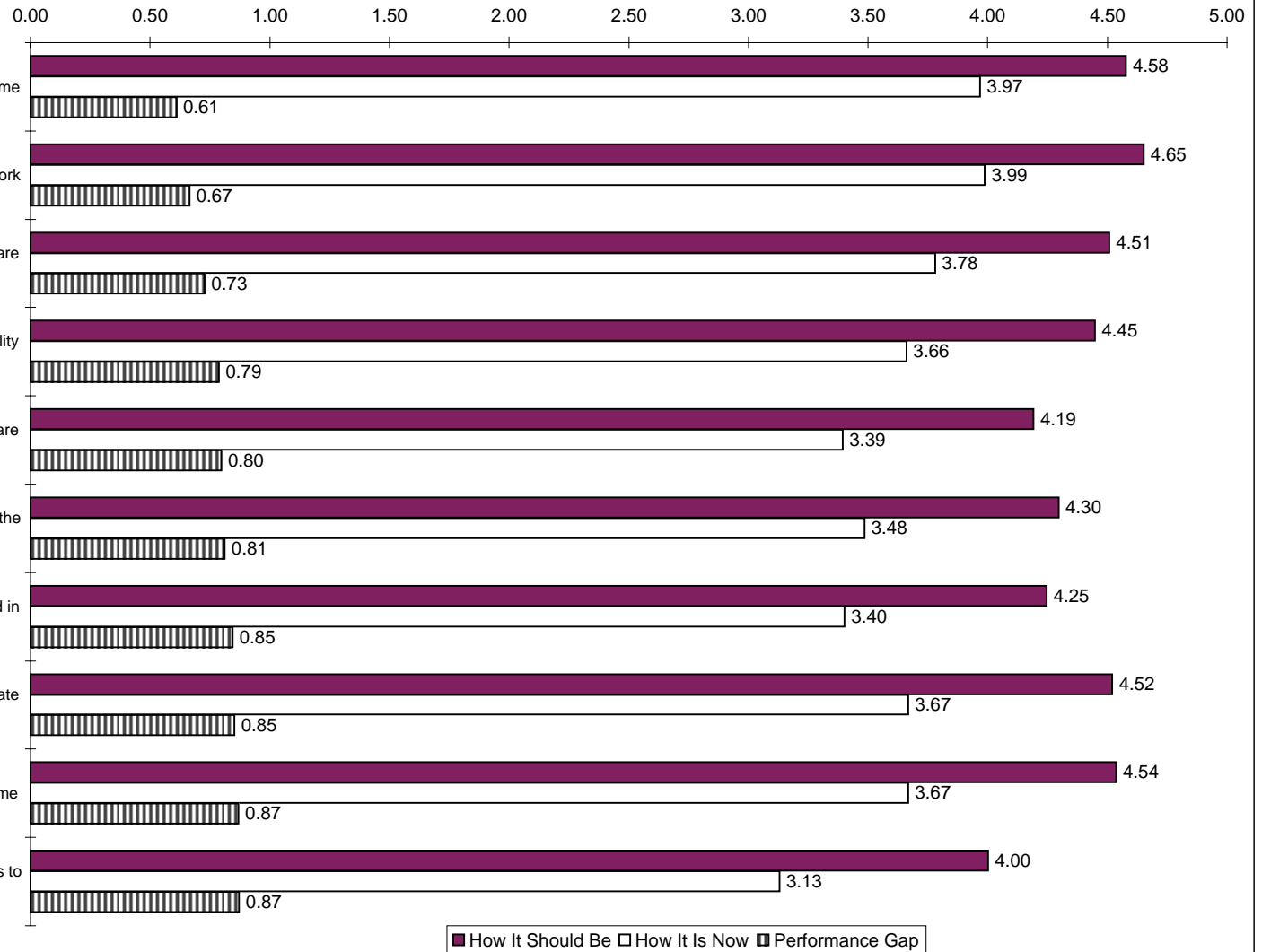
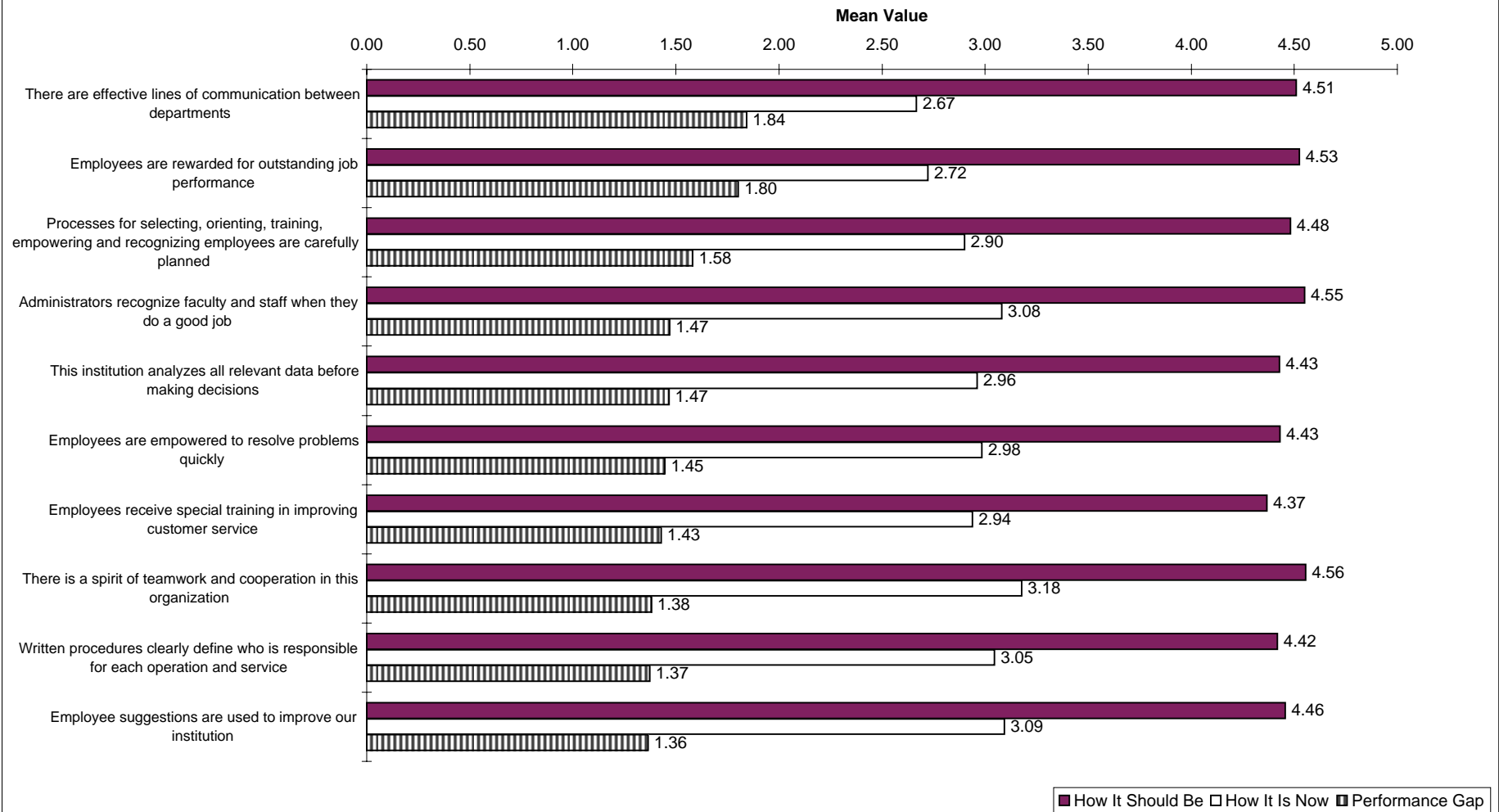


