

Ms. Joan Medeiros, Chair
Bristol Community College Board of Trustees
c/o Bristol Community College
777 Elsbree Street
Fall River, MA 02720

February 25, 2020

Dear Ms. Medeiros;

In your December 19, 2019 letter, you requested clarification regarding the results of the Climate Survey and Votes of No Confidence in Dr. Laura Douglas, Dr. Suzanne Buglione, and Dr. Ed Cabellon. Please see Appendix A of this letter for this additional information and explanation.

In the intervening time between your response and now, the College has continued to witness upheaval and accelerated change. We have just recently experienced the resignation of Dr. Sarah Klyberg, the acting Dean of the Division of Arts and Humanities. Having one of our largest academic divisions lose its dean twice in one year has greatly contributed to unrest. Outside consultants continue to fill the shoes of individuals once held in high regard by the faculty and staff of Bristol Community College. Institutional knowledge has been decimated in favor of building a “new culture” at Bristol. Favorites of the Vice Presidents are appointed without proper job searches. Enrollment continues to decline, as does the morale of those who still work at the college. Top-down decision making by administration remains the norm, with little evidence of shared governance or transparency. Reorganization without clear rationale continues. Hastily organized “all-college” meetings to address morale problems are held up as a panacea. It is becoming more difficult to address our student’s needs (which should be the focus of our work) in this environment.

It is crucial that the Bristol Community College Board of Trustees recognize that there are serious and on-going problems at the college, which are a direct consequence of decisions made by the Douglas Administration. The unions now must ask how the Board of Trustees will respond to the requests made in the December 9th union presentation:

- Stop the firing of knowledgeable employees and hiring consultants at Bristol CC,
- Suspend changes in personnel and further reorganizations,
- Adhere to contracts and MOAs,
- Create an Ombudsperson position reporting directly to the BOT
- Include a faculty/professional staff and AFSCME seat on the BOT

Further, there are other crucial questions to pose to the members of the Board:

1. How is the Board of Trustees prepared to respond to the morale problem as evidenced by the climate survey and votes of No Confidence in President Douglas, VP Buglione and VP Cabellon? What is the plan?
2. By what process does the Board of Trustees evaluate the formulation of short- and long-range planning for the college, including organizational structure (as per Section 2 of Article 1 of the Bristol Community College Board of Trustees Bylaws)?
3. How much money is spent on external consultants to the fix structural problems created by:
 - a. Experienced employees leaving/forced out/retrenchment
 - b. Bad policies, such as the early registration deadline dates (at time of declining enrollment)
 - c. Poorly designed/hastily implemented organizational plans
4. What happened to the feedback from the Bristol faculty and staff during the hiring process for the position of Vice President for Academic Affairs? Have the members of the Board of Trustees had the opportunity review this feedback? Why did President Douglas hire Dr. Buglione despite the overwhelming opposition to her candidacy and negative feedback from the faculty and staff at the college?
5. Has the Board reviewed the list of employees who have left the college voluntarily, whose positions have been retrenched, or who have otherwise been forced out of the college in the last 2 years? Has the Board reviewed their personnel files to determine a measure of whether these employees were valuable contributors at the college? Are there any patterns that can be discerned? For example, how many talented women has the college lost?

On behalf of my colleagues in both the MCCC and AFSCME, I respectfully request a response from the Board of Trustees. It is also crucial that the Board of Trustees lead the efforts to address the serious concerns raised by the faculty and staff at Bristol Community College, as is not appropriate for the administrators who are cited as the cause of the problems to spearhead efforts to ameliorate the situation. Further, Dr. Douglas' individual meetings with the leaders of the Faculty and Staff Senates and the two unions to discuss strategies to improve morale is widely viewed as an attempt to co-opt these individuals.

Sincerely yours,

Paulette Howarth

Paulette Howarth, BS, MS, ABD, MLS(ASCP)
President, MCCC, Bristol Chapter

APPENDIX A :

1. *You asked for clarification on the numbers cited in the survey vs. PowerPoint. Also, you sought the breakdown in votes by MCCC and AFSCME for both surveys conducted, noting vote analysis between full- and part-time members.*

a. In expressing the results of the No Confidence vote, the confusion came over whether to include the non-responses in our calculations. For our purposes here, we will base our report only on the people who did respond to the question of no-confidence in the selected Administrators, and not include the abstentions. Please note: It would be beyond the scope of our project to determine reasons why people chose not to respond (though a good hypothesis is that fewer survey respondents had direct experience with Dr. Cabellon and Dr. Buglione, compared to Dr. Douglas). What is significant is that of the people who responded ***the overwhelming majority*** voted no confidence in Dr. Douglas, Dr. Buglione and Dr. Cabellon.

