

# JOB SATISFACTION SURVEY

August 17

# 2011

---

During this time of fiscal crisis, institutions need to judge their effectiveness and analyze their own institutional health. Such understanding is needed to plan budgets effectively in future cycles. To achieve this information, institutions should benchmark levels of satisfaction and opinions using national norms.

## RESULTS

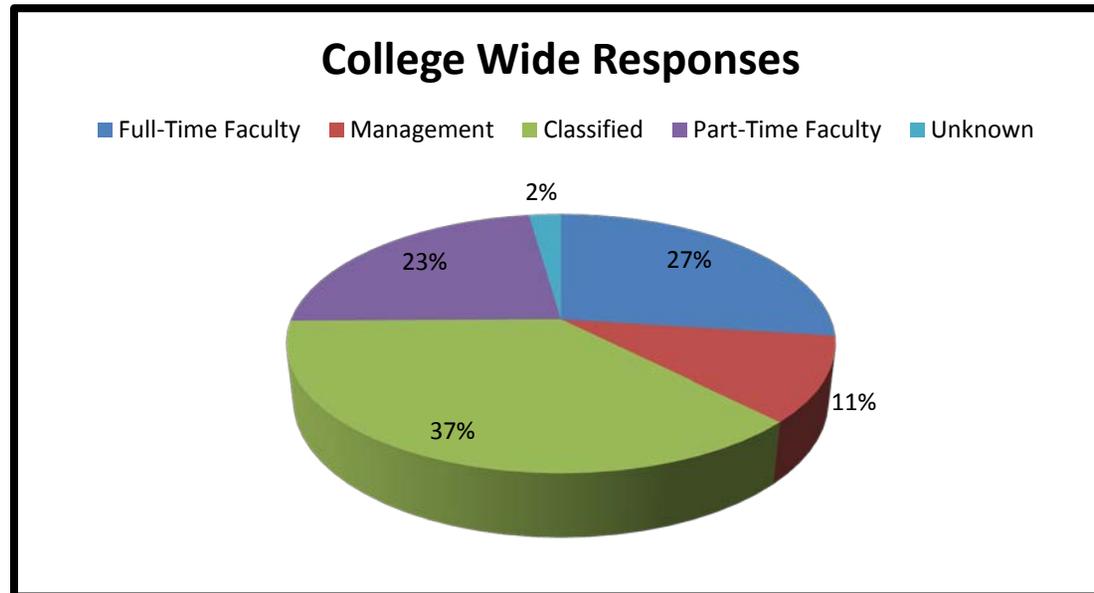
Adkins, Werbel & Farh (2001) predicated that job insecurity would be negatively related to job satisfaction. They explain, “Individuals who are experiencing job insecurity are likely to experience fewer positive feelings about their job and organization”. They also predicted individuals distance themselves from the organization when experiencing job insecurity.

The Job Satisfaction Survey was conducted in April-May 2011. The Job Satisfaction Survey was a 43 question survey consisting of six open-ended questions, two yes/no questions, and thirty five questions using the Likert Scale. The workplace environment assessment is a standard survey used among the California Community Colleges to assess job satisfaction. The survey was modified to analyze faculty responses from newly tenured, mid-career tenured, senior tenured and near retirement tenured faculty. The survey is intended to determine employees’ levels of satisfaction with various aspects of the College, including the work environment, the campus climate, opportunities for professional growth, and interactions with campus constituencies-colleagues, supervisors, and students. The survey also aims to gauge employees’ knowledge of institutional governance structures, their representative in College committees, and involvement in work area. The results of this survey will be used to identify areas of employment satisfaction and dissatisfaction as well as to make recommendations for improvement.

### **Job Satisfaction Sampling Procedure**

An announcement with a link to the electronic survey was sent out from the President’s Office to all college employees who had a Cuesta College email address. The web base survey was available from April 21, 2011 to May 13, 2011; multiple reminders were sent

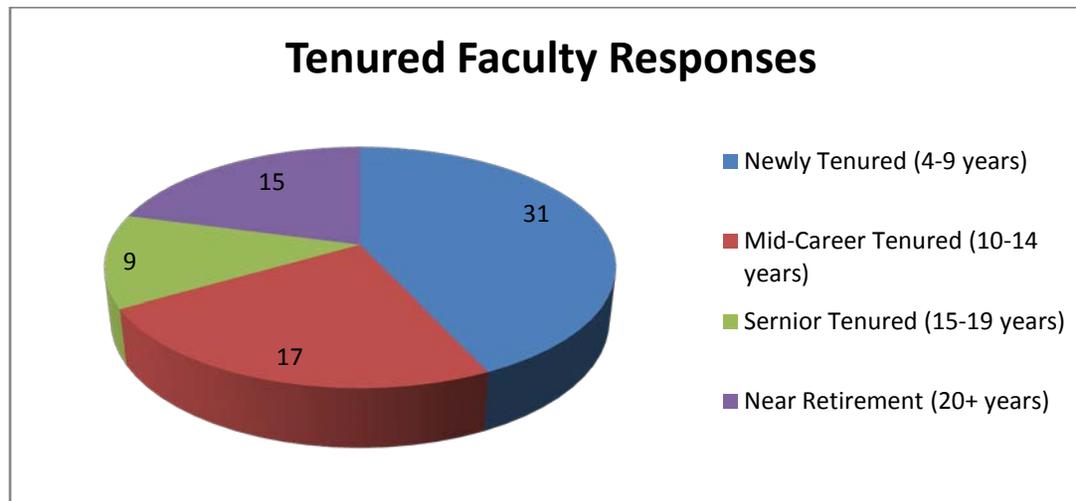
during the survey period. Data was collected in the Spring semester 2011, and usable surveys were returned by 266 employees for a response rate of 31%.



**Classification of Employees Responses**

Classification	Total	Number of Responses	Percentage
<b>Full-Time Faculty</b>	167	72	43.71%
<b>Part-time Faculty</b>	418	61	14.5%
<b>Classified Staff</b>	229	99	43%
<b>Management</b>	40	28	70%
<b>Unidentified</b>		6	2%
<b>Total</b>	854	266	31%

**Faculty Survey Responses**



This type of sampling design can be described as convenience sampling. The sample is made up of people who are easy to reach. Unlike random sampling, one of the primary drawbacks to convenience sampling is that the results are prone to volunteer (self-selection) bias. Consequently, direct inferences from the sample of respondents are suspect. Nevertheless, this is not to say the results are without merit. The survey methodology used a Likert Scale of 1 to 5 for agreement level (1 = strongly disagree to 5 = strongly agree). Also included in the survey were two yes/no questions and six open-ended questions.

All survey responses were calculated for mean and standard deviation and compared among individual groups. Once the survey results were calculated, a mandatory meeting with the President of the College was held to confer on the results, and the facilitator was asked to give recommendations from the information.

**Fiscal/Budget Theme****Faculty Response**

Analysis of qualitative data coded by survey responses of faculty to the open ended question and directly related to the critical factor question (Table a, b, & c): Please share any additional feedback you would like regarding your overall job satisfaction.

Answers from faculty, which supports the fiscal/budget theme included:

- Cuesta's financial practices have never been transparent; this is wrong for a public institution.
- Monetary augmentation to compensation.
- Fiscal house in order and stress levels will decrease.
- As a result of the budget crisis burnout and apathy are replacing creativity and innovation of many individuals on campus.
- Budget made it a difficult time for everyone.
- Need to run faculty departments as a business making best decision for students first.

