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**HUMAN
RESOURCES OFFICE
OF DIVERSITY,
COMPLIANCE & TITLE
IX**

**2018 CERRITOS COLLEGE
DIVERSITY CLIMATE SURVEY
INITIAL RESULTS REPORT
(MODERNTHINK SURVEY)**

**Diversity
Fosters
Growth**

Cerritos College

This 2018 Cerritos College Diversity Survey Report summarizes the survey background, initial results, and recommendations for next steps. Please direct any survey questions or requests for additional information to Dr. Valynia C. Raphael, Director, Diversity, Compliance, and Title IX Coordinator at vraphel@cerritos.edu.

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CERRITOS COLLEGE MISSION STATEMENT

Cerritos College values its diverse student population and is committed to providing these students with high quality, comprehensive instructional programs and support services that improve student success and offer clear pathways to achieve personal, educational, and career goals. In doing so, the college develops in students the knowledge, skills, and values that prepare them to be productive participants in the global community.

Board Approved on October 16, 2013



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Why this survey? This survey fulfills the goals and activities specified in the 2014 [Campus Diversity Plan](#). The Diversity Equal Employment Opportunity Advisory Committee (DEEOAC) advised Human Resources (HR) and Executive Council (EC) in the identification and selection of a customized version of the ModernThink Higher Education Insight Survey. EC chose this instrument because it offered benchmarking, credibility, confidentiality, and unparalleled validity. It also enabled campus diversity climate assessment in addition to employee satisfaction and engagement data, which aid in meeting accreditation standards.

Survey Profile. The survey was deployed from November 5-19, 2018. Here are some fast facts about the respondent profile:

- 230 of the 590 full time employees invited took the survey, which is a 39% response rate, 1% shy of the 40% response rate goal. HR had a 100% participation rate.
- 92 Classified and 88 faculty members (n62 or 71% were tenured faculty), completed the survey, which is 43% and 41% of respondents respectively.
- 43 (21%) of respondents are cisgendered men, 80 (39%) of respondents identify as cisgendered women. A plurality of respondents (n71 or 34%) decline stating their gender on the survey (reasons unknown).
- 47% of respondents identify as white. Asian respondents were the highest minority respondent group at 6%. 42% of respondents decline stating their racial identity (reasons unknown).
- 28% of respondents have worked at Cerritos over 15 years and 19% of respondents have worked at Cerritos College less than 5 years. 49% of respondents have been in their roles 7 years or less.
- From Academic Affairs, 39% of respondents are from Academic Affairs, with Liberal Arts, Science, Engineering, and Math (SEM), Bus/Hum having the three (3) highest response rates.

Results. The data indicate that the climate is best with managers (73% overall) and respondents express a sense of Cerritos pride (73% overall). The Topline Survey Results also indicate that the following seven (7) items rated below 55% and therefore warrant attention: **1) Senior Leadership 43%, 2) Faculty, Administration & Staff Relations 48%, 3) Communication 49%, 4) Collaboration 50%, 5) Fairness 50%, 6) Policies, Resources & Efficiency 51%, and 7) Teaching Environment 52%.** Classified respondents indicate that all of these areas, except for teaching environment, were areas warranting attention. Faculty respondents indicate ten (10) areas of concern, which include the preceding seven (7) and the following three (3): **1) Shared Governance 46%, 2) Facilities 49%, and 3) Compensation, Benefits & Work/Life Balance 52%.** While these data points are concerning, they should be contextualized with the survey window's timing - during initial negotiations time with both the classified and faculty unions. This timing may have a skewed negative correlative effect.

Recommended Next Steps. The qualitative survey data formed themes that may pose a possible pathway forward: create an employee culture of connection, improve communication, increase access to and awareness of professional development opportunities, and make technology tools more widely available. These themes align with Educational Master Plan Goals (EMP) goals: C (Promoting Leadership and Staff Development), D (Improving Internal and External Communication), and E (Upgrading Educational Infrastructure). To trigger short and long term action planning in response to these areas of concern and diversity climate, it is recommended that DEEOAC share the results and solicit recommendations via multiple listening sessions (similar to the 2017 EMP charrette). To do this, it is recommended that the DEEOAC access the Demographic and Topline Survey Results reports. Listening session feedback should be summarized and incorporated into the 2020 Diversity plan (due to the Chancellor's office on or about June 30, 2020).

