46.8%	3.2%	1.6%	1.6%	49.3%	44.8%	3.0%	3.0%	0.0%	62.5%	37.5%	0.0%	0.0%	0.0%	52.5%	40.3%	5.0%	0.7%	1.2%
8 I believe SPC offers an updated effective and equitable education for students.	56.9%	38.0%	2.8%	1.4%	0.5%	45.2%	43.5%	6.5%	0.0%	1.6%	44.8%	50.7%	3.0%	1.5%	0.0%	59.4%	37.5%	3.1%	0.0%	0.0%	51.5%	41.8%	4.2%	1.0%	0.5%
ACCESS AND DIVERSITY																									
9 The College has a climate of equity and respect for students and personnel.	52.8%	36.6%	5.1%	3.7%	1.4%	40.3%	48.4%	4.8%	3.2%	3.2%	35.8%	47.8%	6.0%	7.5%	3.0%	46.9%	46.9%	3.1%	3.1%	0.0%	46.5%	41.0%	6.0%	4.2%	2.0%
10 College programs and services are cost effective for students.	66.2%	30.6%	3.2%	0.0%	0.0%	45.2%	37.1%	11.3%	0.0%	3.2%	58.2%	31.3%	7.5%	3.0%	0.0%	62.5%	28.1%	6.3%	3.1%	0.0%	60.0%	32.8%	5.5%	0.7%	0.5%
11 SPC provides educational programs and services that are available at convenient times and places.	55.6%	38.0%	1.4%	4.2%	0.5%	41.9%	43.5%	6.5%	3.2%	3.2%	38.8%	43.3%	14.9%	3.0%	0.0%	40.6%	43.8%	9.4%	6.3%	0.0%	47.3%	41.3%	6.0%	4.2%	0.7%
12 SPC's open admissions policy provides students with equal access to educational programs and services.	66.2%	28.7%	4.2%	0.5%	0.0%	50.0%	32.3%	8.1%	0.0%	3.2%	52.2%	44.8%	0.0%	1.5%	1.5%	71.9%	25.0%	3.1%	0.0%	0.0%	59.7%	33.3%	4.5%	0.5%	0.7%
EMPLOYEE EMPOWERMENT																									
Subcategory: Employee Empowerment																									
13 There is a culture of innovation, and accountability.	31.9%	44.9%	10.2%	10.2%	2.8%	22.6%	56.5%	11.3%	0.0%	3.2%	22.4%	43.3%	19.4%	9.0%	4.5%	40.6%	37.5%	12.5%	9.4%	0.0%	28.4%	46.3%	13.2%	8.2%	2.7%
14 My work gives me the ability to contribute to the success of SPC.	62.5%	27.3%	6.9%	3.2%	0.0%	41.9%	50.0%	1.6%	1.6%	1.6%	52.2%	38.8%	3.0%	4.5%	0.0%	68.8%	31.3%	0.0%	0.0%	0.0%	56.5%	34.3%	5.5%	2.7%	0.2%
15 Opportunities are provided for my professional growth and development.	43.1%	40.3%	8.8%	6.5%	1.4%	24.2%	40.3%	19.4%	8.1%	3.2%	34.3%	32.8%	14.9%	11.9%	6.0%	50.0%	31.3%	9.4%	3.1%	6.3%	37.8%	38.8%	12.7%	7.2%	2.7%
16 I have control over those aspects of my job for which I am accountable.	51.4%	36.1%	7.4%	4.2%	0.9%	35.5%	48.4%	8.1%	3.2%	1.6%	47.8%	41.8%	4.5%	3.0%	3.0%	53.1%	37.5%	3.1%	6.3%	0.0%	47.3%	39.1%	7.7%	4.2%	1.2%
17 SPC consistently demonstrates a climate of respect and equality for all employees.	47.7%	33.8%	8.8%	6.0%	3.2%	25.8%	50.0%	8.1%	6.5%	8.1%	31.3%	37.3%	10.4%	11.9%	7.5%	46.9%	34.4%	3.1%	12.5%	3.1%	40.0%	37.3%	9.5%	7.7%	4.7%
18 I feel appreciated and receive recognition for the work I do.	40.7%	35.2%	12.0%	9.3%	1.9%	35.5%	40.3%	14.5%	6.5%	1.6%	34.3%	41.8%	9.0%	7.5%	7.5%	56.3%	28.1%	6.3%	3.1%	6.3%	38.8%	37.1%	11.7%	8.5%	3.2%
Subcategory: Supervisory Management																									
