

RESULTS OF THE ADMINISTRATOR REPORT

Campus Climate at San José State University (SJSU): Administrator Perceptions

The subcommittee of the Campus Climate Committee (CCC), a coalition of faculty, administrators, and staff, along with the Office of Institutional Research, developed four instruments: one each for students, faculty, staff, and administrators. Data collection began April 18, 2006 and ended June 10, 2006. Administrator surveys were administered online to all administrators (N =186). Ninety nine administrators responded to the questionnaire, resulting in a final response rate of about 53.2%. Megumi Hosoda, Rona Halualani, and Elena Klaw conducted all analyses (with input from the Campus Climate Committee).

FINDINGS

The following points represent the most salient findings of the administrator survey.

Perceptions of the Campus Climate

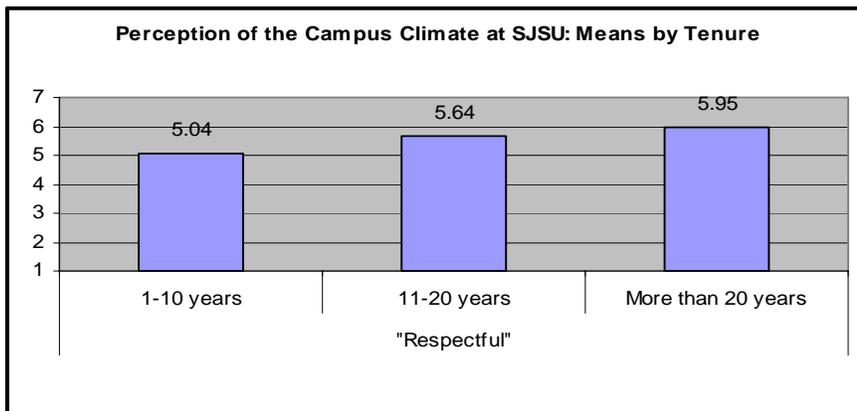
- Most administrators report “somewhat” to “very” favorable perceptions of the campus climate at SJSU; hospitable to the disabled (81.8%); safe (77.8%); respectful (74.7%); non-racist (73.7%); non-homophobic (67.7%); non-sexist (65.7%); supportive (65.7%); and welcoming (63.6%). Other salient findings regarding the general climate of the campus are that the administrators with tenure of 1 – 10 years describe the campus climate as less respectful compared

to the administrators with tenure of more than 20 years.

- Administrators view the climate of their own immediate working environment more favorably than the climate of the university as a whole: respectful (86.9%); safe (86.9%); non-racist (85.9%); supportive (83.8%); non-sexist (82.8%); hospitable to the disabled (80.8%); welcoming (80.8%); and non-homophobic (79.8%). Again, the administrators with 1-10 years of tenure (82.4%) perceived the climate of their own immediate working environment as less respectful compared with the administrators with more than 20 years of tenure (100%).
- Overall, the majority of administrators believe that it is important to develop a sense of community among students, staff, and faculty (98%); develop an appreciation for a multicultural society on campus (94.9%); develop leadership ability among students (93.9%); promote a climate where differences of opinion are regularly aired openly (92.9%); promote and celebrate diversity (91.9%); encourage collaborations among different departments and colleges (89.9%); help students learn how to bring positive change in society (87.9%); recruit high achieving students (84.8%); and increase the representation of minorities in the faculty, administrators, and administration (81.8%).

Interestingly, administrators younger than 40 years old believe that developing leadership ability among students is less important compared to administrators of other age groups.

