

Ruffalo Noel-Levitz

College Employee Satisfaction Survey



WISCONSIN
INDIANHEAD
TECHNICAL
COLLEGE

Prepared by
Office of Research and Data

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INTRODUCTION

Background

WITC's 2012-2015 Strategic Plan included the development of a systematic process for a collegewide employee survey to measure internal customer satisfaction. The Noel-Levitz College Employee Satisfaction Survey (CESS) was selected as the survey instrument and was first administered in the spring of 2013 as part of the AQIP Action Project "Fostering a Culture Where All Employees Are Valued." AQIP (Academic Quality Improvement Program) is WITC's pathway for accreditation with the Higher Learning Commission. The 2013 survey was completed by 283 WITC staff and results were analyzed by the HLC/AQIP Action Project Team. The CESS was administered again in the fall of 2015 and will continue to be administered every three years.

METHOD

Process

The CESS was administered online October 13-26, 2015. All permanent full- and part-time employees were sent an email invitation from the Office of Research and Data with a link to the survey on October 13 following the Fall All-Staff Inservice. A follow-up reminder was sent out via email on October 20. A total of 377 employees completed the survey. As of fall 2015, WITC employed 447 employees including 179 faculty and 268 staff. Based on these figures the survey response rate was 84%. Fall 2013 responses equaled 283 of approximately 450 staff at the time the survey was administered, representing a 63% response rate.

Noel-Levitz was responsible for maintaining the confidentiality of the survey and provided no information that would link individual responses back to any employee that completed the survey. The final survey results were provided by Noel Levitz to the Office of Research and Data by secure electronic download on November 24, 2015.

Overview of the CESS

The Noel-Levitz College Employee Satisfaction Survey (CESS) can be found in Appendix A and includes 76 items in five sections:

1. Campus culture and policies – employees rate the importance and satisfaction of issues, including:
 - Campus mission
 - Budgetary and human resources
 - Departmental communication
 - Pride in work
 - Training and employee recognition
2. Institutional goals – employees rate the importance of a variety of institutional goals, including recruitment, retention, diversity efforts, and staff morale. Under the institutional goals section, respondents were also asked to choose three goals that should be the institution's priorities and to rank them accordingly.
3. Involvement in planning and decision-making – employees rate how much involvement various campus constituents have in the decision-making process from too much to not enough.
4. Work environment – employees rate importance and satisfaction on issues such as:
 - Information flow
 - Employee empowerment
 - Supervisor relationships
 - Professional development
 - Fulfillment and job satisfaction
5. Demographics – polls overall satisfaction, length of employment, type of position, employment status, campus and division.

Benchmarks: The Noel-Levitz College Employee Satisfaction Survey (CESS) provides colleges the ability to benchmark to other similar higher education institutions. WITC's comparison group for 2015 consisted of over 50 community and technical colleges, which can be found in Appendix B.

WITC CESS results and both years' comparison group can be found in Appendix C with importance, satisfaction and gap scores for Sections 1 through 4 as well as the overall satisfaction score and demographic data.

FINDINGS

Overall Satisfaction: Employees rated their Overall Satisfaction with their employment at WITC at 4.15 (Satisfied to Very Satisfied) up from 3.85 in 2013, an increase of .30 in the satisfaction mean score or eight percent overall.

The Overall Satisfaction Benchmark Mean is calculated based on staff’s response to the question: Rate your overall satisfaction with your employment here so far, with 5.00 indicating staff are very satisfied, 4 satisfied, and 3 somewhat satisfied, 2 not very satisfied and 1 not satisfied at all.

WITC’s College Effectiveness Measures include employee satisfaction from the CESS results with the following signal values:

- 4.00-5.00 – Green
- 3.00-3.90 – Yellow
- 2.00-2.90 – Red

Table 1 below compares 2015 satisfaction scores to 2013 satisfaction scores by campus and compared to the national benchmark scores.

Table 1
Overall Satisfaction with Employment - Collegewide and Campus Results
2015 Compared to 2013 and 2015 and 2013 Benchmarks

Overall Satisfaction	WITC 2015 Mean	Benchmark 2015 Mean	WITC 2013 Mean	Benchmark 2013 Mean
Rate your overall satisfaction with your employment here so far.	4.15	3.85	3.85	3.89
Ashland	4.28		4.03	
New Richmond	4.02		3.73	
Rice Lake	4.09		3.81	
Shell Lake	4.26		4.40	
Superior	4.42		3.97	

(Scale: 5=Very satisfied; 4=Satisfied; 3-Somewhat satisfied; 2=Not very satisfied; 1=Not satisfied at all)

Section 1: Campus Culture and Policies

Employees were asked to rate the importance of 30 expectations and their satisfaction that those expectations are being met. The expectation statements included issues such as college mission, budgetary and human resources, departmental communication, pride in work, training and employee recognition. The complete culture and policies survey data can be found in Appendix D with 2015 and 2013 comparisons.

Strengths and Challenges

This section provides listings of the strengths and challenges based on importance and satisfaction. The average importance score for Campus Culture and Policies was 4.50, the average satisfaction score was 3.61 and the average gap was 0.89.

Table 2
Strengths – High Importance/High Satisfaction

Strengths (Highest Importance, Highest Satisfaction)	Importance Rank	Satisfaction Rank	Gap
WITC treats students as its top priority	1	5	0.81
WITC promotes excellent employee-student relationships	2	2	0.65
WITC does a good job of meeting the needs of students	3	6	0.84
Faculty take pride in their work	4	1	0.47
WITC is well-respected in the community	5	7	0.84
Staff take pride in their work	6	3	0.56
The reputation of WITC continues to improve	7	11	0.93
Administrators take pride in their work	8	4	0.55

Table 3
Challenges – High Importance/Low Satisfaction

Challenges (Highest Importance, Lowest Satisfaction)	Importance Rank	Satisfaction Rank	Gap
There is a spirit of teamwork and cooperation at WITC	9	24	1.21
There are effective lines of communication between departments	11	30	1.72
WITC does a good job of meeting the needs of staff	15	22	1.08
WITC consistently follows clear processes for orienting and training new employees	16	28	1.24

The top ranking 10 items for Campus Culture and Policies in order of importance with mean scores in parentheses are:

1. WITC treats students as its top priority (4.81)
2. WITC promotes excellent employee-student relationships (4.79)
3. WITC does a good job of meeting the needs of students (4.74)
4. Faculty take pride in their work (4.73)
5. WITC is well-respected in the community (4.73)
6. Staff take pride in their work (4.69)
7. The reputation of WITC continues to improve (4.67)
8. Administrators take pride in their work (4.64)
9. There is a spirit of teamwork and cooperation at WITC (4.58)
10. The leadership of WITC has a clear sense of purpose (4.56)

The top 10 ranking items for Campus Culture and Policies in order of highest satisfaction with mean scores in parentheses are listed below. Items that were designated in the top 10 in importance are noted with an (*):

1. *Faculty take pride in their work (4.26)
2. *WITC promotes excellent employee-student relationships (4.14)
3. *Staff take pride in their work (4.13)
4. *Administrators take pride in their work (4.09)
5. *WITC treats students as its top priority (4.00)
6. *WITC does a good job of meeting the needs of students (3.90)
7. *WITC is well-respected in the community (3.89)
8. The goals and objectives of WITC are consistent with its mission and values (3.89)
9. Most employees are generally supportive of the mission, purpose, and values of WITC (3.82)
10. WITC does a good job of meeting the needs of administrators (3.80)

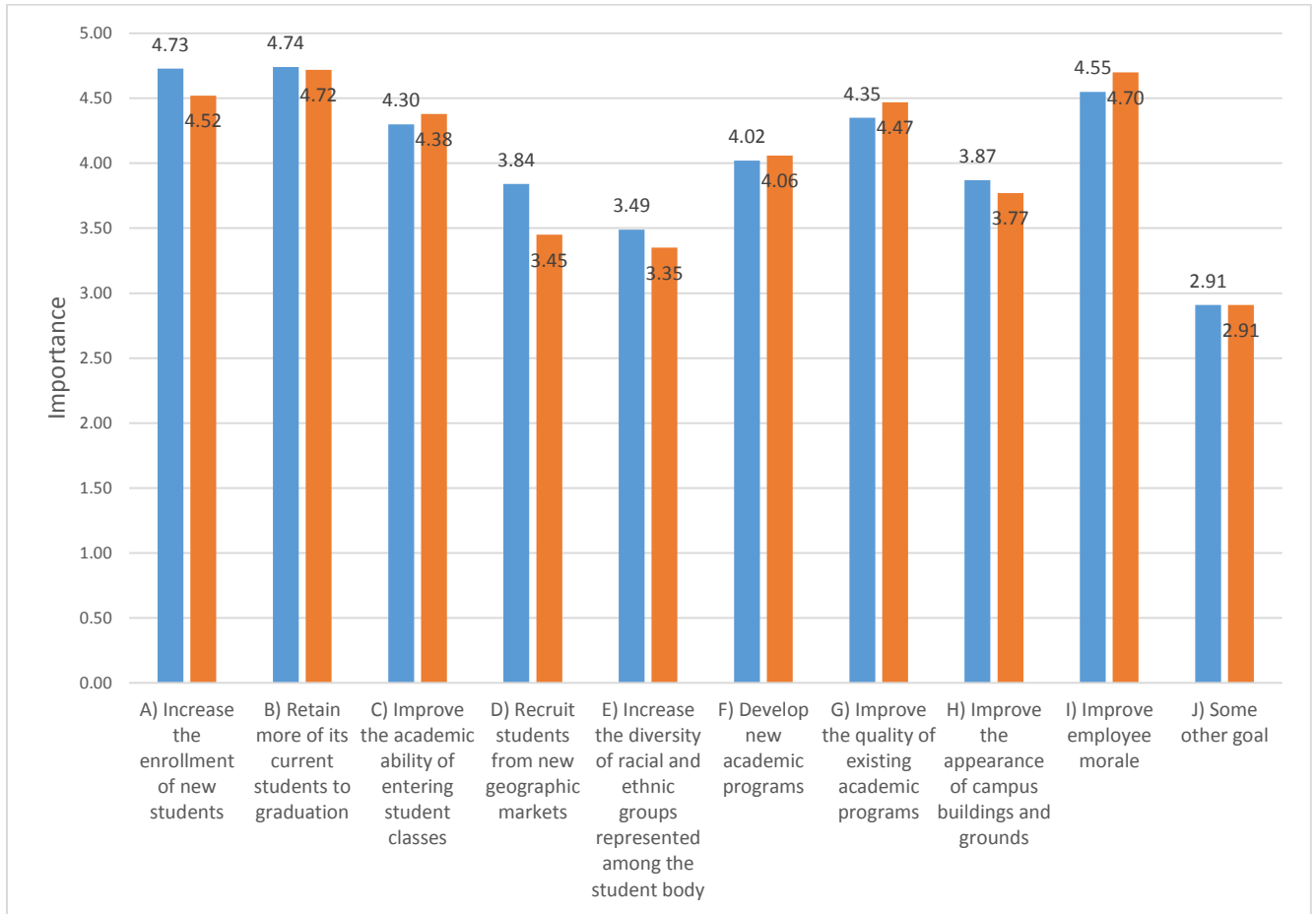
When comparing satisfaction to importance, the gap score provides insight to areas that improvement is needed. The top ranking 11 items for Campus Culture and Policies in order of highest gaps with gap scores in parentheses are listed below (numbers 10 and 11 have the same gap score). Items that were designated in the top 10 in importance are noted with an (*).

1. There are effective lines of communication between departments (1.72)
2. There is good communication between staff and the administration at WITC (1.25)
3. WITC consistently follows clear processes for orienting and training new employees (1.24)
4. *There is a spirit of teamwork and cooperation at WITC (1.21)
5. There is good communication between the faculty and the administration at WITC (1.14)
6. Administrators share information regularly with faculty and staff (1.09)
7. WITC does a good job of meeting the needs of staff (1.08)
8. Employee suggestions are used to improve WITC (1.03)
9. WITC has written procedures that clearly define who is responsible for each operation and service (1.02)
10. WITC plans carefully (1.01)
11. WITC consistently follows clear processes for selecting new employees (1.01)

Section 2: Institutional Goals

Within the Institutional Goals area, employees were asked to first rate the overall importance of nine institutions goals. Staff responses regarding the importance of institutional goals for 2015 compared to 2013 are shown in Figure 1 below.

Figure 1
Relative Importance of Institutional Goals
2015 (Blue) and 2013 (Orange)



Institutional goals in rank order of overall importance in 2015 were:

1. Retain more of its current students to graduation (4.74)
2. Increase the enrollment of new students (4.73)
3. Improve employee morale (4.55)
4. Improve the quality of existing academic programs (4.35)
5. Improve the academic ability of entering student classes (4.30)
6. Develop new academic programs (4.02)
7. Improve the appearance of campus buildings and grounds (3.87)
8. Recruit students from new geographic markets (3.84)
9. Increase the diversity of racial and ethnic groups represented among the student body (3.49)

Table 4
Institutional Goals
In Rank Order by Total Votes as 1st, 2nd, or 3rd Priority

Institutional Goals	First Priority	Second Priority	Third Priority	Total Votes
A) Increase the enrollment of new students	161	101	57	319
B) Retain more of its current students to graduation	87	102	60	249
I) Improve employee morale	36	31	59	126
F) Develop new academic programs	35	38	52	125
G) Improve the quality of existing academic programs	21	36	46	103
C) Improve the academic ability of entering student classes	22	29	43	94
H) Improve the appearance of campus buildings and grounds	5	15	23	43
D) Recruit students from new geographic markets	2	12	24	38
E) Increase the diversity of racial and ethnic groups represented among the student body	3	4	4	11
J) Some other goal	0	3	4	7
All responses	372	371	372	1,115

Section 3: Involvement in Planning and Decision-Making

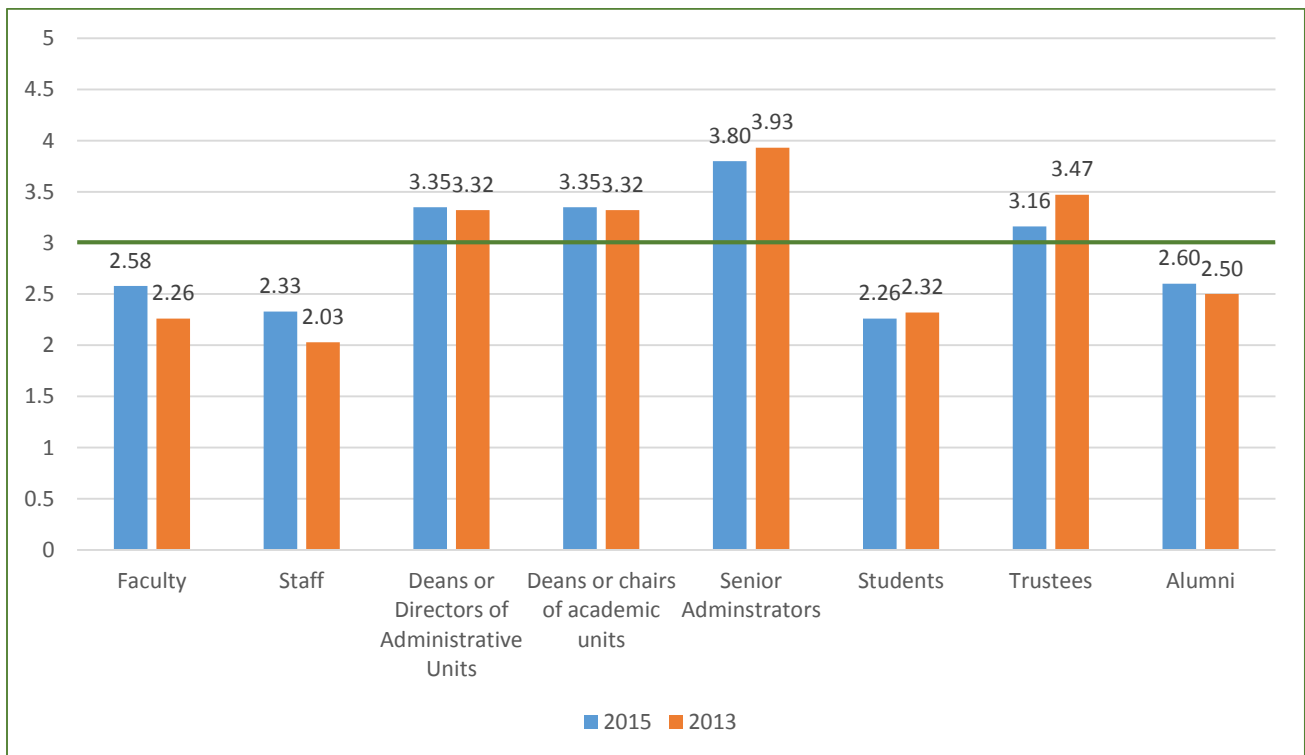
Employees were asked to rate how much involvement various campus constituents have in the decision-making process on a scale ranging from not enough (1.00) to too much (5.00). A score of 3.00 indicates that planning and decision-making involvement is just the right amount.

