



Mesa College Employee Satisfaction Survey Spring 2012

Executive Summary

Prepared by:
Office of Institutional Research and Planning
June 2012

Table of Contents

	Page
Introduction.....	2
Overview.....	3
Purpose.....	3
Sample Design	3
Instrumentation.....	3
Methodology.....	4
Implementation	4
Respondent Profile	4
Key Findings	6
Institutional Effectiveness	7
Support Services	7
Resources	7
Decision-Making Processes	7
Appendix A Survey Instrument.....	8
Appendix B Item Analysis	14
Appendix C Accreditation Matrix.....	22
Appendix D Verbatim Comments	26

Introduction

Overview

Accreditation is the process of evaluating the performance and effectiveness of an institution in order to ensure that the quality of education and student achievement of expected outcomes are being met. The three colleges in the San Diego Community College District (SDCCD), as well as the non-credit institution, SDCCD Continuing Education, completed their self-studies and accreditation site visits in the fall 2010. Each institution collected, reviewed and incorporated evidence into their self-study reports and was then visited by a site study team. The Accreditation Commission reviewed the recommendations from the site study team and then made commendations and recommendations for improvements. Each of the colleges and CE are scheduled to submit mid-term reports in 2013 to the Accreditation Commission in order to ensure compliance and maintain accredited status.

Purpose

The purpose of this survey was to collect follow-up evidence on employee satisfaction, and to track changes since the previous survey, which was administered in 2009. The survey captures levels of satisfaction with programs, services, instruction and facilities, as well as perceptions and opinions regarding institutional effectiveness. The results of the survey may be used to help inform decisions and plans for improvements, as well as to identify key areas of strengths and opportunities.

Sample Design

The Employee Satisfaction Survey used a census sample design in which all employees at the colleges and Continuing Education (all faculty, staff, and administrators) were invited to participate. The expected response rate at each institution was 20% to 35%.

Instrumentation

The Office of Institutional Research and Planning referenced the previous accreditation survey administered in 2009 and worked primarily with the accreditation coordinating committees, the research committees, and the academic senates to refine the survey instrument. The survey contained profile questions (e.g., work status) in order to help examine the representation of the survey population against the entire employee population. The survey also contained open-ended questions and forced choice items representing the Accreditation Standards: Improving Institutional Effectiveness (Standard I); Student Learning Programs and Services, Instructional Programs, Student Support Services, and Library and Learning Support Services (Standard II); Human Resources, Technological Resources, Physical Resources, and Financial Resources (Standard III); Decision-Making Roles and Processes, and College and District Administration (Standard IV).

Face validity and content validity of the survey instrument were ensured using the following criteria: 1) Survey questions are aligned with the Accreditation Standards; 2) Survey questions are directly related to the purpose of the surveys, which is to elicit perceptions and opinions of employees; 3) Survey questions are

perceptually-based instead of factually-based; 4) Survey questions avoid addressing complex processes or systems that most survey participants would not be able to answer or are not applicable to them. Surveys were validated (content and face validity) through the feedback from the committees and various constituency groups on campus. Reliability was established through the pilot study.

Methodology

An invitation to participate in the online survey was sent to all employees, along with multiple notifications (i.e., pre-notification, invitation to survey, and follow up reminder notifications). A pencil and paper format of the survey was also available to all employees if requested. The online survey was administered via the *Zoomerang*® online survey tool. Those opting for the paper and pencil format obtained the survey instrument and a Scantron form from the campus-based researcher, and then returned the completed survey to the District Office of Institutional Research and Planning.

Implementation

Communications: The Accreditation Committee, the Research Committee, the Academic senates, and the Planning Committees were kept informed and involved in the development and implementation processes through continuous communication and feedback opportunities including: 1) Review of the survey plan, 2) Review and finalization of the survey instrument, and 3) Review and briefing of the survey results.

Administration: Pre-notification emails were sent by the presidents to all employees to provide information about the survey and requesting that the employees take the survey when it arrived in their e-mail inbox. The Office of Institutional Research and Planning sent the invitation via email during the fourth week of the semester and reminder e-mails were sent by both the president and the Office of Institutional Research and Planning in the weeks following. The surveys took approximately 30 minutes to complete.

Respondent Profile

In all, 1,345 employees received an invitation to participate in the survey. Of these, 452 responded, yielding a 34% response rate. Participation in the survey was completely voluntary, presenting the possibility of a self-selection bias. Of those who responded to the survey, 38% were adjunct faculty, 32% were contract faculty, 24% were classified staff, 3% were supervisors, 2% were managers, and 1% were non-academic hourly employees. These figures reveal some notable discrepancies from the Mesa College employee population. Specifically, contract faculty and classified staff were overrepresented among survey respondents, while adjunct faculty and non-academic hourly employees were underrepresented. Thus, the results of the survey should be interpreted with caution as they may not reflect the opinions of the larger employee population. Among faculty respondents, 71% were classroom instructors, 11% were non-classroom instructors, and 18% had both classroom and non-classroom assignments.

Among non-faculty respondents, 39% were from Student Support Services, and 30% were from Instructional Support Services. The remaining non-faculty respondents came from Administrative Services (18%), Information Technology (5%), and other departments (9%). Just over half of the respondents (51%) had been employed by the college for 11 or more years, and 24% had been employed by the college for two to six years; another 19% had been employed by the college for seven to 10 years. Similarly, the majority (58%) of respondents had been employed by the district for 11 years or more; 19% were employed by the district for two to six years, 17% for seven to 10 years, and 5% for one year or less.

Key Findings

Institutional Effectiveness

Overall, instructional programs continue to receive high ratings from employees. However, ratings for staffing resources, departmental teaching resources, and the Office of Instruction decreased from 2009 to 2012. Still, the majority of employees indicated they were satisfied with the College's efforts to improve institutional effectiveness and SLO/AUO assessment processes.

Support Services

Satisfaction ratings for support services were rather mixed. While satisfaction with student development remained stable or improved, satisfaction with student services staffing and facilities decreased substantially. Although the majority of employees indicated they were satisfied with library services and resources, ratings for these services decreased somewhat since 2009. While satisfaction with areas such as the cafeteria decreased substantially, increases in satisfaction were observed for key learning support service areas, such as career tech labs and classrooms.

Resources

On the whole, the majority of employees were satisfied with human, physical, and technological resources. However, when compared to 2009 ratings, satisfaction decreased somewhat for elements in each of these areas. Satisfaction ratings were particularly low for wireless connectivity and parking. On the positive side, satisfaction improved for building maintenance, and the majority of employees were satisfied with the responsiveness of the campus police.

Decision-Making Processes

While awareness of faculty/staff roles in college governance remained high, awareness of the college's leadership and organizational structure decreased somewhat since 2009. A large percentage of employees provided neutral responses to items related to the leadership of the college president, which may be due to recent changes in college leadership. Moreover, the high percentage of neutral responses pertaining to staff involvement in college affairs may indicate a general lack of awareness across the College. Contrastingly, ratings for faculty involvement in college affairs remained high. The majority of employees indicated that the faculty represented a significant voice in matters related to the college.

Appendix A

Survey Instrument



Employee Satisfaction Survey – Mesa College

This survey is designed to measure your satisfaction with the quality of various services provided to students and employees and the work environment at the college. Please select answers based on your experience at your college or site. Your input will help the college strengthen future educational programs and services and enhance the work environment. All information you share with us will be used for research purposes only and will be kept strictly confidential. Please only participate once.

Directions:

For each question, please completely fill in the appropriate circle on the response form provided. Please select only one answer per question.

1. Where is your primary college/work site?

1) City College	3) Miramar College	5) Off campus
2) Mesa College	4) ECC (Educational Cultural Complex)	

2. Which is your primary employment type?

1) Adjunct Faculty	4) Manager
2) Classified	5) Non-academic Hourly
3) Contract Faculty	6) Supervisor

3. If faculty, please indicate your faculty assignment:

1) Classroom	2) Non-classroom	3) Both
--------------	------------------	---------

4. If Classified, Manager, or Supervisor, please indicate your area of responsibility:

1) Administrative services (human resources, business operations, Facilities, and maintenance)	4) Student support services
2) Information technology	5) Other
3) Instruction/Instructional support services	

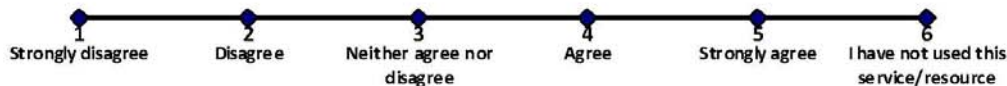
5. How long have you been employed at this college?

1) 1 year or less	3) 7-10 years
2) 2-6 years	4) 11 or more years

6. How long have you been employed within the district? (Please respond if you have worked at other SDCCD sites.)

1) 1 year or less	3) 7-10 years
2) 2-6 years	4) 11 or more years

Please rate your level of agreement with the following statements using the scale below:



Improving Institutional Effectiveness

7. I am familiar with the mission statement of the college.
8. Improving institutional effectiveness is valued throughout the college.
9. The college facilitates an ongoing dialogue about improving student learning and institutional processes.
10. Program Review is integrated into the college planning process.
11. Student learning is considered in institutional planning.
12. The college's planning process offers opportunities for input by appropriate constituencies.



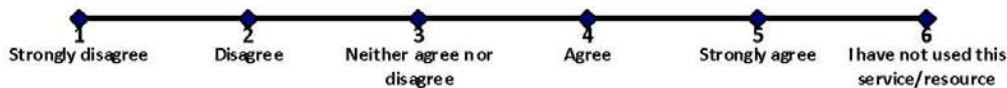
The college offers instructional programs, student services, library and learning support services, and all other resources that facilitate and enhance teaching and learning. Based on your experience with this college, please mark your level of SATISFACTION with the overall quality of the areas listed below:

Please rate your level of satisfaction with the following statements using the scale below:



- 13. Office of Instruction
- 14. Departmental Teaching Resources
- 15. Staffing Resources
- 16. Library Resources
- 17. Duplicating/Reprographics
- 18. Technical Support
- 19. Audio-Visual Support

Please rate your level of agreement with the following statements:



Instructional Programs and Student Learning Outcomes/Administrative Units Outcomes

- 20. The faculty has a central role in assuring quality of instruction.
- 21. The college identifies and seeks to meet the varied educational needs of its students through diverse programs and services.
- 22. Instructors use teaching methodologies that reflect the diverse needs of the students.
- 23. The college has implemented effective plans and strategies for identifying student learning outcomes/administrative unit outcomes.
- 24. My department/program/service area has an effective practitioner-driven process for assessing student learning outcomes/administrative unit outcomes.
- 25. My department/program/service area has sufficient research data to assess progress toward achieving stated student learning outcomes/administrative unit outcomes.
- 26. My department/program/service area has used the results of student learning outcomes/administrative unit outcomes assessment to make improvements in instruction, student services, or administrative services.
- 27. Student learning outcomes and administrative unit outcomes are considered in program review.
- 28. The college supports academic freedom.
- 29. I am satisfied with the overall quality of instruction in my program.

