



**Climate Survey
Of
Administrative and Professional Staff**

Summer 2010

Submitted to: Steve Morgan, President, and President's Cabinet

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Executive summary

Purpose

The purpose of the Administrative and Professional staff (A/P) climate survey was to obtain actionable information about making improvements to the teaching and learning environment, and to promote a more satisfying and productive work environment.

Method and Procedure

The survey was composed of 50 items. There were eight demographic questions, 46 Likert-type questions using a four-point scale ranging from Disagree Strongly to Agree Strongly. There were four open-ended questions as follows:

1. What factors detract most from your satisfaction at the University of La Verne?
2. What factors contribute most to your satisfaction at University of La Verne?
3. What do you think should be included in the University's shared vision?
4. Additional comments

The Likert-type questions covered the following five domains:

- Domain 1: General
- Domain 2: Communication
- Domain 3: Administrative processes and systems
- Domain 4: Conditions and attitudes in your department
- Domain 5: Diversity in the workplace

The faculty in the Climate Subcommittee of the Educational Effectiveness Committee developed the initial pool of items, some of which were adopted from the climate surveys of full-time and part-time faculty, and the classified staff climate survey. The Administrative and Professional Committee as well as the Human resources department provided feedback in determining the final list of questions.

The survey was conducted on-line using SnapSurvey during the months of July and August 2010. The email invitation to respond was sent to all 239 Administrative and Professional staff. After several reminders 130 responses were received for a return rate of 55%.

Highlights of Findings

Response categories of Agree and Agree strongly are combined to reflect percentage of endorsements of items. Endorsements of 67% or higher are considered strengths for positive items.

Strengths

- Feel being treated fairly (85%)
- Feel respected by supervisor (91%), co-workers (97%), faculty (81%), and students (93%)
- Participate in pro-environment efforts (85%), and community building events (68%)
- Know what is expected as described in position descriptions (90%)
- Satisfied with process of hiring A/P employees (73%)

- Feel empowered to be creative (75%) and to resolve problems (78%)
- Feel ethnic and cultural diversity is respected at La Verne (83%)
- Qualitative comments reflected an appreciation of colleagues, student centeredness, as well as the benefit package La Verne provides.

Challenges

- Have considered leaving their jobs (49%)
- Cohesion between administrative and academic departments (19%)
- Being consulted prior to significant decisions (27%)
- Satisfied with promotional opportunities (38%), and professional development (38%)
- Satisfied with streamlined processes across departments (15%)
- Have the necessary tools to do high quality work efficiently (64%)
- Salary equitable with their peers and colleagues (45%); relatively more women (51%) than men (36%) felt their salary was equitable with peers and colleagues
- Experienced retaliation (25%), and discrimination or harassment base on different characteristics (1-13%)
- Relatively more Professional (74%) than Administration/Senior Management (A/SM) (54%) employees felt La Verne culture upholds ethical behavior on the part of every employee.
- Having a voice about things that affect them was endorsement by relatively more A/SMs (77%) than Professional (48%) employees
- Feeling comfortable making a formal complaint or grievance was endorsed by relatively more men (65%) than women (45%)
- Feeling workload being just right was endorse by relatively more women (56%) than men (34%)
- Qualitative responses to the open-ended questions generally affirmed the areas of challenge, and additionally included inconsistent performance evaluation, accountability, and on-off campus communication. While somewhat different themes emerged in the responses of ethnic and racial groups, overall challenges were also commonly recognized across groups.

Action recommendations

1. Continue to nurture creativity and problem solving skills among A/P employees
2. Continue to create opportunities for community building
3. Continue to nurture diversity efforts, and reinforce diversity and anti-harassment training
4. Re-evaluate policies and procedures for promotion and professional development
5. Create organizational structures to facilitate better communication between faculty and A/P
6. Find ways to streamline administrative processes across departments and units
7. Re-evaluate the complaint and grievance procedures to make them more “comfortable” for all employees
8. Re-evaluate workload policies for A/P
9. Find ways to make salaries better and more equitable for A/P

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Climate Survey of Administrative and Professional Staff

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The purpose of the Administrative and Professional staff climate survey was to obtain actionable information about making improvements to the teaching and learning environment, and to promote a more satisfying and productive work environment.

Survey Form

The survey was composed of 50 items. There were eight demographic questions, 46 Likert-type questions using a four-point scale ranging from Disagree Strongly to Agree Strongly. There were four open-ended questions as follows:

1. What factors detract most from your satisfaction at the University of La Verne?
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3. What do you think should be included in the University's shared vision?
4. Additional comments

The Likert-type questions covered the following five domains:

1. Domain 1: General
2. Domain 2: Communication at University of La Verne
3. Domain 3: Administrative process and systems at the University of La Verne
4. Domain 4: Conditions and attitudes in your department at University of La Verne

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Procedure

The survey was conducted on-line using SnapSurvey during the months of July and August, 2010. The email invitation to respond was sent to all 239 Administrative and Professional staff. After several reminders, 130 responses were received for a return rate of 55%.

Sample Demographic

Table 1 summarizes the demographic information of the total sample. The respondents represent a very good cross-section of the administrative and professional staff in terms of gender and ethnic/racial background, and senior management status. Of the total respondents 9% identified themselves as senior managers, 58% as administrative, and 32% as professional. No census information is available at this time that distinguishes administrative from professional staff.

