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1996

To: Harper Community
From: Steering Committee, North Central Self-Study
(Anne Davidovicz, Dave Macaulay, Barb Radebaugh,
Chris Staub, Tom Choice)
Date: April 22, 1996
Re: North Central Self-Study Report #4

This is the fourth in a series of reports from the Steering Committee that are intended to keep the entire college community informed about the North Central Association accreditation process.

During the first week of this semester 406 Harper employees—159 full-time faculty, 66 part-time faculty, 123 full-time staff, 24 part-time staff, 26 administrators, and 8 who did not classify themselves—completed a lengthy survey of the College. Employees indicated the degree to which they agreed or disagreed to more than 200 statements about Harper College. The statements were prepared by the seven Self-Study Task Groups and the Steering Committee.

A few survey statements have been slightly shortened on the attached report which summarizes the percentages of the 406 employees who agreed or disagreed to the statements. Responses which were blank or which the employee answered "do not know/does not apply" were omitted in calculating the percentage who strongly agreed, agreed, were neutral, disagreed, or strongly disagreed with each statement. Summaries of responses for individual employee groups are available in the LRC. On some statements, one employee group may have different opinions than another.

Respondents also made written comments which sometimes amplify or explain the reasons for the agreement or disagreement to individual statements. Those comments are also available in the LRC. You are encouraged to review the complete set of data and comments.

We would remind you of the timeline of the self-study. The seven Self-Study Task Groups are in the process of completing their final reports; those reports will be available in the LRC next fall. During the summer, the Steering Committee will use the Task Group Reports as a basis for writing the first draft of the *Report of the Self-Study*. In the fall, that draft will be reviewed by the Campus Response Group, a panel composed of selected members of the seven Task Groups. The second draft of the *Report of the Self-Study* will be distributed to all employees late in the Fall 1996 semester. The entire Harper Community will be invited to the Campus Forum to be held January 17, 1997. The Steering Committee will then prepare the final draft of the *Report of the Self-Study* which reflects the deliberations of the Campus Forum. North Central Association has announced that Harper College will be visited by an evaluation team September 22–24, 1997.

Survey of All Employees for North Central Association Self-Study of Harper College

Administered January, 1996 to 159 Full-time Faculty, 66 Part-time Faculty, 123 Full-time Staff, 24 Part-time Staff, and 26 Administrators

