



PLANNING & BUDGETING COMMITTEE

February 20, 2014

1:00 - 2:30 p.m.

Library 202

Facilitator: Rory K. Natividad

Notes: Linda M. Olsen

STATEMENT OF PURPOSE

The Planning and Budgeting Committee serves as the consultation committee for campus-wide planning and budgeting. The PBC assures that the planning and budgeting are interlinked and that the process is driven by the mission and strategic initiatives set forth in the Comprehensive Master Plan. The PBC makes recommendations to the President on all planning and budgeting issues and reports all committee activities to the campus community.

Members

- | | |
|---|--|
| <input type="checkbox"/> Sean Donnell - ECCFT | <input type="checkbox"/> Cheryl Shenefield - Administrative Services |
| <input type="checkbox"/> Dipte Patel - Academic Affairs | <input type="checkbox"/> Rory K. Natividad - Chair (non-voting) |
| <input type="checkbox"/> Alice Grigsby - Management/Supervisors | <input type="checkbox"/> Dean Starkey – Campus Police |
| <input type="checkbox"/> Liliana Lopez - ASO | <input type="checkbox"/> Gary Turner - ECCE |
| <input type="checkbox"/> Dawn Reid - Student & Community Adv. | <input type="checkbox"/> Lance Widman - Academic Senate |

Attendees

- | | | |
|--|---|---|
| <input type="checkbox"/> Francisco Arce – Support | <input type="checkbox"/> Christina Gold – Support | <input type="checkbox"/> Emily Rader – Alt. Acad. Sen. |
| <input type="checkbox"/> Linda Beam – Support | <input type="checkbox"/> Irene Graff – Alt.Mgmt./Sup. | <input type="checkbox"/> Ericka Solarzano - Alt. Police |
| <input type="checkbox"/> David Brown – Alt. ECCE | <input type="checkbox"/> Jo Ann Higdon – Support | <input type="checkbox"/> Michael Trevis – Alt. Adm. Serv. |
| <input type="checkbox"/> Janice Ely – Support | <input type="checkbox"/> Ken Key – Alt. ECCFT | <input type="checkbox"/> John Wagstaff – Support |
| <input type="checkbox"/> Connie Fitzsimons - Alt., Ac. Affairs | <input type="checkbox"/> Vacant – Alt. ASO | <input type="checkbox"/> Will Warren– Support |
| <input type="checkbox"/> William Garcia – Alt. SCA | <input type="checkbox"/> Jeanie Nishime – Support | |

AGENDA

- | | | |
|---------------------------------------|--------------|-----------|
| 1. Draft Minutes – January 16, 2013 | R. Natividad | 1:00 P.M. |
| 2. Budget Updates - Actuarial | J. Higdon | 1:10 P.M. |
| 3. BOGFW Report | W. Garcia | 1:25 P.M. |
| 4. FTES/FTES Comparison Clarification | F. Arce | 1:40 P.M. |
| 5. PBC Goals Update | R. Natividad | 1:50 P.M. |
| 6. Adjournment | | |

Next meeting – March 6, 2014

EL CAMINO COLLEGE
Planning & Budgeting Committee
Minutes
Date: February 6, 2014

MEMBERS PRESENT

- | | |
|--|---|
| <input checked="" type="checkbox"/> Dean Starkey - Campus Police | <input checked="" type="checkbox"/> Dawn Reid - Student & Community Adv. |
| <input type="checkbox"/> Sean Donnell - ECCFT | <input checked="" type="checkbox"/> Cheryl Shenefield - Administrative Services |
| <input checked="" type="checkbox"/> Dipte Patel - Academic Affairs | <input checked="" type="checkbox"/> Rory K. Natividad - Chair (non-voting) |
| <input checked="" type="checkbox"/> Alice Grigsby - Management/Supervisors | <input checked="" type="checkbox"/> Gary Turner - ECCE |
| <input checked="" type="checkbox"/> Liliana Lopez - ASO | <input checked="" type="checkbox"/> Lance Widman - Academic Senate |

Other Attendees: Members – David Brown, Irene Graff, Emily Rader, **Support** – Francisco Arce, Jeanie Nishime, Lynn Lindberg, William Garcia, Jo Ann Higdon, Nina Velazquez, Connie Fitzsimmons, Mike Trevis, Babatunde Atane

The meeting was called to order at 1:04 p.m.

Approval of January 16, 2014 Minutes

The minutes were reviewed and approved with the following corrections:

1. Adjournment, #1, **delete: 20th, replace with: 6. Delete: 1:05, replace with: 2:05.**

Financial Projection Dartboard/Five-Year Projections– J. Higdon (document provided)

1. A handout of the SSC Community College Financial Projection Dartboard for the Governor's 2013-2014 May Revision and Five-Year Budget Assumptions was distributed to the committee. A corrected copy will also be forwarded to the committee.
2. The goal for the meeting is to set an estimate for the dartboard for future years of COLA and growth. This will help set the foundation for accounting so money can be put into it. Originally the projection from school services for the statutory and funded COLA for 2014/15 was 1.8% for next year. Now the governor's proposed budget has only half that amount - .86%. For 2014/15 there was consensus from the group to use .86% for funded COLA and have the statutory COLA stay at 1.8%.
3. The committee was asked what projection they would like to use for the SSC for future years. The future statutory COLA projections were read as follows: 2015/16 – 2.20%, 2016/17 – 2.4%, 2017/18 – 2.6% and 2018/19 – 2.7%. The future funded COLA were read as 2015/16 – 2.20%, 2016/17 – 2.4% and 2017/18 – 2.4%, 2018/19 – 2.7%. After discussion it was agreed these will be the numbers utilized for the projections.

Enrollment Report – F. Arce (handout provided)

1. It was noted the initial growth funding for this year is listed at 1.63%. For 2014/15 the state has listed 3% but the college is planning 4% in growth which would bring us to 19,209 FTES. It was noted the reason 4% growth is being utilized instead of 3% is it is believed there are districts that will not be able to reach the 3% funded growth. If this scenario happens, there will be extra money in the system which we could possibly receive. If this is not the case and everyone needs the money, we will then be funded at 3% growth.
2. It was noted the college made our trend for spring and is a little above our goal by 1.6%. Currently for spring 2014, we believe we have 8,235 FTES. Late start classes for spring are anticipated to generate

additional FTES. Additional classes (20-25 sections) will be added to the spring schedule to help bolster up enrollment.

3. The section comparison goals for 2014/15 were reviewed. The goal is to reach 19,200 FTES. For summer the growth has already been put in. Summer will be increased by 25% so summer should have 500 sections. In fall we are projecting 2,207 sections. The goal is to have a robust summer which will carry over into fall so it can be grown by 7%. Spring 2015 will then be a smaller semester. In total, the college is projecting 4,687 sections for the year which is an increase of about 160 sections. It was agreed the figure of 4% will be used for 2014/15.
4. Input of projection numbers for growth was requested for future years. It was suggested we do not go over 19,500 FTES as our goal. It was agreed that the goal would not go beyond 4% a year.
5. It was reported P1 has still not been posted. It also was noted the previous year of RDA funds have still not been received.

CCCCO Changes to BOGFW – W. Garcia

1. The Board of Governors voted to enact the minimum academic and progress standards for BOG eligibility which takes effect fall 2016. Students must have a 2.0 grade-point average and they must complete 50 or more of their attempted units. Only foster youth are exempted from this policy. The Board of Governors agreed to also study additional groups to see if they should be exempted in the future.
2. It was noted if the students do not met the criteria for this new process we might see a drop in enrollment. Information on what the effects of this legislation will have on our students will be brought back to this body at a future meeting.
3. The importance of a state-wide database was mentioned so students could be tracked in this process. A lot of proactive steps and outreach is being done to help address this issue with the students.

Annual Plan Updates – I. Graff (handout provided)

1. It was reported goals were developed by the Student Success Advisory Committee for ACCJC mandated student achievement measures. It has been recommended to set higher aspirational goals as a target for the future. Development of action plans will be done to assist the student body to perform at these higher measures. The goal will be to review and discuss these achievement measures on an annual basis.
2. The Planning Policy and Procedure is currently being developed and will be brought to the committee for discussion and review.
3. Unit plans are due February 15. This due date has been moved up by two weeks so it is suggested that everyone remind their constituents. This revised date will help the area plans in their developmental stages.
4. The student equity plan is in the works and more information will be forthcoming at a future meeting.

Closing Comments

1. In relation to planning, one of the biggest changes we are going to see is more emphasis on student achievement and documenting their success, retention, degree and certificate completion, and transfers. Institutions will essentially be assessed on their progress in all of these areas. A huge change forthcoming will be information will be much more statistically based.

Adjournment – R. Natividad

1. The meeting adjourned at 2:02 p.m. The next meeting will be **February 20 at 1:00 p.m.**, in Library 202.

**El Camino Community College District
Actuarial Study of
Retiree Health Liabilities
As of October 1, 2013**

*Prepared by:
Total Compensation Systems, Inc.*

Date: November 18, 2013

DRAFT

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**El Camino Community College District
Actuarial Study of Retiree Health Liabilities**

PART I: EXECUTIVE SUMMARY

A. Introduction

El Camino Community College District engaged Total Compensation Systems, Inc. (TCS) to analyze liabilities associated with its current retiree health program as of October 1, 2013 (the valuation date). The numbers in this report are based on the assumption that they will first be used to determine accounting entries for the fiscal year ending June 30, 2013. If the report will first be used for a different fiscal year, the numbers will need to be adjusted accordingly.

This report does not reflect any cash benefits paid unless the retiree is required to provide proof that the cash benefits are used to reimburse the retiree's cost of health benefits. Costs and liabilities attributable to cash benefits paid to retirees are reportable under Governmental Accounting Standards Board (GASB) Standards 25/27.

This actuarial study is intended to serve the following purposes:

- To provide information to enable El Camino CCD to manage the costs and liabilities associated with its retiree health benefits.
- To provide information to enable El Camino CCD to communicate the financial implications of retiree health benefits to internal financial staff, the Board, employee groups and other affected parties.
- To provide information needed to comply with Governmental Accounting Standards Board Accounting Standards 43 and 45 related to "other postemployment benefits" (OPEB's).

Because this report was prepared in compliance with GASB 43 and 45, as appropriate, El Camino CCD should not use this report for any other purpose without discussion with TCS. This means that any discussions with employee groups, governing Boards, etc. should be restricted to the implications of GASB 43 and 45 compliance.

This actuarial report includes several estimates for El Camino CCD's retiree health program. In addition to the tables included in this report, we also performed cash flow adequacy tests as required under Actuarial Standard of Practice 6 (ASOP 6). Our cash flow adequacy testing covers a twenty-year period. We would be happy to make this cash flow adequacy test available to El Camino CCD in spreadsheet format upon request.

We calculated the following estimates separately for active employees and retirees. As requested, we also separated results by the following employee classifications: Classified, Certificated, Certificated Management, Classified Management and Police Officers. We estimated the following:

- the total liability created. (The actuarial present value of total projected benefits or APVTPB)
- the ten year "pay-as-you-go" cost to provide these benefits.
- the "actuarial accrued liability (AAL)." (The AAL is the portion of the APVTPB attributable to employees' service prior to the valuation date.)

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- the amount necessary to amortize the UAAL over a period of 30 years.
- the annual contribution required to fund retiree benefits over the working lifetime of eligible employees (the "normal cost").
- The Annual Required Contribution (ARC) which is the basis of calculating the annual OPEB cost and net OPEB obligation under GASB 43 and 45.

We summarized the data used to perform this study in Appendix A. No effort was made to verify this information beyond brief tests for reasonableness and consistency.

All cost and liability figures contained in this study are estimates of future results. Future results can vary dramatically and the accuracy of estimates contained in this report depends on the actuarial assumptions used. Normal costs and liabilities could easily vary by 10 - 20% or more from estimates contained in this report.

B. General Findings

We estimate the "pay-as-you-go" cost of providing retiree health benefits in the year beginning October 1, 2013 to be \$741,306 (see Section IV.A.). The "pay-as-you-go" cost is the cost of benefits for current retirees.

For current employees, the value of benefits "accrued" in the year beginning October 1, 2013 (the normal cost) is \$1,593,851. This normal cost would increase each year based on covered payroll. Had El Camino CCD begun accruing retiree health benefits when each current employee and retiree was hired, a substantial liability would have accumulated. We estimate the amount that would have accumulated to be \$22,214,690. This amount is called the "actuarial accrued liability" (AAL). The remaining unamortized balance of the initial unfunded AAL (UAAL) is \$18,329,526. This leaves a "residual" AAL of \$3,885,164.

El Camino CCD has established a GASB 43 trust for future OPEB benefits. The actuarial value of plan assets at September 30, 2013 was \$17,189,426. This leaves a residual unfunded actuarial accrued liability (UAAL) of *negative* \$13,304,262. We calculated the annual cost to amortize the residual unfunded actuarial accrued liability using a 4.5% discount rate. We used an open 30 year amortization period. The current year cost to amortize the residual unfunded actuarial accrued liability is *negative* \$570,064.

Combining the normal cost with both the initial and residual UAAL amortization costs produces an annual required contribution (ARC) of \$1,926,390. The ARC is used as the basis for determining expenses and liabilities under GASB 43/45. The ARC is used in lieu of (rather than in addition to) the "pay-as-you-go" cost.

We based all of the above estimates on employees as of September, 2013. Over time, liabilities and cash flow will vary based on the number and demographic characteristics of employees and retirees.

C. Description of Retiree Benefits

Following is a description of the current retiree benefit plan:

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	<u>Faculty</u>	<u>Classified</u>	<u>Management</u>	<u>Police</u>
Benefit types provided	Medical only	Medical only	Medical only	Medical only
Duration of Benefits	To age 65*	To age 65*	To age 65*	To age 65*
Required Service	10 years	10 years	10 years	10 years
Minimum Age	55	55	55	55
Dependent Coverage	No	No	No	No
College Contribution %	100%	100%	100%	100%
College Cap	Statutory minimums for post-65 coverage	Statutory minimums for post-65 coverage	Statutory minimums for post-65 coverage	Statutory minimums for post-65 coverage

*Beyond age 65 (as well as for retirees not qualifying for fully paid coverage), the District pays statutory minimum CalPERS contributions.

D. Recommendations

It is outside the scope of this report to make specific recommendations of actions El Camino CCD should take to manage the substantial liability created by the current retiree health program. Total Compensation Systems, Inc. can assist in identifying and evaluating options once this report has been studied. The following recommendations are intended only to allow the District to get more information from this and future studies. Because we have not conducted a comprehensive administrative audit of El Camino CCD's practices, it is possible that El Camino CCD is already complying with some or all of our recommendations.

- We recommend that El Camino CCD inventory all benefits and services provided to retirees – whether contractually or not and whether retiree-paid or not. For each, El Camino CCD should determine whether the benefit is material and subject to GASB 43 and/or 45.
- We recommend that El Camino CCD conduct a study whenever events or contemplated actions significantly affect present or future liabilities, but no less frequently than every two years, as required under GASB 43/45.
- We recommend that the District communicate the magnitude of these costs to employees and include employees in discussions of options to control the costs.
- Under GASB 45, it is important to isolate the cost of retiree health benefits. El Camino CCD should have all premiums, claims and expenses for retirees separated from active employee premiums, claims, expenses, etc. To the extent any retiree benefits are made available to retirees over the age of 65 – *even on a retiree-pay-all basis* – all premiums, claims and expenses for post-65 retiree coverage should be segregated from those for pre-65 coverage. Furthermore, El Camino CCD should arrange for the rates or prices of all retiree benefits to be set on what is expected to be a self-sustaining basis.
- El Camino CCD should establish a way of designating employees as eligible or ineligible for future OPEB benefits. Ineligible employees can include those in ineligible job classes; those hired after a designated date restricting eligibility; those who, due to their age at hire cannot qualify for District-paid OPEB benefits; employees who exceed the termination age for OPEB benefits, etc.
- Several assumptions were made in estimating costs and liabilities under El Camino CCD's

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retiree health program. Further studies may be desired to validate any assumptions where there is any doubt that the assumption is appropriate. (See Appendices B and C for a list of assumptions and concerns.) For example, El Camino CCD should maintain a retiree database that includes – in addition to date of birth, gender and employee classification – retirement date and (if applicable) dependent date of birth, relationship and gender. It will also be helpful for El Camino CCD to maintain employment termination information – namely, the number of OPEB-eligible employees in each employee class that terminate employment each year for reasons other than death, disability or retirement.

Respectfully submitted,

Geoffrey L. Kischuk, FSA, MAAA, FCA
Consultant
Total Compensation Systems, Inc.
(805) 496-1700

PART II: BACKGROUND

A. Summary

Accounting principles provide that the cost of retiree benefits should be “accrued” over employees' working lifetime. For this reason, the Governmental Accounting Standards Board (GASB) issued in 2004 Accounting Standards 43 and 45 for retiree health benefits. These standards apply to all public employers that pay any part of the cost of retiree health benefits for current or future retirees (including early retirees).

