Kingsborough Community College

Faculty and Staff Satisfaction Survey

Fall 2021

KCC Office of Institutional Research

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Introduction

The 2021 Faculty and Staff Satisfaction Survey was revised by the volunteer committee and further adjusted based on feedback from senior staff. Among these revisions were:

- Elimination or modification of questions and answer choices
- Revision of the Likert-scale to remove the neutral option as an "easy out" for respondents who are less inclined to express their opinion
- Expansion of the survey scope to assess how well the college is living up to its core values, gain insight on the pillars of the latest strategic plan, and reflect on the college's COVID-19 pandemic protocols

The survey addressed eight important domains of experience at Kingsborough:

- Campus Culture
- Personnel Resources
- Physical Environment
- Instructional Environment (for those who teach)

- Support Services
- COVID-19 Related Policies
- Core Values of KCC
- Pillars of the Strategic Plan

For each question, respondents were offered the opportunity to choose from a five-point scale ranging from "Extremely Satisfied" to "Not at all Satisfied", including an option for "not applicable". A three-point scale was used for the question regarding how well the college is living up to its core values. The revised scale removes the neutral option employed on previous surveys and allows respondents who are less inclined to express their opinion an opportunity to provide a more accurate characterization of their satisfaction on a specific item.

Given the expanded survey scope and revisions to both the scale and question content, a true year-over-year comparison is not possible. The 2021 satisfaction survey will serve as a new benchmark and allow KCC to measure progress going forward on future surveys.

For the purposes of this analysis, "satisfaction" is defined by the combined responses of "Extremely Satisfied", "Very Satisfied", and "Moderately Satisfied". Combined choices of "Slightly Satisfied" and "Not at all Satisfied" are used to identify areas in which KCC can improve.

Only valid percentages will be reported. Table 3 (at the end of this document) summarizes the responses to all the questions.

As seen in the Table 1, a total of 325 surveys were completed in November and December of 2021, including 159 by faculty members.

Table 1	
Responses by Primary Role at the College	
	N
Faculty	159
Administrative (HEO Series, CLT series…)	97
Classified Staff (CUNY Office Asst, Support Staff…)	54
Executive (Deans, VPs, …)	6
Continuing Education Instructor	6
Unknown	3
	325

Campus Culture

Answers to most questions in the Campus Culture section were largely positive. A clear majority of survey participants showed high levels of job satisfaction (82.7% Extremely Satisfied/Very Satisfied/Moderately Satisfied, 17.6% Slightly Satisfied or Not at all Satisfied).

Participants showed similar levels of satisfaction with collegiality among fellow faculty/staff members and safety and security with participants ranking their satisfaction above 85% for both measures. Internal communications, conversely, received less positive responses. Less than 71% of were moderately satisfied or higher.

Satisfaction with college and departmental leadership was more mixed. While participants showed relatively high levels of satisfaction for Academic/Student Affairs leadership (79.9% Extremely Satisfied/Very Satisfied/Moderately Satisfied, 19.9% Slightly Satisfied or Not at all Satisfied) and Administrative Leadership (80.3 Extremely Satisfied/Very Satisfied/Moderately Satisfied, 19.7% Slightly Satisfied or Not at all Satisfied. Senior Leadership received the lowest levels of satisfaction at 69.2% of respondents satisfied and 30.8% either slightly satisfied or not at all satisfied.

Personnel Resources

Most respondents reported satisfaction with personnel resources, showing high levels of satisfaction with support accessing benefits from CUNY, NYC, and Unions, payroll services and the bursar's office (91.6%, 94.3%, and 96.8% respectively). While still relatively positive, there was a lower level of satisfaction with retirement planning (79.1%).

Physical Environment

Though levels of satisfaction were high with the physical condition of parking, hallways and roadways, elevators, campus maps, and overall accessibility of the campus, much higher levels of dissatisfaction were reported for the conditions the cafeteria (21.8% Not at All Satisfied) and campus bathrooms (15.4% Not at all Satisfied).

Instructional Environment

The nine questions in this section were designed to be answered by individuals who teach.