### National Norms Two-Year Colleges Ten Smallest Performance Gaps on Individual Survey Items

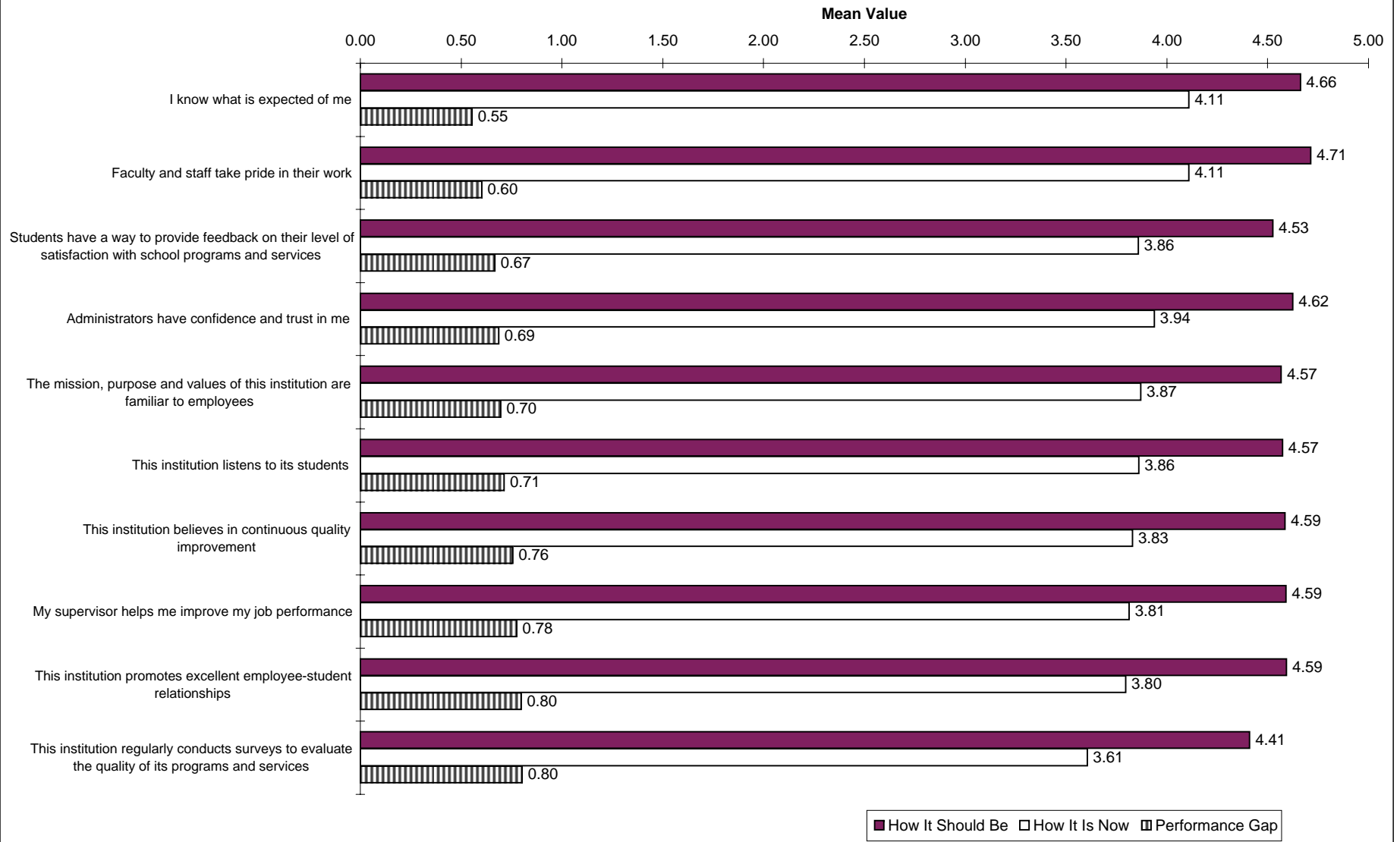
