

ERAU Faculty & Staff Climate Survey, Fall 2003

Comments – Prescott Campus

BACKGROUND AND OVERALL UNIVERSITY SUMMARY

The Fall 2003 Faculty & Staff Climate Survey included a space at the end of each section (job, ERAU organization, ERAU environment, and climate survey) for employees to offer additional, free-form comments. Of the 730 employees who responded to the survey, 323 (44%) chose to comment.

Employees elaborated on a broad range of topics. While analysis of qualitative data such as this is a subjective exercise, an effort was made to summarize the most frequently cited issues by reviewing all comments and identifying common themes. Comments from all campuses were examined to determine the overall themes at Embry-Riddle. These themes are listed below. The themes are sorted by the number of comments which cited the theme (from most frequent to least frequent).

- **Raise/Wages/Salary (~144 comments, 45% of all comments).**
- **Lack of respect/trust with senior leadership/organization (~126 comments, 39% of all comments).**
- **Climate Survey results/actions (~91 comments, 28% of all comments).**
- **Diversity (~70 comments, 22% of all comments).**
- **Unrealistic/Overwhelming workload (~67 comments, 21% of all comments).**
- **Poor/Lack of facilities (~54 comments, 17% of all comments).**
- **Allocation of resources (~51 comments, 16% of all comments).**
- **Poor/Lack of communication (~47 comments, 15% of all comments).**
- **Poor/Lack of University organizational structure (~46 comments, 14% of all comments).**
- **Low/Poor morale (~43 comments, 13% of all comments).**
- **Benefits (~42 comments, 13% of all comments).**
- **ERAU is a good place to work (~35 comments, 11% of all comments).**
- **Ineffective/Poor computer technology (~35 comments, 11% of all comments).**
- **Working against University mission/goals/vision (~34 comments, 11% of all comments).**
- **No “One University”/Unequal campuses (~33 comments, 10% of all comments).**

PRESCOTT CAMPUS SUMMARY

Of the 127 Prescott campus employees who responded to the survey, 55 (43%) chose to comment. Themes are listed below, along with excerpts from actual comments. The themes are sorted by the number of comments which cited the theme (from most frequent to least frequent).

Diversity (~18 comments, 33% of PC comments). “Work on enhancing diversity on this campus needs to continue. Diversity Training and other initiatives are excellent first steps and efforts such as these need to continue.” “Women have left, and others plan to, because it’s simply not beneficial to their careers to deal with the university’s slow progress.”

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Climate Survey results/actions (~16 comments, 29% of PC comments). “It appears that responses to these surveys do matter. Facilities have begun to improve here and initiatives such as Diversity Training have been implemented. I’d like to see more communication about what then happens with issues that may arise from any comments made – How will my concerns listed here be addressed? Or will they simply get thrown into a pile with the rest?” “Please keep doing these.”

“Raise/wages/salary/ (~13 comments, 24% of PC comments). “This year’s cost of living ‘raise’ appeared to be a step back, not forward.”

Unrealistic/Overwhelming workload (~11 comments, 20% of PC comments). “Being expected to teach four course each term (12 hours) plus being expected to do university and community service (advise students, serve on committees, etc.), and to research and publish is not realistic when compared to our peer universities.” “I do not have time to properly plan for the future or think past today.”

Lack of respect/trust with senior leadership/organization (~10 comments, 18% of PC comments). “Tuition increases do not make sense. For that reason, I question the leadership on the higher levels.” “The work environment is very insecure when people get fired with no reason or cause except a supervisor doesn’t like them. This does not create an environment of trust and respect.”

Improvements seen in physical facilities (~10 comments, 18% of PC comments). “I’m very thankful for the campus improvements that are happening here at Prescott. THANK YOU.” “Watching the new AC1 complex going up is very exciting.”

Poor/Lack of communication (~8 comments, 15% of PC comments). “Effective communication between Daytona Beach and Prescott needs a lot of work.” “The University seems bent on doing so much that we don’t have time to communicate.”

No “One University”/Campuses unequal (8 comments, 15% of PC comments). “I feel that our department input is not taken as seriously as Daytona’s. The final say is based on how Daytona feels.” “The top leadership continues to push for the ‘one university’, while middle management continues to push on with its own agenda.”