**Classified Response**

Analysis of qualitative data coded by survey responses of classified employees to the open ended question and directly related to the critical factor question (Table a, b, & c): Please share any additional feedback you would like regarding your overall job satisfaction. Answers from classified, which support the fiscal/budget theme included:

- There is no doubt that economic turmoil has added to a general feeling of dismay at the prospect of working (or not) for Cuesta College. However, the mismanagement of district resources has made these troubling times even harder for the “rank & file”. Managing assets to ensure staff are compensated appropriately for their time and commitment is the responsibility of the administration. The fact that we have not had increases in our benefits package or salary schedule commensurate with the cost of living is irresponsible and .....
- Cost of insurance is one of my biggest concerns regarding employment at Cuesta College. The cost of insurance for the family plan has been increasing by \$100 per month the last few years, and there has been little or no cost of living adjustments, or change in benefit package amounts. Every year there is a noticeable decrease in monthly pay and it is getting harder and harder to make ends meet.
- Medical insurance costs are too expensive. Our fringe package hasn't been increase in over 20 years, yet cost of living continues to skyrocket. We should have the option of getting our own insurance or choose alternative healthcare.
- If I were considering working for Cuesta NOW, knowing the Board of Trustees is unwilling to acknowledge the rising costs of health insurance with a commensurate increase in benefits; Cuesta would not be my first choice.
- The benefit situation has made it very hard for me to maintain an income sufficient to support family. The out of pocket cost for a family to have health insurance is prohibitive. I cannot support a family of three comfortably in SLO County due to this cost. The cheapest reasonable plan is 1478.88 a month! That is ridiculous!

### **Management Response**

Management written responses to the open ended question and directly related to the critical factor question (Table 10a, b, & c): “Please share any additional feedback you would like regarding your overall job satisfaction”. Answers from classified including the following:

- Compensation is an issue - with no COLA in years – salary reductions instead – when more is asked of us than ever.
- I'm glad I have a job. The compensation could be more comparable to other colleges.
- Pay is low relevant to cost of living. The college's contribution to benefits is wholly insufficient.

### **Campus Work Environment**

- 54% of respondents believe that they are valued as employees of the college.
- 31% of respondents agree the college offers faculty and classified professional development, which are effective in creating a sense of community for employees.
- 61% of respondents agree they're adequately informed about what is going on at the college.
- 72% of respondents agree they know who their representatives are in college committees.
- 67% of respondents said yes to the question your representative in governance committees adequately informs you about important college committee issues and recommendations.
- 60% of respondents agree there are decision-making and problem solving processes in place for them to be involved in within their work group.
- 40% of respondents agree they are adequately represented in college-wide decision making.
- 27% of respondents agree the college is making a good effort to support practices that move towards sustainability (ecological longevity).

- 52% of respondents agree the college encourages employees in their area to take initiative in improving practices, programs and services.
- 60% of respondents agree the college is making a good effort to inform them about opportunities to improve their health and well-being.

### **Cuesta Employment Relationship**

- 51% of respondents agree they receive recognition for doing a good job.
- 87% of respondents know what is expected of them in their job.
- 68% of respondents agree their supervisor supports a team environment of collaboration, cooperation, and contributing to the success of others.

### **Morale/Community**

Faculty written response:

- Lack of community, we are not all in this together.
- Lack of collegiality between faculty and administration.
- Poor morale and job satisfaction among faculty and staff.
- Lack of direct communication and outreach has led to misunderstandings and poor morale.
- Does not promote a feeling of community.

- Lack of openness.
- Maintaining enthusiasm for the job is difficult.
- I love what Cuesta was five years ago.
- Cuesta was wonderful 5 years ago.
- Not a satisfying place to work.
- There is no job satisfaction here.

Classified written responses related to morale, community.

- I feel that we are all walking on eggshells and that at any moment the floor is going to drop out from under us.
- I miss the “Family” feeling that Cuesta used to have. We don’t know each other like we use too. We are not a community like we used to be. No fun events to bring all together. The opening day and end of year events are really boring after 20+ years. We don’t even want to come any more.
- I have worked here a long time. I’ve never seen morale as bad as it is now and that’s not entirely the budget situation. It has been getting worse over the past 7 years in terms of how employees are treated. I don’t have a bad attitude because I work around the issues, but everyone I know is interviewing or putting resumes together. People want to leave pretty bad. I don’t think it’s all the supervisors’ faults because they are treated poorly too.
- The last 7 years have been terribly hard and the morale has plummeted. We have been fragmented and ineffective in resolving problems. It appears that the power struggle between administration and faculty has become the focus rather than finding an equitable resolution to the problems.

- My only concern, having come from another community college, is the lack of “family” atmosphere here at Cuesta. I believe we must move forward from bad times (2003) and work towards a brighter future together. When we have some areas that won’t band together with the rest of their colleagues to find and support solutions that will benefit everyone, it hinders the process of unifying the campus and its growth. I plan to be here for awhile my final stop.....
- Cuesta use to be worker friendly. Not any more, not for YEARS. The Administration has no concept of what the needs are for the Classified Employee. That includes the board members. NONE. They live in a fantasy world. They have the attitude: “As long as I’ve got what I want, to hell with everyone else!” Very sad.
- I enjoy the type of work I’m doing but not for Cuesta. It’s all about management and basic principles of retaining excellent employees, and Cuesta fails at both.
- We are at a crucial turning point at Cuesta. Many employees are at the cusp of retirement and a different generation of workers are coming in. Their education level is higher and they are paid at a lower level vs. the previous on which is maxed out on the pay level. The older generation contributes much experience while the newer brings progress. Morale is crap on this campus (SLO campus)!!! It’s gone downhill big time since I started almost 20 years ago.
- What is going to happen to our Cuesta Family. Will we survive the economic hardship the State is having and will we be respectful and considerate of others during these pink slip times. I am so tired of trying to be a positive person on campus to only get degraded and belittled by our VP. It is so sad to see how insensitive they have become and yet I wonder if they sleep at nite with all this going on. Please this is my plea what will it take to get all administration on board and stop playing hardball. We want Cuesta to play fair, bit it always seems like.....
- I feel management does not appreciate classified employees.
- I don’t think that classified employees contributions to the success of the college and the students is given enough weight. We are under appreciated and devalued.

- The last several years have seen a lot of turmoil within the ranks and it has, at times, been devastating to my morale and sense of purpose here. However, I recognize and appreciate the efforts being taken by the current administration to make the best of a bad situation, treat people with respect, and provide opportunities for growth.
- We continue to have an increased workload with less employees. As classified staff we are not valued anymore at Cuesta College. When cuts are to be made the first people cut are classified who are paid the least.
- Cuesta used to be a very different environment. It has become an extremely negative place, full of deceit and suspicion. Morale has never been lower. It all starts with our administration.
- I am growing very concerned about our stability as a college and our unity as a staff. Morale is so low it really worries me.

An example of a manager response:

- It is very sad to see this institution deteriorating because of bad relationships. People are always very ready to point at other departments' or constituent groups' faults, but they don't realize that they have become part of the problem. The morale of this institution is in dire need of improvement. That is the root of our accreditation problem. It's not that we can't allocate resources correctly or that we don't know how to plan; it's that we don't get along and we act as middle-schoolers and can't get over past history. If we don't.....

## **Collaboration**

### **Faculty Response:**

- Fractionalization of campus groups.
- Colleagues are not professionally engaged and seem to be marking time.
- All divisions looking out for themselves; little or no interdisciplinary collaboration.