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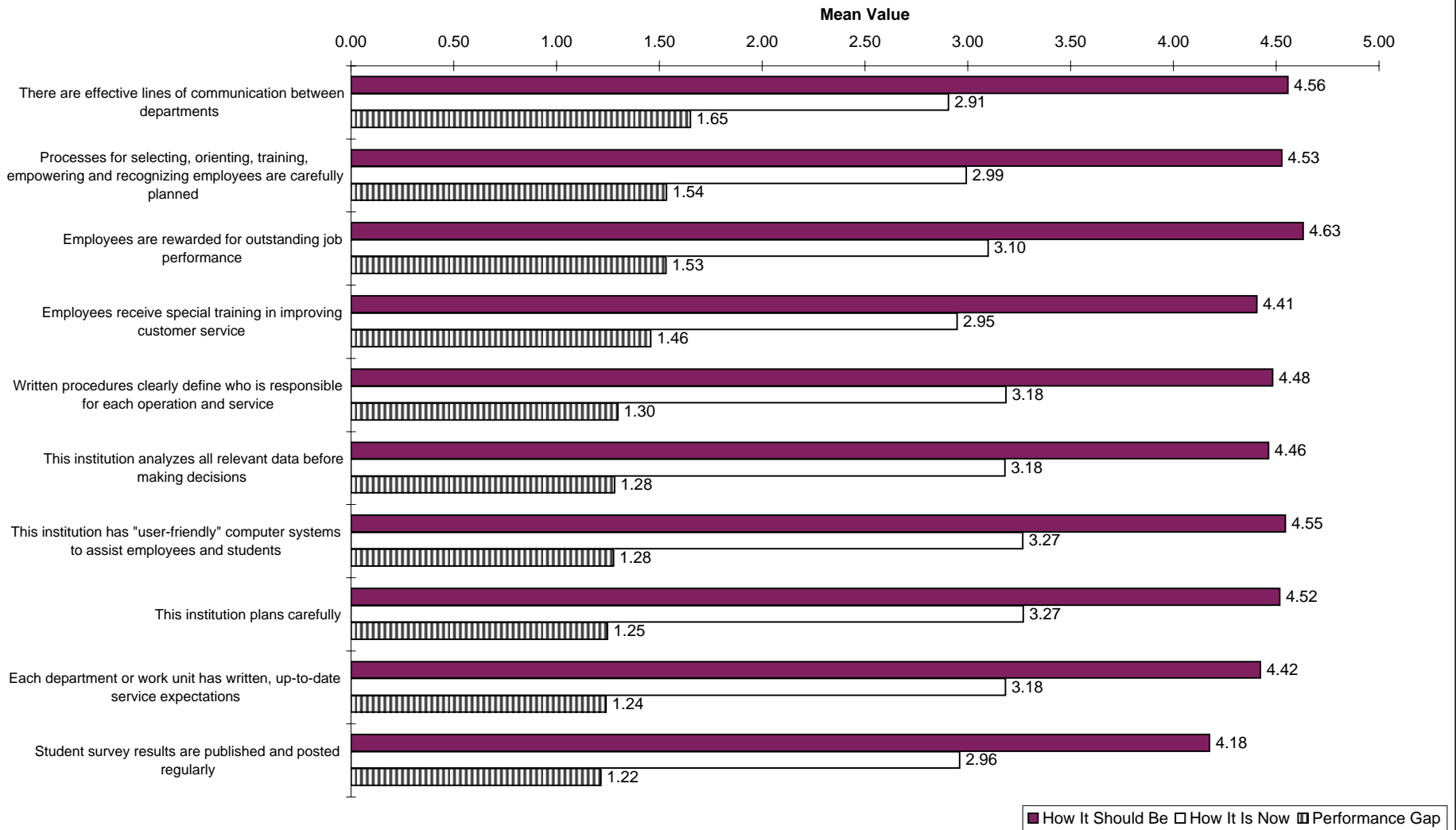
## National Norms Two-Year Colleges Ten Largest Performance Gaps on Individual Survey Items



