

**East Central College**  
1964 Prairie Dell Rd, Union, MO 63084

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# Execution Comments



# Hello,

This report contains targeted execution-related comments from your employees about what they love, as well as what they would like to see improved, at East Central College.

This is your employees' opportunity to let you know what working at East Central College is really like. Think of it like your internal customer review.

We have attributed each comment to the department the employee is from if there were at least 12 responders from that department.

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## Execution

- *Communication down*
- *Communication up*
- *Execution*
- *Ideas*



*What ways do you find most useful for being informed about company decisions?*



Both through group meetings (associations/divisions/departments) and email updates.  
- Professional



Empoyees are informed through Email about activities at the college. We are free to use Email to inform others as to what we think is important for others to know.  
- Faculty



E-mail works fine.  
- Adjunct



ECC announce works great, keep up the good work.  
- Support



being direct in communication in information to performing the tasks at hand  
- Support



emails, website  
- Adjunct

*How could information about important decisions at East Central College be shared better?*



Communication, Communication, Communication! Decisions are made without consideration as to how they will effect all departments involved which creates continuous frustration & misinformation supplied to students.

- Support



By simply being more transparent. Quit acting like everything is a damn secret.

- Professional



Updates through email works best for me.

- Adjunct



Meeting with the President like was done at the beginning of the semester.

- Support



Use something like Sharepoint that all members are part of.

- Adjunct



Could just send updates through eccannouce. Group meetings.

- Support



Weekly emails from the president.  
Weekly emails from the Dean.

- Faculty

*How could information about important decisions at East Central College be shared better?  
(continued)*

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The president has done an excellent job informing us on what is going on at the college.

- Professional

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Most major decisions seem to be made in secrecy and with little input from the staff. The idea behind the yearly strategic vision meeting with all college staff is sound, but the implementation seems excessively slow.

- Support

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Having clear designations of who is responsible for what and then making sure those people are involved in the decision making process for those areas.

- Professional

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Dr Bauer does a wonderful job communicating with the staff and faculty. He is extremely personable and truly wants to hear everyone's comments, good or bad, and acts on those comments. Not all members of the exec board communicate to the staff and faculty as he does. Many decisions are made at lower levels of the exec committee and appear to be made arbitrarily or at that VP's discretion.

- Faculty

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I think linking the adjuncts into the everyday processes and events would help the feeling that we are all working toward one goal: the benefit of our students. Sometimes it seems like the adjuncts are left out of the loop simply because we are not on campus all the time.

- Adjunct

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Email.

- Adjunct

*How could information about important decisions at East Central College be shared better?  
(continued)*

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E-mail  
- Faculty



more meeting times with adjuncts throughout the semester, not just  
once at the beginning of the fall semester  
- Adjunct

*What impresses you most about senior managers at East Central College?*



They respond and seem to care about us and helping us to help our students.

- Adjunct



They are ready to help when needed.

- Support



They work together as a group from what I have seen since I have been here. I feel they support each other and try to assist when needed.

- Adjunct



They care about the students.

- Faculty



I feel that some of them understand what is really happening at the classroom level.

- Adjunct



Some of them try - others barely show up for work, are never seen around campus, and are closed off from what is really going on. For most, banker's hours and little involvement outside their office.

- Professional



Energy/ enthusiasm

- Adjunct



*What impresses you most about senior managers at East Central College? (continued)*

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my superiors are always quick to respond to needs and concerned and  
are easy to get along with and talk to

- Adjunct

*What is happening at East Central College that senior managers do not understand?*



Inflexibility in work schedules/need of extra time during busier times of year.

- Support



I believe they get so wrapped up in the red tape and administrative duties that they forget to come back down to the level of the students and staff and see what is REALLY going on.

- Support



People are unhappy about decisions and processes (or lack there of) occurring on campus. Decisions are often made with little to no feedback from others. These decisions often impact these individuals/depts.

Budget disparity - some depts have no limits on spending (or ignore those limits) while others are having to cut back.

- Professional



The Rolla campus student body is very different from that of the main campus. There are significantly less options for non-classroom participation, which creates a very different dynamic in this workplace. Curricula that works on main campus do not always work in the same way, so allowing the Rolla instructors to choose different textbooks that better suit these students would potentially help.

- Adjunct

*What is happening at East Central College that senior managers do not understand? (continued)*



Our safety issues seem to be overlooked regularly. We have requested a basement key years ago. Our request has been sitting for some time. We are instructed to go to a ditch in case of tornado. Even the ditch is shallow! We would have to run over the railroad tracks for better protection. I think we can do better than that.

