

# 2019 BrCCC and AFSCME Climate Survey

## Summary

This report represents the findings of a climate survey of members conducted by the BrCCC and AFSCME unions at Bristol Community College during the Fall of 2019. The goal of the survey was to measure morale at the college as there were several reports of employees not feeling safe or respected at work in addition to a noted recent high turnover. According to Anjum, et al. (2018):

*The term 'toxic workplace environment' has multiple facets that include: workplace ostracism, workplace narcissism, workplace bullying, workplace incivility, aggressiveness, workplace harassment, workplace passivity, and others.*

*The toxic workplace can cause anxiety, stress, depression, health problems, absenteeism, job burnout, counterproductive work behavior, and ultimately degrade productivity.<sup>1</sup>*

## Methodology

This survey replicated a BrCCC climate survey that was conducted in 2002 and 2007, with a section pertaining to administration morale, communications, and respected added. The survey was emailed to members on **10/11/19** and responses were electronically collected using a Google survey. The instrument was quite long for a survey, consisting of 72 questions (66 Likert scale questions and 6 open-response questions) which were then coded for themes. Four domains were examined (facilities; division/work area morale, communications, and respect; institutional morale, communications, and respect; and administration morale, communications, and respect). Results were analyzed in aggregate and responses were confidentially collected.

## Results

The survey was sent to approximately 800 unit members from the BrCCC and AFSCME unions. In total, 226 respondents out of a total sample size of 800 completed the survey. This represents a response rate of 28%, that exceeds the 5% threshold. One-hundred eighty nine (84%) of respondents work primarily at the Fall River campus, 17 (8%) are from New Bedford, 9 (4%) from Attleboro, 5 (2%) from Taunton, and 6 (3%) teach online. The majority of respondents (84%) worked for the college over 5 years (16% between 0-5 years, 35% 5-12 years, 22% 13-20 years, 28% more than 20 years). One hundred three (46%) indicated they work within Academic Affairs; however, the actual count may be as high as 137 (60%) as several indicated they are "faculty" or "adjuncts" but did not self-identify as working in Academic Affairs. Sixty-five (29%) work within Student Services and Enrollment Management, and the remaining respondents work in multiple areas, Administrative Services/Facilities,

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<sup>1</sup> Anjum, A., Ming, X., Siddiqi, A. F., & Rasool, S. F. (2018). An empirical study analyzing job productivity in toxic workplace environments. *International Journal of Environmental Research and Public Health*, 15(5). <https://doi.org/10.3390/ijerph15051035>

non-credit, ITS, or did not identify a work area. Three indicated they were afraid to indicate where they work. The results were 83 pages in total.

The survey identified the following.

### **Overall Findings**

- The most appealing factors in working at Bristol for respondents included the students, coworkers, diversity, quality of work, aesthetic campus, time off and retirement.
- Toxic climate, low morale, fear of termination, lack of transparency and communication issues, inequity across campuses, unfocused change and lack of vision were identified as the most frustrating factors for employment at Bristol.
- Additionally, high-turnover, loss of institutional knowledge, and lack of communication about why employees leave has led to increased fear among employees. The word fear showed up 72 times in the open-responses and was the most dominant theme identified.
- While most respondents described favorable relationships with their supervisors, several expressed concerns about their supervisor's relationship with senior management, or fear that their supervisor may be terminated.
- There is a great deal of distrust in senior levels of leadership at the college. There are also alleged incidents of hostile conduct, disrespect, and retaliation from the administration.
- There is frustration with the pace of change at the institution, noting there is too much too fast with a disregard for history, institutional identity, stakeholder input, and adequate communication. Many reporting having new supervisors or frequently changing supervisors.
- There is also a noted lack of presence, awareness, and investment from President Douglas. Several respondents described her being absent or unengaged at the college and focusing solely on external relations.

### **Facilities Findings**

- Respondents are generally satisfied with the facilities at Bristol, with the condition of the stairs/hallways (67%) and overall facilities (66%) rated the highest among respondents. Items ranked the lowest included bathrooms (43%) and the cooling of the buildings (46%).

### **Division/Work Area Findings**

- Overall, respondents indicate favorable working relationships with their direct supervisor (79% indicated their supervisor treats them with respect, 77% feel they can communicate open and honestly with their supervisor, 73% find their supervisor to treat other employees with respect). However, only 34% report being encouraged to take risks at work, 29% find the morale to be high in their area, and 48% find the level of tension unacceptable.

