



ModernThink

Employee Comments Report

By Job Category

Westchester Community College
Chronicle Great Colleges to Work for Survey
Spring 2016

Prepared by:

ModernThink

2 Mill Road, Suite 102 | Wilmington, DE 19806

Phone: 888.684.4658 | Fax: 888.684.4659

www.modernthink.com

© 2016 ModernThink LLC. All rights reserved.

About the Employee Comments...

The Employee Comments Report provides additional insight into the experience of your faculty, administration and staff. When your employees completed the ModernThink Higher Education Insight Survey they were asked two open-ended questions:

1. What do you appreciate most about working at this institution?
2. What would make this institution a better place to work?

Responses to these two questions are detailed in this report. To encourage honest, candid feedback and protect the anonymity of individual respondents, we advised employees not to include any self-identifying information. Additionally, comments have been suppressed for Job Categories with fewer than five respondents. We have presented the comments exactly as they were provided to us. Comments have been segmented based on self-selected Job Category.

The responses in this report are sorted by Job Category as follows:

Administration:	pages	2 - 7
Faculty:	pages	8 - 19
Adjunct Faculty:	pages	20 - 22
Exempt Professional Staff:	pages	23 - 27
Non-Exempt:	pages	28 - 39
Not Specified (Job Category not selected):	page	30

If you have any questions or would like to speak to a ModernThink consultant about these comments, please call us at 888.684.4658 or e-mail us at chronicle@modernthink.com. To learn more about the Great Colleges to Work For project, visit the program's web site at www.chroniclegreatcolleges.com.

Administration

What do you appreciate most about working at this institution?

1. The old-school-liberal-arts-culture/standards of our faculty - this is one of the only community colleges with meaningful academic standards.
2. We really are providing tons of opportunity and (reasonable amount of) support for folks who really have it rough and need our school to give them the chance to improve their lives.
3. My office in particular (though often chaotic and unprofessional and there is a big clique that is unkind to me personally) is for the most part run like a big family, and for most of us most of the time that means lots of flexibility, understanding, support, and caring.
4. The pay and benefits are fantastic - and the work is not too difficult or uncomfortable.

A very loyal, stable workforce which takes ownership of the college's mission.

Believe in providing opportunities to demographically changing student body.

Colleagues

Good pay and benefits

How I was able to grow professionally as an individual and how we were able to evolve as a department.

I appreciate my work, the students, and my supervisor and colleagues.

I appreciate the ability to make a significant impact on the community that I live in.

I appreciate the benefits.

I love working with my direct supervisor and with my team. we work well together, celebrate accomplishments together, and support innovation and work/life balance within our division. I am also excited about the vision and direction that our new President is forging.

It is nice to work for an educational institution, you feel you are making a difference in people's lives.

My department is truly the best part. I am part of a dedicated team of professionals who are supportive, collaborative, and student centered. We get along wonderfully. We also are on the same page with regard to goals, resource needs, etc. It makes it a wonderful work environment. The rest of the college unfortunately does not model this same behavior.

Strong and effective division/department leadership; dedicated colleagues, the capacity to provide educational programs that can assist individuals to improve their lives, emerging plans that align the college the cultural changes impacting community colleges.

strong commitment on the part of faculty, staff and administrators to students' success

Student centered mission; visionary leadership; progressive plan for moving forward

That I have a job.

The comraderie of the staff and administrators. The beautiful campus.

The mission of what a community college represents.

The opportunity to help the institution meet its goals.

The opportunity to work with students and have an impact on their lives.

The people I work with are the best - dedicated to the college mission (student access and success), committed to doing excellent work, supportive to each other.

The professionalism of our faculty/administration/staff, and the passion each and every one of us has for our collective mission.

The students and the dedicated employees.

The teamwork and enthusiasm of my coworkers.

The way the College provides opportunities for the students and community engagement.

Very dedicated faculty and staff who truly care about students.

Westchester Community College stays true to its missions of providing high quality, accessible and affordable education to meet the needs of our diverse community. We are part of an institution that really makes a difference in the lives of students who might have traditionally been shut out of higher education.

What would make this institution a better place to work?

