

# 2024 Employee Campus Climate Survey Report: 3-Year Trends

(covering 2018 to 2024 years)

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**JANUARY 2025**

# Methodology

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## Purpose of Employee Campus Climate Survey

Assess **every three years** employees' **perceptions of the campus climate**, particularly in the areas of:

1. Work environment
2. Sense of belonging and college value
3. Professional development
4. Job satisfaction
5. Communication and vision / direction of the College
6. Service to students
7. Diversity, Equity, Inclusion and Accessibility

## Population Targeted

**All college employees:** faculty, staff, administrators. Part-time employees & TNCs also included.

## Survey Instrument

Questionnaire included **close-ended questions using a Likert scale** and **three open-ended** questions.

# Methodology (cont.)

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## Survey Administration

- **Survey link via email** (April 15th and June 7<sup>th</sup>, 2024).
- **Conducted anonymously** (respondents cannot be individually identified).
- **Optional demographic questions** (participants could choose to provide this information).
- **Weekly gentle reminders** via email.
- **QR code flyers** were distributed across campus facilities.

## Data Analysis

### *Quantitative Analysis*

Aggregation of responses to **quantify counts and proportion of respondents.**

### *Qualitative Analysis*

**Identification of patterns and assigning of codes** to comments. Codes were then **grouped into broader themes** (refined and defined to represent key concerns or satisfaction areas).

# Response Rate

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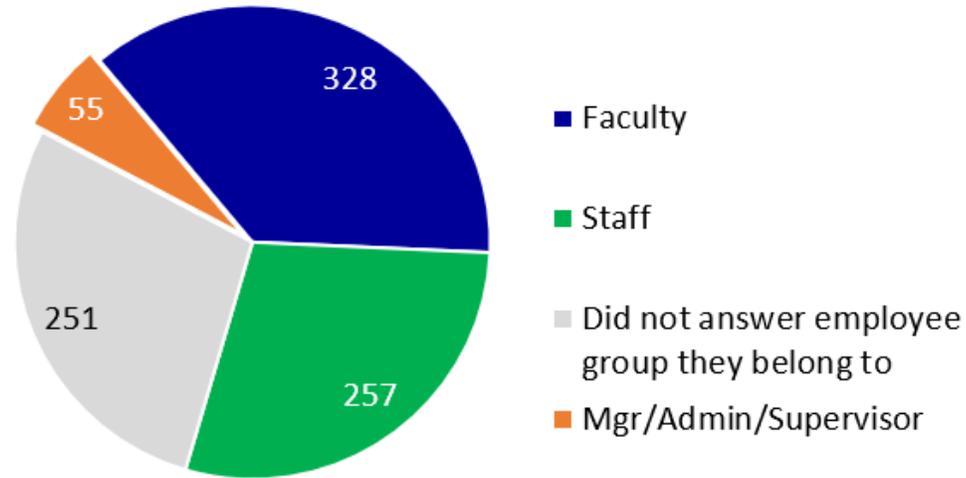
	# of Respondents	Response Rate
Spring 2024	891 employees	52%
Spring 2021	447 employees	35%

# Demographics of Respondents

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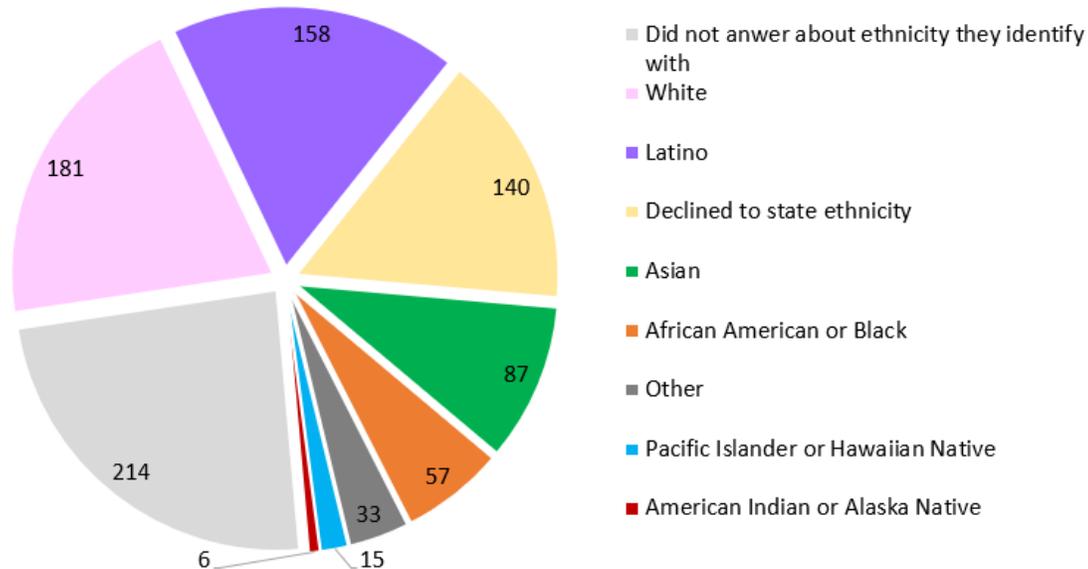
## Respondents Count by Employee Group

Total Respondents = 891



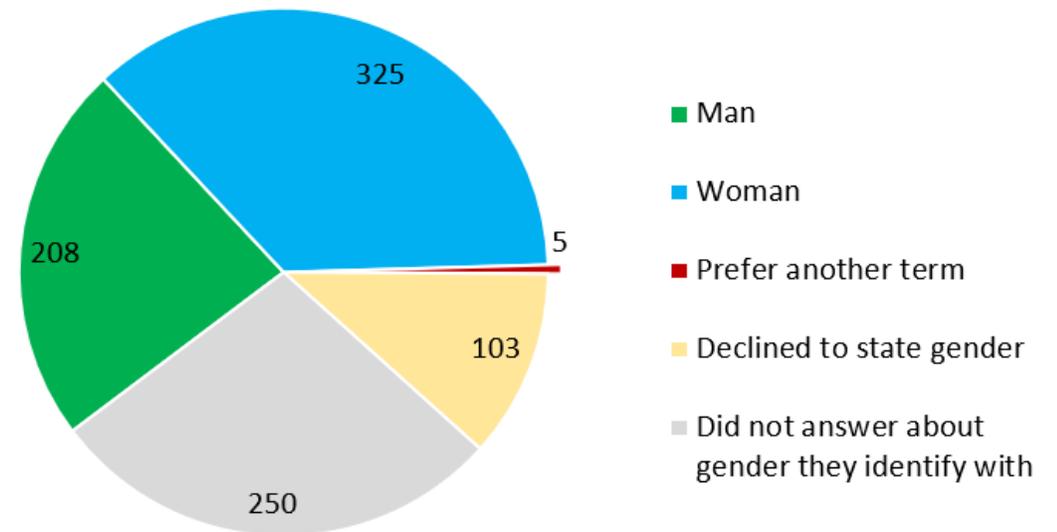
## Respondents Count by Ethnicity

Total Respondents = 891



## Respondents Count by Gender

Total Respondents = 891



# Observations on Response Rate & Respondents Demographics

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- Average online survey response rate is 44.1% (Meng-Jia et al. 2022\*).
- 2024 Employee Campus Climate Survey demonstrates significant improvements in overall response rate and total participation.
- Results related to overall campus climate and staff perspectives can be considered highly valid due to good representation and data triangulation between quantitative and qualitative data .
- Findings specific to faculty should be interpreted with caution due to their underrepresentation and may need targeted follow-up research.
- Managers' perspectives, while valuable, should be understood as potentially having a slightly outsized influence on overall results due to their overrepresentation.
- The 251 respondents (28.2%) who did not answer the employee group question impact the representativeness analysis.

\*Metanalysis examining 1071 online survey response rates reported in education-related research)

# Survey Findings

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THREE-YEAR TRENDS

# How Were Findings Organized?

1

Summary of Trends  
by Topic & Employee  
Group

2

Detailed Findings  
Trends by Topic &  
Employee Group

3

Detailed Findings  
Mixed 3-Year Trends  
by Employee Group

## Notes

- Some survey statements were not included in this 3-year trend report because they were either not included in previous survey versions or were designed too differently to allow comparison.
- Survey statements with data to establish a 2-year trend were included in this report.
- Decreasing trends were categorized in:
  - **Slight decrease:** 12 or less decrease percentage points
  - **Moderate decrease:** Between 13 and 24 decrease percentage points
  - **Significant decrease:** 25 or more decrease percentage points
- Mixed trends were labelled “mixed” throughout the report.

# Summary 3-Year Trends by Topic & Employee Group

Topic	Survey Statement	Faculty	Staff	Managers
Communication & Vision/Direction of ECC	ECC's timeliness of information dissemination	Moderate Decrease	Significant Decrease	Significant Decrease
	Employees' perception of change & innovation	Moderate Decrease	Significant Decrease	Significant Decrease
	Executive leadership's response to challenges	Moderate Decrease	Moderate Decrease	Moderate Decrease
	Strategic planning for future	Mixed	Significant Decrease	Slight Decrease
Job Satisfaction	Executive leadership's fair treatment towards employees	Mixed	Slight Decrease	Moderate Decrease
	Feeling valued as an individual at ECC	Mixed	Slight Decrease	Mixed
	Executive leadership's genuine concern about employees' well-being	Moderate Decrease	Significant Decrease	Mixed
	Pride working at ECC	Increasing trend	Slight Decrease	Slight Decrease
Work Environment	Communication among employees	Slight Decrease	Moderate Decrease	Moderate Decrease
	Safety after dark	Significant Decrease	Moderate Decrease	Mixed
	Administrators leading by example	Moderate Decrease	Moderate Decrease	Increasing trend
	Workplace relationships & team dynamics	Moderate Decrease	Moderate Decrease	Mixed
	Daytime safety	Slight Decrease	Slight Decrease	Mixed
	Welcoming environment for employees	Mixed	Slight Decrease	Mixed

- Significant Decrease
- Moderate Decrease
- Slight Decrease
- Increasing trend

# Summary 3-Year Trends by Topic & Employee Group (cont. 1)

Topic	Survey Statement	Faculty	Staff	Managers	
Diversity, Equity, Inclusion & Accessibility	Opportunities for diversity training				
	ECC providing safe spaces to discuss about racism				
	Campus DEIA efforts	Flat			
	Diversity Experience Satisfaction	Mixed	Mixed		
Sense of Belonging & College Value	Supervisor support				
	Impact of employee input			Mixed	
	Team inclusion		Mixed	Mixed	
Service to Students	Employees addressing needs of students with different political affiliations				
	Employees addressing needs of students from different ages/generations				
	Employees addressing needs of students with different economic backgrounds			Mixed	
	Employees addressing needs of students with immigration statuses				
	ECC as improving processes for students	Mixed			
	Employees addressing needs of students with different religious affiliations		Mixed	Mixed	
	Employees addressing needs of students with different genders/gender identities				
					Moderate Decrease
					Slight Decrease
					Increasing trend

# Summary 3-Year Trends by Topic & Employee Group (cont. 2)

Topic	Survey Statement	Faculty	Staff	Managers
Communication & Vision/Direction of ECC	ECC working towards environmentally sustainable campus	Mixed	Mixed	Mixed
Job Satisfaction	Employees' needs addressed by the College	Mixed	Mixed	Mixed
Service to Students	ECC as welcoming environment for students	Mixed	Mixed	Mixed
	Employees addressing needs of students with different race/ethnicities	Mixed	Mixed	Mixed
	Employees addressing needs of students with different sexual orientations	Mixed	Mixed	Mixed

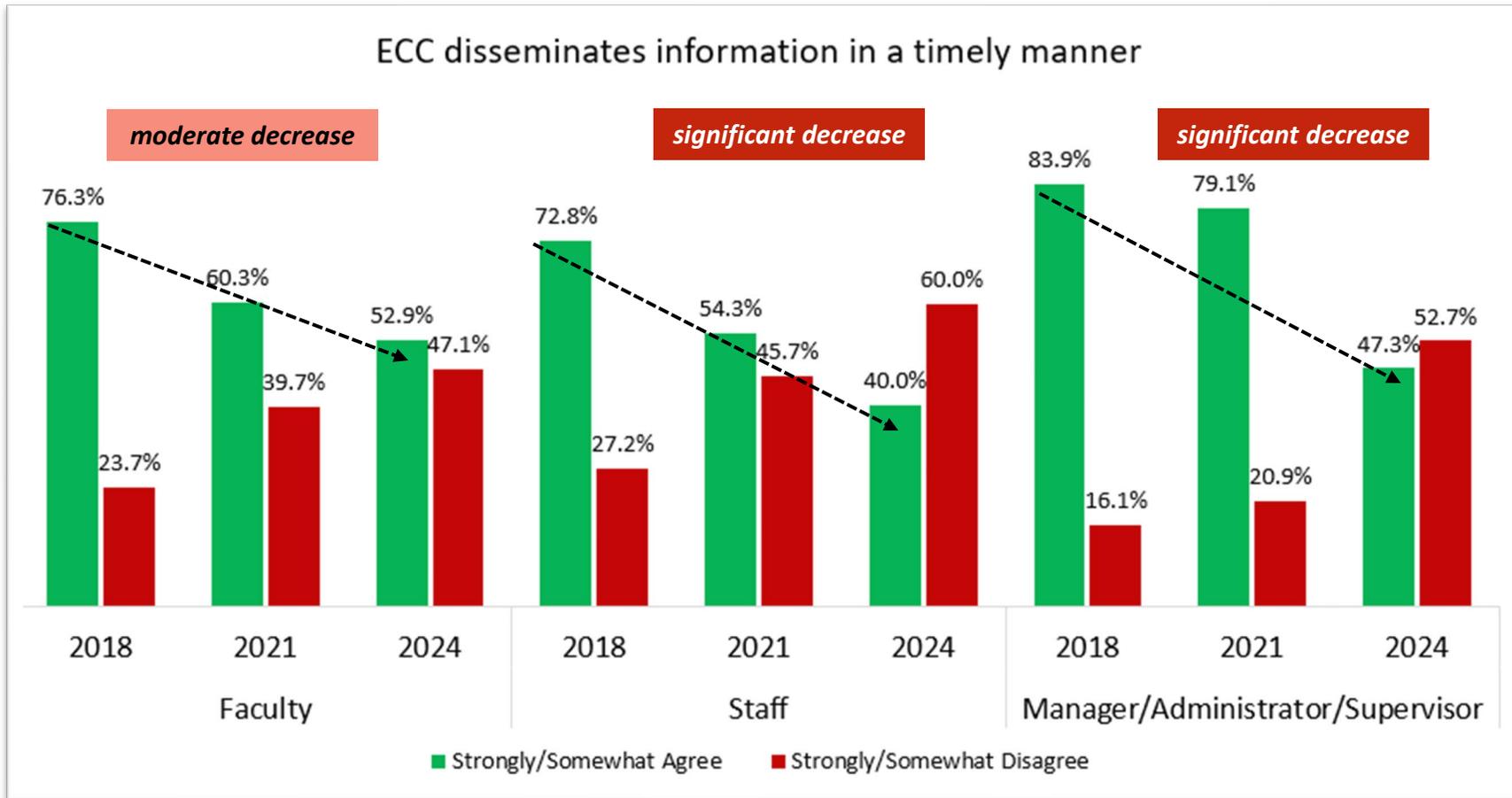
# Detailed Findings Three-Year Trends by Topic & Employee Group

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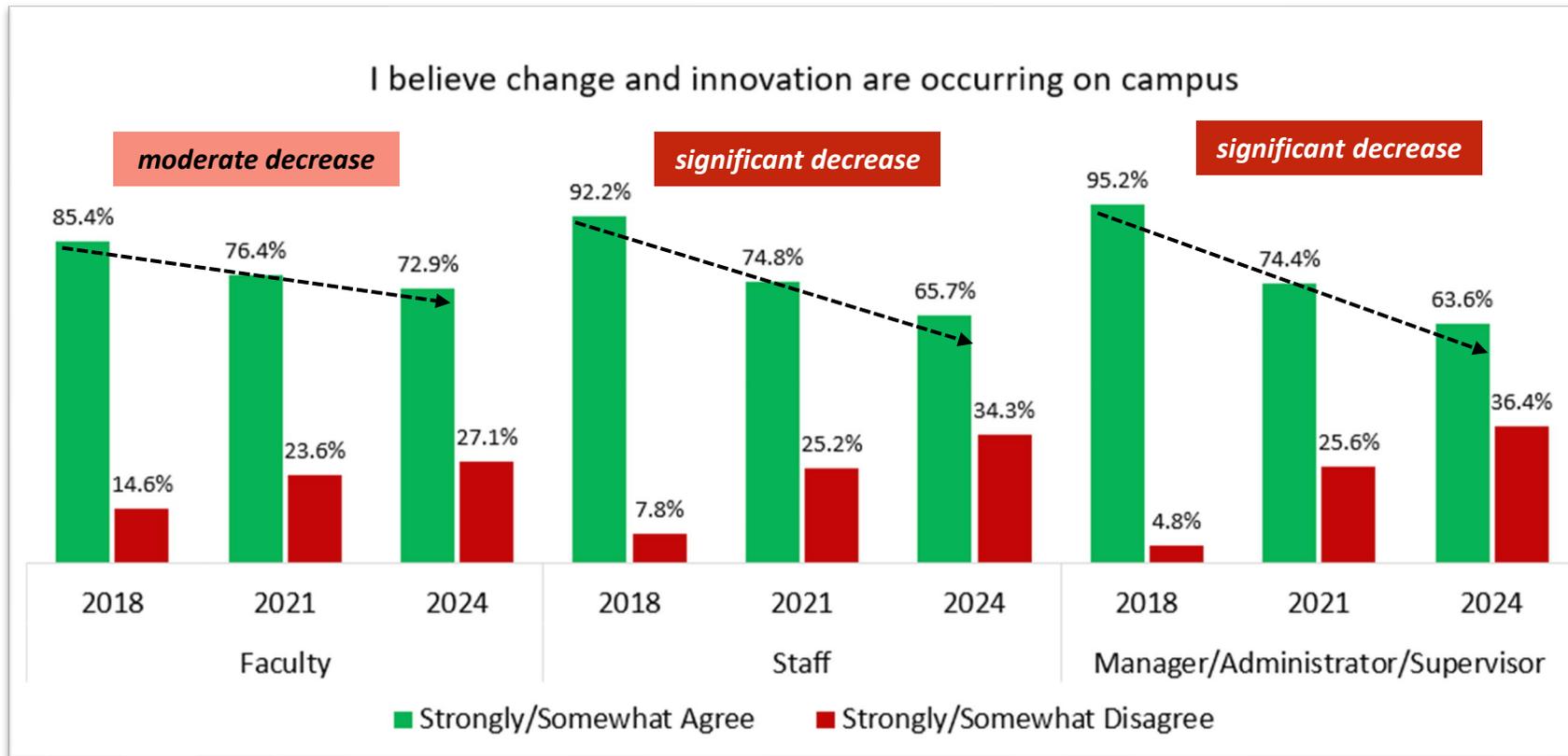
# Communication & Vision/Direction of ECC

