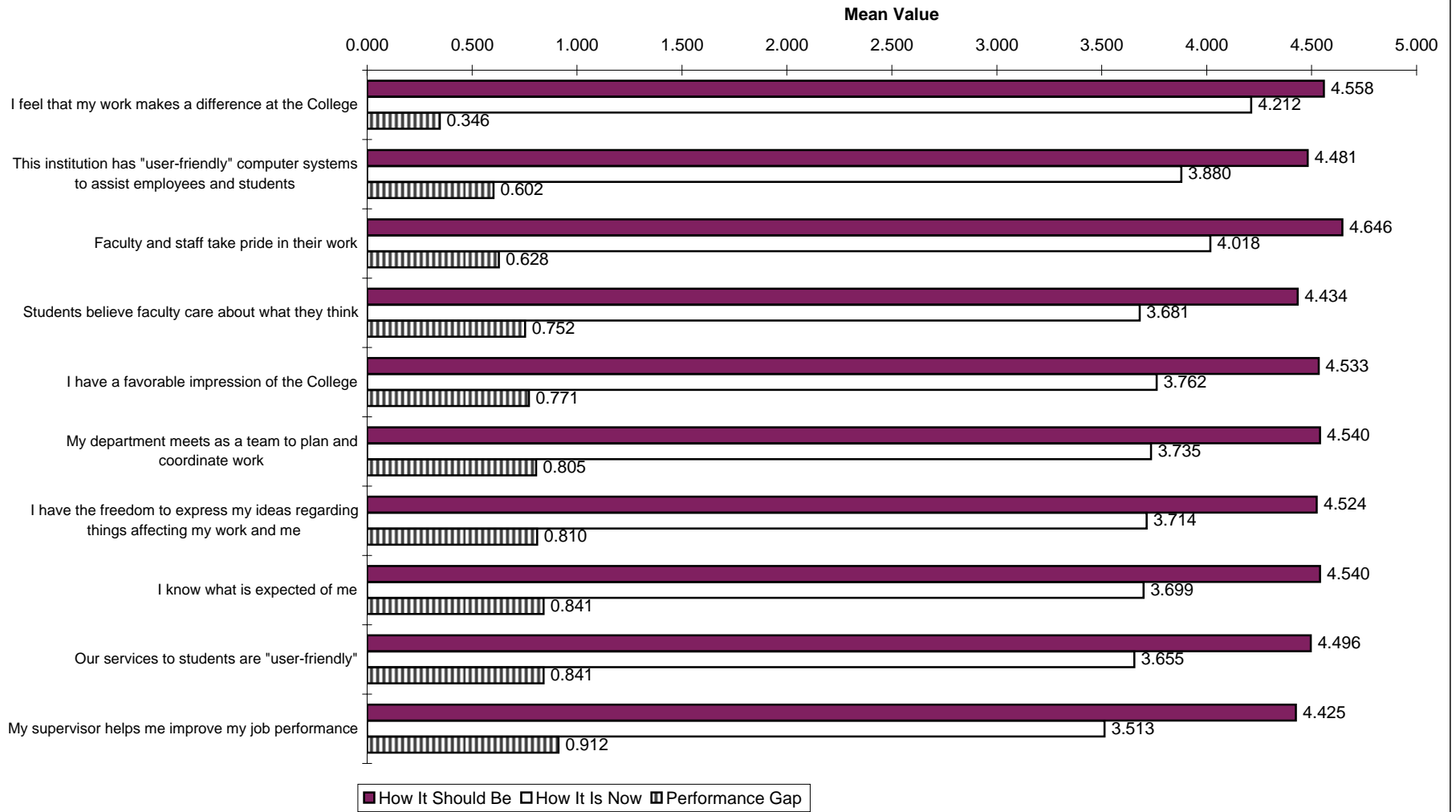
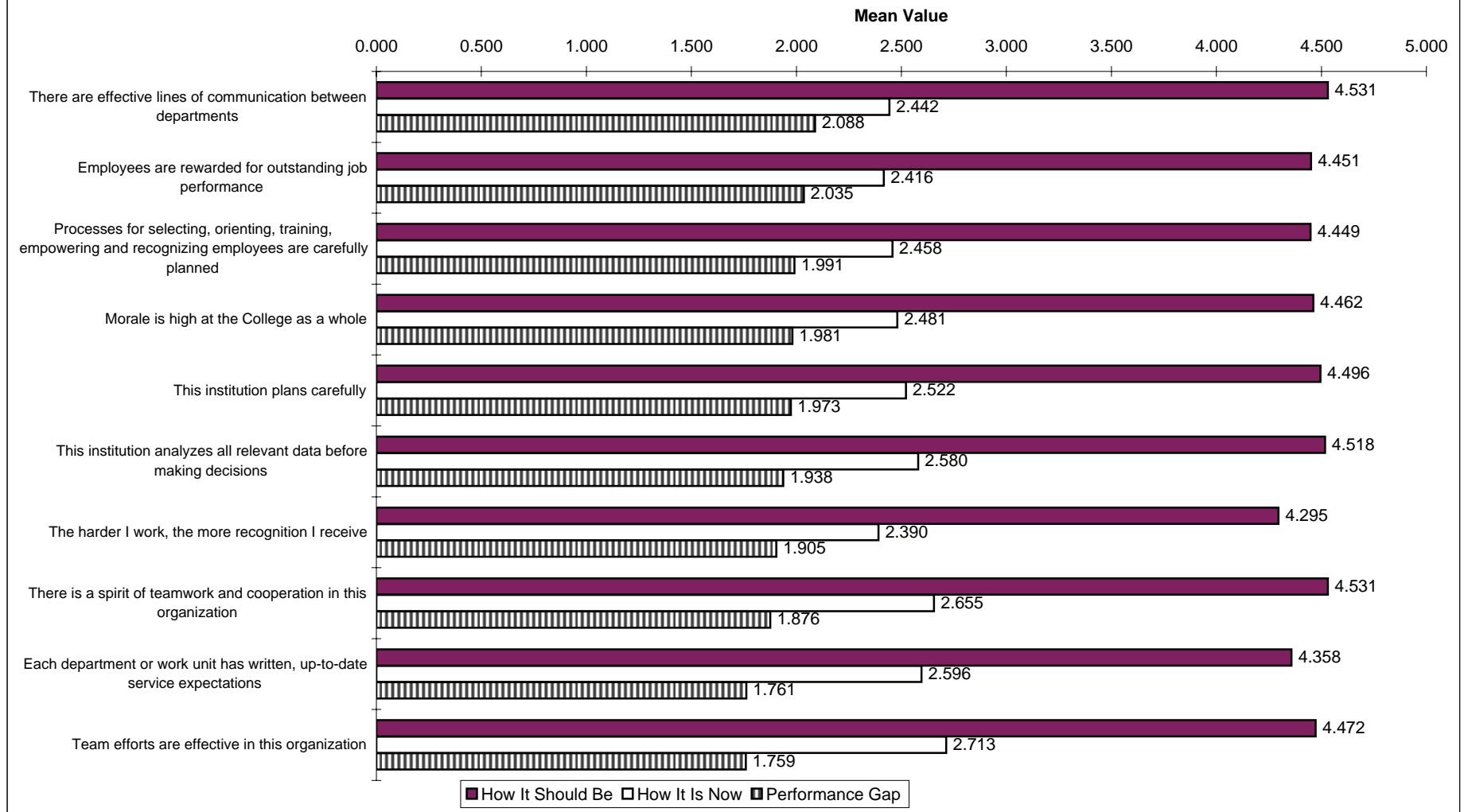
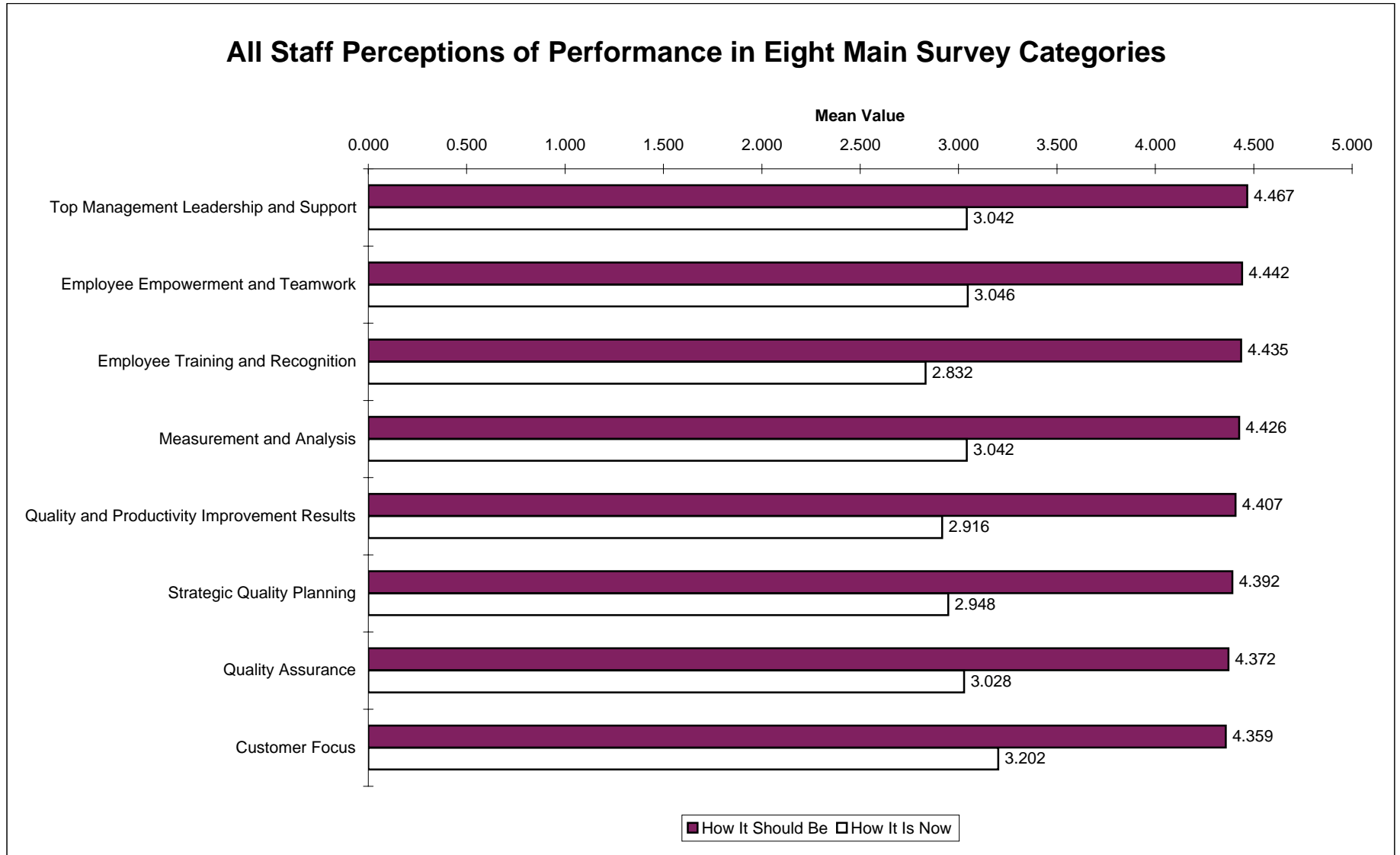