1. There were 192 people who responded to the question of whether or not to vote “No Confidence” in Dr. Laura Douglas:

167/192 = 87% yes

25/192 = 13% no

2. For Dr. Buglione, 188 people responded to the question:

169/188 = 89.9% yes

19/188 = 10.1% no

3. For Dr. Cabellon, 175 people responded to the question:

155/175 = 88.6% yes

20/175 = 11.4% no

b. When surveying members of both the MCCC and AFSCME, we intentionally did not ask for their status (part/full time, position at the college). The purpose was to eliminate as much as possible any ability to identify members. Given the climate of fear and retaliation, union members did not want to be identified. In fact, the fear of being identified was the most common reason why our members reported that did *not* respond to the survey.

Further, we maintain the employment status and union affiliation of those who responded to the climate survey and/or the Vote of No Confidence is irrelevant to the results of the survey.

2. You asked, “On Slide 3 of the climate survey presentation, it states that there is “Unreasonable pressure to get short term results at expense of the long-term strategies.” Please explain how this was determined.”

Here are some specific examples:

- a. **Vice-President Kathy Garganta and Dean Susan Boissoneault were told to retire.** The recent "reorganization" included forced retirements of at least two administrators who were instructed to lie about their "choice to retire." This resulted in mid-semester changes in job descriptions and in supervision. In one case, the void was filled by a temporary consultant who had little institutional knowledge or input or presence. In the other case, the change in supervisor caused the vacating of another full-time position that has yet to be posted, causing drastic shortage of personnel. Both of these actions negatively affected student services and nobody in either area was given the chance for input.
- b. **Advisement.** Also, part of the "reorganization," advisor job descriptions and caseloads were drastically changed. This was also done without transparency, and without stakeholder input. In fact, it was done IN SPITE OF stakeholder input. While this change was being imposed, the advising center (located in room G 217), which was the prized outcome of a carefully organized presidential task force several years ago, was forced to close. This added stress on advising, a gateway for new and returning students, was compounded by the termination of about 20 full time faculty who did part time advising. Many of these advisors had been working to retain students for over a decade. They worked during high volume periods when faculty advisors were unavailable (summers, especially) and when full time advisors were unable to keep up with the traffic through the department. This had a big impact on student accessibility and retention.
- c. **Veterans' Services.** Also, part of the "reorganization," the person who was successfully running the Veterans' Services department, who was, with her staff, on a first name basis with countless student veterans and community veterans, was retrenched. Without discussion, the job description was changed, excluding her from application. She was also arguably the best transfer resource person on campus. That area is still scrambling to adjust to the changes.
- d. **Tutoring Center.** As part of a new organizational model, the tutoring center was dismantled and moved to the learning Commons in the LRC last summer (2019), a new supervisor has yet to be hired.

Further, “Unreasonable pressure to get short term results at expense of the long-term strategies” was also determined by comments made in several open-ended questions found throughout the survey:

1. Please provide any additional comments you would like to make related to campus-wide morale, communications, and respect
2. Is Bristol Community College provided with adequate academic leadership? Please explain your response.

3. Please provide any additional comments you would like to make related to administration morale, communications, and respect.
4. What is the single most frustrating factor to you as an employee at Bristol Community College?
5. Would you like to make any additional comments?

Below are some directly quoted responses:

- Resistance to implementing changes in unsustainable groundskeeping and food service practices and not exploiting faculty expertise when developing better practices.
 - People can't collaborate on work they are being told not to speak with others in other departments.
 - 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.
 - Seeing long-time employees eliminated or marginalized, at the expense of students.
 - 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.
 - I wish the new President would put the students first and stop with the unending reorganization which only creates instability!
 - 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. You asked: *“On Slides 6 and 7 of the climate survey presentation, is listed a number of causes of stress. Please direct us to the survey question that identifies the causes of stress identified in the presentation.”*

Several open-ended questions solicited comments regarding the causes of stress. There was no question created specifically to address stress, as that would have been inappropriately leading survey design. The questions that most often associated with the causes of stress are:

- Question 37
- Question 38
- Question 66
- Question 67
- Question 72
- Open-ended, unnumbered question in Division/Work Area Morale
- Open-ended, unnumbered question in Administration Morale Communications and Respect
- Open-ended, unnumbered question in Campus-Wide Morale, Communications and Respect

a. Toxic Climate

1. “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.” (Question 37)
2. “Toxic and fearful environment created by the top three administrators creates this bad atmosphere in this college.” (Open-ended, unnumbered question in Division/Work Area Morale)
3. “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.” (Open-ended, unnumbered question in Administration Morale Communications and Respect)
4. “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 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.” (Open-ended, unnumbered question in Administration Morale Communications and Respect)

