

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

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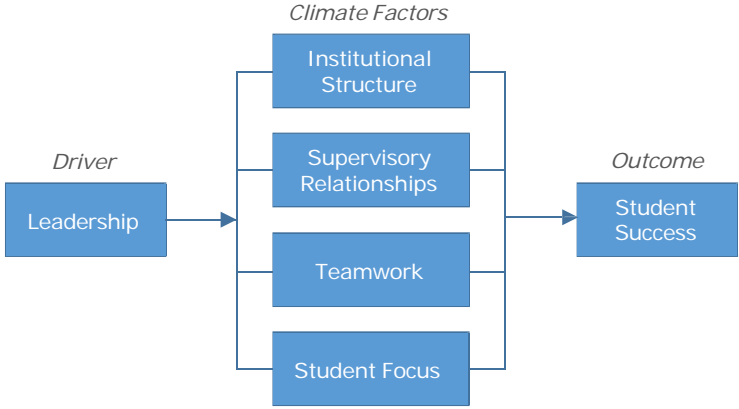
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# Personal Assessment of the College Environment: 2016 Orange Coast College Summary Report



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



## **Institutional Structure Subscale**

In addition to the PACE, OCC also administered a 26-item survey<sup>4</sup>

# PACE Survey: Summary of Findings

## PACE: 2016 OCC by Personnel Classification

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

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

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

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

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

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

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

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

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

The mean differences between the scores of OCC and the NILIE Normbase/Very Large 2-year Colleges by personnel

## PACE: Survey Items of Statistical Significance

This section highlights individual survey items from the PACE with statistically significant mean differences between 2016.008.9(ual)-7847r me significant mean

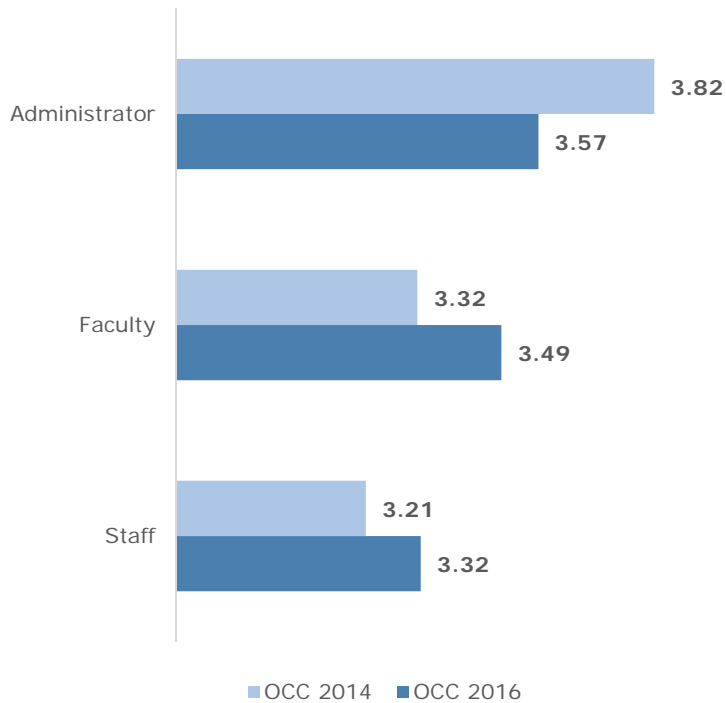
The extent to which...	Is this an area of improvement or decline for OCC over the past 2 years?	Based on how OCC compares to the NILIE Normbase and/or other Very Large 2-yr Colleges, is this an area of strength or for improvement?
<b>Institutional Structure</b>		
institution-wide policies guide my work	*	N/D
this institution is appropriately organized	N/D	***
I have the opportunity for advancement within this institution	N/D	**
decisions are made at the appropriate level at this institution	N/D	*
a spirit of cooperation exists at this institution	N/D	*
the institution effectively promotes diversity in the workplace	N/D	*
<b>Student Focus</b>		
classified personnel meet the needs of students	N/D	***
students are satisfied with their educational experience at this institution	N/D	***
students receive an excellent education at this institution	N/D	**
this institution prepares students for further learning	N/D	*
faculty meet the needs of students	N/D	***
<b>Supervisory Relationships</b>		
my supervisor actively seeks my ideas	**	N/D
my supervisor is open to the ideas, opinions, and beliefs of everyone	*	N/D
my supervisor seriously considers my ideas	*	N/D
work outcomes are clarified for me	*	N/D
professional development and training opportunities are available	*	**
<b>Teamwork</b>		
my work team coordinates its efforts with appropriate individuals and teams	*	N/D