A clear majority of participating faculty reported satisfaction with many instructional environment questions. More than 77% were satisfied with academic freedom at Kingsborough. Similar levels of satisfaction were reported for the questions regarding availability and quality of technology in the classroom. Similarly, 73.7% of faculty reported satisfaction in regards to support for development of pedagogical skills.

Questions about the physical conditions of the classrooms elicited much more critical responses, with only 60% satisfaction. Similar responses were given regarding the support for scholarship and publishing (62.4%), support for travel to conferences (40.2%), and intuitional administration of grants (59.8%).

Support Services

Participants reported high levels of satisfaction (above 82%) on nearly all aspects of the college's support services, including KCTL, KCeL, and IT services, Office services, the Library, Access Resource Center, interactions with public safety, and Health Services.

Alternatively, only 64% of respondents were more than moderately satisfied with the KCC website. Communications and Marketing (74%) and tutoring (77.6%) received lower levels of satisfaction than the other areas of support services.

COVID-19 Response

Over the course of the year, the college has dealt with the unique challenge of operating under COVID-19. Faculty and staff are generally satisfied with the college's response to the pandemic; with 78.1% satisfaction with the overall feeling of safety while on campus. The satisfaction level is similar for the college's communication of COVID-19 related policies (78.8%). The implementation/enforcement of COVID-19 related polices received slightly lower levels of satisfaction with 73.4% of respondents reporting that they moderately satisfied or higher.

Core Values

Table 2 reflects faculty and staff feelings regarding how well the college is living up to its core values.

Table 2: Core Values	Percent Satisfied			
	Very Well	Well	Not at all Well	Total
Respect - civility, acceptance, appreciation, and support of individual differences	38.3%	42.7%	19.0%	100.0%
Diversity - the proactive fostering of greater inclusion and ultimately equity at every level of college life	34.2%	37.5%	18.2%	100.0%
Integrity - fair and ethical standards in all policies, procedures, and practices	28.3%	48.8%	22.9%	100.0%
Excellence - high quality teaching, student services, administration, and community engagement; and high standards for student achievement	31.5%	50.3%	18.2%	100.0%
Accountability - taking responsibility for our actions and outcomes	25.3%	44.9%	29.8%	100.0%
Innovation - creative thinking and approaches that enhance learning and support continuous improvement	29.0%	48.5%	22.5%	100.0%

Pillars of the Strategic Plan

The 2021-2025 Strategic Plan is guided by the college's commitment to its mission, vision, and values and addresses the foundational challenges facing the college and identifies central themes that will guide the path forward.

To help establish a baseline for the college's efforts, participants were asked to indicate their level of satisfaction to date in the five pillars of the Strategic Plan.

1. Student Success - 75% of respondents were moderately satisfied or higher
2. Operational Excellence – 74.6% of respondents were moderately satisfied or higher
3. Governance and Planning – 69.6% of respondents were moderately satisfied or higher
4. Community and Communication – 71.7% of respondents were moderately satisfied or higher
5. Workforce Development and Strategic Partnerships – 77.3% of respondents were moderately satisfied or higher

Equity: Differential Satisfaction Among Groups

Overall job satisfaction at Kingsborough was disaggregated by participants' primary role at the College, gender, race/ethnicity, and years at Kingsborough (see Table 4a). Although all disaggregated groups reported overall satisfaction, these sentiments were not uniform. Relative dissatisfaction was reported by Black and "other" racial respondents, as well as those who have been at KCC between 5 and 10 years.

Of particular concern was the result that among non-teaching instructional staff, blacks, Asians, and Hispanics reported much lower overall job satisfaction than whites (see Table 4b). For example, Black administrative employees (HEO series, CLT series, etc.) were 17.1% less satisfied than their white counterparts and about 9% lower than the category total. Furthermore, Hispanic employees of the same category were 16.8% less satisfied than their white counterparts and about 10% lower than the category total.

Classified staff experienced even deeper levels of disparity: Black employees were 50% less satisfied than white employees and 40% lower than the category total. This trend carried over to Hispanic staff, who were 30% less satisfied than their white counterparts and approximately 17.5% lower than the category total.