Table 1: Demographic Information (N = 130)

Item	%	2009 Fall Census (%)
Gender		
Male	32	38
Female	68	62
Are you Hispanic/Latino		
Yes	15	16
No	82	—
What is your race/ethnicity?		
Black/African American	8	8
White	75	66
Asian	8	10
Native Hawaiian/Pacific Islander	2	1
Other	5	—
Highest Degree obtained:		
Bachelor's	22	
Master's	56	
Doctorate	15	
Employment Status		
Full-time	98	
Part-time	1	

Type of AP		
Senior Management	9	9
Administrative	58	—
Professional	32	—

Scoring and Analysis

Besides summarizing the responses of the total sample, the sample sizes were large enough to allow disaggregation of the quantitative data by gender, and position status (professional versus administrative/senior manager). The number of ethnic/racial subgroups did not have adequate sample size for presentation of the qualitative data. However, comments on the open-ended questions are disaggregated by ethnic/racial background. The comments are also disaggregated by position status, as well as by major themes for the total sample. Agree and Agree Strongly responses are presented separately as well combined to reflect the nuances of endorsements. Combined percentages of Agree and Strongly Agree that are equal to or higher than 67% are considered strengths for positive items, and those below 67% are considered challenges that need attention.

Findings

A. Total Sample

Table 2 in Appendix B presents the responses of the total sample.

Domain 1: General

In the General Domain there were **strengths** where over 2 out of 3 indicated they:

- Are treated fairly (85%)
- Actively participate in pro-environment efforts (85%), and community building events (68%)
- Feel there is a spirit of teamwork (68%)

In all these areas most endorsements are not very strong. There are also **challenges** present in the General domain where less than 2 out of 3 indicated they:

- Have a voice about things that affect them (65%)
- Have considered leaving their jobs (49%)

Domain 2: Communication

In the Communication Domain, the **strengths** were present in:

- What is expected of them as described in position descriptions (90%)
- Being kept informed by supervisors about workplace issues (77%)

There were serious **challenges** in the area of communication. There was very low endorsement of:

- Having input on institutional decision (44%)
- Being consulted prior to significant decisions (27%)
- Transparency in the decision making process (25%)
- Satisfaction with communication with senior administration (56%)

There was also very low endorsement of:

- Cooperation across departments (33%)
- Cohesion between administrative and academic departments (19%)

Also, less than 2 out of 3 were satisfied with praise they receive for good work (57%), feel comfortable making a formal complaint (50%), and that ethical behavior is upheld for every employee (56%)

Domain 3: Administrative Processes and Systems

The only **strength** indicated in this domain was satisfaction with the process of hiring A/P employees (73%)

The **challenges** were indicated with low satisfaction regarding:

- Promotional opportunities (38%)
- Evaluation of performance (61%)
- Orienting of new employees (36%)
- Professional development (38%)
- Streamlined processes across departments (15%)

Domain 4: Conditions and Attitudes in Your Department

This domain reflected mostly **strengths**. Most respondents felt they are treated with respect by supervisors (91%), coworkers (97%), faculty (81%), students (93%) and direct reports (70%). They also felt empowered to be creative (75%) and to resolve problems (78%). Also, most said they:

- Receive necessary training to do a good job (68%)
- Would recommend others to work at La Verne (79%)

In terms of **challenges**, less the 2 out of 3 said:

- Work pace and pressure doesn't negatively affect their personal and family life (59%)
- Have the necessary tools to do high quality work efficiently (64%)

- Workload is just right (48%)

Domain 5: Diversity

In terms of **strengths**, most respondents felt

- La Verne provides a welcoming environment for all employees (80%)
- Ethnic and cultural diversity is respected at La Verne (83%)
- Process for resolving complaints about sexual harassment and discrimination is effective (69%)

In terms of **Challenges**:

- Nearly half said their salary is equitable with their peers and colleagues (45%)
- About 1 out of 3 said they have heard employees making inappropriate jokes about people (35%)
- One out of 4 said they have experienced retaliation (25%)
- About 1 out of 10 said they have experienced sexual harassment (12%)
- Discrimination has been experienced based on the following:

Age	9%
Ethnicity	7%
Religion	6%
Sexual orientation	2%
Disability	1%
Gender	13%

B. Comparison of Professional with Administrative and Senior Management

While the Banner system has a clear code for identifying senior managers, at this time, it does not clearly differentiate professional and administrative employees, even though administrators tend to have higher grades. However, respondents did identify themselves in one of these three A/P categories; Professional (n = 42), Administrative (n = 75), and Senior Management (n = 12). Because of the low sample size, the Senior Management group was combined with the Administrative group for comparison purposes.

Table 3 summarizes the responses of the Professional group with the combined group of Administrators and Senior Managers (A/SM). While on many of the items the endorsements of the two groups were similar to the overall sample and comparable to each other, there were notable differences:

- In the **General** Domain (1), having a voice about things that affect them was endorsement by relatively more A/SMs (77%) than Professional (48%) employees. This is clearly a challenge for the professional employees, and a strength for the A/SM employees.