Figure 2 indicates the points above or below the 3.00 score staff scored each group. Figure 3 compares 2015 and 2013 scores with 3.00 denoted by a solid green line.

Figure 2
Level of Involvement in Planning Decision-Making
Points Above and Below 3.00 by Continuant Group (2015)

Too Much 5	← 4	Just the Right Amount 3	2	→ Not Enough 1
Senior administrators (+.80)			Students (-.74)	
Administrative deans/directors (+.35)			Staff (-.67)	
Deans or chairs of academic units (+.35)			Faculty (-.42)	
Trustees (+.16)			Alumni (-.40)	

Figure 3
Level of Involvement in Planning and Decision-Making Mean Score
2015 Compared to 2013 by Constituent Group



Section 4: Work Environment

Staff were asked to rate the importance of 21 expectations and their satisfaction that those expectations are being met.

This section provides listings of the strengths and challenges based on importance and satisfaction.

The average importance score for Work Environment was 4.48, the average satisfaction score was 3.76 and the average gap was 0.72.

Table 5
Work Environment
Strengths – Highest Importance/Highest Satisfaction

Strengths (Highest Importance, Highest Satisfaction)	Importance Rank	Satisfaction Rank	Gap
My supervisor pays attention to what I have to say	2	3	0.57
I am proud to work at WITC	3	1	0.30
I have the information I need to do my job well	4	8	0.75
The type of work I do on most days is personally rewarding	5	2	0.47
My job responsibilities are communicated clearly to me	6	9	0.75
The work I do is valuable to WITC	7	5	0.53
My supervisor helps me improve my job performance	9	6	0.54

Table 6
Work Environment
Challenges – Highest Importance/Lowest Satisfaction

Challenges (Highest Importance, Lowest Satisfaction)	Importance Rank	Satisfaction Rank	Gap
The employee benefits available to me are valuable	1	11	0.91
I am paid fairly for the work I do	8	20	1.18
My department has the staff needed to do its job well	10	18	1.12
I have adequate opportunities for training to improve my skills	12	17	1.01

The top ranking 10 items for Work Environment in order of importance with mean scores in parentheses are:

1. The employee benefits available to me are valuable (4.70)
2. My supervisor pays attention to what I have to say (4.68)
3. I am proud to work at WITC (4.65)
4. I have the information I need to do my job well (4.64)
5. The type of work I do on most days is personally rewarding (4.64)
6. My job responsibilities are communicated clearly to me (4.63)
7. The work I do is valuable to WITC (4.59)
8. I am paid fairly for the work I do (4.57)
9. My supervisor helps me improve my job performance (4.55)
10. My department has the staff needed to do its job well (4.54)

The top ranking 10 items in order of highest satisfaction with mean scores in parentheses for Work Environment are listed below. Items that were designated in the top 10 in importance are noted with an (*):

1. *I am proud to work at WITC (4.35)
2. *The type of work I do on most days is personally rewarding (4.17)
3. *My supervisor pays attention to what I have to say (4.11)
4. The work I do is appreciated by my supervisor (4.10)
5. *The work I do is valuable to WITC (4.06)
6. *My supervisor helps me improve my job performance (4.01)
7. My department meets as a team to plan and coordinate work (3.93)
8. *I have the information I need to do my job well (3.89)
9. *My job responsibilities are communicated clearly to me (3.88)
10. I learn about important campus events in a timely manner (3.82)

When comparing the satisfaction score between importance score, the gap score provides insight to areas that improvement is needed. The top ranking 11 items for Work Environment in order of highest gaps with gap scores in parentheses are listed below (numbers 10 and 11 have the same gap score). Items that were designated in the top 10 in importance are noted with an (*).

1. *I am paid fairly for the work I do (1.18)
2. *My department has the staff needed to do its job well (1.12)
3. I have adequate opportunities for advancement (1.10)
4. My department has the budget needed to do its job well (1.05)
5. I have adequate opportunities for training to improve my skills (1.01)
6. I have adequate opportunities for professional development (0.92)
7. *The employee benefits available to me are valuable (0.91)
8. It is easy for me to get information at WITC (0.87)
9. I am empowered to resolve problems quickly (0.83)
10. *My job responsibilities are communicated clearly to me (0.75)
11. *I have the information I need to do my job well (0.75)

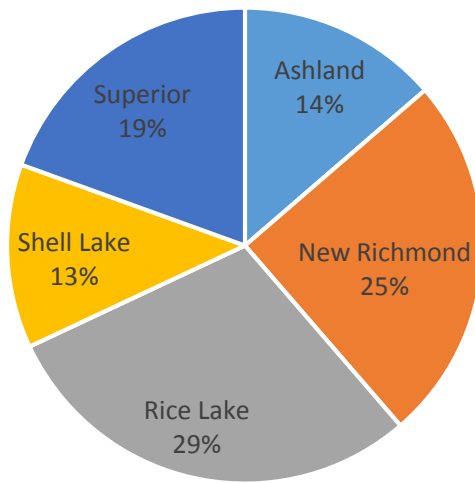
Section 5: Demographics

Campus: Each WITC location was proportionally represented in responses compared to the actual number of employees at each location, with the largest percentage of respondents from the Rice Lake and New Richmond campuses (29% and 25% respectively). Staff responding from the Superior campus represented 19% of total responses, followed by 14% from Ashland and 13% from the Administrative Office.

Table 7
Number Surveyed and Responding by Campus and Number and
Percent of Survey Population by Campus (2015)

Campus	Number Surveyed and Percent of Total Population		Number and Percent Responding (And Providing Campus)		
	Number	Percent of Total	Number	Percent Responding	Percent of Total Respondents
Ashland	60	13%	47	78%	14%
New Richmond	112	25%	86	77%	25%
Rice Lake	135	30%	101	75%	29%
Shell Lake	55	12%	43	78%	13%
Superior	85	19%	67	79%	19%

Figure 4
Respondents by Campus Location



Results for each campus for 2015 and 2013 can be found in the following appendices:

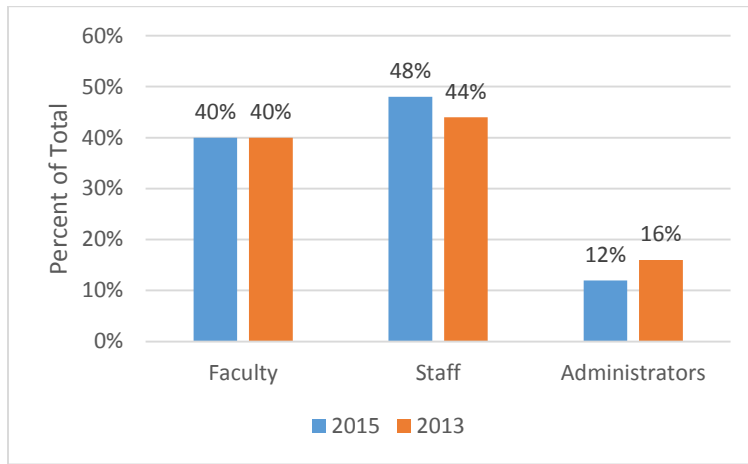
Appendix E	Ashland
Appendix F	New Richmond
Appendix G	Rice Lake
Appendix H	Shell Lake
Appendix I	Superior

Position Type: Each position type at WITC was somewhat proportionally represented in responses compared to the actual number of employees in each position type, with the exception of a slightly smaller percent of administrators and a higher percent of staff. Twelve percent (12%) of respondents were administrators, compared to the actual number surveyed being 21 percent. Forty-eight percent (48%) of those responding were staff, the largest group of respondents, compared to the percentage of staff surveyed being 39%. Faculty represented 40% of those surveyed and the same percentage of respondents.

Table 8
Number Surveyed and Responding by Position Type and Number and Percent of Survey Population by Position Type - 2015 and 2013

Position Type	Number Surveyed and Percent of Total Population		Number and Percentage of Total Respondents		Percent Responding	
	2015	2013	2015	2013	2015	2013
Faculty	179 (40%)	285 (52%)	141(40%)	102 (40%)	79%	36%
Staff	176 (39%)	174 (32%)	167 (48%)	111 (44%)	95%	64%
Administrators	92 (21%)	91 (17%)	42 (12%)	41 (16%)	46%	45%

Figure 5
Respondents by Position Type – 2015 and 2013



The majority of staff responding are employed full-time. Full-time staff represented 92 percent of 2015 respondents and 94 percent of 2013 respondents.

Table 9
Number Surveyed and Responding by Employment Status and Number and Percent of Survey Population by Employment Status 2015 and 2013

Employment Status	2015		2013	
	Number Responding	Percent of Total	Number Responding	Percent of Total
Full-Time	330	92%	242	94%
Part-Time	29	8%	15	6%
Total	359	100%	257	100%

The largest group of respondents in 2015 and 2013 by years of service were those employed at WITC between 11 and 20 years—38% in 2015 and 35% in 2013. The next largest group of respondents in 2015 were those that have been employed at WITC between 1 to 5 years, with nearly one-fourth of respondents in this Years of Service range. Half of 2015 and 2013 respondents have been working at WITC for 11 or more years.

Table 10
Number Surveyed and Responding by Years of Service and Number and
Percent of Survey Population by Years of Service
2015 and 2013

Years of Service	2015		2013	
	Number Responding	Percent of Total	Number Responding	Percent of Total
Less than 1 year	32	9%	14	5%
1 to 5 years	86	24%	51	20%
6 to 10 years	66	18%	63	25%
11 to 20 years	136	38%	91	35%
More than 20 years	39	11%	38	15%
TOTAL	359	100%	257	100%

The Academic Affairs is the largest division represented in the CESS results followed by Student Affairs. One-third to nearly one-third of the total respondents in 2015 and 2013, respectively, represented Academic Affairs; and, Students Affairs represented one fifth of respondents in 2015 and nearly one-fifth in 2013.

Table 11
Number Surveyed and Responding by Division and Number and
Percent of Survey Population by Division
2015 and 2013

College Division	2015		2013	
	Number Responding	Percent of Total	Number Responding	Percent of Total
Academic Affairs	112	33%	68	30%
Administrative Services	33	10%	24	11%
Continuing Education/Foundation	35	10%	27	12%
Instructional Technology	59	17%	37	16%
Student Affairs	70	21%	45	20%
Other	32	9%	25	11%
TOTAL	341	100%	226	100%

Open-Ended Questions - The comments from the open-ended questions were shared with and analyzed by WITC's Quality Improvement Steering Committee (QISC). Summary information was used by the HLC Strategy Forum Team members at the HLC Strategy Forum in April, 2016 to determine future action projects.

There were four open-ended questions, as noted below, with the number of comments received by respondents for each question.

1. Please provide any additional feedback about the campus culture and policies at WITC. (178 comments).
2. What other institutional goals do you think are important? Please describe them in the space below. (118 comments).
3. Please provide any additional feedback about WITC's goals (69 comments).
4. Please provide any additional feedback about the work environment at WITC (131 comments).

Comments will be considered for incorporation into future action projects.

Executive Summary

- WITC first conducted the Noel-Levitz College Employee Satisfaction Survey (CESS) in the spring of 2013 and repeated the survey administration in the fall of 2015. The CESS will be administered on a three year cycle with the next survey administration in the fall of 2018.
- Three-hundred, seventy-seven staff, faculty and administrators participated in the online survey in 2015, achieving an 84% response rate. The 2013 survey was completed by 283 staff, which represented 63% of those surveyed.
- WITC employees ranked their **Overall Satisfaction** with their employment at WITC at 4.15 in 2015 on a scale of 1 to 5, up from 3.85 in 2013.
- The overall **Campus Culture and Policies** scores show WITC closing the gap between importance and satisfaction. The 2015 average importance score was 4.50 compared to an average satisfaction score of 3.61 creating a gap score of 0.89. Survey results from 2013 were nearly the same in importance (4.49) but lower in satisfaction (3.24) creating a gap score of 1.25.
- Overall employees rated their **Involvement in Planning and Decision-making** higher in 2015 than in 2013 with the greatest increase coming from the faculty and staff involvement indicator. The involvement indicator in the Senior Administrator, student and trustees groups were lower in 2015 compared to 2013. Faculty, staff, students and alumni groups had scores below the 3.00 mark indicating not enough involvement while deans/directors, administrators and trustees all received scores higher than 3.00 indicating too much involvement.
- WITC employees prioritized the top three **Institutional Goals** as:
 - Increase the enrollment of new students;
 - Retain more of its current students to graduation;
 - Improve employee morale.
- The overall **Work Environment** score also shows a narrowing of the performance gap between importance and satisfaction going from an average gap score of .87 in 2013 compared to .72 in 2015. The smaller gap demonstrates that WITC came closer to meeting the expectations of employees in 2015 than in 2013. Overall satisfaction of work environment increased to 3.76 from 3.56 in 2013 while the importance score stayed nearly the same (4.48 from 4.43).

Appendix A

Ruffalo Noel Levitz Research Toolkit Review Sample

College Employee Satisfaction Survey™

[INSTITUTION] has engaged Ruffalo Noel Levitz to conduct this survey of employees to assess their satisfaction. This survey should take about 20 minutes to complete. Your answers are completely confidential. No information is shared that will allow individuals to be identified. Thank you!

SECTION 1: Campus culture and policies

The following statements describe different aspects of colleges and universities. Rate how important each of these are to you as an employee of this institution, and then rate your satisfaction with how well the statement is implemented on your campus.

very important	important	somewhat important	not very important	not important at all		very satisfied	satisfied	somewhat satisfied	not very satisfied	not satisfied at all
					This institution promotes excellent employee-student relationships					
					This institution treats students as its top priority					
					This institution does a good job of meeting the needs of students					
					The mission, purpose, and values of this institution are well understood by most employees					
					Most employees are generally supportive of the mission, purpose, and values of this institution					
					The goals and objectives of this institution are consistent with its mission and values					
					This institution involves its employees in planning for the future					
					This institution plans carefully					
					The leadership of this institution has a clear sense of purpose					
					This institution does a good job of meeting the needs of its faculty					

SECTION 1: Campus culture and policies (continued)

Rate how important each of these are to you as an employee of this institution, and then rate your satisfaction with how well the statement is implemented on your campus.

very important	important	somewhat important	not very important	not important at all		very satisfied	satisfied	somewhat satisfied	not very satisfied	not satisfied at all
					This institution does a good job of meeting the needs of staff					
					This institution does a good job of meeting the needs of administrators					
					This institution makes sufficient budgetary resources available to achieve important objectives					
					This institution makes sufficient staff resources available to achieve important objectives					
					There are effective lines of communication between departments					
					Administrators share information regularly with faculty and staff					
					There is good communication between the faculty and the administration at this institution					
					There is good communication between staff and the administration at this institution					
					Faculty take pride in their work					
					Staff take pride in their work					
					Administrators take pride in their work					

SECTION 1: Campus culture and policies (continued)

Rate how important each of these are to you as an employee of this institution, and then rate your satisfaction with how well the statement is implemented on your campus.

very important	important	somewhat important	not very important	not important at all		very satisfied	satisfied	somewhat satisfied	not very satisfied	not satisfied at all
					There is a spirit of teamwork and cooperation at this institution					
					The reputation of this institution continues to improve					
					This institution is well-respected in the community					
					Efforts to improve quality are paying off at this institution					
					Employee suggestions are used to improve our institution					
					This institution consistently follows clear processes for selecting new employees					
					This institution consistently follows clear processes for orienting and training new employees					
					This institution consistently follows clear processes for recognizing employee achievements					
					This institution has written procedures that clearly define who is responsible for each operation and service					
					ADD UP TO 10 CAMPUS DEFINED ITEMS HERE					

SECTION 1: Campus culture and policies (continued)

Please provide any additional feedback about the campus culture and policies at (INSTITUTION).

