

2021 KSC Campus Climate Survey

Employee Survey Results

April 2022



Wisdom to make a difference.

Data Overview

The 2021 employee Campus Climate Surveys collected a series of quantitative, qualitative, and demographic data:

- Quantitative
 - 13 Supportive Environment Measures
 - 2 Welcoming/Unwelcoming Experience Questions
 - 18 Exposure to Diversity Issues Measures (*student survey only*)
- Qualitative
 - 2 Welcoming/Unwelcoming Experience Open-Ended Stories
 - 1 General “Anything Else You Would Like to Tell Us” Question
 - 3 Questions of What to Continue, Stop, and Start Doing to “co-create an inclusive, welcoming, and equitable community on campus”
- Demographic
 - Questions Capturing Employees’ Characteristics and Identities

Analytical Note:

Responses across the 6 open-ended, qualitative questions were grouped together and then organized thematically. They are presented throughout the slides to highlight employees’ experiences and recommendations based on specific identities or issues.

Outline of Results

- Data Overview
 - Response Rates
 - Sample and Population Comparison
- Employees
 - Employees' Overall Campus Climate Experiences
 - Campus Climate Experiences by Different Groups of Employees
 - Additional Themes from Employees About the Campus Climate
- Summary: Employee Responses

Data Overview

Response Rates

197 Employees

➤ Response Rate=19.7% of KSC employee population

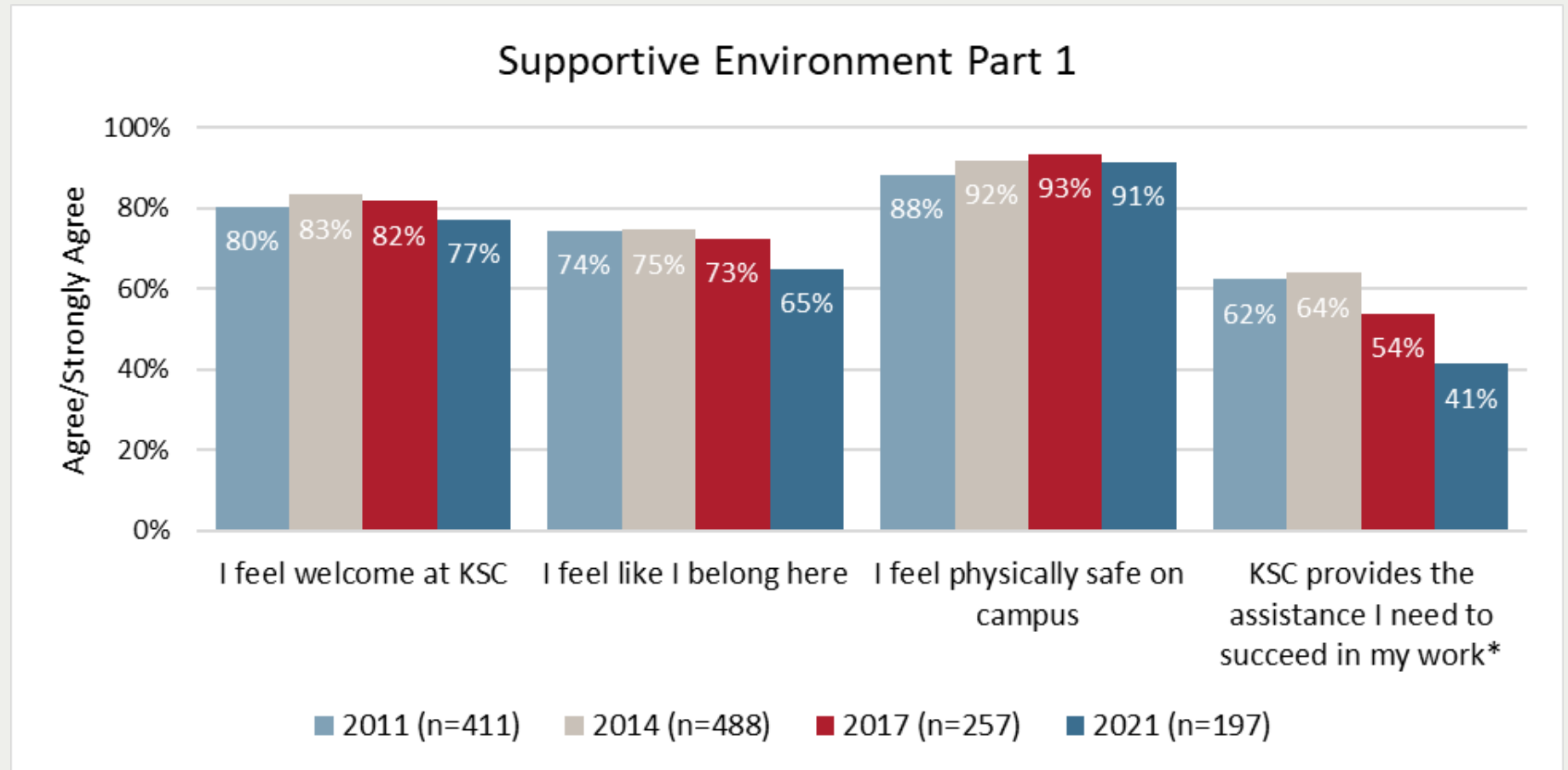
- Survey response bias can occur when only certain types of people—such as those who want to share about specific negative experiences regarding the campus climate—elect to respond.

Employees' Campus Climate Experiences

Employees' Supportive Environment Measures

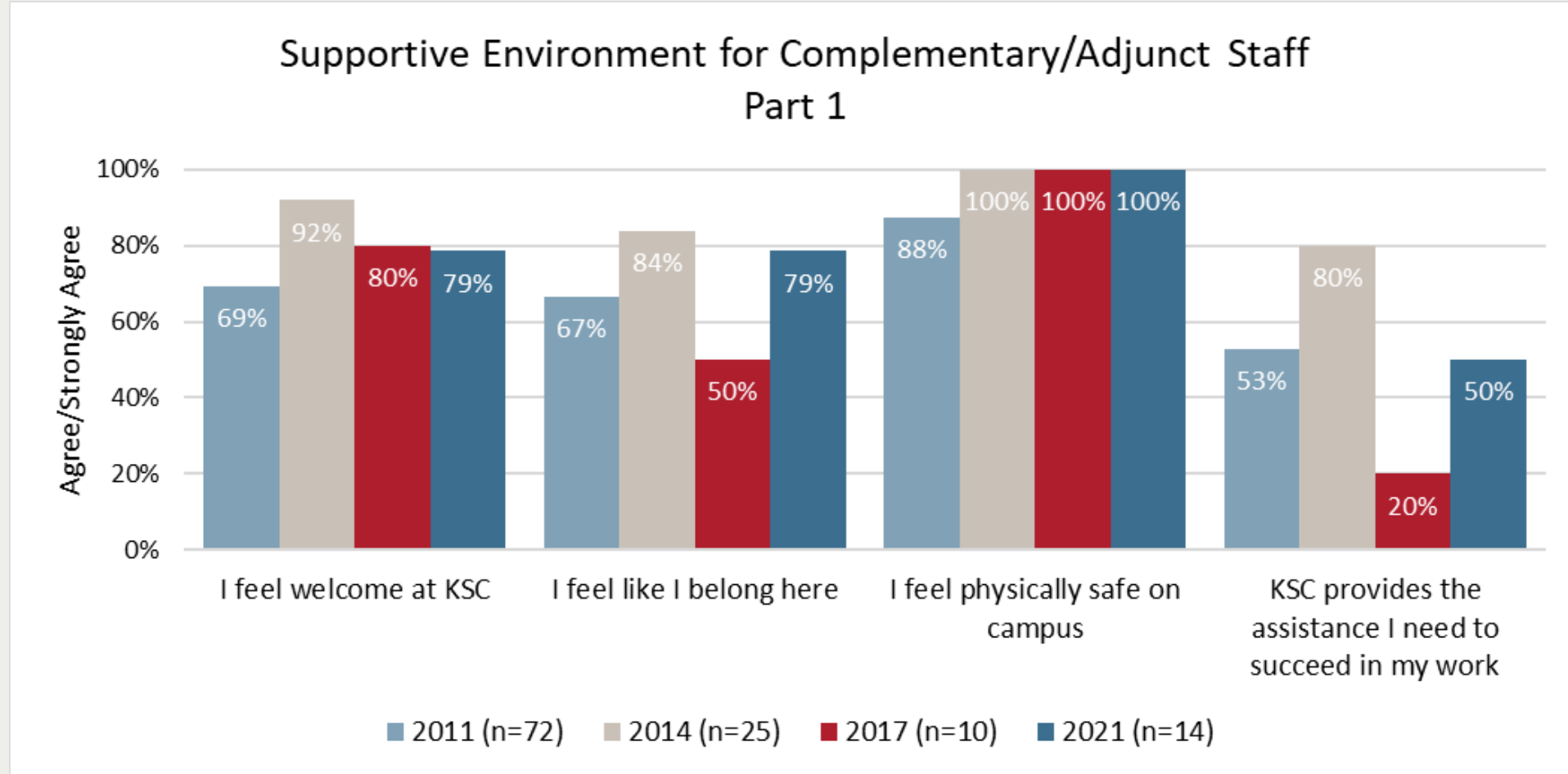
Compared to prior years, in 2021 a significantly lower proportion of employees agree that KSC provides the assistance they need to succeed in their work.

Reasons for not feeling supported by KSC might be explained by issues and challenges that arose in open-ended responses about current issues on campus, described later in these slides.



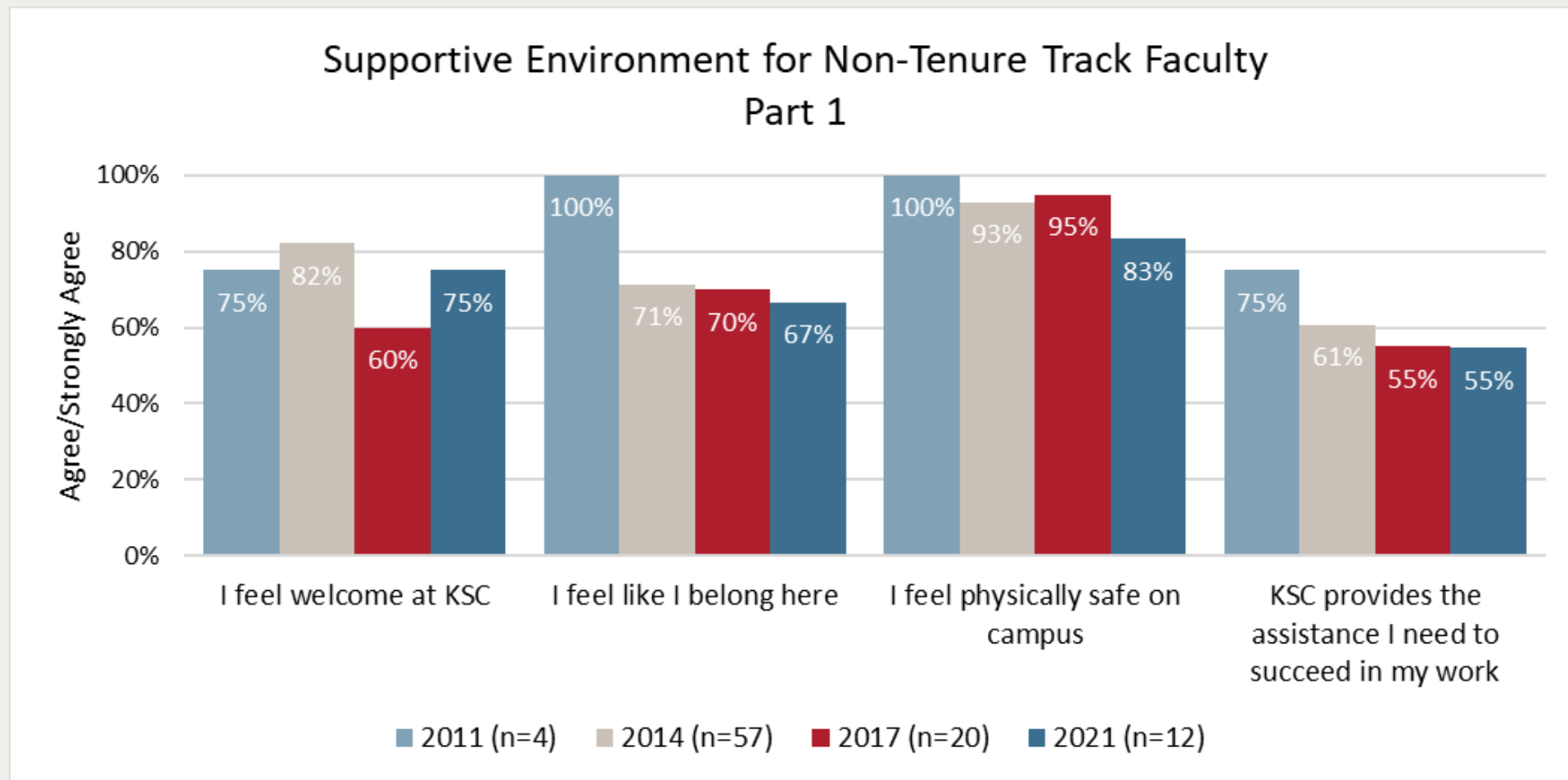
*Significant differences between 2021 and previous years.

Supportive Environment Measures 1 for Complementary/Adjunct Staff



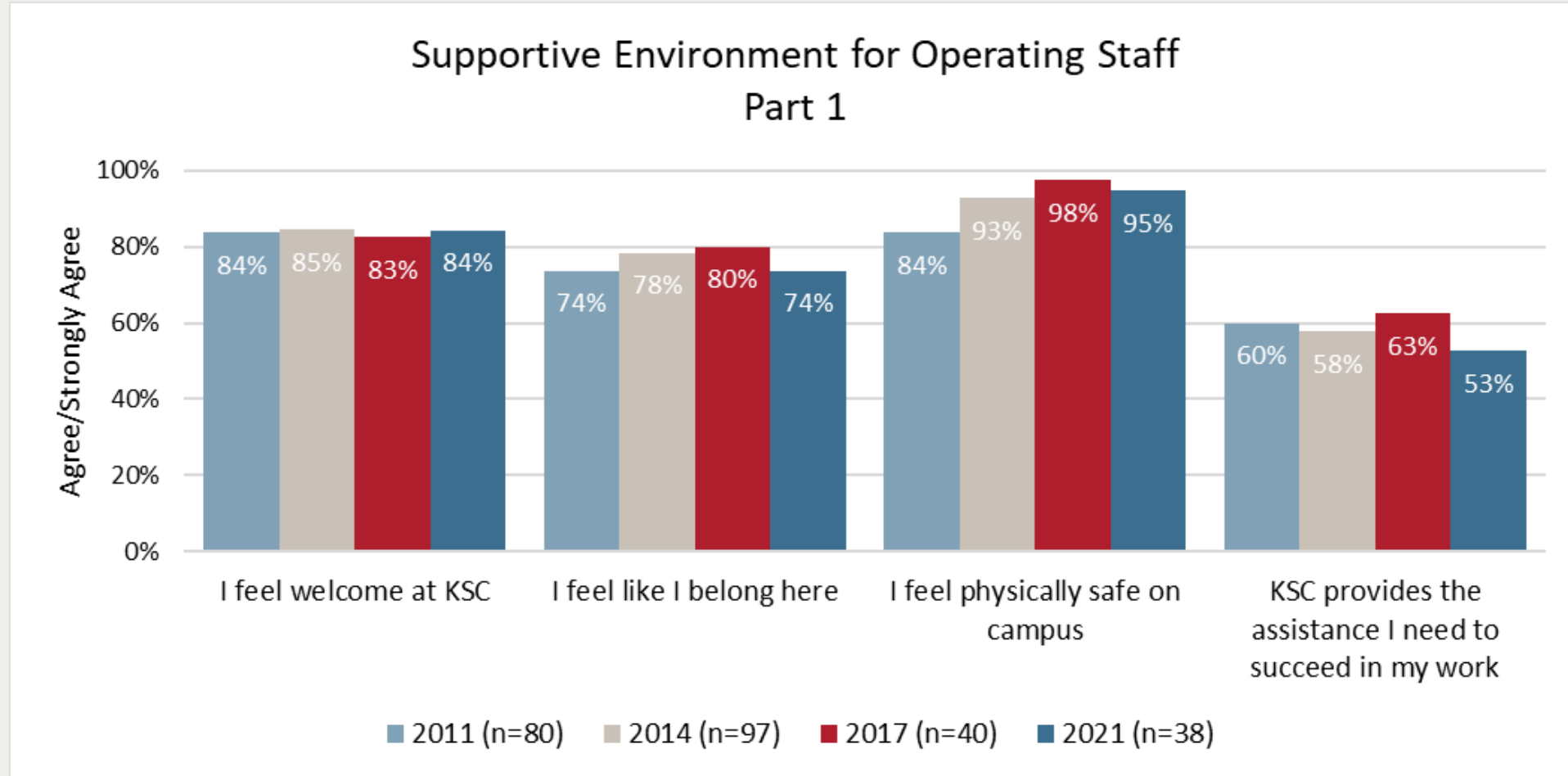
No significant differences between 2021 and previous years.

