

Williams Staff Committee Pulse Survey Results

Thank you for participating in the WSC Pulse Survey. The survey reflects staff opinions as of 8/14/20-8/18/20. There were 512 survey respondents representing a high response rate.

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0. Executive Summary

This report summarizes the responses from the all-staff survey collected between 8/14/20-8/20/20. The survey was distributed through email and through a daily message and commissioned along with a separate faculty survey to gauge campus opinion on reopening. The staff survey focused on demographics, support for reopening, and perception of personal safety on campus. The survey also included written responses for further explanation of these topics.

Sections I and II of this report present findings with regard to staff composition (Administrative/Support) and degree of contact required to perform job-related tasks (high contact, hybrid, low contact). Overall, our findings show that Support Staff make up the bulk of high contact staff, while Admin Staff identify as mostly low contact. Slightly more Support Staff responded to this survey than Admin Staff.

Sections III and IV of this report present findings of staff sentiment for personal safety and comfort with reopening. There is a strong correlation with staff answering “I feel safe” (options 1-4) and their support of the reopening plan. We also found that personal safety ranking responses had a slight bell shape between “1 - Very safe” and “7 - Not safe at all” (Admin mean = 3.7 and Support mean = 4.2). In general, we found that both Administrative and Support Staff support the reopening plan with greater than 60% of respondents supporting reopening fully or with some reservation or concerns. Interestingly, while Support Staff felt slightly less safe than Admin Staff returning to campus (to a statistically significant degree), there was no statistically significant relationship between type of job contact and sense of safety. However, one of the most common sentiments expressed in the written comments was feeling unsafe because of uncertainty around the virus and its effects on the campus and community. Additionally, there were approximately 21 respondents who did not want to be identified and, of those, 14 identified as feeling very unsafe on campus; we mention this because there are a large number of staff who did not participate in this survey and whose opinions are not reflected in this data.

Since conducting this survey, we've heard that some staff did not participate because they feared being identified.

Section V attempts to capture a summary of the written sentiments of the survey respondents. We note here that the written responses create a complex picture of reopening Williams that is not easily captured in quantifiable ways. Some remark that they feel safe because they work alone in their own office while others write about difficult decisions to keep a job while having at-risk family members at home. While many staff on average feel safe returning to campus, one of the most pervasive themes in the written responses is an anxious uncertainty on how the risk and unknowns of this pandemic will impact us locally and nationally.

We identified three broad categories from the five written response questions. Those categories are degrees of trust in the Williams reopening plan, reservations in how those protocols will be followed and the subsequent impact on health and safety, and a broader category of concerns indirectly influenced by the virus, such as being at risk healthwise and concerns about childcare and job security.

We have included quotes representative of the overall tone expressed in each of the five response questions. For example, respondents who feel safe tend to write about working remotely or isolation and strong confidence in the reopening plan. Respondents who feel less safe tend to be more critical of the plan and less trusting of students to follow the protocols and disciplined appropriately if they do not. Interestingly, when asked about how reopening will impact your family the responses are quite consistent regardless of how staff identified themselves. When asked about concerns about having students on campus the concerns were quite uniform with worry. Many staff were concerned about the risks of having students back on campus, but also wrote about the risks of not opening, such as the economic impacts on the college, local businesses and harm to Williams' reputation. There were no responses with imminent fears of job loss, but more long term worry about the future of the College and job security if the College cannot reopen.

There were many specific and insightful concerns such as disproportionate impacts on people of color, mental health considerations for staff and students. Our hope is this report serves as a springboard for continued discussion allowing for more nuanced staff perspectives to be heard and included.

I. Staff composition: Admin and Support

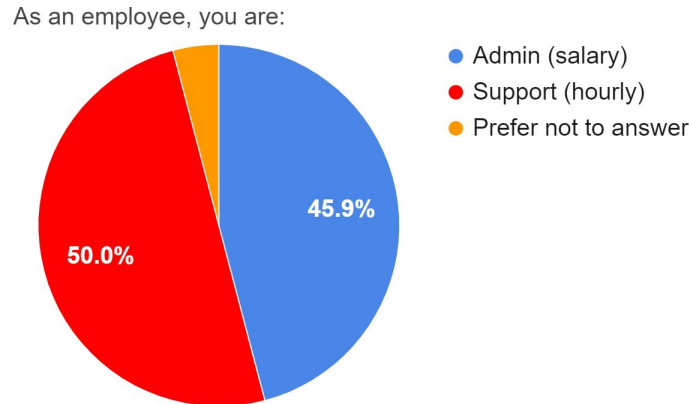
Q. As an employee, you are:

Choices were: Admin (salary), Support (hourly), Prefer not to answer

Results. Slightly more Support Staff than Admin Staff responded to the survey.

Figure 1. Comparison of staff who are Admin or Support (n=512)

(admin=235, support: n=256, prefer not to answer: n=21)



II. Staff composition: Employee contact levels

Q. In which category do you expect your employment to be this fall? (n=507)

Choices were:

- High Contact Employee - High contact employees are those for whom the vast majority of their job is completed while physically present on campus, and likely requires interaction with students or other employees.
- Hybrid Employee - Hybrid employees are those for whom a component of their job requires them to be physically present on campus, and likely requires interaction with students or other employees, but who may reasonably complete other aspects of their job while working remotely.
- Low Contact Employee - Low contact employees are those for whom only a minimal amount of their job requires them to be physically present on campus. While components of their job may be more outward facing, these employees are able to work effectively remotely.