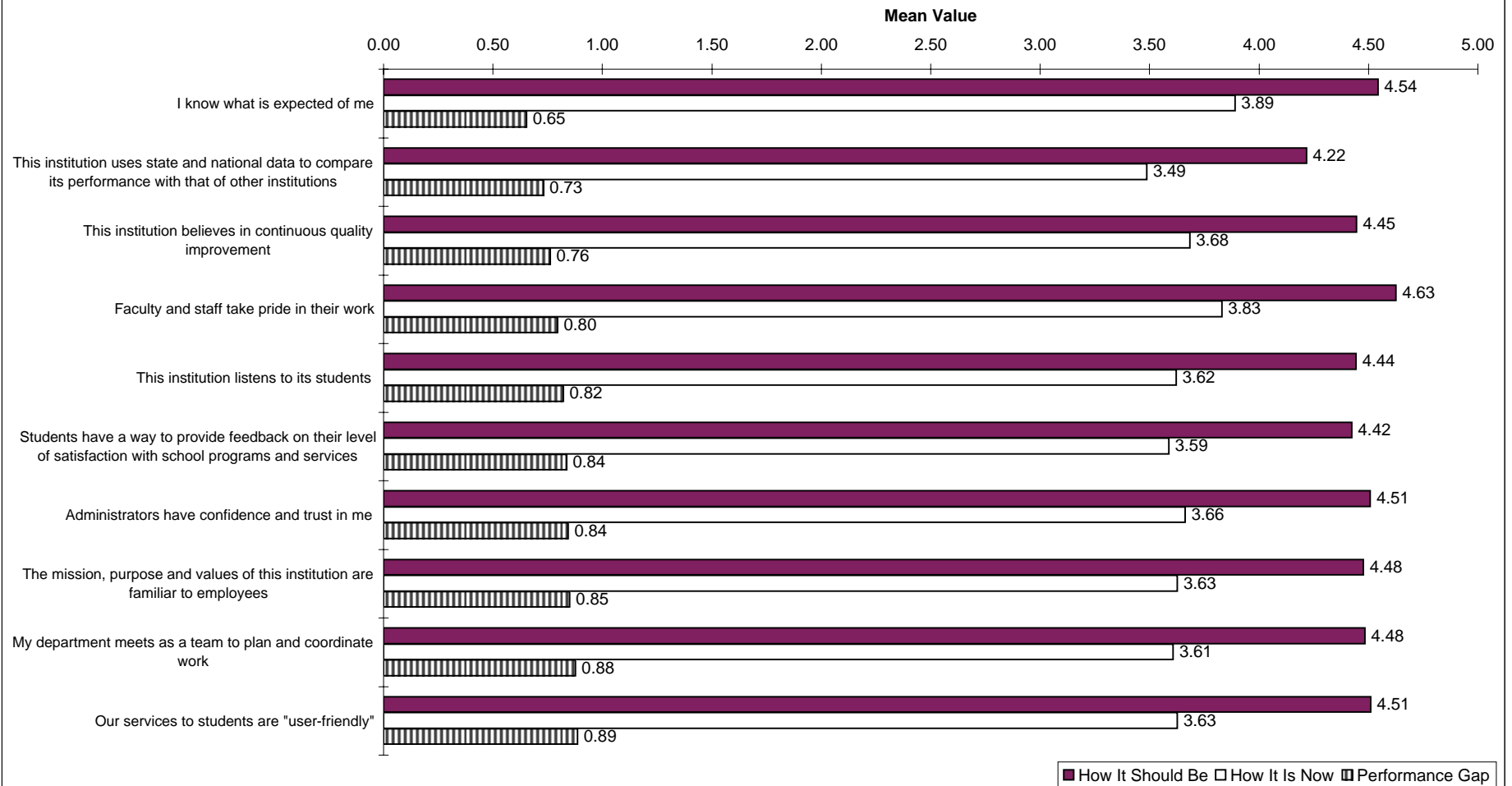
### National Norms Two-Year Career Schools Ten Smallest Performance Gaps on Individual Survey Items



