

# BMCC Staff Survey 2017: Quantitative Report



Office of Institutional Effectiveness  
and Analytics

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# 2016 BMCC Staff Survey Quantitative Report

Office of Institutional Effectiveness and Analytics

## Executive Summary

The Borough of Manhattan Community College conducted a comprehensive Staff Satisfaction Survey in June 2017 with 326 staff members responding to the survey. This 20% response rate represented a slight increase over the previous year's survey. There were a total of 30 questions that focused on satisfaction with the following:

- College and Departmental Culture;
- College Administration, Leadership, and Governance;
- Mission, Planning, and Budgeting;
- Work/Life Balance, Recognition/Appreciation, and Advancement/Promotion;
- Facilities and Technological Resources; and
- Interactions with other Departments.

Results from this staff survey is important to the College as it provides information that allows for the assessment of progress towards achieving key performance indicators within the BMCC Strategic Plan 2015-2020, *Reaching Greater Levels*. Strategic Plan. The plan also identifies strategic activities to be taken to improve the results and these reports are essential for providing additional information and suggestions for improving satisfaction. While this survey was completed prior to the launch of the BMCC Staff Satisfaction Survey Taskforce, an institutionally representative body charged with providing recommendations from the 2015-2016 survey, recommendations were provided and initiated during the 2017-2018 academic year. Among the major changes is the development of a staff recognition and appreciation program.

To provide insight into the survey's findings, questions resulting in satisfaction/agreement ratings of less than 75%, but above 70% were designated as Areas of Note while areas with positive response percentages of less than 70% (more than 30% negative) were identified as Areas of Concern. The rationale behind these designations is that while the percentages are substantially above 50%, this survey is designed to identify areas where the College can take steps to improve satisfaction. BMCC is looking for at least 75% satisfaction on every measure. To that end, some important and meaningful findings include:

- Indications of a perceived disconnect between staff and the College administration;
- While 90% of respondents acknowledged that BMCC is committed to its students, only 56% believe the College is committed to its staff;
- Respondents generally don't perceive that they have an opportunity to impact College or department decisions-making, policy and priority setting, planning, or budgeting with only 28% agreeing that they understand the College budget process;
- Around half (52%) agreed that they the opportunity to express opinions about departmental policies;
- Respondents cited low levels of agreement that they had the opportunity to participate in the College planning process (30%), help shape the mission and goals (36%), and participate in the College budget process (17%);
- More than 70% of respondents expressed agreement with the statements that they are recognized, and valued by their colleagues for their efforts, however, perceptions of recognition and value by the department leaders and the College administration is demonstrably lower.

## Overview

The Borough of Manhattan Community College (BMCC) conducted a comprehensive Staff Satisfaction Survey in June 2017. The survey was digitally distributed to all BMCC office staff, however, during this iteration Buildings and Grounds and Public Safety personnel were provided with hard copies. Additionally, Spanish language versions of the surveys were provided both digitally and in hard copy. We would like to thank Professors Maria Enrico, Marilyn Rivera Ayala, and Margaret Carson for their assistance with the Spanish translations of both questions and comments.

BMCC has continually sought to assess the Staff's level of satisfaction with College services and operations since 2001. Initially both faculty and staff were surveyed jointly with the same survey instrument. Following last year's model a Staff only satisfaction survey conducted.

The perception of job satisfaction incorporates numerous criteria such as salary, benefits, working conditions, working environment, colleagues, location, and physical environment. Job satisfaction also includes level of satisfaction pertaining to College/departmental administrative operations, services, and facilities and technical resources. Job satisfaction may encompasses perception of level of opportunity and inclusiveness in College/departmental decision-making, priority setting, and policy development

Ten questions within the survey solicited responses focused on the degree of agreement with and/or satisfaction of College services and operations. Sixteen inquiries provided respondents with opportunities to

offer additional individual written insights applicable to each query. The last question invited additional comments regarding employment at BMCC.

Following last year's survey report design, survey results are analyzed in two separate but complementary companion reports. The *Quantitative Report* focuses on the statistics emerging from the survey, and the story it tells. Written comments are analyzed in the *Qualitative Report*. The Qualitative analysis offers a detailed assessment of the comments to help identify strengths and weaknesses, and serves as the basis for developing a plan to mediate issues leading to greater staff satisfaction.

## Analysis

The initial three queries help define a descriptive profile of the respondent. The Survey consisted of ten questions soliciting responses on the degree of agreement with or satisfaction of College services and operations: [See Appendix: Borough of Manhattan Community College 2016-2017 Staff Survey]. Fourteen inquiries provided respondents with opportunities to offer additional written insights regarding to each area.

- College and Departmental Culture
- College Administration
- Mission/Planning/Budgeting
- Leadership and Governance
- Job Satisfaction
- Work and Life Balance
- Recognition and Appreciation
- Promotion and Advancement
- Facilities and Technological Resources
- Satisfaction with Campus administrative offices

The last three questions invited additional comments regarding employment at BMCC. Survey respondents were asked to list:

- Top three things you like most about working at BMCC?
- Top three things you feel need improvement at BMCC.
- Final comments regarding employment at BMCC.

All comments are addressed in the 2016-2017 Staff Survey Qualitative Report.

## **Satisfaction/Agreement Ratings Results**

Satisfaction/agreement rating less than 75%, but above 70% are designated as of *Areas of Note* or areas for improvement. Responses resulting in positive response level percentages less than 70% (more than 30% negative) are identified as *Areas of Concern*. These areas should be examined comprehensively, and comments associated with these inquiries should be reviewed within the Qualitative Report which may provide greater insight as to the dissatisfaction/disagreement results.

## **Who responded to the survey?**

BMCC staff were asked — “Where do you work primarily?” Overwhelmingly, over 80 % of the staff are located in the Main 199 Chambers Street Building. Approximately, 8% work in Fiterman Hall, and more than 5% in 70 Murray Street. More than 99% of BMCC staff works in lower Manhattan. When asked “Which of the following best describes your position at BMCC?” slightly less than one-third of respondents or 103 are classified in the HEO category. Respondents were also asked to identify how long they have worked at the College (Figure 1). A slight majority had worked at the college for four or more years, around 1/3 had worked for one to three years, and 16% had worked more than 16 years (Table 1).

Figure 1: Which of the following best describes your position at BMCC?

