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ABSTRACT

Since 1990, the California Community College (CCC) Council for Staff Development has conducted an annual survey of CCC staff development coordinators (SDC's) to gather and disseminate data on coordinators' characteristics and responsibilities. The 1994 survey received responses from 67% of the CCC's, the highest to date. An analysis of responses, with comparisons to previous years' findings, revealed the following: (1) while there has been an increase in SDC's who have been in their position 5 years or more, 57% of the 1994 respondents indicated that the SDC was in their first or second year; (2) 41.2% reported that their assignment was indefinite, 22% that is was for 1 year, and 18% for 2 years; (3) 24% of the 1994 respondents indicated that the SDC was selected by application, compared to 35% in 1993, while 34% were assigned in 1994, compared to only 7% in 1993; (4) although nearly 70% of the SDC's were reported as being faculty members over the past 5 years, only 47% were faculty in 1994; (5) while 23% of 1994 respondents reported no clerical support, 28% reported 31 to 40 hours of support per week, up from 16% in 1993; (6) 60% were responsible for writing the Human Development Resource Plan, 80% scheduled and set agendas for the Staff Development Advisory Committee (SDAC), and 68% served as committee chair; (7) with respect to the SDAC, size ranged from 5-24 and 51% indicated that dollar amounts were assigned by committee and not by employee category; and (8) 56% indicated that more needed to be done in the CCC's regarding staff development and shared governance. (KP)

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# California Community College Staff Development Coordinators and Program Survey, 1994.

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**Phil Stanley**  
**Irvine Valley College**

950 325

## ANNUAL SURVEY INDICATES STAFF DEVELOPMENT TRENDS

By Phil Stanley, Irvine Valley College

The annual 4C/SD Survey has served as a valuable information instrument for beginning and experienced staff development coordinators for six years (in 1990 it only included the Southern region). This fifth statewide survey provides the beginner with a reference as to the what is the current standard in the state and provides the experienced coordinator with an update as to changes occurring around the state. Using a new Scantron form, the ScanSurvey, there was a return of 67%, the highest ever.

The following summary of results provides profiles of the position of staff development coordinator, the staff development advisory committee and the assignment of Title V dollars. Note: In interpreting the data one must keep in mind the many demographic and organizational structures that effect the individual campus responses, i.e., size of campus, district and/or campus organizational structure, position of the individual who completes the form.

### The Staff Development Coordinator

Years in the position. There has been a consistent increase in the number of coordinators who had been in the position five years or more as would be expected as Title V continues. In contrast, it was evident that there was a trend to have a significant number of new coordinators each year. 57% of the respondents indicated that the coordinator was either in their first or second year. [Question #6]

Length of Assignment. Nearly half of the coordinators reported their assignment as staff development coordinator is an indefinite assignment, 22% reported one year assignments, and 18% reported two year assignments. [Question #19]

Method of Selection. The 1994 survey suggested that there was a major change in the method of determining how the coordinator assignment was determined. In 1993 35% were selected by an application process. However, the 1994 survey indicated that the application procedure was only used by 24% of the respondents, 30% were "recruited", and 34% were assigned. In 1993 only 7% were "assigned" [Question #18]

Employee Classification. The 1994 survey indicates a decrease in the number of faculty members who were in the coordinators position compared to past years. Over the past five years nearly 70% of the coordinators have been reported as being faculty members. In 1994 47% of the coordinators were faculty. 37% of those reporting in 1994 indicated a manager in the position as compared to 22% in 1993. [Question #5]

Reassigned Time. Over the past two years there has been little change in the amount of reassigned time, 85-90% have not changed. However it was evident that there was an increase in FLEX coordinators who shared some of the staff development responsibility. 38% of the respondents reported having both a Staff Development Coordinator and a FLEX Coordinator. Adversely there was a slight increase in the number of coordinators who received less than 20% reassigned time. [Question #7 & #8]

Clerical Support. In the 1994 study, approximately one-fourth, 23% (1993,25%), do not have clerical support. However 28% have 31-40 hours of clerical support per week compared to 16% in 1993, a significant increase. [Question #16]

Relationship of Position to College Organization. The 1994 survey requested that a college flow chart be included indicating the Staff Development program relationship to the college organization. 67% of the respondents attached such a chart. From this information it can be summarized that 37% of the coordinators report to the Instruction area, 34% to the President and 29% to other areas, i.e., Human Resources, Student Services, Administration Dean. [Question #58]

Responsibilities. There was little change in the role and function of the coordinator as compared to past years. 60% reported being responsible for writing the Human Development Resource Plan ( an additional 30% reported shared responsibility); 80% scheduled and set agendas for the Advisory Committee and 68% served as committee chair; 54% reported responsibility for completing the Title V Expenditure Report (28% shared the responsibility) and 18% had no responsibility for the report. 41% of those not having responsibility for the Expenditure Report indicated that the campus business officer completed the report while the District office completed 30% of the reports. 85% were responsible for completing an evaluation report of all activities and developing the Needs Assessment Survey. Coordinators served on an average of five additional committees, because of the organizational structure or because they felt it was important. 60% reported responsibility for activities other than those funded by Title V, i.e., professional development programs. [Questions #9-15, & 20]

### The Staff Development Advisory Committee

Committee Chair. As has been the trend in past years there was an increase in number of staff development coordinators identified as chair of the committee. 68% of the respondents indicated the coordinator as committee chair as compared to 57% in 1993. In 1990-92 the average was 33%. The survey indicates a significant decrease in management leadership for the committee. There were three colleges that reported no chair - duties were distributed among committee members. [Question #24]

Committee Composition. Committees size ranged from 5-24. A balance of faculty, classified and management was evident. [Question #21-23]

Subcommittees. All indicated that they had various subcommittees. Of the subcommittees reported 67% had a FLEX subcommittee, 55% had a subcommittee for classified, and 35% reported a subcommittee for managers. NOTE: Several reported that they did not have "subcommittees" but "committees that were separate entities". [Question #25-27]

Assignment of Funds. In past surveys there has been a steady trend toward assigning dollar amounts by employee categories. The 1994 survey indicates that the dollar amounts are assigned (51%) by the advisory committee and not by employee category. It should be noted however that many reported that they assigned conference funds by employee category.