1. The faculty is so old-fashioned they are not connecting with our transformed student body. It is far past time to lower standards and shift the culture of this school away from fancy liberal arts and towards the practical fields and social welfare orientation that our students increasingly need. Fewer and fewer students make it through the high standards of our school, hence our terrible graduation rate. In a previous time, I would have taken pride in the high standards (and unintended consequence of low graduation) but given the changes in our society, politics, and especially economics, it is long past time for this community college to better serve the actual students of today, not the imagined fancy students of yesteryear.
2. If the Business Office stopped lording over everybody, and allowed processes to be reformed to enhance student retention, etc. Too often the Business Office and Financial Aid are at cross-purposes, and Senior Leadership perpetually punts on making the necessary re-balances in that dynamic.
3. If my boss did not have a totally odd weird passive-aggressive approach to me in particular. She is a pretty great leader to the office, which is such a wild combination of folks (too many of whom are union-protected Incompetent or Barely Productive) that she has actually made things better than they were under our previous boss. But she simply does not like or trust me, which is a shock (I have never had such an experience in my career) and a constant source of depressive energy for me. While she is great at her job overall it is just a bad fit with me personally, I guess psychologically.
4. The contract situation at our school is beyond insane. We are one of the highest paid schools in the country, and yet all everybody does is complain about delayed contracts, etc. It is so selfish. And lately the politics on campus are out of control. The new senior leadership is trying to change the culture but is facing massive resistance from the faculty. It's wild here.
5. Our office would be a better place to work if our director could work around the unions and HR and get the dead wood out of this office.
6. Our school would be a better place to work if the senior leadership could tackle head on the Faculty resistance and be honest for once about changing our school culture.
7. My work experience in particular would vastly improve if I were allowed to work from home more. My job in particular is so data-based that given VPN access to the Integrated System it is

terribly old-fashioned to have me commute so far (especially because I no longer help students directly).

A president that LISTENS before making decisions.

A reasonable contract. Additionally, growth opportunities in the college.

Better recognition for hard work and pay equality.

Better treatment of staff, understanding that staff have lives outside the college.

Continued emphasis on communication between divisions, the opportunity to "cross-pollinate," and continued efforts for everyone to see the big picture and where they fit into it.

contract agreement

employees at certain levels & positions would get over their arrogance & attitudes.

Fair compensation for administrators - there are very different compensation packages offered for administrators in similar or the same roles. There is no merit incentive for administrators nor are there steps by which we can advance in our salary range. It makes it very disheartening to want to do more and better work while members of the faculty and staff receive constant opportunities for step increases in salary, merit, promotion and increased pay in their current positions.

First of all, there needs to be more (or consistent) open communication among senior leadership, faculty, staff and administrators. While there is talk of collaboration, there is a pervasive belief that major decisions are being made in secret by a handful of specially selected individuals; and that individuals' expertise are not routinely being sought. Secondly, there are some departments in which individuals have "coasted" by for years, and in which folks are not held responsible for the outcomes of their work. Increased accountability is key. (NOTE: Senior leadership HAS taken steps to address these issues.)

For the past year there has been a huge amount of dissatisfaction with the new Administration, among faculty and staff. Due to the Administration's dictatorial style and opaque management decisions, there has been a breach of trust with faculty and staff. After a great deal of backlash, the college leaders are trying to remedy this in various ways, with weekly newsletters, town hall meetings and the like. But these things are viewed as window dressing. The relations will not improve until the Administration takes strong measures to bring faculty and staff into

discussions into the discussions about mission and strategy of the college and behaves in a more transparent way. There are several other key areas that need to be improved:

1. There are too many silos and not enough collaboration across departments and divisions.
2. The Administration seems to function in an academic Ivory Tower, with little interaction with faculty, staff and students.
3. The President has an inner circle of top aides who she brought in from the outside and who do not seem to be connected to the majority of faculty and staff. This contributes to the strong view on campus that there is a "we" and "they" environment.
4. Change is difficult, but the college's Board of Trustees seem to be out of touch with what's happening on campus and rely too heavily on reports from the President and her inner circle of administrators.
5. Shared governance is a new idea and just being implemented.
6. The Administration is too focused on policy and not enough on practical, realistic measures to help students succeed. For example, they have hired a large number of highly-paid administrators, while cutting back on programs that have a significant impact on student's lives. Single Stop has been discontinued, and the Career counselors have diminished hours. This is disastrous, and leads us to question what the Administration's priorities really are.
7. These highly paid administrators spend the large majority of their time in meetings. Not in interacting with students.

If everyone were to simply keep the college mission in focus and direct their energy towards providing the best we have to offer to those we serve.

Increased civility and collaboration.

It's a great place to work as-is but satisfaction would go up among students, faculty and administrators if the teacher's union found strength through maximizing the quality of instruction.

Less union / administration strife.

More collaboration between administration and faculty. There is a lot of disagreement between how things should be run. There is no shared governance. Faculty often make decisions without considering the financial implications or sustainability of the school. Subsequently, the upper leadership has made a lot of decisions without consulting the faculty.

more regular communication and opportunities for college wide engagement.
More transparency at all levels of management and between different employee groups.

More support for the department and an increase in resources necessary to meet the mission

More trust between administration and employees

Pay its staff and don't leave us waiting for YEARS for a raise. This is ridiculous. Is anybody out there? Does anybody care?

People to actually care for people. For this place to be more humane.

Real diversity in faculty and administration at college reflective of student body.

Realigning the Faculty, Staff and Administration to one accord.

settled contracts with fair pay to faculty and staff
more transparency on changes in structure and process

Some recent hires are not a good fit because of their leadership style and lack of interpersonal skills (most brought in from the outside). This needs to be corrected and trust needs to be rebuilt.

