

2013

Cuesta College Job Satisfaction Survey Results

This report compares survey results between 2011 and 2013.



DEMOGRAPHICS

			YEAR	
			2011	2013
My position at Cuesta is:	Classified Staff	N	99	66
		%	38.4%	36.5%
	Regular Faculty	N	70	60
		%	27.1%	33.1%
	Part-Time Faculty	N	60	36
		%	23.3%	19.9%
NonCredit Faculty	N	1	0	
	%	.4%	0.0%	
Management/Supervisory/Confidential	N	28	19	
	%	10.9%	10.5%	
Total	N	258	181	
	%	100.0%	100.0%	

			YEAR	
			2011	2013
My primary work schedule is:	Daytime Hours	N	223	165
		%	87.8%	90.2%
	Evening Hours	N	21	11
		%	8.3%	6.0%
	Swing Shift Hours	N	10	7
		%	3.9%	3.8%
Total	N	254	183	
	%	100.0%	100.0%	

			YEAR	
			2011	2013
My primary work location is:	San Luis Obispo Campus	N	229	158
		%	89.5%	86.8%
	North County Campus	N	23	23
		%	9.0%	12.6%
	South County Campus	N	4	1
		%	1.6%	.5%
Total	N	256	182	
	%	100.0%	100.0%	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

DEMOGRAPHICS

			YEAR	
			2011	2013
I have been employed by Cuesta in my permanent position for*:	Less Than One Year	N	16	14
		%	6.5%	7.9%
	One To Four Years	N	61	22
		%	24.7%	12.4%
	Five to Nine Years	N	53	48
		%	21.5%	27.0%
	Ten To Fourteen Years	N	55	38
		%	22.3%	21.3%
	Fifteen to Nineteen Years	N	19	29
		%	7.7%	16.3%
	Twenty + Years	N	43	27
		%	17.4%	15.2%
	Total	N	247	178
		%	100.0%	100.0%

* p<.05

			YEAR	
			2011	2013
I am a tenured faculty member:	Not Applicable	N	158	95
		%	68.7%	62.9%
	Tenured Track	N	2	7
		%	.9%	4.6%
	Newly Tenured 4-9 Years	N	29	17
		%	12.6%	11.3%
	Mid-career Tenured 10-14	N	17	11
		%	7.4%	7.3%
	Senior Tenured Faculty 15-20 Years	N	9	13
		%	3.9%	8.6%
Near Retirement Tenured Faculty 20+ Years	N	15	8	
	%	6.5%	5.3%	
Total	N	230	151	
	%	100.0%	100.0%	

			YEAR	
			2011	2013
Gender	Female	N	178	124
		%	69.3%	71.3%
	Male	N	79	50
		%	30.7%	28.7%
Total	N	257	174	
	%	100.0%	100.0%	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

MEAN RESPONSES BY EMPLOYEE CATEGORY

		YEAR			
		2011	2013	Change (2013 - 2011)	
There are opportunities for me to expand my skills at Cuesta.	OVERALL	Mean	3.37	3.29	-.08
		N	284	191	-93
		Std. Dev	1.36	1.34	-.02
	Classified Staff	Mean	3.34	3.18	-.16
		N	99	66	-33
		Std. Dev	1.36	1.45	.09
	Regular Faculty	Mean	3.41	3.45	.04
		N	70	60	-10
		Std. Dev	1.45	1.25	-.20
	Part-Time Faculty	Mean	3.23	3.19	-.04
		N	60	36	-24
		Std. Dev	1.35	1.31	-.04
	NonCredit Faculty	Mean	1.00		.
		N	1	0	-1
		Std. Dev			.
Management/Supervisory/Confidential	Mean	3.82	3.79	-.03	
	N	28	19	-9	
	Std. Dev	1.06	1.18	.13	
Unknown	Mean	3.30	2.50	-.80	
	N	26	10	-16	
	Std. Dev	1.40	1.35	-.04	
Campus facilities are maintained to ensure a physically safe working environment.	OVERALL	Mean	3.94	3.87	-.07
		N	284	191	-93
		Std. Dev	1.05	1.20	.14
	Classified Staff	Mean	3.83	3.73	-.10
		N	99	66	-33
		Std. Dev	1.17	1.26	.09
	Regular Faculty	Mean	3.97	3.93	-.04
		N	70	60	-10
		Std. Dev	.99	1.25	.25
	Part-Time Faculty	Mean	3.98	3.78	-.21
		N	60	36	-24
		Std. Dev	.97	1.22	.26
	NonCredit Faculty	Mean	3.00		.
		N	1	0	-1
		Std. Dev			.
Management/Supervisory/Confidential	Mean	4.29	4.32	.03	
	N	28	19	-9	
	Std. Dev	.94	.75	-.19	
Unknown	Mean	3.87	4.00	.13	
	N	26	10	-16	
	Std. Dev	1.06	1.05	.00	
OVERALL	Mean	3.71	3.75	.04	
	N	284	191	-93	
	Std. Dev	1.08	1.10	.03	
	Mean	3.60	3.67	.06	
	N	99	66	-33	
	Std. Dev	1.07	1.26	.18	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

MEAN RESPONSES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
Cuesta takes active steps to support and promote diversity.	Regular Faculty	Mean	3.71	3.78	.07
		N	70	60	-10
		Std. Dev	1.18	1.06	-.12
	Part-Time Faculty	Mean	3.71	3.72	.01
		N	60	36	-24
		Std. Dev	1.02	1.06	.04
	NonCredit Faculty	Mean	4.00		.
		N	1	0	-1
		Std. Dev			.
	Management/Supervisory/Confidential	Mean	4.18	3.84	-.34
		N	28	19	-9
		Std. Dev	.77	.90	.13
	Unknown	Mean	3.57	4.00	.43
		N	26	10	-16
		Std. Dev	1.16	.94	-.22
The general campus climate is one that is welcoming and supportive of differences in: Race and Ethnicity	OVERALL	Mean	3.73	3.85	.12
		N	284	191	-93
		Std. Dev	1.13	1.17	.04
	Classified Staff	Mean	3.73	3.77	.05
		N	99	66	-33
		Std. Dev	1.08	1.27	.20
	Regular Faculty	Mean	3.54	3.80	.26
		N	70	60	-10
		Std. Dev	1.25	1.15	-.10
	Part-Time Faculty	Mean	3.90	4.06	.16
		N	60	36	-24
		Std. Dev	1.08	1.07	-.01
	NonCredit Faculty	Mean	3.00		.
		N	1	0	-1
		Std. Dev			.
Management/Supervisory/Confidential	Mean	4.18	3.74	-.44	
	N	28	19	-9	
	Std. Dev	.90	1.19	.29	
Unknown	Mean	3.32	4.11	.79	
	N	26	10	-16	
	Std. Dev	1.21	1.05	-.16	
The general campus climate is one that is welcoming and supportive of differences	OVERALL	Mean	4.06	4.12	.05
		N	284	191	-93
		Std. Dev	.99	1.06	.07
	Classified Staff	Mean	3.96	4.02	.06
		N	99	66	-33
		Std. Dev	.97	1.09	.12
	Regular Faculty	Mean	4.13	4.25	.12
		N	70	60	-10
		Std. Dev	1.10	1.00	-.10
	Part-Time Faculty	Mean	4.08	4.06	-.03
		N	60	36	-24
		Std. Dev	1.04	1.19	.16

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

MEAN RESPONSES BY EMPLOYEE CATEGORY

			YEAR			
			2011	2013	Change (2013 - 2011)	
in:Gender**	NonCredit Faculty	Mean	3.00		.	
		N	1	0	-1	
		Std. Dev			.	
	Management/Supervisory/Confidential	Mean	4.43	4.26	-.17	
		N	28	19	-9	
		Std. Dev	.69	.93	.24	
	Unknown	Mean	3.86	3.89	.03	
		N	26	10	-16	
		Std. Dev	.83	.93	.09	
	The general campus climate is one that is welcoming and supportive of differences	OVERALL	Mean	4.03	4.10	.06
			N	284	191	-93
			Std. Dev	1.00	1.03	.03
Classified Staff		Mean	4.03	3.89	-.14	
		N	99	66	-33	
		Std. Dev	.91	1.13	.22	
Regular Faculty		Mean	4.04	4.25	.21	
		N	70	60	-10	
		Std. Dev	1.06	.99	-.07	
Part-Time Faculty		Mean	4.05	4.14	.09	
		N	60	36	-24	
		Std. Dev	1.12	1.10	-.02	
in:Disability	NonCredit Faculty	Mean	3.00		.	
		N	1	0	-1	
		Std. Dev			.	
	Management/Supervisory/Confidential	Mean	4.25	4.32	.07	
		N	28	19	-9	
		Std. Dev	.93	.58	-.35	
	Unknown	Mean	3.73	3.89	.16	
		N	26	10	-16	
		Std. Dev	1.03	.93	-.10	
	The general campus climate is one that is welcoming and supportive of differences	OVERALL	Mean	3.95	3.89	-.06
			N	284	191	-93
			Std. Dev	1.04	1.16	.11
Classified Staff		Mean	3.90	3.76	-.14	
		N	99	66	-33	
		Std. Dev	.95	1.22	.26	
Regular Faculty		Mean	4.11	3.95	-.16	
		N	70	60	-10	
		Std. Dev	1.04	1.17	.13	
Part-Time Faculty		Mean	3.98	3.89	-.09	
		N	60	36	-24	
		Std. Dev	1.11	1.14	.03	
in:Age**	NonCredit Faculty	Mean	1.00		.	
		N	1	0	-1	
		Std. Dev			.	
	Management/Supervisory/Confidential	Mean	4.21	4.16	-.06	
		N	28	19	-9	
		Std. Dev	.88	.96	.08	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

MEAN RESPONSES BY EMPLOYEE CATEGORY

		YEAR		
		2011	2013	Change (2013 - 2011)
Unknown	Mean	3.41	3.89	.48
	N	26	10	-16
	Std. Dev	1.14	1.17	.03
OVERALL*	Mean	3.75	4.08	.33
	N	284	191	-93
	Std. Dev	1.07	.93	-.13
Classified Staff	Mean	3.78	4.02	.24
	N	99	66	-33
	Std. Dev	.96	.97	.01
Regular Faculty*	Mean	3.64	4.12	.48
	N	70	60	-10
	Std. Dev	1.27	.98	-.30
Part-Time Faculty*	Mean	3.72	4.08	.36
	N	60	36	-24
	Std. Dev	1.02	.87	-.15
NonCredit Faculty	Mean	3.00	.	.
	N	1	0	-1
	Std. Dev	.	.	.
Management/Supervisory/Confidential	Mean	4.29	4.32	.03
	N	28	19	-9
	Std. Dev	.76	.75	-.01
Unknown	Mean	3.36	3.78	.41
	N	26	10	-16
	Std. Dev	1.09	.97	-.12
OVERALL	Mean	3.57	3.75	.18
	N	284	191	-93
	Std. Dev	1.06	1.07	.01
Classified Staff	Mean	3.47	3.64	.16
	N	99	66	-33
	Std. Dev	1.00	1.10	.10
Regular Faculty	Mean	3.67	3.70	.03
	N	70	60	-10
	Std. Dev	1.25	1.15	-.09
Part-Time Faculty	Mean	3.66	3.83	.18
	N	60	36	-24
	Std. Dev	.95	.94	-.01
NonCredit Faculty	Mean	3.00	.	.
	N	1	0	-1
	Std. Dev	.	.	.
Management/Supervisory/Confidential	Mean	3.82	4.16	.34
	N	28	19	-9
	Std. Dev	1.09	.90	-.19
Unknown	Mean	3.15	3.78	.63
	N	26	10	-16
	Std. Dev	.81	1.09	.28
OVERALL	Mean	3.71	3.75	.04
	N	284	191	-93
	Std. Dev	1.18	1.23	.06

The general campus climate is one that is welcoming and supportive of differences in:Sexual Orientation**

The general campus climate is one that is welcoming and supportive of differences in:Religion

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

MEAN RESPONSES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
The general campus climate is one that is welcoming and supportive of differences in: Education Level**	Classified Staff	Mean	3.40	3.47	.07
		N	99	66	-33
		Std. Dev	1.21	1.33	.11
	Regular Faculty	Mean	4.04	4.02	-.03
		N	70	60	-10
		Std. Dev	1.13	1.15	.02
	Part-Time Faculty	Mean	3.93	3.83	-.10
		N	60	36	-24
		Std. Dev	1.02	1.18	.16
	NonCredit Faculty	Mean	1.00	.	.
		N	1	0	-1
		Std. Dev	.	.	.
	Management/Supervisory/Confidential	Mean	3.82	3.89	.07
		N	28	19	-9
		Std. Dev	.98	.99	.01
Unknown	Mean	3.41	3.44	.04	
	N	26	10	-16	
	Std. Dev	1.30	1.42	.13	
Campus security measures currently in place are sufficient.	OVERALL	Mean	3.64	3.51	-.12
		N	284	191	-93
		Std. Dev	1.17	1.19	.02
	Classified Staff	Mean	3.53	3.32	-.21
		N	99	66	-33
		Std. Dev	1.25	1.25	.00
	Regular Faculty	Mean	3.83	3.59	-.23
		N	70	60	-10
		Std. Dev	1.06	1.19	.13
	Part-Time Faculty	Mean	3.68	3.58	-.09
		N	60	36	-24
		Std. Dev	1.11	1.18	.07
	NonCredit Faculty	Mean	5.00	.	.
		N	1	0	-1
		Std. Dev	.	.	.
Management/Supervisory/Confidential	Mean	3.61	3.83	.23	
	N	28	19	-9	
	Std. Dev	1.31	1.10	-.22	
Unknown	Mean	3.39	3.50	.11	
	N	26	10	-16	
	Std. Dev	1.16	.97	-.19	
	OVERALL	Mean	3.81	3.53	-.28
		N	284	191	-93
		Std. Dev	1.85	1.95	.10
	Classified Staff	Mean	3.65	3.24	-.40
		N	99	66	-33
		Std. Dev	1.83	1.86	.03
	Regular Faculty	Mean	4.09	3.95	-.14
		N	70	60	-10
		Std. Dev	1.89	1.95	.06

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

MEAN RESPONSES BY EMPLOYEE CATEGORY

			YEAR			
			2011	2013	Change (2013 - 2011)	
I am valued as an employee of the college.**	Part-Time Faculty	Mean	3.54	3.08	-.46	
		N	60	36	-24	
		Std. Dev	1.90	1.96	.07	
	NonCredit Faculty	Mean	2.00		.	
		N	1	0	-1	
		Std. Dev			.	
	Management/Supervisory/Confidential	Mean	4.67	4.42	-.25	
		N	28	19	-9	
		Std. Dev	1.52	1.74	.22	
	Unknown	Mean	3.48	2.90	-.58	
		N	26	10	-16	
		Std. Dev	1.75	2.08	.32	
	The activities that the college offers such as faculty and classified professional development are effective in creating a sense of community for employees.	OVERALL	Mean	3.07	2.98	-.09
			N	284	191	-93
			Std. Dev	1.69	1.71	.02
Classified Staff		Mean	2.96	2.70	-.26	
		N	99	66	-33	
		Std. Dev	1.74	1.56	-.18	
Regular Faculty		Mean	2.83	2.84	.02	
		N	70	60	-10	
		Std. Dev	1.68	1.70	.02	
Part-Time Faculty		Mean	3.42	3.58	.17	
		N	60	36	-24	
		Std. Dev	1.75	1.87	.12	
NonCredit Faculty		Mean	4.00		.	
		N	1	0	-1	
		Std. Dev			.	
Management/Supervisory/Confidential	Mean	3.29	2.89	-.39		
	N	28	19	-9		
	Std. Dev	1.56	1.82	.26		
Unknown	Mean	3.09	3.50	.41		
	N	26	10	-16		
	Std. Dev	1.50	1.58	.08		
I am adequately informed about what is going on at the college.	OVERALL	Mean	4.04	4.20	.17	
		N	284	191	-93	
		Std. Dev	1.72	1.68	-.04	
	Classified Staff	Mean	3.72	4.09	.38	
		N	99	66	-33	
		Std. Dev	1.77	1.56	-.21	
	Regular Faculty	Mean	4.19	4.25	.06	
		N	70	60	-10	
		Std. Dev	1.70	1.72	.03	
	Part-Time Faculty	Mean	4.25	4.39	.14	
		N	60	36	-24	
		Std. Dev	1.57	1.68	.11	
	NonCredit Faculty	Mean	4.00		.	
		N	1	0	-1	
		Std. Dev			.	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

MEAN RESPONSES BY EMPLOYEE CATEGORY

		YEAR			
		2011	2013	Change (2013 - 2011)	
I know who my representatives are in college committees.**	Management/Supervisory/Confidential	Mean	4.14	4.37	.23
		N	28	19	-9
		Std. Dev	1.96	1.83	-.13
	Unknown	Mean	4.26	3.60	-.66
		N	26	10	-16
		Std. Dev	1.60	1.96	.35
	OVERALL	Mean	3.81	3.85	.04
		N	284	191	-93
		Std. Dev	1.16	1.15	-.01
	Classified Staff	Mean	3.27	3.25	-.02
		N	99	66	-33
		Std. Dev	1.25	1.14	-.11
	Regular Faculty	Mean	4.43	4.45	.02
		N	70	60	-10
		Std. Dev	.77	.75	-.03
	Part-Time Faculty	Mean	3.75	3.86	.11
		N	60	36	-24
		Std. Dev	1.07	1.05	-.02
NonCredit Faculty	Mean	3.00		.	
	N	1	0	-1	
	Std. Dev			.	
Management/Supervisory/Confidential	Mean	4.50	4.32	-.18	
	N	28	19	-9	
	Std. Dev	.69	1.11	.41	
Unknown	Mean	3.57	3.20	-.37	
	N	26	10	-16	
	Std. Dev	1.24	1.55	.31	
My representatives in governance committees adequately inform me about important college committee issues and recommendations.**	OVERALL	Mean	1.33	1.35	.01
		N	284	191	-93
		Std. Dev	.47	.48	.01
	Classified Staff	Mean	1.52	1.57	.05
		N	99	66	-33
		Std. Dev	.50	.50	.00
	Regular Faculty	Mean	1.14	1.23	.09
		N	70	60	-10
		Std. Dev	.35	.43	.07
	Part-Time Faculty	Mean	1.22	1.21	-.02
		N	60	36	-24
		Std. Dev	.42	.41	-.01
	NonCredit Faculty	Mean	2.00		.
		N	1	0	-1
		Std. Dev			.
	Management/Supervisory/Confidential	Mean	1.25	1.21	-.04
		N	28	19	-9
		Std. Dev	.44	.42	-.02
Unknown	Mean	1.48	1.40	-.08	
	N	26	10	-16	
	Std. Dev	.51	.52	.01	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

MEAN RESPONSES BY EMPLOYEE CATEGORY

		YEAR			
		2011	2013	Change (2013 - 2011)	
There are processes in place for me to be involved in decision making and problem solving within my work group.**	OVERALL	Mean	4.19	3.96	-.22
		N	284	191	-93
		Std. Dev	1.69	1.91	.22
	Classified Staff	Mean	3.98	3.73	-.25
		N	99	66	-33
		Std. Dev	1.70	1.88	.18
	Regular Faculty	Mean	4.67	4.28	-.38
		N	70	60	-10
		Std. Dev	1.61	1.86	.25
	Part-Time Faculty	Mean	3.65	3.67	.02
		N	60	36	-24
		Std. Dev	1.70	2.01	.32
	NonCredit Faculty	Mean	4.00	.	.
		N	1	0	-1
		Std. Dev	.	.	.
	Management/Supervisory/Confidential	Mean	5.07	4.89	-.18
		N	28	19	-9
		Std. Dev	1.25	1.59	.35
Unknown	Mean	3.96	2.80	-1.16	
	N	26	10	-16	
	Std. Dev	1.80	1.87	.08	
I am adequately represented in college-wide decision making.**	OVERALL	Mean	3.33	3.35	.01
		N	284	191	-93
		Std. Dev	1.77	1.88	.11
	Classified Staff	Mean	3.00	2.94	-.06
		N	99	66	-33
		Std. Dev	1.65	1.64	-.01
	Regular Faculty	Mean	3.94	3.64	-.30
		N	70	60	-10
		Std. Dev	1.82	1.97	.15
	Part-Time Faculty	Mean	3.00	3.29	.29
		N	60	36	-24
		Std. Dev	1.64	2.01	.37
	NonCredit Faculty	Mean	1.00	.	.
		N	1	0	-1
		Std. Dev	.	.	.
	Management/Supervisory/Confidential	Mean	3.96	4.53	.56
		N	28	19	-9
		Std. Dev	1.77	1.65	-.13
Unknown	Mean	3.13	2.22	-.91	
	N	26	10	-16	
	Std. Dev	1.87	1.64	-.22	
OVERALL*	Mean	3.39	3.67	.28	
	N	284	191	-93	
	Std. Dev	1.46	1.50	.04	
	Classified Staff	Mean	3.17	3.52	.35
		N	99	66	-33
		Std. Dev	1.45	1.60	.15

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

MEAN RESPONSES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
Cuesta is making a good effort to support practices that move towards sustainability (ecological longevity).**	Regular Faculty	Mean	3.50	3.68	.18
		N	70	60	-10
		Std. Dev	1.49	1.48	-.01
	Part-Time Faculty	Mean	3.47	3.58	.11
		N	60	36	-24
		Std. Dev	1.36	1.34	-.02
	NonCredit Faculty	Mean	2.00	.	.
		N	1	0	-1
		Std. Dev	.	.	.
	Management/Supervisory/Confidential	Mean	3.93	4.42	.49
		N	28	19	-9
		Std. Dev	1.54	1.35	-.19
	Unknown	Mean	3.22	3.50	.28
		N	26	10	-16
		Std. Dev	1.48	1.60	.13
Cuesta encourages employees in my area to take initiative in improving practices, programs and services.**	OVERALL	Mean	3.88	3.70	-.18
		N	284	191	-93
		Std. Dev	1.74	1.88	.14
	Classified Staff	Mean	3.69	3.42	-.27
		N	99	66	-33
		Std. Dev	1.75	1.90	.15
	Regular Faculty	Mean	3.90	3.88	-.02
		N	70	60	-10
		Std. Dev	1.79	1.85	.06
	Part-Time Faculty	Mean	4.00	3.61	-.39
		N	60	36	-24
		Std. Dev	1.63	1.82	.20
	NonCredit Faculty	Mean	1.00	.	.
		N	1	0	-1
		Std. Dev	.	.	.
Management/Supervisory/Confidential	Mean	4.50	4.53	.03	
	N	28	19	-9	
	Std. Dev	1.62	1.71	.09	
Unknown	Mean	3.73	3.20	-.53	
	N	26	10	-16	
	Std. Dev	1.78	2.10	.32	
The college is making a good effort to inform me about opportunities to improve my health and	OVERALL	Mean	4.26	4.21	-.05
		N	284	191	-93
		Std. Dev	1.49	1.58	.10
	Classified Staff	Mean	3.71	3.66	-.06
		N	99	66	-33
		Std. Dev	1.65	1.74	.09
	Regular Faculty	Mean	4.58	4.58	.00
		N	70	60	-10
		Std. Dev	1.33	1.24	-.09
	Part-Time Faculty	Mean	4.45	4.44	-.01
		N	60	36	-24
		Std. Dev	1.37	1.58	.20

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

MEAN RESPONSES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
well being.**	NonCredit Faculty	Mean	4.00		.
		N	1	0	-1
		Std. Dev			.
	Management/Supervisory/Confidential	Mean	4.71	4.56	-.16
		N	28	19	-9
		Std. Dev	1.18	1.58	.40
	Unknown	Mean	4.61	4.10	-.51
		N	26	10	-16
		Std. Dev	1.23	1.73	.50
I receive recognition for doing a good job.**	OVERALL	Mean	3.79	3.75	-.04
		N	284	191	-93
		Std. Dev	1.84	1.95	.12
	Classified Staff	Mean	3.55	3.55	.00
		N	99	66	-33
		Std. Dev	1.79	1.98	.19
	Regular Faculty	Mean	3.96	4.02	.06
		N	70	60	-10
		Std. Dev	2.00	1.82	-.18
Part-Time Faculty	Mean	3.68	3.69	.01	
	N	60	36	-24	
	Std. Dev	1.85	2.08	.23	
NonCredit Faculty	Mean	1.00		.	
	N	1	0	-1	
	Std. Dev			.	
Management/Supervisory/Confidential	Mean	4.57	4.26	-.31	
	N	28	19	-9	
	Std. Dev	1.43	1.85	.43	
Unknown	Mean	3.78	2.70	-1.08	
	N	26	10	-16	
	Std. Dev	1.70	2.06	.35	
I know what is expected of me in my job.**	OVERALL	Mean	5.13	4.87	-.26
		N	284	191	-93
		Std. Dev	1.27	1.58	.31
	Classified Staff	Mean	4.87	4.60	-.27
		N	99	66	-33
		Std. Dev	1.44	1.77	.33
	Regular Faculty	Mean	5.41	5.02	-.40
		N	70	60	-10
		Std. Dev	1.11	1.46	.35
Part-Time Faculty	Mean	4.93	4.94	.01	
	N	60	36	-24	
	Std. Dev	1.46	1.49	.03	
NonCredit Faculty	Mean	6.00		.	
	N	1	0	-1	
	Std. Dev			.	
Management/Supervisory/Confidential	Mean	5.43	5.53	.10	
	N	28	19	-9	
	Std. Dev	.50	.96	.46	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

