



**ESTRELLA
MOUNTAIN**
COMMUNITY COLLEGE

Office of
Planning &
Institutional Effectiveness

Estrella Mountain Core Values Survey

Fall 2008

Executive Summary and Report Card

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I. Introduction

Core Values are intended to communicate what Estrella Mountain embraces and demonstrates within its operating principles. These values were established to guide the everyday actions of employees and overall college planning. It is believed that the college will operate most effectively if employees' exhibit, daily, the principles outlined in the following Core Values: *1) Collaboration and Teamwork, 2) Diversity, 3) Integrity, 4) Creative and Continuous Learning, and 5) Respect and Fairness.*

II. Background

Historically, the College uses Core Values as the primary vehicle to assess and improve the climate at Estrella Mountain. The 1996 Institutional Self-Study found that the existing values statements were vague and overlapped. From January 1997 through February 1998 the College implemented an employee-driven process to identify a set of Core Values that would serve as fundamental elements of life at Estrella Mountain. These Core Values represent the campus climate that the college community desires, and the commitment to continuously self-assess this climate.

The first assessment of the Core Values occurred during the spring 2000 semester. All board-approved employees were asked to evaluate themselves, co-workers, supervisors and senior administration. In the spring of 2004, the same assessment was again distributed to all employees. A comparison analysis of employee comments from the 2000 and 2004 Core Values surveys resulted in the adoption of ten Core Values improvement strategies (Appendix A). The Core Values improvement strategies were grouped into the following four categories: *1) Communication, 2) Employee Development and Learning, 3) Employee Accountability, Consistency in Treatment and Hiring Practices, and 4) Diversity of Ideas.* Multiple campus teams were formed and implementation began over the summer of 2004, with efforts continued through fall 2007.

During the spring of 2006, a survey of the effectiveness of the Core Values Improvement Teams was conducted. All board-approved employees were provided an opportunity to respond. The primary findings suggested the following: *1) The Core Values improvement teams needed to communicate progress more frequently with the general college population, 2) all four improvement teams needed to continue their work, and 3) improvement teams accomplished many activities, but they needed to focus more on the original 2004 strategies.* All Core Values Teams reviewed these survey results and implemented improvements to address these recommendations.

During fall 2008, the third assessment of the Core Values was administered to gauge changes in the campus climate. This report summarizes these results using a "Report Card" format.

III. Methodology

The fall 2008 Core Values Survey was sent to all employees during the month of November, 2008. All employees from the college, including full-time and part-time, were invited to participate. The table below displays the response rate by employee category.

Employee Group	# Sent	# Returned as of 1-1-09	% Response
Full Time Faculty & Division Chairs	80	51	64%
Division Directors; Deans; Associate Deans; Senior Administration; MAT	49	31	63%
SWSC Skill Center Instructors	14	14	100%
SWSC Staff	17	10	59%
PSA	64	31	48%
Adjunct Faculty	216	46	21%
Temporary (Student);Temporary (non-student) includes SWSC	185	54	29%
Crafts M&O Security	25	4	16%
Not Identified	0	9	
Total	650	250	38%

*Revised 2/28/09

Key Findings

- Estrella Mountain employees indicated that the Core Values are being demonstrated in daily campus life. Overall, the 2008 scores equate to a “B” average. The 2008 scores were also slightly higher than 2004 for each of the Core Values, but have not reached the peak scores reported in 2000. (Appendix C)
- Employees tended to rate themselves the highest. Employees within the division and direct supervisors were also rated well. (Appendix B)
- Overall scores for senior administration and employees outside of the division were rated somewhat lower. Senior administration scores were lowest (grade “C”) in both areas of “*Collaboration and Teamwork*,” and “*Encouraging Innovation*” within the “*Creative and Continuous Learning Category*.” (Appendix B)
- Similar to the 2004 results, “*Collaboration and Teamwork*” received the lowest composite score of the five Core Values (4.14). The sub category of “*Promoting an Ongoing Exchange of Ideas*” received the lowest mean score (4.06) for all rated items. (Appendix B)
- Comparison by employee group indicates consistent response results for all five Core Values- MAT recorded the lowest campus score ranking followed by faculty, PSA, and adjunct faculty. (Appendix D)
- “*Respect/Trust/Equality, Communication, Collaboration, and Leadership*” were identified as the top 4 challenges for Estrella Mountain. “*Respect/Trust/Equality*” surfaced in four of the five Core Values as a key challenge.
- Of the number of respondents offering improvement suggestions within the comment section, the Core Values “*Integrity*” (91%) and “*Collaboration & Teamwork*” (89%) received the highest number of contributions from employees.
- When excluding adjunct faculty and temporary employees, the mean score in each of the Core Values decreased considerably. (Appendix E)

Estrella Mountain Core Values Improvement Strategies 2004-2005

Improving Communication

- Develop new communication vehicles to improve employee communication.
- Develop an Estrella Mountain new employee orientation program.
- Implement new processes that require and/or encourage cross division communication.