Among faculty, Black faculty members were nearly 8% less satisfied than their white counterparts.

This is an issue that needs to be explored more deeply.

Further, faculty expressed less satisfaction than other groups with the physical environment of the campus, namely the bathrooms and the cafeteria, while administrative employees (HEO series, CLT series, etc.) felt that KCC is not living up to its core values of accountability and innovation than other groups.

Illustrative Comments

Respondents were asked to provide additional comments at the end of the survey, which were reviewed and arranged into categories according to the themes that emerged from the commentary. While the majority of these comments fell into 4 groups; *COVID-19 policies, senior leadership*, *diversity, equity, and inclusion*, and *academic environment*, criticism of KCC's website was pronounced.

Below are some of the illustrative comments from each group.

COVID-19 Policies:

> "I believe teaching at KBCC during COVID has allowed an individual to analyze not only one's performance but other departments. As a result of this knowledge, each person should be able to understand the need to develop appropriate strategies to strengthen areas in need of improvement."

> "I find it unacceptable that KBCC does not enforce the vaccine mandate, ie no entry to campus without vaccination. I am appalled that the administration has repeatedly rolled back this requirement and put the lives of KBCC students faculty and staff in jeopardy. This issue does more to undermine my job satisfaction than anything else."

> "The notion that we should just return back to pre-covid practices is not smart or safe. Society is forever changed (perhaps nowhere more than NY); CUNY and Kingsborough must figure out how to adjust in a logical way."

> "I was very impressed by how the maintenance staff at KBCC improved the campus during the covid-19 lockdown. It looked like new when I returned this summer."

> "There has not been enough proactive policy planning or outreach & restrictions regarding reaction to the growing & expected COVID surges --- such as opposition to the 70% rule of faculty in-person teaching ---- a flawed & dangerous & insensitive policy not in keeping with health & science updated info."

> "Felt it was unfair for staff to have to be in person since COVID and the variants are still a major problem and many are still not vaccinated"

Senior Leadership:

> "KCC employs some phenomenal people in both faculty and staff roles, who go above and beyond for students, and often for each other, despite some rather dire circumstances (dysfunctional and overcrowded classrooms, high workload, antiquated tech). It would be great to see meaningful changes (not just another round of new committees to talk about things while not being empowered to get anything done) to Kingsborough to make quality of work-life and our students' learning environment better."

> "I think the College is currently mismanaged, especially at the upper levels. The senior administration has lost all commitment to our core mission and is spinning its wheels engaged in what amounts to window dressing. Most current initiatives do little to improve the overall quality of service, and the careless disbursement of reassigned time to assuage hurt egos and

feckless projects is nothing short of nauseating. We need better leadership that can say no to bad ideas and keeps its eye on our fundamental purpose."

"While I have been on this campus, I have met and been proud to work with a great many people. However, I feel management does not adequately manage people from hiring, dispensing responsibility and accountability. I have long maintained that one-third of this campus is full of hardworking individuals who care about their job and understand the importance of their duties. While the other two-thirds are allowed to be disrespectful, lazy, unaccountable and many times, confrontational."

"The communication between administrative staff and upper management is horrendous. Upper management operates like a dictatorship and do not allow the administrative staff input on how to improve student enrollment which reduces staff moral and prevents staff from effectively assisting students."

"Changes are constantly being made, but they aren't done to make a positive change. They are typically done by the administration to further their own agendas and to give themselves raises. The College is in dire straits. Enrollment continues to plummet to all time low levels. No new program offerings have been created to stem the tide. Yet, many administrators have given themselves raises over the past few months. While full time staff are expected to do more with less. The treatment of staff has been horrendous and morale across the board is extremely low. It is very sad to see the College deteriorate like this."

Diversity, Equity, and Inclusion:

"KBCC has a serious cultural problem in reference to sexism and racism. The attempts at "diversity" are hollow due to the fact that certain sets of people are still allowed to do and say whatever they please with little consequence, creating a hostile work environment."

