



Board of Trustees Retreat

Monday, May 10, 2021
12:00 p.m. to 2:30 p.m.

[Zoom Link](#)

Meeting ID: 823 7047 3219

Passcode: 867583

Phone: 253-215-8782

Board of Trustees Retreat

Roll Call

Anne Hamilton

General Discussion

Public Comments: Individuals may sign in for public comment, limited to 3 minutes each¹

Anne Hamilton

Retreat Agenda

2021-2022 Budget Update

Bruce Riveland

KPD Task Force Update

Bruce Riveland

Robert Britten

President's Goals

Dr. Amy Morrison

Board Goals

Anne Hamilton

Fall Quarter Planning

Dr. Suzanne Ames

Employee Satisfaction Survey Results

Cathy Copeland

Hanover Climate Assessment Preview

Adjournment

¹Public comment is limited to matters which are not of a quasi-judicial nature. No more than six speakers may address the Board on any one subject. If there are both proponents and opponents of a matter who wish to speak, only the first three persons speaking in favor of the matter and the first three persons speaking in opposition of the matter may address the Board.

Summary – 2021 Employee Satisfaction Survey

Introduction

Overall survey responses this year show fewer significant changes compared to last year’s dramatic increases over the previous year. The 2020 survey reflected 26 significant increases in employee satisfaction from 2019, whereas this year’s survey results show 8 significant decreases and only 4 of 34 items increasing since the 2020 survey administration. These results are unsurprising due to the number of significant increases in the prior year. To account for variation in the 2020 results, additional analyses were conducted to compare 2021 survey results with those of the 2019 survey. Results of these additional analyses are provided below, and indicate that the 2021 survey responses are reflective of a more typical year.

In addition, LWTech met its key performance indicator (KPI) of being an “employer of choice” for the second year in a row. The survey received 223 responses (-23% from last year) and had an estimated participation rate of 40%.

Updates to the Survey

This year’s survey incorporates recommendations from the Institutional Planning & Effectiveness Committee (IPEC), individual members of Executive Cabinet, the Institutional Research Subcommittee on the Equity, Diversity and Inclusion Council (EDIC), as well as EDIC as a whole. These updates include: removing department-specific questions¹ and sections that assess individual departments (e.g., Facilities, Research & Grants, Safety & Security, and IT), renaming and consolidating survey sections to improve overall survey formatting and user experience, adding three new questions², and minor rewrites to three existing survey questions³. The additional comment boxes added to the end of each section in 2020 survey remain on the 2021 survey to capture additional narrative responses. The survey ran during its “regular” time period of March 2021; in 2020, it was delayed due to the global pandemic.

Implementation of a Diversity, Equity, and Inclusion Audit

While this survey analyzes difference between demographic categories, it is not intended to be a true climate survey. LWTech is launching a Diversity, Equity and Inclusion (DEI) Audit at the end of Spring 2021 to support DEI work on campus.

Significant Changes

There were 8 significant decreases from the past year across the following categories: Work Culture, Campus Environment & Resources, College Mission Fulfillment & Values, and Governance (Figure 1).

¹ Questions removed in 2021: Procedures for requesting and/or reporting time off are straightforward; Procedures for travel/reimbursement are straightforward; There are clear policies and procedures regarding sexual harassment; I am aware of facilities and infrastructure projects on campus; I understand the role of LWTech’s Board of Trustees; I have attended a Board of Trustees meeting and/or reviewed the meeting notes on my own.

² New questions added in 2021: I would recommend LWTech as a great place to work; College leadership demonstrates support for shared planning and decision-making; College leadership creates an environment that promotes LWTech’s values (Inclusive, Innovative, Collaborative, Respectful).

³ Questions modified for 2021 survey: I receive recognition for my work achievements (previously: Employees are praised for outstanding performance); When I need it, I can find a college policy, procedure, and/or form on-line (Previously: When I need it, I can find a college procedure or form on-line); I understand what is required of me during an emergency (Previously: I understand my role in the event of an emergency on campus).