• In the **Communications** Domain (2), items overall were endorsed by significantly more A/SMs than Professional employees. However, as in the total sample, there were **more challenges** than strengths for both groups. The following issues tended to be **strengths** for the A/SMs and **challenges** for the Professional employees:

- Receiving praise and recognition (Item 7)
- Being informed by supervisors of workplace issues (Item 8)

Relatively More A/SMs endorsed the following items than Professional employees, even though they presented **challenges** for both groups:

- Feeling comfortable making complaints (Item 9)
- Being satisfied with communication from senior administrators (Item 12), and cooperation across departments (Item 16)
- Having input and influence on institutional decisions (Item 13)
- Being consulted prior to significant changes (Item 14)

Relatively more Professional (74%) than A/SM (54%) employees felt La Verne culture upholds ethical behavior on the part of every employee.

In the **Administrative Processes and Systems** Domain (3), the responses were comparable to the overall sample in both groups, and represented clear **challenges**. However, most were satisfied with the process of hiring administrative/professional employees in the Professional (76%) and in the A/SM (73%) groups.

• In the **Conditions and Attitudes** Domain (4), the responses were comparable to the total sample and represented mostly **strengths**. However, there were several differences worth noting that represented **challenges** for the Professional employees:

- Being respected by direct reports was endorsed by more A/SMs (87%) than by Professional (34%) employees
- Being creative and innovative was endorsed by more A/MSs (83%) than by Professional (63%) employees

• In the **Diversity** Domain (5), the strengths and challenges were very comparable to the total sample in both groups. About 4 out of 5 employees in both groups felt that:

- La Verne provides a welcoming environment for all employees (Item 38)
- Ethnic and cultural diversity is respected at La Verne (Item 40)
- Resolving complaints about sexual harassment and discrimination is effective (Item 46)

About 1 out of 4 reported experiencing retaliation at La Verne by A/MS (26%) and Professional (25%) employees, and about 3-10% in both groups reported some type of discrimination or sexual harassment. Discrimination and sexual harassment represents a clear **challenge** for both groups, even though they are not rampant.

C. Comparison of Women with Men

Table 4 in Appendix D summarizes the responses of women (n = 87) and men (n = 41). Overall, the areas of strengths and challenges in both groups were comparable to the total sample. However, there were several notable differences between the responses of men and women.

- In the **General Domain** (1):

- Existence of the spirit of teamwork and cooperation was endorsed by relatively more women (74%) than Men (56%) for whom this represents a challenge.
- Considering leaving their job was endorsed by relatively more men (63%) than women (43%); and relatively more women (51%) than men (36%) felt their salary was equitable with peers and colleagues. Salary and consideration of job change represent **challenges** for both women and men.

- In the **Communication Domain** (2):

- Feeling comfortable in making a formal complaint or grievance was endorsed by relatively more men (65%) than women (45%), which represent a **challenge** for both groups.
- Satisfaction with level of cooperation across departments was endorsed by relatively more women (38%) than men (20%), and represents a **challenge** for both groups.

- In the Domain of **Administrative Processes and Systems** (3):

- Satisfaction with promotional opportunities was endorsed by relatively more men (48%) than women (34%), and represents a **challenge** for both groups.

- In the **Domain of Conditions and Attitudes** (4):

- Being treated with respect by faculty was endorsed by relatively more women (87%) than men (71%), even though this is an area of **strength** for both groups.
- Being treated with respect by direct reports was endorsed by relatively more men (78%) than women (66%), representing an area of **challenge** for women.
- Feeling their workload being just right was endorsed by relatively more women (56%) than men (34%), representing a **challenge** for both groups.

- In the **Diversity Domain** (5):

- Instances of sexual harassment were reported by relatively more women (14%) than men (7%).

- Instances of discrimination based on gender was reported by relatively more women (17%) than men (8%)

D. Qualitative Responses by Ethnic and Racial groups

Since the sample sizes were not large enough to compare the Ethnic and Racial group responses to the quantitative items, the qualitative comments to the open-ended questions were disaggregated. There were four open-ended questions. The responses by a particular ethnic or racial group are presented separately for each of the open-ended questions. The responses are presented in abbreviated summary form to protect identities and maintain confidentiality, since names were mentioned, and respondents could be identified by their comments. The summary presentations capture all the issues and themes, without ranking them by salience or frequency. Overall themes across all groups are presented separately in the next section of the Findings. The complete unedited responses are archived at the office of Institutional Research and Assessment.

1. Latino/Hispanic American employees

Question 47: What factors detract most from your satisfaction at the University of La Verne? (n = 15)

- Low and inequitable pay and salaries
- Faculty and administrators not being held as accountable as other employees
- Lack of timely communication between on and off campus on academic and administrative decisions and issues
- Lack of opportunities for training and professional development
- Lack of complete confidentiality among some employees, especially at HR
- Retaliation by some managers
- Me-centeredness
- Neglected facilities
- Inconsistent administration processes and procedures

Question 48: What factors contribute most to your satisfaction a University of La Verne? (n = 14)

- Colleagues and co-workers on-campus and off-campus
- Teamwork at off-campus sites
- Kindness and friendliness of others
- Benefit package, especially tuition remission
- Student centered culture
- Evidence based culture
- Helpful registrar that resolves student issues

- Feeling valued and respected
- Contribution to success of students

Question 49: What do you think should be included in the University's shared vision? (n = 8)