		Strongly	Percentage			Strongly
		Agree	Agree	Neutral	Disagree	Disagree
Mission, Objectives and Vision Task Group						
2	I could adequately describe the Harper College Mission and Preferred Future statements to a new employee.	11.5	37.4	19.3	23.5	8.5
3	Employees are adequately informed about the progress & implementation of Preferred Future & Mission Statements.	4.5	39.3	25.1	24.8	6.4
4	The Mission Statement reflects the current needs and directions of the College.	8.5	57.1	25.6	6.9	1.9
5	The Preferred Future statements reflect the current needs and direction of the College.	8.0	51.8	28.0	9.6	2.6
6	I have a clear idea of how the institutional objectives relate to my department and work.	11.1	48.0	18.2	15.6	7.1
7	The Mission Statement has been a point of reference in the planning process in my department.	10.8	42.0	20.7	19.4	7.0
8	The distinction between the College's Mission Statement and Preferred Future Statement is clear & understandable.	5.1	32.4	34.5	22.2	5.8
9	The Mission Statement is adequately communicated to students, faculty, staff, administrators, Board, Community.	5.1	25.7	26.6	32.8	9.9
Organizational Structure and Decision-Making Systems Task Group						
11	Harper College's organizational structure is effective.	4.6	43.8	25.5	20.4	5.7
12	I understand how decisions are made at Harper College.	6.3	44.2	19.8	23.9	5.8
13	Decision making occurs at appropriate levels in this organization.	3.5	33.9	24.6	29.3	8.7
14	Collective bargaining contractual obligations play an appropriate role in making decisions at Harper.	12.6	42.4	23.0	15.5	6.5
15	Harper College has an effective planning process at the collegewide level.	6.3	43.5	20.4	26.0	3.9
16	Harper College has an effective planning process at the Vice-Presidential level.	6.3	43.5	26.8	19.2	4.2
17	Harper College has an effective planning process at the division/dean level.	10.0	57.6	18.6	11.9	1.9
18	Harper College has an effective planning process at the departmental/program level.	20.2	51.1	16.5	9.0	3.1
19	It is necessary for Harper to have a strategic plan at the institutional level to guide the operation of the College.	35.9	53.5	6.2	3.5	0.8
20	Shared governance is working effectively at Harper College.	4.3	31.9	24.5	33.2	6.0
21	My interests are represented in the Shared Governance process.	6.6	33.4	26.5	24.2	9.3
22	Conflicts are effectively resolved at Harper College.	1.5	26.2	31.2	31.5	9.6
23	Harper is committed to Affirmative Action - Equal Opportunity for employment.	17.5	53.7	15.5	8.9	4.4
Educational Programs Task Group						
27	Harper needs to establish yearly academic goals which would dictate priorities for the College.	16.8	48.3	22.5	11.0	1.4
28	The number of full-time faculty for career programs is adequate.	7.3	34.5	18.5	27.2	12.5
29	The number of part-time faculty for career programs is adequate.	11.1	51.3	20.8	11.5	5.3
30	The number of support staff for career programs is adequate.	4.9	41.3	22.7	22.2	8.9
31	The number of full-time faculty for transfer programs is adequate.	7.1	33.2	16.0	29.8	13.9
32	The number of part-time faculty for transfer programs is adequate.	10.5	48.9	21.4	14.0	5.2

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 Administered January, 1996 to 159 Full-time Faculty, 66 Part-time Faculty, 123 Full-time Staff, 24 Part-time Staff, and 26 Administrators

		Strongly	Percentage			Strongly
		Agree	Agree	Neutral	Disagree	Disagree
33	The number of support staff for transfer programs is adequate.	4.0	43.9	23.8	21.5	6.7
34	The number of full-time faculty for continuing education programs is adequate.	10.0	40.9	27.0	17.6	4.4
35	The number of part-time faculty for continuing education programs is adequate.	11.5	52.2	28.0	7.0	1.3
36	The number of support staff for continuing education programs is adequate.	6.5	45.2	29.7	12.9	5.8
37	The number of full-time faculty for remedial/developmental programs is adequate.	13.5	39.6	20.3	20.3	6.3
38	The number of part-time faculty for remedial/developmental programs is adequate.	11.5	51.1	24.7	8.8	3.8
39	The number of support staff for remedial/developmental programs is adequate.	9.0	42.9	28.8	12.4	6.8
40	The quality of full-time faculty for career programs is adequate.	22.5	57.0	13.2	5.4	1.9
41	The quality of part-time faculty for career programs is adequate.	17.0	60.4	16.6	5.5	0.4
42	The quality of support staff for career programs is adequate.	16.7	59.8	17.6	4.2	1.7
43	The quality of full-time faculty for transfer programs is adequate.	30.4	54.4	10.6	3.4	1.1
44	The quality of part-time faculty for transfer programs is adequate.	17.5	59.9	15.9	5.9	0.8
45	The quality of support staff for transfer programs is adequate.	19.0	58.7	17.8	3.7	0.8
46	The quality of full-time faculty for continuing education programs is adequate.	16.2	55.1	24.6	3.6	0.6
47	The quality of part-time faculty for continuing education programs is adequate.	13.4	59.9	24.4	1.7	0.6
48	The quality of support staff for continuing education programs is adequate.	14.3	59.4	22.9	1.7	1.7
49	The quality of full-time faculty for remedial/developmental programs is adequate.	23.1	56.7	17.8	1.9	0.5
50	The quality of part-time faculty for remedial/developmental programs is adequate.	18.5	56.1	22.2	2.1	1.1
51	The quality of support staff for remedial/developmental programs is adequate.	19.8	54.0	24.1	1.1	1.1
52	The collaborative learning space for students outside the classroom is adequate.	4.7	34.9	15.7	37.1	7.5
53	The instructional equipment is adequate for educational programs.	3.5	39.2	17.4	28.2	11.6
54	I have a clear idea how the Illinois Articulation Initiative will affect educational programs at Harper.	10.6	26.8	18.7	30.1	13.8
55	Distance Learning is an appropriate instructional mode for Harper College.	15.8	37.4	27.7	11.6	7.4
56	The College explores innovative modes of instruction.	13.2	63.2	16.1	6.4	1.2
57	My department has benefited from discussions concerning outcomes assessment.	13.7	43.0	23.0	15.5	4.8
58	The Harper Outcomes Assessment Plan will lead to improved student academic achievement.	9.7	38.2	31.8	13.5	6.7
59	There are major factors interfering with enrollment growth in educational programs at Harper College.	18.4	43.4	22.5	14.6	1.1

