Personal Assessment of the College Environment:
2016 Orange Coast College Summary Report

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The leadership of an institution impacts four climate factors which lead to an outcome of student success and institutional effectiveness.

Climate Factors

Driver

Outcome

Leadership → Institutional Structure / Supervisory Relationships / Teamwork / Student Focus → Student Success
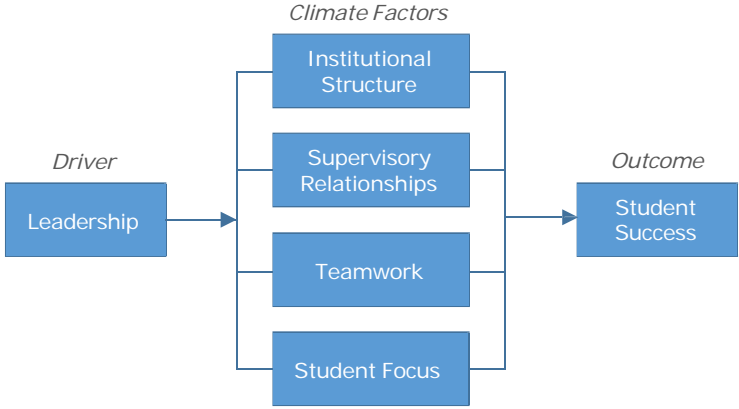
Institutional Structure Subscale

In addition to the PACE, OCC also administered a 26-item survey[4]

PACE: 2016 OCC by Personnel Classification

Administrators had the **highest overall** mean score, and scored the **highest in 3 of the 4 climate factors** (Student Focus, Teamwork, and Supervisory Relationships).

Staff had the **lowest overall** mean score, and scored the **lowest in 2 of the 4 climate factors** (Supervisory Relationships and Institutional Structure).

The mean differences between the scores of across personnel classification were **not statistically significant**.

PACE: Overall 2016 OCC vs. 2014 OCC by Personnel Classification

Faculty and staff at OCC have had **improving** overall PACE scores over the past two years.

Administrators at OCC have had **declining** overall PACE scores over the past two years, but they boasted the **highest scores** across all personnel classifications.

The mean difference from 2014 to 2016 for **staff at OCC** was **statistically significant.**

Faculty at OCC had the **best** overall PACE score compared to the NILIE Normbase and other Very Large 2-year Colleges.

Administrators at OCC had the **worst** overall PACE score compared to the NILIE Normbase and other Very Large 2-year Colleges.

The mean differences between the scores of OCC and the NILIE Normbase/Very Large 2-year Colleges by personnel

PACE: Survey Items of Statistical Significance

This section highlights individual survey items from the PACE with statistically significant mean differences between 2016.008.9(ual)-7847r me a significant mean

The extent to which...	Is this an area of improvement or decline for OCC over the past 2 years?	Based on how OCC compares to the NILIE Normbase and/or other Very Large 2-yr Colleges, is this an area of strength or for improvement?
Institutional Structure		
institution-wide policies guide my work	*	N/D
this institution is appropriately organized	N/D	* * *
I have the opportunity for advancement within this institution	N/D	* *
decisions are made at the appropriate level at this institution	N/D	*
a spirit of cooperation exists at this institution	N/D	*
the institution effectively promotes diversity in the workplace	N/D	*
Student Focus		
classified personnel meet the needs of students	N/D	* * *
students are satisfied with their educational experience at this institution	N/D	* * *
students receive an excellent education at this institution	N/D	* *
this institution prepares students for further learning	N/D	*
faculty meet the needs of students	N/D	* * *
Supervisory Relationships		
my supervisor actively seeks my ideas	* *	N/D
my supervisor is open to the ideas, opinions, and beliefs of everyone	*	N/D
my supervisor seriously considers my ideas	*	N/D
work outcomes are clarified for me	*	N/D
professional development and training opportunities are available	*	* *
Teamwork		
my work team coordinates its efforts with appropriate individuals and teams	*	N/D

Mission

Institutional Structure Subscale: Overall 2016 OCC vs. 2014 OCC by Personnel Classification