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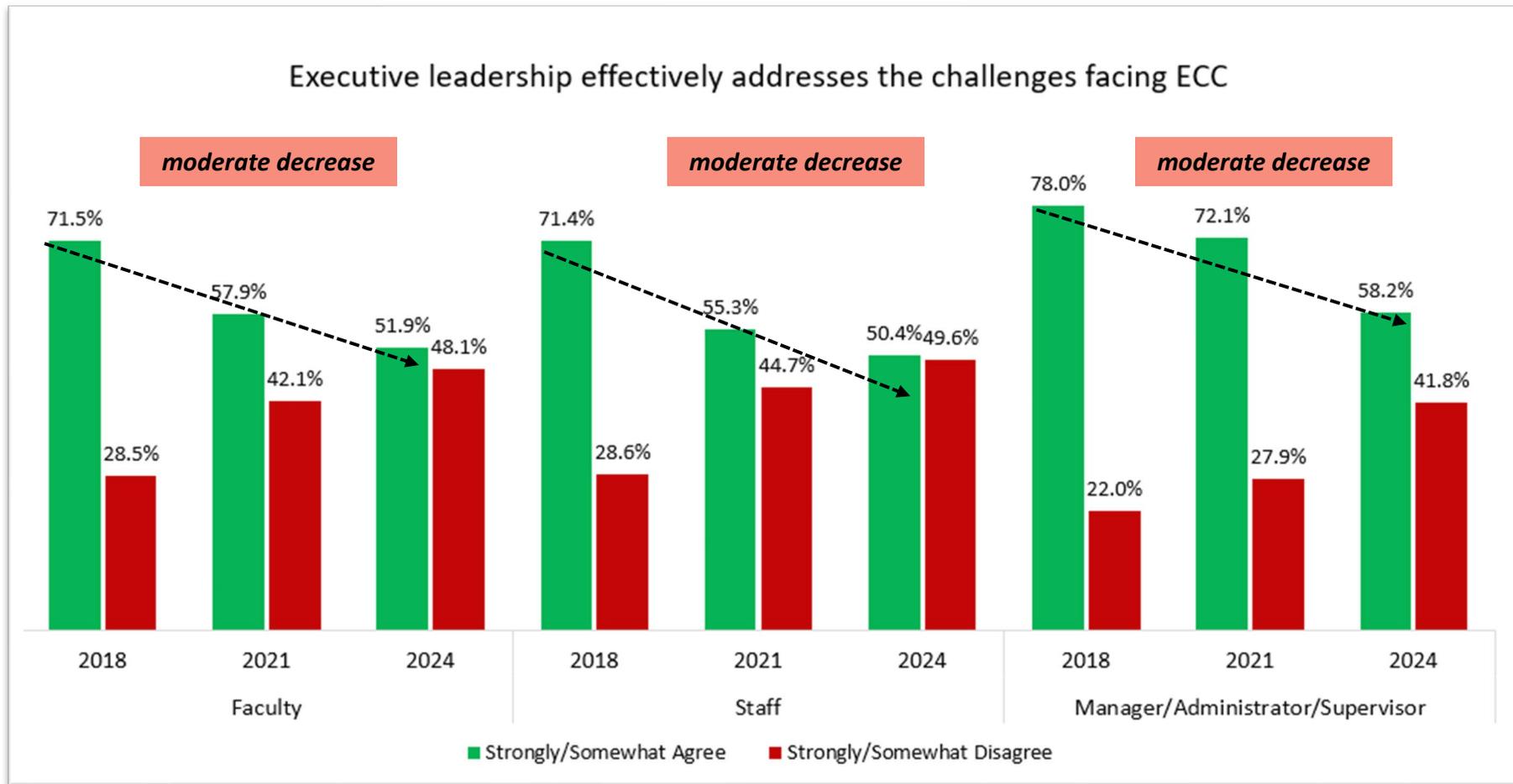
DETAILED FINDINGS THREE-YEAR TRENDS BY EMPLOYEE  
GROUP



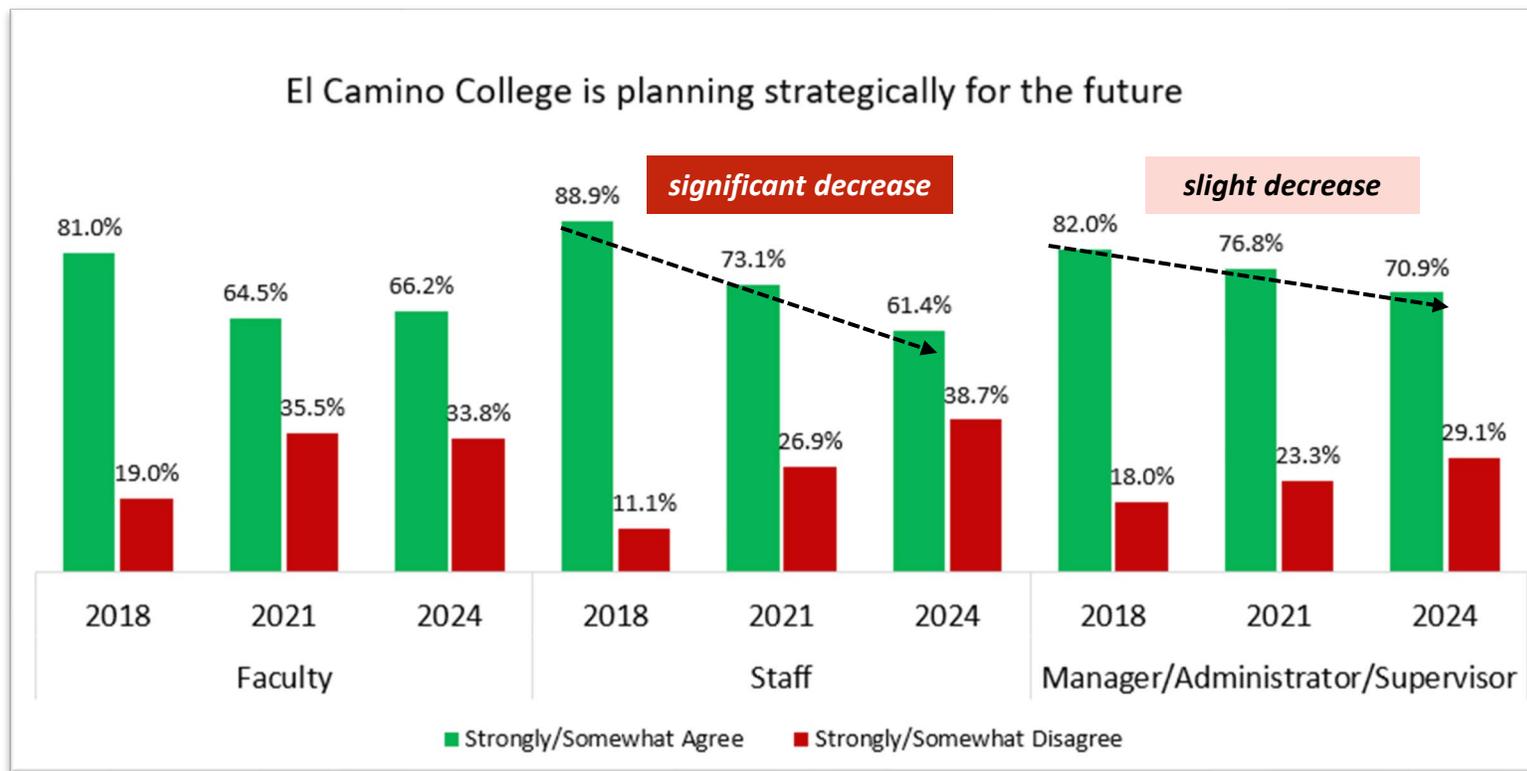
- Faculty, staff, and managers' perceptions of the college disseminating information timely have declined significantly, with a sharp increase in 2024 of those who disagree, especially managers.



- Faculty, staff, and managers' perceptions of change and innovation on campus have steadily declined, with a significant increase in 2024 of those who disagree.



- Faculty, staff, and managers' perceptions of executive leadership effectively addressing ECC's challenges have steadily declined, with an increase in 2024 of those who disagree, especially managers.

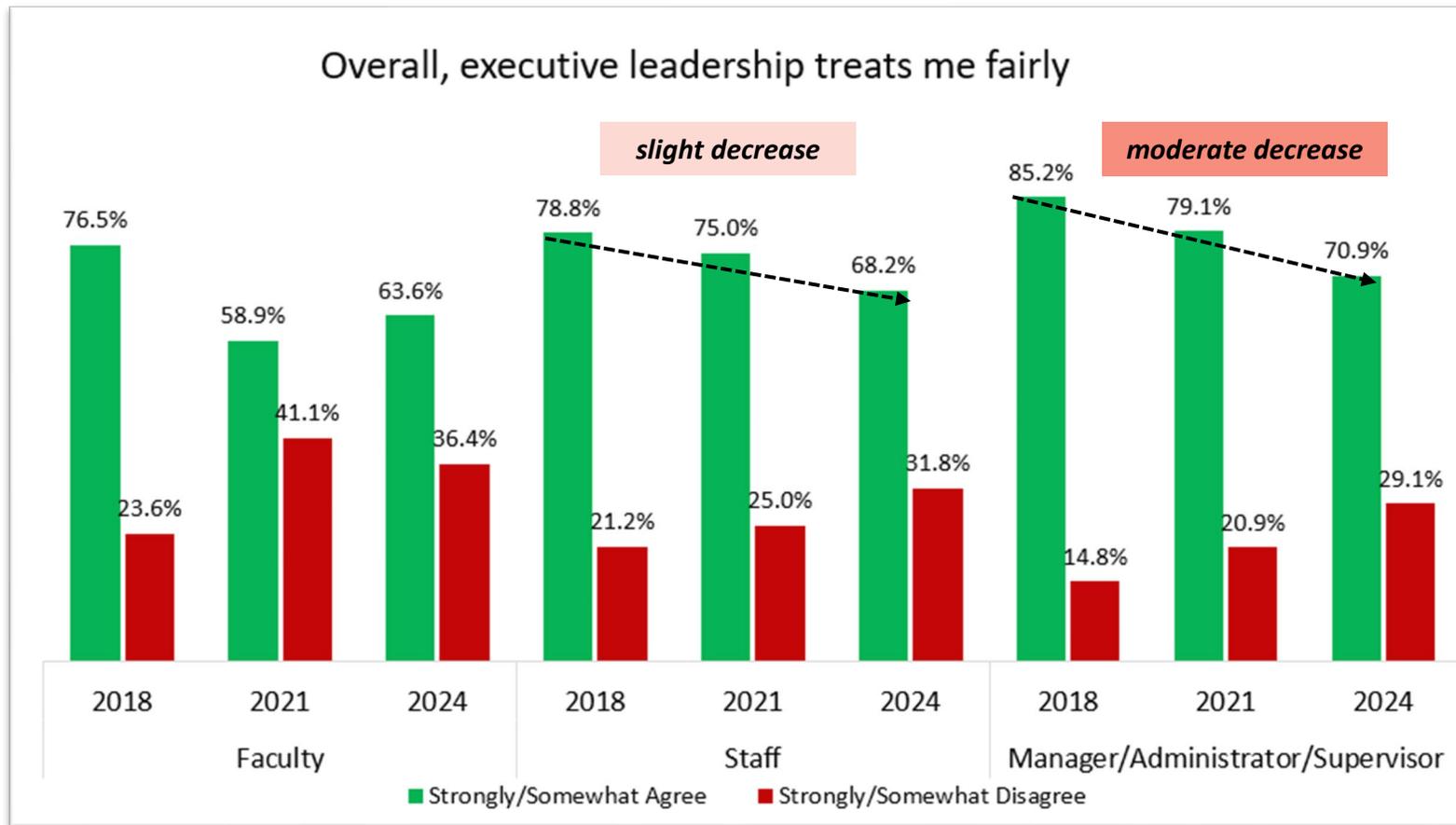


- Faculty confidence in strategic planning for the future has declined significantly compared to 2018, with a slight improvement by 2024, but disagreement remains much higher than in 2018.
- Staff perception of strategic planning capabilities has steadily declined, with a notable rise in disagreement in 2024.
- Managers' confidence in strategic planning has decreased over time with growing disagreement in 2024, though not as sharply as among faculty and staff.