Poor/Lack of University structure (~7 comments, 13% of PC comments). “I’m not sure who my ‘direct supervisor’ is.” “The idea of centralizing the IT department in Daytona may appear to be efficient, but it takes the control out of the hands of the onsite technicians.” “Instability at the CAO level has badly hurt the university.”

ERAU is a good place to work (~6 comments, 11% of PC comments). “It has been a pleasure to work here. We are looked on as an individual who has talents to share with fellow faculty and students. It is great to share smiles and laughter along with the serious stuff.”

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Happy with job (~6 comments, 11% of PC comments). “I love what I am able to do with and for students!” “I love my job and the people I work with everyday. I sometimes get frustrated to see that others on campus do not feel as vested or loyal to ERAU.”

Ineffective/Poor computer technology (~6 comments, 11% of PC comments).
“Computers in the office are becoming a bit dated. I have seen upgrades in many other administrative departments on campus and await updates here.”

FORMAT FOR DISTRIBUTION OF ALL COMMENTS

The comments are organized by “location”, and are available in four separate MSWord documents:

University Administration
Daytona Beach
Prescott
Extended Campus

Each location-specific document contains the same background and overall university summary along with a location-specific summary. The comments in each report are specific to those made by employees of that location only. Comments are listed in random order by survey section (job, ERAU organization, ERAU environment, and climate survey). No distinctions are made as to the gender, employment status, or position of the respondent, unless somehow alluded to by the respondent within his/her own comment. Comments made by each respondent are contained in a single paragraph; a blank line between paragraphs represents a comment made by a different respondent.

Across all campuses, individual comments, with the exception of a very few, are shown in their original format. The edited comments were modified either to (1) exclude “signatures” provided by the respondent (noted as “[edited – signature removed]”) or (2) remove the identity of individuals named by name in comments containing language deemed inappropriate for mass distribution (noted as “[edited]”). Even in the latter cases, only a subset of the text was removed or edited so that the context of the comment remained intact. Readers should note that comments regarding ERAU’s senior management are listed as provided by the respondent; these were not edited.

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Job Comments

My requests for added equipment and software go unheeded. My boss fills out the evaluation form and asks for a signature, but doesn't talk to me about it. I give my opinions on how to do things better and more efficiently, and I don't even get a response that my suggestions will not be followed.

There still is to be a split (academic/staff and DB/PC) within the University rather than the team effort of "One University". In particular, DB seems to continue to "push on" rather than coordinate with its counterpart on the PR campus. Q 3 above is only true if you factor in an extra 10 hours per week!

Computers in the office are becoming a bit dated. I have seen upgrades in many other administrative departments on campus and await updates here at PC Housing.

[edited] is the worst thing about this job. I do not respect or trust her. My opinions or what I'm working on don't seem to matter in this office and the hierarchal nature of this division leads to nothing more than me being a "glorified secretary", which is not what I was hired to do. It's worse now that the students have started noticing the treatment I receive, which is also frustrating. And even though I have gone to both HR and the Dean, nothing has been done. I know that several people have complained about her. It's nice to know that she uses [edited] as her bargaining chip when issues arise. How she ever got hired for her position is beyond me. I will be leaving when I find a new job, which I'm actively looking for. There is a strong lack of leadership and development of standard procedures. I see no big picture game plan and defined metrics to use as a goal for many areas of the campus and university.

It would be very helpful to have adjacent labs to lecture halls so that lab demos could be easily integrated into lecture presentations. Rolling carts with sensitive equipment across the campus does not cut it.

The idea of centralizing the IT department in Daytona may appear to be efficient, but it takes the control out of the hands of the onsite technicians. Not necessarily a good idea. The university should go "shopping" for the best quality and lowest prices for the large ticket items such as furniture. Not stick with just one company - this limits the negotiating ability. The needs of a service department should be considered "high priority" in providing the best service to the students. Their technology needs should be second in line to the students needs.

I love my job and the people I work with everyday. I sometimes get frustrated to see that others on campus do not feel as vested or loyal to ERAU. All organizations have good things and bad things, but we mostly have the GOOD!!!

Since I wear both staff and faculty hats, I have answered questions on my full-time staff position. As an adjunct teaching courses, I've been bitterly disappointed - strongly disagree on all points.