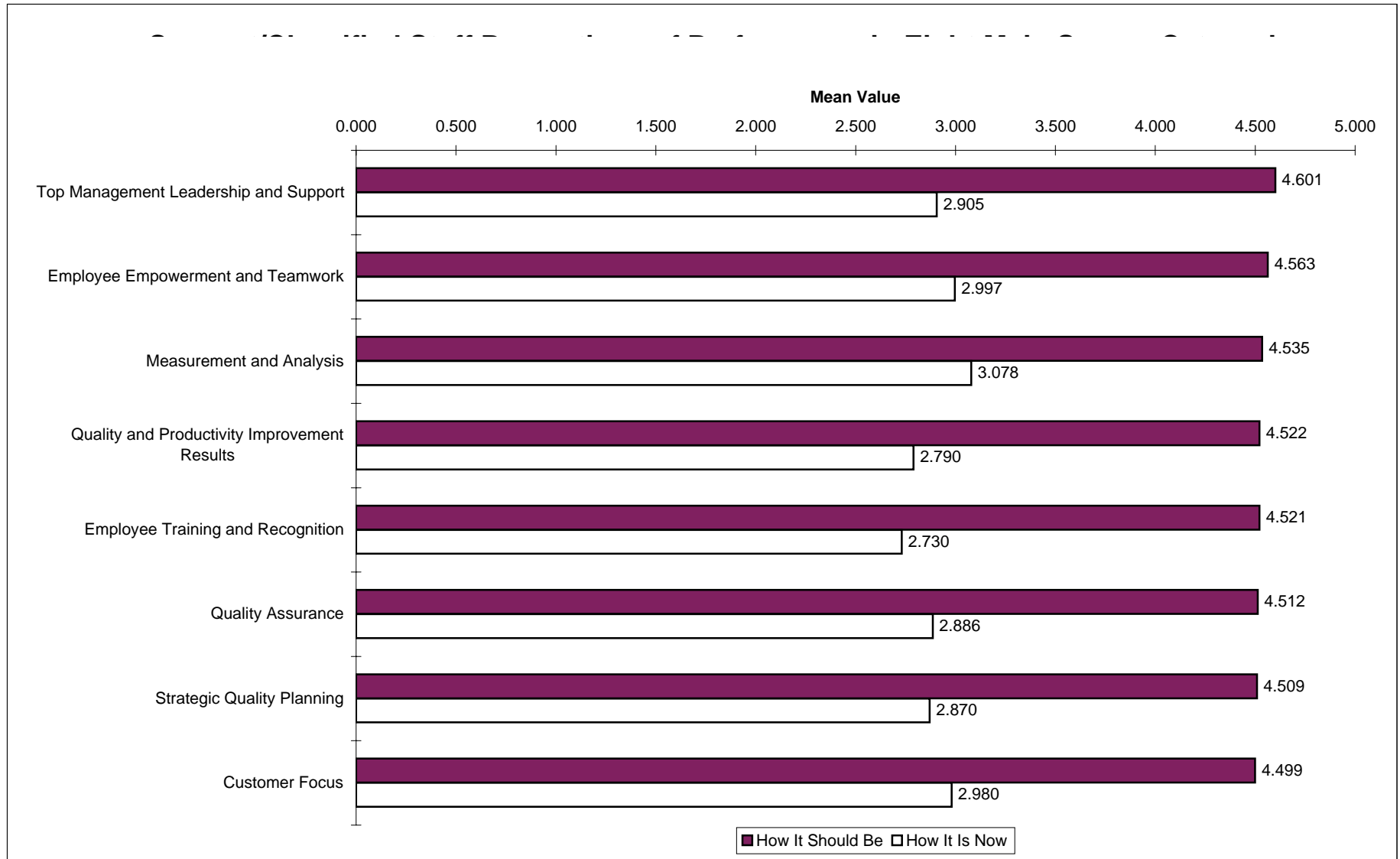
### Survey Items with Ten Smallest Performance Gaps

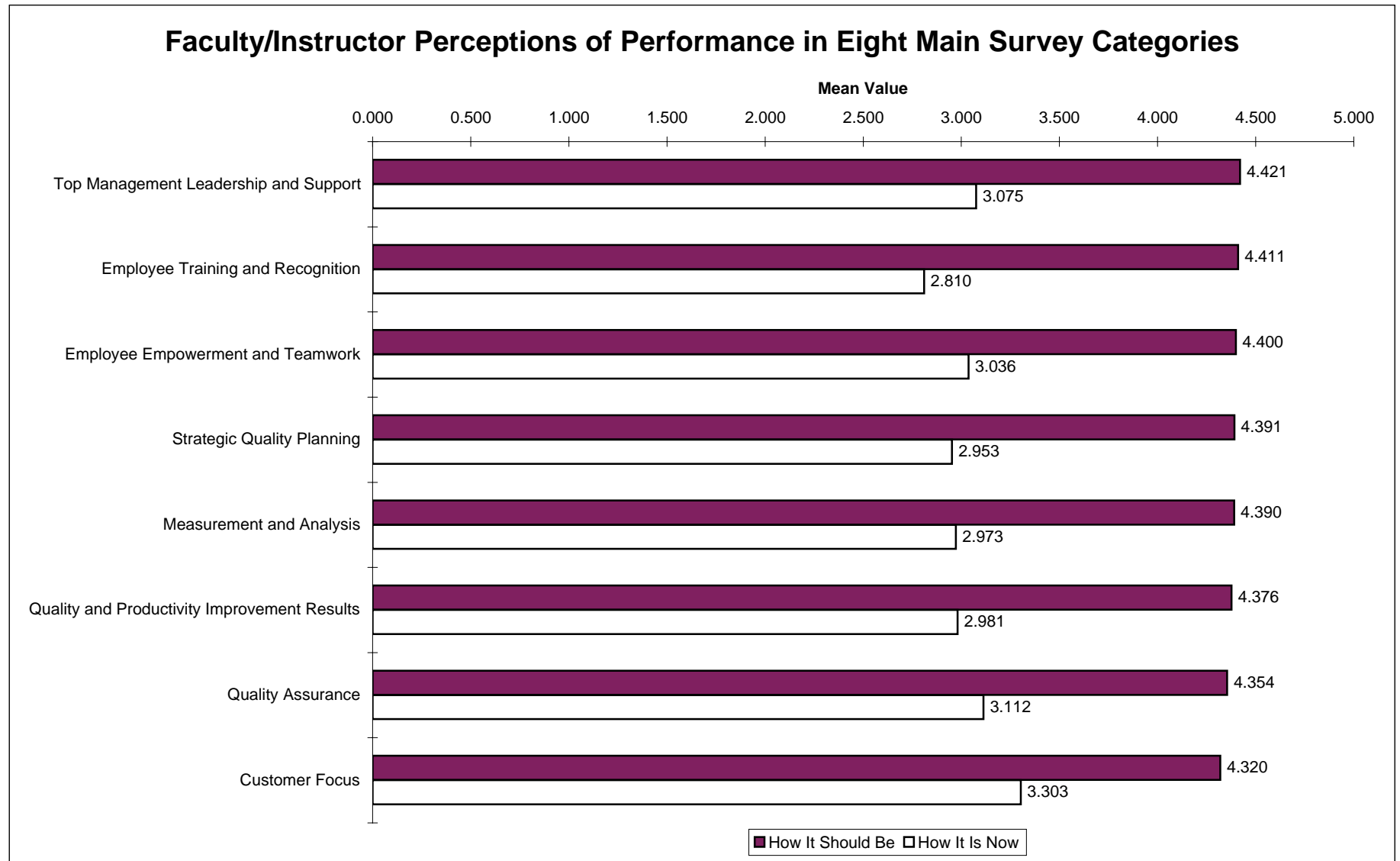


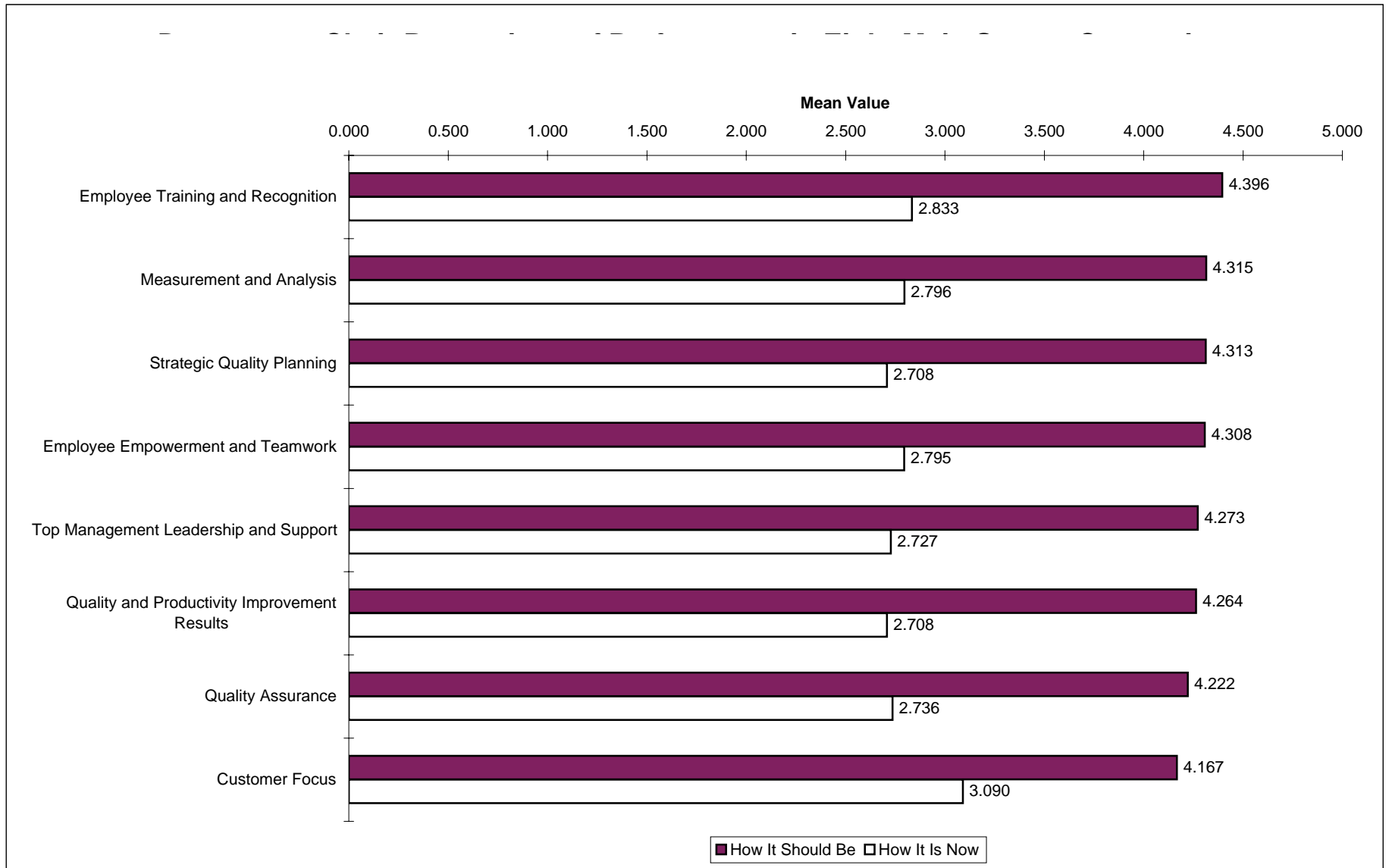
### Survey Items With Ten Largest Performance Gaps













## Summary of All Staff Perceptions in Eight Main Survey Categories In Descending Order of *How it Should Be*

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

Scales	How It Should Be		How It Is Now		Performance Gap	
	Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
Top Management Leadership and Support	4.467	0.563	3.042	1.188	1.425	1.318
Employee Empowerment and Teamwork	4.442	0.569	3.046	1.210	1.395	1.319
Employee Training and Recognition	4.435	0.564	2.832	1.179	1.604	1.336
Measurement and Analysis	4.426	0.575	3.042	1.117	1.384	1.257
Quality and Productivity Improvement Results	4.407	0.617	2.916	1.101	1.491	1.266
Strategic Quality Planning	4.392	0.574	2.948	1.115	1.444	1.314
Quality Assurance	4.372	0.615	3.028	1.076	1.343	1.237
Customer Focus	4.359	0.636	3.202	1.048	1.157	1.192



## Summary of Staff Perceptions in Eight Main Survey Categories In Descending Order of *How it Should Be* (Support/Classified)