- Focus on accountability
- Giving voice to all employees
- Professional development and training
- Walk the talk
- Focus on customer service
- Acknowledgement of regional campuses and their potential
- Developmental advising of students
- Highlight the status of Hispanic Serving Institution

Question 50: Additional comments (n = 5)

- Accountability measurement of all departments
- Devalued ideas, and experience of discrimination
- Include regional campuses in administrative and academic decisions
- Provide consistent services to all students (traditional and adults)
- Streamline administrative processes
- Create opportunities for personal and professional development

2. African American employees

Question 47: What factors detract most from your satisfaction at the University of La Verne? (n = 7)

- Inadequate pay and salaries
- Favoritism by some managers
- Lack of accountability
- Equal and fair treatment

Question 48: What factors contribute most to your satisfaction at University of La Verne? (n = 6)

- People and colleagues
- Good supervisors
- La Verne as a family

Question 49: What do you think should be included in the University's shared vision? (n = 5)

- Tolerance
- Diversity
- Inclusiveness

Question 50: Additional comments

None

3. Asian American employees

Question 47: What factors detract most from your satisfaction at the University of La Verne? (n = 3)

- Pay and salaries
- Lack of communication between on campus and off campus offices
- Lack of well-trained staff
- Ineffective decision-making process in budget allocations and finances
- Accountability in all departments

Question 48: What factors contribute most to your satisfaction at University of La Verne? (n = 4)

- Colleagues
- Interaction with the larger University of La Verne community
- Supervision at regional campuses
- Benefit package
- Caring employees at HR and Payroll departments

Question 49: What do you think should be included in the University's shared vision? (n = 3)

- Global presence
- Emphasize core liberal arts programs
- Professional excellence
- High quality students
- Inclusiveness
- Diversity of the community
- Sensitivity toward diversity issues

Question 50: Additional Comments(n = 3)

- There are many good people who do good work
- Get rid of pompous tenured faculty
- Many good things at La Verne

4. White American employees

Question 47: What factors detract most from your satisfaction at the University of La Verne (n = 56)

- Inadequate and inequitable salaries and pay
- Lack of professional development and advancement
- Lack of communication between off-campus personnel and academic department
- Off-campus views are disregarded
- Inconsistent use of employee performance evaluation standards
- No tie between employee evaluations and rewards/pay
- Ineffective administrative processes and procedures
- Favoritism and retaliation by some managers
- Conflict between leaders in a department
- Some rude faculty and lack of civility—mostly CAS faculty
- Lack of well-trained HR employees
- Workload disparities
- Ineffective budget allocation process
- Lack of praise and recognition for good work
- Lack of teamwork
- Lack of training at all levels in cultural and gender sensitivity, and conflict resolution
- Too liberal—not a Christian school

Question 48: What factors contribute most to your satisfaction at University of La Verne (n = 53)

- Supportive work environment
- Student-centered culture and interaction with students
- Community and diversity
- Respect for all ages
- Having a voice in decisions

- Good supervisors
- Enjoy the work
- Culture of Ideas
- Staff with great work ethic
- Benefits, especially tuition remission and retirement plan
- Beautiful campus

Question 49: What do you think should be included in the University's shared vision? (n = 41)

- Focus on students and their success
- Shared governance including students and staff, as well as off campus personnel
- Career counseling for all students—adult and traditional age
- Multiple ways to deliver quality education
- Civility and respect
- High standards for all employees
- Accountability for all
- Opportunities for advancement
- Sustainability efforts
- Focus on civic engagement

Question 50: Additional Comments (n = 22)

- Need to focus who we are and whom we serve
- Good diversity but groups have separate events, etc—need to be inclusive across groups
- Take care of the morale problem
- More accountability across programs and departments
- Thanks for the survey to give us voice—hopefully will lead to action
- Share decisions and information across departments
- Pleased to see RCA efforts to raise enrollment recognized

5. Other ethnic and racial group employees

Question 47: What factors detract most from your satisfaction at the University of La Verne? (n = 5)

- Overly liberal views
- Not being proactive to resolve problems

- Lack of professional development
- Top-heavy organization
- Hostility and rudeness of some employees
- Lack of teamwork
- Not considering the impact of faculty decisions on students and management of programs
- Incorporate RCA in academic departments

Question 48: What factors contribute most to your satisfaction at University of La Verne? (n = 5)

- People and colleagues
- Positive relationship with co-workers
- Care given to students
- Success of academic departments

Question 49: What do you think should be included in the University's shared vision? (n = 5)

- Student-centeredness
- High academic standards and research
- Professional development
- Interdepartmental communication
- Focus of values orientation not political correctness

Question 50: Additional comments (n = 1)

- Need better communication between departments

E. Overall Qualitative Themes

Question 47: What factors detract most from your satisfaction at the University of La Verne?

- Inadequate and inequitable compensation and salaries
- Lack of opportunities for development, growth and promotion
- Inefficient process for financial and resource allocation
- Lack of accountability and transparency
- Inconsistent employee evaluation standards
- Unfair and rude treatment by some managers

Question 48: What factors contribute most to your satisfaction at University of La Verne?

- Student-centered service
- Supportive and respectful colleagues and co-workers
- Diversity community and inclusive culture
- Opportunity to interact with different departments
- Good retirement package, specially tuition remission and retirement

Question 49: What do you think should be included in the University's shared vision?