- In general, findings show that the majority of administrators do not personally experience discrimination at SJSU. Among others, about 19.2% of



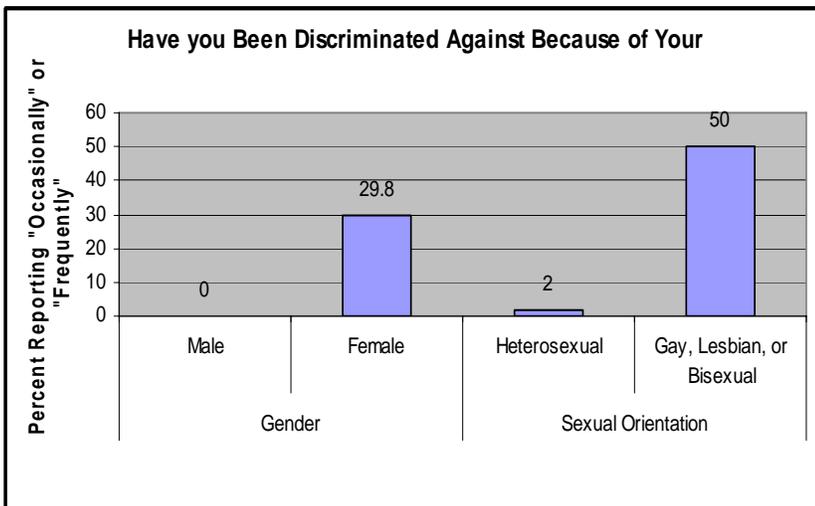
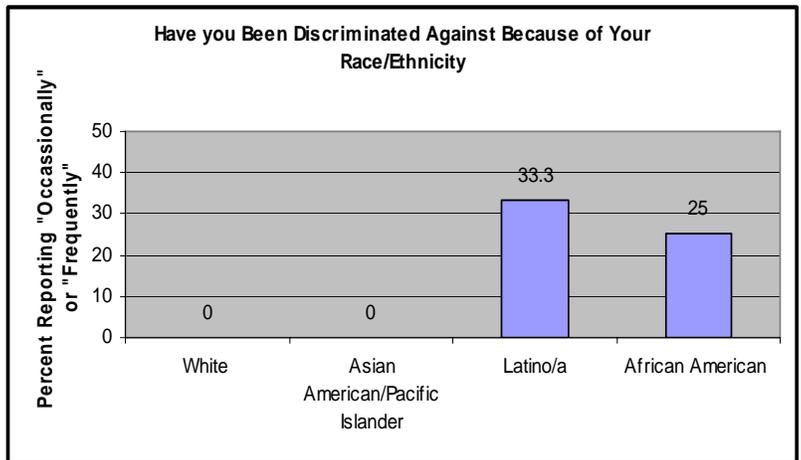
all respondents reported having been discriminated against “occasionally” or “frequently” because of their gender, 10.1% of all respondents reported having been discriminated against “occasionally” or “frequently” because of their age, 8.1% of all respondents reported having been discriminated against “occasionally” or “frequently” because of their race/ethnicity, and 7.1% of the respondents reported having been discriminated against “occasionally” or “frequently” because of their political views, and 6.1% of the respondents reported having been discriminated against “occasionally” or “frequently” because of their sexual orientation.

- Upon closer examination of specific subgroups, some patterns related to discrimination experiences emerge. About 30% of the female administrators report that they were discriminated against “occasionally” or “frequently” because of their gender, and 50% of the gay, lesbian, or bisexual administrators because of their sexual orientation. Furthermore, some ethnic minority administrators (i.e., Latino/a, African American) report having been discriminated against “occasionally” or “frequently” because of their race/ethnicity.

- Overall, 8.1% of all respondents indicate that they have personally experienced sexual harassments at SJSU.