[open-ended]

SECTION 2: Institutional goals

How important is it to you that this institution pursue the following goals?

	very important (5)	important (4)	somewhat important (3)	not very important (2)	not important at all (1)
[A] Increase the enrollment of new students					
[B] Retain more of its current students to graduation					
[C] Improve the academic ability of entering student classes					
[D] Recruit students from new geographic markets					
[E] Increase the diversity of racial and ethnic groups represented among the student body					
[F] Develop new academic programs					
[G] Improve the quality of existing academic programs					
[H] Improve the appearance of campus buildings and grounds					
[I] Improve employee morale					
ADD UP TO 3 CAMPUS DEFINED ITEMS after [I]					
Some other goal					

SECTION 2: Institutional goals (continued)

From the list on the last page, choose three goals that you believe should be this institution's top priorities, and enter the letter for that goal listed above, in order of importance:

1st priority goal: _____

2nd priority goal: _____

3rd priority goal: _____

What other institutional goals do you think are important? Please describe them in the space below:

[open-ended]

Please provide any additional feedback about [INSTITUTION]'s goals.

[open-ended]

SECTION 3: Involvement in planning and decision-making

In your opinion, how much involvement do each of the following have in planning and decision-making at your institution?

	too much involvement (5)	more than enough involvement (4)	just the right involvement (3)	not quite enough involvement (2)	not enough involvement (1)
Faculty					
Staff					
Deans or directors of administrative units					
Deans or chairs of academic units					
Senior administrators (VP, Provost level or above)					
Students					
Trustees					
Alumni					
ADD UP TO 3 CAMPUS DEFINED ITEMS HERE					

Section 4: Work environment

The following statements describe conditions of your work environment as an employee at this institution. Rate how important each of these are to you, and then rate your satisfaction with this aspect of your work environment.

very important	important	somewhat important	not very important	not important at all		very satisfied	satisfied	somewhat satisfied	not very satisfied	not satisfied at all
					It is easy for me to get information at this institution					
					I learn about important campus events in a timely manner					
					I am empowered to resolve problems quickly					
					I am comfortable answering student questions about institutional policies and procedures					
					I have the information I need to do my job well					
					My job responsibilities are communicated clearly to me					
					My supervisor pays attention to what I have to say					
					My supervisor helps me improve my job performance					
					My department or work unit has written, up-to-date objectives					
					My department meets as a team to plan and coordinate work					

Section 4: Work environment (continued)

Rate how important each of these are to you, and then rate your satisfaction with this aspect of your work environment.

very important	important	somewhat important	not very important	not important at all		very satisfied	satisfied	somewhat satisfied	not very satisfied	not satisfied at all
					My department has the budget needed to do its job well					
					My department has the staff needed to do its job well					
					I am paid fairly for the work I do					
					The employee benefits available to me are valuable					
					I have adequate opportunities for advancement					
					I have adequate opportunities for training to improve my skills					
					I have adequate opportunities for professional development					
					The type of work I do on most days is personally rewarding					

Section 4: Work environment (continued)

Rate how important each of these are to you, and then rate your satisfaction with this aspect of your work environment.

very important	important	somewhat important	not very important	not important at all		very satisfied	satisfied	somewhat satisfied	not very satisfied	not satisfied at all
					The work I do is appreciated by my supervisor					
					The work I do is valuable to the institution					
					I am proud to work at this institution					
					ADD UP TO 10 CAMPUS DEFINED ITEMS HERE					

Please provide any additional feedback about the work environment at (INSTITUTION).

[open-ended]

Section 5: Demographics

Rate your overall satisfaction with your employment here so far:

- Very Satisfied (5)
- Satisfied (4)
- Somewhat satisfied (3)
- Not very satisfied (2)
- Not satisfied at all (1)

How long have you worked at this institution?

- Less than 1 year (1)
- 1 to 5 years (2)
- 6 to 10 years (3)
- 11 to 20 years (4)
- More than 20 years (5)

Is your position:

- Full-time (1)
- Part-time (2)

Is your position:

- Faculty (1)
- Staff (2)
- Administrator (3)

Add up to 2 campus-defined items to the Demographics section.

Appendix B

Appendix B
2015 CESS Comparison Group

Aims Community College
Arizona Western College
Broome Community College
Cascadia College
Cascadia Community College
Central Ohio Tech
Central Ohio Technical College
Chandler Gilbert Community College
College of the Redwoods
Cowley County Community College
Durham Technical Community College
Eastern Gateway Community College
Georgia Military College
Gogebic Community College
Greenville Technical College
Guttman Community College
Helena College
Kankakee Community College
Kishwaukee College
Lakeland College AB
Lakeshore Technical College
Laramie County Community College
Laredo Community College
Marion Technical College
Minneapolis Community and Technical College
Montcalm Community College
Mountain View College
Mountwest Community & Technical College
Mt Hood Community College
Murray State College
New Mexico Junior College
New Mexico State University - Carlsbad
Normandale Community College
North Dakota State College of Science
Northeast Iowa CC
Northeast State Community College
Northern Oklahoma College
Northwest Arkansas Community College
Northwest Technical College
Ogeechee Technical College
Parkland College
Piedmont Technical College
Richland College
Santa Fe Community College
Southwest Wisconsin Technical College

Southwestern College
SUNY Broome Community College
Tri-County Technical College
Trident Technical College
Western Technical College
Yuba Community College

Notes:

All survey data has been collected within the last 3 years.

Please refer to College Navigator for additional details on individual institutions:

<http://nces.ed.gov/collegenavigator/>

Appendix C

Appendix C

Comparison Group CESS Survey Results Compared to WITC CESS Results by Year

Section 1: Campus Culture and Policies			
Item	Importance	Satisfaction	Gap
1. This institution promotes excellent employee-student relationships.			
WITC 2015	4.79	4.14	0.65
Comparison Group 2015	4.62	3.70	0.92
WITC 2013	4.74	3.94	0.80
Comparison Group 2013	4.60	3.71	0.89
2. This institution treats students as its top priority.			
WITC 2015	4.81	4.00	0.81
Comparison Group 2015	4.71	3.63	1.08
WITC 2013	4.80	3.62	1.17
Comparison Group 2013	4.68	3.66	1.02
3. This institution does a good job of meeting the needs of students.			
WITC 2015	4.74	3.90	0.84
Comparison Group 2015	4.68	3.57	1.11
WITC 2013	4.73	3.77	0.96
Comparison Group 2013	4.66	3.61	1.06
4. The mission, purpose, and values of this institution are well understood by most employees.			
WITC 2015	4.24	3.70	0.54
Comparison Group 2015	4.36	3.50	0.86
WITC 2013	4.23	3.35	0.89
Comparison Group 2013	4.30	3.47	0.84
5. Most employees are generally supportive of the mission, purpose, and values of this institution.			
WITC 2015	4.33	3.82	0.51
Comparison Group 2015	4.38	3.59	0.79
WITC 2013	4.30	3.56	0.74
Comparison Group 2013	4.35	3.54	0.81
6. The goals and objectives of this institution are consistent with its mission and values.			
WITC 2015	4.42	3.89	0.53
Comparison Group 2015	4.44	3.57	0.87
WITC 2013	4.35	3.36	0.99
Comparison Group 2013	4.41	3.57	0.84
7. This institution involves its employees in planning for the future.			
WITC 2015	4.51	3.51	1.00
Comparison Group 2015	4.42	3.07	1.35
WITC 2013	4.47	2.79	1.68
Comparison Group 2013	4.38	3.08	1.30

8. This institution plans carefully.			
WITC 2015	4.49	3.48	1.01
Comparison Group 2015	4.52	3.13	1.39
WITC 2013	4.52	2.93	1.59
Comparison Group 2013	4.50	3.22	1.29
9. The leadership of this institution has a clear sense of purpose.			
WITC 2015	4.56	3.59	0.97
Comparison Group 2015	4.60	3.34	1.26
WITC 2013	4.51	3.03	1.48
Comparison Group 2013	4.58	3.40	1.18
10. This institution does a good job of meeting the needs of its faculty.			
WITC 2015	4.40	3.54	0.86
Comparison Group 2015	4.43	3.25	1.18
WITC 2013	4.38	2.92	1.46
Comparison Group 2013	4.41	3.29	1.12
11. This institution does a good job of meeting the needs of staff.			
WITC 2015	4.49	3.41	1.08
Comparison Group 2015	4.42	3.13	1.29
WITC 2013	4.43	2.82	1.61
Comparison Group 2013	4.39	3.17	1.22
12. This institution does a good job of meeting the needs of administrators.			
WITC 2015	4.23	3.80	0.43
Comparison Group 2015	4.21	3.67	0.54
WITC 2013	4.18	3.62	0.56
Comparison Group 2013	4.18	3.69	0.49
13. This institution makes sufficient budgetary resources available to achieve important objectives.			
WITC 2015	4.45	3.53	0.92
Comparison Group 2015	4.48	3.17	1.31
WITC 2013	4.45	3.15	1.31
Comparison Group 2013	4.45	3.23	1.22
14. This institution makes sufficient staff resources available to achieve important objectives.			
WITC 2015	4.40	3.46	0.94
Comparison Group 2015	4.42	3.08	1.34
WITC 2013	4.40	3.05	1.35
Comparison Group 2013	4.37	3.12	1.25
15. There are effective lines of communication between departments.			
WITC 2015	4.55	2.83	1.72
Comparison Group 2015	4.46	2.80	1.66
WITC 2013	4.54	2.60	1.94
Comparison Group 2013	4.41	2.84	1.57

16. Administrators share information regularly with faculty and staff.			
WITC 2015	4.43	3.34	1.09
Comparison Group 2015	4.49	3.07	1.42
WITC 2013	4.52	2.88	1.64
Comparison Group 2013	4.44	3.14	1.30
17. There is good communication between the faculty and the administration at this institution.			
WITC 2015	4.43	3.29	1.14
Comparison Group 2015	4.47	3.06	1.41
WITC 2013	4.49	2.83	1.66
Comparison Group 2013	4.45	3.12	1.33
18. There is good communication between staff and the administration at this institution.			
WITC 2015	4.44	3.19	1.25
Comparison Group 2015	4.44	3.06	1.38
WITC 2013	4.51	2.78	1.73
Comparison Group 2013	4.41	3.12	1.29
19. Faculty take pride in their work.			
WITC 2015	4.73	4.26	0.47
Comparison Group 2015	4.66	3.90	0.76
WITC 2013	4.71	4.13	0.58
Comparison Group 2013	4.66	3.90	0.76
20. Staff take pride in their work.			
WITC 2015	4.69	4.13	0.56
Comparison Group 2015	4.62	3.82	0.80
WITC 2013	4.70	3.98	0.72
Comparison Group 2013	4.60	3.79	0.81
21. Administrators take pride in their work.			
WITC 2015	4.64	4.09	0.55
Comparison Group 2015	4.59	3.74	0.85
WITC 2013	4.63	3.75	0.87
Comparison Group 2013	4.59	3.73	0.86
22. There is a spirit of teamwork and cooperation at this institution.			
WITC 2015	4.58	3.37	1.21
Comparison Group 2015	4.58	3.05	1.53
WITC 2013	4.61	2.88	1.73
Comparison Group 2013	4.55	3.05	1.50
23. The reputation of WITC continues to improve.			
WITC 2015	4.67	3.74	0.93
Comparison Group 2015	4.57	3.43	1.14
WITC 2013	4.64	3.43	1.21
Comparison Group 2013	4.57	3.57	1.00

24. This institution is well-respected in the community.			
WITC 2015	4.73	3.89	0.84
Comparison Group 2015	4.63	3.65	0.98
WITC 2013	4.69	3.78	0.91
Comparison Group 2013	4.63	3.74	0.88
25. Efforts to improve quality are paying off at this institution.			
WITC 2015	4.52	3.72	0.80
Comparison Group 2015	4.49	3.36	1.13
WITC 2013	4.44	3.18	1.27
Comparison Group 2013	4.46	3.41	1.04
26. Employee suggestions are used to improve our institution.			
WITC 2015	4.46	3.43	1.03
Comparison Group 2015	4.37	2.98	1.39
WITC 2013	4.39	2.72	1.67
Comparison Group 2013	4.30	3.02	1.29
27. This institution consistently follows clear processes for selecting new employees.			
WITC 2015	4.39	3.38	1.01
Comparison Group 2015	4.41	3.18	1.23
WITC 2013	4.45	3.14	1.31
Comparison Group 2013	4.36	3.19	1.17
28. This institution consistently follows clear processes for orienting and training new employees.			
WITC 2015	4.47	3.23	1.24
Comparison Group 2015	4.42	3.11	1.31
WITC 2013	4.45	3.13	1.31
Comparison Group 2013	4.39	3.09	1.29
29. This institution consistently follows processes for recognizing employee achievements.			
WITC 2015	4.22	3.50	0.72
Comparison Group 2015	4.25	3.14	1.11
WITC 2013	4.19	3.05	1.13
Comparison Group 2013	4.18	3.13	1.06
30. This institution has written procedures that clearly define who is responsible for each operation and service.			
WITC 2015	4.29	3.27	1.02
Comparison Group 2015	4.34	3.12	1.22
WITC 2013	4.24	2.98	1.26
Comparison Group 2013	4.29	3.14	1.14

Section 2: Institutional Goals	
Item	Importance
A. Increase the enrollment of new students	
WITC 2015	4.73
Comparison Group 2015	4.35
WITC 2013	4.52
Comparison Group 2013	4.15
B. Retain more of its current students to graduation	
WITC 2015	4.74
Comparison Group 2015	4.69
WITC 2013	4.72
Comparison Group 2013	4.62
C. Improve the academic ability of entering student classes	
WITC 2015	4.30
Comparison Group 2015	4.38
WITC 2013	4.38
Comparison Group 2013	4.35
D. Recruit students from new geographic markets	
WITC 2015	3.84
Comparison Group 2015	3.63
WITC 2013	3.45
Comparison Group 2013	3.45
E. Increase the diversity of racial and ethnic groups represented among the student body	
WITC 2015	3.49
Comparison Group 2015	3.62
WITC 2013	3.35
Comparison Group 2013	3.52
F. Develop new academic programs	
WITC 2015	4.02
Comparison Group 2015	3.91
WITC 2013	4.06
Comparison Group 2013	3.89
G. Improve the quality of existing academic programs	
WITC 2015	4.35
Comparison Group 2015	4.54
WITC 2013	4.47
Comparison Group 2013	4.46
H. Improve the appearance of campus buildings and grounds	
WITC 2015	3.87
Comparison Group 2015	3.82
WITC 2013	3.77
Comparison Group 2013	3.81
I. Improve employee morale	
WITC 2015	4.55
Comparison Group 2015	4.57
WITC 2013	4.70
Comparison Group 2013	4.50

Choose three goals that you believe should be this institutions top priorities.				
First Priority Goal:				
Item	WITC 2015	Comparison Group 2015	WITC 2013	Comparison Group 2013
A) Increase the enrollment of new students	43.3%	19.8%	20.8%	14.5%
B) Retain more of its current students to graduation	23.4%	35.8%	20.8%	34.7%
C) Improve the academic ability of entering student classes	5.9%	8.4%	6.0%	9.6%
D) Recruit students from new geographic markets	0.5%	0.7%	0.8%	0.8%
E) Increase the diversity of racial and ethnic groups represented among the student body	0.8%	0.8%	0.4%	1.0%
F) Develop new academic programs	9.4%	3.6%	10.6%	5.3%
G) Improve the quality of existing academic programs	5.6%	14.3%	11.7%	15.6%
H) Improve the appearance of campus buildings and grounds	1.3%	1.2%	0.0%	1.7%
I) Improve employee morale	9.7%	15.3%	29.1%	16.7%
Second Priority Goal:				
A) Increase the enrollment of new students	27.4%	21.2%	20.3%	15.7%
B) Retain more of its current students to graduation	27.7%	26.9%	24.4%	25.1%
C) Improve the academic ability of entering student classes	7.9%	10.4%	9.8%	12.5%
D) Recruit students from new geographic markets	3.3%	1.7%	1.9%	1.6%
E) Increase the diversity of racial and ethnic groups represented among the student body	1.1%	1.5%	1.5%	2.4%
F) Develop new academic programs	10.3%	6.8%	9.0%	9.0%
G) Improve the quality of existing academic programs	9.8%	17.1%	16.2%	18.2%
H) Improve the appearance of campus buildings and grounds	4.1%	2.3%	1.5%	3.2%
I) Improve employee morale	8.4%	12.0%	15.4%	12.2%
Third Priority Goal:				
A) Increase the enrollment of new students	15.5%	15.5%	14.9%	12.2%
B) Retain more of its current students to graduation	16.3%	14.7%	19.0%	15.1%
C) Improve the academic ability of entering student classes	11.7%	11.5%	8.6%	11.7%