"Continue to have the conversation we are having around campus. It's great we have a space for these conversations about equity and inclusion but if you have people who are at the core of these decisions having issues with true diversity, we are right back where we started.

The implementation of the policies of inclusion and diversity has lead me to see it as an abstraction, there are still micro-aggressions and bigotry infused in pockets of the college community. This past 18 months or so has been stressful for the majority; however, the opportunity to solely focus on scholarship and teaching while minimizing the interpersonal interaction with those on campus, while saving time with the commute, has been a means of respite to which will be sorely missed."

"If the cronyism at this school doesn't stop then those of us who inhabit marginalized identities as faculty will never thrive here. The bigotry I've experienced here will affect me for the rest of my life and has affected my career greatly because of opportunities denied to me by my chair (and given to much less qualified white Christian people-literally, I have a PhD and two masters and am tenure track and have watched people who haven't finished their masters yet get opportunities denied to me) who has also blocked opportunities for me at the college wide level. It's become clear to me in the years I've been here that not only does the school not care it is actually invested in this promotion of white supremacy and mediocrity."

"I am always a happy camper who reports high levels of satisfaction on these surveys, which I respond to every single time. However, at this stage I am a lifelong employee who feels alienated, unsupported, and generally frustrated at the poor communication and commitment to students at our campus. Administrative policies are poorly articulated and communicated, and then there is little follow-through. The faculty is riven by internal divides and politics, always to the detriment of our students. We have no consistency and drastically failing numbers to show for all this [...] There are ways to seek progress, diversity and equity by stressing positive goals and outcomes and highlighting cooperative effort. To be constantly hammered by the message that my curricula are racist, that health care and academia are racist, and that I as a non-person of color am inherently racist, is insulting, demeaning, and I believe untrue."

Academic Environment:

"Kingsborough Community College is an excellent educational institution which provides students an opportunity to continue their academic dreams."

"KCC has created a good environment for students, staff and faculty to work and for students to learn. The staff and faculty are very professional and approachable. I hope that they continue to work at this pace and aiding students to become better leaders for tomorrow."

"Too many students seem to have been counseled to take on more credits per semester than they can handle or courses for which they are not equipped to succeed. It is heartbreaking to see these students struggle, fall behind and then drop out or simply disappear. Students register for the same course over and over and do no better because they are no better prepared."

"Programs such as HURFS, Women's Resource and Men's Resource Center and NYC Men Teach stand out on campus. Nice work"

"Given that the overwhelming majority of students are either unable or unwilling to use cameras and/or microphones, I do not believe that synchronous online classes should be an option. Universities that offer such options as part of their regular curricula (i.e., University of Arizona), impose requirements that must be met in order for students to successfully engage in coursework. Allowing students to engage 100% of the time in synchronous classes via use of the chat, makes a mockery of the class and the institution."

"It is absurd how little has been done to prepare our less technologically literate staff to operate in a remote learning environment. I regularly have to assist my coworkers with the simplest of computing tasks on top of my already plentiful job responsibilities. Zoom and Blackboard usage workshops don't help when people don't know how to use windows first. I am far from satisfied with the college's performance."

Table 3
Kingsborough Community College
Faculty and Staff Satisfaction Survey
Fall 2021*

CAMPUS CULTURE	Percent Satisfied or Very Satisfied			Year-to-Year Differences	
	2021	2020	2019	2021-2020	2020-2019
Senior Leadership (President, Provost, VPs)	69.2%				0.0%
Academic/Student Affairs Leadership	79.9%				0.0%
Administrative Leadership (Office Directors)	80.3%				0.0%
Collegiality with fellow faculty/staff members	85.0%	71.6%	67.8%	13.4%	3.8%
Internal campus communication	70.5%	55.0%	50.5%	15.5%	4.5%
Safety and security	87.1%	75.5%	51.4%	11.6%	24.1%
Overall job satisfaction	82.7%	73.5%	67.1%	9.2%	6.4%

PERSONNEL RESOURCES	Percent Satisfied or Very Satisfied			Year-to-Year Differences	
	2021	2020	2019	2021-2020	2020-2019
Support accessing benefits from CUNY, NYC, and unions	91.6%	58.3%	57.3%	33.3%	1.0%
Help with retirement planning	79.1%	39.7%	38.5%	39.4%	1.2%
Payroll services	94.3%	71.7%	66.5%	22.6%	5.2%
Bursar's office	93.8%	63.8%	67.8%	30.0%	-4.0%

* Scale was revised in 2020 the scale to remove the neutral option as an "easy out" for respondents who are less inclined to express their opinion.

