

**Illinois Valley  
Community College  
Oglesby, Illinois**

**PACE Qualitative Report**  
PACE Climate Survey for Community Colleges

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**Conducted**

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# Qualitative Report Summary

PACE Climate Survey respondents were given an opportunity to submit comments about areas of the institution they found most favorable and least favorable. Of the 189 Illinois Valley Community College (IVCC) employees who completed the PACE Climate Survey, 117 respondents (61.9%) provided open-ended comments.

## Qualitative Questions

These two qualitative questions are:

- 1) Considering the questions you have answered on the climate survey, please expand on the areas you find **most favorable** about your institution. You may give examples, but please refrain from identifying specific individuals. This is a confidential survey.
- 2) Considering the questions you have answered on the climate survey, please expand on the areas you find **least favorable** about your institution. You may give examples, but please refrain from identifying specific individuals. This is a confidential survey.

## Climate Factors

Together, the unique focus of each climate factor provides a comprehensive picture of the campus climate at an institution. Each comment is coded broadly back to one of the four climate factors or an “Other” category for those comments that do not fit into one of the four climate factors.

- The **Institutional Structure** climate factor focuses on the mission, leadership, spirit of cooperation, structural organization, decision-making, and communication within the institution.
- **Supervisory Relationships** provides insight into the relationship between an employee and a supervisor and an employee’s ability to be creative and express ideas related to the employee’s work.
- **Teamwork** explores the spirit of cooperation within work teams and effective coordination within teams.
- The **Student Focus** climate factor considers the centrality of students to the actions of the institution as well as the extent to which students are prepared for post-institution endeavors.

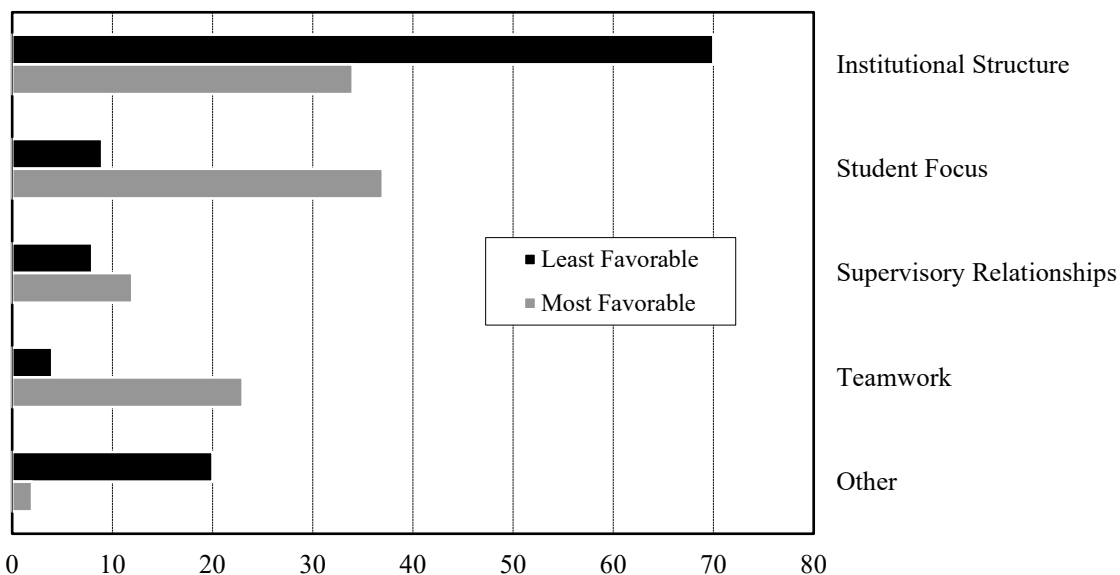
## Qualitative Analysis

In analyzing the qualitative data there is a degree of researcher interpretation in categorizing the individual comments. However, reliability is ensured by coding all responses back to the PACE climate factors. All responses to question #1 are included in the “favorable” tables (Tables 1-5), and all responses to question #2 are included in the “unfavorable” tables (Tables 6-10). To present the responses as the respondent provided them with minimal interpretation from the research associate, we do not move these comments from favorable to unfavorable or vice versa.

Figure 1 provides a summary of the open-ended responses. This summary is based on Herzberg’s (1982) two-factor model of motivation. The PACE team at the Belk Center has modified the model to represent the PACE factors by classifying the comments into the most appropriate PACE climate factor. 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 number of favorable comments fell within the Student Focus climate factor, and the greatest number of unfavorable comments fell within the Institutional Structure climate factor. Please refer to the tables in this report for comments categorized by climate factor and the total number of responses provided by employees. Please note that comments are quoted exactly as written except in instances where the confidentiality of the respondent is compromised. Any edits for confidentiality are indicated by [ ].

**Figure 1.** Illinois Valley 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. Favorable Institutional Structure Responses**

**Table 1. Favorable Institutional Structure Responses (n=34)**

At the moment, it is only the staff who are doing their jobs competently. All of the administration and many of the faculty members should be fired for incompetence.

Close to home; reasonably priced; good selection of teachers

decent pay, clean.safe

Dude, I don't know. This is a stop-gap for me. I'm working on getting into grad school, and this job at the tutoring center is the closest I can get to teaching experience to help bolster my app. I'm very satisfied with my job, but I haven't been here long enough to accurately say anything about the school. Only thing I wish is that I got more hours, but since it's only for a year, I'm not too torn up about it.

Environment is comfortable and happy

Faculty is exceptional. Faculty desire to see students succeed and put substantial effort into their teaching.

My dean is very accessible, helpful, encouraging and organized.

IVCC has many areas for student and employee involvement. IVCC tries to be accessible to the community.

Many programs are available.

Co-workers are friendly and welcoming.

Many opportunities for professional development.

I am appreciative of the working environment. My co-workers are second to none. I look forward to the future of the college and work that can be done to increase enrollments in an "out-of-the-box" approach.