B. Actuarial Accrual

To actuarially accrue retiree health benefits requires determining the amount to expense each year so that the liability accumulated at retirement is, on average, sufficient (with interest) to cover all retiree health expenditures without the need for additional expenses. There are many different ways to determine the annual accrual amount. The calculation method used is called an “actuarial cost method.”

Under most actuarial cost methods, there are two components of actuarial cost - a “normal cost” and amortization of something called the “unfunded actuarial accrued liability.” Both accounting standards and actuarial standards usually address these two components separately (though alternative terminology is sometimes used).

The normal cost can be thought of as the value of the benefit earned each year if benefits are accrued during the working lifetime of employees. This report will not discuss differences between actuarial cost methods or their application. Instead, following is a description of a commonly used, generally accepted actuarial cost method that will be permitted under GASB 43 and 45. This actuarial cost method is called the “entry age normal” method.

Under the entry age normal cost method, the actuary determines the annual amount needing to be expensed from hire until retirement to fully accrue the cost of retiree health benefits. This amount is the normal cost. Under GASB 43 and 45, normal cost can be expressed either as a level dollar amount or a level percentage of payroll.

The normal cost is determined using several key assumptions:

- The current *cost of retiree health benefits* (often varying by age, Medicare status and/or dependent coverage). The higher the current cost of retiree benefits, the higher the normal cost.
- The “*trend*” rate at which retiree health benefits are expected to increase over time. A higher trend rate increases the normal cost. A “cap” on District contributions can reduce trend to zero once the cap is reached thereby dramatically reducing normal costs.
- *Mortality rates* varying by age and sex. (Unisex mortality rates are not often used as individual OPEB benefits do not depend on the mortality table used.) If employees die prior to retirement, past contributions are available to fund benefits for employees who live to retirement. After retirement, death results in benefit termination or reduction. Although higher mortality rates reduce normal costs, the mortality assumption is not likely to vary from employer to employer.
- *Employment termination rates* have the same effect as mortality inasmuch as higher termination rates reduce normal costs. Employment termination can vary considerably between public agencies.
- The *service requirement* reflects years of service required to earn full or partial retiree benefits.

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While a longer service requirement reduces costs, cost reductions are not usually substantial unless the service period exceeds 20 years of service.

- **Retirement rates** determine what proportion of employees retire at each age (assuming employees reach the requisite length of service). Retirement rates often vary by employee classification and implicitly reflect the minimum retirement age required for eligibility. Retirement rates also depend on the amount of pension benefits available. Higher retirement rates increase normal costs but, except for differences in minimum retirement age, retirement rates tend to be consistent between public agencies for each employee type.
- **Participation rates** indicate what proportion of retirees are expected to elect retiree health benefits if a significant retiree contribution is required. Higher participation rates increase costs.
- The **discount rate** estimates investment earnings for assets earmarked to cover retiree health benefit liabilities. The discount rate depends on the nature of underlying assets. For example, employer funds earning money market rates in the county treasury are likely to earn far less than an irrevocable trust containing a diversified asset portfolio including stocks, bonds, etc. A higher discount rate can dramatically lower normal costs. GASB 43 and 45 require the interest assumption to reflect likely *long term* investment return.

The assumptions listed above are not exhaustive, but are the most common assumptions used in actuarial cost calculations. The actuary selects the assumptions which - taken together - will yield reasonable results. It's not necessary (or even possible) to predict individual assumptions with complete accuracy.

If all actuarial assumptions are exactly met and an employer expensed the normal cost every year for all past and current employees and retirees, a sizeable liability would have accumulated (after adding interest and subtracting retiree benefit costs). The liability that would have accumulated is called the actuarial accrued liability or AAL. The excess of AAL over the **actuarial value of plan assets** is called the *unfunded* actuarial accrued liability (or UAAL). Under GASB 43 and 45, in order for assets to count toward offsetting the AAL, the assets have to be held in an irrevocable trust that is safe from creditors and can only be used to provide OPEB benefits to eligible participants.

The actuarial accrued liability (AAL) can arise in several ways. At inception of GASB 43 and 45, there is usually a substantial UAAL. Some portion of this amount can be established as the "transition obligation" subject to certain constraints. UAAL can also increase as the result of operation of a retiree health plan - e.g., as a result of plan changes or changes in actuarial assumptions. Finally, AAL can arise from actuarial gains and losses. Actuarial gains and losses result from differences between actuarial assumptions and actual plan experience.

Under GASB 43 and 45, employers have several options on how the UAAL can be amortized as follows:

- The employer can select an amortization period of 1 to 30 years. (For certain situations that result in a reduction of the AAL, the amortization period must be at least 10 years.)
- The employer may apply the same amortization period to the total combined UAAL or can apply different periods to different components of the UAAL.
- The employer may elect a "closed" or "open" amortization period.
- The employer may choose to amortize on a level dollar or level percentage of payroll method.

PART III: LIABILITIES AND COSTS FOR RETIREE BENEFITS

A. Introduction.

We calculated the actuarial present value of projected benefits (APVPB) separately for each employee. We determined eligibility for retiree benefits based on information supplied by El Camino CCD. We then selected assumptions for the factors discussed in the above Section that, based on plan experience and our training and experience, represent our best prediction of future plan experience. For each employee, we applied the appropriate factors based on the employee's age, sex and length of service.

We summarized actuarial assumptions used for this study in Appendix C.

B. Medicare

The extent of Medicare coverage can affect projections of retiree health costs. The method of coordinating Medicare benefits with the retiree health plan's benefits can have a substantial impact on retiree health costs. We will be happy to provide more information about Medicare integration methods if requested.

C. Liability for Retiree Benefits.

For each employee, we projected future premium costs using an assumed trend rate (see Appendix C). To the extent El Camino CCD uses contribution caps, the influence of the trend factor is further reduced.

We multiplied each year's projected cost by the probability that premium will be paid; i.e. based on the probability that the employee is living, has not terminated employment and has retired. The probability that premium will be paid is zero if the employee is not eligible. The employee is not eligible if s/he has not met minimum service, minimum age or, if applicable, maximum age requirements.

The product of each year's premium cost and the probability that premium will be paid equals the expected cost for that year. We discounted the expected cost for each year to the valuation date October 1, 2013 at 4.5% interest.

Finally, we multiplied the above discounted expected cost figures by the probability that the retiree would elect coverage. A retiree may not elect to be covered if retiree health coverage is available less expensively from another source (e.g. Medicare risk contract) or the retiree is covered under a spouse's plan.

For any current retirees, the approach used was similar. The major difference is that the probability of payment for current retirees depends only on mortality and age restrictions (i.e. for retired employees the probability of being retired and of not being terminated are always both 1.0000).

We added the APVPB for all employees to get the actuarial present value of total projected benefits (APVTPB). The APVTPB is the estimated present value of all future retiree health benefits for all **current** employees and retirees. The APVTPB is the amount on October 1, 2013 that, if all actuarial assumptions are exactly right, would be sufficient to expense all promised benefits until the last current employee or retiree dies or reaches the maximum eligibility age.

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Actuarial Present Value of Total Projected Benefits at October 1, 2013

	<i>Total</i>	<i>Classified</i>	<i>Certificated</i>	<i>Certificated Management</i>	<i>Classified Management</i>	<i>Police Officers</i>
Active: Pre-65	\$13,858,932	\$6,034,150	\$5,720,466	\$353,190	\$1,106,210	\$644,916
Post-65	\$12,229,348	\$5,185,573	\$5,276,815	\$431,862	\$1,073,491	\$261,607
Subtotal	\$26,088,280	\$11,219,723	\$10,997,281	\$785,052	\$2,179,701	\$906,523
Retiree: Pre-65	\$1,248,500	\$516,663	\$540,642	\$39,108	\$152,087	\$0
Post-65	\$5,039,154	\$1,958,416	\$2,737,322	\$162,724	\$180,692	\$0
Subtotal	\$6,287,654	\$2,475,079	\$3,277,964	\$201,832	\$332,779	\$0
Grand Total	\$32,375,934	\$13,694,802	\$14,275,245	\$986,884	\$2,512,480	\$906,523
Subtotal Pre-65	\$15,107,432	\$6,550,813	\$6,261,108	\$392,298	\$1,258,297	\$644,916
Subtotal Post-65	\$17,268,502	\$7,143,989	\$8,014,137	\$594,586	\$1,254,183	\$261,607

The APVTPB should be accrued over the working lifetime of employees. At any time much of it has not been "earned" by employees. The APVTPB is used to develop expense and liability figures. To do so, the APVTFB is divided into two parts: the portions attributable to service rendered prior to the valuation date (the past service liability or actuarial accrued liability under GASB 43 and 45) and to service after the valuation date but prior to retirement (the future service liability).

The past service and future service liabilities are each funded in a different way. We will start with the future service liability which is funded by the normal cost.

D. Cost to Prefund Retiree Benefits

1. Normal Cost

The average hire age for eligible employees is 38. To accrue the liability by retirement, the District would accrue the retiree liability over a period of about 22 years (assuming an average retirement age of 60). We applied an "entry age normal" actuarial cost method to determine funding rates for active employees. The table below summarizes the calculated normal cost.

Normal Cost Year Beginning October 1, 2013

	<i>Total</i>	<i>Classified</i>	<i>Certificated</i>	<i>Certificated Management</i>	<i>Classified Management</i>	<i>Police Officers</i>
# of Employees	809	358	332	31	68	20
Per Capita Normal Cost						
Pre-65 Benefit	N/A	\$1,115	\$1,232	\$1,036	\$1,398	\$1,818
Post-65 Benefit	N/A	\$673	\$826	\$973	\$911	\$742
First Year Normal Cost						
Pre-65 Benefit	\$971,734	\$399,170	\$409,024	\$32,116	\$95,064	\$36,360
Post-65 Benefit	\$622,117	\$240,934	\$274,232	\$30,163	\$61,948	\$14,840
Total	\$1,593,851	\$640,104	\$683,256	\$62,279	\$157,012	\$51,200

Accruing retiree health benefit costs using normal costs levels out the cost of retiree health benefits over time and more fairly reflects the value of benefits "earned" each year by employees. This normal cost would increase each year based on covered payroll.

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2. Amortization of Unfunded Actuarial Accrued Liability (UAAL)

If actuarial assumptions are borne out by experience, the District will fully accrue retiree benefits by expensing an amount each year that equals the normal cost. If no accruals had taken place in the past, there would be a shortfall of many years' accruals, accumulated interest and forfeitures for terminated or deceased employees. This shortfall is called the actuarial accrued liability (AAL). We calculated the AAL as the APVTPB minus the present value of future normal costs.

The initial UAAL was amortized using a closed amortization period of 30 years. The District can amortize the remaining or residual UAAL over many years. The table below shows the annual amount necessary to amortize the UAAL over a period of 30 years at 4.5% interest. (Thirty years is the longest amortization period allowable under GASB 43 and 45.) GASB 43 and 45 will allow amortizing the UAAL using either payments that stay the same as a dollar amount, or payments that are a flat percentage of covered payroll over time. The figures below reflect the level percentage of payroll method.

Actuarial Accrued Liability as of October 1, 2013

	<i>Total</i>	<i>Classified</i>	<i>Certificated</i>	<i>Certificated Management</i>	<i>Classified Management</i>	<i>Police Officers</i>
Active: Pre-65	\$7,638,149	\$3,412,816	\$3,137,904	\$195,232	\$581,168	\$311,029
Post-65	\$8,288,888	\$3,603,369	\$3,545,325	\$283,510	\$731,350	\$125,334
Subtotal	\$15,927,037	\$7,016,185	\$6,683,229	\$478,742	\$1,312,518	\$436,363
Retiree: Pre-65	\$1,248,500	\$516,663	\$540,642	\$39,108	\$152,087	\$0
Post-65	\$5,039,154	\$1,958,416	\$2,737,322	\$162,724	\$180,692	\$0
Subtotal	\$6,287,654	\$2,475,079	\$3,277,964	\$201,832	\$332,779	\$0
Subtot Pre-65	\$8,886,649	\$3,929,479	\$3,678,546	\$234,340	\$733,255	\$311,029
Subtot Post-65	\$13,328,042	\$5,561,785	\$6,282,647	\$446,234	\$912,042	\$125,334
Grand Total	\$22,214,690	\$9,491,264	\$9,961,193	\$680,574	\$1,645,296	\$436,363
Unamortized Initial UAAL	\$18,329,526					
Plan assets at 9/30/13	\$17,189,426					
Residual UAAL	(\$13,304,262)					
Residual UAAL Amortization at 4.5% over 30 Years	(\$570,064)					

3. Annual Required Contributions (ARC)

If the District determines retiree health plan expenses in accordance with GASB 43 and 45, costs will include both normal cost and one or more components of UAAL amortization costs. The sum of normal cost and UAAL amortization costs is called the Annual Required Contribution (ARC) and is shown below.

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Annual Required Contribution (ARC) Year Beginning October 1, 2013

	<i>Total</i>
Normal Cost	\$1,593,851
Initial UAAL Amortization	\$902,603
Residual UAAL Amortization	(\$570,064)
ARC	\$1,926,390

The normal cost remains as long as there are active employees who may some day qualify for District-paid retiree health benefits. This normal cost would increase each year based on covered payroll.

4. Other Components of Annual OPEB Cost (AOC)

Expense and liability amounts may include more components of cost than the normal cost plus amortization of the UAAL. This will apply to employers that don't fully fund the Annual Required Cost (ARC) through an irrevocable trust.

- The annual OPEB cost (AOC) will include assumed interest on the net OPEB obligation (NOO). The annual OPEB cost will also include an amortization adjustment for the net OPEB obligation. (It should be noted that there is no NOO if the ARC is fully funded through a qualifying "plan".)
- The net OPEB obligation will equal the accumulated differences between the (AOC) and qualifying "plan" contributions.

PART IV: "PAY AS YOU GO" FUNDING OF RETIREE BENEFITS

We used the actuarial assumptions shown in Appendix C to project ten year cash flow under the retiree health program. Because these cash flow estimates reflect average assumptions applied to a relatively small number of employees, estimates for individual years are **certain** to be **in**accurate. However, these estimates show the size of cash outflow.

The following table shows a projection of annual amounts needed to pay the District share of retiree health premiums.

<i>Year Beginning October 1</i>	<i>Total</i>	<i>Classified</i>	<i>Certificated</i>	<i>Certificated Management</i>	<i>Classified Management</i>	<i>Police Officers</i>
2013	\$741,306	\$299,436	\$363,667	\$25,823	\$51,676	\$704
2014	\$831,615	\$320,001	\$414,318	\$31,337	\$64,551	\$1,408
2015	\$1,039,922	\$409,896	\$510,419	\$31,493	\$85,067	\$3,047
2016	\$1,202,768	\$488,483	\$575,214	\$27,593	\$106,626	\$4,852
2017	\$1,341,557	\$558,868	\$641,140	\$23,349	\$111,254	\$6,946
2018	\$1,441,890	\$621,544	\$667,087	\$27,185	\$105,450	\$20,624
2019	\$1,507,362	\$674,123	\$665,619	\$33,618	\$110,463	\$23,539
2020	\$1,601,746	\$727,288	\$683,497	\$37,341	\$127,770	\$25,850
2021	\$1,689,020	\$766,887	\$701,264	\$42,947	\$146,670	\$31,252
2022	\$1,714,422	\$808,592	\$670,176	\$50,776	\$156,827	\$28,051

PART V: RECOMMENDATIONS FOR FUTURE VALUATIONS

To effectively manage benefit costs, an employer must periodically examine the existing liability for retiree benefits as well as future annual expected premium costs. GASB 43/45 require biennial valuations. In addition, a valuation should be conducted whenever plan changes, changes in actuarial assumptions or other employer actions are likely to cause a material change in accrual costs and/or liabilities.

Following are examples of actions that could trigger a new valuation.

- An employer should perform a valuation whenever the employer considers or puts in place an early retirement incentive program.
- An employer should perform a valuation whenever the employer adopts a retiree benefit plan for some or all employees.
- An employer should perform a valuation whenever the employer considers or implements changes to retiree benefit provisions or eligibility requirements.
- An employer should perform a valuation whenever the employer introduces or changes retiree contributions.

We recommend El Camino CCD take the following actions to ease future valuations.

- We have used our training, experience and information available to us to establish the actuarial assumptions used in this valuation. We have no information to indicate that any of the assumptions do not reasonably reflect future plan experience. However, the District should review the actuarial assumptions in Appendix C carefully. If the District has any reason to believe that any of these assumptions do not reasonably represent the expected future experience of the retiree health plan, the District should engage in discussions or perform analyses to determine the best estimate of the assumption in question.

PART VI: APPENDICES

APPENDIX A: MATERIALS USED FOR THIS STUDY

We relied on the following materials to complete this study.

- We used paper reports and digital files containing employee demographic data from the District personnel records.
- We used relevant sections of collective bargaining agreements provided by the District.

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APPENDIX B: EFFECT OF ASSUMPTIONS USED IN CALCULATIONS

While we believe the estimates in this study are reasonable overall, it was necessary for us to use assumptions which inevitably introduce errors. We believe that the errors caused by our assumptions will not materially affect study results. If the District wants more refined estimates for decision-making, we recommend additional investigation. Following is a brief summary of the impact of some of the more critical assumptions.