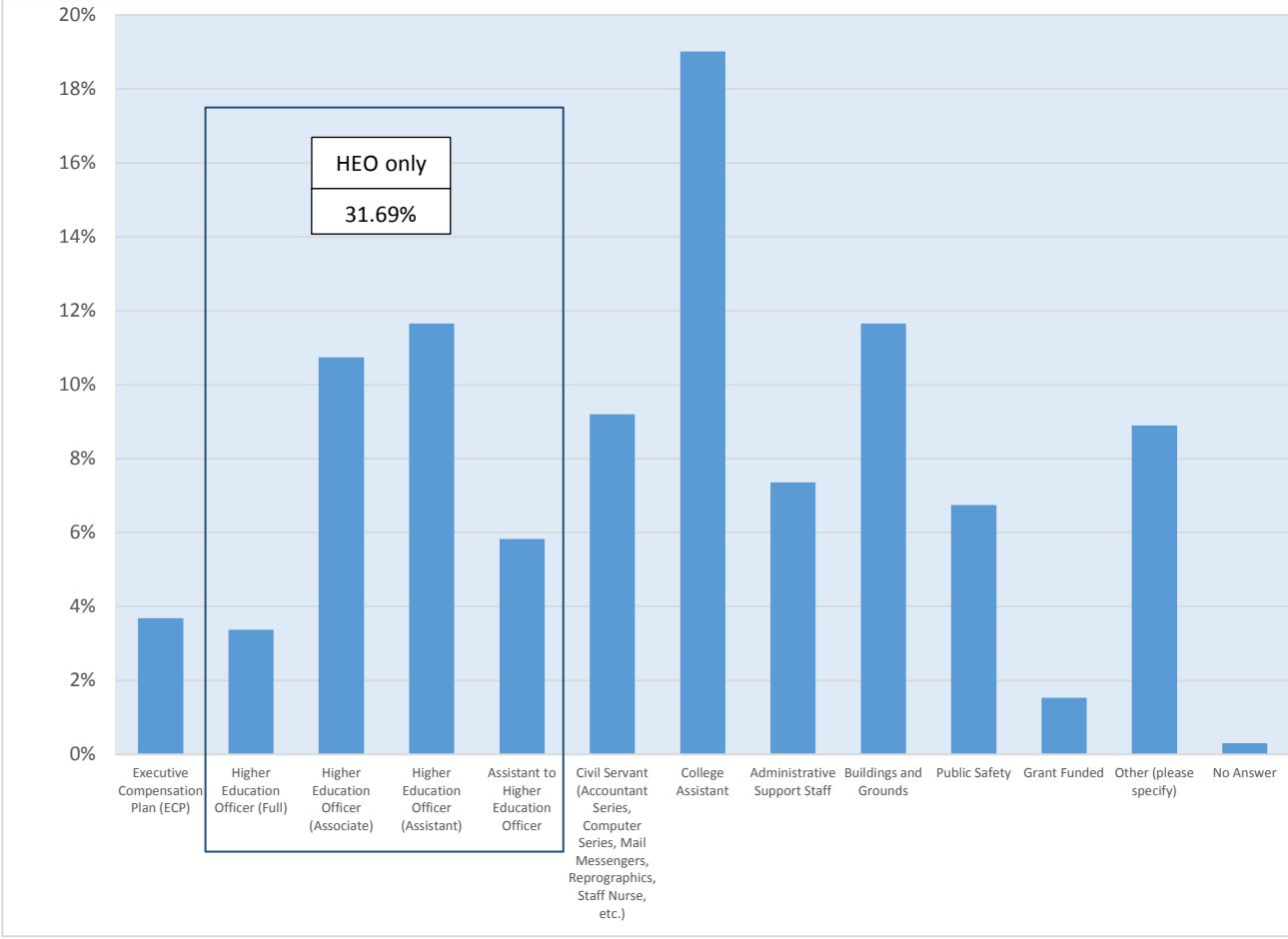


Table 1: Length of Time Spent at BMCC

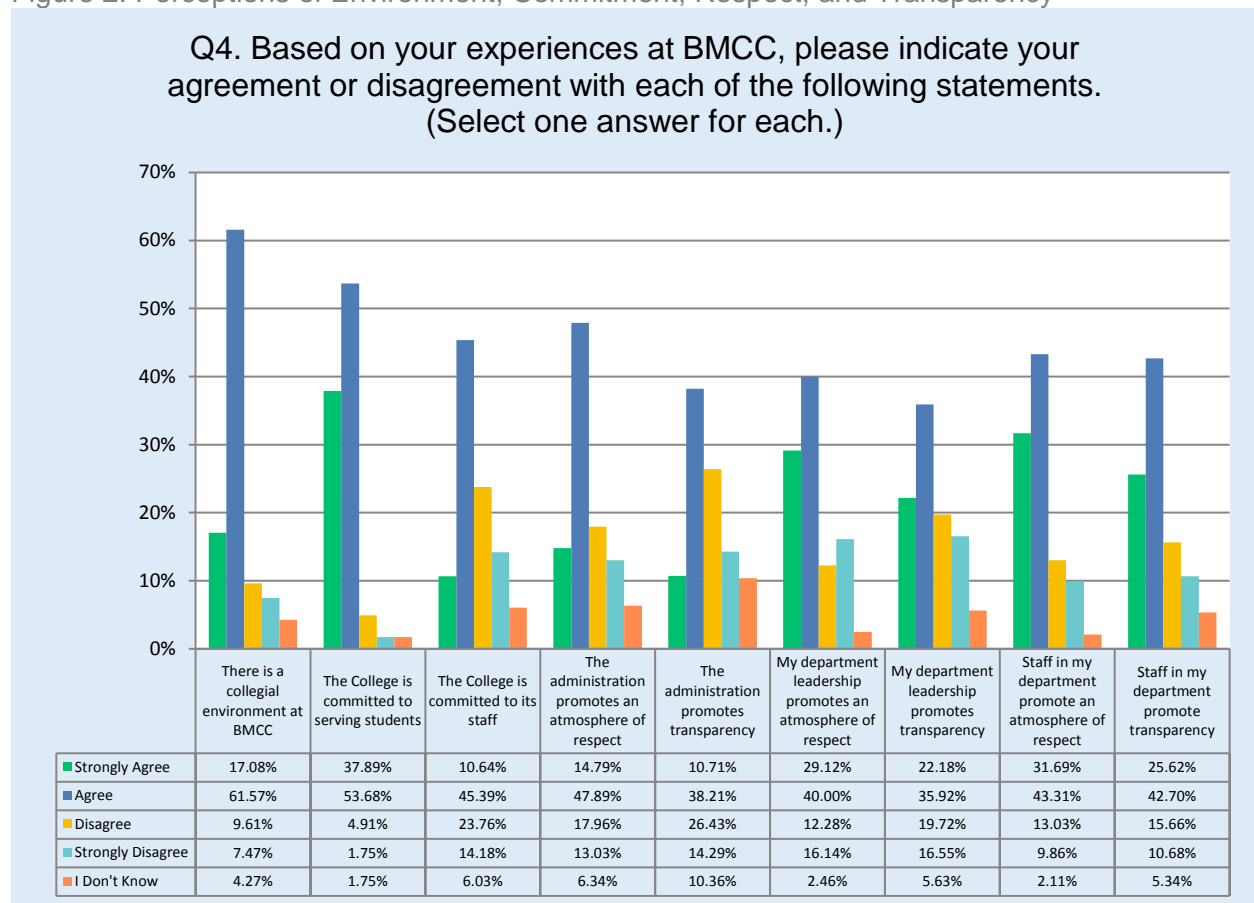
Q3. How long have you worked at BMCC					
Responses			Worked 4 years or more		
Less than 1 year	12.88%	42	}	53.99%	176
1 – 3 years	33.13%	108			
4 – 9 years	23.62%	77			
10 – 15 years	14.11%	46			
16 years or more	16.26%	53			
			<b>326</b>		

### College Services and Operations

#### College/Department Culture

The initial set of queries are relate to College services and operations. Staff were required to indicate their agreement or disagreement with a number of inquiries concerning the BMCC atmosphere. Almost ninety percent of respondents believe that the College is committed to serving its students. However, only 56 % believe that the College is committed to its staff. The satisfaction rate for the respondent’s Department’s promotion of an atmosphere of respect is 70%, the satisfaction rate for the administration is 62.7 %. A major difference emerges in the “strongly agree” option where the Department rate is slightly less than double the Administration rate. The satisfaction rate for transparency follows the same pattern. The Satisfaction rate for the Department’s promotion of transparency is more than double the satisfaction rate for the Administration (10.71% vs. 22.18%). When queried if 1) Staff in my department promote transparency and 2) Staff in my department promote an atmosphere of respect, the satisfaction rates are greater. “Staff in my department promote an atmosphere of respect” meets the 75% threshold for satisfaction. “Staff in my department promote transparency” satisfaction rate is 68%, but greater than the “My department leadership promotes transparency” rate which is 58.1%. The Survey results indicate that at least 30+% of respondents are dissatisfied with the Administration’s 1) promotion of respect and 2) promotion of transparency (Figure 2).

