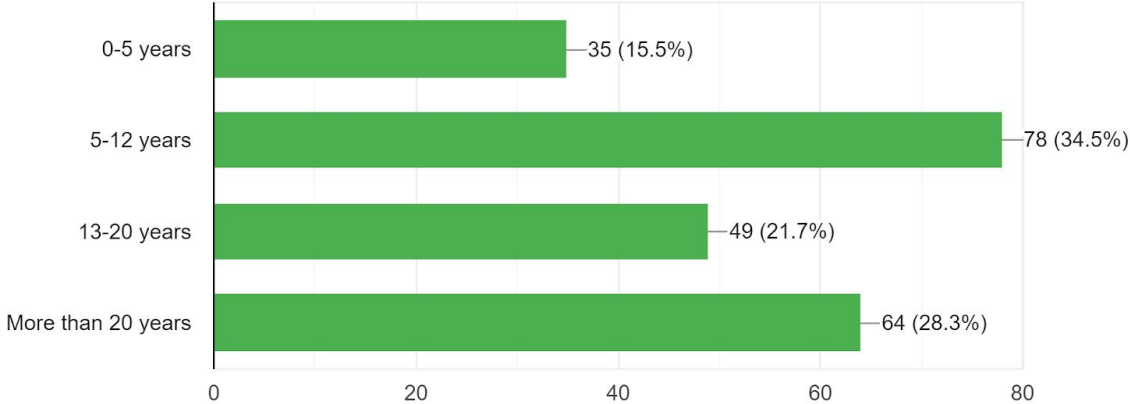


# Demographics

1. What is your total length of service?

What is your length of service?

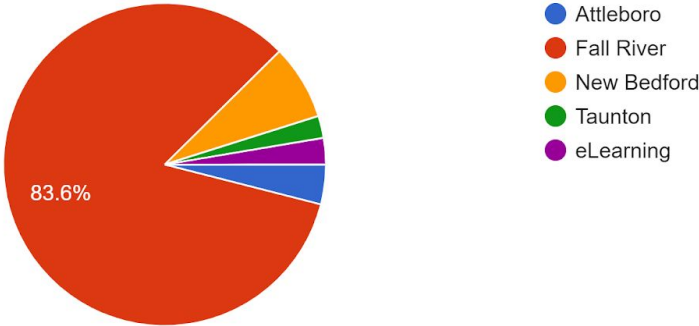
226 responses



2. On which campus do you work?

On which campus do you work?

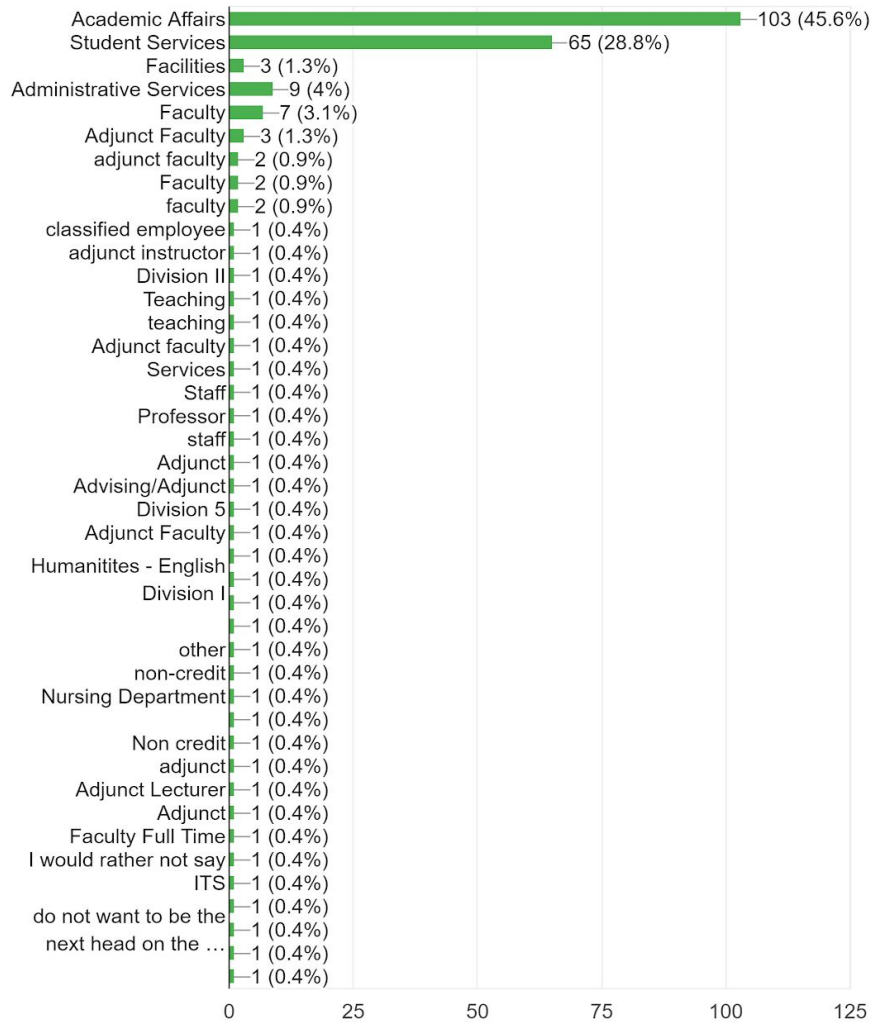
226 responses



### 3. For which area do you work?

For which area do you work?

226 responses



# Facilities

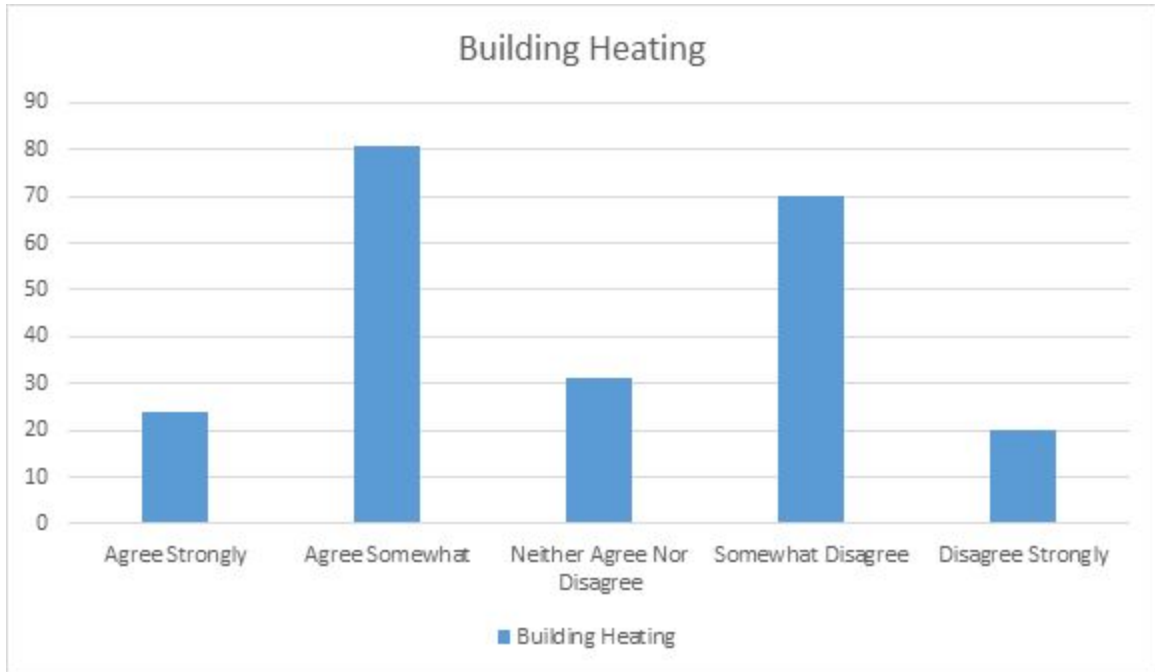
Rate each statement and decide how much you agree or disagree with that statement. Circle the number that corresponds to your answer, using the following key:

1	Agree Strongly
2	Agree Somewhat
3	Neither Agree Nor Disagree
4	Disagree Somewhat
5	Strongly Disagree

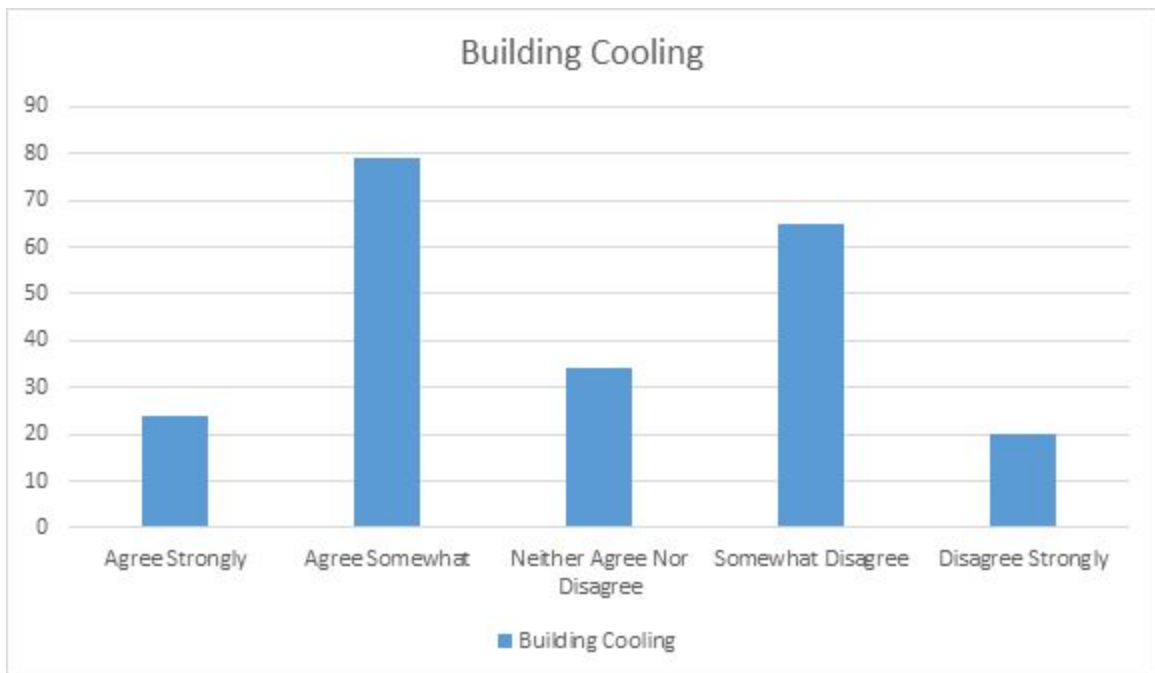
4. The air quality on campus is acceptable.



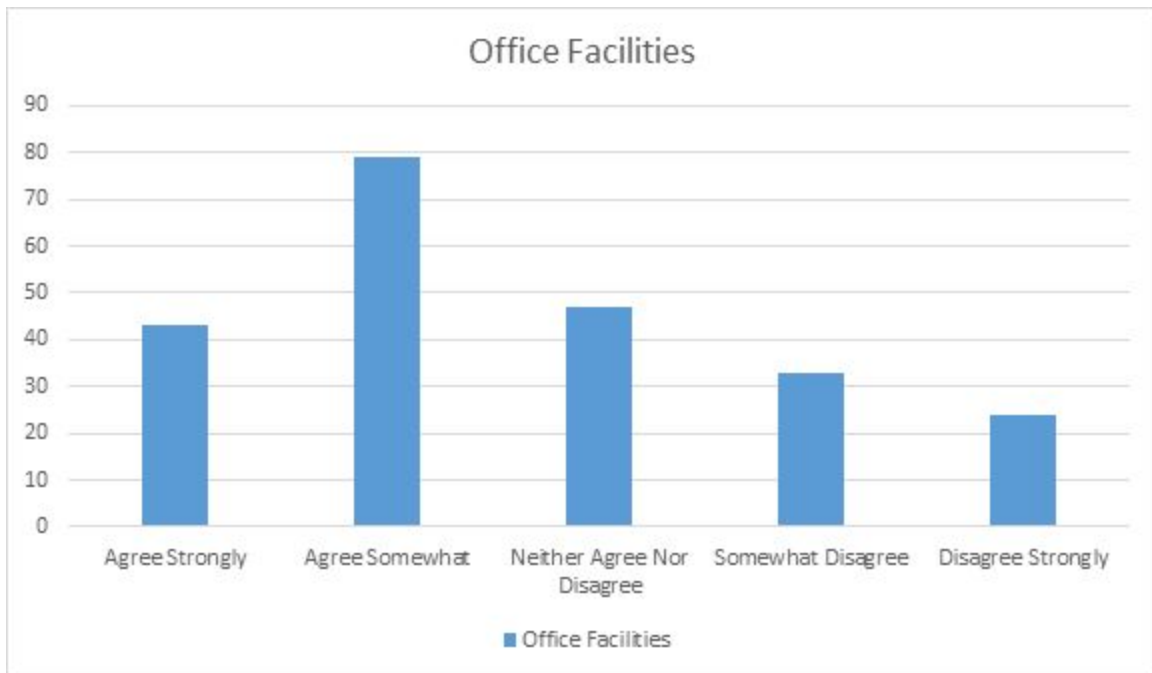
5. The heating of the buildings in cold weather is acceptable.



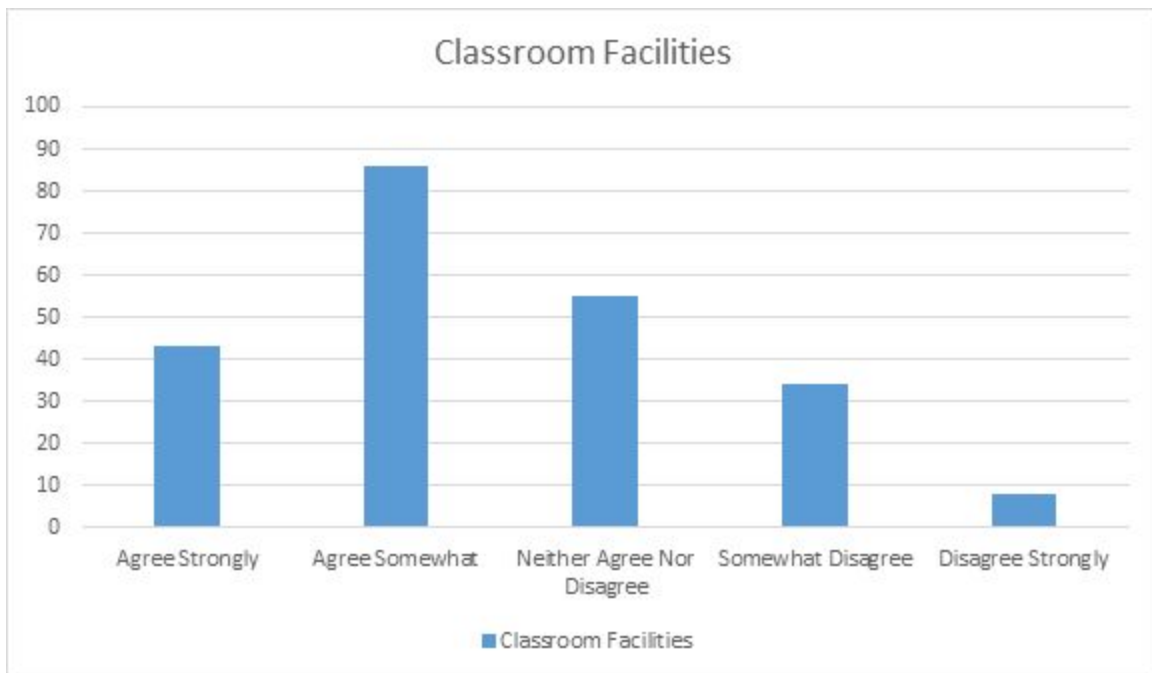
6. The cooling of the buildings in warm weather is acceptable.



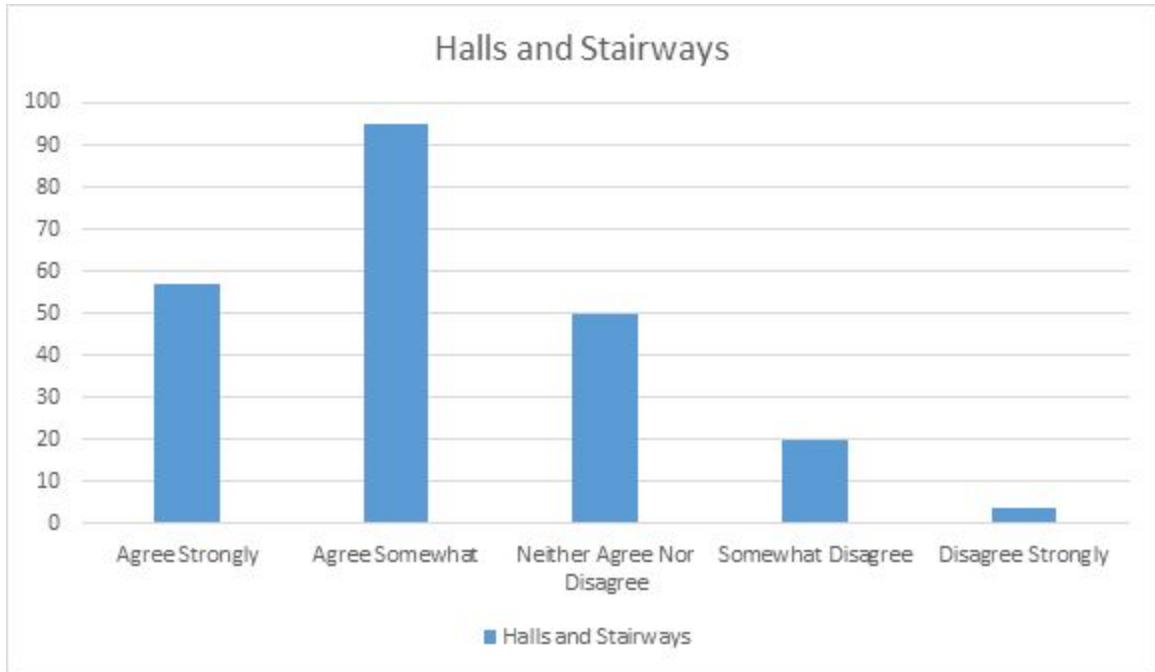
7. The office facilities are acceptable.



8. The classroom facilities are acceptable.



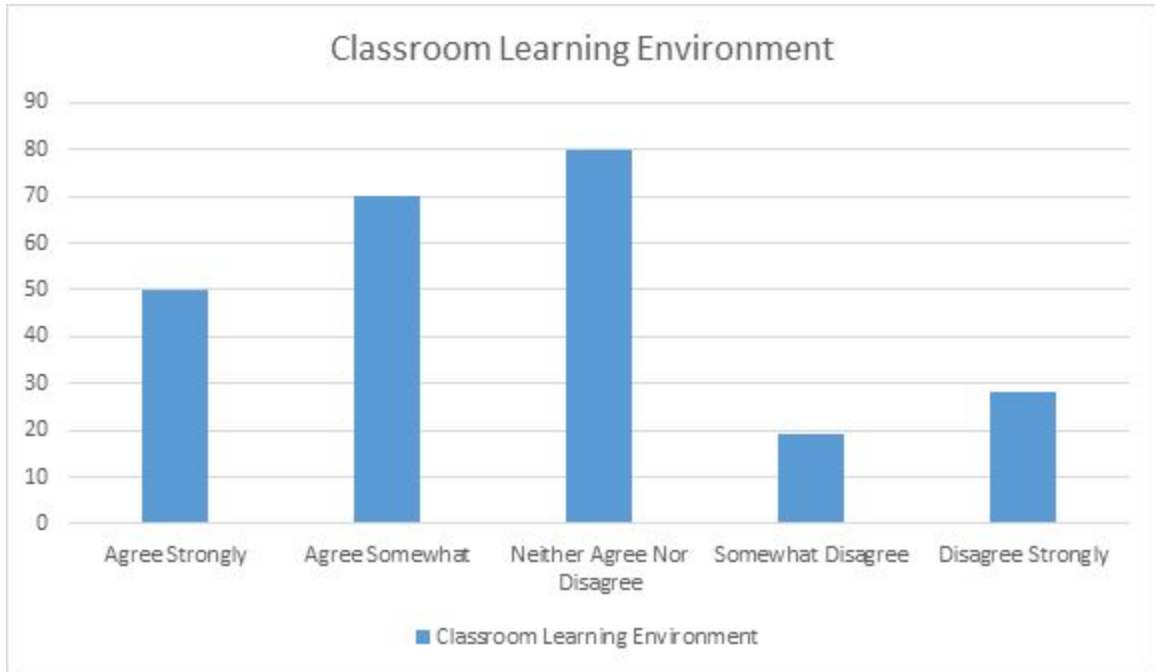
9. The halls and stairways are acceptable.



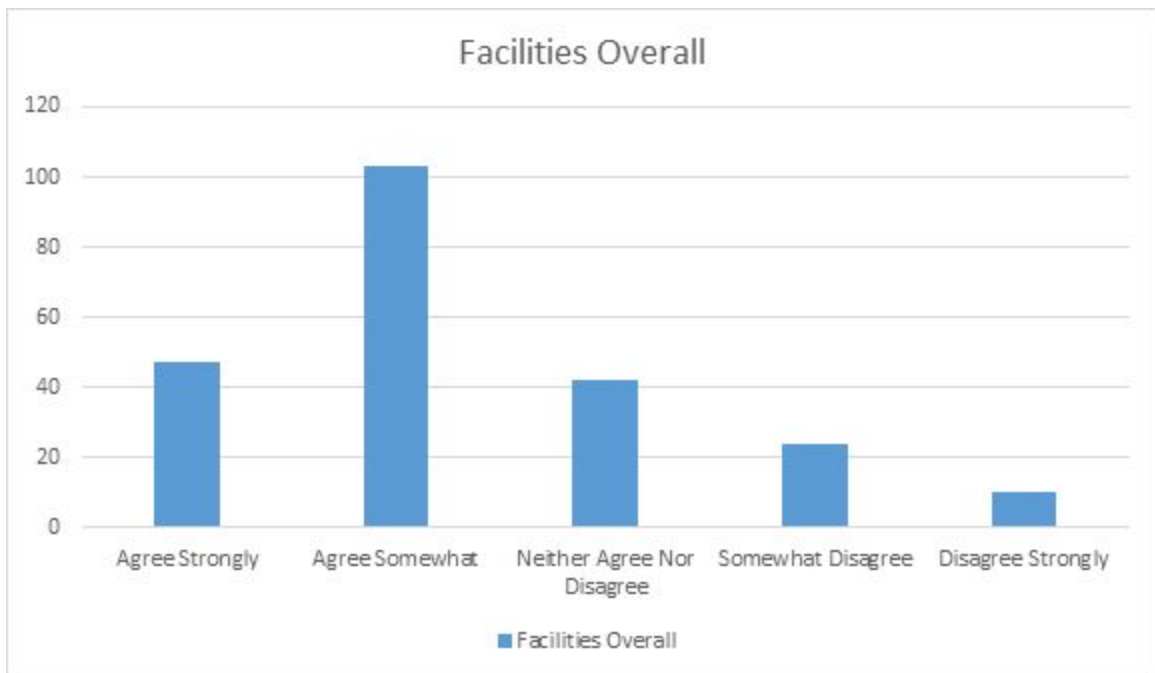
10. The bathroom facilities are acceptable.



11. Classrooms and lab facilities provide a positive learning environment.



12. Physical facilities overall are adequate.



**Please provide any additional comments you would like to make related to campus facilities:**

**Not enough bathrooms for woman. Faculty need a place to put papers instead of on the floor when using bathroom facilities between classes.**

**It would be nice to have paper towels in the bathrooms.**

**Facilities does an amazing job with the campus! Bathrooms and offices need to be cleaned, mopped and vacuumed more often. Heating and cooling are hit or miss, some winter days too cold, some summer days too hot, but overall good.**

**The air exchangers in many rooms in B building have not worked for over 10 years.**

**Taunton facilities are excellent. In Fall River, some buildings are better than others.**

**The internet connection situation and phone reception suuuuuuuck**

**The physical office space where I am located is often noisy with students frequently passing through or hanging around outside the office suite.**

**I'm not sure my building's heaters, fans, etc. get cleaned often or well enough. I've had coworkers and students who say their allergies seem worse when they're in my building. (I have some environmental indoor allergies myself - I haven't noticed them being a lot worse here, but on the other hand, my residence probably has some of the same issues.)**

**Many labs are original to the building and there is little to no funds to modernize equipment.**

**Bathrooms lack ventilation.**

**The grounds are beautiful but the buildings are in need of improvement.**

**Labs and office very cold. Call facilities and nothing changes. Really bad fumes during roof construction. Had to attend faculty meetings and got a bad headache. Also unsure what PCB remediation was being done earlier this semester--not well covered outside and no communication about it.**

**Several restrooms entirely lack HOT water, especially H building (although L building is proving similar). As the posters said, "HOT water is essential in fighting contagion" -- ironically directly adjacent to lukewarm hot water taps.**

**The facilities workers do the best they can with what they have to use. These buildings are getting old and not much money has been put into them over the years.**

**Ongoing improvement in E building a plus**

**In cold weather you have the air conditioning going. In the warm weather it is also too cold.**

**Need to regulate G building better.**

**The ventilation for the buildings are very poor. In the summer, the AC doesn't stay consistent. In the winter, the heat is too high. The bathrooms have NO fans at all.**

**ALI depends on maintenance person. Some very good, some awful**

**Bathrooms are a little antiquated.**

**The workers seem to work hard and are friendly in my building and are pleasant across campus Generally things are fine. But there are problems from time to time.**

**Most bathrooms are badly in need of remodeling and they are poorly ventilated; sometime a bad smell even comes out of a bathroom into the hallway. Office space for many faculty members is**



poor. My office is very small and I have to share it with another faculty member. This is especially problematic during advising or when students want to meet with me or my office mate. Confidential conversations with students are impossible. This seems especially unfair when most of the offices in D building and G building are very spacious and private. This poor office space makes me feel very disrespected. Even some of my students have commented on the cramped space.

There is no consistency in the placement of projectors or white/black boards in relation to the position of the students seats making for an often less than conducive learning environment. Some classroom air conditioners / heating systems are loud and disruptive. They are difficult to speak over and are a huge distraction to students. Many classrooms require portable dehumidifiers due to the poor air quality which are also loud and disruptive during class. The temperature is inconsistent from room to room and the inability to control it without requesting maintenance assistance creates unnecessary interruptions.

Men's room on 1st floor of library is dimly lit

I constantly am bombarded by diesel fumes, either from the BCC trucks that drive around campus, the buses that sit running in front of D building, or the trucks delivering.

Most classrooms have blinds that have been broken for many years. I usually try to open them to improve the classroom atmosphere, but many times it is impossible.

As one of the undress of adjuncts on the campus I would love to even have a filing cabinet (maybe one of the dozens of those in the G storage space) put into an area where I could keep all of my materials, since I share an office with 7 people, and find that the facilities in the Lash center are too transient for most adjuncts with supplies and changing schedules to use.

All walls, everywhere on campus, should be painted to deter cement particles from the walls from going into the air that we all breathe. Unrelatedly, all chairs with postage-sized desks attached should be replaced; classrooms should have tables.

When students refer to the the women's bathrooms in the library as "murder bathrooms," there's something wrong. Over all I find the facilities acceptable, however there are bathrooms that need a serious overhaul- some just a nice new coat of paint.

Depends on the maintainer in the building some are excellent and others just scrape by and no one is doing a check.

the bathroom in G Bldg is absolutely unacceptable...hasn't been updated in years with the exception of a new paint job here and there and new faucet handles

please remove mold tiles when they appear

Generally the facilities are acceptable, but stairwells in E and L can be dark and the bathrooms need more room to accomodate different body types more comfortably. There are also some bathrooms that are clearly suitable for more people and they have been designated single use, but smaller bathrooms are not. There is also a persistent problem in the summer and winter (not just in Fall River) where classrooms and labs are overly hot or overly cold. This problem has improved somewhat in that these days are reduced, but they still persist.

many offices and classrooms are damp and smell like mold

our new office space have three smaller offices with doors but openings at the ceiling so no privacy for students. Three secretaries work in an open area and it is usually so noisy because there are so many people working in one area, students are often overwhelmed when they come in and need something from us.

The heating and cooling systems and the building envelope in Attleboro needs to be addressed. Offices are acceptable, but more are needed for appropriate staffing needs.

I don't work on campus, I work off site, this does not apply to me.

My office NEVER gets vacuumed or cleaned.

The facilities staff are awesome.

Office space is severely lacking. I am currently sharing space with 5 other people in an area that does not have floor to ceiling walls and students are sharing confidential information and have to whisper to do so.

There is never paper towel in the rest rooms (only on the 4th floor)

Bathrooms need to be cleaned and stocked more often. Classroom tech set-ups are not ideally situated.