Improving Employee Development and Learning

- Increase the number of training and professional development opportunities for ALL employees.
- Develop flexible, consistent, and fair policies that can be adopted by all divisions for job training and education during work hours.
- Provide more and flexible resources to support temporary staff and adjunct faculty.

Improving Employee Accountability, Consistency in Treatment, and Hiring Practices

- Discuss, in appropriate leadership committees, strategies for improving employee accountability and ensuring the consistent treatment of employee groups.
- Review college hiring practices and procedures to identify improvement strategies.

Improving Diversity of Ideas

- Review all college committees and councils to help ensure a wider range of employee input and promote a greater acceptance of diverse ideas.
- Offer diversity workshops and dialogues focused on expanding the definition of activity.

Estrella Mountain 2008 Core Values Report Card by All Employees

The following “Core Values Report Card” has been produced to provide a quick overview on how well Estrella Mountain employees are demonstrating the five Core Values of the College. Mean scores have been converted to a letter grade system for easy interpretation.

Collaboration and Teamwork	Overall Rating		Grade and Means				
	Grade	Mean Score					
	B	4.14	Yourself	Division Employees	Supervisor	Senior Admin.	All Employees
Work Together Toward Common Goals	B	4.22	(A-) 4.56	(B) 4.23	(B) 4.36	(C+) 3.94	(C+) 3.92
Promote an Ongoing Exchange of Ideas	B-	4.06	(B) 4.38	(B) 4.12	(B) 4.18	(C) 3.75	(C) 3.81

Diversity	Overall Rating		Grade and Means				
	Grade	Mean Score					
	B	4.28	Yourself	Division Employees	Supervisor	Senior Admin.	All Employees
Recognize that perspectives are shaped by backgrounds and experiences	B	4.29	(A) 4.60	(B) 4.24	(B) 4.39	(B) 4.13	(B-) 4.05
Promote positive attitudes toward each other	B	4.26	(A) 4.6	(B) 4.22	(B) 4.36	(B-) 4.04	(B-) 4.04

Integrity	Overall Rating		Grade and Means				
	Grade	Mean Score					
	B+	4.43	Yourself	Division Employees	Supervisor	Senior Admin.	All Employees
Commit to the highest principals of academic and professional standards	B+	4.43	(A) 4.73	(B+) 4.43	(B+) 4.49	(B) 4.27	(B) 4.17

Creative and Continuous Learning	Overall Rating		Grade and Means				
	Grade	Mean Score					
	B	4.32	Yourself	Division Employees	Supervisor	Senior Admin.	All Employees
Commit to the success of the students and employees	B+	4.49	(A) 4.79	(A-) 4.54	(A-) 4.57	(B) 4.24	(B) 4.26
Encourage innovation	B	4.15	(B+) 4.43	(B) 4.15	(B) 4.26	(C+) 3.95	(C+) 3.91
Promote a caring and supportive environment	B	4.31	(A) 4.71	(B) 4.32	(B) 4.36	(B-) 4.02	(B-) 4.06

Respect and Fairness	Overall Rating		Grade and Means				
	Grade	Mean Score					
	B	4.38	Yourself	Division Employees	Supervisor	Senior Admin.	All Employees
Treat each other with respect	B+	4.40	(A) 4.76	(B) 4.36	(B+) 4.49	(B) 4.17	(B) 4.19