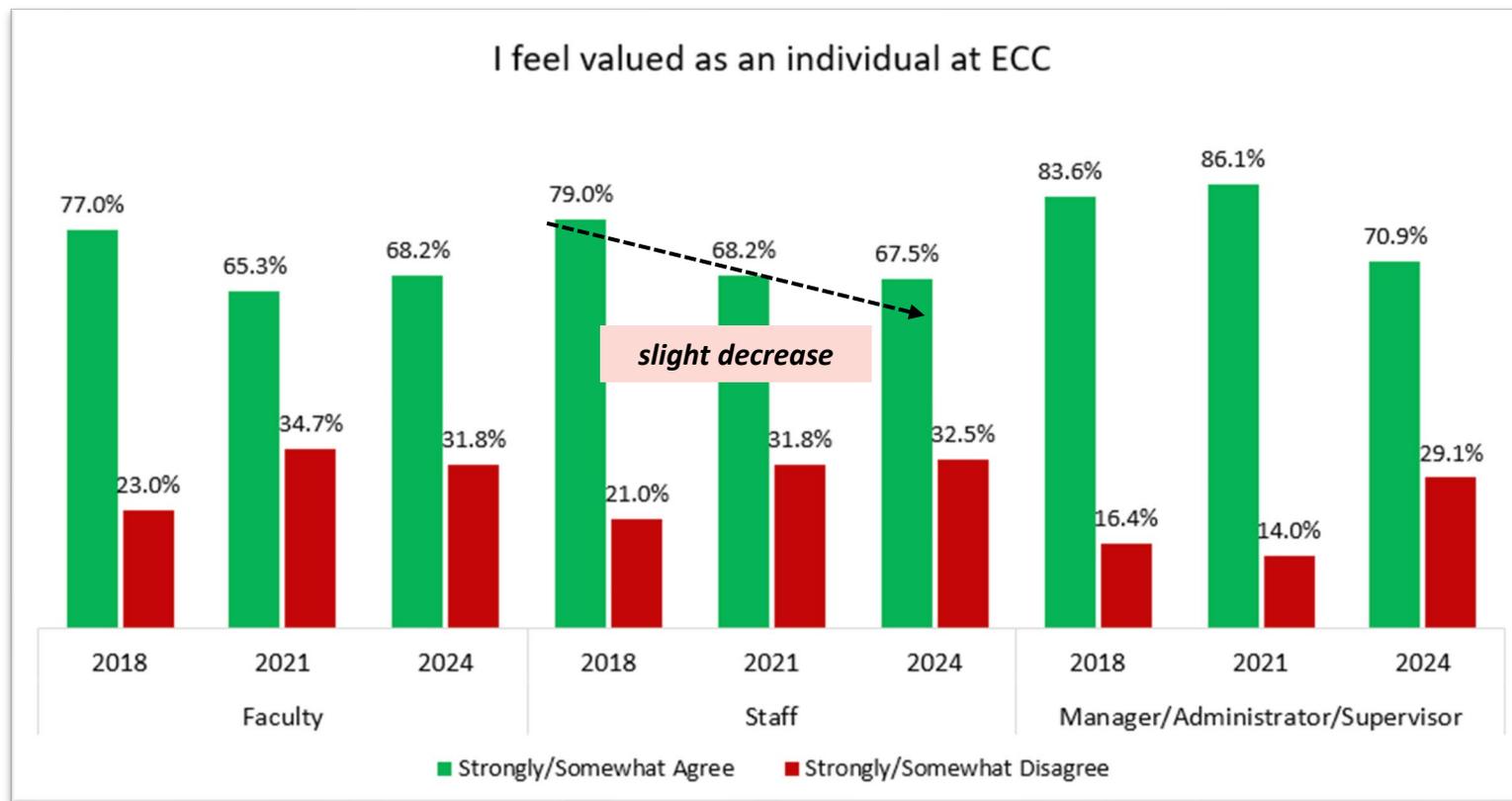
# Job Satisfaction

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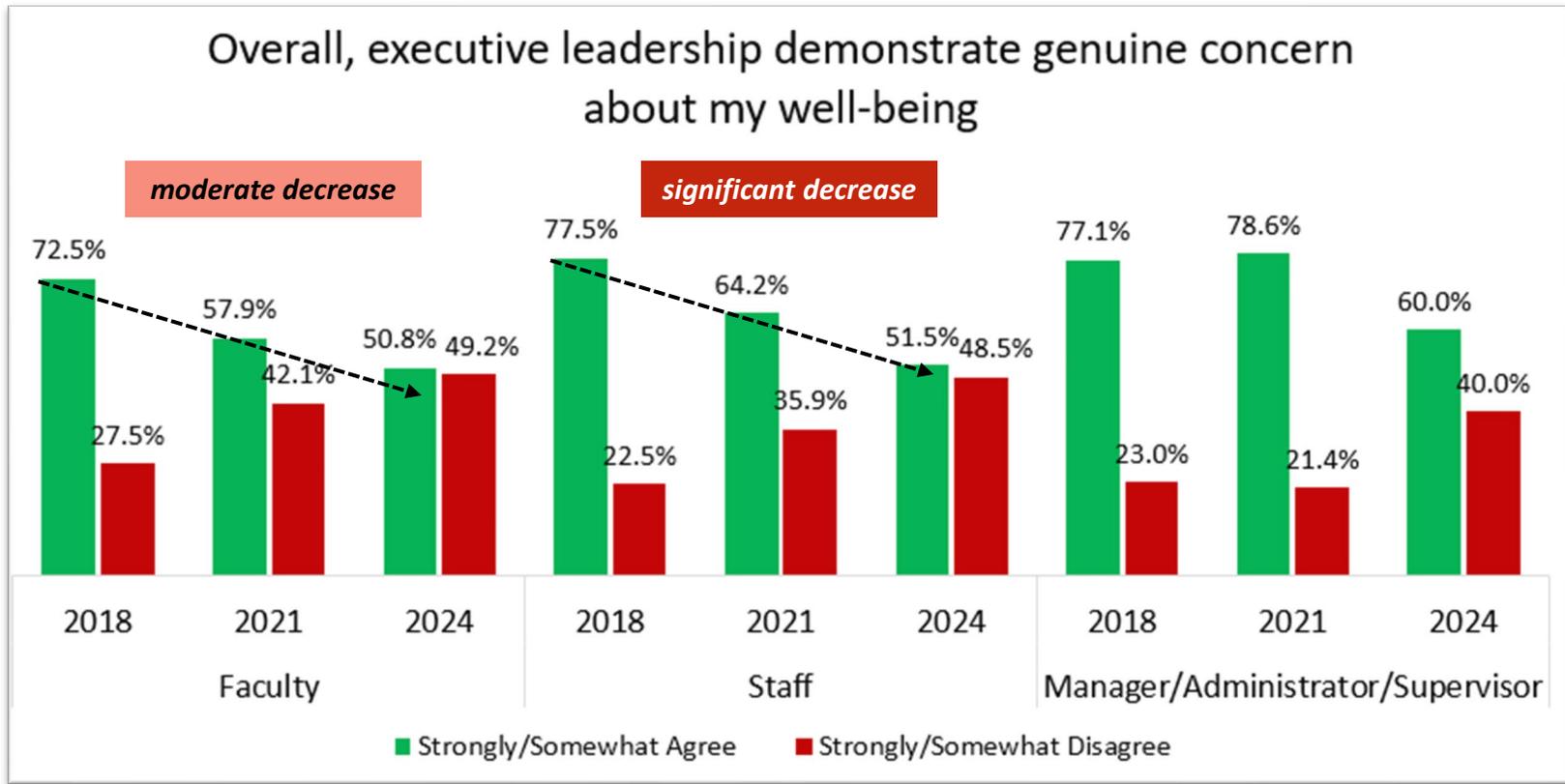
**DETAILED FINDINGS THREE-YEAR TRENDS BY EMPLOYEE  
GROUP**



- Staff and administrators show a better perception of fair treatment by executive leadership than faculty. However, the decreasing agreement trend points to growing concerns of unfair treatment.
- Faculty show increase in perception of fair treatment by executive leadership in 2024, though not to the 2018 levels.

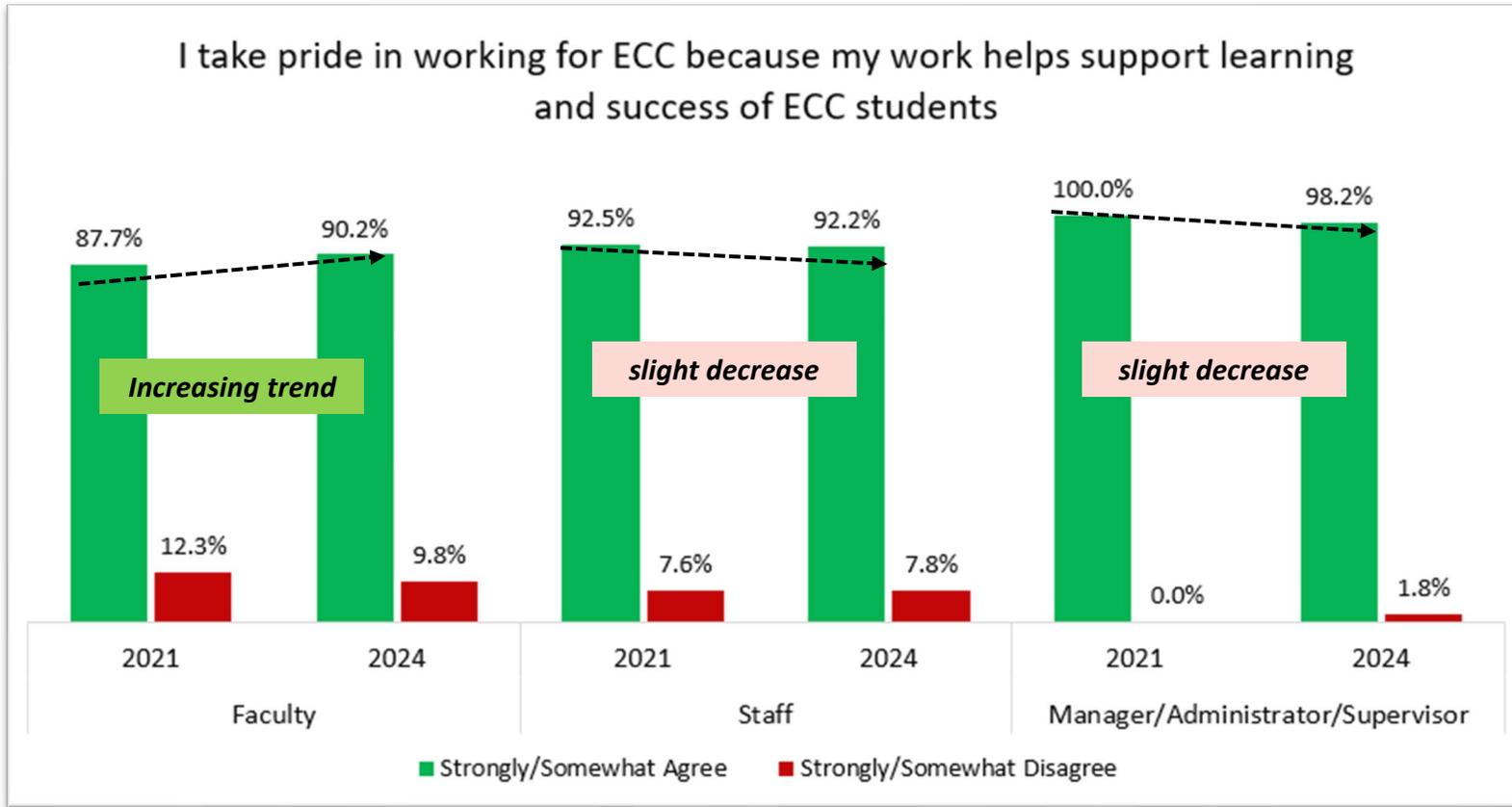


- Faculty perception of feeling valued individually has declined overall, with a modest recovery by 2024, though disagreement remains elevated compared to 2018.
- Staff perception of being individually valued has steadily declined over time, with growing levels of disagreement by 2024.
- Managers felt increasingly valued through 2021, but by 2024, there was a significant decline in agreement, with nearly 30% feeling undervalued.



- Faculty confidence in executive leadership’s concern for their well-being has consistently declined, with nearly equal disagreement and agreement by 2024.
- Staff perception of executive leadership’s concern for their well-being has significantly decreased over time, with disagreement approaching half of respondents by 2024.
- Managers experienced a slight improvement in perception in 2021 but saw a steep decline in 2024.

Two-Year Trend



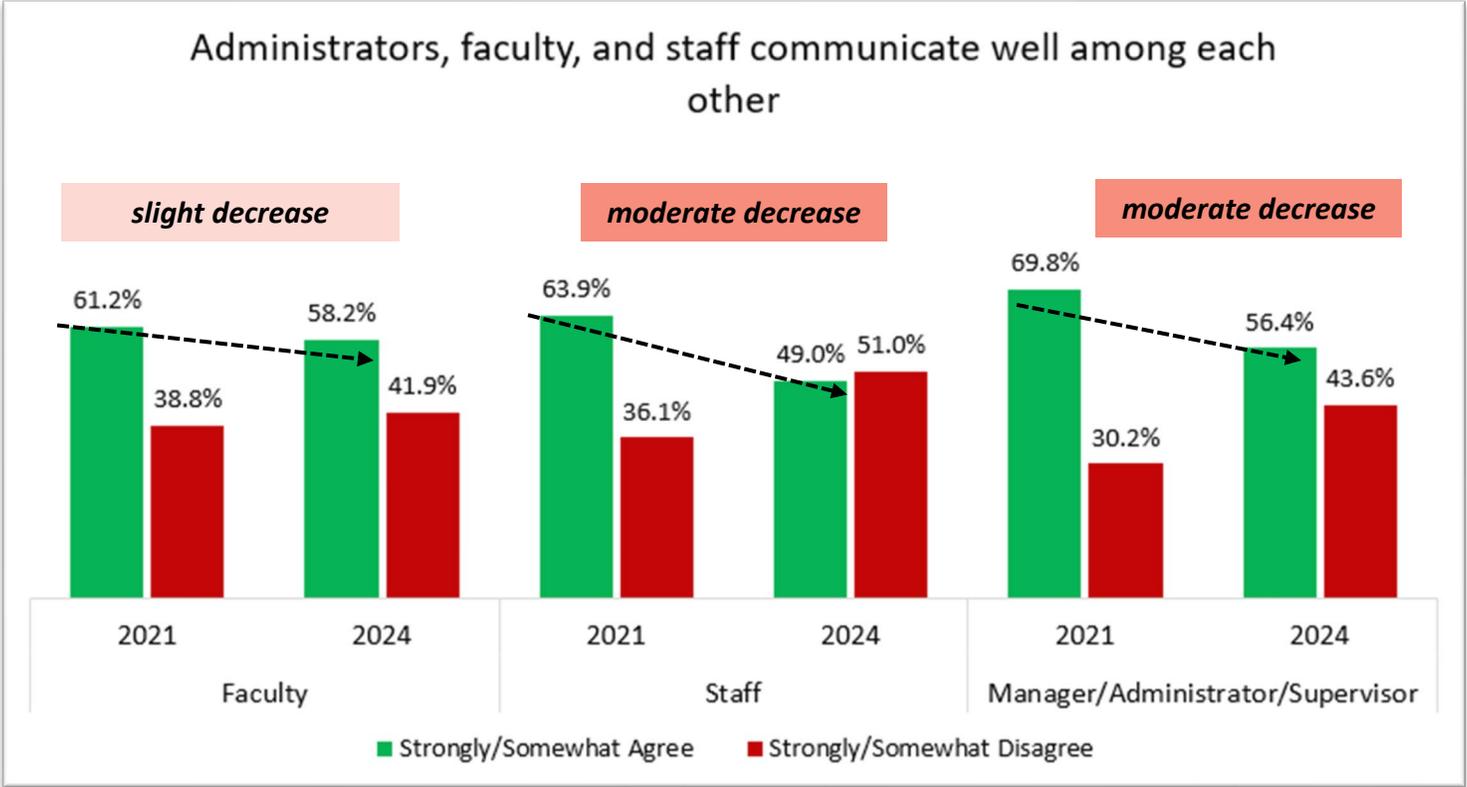
- Faculty pride in supporting student success has grown slightly, with fewer faculty disagreeing.
- Staff consistently show high levels of pride in their work with minimal change in perceptions.
- Managers maintain extremely high levels of pride in supporting student success, though there is a small increase in disagreement in 2024.

# Work Environment

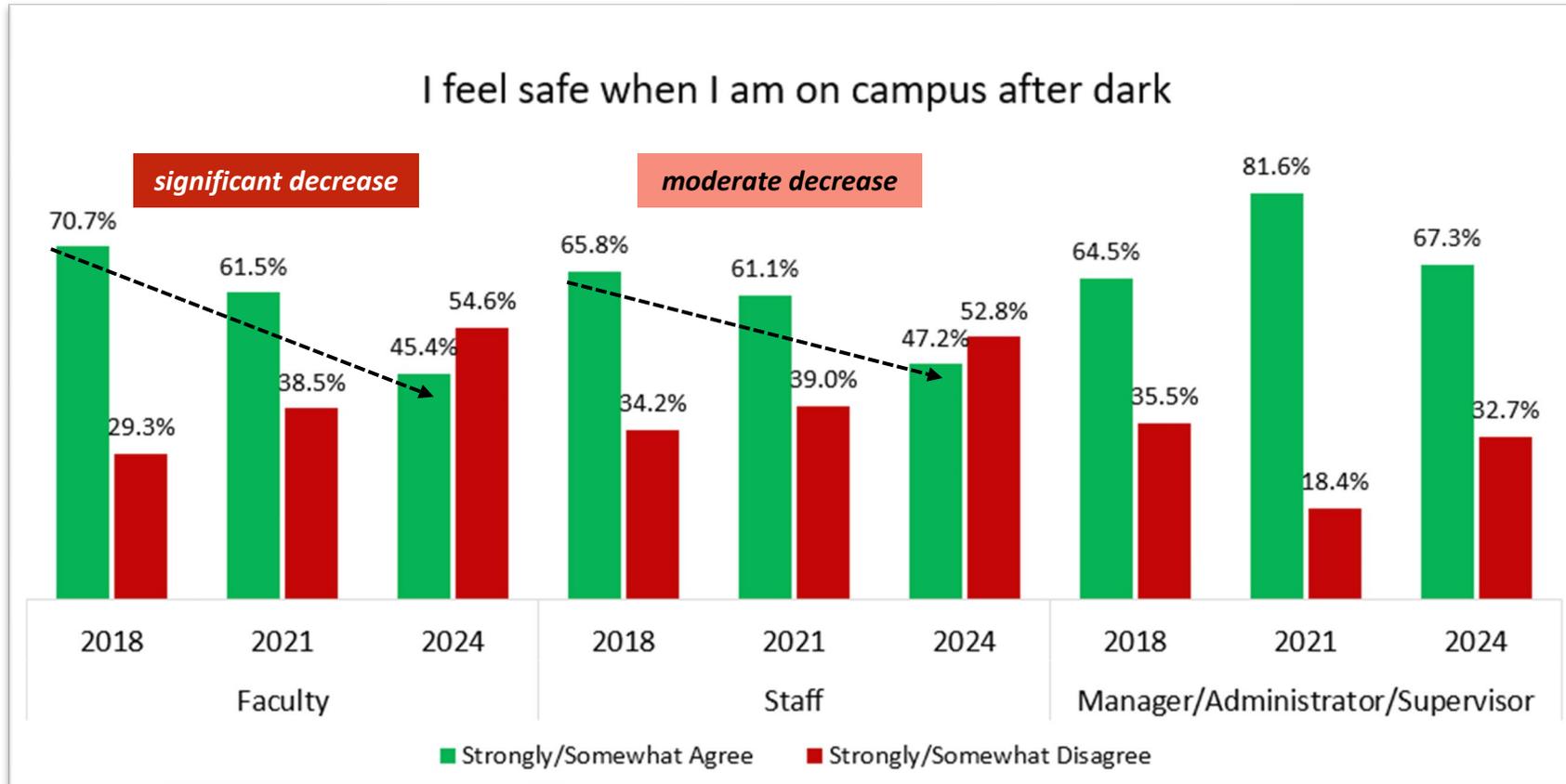
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**DETAILED FINDINGS THREE-YEAR TRENDS BY EMPLOYEE  
GROUP**

Two-Year  
Trend

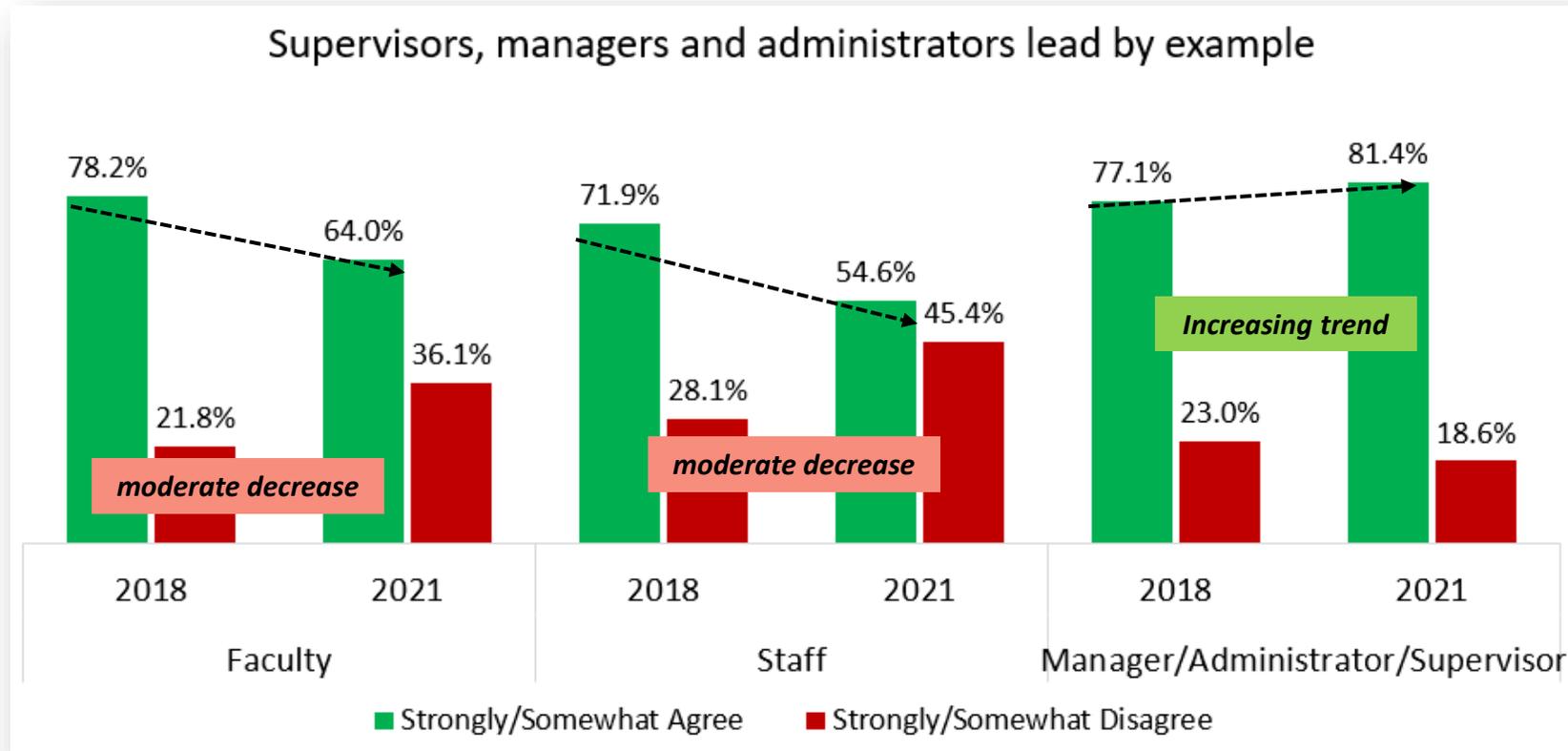


- The communication trend shows a consistent issue, with disagreement rates climbing by 2024 for all groups.
- The most significant concern is seen among staff, where disagreement surpasses agreement in 2024.
- Faculty and administrators also show growing disagreement but at a slower rate.