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INTRODUCTION

Goal Statement two (2) of the 2014 [Cerritos College Diversity Plan](#) (The Plan) calls campus to “Establish a framework for ongoing review and assessment of the campus climate regarding diversity and inclusion.” To achieve this goal, The Plan’s action 2.1.1 calls for conducting “...a campus-wide survey to monitor progress toward creating an inclusive environment.” The stated purpose of the action is to, “...assess current attitudes and practices regarding diversity and inclusion.” The action not only calls for the survey, but also to share widely the results and to perform this climate assessment and sharing of results on a recurring basis.

In fulfillment of the Diversity plan goals and actions, Diversity, Equal Employment Opportunity Advisory Committee (DEEOAC), in consultation with HR and relevant campus areas, collaborated to deploy the 2018 Cerritos College Diversity Climate Survey. The survey was a customized version of the ModernThink Higher Education Insight Survey. This base version of the instrument anchors The Chronicle of Higher Education’s Great College to Work for Program. This report summarizes the 2018 Cerritos College Diversity Survey beginning with the instrument selection and design process, the survey communications plan history, the initial survey results, and concludes with recommendations for next steps.



INSTRUMENT SELECTION & DESIGN

Human Resources and the DEEOAC advised HR and Executive Council (EC) to select the customized ModernThink Higher Education Insight Survey. This advisement was based on the DEEOAC’s Climate Assessment sub-committee 2017 research. The sub-committee identified and reviewed multiple homegrown survey instruments from several colleges and universities as well and proprietary instruments. From this research, about 10 of the most viable options listed and forwarded to Human Resources for Consideration. In consultation with Executive Counsel, HR weighed the options according to the following the factors: 1) whether the data could provide benchmarked (per accreditation standards), 2) respondent confidentiality preservation, and 3) diversity climate assessment in addition to employee satisfaction/engagement assessment. EC selected the ModernThink Higher Education Insight Survey and opted for adding a customization of diversity statements. The DEEOAC Climate Assessment subcommittee then researched and recommended a list of diversity statements from ModernThink’s question bank, from which EC selected ten. HR then worked with Purchasing, the Universal Access Taskforce, and ModernThink to confirm the instrument’s accessibility, and contract for the Survey services. The survey cost totaled \$10,971.00.



SURVEY DEPLOYMENT

Once finalized, the survey deployed from November 5-19, 2018. The DEEOAC sub-committee collaborated with Human Resources, Information Technology Department (IT) and the President’s Office to facilitate survey logistics and encourage survey participation. On October 29, 2019, HR and IT tested the instrument, and refined the list of email addresses to be invited to take the survey. Also on October 29, 2019, the President/Superintendent sent a survey announcement email, based on an announcement template provided by ModernThink. The Director of Information Technology sent a trailer email announcement to assure

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employees knew that the message from ModernThink would be legitimate even if the survey invitation may look like spam. Additionally, DEEOAC advised HR on creating a web page with answers to anticipated FAQs. The FAQ remains available at: <https://www.cerritos.edu/falcon-day/EmployeeClimateSurvey.htm>.



INITIAL SURVEY RESULTS

Respondent Profile. Of the 590 full time employees invited to take the survey, 230 took it. This equaled a 39% response rate, 1% shy of the 40% target response rate. The profile of survey respondents is as follows:

- 92 Classified and 88 faculty members (n62 or 71% tenured faculty), completed the survey, which is 43% and 41% of respondents respectively.
- 43 (21%) of respondents are cisgendered men, 80 (39%) of respondents identify as cisgendered women. Most respondents (71 or 34%) decline stating their gender on the survey (reasons unknown).
- 47% of respondents identify as white. Asian respondents were the highest minority respondent group at 6%. 42% of respondents decline stating their racial identity.
- 28% of respondents have worked at Cerritos College over 15 years and 19% of respondents have worked here less than 5 years. 49% of respondents have been in their roles 7 years or less.
- 39 % of respondents were form Academic Affairs, Liberal Arts, Science, Engineering, and Math (SEM), Bus/Hum having the three (3) highest response rates.
- Most respondent's age fell within the range of 40-54 (36%). 22% of respondents were under 40, and 14 % of respondents identified as 55 & over. 26% of respondents declined to disclose their age (reasons unknown).
- In terms of marital status, 49% of respondents indicated they are married and 29% of respondents declined to answer (reasons unknown).
- Related to education, 69% of respondents hold either an Associates or Bachelor's degree. About 35% hold a Master's degree, and about 14% of respondents hold a PhD/EdD/JD.
- Business Services and Human Resources had a 50% and 100% participation rate respectively.