The valuing of the one college concept by all members of the college community....where there is respect for all programs that benefit the communities we serve....from ESL, to short-term workforce programs, to credit certificates....and for the pathways that are created to align these various programs.

There is no transparency at all and no communication from the leadership. Contrary opinions are shunned and people are fired when they disagree.
There is also clear biased to ensure that Hispanics do not move up into key leadership positions.

time; we are going through a period of transition and folks are still adjusting. with time and continued open dialogue, we will accomplish even greater things as an institution.

Faculty

What do you appreciate most about working at this institution?

Assisting the students.

At this juncture, the faculty has been without a contract for 5 years. With that being said, the major benefits of working at this college recede. If I had to pick one thing I most appreciate, it would be the students.

Collaboration.

Collegial environment.

Dedicated professionals who care about students and learning.

Department Chairs are given a lot of independence to do what they feel is best. I appreciate being given the opportunity to define what is most important for my students and having the College respect my expertise.

Diversity of Faculty, admin and students
Benefits

Faculty work very well together, respect one another and encourage one another

fellowship, generally nice people
wonderful students who appreciate their education

Flexibility, online classes

freedom to work on my projects that will improve student learning

Great camaraderie amongst the faculty.

Having the opportunity to share my life's passion with students who have never had the opportunity to experience it before. Affecting the course of lives through what I do best.

Helping students

High level of professionalism of faculty, staff and administration

high salary

I believe in our mission.

I appreciate all of my department members and the chairs of my department the most. Their work, their encouragement and support, their integrity and their abilities to stand up for what they believe in make this a worthwhile job for me.

I appreciate the ability to teach with innovative techniques to help students achieve success.

I appreciate the benefit package and my coworkers. We have a great team, but lousy management

I appreciate the mission of the community college and the students we serve. My daily interaction with students and most of my direct colleagues is very satisfying. I have worked here for 25 years and it is extremely rewarding to see the difference we make in the lives of our students.

I appreciate the relationship and interaction with the students.

I appreciate the sense that we are all part of a team that has an important mission to educate all people who come to us--open access!

I appreciate the students and many of my colleagues with whom it a pleasure to work.

I feel like my individual department is very well run

I have enough vacation time to manage home/family responsibilities.

I like many individual colleagues.

I like working with the students, whose lives I feel I can make real a difference to. I also like working with my immediate supervisor, most of the faculty and many staff members. I feel as though the people around me are interesting, intelligent and motivated.

I want to be in the New York metro area, and I'm happy that this institution is located there.

It is a beautiful institution with dedicated Faculty, Administration & staff. Most are very passionate about the success of our students.

members of department; students

my colleagues who are supportive and generous people for the most part and the students whose lives we change when they are open to change.

My department faculty are supportive of each other and cooperative. There is little contention in my department. My faculty colleagues across disciplines are professional, collegial and student centered.

Nothing, this is a horrible place to work, and it has gotten steadily worse in the past five years.

Our new administration only looks for numbers. They are not interested in individuals who work here. Although change is necessary and a good thing, there is no reason to reinvent the wheel and act like the years of success prior to the arrival of the new administration was not meaningful

Service

Serving students and making an impact on their lives

Students, Faculty and Staff

Summers off. I need to be away from the admin & my new dean as much as possible. Which is a shame to feel that way.

The ability to make a difference in our students lives.

The ability to work with smart, capable students and colleagues towards meaningful goals

The atmosphere within my department is inspiring. My colleagues are brilliant and their dedication and enthusiasm for education is unparalleled. Also, there is a level of collegiality among the members of my department that I have not often seen at other institutions. We really are a cohesive unit.

The beautiful campus setting, rural, woodlands, trees, vegetation. The friendship, collegiality, friendliness of colleagues and fellow employees, the students, the freedom to work as I wish to

The current benefits program.

The faculty and staff are all committed to the same goal: student success.

The faculty dedication to the students.

The faculty really cares about the students. The students are trying so hard to better themselves and appreciate what we do for them.

The good relationships with fellow co-workers. Rewarding when students succeed.

The long-standing tradition of excellence in education and scholarship.

The mission of education for all.

The relationships I am able to build with other members of the faculty and with the students.

The retired president of the College, Dr. Joseph N. Hankin respected us and treated us as human being.

the students

the students

The students and faculty colleagues.

The students and foremost, but also the are competent, ethical, dedicated professional faculty and staff who have been here for a long time.

The students and the opportunity to teach them.

the students, my colleagues, my ability to teach on an adjunct basis and do counseling full time

The students.

The work environment within my department is excellent; we are very encouraging of one another and work together to help our students succeed.

We have amazing health benefits here! It is one of the things that I am most proud to discuss about my job. I wish they were not taking them away in January.

What I like most is the ability to interact with students, to challenge their ideas about their goals, and to see them succeed. This is most satisfying when a student has overcome many obstacles and/or is a first-generation college student.

