COMMUNITY COLLEGE OF PHILADELPHIA
Institutional Effectiveness

Employee Satisfaction Survey – Fall 2025

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This document presents the analysis/results of the Employee Satisfaction Survey sent out to the College community on September 11, 2025 via CNEWS. The invitation to take the survey was sent out to all administrators, faculty, as well as classified/confidential staff. A reminder email was sent out to the College community on September 18, 2025 with the survey closing on September 26, 2025. Overall, the number of responses received was **248**.[1] This is a decrease from the **448** responses when the last employee satisfaction survey was administered in Spring 2022.

It is important to note that due to the anonymous nature of the survey responses were not tracked by individual and it is possible that some individuals completed the survey more than once. Additionally, while there were 248 responses received individuals were not required to complete each question in order to proceed in the survey. Therefore, some responses may be incomplete, and all results are presented as percentages rather than raw numbers except for the question asking for an employee's role at the College which is presented as a percentage as well as raw number.

Table 1 Respondent Employment Classification

Role at College	# of Respondents	% of Respondents
Faculty	108	43.5%
Administrator	101	40.7%
Classified/Confidential Staff	39	15.7%

- Table 1 displays the primary classification of employees who have completed the survey
  - The percentages displayed are the percentage of respondents who fall within a classification
  - Most respondents are faculty (43.5%) followed by administrators (40.7%) then classified/confidential staff (15.7%)
  - Compared to the 2022 survey, there are more administrator respondents in 2025 (40.7% vs 31%) and fewer staff respondents (15.7% vs 24%)

[1] This number is of those who answered the question regarding their role at the College. There are over 300 responses if we take incomplete submissions into account.

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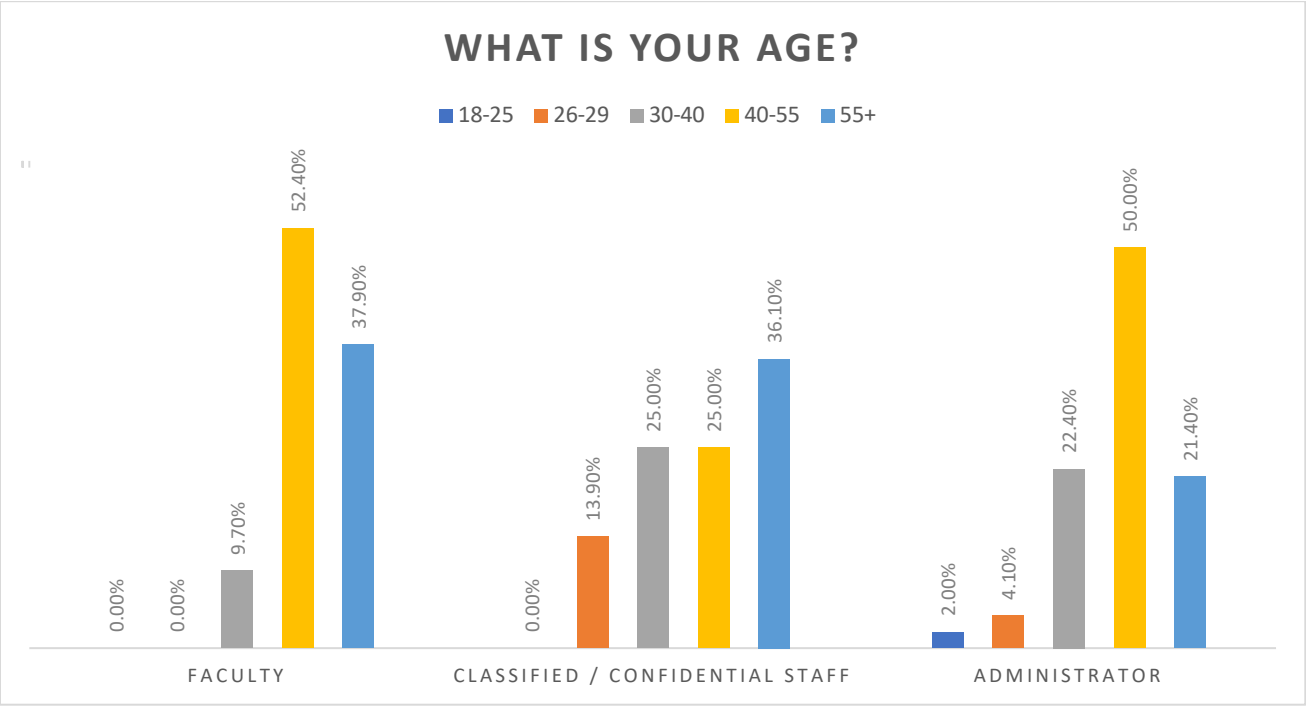
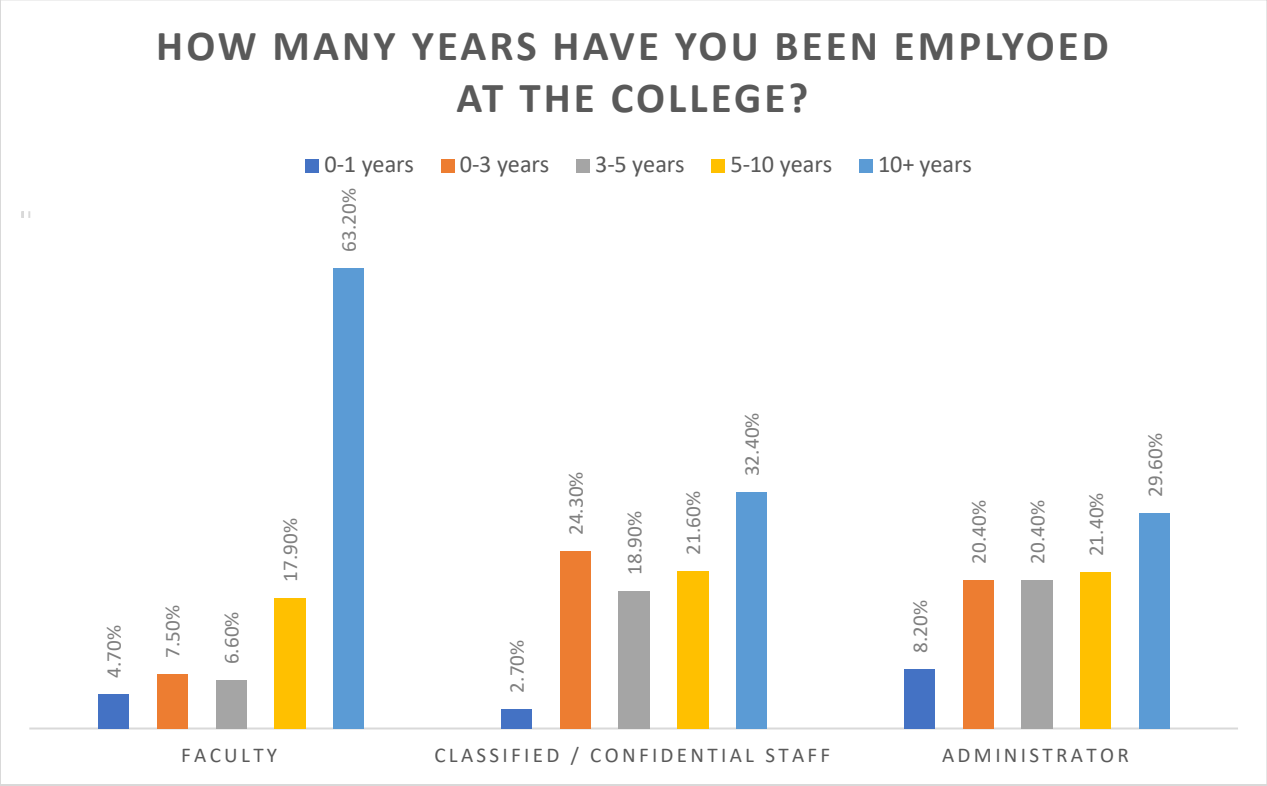
Figure 1 Respondent Age