1. Where actuarial assumptions differ from expected experience, our estimates could be overstated or understated. One of the most critical assumptions is the medical trend rate. The District may want to commission further study to assess the sensitivity of liability estimates to our medical trend assumptions. For example, it may be helpful to know how liabilities would be affected by using a trend factor 1% higher than what was used in this study. There is an additional fee required to calculate the impact of alternative trend assumptions.
2. We used an "entry age normal" actuarial cost method to estimate the actuarial accrued liability and normal cost. GASB allows this as one of several permissible methods under GASB45. Using a different cost method could result in a somewhat different recognition pattern of costs and liabilities.

APPENDIX C: ACTUARIAL ASSUMPTIONS AND METHODS

Following is a summary of actuarial assumptions and methods used in this study. The District should carefully review these assumptions and methods to make sure they reflect the District's assessment of its underlying experience. It is important for El Camino CCD to understand that the appropriateness of all selected actuarial assumptions and methods are El Camino CCD's responsibility. Unless otherwise disclosed in this report, TCS believes that all methods and assumptions are within a reasonable range based on the provisions of GASB 43 and 45, applicable actuarial standards of practice, El Camino CCD's actual historical experience, and TCS's judgment based on experience and training.

ACTUARIAL METHODS AND ASSUMPTIONS:

ACTUARIAL COST METHOD: Entry age normal. The allocation of OPEB cost is based on years of service. We used the level percentage of payroll method to allocate OPEB cost over years of service.

Entry age is based on the age at hire for eligible employees. The attribution period is determined as the difference between the expected retirement age and the age at hire. The present value of future benefits and present value of future normal costs are determined on an employee by employee basis and then aggregated.

To the extent that different benefit formulas apply to different employees of the same class, the normal cost is based on the benefit plan applicable to the most recently hired employees (including future hires if a new benefit formula has been agreed to and communicated to employees).

AMORTIZATION METHODS: We used a level percent, closed 30 year amortization period for the initial UAAL. We used a level percent, open 30 year amortization period for any residual UAAL.

SUBSTANTIVE PLAN: As required under GASB 43 and 45, we based the valuation on the substantive plan. The formulation of the substantive plan was based on a review of written plan documents as well as historical information provided by El Camino CCD regarding practices with respect to employer and employee contributions and other relevant factors.

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ECONOMIC ASSUMPTIONS:

Economic assumptions are set under the guidance of Actuarial Standard of Practice 27 (ASOP 27). Among other things, ASOP 27 provides that economic assumptions should reflect a consistent underlying rate of general inflation. For that reason, we show our assumed long-term inflation rate below.

INFLATION: We assumed 2.75% per year.

INVESTMENT RETURN / DISCOUNT RATE: We assumed 4.5% per year. This is based on assumed long-term return on plan assets assuming 100% funding through Futuris. We used the “Building Block Method” as described in ASOP 27 Paragraph 3.6.2.

TREND: We assumed 4% per year. Our long-term trend assumption is based on the conclusion that, while medical trend will continue to be cyclical, the average increase over time cannot continue to outstrip general inflation by a wide margin. Trend increases in excess of general inflation result in dramatic increases in unemployment, the number of uninsured and the number of underinsured. These effects are nearing a tipping point which will inevitably result in fundamental changes in health care finance and/or delivery which will bring increases in health care costs more closely in line with general inflation. We do not believe it is reasonable to project historical trend vs. inflation differences several decades into the future.

PAYROLL INCREASE: We assumed 2.75% per year. This assumption applies only to the extent that either or both of the normal cost and/or UAAL amortization use the level percentage of payroll method. For purposes of applying the level percentage of payroll method, payroll increase must not assume any increases in staff or merit increases.

ACTUARIAL VALUE OF PLAN ASSETS (AVA): Because plan assets are primarily short term, we did not use a smoothing formula.

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NON-ECONOMIC ASSUMPTIONS:

Economic assumptions are set under the guidance of Actuarial Standard of Practice 35 (ASOP 35).

MORTALITY

<i>Employee Type</i>	<i>Mortality Tables</i>
Certificated	2009 CalSTRS Mortality
Miscellaneous	2009 CalPERS Mortality for Miscellaneous Employees
Police	2009 CalPERS Rates for Active Sworn Employees

RETIREMENT RATES

<i>Employee Type</i>	<i>Retirement Rate Tables</i>
Certificated	2009 CalSTRS Retirement Rates
Miscellaneous	2009 CalPERS Retirement Rates for School Employees
Police	2009 PERS 3% @55 POLICE RX

VESTING RATES

<i>Employee Type</i>	<i>Vesting Rate Tables</i>
Certificated	100% at 10 Years of Service
Miscellaneous	100% at 10 Years of Service
Police	100% at 10 Years of Service

COSTS FOR RETIREE COVERAGE

Retiree liabilities are based on actual retiree costs. Liabilities for active participants are based on the first year costs shown below. Subsequent years' costs are based on first year costs adjusted for trend and limited by any District contribution caps.

<i>Employee Type</i>	<i>Future Retirees Pre-65</i>	<i>Future Retirees Post-65</i>
Certificated	\$7,879	\$1,380
Certificated Management	\$7,879	\$1,380
Classified	\$7,244	\$1,380
Classified Management	\$7,244	\$1,380
Police Officers	\$7,244	\$1,380

PARTICIPATION RATES

<i>Employee Type</i>	<i><65 Non-Medicare Participation %</i>	<i>65+ Medicare Participation %</i>
Certificated	100%	80%
Classified	100%	
Classified Management	100%	
Police Officers	100%	

TURNOVER

<i>Employee Type</i>	<i>Turnover Rate Tables</i>
Certificated	2009 CalSTRS Termination Rates
Miscellaneous	2009 CalPERS Termination Rates for School Employees
Police	2009 CalPERS Rates for Sworn Police

SPOUSE PREVALENCE

To the extent not provided and when needed to calculate benefit liabilities, 80% of retirees assumed to be married at

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retirement. After retirement, the percentage married is adjusted to reflect mortality.

SPOUSE AGES

To the extent spouse dates of birth are not provided and when needed to calculate benefit liabilities, female spouse assumed to be three years younger than male.

AGING FACTORS

<i>Attained Age</i>	<i>Medical Annual Increases</i>
50-64	3.5%
65-69	3.0%
70-74	2.5%
75-79	1.5%
80-84	0.5%
85+	0.0%

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APPENDIX D: DISTRIBUTION OF ELIGIBLE PARTICIPANTS BY AGE

ELIGIBLE ACTIVE EMPLOYEES

<i>Age</i>	<i>Total</i>	<i>Classified</i>	<i>Certificated</i>	<i>Certificated Management</i>	<i>Classified Management</i>	<i>Police Officers</i>
Under 25	0	0	0	0	0	0
25-29	14	11	2	0	0	1
30-34	52	29	20	0	0	3
35-39	68	31	30	1	3	3
40-44	108	44	45	7	7	5
45-49	89	37	35	2	12	3
50-54	131	68	41	5	14	3
55-59	142	60	60	4	16	2
60-64	117	44	55	8	10	0
65 and older	88	34	44	4	6	0
Total	809	358	332	31	68	20

ELIGIBLE RETIREES

<i>Age</i>	<i>Total</i>	<i>Classified</i>	<i>Certificated</i>	<i>Certificated Management</i>	<i>Classified Management</i>	<i>Police Officers</i>
Under 50	3	1	2	0	0	0
50-54	1	1	0	0	0	0
55-59	13	5	7	0	1	0
60-64	38	21	12	3	2	0
65-69	52	20	28	1	3	0
70-74	47	16	27	2	2	0
75-79	59	25	33	1	0	0
80-84	36	13	23	0	0	0
85-89	14	1	13	0	0	0
90 and older	4	0	4	0	0	0
Total	267	103	149	7	8	0

APPENDIX E: CALCULATION OF GASB 43/45 ACCOUNTING ENTRIES

This report is to be used to calculate accounting entries rather than to provide the dollar amount of accounting entries. How the report is to be used to calculate accounting entries depends on several factors. Among them are:

- 1) The amount of prior accounting entries;
- 2) Whether individual components of the ARC are calculated as a level dollar amount or as a level percentage of payroll;
- 3) Whether the employer using a level percentage of payroll method elects to use for this purpose projected payroll, budgeted payroll or actual payroll;
- 4) Whether the employer chooses to adjust the numbers in the report to reflect the difference between the valuation date and the first fiscal year for which the numbers will be used.

To the extent the level percentage of payroll method is used, the employer should adjust the numbers in this report as appropriate to reflect the change in OPEB covered payroll. It should be noted that OPEB covered payroll should only reflect types of pay generating pension credits for plan participants. Please note that plan participants do not necessarily include all active employees eligible for health benefits for several reasons. Following are examples.

- 1) The number of hours worked or other eligibility criteria may differ for OPEB compared to active health benefits;
- 2) There may be active employees over the maximum age OPEB are paid through. For example, if an OPEB plan pays benefits only to Medicare age, any active employees currently over Medicare age are not plan participants;
- 3) Employees hired at an age where they will exceed the maximum age for benefits when the service requirement is met are also not plan participants.

Finally, GASB 43 and 45 require reporting covered payroll in RSI schedules regardless of whether any ARC component is based on the level percentage of payroll method. This report does not provide, nor should the actuary be relied on to report covered payroll.

GASB 45 Paragraph 26 specifies that the items presented as RSI "should be calculated in accordance with the parameters." The RSI items refer to Paragraph 25.c which includes annual covered payroll. Footnote 3 provides that when the ARC is based on covered payroll, the payroll measure may be the projected payroll, budgeted payroll or actual payroll. Footnote 3 further provides that comparisons between the ARC and contributions should be based on the same measure of covered payroll.

At the time the valuation is being done, the actuary may not know which payroll method will be used for reporting purposes. The actuary may not even know for which period the valuation will be used to determine the ARC. Furthermore, the actuary doesn't know if the client will make adjustments to the ARC in order to use it for the first year of the biennial or triennial period. (GASB 45 is silent on this.) Even if the actuary were to know all of these things, it would be a rare situation that would result in me knowing the appropriate covered payroll

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number to report. For example, if the employer uses actual payroll, that number would not be known at the time the valuation is done.

As a result, we believe the proper approach is to report the ARC components as a dollar amount. It is the client's responsibility to turn this number into a percentage of payroll factor by using the dollar amount of the ARC (adjusted, if desired) as a numerator and then calculating the appropriate amount of the denominator based on the payroll determination method elected by the client for the appropriate fiscal year.

If we have been provided with payroll information, we are happy to use that information to help the employer develop an estimate of covered payroll for reporting purposes. However, the validity of the covered payroll remains the employer's responsibility even if TCS assists the employer in calculating it.

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APPENDIX F: GLOSSARY OF RETIREE HEALTH VALUATION TERMS

Note: The following definitions are intended to help a *non-actuary* understand concepts related to retiree health valuations. Therefore, the definitions may not be actuarially accurate.

Actuarial Accrued Liability: The amount of the actuarial present value of total projected benefits attributable to employees' past service based on the actuarial cost method used.

Actuarial Cost Method: A mathematical model for allocating OPEB costs by year of service.

Actuarial Present Value of Total Projected Benefits: The projected amount of all OPEB benefits to be paid to current and future retirees discounted back to the valuation date.

Actuarial Value of Assets: Market-related value of assets which may include an unbiased formula for smoothing cyclical fluctuations in asset values.

Annual OPEB Cost: This is the amount employers must recognize as an expense each year. The annual OPEB expense is equal to the Annual Required Contribution plus interest on the Net OPEB obligation minus an adjustment to reflect the amortization of the net OPEB obligation.

Annual Required Contribution: The sum of the normal cost and an amount to amortize the unfunded actuarial accrued liability. This is the basis of the annual OPEB cost and net OPEB obligation.

Closed Amortization Period: An amortization approach where the original ending date for the amortization period remains the same. This would be similar to a conventional, 30-year mortgage, for example.

Discount Rate: Assumed investment return net of all investment expenses. Generally, a higher assumed interest rate leads to lower normal costs and actuarial accrued liability.

Implicit Rate Subsidy: The estimated amount by which retiree rates are understated in situations where, for rating purposes, retirees are combined with active employees.

Mortality Rate: Assumed proportion of people who die each year. Mortality rates always vary by age and often by sex. A mortality table should always be selected that is based on a similar "population" to the one being studied.

Net OPEB Obligation: The accumulated difference between the annual OPEB cost and amounts contributed to an irrevocable trust exclusively providing retiree OPEB benefits and protected from creditors.

Normal Cost: The dollar value of the "earned" portion of retiree health benefits if retiree health benefits are to be fully accrued at retirement.

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<u>OPEB Benefits:</u>	Other PostEmployment Benefits. Generally medical, dental, prescription drug, life, long-term care or other postemployment benefits that are not pension benefits.
<u>Open Amortization Period:</u>	Under an open amortization period, the remaining unamortized balance is subject to a new amortization schedule each valuation. This would be similar, for example, to a homeowner refinancing a mortgage with a new 30-year conventional mortgage every two or three years.
<u>Participation Rate:</u>	The proportion of retirees who elect to receive retiree benefits. A lower participation rate results in lower normal cost and actuarial accrued liability. The participation rate often is related to retiree contributions.
<u>Retirement Rate:</u>	The proportion of active employees who retire each year. Retirement rates are usually based on age and/or length of service. (Retirement rates can be used in conjunction with vesting rates to reflect both age and length of service). The more likely employees are to retire early, the higher normal costs and actuarial accrued liability will be.
<u>Transition Obligation:</u>	The amount of the unfunded actuarial accrued liability at the time actuarial accrual begins in accordance with an applicable accounting standard.
<u>Trend Rate:</u>	The rate at which the cost of retiree benefits is expected to increase over time. The trend rate usually varies by type of benefit (e.g. medical, dental, vision, etc.) and may vary over time. A higher trend rate results in higher normal costs and actuarial accrued liability.
<u>Turnover Rate:</u>	The rate at which employees cease employment due to reasons other than death, disability or retirement. Turnover rates usually vary based on length of service and may vary by other factors. Higher turnover rates reduce normal costs and actuarial accrued liability.
<u>Unfunded Actuarial Accrued Liability:</u>	This is the excess of the actuarial accrued liability over assets irrevocably committed to provide retiree health benefits.
<u>Valuation Date:</u>	The date as of which the OPEB obligation is determined. Under GASB 43 and 45, the valuation date does not have to coincide with the statement date.
<u>Vesting Rate:</u>	The proportion of retiree benefits earned, based on length of service and, sometimes, age. (Vesting rates are often set in conjunction with retirement rates.) More rapid vesting increases normal costs and actuarial accrued liability.



CALIFORNIA COMMUNITY COLLEGES

CHANCELLOR'S OFFICE

PRESS RELEASE – CORRECTED

January 13, 2014

Contact: Paige Marlatt Dorr

Office: 916.327.5356

Cell: 916.601.8005

Office E-mail: pdorr@cccco.edu

Mobile E-mail: pmarlatt@comcast.net

California Community Colleges Board of Governors Approves Changes to Fee Waiver Provisions

Chancellor Brice W. Harris says new standards will help student success

SACRAMENTO – California community college students receiving fee waivers will have to meet minimum academic and progress standards to remain eligible for the financial assistance under new regulations adopted today by the California Community Colleges Board of Governors.

The new policy, which takes effect in fall of 2016, is a key component of the Board of Governors' Student Success Initiative. The new regulations will work in concert with statewide enrollment priorities that will go into effect in fall 2014 to encourage students to focus on their classes and seek help when they face difficulties. Community colleges are putting in place more counseling and other support services to help students define their educational and career goals and stay on track to achieve them.

"We will do everything in our power to help students on financial aid succeed, but students need to know that they have a responsibility to keep up their end of the bargain," said California Community Colleges Chancellor Brice W. Harris. "This policy provides students with incentives to meet standards that will ultimately help them achieve their educational goals. It benefits students and it is responsible stewardship of state resources."

Under the new regulations, students would lose eligibility for the Board of Governors Fee Waiver if they are on probation for not maintaining a 2.0 GPA for two consecutive primary terms or not successfully completing half the units attempted in that period.

Students must be notified of their probation status within 30 days of the end of the term for which they did not meet the standards, and districts are required to notify students of support services that are available to them. Foster youth are exempted from the policy and the board of governors did agree to study possible additional exemptions in the future. Districts are required to establish appeals processes that students can use to demonstrate extenuating circumstances.

The [California Community Colleges](http://www.cccco.edu) is the largest system of higher education in the nation. It is composed of 72 districts and 112 colleges serving more than 2 million students per year. Community colleges supply workforce training, basic skills courses in English and math, and prepare students for transfer to four-year colleges and universities. The Chancellor's Office provides leadership, advocacy and support under the direction of the Board of Governors of the California Community Colleges.

