

## SUMMARY OF CAMPUS QUALITY SURVEY 2007 RESULTS

In March 2007, the Campus Quality Survey (CQS) was sent to all CNM employees. There were 381 responses to the survey: 173 Faculty, 107 Administrative/Professional Staff, and 101 Support Staff responded. Employees report general overall satisfaction with CNM. The number of employees reporting satisfied or very satisfied with their employment has increased from 70% in 2002 to 78% in 2007. Employees also reported high levels of agreement with the survey item, “*I would recommend CNM as a good place to work.*”

In contrast, CNM employees, like other employees at two-year institutions around the country, report the largest performance gaps in the Baldrige Quality Award areas of *Employee Training and Recognition* and *Top Management Leadership and Support*. In 2002, the last time the Campus Quality Survey was administered, employees reported middle ground satisfaction with the survey item, “*This institution involves its employee in planning for the future.*” Since this time, employees feel far more strongly about this survey item. It is no longer in the middle ground, but has become one of the items about which employees feel most strongly and view as how CNM should be and yet there is a high performance gap in this area.

Employees rated CNM’s payroll services and media, audio visual and technical services as the top two services in both the 2002 and 2007 Campus Quality Surveys. Also for these two successive surveys, employees rated the lowest satisfaction with CNM’s parking for faculty and staff, communication with other departments, and bookstore services.

This report gives a summary of the results from the survey. The full-report can be found at: [http://www.cnm.edu/depts/pbir/instres/surveys/institutevl/Campus\\_Quality\\_2007.pdf](http://www.cnm.edu/depts/pbir/instres/surveys/institutevl/Campus_Quality_2007.pdf)

## RESULTS IN EIGHT BALDRIDGE QUALITY AREAS

Items from the first section of the Campus Quality Survey fall into one or more of the eight categories used in the National Baldrige Quality Award. CNM employees are asked to evaluate the item and respond to how strongly the item currently describes the status of CNM and then to rate how strongly they feel CNM should be performing on the item. The scales have five points. The difference between how the employee rates the current status to how they feel CNM should perform provides the performance gap for that individual item. In turn, the performance gaps for individual items are grouped and averaged to find an overall measure for each of the eight Baldrige categories. The tables below describe the Baldrige category and give examples of items that fall into that category. The categories are listed in descending order of performance gaps for the overall area.

### 1. Employee Training and Recognition:

*Overall area (8 items) average performance gap: 1.381*

This category had the largest gap meeting employee expectations for all responding groups: faculty, support staff and at a lesser level, administrators/professional staff. This category also has the largest gap at the national level for public, two-year colleges.

Example Employee Training & Recognition Item	Average Performance Gap for item and rank*	Other category that includes this item
<i>Employees are rewarded for outstanding job performance.</i>	1.833 (2)	Top Management Leadership & Support
<i>Employees are empowered to resolve problems quickly.</i>	1.590 (4)	Employee Empowerment & Teamwork

\*Rank is from highest (1) performance gap to smallest performance gap (60).

## 2. Top Management Leadership & Support (Top Mgmt):

*Overall area (11 items) average performance gap: 1.252*

This category had the second largest gap in meeting employee expectations for all groups. This also follows the national trend being the second largest gap for two-year colleges.

Example Top Management Leadership & Support Item	Average Performance Gap for item and rank*	Other category that includes this item
<i>This institution analyzes all relevant data before making decisions.</i>	1.463 (8)	Measurement & Analysis
<i>Administrators pay attention to what I have to say.</i>	1.366 (13)	No overlap with other categories

\*Rank is from highest (1) performance gap to smallest performance gap (60).

## 3. Measurement & Analysis (MA):

*Overall area (9 items) average performance gap: 1.165*

This category focuses on how the institution shares information. Included are items on collection and analysis of data for purposes of continuous quality improvement.

Example Measurement & Analysis Item	Average Performance Gap for item and rank*	Other category that includes this item
<i>Employees are encouraged to provide suggestions on ways to improve the work flow.</i>	1.453 (9)	Quality Assurance; Quality & Productivity Improvement Results; Employee Empowerment & Teamwork
<i>It is easy to get information at this institution.</i>	1.412 (11)	No overlap with other categories

\*Rank is from highest (1) performance gap to smallest performance gap (60).

#### 4. Strategic Quality Planning (SQP):

Overall area (8 items) average performance gap: 1.162

In general, items in this category ask how the institution monitors and analyzes information for the purpose of planning and improvement.

Example Strategic Quality Planning Item	Average Performance Gap for item and rank*	Other category that includes this item
<i>This institution involves its employees in planning for the future.</i>	1.585 (5)	No overlap with other categories
<i>Employee suggestions are used to improve our institution.</i>	1.507 (7)	Employee Training & Recognition

\*Rank is from highest (1) performance gap to smallest performance gap (60).

