Tacoma Community College
Tacoma, Washington

Personal Assessment of the College Environment (PACE) Qualitative Report

by

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LIST OF TABLES

Qualitative Analysis

Respondents were given an opportunity to write comments about areas of the institution they found most favorable and least favorable. Of the 362 Tacoma Community College employees who completed the PACE survey, 59.1% (214 respondents) provided written comments. In analyzing the written data there is a degree of researcher interpretation in categorizing the individual comments. However, reliability is ensured by coding all responses back to the questions on the PACE survey.

Figure 1 provides a summary of the TCC comments. This summary is based on Herzberg's (1982) two-factor model of motivation. NILIE has modified the model to represent the PACE factors by classifying the comments into the most appropriate PACE climate factors. This approach illustrates how each factor contributes to the satisfaction or dissatisfaction of the respondents. Please note that when asked for opinions, it is common for respondents to write a greater number of negative comments than positive comments.

The greatest numbers of comments across all factors fell within the Institutional Structure and Student Focus climate factors. Please refer to Tables 1 and 2 for sample comments categorized by climate factor and the actual number of responses provided by TCC employees. This sample of open-ended comments reflects employee responses as coded back to the questions of the PACE survey. Please note that comments are quoted as written except in instances where the integrity of the report is compromised.

Figure 1.   Tacoma Community College Comment Response Rates
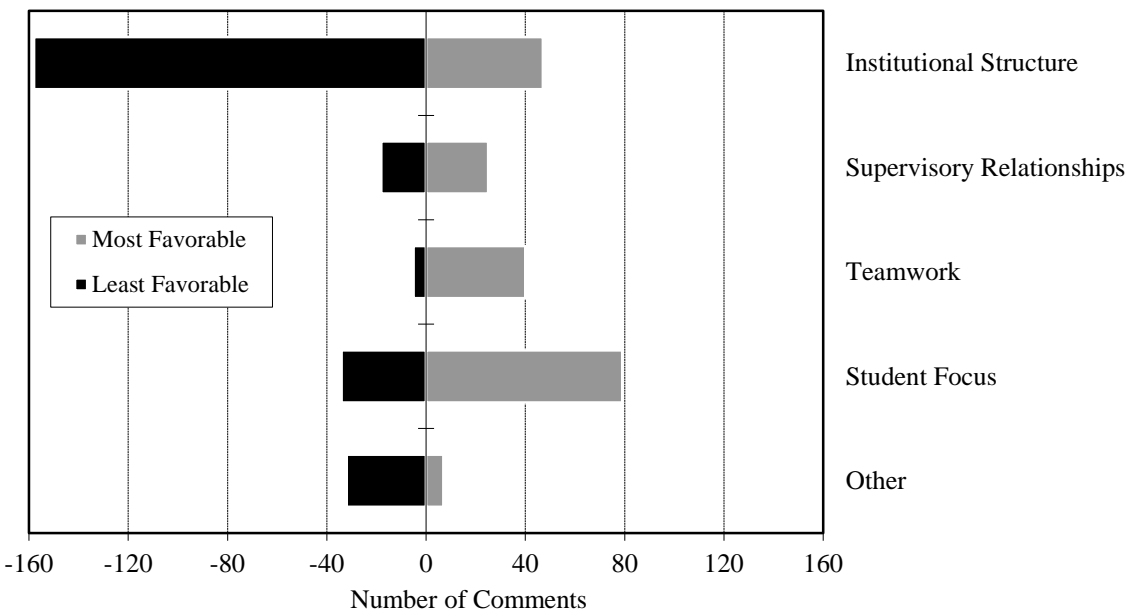
Note: Adapted from Herzberg, F. (1982). *The managerial choice: To be efficient and to be human* (2nd ed.). Salt Lake City, UT: Olympus Publishing Company

Table 1. Most Favorable Responses—Sample Comments and Actual Number of Responses at Tacoma Community College

Factor	Themes
Institutional Structure (n=47)	*I am fond of some of the restructuring of academic areas. This makes sense, and should help the academic teams focus better and do great things. I love Tacoma, and love working with a variety of TCC students. We have a rich and fascinating community we serve.*
	Administrative leadership respects, listens to, and appreciates faculty goals.
	Most favorable is that a positive and supportive atmosphere is promoted in all aspects of instruction and community.
	There seems to be a commitment to diversity at TCC.
	I think this institution does a great job fostering an environment of diversity for the students and faculty members.
	TCC excellently highlights and shows appreciation for diversity. It encourages the student body and its employees to recognize the values of diversity. It also actively offers opportunities to appreciate students, faculty, and staff.
	For a long time the college has had a strong team culture that leads to collaboration across campus and departmental lines.
	TCC has an upbeat and enthusiastic attitude overall. It handles complex problems well. Its image is, justifiably, a good one.
	The ability to work collaboratively and have a voice is most favorable.
	Generally, the campus climate is positive, and everyone is very cooperative and working towards the same goals.
	TCC is very accepting of changes and works well in coordination with all stakeholders.
	I think we have greatly improved in communication with transparency on upcoming changes. We have also greatly improved in getting everyone's input on campus changes from Part-time hourly all the way up the chain.
	Most favorable is that I am able to work independently and with others on interesting projects, often of my own choice.
	The value placed on academic freedom allows me to define my classes as I see fit. This encourages me to be creative, stay current in my field and use my critical thinking skills.
	I like the new leadership of the college in that it is responsive to issues and encourages accountability and responsibility from its employees. The college is more open to change.
	The areas that I find most favorable include the professional and friendly work environment. All the staff and supervisors work well together to accomplish our college's mission of helping students learn.