The percent of dollars expended by employee category for activities was approximately 56% for faculty, 37% for classified and 7% for managers. The amounts were determined by FTEP (Full Time Equivalency Personnel) in most cases. Additional dollars were spent for classified salaries, faculty reassigned time, clerical supplies and duplication. Dollars spent on District Staff Development activities were surveyed but the responses in most cases indicated that there was a lack of knowledge by the respondent as to how funds were allocated and used at the District level. Several colleges expressed concerns about the manner in which the District committed dollars without campus approval. [Question #29-34]

Major Uses of Funds. There was little change in the uses of the funds. Although in general the uses have been consistent over the years, there seems to be a trend toward more campus based activities versus conference and retreat expenditures. 100% reported using funds for conference/workshops, 78% for facilitators/speakers, 76% for retreats, and 66% for retraining/upgrading. There was a 50% increase in dollars expended for new staff orientations. [Question #36-50]

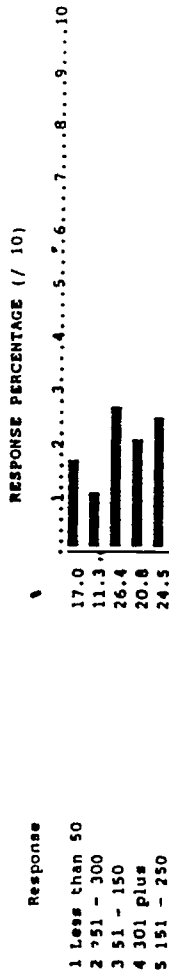
### New Information

Staff Development and Shared Governance. In a question added to the 1994 survey over 56% of the respondents indicated that more needs to be done regarding staff development and shared governance, 28% said staff development has had limited success in regard to shared governance, and 15% indicated that staff development has "greatly enhanced governance". [Question #51]

STAFF DEVELOPMENT COORDINATORS AND PROGRAM SURVEY

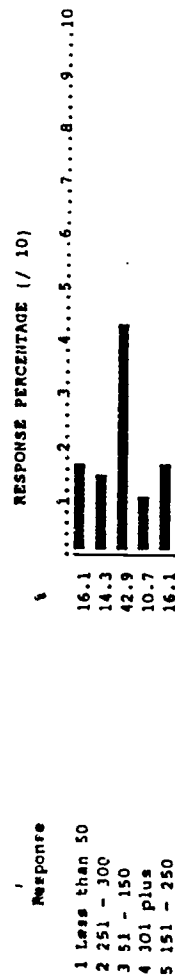
STAFF DEVELOPMENT COORDINATORS AND PROGRAM SURVEY

QUESTION 1: Total Classified staff on our campus is:



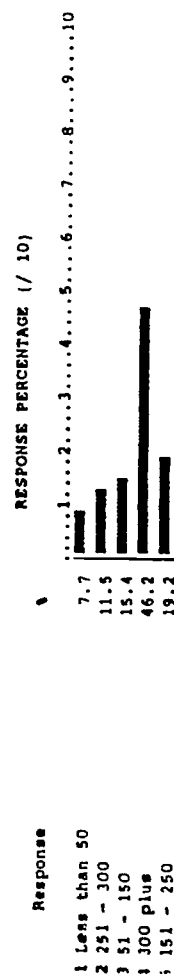
Total respondents = 53 Mean = 3.25 Std. Dev. = 1.39  
 Non-respondents = 6 Non-respondents as % of total forms = 10.17

QUESTION 2: Total Full-time faculty count on our campus is:



Total respondents = 56 Mean = 2.96 Std. Dev. = 1.24  
 Non-respondents = 3 Non-respondents as % of total forms = 5.08

QUESTION 3: Total Adjunct faculty count on our campus is:



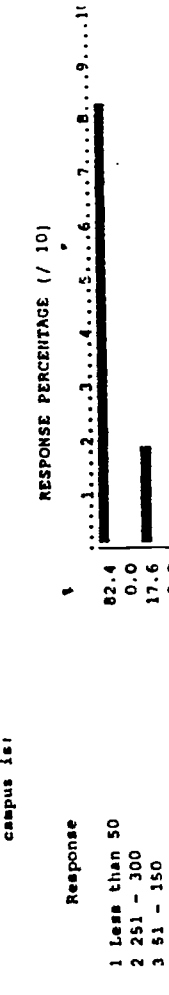
Total respondents = 52 Mean = 3.58 Std. Dev. = 1.15  
 Non-respondents = 5 Non-respondents as % of total forms = 8.77

HISTOGRAM REPORT

STAFF DEVELOPMENT COORDINATORS AND PROGRAM SURVEY

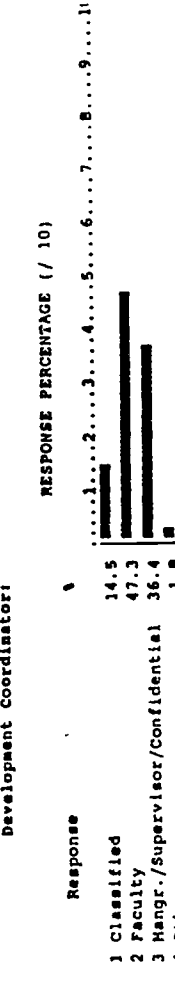
STAFF DEVELOPMENT COORDINATORS AND PROGRAM SURVEY

QUESTION 4: Total Manager/Supervisor/Confidential staff count on our campus is:



