About the Employee Comments…

The Employee Comments Report provides additional insight into the experience of your faculty, administration and staff. When your employees completed the ModernThink Higher Education Insight Survey® they were asked two open-ended questions:

1. What do you appreciate most about working at this institution?
2. What would make this institution a better place to work?

Responses to these two questions are detailed in this report. To encourage honest, candid feedback and protect the anonymity of individual respondents, we advised employees not to include any self-identifying information. Additionally, comments have been suppressed for job categories with fewer than five respondents. We have presented the comments exactly as they were provided to us. Typographical errors, grammatical errors and misspellings have not been corrected.

The responses in this report are sorted by Job Category as follows:

Administration: ............................................................................................................. pages 3-5
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If you have any questions or would like to speak to a ModernThink consultant about these comments, please call us at 888.684.4658 or e-mail us at services@modernthink.com. To learn more about the Great Colleges to Work For project, visit the program's web site at http://www.chroniclegreatcolleges.com/.
Admin

Question 1: What do you appreciate most about working at this institution?

Being a part of this institution during a period of unprecedented growth in the facilities and physical plant.

Being able to help the students to their fullest. When it comes to students learning about financial aid, it takes time to get them to understand the whole process. Being patient with them, and spending a little extra time, makes them appreciate the most confusing part of attending college.

I appreciate the importance of the institution to the community and am proud to be a part of it.

My supervisor is very supportive of my career aspirations.

People that work at this institution are a family, a family that works together for the common purpose of successfully creating a learner and student centered environment.

Student contact

Student-centered institutional culture

The commitment of most employees to the College

The family atmosphere. The fact that we care about one another.

The MD Community College affinity groups for student services staff. Senior Management's ability to look into the future and prepare for growth in the community.

The overall cooperative atmosphere within all departments and at all levels.
The people I work with.
The opportunity to use a variety of skills to solve problems.
The opportunity to offer valuable educational opportunities to the local community and thereby improve the quality of life.

The strong commitment to our students, positive efforts to make good hires, generally good visions and goal-setting to move us forward; mostly good communication.

The student-friendly environment, my great co-workers, my caring supervisor and the physical campus and offices.

The students and the ability to make a difference in the community. I also appreciate that Senior Leaderships recognizes the importance of family and work life balance.

**Question 2: What would make this institution a better place to work?**

A better work/life balance on the part of top administration - There is an implied expectation that the job is your life, which includes working 10-12 hours a day every day. Employees who work reasonable hours and have a life outside of the office are happier, more productive, definitely more rested and balanced.

All of Student Services is severly understaffed. Federal regulations have changed drastically, as we saw in the presentation by the financial aid area earlier this spring. The staff in that area are very cooperative and helpful, but you can see the stress level is elevated. All of student sevices is experiencing growth anxiety.

Having a workforce that embraces change and is open to new ideas and different cultures

If senior management understood the needs of each department better. If there were more trust.
If we were able to reduce the number of "high priority" goals, and spend time focusing and doing the absolute best with a few top priorities, we would accomplish more. Having so many high priority goals becomes overwhelming, and eventually impacts the quality of the outcome.

- Increased staffing.
- Thorough written documentation of procedures.
- A good relational database.

- Less micro-managing from the President; recognizing staff for their abilities and providing fair opportunities for promotion on this basis.

- Reasonable deadlines

- Recognizing the need for a stronger support services operation.

- Senior leadership recognizing all needs for increased levels of support staff; better communication around annual budgeting priorities; less rushing through multiple important projects at the same time.

- Senior management that you can trust. Being able to voice an opinion different from senior management and not being dismissed and treated poorly for expressing a different idea or opinion.

- That we work as a team, instead of acting like we have to compete against each other. The ASA building.

- This would be a much better place to work if senior leadership genuinely cared about the employees here. We are told that this is so, but actions over and over again prove otherwise.

- We are very, very busy and sometimes may take on more than is reasonable given the size of our workforce. More balance between work and personal.
Faculty

Question 1: What do you appreciate most about working at this institution?