Table 1.	Continued
Factor	**Themes**

I have met and had conversations and discussions with different faculty members at this institution. They were always positive and supportive. I have thoroughly enjoyed my experience with this institution.

The college has listened to students, staff, and faculty about a tobacco-free campus. We now have a new policy in place for the campus. The administration is flexible about change for the college's betterment.

Leaders are supportive here. Working on a college campus is fun and engaging. We have good student culture. The work here is interesting and challenging.

Supervisory Relationships (n=25)

I feel that my immediate supervisor is very supportive of my work and is also open to feedback and criticism. My supervisor, in turn, provides me with effective feedback to help shape my performance.

Most favorable with my supervisor is that I am able to teach the way and with the materials I deem necessary.

Allowing me to be creative in how I teach my lessons is one thing I truly love about this school. My supervisor has always been so kind and supportive and has gone out of his/her way to make sure I have everything I need to make my classroom successful.

I am very fortunate that I have a great supervisor who I can rely on. My supervisor encourages me to come up with new ideas and bring my past experiences to the office. That is the motivation for me to stay in the position as I want to respond to her/him in a positive way and contribute to the office.

My immediate supervisor is committed. I have opportunities for development and innovation.

Support for professional development is robust, both on and off campus. The institution is clearly interested in keeping staff at the top of their game.

I appreciate my supervisor's ability to recognize my strengths and motivate me as an employee.

My supervisors are very dedicated to student success and passionate about increasing effectiveness in meeting student needs and goals. I feel that I am listened to and encouraged to bring new ideas into problem solving.

I find that there are professional development opportunities and groups and committees that are available to participate on the administrative level.

My supervisor demonstrates that s/he has the best interests of students, faculty, and college in mind. S/he supports our work.

Teamwork (n=40)

I find the work climate within my own division most favorable. We, as a team, collaborate well with one another. Misunderstandings pertaining to work are easily and quickly resolved. My supervisor is doing the best to try and be open to accept inputs from everyone on the team.

Table 1.	Continued
Factor	**Themes**

At the department level, our team is inclusive and dedicated to supporting students as they strive to reach their educational goals. Supervisors are supportive and work to keep communication channels and expectations clear within the department.

Our department is a very good team. For the most part, we work well together, respect each other, and value the work that each of us contributes. We currently have an excellent departmental leader who knows what each of our strengths and challenges are, and s/he works with us to get the best out of us. S/He is able to instill a sense of teamwork and camaraderie within the department. We are proud to be part of this department and of the work we do.

The department I am with has a great work relationship and climate. It is a pleasure coming here every day and collaborating with my coworkers.

Most favorable is freedom within my department to express myself. Congeniality, cooperation within my department, and encouragement by the department chair are also most favorable.

My immediate work team works very well together. We have common goals, communicate well and my supervisor supports the work we do.

My department works well together. Although a Part-time instructor, I am invited and encouraged to attend all meetings and events. I am also asked for opinions on curriculum, and my ideas are thoughtfully considered.

I enjoy working with my coworkers and supervisors at TCC. They provide guidance and feedback for me so that I can improve as a tutor. They also strive to improve services for students.

I have a great team. There is considerable cross collaboration with other departments we work with. All the front line staff in the department are hard-working and driven to help students. We communicate in a multitude of ways and support each other for the sake of the students. Faculty are good at responding to our communication as well.

Despite the low morale running rampant on our campus, my immediate department continues to work well together. Our supervisor is mindful of everyone's opinions and experiences and works hard to keep us all on the same page.

My team is excellent, both within and outside my immediate work area. Regardless of their position, staff are dedicated to the success of the organization and to excellence in the provision of services to students and to each other. We have respect from our supervisors and we get good feedback. Teamwork and mutual respect are apparent in my team.

Our department is willing to be innovative. The chair is friendly, helpful, and supportive which is why I want to continue working at TCC.