I've had several large things added to my job description in the past couple of years. This had made it increasingly difficult to accomplish tasks during the workday. I am often left feeling overwhelmed and overburdened. My supervisor takes time to listen to my ideas. This has improved since the last climate survey. Teaching four courses/classes doesn't leave me time for anything else except teaching.

I have the materials but not the time to allow me to do the job to the best of my ability without putting in extra hours. Our office needs at least one additional staff person.

I enjoy my job. The amount of work is sometimes a bit overwhelming, however.

I've only been here a couple of months. Could not answer all the above questions.

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Faculty workload needs to be reexamined. Being expected to teach four courses each term (12 hours) plus being expected to do university and community service (advise students, serve on committees, etc.), and to research and publish is not realistic when compared to our peer universities I have some equipment and ergonomic concerns; attention to both issues would make me able to do my job more effectively.

The person whom I consider my "direct supervisor," i.e. my department chair, is not the individual who evaluates me so discussion about performance objectives and progress is limited. Because in some of the other departments the chairs are the evaluators and because I think the chair is the person who knows best what department members are doing, I often wonder why my "direct supervisor" is not the individual who evaluates me.

3. ERAU should come to terms with the faculty workload. Can faculty say: "I teach 4 courses, maintain a healthy scholarship/research program, perform my committee work, keep up on the techniques and literature of my field, and have time to share what I'm learning with other faculty and students"? No, then reduce the workload to where faculty can lead a life suitable for their satisfaction and to benefit students paying \$20K/year for the faculty's current knowledge and skills.

I have taught here as an adjunct, lecturer, and now professor. Some of the earlier Department heads told me that adjunct's opinions did not count. The faculty and supervisor over the years have been helpful and made me feel part of the work force. I have funding for professional development and I have grown in the position. I do wish I had more time. It feels like my job is nothing but committees meetings and fires. I do not have time to properly plan for the future or think past today. I am so busy with day-to-day issues I do not have time to improvement change or evaluate survey feedback. I would love to have some time to plan and work on improvements.

I assumed that my direct supervisor is my Dean. Perhaps it would be better if my direct supervisor was my department chair. I have no problem with the Dean as my supervisor.

Despite the necessary and important nature of research and publication, teaching 6 courses (with 6 preps) and serving on 3 committees leaves precious little time for research and professional development.

I am an Adjunct Professor.

I enjoy my job, but the workload makes it difficult to be innovative.

I love what I am able to do with and for students!

I have watched the management of my division quickly deteriorate over the past year. At one time, I had a VP who called regular staff meetings and kept track of who was doing what, mentored the staff and cared about us as individuals. Now, our division is without leadership, without direction. The two departments -- one in Daytona Beach and one in Prescott -- no longer hold joint staff meetings and act as one team. We have a high-priced consultant who runs around the country, but who does not give our division guidance. There is no team and the morale is low.

Regarding Question 5: I'm not sure who my "direct supervisor" is. My dean has talked to me a few times, but only about something I have done wrong.

We are lacking the graduate labs to support our programs. Most of the money that is being spent on this campus is for the beautification program.

Would like to be able to do "ALL" of my job and not just what my supervisor wants me to do. I feel I could

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contribute more but am not allowed to. At this point I am at burn out due partially because I am not allowed to know what I should so why do I love my job, but am becoming frustrated with the amount of time that is required to attend meetings and being asked to be on committees.

Organization Comments

ERAU gives me 1% COLA, then raises auto registration by 6%. It wants \$\$\$\$\$ for the Annual Fund donation, more \$\$\$\$\$ buy a chair in the DLC, more \$\$\$\$\$ for United Way, and on and on and on. I have to have the \$\$\$\$\$ first before I can help the university. The retirement benefit is so-so, but the other so-called fines are a long way below standard. Medical, dental, and vision are some of the worst in the state of AZ. THE LEADERSHIP OF THIS INSTITUTION MUST UNDERSTAND THAT THE COST OF LIVING IN ARIZONA IS MUCH HIGHER THAN IN FLORIDA. ONE PERCENT IS NOTHING MORE THAN A SLAP IN THE FACE!

The Strategic plan seems to be put on the shelf since CAP left, at least its visibility. The top leadership continues to push for the "one university", while middle management continues to push on with it's own agenda.