Administrator
- 3.82
- 3.57

Faculty
- 3.32
- 3.49

Staff
- 3.21
- 3.32

■ OCC 2014 ■ OCC 2016
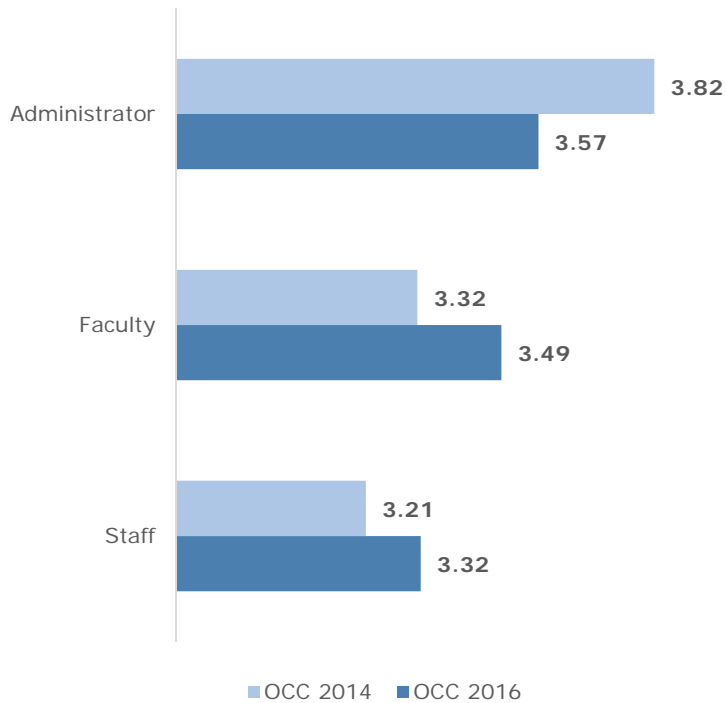
For faculty and staff at OCC, the overall Institutional Structure Subscale score has **improved** over the past two years.

For administrators, the overall Institutional Structure Subscale score has **declined** over the past two years, but they consistently boasted the **highest composite score** across all personnel classifications.

The mean differences from 2014 to 2016 by personnel classification were **not statistically significant**.

Institutional Structure Subscale: Overall 2016 OCC vs. Comparison Groups by Personnel Classification

Across all personnel classifications, OCC's overall Institutional Structure Subscale score was **lower than other Very Large 2-year Colleges.**

Amongst administrators and staff, OCC's overall Institutional Structure Subscale score was **higher than the NILIE Normbase**.

Amongst staff, there was a **statistically significant** mean difference between the overall Institutional Structure Subscale scores for OCC and other Very Large 2-year Colleges.

Note: Unlike the PACE, mean scores for each of the six factors by personnel classification was not made available to OCC.

The extent to which…

	Is this an area of improvement or decline for OCC over the past 2 years?	Based on how OCC compares to the NILIE Normbase and/or other Very Large 2-yr Colleges, is this an area of strength or for improvement?
Mission		
employees take action to fulfill the mission of this institution	*	*
employees are supportive of the mission of this institution	*	* *
employees in this institution share a common definition of its mission	N/D	*
there is consensus among employees about the goals of the institution	N/D	* *
Leadership		
leaders of this institution effectively address crises	* *	* *
leaders of this institution carefully plan resource allocation	N/D	*
leaders of this institution effectively interact with internal constituents	N/D	*
leaders of this institution effectively interact with external constituents	N/D	* * *
leaders of this institution communicate a clear sense of purpose	* * *	* * *
Decision-Making & Influence		
employees participate in decision-making	N/D	*
this institution considers employee feedback in decision-making	N/D	* *
leaders use employee feedback to improve this institution	N/D	* *
employees are made aware of the outcome of decisions	* *	* *
Policies & Structural Organization		
the structure of this institution allows for collaboration	* * *	N/D
institutional policies allow for collaboration	* * *	*
this institution follows clear processes for recognizing employee achievement	N/D	* *
institutional policies govern activities at this institution	N/D	* * *
the structure of this institution fosters innovation	N/D	* * *
Teams & Cooperation		
teams accomplish tasks	* * *	*
there is effective collaboration among employees	* *	N/D
teams utilize expertise to accomplish tasks	* *	N/D

The extent to which…

	Is this an area of improvement or decline for OCC over the past 2 years?	Was this rated in the top or bottom 3?
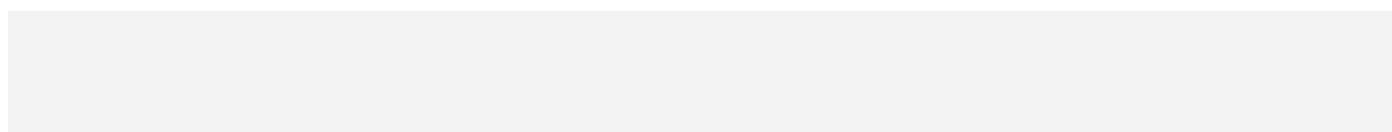
Summary and Conclusion

Demographics

The following table outlines the general demographic information of the participants who completed the PACE survey at Orange Coast College in 2016 and 2014, the NILIE Normbase, and other Very Large 2-year Colleges. Note that these figures may differ for the Institutional Structure Subscale and the Customized Survey. The Institutional Structure Subscale is a survey that OCC opted into completing, so the sample for the NILIE Normbase and other Very Large 2-year Colleges may be different since not all institutions who complete the PACE also complete the Institutional Structure Subscale. The Customized Survey was only administered at Orange Coast College, so the demographic information for the NILIE Normbase and other Very Large 2-year Colleges will not be applicable.