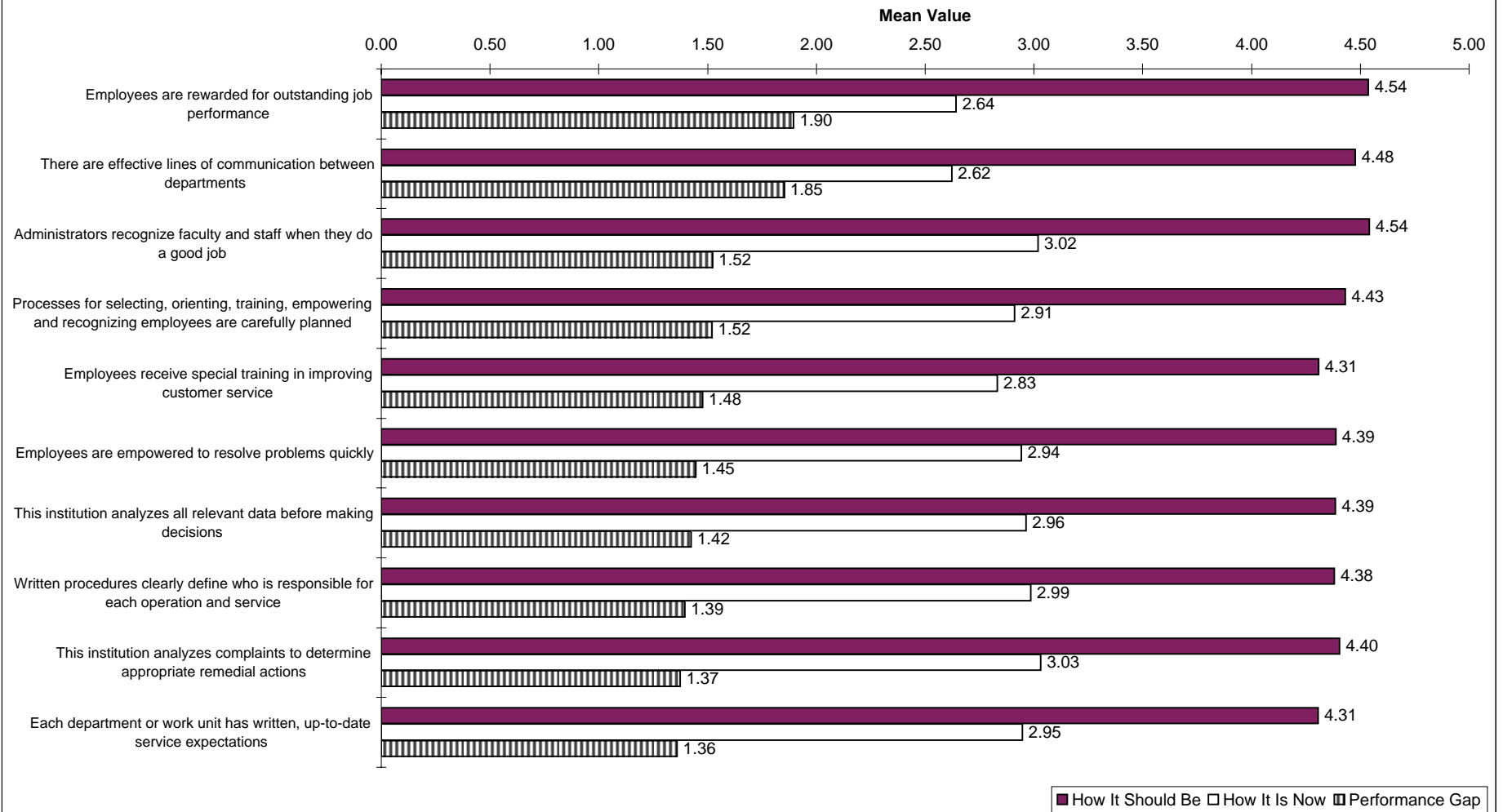
### National Norms Two-Year Career Schools Ten Largest Performance Gaps on Individual Survey Items



### National Norms Four-Year Institutions Ten Smallest Performance Gaps on Individual Survey Items



### National Norms Four-Year Institutions Ten Largest Performance Gaps on Individual Survey Items



## Comparison with National Norms in Eight Main Survey Categories

*All Staff Perceptions of How it Should Be*

- 1 - Strongly disagree
- 2 - Disagree
- 3 - Uncertain
- 4 - Agree
- 5 - Strongly Agree

Scales	Two-Year Colleges		Private Two-Year Career Schools		Four-Year Institutions		All Institutions		Your Institution	
	Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
Top Management Leadership and Support	4.506	0.644	4.587	0.615	4.474	0.653	4.522	0.058	4.467	0.563
Employee Training and Recognition	4.487	0.654	4.551	0.637	4.449	0.667	4.496	0.052	4.435	0.564
Employee Empowerment and Teamwork	4.464	0.672	4.538	0.653	4.424	0.682	4.475	0.058	4.442	0.569
Customer Focus	4.396	0.713	4.460	0.706	4.346	0.730	4.401	0.057	4.359	0.636
Quality and Productivity Improvement Results	4.366	0.720	4.439	0.711	4.333	0.722	4.379	0.054	4.407	0.617
Strategic Quality Planning	4.407	0.675	4.458	0.669	4.369	0.679	4.411	0.045	4.392	0.574
Measurement and Analysis	4.406	0.687	4.446	0.690	4.385	0.675	4.412	0.031	4.426	0.575
Quality Assurance	4.366	0.708	4.420	0.712	4.331	0.712	4.373	0.045	4.372	0.615

## Comparison with National Norms in Eight Main Survey Categories

*All Staff Perceptions of How it Is Now*

- 1 - Strongly disagree
- 2 - Disagree
- 3 - Uncertain
- 4 - Agree
- 5 - Strongly Agree