MEAN RESPONSES BY EMPLOYEE CATEGORY

		YEAR		
		2011	2013	Change (2013 - 2011)
Unknown	Mean	5.52	4.20	-1.32
	N	26	10	-16
	Std. Dev	.59	1.81	1.22
OVERALL	Mean	4.55	4.20	-.35
	N	284	191	-93
	Std. Dev	1.63	1.90	.27
Classified Staff	Mean	4.48	3.86	-.62
	N	99	66	-33
	Std. Dev	1.70	2.01	.31
Regular Faculty	Mean	4.59	4.46	-.13
	N	70	60	-10
	Std. Dev	1.62	1.80	.18
Part-Time Faculty	Mean	4.51	4.25	-.26
	N	60	36	-24
	Std. Dev	1.65	1.66	.01
NonCredit Faculty	Mean	5.00	.	.
	N	1	0	-1
	Std. Dev	.	.	.
Management/Supervisory/Confidential	Mean	5.21	4.89	-.32
	N	28	19	-9
	Std. Dev	1.07	1.76	.69
Unknown	Mean	4.00	3.22	-.78
	N	26	10	-16
	Std. Dev	1.77	2.44	.67
OVERALL	Mean	4.82	4.71	-.10
	N	284	191	-93
	Std. Dev	1.09	1.25	.16
Classified Staff	Mean	4.63	4.29	-.34
	N	99	66	-33
	Std. Dev	1.08	1.22	.15
Regular Faculty	Mean	5.14	5.14	.00
	N	70	60	-10
	Std. Dev	.95	1.06	.11
Part-Time Faculty	Mean	4.93	5.03	.10
	N	60	36	-24
	Std. Dev	1.00	1.16	.16
NonCredit Faculty	Mean	.	.	.
	N	1	0	-1
	Std. Dev	.	.	.
Management/Supervisory/Confidential	Mean	4.79	4.69	-.10
	N	28	19	-9
	Std. Dev	1.17	1.25	.08
Unknown	Mean	4.45	4.10	-.35
	N	26	10	-16
	Std. Dev	1.44	1.73	.29
OVERALL	Mean	5.08	5.05	-.03
	N	284	191	-93
	Std. Dev	.85	.94	.10

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

MEAN RESPONSES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
My interactions with most classified staff at Cuesta are:	Classified Staff	Mean	4.97	4.91	-.06
		N	99	66	-33
		Std. Dev	.93	.99	.06
	Regular Faculty	Mean	5.16	5.19	.04
		N	70	60	-10
		Std. Dev	.78	.85	.07
	Part-Time Faculty	Mean	5.14	5.00	-.14
		N	60	36	-24
		Std. Dev	.82	1.15	.33
	NonCredit Faculty	Mean	4.00	.	.
		N	1	0	-1
		Std. Dev	.	.	.
	Management/Supervisory/Confidential	Mean	5.21	5.28	.06
		N	28	19	-9
		Std. Dev	.79	.46	-.33
Unknown	Mean	5.09	4.90	-.19	
	N	26	10	-16	
	Std. Dev	.75	.99	.24	
My interactions with most students at Cuesta are:**	OVERALL	Mean	5.28	5.28	-.01
		N	284	191	-93
		Std. Dev	.69	.80	.11
	Classified Staff	Mean	5.11	5.00	-.11
		N	99	66	-33
		Std. Dev	.74	.98	.24
	Regular Faculty	Mean	5.48	5.44	-.04
		N	70	60	-10
		Std. Dev	.59	.60	.01
	Part-Time Faculty	Mean	5.38	5.33	-.04
		N	60	36	-24
		Std. Dev	.68	.78	.10
	NonCredit Faculty	Mean	4.00	.	.
		N	1	0	-1
		Std. Dev	.	.	.
Management/Supervisory/Confidential	Mean	5.36	5.50	.14	
	N	28	19	-9	
	Std. Dev	.73	.51	-.22	
Unknown	Mean	5.23	5.67	.44	
	N	26	10	-16	
	Std. Dev	.53	.50	-.03	
My interactions with most	OVERALL	Mean	4.39	4.37	-.02
		N	284	191	-93
		Std. Dev	1.27	1.45	.18
	Classified Staff	Mean	4.39	4.22	-.18
		N	99	66	-33
		Std. Dev	1.24	1.35	.12
	Regular Faculty	Mean	4.23	4.29	.05
		N	70	60	-10
		Std. Dev	1.43	1.67	.24

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

MEAN RESPONSES BY EMPLOYEE CATEGORY

		YEAR				
		2011	2013	Change (2013 - 2011)		
My interactions with most managers and administrators at Cuesta are:**	Part-Time Faculty	Mean	4.46	4.48	.03	
		N	60	36	-24	
		Std. Dev	1.18	1.44	.26	
	NonCredit Faculty	Mean	4.00		.	
		N	1	0	-1	
		Std. Dev			.	
	Management/Supervisory/Confidential	Mean	5.07	5.06	-.02	
		N	28	19	-9	
		Std. Dev	.86	.87	.02	
	Unknown	Mean	3.86	4.30	.44	
		N	26	10	-16	
		Std. Dev	1.28	1.42	.13	
	My interactions with my immediate supervisor are:	OVERALL	Mean	5.00	4.85	-.14
			N	284	191	-93
			Std. Dev	1.21	1.33	.12
Classified Staff		Mean	4.94	4.71	-.23	
		N	99	66	-33	
		Std. Dev	1.32	1.38	.06	
Regular Faculty		Mean	4.98	5.02	.03	
		N	70	60	-10	
		Std. Dev	1.18	1.26	.09	
Part-Time Faculty		Mean	5.14	5.03	-.11	
		N	60	36	-24	
		Std. Dev	1.06	1.07	.02	
NonCredit Faculty		Mean	5.00		.	
		N	1	0	-1	
		Std. Dev			.	
Management/Supervisory/Confidential	Mean	5.25	5.00	-.25		
	N	28	19	-9		
	Std. Dev	.97	1.41	.45		
Unknown	Mean	4.59	3.89	-.70		
	N	26	10	-16		
	Std. Dev	1.44	1.76	.33		

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
OVERALL	Strongly Disagree	N	13	9	-4
		%	4.6%	4.7%	.1%
Campus facilities are maintained to ensure a physically safe working environment.	Somewhat Disagree	N	26	30	4
		%	9.3%	15.7%	6.5%
	I Don't Know	N	8	6	-2
		%	2.8%	3.1%	.3%
	Somewhat Agree	N	151	77	-74
		%	53.7%	40.3%	-13.4%
	Strongly Agree	N	83	69	-14
		%	29.5%	36.1%	6.6%
Cuesta takes active steps to support and promote diversity.	Strongly Disagree	N	14	9	-5
		%	5.0%	4.7%	-.3%
	Somewhat Disagree	N	28	22	-6
		%	10.0%	11.5%	1.5%
	I Don't Know	N	45	26	-19
		%	16.1%	13.6%	-2.5%
	Somewhat Agree	N	130	85	-45
		%	46.6%	44.5%	-2.1%
	Strongly Agree	N	62	49	-13
		%	22.2%	25.7%	3.4%
The general campus climate is one that is welcoming and supportive of differences in:Race and Ethnicity	Strongly Disagree	N	11	11	0
		%	3.9%	5.8%	1.8%
	Somewhat Disagree	N	41	21	-20
		%	14.7%	11.1%	-3.6%
	I Don't Know	N	37	18	-19
		%	13.3%	9.5%	-3.8%
	Somewhat Agree	N	114	76	-38
		%	40.9%	40.0%	-.9%
	Strongly Agree	N	76	64	-12
		%	27.2%	33.7%	6.4%
The general campus climate is one that is welcoming and supportive of differences in:Gender	Strongly Disagree	N	4	7	3
		%	1.4%	3.7%	2.3%
	Somewhat Disagree	N	25	14	-11
		%	9.0%	7.4%	-1.6%
	I Don't Know	N	29	12	-17
		%	10.4%	6.3%	-4.1%
	Somewhat Agree	N	112	74	-38
		%	40.1%	38.9%	-1.2%
	Strongly Agree	N	109	83	-26
		%	39.1%	43.7%	4.6%
The general campus climate is one that is welcoming and supportive of differences	Strongly Disagree	N	6	5	-1
		%	2.2%	2.6%	.5%
	Somewhat Disagree	N	20	16	-4
		%	7.2%	8.5%	1.3%
	I Don't Know	N	40	14	-26
		%	14.3%	7.4%	-6.9%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
in:Disability	Somewhat Agree	N	106	75	-31
		%	38.0%	39.7%	1.7%
	Stronly Agree	N	107	79	-28
		%	38.4%	41.8%	3.4%
The general campus climate is one that is welcoming and supportive of differences	Strongly Disagree	N	10	9	-1
		%	3.6%	4.7%	1.2%
	Somewhat Disagree	N	19	24	5
		%	6.8%	12.6%	5.8%
in:Age	I Don't Know	N	41	12	-29
		%	14.7%	6.3%	-8.4%
	Somewhat Agree	N	113	79	-34
		%	40.5%	41.6%	1.1%
	Stronly Agree	N	96	66	-30
		%	34.4%	34.7%	.3%
The general campus climate is one that is welcoming and supportive of differences	Strongly Disagree	N	8	2	-6
		%	2.9%	1.1%	-1.8%
	Somewhat Disagree	N	26	11	-15
		%	9.4%	5.8%	-3.6%
in:Sexual Orientation	I Don't Know	N	74	30	-44
		%	26.8%	15.8%	-11.0%
	Somewhat Agree	N	88	74	-14
		%	31.9%	38.9%	7.1%
	Stronly Agree	N	80	73	-7
		%	29.0%	38.4%	9.4%
The general campus climate is one that is welcoming and supportive of differences	Strongly Disagree	N	9	7	-2
		%	3.3%	3.7%	.4%
	Somewhat Disagree	N	29	16	-13
		%	10.5%	8.4%	-2.1%
in:Religion	I Don't Know	N	98	48	-50
		%	35.5%	25.3%	-10.2%
	Somewhat Agree	N	75	65	-10
		%	27.2%	34.2%	7.0%
	Stronly Agree	N	65	54	-11
		%	23.6%	28.4%	4.9%
The general campus climate is one that is welcoming and supportive of differences	Strongly Disagree	N	14	10	-4
		%	5.1%	5.3%	.2%
	Somewhat Disagree	N	38	31	-7
		%	13.8%	16.4%	2.6%
in:Education Level	I Don't Know	N	44	19	-25
		%	15.9%	10.1%	-5.9%
	Somewhat Agree	N	98	65	-33
		%	35.5%	34.4%	-1.1%
	Stronly Agree	N	82	64	-18
		%	29.7%	33.9%	4.2%
	Strongly Disagree	N	12	12	0
		%	4.3%	6.3%	2.0%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
Campus security measures currently in place are sufficient.	Somewhat Disagree	N %	54 19.4%	35 18.5%	-19 -.9%
	I Don't Know	N %	26 9.4%	25 13.2%	-1 3.9%
	Somewhat Agree	N %	117 42.1%	78 41.3%	-39 -.8%
	Strongly Agree	N %	69 24.8%	39 20.6%	-30 -4.2%
	Strongly Disagree	N %	43 15.5%	39 20.4%	-4 5.0%
	Somewhat Disagree	N %	60 21.6%	51 26.7%	-9 5.1%
I am valued as an employee of the college.	Too Early To Tell	N %	10 3.6%	1 .5%	-9 -3.1%
	No Opinion	N %	14 5.0%	6 3.1%	-8 -1.9%
	Somewhat Agree	N %	95 34.2%	57 29.8%	-38 -4.3%
	Strongly Agree	N %	56 20.1%	37 19.4%	-19 -.8%
	Strongly Disagree	N %	61 21.9%	44 23.7%	-17 1.7%
	Somewhat Disagree	N %	83 29.9%	58 31.2%	-25 1.3%
The activities that the college offers such as faculty and classified professional development are effective in creating a sense of community for employees.	Too Early To Tell	N %	12 4.3%	11 5.9%	-1 1.6%
	No Opinion	N %	37 13.3%	18 9.7%	-19 -3.6%
	Somewhat Agree	N %	67 24.1%	41 22.0%	-26 -2.1%
	Strongly Agree	N %	18 6.5%	14 7.5%	-4 1.1%
	Strongly Disagree	N %	26 9.3%	13 6.9%	-13 -2.4%
	Somewhat Disagree	N %	67 23.8%	42 22.2%	-25 -1.6%
I am adequately informed about what is going on at the college.	Too Early To Tell	N %	1 .4%	2 1.1%	1 .7%
	No Opinion	N %	14 5.0%	12 6.3%	-2 1.4%
	Somewhat Agree	N %	123 43.8%	77 40.7%	-46 -3.0%
	Strongly Agree	N %	50 17.8%	43 22.8%	-7 5.0%
	Strongly Disagree	N %	14 5.0%	11 5.8%	-3 .8%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR			
			2011	2013	Change (2013 - 2011)	
I know who my representatives are in college committees.	Somewhat Disagree	N %	36 12.9%	17 9.0%	-19 -3.9%	
	I Don't Know	N %	28 10.0%	24 12.7%	-4 2.7%	
	Somewhat Agree	N %	112 40.1%	74 39.2%	-38 -1.0%	
	Strongly Agree	N %	89 31.9%	63 33.3%	-26 1.4%	
	My representatives in governance committees adequately inform me about important college committee	Yes	N %	185 66.5%	121 65.1%	-64 -1.5%
		No	N %	93 33.5%	65 34.9%	-28 1.5%
There are processes in place for me to be involved in decision making and problem solving within my work group.	Strongly Disagree	N %	25 9.0%	28 14.9%	3 5.9%	
	Somewhat Disagree	N %	49 17.7%	40 21.3%	-9 3.6%	
	Too Early To Tell	N %	8 2.9%	4 2.1%	-4 -.8%	
	No Opinion	N %	32 11.6%	9 4.8%	-23 -6.8%	
	Somewhat Agree	N %	93 33.6%	53 28.2%	-40 -5.4%	
	Strongly Agree	N %	70 25.3%	54 28.7%	-16 3.5%	
I am adequately represented in college-wide decision making.	Strongly Disagree	N %	59 21.2%	44 23.7%	-15 2.4%	
	Somewhat Disagree	N %	64 23.0%	42 22.6%	-22 -.4%	
	Too Early to Tell	N %	15 5.4%	10 5.4%	-5 .0%	
	No Opinion	N %	32 11.5%	12 6.5%	-20 -5.1%	
	Somewhat Agree	N %	81 29.1%	51 27.4%	-30 -1.7%	
	Strongly Agree	N %	27 9.7%	27 14.5%	0 4.8%	
Cuesta is making a good effort to support practices that move towards sustainability (ecological longevity).	Strongly Disagree	N %	36 12.9%	18 9.6%	-18 -3.3%	
	Somewhat Disagree	N %	48 17.2%	29 15.5%	-19 -1.7%	
	Too Early To Tell	N %	56 20.1%	35 18.7%	-21 -1.4%	
	No Opinion	N %	64 22.9%	38 20.3%	-26 -2.6%	
	Somewhat Agree	N %	59 21.1%	48 25.7%	-11 4.5%	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