Survey Item	Response Option	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
1. What is your personnel classification:	Faculty	48%	45%	46%	51%
	Administrator	9%	10%	10%	6%
	Staff	43%	44%	44%	43%
2. Please select the race/ethnicity that best describes you:	Hispanic or Latino, of any race	21%	16%	13%	17%
	American Indian or Alaska Native, not Hispanic or Latino	0%	0%	1%	2%
	Asian, not Hispanic or Latino	11%	10%	3%	10%
	Black, not Hispanic or Latino	2%	1%	8%	17%
	Pacific Islander, not Hispanic or Latino	0%	1%	1%	2%
	White, not Hispanic or Latino	61%	66%	70%	49%
	Two or more races, not Hispanic or Latino	6%	7%	3%	3%
3. Your status at this institution is:	Full-Time	69%	80%	75%	71%
	Part-Time	31%	20%	25%	29%
4. What is the highest degree you have earned:	First Professional degree	1%	1%	2%	2%
	Doctoral degree	10%	11%	8%	9%
	Master's degree	43%	41%	44%	42%
	Bachelor's degree	21%	23%	22%	18%
	Associate's degree	11%	10%	14%	11%
	High School diploma or GED	11%	13%	10%	17%
	No diploma or degree	3%	1%	0%	1%
5. What is your gender identity:	Man	35%	38%	36%	37%
	Woman	54%	51%	58%	60%
	Another gender identity	0%	0%	0%	0%
	I prefer not to respond	10%	11%	5%	4%
6. How many years have you worked at this institution:	5 years or less	36%	18%	39%	36%
	6-10 years	18%	22%	23%	21%
	11-15 years	15%	25%	16%	17%
	16-20 years	16%	12%	10%	11%
	21-25 years	6%	12%	6%	7%
	26 years or more	9%	11%	6%	9%

7. How many years have you worked in higher education:	5 years or less	27%	14%	27%	23%
	6-10 years	16%	15%	22%	21%
	11-15 years	14%	18%	18%	17%
	16-20 years	17%	17%	13%	14%
	21-25 years	10%	15%	9%	10%
	26 years or more	16%	21%	11%	15%
8. Age:	29 or younger	6%	2%	5%	4%
	30-39	23%	12%	17%	15%
	40-49	21%	24%	24%	23%
	50-59	27%	32%	31%	31%
	60 or older	24%	29%	24%	28%

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
4. decisions are made at the appropriate level at this institution	**MEAN SCORE**	**3.39**	**3.28**	**3.29**	**3.24***
	1 = Very dissatisfied	8%	10%	8%	10%
	2 = Dissatisfied	15%	18%	20%	19%
	3 = Neither	23%	20%	22%	22%
	4 = Satisfied	35%	35%	34%	32%
	5 = Very satisfied	18%	16%	16%	16%
7. student needs are central to what we do	**MEAN SCORE**	**3.92**	**3.82**	**3.93**	**3.83**
	1 = Very dissatisfied	4%	4%	4%	5%
	2 = Dissatisfied	10%	13%	10%	11%
	3 = Neither	11%	12%	13%	13%
	4 = Satisfied	38%	39%	38%	36%
	5 = Very satisfied	37%	32%	36%	34%
10. information is shared within the institution	**MEAN SCORE**	**3.31**	**3.34**	**3.24**	**3.24**
	1 = Very dissatisfied	11%	8%	11%	12%
	2 = Dissatisfied	16%	19%	20%	19%
	3 = Neither	23%	21%	21%	21%
	4 = Satisfied	31%	33%	31%	30%
	5 = Very satisfied	19%	18%	18%	18%
15. I am able to appropriately influence the direction of this institution	**MEAN SCORE**	**3.16**	**3.11**	**3.14**	**3.05**
	1 = Very dissatisfied	13%	13%	11%	14%
	2 = Dissatisfied	15%	16%	18%	19%
	3 = Neither	27%	30%	30%	29%
	4 = Satisfied	33%	31%	28%	26%
	5 = Very satisfied	12%	11%	13%	12%
29. institution-wide policies guide my work	**MEAN SCORE**	**3.70**	**3.53***	**3.72**	**3.68**
	1 = Very dissatisfied	3%	4%	4%	5%
	2 = Dissatisfied	6%	8%	7%	7%
	3 = Neither	29%	33%	25%	26%
	4 = Satisfied	40%	39%	44%	42%
	5 = Very satisfied	21%	15%	21%	21%
41. I receive adequate information regarding important activities at this institution	**MEAN SCORE**	**3.62**	**3.67**	**3.66**	**3.64**
	1 = Very dissatisfied	7%	5%	5%	6%
	2 = Dissatisfied	10%	11%	12%	12%
	3 = Neither	21%	17%	17%	17%
	4 = Satisfied	42%	47%	43%	41%
	5 = Very satisfied	22%	20%	23%	23%

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
44. my work is guided by clearly defined administrative processes	**MEAN SCORE**	**3.42**	**3.38**	**3.49**	**3.48**
	1 = Very dissatisfied	10%	9%	7%	8%
	2 = Dissatisfied	12%	13%	13%	12%
	3 = Neither	23%	24%	23%	23%
	4 = Satisfied	37%	39%	38%	37%
	5 = Very satisfied	18%	15%	19%	20%

I: Mission, Academic Quality and Institutional Effectiveness, and Integrity
C. Institutional Integrity