I believe that IVCC overall is improving, despite Covid protocols keeping some away.

**Table 1. Favorable Institutional Structure Responses (n=34)**

I believe the most favorable area at IVCC is its administration. It took a second career for me to find great bosses. I am impressed with administration from my program director, to my dean, to the president of the college. They are all great people to work with and for. I am also impressed with the friendly, supportive, and efficient staff who support the faculty here at IVCC. The staff is quick to help at any time.

I don't know anymore. A lot of turn over, inconsistencies and confusion.

I feel that the overall theme at IVCC is that our students come first. I feel that my supervisor does a wonderful job at communicating what he/she knows but is often left in the dark on some very important matters (for instance, he/she knew very little about the security breach and initial handlings of COVID). I feel our facilities team keeps our campus looking nice. I feel that our faculty support one another but that a better new faculty mentoring program needs to be established.

I feel the institution allows us to speak freely and give our opinions, so I appreciate that.

I feel very informed about what is happening in my department. The environment has a positive, uplifting atmosphere. I enjoy coming to work and contributing to the workforce.

I work as a part-time faculty member and that is where I receive good training, leadership, and pertinent information.

IVCC has wonderful benefits. Health insurance, paid holidays, tuition waivers, excellent PTO days.

Ivcc is a good place to work. Friendly staff, overall a good environment. I believe students leave feeling really confident in their abilities.

New people engage conversation, current administration do not like to be questioned.

Our benefits are good.



**Table 1. Favorable Institutional Structure Responses (n=34)**

Overall IVCC is a good place to work, but could improve in many areas. Honestly the benefits was the only thing that kept me from taking the last job offer I had.

some of the faculty are competent and conduct themselves professionally

Some really great people work here. Unfortunately, the people who are working the hardest and putting in the most effort do not get the credit or recognition they deserve. It is difficult to maintain that level of dedication and commitment when it goes unnoticed and un- or under-appreciated. There was always a high regard at IVCC for providing excellent service to our students, both in and out of the classroom. That same regard is becoming harder to find over time. Important traits were passed down from one group to the next over the years, but in recent years it has been difficult to find the incoming generation as receptive to receiving, and then acting on, those core concepts that IVCC holds dear. The appearance of a more young, modern, and diverse employee population seems to have replaced professionalism and regard for academic integrity. IVCC needs to see some of that return in the near future by encouraging training and networking opportunities, as well as hiring experienced professionals for some of the key roles throughout the college. Management training and accountability must be priorities to sustain a better environment moving forward.

Staff do an excellent job and highly contribute to this institution

The ability to attend workshops and development activities without a need to travel.

The campus is overall up to date and well taken care of.

The climate is appropriate for an institution such as this.

The dedication to students is admirable, but I feel the administration privileges the CTE programs over the transfer program and fails to see the societal need for higher education beyond preparing people for careers.

The food trucks were a brilliant idea! Also, giving gift cards for vaccinated students was a great idea and encouraging enrollment with gifts cards was also great.

**Table 1. Favorable Institutional Structure Responses (n=34)**

The last two years have been tough on everyone, however, the administration has consistently operated in an honest, fair and open manner, never wavering from the college's mission to serve the needs of the district.

The opportunity for the institution to be better is there and the hope hasn't been 100% killed.

The paid time off

The staff at IVCC is fantastic! The work that is done by staff, both full-time and part-time, represents work that should be better recognized by faculty and administration. During the pandemic, it was staff who did the bulk of the work in order to keep the college running.

The work environment and atmosphere within the office is always welcoming, fun, and an all around positive experience.

There are dedicated people here that care about our students and making things better, but the culture here is very bad and information is held like currency in order to keep people shut out. The administration do not share information with support staff. It is a "class" system here and decisions are made by a few that affect many.

Top administration is committed to the institution.

**Table 2. Favorable Student Focus Responses**

**Table 2. Favorable Student Focus Responses (n=37)**

Commitment to students and scholarship opportunities

Everyone seems to put the students 1st.

Excellent value for the students.

Faculty and staff truly care about our students and go the extra mile to see that they are successful!

Faculty and Student Services have maintained a strong focus on serving students well, despite the poor administrative climate

Faculty care about students overall.

Faculty, staff, and lower level administrators work very hard to provide excellent opportunities and services for students. These folks work together very well.

For the most part I think things are ok at the college. There are some wonderful people here who truly care about the students and will do what needs to be done for them to have a successful educational experience. There are good administrators who listen to what needs to be done and does their best to help see it happen.

I believe everyone has the intention of doing what is best for students.

I believe IVCC gives excellent education to its students!

I believe relevant courses are provided to students and the people teaching are very good at what they do. Some are not as involved in the teaching methods and may not be as involved in student successes as they should be.

I believe some of the services provided to students are outstanding. (disability concerns, writing center, etc...)

**Table 2. Favorable Student Focus Responses (n=37)**

I believe that students receive personal attention from faculty members. I also believe that IVCC offers a great deal of extra-curricular opportunities to students in the areas of Student Activities and Athletics.

I believe the faculty and staff generally put students well being above all else-so other than the instructors, the departments that work directly like tutor labs, counselling, financial aid , etc are well vested in the students.

I feel most favorable about the involvement of student support--student services, tutoring, student help desk, career services, library, disabilities, etc.

I feel that we have several strong faculty and staff members that recognize what is needed to get IVCC students to the fullest potential. We have some very dedicated individuals that are striving to make this institution what student need (both academically and personally) and don't receive the resources for these endeavors.

I think the college provides an excellent starting point for higher education.

I work with dedicated people who care about students

IVCC is a place where most students are doing extremely well now. In the past year and a half opportunities have been very limited due to the shut down of schools and limited engagement with students. The safety of students have been the prime effort of the administration, faculty, and staff.

IVCC offers the opportunity for all to succeed in their pursuit for higher education. The college offers many programs and tools that all students have access to.