### **Institutional Findings**

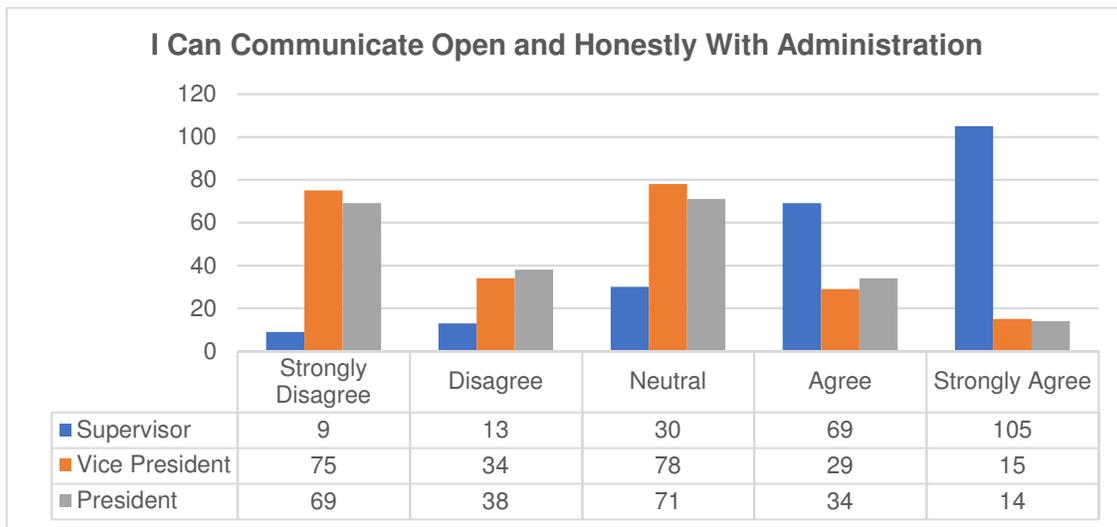
- Ethical and cultural diversity (50%), campus safety (69%), and satisfaction with work environment (41%) ranked the highest among respondents with regard to the institution.
- However, only 16% agree the level of tension is acceptable, 12% agree open and honest communication occurs campus-wide or find the morale high on campus, and 24% find a spirit of cooperation on campus.
- Respondents were not satisfied with interactions with Human Resources (only 10% find HR treats mistakes as learning opportunities rather than punitive, 27% find HR treats faculty and staff with respect, and only 19% find HR represents their best interest). One hundred fifteen (51%) do not feel HR represents their best interest.

## Administration Findings

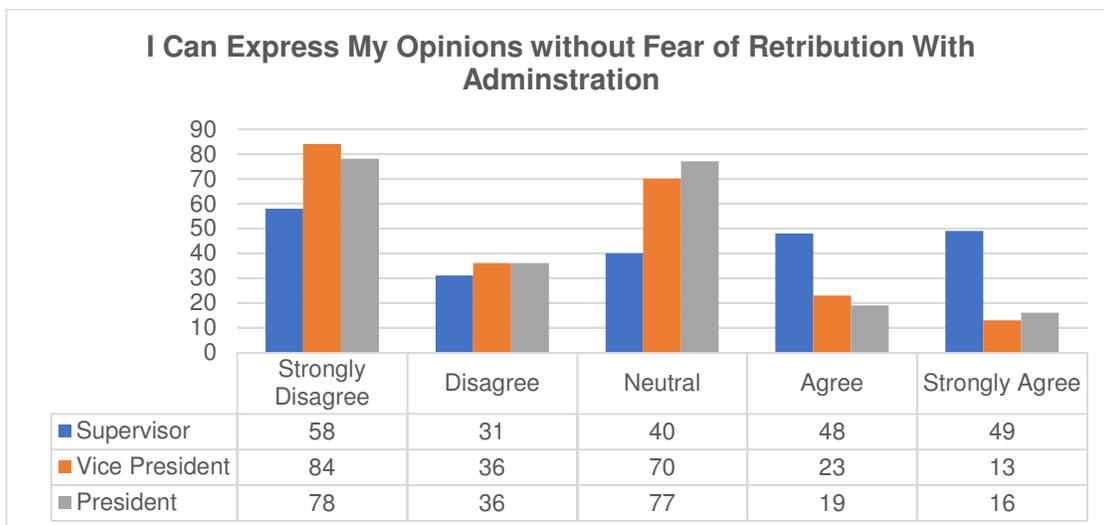
- Items that were ranked highest related to the administration include 163 (72%) find the administration improves/maintains the physical appearance of the campus, 124 (55%) agree the administration modernizes facilities, and 119 (53%) agree that the president promotes appreciation of cultural differences.
- Only 36 (16%) respondents feel they can express their views without fear of retaliation with their vice president or the president of the college; however, 97 (43%) feel comfortable in doing so at the divisional level. Only 30 respondents (13%) agree the administration considers and applies staff and faculty views in institutional decision-making.