5. “The toxic climate.” (Question 67)
6. “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 of how bad this situation is.” (Question 67)

b. Bullying

1. “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.” (Question 37)
2. “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.” (Open-ended, unnumbered question in Division/Work Area Morale)

c. Low Morale

1. “I have a good working relationship with my supervisor. It is the higher level of management that have the most to do with low morale.” (Question 37)
2. “The low morale of the college is very stressful. It is a cancer killing the institution.” (Question 38)
3. “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 altogether. I do think this is not something that happened accidentally....this is what they want...they want us to be fearful for our jobs. They toss around words like transparency and just because they say it is true. I have never seen so many secrets and lies. It seems like every week you hear of someone being handed their pink slips and walked off campus like some criminal. It is really disheartening and discouraging.” (Open-ended, unnumbered question in Division/Work Area Morale)

4. "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." (Open-ended, unnumbered question in Division/Work Area Morale)
5. "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!!!!" (Open-ended, unnumbered question in Administration Morale Communications and Respect)
6. "The low morale and ever-increasing workload/expectations." (Question 66)
7. "The low morale and the fact that employees' dissatisfaction is beginning to have an impact on our students which should never happen." (Question 66)

d. Fear of Termination, or Fear

1. "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." (Question 37)
2. "I live in fear every day that I will be let go from my job." (Question 37)
3. "My supervisor is great, it's the administration above them that is causing the morale issues, tension, and fear." (Question 37)
4. "...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." (Question 37)
5. "I fear retribution and being sent to HR." (Question 37)
6. "Have academic affairs be more transparent with what the future looks like for my division. Fear of unknown is evident throughout our area." (Question 37)
7. "Fear of retaliation has stymied honest conversations." (Question 38)

8. "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." (Question 38)
9. "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 comraderydon'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." (Question 38)
10. "Second floor of D building should stop making this place a negative place where we all fear for our jobs." (Question 38)
11. "Morale is low, there is fear that nearly anyone could be fired or retired and then replaced." (Open-ended, unnumbered question in Division/Work Area Morale)
12. "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." (Open-ended, unnumbered question in Division/Work Area Morale)
13. "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." (Open-ended, unnumbered question in Division/Work Area Morale)
14. "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 altogether. I do think this is not something that happened accidentally....this is what they want...they want us to be fearful for our jobs. They toss around words like transparency and just because they say it is true. I have never seen so many secrets and lies. It seems like every week you hear of someone being handed their pink slips and walked off campus like some criminal. It is really disheartening and discouraging.” (Question 38)

15. “Toxic and fearful environment created by the top three administrators creates this bad atmosphere in this college.” (Open-ended, unnumbered question in Division/Work Area Morale)
16. “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.” (Open-ended, unnumbered question in Division/Work Area Morale)
17. “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.” (Open-ended, unnumbered question in Division/Work Area Morale)

18. "Morale is low, there is fear that nearly anyone could be fired or retired and then replaced." (Open-ended, unnumbered question in Division/Work Area Morale)
19. "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." (Open-ended, unnumbered question in Division/Work Area Morale)
20. "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." (Open-ended, unnumbered question in Division/Work Area Morale)
21. "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." (Open-ended, unnumbered question in Division/Work Area Morale)
22. "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." (Open-ended, unnumbered question in Campus-Wide Morale, Communications and Respect)
23. "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." (Open-

ended, unnumbered question in Campus-Wide Morale, Communications and Respect)

24. “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.”
(Open-ended, unnumbered question in Campus-Wide Morale, Communications and Respect)
25. “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.” (Open-ended, unnumbered question in Campus-Wide Morale, Communications and Respect)
26. “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.” (Open-ended, unnumbered question in Campus-Wide Morale, Communications and Respect)
27. “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.” (Open-ended,

unnumbered question in Campus-Wide Morale, Communications and Respect)

28. “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.” (Open-ended, unnumbered question in Campus-Wide Morale, Communications and Respect)
29. “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).” (Open-ended, unnumbered question in Campus-Wide Morale, Communications and Respect)
30. “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.” (Open-ended, unnumbered question in Campus-Wide Morale, Communications and Respect)
31. “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.”