Working with competent, caring faculty colleagues.

Working with my close colleagues

Working with our students. The students are great.

What would make this institution a better place to work?

This institution would be a better place to work if the entire faculty, staff and the administrators felt that they were valued for their ideas and for their work.

-
- 1) Eliminate or significantly de-emphasize all fluff: rituals, celebrations of anniversaries, milestones, etc. Instead provide release time for serious, hardcore scholarship, faculty development, and research.
 - 2) Eliminate or significantly reduce the many layers of senior administrative staff: assistant and associates deans for every conceivable human activity, and their respective assistants and secretaries and other "staff". Instead, hire more full-time faculty in areas other than mathematics and English.
 - 3) Eliminate the practice of carving out departments according to the upper administration's hidden agendas. Instead, have a transparent process that includes the faculty's expertise when deciding which curricula will be moved to which department. Then have a vote.

-
1. Replacement of the board of Trustees
 2. Resignation of the President
 3. A class action lawsuit by aggrieved parties
 4. Hiring competent managers who understand our mission and have the political savvy to appropriately manage the various stakeholders.
 5. An apology by the SUNY Chancellor to the citizens, children, and taxpayers of the County of Westchester for letting this happen and their expense
 6. A revised mission statement that reflects the importance and original purpose of a community college in the context of Public Education in a democracy
- These things would not solve all of our problems, but they would at least set the stage and truly hit the "reset" button. This is how good men act when their actions damage a system or harm innocent people.

A clear sense of communication.

A clearer communication of how to advance would be appreciated.

a fair contract. Health benefits for our spouse after retirement.

A more genuine process of shared governance; funding at the mandatory maintenance level, especially from NY State; more FT faculty; more structures in place for part-time faculty (paid office hours, better office conditions, professional development opportunities, etc.). And a new contract (we have been out of contract for almost five years!)

A new contract.

Accountability, integrity, increased communication and collaboration.

Actual collaboration between administration and faculty/staff in college-wide initiatives rather than a tone-deaf administration that doesn't take the time to find out what is currently being worked on before giving new directives without faculty/staff input.

administration support

An administration that is open to faculty input and willing to support pay raises and keep benefits status quo. We live in one of the most expensive areas in the US, and the administration should be helping us to succeed by paying us well, not degrading our work and pay. We also need realistic institutional goals to work towards together. Shared governance and faculty input are non-existent since the advent of our new administration. This was once a wonderful place to work and still is on the departmental level. The new administration, however, has significantly changed the culture of the institution and most people are unhappy. I have never seen morale so low.

An administration that truly thinks through its initiatives in collaboration with staff and faculty before implementing them

An administration that would listen to the faculty and students. Since the new administration started last year many people were asked to leave, others left because of the new environment. Change is good but it shouldn't be change without input, thought and communication.

Better communication between the administration and the rest of us. Respect shown to all of us instead of just issuing commands that don't necessarily make sense and are continually revised.

better communication from the administration

Better physical facilities! Staff lounges! Places to meet and eat! Better managed presenter PCs and computer facilities.

Better senior management, more open and transparent communication, better treatment of employees, more trust.

Clarity , understanding

Communication, transparency, and respect from the senior leadership, especially the president. We also are desperately in need of a new and fair contract.

Communication. This has been improving in the recent past.

concrete commitment by Administration for faculty. Language of support does not always match with the action of current (new) administration. It is hard to accept claims as genuine.

Elimination of the current Academic Dean and Vice President, Peggy Bradford.

Focused efforts toward improvement of campus morale.

Going up the chain of command, there is very poor communication with my Associate Dean (mostly because he is brand new) and the VP and members of my department. Most interactions with the VP are pointless, and she makes me hate working at the college because I feel significantly undervalued.

Good people

Having an administration that knows what it is doing, actually works with the faculty, and is not so self-promoting would improve the place.

Having top administrators who have several years of full time teaching experience, so they would understand what "student success" really requires.
Also, having the State and County come across with the funding they agreed to when the college was chartered.

Honest administration.

I wish there was more support for professional development. Although there are a number of non-discipline specific opportunities for professional development within the institution, the more discipline-specific opportunities for development take place outside of the school, and there is not much in the way of monetary support.
Also, because the school is going through a period of transition (to a new administration, new goals, new priorities, and new directives from SUNY), relations between different factions of the institution are a bit strained. Perhaps this can be remedied through greater communication, compromise, and efforts to understand the different perspectives related to these issues.

I would say a new administration, but we just got one. They are making the place awful to work at. I am scared everyday for my job and they won't settle the faculty contracts. I am actively looking for a new job. Pray for me that I find one.

If the faculty could get along with eachother and the administration. It is no longer possible for the faculty here to have any discussion that doesn't lead to finger pointing, blame, and incessant complaining.

If the faculty, staff, and administration were all in a partnership with a common goal. Right now, there is no partnership present, only employee/employer relationship between administration and the faculty/staff.