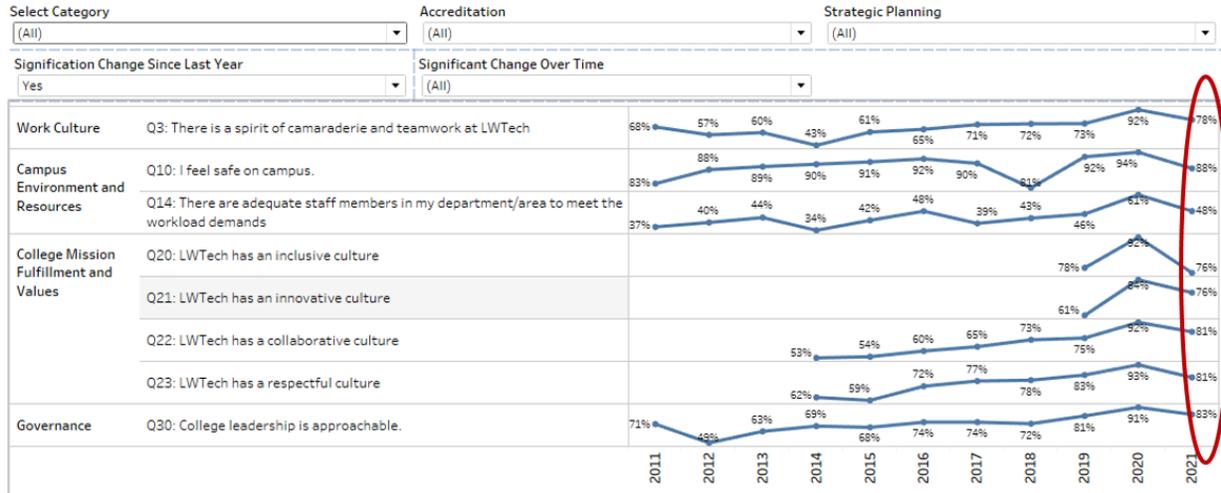


Figure 1: Significant decreases in the 2021 Employee Satisfaction Survey compared to 2020

Additional analyses comparing 2021 survey results to those from 2019 yielded 15 significant increases across all sections: Work Culture, Campus Environment & Resources, College Mission Fulfillment & Values, Governance, and Communication (Figure 2). Overall, employee satisfaction on 23 of the 34 survey questions increased compared to 2019 survey results (4 of the 34 survey questions were not present on the 2019 survey and so there is no baseline for longitudinal comparison).



Figure 2: Significant increases in the 2021 Employee Satisfaction Survey compared to 2019

Strategic Planning and LWTech’s Key Performance Indicator

Most of the questions historically used for strategic planning and accreditation decreased from the past year, with the exception of one category (opportunities to participate in campus-wide decision making), which increased by +2%. Despite the majority of decreases when comparing to 2020 results, responses to the questions used for the key performance indicator (KPI)⁴ of being an “employer of choice” resulted in LWTech meeting its target for the second year in a row (Figure 3). This KPI supports Goal 2 of the 2017-2020 Strategic Plan, which is to, “Attract and retain diverse employees that view LWTech as an employer of choice.”

Key Performance Indicator	2017-18	2018-19	2019-20	2020-21	Target
LWTech is an employer of choice	72%	73%	85%	78%	75%

Figure 3: Changes over time for the KPI

Demographics

Analyses include differences between demographic groups, including: employee classification, employee division, faculty type, age, length of time employed, gender, disability status, first-generation college student status, and race/ethnicity. Full results and questions are available in the final report exhibits and online. The questions listed below have significant differences between groups.

Employee Classification: Responses between employee groups (Faculty, Administrative, and Classified) made up the largest variations in the 2021 survey. Administrative employees generally responded with higher levels of satisfaction with the exception of the statement, “there are adequate staff members in my department/area to meet the workload demands.”

- Q1: My supervisor treats me with respect; Q2: My supervisor clearly communicates work responsibilities; Q3: There is a spirit of camaraderie and teamwork at LWTech; Q4: I receive recognition for my work achievements; Q11: I understand what is required of me during an emergency; Q14: There are adequate staff members in my department/area to meet the workload demands; Q25: I have opportunities to participate in campus-wide decision making; Q27: I have opportunities to participate on various committees; Q28: College leadership demonstrates support for shared planning and decision-making; Q29: College leadership is effective in carrying out leadership responsibilities; Q32: The Board of Trustees is effective in carrying out its governance responsibilities for LWTech; Q37: Decisions relating to the college budget are made in an open and transparent manner; and, Q38: I am aware of Guided Pathways and the work associated with it at LWTech.