Job Satisfaction

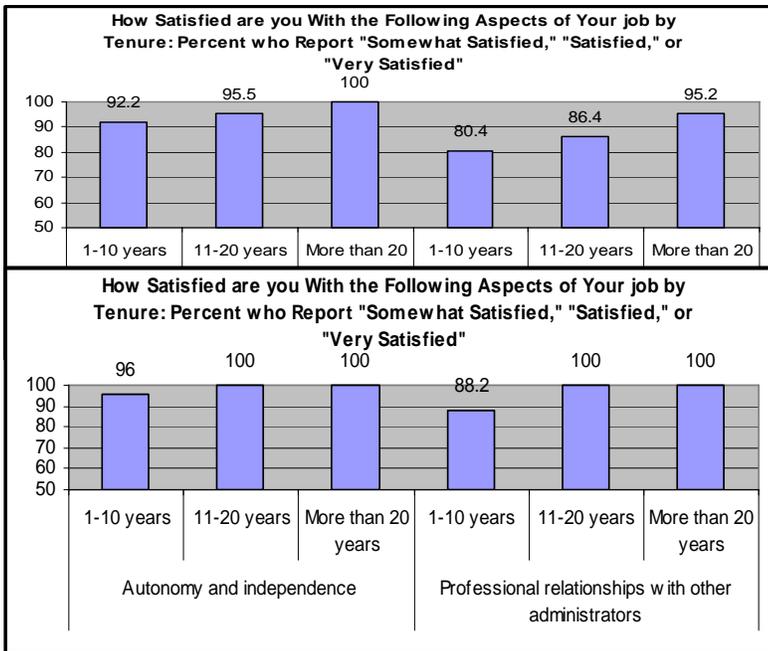
- “Overall job satisfaction” for all administrators was relatively high (93.9%). Overall, administrators are satisfied with the many aspects of their jobs, including “relationships with their staff” (97.0%); “autonomy and independence” (96%); “professional relationships with other administrators” (92.9%); “job security” (91.9%); “social relationships with other administrators” (90.9%); “working conditions” (90.9%); “access to technical support and assistance” (83.8%); “advice/mentoring they have received from people in their department” (79.8%); and



“recognition for good performance” (78.8%).

- Interestingly, those administrators with 1-10 years of tenure were less satisfied with “autonomy and independence” and “professional relationships with other administrators” compared with those administrators with longer tenure. Likewise, the administrators with 1-10 years of tenure report less satisfaction with “job security” and “access to technical support and assistance” compared with those with more than 20 years of tenure.

- With respect to satisfaction with various aspects of the university, the majority of

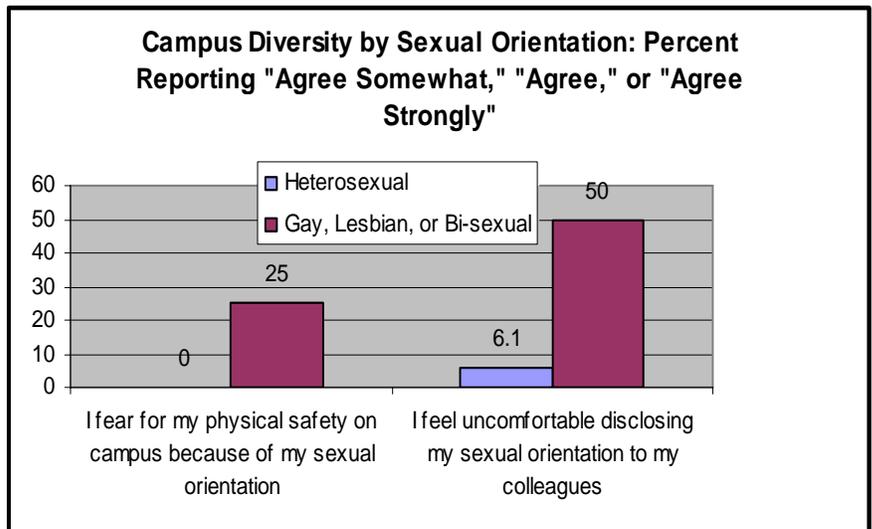


administrators are satisfied with “the opportunity to be involved in campus activities and events”(93.9%), “the opportunities to interact with students” (85.9%), “campus administrative leadership” (87.9%), and “the extent to which the campus administration encourages them to develop creative and innovative ideas”(86.9%), and “the extent to which the campus administration willingly shares important information with them”(78.8%).

- Additionally, the youngest group of the administrators report that they are not as satisfied with “the extent to which the campus administration encourages them to develop creative and innovative ideas” as the administrators of other age groups.