Reports Received. The results suite received from ModernThink included the following seven (7) items as listed in the following chart:

Item	Description
1. Survey Data Spreadsheets: <ul style="list-style-type: none">• General Demographics• Job Role• Area/Department	This data suite includes three reports which summarizes the overall positive and negative responses for all 60 main and customized survey statements and provides a detailed breakdown across each demographic asked in the survey. These spreadsheets include two columns of valuable benchmarking data from the 2018 program (Honor Roll and Carnegie Classification) General Demographics: This spreadsheet contains data by: Gender, Age, Ethnicity/Race, Relationship Status, Annual Salary, Job Status, Years at Institution, Supervisory Status Job Role: This spreadsheet contains data by: Job Category, Job Role, Tenure Status College/School/Department Spreadsheet: This spreadsheet contains data for these demographics only

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2. Response Distribution Report	This expanded compilation shows percentages of all response options to the 60 survey statements sorted by job category.
3. Benefit Satisfaction Report	Benefits Satisfaction Report - Learn how your employees rate your institution's benefits programs. This graphical report documents satisfaction with benefits including medical and dental insurance, work/life balance programs, professional development opportunities, and retirement benefits among others. Responses sorted by job category.
4. Employee Comments Report (by Job Category)	Verbatim responses to two open-ended questions. This report provides their responses exactly as written, sorted by job category
5. Profile of Survey Respondents	A quick reference guide to the percentage of respondents in each department and college, as well as demographics such as gender and marital/relationship status. This report includes the following customizations: gender identity, Race, and disability
6. Score Cards: <ul style="list-style-type: none">• By Area• By Department	This scorecard enables comparative data analysis and external benchmark comparisons to the survey results. This suite includes the Recognition Category ScoreCard which allows you to see how we compare in each of the Great College program's 12 recognition categories.
7. Additional Reports: <ul style="list-style-type: none">• Topline Survey Results (general)• Topline Survey Results by Job Category• Trend Report	Topline Survey Results: provides a high level summary of the data to quickly assess main strengths and challenges in your workplace culture as identified in the survey (in general and by the job category). Trend report: A 20-25 page summary of aggregate data collected from the Institutional Questionnaire® (IQ). You will see aggregate statistics on topics such as turnover rates, applicants per hire, salary ranges, training hours, paid holidays, and much more. The report also includes an inventory of the most popular benefits, policies and communication tools.

The reports that offer the most actionable data are the Topline Survey Results and the Response Distribution Report. Since the latter enables Question by Question comparisons by employee groups, this report may be a wellspring of information that could support recommendations for how to respond to the results.

Moving forward, additional analysis is needed to further interpret the data and determine next steps. ModernThink does offer additional services for a fee to facilitate the interpretation and dissemination of the survey results. Additional services include consultation and a Minority Aggregate Report (curates the percent of positive responses across each survey demographic). ModernThink also offers the facilitation of town hall meetings, best practice sessions, focus groups, on-site presentations, webinars, and phone consultation. Only some of their add-on services are listed in this section. For additional information about the available services, visit their website at: https://greatcollegesprogram.com/wp-content/uploads/2018/07/Participation-Set_September_0718_Combined.pdf.