The ladies bathroom in the library is dark and dingy. The paper towel dispenser is broken. The seat in the handicap stall is broken. Considering the library is the one place the public is most likely to visit freely it may be a good idea to update the restroom or at least help it look more presentable.

The grounds of the campus are absolutely beautiful and well cared for. The interior of the buildings are always clean, including the restrooms. When it snows, facilities have the parking lots and pathways cleared before I come in at 8 am.

The air quality in many building on the Fall River campus is bad. Mold grows often and when I'm in certain rooms for longer than a few hours I leave with a headache. The fact that we still have to use chalk boards rather than white boards is pathetic. Many rooms don't have enough board space to use the projector and board at the same time (K204 is the worst). Rooms in Attleboro that still have individual desks are hard for students to use a book and take notes. There is also only one left handed desk in each room. Tables would be much more useful in any classroom situation.

I work in the J building. Bathroom on the first floor, the doors are dirty and the paper towel has been empty for the past 2 weeks. unusual

AC and heat vary greatly from bldg to bldg and room to room so difficult to answer general question. Classrooms are structured for 20th century not current environment. Need more flexible furniture designed for collaboration and computer use not old school lecture note taking.

The grounds are impressive!

Heat/AC in some offices is non-existent. I had to purchase my own fan and portable heater to remain comfortable.

I teach off campus

C Bldg and H building seem to have air quality issues. I cannot work for long in C bldg without having odd reactions such as flushed cheeks, bloody noses and other respiratory issues.

**This is a difficult question to answer as the situations vary widely from building to building. Many bathrooms are dirty.**

**Even though there have been updates, there is still much work that needs to be done. While the campus has been wasting away, so have the tools we need to do our jobs. Computers are outdated, and there is no quiet place for our students to study at anymore now that the library has become the new tutoring center. Tutoring is really needed, but everything looks like it was just put there with no real plan. I feel bad for the people in A. The new bookstore looks great - I guess because it generates money and library and tutoring do not - is that why the library looks so messy - like there was not a real plan for the tutoring takeover. The windows and doors are disgusting - never mind the bathrooms. The campus needs a good cleaning. Why are there no students in J, G or H building? These were popular hangouts. Now students go to class and go home. The campus is no longer welcoming.**

**I do not teach so I remained neutral on the classroom questions - that neutrality is not meant to be negative on the scale.**

**cleanliness of bathrooms and office space is disgusting. While some offices have the best new equipment, others have old, stained, broken furniture.**

**everything is well taken care of**

**Bathrooms need ventilation. Many have no fans and no windows**

**Multiple requests to improve my office space by removing extraneous furniture and adding furniture that will facilitate working with students have not been answered.**

**There are an insufficient number of computer labs; projectors and computers are not consistently functional; heating/cooling units are often loud, faulty or send out an odor.**

**The computer labs in H building are way too cold during all seasons. It is not uncommon to hear both students and faculty mention how cold they are during classes.**

**I teach at more than one campus so this should be included**

**Some parts of building E are too warm. Others are too cold Wall or window AC is loud**

# Division/Work Area

## Morale, Communications, and Respect

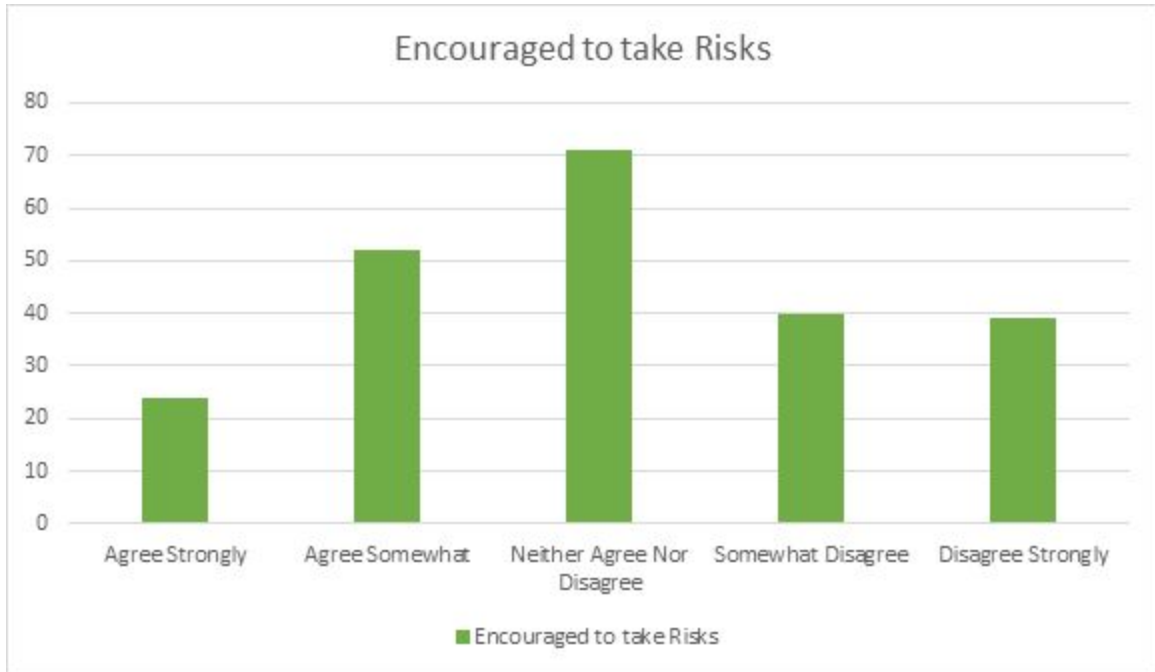
Rate each statement and decide how much you agree or disagree with that statement. Circle the number that corresponds to your answer, using the following key:

1	Agree Strongly
2	Agree Somewhat
3	Neither Agree Nor Disagree
4	Disagree Somewhat
5	Strongly Disagree

13. The level of tension within my division/work area is acceptable.



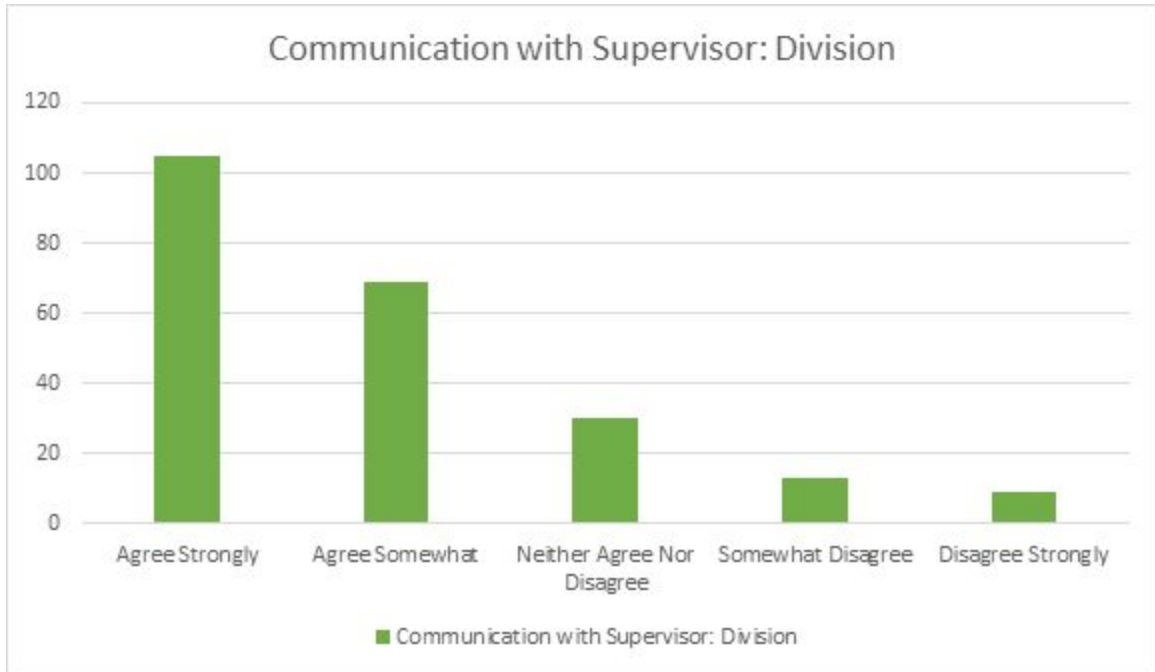
14. I am encouraged to take risks in my work.



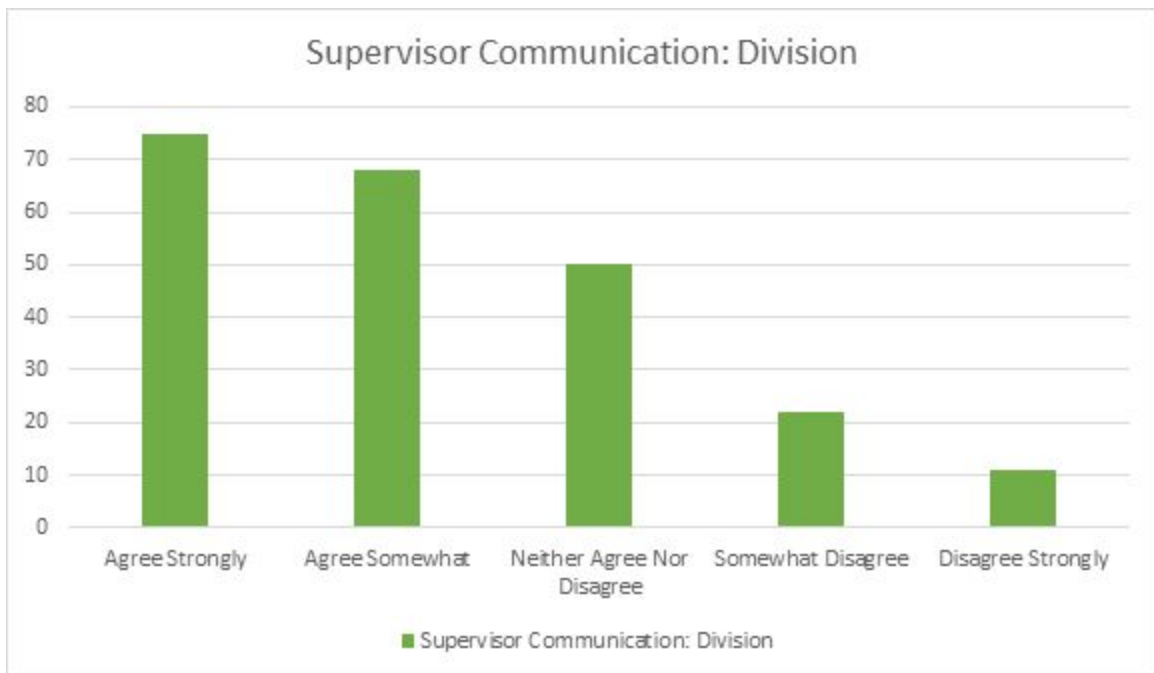
15. I am paid as well as people in equivalent positions at Bristol.



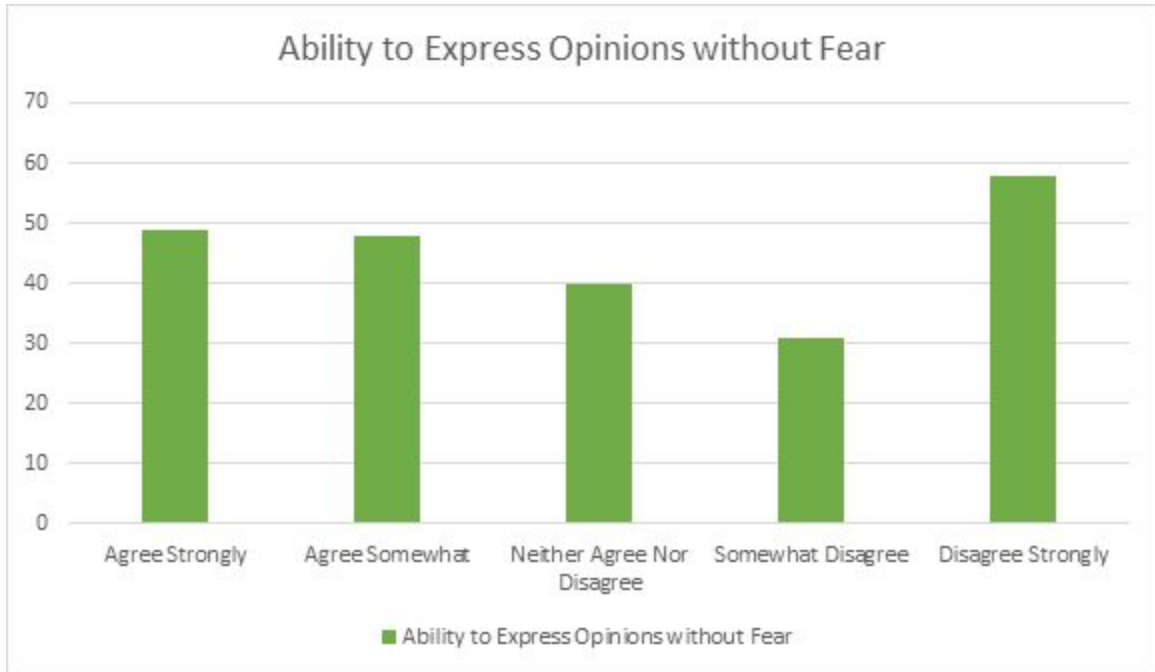
16. I communicate honestly and openly with my supervisor.



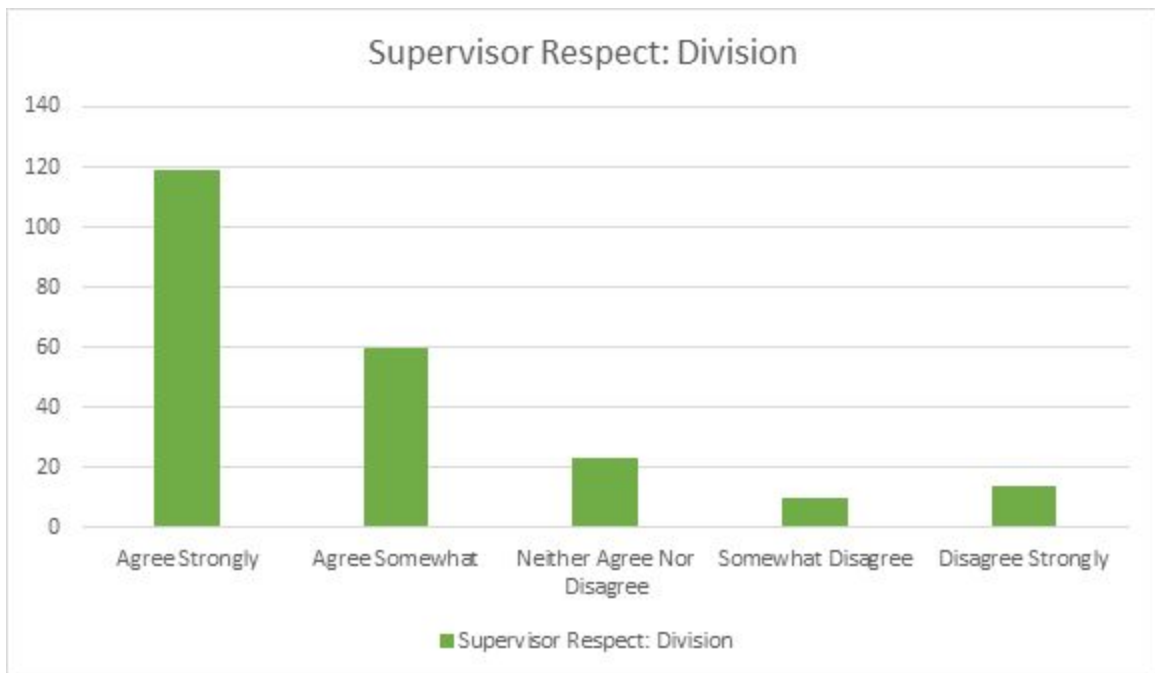
17. My supervisor communicates openly with other employees in my division/work area.



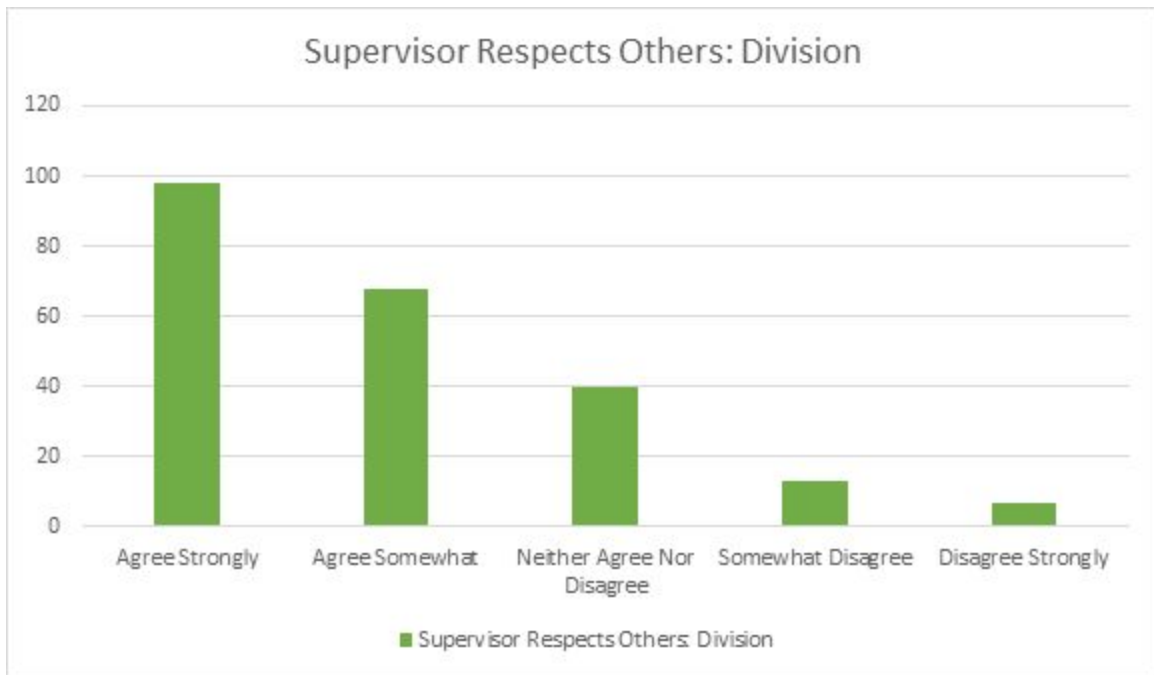
18. I can express my opinions without fear of retribution.



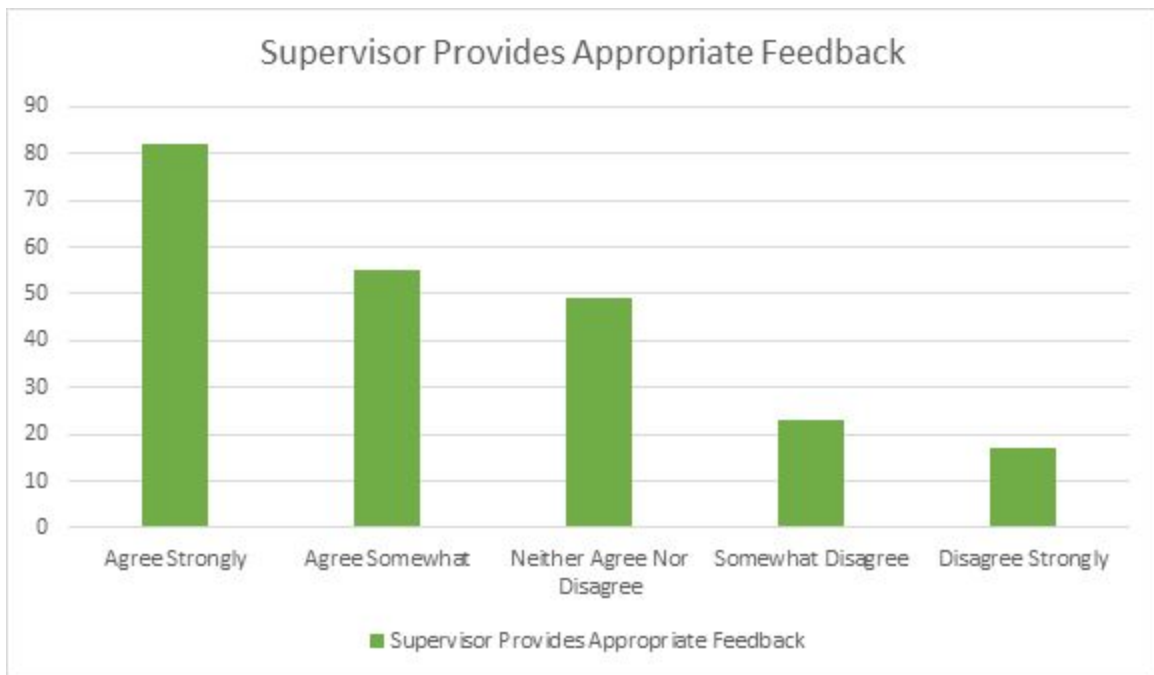
19. My supervisor treats me with respect.



20. My supervisor treats other employees in my division/work area with respect.

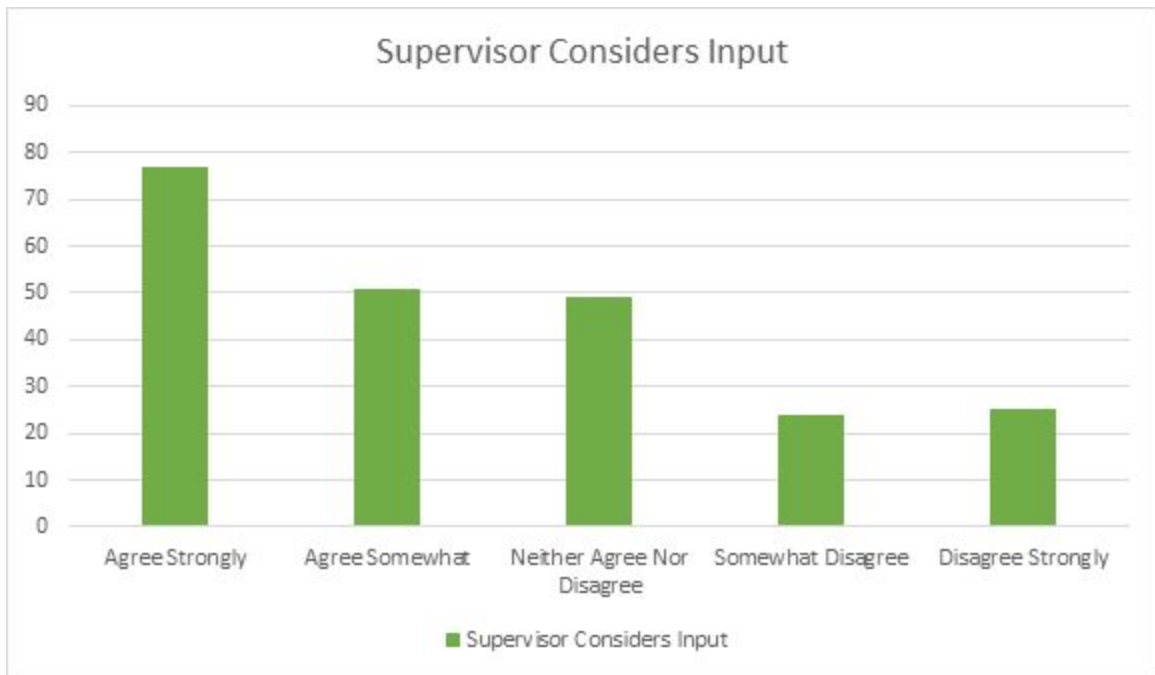


21. My supervisor provides appropriate feedback regarding my work.





22. My supervisor genuinely considers my input when making decisions.



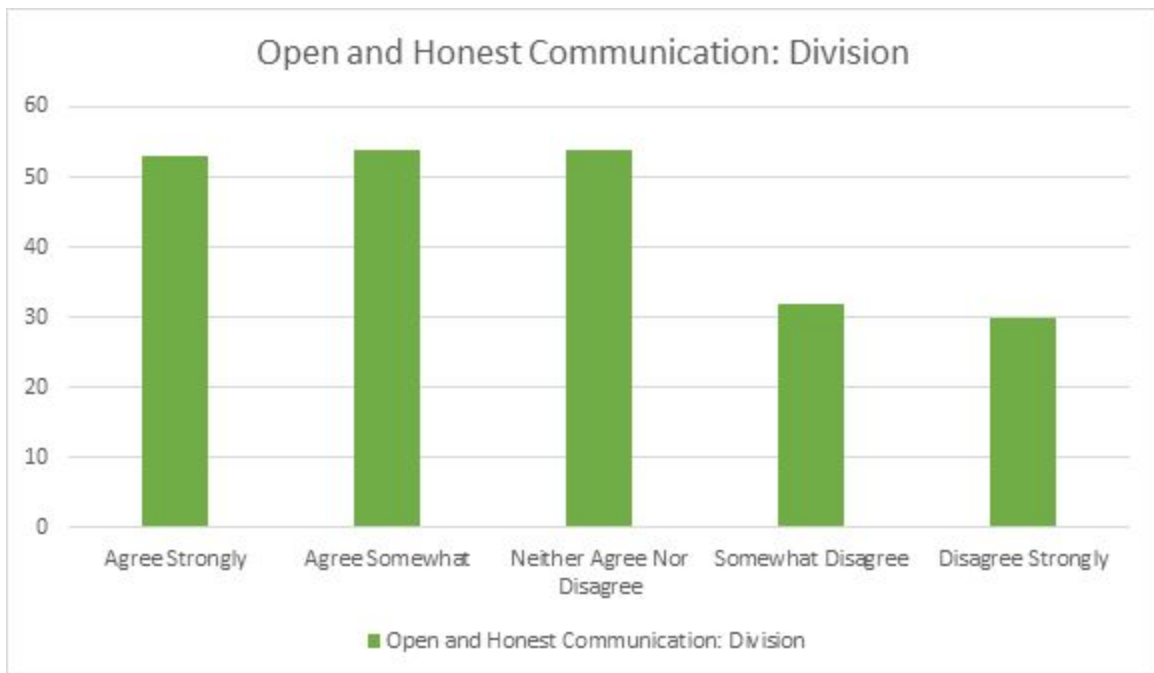
23. Work-related goals and expectations are clearly communicated to me.



24. Unacceptable behaviors are identified and clearly communicated to me.



25. Open and honest communication is practiced in my division/work area.



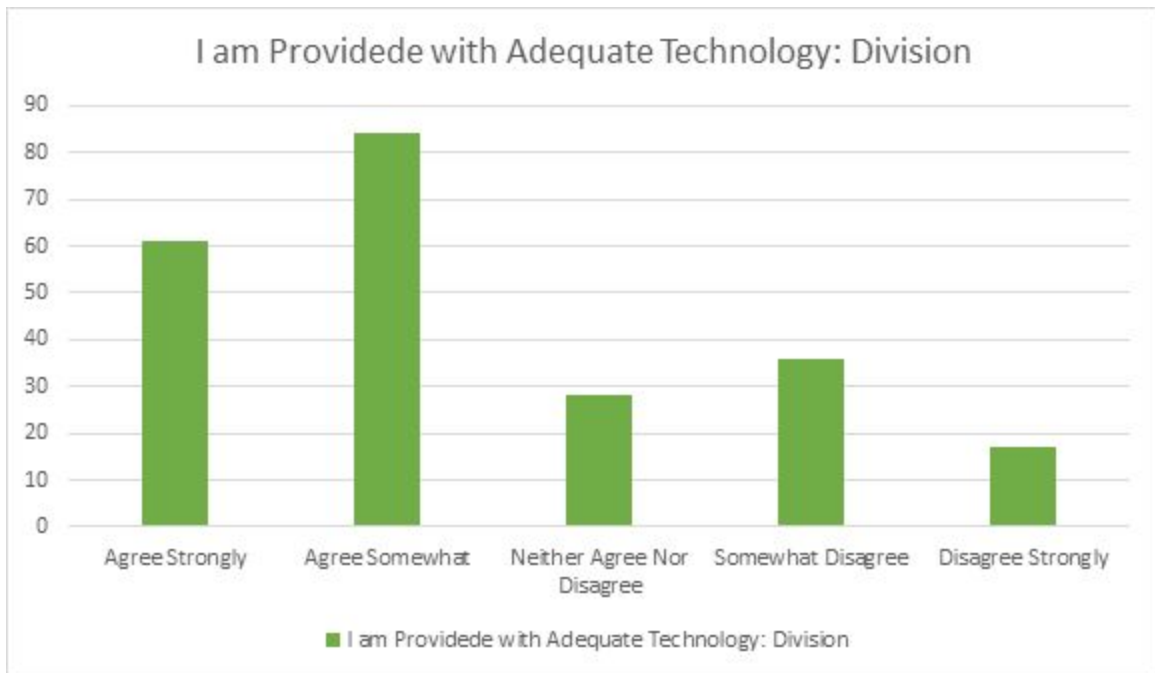
26. There is a spirit of cooperation in my division/work area.