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

Scales	How It Should Be		How It Is Now		Performance Gap	
	Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
Top Management Leadership and Support	4.601	0.524	2.905	1.288	1.696	1.448
Employee Empowerment and Teamwork	4.563	0.530	2.997	1.276	1.566	1.422
Measurement and Analysis	4.535	0.562	3.078	1.181	1.457	1.361
Quality and Productivity Improvement Results	4.522	0.607	2.790	1.175	1.731	1.390
Employee Training and Recognition	4.521	0.545	2.730	1.269	1.791	1.465
Quality Assurance	4.512	0.627	2.886	1.149	1.627	1.347
Strategic Quality Planning	4.509	0.594	2.870	1.213	1.639	1.446
Customer Focus	4.499	0.636	2.980	1.201	1.519	1.393

### (Faculty/Instructor)

Scales	How It Should Be		How It Is Now		Performance Gap	
	Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
Top Management Leadership and Support	4.421	0.578	3.075	1.151	1.346	1.266
Employee Training and Recognition	4.411	0.568	2.810	1.158	1.601	1.282
Employee Empowerment and Teamwork	4.400	0.590	3.036	1.192	1.363	1.286
Strategic Quality Planning	4.391	0.558	2.953	1.075	1.439	1.250
Measurement and Analysis	4.390	0.582	2.973	1.051	1.418	1.192
Quality and Productivity Improvement Results	4.376	0.611	2.981	1.063	1.395	1.217
Quality Assurance	4.354	0.594	3.112	1.019	1.242	1.181
Customer Focus	4.320	0.620	3.303	1.008	1.017	1.118

## Summary of Staff Perceptions in Eight Main Survey Categories In Descending Order of *How it Should Be* (Department Chair)

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

Scales	How It Should Be		How It Is Now		Performance Gap	
	Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
Employee Training and Recognition	4.396	0.765	2.833	1.155	1.563	1.457
Measurement and Analysis	4.315	0.748	2.796	1.088	1.519	1.450
Quality and Productivity Improvement Results	4.313	0.748	2.708	1.237	1.604	1.647
Employee Empowerment and Teamwork	4.308	0.761	2.795	1.144	1.513	1.484
Top Management Leadership and Support	4.273	0.775	2.727	1.197	1.545	1.501
Customer Focus	4.264	0.822	2.708	1.106	1.556	1.443
Strategic Quality Planning	4.222	0.809	2.736	1.151	1.486	1.510
Quality Assurance	4.167	0.780	3.090	1.083	1.077	1.317

### (Administrative/Professional)

Scales	How It Should Be		How It Is Now		Performance Gap	
	Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
Top Management Leadership and Support	4.468	0.510	3.154	1.146	1.314	1.220
Employee Empowerment and Teamwork	4.435	0.519	3.130	1.196	1.304	1.244
Employee Training and Recognition	4.416	0.530	2.925	1.145	1.491	1.273
Measurement and Analysis	4.412	0.532	3.136	1.157	1.276	1.222
Quality and Productivity Improvement Results	4.389	0.585	2.953	1.089	1.436	1.176
Customer Focus	4.339	0.617	3.255	0.940	1.085	1.033
Strategic Quality Planning	4.325	0.536	3.034	1.068	1.291	1.207
Quality Assurance	4.318	0.580	3.072	1.071	1.246	1.136

**Summary of All Staff Perceptions of Performance on Individual Survey Items  
In Descending Order of *How it Should Be***

- 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	
		Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
29	Faculty and staff take pride in their work	4.646	0.499	4.018	0.896	0.628	0.975
90	I feel that my work makes a difference at the College	4.558	0.518	4.212	0.821	0.346	0.747
4	It is easy to get information at this institution	4.541	0.518	3.063	1.201	1.477	1.334
38	I know what is expected of me	4.540	0.518	3.699	0.905	0.841	0.987
40	My department meets as a team to plan and coordinate work	4.540	0.518	3.735	1.247	0.805	1.245
84	I have a favorable impression of the College	4.533	0.538	3.762	0.894	0.771	1.012
13	Job responsibilities are communicated clearly to employees	4.531	0.519	2.938	1.104	1.593	1.272
27	There are effective lines of communication between departments	4.531	0.536	2.442	1.093	2.088	1.313
37	There is a spirit of teamwork and cooperation in this organization	4.531	0.536	2.655	1.075	1.876	1.189
50	Prof. development training programs are available to assist employees in improving their job performance	4.527	0.536	3.116	1.221	1.411	1.386
83	I have the freedom to express my ideas regarding things affecting my work and me	4.524	0.521	3.714	1.174	0.810	1.177
85	My job performance is evaluated fairly	4.524	0.539	3.524	1.153	1.000	1.160
41	This institution analyzes all relevant data before making decisions	4.518	0.569	2.580	1.028	1.938	1.240
43	This institution believes in continuous quality improvement	4.518	0.520	3.286	1.069	1.232	1.200
5	Students have a way to provide feedback on their level of satisfaction with school programs and services	4.514	0.555	3.514	0.968	1.000	1.089
11	This institution promotes excellent employee-student relationships	4.496	0.569	3.381	0.900	1.115	1.084
25	Administrators are committed to providing quality service	4.496	0.553	3.425	1.051	1.071	1.223
39	Our services to students are "user-friendly"	4.496	0.553	3.655	0.874	0.841	0.987
47	This institution plans carefully	4.496	0.537	2.522	1.127	1.973	1.346
30	Administrators set examples of quality services in their day-to-day performance	4.487	0.569	3.186	1.090	1.301	1.238
10	This institution has "user-friendly" computer systems to assist employees and students	4.481	0.538	3.880	0.934	0.602	1.013
31	Administrators recognize faculty and staff when they do a good job	4.473	0.536	2.857	1.237	1.616	1.384
49	The mission, purpose and values of this institution are familiar to employees	4.473	0.519	3.205	1.179	1.268	1.342
6	Team efforts are effective in this organization	4.472	0.587	2.713	1.033	1.759	1.167

**Summary of All Staff Perceptions of Performance on Individual Survey Items  
In Descending Order of *How it Should Be***

- 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	
		Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
19	Employees are empowered to resolve problems quickly	4.469	0.536	2.743	1.259	1.726	1.422
2	This institution involves its employees in planning for the future	4.464	0.553	2.818	1.235	1.645	1.405
88	Morale is high at the College as a whole	4.462	0.652	2.481	1.061	1.981	1.277
12	Established standards and procedures define job expectations for employees	4.460	0.518	2.850	1.151	1.611	1.333
36	Administrators share information regularly with faculty and staff	4.460	0.535	3.097	1.180	1.363	1.282
1	This institution listens to its students	4.459	0.552	3.378	1.036	1.081	1.215
26	Employees are rewarded for outstanding job performance	4.451	0.551	2.416	1.124	2.035	1.362
48	Employee suggestions are used to improve our institution	4.451	0.551	2.735	1.134	1.717	1.278
8	Processes for selecting, orienting, training, empowering and recognizing employees are carefully planned	4.449	0.570	2.458	1.075	1.991	1.307
91	I fell that positive change will come about as a result of this survey	4.447	0.682	2.699	1.203	1.748	1.377
21	Administrators cultivate positive relationships with students	4.442	0.550	3.301	1.060	1.142	1.172
35	Administrators have confidence and trust in me	4.438	0.533	3.473	1.178	0.964	1.215
20	Administrators treat students as their top priority	4.434	0.653	3.097	1.224	1.336	1.431
24	Students believe faculty care about what they think	4.434	0.596	3.681	0.869	0.752	0.940
28	Employees are encouraged to provide suggestions on ways to improve the work flow	4.429	0.549	3.018	1.223	1.411	1.333
22	Efforts to improve quality are paying off in this institution	4.425	0.638	2.894	1.064	1.531	1.268
33	My supervisor helps me improve my job performance	4.425	0.564	3.513	1.310	0.912	1.236
32	Administrators pay attention to what I have to say	4.423	0.565	3.009	1.195	1.414	1.324
45	Written procedures clearly define who is responsible for each operation and service	4.411	0.546	2.688	1.057	1.723	1.246
14	This institution analyzes complaints to determine appropriate remedial actions	4.407	0.577	3.009	1.106	1.398	1.347
42	Quality improvement tools and methods are used regularly to solve problems	4.393	0.606	2.696	1.012	1.696	1.199
87	My compensation is fair for the job I am asked to do	4.385	0.687	2.913	1.293	1.471	1.513
82	In the last 6 months, someone at work has talked to me about my progress	4.371	0.593	2.886	1.410	1.486	1.408
89	The workload is divided fairly among the people in my department	4.369	0.524	3.417	1.209	0.951	1.232

**Summary of All Staff Perceptions of Performance on Individual Survey Items  
In Descending Order of *How it Should Be***

- 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	
		Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
44	Employees are involved in the development and improvement of performance measures	4.366	0.585	2.938	1.165	1.429	1.360
7	Each department or work unit has written, up-to-date service expectations	4.358	0.586	2.596	0.914	1.761	1.088
34	This institution uses teams to solve problems	4.354	0.654	3.097	1.141	1.257	1.245
18	This institution continually evaluates and upgrades its processes for collecting data	4.345	0.547	2.938	1.020	1.407	1.154
3	This institution regularly conducts surveys to evaluate the quality of its programs and services	4.315	0.539	3.171	1.078	1.144	1.242
46	Quality improvement teams have been established in this organization	4.304	0.551	3.179	1.015	1.125	1.075
86	The harder I work, the more recognition I receive	4.295	0.720	2.390	1.139	1.905	1.341
15	Student input is systematically monitored and measured as a basis for improvement	4.283	0.647	2.885	0.980	1.398	1.279
17	This institution uses state and national data to compare its performance with that of other institutions	4.248	0.620	3.239	0.869	1.009	0.995
9	Employees receive special training in improving customer service	4.222	0.601	2.620	0.964	1.602	1.143
16	Student survey results are published and posted regularly	4.115	0.741	2.558	0.963	1.558	1.202
23	Guarantees of satisfaction are offered to students to ensure quality service	3.982	0.896	3.035	1.017	0.947	1.224

**Summary of Support/Classified Staff Perceptions of Performance on Individual Survey Items  
In Descending Order of How it Should Be**

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

Item No.	Item	Campus -- How It Should Be		Service -- How It Should Be		Service -- How It Is Now		Service -- Performance Gap	
		Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
29	Faculty and staff take pride in their work	4.646	0.499	4.704	0.465	3.852	1.167	0.852	1.231
90	I feel that my work makes a difference at the College	4.558	0.518	4.692	0.471	4.154	1.008	0.538	1.029
4	It is easy to get information at this institution	4.541	0.518	4.481	0.509	3.296	1.265	1.185	1.360
38	I know what is expected of me	4.540	0.518	4.741	0.447	3.741	0.984	1.000	1.074
40	My department meets as a team to plan and coordinate work	4.540	0.518	4.704	0.465	3.481	1.451	1.222	1.450
84	I have a favorable impression of the College	4.533	0.538	4.577	0.578	3.692	1.087	0.885	1.243
13	Job responsibilities are communicated clearly to employees	4.531	0.519	4.741	0.447	2.889	1.188	1.852	1.262
27	There are effective lines of communication between departments	4.531	0.536	4.630	0.492	2.259	1.059	2.370	1.391
37	There is a spirit of teamwork and cooperation in this organization	4.531	0.536	4.593	0.501	2.889	1.155	1.704	1.325
50	Prof. development training programs are available to assist employees in improving their job performance	4.527	0.536	4.667	0.480	3.111	1.311	1.556	1.450
83	I have the freedom to express my ideas regarding things affecting my work and me	4.524	0.521	4.769	0.430	3.731	1.251	1.038	1.248
85	My job performance is evaluated fairly	4.524	0.539	4.654	0.485	3.385	1.134	1.269	1.251
41	This institution analyzes all relevant data before making decisions	4.518	0.569	4.593	0.636	2.593	1.118	2.000	1.387
43	This institution believes in continuous quality improvement	4.518	0.520	4.630	0.492	3.370	1.275	1.259	1.483
5	Students have a way to provide feedback on their level of satisfaction with school programs and services	4.514	0.555	4.704	0.542	3.222	1.188	1.481	1.341
11	This institution promotes excellent employee-student relationships	4.496	0.569	4.593	0.501	3.037	1.018	1.556	1.251
25	Administrators are committed to providing quality service	4.496	0.553	4.593	0.501	3.222	1.311	1.370	1.573
39	Our services to students are "user-friendly"	4.496	0.553	4.556	0.506	3.778	0.801	0.778	0.974
47	This institution plans carefully	4.496	0.537	4.667	0.480	2.667	1.209	2.000	1.387
30	Administrators set examples of quality services in their day-to-day performance	4.487	0.569	4.556	0.577	2.963	1.192	1.593	1.338
10	This institution has "user-friendly" computer systems to assist employees and students	4.481	0.538	4.778	0.424	3.963	1.018	0.815	1.039
31	Administrators recognize faculty and staff when they do a good job	4.473	0.536	4.519	0.509	2.704	1.436	1.815	1.665
49	The mission, purpose and values of this institution are familiar to employees	4.473	0.519	4.667	0.480	2.815	1.360	1.852	1.657
6	Team efforts are effective in this organization	4.472	0.587	4.481	0.580	2.481	0.975	2.000	1.240

