CUNYfirst Project
Community Survey

A Study of Attitudes about CUNYfirst

By the Baruch Survey Research Unit
Allen I. Kraut, Ph. D., Principal Investigator
June 6, 2008
Purposes of Study

In General:
• Measure Staff Attitudes/Reactions to CUNYfirst

Specifically:
• Are Communications Getting Through?
• Campus and Function Readiness for Changes?
• PLUS: Shifts From 2007 Survey?
Participation in Survey

• Same Population as 2007
  – Plus Academic Officers (Presidents, VPs, Deans, Chairs)
  – Essentially all but Faculty

• Invitations Sent to 6,071 CUNY Employees
  – Extensive Winnowing, Correcting, Adding E-Mail addresses
  – All Delivered after Three Attempts

• 31% Completed Survey
  – N = 1,879 Respondents (vs. 1,955 in 2007)
  – Response was 36% a Year Earlier (when 5,484 Delivered)
## Makeup of Respondents

<table>
<thead>
<tr>
<th>Campus</th>
<th>N</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Administration</td>
<td>504</td>
<td>27</td>
</tr>
<tr>
<td>Academic Administration</td>
<td>301</td>
<td>16</td>
</tr>
<tr>
<td>General Administration</td>
<td>301</td>
<td>16</td>
</tr>
<tr>
<td>Academic Officers</td>
<td>255</td>
<td>14</td>
</tr>
<tr>
<td>Information Technology</td>
<td>217</td>
<td>12</td>
</tr>
<tr>
<td>Finance</td>
<td>192</td>
<td>10</td>
</tr>
<tr>
<td>Human Resources</td>
<td>109</td>
<td>6</td>
</tr>
</tbody>
</table>
## Location of Respondents

(N = 1879)

<table>
<thead>
<tr>
<th>Campus</th>
<th>N</th>
<th>% of Total</th>
<th>Campus</th>
<th>N</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baruch College</td>
<td>137</td>
<td>7</td>
<td>Hunter College</td>
<td>151</td>
<td>8</td>
</tr>
<tr>
<td>Borough of Manhattan CC</td>
<td>80</td>
<td>4</td>
<td>John Jay College</td>
<td>66</td>
<td>4</td>
</tr>
<tr>
<td>Bronx CC</td>
<td>78</td>
<td>4</td>
<td>Kingsborough CC</td>
<td>127</td>
<td>7</td>
</tr>
<tr>
<td>Brooklyn College</td>
<td>112</td>
<td>6</td>
<td>LaGuardia CC</td>
<td>102</td>
<td>5</td>
</tr>
<tr>
<td>Central Office</td>
<td>159</td>
<td>8</td>
<td>Lehman College</td>
<td>68</td>
<td>4</td>
</tr>
<tr>
<td>City College of NY</td>
<td>100</td>
<td>5</td>
<td>Medgar Evers College</td>
<td>63</td>
<td>3</td>
</tr>
<tr>
<td>College of Staten Island</td>
<td>106</td>
<td>6</td>
<td>NYC Coll. of Technology</td>
<td>64</td>
<td>3</td>
</tr>
<tr>
<td>Graduate Center</td>
<td>72</td>
<td>4</td>
<td>Queens College</td>
<td>114</td>
<td>6</td>
</tr>
<tr>
<td>Hostos CC</td>
<td>84</td>
<td>4</td>
<td>Queensborough CC</td>
<td>132</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>York College</td>
<td>64</td>
<td>3</td>
</tr>
</tbody>
</table>
Proposed Model of Attitude Influence
(Seven Dimensions Based on Factor Analyses)

Inputs
- Customer Orientation
- Leadership
- Communications

Outputs
- Training & Support
- Efficiency
- Personal Growth
- Benefits of Change

2008
General Findings
How Data are Shown

An Example

Instructions:
The following question asks to what extent you agree or disagree with each statement. Please choose the answer that comes closest to the way you feel. If a question does Not Apply (NA) to you, or if you Don't Know (DK) enough to answer, mark the response NA / DK.