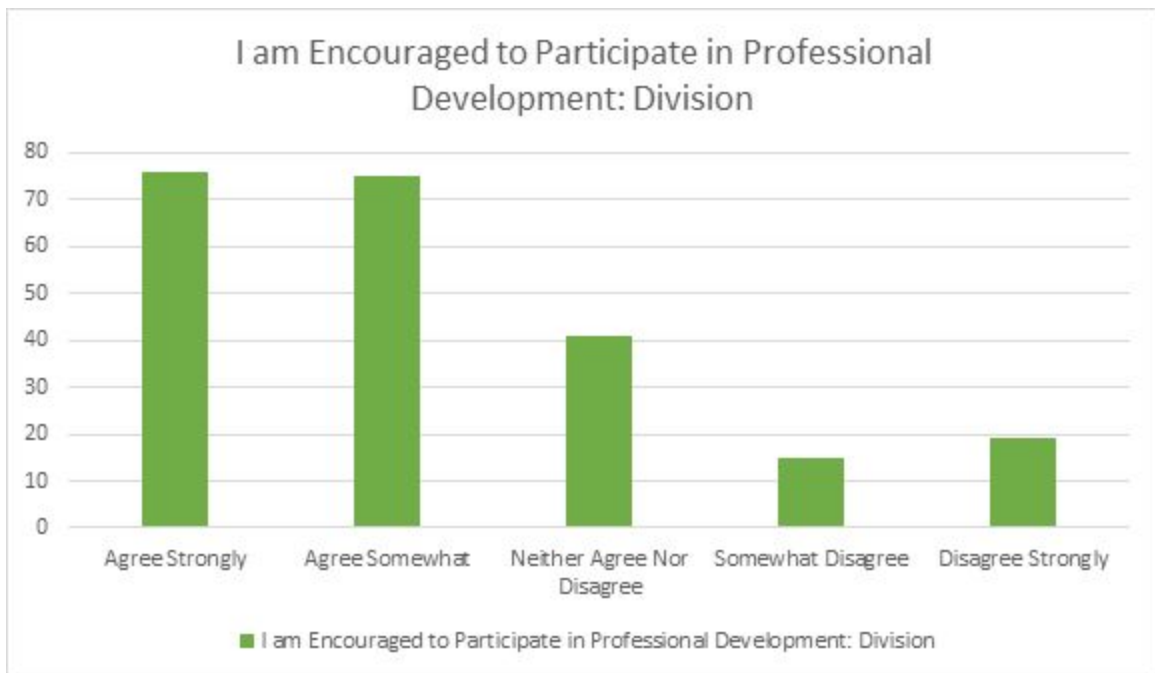
27. My supervisor helps me to improve my work.



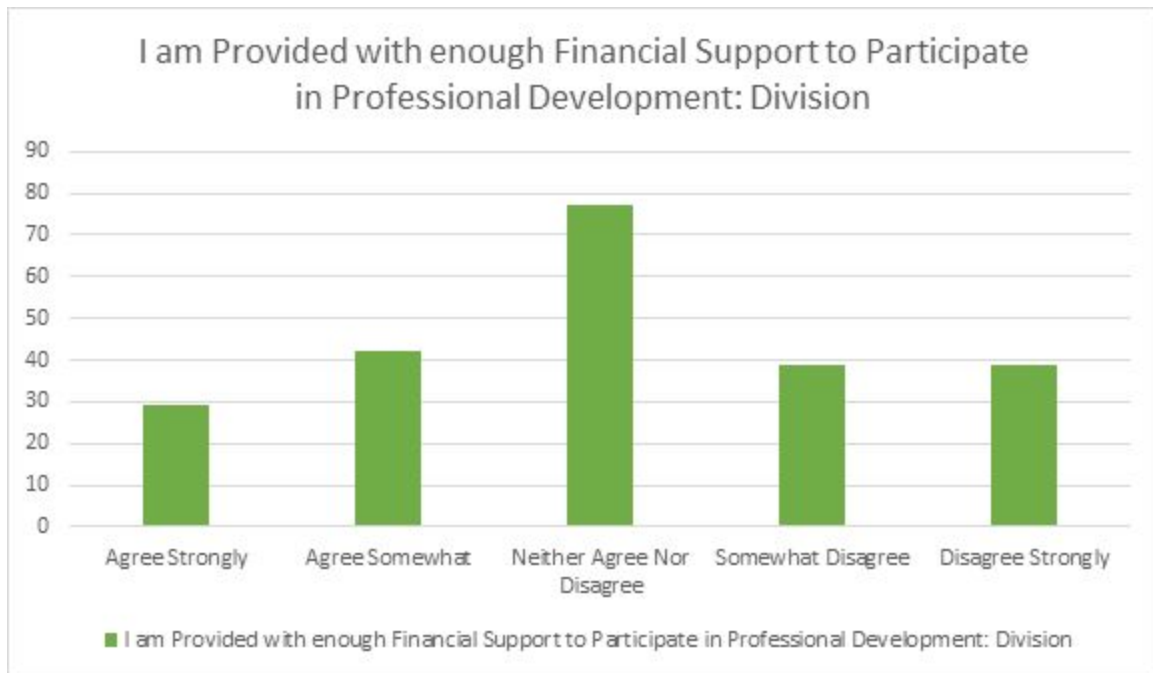
28. I am provided with appropriate technology to accomplish my work.



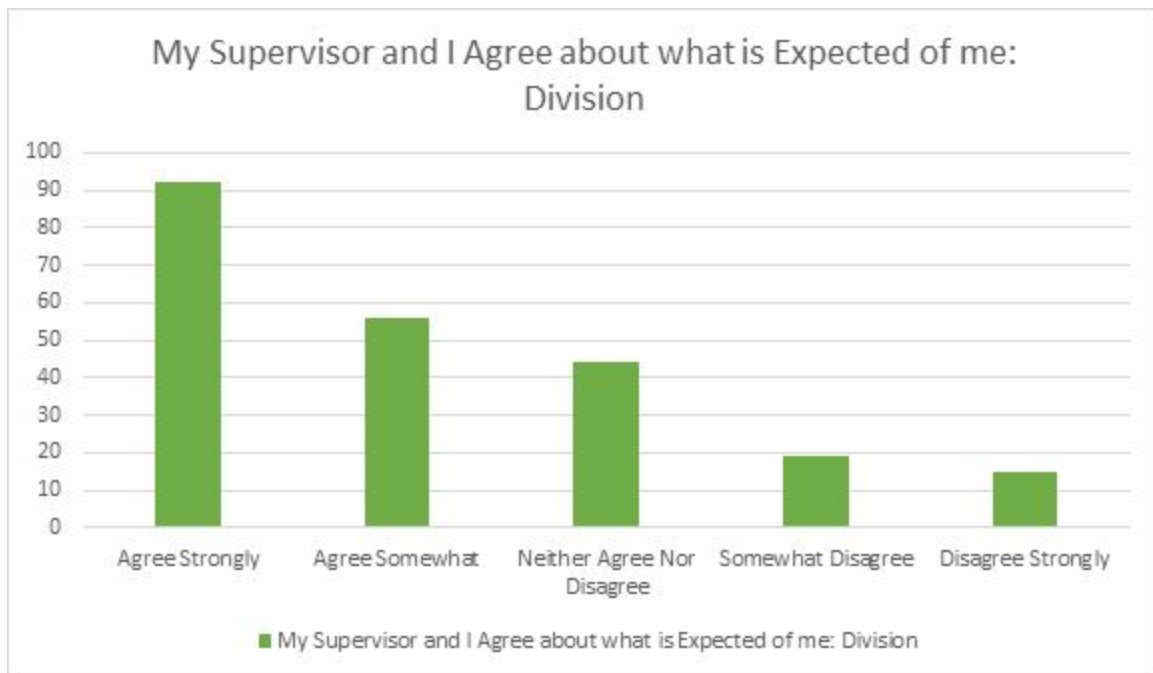
29. I am encouraged by my supervisor to participate in professional development activities.



30. I am provided with appropriate financial support to participate in professional development activities.



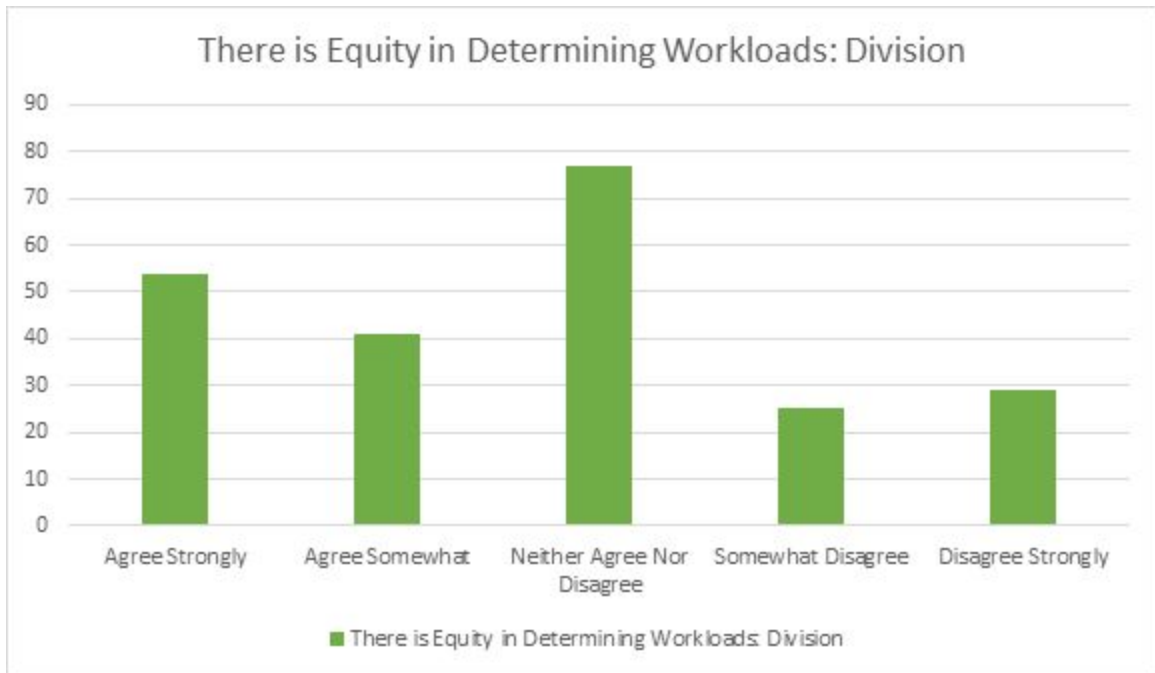
31. My supervisor and I agree on what is expected of me in my job.



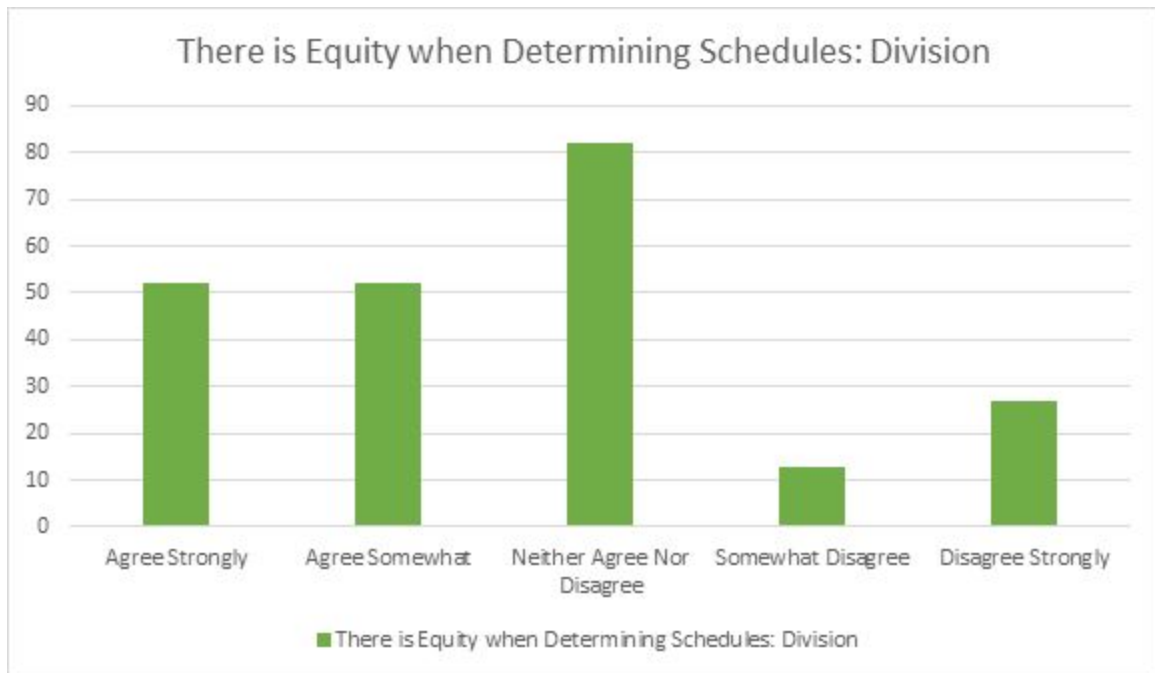
32. My supervisor treats mistakes as opportunities to learn rather than as causes for reprimand.



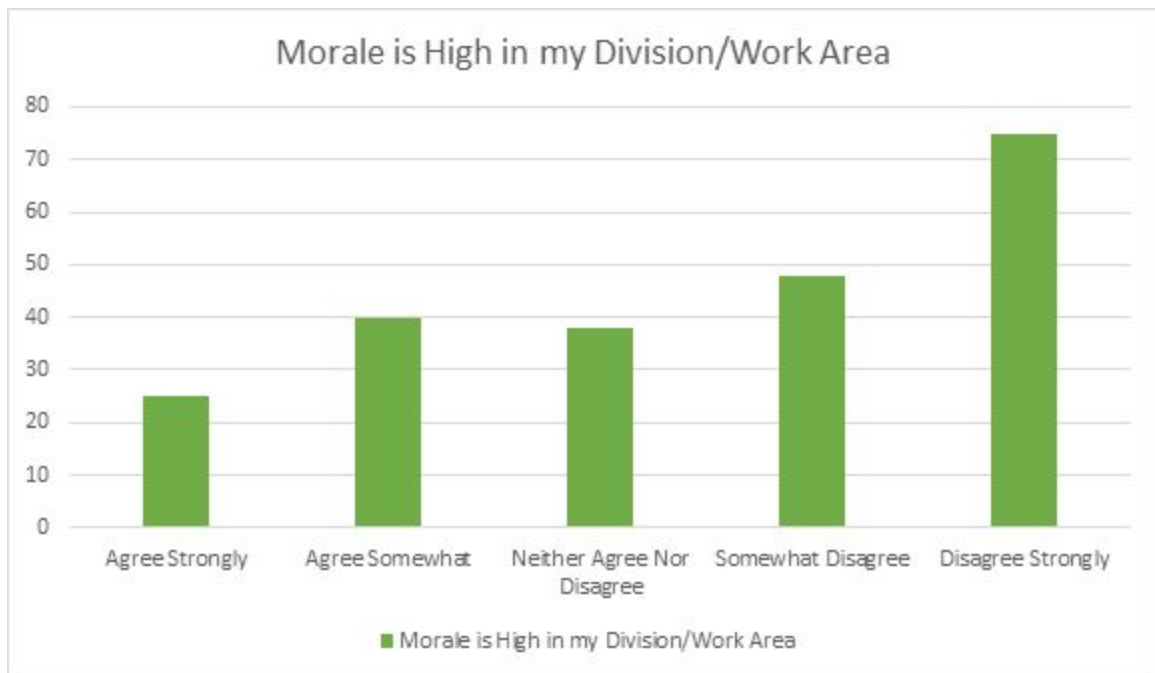
33. Employees in my work area with the same job description are treated equitably when determining work/teaching loads.



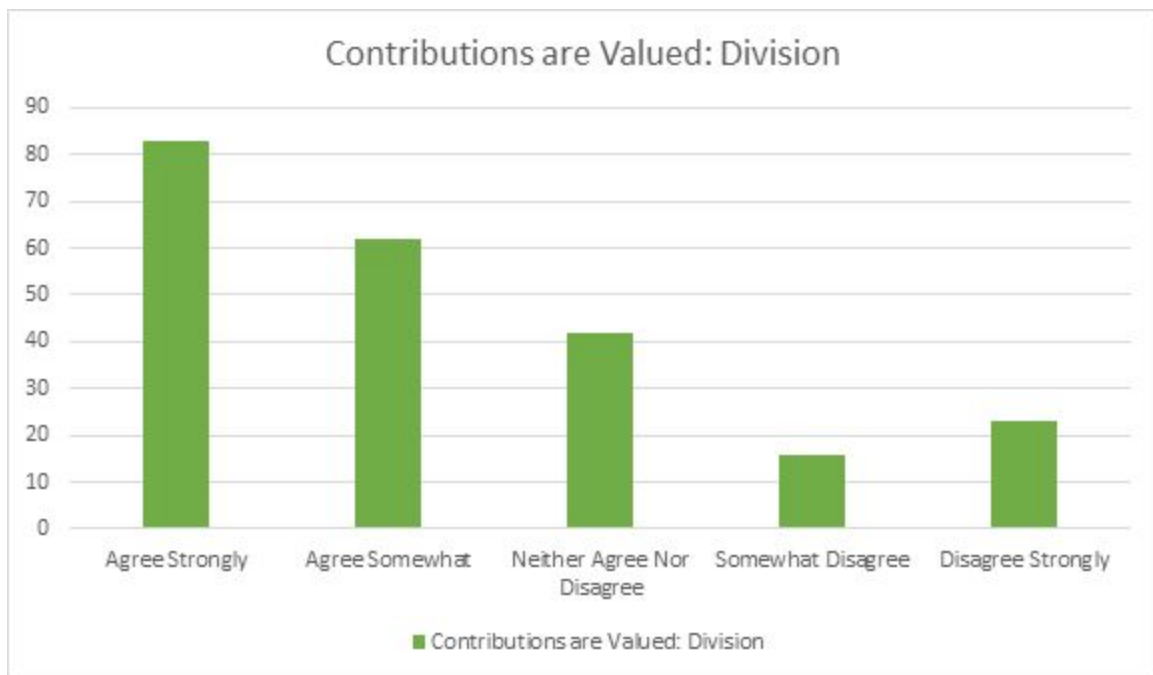
34. Employees in my work area with the same job description are treated equitably when determining schedules.



35. Morale is high in my division/work area.



36. I feel that my contributions are valued by my supervisor.



37. Open Ended Question: Describe the working relationship you have with your supervisor, including any suggestions you might have for improving that relationship.

good

I feel that there is always good communication.

Very professional

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

My supervisor is fine - it is my supervisors' supervisor who causes issues. They are very task oriented but short-sighted. There seems to be little strategic planning by my supervisor's supervisor but unfortunately that person seems to truly believe they are a strategic thinker. Overall, those in positions above me are very knowledgeable and work hard but some seem less willing than others to accept constructive criticism in any form and lack the ability to own their decisions and speak in half-truths. I would suggest that "D building" leadership truly reflect on their styles and assess their personal/professional strengths and limitations. Be open to criticism and making mistakes, then own those mistakes. solicit a wide-range of feedback and actually listen to that feedback. 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 all stakeholders.

My work supervisor is in place on a temporary basis.

While I have a good relationship with my direct supervisor, this person is soon leaving

Very good

We are like friends.

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



no problem in this area at all. i'm happy with this situation.

I feel very valued and respected in my role by my direct supervisor.

I live in fear everyday that I will be let go from my job.

My supervisor is simply in the wrong kind of job. Our area has had some issues, and we need a supervisor who is confident, curious, and good at managing personalities that aren't like the person's own - but said supervisor isn't any of those things, which makes for issues like "impatient with people," "isn't consistent in expectations," "overlooks useful information," and above all, "is desperate not to look bad in front of higher-ups, in ways that have unhelpful ripple effects." I think the person is trying to identify and improve some shortcomings, but the underlying problem of "supervisor is in the wrong job but feels trapped there" is going to put a ceiling on how much better things can get. It also doesn't help that some of my coworkers have gotten bitter and now get offended at things from my supervisor that they (my coworkers) would have shrugged off under somebody who had made fewer mistakes in the past.

We work well together and respect each other.

My Dean is there when needed.

She's interim and keeping her nose down...wisely.

Poor. A Dean who will stand up for program standards

I have a good working relationship with my direct supervisor. It is the higher levels of management that have the most to do with low morale.

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 have a very good relationship with my supervisor

My supervisor is very supportive in most ways, but I feel like is lacking knowledge of some of the areas in which I am working, so just doesn't have the working knowledge to support my day to day tasks which can be annoying at times. I also feel like they do not do enough to communicate how what we are doing connects to the overall vision and mission of Bristol.

Good but constant change in supervisors are hurting the relationships.

It is undoubtedly a mentoring relationship. No improvement necessary.

He is too busy to pay attention to adjunct matters.

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.

Seems we don't value faculty input and deans are not listened to

I report directly to the Dean who is communicative, collaborative and supportive of my teaching/professional learning.

Passive aggressive emails, does not want to hear feedback, is never present physically at work, micromanages

Respectful of each other and the expectations that are expected from me.

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 work well with my supervisor, I am respected and know what is expected of me.

very good

I find I'm left on my own to make my own decisions, schedules, etc. with little to no input from my supervisor. I don't believe my supervisor has a clear understanding of what I do.

It's good I believe but he is here temporarily

My supervisor and I get along well. I have communicated with her, though, that her communication should be improved. When a decision is made that effects the daily work of employees, notification should be sent ASAP.

My supervisor is great, it's the administration above them that is causing the morale issues, tension, and fear

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

supervisor is non-communicative; no responses to emails; often meetings scheduled and the supervisor unable to make it

This survey needed to have separate places to answer when you work in more than one area...my supervisor through my teaching here at BCC Dean Pearle is wonderful but there is tremendous stress and fear in the advising area...seems like people are waiting for bad news....who is next to get the axe.

I am lucky to have a very good relationship with my immediate supervisor.

I have an exceptional supervisor. We share a mutually respectful and supportive relationship, one I greatly value. No suggestions for improvement.

My supervisor is my division dean and I think my working relationship with him is very good.

I have an excellent relationship with my division dean. I feel she always is fair, helpful, and has my professional interests at heart. I feel she works very hard for the benefit of our entire division.

Don't know who my supervisor is.

Professional Development is important and it would be appreciated if that was not only encouraged, but compensated (without additional out-of-pocket cost) especially when you are taking your own time to participate in something for the sole benefit of the college.

There is no longer room for schedule modifications requests. Now that the cancelation rate has become the college priority, new course time, day, and location offerings are not being considered in fear of course cancelations.

There seems to be a culture shift from requesting participation in things that are above and beyond one's required duties to a required task. Supervisors need to be made aware of (and be held accountable to) what they can and cannot assign without the buy-in of the individual being tasked with the un-paid duty.

I fear retribution and being sent to HR

Mutual respect.

I am talking about who I consider my supervisor, and that is Gloria Cabral. Since she is the head of the program all answers relate to her great interactions with people.

My dean, if considered my supervisor would get all disagree points.

Sarah Klyberg is my Dean, and she treats all of her adjuncts and full-time faculty as well as she can.

It is okay. We meet when I request a meeting.

The working relationship I have with my supervisor is terrible. He's almost never in the office, and when he is his door is shut or his light is off. He makes a habit of barely discussing anything with anyone- none of us have a clear idea what he expects or what his vision is. My supervisor treats some of us in the department like a threat, it's disturbing. I'm not sure what could be done to improve the relationship. We

were a cohesive team that had worked together for five years and once he took over we've fallen apart due to lack of leadership and lack of respect.

I have a good relationship with my Supervisor. Mutual respect is present

Divide up the work load more equally

I m fortunate to have a wonderful direct supervisor, it is those she reports to that cause the concerns for me.

I have no immediate issues with my supervisor but she has only been on the job since july

Good relationship.

No suggestions - working fine.

New supervisor, seems good so far.

My supervisor allows me to be independent while also being available for consultation if necessary. She is overloaded with administrative work and if that could be freed up, she would have more time to be creative academically within the division.

To improve the relationship, this dean must realize that there is more than 1 department within the division and each department should be treated the same.

Supervisor unwilling to learn processes of community college. Asks staff for inappropriate levels of work when she does not know something. Pushes work off those below her for jobs that are above our ability/pay grade (ie student asks to speak with someone above us). Does not understand our individual workloads

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.

My supervisor is very respectful of my needs as an employee and we have a great, open, two-way communication.

uncomfortable. My suggestion would be to treat all equally

I have only had an email relationship with my direct supervisor. I have had face to face interaction with the dean of my department. She was open and supportive in the times we have talked.

When I have asked the dean for a brief meeting (10 minutes) I am told to talk to the department chair.

"There is no reason to have such a meeting."

With my dean, it is generally good

I have an excellent relationship with my supervisor.

Very good.

The poor morale is not due to the Dean! I feel the Deans are suffering too.

good to very good , no complaints

I enjoy reporting to my immediate supervisor. We have maintained a collaborative relationship and I respect their expertise and approach to management.

we have a good relationship and I am able to communicate with her openly

I am talking about the supervisor of the division, NOT my immediate supervisor.

Great relationship, Div 4 dean listens to us and asks for feedback always

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

so-so never know what to expect day to day

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.

positive , open communication.

Very helpful and supportive supervisor

The supervisor is absent the majority of the time from the center; thus developing a professional relationship is impossible.

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.

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

I think he position should be full time to better ensure effectiveness of the program

My supervisor is exceptional. We are a small unit and all work very well together.

Professional and acceptable

I have an outstanding relationship with my supervisor. Feedback is always helpful and never demeaning.

As faculty, we do not interact with our "supervisor" (the dean) frequently. Most of these questions seem geared for staff more than faculty. Deans are stuck in a no win situation as middle management with not enough resources and lots of mandates from D bldg.

My dean encourages me to try new teaching techniques.

I get along with my Dean. The problem is coming from administration

Very good

I have only met with my supervisor once, but she was kind, helpful and encouraging. She directed me as to what to do to accomplish my goals.

Limited

The relationship I have with my supervisor is amazing, she is a big supporter of our department, and understanding our improvement needs.

My supervisor does not communicate enough. Several emails have gone completely unanswered or unacknowledged. This conveys the sense that my work is not important. Acknowledging receipt of emails with a simple "Thank you" would be a good first step.

Good

I feel my Dean is behind me 100%

Our supervisor tries to support us in any way that she can.

I am over 40 and ignored half the time, my opinions don't matter even though I have the most seniority

My supervisor is fair and listens to concerns.

We could meet more regularly and she could participate more in the activities i plan

All my responses relate to my former supervisor. My supervisor have open door policy where employees can discuss work related issues (equitable communication), as well as develop strategies to work efficiently.

Its fine - unfortunately they have to implement poor policies developed above them

I have been working for my supervisor for many years, and you just do what you are told to do. Do not question authority, as that is what gets one walked off campus. I need my job..

This is a new and developing relationship where we are still learning each other's work styles, but thus far it is a positive experience.

open and honest

Excellent!

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

Immediate supervisor is not a problem for me. Overall Academic affairs is an issue. Expectations are in flux and unclear. HIPs are supported nominally, but not in practice.

Clarification as to who is in charge of the Culinary Arts Department. Is it the Division III Dean or is it the Acting Program Chair for Culinary Arts?!?!?!?!?

It is terrific

I am micromanaged and reprimanded

I feel that there is always good communication.

I have no problem with my working relationship with my supervisor.

My supervisor works as hard as anyone in our area, attempts to create a positive working environment, is transparent and treats us with respect. If there are problems with morale, they relate more to a sense of uncertainty about changes and plans beyond the divisional level.

we are afraid to speak up

My supervisor and I have a highly collaborate working relationship and we are always working to make our program current.

I go to see my supervisor to check class load and to see if I can have more courses as I always have had in the past. I am dedicated have written courses for non credit at one time and have a lot of experience in the field of psychology. Every aspect of it.

38. Open Ended Question: What specific suggestions do you have that could empower you to do a better job in your work area?

More space. More clerical support.

Institutional Support is critical.

Easier access to student's preferred (regularly checked) email addresses.

In order to be empowered to do my job, my supervisor would need to be empowered as well. Middle management is not able to effectively advocate for areas. Priorities are not clear and are constantly changing from the highest levels of the institution, which makes it difficult to meet expectations. Policies and practices are also changing rapidly and there is decreasing institutional knowledge as many employees have left the college. Most areas are experiencing a deep learning curve because everyone is new to the college.

Assignment of appropriate courses at the right times and venues.

i think overall college protocols and bureaucracy don't do a good job understanding the specific department needs.

A voice in program changes that are made by higher level.

Having a feeling of security that I am not going to be fired from my job.

Clear expectations from my supervisor and a fairer sense of workload.

Have academic affairs be more transparent with what the future looks like for my division. Fear of unknown is evident throughout our area.