## Disparity Among Trust Between Different Levels of Organization

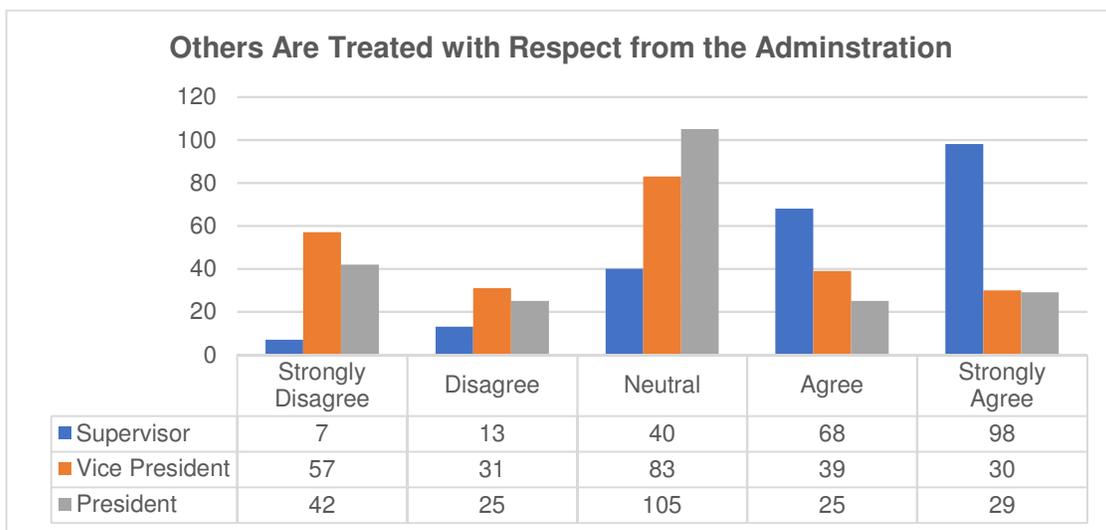
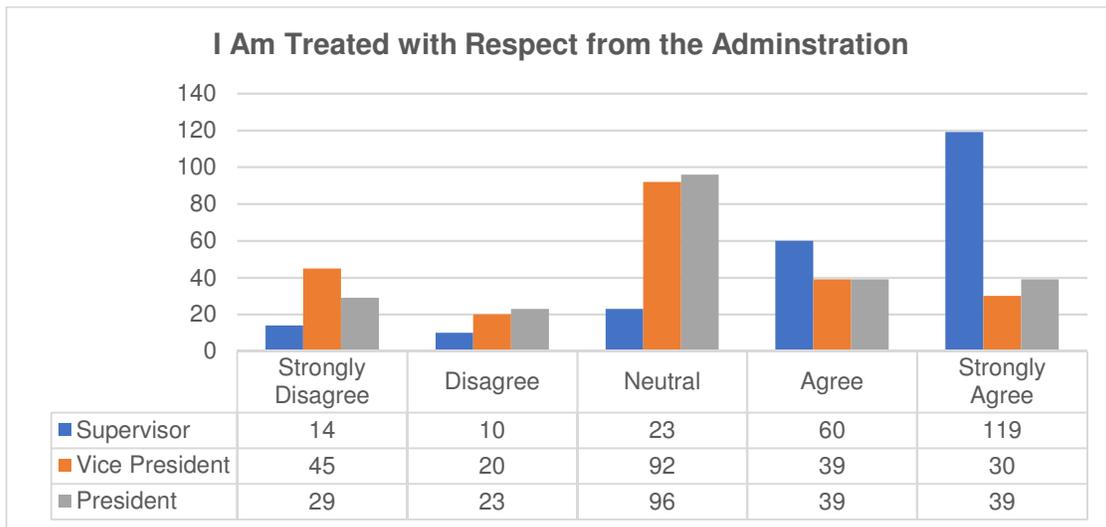
- While respondents were more likely to agree they could communicate openly and honestly with their supervisor (77%), this confidence declined at higher levels of the organization (19% vice president, 21% president, respectively).