Survey of All Employees for North Central Association Self-Study of Harper College

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		Strongly	Percentage			Strongly
		Agree	Agree	Neutral	Disagree	Disagree
Student and Instructional Services Task Group						
61	The College provides adequate opportunities for professional development and training.	18.6	57.9	7.6	13.4	2.6
62	The Harper Wellness Program offers activities that appeal to a wide range of people's interests and abilities.	25.6	60.3	8.8	2.7	2.7
63	Student activities offers relevant quality events and activities.	18.6	59.3	14.7	5.4	2.0
64	The LRC offers quality services such as library and media services.	23.2	62.4	10.0	3.2	1.3
65	The LRC offers up-to-date equipment and resources.	17.9	54.5	14.0	10.7	2.8
66	The admissions procedures adequately meet the needs of the students.	9.0	57.7	18.7	12.0	2.7
67	The registration procedures adequately meet the needs of the students.	6.5	47.2	15.2	24.8	6.2
68	The Writing Center provides for the needs of Harper students.	18.3	58.4	20.5	1.8	0.9
69	The Tutoring Center provides for the needs of Harper students.	17.0	56.3	14.6	8.3	3.8
70	The current drop date at the end of the 12th week of each semester is appropriate for Harper College.	7.1	53.7	16.6	15.9	6.8
71	Policy allowing late registration thru the 3rd day of the 1st week of class without faculty permission is appropriate.	7.8	58.2	11.6	17.6	4.8
The following Student Development services meet the needs of staff and students:						
72	Academic Advising	14.1	51.8	15.9	15.2	2.9
73	Assessment Testing	13.4	58.5	15.5	10.8	1.8
74	Career Planning/ Counseling	12.7	54.8	18.7	11.1	2.8
75	Counseling and Advising for students academically at risk (at entry or standards of academic progress, SOAP)	19.8	50.6	18.6	9.7	1.3
76	Personal Counseling	15.9	56.2	17.7	8.4	1.8
77	Services for special populations (i.e., athletes, students with disabilities, minorities, women, etc.)	19.9	57.7	16.3	4.9	1.2
Institutional Support Services Task Group						
79	Public Safety - The staff responds to calls in a timely manner.	13.4	63.3	12.9	8.7	1.7
80	Public Safety - The staff creates a safe environment.	8.4	58.4	22.4	9.7	1.1
81	Public Safety - The staff is helpful and knowledgeable.	8.7	55.4	18.6	15.0	2.4
82	Public Safety - The staff monitors parking lots adequately.	5.3	35.3	14.4	30.5	14.4
83	Bookstore - Processing of textbook orders for faculty is handled well.	13.4	55.2	16.1	11.5	3.8
84	Bookstore - Processing of office supply orders for departments is handled well.	12.8	68.7	13.2	4.3	1.1
85	Bookstore - The hours of operation are adequate.	10.8	74.1	9.7	4.8	0.6
86	Bookstore - The staff is helpful and knowledgeable.	15.8	66.9	13.6	2.8	0.8
87	Information Systems - Staff consults with users and responds to technological needs.	7.1	52.1	17.8	17.8	5.2
88	Information Systems - The Help Desk responds in a timely manner.	15.4	53.4	17.7	8.3	5.1