19 My supervisor provides me with the information necessary to do my job.	65.3%	24.5%	6.0%	3.7%	0.5%	46.8%	37.1%	9.7%	4.8%	0.0%	52.2%	31.3%	6.0%	6.0%	3.0%	78.1%	12.5%	3.1%	3.1%	0.0%	59.5%	27.6%	7.0%	4.2%	0.7%
20 My supervisor promotes an environment of respect, equality, and fairness.	66.2%	22.7%	5.1%	4.2%	0.9%	43.5%	38.7%	4.8%	3.2%	9.7%	49.3%	28.4%	10.4%	6.0%	6.0%	87.5%	6.3%	0.0%	3.1%	3.1%	59.7%	25.6%	6.5%	4.2%	3.5%
21 My supervisor provides me with the responsibilities and expectations of my job.	66.7%	23.6%	5.6%	3.2%	0.5%	48.4%	45.2%	4.8%	1.6%	0.0%	52.2%	35.8%	7.5%	1.5%	3.0%	78.1%	18.8%	3.1%	0.0%	0.0%	59.7%	31.1%	5.7%	2.5%	0.7%
22 When possible my supervisor involves me in decisions that affect my job.	63.9%	24.1%	6.0%	4.2%	1.9%	40.3%	38.7%	12.9%	4.8%	1.6%	44.8%	32.8%	7.5%	10.4%	3.0%	81.3%	9.4%	0.0%	6.3%	3.1%	56.2%	27.4%	8.2%	5.7%	2.0%

ATTACHMENT E
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		FACULTY					CLASSIFIED PERSONNEL					PROFESSIONAL NON-FACULTY					ADMINISTRATORS					ALL EMPLOYEE GROUPS				
		Strongly Agree	Agree	Neutral	Disagree	Disagree	Strongly Agree	Agree	Neutral	Disagree	Disagree	Strongly Agree	Agree	Neutral	Disagree	Disagree	Strongly Agree	Agree	Neutral	Disagree	Disagree	Strongly Agree	Agree	Neutral	Disagree	Disagree
23	My ideas for change or improvement are heard and considered by my supervisor.	60.2%	24.5%	8.3%	4.6%	1.9%	33.9%	40.3%	11.3%	4.8%	8.1%	43.3%	32.8%	7.5%	7.5%	6.0%	65.6%	21.9%	6.3%	6.3%	0.0%	51.2%	29.1%	9.5%	5.7%	3.5%
	Subcategory: Cooperation & Teamwork																									
24	I feel there is a spirit of cooperation between employees at SPC.	44.9%	38.4%	9.7%	6.0%	0.9%	25.8%	46.8%	8.1%	9.7%	8.1%	26.9%	43.3%	13.4%	10.4%	6.0%	46.9%	40.6%	6.3%	3.1%	3.1%	37.8%	41.0%	10.7%	7.2%	3.0%
25	Employees within my department and work area cooperate with each other to get the job done.	60.2%	27.8%	5.1%	4.6%	1.9%	37.1%	40.3%	6.5%	9.7%	6.5%	55.2%	28.4%	7.5%	4.5%	4.5%	65.6%	28.1%	0.0%	0.0%	6.3%	54.5%	31.1%	6.0%	5.0%	3.2%
	QUALITY WORK ENVIRONMENT																									
	Subcategory: Organizational Communications																									
26	Communication between departments at SPC is effective and adequate.	19.0%	41.2%	21.3%	15.3%	2.8%	11.3%	48.4%	12.9%	21.0%	4.8%	11.9%	46.3%	14.9%	20.9%	6.0%	21.9%	46.9%	15.6%	9.4%	6.3%	16.2%	43.8%	18.9%	16.7%	4.0%
27	Communication within my department and work areas is effective and adequate.	52.8%	33.8%	6.0%	6.0%	1.4%	30.6%	46.8%	8.1%	9.7%	1.6%	37.3%	46.3%	3.0%	7.5%	6.0%	53.1%	43.8%	0.0%	3.1%	0.0%	45.0%	39.1%	7.0%	6.2%	2.0%
28	SPC encourages an open exchange of ideas.	40.3%	39.8%	13.4%	5.6%	0.9%	21.0%	50.0%	17.7%	4.8%	4.8%	25.4%	35.8%	22.4%	10.4%	6.0%	50.0%	28.1%	12.5%	6.3%	3.1%	33.8%	40.3%	16.7%	6.5%	2.5%
	Subcategory: Internal Employee Relations																									