Supportive Environment Measures 1 for Non-Tenure Track Faculty



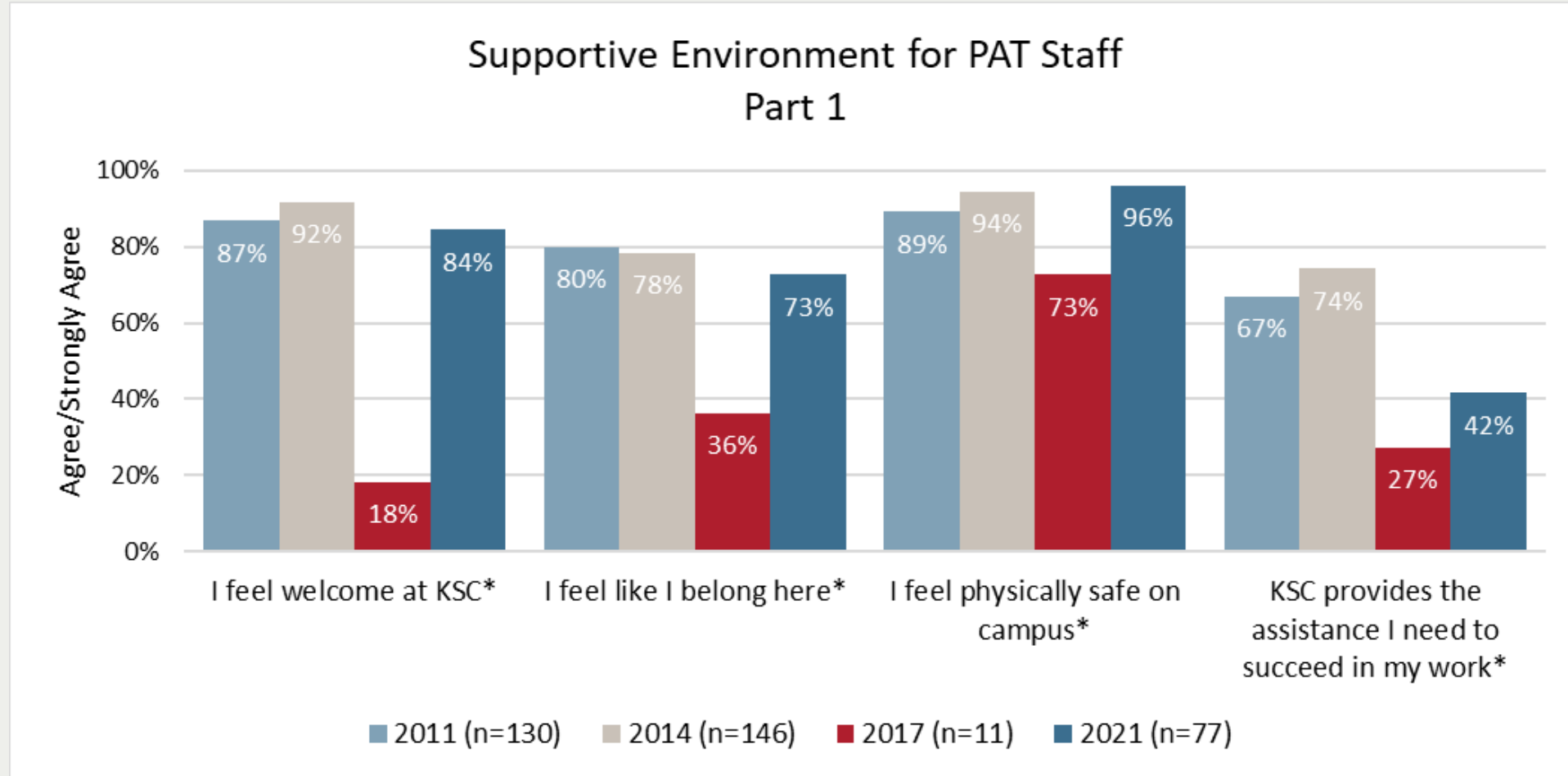
No significant differences between 2021 and previous years.

Supportive Environment Measures 1 for Operating Staff



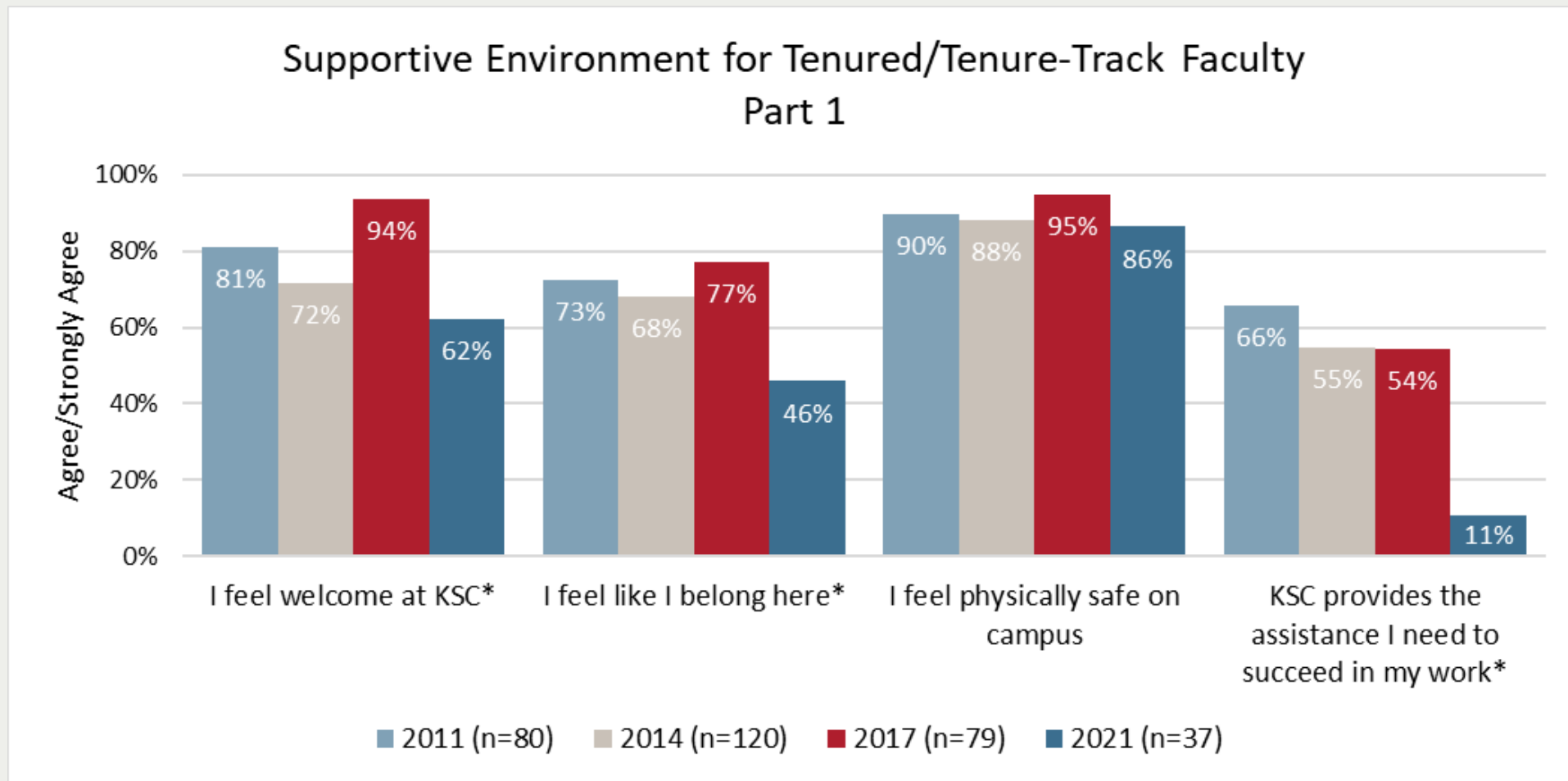
No significant differences between 2021 and previous years.

Supportive Environment Measures 1 for PAT Staff



*Significant differences between 2021 and previous years.

Supportive Environment Measures 1 for Tenured/Tenure-Track Faculty

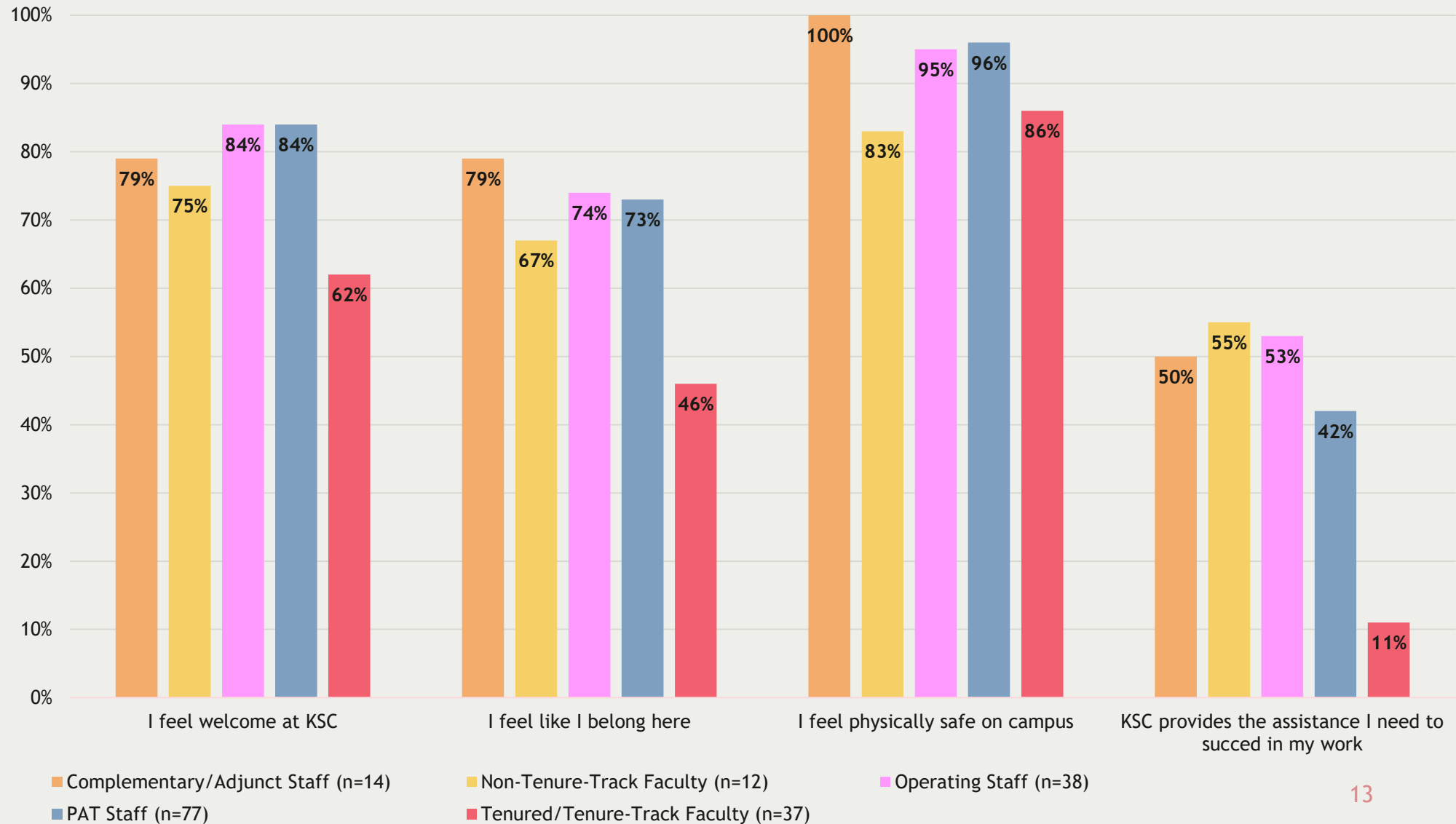


*Significant differences between 2021 and previous years.

Supportive Environment Measures 1

Employee Results by Employee Category Comparison

Across three measures, a significantly lower percentage of tenured or tenure-track employees agreed with the positive statements about campus climate compared to other employment categories.



Employees' Experiences

Feel Welcomed

“Over my short time at KSC, I have been openly and warmly greeted by students, staff, and administrators.”

“As a new employee, I have been made to feel welcome and supported by faculty and staff in my department through their clear communication about administrative details, attention to my comfort in the workplace, and eagerness to help me make connections on campus.”

“My supervisor and coworker did a great job at making me feel welcome in the community.”

“The campus climate and the actual work climate/conditions are two very different things. The campus climate is welcoming but the work conditions are tragically difficult which impacts the overall culture and attitude.”

Assistance to Succeed in Work

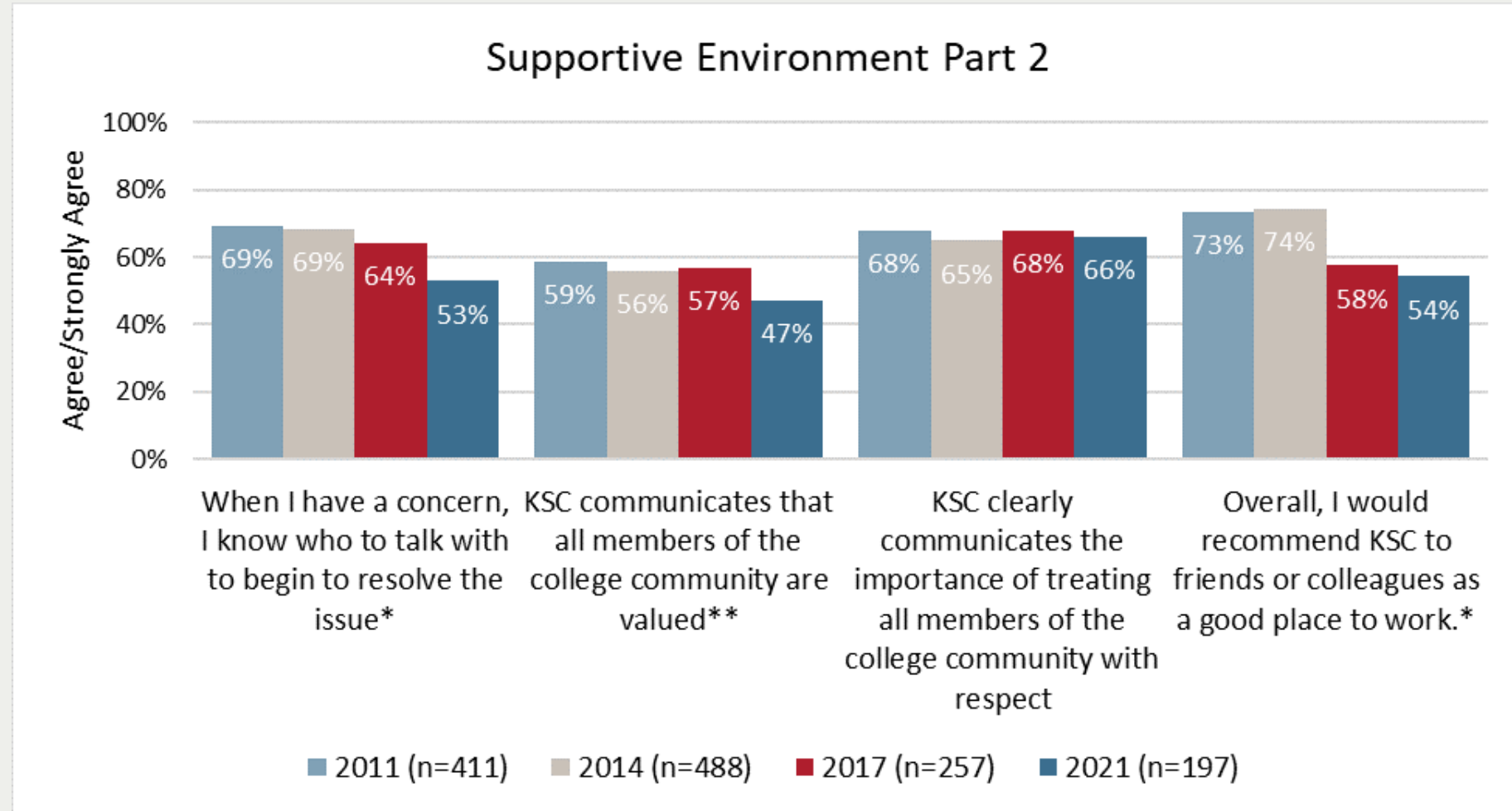
“The Dean's office was especially helpful in funding/purchasing equipment that I could use to jump-start my scholarship at KSC.”

“As a new faculty member, I feel very supported in my department and throughout the campus. I wish I had more training prior to the start of my position related to the technology used on campus.”

Employees' Supportive Environment 2 Measures

Across these four measures, there are no significant differences between 2021 and 2017 employee responses.

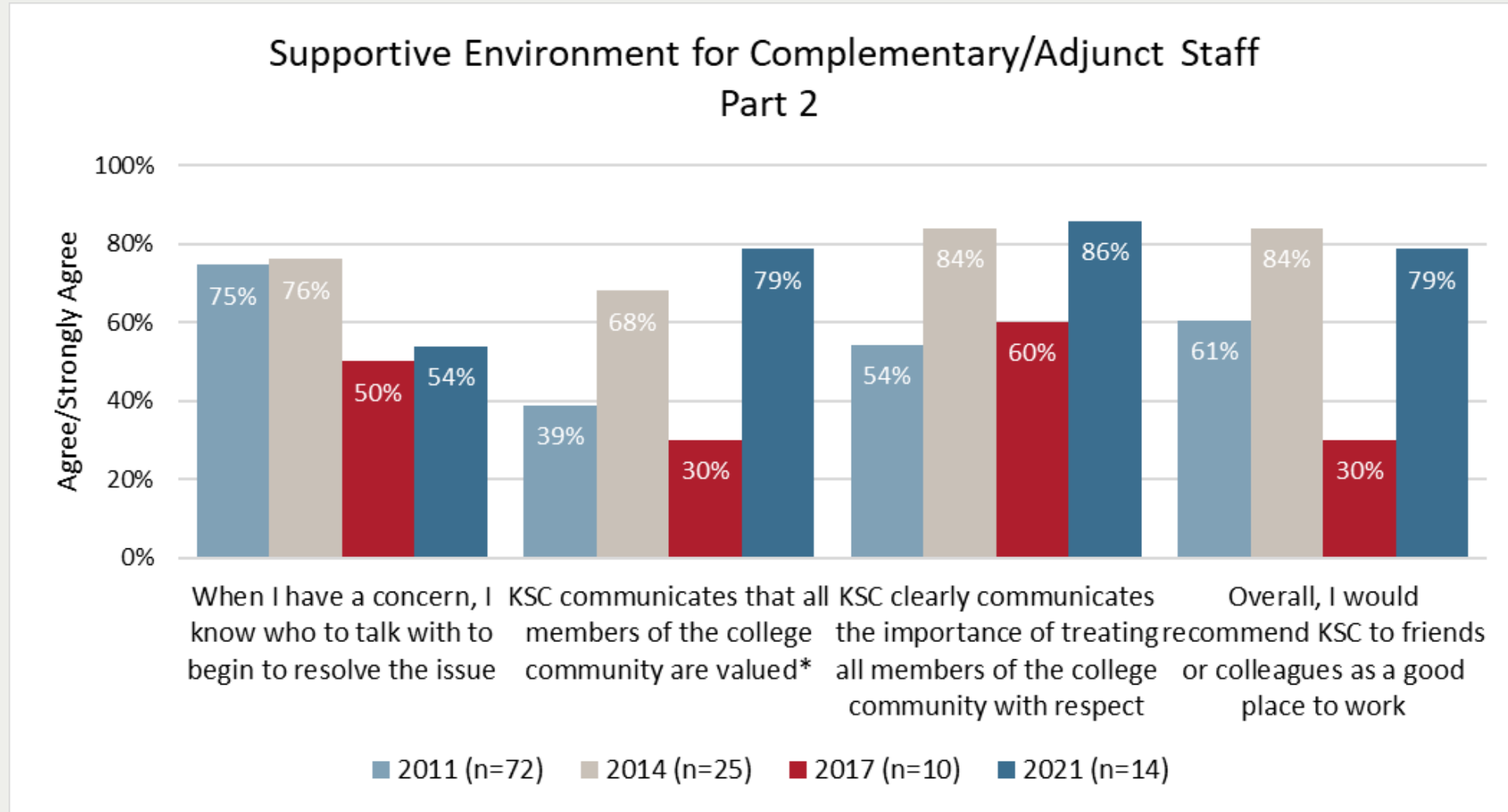
However, some measures in 2021 are significantly lower than earlier iterations of the Campus Climate Survey.