		YEAR		
		2011	2013	Change (2013 - 2011)
Cuesta encourages employees in my area to take initiative in improving practices, programs and services.	Strongly Agree	N 16 % 5.7%	N 19 % 10.2%	3 4.4%
	Strongly Disagree	N 32 % 11.5%	N 30 % 15.9%	-2 4.4%
	Somewhat Disagree	N 58 % 20.8%	N 48 % 25.4%	-10 4.6%
	Too Early To Tell	N 17 % 6.1%	N 5 % 2.6%	-12 -3.4%
	No Opinion	N 30 % 10.8%	N 11 % 5.8%	-19 -4.9%
	Somewhat Agree	N 88 % 31.5%	N 56 % 29.6%	-32 -1.9%
	Strongly Agree	N 54 % 19.4%	N 39 % 20.6%	-15 1.3%
The college is making a good effort to inform me about opportunities to improve my health and well being.	Strongly Disagree	N 13 % 4.7%	N 15 % 8.0%	2 3.3%
	Somewhat Disagree	N 48 % 17.2%	N 29 % 15.4%	-19 -1.8%
	Too Early To Tell	N 10 % 3.6%	N 5 % 2.7%	-5 -.9%
	No Opinion	N 38 % 13.6%	N 28 % 14.9%	-10 1.3%
	Somewhat Agree	N 122 % 43.7%	N 74 % 39.4%	-48 -4.4%
	Strongly Agree	N 48 % 17.2%	N 37 % 19.7%	-11 2.5%
	Strongly Disagree	N 45 % 16.1%	N 40 % 21.2%	-5 5.0%
I receive recognition for doing a good job.	Somewhat Disagree	N 57 % 20.4%	N 35 % 18.5%	-22 -1.9%
	Too Early To Tell	N 8 % 2.9%	N 1 % .5%	-7 -2.3%
	No Opinion	N 25 % 9.0%	N 11 % 5.8%	-14 -3.1%
	Somewhat Agree	N 89 % 31.9%	N 60 % 31.7%	-29 -.2%
	Strongly Agree	N 55 % 19.7%	N 42 % 22.2%	-13 2.5%
	Strongly Disagree	N 5 % 1.8%	N 12 % 6.3%	7 4.5%
	Somewhat Disagree	N 24 % 8.6%	N 20 % 10.5%	-4 1.9%
I know what is expected of me in my job.	Too Early To Tell	N 3 % 1.1%	N 2 % 1.1%	-1 .0%
	No Opinion	N 4 % 1.4%	N 3 % 1.6%	-1 .1%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
	Somewhat Agree	N	104	63	-41
		%	37.3%	33.2%	-4.1%
	Strongly Agree	N	139	90	-49
		%	49.8%	47.4%	-2.5%
My supervisor supports a team environment of collaboration, cooperation and contributing to the success of others	Strongly Disagree	N	20	30	10
		%	7.2%	16.0%	8.8%
	Somewhat Disagree	N	31	21	-10
		%	11.2%	11.2%	.0%
	To Early To Tell	N	15	10	-5
		%	5.4%	5.3%	-.1%
	No Opinion	N	24	15	-9
		%	8.7%	8.0%	-.7%
	Somewhat Agree	N	83	43	-40
		%	30.1%	23.0%	-7.1%
	Strongly Agree	N	103	68	-35
		%	37.3%	36.4%	-1.0%
My interactions with most faculty at Cuesta are:	Very Negative	N	1	3	2
		%	.4%	1.6%	1.3%
	Negative	N	14	10	-4
		%	5.2%	5.5%	.3%
	Insufficient	N	28	27	-1
		%	10.4%	14.8%	4.5%
	Not Applicable	N	11	4	-7
	%	4.1%	2.2%	-1.9%	
	Positive	N	152	90	-62
		%	56.3%	49.5%	-6.8%
	Very Positive	N	64	48	-16
		%	23.7%	26.4%	2.7%
My interactions with most classified staff at Cuesta are:	Very Negative	N	0	2	2
		%	0.0%	1.1%	1.1%
	Negative	N	5	4	-1
		%	1.9%	2.2%	.3%
	Insufficient	N	16	10	-6
		%	5.9%	5.4%	-.5%
	Not Applicable	N	8	3	-5
	%	3.0%	1.6%	-1.3%	
	Positive	N	164	113	-51
		%	60.7%	61.4%	.7%
	Very Positive	N	77	52	-25
		%	28.5%	28.3%	-.3%
My interactions with most	Very Negative	N	0	1	1
		%	0.0%	.5%	.5%
	Negative	N	1	2	1
		%	.4%	1.1%	.7%
	Insufficient	N	5	3	-2
		%	1.8%	1.6%	-.2%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR			
			2011	2013	Change (2013 - 2011)	
students at Cuesta are:	Not Applicable	N	16	9	-7	
		%	5.9%	4.9%	-1.0%	
	Positive	N	143	92	-51	
		%	52.8%	50.3%	-2.5%	
	Very Positive	N	106	76	-30	
		%	39.1%	41.5%	2.4%	
	Very Negative	N	6	9	3	
		%	2.2%	4.9%	2.7%	
	Negative	N	18	16	-2	
		%	6.6%	8.8%	2.2%	
	My interactions with most managers and administrators at Cuesta are:	Insufficient	N	57	30	-27
			%	21.0%	16.5%	-4.5%
		Not Applicable	N	11	6	-5
			%	4.0%	3.3%	-.7%
Positive		N	142	85	-57	
		%	52.2%	46.7%	-5.5%	
Very Positive		N	38	36	-2	
		%	14.0%	19.8%	5.8%	
Very Negative		N	4	3	-1	
		%	1.5%	1.6%	.2%	
Negative		N	13	14	1	
		%	4.8%	7.7%	2.9%	
Insufficient		N	25	18	-7	
		%	9.2%	9.8%	.6%	
My interactions with my immediate supervisor are:	Not Applicable	N	6	8	2	
		%	2.2%	4.4%	2.2%	
	Positive	N	113	69	-44	
		%	41.7%	37.7%	-4.0%	
	Very Positive	N	110	71	-39	
		%	40.6%	38.8%	-1.8%	
	Classified Staff	Strongly Disagree	N	7	4	-3
			%	7.1%	6.1%	-1.0%
		Somewhat Disagree	N	11	12	1
			%	11.1%	18.2%	7.1%
		I Don't Know	N	2	3	1
			%	2.0%	4.5%	2.5%
		Somewhat Agree	N	51	26	-25
			%	51.5%	39.4%	-12.1%
Strongly Agree		N	28	21	-7	
		%	28.3%	31.8%	3.5%	
Campus facilities are maintained to ensure a physically safe working environment.		Strongly Disagree	N	6	5	-1
			%	6.1%	7.6%	1.5%
		Somewhat Disagree	N	10	8	-2
			%	10.2%	12.1%	1.9%
	I Don't Know	N	17	12	-5	
		%	17.3%	18.2%	.8%	
	Cuesta takes active steps to support and promote diversity	Strongly Disagree	N	6	5	-1
			%	6.1%	7.6%	1.5%
		Somewhat Disagree	N	10	8	-2
			%	10.2%	12.1%	1.9%
		I Don't Know	N	17	12	-5
			%	17.3%	18.2%	.8%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
	Somewhat Agree	N	49	20	-29
		%	50.0%	30.3%	-19.7%
	Strongly Agree	N	16	21	5
		%	16.3%	31.8%	15.5%
The general campus climate is one that is welcoming and supportive of differences in:Race and Ethnicity	Strongly Disagree	N	4	7	3
		%	4.0%	10.6%	6.6%
	Somewhat Disagree	N	11	4	-7
		%	11.1%	6.1%	-5.1%
	I Don't Know	N	17	8	-9
		%	17.2%	12.1%	-5.1%
	Somewhat Agree	N	43	25	-18
		%	43.4%	37.9%	-5.6%
	Stronly Agree	N	24	22	-2
		%	24.2%	33.3%	9.1%
The general campus climate is one that is welcoming and supportive of differences in:Gender	Strongly Disagree	N	0	3	3
		%	0.0%	4.5%	4.5%
	Somewhat Disagree	N	11	4	-7
		%	11.1%	6.1%	-5.1%
	I Don't Know	N	15	8	-7
		%	15.2%	12.1%	-3.0%
	Somewhat Agree	N	40	25	-15
		%	40.4%	37.9%	-2.5%
	Stronly Agree	N	33	26	-7
		%	33.3%	39.4%	6.1%
The general campus climate is one that is welcoming and supportive of differences in:Disability	Strongly Disagree	N	2	3	1
		%	2.0%	4.6%	2.6%
	Somewhat Disagree	N	3	6	3
		%	3.0%	9.2%	6.2%
	I Don't Know	N	18	9	-9
		%	18.2%	13.8%	-4.3%
	Somewhat Agree	N	43	24	-19
		%	43.4%	36.9%	-6.5%
	Stronly Agree	N	33	23	-10
		%	33.3%	35.4%	2.1%
The general campus climate is one that is welcoming and supportive of differences in:Age	Strongly Disagree	N	2	4	2
		%	2.0%	6.1%	4.0%
	Somewhat Disagree	N	6	9	3
		%	6.1%	13.6%	7.6%
	I Don't Know	N	20	7	-13
		%	20.2%	10.6%	-9.6%
	Somewhat Agree	N	43	25	-18
		%	43.4%	37.9%	-5.6%
	Stronly Agree	N	28	21	-7
		%	28.3%	31.8%	3.5%
	Strongly Disagree	N	1	2	1
		%	1.0%	3.0%	2.0%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
The general campus climate is one that is welcoming and supportive of differences in:Sexual Orientation	Somewhat Disagree	N	7	2	-5
		%	7.1%	3.0%	-4.1%
	I Don't Know	N	31	12	-19
		%	31.6%	18.2%	-13.5%
	Somewhat Agree	N	33	27	-6
		%	33.7%	40.9%	7.2%
	Strongly Agree	N	26	23	-3
		%	26.5%	34.8%	8.3%
The general campus climate is one that is welcoming and supportive of differences in:Religion	Strongly Disagree	N	3	3	0
		%	3.0%	4.5%	1.5%
	Somewhat Disagree	N	10	6	-4
		%	10.1%	9.1%	-1.0%
	I Don't Know	N	41	20	-21
		%	41.4%	30.3%	-11.1%
	Somewhat Agree	N	27	20	-7
		%	27.3%	30.3%	3.0%
	Strongly Agree	N	18	17	-1
		%	18.2%	25.8%	7.6%
The general campus climate is one that is welcoming and supportive of differences in:Education Level	Strongly Disagree	N	7	7	0
		%	7.2%	10.6%	3.4%
	Somewhat Disagree	N	19	10	-9
		%	19.6%	15.2%	-4.4%
	I Don't Know	N	18	12	-6
		%	18.6%	18.2%	-.4%
	Somewhat Agree	N	34	19	-15
		%	35.1%	28.8%	-6.3%
	Strongly Agree	N	19	18	-1
		%	19.6%	27.3%	7.7%
Campus security measures currently in place are sufficient.	Strongly Disagree	N	5	6	1
		%	5.1%	9.1%	4.0%
	Somewhat Disagree	N	24	14	-10
		%	24.5%	21.2%	-3.3%
	I Don't Know	N	8	11	3
		%	8.2%	16.7%	8.5%
	Somewhat Agree	N	36	23	-13
		%	36.7%	34.8%	-1.9%
	Strongly Agree	N	25	12	-13
		%	25.5%	18.2%	-7.3%
I am valued as an employee of the college.	Strongly Disagree	N	17	14	-3
		%	17.2%	21.2%	4.0%
	Somewhat Disagree	N	22	21	-1
		%	22.2%	31.8%	9.6%
	Too Early To Tell	N	5	1	-4
		%	5.1%	1.5%	-3.5%
	No Opinion	N	5	3	-2
		%	5.1%	4.5%	-.5%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR			
			2011	2013	Change (2013 - 2011)	
	Somewhat Agree	N	35	19	-16	
		%	35.4%	28.8%	-6.6%	
	Strongly Agree	N	15	8	-7	
		%	15.2%	12.1%	-3.0%	
	The activities that the college offers such as faculty and classified professional development are effective in creating a sense of community for employees.	Strongly Disagree	N	25	15	-10
			%	25.8%	23.4%	-2.3%
		Somewhat Disagree	N	29	24	-5
			%	29.9%	37.5%	7.6%
Too Early To Tell		N	4	5	1	
		%	4.1%	7.8%	3.7%	
No Opinion		N	10	10	0	
		%	10.3%	15.6%	5.3%	
Somewhat Agree	N	22	5	-17		
	%	22.7%	7.8%	-14.9%		
Strongly Agree	N	7	5	-2		
	%	7.2%	7.8%	.6%		
I am adequately informed about what is going on at the college.	Strongly Disagree	N	14	6	-8	
		%	14.1%	9.4%	-4.8%	
	Somewhat Disagree	N	25	10	-15	
		%	25.3%	15.6%	-9.6%	
	Too Early To Tell	N	1	1	0	
		%	1.0%	1.6%	.6%	
	No Opinion	N	5	9	4	
		%	5.1%	14.1%	9.0%	
Somewhat Agree	N	43	31	-12		
	%	43.4%	48.4%	5.0%		
Strongly Agree	N	11	7	-4		
	%	11.1%	10.9%	-.2%		
I know who my representatives are in college committees.	Strongly Disagree	N	10	7	-3	
		%	10.3%	10.9%	.6%	
	Somewhat Disagree	N	21	8	-13	
		%	21.6%	12.5%	-9.1%	
	I Don't Know	N	14	17	3	
		%	14.4%	26.6%	12.1%	
	Somewhat Agree	N	37	26	-11	
		%	38.1%	40.6%	2.5%	
Strongly Agree	N	15	6	-9		
	%	15.5%	9.4%	-6.1%		
My representatives in governance committees adequately inform me about important college committee	Yes	N	47	27	-20	
		%	48.0%	42.9%	-5.1%	
	No	N	51	36	-15	
		%	52.0%	57.1%	5.1%	
	Strongly Disagree	N	10	11	1	
		%	10.4%	17.5%	7.0%	
	Somewhat Disagree	N	19	13	-6	
		%	19.8%	20.6%	.8%	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
There are processes in place for me to be involved in decision making and problem solving within my work group.	Too Early To Tell	N	2	2	0
		%	2.1%	3.2%	1.1%
	No Opinion	N	16	6	-10
		%	16.7%	9.5%	-7.1%
	Somewhat Agree	N	30	18	-12
		%	31.3%	28.6%	-2.7%
	Strongly Agree	N	19	13	-6
		%	19.8%	20.6%	.8%
I am adequately represented in college-wide decision making.	Strongly Disagree	N	24	16	-8
		%	24.7%	24.6%	-.1%
	Somewhat Disagree	N	24	18	-6
		%	24.7%	27.7%	3.0%
	Too Early to Tell	N	9	4	-5
		%	9.3%	6.2%	-3.1%
	No Opinion	N	11	11	0
		%	11.3%	16.9%	5.6%
Cuesta is making a good effort to support practices that move towards sustainability (ecological longevity).	Somewhat Agree	N	26	13	-13
		%	26.8%	20.0%	-6.8%
	Strongly Agree	N	3	3	0
		%	3.1%	4.6%	1.5%
	Strongly Disagree	N	17	11	-6
		%	17.3%	16.9%	-.4%
	Somewhat Disagree	N	13	7	-6
		%	13.3%	10.8%	-2.5%
Cuesta encourages employees in my area to take initiative in improving practices, programs and services.	Too Early To Tell	N	31	11	-20
		%	31.6%	16.9%	-14.7%
	No Opinion	N	14	16	2
		%	14.3%	24.6%	10.3%
	Somewhat Agree	N	19	13	-6
		%	19.4%	20.0%	.6%
	Strongly Agree	N	4	7	3
		%	4.1%	10.8%	6.7%
Cuesta encourages employees in my area to take initiative in improving practices, programs and services.	Strongly Disagree	N	14	14	0
		%	14.1%	21.5%	7.4%
	Somewhat Disagree	N	20	17	-3
		%	20.2%	26.2%	6.0%
	Too Early To Tell	N	10	1	-9
		%	10.1%	1.5%	-8.6%
	No Opinion	N	11	4	-7
		%	11.1%	6.2%	-5.0%
Cuesta encourages employees in my area to take initiative in improving practices, programs and services.	Somewhat Agree	N	27	19	-8
		%	27.3%	29.2%	2.0%
	Strongly Agree	N	17	10	-7
		%	17.2%	15.4%	-1.8%
	Strongly Disagree	N	10	8	-2
		%	10.2%	12.5%	2.3%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
The college is making a good effort to inform me about opportunities to improve my health and well being.	Somewhat Disagree	N	26	17	-9
		%	26.5%	26.6%	.0%
	Too Early To Tell	N	2	2	0
		%	2.0%	3.1%	1.1%
	No Opinion	N	14	8	-6
		%	14.3%	12.5%	-1.8%
	Somewhat Agree	N	36	20	-16
	%	36.7%	31.3%	-5.5%	
	Strongly Agree	N	10	9	-1
		%	10.2%	14.1%	3.9%
I receive recognition for doing a good job.	Strongly Disagree	N	17	16	-1
		%	17.3%	24.6%	7.3%
	Somewhat Disagree	N	22	13	-9
		%	22.4%	20.0%	-2.4%
	Too Early To Tell	N	5	0	-5
		%	5.1%	0.0%	-5.1%
	No Opinion	N	12	2	-10
	%	12.2%	3.1%	-9.2%	
	Somewhat Agree	N	28	23	-5
		%	28.6%	35.4%	6.8%
	Strongly Agree	N	14	11	-3
		%	14.3%	16.9%	2.6%
I know what is expected of me in my job.	Strongly Disagree	N	3	8	5
		%	3.0%	12.3%	9.3%
	Somewhat Disagree	N	12	5	-7
		%	12.1%	7.7%	-4.4%
	Too Early To Tell	N	2	2	0
		%	2.0%	3.1%	1.1%
	No Opinion	N	1	3	2
	%	1.0%	4.6%	3.6%	
	Somewhat Agree	N	41	19	-22
		%	41.4%	29.2%	-12.2%
	Strongly Agree	N	40	28	-12
		%	40.4%	43.1%	2.7%
My supervisor supports a team environment of collaboration, cooperation and contributing to the success of others	Strongly Disagree	N	10	13	3
		%	10.4%	20.3%	9.9%
	Somewhat Disagree	N	9	10	1
		%	9.4%	15.6%	6.3%
	To Early To Tell	N	4	3	-1
		%	4.2%	4.7%	.5%
	No Opinion	N	9	6	-3
	%	9.4%	9.4%	0.0%	
	Somewhat Agree	N	30	11	-19
		%	31.3%	17.2%	-14.1%
	Strongly Agree	N	34	21	-13
		%	35.4%	32.8%	-2.6%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

		YEAR		
		2011	2013	Change (2013 - 2011)
My interactions with most faculty at Cuesta are:	Very Negative	N 0	1	1
		% 0.0%	1.5%	1.5%
	Negative	N 7	4	-3
		% 7.1%	6.1%	-1.1%
	Insufficient	N 10	17	7
		% 10.2%	25.8%	15.6%
	Not Applicable	N 9	4	-5
	% 9.2%	6.1%	-3.1%	
	Positive	N 58	33	-25
		% 59.2%	50.0%	-9.2%
	Very Positive	N 14	7	-7
		% 14.3%	10.6%	-3.7%
My interactions with most classified staff at Cuesta are:	Very Negative	N 0	1	1
		% 0.0%	1.5%	1.5%
	Negative	N 4	2	-2
		% 4.0%	3.0%	-1.0%
	Insufficient	N 6	4	-2
		% 6.1%	6.1%	0.0%
	Not Applicable	N 2	1	-1
	% 2.0%	1.5%	-0.5%	
	Positive	N 64	45	-19
		% 64.6%	68.2%	3.5%
	Very Positive	N 23	13	-10
		% 23.2%	19.7%	-3.5%
My interactions with most students at Cuesta are:	Very Negative	N 0	1	1
		% 0.0%	1.5%	1.5%
	Negative	N 0	1	1
		% 0.0%	1.5%	1.5%
	Insufficient	N 4	2	-2
		% 4.0%	3.0%	-1.0%
	Not Applicable	N 10	9	-1
	% 10.1%	13.6%	3.5%	
	Positive	N 56	33	-23
		% 56.6%	50.0%	-6.6%
	Very Positive	N 29	20	-9
		% 29.3%	30.3%	1.0%
My interactions with most managers and administrators at Cuesta are:	Very Negative	N 3	2	-1
		% 3.0%	3.1%	.0%
	Negative	N 4	5	1
		% 4.0%	7.7%	3.7%
	Insufficient	N 22	17	-5
		% 22.2%	26.2%	3.9%
	Not Applicable	N 3	3	0
	% 3.0%	4.6%	1.6%	
	Positive	N 56	29	-27
		% 56.6%	44.6%	-12.0%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

		YEAR				
		2011	2013	Change (2013 - 2011)		
	Very Positive	N	11	9	-2	
		%	11.1%	13.8%	2.7%	
	Very Negative	N	2	1	-1	
		%	2.0%	1.5%	-.5%	
	Negative	N	5	8	3	
		%	5.1%	12.1%	7.1%	
	Insufficient	N	13	5	-8	
		%	13.1%	7.6%	-5.6%	
Not Applicable	N	0	1	1		
	%	0.0%	1.5%	1.5%		
Positive	N	36	31	-5		
	%	36.4%	47.0%	10.6%		
Very Positive	N	43	20	-23		
	%	43.4%	30.3%	-13.1%		
Regular Faculty	Strongly Disagree	N	4	4	0	
		%	5.7%	6.7%	1.0%	
	Somewhat Disagree	N	3	8	5	
		%	4.3%	13.3%	9.0%	
	I Don't Know	N	2	0	-2	
		%	2.9%	0.0%	-2.9%	
	Somewhat Agree	N	43	24	-19	
		%	61.4%	40.0%	-21.4%	
	Strongly Agree	N	18	24	6	
		%	25.7%	40.0%	14.3%	
	Campus facilities are maintained to ensure a physically safe working environment.	Strongly Disagree	N	4	2	-2
			%	5.7%	3.3%	-2.4%
Somewhat Disagree		N	11	7	-4	
		%	15.7%	11.7%	-4.0%	
I Don't Know		N	4	8	4	
		%	5.7%	13.3%	7.6%	
Somewhat Agree	N	33	28	-5		
	%	47.1%	46.7%	-.5%		
Strongly Agree	N	18	15	-3		
	%	25.7%	25.0%	-.7%		
Cuesta takes active steps to support and promote diversity.	Strongly Disagree	N	4	2	-2	
		%	5.7%	3.3%	-2.4%	
	Somewhat Disagree	N	15	9	-6	
		%	21.4%	15.0%	-6.4%	
	I Don't Know	N	8	7	-1	
		%	11.4%	11.7%	.2%	
Somewhat Agree	N	25	23	-2		
	%	35.7%	38.3%	2.6%		
Strongly Agree	N	18	19	1		
	%	25.7%	31.7%	6.0%		
The general campus climate is one that is welcoming and supportive of differences in: Race and Ethnicity	Strongly Disagree	N	2	2	0	
		%	2.9%	3.3%	.5%	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
The general campus climate is one that is welcoming and supportive of differences in:Gender	Somewhat Disagree	N	8	3	-5
		%	11.4%	5.0%	-6.4%
	I Don't Know	N	2	3	1
		%	2.9%	5.0%	2.1%
	Somewhat Agree	N	25	22	-3
	%	35.7%	36.7%	1.0%	
	Strongly Agree	N	33	30	-3
		%	47.1%	50.0%	2.9%
The general campus climate is one that is welcoming and supportive of differences in:Disability	Strongly Disagree	N	2	1	-1
		%	2.9%	1.7%	-1.2%
	Somewhat Disagree	N	7	5	-2
		%	10.0%	8.3%	-1.7%
	I Don't Know	N	4	2	-2
	%	5.7%	3.3%	-2.4%	
	Somewhat Agree	N	30	22	-8
		%	42.9%	36.7%	-6.2%
	Strongly Agree	N	27	30	3
		%	38.6%	50.0%	11.4%
The general campus climate is one that is welcoming and supportive of differences in:Age	Strongly Disagree	N	2	4	2
		%	2.9%	6.7%	3.8%
	Somewhat Disagree	N	5	5	0
		%	7.1%	8.3%	1.2%
	I Don't Know	N	7	3	-4
	%	10.0%	5.0%	-5.0%	
	Somewhat Agree	N	25	26	1
		%	35.7%	43.3%	7.6%
	Strongly Agree	N	31	22	-9
		%	44.3%	36.7%	-7.6%
The general campus climate is one that is welcoming and supportive of differences in:Sexual Orientation	Strongly Disagree	N	5	0	-5
		%	7.2%	0.0%	-7.2%
	Somewhat Disagree	N	10	5	-5
		%	14.5%	8.3%	-6.2%
	I Don't Know	N	12	10	-2
	%	17.4%	16.7%	-.7%	
	Somewhat Agree	N	20	18	-2
		%	29.0%	30.0%	1.0%
	Strongly Agree	N	22	27	5
		%	31.9%	45.0%	13.1%
The general campus climate is one that is welcoming and supportive of differences in:Religion	Strongly Disagree	N	4	4	0
		%	5.7%	6.7%	1.0%
	Somewhat Disagree	N	10	4	-6
		%	14.3%	6.7%	-7.6%
	I Don't Know	N	15	15	0
	%	21.4%	25.0%	3.6%	
	Somewhat Agree	N	17	20	3
		%	24.3%	33.3%	9.0%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
	Strongly Agree	N	24	17	-7
		%	34.3%	28.3%	-6.0%
	Strongly Disagree	N	3	1	-2
		%	4.3%	1.7%	-2.6%
	Somewhat Disagree	N	6	9	3
		%	8.6%	15.3%	6.7%
I Don't Know	N	7	5	-2	
	%	10.0%	8.5%	-1.5%	
The general campus climate is one that is welcoming and supportive of differences in: Education Level	Somewhat Agree	N	23	17	-6
		%	32.9%	28.8%	-4.0%
	Strongly Agree	N	31	27	-4
		%	44.3%	45.8%	1.5%
	Strongly Disagree	N	1	4	3
		%	1.4%	6.8%	5.3%
Somewhat Disagree	N	10	8	-2	
	%	14.5%	13.6%	-0.9%	
Campus security measures currently in place are sufficient.	I Don't Know	N	9	10	1
		%	13.0%	16.9%	3.9%
	Somewhat Agree	N	29	23	-6
		%	42.0%	39.0%	-3.0%
	Strongly Agree	N	20	14	-6
		%	29.0%	23.7%	-5.3%
I am valued as an employee of the college.	Strongly Disagree	N	11	11	0
		%	15.9%	18.3%	2.4%
	Somewhat Disagree	N	11	11	0
		%	15.9%	18.3%	2.4%
	Too Early To Tell	N	1	0	-1
		%	1.4%	0.0%	-1.4%
	No Opinion	N	3	1	-2
		%	4.3%	1.7%	-2.7%
Somewhat Agree	N	24	22	-2	
	%	34.8%	36.7%	1.9%	
The activities that the college offers such as faculty and classified professional development are effective in creating a sense of community for employees.	Strongly Agree	N	19	15	-4
		%	27.5%	25.0%	-2.5%
	Strongly Disagree	N	20	15	-5
		%	29.0%	26.3%	-2.7%
	Somewhat Disagree	N	20	19	-1
		%	29.0%	33.3%	4.3%
Too Early To Tell	N	2	3	1	
	%	2.9%	5.3%	2.4%	
No Opinion	N	8	2	-6	
	%	11.6%	3.5%	-8.1%	
Somewhat Agree	N	17	16	-1	
	%	24.6%	28.1%	3.4%	
Strongly Agree	N	2	2	0	
	%	2.9%	3.5%	.6%	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
I am adequately informed about what is going on at the college.	Strongly Disagree	N	7	5	-2
		%	10.0%	8.3%	-1.7%
	Somewhat Disagree	N	13	12	-1
		%	18.6%	20.0%	1.4%
	Too Early To Tell	N	0	1	1
		%	0.0%	1.7%	1.7%
	No Opinion	N	3	2	-1
		%	4.3%	3.3%	-1.0%
I know who my representatives are in college committees.	Somewhat Agree	N	34	25	-9
		%	48.6%	41.7%	-6.9%
	Strongly Agree	N	13	15	2
		%	18.6%	25.0%	6.4%
	Strongly Disagree	N	0	1	1
		%	0.0%	1.7%	1.7%
My representatives in governance committees adequately inform me about important college committee	Somewhat Disagree	N	4	1	-3
		%	5.7%	1.7%	-4.0%
	I Don't Know	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Agree	N	28	26	-2
		%	40.0%	43.3%	3.3%
There are processes in place for me to be involved in decision making and problem solving within my work group.	Strongly Agree	N	38	32	-6
		%	54.3%	53.3%	-1.0%
I am adequately represented in college-wide decision making.	Yes	N	60	46	-14
		%	85.7%	76.7%	-9.0%
There are processes in place for me to be involved in decision making and problem solving within my work group.	No	N	10	14	4
		%	14.3%	23.3%	9.0%
	Strongly Disagree	N	4	8	4
		%	5.8%	13.3%	7.5%
	Somewhat Disagree	N	9	9	0
		%	13.0%	15.0%	2.0%
	Too Early To Tell	N	2	1	-1
		%	2.9%	1.7%	-1.2%
I am adequately represented in college-wide decision making.	No Opinion	N	3	2	-1
		%	4.3%	3.3%	-1.0%
	Somewhat Agree	N	24	20	-4
		%	34.8%	33.3%	-1.4%
I am adequately represented in college-wide decision making.	Strongly Agree	N	27	20	-7
		%	39.1%	33.3%	-5.8%
	Strongly Disagree	N	10	14	4
		%	14.5%	24.1%	9.6%
	Somewhat Disagree	N	13	8	-5
	%	18.8%	13.8%	-5.0%	
I am adequately represented in college-wide decision making.	Too Early to Tell	N	2	5	3
		%	2.9%	8.6%	5.7%
	No Opinion	N	4	1	-3
	%	5.8%	1.7%	-4.1%	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
	Somewhat Agree	N	26	18	-8
		%	37.7%	31.0%	-6.6%
	Strongly Agree	N	14	12	-2
		%	20.3%	20.7%	.4%
Cuesta is making a good effort to support practices that move towards sustainability (ecological longevity).	Strongly Disagree	N	7	3	-4
		%	10.0%	5.1%	-4.9%
	Somewhat Disagree	N	17	12	-5
		%	24.3%	20.3%	-3.9%
	Too Early To Tell	N	5	15	10
		%	7.1%	25.4%	18.3%
	No Opinion	N	21	7	-14
		%	30.0%	11.9%	-18.1%
	Somewhat Agree	N	15	15	0
		%	21.4%	25.4%	4.0%
	Strongly Agree	N	5	7	2
		%	7.1%	11.9%	4.7%
Cuesta encourages employees in my area to take initiative in improving practices, programs and services.	Strongly Disagree	N	8	7	-1
		%	11.6%	11.9%	.3%
	Somewhat Disagree	N	16	15	-1
		%	23.2%	25.4%	2.2%
	Too Early To Tell	N	3	2	-1
		%	4.3%	3.4%	-1.0%
	No Opinion	N	4	3	-1
		%	5.8%	5.1%	-0.7%
	Somewhat Agree	N	24	18	-6
		%	34.8%	30.5%	-4.3%
	Strongly Agree	N	14	14	0
		%	20.3%	23.7%	3.4%
The college is making a good effort to inform me about opportunities to improve my health and well being.	Strongly Disagree	N	1	2	1
		%	1.4%	3.3%	1.9%
	Somewhat Disagree	N	9	5	-4
		%	13.0%	8.3%	-4.7%
	Too Early To Tell	N	2	1	-1
		%	2.9%	1.7%	-1.2%
	No Opinion	N	11	10	-1
		%	15.9%	16.7%	.7%
	Somewhat Agree	N	29	32	3
		%	42.0%	53.3%	11.3%
	Strongly Agree	N	17	10	-7
		%	24.6%	16.7%	-8.0%
I receive recognition for	Strongly Disagree	N	13	9	-4
		%	18.8%	15.3%	-3.6%
	Somewhat Disagree	N	13	10	-3
		%	18.8%	16.9%	-1.9%
	Too Early To Tell	N	0	0	0
	%	0.0%	0.0%	0.0%	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
doing a good job.	No Opinion	N	2	4	2
		%	2.9%	6.8%	3.9%
	Somewhat Agree	N	20	24	4
		%	29.0%	40.7%	11.7%
	Strongly Agree	N	21	12	-9
		%	30.4%	20.3%	-10.1%
	Strongly Disagree	N	1	2	1
%		1.4%	3.3%	1.9%	
Somewhat Disagree	N	4	7	3	
	%	5.7%	11.7%	6.0%	
I know what is expected of me in my job.	Too Early To Tell	N	0	0	0
		%	0.0%	0.0%	0.0%
	No Opinion	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Agree	N	20	21	1
		%	28.6%	35.0%	6.4%
	Strongly Agree	N	45	30	-15
%		64.3%	50.0%	-14.3%	
Strongly Disagree	N	3	8	5	
	%	4.3%	13.6%	9.3%	
My supervisor supports a team environment of collaboration, cooperation and contributing to the success of others	Somewhat Disagree	N	11	5	-6
		%	15.7%	8.5%	-7.2%
	To Early To Tell	N	4	1	-3
		%	5.7%	1.7%	-4.0%
	No Opinion	N	3	6	3
		%	4.3%	10.2%	5.9%
	Somewhat Agree	N	22	16	-6
%		31.4%	27.1%	-4.3%	
Strongly Agree	N	27	23	-4	
	%	38.6%	39.0%	.4%	
My interactions with most faculty at Cuesta are:	Very Negative	N	1	1	0
		%	1.5%	1.8%	.2%
	Negative	N	1	2	1
		%	1.5%	3.5%	2.0%
	Insufficient	N	3	2	-1
		%	4.6%	3.5%	-1.1%
	Not Applicable	N	0	0	0
%		0.0%	0.0%	0.0%	
Positive	N	38	30	-8	
	%	58.5%	52.6%	-5.8%	
Very Positive	N	22	22	0	
	%	33.8%	38.6%	4.8%	
Very Negative	N	0	1	1	
	%	0.0%	1.8%	1.8%	
Negative	N	1	0	-1	
	%	1.6%	0.0%	-1.6%	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
My interactions with most classified staff at Cuesta are:	Insufficient	N	3	2	-1
		%	4.7%	3.5%	-1.2%
	Not Applicable	N	0	0	0
		%	0.0%	0.0%	0.0%
	Positive	N	41	35	-6
		%	64.1%	61.4%	-2.7%
Very Positive	N	19	19	0	
	%	29.7%	33.3%	3.6%	
My interactions with most students at Cuesta are:	Very Negative	N	0	0	0
		%	0.0%	0.0%	0.0%
	Negative	N	0	0	0
		%	0.0%	0.0%	0.0%
	Insufficient	N	1	1	0
		%	1.5%	1.8%	.2%
Not Applicable	N	0	0	0	
	%	0.0%	0.0%	0.0%	
Positive	N	31	29	-2	
	%	47.7%	50.9%	3.2%	
Very Positive	N	33	27	-6	
	%	50.8%	47.4%	-3.4%	
My interactions with most managers and administrators at Cuesta are:	Very Negative	N	2	5	3
		%	3.1%	8.9%	5.9%
	Negative	N	9	8	-1
		%	13.8%	14.3%	.4%
	Insufficient	N	11	4	-7
		%	16.9%	7.1%	-9.8%
Not Applicable	N	3	1	-2	
	%	4.6%	1.8%	-2.8%	
Positive	N	30	25	-5	
	%	46.2%	44.6%	-1.5%	
Very Positive	N	10	13	3	
	%	15.4%	23.2%	7.8%	
My interactions with my immediate supervisor are:	Very Negative	N	1	1	0
		%	1.6%	1.8%	.2%
	Negative	N	4	3	-1
		%	6.3%	5.3%	-1.0%
	Insufficient	N	2	5	3
		%	3.1%	8.8%	5.6%
Not Applicable	N	4	1	-3	
	%	6.3%	1.8%	-4.5%	
Positive	N	30	22	-8	
	%	46.9%	38.6%	-8.3%	
Very Positive	N	23	25	2	
	%	35.9%	43.9%	7.9%	
Part-Time Faculty	Strongly Disagree	N	1	1	0
		%	1.7%	2.8%	1.1%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
Campus facilities are maintained to ensure a physically safe working environment.	Somewhat Disagree	N %	7 11.7%	8 22.2%	1 10.6%
	I Don't Know	N %	1 1.7%	1 2.8%	0 1.1%
	Somewhat Agree	N %	34 56.7%	14 38.9%	-20 -17.8%
	Strongly Agree	N %	17 28.3%	12 33.3%	-5 5.0%
	Strongly Disagree	N %	2 3.4%	2 5.6%	0 2.2%
Cuesta takes active steps to support and promote diversity.	Somewhat Disagree	N %	4 6.8%	3 8.3%	-1 1.6%
	I Don't Know	N %	17 28.8%	5 13.9%	-12 -14.9%
	Somewhat Agree	N %	22 37.3%	19 52.8%	-3 15.5%
	Strongly Agree	N %	14 23.7%	7 19.4%	-7 -4.3%
	Strongly Disagree	N %	1 1.7%	1 2.8%	0 1.1%
The general campus climate is one that is welcoming and supportive of differences in:Race and Ethnicity	Somewhat Disagree	N %	9 15.3%	4 11.1%	-5 -4.1%
	I Don't Know	N %	4 6.8%	1 2.8%	-3 -4.0%
	Somewhat Agree	N %	26 44.1%	16 44.4%	-10 .4%
	Strongly Agree	N %	19 32.2%	14 38.9%	-5 6.7%
	Strongly Disagree	N %	2 3.4%	2 5.6%	0 2.2%
The general campus climate is one that is welcoming and supportive of differences in:Gender	Somewhat Disagree	N %	4 6.8%	4 11.1%	0 4.3%
	I Don't Know	N %	5 8.5%	0 0.0%	-5 -8.5%
	Somewhat Agree	N %	24 40.7%	14 38.9%	-10 -1.8%
	Strongly Agree	N %	24 40.7%	16 44.4%	-8 3.8%
	Strongly Disagree	N %	2 3.4%	1 2.8%	-1 -.6%
The general campus climate is one that is welcoming and supportive of differences in:Disability	Somewhat Disagree	N %	6 10.2%	4 11.1%	-2 .9%
	I Don't Know	N %	5 8.5%	1 2.8%	-4 -5.7%
	Somewhat Agree	N %	20 33.9%	13 36.1%	-7 2.2%
	Strongly Agree	N %	17 28.3%	12 33.3%	-5 5.0%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
The general campus climate is one that is welcoming and supportive of differences in:Age	Strongly Agree	N	26	17	-9
		%	44.1%	47.2%	3.2%
	Strongly Disagree	N	3	1	-2
		%	5.1%	2.8%	-2.3%
	Somewhat Disagree	N	4	6	2
		%	6.8%	16.7%	9.9%
The general campus climate is one that is welcoming and supportive of differences in:Sexual Orientation	I Don't Know	N	6	1	-5
		%	10.2%	2.8%	-7.4%
	Somewhat Agree	N	24	16	-8
		%	40.7%	44.4%	3.8%
	Strongly Agree	N	22	12	-10
		%	37.3%	33.3%	-4.0%
The general campus climate is one that is welcoming and supportive of differences in:Religion	Strongly Disagree	N	1	0	-1
		%	1.7%	0.0%	-1.7%
	Somewhat Disagree	N	6	2	-4
		%	10.3%	5.6%	-4.8%
	I Don't Know	N	16	6	-10
		%	27.6%	16.7%	-10.9%
The general campus climate is one that is welcoming and supportive of differences in:Education Level	Somewhat Agree	N	20	15	-5
		%	34.5%	41.7%	7.2%
	Strongly Agree	N	15	13	-2
		%	25.9%	36.1%	10.2%
	Strongly Disagree	N	1	0	-1
		%	1.7%	0.0%	-1.7%
Campus security measures	Somewhat Disagree	N	4	4	0
		%	6.9%	11.1%	4.2%
	I Don't Know	N	21	7	-14
		%	36.2%	19.4%	-16.8%
	Somewhat Agree	N	20	16	-4
		%	34.5%	44.4%	10.0%
Campus security measures	Strongly Agree	N	12	9	-3
		%	20.7%	25.0%	4.3%
	Strongly Disagree	N	2	2	0
		%	3.4%	5.6%	2.1%
	Somewhat Disagree	N	3	5	2
		%	5.2%	13.9%	8.7%
Campus security measures	I Don't Know	N	11	1	-10
		%	19.0%	2.8%	-16.2%
	Somewhat Agree	N	23	17	-6
		%	39.7%	47.2%	7.6%
	Strongly Agree	N	19	11	-8
		%	32.8%	30.6%	-2.2%
Campus security measures	Strongly Disagree	N	3	2	-1
		%	5.1%	5.6%	.5%
	Somewhat Disagree	N	8	7	-1
	%	13.6%	19.4%	5.9%	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

