



NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

Metropolitan Community College Omaha, Nebraska

Personal Assessment of the College Environment (PACE) Qualitative Report

by

Katie Ratterree & Alessandra Dinin

The National Initiative for Leadership
& Institutional Effectiveness

North Carolina State University

April 2016



National Initiative for Leadership and Institutional Effectiveness

Audrey Jaeger, PhD, Executive Director
Dawn Crotty, Executive Assistant
Alessandra Dinin, Director of Research
Katie Ratterree, Assistant Director of Research
Greg King, Researcher
Laura Garland, Researcher

Phone: 919-515-8567
919-515-6289
Fax: 919-515-6305
Web: <http://ced.ncsu.edu/ahe/nilie>

College of Education
North Carolina State University
300 Poe Hall, Box 7801
Raleigh, NC 27695-7801

TABLE OF CONTENTS

Qualitative Analysis.....2

Figure 1. Comment Response Rates2

Table 1. Most Favorable Responses3

Table 2. Least Favorable Responses12

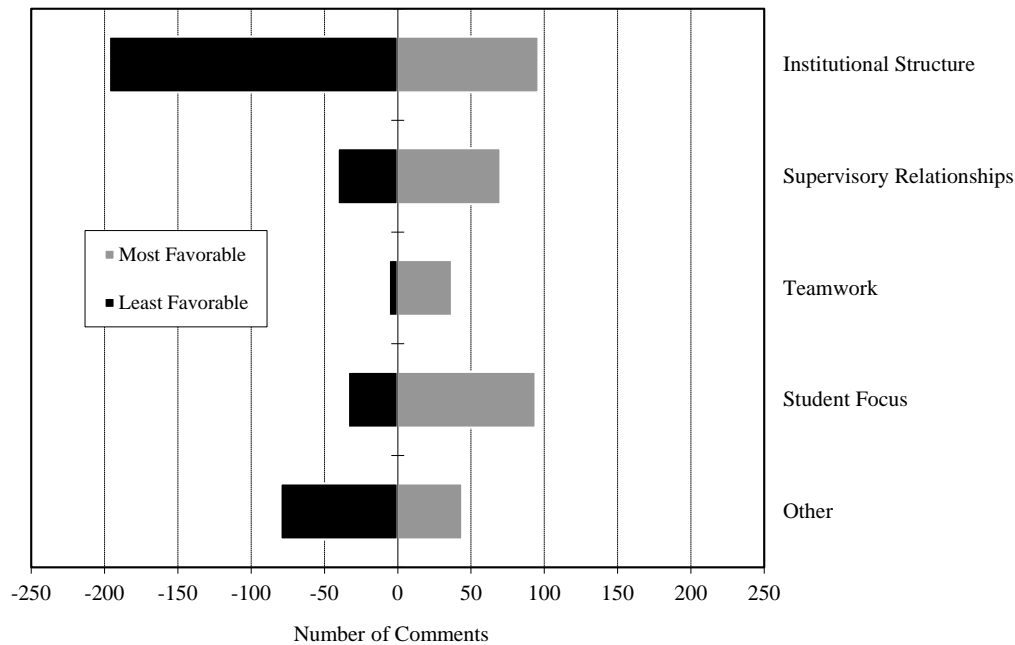
Qualitative Analysis

Respondents were given an opportunity to write comments about areas of the institution they found most favorable and least favorable. Of the 514 Metropolitan Community College employees who completed the PACE survey, 57.6% (296 employees) 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 open-ended responses. 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 climate factor. Please refer to Tables 1 and 2 for sample comments categorized by climate factor and the actual number of responses provided by MCC 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 exactly as written except in instances where the integrity of the report is compromised.

Figure 1. Metropolitan 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 Metropolitan Community College

Factor	Themes
Institutional Structure (n=96)	<p><i>I have worked in multiple positions and at most of MCC’s locations. I have been impressed with the goals and mission that MCC represents and delivers. I have been able to see some of the decision-making process and how some items are very easy to decide while others go through a long process. I plan to continue working at MCC and making a difference to my team, students, and other departments. I love to learn and plan to continue knowing more about other departments and growing with MCC.</i></p> <p><i>The college’s mission statement is a strong one and most employees do their best to uphold that mission.</i></p> <p><i>My entire unit is aware of the mission of the college and knows we should be student-needs driven.</i></p> <p><i>The college has a great mission. The budget process is connected to planning.</i></p> <p><i>The vision and mission are clearly defined and communicated.</i></p> <p><i>We are well led and have a great mission.</i></p> <p><i>We come together as a group, and we genuinely believe in the community college mission and value our place within it.</i></p> <p><i>MCC is a productive and healthy place in which to teach students. The college stands by its mission statement.</i></p> <p><i>I think MCC’s strength is recognizing and using diversity to strengthen the workplace.</i></p> <p><i>MCC does a good job of supporting diversity. As a whole, MCC does a good job of working together as a team.</i></p> <p><i>The college has done a good job of keeping us informed about the construction project at FOC.</i></p> <p><i>For the most part, individuals try to communicate and work together to make sure that things run smoothly for the students.</i></p> <p><i>I feel that there is open communication and that we can talk to anyone in the organization about what we feel is important.</i></p> <p><i>Administrators are very approachable and solicit feedback from all levels of staff within the college community. MCC is a great place to work.</i></p> <p><i>I like that I was able to give my feedback on how I feel under my leadership.</i></p> <p><i>Most favorable is the willingness of leadership to listen to ideas.</i></p> <p><i>MCC is an excellent place to work with kind, and caring people.</i></p>