*Significant differences between 2021 and 2011/2014

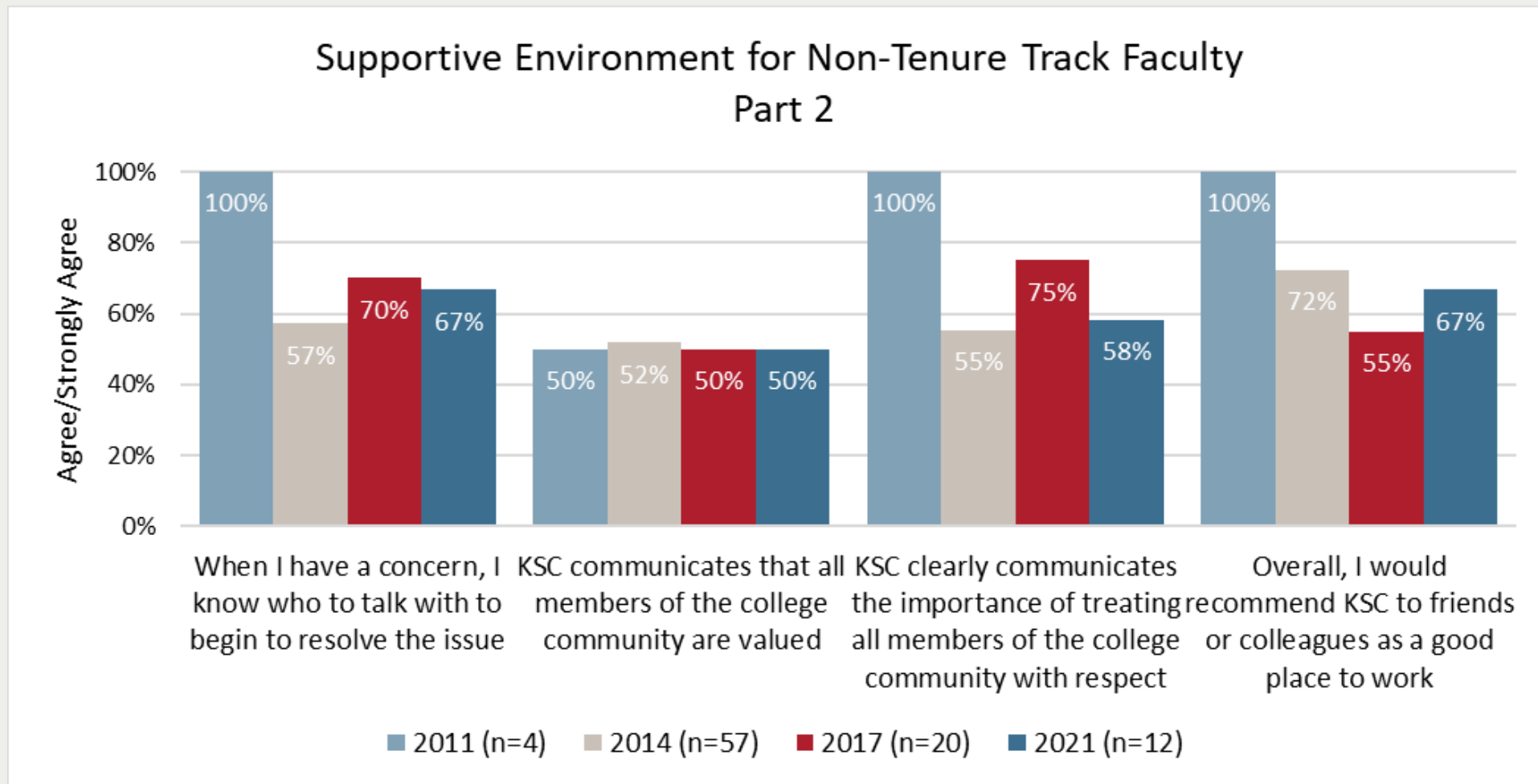
**Significant differences between 2021 and 2011

Supportive Environment Measures 2 for Complementary/Adjunct Staff



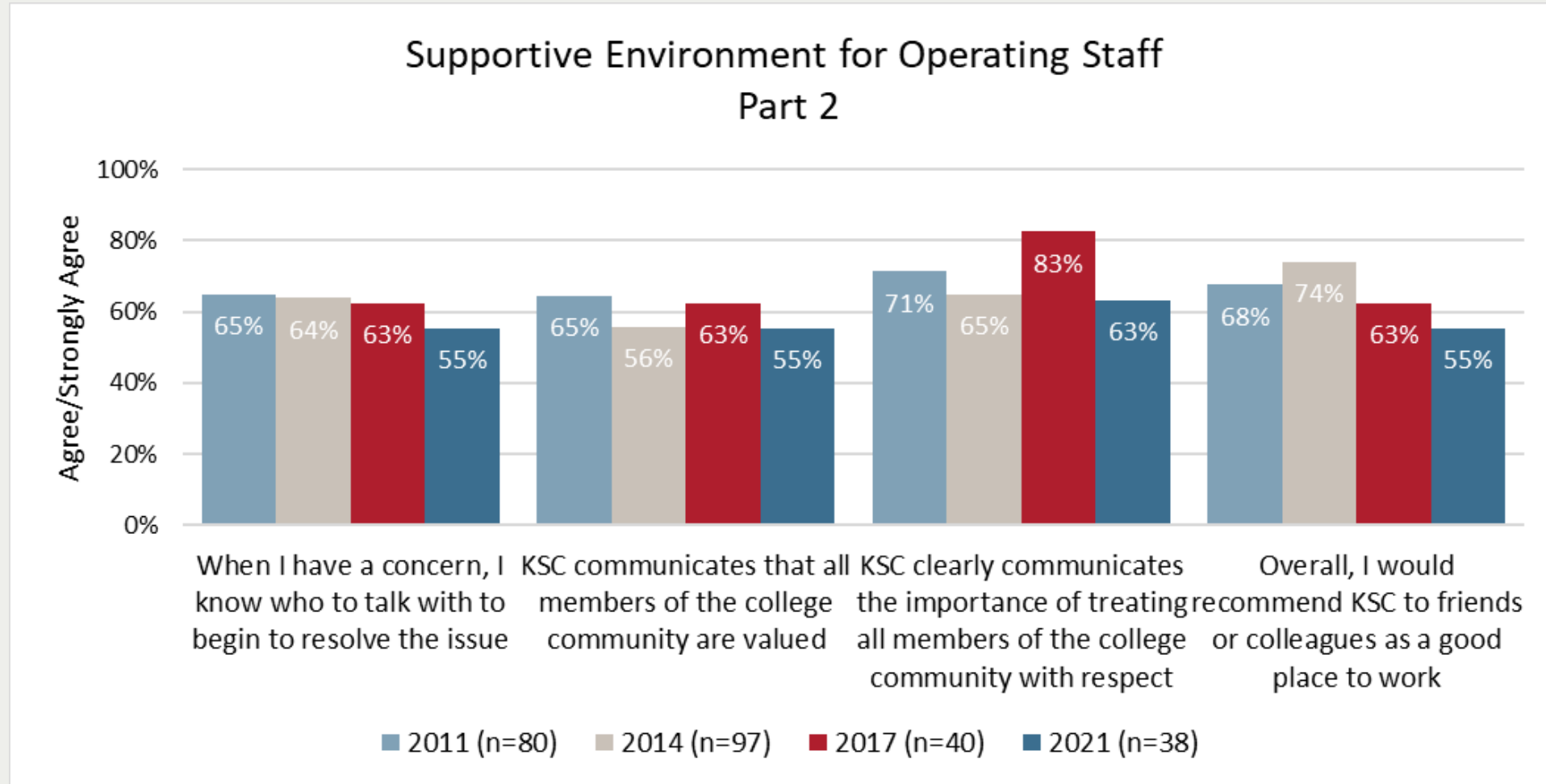
*Significant difference between 2021 and previous years.

Supportive Environment Measures 2 for Non-Tenure Track Faculty



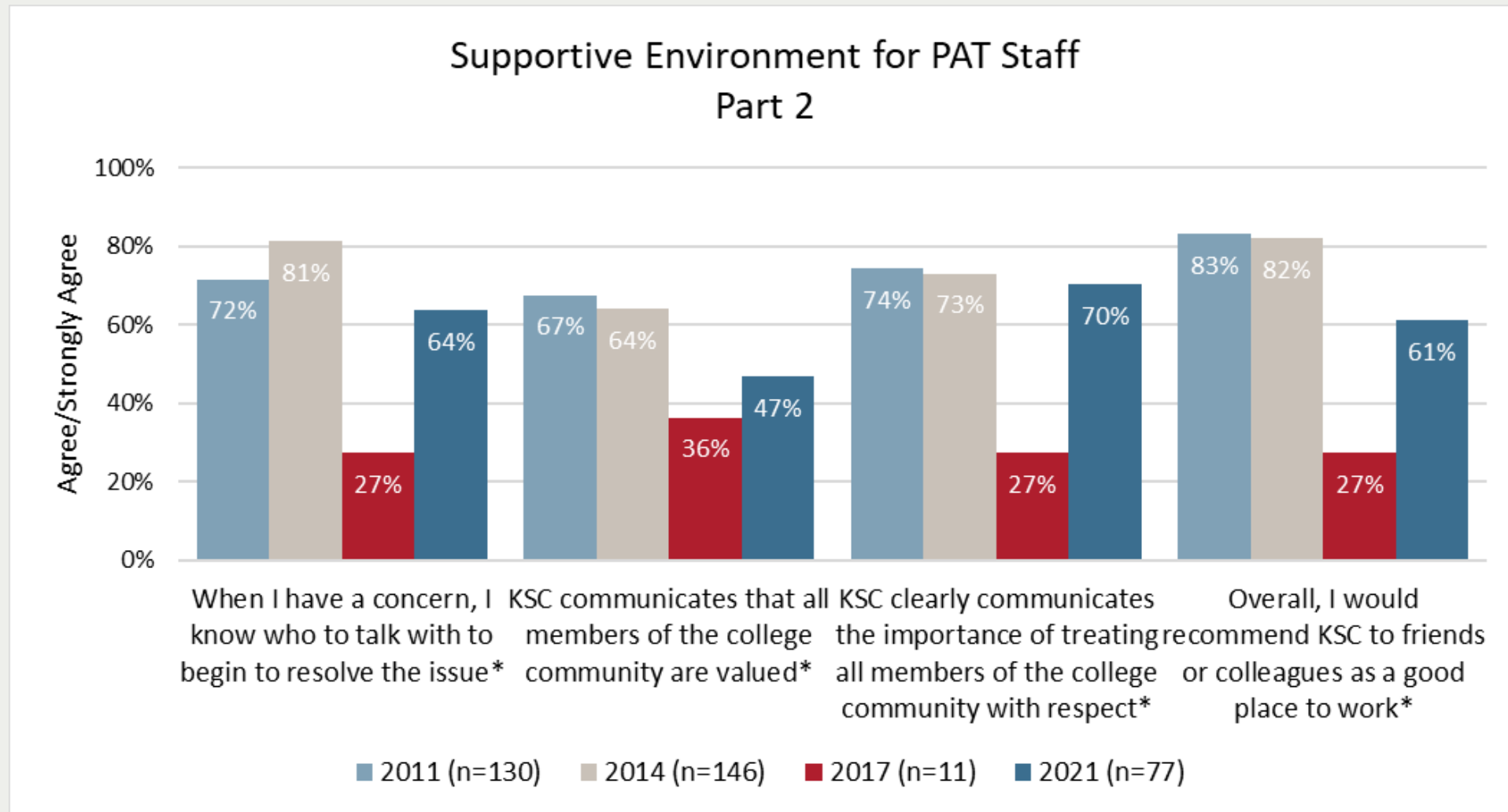
No significant differences between 2021 and previous years.

Supportive Environment Measures 2 for Operating Staff



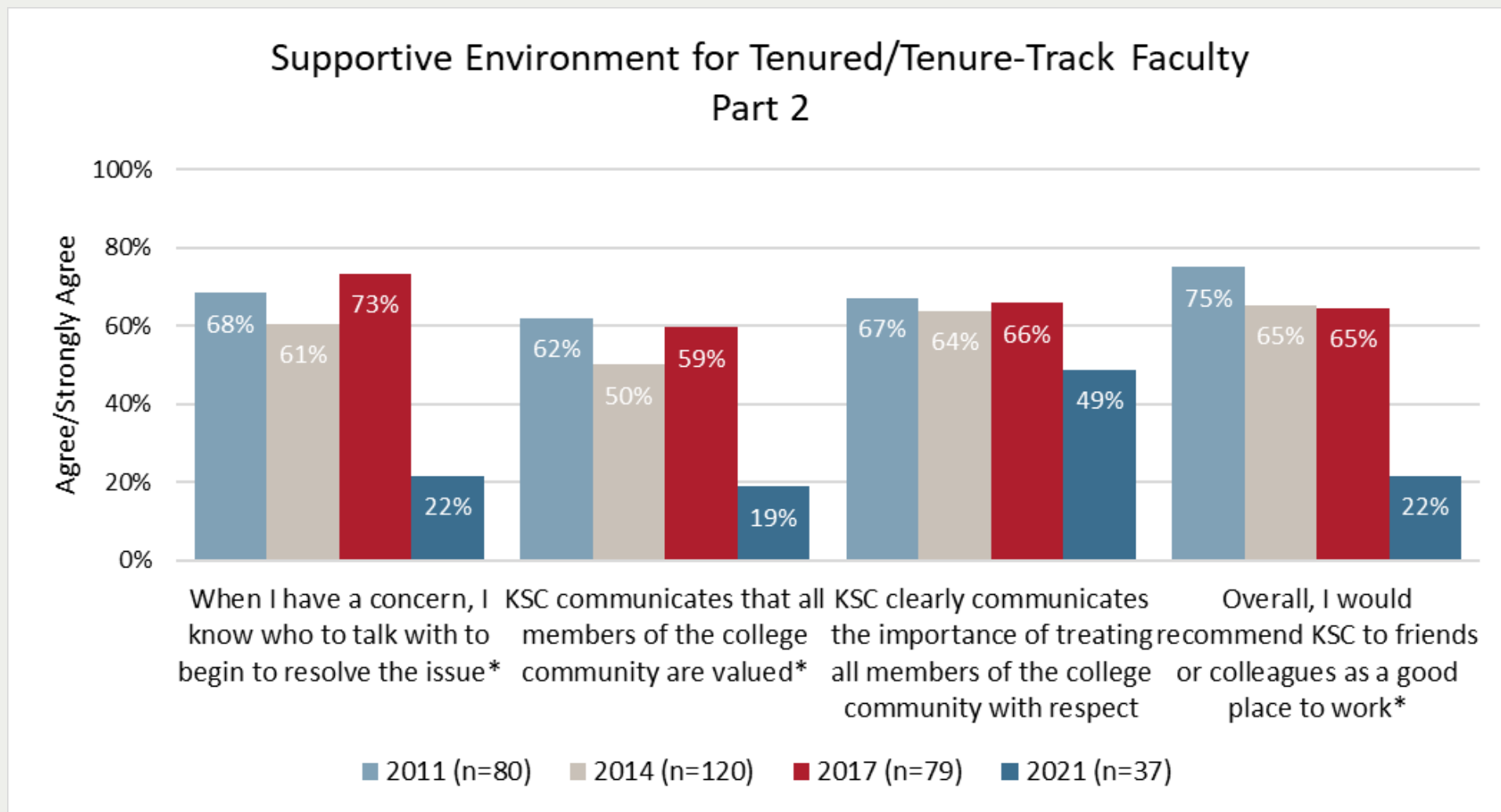
No significant differences between 2021 and previous years.

Supportive Environment Measures 2 for PAT Staff



*Significant differences between 2021 and previous years.

Supportive Environment Measures 2 for Tenured/Tenure-Track Faculty

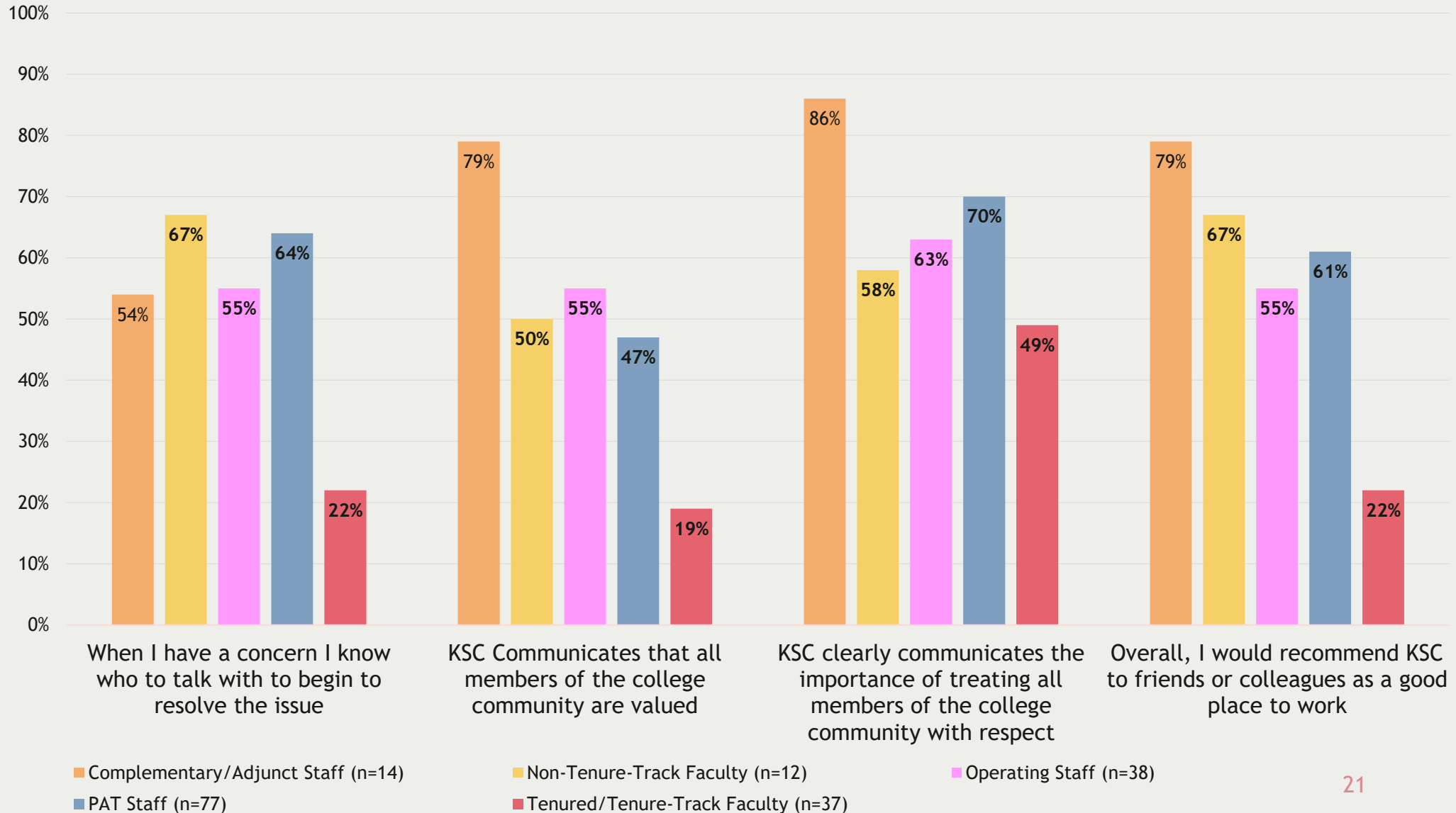


*Significant differences between 2021 and previous years.