- Valuing people
- Shared governance and good communication inclusive of all sectors
- Serve diverse population—ethnic and racial groups as well as adults and traditional age students
- Status as Hispanic Serving Institution
- High academic and employee standards
- Student-centered quality education

Question 50: Additional Comments

- There is good diversity but need to be more inclusive across groups
- Need to have a clearer vision of variety of student we serve
- Hold all employees accountable including administrators
- Need to have better communication among department including RCA
- Better streamlining of administrative process

Action recommendations

1. Continue to nurture creativity and problem solving skills among A/P employees
2. Continue to create opportunities for community building
3. Continue to nurture diversity efforts, and reinforce diversity and anti-harassment training
4. Re-evaluate policies and procedures for promotion and professional development
5. Create organizational structures to facilitate better communication between faculty and A/P
6. Find ways to streamline administrative processes across departments and units
7. Re-evaluate the complaint and grievance procedures to make them more “comfortable” for all employees
8. Re-evaluate workload policies for A/P
9. Find ways to make salaries better and more equitable for A/P

Appendix A

Administrative and Professional Climate Survey Form

Administrative and Professional Climate Survey

5/17/2010

Demographic Information

1. Gender:

- Male
 Female
 Other

2. Age: _____

3. Ethnic Background: _____

4. Highest degree obtained: Bachelor's; Master's; Doctorate

5. Employment Status:

- Full-time
 Part-time

6. Type of A/P:

- Senior Management (e.g. Deans and above)
 Administrative (e.g. Managers, Directors, Asst. and Assoc. Deans, etc.) Professional (e.g. Coordinators, Marketers, Academic Advisors, etc.)

7. Years of service at the University of La Verne: _____

8. Location (primary):

- Main Campus
 Regional Campus

Domain 1: General

1. I have a voice about the things that affect me
 Disagree Strongly Disagree Agree Agree Strongly

2. I actively participate in community building events such as the annual picnic, bowling night, holiday events, etc.
Disagree Strongly Disagree Agree Agree Strongly
3. I am treated fairly here
Disagree Strongly Disagree Agree Agree Strongly
4. I feel that there is a spirit of teamwork and cooperation
Disagree Strongly Disagree Agree Agree Strongly
5. I have considered leaving my job in the past year
Disagree Strongly Disagree Agree Agree Strongly
6. I actively participate in the pro-environment (e.g. recycling, energy saving, etc.) efforts at the University of La Verne
Disagree Strongly Disagree Agree Agree Strongly

Domain 2: Communication at University of La Verne

7. I am satisfied with the amount of recognition or praise I get for doing good work
Disagree Strongly Disagree Agree Agree Strongly
8. I feel that my immediate supervisor keeps me up to date on workplace issues
Disagree Strongly Disagree Agree Agree Strongly
9. I would feel comfortable making a formal complaint or grievance
Disagree Strongly Disagree Agree Agree Strongly
10. I am aware of what is expected of me as described in my position description
Disagree Strongly Disagree Agree Agree Strongly
11. I feel that the culture of the University upholds ethical behavior on the part of every employee
Disagree Strongly Disagree Agree Agree Strongly
12. I am satisfied with the level of communication I have with my institution's senior administration
Disagree Strongly Disagree Agree Agree Strongly N/A

13. Administrative/Professionals have input and influence on institutional decisions

Disagree Strongly Disagree Agree Agree Strongly

14. Administrative/Professionals are sufficiently consulted prior to significant changes in University policies and procedures

Disagree Strongly Disagree Agree Agree Strongly

15. The decision making process in the University is transparent

Disagree Strongly Disagree Agree Agree Strongly

16. I am satisfied with the level of cooperation across departments

Disagree Strongly Disagree Agree Agree Strongly

17. There is cohesion across the academic and administrative departments at the University

Disagree Strongly Disagree Agree Agree Strongly

Domain 3: Administrative processes and systems at University of La Verne

18. I am satisfied with the process for hiring Administrative/Professional employees

Disagree Strongly Disagree Agree Agree Strongly

19. I am satisfied with the promotional opportunities at the University of La Verne for Administrative/Professional employees

Disagree Strongly Disagree Agree Agree Strongly

20. I am satisfied with the process for evaluation of performance

Disagree Strongly Disagree Agree Agree Strongly

21. I am satisfied with the process for orientating new employees

Disagree Strongly Disagree Agree Agree Strongly

22. I am satisfied with the opportunities to interface with employees in other departments

Disagree Strongly Disagree Agree Agree Strongly

23. I am satisfied with the opportunities for professional development
 Disagree Strongly Disagree Agree Agree Strongly

24. I am satisfied with how workplace problems are solved
 Disagree Strongly Disagree Agree Agree Strongly

25. Processes across departments are streamlined and efficient
 Disagree Strongly Disagree Agree Agree Strongly

Domain 4: Conditions and attitudes in your department at University of La Verne

26. I am treated with respect by my supervisors
 Disagree Strongly Disagree Agree Agree Strongly

27. I am treated with respect by the people who report to me
 Disagree Strongly Disagree Agree Agree Strongly N/A

28. I am treated with respect by my coworkers
 Disagree Strongly Disagree Agree Agree Strongly N/A

29. I am treated with respect by faculty
 Disagree Strongly Disagree Agree Agree Strongly N/A

30. I am treated with respect by students
 Disagree Strongly Disagree Agree Agree Strongly N/A

31. I feel that the pace and pressure in my department have a negative influence on my personal or family life
 Disagree Strongly Disagree Agree Agree Strongly