29	My SPC colleagues with whom I interact understand my needs and expectations.	48.1%	40.3%	7.9%	3.2%	0.5%	30.6%	50.0%	6.5%	3.2%	6.5%	29.9%	55.2%	11.9%	3.0%	0.0%	59.4%	34.4%	0.0%	6.3%	0.0%	41.5%	44.3%	8.5%	4.0%	1.2%
30	I am proud to work for SPC.	74.5%	21.3%	3.2%	0.5%	0.0%	64.5%	32.3%	0.0%	1.6%	1.6%	65.7%	31.3%	3.0%	0.0%	0.0%	68.8%	25.0%	6.3%	0.0%	0.0%	69.4%	25.9%	3.5%	0.5%	0.5%
31	Employees at SPC treat each other with respect and appreciation.	50.0%	38.9%	7.9%	2.8%	0.5%	30.6%	43.5%	4.8%	17.7%	1.6%	25.4%	49.3%	17.9%	6.0%	1.5%	46.9%	31.3%	6.3%	12.5%	3.1%	41.3%	41.3%	10.0%	6.2%	1.0%
32	I understand the needs and expectations of my coworkers.	47.7%	44.9%	5.1%	1.4%	0.0%	43.5%	48.4%	3.2%	1.6%	0.0%	38.8%	58.2%	3.0%	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	44.3%	49.5%	4.2%	1.0%	0.0%
33	SPC values and cares about me as an employee.	47.7%	38.0%	6.5%	6.0%	1.9%	35.5%	50.0%	8.1%	1.6%	4.8%	40.3%	41.8%	4.5%	9.0%	3.0%	53.1%	40.6%	6.3%	0.0%	0.0%	43.0%	41.3%	7.0%	6.0%	2.5%
	Subcategory: Physical Environment																									
34	SPC provides a clean, safe and secure environment for employees and students.	62.0%	31.9%	1.9%	3.7%	0.0%	54.8%	40.3%	1.6%	1.6%	1.6%	52.2%	35.8%	6.0%	4.5%	1.5%	68.8%	25.0%	3.1%	3.1%	0.0%	58.5%	34.3%	3.0%	3.2%	0.7%
35	The physical facilities in my area are adequate.	43.5%	40.7%	5.1%	8.8%	1.4%	43.5%	50.0%	1.6%	1.6%	1.6%	47.8%	32.8%	4.5%	11.9%	0.0%	62.5%	28.1%	3.1%	6.3%	0.0%	45.5%	39.8%	4.5%	8.2%	1.0%
	COMMUNITY FOCUS																									
36	Our college does a good job responding to the needs of the communities we serve.	44.9%	41.7%	9.7%	2.8%	0.5%	35.5%	41.9%	14.5%	3.2%	1.6%	37.3%	40.3%	20.9%	0.0%	0.0%	43.8%	50.0%	3.1%	3.1%	0.0%	40.5%	43.3%	12.4%	2.2%	0.5%
37	Being involved in service to the community is an important part of my job.	34.7%	38.0%	22.2%	3.2%	1.4%	25.8%	33.9%	25.8%	4.8%	1.6%	32.8%	32.8%	22.4%	4.5%	0.0%	31.3%	56.3%	3.1%	6.3%	0.0%	32.3%	37.8%	21.9%	4.0%	1.0%
38	The College strengthens community parterships to mee identified constituents' needs.	33.8%	39.4%	23.6%	1.9%	0.5%	30.6%	41.9%	24.2%	1.6%	1.6%	29.9%	46.3%	20.9%	1.5%	0.0%	46.9%	40.6%	9.4%	3.1%	0.0%	32.6%	41.3%	22.9%	1.7%	0.5%
39	Our college listens actively to the needs of our community constituents.	31.0%	42.6%	23.6%	0.9%	1.9%	29.0%	43.5%	19.4%	4.8%	0.0%	32.8%	41.8%	22.4%	1.5%	0.0%	46.9%	37.5%	15.6%	0.0%	0.0%	31.3%	41.8%	23.4%	1.5%	1.0%
	LEADERSHIP FOCUS																									
	Subcategory: Planning & Effectiveness																									
40	I am informed and understand SPC's planning and institutional effectiveness efforts.	31.0%	43.1%	13.9%	10.2%	1.9%	21.0%	53.2%	17.7%	3.2%	3.2%	25.4%	38.8%	19.4%	10.4%	3.0%	53.1%	31.3%	12.5%	0.0%	3.1%	29.6%	42.5%	16.7%	8.0%	2.2%
41	As it plans for the future, the College is receptive to my ideas.	25.9%	29.6%	30.6%	9.3%	3.2%	14.5%	25.8%	38.7%	3.2%	4.8%	20.9%	34.3%	23.9%	9.0%	3.0%	40.6%	25.0%	28.1%	6.3%	0.0%	23.6%	29.4%	31.6%	8.0%	3.2%