Results. There are two distinct groups of staff who both keep the campus running. The Support Staff are overwhelmingly high contact employees who are on campus. The Admin Staff are overwhelmingly low contact employees who are working remotely. A smaller portion of staff are hybrid employees.

Figure 2. All staff employee contact levels (n=507)

(high contact=193, hybrid: n=104, low contact: n=210)

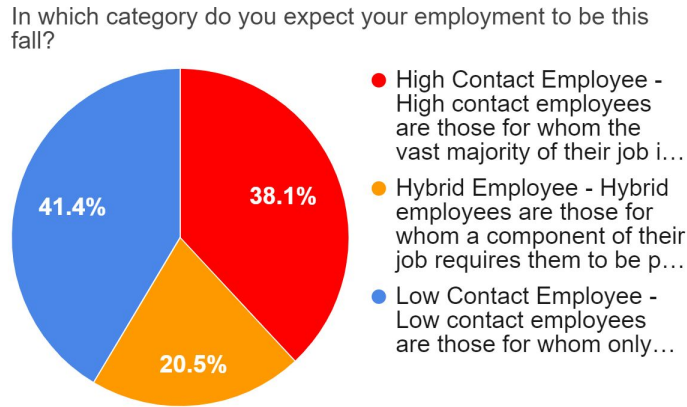


Figure 3. Admin Staff employee contact levels (n=235)

(high contact=32, hybrid: n=68 low contact: n=135)

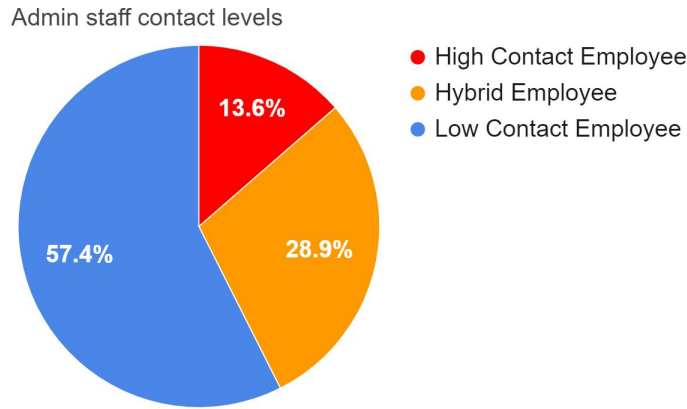
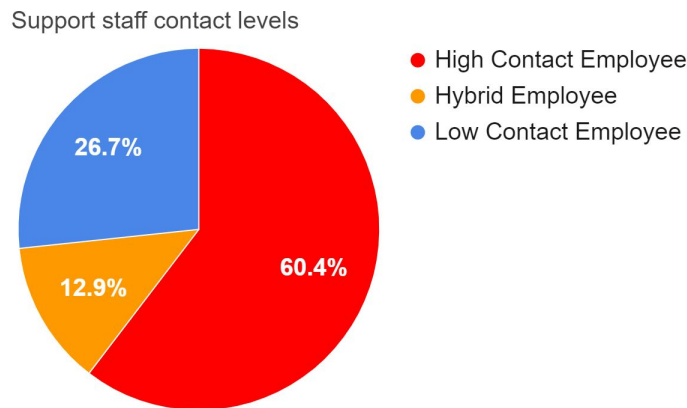


Figure 4. Support Staff employee contact levels (n=255)

(high contact=154, hybrid: n=33, low contact: n=68)



III. The reopening plan

Q. As of right now, do you support the reopening plan?

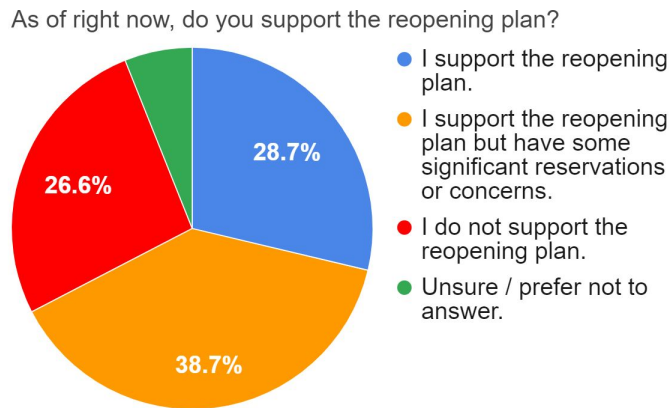
Choices were:

- I support the reopening plan
- I support the reopening plan but have some significant reservations or concerns
- I do not support the reopening plan
- Unsure/prefer not to answer.

Results. The staff hold a range of views on this topic, with the largest group supporting with significant reservations or concerns, followed by almost identical numbers answering that they support or do not support.

Figure 5. All staff support for the reopening plan (n=512)

(support: n=147, concerned: n=198, do not support: n=136, prefer not to answer: n=31)



There is a subtle yet statistically significant difference about how Admin and Support Staff view their personal sense of safety. While the majority of all staff support the reopening plan with some significant reservations or concerns, Admin Staff slightly favor the reopening plan as compared with Support Staff who slightly favor not reopening.