	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
16. open and ethical communication is practiced at this institution	**MEAN SCORE**	**3.39**	**3.38**	**3.35**	**3.33**
	1 = Very dissatisfied	10%	11%	10%	11%
	2 = Dissatisfied	16%	9%	17%	16%
	3 = Neither	22%	24%	21%	21%
	4 = Satisfied	31%	41%	34%	34%
	5 = Very satisfied	21%	14%	19%	18%

II: Student Learning Programs and Support Services
A. Instructional Programs

	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
7. student needs are central to what we do	**MEAN SCORE**	**3.92**	**3.82**	**3.93**	**3.83**
	1 = Very dissatisfied	4%	4%	4%	5%
	2 = Dissatisfied	10%	13%	10%	11%
	3 = Neither	11%	12%	13%	13%
	4 = Satisfied	38%	39%	38%	36%
	5 = Very satisfied	37%	32%	36%	34%
16. open and ethical communication is practiced at this institution	**MEAN SCORE**	**3.39**	**3.38**	**3.35**	**3.33**
	1 = Very dissatisfied	10%	11%	10%	11%
	2 = Dissatisfied	16%	9%	17%	16%
	3 = Neither	22%	24%	21%	21%
	4 = Satisfied	31%	41%	34%	34%
	5 = Very satisfied	21%	14%	19%	18%
17. faculty meet the needs of students	**MEAN SCORE**	**3.85**	**3.89**	**4.01*****	**3.98****
	1 = Very dissatisfied	2%	2%	1%	2%
	2 = Dissatisfied	9%	6%	5%	6%
	3 = Neither	18%	19%	15%	16%
	4 = Satisfied	43%	48%	46%	45%
	5 = Very satisfied	27%	25%	32%	31%

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
18. student ethnic and cultural diversity are important at this institution	MEAN SCORE	4.03	3.90	4.09	4.11
	1 = Very dissatisfied	4%	2%	2%	2%
	2 = Dissatisfied	4%	7%	4%	3%
	3 = Neither	16%	16%	15%	15%
	4 = Satisfied	38%	46%	43%	43%
	5 = Very satisfied	38%	28%	37%	37%
19. students' competencies are enhanced	MEAN SCORE	3.95	3.83	3.97	3.93
	1 = Very dissatisfied	1%	3%	1%	2%
	2 = Dissatisfied	4%	6%	4%	5%
	3 = Neither	22%	20%	18%	18%
	4 = Satisfied	45%	47%	49%	47%
	5 = Very satisfied	29%	24%	27%	28%
23. non-teaching professional personnel meet the needs of students	MEAN SCORE	3.98	3.96	3.94	3.89
	1 = Very dissatisfied	2%	2%	2%	3%
	2 = Dissatisfied	5%	6%	6%	7%
	3 = Neither	17%	18%	16%	18%
	4 = Satisfied	43%	44%	46%	44%
	5 = Very satisfied	32%	31%	29%	28%
28. classified personnel meet the needs of students	MEAN SCORE	4.11	4.05	3.89*	3.86***
	1 = Very dissatisfied	2%	2%	2%	3%
	2 = Dissatisfied	3%	5%	5%	5%
	3 = Neither	15%	15%	22%	22%
	4 = Satisfied	41%	41%	45%	43%
	5 = Very satisfied	39%	37%	26%	27%
31. students receive an excellent education at this institution	MEAN SCORE	4.28	4.25	4.17**	4.15**
	1 = Very dissatisfied	1%	2%	1%	1%
	2 = Dissatisfied	2%	2%	3%	4%
	3 = Neither	12%	8%	12%	12%
	4 = Satisfied	38%	46%	46%	44%
	5 = Very satisfied	47%	42%	38%	39%
35. this institution prepares students for a career	MEAN SCORE	4.19	4.17	4.15	4.12
	1 = Very dissatisfied	2%	1%	1%	1%
	2 = Dissatisfied	2%	3%	3%	3%
	3 = Neither	12%	11%	12%	14%
	4 = Satisfied	42%	49%	47%	45%
	5 = Very satisfied	41%	36%	37%	36%
37. this institution prepares students for further learning	MEAN SCORE	4.26	4.25	4.16*	4.16*
	1 = Very dissatisfied	1%	1%	1%	2%
	2 = Dissatisfied	3%	2%	3%	3%
	3 = Neither	8%	8%	11%	11%
	4 = Satisfied	44%	50%	49%	47%
	5 = Very satisfied	44%	39%	36%	38%

educational experience at this

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which…					
31. students receive an excellent education at this institution	MEAN SCORE	4.28	4.25	4.17**	4.15**
	1 = Very dissatisfied	1%	2%	1%	1%
	2 = Dissatisfied	2%	2%	3%	4%
	3 = Neither	12%	8%	12%	12%
	4 = Satisfied	38%	46%	46%	44%
	5 = Very satisfied	47%	42%	38%	39%
42. students are satisfied with their educational experience at this institution	MEAN SCORE	4.07	4.10	3.94**	3.91***
	1 = Very dissatisfied	1%	1%	1%	1%
	2 = Dissatisfied	2%	1%	3%	4%
	3 = Neither	17%	12%	19%	20%
	4 = Satisfied	49%	60%	55%	53%
	5 = Very satisfied	31%	26%	22%	22%