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El Camino College Compton Center

Future BOGFW Regulations: Impact on Fall 2011 Students

The California Community College Chancellor's Office new Board of Governors Fee Waiver (BOGFW) eligibility criteria would have students not achieving academic and/or progress standards lose both enrollment priority and BOGFW, simultaneously. With this policy set to take effect in Fall 2016, data was gathered and analyzed to determine the impact this new legislation would have based on Fall 2011 students receiving BOGFW who meet second level probation criteria and have more than 100 units not including non-degree applicable basic skills, ESL and special classes.

Twelve percent of students (660) who were awarded BOGFW in Fall 2011 would lose their award based on the new eligibility criteria, which represents 8% of total students enrolled at ECC -Compton Center. Sixty-four percent of students affected (425) registered at either ECC-Compton Center or El Camino College in Spring 2012.

Total Enrollment	
Total students at Compton Center in Fall 2011	7,912
Total BOGFW recipients at Compton Center in Fall 2011	5,592

71% of students receive BOGFW

Academic Probation	
<i>Students with 12+ attempted units & less than 2.00 GPA</i>	
BOGFW recipients placed on Academic Probation 1*	768
BOGFW recipients placed on Academic Probation 2**	454

Progress Probation	
<i>Students with 12+ attempted units & less than 50% completion of units attempted</i>	
BOGFW recipients placed on Progress Probation 1*	610
BOGFW recipients placed on Progress Probation 2**	303

100+ Earned Units	
<i>100+ earned units excludes units earned in Basic Skills Math/English and ESL courses</i>	
BOGFW recipients with 100+ Earned Units	64

12% of recipients would lose BOGFW

Unduplicated count of BOGFW recipients placed on Academic Probation 2, Progress Probation 2, or with 100+ Earned Units	660
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*First term on probation

Second **consecutive primary term on probation

Note: All measures include courses from both Compton Center and El Camino College. BOGFW recipients include students awarded BOGFW at Compton Center or El Camino College.

Demographic Summary

Gender	Female		Male		Total
	N	%	N	%	
All Students	5,132	65%	2,776	35%	7,912
All BOGFW Recipients	3,754	67%	1,838	33%	5,592
Recipients to lose BOGFW	449	68%	211	32%	660

Age	17-19		20-24		25-29		30-39		40 or older		Total
	N	%	N	%	N	%	N	%	N	%	
All Students	1,505	19%	2,917	37%	1,231	16%	1,200	15%	953	12%	7,912
All BOGFW Recipients	1,044	19%	2,112	38%	950	17%	883	16%	601	11%	5,592
Recipients to lose BOGFW	61	9%	321	49%	130	20%	92	14%	56	8%	660

Note: 16 or younger excluded in this table

Ethnicity	African American		Asian/Pacific Islander		Latino		White		Other		Total
	N	%	N	%	N	%	N	%	N	%	N
All Students	3,387	43%	534	7%	3,286	42%	319	4%	383	5%	7,912
All BOGFW Recipients	2,750	49%	238	4%	2,179	39%	154	3%	271	5%	5,592
Recipients to lose BOGFW	361	55%	23	3%	229	35%	9	1%	38	6%	660

Mandated Groups	Foster Youth		Veterans		DSPS		CalWORKs		EOPS		Total
	N	%	N	%	N	%	N	%	N	%	N
All Students	55	1%	129	2%	225	3%	444	6%	799	10%	7,912
All BOGFW Recipients	53	1%	73	1%	196	4%	427	8%	797	14%	5,592
Recipients to lose BOGFW	7	1%	11	2%	32	5%	61	9%	79	12%	660

Loss of BOGFW by Demographic Group

The tables below show the loss of enrollment priority within each demographic and mandated group. Percentages highlighted in red are above the overall percentage of students who would lose BOGFW (12%).

Gender	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
Female	3,754	449	12%
Male	1,838	211	11%

Age	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
17-19	1,044	61	6%
20-24	2,112	321	15%
25-29	950	130	14%
30-39	883	92	10%
40 or older	601	56	9%

Note: 16 or younger excluded in this table

Ethnicity	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
African American	2,750	361	13%
Asian/Pacific Islander	238	23	10%
Latino	2,179	229	11%
White	154	9	6%
Other	271	38	14%

Mandated Groups	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
Foster Youth	53	7	13%
Veterans	73	11	15%
DSPS	196	32	16%
CalWORKs	427	61	14%
EOPS	797	79	10%
Total Mandated Group Students (unduplicated)	1,334	166	12%

El Camino College Compton Center

Future BOGFW Restrictions: Impact on Spring 2012 Students

Seventeen percent of students (972), who were awarded BOGFW in Spring 2012 would lose their award based on the new eligibility criteria which represents 12% of total students enrolled at ECC -Compton Center. Forty-six percent of students affected (444) registered at either ECC-Compton Center or El Camino College in Fall 2012.

Total Enrollment	
Total students at Compton Center in Spring 2012	7,827
Total BOGFW recipients at Compton Center in Spring 2012	5,714

73% of students receive BOGFW

Academic Probation	
<i>Students with 12+ attempted units & less than 2.00 GPA</i>	
BOGFW recipients placed on Academic Probation 1*	677
BOGFW recipients placed on Academic Probation 2**	713

Progress Probation	
<i>Students with 12+ attempted units & less than 50% completion of units attempted</i>	
BOGFW recipients placed on Progress Probation 1*	614
BOGFW recipients placed on Progress Probation 2**	439

100+ Earned Units	
<i>100+ earned units excludes units earned in Basic Skills Math/English and ESL courses</i>	
BOGFW recipients with 100+ Earned Units	89

17% of recipients would lose BOGFW

Unduplicated count of BOGFW recipients placed on Academic Probation 2, Progress Probation 2, or with 100+ Earned Units	972
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*First term on probation

Second **consecutive primary term on probation

Note: All measures include courses from both Compton Center and El Camino College. BOGFW recipients include students awarded BOGFW at Compton Center or El Camino College.

Demographic Summary

Gender	Female		Male		Total
	N	%	N	%	N
All Students	4,976	64%	2,850	36%	7,827
All BOGFW Recipients	3,740	65%	1,974	35%	5,714
Recipients to lose BOGFW	642	66%	330	34%	972

Age	17-19		20-24		25-29		30-39		40 or older		Total
	N	%	N	%	N	%	N	%	N	%	N
All Students	1,354	17%	3,079	39%	1,252	16%	1,153	15%	894	11%	7,827
All BOGFW Recipients	931	16%	2,278	40%	971	17%	901	16%	629	11%	5,714
Recipients to lose BOGFW	117	12%	486	50%	176	18%	128	13%	65	7%	972

Note: 16 or younger excluded in this table

Ethnicity	African American		Asian/Pacific Islander		Latino		White		Other		Total
	N	%	N	%	N	%	N	%	N	%	N
All Students	3,209	41%	610	8%	3,249	42%	353	5%	406	5%	7,827
All BOGFW Recipients	2,639	46%	300	5%	2,327	41%	163	3%	285	5%	5,714
Recipients to lose BOGFW	503	52%	34	3%	369	38%	23	2%	43	4%	972

Mandated Groups	Foster Youth		Veterans		DSPS		CalWORKs		EOPS		Total
	N	%	N	%	N	%	N	%	N	%	N
All Students	66	1%	119	2%	224	3%	444	6%	721	9%	7,827
All BOGFW Recipients	64	1%	70	1%	199	3%	436	8%	720	13%	5,714
Recipients to lose BOGFW	10	1%	12	1%	37	4%	101	10%	100	10%	972

Loss of BOGFW by Demographic Group

The tables below show the loss of enrollment priority within each demographic and mandated group. Percentages highlighted in red are above the overall percentage of students who would lose BOGFW (17%).

Gender	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
Female	3,740	642	17%
Male	1,974	330	17%

Age	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
17-19	931	117	13%
20-24	2,278	486	21%
25-29	971	176	18%
30-39	901	128	14%
40 or older	629	65	10%

Note: 16 or younger excluded in this table

Ethnicity	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
African American	2,639	503	19%
Asian/Pacific Islander	300	34	11%
Latino	2,327	369	16%
White	163	23	14%
Other	285	43	15%

Mandated Groups	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
Foster Youth	64	10	16%
Veterans	70	12	17%
DSPS	199	37	19%
CalWORKs	436	101	23%
EOPS	720	100	14%
Total Mandated Group Students (unduplicated)	1,289	223	17%

El Camino College Compton Center

Future BOGFW Restrictions: Impact on Fall 2012 Students

Eleven percent of students (618) who were awarded BOGFW in Fall 2012 would lose their award based on the new eligibility criteria, which represents 8% of total students enrolled at ECC -Compton Center. Sixty-three percent of students affected (390) registered at either ECC-Compton Center or El Camino College in Spring 2013.

Total Enrollment	
Total students at Compton Center in Fall 2012	7,531
Total BOGFW recipients at Compton Center in Fall 2012	5,556

74% of students receive BOGFW

Academic Probation	
<i>Students with 12+ attempted units & less than 2.00 GPA</i>	
BOGFW recipients placed on Academic Probation 1*	739
BOGFW recipients placed on Academic Probation 2**	438

Progress Probation	
<i>Students with 12+ attempted units & less than 50% completion of units attempted</i>	
BOGFW recipients placed on Progress Probation 1*	545
BOGFW recipients placed on Progress Probation 2**	257

100+ Earned Units	
<i>100+ earned units excludes units earned in Basic Skills Math/English and ESL courses</i>	
BOGFW recipients with 100+ Earned Units	72

11% of recipients would lose BOGFW

Unduplicated count of BOGFW recipients placed on Academic Probation 2, Progress Probation 2, or with 100+ Earned Units	618
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*First term on probation

Second **consecutive primary term on probation

Note: All measures include courses from both Compton Center and El Camino College. BOGFW recipients include students awarded BOGFW at Compton Center or El Camino College.

Demographic Summary

Gender	Female		Male		Total
	N	%	N	%	
All Students	4,877	65%	2,653	35%	7,531
All BOGFW Recipients	3,734	67%	1,822	33%	5,556
Recipients to lose BOGFW	427	69%	191	31%	618

Age	17-19		20-24		25-29		30-39		40 or older		Total
	N	%	N	%	N	%	N	%	N	%	
All Students	1,506	20%	2,841	38%	1,148	15%	1,073	14%	889	12%	7,531
All BOGFW Recipients	1,051	19%	2,110	38%	895	16%	852	15%	644	12%	5,556
Recipients to lose BOGFW	73	12%	279	45%	124	20%	95	15%	47	8%	618

Note: 16 or younger excluded in this table

Ethnicity	African American		Asian/Pacific Islander		Latino		White		Other		Total
	N	%	N	%	N	%	N	%	N	%	N
All Students	3,027	40%	554	7%	3,336	44%	266	4%	348	5%	7,531
All BOGFW Recipients	2,481	45%	285	5%	2,414	43%	133	2%	243	4%	5,556
Recipients to lose BOGFW	289	47%	32	5%	244	39%	16	3%	37	6%	618

Mandated Groups	Foster Youth		Veterans		DSPS		CalWORKs		EOPS		Total
	N	%	N	%	N	%	N	%	N	%	N
All Students	51	1%	103	1%	247	3%	400	5%	814	11%	7,531
All BOGFW Recipients	51	1%	71	1%	222	4%	391	7%	812	15%	5,556
Recipients to lose BOGFW	11	2%	7	1%	29	5%	61	10%	68	11%	618

Loss of BOGFW by Demographic Group

The tables below show the loss of enrollment priority within each demographic and mandated group. Percentages highlighted in red are above the overall percentage of students who would lose BOGFW (11%).

Gender	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
Female	3,734	427	11%
Male	1,822	191	10%

Age	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
17-19	1,051	73	7%
20-24	2,110	279	13%
25-29	895	124	14%
30-39	852	95	11%
40 or older	644	47	7%

Note: 16 or younger excluded in this table

Ethnicity	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
African American	2,481	289	12%
Asian/Pacific Islander	285	32	11%
Latino	2,414	244	10%
White	133	16	12%
Other	243	37	15%

Mandated Groups	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
Foster Youth	51	11	22%
Veterans	71	7	10%
DSPS	222	29	13%
CalWORKs	391	61	16%
EOPS	812	68	8%
Total Mandated Group Students (unduplicated)	1,334	155	12%

El Camino College Compton Center

Future BOGFW Restrictions: Impact on Spring 2013 Students

Fifteen percent of students (844) who were awarded BOGFW in Spring 2013 would lose their award based on the new eligibility criteria, which represents 11% of total students enrolled at ECC -Compton Center.

Total Enrollment	
Total students at Compton Center in Spring 2013	7,608
Total BOGFW recipients at Compton Center in Spring 2013	5,672

75% of students receive BOGFW

Academic Probation	
<i>Students with 12+ attempted units & less than 2.00 GPA</i>	
BOGFW recipients placed on Academic Probation 1*	687
BOGFW recipients placed on Academic Probation 2**	623

Progress Probation	
<i>Students with 12+ attempted units & less than 50% completion of units attempted</i>	
BOGFW recipients placed on Progress Probation 1*	573
BOGFW recipients placed on Progress Probation 2**	308

100+ Earned Units	
<i>100+ earned units excludes units earned in Basic Skills Math/English and ESL courses</i>	
BOGFW recipients with 100+ Earned Units	122

Unduplicated count of BOGFW recipients placed on Academic Probation 2, Progress Probation 2, or with 100+ Earned Units	844
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15% of recipients would lose BOGFW

*First term on probation

Second **consecutive primary term on probation

Note: All measures include courses from both Compton Center and El Camino College. BOGFW recipients include students awarded BOGFW at Compton Center or El Camino College.

Demographic Summary

Gender	Female		Male		Total
	N	%	N	%	
All Students	4,859	64%	2,748	36%	7,608
All BOGFW Recipients	3,731	66%	1,941	34%	5,672
Recipients to lose BOGFW	596	71%	248	29%	844

Age	17-19		20-24		25-29		30-39		40 or older		Total
	N	%	N	%	N	%	N	%	N	%	
All Students	1,292	17%	2,982	39%	1,198	16%	1,139	15%	912	12%	7,608
All BOGFW Recipients	956	17%	2,282	40%	930	16%	873	15%	630	11%	5,672
Recipients to lose BOGFW	99	12%	423	50%	142	17%	110	13%	70	8%	844

Note: 16 or younger excluded in this table

Ethnicity	African American		Asian/Pacific Islander		Latino		White		Other		Total
	N	%	N	%	N	%	N	%	N	%	N
All Students	2,859	38%	516	7%	3,624	48%	288	4%	321	4%	7,608
All BOGFW Recipients	2,386	42%	274	5%	2,625	46%	143	3%	244	4%	5,672
Recipients to lose BOGFW	410	49%	35	4%	336	40%	18	2%	45	5%	844

Mandated Groups	Foster Youth		Veterans		DSPS		CalWORKs		EOPS		Total
	N	%	N	%	N	%	N	%	N	%	N
All Students	45	1%	125	2%	250	3%	360	5%	667	9%	7,608
All BOGFW Recipients	45	1%	86	2%	225	4%	355	6%	665	12%	5,672
Recipients to lose BOGFW	15	2%	12	1%	31	4%	70	8%	69	8%	844

Loss of BOGFW by Demographic Group

The tables below show the loss of enrollment priority within each demographic and mandated group. Percentages highlighted in red are above the overall percentage of students who would lose BOGFW (15%).

Gender	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
Female	3,731	596	16%
Male	1,941	248	13%

Age	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
17-19	956	99	10%
20-24	2,282	423	19%
25-29	930	142	15%
30-39	873	110	13%
40 or older	630	70	11%

Note: 16 or younger excluded in this table

Ethnicity	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
African American	2,386	410	17%
Asian/Pacific Islander	274	35	13%
Latino	2,625	336	13%
White	143	18	13%
Other	244	45	18%

Mandated Groups	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
Foster Youth	45	15	33%
Veterans	86	12	14%
DSPS	225	31	14%
CalWORKs	355	70	20%
EOPS	665	69	10%
Total Mandated Group Students (unduplicated)	1,179	170	14%

Data Source: California Community College Chancellor's Office MIS Data Files

El Camino College

Future BOGFW Regulations: Impact on Fall 2011 Students

The California Community College Chancellor's Office new Board of Governors Fee Waiver (BOGFW) eligibility criteria would have students not achieving academic and/or progress standards lose both enrollment priority and BOGFW, simultaneously. With this policy set to take effect in Fall 2016, data was gathered and analyzed to determine the impact this new legislation would have based on Fall 2011 students receiving BOGFW who meet second level probation criteria and have more than 100 units not including non-degree applicable basic skills, ESL and special classes.

Fifteen percent of students (1,812) who were awarded BOGFW in Fall 2011 would lose their award based on the new eligibility criteria, which represents 7% of total students enrolled at El Camino College. Seventy percent of students affected (1,265) registered at either El Camino College or Compton Center in Spring 2012.