**Summary of Support/Classified Staff Perceptions of Performance on Individual Survey Items  
In Descending Order of *How it Should Be***

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

Item No.	Item	Campus -- How It Should Be		Service -- How It Should Be		Service -- How It Is Now		Service -- Performance Gap	
		Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
19	Employees are empowered to resolve problems quickly	4.469	0.536	4.481	0.509	2.370	1.245	2.111	1.423
2	This institution involves its employees in planning for the future	4.464	0.553	4.481	0.580	2.926	1.238	1.556	1.368
88	Morale is high at the College as a whole	4.462	0.652	4.654	0.562	2.231	0.992	2.423	1.301
12	Established standards and procedures define job expectations for employees	4.460	0.518	4.556	0.506	2.556	1.188	2.000	1.359
36	Administrators share information regularly with faculty and staff	4.460	0.535	4.667	0.480	3.037	1.400	1.630	1.418
1	This institution listens to its students	4.459	0.552	4.630	0.492	3.037	1.160	1.593	1.366
26	Employees are rewarded for outstanding job performance	4.451	0.551	4.556	0.506	2.296	1.295	2.259	1.559
48	Employee suggestions are used to improve our institution	4.451	0.551	4.556	0.577	2.852	1.292	1.704	1.540
8	Processes for selecting, orienting, training, empowering and recognizing employees are carefully planned	4.449	0.570	4.500	0.583	2.577	1.172	1.923	1.440
91	I fell that positive change will come aboout as a result of this survey	4.447	0.682	4.538	0.761	2.500	1.334	2.038	1.637
21	Administrators cultivate positive relationships with students	4.442	0.550	4.630	0.492	3.074	1.357	1.556	1.502
35	Administrators have confidence and trust in me	4.438	0.533	4.615	0.496	3.269	1.430	1.346	1.599
20	Administrators treat students as their top priority	4.434	0.653	4.630	0.492	2.815	1.210	1.815	1.360
24	Students believe faculty care about what they think	4.434	0.596	4.519	0.580	3.407	1.083	1.111	1.219
28	Employees are encouraged to provide suggestions on ways to improve the work flow	4.429	0.549	4.519	0.509	3.037	1.224	1.481	1.503
22	Efforts to improve quality are paying off in this institution	4.425	0.638	4.481	0.580	2.889	1.251	1.593	1.526
33	My supervisor helps me improve my job performance	4.425	0.564	4.556	0.577	3.407	1.421	1.148	1.460
32	Administrators pay attention to what I have to say	4.423	0.565	4.630	0.492	3.000	1.330	1.630	1.573
45	Written procedures clearly define who is responsible for each operation and service	4.411	0.546	4.667	0.480	2.481	1.252	2.185	1.388
14	This institution analyzes complaints to determine appropriate remedial actions	4.407	0.577	4.481	0.643	2.667	1.240	1.815	1.545
42	Quality improvement tools and methods are used regularly to solve problems	4.393	0.606	4.519	0.643	2.667	1.074	1.852	1.460
87	My compensation is fair for the job I am asked to do	4.385	0.687	4.654	0.485	2.692	1.463	1.962	1.732
82	In the last 6 months, someone at work has talked to me about my progress	4.371	0.593	4.500	0.648	2.846	1.488	1.654	1.413
89	The workload is divided fairly among the people in my department	4.369	0.524	4.654	0.485	3.231	1.394	1.423	1.474

**Summary of Support/Classified Staff Perceptions of Performance on Individual Survey Items  
In Descending Order of How it Should Be**

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

Item No.	Item	Campus -- How It Should Be		Service -- How It Should Be		Service -- How It Is Now		Service -- Performance Gap	
		Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
44	Employees are involved in the development and improvement of performance measures	4.366	0.585	4.407	0.694	3.000	1.330	1.407	1.623
7	Each department or work unit has written, up-to-date service expectations	4.358	0.586	4.481	0.643	2.222	0.698	2.259	0.944
34	This institution uses teams to solve problems	4.354	0.654	4.593	0.501	3.259	1.289	1.333	1.414
18	This institution continually evaluates and upgrades its processes for collecting data	4.345	0.547	4.444	0.506	3.037	0.808	1.407	1.047
3	This institution regularly conducts surveys to evaluate the quality of its programs and services	4.315	0.539	4.519	0.580	3.259	1.318	1.259	1.457
46	Quality improvement teams have been established in this organization	4.304	0.551	4.500	0.510	3.500	0.990	1.000	1.058
86	The harder I work, the more recognition I receive	4.295	0.720	4.538	0.706	2.308	1.258	2.231	1.394
15	Student input is systematically monitored and measured as a basis for improvement	4.283	0.647	4.370	0.688	2.593	1.010	1.778	1.340
17	This institution uses state and national data to compare its performance with that of other institutions	4.248	0.620	4.333	0.679	3.185	0.962	1.148	1.199
9	Employees receive special training in improving customer service	4.222	0.601	4.370	0.629	2.519	1.014	1.852	1.262
16	Student survey results are published and posted regularly	4.115	0.741	4.333	0.832	2.259	1.163	2.074	1.439
23	Guarantees of satisfaction are offered to students to ensure quality service	3.982	0.896	4.185	1.001	2.667	1.177	1.519	1.528



**Summary of Faculty/Instructor Perceptions of Performance on Individual Survey Items  
In Descending Order of *How it Should Be***

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

Item No.	Item	Campus -- How It Should Be		Faculty -- How It Should Be		Faculty -- How It Is Now		Faculty -- Performance Gap	
		Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
29	Faculty and staff take pride in their work	4.646	0.499	4.689	0.468	4.156	0.796	0.533	0.869
90	I feel that my work makes a difference at the College	4.558	0.518	4.625	0.490	4.225	0.800	0.400	0.709
4	It is easy to get information at this institution	4.541	0.518	4.568	0.501	3.091	1.158	1.477	1.355
38	I know what is expected of me	4.540	0.518	4.511	0.506	3.844	0.767	0.667	0.769
40	My department meets as a team to plan and coordinate work	4.540	0.518	4.556	0.503	3.911	1.203	0.644	1.171
84	I have a favorable impression of the College	4.533	0.538	4.600	0.496	3.750	0.809	0.850	0.975
13	Job responsibilities are communicated clearly to employees	4.531	0.519	4.489	0.506	3.067	1.074	1.422	1.305
27	There are effective lines of communication between departments	4.531	0.536	4.467	0.548	2.400	1.136	2.067	1.304
37	There is a spirit of teamwork and cooperation in this organization	4.531	0.536	4.467	0.548	2.644	1.048	1.822	1.193
50	Prof. development training programs are available to assist employees in improving their job performance	4.527	0.536	4.523	0.505	3.045	1.219	1.477	1.320
83	I have the freedom to express my ideas regarding things affecting my work and me	4.524	0.521	4.425	0.501	3.600	1.150	0.825	1.130
85	My job performance is evaluated fairly	4.524	0.539	4.525	0.554	3.825	0.958	0.700	0.939
41	This institution analyzes all relevant data before making decisions	4.518	0.569	4.511	0.549	2.578	0.941	1.933	1.116
43	This institution believes in continuous quality improvement	4.518	0.520	4.511	0.506	3.311	0.973	1.200	1.057
5	Students have a way to provide feedback on their level of satisfaction with school programs and services	4.514	0.555	4.535	0.505	3.674	0.892	0.860	0.966
11	This institution promotes excellent employee-student relationships	4.496	0.569	4.444	0.586	3.578	0.839	0.867	1.014
25	Administrators are committed to providing quality service	4.496	0.553	4.422	0.543	3.489	0.920	0.933	1.031
39	Our services to students are "user-friendly"	4.496	0.553	4.467	0.588	3.556	0.943	0.911	1.062
47	This institution plans carefully	4.496	0.537	4.489	0.506	2.578	1.076	1.911	1.311
30	Administrators set examples of quality services in their day-to-day performance	4.487	0.569	4.467	0.588	3.244	1.004	1.222	1.204
10	This institution has "user-friendly" computer systems to assist employees and students	4.481	0.538	4.429	0.547	3.810	0.917	0.619	1.035
31	Administrators recognize faculty and staff when they do a good job	4.473	0.536	4.444	0.546	2.822	1.173	1.622	1.230
49	The mission, purpose and values of this institution are familiar to employees	4.473	0.519	4.422	0.499	3.578	0.892	0.844	0.878
6	Team efforts are effective in this organization	4.472	0.587	4.452	0.633	2.571	0.991	1.881	1.173

**Summary of Faculty/Instructor Perceptions of Performance on Individual Survey Items  
In Descending Order of *How it Should Be***

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

Item No.	Item	Campus -- How It Should Be		Faculty -- How It Should Be		Faculty -- How It Is Now		Faculty -- Performance Gap	
		Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
19	Employees are empowered to resolve problems quickly	4.469	0.536	4.489	0.549	2.733	1.268	1.756	1.384
2	This institution involves its employees in planning for the future	4.464	0.553	4.523	0.549	2.568	1.228	1.955	1.346
88	Morale is high at the College as a whole	4.462	0.652	4.525	0.506	2.475	1.062	2.050	1.280
12	Established standards and procedures define job expectations for employees	4.460	0.518	4.467	0.505	3.067	1.116	1.400	1.286
36	Administrators share information regularly with faculty and staff	4.460	0.535	4.356	0.529	2.956	1.086	1.400	1.214
1	This institution listens to its students	4.459	0.552	4.432	0.545	3.659	1.010	0.773	1.159
26	Employees are rewarded for outstanding job performance	4.451	0.551	4.422	0.583	2.333	1.087	2.089	1.328
48	Employee suggestions are used to improve our institution	4.451	0.551	4.489	0.549	2.533	1.057	1.956	1.186
8	Processes for selecting, orienting, training, empowering and recognizing employees are carefully planned	4.449	0.570	4.357	0.577	2.333	0.902	2.024	1.199
91	I fell that positive change will come aboout as a result of this survey	4.447	0.682	4.575	0.549	2.650	1.075	1.925	1.141
21	Administrators cultivate positive relationships with students	4.442	0.550	4.378	0.490	3.467	0.944	0.911	0.973
35	Administrators have confidence and trust in me	4.438	0.533	4.422	0.543	3.400	1.176	1.022	1.138
20	Administrators treat students as their top priority	4.434	0.653	4.289	0.727	3.444	1.159	0.844	1.348
24	Students believe faculty care about what they think	4.434	0.596	4.422	0.583	3.956	0.673	0.467	0.661
28	Employees are encouraged to provide suggestions on ways to improve the work flow	4.429	0.549	4.409	0.542	2.818	1.187	1.591	1.282
22	Efforts to improve quality are paying off in this institution	4.425	0.638	4.400	0.688	2.844	0.976	1.556	1.159
33	My supervisor helps me improve my job performance	4.425	0.564	4.422	0.583	3.778	1.185	0.644	0.957
32	Administrators pay attention to what I have to say	4.423	0.565	4.378	0.576	2.933	1.195	1.444	1.271
45	Written procedures clearly define who is responsible for each operation and service	4.411	0.546	4.356	0.529	2.711	0.944	1.644	1.190
14	This institution analyzes complaints to determine appropriate remedial actions	4.407	0.577	4.444	0.503	3.089	0.996	1.356	1.209
42	Quality improvement tools and methods are used regularly to solve problems	4.393	0.606	4.289	0.626	2.600	0.939	1.689	1.104
87	My compensation is fair for the job I am asked to do	4.385	0.687	4.350	0.770	2.650	1.099	1.700	1.400
82	In the last 6 months, someone at work has talked to me about my progress	4.371	0.593	4.225	0.577	3.050	1.395	1.175	1.299
89	The workload is divided fairly among the people in my department	4.369	0.524	4.359	0.486	3.564	1.142	0.795	1.196