Student Support Services

- 30. The college encourages personal, aesthetic, and intellectual development in students.
- 31. The college designs and implements programs, practices, and services that enhance student understanding and appreciation of diversity.
- 32. Student Services at this college have sufficient staff/resources to meet student needs.
- 33. Student Services at this college have sufficient facilities to meet student needs.
- 34. I refer students to the various services available on campus (e.g., DSPS, Tutoring, Health Services, Financial Aid, and EOPS).



Please rate your level of agreement with the following statements:

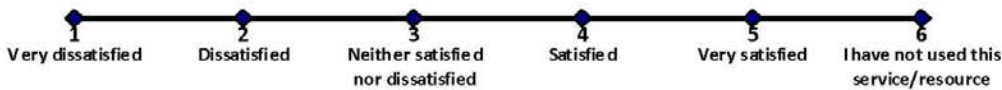


Library and Learning Support Services

- 35. Librarians consult with campus faculty and other campus stakeholders to select and maintain books, periodicals, audio-visual materials, and other learning resources.
- 36. The college provides ongoing training for users of library and other learning support services to develop information competency.
- 37. I use library and related support services in my teaching or work function.
- 38. The library's collection of books, periodicals, media, electronic databases, and other resources is adequate to meet the needs of my program or work function.

Based on your experience with this college, rate your level of SATISFACTION with the overall quality of the areas listed below:

Please rate your level of satisfaction with the following statements using the scale below:



- 39. Bookstore
- 40. Physical Facilities
- 41. Technology Resources
- 42. Science Labs
- 43. Career Technical Labs
- 44. Computer Labs
- 45. Parking
- 46. Classrooms
- 47. Assigned Working Space/Office Space
- 48. Cafeteria
- 49. Business Services/Fiscal Resources

Please rate your level of agreement with the following statements:



Human Resources

- 50. I am treated with respect at this college.
- 51. The criteria for hiring employees are clearly stated.
- 52. The procedures for hiring employees are strictly followed.
- 53. My performance evaluations have been conducted according to my contract guidelines.
- 54. Policies and practices of the college clearly demonstrate commitment to equity and diversity.
- 55. The college provides me adequate opportunities for continued professional and staff development.
- 56. As a group, the members of my department or program stay current in their fields of expertise.



Please rate your level of agreement with the following statements:



Technological Resources

- 57. Technology planning is effectively integrated with institutional planning.
- 58. The availability of computers, software, multimedia, and other technologies is sufficient to support teaching and learning.
- 59. The college provides adequate training to faculty and staff in the application of information technology.
- 60. There is sufficient technical support to keep computer labs functioning properly.
- 61. There is adequate wireless connectivity on this campus for my laptop or other mobile devices.

Physical Resources

- 62. Student learning and support needs are central to the planning, development, and design of new facilities.
- 63. Safety hazards are addressed promptly.
- 64. The grounds are pleasing and adequately maintained.
- 65. The exterior of the campus buildings are adequately maintained.
- 66. The interior of the classrooms, offices, and restrooms are adequately maintained.
- 67. The exterior lighting of the college is adequate.
- 68. There is adequate parking on this campus.
- 69. Police respond promptly to requests/calls on campus.
- 70. Facilities requests are handled promptly on campus.

Financial Resources

- 71. College guidelines and processes for budget development are clearly communicated.
- 72. I have appropriate opportunities to participate in budget development for the college through its shared governance processes.
- 73. The college resource allocation model equitably supports college programs and services.

Decision-Making Roles and Processes

- 74. The college leaders encourage all members of the college community to take initiative in improving institutional effectiveness.
- 75. The faculty exercises a substantial voice in matters related to educational programs, the hiring of faculty and other personnel, and institutional policies.
- 76. The classified staff exercise a substantial voice in matters related to college planning, budgeting, and institutional policies.
- 77. The faculty is central to decision-making involving curriculum development.
- 78. In general, I am aware of the staff and/or faculty role in various governing, planning, budgeting, and policy-making bodies at the college.
- 79. The college establishes governance structures, processes, and practices to facilitate effective communication among the institution's constituencies.
- 80. College faculty and staff understand their roles in helping the college achieve its goals.



Please rate your level of agreement with the following statements:



College and District Administration

- 81. The college's administrative structure is organized and staffed to reflect the institution's purposes, size, and complexity.
- 82. The college president provides effective leadership in planning and assessing institutional effectiveness.
- 83. The college president provides effective leadership in selecting and developing personnel.
- 84. The college president provides effective leadership in fiscal planning and budget development.
- 85. The college president works and communicates effectively with the communities served by the college.
- 86. The District Office uses effective methods of communicating with college staff and faculty.

Comments:

Please record your comments on the right side of the response form.

- 1. What do you like most about working at this college?

- 2. What do you think needs to be improved most at this college?

Thank you for taking the survey!
Please drop the completed response form and the survey in the designated drop box.

Appendix B

Item Analysis

Mesa College 2012 Employee Satisfaction Survey

1. Where is your primary college/work site?	Count	Percent
City College	4	1%
Mesa College	438	97%
Miramar College	4	1%
ECC (Educational Cultural Complex)	0	0%
Off campus	5	1%
Total	451	100%

2. Which is your primary employment type?	Count	Percent
Adjunct Faculty	173	38%
Classified	107	24%
Contract Faculty	146	32%
Manager	10	2%
Non-academic Hourly	3	1%
Supervisor	13	3%
Total	452	100%

3. If faculty, please indicate your faculty assignment:	Count	Percent
Classroom	226	71%
Non-classroom	34	11%
Both	59	18%
Total	319	100%

4. If Classified, Manager, or Supervisor, please indicate your area of responsibility:	Count	Percent
Administrative services (human resources, business operations, Facilities, and maintenance)	23	18%
Information technology	6	5%
Instruction/Instructional support services	38	30%
Student support services	50	39%
Other	11	9%
Total	128	100%

5. How long have you been employed at this college?	Count	Percent
1 year or less	30	7%
2 - 6 years	105	24%
7 - 10 years	83	19%
11 or more years	226	51%
Total	444	100%

6. How long have you been employed within the district?	Count	Percent
1 year or less	23	5%
2 - 6 years	86	19%
7 - 10 years	77	17%
11 or more years	258	58%
Total	444	100%

Mesa College 2012 Employee Satisfaction Survey

Improving Institutional Effectiveness	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Mean	I have not used this service/resource
7. I am familiar with the mission statement of the college.	13 3%	22 5%	31 8%	158 39%	181 45%	4.17	15 4%
8. Improving institutional effectiveness is valued throughout the college.	13 3%	33 8%	65 16%	150 37%	141 35%	3.93	18 4%
9. The college facilitates an ongoing dialogue about improving student learning and institutional processes.	14 3%	30 7%	67 16%	164 40%	134 33%	3.91	12 3%
10. Program Review is integrated into the college planning process.	17 4%	21 5%	70 18%	150 39%	125 33%	3.90	38 9%
11. Student learning is considered in institutional planning.	14 4%	24 6%	54 14%	173 44%	132 33%	3.97	22 5%
12. The college's planning process offers opportunities for input by appropriate constituencies.	25 6%	38 10%	79 20%	163 41%	89 23%	3.64	26 6%

	Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied	Mean	I have not used this service/resource
13. Office of Instruction	23 7%	46 13%	83 24%	132 38%	61 18%	3.47	70 17%
14. Departmental Teaching Resources	20 6%	40 12%	87 27%	113 35%	62 19%	3.49	93 22%
15. Staffing Resources	42 12%	84 24%	91 26%	88 25%	48 14%	3.05	61 15%
16. Library Resources	5 1%	13 3%	59 16%	148 40%	149 40%	4.13	37 9%
17. Duplicating/Reprographics	16 4%	41 11%	43 11%	138 36%	148 38%	3.94	26 6%
18. Technical Support	13 3%	19 5%	59 15%	166 43%	132 34%	3.99	25 6%
19. Audio-Visual Support	7 2%	11 3%	62 17%	124 35%	152 43%	4.13	59 14%

Mesa College 2012 Employee Satisfaction Survey

Instructional Programs and Student Learning Outcomes/Administrative Units Outcomes	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Mean	I have not used this service/resource
20. The faculty has a central role in assuring quality of instruction.	13 3%	24 6%	41 11%	132 34%	178 46%	4.13	17 4%
21. The college identifies and seeks to meet the varied educational needs of its students through diverse programs and services.	8 2%	16 4%	55 14%	167 43%	139 36%	4.07	19 5%
22. Instructors use teaching methodologies that reflect the diverse needs of the students.	8 2%	19 5%	67 19%	163 45%	105 29%	3.93	41 10%
23. The college has implemented effective plans and strategies for identifying student learning outcomes/administrative unit outcomes.	22 6%	31 8%	69 19%	154 42%	92 25%	3.71	32 8%
24. My department/program/service area has an effective practitioner-driven process for assessing student learning outcomes/administrative unit outcomes.	14 4%	26 7%	64 18%	140 39%	113 32%	3.87	40 10%
25. My department/program/service area has sufficient research data to assess progress toward achieving stated student learning outcomes/administrative unit outcomes.	25 7%	28 8%	84 24%	123 35%	89 26%	3.64	47 12%
26. My department/program/service area has used the results of student learning outcomes/administrative unit outcomes assessment to make improvements in instruction, student services, or administrative services.	24 7%	34 10%	84 24%	118 33%	93 26%	3.63	45 11%
27. Student learning outcomes and administrative unit outcomes are considered in program review .	13 4%	12 3%	74 21%	150 42%	104 29%	3.91	48 12%
28. The college supports academic freedom.	18 5%	15 4%	52 14%	140 36%	159 41%	4.06	18 4%
29. I am satisfied with the overall quality of instruction in my program.	6 2%	23 6%	45 12%	130 36%	161 44%	4.14	36 9%

Student Support Services	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Mean	I have not used this service/resource
30. The college encourages personal, aesthetic, and intellectual development in students.	6 2%	20 5%	54 15%	166 45%	122 33%	4.03	23 6%
31. The college designs and implements programs, practices, and services that enhance student understanding and appreciation of diversity.	11 3%	12 3%	53 14%	167 45%	130 35%	4.05	20 5%
32. Student Services at this college have sufficient staff/resources to meet student needs.	91 26%	110 31%	65 18%	57 16%	33 9%	2.53	37 9%
33. Student Services at this college have sufficient facilities to meet student needs.	61 17%	102 29%	80 23%	73 21%	34 10%	2.76	42 11%
34. I refer students to the various services available on campus (e.g., DSPPS, Tutoring, Health Services, Financial Aid, and EOPS).	5 1%	7 2%	32 9%	143 40%	175 48%	4.31	32 8%