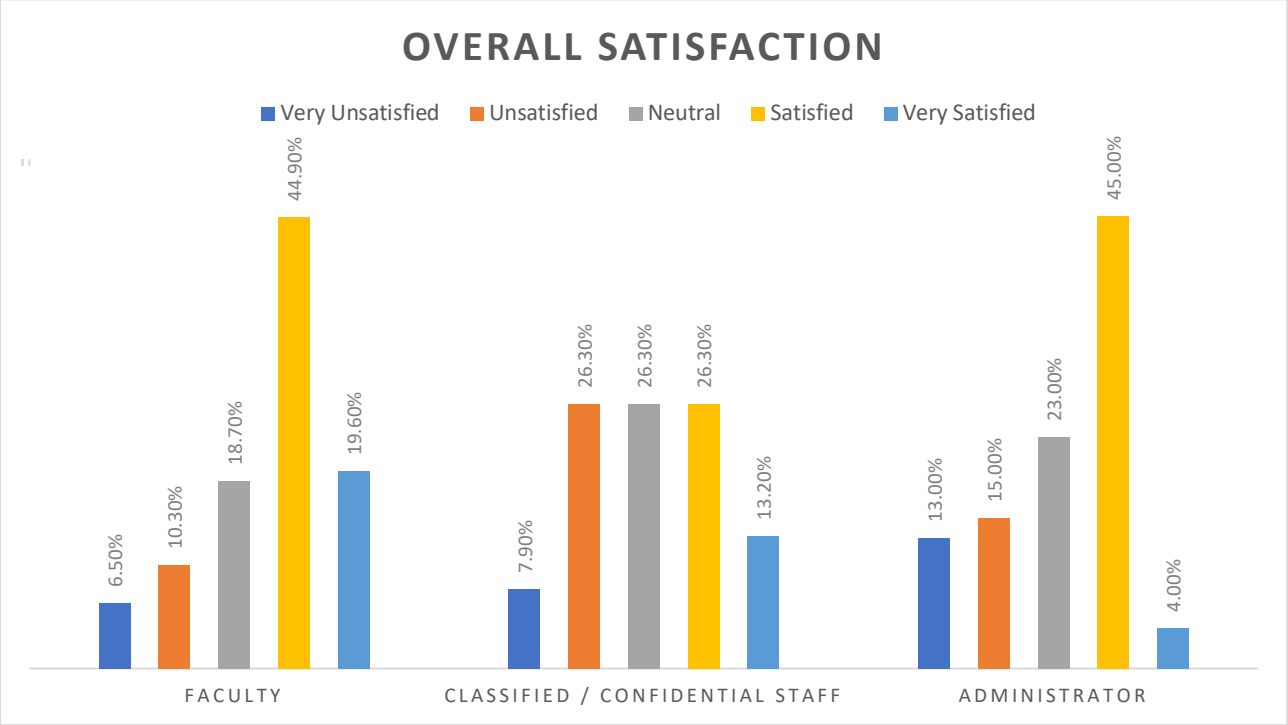
- Figure 1 displays the age range of respondents separated by an employee's classification
  - The most common age range is 40-55 for faculty (52.40%) as well as administrators (50.00%)
  - The most common age range is 55+ for classified/confidential staff
  - Faculty had no respondents in the age range of 18-25 as well as 26-29; classified/confidential staff also had no respondents in the age range of 18-25

