

Dear CCC Colleagues,

The CCEA task force thanks you for participating in the Culture, Communication and Engagement process. This report highlights the key results of the online survey. If you are interested in more detail, [please link to the full report](#). We can also arrange a presentation of findings for your area.

The intent of the CCEA process is to provide our campus community a door through which to walk into the future of CCC - a place from which we can strengthen our culture in service to students, community and each other. Our next steps will be to distribute the results widely and - in fall 2014 - form focus groups campus-wide to help interpret the results and find ways to create change. If you'd like to participate in any aspect of this process, please contact Shelly Parini, dean of College Advancement (x3015).

A special note about the comments from respondents: As the CCEA Task Force promised when we launched the survey, we have not included the comments from respondents. Only members from employee groups on the task force are reading the comments sorted by employee groups (i.e., only faculty on the team are reading the faculty comments along with Institutional Research; only classified on the team are reading the classified comments along with Institutional Research, etc.). The general findings from these comments are incorporated into the following summary.

Thank you for your thoughtful responses throughout the process. We look forward to creating the solutions together.

Sincerely,

CCEA Task Force: Shelly Parini, BJ Nicoletti, Dave Arter, Tory Blackwell, Angie Sandercock, Marcia Casey, Jenelle Vader, Stephanie Schaefer, Bill Briare, Abe Fouhy, Phillip King, Suzy Isham, Janet Paulson, Carrie Loewen, Amanda Coffey, Kate Gray

Participation and Survey Background

In fall 2013, a team of staff and faculty worked together to identify a process to develop and launch CCC’s next generation organizational culture assessment. Winter term, information gathered from discussions of three “warm-up” questions about CCC’s culture created a snapshot of what culture means to us: CCC is clearly a place where “culture” is heavily and heartily defined by faculty and staff as relationships, relationships, and relationships - collaborative, respectful, responsive, invigorating, celebratory, and thriving.

From the responses of these 135 faculty and staff questioned, the CCEA task force created the survey questions outlined below to look through the doors of each of our own rooms to the *wider campus community*. In Spring 2014, a majority of CCC employees participated in the resulting anonymous online/paper survey.

A total of 361 staff members responded to the survey.

Participation by Employee Group	
FT Faculty	91
PT Faculty	52
FT Classified	69
PT Classified	24
Administrative/Confidential	31
No response	94

Participation by Years of Service at CCC	
< 6 yrs	84
6 yrs less than 15 yrs	129
15+ yrs	72
No response	76

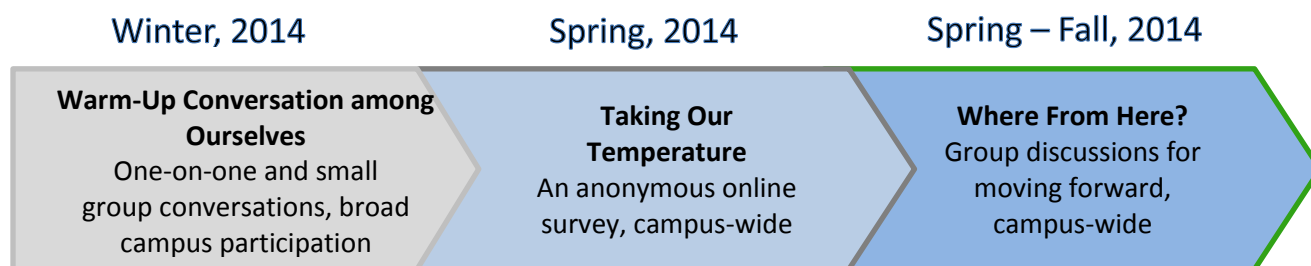
Next Steps for the CCEA Team

Spring 2014

- Reporting to Presidents’ Council and gathering feedback.
- Distributing results to CCC community.
- Reporting to College Council and gathering feedback.
- Task force continues to analyze all data gathered.

Fall 2014

- Two sessions during In-service offered to dig into data about community and students.
- Focus groups formed and meeting to discuss what actions on the findings are possible.



Quick Overview – What We Are Learning about Our Culture

The survey consisted of 55 positive statements grouped into eight categories of cultural importance to CCC: (1) engaging with students; (2) engaging with community; (3) engaging with each other - communication; (4) engaging with each other - collaboration; (5) engaging with innovation, trust and balance; (6) college processes for engaging in our shared mission; (7) engaging with the campus – a culture of diversity, lifelong learning, professional development and campus safety; and, (8) overall culture.