IVCC values it's students as well as the community. Faculty are well taken care of by the union, and in turn go above and beyond to give their students the best experience at the community college level.

Many dedicated and often underpaid people who still dedicate themselves to our students.

**Table 2. Favorable Student Focus Responses (n=37)**

Most faculty are really good at what they do and care about the students.

My division is focused on continuous improvement and on students.

My specific department is highly cooperative and focused on students. My departmental colleagues are supportive and professional, guided by our core values. Our students are our most valuable asset, and we work hard to serve them as best we can. Another valuable asset are our transfer programs, but admin offers little to no support for them, only showing support for CTE courses.

Our faculty is strong. Our students leave us with employable skills and/or a strong educational foundation on which to build. Our student support systems are amazing, and the people who execute them are empathic, empowering individuals.

People are helpful, kind and supportive. Many put students first and work hard to help them, and they are an example for all of us. They think of creative ways to fill student needs if it's not in a guidebook.

Positive student outcomes are what make it worthwhile.

Putting students first

Quality education at a affordable price.

Students come first

The college does seem to be very interested in their students and promoting the college.

The education and services provided to students are excellent.

The employees will do whatever they find necessary to assist students with their goals and outcomes - great support staff helping the academic side

**Table 2. Favorable Student Focus Responses (n=37)**

The faculty and excellent teaching and learning that exists within the classroom.

The faculty and staff work endlessly to provide a great education for students and focus on them foremost. Doing what's best for the students is our mantra.

The staff I work with closely all demonstrate great care for students and students are our number one goal. The faculty I work with also seem to be passionate about their work and their students. My boss is always advocating for student needs and our needs, and is always helpful in my professional development.

**Table 3. Favorable Supervisory Relationships Responses**



**Table 3. Favorable Supervisory Relationships Responses (n=12)**

Ability to take a day off when needed. My expertise is recognized by a select few and utilized; however, not by my supervisor. Select co-workers, who have no authority to lead and/or create a positive work culture, but we do from the seats we are in.

Directors are supportive of faculty.

I have a great supervisor.

I have a sense of improvement in the program with the changes in the past two years emphasis is being placed on evaluating what is taught and standardizing it between classes

I have an excellent boss. If not for her I would have retired several years ago when I became eligible. I've enjoyed my entire time working with her and I'm very glad that I stayed on. IVCC needs more supervisors with her managerial skills.

I have worked in the corporate world for years. I have to say I have never seen a leadership team like Sara, Luke and Cindy. There has never been a single time I have asked for, or needed something that they haven't been very supportive.

My assistant, and supervisor are great to work with, exchanging information to each other, and asking opinions.

My Dean, and the VP's do a good job in listening and allowing freedom of choice in my job.

My immediate coworkers and Supervisors are great. The educational freedom.

My immediate supervisor is supportive and sincerely cares about his team and their happiness and job satisfaction.

The freedom to teach in a way that works best for me and my students without administration dictating how/what to do.

**Table 3. Favorable Supervisory Relationships Responses (n=12)**

Within my division, things work well and run smoothly. My Dean is an excellent listener and willing to consider ideas and viewpoints and weighs them carefully when making decisions.

**Table 4. Favorable Teamwork Responses**

**Table 4. Favorable Teamwork Responses (n=23)**

I enjoy the people I work with.

I enjoy the variety of tasks and responsibilities associated with my position. I enjoy working with most of my colleagues.

I find the most favorable thing to be the cooperation and dedication within my own department. I have also had a good working relationship with the records and registration and continuing education departments, as well as the foundation office.

I have caring and helpful coworkers.

I have found the atmosphere to be welcoming and the staff to be professional and competent.

I think the teaching and learning on our campus is excellent and could be even better if IVCC were willing to give faculty more opportunity to cooperatively plan and implement new ideas. Faculty are “part” of the process but with little real cooperation from top leadership. Staff and middle administration meet the needs of students at IVCC very well but could be doing so even better if given real opportunity to cooperatively plan and implement new ideas for students and their work environments. New technologies and improved infrastructure on campus is something faculty and staff/middle administration are ever asking for and the willingness from top administrators to implement said changes is minimal to none.

its employees

IVCC does have a lot of great employees that work hard and work well together. We have great benefits - especially the holidays - some days if it were not for these things I might honestly think about leaving.

Love the faculty, counselors and staff at IVCC!

My staff and I have a great working relationship, and ask for input from one another.

**Table 4. Favorable Teamwork Responses (n=23)**

People are great

People are willing to help you find the answers to questions concerning day to day procedures. Employees are eager to include in committees and events. Employees are very willing to serve other. ie. Student Food Pantry Employees greeting you as you pass by.

Sense of community and everyone wanting to help you be successful!

Staff work well together for a common cause.

Team work approach. Creative ideas and issues.

The college has a friendly atmosphere that makes coming to work enjoyable.

The direct team I work with is excellent. We work collaboratively to solve problems and assist students. Within my job I am allowed a good amount of freedom to make decisions. Generally speaking, most staff are very hardworking and mission driven.

The part that is most endearing is how the college employees become family and consider the students to be our children. There is a loyal passion below the surface that wants our students to succeed in life.

The people I work with

The work environment is great. We all work well together and are willing to help each other whenever needed.

There is a strong sense of cooperation and very high commitment to student success among the faculty and support staff. Our support staff in particular is fabulous.

This institution is a very welcoming environment.

**Table 4. Favorable Teamwork Responses (n=23)**

Two people I work with in my department are my “work team”. We problem-solve and try to come up with solutions to better things. Two. A very small fraction of my department. I’m thankful for them.

**Table 5. Other Favorable Responses**

**Table 5. Other Favorable Responses (n=2)**

Uncategorized

My jobs at the college have never been more than “cogs in the machine”, so I have little to comment on. I just want to go about my business and get home to do what matters to me. Jobs on a whole are meaningless to me, so I have little “favorable” to say about the institution itself.