Table 1. Continued

Factor	Themes
	<p><i>I believe MCC is a great place for students, staff, faculty, and administration to either begin as a student, work, or teach. The college is a place for innovation and I believe it to be true here.</i></p> <p><i>I enjoy the community based events that highlight the work of professors and diversity.</i></p> <p><i>I enjoy working in an educational environment. Interacting with a diverse population is paramount in the performance of my duties. I feel the college takes good care of employees.</i></p> <p><i>I think MCC is a great place to work and there is an effort to make employees happy and have a strong work environment.</i></p> <p><i>Metro has a positive work environment.</i></p> <p><i>Metro is a great place to work. It is low stress, there is respect of others, and is not overly burdensome with rules and regulations.</i></p> <p><i>Metropolitan Community College, to this point, has been a great and positive experience for me. I have never looked back and wondered if this was the wrong opportunity for me.</i></p> <p><i>Metropolitan is like a breath of fresh air. There is always room to grow; you learn something every day. I look forward to each and every day.</i></p> <p><i>Everyone is very nice and helpful. Staff and faculty in all areas are always accommodating. I believe it is part of the culture. A few individuals can be cantankerous by nature, but most people are polite and professional.</i></p> <p><i>One of the main strengths of MCC is the caring and compassion of the people who work here. They are competent at their jobs and are supportive of each other as well as the students.</i></p> <p><i>Overall collaboration is good. Most people understand why the college is here and who it is to serve. Opportunity for advancement exists but must be earned. Opportunity to be involved in decision-making exists but takes time and commitment.</i></p> <p><i>Co-workers are affable, and kind individuals.</i></p> <p><i>I feel as though MCC does a great job at creating a sense of comradery among faculty, as well as staff.</i></p> <p><i>Most favorable is the division of duties so one does not get behind on work due to illness or annual leave time, and also the ease of appointment or time off scheduling.</i></p> <p><i>I enjoy working with both academic affairs and student affairs. I think there is a more positive relationship between the two divisions than at other institutions.</i></p>

Table 1. Continued

Factor	Themes
	<p><i>Leadership at MCC is very effective. The team I am part of is wonderful, and I couldn't have asked for better bosses and mentors.</i></p> <p><i>Our college is fiscally responsible and has been able to prevail during revenue challenging times.</i></p> <p><i>Overall the college is well organized.</i></p> <p><i>I feel Metropolitan Community College is a great place to work, learn, and grow with the changing environment of education. I feel there is room for advancement throughout the college and a person can reach their full potential with the resources available.</i></p> <p><i>MCC offers a wide variety of positions. This has allowed me to advance in my career. That is the part that I truly appreciate at MCC.</i></p> <p><i>Opportunities to move around in the workforce are most favorable. Promotions and advancement are possible if you work and want it.</i></p> <p><i>The college is very stable under the current president. I enjoy working here and I hope to continue to have opportunities to try new things and grow my position.</i></p>
Supervisory Relationships (n=70)	<p><i>I find that my assistant director and director are very relatable and easy to talk with. Other administrators and employees are friendly and seem to genuinely care about the students' success and well-being.</i></p> <p><i>My supervisors at the college have always been supportive of me.</i></p> <p><i>I have a very supportive supervisor who advocates for staff. I think this is extremely important.</i></p> <p><i>My supervisor makes me feel needed and good about working here.</i></p> <p><i>I have always appreciated the administrative leadership and support. I feel that I have been given numerous opportunities to undertake creative and innovative projects. The mini-grant program is one of the best things about our college.</i></p> <p><i>I feel that my ideas and thoughts are welcomed and appreciated; my work ethic is encouraged and rewarded. I appreciate the rapport and support between myself and my supervisor. MCC is a great place to work.</i></p> <p><i>I have a great supervisor who welcomes my ideas and is truly concerned for my well-being. Couldn't be better.</i></p> <p><i>I enjoy working here and my supervisor is very helpful and encouraging.</i></p> <p><i>Leadership in my area is pretty well done and keeps us up to date concerning things that we need to know.</i></p>

Table 1. Continued

Factor	Themes
	<p><i>My supervisor is a warm, caring individual and s/he always has my best interests at heart. I have some flexibility in my job and that makes things easier. My staff is wonderful and they make my job easier.</i></p> <p><i>Within our department, we receive excellent support from our Dean. S/He is open to suggestions and discusses any policy changes before implementing them.</i></p> <p><i>Academic freedom and level of trust given to instructors is excellent.</i></p> <p><i>As faculty, we are allowed autonomy and academic freedom in our classrooms.</i></p> <p><i>I find my work at this college to be fulfilling in part because of the ability to work in a way that works best for me and, I believe, for my students.</i></p> <p><i>I am not micromanaged, which I appreciate very much.</i></p> <p><i>There is a high degree of autonomy of faculty, which is great.</i></p> <p><i>My supervisor is open and allows me to do my job.</i></p> <p><i>The ability to be creative and have some autonomy is the most favorable part of my position.</i></p> <p><i>I like the freedom afforded to me to think outside the scope of my job to look for innovative ways to grow the organization.</i></p> <p><i>Opportunities to innovate are many, and people can move on ideas without the constraints of too much bureaucracy. Faculty members have incredible freedom and support.</i></p> <p><i>The culture at MCC is supportive and faculty ideas are taken seriously.</i></p> <p><i>We are encouraged to be open with our opinions and make suggestions for improvements/changes when we see them. Our suggestions are seriously considered.</i></p> <p><i>We are very fortunate to have a strong training and development department as well as so many supportive resources for faculty like IDS, the Fab Lab, IFEX, PETS, and several others that they can participate in.</i></p> <p><i>IDS is a great department for technology resources and education. Staff development is great and offers various classes; it's appreciated that MCC places value in this.</i></p> <p><i>I feel that academic affairs and IFEX does a good job in communicating information and training. I would like to see a workshop using the business meeting of Microsoft, if possible. This would help with chatting with students online.</i></p> <p><i>I appreciate the wide variety of staff development opportunities available.</i></p>

Table 1. Continued

Factor	Themes
	<p><i>My supervisor has been very supportive of me getting additional training as needed.</i></p> <p><i>The college is very supportive of professional development opportunities.</i></p>
Teamwork (n=37)	<p><i>At my campus, the other faculty and staff seem to get along quite well. I enjoy working with the other faculty in my department; they seem like good people.</i></p> <p><i>Cooperation among coworkers is favorable because of the information they share that is helpful for making my job easier or faster. Co-workers' availability to answer questions is also favorable.</i></p> <p><i>Most favorable is working with my colleagues in the department who are cooperative, friendly and cordial.</i></p> <p><i>My department is a very happy place, with great consideration given to families and situations outside of work. I feel like we work hard and play hard.</i></p> <p><i>I enjoy working with my work group/department, and I have a great supervisor. Our team works well together because we are open, honest and communicate well.</i></p> <p><i>I feel as though my department actively works as a team and each member of the department is given the same respect and opportunity to voice their opinions on matters and, most importantly, all opinions are weighted equally. This is not something you find every day and it truly is a testament to the director of my department.</i></p> <p><i>My current department is good. It does not have individuals who try to control or micromanage. They treat you with respect and know we are knowledgeable in our field.</i></p> <p><i>My department does an excellent job governing itself. Further, we have established assessment of our courses. I am pleased that the college has so many options and locations for students. We are good at offering access.</i></p> <p><i>I have not worked on any other campus than the one I'm working on now, but we are like one big family here. I am very comfortable with my coworkers and supervisor.</i></p> <p><i>I love working in the collaborative environment fostered by my department.</i></p> <p><i>My work environment is very pleasant and the employees in my department have positive working relationships. I find my work fulfilling.</i></p> <p><i>Most favorable is the overall friendly environment in my immediate work area and good coworkers.</i></p>