Figure 2 Employee Tenure



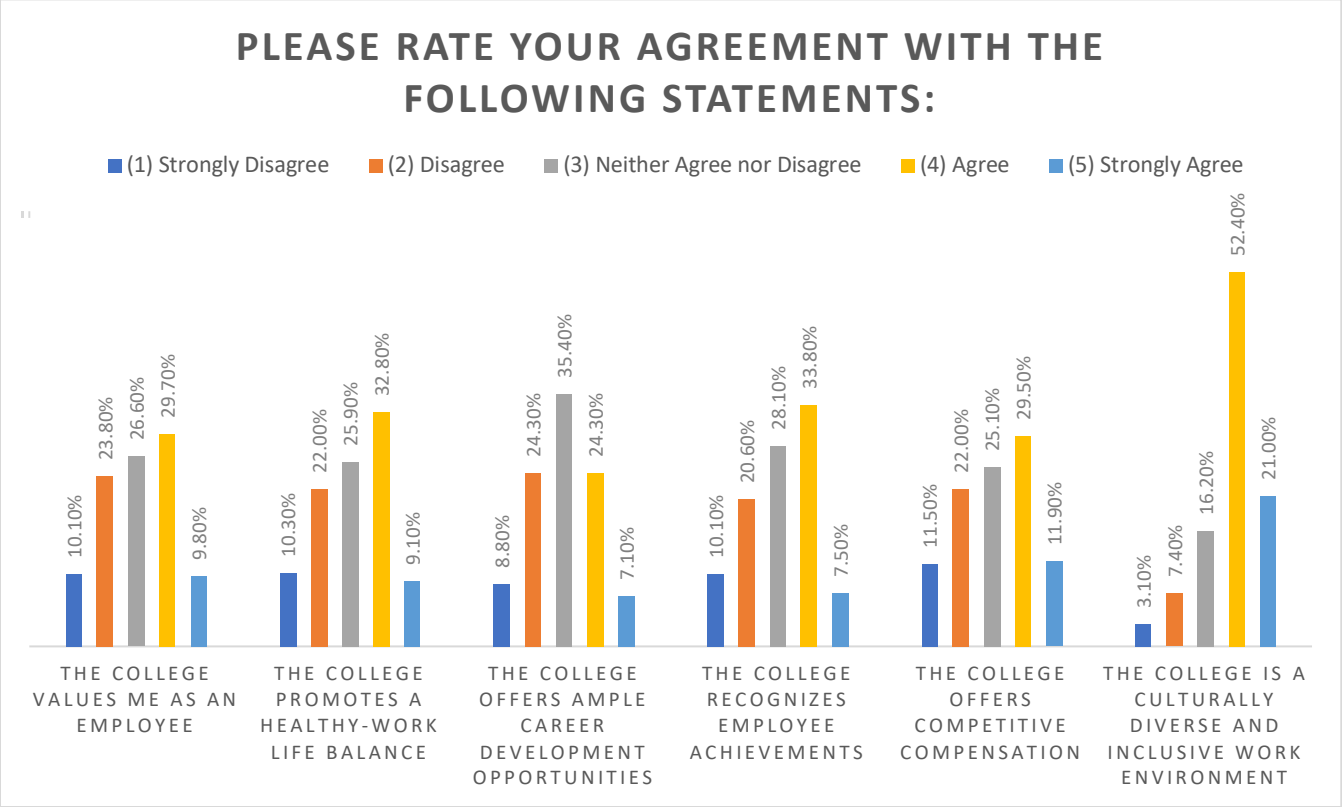
- Figure 2 displays the length of employment (in years) of respondents separated by employee classification
- For both faculty the plurality of respondents has worked at the College for 10+ years
- A smaller plurality of administrators (29.60%) as well as classified/confidential staff (32.40%) worked at the College for 10+ years but the distribution of employment length for these classifications was more evenly distributed

Figure 3 Overall Satisfaction



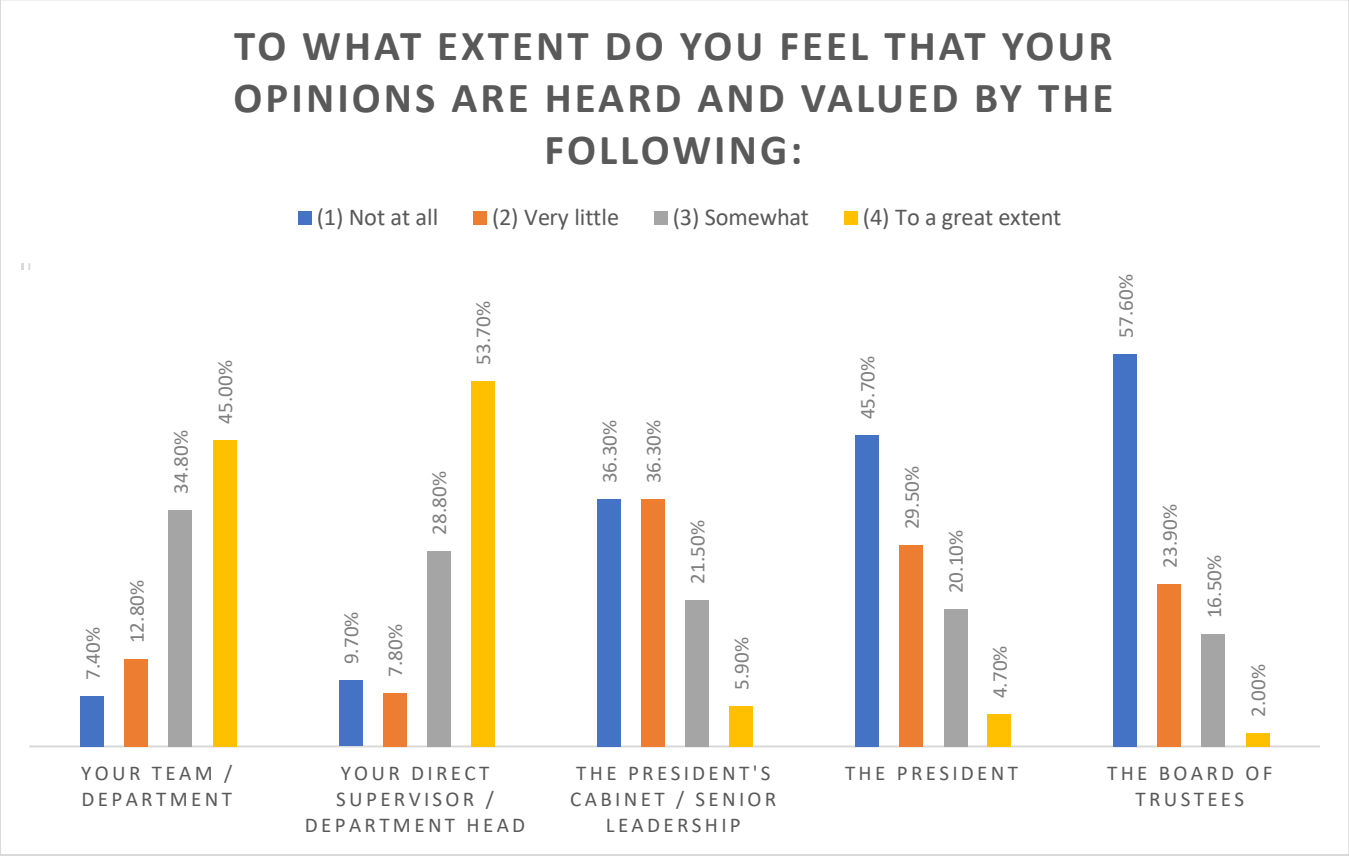
- Figure 4 displays the overall satisfaction of respondents separated by employee classification
  - Administrators have the largest portion of respondents who say they are 'satisfied' as an employee of the College (45.00%) followed closely by faculty (44.90%)
  - Classified/confidential staff have a more even distribution, with an identical proportion of staff saying they are 'unsatisfied', 'neutral', and 'satisfied' as an employee of the College
  - Administrators are the only classification of employees with a single digit proportion of respondents saying they are 'very satisfied' as an employee of the college (4%)