**Summary of Faculty/Instructor Perceptions of Performance on Individual Survey Items  
In Descending Order of *How it Should Be***

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

Item No.	Item	Campus -- How It Should Be		Faculty -- How It Should Be		Faculty -- How It Is Now		Faculty -- Performance Gap	
		Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
44	Employees are involved in the development and improvement of performance measures	4.366	0.585	4.400	0.539	2.911	1.083	1.489	1.308
7	Each department or work unit has written, up-to-date service expectations	4.358	0.586	4.310	0.563	2.929	0.921	1.381	1.081
34	This institution uses teams to solve problems	4.354	0.654	4.222	0.765	2.800	1.079	1.422	1.196
18	This institution continually evaluates and upgrades its processes for collecting data	4.345	0.547	4.333	0.564	2.889	0.982	1.444	1.139
3	This institution regularly conducts surveys to evaluate the quality of its programs and services	4.315	0.539	4.295	0.509	2.977	1.131	1.318	1.308
46	Quality improvement teams have been established in this organization	4.304	0.551	4.222	0.560	2.978	1.055	1.244	1.131
86	The harder I work, the more recognition I receive	4.295	0.720	4.325	0.656	2.300	1.114	2.025	1.271
15	Student input is systematically monitored and measured as a basis for improvement	4.283	0.647	4.244	0.645	3.067	1.009	1.178	1.319
17	This institution uses state and national data to compare its performance with that of other institutions	4.248	0.620	4.222	0.636	3.222	0.765	1.000	0.853
9	Employees receive special training in improving customer service	4.222	0.601	4.119	0.593	2.690	0.950	1.429	1.107
16	Student survey results are published and posted regularly	4.115	0.741	3.978	0.753	2.556	0.918	1.422	1.118
23	Guarantees of satisfaction are offered to students to ensure quality service	3.982	0.896	3.978	0.839	3.156	0.878	0.822	1.134

**Summary of Department Chair Perceptions of Performance on Individual Survey Items  
In Descending Order of How it Should Be**

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

Item No.	Item	Campus -- How It Should Be		Dept. Chair -- How It Should Be		Dept. Chair -- How It Is Now		Dept. Chair -- Performance Gap	
		Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
29	Faculty and staff take pride in their work	4.646	0.499	4.500	0.837	3.833	0.753	0.667	0.816
90	I feel that my work makes a difference at the College	4.558	0.518	4.333	0.816	4.167	0.983	0.167	0.753
4	It is easy to get information at this institution	4.541	0.518	4.500	0.837	2.833	1.169	1.667	1.506
38	I know what is expected of me	4.540	0.518	4.333	0.816	3.167	0.983	1.167	1.472
40	My department meets as a team to plan and coordinate work	4.540	0.518	4.333	0.816	3.500	1.049	0.833	1.329
84	I have a favorable impression of the College	4.533	0.538	4.500	0.837	3.833	0.983	0.667	1.033
13	Job responsibilities are communicated clearly to employees	4.531	0.519	4.333	0.816	2.500	1.225	1.833	1.722
27	There are effective lines of communication between departments	4.531	0.536	4.333	0.816	2.333	1.033	2.000	1.414
37	There is a spirit of teamwork and cooperation in this organization	4.531	0.536	4.500	0.837	2.833	0.753	1.667	1.033
50	Prof. development training programs are available to assist employees in improving their job performance	4.527	0.536	4.500	0.837	2.833	1.169	1.667	1.633
83	I have the freedom to express my ideas regarding things affecting my work and me	4.524	0.521	4.500	0.837	3.167	1.835	1.333	2.066
85	My job performance is evaluated fairly	4.524	0.539	4.500	0.837	3.667	1.633	0.833	1.329
41	This institution analyzes all relevant data before making decisions	4.518	0.569	4.333	0.816	2.167	0.983	2.167	1.602
43	This institution believes in continuous quality improvement	4.518	0.520	4.167	0.753	3.167	1.169	1.000	1.549
5	Students have a way to provide feedback on their level of satisfaction with school programs and services	4.514	0.555	4.167	0.753	4.000	0.632	0.167	0.408
11	This institution promotes excellent employee-student relationships	4.496	0.569	4.167	0.753	3.333	0.516	0.833	0.753
25	Administrators are committed to providing quality service	4.496	0.553	4.167	0.753	3.000	1.265	1.167	1.602
39	Our services to students are "user-friendly"	4.496	0.553	4.167	0.753	3.667	0.816	0.500	0.548
47	This institution plans carefully	4.496	0.537	4.333	0.816	2.167	1.329	2.167	1.835
30	Administrators set examples of quality services in their day-to-day performance	4.487	0.569	4.333	0.816	2.500	1.378	1.833	1.835
10	This institution has "user-friendly" computer systems to assist employees and students	4.481	0.538	4.167	0.753	3.667	1.033	0.500	0.837
31	Administrators recognize faculty and staff when they do a good job	4.473	0.536	4.500	0.837	3.167	1.169	1.333	1.506
49	The mission, purpose and values of this institution are familiar to employees	4.473	0.519	4.333	0.816	2.667	1.366	1.667	1.966
6	Team efforts are effective in this organization	4.472	0.587	4.333	0.816	2.667	1.366	1.667	1.506

**Summary of Department Chair Perceptions of Performance on Individual Survey Items  
In Descending Order of How it Should Be**

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

Item No.	Item	Campus -- How It Should Be		Dept. Chair -- How It Should Be		Dept. Chair -- How It Is Now		Dept. Chair -- Performance Gap	
		Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
19	Employees are empowered to resolve problems quickly	4.469	0.536	4.333	0.816	2.333	1.211	2.000	1.789
2	This institution involves its employees in planning for the future	4.464	0.553	4.167	0.753	2.500	1.378	1.667	1.966
88	Morale is high at the College as a whole	4.462	0.652	4.167	0.753	2.833	0.753	1.333	1.033
12	Established standards and procedures define job expectations for employees	4.460	0.518	4.333	0.816	2.333	1.211	2.000	1.673
36	Administrators share information regularly with faculty and staff	4.460	0.535	4.500	0.837	2.667	1.033	1.833	1.472
1	This institution listens to its students	4.459	0.552	4.167	0.753	3.667	0.816	0.500	0.837
26	Employees are rewarded for outstanding job performance	4.451	0.551	4.500	0.837	2.667	1.211	1.833	1.472
48	Employee suggestions are used to improve our institution	4.451	0.551	4.333	0.816	2.833	1.472	1.500	1.517
8	Processes for selecting, orienting, training, empowering and recognizing employees are carefully planned	4.449	0.570	4.500	0.837	2.333	1.211	2.167	1.602
91	I fell that positive change will come aboout as a result of this survey	4.447	0.682	4.333	0.816	2.667	1.506	1.667	1.633
21	Administrators cultivate positive relationships with students	4.442	0.550	4.167	0.753	2.833	1.169	1.333	1.506
35	Administrators have confidence and trust in me	4.438	0.533	4.167	0.753	3.500	0.548	0.667	0.816
20	Administrators treat students as their top priority	4.434	0.653	4.167	0.983	2.333	1.211	1.833	1.722
24	Students believe faculty care about what they think	4.434	0.596	4.167	0.753	3.833	0.753	0.333	0.516
28	Employees are encouraged to provide suggestions on ways to improve the work flow	4.429	0.549	4.333	0.816	2.667	1.211	1.667	1.633
22	Efforts to improve quality are paying off in this institution	4.425	0.638	4.167	0.753	2.833	1.169	1.333	1.506
33	My supervisor helps me improve my job performance	4.425	0.564	4.167	0.753	3.000	1.673	1.167	1.941
32	Administrators pay attention to what I have to say	4.423	0.565	4.000	0.894	3.000	1.414	1.000	1.095
45	Written procedures clearly define who is responsible for each operation and service	4.411	0.546	4.333	0.816	2.167	0.983	2.167	1.602
14	This institution analyzes complaints to determine appropriate remedial actions	4.407	0.577	4.333	0.816	2.500	1.378	1.833	2.041
42	Quality improvement tools and methods are used regularly to solve problems	4.393	0.606	4.333	0.816	2.667	1.033	1.667	1.506
87	My compensation is fair for the job I am asked to do	4.385	0.687	3.833	0.753	3.333	1.633	0.500	1.761
82	In the last 6 months, someone at work has talked to me about my progress	4.371	0.593	4.167	0.753	3.500	1.378	0.667	1.633
89	The workload is divided fairly among the people in my department	4.369	0.524	3.833	0.753	3.333	1.366	0.500	1.225

**Summary of Department Chair Perceptions of Performance on Individual Survey Items  
In Descending Order of *How it Should Be***

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

Item No.	Item	Campus -- How It Should Be		Dept. Chair -- How It Should Be		Dept. Chair -- How It Is Now		Dept. Chair -- Performance Gap	
		Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
44	Employees are involved in the development and improvement of performance measures	4.366	0.585	4.167	0.753	2.833	1.169	1.333	1.506
7	Each department or work unit has written, up-to-date service expectations	4.358	0.586	4.333	0.816	2.167	0.983	2.167	1.602
34	This institution uses teams to solve problems	4.354	0.654	4.333	0.816	3.000	1.265	1.333	1.751
18	This institution continually evaluates and upgrades its processes for collecting data	4.345	0.547	4.333	0.816	2.833	1.169	1.500	1.761
3	This institution regularly conducts surveys to evaluate the quality of its programs and services	4.315	0.539	4.333	0.816	3.167	0.753	1.167	1.329
46	Quality improvement teams have been established in this organization	4.304	0.551	4.333	0.816	2.833	0.983	1.500	1.378
86	The harder I work, the more recognition I receive	4.295	0.720	4.000	0.894	2.833	1.329	1.167	1.602
15	Student input is systematically monitored and measured as a basis for improvement	4.283	0.647	4.500	0.837	3.000	1.414	1.500	1.761
17	This institution uses state and national data to compare its performance with that of other institutions	4.248	0.620	4.167	0.753	2.833	1.169	1.333	1.506
9	Employees receive special training in improving customer service	4.222	0.601	4.333	0.816	2.667	0.816	1.667	1.366
16	Student survey results are published and posted regularly	4.115	0.741	4.167	0.753	2.167	0.983	2.000	1.549
23	Guarantees of satisfaction are offered to students to ensure quality service	3.982	0.896	3.333	1.033	2.333	1.211	1.000	1.265

**Summary of Administrative/Professional Perceptions of Performance on Individual Survey Items  
In Descending Order of How it Should Be**