- ❖ **There are many positive opinions along with some very clear areas of hoped-for improvement**, particularly for improvement within the categories of: engaging with innovation, trust and balance; and, college process for engaging in our shared mission.
- ❖ As faculty/staff we tend to be **most satisfied with our immediate colleagues and area**. Across the college, there is a fairly universal sense we need to **strengthen our connections** to people, processes, and decision-making **outside of our immediate work environment**.
- ❖ **There are some items where employee groups have very different perceptions as do people with different years of service**. These are noted in the findings. In general, administrative/confidential as well as those employees in service to CCC less than six years tended to be more positive than other groups, particularly in comparison to the 6-15 year group. Those who “did not identify” by demographic tended to be less positive overall than other groups.
- ❖ **The fundamentals of a healthy organization seem to be firmly in place**. We like where we work and we feel safe here. For the most part, we collaborate well with and trust our co-workers and our immediate supervisors. We feel that we’re treated with respect and that we make a positive difference in the organization. We regularly acknowledge each other for doing our jobs well.
- ❖ **Beyond our immediate job responsibilities and work environments we see more room for improvement**. Communication between departments is seen to be less robust than communication within them, and we participate less in planning, decision-making, and professional growth than in our immediate job responsibilities. Comments seem to indicate that at least some of this is due to the fact that discharging those responsibilities takes up a great deal of our time and that mechanisms to facilitate broader communication and participation are either not as effective or not as available as they could be.
- ❖ **The farther removed we are from each other, the less well we communicate, the less well we understand what’s happening in other areas of the college, and the less we participate**. Quite a few respondents said that in many cases (student suggestions are used..., CCC has effective processes in place to hear community input, for example) they simply were not aware of whether or how those things were being addressed.
- ❖ **It appears that the broader the issue, the more disconnected we feel from how it’s being addressed**. College governance, organizational change, and problem solving were the areas most likely seen to be taking place in a way we felt at least somewhat less connected to, often fairly disconnected. Comments indicated that some feel staff have little input where college-wide issues are concerned and others that input is sought, but not acted upon. They also indicated that the degree to which staff view themselves as being able to participate effectively beyond their immediate work areas is very dependent on where in the college they work.

Engagement Culture Categories (click on the link to see more detail)	Some Strengths	Desired Improvement
(1) Engaging with Students	We have strengths in most of these areas of engaging with students, particularly in finding time to connect with and hear from students.	Improvement in using suggestions from students and staff to improve the experiences of students and being confident that we do so.
(2) Engaging with Community	We have strengths in all five of these areas, particularly hearing from the community and offering opportunities for the community to contribute to our success.	Improvement in using suggestions from the <u>community and faculty/staff</u> about strengthening CCC's relationship with the community and being confident that we do so.
(3) Engaging with Each Other – Communication	We have strengths in most of these areas, particularly with communication within departments and with our supervisors.	Improvement in communication from executive leadership to the rest of the organization and strengthening communication <i>between</i> departments.
(4) Engaging with Each Other – Collaboration	We have strengths in all of these areas, particularly with collaboration within departments/areas.	Improvement in comfort among faculty/staff in sharing ideas with executive leadership and improvement in collaboration occurring <i>between</i> departments and other areas.
(5) Engaging with Innovation, Respect, Trust, Balance and Celebration	We have strengths in many of these areas. We think staff of different backgrounds interact well at the college, the college encourages exchange of ideas, and there is recognition for doing a job well.	There is an overall sentiment more could be done to encourage innovation. There is the desire to see leadership be more consistently open to questions, concerns, and suggestions. There are levels of stress about having enough time to get work done well in a reasonable timeframe.
(6) College Processes for Engaging in Our Shared Mission	There are clear strengths to build on. We see ourselves as a place with processes to be involved in place. We are often encouraged to be involved.	Improvement in encouraging participation, giving time for participation, and reflecting on how participation/input is used. There is also overall sentiment the college should strengthen the ways in which we prepare for and roll out change, the way we use task-forces and committees, using quality information to improves processes.
(7) Engaging with the Campus	We have clear strengths in most of these areas. We love our campus facilities and feel safe here. Many view this as a place that celebrates diversity and we are encouraged to participate in CCC lifelong learning opportunities.	Improved opportunities for professional advancement and adequate opportunities to connect with professional growth opportunities made available on campus or supported by the college.
(8) Overall Thoughts	There is a spirit of teamwork and trust among colleagues. The personal feeling of making a difference in CCC and sense of relationship between one's job and the goals of the college.	Strengthening the level of trust between college leadership and individuals. Growing the spirit of teamwork and cooperation. Getting stronger alignment of mission, values and goals across the organization.