Mesa College 2012 Employee Satisfaction Survey

Library and Learning Support Services	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Mean	I have not used this service/resource
35. Librarians consult with campus faculty and other campus stakeholders to select and maintain books, periodicals, audio-visual materials, and other learning resources.	8 3%	11 3%	67 21%	109 34%	122 38%	4.03	79 20%
36. The college provides ongoing training for users of library and other learning support services to develop information competency.	6 2%	6 2%	45 13%	139 41%	145 43%	4.21	53 13%
37. I use library and related support services in my teaching or work function.	10 3%	24 7%	52 16%	140 43%	97 30%	3.90	72 18%
38. The library's collection of books, periodicals, media, electronic databases, and other resources is adequate to meet the needs of my program or work function.	9 3%	24 7%	62 19%	140 42%	95 29%	3.87	67 17%

	Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied	Mean	I have not used this service/resource
39. Bookstore	10 3%	30 8%	77 21%	164 44%	91 24%	3.80	27 7%
40. Physical Facilities	27 8%	73 21%	83 24%	128 37%	38 11%	3.22	50 13%
41. Technology Resources	20 5%	41 11%	64 17%	165 45%	78 21%	3.65	30 8%
42. Science Labs	7 5%	19 12%	62 41%	38 25%	27 18%	3.39	244 61%
43. Career Technical Labs	7 4%	7 4%	59 36%	56 34%	36 22%	3.65	229 58%
44. Computer Labs	9 3%	10 4%	59 22%	116 43%	73 27%	3.88	128 32%
45. Parking	61 16%	99 25%	79 20%	111 28%	40 10%	2.92	8 2%
46. Classrooms	44 12%	86 24%	89 25%	113 31%	31 9%	3.00	33 8%
47. Assigned Working Space/Office Space	48 13%	81 21%	84 22%	112 30%	53 14%	3.11	20 5%
48. Cafeteria	44 13%	69 20%	104 30%	102 30%	25 7%	2.99	52 13%
49. Business Services/Fiscal Resources	13 4%	22 7%	88 29%	119 39%	62 20%	3.64	93 23%

Mesa College 2012 Employee Satisfaction Survey

Human Resources	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Mean	I have not used this service/resource
50. I am treated with respect at this college.	14 4%	38 10%	38 10%	168 43%	130 34%	3.93	6 2%
51. The criteria for hiring employees are clearly stated.	14 4%	26 7%	64 17%	157 42%	110 30%	3.87	22 6%
52. The procedures for hiring employees are strictly followed.	22 6%	20 5%	97 27%	121 33%	104 29%	3.73	29 7%
53. My performance evaluations have been conducted according to my contract guidelines.	14 4%	20 5%	37 10%	162 42%	150 39%	4.08	11 3%
54. Policies and practices of the college clearly demonstrate commitment to equity and diversity.	16 4%	17 4%	63 16%	154 40%	134 35%	3.97	9 2%
55. The college provides me adequate opportunities for continued professional and staff development.	35 9%	32 8%	53 14%	150 38%	120 31%	3.74	5 1%
56. As a group, the members of my department or program stay current in their fields of expertise.	15 4%	18 5%	59 15%	122 32%	172 45%	4.08	9 2%

Technological Resources	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Mean	I have not used this service/resource
57. Technology planning is effectively integrated with institutional planning.	16 5%	27 8%	98 30%	129 40%	54 17%	3.55	62 16%
58. The availability of computers, software, multimedia, and other technologies is sufficient to support teaching and learning.	45 13%	67 19%	61 17%	133 37%	49 14%	3.21	30 8%
59. The college provides adequate training to faculty and staff in the application of information technology.	25 7%	37 10%	78 21%	159 43%	71 19%	3.58	16 4%
60. There is sufficient technical support to keep computer labs functioning properly.	25 9%	51 17%	69 23%	101 34%	48 16%	3.33	91 24%
61. There is adequate wireless connectivity on this campus for my laptop or other mobile devices.	77 26%	69 23%	56 19%	70 24%	22 7%	2.63	89 23%

Mesa College 2012 Employee Satisfaction Survey

Physical Resources	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Mean	I have not used this service/resource
62. Student learning and support needs are central to the planning, development, and design of new facilities.	12 3%	19 5%	86 24%	147 42%	90 25%	3.80	33 9%
63. Safety hazards are addressed promptly.	27 8%	40 11%	84 24%	125 36%	72 21%	3.50	37 10%
64. The grounds are pleasing and adequately maintained.	8 2%	23 6%	60 16%	183 48%	111 29%	3.95	5 1%
65. The exterior of the campus buildings are adequately maintained.	13 3%	28 7%	72 19%	180 47%	91 24%	3.80	2 1%
66. The interior of the classrooms, offices, and restrooms are adequately maintained.	34 9%	87 23%	73 19%	139 36%	53 14%	3.23	4 1%
67. The exterior lighting of the college is adequate.	17 5%	67 18%	83 22%	155 41%	53 14%	3.43	10 3%
68. There is adequate parking on this campus.	106 28%	130 34%	57 15%	72 19%	19 5%	2.40	3 1%
69. Police respond promptly to requests/calls on campus.	20 7%	15 5%	71 24%	119 39%	77 25%	3.72	87 22%
70. Facilities requests are handled promptly on campus.	54 16%	57 17%	77 23%	105 31%	48 14%	3.11	45 12%

Financial Resources	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Mean	I have not used this service/resource
71. College guidelines and processes for budget development are clearly communicated.	19 6%	40 13%	102 32%	116 36%	42 13%	3.38	61 16%
72. I have appropriate opportunities to participate in budget development for the college through its shared governance processes.	25 9%	59 20%	95 33%	76 26%	33 11%	3.11	93 24%
73. The college resource allocation model equitably supports college programs and services.	24 8%	38 13%	126 42%	75 25%	36 12%	3.20	83 22%

Mesa College 2012 Employee Satisfaction Survey

Decision-Making Roles and Processes	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Mean	I have not used this service/resource
74. The college leaders encourage all members of the college community to take initiative in improving institutional effectiveness.	27 7%	41 11%	86 24%	129 36%	80 22%	3.53	17 4%
75. The faculty exercises a substantial voice in matters related to educational programs, the hiring of faculty and other personnel, and institutional policies.	23 7%	31 9%	89 26%	128 38%	67 20%	3.55	42 11%
76. The classified staff exercise a substantial voice in matters related to college planning, budgeting, and institutional policies.	12 4%	40 14%	113 40%	77 28%	38 14%	3.32	103 27%
77. The faculty is central to decision-making involving curriculum development.	15 4%	16 5%	77 23%	139 41%	91 27%	3.81	41 11%
78. In general, I am aware of the staff and/or faculty role in various governing, planning, budgeting, and policy-making bodies at the college.	14 4%	30 8%	67 18%	156 43%	97 27%	3.80	17 4%
79. The college establishes governance structures, processes, and practices to facilitate effective communication among the institution's constituencies.	16 5%	34 10%	101 29%	136 39%	66 19%	3.57	28 7%
80. College faculty and staff understand their roles in helping the college achieve its goals.	19 5%	29 8%	97 26%	145 39%	82 22%	3.65	11 3%

College and District Administration	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Mean	I have not used this service/resource
81. The college's administrative structure is organized and staffed to reflect the institution's purposes, size, and complexity.	25 7%	64 18%	121 34%	103 29%	42 12%	3.21	24 6%
82. The college president provides effective leadership in planning and assessing institutional effectiveness.	16 5%	19 6%	117 34%	120 35%	73 21%	3.62	36 9%
83. The college president provides effective leadership in selecting and developing personnel.	16 5%	18 6%	136 43%	88 28%	57 18%	3.48	65 17%
84. The college president provides effective leadership in fiscal planning and budget development.	11 3%	13 4%	124 39%	108 34%	64 20%	3.63	60 16%
85. The college president works and communicates effectively with the communities served by the college.	13 4%	18 5%	122 37%	105 32%	73 22%	3.63	48 13%
86. The District Office uses effective methods of communicating with college staff and faculty.	31 9%	54 15%	99 27%	120 33%	58 16%	3.33	18 5%

Appendix C

Accreditation Matrix

San Diego Community College District Employee Satisfaction Survey 2012 Accreditation Standards Matrix - Mesa College				
Standard	Items	Items	Items	Items
II.A.1.	21			
I.B.4.	10	12	71-79, 81-85	
I.B.6.	10	49	71-86	
I.B.7.	10	13-19	39-49	
II.A.2.f.	10-12	26		
I.B.	11			
I.B.2.	12			
II.A.2.c.	13	29		
II.A.	13-14	29		
II.C.	15	16	18-19	
II.B.3.b.				
II.B.3.c.				
II.B.3.a.				
II.A.2.a.	20	23		
II.A.1.b.	21			
II.A.2.d.	21	22		
II.A.2.e.	27			
II.A.7.	28			
II.A.3.c.	30-31			
II.B.3.d.	31			
II.C.1.a.	35			
II.C.2.	35			
II.C.1.b.	36			
II.C.1.c.	37			
II.C.1.	38			
II.C.1.e.	42-44	41		
I.A.	7			
II.A.6.a.	7			
II.B.1.	7	9		
II.C.1.d.	62-67			
I.A.4.	71-79, 81-85			
I.B.3.	8	10		
II.B.	8		17	
I.B.1.	9			
I.B.5.	9			
II.B.4.	9			
II.A.1.a.	9	22	24-25	
II.A.1.c.	9	24	26	
II.A.2.b.	9	20	24	28

Mesa College 2012 Employee Satisfaction Survey

III.A.	15	32		
III.A.1.	55			
III.A.1.a.	51-52	75		
III.A.1.b.	53			
III.A.1.c.	9			
III.A.2.	15			
III.A.4.	54			
III.A.4.a.	54			
III.A.4.b.	7	54		
III.A.4.c.	50	54		
III.A.5.	55			
III.A.5.a.	55			
III.A.5.b.	55			
III.A.6.	8-9			
III.B.	18-19	42-44	40	46
III.B.1.	63			
III.B.1.a.	62	64-65		
III.B.1.b.	62	66-67		
III.B.2.a.	10			
III.B.2.b.	10			
III.C.	18-19	41	57	33
III.C.1.	58-59			
III.C.1.a.	8	57		
III.C.1.b.	59			
III.C.1.c.	58			
III.C.1.d.	58			
III.C.2	10	57		
III.D.	49	73		
III.D.1.a.	10	73		
III.D.1.b.	10			
III.D.1.d.	12	72		
III.D.2.a.	11			
III.D.2.b.	12	71		
III.D.2.d.	73			
III.D.2.e.	73			
III.D.2.f.	73			
III.D.2.g.	73			
III.D.3.	8			
IV. A.	11	74		
IV. A.1.	12	78		
IV.A.2.	12	74	79	
IV.A.2.a.	75			
IV.A.2.b.	75			
IV.A.3.	12			

Mesa College 2012 Employee Satisfaction Survey

IV.B.2.	82-83			
IV.B.2.a.		83		
IV.B.2.b.	9-10	82		
IV.B.2.c.	82			
IV.B.2.d.	82	84		
IV.B.2.e.	85			
IV.B.3.				
IV.B.3.f.	86			
IV.B.3.g.	86			