Table 1. Continued

Factor	Themes
	<p><i>I have developed a very good working relationship with the team of people I work most directly with day-to-day, and have had an opportunity to be engaged in meaningful work.</i></p> <p><i>The spirit of teamwork within my department inspires me. Almost every employee truly cares about providing great service for our students.</i></p> <p><i>The team culture for my area is helpful in advancing the mission of MCC and our programs.</i></p>
Student Focus (n=94)	<p><i>Faculty, advisors, and staff are very committed to serving students well. Faculty and advisors also care about academic rigor and integrity. There is a clear sense of purpose and understanding of the value of education for those who work directly with students.</i></p> <p><i>The college does a good job in academic affairs. Changes are coming so we will see how it all works out.</i></p> <p><i>Faculty, counselors and staff are all dedicated to student success.</i></p> <p><i>Having the opportunity to help students grow and advance in their lives is pretty amazing. Also, how we will bend over backwards for students that truly need the help is great and shows that we are student driven.</i></p> <p><i>I will do what it takes to help students when needed.</i></p> <p><i>I believe employees at MCC have a student centered attitude.</i></p> <p><i>I believe everyone wants our students to have successful lives.</i></p> <p><i>I enjoy working with students who strive to improve themselves. I enjoy working with other employees who have the same drive to help others.</i></p> <p><i>I feel as an institution, we are student driven. We have the desire to provide for our students.</i></p> <p><i>I believe the college's main goal is to serve the students and the community to the very best of our ability. I have attended countless meetings in the community; the feedback I have received has always been very positive. When working directly with students, they may have individual issues with programs that were addressed but I have never met any student who was upset with MCC as a whole.</i></p> <p><i>We all care very much about our students. I'm proud to work in such an environment.</i></p> <p><i>Most of the individuals who work here are passionate about education. We want to see our students succeed and have their lives transformed through education.</i></p>

Table 1. Continued

Factor	Themes
	<p><i>Promotion of education and keeping up with the latest technology are our high priorities.</i></p> <p><i>Students are at the center of our mission and efforts are made to advance their needs.</i></p> <p><i>Students are central to what we do. Most employees love what the college does and don't want to ever leave.</i></p> <p><i>The college is a great place to work. Students are our number one priority. The college is very supportive of our community.</i></p> <p><i>The opportunity to facilitate student growth is ever present at MCC.</i></p> <p><i>MCC does a wonderful job at making sure it is about the students.</i></p> <p><i>We are student focused.</i></p> <p><i>Students matter and we try our best to assist students in achieving their goals.</i></p> <p><i>I have no problems, no worries, and I love coming to work. There is a professional atmosphere. I am allowed to do my job and avoid all the stupid stuff that doesn't matter. Students and their needs are number one and nothing else matters.</i></p> <p><i>Faculty and advisors seem to really care about student success.</i></p> <p><i>Faculty and advisors work well together to meet the needs of students.</i></p> <p><i>The faculty in my office area are passionate, supportive and engaged in their work.</i></p> <p><i>Diversity is embraced; however, we need to provide more assistance for ESL learners. The title III grant will help with this (faculty advisors).</i></p> <p><i>I believe the college respects and promotes student diversity. I think the college works to provide quality services and education to students.</i></p> <p><i>I love working with the diverse students that come into the Express location. I not only learn from them but create a safe place for these students.</i></p> <p><i>In regards to being a place that promotes culture, it seems every month the college offers culture events or a culture month. This month (March) is Women's History Month. Last month was Black History Month. I see this as a good thing for the college. Events like this are a good way to bring staff, teachers, students, and the community together.</i></p> <p><i>MCC has great faculty and staff that support the goals and growth of the students that attend the college. I also believe the college is diverse and invites/supports a diverse population of students.</i></p> <p><i>The college provides for a comfortable learning environment for students with diverse backgrounds.</i></p>

Table 1. Continued

Factor	Themes
	<p><i>The diversity of our students is the most valuable characteristic of MCC.</i></p> <p><i>Staff and employees care about their work and care about student success.</i></p> <p><i>I think MCC provides good value and opportunity to students.</i></p> <p><i>MCC continues to provide quality education to a diverse student body at a reasonable price. Faculty and staff are dedicated to student success.</i></p> <p><i>I do believe that the education students receive at MCC prepares them for future careers and/or further higher education.</i></p> <p><i>I firmly believe in the mission of the college and feel it is one of the only avenues for affordable and credentialed education. It is one of the only ways a person of poverty can find a path forward for career success in our community.</i></p> <p><i>The college helps a lot of people in the city who might otherwise not be able to get a college education.</i></p> <p><i>The education the students receive does prepare them for their future, whether it's work or more schooling. Metro is just the beginning for a lot of students.</i></p>
Other (n=44)	<p><u>Compensation and Benefits</u></p> <p><i>I am very appreciative of the benefits package that the college offers. I would love to see the college be smoke and tobacco free. Getting smoke blown in your face when walking to/from your vehicle is not a pleasant way to start or finish my day.</i></p> <p><i>My department has been extremely supportive and accommodating of maternity and lactation.</i></p> <p><i>Health and continuing education benefits are stellar—way beyond the norm and extremely helpful in my personal and professional life.</i></p> <p><i>I am grateful for the benefits package but pay and raises do not keep up with cost of living increases. You can't buy groceries with annual leave time.</i></p> <p><i>MCC offers numerous opportunities and benefits, such as additional career training, and college courses. They also offer great healthcare and 401K plans.</i></p> <p><i>The college has excellent benefits, vacation, annual leave, and retirement plans. The health and dental insurance is also excellent.</i></p> <p><i>The college offers a great benefits package.</i></p> <p><i>The employment health benefits are very good.</i></p> <p><i>The paid vacation days are great.</i></p> <p><i>I appreciate the benefits package.</i></p> <p><i>Benefits and training opportunities for faculty and staff are most favorable.</i></p>