Better communication

Fear of retaliation has stymied honest conversations.

Less Micromanaging. Respect. Support staff that don't treat faculty like crap

We are severely understaffed in our area but when we ask about hiring more staff we are told there is no money in the budget. Management keeps hiring assistants for assistants despite being told when the new administration took over that there were too many chiefs and not enough Indians. Nothing has changed in that arena. We keep getting more and more duties and responsibilities added with no additional compensation.

More funds for professional development that are dedicated for our work area

Salary improvement and benefits for part-time faculty

More inter-divisional communication - too many people are working on the same tasks.

better pay

Health care.

Have a mentoring buddy system with adjuncts and full timers. stop playing favorites.

My supervisor is a great person, we just need a new administration.

Have an administrator that is less my way or the highway

Opportunities for adjunct to meet outside normal college hours.

Hire people who are actually qualified to do the job.

Proper work area that is ergonomically correct instead of just being given equipment and having to make it work for you.

I do not have much faith that the people I report to really understand their job, the processes of how we do things or why we do things. I am not confident in their decision making abilities and fear that it will take a toll on the college as a whole.

none

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.

A more positive atmosphere

Better communication across the division starting from the VP down.

Better communication. Lack of transparency, shared governance doesn't exist. Most of the information I learn comes from someone else or social media.

share information equitably and promptly; show respect by acknowledging / responding to emails;

promote innovative thinking and collaborations rather than ignore; recognize the contributions of faculty

It seems like part timers which are many are not as respected by the hierarchy as full timers...almost like a cast system....I thought it was all about the students...it doesn't seem to be...they have instituted care

teams for students sure...but very little care seems to be given to the staff etc...I walk across campus...I

make it a point to greet everyone -students- staff -faculty-maintenance ...the higher up you are it seems

the less you are returned a caring greeting...if you get one at all...a specific suggestion would be ...people

that work here at BCC could smile more to each other and to students...how hard really is it to give a

smile or a simple hello...apparently very hard... there is a strong lack of trust and authenticity it seems...

like kindnesses offered are done for show...not as an ongoing supportive gesture and genuine comradery ....don't get me wrong there still are a lot of great people that work at BCC ...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.

More support from the administration of our division.

The only thing I think that negatively affects my work is the overall morale and tension at the college, nothing with my supervisor in particular.

Be made better aware of policy changes that affect my work.

I would feel empowered if I knew that my opinion was asked, encouraged, heard, and valued.

Bring in consultants from the private sector

I cannot possibly do more in my area given the classes I teach, except feel better about what I do by getting paid more equitably. I have been at top level for about ten years now,

More financial compensation and extra courses would empower me and other adjuncts; however, honestly, I truly do the best I can each semester because I sincerely enjoy teaching the students and want them to be successful even if the pay is not substantial and the teaching load has dropped due to reduced enrollment.

I need to be able to communicate via e-mail with all students in my programs and all of my assigned advisees at the very beginning of each semester; that has never been the case.

We need our team spirit back, because right now we're fractured.

The problem is not my work area but the overall connectedness of other work areas and their impact on how my work area functions.

pay me more for the work I do

Additional hours needed to do the job.

The reorg needs to take place to allow us to focus on our work.

Course reductions to get important administrative work done is helpful. Teaching so many courses cuts down the amount of time creating innovative classes. It would be nice to have more work time dedicated to improving teaching.

A new dean from the outside; not someone that is here already.

We work collaboratively, so moving our offices away from each other is detrimental and will waste time.

Consistent messages on policy and procedure from one source. Seeking and understanding input from more experienced staff before making decisions. More staff members with high quality experience.

Not work in such a climate where people are so afraid of doing something wrong or not being liked and ultimately lose their job at the college.

My supervisor and upper administration have empowered me to take risks and be successful in my role.

Empowerment to make decisions in new circumstances instead of discipline when the decision was not the best or correct one.

As adjunct clinical faculty I feel separated from my department and have not had an opportunity to receive feedback on my work or interact with other members of the department.

Being an adjunct, I have no contact with full time faculty. Any such suggestions of such with those full timers in my discipline, there is no interest on their part.

The low morale of the college is very stressful. It is a cancer killing this institution.

The expectations and daily pace of my workload is extremely challenging to manage most times of the year. Additional staffing within my specific office would be helpful in creating a more realistic and tenable position.

more professional development and access

More clerical support, smaller case load, more space.

Second floor of D building should stop making this place a negative place where we all fear for our jobs

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.

Clearer expectations; positive feedback

More hours to do my job (managing an area providing services to students 45 hours per week, but I am allowed to only work 18.5), updated computer, ability to hire a professional staff member to work in my absence as opposed to only being able to hire student workers.

Feedback, input from supervisor, acknowledgment from supervisor for jobs well done. Support and encouragement from supervisor when I opened up and disclosed my ultimate goal of one day becoming an associate Dean at BCC. Feeling supported and empowered that anything is possible.

Prioritize your work flow.

My work area has been bounced around in terms of expectations/goals/plans due to the division-wide reorganization, so setting a clear vision and expectations would be helpful.

more access to trainings

I feel that my immediate supervisor, so long as not interfered with by the administration, treats us all with the utmost of respect.

more diversified group of instructors

Again, as faculty I feel I am fortunate to be empowered to make a difference and to a good job. I don't think most employees at BCC are as fortunate.

Knowing the options for teaching courses as enrollment declines.

Sometimes faster response time by email.

Deal with past practices and see how they have hurt employees.

Be able to provide better accessibility/availability for students who need tutoring. And improve my technology skills.

Define expectations more clearly. Spend considerable time sitting with staff to learn what they do on a day-to-day basis before making decisions. Provide adequate staffing levels.

Listen

More \$ on our budget

Perhaps less micromanagement all around. We are student advocates we put in many work hours and are always available to students. Dean's shouldn't micromanage office hour changes, etc...

Feel valued, be offered prof. development opportunities not just pick and choose the young ones, be offered to serve on committees rather than choose the same people over and over again

I could do a more focused, better job in my work area if there was less interference from Academic Affairs.

I could have at least a part time assistant provided to help me.

Clear and equitable communication, and treated with respect to allow for creativity.



Dedicated professional development funds

Instead of getting rid of the wrong people, get rid of the right people. Updated resources we need - computers, tools for teaching, supporting staff and faculty as we are not the enemy.

My work space is inadequate and unsafe. Other departments receive upgrades while mine is ignored.

-More adequate office space. - More computers. - Bigger and safer work area

Waiting for a full complement of staff to be hired so that we can each focus on our described duties instead of having to fill in for roles that are waiting to be staffed.

more money

Written job description outlining the expectations of adjunct faculty beyond teaching.

The method of letting people go is highly controversial and has caused a lot of tension. It is a frequent topic of discussion.

Less reprimand. Equal and Realistic expectations

All of my students should have access to computer technology in every class.

new supervisor

More collaboration with other departments and crossovers in courses.

I was part time in my 14 years now I receive 1 course per semester no answers given as to why?

**Please provide any additional comments you would like to make related to division/work area morale, communications, and respect:**

N/A

Morale is terrible in student affairs. People speak in whispers and have to be so careful whom they communicate with. Valued people are gotten rid of, and new people replace them who have know institutional knowledge, or respect for the history of Bristol.

Anxiety has been incredibly high around the college for the better part of the last two years. It has not gotten any better. People do not feel comfortable offering dissenting opinions to anyone in a leadership position because the perception is that having a different perspective or openly disagreeing with a decision (no matter how respectful) will get you fired. This is not healthy. People cannot be successful in this type of environment. This is academia not corporate america - ideas are supposed to be able to be shared and an inclusive dialogue about those ideas should be encouraged. A lot of lip-service is paid to this - we hear leadership saying "we want your ideas and feedback", but then people who have openly challenged leadership decisions suddenly do not work here anymore. Or you are completely shut out of future conversations. I will say again, this is incredibly unhealthy and unbecoming of an institution of higher education.

Morale is low, there is fear that nearly anyone could be fired or retired and then replaced.

The termination of employees creates upset, uncertainty and worry among employees.

My area functions collaboratively as a team, but the morale is the lowest I have seen since I started working here. 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.

Consider adjuncts equal to full timers when selecting assignments.

People are just plain scared everyday that they or someone with whom they have worked for years will be gone with no notice.

adjuncting is great in some respects, but pretty terrible in others. it's a constant hustle and nothing is sure. this coupled with the disgusting state of health care in America makes for discontent (at best).

In general, I believe morale is low and employees are concerned about their workloads and jobs, since so many positions have been retrenched with very little, if any notice.

With the exception of the Dean, Faculty are not feeling supported by higher levels of leadership

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.

It seems possible that management doesn't realize how deep my area's morale and functionality problems run because none of us have left our positions (so I can imagine a situation where someone might say, "Well, it can't be that bad, or they wouldn't keep working there"). But we only haven't because we pretty much \*can't\* - we each have different reasons for feeling stuck where we are for the time being, but we've all pretty seriously considered leaving.

Again I feel although the college says they want to be transparent they really aren't.

Get rid of the tyrannical regime that has taken over the college.

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 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.

I work in Division 2 where our Dean and office staff are superb! I have no complaints whatsoever about our Dean. It is how others are treated on campus and the constant tensions over who is being terminated. Morale is low collegewide but within our division it is still a respectful environment

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.

My immediate supervisors (chair, Dean) are respectful. The upper administration does not respect employees, making decisions without or in spite of employee input. I have never felt morale as low as this. I always thought I would retire here. Now I'm not so sure.

Toxic and fearful environment created by the top three administrators creates this bad atmosphere in this college.

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 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 their superiors about how they truly feel. Definitely not the right environment to be working at. Hopefully these changes make the right impact to the whole BCC community.

none

Morale has never felt this low at Bristol. I miss "BCC" when it felt as if people worked together not against each other. I feel decisions are made not for the good of the college but for the good of certain individuals and I feel that data is fudged to communicate false information and know that people that question this are blacklisted and later fired from the college. At this point we are encouraged to not trust other areas of the college and it has created a divide between departments. Lots of good, loyal workers who take an actual interest in the well being of the college will be leaving because no one feels appreciated and feel that leadership is running the college into the ground. It is unfortunate because "Bristol" used to feel like a welcoming place. 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.

The tension and conflicts come from outside my work area at the top levels

Morale is at its all time low, and our contracts are not being respected.

Morale is very low. Bristol used to be a great place to work, now everyone is afraid they will be the next one to be escorted off campus.

Fairness for everyone including adjuncts

Morale is terrible. Fortunately staff work together as a team , but there seems to be no transparency. Every decision is made in a vacuum.

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.

While morale is high in our department, after months of reorganization, we still are not clear what our role is in the larger division.

There is excellent communication and respect within my work area, among unit members and between unit members and our supervisor. Morale is very low, not because of anything specifically happening within our work area, but because of the turmoil caused across the college by upper management. 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 all but been obliterated.

For people with anxiety, a quick email like "please see me at your earliest convenience" which may be completely benign and benevolent in nature, can cause an intense amount of stress. It would be far better for all conversation/meeting requests to be accompanied by some context or reassurance "please see

me at your earliest convenience to discuss the spring schedule" or "there are no problems, but please stop by my office as soon as you can."

The moral is very low in my division. This is not due to our dean, but due to a feeling of mistrust of administration (college president, vp of academic affairs, and vp of student services. Most faculty and staff are constantly concerned for themselves and their colleagues and feel very unsure about the future. It would be helpful to revisit the pay scale for those individuals that are currently underpaid especially when other employees receive pay increases post-hire that don't have anything to do with additional credentials or qualifications. If equity is a true goal for the college, this needs to be addressed sooner rather than later.

My own area of work is fine. The overall feeling at the college is one of suspicion and tension. Stop turning the college into a cold-hearted corporation. All of the heart of the place feels like it is gone.

The culinary arts department does very well with the antiquated facility we have. We need new facilities to meet the needs of our students. Communication with the supervisor is good with all, but sometimes other instructors don't communicate well with others.

Our former supervisor set the mood that some of the employees were more entitled than others. He had a man-centered system, and one man who works there has not changed his communication system since the old supervisor left.

There was a lot of animosity between men and women than and some of it comes up once in a while.

As an adjunct I am really not aware of gossip or low morale problems on campus. When I am on campus, I am meeting with students, teaching classes, or preparing for classes. I really haven't overheard any complaining whether it is Attleboro or Taunton. The staff seems content with their jobs and campuses.

When long-time employees at the college are unexpectedly fired and walked off campus without any reason given to fellow employees, how can morale be anything but poor?

Our supervisor was hired over the objections of the search committee and the people who would eventually report to them. It was hugely disappointing when he was chosen over others with more experience, and whom the committee favored. I think that he knows he was not the first choice, and has held it against the department. I would think that the search committee's opinions and that of the department should be taken into the highest account when hiring- trust us when we say someone won't be a good fit.

There is clearly a communication and morale issue present. I sense that through division meetings, discussion among other staff and faculty members, the seemingly top down directives without input instructions and the feedback expressed by the union. I have listened to the goals and objectives expressed by Bristol and probably agree with most of it. I believe change is hard for staff and faculty but even harder if you do not say what you mean and mean what you say.

I believe moral is low because we kept in the dark on most issues and see so many new changes, not all for the good

Ability to run my area as I believe would be most beneficial for all parties involved.

We need to come together as a team to improve Bristol experience for students.

I really feel that the college (my supervision included) does a poor job of making ALL employees feel valued. This is especially true in the current climate where members of the administration have made it a point to demonstrate and tell employees that they are replaceable. Even employees who have made positive contributions to the college for several years are getting let go and the college is weaker for it. In

one case, someone was let go and this person was very active in promoting the college and had made connections that allowed some smaller projects in our area to be funded. When that person was fired, many of their contacts/resources went with them. Professors have also been told on multiple occasions that they are expendable. Those that have tenure have also been told that they can be let go for a price. There is a general feeling that the college is much less of a collegial environment and it stands to lose a lot of good employees.

There is no communication; only communication is what the administrators in D Building want to be communicated.

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. 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.

Although there has been a lot of change in my division, I think they are for the better for the students. I am grateful for more supportive leadership in my division. My salary equality and technology needs have only been addressed in the last year after a long time of fighting for both.

I am not treated with respect or equity compared to my co-workers

As a result of the indifference of full timers toward adjuncts, I have no connection academically with what they are doing with respect to curriculum. Also there is a stand-offish attitude toward adjuncts. In over 30 years, I initially was accepted as a peer by full-time faculty, but I now feel as unnoticed and not even a part of the overall faculty.

the issues are coming from administrators above the dean level in my division

The problem is not with my division/work area, it is with a tone-deaf and disconnected administration.

Morale would be greatly improved if staff did not feel so overworked and disconnected to their colleagues as a result.

More transparency and honesty in decision making. Fewer firings.

Morale is low and employees are uneasy about keeping their jobs.

my fellow colleagues and I have great communication and respect for each other

I do not believe anyone in my division feels like any ideas or suggestions they make will be taken into consideration by the administration.

Morale problems have to do with higher level administrators

Communication is lacking and needs to be improved.

Morale in the division and college as a whole is relatively low in my assessment due to the multitude of changes, including changes in personnel. There is a lack of trust currently, in my opinion.

My immediate program I believe is one of the exceptions on campus where morale is high in spite of all the firings and negative developments since the new president took over, which have not been positive anywhere on campus.

communication is lacking among instructors in department

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.

Communication is vague at mandatory meetings and details are obscured about things that affect us all. The firings or forced retirements of so many people in past year, leave a bad taste and create a scared workforce,.

Addressing ways of recruiting students.

The recent re-org has left many of us feeling like we are in a constant state of flux. Major decisions are made with little input from staff. There's a big gap between the rhetoric and what actually happens.

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.

Ageism is prevalent feeling the prejudice and discrimination based on my age. The longer you are here the worse you get treated

This division seems to work well. However, ity is the atmosphere in the college as a whole that causes stress.

It is necessary to build up morale and see employees thrive in their respected work area. But this can only take place in a trusted work environment.

Listen to people and don't play games pretending you care when you really don't.

-BCC does not equally and fairly distribute funds to departments on campus. Pay raises, vehicles, equipment, offices, basic needs in a workplace, and many others are not addressed with every department. Favoritism is something that is all too common.

no

Doing the work of an Administrative Assistant and getting paid as an EDP Entry Operator really does wonders for my morale. Asking for an upgrade and being told there is no money in the budget while others get upgrade after upgrade really shows me how respected I am.

i get treated with high respect

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.

Morale is low across campus. But my immediate colleagues are wonderful and we work well together despite the issues from above.

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.

The tension and morale issues reflect problems outside my division/work area. They are a reflection of overall tension and nervousness caused by administration.

My department feels more divided now than ever. There is a lack of morale, effective communication and respect among all.

morale is very low

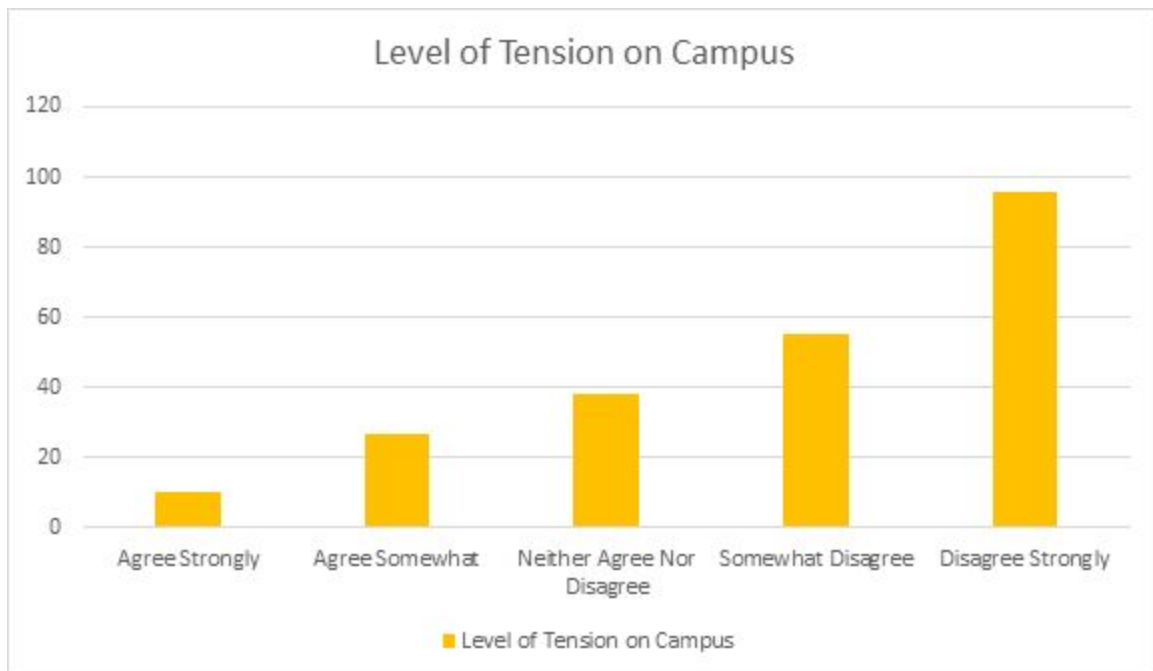
Morale would be like it used to be very high when you were guaranteed 2-3 classes a semester due to you dedication and passion as an adjunct

# Institutional Morale, Communications, and Respect

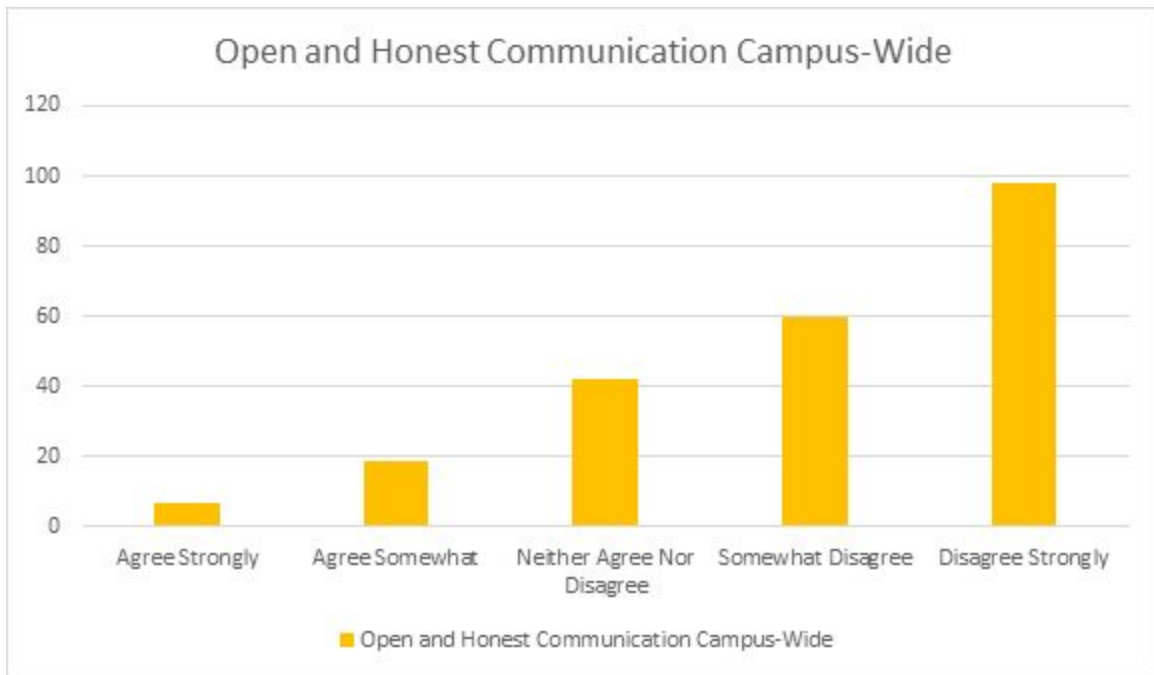
Rate each statement and decide how much you agree or disagree with that statement. Circle the number that corresponds to your answer, using the following key:

1	Agree Strongly
2	Agree Somewhat
3	Neither Agree Nor Disagree
4	Disagree Somewhat
5	Strongly Disagree

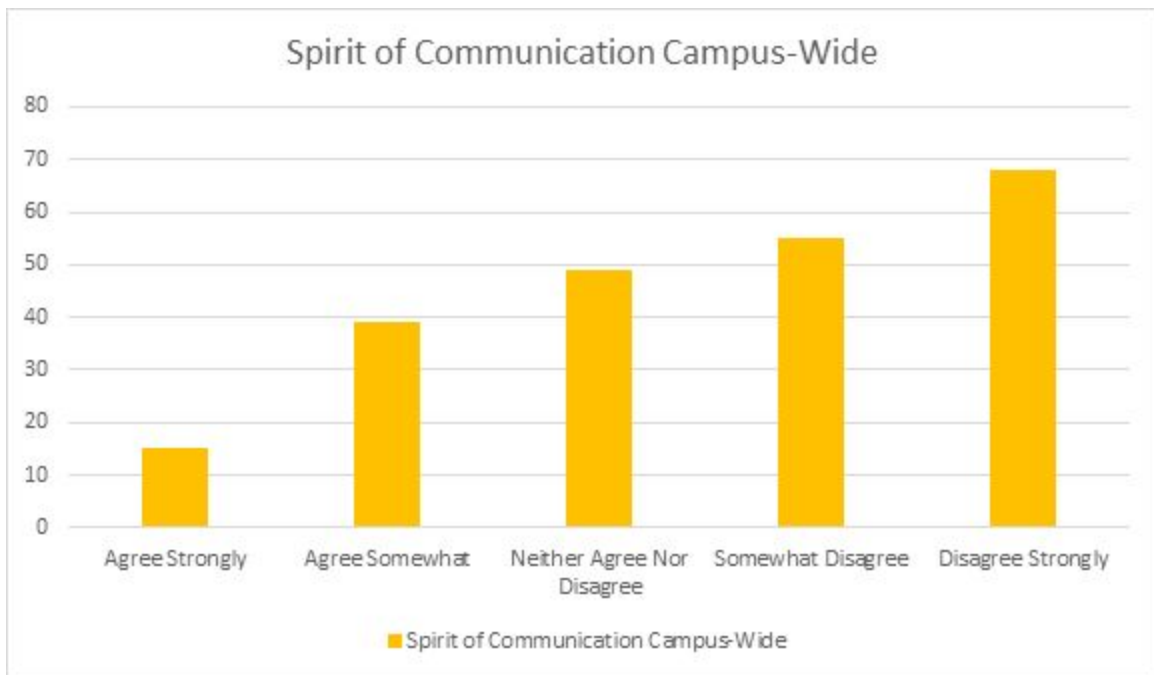
39. The level of tension on my campus is generally acceptable.



40. Open and honest communication is practiced campus wide.

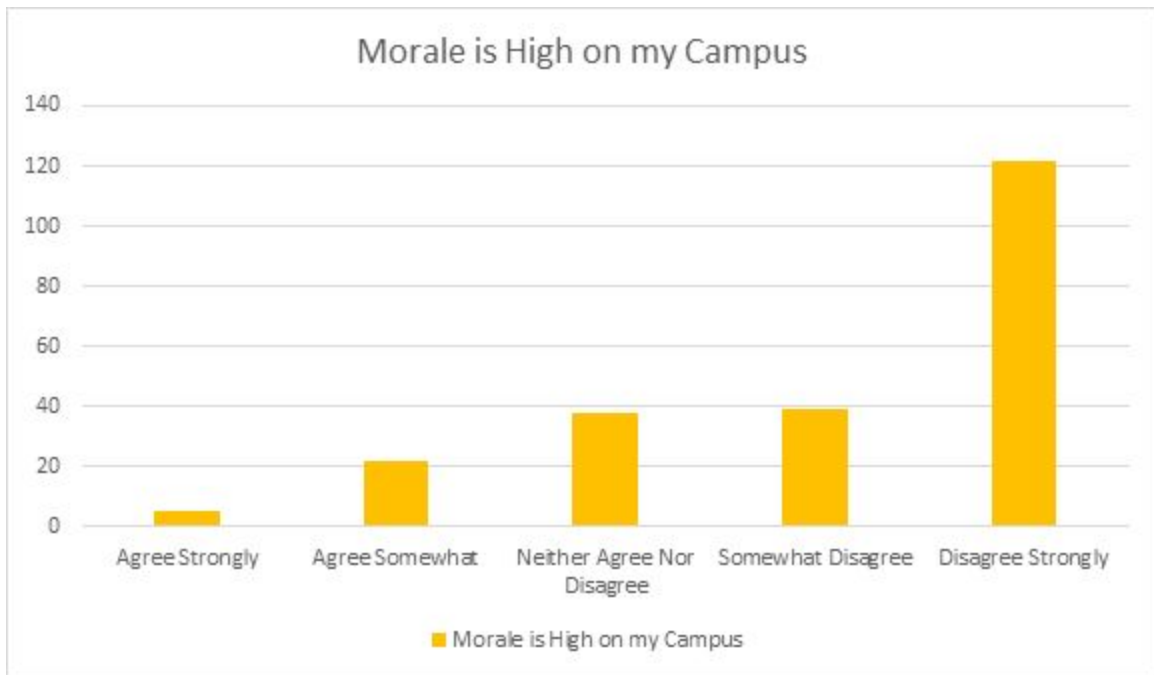


41. There is a spirit of cooperation on campus.

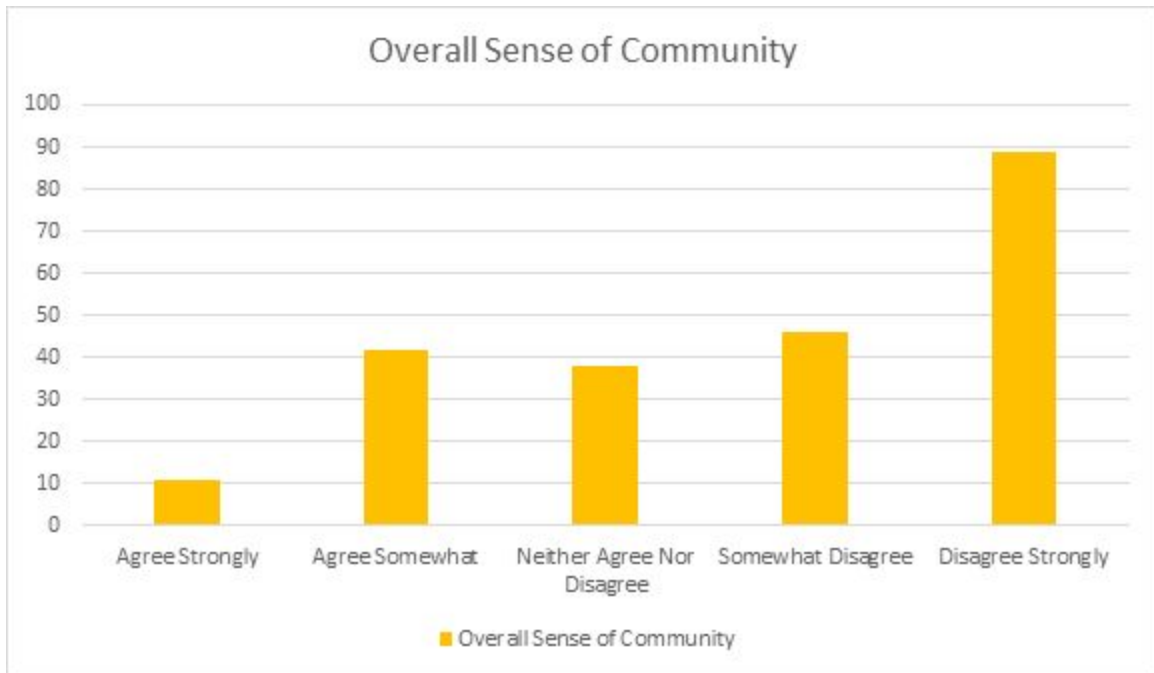




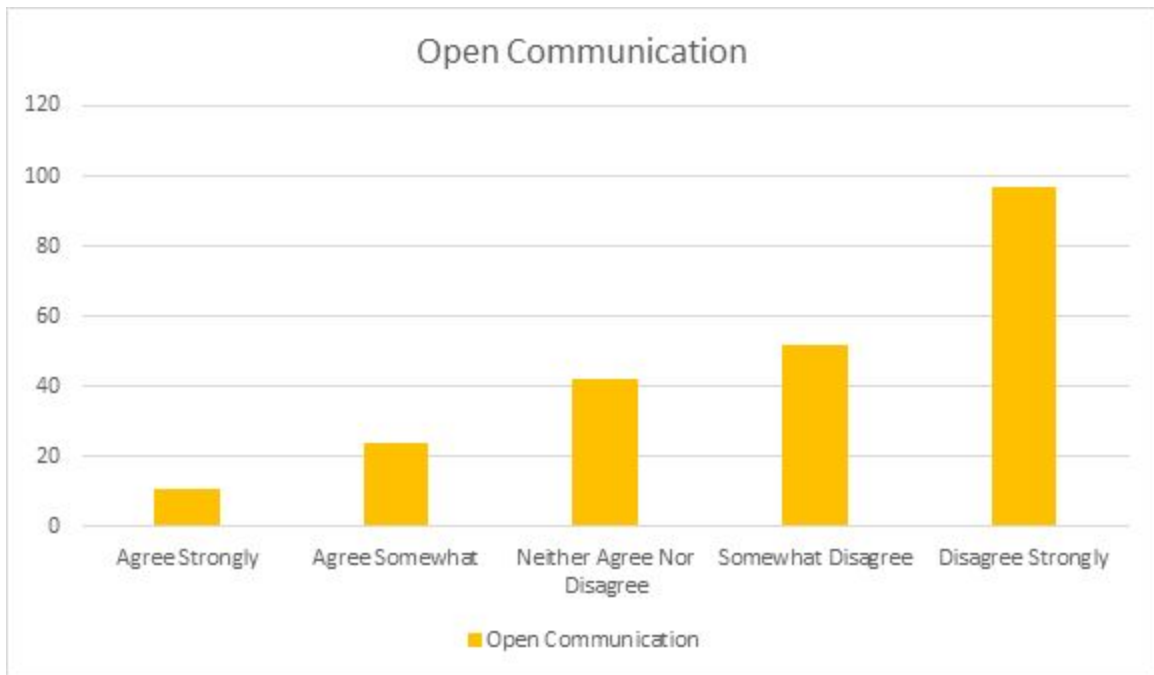
42. Morale is high on my campus.