Appendix D

Verbatim Comments

Comments

1. What do you like most about working at this college?	
Respondent #	Response
1	The quality of faculty within my department. Each member keeps abreast with the current state of the field, they are also enthusiastic about their positions. The student body also reflects a very diverse community and our department is aware of the needs of the community and works to incorporate those needs into the curriculum.
2	The faculty and staff expertise in their subject area.
3	I love what I do. I wish you would pay me to do more.
4	I love online teching through Mesa because the support services are fantastic
5	I admire how dedicated faculty and staff are to our students.
6	faculty and classified staff - so professional, capable and devoted
7	Diversity of the student body.
8	I like the program in which I teach. I think that the college is moving in the right direction with resource allocation, although it has a ways to go to become effective.
9	I share a common goal with my fellow colleagues as we work together to improve education. We all have mutual respect for each other.
10	The rich diversity of our students.
11	Being in the classroom and teaching the students.
12	It's close to my home.
13	I enjoy the students.
14	Great colleagues, great students
15	Location
16	I like the communication within my department, the academic freedom that I, as a faculty member enjoy.
17	The faculty/staff/students
18	The students.
19	I like the mission we carry out, as long as we are allowed by a continuously shrinking budget. These budgetary issues have impacted our students. Strangely enough, they have not impacted Administrators. They keep on growing in numbers and their presence or absence is not even noticed by either instructors or students.
20	The good working relationships, especially in my school.
21	The opportunity to be a small part of the success of others is what make's my day!
22	I enjoy working with the diverse student body we have.
23	my students
24	The collegial atmosphere.
25	I like the students and they like me.
26	that I am allowed to 'tinker' with my classes and take on other roles that help my teaching
27	academic freedom
28	People are cooperative.
29	Its cosmopolitan nature: there are a range of courses available, taught (mostly) by dedicated faculty, ongoing events, involvement by students (mostly) and faculty (mostly). Resources are few, but there still isn't an atmosphere of territorialism (mostly) or competition.

Mesa College 2012 Employee Satisfaction Survey

30	Doing my job. I love teaching and sharing with my students knowledge of my field. I like reaching out to colleagues in the San Diego area and in other departments. I respect and appreciate the expertise and dedication of colleagues in my department. I think our classified support staff is outstanding, especially the Library and Communications Services staff.
31	students
32	Diversity of population
33	The community of like-minded people, focused on student success.
34	For the most part faculty, staff and admin have a positive (can do) service oriented attitude...that I have not seen at Miramar or City. They truly work for the student.
35	I enjoy the nature of my work. I love the students and really want to help them attain their goals.
36	I like the people I work with and the students we serve. It is challenging work but so rewarding when you help change the life of a student.
37	Great people.
38	My peers
39	Having been relocated to this campus, I appreciate the warm welcome from this campus. Also this campus seems to appreciate and value the classified staff more than the one I came from.
40	I like the people.
41	Serving students and interaction with my fellow staff members. Feeling like I might be making a difference in someone's life.
42	I love working with my college president, VPI, and school dean. They have a tough job in a difficult economic climate, and are handling many challenges thrown at them with grace, class, and respect. It's an honor to teach at Mesa College. I love the students, and they respond well to me and my teaching methodology.
43	My colleagues are helpful when I need their support. Most classified staff are friendly and courteous.
44	My department is very integrated and we all work well together. The dean of my college is knowledgeable, and receptive to faculty concerns. Dean *** is a great asset.
45	Commitment to achieving the core mission and to doing so at a high level. As a whole, the faculty, staff and administration are very knowledgeable and experienced.
46	My colleagues are a joy to work with
47	I love that Mesa College's atmosphere is very professional
48	I like working with the students, being able to help them and feel like I make a difference no matter how small.
49	Working with the students and members of the department.
50	My colleagues are very professional, knowledgeable and helpful. Additionally I am given the freedom to improve my program.
51	Relative freedom to plan my work and concentrate on what I feel is most important to the needs of our students and faculty.
52	Very close to my home. Enjoy interaction with my students.
53	Students
54	professionalism of the support staff and my colleagues
55	The people
56	The Mesa College environment.
57	intelligent, informed and devoted faculty
58	Myfellowcolleagues

Mesa College 2012 Employee Satisfaction Survey

59	I like the the effort and team work demonstrated by faculty and staff.
60	First, I love teaching! Second, I enjoy the working with my immediate colleagues.
61	My fellow faculty; the variety of students
62	I love my job.
63	Everything. Mesa is an exciting place to work.
64	What I like most about working at Mesa College is not a "what," but a "who": my students and my faculty and administrative colleagues.
65	Faculty and staff are helpful. Classroom (M building) is excellent.
66	Working with the students.
67	Adjunct Faculty is treated with respect and consideration. At no time have I felt diminished in comparison to regular faculty. Great benefits.
68	The leadership and the diversity of atudents and staff,workshops available for flex hours and the Audio visual staffs promptness when I need them for my evening class.
69	My colleagues and the students.
70	The students, their positive attitudes, diversity, and promise. Academic freedom.
71	Perfect location to support San Diego.
72	Working with the students; the Chancellor's commitment to faculty and staff; dedication of some of the faculty
73	the diversity of students
74	Working with a diverse group of students and employees.
75	I like the relationship and bonding that the classified staff have developed between each department and how we support each other under dire circumstances and extensive budget cuts. We are like a little family in student services.
76	Working with the students. I like feeling that I've helped them in some way, no matter how small it is, in achieving their goals at Mesa College.
77	Helping students acheive their goals for their futures. Working with professional people with the same goals.
78	Supportive environment provided by the staff/faculty with its emphasis on student learning and the new facilities being created on campus.
79	The collegial and collaborative atmosphere and the students we serve.
80	The faculty and students. I love the support crew, mainly reprographics.
81	I love the students
82	I am proud of our Classified Staff and their continued professionalism assisting our Mesa students. We are always looking for ways to better help students.
83	Working with leaders (student, classified, administrative, faculty, supervisory)that are passionate about making a difference in our Mesa community.
84	the students and some of the people I work with
85	Helping students achieve
86	The Students!
87	My unit of service to students. The students I serve and my direct leadership. Amazing co-staff and teachers!
88	My colleagues are unusually dedicated people who for the most part have the needs of students at the top of their agenda.
89	Assisting faculty and staff. Assisting students achieve their academic goals.

Mesa College 2012 Employee Satisfaction Survey

90	1. Being part of an academic community, not the corporate world. 2. Being on a college campus where I can interact with faculty, staff and students. 3. Being on a campus where I can get fresh air and natural lighting, rather than being in a high rise building.
91	having contact with the students in helping them live their lives in a healthy, mindful, peaceful way.
92	Faculty and students
93	unlike the other sdccd colleges, Mesa has a strong academic emphasis (some might argue too strong... but it's good!)
94	Interacting with the students.
95	Past college presidents have communicated with college on a monthly basis with monthly newsletters, not so much with current president.
96	Focus on student success.
97	I enjoy working this academic institution to enhance the future of young generation.
98	Job Security, Benefits, My Colleagues, Campus Diversity
99	Assisting Mesa students; particularly veteran and disabled students in achieving their academic goals.
100	my colleagues
101	The direction we seem to be taking with the new president and my colleagues.
102	Students and great faculty body and Staffs. The best community College with the great reputation.
103	My interaction and involvement with my students.
104	That we are the 2nd fastest growing community college in the nation!!
105	I like the commitment to student success.
106	The teamwork and family atmosphere, especially during this difficult financial time.
107	Commitment to advancement of students and faculty. State of the art resources.
108	For the most part I enjoy the people and my surroundings. The campus is maintained beautifully and for the most part, we are treated with respect. I enjoy the type of work that I do.
109	My Students
110	the people
111	Diversity of students.
112	The stakeholders --the faculty, staff and administrators, and the students, they are what it is all about.
113	The opportunity to share my knowledge with a diverse and enthusiastic group of students. Email communications are excellent.
114	I love my department, my colleagues and mostly my students. I also love my classroom (D103). I love the support for my online classes, especially ***. She is awesome!!! She always helps me make my online classes better. I feel like I'm learning more and more about teaching online.
115	The students come from such a diverse spectrum in all facets
116	The People.
117	Treated with respect by the Dean and Chair.
118	I love being in the classroom with students, seeing the "lightbulb illuminate above their heads" when they grasp a new idea, make progress, or just engage at higher and higher levels.
119	Diversity
120	That most of our students will transfer and that we offer a good, strong program.

Mesa College 2012 Employee Satisfaction Survey

121	academic freedom, shared governance, friendly and professional attitudes
122	Professionalism of faculty
123	The academic freedom.
124	Opportunity to work with students.
125	A variety of students from many countries make class discussions interesting. The English Department is very good to its adjuncts.
126	Most of the faculty are warm and cordial.
127	I like the friendly positive attitude of the department and most of the other personnel. This is my first semester teaching here at Mesa and I am enjoying it very much.
128	The students and the people I work with
129	The interaction with students in the classroom.
130	The students and my freedom to use my talents in the best way possible in my teaching.
131	faculty members in my department go out of their way to make adjuncts feel valued and included, class schedules remain relatively consistent from semester to semester
132	I like working in my community. I love the community college system because I think that it embodies the American dream. Everyone has a chance to get an education no matter where they came from.
133	My students, my union, my colleagues, myself.
134	Support from the Dean of Behavioral Sci
135	The people that make up Mesa, especially the faculty, staff, and students.
136	I like my colleagues in the physical education department. I feel supported and appreciated by the dean, ***. Everyone is so positive and upbeat; it inspires me to be the best teacher I can be, to make our department proud and give the students a great educational experience.
137	As a contract professor, I have academic freedom and my scholarly research is valued by my department and colleagues.
138	The students, other teachers, administrative staff, and classified personnel I have had the pleasure of working with for the past 32 years.
139	Teaching in the newly built Allied Health Building that houses the Rad Tech, PT Assistant, Medical Assistant, Dental Assistant, & Health Information Technology programs
140	Most employees have a positive attitude and try their best to help students in every way possible.
141	My Deans office and Chair of my department have been wonderful and very supportive. I have been made to feel welcome at Mesa, and for me parking has been better than I expected, although there are still a lack of spaces at beginning of semester, but that is difficult to fix.
142	I appreciate the integrity and fiscal management of the institution. I value and enjoy our students and personnel.
143	The students are what keep you going and my colleagues.
144	Health benefits. Faculty in my department
145	Wonderful people to work with.
146	Diversity of students; collegiality wityhin the department; support services like Repro etc.
147	interesting students interesting faculty reprographics good support staff
148	benefits
149	The students.
150	Seeing the students progress as they work towards their goals.