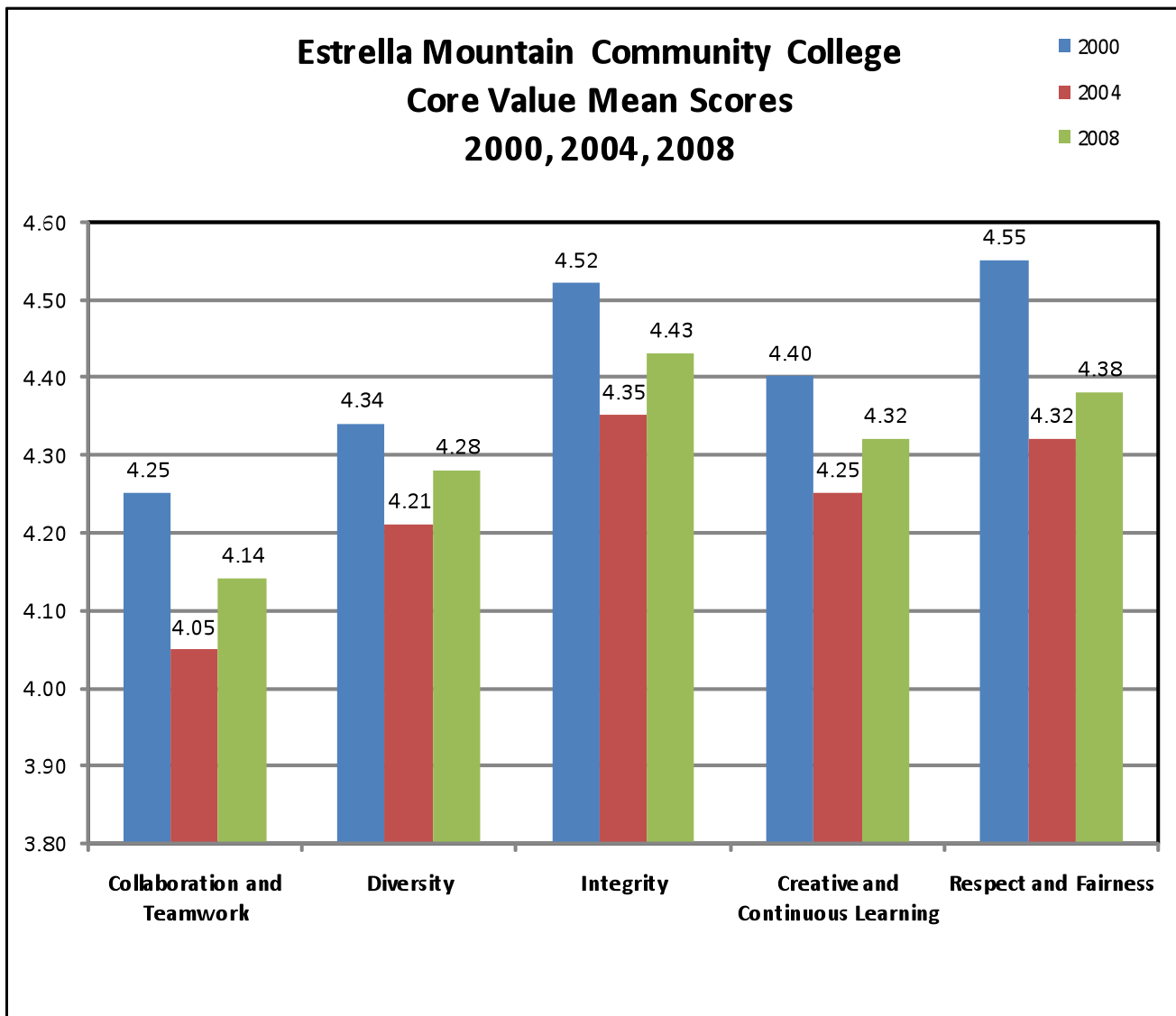
Core Values Grade Scale:

Mean Score	Grade
4.90 - 5.00	A+
4.60 - 4.89	A
4.50 - 4.59	A-
4.40 - 4.49	B+
4.10 - 4.39	B
4.00 - 4.09	B-
3.90 - 3.99	C+
3.60 - 3.89	C
3.50 - 3.59	C-
3.00 - 3.49	D
< 3.0	F