- Support



Importance of reporting vital information in a timely manner

- Support



The current power structure of the institution contributes to valued employees leaving, or planning to leave the institution. It's a shame people are leaving the institution not because they don't like their job, but because of individual(s).

There is clearly a culture of disrespect, and the institution continues to allow condescension, intimidation and retribution in the workplace.(a.k.a. bullying)

- Professional



students are unable return to college at ECC when courses have to be repeated, but other institutions accept their credits as transfer. It may take 2-3 tries over a decade or more for an adult returning student to complete their degree.

- Support

*What is happening at East Central College that senior managers do not understand? (continued)*

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That all areas from staff to professional the managers are not listening to what everyone is concerned about If you would look at the whole picture we all have similar concerns. Pay is not at the levels for all that it should be. Working conditions in some area need to be improved. System failures are getting out of hand need to spend the money to bring us up to 21st century technology. Listen to the experts in their areas/fields. Administration thinks they know everything about IT, HR, Facilities, staff, etc when they don't seem to listen or understand how to fix the problems we are currently having almost on a daily bases. We can't keep patching things when they need to be replaced with current technology.

Some departments need more space and a more dedicated area for classes. For example Health and Science has the new HS building to cover their departments. Why can't we do that for other divisions or departments around campus. Putting them in areas all to themselves would be good for the students as well as the staff. I could go on but I will stop here.

- Support

*What is happening at East Central College that senior managers do not understand? (continued)*

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The no raise for the lower support staff is really hard to swallow for them. Especially, since they feel under appreciated (not me personally - but people are complaining)

The faculty while important, think they run the school and everything has to be on their time. Things can't be done during the summer because faculty aren't here?! Really? They should be made to look at their emails and accept phone calls just like everyone else.

Part-time people who turn full-time don't get the years of part-time service added to their total and that is not fair to them.

IT Sucks!! Royally!! Although I do think management knows that.

The Learning Center needs shades on the windows - the light is way to overpowering for the staff, students and machines.

I will say the support staff appreciates the fact that Mr. Bauer sends out emails of the goings on at ECC but does feel that there could be a little more.

Lastly, support staff shouldn't be forced to volunteer their time to do extra duties just because faculty or upper management wants it done.

Yes this happens, even when the person says, 'I am overloaded and can't really do it.' Then they shouldn't be belittled or looked down on when it doesn't happen.

- Support



First is class offerings. The student demand and the courses that make the schedule never match up. It appears that those making the schedules forget that real students are on campus - everything is scheduled around the faculty and staffs need and not the student's.

The demand for online courses is higher than ever, yet our offerings are smaller than ever. Adobe Connect was added to many courses making the student tied to a day and time again and not truly an online class.

Second, the staff has great insight to many issues that "senior managers" are discussing behind closed doors, yet our opinions are

*What is happening at East Central College that senior managers do not understand? (continued)*

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rarely asked for (or when it is asked for, it falls on deaf ears). We are working with the students and their families everyday, we are in the area high schools, hell, we get stopped at every trip to Wal-Mart and asked by another shopper about ECC classes - yet no one that is making the decisions wants to know what we have to say.

Lastly, what the application fee can mean and what it says about ECC. Within the past several years we have implemented a drop fee, raised the transcript fee, raised the tuition twice, added a cancellation fee to the ACCUPLACER and now we are adding an admissions fee. May I suggest a new slogan - "ECC, Home of the Nickle and Dimers". Our mission indicates that we are open admission and an admissions fee may contradict that. I hear the argument that it will make students more committed to attending and completing. Will it really?? I would argue an admissions fee will make students more committed to their academic success the same way being unemployed reduces alcohol, cigarette and lottery ticket sales. Great in theory, may even make sense, it is just not a reality.

- Professional

*What is happening at East Central College that senior managers do not understand? (continued)*



There is a culture of fear-of-retribution from some Division Chairs and VPs. Many faculty members, in private, do not respect and/or resent some Division Chairs. There is a perceived caste system that puts support staff on the lowest level and faculty on the highest, which creates resentment and negatively affects employee morale. Roughly 20% of the student population is based in Rolla but there seems to be desperately little commitment to serve students here; ECC's relationships with high schools continues to be strained, with some area high school teachers/guidance counselors steering students AWAY from ECC based on the college's policies and academic attitudes toward dual credit and transfer students; The recent grant programs have created strains on both academic and student service systems, which is manifesting in resentment toward them; Most of the IT department hates its VP and expect that they will be replaced with outsourcing.

- Professional



possible frustration with inability to utilize office hours for working on courses instead of attending numerous in-services during the week before classes start.

- Faculty



the bureaucracy of getting things finished

- Support

*What impresses you most about how East Central College does things efficiently and well?*



I'm impressed with the quality of instruction and the nurturing of the students.