If the management style was not top-down, a greater demonstration of shared governance and fewer divisional meetings that don't serve a clear and necessary purpose. Also, faculty development activities that are relevant. A greater emphasis on teaching excellence by providing faculty resources they need to make improvements.

Improved communication between Faculty and Administration.

Improved organizational structure.

Keep these amazing benefits in January instead of changing the company, the co-pays, forcing a salary deduction without pay increases. Fix the reappointment and tenure process so it is not terrifying and anxiety inducing. Make the rubric for reappointment clear and not subjective. Make the reappointment process the same for all candidates. Have meetings with faculty and staff with clear objectives and purpose which are clearly communicated to invitees prior to the meeting.

less negativity, less gossip,
a feeling of appreciation from Senior Admin, respect for our work,
we need to have a sense that the students come first in all decisions

Modernization of facilities and improved facilities. Satisfactory re-numeration to address inflation.

More attention to student completion timeline.
Like number of times a course can be repeated.

More diversity, fairness and equity.

More respect for the faculty by the administration.

More shared governance and faculty input in decision-making.

more support for telecommuting, more professional development, tuition reimbursement for taking courses at other SUNY institutions, better medical benefits, clearer language about promotion,

More supportive senior administration!

It is very unsettling wondering who you hear will be "asked" to leave next!

It would be appreciated if faculty & staff were part of important decisions of the institutional restructuring!

My department has not grown in staff & faculty in 10+ years, even though enrollment has risen in that time. It is completely unnerving to hear that since enrollment is down this year that our department lines may decrease because of one year drop in enrollment! What about the 9+ years prior to that when enrollment rose yet staffing did not?

More transparency and explicitly shared governance in decision making and planning.

New Administration who care about the campus and surrounding community

Senior leadership needs to better communicate and engage faculty members in all of the changes it is implementing around campus. Shared governance is completely being ignore on this campus. When the new administration came, it eliminated all of the academic deans and replaced them with new deans who are creating a hostile work environment. In my division, not only has the dean made personal attacks on my work ethics and my track record, but he has suggested certain teaching practices that I view as unethical and is a direct attack on the teaching profession. My workplace, which I have passionately served in the last 6 years, has now turned into a place I loathe coming to everyday.

Senior leadership that actually respected and valued faculty and staff, that communicated honestly, and that was competent.

Shared governance and a fair contract.

Shared governance.

Stability in senior leadership.

The administration should try to involve all faculty in decision making, not just a favored few. Decisions are constantly being handed down from above. Our Dean (new) has made very little effort to get to know us in a meaningful way but is very ready to criticize us. From the Dean on up there is a feeling that the faculty is not respected. Most importantly, the contracts with the faculty and staff need to be settled; the staff, the adjuncts and the new faculty are starting to really suffer.

The college has a new administration that is in conflict with faculty and staff. There is a real lack of trust. The administration purports to be transparent, but people feel very wary of their true motives. There is a lot of concern about lack of shared governance. Large meetings that include administrators are tense and often devolve into unpleasantness. One thing that would help is for the administration to negotiate a fair contract with faculty and staff. There hasn't been a contract for several years and the hope was that the new administration would solve this issue as a priority. Dealing with the contracts would be one way to increase trust, although it wouldn't solve the issue of shared governance or real transparency. Honestly, the best thing that could happen to this college would be if the last VP, Joanne Russel, who has now left the college, was brought back as President. She was hardworking and responsive and would have a good shot at putting trust back into system.

The entire senior leadership team needs to go. They have zero regard for the faculty - while they consistently say that they want faculty input, faculty are consistently ignored and every proposal coming from the faculty over the past year that I know has been rejected.

The new administration makes all the decisions, no collaboration, no communication..

This institution needs to become a student-centered college, in every area, academic and non-academic. Every office, from registrar to business and IT to academics, need to continually reflect on their actions and policies and ask how it benefits students and their success. We currently do not operate this way.

This needs to be addressed:

There is little or no regard for the individual

Our new president fired the entire top tier of administrators. Disgraceful!

Too many changes are being implemented just for the sake of change without regard to

This would be a much better place to work with a better work environment. There is a lot of unrest on campus in the last year. I have been in a leadership position for over 15 years and have been one of the very hard workers on campus. However I am now very demoralized and

feel like we have little say as to what is happening. I also think there is a very big imbalance between those who contribute a lot and do all the work and those who do very little.

Transparency and shared governance

Unfortunately, the new administration does not believe in shared governance, forces its ideas on faculty, and solicits their input after the fact, making any feedback meaningless. Enrollment is down by (I believe) 10% and the college is millions of dollars in the red. I have been here for many years and have never seen morale as low as it is now. If the new administration were replaced - across the board - this would be a far better place to work.

We need to focus on the "community" in community college once again. Under the most recent transitions, the community feels splintered and weakened.