Figure 2: Perceptions of Environment, Commitment, Respect, and Transparency

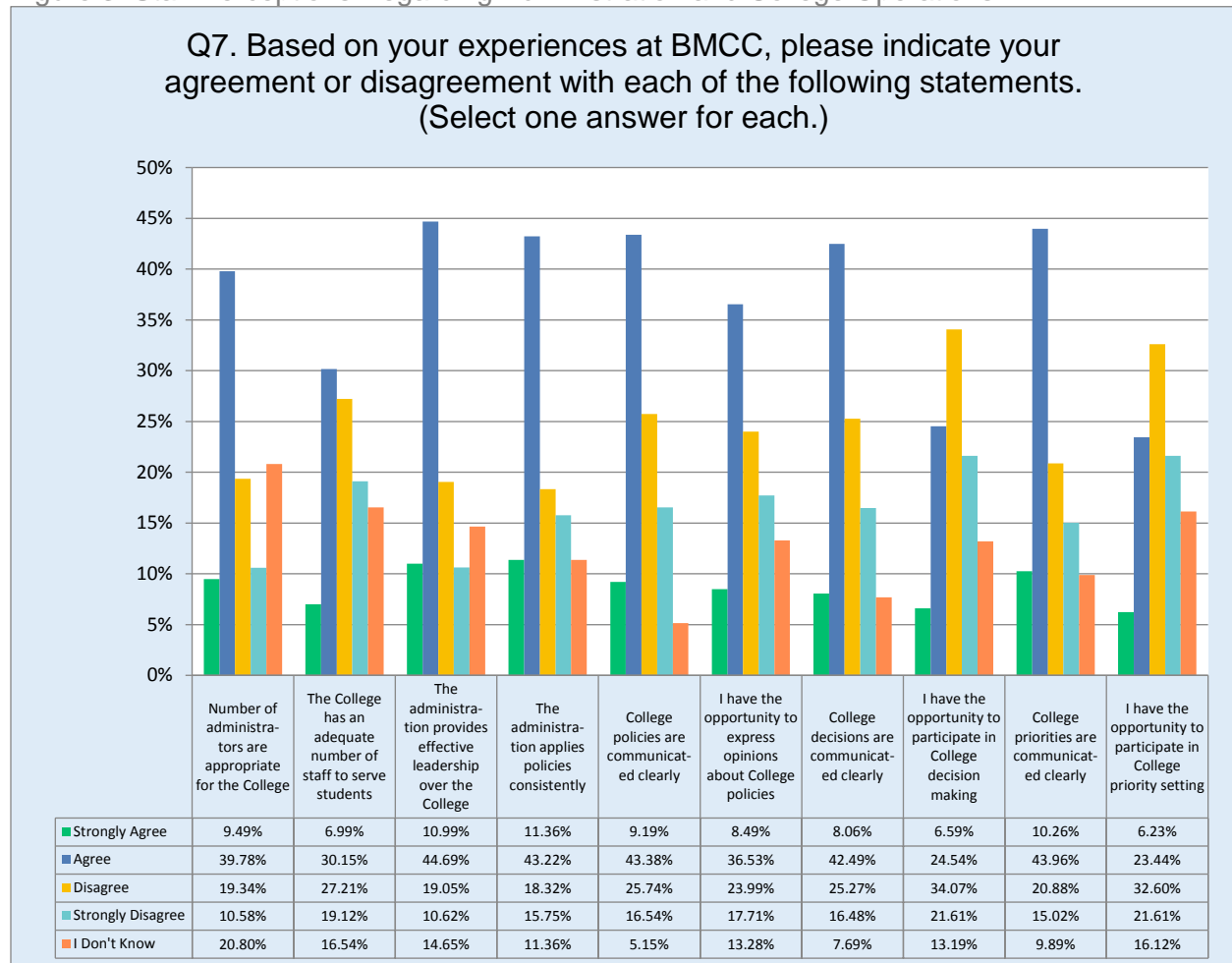


### College Administration

Agreement/disagreement queries concerning the College Administrative structure ranked below the threshold level of 75%. Rating for all ten inquiries was less than 55%, with only 37% of the respondents believing the College has an adequate number of staff to serve students. More importantly only 31% believe that they have the opportunity to participate in College decision making and less than 30% believe they have the opportunity to participate in College priority setting. These results imply that a more in-depth exploration of the relationship between the College administration and the staff to determine why some staff feel disconnected from the operation of the College (Figure 3).



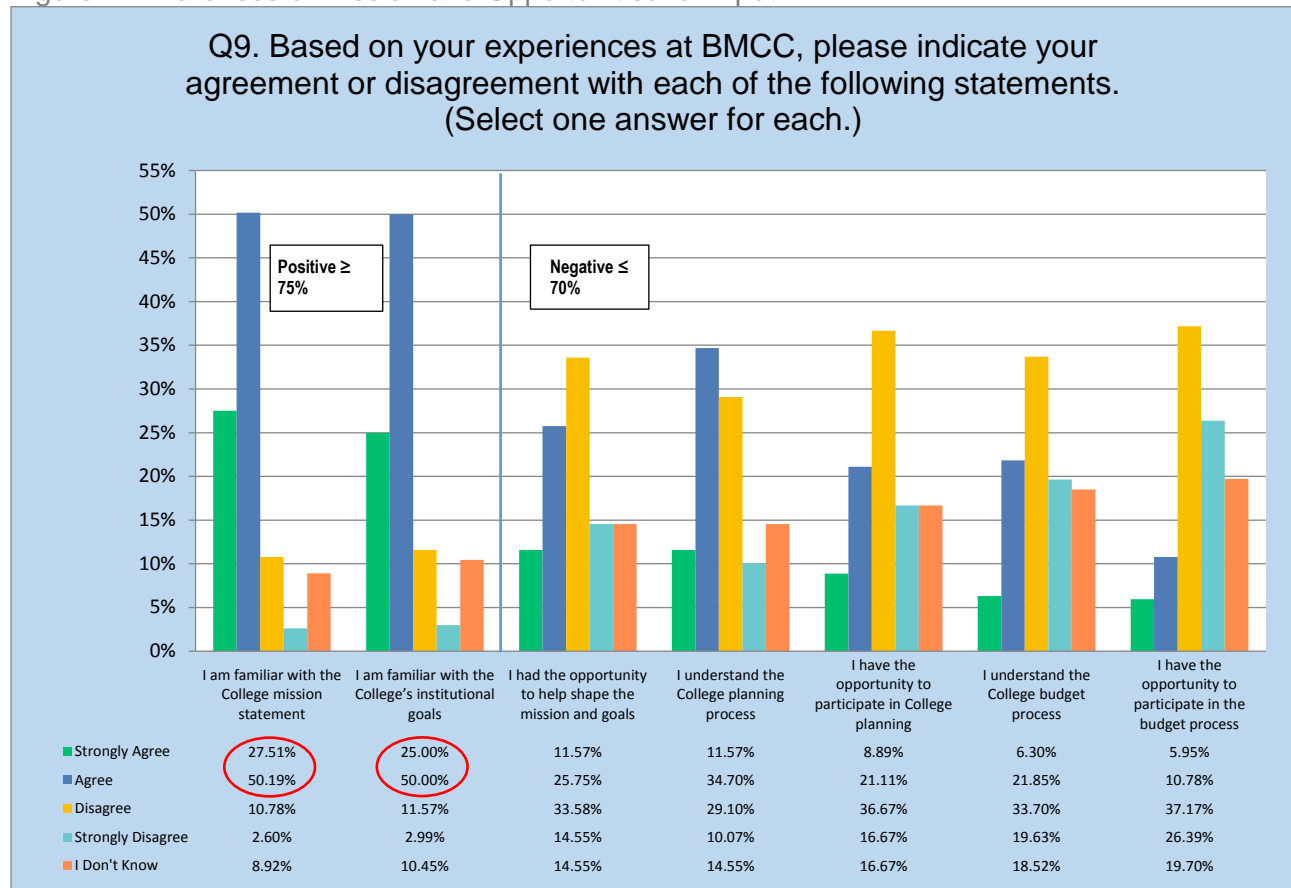
Figure 3: Staff Perceptions Regarding Administration and College Operations



### Mission/Planning/Budgeting

Respondents indicated that they are familiar with the College mission and intuitional goals, however there was a disconnect between awareness and perceived involvement. In regards to disagreement with 1) opportunity to shape mission and goals, 2) opportunity to participation in College planning, and 3) opportunity to participation in the budget process, less than half of respondents felt that they had opportunities to impact change. Additionally, more than 60% reported a lack of opportunity to participate in the budget process.