42	I am familiar with the Institutional Mission and Vission.	44.0%	45.4%	6.5%	2.8%	0.9%	19.4%	53.2%	16.1%	1.6%	3.2%	35.8%	53.7%	7.5%	1.5%	1.5%	68.8%	31.3%	0.0%	0.0%	0.0%	39.1%	47.3%	8.7%	2.5%	1.2%
43	I am involved in SPC's planning and effectiveness efforts.	20.8%	31.9%	26.4%	13.4%	3.7%	8.1%	14.5%	33.9%	12.9%	4.8%	13.4%	31.3%	23.9%	10.4%	4.5%	56.3%	18.8%	15.6%	6.3%	0.0%	19.7%	27.9%	27.1%	12.7%	3.5%
	Subcategory: Leadership																									

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DEGREE OF STATEMENT AGREEMENT

	FACULTY					CLASSIFIED PERSONNEL					PROFESSIONAL NON-FACULTY					ADMINISTRATORS					ALL EMPLOYEE GROUPS				
	Strongly Agree	Agree	Neutral	Disagree	Disagree	Strongly Agree	Agree	Neutral	Disagree	Disagree	Strongly Agree	Agree	Neutral	Disagree	Disagree	Strongly Agree	Agree	Neutral	Disagree	Disagree	Strongly Agree	Agree	Neutral	Disagree	Disagree
44 I receive the administrative (chairs, directors) support necessary to do my job.	56.9%	30.6%	6.9%	3.2%	1.9%	29.0%	48.4%	12.9%	0.0%	3.2%	35.8%	47.8%	3.0%	9.0%	3.0%	62.5%	25.0%	6.3%	3.1%	0.0%	47.3%	37.1%	7.7%	4.2%	2.0%
45 Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) use our vision and values to guide us.	41.2%	39.4%	13.4%	3.7%	2.3%	29.0%	38.7%	24.2%	1.6%	4.8%	32.8%	41.8%	11.9%	7.5%	1.5%	62.5%	28.1%	6.3%	3.1%	0.0%	39.1%	38.3%	14.9%	4.5%	2.2%
46 Our leaderships (department chairs, directors, deans, vice presidents, prsident, and Board of Regents) actions reflect a commitment to uphold the College's mission.	45.8%	40.3%	7.9%	4.2%	1.4%	32.3%	46.8%	17.7%	0.0%	3.2%	32.8%	49.3%	10.4%	4.5%	1.5%	65.6%	25.0%	6.3%	3.1%	0.0%	42.0%	42.0%	10.7%	3.2%	1.5%
47 The top administrators (deans, vice presidents, and president) at SPC are accessible and approachable.	49.1%	35.6%	8.8%	4.6%	1.4%	25.8%	58.1%	12.9%	0.0%	3.2%	41.8%	44.8%	7.5%	4.5%	1.5%	71.9%	25.0%	3.1%	0.0%	0.0%	44.5%	40.5%	9.5%	3.5%	1.7%
48 I have adequate communication with the top administrative staff at SPC.	46.3%	33.3%	12.0%	6.0%	1.4%	22.6%	43.5%	24.2%	3.2%	3.2%	35.8%	41.8%	10.4%	7.5%	1.5%	59.4%	31.3%	3.1%	3.1%	0.0%	40.5%	36.1%	13.9%	6.0%	1.5%
49 Our college's leaders (department chairs, directors,, deans, vice presidents, president, and Board of Regents) create and support a work environment that helps me do my job.	46.8%	36.6%	8.8%	6.5%	0.5%	24.2%	58.1%	12.9%	0.0%	4.8%	35.8%	44.8%	10.4%	3.0%	1.5%	62.5%	31.3%	6.3%	0.0%	0.0%	41.3%	41.3%	10.4%	4.2%	1.5%
Subcategory: Budgeting & Allocation of Resources																									
50 I am satisfied with the budgeting process.	25.0%	34.7%	27.8%	6.9%	2.3%	11.3%	38.7%	38.7%	3.2%	0.0%	20.9%	40.3%	19.4%	10.4%	0.0%	40.6%	28.1%	21.9%	3.1%	0.0%	22.9%	35.6%	27.6%	7.0%	1.5%