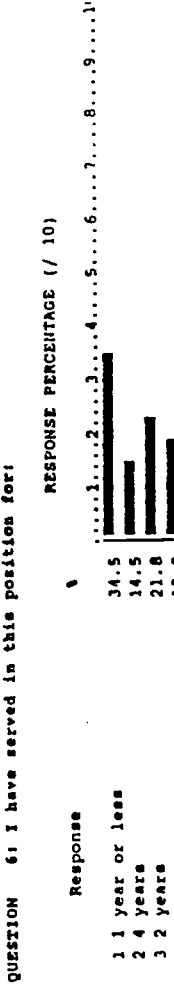
Total respondents = 51 Mean = 1.35 Std. Dev. = 0.76  
 Non-respondents = 8 Non-respondents as % of total forms = 13.56

QUESTION 5: Your employee classification other than the title of Staff Development Coordinator:



Total respondents = 55 Mean = 2.25 Std. Dev. = 0.72  
 Non-respondents = 4 Non-respondents as % of total forms = 6.78

QUESTION 6: I have served in this position for:

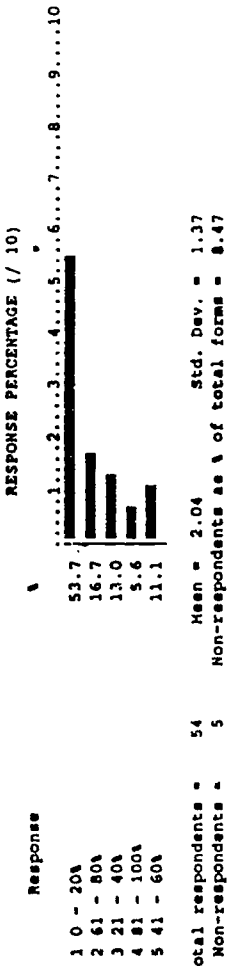


Total respondents = 55 Mean = 2.56 Std. Dev. = 1.40  
 Non-respondents = 4 Non-respondents as % of total forms = 6.78

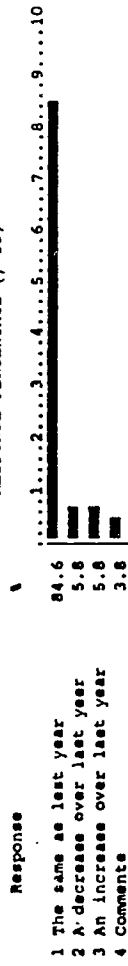
\* NOTE: Responses are not always in progressive sequence.

STAFF DEVELOPMENT COORDINATORS AND PROGRAM SURVEY

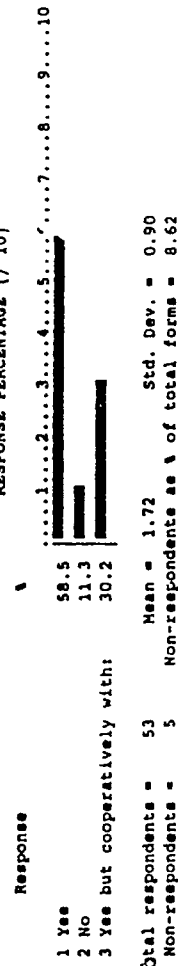
QUESTION 7: Amount of release/reassigned time for Staff Development Coordinator:



QUESTION 8: This amount is:

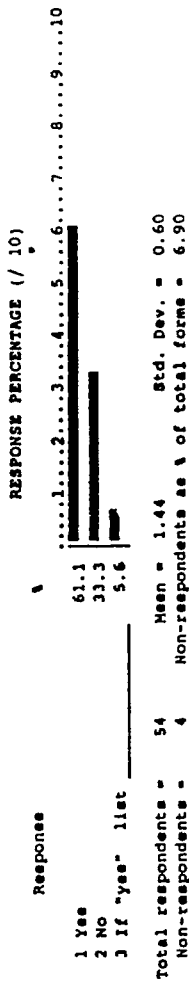


QUESTION 9: Are you responsible for writing the Human Development Resource Plan?

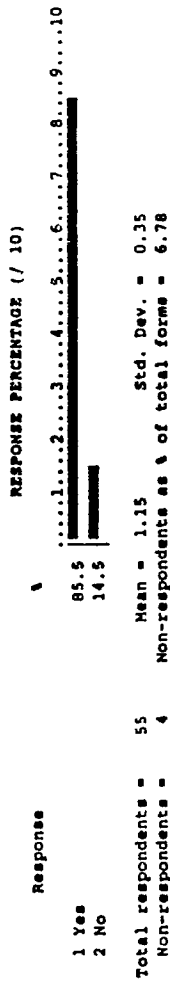


STAFF DEVELOPMENT COORDINATORS AND PROGRAM SURVEY

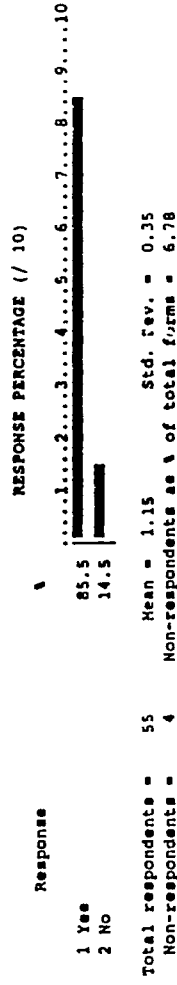
QUESTION 10: Are you responsible for staff development activities other than those funded by AR 1725?



QUESTION 11: Are you responsible for an evaluation report of all activities?

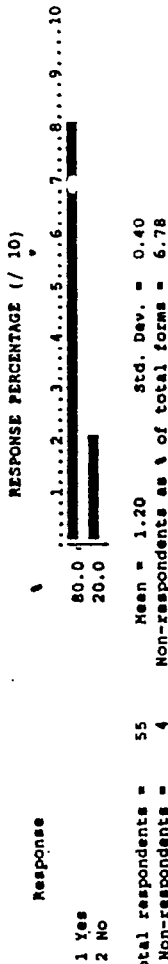


QUESTION 12: Are you responsible for developing the Needs Assessment Survey?