Table 1.	Continued
Factor	**Themes**
	In general, relations with my immediate teaching colleagues are positive and collegial and I have a good working relationship with my chair. There is generally good administrative support and resources available to perform teaching duties. My chair trusts our abilities and provides the autonomy necessary to do our job well.
	My program is extremely student centered and values innovation. My ideas are solicited and given serious consideration. Faculty and staff collaborate well and go to great lengths to support students.
	I thoroughly enjoy working in my department. I have nothing but good things to say about it. The team, the leadership and the attitudes are good. The team dynamic is solid and at this point, I'd rather work here with a relatively lower wage than anywhere else on campus.
	I am happy with those I work with in my department. The students I work closely with on a daily basis, the direction of my department and the leadership of my department are all good. The program for which I work within my department has a strong reputation around the college and the community. Those within my profession have a great amount of respect for those affiliated with our program. Our department has worked with many students that have moved on to various colleges after ours. Many students have a great deal of success after TCC.
Student Focus (n=79)	*I believe the college does have the student's education and best interest at heart. The instructors are impassioned and want to help students achieve their goals and have a better quality of life. There is a good variety of programs offered and students receive the necessary assistnace. The ever improving facilities are meeting the needs of the student and providing a better learning environment.*
	An area where TCC shines is its focus on academic excellence. Students who graduate and leave TCC to transfer or go into the work field are adequately prepared.
	The spirit of dedication from people who do their best to serve the students is fantastic.
	There are some very talented and wonderful individuals (faculty and staff) who work at TCC with a passion to serve the students and do the right thing. TCC is a great place because of the people that make it a better place for the students. Students receive an excellent education and the college prepares the students for a career or to transfer to other institutions. TCC is a great institution that has a lot of potential.
	Of the three community colleges I have worked at, TCC is by far my favorite. The faculty and staff encourage and work together to enable both student success and employee professional growth. The Vice President guides the IC with such adeptness and wisdom, which helps this college remain a high-quality educational institution. I am thankful to be working at the college.

Table 1.	Continued
Factor	**Themes**
	The Student Services division has experienced intelligent, strong, insightful and consistent leadership. The division definitely puts the needs of students first and does its best to accommodate all within always-limited resources. Every effort is made to include staff in decision-making and to keep them apprised of issues that impact them and the students.
	The Tacoma Community College staff and faculty have great ideas and goals in assisting students. The overall campus climate with regards to diversity is very healthy and welcoming to students of color.
	It is very evident to me that TCC's administrators, faculty, and support staff care a great deal about helping our students succeed.
	The faculty here are incredible in their commitment to the success of their students.
	Most favorable is great emphasis on student diversity, career and further education planning, and student support.
	Instruction at TCC is outstanding. The student learning centers (tutoring and SI) are the strongest in the region. The library is outstanding. Classified staff in student services are dedicated to student success and have worked beyond anyone's understanding in the face of ctcLink to keep things going. Many employees are working so hard and tirelessly to help students. Faculty are innovative, creative and engaged in most areas. We have a lot to be proud of as an institution.
	Students are generally happy here, and they have the opportunity to participate in many realms of campus and community life through supportive instruction and student services. I feel that there are many intelligent and capable people working here. It takes a lot of care and finesse to provide consistently good student service, and I see this in Counseling/Advising and Enrollment Services every day.
	I feel like I work for a dynamic team of individuals that have student success as their most important goal. Student Services works very hard to meet the needs of our diverse student population. I feel supported by the Vice President of Student Services and the Dean of Counseling and Advising.
	Most favorable is that the college offers a valuable educational experience to students.
	I feel that the quality of the student experience is given the utmost priority.
	The goal of TCC is clearly indicated with both my position at the college and the overall goals for educating students. These goals of helping students succeed in completing their Associate's Degree are clear to me.
	I believed the college is generally concerned about the academic well-being of students.

Table 1.	Continued
Factor	**Themes**

This institution has done and is doing a good job when it comes to working with students. The Student Services division has changed a lot of policies and procedures to enhance and compliment the experiences of the students.

There is a lot of discussion around topics of diversity and equity at our college. We have several programs in place, and lots of discussions on campus that help under-represented groups achieve a college education. I think it's really great.

Tacoma Community College has a long history of meeting the needs of the students and adding value to their careers. TCC was one of the first community colleges in the area to introduce online courses so that students could attend school outside the normal class schedules.

For the most part, TCC is focused on student success. Some departments find ways to collaborate on behalf of our students to insure more successes.

Most of the time, most individuals do a superlative and involved job to enhance the lives of our clients, the students.

Activities for the students are various and publicized with signs and email notifications. I'm impressed how much the college supports the students at the beginning of each quarter.

The college does an excellent job of trying to communicate to staff that students are the priority and I believe that is the direction the college would like to take.

I believe the college is very pro-student and creates an environment that gives them every opportunity to succeed.

TCC is a collection of good people who want to build an excellent institution for our students. I think we're good at providing extra services to those who need them most.

I think that we have wonderful faculty members who provide quality instruction on this campus.

I appreciate the way everyone on campus comes together to help support our students. We have had some challenges with ctcLink and while there were frustrations with the system, everyone understood the importance of doing what was necessary to help the students.

I think the college has great vision and desire for student success and we have done a great job in so many of our initiatives.