#### 5. Quality & Productivity Improvement Results (QPIR):

Overall area (12 items) average performance gap: 1.125

Items in this category mainly concern how expectations are developed and communicated.

Example Quality & Productivity Item	Average Performance Gap for item and rank*	Other category that includes this item
<i>There are effective lines of communication between departments.</i>	2.040 (1)	No overlap with other categories
<i>There is a spirit of teamwork and cooperation in this organization.</i>	1.322 (14)	Employee Empowerment & Teamwork

\*Rank is from highest (1) performance gap to smallest performance gap (60).

#### 6. Employee Empowerment & Teamwork:

Overall area (13 items) average performance gap: 1.109

This category describes teams being established and effective at the institution. Included are items concerning employees receiving training and recognition needed to be effective.

Example Employee Empowerment & Teamwork Item	Average Performance Gap for item and rank*	Other category that includes this item
<i>Processes for selecting, orienting, training, empowering and recognizing employees are carefully planned.</i>	1.437 (10)	Employee Training & Recognition
<i>Employees are involved in the development and improvement of performance measures.</i>	1.218 (22)	Quality Assurance

\*Rank is from highest (1) performance gap to smallest performance gap (60).

## 7. Customer Focus:

Overall area (8 items) average performance gap: 1.088

This category assesses customer service systems and responsiveness and the ability of the organization to meet customer requirements and expectations.

Example Measurement & Analysis Item	Average Performance Gap for item and rank*	Other category that includes this item
<i>Employees receive special training in customer services.</i>	1.399 (12)	Employee Training & Recognition
<i>This institution analyzes complaints to determine appropriate remedial actions.</i>	1.265 (20)	Strategic Quality Planning

\*Rank is from highest (1) performance gap to smallest performance gap (60).

## 8. Quality Assurance:

Overall area (12 items) average performance gap: 1.085

This category examines the approaches used by the organization to design, assess, control and improve quality.

Example Measurement & Analysis Item	Average Performance Gap for item and rank*	Other category that includes this item
<i>Written procedures clearly define who is responsible for each operation and service.</i>	1.314 (16)	Quality & Productivity Improvement Results
<i>Each department or work unit has written, up-to-date service expectations.</i>	1.262 (21)	Quality & Productivity Improvement Results

\*Rank is from highest (1) performance gap to smallest performance gap (60).

The chart that follows shows how different groups of CNM employees (Faculty - 173 responses, Administration/Professional Staff - 107 responses and Support Staff – 101 responses) rated CNM’s performance on each of the eight categories.

The areas of *Employee Training & Recognition* as well as *Top Management Leadership & Support* consistently have the largest gap for meeting expectations for all employee groups at CNM as well as at the national level for two-year colleges. One item that has the second largest performance gap is shared by these two groups: *Employees are rewarded for outstanding job performances.*

## RESULTS FOR INDIVIDUAL SURVEY ITEMS: Five Largest and Smallest Performance Gaps

The following individual items from the survey had the five largest performance gaps. The first four items were also the four largest performance gaps when the survey was administered in 2002. The item with the fifth largest performance gap - *This institution involves its employees in planning for the future* - was ranked 24<sup>th</sup> in 2002 with a performance gap of 1.261. This item catapulted up to 5<sup>th</sup> place in 2007 with a performance gap of 1.585.

Other two year-colleges encounter the same problems for the first two items. Item: *There are effective lines of communication between departments* and item: *Employees are rewarded for outstanding job performances* are ranked first and second in terms of largest performance gaps for two-year colleges on the national level as well.

Five Largest Performance Gaps

Survey Item	2007 Average Performance Gap for item and rank*	2002 Average Performance Gap for item and rank*
<i>There are effective lines of communication between departments.</i>	2.040 (1)	2.100 (1)
<i>Employees are rewarded for outstanding job performances.</i>	1.833 (2)	1.814 (2)
<i>Communication among all campuses is effective.</i>	1.728 (3)	1.768 (3)
<i>Employees are empowered to resolve problems quickly.</i>	1.590 (4)	1.702 (4)
<i>This institution involves its employees in planning for the future.</i>	1.585 (5)	1.261 (24)

\*Rank is from highest (1) performance gap to smallest performance gap (60).

The following survey items are a partial list of the five smallest performance gap items. Again, the gap is calculated by finding the difference between how employees rate how the college should be in contrast to how it is now. It is possible to get a small gap due to employees rating the item low in terms of how it should be. Although the gaps are small, they are due to low levels of employee expectation as opposed to having high expectations and having CNM come close to fulfilling those expectations. Three items with very small performance gaps are not shown in the table below because employees rated these items on average lower than 4.5 (on a 5 point scale as how the college should be).