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		Percentage				Strongly Disagree
		Strongly Agree	Agree	Neutral	Disagree	
89	Information Systems - Staff is helpful and knowledgeable.	15.7	57.7	17.3	7.1	2.2
90	Information Systems - Computer training opportunities are adequate.	7.6	52.8	14.6	21.0	4.1
91	Information Systems - Computer software meets classroom instructional needs.	4.2	38.4	25.9	22.1	9.5
92	Information Systems - Computer software meets office function needs such as word processing and spread sheets.	10.2	57.7	13.7	13.0	5.5
93	Information Systems - New Information Systems (CoCo Reagent) meet dept. needs for budget & student records.	2.9	25.9	31.6	20.1	19.5
94	Personnel - Staff responds adequately to individual needs.	11.0	66.8	12.0	8.0	2.1
95	Personnel - Office staff is helpful and knowledgeable.	16.7	63.1	11.9	5.8	2.4
96	Personnel - Department provides a clear explanation of policies.	10.7	49.3	19.0	17.1	3.9
97	Personnel - Department offers appropriate training opportunities (i.e., customer service, leadership).	7.4	36.3	25.8	21.5	9.0
98	Physical Plant - Custodial staff listens and responds to needs.	13.6	60.3	18.8	6.7	0.6
99	Physical Plant - Quality of work of custodial staff is good.	12.4	52.4	17.9	15.0	2.4
100	Physical Plant - Maintenance staff listens and responds to needs.	12.6	57.0	20.5	8.2	1.8
101	Physical Plant - Quality of maintenance work is good.	12.5	58.8	20.1	6.2	2.4
102	Physical Plant - Grounds crew listens and responds to needs.	15.7	59.4	18.8	4.2	1.9
103	Physical Plant - Quality of work of grounds crew is good.	14.1	58.9	16.1	8.0	2.9
104	Food Service Cafeteria and Satellite Sites (i.e., J Bldg) - Quality and selection of food is good.	5.0	46.3	19.7	21.4	7.5
105	Food Service Cafeteria and Satellite Sites (i.e., J Bldg) - Staff is helpful and knowledgeable.	10.4	58.7	21.9	5.9	3.1
106	Food Service Cafeteria and Satellite Sites (i.e., J Bldg) - The cost of food is reasonable.	5.1	45.3	15.2	23.8	10.6
107	Food Service Cafeteria and Satellite Sites (i.e., J Bldg) - The hours of operation are adequate.	6.4	57.9	14.7	14.4	6.6
108	Food Service Catering - Quality and selection of food is good.	9.5	63.4	16.2	6.0	4.9
109	Food Service Catering - Staff is helpful and knowledgeable.	12.7	59.6	16.0	8.0	3.6
110	Food Service Catering - The cost of food is reasonable.	5.3	36.1	15.0	31.2	12.4
111	Food Service Catering - The delivery of food is adequate.	10.9	57.5	19.6	8.7	3.3
112	Publications and Communications Services - Mail delivery services are good.	17.3	71.2	8.8	2.2	0.5
113	Publications and Communications Services - Mail room procedures are clear and easy to follow.	12.3	59.6	14.5	12.3	1.3
114	Publications and Communications Services - Mail room staff are helpful and knowledgeable.	17.8	59.9	18.2	3.7	0.4
115	Publications and Communications Services - Printing is completed on a timely basis.	19.3	55.7	11.3	11.6	2.1
116	Publications and Communications Services - The quality of printing is good.	20.5	61.7	12.4	4.6	0.9
117	Publications and Communications Services - The cost of printing is reasonable.	15.7	52.2	13.5	12.0	6.6
118	Publications and Communications Services - The Print Shop staff is helpful and knowledgeable.	20.4	66.0	11.9	1.0	0.7