Figure 6. Admin Staff support for the reopening plan (n=235)

(support: n=75, concerns: n=91, do not support: n=57, unsure/ prefer not to answer: n=12)

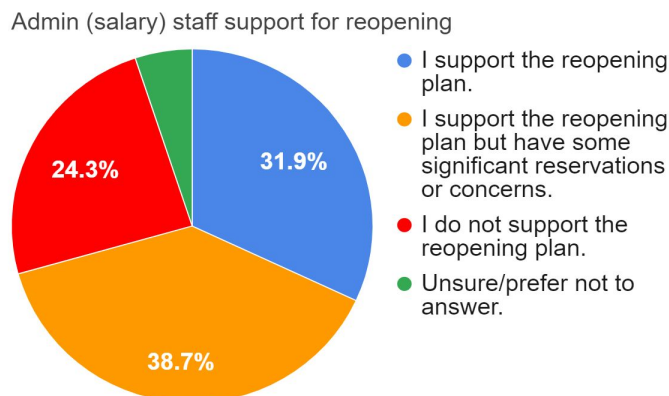
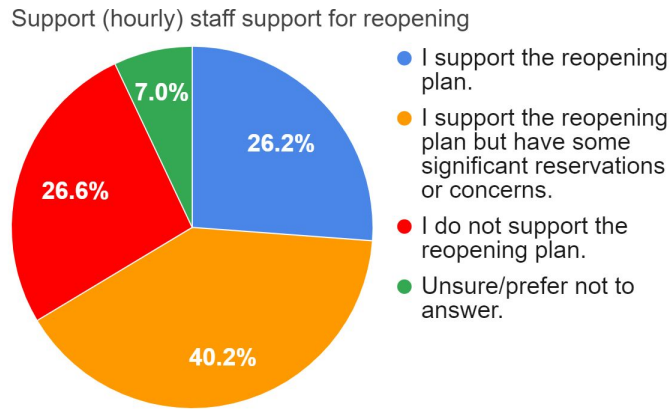


Figure 7. Support Staff support for the reopening plan (n=256)

(support: n=67, concerns: n=103, do not support: n=68, unsure/ prefer not to answer: n=18)



IV. Personal safety

Q. Do you feel safe going to work on the Williams campus this fall, regardless of the frequency with which you expect to be there?

Choices were: A seven-point linear scale from: 1 = “Very safe” to 7 = “Not safe at all”.

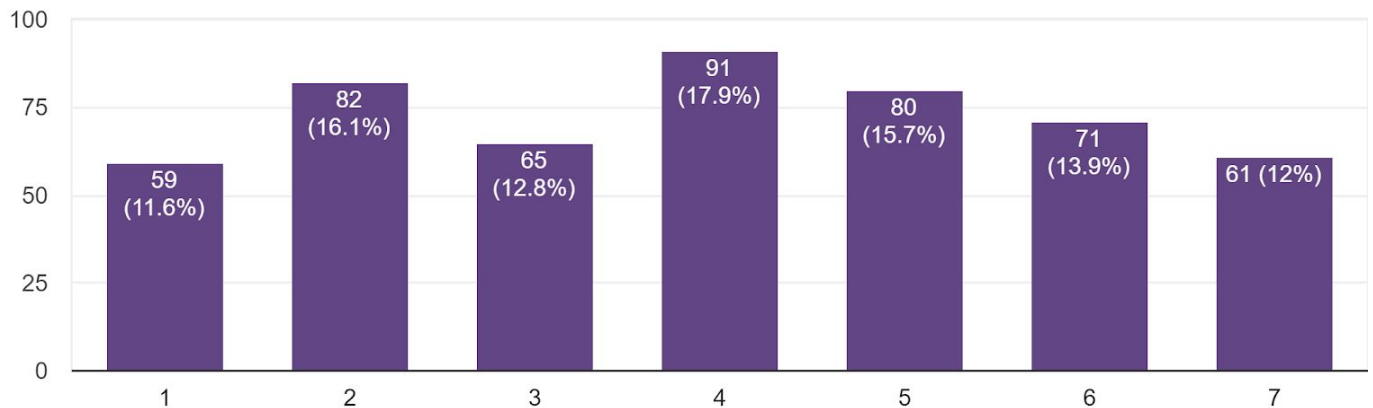
Results. The staff expressed a nearly symmetrical bell curve, in which poles were nearly identical and the midpoint was statistically higher.

Figure 8. Do all staff members feel safe working this fall? (n=509)

(1 very safe: n=59, 2: n=82, 3: n=65, 4: n=91, 5: n=80, 6: n=71, 7 not safe at all: n=61)

Do you feel safe going to work on the Williams campus this fall, regardless of the frequency with which you expect to be there?

509 responses



It is worth noting that, for the two bar charts below, there were 21 respondents who declined to specify if they are Admin or Support staff, yet 20 of those 21 did respond to the question of how safe they feel on campus. While we cannot include their data below (because we cannot differentiate between Admin or Support), two-thirds (14/20) felt unsafe returning. (1 very safe: n=3, 2: n=1, 3: n=2, 4: n=0, 5: n=7, 6: n=2, 7 not safe at all: n=5).

Figure 9. Do Admin Staff feel safe working this fall? (n=232)

(1 very safe: n=26, 2: n=47, 3: n=40, 4: n=34, 5: n=35, 6: n=32, 7 not safe at all: n=18)

Admin Staff: Do you feel safe at Williams this fall?