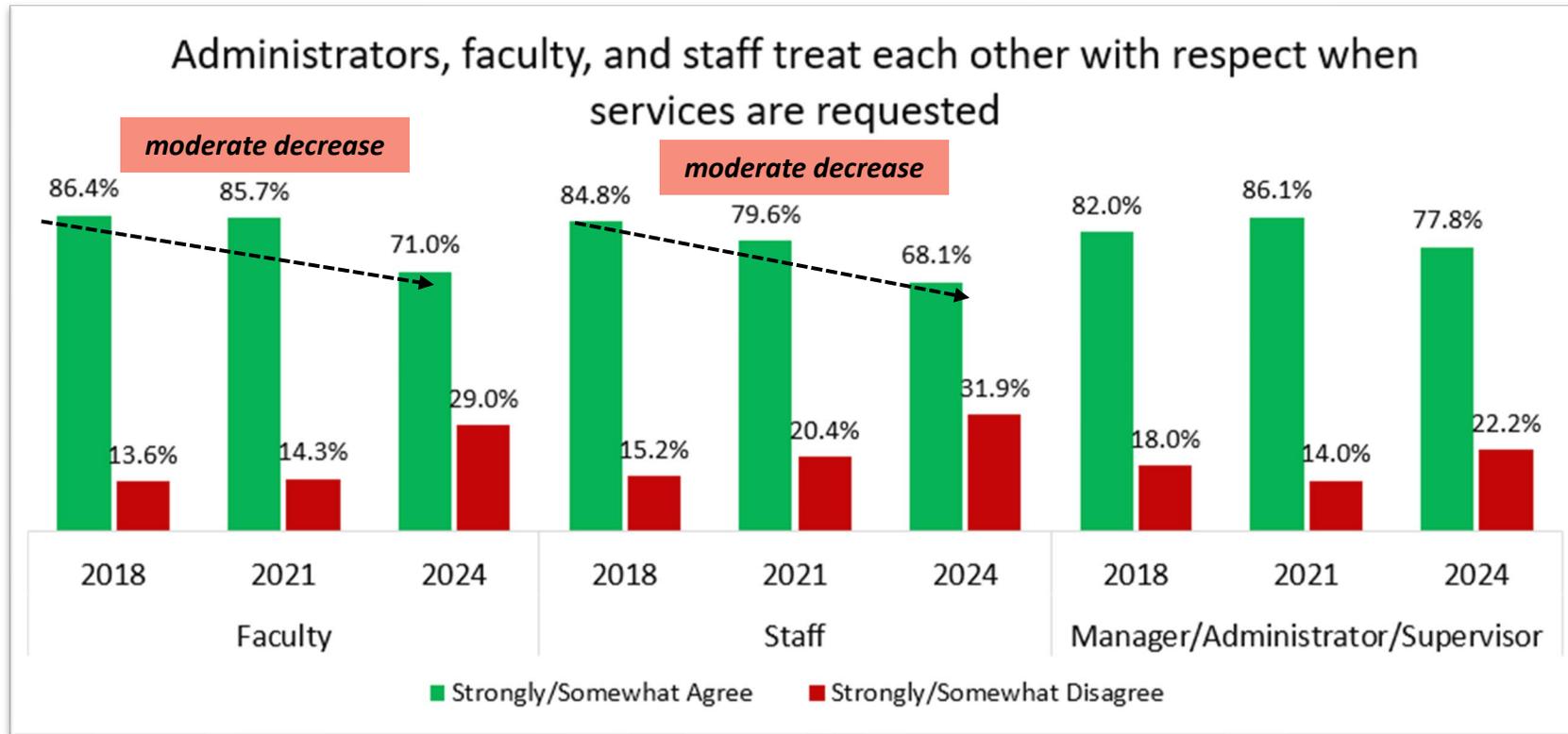


- Faculty and staff report increasing levels of feeling unsafe, with dramatic shifts in disagreement in 2024, when the disagree percentage exceeds the agree percentage.
- While among managers there was a notable improvement in safety perceptions in 2021, it declined in 2024 but remains higher than in 2018.

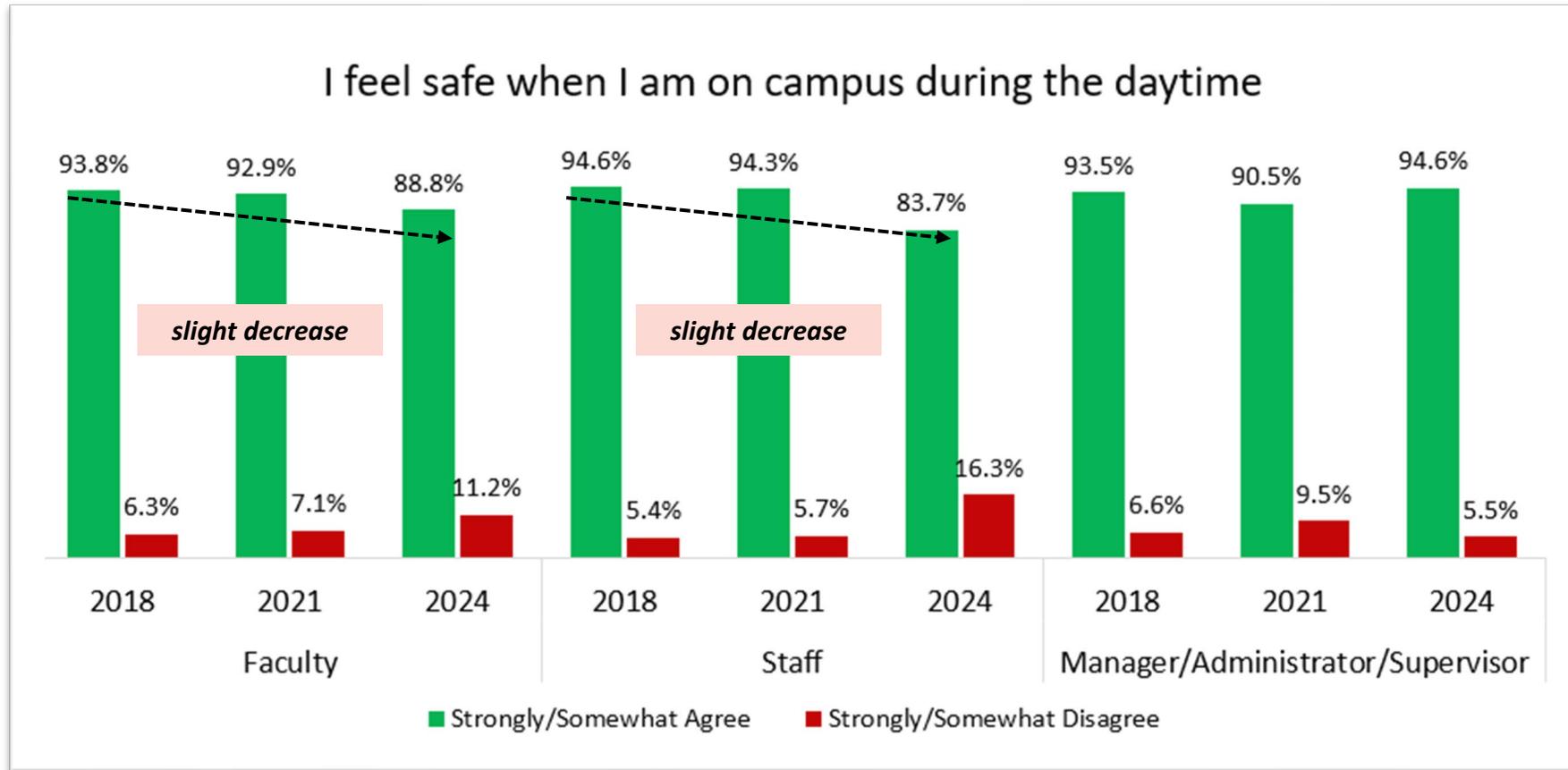
## Two-Year Trend



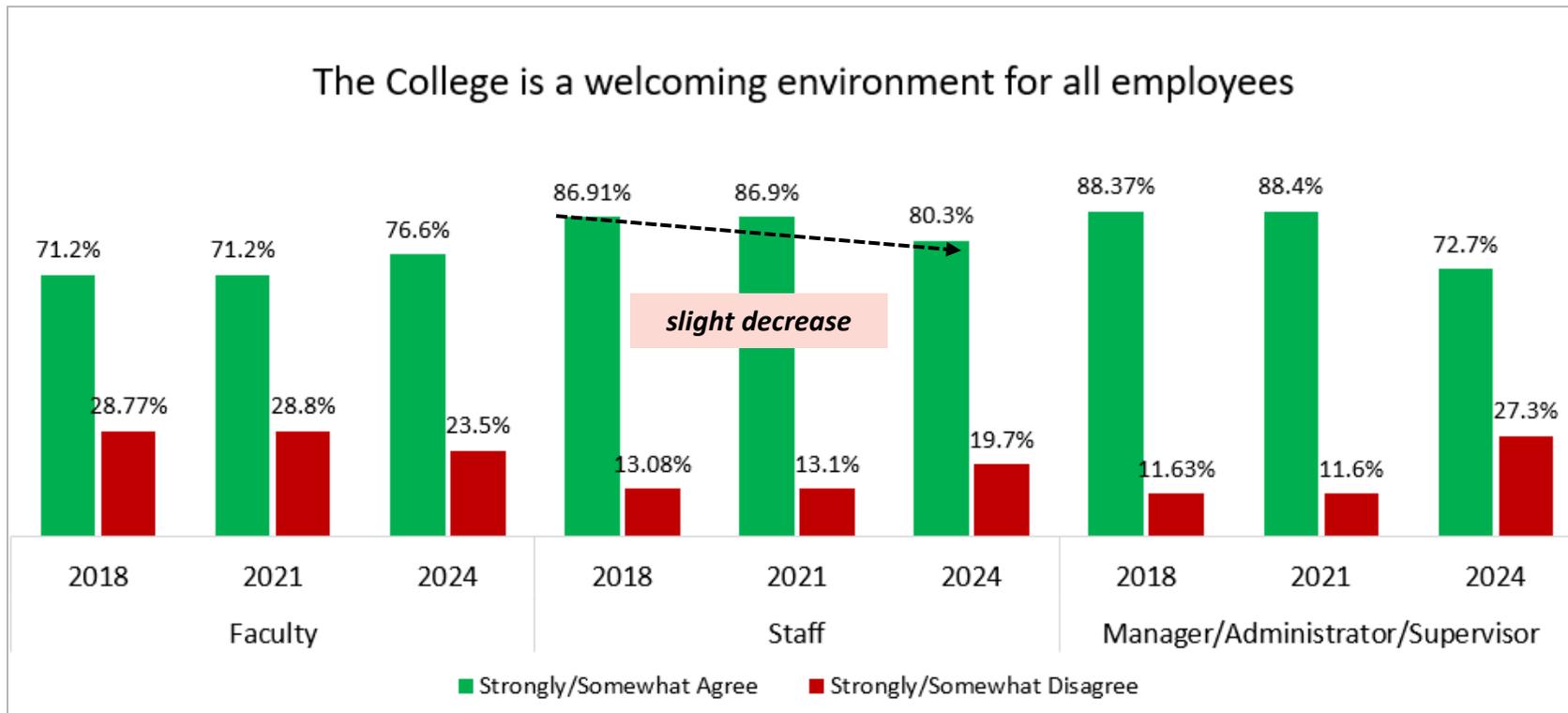
- Faculty confidence in leadership leading by example declined steadily from 2018 to 2021, with disagreement rising significantly.
- Staff saw a significant drop in agreement in 2021 and disagreement rising significantly.
- Managers saw improvement in 2021 and a decline in disagreement.



- Faculty perceptions of respect declined sharply in 2024 compared to the previous years.
- Staff also experienced a steady decline in perceptions of respect over the years, with a significant drop in 2024.
- While perceptions of respect among managers improved in 2021, they declined again in 2024, though the drop is less compared to staff and faculty.



- Faculty, staff, and managers generally report high levels of safety during the daytime.
- However, for faculty and staff, there's a slight decline from 2018 to 2024, while managers show a more consistent level of safety perception.



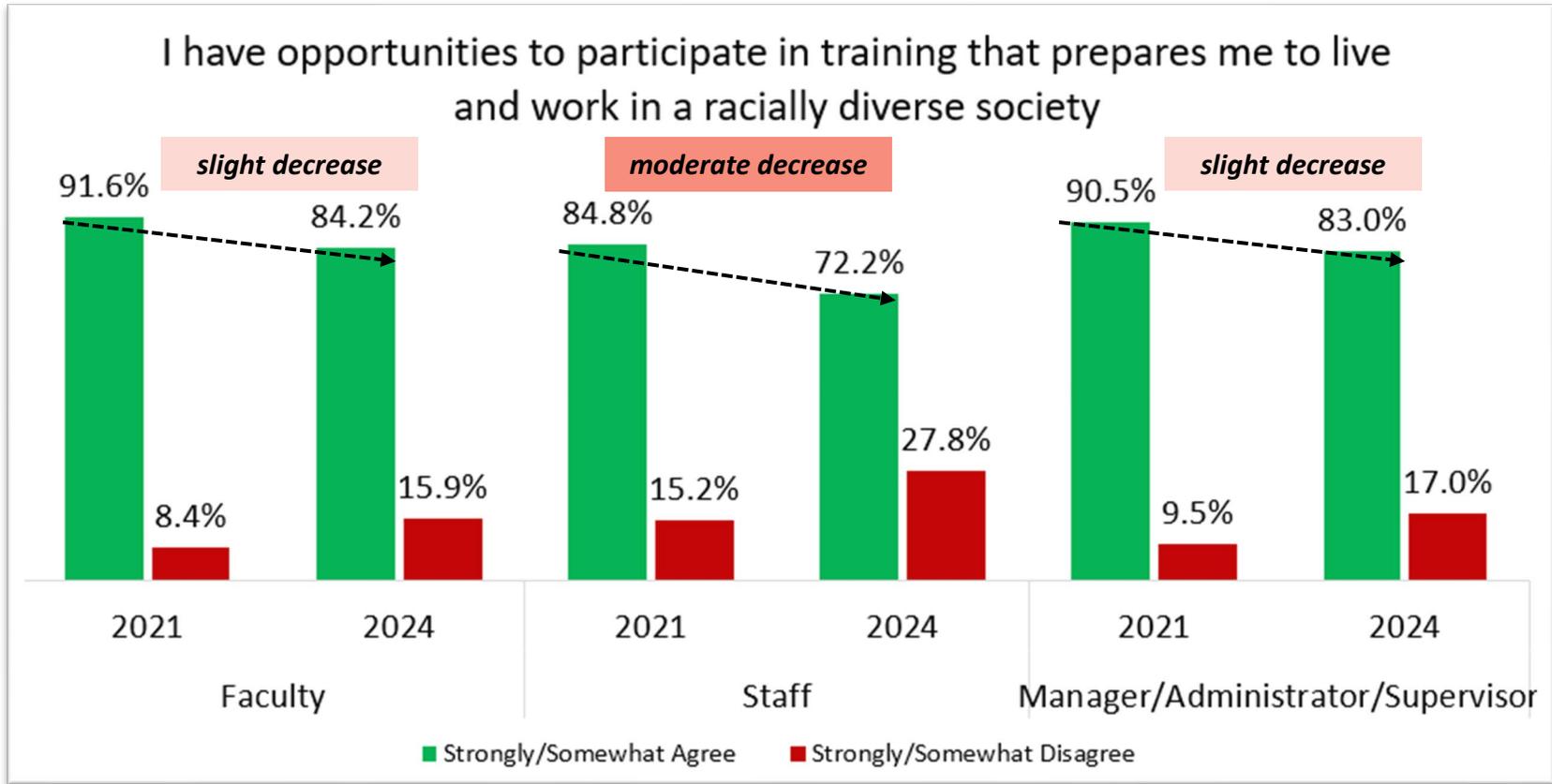
- Faculty perception about the college being a welcoming environment for all employees have remained relatively stable over time, with a small improvement in 2024.
- Staff and managers' perceptions are more favorable than faculty. However, the perception that the college is a welcoming environment for all employees has generally declined for these two groups, with more noticeable disagreement in 2024.

