













Program review processes are ongoing, systematic and used to assess and improve student learning and achievement.								
Strongly Agree	37%	10	30%	6	57%	4	37%	20
Agree	48%	13	55%	11	29%	2	48%	26
Disagree	7%	2	15%	3	14%	1	11%	6
Strongly Disagree	7%	2	0%	0	0%	0	4%	2
Employee Total	100%	27	100%	20	100%	7	100%	54
Program review is meaningful to me.								
Strongly Agree	37%	10	27%	6	57%	4	36%	20
Agree	52%	14	55%	12	29%	2	50%	28
Disagree	11%	3	5%	1	14%	1	9%	5
Strongly Disagree	0%	0	14%	3	0%	0	5%	3
Employee Total	100%	27	100%	22	100	7	100%	56

The first three questions address assessment of student learning outcomes and agreement scores (sum of Strongly Agree and Agree percentages) on each question indicate most employees are in agreement that they engage in dialogue (78%), use assessment data to improve their area (85%), and find assessment meaningful (89%). Although there seems to be agreement that assessment has overall support across employee groups, some patterns of disagreement within groups are worth noting. First of all, staff had the highest percentages of disagreement across all three questions. The range of disagreement was 27% to 35% for these questions. Faculty indicated the highest disagreement ratings with the statement about dialogue (19%), followed by using assessment for improvement (11%), and then meaningfulness showing the lowest disagreement rating at 4%. Management showed no disagreement with any of the statements regarding assessment.

The last two questions assessed program review at the institution. Similar to the assessment questions, the majority of respondents rated program review questions favorably at Norco College with agreement scores at 85% and 89%, respectively. The first question addressed the effectiveness of program review as a process. Agreement scores were high across the board with 86% agreement score in Management, 85% agreement with Staff, and 86% with Faculty. The second question addressed the meaningfulness of program review and responses were similar in agreement scores to the first questions: Management at 86%, Staff at 82%, and Faculty at 89. In the previous year, overall ratings for “Program Review is Meaningful to Me” were somewhat lower (80%), however, a rebound of nine percentage points occurred in 2017-18. A definitive answer for this rebound is not completely clear, but it should be noted that 2017-18 was the first year that program review was completed with a new electronic

framework that is connected to the current assessment software (Nuventive Improve). Perhaps the connection of the two activities improved the sense of meaning for Program Review.

The last of the questions in this part of the survey assesses the use of data in Norco College's planning processes through the use of institution-set standards (ISS), strategic planning goals, and other data in general (see Table 7 below).

Table 7. Use of Data

Answer Options	Faculty		Staff		Management		Sample Percent	Sample Total
I use Norco College's Institution-Set Standards (ISS) in one or more aspects of my job.								
Strongly Agree	15%	4	20%	4	43%	3	21%	11
Agree	46%	12	35%	7	29%	2	40%	21
Disagree	23%	6	20%	4	29%	2	23%	12
Strongly Disagree	15%	4	25%	5	0%	0	17%	9
Employee Total	100%	26	100%	20	100%	7	100.0%	53
I use Norco College's strategic planning goals in one or more aspects of my job.								
Strongly Agree	35%	9	19%	4	43%	3	30%	16
Agree	46%	12	52%	11	57%	4	50%	27
Disagree	15%	4	14%	3	0%	0	13%	7
Strongly Disagree	4%	1	14%	3	0%	0	7%	4
Employee Total	100%	26	100	19	100%	7	100%	54
Institutional planning decisions are based on data.								
Strongly Agree	31%	8	14%	3	71%	5	30%	16
Agree	54%	14	71%	15	29%	2	57%	31
Disagree	8%	2	14%	3	0%	0	9%	5
Strongly Disagree	8%	2	0%	0	0%	0	4%	2
Employee Total	100%	26	100%	21	100%	7	100%	54
Norco College Strategic Planning goals are regularly assessed and results shared with campus constituencies.								
Strongly Agree	41%	11	27%	6	86%	6	41%	23
Agree	44%	12	45%	10	0%	0	39%	22
Disagree	7%	2	27%	6	14%	1	16%	9
Strongly Disagree	7%	2	0%	0	0	0	4%	2
Employee Total	100%	27	100%	22	100%	7	100%	56



It appears that the use and sharing of data (whether strategic planning goals, or data in general) are fairly consistent with agreement ratings at 80%, 87%, and 80% for questions 2-4, respectively. However, the use of institution-set standards is somewhat lower across the three employee groups with agreement ratings at 61%. This is due in large part to the fact that ISS are a relatively new data metric at Norco College compared to strategic planning goals. This, however, does not negate the need to continue to expose the college community to ISS and thereby increase awareness over time.