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		Strongly	Percentage			Strongly
		Agree	Agree	Neutral	Disagree	Disagree
119	Publications and Communications Services - The Graphics Department produces on a timely basis.	13.1	49.0	15.1	17.9	4.8
120	Publications and Communications Services - The quality of graphics work is good.	22.3	57.6	13.8	3.7	2.6
121	Publications and Communications Services - Graphics artists listen to and respond to individual needs.	23.0	53.5	17.1	6.0	0.5
122	Publications and Communications Services - The Graphics staff is helpful and knowledgeable.	24.3	54.5	15.8	5.0	0.5
123	Publications and Communications Services - The Editorial staff is responsive to individual needs.	19.3	52.8	20.3	6.6	1.0
124	Publications and Communications Services - The quality of Editorial work is good.	17.5	51.9	21.8	7.8	1.0
125	Publications and Communications Services - The Editorial staff is helpful and knowledgeable.	18.8	55.8	18.3	5.6	1.5
126	Accounting Services - The department provides statements and reports on a timely basis.	9.0	44.3	23.6	17.5	5.7
127	Accounting Services - The department provides statements and reports which meet individual needs.	8.7	37.7	19.8	24.2	9.7
128	Accounting Services - Bills are paid on a timely basis.	4.2	26.7	18.3	27.7	23.0
129	Accounting Services - The staff is helpful and knowledgeable.	10.0	45.7	23.5	14.0	6.8
130	Development Office (including grants and Foundation support) - Staff listens and responds to needs.	14.2	52.3	25.8	5.8	1.9
131	Development Office (including grants and Foundation support) - Department is effective.	11.4	41.8	33.5	10.8	2.5
132	Development Office (including grants and Foundation support) - Dept. provides clear explanations & procedures.	8.1	44.4	25.6	19.4	2.5
133	Purchasing - Staff listens and responds to departmental needs.	14.5	55.0	21.0	7.0	2.5
134	Purchasing - Items are ordered in a timely manner.	9.4	52.5	16.8	17.8	3.5
135	Purchasing - Staff is helpful and knowledgeable.	14.5	57.5	17.0	8.5	2.5
136	Purchasing - Purchasing procedures are well explained.	10.1	41.3	23.8	19.6	5.3
Human, Physical and Financial Resources Task Group						
138	Harper employees receive fair compensation for their work.	4.9	52.6	17.7	18.0	6.7
139	Employees are valued by Harper College.	7.0	47.3	20.4	17.1	8.3
140	The College effectively recruits the best candidates for faculty, staff, and administrative positions.	10.7	48.2	21.4	15.1	4.7
141	Administrative and staff offices are adequately staffed.	5.4	51.1	21.1	16.6	5.7
142	Administrators perform their functions effectively.	7.3	46.3	29.7	11.0	5.6
143	Staff at Harper perform their functions effectively.	15.3	66.1	15.9	1.6	1.1
144	The College has adequate financial resources to continue to accomplish its mission and objectives.	10.5	47.7	19.0	21.3	1.6
145	Expenditures show commitment to provide environment & human resources needed for effective teaching/ learning.	8.0	42.8	26.1	19.6	3.6
146	I have adequate opportunity for input into the budget process to support my departmental/divisional mission & goals.	8.8	38.8	21.5	19.5	11.4
147	My office/ workspace has an adequate amount of space.	16.1	44.3	7.3	20.3	12.0
148	My office/ workspace environment (comfort, lighting, etc.) is adequate.	15.4	45.3	11.2	16.9	11.2