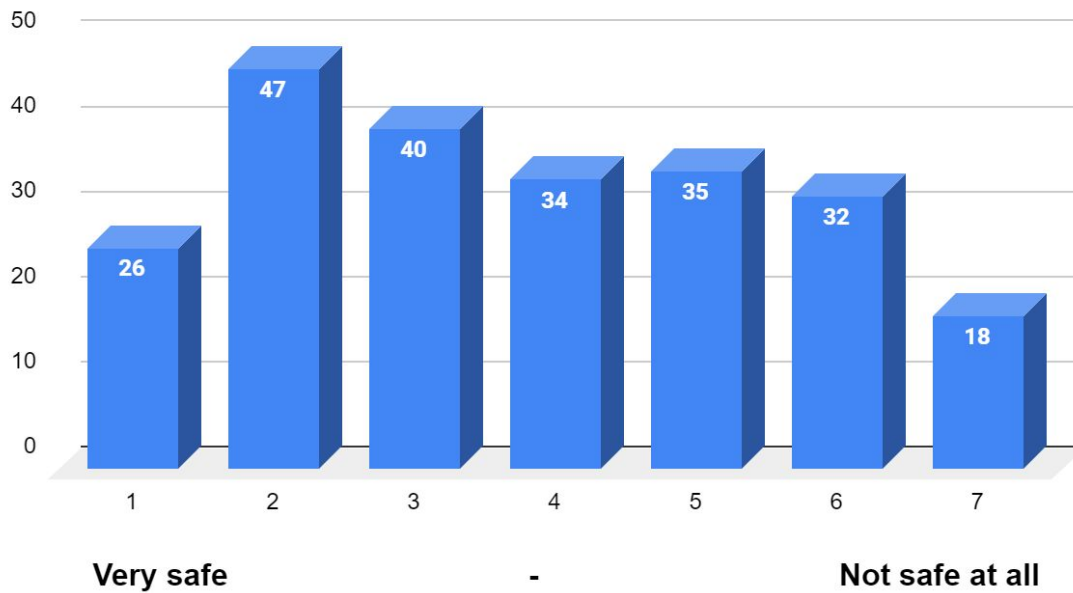


Figure 10. Do Support Staff feel safe working this fall? (n=256)

(1 very safe: n=30, 2: n=34, 3: n=23, 4: n=57, 5: n=38, 6: n=37, 7 not safe at all: n=37)

Support Staff: Do you feel safe at Williams this fall?

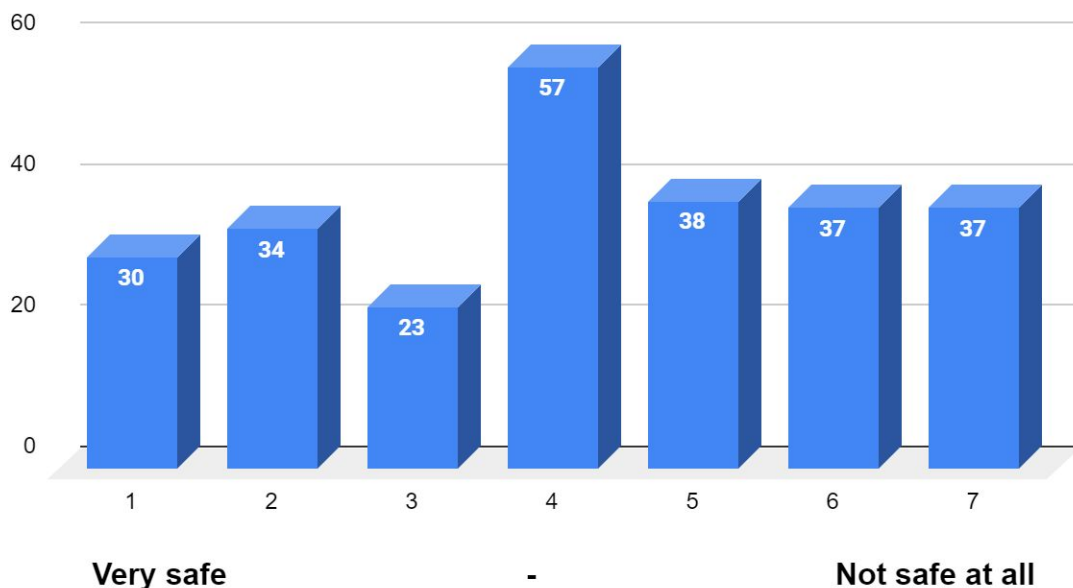
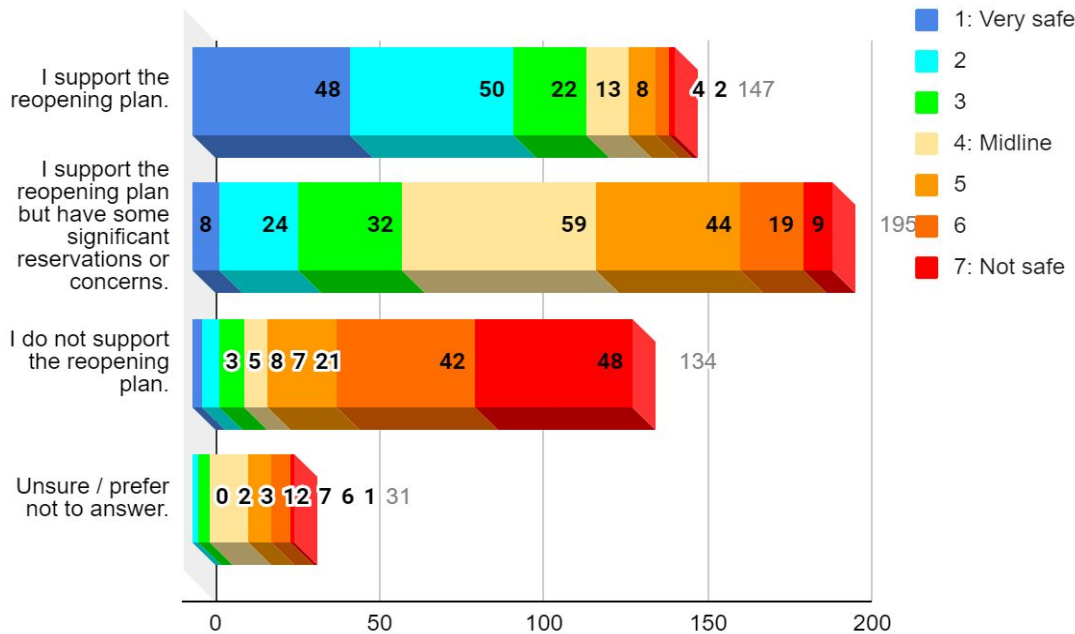