Item	WITC 2015	Comparison Group 2015	WITC 2013	Comparison Group 2013
D) Recruit students from new geographic markets	6.5%	3.5%	2.2%	3.4%
E) Increase the diversity of racial and ethnic groups represented among the student body	1.1%	3.4%	1.9%	4.1%
F) Develop new academic programs	14.1%	11.5%	14.9%	12.5%
G) Improve the quality of existing academic programs	12.5%	17.9%	15.3%	17.7%
H) Improve the appearance of campus buildings and grounds	6.3%	5.1%	4.9%	6.1%
I) Improve employee morale	16.0%	17.0%	18.3%	17.2%
TOTAL "VOTES" FOR EACH GOAL	WITC 2015	Comparison Group 2015	WITC 2013	Comparison Group 2013
A) Increase the enrollment of new students	28.8%	18.9%	18.6%	14.2%
B) Retain more of its current students to graduation	22.5%	25.9%	21.4%	25.1%
C) Improve the academic ability of entering student classes	8.5%	10.1%	8.1%	11.3%
D) Recruit students from new geographic markets	3.4%	2.0%	1.6%	1.9%
E) Increase the diversity of racial and ethnic groups represented among the student body	1.0%	1.9%	1.3%	2.5%
F) Develop new academic programs	11.3%	7.2%	11.5%	8.9%
G) Improve the quality of existing academic programs	9.3%	16.4%	14.4%	17.2%
H) Improve the appearance of campus buildings and grounds	3.9%	2.8%	2.1%	3.6%
I) Improve employee morale	11.4%	14.8%	20.9%	15.4%

Section 3: Involvement in planning and decision-making				
Item	WITC 2015 Mean	Comparison Group 2015 Mean	WITC 2013 Mean	Comparison Group 2013 Mean
1. How involved are: Faculty				
	2.58	2.66	2.26	2.56
2. How involved are: Staff				
	2.33	2.35	2.03	2.28
3. How involved are: Deans or directors of administrative units				
	3.35	3.37	3.32	3.27
4. How involved are: Deans or chairs of academic units				
	3.35	3.29	3.32	3.20
5. How involved are: Senior administrators (VP, Provost level or above)				
	3.80	3.77	3.93	3.67
6. How involved are: Students				
	2.26	2.33	2.32	2.28
7. How involved are: Trustees				
	3.16	3.24	3.47	3.23
8. How involved are: Alumni				
	2.60	2.52	2.50	2.46

Section 4: Work environment			
Item	Importance	Satisfaction	Gap
1. It is easy for me to get information at this institution.			
WITC 2015	4.46	3.59	0.87
Comparison Group 2015	4.49	3.26	1.23
WITC 2013	4.48	3.30	1.17
Comparison Group 2013	4.44	3.32	1.12
2. I learn about important campus events in a timely manner.			
WITC 2015	4.20	3.82	0.38
Comparison Group 2015	4.21	3.52	0.69
WITC 2013	4.16	3.52	0.64
Comparison Group 2013	4.17	3.54	0.63
3. I am empowered to resolve problems quickly.			
WITC 2015	4.46	3.63	0.83
Comparison Group 2015	4.42	3.36	1.06
WITC 2013	4.43	3.42	1.01
Comparison Group 2013	4.38	3.38	0.99
4. I am comfortable answering student questions about institutional policies and procedures.			
WITC 2015	4.16	3.66	0.50
Comparison Group 2015	4.23	3.51	0.72
WITC 2013	4.09	3.47	0.62
Comparison Group 2013	4.16	3.53	0.63
5. I have the information I need to do my job well.			
WITC 2015	4.64	3.89	0.75
Comparison Group 2015	4.60	3.63	0.97
WITC 2013	4.60	3.64	0.96
Comparison Group 2013	4.60	3.66	0.94
6. My job responsibilities are communicated clearly to me.			
WITC 2015	4.63	3.88	0.75
Comparison Group 2015	4.56	3.70	0.86
WITC 2013	4.54	3.64	0.90
Comparison Group 2013	4.56	3.73	0.83
7. My supervisor pays attention to what I have to say.			
WITC 2015	4.68	4.11	0.57
Comparison Group 2015	4.58	3.90	0.68
WITC 2013	4.63	3.94	0.70
Comparison Group 2013	4.57	3.90	0.67
8. My supervisor helps me improve my job performance.			
WITC 2015	4.55	4.01	0.54
Comparison Group 2015	4.45	3.74	0.71
WITC 2013	4.47	3.79	0.69
Comparison Group 2013	4.40	3.75	0.65

Item	Importance	Satisfaction	Gap
9. My department or work unit has written, up-to-date objectives.			
WITC 2015	4.23	3.73	0.50
Comparison Group 2015	4.26	3.58	0.68
WITC 2013	4.11	3.50	0.61
Comparison Group 2013	4.15	3.57	0.57
10. My department meets as a team to plan and coordinate work.			
WITC 2015	4.40	3.93	0.47
Comparison Group 2015	4.34	3.66	0.68
WITC 2013	4.24	3.75	0.49
Comparison Group 2013	4.25	3.61	0.65
11. My department has the budget needed to do its job well.			
WITC 2015	4.45	3.40	1.05
Comparison Group 2015	4.50	3.09	1.41
WITC 2013	4.39	3.13	1.26
Comparison Group 2013	4.48	3.08	1.40
12. My department has the staff needed to do its job well.			
WITC 2015	4.54	3.42	1.12
Comparison Group 2015	4.55	3.05	1.50
WITC 2013	4.46	3.26	1.19
Comparison Group 2013	4.53	3.08	1.45
13. I am paid fairly for the work I do.			
WITC 2015	4.57	3.39	1.18
Comparison Group 2015	4.55	3.13	1.42
WITC 2013	4.55	3.18	1.37
Comparison Group 2013	4.54	3.19	1.35
14. The employee benefits available to me are valuable.			
WITC 2015	4.70	3.79	0.91
Comparison Group 2015	4.57	3.83	0.74
WITC 2013	4.66	3.43	1.23
Comparison Group 2013	4.57	3.80	0.77
15. I have adequate opportunities for advancement.			
WITC 2015	4.20	3.10	1.10
Comparison Group 2015	4.25	3.02	1.23
WITC 2013	4.07	2.90	1.17
Comparison Group 2013	4.14	3.08	1.06
16. I have adequate opportunities for training to improve my skills.			
WITC 2015	4.47	3.46	1.01
Comparison Group 2015	4.39	3.41	0.98
WITC 2013	4.37	3.41	0.96
Comparison Group 2013	4.34	3.42	0.92

Item	Importance	Satisfaction	Gap
17. I have adequate opportunities for professional development.			
WITC 2015	4.43	3.51	0.92
Comparison Group 2015	4.37	3.43	0.94
WITC 2013	4.34	3.37	0.96
Comparison Group 2013	4.30	3.44	0.87
18. The type of work I do on most days is personally rewarding.			
WITC 2015	4.64	4.17	0.47
Comparison Group 2015	4.57	4.09	0.48
WITC 2013	4.57	4.12	0.45
Comparison Group 2013	4.52	4.08	0.44
19. The work I do is appreciated by my supervisor.			
WITC 2015	4.52	4.10	0.42
Comparison Group 2015	4.45	3.90	0.55
WITC 2013	4.50	3.96	0.54
Comparison Group 2013	4.39	3.89	0.50
20. The work I do is valuable to the institution.			
WITC 2015	4.59	4.06	0.53
Comparison Group 2015	4.56	3.99	0.57
WITC 2013	4.60	3.89	0.72
Comparison Group 2013	4.52	3.95	0.58
21. I am proud to work at this institution.			
WITC 2015	4.65	4.35	0.30
Comparison Group 2015	4.56	4.09	0.47
WITC 2013	4.67	4.09	0.58
Comparison Group 2013	4.53	4.12	0.41

Overall satisfaction				
	WITC Mean 2015	Comparison Group 2015	WITC Mean 2013	Comparison Group 2015
Rate your overall satisfaction with your employment here so far:	4.15	3.85	3.85	3.89

Demographic Comparison of WITC 2015 CESS Respondents to Comparison Group
Respondents by Year

Demographics	2015 WITC Percent	2013 Comparison Group Percent	2013 WITC Percent	2013 Comparison Group Percent
How long have you worked at this institution?				
Less than 1 year	8.9%	8.2%	5.4%	8.4%
1 to 5 years	24.0%	29.8%	19.8%	32.4%
6 to 10 years	18.4%	24.1%	24.5%	22.5%
11 to 20 years	37.9%	24.8%	35.4%	24.1%
More than 20 years	10.9%	12.9%	14.8%	12.7%
Is your position:				
Faculty	40.3%	46.7%	40.2%	43.2%
Staff	47.7%	44.4%	43.7%	44.6%
Administrator	12.0%	8.9%	16.1%	12.2%
Is your position:				
Full-time	91.9%	81.3%	94.2%	79.9%
Part-time	8.1%	18.7%	5.8%	20.1%

Appendix D

Appendix D
Collegewide 2015 CESS Survey Results Compared to 2013 CESS Results

Section 1: Campus Culture and Policies				
Item	Importance	Satisfaction	Gap	
1. WITC promotes excellent employee-student relationships.				
2015	4.79	4.14	0.65	
2013	4.74	3.94	0.80	
2. WITC treats students as its top priority.				
2015	4.81	4.00	0.81	
2013	4.80	3.62	1.17	
3. WITC does a good job of meeting the needs of students.				
2015	4.74	3.90	0.84	
2013	4.73	3.77	0.96	
4. The mission, purpose, and values of WITC are well understood by most employees.				
2015	4.24	3.70	0.54	
2013	4.23	3.35	0.89	
5. Most employees are generally supportive of the mission, purpose, and values of WITC.				
2015	4.33	3.82	0.51	
2013	4.30	3.56	0.74	
6. The goals and objectives of WITC are consistent with its mission and values.				
2015	4.42	3.89	0.53	
2013	4.35	3.36	0.99	
7. WITC involves its employees in planning for the future.				
2015	4.51	3.51	1.00	
2013	4.47	2.79	1.68	
8. WITC plans carefully.				
2015	4.49	3.48	1.01	
2013	4.52	2.93	1.59	
9. The leadership of WITC has a clear sense of purpose.				
2015	4.56	3.59	0.97	
2013	4.51	3.03	1.48	
10. WITC does a good job of meeting the needs of its faculty.				
2015	4.40	3.54	0.86	
2013	4.38	2.92	1.46	
11. WITC does a good job of meeting the needs of staff.				
2015	4.49	3.41	1.08	
2013	4.43	2.82	1.61	
12. WITC does a good job of meeting the needs of administrators.				
2015	4.23	3.80	0.43	
2013	4.18	3.62	0.56	
13. WITC makes sufficient budgetary resources available to achieve important objectives.				
2015	4.45	3.53	0.92	
2013	4.45	3.15	1.31	

Item	Importance	Satisfaction	Gap
14. WITC makes sufficient staff resources available to achieve important objectives.			
2015	4.40	3.46	0.94
2013	4.40	3.05	1.35
15. There are effective lines of communication between departments.			
2015	4.55	2.83	1.72
2013	4.54	2.60	1.94
16. Administrators share information regularly with faculty and staff.			
2015	4.43	3.34	1.09
2013	4.52	2.88	1.64
17. There is good communication between the faculty and the administration at WITC.			
2015	4.43	3.29	1.14
2013	4.49	2.83	1.66
18. There is good communication between staff and the administration at WITC.			
2015	4.44	3.19	1.25
2013	4.51	2.78	1.73
19. Faculty take pride in their work.			
2015	4.73	4.26	0.47
2013	4.71	4.13	0.58
20. Staff take pride in their work.			
2015	4.69	4.13	0.56
2013	4.70	3.98	0.72
21. Administrators take pride in their work.			
2015	4.64	4.09	0.55
2013	4.63	3.75	0.87
22. There is a spirit of teamwork and cooperation at WITC.			
2015	4.58	3.37	1.21
2013	4.61	2.88	1.73
23. The reputation of WITC continues to improve.			
2015	4.67	3.74	0.93
2013	4.64	3.43	1.21
24. WITC is well-respected in the community.			
2015	4.73	3.89	0.84
2013	4.69	3.78	0.91
25. Efforts to improve quality are paying off at WITC.			
2015	4.52	3.72	0.80
2013	4.44	3.18	1.27
26. Employee suggestions are used to improve WITC.			
2015	4.46	3.43	1.03
2013	4.39	2.72	1.67
27. WITC consistently follows clear processes for selecting new employees.			
2015	4.39	3.38	1.01
2013	4.45	3.14	1.31

28. WITC consistently follows clear processes for orienting and training new employees.			
Item	Importance	Satisfaction	Gap
2015	4.47	3.23	1.24
2013	4.45	3.13	1.31
29. WITC consistently follows processes for recognizing employee achievements.			
2015	4.22	3.50	0.72
2013	4.19	3.05	1.13
30. WITC has written procedures that clearly define who is responsible for each operation and service.			
2015	4.29	3.27	1.02
2013	4.24	2.98	1.26

Section 2: Institutional Goals	
Item	Importance
A. Increase the enrollment of new students.	
2015	4.73
2013	4.52
B. Retain more of its current students to graduation.	
2015	4.74
2013	4.72
C. Improve the academic ability of entering student classes.	
2015	4.30
2013	4.38
D. Recruit students from new geographic markets.	
2015	3.84
2013	3.45
E. Increase the diversity of racial and ethnic groups represented among the student body.	
2015	3.49
2013	3.35
F. Develop new academic programs.	
2015	4.02
2013	4.06
G. Improve the quality of existing academic programs.	
2015	4.35
2013	4.47
H. Improve the appearance of campus buildings and grounds.	
2015	3.87
2013	3.77
I. Improve employee morale.	
2015	4.55
2013	4.70
J. Some other goal.	
2015	2.91
2013	2.91

Choose three goals that you believe should be this institutions top priorities.		
First Priority Goal:		
Item	WITC Percent 2015	WITC Percent 2013
A) Increase the enrollment of new students	43.3%	20.4%
B) Retain more of its current students to graduation	23.4%	20.4%
C) Improve the academic ability of entering student classes	5.9%	5.9%
D) Recruit students from new geographic markets	0.5%	0.7%
E) Increase the diversity of racial and ethnic groups represented among the student body	0.8%	0.4%
F) Develop new academic programs	9.4%	10.4%
G) Improve the quality of existing academic programs	5.6%	11.5%
H) Improve the appearance of campus buildings and grounds	1.3%	0.0%
I) Improve employee morale	9.7%	28.6%
J) Some other goal.	0.0%	1.5%
Second Priority Goal:		
A) Increase the enrollment of new students	27.2%	20.1%
B) Retain more of its current students to graduation	27.5%	24.3%
C) Improve the academic ability of entering student classes	7.8%	9.7%
D) Recruit students from new geographic markets	3.2%	1.9%
E) Increase the diversity of racial and ethnic groups represented among the student body	1.1%	1.5%
F) Develop new academic programs	10.2%	9.0%
G) Improve the quality of existing academic programs	9.7%	16.0%
H) Improve the appearance of campus buildings and grounds	4.0%	1.5%
I) Improve employee morale	8.4%	15.3%
J) Some other goal.	0.8%	0.7%
Third Priority Goal:		
A) Increase the enrollment of new students	15.3%	14.9%
B) Retain more of its current students to graduation	16.1%	19.0%
C) Improve the academic ability of entering student classes	11.6%	8.6%