PHYSICAL ENVIRONMENT

	Percent Satisfied or Very Satisfied			Year-to-Year Differences	
	2021	2020	2019	2021-2020	2020-2019
Bathrooms	84.6%	41.2%	31.3%	43.4%	9.9%
Cafeteria	78.2%	33.0%	33.8%	45.2%	-0.8%
Elevators	87.0%	43.8%	39.1%	43.2%	4.7%
Overall Accessibility	93.6%	50.0%	48.0%	43.6%	2.0%
Parking	94.7%	60.0%	60.6%	34.7%	-0.6%
Hallways	96.6%	74.0%	64.3%	22.6%	9.7%
Roadways	91.0%	60.3%	55.4%	30.7%	4.9%
Campus maps	89.4%	54.7%	55.1%	34.7%	-0.4%

INSTRUCTIONAL ENVIRONMENT**

	Percent Satisfied or Very Satisfied			Year-to-Year Differences	
	2021	2020	2019	2021-2020	2020-2019
Academic freedom	77.7%	69.1%	66.5%	8.6%	2.6%
Availability of teaching technology equipment and software	78.3%	56.7%	57.3%	21.6%	-0.6%
Quality of teaching technology equipment and software	78.2%	53.0%	50.9%	25.2%	2.1%
Technology help in the classroom	79.7%	64.2%	59.5%	15.5%	4.7%
Physical conditions of classrooms	60.0%	31.0%	31.5%	29.0%	-0.5%
Support for development of pedagogical skills	73.7%	57.8%	48.8%	15.9%	9.0%
Support for scholarship and publishing	62.4%	42.5%	38.6%	19.9%	3.9%
Support for travel to conferences	40.2%	26.3%	36.4%	13.9%	-10.1%
Institutional administration of grants	59.8%	31.2%	35.5%	28.6%	-4.3%

** Questions asked of faculty only

SUPPORT SERVICES

	Percent Satisfied or Very Satisfied			Year-to-Year Differences	
	2021	2020	2019	2021-2020	2020-2019
KCTL	82.7%	60.3%	45.5%	22.4%	14.8%
KCeL	83.5%	60.4%	43.4%	23.1%	17.0%
Information Technology Services	82.8%	69.9%	57.8%	12.9%	12.1%
KCC website	64.0%	46.5%	48.2%	17.5%	-1.7%
Communications and marketing	74.0%	50.7%	44.8%	23.3%	5.9%
Office services	86.6%	66.1%	66.3%	20.5%	-0.2%
Library	89.1%	67.0%	67.4%	22.1%	-0.4%
Tutoring	77.6%	52.0%	47.4%	25.6%	4.6%
Access Resource Center (Formerly Single Stop)	91.8%	63.3%	58.9%	28.5%	4.4%
Interactions with Public Safety	90.3%	44.7%	41.7%	45.6%	3.0%
Health Services	95.1%			95.1%	0.0%

COVID-19 Protocols

	Percent Satisfied or Very Satisfied			Year-to-Year Differences	
	2021	2020	2019	2021-2020	2020-2019
Communication of COVID-related policies	78.7%	…	…		…
Implementation/enforcement of COVID policies	73.4%	…	…		…
Feeling of safety while on campus	78.1%	…	…		…

Core Values

	Percent Well or Very Well			Year-to-Year Differences	
	2021	2020	2019	2021-2020	2020-2019
Respect	81.0%	…	…		…
Diversity	79.8%	…	…		…
Integrity	77.1%	….	…		…
Excellence	81.8%	…	…		…
Accountability	70.2%	…	…		…
Innovation	77.5%	…	…		…