Still could use some work on getting more woman in higher positions.

The penchant that the administration has for increasing tuition is very disturbing. ERAU is heavily leveraged because our students must incur so much debt to be able to afford their schooling.

This years cost of living "raise" appeared to be a step back, not forward.

Work on enhancing diversity on this campus needs to continue. Diversity Training and other initiatives are excellent first steps and efforts such as these need to continue. Don't lose the momentum! I question the dedication to and true concern for diversity of our Chancellor.

I do not feel comfortable approaching the Ombudsperson on campus when challenges arise in this office. When I approached the Ombudsperson at the beginning of the year regarding some issues with my supervisor, she indicated that our conversation would be confidential and that no one outside of HR would know what had transpired. Within 24 hours of my visit, my supervisor knew what I had approached the Ombudsperson about. I no longer trust HR on this campus.

There is a strong lack of leadership and development of standard procedures. I see no big picture game plan and defined metrics to use as a goal for many areas of the campus and university. Constructive communication and leadership is needed, where agendas are used, followed, accountability held, decisions made, WRITTEN STANDARD procedures developed and implemented, and action taken!

ERAU Continues not to give credit where credit is due to those who are being innovative and accomplishing things. (i.e. We have a lot of CLAIM JUMPERS in our staff). Someone needs to take a good look as to who is really doing what and give credit where credit is due. Many good innovative and cost saving things are being done by those who never get recognized, and those who do not have the ability or experience to do these things get the credit. Those of us that have the ability, experience and talent just get more to do. No organization can survive long or keep the best, if this continues. Wrong people are in the wrong places.

According to the university's own data, faculty salaries (at least at the high end) are dramatically below those schools that are our "aspiration schools".

I have not seen any progress towards improving and upgrading staff salaries over the past several years.

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Faculty receive large raises each year to improve retention in certain subject areas. ERAU doesn't seem to care about staff retention, that staff salaries are far behind others in similar positions locally, and that the cost of living in Prescott has increased substantially over the past 10 years.

I would like to see more interaction with the campus community. I think the campus BBQ and service excellence, plus the work from WEQC here at the Prescott campus is a big step in the right direction.

My college dean is a very poor manager, positive re-inforcer. I consider him a de-motivator.

My job description has changed since I began working in my position. A lot of additional responsibilities and supervision has been added. My supervisor has not submitted my new job description for re-evaluation by the JET team. I feel that I am under-compensated compared to others in my area who have been hired since changes have been made.

I really feel that the issue regarding hiring women and underrepresented groups should be based on ability to do the job not because of sex or race. Otherwise you're still being discriminatory basing their sex or race as a qualification.

Raise the rate of horrible health benefits that really only seem to benefit you if you live in Daytona

The job "categories" are very poorly organized - lumping many different levels of responsibility and skill under broad umbrellas. There is very little reason to think that you will move up in your area of expertise or that, heaven forbid, you might aspire to a title that would indicate what you do and how well you do it.

While there has been visible progress there are still examples of the "good old boy" network in filling positions.

In the short time I've been here I am very impressed with the leadership on campus as well as the visibility of clear strategic plans. I am however, disappointed in the salary structure in Arizona in general.

Tuition increases do not make sense. For that reason, I question the leadership on the higher levels. I also am disappointed by those leaders on the lower rungs who do not question such dubious decisions by the president and vice-presidents.

While a woman has been hired as interim dean, other women have left, and others plan to, because it's simply not beneficial to their careers to deal with the university's slow progress. Witness the diversity training, long overdue and highly revealing of the deeply ingrained "white, male privilege". It is highly important that the HR department maintain externally trained and professional staff. This will provide views from the outside world on managing diversity issues, complying with legal requirements, and avoiding old boy style hiring practices.

Departments and employees who work hands-on with students everyday are constantly being asked to "pinch pennies" while generous travel and entertainment benefits are provided for the "upper classes" at the University. Also, departments which request new hires by going through the "official channels" are usually turned down due to lack of funds, yet at the same time new positions are created without ever going through the official process - which certainly creates the appearance of favoritism and fosters the mentality that the official process is just for show.

Progress in hiring does not mean progress in retention of a diverse staff.