Question 1h)
I am satisfied with the communications I have received about CUNYfirst.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree Nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>NA/DK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number Replying:</td>
<td>10</td>
<td>31</td>
<td>29</td>
<td>20</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>(N=105)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>%</td>
<td>10</td>
<td>31</td>
<td>29</td>
<td>20</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Shown As</td>
<td>Agree</td>
<td>Neutral</td>
<td>Disagree</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>41</td>
<td>29</td>
<td>30</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Inputs
Input - Major Dimensions

Overall Agreement, Neutral, and Disagreement

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Change from 2007, % Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Orientation</td>
<td>+2</td>
</tr>
<tr>
<td>Leadership</td>
<td>+10</td>
</tr>
<tr>
<td>Communications</td>
<td>+9</td>
</tr>
</tbody>
</table>
5b. In my work group, we try hard to satisfy our customers

5a. In my work group, we have a good idea of how to satisfy our customers

7b. My colleagues and I often work as a team
### Leadership

**Growing Majority are Positive**

<table>
<thead>
<tr>
<th>3a. My Senior Campus Leadership is eager to move forward with CUNYfirst.</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
</tr>
<tr>
<td>2008</td>
</tr>
<tr>
<td>Change from 2007, % Agree</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3b. My Senior Campus Leadership is committed to the success of this project.</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
</tr>
<tr>
<td>2008</td>
</tr>
<tr>
<td>Change from 2007, % Agree</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3c. My Senior Campus Leadership will remove any campus barriers which could cause project failure.</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
</tr>
<tr>
<td>2008</td>
</tr>
<tr>
<td>Change from 2007, % Agree</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3d. I am confident that my Senior Campus Leadership can guide us to success.</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
</tr>
<tr>
<td>2008</td>
</tr>
<tr>
<td>Change from 2007, % Agree</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3e. My Senior Campus Leadership understands the effects CUNYfirst will have on our organization.</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
</tr>
<tr>
<td>2008</td>
</tr>
<tr>
<td>Change from 2007, % Agree</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3f. I have attended staff meetings or planning sessions about the CUNYfirst implementation in my work unit.</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
</tr>
<tr>
<td>2008</td>
</tr>
<tr>
<td>Change from 2007, % Agree</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3g. I believe my immediate supervisor/manager will commit the time and energy to make CUNYfirst succeed.</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
</tr>
<tr>
<td>2008</td>
</tr>
<tr>
<td>Change from 2007, % Agree</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3h. I believe my immediate supervisor/manager has been (or will be) willing to allow me to take part in CUNYfirst planning and training activities.</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
</tr>
<tr>
<td>2008</td>
</tr>
<tr>
<td>Change from 2007, % Agree</td>
</tr>
</tbody>
</table>
1a. I have a good understanding of what CUNYfirst is trying to achieve.

1b. I have received information from my campus CUNYfirst team for my campus.

1f. My information on CUNYfirst comes mostly from management or official sources, not from gossip or the informal “grapevine”.

1e. I know whom to contact if I want more information about the CUNYfirst on my campus.

1g. I have looked at the CUNYfirst website (http://first.cuny.edu).

Change from 2007, % Agree

- 1a: 74%, 13%, 13% (+10)
- 1f: 74%, 12%, 14% (+4)
- 1e: 68%, 12%, 21% (+8)
- 1b: 67%, 13%, 20% (+8)
- 1g: 53%, 16%, 32% (+18)
1h. I am satisfied with the communications I have received about CUNYfirst.

1i. During the last 6 to 12 months, communications about CUNYfirst have improved.

1d. I have a good idea of how CUNYfirst will take place on my campus.

1c. I have received information from my campus CUNYfirst team for my job.
Write-in Comments: Desired CUNYfirst Information

“What other information would you like to have about the CUNYfirst program on your campus?”
(Based on 200 comments randomly selected from 871)

Impact on my campus, function, others, and me  29%

“Information specifically on how it will impact academic advising, the registration system and student services.”

“More information about how it will benefit the staff.”

“The impact on my particular daily work activities.”

CUNYfirst details, I want specific information  24%

“I would like a more detailed description of what CUNYFIRST will be replacing oppose to what is in place now. I would like to know the impact for each individual department that CUNYFIRST will be effecting. I would like more detail and photos of what CUNYFIRST will look like on screen.”

“We need specifics. There are clearly too many uncertainties. I fear students and faculty are going to be enraged that things will fall through the cracks.”

Implementation plans and details  15%

“What is the timetable for implementation?”

“When the next wave after the Vanguard Colleges is expected to begin. Who will be in the next wave.”

“Timelines and explanations of what it is and how we will use it, who will use it.”

What is CUNYfirst? I want general information  12%

“CUNY First?”

“I would like to know what it is. No information is shared in my office.”

“This is the first that I hear of this program.”
Write-in Comments: Desired CUNYfirst Information (Cont’d.)