A strong majority of employees are dedicated to student success and work together well in striving to meet that goal.

Ability to work with students.

Academic Freedom, the people here, students

Classroom and educational resources available to instructors; location (short commute), flexible hours, relaxed atmosphere.

Faculty and staff tend to be friendly. Long time faculty tend to be very supportive and nurturing to the new faculty. Occasional turf battles but for the most part employees are willing to support each other for the good of the student's and facility. I am amazed that the VP recognizes and calls employees by name, even when they are out of their departments. That's amazing. The president on the other hand is very non personal. Sometimes acknowledges a faculty member, other times will acknowledge one or two people in a group and totally ignore the other staff as if they don't exist. Clearly has favorites and whether consciously or not this is demoralizing. President has strong analytical ability but needs to brush up on personal skills. Overall though I must admit that this is one of the better places to work. I believe the faculty and staff really do care for the institution and the services it provides to the community.

Flexibility, schedule, students, peers, staff

good co-workers (for the most part)

I appreciate all the faculty and staff in my division and how they always go the extra mile to help each other.
I appreciate that faculty are allowed to teach the way that best suits their style. I also like that nearly everyone who works here considers that students are our number one priority.

I appreciate that it is student centered. Good teaching is valued and in general, the faculty and staff work well together toward a common goal. It is a good work environment, especially in our division.

I enjoy the freedom to teach without oversight, meaning to design my courses and materials as I deem necessary to meet course outcomes, and I enjoy the close working relationship my division members and I have. It's a pleasure to come to work everyday. I likewise enjoy senior administration's lack of daily interference; we are treated as professionals, but senior administrators are available if we need them.

I like having the opportunity to work with the students and my colleagues.

I really enjoy my job. I like coming to work every day. I miss it when I'm away. I like the students, most of the faculty, and many of the administrators.

My co-workers make this a great place to work. All are willing to lend a hand when needed.

My division chair and her ability to problem solve.

My fellow faculty members are a pleasure to work with. When we reach our students, and they learn skills that we are teaching it is very professionally satisfying. One can attain a high degree of job satisfaction in the interaction with our students.

My teaching colleagues are wonderful and supportive. They are bright and accomplished. They show tremendous concern for our students. I have received personal mentoring from a variety of the faculty and it is much appreciated. We share an honest dialogue about day-to-day and broader concerns. We are a great group.

Not having to work on weekends and holidays. Time facility is closed for winter (Christmas) break.
picking my schedule

Students and academic freedom

The ability of the institution to recognize change related to the needs of the community. The addition and removal of programs as well as necessary modifications in response to economic development and workforce needs serves all involved parties well.

The colleagues in my department; The students

The collegiality among the faculty members and the opportunity to change the lives of our students. For the most part, students are very appreciative of our efforts.

The fact that it has allowed me to take on new challenges and grow within the institution.

The good people in my department

the people in our department get along very well and work well together

The people--all levels--are overall kind and considerate.

The resources available for teaching.

The response from the students and the support from my peers.

The shared mission of helping students acheive their dreams by providing a heads above the crowd education one that meets needs and encourages life-long learning. This shared mission nurtures a family like atmosphere one of mutual respect, and concern for each other, among all staff and faculty.

The special relationships that exist between Administration, Faculty, Staff, and Students
The support and autonomy of my direct supervisor
vacation and personal off time
ability to critically think and share my ideas
Know that I am making a difference in the lives of students

The variety - I never have a dull day. Also, we have a good deal of flexibility in our schedules.

The vision and leadership of the President.

There are a lot of good people here who are interested in helping out students. Generally, teamwork is very high at the departmental level especially. The college offers a lot of ways to succeed.

We have the opportunity to make a difference in our student's lives on a daily basis. My work with students and within my division is most satisfying.

Working with individuals within my division. They are bright, professional, and compassionate.

**Question 2: What would make this institution a better place to work?**

A better data management system.