I have yet to see an accounting for all the dollars put into "development". What is the return? Where have all dollars from the tuition increases gone? Enrollments are down, economy is down, CPI is less than 3% increase, yet we raise the tuition 4.8% for fall 04? I question whether the BOT is properly exercising their oversight responsibilities.

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I think the assessment and strategic planning processes are good but I do not have time to give it the attention planning needs. I am so stuck in day-to-day fires I cannot spend the time needed to assess or plan anything. As far as hiring members of underrepresented groups I feel the Prescott Campus has failed. I feel there is nothing but hot air to the issue. Until the University and campus creates a value statement on diversity and against racism, sexism, and homophobia I cannot give any credit to the University. Put our money and values behind what we say. If this is the "Year of The Woman" then put money behind it. Provide real resources for training and education. Support women who are assess to campus. Give women and underrepresented groups a reason to stay. I am a male and I have seen nothing but talk related underrepresented groups. This campus is still an old boys network. Please take action or stop saying it is important. As far as pay goes I feel I have been left behind a little. My job description has changed twice in my short time here but my pay scale has not been reviewed. I am supervising two more people and have more responsibility. I have asked for a position review by the Jet team but it has not happened yet. Increase work should mean at less a review of the position.

Embry-Riddle employees, particularly on the Prescott campus, are in the lowest percentile compensation wise when compared to employees at comparable Universities and Colleges in similar positions, despite the President's commitment to bring all employee salaries/wages up to the mid-point of those ranges. Furthermore, employees on the Prescott campus are paid much less for the SAME position as employees in Daytona Beach or in University Administration. Compensation increases are not enough - all positions need their pay scale ADJUSTED to match at LEAST the mid-point of the market. You get what you pay for and I think that our customer service suffers from hiring people who will work for cheap wages who sometimes, unfortunately, have poor attitudes and/or are incompetent. Hiring first class employees (and keeping the ones we have) w/ the education, enthusiasm, initiative, and ideas to take the Prescott campus to the next level comes at a price. Furthermore, it is almost impossible for a Flight Instructor to support themselves on Flight Instruction alone, though they are "unofficially" expected not to moonlight. Though the hourly wage may not at first seem inadequate, when multiplied by the MAXIMUM number of hours an IP can work, it is easy to see how hard it is to survive in this role. And these are the individuals who (most of them) have just spent \$125K on an ERAU education and who are interacting one-on-one w/ our students on a daily basis and solely responsible for their safety in the air. The pay does not compensate these individuals for the demands of the position or its danger. It's no wonder that ERAU alumni don't donate \$\$ - they donate enough labor if they choose to work for the University after graduation!

The "...process" in Q12 was not found on the linked Web site; moreover, it is not well publicized.

There has been very little progress in the hiring of women and minorities into managerial positions at the Prescott campus. There is a lot of talk from the Chancellor and his boys, but very little action. If the Chancellor [edited] was serious about women and minorities being involved in campus decision-making then we'd see some change on the Campus Council. Instead, it remains the middle-aged, white men's poker club.

Progress in hiring of women and minorities into faculty, but not higher-level administrative positions.

Our university is too top heavy. It seem that we have more high paid administrators than we do faculty. We also rely too much on outside help that is extremely expensive. The results that these consultants have provided are questionable. If we are spending dollars for consultant's feedback and direction why do we need such a large administrative staff? We are raising tuition again. Before the end of this decade, the cost of an education here will approach or exceed \$200,000. Our university is already economically segregated. With these increases in tuition, it will be even more so.

I feel I am compensated for the work I do but feel I could do much more.

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Diversity training was a monumental waste of time and resources.

Hiring of women and "underrepresented" groups is always stated as a given, but the underlying rationale and motivations are never mentioned, almost as if there were no supportable justifications. There is a need and opportunity to build support for such programs.

Faculty salaries still way below average for my field.

Environment Comments

This will never be "One" University. There are too many differences and until someone acknowledges that the power is on the Florida campus, Prescott will never be on a level field with that competition. How many Vice Presidents live in Florida? How many live in Arizona? Why do department heads such as I.T. and Development have their offices in Florida? Why can't the President and other high-level officials live in Arizona? Many staff members in Prescott feel that we are being shorted on everything associated with our employment at ERAU. But we have no avenue for help. It is Daytona's way, or hit the road, Jack! Maybe we need a union also!!!!