No comment



**Table 6. Least Favorable Institutional Structure Responses**

**Table 6. Least Favorable Institutional Structure Responses (n=70)**

Admin, particularly upper admin, has absolutely no clue what occurs within this building on any given day. Our 'leader' is more focused on promoting his pet programs than acknowledging the work of other facets of the college, particularly those that bring in the most students. Admin is reactive to the pandemic rather than proactive. Dean positions are a revolving door with changing policies and priorities. VPs have largely been non-entities during the course of the pandemic.

Administration seems far more concerned about appearance than substance. We keep raising and spending money for things that make the campus more attractive but we aren't replacing faculty that leave or retire and programs keep getting cut. The humanities and social sciences are treated like an unfortunate necessity. Frankly, faculty on the whole are treated like an unfortunate necessity. College decisions often seem they're guided more by the Board attorney and the desire of some in the administration to leave behind physical changes they can point to as their legacy.

Administrative and faculty relationship, really makes this institution less than what it should be and the general population knows about this.

Administrators who either overengaged in micromanagement and administrators who really don't seem to care about their direct reports; people are/get demoralized and no one seems to care. Extra effort and going beyond too easily then becomes regular expectation; regardless of whether you exert yourself or slack, you're still paid the same/same % raise even when covering for 1-2 others. Often the pace at which projects move is so very slow, so much has stayed the same for years; esp tech refresh investment. Mutual Communication is still often not present. Misdirected anger and frustration from employees at tech failures many times beyond our control and yet still aimed at us.

Adult education needs to hire full time teachers. Too many part time staff

As a part time instructor, I feel I am being lead on that I will be given full time employment. For years I've been told this, and that is why I am leaving IVCC.

**Table 6. Least Favorable Institutional Structure Responses (n=70)**

Certain programs receiving lots of \$\$\$ while others are cut, reduced. The inequity of a course being cut because enrollment isn't high enough but other courses with the same low enrollment are left alone. It feels like the president of the college is playing favorites when that happens. There are plenty of non-STEM courses that are vitally important to our students career/education tracks. It was very discouraging when they brought in an outside company to evaluate courses that should be cut. And instead of getting any input from faculty, they took almost every recommendation from the company and cut all those courses! Even ones that weren't costing the college a single cent.

Change is hard for many of the top administrators.

communication and consistency

communication from administration isn't always the best

Communication is still an issue. I find many things out from others that should come from administration.

Communication throughout the institution is lacking and morale is down.

Decisions are made behind closed doors by upper administration, and upper administration is not interested in explaining decisions or collaborating. While I am cautiously hopeful that some changes may be slowly occurring, too many of the same upper administration and their paid consultants remain and control the institution tightly.

Decisions are made without consulting those who know about the issue/department/program to be sure all questions are considered and thought through because we are in such a hurry to make a decision. Many times we are not able to give the best customer service to our students because many have so much on their plates there is not the time to serve them well or finish with following up.

Disconnect between administration and faculty/staff. Emphasis on some programs over others with little input or justification

**Table 6. Least Favorable Institutional Structure Responses (n=70)**

Entitlement and selfishness of individuals, lack of communication between administration, faculty, and support staff; only presenting one viewpoint to colleagues; misrepresentation of facts, statements; skewing data and reports to make the college look better;

Fellow administrators and most support staff are disappointed in the behavior of the full-time faculty leadership group. There has been very little support for implementing changes that would enhance student learning. They have tried hard to tarnish the reputation of the college by undermining every major initiative undertaken to save students money, boost enrollments, and underscore the value of assessment. At a time when the college has needed them most, the faculty “leadership” has been MIA.

Good intent from top administration exists but we are not always efficient in getting there. Decision making is too centralized.

I do not find the faculty development day material helpful.

I don't feel we are moving forward, I feel like we discuss things, but no action is taken, on a number of things. I do attribute that to the current pandemic as well as not having the proper staff in place. Too many things to accomplish, but not enough hands to help

I feel that the relationship between faculty and administration has deteriorated drastically over the past 10 years or so. The main issue seems to be poor communication on very important issues (computer breach, COVID, reduction in force, program elimination, etc). I feel that the poor climate has led to the retirement/ resignation of some excellent employees (staff, faculty and admin). This only makes matters worse and causes further disappointment. I am very disturbed by the decrease in students and credit hours that we have seen over the past few years. This causes a sense of fear amongst all college employees, especially faculty. I understand that IVCC is not alone but I feel as an institution, we really need to be proactive and try to improve enrollment and ease fear amongst employees.

I feel the administration prioritizes finances over education.

I feel there is a disconnect between levels; communication, motivation, understanding and appreciation are not as strong as they could be and not everybody seems to share the same mission or how to get there. I think IVCC has a potential to be a cohesive, committed, cutting-edge institution and just isn't at that level at this time.

**Table 6. Least Favorable Institutional Structure Responses (n=70)**

I think the acrimonious relationship between the administration and the faculty has hit an all time high of unpleasantness.

I wish there were more full-time job opportunities for adjunct.

I would like to see issues resolved in a shorter time frame.

I would like to see more opportunity for seminars for part-time faculty that are available in the evenings. I am unfortunately unable to attend the seminars during the day.

It has become increasingly frustrating that policies and procedures from the Administrative Procedures Manual have been forgotten. Whether this is because of Covid brain fog or because the turnover of employees has become so the norm is hard to say. We have truly become more compartmentalized - our own silos - and some departments do not consider how their actions affect other processes of our campus. I am amazed how so many employees have forgot procedures/guidelines. Even more amazed that we have not regrouped to review the basics of who does what or which departments process what. Just saying! I feel much better now that i got to say this out loud.

It sometimes feels as though we are being more reactive than proactive at certain times. Would like to see more people involved in the long term vision of the institution as not everyone seems to be clear on that. Sometime it feels stagnant here.