32. Based on my experience, I would encourage someone to work at the University of La Verne
 Disagree Strongly Disagree Agree Agree Strongly

33. I feel empowered to be creative and innovative in my position
 Disagree Strongly Disagree Agree Agree Strongly

34. I feel empowered to resolve problems
Disagree Strongly Disagree Agree Agree Strongly
35. I feel that I have received the necessary training to do high quality work
Disagree Strongly Disagree Agree Agree Strongly
36. I feel that I have the necessary tools to do high quality work efficiently
Disagree Strongly Disagree Agree Agree Strongly
37. I feel that my workload is just right
Disagree Strongly Disagree Agree Agree Strongly

Domain 5: Diversity in the Workplace at University of La Verne

38. I feel that the University of La Verne provides a welcoming environment for all employees
Disagree Strongly Disagree Agree Agree Strongly
39. I feel that my salary is equitable with my peers and colleagues at the
University of La Verne
Disagree Strongly Disagree Agree Agree Strongly
40. I feel that ethnic and cultural diversity is respected at the University of La Verne
Disagree Strongly Disagree Agree Agree Strongly
41. I have heard employees making inappropriate jokes about people at the University of La Verne
Disagree Strongly Disagree Agree Agree Strongly
42. I have experienced retaliation at the University of La Verne
Disagree Strongly Disagree Agree Agree Strongly
43. I feel that discrimination has affected my ability to work at the
University of La Verne
Disagree Strongly Disagree Agree Agree Strongly

44. I have experienced sexual harassment at the University of La Verne
Yes No
45. I have experienced discrimination at the University of La Verne based on:
- a. Age Yes No
- b. Ethnicity Yes No
- c. Religious intolerance Yes No
- d. Sexual orientation Yes No
- e. Disability Yes No
- f. Gender Yes No
- g. Other _____
46. I feel that the process for resolving complaints about sexual harassment and discrimination is effective
Disagree Strongly Disagree Agree Agree Strongly
47. What factors detract most from your satisfaction at the University of La Verne?
48. What factors contribute most to your satisfaction at University of La Verne?
49. What do you think should be included in the University's shared vision?
50. Additional Comments:

Appendix B
Responses of the Total sample

Table 2. Percentages for Agree and Strongly Agree for All AP Participants (N=130)

Item	% Agree	% Agree Strongly	%Total
Domain 1: General			
1. I have a voice about the things that affect me	53	12	65
2. I actively participate in community building events such as the annual picnic, bowling night, holiday events, etc	59	9	68
3. I am treated fairly here	72	13	85
4. I feel that there is a spirit of teamwork and cooperation	59	9	68
5. I have considered leaving my job in the past year	36	13	49
6. I actively participate in the pro-environment (e.g. recycling, energy saving, etc.) efforts at the University of La Verne	62	23	85
Domain 2: Communication			
7. I am satisfied with the amount of recognition or praise I get for doing good work	48	9	57
8. I feel that my immediate supervisor keeps me up to date on workplace issues	51	26	77
9. I would feel comfortable making	44	6	50

a formal complaint or grievance

10. I am aware of what is expected of me as described in my position description	65	25	90
11. I feel that the culture of the University upholds ethical behavior on the part of every employee	49	9	58
12. I am satisfied with the level of communication I have with my institution's senior administration	46	10	56
13. Administrative/Professionals have input and influence on institutional decisions	42	2	44
14. Administrative/Professionals are sufficiently consulted prior to significant changes in University policies and procedures	25	2	27
15. The decision making process in the University is transparent	24	1	25
16. I am satisfied with the level of cooperation across departments	32	1	33
17. There is cohesion across the academic and administrative departments at the University	19	0	19

Domain 3: Administrative processes and systems

18. I am satisfied with the process for hiring Administrative/Professional employees	68	5	73
19. I am satisfied with the promotional opportunities at the University of La Verne for Administrative/Professional employees	35	3	38
20. I am satisfied with the process	59	2	61

for evaluation of performance

21. I am satisfied with the process for orientating new employees	36	0	36
22. I am satisfied with the opportunities to interface with employees in other departments	59	3	62
23. I am satisfied with the opportunities for professional development	33	5	38
24. I am satisfied with how workplace problems are solved	45	2	47
25. Processes across departments are streamlined and efficient	14	1	15

Domain 4: Conditions and attitudes in your department

26. I am treated with respect by my supervisors	56	35	91
27. I am treated with respect by the people who report to me	38	32	70
28. I am treated with respect by my coworkers	57	40	97
29. I am treated with respect by faculty	60	21	81
30. I am treated with respect by students	57	35	93
31. I feel that the pace and pressure	33	8	41

in my department have a negative influence on my personal or family life

32. Based on my experience, I would encourage someone to work at the University of La Verne	67	12	79
33. I feel empowered to be creative and innovative in my position	59	16	75
34. I feel empowered to resolve problems	62	16	78
35. I feel that I have received the necessary training to do high quality work	57	11	68
36. I feel that I have the necessary tools to do high quality work efficiently	52	12	64
37. I feel that my workload is just right	43	5	48