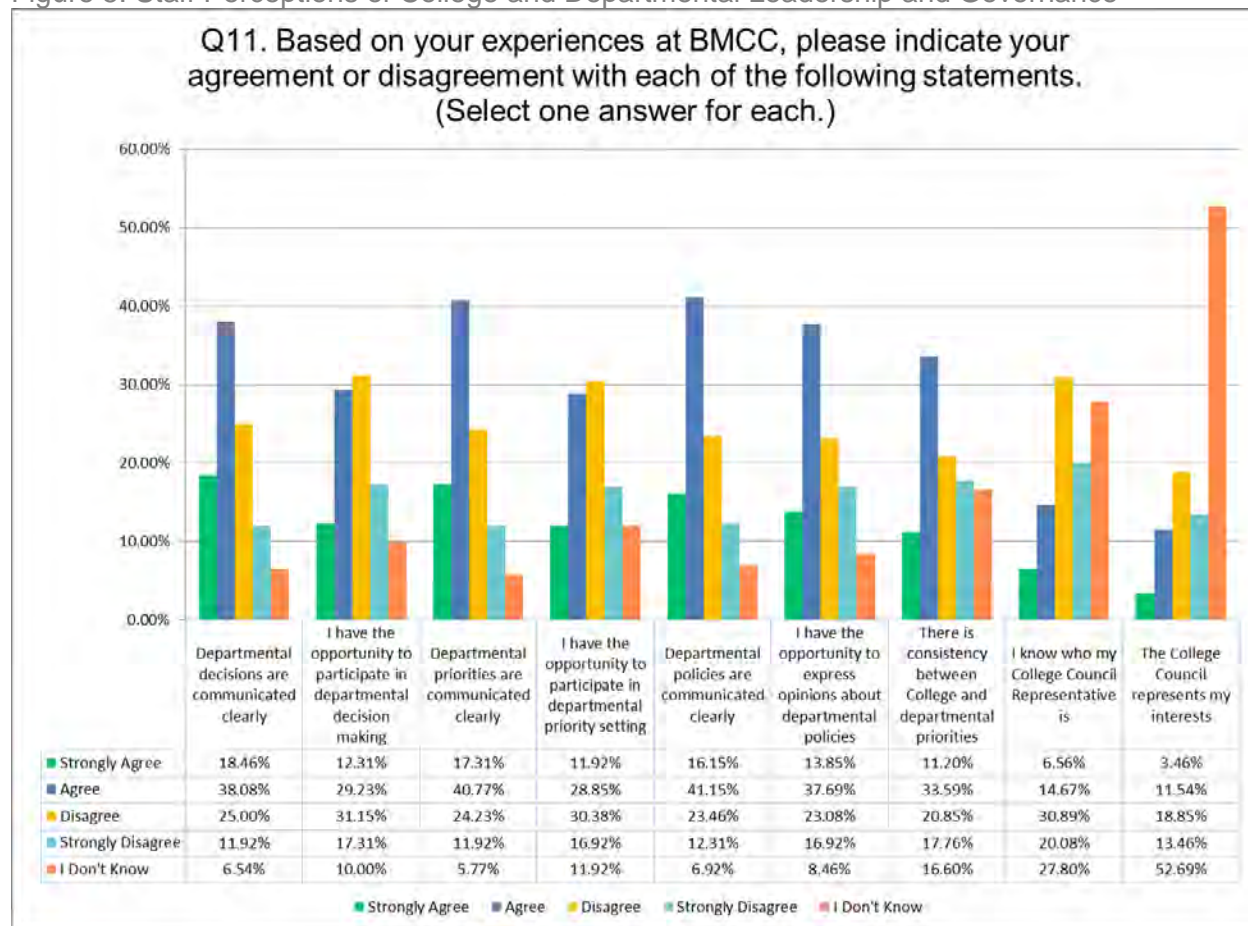
Figure 4: Awareness of Mission and Opportunities for Input



### Leadership/Governance

Less than 60% of respondents agreed that departmental decisions, departmental priorities, and departmental policies are communicated clearly. Only about 40% of respondents agreed that they have either 1) the opportunity to express opinions about departmental policies or 2) opportunity to participate in departmental decision making. Slightly more than 50% agreed that they have the opportunity to express opinions about departmental policies. In addition, less than 45% of respondents agreed that there is consistency between College and departmental priorities. These results indicated that staff feel disconnected from their respective departmental administration.

Figure 5: Staff Perceptions of College and Departmental Leadership and Governance



### Job Satisfaction

Over 80% of respondents in this year’s Survey indicated that BMCC is a good place to work. Survey results show that more than 75% respondents agreed that 1) their department is good place to work, and 2) their work is personally rewarding. A slightly lower percentage, however, indicated that they would choose to work at BMCC again (67%). Eighty-eight percent of respondents to the current Survey indicated their work is interesting with 90% agreeing that their interactions with colleagues were positive. Almost 76% agreed that they are satisfied with job security, but only 30% are satisfied with their salary. Results were less positive when queried if 1) I am encouraged to be creative and innovative, 2) I have access to the internal training I need, and 3) I have access to the external training need.

Table 2: Overall Job Satisfaction Rates for Staff

Q14. Based on your experiences at BMCC, please indicate your agreement or disagreement with each of the following statements.  
(Select one answer for each.)

	Strongly Agree	Agree	Disagree	Strongly Disagree	I Don't Know
BMCC is a good place to work	27.2%	54.4%	10.4%	3.6%	4.4%
My department is a good place to work	32.6%	43.0%	10.4%	9.6%	4.4%
My work is personally rewarding	34.8%	42.4%	12.8%	7.2%	2.8%
My work is interesting	34.1%	54.2%	7.6%	3.2%	0.8%
I am encouraged to be creative and innovative	27.6%	34.8%	22.8%	13.2%	1.6%
I have access to the internal training I need	23.0%	41.1%	20.2%	12.5%	3.2%
I have access to the external training I need	20.3%	35.8%	23.2%	13.0%	7.7%
Departmental leadership works to make my job more enjoyable	19.3%	35.3%	20.1%	18.5%	6.8%
I understand what is expected of me by my departmental leadership	30.1%	48.2%	9.6%	9.6%	2.4%
I am involved in decisions that impact my work	20.6%	36.3%	21.8%	16.5%	4.8%
My interactions with College administration are positive	23.3%	47.8%	10.8%	10.8%	7.2%
My interactions with departmental leadership are positive	28.2%	43.2%	11.3%	11.7%	5.6%
My interactions with colleagues are positive	34.3%	56.5%	4.8%	2.8%	1.6%
I have opportunities for collaboration with colleagues in my department	28.6%	50.8%	10.5%	6.5%	3.6%
I have opportunities for collaboration with colleagues in other departments	19.0%	44.5%	21.1%	8.9%	6.5%
I am satisfied with my job security	24.1%	51.8%	11.7%	8.4%	4.0%
I am satisfied with my salary	10.1%	21.0%	36.3%	31.9%	0.8%
I am satisfied with my healthcare benefits	17.3%	46.8%	16.9%	12.5%	6.5%
I am satisfied with my retirement benefits	16.1%	43.4%	15.3%	12.9%	12.5%
If I could do it again, I would choose to work at BMCC	25.00%	41.94%	11.69%	10.89%	10.48%

## Work/Life Balance

Work/Life Balance ratings reveal a more complicated picture regarding the appeal of employment at BMCC. Seventy-four percent of respondents indicated that they are able to effectively maintain an appropriate, however, the more detailed inquires resulted in lower levels of satisfaction with only one exception. That exception was “I am satisfied with how my department responds during a personal emergency.” Over 25% of respondents “Strongly Agree” with the statement and 50% of respondents “Agreed.” When queried whether “I am satisfied with how the College responds during a personal emergency,” satisfaction among respondents falls to a little less than 62%. In addition, 23% responded “Don’t Know.” When the statement referred to whether 1) BMCC, 2) the respondent’s department, 3) College policies and 4) College resources help to maintain work/life balance, the agreement ratings dropped 18-26 percentage points. More than 28% responded that they did not know if the College is supportive of employees with families.

Table 3: Staff Perceptions of Work/Life Balance

Q 17. Based on your experiences at BMCC, please indicate your agreement or disagreement with each of the following statements. (Select one answer for each.)