Total Enrollment	
Total students at El Camino College in Fall 2011	24,213
Total BOGFW recipients at El Camino College in Fall 2011	12,481

52% of students receive BOGFW

Academic Probation	
<i>Students with 12+ attempted units & less than 2.00 GPA</i>	
BOGFW recipients placed on Academic Probation 1*	1,514
BOGFW recipients placed on Academic Probation 2**	1,238

Progress Probation	
<i>Students with 12+ attempted units & less than 50% completion of units attempted</i>	
BOGFW recipients placed on Progress Probation 1*	1,119
BOGFW recipients placed on Progress Probation 2**	715

100+ Earned Units	
<i>100+ earned units excludes units earned in Basic Skills Math/English and ESL courses</i>	
BOGFW recipients with 100+ Earned Units	318

Unduplicated count of BOGFW recipients placed on Academic Probation 2, Progress Probation 2, or with 100+ Earned Units	1,812
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15% of recipients would lose BOGFW

*First term on probation

Second **consecutive primary term on probation

Note: All measures include courses from both Compton Center and El Camino College. BOGFW recipients include students awarded BOGFW at Compton Center or El Camino College.

Demographic Summary

Gender	Female		Male		Total
	N	%	N	%	
All Students	12,625	52%	11,582	48%	24,213
All BOGFW Recipients	7,025	56%	5,456	44%	12,481
Recipients to lose BOGFW	1,054	58%	758	42%	1,812

Age	17-19		20-24		25-29		30-39		40 or older		Total
	N	%	N	%	N	%	N	%	N	%	
All Students	6,757	28%	9,461	39%	3,175	13%	2,343	10%	2,329	10%	24,213
All BOGFW Recipients	3,799	30%	5,001	40%	1,753	14%	1,120	9%	793	6%	12,481
Recipients to lose BOGFW	300	17%	922	51%	293	16%	189	10%	108	6%	1,812

Note: 16 or younger excluded in this table

Ethnicity	African American		Asian/Pacific Islander		Latino		White		Other		Total
	N	%	N	%	N	%	N	%	N	%	N
All Students	4,320	18%	4,166	17%	9,858	41%	4,174	17%	1,695	7%	24,213
All BOGFW Recipients	3,143	25%	1,501	12%	5,792	46%	1,258	10%	787	6%	12,481
Recipients to lose BOGFW	567	31%	195	11%	792	44%	126	7%	132	7%	1,812

Mandated Groups	Foster Youth		Veterans		DSPS		CalWORKs		EOPS		Total
	N	%	N	%	N	%	N	%	N	%	N
All Students	116	0%	473	2%	1,244	5%	401	2%	934	4%	24,213
All BOGFW Recipients	114	1%	231	2%	704	6%	395	3%	931	7%	12,481
Recipients to lose BOGFW	18	1%	34	2%	152	8%	74	4%	171	9%	1,812

Loss of BOGFW by Demographic Group

The tables below show the loss of enrollment priority within each demographic and mandated group. Percentages highlighted in red are above the overall percentage of students who would lose BOGFW (15%).

Gender	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
Female	7,025	1,054	15%
Male	5,456	758	14%

Age	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
17-19	3,799	300	8%
20-24	5,001	922	18%
25-29	1,753	293	17%
30-39	1,120	189	17%
40 or older	793	108	14%

Note: 16 or younger excluded in this table

Ethnicity	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
African American	3,143	567	18%
Asian/Pacific Islander	1,501	195	13%
Latino	5,792	792	14%
White	1,258	126	10%
Other	787	132	17%

Mandated Groups	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
Foster Youth	114	18	16%
Veterans	231	34	15%
DSPS	704	152	22%
CalWORKs	395	74	19%
EOPS	931	171	18%
Total Mandated Group Students (unduplicated)	2,080	381	18%

El Camino College

Future BOGFW Regulations: Impact on Spring 2012 Students

Nineteen percent of students (2,288) who were awarded BOGFW in Spring 2012 would lose their award based on the new eligibility criteria, which represents 10% of total students enrolled at El Camino College. Fifty-seven percent of students affected (1,296) registered at either El Camino College or ECC-Compton Center in Fall 2012.

Total Enrollment	
Total students at El Camino College in Spring 2012	22,654
Total BOGFW recipients at El Camino College in Spring 2012	12,072

53% of students receive BOGFW

Academic Probation	
<i>Students with 12+ attempted units & less than 2.00 GPA</i>	
BOGFW recipients placed on Academic Probation 1*	1,188
BOGFW recipients placed on Academic Probation 2**	1,611

Progress Probation	
<i>Students with 12+ attempted units & less than 50% completion of units attempted</i>	
BOGFW recipients placed on Progress Probation 1*	1,022
BOGFW recipients placed on Progress Probation 2**	859

100+ Earned Units	
<i>100+ earned units excludes units earned in Basic Skills Math/English and ESL courses</i>	
BOGFW recipients with 100+ Earned Units	387

Unduplicated count of BOGFW recipients placed on Academic Probation 2, Progress Probation 2, or with 100+ Earned Units	2,288
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19% of recipients would lose BOGFW

*First term on probation

Second **consecutive primary term on probation

Note: All measures include courses from both Compton Center and El Camino College. BOGFW recipients include students awarded BOGFW at Compton Center or El Camino College.

Demographic Summary

Gender	Female		Male		Total
	N	%	N	%	N
All Students	11,854	52%	10,792	48%	22,652
All BOGFW Recipients	6,848	57%	5,224	43%	12,072
Recipients to lose BOGFW	1,334	58%	954	42%	2,288

Age	17-19		20-24		25-29		30-39		40 or older		Total
	N	%	N	%	N	%	N	%	N	%	N
All Students	5,663	25%	9,556	42%	3,031	13%	2,125	9%	2,185	10%	22,652
All BOGFW Recipients	3,220	27%	5,173	43%	1,767	15%	1,100	9%	802	7%	12,072
Recipients to lose BOGFW	437	19%	1,131	49%	378	17%	225	10%	117	5%	2,288

Note: 16 or younger excluded in this table

Ethnicity	African American		Asian/Pacific Islander		Latino		White		Other		Total
	N	%	N	%	N	%	N	%	N	%	
All Students	3,985	18%	3,965	18%	9,359	41%	3,855	17%	1,488	7%	22,652
All BOGFW Recipients	3,011	25%	1,442	12%	5,672	47%	1,223	10%	724	6%	12,072
Recipients to lose BOGFW	655	29%	241	11%	1,108	48%	153	7%	131	6%	2,288

Mandated Groups	Foster Youth		Veterans		DSPS		CalWORKs		EOPS		Total
	N	%	N	%	N	%	N	%	N	%	
All Students	111	0%	433	2%	1,118	5%	471	2%	741	3%	22,652
All BOGFW Recipients	110	1%	217	2%	673	6%	467	4%	740	6%	12,072
Recipients to lose BOGFW	22	1%	31	1%	168	7%	130	6%	141	6%	2,288

Loss of BOGFW by Demographic Group

The tables below show the loss of enrollment priority within each demographic and mandated group. Percentages highlighted in red are above the overall percentage of students who would lose BOGFW (19%).

Gender	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
Female	6,848	1,334	19%
Male	5,224	954	18%

Age	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
17-19	3,220	437	14%
20-24	5,173	1,131	22%
25-29	1,767	378	21%
30-39	1,100	225	20%
40 or older	802	117	15%

Note: 16 or younger excluded in this table

Ethnicity	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
African American	3,011	655	22%
Asian/Pacific Islander	1,442	241	17%
Latino	5,672	1,108	20%
White	1,223	153	13%
Other	724	131	18%

Mandated Groups	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
Foster Youth	110	22	20%
Veterans	217	31	14%
DSPS	673	168	25%
CalWORKs	467	130	28%
EOPS	740	141	19%
Total Mandated Group Students (unduplicated)	1,956	430	22%

El Camino College

Future BOGFW Regulations: Impact on Fall 2012 Students

Fourteen percent of students (1,814) who were awarded BOGFW in Fall 2012 would lose their award based on the new eligibility criteria, which represents 8% of total students enrolled at El Camino College. Seventy percent of students affected (1,273) registered at either El Camino College or ECC-Compton Center in Spring 2013.

Total Enrollment	
Total students at El Camino College in Fall 2012	23,409
Total BOGFW recipients at El Camino College in Fall 2012	12,968

55% of students receive BOGFW

Academic Probation	
<i>Students with 12+ attempted units & less than 2.00 GPA</i>	
BOGFW recipients placed on Academic Probation 1*	1,578
BOGFW recipients placed on Academic Probation 2**	1,237

Progress Probation	
<i>Students with 12+ attempted units & less than 50% completion of units attempted</i>	
BOGFW recipients placed on Progress Probation 1*	1,097
BOGFW recipients placed on Progress Probation 2**	625

100+ Earned Units	
<i>100+ earned units excludes units earned in Basic Skills Math/English and ESL courses</i>	
BOGFW recipients with 100+ Earned Units	361

Unduplicated count of BOGFW recipients placed on Academic Probation 2, Progress Probation 2, or with 100+ Earned Units	1,814
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14% of recipients would lose BOGFW

*First term on probation

Second **consecutive primary term on probation

Note: All measures include courses from both Compton Center and El Camino College. BOGFW recipients include students awarded BOGFW at Compton Center or El Camino College.

Demographic Summary

Gender	Female		Male		Total
	N	%	N	%	N
All Students	12,284	52%	11,121	48%	23,409
All BOGFW Recipients	7,299	56%	5,669	44%	12,968
Recipients to lose BOGFW	1,074	59%	740	41%	1,814

Age	17-19		20-24		25-29		30-39		40 or older		Total
	N	%	N	%	N	%	N	%	N	%	N
All Students	6,644	28%	9,379	40%	2,962	13%	2,117	9%	2,112	9%	23,409
All BOGFW Recipients	3,940	30%	5,272	41%	1,784	14%	1,135	9%	827	6%	12,968
Recipients to lose BOGFW	284	16%	924	51%	324	18%	172	9%	110	6%	1,814

Note: 16 or younger excluded in this table

Ethnicity	African American		Asian/Pacific Islander		Latino		White		Other		Total
	N	%	N	%	N	%	N	%	N	%	
All Students	3,985	17%	3,885	17%	10,466	45%	3,648	16%	1,425	6%	23,409
All BOGFW Recipients	3,015	23%	1,505	12%	6,579	51%	1,181	9%	688	5%	12,968
Recipients to lose BOGFW	494	27%	189	10%	911	50%	117	6%	103	6%	1,814

Mandated Groups	Foster Youth		Veterans		DSPS		CalWORKs		EOPS		Total
	N	%	N	%	N	%	N	%	N	%	
All Students	135	1%	407	2%	1,219	5%	435	2%	797	3%	23,409
All BOGFW Recipients	132	1%	228	2%	750	6%	428	3%	790	6%	12,968
Recipients to lose BOGFW	25	1%	26	1%	149	8%	82	5%	106	6%	1,814

Loss of BOGFW by Demographic Group

The tables below show the loss of enrollment priority within each demographic and mandated group. Percentages highlighted in red are above the overall percentage of students who would lose BOGFW (14%).

Gender	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
Female	7,299	1,074	15%
Male	5,669	740	13%

Age	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
17-19	3,940	284	7%
20-24	5,272	924	18%
25-29	1,784	324	18%
30-39	1,135	172	15%
40 or older	827	110	13%

Note: 16 or younger excluded in this table

Ethnicity	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
African American	3,015	494	16%
Asian/Pacific Islander	1,505	189	13%
Latino	6,579	911	14%
White	1,181	117	10%
Other	688	103	15%

Mandated Groups	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
Foster Youth	132	25	19%
Veterans	228	26	11%
DSPS	750	149	20%
CalWORKs	428	82	19%
EOPS	790	106	13%
Total Mandated Group Students (unduplicated)	2,069	341	16%

El Camino College

Future BOGFW Regulations: Impact on Spring 2013 Students

Eighteen percent of students (2,337) who were awarded BOGFW in Spring 2013 would lose their award based on the new eligibility criteria, which represents 10% of total students enrolled at El Camino College.

Total Enrollment	
Total students at El Camino College in Spring 2013	22,660
Total BOGFW recipients at El Camino College in Spring 2013	13,143

58% of students receive BOGFW

Academic Probation	
<i>Students with 12+ attempted units & less than 2.00 GPA</i>	
BOGFW recipients placed on Academic Probation 1*	1,357
BOGFW recipients placed on Academic Probation 2**	1,644

Progress Probation	
<i>Students with 12+ attempted units & less than 50% completion of units attempted</i>	
BOGFW recipients placed on Progress Probation 1*	1,051
BOGFW recipients placed on Progress Probation 2**	776

100+ Earned Units	
<i>100+ earned units excludes units earned in Basic Skills Math/English and ESL courses</i>	
BOGFW recipients with 100+ Earned Units	468

Unduplicated count of BOGFW recipients placed on Academic Probation 2, Progress Probation 2, or with 100+ Earned Units	2,337
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18% of recipients would lose BOGFW

*First term on probation

Second **consecutive primary term on probation

Note: All measures include courses from both Compton Center and El Camino College. BOGFW recipients include students awarded BOGFW at Compton Center or El Camino College.

Demographic Summary

Gender	Female		Male		Total
	N	%	N	%	N
All Students	11,779	52%	10,878	48%	22,660
All BOGFW Recipients	7,283	55%	5,859	45%	13,143
Recipients to lose BOGFW	1,314	56%	1,023	44%	2,337

Age	17-19		20-24		25-29		30-39		40 or older		Total
	N	%	N	%	N	%	N	%	N	%	N
All Students	5,702	25%	9,688	43%	3,031	13%	2,132	9%	2,059	9%	22,660
All BOGFW Recipients	3,547	27%	5,748	44%	1,842	14%	1,163	9%	839	6%	13,143
Recipients to lose BOGFW	472	20%	1,160	50%	391	17%	180	8%	134	6%	2,337

Note: 16 or younger excluded in this table

Ethnicity	African American		Asian/Pacific Islander		Latino		White		Other		Total
	N	%	N	%	N	%	N	%	N	%	
All Students	3,753	17%	3,741	17%	10,229	45%	3,605	16%	1,332	6%	22,660
All BOGFW Recipients	2,963	23%	1,476	11%	6,875	52%	1,175	9%	654	5%	13,143
Recipients to lose BOGFW	609	26%	228	10%	1,235	53%	149	6%	116	5%	2,337

Mandated Groups	Foster Youth		Veterans		DSPS		CalWORKs		EOPS		Total
	N	%	N	%	N	%	N	%	N	%	
All Students	118	1%	417	2%	1,123	5%	429	2%	897	4%	22,660
All BOGFW Recipients	117	1%	236	2%	686	5%	425	3%	894	7%	13,143
Recipients to lose BOGFW	30	1%	35	1%	175	7%	92	4%	124	5%	2,337

Loss of BOGFW by Demographic Group

The tables below show the loss of enrollment priority within each demographic and mandated group. Percentages highlighted in red are above the overall percentage of students who would lose BOGFW (18%).

Gender	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
Female	7,283	1,314	18%
Male	5,859	1,023	17%

Age	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
17-19	3,547	472	13%
20-24	5,748	1,160	20%
25-29	1,842	391	21%
30-39	1,163	180	15%
40 or older	839	134	16%

Note: 16 or younger excluded in this table

Ethnicity	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
African American	2,963	609	21%
Asian/Pacific Islander	1,476	228	15%
Latino	6,875	1,235	18%
White	1,175	149	13%
Other	654	116	18%

Mandated Groups	BOGFW Recipients	Recipients to lose BOGFW	% of Recipients to lose BOGFW
Foster Youth	117	30	26%
Veterans	236	35	15%
DSPS	686	175	26%
CalWORKs	425	92	22%
EOPS	894	124	14%
Total Mandated Group Students (unduplicated)	2,075	400	19%

Data Source: California Community College Chancellor's Office MIS Data Files

Goals 2013-14

- Professional Development Day presentation – Spring 2014
 - Providing information about the PBC year and budget information
- New member orientation involved chair and existing constituent member
- Brief constituent member updates at start of PBC meetings
- Review the process for recommendations and consensus
- Develop PBC website to improve communication amongst members and the college community
- Comprehensive master plan update and comments

Employee Campus Climate Survey



Spring 2013 Survey Results

Institutional Research and Planning
January 2014

El Camino College created and disseminated a survey to all employees during the spring of 2013. This document provides outcomes and analysis of the results of that survey and compares results to the employee survey conducted in 2010.

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Highlights

- The survey respondent demographics were representative of the campus. However, the number of women respondents is about 13% higher than the actual college population.
- Opinion questions were grouped into six themes, or factors. Each factor was considered important by employees.
- Agreement on each factor was lower than for average importance ratings. The only highly rated factor was El Camino College's fulfillment of its mission. The rest were closer to neutral.
- Two factors, though close to neutral, were rated negatively. These are Communication and Planning.
- Eighty-one percent of the opinion items which were carried over from the 2010 survey were rated considerably lower in 2013.
- No major differences in opinions were given based on employment status (full-time/part-time), gender, or sexual orientation. There were a few differences in opinion based on employee group (classification) and ethnicity. Notable differences on specific items are noted in the narrative for each section below.

Introduction

El Camino College (ECC) administered an opinion survey to all faculty and staff in spring 2010 to gauge general opinions about five topics: Campus Mission, Campus Climate, Communication, Student Service, and Relations between El Camino College and Compton Center. The questions were developed at ECC and Compton Center, combining questions from 2001 and 2006 surveys with several new items. Both the 2006 and 2010 surveys asked ECC employees to rate statements under each topic by both level of agreement with a statement as well as level of importance for the related subject.

