

ERAU Faculty & Staff Climate Survey
Fall 2002
Comments
Prescott

Office of the President
Office of Institutional Research
February, 2003

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BACKGROUND AND OVERALL UNIVERSITY SUMMARY

The Fall 2002 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 799 employees who responded to the survey, 337 (42%) 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). Note that the most frequent theme, “wages/salary/benefits” garnered approximately 80 mentions out of 337 total comments; this demonstrates how varied the topics were.

Wages/salary/benefits (~80 comments, 24% of all comments).

Poor/Lack of facilities (~48 comments, 14% of all comments).

Climate Survey results/actions (~44 comments, 13% of all comments).

Diversity (~40 comments, 12% of all comments).

Unrealistic/Overwhelming work load (~39 comments, 12% of all comments).

Lack of respect/trust with senior leadership/organization (~39 comments, 12% of all comments).

Climate Survey opportunity/frequency (~28 comments, 8% of all comments).

Lack of understanding/knowledge of strategic planning/assessment (~26 comments, 8% of all comments).

Poor/Lack of communication (~24 comments, 7% of all comments).

Ineffective/Poor computer technology (~23 comments, 7% of all comments).

Poor/Lack of University organizational structure (~21 comments, 6% of all comments).

Poor structure of University Website/Blackboard (Internet & intranet) (~20 comments, 6% of all comments).

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PRESCOTT CAMPUS SUMMARY

Of the 141 Prescott campus employees who responded to the survey, 75 (53%) 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 (~23 comments, 31% of DB comments). “I am constantly struck by the middle-aged white male mentality that runs this campus and the university. While there is promising talk of working towards a more diverse population including the hiring of more women & underrepresented groups, I have yet to hear of this actually happening.”

Wages/salary/benefits (~16 comments, 21% of PC comments). “Promises and token pay increases have come from Dr. Ebbs, but many have worked here for years on a promise of pay equity without seeing anything close and watching new hires come on board earning the same or more for equal skills. The administration must think salaries are a big secret.”

Lack of respect/trust with senior leadership/organization (~17 comments, 15% of PC comments). “I feel the people in leadership positions just give us lip service.”

Lack of understanding/knowledge of strategic planning/assessment (~11 comments, 15% of PC comments). “The faculty and staff should be better educated as to what the strategic planning process is and how they should contribute to this process.” “The assessment process is new and not clearly defined.”

Unrealistic/Overwhelming work load (~10 comments, 13% of PC comments). “I’m teaching four classes this semester, five classes next semester with five preps, and I serve on three committees that meet every week. There is no time for scholarly activity during the academic year, even though I have a grant.”

Poor structure of University Website/Blackboard (Internet & intranet) (~9 comments, 12% of PC comments). “The university web site is in need of a complete overhaul. Why we split this into an external site and use Bb for internal is a mystery. No other university in the country does it this way. Our site is an embarrassment. There is little content for the external audience. When a student is shopping for a college to attend, they are expecting to find content/information and not just an email address or an 800 number. We now have four university web sites and none of them measure up to any other college or university web site that I have visited. Information is hard to find and several clicks deep.”

Improvements seen in physical facilities (~9 comments, 12% of PC comments). “The Prescott campus has numerous old building that need to be renovated or replaced. I am pleased with the progress the university is making in this regard.”

Climate Survey opportunity/frequency (~8 comments, 11% of PC comments). “I think this survey is helpful but can be done every two years.”

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Climate Survey results/actions (~8 comments, 11% of PC comments). “I wish more people would participate in the climate survey process. Too often, it seems that even if we took 100 surveys, most of the comments are glossed over and ignored and the statistics tweaked to make the university ‘look good’. The ‘climate survey; will influence decisions if they are listened to and considered carefully.”

Poor/Lack of University organizational structure (~7 comments, 9% of PC comments). “There is so much misplaced management.”

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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 seven, are shown in their original format. Of the seven edited comments, four were modified simply to exclude “signatures” provided by the respondent; these instances are noted with the text “[edited – signature removed]”. The remaining three edited comments originally included derogatory language that was deemed inappropriate for mass distribution; these instances are noted with the text “[edited]”. Even in these 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 included in the three comments that were edited for content.

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Job Comments

This university needs to take immediate attention to the web based system used to manage the students and the Career Center. MonsterTRAK is the most difficult non-productive loser.

At this time when we are being asked to learn multiple new computer programs, the entire phase should clearly have had a dry run using a small test group of people. New equipment where necessary should have been installed prior to trying to force old systems to meet new and work successfully.