Item	WITC Percent 2015	WITC Percent 2013
D) Recruit students from new geographic markets	6.5%	2.2%
E) Increase the diversity of racial and ethnic groups represented among the student body	1.1%	1.9%
F) Develop new academic programs	14.0%	14.9%
G) Improve the quality of existing academic programs	12.4%	15.2%
H) Improve the appearance of campus buildings and grounds	6.2%	4.8%
I) Improve employee morale	15.9%	18.2%
J) Some other goal.	1.1%	0.4%
TOTAL "VOTES" FOR EACH GOAL	WITC Percent 2015	WITC Percent 2013
A) Increase the enrollment of new students	28.6%	18.5%
B) Retain more of its current students to graduation	22.3%	21.2%
C) Improve the academic ability of entering student classes	8.4%	8.1%
D) Recruit students from new geographic markets	3.4%	1.6%
E) Increase the diversity of racial and ethnic groups represented among the student body	1.0%	1.2%
F) Develop new academic programs	11.2%	11.4%
G) Improve the quality of existing academic programs	9.2%	14.3%
H) Improve the appearance of campus buildings and grounds	3.9%	2.1%
I) Improve employee morale	11.3%	20.7%
J) Some other goal.	0.6%	0.9%

Section 3: Involvement in planning and decision-making		
Item	WITC 2015 Mean	WITC 2013 Mean
1. How involved are: Faculty	2.58	2.26
2. How involved are: Staff	2.33	2.03
3. How involved are: Deans or directors of administrative units	3.35	3.32
4. How involved are: Deans or chairs of academic units	3.35	3.32
5. How involved are: Senior administrators (VP, Provost level or above)	3.80	3.93
6. How involved are: Students	2.26	2.32
7. How involved are: Trustees	3.16	3.47
8. How involved are: Alumni	2.60	2.50

Section 4: Work environment			
Item	Importance	Satisfaction	Gap
1. It is easy for me to get information at this institution.			
2015	4.46	3.59	0.87
2013	4.48	3.30	1.17
2. I learn about important campus events in a timely manner			
2015	4.20	3.82	0.38
2013	4.16	3.52	0.64
3. I am empowered to resolve problems quickly.			
2015	4.46	3.63	0.83
2013	4.43	3.42	1.01
4. I am comfortable answering student questions about institutional policies and procedures.			
2015	4.16	3.66	0.50
2013	4.09	3.47	0.62
5. I have the information I need to do my job well.			
2015	4.64	3.89	0.75
2013	4.60	3.64	0.96
6. My job responsibilities are communicated clearly to me.			
2015	4.63	3.88	0.75
2013	4.54	3.64	0.90
7. My supervisor pays attention to what I have to say.			
2015	4.68	4.11	0.57
2013	4.63	3.94	0.70
8. My supervisor helps me improve my job performance.			
2015	4.55	4.01	0.54
2013	4.47	3.79	0.69
9. My department or work unit has written, up-to-date objectives.			
2015	4.23	3.73	0.50
2013	4.11	3.50	0.61
10. My department meets as a team to plan and coordinate work.			
2015	4.40	3.93	0.47
2013	4.24	3.75	0.49
11. My department has the budget needed to do its job well.			
2015	4.45	3.40	1.05
2013	4.39	3.13	1.26
12. My department has the staff needed to do its job well.			
2015	4.54	3.42	1.12
2013	4.46	3.26	1.19
13. I am paid fairly for the work I do.			
2015	4.57	3.39	1.18
2013	4.55	3.18	1.37
14. The employee benefits available to me are valuable.			
2015	4.70	3.79	0.91
2013	4.66	3.43	1.23

15. I have adequate opportunities for advancement.			
2015	4.20	3.10	1.10
2013	4.07	2.90	1.17
16. I have adequate opportunities for training to improve my skills.			
2015	4.47	3.46	1.01
2013	4.37	3.41	0.96
17. I have adequate opportunities for professional development.			
2015	4.43	3.51	0.92
2013	4.34	3.37	0.96
18. The type of work I do on most days is personally rewarding.			
2015	4.64	4.17	0.47
2013	4.57	4.12	0.45
19. The work I do is appreciated by my supervisor.			
2015	4.52	4.10	0.42
2013	4.50	3.96	0.54
20. The work I do is valuable to the institution.			
2015	4.59	4.06	0.53
2013	4.60	3.89	0.72
21. I am proud to work at this institution.			
2015	4.65	4.35	0.30
2013	4.67	4.09	0.58

Overall satisfaction		
	WITC Mean 2015	WITC Mean 2013
Rate your overall satisfaction with your employment here so far:	4.15	3.85

Demographic Comparison of Collegewide 2015 CESS Respondents to 2013 CESS Respondents

Demographics	Percent 2015 Collegewide CESS Respondents	Percent 2013 Collegewide CESS Respondents
How long have you worked WITC?		
Less than 1 year	8.9%	5.4%
1 to 5 years	24.0%	19.8%
6 to 10 years	18.4%	24.5%
11 to 20 years	37.9%	35.4%
More than 20 years	10.9%	14.8%

Is your position:		
Faculty	40.3%	40.2%
Staff	47.7%	43.7%
Administrator	12.0%	16.1%
Is your position:		
Full-time	91.9%	94.2%
Part-time	8.1%	5.8%
Your position is in which WITC division?		
Academic Affairs	32.8%	30.1%
Administrative Services (Business Services, Human Resources, Institutional Effectiveness)	9.7%	10.6%
Continuing Education/Foundation	10.3%	11.9%
Instructional Technology	17.3%	16.4%
Student Affairs	20.5%	19.9%
Other (please list)	9.4%	11.1%

Appendix E

Appendix E
Ashland Campus 2015 CESS Survey Results Compared to 2013 CESS Results

Section 1: Campus Culture and Policies			
Item	Importance	Satisfaction	Gap
1. WITC promotes excellent employee-student relationships.			
2015	4.85	4.22	0.63
2013	4.84	4.13	0.72
2. WITC treats students as its top priority.			
2015	4.85	4.22	0.63
2013	4.81	3.59	1.22
3. WITC does a good job of meeting the needs of students.			
2015	4.80	3.93	0.87
2013	4.69	3.75	0.94
4. The mission, purpose, and values of WITC are well understood by most employees.			
2015	4.35	3.67	0.68
2013	4.16	3.38	0.78
5. Most employees are generally supportive of the mission, purpose, and values of WITC.			
2015	4.46	3.89	0.57
2013	4.28	3.59	0.69
6. The goals and objectives of WITC are consistent with its mission and values.			
2015	4.46	3.89	0.57
2013	4.19	3.63	0.56
7. WITC involves its employees in planning for the future.			
2015	4.54	3.40	1.14
2013	4.69	2.81	1.88
8. WITC plans carefully.			
2015	4.54	3.62	0.92
2013	4.66	2.94	1.72
9. The leadership of WITC has a clear sense of purpose.			
2015	4.57	3.64	0.93
2013	4.63	3.13	1.50
10. WITC does a good job of meeting the needs of its faculty.			
2015	4.30	3.55	0.75
2013	4.44	2.94	1.50
11. WITC does a good job of meeting the needs of staff.			
2015	4.47	3.43	1.04
2013	4.47	3.09	1.38
12. WITC does a good job of meeting the needs of administrators.			
2015	4.29	4.07	0.22
2013	4.39	3.65	0.74
13. WITC makes sufficient budgetary resources available to achieve important objectives.			
2015	4.52	3.58	0.94
2013	4.47	3.42	1.05

Item	Importance	Satisfaction	Gap
14. WITC makes sufficient staff resources available to achieve important objectives.			
2015	4.42	3.56	0.86
2013	4.44	3.50	0.94
15. There are effective lines of communication between departments.			
2015	4.59	2.87	1.72
2013	4.66	2.78	1.88
16. Administrators share information regularly with faculty and staff.			
2015	4.41	3.38	1.03
2013	4.69	2.91	1.78
17. There is good communication between the faculty and the administration at WITC.			
2015	4.46	3.25	1.21
2013	4.53	2.88	1.66
18. There is good communication between staff and the administration at WITC.			
2015	4.42	3.18	1.24
2013	4.55	2.90	1.65
19. Faculty take pride in their work.			
2015	4.76	4.38	0.38
2013	4.75	4.34	0.41
20. Staff take pride in their work.			
2015	4.73	4.48	0.25
2013	4.78	4.25	0.53
21. Administrators take pride in their work.			
2015	4.73	4.11	0.62
2013	4.75	3.97	0.78
22. There is a spirit of teamwork and cooperation at WITC.			
2015	4.67	3.60	1.07
2013	4.75	3.28	1.47
23. The reputation of WITC continues to improve.			
2015	4.65	3.87	0.78
2013	4.63	3.69	0.94
24. WITC is well-respected in the community.			
2015	4.74	4.00	0.74
2013	4.72	3.91	0.81
25. Efforts to improve quality are paying off at WITC.			
2015	4.51	3.73	0.78
2013	4.65	3.39	1.26
26. Employee suggestions are used to improve WITC.			
2015	4.43	3.36	1.07
2013	4.53	3.06	1.47
27. WITC consistently follows clear processes for selecting new employees.			
2015	4.50	3.38	1.12
2013	4.52	3.69	0.83

28. WITC consistently follows clear processes for orienting and training new employees.				
	Item	Importance	Satisfaction	Gap
	2015	4.44	3.41	1.03
	2013	4.52	3.69	0.83
29. WITC consistently follows processes for recognizing employee achievements.				
	2015	4.13	3.36	0.77
	2013	4.23	3.31	0.91
30. WITC has written procedures that clearly define who is responsible for each operation and service.				
	2015	4.30	3.31	0.99
	2013	4.32	3.31	1.01

Section 2: Institutional Goals	
Item	Importance
A. Increase the enrollment of new students.	
2015	4.85
2013	4.56
B. Retain more of its current students to graduation.	
2015	4.79
2013	4.78
C. Improve the academic ability of entering student classes.	
2015	4.28
2013	4.09
D. Recruit students from new geographic markets.	
2015	3.94
2013	3.44
E. Increase the diversity of racial and ethnic groups represented among the student body.	
2015	3.53
2013	3.38
F. Develop new academic programs.	
2015	4.17
2013	4.34
G. Improve the quality of existing academic programs.	
2015	4.19
2013	4.16
H. Improve the appearance of campus buildings and grounds.	
2015	3.83
2013	3.72
I. Improve employee morale.	
2015	4.54
2013	4.69
J. Some other goal.	
2015	2.88
2013	2.55

Choose three goals that you believe should be this institution's top priorities.		
First Priority Goal:		
Item	WITC Percent 2015	WITC Percent 2013
A) Increase the enrollment of new students	40.4%	21.9%
B) Retain more of its current students to graduation	27.7%	15.6%
C) Improve the academic ability of entering student classes	2.1%	9.4%
D) Recruit students from new geographic markets	2.1%	0.0%
E) Increase the diversity of racial and ethnic groups represented among the student body	4.3%	0.0%
F) Develop new academic programs	10.6%	18.8%
G) Improve the quality of existing academic programs	2.1%	3.1%
H) Improve the appearance of campus buildings and grounds	0.0%	0.0%
I) Improve employee morale	10.6%	31.3%
J) Some other goal	0.0%	0.0%
Second Priority Goal:		
A) Increase the enrollment of new students	40.4%	19.4%
B) Retain more of its current students to graduation	29.8%	22.6%
C) Improve the academic ability of entering student classes	4.3%	3.2%
D) Recruit students from new geographic markets	2.1%	3.2%
E) Increase the diversity of racial and ethnic groups represented among the student body	0.0%	3.2%
F) Develop new academic programs	10.6%	19.4%
G) Improve the quality of existing academic programs	2.1%	19.4%
H) Improve the appearance of campus buildings and grounds	2.1%	0.0%
I) Improve employee morale	8.5%	9.7%
J) Some other goal	0.0%	0.0%
Third Priority Goal:		
A) Increase the enrollment of new students	8.5%	18.8%
B) Retain more of its current students to graduation	12.8%	18.8%
C) Improve the academic ability of entering student classes	19.1%	15.6%

Item	WITC Percent 2015	WITC Percent 2013
D) Recruit students from new geographic markets	2.1%	3.1%
E) Increase the diversity of racial and ethnic groups represented among the student body	4.3%	3.1%
F) Develop new academic programs	17.0%	15.6%
G) Improve the quality of existing academic programs	14.9%	12.5%
H) Improve the appearance of campus buildings and grounds	8.5%	0.0%
I) Improve employee morale	12.8%	12.5%
J) Some other goal	0.0%	0.0%
TOTAL "VOTES" FOR EACH GOAL	WITC Percent 2015	WITC Percent 2013
A) Increase the enrollment of new students	29.8%	20.0%
B) Retain more of its current students to graduation	23.4%	18.9%
C) Improve the academic ability of entering student classes	8.5%	9.5%
D) Recruit students from new geographic markets	2.1%	2.1%
E) Increase the diversity of racial and ethnic groups represented among the student body	2.8%	2.1%
F) Develop new academic programs	12.8%	17.9%
G) Improve the quality of existing academic programs	6.4%	11.6%
H) Improve the appearance of campus buildings and grounds	3.5%	0.0%
I) Improve employee morale	10.6%	17.9%
J) Some other goal	0.0%	0.0%

Section 3: Involvement in planning and decision-making		
Item	WITC 2015 Mean	WITC 2013 Mean
1. How involved are: Faculty		
	2.37	2.38
2. How involved are: Staff		
	2.20	2.13
3. How involved are: Deans or directors of administrative units		
	3.38	3.34
4. How involved are: Deans or chairs of academic units		
	3.36	3.25
5. How involved are: Senior administrators (VP, Provost level or above)		
	3.62	3.77
6. How involved are: Students		
	2.28	2.16
7. How involved are: Trustees		
	2.98	3.37
8. How involved are: Alumni		
	2.51	2.67

Section 4: Work environment			
Item	Importance	Satisfaction	Gap
1. It is easy for me to get information at WITC.			
2015	4.58	3.47	1.11
2013	4.61	3.81	0.81
2. I learn about important campus events in a timely manner.			
2015	4.27	3.96	0.31
2013	4.42	3.68	0.74
3. I am empowered to resolve problems quickly.			
2015	4.62	3.62	1.00
2013	4.67	3.52	1.15
4. I am comfortable answering student questions about institutional policies and procedures.			
2015	4.24	3.62	0.62
2013	4.03	3.55	0.49
5. I have the information I need to do my job well.			
2015	4.73	3.96	0.77
2013	4.71	4.13	0.58
6. My job responsibilities are communicated clearly to me.			
2015	4.73	3.84	0.89
2013	4.63	4.03	0.60
7. My supervisor pays attention to what I have to say.			
2015	4.76	4.16	0.60
2013	4.81	4.35	0.45
8. My supervisor helps me improve my job performance.			
2015	4.59	4.04	0.55
2013	4.65	4.16	0.48
9. My department or work unit has written, up-to-date objectives.			
2015	4.30	3.74	0.56
2013	4.33	4.00	0.33
10. My department meets as a team to plan and coordinate work.			
2015	4.47	4.11	0.36
2013	4.39	4.16	0.23
11. My department has the budget needed to do its job well.			
2015	4.53	3.45	1.08
2013	4.45	3.29	1.16
12. My department has the staff needed to do its job well.			
2015	4.62	3.62	1.00
2013	4.35	3.58	0.77
13. I am paid fairly for the work I do.			
2015	4.62	3.56	1.06
2013	4.58	3.55	1.03
14. The employee benefits available to me are valuable.			
2015	4.73	3.89	0.84
2013	4.77	3.70	1.07

15. I have adequate opportunities for advancement.			
2015	4.11	3.14	0.97
2013	3.90	3.55	0.35
16. I have adequate opportunities for training to improve my skills.			
2015	4.55	3.70	0.85
2013	4.39	4.00	0.39
17. I have adequate opportunities for professional development.			
2015	4.47	3.71	0.76
2013	4.35	3.94	0.42
18. The type of work I do on most days is personally rewarding.			
2015	4.86	4.38	0.48
2013	4.61	4.30	0.31
19. The work I do is appreciated by my supervisor.			
2015	4.58	4.04	0.54
2013	4.52	4.42	0.10
20. The work I do is valuable to WITC.			
2015	4.64	4.04	0.60
2013	4.65	4.32	0.32
21. I am proud to work at WITC.			
2015	4.73	4.53	0.20
2013	4.65	4.26	0.39

Overall satisfaction		
	WITC Mean 2015	WITC Mean 2013
Rate your overall satisfaction with your employment here so far:	4.28	4.03

Demographic Comparison of Ashland 2015 CESS Respondents to 2013
CESS Respondents

Demographics	Percent 2015 Ashland CESS Respondents	Percent 2013 Ashland CESS Respondents
How long have you worked at WITC?		
Less than 1 year	6.4%	6.3%
1 to 5 years	27.7%	18.8%
6 to 10 years	12.8%	18.8%
11 to 20 years	34.0%	31.3%
More than 20 years	19.1%	25.0%