Lack of communication; insufficient resources/staff;

Lack of meaningful communication, training, strategic planning, employee review, data use, collaboration, no sense of community among EMPLOYEES, favoritism given to faculty over staff, lack of resources and policy for working at home, no development for upward mobility, lack of support for diversity, equity, and inclusion for students and employees by top administrators (let's talk about 4 white males in the top for positions), and lack of leadership at the departmental level. The inability of the college to deal with problem employees who do not perform, drag down the moral on teams, and/or create tension which prevents important work from happening.

**Table 6. Least Favorable Institutional Structure Responses (n=70)**

Lack of opportunity to advance within the institution is disheartening. I think we have employees that who can do so much for the greater good of the institution but they cannot make decisions at their level and therefore we lose them to other job opportunities where they feel they will be valued more and/or find advancement.

Lack of support, communication, and planning in IT that results in wasted time and resources and unnecessary obstacles for students. Lack of full-time staff to fully support students and operations without overwhelming the staff that is here. Not having a voice in decisions.

Lack of transparency, the lack of checks and balances when making decision that impact other departments. Lack of communication amongst departments.

Leadership fails at all levels, especially with respect to the college president and the IVCC board. Both are content to “fiddle” and pretend that all is well, while college enrollment drops and college resources are wasted on pet projects that benefit very few students. There is meaningful or comprehensive plan in place for shaping the future of the institution and the college becomes “whiter” and more parochial by the day. Rather than focusing on the procurement and the continued development of a highly-trained and well-educated faculty, emphasis is placed on programs of assessment that are designed to embellish the image of the administrators and that bear little relation to the primary missions of instruction and learning. There is no pretense of shared governance or administration with the faculty and existing committees serve only to rubber stamp the vacillating edits passed down from the third floor offices of C-building. By every objective measure, IVCC has been spirally downward since I first arrived on campus and I fear that the institution could actually cease to be viable given its present trajectory.

Many faculty have a “conspiracy” mind-set towards all administrators.

Many positions were vacated this year and subsequently filled by cisgender white men. The lack of diversity of campus is abysmal and opportunities for a person of color, women, members of the LGBTQIA+ community, etc., are almost non-existent. The only conversation about diversity occurs during DEI committee meetings, which is co-chaired by a white, cisgender male. It is imperative that IVCC create a DEI plan for the college and implement it so that it is not considered a backwards, old-fashioned institution.

Moral continues to be an issue as we could build on each other’s strengths- we all can contribute to the growth of IVCC.

**Table 6. Least Favorable Institutional Structure Responses (n=70)**

Morale among faculty and staff is at the lowest I've seen in 1.5 decades here. Admin has made it clear they are after certain faculty/departments, so working hard while knowing the boss is trying to get rid of your dept/colleagues is incredibly disheartening. The president has total control over every decision; it is known other admins have little or no impact on decision-making (& they say so themselves). This authoritative, tyrannical style of leadership from one person has stifled growth at this institution for far too long. The adversarial tone also comes from every high-level administrator. Other admins, such as VPs, add to this problem by failing to confront issues, even saying in front of faculty they "pretend" to work as VP--as we all "know" the president is the only voice that "matters" here. No trust exists between faculty and admins. Faculty feel browbeaten, unheard, ill-used, distrusted, and generally beaten down by admins. From dual credit to the fitness center, the admin give lip service to shared governance, but in practice, their actions show the opposite determination. IVCC will continue its downhill slide until the problems at the top are addressed.

Morale is very low. Faculty is put before everyone else. They get anything they ask for even if it doesn't make sense.

Staff should be allowed to work from home (at least part-time). With Covid and everything going on, the safety and mental well-being of staff should be considered. As long as the department is covered to help students and the quality and timeliness of work doesn't suffer, there is no reason why many jobs can't be performed from a computer and phone at home.

Also, not closing the college on Dec 20th doesn't feel right.

My least favorable area at this college is that I am not employed full-time. I love working here.

Near ZERO communication & NO FOLLOW THROUGH from admin. IVCC Board does NOT do due diligence regarding any issues brought to board IVCC marketing is non existent There seems to be to many bosses and to many yeses that turn to no's Very little direction, support from admin Current direction of IVCC is unclear IVCC does not support the local community in educational needs e.g. night classes

No shared governance

On going communication

Part time employees, don't get much training so they often feel out of place

**Table 6. Least Favorable Institutional Structure Responses (n=70)**

Poor communication on issues that need immediate attention. Once a suggestion is made, follow up is slow. ie. Safety issues, IT upgrades, including software and hardware. Making changes to programs. ie. adding online component, changing tuition/course structure on the accounting side

Poor leadership  
No onboarding

Since my job interrupts daytime activities when I'm around, I need to get as much done before people arrive for the day. My schedule does not allow for this, so I have to prioritize some areas over others, always making somebody inconvenienced... including myself. If I could start 2 hrs earlier, I could normally be done with my entire shift before the day starts, or I could start closer to when the campus closes down for the day, rather than 4am... but apparently, they've "tried" that, and it "bit them in the behind", or something to that effect. So, I'm stuck in a position where I'm always in someone's way... and that's kinda one of my personal pet peeves that I try to avoid in my life as a highest priority.

Sometimes basic maintenance of equipment is not performed due to lack of funds or the equipment is past warranty.

Staff at IVCC is not as well cared for as students and faculty, the benefits are great but the wages are very low. That being said, the more you take care of your employees, the harder they will work. Morale is also something that has been on a decline for quite some time. Employees who have been loyal to IVCC, having a degree or not, are often overlooked and undervalued.

The absolutely least favorable thing about this institution is the lack of communication, transparency and respect for faculty and program coordinators by the upper levels of administration.