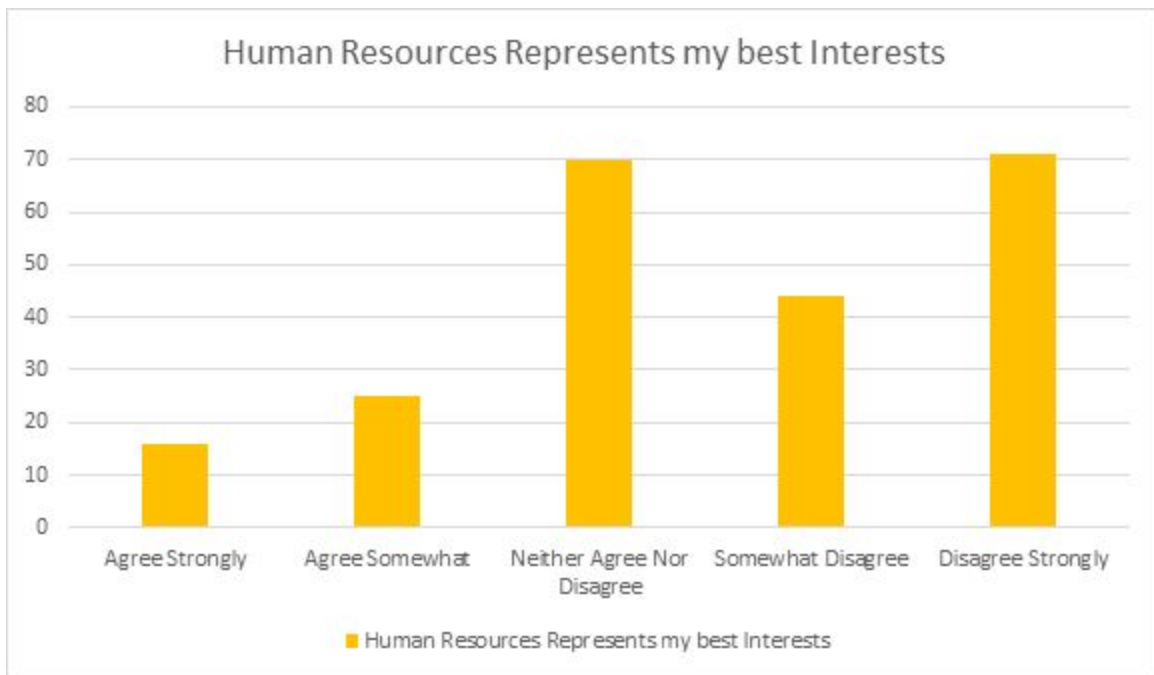
43. There is an overall sense of community among the administration, students, faculty, and staff.



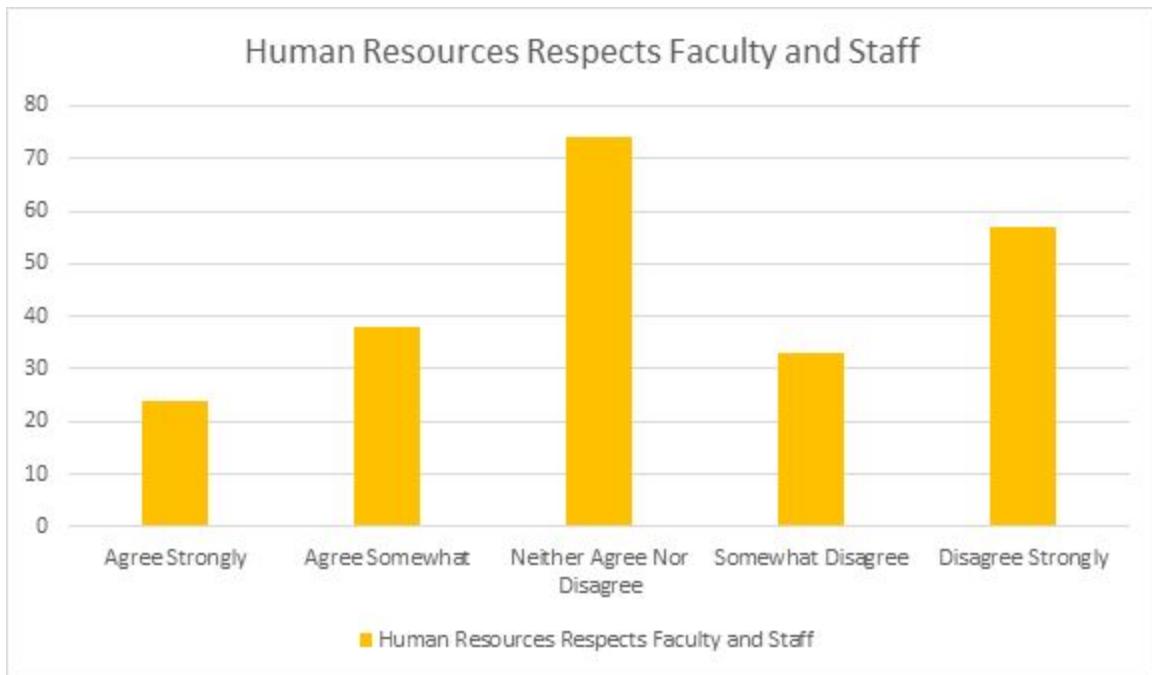
44. Staff and faculty feel free to practice open communication at Bristol.



45. 43. I believe that Human Resources represents my best interests.



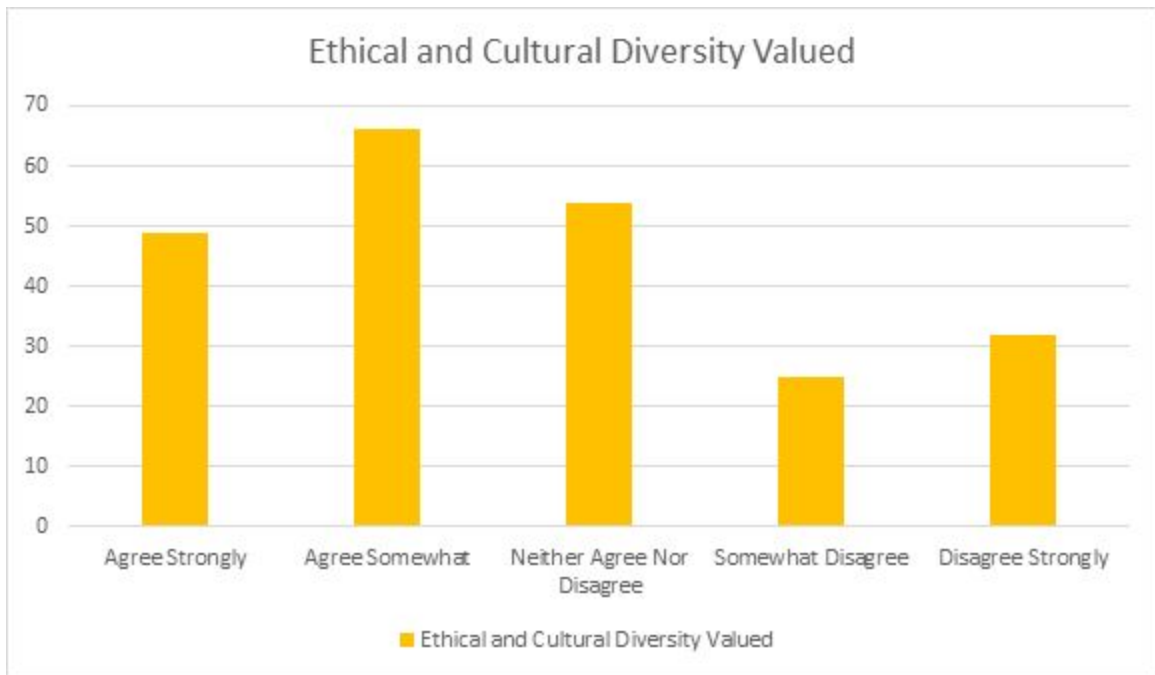
46. I believe that Human Resources respects staff and faculty.



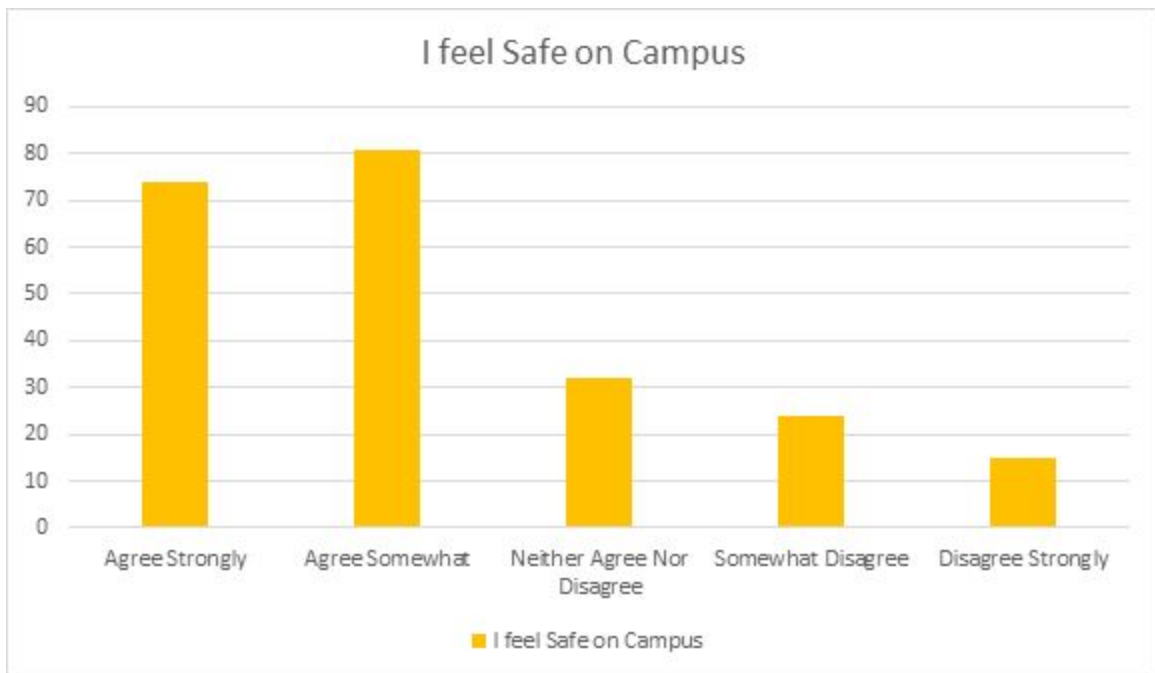
47. Human Resources treats mistakes as opportunities to learn rather than as causes for reprimand.



48. Ethical and cultural diversity are valued at Bristol.



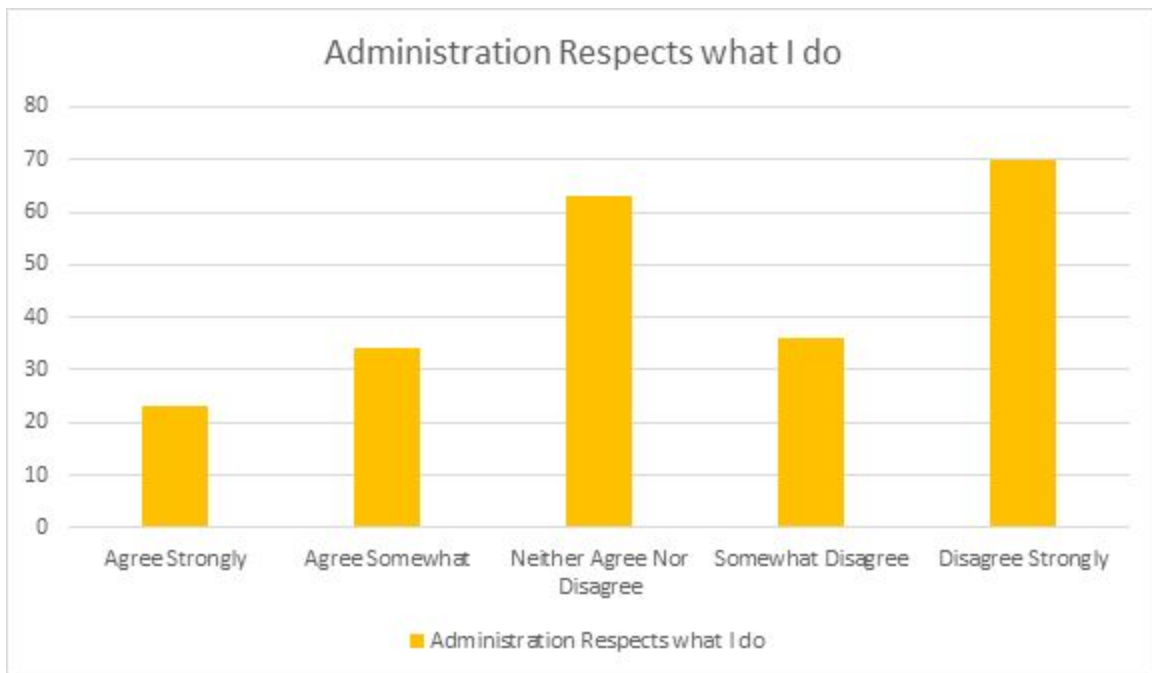
49. I feel safe on campus.



50. I am satisfied with my work environment at Bristol.



51. The administration at Bristol has respect for what I do at the college.



**Please provide any additional comments you would like to make related to campus-wide morale, communications, and respect:**

Dean Clark's employment termination is devastating to the Attleboro staff.

Morale is the lowest that I can recall in 20 years.

The college is largely in survival mode. I have witnessed first-hand many employees who have treated others poorly because they are in fear of being scrutinized by the administration. Many colleagues indicated they are afraid to be seen with other colleagues for fear that the administration will frown upon camaraderie outside of work. It certainly appears there is a focus on creating a clear divide between different groups on campus. One of our greatest assets has been collegiality and I do not see it at all anymore. Instead, it is a deeply cold environment. This will impact the student experience.

Shared governance and transparency has been a joke these past couple of years. I don't know which is worse - when decisions get made without stakeholders' input, or when administration makes a show of collecting that input when the decision has clearly already been made.

Again too many changes have taken place in a short period of time. Many people have been let go and quite a few unfairly.

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 by product of "Change." It's not.

Remove the tyrannical regime that has taken over the college

I feel respected by my direct supervisor. I do not feel respected by upper management. I feel that AFSCME members are not treated with as much respect as MCCC because we generally do not have as high of a degree. I may not have the degree but my years of experience provide me with the knowledge to answer the questions that those who have a higher education than I cannot answer. Communication is a joke. Everything is a secret. I do not feel comfortable expressing my opinion if and when asked due to the environment of fear and retribution that prevails at BCC now.

It is so very unfortunate that the new President continues to terminate employees for no apparent good reason. Yes, many employees who were initially terminated were believed to be warranted, however, now it is absurd!! She has gone too far and in so doing, has destroyed the morale and community spirit on campus. We all come, work, and fly off campus in order to avoid crossing the new President for fear of retribution.

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 think Institutional moral, communications, and respect is fair some what...

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

I have been here for many years and have never seen so many long time employees removed from their positions as I have this past year, usually by much newer administrators. I am thankful that I am no longer a full time employee.

The administration treats adjunct faculty as commodities.

In all of my years at this institution this has to be the lowest point the school has ever been in. 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. The administration spouts out words like "shared governance" "open communications" . I feel like we are all working in 1930s/1940s Germany. Top administrators pat themselves on the back for setting extremely low expectations and then are happy when they don't go below that. Yet they will get jump down the throats of their minions if the workers were to ever fall short of perfection. 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 have taught on the NB & Fall River campus/eLearning

Better communication is needed especially at this time with change and so many people losing their jobs. I feel that we are not transparent at all. The reason why we are still committed to doing a great job is because of the "student". If we lose sight of this, I'm afraid this will be the downfall of this college and all that it has stood for over 50 years.

I don't feel appreciated in my job. No one that I have spoken to feels appreciated. I feel that we are given more and more work with less and less recognition. The morale of the college is the lowest I have ever seen. I used to be the first to defend BCC if someone had something negative to say about it, now I can't in good conscience do that. The employees are all just numbers here. We have lost too many outstanding staff because of this administration and we will continue to lose them. Decisions were made about reorganizations without understand people's actual roles here and the reason behind doing what we do. Decisions were made to cut deadlines shorter without realizing the repercussions it would have within offices and without consideration of the workload it brought to those actually behind the scenes processing the students. Numbers are all we care about but the numbers are only being shown in a certain light to look good to those who need to benefit from them.

Morale is currently at the lowest point I have ever seen.

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.

The sudden forced leaves of staff has taken its toll campus wide.

The online people April Belifiore and her staff...Dean Pearle and her staff are awesome and indeed wonderful colleagues. I have never felt anything but support and comradery from them. In Advising my colleagues are wonderful too...but the morale is very low because of the power at the top....and even with all the experience we have it seems to mean nothing...we do know the student population we are in the trenches but it doesn't seem to matter.

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.

I do believe that administration has respect for what I do at the college personally. But there have been many personnel changes over the last few years, some which appear very sudden, and that has put everyone on edge. There's water cooler talk about who's gone, who might be next, rumors about why people leave, and it all contributes to tension, general unease, and anxiety.

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.

Morale is low, to say the least. No one feels comfortable being open and honest due to fear of retribution. The word "transparency" is a running joke on campus since actions take place college-wide without ANY form of communication. Even after the fact, once an action takes place, clarity is not provided in any way. No one knows what to expect on a daily basis which makes for a poor work environment. There is no encouragement, only delegation (even when and where not permitted).

Institutional knowledge seems to be anathema to this administration as evidenced by the "retiring and retrenchment" of employees with long service and deep knowledge of their roles.

There is a black cloud over the campus that has been there for two years and is getting thicker each day with the news of people losing their jobs all of a sudden. It has affected all of us.

See my above additional comment. Also, administration does not seem to realize that having more meetings makes for a better faculty. Those of us in fields that require a lot of time out of class to read, evaluate, and grade written work can best use time for that, not for additional meetings.

I am conflicted with this page: 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. COMMUNICATION IS KEY!!!

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 "attorney" Erin Wright is the worst person in Human Resources. 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.

I think people in key positions on campus smile in your face but behind the scenes are really trying to figure out a way to decrease union power so that bad practices can continue more easily.

I have received congratulations from multiple levels when I have succeeded and had productive conversations around failures with my supervisor.

The general feeling around campus is no one knows if they are next.

People who have given many years of their lives to Bristol are regularly walked of campus and never heard from again. This practice is grossly inconsiderate and has created a very stressful environment to work in.

I believe that HR gets its orders from Administration.

this is an awful place to work, CAO doesn't have anyones interests at heart except her own agenda. She is the posterchild for what a manager shouldn't be

No one feels a sense of job security. Any one can be fired on any given day.

Morale is low right now due to a lack of trust and a multitude of changes being rolled out simultaneously. There seems to be a lack of strategy behind some of the changes that have been implemented. Some changes should take more forethought, planning, and time before being fully implemented.

It used to be different. Joanne was great.

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 the 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.

Morale is an issue due to changes being made without any clear communication as to why. What does the administration expect the benefit to be? Do they understand the costs (not just economic costs)? Many people are concerned they will be let go without any warning or reason. Stability is one of the most important things to the economy, communities and individuals and many employees do not feel they have any stability right now.

see previous answer. Lack of open communication and hiding behind "privacy," "HR," or "union issues" is not helping. What's going on with Student Services. Still have no clue even though I've sat through several presentations that supposedly are designed to inform us.

A lot of changes happening all at once. People leaving abruptly after many years of service loosing the feeling of community.

the way people are terminated reflects a lack of respect

From conversations with others, I have picked up a little nervousness on campus about job security. One person's job was replaced by computers and they didn't expect that.

I think that trust is on the line when decisions are made with little input from staff.

I feel physically safe on campus, but not emotionally. I feel that we are not safe to do our jobs as the professionals we are. We live in fear of retribution.

I feel like I walk on egg shells here everyday, Bristol needs to Promote a positive work environment which encourages free exchange of ideas and empowers staff development.

Morale across campus is the lowest I have ever seen. Many of my colleagues do not feel respected. Their impression is that decisions are made behind closed doors with only the appearance of transparency. Terminating long-time and often respected Bristol members causes people to fear retribution. These "firings" contribute to a feeling of hierarchical governance.

The morale on campus is at the lowest point I have ever experienced - including when we were on work to rule for multiple years

With each new person being walked off campus, it certainly feels like "people" don't matter. Now that students are not able to take part in pinning ceremonies, it seems students also do not matter. One must ask, in a higher education institution of higher learning, if the people do not matter, and the students do not matter, what does matter? What is the end game on all of this?

People do not or are afraid to talk about what administration does. There is a sense of hierarchy with administration. It is a fear not a disappointment. The morale is low.

there tension on campus

People are worried about losing their jobs because many of them have been let go and we don't know why.

Morale is low across the institution due to changes in personnel and structure. The process for communication around changes as defined by the union does not allow for open and clear dialogue between management and unit members. This is counterproductive and causes mistrust. In fact, many of the union communications to unit members foster feelings of mistrust toward management, as opposed to approaching these negotiations and conversations as a collaborative effort to meet the needs of the students, college, and staff alike.

I don't believe the administration knows what I do at the college.

Motale and respect are discouraging

The way people are being removed from their jobs is horrible. Many staff are walking on egg shells because they fear they will lose their job. I have never seen employee morale so low in all my years at the college. Things are definitely NOT transparent. Major changes are being made without any input from the stake holders. Even when input is requested, I don't feel it is taken into consideration; I think decisions have been made and input is being requested just so they can say they asked. (they being administration).

diversity is valued in theory. White administration, white HR, white Trustees.

Respect is rewarding hard working Adjuncts with course loads of more then 1 with 14 + years experience. I was part time forever is 1 course part time?