I'm impressed daily by the commitment of faculty to meet the needs of our students and am inspired by the passion and commitment of my colleagues.

I have observed and participated in a culture that strives to continuously serve students and make positive changes and improvements in their lives. I love that about TCC.

Table 1.	Continued
Factor	**Themes**
	I feel faculty and staff do their best to support students and have the students' best interest in mind. I have heard from students that the tutoring services we offer at TCC are much better than other institutions in the area.
	The best part of TCC is the fact that most faculty and staff are very interested in the educational preparation of our students. We want our students to succeed and thrive.
Other (n=7)	_Facilities_
	Campus is clean and beautiful. Accommodations for disability are made with care and respect.
	TCC is a good place to work. We have well-functioning buildings, fairly adequate parking, clean and sufficient lighting and HVAC.
	Most positive is the forward-looking emphasis on technological innovation.

Table 2. Least Favorable Reponses—Sample Comments and Actual Number of Responses at Tacoma Community College

Factor	Themes
Institutional Structure (n=158)	*The environment for staff is terrible. There are few opportunities that are supported by the campus for off campus professional development. There are very few opportunities for advancement, unless you are one of the "chosen" who can do no wrong. If someone is not part of the "in-group" there are no opportunities. A staff member must leave TCC to advance.*
	It would be nice if some regular reviews could be done of teaching staff by supervisors, not just by students.
	In terms of bringing more diverse representation in faculty and staff I believe that recruitment and hiring practices and processes could be more intentional. Also, mandating more equity and multicultural training for both students and employees may be beneficial.
	Morale of employees is at a very low point right now. Some folks in leadership positions feel using directive or intimidation tactics work better than having a cohesive group that works well together. Leadership courses that I have attended all stress the importance of open lines of communication and leaders actually valuing the inputs of workers under them. I'm hoping people are honest on this survey and leaders take a serious look at what is actually happening in the work place and not just be satisfied with an end result.
	Obviously, the CTC system has been a complete catastrophe. I believe the problems with CTC, on top of having a new president that has changed to a "business model" for running the college, have been the causes of so many dedicated, productive, and positive long-standing professionals leaving TCC. It has been very upsetting to watch the disintegration of a college I have been very proud of working at for a number of years.
	TCC is a very homogeneous, non-diverse place for students. Our faculty and staff are overwhelmingly white and female and the consequences of this can be seen in the non-participation of large blocks of students in our STEM fields. The college is doing almost nothing to address the diversity issue on campus and it is frustrating, especially after the problems are brought to the leadership team. Our faculty and staff should reflect the community that we serve, yet we are failing at that. Even worse, we are doing nothing to fix the problem. We are not even accepting of the fact that we have a problem.
	Human Resources is hostile to all classified staff. There is no continuity of enforcing school policies. They make their own rules.
	There should be more coordination and communication between the academic departments at main campus and the Gig Harbor location. Often at the GH campus we feel isolated from our peers at the main campus.
	I think there is a wide gap between executive staff and faculty and that needs to be bridged. There is also a large gap between student services and instruction, which also needs to be bridged.

Table 2.	Continued
Factor	**Themes**

There is too much change without a shared global vision. Poor communication from the top is least favorable.

Diversity training is needed for faculty, staff, and administration.

The climate at this college is not favorable to people of the lower socio-economic classes, most obviously, the laboring class of employees.

With all the renovations in the previous years at TCC, we have one of the greatest community college campuses in the state. I would like to see the college get back to caring about what is best for our students and employees and less about personal agendas. Taking care of employees and quality retention will lead to a more efficient college.

The turnover of staff is enormous. I have worked with some people who invested 10-20 years that have left because someone did not like their thoughts or did not like that they were not going to be bullied. I have never seen so much bullying and retaliation go on in any institution I have ever worked for. You breathe too hard, you are written up or reprimanded, but never talked to. The communication on this campus is really poor.

There are some areas where TCC is lacking. One is with regard to its favor toward classified or Full-time faculty or staff. Certain areas of the college and certain individuals do amazing work but are not given raises, benefits, or advancement opportunities within their chosen department. That disconnect creates an "us versus them" atmosphere, which creates false barriers. I don't have access to specific data and my knowledge is anecdotal, but I know of so many great individuals who have been unfairly designated as Part-time temporary employees. They work in jobs they love but with little or no advancement or benefit opportunities; or they are forced to leave and seek other employment. I sincerely wish that TCC would adequately and fairly represent all its employees, not just Full-time faculty or staff.

The least favorable is that our new administration does not listen and seems interested in surface dressings only.

The campus has very clearly defined hierarchy. It is great if you are on the top, but if you are not, you simply do not matter. This attitude is reflected from top down through the administrative office, deans, department chairs, faculty, adjunct faculty and staff. The number of great faculty and staff that have left the campus in the past two years is staggering. With the introduction of CTC, there have been so many issues and very little appreciation or support for those with boots on the ground. It's very discouraging. The training received was so poor that we have been left to just figure out a very complex system. There is little sharing or communication between departments so everyone is just doing their own thing.