**Table 6. Least Favorable Institutional Structure Responses (n=70)**

The administration is anti-union, an example of which is how hard they worked to prevent the staff from organizing. We have now lost a number of good people to other institutions because the campus culture is so negative. The main problem is that administration at the top does not seem to understand all that faculty and staff do beyond their “primary” duties. Faculty and staff work hard to treat students as individuals and as people, but the administration seems to lump faculty and staff together as ‘labor’ and not as people and fellow stakeholders. I have been here a long time and the culture is the worst I’ve ever seen or felt it--in spite of some positive things that have happened in terms of professional development. . . . The college’s handling of COVID has been terrible; the college does the bare minimum to comply with laws rather than harnessing the expertise of its own science faculty to ensure a safer environment for all students and staff. The administration, likewise, seriously underestimates the increased workload on faculty and staff resulting from the computer hack, because of lost emails, files saved to desktops, etc.

The administration’s attitude and communication skills are less than desirable. The institution is not diverse in its employees. The institution does not recognize its weaknesses.

The culture is toxic. The few at the top do what they want and make decisions that affect students and staff without understanding what it is like for students and staff. The front lines of staff are never included or respected. We need to be more progressive. Our schedules are all faculty-driven without any regard to what students want or need or when and where they need it. Classes are scheduled based on when and where faculty want to teach - NEVER about what students need.

The institution as a whole seems to be 2 steps behind on the most up to date tech, procedures, and programs.

The lack of core values by the president and Board of Trustees.

The least favorable has been the continued institutional reliance on politician’s insistence on a one-size order concerning safety issues without regard to individuals or individual classroom situations. For example, in the laboratory our air system is excellent and the room is very large. It is not a lecture hall. Students are moving around, etc. An atmospheric change every 15 minutes is part of our HVAC system and yet masks are required all of the time which creates a very real problem with wearing goggles. Another issue has been liberality of some of the faculty creating an unwelcome environment for students, other faculty, and staff who may not agree with the liberal argument. This occurs all over the United States’ university campuses, I’m sure. A very unwelcome environment.

**Table 6. Least Favorable Institutional Structure Responses (n=70)**

The least favorable thing I noticed as soon as I started here is the minimal amount and/or lack of updated technology. Our computer system is very slow. This extends to computers used around campus by both staff and students. We do not have the capability to scan in our office. This would allow us to utilize and benefit from the use of PDFs/emails vs. paper/mailings. There are many processes that are not done electronically. Hand written forms and paperwork going back and forth between departments is done on a daily basis. I feel like I have gone back in time when it comes to the technology used on campus. I am sure students are struggling with this, as well. As a higher education facility, updated technology should be at the forefront and available to all, faculty, students and staff.

The work environment is great here, but employee retention is very low. I believe this is due to the level of pay for full and part time staff. With minimum wage increasing, the wage/salary at IVCC is low in comparison to non-professional and other professional jobs in our area, as well as at other community colleges. If the pay was better, retention would be better.

The Ottawa Center, in my opinion, is not inclusive of the main campus.

The president is a thoroughly incompetent individual and must be replaced before this college can move forward in an organized and mission-driven manner.

The President of college has no respect or understanding of shared governance, and as a result, the morale of faculty and staff has eroded to an all-time low. The President manipulates messages conveyed to the Board, and there is not real avenue to communicate opposing or alternative viewpoints. The Administration and Board have embraced a strong anti-union perspective on almost anything. Until this President retires, I cannot see anything changing for the better. Academically, the college has been run into the ground by horrible fiscal policies, poor academic scheduling, and an extremely weak leader in the VP of Academic Affairs position. The President won't even communicate to the Faculty Union President without involving the College's attorney. Exorbitant dollar amounts have been paid to the College's attorney as a result, and again, the Board is complicit. It's almost as if they would rather pay the attorney to suppress initiatives and/or incentives that might have a positive impact on morale, rather than support and enhance a positive work environment.

The relationship between administration and faculty is fractured. Communication is weak and decisions are made in secret with little consideration for the input of our employees. Decisions seem to be driven less by what is best for students and more by optics. Poor employees are not mentored or corrected, and strong employees are not recognized or rewarded. Morale has never been lower, and nothing is being done to repair it. Input from 'below' is looked upon with skepticism and distrust, rather than as an opportunity to grow and learn. We are losing great employees because the workplace has become toxic.

**Table 6. Least Favorable Institutional Structure Responses (n=70)**

The top administration (President and VPs) consistently ignore the needs and input of students, faculty, staff and lower level administration. The recent replacement of the VP for Business may mark a turning point as the new person seems to be much more interested in what works best for students and instruction. The VP for Academic Affairs has been rendered ineffective for many years; hopefully, the new VPAA (who begins in January) will be able to turn this around. The President needs to retire and the Board needs to encourage him to do so; he is not (and has not been) interested in shared governance - he does as he wishes with minimal input from the people who are responsible for doing the work and are familiar with the needs of the students and programs. The Board seems unaware of the deeply seated problems at the college; when attempts are made to bring concerns to their attention, they do not appear interested in finding out more.

There are a number of people that I have heard complain about issues at the institution but do not offer suggestions for improvement, nor do they involve themselves in committees or groups to help recommend improvement. My thoughts are if there is an issue and you take the time to complain, you should also take the time to provide a suggested solution, or help partake in committees that are formed to help make improvements.

There is a disconnect between the different facets of campus.

Also, some get endorsements in their field of study that are the equivalent to a Bachelors, Masters, or Doctorial. Yet they are not recognized for it.

There seems to be lack of clear, long-term vision for the college. If there is a vision, it is not clearly communicated to all stakeholders.

There has been a long-term sense of distrust and lack of communication at this institution that does not seem to get resolved.

The turnover rate is increasing. We are losing valuable team members. It's not apparent if there's a plan to actively retain dedicated workers, or use competitive means to attract new workers to fill (mostly underpaid part-time) positions.

The morale at the institution is the lowest I've seen it due to many of the above factors.