While Department Chairs are given a lot of independence- I don't always feel supported. I don't feel represented in what I am told are "faculty" decisions, nor do I feel my role here as a Dept. Chair is respected or appreciated by senior leadership. I often feel that the independence they offer leads to a lack of awareness of what I do. When I push the matter, I feel I am listened to- but it is difficult to get that audience.

Adjunct Faculty

What do you appreciate most about working at this institution?

Excellent satellite campus facilities, free parking, more or less left alone to do my job in the classroom.

I love the students and the freedom to structure my classes as I see fit.

Its vast array of academic and continuing education offerings, in addition to its community events.

Proximity, the freedom to educate subjects I truly enjoy

The autonomy to do what I think is best for my students.

The department provides the the texts, calculators , syllabi and classroom technology for my teaching. The tech people at each campus are very helpful in terms making sure the computers are working and that I have the instruction I need to use them. Beyond that, after several observations, to make sure I knew what I was doing and was doing it well, I have been free to teach my classes. The department requires that I submit my final exams at the end of each semester. I have been happy to comply and my students seem happy with the results.

The faculty in my department.

The overall quality and diversity of the student body

the pay for adjunct professors is more than many other private colleges. Extension sites allow me to work closer to home, with less commuting time to take me away from my family.

The students and the working relationship with many colleagues.

The students, and the colleagues that I have great respect for.

This is post-retirement employment for me. I am not reliant on the income so the flexibility to work as an adjunct is welcome. I do recognize, however, that mine is an unusual attitude regarding adjunct hiring.

We have a beautiful campus , the physical buildings are very nice environment to work in .My department is made up of very nice co workers, we all work together well.

What would make this institution a better place to work?

1) Adjuncts would like to have their programs sooner before each semester. Even they have lives and plans. 2) New restrictions on paper use seem to be causing problems. The faculty uses the copying facilities for class work only. I have large classes. I distribute worksheets before each test and give four tests plus a final each semester. In addition, we are required to distribute hard copies of the syllabus to each student. It is a little upsetting to try to make copies only to receive the message, "This job will cost \$2.39 . You only have \$1.79 in your account. True, the supply is said to be renewed each month, but paper is needed for classes when it is needed

Administration often operates ineffectively and in their own particular 'silos.' Opportunities for divisions and departments to get to know each other should be developed.

Clarity on all issues.

Doing away with an archaic and unfair "senior adjunct" system that, after 20 semesters of service, gives those adjuncts preferential treatment in choosing courses to teach to the disadvantage of those who have taught at WCC for even 10 semesters (5 years). Health insurance is non-existent for adjuncts at WCC - by comparison, CUNY adjuncts are offered excellent health insurance by their union, PSC, after only 3 consecutive semesters of teaching. Often waiting to assign courses at the last minute to non-senior adjuncts is wholly unfair in consideration to those of us who live normal, active lives. All-in-all, adjuncts are shown little respect and consideration at WCC, despite the fact that working with WCC students is a privilege and the physical facilities do make it a good place to teach.

Hire teachers; don't make them life-long adjuncts.

I'm basically happy with it the way it is. I would like more opportunities to interact with colleagues in an informal way and more convenient training, but essentially for what I need, the institution works well.

If they would treat their adjuncts with more respect, i.e. provide benefits, a higher salary, more voice, recognition. Furthermore, I can appreciate the need for diversity; however, I think that the scale has tipped in the reverse- as in reverses discrimination. Accepting resumes and applications for jobs by adjuncts is done as a courtesy. Interviews are rarely granted as the institution already knows who they want. I can tell by the careless way they have responded to my many applications. I am extremely qualified not only to teach but in the area of administration as well and only once was granted an interview. The interviewer "forgot" I was coming and made me wait for over an hour while she went out to do personal errands. Never got back to me subsequent to the interview even after many requests by email to do so. So unprofessional!

more job security for adjuncts, no more "bumping" by more senior adjuncts.

More support and benefits for adjuncts and a potential path for full-time employment.

More trust and communication between administration, faculty and students

New people in central administration.

New top leadership. The new administration has turned a jewel of a campus community into a poorly run institute. It is not only dreadful, it is shameful!

The ability to work more hours and/or become an employee after 20 years of service

There is very little support for adjunct faculty - only the very beginnings of some professional development workshops, but even that time is unpaid and those sessions are poorly attended.

Exempt Professional Staff

What do you appreciate most about working at this institution?

Being part of an institution that helps many people access quality education.

I am a part-time senior tutor and adjunct at the college. I love working with the WCC students, and I appreciate my colleagues in the Academic Support Center.

I appreciate being part of the team that assists students earn their degrees.

I appreciate my area's mission and ability to serve underserved populations. I appreciate the ability to help students reach another milestone and achieve another goal in life. I appreciate the colleagues I work with.

I appreciate students and employees diversity.

I appreciate the benefits that I have for working in an academic institution.

I have a check and be able to support my family.