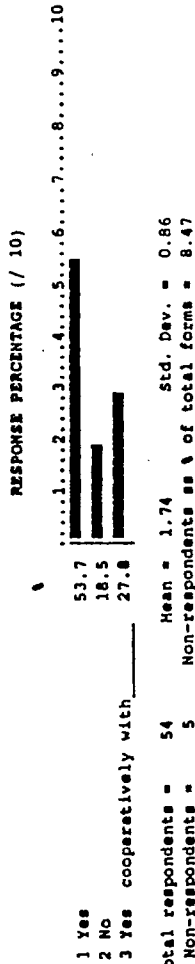


STAFF DEVELOPMENT COORDINATORS AND PROGRAM SURVEY

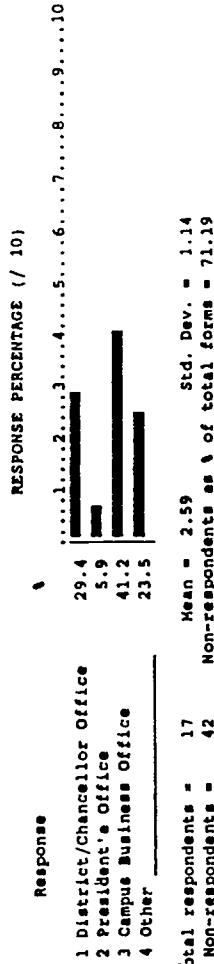
QUESTION 13: Are you responsible for setting agendas for Advisory Committee meetings?



QUESTION 14: Do you complete the AB 1725 Expenditure Report for the State and track the budget?

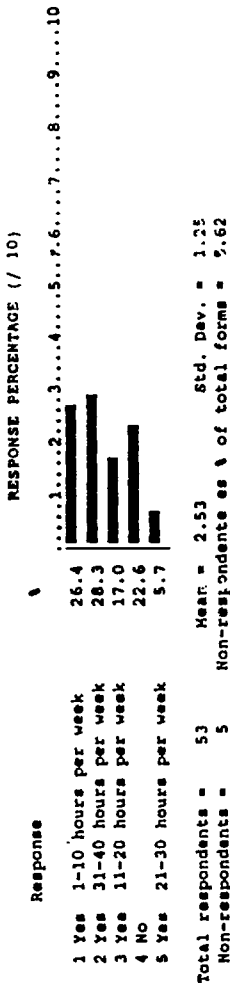


QUESTION 15: If "no" to number 14, who does complete the report?

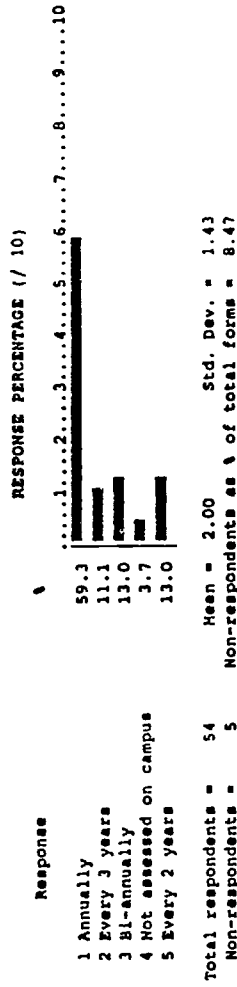


STAFF DEVELOPMENT COORDINATORS AND PROGRAM SURVEY

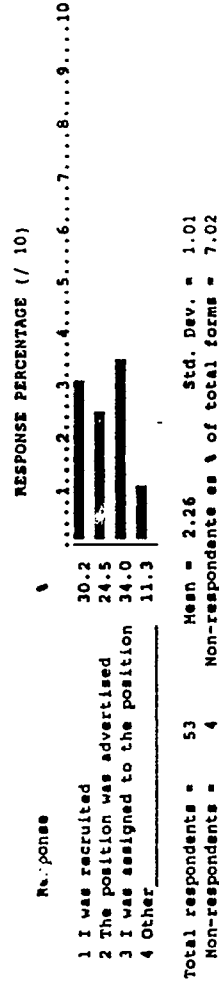
QUESTION 16: Do you have clerical support?



QUESTION 17: How frequently do you administer a Needs Assessment Survey?



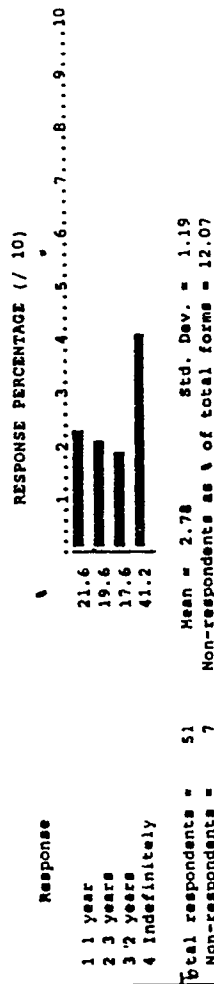
QUESTION 18: How was your assignment as Staff Development Coordinator determined?



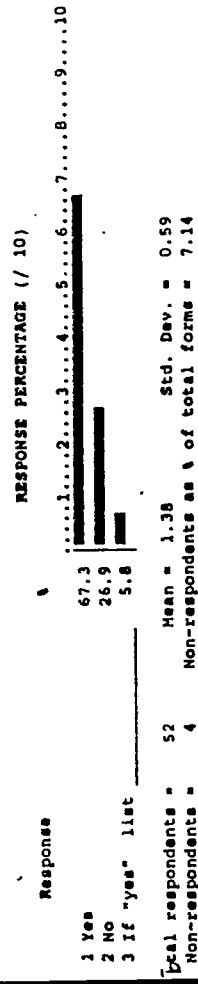


STAFF DEVELOPMENT COORDINATORS AND PROGRAM SURVEY

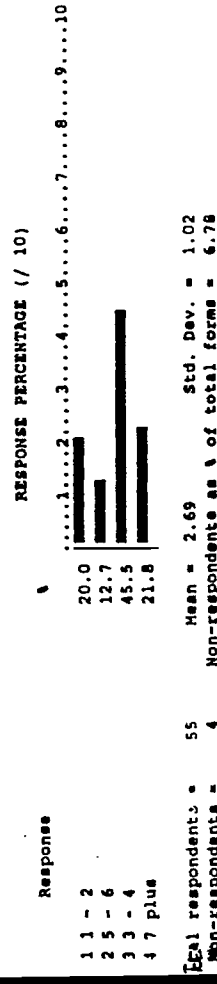
QUESTION 19: What is your length of assignment as Staff Development Coordinator?