Mesa College 2012 Employee Satisfaction Survey

151	We have some of the most committed and overworked staff in the District. They are true Olympians.
152	The continued ability to challenge myself and learn new skills, the wonderful students and their dedication to their education, my entire department and several other departments that do exceptional work: for example Academic Counseling, Puente, Mesa Academy, Star Trio, Ethnic Studies and the Humanities Institute
153	The commitment and dedication of employees to the college's goals and mission.
154	We have a good variety of programs and students have many options on what classes/majors to chose.
155	The diverse backgrounds and personalities. Having a great veiw no matter where you walk on campus and interaqcting with every department.
156	I like the diversity.
157	I love the feeling of community in our department
158	Diversity of curriculum offered. Focus on transfer and maintaining high academic standards. Provide certificate and degree programs
159	Teaching and interactions with students in class.
160	(Most) of my students care, and the faculty in my department are helpful when asked. My immediate superiors are very supportive.
161	I enjoy the enthusiasm of my students, the fellowship of my colleagues, and the guidance and direction provided by the President, ***; she is the genuine article. I think Mesa is fortunate to have her at the helm. She is straightforward, fair, and fits perfectly into the Mesa family with her integrity, high standards, intelligence, and humor.
162	The students.
163	I really enjoy working with the students and assisting them in their career paths.
164	The students!
165	Academic environment, good people, nice environment.
166	Convenient to freeways and center of town.
167	I like the committment to student learning.
168	Organized and structured environment.
169	I love teaching.
170	The dedication of the faculty.
171	I love my job
172	Mesa is a beautiful college. It will be nice when the new buildings are finished and the construction mess is gone. I like that my Dean cares about her Dept. and is visible to the Adjunct community as well as FT Faculty.
173	We are allowed the academic freedom to grade as we see appropriate - this means a great deal. We are always given support in our teaching decisions.
174	The department faculty that I work with, and the subject I have the privilege of teaching.
175	My colleagues and the students.
176	Working in an environment of learning
177	Helping students achieve their future goals.
178	My Colleagues and LRC resources
179	I have a job Working at this college the best is if you belong to their inner circle, otherwise it is full of hate, single particular staff
180	I enjoy teaching students and seeing them grow and learn. All the faculty I have come in contact with have been very welcoming and helpful.

Mesa College 2012 Employee Satisfaction Survey

181	The students come from a variety of situations that make everyday different from the next.
182	I love the student interaction and their commitment to learning
183	Despite the dire budget cuts, faculty have become more creative in finding ways in how to serve our students as much as before the cuts. There is a strong sense of camaraderie among faculty and management that I appreciate.
184	Certain individuals whom I work with are very professional and resourceful (many others are not).
185	(1) Working to educate students (2) Participating in shared governance, to the extent that it is effective. (3) Having an effective collective bargaining environment that has produced an exemplary CBA, establishing high standards.
186	Excellent and supportive faculty colleagues
187	I like Mesa, but there is a lot that needs to be improved. May I recommend continuous improvement training to the administration and others.
188	the students and the impact we make on people's lives
189	people, geographic location
190	I THOUGHT it would be stable and I could retire here. I am beginning to feel otherwise.
191	The student demographics and the campus location with relationship to field trip venues which include university campuses throughout the city that relate to my syllabus development.
192	Working in an educational environment and serving students and staff.
193	I love my students and my colleagues. Also, the facilities are really nice.
194	I like working with the students the most.
195	Easy to access from the freeways, well positioned in the county.
196	The people are wonderful!
197	Working with the students and my department.
198	I like the students and staff in my department.
199	New facility, general support
200	As a new adjunct faculty at Mesa, I am please to have been treated as a valued member of the faculty and respected among my colleagues. The hiring procedures were very clear, organized and every person I encountered, from each department, was extremely professional and friendly.
201	I like the program that I am working for. It makes me proud that it is doing a great job at graduating students and preparing them for the state boards. These graduated students are able to provide a needed service to the community.
202	some of the people
203	the students
204	Good pay and benefits, pleasant people to work with.
205	Great environment, diversity and people I work with.
206	Student contact on a more personal level, due to smaller class size (I previously taught at SDSU). My program chair (Anthropology) is also a committed and supportive individual.
207	Great deal, faculty. The opportunity to teach, my passion.
208	The Business Dean, *** and the Fulltime Business Faculty are very supportive of the Adjunct Faculty.
209	Commuting distance, diverse student body.
210	Relaxed atmosphere

Mesa College 2012 Employee Satisfaction Survey

211	The other faculty and the students
212	I like the interesting courses to teach, and the friendly faculty and staff.
213	The respect everyone has for each other.
214	I am doing what I love, teaching
215	MyITLab and Blackboard.
216	The students.
217	faculty involvement and collegiality
218	I enjoy working more at Mesa than at Miramar as superiors and co-workers seem more willing to work together and listen to concerns or issues (especially for adjunct).
219	everything listed before.
220	like working with our staff and students
221	The open communication; either good or bad news are discussed and clarified. The fact that when submitting surveys such as this one and asked to choose, it is difficult to pinpoint. This difficulty speaks for itself. There are many reasons, not just one to choose over the others. This blend makes me stay and come back to this college.
222	It is very professional and structured. Faculty are willing to help you.
223	Friendly professional atmosphere.
224	I feel valued and supported by my colleagues.
225	Mutual respect within Department and School
226	I enjoy the chance to teach Mathematics and the amount of academic freedom.
227	Some of the colleagues in my are very supportive and they inspire and motivate me every day. Additionally, I feel the same about my students.
228	Great atmosphere, great student, committed and serious.
229	When time is saved with planned, short and effective processes.
230	The support from the Dean's office and reprographics is fantastic and make it easy to focus on teaching.
231	The students!! Also, the faculty who work together to improve everything about the college experience, esp. program review and curriculum development.
232	The students.
233	The respectful and encouraging environment
234	I like working with the people in my department. They are great! Library services, such as computer help and the AV, are also excellent. I like all the activities happening on campus (workshops, conferences, etc.) even if I cannot attend many of them. The overall atmosphere of the campus is friendly and helpful.

2. What do you think needs to be improved most at this college?	
Respondent #	Response
1	Clearer communication from the Administration. We are asked to complete projects but there are no clear guidelines and when alternative approaches are introduced we are discouraged without clearly stated reasons. The administration needs to put more faith in the faculty and recognize that we are professionals and are equipped to make key decisions about the state of our disciplines and the college. If the administration would clearly state what their true intentions are I feel we could make more progress towards reaching our goals (in particular program review and SLO's).
2	Less micro-management.
3	Facilities clean-up and a center for student activities.
4	More full-time faculty openings!
5	The technology needs to be updated and every room needs its own projector. Pushing a large cart across campus is time consuming and incredibly inconvenient
6	Communication between administration, faculty and staff, and valuing of faculty/ staff voice and experience. Tutoring needs substantial support.
7	fire VPI and stop hiring career administrators
8	Diversifying funding sources beyond dependence on a single one.
9	I think the college needs to address the unfunded State and ACJCC mandates and figure out a way of providing reassign time/compensation/adjusted load so that faculty, staff, and administrators do not have to diminish their roles servicing students in order to service the demands of the State and ACJCC. I also think that the College needs to support the instructional and non-instructional facilities that were not part of Prop S and N and thus are unfunded components of the Facilities Master Plan.
10	When the budget improves, we could use more faculty and staff to support our student demand.
11	A greater comittment to student supoport services.
12	The research institute used to provide data on the enrollment of each department and its subfields. But not any more? Where can we get these data then?
13	Cuts in faculty, classes, and resources have DRASTICALLY impacted our ability to do our job yet NO ADJUSTMENT is made to our workload -- We are still expected to do MORE (SLO's, program review, integrated course outlines, etc.) with fewer faculty and resources - simply not fair nor realistic.
14	More full-time faculty!!!!!!!!!!!!!!
15	The facilities need to be updated, heated and air conditioned.
16	Remove the VPI
17	Evaluation practices, vice president communicating through deans to faculty, faculty concerns taken seriously by administration
18	Communications amongst employees. Technology training.
19	I like the communication within my department, the academic freedom that I, as a faculty member, enjoy.
20	Reprographics, facilities (issues are not addressed in a timely manner or consistent enough). More support/funding for student services
21	It is hard to know where to start..... the classrooms are a mess...in my neck of the woods we do not have access to a smart classroom, our computers are a joke, the entire building needs refurbishing, parking is a nightmare for the students....

Mesa College 2012 Employee Satisfaction Survey

22	If there are sacrifices to be made, let's all make sacrifices. Cut the same number of positions in High or mid administrative positions. This would be a gesture towards equality. Administrators that either retire or leave are immediately replaced. Teachers that retire or leave are NOT replaced. We are the people that educate the students, without students, we have no reason to be. Without us, what are the administrators going to administer. So far there is a lot of paperwork, lots of "buzz words", lots of busy work that has no relationship whatsoever to either the mission or the appropriate service to the students. The students are not even taken on account, most of the time. Whatever layers are added on top, they still have parking problems, they still do not find classes with ease, they still stress out about the lack of services available to them.
23	Taskstream needs to go. It does not aid in helping faculty improve courses and teaching and learning. It is in the way. It is too hard to use and does not provide reports that are useful to faculty. It is not integrated with other databases, such as CurricuNET and program review. Faculty input data into Taskstream to merely check off that a required task has been completed. It does not help faculty analyze a course. If addition, only contract faculty have access to the data in Taskstream. The VPI needs to be more supportive of teaching and learning; the VPI needs to consult with faculty and be part of the planning process. There needs to be more consultation with the faculty before decisions are made.
24	---
25	Classrooms, the bookstore, and the cafeteria can all be improved. There should be technology available in all classrooms and the addition of document cameras would be a great resource. Some of these things will hopefully be resolved once new buildings are up.
26	lab
27	Parking, classrooms, course offerings
28	that I am not paid for the additional roles I take on...that we still aren't 'there' in technology
29	inclusion of part time adjunct faculty in communication and planning.
30	Parking.
31	Student accessibility to student support services. Counseling, health (including psych), tutoring, DSPS, etc.
32	I think there needs to be an appreciation of faculty. I feel that we are overloaded with administrative tasks that could be handled by administrators/managers. There seems to be an attempt to bring the college resources together through redundant paperwork but no real communication takes place amongst the different departments and the administration. In our mission we talk about diversity but it's not actually fostered on campus. There is a top down imposition of tasks. We have a lot of wonderful teachers but pedagogy is threatened by high CAPS and busy work that replaces true teaching and project based learning. There is a dumbing down of classes when you impose a quantitative rather than qualitative approach.
33	Parking
34	We need funds for adequate technical support! And we need more parking!
35	Classified Staff need to be encouraged to be involved in governance more. The staff were not invited to even read the program review let alone give input for my department, yet I am a committee member on program review! My department staff was not invited to give input re: SLO's for the department either, and the staff point of service was one of the measurements! I have heard the same issue in other departments.
36	Staff is not treated in a professional or respectful manner. *** is in dire need of a remedial course in basic manners. She is rude and disrespectful to classified staff. She only behaves when in the presence of Deans and/or President. She makes it clear that my opinion is worthless and that I am only a peon.