Is your position:		
Faculty	40.4%	31.3%
Staff	44.7%	43.8%
Administrator	14.9%	25.0%
Is your position:		
Full-time	89.1%	87.5%
Part-time	10.9%	12.5%
Your position is in which WITC division?		
Academic Affairs	34.8%	30.0%
Administrative Services (Business Services, Human Resources, Institutional Effectiveness)	4.3%	13.3%
Continuing Education/Foundation	8.7%	10.0%
Instructional Technology	8.7%	6.7%
Student Affairs	32.6%	26.7%
Other (please list)	10.9%	13.3%

Appendix F

Appendix F

New Richmond Campus 2015 CESS Survey Results Compared to 2013 CESS Results

Section 1: Campus Culture and Policies			
Item	Importance	Satisfaction	Gap
1. WITC promotes excellent employee-student relationships.			
2015	4.73	4.08	0.65
2013	4.73	3.91	0.82
2. WITC treats students as its top priority.			
2015	4.75	3.78	0.97
2013	4.69	3.52	1.17
3. WITC does a good job of meeting the needs of students.			
2015	4.67	3.84	0.83
2013	4.69	3.71	0.98
4. The mission, purpose, and values of WITC are well understood by most employees.			
2015	4.16	3.63	0.53
2013	4.18	3.24	0.94
5. Most employees are generally supportive of the mission, purpose, and values of WITC.			
2015	4.31	3.73	0.58
2013	4.22	3.42	0.80
6. The goals and objectives of WITC are consistent with its mission and values.			
2015	4.38	3.71	0.67
2013	4.25	3.16	1.09
7. WITC involves its employees in planning for the future.			
2015	4.44	3.45	0.99
2013	4.38	2.74	1.64
8. WITC plans carefully.			
2015	4.44	3.31	1.13
2013	4.43	2.83	1.61
9. The leadership of WITC has a clear sense of purpose.			
2015	4.52	3.50	1.02
2013	4.45	2.91	1.55
10. WITC does a good job of meeting the needs of its faculty.			
2015	4.43	3.43	1.00
2013	4.36	2.86	1.50
11. WITC does a good job of meeting the needs of staff.			
2015	4.47	3.33	1.14
2013	4.36	2.87	1.50
12. WITC does a good job of meeting the needs of administrators.			
2015	4.19	3.69	0.50
2013	4.23	3.70	0.52
13. WITC makes sufficient budgetary resources available to achieve important objectives.			
2015	4.40	3.28	1.12
2013	4.33	2.93	1.40

Item	Importance	Satisfaction	Gap
14. WITC makes sufficient staff resources available to achieve important objectives.			
2015	4.40	3.33	1.07
2013	4.34	2.82	1.52
15. There are effective lines of communication between departments.			
2015	4.61	2.56	2.05
2013	4.47	2.46	2.01
16. Administrators share information regularly with faculty and staff.			
2015	4.41	3.33	1.08
2013	4.44	2.96	1.49
17. There is good communication between the faculty and the administration at WITC.			
2015	4.43	3.25	1.18
2013	4.53	2.88	1.65
18. There is good communication between staff and the administration at WITC.			
2015	4.40	3.22	1.18
2013	4.44	2.84	1.60
19. Faculty take pride in their work.			
2015	4.71	4.07	0.64
2013	4.71	4.20	0.51
20. Staff take pride in their work.			
2015	4.68	3.85	0.83
2013	4.67	3.96	0.71
21. Administrators take pride in their work.			
2015	4.65	3.88	0.77
2013	4.60	3.73	0.87
22. There is a spirit of teamwork and cooperation at WITC.			
2015	4.60	3.26	1.34
2013	4.51	2.80	1.71
23. The reputation of WITC continues to improve.			
2015	4.62	3.67	0.95
2013	4.67	3.51	1.16
24. WITC is well-respected in the community.			
2015	4.71	3.80	0.91
2013	4.77	3.77	1.00
25. Efforts to improve quality are paying off at WITC.			
2015	4.52	3.54	0.98
2013	4.50	3.23	1.27
26. Employee suggestions are used to improve WITC.			
2015	4.46	3.36	1.10
2013	4.48	2.63	1.85
27. WITC consistently follows clear processes for selecting new employees.			
2015	4.45	3.07	1.38
2013	4.47	2.80	1.67

28. WITC consistently follows clear processes for orienting and training new employees.				
	Item	Importance	Satisfaction	Gap
	2015	4.51	3.07	1.44
	2013	4.33	2.76	1.58
29. WITC consistently follows processes for recognizing employee achievements.				
	2015	4.18	3.42	0.76
	2013	4.22	2.93	1.29
30. WITC has written procedures that clearly define who is responsible for each operation and service.				
	2015	4.28	3.12	1.16
	2013	4.18	2.98	1.20

Section 2: Institutional Goals	
Item	Importance
A. Increase the enrollment of new students.	
2015	4.66
2013	4.35
B. Retain more of its current students to graduation.	
2015	4.68
2013	4.65
C. Improve the academic ability of entering student classes.	
2015	4.25
2013	4.57
D. Recruit students from new geographic markets.	
2015	3.81
2013	3.50
E. Increase the diversity of racial and ethnic groups represented among the student body.	
2015	3.36
2013	3.35
F. Develop new academic programs.	
2015	4.02
2013	4.07
G. Improve the quality of existing academic programs.	
2015	4.25
2013	4.54
H. Improve the appearance of campus buildings and grounds.	
2015	4.15
2013	3.87
I. Improve employee morale.	
2015	4.49
2013	4.76
J. Some other goal.	
2015	3.08
2013	3.19

Choose three goals that you believe should be this institutions top priorities.		
First Priority Goal:		
Item	WITC Percent 2015	WITC Percent 2013
A) Increase the enrollment of new students	35.3%	6.5%
B) Retain more of its current students to graduation	20.0%	21.7%
C) Improve the academic ability of entering student classes	7.1%	15.2%
D) Recruit students from new geographic markets	0.0%	0.0%
E) Increase the diversity of racial and ethnic groups represented among the student body	0.0%	0.0%
F) Develop new academic programs	16.5%	10.9%
G) Improve the quality of existing academic programs	10.6%	15.2%
H) Improve the appearance of campus buildings and grounds	2.4%	0.0%
I) Improve employee morale	8.2%	26.1%
J) Some other goal.	0.0%	4.3%
Second Priority Goal:		
A) Increase the enrollment of new students	24.7%	15.2%
B) Retain more of its current students to graduation	24.7%	26.1%
C) Improve the academic ability of entering student classes	9.4%	8.7%
D) Recruit students from new geographic markets	2.4%	2.2%
E) Increase the diversity of racial and ethnic groups represented among the student body	1.2%	2.2%
F) Develop new academic programs	9.4%	4.3%
G) Improve the quality of existing academic programs	9.4%	15.2%
H) Improve the appearance of campus buildings and grounds	10.6%	6.5%
I) Improve employee morale	8.2%	17.4%
J) Some other goal.	0.0%	2.2%
Third Priority Goal:		
A) Increase the enrollment of new students	20.0%	8.7%
B) Retain more of its current students to graduation	15.3%	17.4%
C) Improve the academic ability of entering student classes	5.9%	17.4%

Item	WITC Percent 2015	WITC Percent 2013
D) Recruit students from new geographic markets	10.6%	2.2%
E) Increase the diversity of racial and ethnic groups represented among the student body	0.0%	2.2%
F) Develop new academic programs	7.1%	10.9%
G) Improve the quality of existing academic programs	10.6%	21.7%
H) Improve the appearance of campus buildings and grounds	9.4%	0.0%
I) Improve employee morale	18.8%	19.6%
J) Some other goal.	2.4%	0.0%
TOTAL "VOTES" FOR EACH GOAL	WITC Percent 2015	WITC Percent 2013
A) Increase the enrollment of new students	26.7%	10.1%
B) Retain more of its current students to graduation	20.0%	21.7%
C) Improve the academic ability of entering student classes	7.5%	13.8%
D) Recruit students from new geographic markets	4.3%	1.4%
E) Increase the diversity of racial and ethnic groups represented among the student body	0.4%	1.4%
F) Develop new academic programs	11.0%	8.7%
G) Improve the quality of existing academic programs	10.2%	17.4%
H) Improve the appearance of campus buildings and grounds	7.5%	2.2%
I) Improve employee morale	11.8%	21.0%
J) Some other goal.	0.8%	2.2%

Section 3: Involvement in planning and decision-making		
Item	WITC 2015 Mean	WITC 2013 Mean
1. How involved are: Faculty	2.51	2.16
2. How involved are: Staff	2.24	1.88
3. How involved are: Deans or directors of administrative units	3.32	3.07
4. How involved are: Deans or chairs of academic units	3.43	3.16
5. How involved are: Senior administrators (VP, Provost level or above)	3.86	4.16
6. How involved are: Students	2.29	2.17
7. How involved are: Trustees	3.16	3.44
8. How involved are: Alumni	2.56	2.44

Section 4: Work environment			
Item	Importance	Satisfaction	Gap
1. It is easy for me to get information at this institution.			
2015	4.49	3.35	1.14
2013	4.53	3.09	1.45
2. I learn about important campus events in a timely manner			
2015	4.26	3.71	0.55
2013	4.27	3.43	0.83
3. I am empowered to resolve problems quickly.			
2015	4.46	3.48	0.98
2013	4.40	3.24	1.16
4. I am comfortable answering student questions about institutional policies and procedures.			
2015	4.22	3.54	0.68
2013	4.36	3.37	0.99
5. I have the information I need to do my job well.			
2015	4.68	3.78	0.90
2013	4.62	3.41	1.21
6. My job responsibilities are communicated clearly to me.			
2015	4.64	3.88	0.76
2013	4.57	3.49	1.08
7. My supervisor pays attention to what I have to say.			
2015	4.60	4.05	0.55
2013	4.58	3.78	0.80
8. My supervisor helps me improve my job performance.			
2015	4.51	3.96	0.55
2013	4.47	3.72	0.75
9. My department or work unit has written, up-to-date objectives.			
2015	4.19	3.61	0.58
2013	4.02	3.54	0.48
10. My department meets as a team to plan and coordinate work.			
2015	4.35	3.94	0.41
2013	4.22	3.96	0.27
11. My department has the budget needed to do its job well.			
2015	4.44	3.22	1.22
2013	4.42	2.89	1.53
12. My department has the staff needed to do its job well.			
2015	4.52	3.33	1.19
2013	4.51	2.98	1.53
13. I am paid fairly for the work I do.			
2015	4.60	3.08	1.52
2013	4.62	2.70	1.93
14. The employee benefits available to me are valuable.			
2015	4.64	3.72	0.92
2013	4.67	3.51	1.16

15. I have adequate opportunities for advancement.			
2015	4.16	2.99	1.17
2013	4.18	2.53	1.65
16. I have adequate opportunities for training to improve my skills.			
2015	4.44	3.09	1.35
2013	4.34	3.00	1.34
17. I have adequate opportunities for professional development.			
2015	4.46	3.17	1.29
2013	4.31	3.07	1.25
18. The type of work I do on most days is personally rewarding.			
2015	4.62	4.08	0.54
2013	4.58	4.09	0.49
19. The work I do is appreciated by my supervisor.			
2015	4.54	4.07	0.47
2013	4.45	3.89	0.56
20. The work I do is valuable to the institution.			
2015	4.66	4.07	0.59
2013	4.61	3.74	0.87
21. I am proud to work at this institution.			
2015	4.64	4.22	0.42
2013	4.71	3.87	0.84

Overall satisfaction		
	WITC Mean 2015	WITC Mean 2013
Rate your overall satisfaction with your employment here so far:	4.02	3.73

Demographic Comparison of New Richmond 2015 CESS Respondents to 2013 CESS Respondents

Demographics	Percent 2015 New Richmond CESS Respondents	Percent 2013 New Richmond CESS Respondents
How long have you worked at WITC?		
Less than 1 year	4.7%	13.6%
1 to 5 years	30.6%	18.2%
6 to 10 years	23.5%	27.3%
11 to 20 years	31.8%	27.3%
More than 20 years	9.4%	13.6%

Is your position:		
Faculty	50.6%	53.3%
Staff	43.5%	35.6%
Administrator	5.9%	11.1%
Is your position:		
Full-time	94.1%	97.8%
Part-time	5.9%	2.2%
Your position is in which WITC division?		
Academic Affairs	37.3%	39.0%
Administrative Services (Business Services, Human Resources, Institutional Effectiveness)	3.6%	0.0%
Continuing Education/Foundation	8.4%	7.3%
Instructional Technology	21.7%	22.0%
Student Affairs	18.1%	22.0%
Other (please list)	10.8%	9.8%

Appendix G

Appendix G
Rice Lake Campus 2015 CESS Survey Results Compared to 2013 CESS Results

Section 1: Campus Culture and Policies			
Item	Importance	Satisfaction	Gap
1. WITC promotes excellent employee-student relationships.			
2015	4.80	4.09	0.71
2013	4.73	3.86	0.87
2. WITC treats students as its top priority.			
2015	4.80	3.89	0.91
2013	4.83	3.51	1.32
3. WITC does a good job of meeting the needs of students.			
2015	4.71	3.86	0.85
2013	4.75	3.73	1.02
4. The mission, purpose, and values of WITC are well understood by most employees.			
2015	4.19	3.79	0.40
2013	4.22	3.37	0.85
5. Most employees are generally supportive of the mission, purpose, and values of WITC.			
2015	4.33	3.85	0.48
2013	4.25	3.57	0.68
6. The goals and objectives of WITC are consistent with its mission and values.			
2015	4.36	3.93	0.43
2013	4.33	3.26	1.07
7. WITC involves its employees in planning for the future.			
2015	4.54	3.43	1.11
2013	4.45	2.54	1.91
8. WITC plans carefully.			
2015	4.43	3.37	1.06
2013	4.52	2.70	1.82
9. The leadership of WITC has a clear sense of purpose.			
2015	4.54	3.47	1.07
2013	4.47	2.83	1.64
10. WITC does a good job of meeting the needs of its faculty.			
2015	4.40	3.45	0.95
2013	4.35	2.70	1.65
11. WITC does a good job of meeting the needs of staff.			
2015	4.46	3.40	1.06
2013	4.36	2.59	1.77
12. WITC does a good job of meeting the needs of administrators.			
2015	4.13	3.66	0.47
2013	4.14	3.46	0.68
13. WITC makes sufficient budgetary resources available to achieve important objectives.			
2015	4.43	3.50	0.93
2013	4.48	3.01	1.47

Item	Importance	Satisfaction	Gap
14. WITC makes sufficient staff resources available to achieve important objectives.			
2015	4.37	3.36	1.01
2013	4.37	2.90	1.47
15. There are effective lines of communication between departments.			
2015	4.50	2.92	1.58
2013	4.46	2.52	1.94
16. Administrators share information regularly with faculty and staff.			
2015	4.38	3.17	1.21
2013	4.49	2.67	1.82
17. There is good communication between the faculty and the administration at WITC.			
2015	4.33	3.14	1.19
2013	4.42	2.65	1.77
18. There is good communication between staff and the administration at WITC.			
2015	4.36	3.02	1.34
2013	4.50	2.56	1.94
19. Faculty take pride in their work.			
2015	4.74	4.39	0.35
2013	4.77	4.17	0.60
20. Staff take pride in their work.			
2015	4.68	4.26	0.42
2013	4.74	3.96	0.78
21. Administrators take pride in their work.			
2015	4.59	4.14	0.45
2013	4.67	3.68	0.99
22. There is a spirit of teamwork and cooperation at WITC.			
2015	4.53	3.34	1.19
2013	4.58	2.62	1.96
23. The reputation of WITC continues to improve.			
2015	4.66	3.63	1.03
2013	4.62	3.08	1.54
24. WITC is well-respected in the community.			
2015	4.75	3.83	0.92
2013	4.64	3.56	1.08
25. Efforts to improve quality are paying off at WITC.			
2015	4.48	3.68	0.80
2013	4.34	2.93	1.41
26. Employee suggestions are used to improve WITC.			
2015	4.47	3.24	1.23
2013	4.31	2.43	1.88
27. WITC consistently follows clear processes for selecting new employees.			
2015	4.29	3.58	0.71
2013	4.45	3.19	1.26

28. WITC consistently follows clear processes for orienting and training new employees.				
Item		Importance	Satisfaction	Gap
	2015	4.41	3.28	1.13
	2013	4.51	3.09	1.42
29. WITC consistently follows processes for recognizing employee achievements.				
	2015	4.23	3.49	0.74
	2013	4.22	2.88	1.34
30. WITC has written procedures that clearly define who is responsible for each operation and service.				
	2015	4.22	3.24	0.98
	2013	4.26	2.76	1.50

Section 2: Institutional Goals	
Item	Importance
A. Increase the enrollment of new students.	
	2015 4.72
	2013 4.57
B. Retain more of its current students to graduation.	
	2015 4.71
	2013 4.66
C. Improve the academic ability of entering student classes.	
	2015 4.31
	2013 4.31
D. Recruit students from new geographic markets.	
	2015 3.85
	2013 3.51
E. Increase the diversity of racial and ethnic groups represented among the student body.	
	2015 3.47
	2013 3.28
F. Develop new academic programs.	
	2015 4.04
	2013 3.88
G. Improve the quality of existing academic programs.	
	2015 4.48
	2013 4.50
H. Improve the appearance of campus buildings and grounds.	
	2015 3.63
	2013 3.70
I. Improve employee morale.	
	2015 4.62
	2013 4.69
J. Some other goal.	
	2015 2.96
	2013 2.71

Choose three goals that you believe should be this institutions top priorities.