Employee Division: This section of the survey asks respondents their division at the college⁵. Employees who are part of IT and The Office of the President generally demonstrated high levels of satisfaction; variations exist across the other departments.

⁴ Questions include: My supervisor treats me with respect; My supervisor clearly communicates work responsibilities; There is a spirit of camaraderie and teamwork at LWTech; I receive recognition for my work achievements; The work I do is valuable to the College; I would recommend LWTech as a great place to work; LWTech has an inclusive culture; LWTech has an innovative culture; LWTech has a collaborative culture; LWTech has a respectful culture; I have opportunities to participate in campus-wide decision making; The input I provide helps shape the future of LWTech; and, There is effective communication between my department and other departments

⁵ Employee divisions include Instruction, Student Services, Administrative Services, Information Technology (IT) Services, and Office of the President. Smaller divisions (less than 10 employees) are combined into the Office of the President and includes: Office of the President; Research & Grants; Human Resources; Communications & Marketing; Office of Equity, Diversity and Inclusion; and, the Foundation.

- Q6: My supervisor knows and understands my workload demands; Q23: LWTech has a respectful culture; Q25: I have opportunities to participate in campus-wide decision making; Q29: College leadership is effective in carrying out leadership responsibilities; Q32: The Board of Trustees is effective in carrying out its governance responsibilities for LWTech; Q35: In my department there is effective communication between individuals; Q37: Decisions relating to the college budget are made in an open and transparent manner; and, Q38: I am aware of Guided Pathways and the work associated with it at LWTech.

Faculty type: Full-time faculty reported less satisfaction than adjunct faculty on over half of all survey questions. Items with significant differences followed a similar pattern, with adjunct faculty reporting higher satisfaction on 4 of these items (Q1, Q2, Q14, and Q17), and full-time faculty reporting higher satisfaction on 3 (Q11, Q32, and Q38).

- Q1: My supervisor treats me with respect; Q2: My supervisor clearly communicates work responsibilities; Q11: I understand what is required of me during an emergency; Q14: There are adequate staff members in my department/area to meet the workload demands; Q17: When I need it, I can find a college policy, procedure, and/or form online; Q32: The Board of Trustees is effective in carrying out its governance responsibilities for LWTech; and, Q38: I am aware of Guided Pathways and the work associated with it at LWTech.

Age: Generally, employees who reported an age range of 20-29 responded with less satisfaction than all other age groups. The highest satisfaction responses came from employees who reported an age range of 40-49.

- Q2: My supervisor clearly communicates work responsibilities; Q3: There is a spirit of camaraderie and teamwork at LWTech; Q4: I receive recognition for my work achievements; Q10: I feel safe on campus; Q20: LWTech has an inclusive culture; Q23: LWTech has a respectful culture; Q25: I have opportunities to participate in campus-wide decision making; Q26: The input I provide helps shape the future of LWTech; Q31: College leadership creates an environment that promotes LWTech's values (Inclusive, Innovative, Collaborative, Respectful); and, Q37: Decisions relating to the college budget are made in an open and transparent manner.

Years Employed: Employees that reported working at the college between four and ten years responded with higher satisfaction ratings to the questions below, except for Q19 (highest for the "less than 1 year" group) and Q32 (highest for the "more than 10 years" group).

- Q3: There is a spirit of camaraderie and teamwork at LWTech; Q7: I can take initiative without asking for permission; Q8: I would recommend LWTech as a great place to work; Q10: I feel safe on campus; Q11: I understand what is required of me during an emergency; Q20: LWTech has an inclusive culture; Q23: LWTech has a respectful culture; Q25: I have opportunities to participate in campus-wide decision making; Q27: I have opportunities to participate on various committees; Q30: College leadership is approachable; Q31: College leadership creates an environment that promotes LWTech's values (Inclusive, Innovative, Collaborative, Respectful); and, Q32: The Board of Trustees is effective in carrying out its governance responsibilities for LWTech.

Gender: Employees who reported being male responded with significantly higher agreement to the following questions compared to those that reported being female.

- Q10: I feel safe on campus; and, Q11: I understand what is required of me during an emergency.

Disability Status: Employees who reported having a disability responded with lower levels of agreement/satisfaction for the following questions, with the exception of knowing the mission of the college (Q19).

- Q14: There are adequate staff members in my department/area to meet the workload demands; Q17: When I need it, I can find a college policy, procedure, and/or form online; Q19: I know the mission of the College; and, Q32: The Board of Trustees is effective in carrying out its governance responsibilities for LWTech.