Mesa College 2012 Employee Satisfaction Survey

37	The budget situation is horrible. Staffing needs to be revisited so we have the human resources allocated most appropriately.
38	Communication of procedural changes. More consistent policies (making sure everyone is on the same page).
39	unfortunately because of budget issues we are all over worked and understaffed.
40	This campus is so large that much of the camaraderie one finds on a smaller campus is lost here. It is easy to feel isolated on this campus.
41	De-districtize facilities.
42	1.Decisions are made without input from Staff members who would have the most informed input on various topics. 2.Faculty arrogance directed toward Classified Staff in specific departments, Counseling in particular and throughout the campus in general. 3. Staff need more support from Campus Police and Administrators in dealing with abusive students/spouse/parents- whether in person or on the phone. No individual should be allowed to make a threat or be a continuing source of stress to any SDCCD employee and still be welcomed on this campus, or allowed to monopolize the phone. Staff need to be taken seriously in any complaint and not be undermined or instructed to simply "deal" with the problem by their Administrator. If a complaint is made Staff are entitled to have a followup and be informed as to the outcome of the complaint. Police dispatch needs to respond with more speed and take calls more seriously rather than making the caller feel as if they have to justify the call, and explain in minute detail what the problem is, what the problem person is wearing etc. Although of course necessary, minor details may be gathered later, but generally,when a call is made it is because an officer is needed STAT. Staff don't tend to make unnecessary calls to Campus Poice and when we do we need to know they will be there in less than 20 minutes.
43	All classrooms should be SMART equipped, with laptops, projectors, and screens. That, for me, is the biggest liability in our classrooms.
44	Parking! Don't appreciate it when contract/adjunct faculty speak to me condescendingly.
45	Right now parking is horrible. I am a physically disabled person. I am very frustrated that sometimes I have to park on the opposite side of campus from where I teach. Also the womens' staff bathrooms are not up to ADA code.
46	Wider understanding of accreditation requirements. Better definition and understanding of roles and responsibilities of administration and of the participatory governance bodies - probably some sort of handbook. A code of conduct that appropriate expectations for interactions and communications (even if it is as simple as defining collegiality).
47	We are already doing that by building new huge buildings.....
48	Classified staff should have the opportunity to evaluate supervisors. Some Managers/Deans can supervise but may lack leadership & people skills, which in turn can create internal hostility and create a burden on staff. In general, this experience can affect the way staff interact with others. Creating a positive environment for support staff is they key to running an effective company.
49	I think the power that be need to pay attention to the staffing requirements. They build fancy new buildings but dont hire more custodians. They want students to have an Ed plan but dont hire more counselors or support staff.
50	Parking and assess to campus.
51	The president needs to communicate her intended actions to the faculty and show respect for their knowledge and experience in their field not just repecting their deans and administrators. Additionally, I have yet to see her show respect for the process of shared governance beyond lip service and showing her presence at meetings.
52	This college needs to resume hiring tenure-track faculty (and stop using K-12 terms like "Contract Faculty"). Obviously, we are not in the budgetary situation to do the former.

Mesa College 2012 Employee Satisfaction Survey

53	Classrooms need to be state of the art for teaching by powerpoint and other multi-media.
54	more tenure track lines
55	Physical Education facilities (locker rooms, gym, pool, weight room) are all horrible
56	More parking for students
57	The current campus infrastructure needs to be evaluated for efficiency. One or two areas need revamping.
58	reduce class caps
59	Deans and upper management
60	We need more custodians at night to be able to give a higher level of cleanliness to the class rooms and offices.
61	There needs to be change from the State to the District, to the College which confirms that our primary role is the education of students. ANYTHING which is not directly involved with the education of students should be in the support of that mission, or should be considered secondary. Our current VPI once said that we "could not afford pedagogy." I feel that this is a systemic attitude outside of the departments and a few of our deans. I would argue, however, that pedagogy is our ONLY product. Our credibility is determined by how well our students do once they leave this campus and SD Mesa college has a tremendous reputation among students as the place to go for a solid Transfer education. The current attitude from the State on down is trying to fix something that isn't broken and in the process is heaping unnecessary work on faculty and chairs. Let us TEACH!
62	The VPI needs to realize that it's not all about the numbers and money; it's about students. Pedagogy often trumps "efficiency". Has this guy ever been in front of a classroom?
63	We need to take a step back and realize that we cannot serve every student population due to the lack of resources. We continue to establish programs and maintain partnerships that result in a reduction of services to current college students. It is important to shift priorities and focus on providing services to current Mesa students instead of students on the outset. Counseling is in dire need of help.
64	Student Parking
65	1) Wi-Fi availability 2) Writing level placement assessment
66	Communication from full time faculty to adjunct instructors
67	Satisfied with it the way it is.
68	There are serious communication problems on this campus and an administration that does not feel the need to explain decision to the faculty. There will be a breaking point on this issue. Although the president has done a good job of listening to the concerns of the campus; thus far, I am not feeling the direct communication from the president that communicate with the broader faculty institutional planning. The budget is not readily available. I think this campus, this district need to work much harder to value the faculty and treat them as equal partners in the health of this institution.
69	Support for students, especially one-on-one personalized academic support.
70	Parking.
71	Communication and shared governance seem to have broken down. Facilities, curriculum, and personnel decisions with major impacts on students, faculty, and staff are being made behind closed doors. Administrators need to respect and work WITH faculty and staff.
72	the preparation of the students for collegiate level classes.
73	I think the most pressing need at the college is staffing. Moral is decreasing daily due to the impacts of reduced staffing and increased workloads.

Mesa College 2012 Employee Satisfaction Survey

74	The student services supervisors are of very poor quality and for the most part don't treat the employees well and quite frequently are disrespectful when an employee questions something or disagree with them. The student services supervisors in my opinion are behind the times. Some have favorites and allow them to break the rules and make special exception for them that they don't allow for the others. Quite frequently they all will be gone at the same time and their is no supervisors on duty to handle specific situations. Some of them even abuse their power and will retaliate against you if you cross them, complain or go over their heads.
75	Mesa needs more parking and more janitors,groundskeepers,etc. They're building and modifying the campus but not hiring a support staff to care for it. I realize this is a college and not Disneyland, but a glass building needs to be cleaned on the outside as well as the inside. People like peacocks not vultures.
76	More classes for more students.
77	The union should get employees opinions on issues rather than assuming everyone has a very liberal approach to problem solving and goal achievement.
78	District to campus communication of policy changes. Also, administration needs to involve stakeholders BEFORE decisions are made.
79	More counselors and student service support staff.
80	Administration, though they give lip service to shared governance, don't really listen to us. They encourage us to attend meetings, reluctantly, but never listen to us. In addition, more and more administrative tasks are being dropped onto faculty. Frankly I think that if the whole administrative structure and personnel disappeared tomorrow, no one would even know they were gone.
81	OUR PARKING SITUATION. When students start their day fighting for parking, how can it not affect their attitudes regarding their learning, personal interactions, and satisfaction with our campus? The students should be our most valued resource. Building a new Cont.Ed. building in of our FEW parking lots was a bad choice for our campus!
82	We are so understaffed in many areas. We need to take time with each student we serve, listen carefully to their needs, and not just pass them on because we are too busy to help.
83	The lack of support for people that put in many hours of work , just to have it discounted I have no respect for mu dean. The VPI and the President
84	Support for faculty needs...
85	The student population is forever growing in numbers. The athletic department shares the growth but the facilities remain small and the workload is routinely higher each year. Continue to remodel facilities and consider recovering full-time positions.
86	There are pockets of disrespect from some front office staff to students all accross the campus. One example includes that the cafeteria service could increase it's attempts to be pleasant and service oriented. Harsh tones to students, demanding orders of where to stand- doesn't feel good to watch. Cheaper and healthier food for students. More fresh fruit. Political alliances seem to be the cause of changes on this campus; versus assessment, outcome review and planning. The college needs to increase it's use of assessment and planning when creating programs- rather than making changes because a small, loud and connected group of individuals. The union is a good thing on campus, it also allows employees to stay in positions and not do ethical work load which weakens the college service to students. Not sure how this can change, it's unfortunate.
87	What needs improving the most is a working commitment to "shared governance" (or even "participatory governance"). The faculty have the commitment; the administration of the school does not have it.
88	The leadership of the office of instruction.

Mesa College 2012 Employee Satisfaction Survey

89	District-campus communication. Some offices do very well, e.g. the Chancellor's Office, but others, such as Facilities Services, are bathing in negativity and project that attitude campus-wide. This does not apply to the employees; they do their best with limited resources, but rather to the department leadership. .
90	Enhanced participatory governance from the office of the President and Vice President of Instruction. Ability of Mesa to stand up to the aggressive forces of the Accreditation Commission and their unrealistic dogma.
91	First more \$\$ from the State of CA ! Second, more 'vertical' teaming/articulation within a department. Third, SLOs are a JOKE! To think that 1-3 questions can en-capsulize an entire course is narrow-minded. Lastly, students need more counselors with correct answers to their career and academic questions. Too often students are left guessing at what courses to take inorder to transfer to a 4-year institution.
92	There should be more two-way communication between faculty and administration. Often it appears that the communication is only one-way: administrators telling faculty what to do.
93	consensus building with the governance groups. Too much top down rather than participatory governance.
94	More financial resource.
95	No comment.
96	Student Satisfaction (i.e. Parking, Classes)
97	Effective leadership in the student services department. Consistent disconnect with managers and supervisors with the classified staff.
98	It is time to lift the hiring freeze and hire more full time faculty.
99	Faster communication regarding issues of concern to faculty, staff, students and administrators. Creation of a six-year timeline that is all inclusive of the many facets of Mesa. I think we are in the process of doing this.
100	Parking, and more parking
101	1. Physical Education facilities 2. Priority registration for Co-Curricular activity students
102	To promote unity between classified staff and faculty members. Faculty members states that what makes our college great it is its faculty and students. They always forget classified staff. Always. We know its faculty, students and all the support they receive from the classified staff. We need faculty to become aware of the classified staff and their input.
103	We could have more early-intervention resources for struggling students, which would support better retention.
104	More staff.
105	Efficiency, budgeting, policies/procedures that are concise and well communicated in a central resource.
106	We definitely need more staff. Some offices are fully staffed while others either need more staff or have vacancies. The workload is tremendous and sometimes when there is a need for equipment or the like we are told with there is no funding for such. Also, there are some individuals who do not always treat others with respect and unfortunately, sometimes it is the supervisor of the area. This is definitely a time of transition and I would appreciate more of a voice to express my input as to how I feel these changes should be implemented or how things should change. It is frustrating to go about my business and provide the high level of service from our office and sustain this over time when I do not necessarily know how things will go during the transition. I have a lot of trust in our leadership and feel I can speak to them as needed, however, allowing me and others in the office to sit in on discussions would be helpful so we are all on the same page. Thank you for the opportunity to provide my feedback.