51 I have sufficient resources to do my job.	38.0%	46.3%	6.9%	6.5%	0.9%	30.6%	58.1%	4.8%	3.2%	1.6%	32.8%	58.2%	3.0%	6.0%	0.0%	65.6%	34.4%	0.0%	0.0%	0.0%	37.1%	50.0%	5.7%	5.2%	1.0%
52 I have the opportunity to provide input to the budget process.	25.9%	28.7%	24.5%	12.5%	4.2%	8.1%	19.4%	37.1%	3.2%	3.2%	16.4%	38.8%	16.4%	10.4%	6.0%	37.5%	21.9%	21.9%	3.1%	3.1%	21.9%	27.9%	25.4%	10.7%	4.0%
53 I have been informed of how the Institutional Plan affects me and my work.	23.6%	32.9%	21.8%	18.5%	2.3%	9.7%	41.9%	30.6%	8.1%	3.2%	19.4%	40.3%	14.9%	19.4%	4.5%	46.9%	37.5%	9.4%	6.3%	0.0%	21.9%	36.3%	21.9%	15.7%	2.5%
54 SPC institutional goals and objectives are reflected in the budget.	28.2%	28.7%	37.5%	2.8%	0.9%	9.7%	40.3%	33.9%	0.0%	3.2%	20.9%	38.8%	23.9%	6.0%	1.5%	46.9%	25.0%	21.9%	0.0%	0.0%	24.6%	33.3%	32.8%	3.0%	1.2%

	2022 EMPLOYEE SURVEY **By Location**					
	Levelland **n=277**	**Lubbock** **Downtown** **Center n=23**	**Lubbock** **Career and** **Technical** **Center n=39**	**Plainview** **Center n=13**	**Reese** **Center n=30**	**ALL N=402**
STUDENT FOCUS	**4.45**	**4.04**	**4.46**	**4.75**	**4.49**	**4.44**
1 Student needs have the highest priority in our mission.	4.52	3.96	4.67	4.77	4.53	4.50
2 I am encouraged to solve student problems.	4.46	4.35	4.32	4.77	4.57	4.45
3 SPC does a good job meeting the needs and expectations of its students.	4.36	3.74	4.31	4.85	4.33	4.33
4 I believe SPC employees as a whole are committed to helping students.	4.46	4.13	4.56	4.62	4.53	4.46
LEARNING FOCUS	**4.45**	**4.20**	**4.29**	**4.69**	**4.43**	**4.42**
5 Students receive a quality education at SPC.	4.56	4.55	4.31	4.77	4.57	4.54
6 The physical facilities of SPC are conducive to effective learning for students.	4.29	3.91	4.23	4.69	4.13	4.26
7 SPC prepares students for careers with the skills needed in the workplace.	4.45	4.23	4.33	4.62	4.57	4.42
8 I believe SPC offers an updated effective and equitable education for students.	4.49	4.14	4.28	4.69	4.47	4.44
ACCESS AND DIVERSITY	**4.42**	**4.20**	**4.43**	**4.58**	**4.44**	**4.40**
9 The College has a climate of equity and respect for students and personnel.	4.27	3.87	4.37	4.54	4.37	4.26
10 College programs and services are cost effective for students.	4.54	4.35	4.38	4.69	4.50	4.52
11 SPC provides educational programs and services that are available at convenient times and places.	4.33	4.04	4.44	4.46	4.30	4.31
12 SPC's open admissions policy provides students with equal access to educational programs and services.	4.53	4.52	4.51	4.62	4.60	4.53
EMPLOYEE FOCUS	**4.19**	**4.05**	**4.26**	**4.54**	**4.45**	**4.21**
Subcategory: Employee Empowerment	**4.10**	**3.86**	**4.08**	**4.51**	**4.38**	**4.11**
13 There is a culture of innovation, and accountability.	3.86	3.70	3.87	4.69	4.27	3.90
14 My work gives me the ability to contribute to the success of SPC.	4.48	4.30	4.31	4.62	4.53	4.45