(Open-ended, unnumbered question in Campus-Wide Morale, Communications and Respect)

32. "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." (Open-ended, unnumbered question in Campus-Wide Morale, Communications and Respect)
33. "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." (Open-ended, unnumbered question in Campus-Wide Morale, Communications and Respect)
34. "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." (Open-ended, unnumbered question in Campus-Wide Morale, Communications and Respect)
35. "The way people are being removed from their jobs is horrible. Many staff are walking on eggshells 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)." (Open-ended, unnumbered question in Campus-Wide Morale, Communications and Respect)
36. "The current administration is "leading" by fear." (Question 72)
37. "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 room and as a result, disrespects the BCC community." (Question 72)
38. "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.”

(Question 72)

39. “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.”

(Question 72)

40. “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.” (Question 72)

41. “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.” (Question 72)

42. “No there is no leadership it is my way or your fired brand of leading. The fear and anxiety has grown exponentially since the new "Leadership Team" has taken control.” (Question 72)

43. “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.” (Question 72)

44. "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." (Question 72)
45. "No. Morale is low. They rule through fear." (Question 72)
46. "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." (Open-ended, unnumbered question in Administration Morale Communications and Respect)
47. "There is a very strong thread of fear and lack of support for faculty decisions." (Open-ended, unnumbered question in Administration Morale Communications and Respect)
48. "I am fearful every day that I will lose my job." (Open-ended, unnumbered question in Administration Morale Communications and Respect)
49. "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!" (Open-ended, unnumbered question in Administration Morale Communications and Respect)
50. "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." (Open-ended, unnumbered question in Administration Morale Communications and Respect)
51. "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.” (Open-ended, unnumbered question in Administration Morale Communications and Respect)

52. “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.” (Open-ended, unnumbered question in Administration Morale Communications and Respect)
53. “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 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.” (Open-ended, unnumbered question in Administration Morale Communications and Respect)
54. “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.” (Open-ended, unnumbered question in Administration Morale Communications and Respect)
55. “This administration appears to be vindictive. People are fearful.” (Open-ended, unnumbered question in Administration Morale Communications and Respect)
56. “The atmosphere at the college has become disorganized and fearful. Nobody seems to know who to contact about anything.” (Open-ended, unnumbered question in Administration Morale Communications and Respect)

57. "...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..."
(Question 66)
58. "Fear of losing my job or a co-worker losing their job." (Question 77)
59. "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." (Question 77)
60. "All of the firings of respected fellow employees has created a climate of fear." (Question 77)
61. "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." (Question 77)
62. "The lack of trust amongst everyone (initiated by administration) accompanied with the fear of retribution which negatively effects morale." (Question 77)
63. "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!" (Question 77)
64. "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 person 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.” (Question 77)

65. “Leadership through fear is not legitimate or sustainable.” (Question 77)

4. You asked: “On Slide 6, it is mentioned that “In the last 3 years, approximately 65 individuals were terminated or have resigned, and 23 part time advisors terminated.” Please clarify how this information was collected.”

- a. In effect, the number of people who have been terminated or have resigned is MUCH higher than earlier claims. A Google doc was created and circulated to union members across the campuses to add to. Here is the current list of people who no longer work at Bristol Community College since 2017:

1	Abella- Bowen, Meghan
2	Aguilar, Carmen
3	Allen, David
4	Alves, Stephen
5	Armstrong, James
6	Arocha, Diana
7	Barbosa, Bette
8	Barnett, Karen
9	Baumann, Erik
10	Bellafiore, April
11	Boardman, Chris
12	Boissoneault, Susan
13	Boulay, Jenn
14	Brady, Meredith
15	Burns, Kathleen
16	Byers, Lynne
17	Camara, Steve
18	Carmody, Mark
19	Casey, Tonya
20	Clark, Jana
21	Clark, Rodney
22	Cloutier, Trisha

23	Cohen, Deb
24	Collard-Andrade, Nickie
25	Connell, James
26	Cooke, Raeshelle
27	Copley, Gen
28	Corven, James
29	Costa, Karen
30	Crane, Marilyn
31	Daniels, Jim
32	Danzell, Linda
33	Depina, Shaylene
34	Dixon, Carmella
34	Donatelli, Denise
35	Dorsey, Ely
36	dos Santos, Eva
37	Doyle, Kelly
38	Driscoll, Bernadette
39	Espinoda, Annemarie
40	Faulkner, Kelly
41	Fernandes, Marjorie
42	Fonseca, Jonathan
43	Ford, Joan
44	Gaillat, Ana
45	Garganta, Kathy
46	Garganta, Kevin
47	Golen, Wayne
48	Hahn, Penny
49	Halstead, Ann
50	Hamel, Geraldine
51	Harootunian, Harry
52	Harrington, Eileen
53	Hickey, Alty
54	Hobin, Steve