Mesa College 2012 Employee Satisfaction Survey

107	Administration needs coaching on how to better support faculty development and faculty leadership. The support faculty is all too often only a political exercise and not true faculty support. Over the years I have noticed Deans and Vice Presidents tend to be more interested in developing their resumes than supporting faculty efforts to improve instruction and student services. Stonewalling is an often used tactic to excluding faculty initiative. This often hurts students. On the other side of the coin, administrators are generally supportive if the faculty effort supports the administrators resume.
108	More student parking
109	Technology
110	Communication
111	Only the state budget so that we could work with more staff, with better equipment, and in better facilities.
112	Mesa needs to hire MORE FACULTY! There is too much emphasis on administrative personnel. But there should be more faculty who actually interact and teach. I don't understand this blown up administrative area. More faculty and well-educated faculty is why students come here. They don't come to any college because of some diversity workshop. They come to get an education. The hiring freeze of the last years has been absolutely devastating for the teaching profession. We have lost so many great teachers because they cannot make a living - while the administrators are getting fat. This really hollows out the quality of a school.
113	Hire more full time faculty, replacing retirees, etc with the preference going to existing Adjuncts who have been serving this college long term. Why is a Math Instructor being replaced immediately when other departments have not been able to replace contract faculty for years? That is totally unfair. Because the number of contract employees have been cut back so drastically, and illegally when you take into consideration state law, there is an unfair burden to populate committees. Perhaps a stipend could be developed for Adjunct Faculty to fill some of these positions in such a way that it will not impact or jeopardize their classroom assignments
114	Staff- Student/Prof.. ratios too high.
115	Remove damaged and unused property from classroom. I teach one class per week and need to spend at least 5 minutes moving irrelevant "stuff" so that it does not interfere with instruction.
116	Some of the questions on facilities are difficult to answer as the campus is in transition; the smart classrooms are great, but the lack of campus wide wi-fi limits my ability to all that I want to do in the older classrooms. Lack of campus wide wi-fi also prohibits students' access to more economical e-texts during class time. We need campus wide wi-fi, asap.
117	lab equipments
118	Classrooms need to be smart classrooms and parking.
119	facilities and technology improvements, fix broken seats in lecture halls in a timely manner, document cameras installed in all classrooms, software purchases be reimbursed to faculty who can justify their use of technology in classroom and their efforts to improve student success and retention, there should be a software budget specifically to support faculty who use technology in the classroom and the availability of this kind of support should be clearly communicated to faculty (I should not have to go and buy my own software, it should be given to me if I can justify its need), improvements and training in computers/class management software/and software in general to increase nonuser use of technology in the classroom, a COLLEGE HOUR- the college shuts down for an hour from 12-1 allowing for meetings to be held, collegial lunches, student activities, and mental wellness activities, more classes scheduled at 7AM, faculty should be allowed to work over the 0.4 overload,
120	Real funded opportunities for existing faculty to keep up with their fields (i.e. not FLEX)
121	We need more fulltime instructors.

Mesa College 2012 Employee Satisfaction Survey

122	Parking and internet, computer access in all classrooms.
123	More classes are needed. Since the cancellation of summer school, students are having difficulty finishing their requirements.
124	Student Learning Outcomes needs continuing discussion. The campus should invite recognized researchers in the field of Student Learning Outcomes - people who can authoritatively speak to how to best measure SLOs and why faculty and students should care about it. Too many speakers in the past have been cheerleaders for SLOs instead of researchers speaking about empirical data. Too many speakers talk about how to set up SLOs for our courses instead of talking about the research data which is supposed to convince us that SLOs are not just a part of a political agenda.
125	I think there should be a health and fitness program offered to employees. As mentioned I am new to Mesa, but I would like to see all moving and taking care of themselves more.
126	No financial resources due to lousy state budget.
127	Communication from the college to the students.
128	parking, more full time faculty
129	Copying machines for departments and other such facilities.
130	Student parking.
131	we really need campus wide wi-fi signal, better information about what resources are available to faculty, better access to full text scholarly journal articles
132	More openness. More support financially for professional development. More faculty involvement in Flex approval systems.
133	Wi-Fi campuswide
134	Appreciation of the role of adjunct faculty.
135	Transparency and communication especially from the district.
136	More parking spaces. Also, we could use a new weight room that is more effective and modern.
137	Limitations on wireless radiation (produced by cell phone towers and wireless arrays) should be increased -- to protect non-wireless users from the imposition of wifi and other radiation sources. Extensive international research by independent scientists has shown that such radiation can have negative health consequences. The college should not rush into advanced technology because it is popular; health concerns must be taken seriously by the college.
138	It's all happening now. I love Mesa and always have. I used to tease about pitching a tent between the beautiful old trees that were outside of the 2-story F building and living there very happily. But, the new buildings will be a great improvement. Hopefully there will be more parking for the students, and easier access to the upper and lower campus buildings for students and the staff -- How about a mini-shuttle perhaps for teachers, staff, and students to go up from or down to the lower campus? Kidding...sort of(:-)
139	Financial resources for support of accredited allied health occupational programs

Mesa College 2012 Employee Satisfaction Survey

140	Diversity. As long as we can have a "Black studies class", and an "Asian studies class", but we cannot have a "White studies class", we will ALWAYS have institutionalized racism against white people. Also, most instructors have a liberal/progressive/Democrat bias, but we need to encourage diversity of thought and acceptance of opposing viewpoints, rather than demonizing conservatives/Republicans. Also, the college unions only support liberal Democrats, but union members who are conservative NEVER get any representation for conservative/Republican views or politicians. As far as I'm concerned, that is institutionalized racism against conservatives. We need more diversity of thought in our colleges, so that college students are not simply brainwashed to a leftist world view without ever hearing conservative views portrayed in a fair light, as opposed to conservative views being demonized by progressives/liberals.
141	certain administrative hurdles are much more difficult at Mesa than at other colleges. Ordering textbooks, getting email and blackboard set up were more of a hassle. Also getting keys and codes to enter smart rooms took too long and even getting a parking pass took several trips to the campus police office. classrooms are not well equipped for powerpoint presentations. need more smart rooms and white boards would be preferable to chalk boards. I hope much of this will be improved when the new building are finished.
142	Developing and promoting staff from within the district/college. Staff employment tracks in particular are "dead end."
143	Before implementing more programs, make sure there are enough resources (personnel, finances and time) do carry this program out. Everyone at Mesa College seems to be maxed out because we are asked to take more and more on every year with less resources. We need to prioritize and focus on what is best for our students and based on our mission.
144	Improving all facilities not included in prop S/N. Granting early registration for students enrolled in co-curricular activities (those who go above and beyond for the college and need to plan around these commitments) such as: debate team, student government, athletics, drama, dance.
145	Better understanding between departments and the roles they play.
146	Take input from staff/employees and stop waiting until a student complains. To address an issue.
147	We need to get a FULL-TIME 100% Transfer Center Director!
148	Supervising managers need to pay more attention to faculty concerns and work to resolve issues within the department.
149	Some classrooms have wrong aspect ratio (are too wide) and so students seated along the sides cannot read the board. This is MAJOR MAJOR MAJOR problem when a class is full and in math where it is essential to use the bb very much.
150	Evaluations of managers; deans also
151	Complete all construction projects as soon as possible.
152	END THE HIRING FREEZE!!! Six years without a contract and reductions in pay is unreasonable.
153	Respect for the diversity of our students and the changing demographics.
154	Curriculum is outdated and does not reflect the needs of our students. We need to have more student services and more student driven decisions.
155	Parking parking parking.

Mesa College 2012 Employee Satisfaction Survey

156	We are pressured with too many other duties outside the classroom. The SLOs, Program Reviews and curricunets (and more) are all due within a short time frame. Everyone has the learn the "programs" before we can move forward. Some of us are not computer savy and some of the programs are not well designed. Other colleges pay people outside the district to help get these done. I support this idea so that too much of our time is not taken from the classroom.
157	Cut out a lot of the "middle men" to get a task completed and have things that are simple stay simple.
158	More faculty. We are understaffed & overworked & the workload keeps increasing. Some depts. have no junior faculty & many of the senior faculty will retire in a few years.
159	Professors need confidence with their ability to use TaskStream and CurricuNet. This confidence would be helped by two simplified start-to-finish one-stop links (one for Taskstream and one for CurricuNet), and business hour person-to-person phone assistance.
160	The Videos that have been upgraded to include "closed caption" were damaged during the process and I can no longer use them in class. They have not been checked for damage and cannot be replaced until they are recognized as being useless.
161	While the college would like to have more grants. There is extremely poor infrastructure to manage grants. It will require significantly more changes to incorporate: hiring, position titles to reflect diverse needs of grant management, more accurate and transparent administration/tracking of funds. More advanced technology in the classrooms. Greater focus on STEM disciplines in training students. More cross disciplinary interactions. Greater communication with industry to prepare students for the workforce.
162	More communication between varied departments and interaction related to student development and accountability of faculty i.e., if a student enrolled in my class has taken and passed an english or any other class in a recent semester but cannot exhibit correlative skills in my class the professor or course content should be given open and honest feedback.
163	The technological resources at this school are outdated and atrocious. I have to ask my students for a wifi password every semester for a signal that works on about 10% of the campus. It is 2012. Get with it. In my department office, we use a plug-in internet connection that works about 20% of the time. This makes it extremely difficult to do the work I need to do. Since beginning work at Mesa last August, I have had to use 9 separate online log-in and password combinations. I have one log-in and one password at the other two colleges at which I teach. When I began teaching in August it took me over three weeks of wrangling, emailing (with my dean, my department head, and with tech support) and red tape just to gain access to my email and Blackboard. I requested access to my HR account online and received an email 3 MONTHS LATER giving me ANOTHER login and password to use, which I have never used, because it was quicker for me to drive to the district offices in Mission Valley to ask for a copy of a pay stub. The District's email system is ungainly, but is no worse than what I am used to at other schools. San Diego State, however, uses a gmail-based faculty email system, which HAS to work better and be more user-friendly, and is probably a lot cheaper. The inane bureaucracy associated with the outdated paper-based census roster submission is absolutely ludicrous, wastes valuable instructor and administrative time and resources, and looks silly compared to the easy, streamlined, online census rosters used at every other district. And here's the kicker: despite all this bureaucracy, in order to request a key to the classroom audiovisual cabinets, in which thousands of dollars worth of equipment is kept in every classroom, all I had to do was go the LRC and ask for one. Nobody asked my name, faculty ID number, or asked for identification. ANYONE can get one of these keys, provided you don't look like you are 18 years old. Finally, it's a shame that we don't have the money to offer summer classes, when we pay who-knows-how-many people a salary to work in the reprographics center. Their job is to make copies, and my order has not been completed correctly ONCE this semester. Faculty can be trusted to make photocopies. Give us a budget number and code and access to copiers. We will