- Adjunct



The constant communication.

- Adjunct



I don't know about other departments but in mine we are like a well oiled machine. We are also trying to find ways to help each other be more efficient and productive.

- Support



The way everyone works to gather on completing goals and creating new goals to be completed.

- Support



Most of the time I feel the Student is number 1; most of the faculty, staff & administration put the students first as I think it ought to be

- Support



people respect one another.

- Adjunct



*How could East Central College help you do things more efficiently and better?*



Don't just encourage my continued education, but give me opportunities to advance because of it. Actively seek for promotion those who are seeking the training.

- Support



Better technology and faster turn around time in completing work orders.

- Support



I desperately need more space and one more full time faculty member.

- Faculty



Have our technology needs/repairs made in a more timely fashion.

- Support



The infrastructure is broken and no plans exist to fix it. Many fear we are on the verge of a catastrophic failure in our IT and other systems.

- Faculty



Keep technology up to date.

- Support



It would help if deadlines could be delivered more in advance versus last minute, "we need this in two weeks", versus allowing someone to work on something for the whole semester.

- Faculty

*How could East Central College help you do things more efficiently and better? (continued)*



Provide prompt feedback when opinions/information is solicited.  
Provide more frequent "administrative updates" regarding what is happening on the college. We operate in silos and most staff have no idea what is happening in other departments/divisions outside their own.

- Professional



There is a lot of separation between faculty and every division as well as the main and satellite campuses. I feel as though sharing information and working together, as opposed to against one another, would greatly help. We should not strive for individuality amongst our locations but uniformity in the procedures and services we provide.

- Professional



Better space (temperature, ability to have privacy when needed), working proactively rather than reactively, freedom to act rather than having to go through multiple channels to get something approved, better IT support

- Professional



Skilled training in areas that are required to keep "things up to date and running"

- Support



Encourage attending workshops to keep updated with computer software upgrades rather than having to take an entire semester class to gain a small amount of knowledge

- Support

*How could East Central College help you do things more efficiently and better? (continued)*



better communication, upgrades in technology and a major shift in culture that fosters a more "team" centered atmosphere rather than every department for themselves.

- Support



reduce the amount of paperwork required to do anything

- Adjunct



provide targeted funding for efficiency projects

- Professional

### *How does East Central College encourage new ideas?*



They let us create our annual goals each year.  
- Professional



They gave me ideas to be a better teacher.  
- Adjunct



Staff meetings encourage input.  
- Support



Through group meetings and Aquip projects.  
- Support



Certainly.  
- Adjunct



Leadership always seems open to speak with employees to learn of new equipment and strategies for improving the quality and efficiency of the college.  
- Professional



planning sessions  
- Support

### *How could East Central College better encourage new ideas?*



By not effectively shutting employees down when they get ideas.  
There are times when even discussing things is seen as a threat. Ideas seem to only be taken seriously when offered by certain people/certain departments.

- Professional



Feedback on ideas that are received even if not implemented  
Everyone's idea (not just higher admin or managers) is important. The front line staff know how it works in the real world.

- Professional



More opportunities for overall input from adjuncts.

- Adjunct



Less time spent on non-teaching beaurocracy.

- Faculty



Department meeting/s and a suggestion box.

- Adjunct



Fix the culture of fear and retribution. At this point in time, most people operate at ECC out of a defensive position...thinking of what they say or do and how that could adversely impact them.

- Professional



There is not enough insistence on continued education / development / research for faculty and applicable staff.

- Support

*How could East Central College better encourage new ideas? (continued)*



New ideas often seem like they are encouraged, but aren't given time or attention to actually take hold and effect change.

- Faculty



Involve the right people, not hold secret meetings, do things in a collaborative way, be open, not lock students and staff out, not punish faculty for trying to improve things, etc.

- Professional



Ask for them. Or when they are solicited, don't immediately follow everything up with a "no". The theme in most meetings and discussions is "we can't" and very rarely do you ever hear a "we can"

- Professional



I don't think new ideas are encouraged from administration. You always get 'that look' from your co-workers or superiors if you suggest something new, as if to say, 'yeah, right, that'll never go over with the big wigs'

- Support



Employees taking turns from different departments getting together on a regular basis to exchange ideas on internal efficiencies and overcoming hurdles. Also, keeping contact with current students on their experiences here as well as soliciting alumni on ideas of what we can do better. Also need to think about rewarding good employees (versus the historical practice of rewards to everyone evenly - that is not fair or motivating). Teachers that do not get good evaluations from their classes (at least on an average) need to be replaced with better instructors.

- Support