- A more collaborative working relationship with the administrators.
- I don't think administrators really care about faculty.
- Most faculty members feel like second class citizens.
- Faculty have little confidence in administration.
- Creativity is stifled and innovative ideas are either dismissed or ridiculed.

**Other Results**

- 61% of respondents agree there are opportunities for them to expand their skills at Cuesta.
- 68% of respondents agree the College takes active steps to support and promote diversity.
- 67% of respondents agree the campus security measures currently in place are sufficient.
- 84% of respondents agree campus facilities are maintained to ensure a physically safe working environment.

**Professional Growth**

- 63% of respondents agree that their supervisor encourages and supports their professional growth and development.

**Campus Interactions**

- 91% of respondents indicated their interactions with students were positive to very positive.
- 80% of respondents indicated their interactions with faculty were positive to very positive.

- 90% of respondents indicated their interactions with classified staff were positive to very positive.
- 67% of respondents indicated their interactions with most managers and administrators were positive to very positive.
- 82% of respondents indicated their interactions with their immediate supervisor are positive to very positive.

### **Professional Development Suggestions**

#### **Classified**

- how about making it mandatory for all employees to attend. Sad to see the same group all the time. And the ones that needed are never there!!!
- Too often PD is about behavioral modification. Activities that relate to our jobs are more worthwhile. Focus on job training.
- Diversity training, extensive and required.  
-"How to spend your day actually working rather than working out".  
"How to earn your taxpayer supported paycheck rather than expect it"
- Any classes because everyone has different professional development goals. ANY classes is a growth!
- Serving difficult people; how to calm down an angry student; how to get your co-workers to help each other.
- Dealing with an under qualified supervisor.
- emergency preparedness - policies and processes.
- dealing with workday stress
- dealing with difficult people

- management training
- Communication skills, Effective listening skills, Customer Service skills and Interest Based Bargaining.
- Team building activities for all employees so that we can better understand each persons function on campus, and build a campus community.
- How to use group pages to disseminate important information. 2)Avenues of communication available on campus, i.e. how you can promote your activity to students, staff, faculty and others for publicity, marketing, information dissemination and activities awareness.
- "Field trips" to other community colleges to see how things are done in similar departments.
- How to delegate, make decisions, time management tools available at Cuesta. New employees receive an orientation, maybe it should be opened up to veterans who are unaware of new opportunities.
- Team building
- getting along with difficult people
- More computer classes
- more dist ed courses
- Microsoft Word, intermediate to advanced level training
- diversity trainings and they dont make faculty attend yet they get upset with the negativity that they hear from staff. Well listen people, Attitude reflects leadership, and you do need to lead by example. So when only 1 administrator showed up to the diversity training we recently had it made me angry, as if we the staff are only the ones who needed the training. Every

administrator SHOULD have been at that training, yet they weren't and wonder what a waste of monies. They need to evaluate themselves and ask what could they have done to make sure they attended.

- Effective use of myCuesta
- Effective use of Outlook for cross-communication and meeting
  
- perhaps more technical training.
  
- Time for classes is rare if nonexistent. My department is too challenged to get everything done in a normal work day.
  
- Non-Violent Communication
  
- Supervision basics, HR basics (rules and regs) for the non HR person.
  
- Customer Service. We hire people, train them on the computer programs but then expect them to just have the skills to deal with the public. This should be done BEFORE they start.
  
- Class that pertain to our particular job to enhance our skills not team building touchy feely type of classes.
  
- TEAM BUILDING
  
- Wellness, Computer office software training
  
- accounting processes and procedures - all those who work with funds
  
- All CSA/BUS 170-183 courses (not sure if 180-183 have been added). BUS 181 is Professional Image!
  
- how to work for a difficult student. and to deal with the stress of unhappy staff. to get us back to being a team and not having to worry like children that your supervisor is calling and hanging up to see how we answer the phone.

**Faculty**

- advanced technology classes, such as podcasting, creating online assessments. Also, cool outside speakers like Al Ghiorso and that guy math brought in a few years ago.
- Clicker training should be provided by our campus trainer.
- Leadership training/development
- Conflict resolution
- support with online tools
- Classes specifically geared for nursing faculty that could also count toward our CEUs for licensure
- Money and the promotion of activities that will actually change practices on campus.
- Specific issues re: diversity -- offered excellent program w/ poor attendance  
Specific disabilities and accommodations in the classroom and testing  
Veterans issues and adjustment to college  
Incidence of mild head injury from sports, car accidents, falls and the effects on learning  
Statewide issues on Education and effects on education in our community
- Making student success and retention a campus wide issue. More training on empathy and awareness when working with ESL populations as well as first generation college students.
- Informational sessions on how the budget is created, revised and implemented. Informational sessions on how committees interact with each other and how they are interrelated - ie how the formal decision making process is conducted.  
Informational session on how to access committee meeting agendas and minutes. I've looked on the web but they are never posted.

- Not sure, haven't found them to be very valuable at all. Most of them have been poorly executed or self-indulgent. Time is often squandered in these classes.
- Learning & Brain processes
- Field trip type classes (e.g., field trips to local areas of interest and further afield, such as to the Museum of Tolerance, etc.); cultural awareness (information about, for instance, middle eastern cultures, latino cultures in particular); learning disabilities; cognitive science.
- Paid tuition & Books for all employees who want to take classes to further their education
- Blackboard or other LMS courses specific to building coursework. There is NO assistance for this on the campus.
- yoga
- Unemployment counseling (seriously)
  2. How to supplement your income with outside work
  3. Responding to emotionally disturbed students
- Discipline-based professional growth through professional development funds.
- Faculty needs more information and workshops on how to increase learner-centered instruction.
- Real Chair training.
- MS Office 2007 (full course in several sessions and with practic exercises  
Better Banner training  
Argos training

- Costs of facility maintenance and non instructional supplies. There is too much waste in this educational institution. How to create a new college level course outline.
- MS Office 2007 AT CONVENIENT -MULTIPLE- TIMES!
- And with follow-up meetings to confirm progress and address issues.  
Data base management, brown bag lunches
- Word 2007: full multi-day, multi-hour workshop
- How to seek and apply for Grants
- We need institution support for continuing education for all Cuesta's employees. Classes regarding the following would be a start... Embracing diversity, Stirfry Seminars, On Course, Learning and Brain-based teaching, Managing conflict, Communication Style and Workplace literacy, Multi-discipline showcase-Featuring different content area workshops- We are in the life-long learning business--provide opportunities for personal/professional growth that would ....

### **Part Time Faculty**

- Sustained Professional Learning Communities available for faculty to engage in inter-disciplinary discussion and scholarship
- More computer trainings
- leadership classes
- How to Survive in the Midst of Unrelenting Negativity and Stress
- Training in processes for understanding how the current students learn. I feel that they think and react so differently that it is hard to design projects or activities to keep them interested and inspired.
- Civility

- more tech classes - using Blackboard, clickers, etc
- Respect and professionalism among peers.
- How important it is for instructors to be current with technical skills and how to incorporate these skills into their classes. If students are not taught current technical computer skills, where should they?
- technology training for online courses
- I have found the classes I have taken very useful particularly those focusing on technology and what is available here and on the net. Continued classes in that, and perhaps a networking hub (an electronic bulletin board where our educators can present projects, discuss issues, and ask questions of others, might be useful--if we use it!
- Cuesta 101 - grades, roster, my cuesta, etc...
- Active learning
- Lecture development
- Computer classes are always helpful & Sean is a great instructor.