Five Smallest Performance Gaps for “How it should be” Scores Over 4.5

Survey Item	2007 How it should be score	2007 Average Performance Gap for item and rank*	2002 Average Performance Gap for item and rank*
<i>The people I work with are willing to help each other even if it means doing something outside of their regular responsibilities.</i>	4.555	0.530 (59)	0.593 (59)
<i>I would recommend CNM as a good place to work.</i>	4.650	0.536 (58)	0.757 (51)
<i>I know what is expected of me.</i>	4.560	0.552 (57)	0.705 (56)
<i>Faulty and staff take pride in their work.</i>	4.635	0.694 (55)	0.734 (53)
<i>Professional development training program are available to assist employees in improving job performance.</i>	4.562	0.749 (53)	0.750 (52)

\*Rank is from highest (1) performance gap to smallest performance gap (60).

The items left off of the prior table due to not having a high enough *How it should be* score (score over 4.500) are the following:

<u>Survey Item</u>	<u>2007 How it should be</u>	<u>2007 Performance Gap and rank</u>
<i>Quality improvement teams have been established at this organization.</i>	4.215	0.501 (60)
<i>This institution believes in continuous quality improvement.</i>	4.386	0.646 (56)
<i>This institution uses teams to solve problems.</i>	4.293	0.701 (54)

**RESULTS FOR INDIVIDUAL SURVEY ITEMS: Five Highest Ranked Items in Terms of How the Institution Should Be**

The five items CNM employees listed overall as how the college should be performing reflect employees’ highest expectations of the institution. The performance gaps for these items vary. The item with the highest rating of how the college should be has one of the smallest performance gaps, “*I would recommend CNM as a good place to work.*” Unfortunately, this item cannot be compared to national responses since it is one of the ten questions that is specific to the institution.

The two items also rated very high in terms of how the institution should be also had low performance gaps: “*Faculty and staff take pride in their work.*” and “*This institution has user-friendly computer systems to assist employees and students.*” On the national level as well, these two items rate high in terms of how the institution should be and relatively low in terms of performance gaps.

Finally, the items: “*It is easy to get information at this institution*” and “*This institution involves employees in planning for the future*” have relatively high performance gaps.

Survey Item	2007 CNM How it should be score, and rank*	2007 CNM Average Performance Gap for item, and rank*	2007 National How it should be score, and rank*	2007 National Average Performance Gap for item, and rank*	2002 CNM How it should be score, and rank*	2002 CNM Average Performance Gap for item, and rank*
<i>I would recommend CNM as a good place to work</i>	4.650 (1)	0.536 (58)			4.650 (1)	0.757 (51)
<i>Faculty and Staff take pride in their work.</i>	4.635 (2)	0.694 (55)	4.651 (1)	0.662 (49)	4.660 (2)	0.734 (53)
<i>This institution has “user-friendly” computer systems to assist employees and students</i>	4.614 (3)	0.994 (38)	4.549 (8)	1.145 (26)	4.606 (6)	0.936 (46)
<i>It is easy to get information at this institution.</i>	4.606 (4)	1.412 (11)	4.541 (11)	1.298 (14)	4.606 (5)	1.415 (19)
<i>This institution involves employees in planning for the future.</i>	4.562 (5)	1.585 (5)	4.520 (15)	1.270 (27)	4.559 (14)	1.261 (24)

\*rank is out of 60 items for CNM and out of 50 items for National Two-Year Colleges.

### **FIVE HIGHEST-RATED AND LOWEST RATED PROGRAMS, SERVICES AND ACTIVITIES**

The Campus Quality Survey asked employees to rate 30 different programs, services and activities available to students and employees bases on their knowledge and use.

The items with the highest ratings were:

1. Payroll services (rated #2 in 2002)
2. Media, audio visual, technology services (rated #1 in 2002)
3. Business office services
4. Basic skills/developmental/alternative programs
5. Relationships with the private sector and business community (rated #3 in 2002)

The five areas rated lowest by all staff and employee groups are listed below:

All Campus Staff (Faculty, Administrative/Professional Staff, Support Staff)

30. Parking for faculty and staff
29. Communications with other departments
28. Bookstore services
27. Student activities
26. Switchboard and telephone services

Broken Down for each Group, the lowest satisfaction rates are as follows:

Faculty

30. Parking for faculty and staff
29. Bookstore services
28. Communication with other departments
27. Student activities
26. Counseling and student advisement services

Administrative/Professional Staff

30. Parking for faculty and staff
29. Communication with other departments
28. Bookstore services
27. Switchboard and telephone services
26. Marketing, advertising, and public relations

Support Staff

30. Parking for faculty and staff
29. Communication with other departments
28. Bookstore services
27. Switchboard and telephone services
26. Student activities