Figure 4 College Culture



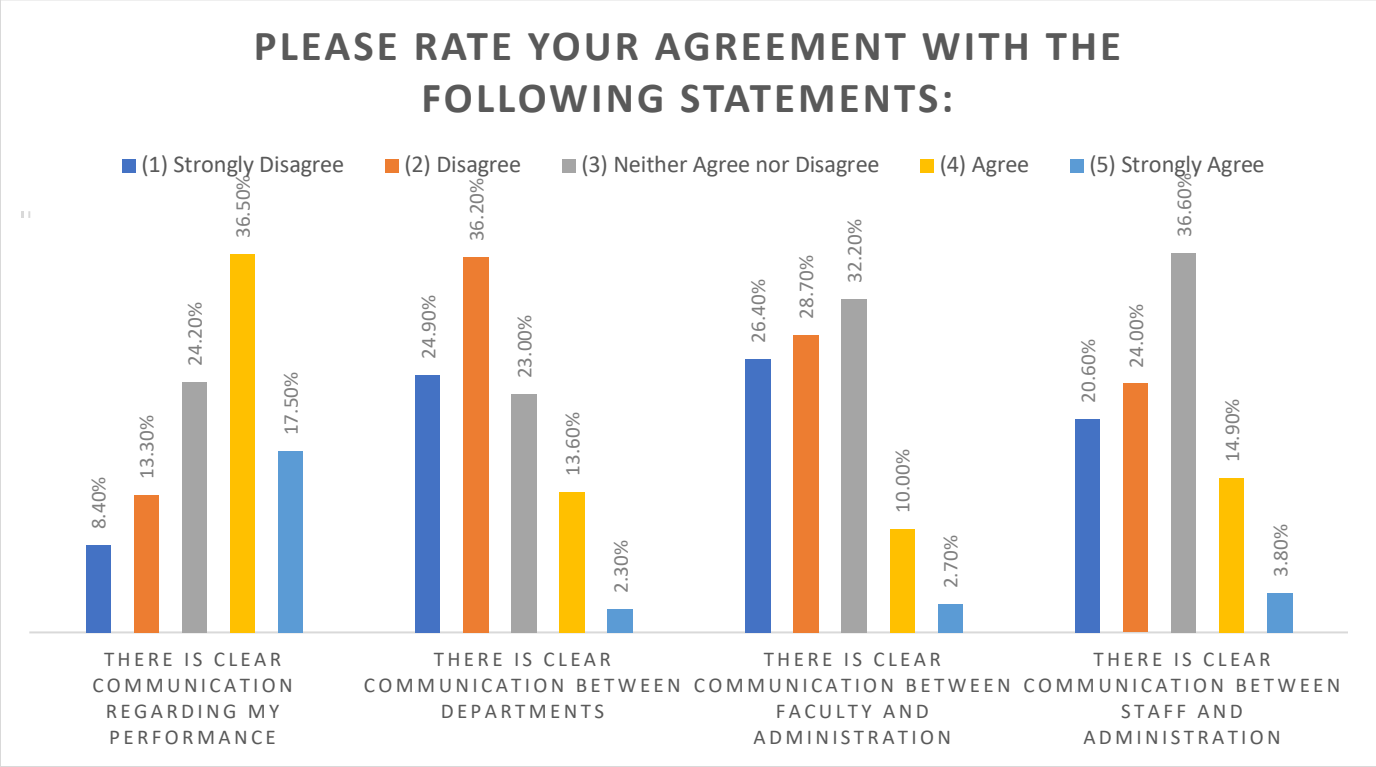
- Figure 5 displays the level of agreement of respondents to various aspects of the College's culture
    - Of all aspects of the College's culture examined, there is most agreement with the College being a culturally inclusive work environment (52.40% agree, 21.00% strongly agree)
    - The statement to which there was the most disagreement was whether the respondents felt that they were valued as employee by the College (23.80% disagree, 10.10% strongly disagree)
    - The statement to which there was most neutrality was whether the respondent felt that the College offers ample career development opportunities (35.40% neither agree nor disagree)