Supportive Environment Measures 2

Employee Results by Employee Category Comparison

Across three measures, a significantly lower percentage of tenured or tenure-track employees agreed with the positive statements about campus climate compared to other employment categories.



Employees' Experiences

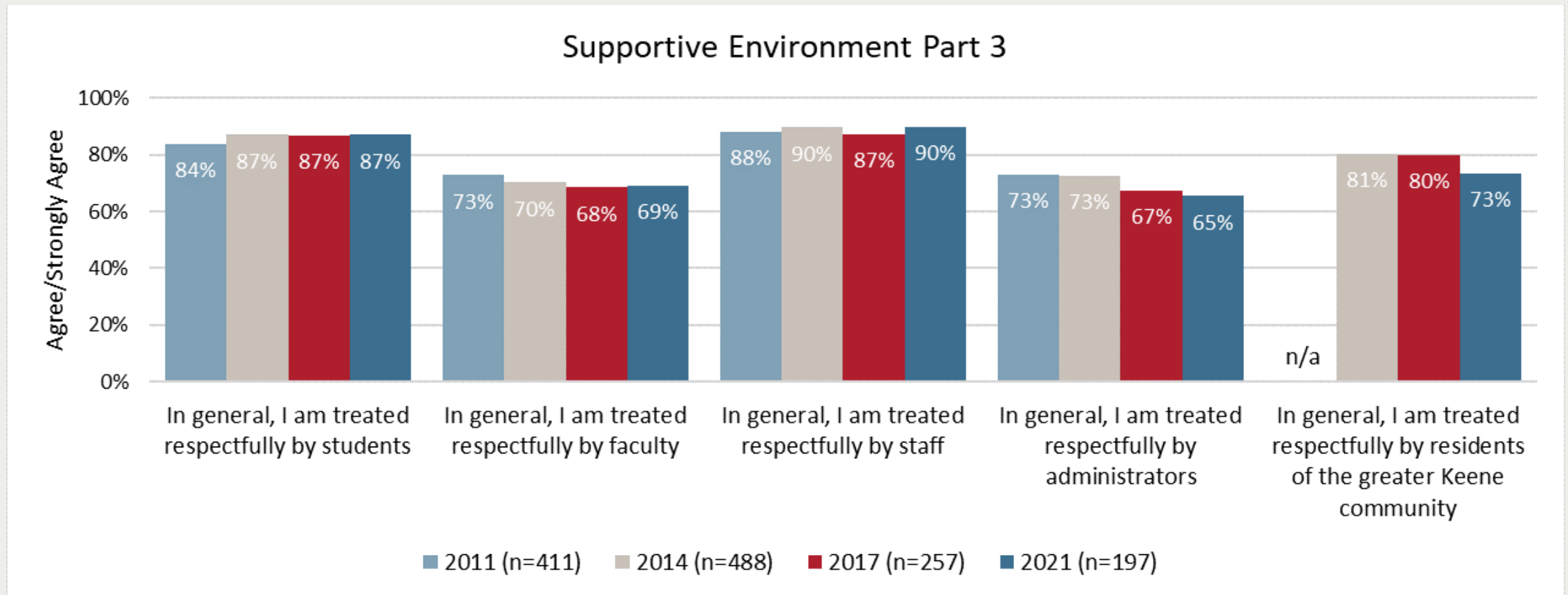
“Personally, I am willing to sacrifice some of my own time and energy for the college, but I need the college to give me something in return. Even if we were a student-centered institution, shouldn't the employees matter too? Shouldn't our life's work provide us with dignity and a sense of purpose? We may not be at the center of the institution's mission and values, but we should certainly be part of the mission and values.”

“I am a long-standing employee. And over the course of the last few years, I've had the occasion to provide support, suggestions, and feedback to new executive officers and other staff and feel that the input was appreciated and valued.”

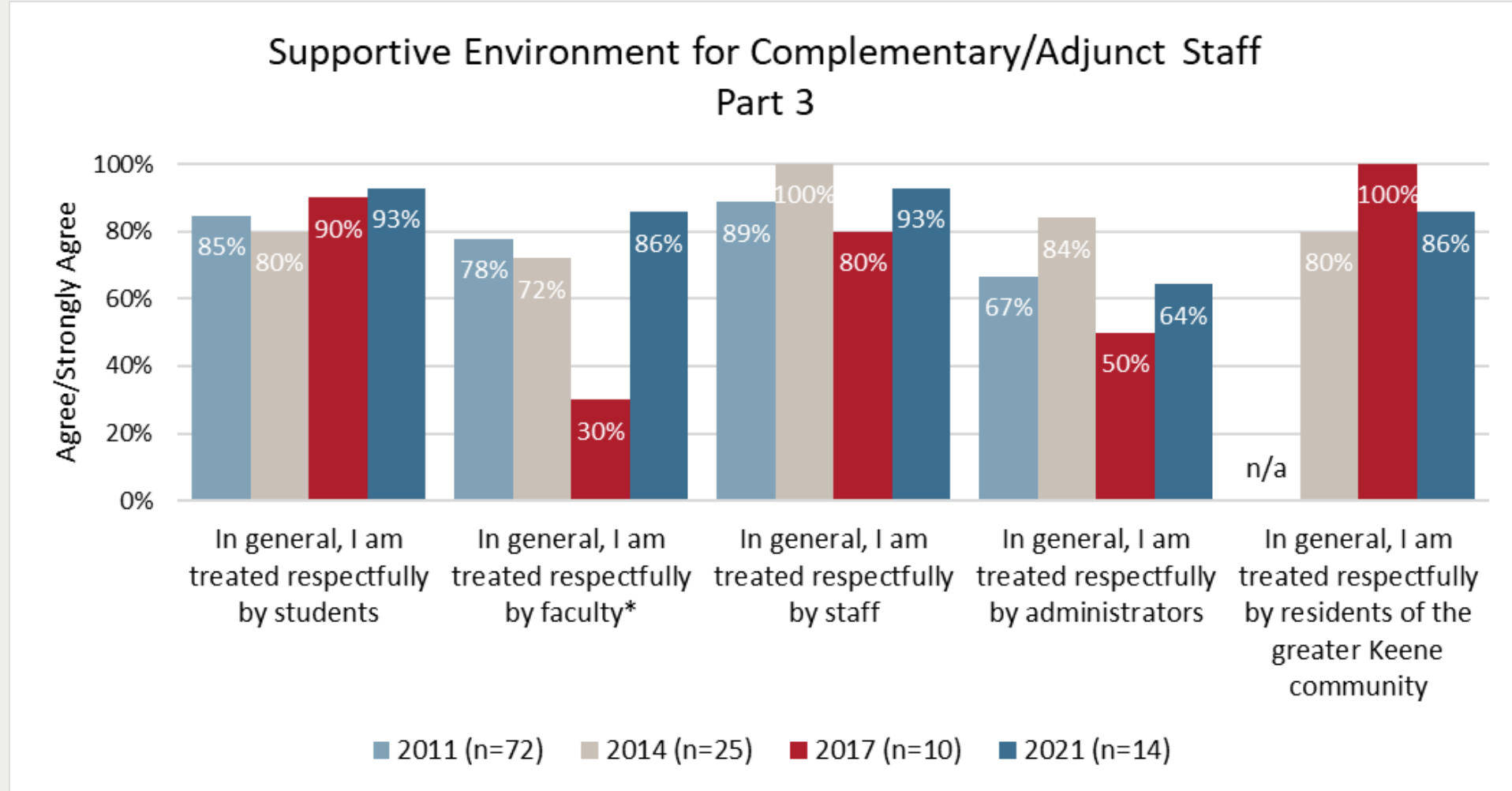
“I will say that in a role where I am constantly asking our campus partners to stretch or see new possibilities, the grace and flexibility of this community is amazing. ”

Employees' Supportive Environment 3 Measures

For these measures of being treated with respect, there are no significant differences in responses between 2021 and all prior years.

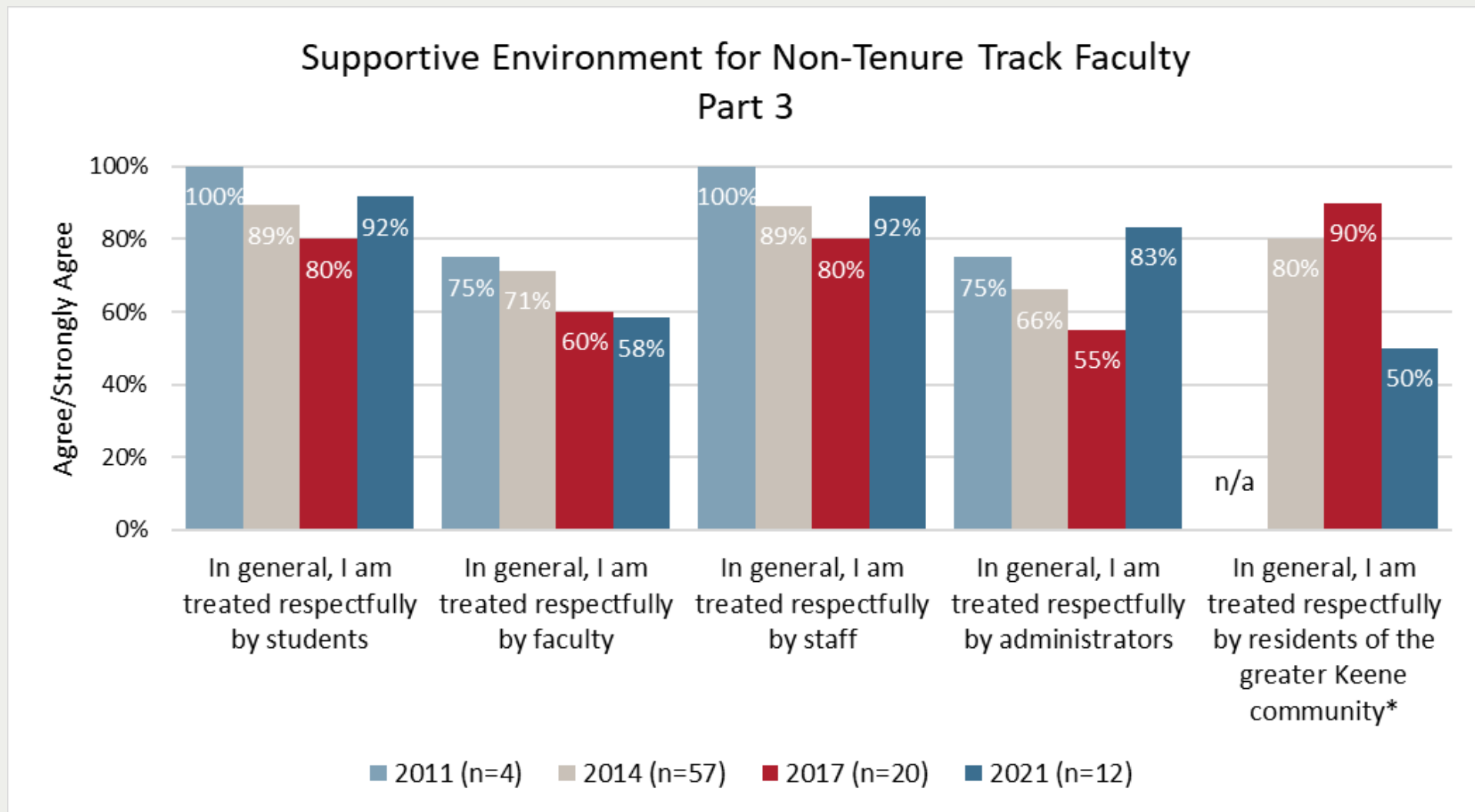


Supportive Environment 3 Measures for Complementary/Adjunct Staff



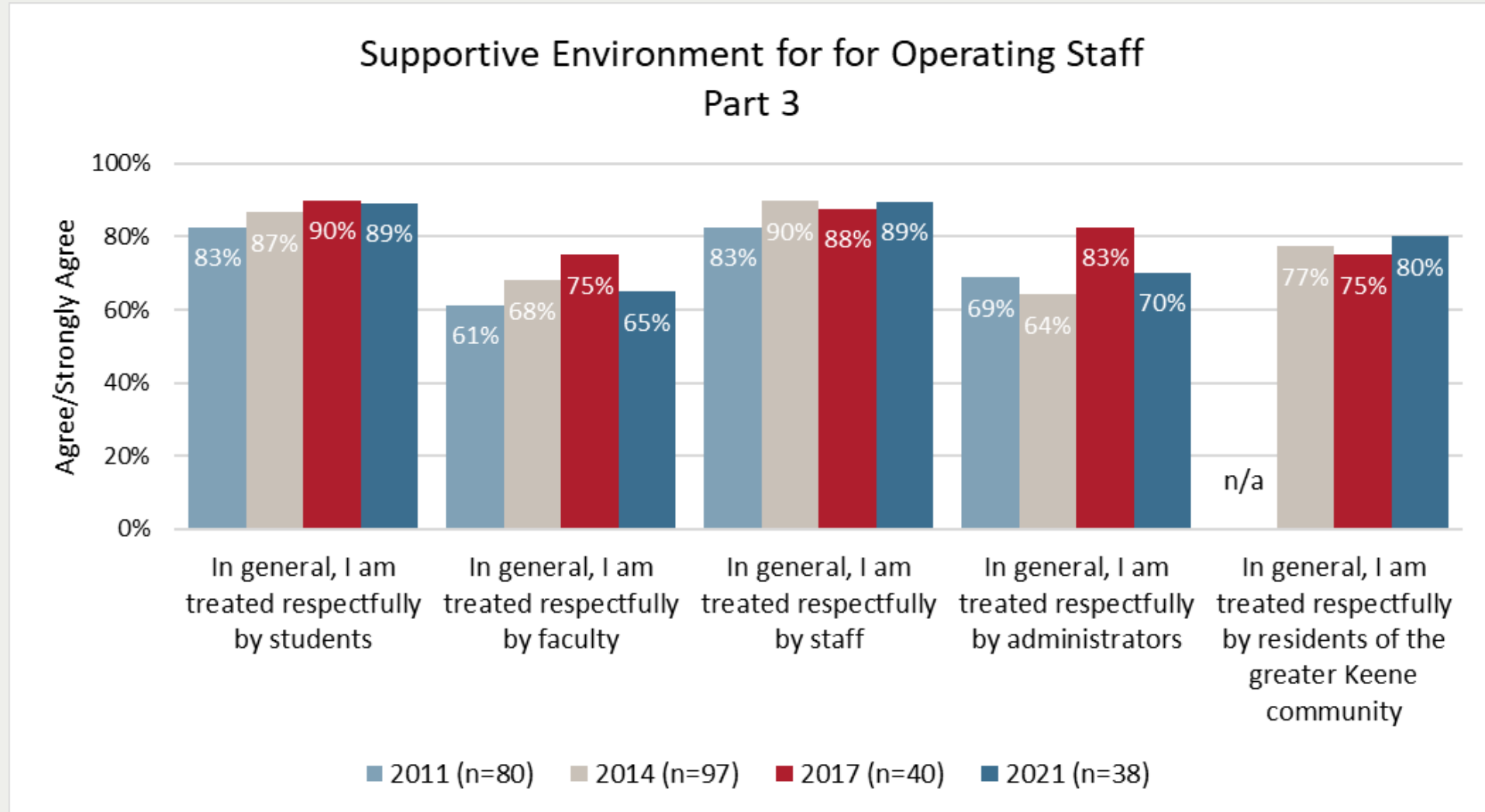
*Significant difference between 2021 and previous years.

Supportive Environment 3 Measures for Non-Tenure Track Faculty



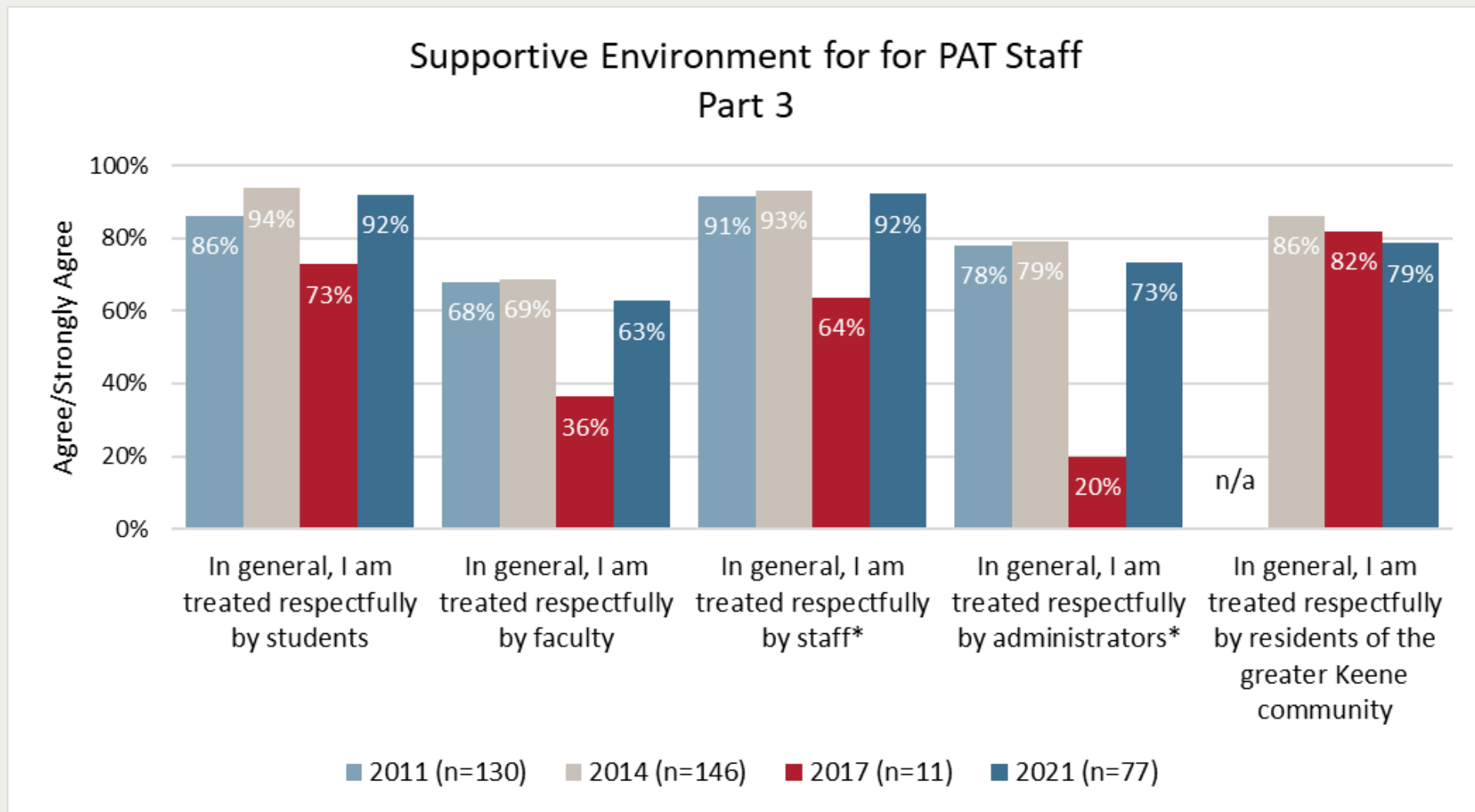
*Significant difference between 2021 and previous years.