Figure 11. How does a sense of personal safety relate to support of reopening? (n=507)

(support: n=147, concerns: n=195, do not support: n=134, unsure/prefer not to answer: n=31)



Unsurprisingly, there's a very strong statistically significant relationship between one's sense of personal safety and support of reopening. Put simply, the more you support the reopening, the safer you feel. Extrapolating from this dataset, we estimate that approximately 10% of the Williams staff feel very safe reopening and another 10% feel very unsafe returning to work. That leaves 80% of staff members who fall somewhere in between those positions.

V. Themes from open-ended questions

Here we summarize a few broad themes from the open-ended questions:

Overall staff feel that Williams has done what it can to create the safest possible environment for reopening. We note that there are significant concerns and anxieties on the impact and risks that reopening will have on the community as well as how events outside our community will impact the College.

While many feel safe with the reopening plan, many others have considerable reservations, namely around trust in others to maintain the protocols put in place to safely reopen the campus. Several statements were made around accountability and enforcement of the protocols, a potential disproportionate impact on people of color, and whether or not all members of the campus feel safe and heard.

Those concerns are further echoed by the impact reopening has on childcare, job security, and the health of vulnerable family members at home. Many statements depict the difficult reality of needing to work while feeling unsafe doing so.

VI. Addendum: Further themes from open-ended questions

Here we offer open ended quotes from the following survey questions:

- Q. Please explain your answer to your feelings of safety working this fall. (n=450)
- Q. Please explain how reopening, or not, affects you and/or your family. (n=431)
- Q. What are your one or two most significant concerns, if any, about having most students on campus? (n=471)
- Q. What are your one or two most significant concerns, if any, about having most students away from campus? (n=397)

Q. Please explain your answer to your feelings of safety working this fall. (n=450)

1- Feels safe; College is doing more than many other places.

- "I think Williams has put in place one of the most thorough and stringent plans to create a student health bubble that can be maintained through November. Any COVID cases will come from other sources, in my view."
- "I feel Williams is doing everything possible to keep me, staff, and students safe"

2 - Feels safe but lots of unknowns.

- "Accepting that we are dealing with a novel virus and therefore can't know everything, I feel the college is doing what it can to make returning to campus safe. I feel safer there than most places outside my home."

3 - Concerns about students following the rules and broader trends around the nation.

- "I think being in a community with intensive testing and clear guidelines for behavior is safer than many places in this time of pandemic. I wouldn't feel 'very safe' anywhere but Williams is doing a great job of making me feel as safe and cared for as possible in these times."
- "I trust the campus process is excellent. I don't trust everyone to follow it completely :("

4 - Continues to feel positive about the efforts put in to make campus safe, but increasing worry exists about "not if, but when" scenarios.

- "I think there are great systems in place to ensure safety. I can only control how I follow safety guidelines. As someone who will be working with students in person, I cannot control whether they are following safety guidelines, as it is out of my control. This is where my concerns regarding my health lie."
- "I answered in the middle because I do feel that Williams is taking every effort to keep the community safe. However, I don't know if I feel it was the right time to come back. There are too many unknowns to feel very safe."

5 - Concerns about students bringing the virus to Williamstown, starting to see a few more people upset being asked to volunteer at testing sites, more at-risk employees worried about their health, and less confidence in the reopening plan working.

- "Regardless of engineering controls and the testing plan, I do not feel comfortable having the students return at this time. I feel the risk is too great to my family and the broader community. I will be working remotely as much as possible and avoiding contact with students and colleagues."

6 - Concerns about risks to custodians, less trust in everyone doing the right thing, and significant concern for the reopening plan.

- Students, faculty, and staff have not been good at following college and state guidelines so far, I have no confidence they will, going forward. Plus we add thousands of students, many from hotspots all around the country and the results won't be good.

7 - Concerns on the impact on the community and little trust in compliance.

- "I don't trust the students to comply with the rules"
- "Reports from campuses that have opened have not been very hopeful. I don't feel it would be any different at Williams."

Q. Please explain how reopening, or not, affects you and/or your family. (n=431)

Categories 1-3 share a sense of “no impact”, along with concerns about job/money, and what to do about kids.