# Diversity, Equity, Inclusion & Accessibility

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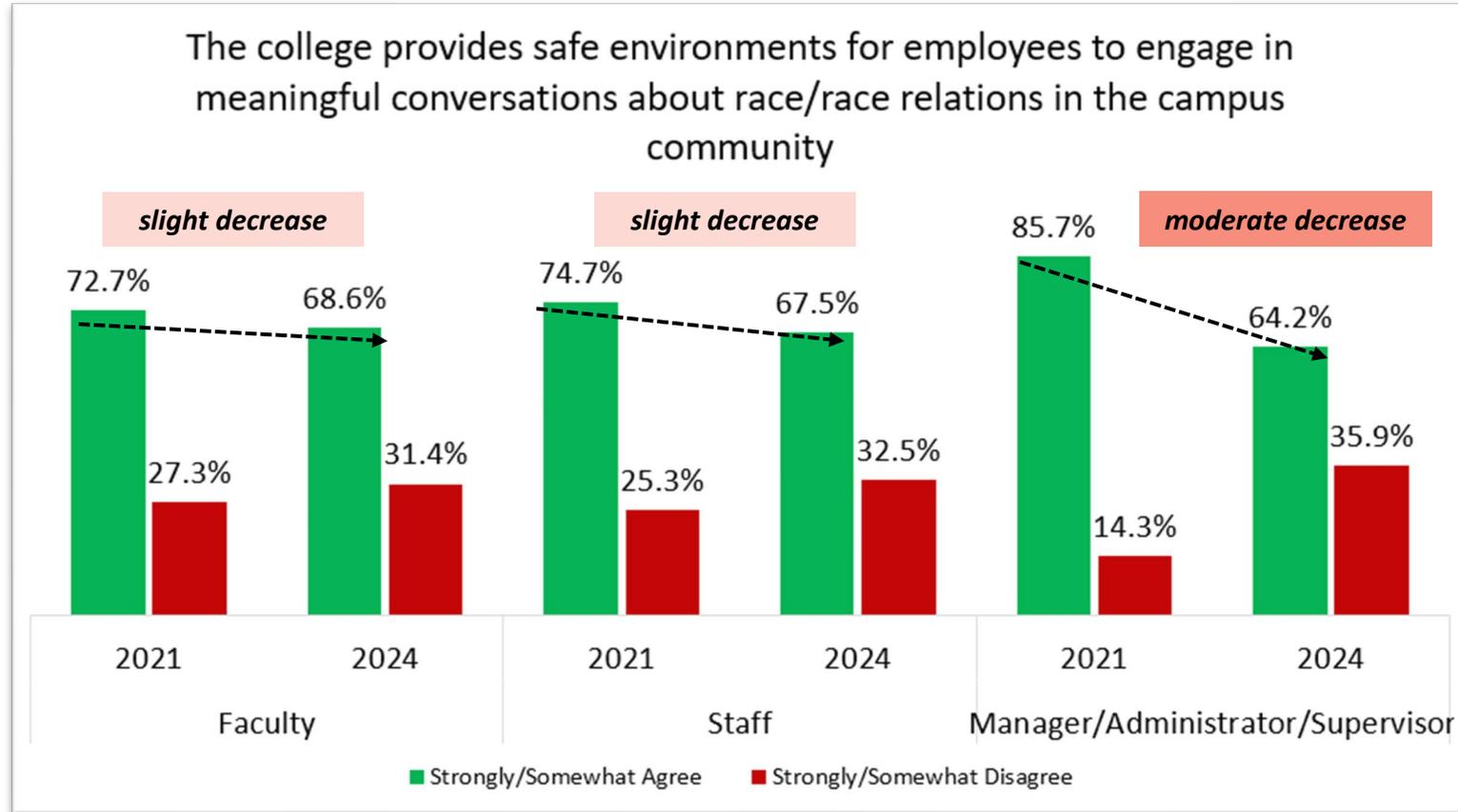
DETAILED FINDINGS THREE-YEAR TRENDS BY EMPLOYEE  
GROUP

Two-Year Trend



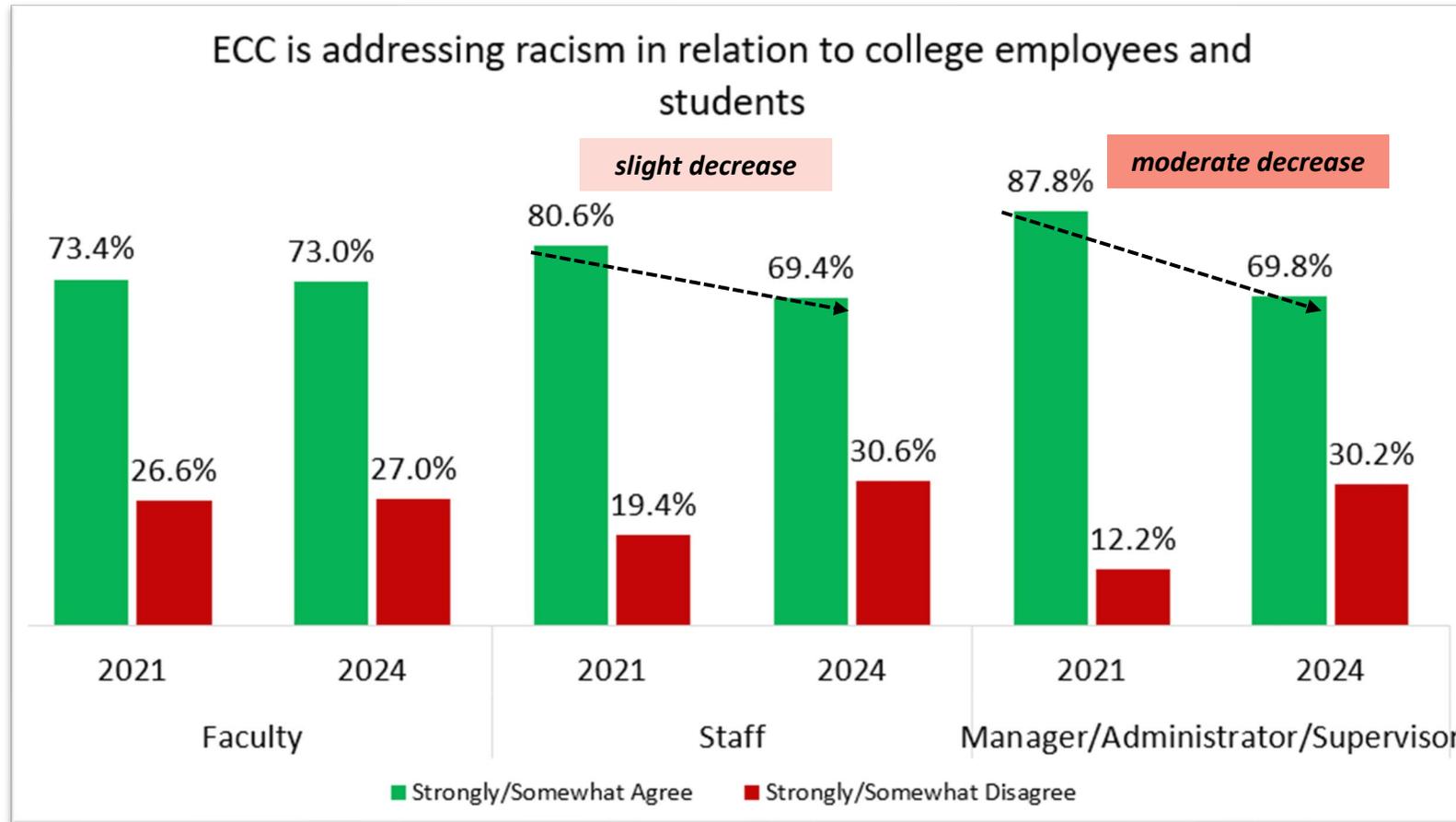
- In this two-year trend, perceptions of opportunities to participate in training that prepares employees to live and work in a racially diverse society decreased across all employee groups. Disagreement with this statement also increased, particularly among staff.

## Two-Year Trend

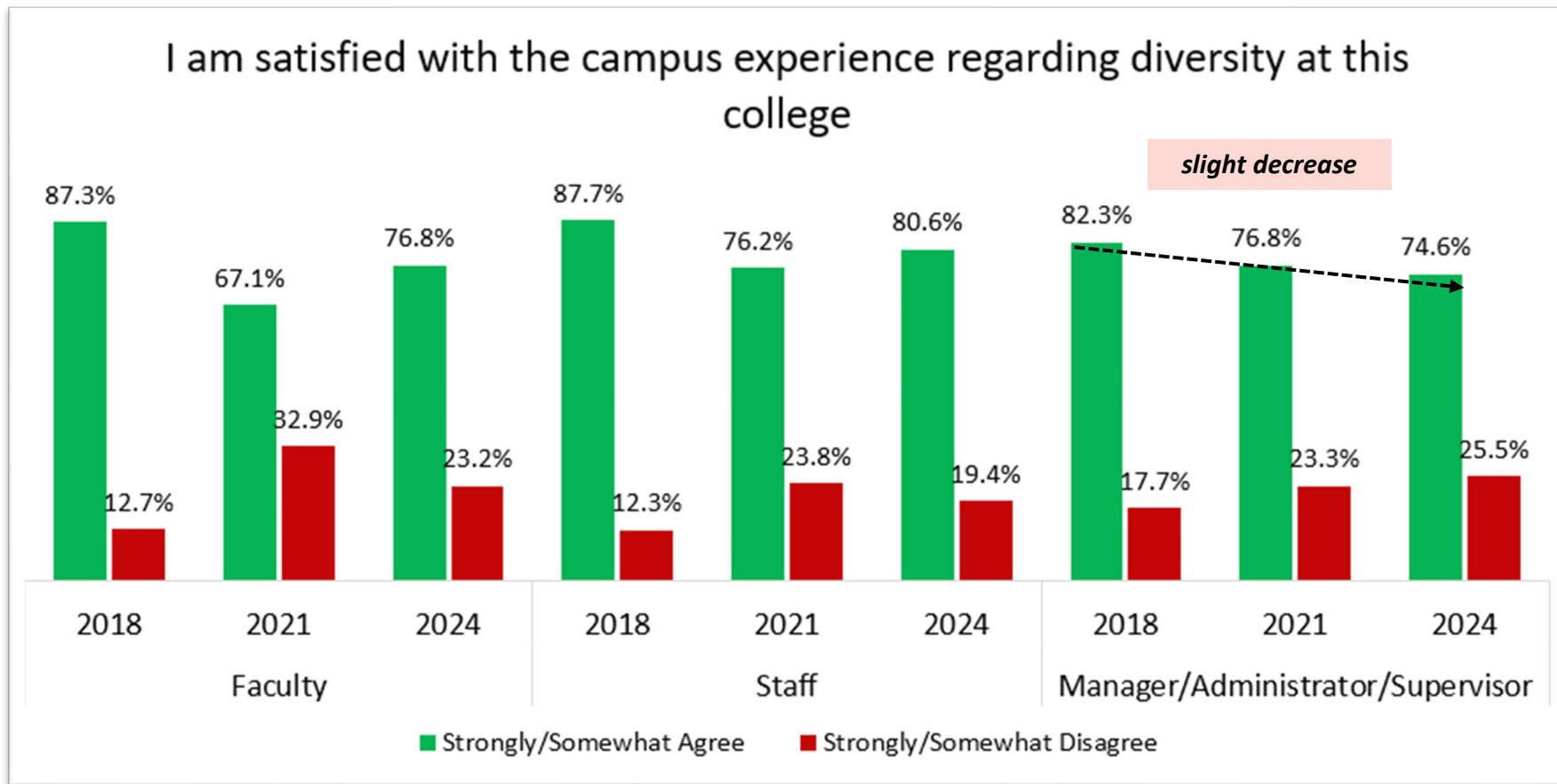


- In this two-year trend, perceptions of whether the college provides a safe environment for meaningful conversations about race and race relations in the campus community decreased across all employee groups, while disagreement has increased, particularly among managers.

Two-Year  
Trend



- Faculty agreement that ECC is addressing racism remains stable in this two-year trend. Disagreement also remains stable.
- Staff agreement decreases, while disagreement increases significantly.
- Managers show a notable decline in agreement, and disagreement rises sharply.



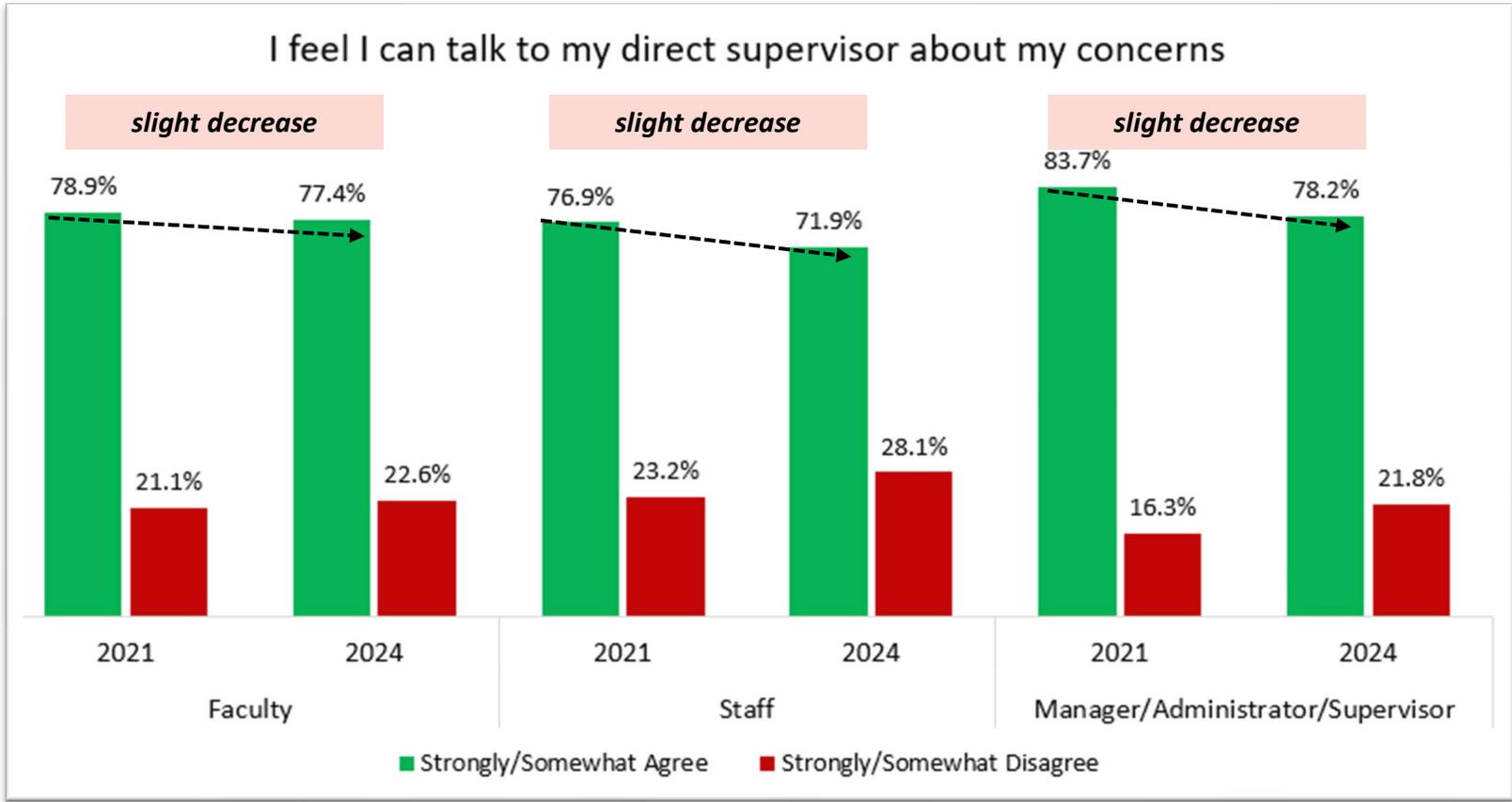
- Faculty satisfaction with the campus experience regarding diversity at the college has significantly decreased, with an increase in 2024. Disagreement rose sharply, before improving in 2024.
- Staff satisfaction also declined and slightly improved in 2024. Disagreement sharply increased and then decreased in 2024.
- Managers' satisfaction decreased across the 3-year period, with a consistent rise in disagreement.