A better recognition system for work ethic and effort would improve overall morale. There seems to be an opinion from the administration that all individuals of the same rank are the same, without regard to time spent or extra requirements such as community involvement, grant execution, student advisement, development of new or modified courses, classroom preparation, etc. Personally, I know I spend an average of 50 hours/week compared to a required 37.5 hours/week based on my increased workload and I have the same compensation as others who put in the 37.5 hours/week and still have time to read books and play computer games as I have observed on numerous occasions. Workload should be more evenly distributed or appropriate compensation should be determined using a more defined method.
A faculty handbook outlining policy and procedures
New Employee Orientation Program
Higher security presence for evening classes
More user friendly blackboard system with more amenities such as (Engrade)

a little more flexibility in required posted office hours and more consideration of time for "must attend" meetings

A more open communication with the leadership of this institution.

A real program of shared governance - currently the president makes all the decisions - vetos and amends committee work - and introduces changes without faculty input.

A senior administration that was more responsive to faculty concerns and a shared governance practice that more seriously considered the work product of the various committees.

Actually have Shared Governance work was it is intended instead of having the President approve only the policies HE likes. Without his approval, nothing gets approved.

Better communication between administration, staff, and faculty would improve things on campus.

Better customer service skills between the departments and concerning ourselves with what kind of presentation to all, not just the students.

Communication with upper management

Dramatically less micromanagement by the President. Also, more flexibility in assessment goals and procedures. If feel like we're modeling the high school approach (which I don't perceive as positive). College should not be a "cookie cutter" experience.

Faculty input in decisions, a clear policy regarding promotion and tenure, if the administration were honest and I could believe what they say. If were were given time to teach and not have additional administrative duties piled on. Since it is not possible to do everything that we are
assigned, one has to guess as to which tasks can be left undone ... clear priorities would be helpful. Administrators are not allowed to make even basic decisions. All policy goes up the chain to the president. He makes every decision large or small, other requests for input are either absent or just pretend.

Financial recognition is always appreciated, but the constraints of funding are recognized. Student evaluation of faculty is cumbersome and poorly done. It becomes a popularity contest and the results unfairly held against the faculty member without due process. As a faculty member you feel like you should take drama or magic courses to "entertain with a song and dance".

Follow through with faculty recommendations.

Having a faculty handbook with written information instead of having to rely on "folklore" residing in the heads of staff who have been here a long time. Better communication in general from senior administration. A mentoring program between experienced instructional staff and new instructional staff. A web site that makes it easy to find information instead of hard to find like the current one does. Less of a "relaxed atmosphere" for dealing with academic and student issues - more formal, written processes in place.

I believe that our shared governance process is not transparent enough. Often the shared governance committees make recommendations which do not appear to be taken under consideration. An explanation as to why the recommendations won't work or aren't viable would from senior administration would go a long way to generate more faith in shared governance. While the charges arise from the top often it appears that the committees' work is futile, because the recommendations aren't valued.

It seems that some decisions are made without any input from shared governance. For example, the new tuition reimbursement plan.

I would like to have more time to focus on teaching, develop coursework and meet with my students. I would like less time spent in meetings.

If the college president would show more respect for others. He seems to think that he is the only individual who has the ability to make decisions. "Shared Governance" is a misnomer.
If the senior administration had a greater concern for faculty interests. Shared governance does not work on this campus.

Improve in trust between senior administration and faculty. Shared governance expectations seems to be not fully adhered to, and input sometimes appears to be marginalized.

It seems like there is a disconnect between faculty and administration sometimes. Administrators sometimes ask faculty members opinions but then don’t listen to them. On the other hand, it seems like certain faculty members hold grudges and make it a point to be unreasonable. In general, it is a great place to work, but it would be better if we could all remember that the people we encounter every day (faculty, administration, staff, students) are all deserving of empathy and open-minded treatment.

Lightening up the workload placed on teachers would help such that we could do our core jobs more efficiently. Also, when scheduling meetings, being thoughtful to those who will be attending in respect to time, day and notification.

More designated space and equipment for career training programs.