- “I worry about the generosity of the College and continued support of our families and livelihoods being able to continue if the campus does not reopen.”
- “Reopening keeps me working so I can support my family”
- “I have children in school and working from home / supervising school simultaneously is difficult.”

Categories 4-7 share concerns about bringing the virus home.

- “I have to be a lot more cautious when I visit with a high-risk family now that I am exposed to a lot more people.”
- “My family and I have health issues that put us at a higher risk for the virus”

Q. What are your one or two most significant concerns, if any, about having most students on campus? (n=471)

- None
 - “No concerns. I think the reopening plan is great and I am fully supportive of everything the college is doing.”
- Concerns about whether or not students will follow the rules
 - Note: There are many variations of this concern, and it is difficult to pull out a couple of examples that are reflective of the breadth of concerns expressed.
- Concern about student mental health with isolation and inability to interact normally
 - “That they will get seriously depressed without the freedom of movement and socializing that is necessary for mental well-being. Access to outdoors, to non-academic experiences are key.”
- Concern for local health care capacity
 - “The ability for off-campus students to adhere to the guidelines as well as their mental health, being away from home, should the pandemic ramp up. Also, I don’t trust the Berkshire Health infrastructure to be able to support an outbreak, despite their current endorsement/partnership on reopening plans.”
- Concern for health and safety of self and family
 - “I am concerned that the students will not abide by the regulations put in place to keep our campus and the local community safe. I believe the policies and regulations that have been most recently put in place are very strong, in theory, to keep the virus contained and the community safe. I highly doubt the student population’s ability to abide by these well thought-out public health and safety guidelines and regulations.”
 - “I am very concerned that we are risking the health and wellbeing of our staff, faculty, students, local community and school children by having our Williams students return to campus this fall.”
- Additional workload
 - “The ability to keep students following the rules. And the ability of the “on” campus staff’s ability to run the college without the physical support of all of those working remotely, People working remotely have no choice but to pile on the people that are on campus. It gets overwhelming. Also the staff is not prepared to meet the guidelines set forth by the state.”
- Concern for high contact employees
 - “I fear the College is putting its desire to remain open -- and its hubris that we are smart enough to outsmart the virus -- above our ethical decision to remain closed and provide maximum safety to our communities of faculty and staff members, students, and town members. I fear that returning students, or their accompanying family members, may infect people (at airports, the local Cumberland Farms, hotels, restaurants, Post Office, etc.) during their trip to -- and from -- Williams.”
 - “I also am concerned that faculty and students have a choice to be on campus, while staff do not. Staff who wish to change their status from being a high contact to a low contact employee are required to approach HR and provide a “valid” reason that matches HR’s criteria for exemption. This is an intimidating process that some staff find threatening. This process is insensitive to the inherent power dynamics involved in asking the least powerful (staff) to petition the most powerful (HR) for clemency (exemption)

from having to work in an environment that the staff member already feels is unsafe. This places an unnecessary burden on staff. This process fails to protect staff who are fearful -- like many of us -- of working on campus among many people, yet lack the necessary criteria required by HR. This is a double-standard as we do not ask either faculty or students to ever plead for their safety with another governing body ruling over their fate.”

- “I definitely think that at least one student will be bringing the virus to campus. If we are going to open, then we need to be prepared to deal with an outbreak on campus. Employees that are high risk should work from home and stay home - and we need to be prepared to address the mental issues of those working from home. It seems like the main concern for the college is the students and the college seems to be overlooking the concerns of the staff members. We forget that the college cannot operate without our staff so we need to realize this and not just assume that our staff and their health matter. I am not a custodian or a dining service worker and I am concerned for them the most. We seem to think that stretching our custodial and dining staff to the limit is a good thing to do. Their voices need to be heard and someone needs to listen to their concerns.”
- Concern about lack of accountability if students don't abide by rules
 - “I am concerned that the burden of holding students accountable falls only on Campus Safety, Dining, and Custodial. I am concerned that the students are not living in reality and have no plan to follow any of the protocols or college rules. The JA's revolt from earlier this summer as published in The Record is a clear indicator that the students have no desire to follow the rules or hold their peers accountable. In addition the lack of true enforceable accountability makes the institution very dangerous. I am also concerned for our students mental health as they have for all intents and purposes signed up for prison if they fall the college's plan as outlined.”

Q. What are your one or two most significant concerns, if any, about having most students away from campus? (n=397)

- None.
 - “None. This is an important part of their psychological and intellectual growth, but if ultimately, they'll learn coping mechanisms from us and not coming to school for a semester or year will not be as detrimental as witnessing or feeling like they caused deaths, which would cause deeper trauma for years.”
 - “No concerns. Stinks for everyone, but it's worth a year away than to have even one person get seriously ill or die from this.”
- Concern about job security, layoffs, furloughs, reduction in pay, or removal of some benefits
 - Note: There are many variations of this concern, and it is difficult to pull out a couple of examples that are reflective of the breadth of concerns expressed.
- Concerns about students: educational inequity, not having food or wifi at home, unhealthy family situations, their mental and social well being, loss of the college experience and a close knit community, etc.
 - “There are obviously some students who we should bring back to campus: those who are vulnerable, who requested to stay on campus the first round and were rejected, and would seriously benefit from learning away from their homes. I don't know that anyone is arguing that we don't bring these students back to campus. But “vulnerable students” keep being thrown around and used to argue for the current reopening plan, which feels completely disingenuous, especially because we know that the returning students are disproportionately NOT the students we think of as vulnerable. And this is a pandemic: it's a numbers game, and it's all about how spread happens exponentially. There is a clear and significant difference between 400 students and 1600 students, and it's insulting to both the students who are being used as pawns in the drive to reopen and to those of us who can see a clear distinction between bringing back students who NEED to be here vs students who WANT to be here.”
 - “I think this would be the safer approach, but I would be concerned about inequality of opportunity for some students when they are in their “home” situation.”
 - “I cannot see how students can learn how to do lab work without actually doing it. In-person labs are a must. Just watching a professor do an experiment is not the same as learning how to do it yourself.”