II: Student Learning Programs and Support Services
C. Student Support Services

The extent to which…					
7. student needs are central to what we do	MEAN SCORE	3.92	3.82	3.93	3.83
	1 = Very dissatisfied	4%	4%	4%	5%
	2 = Dissatisfied	10%	13%	10%	11%
	3 = Neither	11%	12%	13%	13%
	4 = Satisfied	38%	39%	38%	36%
	5 = Very satisfied	37%	32%	36%	34%
18. student ethnic and cultural diversity are important at this institution	MEAN SCORE	4.03	3.90	4.09	4.11
	1 = Very dissatisfied	4%	2%	2%	2%
	2 = Dissatisfied	4%	7%	4%	3%
	3 = Neither	16%	16%	15%	15%
	4 = Satisfied	38%	46%	43%	43%
	5 = Very satisfied	38%	28%	37%	37%
19. students' competencies are enhanced	MEAN SCORE	3.95	3.83	3.97	3.93
	1 = Very dissatisfied	1%	3%	1%	2%
	2 = Dissatisfied	4%	6%	4%	5%
	3 = Neither	22%	20%	18%	18%
	4 = Satisfied	45%	47%	49%	47%
	5 = Very satisfied	29%	24%	27%	28%
23. non-teaching professional personnel meet the needs of students	MEAN SCORE	3.98	3.96	3.94	3.89
	1 = Very dissatisfied	2%	2%	2%	3%
	2 = Dissatisfied	5%	6%	6%	7%
	3 = Neither	17%	18%	16%	18%
	4 = Satisfied	43%	44%	46%	44%
	5 = Very satisfied	32%	31%	29%	28%

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which…					
28. classified personnel meet the needs of students	**MEAN SCORE**	**4.11**	**4.05**	**3.89***	**3.86*****
	1 = Very dissatisfied	2%	2%	2%	3%
	2 = Dissatisfied	3%	5%	5%	5%
	3 = Neither	15%	15%	22%	22%
	4 = Satisfied	41%	41%	45%	43%
	5 = Very satisfied	39%	37%	26%	27%
31. students receive an excellent education at this institution	**MEAN SCORE**	**4.28**	**4.25**	**4.17****	**4.15****
	1 = Very dissatisfied	1%	2%	1%	1%
	2 = Dissatisfied	2%	2%	3%	4%
	3 = Neither	12%	8%	12%	12%
	4 = Satisfied	38%	46%	46%	44%
	5 = Very satisfied	47%	42%	38%	39%
35. this institution prepares students for a career	**MEAN SCORE**	**4.19**	**4.17**	**4.15**	**4.12**
	1 = Very dissatisfied	2%	1%	1%	1%
	2 = Dissatisfied	2%	3%	3%	3%
	3 = Neither	12%	11%	12%	14%
	4 = Satisfied	42%	49%	47%	45%
	5 = Very satisfied	41%	36%	37%	36%
37. this institution prepares students for further learning	**MEAN SCORE**	**4.26**	**4.25**	**4.16***	**4.16***
	1 = Very dissatisfied	1%	1%	1%	2%
	2 = Dissatisfied	3%	2%	3%	3%
	3 = Neither	8%	8%	11%	11%
	4 = Satisfied	44%	50%	49%	47%
	5 = Very satisfied	44%	39%	36%	38%
40. students are assisted with their personal development	**MEAN SCORE**	**3.99**	**3.86**	**3.95**	**3.93**
	1 = Very dissatisfied	1%	2%	1%	2%
	2 = Dissatisfied	4%	6%	4%	5%
	3 = Neither	21%	21%	19%	20%
	4 = Satisfied	41%	46%	47%	46%
	5 = Very satisfied	33%	25%	27%	27%
42. students are satisfied with their educational experience at this institution	**MEAN SCORE**	**4.07**	**4.10**	**3.94****	**3.91*****
	1 = Very dissatisfied	1%	1%	1%	1%
	2 = Dissatisfied	2%	1%	3%	4%
	3 = Neither	17%	12%	19%	20%
	4 = Satisfied	49%	60%	55%	53%
	5 = Very satisfied	31%	26%	22%	22%

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
2. my supervisor expresses confidence in my work	**MEAN SCORE**	**4.21**	**4.15**	**4.20**	**4.21**
	1 = Very dissatisfied	4%	6%	3%	4%
	2 = Dissatisfied	7%	6%	6%	6%
	3 = Neither	9%	9%	9%	9%
	4 = Satisfied	24%	29%	29%	29%
	5 = Very satisfied	56%	51%	52%	53%

	OCC 2014	NILIE Normbase	Very Large 2-year
	3.63	3.69	3.71
	7%	6%	6%
	9%	10%	10%
	22%	19%	19%
	41%	39%	38%
	22%	26%	27%
	3.65	3.73	3.74
	8%	5%	5%
	7%	10%	10%
	21%	18%	17%
	42%	41%	41%
	23%	26%	27%
	3.43	3.45	3.43
	12%	9%	10%
	12%	15%	14%
	19%	20%	21%
	34%	34%	33%
	22%	22%	22%
	3.54**	3.78	3.76
	11%	7%	8%
	10%	10%	9%
	21%	17%	17%
	29%	32%	32%
	28%	34%	34%
	3.62*		