More faculty voice in decisionsthat affect us. Making Shared Governance really shared. Right now it is Shared Information, top-down decision making.

Not being in overload! We are down professors.

Not conducting student evaluations every class, every semester. Using the student evaluations to work with faculty to help them become more accomplished educators - not to release them/remove them/fire them.

Open dialogue where all suggestions/ideas are respected and carefully considered.

some of the "bosses" are a little "catty" and territorial

The college would be better off calling itself a vocational school. Hagerstown Community College does not foster an environment that allows academic freedom and open/free discourse
for faculty. The college creates and promotes a corporate rather than academic model/approach in its structure and expectations for its employees. It is a terrible institution to work for and hardly resembles a college.

The president: Our president is bright and has many great strengths as a leader. However, he has several weaknesses that keep him from being a really good president. 1. His emphasis on quantity over quality. Since he has become president, yes our numbers have gone up, which looks great on paper. But, what is not visible is the decrease in quality. The most important example is instructor positions being filled by individuals who are not qualified. If there are students that want a class, he demands that a division chair find a person to teach the class. That this is not possible is not taken as an answer. You find someone to teach it or else. We MUST continue to be one of the fastest growing community college in the state. (It certainly makes him look good.) 2. He wants to "centralize" all processes. He tries to force square pegs into round holes. Being fair, does not mean being the same. 3. He does NOT listen to those who know more about a subject than he does.

There is a feeling of distrust that comes from the top down. I would love the opportunity to speak and feel my opinion is respected.

There needs to be more attention paid to getting input and feedback from everyone when drastic changes are made like the recent changes in tuition reimbursement. That just came as an email out of the blue without any advance warning at all. This just makes everyone feel that "shared governance" is meaningless.

Uncouple promotion from student evaluations of faculty. At times, students seem to blackmail faculty.

Upgrade computers in the classrooms; the ones we have are dinosaurs. Construct smart classrooms using the latest in technology. Abolish "shared" governance as it now stands; I don't think faculty have a real say in college governance.

We need more faculty and staff. People are overworked and we don't have the administration and staff to get critical work done.
Exempt Prof'l Staff

Question 1: What do you appreciate most about working at this institution?

Community

Contributions that we can make toward education. Staff and faculty that I work with are wonderful!

Enjoy the service it provides to students in the community and the quality of the individuals I work directly with

Great group of people who are dedicated to the college.

HCC has a desire to put the students first and to assist the community in everyway possible.

Helping those achieve their maximum potential, and being surrounded by others that share the same values.

I am given the chance to think outside the box and find new ways to efficiently perform my job

I appreciate the fact that my supervisor trusts in me and pushes me out of my comfort zone. I have been given numerous opportunities to take charge of department projects. She know when to jump in and assist and offer guidance.

I appreciate the freedom I have to express my concerns and/or ideas to my boss and coworkers.

I can always better myself
I enjoy helping students. I appreciate and enjoy most of my coworkers in students services.

I enjoy my job and like the people I work with. It is a good place to work. After you are here awhile you get an nice amount of vacation. I like having holidays off. I am a very intelligent person and enjoy having freedom in my job and not being micro-managed all the time. I feel I do a good job and the College is lucky to have me on their staff.

I have found "one person" to ne considered a mentor for encouraging me to stay at the institution.

I love working for an educational institution, and I feel like my work is worthwhile.

I really like my coworkers. We respect each other and work well together.

Many friendly, hard-working employees with a common goal: helping each student reach his/her potential.

Not working week-ends and most holidays

Salary and benefits; college environment

Strength of administrative leadership and the student centered nature of the faculty and staff.

That I am able to give back to the community where I started as a student.

The flexibility of my supervisors.

The historical culture that students are our # 1 priority

The people
The sense of community that exists. The people that work at this institution are genuine and truly care about each other.

The strong leadership at the top gives a real sense of purpose. All staff and faculty really care for the students.

Their willingness to help me balance my work life and my home life.

This is a place where senior administrators practice what they preach—i.e., they are the hardest working staff members. They welcome ideas and input but are decisive when that is necessary.