Scales	Two-Year Colleges		Private Two-Year Career Schools		Four-Year Institutions		All Institutions		Your Institution	
	Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
Top Management Leadership and Support	3.285	1.169	3.571	1.204	3.246	1.142	3.367	0.177	3.042	1.188
Employee Training and Recognition	3.137	1.163	3.319	1.211	3.057	1.128	3.171	0.134	2.832	1.179
Employee Empowerment and Teamwork	3.295	1.169	3.469	1.215	3.238	1.141	3.334	0.120	3.046	1.210
Customer Focus	3.358	1.049	3.535	1.120	3.308	1.021	3.400	0.119	3.202	1.048
Quality and Productivity Improvement Results	3.253	1.067	3.377	1.118	3.271	1.048	3.300	0.067	2.916	1.101
Strategic Quality Planning	3.186	1.074	3.337	1.130	3.157	1.044	3.227	0.097	2.948	1.115
Measurement and Analysis	3.315	1.065	3.447	1.115	3.259	1.044	3.340	0.096	3.042	1.117
Quality Assurance	3.270	1.045	3.402	1.107	3.234	1.023	3.302	0.088	3.028	1.076



## National Norms Two-Year Colleges in All Standard Questions All Staff Perceptions

- 1 - Strongly disagree  
2 - Disagree  
3 - Uncertain  
4 - Agree  
5 - Strongly Agree

Item No.	Item	How It Should Be	How It Is Now	Performance Gap
29	Faculty and staff take pride in their work	4.651	3.986	0.665
25	Administrators are committed to providing quality service	4.576	3.580	0.996
38	I know what is expected of me	4.577	3.967	0.610
39	Campus services are "user-friendly"	4.560	3.597	0.963
37	There is a spirit of teamwork and cooperation on this campus	4.556	3.177	1.379
50	Prof. development training programs are available to assist employees in improving their job performance	4.554	3.664	0.889
31	Administrators recognize employees when they do a good job	4.550	3.080	1.470
10	This institution has "user-friendly" computer systems to support personnel	4.545	3.403	1.142
30	Administrators set examples of quality performance in their day-to-day activities	4.542	3.295	1.247
35	Administrators have confidence and trust in me	4.536	3.667	0.869
4	It is easy to get information at this institution	4.538	3.250	1.288
11	This institution promotes excellent employee-to-student relationships	4.533	3.595	0.938
26	Employees are rewarded for outstanding job performance	4.526	2.723	1.803
13	Job responsibilities are communicated clearly to employees	4.522	3.278	1.245
2	This institution involves its employees in planning for the future	4.517	3.256	1.261
40	My department meets as a team to plan and coordinate work	4.519	3.667	0.852
1	This institution listens to its students	4.518	3.627	0.892
33	My supervisor helps me improve my job performance	4.516	3.619	0.897
27	There are effective lines of communication between departments	4.508	2.666	1.842
49	The mission, purpose and values of this institution are understood by employees	4.508	3.780	0.728
36	Administrators share information regularly with faculty and staff	4.497	3.249	1.248
32	Administrators pay attention to what I have to say	4.492	3.185	1.307

## National Norms Two-Year Colleges in All Standard Questions All Staff Perceptions

- 1 - Strongly disagree
- 2 - Disagree
- 3 - Uncertain
- 4 - Agree
- 5 - Strongly Agree

Item No.	Item	How It Should Be	How It Is Now	Performance Gap
47	This institution plans carefully	4.492	3.206	1.285
8	Processes for selecting, orienting, training, empowering and recognizing personnel are carefully planned	4.481	2.900	1.581
20	Administrators treat students as their top priority	4.481	3.351	1.129
28	Employees are encouraged to provide feedback on ways to improve the work flow	4.477	3.170	1.307
24	Students believe faculty care about what they think	4.473	3.561	0.913
5	Students have a way to provide feedback on their level of satisfaction with campus programs and services	4.460	3.551	0.909
48	Employee suggestions are used to improve our institution	4.457	3.093	1.364
6	Team efforts are effective on this campus	4.452	3.229	1.222
22	Efforts to improve quality are paying off in this institution	4.446	3.425	1.021
43	This institution believes in continuous quality improvement	4.448	3.660	0.787
14	This institution analyzes complaints to determine appropriate actions	4.442	3.088	1.354
12	Established standards and procedures define job expectations for employees	4.442	3.259	1.183
41	This institution analyzes all relevant data before making decisions	4.429	2.963	1.467
19	Employees are empowered to resolve students' problems quickly	4.430	2.984	1.446
21	Administrators cultivates positive relationships with students	4.418	3.379	1.039
45	Written procedures clearly define who is responsible for each operation and service	4.417	3.046	1.372
44	Employees are involved in the development and improvement of performance measures	4.391	3.242	1.149
9	Service personnel receive special training in customer service	4.366	2.938	1.428
15	Student input is systematically measured and monitored as a basis for improvement	4.350	3.221	1.130
7	Each department has written, up-to-date service expectations	4.324	3.038	1.286
34	This institution uses teams to solve problems	4.301	3.399	0.902
3	This institution regularly conducts surveys to evaluate its programs and services	4.296	3.484	0.812

## National Norms Two-Year Colleges in All Standard Questions All Staff Perceptions

- 1 - Strongly disagree  
 2 - Disagree  
 3 - Uncertain  
 4 - Agree  
 5 - Strongly Agree