Table 1. Continued

Factor	Themes
	<p><i>We have a great benefits package. I love the holiday breaks. MCC is a very diverse college and there are lots of great activities for the students.</i></p> <p><i>I think this is a wonderful place to work. They treat you well and the benefits are very good if you are full time. I like the fact that they encourage you to better yourself and keep learning.</i></p> <p><i>Benefits are quite good for full time employees.</i></p> <p><u>Facilities</u></p> <p><i>The grounds are very nice, as are the exteriors of the historic buildings found on FOC.</i></p> <p><i>The physical environment of the college is top notch: clean, well-lit, hazard free, and accessible. Buildings, doors, lights, equipment, etc. all work well and can be counted on to work well. Maintenance and Tech staff promptly and professionally address any issues that arise.</i></p> <p><u>Safety</u></p> <p><i>I have always felt safe when on various campuses I frequent. I have never felt unsafe and when I have been on campus in the evening hours, Public Safety/MCC Police have made a concerted effort to make sure staff and students were safely exiting the buildings.</i></p> <p><i>I feel safe on campus and do not have concerns for my personal well-being while at work.</i></p>

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

Factor	Themes
Institutional Structure (n=197)	<p><i>I do not believe the general campus population has a clear understanding of the college mission or current priorities. Communication from leadership teams to the worker bees could be stronger. It feels like the gap between administration and common workers has widened. Many recent marketing efforts have paralyzed the institution, such as difficulties with the new website, loss of information, disconnected links, and empty or absent calendars. Some decisions are made policy without the input of those who use the systems most. Suggestions for improvement seem not to be considered, or even acknowledged. For some of us, there are many minor challenges that alone would seem relatively unimportant, but together have accumulated to make it very difficult to achieve expected production. A few ineffective leaders make an impact on the overall achieved potential of the institution.</i></p> <p><i>I feel we are a bit rudderless. We need a clear vision communicated from above.</i></p> <p><i>There is an institutional mission and vision statement, but there isn't a shared vision and purpose for the institution that is promoted through specific communication from the top management to the employees. I learn more about the college from external sources instead of the leadership of the college.</i></p> <p><i>Decision-making at times involves so many levels/layers that one is just tempted to give up and give in to the status quo.</i></p> <p><i>Decisions are made in a very interesting manner—not always with all of the information from many people.</i></p> <p><i>Decisions are made to increase enrollment but not to help students persist.</i></p> <p><i>Decisions are made too often without involving the faculty, who have the closest contact with students. Even when we are involved in decisions, such as serving on a hiring committee, the higher level administrators are the ones who make the decisions, and they don't always have the students' best interests in mind. As faculty, that is difficult to watch and to take, especially when it compromises the integrity of our pedagogy and curriculum. The majority of administrators at this college are not as strong, student-focused, or smart as we are at the faculty level. I wish they were.</i></p> <p><i>Decisions at a cabinet level sometimes seem to be made/prioritized more on a whim than on data and college-wide considerations. We seem to have expensive and complex solutions in search of a problem to solve. It's extremely discouraging.</i></p> <p><i>Decisions at times feel reactive. At times, it feels as if the decision to go a certain direction is sound. However, the path is mucky, laborious, repetitive and sometimes unnecessary.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>I wish that the administration would do a better job at gathering data and talking to faculty regarding changes they are planning to implement. It often feels as though changes are made with little input from those the changes will directly impact, the faculty. Although information is passed on to administration via the Academic Council, it rarely feels as though that information is considered seriously.</i></p> <p><i>The administration at MCC seems far too disconnected from the needs of students and, sadly, the student-centered rhetoric that is spouted by many in administrative positions is simply not backed up with action. Large scale changes are imposed that are rarely backed up with proper research/data collection, but seem more economically driven, which is foolish and ethically questionable. Many of us have witnessed the consequences of this tactic historically, and it means last minute floundering and poor communication that results in more confusion and misdirection of students. Faculty and supportive staff members need to be looped into conversations about changes that directly affect students since we are the people that best know what our students need.</i></p> <p><i>The college is huge and employs so many people. Decisions are not always transparent, and it is not always clear what decisions are made based on what criteria.</i></p> <p><i>The college wants to be data driven or data informed but still hasn't gotten the capacity to do this. The truth is that people in the administration have too much power and are too uninformed to make good decisions. The president is totally absent from interactions with the faculty and students. On top of that, we haven't had academic leadership for coming up on a decade. The sad part of that is: even when we do hire an AAVP, that person will be immediately undermined by forces in the administration who are more interested in the race to the bottom in education in the service of the business community's desire to have flexible workers. This college isn't what it should be because it has no vision at the administrative level. The whole cabinet and most of the "Deans for Life" should go.</i></p> <p><i>Communication from instructors to staff is not clearly stated, and this needs to improve.</i></p> <p><i>Too many decisions that affect how we teach are made at the highest levels of the administration rather than at the faculty level. They ask for input and then ignore what we suggest if it is contrary to what they want to implement. Most of our upper level administrators are far removed from the classroom. They gain their insight from reading articles rather than actually visiting the classrooms.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>Upper level administration seems to tell different groups of people at the college different things, and then proceeds to make decisions without consultation with the appropriate group. Many decisions are made at the cabinet level, and then forced downward. When those below resist or ask for a rationale of the decision, there is rarely one offered. When it is offered, the rationale is obviously de facto, devised in defense of the perceived challenge, rather than part of a carefully planned and executed critical thinking process that should guide decisions at an institution of this reputation.</i></p> <p><i>VPs don't make the hard decisions. It is my observation that lower and middle management are left to figure out how to get things done with little or no support. I've never worked at a place where so many VP's don't/can't make the final decision and as a result, the students suffer. Employees aren't held accountable for their work.</i></p> <p><i>I am aware of a lack of women and minority leadership and equity in administration. I also feel that there may be a lack of appreciation of diversity and support for more diversity among our students. There are often faculty that do not promote this. I don't like the separation of our campuses and statements by those that are unwilling to go to Fort.</i></p> <p><i>There is an overemphasis on race. For example, a black or Hispanic woman has more chance of moving up the ladder than does a white male. Black men and women seem to be most favored. As far as upper administration goes, they seem to be clueless as to how to meet student needs. They schedule meetings during the first week of a new quarter when everyone is at their busiest, especially those who directly serve students. A question was asked about staff not knowing what to do when sexual misconduct is reported. We have had no training on that. I believe that will change because there is now an administrator in charge of that area.</i></p> <p><i>Sometimes administration doesn't think about the experience of the students when implementing new systems.</i></p> <p><i>The administration gives the impression of being only interested in enrollment numbers and graduation rates, instead of the quality of education. The administration does not respect the input of faculty or advisors, marginalizing and discounting their input.</i></p> <p><i>A serious lack of communication, at least in my area, gets in the way of staff effectively supporting students in their goals. The lack of communication also creates negativity among staff and frustration among the students. When staff members have communicated with the dean that communication is an issue, the dean acknowledged it but did nothing to improve it.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>Administration at the college has fallen down when it comes to leadership. At many institutions, the term “Administration” has been changed to “Leadership”, in an effort to reinforce the role. In order for the shoe to fit, our senior “leaders” must: find an avenue to communicate important current events within the college; involve the faculty/staff in all things related to the faculty/staff; get out to see what’s going on at the different campuses. The leaders should also meet with faculty once in a while; Give all advisors/counselors the phone numbers of Program Directors/Deans and encourage them to seek the helpful advice and knowledge about all things uncertain. How many students have we missed due to improper/inadequate information given?</i></p> <p><i>Because of sheer size and complexity of the many things that the college is involved in, a continuous and conscious effort needs to be made to communicate. Employees will be more satisfied if information is shared in a much broader way.