First Generation College Students: There were three significant differences found between groups, with those that reported being a first generation college student responding with higher levels of satisfaction/agreement to the following questions.

- Q1: My supervisor treats me with respect; Q2: My supervisor clearly communicates work responsibilities; Q3: There is a spirit of camaraderie and teamwork at LWTech.

Race/Ethnicity: Employees who are white are more likely to agree that college leadership promotes LWTech's values. Employees who are persons of color reported more familiarity with the College's mission and higher satisfaction with communication between individuals within their own department.

- Q19: I know the mission of the College; Q31: College leadership creates an environment that promotes LWTech's values (Inclusive, Innovative, Collaborative, Respectful); Q35: In my department there is effective communication between individuals.

Comment Analyses

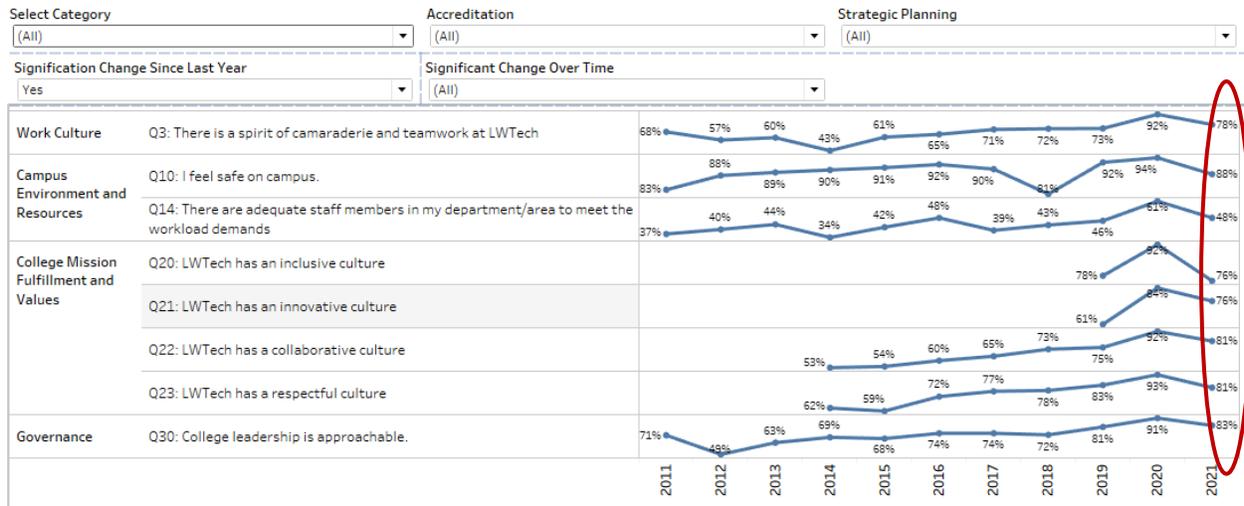
The comment analysis is still in progress.

Conclusion

As noted above, survey responses this year show fewer significant changes compared to last year, with only 4 of 34 items increasing and 8 significant decreases. The largest decrease was observed in the measure of LWTech's inclusive culture, followed by assessments of camaraderie/teamwork at LWTech, adequate staff members to meet workload demands, and LWTech's having a respectful and collaborative culture. Despite these decreases, LWTech still met its KPI of being an "employer of choice" for the second year in a row. Furthermore, significant differences were found within each demographic group, with the largest differences being between employee classification groups (faculty, administrative, and classified).

Additional analyses comparing to 2019 results indicate that 2021 responses are reflective of a more typical year, showing increases on 23 of 34 items and a total of 15 significant increases from 2019 across all survey sections. Overall, this year's survey results reflect that a majority of employees are satisfied with the college and its operations.

2021 Employee Survey Questions with Significant decreases over 2020 Results: 8 items



Question items with significant decreases since last year:

Q3: There is a spirit of camaraderie and teamwork at LWTech

Q10: I feel safe on campus

Q14: There are adequate staff members in my department/area to meet the workload demands.