There is a divide between faculty and administration in which faculty, at least, does not trust administration.

Table 2.	Continued
Factor	**Themes**

TCC does not value its employees. What is well known across this campus but is only spoken of in the shadows is that people feel undervalued and underappreciated. We feel invisible, and the administrative process is inaccessible. It is unnerving that so many long-time staff have left. We know full well why they have left. We do amazing work, we do innovative things, we create reports, we create proposals, we do work that is recognized regionally, but TCC doesn't notice or share it. I don't think people feel safe to share thoughts with each other. Faculty and staff are kept at an arm's length from each other. As yet another staff member walking out the door said recently: "It is no longer fun to work here." I hope the good things outweigh the bad for enough people, so that we will come through this time.

Certain classified staff members express so much negativity and there is a serious lack of motivation to improve, excel and work together as a team. It only takes one or two people to bring an entire department or organization down. It is frustrating to me that more radical measures cannot be taken to remove these individuals for the betterment of the organization.

TCC has become an adversarial and hostile workplace and that is reflected in its constant turnover of staff that has resulted in a disconnected college community and losing employees who have the right skills.

Under the previous leadership, creativity using our strengths was encouraged. Now, we just do as we are told, regardless of whether we are working on our strengths. I am deeply concerned at the direction this college is headed.

Everyone has a full plate and leadership just keeps piling it on. We should resolve the issues at hand before taking on new initiatives.

We are exhausted from the onslaught of changes and new initiatives and morale are very low. Staff form the largest employee group on campus and we need to have our concerns heard and addressed.

Overall, the college administration is either highly adversarial or completely uninterested. Staff, in particular, are treated as second-class citizens in this environment. Certain work teams are absolutely terrified of their supervisors which has resulted in very hostile work environments. These situations are either condoned or ignored; it's truthfully hard to tell. It's hard not to wonder why we bother with these surveys as the college never addresses the concerns raised.

Staff at this college previously went above and beyond to help one another, but this is no longer true. Morale is low and it is not uncommon for staff to not want to take responsibility for their work or defer it to another person or department.

Outside of my department I find negative attitudes in a lot of places. I find there's a general sense of fear of change in most places instead embracing for changes. I also have not been impressed with the highest levels of leadership at the institution. Some of the decisions that have been made this year don't reflect our mission statement.

Table 2.	Continued
Factor	**Themes**

Too many good people have left the institution without any attempt from the administration to retain quality individuals. There is so much focus on saving money that we do not provide individuals the opportunity to grow within the college. At a certain point people reach their ceilings and they pursue opportunities outside the college that allow them to grow further. TCC has one of the nicest campuses around with great students. We should match that with providing the college and its students with the best possible employees, not the cheapest.

Outside of my immediate colleagues, I do not always feel comfortable or welcome to ask questions or express a dissenting opinion, particularly with upper-level administration. I have heard other colleagues ask questions and be shot down, dismissed, and even suffer backlash. I do not feel feedback is truly welcomed or fully considered, and openness to feedback is critical to innovation and a healthy campus climate. When big decisions are made that impact my area and I have close knowledge or a valuable perspective, I am not consulted in a meaningful way. I do not usually feel "in the loop" with what's happening on campus or given the "why" when a decision is made.

I wish the culture on campus was more open, responsive, and warm. Unfortunately, there seems to be low morale and a culture of fear and dissatisfaction among many staff members. Campus feels separated and there is not a lot of collaboration. There is a real chasm between faculty and staff.

I find that some faculty are resistant to change and feel a sense of entitlement because of how long they have been at TCC. Furthermore, these individuals are resistant to shared governance.

There is a serious lack of communication on this campus regarding current status of employees. I find myself not knowing who new employees are, even though I often need to conduct work with various departments. Likewise, I was shocked to learn that the Purchasing Department office is now closed and the staff I used to work with on a regular basis are no longer employed at TCC.

Decisions are made regarding the availability of administrative staffing by people who are not fully informed or familiar with the challenges overworked staff face. We don't feel our concerns are heard or even matter.

Historically, individual faculty views were welcomed, but that is no longer the case.

I don't think higher management in the college have the employee's best interests in mind. Communication seems scripted which causes people to believe there is information being withheld that may impact them or their workplace.

We have entirely too many administrators (VPs and Deans). The campus would benefit from fewer "power people" whose only job seems to be sitting around creating ideas. We need more "boots on the ground" folks who actually work with students and provide service.

Table 2.   Continued

Factor	Themes

Over the past 9 months, changes were made without considering the effects on staff, faculty and students. There is no buy-in. Before making decisions, it is beneficial to understand the bigger picture, such as "why do we do things the way we do?" and "what is the history behind it?" There may actually be logical and legitimate reasons for the way we do our work, but no one asks us before making changes.