Campus Diversity

- The majority of the administrators agree that they know how to report officially any racist, sexist, or other discriminatory behaviors (93.9%). The majority of administrators do not fear for their physical safety on campus because of their race/ethnicity/culture (96%). Yet, a small number of the administrators feel uncomfortable discussing racially sensitive topics on campus (32.3%).
- Compared to heterosexual administrators, gay, lesbian, or bisexual administrators fear for their physical safety on campus because of their sexual orientation and feel uncomfortable disclosing their sexual orientation to their colleagues.
- Two-thirds of the administrators report that they feel comfortable expressing their political views (67.7%) or talking about their religion on campus (72.7%).
- Most administrators report that their



opinions/input are valued at SJSU (86.9%) and value the work that SJSU is doing to celebrate diversity (86.9%). Furthermore, administrators who in the past two years have participated in an organized activity (conference, workshop, retreat, etc.) designed to promote sensitivity toward issues of diversity at SJSU (93.7%) agree more that they value the work that SJSU is doing to

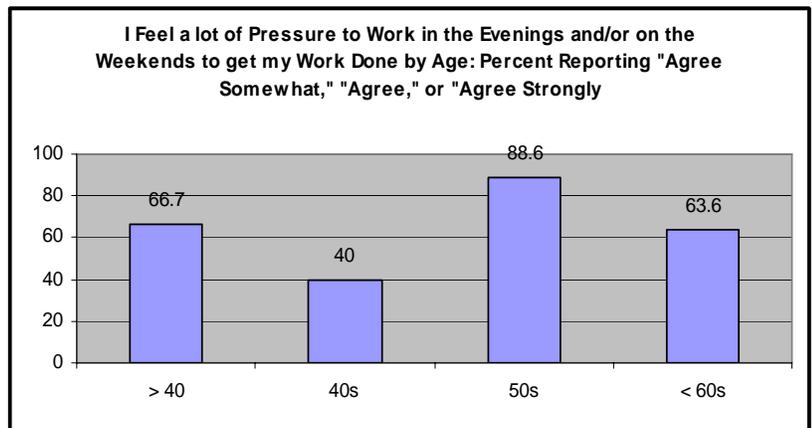
celebrate diversity than administrators who have not participated in such activity (76.5%).

- Seventy six percent of the administrators believe that the university should use its resources to help underprepared students succeed and only two thirds of the administrators (63.6%) believe that more consideration should be given to the needs and interests of disabled people on campus.

The Working Environment

- The majority of the administrators feel that SJSU is a good place to work (96%). However, a small number of the administrators (19.2%) report that SJSU is not a good place to work for administrators. Administrators see their work as an integral part of the overall mission of educating students here at SJSU (97%), yet three quarters of the administrators (75.8%) believe that in their opinion, SJSU is a well-managed university.
- The majority of administrators (93.9%) believe that their immediate work environment is free from incidents of sexual harassment and that their department is free from incidents of verbal abuse (86.9%).
- Although many administrators (79.8%) agree that the current gender composition of administrators at SJSU is adequate, only 64.6% of the administrators agree that the current ethnic composition of administrators at SJSU is adequate. Some ethnic minority administrators do not believe the current ethnic composition of administrators at SJSU to be adequate.