For 2013, a factor analysis of the 2010 survey identified six themes: Campus Work Environment, Communication, Service to Students, Employee Inclusion, Mission, and Planning. The 2013 survey was administered during the Spring 2013 semester to all employees of El Camino College. The survey instrument included nine background questions and 36 opinion questions. While most questions were kept the same to maintain continuity, some questions were removed on the basis of the factor analysis. In response to AB 620, the survey included two additional background questions for sexual identity and gender expression as well.

A copy of the survey is provided in [Appendix A](#) of this report. A separate report containing Compton Center responses is available.

The survey was distributed to all employees via two modes: online and scannable paper form where Internet access was inconvenient. The survey was distributed to the entire employee population of 1,281. A total of 436 surveys were returned (mostly online) for a total response rate of 34%. The margin of error in responses is ± 3.8 percentage points (with 95% certainty).

This report summarizes the results from the spring 2013 survey including the mean, or average, rating for each item, graphical displays and the item frequencies (response tallies—see [Appendix C](#)). A glossary of statistical terms is provided in [Appendix B](#). Specific comments from the survey are in a separate document.

Background Information

The faculty and staff survey began with a set of nine background questions. These were employee group (employment type), division location, length of employment, employment status (full time/part time), frequency of ECC email use, and gender/ethnicity. These items are summarized below.

The Employee Group item (Table A below) shows the percentage of responses submitted by each employee group. There were an almost equal number of responses from faculty and staff. Five people declined to select a classification. Figure 1 shows

the response rate for each employee group. Almost 100% of the administrators responded. Full-time faculty and staff each responded at close to 43%. Only eleven percent of the adjunct faculty responded. The distributions for Area and Division (Table B and Table C) are also provided below; no comparison percentages are provided. The large numbers of “N/A (No Answer)” for these items is due to the fact that respondents were guided either towards B or C depending on their employee group.

“Valid %” in the tables below represents the percentage of people who selected a response and excludes people who abstained from responding to the question.

TABLE A: EMPLOYEE GROUP

	n	%	Valid %
Faculty	197	45.2	45.7%
Manager/Administrator/Supervisor	57	13.1	13.2%
Staff	177	40.6	41.1%
N/A	5	1.1	
Total	436	100.0	

FIGURE 1: EMPLOYEE GROUP RESPONSE RATE

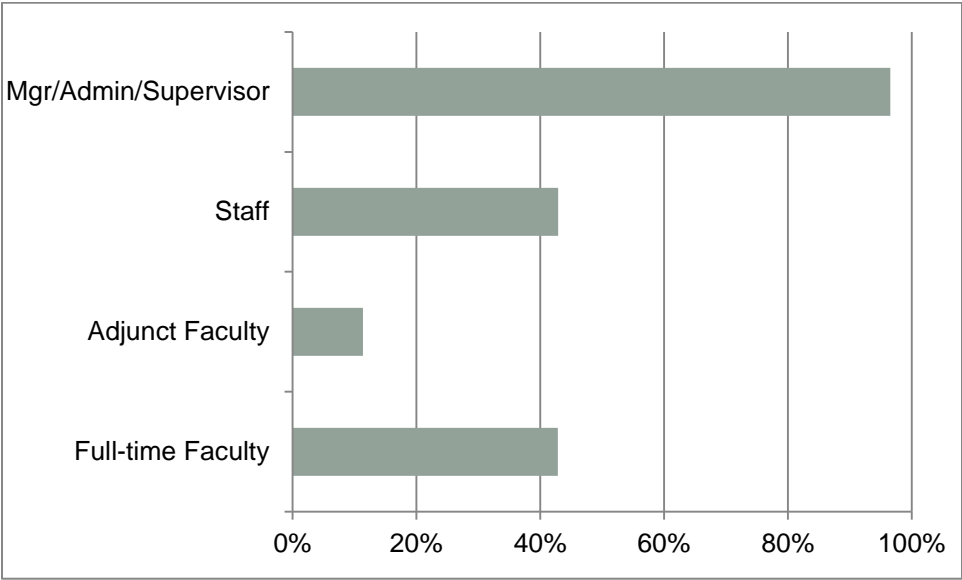


TABLE B: ADMINISTRATIVE AREA

	n	%	Valid %
Academic Affairs	125	28.7	35.1%
Administrative Services Student and Community Advancement	59	13.5	16.6%
Other	72	16.5	20.2%
N/A	100	22.9	28.1%
Total	436	100.0	

TABLE C: ACADEMIC DIVISION

	n	%	Valid %
Behavioral & Social Sciences	22	5.0	6.9%
Business	18	4.1	5.6%
Fine Arts	31	7.1	9.7%
Health Sciences & Athletics	44	10.1	13.8%
Humanities	42	9.6	13.2%
Industry & Technology	23	5.3	7.2%
Learning Resources	18	4.1	5.6%
Mathematical Sciences	29	6.7	9.1%
Natural Sciences	15	3.4	4.7%
Other	77	17.7	24.1%
N/A	117	26.8	
Total	436	100.0	

Three quarters of the responses came from employees who had been with El Camino College for five or more years. Eighty percent of the respondents were also full-time employees. The full-time employee group is over-represented in the survey results. As stated earlier, part-time faculty are under-represented.

TABLE D: YEARS EMPLOYED

	n	%	Valid %
Less than 1 year	22	5.0	5.1%
1 to 5 years	82	18.8	19.1%
More than 5 but less than 16 years	183	42.0	42.7%
16 years or more	142	32.6	33.1%
N/A	7	1.6	
Total	436	100	

TABLE E: EMPLOYEE STATUS

	n	%	Valid %
Full-Time	340	78.0	80.2%
Part-Time	84	19.3	19.8%
N/A	12	2.8	
Total	436	100	

TABLE F: HOW OFTEN DO YOU CHECK ECC EMAIL?

	n	%	Valid %
Daily	400	91.7	93.0%
Every two weeks or less often	2	0.5	0.5%
Never or don't have one	4	0.9	0.9%
Rarely	4	0.9	0.9%
Weekly	20	4.6	4.7%
N/A	6	1.4	
Every two weeks or less often	436	100	

Women are over-represented in this survey. Females make up 57% of the employee population but make up 69% of the people who answered the survey. The college does not currently collect data on sexual orientation but six percent of respondents identified as LGBT with 12% indicating they are unsure. At this point it is unclear if they are unsure about their identity or the terminology used in the question¹. Ethnically and racially, the respondents closely match the population of employees at El Camino College.

¹ LGBT is an abbreviation of Lesbian, Gay, Bisexual or Transgender.

TABLE G: WHAT IS YOUR GENDER IDENTITY?

	n	%	Valid %
Female	301	69.0	70.5%
Male	124	28.4	29.0%
Other	2	0.5	0.5%
N/A	9	2.1	
Total	436	100	

TABLE H: DO YOU IDENTIFY AS LGBT?

	n	%	Valid %
Yes	25	5.7	6.1%
No	336	77.1	82.0%
Not sure	49	11.2	12.0%
N/A	26	6.0	
Total	436	100	

TABLE I: RACE/ETHNICITY

	n	%	Valid %	Employee Distribution
African-American/African	36	8.3	8.4%	162 (12.7%)
American Indian/Alaskan Native	2	0.5	0.5%	2 (0.2%)
Asian-American/Asian or Filipino	50	11.5	11.7%	202 (15.8%)
Decline to state	48	11.0	11.2%	26 (2.0%)
Latino	61	14.0	14.3%	216 (16.9%)
More than one race or ethnicity	13	3.0	3.0%	3 (0.2%)
Other	15	3.4	3.5%	0 (0%)
Pacific Islander or Hawaiian Native	4	0.9	0.9%	12 (0.9%)
White	199	45.6	46.5%	658 (51.4%)
N/A	8	1.8		
Total	436	100		

Opinion Responses

This section provides statistical summaries for each of the six identified climate factors. Each summary provides the count (n) and mean or average rating (see Glossary in Appendix B) on both importance of and level of agreement with each statement. The

scale for all items is 4=Very Important/Strongly Agree to 1=Very Unimportant/Strongly Disagree, with 0=N/A. Responses in the N/A category were excluded from the mean calculation. More detailed response tallies for each item can be found in Appendix C.

The difference between the agreement mean rating and a hypothetical neutral response (2.50) is provided in the column labeled “Mean - Neutral.” Negative numbers indicate that there was more disagreement with the statement. Statistically significant differences from the neutral response of 2.50 are indicated with one or more stars (*).

The difference column for the mean rating and a neutral response is not shown for Importance. Mean importance ratings on many items were statistically significant and positive, indicating ECC employees found the topics on the survey, on average, Important or Very Important.

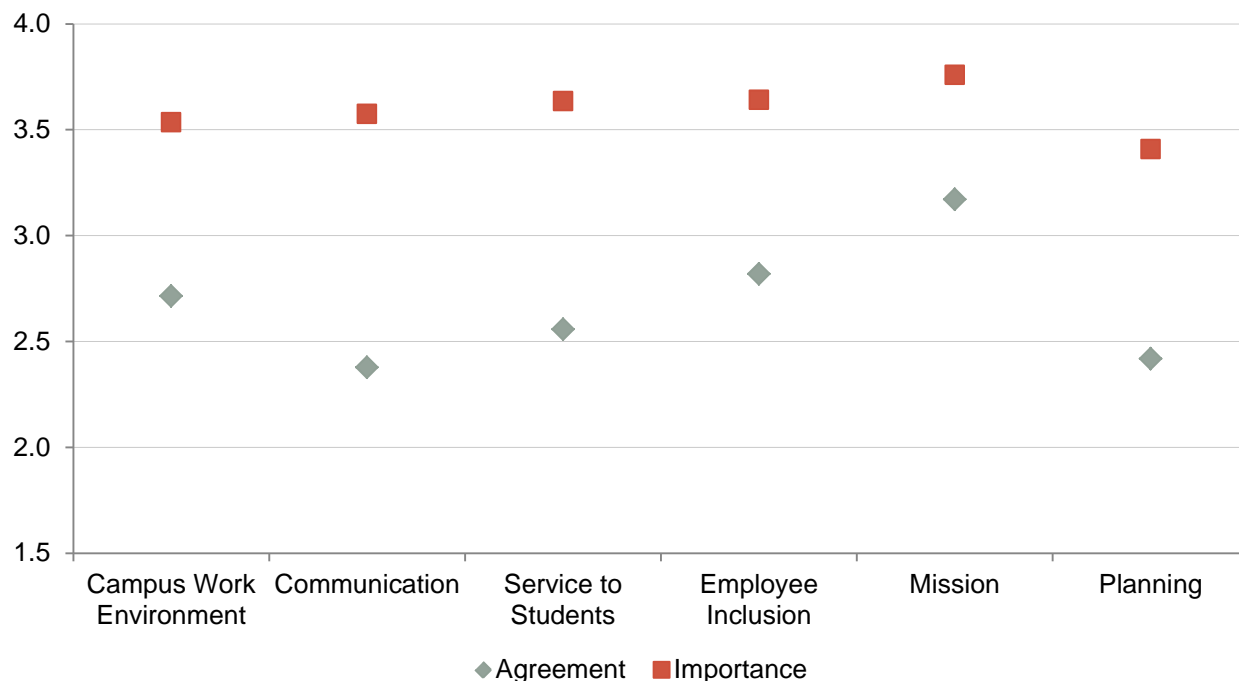
Most questions on the survey were carried over from the 2010 survey. Where applicable, the “mean-neutral” rating from 2010 is also included for comparison purposes.

Factor Summary

Using the 2010 administration of the Employee Climate Survey, six factors, or themes were identified based on patterns of responses. These themes are **Campus Work Environment, Communication, Service to Students, Employee Inclusion, Mission, and Planning**. Figure 2 below illustrates the average importance and agreement values given to each factor based on employee responses. A neutral value of 2.5 is used and the extent to which the ratings average is above or below this value indicates how positively or negatively the statement was viewed. Each factor was considered important to employees. Agreement with the statements was much lower than for importance ratings and most of the averages hover near the neutral value. Two factors, communication and college direction, have below neutral averages. The highest rated factor is how employees feel El Camino College is fulfilling its mission. The ratings for agreement and importance for each item by factor can be seen in the next section of this report.

Statistical significance refers to the likelihood that the results seen are due to chance. Smaller *p-values* indicate greater significance which gives us greater confidence that the results reflect what is happening in the population. $p < .05$ means we are 95% sure the results are not due to chance. However, with a large enough sample size, results will often be significant. What is more important here is the magnitude of the differences seen between employee opinions and the neutral opinion. See Appendix B for more information.

FIGURE 2: CLIMATE FACTOR AVERAGES



Campus Work Environment

Campus Work Environment consists of survey items related to the job and interactions with colleagues. This is the largest climate factor in terms of the number of survey questions related to it. All of the questions in this factor were considered important indicators; however there was much lower agreement with how well El Camino College is satisfying each question. The questions with the highest levels of agreement were items 4, 26, and 35. People felt that ECC “is planning for the future,” employees use services to “support student achievement and learning,” and were satisfied with the level of diversity at the college.

There were three prompts which received neutral responses. These include, “a climate for innovation and change” on campus, program improvement based on an evaluation process, and meaningful feedback for employee performance (items 9, 10, and 12).

There are two items that had a negative agreement. Employees were less willing to say that all employees “contribute to meeting [ECC’s] mission” and that management “lead by example” (Items 5 and 18). Item 5 was a major shift as it was positively rated in the 2010 employee survey, while item 18 was neutral in 2010.

FACTOR 1: WORK ENVIRONMENT

Item	Importance		Agreement		Mean-Neutral	Sig.	2010 Mean-Neut
	n	Mean	n	Mean			
3. ECC promotes a common language that supports and reinforces the college mission.	349	3.44	395	2.79	0.29	***	0.17
4. El Camino College is planning for the future.	363	3.69	417	3.00	0.50	***	0.66
5. All members of ECC contribute to meeting its mission.	357	3.60	409	2.38	-0.12	**	0.16
9. A climate for innovation and change is present on campus.	364	3.51	413	2.54	0.04		0.20
10. Improvements are made to most programs and services following an evaluation process.	365	3.51	383	2.45	-0.05		0.12
11. Employees take pride in working for ECC.	376	3.58	412	2.78	0.28	***	0.65
12. Employees at ECC are given meaningful feedback concerning their performance.	373	3.55	407	2.54	0.04		0.24
16. I have access to the training that can help me improve my job skills.	370	3.53	406	2.86	0.36	***	0.56
17. The College is a welcoming environment for faculty and staff.	372	3.57	414	2.72	0.22	***	0.50
18. Supervisors, managers and administrators lead by example.	367	3.63	402	2.24	-0.26	***	0.03
24. Faculty and staff treat each other with respect when services are requested.	370	3.61	415	2.92	0.42	***	0.63
26. I take advantage of the College's programs and services used to support student achievement and student learning.	314	3.43	339	3.01	0.51	***	0.56
27. Faculty, staff, and managers engage in dialogue regarding planning, program review and SLO processes.	341	3.40	376	2.80	0.30	***	NA
35. I am satisfied with my campus experience/environment regarding diversity at this college?	358	3.45	406	2.95	0.45	***	NA

* Difference is statistically significant at the .05 level (p<.05). See appendix B.

** Difference is statistically significant at the .01 level (p<.01).

*** Difference is statistically significant at the .001 level (p<.001).

Faculty and staff had negative agreement with the statement that management “lead by example” (item 18) while managers gave it a neutral rating. African-American employees are neutral in terms of satisfaction with “campus experience regarding diversity” (item 35) while White, Latino, and Asian-American employees showed agreement with this statement. Other items in this factor demonstrated no difference in opinion based on employee status, gender, or sexual orientation.

Communication

Communication on campus is lacking, according to the employee survey. There were six questions on the survey which related to this factor. The two positively rated statements indicate employees feel they can “talk to management about concerns” and college publications help to “understand the campus and its concerns” (items 23 and 21).

“ECC disseminates information in a timely manner” (item 20) was rated neutral.

Three items were rated negatively. These are “senior management effectively address challenges facing ECC” (item 15), “ECC communicates openly with employees” (item 19) and even though individuals feel they can talk to management about their concerns, many feel that their colleagues cannot (item 22). Item 15 was positively rated in the 2010 survey.

FACTOR 2: COMMUNICATION

Item	Importance		Agreement		Mean-Neutral	Sig.	2010 Mean-Neut
	n	Mean	n	Mean			
15. Senior management effectively addresses the challenges facing ECC.	372	3.67	404	2.14	-0.36	***	0.08
19. ECC communicates openly with employees at all levels.	372	3.65	410	2.11	-0.39	***	-0.03
20. ECC disseminates information in a timely manner.	368	3.57	410	2.43	-0.07		0.24
21. Reading College publications helps me to understand the campus and its concerns.	357	3.27	399	2.79	0.29	***	0.51
22. The majority of our employees feel that they can talk to management about their concerns.	370	3.63	401	2.16	-0.34	***	-0.03
23. I feel that I can talk to management about my concerns.	366	3.66	409	2.63	0.13	**	0.43

* Difference is statistically significant at the .05 level (p<.05). See appendix B.