Initial Survey Results. From the Topline Survey Results By Job Category, the data indicate that the climate is best with managers (73% overall) and an overall sense of Cerritos pride (73%). The other areas with the highest are job satisfaction (72%), professional development (70%), Supervisors/Department Chairs (67%), and Custom [Diversity] Statements (66%). The Topline Survey Results also indicate that the following 7 items rated below 55% and therefore warrant attention: **1)** Senior Leadership 43%, **2)** Faculty, Administration & Staff Relations **3)** 48%, Communication, **4)** 49%, Collaboration 50%, **5)** Fairness 50%, **6)** Policies, Resources & Efficiency 51%, and **7)** Teaching Environment (52%). Classified respondents indicate that all of these areas, except for teaching environment, warrant attention. Faculty respondents indicate ten (10) areas of concern, which include the preceding seven (7) and the following three (3): **1)** Shared Governance 46%, **2)** Facilities 49%, and **3)** Compensation, Benefits & Work/Life Balance 52%. While these data points are concerning, they should be

contextualized with the survey window's timing - during the initial negotiations period with both the classified and faculty unions. This timing may have a negative correlative effect.

The majority of the qualitative survey data formed themes that may pose a possible pathway forward: create an employee culture of connection, improve communication, increase access to and awareness of professional development, and making technology tools more widely available. These themes align with the following Educational Master Plan Goals (EMP) goals: C (Promoting Leadership and Staff Development), D (Improving Internal and External Communication), and E (Upgrading Educational Infrastructure). Paraphrases of the comments that formed these themes are in the following table, which link the responses to the EMP and each theme as described above.

Theme	Survey Response Paraphrasing	EMP Connectivity
Culture of Connection	Show up, empowerment, effective management, stability, fairness, data driven, accountability, mismanagement/fire bad managers & hire good ones, autonomy; break down hierarchies, break down silos, team building, team, conflict resolution skills, alignment, collaboration, collegiality, love the people	EMP Goal C8: Identify strategies to improve coordination across academic departments, work more collaboratively, and increase employee satisfaction and retention.
Communication	Updates, consultation, notification, management, transparency, relationships, listening, opportunities to know people,	EMP Goal D Improving internal and external communication - Raise awareness about who we are and convey that message effectively, both internally and externally. Improve information transfer between all of our on-campus constituent groups as well as with our external community
Professional Development	Better management, cross training, mentoring, orientations, funding for off campus training, online options, performance reviews are an issue(paraphrase from many comments)	EMP Goal C4 & C8: Promoting Leadership and Staff Development - C4. Utilize professional development as a critical component for meeting the overall educational, organizational and performance goals of Cerritos College.- C8. Identify strategies to improve coordination across academic departments, work more collaboratively, and increase employee satisfaction and retention
Tech Tools	for solutions, for upgrades	EMP Goal C4: Promoting Leadership and Staff Development - Utilize professional development as a critical component for meeting the overall educational, organizational and performance goals of Cerritos College. EMP Goal E3: Upgrading Educational Infrastructure - Expand computer training for students, faculty and staff

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In addition to the main themes described above, some of the qualitative data indicated a general satisfaction with the general employee benefits package, but improved retirement benefits packages are desired. A few respondents indicated they want more perks, such as more flexibility in their work scheduling, and free tuition (if they take Cerritos College classes). Other comments include that the campus needs a focused, widely touted shared vision, for example, “shared norms” or a clear “big picture”. A few other sentiments were eye catching. First was a comment that “safe spaces for employees like we have for students” are needed. Second, a couple comments indicated that there is an expectation is that the President and Board should be more involved and present at events. Third, multiple comments referred to performance reviews needing improvement. Finally, a few comments referred to needing more space on campus, however, it was unclear what “space” means, so more information may be needed to clarify this sentiment.

Aside from the data related to benefits and employee perks, focusing on the main themes indicated above may have the benefit of strengthening relationships and improving communication across campus, which can serve to overcome the Silo Effect that negatively impacts many large organizations. One trend in the data is that many respondents indicated that they enjoy their peers and colleagues and that many of them expressed caring deeply about what they do. While some discontent was expressed for management and perceived unfairness or inconsistencies of employee work ethic across campus, many respondents indicated they seek opportunities to recover from the emotional nature of the work and the wearing of “many hats”. Relatedly, respondents indicated that they would like opportunities to restore themselves and prevent burnout.