Mesa College 2012 Employee Satisfaction Survey

	mess it up less and use fewer resources than the people who are somehow paid to do ONLY that. (For instance, I was given 70 sheets of blank paper with one of my recent photocopy requests. I kept the paper). Thank you for reading and for your consideration!
164	The outside lighting--it is definitely not bright enough at night!
165	Emphasis upon teaching in the classroom.
166	More career development advisors.. The students are not clear in their direction for certain areas of study and how it will benefit their chosen career path. More career advisors are needed in the Hospitality department
167	More faculty, less administrators!
168	More new staff in planning groups Review of planning/mgmt groups and more opportunities for all who did not serve yet More training for all
169	Sense of community, teamwork, trust, caring.
170	Student Services has been cut back way too much.
171	I think the campus culture needs to be more accepting of the College of Business and the role we play in the success of the college.
172	The process of hiring and re-hiring of adjunct faculty.
173	There needs to be less focus on developing signature programs and focus on providing quality services to current students at Mesa. There are too many priorities being implemented without consultation with counseling faculty.
174	Stop cutting the courses my students need to finish their degrees and to obtain the proper certifications to improve their positions on the job ladder. Cutting sequential courses is not fair to our students. There must be other ways to cut the budgets without cutting courses.
175	Our VPI has a very top-down approach, and does not respect learning needs of students: for example he continually tries to increase class sizes, and with so many students having difficulty in our classes with even the basic skills, larger class sizes will be very detrimental to their learning.
176	The cafeteria services are embarrassing, and the food quality does not meet nutritional standards; the IT department is too small to be effective, and the library services arrogant and behind the times-not to mention the horrific book store...I'll stop there.
177	COMMUNICATION! Directives such as SLOs are completely unclear. We don't understand institutional planning and resource allocation. I don't think anyone has even seen the VP Finance in 2 years. This campus' administration is a revolving door, which has significantly diminished our ability to be effective. Some of the administration operates roguely. I feel that faculty and their contributions are minimized. This is a top-heavy institution in terms of planning and execution of planning only allowing faculty and staff purview over curriculum, which is mandated through AB 1725. Other than that, our opinions do not count.
178	1.) There are way too many 'managers'. There was a time when the district vowed to reduce the number of top tier employees. We have more than ever now it seems. Amazing it is, in a time when we have little to no money, the support staff are pulling 3-4 times their weight because we can't fill the vacant positions and yet there is plenty of money for MORE executives at the district office, who give themselves raises and higher level positions... AND Deans, VPs, etc keep getting hired at the colleges. A place like Financial Aid or Health Services does not NEED to report to a Dean when the area is covered by a director who is afforded the authority by a higher level government to make financial decisions for their area ... does not make any sense to have a Dean presiding over more than one area that she knows nothing about, who then needs to report to a VP... cannot possible be effective. Admissions, has a director.. they don't need a DEAN to walk around making a larger salary and doing nothing. Specifically at Mesa, the management is self-serving at best. Positions get created at the higher level just to create a position. ADVICE, get rid of some of the area Deans who are unnecessary and hire the

Mesa College 2012 Employee Satisfaction Survey

	vacant support staff. That makes sense. There is a large royalty factor at Mesa. when an employee has to speak through a lead person, through a supervisor, through a department head, through a manager/dean, to a VP, then to President... 2 months have passed and nothing has gotten accomplished. That's the way at Mesa now.. I am sorry to say. I used to love working here and making a difference. Now we just take up a parking spot if we can find one nearby. 2.) ADVICE Start talking to the people doing the work before changing policies or functions regarding that work. If you are a Manager who knows nothing about the areas you manage, please do not attempt to affect policy... It does not make sense and takes twice as long to clean up.
179	The quality of supervisors. Listen to the Classified people, and stop blaming them for the poor leadership in some departments.
180	Less bean counting on unimportant things and more monetary support for educational resources. And the students, themselves, need to comprehend and appreciate the value that they are receiving per dollar they pay per semester unit versus other University/College options.
181	Hire or select the positive friendly Acting out of class position, instead a negative likes to single out staff out of hate instead what a hostile work environment, because the out of class is a favorite. Race card is the issue. Do we follow diversity or friends of the Acting out of class position instead we feel the unfairness, it is obvious. Single out the staff not friends of the Acting out of class. Means friends of white listen and support each other.
182	I think the college is great.
183	Access to technology inside the classrooms. The desks, chalkboards, lighting and sad overhead projectors need to be updated.
184	Some of the buildings are old/outdated and need to be refurbished to create a more encouraging learning environment
185	All classrooms must be equipped with laptops and projectors. More parking for students must be made available, or a permanent shuttle established.
186	Political correctness has gone absolutely out of control.
187	(1) My responses on the facilities reflect my working in a dumpy building and looking forward to new facilities, with the rebuilding of campus facilities. Will the SDCCD be able to hire the classified service workers to maintain the new buildings? Will Californians support a bright future by agreeing to pay reasonable levels of taxes? (2) My comments on the College President reflect that she is new and the proof will be in the pudding. (3) I am deeply concerned about the lack of funding and the freeze on faculty and staff hiring. We face a real dilemma in the teaching ranks, given the age demographics of the faculty. No junior faculty in the tenure-track ranks to learn how to carry the institution forward. In 5 years, most of my department will have retired. We should not accept becoming a college featuring adjunct faculty even to the extent we are now.
188	Parking
189	There is a need to work on eliminating discrimination in work assignments once the diverse faculty are hired. This is especially evident in the assignment of Mathematics courses in the Math department. Generally the women are assigned the lower level classes to teach and the men higher level classes. Also, the last president did not believe in faculty voicing concerns. She thought that to be questioning the authority and that was not acceptable to her. I have written evidence for that. It is unfortunate to have a president in an academic environment not believing in dialogue. I think she believed that it is rude to question authority.

Mesa College 2012 Employee Satisfaction Survey

190	Shared governance needs to be more than just words. Though faculty technically have adequate voice, it is rarely listened to. Basically admin asks our opinion, pretends they are listening and then does whatever they please. Even if it makes no sense whatsoever. I don't know their agenda. The VPI has simply got to be replaced. He does not fit the culture of this college and is working feverishly to dismantle what we stand for. He has removed reassigned time for many important tasks including the tutoring center and SLO's. He has an attitude towards faculty that we are all bad employees that need to be taken to task, and watched to make sure we are doing our jobs. He continues to push to increase workload by increasing class caps, which, though it would increase access for students it would deplete the quality of instruction. He has no concept of what teaching is. Perhaps he would make a good business manager, but NOT a vice president of INSTRUCTION
191	funding, facilities & technology: widespread wifi throughout the campus, laptop projectors & speakers built into every classroom to bring available teaching methods out of the stone age, simpler & much faster system for faculty to get keys/alarm codes/classroom access. instead of spending money on loud, unsightly unfinished building construction, or on useless bureaucratic reanalysis of 'student learning outcomes' , redirect resources to adding not cutting classes, improving the facilities we have, and obviously more parking!
192	A deserted campus over summer is absolutely unacceptable. Overworking staff and piling on work diminishes morale. No possibility of ever being compensated for a job well done (over and beyond) devastates morale. There is no opportunity for advancement or appreciation. A breakfast is nice but I have a family to feed and inflation does not wait for this budget crisis. So my options are: if I don't like I can leave. That is not how to treat employees. I work with bullies, incompetents and they are protected. I am very disappointed with my decision to work for Mesa.
193	I teach at both Mesa and MiraCosta Colleges. Mesa lacks the overall connectedness that is present between administration, staff, and faculty at MiraCosta. Also, I teach in the Art Dept., and must comment that some of the classrooms in the D building are still sorely in need of thorough renovation.
194	Classified hiring. Levels of classified staffing are reaching a critical LOW!!!
195	Adjunct faculty needs to have more rights and opportunities. We really have a two-class society when it comes to faculty. Shame!
196	My computer is out of date I know technology is expensive, but we need upgrades more frequently than we get.
197	Needs more full-time faculty, more communication, better technical support and web resources.
198	Lowering the class caps for transfer level classes from 46 to 42, to provide the ability to incorporate a wider array of learning strategies.
199	Inside facilities maintenance.
200	Classroom technology and wireless reception.
201	Too many hoops for: curriculum revisions, SLO Task stream info becoming a nightmare. Need to use new facilities to benefit public i.e. continuing education training and health events
202	The obvious improvements to upgrading and adding facilities seem to be a priority and already in motion. The athletic facilities and locker rooms are not among the strongest, however they seem to be maintained in a satisfactory manor.
203	The lack of leadership the my dean provides to my program!!! (***)
204	I wish *** and /or *** were still here. Thing were great under them.
205	faculty and administrative working together.

Mesa College 2012 Employee Satisfaction Survey

206	Communication between departments. Sometimes I'm the last to know something, especially when it's an event or something that I'm supposed to help out with. It feels all last minute and not well planned.
207	Classroom design. I teach in substandard classrooms with inadequate media and improper lighting. In short, the lights in the room wash out the weak powerpoint projection. Also, clickers and pointer are inadequate (broken or missing)and equipment is not maintained by the Multi Media Dept..
208	Reopen Saturday Classes
209	The Business Dept needs a new building and more fulltime Professors to accommodate the demand of the numerous business students.
210	Parking, campus faculty wireless access- I was told by IT that the campus wireless network is for students only- that seems hard to believe.
211	Parking and class offerings
212	Older buildings need to be replaced The faculty workload is overwhelming; need more administrative support or release time or more faculty!
213	The SLOs
214	I am satisfied.
215	Police should monitor staff parking because there are many people who use it without proper hangtags. It usually happens at class change.
216	The district is too large. Split it up! It will operate more efficiently. Get priorities right: Teaching should be #1. It should be funded first and foremost at the grassroots level. Pay teachers and offer sufficient classes. CUT THE BUREAUCRACY, SLOs, FLEX, UNIONS, etc. The disparity and attitude toward adjuncts from contract faculty is very poor.
217	The structure, cleanliness.
218	How facility services interacts with the campus Safety needs to be addressed a lot better!
219	Parking
220	training some staff members to be more professional when working with people.
221	Maybe a better blending of the work that is already good between high levels of the college administration and the college schools/divisions. Not always there is awareness of the work well done in other divisions/schools or in between different levels of the college hierarchy. Commingling of the common efforts may turn out to higher efficiency.
222	room for professional development with classified employees. give classified employees the opportunity to evaluate managers.
223	Hiring practices are quite unfair.
224	I question the blanket approach of SLOs in arts and humanities, where instructors bring their unique strengths and areas of expertise to the classroom. I advocate instead for an education based approach to continued imporvement in pedagogy and course/program alignment.
225	Student Parking (part of this due to construction)
226	Funding to hire teachers for the summer program. Often there is no chalk in classrooms.
227	Discontinue the hiring freeze. There are too few contract instructors and too many responsibilities to go around. Many are getting very burnt out on so much to do and others are also not carrying their weight.
228	parking for sure, communication with administration, emails.
229	Any process that seems unplanned, too long to complete and is ineffective. Any process can be improved, so my statement applies to the entire district at various levels. Keep in mind I think Mesa and the district are doing a good job however.
230	The screen is in the center of the white board. It should be on the side.

Mesa College 2012 Employee Satisfaction Survey

231	Adequate staffing of ILTs so that we can run our labs.
232	There needs to be real comitment to shared governance not lip service to the concept.
233	parking
234	Parking facilities.
235	Some of the classrooms, such as the trailers (T1, T2, etc.) are poorly equipped for technology (no Internet access). Updated classrooms would be better. Also, I think having a self-service copy room would be very helpful for instructors. Repro does a great job but they do not like copying material with less than a 24 hour notice. It would be convenient to have a self service copier for moments when advance notice is not practical or possible.