</i></p> <p><i>Least favorable is communication we need more from the top down. The president sends occasional updates, but it seems we have to dig through the BOG minutes to find out stuff. Human Resources is good about letting us know about deadlines, programs, etc.</i></p> <p><i>Communication among faculty and leadership is poor. It seems that we are missing opportunities to grow and expand. I’m not sure if our current administration has a vision for growth.</i></p> <p><i>Communication between departments and areas, willingness to pay commensurate with experience and hire highly qualified individuals for key administrative positions, flexible hours, flexible workplace environment, and work from offsite accommodations, including access to technology and servers are all least favorable.</i></p> <p><i>Communication from higher levels is least favorable.</i></p> <p><i>Communication from the administrators and between departments is lacking.</i></p> <p><i>Communication gets lost in the size of the institution.</i></p> <p><i>Communication is an issue. Also, what are the goals of the institution-- enrollment numbers or student needs? Not all students and staff understand the sexual harassment issues.</i></p> <p><i>Communication is not always the best or as transparent as it should be. Computer equipment for employees is too slow and dated. The college adopted software programs that are problematic and sometimes create extra work.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>Communication is poor at MCC. Most importantly, there is not a clear direction communicated from the top of the organization. Accountability for poor performance is lacking. It is hard to keep good, hard-working employees motivated when they see there is not an expectation set for all.</i></p> <p><i>Communication needs to improve within my department, and in some cases, the college at large. Within the department, policies/procedures change and are not communicated to the remainder of the staff. For the college at large, I'm not always aware of the programs that are ongoing here. I read in the newspaper about things happening at MCC that I had no knowledge of.</i></p> <p><i>Communication, in general, can be a serious challenge at this institution.</i></p> <p><i>Least favorable is the lack of consistent updates regarding different departments within the college. More communication and collaboration among departments and campuses is needed.</i></p> <p><i>I feel communication within the college is still a major issue.</i></p> <p><i>I feel the communication between the various campuses needs to be better.</i></p> <p><i>Internal communication is least favorable. I often hear of big changes from local media instead of from the college itself. This causes confusion when I am asked from friends/family for further details. I often am just learning myself or have no more information than what they have been given. I believe that there should be clear communication distributed to staff/faculty and then students prior to information being released to the press so we are all on the same page.</i></p> <p><i>It has been recognized that there has been a bit of "silo-ing" when it comes to communication between departments, but I have also noticed an effort to alter that.</i></p> <p><i>Least favorable items include: lack of communication from the Dean's office, no collaboration, and lack of equity.</i></p> <p><i>There is a need for communication between faculty and students, departments and IT updates in technology before problems arise.</i></p> <p><i>There is no communication. When applying from within the college, the person in the department that has been working at the job for five years should be considered before hiring outside candidates. Students have complained that some faculty do not meet their needs and they do complain to the dean.</i></p> <p><i>This is probably the third time I've done this survey and the communications between campuses and departments is still lacking. An example is they changed our webpage and as far as I know students and staff were not asked for any input, therefore there has been a lot of confusion when trying to help students. Students interested in attending Metro cannot find their way around the website and become frustrated.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>We are not always informed of things that are happening on the campuses or informed of changes happening that will affect our jobs and/or the students we serve.</i></p> <p><i>Communication between departments or hierarchy is poor. Certain groups only ask for the same people's opinion. It would be better if more people were able to give their opinions or ideas instead of having the same people at these meetings. Getting some fresh faces at the meetings may give them different ideas. Also it seems like administration wants to hear our ideas but yet doesn't take any of them into consideration. It would be nice for the leaders to spend time with the "little" people and understand what works best for them at each campus. We are a community college, not a university; some of those ideals aren't necessarily going to work with our diverse population.</i></p> <p><i>A small group of faculty have been creating unsettling feelings about the current administration for their own personal reasons. They have a feeling that all administrative decisions should be made by faculty, and specifically made by them. If not, then they grumble and complain that the college is not being collaborative, which is false. This is unfortunate because this is a great place to work.</i></p> <p><i>A tobacco-free environment lends itself to a wellness program that the college is lacking. This is the only thing I would ding the college on.</i></p> <p><i>An attitude of entitlement and elitism on the part of many administrators is unfavorable.</i></p> <p><i>From what I'm told from other people at the college, the college has become less human-oriented. For example, there used to be college-wide staff activities, such as cookouts and employee appreciation events. Top administrative leadership seems somewhat disconnected from lower level staff on occasion.</i></p> <p><i>An area of concern is our infrastructure as it relates to holding problem performers accountable to institutional expectations. While I believe this to be a weakness of most institutions, it is especially troublesome at MCC where our inclusive, collective, and team-centered culture is especially vulnerable to the ill effects of an individual retaining employment in an area of which they are not a "best fit". I have witnessed first-hand how those "ill-suited" members disrupt and hinder the overall progress, productivity and effectiveness of the team in which they serve. It is very demotivating and discouraging to see a lack of accountability for these individuals.</i></p> <p><i>There are two individuals who are part of our team that are very toxic to the overall team atmosphere. There are days you may say "hello" and get no response. I consistently see both of them scheming and acting disrespectful to others in our department. It's very disappointing and distracting.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>Although, teamwork within departments is great, teamwork college-wide isn't great. There are still many silos. Communication isn't college-wide, and can sometimes also feel secretive at times.</i></p> <p><i>Disconnect between academic areas, program areas, financial aid, and advising are least favorable. Everyone seems to just be doing their own thing independent of others.</i></p> <p><i>Each Dean is protective and defensive of his/her departments. Because of this, it creates an atmosphere within the Deans that is secretive and not cooperative.</i></p> <p><i>I feel like there is a lack of communication between departments occasionally. It is often talked about how MCC has "silos", and that is absolutely correct. I would like there to be a better working relationship between Student Affairs and Academic Affairs. I think part of the problem is that we no longer have activities that are for the whole college, such as Fall Open or a Holiday Party. I know it may seem trivial, but that was such a great morale booster for employees. It also helped us to intermingle with other departments and campuses that we would otherwise not usually see or talk to.</i></p> <p><i>The line between departmental responsibilities becomes blurred and the appearance is that one department is more favorable than another creating unnecessary tension and competition. I would like to see the upper administration level work better as a team.</i></p> <p><i>The majority of the faculty I work with are helpful and positive. There are a couple of faculty that are spiteful and condescending. These individuals make coming to work more challenging than it has to be. It would be nice to work in a more positive environment. If I took these issues to my supervisor, s/he would work to make things easier, but these individuals would just make the environment more difficult to work in.</i></p> <p><i>There are a good/great number of employees who do not trust their immediate supervisor or their immediate support staff (secretaries). Entire campuses and centers feel totally neglected and alienated.</i></p> <p><i>There is a tendency to become isolated in our respective fields. The more we get a chance to mingle with each other for collaborative efforts, the better.</i></p> <p><i>There is some lack of transparency between departments and/or college areas that make campus-wide initiatives hard to be a part of.</i></p> <p><i>I understand the desire to not put the faculty and staff through a traditional strategic planning process, which typically yields fleeting results; however, there is a real lack of clarity across the institution about what our top three to five goals ought to be. If those three to five "biggies" are simply put on paper, and communicated across the college, people will be more ready to act accordingly.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>A few individuals who have been here forever seem to run everything and new ideas are not welcome and you do not dare challenge them. Our union is too powerful and does not even represent a majority of faculty. Why are they being allowed to bargain for us and represent us?</i></p> <p><i>I find that many departments work in a “siloes” atmosphere. Many times there are new programs at the college that are not introduced, nor do the staff that need to know actually have the vital information pertaining to the program and how to direct a student.