Domain 5: Diversity in the workplace

38. I feel that the University of La Verne provides a welcoming environment for all employees	68	12	80
39. I feel that my salary is equitable with my peers and colleagues at the University of La Verne	42	3	45
40. I feel that ethnic and cultural diversity is respected at the University of La Verne	61	22	83
41. I have heard employees making inappropriate jokes about people at the University of La Verne	30	5	35
42. I have experienced retaliation	20	5	25

at the University of La Verne

43. I feel that discrimination has affected my ability to work at the University of La Verne	8	0	8
44. I have experienced sexual harassment at the University of La Verne	12	0	12
45. I have experienced discrimination at the University of La Verne based on:	Yes	No	
Age	9	85	94
Ethnicity	7	88	95
Religious intolerance	6	89	95
Sexual orientation	2	92	94
Disability	1	93	94
Gender	13	82	95
46. I feel that the process for resolving complaints about sexual harassment and discrimination is effective	61	8	69

Appendix C

Comparison of Professional with Administrative/Senior Management

Table 3. Type of AP Participants' Percentages for Agree and Strongly Agree

Item	Professional (N= 42)			Administrative (N=75) & Senior Management (N=12)		
	% Agree	% Strongly Agree	%Total	% Agree%	Strongly Agree	%Total
Domain 1: General						
47. I have a voice about the things that affect me.	43	5	48	60	17	77
48. I actively participate in community building events such as the annual picnic, bowling night, holiday events, etc.	66	2	68	56	13	69
49. I am treated fairly here.	76	7	83	71	16	87
50. I feel that there is a spirit of teamwork and cooperation	60	10	70	60	9	69
51. I have considered leaving my job in the past year	34	15	49	38	12	50
52. I actively participate in the pro-environment (e.g. recycling, energy saving, etc.) efforts at the University of La Verne	66	15	81	62	26	88
Domain 2: Communication						
53. I am satisfied with the amount of recognition or praise I get for doing good work	33	2	35	55	13	68
54. I feel that my immediate supervisor keeps me up to date on workplace issues	45	21	66	53	29	82
55. I would feel comfortable making a formal complaint or grievance	35	0	35	50	10	60
56. I am aware of what is expected	54	27	81	70	25	95

of me as described in my position description

57. I feel that the culture of the University upholds ethical behavior on the part of every employee	59	15	74	47	7	54
58. I am satisfied with the level of communication I have with my institution's senior administration	38	5	43	52	13	65
59. Administrative/Professionals have input and influence on institutional decisions	25	3	28	52	2	54
60. Administrative/Professionals are sufficiently consulted prior to significant changes in University policies and procedures	14	0	14	30	2	32
61. The decision making process in the University is transparent	18	0	18	28	1	29
62. I am satisfied with the level of cooperation across departments	17	0	17	38	1	39
63. There is cohesion across the academic and administrative departments at the University	15	0	15	22	0	22
Domain 3: Administrative process and systems						
64. I am satisfied with the process for hiring Administrative/Professional employees	73	3	76	67	6	73
65. I am satisfied with the promotional opportunities at the University of La Verne for Administrative/Professional employees	33	0	33	37	5	42
66. I am satisfied with the process for evaluation of performance	56	0	56	63	4	68
67. I am satisfied with the process for orientating new employees	38	0	38	37	0	37
68. I am satisfied with the opportunities to interface with employees in other departments	56	0	56	61	5	66
69. I am satisfied with the opportunities for professional development	29	5	34	36	5	41

70. I am satisfied with how workplace problems are solved	41	3	44	51	1	52
71. Processes across departments are streamlined and efficient	18	0	18	13	1	14
Domain 4: Conditions and attitudes in your department						
72. I am treated with respect by my supervisors	60	26	86	55	39	94
73. I am treated with respect by the people who report to me	24	10	34	44	43	87
74. I am treated with respect by my coworkers	57	43	100	56	39	95
75. I am treated with respect by faculty	67	19	86	57	22	79
76. I am treated with respect by students	55	36	91	58	36	94
77. I feel that the pace and pressure in my department have a negative influence on my personal or family life	10	15	25	44	5	49
78. Based on my experience, I would encourage someone to work at the University of La Verne	85	5	90	62	15	77
79. I feel empowered to be creative and innovative in my position	55	7	63	62	21	83
80. I feel empowered to resolve problems	62	7	69	63	21	84
81. I feel that I have received the necessary training to do high quality work	59	5	64	59	14	73
82. I feel that I have the necessary tools to do high quality work efficiently	52	7	59	52	14	66
83. I feel that my workload is	63	0	63	34	7	41

just right

Domain 5: Diversity in the workplace

84. I feel that the University of La Verne provides a welcoming environment for all employees	85	3	88	62	17	79
85. I feel that my salary is equitable with my peers and colleagues at the University of La Verne	44	0	44	41	5	46
86. I feel that ethnic and cultural diversity is respected at the University of La Verne	68	15	83	59	26	85
87. I have heard employees making inappropriate jokes about people at the University of La Verne	14	10	24	38	2	40
88. I have experienced retaliation at the University of La Verne	20	5	25	20	6	26
89. I feel that discrimination has affected my ability to work at the University of La Verne	7	0	7	8	0	8
90. I have experienced sexual harassment at the University of La Verne	10	0	10	13	0	13
91. I have experienced discrimination at the University of La Verne based on:	Yes	No		Yes	No	
Age	10	90		9	91	
Ethnicity	5	95		9	91	
Religious intolerance	12	88		4	96	
Sexual orientation	0	100		3	97	
Disability	3	97		0	100	
Gender	10	90		16	84	
92. I feel that the process for resolving complaints about sexual harassment and discrimination is effective	81	0	81	64	13	77