Supportive Environment 3 Measures for Operating Staff



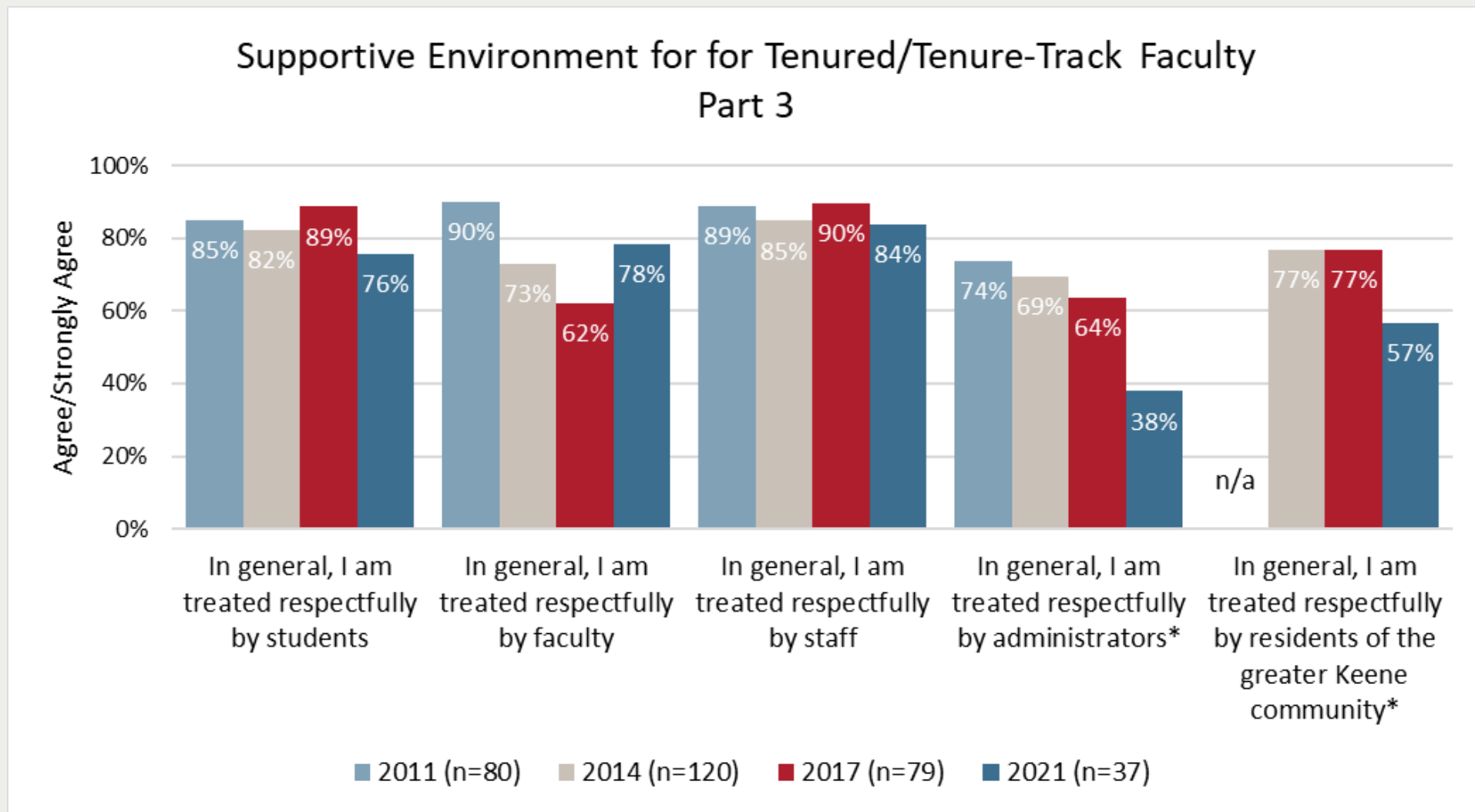
No significant differences between 2021 and previous years.

Supportive Environment Measures 3 for PAT Staff



*Significant differences between 2021 and previous years.

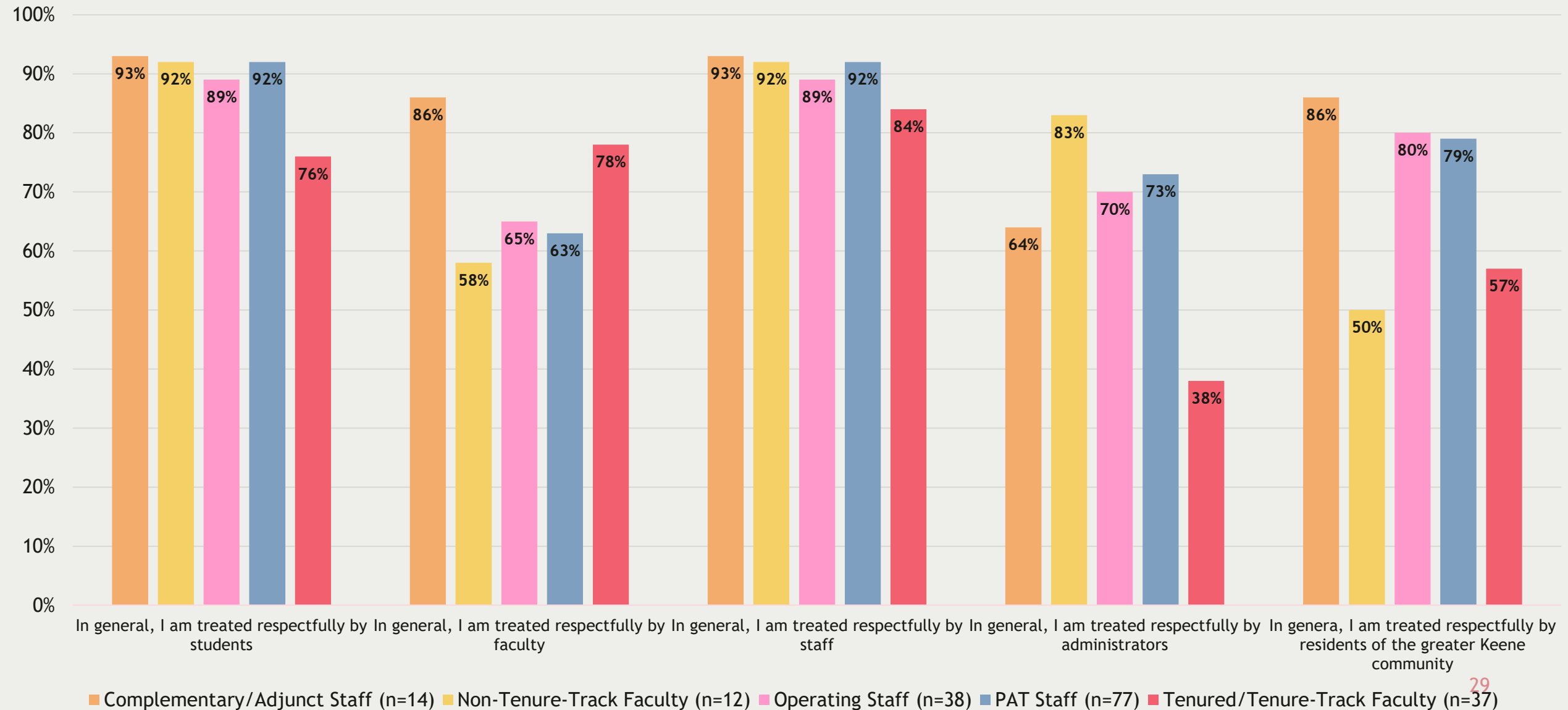
Supportive Environment Measures 3 for Tenured/Tenure-Track Faculty



*Significant differences between 2021 and previous years.

Supportive Environment Measures 3

Employee Results by Employee Category Comparison



Employees' Experiences

Respected by Administrators

“The Dean meeting with me personally to hear ideas about transforming KSC and increasing enrollment”

“I felt supported when Covid began, and remote working was allowed because I live with people who are more likely to become seriously ill or die if they catch COVID.”

Disrespected by Administrators

“I have felt massively unsupported by the Upper Administration in every way.”

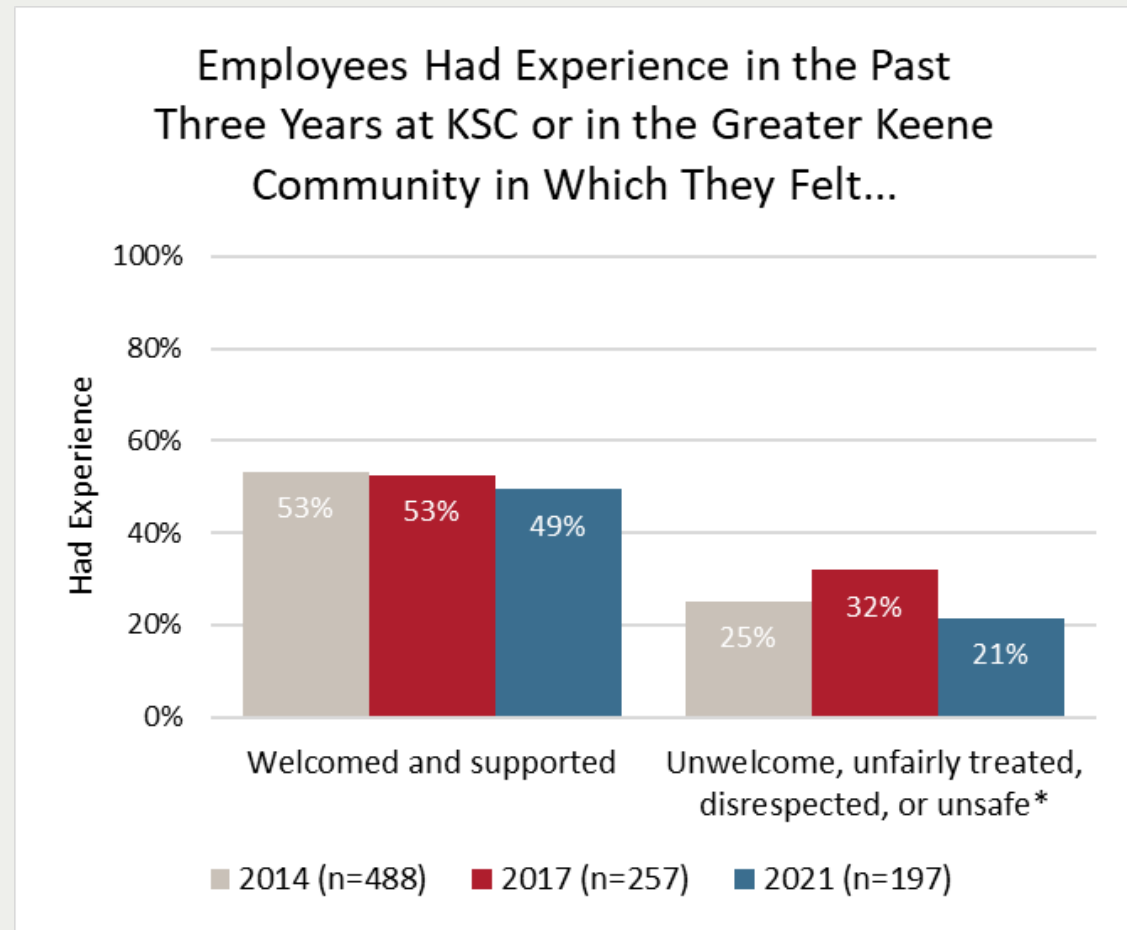
“I tell everyone how much I love my job, how much I love working with faculty, staff and students. However, I always follow up that statement with how much I feel totally devalued by KSC administration. Working for my department is amazing, working for KSC is not.”

“I think being a staff member alone has made me feel disrespected by admins at the college who are making bigger decisions not really understanding how those decisions affect the people who are really doing the jobs”

Employees' Welcoming and Unwelcoming Experiences

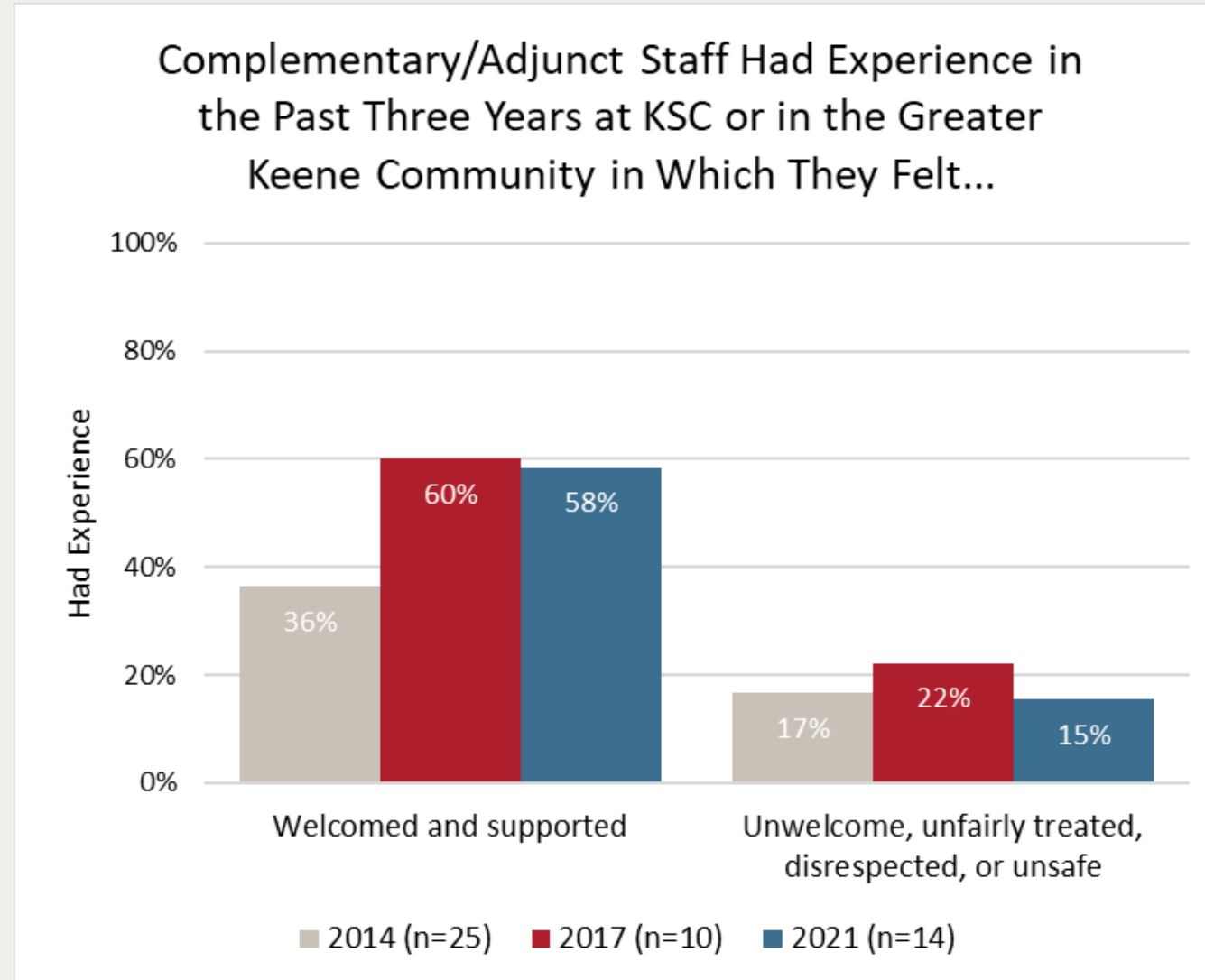
There were no differences in the percentage of employees who had a welcoming or supportive experience in 2021 compared to prior years.

Compared to 2017, a significantly lower proportion of employees had an experience where they felt unwelcome, unfairly treated, disrespected, or unsafe due to an aspect of their identity.