The next question on the IEP Survey addresses the average number of hours per week that are devoted to shared governance activities such as attending meetings, hiring committees, and reading materials related to those meetings. The table below displays the percentage of respondents in each employee group by the number of hours they reported devoted to these type of activities.

Table 8. Hours per Week Allocated to Shared Governance Activities.

Answer Options	Faculty		Staff		Management		Response Percent	Response Count
0	4%	1	9%	2	0%	0	5%	3
1-2	4%	1	50%	11	14%	1	23%	13
3-5	44%	12	32%	7	14%	1	36%	20
6-8	41%	11	9%	2	29%	2	27%	15
9-11	0%	0	0%	0	14%	1	2%	1
12 or more	7%	2	0%	0	29%	2	7%	4
TOTAL	100%	27	100%	22	100%	7	100.0%	56

Overall, a large percentage of respondents indicated that they participate in some type of shared governance activity with 95% indicating one or more hours per week devoted to these type of activities. However, allocations by employee group show that faculty, staff, and management have somewhat differing levels of participation in shared governance activities. For faculty, the majority indicated 3-5 hours or less per week on average; for staff, 1-2 hours or less per week; and for management, 6-8 hours or less per week was the average time devoted to shared governance activities. These time allocations by group makes sense when considering the requirements and availability inherent in the jobs for each of these employee groups.

Question 8 on the IEP Survey assesses Strategic Planning Goal 7.3-Decrease the percentage of employees who experience unfair treatment based on diversity-related characteristics. Perceptions of unfair treatment overall and by employee group are displayed below in Table 9.

Table 9. Unfair Treatment at the College.

Since the beginning of the current school year, I have experienced unfair treatment at the college.								
Please identify your classification as a Norco College employee:								
Answer Options	Faculty		Staff		Management		Total Percent	Total Count
Never (0 times)	74%	20	48%	11	86%	6	65%	37
Seldom (1-2 times)	11%	3	39%	9	14%	1	23%	13
Often (3-4 times)	11%	3	9%	2	0%	0	9%	5
Frequently (more than 4 times)	4%	1	4%	1	0%	0	4%	2
<b>TOTAL</b>	<b>100%</b>	<b>27</b>	<b>100%</b>	<b>23</b>	<b>100%</b>	<b>7</b>	<b>100%</b>	<b>57</b>

Experiencing unfair treatment is operationally defined as anyone indicating “Seldom (1-2 times)” through “Frequently (more than 4 times)” on this survey item. With this definition, 35% of employees reported experiencing unfair treatment during the 2017-18 academic year. This rate rose somewhat from the previous year which was at 26%. Perceptions of unfair treatment by employee group were 26%, 52%, and 14% for faculty, staff, and management, respectively. Managers who perceived unfair treatment were only in the “Seldom” category, whereas faculty and staff were distributed across all three categories indicating unfair treatment (i.e. Seldom, Often, Frequently). Also, in comparison to last year, staff rates of unfair treatment doubled increasing from 26% in 2016-17 to 52% in 2017-18. Respondents that did indicate unfair treatment were given a follow up question asking if they felt the unfair treatment was due to diversity-related characteristics. Fifty percent of the respondents (10/20) answered that they felt it was due to diversity related characteristics. The distribution across employee categories was 43%, 50%, and 100% for faculty, staff, and managers, respectively, for this follow up question. It should be noted that there was only one response for managers and that response was in the affirmative which accounts for the 100% being due to diversity related characteristics.

#### HUMAN/PHYSICAL RESOURCES, CAMPUS CLIMATE & RESOURCE ALLOCATION

The final section of the survey was a matrix of items dealing with various aspects of resources (both human and physical) and how effectively those resources are distributed. Respondents were asked to rate their agreement with statements using a four-point scale weighted from 4-Strongly Agree to 1-Strongly Disagree. The table below presents all of the items related to human or physical resources. The actual counts and percentages for each scale are listed with mean rating scores by each employee group and overall.