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

Item No.	Item	Campus -- How It Should Be		Admin/Prof. -- How It Should Be		Admin/Prof. -- How It Is Now		Admin/Prof. -- Performance Gap	
		Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
29	Faculty and staff take pride in their work	4.646	0.499	4.588	0.500	4.000	0.816	0.588	0.925
90	I feel that my work makes a difference at the College	4.558	0.518	4.419	0.502	4.258	0.682	0.161	0.454
4	It is easy to get information at this institution	4.541	0.518	4.576	0.502	2.848	1.228	1.727	1.257
38	I know what is expected of me	4.540	0.518	4.471	0.507	3.559	0.991	0.912	1.083
40	My department meets as a team to plan and coordinate work	4.540	0.518	4.441	0.504	3.735	1.189	0.706	1.142
84	I have a favorable impression of the College	4.533	0.538	4.438	0.504	3.813	0.859	0.625	0.871
13	Job responsibilities are communicated clearly to employees	4.531	0.519	4.471	0.507	2.882	1.094	1.588	1.184
27	There are effective lines of communication between departments	4.531	0.536	4.559	0.504	2.647	1.098	1.912	1.288
37	There is a spirit of teamwork and cooperation in this organization	4.531	0.536	4.588	0.500	2.441	1.106	2.147	1.105
50	Prof. development training programs are available to assist employees in improving their job performance	4.527	0.536	4.441	0.561	3.235	1.208	1.206	1.409
83	I have the freedom to express my ideas regarding things affecting my work and me	4.524	0.521	4.438	0.504	3.938	1.014	0.500	0.950
85	My job performance is evaluated fairly	4.524	0.539	4.438	0.504	3.281	1.250	1.156	1.273
41	This institution analyzes all relevant data before making decisions	4.518	0.569	4.515	0.508	2.636	1.113	1.879	1.269
43	This institution believes in continuous quality improvement	4.518	0.520	4.515	0.508	3.182	1.044	1.333	1.109
5	Students have a way to provide feedback on their level of satisfaction with school programs and services	4.514	0.555	4.406	0.560	3.469	0.879	0.938	0.982
11	This institution promotes excellent employee-student relationships	4.496	0.569	4.559	0.561	3.382	0.888	1.176	0.999
25	Administrators are committed to providing quality service	4.496	0.553	4.588	0.557	3.559	0.960	1.029	1.087
39	Our services to students are "user-friendly"	4.496	0.553	4.559	0.504	3.676	0.878	0.882	0.977
47	This institution plans carefully	4.496	0.537	4.412	0.557	2.382	1.129	2.029	1.337
30	Administrators set examples of quality services in their day-to-day performance	4.487	0.569	4.500	0.508	3.382	1.045	1.118	1.066
10	This institution has "user-friendly" computer systems to assist employees and students	4.481	0.538	4.375	0.492	3.938	0.914	0.438	1.014
31	Administrators recognize faculty and staff when they do a good job	4.473	0.536	4.455	0.506	2.970	1.212	1.485	1.372
49	The mission, purpose and values of this institution are familiar to employees	4.473	0.519	4.424	0.502	3.091	1.234	1.333	1.315
6	Team efforts are effective in this organization	4.472	0.587	4.531	0.507	3.094	1.027	1.438	1.014

**Summary of Administrative/Professional Perceptions of Performance on Individual Survey Items  
In Descending Order of How it Should Be**

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

Item No.	Item	Campus -- How It Should Be		Admin/Prof. -- How It Should Be		Admin/Prof. -- How It Is Now		Admin/Prof. -- Performance Gap	
		Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
19	Employees are empowered to resolve problems quickly	4.469	0.536	4.471	0.507	3.088	1.215	1.382	1.371
2	This institution involves its employees in planning for the future	4.464	0.553	4.438	0.504	3.094	1.201	1.344	1.382
88	Morale is high at the College as a whole	4.462	0.652	4.290	0.824	2.581	1.148	1.710	1.189
12	Established standards and procedures define job expectations for employees	4.460	0.518	4.412	0.500	2.853	1.132	1.559	1.284
36	Administrators share information regularly with faculty and staff	4.460	0.535	4.441	0.504	3.382	1.129	1.059	1.205
1	This institution listens to its students	4.459	0.552	4.424	0.561	3.212	0.927	1.212	1.083
26	Employees are rewarded for outstanding job performance	4.451	0.551	4.412	0.500	2.559	1.050	1.853	1.258
48	Employee suggestions are used to improve our institution	4.451	0.551	4.353	0.485	2.882	1.066	1.471	1.134
8	Processes for selecting, orienting, training, empowering and recognizing employees are carefully planned	4.449	0.570	4.531	0.507	2.531	1.218	2.000	1.344
91	I fell that positive change will come aboout as a result of this survey	4.447	0.682	4.233	0.728	2.933	1.230	1.300	1.343
21	Administrators cultivate positive relationships with students	4.442	0.550	4.412	0.609	3.324	0.912	1.088	1.026
35	Administrators have confidence and trust in me	4.438	0.533	4.382	0.493	3.706	1.060	0.676	0.976
20	Administrators treat students as their top priority	4.434	0.653	4.529	0.563	2.971	1.243	1.559	1.397
24	Students believe faculty care about what they think	4.434	0.596	4.441	0.613	3.500	0.862	0.941	0.952
28	Employees are encouraged to provide suggestions on ways to improve the work flow	4.429	0.549	4.382	0.551	3.294	1.268	1.088	1.215
22	Efforts to improve quality are paying off in this institution	4.425	0.638	4.441	0.613	2.971	1.058	1.471	1.212
33	My supervisor helps me improve my job performance	4.425	0.564	4.382	0.493	3.382	1.303	1.000	1.231
32	Administrators pay attention to what I have to say	4.423	0.565	4.394	0.496	3.121	1.083	1.273	1.232
45	Written procedures clearly define who is responsible for each operation and service	4.411	0.546	4.303	0.529	2.879	1.023	1.424	1.032
14	This institution analyzes complaints to determine appropriate remedial actions	4.407	0.577	4.324	0.589	3.265	1.053	1.059	1.179
42	Quality improvement tools and methods are used regularly to solve problems	4.393	0.606	4.455	0.506	2.848	1.093	1.606	1.088
87	My compensation is fair for the job I am asked to do	4.385	0.687	4.323	0.653	3.323	1.249	1.000	1.238
82	In the last 6 months, someone at work has talked to me about my progress	4.371	0.593	4.500	0.508	2.563	1.366	1.938	1.390
89	The workload is divided fairly among the people in my department	4.369	0.524	4.258	0.445	3.387	1.145	0.871	0.991



**Summary of Administrative/Professional Perceptions of Performance on Individual Survey Items  
In Descending Order of How it Should Be**

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

Item No.	Item	Campus -- How It Should Be		Admin/Prof. -- How It Should Be		Admin/Prof. -- How It Is Now		Admin/Prof. -- Performance Gap	
		Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
44	Employees are involved in the development and improvement of performance measures	4.366	0.585	4.333	0.540	2.939	1.197	1.394	1.248
7	Each department or work unit has written, up-to-date service expectations	4.358	0.586	4.333	0.540	2.545	0.938	1.788	0.960
34	This institution uses teams to solve problems	4.354	0.654	4.353	0.544	3.353	1.041	1.000	1.073
18	This institution continually evaluates and upgrades its processes for collecting data	4.345	0.547	4.294	0.524	2.941	1.229	1.353	1.203
3	This institution regularly conducts surveys to evaluate the quality of its programs and services	4.315	0.539	4.182	0.465	3.333	0.816	0.848	0.906
46	Quality improvement teams have been established in this organization	4.304	0.551	4.265	0.511	3.235	0.955	1.029	0.969
86	The harder I work, the more recognition I receive	4.295	0.720	4.125	0.751	2.500	1.078	1.625	1.314
15	Student input is systematically monitored and measured as a basis for improvement	4.283	0.647	4.235	0.606	2.853	0.821	1.382	1.074
17	This institution uses state and national data to compare its performance with that of other institutions	4.248	0.620	4.235	0.554	3.382	0.888	0.853	0.925
9	Employees receive special training in improving customer service	4.222	0.601	4.219	0.553	2.594	1.012	1.625	1.070
16	Student survey results are published and posted regularly	4.115	0.741	4.118	0.640	2.853	0.784	1.265	0.931
23	Guarantees of satisfaction are offered to students to ensure quality service	3.982	0.896	3.941	0.851	3.265	0.931	0.676	0.945

List of Survey Items Included in Each of the Main Survey Categories

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

Item No.	Scale	How It Should Be		How It Is Now		Performance Gap	
		Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
	<b>TOP MANAGEMENT LEADERSHIP AND SUPPORT</b>	<b>4.467</b>	<b>0.563</b>	<b>3.042</b>	<b>1.188</b>	<b>1.425</b>	<b>1.318</b>
6	Team efforts are effective in this organization	4.472	0.587	2.713	1.033	1.759	1.167
13	Job responsibilities are communicated clearly to employees	4.531	0.519	2.938	1.104	1.593	1.272
20	Administrators treat students as their top priority	4.434	0.653	3.097	1.224	1.336	1.431
25	Administrators are committed to providing quality service	4.496	0.553	3.425	1.051	1.071	1.223
26	Employees are rewarded for outstanding job performance	4.451	0.551	2.416	1.124	2.035	1.362
30	Administrators set examples of quality services in their day-to-day performance	4.487	0.569	3.186	1.090	1.301	1.238
32	Administrators pay attention to what I have to say	4.423	0.565	3.009	1.195	1.414	1.324
33	My supervisor helps me improve my job performance	4.425	0.564	3.513	1.310	0.912	1.236
35	Administrators have confidence and trust in me	4.438	0.533	3.473	1.178	0.964	1.215
36	Administrators share information regularly with faculty and staff	4.460	0.535	3.097	1.180	1.363	1.282
41	This institution analyzes all relevant data before making decisions	4.518	0.569	2.580	1.028	1.938	1.240
	<b>CUSTOMER FOCUS</b>	<b>4.359</b>	<b>0.636</b>	<b>3.202</b>	<b>1.048</b>	<b>1.157</b>	<b>1.192</b>
1	This institution listens to its students	4.459	0.552	3.378	1.036	1.081	1.215
3	This institution regularly conducts surveys to evaluate the quality of its programs and services	4.315	0.539	3.171	1.078	1.144	1.242
5	Students have a way to provide feedback on their level of satisfaction with school programs and services	4.514	0.555	3.514	0.968	1.000	1.089
9	Employees receive special training in improving customer service	4.222	0.601	2.620	0.964	1.602	1.143
11	This institution promotes excellent employee-student relationships	4.496	0.569	3.381	0.900	1.115	1.084
14	This institution analyzes complaints to determine appropriate remedial actions	4.407	0.577	3.009	1.106	1.398	1.347
15	Student input is systematically monitored and measured as a basis for improvement	4.283	0.647	2.885	0.980	1.398	1.279
16	Student survey results are published and posted regularly	4.115	0.741	2.558	0.963	1.558	1.202
21	Administrators cultivate positive relationships with students	4.442	0.550	3.301	1.060	1.142	1.172
23	Guarantees of satisfaction are offered to students to ensure quality service	3.982	0.896	3.035	1.017	0.947	1.224
24	Students believe faculty care about what they think	4.434	0.596	3.681	0.869	0.752	0.940
25	Administrators are committed to providing quality service	4.496	0.553	3.425	1.051	1.071	1.223
39	Our services to students are "user-friendly"	4.496	0.553	3.655	0.874	0.841	0.987