# Institutional Structure Subscale: Summary of Findings

Mission



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

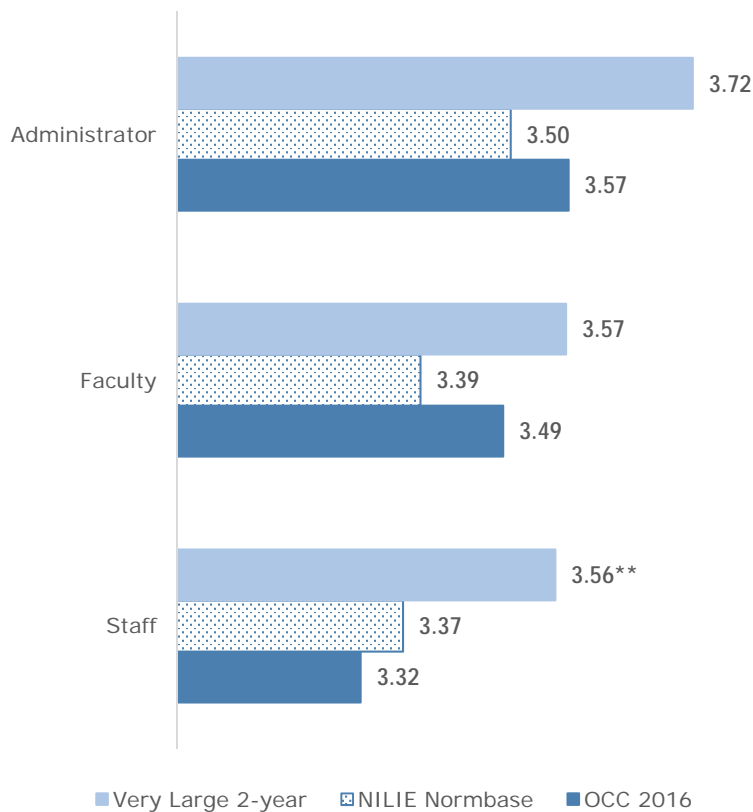


For faculty and staff at OCC, the overall Institutional Structure Subscale score has **improved** over the past two years.

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

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

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



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

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

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

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

## The extent to which...

### Mission

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

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

\* \*  
 \* \*\*  
 N/D \*  
 N/D \*\*

### Leadership

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

\*\* \*\*  
 N/D \*  
 N/D \*  
 N/D \*\*\*  
 \*\*\* \*\*

### Decision-Making & Influence

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

N/D \*  
 N/D \*\*  
 N/D \*\*  
 \*\* \*\*

### Policies & Structural Organization

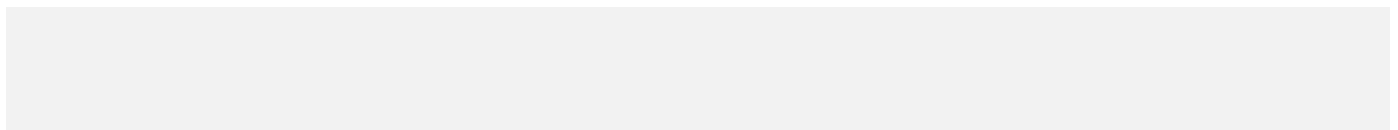
the structure of this institution allows for collaboration  
 institutional policies allow for collaboration  
 this institution follows clear processes for recognizing employee achievement  
 institutional policies govern activities at this institution  
 the structure of this institution fosters innovation