** Difference is statistically significant at the .01 level (p<.01).

*** Difference is statistically significant at the .001 level (p<.001).

Faculty and staff had negative agreement with the statements that management “effectively address challenges” (item 15) and “ECC communicates openly” (item 19) while managers gave both neutral ratings. Faculty and staff also showed a difference in agreement with management about the ability to voice concerns (item 23) giving that item a neutral rating while management showed positive agreement.

Service to Students

Six items measured service to students. Employees feel ECC is “a welcoming environment” (item 29) and that employees “value the needs of students” (item 32).

Two items showed neutral agreement. One was the adequacy of services to students (item 31). Another neutral rating was given to item 34 (“services to students are better than they were 5 years ago”).

Employees had negative agreement with the notion that the college has “done all it can to improve processes for students” and they don’t feel services to students are sufficient regardless of time or day of enrollment (items 30 and 33).

FACTOR 3: SERVICE TO STUDENTS

Item	Importance		Agreement		Mean-Neutral	Sig.	2010 Mean-Neut
	n	Mean	n	Mean			
29. ECC is a welcoming environment for students.	362	3.72	403	3.04	0.54	***	0.71
30. The college has done all it can to improve processes for students.	353	3.65	386	2.20	-0.30	***	0.04
31. Services provided to students on campus are adequate.	353	3.64	390	2.57	0.07	*	0.36
32. The needs of students are valued by College employees.	360	3.65	402	2.86	0.36	***	0.57
33. Services to students are sufficient regardless of the day of the week or time of day.	348	3.56	385	2.21	-0.29	***	-0.11
34. Services to students are better than they were 5 years ago.	319	3.58	320	2.45	-0.05		0.16

* Difference is statistically significant at the .05 level (p<.05). See appendix B.

** Difference is statistically significant at the .01 level (p<.01).

*** Difference is statistically significant at the .001 level (p<.001).

There is only one item in this factor that shows a demographic difference in opinions. Latino and Asian-American/Asian or Filipino employees are neutral about whether services are sufficient regardless of day or time (item 33), while White and African-American employees display negative agreement.

Employee Inclusion

The employee inclusion factor contains five questions about the extent to which employees feel like they are part of the campus community. There was a high level of agreement with three of the five statements. Employees feel they understand how they help the college achieve its mission (item 6). They feel ECC strives to provide a safe environment (item 7). They also agree with the statement that the college is respectful of religious, ethnic, and other differences (item 8).

There was neutral agreement with the level to which ECC embraces teamwork (item 13). Employees showed strong disagreement with the statement that morale is high on campus (item 14).

FACTOR 4: EMPLOYEE INCLUSION

Item	Importance		Agreement		Mean-Neutral	Sig.	2010 Mean-Neut
	n	Mean	n	Mean			
6. I understand my role in helping the college achieve its mission.	356	3.62	421	3.39	0.89	***	NA
7. The College has made a good effort to provide a safe campus environment.	361	3.75	417	3.14	0.64	***	0.65
8. The campus climate is respectful of religious, ethnic, and other differences.	360	3.65	412	3.17	0.67	***	0.84
13. ECC embraces a spirit of teamwork.	369	3.54	409	2.43	-0.07		0.18
14. Morale on campus is high among employees.	377	3.65	416	1.96	-0.54	***	-0.12

* Difference is statistically significant at the .05 level ($p < .05$). See appendix B.

** Difference is statistically significant at the .01 level ($p < .01$).

*** Difference is statistically significant at the .001 level ($p < .001$).

Mission

Employees generally believe ECC is fulfilling its mission. Both parts of the college mission statement received positive responses from employees (items 1 and 2).

FACTOR 5: MISSION

Item	Importance		Agreement		Mean-Neutral	Sig.	2010 Mean -Neut
	n	Mean	n	Mean			
1. ECC ensures the educational success of students in our diverse community.	363	3.74	417	3.09	0.59	***	0.61
2. ECC offers quality, comprehensive educational programs and services.	363	3.78	421	3.25	0.75	***	0.90

* Difference is statistically significant at the .05 level ($p < .05$). See appendix B.

** Difference is statistically significant at the .01 level ($p < .01$).

*** Difference is statistically significant at the .001 level ($p < .001$).

Planning

Employees were neutral in terms of their understanding of “how college funds are budgeted” (item 25). They had a slightly negative agreement that their input is used to make “meaningful changes” in college practices (item 28). This factor was the only one in which there was no real difference between employee opinions in 2010 and 2013.

FACTOR 6: PLANNING

Item	Importance		Agreement		Mean-Neutral	Sig.	2010 Mean -Neut
	n	Mean	n	Mean			
25. I understand how college funds are budgeted.	364	3.37	401	2.50	0.00		0.03
28. My input has translated into meaningful changes in policy, practices or other administrative changes.	335	3.44	363	2.34	-0.16	**	-0.11

* Difference is statistically significant at the .05 level ($p < .05$). See appendix B.

** Difference is statistically significant at the .01 level ($p < .01$).

*** Difference is statistically significant at the .001 level ($p < .001$).

Item 28 showed a difference in agreement among racial/ethnic groups. African-American and White employees disagreed with the statement that their input translates into meaningful changes. Asian employees were neutral while Latino employees somewhat agreed with the statement.

Importance/Agreement Matrix

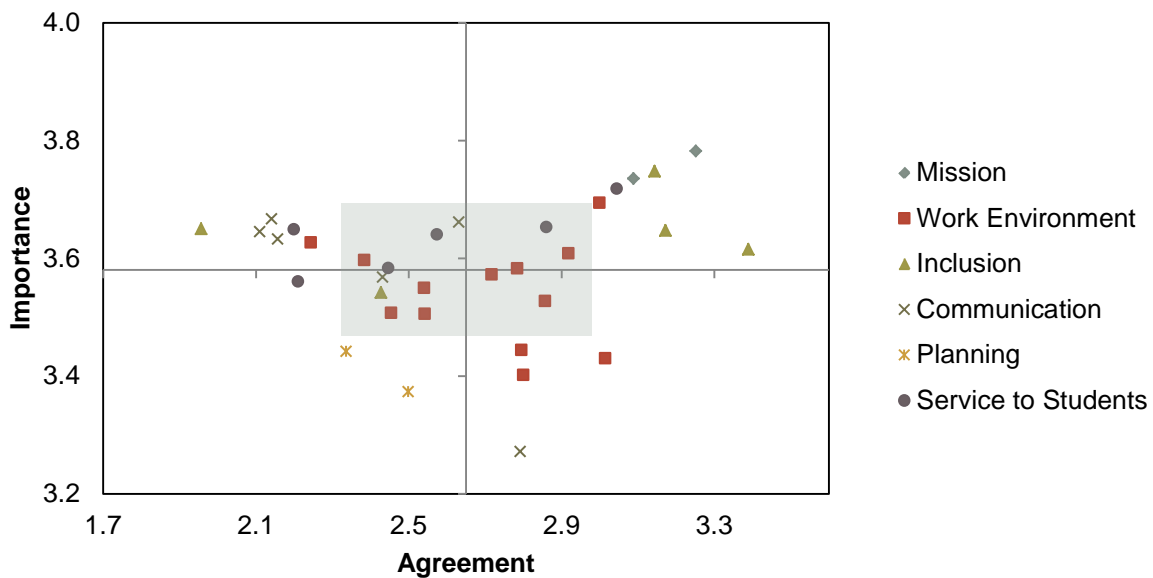
The Importance/Agreement matrix below displays both the importance and agreement ratings on the same plot, with Importance on the vertical axis and Agreement on the horizontal axis. The gridlines are set relative to the mean scores of all items so that the

point where the two axes cross represents the estimated mean score for importance and for agreement.

The upper left quadrant represents statements of higher importance but low agreement, indicating areas that merit addressing. The upper right quadrant represents statements of high importance and high agreement indicating areas that can be showcased from an employee/staff perspective. The shaded rectangle represents one standard deviation above and below the mean for importance and agreement. Those points inside the shaded region are within one standard deviation for both measures. Those that are outside the shaded region could be within one standard deviation on one measure but not the other.

Even though some items appear below the central line on importance, it should be noted that all items are considered “important.” On the other hand, the mean for “agreement” is only slightly higher than the neutral value of 2.5.

FIGURE 3: IMPORTANCE/AGREEMENT MATRIX-OPINION ITEMS



Conclusion

The 2013 campus climate survey helps to shed light on the attitudes employees have about their association with El Camino College. The six factors, or groupings of questions, provide insight into how employees view an aggregate theme. Viewing the individual questions allows for more specific insight.

Employees did not view El Camino College's Communication and Planning favorably. The perception of service to the college mission, the work environment, and employee inclusion in the campus community remain relatively high. But several of the individual items were rated lower than they were in the past indicating a general decline in employee outlook. Twenty-six of the 35 items had rating averages decline of 0.15 or greater when compared to the 2010 employee survey.

In addition to selecting levels of agreement and importance on the scalable opinion items of the survey, faculty and staff also had several opportunities to provide written comments. One comment area was available to mention the best aspects of El Camino College and another for areas of suggested improvement. These comments will be published in a separate report.

In general there were no significant differences in opinion between different demographic groups. The factor that does demonstrate a difference is "Communication" where half of the items are rated lower by faculty and staff than by management.

Appendix A – Survey Instrument

Dear Colleague,

We would like to hear your thoughts about your experience while working at El Camino College/El Camino College Compton Center. Results from this survey will be used to support accreditation for our college but, more importantly, to gain feedback about working at the College/Center for use in future planning.

We encourage you to complete the online survey using the link below. Paper versions of the survey are being made available for areas with limited access to internet services. Please let your colleagues who may not have access to email know that there are paper surveys available for them through their dean or supervisor. **Do not print the online survey.** It will not scan and your responses will be excluded.

Please take a few minutes to complete the following survey. For paper surveys, ***please fill in the circles completely.***

All responses are completely anonymous.

El Camino College Employee Opinion Survey 2013

Thank you for taking the time to complete this important survey.

A. Employee Group

Faculty

Staff

Student Employee

Manager/Administrator/Supervisor

B. Location

El Camino College Compton Center

El Camino Main Campus (Torrance)

Other

C1. Administrative Area

Academic Affairs

Administrative Services

Student and Community Advancement

Human Resources or President's Office

Other

C2. Academic Division (If applicable)

Behavioral & Social Sciences

Business
Fine Arts
Health Sciences & Athletics
Humanities
Industry & Technology
Learning Resources
Mathematical Sciences
Natural Sciences
Other

D. Years employed at your location.

Less than 1 year.
1 to 5 years.
More than 5, but less than 16 years.
16 years or more.

E. Employment Status

Full Time
Part Time

F. Please indicate how often you check your ECC email account.

Daily
Weekly
Every two weeks or less often
Rarely
Never or don't have one

G. What is your gender identity?

Female
Male
Other

H. Do you identify as LGBT?

Yes
No
Not sure

I. Ethnicity

African-American/African
American Indian/Alaskan Native
Asian-American/Asian or Filipino
Latino
Pacific Islander or Hawaiian Native
White
More than one race or ethnicity
Other
Decline to state

In this survey, you will read a series of statements that relate to aspects of El Camino College and the ECC Compton Center.

For each statement, please indicate your level of agreement or disagreement. Please also indicate how *important* the statement is to you. If you have *no opinion* or the statement does not apply to you, please indicate "N/A."

You will have an opportunity to provide comments or suggestions at the end of the survey.

Strongly Agree
Somewhat Agree
Somewhat Disagree
Strongly Disagree
N/A

Very Important
Somewhat Important
Somewhat Unimportant
Very Unimportant
N/A

1. ECC ensures the educational success of students in our diverse community.
2. ECC offers quality, comprehensive educational programs and services.
3. ECC promotes a common language that supports and reinforces the college mission.
4. El Camino College is planning for the future.
5. All members of ECC contribute to meeting its mission.
6. I understand my role in helping the college achieve its mission.
7. The College has made a good effort to provide a safe campus environment.
8. The campus climate is respectful of religious, ethnic, and other differences.
9. A climate for innovation and change is present on campus.
10. Improvements are made to most programs and services following an evaluation process.
11. Employees take pride in working for ECC.
12. Employees at ECC are given meaningful feedback concerning their performance.
13. ECC embraces a spirit of teamwork.
14. Morale on campus is high among employees.
15. Senior management effectively addresses the challenges facing ECC.
16. I have access to the training that can help me improve my job skills.
17. The College is a welcoming environment for faculty and staff.
18. Supervisors, managers and administrators lead by example.
19. ECC communicates openly with employees at all levels.
20. ECC disseminates information in a timely manner.
21. Reading College publications help me to understand the campus and its concerns.
22. The majority of our employees feel that they can talk to management about their concerns.
23. I feel that I can talk to management about my concerns.
24. Faculty and staff treat each other with respect when services are requested.
25. I understand how college funds are budgeted.
26. I take advantage of the College's programs and services used to support student achievement and student learning.

- 27. Faculty, staff, and managers engage in dialogue regarding planning, program review and SLO processes.
- 28. My input has translated into meaningful changes in policy, practices or other administrative changes.
- 29. ECC is a welcoming environment for students.
- 30. The college has done all it can to improve processes for students.
- 31. Services provided to students on campus are adequate.
- 32. The needs of students are valued by College employees.
- 33. Services to students are sufficient regardless of the day of the week or time of day.
- 34. Services to students are better than they were 5 years ago.
- 35. I am satisfied with my campus experience/environment regarding diversity at this college.

Scale:

- Often
- Sometimes
- Rarely
- Never

36. I read [President’s Newsletter, Center Newsletter, NEWS Releases, ECC Matters, Community News, Official College E-mail Updates/Announcements, the Union student newspaper]

Please list up to 3 things you like best about working at El Camino College?

- 1. _____
- 2. _____
- 3. _____

Please list up to 3 things that would improve your work experience at El Camino College.

- 1. _____
- 2. _____
- 3. _____

Please list one survey question not on this survey that you would recommend we ask on the next survey.

- 1. _____

YOUR COMMENTS!

Please complete the following section if you have additional comments or suggestions.

THANK YOU FOR YOUR TIME AND INPUT!

Results will be compiled, grouped and reported later this semester. Employees will be notified when results are distributed.

Appendix B – Glossary of Terms

The following list provides definitions and examples of statistical and survey terms used in this report to help clarify their meanings and applications. Words *in italics* are defined elsewhere in this section.

Confidence level – Used in conjunction with the margin of error, the confidence level establishes a level of certainty that the true mean lies within the margin of error. Confidence is represented by a percentage, typically 95% or 99%. Since the two work together, a higher confidence level results in a larger margin of error. Medical studies might use a higher confidence level since they are often dealing with people’s health and need especially to avoid drawing a false conclusion. In surveys a confidence level of 95% is typically used. For this study, we can say that we are 95% confident that El Camino College employee opinions are within $\pm 3.8\%$ of the sample results.

Margin of error – The margin of error establishes a window for us to say that the true mean of the population is within a certain range of the mean indicated by the sample who responded to the survey. It is usually noted in survey results as $\pm 4\%$ or some other percentage. That means that the true mean lies somewhere within 4% above or 4% below the sample mean, at the given *confidence level*. For our study, ECC faculty/staff opinions lay within $\pm 3.8\%$ of the sample results (with 95% certainty or “confidence”).

Mean – The mean rating for each survey question is the average calculated from the associated *scale* for each item. The mean provides a single number that best describes all responses and can then be used for comparison with other groups or with a central value (such as El Camino College employee mean response vs. a neutral response).

p-value – The p-value is a number resulting from a statistical calculation which can be compared to a *critical value* to determine if results are *statistically significant*. The individual item p-values are not shown in this report; however, their significance levels (where applicable) are provided with a star notation.

Population – The population for a survey or research study is the group of people that we want to draw conclusions about. In most cases, it is prohibitive to survey and receive responses from every person in a population. However, random sampling was discovered to describe a population quite well, within certain limits (see *margin of error* and *confidence level*). The population for this study is the entire non-student ECC workforce.

Response rate – The response rate is the percentage of surveys returned out of all surveys distributed to the selected participants. A good response rate is desirable to gain a sufficiently large *sample size*, which reduces the *margin of error*.

Sample – The sample is a subset of a population that we would like to describe or gain information about. If we randomly select the sample, meaning that each employee has the same

chance of getting into the sample as any other employee, then we can draw conclusions about the population from the information we gather about the sample.

Although we “polled” rather than sampled the ECC workforce, we did not receive a 100% response rate. Therefore, statistical techniques based on *samples* are still used. However, this assumes that the respondents are representative of the entire workforce, which may not be the case. Nonresponse error (or error caused by the non-random nature of those who choose *not* to respond to the survey) is likely to be present in these survey results. One indication of the possible nonresponse error is the low percentage of staff responding to the survey relative to other groups such as faculty and administrators. Measures will be taken in future surveys to reduce this potential nonresponse error.