List of Survey Items Included in Each of the Main Survey Categories

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

Item No.	Scale	How It Should Be		How It Is Now		Performance Gap	
		Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
<b>STRATEGIC QUALITY PLANNING</b>		<b>4.392</b>	<b>0.574</b>	<b>2.948</b>	<b>1.115</b>	<b>1.444</b>	<b>1.314</b>
2	This institution involves its employees in planning for the future	4.464	0.553	2.818	1.235	1.645	1.405
3	This institution regularly conducts surveys to evaluate the quality of its programs and services	4.315	0.539	3.171	1.078	1.144	1.242
14	This institution analyzes complaints to determine appropriate remedial actions	4.407	0.577	3.009	1.106	1.398	1.347
15	Student input is systematically monitored and measured as a basis for improvement	4.283	0.647	2.885	0.980	1.398	1.279
17	This institution uses state and national data to compare its performance with that of other institutions	4.248	0.620	3.239	0.869	1.009	0.995
47	This institution plans carefully	4.496	0.537	2.522	1.127	1.973	1.346
48	Employee suggestions are used to improve our institution	4.451	0.551	2.735	1.134	1.717	1.278
49	The mission, purpose and values of this institution are familiar to employees	4.473	0.519	3.205	1.179	1.268	1.342
<b>QUALITY ASSURANCE</b>		<b>4.372</b>	<b>0.615</b>	<b>3.028</b>	<b>1.076</b>	<b>1.343</b>	<b>1.237</b>
5	Students have a way to provide feedback on their level of satisfaction with school programs and services	4.514	0.555	3.514	0.968	1.000	1.089
7	Each department or work unit has written, up-to-date service expectations	4.358	0.586	2.596	0.914	1.761	1.088
12	Established standards and procedures define job expectations for employees	4.460	0.518	2.850	1.151	1.611	1.333
13	Job responsibilities are communicated clearly to employees	4.531	0.519	2.938	1.104	1.593	1.272
15	Student input is systematically monitored and measured as a basis for improvement	4.283	0.647	2.885	0.980	1.398	1.279
17	This institution uses state and national data to compare its performance with that of other institutions	4.248	0.620	3.239	0.869	1.009	0.995
18	This institution continually evaluates and upgrades its processes for collecting data	4.345	0.547	2.938	1.020	1.407	1.154
23	Guarantees of satisfaction are offered to students to ensure quality service	3.982	0.896	3.035	1.017	0.947	1.224
28	Employees are encouraged to provide suggestions on ways to improve the work flow	4.429	0.549	3.018	1.223	1.411	1.333
38	I know what is expected of me	4.540	0.518	3.699	0.905	0.841	0.987
44	Employees are involved in the development and improvement of performance measures	4.366	0.585	2.938	1.165	1.429	1.360
45	Written procedures clearly define who is responsible for each operation and service	4.411	0.546	2.688	1.057	1.723	1.246

List of Survey Items Included in Each of the Main Survey Categories

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

Item No.	Scale	How It Should Be		How It Is Now		Performance Gap	
		Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
<b>MEASUREMENT AND ANALYSIS</b>		<b>4.426</b>	<b>0.575</b>	<b>3.042</b>	<b>1.117</b>	<b>1.384</b>	<b>1.257</b>
4	It is easy to get information at this institution	4.541	0.518	3.063	1.201	1.477	1.334
10	This institution has "user-friendly" computer systems to assist employees and students	4.481	0.538	3.880	0.934	0.602	1.013
17	This institution uses state and national data to compare its performance with that of other institutions	4.248	0.620	3.239	0.869	1.009	0.995
18	This institution continually evaluates and upgrades its processes for collecting data	4.345	0.547	2.938	1.020	1.407	1.154
22	Efforts to improve quality are paying off in this institution	4.425	0.638	2.894	1.064	1.531	1.268
28	Employees are encouraged to provide suggestions on ways to improve the work flow	4.429	0.549	3.018	1.223	1.411	1.333
36	Administrators share information regularly with faculty and staff	4.460	0.535	3.097	1.180	1.363	1.282
41	This institution analyzes all relevant data before making decisions	4.518	0.569	2.580	1.028	1.938	1.240
42	Quality improvement tools and methods are used regularly to solve problems	4.393	0.606	2.696	1.012	1.696	1.199
<b>QUALITY AND PRODUCTIVITY IMPROVEMENT RESULTS</b>		<b>4.407</b>	<b>0.617</b>	<b>2.916</b>	<b>1.101</b>	<b>1.491</b>	<b>1.266</b>
7	Each department or work unit has written, up-to-date service expectations	4.358	0.586	2.596	0.914	1.761	1.088
12	Established standards and procedures define job expectations for employees	4.460	0.518	2.850	1.151	1.611	1.333
15	Student input is systematically monitored and measured as a basis for improvement	4.283	0.647	2.885	0.980	1.398	1.279
18	This institution continually evaluates and upgrades its processes for collecting data	4.345	0.547	2.938	1.020	1.407	1.154
22	Efforts to improve quality are paying off in this institution	4.425	0.638	2.894	1.064	1.531	1.268
23	Guarantees of satisfaction are offered to students to ensure quality service	3.982	0.896	3.035	1.017	0.947	1.224
27	There are effective lines of communication between departments	4.531	0.536	2.442	1.093	2.088	1.313
29	Faculty and staff take pride in their work	4.646	0.499	4.018	0.896	0.628	0.975
37	There is a spirit of teamwork and cooperation in this organization	4.531	0.536	2.655	1.075	1.876	1.189
42	Quality improvement tools and methods are used regularly to solve problems	4.393	0.606	2.696	1.012	1.696	1.199
43	This institution believes in continuous quality improvement	4.518	0.520	3.286	1.069	1.232	1.200
45	Written procedures clearly define who is responsible for each operation and service	4.411	0.546	2.688	1.057	1.723	1.246

List of Survey Items Included in Each of the Main Survey Categories

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

Item No.	Scale	How It Should Be		How It Is Now		Performance Gap	
		Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
<b>EMPLOYEE TRAINING AND RECOGNITION</b>		<b>4.435</b>	<b>0.564</b>	<b>2.832</b>	<b>1.179</b>	<b>1.604</b>	<b>1.336</b>
8	Processes for selecting, orienting, training, empowering and recognizing employees are carefully planned	4.449	0.570	2.458	1.075	1.991	1.307
9	Employees receive special training in improving customer service	4.222	0.601	2.620	0.964	1.602	1.143
19	Employees are empowered to resolve problems quickly	4.469	0.536	2.743	1.259	1.726	1.422
24	Students believe faculty care about what they think	4.434	0.596	3.681	0.869	0.752	0.940
26	Employees are rewarded for outstanding job performance	4.451	0.551	2.416	1.124	2.035	1.362
31	Administrators recognize faculty and staff when they do a good job	4.473	0.536	2.857	1.237	1.616	1.384
48	Employee suggestions are used to improve our institution	4.451	0.551	2.735	1.134	1.717	1.278
50	Prof. development training programs are available to assist employees in improving their job performance	4.527	0.536	3.116	1.221	1.411	1.386
<b>EMPLOYEE EMPOWERMENT AND TEAMWORK</b>		<b>4.442</b>	<b>0.569</b>	<b>3.046</b>	<b>1.210</b>	<b>1.395</b>	<b>1.319</b>
6	Team efforts are effective in this organization	4.472	0.587	2.713	1.033	1.759	1.167
8	Processes for selecting, orienting, training, empowering and recognizing employees are carefully planned	4.449	0.570	2.458	1.075	1.991	1.307
13	Job responsibilities are communicated clearly to employees	4.531	0.519	2.938	1.104	1.593	1.272
19	Employees are empowered to resolve problems quickly	4.469	0.536	2.743	1.259	1.726	1.422
20	Administrators treat students as their top priority	4.434	0.653	3.097	1.224	1.336	1.431
28	Employees are encouraged to provide suggestions on ways to improve the work flow	4.429	0.549	3.018	1.223	1.411	1.333
33	My supervisor helps me improve my job performance	4.425	0.564	3.513	1.310	0.912	1.236
34	This institution uses teams to solve problems	4.354	0.654	3.097	1.141	1.257	1.245
35	Administrators have confidence and trust in me	4.438	0.533	3.473	1.178	0.964	1.215
37	There is a spirit of teamwork and cooperation in this organization	4.531	0.536	2.655	1.075	1.876	1.189
40	My department meets as a team to plan and coordinate work	4.540	0.518	3.735	1.247	0.805	1.245
44	Employees are involved in the development and improvement of performance measures	4.366	0.585	2.938	1.165	1.429	1.360
46	Quality improvement teams have been established in this organization	4.304	0.551	3.179	1.015	1.125	1.075

**Employee Perceptions of Institutional Programs, Services, and Activities  
In Descending Order of Mean Value**

- 1 - Poor and inadequate
- 2 - Fair, much improvement needed
- 3 - Good, still needs improvement
- 4 - Very good and is continually improving
- 5 - Excellent

No.	Programs, Services, and Activities	Campus		Support/Classified		Faculty/Instructor		Department Chair		Admin/Professional	
		Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.	Mean	St. Dev.
69	Payroll services	4.018	0.787	3.964	0.922	4.174	0.570	3.667	0.816	3.909	0.914
51	Library and learning resources	3.826	0.622	3.632	0.684	3.864	0.632	4.200	0.837	3.826	0.491
76	Switchboard and telephone services	3.777	0.835	3.400	1.080	3.956	0.706	3.833	0.753	3.800	0.759
70	Business office services	3.738	0.656	3.600	0.707	3.816	0.563	3.667	0.516	3.758	0.751
67	Computer information systems and services	3.728	0.885	3.423	0.758	3.739	0.905	3.667	1.033	3.943	0.906
71	Bookstore services	3.639	0.806	3.381	0.740	3.578	0.812	3.800	0.447	3.920	0.862
72	Basic skills/developmental/alternative programs	3.506	0.802	3.278	0.958	3.486	0.781	4.000	0.707	3.583	0.717
75	Media, audio visual, technology services	3.490	0.840	3.400	0.883	3.500	0.862	3.250	0.957	3.548	0.810
77	Student activities	3.457	0.785	3.542	0.884	3.389	0.766	3.000	1.225	3.536	0.637
52	Personnel/human resource services	3.414	1.080	3.143	1.325	3.522	0.937	3.500	1.225	3.457	1.039
68	Communicating with legislators and other politicians	3.404	0.997	3.286	1.069	3.273	1.077	3.000	1.000	3.722	0.826
66	Parking for faculty and staff	3.391	1.190	2.786	1.197	3.756	1.004	4.000	0.894	3.343	1.259
55	Maintenance and custodial services	3.354	1.026	3.385	0.983	3.370	1.062	3.000	1.265	3.353	1.012
61	Relations with other educational institutions	3.337	0.901	3.350	0.933	3.219	0.975	3.600	1.140	3.440	0.768
62	Financial aid assistance and services	3.323	0.888	3.409	0.666	3.486	0.961	3.000	0.632	3.100	0.960
79	Relationships with the private sector and business community	3.308	1.010	3.176	1.015	3.429	1.092	3.750	0.500	3.136	0.941
74	Curriculum planning, design, and coordination	3.289	0.841	3.000	0.943	3.364	0.838	3.500	0.837	3.296	0.775
73	Affirmative action	3.275	1.056	2.824	1.185	3.370	0.967	3.667	1.155	3.429	1.028
57	Student admissions and registration services	3.231	0.873	3.560	0.821	3.171	0.863	2.500	0.837	3.161	0.860
65	Budget planning and coordination	3.206	0.999	3.000	1.069	3.189	1.050	3.000	1.265	3.387	0.844
54	Security/police services	3.171	1.023	3.040	1.207	3.244	1.069	3.000	0.000	3.167	0.874
64	Counseling and student advisement services	3.165	0.909	3.417	0.776	2.907	0.947	3.000	0.894	3.345	0.897
56	Cafeteria and food services	3.039	1.101	3.263	0.933	3.103	1.145	3.000	0.816	2.696	1.146
58	Marketing, advertising, and public relations	3.010	1.029	3.217	1.126	2.829	0.919	2.333	1.211	3.182	1.014
78	Health and nursing services	2.940	1.316	3.167	1.030	2.762	1.446	2.000	1.732	3.154	1.281
60	Career information and planning services	2.811	0.982	2.850	1.040	2.641	0.959	3.000	1.000	2.960	0.978
80	Continuing education and community programs and services	2.791	1.070	2.905	1.044	3.057	0.998	2.000	1.414	2.467	1.042
53	Recruitment and orientation of new employees	2.638	1.066	2.407	1.047	2.605	0.974	3.000	1.414	2.765	1.130
59	Communication with other departments	2.442	0.906	2.321	1.020	2.395	0.849	2.333	0.816	2.600	0.914
63	Research and planning services	2.169	1.228	2.176	1.131	2.273	1.306	1.667	1.211	2.077	1.197