- However, fear of retribution permeated at all levels of the institution. Only 43% agreed they could share opinions with supervisors without retribution (16% vice presidents, 15% president, respectively). While it is unsurprising that employees have less confidence in sharing concerns with those in higher positions, the degree of fear is pervasive throughout the survey.



- Respondents also indicated being treated with more respect from their direct supervisor than senior leadership. Seventy-nine percent agree that they are treated with respect by their supervisors, 31% feel that way about vice presidents, and 35% with the president. However, views of how others were treated by the administration were more mixed, with the greatest uncertainty toward senior leadership. Only 9% disagreed that their direct supervisors were respectful toward other employees, but this number rose to 39% for vice presidents and 30% for the president. However, most respondents (46%) had neutral views toward the president's respect toward others.



## Limitations

There were challenges in collecting this data because several members expressed fear of being identified, following participating in recent Academic Affairs survey that was not anonymous despite being marketed as such. While the instrument replicated one used earlier, this survey was not piloted prior to implementation. Additionally, data was collected via Google which does not authenticate users so individuals could potentially vote more than once. However, it would be difficult to conduct a focus

group or survey with authentication, given the degree of fear on campus. The noted themes from the qualitative data help to shed light on the current climate and can help inform next steps for the college.

## Recommendations

- In 2014, New England Commission of Higher Education (NECHE, formerly NEASC) granted the college accreditation and requested an update in 2017 on the college's progress on "establishing an effective model of shared governance with an emphasis on strengthening communication among constituents at the College." However, the results of this survey indicate much work still needs to be done in this area. We propose the newly formed Central Governing Council (CGC) construct a strategic plan for shared governance at the college.
- Additionally, we propose updates on the following initiatives for greater transparency and inclusion beyond open forums and campus newsletter updates.
  - A transition team was formed for the Vice President for Academic Affairs in May 2019, yet there is no record of who is on the team, what their goals or objectives are, or what they have worked on to date. We recommend implementing the same model that was employed by the President's transition team, where minutes and agendas are shared on the college's website so everyone has access to this information and can convey ideas to representatives for better representation.
  - Share how the PACE Climate Survey results of 2017 have been used or what the plan for the results is.
  - The President has Equity Roundtables, the Vice President of Academic Affairs has Appetizers with Academic Affairs, and the Diversity Officer has hosted forums with affinity groups about their experiences at the college. While these forums have occurred, employees are unaware of the purpose, goals, transcripts, or plans for these initiatives. We propose the sharing of the goals for these public forums, as there is great distrust on campus.
- When the Faculty and Professional Staff Senate was formed in 2010, they issued a white paper which recommended having representation on the Board of Trustees. Given that this is not the first time that the Board is unaware of the climate of the college, we propose having representation of a union/senate constituent elected among peers at the Board of Trustee meetings. This would also help to mitigate the unequal balance of power and allow the Board to be alerted earlier of significant concerns.<sup>2</sup>
- Despite the initiatives offered through HR, people still do not feel heard, supported, or valued by this department. Additionally, many employees referenced experiencing bullying behavior from administrators. We propose:
  - Convening a task force to work collaboratively with HR, administration, and unions on the creation of anti-bullying policy and penalties for engaging in such behavior.
  - Conducting an investigation of bullying behavior at the college. The degree of absenteeism and medical leaves among employees should be reviewed as part of this to determine the possible cost associated with this treatment.
  - Implementation of bystander intervention trainings, to be required of all non-unit professional managers.
  - Hiring an independent Ombudsman, appointed by, and reporting to the Board of Trustees, as recommended in the 2010 Senate White Paper.

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<sup>2</sup> Bristol Community College Faculty and Professional Staff Senate White Paper, Positive Potential, Crucial Change: The State of the College and Academics 2010 <http://senatebcc.blogspot.com/2010/05/white-paper.html>