I am extremely happy with my immediate supervisor and most people within my department.

I would appreciate more feedback and constructive criticism on how to improve my product (successful students) as well as tips for promotions.

I could use more computer programs to perform my job better.

My relationship with my direct supervisor is fine. It's other administrators that are difficult to work with.

Jim Kula is my supervisor and I am very happy with the direction and support he provides me. I do feel short staffed and it makes it hard to provide any long term planning or training for the employees under me. The day-to-day time obligation can feel overwhelming. It is hard to think of the future.

Re: #3 - Since I am the only support staff person in a large dept. (50 people), I do not have the time for committee work or professional development. Our dept. needs one additional staff position to make this possible, but the administration has refused to consider this option over the past two years (even though the dept. head agrees).

Would like to see more professionalism at the worksite. More opportunities for advancement.

It would be nice to have a Supervisor who knows how to do my job. I think they would understand better how we do our jobs. We don't get phrase enough. But, they are very quick to jump on your case if you make a mistake.

ERAU is a good place to work; it is respected within the community. The environment is friendly and people really do care about other people.

I have enjoyed working here for several years. It has been interesting to see changes come and go. Complementing people on work well done is not often done since our culture does not emphasize that concept. It emphasizes "you can do better so keep improving."

Our office has limited staff that cannot be relied upon to be at their job on a regular basis. Not having a staff that is dependable limits our ability as a department to be able to get materials out to students and departments on a consistent and timely basis. Also, not have a dependable staff limits my time to be able to participate in campus and professional activities because I need to be in the office to cover for those people who are not at work.

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There is so much misplaced management To much of the Pilots are good leaders seyndrone here. We have several highly experienced people here (some with 20-30 plus cooperate level) That are supressed because they are not Fly Boys/girls. Lot of professional jealousy here.

When I have asked for funding for professional development (so I can stay current in my field) I have been denied travel expenses. I am attempting to teach students to become airline pilots, yet I don't get to even visit an airline. Six years ago when I started here, my supervisor said that more faculty will get hired, but in the mean time, we must work extra to maintain quality education and to do scholarly and professional activity, even if it means getting burned-out now. This was justified because it would supposedly get better in the near future. My current supervisor (different from 6 years ago), just got through giving me the exact same speech: give the university your all now, because it will get better soon because of more faculty. How can you ask me to do more this year for less money (cost of living raises over the past few years have been less than inflation)? I love teaching here! The people I work with (employees and students) are absolutely great! It just seems that I keep getting tasked to do more and more but still have the same number of hours per week. Here is what really frustrates me: I have ideas to improve efficiencies in teaching so that more students can be taught with less resources and even teach them better. However, none of my attempts at funding these ideas have been approved. So I teach the same way as was done in 1802: the classroom lecture. I just use a computer instead of chalk. My efficiency is only 10-20% better than 200 years ago! What capitalistic organization can expect to survive with an efficiency improvement rate like that? I am not motivated to attempt to seek funding for my ideas because I have been turned down before. Why should I spend the time when I believe my efforts will be in vain? When was the last time the university allocated a chunk of money specifically to improve teaching efficiency and productivity? Just buying a bunch of computers and projectors has done little. We have a yearly "contest" to get university funds for research, but our real money and efficiency is/needs to be from giving instruction. After all, we are dependant on more than 90% of our funding from delivering instruction. Since almost all of our revenue comes from delivering instruction, shouldn't one of our biggest investments be towards improving the quality and EFFICIENCY of that delivery? Thank you for taking the time and effort to administer and compile this survey. Sincerely, [edited – signature removed]

Increasing expectations placed on faculty to publish and perform scholarly research requires commitment from the university. Although I have fought for and acquired some of the equipment that I need to perform scientific research, computational support and workload make it difficult for me to meet my research goals. An increasing number of committees and time commitments intensify my workload without any noticeable improvement of the working conditions and shared governance on this campus.

Although I am fairly new to ERAU; I have become increasingly more disgruntled as time goes by with my supervisor. I am asked to make decisions and then had them reversed on me by my supervisor. I am asked to shoulder much of the department's work and then when asking my supervisor what exactly their job description entails, get a fairly weak answer. In turn, although I enjoy the students, faculty, staff & administration at Riddle; I am already contemplating leaving the university due to the lack of respect I have for my supervisor.