\*\*\* N/D  
 \*\*\* \*  
 N/D \*\*  
 N/D \*\*\*  
 N/D \*\*\*

### Teams & Cooperation

teams accomplish tasks  
 there is effective collaboration among employees  
 teams utilize expertise to accomplish tasks

\*\*\* \*  
 \*\* N/D  
 \*\* N/D





## Summary and Conclusion



# Appendix A

## Demographics

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

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

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





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

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

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

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

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

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

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



educational experience at this

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

## II: Student Learning Programs and Support Services

### C. Student Support Services

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

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

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
2. my supervisor expresses confidence in my work	<b>MEAN SCORE</b>	<b>4.21</b>	<b>4.15</b>	<b>4.20</b>	<b>4.21</b>
	<i>1 = Very dissatisfied</i>	4%	6%	3%	4%
	<i>2 = Dissatisfied</i>	7%	6%	6%	6%
	<i>3 = Neither</i>	9%	9%	9%	9%
	<i>4 = Satisfied</i>	24%	29%	29%	29%
	<i>5 = Very satisfied</i>	56%	51%	52%	53%

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



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

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

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

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
39. I am given the opportunity to be creative in my work	<b>MEAN SCORE</b>	<b>3.99</b>	<b>3.90</b>	<b>4.01</b>	<b>3.96</b>
	<i>1 = Very dissatisfied</i>	5%	8%	4%	5%
	<i>2 = Dissatisfied</i>	7%	6%	6%	7%
regarding important activities at this					
defined administrative processes					
my ideas in appropriate forums					

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
43. a spirit of cooperation exists in my department	<b>MEAN SCORE</b>	<b>3.87</b>	<b>3.73</b>	<b>3.85</b>	<b>3.80</b>
	<i>1 = Very dissatisfied</i>				

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



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

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

5. leaders of this institution communicate a clear sense of purpose	<b>MEAN SCORE</b>	<b>3.39</b>	<b>3.81***</b>	<b>3.49</b>	<b>3.76***</b>
	1 = Strongly disagree	8%	3%	8%	4%
	2 = Disagree somewhat	15%	6%	13%	9%
	3 = Neither	23%	21%	22%	19%
	4 = Agree somewhat	36%	45%	40%	45%
	5 = Strongly agree	18%	24%	18%	24%
6. leaders of this institution effectively interact with internal constituents	<b>MEAN SCORE</b>	<b>3.30</b>	<b>3.12</b>	<b>3.24</b>	<b>3.43*</b>
	1 = Strongly disagree	9%	12%	9%	6%
	2 = Disagree somewhat	12%	19%	15%	12%
	3 = Neither	34%	26%	29%	29%
	4 = Agree somewhat	32%	33%	34%	37%
	5 = Strongly agree	14%	10%	12%	15%
7. leaders of this institution effectively interact with external constituents					
address crises					



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

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
18. institutional policies govern activities at this institution					

## Appendix D

### Results of 2016 Customized Survey by ACCJC Standard

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

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

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

#### *I: Mission, Academic Quality and Institutional Effectiveness, and Integrity*

#### B. Assuring Accer063 Tc46e8w1en(i)2.2T946e8w11(p)2IS).5(at)4.2(i)4.9(s)3.3(f

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



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

<i>The extent to which...</i>			
4. Student learning outcomes and assessment are ongoing and used for	<b>MEAN SCORE</b>	<b>3.82</b>	<b>3.77</b>
	<i>1 = Very dissatisfied</i>	3%	1%
	<i>2 = Dissatisfied</i>	6%	8%
	<i>3 = Neither</i>	19%	23%
	<i>4 = Satisfied</i>	48%	49%
	<i>5 = Very satisfied</i>	23%	19%

Survey Item	Responses	OCC	



*IV: Leadership and Governance*  
*C. Governing Board*

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

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

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



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White Content		Light Gray Content	