Table 1 Examples of Themes

Themes	General Fear Sample Comments
	<i>People are just plain scared everyday that they or someone with whom they have worked for years will be gone with no notice.</i>
	<i>The administration fires a well respected and long serving individual almost every week without any explanation or even a chance for them to say goodbye to their colleagues.</i>
	<i>No one feels a sense of job security. Anyone can be fired on a given day.</i>
	<i>I live in fear everyday that I will be let go from my job.</i>
	<i>I fear retribution and being sent to HR.</i>
	<i>Fear of retaliation has stymied honest conversations.</i>
	<i>Fear of the unknown is evident throughout our area.</i>
	<i>Morale is low, there is fear that nearly anyone could be fired or retired and then replaced.</i>
	<i>Toxic and fearful environment created by the top three administrators creates this bad atmosphere in this college.</i>
	<i>The morale and fear is like I have never experienced in my years with the college. I feel unsafe, insecure, and like I am being watched and set up to be let go.</i>
	<i>People come to work in fear that they will be fired, or others will be fired and they will have to do the work for multiple people. The current mantra is to keep your head down to avoid being noticed. Everyone is in survival mode.</i>
	<i>Honest, open communication without fear of retribution would go a long way not just in the department, but college wide. The current atmosphere is stifling.</i>
	<i>...but we seem to be losing ground here many seem scared they will lose their jobs...fear and intimidation are real deterrents for empowerment and connectivity.</i>
	<i>Second floor of D building should stop making this place a negative place where we all fear for our jobs.</i>
	<i>During the past year the number of people fired or forced to resign has created an atmosphere of fear that is not conducive to a healthy environment.</i>
	<i>Now it seems everyone is drinking the coolaid in fear of losing their jobs. People talk in whispers in the hallways to people they think they may be able to trust and everyone is saying the same thing, no one thinks these new changes are beneficial but no one is allowed to question them.</i>
	<i>Morale has been very low in our division. Upper level management has not supported or respected us in the manner expected. It seems that it has intentionally attempted to create an atmosphere of fear for most employees I speak with.</i>
	<i>Why have so many qualified people been fired? Why do they act as though nothing good happened until they showed up? Fear of retribution is very real and on the employee's minds. I have worked here for over a decade and I have never seen morale so low. Even students are afraid to say anything for fear of being reprimanded. A perfect example is the fun107 Facebook post by a nursing student who was upset that administration got rid of the pinning ceremony. The student was so afraid they had fun 107 alter their voice.</i>

*I have worked in this department for 20 + years under 3 different presidents and I have never seen such low morale. I feel like the "family" atmosphere is gone- replaced by one of fear and anxiety. We are no longer seen or treated as people but rather we are looked at as positions that can be manipulated on a whim or tossed out all together. I do think this is not something that happened accidentally....this is what they want...they want us to be fearful for our jobs. They toss around words like transparency and just because they say it is true. I have never seen so many secrets and lies. It seems like every week you hear of someone being handed their pink slips and walked off campus like some criminal. It is really disheartening and discouraging.*

*In all of my years at this institution this has to be the lowest point the school has ever been. Besides working in fear, you just feel sad for so many great people who have been escorted off the campus. What is even worse is that the students also realize just how bad things are.*

*A culture of fear has been implemented at the college. Outspoken individuals seem to disappear from their jobs, NUPs are being removed nearly every week, and their knowledge is going with them. Positions are not being filled with adequate staff or trained staff. Positions are left open for months at peak processing time. Administration seems to be hiring the people they want rather than the most qualified individuals for the job.*

#### **Themes**

#### **Positive Relationship with Supervisor and Fear of Senior Administrators Sample Comments**

*My immediate supervisor is great. The administration above him/her is very vindictive and makes people afraid to speak up.*

*My relationship with my direct supervisor is excellent, but rare. My observations of higher level supervisory management is terrifying.*

*I have always had a positive and constructive relationship with my supervisor but they are regularly required to implement collegewide policies that are disrespectful.*

*I don't think my supervisor is a bad person I think she reports to someone who works closely with the President and no one wants to go against her.*

*While my picks may not suggest it, my supervisor is a nice person. Unfortunately they are working for an administration that has created this toxic and fearful environment. I understand that they are working in fear as they don't want to be the next individual to be walked out by HR and the campus police.*

*I believe my supervisor would like to know more about what I do and be more available, but I believe my supervisor's workload is unbearable. I believe they have a lot of pressure on them from their supervisor. I also believe my supervisor values my suggestions; however, I do not believe my supervisor feels empowered to make decisions or feels listened to by their supervisor, which in turn trickles down to our work area.*

*The institution operates on the basis of fear. Professionals fear for their own employment, and fear for the employment and emotional safety and well-being of others they care about, notably many of our exceptional non-unit professionals, held in high regard by faculty and staff. Communication from upper management has been disrespectful, dismissive, and misleading. Unfortunately, it is clear that this unacceptable environment has emanated directly from the President.*

#### **Themes**

#### **Distrust of Senior Leadership Sample Comments**

*Administration is seeking "yes" people who are not experienced, and don't have any institutional memory for a reason. The value of metrics and social media is designed to falsify the quality of the BCC environment and to legitimize their decisions. Enrollment continues to decline, the morale is awful, and they are pretending it's only a byproduct of "Change." It's not.*