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
34. my supervisor helps me to improve my work	MEAN SCORE	**3.78**	**3.61**	**3.78**	**3.78**
	1 = Very dissatisfied	8%	10%	6%	7%
	2 = Dissatisfied	7%	8%	9%	8%
	3 = Neither	20%	23%	19%	19%
	4 = Satisfied	31%	30%	34%	33%
	5 = Very satisfied	35%	29%	32%	33%
46. professional development and training opportunities are available	MEAN SCORE	**3.67**	**3.49***	**3.82****	**3.73**
	1 = Very dissatisfied	7%	8%	5%	7%
	2 = Dissatisfied	10%	16%	9%	10%
	3 = Neither	22%	17%	15%	16%
	4 = Satisfied	32%	38%	39%	38%
	5 = Very satisfied	29%	21%	31%	29%

IV: Leadership and Governance
A. Decision-Making Roles and Processes

The extent to which...	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
2. my supervisor expresses confidence in my work	MEAN SCORE	**4.21**	**4.15**	**4.20**	**4.21**
	1 = Very dissatisfied	4%	6%	3%	4%
	2 = Dissatisfied	7%	6%	6%	6%
	3 = Neither	9%	9%	9%	9%
	4 = Satisfied	24%	29%	29%	29%
	5 = Very satisfied	56%	51%	52%	53%
3. there is a spirit of cooperation within my work team	MEAN SCORE	**3.93**	**3.90**	**3.94**	**3.92**
	1 = Very dissatisfied	6%	8%	5%	5%
	2 = Dissatisfied	10%	9%	10%	10%
	3 = Neither	12%	8%	11%	11%
	4 = Satisfied	29%	37%	34%	33%
	5 = Very satisfied	43%	39%	40%	40%
4. decisions are made at the appropriate level at this institution	MEAN SCORE	**3.39**	**3.28**	**3.29**	**3.24***
	1 = Very dissatisfied	8%	10%	8%	10%
	2 = Dissatisfied	15%	18%	20%	19%
	3 = Neither	23%	20%	22%	22%
	4 = Satisfied	35%	35%	34%	32%
	5 = Very satisfied	18%	16%	16%	16%
9. my supervisor is open to the ideas, opinions, and beliefs of everyone	MEAN SCORE	**4.12**	**3.91***	**4.07**	**4.07**
	1 = Very dissatisfied	6%	9%	5%	6%
	2 = Dissatisfied	6%	7%	8%	8%
	3 = Neither	11%	12%	10%	10%
	4 = Satisfied	24%	28%	28%	27%
	5 = Very satisfied	53%	44%	49%	50%

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
39. I am given the opportunity to be creative in my work	MEAN SCORE	3.99	3.90	4.01	3.96
	1 = Very dissatisfied	5%	8%	4%	5%
	2 = Dissatisfied	7%	6%	6%	7%
regarding important activities at this					
defined administrative processes					
my ideas in appropriate forums					

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
	MEAN SCORE	3.99	3.90	4.01	3.96
	1 = Very dissatisfied	5%	8%	4%	5%

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
43. a spirit of cooperation exists in my department	**MEAN SCORE**	**3.87**	**3.73**	**3.85**	**3.80**
	1 = Very dissatisfied				

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
1. employees in this institution share a common definition of its mission	MEAN SCORE	3.60	3.45	3.58	3.73*
	1 = Strongly disagree	4%	5%	5%	3%
	2 = Disagree somewhat	10%	12%	11%	8%
	3 = Neither	27%	28%	23%	22%
	4 = Agree somewhat	40%	40%	44%	47%
	5 = Strongly agree	19%	14%	17%	20%
2. employees are supportive of the mission of this institution	MEAN SCORE	3.81	3.64*	3.82	3.95**
	1 = Strongly disagree	2%	4%	2%	1%
	2 = Disagree somewhat	5%	8%	6%	3%
	3 = Neither	25%	25%	20%	17%
	4 = Agree somewhat	46%	44%	51%	55%
	5 = Strongly agree	22%	18%	21%	23%
3. employees take action to fulfill the mission of this institution	MEAN SCORE	3.83	3.66*	3.82	3.95*
	1 = Strongly disagree	2%	4%	2%	1%
	2 = Disagree somewhat	4%	8%	6%	4%
	3 = Neither	25%	24%	22%	18%
	4 = Agree somewhat	46%	45%	50%	54%
	5 = Strongly agree	23%	19%	21%	23%
4. there is consensus among employees about the goals of the institution	MEAN SCORE	3.39	3.40	3.42	3.56**
	1 = Strongly disagree	6%	8%	6%	5%
	2 = Disagree somewhat	14%	12%	13%	9%
	3 = Neither	31%	27%	28%	29%
	4 = Agree somewhat	34%	38%	39%	40%
	5 = Strongly agree	15%	15%	14%	17%