**Table 6. Least Favorable Institutional Structure Responses (n=70)**

This administration is an abysmal failure. Jerry is a tyrant and has no clue how to effectively manage the college, its programs, or staff. He is petty and vindictive and cares more about his image than the people who work for him. It is time for him to leave. Good people are leaving in droves because of his poor leadership, lack of vision, rule by lawyer, lack of commitment to DEI and complete cluelessness about life, work and school in the 21st century. The college should expect more lawsuits based on harassment, sex, race and gender bias. JERRY NEEDS TO GO AND THE BOARD NEEDS TO WAKE UP. Our enrollments continue to decline. He does not share the truth with the board, isolating them from how terrible it is for people to work there. He's a clueless, old white man. The staff diversity continues to decline.. Ask yourself why that is..

To much part-time jobs are open. There needs to be more full-time staff. Providing on campus daycare would also help attract applicants.

Top administrative leadership appear unwilling to hear suggestions or cooperate with employees. New technologies and improved infrastructure on campus is something faculty and staff/middle administration are ever asking for and the willingness from top administrators to implement said changes is minimal to none. Suggestions are heard and never considered; information is reported out after decisions are made rather than during planning stages where faculty/staff/middle administration could make a positive impact on the planning. The the cyberattack happened, not one administrator reached out to faculty to ask what we needed and no staff/middle administrators were given the opportunity to do their jobs from home, safely, because of an assumption that remote work is not work. Remote work and online teaching is still getting the job done. If the college had implemented a work from home option during COVID, it would have shown its employees how it values our health and safety (and that of our families) instead top leadership arbitrarily decided working on campus was the only way to work and sent a message that our value is sitting in a desk chair on campus, risking our health.

top leadership, turnover of personnel without replacing people in those positions

**Table 7. Least Favorable Student Focus Responses**

**Table 7. Least Favorable Student Focus Responses (n=9)**

Assessment of academic programs meeting the needs of the community in both offerings and format of the offerings

Closing down the fitness center during a pandemic because of a personnel issue demonstrates how administration has lost focus with our students and what's best for them.

I believe that areas that do not deal directly with students have a difficult time understanding what our students really need.

I feel less favorable about not having enough staff and having to do more in the same time. Sometimes you cannot finish duties because of accommodating students (#1 obligation).

I feel like there is an overall issue with follow through. For example, I am unsure if any outcomes will happen from this survey. It feels as if administration wants to make us feel heard, but at the end of the day disregard our input. Sometimes, it also feels as if we cannot get students what they need because we cannot get the higher admin approval, or things are just made to be so difficult for students. An example of this is how slow the computers at this institution have always been. I attended this institution as a student [identifiable information redacted], and they were slow then and slow now, causing great frustration for students (and I mean 15 minutes to turn on and login, and then 4 seconds between clicks slow). There are many barriers for students such as this. I do not feel our caring and fairness core values are being met if we are not listening to our students, and our staff and faculty who are on the front lines with them daily. It is easy to forget how difficult it is for students when you are not able to see what they have to go through to print a piece of paper that they were required by an instructor to print.

I think more needs to be done to attract students to come here. The economy is not that strong right now and in years past when the economy was weak the number of students attending rose dramatically. I have not seen this trend continue the past few years.

Improvements to benefit the students sometimes take extended times to get approval.

Master schedule is needed for courses. Need ensure we are providing class times that do not conflict and meet students needs. Technology needs a major overhaul. Without the proper technology we cannot reach all potential students and students education suffers. Communication from top down needs to be more frequent, consistent, and open.

**Table 7. Least Favorable Student Focus Responses (n=9)**

The amount of leverage that faculty and counselors have in influencing student outcomes if they are unwilling to cooperate.

**Table 8. Least Favorable Supervisory Relationships Responses**



**Table 8. Least Favorable Supervisory Relationships Responses (n=8)**

As our enrollments have continued to decline over the last decade and many of our leaders have retired or left for other institutions the environment has become increasingly negative with animosity between departments. I am no longer allowed to assist some of the departments I used to work with because my supervisor wants them to fail.

I also work on a staff where the leadership is emotional, uneasy, and does not measure up to previous standards of student support.

I am under 2 supervisors and have negative feelings about the first one. My recent change is very positive, progressive, informative and supportive. My comments for questions related to my supervisor, are related to my second position only.

I have no direct supervisor. I wish that I was given more flexibility with my schedule.

Rules don't always apply the same.

The lack of leadership in my department has been hard. The disrespect from other faculty in my division towards me is extremely frustrating. They think they can walk all over me and do what they want with my things and my classroom without asking or even returning things. Other faculty, programs and divisions should not be using money and supplies from my program and budget to fund their own. Without a leader/dean, this continues. Also, the lack of communication of expectations of faculty working towards tenure and working on building new programs and accreditation is infuriating.

The senior leadership team is fragmented. Relations with faculty are problematic due to shortcomings on both sides. Senior leaders are not held accountable for being present, on time, and involved in the work of the college.

When employees are not performing their job in a satisfactory manner, nothing is ever done about it. Knowledge is known about these behaviors but are repeatedly ignored or brushed under the carpet. There is a definite disconnect between administration, staff and faculty. The sense of "family" no longer exists at IVCC. Moral is at an all time low. DEI is a racist ideology. For some, students are no longer the reason we come to work. There is NO incentives to grow professionally. Yearly evaluations are basically a worthless tool.

**Table 9. Least Favorable Teamwork Responses**

**Table 9. Least Favorable Teamwork Responses (n=4)**

Employees seem to be in clicques (only let certain ones in on how to do things.) I don't feel that I have the complete training needed for our department.

Having to wait on other departments to get things done. Approval times can be lengthy and students education can be negatively affected.

Outside of my department I have not spoken with or met any staff/admin, or faculty that I didn't already know before being hired.

There's nothing egregiously wrong with IVCC. I think it's wonderful for what it is, but I have my sights set higher, so it does feel a little...stifling. But again, only for a year. I like my coworkers and supervisors. The facilities are excellent. It's a little....monochromatic for my taste, but that's a reflection of the demographic of the area. It's just fine. No major complaints.