		YEAR		
		2011	2013	Change (2013 - 2011)
Campus security measures currently in place are sufficient.	I Don't Know	N 6	2	-4
		% 10.2%	5.6%	-4.6%
	Somewhat Agree	N 30	18	-12
		% 50.8%	50.0%	-.8%
	Strongly Agree	N 12	7	-5
	% 20.3%	19.4%	-.9%	
I am valued as an employee of the college.	Strongly Disagree	N 13	9	-4
		% 22.0%	25.0%	3.0%
	Somewhat Disagree	N 12	13	1
		% 20.3%	36.1%	15.8%
	Too Early To Tell	N 2	0	-2
	% 3.4%	0.0%	-3.4%	
	No Opinion	N 2	0	-2
	% 3.4%	0.0%	-3.4%	
	Somewhat Agree	N 22	8	-14
	% 37.3%	22.2%	-15.1%	
	Strongly Agree	N 8	6	-2
	% 13.6%	16.7%	3.1%	
The activities that the college offers such as faculty and classified professional development are effective in creating a sense of community for employees.	Strongly Disagree	N 9	7	-2
		% 15.0%	19.4%	4.4%
	Somewhat Disagree	N 18	7	-11
		% 30.0%	19.4%	-10.6%
	Too Early To Tell	N 3	3	0
	% 5.0%	8.3%	3.3%	
	No Opinion	N 6	2	-4
	% 10.0%	5.6%	-4.4%	
	Somewhat Agree	N 17	11	-6
	% 28.3%	30.6%	2.2%	
	Strongly Agree	N 7	6	-1
	% 11.7%	16.7%	5.0%	
I am adequately informed about what is going on at the college.	Strongly Disagree	N 3	0	-3
		% 5.0%	0.0%	-5.0%
	Somewhat Disagree	N 13	11	-2
		% 21.7%	30.6%	8.9%
	Too Early To Tell	N 0	0	0
	% 0.0%	0.0%	0.0%	
	No Opinion	N 4	1	-3
	% 6.7%	2.8%	-3.9%	
	Somewhat Agree	N 30	12	-18
	% 50.0%	33.3%	-16.7%	
	Strongly Agree	N 10	12	2
	% 16.7%	33.3%	16.7%	
I know who my	Strongly Disagree	N 2	0	-2
		% 3.3%	0.0%	-3.3%
	Somewhat Disagree	N 7	6	-1
	% 11.7%	16.7%	5.0%	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
I know who my representatives are in college committees.	I Don't Know	N	10	4	-6
		%	16.7%	11.1%	-5.6%
	Somewhat Agree	N	26	15	-11
		%	43.3%	41.7%	-1.7%
My representatives in governance committees adequately inform me about important college committee	Strongly Agree	N	15	11	-4
		%	25.0%	30.6%	5.6%
	Yes	N	45	27	-18
		%	77.6%	79.4%	1.8%
There are processes in place for me to be involved in decision making and problem solving within my work group.	No	N	13	7	-6
		%	22.4%	20.6%	-1.8%
	Strongly Disagree	N	8	6	-2
		%	13.3%	16.7%	3.3%
I am adequately represented in college-wide decision making.	Somewhat Disagree	N	14	11	-3
		%	23.3%	30.6%	7.2%
	Too Early To Tell	N	3	0	-3
		%	5.0%	0.0%	-5.0%
Cuesta is making a good effort to support practices that move towards sustainability (ecological longevity).	No Opinion	N	7	1	-6
		%	11.7%	2.8%	-8.9%
	Somewhat Agree	N	22	8	-14
		%	36.7%	22.2%	-14.4%
I am adequately represented in college-wide decision making.	Strongly Agree	N	6	10	4
		%	10.0%	27.8%	17.8%
	Strongly Disagree	N	13	9	-4
		%	21.7%	25.7%	4.0%
Cuesta is making a good effort to support practices that move towards sustainability (ecological longevity).	Somewhat Disagree	N	19	10	-9
		%	31.7%	28.6%	-3.1%
	Too Early to Tell	N	2	0	-2
		%	3.3%	0.0%	-3.3%
Cuesta is making a good effort to support practices that move towards sustainability (ecological longevity).	No Opinion	N	9	0	-9
		%	15.0%	0.0%	-15.0%
	Somewhat Agree	N	15	10	-5
		%	25.0%	28.6%	3.6%
Cuesta is making a good effort to support practices that move towards sustainability (ecological longevity).	Strongly Agree	N	2	6	4
		%	3.3%	17.1%	13.8%
	Strongly Disagree	N	5	3	-2
		%	8.5%	8.3%	-.1%
Cuesta is making a good effort to support practices that move towards sustainability (ecological longevity).	Somewhat Disagree	N	11	6	-5
		%	18.6%	16.7%	-2.0%
	Too Early To Tell	N	11	5	-6
		%	18.6%	13.9%	-4.8%
Cuesta is making a good effort to support practices that move towards sustainability (ecological longevity).	No Opinion	N	18	12	-6
		%	30.5%	33.3%	2.8%
	Somewhat Agree	N	11	9	-2
		%	18.6%	25.0%	6.4%
Cuesta is making a good effort to support practices that move towards sustainability (ecological longevity).	Strongly Agree	N	3	1	-2
		%	5.1%	2.8%	-2.3%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
Cuesta encourages employees in my area to take initiative in improving practices, programs and services.	Strongly Disagree	N	5	4	-1
		%	8.3%	11.1%	2.8%
	Somewhat Disagree	N	12	12	0
		%	20.0%	33.3%	13.3%
	Too Early To Tell	N	3	1	-2
		%	5.0%	2.8%	-2.2%
	No Opinion	N	7	3	-4
		%	11.7%	8.3%	-3.3%
The college is making a good effort to inform me about opportunities to improve my health and well being.	Somewhat Agree	N	24	9	-15
		%	40.0%	25.0%	-15.0%
	Strongly Agree	N	9	7	-2
		%	15.0%	19.4%	4.4%
	Strongly Disagree	N	2	2	0
		%	3.3%	5.6%	2.2%
	Somewhat Disagree	N	7	5	-2
		%	11.7%	13.9%	2.2%
I receive recognition for doing a good job.	Too Early To Tell	N	4	1	-3
		%	6.7%	2.8%	-3.9%
	No Opinion	N	7	6	-1
		%	11.7%	16.7%	5.0%
	Somewhat Agree	N	29	11	-18
		%	48.3%	30.6%	-17.8%
	Strongly Agree	N	11	11	0
		%	18.3%	30.6%	12.2%
I know what is expected of me in my job.	Strongly Disagree	N	11	9	-2
		%	18.3%	25.0%	6.7%
	Somewhat Disagree	N	12	6	-6
		%	20.0%	16.7%	-3.3%
	Too Early To Tell	N	2	1	-1
		%	3.3%	2.8%	-.6%
	No Opinion	N	5	1	-4
		%	8.3%	2.8%	-5.6%
	Somewhat Agree	N	20	9	-11
		%	33.3%	25.0%	-8.3%
	Strongly Agree	N	10	10	0
		%	16.7%	27.8%	11.1%
	Strongly Disagree	N	1	1	0
		%	1.7%	2.8%	1.1%
	Somewhat Disagree	N	8	5	-3
		%	13.8%	13.9%	.1%
	Too Early To Tell	N	1	0	-1
		%	1.7%	0.0%	-1.7%
	No Opinion	N	2	0	-2
		%	3.4%	0.0%	-3.4%
	Somewhat Agree	N	18	13	-5
		%	31.0%	36.1%	5.1%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

		YEAR		
		2011	2013	Change (2013 - 2011)
My supervisor supports a team environment of collaboration, cooperation and contributing to the success of others	Strongly Agree	N 28 % 48.3%	N 17 % 47.2%	-11 -1.1%
	Strongly Disagree	N 4 % 6.8%	N 3 % 8.3%	-1 1.6%
	Somewhat Disagree	N 8 % 13.6%	N 4 % 11.1%	-4 -2.4%
	To Early To Tell	N 3 % 5.1%	N 5 % 13.9%	2 8.8%
	No Opinion	N 4 % 6.8%	N 3 % 8.3%	-1 1.6%
	Somewhat Agree	N 19 % 32.2%	N 11 % 30.6%	-8 -1.6%
	Strongly Agree	N 21 % 35.6%	N 10 % 27.8%	-11 -7.8%
	My interactions with most faculty at Cuesta are:	Very Negative	N 0 % 0.0%	N 0 % 0.0%
Negative		N 1 % 1.8%	N 2 % 6.1%	1 4.3%
Insufficient		N 8 % 14.0%	N 3 % 9.1%	-5 -4.9%
Not Applicable		N 0 % 0.0%	N 0 % 0.0%	0 0.0%
Positive		N 33 % 57.9%	N 15 % 45.5%	-18 -12.4%
Very Positive		N 15 % 26.3%	N 13 % 39.4%	-2 13.1%
My interactions with most classified staff at Cuesta are:		Very Negative	N 0 % 0.0%	N 0 % 0.0%
	Negative	N 0 % 0.0%	N 2 % 6.1%	2 6.1%
	Insufficient	N 4 % 7.1%	N 3 % 9.1%	-1 1.9%
	Not Applicable	N 3 % 5.4%	N 0 % 0.0%	-3 -5.4%
	Positive	N 30 % 53.6%	N 16 % 48.5%	-14 -5.1%
	Very Positive	N 19 % 33.9%	N 12 % 36.4%	-7 2.4%
	My interactions with most students at Cuesta are:	Very Negative	N 0 % 0.0%	N 0 % 0.0%
Negative		N 1 % 1.8%	N 1 % 3.0%	0 1.2%
Insufficient		N 0 % 0.0%	N 0 % 0.0%	0 0.0%
Not Applicable		N 0 % 0.0%	N 0 % 0.0%	0 0.0%
		N 0 % 0.0%	N 0 % 0.0%	0 0.0%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
My interactions with most managers and administrators at Cuesta are:	Positive	N	31	18	-13
		%	55.4%	54.5%	-.8%
	Very Positive	N	24	14	-10
		%	42.9%	42.4%	-.4%
	Very Negative	N	0	2	2
		%	0.0%	6.1%	6.1%
	Negative	N	4	1	-3
		%	7.0%	3.0%	-4.0%
	Insufficient	N	12	6	-6
		%	21.1%	18.2%	-2.9%
	Not Applicable	N	3	2	-1
		%	5.3%	6.1%	.8%
	Positive	N	30	14	-16
		%	52.6%	42.4%	-10.2%
Very Positive	N	8	8	0	
	%	14.0%	24.2%	10.2%	
Very Negative	N	1	0	-1	
	%	1.8%	0.0%	-1.8%	
Negative	N	1	0	-1	
	%	1.8%	0.0%	-1.8%	
Insufficient	N	4	5	1	
	%	7.0%	15.2%	8.1%	
Not Applicable	N	0	3	3	
	%	0.0%	9.1%	9.1%	
Positive	N	28	11	-17	
	%	49.1%	33.3%	-15.8%	
Very Positive	N	23	14	-9	
	%	40.4%	42.4%	2.1%	
NonCredit Faculty	Strongly Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
	I Don't Know	N	1	0	-1
		%	100.0%	0.0%	-100.0%
	Somewhat Agree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Strongly Agree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Strongly Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
I Don't Know	N	0	0	0	
	%	0.0%	0.0%	0.0%	
Somewhat Agree	N	1	0	-1	
	%	100.0%	0.0%	-100.0%	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
The general campus climate is one that is welcoming and supportive of differences in:Race and Ethnicity	Strongly Agree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Strongly Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
The general campus climate is one that is welcoming and supportive of differences in:Gender	I Don't Know	N	1	0	-1
		%	100.0%	0.0%	-100.0%
	Somewhat Agree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Strongly Agree	N	0	0	0
		%	0.0%	0.0%	0.0%
The general campus climate is one that is welcoming and supportive of differences in:Disability	Strongly Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
	I Don't Know	N	1	0	-1
		%	100.0%	0.0%	-100.0%
The general campus climate is one that is welcoming and supportive of differences in:Age	Somewhat Agree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Strongly Agree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Strongly Disagree	N	1	0	-1
		%	100.0%	0.0%	-100.0%
The general campus climate is one that is welcoming and supportive of differences in:Age	Somewhat Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
	I Don't Know	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Agree	N	0	0	0
		%	0.0%	0.0%	0.0%
The general campus climate	Strongly Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Disagree	N	0	0	0
	%	0.0%	0.0%	0.0%	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
is one that is welcoming and supportive of differences in:Sexual Orientation	I Don't Know	N	1	0	-1
		%	100.0%	0.0%	-100.0%
	Somewhat Agree	N	0	0	0
		%	0.0%	0.0%	0.0%
The general campus climate is one that is welcoming and supportive of differences in:Religion	Strongly Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
The general campus climate is one that is welcoming and supportive of differences in:Education Level	I Don't Know	N	1	0	-1
		%	100.0%	0.0%	-100.0%
	Somewhat Agree	N	0	0	0
		%	0.0%	0.0%	0.0%
Campus security measures currently in place are sufficient.	Strongly Agree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
I am valued as an employee of the college.	I Don't Know	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Agree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Strongly Agree	N	1	0	-1
		%	100.0%	0.0%	-100.0%
	Strongly Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Disagree	N	1	0	-1
		%	100.0%	0.0%	-100.0%
	Too Early To Tell	N	0	0	0
		%	0.0%	0.0%	0.0%
	No Opinion	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Agree	N	0	0	0
		%	0.0%	0.0%	0.0%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