Item No.	Item	How It Should Be	How It Is Now	Performance Gap
42	Quality process tools and methods are used regularly to solve problems	4.269	3.111	1.158
18	This institution continually evaluates and upgrades its processes for collecting data	4.259	3.315	0.944
46	Quality improvement teams have been established on this campus	4.247	3.402	0.845
17	We use regional data <sup>2</sup> to compare our performance with that of other institutions	4.192	3.395	0.797
16	Student survey results are published and posted regularly	4.157	2.910	1.246
23	Guarantees of satisfaction are offered to students to ensure quality service	4.001	3.130	0.871

## National Norms Two-Year Career Schools in All Standard Questions All Staff Perceptions

- 1 - Strongly disagree  
2 - Disagree  
3 - Uncertain  
4 - Agree  
5 - Strongly Agree

Item No.	Item	How It Should Be	How It Is Now	Performance Gap
29	Faculty and staff take pride in their work	4.712	4.110	0.603
38	I know what is expected of me	4.663	4.108	0.555
25	Administrators are committed to providing quality service	4.647	3.835	0.812
31	Administrators recognize employees when they do a good job	4.636	3.453	1.183
26	Employees are rewarded for outstanding job performance	4.632	3.100	1.533
35	Administrators have confidence and trust in me	4.624	3.939	0.686
30	Administrators set examples of quality performance in their day-to-day activities	4.623	3.617	1.006
37	There is a spirit of teamwork and cooperation on this campus	4.619	3.412	1.207
11	This institution promotes excellent employee-to-student relationships	4.593	3.797	0.796
33	My supervisor helps me improve my job performance	4.590	3.814	0.776
32	Administrators pay attention to what I have to say	4.588	3.573	1.016
43	This institution believes in continuous quality improvement	4.585	3.829	0.757
50	Prof. development training programs are available to assist employees in improving their job performance	4.582	3.480	1.101
20	Administrators treat students as their top priority	4.581	3.733	0.848
13	Job responsibilities are communicated clearly to employees	4.575	3.433	1.142
1	This institution listens to its students	4.574	3.860	0.714
36	Administrators share information regularly with faculty and staff	4.571	3.580	0.991
49	The mission, purpose and values of this institution are understood by employees	4.567	3.870	0.697
6	Team efforts are effective on this campus	4.564	3.477	1.087
27	There are effective lines of communication between departments	4.557	2.907	1.650
39	Campus services are "user-friendly"	4.556	3.696	0.860
40	My department meets as a team to plan and coordinate work	4.556	3.692	0.863

## National Norms Two-Year Career Schools in All Standard Questions All Staff Perceptions

- 1 - Strongly disagree
- 2 - Disagree
- 3 - Uncertain
- 4 - Agree
- 5 - Strongly Agree

Item No.	Item	How It Should Be	How It Is Now	Performance Gap
28	Employees are encouraged to provide feedback on ways to improve the work flow	4.551	3.479	1.072
10	This institution has "user-friendly" computer systems to support personnel	4.545	3.267	1.278
4	It is easy to get information at this institution	4.545	3.471	1.074
24	Students believe faculty care about what they think	4.545	3.640	0.905
21	Administrators cultivates positive relationships with students	4.542	3.705	0.838
22	Efforts to improve quality are paying off in this institution	4.530	3.634	0.896
8	Processes for selecting, orienting, training, empowering and recognizing personnel are carefully planned	4.528	2.992	1.535
5	Students have a way to provide feedback on their level of satisfaction with campus programs and services	4.527	3.860	0.667
12	Established standards and procedures define job expectations for employees	4.525	3.427	1.098
2	This institution involves its employees in planning for the future	4.522	3.360	1.161
47	This institution plans carefully	4.518	3.270	1.248
14	This institution analyzes complaints to determine appropriate actions	4.518	3.359	1.159
48	Employee suggestions are used to improve our institution	4.507	3.315	1.192
19	Employees are empowered to resolve students' problems quickly	4.502	3.320	1.182
45	Written procedures clearly define who is responsible for each operation and service	4.483	3.185	1.298
41	This institution analyzes all relevant data before making decisions	4.463	3.181	1.282
44	Employees are involved in the development and improvement of performance measures	4.461	3.286	1.175
15	Student input is systematically measured and monitored as a basis for improvement	4.436	3.463	0.972
7	Each department has written, up-to-date service expectations	4.422	3.183	1.239
34	This institution uses teams to solve problems	4.410	3.395	1.015
3	This institution regularly conducts surveys to evaluate its programs and services	4.409	3.607	0.802
9	Service personnel receive special training in customer service	4.405	2.948	1.457

## National Norms Two-Year Career Schools in All Standard Questions All Staff Perceptions

- 1 - Strongly disagree
- 2 - Disagree
- 3 - Uncertain
- 4 - Agree
- 5 - Strongly Agree