Table 10. Human Resource Ratings

Answer Options	Faculty		Staff		Management		Response Percent	Response Count
I am familiar with the policies, procedures, and publications in my area.								
Strongly Agree	59%	16	74%	14	100%	6	69%	36
Agree	37%	10	21%	4	0%	0	27%	14
Disagree	4%	1	5%	1	0%	0	4%	2
Strongly Disagree	0%	0	0%	0	0%	0	0	0
TOTAL	100%	27	100%	19	100%	6	100.0%	52
The services/classes in my area have been aligned with student needs and/or program pathways.								
Strongly Agree	52%	14	33%	6	83%	5	49%	25
Agree	48%	13	56%	10	0%	0	45%	23
Disagree	0%	0	11%	2	17%	1	6%	3
Strongly Disagree	0%	0	0%	0	0%	0	0%	0
TOTAL	100%	27	100%	18	100%	6	100.0%	51
I have observed newly-hired employees at the college, and they seem to be highly qualified for their jobs.								
Strongly Agree	44%	12	28%	5	83%	5	43%	22
Agree	48%	13	56%	10	17%	1	47%	24
Disagree	4%	1	6%	1	0%	0	4%	2
Strongly Disagree	4%	1	11%	2	0%	0	6%	3
TOTAL	100%	27	100%	18	100%	6	100.0%	51
There is a sufficient number of administrators to provide effective leadership and services that support the institution's mission and purposes.								
Strongly Agree	52%	14	37%	7	17%	1	42%	22
Agree	41%	11	53%	10	33%	2	44%	23
Disagree	7%	2	11%	2	17%	1	10%	5
Strongly Disagree	0%	0	0%	0	33%	2	4%	2
TOTAL	100%	27	100%	19	100%	6	100.0%	52
There is a sufficient number of full-time faculty to assure fulfillment of responsibilities essential to the quality of educational programs and services that support the institutional mission and purposes.								
Strongly Agree	4%	1	16%	3	0%	0	8%	4
Agree	19%	5	37%	7	50%	3	29%	15
Disagree	52%	14	47%	9	33%	2	48%	25
Strongly Disagree	26%	7	0%	0	17%	1	15%	8
TOTAL	100%	27	100%	19	100%	6	100.0%	52

There is a sufficient number of staff to support effective educational, technological, physical, and administrative operations of the institution.								
Strongly Agree	7%	2	5%	1	0%	0	6%	3
Agree	30%	8	11%	2	33%	2	23%	12
Disagree	44%	12	42%	8	50%	3	44%	23
Strongly Disagree	19%	5	42%	8	17%	1	27%	14
TOTAL	100%	27	100%	19	100%	6	100%	52
Norco College provides appropriate opportunities for my continued professional development.								
Strongly Agree	41%	11	16%	3	67%	4	35%	18
Agree	33%	9	37%	7	33%	2	35%	18
Disagree	22%	6	21%	4	0%	0	19%	10
Strongly Disagree	4%	1	26%	5	0%	0	12%	6
TOTAL	100%	27	100%	19	100%	6	100.0%	52

The first three statements focus on training, qualifications, and alignment of service area or classes with student needs. The overall average ratings and employee group ratings are all relatively high, with one exception. In the rating of newly-hired employees being highly qualified, staff ratings were noticeably lower. Faculty and management agreement ratings were 92% and 100.0%, respectively, whereas the staff rating was 84.0%. It should be noted that the staff rating on this question has come up from the previous year (75%). The next three items in the table rated sufficiency of staffing of administrators, faculty and staff at the college. The highest rating of having sufficient numbers was for administrators with an overall rating of 86%. However, the overall agreement ratings for having sufficient numbers of faculty and staff were at 37% and 29%, respectively. This was actually clear disagreement that the college has sufficient numbers of faculty and staff to support the institution. The last statement in the above table addresses opportunities for professional development. There is solid support for professional development by administrators (100%) and faculty (74%). However, staff had a marginal majority who felt that the college provided adequate professional development (53%) which was a considerable drop from the previous year (81%).

Overall, human resources processes are largely perceived to be positive by the three employee groups. However, two issues emerging from these items were that there are not sufficient number of faculty and staff, and professional development should be improved.

The next four questions assess aspects of campus climate at Norco College and they are in the table below.

Table 11. Campus Climate.