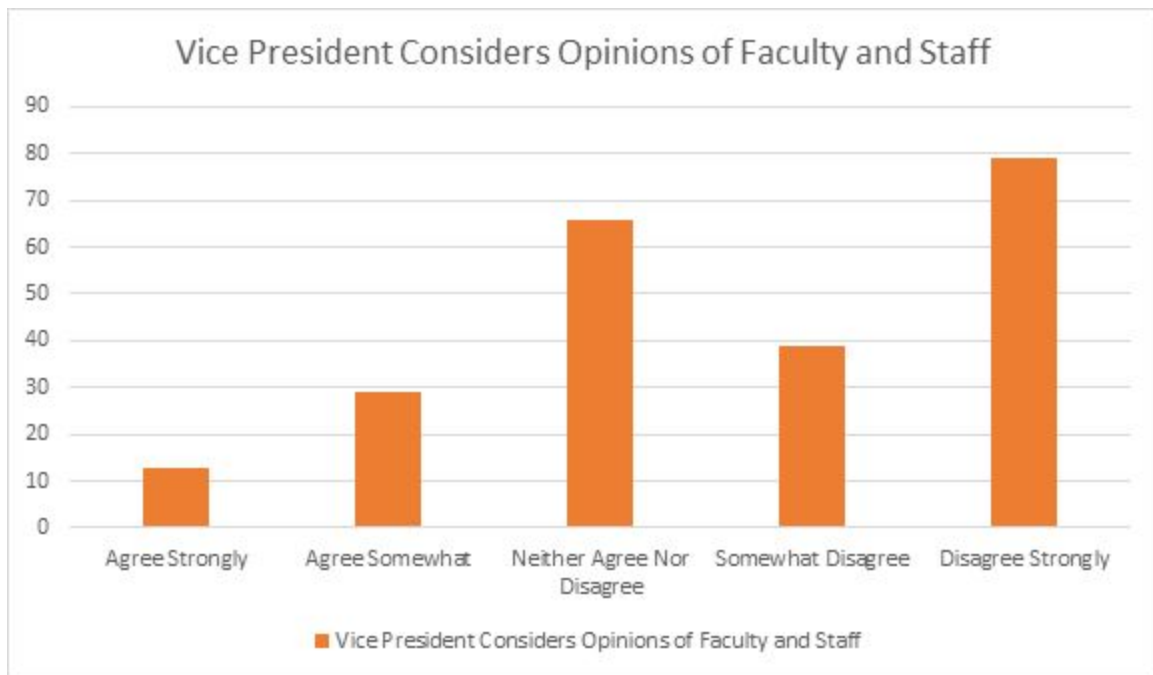
# Administration

## Morale, Communications, and Respect

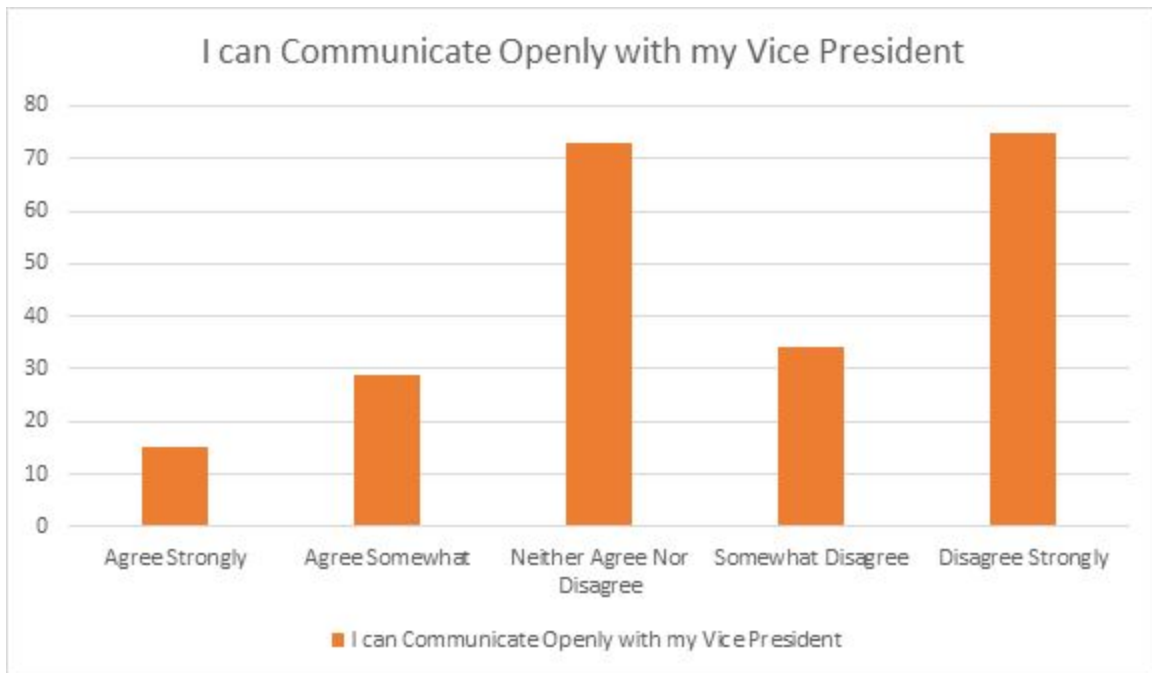
Rate each statement and decide how much you agree or disagree with that statement. Circle the number that corresponds to your answer, using the following key:

1	Agree Strongly
2	Agree Somewhat
3	Neither Agree Nor Disagree
4	Disagree Somewhat
5	Strongly Disagree

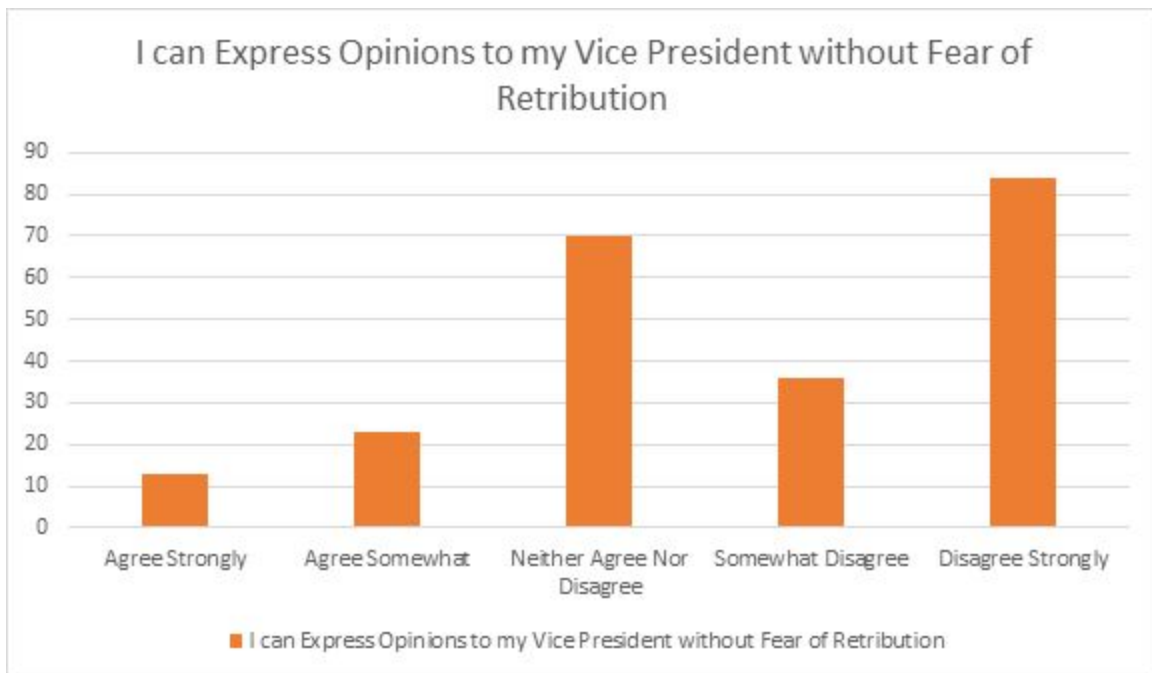
52. The Vice President of my area truly considers the opinions of staff and faculty when making decisions on policy.



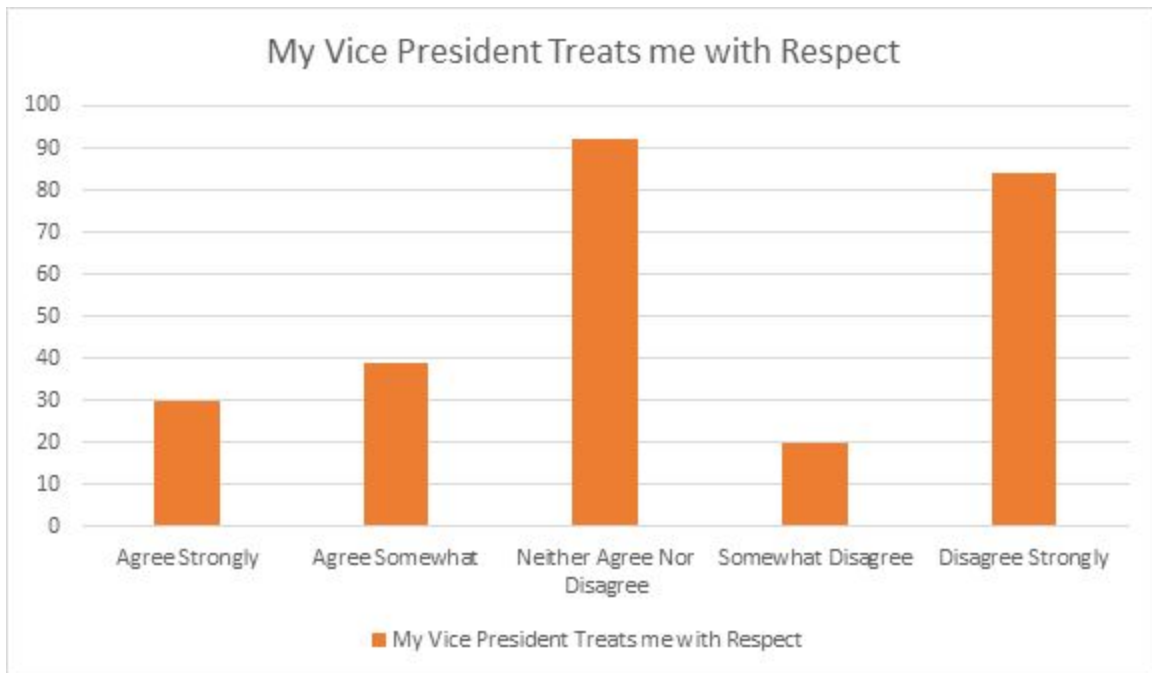
53. I can communicate honestly and openly with the Vice President of my area.



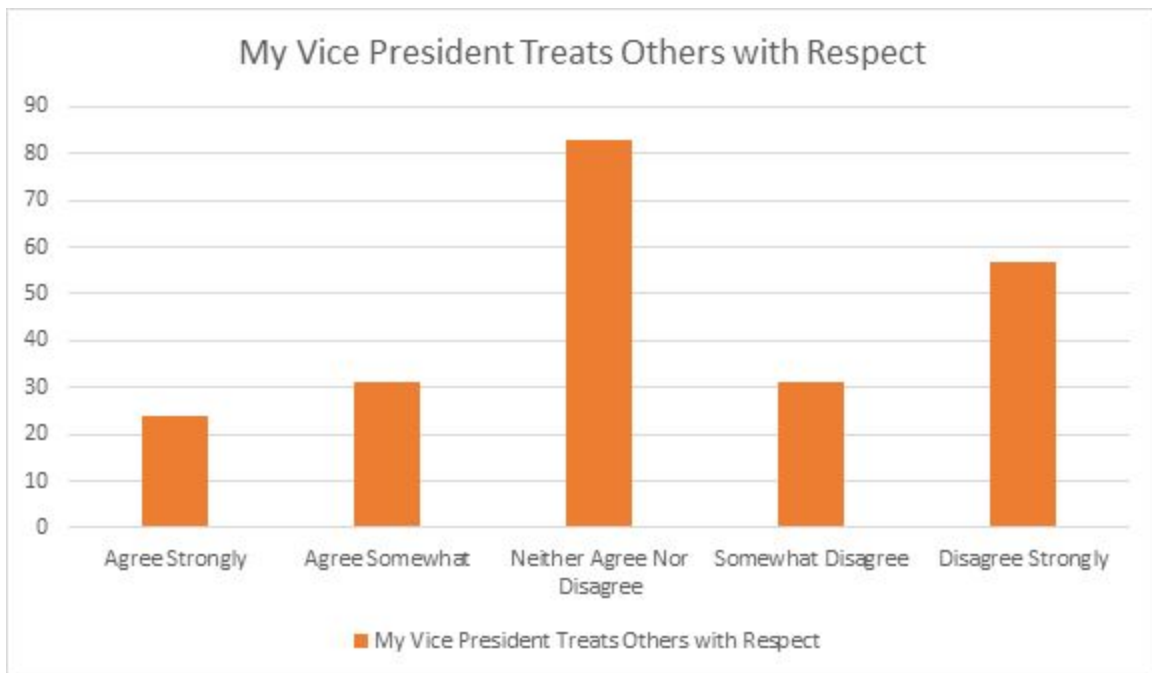
54. I can express my opinions to the Vice President of my area without fear of retribution.



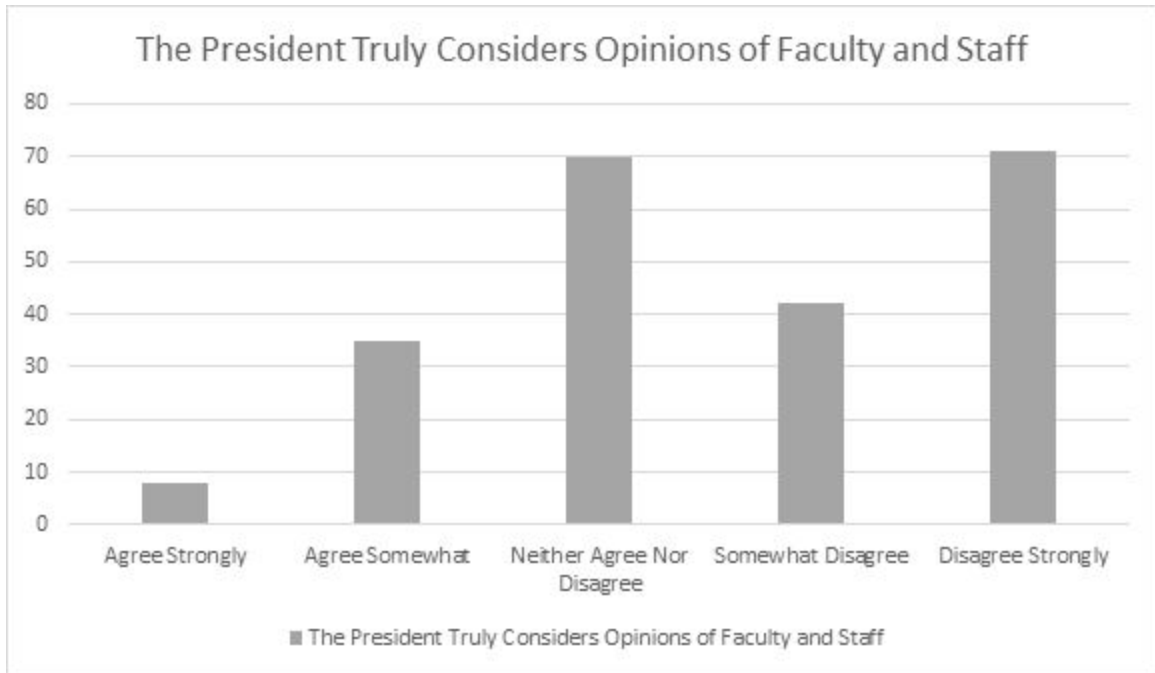
55. The Vice President of my area treats me with respect.



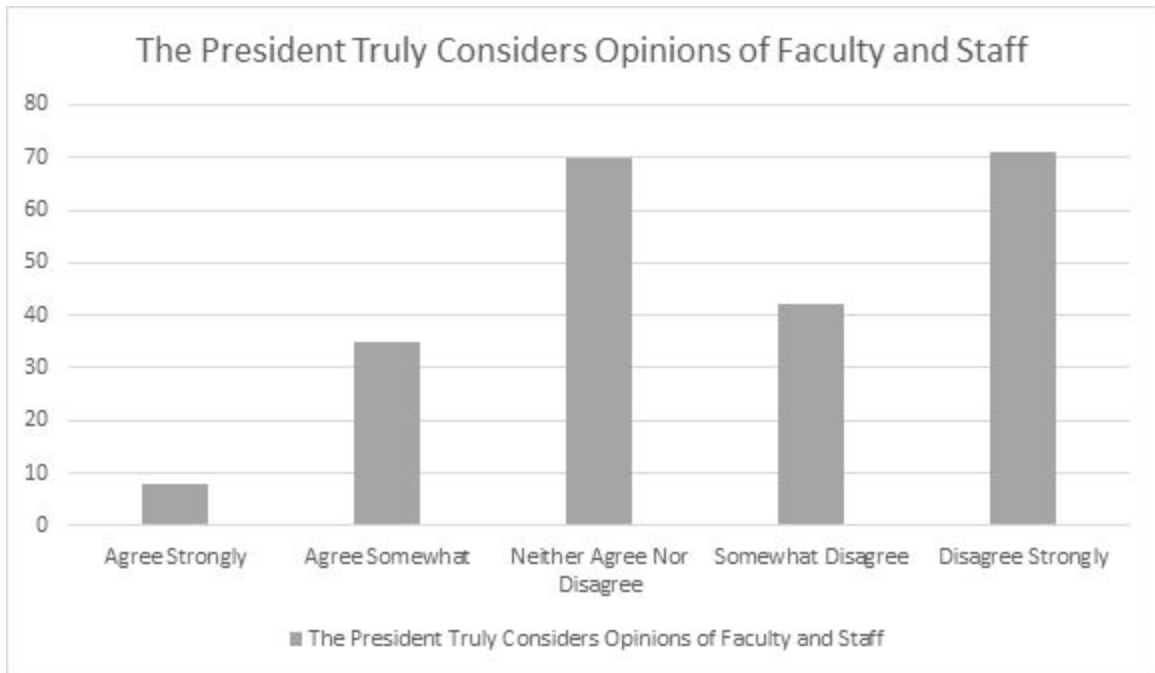
56. The Vice President of my area treats other employees with respect.



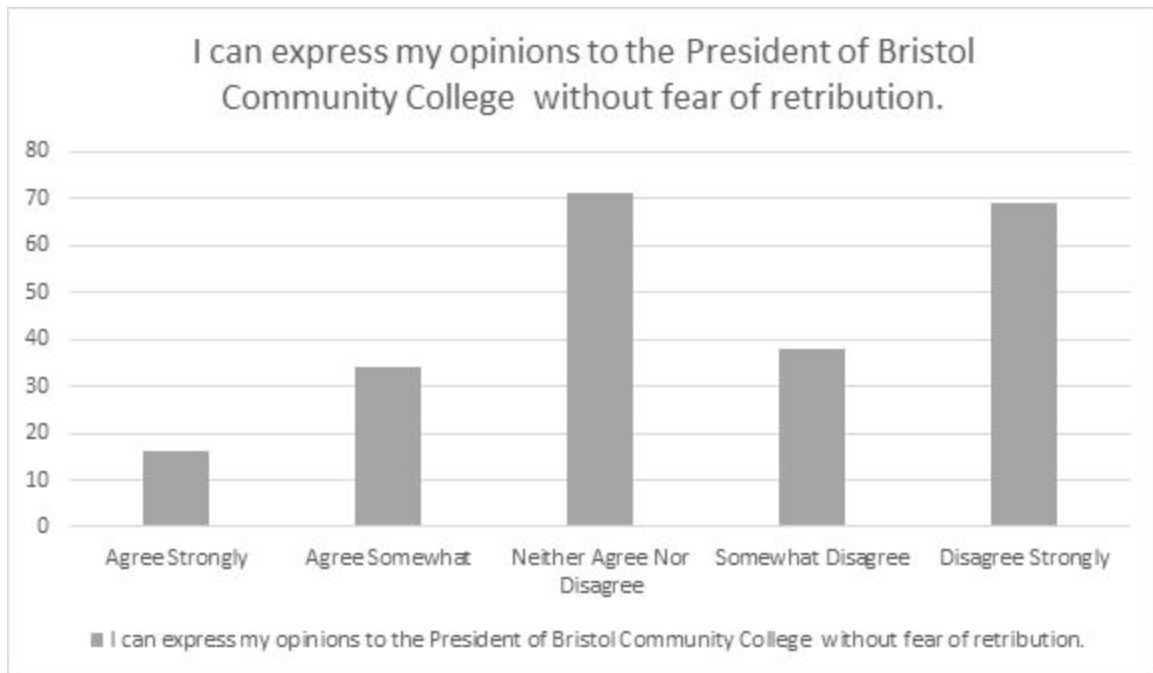
57. The President of Bristol Community College truly considers the opinions of staff and faculty when making decisions on policy.



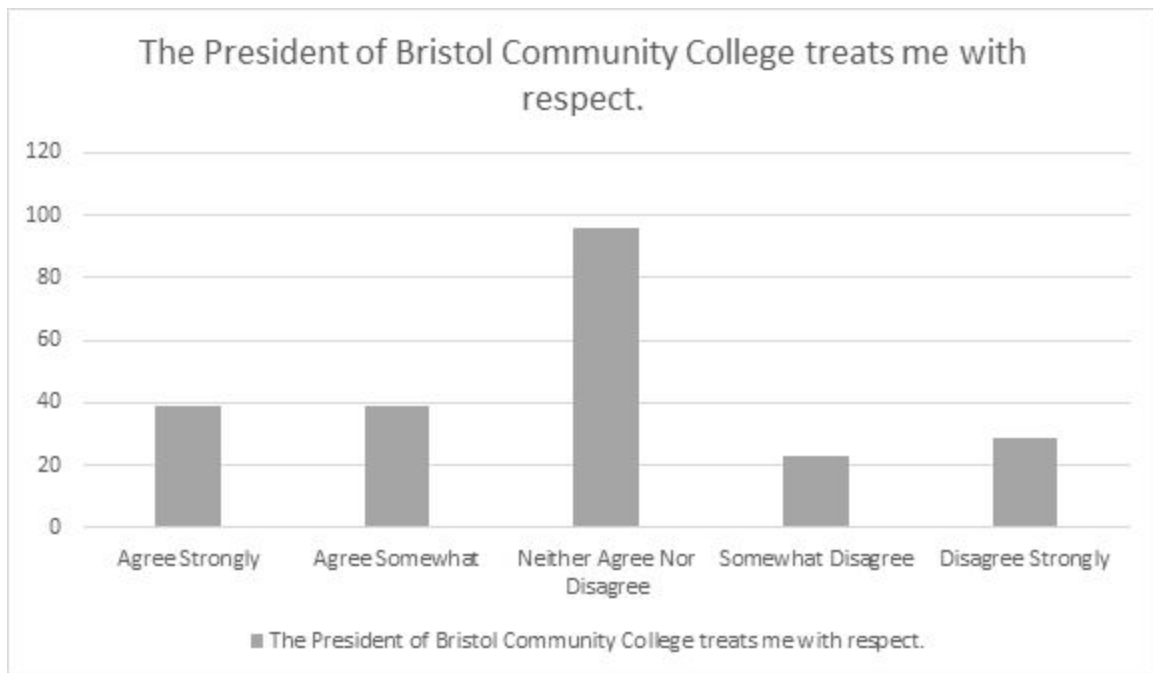
58. I can communicate honestly and openly with the President of Bristol Community College.



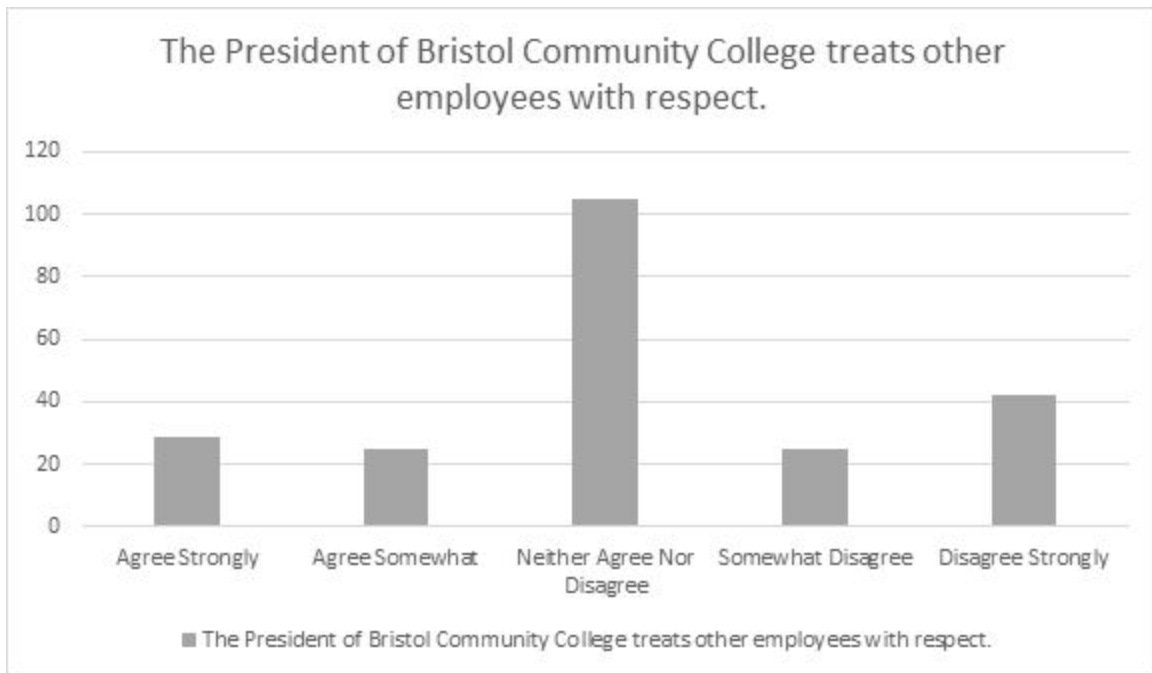
59. I can express my opinions to the President of Bristol Community College without fear of retribution.



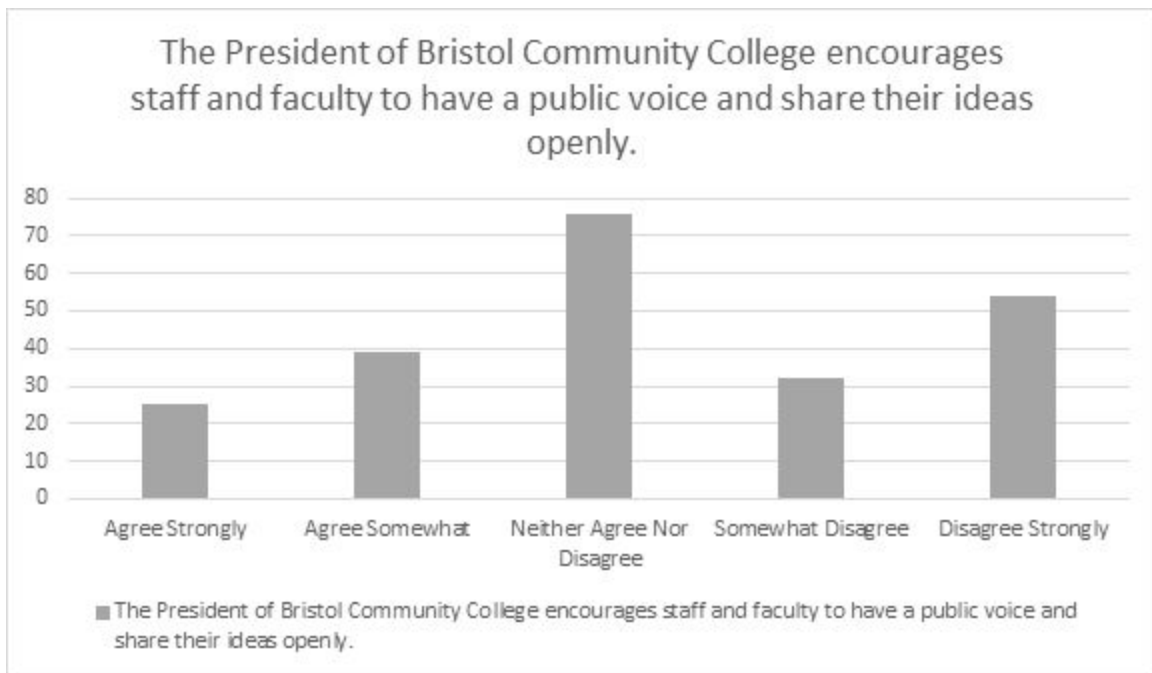
60. The President of Bristol Community College treats me with respect.



61. The President of Bristol Community College treats other employees with respect.

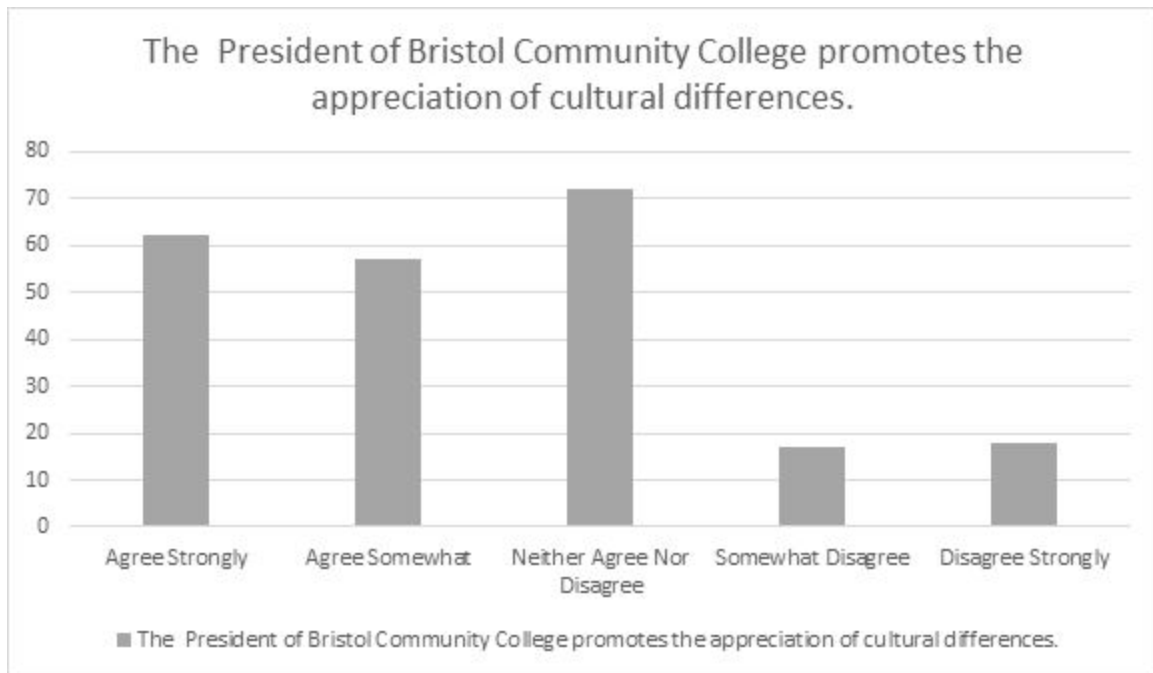


62. The President of Bristol Community College encourages staff and faculty to have a public voice and share their ideas openly.