Item No.	Item	How It Should Be	How It Is Now	Performance Gap
42	Quality process tools and methods are used regularly to solve problems	4.347	3.192	1.155
46	Quality improvement teams have been established on this campus	4.308	3.103	1.204
18	This institution continually evaluates and upgrades its processes for collecting data	4.273	3.259	1.014
17	We use regional data to compare our performance with that of other institutions	4.187	3.327	0.860
16	Student survey results are published and posted regularly	4.176	2.960	1.216
23	Guarantees of satisfaction are offered to students to ensure quality service	4.046	3.221	0.825

## National Norms Four-Year Institutions in All Standard Questions All Staff Perceptions

- 1 - Strongly disagree
- 2 - Disagree
- 3 - Uncertain
- 4 - Agree
- 5 - Strongly Agree

Item No.	Item	How It Should Be	How It Is Now	Performance Gap
29	Faculty and staff take pride in their work	4.626	3.830	0.795
38	I know what is expected of me	4.543	3.890	0.653
31	Administrators recognize employees when they do a good job	4.541	3.018	1.523
26	Employees are rewarded for outstanding job performance	4.537	2.641	1.896
25	Administrators are committed to providing quality service	4.537	3.577	0.960
10	This institution has "user-friendly" computer systems to support personnel	4.534	3.523	1.011
37	There is a spirit of teamwork and cooperation on this campus	4.516	3.162	1.354
30	Administrators set examples of quality performance in their day-to-day activities	4.514	3.283	1.231
39	Campus services are "user-friendly"	4.511	3.626	0.885
50	Prof. development training programs are available to assist employees in improving their job performance	4.506	3.538	0.969
35	Administrators have confidence and trust in me	4.507	3.663	0.844
11	This institution promotes excellent employee-to-student relationships	4.498	3.557	0.941
13	Job responsibilities are communicated clearly to employees	4.496	3.204	1.292
4	It is easy to get information at this institution	4.486	3.244	1.241
33	My supervisor helps me improve my job performance	4.483	3.537	0.945
40	My department meets as a team to plan and coordinate work	4.484	3.607	0.877
49	The mission, purpose and values of this institution are understood by employees	4.476	3.626	0.850
27	There are effective lines of communication between departments	4.476	2.624	1.852
36	Administrators share information regularly with faculty and staff	4.473	3.170	1.302
47	This institution plans carefully	4.460	3.147	1.313
22	Efforts to improve quality are paying off in this institution	4.456	3.511	0.945
2	This institution involves its employees in planning for the future	4.446	3.144	1.302

## National Norms Four-Year Institutions in All Standard Questions All Staff Perceptions

- 1 - Strongly disagree  
2 - Disagree  
3 - Uncertain  
4 - Agree  
5 - Strongly Agree

Item No.	Item	How It Should Be	How It Is Now	Performance Gap
32	Administrators pay attention to what I have to say	4.449	3.110	1.340
1	This institution listens to its students	4.443	3.621	0.822
43	This institution believes in continuous quality improvement	4.446	3.685	0.761
28	Employees are encouraged to provide feedback on ways to improve the work flow	4.444	3.148	1.296
21	Administrators cultivates positive relationships with students	4.427	3.453	0.973
8	Processes for selecting, orienting, training, empowering and recognizing personnel are carefully planned	4.431	2.911	1.520
5	Students have a way to provide feedback on their level of satisfaction with campus programs and services	4.424	3.588	0.836
6	Team efforts are effective on this campus	4.418	3.253	1.165
24	Students believe faculty care about what they think	4.413	3.299	1.114
20	Administrators treat students as their top priority	4.416	3.318	1.098
12	Established standards and procedures define job expectations for employees	4.411	3.228	1.183
48	Employee suggestions are used to improve our institution	4.406	3.057	1.349
14	This institution analyzes complaints to determine appropriate actions	4.404	3.031	1.373
19	Employees are empowered to resolve students' problems quickly	4.387	2.941	1.446
41	This institution analyzes all relevant data before making decisions	4.386	2.963	1.423
45	Written procedures clearly define who is responsible for each operation and service	4.380	2.985	1.394
44	Employees are involved in the development and improvement of performance measures	4.353	3.101	1.253
7	Each department has written, up-to-date service expectations	4.307	2.948	1.359
9	Service personnel receive special training in customer service	4.308	2.831	1.478
15	Student input is systematically measured and monitored as a basis for improvement	4.303	3.245	1.058
34	This institution uses teams to solve problems	4.267	3.316	0.951
42	Quality process tools and methods are used regularly to solve problems	4.246	3.089	1.157



## National Norms Four-Year Institutions in All Standard Questions All Staff Perceptions

- 1 - Strongly disagree
- 2 - Disagree
- 3 - Uncertain
- 4 - Agree
- 5 - Strongly Agree

Item No.	Item	How It Should Be	How It Is Now	Performance Gap
3	This institution regularly conducts surveys to evaluate its programs and services	4.235	3.338	0.897
18	This institution continually evaluates and upgrades its processes for collecting data <sup>4</sup>	4.224	3.304	0.920
17	We use regional data <sup>4</sup> to compare our performance with that of other institutions	4.216	3.486	0.730
46	Quality improvement teams have been established on this campus	4.167	3.152	1.015
16	Student survey results are published and posted regularly	4.089	2.881	1.207
23	Guarantees of satisfaction are offered to students to ensure quality service	3.892	2.950	0.942