- “Them not having a true college experience.”
- Economic impact on the community
 - “Isolating students that need the support of our community, and long-term financial impact on the community, especially Spring St. businesses”
 - “Long-term economic impact on local businesses and individuals who rely on the college community for business and employment.”
- Loss of motivation and productivity for workers
 - “Staff being depressed that the main population we serve is not here, and that their job description has been altered, maybe permanently. Hard to motivate and hard to feel like campus/workplace is alive.”
- Loss of what makes Williams Williams
 - “Mark Hopkins and the Log cannot truly exist via Zoom.”
 - “The lack of community and connectedness that are so wonderful at and integral to Williams.”
 - “The Williams experience is to be a residential college campus, a remote education is not the same as what Williams is meant to be. Continued remote learning could impact the financial situation for the college which could result in staff layoffs.”
 - “As someone who works primarily with alumni, my greatest concern is over our ability to help students form and feel like a community and to feel that the college supported them and put their needs first during an especially challenging time.”
 - “’Having students away from campus’ is not what Williams does. That is no longer Williams. If we come to accept anything different we must also come to accept that we have fundamentally changed the place and not for the better. Not better for students and not better for employees as we understand them.”
 - “The challenges with creating a sense of community.”

Q. What are your concerns about job security at Williams should COVID-19 last more than 12 months?

(n=457)

- None and very low
 - “I have none. The college has been very good to all it's workers.”
 - “Currently I have no major concerns about my job at Williams.”
- No concern for my position, but concern for other staff members
 - “I am very concerned about job security. While I feel I’m an asset to my department regardless of whether students are on campus or remote this year, I do worry about larger budget cuts and the impact of COVID on my colleagues and their job security.”
 - “For my personal position, I do not have concerns. If we are unable to bring students back to campus as planned, I imagine it will not be possible to continue to employ and provide full pay to employees who are unable to perform their essential job function in a remote, student-free environment.”
 - “I am not too concerned about my own job security in the next few months. But I am concerned about the job security of fellow Williams employees.”
 - “I am less concerned about my personal job security than I am for the many hourly employees whose work is dependent on students being on campus.”
 - “My job would probably be unaffected, but I do worry about the fate of others...”
 - “None for me, but I am concerned for other employees that are family and friends.”
 - “Personally, not so worried -- but certainly worried about our employees on the whole who would lose income. Also, there was a lingering divide between faculty and staff, and I'm concerned if/as staff may be asked to take steps back, the divide will widen.”
- No concern unless the fall is unsuccessful, or if we had to be remote for a longer period of time
 - “My concerns are minimal at this point, but would significantly increase if this continues till next Fall.”
 - “I’m concerned that we will be laid off if this continues too much longer.”
 - “Williams seems well-positioned to treat employees fairly in the short and longer term. A protracted crisis could prompt reallocation of resources and that could be difficult for folks who might be directly affected. I would hope that every effort be made to promote voluntary transitions, if needed, and not lay anyone off.”