# Sense of Belonging & College Value

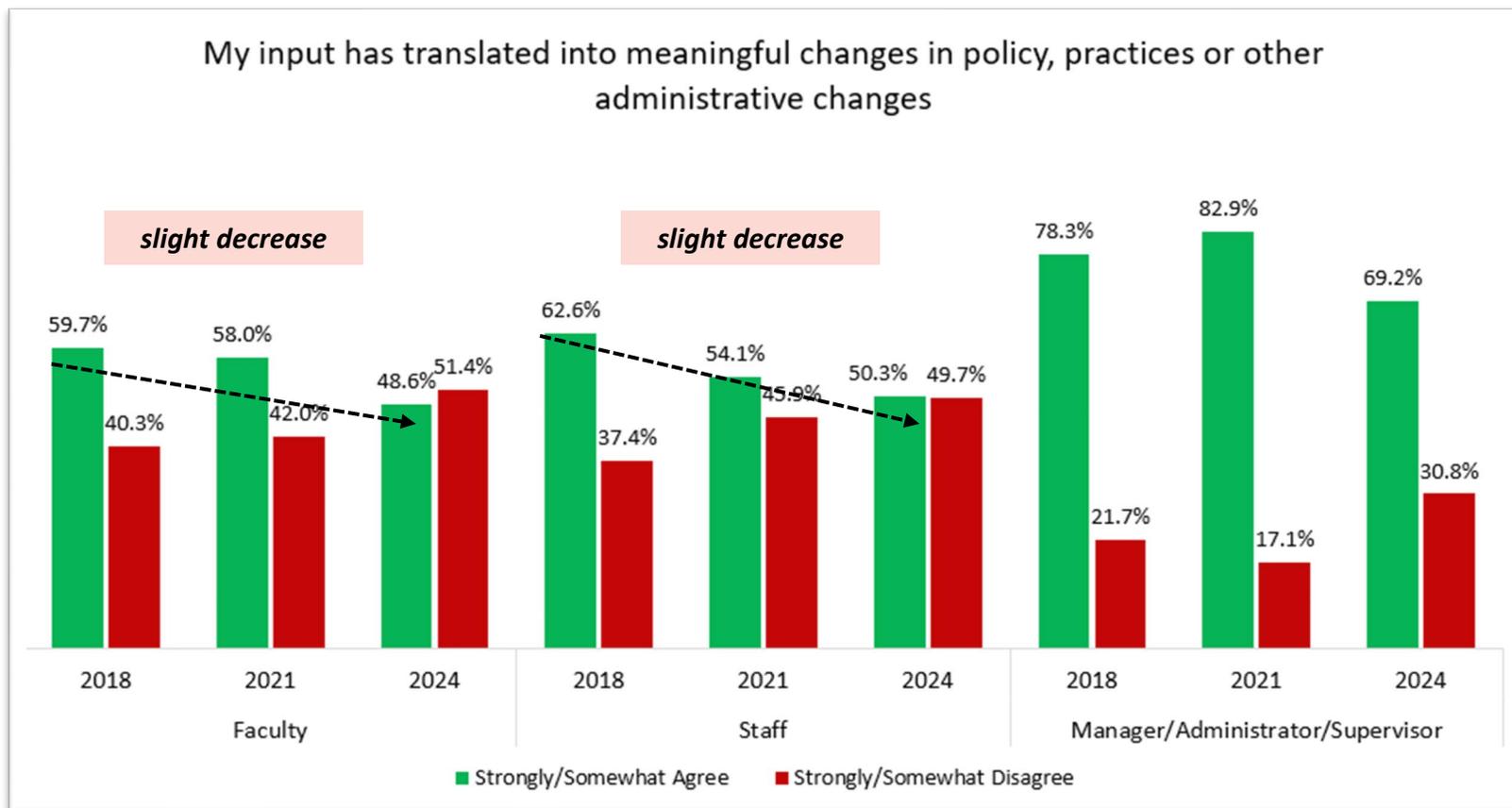
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DETAILED FINDINGS THREE-YEAR TRENDS BY EMPLOYEE  
GROUP

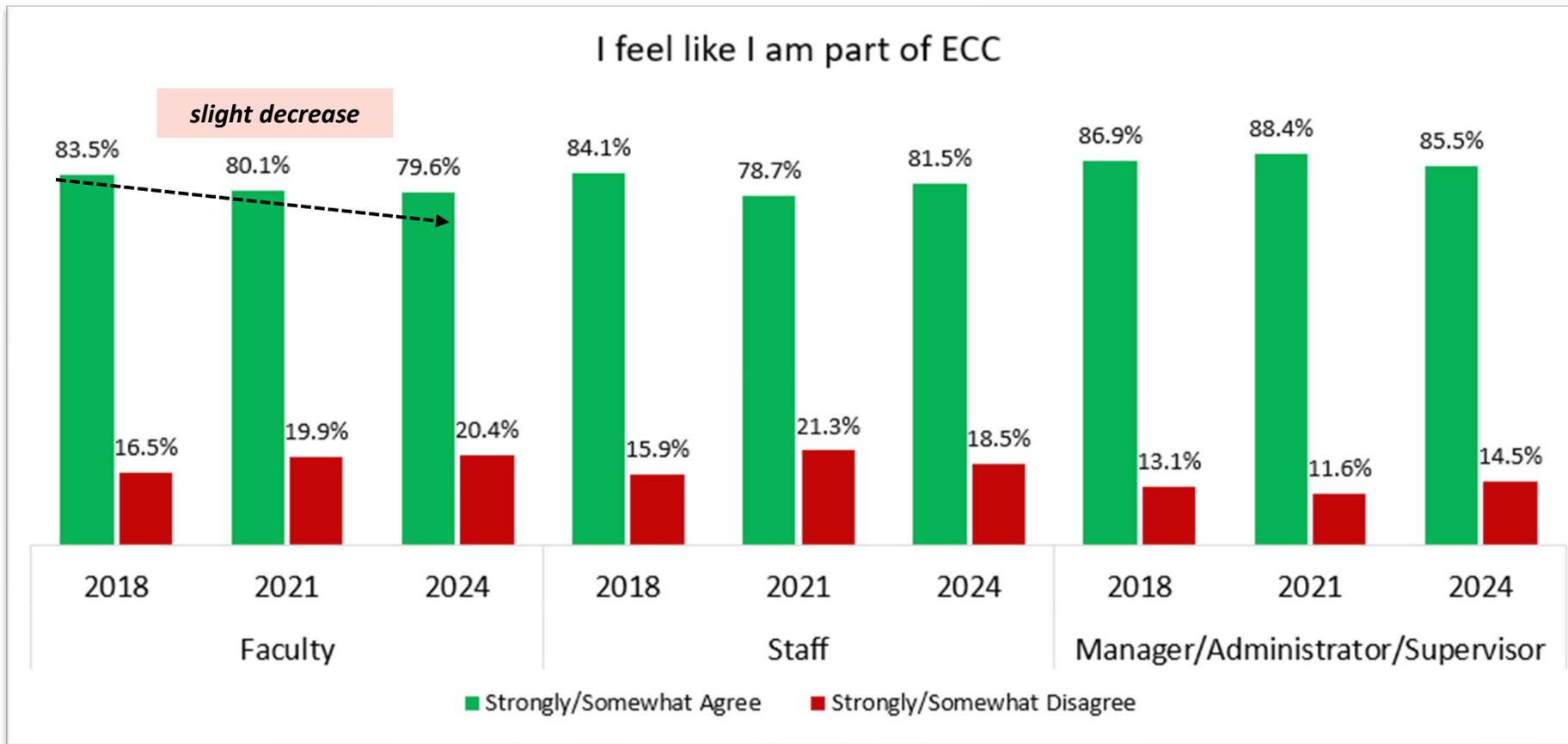
Two-Year  
Trend



- Faculty, staff, and managers' perceptions of being able to talk to their direct supervisor have declined, with an increase in 2024 of those who disagree, especially managers.



- Faculty agreement has declined slightly. Disagreement has grown, indicating increasing dissatisfaction with the influence of faculty input.
- Staff perception has worsened over time. Disagreement has increased, reflecting a growing belief that their input is not leading to significant changes.
- Managers showed an improvement in 2021, but experienced a significant decline in 2024, falling short of the agreement levels seen in 2018.



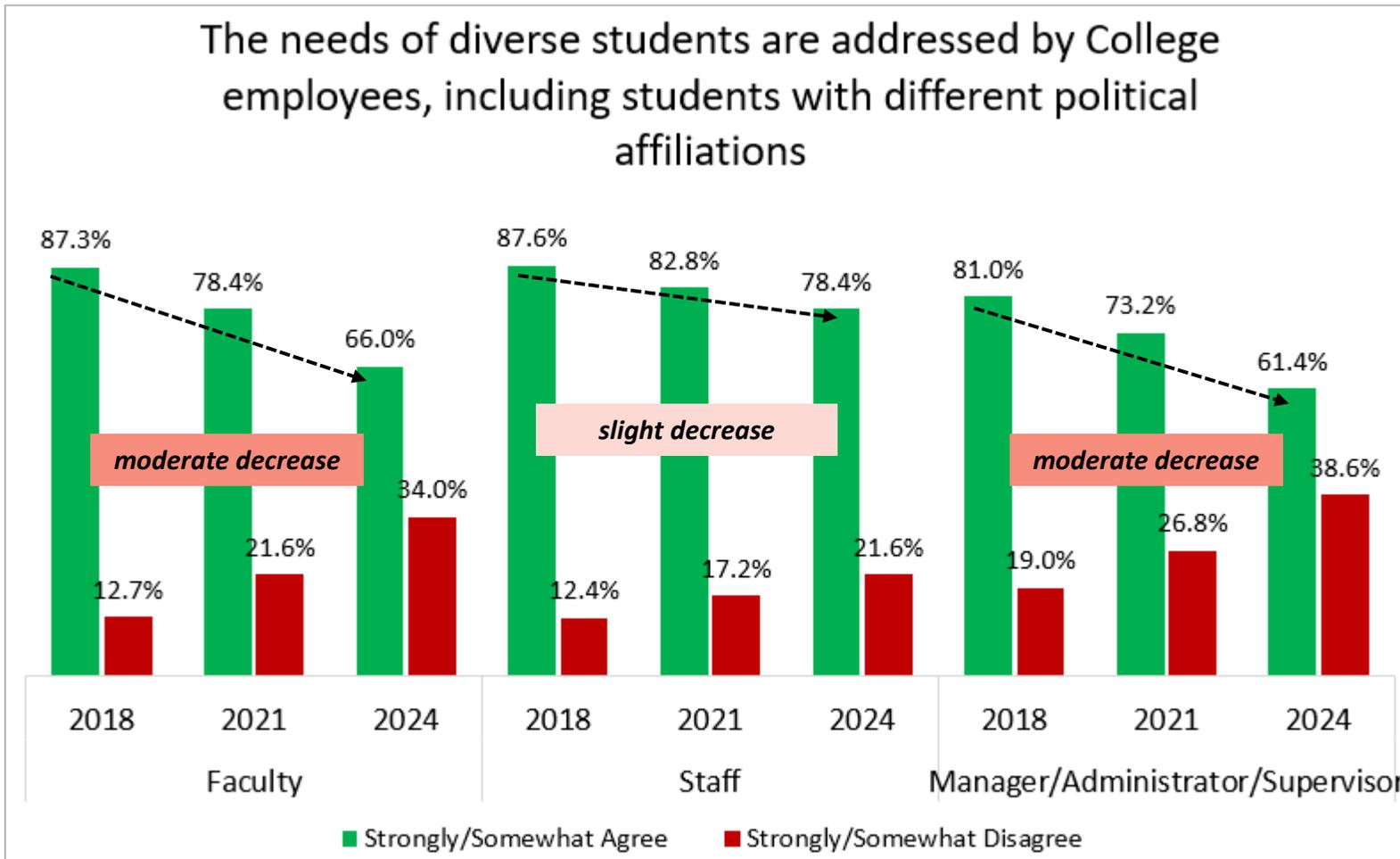
- Faculty feel slightly less connected to ECC, with a small increase in those feeling disconnected.
- Staff perception of belonging showed a dip in 2021 but improved by 2024, though not reaching 2018 levels.
- Managers maintain strong feelings of belonging at ECC, though there is a small decrease in 2024.

# Service to Students

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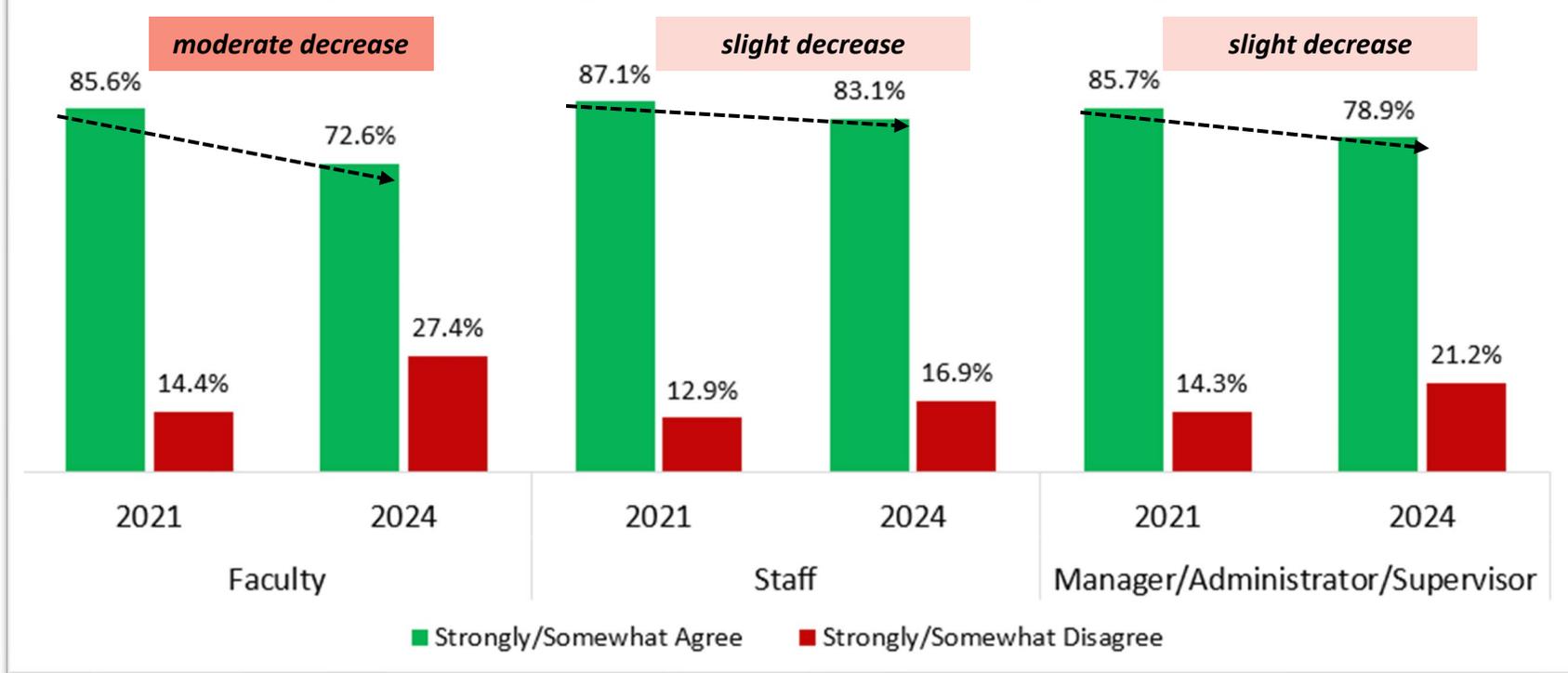
**DETAILED FINDINGS THREE-YEAR TRENDS BY EMPLOYEE  
GROUP**

The needs of diverse students are addressed by College employees, including students with different political affiliations



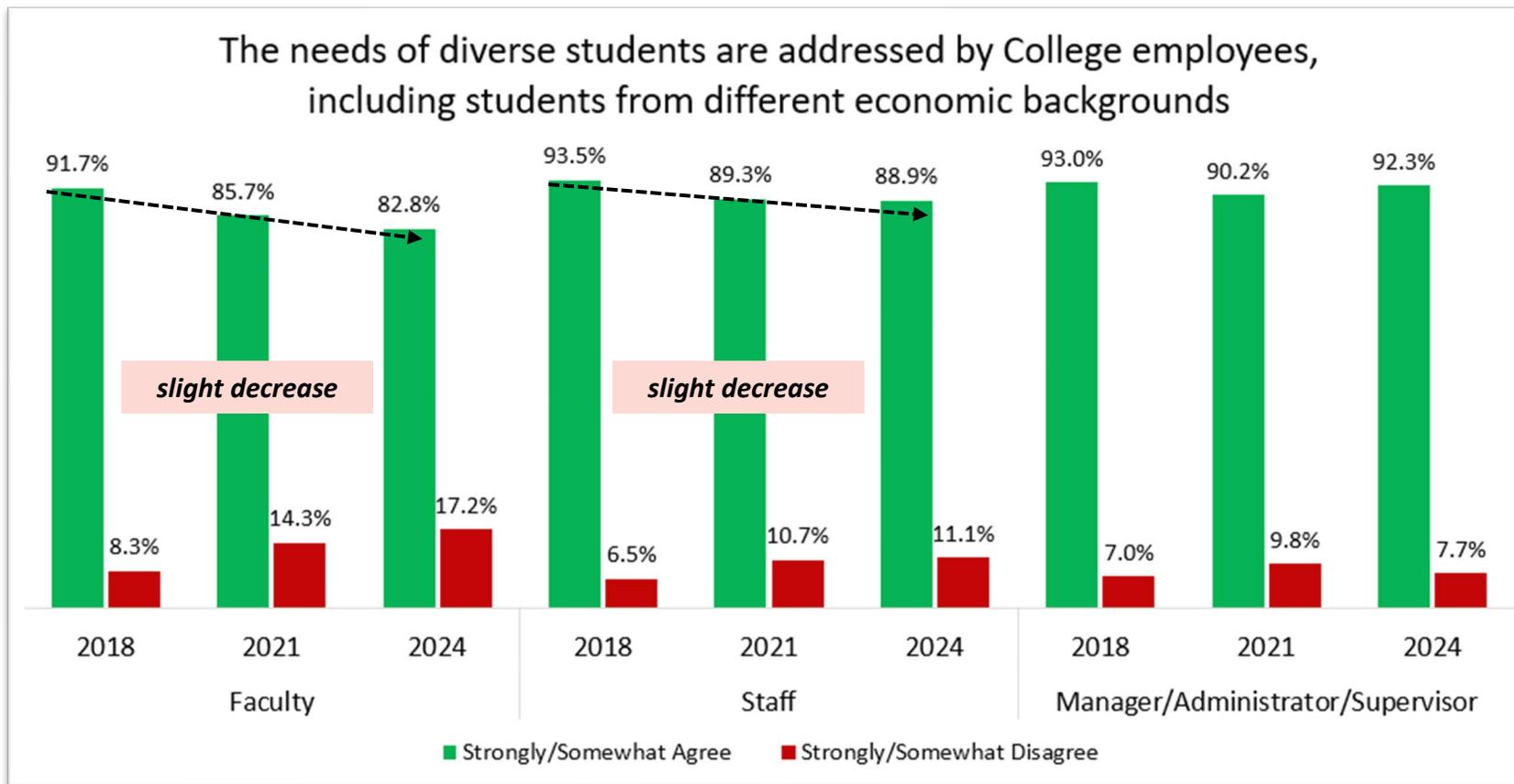
- All employee groups' agreement on how well they address the needs of students with different political affiliations declines, with steady increases in disagreement across the 3 years.