### **Managers**

- Customer service--make this mandatory. Employees in important departments (Academic Services, Human Resources) lack good customer service skills. They are rude, impatient, and demanding, but they think they have great skills.
- COMMUNICATION  
COMMUNICATION  
COMMUNICATION

Total Quality Leadership (understanding the mission and the people involved in making it happen;  
Organizational Relationships  
COMMUNICATION

- I would like to see a first year experience be created for both new full-time and part-time instructors. We need a class on FERPA and confidentiality. We need a presentation on what the resources are for faculty and students.
- Communication.  
Communication.  
Communication
- need to be able to take more classes to update skills in excel, word 2007, access, outlook. these programs change and we're so busy we have hardly any time for learn on our own.
- Disaster preparedness & first aid.
- working with students of varying generations  
current methods of electronic communication with students (what is out there beyond email)
- Personal Counseling  
Mentorship
- We need a full program - the list is too long to tackle here.

***Implications for the College***

<b>Finding</b>	<b>Example Recommendations</b>	<b>Recommendations</b>
<p>61% of respondents agree there are opportunities for them to expand their skills at Cuesta.</p> <p>31% of respondents agree the college offerings of faculty and classified professional development is effective in creating a sense of community for the employees.</p>	<p>The college will review a list of written suggestions from the survey by each employee group for professional development opportunities. The college will investigate the ability to offer a more comprehensive and relevant professional development programs for all employees.</p> <p>The College will continue to inform employees about the value of the professional development program, and to show how employees can benefit from participating.</p>	
<p>54% of respondents agree they are valued as an employee of the college.</p>	<p>The college will have all administrators and managers participate in a leadership retreat, which emphasizes valuing employees.</p>	
<p>61% or respondents agree they are adequately informed about what is going on at the college.</p> <p>67% of respondents indicated yes their representatives in governance committees adequately inform them about import college committee issues and recommendations.</p> <p>60% respondents agree there are processes in place for them to be involved in decision making and problem solving with their work group.</p> <p>40% of respondents agree they are adequately represented in college-wide</p>	<p>The College will explore and implement enhanced avenues to ensure that full time and part time faculty, classified staff and management/supervisory/confidential know who their representatives in various College committees are. The communication from the representatives of employee groups to their constituency will need to be improved.</p>	

<p>decision making.</p>		
<p>52% of respondents agree Cuesta encourages employees in their area to take initiative in improving practices, programs and services.</p>	<p>Share the results of the survey college wide. Implement a monthly employee recognition for outstanding performance in improving practices, programs or services. Established through the Vice-presidents and employee will receive their picture and story on the front page of the web site.</p>	
<p>60% of respondents agree the college is making a good effort to inform them about opportunities to improve their health and well being.</p>	<p>The Wellness Committee, Human Resources, kinesiology Division, &amp; Community Programs will be given the response results to understand and help address the issue. The College will seek ways to increase the awareness of all employee groups about what the College currently offers for improvement of health and well being.</p>	
<p>51% of respondents agree they receive recognition for doing a good job.</p>	<p>The college will support training for all managers and division chairs about recognition of employees and creating a positive environment in the work place.</p>	

**CUESTA COLLEGE WORKPLACE ENVIRONMENT ASSESSMENT**

Based on your personal experience at Cuesta College, please indicate your level of agreement with the following statements:

<b>1. There are opportunities for me to expand my skills at Cuesta.</b>			
Strongly Disagree		34	13%
Somewhat Disagree		55	21%
I Don't Know		14	5%
Somewhat Agree		104	39%
Strongly Agree		59	22%
<b>Total</b>		<b>266</b>	<b>100%</b>

<b>2. Campus facilities are maintained to ensure a physically safe working environment.</b>			
Strongly Disagree		12	5%
Somewhat Disagree		24	9%
I Don't Know		7	3%
Somewhat Agree		143	54%
Strongly Agree		80	30%
<b>Total</b>		266	100%

<b>3. Cuesta takes active steps to support and promote diversity.</b>			
Strongly Disagree		13	5%
Somewhat Disagree		28	11%
I Don't Know		42	16%
Somewhat Agree		122	46%
Strongly Agree		59	22%
<b>Total</b>		264	100%

---

**4. The general campus climate is one that is welcoming and supportive of differences in:**

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	<b>Strongly Disagree</b>	<b>Somewhat Disagree</b>	<b>I Don't Know</b>	<b>Somewhat Agree</b>	<b>Strongly Agree</b>
Race and Ethnicity	10 4%	39 15%	33 12%	108 41%	75 28%
Gender	4 2%	25 9%	26 10%	103 39%	107 40%
Disability	6 2%	19 7%	35 13%	102 38%	103 39%
Age	9 3%	18 7%	39 15%	105 40%	94 35%
Sexual Orientation	7 3%	25 10%	68 26%	84 32%	78 30%
Religion	8 3%	28 11%	92 35%	70 27%	65 25%
Educational Level	14 5%	33 13%	43 16%	92 35%	80 31%

<b>5. Campus security measures currently in place are sufficient.</b>			
Strongly Disagree		12	5%
Somewhat Disagree		49	19%
I Don't Know		24	9%
Somewhat Agree		111	42%
Strongly Agree		67	25%
<b>Total</b>		<b>263</b>	<b>100%</b>

**CAMPUS WORK ENVIRONMENT**

<b>6. I am valued as an employee of the college.</b>			
Strongly Disagree		43	16%
Somewhat Disagree		54	21%
Too Early To Tell		10	4%
No Opinion		14	5%
Somewhat Agree		89	34%
Strongly Agree		53	20%
<b>Total</b>		<b>263</b>	<b>100%</b>

7. The activities that the college offers such as faculty and classified professional development are effective in creating a sense of community for employees.			
Strongly Disagree		58	22%
Somewhat Disagree		80	30%
Too Early To Tell		12	5%
No Opinion		31	12%
Somewhat Agree		64	24%
Strongly Agree		18	7%
<b>Total</b>		263	100%

8. I am adequately informed about what is going on at the college.			
Strongly Disagree		26	10%
Somewhat Disagree		62	23%
Too Early To Tell		1	0%
No Opinion		14	5%
Somewhat Agree		118	44%
Strongly Agree		45	17%
<b>Total</b>		266	100%

<b>9. I know who my representatives are in college committees.</b>			
Strongly Disagree		13	5%
Somewhat Disagree		34	13%
I Don't Know		26	10%
Somewhat Agree		106	40%
Strongly Agree		85	32%
<b>Total</b>		<b>264</b>	<b>100%</b>

<b>10. My representatives in governance committees adequately inform me about important college committee issues and recommendations.</b>			
Yes		176	67%
No		87	33%
<b>Total</b>		<b>263</b>	<b>100%</b>

---

<b>11. There are processes in place for me to be involved in decision making and problem solving within my work group.</b>			
Strongly Disagree		23	9%
Somewhat Disagree		47	18%
Too Early To Tell		8	3%
No Opinion		29	11%
Somewhat Agree		88	34%
Strongly Agree		67	26%
<b>Total</b>		<b>262</b>	<b>100%</b>

<b>12. I am adequately represented in college-wide decision making.</b>			
Strongly Disagree		56	21%
Somewhat Disagree		61	23%
Too Early to Tell		14	5%
No Opinion		29	11%
Somewhat Agree		78	30%
Strongly Agree		25	10%
<b>Total</b>		<b>263</b>	<b>100%</b>