QUESTION 20: Does being the Staff Development Coordinator necessitate your being on additional committees?

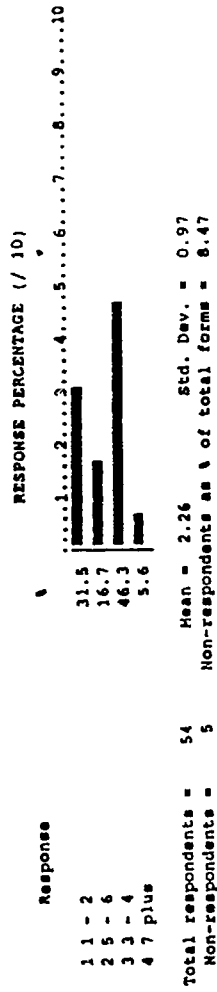


QUESTION 21: Faculty on the AB 1725 Staff Development Committee comprises of:

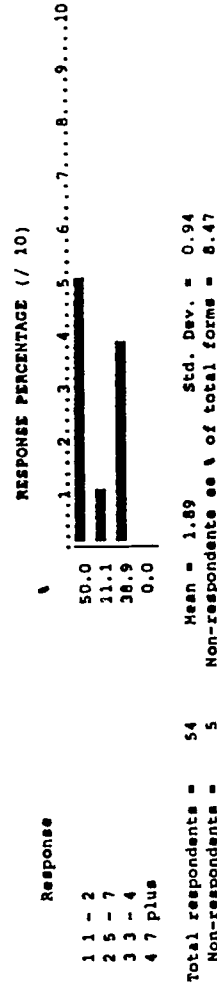


STAFF DEVELOPMENT COORDINATORS AND PROGRAM SURVEY

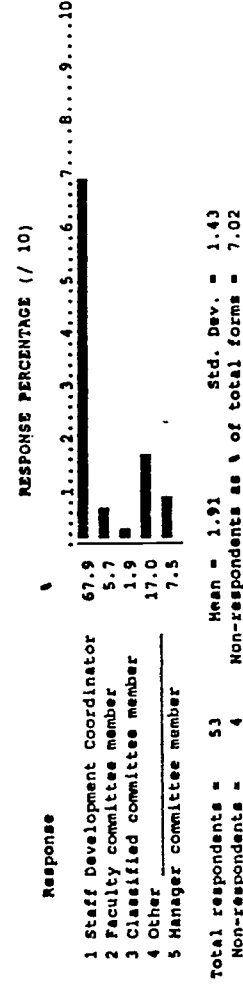
QUESTION 22: Classified on the AB 1725 Staff Development Committee comprises of:



QUESTION 23: Managers/supervisors/confidential staff on the AB 1725 Staff Development Committee comprises of:



QUESTION 24: The chair of our AB 1725 Staff Development Advisory Committee is:





STAFF DEVELOPMENT COORDINATORS AND PROGRAM SURVEY

QUESTION 25: Is there an Advisory Sub-committee for Faculty/FLEX?

RESPONSE PERCENTAGE (/ 10)

Response  
1 Yes 69.2  
2 No 28.8  
3 If "yes" give title 1.9

Total respondents = 52 Mean = 1.33 Std. Dev. = 0.51  
Non-respondents = 3 Non-respondents as % of total forms = 5.45

QUESTION 26: Is there an Advisory Sub-committee for Classified?

RESPONSE PERCENTAGE (/ 10)

Response  
1 Yes 54.7  
2 No 43.4  
3 If "yes" give title 1.9

Total respondents = 53 Mean = 1.47 Std. Dev. = 0.54  
Non-respondents = 4 Non-respondents as % of total forms = 7.02

QUESTION 27: Is there an Advisory Sub-committee for Managers?

RESPONSE PERCENTAGE (/ 10)

Response  
1 Yes 35.3  
2 No 62.7  
3 If "yes" give title 2.0

Total respondents = 51 Mean = 1.67 Std. Dev. = 0.51  
Non-respondents = 6 Non-respondents as % of total forms = 10.53

STAFF DEVELOPMENT COORDINATORS AND PROGRAM SURVEY

QUESTION 28: Is there an Advisory Sub-committee for other?

RESPONSE PERCENTAGE (/ 10)

Response  
1 Yes 24.5  
2 No 75.5  
3 If "yes" give title 0.0

Total respondents = 53 Mean = 1.75 Std. Dev. = 0.43  
Non-respondents = 3 Non-respondents as % of total forms = 5.36

QUESTION 29: Does the committee assign dollar amounts by employee category?

RESPONSE PERCENTAGE (/ 10)

Response  
1 Yes 50.9  
2 No 49.1

Total respondents = 53 Mean = 1.49 Std. Dev. = 0.50  
Non-respondents = 6 Non-respondents as % of total forms = 10.17

QUESTION 30: Approximately what percent of Staff Development dollars are spent on Faculty & Adjunct?