TCC supports diversity, yet I have seen more intolerance of diversity than acceptance and integration. Administrators are overlooked when they treat their staff poorly. I have worked in different departments across the TCC campus, and out of all of them, the one that I work at currently is the only work environment that actually fosters professionalism, respect among co-workers, the chain of command, and consistently pushes to make the students feel valued. Managers and executives at TCC should receive more training on effective ways to manage employees that are beneficial to all parties. Administrators bullying staff should also never be tolerated at TCC. I have witnessed bullying on far too many occasions in previous TCC positions without anything being done when the issue was brought to the appropriate attention at a higher level.

Least favorable is attention to issues of oppression (racism, sexism, etc.) from the administration.

It is really hard to know what is happening across campus. The Portal (college intranet) could be a way for departments and committees to share news/information/changes, but the Portal is organized poorly. I have to actually do a Google search to find information on TCC. Searching within the Portal for specific information rarely works. Not having an easier, more user-friendly way to share information is something that keeps us disjointed.

The climate has become less transparent and more hierarchical. We are living in a culture of fear, a "low-freedom" extreme command and control organization. We are managed tightly, worked intensely and there is little, if any, room for advancement. Direct reports are not trusted and there is little to no autonomy even among professionals who have served the organization and the mission faithfully and competently for years. Developmental conversations and reviews are no longer safe and are about process rather than outcomes. We have lost our voice in shaping our institution. There is a focus on process rather than on mission and purpose. Intrinsic motivation and engagement seem to be at an all-time low. I used to love to come to work every day. It is extremely demoralizing.

The college is serving a lot of diverse populations yet we still don't reflect the population of students we serve in our faculty and staff. The students wish to see people that teach them look like them. We need to diversify our Human Resources Department to reflect the population we serve. We need to rethink the way we hire at this institution.

Table 2.	Continued
Factor	**Themes**

At the institutional level, there is a lack of communication and collaboration between departments that leads to unnecessary barriers for students. Our campus seems to continually struggle with siloing and overcoming this ends up being addressed individual-to-individual rather than a campus expectation. When someone leaves a position there is a drop in cross department collaboration and communication. There is also a lack of vertical communication. The decisions being made at high administrative levels are not based on clear communication with the front line staff and administrators who are serving the students.

Lines of communication are not streamlined. Protocols are not streamlined. Turnover at the executive level often results in changes in management styles that have unclear benefits.

The least favorable element is the disruptions or changes being implemented within the last year which have been negative. The college has become more hierarchical and faculty-centered whereas other employees, especially classified staff, are simply disregarded and ignored. There have been higher incidences of staff being fired or forced into retirement, which caused uneasiness. In relocating staff to other buildings, no consideration was given to make sure that staff will have a conducive work environment. Management should recognize the different roles that each employee group plays and contributes towards the overall efficiency and operation of the college. The head needs its arms and legs to do the work.

Least favorable is the turnover at TCC.

With our chaotic IT implementation, I don't see enough evidence of the college providing adequate resources for staff to deal with this severe change. Students have been greatly inconvenienced and there is not enough collaboration to effectively and quickly resolve student issues in financial aid and/or the business office. College level decisions take weeks while student dissatisfaction grows. With all the resources the IT implementation has taken, I would have like to see the college pull back on other initiatives, particularly when resources are scarce. Everyone is stretched too thin and campus morale is at an all-time low. People feel overworked, underappreciated, with no opportunities for growth, development and/or promotion.

The chaotic ctcLink implementation took a great toll on students and employees alike. I recognize that most of the ctcLink issues were beyond the college's control, but the administration's determination to look on the bright side left many of us in the dark regarding the extent of the problems, further eroding trust in the administration and its willingness to communicate openly and honestly.

The college does not do enough to hire faculty or administrative leaders with diverse backgrounds. All the VPs are white, with one exception.

I'm disappointed to find a "top-down" and micro-managerial approach taking root at what was once a very egalitarian institution.

Table 2.	Continued
Factor	**Themes**

I'm disappointed by the college's unwillingness to promote from within, do what it takes to retain key people, and encourage the kind of risk-taking that attracts innovators. In recent years we have lost several of our most brilliant and forward-thinking employees to competitors, including a few who are nationally known in their fields. If this trend continues, I fear that this once outstanding college will slide into mediocrity, which some of their replacements seem to be actively seeking.

Least favorable is that some supervisors express blatant favoritism.

The new administration either cannot make the hard decisions, or when they do, decisions are made without faculty input. This has become a very hostile place to work.

Currently we have a new President who is making changes at the college to suit herself and her needs. She has not even been here a year, and some of the changes have been huge. There are also rumors of exempt staff losing contracts and people getting fired for small infractions that should instead be counseled.