Figure 5 Heard and Valued



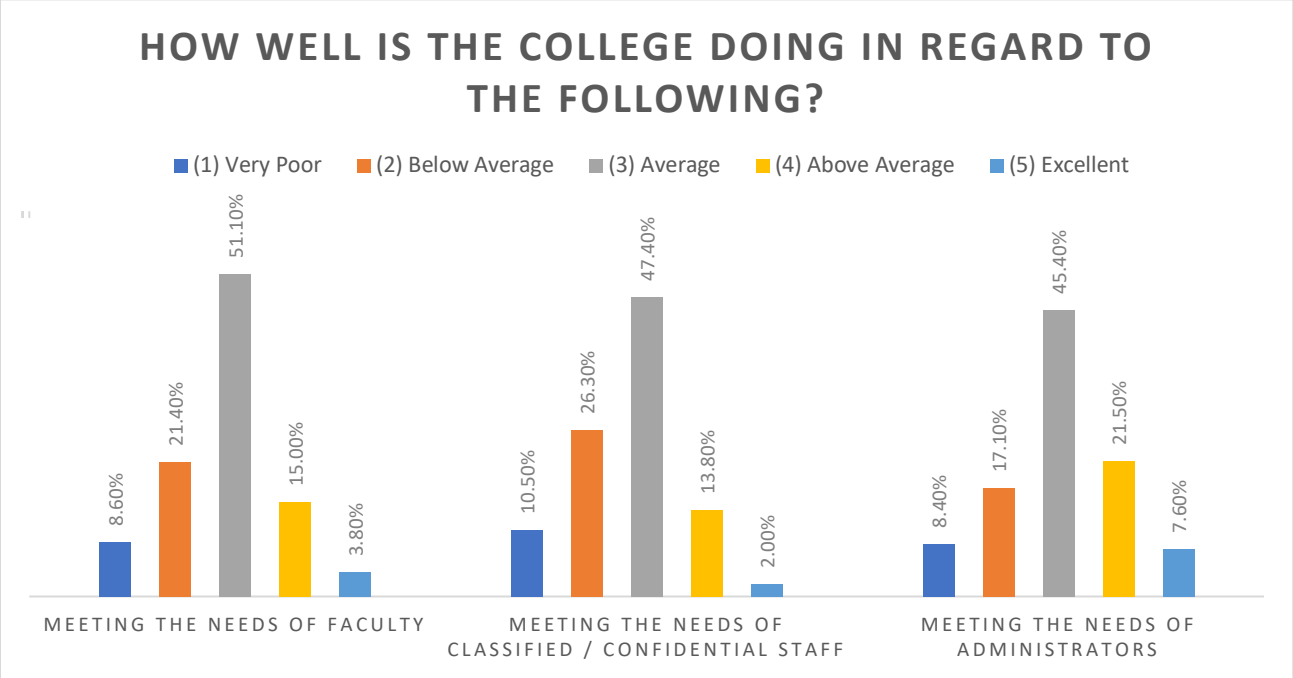
- Figure 5 displays the degree to which respondents feel heard and valued by other stakeholder groups at the College
    - Overall, respondents feel heard both by their team/department as well as direct supervisor/department head
    - Conversely, respondents do not feel heard by the President's Cabinet, the President, or the Board of Trustees
        - 36.30% of respondents feel they are *"not at all"* heard by the President's cabinet with 36.30% feeling they are heard *"very little"*
        - 45.70% of respondents feel they are *"not at all"* heard by the President with 29.50% feeling they are heard "*very little*"
        - 57.60% of respondents feel they are *"not at all"* heard by the Board of Trustees with 23.90% feeling they are heard *"very little"*

Figure 6 College Communication



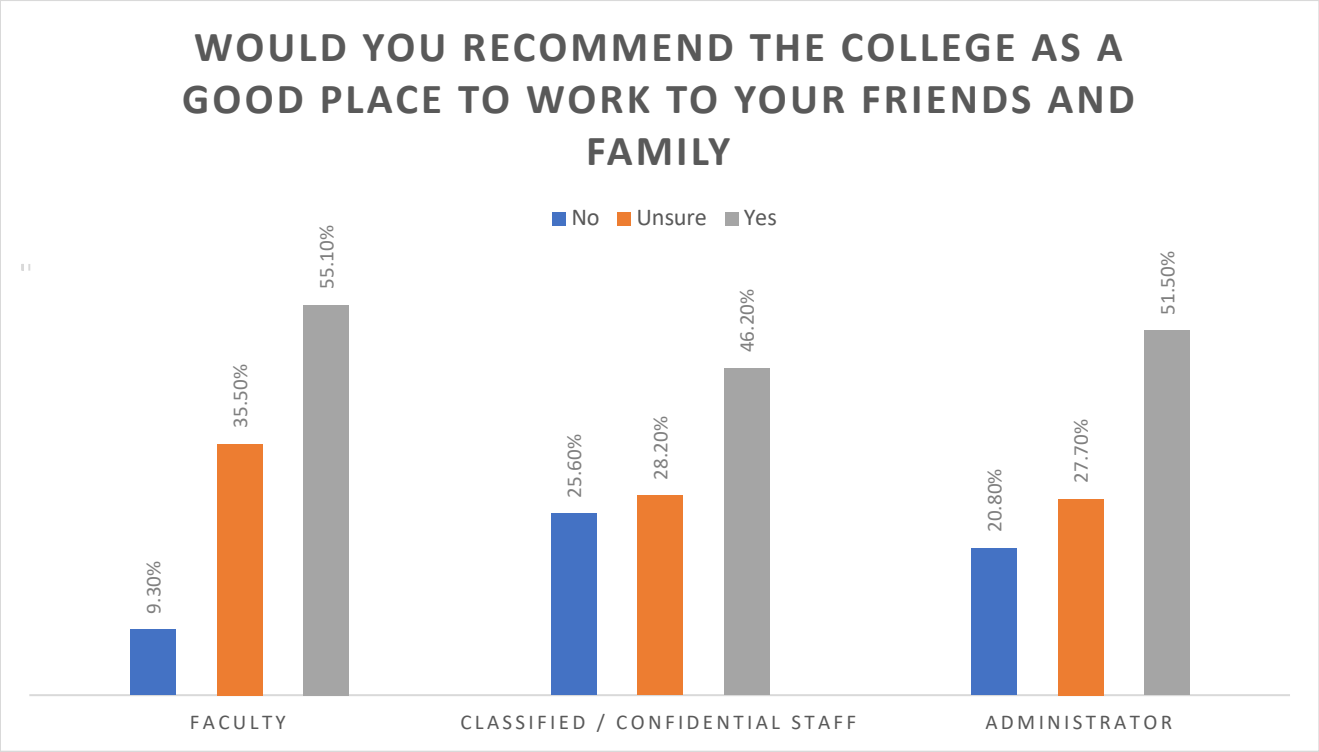
- Figure 7 displays respondents' agreement regarding several aspects of communication at the College
    - A plurality of respondents agrees that there is clear communication regarding their performance (36.50% agree, 17.50% strongly agree)
    - Only 10% of respondents agree that there is clear communication between faculty and administration with only 2.70% strongly agreeing
    - Most respondents do not feel there is clear communication between departments (36.20% disagree, 24.90% strongly disagree)