---

<b>13. Cuesta is making a good effort to support practices that move towards sustainability (ecological longevity).</b>			
Strongly Disagree		33	12%
Somewhat Disagree		46	17%
Too Early To Tell		55	21%
No Opinion		58	22%
Somewhat Agree		56	21%
Strongly Agree		16	6%
<b>Total</b>		<b>264</b>	<b>100%</b>

<b>14. Cuesta encourages employees in my area to take initiative in improving practices, programs and services.</b>			
Strongly Disagree		30	11%
Somewhat Disagree		56	21%
Too Early To Tell		17	6%
No Opinion		26	10%
Somewhat Agree		84	32%
Strongly Agree		52	20%
<b>Total</b>		<b>265</b>	<b>100%</b>

---

<b>15. The college is making a good effort to inform me about opportunities to improve my health and well being.</b>			
Strongly Disagree		13	5%
Somewhat Disagree		47	18%
Too Early To Tell		9	3%
No Opinion		36	14%
Somewhat Agree		113	43%
Strongly Agree		46	17%
<b>Total</b>		<b>264</b>	<b>100%</b>

**MY CUESTA EMPLOYMENT RELATIONSHIP**

<b>16. I receive recognition for doing a good job.</b>			
Strongly Disagree		44	17%
Somewhat Disagree		53	20%
Too Early To Tell		8	3%
No Opinion		23	9%
Somewhat Agree		83	31%
Strongly Agree		53	20%
<b>Total</b>		<b>264</b>	<b>100%</b>

<b>17. I know what is expected of me in my job.</b>			
Strongly Disagree		5	2%
Somewhat Disagree		24	9%
Too Early To Tell		3	1%
No Opinion		3	1%
Somewhat Agree		99	38%
Strongly Agree		130	49%
<b>Total</b>		<b>264</b>	<b>100%</b>

<b>18. What does your supervisor do that makes your work more enjoyable?</b>	
170 Responses	

<b>19. What does your supervisor do that helps you to be more successful?</b>	
158 Responses	

<b>20. My supervisor supports a team environment of collaboration, cooperation and contributing to the success of others.</b>			
Strongly Disagree		18	7%
Somewhat Disagree		30	11%
To Early To Tell		14	5%
No Opinion		22	8%
Somewhat Agree		78	30%
Strongly Agree		100	38%
<b>Total</b>		262	100%

<b>21. I would like my supervisor to begin doing:</b>
115 Responses

<b>22. I would like my supervisor to stop doing:</b>
96 Responses

23. I recommend that these classes be added for professional development for employees:

93 Responses

**PROFESSIONAL GROWTH**

If you are in a classified staff or classified management position, please answer the following question. Otherwise, please proceed to the next section.

---

<b>24. My supervisor encourages and supports my professional growth and development.</b>			
Strongly Disagree		13	8%
Somewhat Disagree		22	13%
Too Early To Tell		8	5%
No Opinion		19	11%
Somewhat Agree		47	28%
Strongly Agree		58	35%
<b>Total</b>		<b>167</b>	<b>100%</b>

**MY CAMPUS INTERACTIONS**

<b>25. My interactions with most faculty at Cuesta are:</b>			
Very Negative		1	0%
Negative		13	5%
Insufficient		25	10%
Not Applicable		11	4%
Positive		147	57%
Very Positive		59	23%
<b>Total</b>		<b>256</b>	<b>100%</b>

<b>26. My interactions with most classified staff at Cuesta are:</b>			
Very Negative		0	0%
Negative		5	2%
Insufficient		15	6%
Not Applicable		8	3%
Positive		155	61%
Very Positive		73	29%
<b>Total</b>		<b>256</b>	<b>100%</b>

<b>27. My interactions with most students at Cuesta are:</b>			
Very Negative		0	0%
Negative		1	0%
Insufficient		5	2%
Not Applicable		16	6%
Positive		132	51%
Very Positive		103	40%
<b>Total</b>		<b>257</b>	<b>100%</b>

<b>28. My interactions with most managers and administrators at Cuesta are:</b>			
Very Negative		6	2%
Negative		17	7%
Insufficient		50	19%
Not Applicable		11	4%
Positive		137	53%
Very Positive		37	14%
<b>Total</b>		<b>258</b>	<b>100%</b>

<b>29. My interactions with my immediate supervisor are:</b>			
Very Negative		4	2%
Negative		12	5%
Insufficient		23	9%
Not Applicable		6	2%
Positive		106	41%
Very Positive		106	41%
<b>Total</b>		<b>257</b>	<b>100%</b>

---

**MY PERSONAL PROFILE**

**30. I have been employed by Cuesta in my permanent position for:**

Less Than One Year		16	6%
One To Four Years		61	25%
Five to Nine Years		53	21%
Ten To Fourteen Years		55	22%
Fifteen to Nineteen Years		19	8%
Twenty + Years		43	17%
<b>Total</b>		247	100%

**31. I am of Hispanic or Latino ethnicity: all persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin regardless of race.**

Yes		28	12%
No		215	88%
<b>Total</b>		243	100%

---

<b>32. Race: I am</b>			
Two or more races. If you chose this box, please check two additional boxes in the section below. If you did not choose this box, please check only one of the boxes in the section below.		19	8%
White (not of Hispanic or Latino origin): All persons not classified into one of the four specific minority categories that follow. Also includes, by definition, persons having origins in any of the original peoples of North Africa and the Middle East.		180	72%
Black or African American (not of Hispanic or Latino origin): All persons having origins in any of the black racial groups.		3	1%
Native Hawaiian or other Pacific Islander (not of Hispanic or Latino origin).		0	0%
Asian (Not of Hispanic or Latino origin): All persons having origins in any of the original peoples of the Far East, Indian Subcontinent, SouthEast Asia, or the Pacific Islands. For example, the area includes China, Japan, Korea, the Phillipines, and Samoa.		6	2%
American Indian or Alaska Native (Not of Hispanic or Latino origin): All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.		5	2%
Decline to state.		50	20%

<b>33. My age is:</b>			
18-30		17	7%
31-40		38	15%
41-50		78	31%
51-60		89	35%
over 60		31	12%
<b>Total</b>		253	100%

<b>34. I am:</b>			
Female		178	69%
Male		79	31%
<b>Total</b>		257	100%

<b>35. I have a disability. Defined as: Physical or mental impairment which substantially limits communication, ambulation, self-care, socialization, education, vocational training, employment, transportation, adapting to housing and etc.</b>			
Yes		16	6%
No		238	94%
<b>Total</b>		254	100%

<b>36. My position at Cuesta is:</b>			
Classified Staff		99	38%
Regular Faculty		70	27%
Part-Time Faculty		60	23%
NonCredit Faculty		1	0%
Management/Supervisory/Confidential		28	11%
<b>Total</b>		<b>258</b>	<b>100%</b>

<b>37. I am a tenured faculty member:</b>			
Not Applicable		158	69%
Tenured Track		2	1%
Newly Tenured 4-9 Years		29	13%
Mid-career Tenured 10-14		17	7%
Senior Tenured Faculty 15-20 Years		9	4%
Near Retirement Tenured Faculty 20+ Years		15	7%
<b>Total</b>		<b>230</b>	<b>100%</b>