We need vision. I do not think that the goals of the administration are always communicated in ways that teaching faculty can comprehend. I think that administration can be better about recognizing great teaching, and help showcase individuals that are rock-star teachers. There are a lot of changes on campus. There are lots of new administrators and new restructuring. The saturation of changes sometimes makes me anxious about the state of our institution. Why are some great people leaving TCC? Change is the way we grow, but I am not 100% sure we are headed in the right direction. Help me understand where we are going, and why this is a good thing.

The new leadership is changing the organizational culture from a participatory culture to a "rule" culture. Employees are forced to retire for inappropriate reasons. Shared governance is no longer shared at all.

The climate and morale at the institution are the worst I have ever seen them. High quality employees are leaving, which further lowers the morale. There is no sense of shared vision. Attempts to innovate are thwarted at every turn. Communication doesn't happen. The rumor mill is rampant as that is the only way anybody knows what is going on. Some people are intentionally removed from email groups, removed from teams, and left to fend for themselves in the blind.

This college functions best when all employees feel free to express their ideas and opinions, and I hope we can return to those days.

I am concerned that staff do not have a way to communicate their frustrations to administration. I think there is a lack of trust between some staff and administration. Some staff do not feel they can be honest, in fear that any criticism would hurt their careers. I would like to see this situation get better, but am unsure how to resolve this.

Table 2.	Continued
Factor	**Themes**

	There is very little positive feedback from the TCC administration for a job well done. TCC changed to a new operating system and the adjustment for all departments has been huge. There has been very little appreciation shown for the work and time it has taken to serve our student population through this drastic and very difficult change. There has been some verbal thanks through group emails but never personal thanks or any kind of compensation. The morale here has been very low this entire academic year with the changes and the lack of any sort of recognition or praise, let alone chances to get any kind of monetary bonus. I have felt the general executive administration's attitude to be "if you don't like it, here is the door" and that has felt like the attitude for several years now. It has been very hard to stay positive and I only do so because I care about the students I serve.
	I am concerned about the direction we are going related to the importance of diversity, specifically people of different ethnicities being treated fairly and ethically.
	The faculty here are largely impotent in setting the course for the college. I've seen evidence that faculty (e.g. hiring committees) make recommendations to administrators, but the administrators often ignore such input in their ultimate decisions.
	TCC is a place where I do not feel that employees are valued. In my time here I have seen many quality individuals and advocates leave the college with no attempt by the college to retain those individuals. Some of them even wanted to stay but the college and/or administrators did little or nothing to keep them. On a few occasions they even replaced those people and gave the incoming employee a raise and title increase, which was all that was needed to keep those previous employees. While I enjoy my job and department, I also feel there is no room for growth in my current position. I am actually being given extra responsibilities and two times as many people to manage under me but yet have never been approached or had a conversation regarding a title change or compensation increase. While many people here at TCC really care about this place, as do I, the college does very little to reciprocate the effort so many put in and you get the feeling you can be replaced at any time without the college missing a beat when you are gone.
Supervisory Relationships (n=18)	*I was given no new employee orientation and no training. When I asked IT if there was software training available, I was told I could call if I had a specific question. The only trainings available are occasional one-hour workshops, usually geared towards faculty.*
	No money is provided for training. Innovation has become stagnant.
	Least favorable is that my supervisor does everything verbally so there is no proof of my supervisors' actions.

Table 2.	Continued
Factor	**Themes**

Our Dean has been given such a huge task (huge division) that it is really impossible to do the job. Many times s/he is not available when needed and it takes forever to try and schedule a meeting with the Dean.

Least favorable is that employees are not provided with enough professional development or support.

I feel my direct supervisor is working beyond his/her management capability. I see her/him negatively impacting morale and productivity and this will ultimately lead to turnover on my part anyway. S/he neither wants to hear nor accepts different opinions, and even if s/he does listen, s/he will come up with an excuse why those opinions don't work. S/he simply doesn't have the people skills and empathy to deal with subordinates' problems, both work-related and personal. In addition, myself and fellow employees have approached this individual with solutions to various issues and this individual prefers to do it her/his way and then micro-manages the whole effort.

In some areas, employees are not supported for their professional development by the supervisors. We sometimes get the vibe that there is no funding, so we need to trim the budget. However, the same is not reflected when the supervisors need their professional development and training. Employees do not feel supported.

Teamwork (n=5)	*Some departments are ruled by supervisors who are out of control. They have driven out long-time experienced staff. There are no checks and balances for abusive and toxic supervisors who instill fear into employees who withdraw and are afraid to speak out because of retaliation.*
	The least favorable is that there has been very little interaction between faculty members in my department.

Student Focus (n=34)	*I often hear stories from many of my students about how their other classes aren't taught well. I know students sometimes just complain about things, but I hear about things happening in other classes that I just find unacceptable. For example, giving exams without covering the material, coming to class totally unprepared, and being gone for two weeks without making arrangements for someone to fill in and then giving an exam during the middle of an absence.*
	I don't believe that this institution is preparing students well for their future. We are not a vocational school. We are a community college and I believe the majority of our students are planning for school beyond our college.
	Our students are not often considered as a population with specific needs. For example, the veteran population has different needs than the Fresh Start population.
	I feel that some decisions made do not take in to account the impact they might have on student learning because those who know students' needs best are not consulted in the first place.