15 Opportunities are provided for my professional growth and development.	4.01	3.91	4.00	4.31	4.20	4.03
16 I have control over those aspects of my job for which I am accountable.	4.28	3.96	4.29	4.62	4.50	4.28
17 SPC consistently demonstrates a climate of respect and equality for all employees.	3.99	3.61	4.03	4.62	4.40	4.01
18 I fee appreciated and receive recognition for the work I do.	4.01	3.65	3.97	4.23	4.40	4.01

Subcategory: Supervisory Management	4.33	4.29	4.47	4.60	4.53	4.35
19 My supervisor provides me with the information necessary to do my job.	4.41	4.30	4.54	4.69	4.57	4.42
20 My supervisor promotes an environment of respect, equality, and fairness.	4.30	4.30	4.58	4.69	4.57	4.35
21 My suprervisor provides me with the responsibilities and expectations of my job.	4.44	4.43	4.67	4.62	4.63	4.47
22 When possible my supervisor involves me in decisions that affect my job.	4.31	4.30	4.31	4.54	4.43	4.31
23 My ideas for change or improvement are heard and considered by my supervisor.	4.21	4.09	4.26	4.46	4.43	4.20
Subcategory: Cooperation & Teamwork	4.12	4.04	4.27	4.50	4.47	4.16
24 I feel there is a spirit of cooperation between departments and work groups at SPC.	3.98	3.96	4.11	4.38	4.43	4.04
25 Employees within my department and work area cooperate with each other to get the job done. People in my work group cooperate with each other to get the job done.	4.25	4.13	4.44	4.62	4.50	4.29
QUALITY WORK ENVIRONMENT	4.20	3.89	4.18	4.53	4.42	4.19
Subcategory: Organizational Communications	3.88	3.58	3.82	4.33	4.27	3.89
26 Communication between departments at SPC is effective and adequate.	3.52	3.00	3.41	4.15	3.87	3.52
27 Communication within my department and work areas is effective and adequate.	4.15	4.09	4.28	4.54	4.57	4.20
28 SPC encourages an open exchange of ideas.	3.98	3.65	3.77	4.31	4.37	3.97
Subcategory: Internal Employee Relations	4.31	4.07	4.36	4.62	4.54	4.31
29 My SPC colleagues with whom I interact understand my needs and expectations.	4.18	4.09	4.31	4.58	4.57	4.22
30 I am proud to work for SPC.	4.64	4.55	4.69	4.85	4.77	4.64
31 Employees at SPC treat each other with respect and appreciation.	4.10	3.91	4.44	4.46	4.43	4.16
32 I understand the needs and expectations of my coworkers.	4.40	4.09	4.33	4.69	4.53	4.38
33 SPC values and cares about me as an employee.	4.22	3.70	4.05	4.54	4.40	4.17
Subcategory: Physical Environment	4.39	3.91	4.24	4.58	4.37	4.34
34 SPC provides a clean, safe and secure environment for employees and students.	4.50	4.09	4.46	4.69	4.50	4.47
35 The physical facilities in my area are adequate.	4.27	3.74	4.03	4.46	4.24	4.22
COMMUNITY FOCUS	4.10	3.68	3.98	4.38	4.18	4.07

36 Our college does a good job responding to the needs of the communities we serve.	4.26	3.83	4.23	4.38	4.23	4.22