Answer Options	Faculty		Staff		Management		Sample Percent	Sample Total
<b>I feel I am treated fairly at this institution.</b>								
Strongly Agree	48%	13	37%	7	100%	6	50%	26
Agree	41%	11	53%	10	0%	0	40%	21
Disagree	4%	1	11%	2	0%	0	6%	3
Strongly Disagree	7%	2	0%	0	0%	0	4%	2
<b>TOTAL</b>	<b>100%</b>	<b>27</b>	<b>100%</b>	<b>19</b>	<b>100%</b>	<b>6</b>	<b>100.0%</b>	<b>52</b>
<b>I feel safe at Norco College.</b>								
Strongly Agree	52%	14	37%	7	100%	6	52%	27
Agree	41%	11	53%	10	0%	0	40%	21
Disagree	7%	2	11%	2	0%	0	8%	4
Strongly Disagree	0%	0	0%	0	0%	0	0%	0
<b>TOTAL</b>	<b>100%</b>	<b>27</b>	<b>100%</b>	<b>19</b>	<b>100%</b>	<b>6</b>	<b>100%</b>	<b>52</b>
<b>I feel accepted as an individual by the faculty, staff and other employees at Norco College.</b>								
Strongly Agree	52%	14	42%	8	100%	6	54%	28
Agree	37%	10	47%	9	0%	0	37%	19
Disagree	7%	2	11%	2	0%	0	8%	4
Strongly Disagree	4%	1	0%	0	0%	0	2%	1
<b>TOTAL</b>	<b>100%</b>	<b>27</b>	<b>100%</b>	<b>19</b>	<b>100%</b>	<b>6</b>	<b>100%</b>	<b>52</b>
<b>I feel accepted as an individual by students at Norco College.</b>								
Strongly Agree	78%	21	53%	10	83%	5	69%	36
Agree	22%	6	47%	9	17%	1	31%	16
Disagree	0%	0	0%	0	0%	0	0%	0
Strongly Disagree	0%	0	0%	0	0%	0	0%	0
<b>TOTAL</b>	<b>100%</b>	<b>27</b>	<b>100%</b>	<b>19</b>	<b>100%</b>	<b>6</b>	<b>100%</b>	<b>52</b>

Campus climate as described by these questions seemed to be perceived as quite positive by all employee groups. The first statement assesses the climate related to perceptions of being treated fairly. This is related to the previous survey item (see Table 9) querying the frequency of times experiencing unfair treatment, but it assesses perceptions of the institution in general rather than whether any unfair treatment has occurred. Of all respondents, 47/52 (90%) rated Norco College as being characterized by fairness. In combination with the data on unfair treatment, this would infer that though 35% of employees have experienced some unfair treatment at the institution (see Table 9), those experiences weren't profound enough to shift their perceptions of Norco College being a fair institution overall. The second statement is a general assessment of safety at Norco. This item had the second highest agreement rating of

all campus climate items (92%), which is consistent with previous surveys that have assessed safety at Norco College. The last two statements were selected to assess the inclusivity of the Norco College climate. Acceptance by employees was quite high (91%), but acceptance from students was even higher (100%) and unanimous across all employee categories. If we calculate the inclusivity of Norco College as the aggregate agreement (% of Strongly Agree and Agree) on both items, Norco College has an inclusivity score of 95%. Over the past three years, the inclusivity score has remained in approximately the same range (94%-96%).

The final portion of the survey included items assessing planning and resource allocation processes. It was comprised of six statements rated on the same four-point agreement scale as preceding items. Table 12 summarizes the counts and mean rating scores for each employee group and overall.

Table 12. Planning and Resource Allocation Processes

Answer Options	Faculty		Staff		Management		Response Percent	Response Count
Planning and resource allocation are well integrated at Norco College.								
Strongly Agree	26%	7	21%	4	33%	2	25%	13
Agree	41%	11	58%	11	67%	4	50%	26
Disagree	26%	7	11%	2	0%	0	17%	9
Strongly Disagree	7%	2	11%	2	0%	0	8%	4
TOTAL	100%	27	100%	19	100%	6	100%	52
I believe resources have been allocated effectively in my area to support student success.								
Strongly Agree	26%	7	21%	4	67%	4	29%	15
Agree	59%	16	32%	6	33%	2	46%	24
Disagree	11%	3	32%	6	0%	0	17%	9
Strongly Disagree	4%	1	16%	3	0%	0	8%	4
TOTAL	100%	27	100%	19	100%	6	100%	52
Norco College's prioritization ranking processes are an effective means of ensuring that resource allocation decisions are based on documented needs identified in program reviews.								
Strongly Agree	33%	9	11%	2	50%	3	27%	14
Agree	30%	8	47%	9	17%	1	35%	18
Disagree	26%	7	32%	6	33%	2	29%	15
Strongly Disagree	11%	3	11%	2	0%	0	10%	5
TOTAL	100%	27	100%	18	100%	6	100%	52
The needs of my area are addressed through Norco College's prioritization ranking processes.								
Strongly Agree	22%	6	11%	2	33%	2	19%	10
Agree	48%	13	47%	9	33%	2	46%	24