More communications to all levels of Results 8%
“A write up of the points conveyed at the open forum some weeks back plus more specifics about my involvement and timeline.”
“I would like town hall-style meetings twice a semester to provide information about the project's scope and status, followed by a Q&A session.”
“Although the information about CUNYfirst is available on CUNY web-site but most people consider this as not really related to them directly. I believe it is imperative that for (our school) faculty and staff to be closely associated with CUNYfirst (our) administration should appear to own CUNYfirst. In order to educate, (our school) should hold seminars or workshops as they hold for other important issues related to its employees.”

Training available and planned 7%
“More formal department training by someone with first hand knowledge.”
“I'd like to know the wave my campus will be in. I'd also like to know how and when we'll be trained.”
“I would appreciate the following: a. Crystal Reports training, b. A more complete ‘sandbox’, c. BI training, d. More information on data mapping.”

No information requested 4%
“I am satisfied with the information that I have received.”
“I have all the information I need.”

Don’t know/Unsure 1%
“As of now i have no idea what i would like because so far everything is there already.”
“Not sure.”
Outputs
Output - Major Dimensions

Overall Agreement, Neutral, and Disagreement

- **Training & Support**
  - Overall: 67% Agree, 16% Neutral, 16% Disagree
  - Change: +6%

- **Efficiency**
  - Overall: 65% Agree, 31% Neutral, 5% Disagree
  - Change: +1%

- **Personal Growth**
  - Overall: 61% Agree, 31% Neutral, 8% Disagree
  - Change: +7%

- **Benefits of Change**
  - Overall: 54% Agree, 37% Neutral, 9% Disagree
  - Change: +2%
8d. I am confident that I can learn a new way of doing things.

8c. I believe that I will get the training I may need to work in the new system.

8a. I believe that I will get the support I need to learn the new CUNYfirst system.

8b. I am sure that the Help Desk on my campus will do a good job of supporting people like me.

8e. I have already been offered some CUNYfirst-related training.
5d. If our customers are more satisfied, our campus will be more competitive

4b. The new CUNYfirst systems will be more efficient than what we now have

5c. I believe that the CUNYfirst changes will be a great benefit for our customers

7d. CUNYfirst will improve relations between my group and other work groups who interact with us
6a. I believe the CUNYfirst will change the kind of work I do.

6b. I believe the CUNYfirst will increase my tasks and responsibilities.

6c. The CUNYfirst-related changes will require that I gain new knowledge and skills.

6d. My current skills will still be important after CUNYfirst is implemented.

6e. My future job opportunities will be greater because of what I will learn.

**Personal Growth**

*Improved, But Still Much Uncertainty*

Change from 2007, % Agree

- 6a: +2
- 6b: +9
- 6c: +8
- 6d: +7
- 6e: +6
4a. There is a real need for us to change to the new CUNYfirst systems.

6g. I expect that CUNYfirst will improve our work flow and work processes.

6h. I am enthusiastic that CUNYfirst will be a big change for the better.

6f. I feel comfortable with the CUNYfirst initiative.

7a. I believe my colleagues will react positively to CUNYfirst-related changes.
7c. CUNYfirst will have a positive impact on the teamwork in my work group.

6i. I believe CUNYfirst will allow my campus to retain its unique identity.

4d. The new CUNYfirst systems will help me to perform my job better.

4c. The CUNYfirst implementation will take into account the special needs of our campus.

4e. The new CUNYfirst systems will make my work easier.
Major Dimensions
Overall “Does Not Apply/ Don’t Know”

- Customer Orientation: 4 (change +2)
- Communications: 5 (change 0)
- Training & Support: 8 (change +1)
- Efficiency: 15 (change +3)
- Personal Growth: 16 (change +3)
- Benefits of Change: 16 (change +2)
- Leadership: 17 (change -1)

Change from 2007, % Agree
Key Findings By Function
Overall Percent Favorable, By Function
(Average of 40 Items)

<table>
<thead>
<tr>
<th>Function</th>
<th>% Responding</th>
<th>Change from 2007, % Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>75</td>
<td>+14</td>
</tr>
<tr>
<td>Human Resources</td>
<td>72</td>
<td>+6</td>
</tr>
<tr>
<td>General Administration</td>
<td>66</td>
<td>+12</td>
</tr>
<tr>
<td>Information Technology</td>
<td>65</td>
<td>+6</td>
</tr>
<tr>
<td>Student Administration</td>
<td>63</td>
<td>+9</td>
</tr>
<tr>
<td>Academic Officers</td>
<td>62</td>
<td>n/a</td>
</tr>
<tr>
<td>Academic Administration</td>
<td>56</td>
<td>+4</td>
</tr>
</tbody>
</table>
9b. I believe my senior Campus Leadership will act on problems identified by this survey.