Figure 7 Meeting Employee Needs



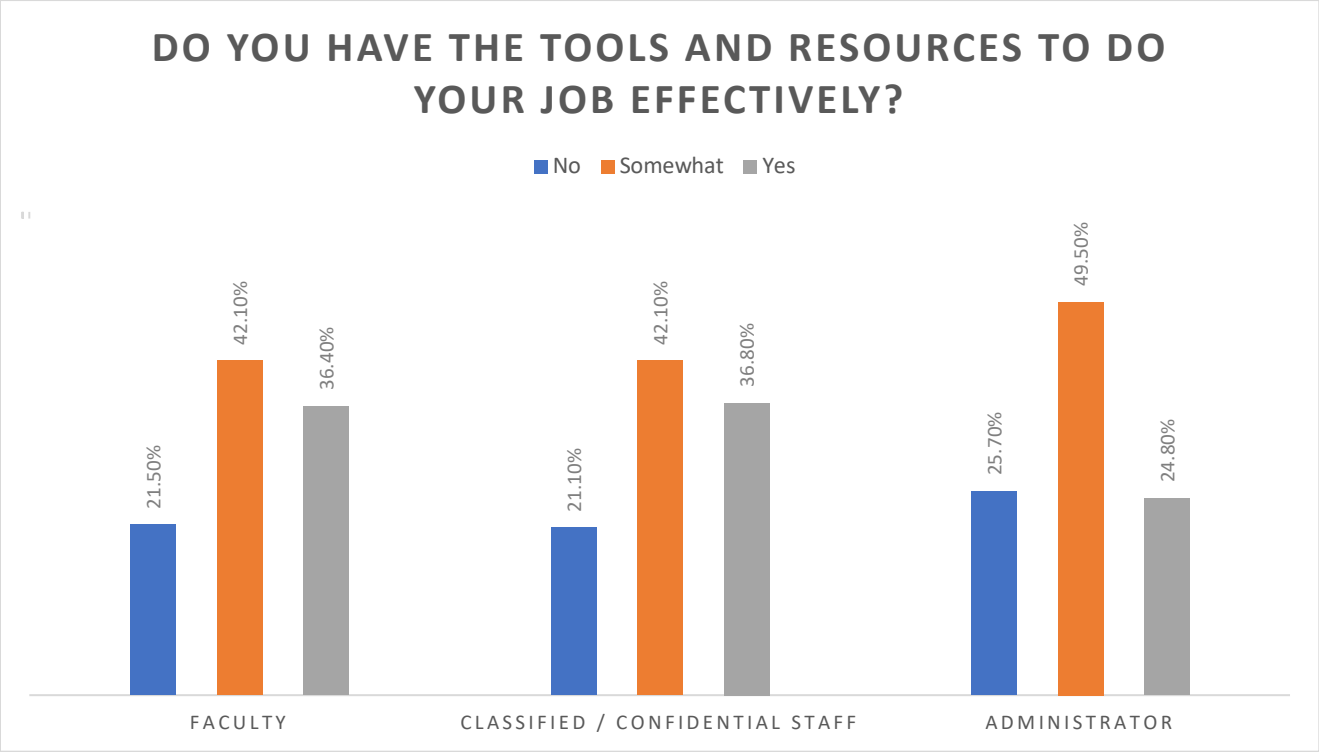
- Figure 7 displays the degree to which respondents believe the College is meeting the needs of various classifications of employees
    - Regardless of the employee classification in question, most respondents believe the College is doing an average job of meeting the needs of its employees

Figure 8 Recommend the College



- Figure 8 displays whether respondents would recommend the College as a place of work to their family and friends separated by employee classification
    - Across all classifications, a plurality of respondents would recommend the College as a place of work to their family and friends

Figure 9 Tools/Resources to do Job



- Figure 10 displays whether respondents believe they have the tools and resources to perform their jobs effectively
    - Across all employee classifications a plurality of respondents believe that they "somewhat" have the tools and resources to their jobs effectively
    - Respondents who answered this question with "no" or "somewhat" were given the option to provide an open-ended responses asking *"What additional tools can the College provide to help you do your job effectively"* the answers to this follow-up question are analyzed in the qualitive response analysis below

Qualitative Analysis – "What additional tools can the College provide to help you do your job effectively"

Of those respondents given the opportunity to provide an open-ended response regarding the additional tools needed to perform their job effectively, 136 respondents provided an answer. The two major themes that came up in the analysis of the open-ended responses were: technology and facilities.