## Campus Summary of Responses to Survey Items 81, 93, 94, and 95

	Support / Classified		Faculty/ Instructor		Department Chair		Administrative / Professional Staff	
	n	%	n	%	n	%	n	%
<b>81. Rate overall satisfaction with employment</b>								
Not satisfied at all	3	10.34%	0	0.00%	0	0.00%	0	0.00%
Somewhat dissatisfied	4	13.79%	8	18.60%	0	0.00%	5	14.29%
Neutral	3	10.34%	9	20.93%	0	0.00%	5	14.29%
Satisfied	14	48.28%	21	48.84%	3	50.00%	15	42.86%
Very Satisfied	5	17.24%	5	11.63%	3	50.00%	10	28.57%
<b>Total</b>	<b>29</b>	<b>100.00%</b>	<b>43</b>	<b>100.00%</b>	<b>6</b>	<b>100.00%</b>	<b>35</b>	<b>100.00%</b>
<b>93. Employment status</b>								
Full-Time Regular	25	86.21%	37	80.43%	7	100.00%	34	97.14%
Part-Time Regular	3	10.34%	7	15.22%	0	0.00%	1	2.86%
Full-Time Temporary	1	3.45%	1	2.17%	0	0.00%	0	0.00%
Part-Time Temporary	0	0.00%	1	2.17%	0	0.00%	0	0.00%
<b>Total</b>	<b>29</b>	<b>100.00%</b>	<b>46</b>	<b>100.00%</b>	<b>7</b>	<b>100.00%</b>	<b>35</b>	<b>100.00%</b>
<b>94. Overall impression of quality</b>								
Excellent	4	13.79%	7	15.22%	2	28.57%	4	11.43%
Good	15	51.72%	15	32.61%	1	14.29%	19	54.29%
Average	5	17.24%	22	47.83%	4	57.14%	10	28.57%
Below Average	4	13.79%	2	4.35%	0	0.00%	2	5.71%
Inadequate	1	3.45%	0	0.00%	0	0.00%	0	0.00%
<b>Total</b>	<b>29</b>	<b>100.00%</b>	<b>46</b>	<b>100.00%</b>	<b>7</b>	<b>100.00%</b>	<b>35</b>	<b>100.00%</b>
<b>95. Attended class or workshop on quality</b>								
Yes	18	62.07%	30	65.22%	4	57.14%	22	62.86%
No	11	37.93%	16	34.78%	3	42.86%	13	37.14%
<b>Total</b>	<b>29</b>	<b>100.00%</b>	<b>46</b>	<b>100.00%</b>	<b>7</b>	<b>100.00%</b>	<b>35</b>	<b>100.00%</b>

Total Number of Survey Respondents: 118

Questions

1	This institution listens to its students
2	This institution involves its employees in planning for the future
3	This institution regularly conducts surveys to evaluate the quality of its programs and services
4	It is easy to get information at this institution
5	Students have a way to provide feedback on their level of satisfaction with school programs and services
6	Team efforts are effective in this organization
7	Each department or work unit has written, up-to-date service expectations
8	Processes for selecting, orienting, training, empowering and recognizing employees are carefully planned
9	Employees receive special training in improving customer service
10	This institution has "user-friendly" computer systems to assist employees and students
11	This institution promotes excellent employee-student relationships
12	Established standards and procedures define job expectations for employees
13	Job responsibilities are communicated clearly to employees
14	This institution analyzes complaints to determine appropriate remedial actions
15	Student input is systematically monitored and measured as a basis for improvement
16	Student survey results are published and posted regularly
17	This institution uses state and national data to compare its performance with that of other institutions
18	This institution continually evaluates and upgrades its processes for collecting data
19	Employees are empowered to resolve problems quickly
20	Administrators treat students as their top priority
21	Administrators cultivate positive relationships with students
22	Efforts to improve quality are paying off in this institution
23	Guarantees of satisfaction are offered to students to ensure quality service
24	Students believe faculty care about what they think
25	Administrators are committed to providing quality service
26	Employees are rewarded for outstanding job performance
27	There are effective lines of communication between departments
28	Employees are encouraged to provide suggestions on ways to improve the work flow
29	Faculty and staff take pride in their work
30	Administrators set examples of quality services in their day-to-day performance
31	Administrators recognize faculty and staff when they do a good job
32	Administrators pay attention to what I have to say
33	My supervisor helps me improve my job performance
34	This institution uses teams to solve problems
35	Administrators have confidence and trust in me



Questions

36	Administrators share information regularly with faculty and staff
37	There is a spirit of teamwork and cooperation in this organization
38	I know what is expected of me
39	Our services to students are "user-friendly"
40	My department meets as a team to plan and coordinate work
41	This institution analyzes all relevant data before making decisions
42	Quality improvement tools and methods are used regularly to solve problems
43	This institution believes in continuous quality improvement
44	Employees are involved in the development and improvement of performance measures
45	Written procedures clearly define who is responsible for each operation and service
46	Quality improvement teams have been established in this organization
47	This institution plans carefully
48	Employee suggestions are used to improve our institution
49	The mission, purpose and values of this institution are familiar to employees
50	Prof. development training programs are available to assist employees in improving their job performance
82	In the last 6 months, someone at work has talked to me about my progress
83	I have the freedom to express my ideas regarding things affecting my work and me
84	I have a favorable impression of the College
85	My job performance is evaluated fairly
86	The harder I work, the more recognition I receive
87	My compensation is fair for the job I am asked to do
88	Morale is high at the College as a whole
89	The workload is divided fairly among the people in my department
90	I feel that my work makes a difference at the College
91	I fell that positive change will come about as a result of this survey
51	Library and learning resources
52	Personnel/human resource services
53	Recruitment and orientation of new employees
54	Security/police services
55	Maintenance and custodial services
56	Cafeteria and food services
57	Student admissions and registration services
58	Marketing, advertising, and public relations
59	Communication with other departments
60	Career information and planning services
61	Relations with other educational institutions
62	Financial aid assistance and services

Questions

63	Research and planning services
64	Counseling and student advisement services
65	Budget planning and coordination
66	Parking for faculty and staff
67	Computer information systems and services
68	Communicating with legislators and other politicians
69	Payroll services
70	Business office services
71	Bookstore services
72	Basic skills/developmental/alternative programs
73	Affirmative action
74	Curriculum planning, design, and coordination
75	Media, audio visual, technology services
76	Switchboard and telephone services
77	Student activities
78	Health and nursing services
79	Relationships with the private sector and business community
80	Continuing education and community programs and services

## Quality Improvement Survey Results

Item No.	Questions	This Is How It Should Be	This Is How It Is Now	Performance Gap Mean
1	This institution listens to its students	4.459	3.378	1.081
2	This institution involves its employees in planning for the future	4.464	2.818	1.645
3	This institution regularly conducts surveys to evaluate the quality of its programs and services	4.315	3.171	1.144
4	It is easy to get information at this institution	4.541	3.063	1.477
5	Students have a way to provide feedback on their level of satisfaction with school programs and services	4.514	3.514	1.000
6	Team efforts are effective in this organization	4.472	2.713	1.759
7	Each department or work unit has written, up-to-date service expectations	4.358	2.596	1.761
8	Processes for selecting, orienting, training, empowering and recognizing employees are carefully monitored	4.449	2.458	1.991
9	Employees receive special training in improving customer service	4.222	2.620	1.602
10	This institution has "user-friendly" computer systems to assist employees and students	4.481	3.880	0.602
11	This institution promotes excellent employee-student relationships	4.496	3.381	1.115
12	Established standards and procedures define job expectations for employees	4.460	2.850	1.611
13	Job responsibilities are communicated clearly to employees	4.531	2.938	1.593
14	This institution analyzes complaints to determine appropriate remedial actions	4.407	3.009	1.398
15	Student input is systematically monitored and measured as a basis for improvement	4.283	2.885	1.398
16	Student survey results are published and posted regularly	4.115	2.558	1.558
17	This institution uses state and national data to compare its performance with that of other institutions	4.248	3.239	1.009
18	This institution continually evaluates and upgrades its processes for collecting data	4.345	2.938	1.407
19	Employees are empowered to resolve problems quickly	4.469	2.743	1.726
20	Administrators treat students as their top priority	4.434	3.097	1.336
21	Administrators cultivate positive relationships with students	4.442	3.301	1.142
22	Efforts to improve quality are paying off in this institution	4.425	2.894	1.531
23	Guarantees of satisfaction are offered to students to ensure quality service	3.982	3.035	0.947
24	Students believe faculty care about what they think	4.434	3.681	0.752
25	Administrators are committed to providing quality service	4.496	3.425	1.071

## Quality Improvement Survey Results

Item No.	Questions	This Is How It Should Be	This Is How It Is Now	Performance Gap Mean
26	Employees are rewarded for outstanding job performance	4.451	2.416	2.035
27	There are effective lines of communication between departments	4.531	2.442	2.088
28	Employees are encouraged to provide suggestions on ways to improve the work flow	4.429	3.018	1.411
29	Faculty and staff take pride in their work	4.646	4.018	0.628
30	Administrators set examples of quality services in their day-to-day performance	4.487	3.186	1.301
31	Administrators recognize faculty and staff when they do a good job	4.473	2.857	1.616
32	Administrators pay attention to what I have to say	4.423	3.009	1.414
33	My supervisor helps me improve my job performance	4.425	3.513	0.912
34	This institution uses teams to solve problems	4.354	3.097	1.257
35	Administrators have confidence and trust in me	4.438	3.473	0.964
36	Administrators share information regularly with faculty and staff	4.460	3.097	1.363
37	There is a spirit of teamwork and cooperation in this organization	4.531	2.655	1.876
38	I know what is expected of me	4.540	3.699	0.841
39	Our services to students are "user-friendly"	4.496	3.655	0.841
40	My department meets as a team to plan and coordinate work	4.540	3.735	0.805
41	This institution analyzes all relevant data before making decisions	4.518	2.580	1.938
42	Quality improvement tools and methods are used regularly to solve problems	4.393	2.696	1.696
43	This institution believes in continuous quality improvement	4.518	3.286	1.232
44	Employees are involved in the development and improvement of performance measures	4.366	2.938	1.429
45	Written procedures clearly define who is responsible for each operation and service	4.411	2.688	1.723
46	Quality improvement teams have been established in this organization	4.304	3.179	1.125
47	This institution plans carefully	4.496	2.522	1.973
48	Employee suggestions are used to improve our institution	4.451	2.735	1.717
49	The mission, purpose and values of this institution are familiar to employees	4.473	3.205	1.268
50	Prof. development training programs are available to assist employees in improving their job	4.527	3.116	1.411

## Quality Improvement Survey Results

Item No.	Questions	This Is How It Should Be	This Is How It Is Now	Performance Gap Mean
51	Library and learning resources	3.826		
52	Personnel/human resource services	3.414		
53	Recruitment and orientation of new employees	2.638		
54	Security/police services	3.171		
55	Maintenance and custodial services	3.354		
56	Cafeteria and food services	3.039		
57	Student admissions and registration services	3.231		
58	Marketing, advertising, and public relations	3.010		
59	Communication with other departments	2.442		
60	Career information and planning services	2.811		
61	Relations with other educational institutions	3.337		
62	Financial aid assistance and services	3.323		
63	Research and planning services	2.169		
64	Counseling and student advisement services	3.165		
65	Budget planning and coordination	3.206		
66	Parking for faculty and staff	3.391		
67	Computer information systems and services	3.728		
68	Communicating with legislators and other politicians	3.404		
69	Payroll services	4.018		
70	Business office services	3.738		
71	Bookstore services	3.639		
72	Basic skills/developmental/alternative programs	3.506		
73	Affirmative action	3.275		
74	Curriculum planning, design, and coordination	3.289		
75	Media, audio visual, technology services	3.490		
76	Switchboard and telephone services	3.777		
77	Student activities	3.457		
78	Health and nursing services	2.940		
79	Relationships with the private sector and business community	3.308		
80	Continuing education and community programs and services	2.791		