Kingsborough Community College

Faculty and Staff Satisfaction Survey

Fall 2021

KCC Office of Institutional Research

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Introduction

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

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

The survey addressed eight important domains of experience at Kingsborough:

- Campus Culture
- Personnel Resources
- Physical Environment
- Instructional Environment (for those who teach)
- Support Services
- COVID-19 Related Policies
- Core Values of KCC
- Pillars of the Strategic Plan

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

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

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

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

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

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

Campus Culture

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

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

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

Personnel Resources

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

Physical Environment

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

Instructional Environment

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

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

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

Support Services

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

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

COVID-19 Response

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

Core Values

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

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

Pillars of the Strategic Plan

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

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

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

Equity: Differential Satisfaction Among Groups

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

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

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

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

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

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

<u>Illustrative Comments</u>

Respondents were asked to provide additional comments at the end of the survey, which were reviewed for themes that emerged from the commentary

Below are some of the relevant topics and general summaries of these comments.

- Frustration regarding the integrity of learning during COVID-19. Faculty are dealing with increased student excuses, lack of attention, and care during remote classes.

- Concern whether students are being encouraged to take too many credits which might contribute to lack of progress/stop-out/drop-out.

- While some faculty and staff feel that the focus on diversity, equity, and inclusion efforts have made them feel unfairly targeted, others feel that the efforts are hollow and are not going far enough to overcome bias, marginalization, etc.

- Broad concern/anxiety over COVID-19 policies not going far enough, specifically vaccine and mask enforcement and the lack of clarity regarding future planning and communications of return-to-work/in-person instruction.

- Criticism of senior college leadership's management decisions and initiatives, as well as communication to administrative staff and the larger college community.

- Frustration over the governance reform process. Some see the need for change while others don't.

- Desire for meaningful change and progress.

- As has been noted in the past, a number of people feel that the website needs improvement.

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

CAMPUS CULTURE	Percent Satisfied or Very Satisfied			Year-to-Year Differences	
	2021 N = 325	2020 N = 387	2019 N = 389	2021-2020	2020-2019
Senior Leadership (President, Provost, VPs)	69.2%				0.0%
Academic/Student Affairs Leadership	79.9%				0.0%
Administrative Leadership (Office Directors)	80.3%				0.0%
Collegiality with fellow faculty/staff members	85.0%	71.6%	67.8%	13.4%	3.8%
Internal campus communication	70.5%	55.0%	50.5%	15.5%	4.5%
Safety and security	87.1%	75.5%	51.4%	11.6%	24.1%
Overall job satisfaction	82.7%	73.5%	67.1%	9.2%	6.4%

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

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

PHYSICAL ENVIRONMENT

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

INSTRUCTIONAL ENVIRONMENT**

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

** Questions asked of faculty only

SUPPORT SERVICES

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

COVID-19 Protocols

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

Core Values

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

2021-2025 Strategic Plan

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

Table 4a
Overall Job Satisfaction

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

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

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

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

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

Percent Satisfied*

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

* Percent Extremely Satisfied plus Percent Very Satisfied and Moderately Satisfied

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