A Little More Detail

Respondents were asked to indicate how much they agreed with each statement using the following options:

Completely Disagree	Mostly Disagree	Slightly Disagree	Slightly Agree	Mostly Agree	Completely Agree
-3	-2	-1	1	2	3

The following table shows the percentage of those respondents with an opinion who “slightly,” “mostly” or “completely” agreed. Blue shading represents higher level of agreement, lighter shading and then moving into red represents decreasing levels of agreement.

CCC Culture Items	slightly agree, mostly agree, completely agree
I feel safe on campus.	92.16%
I think the campus facilities/grounds are pleasant and inviting for employees.	91.50%
I regularly recognize (congratulate) my coworkers for doing their jobs well.	91.25%
I make a positive difference in the organization.	91.12%
My co-workers and I readily share important information that is critical to our success.	88.79%
Collaboration occurs within my department.	87.76%
Staff of different backgrounds interact well in the college.	85.71%
I am comfortable communicating within my department in an open, honest manner.	85.30%
CCC embraces diversity of cultures in the workplace.	83.33%
There is a spirit of trust among myself and my colleagues.	83.33%
I feel comfortable sharing my ideas with my supervisor.	83.33%
Collaboration occurs within my program and/or service area.	83.01%
I have time in my job to connect with students.	81.66%
For the most part, I feel I can communicate my concerns to my supervisor.	81.58%
I can see the relationship between my role and the goals of the college.	81.54%
I feel my supervisor hears my concerns and ideas and treats these with respect.	80.71%

CCC Culture Items	slightly agree, mostly agree, completely agree
I am consistently treated with respect in the workplace.	80.58%
There are processes in place for me to be involved in planning and decision-making within my service area/department.	79.67%
Community members are offered opportunities to contribute to the success of our college.	78.35%
The college encourages innovation and the exchange of ideas for college success.	77.66%
CCC encourages and provides opportunities for faculty/staff to engage in ways that contribute to the college's and my colleague's success.	77.43%
CCC has effective processes in place to hear community interest, needs, and feedback on the success of the college in meeting community needs.	77.19%
My supervisor does a good job of sharing the information I need to do my job well.	76.90%
I feel encouraged to learn and grow at CCC.	76.25%
I have adequate opportunity to connect with professional growth opportunities available on campus or supported by the college.	75.93%
Employees are encouraged to participate in the lifelong learning the college offers – arts, music, recreation, classes.	73.87%
Collaboration occurs between my program/service area and other areas.	73.40%
Community suggestions are used to improve programs and services at CCC.	73.06%
There is a spirit of teamwork and cooperation at this institution.	72.96%
When I am involved in a process of planning or decision-making, I see what I contributed reflected in the process.	72.66%
I receive adequate recognition from my department for doing a good job.	72.60%
CCC treats students and community as its top priority.	71.96%
CCC has effective processes in place to hear students' interests, needs, and feedback on their experience at this college.	71.19%
Collaboration occurs between my departments and other areas.	71.12%
There are processes in place for me to be involved in planning and decision-making at this college.	70.79%
There is alignment of mission, values and goals across the organization.	67.39%
Leadership is consistently open to my questions, concerns and suggestions.	66.55%
Student suggestions are used to improve programs and services.	66.29%
What is best for the community drives the decisions at this college.	66.08%

CCC Culture Items	slightly agree, mostly agree, completely agree
There is a spirit of trust between college leadership and me.	63.60%
What is best for students drives the decisions at this college.	63.25%
I feel comfortable sharing my ideas with executive leadership.	61.98%
I have enough time to get my work done well in a reasonable timeframe.	60.53%
Employee suggestions are sought out and used to strengthen CCC's relationship with our communities.	60.14%
I feel hopeful about my opportunities for professional advancement at CCC.	59.78%
Employee suggestions are sought out and used to improve the experience of students.	59.62%
Executive leadership (President and VP's) communicates well with the rest of the organization.	59.05%
Task-forces and committees are used effectively to help plan and/or make decisions.	58.43%
Other departments readily share important information with my department.	56.78%
I feel I can take the time to participate in committees, taskforces and other opportunities to contribute to the college's and my colleague's success.	56.51%
Quality Information is consistently used in a timely manner to improve our college processes.	51.57%
The organization's approach to problem-solving is consistent and predictable.	49.62%
Adequate preparation is made in support of orderly, effective organizational change.	48.12%
I do not feel stress about my work assignments.	47.87%

Click here to look at [detailed results](#).