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		Strongly	Percentage			Strongly
		Agree	Agree	Neutral	Disagree	Disagree
149	There are enough general classrooms on campus.	3.1	21.7	13.7	41.3	20.2
150	There is enough laboratory space on campus.	2.3	17.7	16.1	39.8	24.1
The following spaces are adequate and effective:						
151	Classrooms in Building M	7.1	37.5	20.5	28.6	6.3
152	Laboratory space in Building M	8.9	34.4	25.6	23.3	7.8
153	Laboratory space in Building V	2.5	16.5	32.9	29.1	19.9
154	Classrooms in Building A	2.3	17.9	20.8	41.6	17.3
155	Laboratory space in Building A	2.7	18.2	30.0	31.8	17.3
156	Classrooms in Building C	1.6	37.4	28.5	24.4	8.1
157	Laboratory space in Building C	1.1	30.1	39.8	19.4	9.7
158	Classrooms in Building P	2.0	40.8	35.7	16.3	5.1
159	Laboratory space in Building P	3.3	44.0	38.5	9.9	4.4
160	Classrooms in Building L	23.4	53.7	11.4	7.5	4.0
161	Laboratory space in Building L	20.9	50.7	18.7	6.0	3.7
162	Classrooms in Building F	20.7	48.9	17.9	9.2	3.4
163	Laboratory space in Building F	20.8	48.3	18.1	8.1	4.7
164	Classrooms in Building E	1.3	31.1	19.2	21.9	26.5
165	Classrooms in Building D	2.9	32.0	17.0	31.6	16.6
166	Laboratory space in Building D	1.7	24.1	19.5	32.8	21.8
167	Classrooms in Building H	3.1	35.0	26.3	23.0	12.4
168	Laboratory space in Building H	2.7	29.7	31.5	21.6	14.4
169	Classrooms in Building G	2.8	38.5	38.5	13.8	6.4
170	Laboratory space in Building G	5.3	34.0	40.4	13.8	6.4
171	Classrooms in Building I	6.9	44.6	24.6	19.4	4.6
172	Laboratory space in Building I	5.3	33.1	29.3	24.8	7.5
173	Classrooms in Building J	6.3	52.6	22.3	13.7	5.1
174	Laboratory space in Building J	5.2	37.3	27.6	21.6	8.2
175	Learning Resources Center (LRC)	25.0	57.9	11.5	4.0	1.6
176	Black Box Theater	20.1	56.4	15.1	4.5	3.9
177	Recreational facilities	15.1	56.4	14.2	10.2	4.0

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		Strongly	Percentage			Strongly
		Agree	Agree	Neutral	Disagree	Disagree
178	Building J Auditorium	10.5	50.5	15.1	16.8	7.0
179	Student lounges	6.7	41.1	20.7	23.3	8.1
180	Bookstore	21.6	65.5	8.8	2.4	1.5
181	Cafeteria - Dining Hall	10.6	63.5	14.4	8.2	3.2
182	Parking	7.4	42.1	14.0	25.3	11.0
The following planning processes for facilities and equipment are effective:						
183	Institutional life safety projects-(roofs, renovated restrooms, stairwells, HVAC units and repaving of parking lots)	6.4	59.9	17.8	12.5	3.4
184	Institutional planning for remodeling of existing facilities.	4.2	43.2	22.4	22.4	7.7
185	Departmental planning for remodeling of existing facilities.	4.7	50.9	17.0	20.6	6.9
186	Institutional planning for new buildings.	4.3	38.8	25.9	22.4	8.6
187	Institutional and departmental planning for purchase of new equipment and replacement of obsolete equipment.	3.2	45.5	19.9	23.8	7.6
188	Prioritization and allocation of space to departments/programs is appropriate.	2.0	25.7	25.1	36.6	10.6
189	A Performing Arts Center at Harper College should be a construction priority.	17.5	27.7	22.0	17.2	15.7
190	A Business Conference Center at Harper College should be a construction priority.	10.6	33.3	24.8	19.7	11.5
Community Services Task Group						
192	Cultural arts activities are appropriate community outreach activities for Harper College.	32.2	55.5	9.7	1.9	0.6
193	Career and employment services are appropriate community outreach activities for Harper College.	31.6	59.3	6.4	2.5	0.3
194	Instructional programming for children is an appropriate community outreach activity for Harper College.	17.6	50.4	20.5	9.8	1.7
195	Health and Wellness programming are appropriate community outreach activities for Harper College.	24.5	61.1	11.4	1.9	1.1
196	Rental of facilities to outside groups is an appropriate community outreach activity for Harper College.	15.0	52.3	21.4	8.3	3.1
197	Diversity/Minority outreach activities are appropriate community outreach activities for Harper College.	21.7	55.1	16.4	4.4	2.3
198	Business conferencing is an appropriate community outreach activity for Harper College.	19.3	46.3	23.0	8.0	3.4
199	Harper College should be involved in providing community services.	25.7	57.4	12.2	3.9	0.8
200	Being involved in community services strengthens the effectiveness of Harper.	27.9	57.1	11.1	3.1	0.8
201	Students should be required to have a community service component as a part of graduation requirements.	12.4	27.5	28.3	23.5	8.2