		YEAR		
		2011	2013	Change (2013 - 2011)
The activities that the college offers such as faculty and classified professional development are effective in creating a sense of community for employees.	Strongly Agree	N 0	N 0	N 0
		% 0.0%	% 0.0%	% 0.0%
	Strongly Disagree	N 0	N 0	N 0
		% 0.0%	% 0.0%	% 0.0%
	Somewhat Disagree	N 0	N 0	N 0
		% 0.0%	% 0.0%	% 0.0%
	Too Early To Tell	N 0	N 0	N 0
		% 0.0%	% 0.0%	% 0.0%
I am adequately informed about what is going on at the college.	No Opinion	N 1	N 0	N -1
		% 100.0%	% 0.0%	% -100.0%
	Somewhat Agree	N 0	N 0	N 0
		% 0.0%	% 0.0%	% 0.0%
	Strongly Agree	N 0	N 0	N 0
		% 0.0%	% 0.0%	% 0.0%
	Strongly Disagree	N 0	N 0	N 0
		% 0.0%	% 0.0%	% 0.0%
I know who my representatives are in college committees.	Somewhat Disagree	N 0	N 0	N 0
		% 0.0%	% 0.0%	% 0.0%
	I Don't Know	N 1	N 0	N -1
		% 100.0%	% 0.0%	% -100.0%
	Somewhat Agree	N 0	N 0	N 0
		% 0.0%	% 0.0%	% 0.0%
	Strongly Agree	N 0	N 0	N 0
		% 0.0%	% 0.0%	% 0.0%
My representatives in governance committees adequately inform me about important college committee	Yes	N 0	N 0	N 0
		% 0.0%	% 0.0%	% 0.0%
	No	N 1	N 0	N -1
		% 100.0%	% 0.0%	% -100.0%
There are processes in place for me to be involved in decision making and	Strongly Disagree	N 0	N 0	N 0
		% 0.0%	% 0.0%	% 0.0%
	Somewhat Disagree	N 0	N 0	N 0
		% 0.0%	% 0.0%	% 0.0%
	Too Early To Tell	N 0	N 0	N 0
	% 0.0%	% 0.0%	% 0.0%	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
Decision making and problem solving within my work group.	No Opinion	N	1	0	-1
		%	100.0%	0.0%	-100.0%
	Somewhat Agree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Strongly Agree	N	0	0	0
		%	0.0%	0.0%	0.0%
I am adequately represented in college-wide decision making.	Strongly Disagree	N	1	0	-1
		%	100.0%	0.0%	-100.0%
	Somewhat Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Too Early to Tell	N	0	0	0
		%	0.0%	0.0%	0.0%
No Opinion	N	0	0	0	
	%	0.0%	0.0%	0.0%	
Cuesta is making a good effort to support practices that move towards sustainability (ecological longevity).	Somewhat Agree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Strongly Agree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Strongly Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
Somewhat Disagree	N	1	0	-1	
	%	100.0%	0.0%	-100.0%	
Cuesta encourages employees in my area to take initiative in improving practices, programs and services.	Too Early To Tell	N	0	0	0
		%	0.0%	0.0%	0.0%
	No Opinion	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Agree	N	0	0	0
		%	0.0%	0.0%	0.0%
Strongly Agree	N	0	0	0	
	%	0.0%	0.0%	0.0%	
The college is making a good effort to support practices that move towards sustainability (ecological longevity).	Strongly Disagree	N	1	0	-1
		%	100.0%	0.0%	-100.0%
	Somewhat Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Too Early To Tell	N	0	0	0
		%	0.0%	0.0%	0.0%
No Opinion	N	0	0	0	
	%	0.0%	0.0%	0.0%	
Somewhat Agree	N	0	0	0	
	%	0.0%	0.0%	0.0%	
Strongly Agree	N	0	0	0	
	%	0.0%	0.0%	0.0%	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
The college is making a good effort to inform me about opportunities to improve my health and well being.	Too Early To Tell	N	0	0	0
		%	0.0%	0.0%	0.0%
	No Opinion	N	1	0	-1
		%	100.0%	0.0%	-100.0%
	Somewhat Agree	N	0	0	0
		%	0.0%	0.0%	0.0%
I receive recognition for doing a good job.	Strongly Agree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Strongly Disagree	N	1	0	-1
		%	100.0%	0.0%	-100.0%
	Somewhat Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
I know what is expected of me in my job.	Too Early To Tell	N	0	0	0
		%	0.0%	0.0%	0.0%
	No Opinion	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Agree	N	0	0	0
		%	0.0%	0.0%	0.0%
My supervisor supports a team environment of collaboration, cooperation and contributing to the success of others	Strongly Agree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
	To Early To Tell	N	0	0	0
		%	0.0%	0.0%	0.0%
Very Negative	No Opinion	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Agree	N	1	0	-1
		%	100.0%	0.0%	-100.0%
	Strongly Agree	N	0	0	0
		%	0.0%	0.0%	0.0%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
My interactions with most faculty at Cuesta are:	Negative	N	0	0	0
		%	0.0%	0.0%	0.0%
	Insufficient	N	0	0	0
		%	0.0%	0.0%	0.0%
	Not Applicable	N	0	0	0
		%	0.0%	0.0%	0.0%
Positive	N	0	0	0	
	%	0.0%	0.0%	0.0%	
Very Positive	N	0	0	0	
	%	0.0%	0.0%	0.0%	
My interactions with most classified staff at Cuesta are:	Very Negative	N	0	0	0
		%	0.0%	0.0%	0.0%
	Negative	N	0	0	0
		%	0.0%	0.0%	0.0%
	Insufficient	N	0	0	0
		%	0.0%	0.0%	0.0%
Not Applicable	N	1	0	-1	
	%	100.0%	0.0%	-100.0%	
Positive	N	0	0	0	
	%	0.0%	0.0%	0.0%	
Very Positive	N	0	0	0	
	%	0.0%	0.0%	0.0%	
My interactions with most students at Cuesta are:	Very Negative	N	0	0	0
		%	0.0%	0.0%	0.0%
	Negative	N	0	0	0
		%	0.0%	0.0%	0.0%
	Insufficient	N	0	0	0
		%	0.0%	0.0%	0.0%
Not Applicable	N	1	0	-1	
	%	100.0%	0.0%	-100.0%	
Positive	N	0	0	0	
	%	0.0%	0.0%	0.0%	
Very Positive	N	0	0	0	
	%	0.0%	0.0%	0.0%	
My interactions with most managers and administrators at Cuesta are:	Very Negative	N	0	0	0
		%	0.0%	0.0%	0.0%
	Negative	N	0	0	0
		%	0.0%	0.0%	0.0%
	Insufficient	N	0	0	0
		%	0.0%	0.0%	0.0%
Not Applicable	N	1	0	-1	
	%	100.0%	0.0%	-100.0%	
Positive	N	0	0	0	
	%	0.0%	0.0%	0.0%	
Very Positive	N	0	0	0	
	%	0.0%	0.0%	0.0%	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR			
			2011	2013	Change (2013 - 2011)	
My interactions with my immediate supervisor are:	Very Negative	N	0	0	0	
		%	0.0%	0.0%	0.0%	
	Negative	N	0	0	0	
		%	0.0%	0.0%	0.0%	
	Insufficient	N	0	0	0	
		%	0.0%	0.0%	0.0%	
	Not Applicable	N	0	0	0	
	%	0.0%	0.0%	0.0%		
	Positive	N	1	0	-1	
		%	100.0%	0.0%	-100.0%	
	Very Positive	N	0	0	0	
		%	0.0%	0.0%	0.0%	
Management/Supervisory/Confidential	Strongly Disagree	N	0	0	0	
		%	0.0%	0.0%	0.0%	
	Somewhat Disagree	N	3	1	-2	
		%	10.7%	5.3%	-5.5%	
	I Don't Know	N	0	0	0	
		%	0.0%	0.0%	0.0%	
	Somewhat Agree	N	11	10	-1	
		%	39.3%	52.6%	13.3%	
	Strongly Agree	N	14	8	-6	
		%	50.0%	42.1%	-7.9%	
	Campus facilities are maintained to ensure a physically safe working environment.	Strongly Disagree	N	0	0	0
			%	0.0%	0.0%	0.0%
Somewhat Disagree		N	1	3	2	
		%	3.6%	15.8%	12.2%	
I Don't Know		N	3	0	-3	
		%	10.7%	0.0%	-10.7%	
Somewhat Agree		N	14	13	-1	
		%	50.0%	68.4%	18.4%	
Strongly Agree		N	10	3	-7	
		%	35.7%	15.8%	-19.9%	
Cuesta takes active steps to support and promote diversity.		Strongly Disagree	N	0	1	1
			%	0.0%	5.3%	5.3%
	Somewhat Disagree	N	2	3	1	
		%	7.1%	15.8%	8.6%	
	I Don't Know	N	3	1	-2	
		%	10.7%	5.3%	-5.5%	
	Somewhat Agree	N	11	9	-2	
		%	39.3%	47.4%	8.1%	
	Strongly Agree	N	12	5	-7	
		%	42.9%	26.3%	-16.5%	
	The general campus climate is one that is welcoming and supportive of differences in:Race and Ethnicity	Strongly Disagree	N	0	0	0
			%	0.0%	0.0%	0.0%
Somewhat Disagree		N	0	2	2	
		%	0.0%	10.5%	10.5%	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
is one that is welcoming and supportive of differences in:Gender	I Don't Know	N	3	0	-3
		%	10.7%	0.0%	-10.7%
	Somewhat Agree	N	10	8	-2
		%	35.7%	42.1%	6.4%
	Strongly Agree	N	15	9	-6
	%	53.6%	47.4%	-6.2%	
The general campus climate is one that is welcoming and supportive of differences in:Disability	Strongly Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Disagree	N	1	0	-1
		%	3.6%	0.0%	-3.6%
	I Don't Know	N	6	1	-5
	%	21.4%	5.3%	-16.2%	
	Somewhat Agree	N	6	11	5
	%	21.4%	57.9%	36.5%	
	Strongly Agree	N	15	7	-8
	%	53.6%	36.8%	-16.7%	
The general campus climate is one that is welcoming and supportive of differences in:Age	Strongly Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Disagree	N	1	2	1
		%	3.6%	10.5%	7.0%
	I Don't Know	N	5	1	-4
	%	17.9%	5.3%	-12.6%	
	Somewhat Agree	N	9	8	-1
	%	32.1%	42.1%	10.0%	
	Strongly Agree	N	13	8	-5
	%	46.4%	42.1%	-4.3%	
The general campus climate is one that is welcoming and supportive of differences in:Sexual Orientation	Strongly Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Disagree	N	0	1	1
		%	0.0%	5.3%	5.3%
	I Don't Know	N	5	0	-5
	%	17.9%	0.0%	-17.9%	
	Somewhat Agree	N	10	10	0
	%	35.7%	52.6%	16.9%	
	Strongly Agree	N	13	8	-5
	%	46.4%	42.1%	-4.3%	
The general campus climate is one that is welcoming and supportive of differences in:Religion	Strongly Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Disagree	N	3	1	-2
		%	10.7%	5.3%	-5.5%
	I Don't Know	N	10	3	-7
	%	35.7%	15.8%	-19.9%	
	Somewhat Agree	N	4	7	3
	%	14.3%	36.8%	22.6%	
	Strongly Agree	N	11	8	-3
	%	39.3%	42.1%	2.8%	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
The general campus climate is one that is welcoming and supportive of differences in: Education Level	Strongly Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Disagree	N	3	3	0
		%	10.7%	15.8%	5.1%
	I Don't Know	N	7	1	-6
		%	25.0%	5.3%	-19.7%
	Somewhat Agree	N	10	10	0
		%	35.7%	52.6%	16.9%
	Strongly Agree	N	8	5	-3
		%	28.6%	26.3%	-2.3%
Campus security measures currently in place are sufficient.	Strongly Disagree	N	2	0	-2
		%	7.1%	0.0%	-7.1%
	Somewhat Disagree	N	6	4	-2
		%	21.4%	22.2%	.8%
	I Don't Know	N	1	0	-1
		%	3.6%	0.0%	-3.6%
	Somewhat Agree	N	11	9	-2
		%	39.3%	50.0%	10.7%
	Strongly Agree	N	8	5	-3
		%	28.6%	27.8%	-.8%
I am valued as an employee of the college.	Strongly Disagree	N	0	1	1
		%	0.0%	5.3%	5.3%
	Somewhat Disagree	N	5	4	-1
		%	18.5%	21.1%	2.5%
	Too Early To Tell	N	1	0	-1
		%	3.7%	0.0%	-3.7%
	No Opinion	N	3	2	-1
	%	11.1%	10.5%	-.6%	
	Somewhat Agree	N	7	5	-2
		%	25.9%	26.3%	.4%
	Strongly Agree	N	11	7	-4
		%	40.7%	36.8%	-3.9%
The activities that the college offers such as faculty and classified professional development are effective in creating a sense of community for employees.	Strongly Disagree	N	2	6	4
		%	7.1%	31.6%	24.4%
	Somewhat Disagree	N	11	5	-6
		%	39.3%	26.3%	-13.0%
	Too Early To Tell	N	3	0	-3
		%	10.7%	0.0%	-10.7%
	No Opinion	N	3	2	-1
	%	10.7%	10.5%	-.2%	
	Somewhat Agree	N	7	5	-2
		%	25.0%	26.3%	1.3%
	Strongly Agree	N	2	1	-1
		%	7.1%	5.3%	-1.9%
	Strongly Disagree	N	2	1	-1
		%	7.1%	5.3%	-1.9%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
I am adequately informed about what is going on at the college.	Somewhat Disagree	N	9	5	-4
		%	32.1%	26.3%	-5.8%
	Too Early To Tell	N	0	0	0
		%	0.0%	0.0%	0.0%
	No Opinion	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Agree	N	6	6	0
	%	21.4%	31.6%	10.2%	
	Strongly Agree	N	11	7	-4
		%	39.3%	36.8%	-2.4%
I know who my representatives are in college committees.	Strongly Disagree	N	0	1	1
		%	0.0%	5.3%	5.3%
	Somewhat Disagree	N	1	1	0
		%	3.6%	5.3%	1.7%
	I Don't Know	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Agree	N	11	6	-5
		%	39.3%	31.6%	-7.7%
	Strongly Agree	N	16	11	-5
		%	57.1%	57.9%	.8%
My representatives in governance committees adequately inform me about important college committee	Yes	N	21	15	-6
		%	75.0%	78.9%	3.9%
	No	N	7	4	-3
		%	25.0%	21.1%	-3.9%
There are processes in place for me to be involved in decision making and problem solving within my work group.	Strongly Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Disagree	N	3	4	1
		%	10.7%	21.1%	10.3%
	Too Early To Tell	N	0	0	0
		%	0.0%	0.0%	0.0%
	No Opinion	N	2	0	-2
	%	7.1%	0.0%	-7.1%	
	Somewhat Agree	N	10	5	-5
		%	35.7%	26.3%	-9.4%
	Strongly Agree	N	13	10	-3
		%	46.4%	52.6%	6.2%
I am adequately represented in college-wide decision making.	Strongly Disagree	N	4	1	-3
		%	14.3%	5.3%	-9.0%
	Somewhat Disagree	N	4	3	-1
		%	14.3%	15.8%	1.5%
	Too Early to Tell	N	1	1	0
		%	3.6%	5.3%	1.7%
	No Opinion	N	5	0	-5
	%	17.9%	0.0%	-17.9%	
	Somewhat Agree	N	8	8	0
		%	28.6%	42.1%	13.5%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

		YEAR		
		2011	2013	Change (2013 - 2011)
Cuesta is making a good effort to support practices that move towards sustainability (ecological longevity).	Strongly Agree	N 6	6	0
		% 21.4%	31.6%	10.2%
	Strongly Disagree	N 2	0	-2
		% 7.1%	0.0%	-7.1%
	Somewhat Disagree	N 4	2	-2
		% 14.3%	10.5%	-3.8%
	Too Early To Tell	N 5	4	-1
		% 17.9%	21.1%	3.2%
Cuesta encourages employees in my area to take initiative in improving practices, programs and services.	No Opinion	N 4	1	-3
		% 14.3%	5.3%	-9.0%
	Somewhat Agree	N 9	8	-1
		% 32.1%	42.1%	10.0%
	Strongly Agree	N 4	4	0
		% 14.3%	21.1%	6.8%
	Strongly Disagree	N 1	2	1
		% 3.6%	10.5%	7.0%
The college is making a good effort to inform me about opportunities to improve my health and well being.	Somewhat Disagree	N 5	2	-3
		% 17.9%	10.5%	-7.3%
	Too Early To Tell	N 1	0	-1
		% 3.6%	0.0%	-3.6%
	No Opinion	N 3	1	-2
		% 10.7%	5.3%	-5.5%
	Somewhat Agree	N 8	8	0
		% 28.6%	42.1%	13.5%
I receive recognition for doing a good job.	Strongly Agree	N 10	6	-4
		% 35.7%	31.6%	-4.1%
	Strongly Disagree	N 0	1	1
		% 0.0%	5.6%	5.6%
	Somewhat Disagree	N 3	2	-1
		% 10.7%	11.1%	.4%
	Too Early To Tell	N 1	1	0
		% 3.6%	5.6%	2.0%
	No Opinion	N 3	2	-1
		% 10.7%	11.1%	.4%
	Somewhat Agree	N 15	6	-9
		% 53.6%	33.3%	-20.2%
	Strongly Agree	N 6	6	0
		% 21.4%	33.3%	11.9%
	Strongly Disagree	N 0	1	1
		% 0.0%	5.3%	5.3%
	Somewhat Disagree	N 5	5	0
		% 17.9%	26.3%	8.5%
	Too Early To Tell	N 1	0	-1
		% 3.6%	0.0%	-3.6%
	No Opinion	N 3	3	0
		% 10.7%	15.8%	5.1%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
	Somewhat Agree	N	11	2	-9
		%	39.3%	10.5%	-28.8%
	Strongly Agree	N	8	8	0
		%	28.6%	42.1%	13.5%
I know what is expected of me in my job.	Strongly Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Disagree	N	0	1	1
		%	0.0%	5.3%	5.3%
	Too Early To Tell	N	0	0	0
		%	0.0%	0.0%	0.0%
	No Opinion	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Agree	N	16	5	-11
		%	57.1%	26.3%	-30.8%
	Strongly Agree	N	12	13	1
		%	42.9%	68.4%	25.6%
My supervisor supports a team environment of collaboration, cooperation and contributing to the success of others	Strongly Disagree	N	0	2	2
		%	0.0%	10.5%	10.5%
	Somewhat Disagree	N	0	1	1
		%	0.0%	5.3%	5.3%
	To Early To Tell	N	3	1	-2
		%	10.7%	5.3%	-5.5%
	No Opinion	N	4	0	-4
		%	14.3%	0.0%	-14.3%
	Somewhat Agree	N	5	4	-1
		%	17.9%	21.1%	3.2%
	Strongly Agree	N	16	11	-5
		%	57.1%	57.9%	.8%
My interactions with most faculty at Cuesta are:	Very Negative	N	0	0	0
		%	0.0%	0.0%	0.0%
	Negative	N	2	1	-1
		%	7.1%	6.3%	-9.9%
	Insufficient	N	3	3	0
		%	10.7%	18.8%	8.0%
	Not Applicable	N	1	0	-1
		%	3.6%	0.0%	-3.6%
	Positive	N	15	8	-7
		%	53.6%	50.0%	-3.6%
	Very Positive	N	7	4	-3
		%	25.0%	25.0%	0.0%
My interactions with most classified staff at Cuesta	Very Negative	N	0	0	0
		%	0.0%	0.0%	0.0%
	Negative	N	0	0	0
		%	0.0%	0.0%	0.0%
	Insufficient	N	2	0	-2
		%	7.1%	0.0%	-7.1%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR			
			2011	2013	Change (2013 - 2011)	
Classified staff at Cuesta are:	Not Applicable	N	0	0	0	
		%	0.0%	0.0%	0.0%	
	Positive	N	16	13	-3	
		%	57.1%	72.2%	15.1%	
	Very Positive	N	10	5	-5	
		%	35.7%	27.8%	-7.9%	
	Very Negative	N	0	0	0	
		%	0.0%	0.0%	0.0%	
	Negative	N	0	0	0	
		%	0.0%	0.0%	0.0%	
	Insufficient	N	0	0	0	
		%	0.0%	0.0%	0.0%	
	My interactions with most students at Cuesta are:	Not Applicable	N	4	0	-4
			%	14.3%	0.0%	-14.3%
		Positive	N	10	9	-1
%			35.7%	50.0%	14.3%	
Very Positive	N	14	9	-5		
	%	50.0%	50.0%	0.0%		
Very Negative	N	0	0	0		
	%	0.0%	0.0%	0.0%		
Negative	N	0	1	1		
	%	0.0%	5.6%	5.6%		
My interactions with most managers and administrators at Cuesta are:	Insufficient	N	3	0	-3	
		%	10.7%	0.0%	-10.7%	
	Not Applicable	N	0	0	0	
		%	0.0%	0.0%	0.0%	
Positive	N	17	13	-4		
	%	60.7%	72.2%	11.5%		
Very Positive	N	8	4	-4		
	%	28.6%	22.2%	-6.3%		
Very Negative	N	0	0	0		
	%	0.0%	0.0%	0.0%		
Negative	N	0	2	2		
	%	0.0%	11.1%	11.1%		
My interactions with my immediate supervisor are:	Insufficient	N	3	1	-2	
		%	10.7%	5.6%	-5.2%	
	Not Applicable	N	1	2	1	
		%	3.6%	11.1%	7.5%	
Positive	N	10	3	-7		
	%	35.7%	16.7%	-19.0%		
Very Positive	N	14	10	-4		
	%	50.0%	55.6%	5.6%		
Unknown	Strongly Disagree	N	1	0	-1	
		%	4.3%	0.0%	-4.3%	
	Somewhat Disagree	N	2	1	-1	
Campus facilities are	Disagree	N	2	1	-1	
		%	8.7%	10.0%	1.3%	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
maintained to ensure a physically safe working environment.	I Don't Know	N	2	2	0
		%	8.7%	20.0%	11.3%
	Somewhat Agree	N	12	3	-9
		%	52.2%	30.0%	-22.2%
	Strongly Agree	N	6	4	-2
%		26.1%	40.0%	13.9%	
Cuesta takes active steps to support and promote diversity.	Strongly Disagree	N	2	0	-2
		%	8.7%	0.0%	-8.7%
	Somewhat Disagree	N	2	1	-1
		%	8.7%	10.0%	1.3%
	I Don't Know	N	4	1	-3
		%	17.4%	10.0%	-7.4%
	Somewhat Agree	N	11	5	-6
%		47.8%	50.0%	2.2%	
Strongly Agree	N	4	3	-1	
	%	17.4%	30.0%	12.6%	
The general campus climate is one that is welcoming and supportive of differences in:Race and Ethnicity	Strongly Disagree	N	2	0	-2
		%	9.1%	0.0%	-9.1%
	Somewhat Disagree	N	4	1	-3
		%	18.2%	11.1%	-7.1%
	I Don't Know	N	4	1	-3
		%	18.2%	11.1%	-7.1%
	Somewhat Agree	N	9	3	-6
%		40.9%	33.3%	-7.6%	
Strongly Agree	N	3	4	1	
	%	13.6%	44.4%	30.8%	
The general campus climate is one that is welcoming and supportive of differences in:Gender	Strongly Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Disagree	N	2	1	-1
		%	9.1%	11.1%	2.0%
	I Don't Know	N	3	1	-2
		%	13.6%	11.1%	-2.5%
	Somewhat Agree	N	13	5	-8
%		59.1%	55.6%	-3.5%	
Strongly Agree	N	4	2	-2	
	%	18.2%	22.2%	4.0%	
The general campus climate is one that is welcoming and supportive of differences in:Disability	Strongly Disagree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Somewhat Disagree	N	3	1	-2
		%	13.6%	11.1%	-2.5%
	I Don't Know	N	6	1	-5
		%	27.3%	11.1%	-16.2%
	Somewhat Agree	N	7	5	-2
%		31.8%	55.6%	23.7%	
Strongly Agree	N	6	2	-4	
	%	27.3%	22.2%	-5.1%	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
The general campus climate is one that is welcoming and supportive of differences in:Age	Strongly Disagree	N	2	0	-2
		%	9.1%	0.0%	-9.1%
	Somewhat Disagree	N	3	2	-1
		%	13.6%	22.2%	8.6%
	I Don't Know	N	3	0	-3
		%	13.6%	0.0%	-13.6%
The general campus climate is one that is welcoming and supportive of differences in:Sexual Orientation	Somewhat Agree	N	12	4	-8
		%	54.5%	44.4%	-10.1%
	Strongly Agree	N	2	3	1
		%	9.1%	33.3%	24.2%
	Strongly Disagree	N	1	0	-1
		%	4.5%	0.0%	-4.5%
The general campus climate is one that is welcoming and supportive of differences in:Religion	Somewhat Disagree	N	3	1	-2
		%	13.6%	11.1%	-2.5%
	I Don't Know	N	9	2	-7
		%	40.9%	22.2%	-18.7%
	Somewhat Agree	N	5	4	-1
		%	22.7%	44.4%	21.7%
The general campus climate is one that is welcoming and supportive of differences in:Education Level	Strongly Agree	N	4	2	-2
		%	18.2%	22.2%	4.0%
	Strongly Disagree	N	1	0	-1
		%	5.0%	0.0%	-5.0%
	Somewhat Disagree	N	2	1	-1
		%	10.0%	11.1%	1.1%
The general campus climate is one that is welcoming and supportive of differences in:Education Level	I Don't Know	N	10	3	-7
		%	50.0%	33.3%	-16.7%
	Somewhat Agree	N	7	2	-5
		%	35.0%	22.2%	-12.8%
	Strongly Agree	N	0	3	3
		%	0.0%	33.3%	33.3%
Campus security measures currently in place are sufficient	Strongly Disagree	N	1	0	-1
		%	4.5%	0.0%	-4.5%
	Somewhat Disagree	N	7	4	-3
		%	31.8%	44.4%	12.6%
	I Don't Know	N	1	0	-1
		%	4.5%	0.0%	-4.5%
Campus security measures currently in place are sufficient	Somewhat Agree	N	8	2	-6
		%	36.4%	22.2%	-14.1%
	Strongly Agree	N	5	3	-2
		%	22.7%	33.3%	10.6%
Campus security measures currently in place are sufficient	Strongly Disagree	N	1	0	-1
		%	4.3%	0.0%	-4.3%
	Somewhat Disagree	N	6	2	-4
		%	26.1%	20.0%	-6.1%
Campus security measures currently in place are sufficient	I Don't Know	N	2	2	0
		%	8.7%	20.0%	11.3%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
I am valued as an employee of the college.	Somewhat Agree	N	11	5	-6
		%	47.8%	50.0%	2.2%
	Strongly Agree	N	3	1	-2
		%	13.0%	10.0%	-3.0%
	Strongly Disagree	N	2	4	2
		%	8.7%	40.0%	31.3%
	Somewhat Disagree	N	9	2	-7
		%	39.1%	20.0%	-19.1%
	Too Early To Tell	N	1	0	-1
		%	4.3%	0.0%	-4.3%
The activities that the college offers such as faculty and classified professional development are effective in creating a sense of community for employees.	No Opinion	N	1	0	-1
		%	4.3%	0.0%	-4.3%
	Somewhat Agree	N	7	3	-4
		%	30.4%	30.0%	-4.4%
	Strongly Agree	N	3	1	-2
		%	13.0%	10.0%	-3.0%
	Strongly Disagree	N	5	1	-4
		%	21.7%	10.0%	-11.7%
	Somewhat Disagree	N	5	3	-2
		%	21.7%	30.0%	8.3%
I am adequately informed about what is going on at the college.	Too Early To Tell	N	0	0	0
		%	0.0%	0.0%	0.0%
	No Opinion	N	9	2	-7
		%	39.1%	20.0%	-19.1%
	Somewhat Agree	N	4	4	0
		%	17.4%	40.0%	22.6%
	Strongly Agree	N	0	0	0
		%	0.0%	0.0%	0.0%
	Strongly Disagree	N	0	1	1
		%	0.0%	10.0%	10.0%
I know who my representatives are in college committees	Somewhat Disagree	N	7	4	-3
		%	30.4%	40.0%	9.6%
	Too Early To Tell	N	0	0	0
		%	0.0%	0.0%	0.0%
	No Opinion	N	1	0	-1
		%	4.3%	0.0%	-4.3%
	Somewhat Agree	N	10	3	-7
		%	43.5%	30.0%	-13.5%
	Strongly Agree	N	5	2	-3
		%	21.7%	20.0%	-1.7%
	Strongly Disagree	N	2	2	0
		%	8.7%	20.0%	11.3%
	Somewhat Disagree	N	3	1	-2
		%	13.0%	10.0%	-3.0%
	I Don't Know	N	3	3	0
	%	13.0%	30.0%	17.0%	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
College committees	Somewhat Agree	N %	10 43.5%	1 10.0%	-9 -33.5%
	Strongly Agree	N %	5 21.7%	3 30.0%	-2 8.3%
My representatives in governance committees adequately inform me about important college committee	Yes	N %	12 52.2%	6 60.0%	-6 7.8%
	No	N %	11 47.8%	4 40.0%	-7 -7.8%
There are processes in place for me to be involved in decision making and problem solving within my work group.	Strongly Disagree	N %	3 13.0%	3 30.0%	0 17.0%
	Somewhat Disagree	N %	4 17.4%	3 30.0%	-1 12.6%
	Too Early To Tell	N %	1 4.3%	1 10.0%	0 5.7%
	No Opinion	N %	3 13.0%	0 0.0%	-3 -13.0%
	Somewhat Agree	N %	7 30.4%	2 20.0%	-5 -10.4%
	Strongly Agree	N %	5 21.7%	1 10.0%	-4 -11.7%
	I am adequately represented in college-wide decision making.	Strongly Disagree	N %	7 30.4%	4 44.4%
	Somewhat Disagree	N %	4 17.4%	3 33.3%	-1 15.9%
	Too Early to Tell	N %	1 4.3%	0 0.0%	-1 -4.3%
	No Opinion	N %	3 13.0%	0 0.0%	-3 -13.0%
	Somewhat Agree	N %	6 26.1%	2 22.2%	-4 -3.9%
	Strongly Agree	N %	2 8.7%	0 0.0%	-2 -8.7%
Cuesta is making a good effort to support practices that move towards sustainability (ecological longevity).	Strongly Disagree	N %	5 21.7%	1 12.5%	-4 -9.2%
	Somewhat Disagree	N %	2 8.7%	2 25.0%	0 16.3%
	Too Early To Tell	N %	4 17.4%	0 0.0%	-4 -17.4%
	No Opinion	N %	7 30.4%	2 25.0%	-5 -5.4%
	Somewhat Agree	N %	5 21.7%	3 37.5%	-2 15.8%
	Strongly Agree	N %	0 0.0%	0 0.0%	0 0.0%
		Strongly Disagree	N %	3 13.6%	3 30.0%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
Cuesta encourages employees in my area to take initiative in improving practices, programs and services.	Somewhat Disagree	N	5	2	-3
		%	22.7%	20.0%	-2.7%
	Too Early To Tell	N	0	1	1
		%	0.0%	10.0%	10.0%
	No Opinion	N	5	0	-5
		%	22.7%	0.0%	-22.7%
	Somewhat Agree	N	5	2	-3
	%	22.7%	20.0%	-2.7%	
	Strongly Agree	N	4	2	-2
		%	18.2%	20.0%	1.8%
The college is making a good effort to inform me about opportunities to improve my health and well being.	Strongly Disagree	N	0	2	2
		%	0.0%	20.0%	20.0%
	Somewhat Disagree	N	3	0	-3
		%	13.0%	0.0%	-13.0%
	Too Early To Tell	N	1	0	-1
		%	4.3%	0.0%	-4.3%
	No Opinion	N	2	2	0
	%	8.7%	20.0%	11.3%	
	Somewhat Agree	N	13	5	-8
		%	56.5%	50.0%	-6.5%
	Strongly Agree	N	4	1	-3
		%	17.4%	10.0%	-7.4%
I receive recognition for doing a good job.	Strongly Disagree	N	3	5	2
		%	13.0%	50.0%	37.0%
	Somewhat Disagree	N	5	1	-4
		%	21.7%	10.0%	-11.7%
	Too Early To Tell	N	0	0	0
		%	0.0%	0.0%	0.0%
	No Opinion	N	3	1	-2
	%	13.0%	10.0%	-3.0%	
	Somewhat Agree	N	10	2	-8
		%	43.5%	20.0%	-23.5%
	Strongly Agree	N	2	1	-1
		%	8.7%	10.0%	1.3%
I know what is expected of me in my job.	Strongly Disagree	N	0	1	1
		%	0.0%	10.0%	10.0%
	Somewhat Disagree	N	0	2	2
		%	0.0%	20.0%	20.0%
	Too Early To Tell	N	0	0	0
		%	0.0%	0.0%	0.0%
	No Opinion	N	1	0	-1
	%	4.3%	0.0%	-4.3%	
	Somewhat Agree	N	9	5	-4
		%	39.1%	50.0%	10.9%
	Strongly Agree	N	13	2	-11
		%	56.5%	20.0%	-36.5%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
My supervisor supports a team environment of collaboration, cooperation and contributing to the success of others	Strongly Disagree	N	3	4	1
		%	13.6%	44.4%	30.8%
	Somewhat Disagree	N	3	1	-2
		%	13.6%	11.1%	-2.5%
	To Early To Tell	N	1	0	-1
		%	4.5%	0.0%	-4.5%
	No Opinion	N	4	0	-4
		%	18.2%	0.0%	-18.2%
	Somewhat Agree	N	6	1	-5
		%	27.3%	11.1%	-16.2%
	Strongly Agree	N	5	3	-2
		%	22.7%	33.3%	10.6%
My interactions with most faculty at Cuesta are:	Very Negative	N	0	1	1
		%	0.0%	10.0%	10.0%
	Negative	N	3	1	-2
		%	13.6%	10.0%	-3.6%
	Insufficient	N	4	2	-2
		%	18.2%	20.0%	1.8%
	Not Applicable	N	1	0	-1
	%	4.5%	0.0%	-4.5%	
	Positive	N	8	4	-4
		%	36.4%	40.0%	3.6%
	Very Positive	N	6	2	-4
		%	27.3%	20.0%	-7.3%
My interactions with most classified staff at Cuesta are:	Very Negative	N	0	0	0
		%	0.0%	0.0%	0.0%
	Negative	N	0	0	0
		%	0.0%	0.0%	0.0%
	Insufficient	N	1	1	0
		%	4.5%	10.0%	5.5%
	Not Applicable	N	2	2	0
	%	9.1%	20.0%	10.9%	
	Positive	N	13	4	-9
		%	59.1%	40.0%	-19.1%
	Very Positive	N	6	3	-3
		%	27.3%	30.0%	2.7%
My interactions with most students at Cuesta are:	Very Negative	N	0	0	0
		%	0.0%	0.0%	0.0%
	Negative	N	0	0	0
		%	0.0%	0.0%	0.0%
	Insufficient	N	0	0	0
		%	0.0%	0.0%	0.0%
	Not Applicable	N	1	0	-1
	%	4.5%	0.0%	-4.5%	
	Positive	N	15	3	-12
		%	68.2%	33.3%	-34.8%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