First Priority Goal:

Item	WITC Percent 2015	WITC Percent 2013
A) Increase the enrollment of new students	45.5%	23.3%
B) Retain more of its current students to graduation	23.8%	18.9%
C) Improve the academic ability of entering student classes	8.9%	5.6%
D) Recruit students from new geographic markets	0.0%	1.1%
E) Increase the diversity of racial and ethnic groups represented among the student body	0.0%	1.1%
F) Develop new academic programs	7.9%	10.0%
G) Improve the quality of existing academic programs	3.0%	15.6%
H) Improve the appearance of campus buildings and grounds	0.0%	0.0%
I) Improve employee morale	10.9%	23.3%
J) Some other goal.	0.0%	1.1%

Second Priority Goal:

A) Increase the enrollment of new students	26.0%	25.6%
B) Retain more of its current students to graduation	27.0%	17.8%
C) Improve the academic ability of entering student classes	8.0%	12.2%
D) Recruit students from new geographic markets	5.0%	0.0%
E) Increase the diversity of racial and ethnic groups represented among the student body	1.0%	0.0%
F) Develop new academic programs	10.0%	6.7%
G) Improve the quality of existing academic programs	13.0%	17.8%
H) Improve the appearance of campus buildings and grounds	3.0%	0.0%
I) Improve employee morale	6.0%	18.9%
J) Some other goal.	1.0%	1.1%

Third Priority Goal:

A) Increase the enrollment of new students	13.9%	13.3%
B) Retain more of its current students to graduation	15.8%	27.8%
C) Improve the academic ability of entering student classes	10.9%	4.4%

Item	WITC Percent 2015	WITC Percent 2013
D) Recruit students from new geographic markets	5.0%	2.2%
E) Increase the diversity of racial and ethnic groups represented among the student body	1.0%	1.1%
F) Develop new academic programs	20.8%	14.4%
G) Improve the quality of existing academic programs	14.9%	11.1%
H) Improve the appearance of campus buildings and grounds	2.0%	5.6%
I) Improve employee morale	14.9%	18.9%
J) Some other goal.	1.0%	1.1%
TOTAL "VOTES" FOR EACH GOAL	WITC Percent 2015	WITC Percent 2013
A) Increase the enrollment of new students	28.5%	20.7%
B) Retain more of its current students to graduation	22.2%	21.5%
C) Improve the academic ability of entering student classes	9.3%	7.4%
D) Recruit students from new geographic markets	3.3%	1.1%
E) Increase the diversity of racial and ethnic groups represented among the student body	0.7%	0.7%
F) Develop new academic programs	12.9%	10.4%
G) Improve the quality of existing academic programs	10.3%	14.8%
H) Improve the appearance of campus buildings and grounds	1.7%	1.9%
I) Improve employee morale	10.6%	20.4%
J) Some other goal.	0.7%	1.1%

Section 3: Involvement in planning and decision-making		
Item	WITC 2015 Mean	WITC 2013 Mean
1. How involved are: Faculty		
	2.46	2.21
2. How involved are: Staff		
	2.24	1.99
3. How involved are: Deans or directors of administrative units		
	3.38	3.39
4. How involved are: Deans or chairs of academic units		
	3.35	3.34
5. How involved are: Senior administrators (VP, Provost level or above)		
	3.92	3.97
6. How involved are: Students		
	2.20	2.35
7. How involved are: Trustees		
	3.23	3.60
8. How involved are: Alumni		
	2.48	2.47

Section 4: Work environment			
Item	Importance	Satisfaction	Gap
1. It is easy for me to get information at this institution.			
2015	4.42	3.55	0.87
2013	4.44	3.10	1.34
2. I learn about important campus events in a timely manner			
2015	4.26	3.91	0.35
2013	4.11	3.54	0.57
3. I am empowered to resolve problems quickly.			
2015	4.41	3.64	0.77
2013	4.40	3.28	1.12
4. I am comfortable answering student questions about institutional policies and procedures.			
2015	4.14	3.76	0.38
2013	4.08	3.36	0.72
5. I have the information I need to do my job well.			
2015	4.56	3.89	0.67
2013	4.55	3.51	1.04
6. My job responsibilities are communicated clearly to me.			
2015	4.56	3.79	0.77
2013	4.49	3.44	1.05
7. My supervisor pays attention to what I have to say.			
2015	4.68	4.00	0.68
2013	4.62	3.73	0.89
8. My supervisor helps me improve my job performance.			
2015	4.52	3.90	0.62
2013	4.39	3.61	0.78
9. My department or work unit has written, up-to-date objectives.			
2015	4.22	3.70	0.52
2013	4.02	3.27	0.75
10. My department meets as a team to plan and coordinate work.			
2015	4.35	3.71	0.64
2013	4.17	3.60	0.57
11. My department has the budget needed to do its job well.			
2015	4.42	3.34	1.08
2013	4.34	3.01	1.33
12. My department has the staff needed to do its job well.			
2015	4.54	3.40	1.14
2013	4.43	3.30	1.13
13. I am paid fairly for the work I do.			
2015	4.51	3.62	0.89
2013	4.46	3.09	1.37
14. The employee benefits available to me are valuable.			
2015	4.65	3.79	0.86
2013	4.65	3.20	1.45

15. I have adequate opportunities for advancement.			
2015	4.15	3.06	1.09
2013	4.05	2.70	1.35
16. I have adequate opportunities for training to improve my skills.			
2015	4.42	3.49	0.93
2013	4.39	3.16	1.23
17. I have adequate opportunities for professional development.			
2015	4.36	3.53	0.83
2013	4.28	3.13	1.15
18. The type of work I do on most days is personally rewarding.			
2015	4.57	4.16	0.41
2013	4.47	4.14	0.33
19. The work I do is appreciated by my supervisor.			
2015	4.42	4.04	0.38
2013	4.40	3.80	0.60
20. The work I do is valuable to the institution.			
2015	4.53	4.03	0.50
2013	4.51	3.69	0.82
21. I am proud to work at this institution.			
2015	4.53	4.31	0.22
2013	4.63	4.08	0.55

Overall satisfaction		
	WITC Mean 2015	WITC Mean 2013
Rate your overall satisfaction with your employment here so far:	4.09	3.81

Demographic Comparison of Rice Lake 2015 CESS Respondents to 2013 CESS Respondents

Demographics	Percent 2015 Rice Lake CESS Respondents	Percent 2013 Rice Lake CESS Respondents
How long have you worked at this WITC?		
Less than 1 year	12.0%	1.1%
1 to 5 years	18.0%	21.3%
6 to 10 years	19.0%	28.1%
11 to 20 years	47.0%	37.1%
More than 20 years	4.0%	12.4%

Is your position:		
Faculty	49.0%	48.3%
Staff	43.0%	40.4%
Administrator	8.0%	11.2%
Is your position:		
Full-time	93.1%	95.5%
Part-time	6.9%	4.5%
Your position is in which WITC division?		
Academic Affairs	31.3%	31.8%
Administrative Services (Business Services, Human Resources, Institutional Effectiveness)	4.0%	3.5%
Continuing Education/Foundation	14.1%	14.1%
Instructional Technology	21.2%	17.6%
Student Affairs	19.2%	16.5%
Other (please list)	10.1%	16.5%

Appendix H

Appendix H
Shell Lake Campus 2015 CESS Survey Results Compared to 2013 CESS Results

Section 1: Campus Culture and Policies			
Item	Importance	Satisfaction	Gap
1. WITC promotes excellent employee-student relationships.			
2015	4.81	4.00	0.81
2013	4.70	4.10	0.60
2. WITC treats students as its top priority.			
2015	4.81	4.12	0.69
2013	4.77	3.93	0.84
3. WITC does a good job of meeting the needs of students.			
2015	4.81	4.00	0.81
2013	4.73	3.90	0.83
4. The mission, purpose, and values of WITC are well understood by most employees.			
2015	4.28	3.72	0.56
2013	4.30	3.53	0.77
5. Most employees are generally supportive of the mission, purpose, and values of WITC.			
2015	4.33	3.84	0.49
2013	4.37	3.67	0.70
6. The goals and objectives of WITC are consistent with its mission and values.			
2015	4.47	4.00	0.47
2013	4.47	3.57	0.90
7. WITC involves its employees in planning for the future.			
2015	4.51	3.65	0.86
2013	4.43	3.53	0.90
8. WITC plans carefully.			
2015	4.56	3.64	0.92
2013	4.50	3.67	0.83
9. The leadership of WITC has a clear sense of purpose.			
2015	4.56	3.67	0.89
2013	4.50	3.47	1.03
10. WITC does a good job of meeting the needs of its faculty.			
2015	4.37	3.84	0.53
2013	4.34	3.52	0.82
11. WITC does a good job of meeting the needs of staff.			
2015	4.60	3.58	1.02
2013	4.38	3.34	1.04
12. WITC does a good job of meeting the needs of administrators.			
2015	4.35	3.93	0.42
2013	4.24	3.93	0.31
13. WITC makes sufficient budgetary resources available to achieve important objectives.			
2015	4.47	3.70	0.77
2013	4.40	3.70	0.70

Item	Importance	Satisfaction	Gap
14. WITC makes sufficient staff resources available to achieve important objectives.			
2015	4.40	3.44	0.96
2013	4.30	3.38	0.92
15. There are effective lines of communication between departments.			
2015	4.47	2.95	1.52
2013	4.53	2.83	1.70
16. Administrators share information regularly with faculty and staff.			
2015	4.42	3.37	1.05
2013	4.37	3.13	1.24
17. There is good communication between the faculty and the administration at WITC.			
2015	4.35	3.37	0.98
2013	4.43	3.23	1.20
18. There is good communication between staff and the administration at WITC.			
2015	4.37	3.40	0.97
2013	4.43	3.10	1.33
19. Faculty take pride in their work.			
2015	4.67	4.14	0.53
2013	4.60	3.80	0.80
20. Staff take pride in their work.			
2015	4.63	3.98	0.65
2013	4.63	3.73	0.90
21. Administrators take pride in their work.			
2015	4.65	3.98	0.67
2013	4.60	3.87	0.73
22. There is a spirit of teamwork and cooperation at WITC.			
2015	4.49	3.40	1.09
2013	4.53	3.07	1.46
23. The reputation of WITC continues to improve.			
2015	4.72	3.81	0.91
2013	4.67	3.90	0.77
24. WITC is well-respected in the community.			
2015	4.72	3.86	0.86
2013	4.67	4.13	0.54
25. Efforts to improve quality are paying off at WITC.			
2015	4.51	3.84	0.67
2013	4.50	3.53	0.97
26. Employee suggestions are used to improve WITC.			
2015	4.42	3.67	0.75
2013	4.30	3.23	1.07
27. WITC consistently follows clear processes for selecting new employees.			
2015	4.37	3.44	0.93
2013	4.20	3.57	0.63

28. WITC consistently follows clear processes for orienting and training new employees.				
Item		Importance	Satisfaction	Gap
2015		4.40	3.53	0.87
2013		4.27	3.70	0.57
29. WITC consistently follows processes for recognizing employee achievements.				
2015		4.23	3.47	0.76
2013		4.07	3.50	0.57
30. WITC has written procedures that clearly define who is responsible for each operation and service.				
2015		4.42	3.26	1.16
2013		4.20	3.30	0.90

Section 2: Institutional Goals				
Item		Importance		
A. Increase the enrollment of new students.				
2015		4.79		
2013		4.63		
B. Retain more of its current students to graduation.				
2015		4.84		
2013		4.80		
C. Improve the academic ability of entering student classes.				
2015		4.23		
2013		4.20		
D. Recruit students from new geographic markets.				
2015		3.70		
2013		3.27		
E. Increase the diversity of racial and ethnic groups represented among the student body.				
2015		3.33		
2013		3.13		
F. Develop new academic programs.				
2015		3.93		
2013		4.13		
G. Improve the quality of existing academic programs.				
2015		4.16		
2013		4.27		
H. Improve the appearance of campus buildings and grounds.				
2015		3.40		
2013		3.43		
I. Improve employee morale.				
2015		4.49		
2013		4.63		
J. Some other goal.				
2015		2.45		
2013		2.85		

Choose three goals that you believe should be this institutions top priorities.		
First Priority Goal:		
Item	WITC Percent 2015	WITC Percent 2013
A) Increase the enrollment of new students	46.5%	30.0%
B) Retain more of its current students to graduation	30.2%	26.7%
C) Improve the academic ability of entering student classes	4.7%	0.0%
D) Recruit students from new geographic markets	0.0%	0.0%
E) Increase the diversity of racial and ethnic groups represented among the student body	0.0%	0.0%
F) Develop new academic programs	7.0%	13.3%
G) Improve the quality of existing academic programs	2.3%	3.3%
H) Improve the appearance of campus buildings and grounds	0.0%	0.0%
I) Improve employee morale	9.3%	26.7%
J) Some other goal.	0.0%	0.0%
Second Priority Goal:		
A) Increase the enrollment of new students	32.6%	16.7%
B) Retain more of its current students to graduation	27.9%	33.3%
C) Improve the academic ability of entering student classes	2.3%	6.7%
D) Recruit students from new geographic markets	0.0%	3.3%
E) Increase the diversity of racial and ethnic groups represented among the student body	2.3%	0.0%
F) Develop new academic programs	11.6%	6.7%
G) Improve the quality of existing academic programs	9.3%	13.3%
H) Improve the appearance of campus buildings and grounds	0.0%	0.0%
I) Improve employee morale	14.0%	20.0%
J) Some other goal.	0.0%	0.0%
Third Priority Goal:		
A) Increase the enrollment of new students	11.6%	23.3%
B) Retain more of its current students to graduation	18.6%	6.7%
C) Improve the academic ability of entering student classes	16.3%	3.3%

Item	WITC Percent 2015	WITC Percent 2013
D) Recruit students from new geographic markets	7.0%	3.3%
E) Increase the diversity of racial and ethnic groups represented among the student body	0.0%	0.0%
F) Develop new academic programs	16.3%	23.3%
G) Improve the quality of existing academic programs	11.6%	26.7%
H) Improve the appearance of campus buildings and grounds	2.3%	3.3%
I) Improve employee morale	14.0%	10.0%
J) Some other goal.	2.3%	0.0%
TOTAL "VOTES" FOR EACH GOAL	WITC Percent 2015	WITC Percent 2013
A) Increase the enrollment of new students	30.2%	23.3%
B) Retain more of its current students to graduation	25.6%	22.2%
C) Improve the academic ability of entering student classes	7.8%	3.3%
D) Recruit students from new geographic markets	2.3%	2.2%
E) Increase the diversity of racial and ethnic groups represented among the student body	0.8%	0.0%
F) Develop new academic programs	11.6%	14.4%
G) Improve the quality of existing academic programs	7.8%	14.4%
H) Improve the appearance of campus buildings and grounds	0.8%	1.1%
I) Improve employee morale	12.4%	18.9%
J) Some other goal.	0.8%	0.0%