37 Being involved in service to the community is an important part of my job.	4.00	3.74	3.92	4.31	4.13	3.99
38 The College strengthens community parterships to mee identified constituents' needs.	4.07	3.70	3.95	4.46	4.23	4.05
39 Our college listens actively to the needs of our community constituents.	4.09	3.48	3.82	4.38	4.10	4.02
LEADERSHIP FOCUS	**3.99**	**3.59**	**3.80**	**4.21**	**4.14**	**3.95**
Subcategory: Planning & Effectiveness	**3.88**	**3.37**	**3.64**	**4.21**	**3.93**	**3.82**
40 I am informed and understand SPC's planning and institutional effectiveness efforts.	3.94	3.48	3.72	4.31	4.00	3.90
41 As it plans for the future, the College is receptive to my ideas.	3.69	3.04	3.54	4.08	3.86	3.65
42 I am familiar with the Institutional Mission and Vission.	4.29	4.04	4.00	4.54	4.17	4.22
43 I am involved in SPC's planning and effectiveness efforts.	3.59	2.91	3.31	3.92	3.69	3.52
Subcategory: Leadership	**4.21**	**3.85**	**4.07**	**4.38**	**4.39**	**4.18**
44 I receive the administrative (chairs, directors) support necessary to do my job.	4.26	4.23	4.18	4.46	4.53	4.26
45 Our college's leaders (department chairs, directors, deans, vice presidents, president, and Board of Regents) use our vision and values to guide us.	4.12	3.52	4.03	4.31	4.27	4.09
46 Our leaderships (department chairs, directors, deans, vice presidents, prsident, and Board of Regents) actions reflect a commitment to uphold the College's mission.	4.24	3.77	4.05	4.38	4.37	4.21
47 The top administrators (deans, vice presidents, and president) at SPC are accessible and approachable.	4.28	3.91	3.97	4.54	4.43	4.23
48 I have adequate communication with the top administrative staff at SPC.	4.13	3.73	4.05	4.31	4.33	4.10
49 Our college's leaders (department chairs, directors,, deans, vice presidents, president, and Board of Regents) create and support a work environment that helps me do my job.	4.20	3.91	4.16	4.25	4.40	4.18
Subcategory: Budgeting & Allocation of Resources	**3.82**	**3.45**	**3.60**	**4.00**	**4.02**	**3.79**
50 I am satisfied with the budgeting process.	3.79	3.45	3.42	3.92	4.11	3.76
51 I have sufficient resources to do my job.	4.18	3.96	4.18	4.46	4.41	4.18
52 I have the opportunity to provide input to the budget process.	3.63	3.27	3.41	3.75	3.86	3.59
53 I have been informed of how the Institutional Plan affects me and my work.	3.64	3.13	3.38	4.08	3.73	3.61
54 SPC institutional goals and objectives are reflected in the budget.	3.87	3.45	3.59	3.77	3.97	3.81

SUBSCALES MEASURES MEETING 3.5 BENCHMARK	16	14	16	16	16	16
SUBSCALE MEASURES NOT MEETING 3.5 BENCHMARK	0	2	0	0	0	0
TOTAL SUBSCALE MEASURES	16	16	16	16	16	16
SURVEY STATEMENTS MEETING 3.5 BENCHMARK	54	46	49	54	54	54
SURVEY STATEMENTS NOT MEETING 3.5 BENCHMARK	0	8	5	0	0	0
TOTAL SURVEY STATEMENTS	54	54	54	54	54	54