FREQUENCIES BY EMPLOYEE CATEGORY

		YEAR		
		2011	2013	Change (2013 - 2011)
My interactions with most managers and administrators at Cuesta are:	Very Positive	N 6	6	0
		% 27.3%	66.7%	39.4%
	Very Negative	N 1	0	-1
		% 4.5%	0.0%	-4.5%
	Negative	N 1	1	0
		% 4.5%	10.0%	5.5%
	Insufficient	N 9	3	-6
		% 40.9%	30.0%	-10.9%
	Not Applicable	N 1	0	-1
		% 4.5%	0.0%	-4.5%
My interactions with my immediate supervisor are:	Positive	N 9	4	-5
		% 40.9%	40.0%	-9%
	Very Positive	N 1	2	1
		% 4.5%	20.0%	15.5%
	Very Negative	N 0	1	1
		% 0.0%	11.1%	11.1%
	Negative	N 3	1	-2
		% 13.6%	11.1%	-2.5%
	Insufficient	N 3	2	-1
		% 13.6%	22.2%	8.6%
Not Applicable	N 1	1	0	
	% 4.5%	11.1%	6.6%	
Positive	N 8	2	-6	
	% 36.4%	22.2%	-14.1%	
Very Positive	N 7	2	-5	
	% 31.8%	22.2%	-9.6%	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

CRITICAL FACTORS FOR CONTINUING BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
OVERALL	Appropriate Compensation	N	188	129	-59
		%	72.0%	71.3%	-.8%
	Employee Benefits	N	171	110	-61
		%	65.5%	60.8%	-4.7%
	Cost of Living	N	114	82	-32
		%	43.7%	45.3%	1.6%
	STRS/PERS Retirement	N	144	89	-55
		%	55.2%	49.2%	-6.0%
	I Plan To Retire	N	35	30	-5
		%	13.4%	16.6%	3.2%
	Distance of Commute	N	55	30	-25
		%	21.1%	16.6%	-4.5%
	Relationship With Supervisor	N	106	66	-40
		%	40.6%	36.5%	-4.1%
Work Load	N	104	75	-29	
	%	39.8%	41.4%	1.6%	
Working Conditions	N	142	95	-47	
	%	54.4%	52.5%	-1.9%	
Possibility of Upward Mobility	N	75	45	-30	
	%	28.7%	24.9%	-3.9%	
Other, please specify	N	62	33	-29	
	%	23.8%	18.2%	-5.5%	
Classified Staff	Appropriate Compensation	N	71	44	-27
		%	71.7%	68.8%	-3.0%
	Employee Benefits	N	76	46	-30
		%	76.8%	71.9%	-4.9%
	Cost of Living	N	53	31	-22
		%	53.5%	48.4%	-5.1%
	STRS/PERS Retirement	N	59	36	-23
		%	59.6%	56.3%	-3.3%
	I Plan To Retire	N	19	19	0
		%	19.2%	29.7%	10.5%
	Distance of Commute	N	28	19	-9
		%	28.3%	29.7%	1.4%
	Relationship With Supervisor	N	53	27	-26
		%	53.5%	42.2%	-11.3%
Work Load	N	31	25	-6	
	%	31.3%	39.1%	7.7%	
Working Conditions	N	55	35	-20	
	%	55.6%	54.7%	-.9%	
Possibility of Upward Mobility	N	34	24	-10	
	%	34.3%	37.5%	3.2%	
Other, please specify	N	20	14	-6	
	%	20.2%	21.9%	1.7%	
	Appropriate Compensation	N	52	45	-7
		%	74.3%	77.6%	3.3%

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

CRITICAL FACTORS FOR CONTINUING BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
Regular Faculty	Employee Benefits	N	52	38	-14
		%	74.3%	65.5%	-8.8%
	Cost of Living	N	30	32	2
		%	42.9%	55.2%	12.3%
	STRS/PERS Retirement	N	50	34	-16
		%	71.4%	58.6%	-12.8%
	I Plan To Retire	N	9	5	-4
		%	12.9%	8.6%	-4.2%
	Distance of Commute	N	9	6	-3
		%	12.9%	10.3%	-2.5%
	Relationship With Supervisor	N	20	24	4
		%	28.6%	41.4%	12.8%
	Work Load	N	34	28	-6
	%	48.6%	48.3%	-.3%	
Working Conditions	N	42	36	-6	
	%	60.0%	62.1%	2.1%	
Possibility of Upward Mobility	N	6	5	-1	
	%	8.6%	8.6%	.0%	
Other, please specify	N	17	7	-10	
	%	24.3%	12.1%	-12.2%	
Part-Time Faculty	Appropriate Compensation	N	39	23	-16
		%	66.1%	63.9%	-2.2%
	Employee Benefits	N	24	14	-10
		%	40.7%	38.9%	-1.8%
	Cost of Living	N	16	12	-4
		%	27.1%	33.3%	6.2%
	STRS/PERS Retirement	N	18	12	-6
		%	30.5%	33.3%	2.8%
	I Plan To Retire	N	1	3	2
		%	1.7%	8.3%	6.6%
	Distance of Commute	N	12	4	-8
		%	20.3%	11.1%	-9.2%
	Relationship With Supervisor	N	16	7	-9
	%	27.1%	19.4%	-7.7%	
Work Load	N	27	17	-10	
	%	45.8%	47.2%	1.5%	
Working Conditions	N	28	18	-10	
	%	47.5%	50.0%	2.5%	
Possibility of Upward Mobility	N	22	11	-11	
	%	37.3%	30.6%	-6.7%	
Other, please specify	N	18	9	-9	
	%	30.5%	25.0%	-5.5%	
	Appropriate Compensation	N	1	0	-1
		%	100.0%	0.0%	-100.0%
	Employee Benefits	N	1	0	-1
	%	100.0%	0.0%	-100.0%	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

CRITICAL FACTORS FOR CONTINUING BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
NonCredit Faculty	Cost of Living	N	1	0	-1
		%	100.0%	0.0%	-100.0%
	STRS/PERS Retirement	N	0	0	0
		%	0.0%	0.0%	0.0%
	I Plan To Retire	N	0	0	0
		%	0.0%	0.0%	0.0%
	Distance of Commute	N	0	0	0
		%	0.0%	0.0%	0.0%
	Relationship With Supervisor	N	0	0	0
		%	0.0%	0.0%	0.0%
	Work Load	N	1	0	-1
		%	100.0%	0.0%	-100.0%
Working Conditions	N	0	0	0	
	%	0.0%	0.0%	0.0%	
Possibility of Upward Mobility	N	1	0	-1	
	%	100.0%	0.0%	-100.0%	
Other, please specify	N	0	0	0	
	%	0.0%	0.0%	0.0%	
Management/Supervisory/Confidential	Appropriate Compensation	N	21	12	-9
		%	77.8%	66.7%	-11.1%
	Employee Benefits	N	14	9	-5
		%	51.9%	50.0%	-1.9%
	Cost of Living	N	11	4	-7
		%	40.7%	22.2%	-18.5%
	STRS/PERS Retirement	N	14	5	-9
		%	51.9%	27.8%	-24.1%
	I Plan To Retire	N	5	2	-3
		%	18.5%	11.1%	-7.4%
	Distance of Commute	N	5	1	-4
		%	18.5%	5.6%	-13.0%
Relationship With Supervisor	N	16	7	-9	
	%	59.3%	38.9%	-20.4%	
Work Load	N	11	5	-6	
	%	40.7%	27.8%	-13.0%	
Working Conditions	N	15	5	-10	
	%	55.6%	27.8%	-27.8%	
Possibility of Upward Mobility	N	10	4	-6	
	%	37.0%	22.2%	-14.8%	
Other, please specify	N	5	3	-2	
	%	18.5%	16.7%	-1.9%	
	Appropriate Compensation	N	4	5	1
		%	80.0%	100.0%	20.0%
	Employee Benefits	N	4	3	-1
		%	80.0%	60.0%	-20.0%
Cost of Living	N	3	3	0	
	%	60.0%	60.0%	0.0%	

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

CRITICAL FACTORS FOR CONTINUING BY EMPLOYEE CATEGORY

			YEAR		
			2011	2013	Change (2013 - 2011)
Unknown	STRS/PERS Retirement	N	3	2	-1
		%	60.0%	40.0%	-20.0%
	I Plan To Retire	N	1	1	0
		%	20.0%	20.0%	0.0%
	Distance of Commute	N	1	0	-1
		%	20.0%	0.0%	-20.0%
	Relationship With Supervisor	N	1	1	0
		%	20.0%	20.0%	0.0%
	Work Load	N	0	0	0
		%	0.0%	0.0%	0.0%
Working Conditions	N	2	1	-1	
	%	40.0%	20.0%	-20.0%	
Possibility of Upward Mobility	N	2	1	-1	
	%	40.0%	20.0%	-20.0%	
Other, please specify	N	2	0	-2	
	%	40.0%	0.0%	-40.0%	

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If you had to do it all over again, would you choose to work for Cuesta?

			YEAR		
			2011	2013	Change (2013 - 2011)
OVERALL	Yes	N	181	125	-56
		%	69.1%	67.2%	-1.9%
	No	N	30	20	-10
		%	11.5%	10.8%	-.7%
	Too Soon To Tell	N	11	8	-3
		%	4.2%	4.3%	.1%
	Undecided	N	40	33	-7
		%	15.3%	17.7%	2.5%
Classified Staff	Yes	N	71	39	-32
		%	72.4%	59.1%	-13.4%
	No	N	10	10	0
		%	10.2%	15.2%	4.9%
	Too Soon To Tell	N	4	2	-2
		%	4.1%	3.0%	-1.1%
	Undecided	N	13	15	2
		%	13.3%	22.7%	9.5%
Regular Faculty	Yes	N	49	41	-8
		%	70.0%	69.5%	-.5%
	No	N	12	4	-8
		%	17.1%	6.8%	-10.4%
	Too Soon To Tell	N	0	5	5
		%	0.0%	8.5%	8.5%
	Undecided	N	9	9	0
		%	12.9%	15.3%	2.4%
Part-Time Faculty	Yes	N	39	25	-14
		%	65.0%	69.4%	4.4%
	No	N	5	2	-3
		%	8.3%	5.6%	-2.8%
	Too Soon To Tell	N	4	1	-3
		%	6.7%	2.8%	-3.9%
	Undecided	N	12	8	-4
		%	20.0%	22.2%	2.2%
NonCredit Faculty	Yes	N	1	0	-1
		%	100.0%	0.0%	-100.0%
	No	N	0	0	0
		%	0.0%	0.0%	0.0%
	Too Soon To Tell	N	0	0	0
		%	0.0%	0.0%	0.0%
	Undecided	N	0	0	0
		%	0.0%	0.0%	0.0%
Management/Supervisory/Confidential	Yes	N	19	17	-2
		%	67.9%	89.5%	21.6%
	No	N	3	1	-2
		%	10.7%	5.3%	-5.5%
	Too Soon To Tell	N	2	0	-2
		%	7.1%	0.0%	-7.1%

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If you had to do it all over again, would you choose to work for Cuesta?

			YEAR		
			2011	2013	Change (2013 - 2011)
	Undecided	N	4	1	-3
		%	14.3%	5.3%	-9.0%
Unknown	Yes	N	2	3	1
		%	40.0%	50.0%	10.0%
	No	N	0	3	3
		%	0.0%	50.0%	50.0%
	Too Soon To Tell	N	1	0	-1
		%	20.0%	0.0%	-20.0%
	Undecided	N	2	0	-2
		%	40.0%	0.0%	-40.0%

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QUALITATIVE RESPONSES TO 2013 JOB SATISFACTION SURVEY

Classified
What does your supervisor do that makes your work more enjoyable?^a
Acknowledges work well done and provides encouragement when needed, has genuine concern for my well-being.
Allow me to take my breaks.
Allows a schedule that works for me and the dept. Supported a work station evaluation. Trusts me to get the job done.
Allows flexibility in scheduling within human resources guidelines. Allows purchases of needed inventory.
Allows me to be involved in deciding what projects I will work on.
Allows me to work independently.
Allows us to work off site.
collaborative
Communicates with good intentions and good humor.
Do you mean actually hear positive feedback????
Does not micro-manage so I feel that I am valued for my abilities but can approach my supervisor when the need arises for direction or resolution of an issue.
Easy going.
Encourages and allows me time to complete my duties. Doesn't micromanage.
Expresses gratitude for the work I do. Has a pleasant, respectful demeanor.
Friendly, supportive
gives me the tools to complete the tasks. lets me do my work by trusting me. Allows me the freedom to work independently, yet still be a team member.
He doesnt look over my shoulder or smother me when he gives me a task.
He has a positive attitude and although he has high standards/expectations, he maintains a sense of humor.
He is a ood listener
I feel they are flexible with the demands of my presence at certain campuses on certain days and encourages me to get the training I feel I need. They also are assertive and direct in a way I have never seen before but it is a good quality to have as a supervisor.
I have 2 supervisors. Currently, they both recognize my value withing the department and the committment I bring. They are both dedicated to Cuesta themselves and are the type of individual I enjoy working with/for, not micro managers, positive and appreciative. This isn't nor has it always been the case. Previous managers had too much time on their own hands. That coupled with lack of confidence made them difficulty to work with. They were too busy being petty and covering their lack of invovlment. Now, it is much better to work for 2 people who are all about getting it done and recognizing those who contribute to the team.
keep out of the way
leads with professionalism and promotes a quiet, focused, work environment
Lets me do my work and voice my opinion.
My supervisor checks in with the employees to see how our tasks are progressing and always asks what else can be done to make our tasks easier.
My supervisor does not micro manage or interfere with my daily job duties. We have an open dialogue about job priorities and I'm able to take the initiative and accomplish what needs to be done for the college to continue running.
My supervisor is capable of listening to the employees as well as directing.
My supervisor is excellent. A true believer in collaboration and simultaneously allows for autonomy where appropriate. I feel my supervisor trusts me to perform well.

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QUALITATIVE RESPONSES TO 2013 JOB SATISFACTION SURVEY

My supervisors both lack the adequate knowledge to manage me on a consistent and efficient basis. Very unstructured, confusing and inefficient work environment which is highly reflected on student customer service complaints.
No comment
Not much.
nothing
Nothing
Nothing.
Nothing. I rarely have contact with my Supervisor.
One of them does nothing. One of them buys flowers each month.
Our office environment is professional but casual, and everyone is respectful, with a good sense of humor.
Really tries to meet my needs in the workplace.
She is easy to get along with. She is understanding, smart and does her own good work. She is reliable.
She provides opportunities for us to gather over lunch events. She allows for professional development opportunities.
She respects me. This is paramount to me as my last job was seriously lacking in this area and caused very low morale. She seems to value the work I produce and trusts my ability to get the job done. She is not a micro-manager. She holds weekly department meetings and bi-weekly meetings with just me. I feel supported, respected and valued.
Smiles and Listens.
supportive
Tries to support me when he/she can.
Tries to understand what I do.
Trust and communication
When he smiles
What does your supervisor do that helps you to be more successful?^a
Allows me to attend external events that directly impact my work.
Allows us to work off site to avoid interruption.
Always asks if there is anything that they can help me with or to understand better.
Attend conferences, shares emails regarding updates to policies (i.e. Chancellor's Office).
Both keep me in the loop about information and expectations. They also share the credit when things are accomplished.
Cannot honestly say that either does anything to be more successful.
Contact as needed, true conversations about strategies for success.
Does not micro manage!
doesn't expect me to do the two jobs entirely now
Encourages and supports the attending of professional development conferences.
encourages me to do find better ways to do things more efficiently. Allows me to explore options to improve my processes.
Gives me the tools I need but needs to communicate more often.
He does trust my judgement and the way I handle my workload
He is supportive of my intellectual and professional pursuits.
He supports my decisions.
I cannot think of one thing (even after suggestions have been provided). No follow up.
I feel that I am more successful due to the weekly department meetings and bi-weekly meetings. During these meetings I can touch base with colleagues, brainstorm, ask questions, seek support and generally feel like part of a team. She is also very responsive and is quick to give advice that I can easily put to use in order to continue working on projects.