*The current leadership has a small handful of people in power. There is an illusion of shared governance, transparency, inclusion, and equity. There are many buzz words used, open forums and updates, but decisions are made well in advance without the inclusion of stakeholders.*

*Adequate, but too power-hungry. There's been, as I mentioned, a lot of lip service paid to shared governance, but what's there is too fake and doesn't really result in much. Although there is a lot of talk about shared governance, the most important decisions are made behind closed doors without faculty/staff input. It seems that no matter how many times we are asked to "share ideas," the result will be the same - administration makes jarring decisions. For example, abolishing the pinning ceremony (horrible idea) was only reversed because of social media pressure.*

*I feel the President and VPs want to destroy institutional memory. They are vindictive and will target good people for not going along with their "leadership."*

*Although the administration has encouraged employees to be open and honest, they have shown that disagreements will not be tolerated. Many of people perceive that there is a very "my way or the highway" attitude from the administration. This attitude has dampened morale.*

*I have never known such a spirit of fear and mistrust at this college. People across all areas are afraid to speak out as one-by-one they see their colleagues walked off campus. It is, simply stated, a horrible way to work on a regular basis.*

*I think there is a spirit of communication, but mostly between staff and faculty. It feels very adversarial when it comes to the administration. I've never been one to buy into the whole "us vs. them" mentality, but it feels like the new administration thinks of us as the enemy. This is new, and very unsettling. The questions in regard to HR are also difficult, as my personal experience has been positive, but I know several people who have felt that HR is wielded like a sword by certain people in the administration to "take care of" those they find troublesome.*

*She made sure a certain individual was put into a position of power despite having tons of negative feedback. I believe she has a goal in mind for the college and is not concerned with how we get there. I believe that BCC has gained a negative reputation with other institutions since she has come on board.*

*The Academic VP did not even meet the qualifications of the job when it was posted. Then when you watched the interviews she could not compare to the qualifications or the expertise of the two other candidates.*

*The current CAO is not qualified for the position, and does not respect or value the role of faculty. The current CAO is a manager and not a leader, illustrated by the fact that in the year she has been in the position, Academic Affairs has been thrown into turmoil, and she has shown no ability to lead her team to create a unified, positive moving agenda. Instead of things getting better, even a year into her tenure, things are clearly getting worse. We have/had many exceptional deans, leaders who value their faculty and staff, and I fear that through the chaos and turmoil of the current situation, we will lose even I feel that the CAO has not provided adequate academic leadership.*

## **Themes**

### **Too Much Change Too Fast and Lack of Support Sample Comments**

*Good but constant change in supervisors are hurting relationships.*

*My supervisor changes too frequently to build a relationship with them.*

*Due to many changes in the division, my supervisor is brand new to me, so responding to those questions was difficult.*

*Due to a number of factors, I am with a new supervisor, so answering those questions proved to be difficult.*

*We are building a working relationship, my supervisor is somewhat new so we don't know too much about each other or our working style.*

*I have too many supervisors and they are all brand new!*

*New inexperienced leadership making uninformed decisions and belittling staff.*

*Most areas are experiencing a deep learning curve because everyone is new to the college.*

*My supervisor is new to the position (not to the college) she is afraid of her superior who is a bully. She is a nervous wreck and taking direction from her is very difficult, mostly because I don't think she wants anything to be able to be blamed on her. I try to get as much put in an email as possible so that it can be traced but she is very careful.*

*I would describe my relationship as "new". Suggestions include more staff meetings which will be happening very soon, and time to see how more situations arise and then how they are handled.*

*Allow the new supervisor ample time to acclimate to the position and to make suggestions/changes based on experience rather than based on rumor or what another college is doing.*

*As a relatively new hire, I have been very discouraged by the low morale and in the first few weeks considered leaving Bristol because of how I was treated by some of my colleagues. I have now overcome those feelings, and am committed to seeing this institution through this challenging time, but I felt like there was no support for me as a new hire to get to this point and that is just wrong.*

*I believe the employees should be asked about the changes being made and see how that is going to impact their work load and pay. Too many changes in the division have happened and I'm sure a lot of people feel uncertain about their jobs and/or afraid to communicate to supervisors about how they truly feel. Definitely not the right environment to be working at. I have never seen this college operate in such a way- changing for change sake and not using input from anyone. This seems more like a dictatorship.*