I really appreciate the work/life balance that it allows me. I also really appreciate the salary and benefits, and I love working on this beautiful campus. I like my co-workers, and I like that in my particular position, I have no take-home work, contributing to that work-life balance. I also like working with the community college student population.

I used to be proud and appreciate that there was collaboration and friendliness. Now there is secrecy, lack of transparency, threats to job security and very little input from staff and administrators. There is no clear path for advancement and very little room for innovation in the current environment and complete confusion of policy. The new senior administration has resulted in a tremendous loss of morale, collaboration, inspiration and enrollments. The decrease in enrollments is a direct consequence of policy change from new leaders without asking for feedback from the current workforce. In addition, the treatment of staff and administrators has been demeaning, demoralizing and embarrassing both publicly and privately. The change in culture went from one of hope at having a new president/administration to one of despair

It used to be the high morale among all employees.

New administration new meaning direction
Good place to work-non pressured environment

One of the things that impressed me the most when I first joined this institution was the amount of time people stay with the institution. It was common place to see people last 40 years. I also noticed the dedication of the faculty and staff to ensure that the students have a positive experience during their stay at WCC.

Th ability to do my job without someone constantly looking over my shoulder and trusting that iu can get the job done.

The people - some very inspiring

The salary and benefits are very generous.

We have a leader who listens to employees and encourages us to be the best we can be and bring the best we have to the college. I appreciate the support that most of my colleagues show for each other every day. We work hard here - some harder than others - but the work is rewarding.

What would make this institution a better place to work?

- 1) Faculty Diversity
 - 2) More value added classes
 - 3) Hiring more experience and knowledgeable faculty
-

A FAIR Contract. Staff has not had a contract or raise for 5 years.
Faculty also do not have a contract.

Administration has to understand that a culture can not be changed over night, especially after 40 years with one president.

-Involvement of faculty and staff in the decision making process. Not just hand-picking faculty and staff but having a true representation and diversity of opinions. The same faculty and staff

are ask to participate in committees which make critical decisions that impact the entire school. There should be a system for rotating those who participate on committees, not just the "Inner Circle."

-There are many outdated systems and duplication of services which makes for much waste of valuable resources, for instances, multiple departments organizing cultural activities

-The lack of procedures is pervasive, for instance when a new hire is approved by Human Resources, there's no trigger in place so that the department hiring gets an email to let them know that the new hire has been approved including next steps. That's just one example of many.

-Decision making processes in many departments are cumbersome and not conducive to results or progress. Sometimes simple yes or no decisions take weeks.

-Lack of administrative support for department heads and directors. I'm sure that many of us with masters and Ph.D.'s weren't hired for our abilities to type names on a list and order paper and ink cartridges.

At the extension center (WEOC), communication is an issue. We are a small team and should be better informed of decisions that impact the center.

Better communication between administration and staff. Ability to express opinions about how things are run without fear of reprisal. Being respected and valued by the administration. Having a union contract. Some recognition for accomplishments made/projects completed instead of just being spoken to when things go wrong.

It is sad how much my attitude about work has changed for the worse since the new administration came into power.

Bringing back the people who previously made this place a great place to work. Unfortunately, some of those people may not want to return.

Communication and transparency from the senior leaders. Continuous improvement of our procedures and processes for conducting the business of education. Clear communication of procedures and process to all areas of the college.

Create a better implementation plan that is phased in slowly. People are working out of title, but fear fighting administration. Implementation of policies and systems is necessary, but isn't being implemented effectively given all system configuration requirements and in a timely non-rushed fashion.

I am very frustrated at the lack of facilities provided to my department. While there are talks to improve this, that's really all that has been done, talking. I feel affecting the efficiency and quality of the department. Because of this delay, I am not able to perform my job to my complete ability. I feel like my time and talents are being wasted while the institution drags their feet in deciding what to do about our lack of proper facilities.

There is a low moral related to the change in administration, while I do not think it is the entire fault of the new administration, I feel that this distrust of this administration, is rampant and destructive at times of productive behavior. That being said, it is hard for staff to trust a new administration when there have been so many changes in large leadership roles in a fast and seemingly out of the blue manner that makes people not trust the new administration. The administration is out of touch with how many people feel, and people are afraid to speak up because of fear of repercussions, I appreciate this confidential outlet to express my opinions.

I think if policies were more clear and more transparently practiced, there might be a better sense of fairness. It seems to me that there are policies in place for some employees, but not for all. So, I think more transparency in what policies actually exist would be helpful. I wish there was more professional development and a true commitment to professional development in terms of the college investing financially in training across all affinity groups. We could be so much more if only we had the resources. We're great, but we can be really great...

If workers could express freedom of speech or give opinion on suggested subject without retaliation

It's hard to say. There is a deliberate and complete lack of trust with the senior leadership.

Much more inter-departmental collaboration to diversify projects/challenges and engage employees more.

Mutual respect and civility.

Hold leaders and managers accountable for treating all employees with respect and care, all of the time, and encourage them to regularly recognize those they supervise for the positive contributions they make.