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QUALITATIVE RESPONSES TO 2013 JOB SATISFACTION SURVEY

In their opinion they think they are trying to help my success which does not always translate into reality, but I appreciate that attitude.
Informs and discusses any issues and ideas that arise.
It is not beneath her to take on many of my duties in order for me to complete another task.
keep out of the way
leads with professionalism and promotes a quiet, focused, work environment
My supervisor gives me the tools and resources I need to be successful.
My supervisor is extremely supportive and makes himself readily available for conferences, consultations.
My supervisor listens to suggestions and feed back (both good and bad). He work with me and co workers to work thru any issues we might be having . He supports integration of ideas and practices
My supervisor works to effectively manage the limited resources allocated by the college. She also works to organize other work groups so that the systems run smoothly and we avoid serious error or downtime.
Not much.
Not much.
Not sure....
nothing
Nothing
Nothing comes to mind!! I worked on getting my AA while working in my area (on my own time, I did not take work time off to do this). I later found out I could have received Professional Development increases on my salary but was never told, let alone encouraged to do this. I find this very sad working in an educational setting and furthering my education with many classes, business and computer, that helped in my work environment but was never explained that I could have received this until it was too late. I worked on my AA for 8 years between working here and being a single mom and never got the opportunity to receive my professional growth money.
Nothing.
Provides direction and guidance when needed.
Provides training. Is available. Is approachable. Likes her job. Is competent at leadership.
See number 18
She gives me feedback, asks for my feedback, and is appreciative of the work I do.
She is supportive and takes the time to meet with me whenever needed.
She is very clear on the expectations on projects and my job in general. She is open to general discussion and opinions surrounding projects. She holds regular meetings with our team and department.
She lets me get the training I need by attending conferences and staying updated with educational codes and regulations which I appreciate so much.
some oppourtunities to attend conferences
Supports and encourages.
supports ideas
Trust
When he trains or takes time to update you on things you might have missed.
I would like my supervisor to begin doing:^a
1.Evaluations. 2.Maintain some consistency with regard to how employees are overseen, ie., hours of ""wellness"" per day for some while others have to cover for them. Lack of oversight/accountability with regard to work schedules and time off. The District currently is ""gifting"" hundreds of hours per month to the chosen few.
Accountability of other team members who abuse the wellness program. Seems like a excessive amount of time. No equality for employees that are out doing there job.

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QUALITATIVE RESPONSES TO 2013 JOB SATISFACTION SURVEY

All is well.
Allow for extra work to be done via comp time. Right now it has to be in an extreme crunch situation. It's hard to ask for when the environment seems calm, but sometime a few extra hours would benefit my job greatly.
Answering email in a more timely manner.
Be more positive. Encourage staff to further themselves. Build a team environment. Keep staff on task instead of spending work time doing personal business.
Caring more about the employees & be empathetic to their struggles.
closed work hours for the office (like 2pm-5pm Friday closed door policy)--in an effort to produce a strong end to the week's work.
Communicate, be more fair with everyone, eliminate preferential treatment to ""friends"" Eliminate the elitist attitude and behavior
Communicating
Communicating clearly. Letting me know his daily schedule so I can stop saying, ""I don't know"" when asked if he's in, when will he return, etc.. Give me SOME pats on the back for doing what I consider is a good job.
Communication effectively
Find better offices for our area. We have 5 people all in one small office. It is very loud and does not provide a quiet private working environment.
her vacations and weekends. she works too much. she needs some stress management training.
Hiring employees to cover the needed areas at the needed times and employees that are capable of the completing the tasks required for the job efficiently
Hold staff meetings, evaluate staff, provide working budget, deal with personnel issues, coordinate strategic planning meetings.
Just one thing - I am new to my position and would like to have some time spent on an orientation of the department/college via PowerPoint.
Leading
Make more assertive decisions. Put student-athletes health and safety as the priority. Not allow staff/faculty to bend/break CCCAA bylaws.
Meet regulraly maybe monthly and clarify roles and responsibilities to avoid misunderstandings
more of their job
More personal recognition would be helpful.
n/a
n/a - My supervisor is amazing.
N/A keep up the good work.
None
nothing
Nothing, my supervisor does a fantastic job!
Offer to train me to do some of her duties as a back up for her when she is absent.
one on one visits with each of us on where we would like to see ourselves in the next five years and what we do as our jobs and what we would like to learn more of.
Regular meetings with each area of the unit; learn how to write and spell! Communicate much better verbally one-on-one and in meetings - it has become extremely difficult for staff to have effective communication with this particular manager
resign.
retiring
shorter meetings
Start listening more carefully when someone is speaking.
Take a class on management 101.
taking a leadership role in the department
They are already both AWESOME!
To go to bat for her employees when it comes to pay alignment and bringing some employees up to full-time.

QUALITATIVE RESPONSES TO 2013 JOB SATISFACTION SURVEY

work on a schedule that is realistic for one person doing a job for many people
Zero tolerance for those who want to complain & waste time.
I would like my supervisor to stop doing:^a
All is well.
Being argumentative.
claiming others writing and ideas as her own; this is professionally unethical; being a ""yes man"" for the VP, instead of being a strong advocate for her staff; sending out poorly written emails that are very often misconstrued and at times offensive to the staff
coming here
don't interrupt when someone is trying to get a message across let person finish what he/she says.
giving in to every little thing the administration says
Gossiping, being negative and talk bad about co-workers
He panics. He is inconsistent, leaving those who report to him to guess what he wants at any particular moment. He is prone to outbursts including screaming and personal attacks. He is afraid of taking responsibility for anything, always trying to push that responsibility onto others. He micro manages, to the point he is the greatest impediment to getting work done in our department. Nearly everyone who has left the department, in the last 10 years, has stated he was a major, or the sole factor in their decision to leave, yet he is still here, and it looks like he is being groomed for promotion.
Hiring employees that do not have availability to work in the the needed time slots
Ignoring staff issues.
Ignoring the fact that our office is not appropriate for our work tasks.
My supervisor is doing an amazing job.
n/a
n/a - My supervisor is amazing.
no comment
no comment.
None
Not communication
Not going to bat for us.
Not including/communicating entire department when an opportunity arises for medical training/certifications. Not holding staff/faculty responsible for wrong/improper procedures.
Not taking action to resolve important issues
nothing
Nothing, my supervisor does a fantastic job!
Pushing people around.
Stop spending time with people who will waste his/her time w/drama.
stop waiting for someone to ""step up"" to take on a task--just assign it so everyone can get on with their jobs!
Talking and discussing other peoples business with co-workers basically breaking confidentiality.
Talking down to me and others, treating people unfairly, allowing certain people no accountability and freedom to break rules and not follow deadlines while targeting others.
Telling me, ""I don't care how you do it, just get it done"" when budget issues come up.
The work of staff assigned to him rather than confronting a problem and dealing with it as outlined in our contractual agreement.
They are already both AWESOME!

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QUALITATIVE RESPONSES TO 2013 JOB SATISFACTION SURVEY

working all the time. stressing.
I recommend that these classes be added for professional development for employees: ^a
Allow employees to take classes for free.
any, for classified
As a person who has only been employed by Cuesta for 1.5 years, I have never been made aware of how to access professional development funds from the committee. I made a comment about this to someone who is on the Professional Development committee and was told, well ""everybody knows"". I didn't. This should be a part of new employee orientation or the committee should send out a yearly or semesterly notice. As far as classes...I'm not even sure what is being offered currently? I do know that ALLof the employee wellness activites take place on SLO campus, and NCC is not included. It is impractical to think we would be able to take 4 hours off to come to SLO for an activity. It would be great to at least have ONE comparable activity on NCC. Class topic Suggestions: Public speaking/presentation skills stress managment skills--since our workloads have been affected Managing people
Current and effective management methods for Supervisory staff.
Data workshops--understanding data collection, dissagregation, use in education, etc. I would like the amazing people in Institutional Research to lead these professional development workshops.
Dealinf with change
don't know.
Ferpa, excel (advanced), power point (advanced)
Hospitality classes for student and short term help. Boundarie line courses for workers and economy classes on our upcoming economy. Also on health and welness campus wide to where we do events that gets everyone involved each department.
how do we get the raises that faculty and administration receive!
How to be more professional in the workplace.
How to move upward in this institution. Many classified staff are over educated, yet under under employed
I cannot answer this question because I do not know what might be available
I recommend release time to attend classes for professional developement, for interaction between departments with clear support from the District that professional developement is a goal.
I strongly recommend a class in how to be confidential on this campus. The entire campus as a whole fails at this one miserably. Especially though who should do it.
More in depth computer classes.
More than classes being offered, the problem in across campus is supervisors letting and or encouraging staff to attend.
My comment is not about my supervisor or staff in my area, is it about staff and supervisors in other areas on campus. Leadership, decision making and taking responsibility are lacking in key departments on campus (HR, Fiscal, Payroll, Scheduling). Classes to teach and improve staff and managers leadership and initiative might be helpful. It might also help if adequate resources where applied to key positions to improve the quality of individuals in those positions.
My days are so full and I love being busy. If ever I could manage to work in release time to finish my degree, that would be so wonderful!
n/a
no comment (i have already suggested professional development opportunities for staff nurmerous times, with no follow up)
no comment.
None
nothing
Outlook management/e-mail management How to sussfully find information on myCuesta and the Cuesta College page.
Professional development oppourtunities for support staff do not exist. I have no recommendations.

QUALITATIVE RESPONSES TO 2013 JOB SATISFACTION SURVEY

Professionalism and Ethics in the Workplace
proper and professional communication practices (verbally and in writing); professional demeanor in the workplace
Proper protocol and differences for medical services/public safety for activity classes and intercollegiate sport classes.
Quickbooks and other software programs. Also, exercise classes could be added to improve overall employee health and morale.
stress management. we are all over worked and stressed. getting on peoples nerves. tension is high.
Telephone answering, proper phone ettiquite. Writing professional emails.
There is a huge need for cultural awarness and customer services. All students deserve to be trated with respect regardless or race , sexual orientation etc.... I have never worked at a place where customer service is so bad.
Unknown. Every department has different needs. I feel there may need to be a Professional Development fund and an application process so employees can ask for specific training with justification of need.
Other, please specify^a
cost of health insurance and plan benefits
Enjoy my work
I'll stay at Cuesta as long as I feel appreciated and I'll as long as they'll have me. If the cost of living continues to climb, it may be necessary to seek another place to live.
inappropriate hiring procedures
Intellectual stimuli and ethical practices
Lack of proper evening studetn services to be fair to students.
My coworkers
My work is flexible with the time/school needs of my children.
no other jobs locally
nothing will make me stay at Cuesta College.
Relationship with faculty/classified coaches.
supervisor is lax in setting proper procedures, working conditions include bickering staff members adn staff who shirk their responsibilities adn the supervisor does nothing about it. Staff being hostile to each other and the supervisor doing nothing about it, calling it a personality conflict
too much us and them between faculty/admin and classified
Without upward mobility I will be forced to leave
Please share any additional feedback you would like regarding your overall job satisfaction.^a
Although I have been with Cuesta a short amount of time, I am extremely happy in my position and look forward to the years to come working at Cuesta.
being forced to belong to our useless union at \$40 per month is infuriating. The health premuims are a complete rip off, I could find better on my own. No COLA since 2005 and that was a worthless 1%. Cries of poverty then admin/faculty get whopping pay raises!
Cuesta is a diamond in the rough. I understand that the district is working through some things right now but I have faith that Cuesta is and will always be an amazing place for work and school.
Cuesta is a great place. I have seen great support and good work come from Cuesta in the last year and that did not just take one or two people.

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QUALITATIVE RESPONSES TO 2013 JOB SATISFACTION SURVEY

<p>I am beginning to resent being treated as the bottom feeder. I am continually expected to meet the needs of the department without consideration to my work load for one person. My job has increased 125% in the number of classes and support for those classes in the last 8-10 years. Yet, I am expected to keep up with it all and do a good job. One person can only do so much. I should have taken a job at Hancock when I was offered it.</p>
<p>I am not being compensated for the type of work I am doing.</p>
<p>I am not very happy to see reclassifications happening as well as other positions getting pay raises when I have been taking furloughs for the last couple of years. I think the college should have done a better job of putting some of that stuff on hold during the tough times. College also needs to step up with more for benefit packages. Do away with the wellness program to much abuse or if they don't want to do away with it make it before or after work. College needs to make it feel like a family again that seems to have been lost the last several years. To many people divided!!!</p>
<p>I feel the management of the College has been making decisions without proper campus wide input. Before cutting a program those involved should be asked so the full ramifications of the decision are heard before the decision is made. I believe there have been some grave unintended consequences from the decisions that have been made in the last year that have hurt the students here at Cuesta, particularly those students who are not university bound. Cuesta is beginning to feel like an elitist institution rather than a Community College. Sad.</p>
<p>I just feel being an educational facility we need to worry about our staff morale and betterment of working conditions and encouraging staff development as much as we do our students.</p>
<p>I love my job and the people I work with. Cuesta is an amazing place to come to everyday.</p>
<p>I love my job because I work with all type of students but I disagree with the way we operate for offer our evening population.</p>
<p>I love my job, but wish it was more like a family like it was when I started here 23 years ago. when everyone knew everyone.</p>
<p>I was nothing but a little blob of clay when I got to Cuesta. I can actually say look at me now. I have grown and matured into a professional employee of Cuesta College and proud to be a Cuesta Alumni. Cuesta changed my life because there were people of all entities at Cuesta who cared about me, and did not judge me. I was molded by Cuesta and grateful for all the artists who have contributed to my future masterpiece which is still in the works and not completely finished. So I applaud your institution and am grateful for all you do in changing peoples lives with your life long learning mission.</p>
<p>I've been encouraged about being part of Cuesta and have been thrilled to have (PERSON X) at the helm. I hope we can continue to have administrators that understand the value Cuesta has to offer and that we can continue providing the best experience to the community at large.</p>
<p>IF...what a huge if... administration bothered to sit down with employees and sincerely listen to the plethora of reasons for being miserable in our jobs, MAYBE things could improve.</p>
<p>It appears that HR exit interviews have no effect. It also appears that supervisor reviews have no effect either. Surveys probably will not either.</p>
<p>It seems as if the classified staff job reclassification process is based more on who is doing the job rather than what job is being reclassified, more like a popularity contest or what the manager wants rather than a comparison to similar job titles and tasks.</p>
<p>It would be great if the periodic health fairs that Cuesta holds for its employees would include those employees who do not receive health benefits, thus would benefit the most from such health fairs.</p>
<p>Morale is definitely at an all time low among the classified staff during my 15 years with the District. Salaries have stagnated, or more accurately, declined, while health care costs and other costs have increase substantially. Workloads have increased for many due to layoffs and ""reorganization"" while the chosen few are allowed to continue abuse of their work schedule and time accountability. Instead using District time for personal gain. I feel there is a serious lack of continuity with respect to how classified are treated by different Directors and Supervisors and a serious disconnect between Administrators and classified. Cuesta has become an employer that hires Supervisors for their skills related to their staff's job description and not Supervisors with people management skills. The first is important but the second is vital to an effective, productive and stable workforce. We are a long, long way from that in my department and I sense the District as a whole.</p>
<p>no comment</p>
<p>One of the biggest disappointments to me is the cost of health & dental insurance. Our fringe amount has increased only once since I have been an employee (almost 17 years) and the cost of insurance increases every year. I feel I am forced to take the high deductible insurance because the other plans are way too expensive. My take home pay is below what it was at the beginning of my service to Cuesta. On another note, the sense of family & interactions between departments does not exist like it used to.</p>

QUALITATIVE RESPONSES TO 2013 JOB SATISFACTION SURVEY

Please hire good people to fill positions at Cuesta. Maybe I'm getting old but it seems like the quality of people (managers and staff) is going down. We need to hire people that will make tough choices and not bow to pressure from faculty, unions and special interest groups. (PERSON X) has done a masterful job of doing this! Thank you!

The fiscal environment has caused a negative impact emotionally on everyone but should not be used to threaten and demoralize employees. It has unfortunately added to inconsistent application of regulations, procedures and processes.

the job is ok, the people I work for is ok, the demands by the administration and the compensation is inadequate. The administration has killed the campus culture with its restructure and the classified are not too happy with the instructors not taking any cuts the last two rounds but are grumpy when we can not provide all of the services we use to.

The last 8.5 years at Cuesta seem like 30 years. What a poor employer. My skills are wasted here.

The workload is tremendously heavy. Although I get my assignments done within the deadlines that means I will just get more added to my plate and will be expected to help those that cannot get their work done.

There are so many classified employees who go out of their way to help students succeed. In addition to their regular workload and reassigned duties. It isn't surprising the morale amongst staff is low and negative. The classified employees who were laid off weren't recaptured as promised. Instead Cuesta continues to hire from the outside, given furloughs and continue to lay classified staff off. While the administration gets reclassified with a pay raise.

There would be a more positive satisfaction for the department if my schedule would be just flexible as the intercollegiate practice schedules.

This is a lack of unity on the campus. Initiative seems stifled by supervisors unwilling or fearful or trying something new. Perhaps its a reflection of the fiscal uncertainty. But I wish there was a shared sense of purpose.

Regular Faculty

What does your supervisor do that makes your work more enjoyable?^a

Chair is great Deans and other administrators leave MUCH to be desired: lack effective and open communication; consistently ignore faculty input; consistently make poorly thought-out unilateral decisions

Critique/feedback is constructive & positive. Very approachable and fair. Seeks out opinions of all faculty - relaxed

Engages me in intelligent conversation; encourages me to try new things in the classroom.

Gives clear directions and expectations. Is reasonable and listens to me. Answers my questions promptly. Works very hard.

Good sense of humor...easy to talk to...values my opinion and asks for it...communicates

Good sense of humour

Great feedback.

Has a sense of humor. Is approachable, and tires to communicate through his difficult work schedule.

Has clear and direct communication skills. There is no guesswork involved and I really appreciate that.

he is concerned about our wellbeing

He is supportive of me, and the work I do. He has a positive attitude.

He thanks me for doing a good job and asks questions about the projects and work I am doing.

I do not really see anyone until the division meetings which are recaps of known information. I attend one department meeting per semester maybe and this is a recap of information dispersed from campus email or email dialogue.

I thought that their job was to assist us in doing our job; not making my work ""more enjoyable

Include me as an equal in decision making.

Keeps the meetings on task and is well prepared in anticipating deadlines to avoid any last minute crisis. She also expresses appreciation of faculty taking on extra commitments.

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

QUALITATIVE RESPONSES TO 2013 JOB SATISFACTION SURVEY

Let's me know when I'm doing a good job.
Lets me do my job without micromanaging and allows me flexibility in scheduling my hours.
Lets us do our job; does not micro-manage.
Listens and creates opportunities for a creative work place.
maintains a great sense of humor makes me feel supported and valued
Multiple supervisors have been uninvolved for past 15 years.
My chair is very friendly and emotially connected to our department.
Not much
Nothing but there is not much that can be done when there is NO support from hire up the food chain.
nothing..he just adds on more work since we have fewer faculty to do all that is asked to be done
(PERSON X) uses her position to advance her personal biases and opinions. She can be very unsupportive. She contradicts some of her own policies.
Recognizes my work in front of my peers. Gives me a good measure of independence.
she is not a micromanager. She is always pleasant
She's very supportive, open, and willing to collaborate
Stops in my office to ask how things are going. Asks for everyone's input during division meetings and other division decisions.
Supportive and encouraging. Takes care of much of the paperwork/organizational duties so that I can focus on instruction.
Supports the division
The problem is with management, not my immediate supervisor. Mgmt continues to be non-supportive of employees, while protecting its own and does not involve employees in problem-solving. in a meaningful way.
The supervisor smiles.
their job
Very good at aknowledging accomlishments and presenting what needs to be improved upon in a positive way.
Very little
very supportive
When they help streamline processess and provide clarity on what is expected or required outside the division.
What does your supervisor do that helps you to be more successful?^a
Accommodates my scheduling needs.
Alerts us in advance of deadlines and facilitates completion of projects...maintains awareness of and informs regarding college issues that impact our work. Is very knowledgeable and an excellent mentor to all faculty
Chair--totally supportive of educational goals Deans on up--nothing
Clearly communicates expectations, deadlines, and concerns.
communicates needs
Empowers me.
Encourage participation in college wide participation.
Encourages a rotation of the subjects available to teach; wants to prevent faculty from getting into a rut.
Encourages attendance of conferences and asks for ideas to make work/job more efficient.
Encourages me
Encourages me to attend teaching conferences,
Encourages work/life balance.
Even less

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QUALITATIVE RESPONSES TO 2013 JOB SATISFACTION SURVEY

Freely answers questions or finds the answers to questions when asked. Provides needed information.
Gives clear directions, expectations, and guidance. Presents options. Encourages and recognizes.
Good sense of humor...easy to talk to...values my opinion and asks for it...communicates
He encourages my personal growth and involvement in committees.
he has been supportive of my department
He may be too busy for this task
I experience that the college and senior faculty are far more unsupportive than supportive. Too many egos and personal agendas exist on campus
I get cc'd.
mentors me in a number of areas of my job
My supervisor is so busy that they don't have the time to be an adequate resource for me or my program.
No information is really provided at division meetings so again there really is no development done.
Not much--she's too busy micromanaging everyone's divisions and classes
Provide resources to help get the job done. Also helps by removing obstacles.
Provides info on professional development, exchanges ideas
Provides the materials and time for me to do my job without getting in my hair.
She has sent me to a conference 3 years ago. She sends articles on email. We discuss ideas and exchange books.
She is supportive in helping find resources when needed.
She is supportive of educational opportunities with funding
She's helped me with a couple of ideas for class
Supervisor neglects to interact with faculty.
Supports my professional growth plan and FLEX activities.
Supports the division
their job
Tries to support opportunities for learning in field.
We are given a lot of autonomy about how to do our work.
I would like my supervisor to begin doing:^a
Advocate for more professional development opportunities for all faculty.
Advocating for all faculty and programs.
Advocating for resources that will help students succeed in my classes; we need a functioning writing center.
Answer to #20 was for Deans on up only
Asking about the impact of decisions before deciding. The decimation of the English Writing Center is an excellent example of what is going wrong in our area.
Be able to have a full time administrative assistant to help him and the department.
bringing donuts
Follow college policy and process. Be organized. Set priorities consistent with achieving academic college goals. Take the time to really listen to faculty.
Fostering more informal discussions.
Give more consideration to my opinion in the decision making process.
his job and stop asking me to do part of it since he is the division-chair
I have stated this in several evaluation and surveys. The division meetings formats need to change, otherwise why bother with having them.

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QUALITATIVE RESPONSES TO 2013 JOB SATISFACTION SURVEY

I think it is time to foster more active communication in our department.
Less micromanagement. Give people more of a benefit of the doubt. Remove obstacles and bureaucracy. Recognize those who actually do things of importance, not those who are political and say one thing while doing another.
Make the slackers work and set consequences for their under performance.
Meetings, open communication, collaborative decision making, esp. regarding cuts and changes.
More discussions of pedagogy during division meetings, rather than just announcements/business.
More encouragement for all faculty to do work that in not required, but is needed by the college.
More promotion of what it takes to maintain high technology labs with little support and teach a full load and participate in committee work
N/A
none
Organize more social events off campus so we can bond more as a division.
Provide opportunities to discuss issues and brainstorm options before making decisions.
Responding to emails (they are often ignored even after I re-send a second and even a thir time!)
SHow face around building.
Stop misusing the office/position to promote personal issues, biases, favoritisms, and agendas.
take active steps to solve problems become more supportive of the departments challenges
The problem is the college is not collaborative, not my supervisor. When the president threatens his managers with their jobs for disagreeing, we have a very unhealthy mgmt. structure and environment. Healthy debate and disagreement, and differing viewpoints are not encouraged by senior mgmt. Board of Trusteed rubber stamps all President's decisions.
Walk around the offices and checking in on an informal basis with faculty.
Walking around campus, taking time to talk about how things are going; asking employees in what ways could things be improved.
I would like my supervisor to stop doing:^a
Acting like she is the cluster dictator. Stop insulting hard working faculty members.
Adding layers of process for its sake. By this I do not mean the necessary elements related to accreditation, although that could have been implemented far better. Stop assuming people don't know what they are doing.
Autonomous decisions, secret planning, changes without seeking input.
Canceling routine meetings on VERY sort notice. Calling for meetings with a short notice. Making deadlines that have not been formally established.
doing surveys
Failing to support programs and allowing them to be discontinued. Defering too much to the division chair. Allowing chair to have too much power. Learn the job, especially scheduling and professional development of faculty.
I am not sure what this question means. Stop doing what?
I would like my supervisor to not be thwarted by superiors.
ignoring the union contract
in general everything he is doing has been good
Making unilateral decisions without input from department employees.
Micro-managing
none
Nothing comes to mind.
Nothing.
Playing favorites. Calling meetings as the last minute. Ignoring college policies and process.