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
26. the information shared by the administration at this institution is useful	MEAN SCORE	3.45	2.88***	3.42	3.57*
	1 = Strongly disagree	6%	10%	7%	4%
	2 = Disagree somewhat	10%	24%	12%	10%
	3 = Neither	31%	39%	28%	27%
	4 = Agree somewhat	38%	19%	40%	41%
	5 = Strongly agree	15%	7%	14%	18%

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
17. this institution follows clear processes for recognizing employee achievement	MEAN SCORE	3.36	3.36	3.30	3.55**
	1 = Strongly disagree	7%	8%	8%	6%
	2 = Disagree somewhat	13%	12%	16%	12%
	3 = Neither	30%	27%	26%	22%
	4 = Agree somewhat	36%	41%	36%	42%
	5 = Strongly agree	14%	12%	14%	18%

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
5. leaders of this institution communicate a clear sense of purpose	MEAN SCORE	3.39	3.81***	3.49	3.76***
	1 = Strongly disagree	8%	3%	8%	4%
	2 = Disagree somewhat	15%	6%	13%	9%
	3 = Neither	23%	21%	22%	19%
	4 = Agree somewhat	36%	45%	40%	45%
	5 = Strongly agree	18%	24%	18%	24%
6. leaders of this institution effectively interact with internal constituents	MEAN SCORE	3.30	3.12	3.24	3.43*
	1 = Strongly disagree	9%	12%	9%	6%
	2 = Disagree somewhat	12%	19%	15%	12%
	3 = Neither	34%	26%	29%	29%
	4 = Agree somewhat	32%	33%	34%	37%
	5 = Strongly agree	14%	10%	12%	15%
7. leaders of this institution effectively interact with external constituents					
address crises					

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
9. leaders of this institution carefully plan resource allocation	**MEAN SCORE**	**3.37**	**3.29**	**3.31**	**3.49***
	1 = Strongly disagree	8%	7%	9%	5%
	2 = Disagree somewhat	14%	9%	13%	10%
	3 = Neither	29%	42%	29%	31%
	4 = Agree somewhat	32%	32%	34%	37%
	5 = Strongly agree	17%	10%	14%	16%
10. leaders use employee feedback to improve this institution	**MEAN SCORE**	**3.14**	**3.31**	**3.15**	**3.35****
	1 = Strongly disagree	12%	8%	11%	8%
	2 = Disagree somewhat	18%	13%	17%	14%
	3 = Neither	30%	30%	30%	29%
	4 = Agree somewhat	24%	36%	29%	34%
	5 = Strongly agree	16%	12%	12%	16%
11. this institution considers employee feedback in decision-making	**MEAN SCORE**	**3.15**	**3.25**	**3.13**	**3.29****
	1 = Strongly disagree	12%	10%	11%	9%
	2 = Disagree somewhat	17%	14%	18%	14%
	3 = Neither	29%	31%	30%	32%
	4 = Agree somewhat	27%	31%	29%	30%
	5 = Strongly agree	15%	14%	12%	15%
12. employees participate in decision-making	**MEAN SCORE**	**3.27**	**3.25**	**3.14***	**3.22**
	1 = Strongly disagree	9%	12%	11%	10%
	2 = Disagree somewhat	17%	14%	19%	18%
	3 = Neither	28%	24%	27%	27%
	4 = Agree somewhat	32%	34%	31%	32%
	5 = Strongly agree	15%	15%	12%	14%
13. employees are made aware of the outcome of decisions	**MEAN SCORE**	**3.31**	**3.55****	**3.33**	**3.50****
	1 = Strongly disagree	8%	5%	8%	5%
	2 = Disagree somewhat	18%	10%	16%	13%
	3 = Neither	23%	25%	24%	23%
	4 = Agree somewhat	36%	45%	39%	44%
	5 = Strongly agree	15%	15%	12%	15%
14. institutional policies allow for collaboration	**MEAN SCORE**	████			

Survey Item	Responses	OCC 2016	OCC 2014	NILIE Normbase	Very Large 2-year
The extent to which...					
18. institutional policies govern activities at this institution					

Results of 2016 Customized Survey by ACCJC Standard

The results of the Customized Survey are organized by the Accreditation Standard each response item most clearly represents (i.e., I-A, I-B, III-A, III-C, III-D, IV-A, IV-C, IV-D). Survey items may be overlap multiple Accreditation Standards; survey items that are not associated with any ACCJC standard will be organized in the "Customized Survey Other Survey Items" section. The organization of the results is only a guide. For each survey item, if there is a statistically significant mean difference between the 2016 OCC results and OCC's results from 2014, the item will be highlighted yellow and the number of asterisks will indicate the level of significance (* if $p < .05$; ** $p < .01$; *** $p < .001$). The frequencies and mean scores of the 2016 and 2014 results (where applicable) are provided for survey items.