The needs of diverse students are addressed by College employees, including students of different ages or generations



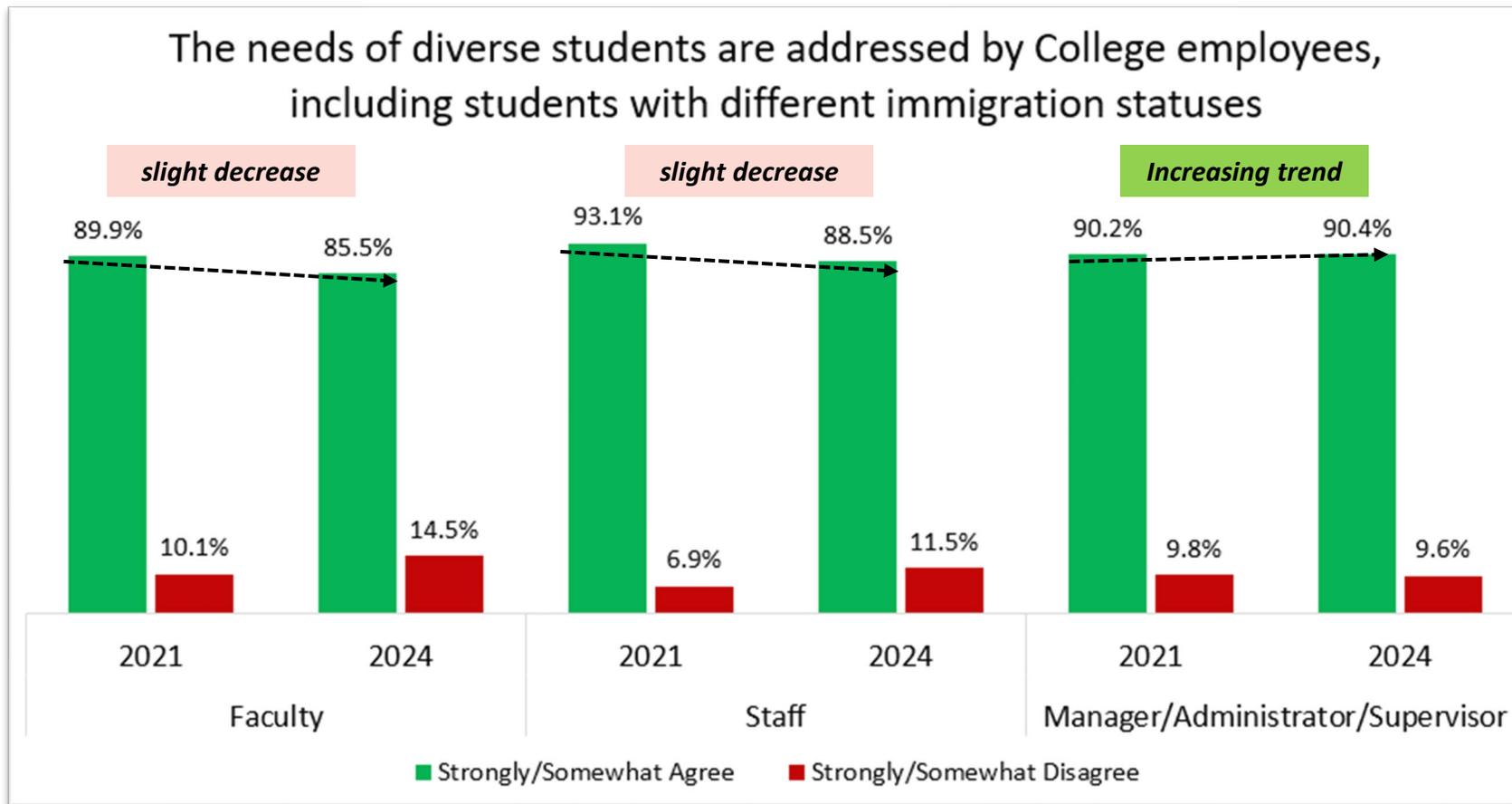
Two-Year Trend

- The 3 employee groups' agreement over how well ECC's employees address the needs of students of different ages/generations declines from 2021 to 2024. Disagreement rises significantly over the 2-year trend.

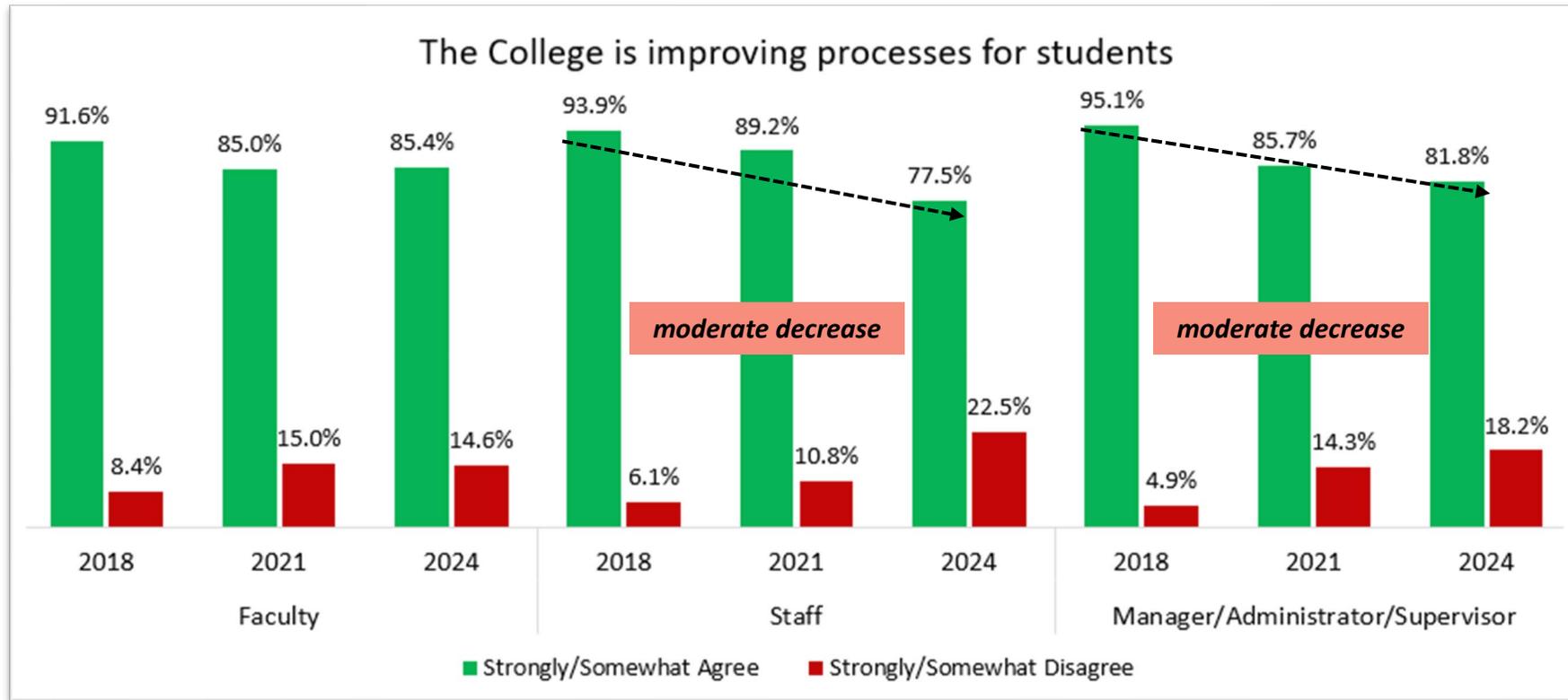


- Faculty agreement on how well ECC’s employees address the needs of students with different economic backgrounds has decreased over the 3-year period. Disagreement has steadily increased.
- Staff maintain relatively high agreement levels, with decreases in the last two years. Disagreement remains relatively low but show a rising trend.
- Managers show consistently high agreement across all years. Disagreement remains low and stable.

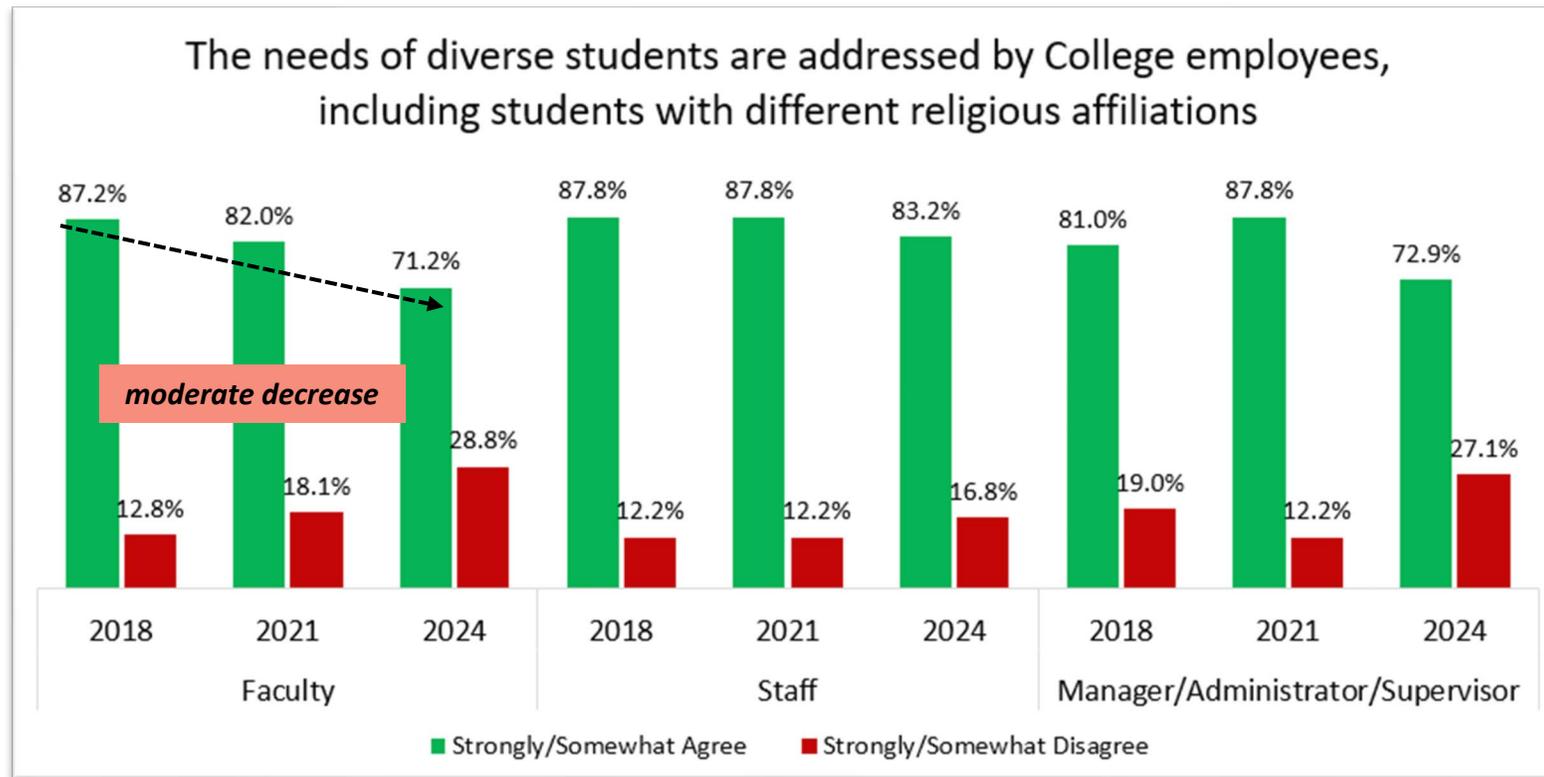
Two-Year Trend



- Faculty and staff agreement on how well ECC’s employees address the needs of students with different immigration statuses decreases, while disagreement increases from 2021 to 2024.
- Managers’ agreement and disagreement remain stable across this 2-year trend.

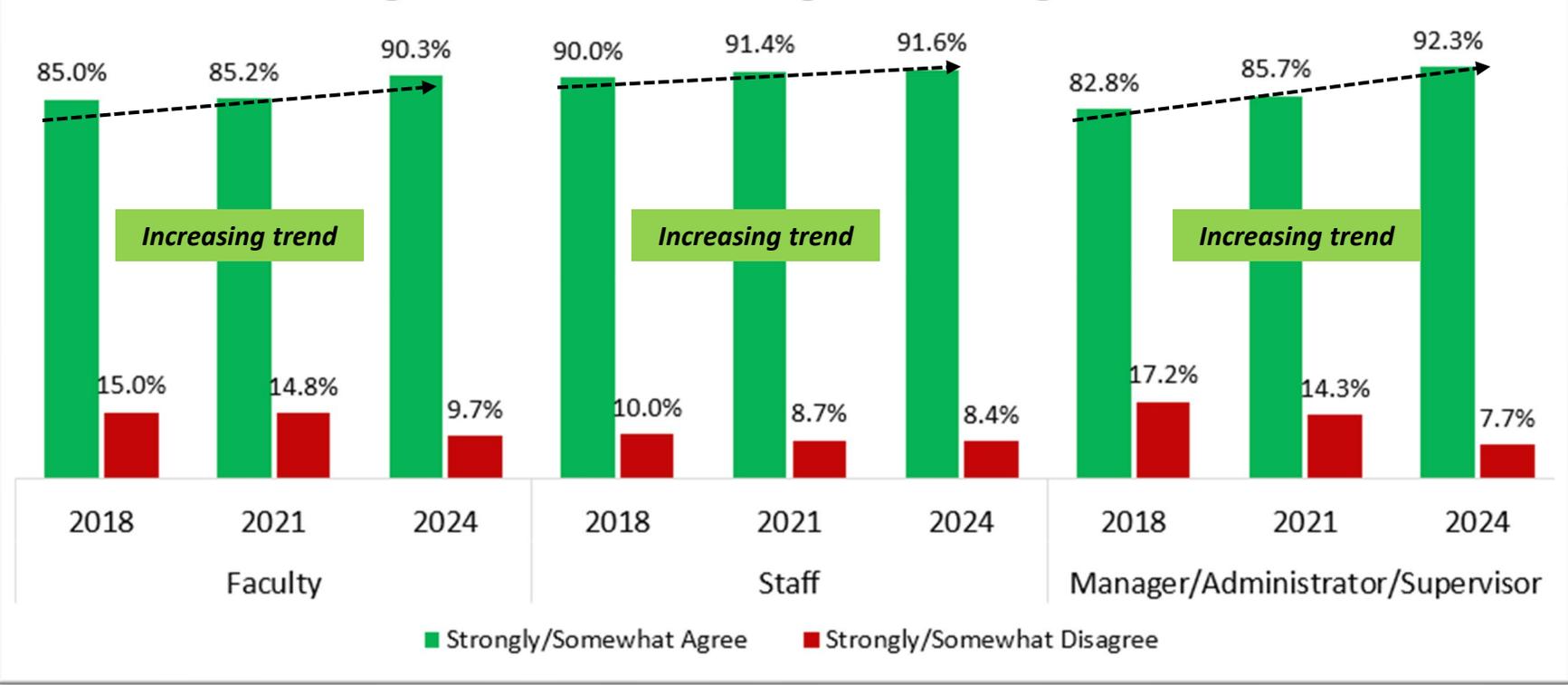


- Faculty agreement on improvements in student processes declines in 2021, remaining relatively stable in 2024. Disagreement increases in 2021 and holds steady in 2024.
- Staff agreement starts high in 2018 but decreases in 2021 and drops significantly in 2024. Disagreement increases in 2021 and sharply increases in 2024.
- Managers' agreement on improving students' processes is strong across the years but shows a steady decline. Disagreement grows exponentially.



- Faculty agreement on how well ECC’s employees address the needs of students with different religious affiliations decreases steadily over time. Disagreement increases significantly across the years.
- Staff agreement remains relatively stable, dropping slightly in 2024. Disagreement remains low and stable but increases in 2024.
- Managers’ agreement decline over the years and disagreement nearly doubles, from 2018 to 2024.

The needs of diverse students are addressed by College employees, including students of different genders and gender identities

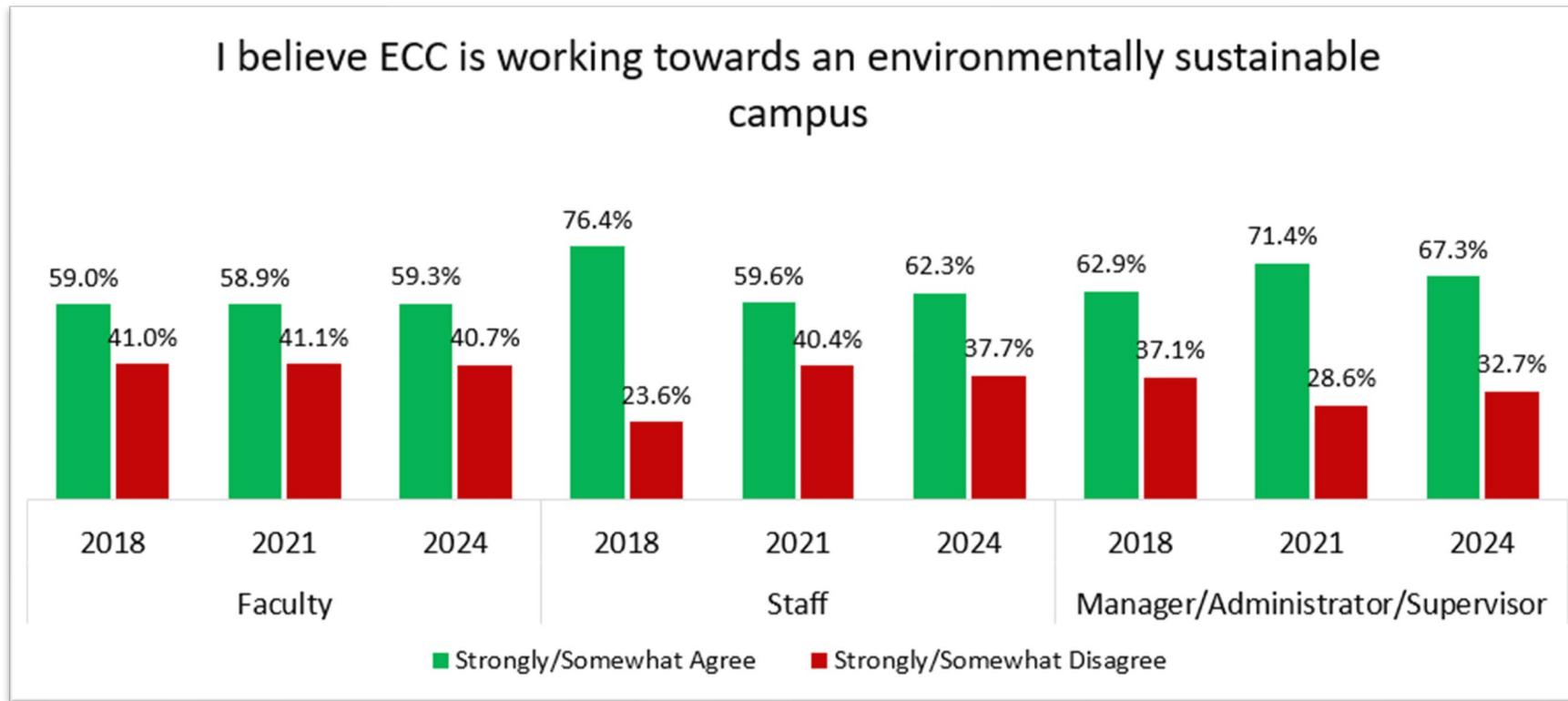


- Agreement that the needs of students with different genders and gender identities are met has increased across all employee groups, with the strongest agreement in 2024.
- Disagreement has decreased consistently over the years, particularly among managers.