Technology Concerns

As with the 2022 survey, a great deal of the open-ended responses regarding the tools needed to perform their job effectively were related to what the respondent's perceived as outdated and/or ineffective technology at the College. While respondents did not often have specific technology or software suggestions, the consensus of those with this concern was that the technology at the College impedes the College from operating efficiently. A select number of representative quotes are below:[2]

- "There is lack of IT support. Very often, they close the tickets prior to resolving the issues. Also, there is lacks of system training at the college level."
- "More dedicated IT support for all of the software that we use. Work is sometimes delayed and we are unable to use the software to its fullest potential."
- "Better technology infrastructure. It's so frustrating for students, staff, and faculty across the board. The tech experience from one space to another is so inconsistent. Office computers are rarely updated. IT doesn't listen to the needs of departments."
- "Better internal software systems and business processes. Adobe sign is not user friendly and is inferior to DocuSign. We also have a separate forms processing system. There are many software silos around the College when we could have more centralized business processes."
- "Better technical assistance. More computing power and more integrated software tools, i.e., code editor in Tableau and a version control system that doesn't get blocked by the firewall."
- "Update workstations. Currently using a 10+ year old computer."
- "my work computer is very slow. it takes a long time to get apps I need in office 365"

Facilities Concerns

Like the technology concerns there was a noticeable through line in open-ended responses regarding what respondents believed to be outdated and/or sub-par facilities as it relates to buildings, offices and classrooms. Among the responses mentioning facilities there was a noticeable number of responses mentioning HVAC/temperature control specifically. A select number of representative quotes are below:

- ""world class facilities" is a pillar that is not upheld at all. there have been things broken or ignore for 4+ years that drastically affects employees and students such as broken elevators, hvac systems, classroom displays, outdated technology."

[2] Note: minimal changes have been made to the selected quotes throughout the document, any errors are the respondents.

- "One of the most pressing issues that needs immediate attention is the condition of the classrooms and the outdated technology available to faculty. Many of our teaching spaces are in poor condition, with outdated furniture, insufficient maintenance, and inadequate resources that make it difficult to provide the quality of instruction our students deserve."
- "HVAC system needs to be dealt with. It leads to people being sick and students not wanting to be on campus. Why is there no regulation many of the buildings in the city are old but they have somehow figured out a way to manage this hvac thing. It can't be freezing so cold that you have a space heater on in the summer then in Winter you are sweating and changing into t-shirts throughout the day. It makes it difficult to work when you can't think because you are so hot you feel like you are on the Vegas Strip. Students also then don't want to stay on campus to do work cause it's uncomfortable in the buildings."
- "An office with a stable temperature, where I didn't have to use my space heater in the morning and my fan in the afternoon."

Qualitative Analysis – "Please use the following space to tell us how the College could better serve its employees:"

In addition to the conditional open-ended response reviewed above, an open-ended question was asked of all respondents asking how the College could better serve its employees. There were 186 responses to this question. In addition to the themes identified above (technology and facilities concerns), the major theme to arise in this response was related to transparency and communication as it relates to the recent changes and decisions made at the College. A select number of representative quotes are below:

Key Themes: Transparency, Trust, and Leadership

- "The turnover in administration has created a low morale among my colleagues, and staff. Very few if any have institutional memory so with a new administrator will often come new practices and procedures which slows the attempt to serve students effectively."
- "Better communication and transparency behind how decisions are being made. It is clear most decisions are being made from a "what makes us look great" perspective with nothing actually changing. It is hard to trust an organization who is not being up front about why we are doing what we do."
- "Transform leadership roles into servant leadership positions - make the primary duties of the Trustees and the President to serve the College employees (in actions, not just words) instead of make decisions behind closed doors that the rest of the College then have to follow."
- "The College is in complete chaos currently. Employees are afraid to speak out. Leadership has failed to acknowledge and address the feelings of the College community following the public and contentious ousting of former president."

- "The recent leadership decisions at the college. It is critical that we have a president who is committed to the institution's mission and the success of our students, rather than personal gain. Promoting an employee who serves on a hiring committee raises serious ethical concerns and undermines trust in the process. Morale across the college community is at a low point. The selection of an interim president who does not reside in the city raises further questions about the board's priorities. Additionally, the lack of meaningful engagement with employees only deepens the disconnect visibility should not occur only when cameras are present."
- "The central issue at the college is its leadership. Starting at the top with the mayor, and from her, the board of trustees, the president, etc. College-wide projects are sprung onto the employees by the leadership without any practical considerations or a reasonable timeframe for proper implementation. Meetings among the leadership are ego-filled clashes and purely about surface-level appearance - no regard for how decisions actually affect the students and workers. undermines trust in the process…morale across the college community is at a low point."
- "The number of Interim "VPs" and other positions at the college is absurd. Leadership feels like it has completely collapsed, and upper administration has become a revolving door. I've lost confidence in that system. Pick a president and end the constant interim appointments—it's too much."

Qualitative Analysis – "Please use the following space to provide us with any other thoughts regarding how the College serves its employees:"

While the open-ended questions discussed above asked respondents to provide concrete examples or concepts regarding the College's room for improvement, the last open-ended question on the survey was much broader and allowed respondents to provide any thought they may have as it relates to the College and its employees. As such, a sentiment analysis was conducted on the responses.