<b>38. My primary work location is:</b>			
San Luis Obispo Campus		229	89%
North County Campus		23	9%
South County Campus		4	2%
<b>Total</b>		<b>256</b>	<b>100%</b>

<b>39. My primary work schedule is:</b>			
Daytime Hours		223	88%
Evening Hours		21	8%
Swing Shift Hours		10	4%
<b>Total</b>		<b>254</b>	<b>100%</b>

---

<b>40. I expect to continue my career with Cuesta for:</b>			
Less Than One Year		21	9%
One To Four Years		61	25%
Five To Nine Years		56	23%
Ten To Fourteen Years		47	19%
Fifteen To Nineteen Years		22	9%
Twenty Or More Years		40	16%
<b>Total</b>		<b>247</b>	<b>100%</b>

<b>41. Critical factors for continuing my career with Cuesta include (choose all that apply):</b>			
Appropriate Compensation		188	72%
Employee Benefits		171	66%
Cost of Living		114	44%
STRS/PERS Retirement		144	55%
I Plan To Retire		35	13%
Distance of Commute		55	21%
Relationship With Supervisor		106	41%
Work Load		104	40%
Working Conditions		142	54%
Possibility of Upward Mobility		75	29%
Other, please specify		62	24%

<b>42. If you had to do it all over again, would you choose to work for Cuesta?</b>			
Yes		181	69%
No		30	11%
Too Soon To Tell		11	4%
Undecided		40	15%
<b>Total</b>		<b>262</b>	<b>100%</b>

**43. Please share any additional feedback you would like regarding your overall job satisfaction.**

		Question 36: My position at Cuesta is:				
		Classified Staff	Regular Faculty	Part-Time Faculty	Management	Total
Question 1: There are opportunities for me to expand my skills at Cuesta.	Mean	3.34	3.41	3.24	3.82	3.39
	N	98	70	63	28	259
	Std. Deviation	1.362	1.450	1.364	1.056	1.360
Question 2: Campus facilities are maintained to ensure a physically safe working environment.	Mean	3.83	3.97	3.90	4.29	3.93
	N	98	70	63	28	259
	Std. Deviation	1.176	.992	1.073	.937	1.082
Question 3: Cuesta takes active steps to support and promote diversity.	Mean	3.62	3.71	3.63	4.18	3.71
	N	97	70	62	28	257
	Std. Deviation	1.065	1.181	1.120	.772	1.092
Question 4a: The general campus climate is one that is welcoming and supportive of differences in: Race and Ethnicity	Mean	3.74	3.54	3.79	4.18	3.75
	N	98	70	62	28	258
	Std. Deviation	1.068	1.247	1.189	.905	1.141
Question 4b: The general campus climate is one that is welcoming and supportive of differences in:Gender	Mean	3.97	4.13	4.08	4.43	4.09
	N	98	70	62	28	258
	Std. Deviation	.968	1.102	1.060	.690	1.008
Question 4c: The general campus climate is one that is welcoming and supportive of differences in:Disability	Mean	4.03	4.04	4.05	4.25	4.06
	N	98	70	62	28	258
	Std. Deviation	.913	1.055	1.108	.928	1.000
Question 4d: The general campus climate is one that is welcoming and supportive of differences in: Age	Mean	3.90	4.11	3.95	4.21	4.00
	N	98	70	62	28	258
	Std. Deviation	.958	1.043	1.151	.876	1.023

<b>Question 4e: The general campus climate is one that is welcoming and supportive of differences in: Sexual Orientation</b>	<b>Mean</b>	3.78	3.64	3.74	4.29	3.79
	<b>N</b>	97	69	61	28	255
	<b>Std. Deviation</b>	.960	1.272	1.047	.763	1.066
<b>Question 4f: The general campus climate is one that is welcoming and supportive of differences in: Religion</b>	<b>Mean</b>	3.48	3.67	3.62	3.82	3.60
	<b>N</b>	98	70	61	28	257
	<b>Std. Deviation</b>	1.007	1.248	.934	1.090	1.071
<b>Question 4g: The general campus climate is one that is welcoming and supportive of differences in: Educational Level</b>	<b>Mean</b>	3.42	4.04	3.87	3.82	3.74
	<b>N</b>	96	70	61	28	255
	<b>Std. Deviation</b>	1.211	1.135	1.103	.983	1.165
<b>Question 5: Campus security measures currently in place are sufficient.</b>	<b>Mean</b>	3.55	3.83	3.66	3.61	3.66
	<b>N</b>	97	69	62	28	256
	<b>Std. Deviation</b>	1.250	1.057	1.115	1.315	1.174
<b>Question 6: I am valued as an employee of the college.</b>	<b>Mean</b>	3.63	4.09	3.50	4.67	3.83
	<b>N</b>	98	69	62	27	256
	<b>Std. Deviation</b>	1.835	1.892	1.897	1.519	1.862
<b>Question 7: The activities that the college offers such as faculty and classified professional development are effective in creating a sense of community for employees.</b>	<b>Mean</b>	2.97	2.83	3.40	3.29	3.07
	<b>N</b>	96	69	62	28	255
	<b>Std. Deviation</b>	1.744	1.680	1.732	1.560	1.710
<b>Question 8: I am adequately informed about what is going on at the college.</b>	<b>Mean</b>	3.73	4.19	4.21	4.14	4.02
	<b>N</b>	98	70	62	28	258
	<b>Std. Deviation</b>	1.768	1.696	1.570	1.957	1.729

<b>Question 9: I know who my representatives are in college committees.</b>	<b>Mean</b>	3.26	4.43	3.74	4.50	3.83
	<b>N</b>	96	70	62	28	256
	<b>Std. Deviation</b>	1.259	.772	1.055	.694	1.158
<b>Question 10: My representatives in governance committees adequately inform me about important college committee issues and recommendations.</b>	<b>Mean</b>	1.53	1.14	1.23	1.25	1.32
	<b>N</b>	97	70	60	28	255
	<b>Std. Deviation</b>	.502	.352	.427	.441	.468
<b>Question 11: There are processes in place for me to be involved in decision making and problem solving within my work group.</b>	<b>Mean</b>	3.97	4.67	3.68	5.07	4.21
	<b>N</b>	95	69	62	28	254
	<b>Std. Deviation</b>	1.704	1.606	1.677	1.245	1.687
<b>Question 12: I am adequately represented in college-wide decision making.</b>	<b>Mean</b>	3.02	3.94	2.94	3.96	3.35
	<b>N</b>	96	69	62	28	255
	<b>Std. Deviation</b>	1.648	1.822	1.648	1.774	1.764
<b>Question 13: Cuesta is making a good effort to support practices that move towards sustainability (ecological longevity).</b>	<b>Mean</b>	3.18	3.50	3.44	3.93	3.41
	<b>N</b>	97	70	61	28	256
	<b>Std. Deviation</b>	1.458	1.492	1.348	1.538	1.461
<b>Question 14: Cuesta encourages employees in my area to take initiative in improving practices, programs and services.</b>	<b>Mean</b>	3.67	3.90	3.97	4.50	3.89
	<b>N</b>	98	69	62	28	257
	<b>Std. Deviation</b>	1.757	1.792	1.649	1.622	1.734
<b>Question 15: The college is making a good effort to inform me about opportunities to improve my health and well being.</b>	<b>Mean</b>	3.73	4.58	4.38	4.71	4.23
	<b>N</b>	97	69	63	28	257
	<b>Std. Deviation</b>	1.649	1.333	1.385	1.182	1.504