*I am so disappointed in the workplace that BCC has become. It has fallen apart before my eyes and its unfortunate. If it keeps going at the rate its going it is going to be another Newbury/Mount Ida, shutting its doors unexpectedly and we have no one to thank other than the administration.*

*Stop pretending to solicit feedback and have transparent processes and ACTUALLY want feedback and have transparent processes. A lot of change is happening at the college and a lot of that change is happening without real input from stakeholders*

*Any morale issues in my division are related to decisions made above my supervisor which are not communicated well and are never given reasons. Changes are made with no input from those who will be effected and without the benefits of those changes made clear.*

*Changes with no faculty input, the many firings of respected college professionals, and the clear and present negative work environment and pressure on all levels of management have made work at the college very difficult. The notion of a "BCC Family" where employees are valued and respected by upper management has been obliterated.*

*Morale is currently low, in my opinion, due to changes in structure, expectations, and personnel. Personally, I believe the way the union process is defined contributes greatly to feelings of mistrust between management and unit members. Management cannot discuss changes with unit members until discussed with the union. Then the union communicates information to unit members, out of context, before management is allowed to. This creates a*

*feeling of deception and does not allow for open communication between management and staff, like most professional work environments allow.*

*The administration is making changes too fast without appropriate input from the experts who have been doing the job. Change is good and improvement is necessary, but only through collaboration will we achieve change that makes sense. Right now it is the decision making process that creates stress because there is little explanation of why changes occur, who makes the decisions and what the ramifications are for those changes.*

*Constant and unrelenting changes, retrenching of positions that do not allow staff who have held the position to apply (purposely), the lack of respect for long-term employees and the history of the college have all combined to make Bristol unrecognizable from what it once was.*

## **Themes**

### **Lack of Presence and Investment by Leadership Sample Comments**

*The president is not at all invested in Bristol Community College. I have worked here for 10 years and have never seen such low morale as we presently are experiencing. It is such a shame. She has done nothing to try to make us get back on track. She does not deserve to remain in her position.*

*Last semester a young student passed away on campus of natural causes. The president did not even attend any of the services. The most important night on campus for our bright students is when they are honored for their academic excellence through the Phi Theta Kappa Program. The president did not attend!! Now the president wants to deny our nursing students the ability to hold a pinning ceremony as has long been a standing tradition at the college and one in which our students take great pride. Seldom is the president seen on campus or at any events held on campus. When she does attend, she does not engage with students or faculty. Instead, she is off to the side or in the back texting on her cell phone. What an awful example to set for our students. The new president does not show any interest in Bristol community College except when it is very public and she is receiving some type of accolade.*

*The president is a figure head. The only time I have ever seen her is at events where a camera will be. Our previous president would come through our offices, knew people by name, ask about us and our families, this president wouldn't know if I were a student or employee if she saw me walking around.*

*The president doesn't know who I am. The former president did. I'm not sure why that is, but it felt nice to be recognized by name on campus. People were unhappy with the previous administration but at least they cared about the people who help to make this place run smoothly. The new president seems to only care about power and making sure everyone around her smiles and shakes their head yes when told.*

*Unfortunately, it seems as though the President is leaving the running of the college in the hands of two particular vice-presidents and is not paying attention to the culture they appear to be creating - a culture of fear and mistrust.*

*I feel that ever since the new president has taken over, that there exists a sentiment of "us against them." I don't believe the president is sincere at all in anything that she does and that all of her efforts are self-serving. Everyone on campus is on eggshells waiting to hear who has been terminated this week!!! It is awful! We all come to campus, do our jobs and leave immediately for fear of crossing the new president. She seems so disapproving of all [that] we do. No one wants to volunteer for anything extra as we see all of our efforts as being unappreciated. The new president has turned out to be such a disappointment. We all had such high hopes for her. Instead, we got someone who is extremely self-absorbed.*

*I feel that the new president does not put the students first. She is all about herself. Unfortunately, she is not a leader. It's easy to come into an organization and fire people all the time. She has made no effort to build relationships with faculty and students. In fact, I'm on campus all week and never see her on campus.*

*There is a real sense of fear on campus. It's everywhere- no matter who you talk to from facilities up to the deans feel it. Please understand, I am not fearful of change- not at all. But the speed at which it is happening, without the "transparency" promised, has led to a toxic environment. I personally like the President, and feel she's done a lot to improve campus facilities, but none of us can figure out if she knows what's happening on the ground, and ignoring it, or if she's completely ignorant of it. Either way, it makes her seem aloof and uncaring to a faculty and staff who have given all they have to the college. We are here for the students, many of us don't understand the atmosphere of punishment and reprisal. We are capable, smart, flexible, and innovative, but have been treated as unruly children by this administration.*