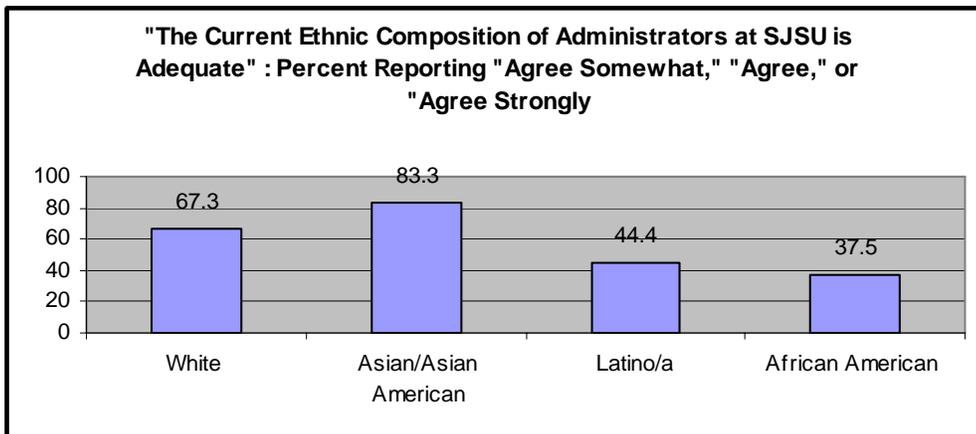
- The majority of the administrators report that they are challenged by the duties associated with their position (88.9%) and two thirds of the administrators (68.7%) indicate that they feel a lot of pressure to work in the evenings and/or on the weekends to get their work done. Interestingly, those who are 40s or those have been working for less than 10 years agree less that they feel a lot of pressure to work in the evenings and/or on the weekends to get their work done.
- The majority of the administrators (92.9%)



perceive that when they take initiative on the job it is usually appreciated and report that they respect the managerial skills of their colleagues (86.9%). They also agree that compared to other administrators, they get equal respect (84.8%). The majority of the administrators (87.9%) report that they feel confident in mediating job-related interpersonal conflicts.

Compensation

- Two thirds of the administrators (63.6%) report that compared to other administrators at their level, they are equitably compensated.



Opportunities for Advancement and Career Development

- Although the majority of administrators report

that their professional development is supported (93.9%), less than two-thirds of the administrators indicate that there are sufficient opportunities for their advancement within the administration at SJSU (62.6%).

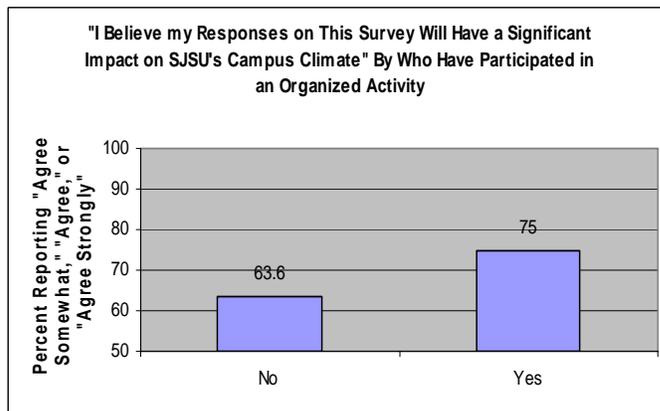
- About 87% of the administrators believe that women in their department have equal opportunities as men for advancement. Interestingly, those who have been administrators for 1-10 years are least likely to agree with the statement that women in their department have equal opportunities as men for advancement.

Perceptions of Staff

- Administrators have favorable views of their staff. Eighty percent of the administrators report that staff morale is good in their department. Furthermore, they report that “they often give feedback on how their staff is doing on the job” (92.9%) and that “they understand what it takes for their staff to do their job” (97%). Administrators (92.9%) believe that their staff appreciates their individual management style.
- Administrators do not find it necessary to monitor what their staff does on a day-to-day basis (64.6%), but expect their staff to get the job ‘done’ even if they have to work late (75.8%). Although the majority of the administrators report that they see it as one of their responsibilities to validate their staff (91.9%), more female (96.4%) than male (89.5%) administrators agree with the above statement.

Will the Survey Have an Impact?

- About 67% of the administrators are at least somewhat optimistic about the impact that their responses on the survey will have on SJSU’s campus climate. Those administrators who in the past two years have participated in an organized activity (conference, workshop, retreat, etc.) designed to promote sensitivity toward issues of diversity at SJSU agree more with the statement compared to those administrators who have not participated in such activity.



Qualitative Data Analysis Portion and Recommendations For Action Are Being Finalized, Summer 2008-September 2008