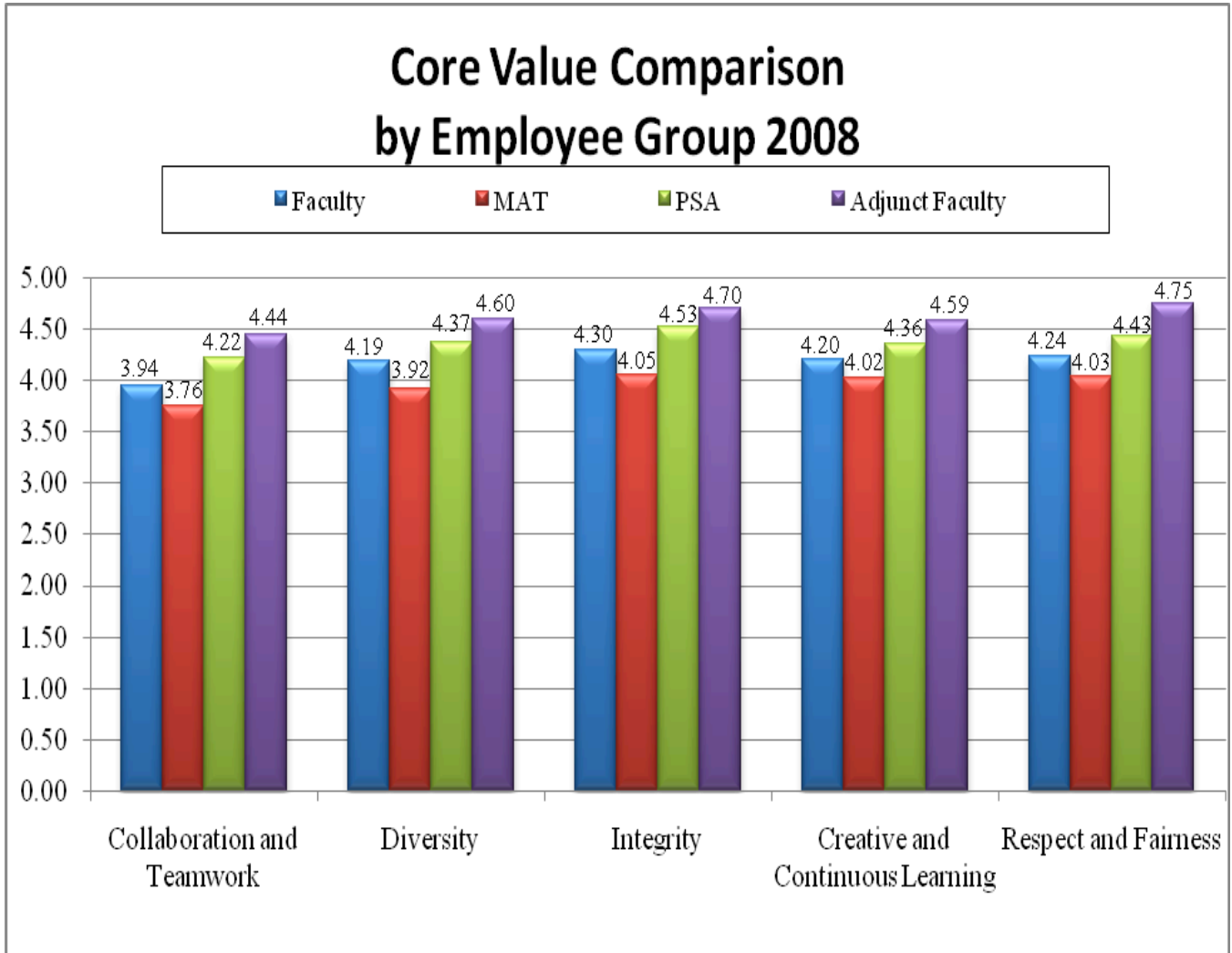
The grading scale is based on a traditional percent scale of <60% = F, D= 60-70%, C = 70-80%, B = 80-90%, and A=90-100%. To calculate the grade, the respondent mean score was divided into highest possible mean score of 5.0. The resulting percentage was then converted to a grade. For example, a mean of 4.5=90%=A- (4.5/5=90%). A mean of 4.0=80%=B- (4.0/5.0=80%). Pluses and minuses were added for the extreme ends of the scale.

Estrella Mountain Composite Mean Scores by All Employees 2000, 2004, 2008 Core Value Results

Core Value	Spring 2000	Spring 2004	Fall 2008
Collaboration and Teamwork	4.25	4.05	4.14
Diversity	4.34	4.21	4.28
Integrity	4.52	4.35	4.43
Creative and Continuous Learning	4.40	4.25	4.32
Respect and Fairness	4.55	4.32	4.38



Estrella Mountain Core Values Employee Group Comparison



Estrella Mountain Core Values Employee Comparison