*Seeing how morale has fallen over the years and how the new administration doesn't seem to even realize it.*

*Our toxic administration and the frustration that our Board of Trustees have either turned a blind eye to all of this, or even worse they aren't even aware how bad this situation is.*

*I have loved most of my time at Bristol and, for most of my time here, have loved the position I work in. I'm sad that so many things are such a mess, especially in my own corner of the college, and frustrated that so many higher-ups can be either tone-deaf or ineffectual. I've loved this place and don't want things to be this way.*

## **Themes**

### **Hostile Conduct and Disrespect Sample Comments**

*She is completely disrespectful to faculty, she is rude, and speaks to people as though she is their mother and she is scolding you for doing something wrong.*

*Morale is low, lower than it has been in my many years at the college. This has been caused by the lack of basic human dignity and respect afforded to college employees by the uppermost management at the college. The institution operates on the basis of fear. Professionals fear for their own employment, and fear for the employment and emotional safety and well-being of others they care about, notably many of our exceptional non-unit professionals, held in high regard by faculty and staff.*

*Communication from upper management has been disrespectful, dismissive, and misleading. Unfortunately, it is clear that this unacceptable environment has emanated directly from the President.*

*People are scared and feel disrespected. Nothing will change until admin recognizes this in a real way. People are overworked, underpaid and tired. Real change will lead to increased faculty and staff engagement, which ultimately results in student success.*

*People are spending too much mental energy focusing on fear and lack of transparency. This inhibits creative and academic pursuits. We are losing sight of our focus, STUDENTS. Faculty and staff need to be validated and respected with actions - not words.*

*The morale on campus is the lowest I have ever seen. Most faculty and staff that I speak with feel worried for their future, feel they cannot speak their minds without retribution, and feel that decisions are made in less than transparent ways. Staff have been demoted and/or dismissed and the college as a whole does not know why. Faculty and staff have trouble knowing who they can trust, but they have very strong feeling about whom they cannot trust. There is a high level of anxiety, fear, and paranoia on campus.*

*Worst employee morale EVER. Management is hostile and vindictive and seeks to punish rather than to support and encourage.*

*This administration appears to be vindictive. People are fearful.*

*The level of "polite bullying" and gaslighting is beyond anything I have experienced anywhere else in my professional work history. Not a good work environment, to say the least.*

*I personally feel respected but see a great deal of disrespect across the campus especially toward professional staff who do a great job and care so much.*

*I feel the President and VPs want to destroy institutional memory. They are vindictive and will target good people for not going along with their "leadership."*

*Staff are burned out and feel disrespected. We are an academic institution, not a business . I used to be engaged, but now just focus on my work. This is not healthy for the long term sustainability of an organization.*

*Disconnected and vindictive administration with a corporate outlook. I hear them talk about "customer service". This is a college, not a convenience store.*

*That the new President dismisses personnel constantly, creating a culture where all employees are on edge.*

*The Douglas Administration does not respect the faculty and staff. It manages through fear and intimidation. It is racist and sexist. This has become a very uncomfortable place to work.*

*Disrespect, lack of appreciation and value of faculty and programs. Lack of communication from leadership when making decisions that affect the program and community. The new hires walk on water while the old walk on egg shells, new employees get promoted fast, get recognition awards, I really feel that is a different treatment towards old employees and having to be threatened as to losing your job. I have heard that our VP asks Deans and Directors to tell him who is giving them a hard time and [then] he implements performance plans and next you are fired or retrenched. This creates a hostile working environment for many.*

*I feel that the CAO holds grudges, and I've seen colleagues suffer since her hiring as VP of Academic Affairs. The position appears to have allowed her unchecked power. I have no problem with Ed Cabellon, though I have heard about the problematic working conditions there.*

*Seems like if you are the person on the top you have all the power ...I see many trying to stay under the radar.. shut up and do your job or we will replace you....and although "they" ask you on occasion what you think ...you are wasting your time it goes in one ear and out the other ....geez we are grown-ups here aren't we? Trying to pave the way so our students can reach their goals in all areas of their lives, I thought was the objective here....I guess making a name for yourself is more important for some....sad indeed.*

*The current administration is dangerously inexperienced and does not seem to have a plan other than to tear down existing structures. Many of their decisions seem to be spiteful, motivated by personal animosity and/or self-interest.*