I: Mission, Academic Quality and Institutional Effectiveness, and Integrity
A. Mission

Survey Item	Responses	OCC 2016	OCC 2014
The extent to which...			
14. District operational and strategic decisions support the mission of the	MEAN SCORE	3.19	2.77***
	1 = Very dissatisfied	8%	14%
	2 = Dissatisfied	18%	25%
	3 = Neither	34%	36%
	4 = Satisfied	29%	18%
	5 = Very satisfied	12%	7%
15. District budgetary decisions support the mission of the college	MEAN SCORE	3.11	2.76***
	1 = Very dissatisfied	10%	16%
	2 = Dissatisfied	17%	24%
	3 = Neither	35%	33%
	4 = Satisfied	28%	21%
	5 = Very satisfied	10%	6%
28. Do you know the mission statement?	MEAN SCORE	0.79	0.83
	0 = No	21%	17%
	1 = Yes	79%	83%

I: Mission, Academic Quality and Institutional Effectiveness, and Integrity
B. Assuring Aceer063 Tc46e8w1en(i)2.2T946e8w11(p)2IS).5(at)4.2(i)4.9(s)3.3(fi

The extent to which...			
1. College research and data are incorporated into College planning and	MEAN SCORE	3.75	3.60
	1 = Very dissatisfied	2%	1%
	2 = Dissatisfied	7%	10%
	3 = Neither	28%	30%
	4 = Satisfied	42%	43%
	5 = Very satisfied	21%	15%

Survey Item	Responses	OCC 2016	OCC 2014
The extent to which...			
13. I have the opportunity to provide input in district-wide decisions	**MEAN SCORE**	**3.02**	**2.71****
	1 = Very dissatisfied	13%	16%
	2 = Dissatisfied	21%	25%
	3 = Neither	29%	36%
	4 = Satisfied	25%	20%
	5 = Very satisfied	12%	4%
25. Do you feel a positive sense of community among peers in your	**MEAN SCORE**	**0.81**	**N/A**
	0 = No	19%	N/A
	1 = Yes	81%	N/A
26. Is there good communication across the institution?	**MEAN SCORE**	**0.56**	**N/A**
	0 = No	44%	N/A
	1 = Yes	56%	N/A

The extent to which...			
4. Student learning outcomes and assessment are ongoing and used for	**MEAN SCORE**	**3.82**	**3.77**
	1 = Very dissatisfied	3%	1%
	2 = Dissatisfied	6%	8%
	3 = Neither	19%	23%
	4 = Satisfied	48%	49%
	5 = Very satisfied	23%	19%

Survey Item	Responses	OCC	

Survey Item	Responses	OCC 2016	OCC 2014
The extent to which...			
11. Opportunities for inclusion and participation in college-wide governance	**MEAN SCORE**	**3.67**	**3.21*****
	1 = Very dissatisfied	4%	8%
	2 = Dissatisfied	9%	22%
	3 = Neither	23%	24%

Survey Item	Responses	OCC 2016	OCC 2014
The extent to which...			
	MEAN SCORE	**3.67**	**3.21*****
	1 = Very dissatisfied		

IV: Leadership and Governance
C. Governing Board

Survey Item	Responses	OCC 2016	OCC 2014
The extent to which...			
5. The College's committee structure supports planning and decision making	**MEAN SCORE**	**3.64**	**3.53**
	1 = Very dissatisfied	4%	5%
	2 = Dissatisfied	9%	7%
	3 = Neither	25%	30%
	4 = Satisfied	41%	46%
	5 = Very satisfied	20%	12%
11. Opportunities for inclusion and participation in college-wide governance	**MEAN SCORE**	**3.67**	**3.21*****
	1 = Very dissatisfied	4%	8%
	2 = Dissatisfied	9%	22%
	3 = Neither	23%	24%
	4 = Satisfied	43%	33%
	5 = Very satisfied	21%	13%

IV: Leadership and Governance
D. Multi-College Districts or Systems

The extent to which...		OCC 2016	OCC 2014
17. Processes for decision-making by leaders at the district office are clear and	**MEAN SCORE**	**2.85**	**2.55****
	1 = Very dissatisfied	17%	21%
	2 = Dissatisfied	21%	29%
	3 = Neither	32%	31%
	4 = Satisfied	22%	14%
	5 = Very satisfied	9%	6%
18. Leaders at the district office communicate a clear sense of purpose	**MEAN SCORE**	**2.83**	**2.53****
	1 = Very dissatisfied	16%	20%
	2 = Dissatisfied	25%	31%
	3 = Neither	31%	31%
	4 = Satisfied	19%	14%
	5 = Very satisfied	10%	5%
19. Leaders at the district office effectively interact with college constituents	**MEAN SCORE**	**2.81**	**2.59***
	1 = Very dissatisfied	17%	18%
	2 = Dissatisfied	24%	30%
	3 = Neither	30%	33%
	4 = Satisfied	21%	15%
	5 = Very satisfied	9%	5%
20. Leaders at the district office effectively address crises	**MEAN SCORE**	**2.99**	**2.69****
	1 = Very dissatisfied	13%	19%
	2 = Dissatisfied	18%	21%
	3 = Neither	36%	38%
	4 = Satisfied	22%	16%
	5 = Very satisfied	11%	6%