Question 16: I receive recognition for doing a good job.	Mean	3.54	3.96	3.62	4.57	3.78
	N	97	69	63	28	257
	Std. Deviation	1.792	2.003	1.879	1.425	1.856
Question 17: I know what is expected of me in my job.	Mean	4.87	5.41	4.90	5.43	5.09
	N	98	70	61	28	257
	Std. Deviation	1.448	1.110	1.480	.504	1.317
Question 20: My supervisor supports a team environment of collaboration, cooperation and contributing to the success of others.	Mean	4.47	4.59	4.47	5.21	4.58
	N	95	70	62	28	255
	Std. Deviation	1.706	1.620	1.676	1.067	1.624
Question 24: My supervisor encourages and supports my professional growth and development.	Mean	4.27	4.45	4.26	5.05	4.40
	N	96	22	23	22	163
	Std. Deviation	1.744	1.738	1.685	1.290	1.687
Question 25: My interactions with most faculty at Cuesta are:	Mean	4.63	5.14	4.93	4.79	4.85
	N	97	65	58	28	248
	Std. Deviation	1.083	.950	.989	1.166	1.052
Question 26: My interactions with most classified staff at Cuesta are:	Mean	4.97	5.16	5.12	5.21	5.08
	N	98	64	58	28	248
	Std. Deviation	.936	.781	.818	.787	.855
Question 27: My interactions with most students at Cuesta are:	Mean	5.10	5.48	5.34	5.36	5.29
	N	98	65	58	28	249
	Std. Deviation	.739	.589	.690	.731	.704
Question 28: My interactions with most managers and administrators at Cuesta are:	Mean	4.41	4.23	4.46	5.07	4.45
	N	98	65	59	28	250
	Std. Deviation	1.234	1.434	1.164	.858	1.254

Question 29: My interactions with my immediate supervisor are:	Mean	4.94	4.98	5.14	5.25	5.03
	N	98	64	59	28	249
	Std. Deviation	1.330	1.175	1.042	.967	1.188

		Question 37: I am a tenured faculty member:				
		Newly Tenured 4-9 Years	Mid-career Tenured 10-14	Senior Tenured Faculty 15-20 Years	Near Retirement Tenured Faculty 20+ Years	Total
<b>Question 1: There are opportunities for me to expand my skills at Cuesta.</b>	Mean	3.65	3.12	3.67	3.00	3.39
	N	31	17	9	15	72
	Std. Deviation	1.582	1.409	1.323	1.464	1.488
<b>Question 2: Campus facilities are maintained to ensure a physically safe working environment.</b>	Mean	3.87	4.06	3.89	3.80	3.90
	N	31	17	9	15	72
	Std. Deviation	1.024	.899	1.167	1.265	1.050
<b>Question 3: Cuesta takes active steps to support and promote diversity.</b>	Mean	3.61	3.35	4.11	4.13	3.72
	N	31	17	9	15	72
	Std. Deviation	1.308	1.320	.928	.990	1.224
<b>Question 4a: The general campus climate is one that is welcoming and supportive of differences in: Race and Ethnicity</b>	Mean	3.68	3.47	3.56	3.47	3.57
	N	31	17	9	15	72
	Std. Deviation	1.249	1.375	1.014	1.457	1.276
<b>Question 4b: The general campus climate is one that is welcoming and supportive of differences in:Gender</b>	Mean	4.26	4.06	4.33	3.93	4.15
	N	31	17	9	15	72
	Std. Deviation	.999	1.144	.707	1.438	1.096

<b>Question 4c: The general campus climate is one that is welcoming and supportive of differences in: Disability</b>	Mean	4.06	3.88	4.11	4.27	4.07
	N	31	17	9	15	72
	Std. Deviation	1.181	1.054	.601	1.223	1.092
<b>Question 4d: The general campus climate is one that is welcoming and supportive of differences in: Age</b>	Mean	4.29	4.12	4.00	3.87	4.13
	N	31	17	9	15	72
	Std. Deviation	.902	.928	1.000	1.407	1.034
<b>Question 4e: The general campus climate is one that is welcoming and supportive of differences in: Sexual Orientation</b>	Mean	3.81	3.59	3.11	3.71	3.65
	N	31	17	9	14	71
	Std. Deviation	1.195	1.278	1.453	1.437	1.288
<b>Question 4f: The general campus climate is one that is welcoming and supportive of differences in: Religion</b>	Mean	3.84	3.35	3.89	3.53	3.67
	N	31	17	9	15	72
	Std. Deviation	1.344	1.115	1.054	1.407	1.267
<b>Question 4g: The general campus climate is one that is welcoming and supportive of differences in: Educational Level</b>	Mean	4.23	3.88	4.00	4.00	4.07
	N	31	17	9	14	71
	Std. Deviation	1.087	1.054	1.225	1.359	1.138
<b>Question 5: Campus security measures currently in place are sufficient.</b>	Mean	3.70	3.53	3.89	4.40	3.83
	N	30	17	9	15	71
	Std. Deviation	1.264	1.068	1.167	.507	1.108

Question 6: I am valued as an employee of the college.	Mean	4.45	3.35	4.88	3.73	4.08
	N	31	17	8	15	71
	Std. Deviation	1.748	1.835	1.642	2.219	1.903
Question 7: The activities that the college offers such as faculty and classified professional development are effective in creating a sense of community for employees.	Mean	3.29	2.35	2.67	2.80	2.89
	N	31	17	9	15	72
	Std. Deviation	1.677	1.730	1.803	1.656	1.708
Question 8: I am adequately informed about what is going on at the college.	Mean	4.58	3.76	4.11	3.87	4.18
	N	31	17	9	15	72
	Std. Deviation	1.336	1.855	1.900	2.066	1.706
Question 9: I know who my representatives are in college committees.	Mean	4.45	4.29	4.67	4.20	4.39
	N	31	17	9	15	72
	Std. Deviation	.850	.772	.500	.862	.797
Question 10: My representatives in governance committees adequately inform me about important college committee issues and recommendations.	Mean	1.19	1.29	1.00	1.07	1.17
	N	31	17	9	15	72
	Std. Deviation	.402	.470	.000	.258	.375
Question 11: There are processes in place for me to be involved in decision making and problem solving within my work group.	Mean	4.94	4.18	4.78	4.43	4.63
	N	31	17	9	14	71
	Std. Deviation	1.459	1.741	1.716	1.742	1.615

<b>Question 12: I am adequately represented in college-wide decision making.</b>	Mean	4.06	3.59	4.44	3.86	3.96
	N	31	17	9	14	71
	Std. Deviation	1.652	1.938	1.810	1.956	1.784
<b>Question 13: Cuesta is making a good effort to support practices that move towards sustainability (ecological longevity).</b>	Mean	3.74	3.06	3.89	3.53	3.56
	N	31	17	9	15	72
	Std. Deviation	1.390	1.638	1.453	1.642	1.509
<b>Question 14: Cuesta encourages employees in my area to take initiative in improving practices, programs and services.</b>	Mean	4.07	3.24	3.78	4.33	3.89
	N	30	17	9	15	71
	Std. Deviation	1.856	1.602	1.922	1.839	1.809
<b>Question 15: The college is making a good effort to inform me about opportunities to improve my health and well being.</b>	Mean	4.77	4.12	5.00	4.53	4.59
	N	30	17	9	15	71
	Std. Deviation	1.278	1.576	.866	1.407	1.348
<b>Question 16: I receive recognition for doing a good job.</b>	Mean	4.68	2.94	4.11	3.67	4.00
	N	31	16	9	15	71
	Std. Deviation	1.777	1.692	2.147	2.225	1.993
<b>Question 17: I know what is expected of me in my job.</b>	Mean	5.45	5.71	4.89	5.40	5.43
	N	31	17	9	15	72
	Std. Deviation	1.028	.470	1.691	1.298	1.098