Working environment

**Question 2: What would make this institution a better place to work?**

A fair and balanced supervisor.

Better communication and involvement of staff and faculty in decision making, ownership. Stated strategic priorities that are met. Written policies and procedures to follow.

Better insurance plan I do not like the 80/20 or the mail order prescription plan

Continue to serve that way we do now.

Create specific action plans for items slated as "areas for further study" during unit planning rather than let just hang in limbo until next year's budget process.

DIVERSITY!!! DIVERSITY in faculty and staff. The college hold one event each year called MLK Day but the issues regarding racism are not discussed or mentioned. Also there are no minority
administrators. I do not expect the college to move in the direction of becoming more culturally sensitive. I hope this survey demonstrates that the institution is very political and lacks an understanding of the students they serve.

I enjoy working here and have no suggestions.

If administrators were allowed to carry out their duties without micromanagement from the president.

If we were able to financially, Hiring more full-time faculty and staff to improve the quality of our services.

In my department, employees need to be held more accountable actions and behaviors.

More full time employees and less dependency on part time workers.

More open communication and less micro-management. The college has wonderful faculty and staff who are professional, let them do their jobs in helping students succeed.

More open communication. Better food and more variety in the cafeteria. Being able to work from home a couple days per week.

More professional development opportunities especially for the adjuncts. They need to get paid when they attend workshops, trainings, etc.

More responsiveness to department needs (facilities, financial support, staffing) Allowing administrators to teach a course during the day (as an adjunct)

More State Funding

More windows:)
Our building is a little cramped for space, especially our office. More offices for staff would be nice.

Supervisors should be held accountable for lack of management skills. There should be a campus-wide discussion of the benefits of telecommuting.

The ability to telecommute or use flex-time.

This college would be more efficient if the different departments on campus weren't placed in a hierarchy of importance. Many departments are often skimped when it comes to what they need or require because many feel that the programs are not cost effective to the college or to the current enrollment trends. Several departments are run on a bare bones staff that is over worked and under paid for their many other jobs including their primary position with the college.

To have departments work better with each other and recognize that we are all on the same team.

True acceptance of viable ideas by senior executives and not immediate dismissal of requests that would help complete/compliment the institutional mission.
**Other Staff**

**Question 1: What do you appreciate most about working at this institution?**

Benefits, sense of community, loyalty of employees who have been there a long time

Everyone works well together. It's a team effort. Professional Development is supported even if there is limited funding.

Faculty and staff have a good working relationship. It would be great if the same were true of administrators and staff communication.

Family environment.

Flexibility - My supervisor is very understanding with family obligations!

Flexibility of when we can take off work.

Good overall hours, not a lot of hassles from supervisory personnel, family tuition free, Basically have a say it what my area of expertise is (grounds Mgr.) Holidays and leave good with no hassles if need to be off. Many nice people in all areas of campus

HCC has a wonderful reputation and I am a proud employee.

I appreciate most the institutions flexibility which allows me to balance my personal/work life, and the family like atomosphere that creates a sense of unity amongst everyone.

I appreciate the coworkers I have in my department and the dedication we all have to better our department and serve the student population. I also appreciate my supervisors flexibility in allowing me to balance my family and work.
I appreciate the efforts of my own division in supporting my career development.

I appreciate the generous time off and the flexibility of my supervisor to grant leave when it is needed.

I enjoy the people I work with, I enjoy the work I do and I like that we are making a difference in people’s lives.

I like the flexibility the job allows. I also appreciate the fact that my manager allows the flexibility and is understanding to one’s needs.

I love HCC!!! I wouldn't want to work anywhere else. I have an outstanding supervisor and feel very blessed to be a part of the HCC Family.

I most appreciate the people I work with. On average they are people who enjoy the job that they do, so they are kind and considerate one to another.

I truly enjoy the people that I work with. We work as a team.