	Strongly Agree	Agree	Disagree	Strongly Disagree	I Don't Know
I am able to effectively maintain an appropriate work/life balance	15.8%	58.1%	13.3%	10.0%	2.9%
BMCC assists me in maintaining an appropriate work/life balance	11.3%	39.1%	28.6%	13.5%	7.9%
My department assists me in maintaining an appropriate work/life balance	13.8%	42.7%	22.2%	12.6%	8.8%
The College maintains policies that help maintain work/life balance	10.8%	38.6%	24.1%	10.0%	16.6%
The College provides resources that help maintain work/life balance	10.0%	36.5%	24.1%	10.8%	18.7%
The College is supportive of employees with families	11.8%	41.6%	9.7%	8.4%	28.6%
My department is supportive of employees with families	19.3%	47.3%	7.5%	10.0%	15.9%
I am satisfied with how the college responds during a personal emergency	17.2%	44.8%	9.2%	5.9%	23.0%
I am satisfied with how my department responds during a personal emergency	25.4%	50.0%	5.8%	7.1%	11.7%
The College provides me with opportunities to improve my health and well-being	11.8%	45.4%	16.4%	10.1%	16.4%
My department encourages me to take advantage of health/well-being improvement opportunities	11.8%	40.5%	20.7%	14.4%	12.7%
My department supports my personal growth/development	19.8%	42.2%	14.4%	15.2%	8.4%

### Recognition/Appreciation

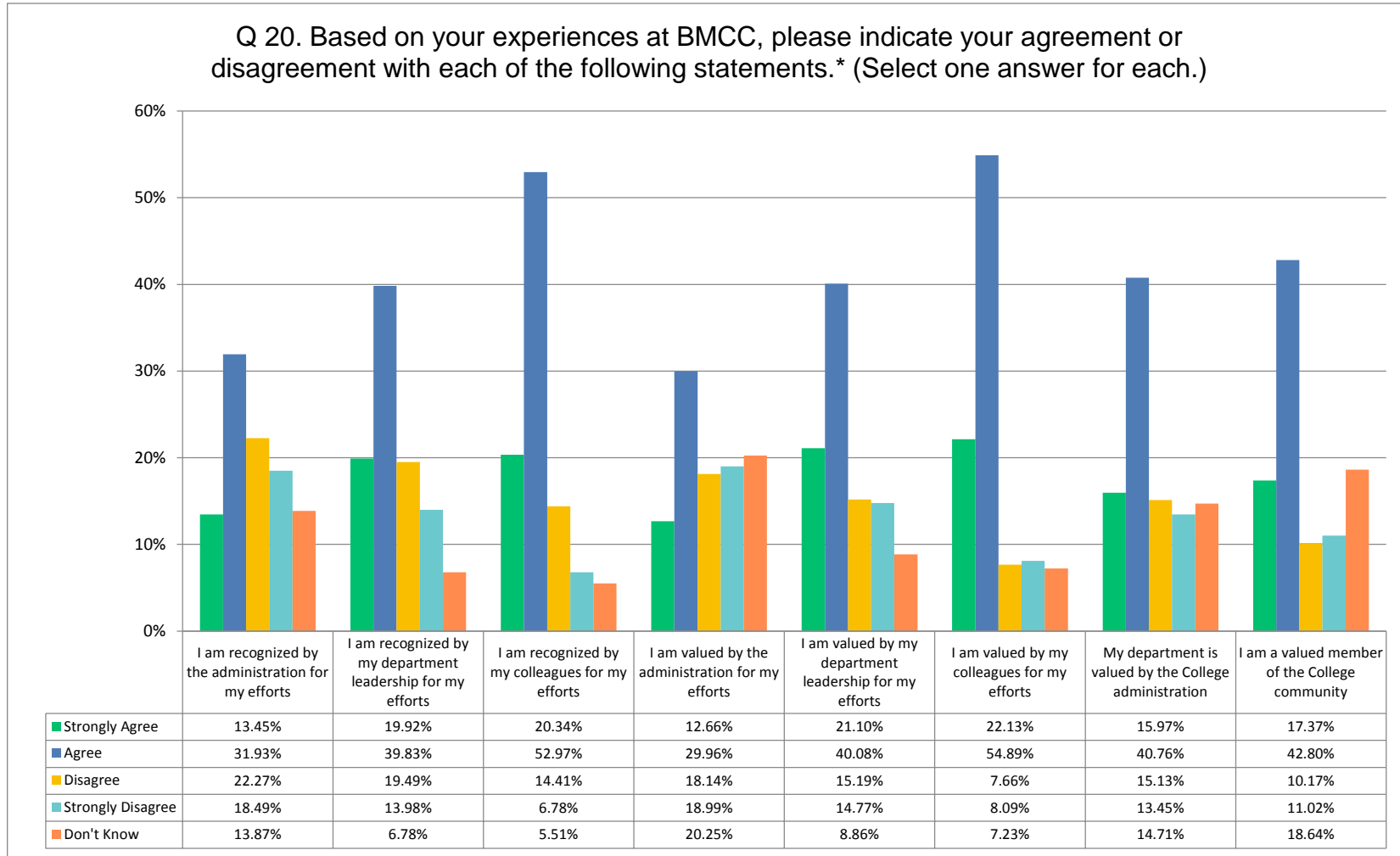
More than 70% of respondents expressed agreement with the statements that they are 1) recognized, and 2) valued by their colleagues for their efforts. However, respondents' agreement that they are recognized and value by the department leaders falls more than 10 percentage points and agreement rates for the College administration recognition and value fall an additional 14–18 percentage points. Again, these results may continue to indicate the perception of a level of disconnect between the staff and the College administration. (See Figure 6 on page 15.)

### Promotion/Advancement

2017-2018 Survey results in the Promotion/Advancement category indicate that only 40% of respondents agreed that the College provides sufficient advancement opportunities and only 47% agreed that their Department provides advancement opportunities. Slightly less than 50% agreed that the College supports professional development for staff and, interestingly, 19% responded that they did not have an opinion. In addition, less than 50% agreed that their Department provides sufficient professional development opportunities, slightly less than 60% agreed that their Department supports professional development for staff, and almost 19% recorded no opinion. Finally, less than 45% of respondents agree that the College/Department is cultivating new leaders.

(See Figure 7 on page 16.)

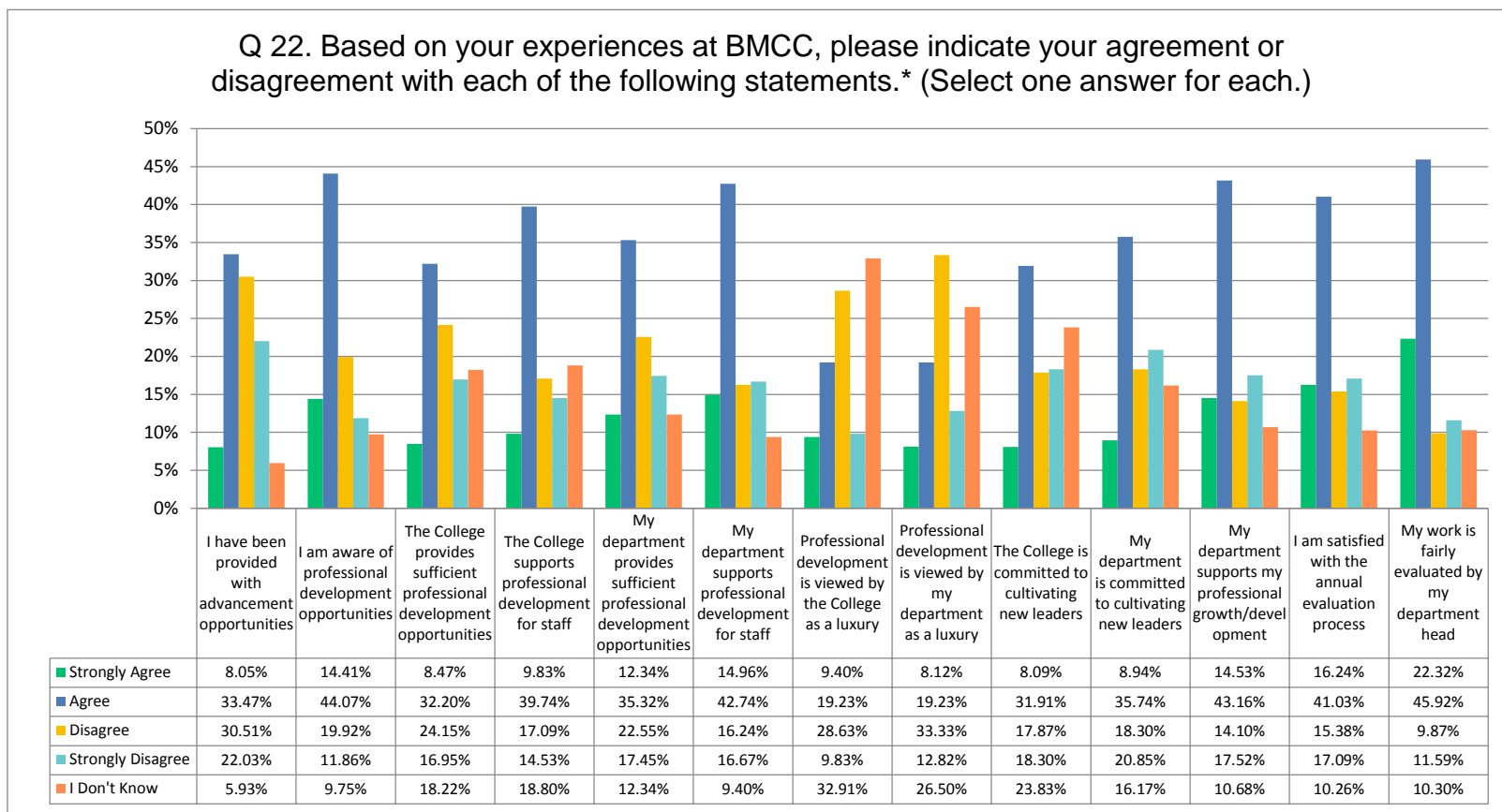
Figure 6: Staff Perceptions Regarding Recognition and Appreciation