Q 1 will continue to move to the "Agree" side as facilities recover from the 20 years of Prescott being the "invisible" campus. Q 24 is based primarily on the "worker bee" personnel involvement.

Age still seems to be a problem. Younger people are not treated with the same respect as older people.

The University seems bent on doing so much that we don't have time to communicate. I feel pressure to do more, while keeping the full load that I have had for some time. Faculty are especially overloaded and what is being hurt is teaching.

Facilities improvements need to continue on the Prescott campus if we are to survive. Great strides are finally being made and these steps must continue. As a former student and current staff member that is also a member of the GLBT community, the implied climate of this campus is an unwelcoming one to members of the GLBT community. I feel fortunate to work in a very open and accepting department, but question the open-mindedness of many other administrative departments on campus.

Although many improvements are being made on campus, I still get frustrated when hearing of what Daytona doesn't have or what they need. And then to know that the majority of funds are spend on that campus for improvements, again makes me feel like the PRC campus is the Stepford Child of Riddle. The disparity is noticeable.

Due to the low pay and the high cost of living in Prescott, the campus will have fewer applicants with current industry experience. I see many employees that are "actively retired" meaning they are just doing time till they can retire.

Too much influence on decisions of the Prescott campus by Daytona Campus. The two campuses need to be their own cost and profit centers.

We are making progress but still have a long way to go before we appear to parents and students competitive with DB.

(22) The communication between Daytona Beach and Prescott has gotten worse, especially in the IT area. The new help desk line at DB is a joke! It's almost impossible to get a "real" person on the phone, messages left

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take up to two weeks to be returned, if at all, and when you call for immediate help, there is none. I end up calling someone in our local IT dept. for immediate assistance; otherwise my work wouldn't get done. (23) The work environment is very insecure when people get fired with no reason or cause except a supervisor doesn't like them. This does not create an environment of trust and respect.

I believe I should be informed of items outside my work simply because it gives me a broader perspective on the University. There is definite lack of confidence from Daytona regarding Prescott. Prescott feels that they are the step-child. They would only get that impression if they are constantly put down (intentionally or not). Daytona needs to instill equality in their attitude toward other campuses.

I think the communication on campus can be improved. I would like to see more participation and outreach at the university level to the campus level. I'm very thankful for the campus improvements that are happening here at Prescott. THANK YOU> I also think women on campus need to be asked their opinions on major decisions more, especially since we are always looking to increase our female enrollment. Women have a great perspective and ERAU does not use it enough.

As a female on this campus I believe that I am not afforded the same opportunities, respect or pay as my male counterparts. I appreciate the attention that "diversity" has received on this campus but am beginning to believe this is just lip service. I strongly believe that this institution needs to "put its money where its mouth is" in regards to the hiring, retention and promotion of women and minorities. Diversity training is not the answer. This is _the_ issue that is making me look at positions at other institutions.

I feel the facilities have improved in looks. I still feel there is a lot to do. I feel that our department input is not taken as seriously as Daytona's. The final say is based on how Daytona feels. I have run into situations where we have taken an initiative on certain tasks, because Daytona feels it is not a priority on Daytona's calendar. When Daytona feels that they have lost control of the issue then they step in and override all decisions made on a project.

The physical facilities are not very attractive at this time but progress is being made to improve this. The problem of keeping the Prescott campus informed of changes is still a problem, even when it involves policy changes that affect PC.

Once the new structures are complete and some of the old Prescott College buildings have either fallen down or been razed, our campus might at least hold a candle to the quite luxurious facilities in Daytona Beach. The classrooms and offices at Prescott are truly pitiful and not at all representative of the image a first-class university should present.

The implementation of the Secret Shopper on this campus is very destructive to the campus environment. A very poor idea for an educational institution with no value or support for the university mission.

Most of those working at ERAU are professional and courteous. There is still a ribbon on intolerance, intimidation, and anger present when change is encouraged or enforced.

I do enjoy the atmosphere, the mission and the people at ERAU. I'm happy to be here. Just wish the salary structure was a little higher.

Watching the new AC1 complex going up is very exciting! Effective communication between Daytona Beach and Prescott needs a lot of work.