Section 3: Involvement in planning and decision-making		
Item	WITC 2015 Mean	WITC 2013 Mean
1. How involved are: Faculty		
	2.84	2.87
2. How involved are: Staff		
	2.60	2.63
3. How involved are: Deans or directors of administrative units		
	3.33	3.40
4. How involved are: Deans or chairs of academic units		
	3.30	3.45
5. How involved are: Senior administrators (VP, Provost level or above)		
	3.67	3.63
6. How involved are: Students		
	2.33	2.60
7. How involved are: Trustees		
	2.95	3.30
8. How involved are: Alumni		
	2.55	2.50

Section 4: Work environment			
Item	Importance	Satisfaction	Gap
1. It is easy for me to get information at this institution.			
2015	4.43	3.88	0.55
2013	4.27	3.93	0.34
2. I learn about important campus events in a timely manner			
2015	3.98	3.60	0.38
2013	3.80	3.87	-0.07
3. I am empowered to resolve problems quickly.			
2015	4.38	3.72	0.66
2013	4.27	3.90	0.37
4. I am comfortable answering student questions about institutional policies and procedures.			
2015	3.90	3.51	0.39
2013	3.90	3.83	0.07
5. I have the information I need to do my job well.			
2015	4.67	3.88	0.79
2013	4.53	4.07	0.46
6. My job responsibilities are communicated clearly to me.			
2015	4.60	4.00	0.60
2013	4.50	4.07	0.43
7. My supervisor pays attention to what I have to say.			
2015	4.67	4.37	0.30
2013	4.57	4.43	0.14
8. My supervisor helps me improve my job performance.			
2015	4.44	4.26	0.18
2013	4.53	4.27	0.26
9. My department or work unit has written, up-to-date objectives.			
2015	4.02	3.69	0.33
2013	4.13	3.83	0.30
10. My department meets as a team to plan and coordinate work.			
2015	4.29	3.79	0.50
2013	4.33	4.03	0.30
11. My department has the budget needed to do its job well.			
2015	4.30	3.53	0.77
2013	4.37	3.73	0.64
12. My department has the staff needed to do its job well.			
2015	4.49	3.23	1.26
2013	4.43	3.47	0.96
13. I am paid fairly for the work I do.			
2015	4.53	3.47	1.06
2013	4.53	3.70	0.83
14. The employee benefits available to me are valuable.			
2015	4.81	3.93	0.88
2013	4.57	3.87	0.70

15. I have adequate opportunities for advancement.			
2015	4.14	3.21	0.93
2013	4.17	3.23	0.94
16. I have adequate opportunities for training to improve my skills.			
2015	4.47	3.53	0.94
2013	4.27	3.87	0.40
17. I have adequate opportunities for professional development.			
2015	4.40	3.67	0.73
2013	4.27	3.87	0.40
18. The type of work I do on most days is personally rewarding.			
2015	4.53	3.79	0.74
2013	4.43	3.90	0.53
19. The work I do is appreciated by my supervisor.			
2015	4.51	4.19	0.32
2013	4.53	4.17	0.36
20. The work I do is valuable to the institution.			
2015	4.53	4.09	0.44
2013	4.64	4.13	0.51
21. I am proud to work at this institution.			
2015	4.74	4.58	0.16
2013	4.63	4.37	0.26

Overall satisfaction		
	WITC Mean 2015	WITC Mean 2013
Rate your overall satisfaction with your employment here so far:	4.26	4.40

Demographic Comparison of Shell Lake 2015 CESS Respondents to 2013 CESS Respondents

Demographics	Percent 2015 Shell Lake CESS Respondents	Percent 2013 Shell Lake CESS Respondents
How long have you worked at this WITC?		
Less than 1 year	11.6%	0.0%
1 to 5 years	18.6%	10.0%
6 to 10 years	9.3%	23.3%
11 to 20 years	34.9%	33.3%
More than 20 years	25.6%	33.3%

Is your position:		
Faculty	0.0%	6.7%
Staff	74.4%	63.3%
Administrator	25.6%	30.0%
Is your position:		
Full-time	86.0%	96.7%
Part-time	14.0%	3.3%
Your position is in which WITC division?		
Academic Affairs	16.3%	20.0%
Administrative Services (Business Services, Human Resources, Institutional Effectiveness)	48.8%	43.3%
Continuing Education/Foundation	4.7%	10.0%
Instructional Technology	14.0%	10.0%
Student Affairs	11.6%	13.3%
Other (please list)	4.7%	3.3%

Appendix I

Appendix I
Superior Campus 2015 CESS Survey Results Compared to 2013 CESS Results

Section 1: Campus Culture and Policies			
Item	Importance	Satisfaction	Gap
1. WITC promotes excellent employee-student relationships.			
2015	4.78	4.35	0.43
2013	4.72	3.94	0.78
2. WITC treats students as its top priority.			
2015	4.85	4.31	0.54
2013	4.84	4.00	0.84
3. WITC does a good job of meeting the needs of students.			
2015	4.78	4.05	0.73
2013	4.78	3.97	0.81
4. The mission, purpose, and values of WITC are well understood by most employees.			
2015	4.33	3.78	0.55
2013	4.41	3.42	0.99
5. Most employees are generally supportive of the mission, purpose, and values of WITC.			
2015	4.36	3.95	0.41
2013	4.48	3.76	0.72
6. The goals and objectives of WITC are consistent with its mission and values.			
2015	4.54	4.18	0.36
2013	4.47	3.56	0.91
7. WITC involves its employees in planning for the future.			
2015	4.58	3.94	0.64
2013	4.53	3.09	1.44
8. WITC plans carefully.			
2015	4.55	3.80	0.75
2013	4.59	3.12	1.47
9. The leadership of WITC has a clear sense of purpose.			
2015	4.62	3.95	0.67
2013	4.65	3.29	1.36
10. WITC does a good job of meeting the needs of its faculty.			
2015	4.43	3.69	0.74
2013	4.47	3.25	1.22
11. WITC does a good job of meeting the needs of staff.			
2015	4.49	3.58	0.91
2013	4.56	2.91	1.65
12. WITC does a good job of meeting the needs of administrators.			
2015	4.37	4.03	0.34
2013	4.38	3.59	0.79
13. WITC makes sufficient budgetary resources available to achieve important objectives.			
2015	4.46	3.88	0.58
2013	4.68	3.21	1.47

Item	Importance	Satisfaction	Gap
14. WITC makes sufficient staff resources available to achieve important objectives.			
2015	4.39	3.86	0.53
2013	4.66	3.15	1.51
15. There are effective lines of communication between departments.			
2015	4.60	3.09	1.51
2013	4.69	2.70	1.99
16. Administrators share information regularly with faculty and staff.			
2015	4.54	3.71	0.83
2013	4.63	2.97	1.66
17. There is good communication between the faculty and the administration at WITC.			
2015	4.60	3.62	0.98
2013	4.53	3.12	1.41
18. There is good communication between staff and the administration at WITC.			
2015	4.58	3.51	1.07
2013	4.50	3.06	1.44
19. Faculty take pride in their work.			
2015	4.77	4.36	0.41
2013	4.72	4.16	0.56
20. Staff take pride in their work.			
2015	4.73	4.23	0.50
2013	4.72	4.06	0.66
21. Administrators take pride in their work.			
2015	4.68	4.41	0.27
2013	4.56	3.81	0.75
22. There is a spirit of teamwork and cooperation at WITC.			
2015	4.64	3.54	1.10
2013	4.72	3.21	1.51
23. The reputation of WITC continues to improve.			
2015	4.78	4.02	0.76
2013	4.72	3.73	0.99
24. WITC is well-respected in the community.			
2015	4.73	4.18	0.55
2013	4.74	4.06	0.68
25. Efforts to improve quality are paying off at WITC.			
2015	4.61	4.11	0.50
2013	4.47	3.52	0.95
26. Employee suggestions are used to improve WITC.			
2015	4.55	3.88	0.67
2013	4.31	3.03	1.28
27. WITC consistently follows clear processes for selecting new employees.			
2015	4.45	3.62	0.83
2013	4.56	2.79	1.77

Item	Importance	Satisfaction	Gap
28. WITC consistently follows clear processes for orienting and training new employees.			
2015	4.58	3.27	1.31
2013	4.63	2.70	1.93
29. WITC consistently follows processes for recognizing employee achievements.			
2015	4.31	3.85	0.46
2013	4.38	2.94	1.44
30. WITC has written procedures that clearly define who is responsible for each operation and service.			
2015	4.33	3.53	0.80
2013	4.34	3.09	1.25

Section 2: Institutional Goals	
Item	Importance
A. Increase the enrollment of new students.	
2015	4.70
2013	4.45
B. Retain more of its current students to graduation.	
2015	4.75
2013	4.85
C. Improve the academic ability of entering student classes.	
2015	4.42
2013	4.55
D. Recruit students from new geographic markets.	
2015	3.97
2013	3.70
E. Increase the diversity of racial and ethnic groups represented among the student body.	
2015	3.85
2013	3.82
F. Develop new academic programs.	
2015	3.85
2013	4.33
G. Improve the quality of existing academic programs.	
2015	4.51
2013	4.64
H. Improve the appearance of campus buildings and grounds.	
2015	4.24
2013	4.30
I. Improve employee morale.	
2015	4.58
2013	4.66
J. Some other goal.	
2015	2.98
2013	2.86

Choose three goals that you believe should be this institutions top priorities.		
First Priority Goal:		
Item	WITC Percent 2015	WITC Percent 2013
A) Increase the enrollment of new students	47.8%	24.2%
B) Retain more of its current students to graduation	22.4%	15.2%
C) Improve the academic ability of entering student classes	4.5%	3.0%
D) Recruit students from new geographic markets	1.5%	3.0%
E) Increase the diversity of racial and ethnic groups represented among the student body	1.5%	0.0%
F) Develop new academic programs	3.0%	9.1%
G) Improve the quality of existing academic programs	7.5%	15.2%
H) Improve the appearance of campus buildings and grounds	3.0%	0.0%
I) Improve employee morale	9.0%	30.3%
J) Some other goal.	0.0%	0.0%
Second Priority Goal:		
A) Increase the enrollment of new students	23.9%	24.2%
B) Retain more of its current students to graduation	26.9%	30.3%
C) Improve the academic ability of entering student classes	7.5%	9.1%
D) Recruit students from new geographic markets	3.0%	0.0%
E) Increase the diversity of racial and ethnic groups represented among the student body	1.5%	6.1%
F) Develop new academic programs	9.0%	6.1%
G) Improve the quality of existing academic programs	14.9%	15.2%
H) Improve the appearance of campus buildings and grounds	3.0%	3.0%
I) Improve employee morale	10.4%	6.1%
J) Some other goal.	0.0%	0.0%
Third Priority Goal:		
A) Increase the enrollment of new students	14.9%	9.1%
B) Retain more of its current students to graduation	19.4%	6.1%
C) Improve the academic ability of entering student classes	14.9%	6.1%

Item	WITC Percent 2015	WITC Percent 2013
D) Recruit students from new geographic markets	9.0%	3.0%
E) Increase the diversity of racial and ethnic groups represented among the student body	1.5%	0.0%
F) Develop new academic programs	6.0%	18.2%
G) Improve the quality of existing academic programs	13.4%	12.1%
H) Improve the appearance of campus buildings and grounds	10.4%	18.2%
I) Improve employee morale	10.4%	27.3%
J) Some other goal.	0.0%	0.0%
TOTAL "VOTES" FOR EACH GOAL	WITC Percent 2015	WITC Percent 2013
A) Increase the enrollment of new students	28.9%	19.2%
B) Retain more of its current students to graduation	22.9%	17.2%
C) Improve the academic ability of entering student classes	9.0%	6.1%
D) Recruit students from new geographic markets	4.5%	2.0%
E) Increase the diversity of racial and ethnic groups represented among the student body	1.5%	2.0%
F) Develop new academic programs	6.0%	11.1%
G) Improve the quality of existing academic programs	11.9%	14.1%
H) Improve the appearance of campus buildings and grounds	5.5%	7.1%
I) Improve employee morale	10.0%	21.2%
J) Some other goal.	0.0%	0.0%

Section 3: Involvement in planning and decision-making		
Item	WITC 2015 Mean	WITC 2013 Mean
1. How involved are: Faculty	2.84	2.28
2. How involved are: Staff	2.58	2.06
3. How involved are: Deans or directors of administrative units	3.36	3.41
4. How involved are: Deans or chairs of academic units	3.32	3.41
5. How involved are: Senior administrators (VP, Provost level or above)	3.63	3.68
6. How involved are: Students	2.30	2.50
7. How involved are: Trustees	3.31	3.07
8. How involved are: Alumni	2.94	2.69

Section 4: Work environment			
Item	Importance	Satisfaction	Gap
1. It is easy for me to get information at this institution.			
2015	4.43	4.00	0.43
2013	4.59	3.41	1.18
2. I learn about important campus events in a timely manner			
2015	4.27	4.02	0.25
2013	4.25	3.72	0.53
3. I am empowered to resolve problems quickly.			
2015	4.49	3.83	0.66
2013	4.53	3.66	0.87
4. I am comfortable answering student questions about institutional policies and procedures.			
2015	4.27	3.81	0.46
2013	4.13	3.72	0.41
5. I have the information I need to do my job well.			
2015	4.69	4.08	0.61
2013	4.75	3.78	0.97
6. My job responsibilities are communicated clearly to me.			
2015	4.67	4.14	0.53
2013	4.66	3.94	0.72
7. My supervisor pays attention to what I have to say.			
2015	4.75	4.28	0.47
2013	4.75	4.09	0.66
8. My supervisor helps me improve my job performance.			
2015	4.70	4.22	0.48
2013	4.56	3.91	0.65
9. My department or work unit has written, up-to-date objectives.			
2015	4.42	3.98	0.44
2013	4.38	3.88	0.50
10. My department meets as a team to plan and coordinate work.			
2015	4.55	4.25	0.30
2013	4.47	3.72	0.75
11. My department has the budget needed to do its job well.			
2015	4.56	3.59	0.97
2013	4.59	3.34	1.25
12. My department has the staff needed to do its job well.			
2015	4.56	3.74	0.82
2013	4.68	3.38	1.30
13. I am paid fairly for the work I do.			
2015	4.64	3.42	1.22
2013	4.72	3.16	1.56

Item	Importance	Satisfaction	Gap
14. The employee benefits available to me are valuable.			
2015	4.72	3.86	0.86
2013	4.65	3.44	1.21
15. I have adequate opportunities for advancement.			
2015	4.38	3.31	1.07
2013	4.22	3.03	1.19
16. I have adequate opportunities for training to improve my skills.			
2015	4.58	3.61	0.97
2013	4.53	3.56	0.97
17. I have adequate opportunities for professional development.			
2015	4.51	3.65	0.86
2013	4.53	3.53	1.00
18. The type of work I do on most days is personally rewarding.			
2015	4.70	4.45	0.25
2013	4.77	4.42	0.35
19. The work I do is appreciated by my supervisor.			
2015	4.60	4.32	0.28
2013	4.78	4.13	0.65
20. The work I do is valuable to the institution.			
2015	4.64	4.15	0.49
2013	4.84	4.25	0.59
21. I am proud to work at this institution.			
2015	4.76	4.43	0.33
2013	4.84	4.31	0.53

Overall satisfaction		
	WITC Mean 2015	WITC Mean 2013
Rate your overall satisfaction with your employment here so far:	4.42	3.97

Demographic Comparison of Superior 2015 CESS Respondents to 2013 CESS Respondents

Demographics	Percent 2015 Superior CESS Respondents	Percent 2013 Superior CESS Respondents
How long have you worked at this WITC?		
Less than 1 year	10.4%	15.2%
1 to 5 years	28.4%	33.3%
6 to 10 years	17.9%	18.2%
11 to 20 years	34.3%	30.3%
More than 20 years	9.0%	3.0%

Demographics	Percent 2015 Superior CESS Respondents	Percent 2013 Superior CESS Respondents
Is your position?		
Faculty	38.5%	36.4%
Staff	49.2%	48.5%
Administrator	12.3%	15.2%
Is your position?		
Full-time	90.9%	87.5%
Part-time	9.1%	12.5%
Your position is in which WITC division?		
Academic Affairs	35.9%	30.0%
Administrative Services (Business Services, Human Resources, Institutional Effectiveness)	4.7%	13.3%
Continuing Education/Foundation	10.9%	13.3%
Instructional Technology	15.6%	16.7%
Student Affairs	25.0%	23.3%
Other (please list)	7.8%	3.3%