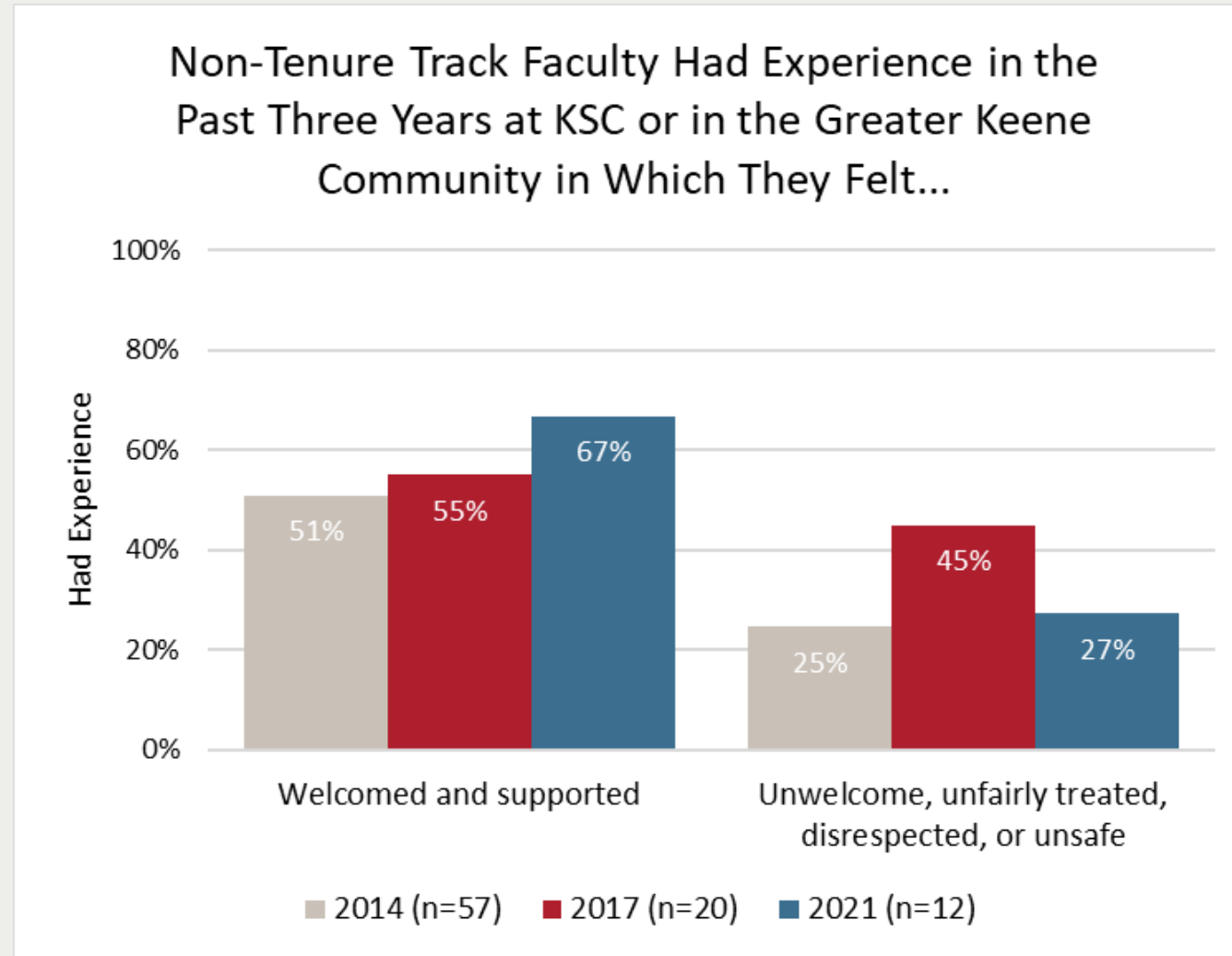
*Significant difference between 2021 and 2017.

Welcoming and Unwelcoming Experiences for Complementary/Adjunct Staff



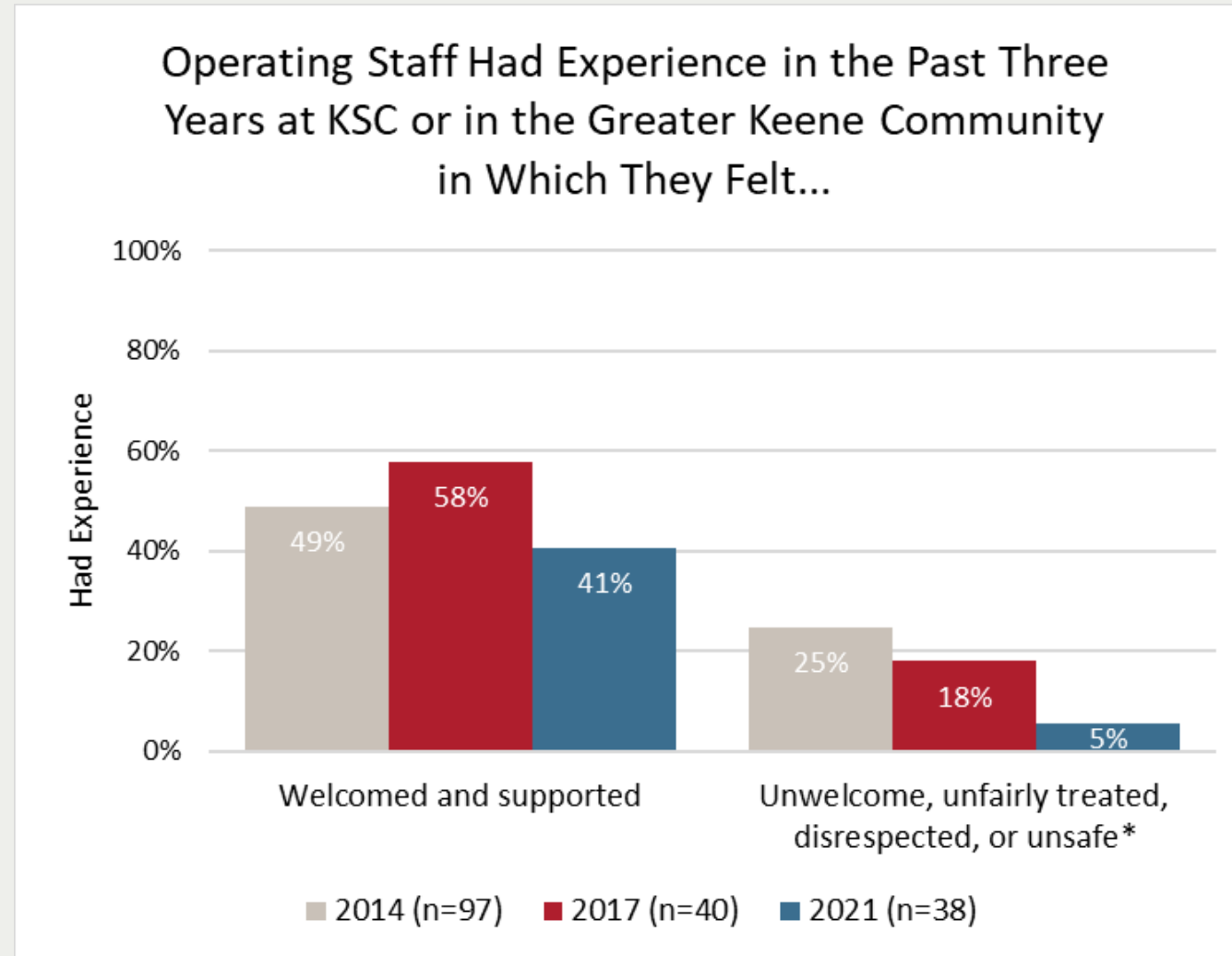
No significant differences between 2021 and previous years.

Welcoming and Unwelcoming Experiences for Non-Tenure Track Faculty



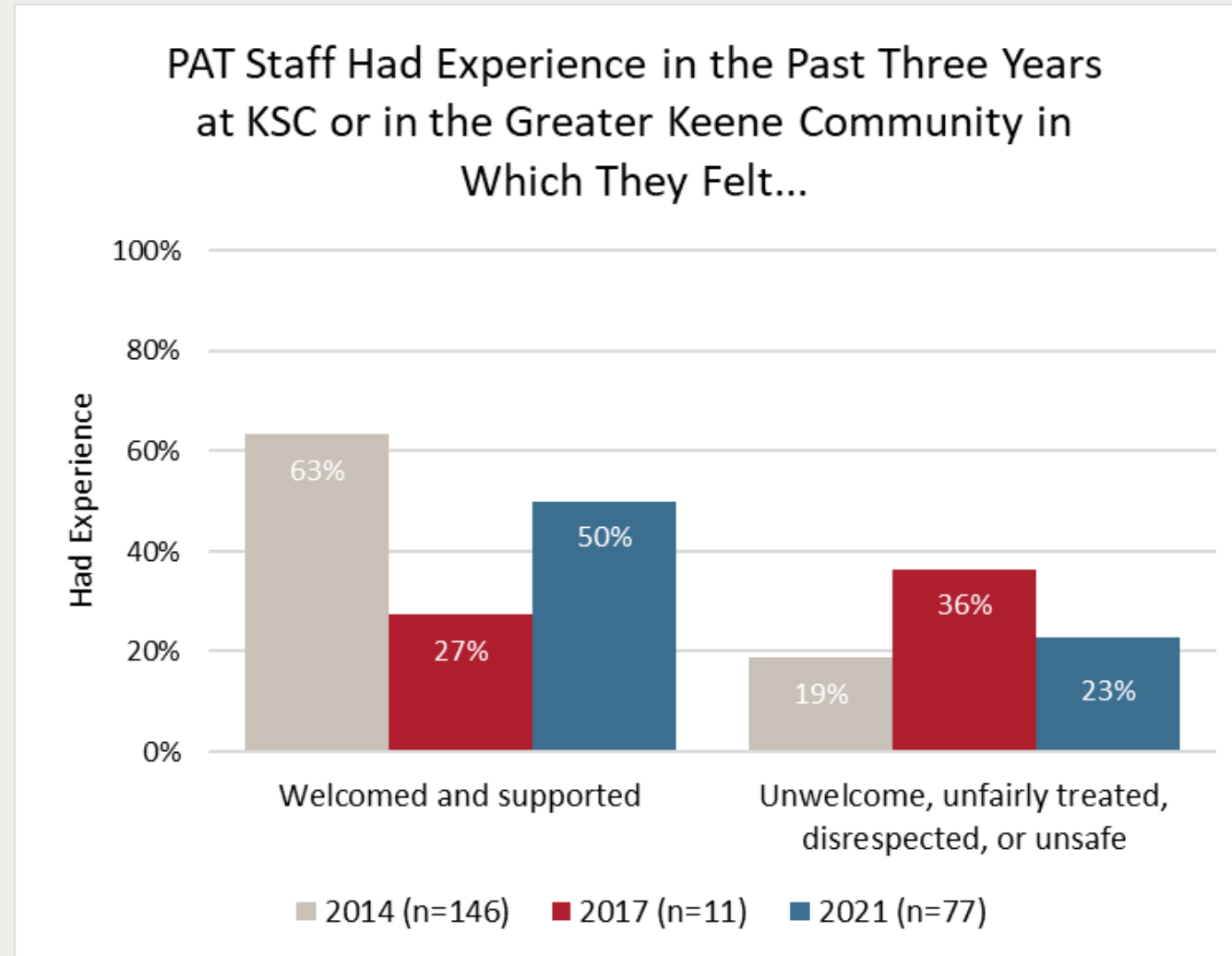
No significant differences between 2021 and previous years.

Welcoming and Unwelcoming Experiences for Operating Staff



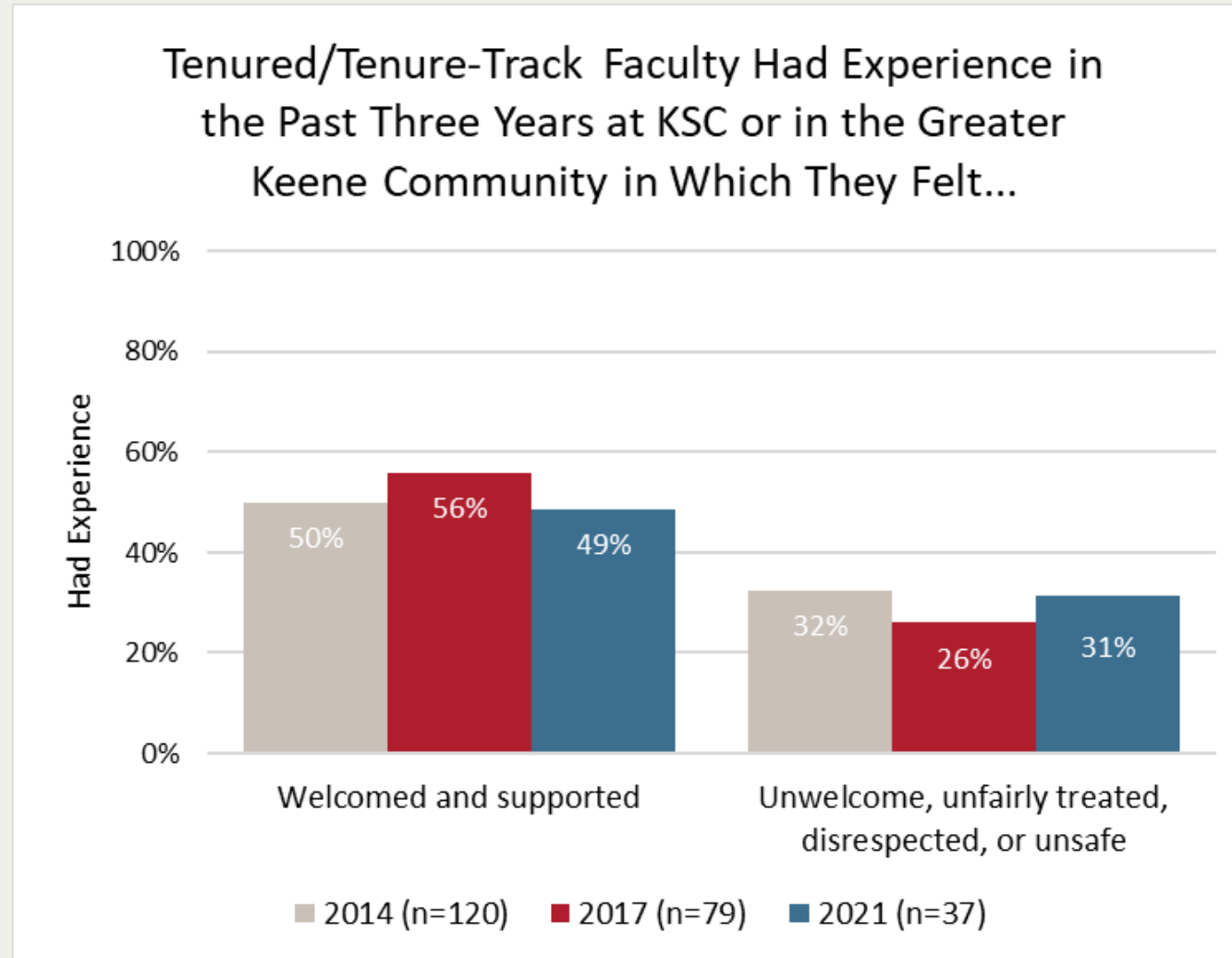
*Significant difference between 2021 and previous years.

Welcoming and Unwelcoming Experiences for PAT Staff



No significant difference between 2021 and previous years.

Welcoming and Unwelcoming Experiences for Tenured/Tenure-Track Faculty



No significant difference between 2021 and previous years.

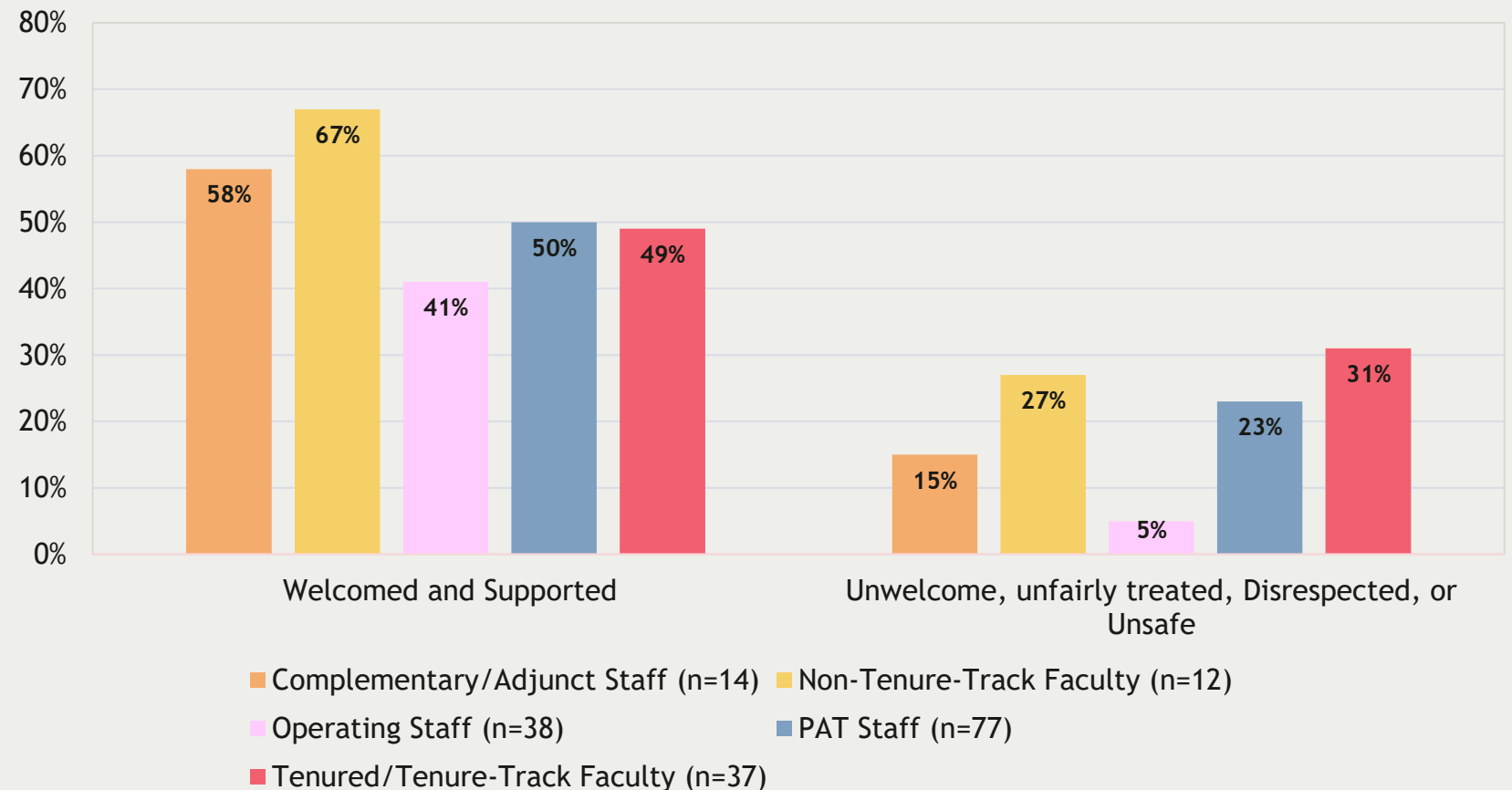
Welcoming/Unwelcoming Experiences

Employee Results by Employee Category Comparison

A higher proportion of tenured and tenure-track faculty had an experience of feeling unwelcomed, unfairly treated, disrespected, or unsafe compared to operating staff.

There was no statistically significant difference in having an experience of feeling welcomed or supported across employment categories.

Had Experience in the Past Three Years at KSC or in the Greater Keene Community in which they felt...



*Significant differences between tenured/tenure-track faculty operating staff.

Employees' Experiences

“I don't know if the treatment I received was motivated by any of the aspects of my identity, but it made me feel unsafe and unwelcome.”

“Nothing related to aspects of my identity but have felt disrespected several times due to classification of job status. There is a very clear hierarchy of who is important and who is not at KSC and the labor shortages and workload are only making that worse.”

“While I don't feel disrespected, sometimes I do feel invisible to students. I'd like us to extend ourselves to greet one another more regularly.”