**Table 10. Other Least Favorable Responses**

**Table 10. Other Least Favorable Responses (n=20)**

Compensation

College employs lots of band-aids as fixes but never actually fixes the problems. Idea that staff is expendable, especially during COVID. No staff recognition. Minimum wage increase means with a master's I make the same as someone at McDonald's. Ridiculous. 2.5% increase each year is not enough to cover cost of living increases while trying to support a family. No communication from supervisor - positive or negative. No appreciation shown at all. No work from home policy. Big disparity between faculty and staff with faculty being treated like royalty.

Full-time support staff are grossly underpaid. By several dollars an hour. We have lost numerous staff to higher-paying jobs in less prestigious roles. The college needs to find a way to raise salaries, whether it be through performance rewards, level upgrades or job descriptions.

I don't usually make comments on this stuff, and I do feel there are good things out here. You know the people who you can rely on and who will always help to make things happen. That is why I say there are some wonderful people here. But one thing that should change some is what is happening to staff. As has been apparent lately, there are staff leaving for more money. Staff are always the ones that get what is left it seems. But the staff were back to work here on campus on June 1st and were here to do their work. I really appreciate all we have here but you need to try harder I guess to keep the good staff from leaving. Takes forever to replace them and then more work falls on those here. And hard to get people when pay is so low.

IVCC is a great place to work but unfortunately the compensation is not that great for many staff and some lower level administrators. The new VP of Administration & Finance is working on fixing that problem which is encouraging.

IVCC needs to really take a look at what they are paying many of their employees - we have lost many good employees lately due to this problem. Also they need to somehow keep trying to boost moral - it has unfortunately gone down a lot around here - sad to see because I have always enjoyed working here but have kept my options open lately. I know that with some new administrators on board we will hopefully see things turn around and IVCC will truly be a great place to work again.

**Table 10. Other Least Favorable Responses (n=20)**

Most of the positions at the college are part time so there is no room for growth. The pay is horrible which is why it is hard to find good workers. It is hard to compete with many other places offering \$15 an hour. The part time benefits are horrible also. They get only some of the holidays paid when we are closed and that is not right. They are not paid much and then not to get paid for holidays is bad. Full time staff get a 2% raise and then the insurance goes up 25 so what raise did we get. And cost of living increase this year was way over 2%. The communication between departments is horrible. Most everything is either heard on the news (newspapers or social media) before the college announces to their own employees. There are next to no activities for students on campus. No food vendors besides the food trucks. Instructors don't want to teach when it is convenient for students but rather when it is convenient for them. Half want to teach virtually even if we aren't in a pandemic. Students got a gift card for being vaccinated, but what about staff and faculty??? We got nothing. Use of gym should be included in all students enrollment as a wellness fee and free

Pay is a large downfall out here. I realize that benefits are amazing but people can't pay bills with benefits and what I don't think administration gets is that a 2.5% raise to someone making \$13.45 an hour doesn't go very far. I also feel that the levels for positions are not created with regards to what people are responsible for which makes the pay even worse for some individuals. Plus when we see new hires getting paid more than we are currently it makes me sick. With regards to moral, it has been horrible for quite sometime. I know COVID isn't helping things but when staff see that what they are doing makes absolutely no difference then why bother. Why should you bust your butt doing a great job when the person next to you will make more money doing less work.

Pay is well below industry norms. IVCC has had a high rate of turnover because it has not kept pace with cost of living increases. This is not a new, but ongoing problem. We are unable to fill current positions because of lack of competitive pay and employee morale is very low. The majority of jobs being posted are part-time so no one has a vested interest in long-term employment. Departments that have shown a proven need for additional staff continue to be delayed or dismissed, while other areas have abundant staff that are less than productive. Professional standards have dropped immensely and accountability is lacking in many high level positions. Poorly trained management are training their subordinates. Some employees have a complete lack of guidance in, or knowledge of, what their position is responsible for. While inept at their duties, there is no pressure to resolve the situation from either themselves or their supervisor. There is a lack of equal division of responsibilities and a few are doing the work of many. Our approach is almost never proactive, but rather reactive, which only compounds problems and exasperates both the issues and people involved.

Pay scale could be better.

**Table 10. Other Least Favorable Responses (n=20)**

the pay is WAY too low

The pay, the moral, the lack of communication from the top down; there is no where to go career wise, because no one retires. It feels as if there is no room for growth and no room to make a living wage. It's very discouraging when "non skilled" labor jobs are making more money than a job that SHOULD be considered a career and requires you to have higher education.

The thought of leaving IVCC is an everyday thing. The morale around the college is very low and the pay has made me and quite a few others consider leaving when looking around at other similar jobs. The fact that someone can be here for 6 years and never get higher on the pay range scale is upsetting.

**COVID-19**

I realize under current conditions (Covid protocols) having "visitors" in class is difficult but in [10+] years no one above me has ever sat in/monitored the class. I have had numerous supervisors who claimed they would but never any follow through.

Instructions on how to handle students coming to class regarding Covid 19 testing was confusing. I didn't like having to act like Covid police by having to ask my students about their Covid testing status when they came to class early on. Afterwards, the procedures changed, but many students had already quit coming due to testing requirements that were enforced earlier.

The fact that our cafeteria was taken away to do Covid testing (a live petri dish) is unthinkable. There should have been a different place to test, not where at some point people will be allowed to eat there again (I personally will never eat there again). Also the pay scale is way below the average and new hires are making a considerable amount of money per hour more than employees that have worked here for years. There are employees collecting a paycheck in departments that do not hold up their end of work loads. They get away with working less and goofing off during work times.

The IL governor's mandates for vaccines and testing at IVCC have been mishandled. Communication regarding it are full of threats that initially were not enforced which resulted in many misunderstandings and direction. The newest policies are still threatening employees' livelihoods and are unfair to those who have "tried" to file for a medical, personal or religious exemption.

**Table 10. Other Least Favorable Responses (n=20)**

Uncategorized

I can't think of any negatives.

No comment

Old CFO until she left! GOOD Riddance!

The stress level is higher than anticipated