\*Percentage are based on number of respondents who answered question, not total number submitting survey. Only 239 responded to Q.20, 87 skipped the question.



Figure 7: Staff Perceptions of Promotion and Advancement



2Percentage are based on number of respondents who answered question, not total number submitting survey. Only 237 responded to Q.22, 89 skipped the question.

### Facilities/Technical Resources

When asked to respond to questions about their satisfaction with the College facilities and technical resources, participants ranked off campus access to e-mail, building cleanliness, and the BMCC phone system with the highest satisfaction rates. Among the areas with the lowest satisfaction rates are off campus access to files, building temperature and the bathrooms.

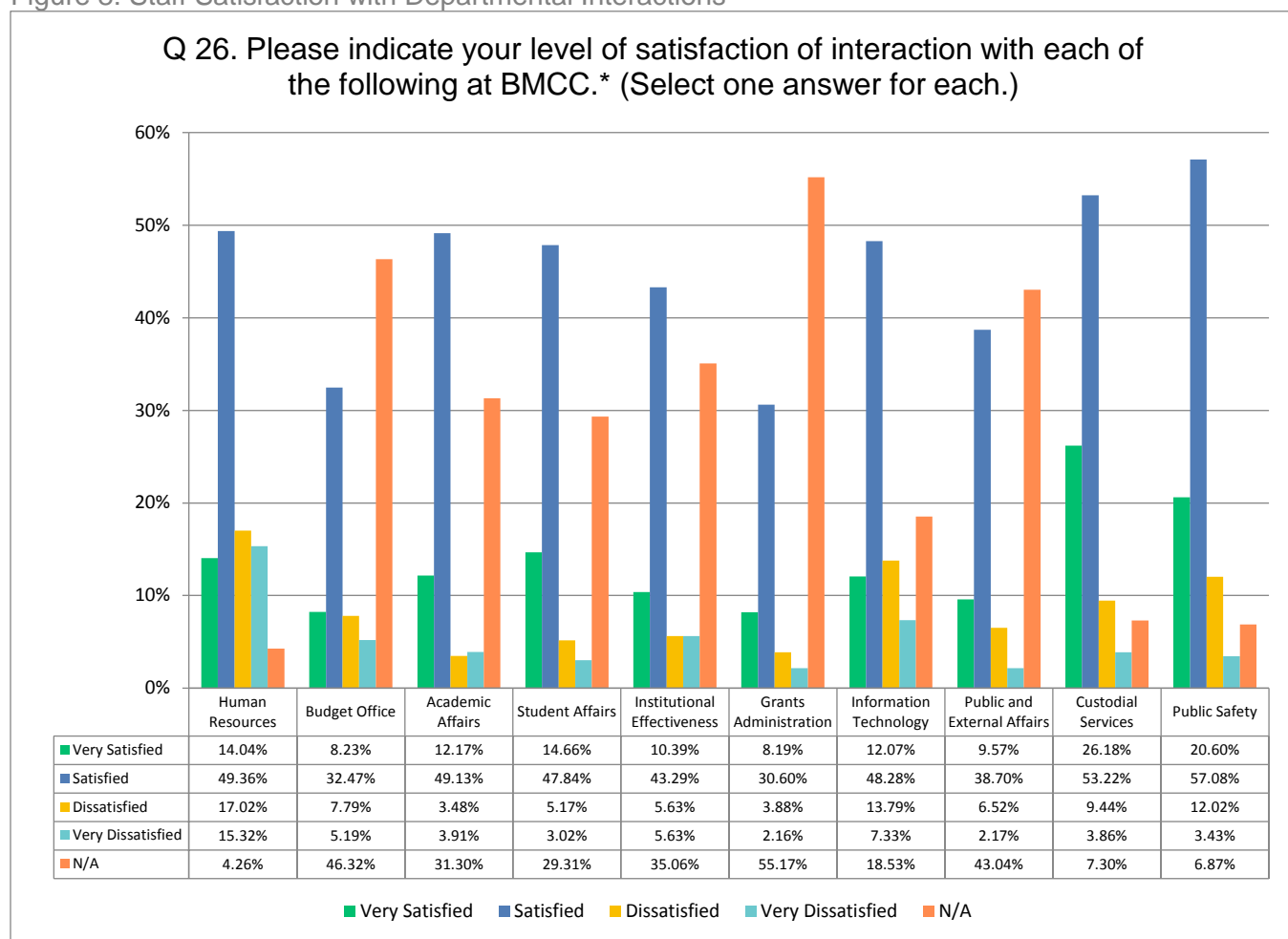
Table 4: Satisfaction with Facilities and Technical Resources

Level of satisfaction	Very Satisfied	Satisfied	Total Satisfied
Physical Facilities (Appearance)	19.7%	52.1%	<b>71.8%</b>
Workspace	16.7%	47.6%	64.4%
Faculty and Staff Dining Room	10.3%	53.9%	64.2%
Bathrooms	10.7%	43.8%	<b>54.5%</b>
Building Cleanliness	18.5%	57.5%	<b>76.0%</b>
Building Temperature	7.3%	43.2%	<b>50.4%</b>
Personal Desktops	13.3%	56.4%	69.7%
BMCC Phone system	13.3%	62.4%	<b>75.6%</b>
Off campus access to e-mail	16.3%	65.7%	<b>82.0%</b>
Off campus access to files	6.4%	36.8%	<b>43.2%</b>
BMCC Portal	9.0%	58.1%	<b>67.1%</b>
On-Campus Wi-Fi	15.0%	58.1%	<b>73.1%</b>

## Satisfaction of Interaction with Departments

When queried about interactions, respondents expressed the lowest satisfaction for interaction with the Human Resources in the College Offices and the Grants Administration. To put these responses in context, however, 46% respondents answered “Not/Applicable” concerning the Budget Office, and 55% responded “Not/Applicable” with regards to the Grants Administration. Given the high percentage of staff who have apparently not had direct interaction with these offices, it is difficult to draw any conclusions from these findings. Custodial Services and Public Safety were the two most highly rated departments with 80% and 77% indicating they were satisfied or very satisfied with these departments, respectively. Additionally, fewer than 10% of participants did not record an opinion.