Dan Carrell has done much to promote a positive work environment.

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Far too much emphasis is placed on "one university", versus ERAU coexisting, competing, and learning from other academic institutions.

The University leadership is making sincere efforts to increase diversity and heighten awareness of these issues. However, with a core nucleus of ex-military older white men, it is very difficult to teach old dogs new tricks. Things may not really improve until the old guard and their old thinking are retired.

It has been a pleasure to work here. We are looked on as an individual who has talents to share with fellow faculty and students. It is great to share smiles and laughter along with the serious stuff.

I still feel like the unwanted stepchild out west.

As to question 20 (I have treated differently because of my race, gender, sexual orientation, age, or religion) I had to say agree but that is because I am white, male, and people assume I am Christian. If I was not then I am sure my answer would be "strongly disagree". I am happy work at ERAU, Prescott but more because I love Prescott. I put up with a lot of close-minded people because I love the area.

I was disappointed upon hearing Daytona Beach was working on a university wide grievance policy and that they had included someone from this campus before starting. Maybe the problem was our Senate not giving me the information on time. As grievance coordinator for the Prescott campus I'm quite satisfied with The Daytona interaction.

I would write the comments that were told to me, but I fear more ridicule when all the comments are printed up.

The new buildings in Prescott are a wonder addition.

ERAU is a good place to be.

The Prescott campus appearance is steadily improving. I've seen dramatic, positive changes in just a few years.

I really enjoy coming to work and enjoy my co-workers. There just does not seem to be a lot of communication, especially between Daytona Beach and Prescott. If Daytona wants something changed it is changed, If Prescott wants something changed "FORGET IT" What DB does is not always good for PC. We are from two different parts of the country and that makes a BIG difference in how things should be done for each campus.

The people I work directly with make it a good place to work.

The "diversity training" created a hostile and non-supportive atmosphere on campus, and was in fact antagonistic to its own goals. The past has shown that those who step forward to try to help the situation, or those who file grievances, are not promoted and are not retained. There is a real need and opportunity for those at the top to show leadership and correct this boondoggle, instead of dysfunctionally covering it up. There are real needs that were insulted by the diversity training, and those needs still exist.

Diversity training is ill conceived. Encouraging an environment of mutual tolerance might be commendable if true mutuality were observed. However, this recently invented concept of "diversity" is little more than a thinly disguised cover for advancing certain racial and sexual preferences at the expense of others. My religion and values were publicly mocked during the session I attended. In fact, the ONLY time during my several years at this University that I have ever been treated differently because of my race, gender, sexual orientation, age or religion (question 20) was during the mandatory diversity training! Thus, this "training" creates the very problem it attempts to solve.

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Survey Comments

I used this space in about the same manner last time and I do not see any significant changes.

It appears that responses to these surveys do matter. Facilities have begun to improve here and initiatives such as Diversity Training have been implemented. Let us never go back to some of the regressive behaviors from which we are attempting to emerge. Once the surveys are completed and comments are read, then what happens? I'd like to see more communication about what then happens with issues that may arise from any comments made - How will my concerns listed above be addressed? Or will they simply get thrown into a pile with the rest?

Instability at the CAO level has badly hurt the university. The President must succeed in creating a stable leadership team at the top or we must get someone else who can do that.

The need to increase the female population on campus must be started at the junior high level. Increased female participation in the math and science fields will encourage females to pursue careers in those areas. How can a college encourage this in the school system? Send information to the junior high administration to encourage it. This survey should influence the decisions. If it doesn't - what is the purpose?

I do feel a little uneasy submitting this survey. I feel like the demographic info puts me in a extremely small category of people. I am answering the demographics because I think they are important. I do trust Maria Franco and her staff to be ethical and not tie my responses and comments to my demographic info when reporting results to anyone. Unfortunately, my trust does not go beyond the IR department.

I do not see any of the changes that the Climate Survey Committee suggested last year, especially regarding communication between campuses. We get many news reports but not the information that affects our daily work.

I strongly agree that the results will be used on Prescott campus, but have seen no evidence of this survey being used by the University/Administration. Refer to comments from last survey on I.T. as an example. I.T. is NOT customer focused, and from a project (and perhaps budget/cost) standpoint out of Since Dr. Ebbs has come on the scene, our physical image has improved greatly. He does put our needs into the pot for consideration when funding is being determined. I appreciate that! I was disappointed at the insistence on diversity training (a very condescending experience). Whatever happened to common courtesy and decency? Are we really so calloused and crude that we must be "brainwashed" into civility?