Survey of All Employees for North Central Association Self-Study of Harper College
 Administered January, 1996 to 159 Full-time Faculty, 66 Part-time Faculty, 123 Full-time Staff, 24 Part-time Staff, and 26 Administrators

		Strongly Agree	Percentage			Strongly Disagree
		Agree	Neutral	Disagree	Disagree	
Statements Derived from the Published Harper College Objectives						
203	Harper is effective in providing the first 2 yrs. of baccalaureate education for transfer or to satisfy individual goals.	40.3	53.6	3.9	2.2	0.0
204	Harper provides appropriate educational opportunities in occupational, vocational, technical & semi-technical fields.	20.3	61.3	8.3	8.9	1.1
205	Harper provides appropriate general education opportunities.	25.4	62.6	9.6	2.5	0.0
206	The College provides appropriate training, retraining and upgrading of skills for the work environment.	18.3	55.8	12.4	11.3	2.3
207	The College provides appropriate adult education and remedial instruction.	24.7	59.9	11.0	4.1	0.3
208	The College provides appropriate community education, including continuing education.	21.0	67.5	9.2	2.0	0.3
209	Provides appropriate support services- admissions, counseling, testing, tutoring, placement, financial aid, special aid.	18.7	60.9	14.1	5.5	0.9
210	Provides appropriate educational resources for students & community through learning resources & library services.	17.1	64.1	11.8	6.2	0.8
211	The College provides appropriate public services.	12.8	56.1	21.8	8.3	1.0
212	Harper provides & encourages appropriate use of facilities for educational & cultural uses by the community.	11.9	60.6	20.0	6.3	1.3
Statements Derived from the Preferred Future Statements of Harper College						
213	Quality teaching and active learning are a hallmark of Harper College.	36.6	52.6	9.4	1.3	0.0
214	Harper provides comprehensive programs and services to ensure the success of students.	23.6	60.8	13.0	2.6	0.0
215	Programs & services ensure that all students have the literacy skills necessary to function effectively in society.	15.1	51.4	22.4	10.4	0.8
216	College has international/multicultural experiences which promote appreciation & respect for individual rights.	13.6	52.4	21.2	11.4	1.4
217	Responds to the needs of workforce thru coordinated, collaborative relationships with business, industry, education.	15.2	56.0	17.9	9.2	1.8
218	Harper College has created partnerships with the community which foster articulation, innovation & communication.	15.3	56.4	21.8	5.3	1.2
219	Provides comprehensive access to information and instruction thru state-of-the-art global networks & technologies.	3.4	23.8	22.0	36.9	14.0
220	The College values and promotes the arts as integral to the cultural life of the community.	9.9	61.6	21.8	5.6	1.1
221	Harper assumes a leadership role in efforts to protect and restore the environment of all living things.	4.7	40.1	30.6	21.5	3.0
222	Harper is achieving systematic quality improvement across the College.	5.5	45.5	31.1	13.8	4.0
223	Provides resources, experiences which enable employees to grow, receive recognition & develop leadership potential.	7.8	50.6	22.3	14.8	4.5
224	Harper is aggressively developing public & private funding resources to achieve the vision of the College.	11.2	51.5	25.4	10.4	1.5