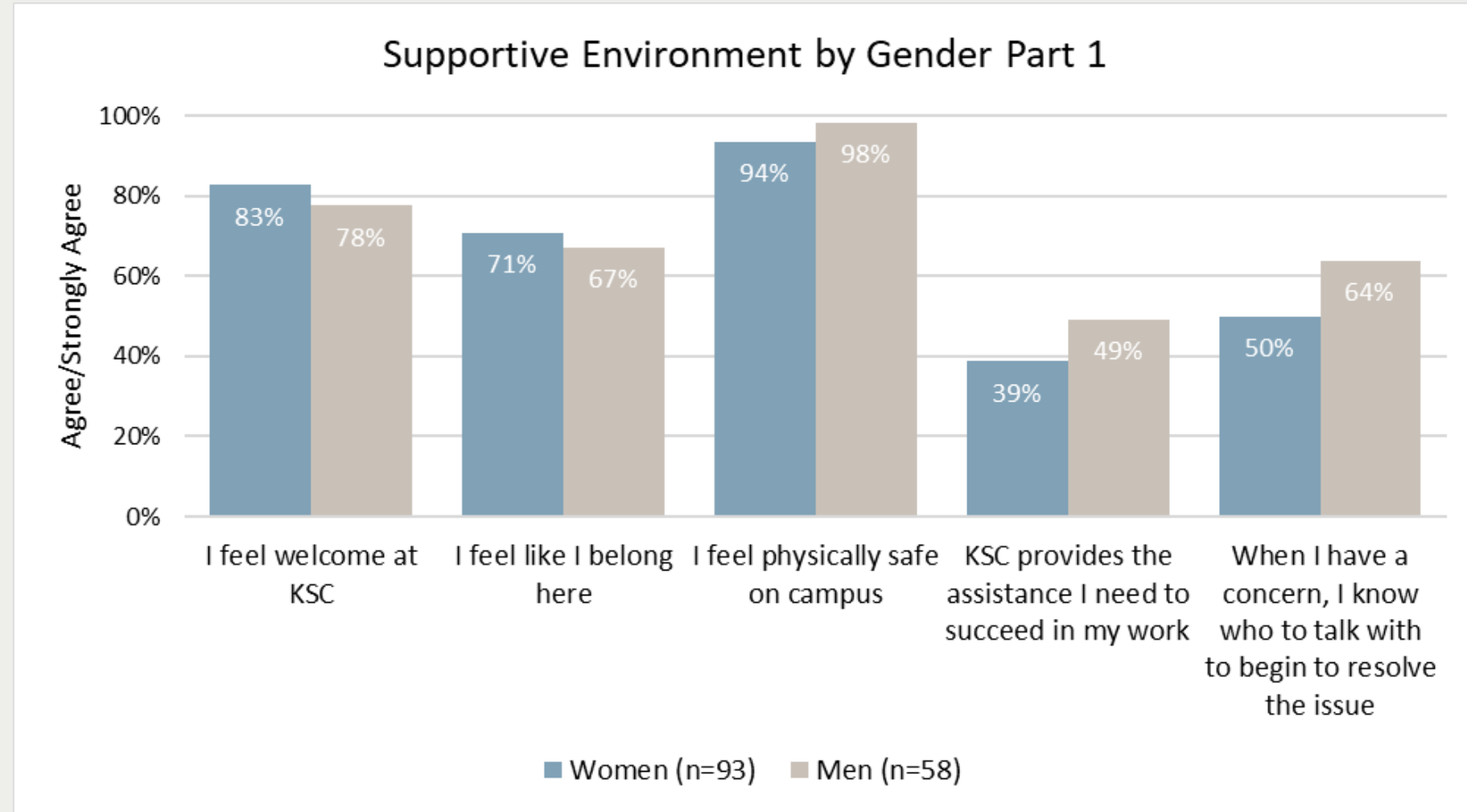
“The campus climate and the actually work climate/conditions are two very different things. The campus climate is welcoming but the work conditions are tragically difficult which impacts the overall culture and attitude.”



Campus Climate Experiences by Different Groups of Employees

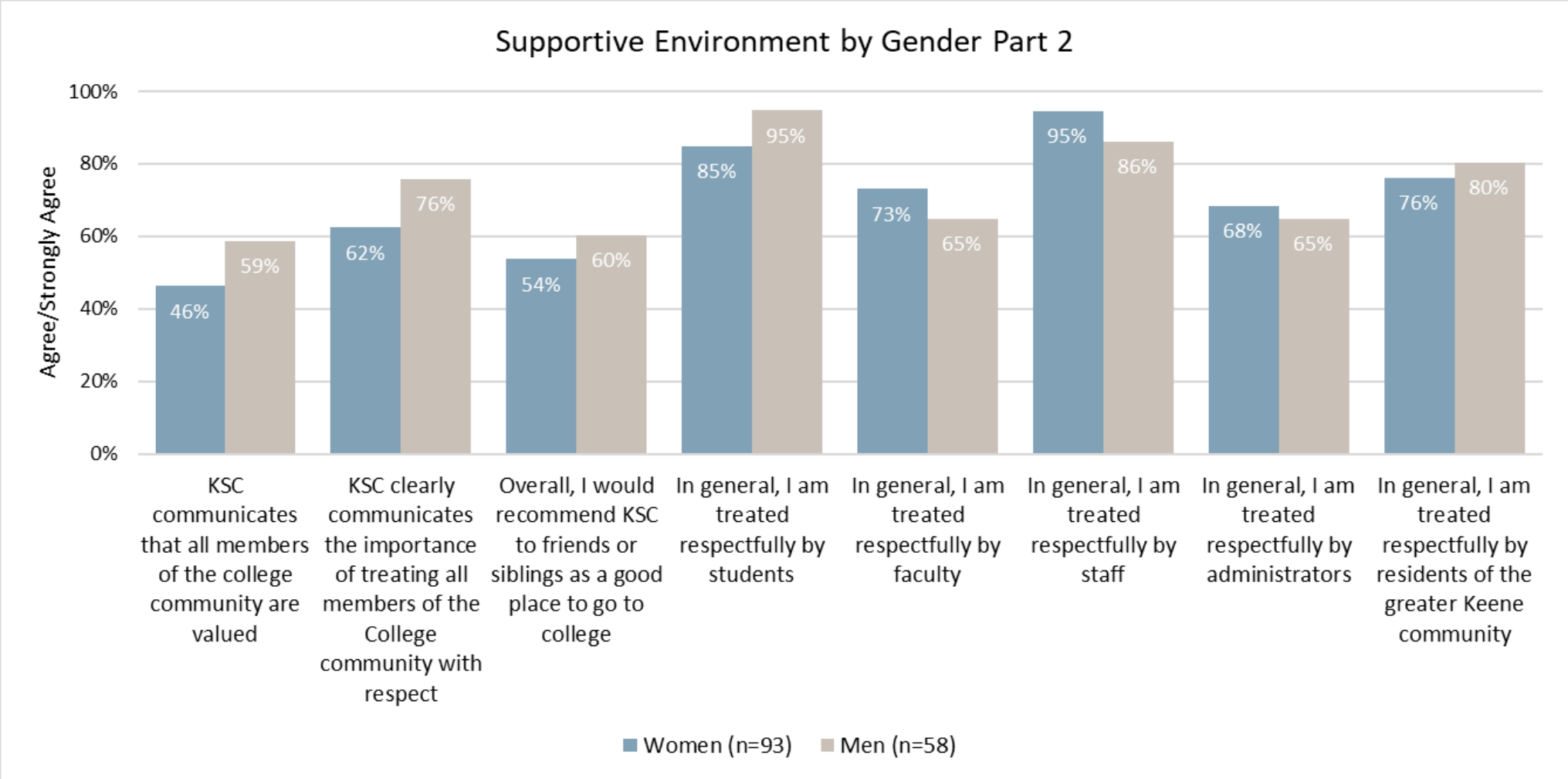
Employee Results by Gender

There were no significant differences in supportive environment measures by employees' gender.



Employee Results by Gender Continued

There were no significant differences in supportive environment measures by employees' gender.



Note that only one employee identified as non-binary. To preserve anonymity those responses were not included in public reporting.

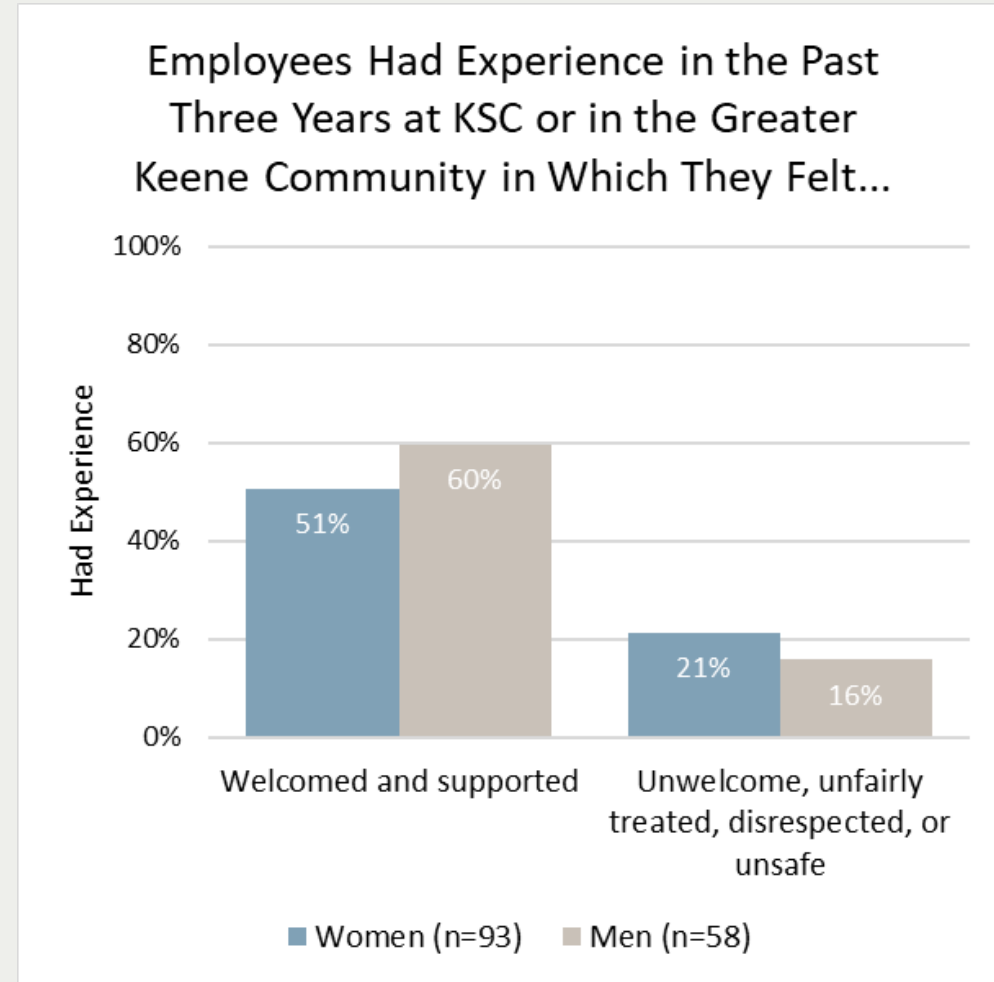
Employee Results by Gender Continued

There were no significant differences in having welcoming or unwelcoming experiences by all employees' gender.

By employee group:

- Significantly fewer women PAT staff agree that KSC communicates that all members of the college community are valued compared to men PAT staff (39% versus 67%).
- Significantly fewer women PAT staff had an experience of being welcomed and supported compared to men PAT staff (42% versus 75%)
- Significantly more women tenured/tenure-track faculty members reported having an experience of being unwelcome, unfairly treated, disrespected, or unsafe than men tenured/tenure-track faculty (40% versus 8%).

Women employees' responses to open-ended questions showed experiences of sexism in the workplace.



Women Employees

Sexism

“The male favoritism in my department was keenly apparent but complaining would have caused more issues.”

“I feel that the men in my area often are unwilling to look at the way their privilege disadvantages the women in the department. Women are more often interrupted, and there is a lot of mansplaining.”

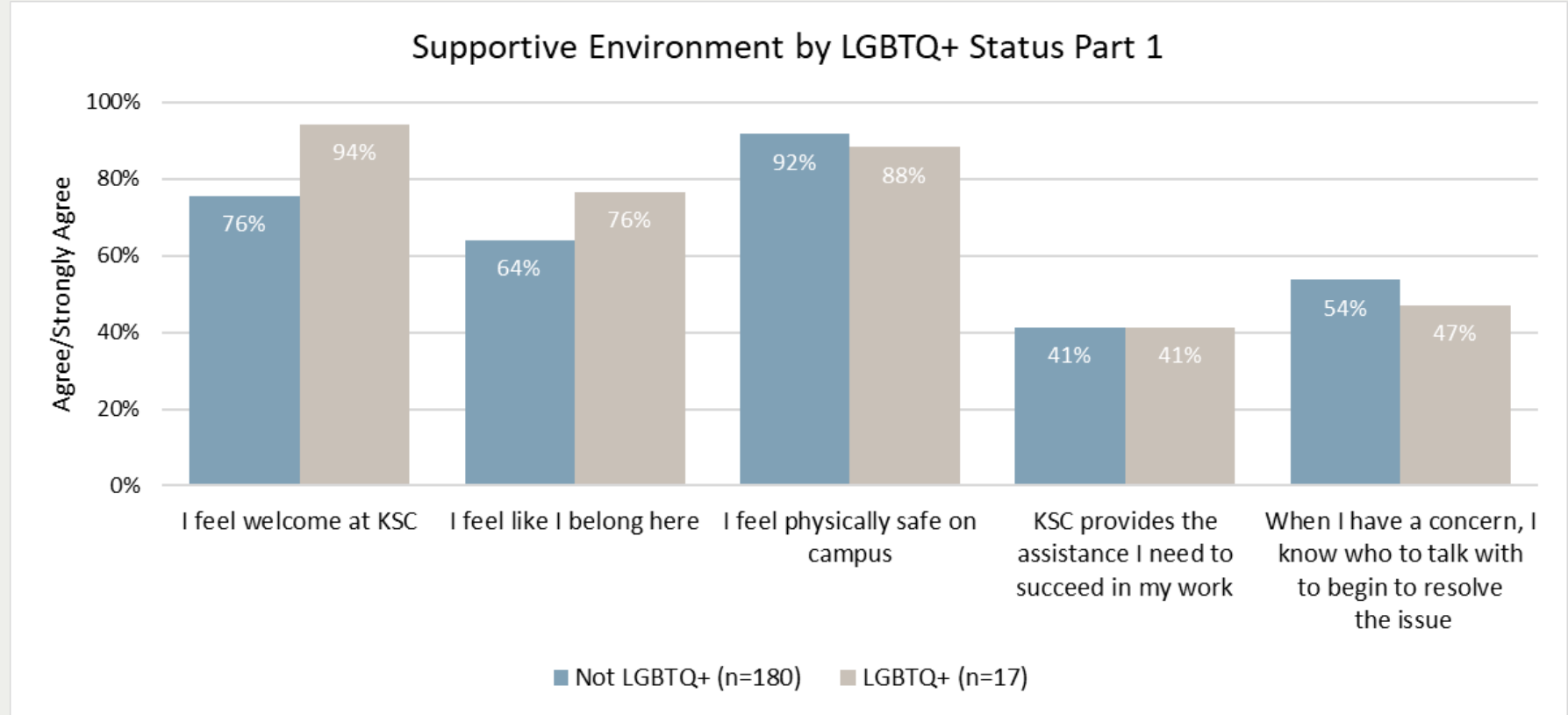
“As a (relatively) young female professor I feel that I have been unfairly treated by members of my department. I feel like I am expected to do more service and uphold higher teaching standards than my male colleagues.”

“The retrenchments have put an increased amount of pressure on faculty, and this pressure is unevenly distributed. It's a well-documented phenomenon that administrative tasks, advising, and mentoring fall primarily on women faculty and faculty of color--this is exactly what has transpired at Keene State, making an already uneven workload distribution even worse.”

Employee Results by LGBTQ+ Status

There were no significant differences in supportive environment measures by employees' LGBTQ+ status.

However, note that statistical significance can be difficult to achieve when the subgroups are small, such as with LGBTQ+ employees (n=17). Also, remember that with only 17 LGBTQ+ employees who completed the survey, it is difficult to draw larger conclusions from their responses.

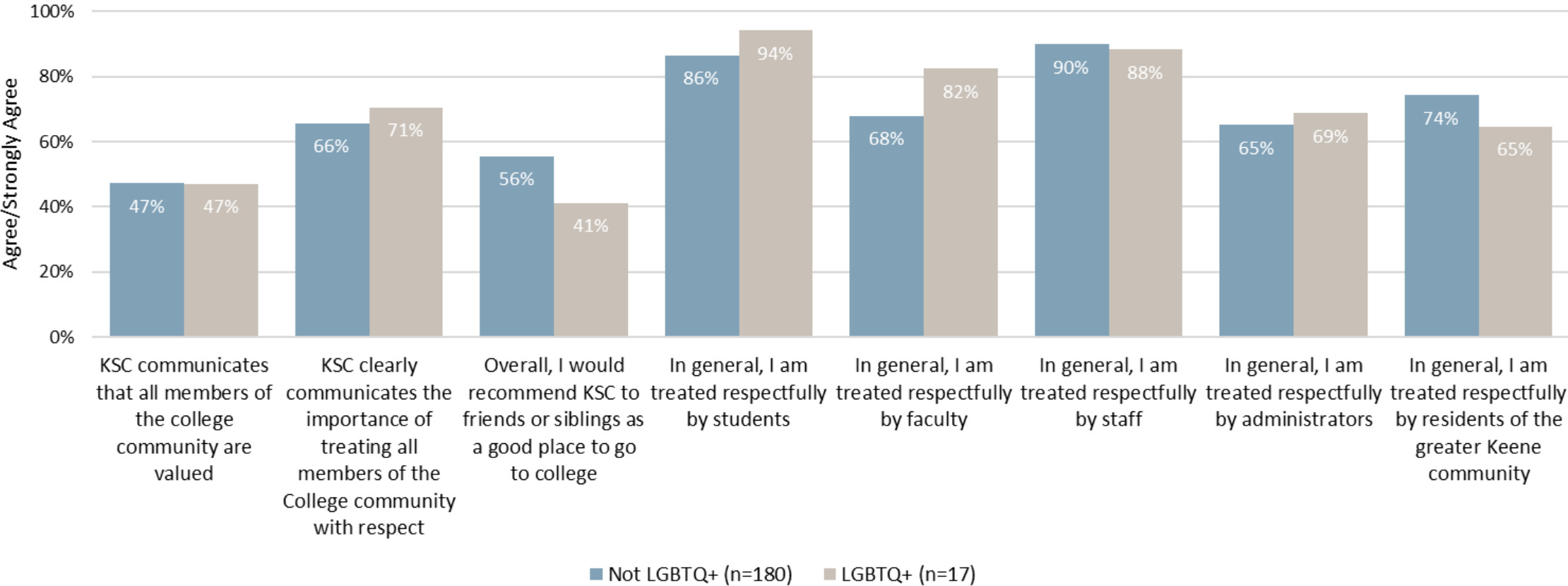


LGBTQ+ includes employees who have a sexual orientation other than heterosexual, are transgender and/or non-binary, and who identify as a gender other than man or woman. Not LGBTQ+ includes employees who are both heterosexual and cisgender as well as employees who did not report their gender, transgender status, and/or sexual orientation.