2021-2025 Strategic Plan

	Percent Satisfied or Very Satisfied			Year-to-Year Differences	
	2021	2020	2019	2021-2020	2020-2019
Student Success	75.3%	…	…		…
Operational Excellence	74.6%	…	…		…
Governance and Planning	69.6%	….	…		…
Community and Communication	71.7%	…	…		…
Workforce Development and Strategic Partnerships	77.3%	…	…		…

Table 4a
Overall Job Satisfaction

PRIMARY ROLE AT THE COLLEGE	Total	Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied
Faculty	155	21.3%	38.1%	24.5%	7.7%	8.4%
Administrative (HEO Series, CLT series…)	97	18.6%	26.8%	36.1%	8.2%	10.3%
Classified Staff (CUNY Office Asst, Support Staff…)	52	19.2%	36.5%	23.1%	11.5%	9.6%
Executive (Deans, VPs, …)	6	33.3%	50.0%	16.7%	0.0%	0.0%
Continuing Education Instructor	6	0.0%	66.7%	16.7%	0.0%	16.7%
Total	316	19.9%	35.1%	27.5%	8.2%	9.2%

GENDER	Total	Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied
Female	191	23.6%	36.1%	28.3%	7.9%	4.2%
Male	96	18.8%	35.4%	22.9%	9.4%	13.5%
Non-binary/third-gender/other	3	0.0%	0.0%	33.3%	0.0%	66.7%
Prefer not to say	16	0.0%	50.0%	0.0%	12.5%	37.5%
Total	306	20.6%	36.3%	25.2%	8.5%	9.5%

RACE / ETHNICITY	Total	Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied
Black	66	22.7%	24.2%	24.2%	10.6%	18.2%
White	161	21.7%	37.3%	29.2%	4.3%	7.5%
Hispanic	36	22.2%	41.7%	22.2%	8.3%	5.6%
Asian or Pacific Islander	13	15.4%	53.8%	23.1%	7.7%	0.0%
Native American or Alaskan Native	1	0.0%	100.0%	0.0%	0.0%	0.0%
Multiracial or Biracial	2	0.0%	50.0%	0.0%	50.0%	0.0%
Other	35	11.4%	40.0%	28.6%	14.3%	5.7%
Total	314	20.4%	36.3%	26.8%	7.6%	8.9%

YEARS AT KINGSBOROUGH	Total	Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied
Less than five years	51	27.5%	45.1%	17.6%	7.8%	2.0%
Between 5 and 10 years	82	25.6%	32.9%	18.3%	8.5%	14.6%
Between 10 and 20 years	122	11.5%	36.1%	34.4%	9.0%	9.0%
More than 20 Years	61	23.0%	31.1%	32.8%	6.6%	6.6%
Total	316	19.9%	35.8%	27.2%	8.2%	8.9%

Table 4b
Overall Job Satisfaction - Disaggregated
(Excluding Executives)

Percent Satisfied*

	All Responses		Faculty		Administrative (HEO, CLT, …)		Classified Staff		Cont. Education	
	N in Group	Percent Satisfied	N in Group	Percent Satisfied	N in Group	Percent Satisfied	N in Group	Percent Satisfied	N in Group	Percent Satisfied
Black	64	70.3%	27	77.8%	29	72.4%	7	42.9%	1	0.0%
White	159	88.1%	89	85.4%	38	89.5%	28	92.9%	4	100.0%
Hispanic	33	84.8%	13	84.6%	12	100.0%	8	62.5%	0	…
Asian or Pacific Islander	13	92.3%	6	100.0%	3	66.7%	4	100.0%	0	…
Native American or Alaskan Native	1	100.0%	0	…	1	100.0%	0	…	0	…
Multiracial or Biracial	2	100.0%	0	…	2	50.0%	0	…	0	…
Other	34	79.5%	19	78.9%	11	72.7%	3	100.0%	1	100.0%
Total	306	82.0%	154	83.1%	96	81.3%	50	80.0%	6	83.4%

* Percent Extremely Satisfied plus Percent Very Satisfied and Moderately Satisfied

Note: Only those who specified their role at the college and their ethnicity are included.