I have seen improvements made based on prior surveys. I do believe our chancellor takes it very seriously.

Thank you for asking for my opinion.

Accountability of administrators in the sense of their being evaluated from all angles (as faculty are) should be discussed. Some would disagree, but the checks and balances are not too sturdy at ERAU. With a bottom up, along with top down, evaluation of administrators, less of a chance exists for someone in such position to misuse the power. The non-tenure track disturbs me. The major difference between those in a non-tenure track and those not is that those who are need to do "research."

Apparently what is valued here is research because those who do research are rewarded by being in a track with more job security and status. Finally, people with tenure are more likely to voice their opinions whereas people without tenure are not as likely--not a healthy environment. If results are examined and acted upon.

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Haven't seen much action, just talk from the last one.

I feel this climate survey should only be done every other year. That allows time for changes to happen. Every year is too often for a survey.

Please keep doing these.

I am uncomfortable submitting comments, as they may be traced back to me.

I have seen some of these same questions asked when I first started 10 years ago. It has not changed. You ask for a lot of information but you don't do anything with it. And why would someone high up in the ranks make a decision for say Records, Cashier's or Financial Aid, etc without asking the departments for their inputs and how it will effect them. If it would be good or bad. Usually if you ask we could tell you a better cost saving way or give you a better suggestion but no one wants to here from the supervisors or people who actually do the work.

We'll see if the administration has any leadership or any guts...

Thank you for being responsive to the views of employees.

Additional Comments

Ineffective managers, there are fewer now, need to be terminated. Senior management in some cases close one eye, whether because of money or "not rocking the boat", and let weak managers stay.

The University does not realize how much work it takes to convert a course from traditional teaching to Blackboard. Blackboard is still in the development stage and needs to be stabilized for users. Changes should be implemented at the Christmas and Summer breaks, not during the semester.

The university needs to do more with regards to the attitude that some male students have towards the females on this campus. There is an attitude of disrespect for women on this campus and some are treated as second-class citizens. There is an attitude that exist that if a female is a victim of crime on this campus, it is no big deal. Some male students believe it is more important to protect a male suspect, than protect a female victim. It is important to note that the leadership on this campus does respect the rights of all women on this campus and will not tolerate anyone being abused.

Keep up the good work with these regularly administered surveys

I have only been at ERAU for a short time. I feel at times unsafe. Some of the students have said the same thing with regards to Sexual Orientation here on the Prescott Campus. Some of the students feel that the faculty will hold their sexual orientation against them. I, as a member of the staff, feel at times uncomfortable because of openness of my sexual orientation (not my department) but with others staff members.

I am a full-time administrator and part-time faculty. Excellent feelings about my staff role; poor feelings about my teaching role

Thanks for making the effort to ask our opinions on ERAU.

What has the diversity committee done with its money? What are they doing? I feel the head of the committee does not understand any of the isms or the oppression on this campus. How can the head of the committee be so uneducated about diversity issues? I have heard [edited] make statements and ask questions that undermine

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the committee. It is my belief that the committee is afraid to create conflict or “rock the boat” but if not the diversity committee then who should take on the issues facing our community. The committee should be active and outspoken. Please look at creating groups and departments that supports underrepresented groups on campus. Take a step to say there is a problem. I do like the new programs that recognize outstanding employees. Please keep that going. If feel it is very motivating to people who are normally not seen.

A longitudinal study of these surveys will yield valuable information to evaluate progress in a number of areas. Hopefully this is part of our strategic planning. Overall ERAU is a great place to work. No place is perfect.

A lot of people would like to help make this a first rate university but are not allowed to. Sometimes the actual working people (ones who work directly with the students, parents, vendors, etc.) are the ones you should be talking to not the Directors. Most Directors have no clue what their departments do. Or what is actually involved in the day-to-day activities of their departments.

There is an enormous undercurrent of professionalism and commitment in much of the faculty, and there is tremendous potential. A first step towards unleashing that potential is to remove some of the obstacles mentioned above.