Disagree	22%	6	42%	8	33%	2	31%	16
Strongly Disagree	7%	2	0%	0	0%	0	4%	2
TOTAL	100%	27	100%	19	100%	6	100%	52
I am aware of the processes by which Norco College ranks staffing and equipment needs identified in program review.								
Strongly Agree	44%	12	26%	5	67%	4	40%	21
Agree	44%	12	58%	11	33%	2	48%	25
Disagree	11%	3	5%	1	0%	0	8%	4
Strongly Disagree	0%	0	11%	2	0%	0	4%	2
TOTAL	100%	27	100%	19	100%	6	100%	52
Administrators at Norco College give consideration to priority lists approved by the planning councils in making resource allocation decisions.								
Strongly Agree	30%	8	11%	2	83%	5	29%	15
Agree	52%	14	68%	13	0%	0	52%	27
Disagree	7%	2	21%	4	17%	1	13%	7
Strongly Disagree	11%	3	0%	0	0%	0	6%	3
TOTAL	100%	27	100%	19	100%	6	100%	52

The first item addresses the integration between planning and resource allocation. At an overall agreement rating of 75%, the general sentiment of employee groups was moderate agreement that processes were integrated. However, when examining specific employee subgroups' responses, all disagreement on this item came from faculty (33%) and staff (22%). The next three items in the table above are related to effectiveness of resource allocation processes. These three items had the lowest overall agreement ratings of any items in this area, indicating considerable level of disagreement (range 25%-39%) that our processes are effective and address the needs of the institution. The last two items assess awareness and consideration given to ranked priority lists. These two items had the highest overall agreement ratings in the Resource Allocation and Planning Area at 88% and 81%, respectively. When viewing responses by employee subgroup, these two items showed a similar pattern of agreement as emerging on most other areas of the survey: administrators were most agreeable, followed by faculty and staff had the lowest agreement ratings.

In summary, this survey had a much lower response rate than previous years (2016 – 143 respondents, 2017 – 105 respondents, 2018 – 73 respondents). Due to the smaller sample size, variance in response rates may register as larger percentage swings. For example, since there were only nine managers that responded, one manager's response would sway the results by 11%. In some questions, not all managers responded so this phenomenon was even more exaggerated. With this in mind, results for the current year should be interpreted with the caveat that large changes in data from previous years might be due to the sample size though

this shouldn't be the only explanation of the data. With that in mind, there are certain conclusions that can be made from the current IEP Survey data. Data suggested that college constituencies felt they had a strong impact on the institutional mission, and that there was confidence that the mission is moving institutional planning in the right direction. Assessment and program review received relatively agreeable ratings, with some disagreement regarding the ability to dialogue about SLOs. Data use appears to be high at Norco College, but awareness of ISS needs to increase. Overall, there was high participation in shared governance with faculty and administrators devoting the most time in hours per week as compared to staff. About 1/3 of respondents had at least one instance of unfair treatment in the previous year, but this did not result in the perception that the institution in general was unfair. Human resources processes were perceived to be positive for all constituencies with some indication that training and professional development could be improved. Campus climate including items on fairness, safety, and inclusiveness contained some of the highest mean scores which was an indication of a positive climate at Norco College. Lastly, planning and resource allocation processes were rated as effective for the most part, but there was some disagreement as to whether the needs of the institution were adequately met.

In comparison to the 2017 IEP survey, most of the patterns of response across employee groups stayed fairly consistent in the 2018 survey. There may have been some movement downward in levels of agreement overall in comparison to the previous year, but the sample size will need to be considered as one possible reason for this, though not the only explanation. During 2018-19, a new strategic plan will be created and all processes related to assessing planning processes will be evaluated. If upon completion of the new strategic plan the IEP Survey continues to be part of the evaluation procedures, data will continue to be monitored for long-term trends.