Q20: LWTech has an inclusive culture

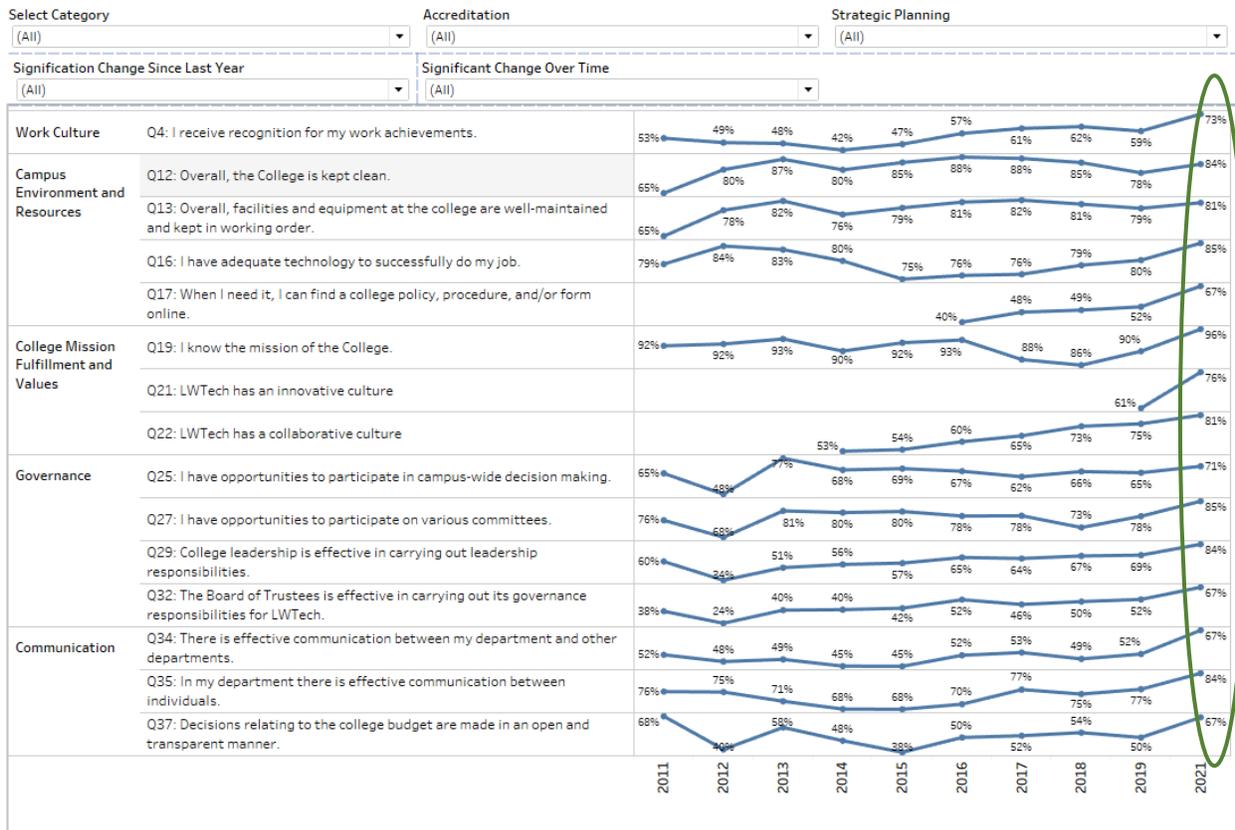
Q21: LWTech has an innovative culture

Q22: LWTech has a collaborative culture

Q23: LWTech has a respectful culture

Q30: College leadership is approachable.

2021 Employee Survey Questions with Significant increases over 2019 Results: 15 items



Question items with significant increases since 2019:

- Q4: I receive recognition for my work achievements
- Q12: Overall, the College is kept clean
- Q13: Overall, facilities and equipment at the college are well-maintained and kept in working order
- Q16: I have adequate technology to successfully do my job
- Q17: When I need it, I can find a college policy, procedure, and/or form online
- Q19: I know the mission of the College
- Q21: LWTech has an innovative culture
- Q22: LWTech has a collaborative culture
- Q25: I have opportunities to participate in campus-wide decision making
- Q27: I have opportunities to participate on various committees
- Q29: College leadership is effective in carrying out leadership responsibilities
- Q32: The Board of Trustees is effective in carrying out its governance responsibilities for LWTech
- Q34: There is effective communication between my department and other departments
- Q35: In my department there is effective communication between individuals
- Q37: Decisions relating to the college budget are made in an open and transparent manner.