<b>Question 20: My supervisor supports a team environment of collaboration, cooperation and contributing to the success of others.</b>	Mean	4.81	4.29	4.56	4.87	4.67
	N	31	17	9	15	72
	Std. Deviation	1.721	1.572	1.810	1.407	1.619
<b>Question 24: My supervisor encourages and supports my professional growth and development.</b>	Mean	4.82	4.60	3.00	4.00	4.38
	N	11	5	3	5	24
	Std. Deviation	1.991	1.673	2.000	1.581	1.837
<b>Question 25: My interactions with most faculty at Cuesta are:</b>	Mean	5.00	5.13	5.22	5.46	5.15
	N	30	15	9	13	67
	Std. Deviation	1.050	.743	1.302	.519	.942
<b>Question 26: My interactions with most classified staff at Cuesta are:</b>	Mean	5.23	4.93	5.25	5.23	5.17
	N	30	15	8	13	66
	Std. Deviation	.774	.884	.463	.832	.776
<b>Question 27: My interactions with most students at Cuesta are:</b>	Mean	5.50	5.40	5.78	5.46	5.51
	N	30	15	9	13	67
	Std. Deviation	.682	.507	.441	.519	.587
<b>Question 28: My interactions with most managers and administrators at Cuesta are:</b>	Mean	4.50	3.87	4.67	4.08	4.30
	N	30	15	9	13	67
	Std. Deviation	1.280	1.506	1.658	1.441	1.414

Question 29: My interactions with my immediate supervisor are:	Mean	5.00	4.87	5.11	5.00	4.98
	N	29	15	9	13	66
	Std. Deviation	1.389	1.125	1.364	1.225	1.271

§CRITICAL_FACTORS*Q51 Crosstabulation							
			Question 36: My position at Cuesta is:				Total
			Classified Staff	Regular Faculty	Part-Time Faculty	Management	
Critical Factors	Question 41: Appropriate Compensation	Count	70	52	42	21	185
		% within Q51	73.7%	75.4%	72.4%	80.8%	
	Question 41: Employee Benefits	Count	76	52	25	14	167
		% within Q51	80.0%	75.4%	43.1%	53.8%	
	Question 41: Cost of Living	Count	53	30	17	11	111
		% within Q51	55.8%	43.5%	29.3%	42.3%	
	Question 41: STRS/PERS Retirement	Count	59	50	18	14	141
		% within Q51	62.1%	72.5%	31.0%	53.8%	
	Question 41: I Plan To Retire	Count	19	9	1	5	34
		% within Q51	20.0%	13.0%	1.7%	19.2%	
	Question 41: Distance of Commute	Count	28	9	12	5	54
		% within Q51					

	% within Q51	29.5%	13.0%	20.7%	19.2%	
Question 41: Relationship With Supervisor	Count	52	20	16	16	104
	% within Q51	54.7%	29.0%	27.6%	61.5%	
Question 41: Work Load	Count	30	34	30	11	105
	% within Q51	31.6%	49.3%	51.7%	42.3%	
Question 41: Working Conditions	Count	55	42	28	15	140
	% within Q51	57.9%	60.9%	48.3%	57.7%	
Question 41: Possibility of Upward Mobility	Count	33	6	23	10	72
	% within Q51	34.7%	8.7%	39.7%	38.5%	
<b>Total</b>	Count	95	69	58	26	248

§CRITICAL_FACTORS*Q52 Crosstabulation						
		Question 37: I am a tenured faculty member:			Total	
		Newly Tenured 4-9 Years	Mid-career Tenured 10-14	Senior Tenured Faculty 15-20 Years		
Critical Factors	Question 41: Appropriate Compensation	Count	25	13	7	45
		% within Q52	80.6%	76.5%	77.8%	
	Question 41: Employee Benefits	Count	26	12	7	45
		% within Q52	83.9%	70.6%	77.8%	
	Question 41: Cost of Living	Count	15	7	2	24
		% within Q52	48.4%	41.2%	22.2%	
	Question 41: STRS/PERS Retirement	Count	26	8	7	41
		% within Q52	83.9%	47.1%	77.8%	
	Question 41: I Plan To Retire	Count	2	2	2	6
		% within Q52	6.5%	11.8%	22.2%	

Question 41: Distance of Commute	Count	6	3	1	10
	% within Q52	19.4%	17.6%	11.1%	
Question 41: Relationship With Supervisor	Count	12	5	1	18
	% within Q52	38.7%	29.4%	11.1%	
Question 41: Work Load	Count	16	8	5	29
	% within Q52	51.6%	47.1%	55.6%	
Question 41: Working Conditions	Count	20	11	5	36
	% within Q52	64.5%	64.7%	55.6%	
Question 41: Possibility of Upward Mobility	Count	6	1	0	7
	% within Q52	19.4%	5.9%	0.0%	
<b>Total</b>	<b>Count</b>	<b>31</b>	<b>17</b>	<b>9</b>	<b>57</b>

			Question 42: If you had to do it all over again, would you choose to work for Cuesta?				Total
			Yes	No	Too Soon To Tell	Undecided	
Question 36: My position at Cuesta is:	Classified Staff	Count	70	10	4	13	97
		% within Question 36: My position at Cuesta is:	72%	10%	4%	13%	100%
	Regular Faculty	Count	49	12	0	9	70
		% within Question 36: My position at Cuesta is:	70%	17%	0%	13%	100%
	Part-Time Faculty	Count	42	5	4	12	63
		% within Question 36: My position at Cuesta is:	67%	8%	6%	19%	100%
	Management	Count	19	3	2	4	28
		% within Question 36: My position at Cuesta is:	68%	11%	7%	14%	100%
	Total	Count	180	30	10	38	258
		% within Question 36: My position at Cuesta is:	70%	12%	4%	15%	100%

			Question 42: If you had to do it all over again, would you choose to work for Cuesta?			Total	
			Yes	No	Undecided		
Question 37: I am a tenured faculty member:	Newly Tenured 4-9 Years	Count	24	4	3	31	
		% within Question 37: I am a tenured faculty member:	77.4%	12.9%	9.7%	100.0%	
	Mid-career Tenured 10-14	Count	6	6	5	17	
		% within Question 37: I am a tenured faculty member:	35.3%	35.3%	29.4%	100.0%	
	Senior Tenured Faculty 15-20 Years	Count	8	0	1	9	
		% within Question 37: I am a tenured faculty member:	88.9%	0.0%	11.1%	100.0%	
	Near Retirement Tenured Faculty 20+ Years	Count	13	2	0	15	
		% within Question 37: I am a tenured faculty member:	86.7%	13.3%	0.0%	100.0%	
	Total		Count	51	12	9	72
			% within Question 37: I	70.8%	16.7%	12.5%	100.0%

	am a tenured faculty member:					
--	------------------------------------	--	--	--	--	--

References

Adkins, C. L., Werbel, J. D., & Jiing-lih Farh. (2001). A field study of job insecurity during a financial crisis. *Group & Organization Management*, 26(4), 463.