</i></p> <p><i>The administration at MCC has become very top-heavy. The delegation of responsibilities does not always match the delegates’ personality or strengths. I don’t believe that all MCC employees feel like their opinions, thoughts, and ideas are heard or considered.</i></p> <p><i>I find it unfavorable when others feel the need to impress the administration and create busy work for people to do, when other projects still need more work and refinement. A part of this may be in relation to the large turnover of people in some positions.</i></p> <p><i>Saying yes to nearly all community partnership requests and to most faculty proposals promotes good will in the community and within the college but is not a sustainable leadership style. At some point, the college needs to choose a path and refrain from pursuits not consistent with that path. This will disappoint some, and that is unfortunate, but allowing competing visions to tear the college apart from within and without is detrimental to the college and its students.</i></p> <p><i>There are “silos” of influence across the institution. It’s disappointing because we all work for the same college. Some grant funded areas work outside established procedures and do not welcome being reined in.</i></p> <p><i>Being an employee at MCC is a beautiful thing, but trying to move up within the college is really hard. I would suggest that HR look more into ways that are fairer. I’ve been a part of a few hiring committees to only learn that we are hiring our best friends instead of the person who is best fit. I also feel bad about any outsiders who are applying; they have no chance over someone who is currently an MCC employee. I like the fact that MCC hires internally, but there are plenty of us who have applied for numerous positions to no avail.</i></p> <p><i>It would be nice to see more promotion from within the college. That is a good thing for staff to see other coworkers move up within the college. It’s sometime good to have promotions from within the college; this shows growth and opportunity among staff.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>Inequality exists at MCC through hidden means. One cannot earn a promotion or higher position unless one is already at the administrative level. Entry level in some positions is so low; no male would ever apply for the job, though single mothers are expected to support their children on that full time position. The only real means to possible advancement at MCC is through education, which is not practical for everyone in the lower positions. There are some supervisors who are fabulous at their job; others are not involved at all. Some act as though they have never seen a PM. Some think they are better qualified than many of our professional people here at the college. That or they think they are above PMs and laws.</i></p> <p><i>Lateral moves are hard to get. Sometimes you are overlooked for promotions based on time served and experience while others with the paper degree get the better paying positions or promotions.</i></p> <p><i>MCC does not give opportunities to advance as they should. If you are applying for a higher position in your department, you may not even get an interview even if you're over qualified for that position. Many people feel stuck in the position or department which they are in. Also, advisors need more training. Half the time we are advising the advisors on questions that they should know and that are not even at our pay level. It is frustrating when you have to do someone else's job that you should not even be attempting to do. Faculty and staff need to learn how to communicate better and to not be so demanding on people.</i></p> <p><i>MCC offers no opportunity for advancement or pay increases for individuals in trades fields that don't have degrees associated with them. Were I to work here twenty years, I would not be eligible for a promotion because MCC doesn't recognize a need for promotion in my field.</i></p> <p><i>Opportunities for job advancement are limited for employees and more inside advancement should be encouraged.</i></p> <p><i>Having poor communication between departments is unfavorable. It's also unfavorable to have procedures that not all our students are capable of completing, such as the Email registration change request. It's only convenient for the contact center, not our students. Having to wait for all these people to reply for a student getting into one class is ridiculous, I understand if it was after the census date. Also, it would be good if we could all follow the same procedures and same verbiage.</i></p> <p><i>I am aware that the college has a strict rule regarding sexual harassment. I am not aware of other support for victims.</i></p> <p><i>I wish the smoking policy were more strictly enforced on campus. It is especially distressing that employees continuously violate the smoking policy by smoking in unauthorized areas and by littering.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>Least favorable areas regarding the climate of MCC: decisions and promises made outside the defined processes of the institution; some very unprofessional colleagues that are not held accountable for their actions or their inferior work; inability/unwillingness of senior leadership to fire individuals that should be fired and instead allow them to stay on payroll (not working) and bring down the morale and work efficiency of a whole department; individual with no valid leadership experience being promoted into a leadership position and then being allowed to “do whatever they want”.</i></p>
<p>Supervisory Relationships (n=41)</p>	<p><i>Supervisors need to learn more about how to manage people. Knowledge of the position is good, but without being able to properly relate to staff, there is no balance. Employees need to know they are appreciated for their contribution and dedicated work. This is not done in my department.</i></p> <p><i>There is very little communication between my supervisor and me. My supervisor doesn't use my skills and I could enhance and take some of the load off if they would allow. I feel very underappreciated.</i></p> <p><i>My supervisor is not open to ideas other than their own. I often feel like if I try to go above and beyond, or even suggest something new, it will not be looked at favorably by supervision. I am well educated and feel like my full potential is not being used.</i></p> <p><i>Least favorable is that my supervisor believes everything should be done his/her way weather it is right or wrong. S/He is not open to suggestions and believes that everyone needs his/her guidance in order to get the job done. The supervisor claims that s/he does not micromanage. Also unfavorable is a department head that isolated her/himself from most of the staff and very seldom interacts with them.</i></p> <p><i>I find that emails from leadership are few and far between. There is also limited opportunity to hear the administration speak. Non-exempt employees don't often hearing about what administration is doing. I know that many administrators attend meetings and talk to each other, but that knowledge is not shared with others on the teams.</i></p> <p><i>Annual employee reviews are pointless; everyone receives the same incremental raise that subsequently is spent on the increased cost of health insurance.</i></p> <p><i>My supervisor does not communicate to us about anything. My evaluation was given to me at the end of last year and s/he still has not talked to me or given any direction on how to improve. Even though I have asked about it a few times and was told s/he would get back to me. Our upper supervisor does not make sure s/he does her/his job. If we ask to do something or come up with any ideas we are just shut down.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>My supervisor seems to be nonexistent as we only receive contact by e-mail and they are not interested in problems with instructors or enrollment. They attend less than 10% of our advisory meetings, they do not know what our industry people want, and when the information is brought to them they seem uninterested. We are still a successful program not because of them but despite them. I am only told after the fact what I have done wrong not what I should be doing.</i></p> <p><i>My manager is one of the worst I have ever had anywhere; hence all the “very dissatisfied” responses concerning management issues.</i></p> <p><i>My supervisor is not supportive of anything, complains often and has attendance issues. S/He talks badly out loud about me and other employees when they are not around. The director and assistant director have been aware of these problems for 2+ years and there is no improvement. Co-workers are not engaged with each other, and also miss work a lot. This makes it very hard to respect upper management in my department. There is also very limited age diversity in my office. I am currently six months late on getting my yearly review.</i></p> <p><i>Supervision is terrible. I end up doing activities my supervisor should be doing (such as arranging leave). Emails go unresponded to, unless they are a red flag crisis. Individuals are allowed to decide whether or not they want to do what the supervisor says because the supervisor doesn't enforce anything. If you have been at the college long enough, you are allowed to do whatever you want if you know the right people.</i></p> <p><i>Management has to micromanage everything you do. I am not allowed to make any decisions on my own. It is not a positive work environment, and it's always critical. I have no positive things to say.</i></p> <p><i>This office is very much micro-managed and we are all warehoused out and like robots. We are treated like a telemarketing operation and very impersonally.</i></p> <p><i>In my years at the college so far, I have had five different supervisors. This seems to be quite common here, but I find that a little alarming. Within my department, I am free to express my ideas and opinions but they are always ignored.</i></p> <p><i>There needs to be more training on how to handle emergencies and assault reports by students. When the new office 365 was implemented, there wasn't any faculty wide training held (this would have been perfect for faculty development in the morning). We should have fewer outside speakers for faculty development day and more on how to deal with things at MCC, such as active shooter, computer updates, etc.</i></p>