I work in an environment that is enjoyable and will give me great experience for me to further/advance my career in the future.

job security

Job security..love of this college. Have been here quite awhile and feel like this is my college. Have seen it go up, down, up and down in leadership and overall concern between administration and staff. All things considered I love working here and plan to continue until full retirement age.

My co workers
My office area is in an ideal location where I can hear what is going on around me, but, still am able to concentrate fully on my work.

My supervisor. He inspires me to greater efforts to make our department's contribution valuable and worthwhile to the entire college.

People are friendly and most are willing to help out.

Sense of community and belonging.

Small community

Support of each other, in celebrations of important events and also in difficult situations we may face

That we are closed for approximately the last ten days at the end of the year.

The beautiful campus and the employees. Overall, we have a great faculty and support staff. Our president and senior leadership has great vision for ensuring the College's future and viability.

The faculty and staff for the most part wonderful people. My job is interesting and challenging. I get the chance to learn new procedures.

The feeling of being apart of a family

The flexibility of personal/work life. The college is very supportive of personal life issues that may impact work schedules.

The opportunity to complete my degree. Short travel time to work. Communicating with people from my area. The benefits are good.
The pay and benefits are pretty good and I like the type of work that I do.

The people I work with every day.

The staff and faculty feels like family! Flexible hours too.

There is a real sense of community and working together. The institution and the staff have a professional attitude.

While I may have a limited view of this institution, I thoroughly enjoy working here. I feel that my co-workers (and others I work most closely with) are committed to providing HCC's students with excellent customer service. We are all willing to go the extra mile for our students and we can count on one another for support.

Within the division, there is a sense of "team" - working towards the ultimate goal: the success of the student, without compromising on standards, ethics, etc.

Work/Personal Life Balance and the flexibility allowed for family time/situations.

**Question 2: What would make this institution a better place to work?**

- address safety mechanisms/measures (or lack there of) across campus
- better communication across campus
- if upper mgmt has already made a decision regarding a specific course of action, please just state that this is the decision and this is how we're going to proceed. 1) don't waste other faculty/staff members' time going through the futile excercise of convening a committee/doing research on the topic/etc only to revert back to the original decision. 2) avoid "cloak and dagger" routine

1. Change the tuition reimbursement policy so that those employees whose current job position are ineligible to purse a bachelor's degree because it would not benefit the college or the the
work they do would be able to do so.
2. When a current employee applies for an open position at the college and that department already has someone "in mind" for that position, the courtesy interview could be dropped as to not waste the employees time.

A change of administration.

A little slower pace. Seems like we are always on the fast track to do or create something new, which is not a bad thing. Sometimes we just need to take a pause and enjoy our accomplishments.

being treated equal. I don't feel all offices do this. There seems to be favoritism between upper management and their employees at times. This causes a negative attitude.

better climate control in the building

Better communication between way too many powers. Respect of upper mgt. for lower staff of workers in general. better communication in many areas.

Better communication throughout the institution.

Better work hours - I do not see the need to work until 7pm except during times where there is high student traffic. Better layout of the ASA building - students are not able to find the appropriate offices easily and the Welcome Center is not well positioned to intercept visitors.

Employees that are low achievers are not dealt with in a timely manner.

Equity of work load within departments. Some employees are overwhelmed by their workload and responsibilities and others spend a leisurely day at work. Supervisor micro manages some and is totally hands off with others. Creates animosity and low morale.

Evaluations would be fairly administered and help to encourage open communication between supervisor and staff. Also, managers should be required to go through managerial training to
make them more sensitive to their staff’s needs and sensitive to ‘open communication’ or ‘communication, at all’. This would create a better working environment.

Greater recognition of employees who consistently do outstanding work.

HCC would be a better place to work if the senior leadership would recognize that certain positions on campus do warrant an upgrade.

Health care benefits could improve.

Higher pay.

I am 100% satisfied.

I feel there is an enormous lack of communication and teamwork between many of the groups in the institution. I don’t feel as if groups work and play well together. In order to make this a better place to work, groups need to come together and not be so territorial in their areas. We need to communicate and share information with one another.