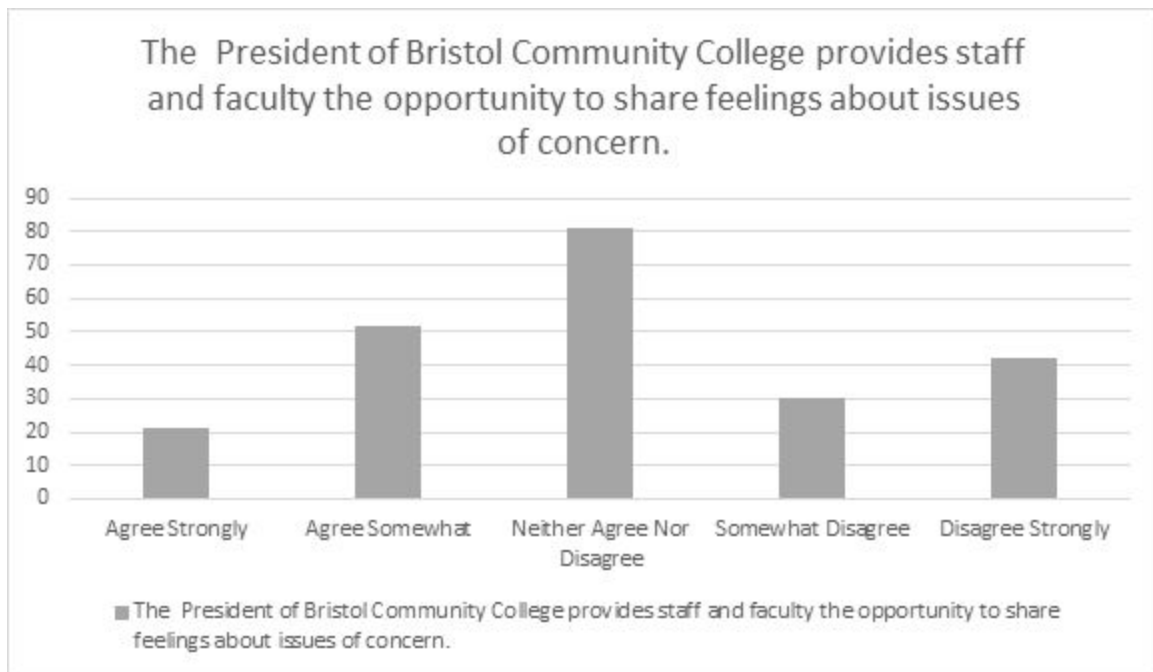




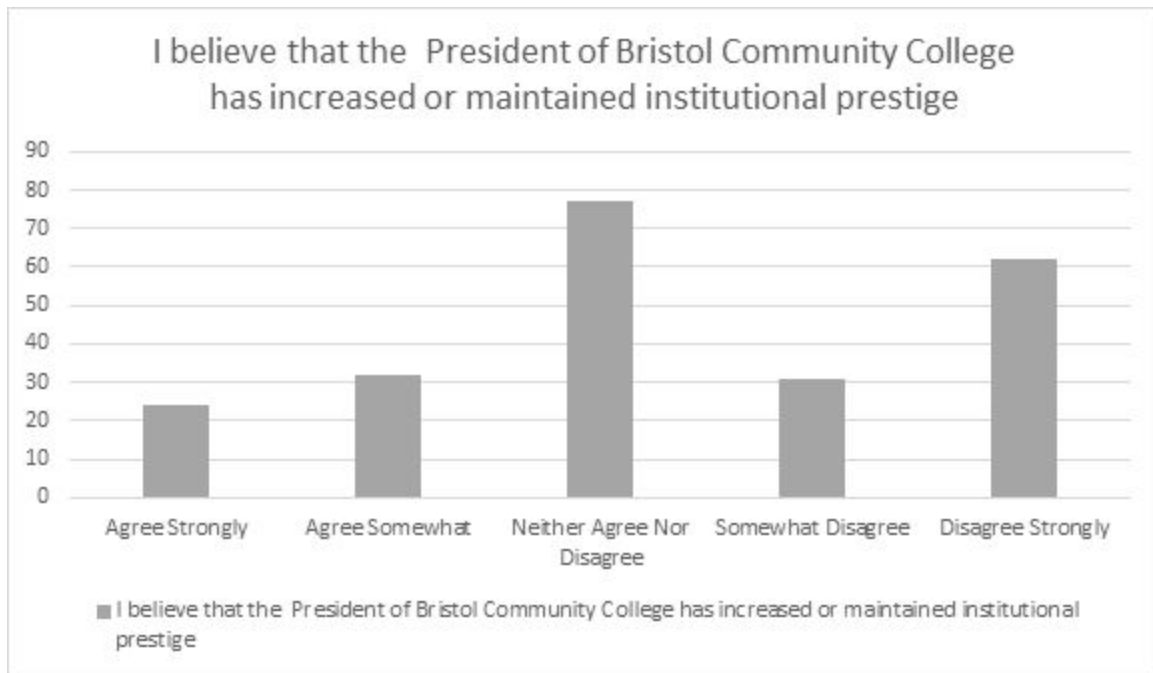
63. The President of Bristol Community College promotes the appreciation of cultural differences.



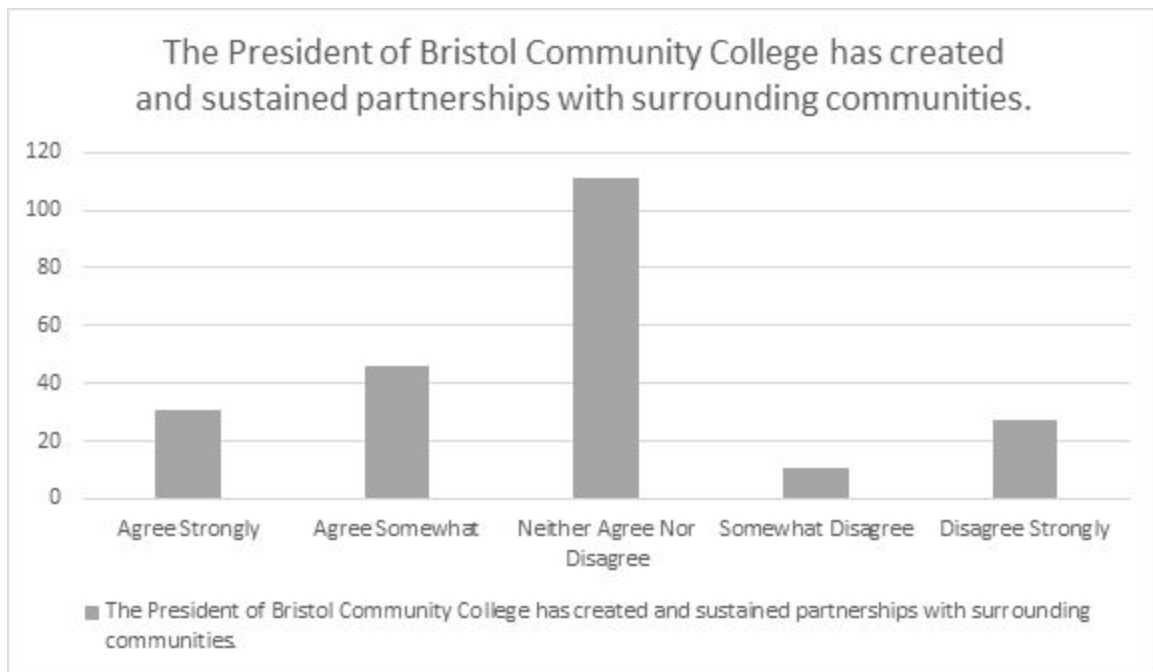
64. The President of Bristol Community College provides staff and faculty the opportunity to share feelings about issues of concern.



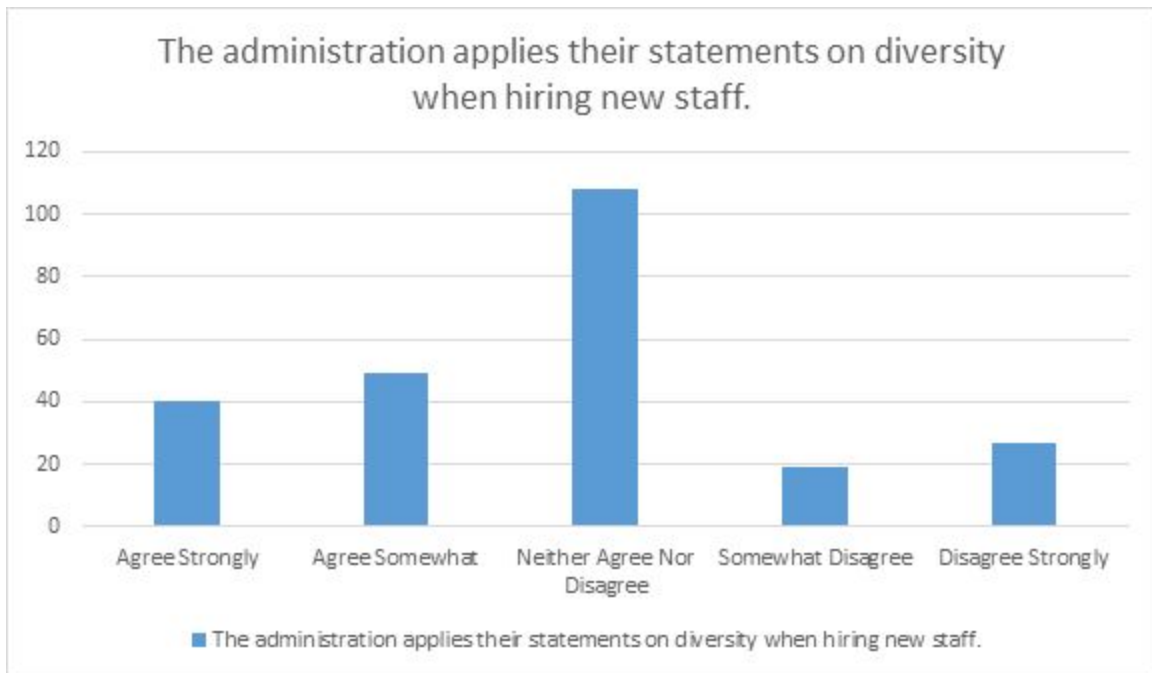
65. I believe that the President of Bristol Community College has increased or maintained institutional prestige.



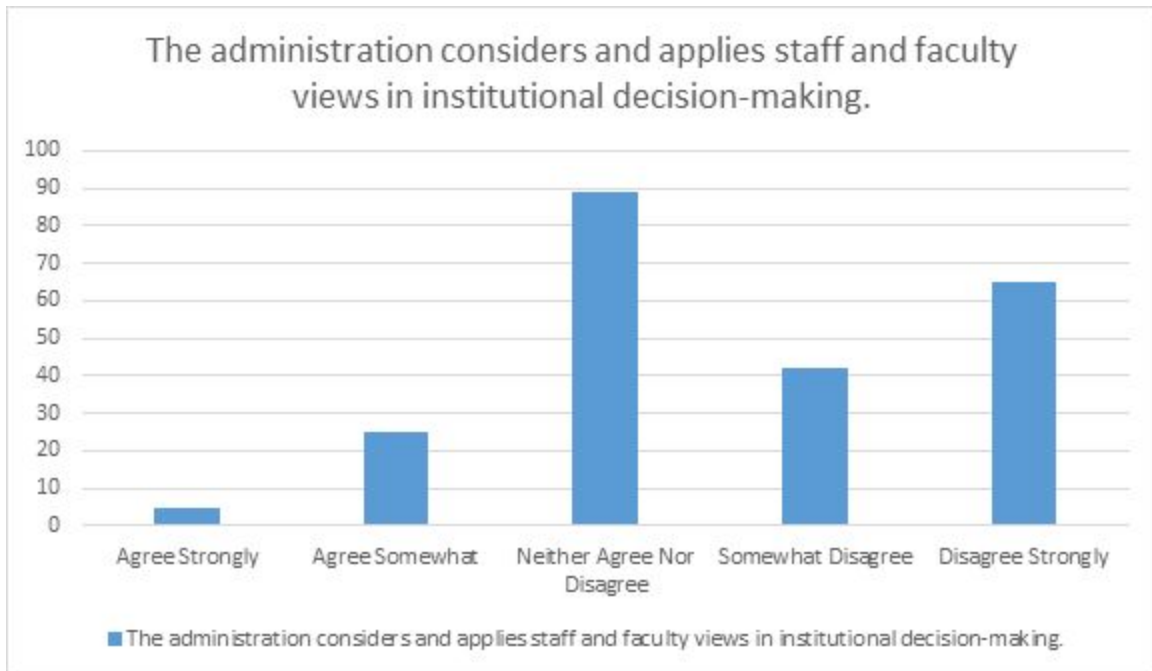
66. The President of Bristol Community College has created and sustained partnerships with surrounding communities.



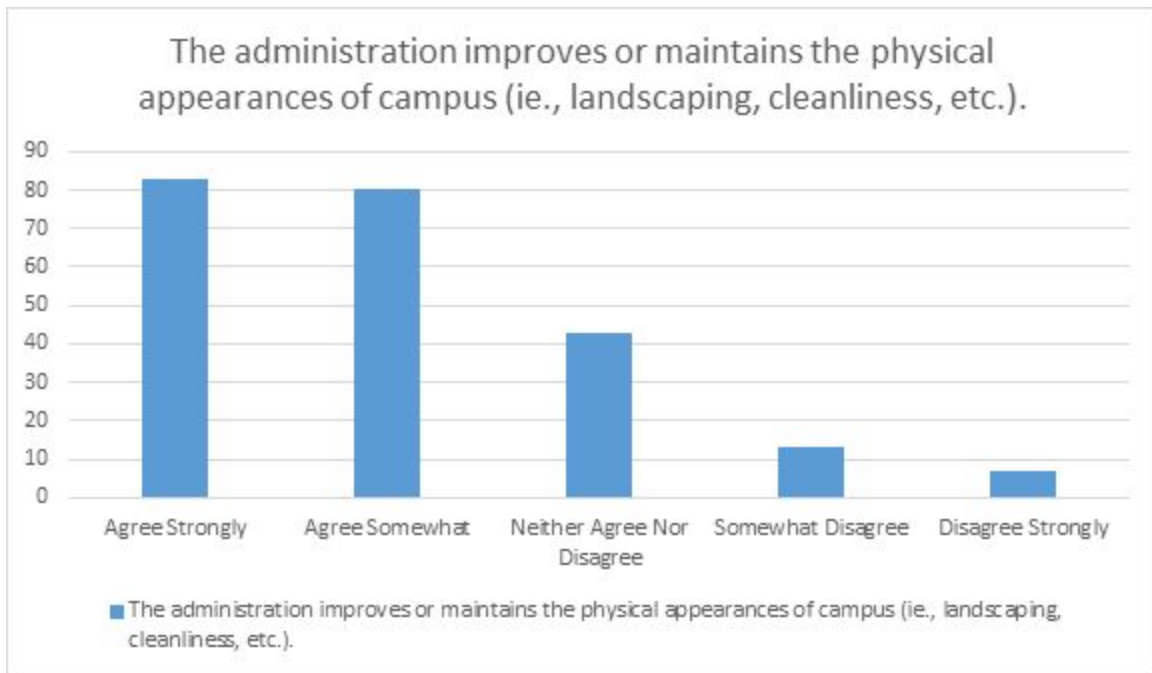
67. The administration applies their statements on diversity when hiring new staff.



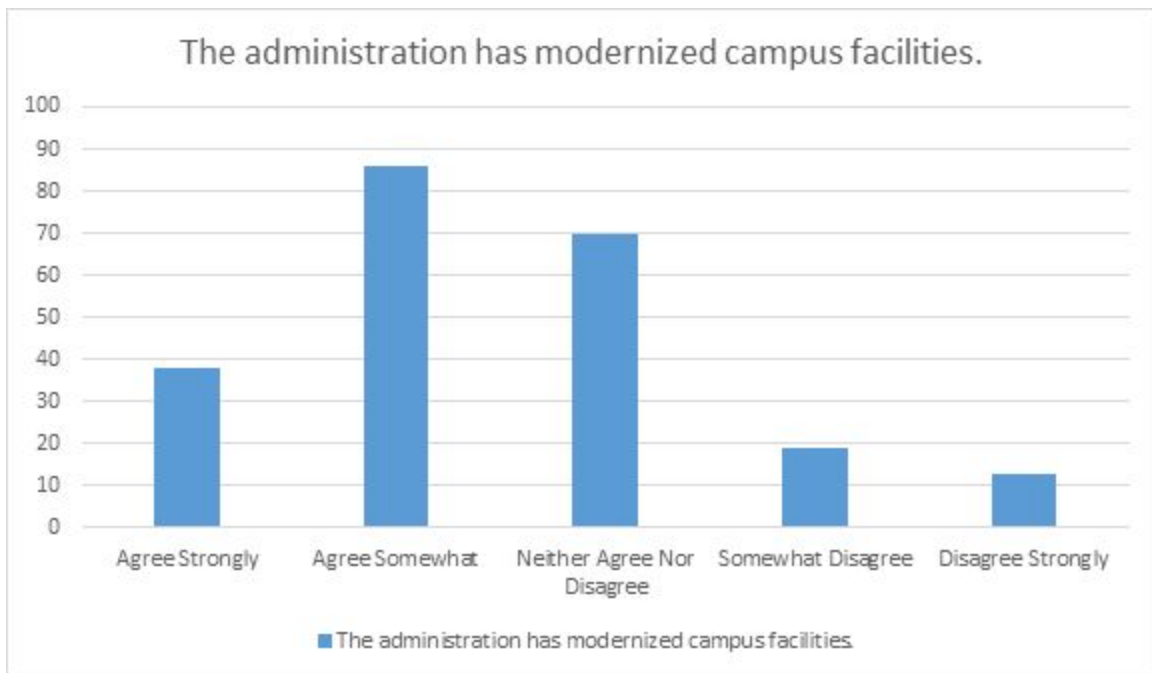
68. The administration considers and applies staff and faculty views in institutional decision-making.



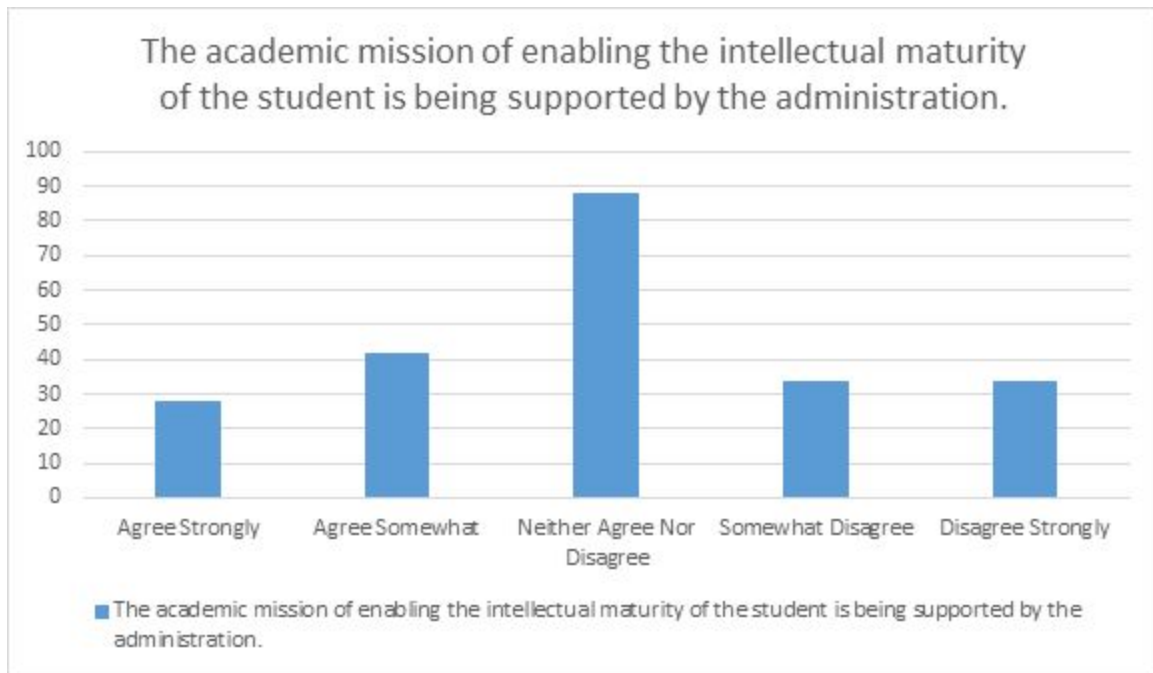
69. The administration improves or maintains the physical appearances of campus (ie., landscaping, cleanliness, etc.).



70. The administration has modernized campus facilities.



71. The academic mission of enabling the intellectual maturity of the student is being supported by the administration.



72. Open Ended Question: Is Bristol Community College provided with adequate academic leadership? Please explain your response.

I'm very concerned that searches get cancelled, despite good candidates and earnest participation by staff. Why doesn't anyone ask about long-standing HIPs? Where's the vibrancy of the LASH Center?

No.

No. 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. The Institutional Initiative form is not being taken seriously. For instance, one administrator submitted one and it was simply the posting that was submitted in the Weekly, not an actual plan.

over adequate. Too many V.P.'s

no idea. adjuncting is weird and distant.

The current administration is "leading" by fear.

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.

No I don't believe they have a clear vision. Mostly making changes shooting from the hip.

No. Suzanne does not have a vision and neither does Laura. Suzanne was disliked as the Dean but Laura rewarded her for her willingness to be the axe. Loyalty above ability and that goes for Ed, who disrupted the lives of the professional staff with intimidation and instilling the fear of firing. The Pres is on her phone because she values the audience outside of the the room and as a result, disrespects the BCC community.

No leadership. It is a dictatorship

I do not believe so. 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.

No, 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.

Unstable environment. Too many personnel changes. Great fear of retribution on campus. No support for faculty in preserving academic integrity. Adjunct faculty, in particular, are pressed to give good grades and retain students at all costs or face losing course assignments.

I think there are enough leaders, however, I would say that sometimes they are out of touch with the realities of the areas they oversee and therefore don't always have all the information they need to make good decisions.

I don't even know who my vice president is.

No. It treats faculty and staff as things. It decides policy matters as if they were business issues instead of academic ones. It is trying to lead BCC as if it were a business instead of an academic institution. It is also very insensitive to racism.

Oh my lord no. 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.

No. Lean management techniques are not utilized-leaving faculty and staff out of all decisions and if you disagree you are the next walked off campus.

Changes in policy and practice in new initiative/employment practices involving labor management relations need to be more transparent. For example, changes in student population and retention impact the bottom line (e.g. recent retention report). The college vacillates between making hard policy decisions then promoting transparency in collaborative relationships.

Yes, if you think working in a fascist regime is adequate.

I really do not know.

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. 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.

I believe so

No, I feel like a lot of institutional knowledge is gone

No, I don't believe we are well equipped.

Yes I believe BCC has adequate academic leadership...BUT they aren't necessarily people with excellent communication skills and social skills....it seems like they smile when the camera is on

them....look good but when the camera is gone so are the smiles...so is the friendliness and kindnesses....there

seems to be very little unity...it's not one for all and all for one!! That is not true leadership...true" leadership is not about a title or designation...it's about impact ,influence and inspiration and integrity" .....it's changing things for the better...creating the team effort...not squashing or belittling people. A true leader builds trust,commitment and devotion ...it's working together to get the job done...it's walking the talk! It's not just talk it's putting it into practice...showing that everyone has value.

No, academic decisions are made by one or two people, many times based on their opinion only.

No. 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 more of them.

I think that the academic leadership (the VP of Academic Affairs and President Douglas) do solicit opinions and feedback where possible, but they sometimes they need to make unpopular decisions.

No. Too many decisions are being made with adequate input from faculty and staff. There is lip service paid to asking for input, but no one really feels like they are listened to. Most faculty and staff express that most decisions are made at the top regardless of what they think.

The transparency that is constantly being discussed has yet to come to fruition. Decisions are being made, behind closed doors, without the input of key stakeholders. The justification of decisions are not shared with the college constituents. Creating an environment of fear is not an effective way to lead.

No - bring in a retired CEO who needs a challenge

There is an us against them attitude on the campus when it comes to the administration. News of firing of dedicated and long term employees has made everyone not trust what is being said, because it seems to be contradictory to what is being done.

Administration has modernized the science areas; that is all, though. Also, despite years of telling administration that students must be required to attend advisement sessions, more and more students are not required to attend such sessions. Unrelatedly, other than in D-Building, the bathrooms are not as clean as they used to be--not because janitors aren't doing their work but because they are being spread too thin.

No, I feel that the CAO has not provided adequate academic leadership.. 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.

No there is no leadership it is the my way or your fired brand of leading. The fear and anxiety has grown exponentially since the new "Leadership Team" has taken control.

ADEQUATE MAYBE....BUT OUR GOAL SHOULD BE MORE THAN JUST ADEQUATE

Yes. The college has adequate leadership. I support the strategic initiatives as stated by the President.

The reason I answered all of the questions on the President as neutral is because I have no idea how she feels or what she believes. I have no interaction with her, so I cannot answer.

No, absolutely not. Neither the President nor any of the Vice Presidents and their assistants are listening to anything faculty and staff say. Although they say they are transparent and they want shared governance, that is just a smoke screen. They do not care at all about any suggestions or recommendations we make. They pretend to listen and that is as far as it goes. They already have the decisions made before they ask for our opinion.

I think we have some really great staff but they are simply afraid to do their job to the best of the ability and share their opinions because they are afraid of retaliation.

No, if they did we would feel more secure and appreciated

n/a

Very "top down". Not respectful of the incredible work that has come before. Bragging about "new" initiatives which have been in force for years - HIPs, diversity, etc.

no, Cant even request an appointment with CAO or president, they ignored faculty email for a meeting

Depends on which campus you are on.

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.

Leadership has collected opinions from faculty and staff about changes but seems to have ignored them. Shared governance seems to only apply when it's in line with what leadership wants to do.

No. Loss of institutional memory is hurting us. Anyone who spoke up or disagreed seems to be gone. Creates hostile environment. Opportunities to speak up but no one is listening and fear of retribution is always a concern. Two people running academic affairs now? First, too many VPs, now 2 people. Poor deans. I really feel for them. The missteps re scheduling of graduation, cancellation of pinning ceremonies, work of committees dismissed, new college governance up in the air.

With all the changes going on , this is a work in progress.

No. These are bosses, not leaders

Yes, Bristol Community College provided with adequate academic leadership.

It seems as though the new leadership has not provided leadership that works for the benefit of students and faculty

no, leadership is demoralizing to staff

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. Another major problem is appointing people chosen by administration to "acting" positions, which eventually become permanent positions.

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.

No, they are constantly changing things without any type of plan

Leadership seems to be good at evoking the big picture, but when the details of the daily in terms of how this will actually work comes into play, its the faculty and staff being difficult; don't like change, are terrible performers. Where is the shared governance and transparency??? I cant see it and it does NOT like to share.

I do not have that answer.

yes

No. There is a pretense of listening to faculty, but in practice our opinions do not matter to administration.

No....there is no opportunity for qualified adjunct faculty to develop leadership skills, acquire additional teaching skills, acquire additional degrees. Hell, we can't even take courses/classes at BCC for free or a reduced rate!

Leadership is appalling.

no. Morale is low. They rule through fear.

My leadership team in my department does have the students' best interest in mind.

It is difficult to respond in the affirmative when you work at different locations

**Please provide any additional comments you would like to make related to administration morale, communications, and respect:**

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.

Each time employment of a colleague is terminated morale declines.

Everybody I talk to is afraid to say anything and feels that they are one mistake from being fired.

The current environment is toxic. People are micromanaged by senior leaders, people do not feel safe to share ideas or to take risk, communication is not clear or effective, priorities are not clear, decisions are made behind closed doors, and there are very few leaders left with any institutional knowledge.

All need improvement.

While the administration promotes transparency and provides opportunities for faculty/staff to share ideas and opinions, I do not believe they are taken into account when decisions are made.

There is a very strong thread of fear and lack of support for faculty decisions

I am fearful everyday that I will lose my job.

BCC is filled with persons committed to helping students achieve their goals. Regrettably, the Administration is about fear and intimidation to get people to follow them. If they had greater vision, earned trust and a commitment to improving students lives, they would have no trouble getting members to support them. Instead, Laura is threatened by any challenge to her decisions and has surrounded herself with those who will never question her decisions. What kind of leadership is that? Higher Education is a community that celebrates multiple views and encourages open discourse. Thanks to the current Administration, I feel I work for a corporation...take your KPIs and SSEMs and move on. Let's get back to the value of teaching and learning!

Morale doesn't exist, fear and intimidation rule supreme. Communication is one way. Their way (administration) or the highway. No respect. Ruining the family-like atmosphere BCC used to have. Ruining service profession programs.

The grounds have never looked better! There have been significant improvements to the grounds and the buildings on campus (FR), which I believe highly improves the entire feel of the college. The new doors on each building, the new windows in L, as well as all the new signage, makes the campus look exceptional!

The current administration has no respect for BCC employees

Worst campus climate I have seen since the leadership of Eileen Farley.

Administrators will put on a good face in public, but behind closed doors they are a den of vipers.

Focus on the band of the willing, however broaden more diverse view from the frontline to the Presidential office.

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 employess if she saw me walking around. The VP of my area I don't trust as far as I can throw him. I know for a fact when firing people in certain positions asked employees their opinions on who they thought would be a good fit and multiple times has hired the opposite person. He purposely hires people he knows could be detrimental to the college because they

are people that will not question him and his decisions. He on numerous occasions has been made aware of certain new hires backgrounds and he has told people to "mind their business" in so many words. He has driven away excellent top-notch workers because they understood the college better than he did and questioned him. This administration will run this college into the ground and it isn't just the employees who see it, the students see it too and they are students who are willing to move on to other community colleges.

not sure

"enabling the intellectual maturity of the student is being supported by the administration" No. Advising is horrendous, especially with regard to students who seek health care careers. The prerequisite courses are treated like 'cash cows' where students who are not academically ready are enrolled. This increases credit hours, yet these students will not succeed. They are not prepared, yet they are 'sold a bill of goods'. I have seen this happen for 14 years and I am sure it leads to a fair portion of the percentage of those students who do not complete a course of study.