Table 2. Continued

Factor	Themes
	<i>Trainings on current laws concerning sexual harassment and on best practices for dealing with students who have suffered trauma seem weak compared to training on PTSD, learning disabilities, cultural awareness, assessment, and technology.</i>
Teamwork (n=6)	<i>I think it is very difficult to express ideas with my team and with my supervisor because we do not have any meetings. I also think it can hinder teamwork if we do not have the chance to get together as a group and discuss what is working and what is not working.</i> <i>I feel that all the decisions in my department are made by a few 'select' individuals. I feel that these individuals are not open to new or different ideas. My dean does not seem to think that there is a problem with this.</i>
Student Focus (n=34)	<i>As an institution we have to raise the level of expectation and service to others. Many staff members are rude to staff and students, territorial, standoffish, and not willing to foster a team mentality. I believe many have forgotten that students are the reason why we are all here and we all share the common goal of working with students.</i> <i>My first area of concern is student services. From my work at the institution, I see an increasing demand and need for more supportive, intrusive services to enable students to find and attain more personalized success. I believe this to be directly reflective of the populations we serve. Frankly, I see us needing more human capital to meet the ever increasing and demanding needs of our student body. In my opinion, MCC has the heart and intention of being "Student Centered", but not the necessary bandwidth.</i> <i>Although we have some support services for students of color, especially TRiO, we probably could do an even better job welcoming these students and supporting their success. I hope the Title III process will help.</i> <i>Some departments and student services areas are less willing to be helpful to diverse students than for white middle-class students.</i> <i>Sometimes I wonder if the students, because we take them at whatever level they are at, get the help and support they need. I think the campus tries, but the needs are high and sometimes people fall through the cracks.</i> <i>Sometimes there seems to be a focus on students as a commodity and that is disheartening as an instructor. We need an orientation program for first year students badly to have them more anchored.</i> <i>The college is far too concerned with preparing students to enter the workforce and not concerned enough with creating students who can change their community and who can be active citizens. Frankly, I feel like we are enrollment-driven rather than mission-driven. The revision of the mission, in fact, into a vague blob of words, is a failure.</i>