Figure 8: Staff Satisfaction with Departmental Interactions



\*Percentage are based on number of respondents who answered question, not total number submitting survey. Only 235 responded to Q.26, 91 skipped the question.

## Conclusion

Three hundred and twenty-six staff members submitted the survey. However, not *all* respondents replied to *all* survey questions. Therefore, table/chart results only represent number of respondents who replied to the question, not total number submitting survey. Most respondents are experienced BMCC staff and should be familiar with the BMCC systems and operations. Based on their experience here, nearly ninety percent believe that the College is committed to serving its students, but only 56 % believe that the College is committed to its staff.

Only 31% respondents believe that they have the opportunity to participate in College decision making, and less than 30% believe they have the opportunity to participate in College priority setting. Respondents also disagreed with statements that they have 1) opportunity to shape mission and goals, 2) opportunity to participation in College planning, 3) opportunity to participation in the budget process, and 4) opportunity of participating in the budget process.

On the Department level only about 40% of respondents agreed that they either have the 1) opportunity to express opinions about departmental policies or 2) participate in departmental decision making. Furthermore, more than 28% responded that they did not know if the College is supportive of employees with families. These factors suggest that respondents perceive a disconnect between administration and staff.

Over 80% of respondents indicated that BMCC is a good place to work with more than 75% agreeing that their department is good place to work and their work is personally rewarding. Eighty-eight percent of respondents indicated their work is interesting, however, only 67% would choose to work at BMCC again. More than 70% of respondents believe that they are recognized and valued by their colleagues for their efforts, however, when the query concerns department leaders and the College administration results fall. This consequence may continue to indicate the perception of a level of disconnect between the staff and the College administration.

Work/Life Balance outcomes reveal a more complicated picture. Seventy-four percent of respondents indicated that they are able to effectively maintain an appropriate work/life balance, however, the more detailed inquires in this area resulted in lower levels of agreement. Queries concerning Promotion/ Advancement indicate that only 40% of respondents agreed that the College provides advancement opportunities and only 47% of respondents agreed that their Department provides advancement opportunities. Slightly less than 50% of respondents agreed that the College supports professional development for staff.

Overall, respondents were only moderately satisfied with facilities and technical resources. Off-Campus access to files, building temperature, and bathrooms received the lowest satisfaction ratings in this category.

Results concerning satisfaction with “interaction with” various College Offices were below the 75% satisfaction cut-off level. The Grants Administration and the Budget Office received the two lowest satisfaction rates. The only areas to rank above the minimum satisfaction level are Custodial Services and Public Safety.

These results will need to be examined against the previous iteration to determine if responses were higher or lower. This information has been incorporated into the institutional effectiveness scorecard and is being considered both in the current redesign work as well as the upcoming strategic planning process. BMCC has already used the results from the first iteration of the study to develop a taskforce that provided a series of recommendations to the President. These recommendations led to the development of multiple staff taskforces who worked with the BMCC Staff Leadership Fellows to develop plans to remediate the concerns raised in this survey. One of the first major changes was the development of an annual staff appreciation awards ceremony, which was very well attended. There are other changes happening as a result of these results and the College will continue to use these findings to improve the overall work environment for the staff charged with supporting the environment for student success.

## Borough of Manhattan Community College 2016-2017 Staff Survey

## 1. Where do you work primarily?

- Chambers Street
- Fiterman
- Murray Street
- 25 Broadway
- W 125th Street

## 2. Which of the following best describes your position at BMCC?

- Executive Compensation Plan (ECP)
- Higher Education Officer (Full)
- Higher Education Officer (Associate)
- Higher Education Officer (Assistant)
- Assistant to Higher Education Officer
- Civil Servant (Accountant Series, Computer Series, Mail Messengers, Reprographics, Staff Nurse, etc.)
- College Assistant
- Administrative Support Staff
- Buildings and Grounds
- Public Safety
- Grant Funded
- Other (please specify)

## 3. How long have you worked at BMCC

- Less than 1 year
- 1 – 3 years
- 4 – 9 years
- 10 – 15 years
- 16 years or more

College/Departmental Culture

4. Based on your experiences at BMCC, please indicate your agreement or disagreement with each of the following statements. (Select one answer for each.)

	Strongly Agree	Agree	Disagree	Strongly Disagree	I Don't Know
There is a collegial environment at BMCC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The College is committed to serving students	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The College is committed to its staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The administration promotes an atmosphere of respect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The administration promotes transparency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department leadership promotes an atmosphere of respect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department leadership promotes transparency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff in my department promote an atmosphere of respect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff in my department promote transparency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Please provide any additional insight regarding the College culture.

6. Please provide any additional insight regarding your department's culture.

College Administration

7. Based on your experiences at BMCC, please indicate your agreement or disagreement with each of the following statements. (Select one answer for each.)

	Strongly Agree	Agree	Disagree	Strongly Disagree	I Don't Know
The number of administrators are appropriate for the College	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The College has an adequate number of staff to serve students	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The administration provides effective leadership over the College	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The administration applies policies consistently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
College policies are communicated clearly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the opportunity to express opinions about College policies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
College decisions are communicated clearly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the opportunity to participate in College decision making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
College priorities are communicated clearly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the opportunity to participate in College priority setting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Please provide any additional insight regarding the College's administration.



Mission/Planning/Budgeting

9. Based on your experiences at BMCC, please indicate your agreement or disagreement with each of the following statements. (Select one answer for each.)

	Strongly Agree	Agree	Disagree	Strongly Disagree	I Don't Know
I am familiar with the College mission statement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am familiar with the College's institutional goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I had the opportunity to help shape the mission and goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand the College planning process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the opportunity to participate in College planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand the College budget process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the opportunity to participate in the budget process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Please provide any additional insight regarding the mission, planning, or budgeting.

Leadership/Governance

11. Based on your experiences at BMCC, please indicate your agreement or disagreement with each of the following statements. (Select one answer for each.)

	Strongly Agree	Agree	Disagree	Strongly Disagree	I Don't Know
Departmental decisions are communicated clearly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the opportunity to participate in departmental decision making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Departmental priorities are communicated clearly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the opportunity to participate in departmental priority setting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Departmental policies are communicated clearly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the opportunity to express opinions about departmental policies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is consistency between College and departmental priorities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know who my College Council Representative is	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The College Council represents my interests	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Please provide any additional insight regarding the College leadership/governance.

13. Please provide any additional insight regarding your department's leadership/governance.

Job Satisfaction

14. Based on your experiences at BMCC, please indicate your agreement or disagreement with each of the following statements. (Select one answer for each.)

	Strongly Agree	Agree	Disagree	Strongly Disagree	I Don't Know
BMCC is a good place to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department is a good place to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work is personally rewarding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work is interesting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am encouraged to be creative and innovative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have access to the internal training I need	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have access to the external training I need	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Departmental leadership works to make my job more enjoyable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand what is expected of me by my departmental leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am involved in decisions that impact my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My interactions with College administration are positive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My interactions with departmental leadership are positive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My interactions with colleagues are positive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have opportunities for collaboration with colleagues in my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have opportunities for collaboration with colleagues in other departments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with my job security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with my salary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with my healthcare benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with my retirement benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I could do it again, I would choose to work at BMCC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Please provide any additional insight regarding issues that are positively impacting your job satisfaction.

16. Please provide any additional insight regarding issues that are negatively impacting your job satisfaction.

Work/Life Balance

17. Based on your experiences at BMCC, please indicate your agreement or disagreement with each of the following statements. (Select one answer for each.)

	Strongly Agree	Agree	Disagree	Strongly Disagree	I Don't Know
I am able to effectively maintain an appropriate work/life balance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BMCC assists me in maintaining an appropriate work/life balance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department assists me in maintaining an appropriate work/life balance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The College maintains policies that help maintain work/life balance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The College provides resources that help maintain work/life balance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The College is supportive of employees with families	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department is supportive of employees with families	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with how the college responds during a personal emergency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with how my department responds during a personal emergency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The College provides me with opportunities to improve my health and well-being	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department encourages me to take advantage of health/well-being improvement opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department supports my personal growth/development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Work/Life Balance

18. Please indicate what BMCC can do to help you maintain an appropriate work/life balance.

19. Please indicate what your department can do to help you maintain an appropriate work/life balance.

Recognition/Appreciation

20. Based on your experiences at BMCC, please indicate your agreement or disagreement with each of the following statements. (Select one answer for each.)