Appendix D
Comparison of Women with Men

Table 4. Gender Comparison of Agree and Strongly Agree for AP Participants

Item	Women (N=87)			Men (N= 41)		
	% Agree	% Strongly Agree	%Total	% Agree	% Strongly Agree	%Total
Domain 1: General						
1. I have a voice about the things that affect me.	59	9	68	44	20	64
2. I actively participate in community building events such as the annual picnic, bowling night, holiday events, etc.	63	6	69	53	18	71
3. I am treated fairly here.	72	11	83	73	17	90
4. I feel that there is a spirit of teamwork and cooperation	63	11	74	51	5	56
5. I have considered leaving my job in the past year	32	11	43	46	17	63
6. I actively participate in the pro-environment (e.g. recycling, energy saving, etc.) efforts at the University of La Verne	60	25	85	68	20	88
Domain 2: Communication						
7. am satisfied with the amount of recognition or praise I get for doing good work	44	9	53	56	10	66
8. I feel that my immediate supervisor keeps me up to date on workplace issues	51	24	75	51	32	83
9. I would feel comfortable making a formal complaint or grievance	43	2	45	50	15	65
10. I am aware of what is expected of me as described in my position description	66	26	92	63	24	87
11. I feel that the culture of the University upholds ethical behavior on the part of every employee	49	12	61	51	5	56
12. I am satisfied with the level of communication I have with my institution's senior administration	49	9	58	42	12	54
13. Administrative/Professionals have input and influence on institutional decisions	40	2	42	51	2	53
14. Administrative/Professionals	28	1	29	17	2	19

are sufficiently consulted prior to significant changes in University policies and procedures

15. The decision making process in the University is transparent	26	1	27	22	0	22
16. I am satisfied with the level of cooperation across departments	37	1	38	20	0	20
17. There is cohesion across the academic and administrative departments at the University	24	0	24	10	0	10

Domain 3: Administrative processes and systems

18. I am satisfied with the process for hiring Administrative/Professional employees	68	4	72	70	5	75
19. I am satisfied with the promotional opportunities at the University of La Verne for Administrative/Professional employees	32	2	34	43	5	48
20. I am satisfied with the process for evaluation of performance	62	2	64	56	2	58
21. I am satisfied with the process for orientating new employees	40	0	40	30	0	30
22. I am satisfied with the opportunities to interface with employees in other departments	57	5	63	65	0	65
23. I am satisfied with the opportunities for professional development	34	5	39	32	5	37
24. I am satisfied with how workplace problems are solved	48	2	50	45	0	45
25. Processes across departments are streamlined and efficient	19	1	20	5	0	5

Domain 4: Conditions and attitudes in your department

26. I am treated with respect by my supervisors	55	35	90	58	34	92
27. I am treated with respect by the people who report to me	33	33	66	49	29	78
28. I am treated with respect by my coworkers	54	44	98	63	32	95

29. I am treated with respect by faculty	65	22	87	51	20	71
30. I am treated with respect by students	58	36	94	54	34	88
31. I feel that the pace and pressure in my department have a negative influence on my personal or family life	31	8	39	40	8	48
32. Based on my experience, I would encourage someone to work at the University of La Verne	71	11	82	65	15	80
33. I feel empowered to be creative and innovative in my position	57	15	73	63	20	83
34. I feel empowered to resolve problems	61	15	76	66	20	86
35. I feel that I have received the necessary training to do high quality work	61	11	72	54	12	66
36. I feel that I have the necessary tools to do high quality work efficiently	57	8	65	44	20	64
37. I feel that my workload is just right	50	6	56	32	2	34
Domain 5: Diversity in the workplace						
38. I feel that the University of La Verne provides a welcoming environment for all employees	73	13	86	62	13	75
39. I feel that my salary is equitable with my peers and colleagues at the University of La Verne	47	4	51	34	2	36
40. I feel that ethnic and cultural diversity is respected at the University of La Verne	62	21	83	60	25	85
41. I have heard employees making inappropriate jokes about people at the University of La Verne	28	6	34	37	2	39
42. I have experienced retaliation at the University of La Verne	21	5	26	20	7	27
43. I feel that discrimination has affected my ability to work at the University of La Verne	8	0	8	8	0	8
44. I have experienced sexual	14	0	14	7	0	7

harassment at the University of La Verne
 45. I have experienced discrimination Yes
 at the University of La Verne based on:

		No		Yes	No	
Age	11	89	100	8	92	100
Ethnicity	6	94	100	10	90	100
Religious intolerance	7	93	100	5	95	100
Sexual orientation	1	99	100	3	97	100
Disability	1	99	100	0	100	100
Gender	17	83	100	8	92	100
46. I feel that the process for resolving complaints about sexual harassment and discrimination is effective	70	9	79	68	8	76