Table 2.	Continued
Factor	**Themes**

Like any other educational institution, TCC is top-heavy with administrators who are all about student retention at the expense of a quality education. Too many students are allowed into courses without the basic abilities to succeed in many of these. Too many are passed along with a high GPA, only to be someone else's problem.

Students are not held accountable for not doing the work, cheating, or not following directions. The students are allowed to assess their education, but they do so based on their grades and how easily they can influence the instructor to meet their demands.

On the administrative side, there are not adequate resources (time, money or personnel) to adequately support our students.

ctcLink has really affected the satisfaction of the students here at TCC.

Least favorable is that the academic support centers are under regular pressure of budget cuts, despite showing essential support for student success.

Sometimes not everyone is on the same page with things, and it frustrates students hearing multiple responses for how to resolve an issue they have.

The issues with ctcLink have negatively impacted the student experience here at TCC, as well as the staff's experience. Departments do not communicate with each other very well when there is an issue a student is having and I feel the student sometimes suffers for the inability of departments at TCC to work with each other to resolve an issue a student is having. I hear often from students they feel they are getting the run around and not getting a resolution to their problem.

Least favorable is class cancellation due to the low enrollment.

I believe it is not in the best interest of the students that most classes are taught by Part-time faculty. This is particularly true in the math, science and engineering areas where Part-time staff are hardest to find. It is also the case that more of these classes are taught by Part-time faculty than anywhere else. The result of this is that courses are frequently staffed by instructors who are less qualified than Full-time faculty either because they have little teaching experience or they are teaching courses outside of their area of expertise. We have done a very poor job of meeting student needs in this area. We hire people in charge of open access materials, making videos for teachers, recruiting more students and other things when we aren't doing the fundamental thing right, which is to have well-qualified and experienced instructors in the classroom.

The "business" model is serving to dumb-down classes and instructor expectations in a disappointing way. The college was far more rigorous 10 to 20 years ago. While our student population has changed, our expectations for excellence should not. We have de-emphasized the arts to such a degree that students cannot take classes in several areas that are standard in almost all community colleges. In sum, we are turning into a technical college and only pretend to promote quality education.

Table 2.	Continued
Factor	**Themes**

Other
(n=32)

Adjunct Faculty

I have not been invited to advance my career as an adjunct. I often feel ghettoized despite my credentials which include a PhD and decades of experience as a dedicated college instructor.

The least favorable is the fact that there are so many adjunct positions that have no path for Full-time employment. There is a need for more teachers. Instead of allowing those that are already in the system and know it to teach additional classes, they cap us and pay to hire and train new staff. We are looking for a bit of stability and it's like we're good enough to a point and then we're on our own and that seems a bit unfair. I love to teach and I love working at TCC. I wish I could land a Full-time position in the area I teach.

The college is not proactive in addressing wage compression and benefits for adjuncts. TCC is no longer an institution where I feel valued as an employee. If a similar employment opportunity became available I would leave TCC for it.

The Part-time faculty were finally given a very small pay raise this year after going 5 or 6 years without one. Our salaries have not kept up with inflation over the past several years.

Adjuncts are treated poorly. This includes their compensation, recognized value within the institution, ability to exercise their First Amendment rights and the degree to which they have career opportunities.

Advancement for adjunct faculty is non-existent.

There isn't any clear pathway established for adjuncts to advance, and there are no raises according to experience or student outcomes. In order for adjuncts to improve they need clear expectations, acknowledgment, reward, and stability.

Compensation and Benefits

Least favorable is that there are no performance reviews nor salary raises.

The areas I find the least favorable is the salary. With my current education and credentials I can go out into the private sector and easily clear $85,000 a year. I would go back into the industry but I have put in a lot of time here and at this point in my life I need to have the stability, but I am very disappointed in the amount of salary that is given to instructors.

I think the college does a horrible job with the retention of employees. Salaries are not equitable. New people hired in make more money than existing staff and equity adjustments are not made to correct this disparity.

Salaries are low in comparison to surrounding businesses.

Table 2.	Continued
Factor	**Themes**
	There is a tremendous amount of work to do, with some staff having a workload equivalent to more than one position but with pay that may not be commensurate with that workload, and also the reverse occurs (full position pay, with less than full position work). Having lots of work to do is great, but compensation needs to reflect that workload. A compensation study may be a good idea.
	There is a lack of recognition for employees' efforts. Employees who have been loyal and served many years at the college are not compensated in any way. New hires are often being paid more than currently trained employees who are experts in their field. The college has lost a large number of employees due to their lack of financial compensation. The atmosphere is one that does not value the employee and what they bring to the table. It feels as if the college does not care if we leave because they will just hire someone new into the position.