55	Hoeth, Christopher
56	Hughes, Katie
57	Jean, Alexander
58	Klyberg, Sarah
59	Lamoureux, Beth
60	Lapointe, Christine
61	LaRue, Dovalina
62	Le Guyader, Marianne
63	Leidhold, Carl
64	LePage, David
65	Liu, Qin
66	Luiz, James
67	Manly, James
68	Mello, Carol
69	Mello, Deborah
70	Mello, Melissa
71	Menard, Joan
72	Morrell, Sarah
73	Munsey, Donna
74	Normandin, Britney
75	O'Leary, Andrew
76	Oliveira, Monique
77	Ortiz, Michael
78	Ozug, Steve
79	Pacheco-Ivanson, Brittany
80	Paranzino, Melanie
81	Parks, Nicole
82	Patrasso, Joanne
83	Patenaude, Jane
84	Payongsith, Kiartichai
85	Pelletier, James
86	Pen, Raksmei
87	Pen, Vannak

88	Pereira, Melissa
89	Raposo, Susan
90	Riley, Robin
91	Robinson, Leanne
92	Rosa, Manuela
93	Ross, Brenda
94	Ross, Carolyn
95	Ryder, Ulli
96	Saddler, Gloria
97	Smith, Wendy
98	Stone, Patrick
99	Tammaro, Marion
100	Tinoco, Ana
101	Tormey, John
102	Tucker, Carol
103	Uddin, Tahmira
104	Varieur, Karen
105	Vezina, Beth
106	Vigeant, Paul
107	Wood, Wayne
108	Yasaian, Joe

5. You asked, “Also on Slide 6, it states that “*Unfocused change and lack of vision were identified as the most frustrating factors for employment at Bristol.*” How was this determined?”

- a. In the 2019 BrCCC and AFSCME Climate Survey, there was an open-ended question: “What is the single most frustrating factor to you as an employee at Bristol Community College?”

Coding was done on the 151 responses to find common themes. The most common theme was about *unfocused* change due to lack of vision by the Administration. Here are some examples:

- Too many changes too quickly.
- The immense stress level caused by chaotic, dramatic, seemingly haphazard change over and over again
- Management getting rid of things because they personally don't like them, rather than because the wider college doesn't like them.
- Micromanagement by incompetent administrators who lack appropriate skills and have no institutional knowledge.
- Constant change has become very confusing. Disengaged as an adjunct.
- Too many random changes with no employee input.
- 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.
- Changing initiatives - focus on how faculty can implement these in practice.
- 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 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.

- The hiring of people with corporate mentality and behaviors--they are killing the old spirit of community and family at the college.
- 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 .
- 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.
- 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.
- 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
- 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.
- Feeling like this has become a dictatorship.
- Too many changes don't know who can be trusted in leadership positions
- 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.
- I feel like decisions are made without stakeholder input.
- Expectations are very unclear
- Lack of communication from leadership when making decisions that affect the program and community the new hires walk on water while the old walk on egg shells, new employees get promoted fast, get recognition awards, I really feel that is a different treatment towards old employees and having to be threatened as to losing your job.
- I have heard that our VP asks Deans and Directors to tell him who is giving them a hard time and then he implements performance plans and next you are fired or retrenched. This creates a hostile working environment for many.

- 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 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.
- Being stuck in an outdated Machiavellian Work System!!
- Confusing information is a constant. How campus-wide morale has deteriorated with so many seemingly arbitrary changes

6. You asked, *“On Slides 8 and 9 of the climate survey presentation, it lists effects of stress. How were these effects captured from the survey? Please direct us to the survey questions that identify how union members responded to the effects of stress.”*

The climate survey itself was constructed using a Likert Scale method, allowing for a wide range of responses ranging from “Agree Strongly” to “Strongly Disagree,” with a range of options between. Open-ended questions were included as well in order to provide qualitative data in addition to the quantitative data of the Likert Scale questions.

Questions were not created to specifically solicit the impact of stress on Bristol employees; however, several effects were disclosed in the open-ended questions.

The following questions solicited answers that address the impact of stress:

39. The level of tension on my campus is generally acceptable (96 responders chose **“strongly disagree”**)

42. Morale is high on my campus. (121 responders chose **“strongly disagree”**)

7. You asked us to propose how the unions intend to work with President Douglas and Vice Presidents Buglione and Cabellon in the future to resolve the concerns.

Two ideas that have been raised by union members:

- Dr. Laura Douglas should attend MACER meetings with the BrCCC.

- An ad-hoc committee should be created to discuss the changes that need to be made. Representatives from the Faculty, Professional Staff, Non-Unit Confidential, Non-Unit Classified, and Part-Time staff, Non-Unit Professionals, Deans, and the Board of Trustees would comprise this committee.