Sample size – The sample size, or the total number of responses, determines in part the size of the error margin. Although it is true that the larger the sample size, the smaller the *margin of error*, it doesn’t take a huge sample to draw conclusions about a population: a well-selected sample of 400 responses produces an error margin of about 5%.

Scale – Most of the “opinion” items consist of a series of ratings with an obvious “order” (e.g., Very Important to Very Unimportant). These ratings can be converted into ordered numerical values—this is an item’s scale. Once ratings are converted to a scale, statistical calculations can be performed on the numbers, such as a *mean*.

SD (Standard Deviation) – The Standard Deviation is a number that reflects the amount of “spread” in the responses around the *mean*. As a rule of thumb, 68% of responses fall within 1 SD to the left and right of the mean; 95% of responses will fall within 2 SD on either side of the mean. A larger SD reflects a wider dispersion of opinions. A smaller SD indicates more consistently “central,” or moderate, responses. Therefore, checking the SD can supplement the information provided by the *mean*.

Statistical significance – Many of the tables in this report present mean values compared with a neutral rating. ECC mean values were found to be both above and below this neutral value. Since there is inherent error and variability when drawing conclusions from a sample (see *margin of error*), the difference from this “critical value” could be due to real differences of opinion or purely to chance. Statistical testing of significance determines the likelihood that the difference is *not* due to chance. A critical value is established in advance and the outcome of a calculation performed on the survey item results (i.e., *p-value*) is matched with this critical value. This results in a significance level (usually expressed as $p < .05$, etc). The lower the significance level, the more certain we can be that the result is not due to chance. A significant difference does not necessarily indicate an important or large difference.

Appendix C – Opinion Responses

1. ECC ensures the educational success of students in our diverse community.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	7	1.6	1.7	Very Unimportant	2	0.5	0.6
Disagree	45	10.3	10.8	Unimportant	1	0.2	0.3
Agree	269	61.7	64.5	Important	88	20.2	24.2
Strongly Agree	96	22.0	23.0	Very Important	272	62.4	74.9
No Response	19	4.4		No Response	73	16.7	
Total	436	100	100		436	100	100

2. ECC offers quality, comprehensive educational programs and services.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	3	0.7	0.7	Very Unimportant	0	0.0	0.6
Disagree	25	5.7	5.9	Unimportant	0	0.0	0.3
Agree	256	58.7	60.8	Important	79	18.1	24.2
Strongly Agree	137	31.4	32.5	Very Important	284	65.1	74.9
No Response	15	3.4		No Response	73	16.7	
Total	436	100	100		436	100	100

3. ECC promotes a common language that supports and reinforces the college mission.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	30	6.9	7.6	Very Unimportant	1	0.2	0.3
Disagree	84	19.3	21.3	Unimportant	20	4.6	5.7
Agree	218	50.0	55.2	Important	151	34.6	43.3
Strongly Agree	63	14.4	15.9	Very Important	177	40.6	50.7
No Response	41	9.4		No Response	87	20.0	
Total	436	100	100		436	100	100

4. El Camino College is planning for the future.

Agreement				Importance			Valid %
Scale	n	%	Valid %	Scale	n	%	
Strongly Disagree	23	5.3	5.5	Very Unimportant	0	0.0	0.0
Disagree	56	12.8	13.4	Unimportant	3	0.7	0.8
Agree	236	54.1	56.6	Important	105	24.1	28.9
Strongly Agree	102	23.4	24.5	Very Important	255	58.5	70.2
No Response	19	4.4		No Response	73	16.7	
Total	436	100	100		436	100	100

5. All members of ECC contribute to meeting its mission.

Agreement				Importance			Valid %
Scale	n	%	Valid %	Scale	n	%	
Strongly Disagree	60	13.8	14.7	Very Unimportant	0	0.0	0.0
Disagree	170	39.0	41.6	Unimportant	10	2.3	2.8
Agree	141	32.3	34.5	Important	124	28.4	34.7
Strongly Agree	38	8.7	9.3	Very Important	223	51.1	62.5
No Response	27	6.2		No Response	79	18.1	
Total	436	100	100		436	100	100

6. I understand my role in helping the college achieve its mission.

Agreement				Importance			Valid %
Scale	n	%	Valid %	Scale	n	%	
Strongly Disagree	10	2.3	2.4	Very Unimportant	0	0.0	0.0
Disagree	14	3.2	3.3	Unimportant	5	1.1	1.4
Agree	199	45.6	47.3	Important	127	29.1	35.7
Strongly Agree	198	45.4	47.0	Very Important	224	51.4	62.9
No Response	15	3.4		No Response	80	18.3	
Total	436	100	100		436	100	100

7. The College has made a good effort to provide a safe campus environment.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	17	3.9	4.1	Very Unimportant	1	0.2	0.3
Disagree	47	10.8	11.3	Unimportant	4	0.9	1.1
Agree	212	48.6	50.8	Important	80	18.3	22.2
Strongly Agree	141	32.3	33.8	Very Important	276	63.3	76.5
No Response	19	4.4		No Response	75	17.2	
Total	436	100	100		436	100	100

8. The campus climate is respectful of religious, ethnic, and other differences.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	14	3.2	3.4	Very Unimportant	1	0.2	0.3
Disagree	36	8.3	8.7	Unimportant	9	2.1	2.5
Agree	227	52.1	55.1	Important	106	24.3	29.4
Strongly Agree	135	31.0	32.8	Very Important	244	56.0	67.8
No Response	24	5.5		No Response	76	17.4	
Total	436	100	100		436	100	100

9. A climate for innovation and change is present on campus.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	42	9.6	10.2	Very Unimportant	1	0.2	0.3
Disagree	145	33.3	35.1	Unimportant	5	1.1	1.4
Agree	186	42.7	45.0	Important	167	38.3	45.9
Strongly Agree	40	9.2	9.7	Very Important	191	43.8	52.5
No Response	23	5.3		No Response	72	16.5	
Total	436	100	100		436	100	100

10. Improvements are made to most programs and services following an evaluation process.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	38	8.7	9.9	Very Unimportant	2	0.5	0.5
Disagree	159	36.5	41.5	Unimportant	5	1.1	1.4
Agree	160	36.7	41.8	Important	164	37.6	44.9
Strongly Agree	26	6.0	6.8	Very Important	194	44.5	53.2
No Response	53	12.2		No Response	71	16.3	
Total	436	100	100		436	100	100

11. Employees take pride in working for ECC.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	36	8.3	8.7	Very Unimportant	1	0.2	0.3
Disagree	88	20.2	21.4	Unimportant	8	1.8	2.1
Agree	217	49.8	52.7	Important	138	31.7	36.7
Strongly Agree	71	16.3	17.2	Very Important	229	52.5	60.9
No Response	24	5.5		No Response	60	13.8	
Total	436	100	100		436	100	100

12. Employees at ECC are given meaningful feedback concerning their performance.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	54	12.4	13.3	Very Unimportant	2	0.5	0.5
Disagree	127	29.1	31.2	Unimportant	10	2.3	2.7
Agree	178	40.8	43.7	Important	142	32.6	38.1
Strongly Agree	48	11.0	11.8	Very Important	219	50.2	58.7
No Response	29	6.7		No Response	63	14.4	
Total	436	100	100		436	100	100

13. ECC embraces a spirit of teamwork.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	64	14.7	15.6	Very Unimportant	1	0.2	0.3
Disagree	148	33.9	36.2	Unimportant	10	2.3	2.7
Agree	155	35.6	37.9	Important	146	33.5	39.6
Strongly Agree	42	9.6	10.3	Very Important	212	48.6	57.5
No Response	27	6.2		No Response	67	15.4	
Total	436	100	100		436	100	100

14. Morale on campus is high among employees.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	142	32.6	34.1	Very Unimportant	1	0.2	0.3
Disagree	164	37.6	39.4	Unimportant	6	1.4	1.6
Agree	96	22.0	23.1	Important	117	26.8	31.0
Strongly Agree	14	3.2	3.4	Very Important	253	58.0	67.1
No Response	20	4.6		No Response	59	13.5	
Total	436	100	100		436	100	100

15. Senior management effectively addresses the challenges facing ECC.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	110	25.2	27.2	Very Unimportant	2	0.5	0.5
Disagree	149	34.2	36.9	Unimportant	5	1.1	1.3
Agree	123	28.2	30.4	Important	108	24.8	29.0
Strongly Agree	22	5.0	5.4	Very Important	257	58.9	69.1
No Response	32	7.3		No Response	64	14.7	
Total	436	100	100		436	100	100

16. I have access to the training that can help me improve my job skills.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	31	7.1	7.6	Very Unimportant	1	0.2	0.3
Disagree	80	18.3	19.7	Unimportant	10	2.3	2.7
Agree	211	48.4	52.0	Important	152	34.9	41.1
Strongly Agree	84	19.3	20.7	Very Important	207	47.5	55.9
No Response	30	6.9		No Response	66	15.1	
Total	436	100	100		436	100	100

17. The College is a welcoming environment for faculty and staff.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	50	11.5	12.1	Very Unimportant	1	0.2	0.3
Disagree	81	18.6	19.6	Unimportant	6	1.4	1.6
Agree	219	50.2	52.9	Important	144	33.0	38.7
Strongly Agree	64	14.7	15.5	Very Important	221	50.7	59.4
No Response	22	5.0		No Response	64	14.7	
Total	436	100	100		436	100	100

18. Supervisors, managers and administrators lead by example.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	97	22.2	24.1	Very Unimportant	2	0.5	0.5
Disagree	142	32.6	35.3	Unimportant	8	1.8	2.2
Agree	131	30.0	32.6	Important	115	26.4	31.3
Strongly Agree	32	7.3	8.0	Very Important	242	55.5	65.9
No Response	34	7.8		No Response	69	15.8	
Total	436	100	100		436	100	100

19. ECC communicates openly with employees at all levels.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	118	27.1	28.8	Very Unimportant	2	0.5	0.5
Disagree	160	36.7	39.0	Unimportant	2	0.5	0.5
Agree	101	23.2	24.6	Important	122	28.0	32.8
Strongly Agree	31	7.1	7.6	Very Important	246	56.4	66.1
No Response	26	6.0		No Response	64	14.7	
Total	436	100	100		436	100	100

20. ECC disseminates information in a timely manner.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	63	14.4	15.4	Very Unimportant	3	0.7	0.8
Disagree	136	31.2	33.2	Unimportant	4	0.9	1.1
Agree	182	41.7	44.4	Important	142	32.6	38.6
Strongly Agree	29	6.7	7.1	Very Important	219	50.2	59.5
No Response	26	6.0		No Response	68	15.6	
Total	436	100	100		436	100	100

21. Reading College publications help me to understand the campus and its concerns.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	18	4.1	4.5	Very Unimportant	3	0.7	0.8
Disagree	98	22.5	24.6	Unimportant	28	6.4	7.8
Agree	232	53.2	58.1	Important	195	44.7	54.6
Strongly Agree	51	11.7	12.8	Very Important	131	30.0	36.7
No Response	37	8.5		No Response	79	18.1	
Total	436	100	100		436	100	100

22. The majority of our employees feel that they can talk to management about their concerns.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	103	23.6	25.7	Very Unimportant	1	0.2	0.3
Disagree	153	35.1	38.2	Unimportant	1	0.2	0.3
Agree	124	28.4	30.9	Important	131	30.0	35.4
Strongly Agree	21	4.8	5.2	Very Important	237	54.4	64.1
No Response	35	8.0		No Response	66	15.1	
Total	436	100	100		436	100	100

23. I feel that I can talk to management about my concerns.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	68	15.6	16.6	Very Unimportant	1	0.2	0.3
Disagree	91	20.9	22.2	Unimportant	121	27.8	33.1
Agree	174	39.9	42.5	Important	244	56.0	66.7
Strongly Agree	76	17.4	18.6	Very Important	366	83.9	100.0
No Response	27	6.2		No Response	70	16.1	
Total	436	100	100		436	100	100

24. Faculty and staff treat each other with respect when services are requested.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	26	6.0	6.3	Very Unimportant	1	0.2	0.3
Disagree	61	14.0	14.7	Unimportant	1	0.2	0.3
Agree	249	57.1	60.0	Important	140	32.1	37.8
Strongly Agree	79	18.1	19.0	Very Important	228	52.3	61.6
No Response	21	4.8		No Response	70	16.1	
Total	436	100	100		436	100	100

25. I understand how college funds are budgeted.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	57	13.1	14.2	Very Unimportant	1	0.2	0.3
Disagree	135	31.0	33.7	Unimportant	18	4.1	4.9
Agree	161	36.9	40.1	Important	189	43.3	51.9
Strongly Agree	48	11.0	12.0	Very Important	156	35.8	42.9
No Response	35	8.0		No Response	70	16.1	
Total	436	100	100		436	100	100

26. I take advantage of the College's programs and services used to support student achievement and student learning.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	12	2.8	3.5	Very Unimportant	2	0.5	0.6
Disagree	41	9.4	12.1	Unimportant	18	4.1	5.7
Agree	216	49.5	63.7	Important	137	31.4	43.6
Strongly Agree	70	16.1	20.6	Very Important	157	36.0	50.0
No Response	97	22.2		No Response	70	16.1	
Total	436	100	100		436	100	100

27. Faculty, staff, and managers engage in dialogue regarding planning, program review and SLO processes.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	33	7.6	8.8	Very Unimportant	6	1.4	1.8
Disagree	74	17.0	19.7	Unimportant	14	3.2	4.1
Agree	204	46.8	54.3	Important	158	36.2	46.3
Strongly Agree	65	14.9	17.3	Very Important	163	37.4	47.8
No Response	60	13.8		No Response	70	16.1	
Total	436	100	100		436	100	100

28. My input has translated into meaningful changes in policy, practices or other administrative changes.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	82	18.8	22.6	Very Unimportant	3	0.7	0.9
Disagree	117	26.8	32.2	Unimportant	13	3.0	3.9
Agree	124	28.4	34.2	Important	152	34.9	45.4
Strongly Agree	40	9.2	11.0	Very Important	167	38.3	49.9
No Response	73	16.7		No Response	70	16.1	
Total	436	100	100		436	100	100

29. ECC is a welcoming environment for students.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	13	3.0	3.2	Very Unimportant	0	0.0	0.0
Disagree	40	9.2	9.9	Unimportant	3	0.7	0.8
Agree	266	61.0	66.0	Important	96	22.0	26.5
Strongly Agree	84	19.3	20.8	Very Important	263	60.3	72.7
No Response	33	7.6		No Response	70	16.1	
Total	436	100	100		436	100	100

30. The college has done all it can to improve processes for students.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	78	17.9	20.2	Very Unimportant	1	0.2	0.3
Disagree	179	41.1	46.4	Unimportant	6	1.4	1.7
Agree	103	23.6	26.7	Important	109	25.0	30.9
Strongly Agree	26	6.0	6.7	Very Important	237	54.4	67.1
No Response	50	11.5		No Response	70	16.1	
Total	436	100	100		436	100	100

31. Services provided to students on campus are adequate.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	36	8.3	9.2	Very Unimportant	0	0	0
Disagree	128	29.4	32.8	Unimportant	3	0.7	0.8
Agree	192	44.0	49.2	Important	121	27.8	34.3
Strongly Agree	34	7.8	8.7	Very Important	229	52.5	64.9
No Response	46	10.6		No Response	70	16.1	
Total	436	100	100		436	100	100

32. The needs of students are valued by College employees.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	23	5.3	5.7	Very Unimportant	4	0.9	1.1
Disagree	75	17.2	18.7	Unimportant	117	26.8	32.5
Agree	239	54.8	59.5	Important	239	54.8	66.4
Strongly Agree	65	14.9	16.2	Very Important	360	82.6	100.0
No Response	34	7.8		No Response	70	16.1	
Total	436	100	100		436	100	100

33. Services to students are sufficient regardless of the day of the week or time of day.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	78	17.9	20.3	Very Unimportant	2	0.5	0.6
Disagree	177	40.6	46.0	Unimportant	9	2.1	2.6
Agree	101	23.2	26.2	Important	129	29.6	37.1
Strongly Agree	29	6.7	7.5	Very Important	208	47.7	59.8
No Response	51	11.7		No Response	70	16.1	
Total	436	100	100		436	100	100

34. Services to students are better than they were 5 years ago.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	56	12.8	17.5	Very Unimportant	1	0.2	0.3
Disagree	109	25.0	34.1	Unimportant	4	0.9	1.3
Agree	111	25.5	34.7	Important	122	28.0	38.2
Strongly Agree	44	10.1	13.8	Very Important	192	44.0	60.2
No Response	116	26.6		No Response	70	16.1	
Total	436	100	100		436	100	100

35. I am satisfied with my campus experience/environment regarding diversity at this college.

Agreement				Importance			
Scale	n	%	Valid %	Scale	n	%	Valid %
Strongly Disagree	37	8.5	9.1	Very Unimportant	3	0.7	0.8
Disagree	41	9.4	10.1	Unimportant	20	4.6	5.6
Agree	232	53.2	57.1	Important	148	33.9	41.3
Strongly Agree	96	22.0	23.6	Very Important	187	42.9	52.2
No Response	30	6.9		No Response	70	16.1	
Total	436	100	100		436	100	100