Institute two-way performance reviews, so that employees not only receive regular feedback about how they're doing, in ways that support their growth, but are also given the opportunity to provide feedback to their supervisors, anonymously if they so choose, to avoid recrimination.

Stronger leadership from supervisors, and more communication with them. While the mission for my dept. is clear, I don't feel that our organizational structure always makes sense, and sometimes I feel like my particular unit is 'adrift' and doesn't receive much support or guidance.

The college administration are not doing enough to settle down our salary contracts. We are without salary raises for more than 4 years. Also there is no promotions in my department. We need more security officers in ALL buildings.

This institution would be a better place if senior administrators would immerse themselves in the classroom and academic support environments to get to know the needs of the students. Isn't the community college still the first rung on the advancement ladder for students with complex learning and vocational needs?

The college's (and current nationwide) emphasis on completion within in a certain number of semesters overlooks the needs of three groups of students who represent a significant percentage of the student body: talented ESL students who have jobs and families while learning English, severely limited learning-disabled students, and native speakers who have large deficits in reading and writing skills. These students need a safety net of expert counselors who advocate for developmental support to meet their college readiness needs or to guide them into vocational training and out of an academic program of repeated failure.

Unfortunately, with a complete turnover of top level management, there is no coherent message being delivered at all levels. We are not all working together to accomplish the same goals.

Non-exempt Staff

What do you appreciate most about working at this institution?

Co-workers. Lack of age discrimination. Dedicated employee parking lots.

I appreciate the student body and the faculty. I am in this position to serve them and I get my job fulfillment through my interactions with them.

I loved working at the institution for many years. In recent years I feel as if I have no idea what is happening at the college. I also don't think the administration cares about its staff or what their opinion is of any new projects and initiatives. In recent weeks they are trying to change the opinion that they don't care, but I believe it is too late. I think they are pretending to care what faculty & staff think, but all that matters is their own agenda. I have witnessed the President and VP's lie in open forums. I know for a fact that information that stated was not accurate. Which forces me to assume everything they say can be untruthful. I have also witnessed GOOD administrators, faculty and staff leave or be let go because they were viewed as not being "on board" with whatever the President and VPs wanted to make happen. Its their way or the highway. I also know of a few administrators pack boxes and leave them under their desk because they wanted to be prepared for when they were fired next.

Immediate supervisors are understanding. Working as a team

Team work

Teamwork within division and mutual respect for one another

The location and grounds are nice.

The opportunity to help the community. Seeing improved lives because of our efforts.

The support from fellow staff members.

What would make this institution a better place to work?

I know there are numerous issues, but I honestly do not know how to fix them.

A new President who really understands the importance of good employees. Who can come though on promises they make to Faculty and staff.

Better Leadership. Leadership sucks!! They are all clueless.

Continuous development.

contract with cost of living increase yearly...

More decisive leadership. Better understanding/communication of why things are being done. Committees that have meaning and clear direction. Fewer people in managerial roles that "know-it-all" and do not listen or take into consideration alternate opinions. Forming committees and appointing people without properly charging the committee leaders, or without considering who might be beneficial to the committee. (ie Search & Screen committees that have no one from the department they are hiring for; Re-forming committees without considering who was on the committee before and would have extensive/relevant knowledge of what needs to be done). Resistance to promote qualified employees from within the campus community.

Resolution of contract for negotiated pay increases (back to 2012) rejected by County Executive so this issue can be put behind everyone and we can move forward.

There has been a system of cronyism at the institution for years. If you play the game and become part of the club, promotions open up. If you do not like the way things are done and want to operate in a manner consistent with your own beliefs and values, you will not go far. There are people in high positions who bully and demean the hard working staff. We had high hopes when we got a new president; however, it does not look like she's interested in changing the culture. She seems more interested in talk and getting graduation numbers up.

Not Specified

What do you appreciate most about working at this institution?

I appreciate that I am in a great working environment along with a great group of people who I interact with on a daily basis. By far, Westchester Community College is the best place to work, and I'm fortunate to be a part of this wonderful institution.

The hope that things might improve. I love teaching the students.

The Salary and Benefits. It used to be a great place to work, now it isn't.

Westchester Community College as a whole is a good place to work. The leadership at my location is ineffective and often hostile. There is a perpetual undercurrent of fear stemming from mismanagement and disrespectful and unequal treatment of some staff and some faculty.

What would make this institution a better place to work?

Fair and balanced management practices

Fair, respectful leadership. Training.

In my opinion, right now there's a disconnect between the senior staff and the rest of the college. It seems that there are those who feel disrespected, but I believe that this situation will be resolved with better communication and all sides.

We have a new President; she needs to believe in herself and choose a competent VPAA. She needs to commit herself to shifting the culture--a culture both the President and the VPAA are largely responsible for fostering through favoritism. They had a great opportunity here, and they've blown it. Evidence is in the massive drop in enrollment this year.