RESPONSE PERCENTAGE (/ 10)

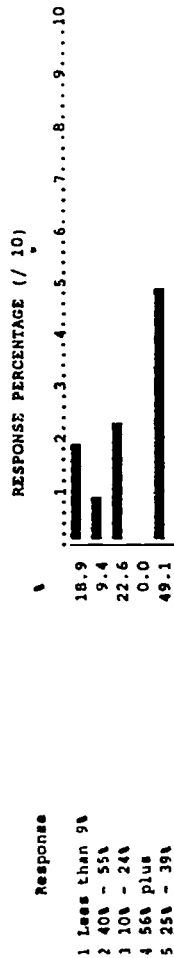
Response  
1 Less than 9% 11.8  
2 10% - 55% 29.4  
3 10% - 24% 5.9  
4 56% plus 45.1  
5 25% - 39% 7.8

Total respondents = 51 Mean = 3.08 Std. Dev. = 1.23  
Non-respondents = 6 Non-respondents as % of total forms = 10.53

STAFF DEVELOPMENT COORDINATORS AND PROGRAM SURVEY

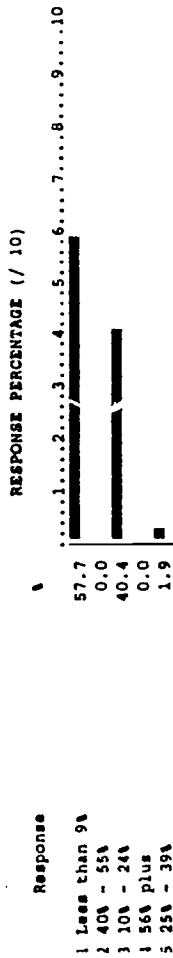
STAFF DEVELOPMENT COORDINATORS AND PROGRAM SURVEY

Question 31: Approximately what percent of Staff Development dollars are spent on Classified?



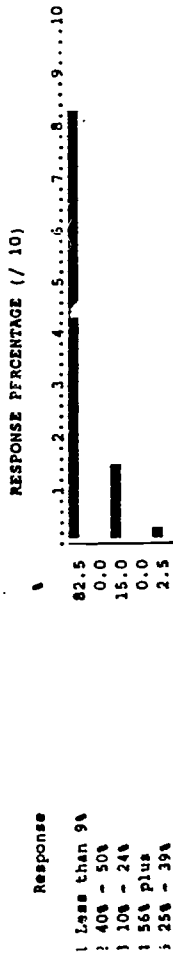
Total respondents = 53 Mean = 3.51 Std. Dev. = 1.60  
Non-respondents = 6 Non-respondents as % of total forms = 10.17

Question 32: Approximately what percent of Staff Development dollars are spent on Administration/Management?



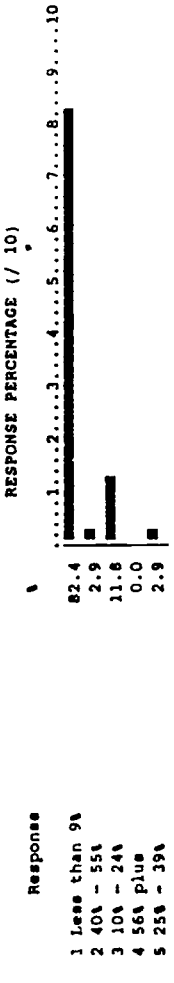
Total respondents = 52 Mean = 1.88 Std. Dev. = 1.07  
Non-respondents = 7 Non-respondents as % of total forms = 11.86

Question 33: Approximately what percent of Staff Development dollars are spent on the District?



Total respondents = 40 Mean = 1.40 Std. Dev. = 0.92  
Non-respondents = 19 Non-respondents as % of total forms = 32.20

Question 34: Approximately what percent of Staff Development dollars are spent on Other (Please list other \_\_\_\_\_)?



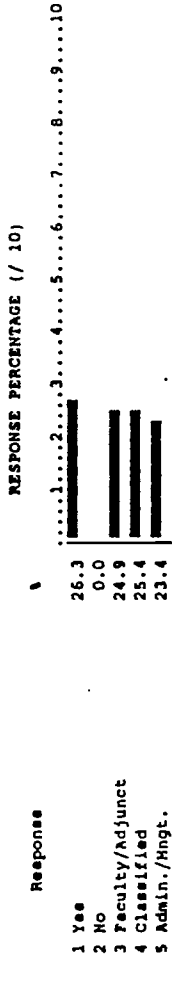
Total respondents = 34 Mean = 1.38 Std. Dev. = 0.91  
Non-respondents = 25 Non-respondents as % of total forms = 42.37

Question 35: Are there concerns regarding district or campus administrators arbitrarily using Staff Development funds?



Total respondents = 56 Mean = 1.73 Std. Dev. = 0.44  
Non-respondents = 3 Non-respondents as % of total forms = 5.08

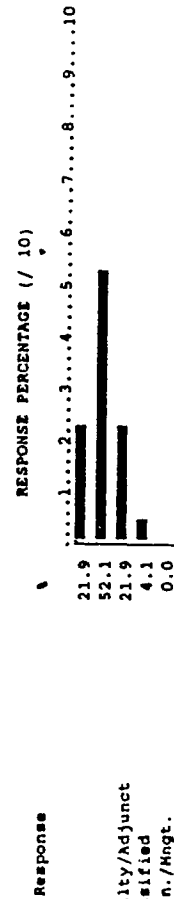
Question 36: Are funds spent on workshop/conference attendance? If "yes" indicate the classifications that apply:



Total respondents = 205 Mean = 3.20 Std. Dev. = 1.49  
Non-respondents = 90 Non-respondents as % of total forms = 30.51

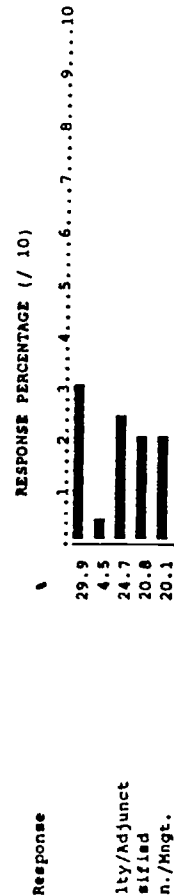
STAFF DEVELOPMENT COORDINATORS AND PROGRAM SURVEY

QUESTION 37: Are funds spent on release/reassigned time? If "yes" indicate each of those classifications that apply:



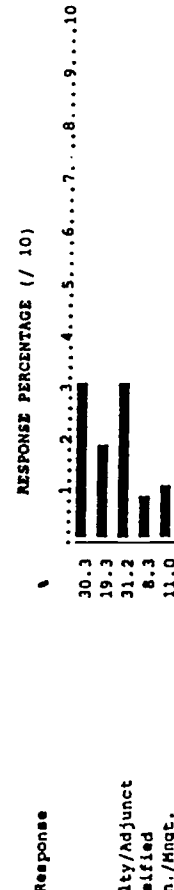
Total respondents = 73 Mean = 2.08 Std. Dev. = 0.77  
 Non-respondents = 222 Non-respondents as % of total forms = 75.25

QUESTION 38: Are funds spent on retreats/"advancements"? If "yes" indicate each of those classifications that apply:



Total respondents = 154 Mean = 2.97 Std. Dev. = 1.50  
 Non-respondents = 141 Non-respondents as % of total forms = 47.80

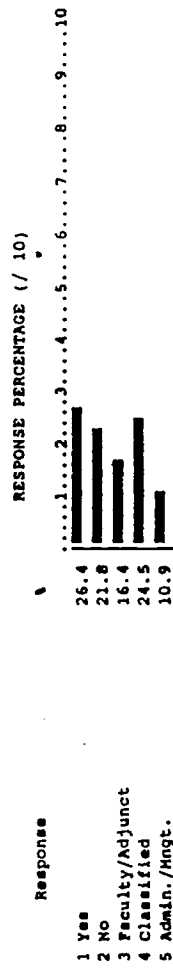
QUESTION 39: Are funds spent on curriculum development? If "yes" indicate each of those classifications that apply:



Total respondents = 109 Mean = 2.50 Std. Dev. = 1.30  
 Non-respondents = 186 Non-respondents as % of total forms = 63.05

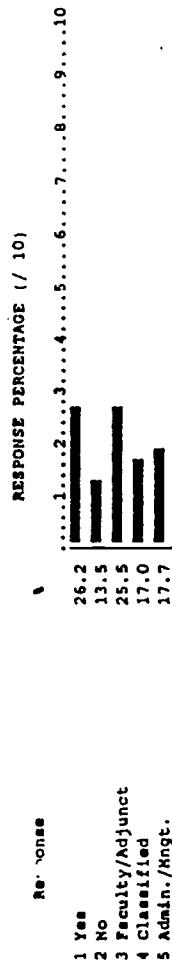
STAFF DEVELOPMENT COORDINATORS AND PROGRAM SURVEY

QUESTION 40: Are funds spent on tuition reimbursements? If "yes" indicate each of those classifications that apply:



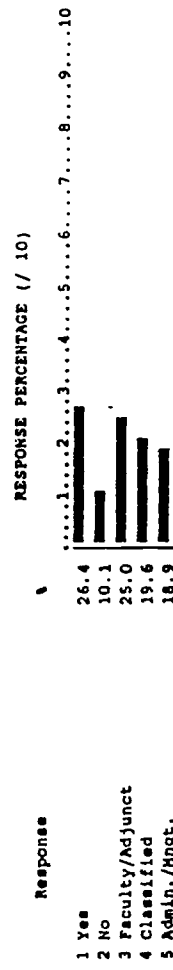
Total respondents = 110 Mean = 2.72 Std. Dev. = 1.37  
 Non-respondents = 185 Non-respondents as % of total forms = 62.71

QUESTION 41: Are funds spent on research/travel? If "yes" indicate each of those classifications that apply:



Total respondents = 141 Mean = 2.87 Std. Dev. = 1.43  
 Non-respondents = 154 Non-respondents as % of total forms = 52.20

QUESTION 42: Are funds spent on equipment/supplies? If "yes" indicate each of those classifications that apply:

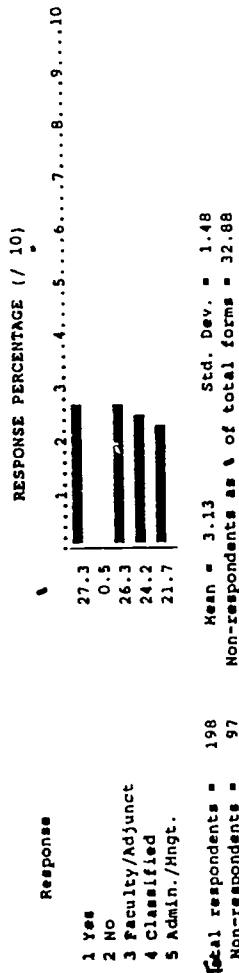


Total respondents = 148 Mean = 2.95 Std. Dev. = 1.45  
 Non-respondents = 147 Non-respondents as % of total forms = 49.83

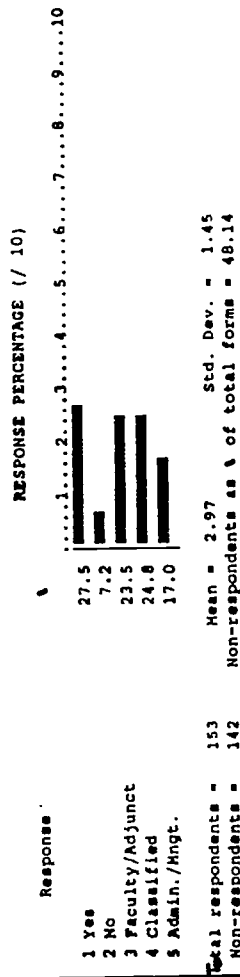
**Histogram Report**

STAFF DEVELOPMENT COORDINATORS AND PROGRAM SURVEY

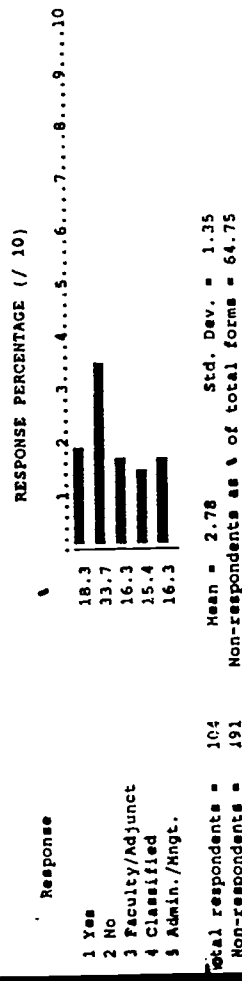
QUESTION 43: Are funds spent on facilitators/speakers? If "yes" indicate each of those classifications that apply:



QUESTION 44: Are funds spent on re-training/upgrading? If "yes" indicate each of those classifications that apply:



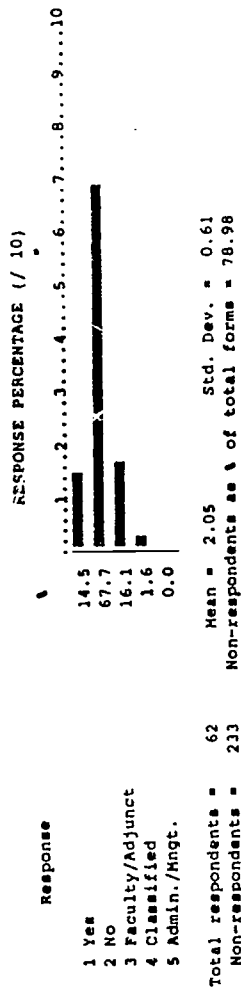
QUESTION 45: Are funds spent on the newsletters? If "yes" indicate each of those classifications that apply:



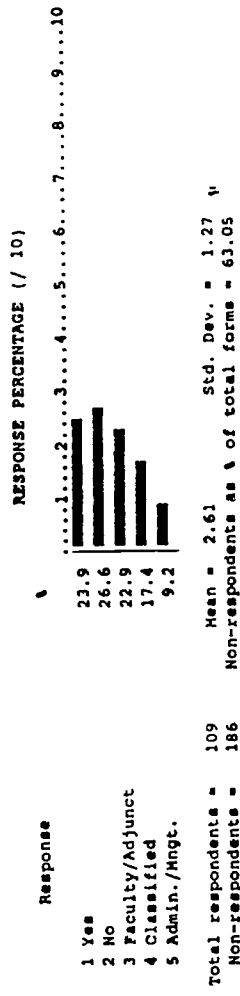
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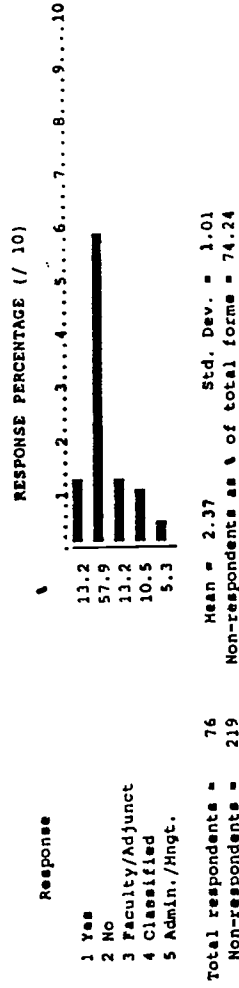
QUESTION 46: Are funds spent on adjunct mentor programs? If "yes" indicate each of those classifications that apply:



QUESTION 47: Are funds spent on new employee orientations? If "yes" indicate each of those classifications that apply:

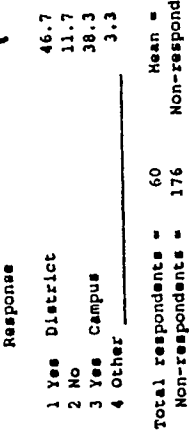


QUESTION 48: Are funds spent on new employee mentor programs? If "yes" indicate each of those classifications that apply:



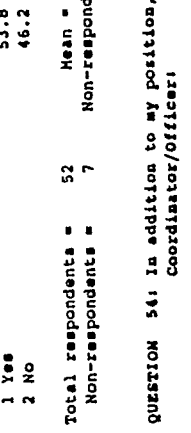
STAFF DEVELOPMENT COORDINATORS AND PROGRAM SURVEY

QUESTION 49: Are funds spent on faculty/staff resource center? If "yes" indicate each of those classifications that apply:



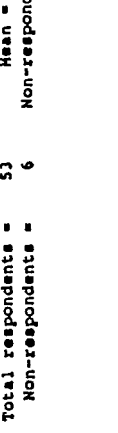
Total respondents = 108 Mean = 2.72 Std. Dev. = 1.31  
Non-respondents = 187 Non-respondents as % of total forms = 63.39

QUESTION 50: Are funds spent on FLEX day activities? If "yes" indicate each of those classifications that apply:



Total respondents = 157 Mean = 2.98 Std. Dev. = 1.46  
Non-respondents = 138 Non-respondents as % of total forms = 46.78

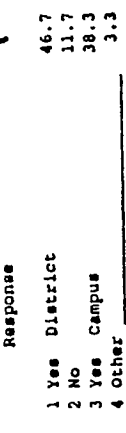
QUESTION 51: Staff development activities on shared governance has:



Total respondents = 46 Mean = 2.41 Std. Dev. = 0.74  
Non-respondents = 12 Non-respondents as % of total forms = 20.69

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QUESTION 52: Do you have mandatory days?



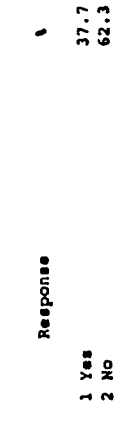
Total respondents = 60 Mean = 1.98 Std. Dev. = 0.99  
Non-respondents = 176 Non-respondents as % of total forms = 74.58

QUESTION 53: Do you have District staff development days?



Total respondents = 52 Mean = 1.46 Std. Dev. = 0.50  
Non-respondents = 7 Non-respondents as % of total forms = 11.86

QUESTION 54: In addition to my position, there is also a FLEX Coordinator/Officer:



Total respondents = 53 Mean = 1.62 Std. Dev. = 0.48  
Non-respondents = 6 Non-respondents as % of total forms = 10.17