I have been at BCC for over 30 years...and have always said I love it here...I have seen a lot of folks come and go...and have heard a lot....I hope to stay a lot longer but honestly I have never seen morale so low...I have never seen so much insecurity and fear....I think the definitions of the words may be off....if you truly respect someone you will not look down on them and you will treat them well. Generally if you give respect you get respect.

I think morale is low and people are anxious because of the many personnel changes. It would be nice if there was a happy middle ground between necessary personnel changes and a feeling of job security. I think this could come from more information and more communication regarding changes. But I see the difficulty that some personnel information can't be shared. For example, Rodney Clark is no longer with the college. If he was fired, I understand that the college can't share why. But without knowing why he left, it leaves people wondering if they might be next. Colleagues with more Attleboro experience say that the writing was on the wall, but it was very surprising to many.

There is such a climate of fear and mistrust on campus that will take years to overcome. I feel that administration has created a hostile work environment. However, I am thankful for my wonderful dean and other faculty and staff that are so supportive.

Collaboration and communication is discouraged. There is no trust amongst staff, faculty or administration.

I'd like to see becoming an educated person as the central message of the college vs. the message of getting a job at the end. College should not be perfunctory or only job based.

There is a lot said about being open, but what I get is that everyone is afraid that they are next when it comes to being fired. We do what we have to do and listen to what's being said, but there is a general feeling of distrust of the administration and their recent actions.

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.

The morale here at Bristol has been very low.

I FEEL AS THOUGH EVERYONE IS WALKING ON EGG SHELLS AS WELL AS WITH BLINDERS ON BECAUSE YOU JUST NEVER KNOW WHAT TOMORROW BRINGS....YOU SHOULDN'T FEEL SO UNEASY WHEN GOING TO WORK IN THE MORNING, THAT IS JUST A TERRIBLE FEELING

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.

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.

Not one administrator from the President to the Vice Presidents have any respect for faculty and staff. There is absolutely no communication until after all decisions are already made, and the morale is the worst it has ever been.

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.

I think we need new leadership, this new President although she makes outward appearances seem great behind the scenes she is making this college go downhill and it is unfortunate. There are really great individuals who work here, do a great job and love what they do, the current college climate is unacceptable and I for one would be in high favor of having her removed. Her and her friends that she brought over from other colleges and states simply because they knew her previous to becoming president...such honest and great shared governance and transparency, it is embarrassing.

Respect can just be a simple THANK YOU!

I truly feel the president is trying to make changes and bring Bristol into the future. Change is very hard for everyone to go through. Change management really needs to be instituted here and I am not sure our HR dept. is equipped for that. There needs to be someone with that kind of background to help move the college forward with this. I also feel that walking people off campus is sort of inhumane. I know there is a process being followed, but it just does not sit well with people who have worked here for a very long time. The person who is let go is sort of treated like a commodity rather than a person in many people's eyes.

I am not sure what "transparency" means for this administration.

start listening, but your money where your mouth is when you talk about transparency and shared governance. You don't share anything. people are here on a Monday and gone on a Tuesday... CAO needs to go and President needs to take responsibility for the culture on campus

n/a

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 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. We need new leadership, NOW!!!!

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.

Change is necessary. However, it should not be done without warning.

This administration appears to be vindictive. People are fearful

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.

It seems that our division has not seen a demonstration of respect from the current leadership administration is inconsistent in employee treatment

This administration distances itself from students and staff. There were many problems with the former president, but to his credit he and his administrators knew staff/faculty by name, attended events, and mingled often with students. Also, retirees feel that they are no longer respected. The word "Community" has been taken out of Bristol's name in more ways than one!

Actions of the administration appear to lack transparency despite the rhetoric used in public statements. Multiple colleagues at other institutions & community organizations have asked me "what is going on at BCC?" and said things like "I heard it is a real \*\*\*\* show over there".

Bullies make terrible bosses. Why is that rewarded?

Administration does not appropriately address all issues surrounded departmental needs. Administration does not care about what betters their workers only what betters themselves. Raises are not given to people who deserve them, only to people who know other people. Union representation is frowned upon.  
none

I enjoy Bristol, but morale on campus is low.

No such thing as fairness on this campus.

there tension between

The atmosphere at the college has become disorganized and fearful. Nobody seems to know who to contact about anything.

Our opinions don't matter; employee morale is at its lowest

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."

I have not had much interaction with the president or vice president, so I am unable to answer many of these questions.

I would like to be respected for my years of service, my retention rates, and the large following of students that I have had in the past when in one location. I have boxes of thank you letters, articles from the student newspaper on me, I treasure them all. The students keep you going and as an alumni of Bristol Community College I have the utmost respect for them.

## Open Response

Directions: Please take a few moments to respond to these open-ended questions.

66. What is the single most appealing factor to you as an employee at Bristol Community College?

Working with students

Working with students.

Helping students succeed

Working with the students

The students, campus and my co-workers.

Relationship with most co-workers is wonderful

helping students

I appreciate the collegiality at Bristol and LOVE our students.

The students and Taunton colleagues.

There are so many good people who work here...for now.

Love to work with students

Camaraderie

Opportunity to work with students and impact the long-term health of this region.

my department heads.

My colleagues. We have a cohesive team.

Students are great

I used to love the feeling of community and helping students.

My colleagues across departments

My coworkers.

Teaching our students

Summers off

I like my job assisting students.

I love our students!

Working with our students

Student service

Students and colleagues.

Our students are the best part of Bristol

Technical support (IT, labs, secretaries) is excellent.

Summers off.

My ability to teach and make a difference.

Academic freedom, working with students

good people to work with

Fellow faculty members are very professional.

Management of my department which is superior to every other college at which I've taught (all of which are 4-year institutions).

Teaching and research with my students.

My co-workers and the students

Teaching- that's why I took this job. Seems like I get less and less to do that job now. And now there is no room for advancement with the no administration teaching rule- if I advance I can't teach. So for me that means I can't advance here.

Diverse student body with academic talent with perseverance to complete degree.

My colleagues who work with me

My team within the division is strong. We get along and can openly talk about work related issues or concerns and how to improve them.

Student success is always Priority #1.

The people I work with in my immediate area are wonderful. We are a true team in the sense of the word with one common goal the student.

The fact that I have been here a while already.

Being in a position to truly help students grow to their full potential.

the beauty of the campus

I enjoy the people I work with on a daily basis. I have built a strong friendship with one of my coworkers.

I work in a supportive department with supervisors that care about us and hold us accountable for our actions.

Diversity and Friendliness

High pay for part time work.

how many people are escorted out when they are fired treated like a criminal

Faculty, Library, eLearning staff, and the students

Making a positive difference for my students!

Commitment to growth

Delivering the mission of the college to our students.

I think I am valued for the work that I do - by my peers and my supervisors/administration. I am given opportunities to share my expertise and grow. And I am generally happy with my workload (teaching assignment/schedule) and the work/life balance it affords me.

Feeling that I make a difference to the community and to my students

Workmates who work collegially.

Academic freedom to work with students and help them move forward on their paths.

## Student interaction

I love my students. I also appreciate the academic freedoms that I have here.

I love to teach. I love to see students learning and that I am helping them along. After being there many years I know that I have helped many students get n their way with their lives, and it is a great feeling.

Bristol Community College truly fosters cultural diversity and inclusion which makes my classroom and the college as a whole a rich and wonderful learning environment.

## Being able to give back to the community

independence to do my best in the classroom

The students: I adore the students of Bristol Community College. They work hard, they study hard, and they are the reason we're here. I've often said that working at a community college after working at several four year institutions has changed the way I work with students- to the better. We know them, they know us. It allows us to build bonds and relationships that would not be possible in larger schools.

## Campus appearance and programming

the faculty and student interaction

## RETIREMENT

Academic freedom- to teach, educate and learn

The students are great! I enjoy working with them.

Making a visible and lasting difference in the community/region - economically, culturally, emotionally, etc. Seeing students change their lives through education is extremely meaningful work.

That I only have a few more years and I can retire--isn't that sad! I have been here for about 30 years and always considered Bristol my second home and my extended family. Except for the last 5 years! It has been horrible!

## Commitment to student success

The ability to make a direct positive difference in students lives.

I love what I do, I enjoy working with these students and feeling like I am making a difference. As a woman and a mother, when you spend this much time away from your family, more importantly than a paycheck is also the feeling of making a difference in the community. Lately, I really question if it is worth working in such an uncomfortable working environment.

The close knit community and encouragement from upper administration and my supervisor.

Most of my colleagues are like family

I enjoy teaching and the opportunity to enhance the understanding of future professionals in nursing.

The ability to teach my discipline and being able to be a part of the students success.

working with students

The students and the day in and day out work I do.

The mission.

great place to work over all

Being able to work alongside and learn from my colleagues in my specific office is by far the greatest aspect of working at Bristol.

paycheck where i used to feel like part of something larger a community of learning.

Students and opportunity to do good in the community.

nothing these days



I like the people that I work directly with on a daily basis.

Working with students and my co-workers.

BCC Students

Choice of Program

Working with students to achieve program completion

Professionalism and respect directed toward staff

Having a voice in the areas where my experience is meaningful.

diversity of students

I love my students!

working with the students.

working with and for a very diverse population of people is very appealing

I truly enjoy working with the the students and watching then grow academically and personally

The uniqueness of each campus and the appreciation for the diversity from location to location.

enjoy teaching here

The ability to pursue projects that I am interested in that are in my academic area

flexibility

The students.

For our students, this is their only shot at a good future. That is why I continue to work here!!!

The longevity

Helping students succeed

I enjoy being able to give first year students a college feel without the college price. Being able to positively influence young minds to excel beyond what they thought possible is my greatest joy.

I love having the freedom to create new progressive curriculum and collaborate with colleagues.

working with our students

Quality of teaching colleagues

My relationship with faculty, staff, and students.

the mission of the college

Flexibility

Location

The students and the help I received from the CITE lab. The campus landscape is very pleasant.

Students

to have the freedom to express concerns

helping students

The most appealing as an employee at Bristol CC is having their respect and believing in me as I will be growing my role for our department in the near future.

I am able to be creative and get involved in a wide range of diverse activities. I don't stifled or micro-managed.

Very nice campus

students try hard

Being a great instructor. Teaching students how to learn

the team building in my department among peers and the friendships I have made but now its not about family it is about show biz

The students are challenging but so rewarding! The majority of faculty/staff are hardworking, dedicated good people.

Working with the diversity of our students most of whom are making an honest effort to better themselves and develop.

Be equitable in all areas, either in support for students, or faculty/staff

Working with students

I love the students, and this was my favorite place to be - still is, but now we seek therapy to handle the stress so we can deal with the changes and the lack of empathy, support, care, leadership and mentoring we tend to look for and value in a supervisor/administrator. In the old administration, they were screwed up, but at least the phrase was "keep the main thing the main thing" and we were promised no one would lose their jobs because we made this college work - ALL of us. We are now being divided, and they are trying to break the unions. So many good people have left out of fear of being walked off campus - good people with skill and the ability to work with students and actually retain them. They are gone, and we are left with an administration that really does not care, and faculty and staff who are overworked, state job

Interaction with the students.

Looking forward to retirement

the job

I have great supervisors who care about the college and employees. I'm proud of what Bristol offers our students and the community.

Our students.

Summer break.

I have made forever friends.

my colleagues and the students.

I love my job but given the level of morale at the college I question how much longer I will continue to love my job.

Shared mission

my colleagues

good working relations with co workers and former immediate supervisor(s).

I appreciate how collaborative and helpful the other teachers are within my department. We learn from each other and make accommodations when needed. We have good communication and we have an amazing program coordinator who goes above and beyond for the students and to make this program what it needs to be.

Being able to pass along the knowledge of my field, being an alumni, and student satisfaction.

Sense of community....but this is eroding.

67. What is the single most frustrating factor to you as an employee at Bristol Community College?

The termination of positions and the people in them.

Not being recognized for a job well done.

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

Fear of losing my job or a co-worker losing their job.

Changes take forever

Too many changes too quickly.

level of pay

The disparity in services, classes, and opportunities that between the Fall River classes and the other campuses. I wish transportation was available so all students could access what goes on in Fall River.

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

The toxic climate.

Lack of interest and critical thinking of students in class

Communications slowly degraded. Fortunately they seem to be improving.

The immense stress level caused by chaotic, dramatic, seemingly haphazard change over and over again.

lack of security (summer income and insurance, guarantee of employment)

The low morale and ever increasing work load/expectations.

That my college is being destroyed.

Management getting rid of things because they personally don't like them, rather than because the wider college doesn't like them

No transparency.

Frightened by all the long term employees that have been let go.

The Administration

The Administration

The leadership at BCC is just shady. No other way I can describe it.

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

How the current administration disrespect employees

The lack of improvement on salary and benefits for the part-time faculty

Miscommunication

Micromanagement by incompetent administrators who lack appropriate skills and have no institutional knowledge.

The low morale and the fact that employees' dissatisfaction is beginning to have an impact on our students which should never happen.

Resistance to implementing changes in unsustainable groundskeeping and food service practices and not exploiting faculty expertise when developing better practices.

Constant change has become very confusing.

Disengaged as an adjunct.

Administration. Too many random changes with no employee input.

the pay

The need for diversity sometimes results in exceptional white male applicants being overlooked.

The lack of a path to full-time employment for long-term adjunct faculty. Adjuncts are becoming the rule rather than the exception across all schools in the state and the country, and we deserve the opportunity to become full-time faculty if we desire to do so. If we're teaching a full course load, then clearly the need for an instructor is self-evident. As a full-time employee we'd be more invested in the institution instead of the students alone.

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.

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.

Current decision making process and changes made without input. Lack of respect and administrators slandering faculty in meetings-it's insulting. We aren't children yet administrators treat us as such. Changing initiatives - focus on how faculty can implement these in practice. The data is readily available to make comparison across discipline for pass/fail rates which can be linked to the course. Qualitative data is equally important as several variables impact student success other than the professor. Student hardship, family situations, job, child care, and college responsibilities all factor into the many challenges student from all ages confront in course completion.

The administration

Administrators making changes. The people who have been let go and the ones that left because of the changes implemented.

All of the firings of respected fellow employees has created a climate of fear.

I understand that we are in a transition period. It is very disheartening when you see people that have a lot of knowledge being escorted off campus. It seems like knowledge from the past is not taken into consideration when decisions are being made. It is almost like they want to eradicate anyone that has a history here at Bristol. Sad.

That our opinions as those who are actually working in the offices dealing with students and processes are not listened to. That reasoning behind so many changes are not made clear and there always seems to be an ulterior motive behind everything that's happening. The phrase "if it ain't broke, don't fix it" comes to mind. Many aspects of BCC were running very smoothly prior to all of these changes. I have never felt so behind or overwhelmed with my work in my entire time here at BCC. And the most frustrating part is I don't have confidence in my supervisor to ask a question. This is singlehandedly the most messed up, confusing, disaster of a semester I have ever seen and it is not a surprise at all.

Changes that are top-down with no explanation and potential for retribution

The statement that 'we are not people, we are positions' and the sense that, because this is the current atmosphere, that we are slowly losing that which makes a school great - our humanity - especially at a college community level.

The treatment of staff

Morale is so low. People are working far beyond their job descriptions without getting compensated. Certain people are not held to the same standard or rules campus wide, and these discrepancies are often shrugged off.

Parking. Rules must be set up.

The placement of students who are not prepared into courses they will struggle with.

Transparency, there is none.

Each Division Dean doing her/his own thing; lack of honest sincere communication.

Little job security

Right now it's seeing so many afraid that they will lose their jobs.

The lack of understanding about who are students are and what they need to be successful.

The fabric of the institution has been torn apart over the past year or so, and we are still heading downward. The President doesn't understand us, our region, our students, and most importantly, doesn't have the right skills to save us from further decline. Faculty, staff, and I even believe most administrators know this (though they are too fearful to say), and the Trustees appear to be in the dark.

Recent replacement of my office computer has removed software that I need on a daily basis. I have a work-around but it's noticeably more tedious and no one can provide a reason I can't have the software I want other than something similar to "because I said so".

#### Lack of transparency and distrust

My computer.

The lack of trust amongst everyone (initiated by administration) accompanied with the fear of retribution which negatively effects morale.

The hiring of people with corporate mentality and behaviors--they are killing the old spirit of community and family at the college.

#### Perfunctory and complacent middle management

The tension in the union bothers me. I am grateful that we even have a union but the dysfunction within it is a concern to me.

I am frustrated that with all I do for the college and the years that I have been there (over 30) that still am not treated with the same respect and financial gain as full timers.

This is because the college is way too top heavy, with full time jobs going to the offices, with few full-time faculty. In 1986 when I started there was more than 70% full time faculty. We are now well above 70% adjunct.

WE have vice presidents and deans and directors. But then each of those categories has an assistant, and associate...All of whom need office, secretaries, who need offices, and all of them are full time, have benefits.

I remember when we had one Vice President.

All of the category levels do little to help the students learn.

There are so many wonderful events and professional development workshops available to the adjunct faculty, but there just isn't always the time available to take part in these opportunities to learn.

too many courses (a 5/5 course load)

The lack of respect between the administration and the staff and faculty.

#### Lack of commitment to diversity

The moral is very low. People can't collaborate on work they are being told not to speak with others in other departments.

Transparency is not parallel. Some VPs are very good at relaying information while others presume that their directors are relaying information. When Student Services is reference, he only speaks of gains with his managers, not the people actually doing the work.

not knowing if I will have a job tomorrow.

#### LACK OF PAY

Too many meetings. Outcomes not always adhered to

The morale. I embrace change, but the way that it is being pursued is aggressive and morale is low as a result.

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.

#### My dean

Lack of communication and ability to input expertise in decision making

Transparency and Shared Governance are truly not practiced. It's just a dog and pony show!!

All the dishonesty, knowing really great colleagues are being walked off campus for no good reason is unacceptable, one would assume at some point President Douglas will run out of friends looking for a job.

The resistance to change that could be positive for our students.

Respect from supervisors

I feel cut off from the college being an off site instructor

I go in, teach my class, and leave. I feel that as an adjunct I am not accepted by the college as an equal to full-time faculty.

Lack of respect on the part of administrators. They don't practice what they preach

Working with some people who do not want to change or who think they are superior to their own boss.

We no longer seem to be "keeping the main thing, the main thing."

upper administration making changes to things that already work well, changing dates of commencement, no pinning ceremony, etc. all decisions made by a few when it affects many.

Feeling like I have to question the stability of my job is frustrating and demoralizing as a professional.

Conflicting messages

Miscommunication

no transparency no input no longer treated as a human being just a number

not being able to share input as a stakeholder for specific situations

Seeing long-time employees eliminated or marginalized, at the expense of students.

CAO and President, lack of transparency, CAO should stop micromanaging things she knows nothing about

I still feel as though the higher ups make decisions based on their own personal agendas and not on what the best needs of the staff and students are.

Change for the sake of change.

Working with the current president and vice president is difficult.

Too much red tape

Classroom climate control

Feeling like this has become a dictatorship.

Too many changes don't know who can be trusted in leadership positions

Campus politics and not feeling supported by higher ups

Everyday someone is being let go.

Just about everything. My main impression is that my job is get students to pay tuition, and everything else is secondary.

Top-down decision making; NO transparency.

All Campuses/ Centers do not support each other when it pertains to enrollment and promoting activities unreliable schedule, work load - obviously would prefer full time

There are many initiatives, changes, and processes at the college that are not executed well. Some changes need forethought, planning, and time to roll out strategically (rather than all at once while figuring things out on the fly). It feels rushed, disorganized, and there tends to be a lot of fallout, including faculty and staff morale, which must have a trickle down effect on students.

Number of students required to run courses

I would like to teach in NB instead of FR

That the president does not care about the decline in the college morale.

No part time positions with single benefit opportunities. Twenty years as an employee with no health coverage offered

Micro-managing

As an adjunct faculty member it's frustrating to not be able to know when and how many classes I will have each semester. I do understand that it's "the nature of the beast" so a close second would be the attitude that adjuncts are more like second class instructors when many of the adjuncts care more, and willing to do more than many full timers.

I feel like decisions are made without stakeholder input.

Bureaucracy

Students lacking proper study and writing skills

I fear if I cannot increase enrollment in my three programs which I've been doing since last February, that the program may be eliminated without any notice.

Seeing so many good people terminated in a disrespectful way

Pay scale/equity

Inadequate pay

Never knowing for sure if I will get the amount of courses that I would like to teach.

chosen diversity

length of time it takes to have "things" done

people trying to make BCC something it is NOT - we are a COMMUNITY COLLEGE

The most frustrating as an employee at Bristol CC is not being able to select the classroom that fits my teaching methods. I was re-located to a different classroom, smaller space, and made it harder for my students participate class activities due to small space.

Expectations are very unclear.

"Stop walking out by security" employees whom are leaving or let go...show them some respect and dignity.

Funding to help my students

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 than he implements performance plans and next you are fired or retrenched. This creates a hostile working environment for many.

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.

open and honest communication

Lack of transparency and accountability with this administration

That people are not looked at as valuable resources, but as pawns in a game that not one of us understands.

My division is not treated as well as the others

Lack of respect for the academic integrity of the College.

There is no incentive to stay. It is painful to see other departments receive more funding than others. It is painful to see other departments receive pay upgrades other than others. It is painful to see favoritism.

Lack of support for students who are struggling with mental health or emotional health issues.

Not all are treated fairly on this campus

not enough money

job insecurity and turning prior students away who tried to register late.

The union environment hinders the college's progress, in my opinion. There are employees who do strictly the bare minimum to meet the expectations set forth, while employees willing to go above and beyond (for the right reasons - meeting the needs of students), are "rewarded" with more work. The process defined by the union for changes and negotiations create a wall between management and unit members. Mistrust is fostered and creates an unstable environment. Management and unit members should be able to communicate freely and openly, to collaborate on the best way to move the institution forward to best meet the needs of students.

Our administration.

Lack of opportunity, being stuck in an outdated Machiavellian Work System!!

The atmosphere of fear and mistrust.

Hard work and dedication is not rewarded but stature is.

The administration especially the president, the vice presidents., HR and some of the deans treat individuals like we are working in a factory

Administration does what they want with no input from others. They may ask for input but in the end, ignore what we say and do what they planned on doing from the start.

Problems with technological limitations that conflict with institutional goal/value of access.

the administration

new inexperienced leadership making uninformed decisions and belittling staff.

The increase in the amount of students coming in with anxieties and mental disabilities which handicap them in a way that they do not show up for class or complete work on time or even at all.

The different answers I get from several as to why people are being hired to teach in Division II while I have been given a drop in course load. Enrollment is low, we worry about you (one faculty friend told me) what does that mean? No one has ever said this, well your level 4 so they are not going to give you more classes because they have to pay more????? Confusing information is a constant.

How campus-wide morale has deteriorated with so many seemingly arbitrary changes

70. Would you like to make any additional comments?

Please do whatever you can to help. This is not the same institution it was 2 years ago, and not in a good way. What is going on is not sustainable.

BCC is a great place to work and study.

the union situation is ridiculous from all ends of any of those discussions.

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.

No

Thank you to BrMCCC for coordinating this survey. It may be the first step to "change" of the current Administration.

I wish the new President would put the students first and stop with the unending reorganization which only creates instability!

I wish the full time faculty as well as the administration, would treat Adjunct faculty with the respect they so deserve, as opposed to being treated as though they are disposable and not valued. They work so hard and save the college a great deal of money, yet are the least valued.



I don't see employees chipping in to make things better as everyone is afraid to raise any issue for fear of being mistreated or worse, terminated. The atmosphere on campus is not at all friendly and engaging.  
Thank you!

I don't think you can teach old dogs new tricks. The only solution to the current disgraceful situation at BCC is the removal of Pres. Douglas & VPs Bug & Crapellen

Talk of shared governance is just that, talk.

See above. Thank you!

It is very sad that we are losing good teachers. I do not think President Douglas has a clue about the damage she has caused.

A plea to the Board of Trustees: Help your students, help your workers and help the college. Remove this administration before they do irreparable harm to this once great institution.

Thank you for the opportunity to participate.

I'm hoping that Bristol CC changes will be to benefit the student in the end.

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.

No

none thanks

I'm grateful that I am an employee at BCC and that I have been for all these many years ...BCC has been a great place to get an education...and see people attain their dreams.... I am honored to be a part of it!

Thank you.

Frustrated by the pay rate and absence of benefits for part-time employees; this is a disincentive

I would like to express my gratitude for those who are working to represent me, particularly in my adjunct position.

I think we need to get back to the place where faculty was an equal in the college with administration. There used to be a working relationship between those "running" the college and the faculty. There was a lot of support for faculty. Now faculty goes to teach and the administrators do whatever they do, but there is little give and take. I think the administration needs to remember that without the faculty education will not happen.

If the faculty stopped working, no education would be happening

If the administration stopped working for a while, the students, who should be our focus, would still get their education.

I believe the power that the administration wields should be shared more with faculty.

The hiring of my supervisor against the will of the hiring committee was an egregious example of lack-of-trust. The committee expressed concerns, which were ignored. The people who would eventually answer to this person expressed concerns, which were ignored. All of these concerns have been well founded considering this persons first few months on the job (working remotely, not available when on-campus, spiteful and unpleasant working environment). This supervisor acts as if we have no knowledge, or that the knowledge we do have is inferior to their own. They don't seek advice, nor do they ask for help. When they have a conflict with people they immediately bring them into HR in a way that makes the rest of us fearful to voice concerns. Had the hiring committee been listened to, I feel a more successful candidate would have been chosen.

Reconsider degree requirements for jobs posted. For example earned bachelors versus a bachelors in process, for the purpose of equity, everybody's path is different some may not have had the opportunity for education immediately but have the drive to work toward the degree and can circle many with degrees in experience and institutional knowledge. Someone right out of school with a PhD cannot compete with the experience others bring to the table - how can we measure that equitably?

Change is hard, but what's happening currently is more than change. Admin...time to look in the mirror and do some self-reflecting.

Thank you for giving us an opportunity to share our thoughts, I know I would not feel comfortable saying any of this even with my closest/colleagues who are friends.

The reward for a good job done is more work which is completely unfair!

1. This attempt to create a new culture for BCC is unnecessarily destructive to the staff and faculty. Morale is so low. It is not a pleasant place to work.
2. Efforts at resocializing students (through things like hard registration deadlines) will not work. We risk losing even more students in a time of enrollment decline. We need to recommit to the college mission.
3. Enrollment is going to continue to decline; no "magic bullet" has been identified on any public community college campus. We must accept this, and stop this destructive experimentation. Reorganization, retrenchment, and termination of good people will not improve enrollment numbers.
4. We have so many unfilled positions because the word is out that BCC is not a positive place to work right now. And the administration is cited as the reason.
5. Leadership through fear is not legitimate or sustainable.
6. Too much money/emphasis on "rebranding." Everyone still calls it BCC. Also, our public image is not improved by new logo, or mascot. We perhaps should focus more on internal stuff.
7. Transparency has not improved on campus.
8. Thank you to the unions for sending out this survey. I hope there is quick action based on the results. This place is terrible, many are looking for new jobs, significant talent and history will be lost

Thank-you for sending this survey!

After more than a decade, this past year has been more stressful then all of my previous years combined. It is not a healthy work environment.

Some areas of the college are clearly not valued, so when working in one of those areas, it's difficult to get excited about your work, or feel that others are excited about it.

I will be happy to serve on a search committee to replace this president. She does not care about our college. We love our college and want a leader who values this institution as much as we do. Thank you!

Part time positions are necessary

The focus on bottom line (\$) is necessary but we are losing site of our mission as we try to be all things to all people to increase enrollment, which ends up hurting our retention numbers and our reputation. It's a vicious cycle that has only worsened with the push to offer everything online. If online is the answer (which I don't think it is) why do we need four campuses competing for resources.

When students receive an acceptance letter into a BCC program, we need to be sure courses are offered and carry so students graduate in a timely manner.

Bristol CC would be an amazing community college if we work together closely to improve some things.

I would love to be proud of the college I work for again. I miss that!

I really get asked a lot about how Bristol treats me as an employee from people who are either local politicians or who contribute a lot of money to the foundation- I just smile

People that we know to be good people being walked off campus by security and/or HR is demoralizing and unethical.

There is clearly a need for an honest dialog around the changes that have occurred in the last year or so. Lacking that there needs to be fundamental changes in regard to the college leadership.

This place has really gone downhill under Douglas's leadership

Do you think this will change anything? Good luck!

I feel that our Union is not protecting the jobs here by allowing vacant full time employee positions to be filled by part timers in order to eliminate paying out benefits.

Transparency is simply something that is talked about.

I hope the results of this survey are shared with Board of Trustees and the press. We need to shine a light on how badly things are going at BCC

change is expected but not always for the good of either staff and/or students.

Yes, I have earned the right to teach more then one class with my dedication to this institution and its students.