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
I am recognized by the administration for my efforts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am recognized by my department leadership for my efforts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am recognized by my colleagues for my efforts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am valued by the administration for my efforts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am valued by my department leadership for my efforts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am valued by my colleagues for my efforts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department is valued by the College administration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am a valued member of the College community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. Please provide any additional insight regarding recognition/appreciation

Promotion/Advancement

22. Based on your experiences at BMCC, please indicate your agreement or disagreement with each of the following statements. (Select one answer for each.)

	Strongly Agree	Agree	Disagree	Strongly Disagree	I Don't Know
I have been provided with advancement opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am aware of professional development opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The College provides sufficient professional development opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The College supports professional development for staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department provides sufficient professional development opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department supports professional development for staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional development is viewed by the College as a luxury	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional development is viewed by my department as a luxury	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The College is committed to cultivating new leaders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department is committed to cultivating new leaders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department supports my professional growth/development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the annual evaluation process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work is fairly evaluated by my department head	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. Please provide any additional insight regarding promotion/advancement.



Facilities/Technological Resources

24. Please indicate your level of satisfaction with each of the following at BMCC. (Select one answer for each.)

	Very Satisfied	Satisfied	Dissatisfied	Strongly Dissatisfied	N/A
Physical Facilities (Appearance)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workspace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Faculty and Staff Dining Room	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bathrooms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Building Cleanliness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Building Temperature	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personal Desktops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BMCC Phone system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Off campus access to e-mail	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Off campus access to files	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BMCC Portal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On-Campus WiFi	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

25. Please provide any additional insight regarding facilities/technological resources.

Satisfaction of interactions with:

26. Please indicate your level of satisfaction of interaction with each of the following at BMCC. (Select one answer for each.)

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	N/A
Human Resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Budget Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Academic Affairs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Student Affairs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Institutional Effectiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Grants Administration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information Technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public and External Affairs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Custodial Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public Safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

27. Please provide any additional insight regarding your satisfaction with services provided by these areas.

28. Please list the top three things you like most about working at BMCC?

1.

2.

3.

29. Please list the top three things you feel need improvement at BMCC.

1.

2.

3.

30. Please provide any final comments regarding your employment at BMCC.

## Appendix 2: Responses Falling within the Areas for Improvement and Concern

### AREAS FOR IMPROVEMENT

The areas receiving 70%-75% agreement/satisfaction are areas identified as *Areas of Note*

#### Mission/Planning/Budgeting

- a) I am familiar with the College mission statement 77.7%
- b) I am familiar with the College's institutional goals 75.0%

#### Job Satisfaction

- a) My interactions with College administration are positive 71.1%
- b) My interactions with departmental leadership are positive 71.4%
- c) I am satisfied with my job security 75.9%

#### Work and Life Balance

- I am able to effectively maintain an appropriate work/life balance 73.9%

#### Recognition and Appreciation

- I am recognized by my colleagues for my efforts 73.3%

#### Facilities and Technological Resources

- a) On-Campus WiFi 73.1%
- b) Physical Facilities (Appearance) 71.8%

Any area under ranked less than 70% is categorized as an *Areas of Concern*, and need to be analyzed in-depth in the qualitative report. Those areas are as follows:

#### College and Departmental Culture

- a) My department leadership promotes an atmosphere of respect 69.1%
- b) Staff in my department promote transparency 68.3%
- c) The administration promotes an atmosphere of respect 62.7%

- d) My department leadership promotes transparency 58.1%
- e) The College is committed to its staff 56.0%
- f) The administration promotes transparency 48.9%

### College Administration

- a) The administration provides effective leadership over the College 55.7%
- b) The administration applies policies consistently 54.6%
- c) College priorities are communicated clearly 54.2%
- d) College policies are communicated clearly 52.6%
- e) College decisions are communicated clearly 50.6%
- f) Number of administrators are appropriate for the College 49.3%
- g) I have the opportunity to express opinions about College policies 45.0%
- h) The College has an adequate number of staff to serve students 37.1%
- i) I have the opportunity to participate in College decision making 31.1%
- j) I have the opportunity to participate in College priority setting 29.7%

### Mission/Planning/Budgeting

- a) I understand the College planning process 46.3%
- b) I had the opportunity to help shape the mission and goals 37.3%
- c) I have the opportunity to participate in College planning 30.0%
- d) I understand the College budget process 28.2%
- e) I have the opportunity to participate in the budget process 16.7%

### Leadership and Governance

- a) Departmental priorities are communicated clearly 58.1%
- b) Departmental policies are communicated clearly 57.3%
- c) Departmental decisions are communicated clearly 56.5%
- d) I have the opportunity to express opinions about departmental policies 51.5%

e) There is consistency between College and departmental priorities	44.8%
f) I have the opportunity to participate in departmental decision making	41.5%
g) I have the opportunity to participate in departmental priority setting	40.8%
h) I know who my College Council Representative is	21.2%
i) The College Council represents my interests	15.0%

### Job Satisfaction

a) If I could do it again, I would choose to work at BMCC	66.9%
b) I have access to the internal training I need	64.1%
c) I am satisfied with my healthcare benefits	64.1%
d) I have opportunities for collaboration with colleagues in other departments	63.6%
e) I am encouraged to be creative and innovative	62.4%
f) I am satisfied with my retirement benefits	59.4%
g) I am involved in decisions that impact my work	56.9%
h) I have access to the external training I need	56.1%
i) Departmental leadership works to make my job more enjoyable	54.6%
j) I am satisfied with my salary	31.1%

### Work and Life Balance

a) My department is supportive of employees with families	66.5%
b) My department supports my personal growth/development	62.0%
c) I am satisfied with how the college responds during a personal emergency	61.9%
d) The College provides me with opportunities to improve my health and well-being	57.1%
e) My department assists me in maintaining an appropriate work/life balance	56.5%
f) The College is supportive of employees with families	53.4%
g) My department encourages me to take advantage of health/well-being improvement opportunities	52.3%
h) BMCC assists me in maintaining an appropriate work/life balance	50.4%

i) The College maintains policies that help maintain work/life balance	49.4%
j) The College provides resources that help maintain work/life balance	46.5%

### Recognition and Appreciation

a) I am valued by my department leadership for my efforts	61.2%
b) I am a valued member of the College community	60.2%
c) I am recognized by my department leadership for my efforts	59.8%
d) My department is valued by the College administration	56.7%
e) I am recognized by the administration for my efforts	45.4%
f) I am valued by the administration for my efforts	42.6%

### Promotion and Advancement

a) My work is fairly evaluated by my department head	68.2%
b) I am aware of professional development opportunities	58.5%
c) My department supports professional development for staff	57.7%
d) My department supports my professional growth/development	57.7%
e) I am satisfied with the annual evaluation process	57.3%
f) The College supports professional development for staff	49.6%
g) My department provides sufficient professional development opportunities	47.7%
h) My department is committed to cultivating new leaders	44.7%
i) I have been provided with advancement opportunities	41.5%
j) The College provides sufficient professional development opportunities	40.7%
k) The College is committed to cultivating new leaders	40.0%
l) Professional development is viewed by the College as a luxury	28.6%
m) Professional development is viewed by my department as a luxury	27.4%

### Facilities and Technological Resources

a) Personal Desktops	69.7%
b) BMCC Portal	67.1%
c) Workspace	64.4%
d) Faculty and Staff Dining Room	64.2%
e) Bathrooms	54.5%
f) Building Temperature	50.4%
g) Off campus access to files	43.2%

### Satisfaction with Campus administrative offices

a) Human Resources	63.4%
b) Student Affairs	62.5%
c) Academic Affairs	61.3%
d) Information Technology	60.4%
e) Institutional Effectiveness	53.7%
f) Public and External Affairs	48.3%
g) Budget Office	40.7%
h) Grants Administration	38.8%