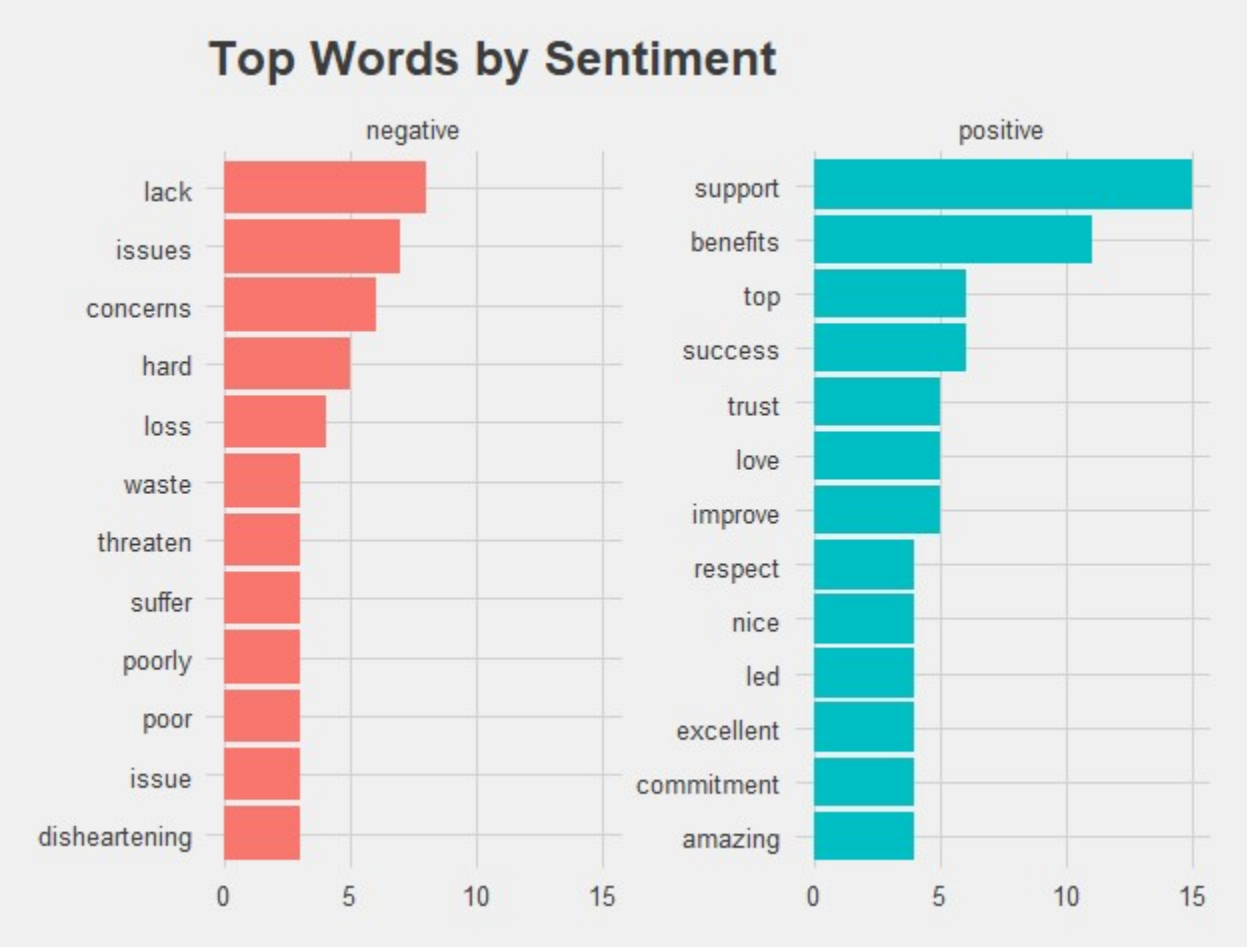
Broadly speaking, sentiment analysis is a data-driven approach to understanding the emotional intent of words to infer whether a section of text is positive, negative, or some more nuanced emotion like surprise or disgust. Given that the above sections of the report analyzed the major themes of responses, a sentiment analysis of the last question will give the College an idea of the emotions/feelings employees associate with working at the College.

Table 2 Overall Sentiment

	Negative	Positive
Percent of Responses	51.94%	48.06%

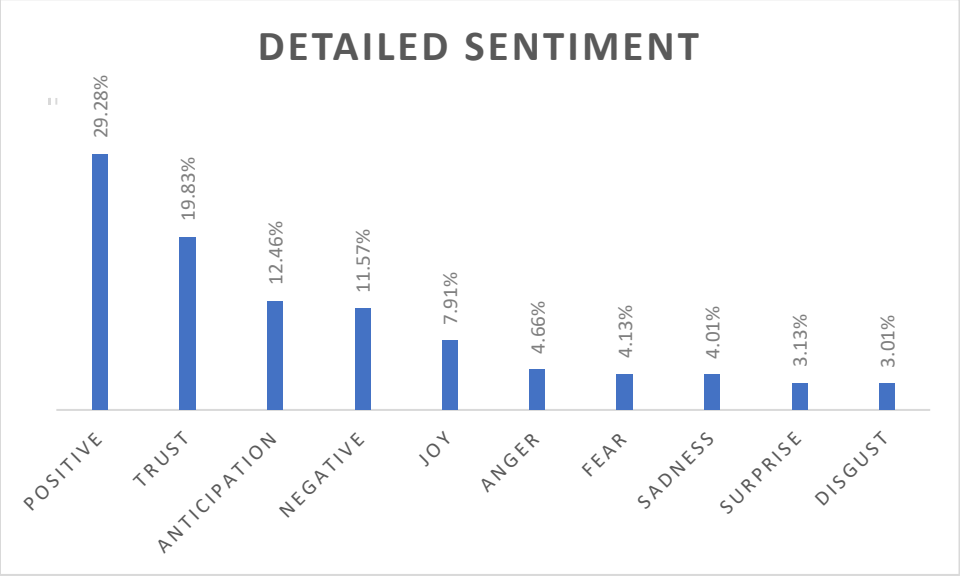
- Table 2 displays the overall sentiment of responses to the last open-ended question on the survey
    - Slightly more than half of responses (51.94%) reflected an overall negative sentiment toward the college with the remaining responses having an overall positive sentiment (48.06%)

Figure 10 Sentiment Analysis



- Figure 11 displays the words which contributed to the overall positive and negative sentiment of responses based upon how common specific words were in responses
    - For those responses which possessed an overall negative sentiment the words contained within those response often reflected perceived deficiencies or deficits such as “lack”, “loss”, “poor”
    - For those responses which possessed an overall positive sentiment the words contained within those responses were often related to the mission of the College and its employees such as “success” and “commitment”

Figure 11 Detailed Sentiment



- Moving beyond overall sentiment, Figure 11 displays the detailed sentiment of responses with the percentage of responses containing a specific detailed sentiment
    - Although a plurality of responses contained an overall positive sentiment (29.28%), the more detailed sentiments contained responses having negative connotations (anger, fear, sadness, disgust)