Table 2. Continued

Factor	Themes
	<p><i>There are not enough academic advisors to provide true academic advising for students to support their needs and goals.</i></p> <p><i>I dislike how financial aid has so much power over students' academics. I understand if the student is receiving financial aid, however it isn't fair to the student who aren't but still have to abide by the rules of financial aid.</i></p> <p><i>It seems that our registration system causes unnecessary frustration. I hope that the Title III review process will help improve registration.</i></p> <p><i>Not all staff members at the college are supportive of students. Many staff members feel that they have earned an unspoken right to patronize and order others around just because these staff members have been in employment for ten years. They think that they cannot be fired and thus can do as they will.</i></p> <p><i>Numerous student service departments do not provide enough help to students. Many staff members lack social skills to properly interact with students. These staff members can be outright rude.</i></p> <p><i>As enrollments have decreased, the college has become more desperate for growth, and has taken questionable actions to increase enrollment, at the expense of quality education. Our Academic Affairs area is often over-ridden by other areas of the college, namely Enrollment Management, in areas of late registration, registering students in the appropriate class for their level of preparation, as well as providing adequate placement or advising. Student services personnel, like advisors and counselors, try hard to work with students, but they are often thwarted by their own administration.</i></p> <p><i>I am deeply concerned about the neglect of the transfer student. The transfer student represents the majority of our student population, and I don't believe administration puts any energy into maximizing their experience.</i></p> <p><i>I sometimes feel that our curriculum and instructors are too accommodating to our students. Sometimes I feel as if the goal is to get the students to pass the class instead of actually learn the material. Though I will say, it is not often that I have felt this way.</i></p>
Other (n=80)	<p><u>Compensation and Benefits</u></p> <p><i>Twelve month faculty do not get adequate time off and at times I feel burnt out and exhausted. We need more release time and vacation time. I have over 400 hours of "sick time"; what am I supposed to do with that? We are not allowed to call in sick in program areas where we are the only instructors teaching certain content.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>College pay is not consistent at all. The pay gap between different departments is appalling and the pay rate in general is far below the average pay in Nebraska. MCC needs to have someone come in and look at the pay. I've been told that a study hasn't been done in more than ten years. Staff need to know that they are paid similar, doing similar functions in the rest the college. But that is not the case. Hopefully, staff pay will be a priority in the future.</i></p> <p><i>Full time faculty pay is based mostly on credit hours and not on performance. I work very hard for my program and put in a lot of extra hours. My work is greatly appreciated by students, but not so much by MCC. There are a lot of faculty who earn considerably more than I do just due to the fact that they have more credit hours in their field. There are people who do only the minimum amount of work required who make much more than those who work very hard, just based on credit hours in the field.</i></p> <p><i>I am constantly being asked to take on more and more responsibility without being offered any more compensation. "Other duties as assigned" stinks.</i></p> <p><i>I do not think it is fair to have people receive the same compensation when the job performed is greatly different from one campus to another. Even though the job title may be the same, the responsibilities can be very different. I feel like administration should look at each campus individually when determining what the job functions are and what compensation should be. An example of this is the library. Different campuses have vastly different library structures and I think administration should look at this more closely.</i></p> <p><i>I wish MCC offered more full time positions. I dislike that they keep you working just under thirty hours so I am unable to receive any benefits. I have a large family and the benefits would be amazing. I really do not want to leave this institution but it is hard to stay with no benefits.</i></p> <p><i>We need to be willing to pay for talented individuals so that they do not leave the college after being here one to two years.</i></p> <p><i>Pay is not at industry standard for non-teaching positions. As much money as is spent at this institution, more could be spent to get the pay up and still have leftovers for the college.</i></p> <p><i>Pay scales for positions across the college should be reevaluated in order to make the pay for similar positions more equitable.</i></p> <p><i>Least favorable is that raises are percentages based off your wage and not on performance.</i></p> <p><i>The least favorable is the low pay, combined with very small possibilities for increases in pay. The annual pay increases are poor attempts to keep up with inflation, and do not equate to actual raises. The negotiating team seems timid, weak, and hesitant to ask for more or think outside of the box.</i></p>

Table 2. Continued

Factor	Themes
	<u>Facilities</u> <p><i>Faculty offices for academic faculty haven't been updated in forty years. Students and faculty have no private place to meet. Classrooms also use a forty-year-old model; classroom technology for the most part is twenty years old.</i></p> <p><i>It's difficult to work in a cubicle where I am easily distracted by officemates who are just trying to do their job. I hope to have a physical room.</i></p> <p><i>The office facilities are disgusting and need upgrading at one particular campus. Sitting on raggedy furniture makes one feel very unimportant.</i></p>
	<u>Information Technology</u> <p><i>A disastrous update to the college website could have been avoided if students and staff would have been able to test the website, give input, and make corrections before it went live.</i></p> <p><i>An area of concern is the ability to adapt to new technology. Although we are slowly putting some things in place, I feel as though we lag behind other schools in having the most up to date software and technology for staff and students.</i></p> <p><i>I feel that many of our technologies are not user-friendly, such as the website and the class search page. If we want students to take classes at MCC, we really need to make sure that our website and the class search page is very user-friendly. Our current class search page makes it very difficult for students from other institutions to look for classes, should they want to take one or two courses at MCC.</i></p> <p><i>If feel like the weakness is in my own workstation equipment. My computer is old and slow; my phone messaging system never seems to work. I am looking forward to the new phone system and future updates to my computer.</i></p> <p><i>MCC is consistently student focused concerning the use of all types of resources. The practice, it seems, for installing new technology is that students are first and staff are last to receive updated equipment/software. Staff receiving updated equipment/software last hinders the efficiency of service provided to our students/community of learners.</i></p> <p><i>MCC's website, Kronos and Colleague aren't very user friendly or naturally intuitive. The overall technology of the college feels clunky at times.</i></p> <p><i>We need to improve IT—no wireless printing for students; network sometimes unreliable. I dislike departments that make decisions regarding student technology and the college website. They need to involve other staff in their decision-making.</i></p> <p><i>Our computers are a problem because the system is slow and old. The recent "upgrades" to the website has made it even more unfriendly to students and staff.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>Our computer and IT equipment services are below dissatisfied. Faculty equipment and software is out dated. Often times it appears that our systems are in conflict. MyWay for grading and participation rosters often fails or can't be accessed off campus or on iphones, or ipads.</i></p> <p><i>Our technology and tech support are inadequate for the work we must do to continue to meet our mission within our service area. Perhaps an opportunity exists with the hiring of a new CIO to make progress in this area. Progress must begin with the 2016-2017 budget.</i></p> <p><i>The college webpage is difficult to search and find information and recent changes have not been an improvement.</i></p> <p><i>The computer systems can at times make things difficult at work. The new online class schedule is unnecessarily cumbersome. Colleague can be cumbersome as well.</i></p> <p><i>The computer systems provided to faculty and used in the classrooms can run poorly. Dealing with IT and help desk is difficult.</i></p> <p><i>The computers that we are saddled with—hand me downs from the students—are unacceptable. With the amount of programming and software requirements that are needed—we need new and updated computers.</i></p> <p><i>The IT area needs some improving: slow computers, old printers, etc.</i></p> <p><i>The recent change in the college website and server have not gone smoothly. I have lost many hours of work due to technical glitches and poor information.</i></p> <p><u>Safety</u></p> <p><i>The neighborhood in which the school is located is in a bad part of town. I have heard gunshots from blocks away.</i></p>