I think it would be meaningful to HCC’s employees if there was some sort of recognition/celebration of extra effort when the occasion arises. Everyone is aware that the nature of this work calls for some peaks in workload from time to time. Some small token of appreciation, however, would go a long way to improving morale during those times. For example, maybe some free ice cream on those days during peak Registration when we are swamped with students!!!

I think the idea of shared governance is not represented well in this institution. Additionally, I think the institution needs to recognize individuals who go above and beyond their job descriptions; these employees should be not only recognized, but also appropriately compensated for their extra efforts.

I’ve only been here a few months and I cannot think of anything to improve upon at this point.

If every person would realize that we need to work as a whole for the students.
If everyone was willing to help even when something isn’t their job.

If I could take my vacation in the summer with my family. Prior to working at HCC, my entire family went to the beach for a week. I miss those family moments a lot. I was told by my supervisor that no vacations were allowed in July and August due to the importance of the work we do. Although, the salary is ok, it does not afford me the luxury spending time at a warm resort in the winter.

If there were more opportunities to be promoted or advance your career within the department you work and if you were fairly compensated for taking on additional duties/responsibilities in your job.

Increased communication between departments and more collaboration.

Initiate more flex time schedules

Keeping the community feel is more of a challenge as the college grows. More effort is needed to regain what we have lost.

Less micromanagement. Better communication.

Less micromanaging from the administration. There are very intelligent division chairs, directors, supervisors, faculty, and staff who know how to perform their jobs very effectively with undue meddling.

More fairness in departments have the correct number of employees to better serve the students.
Lack of communication between departments and a feeling of working together toward a common goal.
More training for new employees regarding all areas of the college and its policies and procedures. Turnover rate is higher than previous years and new employees are not made aware of procedures of other departments. Need more training in house of all facets of the college.
Often we talk about honesty one with the other, but when we speak what is on our minds, people don't always like what is being said. Listening and weighing what the other person said, thought or felt, might move us in a direction of true acceptance for anothers ideas and thoughts.

To establish more understanding, patience and team work among various departments. Where these values exist, they are working well but unfortunately do not exist throughout the entire organization. There is a definite sense of 'my contribution is more important than your contribution' amoung various departments which tends to result in a very disappointing lack of courtesy and professionalism for an academic environment.

True communication between administration and staff.

Understanding.
## Question 1: What do you appreciate most about working at this institution?

- ... students, colleagues, mission, and benefits
- Flexible schedule
- Having an opportunity work together to help the community and students
- I like it that the College closes for 10 days around Christmas/New Year's. That and the amount of vacation time are the reasons I stay at HCC.
- Our state of the art equipment and facility
- That it is a safe and community involve inviroment.
- The campus is very student centered, and the majority of full-time faculty are very giving of their resources to the students.
- The only reward I get and appreciate the most is when students approached me with a smile and say thank you.
- The opportunity to promote education to the community is the best aspect about working at this institution.
- The quality and dedication of the faculty overall and, specifically, the colleagues from my division.
The quality education the college provides to its students. Working with caring and cooperative co-workers (faculty and staff).

Question 2: What would make this institution a better place to work?

all the friendly students and professional staff people form different backgrounds.

... a common mission and caring colleagues

A better understanding on the part of senior leadership of the nature and importance of teaching/research to the institutional mission.

A more diverse student, faculty, and staff environment would make HCC a enriching educational experience for students, and workers alike!

Allowing the college community to vote on a holiday closing to honor our United States Presidents or MLK's Birthday. Dr. Altieri acknowledging and knowing all of his staff and full time faculty, and for him to attend the majority, if not all, PAR committee events.

Better insurance and retirement

Having open-minded administrators that are willing to discuss important issues! Stop micromanaging and taking away employee benefits.

Hiring more minority faculty and staff would better reflect the student population. More opportunity to telecommute would lessen the stress on staff.

I would like to see more academic integrity. Staff and faculty seem a little too willing to bend the rules for students.

Respect in Team Work and Team decision making process.
Transparancy