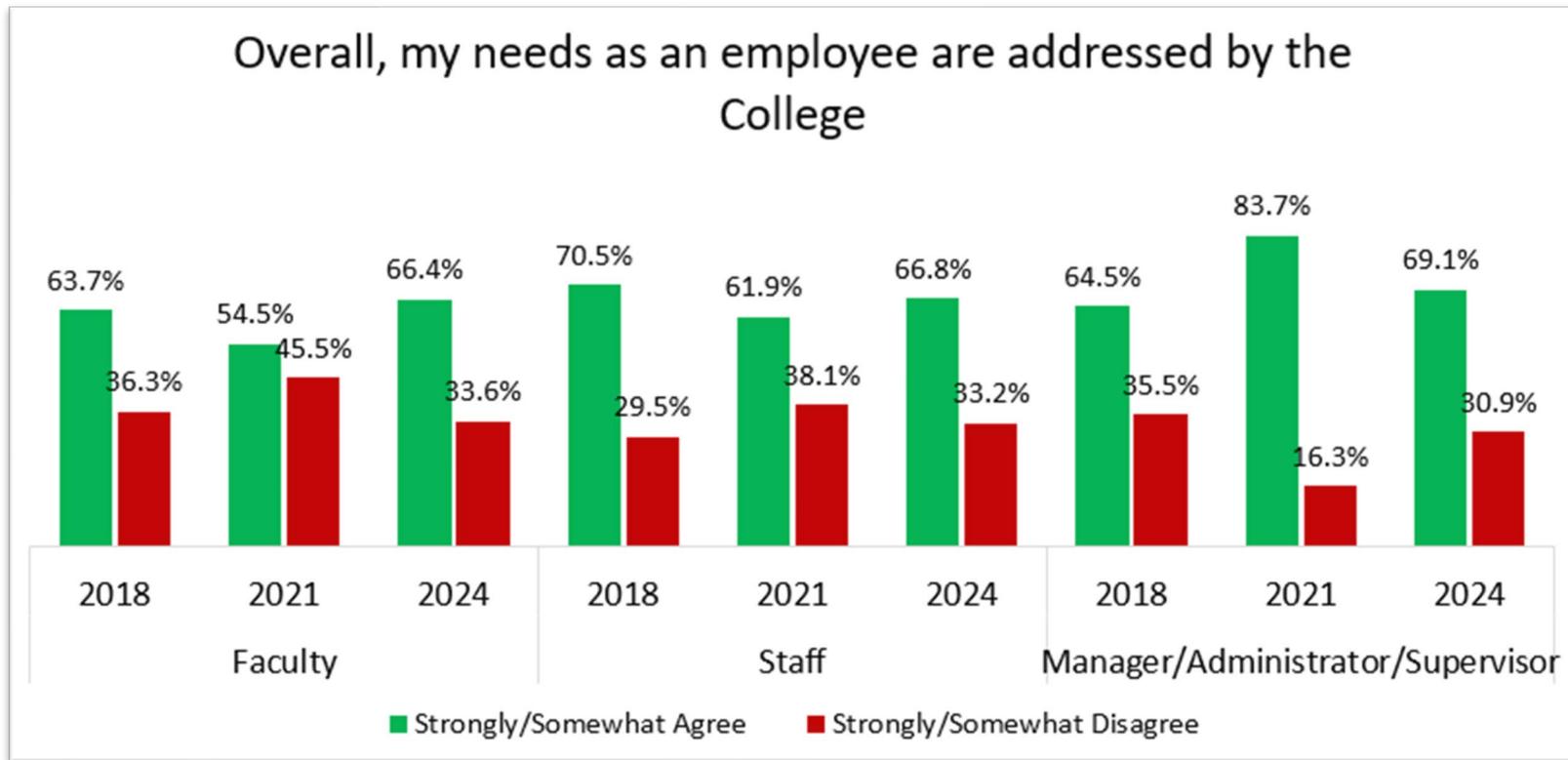
# Mixed 3-Year Trends

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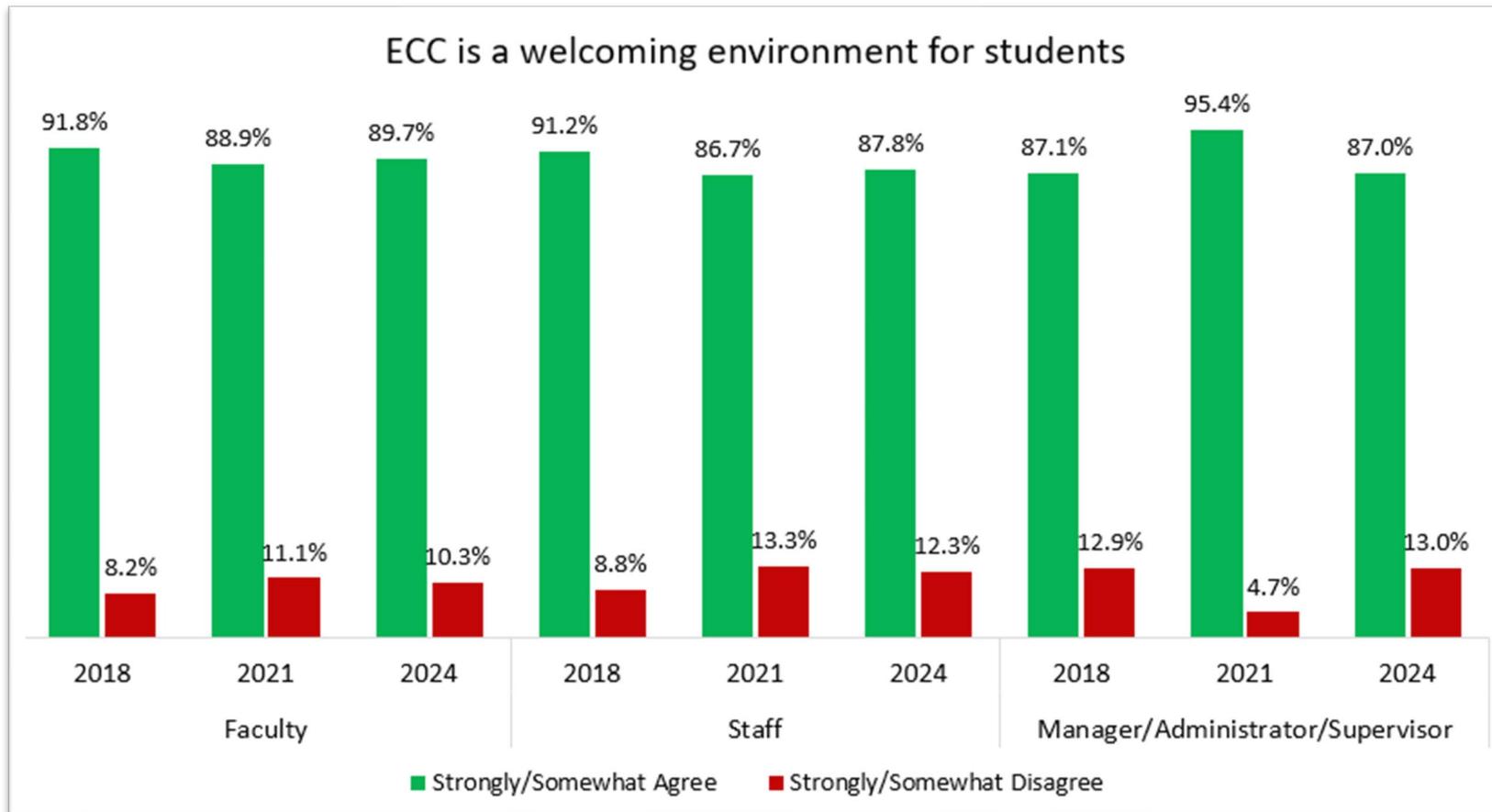
DETAILED FINDINGS BY EMPLOYEE GROUP



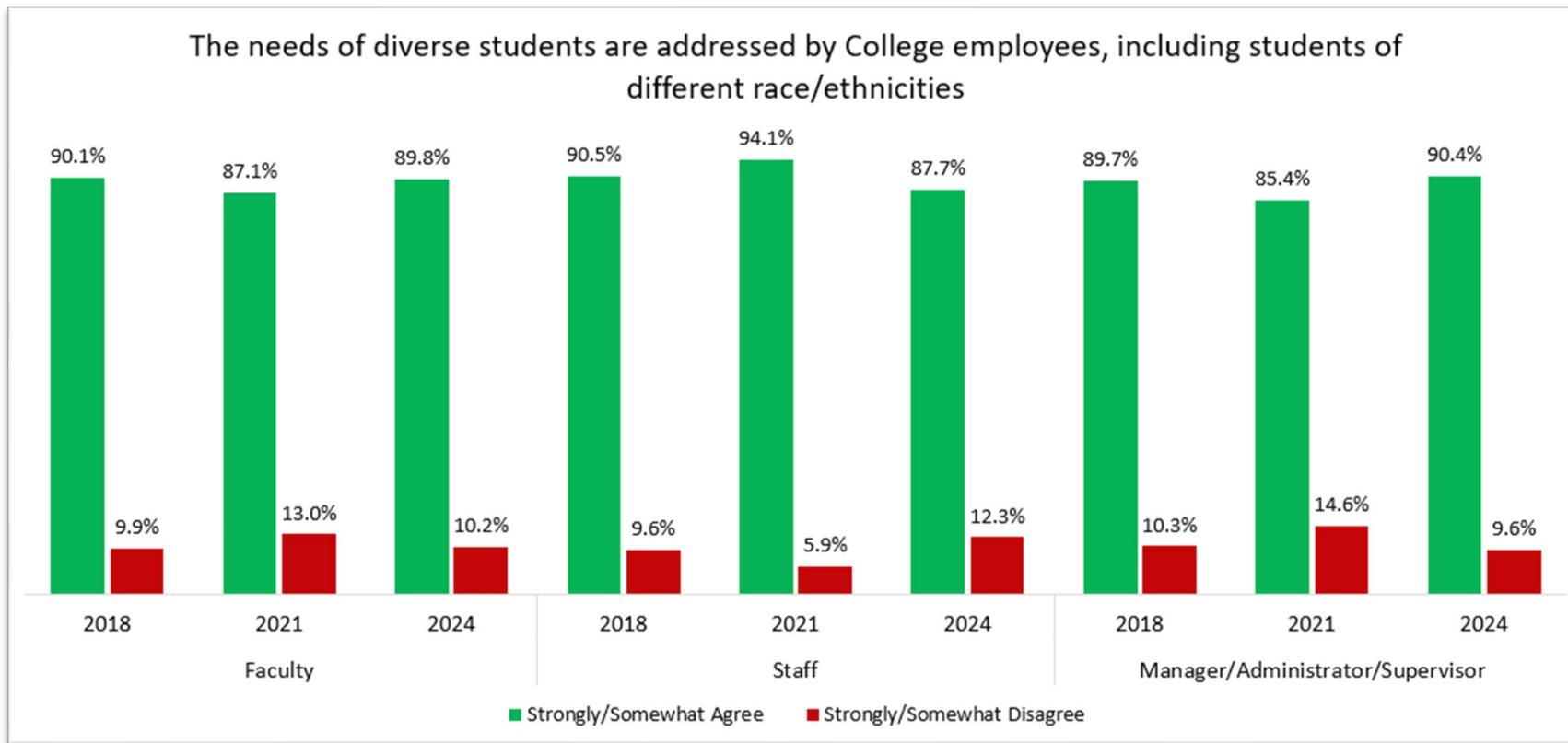
- Faculty perception of environmental sustainability efforts have remained relatively consistent over the years, with approximately 60% expressing that ECC is actively working towards an environmentally sustainable campus.
- Staff perception shows a significant decline in agreement. Disagreement has increased indicating growing dissatisfaction with sustainability efforts.
- Managers show a decline in agreement. Disagreement increased from 2021 to 2024 reflecting some loss of confidence in the college's environmental efforts.



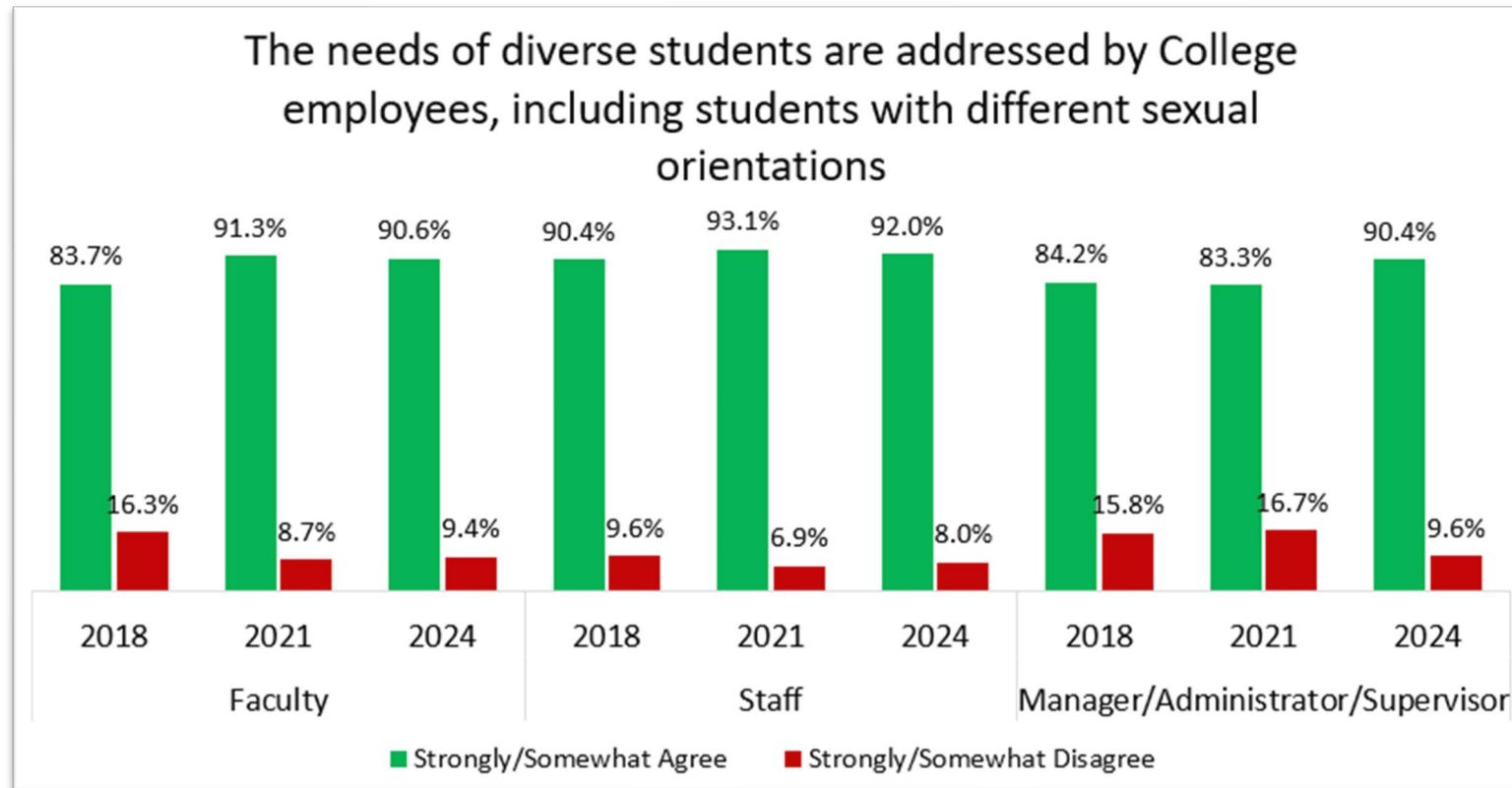
- Despite the decline in 2021, faculty perception in regards their needs as employees being addressed by the college improved in 2024, indicating a recovery in confidence.
- Staff perception declined in 2021, but saw a partial recovery by 2024, though not to the 2018 levels.
- Managers experienced a significant improvement in 2021, but the trend reversed in 2024, though still higher than in 2018.



- Faculty generally maintain a high level of agreement that ECC is welcoming for students, with only minor fluctuations in disagreement.
- Staff perception of ECC as a welcoming environment for students have declined slightly since 2018.
- Managers continue to view ECC as a welcoming environment for students, though agreement has declined, and disagreement has increased notably in 2024.



- Agreement that the needs of students with different race/ethnicities are addressed by ECC's employees show a decline among faculty from 2018 to 2021, followed by a recovery in 2024. Disagreement is the highest in 2021 but decreases in 2024.
- Among the three employee groups, staff show the highest agreement across the years. Disagreement drops to its lowest in 2021 and increases in 2024.
- For managers, agreement rates improve over time. The disagreement rate peaks in 2021 but falls to the lowest in 2024.



- In regards how well ECC’s employees address the needs of students with different sexual orientations, there is a notable improvement from 2018 to 2021 in faculty and staff, followed by a slight drop in 2024. Disagreement significantly decreases in 2021 and becomes stable in 2024.
- For managers, agreement improves over time and disagreement decreases over the years.