Employee Results by LGBTQ+ Status Continued

There were no significant differences in supportive environment measures by employees' LGBTQ+ status.

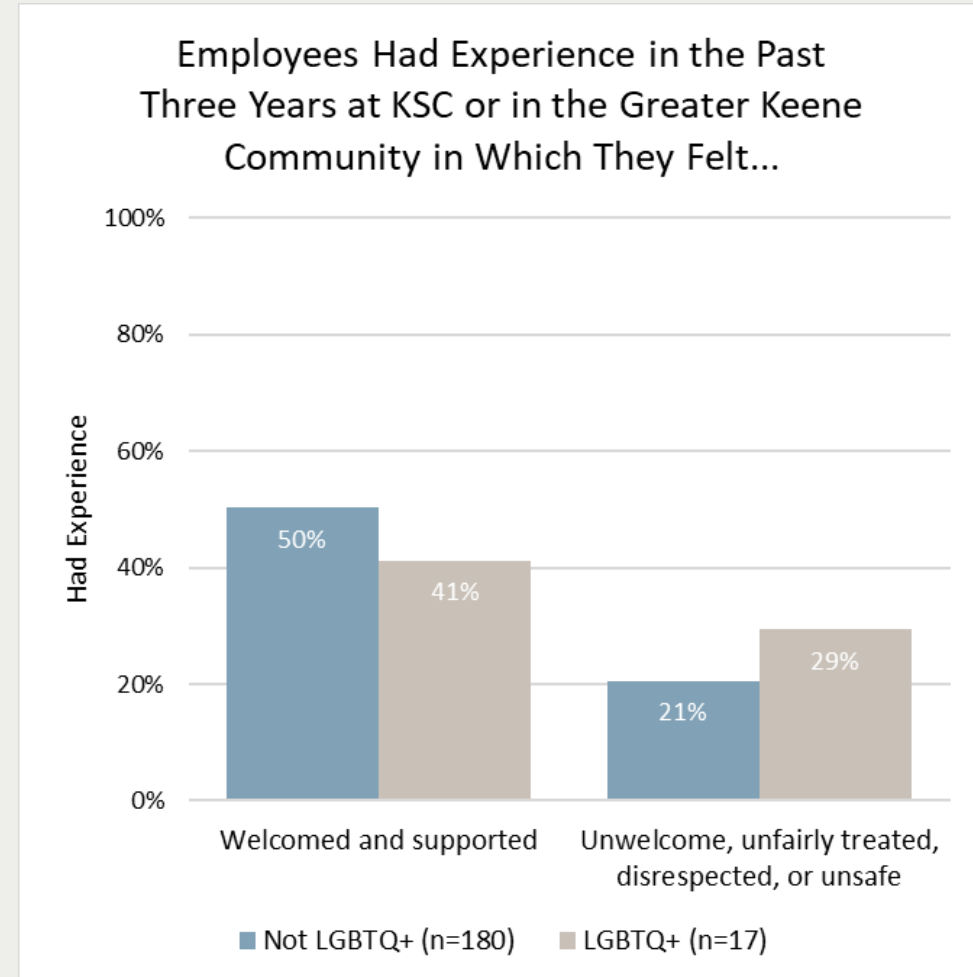
Supportive Environment by LGBTQ+ Status Part 2



Employee Results by LGBTQ+ Status Continued

There were no significant differences in having a welcoming or unwelcoming experience by employees' LGBTQ+ status.

In the open-ended questions, no employees discussed personal experiences or workplace issues relating to their LGBTQ+ status.



Tenured/Tenure-Track Faculty

Faculty Morale

“I have been here approximately ten years and have never felt such low faculty morale as now.”

“Faculty morale is in the toilet and the college and system seem to have no desire to change that. If anything, the latter seek to make it worse. I have yet to speak to a colleague this year who is happy working here or who isn't actively searching for alternatives.”

“Many faculty feel overworked and under appreciated. There a sense of tiredness and desperation as we strive to do beyond our best. [...] We are doing all we can for our students but feel as though the message from the institution is that we are not doing enough, which just supports our interpretation of unappreciation.”

Cut Positions

“I do not feel supported by the administration of the college. I am not given the supports and tools I need to be successful at my job. With more and more faculty and staff being cut, I am continually being asked to do more with less.”

“At this time, with all of the faculty and staff cuts that happened in the spring and over the summer, the atmosphere at the college is very discouraging. [...] As a tenure-track faculty member, I do not feel that I have any job security at all, my expertise could be discarded of at any point in time due to mismanagement of the college's finances, and it is unnerving and confusing.”

Staff Members

Lack of Appreciation

“I believe rankism is still a problem at KSC, particularly among some faculty who believe they’re more valuable than staff. In my opinion, the tenure system for faculty exacerbates this.”

“[Stop] treating staff in ways that indicate they are not valued like faculty (not able to attend graduation if not working).”

“[I] have felt disrespected several times due to classification of job status. There is a very clear hierarchy of who is important and who is not at KSC.”

“As a whole, there is a disparity on campus across the faculty and staff, amongst staff (upper admin and ...the rest of us!), amongst adjunct staff and full-time benefited”

“I do not feel that people on the lower levels of pay are recognized for their opinions and suggestions [...] I feel that there have been many situations where input would have been very valuable but was not asked- instead suggestions are only considered by the administration who do not always know how the jobs in the ‘trenches’ are actually done. [...] We the people in the ‘trenches’ see and hear more than most from parents and students and from a larger array than most as well, and our input would be beneficial...we just need to be asked. Acknowledge our intelligence and we will feel a lot more respected. We matter too.”

Staff Members Continued

Pay Gap

“The one thing that appears to be a common sentiment among the staff is a question of why the Faculty is getting paid a lot of money to work for 9 months and work a very select portion of the week, while us that work as the staff work strange long hours and devote a lot of time to the institution and we get pennies compared to what even associate professors make.”

“This organization is top heavy with administration making very good salaries. Meanwhile, staff are having to work harder because of early retirements/lay offs and we have not received any kind of compensation for that.”

“When those in positions ineligible for unions then receive an increase in salary while others do not, its a rather sharp slap in the face to those of us who actually work with students directly.”

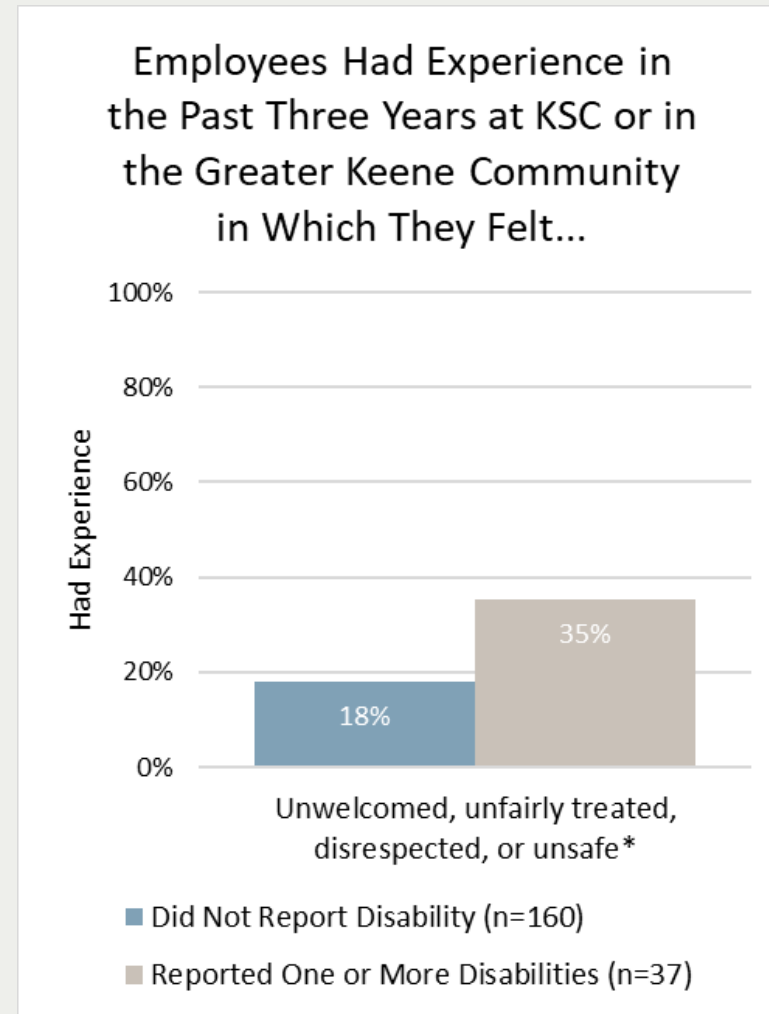
“If you are at all concerned about the quality of the work environment that exists at KSC, I hope someone in the administration will open their eyes and acknowledge that having staff work for years without raises while under constant fear of having their job positions retrenched is a detriment to the campus ‘climate’”

Employee Results by Disability Status

A significantly larger proportion of employees with disabilities had an experience in which they felt unwelcomed, unfairly treated, disrespected, or unsafe compared to employees without disabilities.

All supportive environment measures had no significant differences by disability status.

There was no statistically significant difference in having a welcoming experience by disability status.



*Significant difference between employees with and without disabilities.

Employees with Disabilities

One open-ended response discussed issues regarding access and disability accommodations.

Lack of Understanding

“Many people do not understand the issues surrounding disabilities on this campus...disabled persons are either ignored during the decisions about when and where to hold events, when asking for help, or simply treated as idiots or whiners in some cases and by certain offices/persons on campus.”

Younger Employees

While age was not captured by the Campus Climate Survey demographics, a few employees described negative experiences based on their younger age.

Ageism

“It is impossible to work at Keene State as a person under 30 without being undervalued, condescended to, and treated as a non-professional. There is no room to advance, and no chance that anyone will consider your input more valuable than a student worker without having been at the school for 10 years.”

“I feel that my age is a huge factor in how people treat me- with the assumption that I am too young to know or think critically about decisions I make.”

“I am quite a young member of the faculty, and it does make me uncomfortable when other faculty point out my age.”

“Keene State is losing its young professional staff by undervaluing, disrespecting, and underpaying them, and does not seem to be at all concerned with fixing that.”

Religious Employees

A few employees mentioned negative experiences due to their religious beliefs and practices.

Religious Inequality

“I feel that my political views, religious views, and medical views are opposed by the administration and general college culture. Opposing views of the administration, especially in terms of approaches to COVID have been unwelcome.”

“Some faculty members consistently ignore non-Christian holidays when scheduling meetings and become indignant when rescheduling is requested”

“Open verbal hostility towards religion; Christianity in particular.”

Other Subgroups of Employees

- There were no significant differences in responses to campus climate measures between full-time (n=162) and part-time (n=22) employees.
- Only 5 employees identified as people of color, so race-based differences in the campus climate measures could not be calculated. No respondents discussed personal experiences of racism in open-ended responses.



Additional Themes from Employees About the Campus Climate

Retrenchment: Staff and Faculty Cuts

Lack of Communication or Explanation

“We lost over 50 faculty and staff. It made for a difficult transition to the fall. Because we didn't know who had left - it made it difficult to support our colleagues who remain. You should call X and then we find out that X doesn't work here anymore.”

“Though the College had terrible decisions to make about faculty and staff cuts, the lack of communication and WHO and WHY rattled my whole sense of the campus community. I used to say that this was a great place to be; now I feel like everyone is looking around wondering who will be fired next. Stability is good for community. Why does someone who cares about KSC and Keene have to hear through the grapevine who is gone and who is still around? Why, after a whole year of planning for early retirements/departmental rearrangements, were sudden summer cuts made?”

“Sometimes it feels like the magnitude of what happened over the past year (specifically, the summer) is swept under the rug and not addressed. It would be helpful if it didn't feel like we were moving forward pretending like nothing happened.”

Retrenchment: Staff and Faculty Cuts Continued

Fear of Future Cuts

“The cuts from last year have not been adequately addressed and have resulted in a general mood of fear and paranoia. A clear and direct statement of vision and process would go a long way towards healing this.”

“I think people are really scared right now-- not knowing when and how one will be ‘let go’ because of our financial issues. While I think we all understand that faculty/staff had to be laid off, there is this feeling of loss of control (and control is a very big issue when at work).”

Appreciation and Grieving of Cut Faculty/Staff

“Stop pretending that our campus wasn't absolutely gutted last year. We lost nearly 150 colleagues and haven't had a chance to mourn and process as a community. ”

“Many of us are grieving on our own time and haven't had an opportunity to grieve in community.”

“A lot of people have left and there has been no recognition of their contributions to the college.”

Student Comments: Downsizing Departments and Programs

“My program has a poor climate now that there is only one professor and the other three were let go before this semester. One professor creates a poor environment because we learn from only one method of teaching.”

“Stand up to higher ups when they try and cut faculty and gut departments. It shows a lack of respect for not only your employees but their students who lose a mentor. Dropping [Professor] was the first of several bad decisions in the name of budgeting. Whatever governing body makes these decisions has no perspective on how it affects students and is in need of a complete overhaul.”

“Stop getting rid of all the good professors. One of my academic programs has been gutted and lost half the faculty.”

“A warm welcome to campus from students & faculty that has only soured over my time here due to apathy from administration and the utter gutting of important departments/positions.”

“Need to stop cutting the humanities program down, it is impossible to succeed when my program is constantly being slashed in half.”

Overworked or Burnt Out

Because of Retrenchment

“Some members of the campus community are too over worked. This is because people have left the institution for a variety of reasons, and those position responsibilities fell onto the remaining staff member(s), who may have already been maxed out.”

“Staff and faculty are spread too thin for the amount of work that needs to be done. [...] This has led to extreme burn-out and unwillingness to stay at KSC.”

“As I'm sure you know, the past two years of staffing changes have been really rough. Feeling as though new work is just piled on top of the work that has been added to your plate as people left gets old.”

Effect on Morale and Culture

“I heard an admin say in a meeting the other day that ‘Keene State will work you really hard, it's the Keene State way’ and I thought, ‘How true and sad!’ We are burning out the employees we have left”

“The culture presently is stressed, and faculty and staff will not settle to do the work until they feel safe.”

“It is possible to be included, welcomed, and equal, but also feel overworked and undervalued.”

“Everyone is exhausted...continuing to provide robust student experiences with consistently limited resources is difficult and tiring. It's a heavy lift, and we need to be able to talk about it without the fear of our position(s) being eliminated.”

Communications

Lack of Communications

“Be honest and open about the challenges KSC is facing. Provide status updates on projects that are in process but delayed so staff know they have not been completely dissolved or forgotten.”

“There is a perception that communication is being stifled by a select few at the top of the administration. The messages are being crafted as if we are at a press conference and only the talking points will be discussed.”

“The morale on campus is very low. Communication from the President's office went from weekly Town Hall/weekly emails to almost nothing.”

Need for Action Alongside Communications

“Actions speak louder than words. I am happy when the College communicates its support for all peoples, but disillusioned when its actions aren't in line with its rhetoric.”

“Consistent communication with matched action from the administration with regard to upcoming transitions would enhance the level of trust and confidence level across campus.”

USNH Merger

Lack of Communication

“There is also a lot of ambiguity about our relationship with USNH and our ongoing financial difficulties. As a faculty member, I do not feel that I have a clear sense of my own job security.”

Unclear Work Supports

“I am in a department that merged with USNH as a whole, at times I no longer feel connected as I once did as there are so many people siloed and know little of Keene's practices. Getting things done can now be harder as it takes time to figure out who can help.”

“I feel like overall moral is kind of down due to all the recent and pending changes and fluctuations of processes and merges with USNH. I know there is a light at the end of the tunnel and personally am not disheartened by this, but it has been tough on many people. As workloads get shuffled and new things are added to already full plates, I can see where some people might feel overwhelmed and underappreciated. It's also hard to get your usual work done when you have a simple question but don't know who to call anymore for assistance. Things seem more difficult with all the new forms and processes rather than more streamlined and more efficient.”

Diversity, Equity, and Inclusion

Recommendations

“Equity needs to be a focus (salary/budgetary discrepancies, inadequate staffing in specific areas)”

“Continue providing opportunities for more RP/RJ work among faculty and staff, as well as students.”

“Hire and retain more people of color, queer and trans people, and disabled people at all levels of the institution”

“[Start having] More staff and faculty of color, robust staffing of DEI offices and departments that center DEI work, funding, giving staff/faculty with marginalized identities opportunities to get promoted”

Negatives

“Search processes for upper administration have often seemed to ignore the importance of racial diversity in leadership.”

“I think there is a difference between asking whether the college “communicates” something and whether that communication is made evident through action. The college says a lot about many issues around diversity and inclusion but I’m not sure there is always concrete action that demonstrates anything beyond the communication.”

“Stop pretending that we don’t have an issue with racism and discrimination”

Summary: Employee Responses

- Compared to prior years, employees mostly have similar experiences of the campus climate.
- However, compared to 2017, a significantly lower proportion of KSC employees feel that KSC provides the assistance they need to succeed in their work.
- In contrast, a significantly lower proportion of employees have had an experience where they felt unwelcome, unfairly treated, disrespected, or unsafe compared to employees in 2017.
- There were no significant differences in quantitative responses by gender and LGBTQ+ status. However, open-ended responses showed that women employees have faced challenges at work.
- Tenured/tenure-track employees and employees with disabilities had particularly negative or difficult experiences on campus based on their quantitative responses to the campus climate measures.
- In open-ended responses, other employees reported negative experiences due to other identities or roles, including staff members, younger employees, and religious employees.
- Additional themes about campus climate that arose were employees' frustrations and fears from retrenchment (i.e., recent cuts of faculty and staff), experiences of being overworked and burnt out, dissatisfaction with KSC's communications, struggle with the USNH merger, and recommendations and issues regarding the campus' diversity, equity, and inclusion initiatives.

Six months later...

How are things going? Please take this SUPER short survey to share how you are feeling now.

[Super Short Six-Month Survey Link](#)



And if you have a few more minutes...

Tell us a bit about how the USNH shared services are working for you.

[Shared Services Survey Link](#)



Scan Me

Emerging Themes Poster Gallery Session

**Online Options: Available on the SVP Strategic Portfolio
site through Mon, May 23**

Go to keene.edu > A-Z Index > Find “strategic portfolio”

Thank you!

These slides present the results of the employee 2021 Campus Climate surveys.

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