

# Effectiveness of Communication and Decision-Making

## A Sacramento City College Survey

The Communication and Governance survey has been conducted at SCC since Spring 2011. In Fall 2017, the survey was conducted for the third time and received more than 240 responses including 145 faculty members, 88 classified staff, and 14 administrators. Most survey respondents have been at SCC for more than 3 years.

**The percentage of SCC employees who have been active in decision-making processes varies.** Involvement in decision-making processes and groups was greatest for administrators, followed by faculty and then classified staff. Involvement in some areas, e.g. standing committees and planning discussions in the unit was above 50 percent for all employee groups.

**Overall, SCC employees reported “Moderate” levels of engagement with most areas of decision-making at the college.** Employees’ personal sense of engagement with college decision-making was moderate to high. However, responses on related items were considerably lower. The lowest rating was to the question about the degree to which their jobs allow time to participate in college decision-making – more than 50 percent responded “Low” to that item. Classified staff and faculty expressed relatively low engagement compared to administrators. Although the overall engagement of administrators with decision-making remains higher than that of the other employee groups, it declined substantially from 2014.

**Overall, survey results indicate that respondents, especially administrators, see communication and decision-making at the college as somewhat less effective than prior survey years.** For example, the percentage of administrators responding that engagement in decision-making across the college is “Moderate” or “High” declined from 94 percent to 50 percent. The percentage of administrators responding that college processes share information effectively declined from 73 percent to 21 percent.

**Email is the most common means of learning about the college in nearly every category.** Communication venues for faculty, classified staff and administrators has remained relatively unchanged since the 2014 survey. Meetings are a more common communication venue for administrators than for other groups. Classified staff and faculty rely more on email for college information than do administrators.

**“Agree” was the most common response to most of the items related to the effectiveness of administrative processes, however responses varied widely.** Ratings in some areas, for some groups, increased from 2014 to 2017, while others decreased. Most notably, the percent of administrators who agreed or strongly agreed decreased from 2014 to 2017 in every category. For 2017, the overall pattern in the percent of respondents who agreed or strongly agreed with statements indicating understanding of administrative structures and processes was Administrators > Classified staff > Faculty.

**Overall, it appears that SCC employees are not generally knowledgeable about the effectiveness of the constituency leadership groups.** “Don’t Know” responses have increased in most categories. An analysis comparing the percentage of “Don’t Know” responses was conducted between the three survey years. The percentage of SCC employees who responded “Don’t Know” increased in nearly all areas from 2014 to 2017.

**Comments at the conclusion of the survey suggest a need for improved communication and better use of time.** The PRIE Office found several reoccurring themes in the respondent’s answers including improved communication, better use of time, the importance of leadership, and the need for adjunct inclusivity. More than one-third of respondents specifically mentioned the need for improved communication at SCC.