RECOMMENDED NEXT STEPS

While this survey fulfills the action 2.1.1 of the 2014 [Campus Diversity Plan](#), work remains to be completed in order to fulfil plan action to share widely the results. It is recommended that the Diversity, Equal Employment Opportunity Advisory Committee (DEEOAC) continue to collaborate with HR and EC to interpret and disseminate findings from the survey results. Moving forward, there are additional resources or support services available from ModernThink if on-campus service do not have current capacity to conduct additional analysis and determine next steps. Since many other schools with a similar size and organizational profile of Cerritos College have already completed a similar climate assessment process, their experience may provide a roadmap or inspiration for possible recommendations or interventions that can be responsive to our results.

For future surveys, more participation is needed, not only to reach the 40% response rate goal, but also to ensure the results provide more representation of employee attitudes. Further, more information about why respondents declined to disclose their demographic information should be studied, in order to improve trust with their identity, if possible.

Overall, the survey indicates that respondents crave a top down, shared vision that can be shared across campus. In the short term, it is recommended that the performance review process be reviewed for improvement. Additionally, it is recommended that DEEOAC take a lead in efforts for further data analysis. For example, the committee can review the General Demographics Spreadsheet (responses by demographic), and the Topline Survey Results by Job Category & Job Role Spreadsheet – (responses by job classification). DEEOAC could provide multiple listening sessions to publicize the results and solicit recommendations (similar to the EMP charrette from 2017). It is recommended that the feedback be summarized and incorporated into the 2020 Diversity plan, due to the Chancellor’s office on or about June 30, 2020.

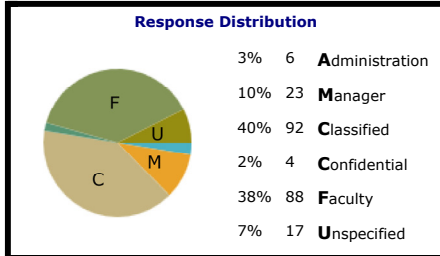
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In the long term, it is recommended that the qualitative survey data be considered as a possible pathway toward sustainable diversity climate change. Perhaps by working to create an employee culture of connection, improve communication, increase access to and awareness of professional development, and making technology tools more widely available, the campus can cultivate “safe spaces for employees like we have for students”. As a result, there can be strengthening of relationships and improving cross-campus communication.

While much work remains to be done, sight should not be lost on the fact that this survey is great baseline. Moreover, many items are going well. For instance, the data indicate that many respondents they enjoy working with their colleagues and a sense of Cerritos College pride and job satisfaction. This is supported by the fact there are several employees that have worked at Cerritos College for 15 years or more. It is suggested that moving forward, Cerritos College builds on these strengths and empower managers, the group with the best climate at this point, to continue this effort to improve and continue to fulfill the mission of the college.



Cerritos College
Cerritos College Diversity Climate Survey
Topline Survey Results by Job Category



Poor	Warrants Attention	Fair to Mediocre	Good	Very Good to Excellent
0% - 44%	45% - 54%	55% - 64%	65% - 74%	75% - 100%

	OVERALL	Administration	Manager	Classified	Confidential	Faculty
Job Satisfaction/Support	72%	78%	77%	73%	*	69%
Teaching Environment	52%	63%	68%	56%	*	44%
Professional Development	70%	75%	89%	65%	*	73%
Compensation, Benefits & Work/Life Balance	63%	75%	82%	67%	*	52%
Facilities	61%	92%	68%	67%	*	49%
Policies, Resources & Efficiency	51%	68%	61%	52%	*	45%
Shared Governance	58%	78%	71%	66%	*	46%
Pride	73%	63%	87%	76%	*	67%
Supervisors/Department Chairs	67%	80%	77%	63%	*	69%
Senior Leadership	43%	72%	69%	48%	*	25%
Faculty, Administration & Staff Relations	48%	59%	67%	49%	*	41%
Communication	49%	63%	70%	44%	*	45%
Collaboration	50%	58%	69%	47%	*	48%
Fairness	50%	60%	75%	48%	*	44%
Respect & Appreciation	59%	67%	68%	61%	*	55%
Cerritos Custom Statements	66%	69%	76%	64%	*	65%
Survey Average	58%	70%	73%	59%	*	52%

*Job Category response distributions have been truncated and may not total 100%. Please also note that data will not populate where there are fewer than five respondents.