9c. After the 2007 Survey on this project (then called ERP), I learned about the survey findings.

(Leave blank if not at CUNY then.)
Prior Feedback Encourages Belief in Leaders' Responsiveness

9b. “I believe my Senior Campus Leadership will act on problems identified by this survey”

9c. “After the 2007 survey, I learned about the findings”
Recommendations
Recommendations

• Share the Data

• Ramp Up Communications

• Take Responsive Action

• Follow Up
Share the Data

• Report to the CUNYfirst Community
  – Campus Executives/Liaisons
  – CUNY/Oracle Change Team

• Message to Survey Sample/Respondents
  – Appreciation for Input
  – Summary of Good & Bad Findings

• Give Campus Leaders Their Own Data
  – Comparisons with CUNY Averages
  – Own Write-ins
Ramp Up Communications

• Continue Upgrading Communications
  – Regular, Consistent Messages to All
  – Active Outreach via E-mail, Management
  – Syndicated Material, Locally Tailored to Audiences
  – Have Feedback System, Q & A from Staff

• Deliver More Specifics
  – Local Effects, Schedules
  – Benefits of Change, Personal Impacts
  – Academics’ Interests
Take Responsive Action

• Develop Local “Diagnoses”
  – By Campus & Function

• Share Campuses’ “Best Practices”
  – Hold Workshops, Discussions
  – Invite Top Locations to Present

• Enhance Leadership Visibility
  – Give Clear Messages on Importance, Details of CUNYfirst
  – Have Two-Way Communications, Town Hall Meetings
  – Be Openly Responsive to Concerns
Write-in Comments: Suggestions to Leadership
“...to help implement CUNYfirst successfully on your campus...? (Based on 200 comments randomly selected from 736)

Two-way Communication, keep us informed 38%
“Keep all levels of staff involved; solicit and respond to their questions and ideas.”
“Obtain feedback from those departments that will be impacted in the near future.”
“Convey the information via e-mail to everyone. Many supervisors seem to believe that the information is for him/her only. Send the info individually!!”

Provide Training, related comments 18%
“Have small group training sessions specific to our job functions.”
“The campus leadership should make sure that all employee get the proper training and a booklet on how to use different function in the system.”
“Adequate training and the time for it!”

Adapt workload and procedures for CUNYfirst Program 13%
“Give staff needed help for staff to have the time to learn and support CUNYfirst.”
“Make sure that there is adequate staffing in each department implementing the CUNYfirst initiative.”
“It was my understanding the offices that sacrificed employees to go to CUNYfirst meetings would be given additional help to cover the loss. We were not. Our workload just got harder. This is not good for office morale. Also we cannot get cooperation from other offices because they are short staffed.”

Implementation 10%
“Incremental implementation and by having workshops & materials available.”
“Current system works fine; no need for changes!”
“Select the implementation members carefully and do not focus overly on title and/or area of responsibility. Please select employees that are smart, dependable, capable and hard working.”
Write-in Comments: Suggestions to Leadership (Cont’d.)

What is CUNYfirst? I want general information 6%
“I have no idea what CUNY first is and believe this survey was sent to me in error or my work is peripheral to the core work of this project and hasn't filtered down to my area yet.”
“I do not know about CUNY First.”

No Suggestions/No comment 6%
“I have no suggestions at this time.”

Leadership is doing great vs. can be improved 5%
“OUR leadership is just fine. PEOPLESOFT just doesn't work for us. We’re better off with (current program). It works. If it ain't broke, don't fix it.”
“Senior leadership must get more involved and must communicate specifics about the approach that will be taken at our campus.”

Change, verbiage 4%
“I stopped reading these questions when I got to the word 'customers.' If it is part of the 'corporatization' of CUNY which I have noticed of late, I sure don't support it.”
“We should be positive when change occurs and work together to be successful.”
A Key to Success:
Create SMART Action Plans

– Specific
– Measurable
– Aligned
– Reachable
– Time-bound
Follow-Up

• Review Actions on Each Campus Quarterly

• Correct, Update All E-mail Addresses

• Repeat Survey Next Year
Next Steps

- GL go live – July 2008
- HCM training start – October 2008
- HCM go live – March 2009
- Vanguards training start – October 2008
- Vanguards go live – March 2009
- Base benefits training start – October 2008
- Base Benefits go live – March 2008
A Final Caution

- “An attitude survey is like a hand grenade - once you pull the pin you have to do something with it. Otherwise it may hurt you rather than help you.”
- Anonymous executive, quoted in Viteles (1953)