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QUALITATIVE RESPONSES TO 2013 JOB SATISFACTION SURVEY

Reprimanding the group for issues that apply to only a couple people; instead talk to those individuals directly.
See #18
stop being intimidated by bullies stop demanding student success while cutting all programs that help student success
Stop misusing the office/position to promote personal issues, biases, favoritisms, and agendas.
Taking too much time in division meeting about Skills USA.
to provide training and resources to do all that is asked of us to do
Working against dision efforts to create a functioning writing center.
I recommend that these classes be added for professional development for employees:^a
Bring in any professional from outside Cuesta to discuss pedagogy.
Cognitive learning theories, best practices in teaching.
Enhancing Reading Comprehension for Students
Ethical behavior.
Free MS Office online courses
How to better realte to the multigenerational student population How to help the student weak in reading, English, math
How to write syllabi to reflect the COR. How to select textbooks that reflect the COR. How to develop new curriculum that meets institutional goals and mission. How to conduct a meeting. Leadership, organization and performance appraisal principles.
In general, we just need more professional development opportunities.
Maintain independent individual flex activities
Managing your limited email capacity.
Microsoft Office. Anything that would contribute to a reduction in layers of process.
More support for conference attendance
N/A
none
Not just classes, but funds for conferences when available.
Pedigogical based workshops like POGIL, inquiry based learning etc.
Professionalism in the workplace.
Psychology of students
Reading Apprenticeship or other reading training Peer evaluation process training
ski diving
Some that are specific for nursing
Spanish for educators and student service professionals.
Topic specific brown bag lunch - based on faculty expertise/research.
We need a divsion for distance education and the right qualified person to do the job. Cuesta can't continue to piece mill this area and be successful. Hire and FTF member who meets best practices to provided the needed support.
We really have almost no funds for professional development. What's the point in recommending classes?
Why bother? No one will do anything.
Other, please specify^a

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QUALITATIVE RESPONSES TO 2013 JOB SATISFACTION SURVEY

Continuing campus-wide morale decline, lack of value shown to employees, and closed circle decision-making by upper mgmt.

I enjoy working w/ the students

money

spouse employment in the area

the ability to purchase modern computers

training for management

Valuing of students and faculty- I feel the Board, management have lost site of what we are here for!

Please share any additional feedback you would like regarding your overall job satisfaction.^a

Although I feel fortunate to have a job in today's work force, I would appreciate a COLA or salary adjustment. Steps and columns are not really meant to act as a COLA...and that is how Cuesta seems to treat them. It would also be nice to have back our stipends for professional development and conference travel that exist outside of Cuesta College Flex programs.

As long as Cuesta remains flexible to change, I see good things ahead.

Burdens of increased workload over the past few years have dampened job satisfaction. Relationships within the District do not seem as strong as in past years.

Cuesta has made great improvements this year, as evidenced by our accreditation status, an initial concern when considering employment here.

Cuesta needs to invest in its culture. We need a better professional development center. We need more professional development opportunities. We need a place to eat lunch together.

Employee morale comes from the top. Respect for all employees as human beings and as valuable and important members of the BIG team is so important. I think every supervisor and administrator should tell each of their employees thank you for something they at least once per year.

Faculty is being told- not asked - to do more and more while losing ground in compensation. Not a positive work environment being fostered by top managers. We have had major hurdles, major financial woes, etc.- and I think top managers have worked hard to address and succeed. But I also think faculty and student needs have been made immaterial.

Faculty members feel diminished and disrespected by Management. With such a high ratio of PT/FT, morale is low and many FT spend as much time doing reports and paperwork as they do teaching. Many FT instructors are burning out and they do not want to participate in non-mandatory activities. Very little credit was given to faculty for their work on saving us from the accreditation debacle. Cuesta faculty are way below the mean in CCC pay.

For some faculty, their primary work location is both the SLO and NC campus (split evenly), but there wasn't a both option.

Fortunate to be part of the Cuesta family.

Given our current administration and Board of Trustees, I couldn't run away fast enough

I don't think administration understands how low morale is at Cuesta. I believe the low morale is caused by the impression that administration ""listens"" to faculty only to fulfill accreditation requirements and not because they really want input, or intend to use it.

I enjoy the Central Coast. That's why I am glad I chose to work at Cuesta.

I enjoy working with my fellow faculty members on an individual basis but as a group there are some strong, negative personalities that make the faculty as a whole seem obstructionist and, at times, elitist. I wish that would change. I think we're incredibly lucky to work here and I hugely appreciate our leaders, from the dean level up to (PERSON X). Thanks for all you do!

I experience that the college and senior faculty are far more unsupportive than supportive. Too many egos and personal agendas exist on campus. Stop misusing the office/position to promote personal issues, biases, favoritisms, and agendas.

QUALITATIVE RESPONSES TO 2013 JOB SATISFACTION SURVEY

I love working with my colleagues in my discipline! We have mutual respect and appreciation for each other. I would like to encourage more positive interactions throughout the entire campus. The new world of Accreditation consumes so much time and energy, which in my opinion, could be directed differently for greater educational impact for our students -- but it's not an option in this current era. As a result of these obligations and economic strains, faculty and staff feel a negative pull. Since unfortunately this is the new reality, I would love to see a more purposeful effort within divisions and within the college to promote more positive casual gatherings for discussions on pedagogy and helping students as well as casual gatherings for professional networking and building bonds. Although for accreditation we could record they happened, we need to bring back more activities that do not have to achieve a list a bullet points for accreditation but rather foster more free flow of creative positive energy. I don't think we need to wait until after 2014. Also, it would help if managers at all levels more regularly thank those that step forward in even small ways. Working on accreditation related material is out of the comfort zone of most faculty, and even small tasks can take a great deal of time. Positive feedback encourages continued commitment. We do really like my job, my colleagues, and my Dean, but pay scales for faculty and administration are low (I don't know about classified staff) and there is little room for upward mobility. Sadly, I may have to leave to move up.

I think that Cuesta has done well in adjusting to difficult circumstances and is well set to grow in institutional health (and size).

I think the college is moving in the right direction, and I look forward to helping us continue in that direction.

I'm not sure how to do this, but we need to continue to work to get FAR away from ""us vs. them"" attitude. Too much suspicion, too little trust.

In general Cuesta is a lovely place to work, however the workload of the last couple of years has been overwhelming (mainly due to technology changes). This is added to the stress of increased efficiency/program or course closure and unpredictable loading. I hope efficiency won't be at the cost of employee health and long term community benefit.

More and more responsibilities keep getting piled on to faculty, yet we have less and less support or time to deal with it all. It is very difficult to keep a positive mindset! I try not to let my students see the burden of my job outside of the classroom, but it DOES affect the classroom in a negative way. Also, the same faculty do all the work. Work is NOT distributed equally in divisions, and those who do nothing are NOT held accountable.

Much of my dissatisfaction stems not from what happens at Cuesta, but rather what is happening to Cuesta and to community colleges at the state level. The poor economy has placed so much on pressure on education in California and I think it's a shame that ""community"" is being taken out of community colleges. It's the mentality of ""get them in and get them out"" and a turn away from truly helping those who could benefit the most from our schools that brings me great concern and a certain level of dissatisfaction as an educator.

Over the past two years the amount of non-instructional responsibilities have risen for me (faculty). Accreditation, committee work, and divisional responsibilities dominate my time more so than teaching (which should be my main responsibility). The increased workload of all of these non-teaching demands is not sustainable over the long term.

The campus climate between faculty and administration for the most part is poor. The way certain clusters treat each other is appalling and unfair. The number one thing Cuesta needs to work on is accountability. There is no accountability at Cuesta College.

The culture and environment here is "constant crisis". There is no time available to truly do a good job at anything. The support resources are sorely lacking and things fall through the cracks. Then, the staff/faculty get blamed for not doing their job when there is neither the time nor resources (meaning staff) to accomplish this. That said, there are really GOOD people here at Cuesta. Give them the support, time resources, training, and planning, we can accomplish a great deal. Finally, this survey really does not allow for discussion or critique of any other than our immediate supervisor. There may be real, or perceived, issues that go well beyond our immediate sphere that were never addressed in this survey-it is inadequate.

The problems here are not money (other than mismanagement of it), although that is an easy excuse for mgmt. The lack of humility and ownership of the accreditation debacle by mgmt has had far reaching and long-term consequences for this college.

There is a lot of dissatisfaction at Cuesta among faculty right now and they are afraid to report problems. Management is ignoring hostile working conditions and contract violations. When management deny faculty their rights, it promotes a hostile, unsafe workplace and faculty become unmotivated to contribute and the quality of the college suffers. Cuesta has changed dramatically for the worse for the past decade. A good union keeps both groups in check. This union is not representing faculty appropriately.

QUALITATIVE RESPONSES TO 2013 JOB SATISFACTION SURVEY

There is nothing like spending 20+ years at an institutions and feeling totally unappreciated, manipulated and demonized by the administration and the Board. The administrators and the board take credit for the success of the college while blaming the faculty and staff for all the shortcomings, most of which is clearly the fault of the administration and the board (the accreditation and current financial situation are a perfect case in point). We are portrayed as greedy because we want a decent wage. It is clear that the administration and the board are more concerned about the approval of the members of Rotary, Chamber of Commerce and the country club then the community as a whole.

There needs to be something done about the undue influence of certain individuals, too many to mention. There seems to be a bias in favor of those who cause trouble as opposed to those who devote their time to doing the best job that they can and making the school a better place for everyone. People who are doing very little compared to others will grandstand or disrupt in order to gain an advantage while other who are doing the best work on campus are too busy doing that work to deal with the politics. There are also senior classified staffers who are extremely obstructionist and are not held accountable for this. This is unfortunate given that in most cases this is done to conceal incompetence. It is also indicative of a trend of holding faculty to different standards than classified staff. Faculty are often hassled for minor issues while significant incompetence by non-faculty is not even acknowledged. I enjoy working at Cuesta but it would be far better for all if some more fairness could be injected into our work environment.

Too many useless meetings. Too many employees hung up on the old way of doing things...

Part-Time Faculty

What does your supervisor do that makes your work more enjoyable?^a

Allows me to work autonomously

always available helpful & supportive

At the present time, our department does not have a supervisor that helps in this area.

Communicate and be supportive

Communicates new and interesting science information. Participates in and coordinates a professional organization. Provides an end-of-semester party.

Don't have regular contact with my supervisor

easygoing but hardworking. always approach-able.

Friendly and available

Great possitive attitude!

Has a good attitude, willing to listen and give suggestions.

has a sense of humor

He is plesant amnd involved in how well my classes are going.

He/she is easy to communicate with and personable.

I don't have a supervisor. No one recognizes any work that I do except the students. Cuesta treats adjunct faculty like mushrooms - keep them in the dark and just let them grow until you cut them off at the stem or bury them with shit.

I have a good relationship with my supervisor, and feel I can tell him things in confidence.

Keep me informed of meetings. Has lunch get-togethers. Informs me about birthdays and special days in the lives of other faculty in the dept.

Keeps me in the decision-making loop

My supervisor is friendly and makes the faculty in the department feel welcome, whether they are full time or temporary.

My supervisor is personable but otherwise I can't think of any examples that make my work more enjoyable.

My supervisor makes a point to thank me for things I do above and beyond what is expected. She includes me in decisions affecting my area and solicits my opinions.

QUALITATIVE RESPONSES TO 2013 JOB SATISFACTION SURVEY

New supervisor, (PERSON X), is very good about sending emails and announcements about his availability, new developments, etc.

nothing

Nothing

Notice when I do something good and tell me

she is fair

She reaches out and communicates with us. She tries to be inclusive in the process.

Very approachable, supportive, quick to respond.

What does your supervisor do that helps you to be more successful?^a

Address my concerns

Communicate goals.

Don't have regular contact with my supervisor

Encourages me , gives me tips & points me to resources

encourages the airing of opinions, ideas

He does not micromanage me.

Helps answer questions that come up, initiates solutions to problems.

I am not even sure who is my supervisor; it has changed so often the past few years

I've never felt supported regarding my own concerns or needs. Each correspondence is ignored or referred to someone else. I truly believe that my efforts and support of the college have never been recognized or acknowledged.

Let's me do my work without excessive intervention.

My supervisor is very accessible, especially via email, so that when I have questions or concerns I'm able to communicate with him easily.

My supervisor makes sure I have all the support I need to do my job.

No one does a single thing to help me be successful. There is zero feedback for part time faculty.

nothing

reminders of paperwork deadlines.

responds to my questions/concerns

Shares materials.

She advocates for improvements in my facility and working conditions. She arranges for a reasonable schedule.

She is supportive.

She listens

supports me and keeps me informed

Supports my efforts to improve my class.

There has been significant effort to eliminate the program I am involved. My longevity with the college seems to have no bearing on the process.

Very supportive and informative.

I would like my supervisor to begin doing:^a

Be more supportive of part-timers.

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QUALITATIVE RESPONSES TO 2013 JOB SATISFACTION SURVEY

better follow-up on communications; meeting deadlines a little ahead of time
Constructive evaluations of class structure
Do class assignments based on teaching excellence not seniority. Seniority-based assignments do not encourage excellent teaching.
Establish meetings at other times outside of Fridays. Never a good time for me. Maybe rotate days and times.
He's fine.
I would like more social opportunities for faculty in our department.
I've never met him in person.
It would be nice to be recognized for the things I do and the innovative teaching that I accomplish.
Letting our department leader make more decisions, or give her less responsibility!
No comments
Respecting new ideas and new directions for the class.
self nuturing
since part time faculty out number full time faculty in my department, I think we should have more power.
Working cohesively with the faculty. This is not the fault of the Department Chair. It is the fault of the Dean in this area.
I would like my supervisor to stop doing:^a
Can't think of anything.
deferring all decisions about classes and office space to full time instructors
Ignoring the adjunct faculty that teach the majority of the classes.
Making decisions without informing our department leader!
micromanager
No comments
no suggestions
recognize ability, loyalty, and experience over the old boy network
Too early to tell. So far so good with new supervisor
working so hard , fear she will burn out
I recommend that these classes be added for professional development for employees:^a
Any classes on teaching better! Really, it is pathetic what Cuesta offers for professional development. And we have to give our time, flex time, towards these activities in order to satisfy the contract. Please bring back our professional development program.
college-wide diversity training for more than just hiring purposes and more than just when someone is watching.
Customer service 101 Technology: smartphone apps for education, best practices in subject area pedagogy
Innovative technology to be used in and out of the classroom
no suggestions
Role transition from ""working Nurse "" to faculty Nurse
Teaching techniques
Team building - recognizing the contributions of others.
Teambuilding

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QUALITATIVE RESPONSES TO 2013 JOB SATISFACTION SURVEY

There are no classes specifically for my discipline, so I would like to be reimbursed for continuing education and travel.
Other, please specify^a
I enjoy teaching the classes and the students.
I'd like to feel rewarded for going above and beyond in my teaching. It feels like it doesn't matter if I do an excellent job or a mediocre one when classes are assigned based on seniority.
I'm happy to continue teaching..no critical factors mentioned above make me depend on continuing my career.
interesting projects; relationships with co-workers
Knowing that the college is healthy and growing.
More Teaching Load
My department has been suspended.
no more cuts!
Number of classes per semester
Please share any additional feedback you would like regarding your overall job satisfaction.^a
as a long time part-time faculty member I am frustrated with how little voice, support and rights I have. I am expected to act like a permanent employee, yet I don't really have that luxury to depend on continued employment.
Doesn't change anything. The administration does what they want to do regardless. Our students are ""The Customer"" - and most decisions are not in their best interest.
For any answers that indicate that I am uninformed about cuesta, it is not the fault of employees, but by my own choice. I am part time, and want to have a life outside of work.
getting rid of the mouse droppings in the 6900 building would be much appreciated. It's unsanitary working conditions for part-time staff
Having more custodial help in public areas (at least) on our campus would add to more pride and more sanitary workplace conditions all-around.
I am appalled at the short sightedness of our 'administrators'. It is irresponsible to allow our prime transfer course faculty to be decimated without refilling those positions. Instead Cuesta hires more administrators. What good does that do?
I enjoy my job. I do wish there were more full time opportunities. I feel I could be very helpful in any number of areas if I didn't have to work a 2nd job.
I feel supported, encouraged & valued by my Dept (Nursing Allied Health) Feel lucky to be working with such a great group of professionals
I would appreciate more timely communication about my class schedule for upcoming semesters.
I would be much happier with my job if I were allowed to teach during the day on the SLO campus. As a part-time instructor, I am assigned the least desirable classes, which are at night and on the NC and SC campuses. These campuses lack any sense of community within my department and it is very lonely teaching here. I also need more feedback from my students and peers about my teaching abilities; a review every 3 years is insufficient for adapting my teaching techniques to better serve my students. Also, I really need a raise! I have recieved only one since I started working here 4 years ago, and it hasn't even kept up with inflation. So I am effectively making less money than when I started. I continue to work for Cuesta because I love the interaction with students and it has a great, flexible schedule, and there are few other options for people with my credentials in San Luis Obispo. Overall my job satisfaction is low and I think Cuesta really needs to rethink its relationship with its employees.

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QUALITATIVE RESPONSES TO 2013 JOB SATISFACTION SURVEY

I would like the pay and load assignment of instructors (part-time, in particular) to be connected to performance evaluations (conducted on a more frequent basis). It is discouraging to spend so much time and effort teaching in an excellent manner and then have classes assigned based on years of service. This does not create a culture of excellence in instruction and only demotivates excellent teachers.

I'm proud to be a part time faculty at Cuesta. The classes offered to all students are relevant to a variety of needs that students might have. Some students may be headed to a university, some may be on a 2 year career track, some may just want to add to their resume. Its all here for a willing student. And students and their Cuesta education path are important to our future. Our job is to make it interesting, timely, and based on real experience.

In the past, I loved coming to Cuesta and I loved teaching here. I truly enjoy working with the students and teaching in general. The present work climate is very non-supportive of part-time faculty. It is frustrating and depressing to me an my colleagues.

No comments

On Question 13 (environmental sustainability), it seems that some campus supervisors are not allowing the college to move forward in this area.

This campus has such a welcoming, supportive environment. I am proud to be a member of the Cuesta community.

We've been bleeding money and students for years. We need to get back on the track of expansion. There are thousands of additional students who would love to come to this school. Cutting enrollment when people want an education is a crime. Cutting successful programs is a crime. It's very disheartening to watch it all go down.

When I first started with Cuesta, I was excited and felt appreciated and supported. After 4 supervisor changes in six years, I've never felt that. My class assignments keep getting reduced when my colleagues maintain more classes. No explanations given and when I inquire, I'm told to talk to the dean. Never any support. I was encouraged to apply for a ""back up"" list for business department instructors. When it came time to schedule the interviews, HR called me last and would only give me one time slot--which was not possible for me. When I asked if I could try another slot, I was flatly told ""no""--in fact, the girl stated ""well, doesn't look like it will work for you this time around"". I was shocked at how rude and inconsiderate I was treated when I WAS ASKED to apply for that position. When I told the person referring me (a full-time faculty) member, he was shocked and found it equally as uncaring and inconsiderate. Oh well. . . .

While we have wonderful people working at Cuesta, many are overworked and feeling stressed. This leads to negative interactions between employees. Certain offices have a negative interface with the public and staff because of this. I just got an email today that was defensive, officious and unfriendly. I could have taken this personally and been less willing to do anything beyond just what is required in the future. I have been at Cuesta for 25 years though, and chose instead to think that the person writing the email did not intend the message to read the way it did and is just feeling insecure, overworked or under pressure. As a college we have just been through a lot: job insecurity, cutbacks, extra work for accreditation and assessments. The college needs to do more to foster collegiality, appreciation (and I do not mean more awards that tend to lessen the value of the ones that already exist) and a workload that allows us to do a job that we are proud of. Newer employees should be treated with respect but they should also respect those who have been here a long time and entertain the possibility that they may know a thing or two!

Management

What does your supervisor do that makes your work more enjoyable?^a

Communicates with me with problems or praise Trusts me to do my job appropriately (no micromanaging)

Everything. She is always concerned about my welfare and will help me in any way she can when I need it.

Gives me direct feedback and clear expectations.

Has an 'open door' policy.

He listens.

I cannot identify anything at this time.

My supervisor is full of creative ideas and approaches to use for my work which helps me do a better job

My supervisor values my work.

no comment

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

QUALITATIVE RESPONSES TO 2013 JOB SATISFACTION SURVEY

Not much...
Nothing. It is my co-workers that make me enjoy my job.
she listens to me
Supervisor values me as an important voice and part of the team.
Supportive to our needs.
What does your supervisor do that helps you to be more successful?^a
Allows me to participate in appropriate staff development opportunities.
Has me oversee projects.
He creates a sense of community and encourages ""ownership"" of ones area of responsibility.
He has allowed my to attend professional conferences that help promote career skills.
Mentors by example Hears me out on new ideas, even if we aren't ready to implement them
My supervisor discusses with me how my role can better help the college achieve its goals.
My supervisor provides me with the resources and flexibility that I need to excel at it.
no comment
Not much...
Nothing!!!
Offers training from various sources.
same as above
see above
Talks with me about my workload, projects, what she can do to help.
works hard, has ethics, backs me up
I would like my supervisor to begin doing:^a
A better job at communicating.
Directing; establishing division priorities and developing plans to achieve timely results; accepting responsibility by being truthful (stop re-inventing history to cover poor decision making); treating division staff fairly and justly; anticipating and solving problems instead of continually being in "crisis" mode; respecting and valuing others contributions to the division; equitably prioritizing staffing resources.
finding more time for collaboration
Having more meetings with me on a regular basis.
More direct work with me and collaborate to expand our goals
My formal evaluation
N/A
no comment
planning for the future--look at big picture items
Sticking to timeframes for meetings.
Taking more control over abusers of wellness and break times.
treating all his staff fairly and to listen to feedback provided from his staff

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

QUALITATIVE RESPONSES TO 2013 JOB SATISFACTION SURVEY

I would like my supervisor to stop doing:^a

coddling my colleague who does not work very effectively

Letting meetings go on too long

N/A

no comment

only seeing crisis of the day

Stop going to sooooo many meetings

treating staff like he better than everyone on campus and making decisions when his staff asks for assistance

Undermining relationships and creating schisms among colleagues by not dealing with people directly; wasting employee time because of inability to make a decision and provide direction, and by giving the same assignment to multiple people without communicating; inequitably distributing monetary resources; putting people down by devaluing their work, accomplishments, and efforts.

I recommend that these classes be added for professional development for employees:^a

.5 unit Saturday classes with an emphasis in deepening skills in commonly used computer programs.

anti-bullying, banner training

Diversity training. Learning styles. More study sessions re: available data and what it means for Cuesta.

How to deal with faculty/staff bullies; How to create a professional/productive/ethical work environment

Landscape related classes.

n/a

no comment

professional training in high growth technical areas.

This question is very broad, I don't know where to start?

Other, please specify^a

California doesn't seem to have an much interest in funding community colleges.

I plan/hope to continue teaching part time after I retire

no comment

Please share any additional feedback you would like regarding your overall job satisfaction.^a

Cuesta would be a better place to work if we improved our human efficiency through investing in computer programming and resolving issues that pervasively impact our daily ability to be effective.

I am feeling very optimistic about Cuesta's future and our current leadership team.

* Sig Diff between years (p<.05)

** Sig Diff between employee category (2013) (p<.05)

QUALITATIVE RESPONSES TO 2013 JOB SATISFACTION SURVEY

I love Cuesta College and my job here. I am from SLO and graduated from Cuesta in 1981. I had a great education here, and as I said above, I love my job and part time teaching position.

I think Cuesta is an old-boys network. I think faculty run the college, and not particularly well. I often feel taken for granted by my superiors. On good days, I feel creative, innovative and connected, but it is hard to sustain that feeling with so many hurdles in front of me. I think our problems aren't financial, they're cultural. I'd like to be a member of a team, but I think we have seven or eight teams and they're all fighting each other and they don't even know why.

More inclusion in the decision-making process. I have been on the receiving end of many decisions that could have had a much more positive outcome had I been given the opportunity to provide input and be involved. Many decisions have negatively impacted our students and the programs that support them. Additionally, moving people from one job to another has caused disruption and loss of productivity, not to mention a serious decline in overall morale.

There seems to be a lack of institutional gratitude for employees who go beyond their narrow job description--today it costs more to work for Cuesta College than it did ten years ago--especially with the explosion in health benefits costs and furloughs/lack of cost of living adjustments. While I realize the district has severe fiscal constraints--some of our own making--it would be nice for employees to feel value in other ways. Over the past five years, morale seems to be worsening and the overall reaction is some employees react by viewing this as a ""job"" rather than a career or a community with no motivation. Unfortunately, this seems to cause those of us who do work beyond what is expected as ""used"" and unappreciated. Cuesta College seems to have ""extremism"" when dealing with the issues of the day--we either have no response or we panic. Since the accreditation crisis, we have begun to apply crisis management to all college business and it can be highly disruptive to managing day to day operations. While I commend all who were able to get the college back on track, everything does not need to be decided at that instance and most have far reaching consequences that affect employees, students and the overall health of the college. I enjoy working for Cuesta College and have for most of my career. I believe we have the ability