- Layoffs, furloughs but hope that rehiring would happen
 - “If Williams didn't bring back some subset of students back to campus, I would certainly have concerns. I think Williams has been very protective of its employees so far during this, to avoid layoffs and I'm appreciative of that. I would hope that if they did end up deciding to or having to go remotely, that they may be able to do layoffs in three month increments where they lay off maybe 1/2 of the employees for three months (or some subset), then alternate layoffs with the others in order that no one is laid off permanently for an extended period of time and folks feel that their jobs will be there when things finally return to normal, if they have a call back date, even if it's only for a few months at a time.”
 - “Getting laid off or furloughed then returning to the same job again, is it promised at the same pay rate and seniority?”
- Sense of layoffs being inevitable if Covid lasts 12 months or more
 - “I think there is every reason to think COVID will last more than twelve months. The college can only afford to keep its workforce whole for so long. At some point and to some degree, keeping it whole will not be a viable option. At this point it's unrealistic to think furloughs and job loss won't become an issue to some extent.”
 - “It is what it is. I have colleagues at other schools who have lost their jobs already or have seen their friends let go. We have been very fortunate here at Williams. I've worked at both (redacted) and (redacted) before they closed. The impact of losing this kind of income is extensive. If this continues for the next 12 months, I can't imagine cuts would not be inevitable.”
 - “Seriously possible for not only Williams, but the US economy could decline to a point that could prolong recovery into years.”
 - “As generous as Williams has been to its employees so far, it is inevitable that many hourly employees will be furloughed or let go. That will impact both those families as well as the fabric of Williams and the northern Berkshires. Williams brings incredible stability and pride to our region's workforce; it will be very unsettling if/when that is compromised. Remember: North Adams Hospital.”
- Trust in Williams' promises/statements of no layoffs, or only as a last resort
 - “I believe the college when it says it is committed to its people, but I also know that that commitment can't be indefinite.”
 - “We have been hearing ‘no lay-off’ hoping the administration will [make good on] their promises.”
 - “I would hope that Williams would consider some sort of offer of early retirement to try to lessen the numbers should layoffs have to occur.”
 - “Because we have been continuously assured, and because of how the college handled the 2008 financial crisis, I feel okay. But there is always concern.”
 - “I'm counting on Williams to take care of us . . .”
 - “I am not concerned about job security. I entrust Dukes and the planning board to uphold their efforts to keep layoffs or furloughs as a last choice alternative.”
 - “I have a lot of confidence in the college administration, and trust they will make well informed decisions.”
 - “I'm not worried about losing my job. I believe that Williams intends to support the staff throughout this pandemic.”
 - “I would hope that the longevity and financial health of Williams College would enable us to absorb the current crisis and maintain the skilled workforce that is the backbone of its success”
 - “I have faith in the Williams administration to do its all and what is best for the faculty and staff during these difficult times.”
- Suggestions for using the endowment, offering incentives if it gets to that point
 - “Williams has a huge endowment. They have done the right thing for their employees and the local impact it has on their community, they should continue to do that. The employees have stayed committed to Williams.”
 - “No one who works at Williams currently should be concerned about job security if the covid crisis lasts longer than 12 months. The stock market has done extremely well in these last few months so our primary instrument of earning income for Williams must be thriving, Therefore we cannot in good conscience be proposing that we lay people off without salary given our status as a wealthy institution that

is currently making a lot of money off of stock assets. Additionally if we were to furlough staff members I would like to see us take other measures before that is considered, ie a voluntary salary reduction of senior staff and senior faculty, the elimination of the 15% discount for the wealthiest families, a targeted fundraising effort particularly from the Board of trustees to support salaries during the crisis.”

- “Unless the trustees decide to spend more of the endowment that usual in response to this existential threat to the college, there will be little job security for staff. The faculty will take care of their own.”
- “I believe Williams will hide the truth that our endowment has made money over the last several months and begin furloughing non-exempt staff in dining, facilities, and other areas, claiming financial trouble. I also am concerned about those who are brave enough to actually voice their concerns around the way the college is operating when leadership seems hellbent on plowing forward with unsafe and unethical plans.”
- “I’m worried a number of staff and possibly faculty will be laid off, but why are we not drawing from the endowment? Surely, a national crisis and global pandemic is the time to do it!”
- “I can’t answer this question without the context of the endowment performance. Based on the current markets, my supposition is that the endowment has actually made money during this period. And, if an endowment does not exist to safeguard the future of the institution through extraordinary times, then all we are doing is hoarding wealth.”
- Concern about layoff effects on family, but more concern about loss of health benefits and other financial benefits
 - “This is my only source of income...If I do not have a job I will most certainly lose my house. I am at an advanced age that it would be difficult to find another position that would match my salary from Williams if I could find one at all during this time.”
 - “I believe Fred/Dukes/etc when they say that they are doing everything possible to keep all current employees; but as an hourly employee, I do worry that they may choose to eliminate my position or decrease my hours. As my family’s health, dental, vision, and life insurance is carried by the college, not only would that be a loss in pay but a loss in insurance coverage and an overall sense of security for my family.”
 - “I am not personally worried about my job, but I do worry about benefits and about the well being of the community if there are positions (especially student-facing ones) that the college feels they need to let go of.
 - ”I would be happy to take a voluntary layoff as long as I still had health insurance and am guaranteed my job back.”
- Concern about reduction in departmental budget or staffing
 - “Budget impacts likely to result in a reduction of operating budgets, staff, and/or both.”
- More concern about health than of layoffs
 - “I’m concerned about financial security but more concerned about our health.”
 - “This is a real concern. At the same time the health of the staff may outweigh this.”
 - “Life is uncertain. There’s no way out of this without pain. None of our options are good. I am more concerned about the possibility of hundreds of thousands (millions?) more deaths around the world than I am about my job. I’m more concerned about the people I love or myself being permanently disabled by this disease we don’t understand than I am about my job. And also, I feel extremely lucky to work at an institution that, by all accounts, can weather this storm.”
 - “I am concerned a little about my job but that isn’t my most important worry right now. My life and the life of my husband is! As well as the well being of all the people I work with at Williams.”

VII. Notes

- Quotes have been edited for spelling errors, but not for grammar or context.
- While 17 people stated they prefer not to define their staff status (admin or support), another 4 left the question blank, so they are included in the “Prefer not to answer” count.
- We included some data points and comments from surveys that came in after the stated deadline for completion.
- We found a few duplicate entries which we can only define as a glitch in the google form survey and submission process.

In spite of the edits and slight inconsistencies noted above, we believe they have little overall impact on the tenor of staff feedback in this report. We erred on the side of inclusion of all information, but intend to be more stringent with data collection in the future by asking for Institutional Research’s help in creating surveys and analyzing data.

We would like to thank all of the staff who completed this survey. This is an important and necessary step in including staff voices in discussions regarding representation and equity at Williams. We hope that this report will serve as a springboard towards enhancing collaboration and improving inclusion of staff in campus matters as a constituency analogous to faculty and students.