Infrastructure (IT, library), while adequate for teaching undergraduates, is not to a level that will support or engender campus-based faculty research. Although we are increasingly encouraged to publish and hire research-capable faculty, we have not seen a commensurate improvement in support for this activity. There has been an explosion of committees and endless boring meetings. Committees should have more aggressive mandates with guaranteed outcomes. Meetings should only be called once a semester. Service (a.k.a. busy-work) load at this university is unnaturally high. If 95% of our committees evaporated, the only impact would be increased productivity. We might even reverse global warming!

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It is impossible to maintain a 4/4 teaching load and be expected to do the kind of scholarly/professional development the administration seems to want. We are either a teaching university with a 4/4 load or a research university with reduced loads. The administration needs to decide because they can not have both.

There is always a need to improve the tools needed for this job. Hearing that budget increases to improve our programs, offices and work environments will not be considered is disheartening. We will never be able to improve tools and equipment without additional funds.

If ERAU gives teaching top priority--over service and research--then why are many non-tenure track positions filled with people whose primary strengths lie in teaching and why are many tenure-track positions filled with people whose primary strengths lie in research?

The strategic planning process, assessment planning process, learning i-procurement, learning Noetix, learning Oracle, frequent changes in the budgeting process and other management programs are all good. However, they have taken a lot of time away from serving students, developing new programs in the department and moving the department ahead. Our department has suffered in student service because of these management initiatives. Hopefully, once they are all in place and in use, we can get back to serving students and developing new programs.

I have had a very positive experience as a new employee at the University. Due to the lack of time some of the above questions do not apply.

The Housing and Residence Life Department (Prescott) fully supports me in my professional development and ideas. We have a great department.

My job is rewarding and even fun, yet! I am appreciated for all the extra effort expended to make our department a place that people feel valued and listened to. We do our best to make this happen.

We have attempted to minimally increase our budget over the last several years to assist in growing the program but have not succeeded.

Even if my supervisor lets me know I've done a good job he also makes it clear that that has no bearing on my future with the University which remains tenuous at best, even after having been a full time adjunct for several years, designed classes, advised, worked on curriculum and had outstanding evaluations.

Item #3 is related to item #15. Did Dr. Benedict leave because he was having difficulty making any real progress in expanding the staff so that real research could be performed?

Position description for my job is not available. In discussing with others, some have never seen their position description. This surfaced as a result of goal setting related to job performance planning, and has been addressed for the short term but should be resolved.

The current requirements for committee and additional administrative work are very high. We do not have the administrative people we need to support our faculty. Thus, we spend a lot of time on administrative things, like grading, meetings, assessment, etc. and do not have time for personal growth.

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The teaching load is too high for ERAU to achieve its strategic goals. Ed Tech training for faculty at Prescott is insufficient. Current staff does well but we need more Ed Tech experts on campus.

Just got a new supervisor... again!!

When I had contacted some university administrators about starting a recycling program, it took several phone calls until I got even an answer back.

I'm teaching four classes this semester, five classes next semester with five preps, and I serve on three committees that meet every week. There is no time for scholarly activity during the academic year, even though I have a grant.

...in general I am impressed by all levels of management at ERAU many have difficult assignments to face each day and truly apply themselves to the best of their ability. In addition I must say how fortunate I am to work with some really decent people here in the trenches.

depending on who my direct report is at the time, I would say that she guesses as to how I have progressed. Or goes by others opinions since she really isn't 'directly' involved.

The workload is a challenge to keep up with; many departments are understaffed considering the many years of deferred maintenance we are now dealing with. The majority of Prescott campus staff, I have daily contact with are dedicated to their contributions towards the growth of this campus and improving the daily lives of our students. Compensation should be a consideration for this kind of professional dedication to our employers & the success of this campus.

My direct supervisor is great and really believes in ERAU. She gives 100% to both students and employees.

The "average" faculty workload needs to decrease closer to 9 credit hours per semester; "teacher/researcher" and "researcher/teacher" terminology would be very appropriate, with the first somewhat above "average" and the second somewhat below "average". (The specific numbers should be determined individually between a faculty member and his/her superior.) This may not be ideal, but it may be a very appropriate "interim goal".

I feel I am encouraged to voice my opinion

1. Many books that are indeed considered necessary by the majority of Flight Instructors are not listed as "required" on the students' syllabus'. This needs to be remedied. Specifically, the Jeppesen Private Pilot Manual should not be replaced with the Rob Mechaddo book. Furthermore the FAA's Airplane Flying Handbook and Handbook of Aeronautical Knowledge (both AC's) need to be required for FA110 at a minimum along with the Aviation Weather Services Book. We are doing our student's a disservice by allowing them to miss out on these learning tools simply because they are not "required." 2. & 3. A flight instructor's schedule is so erratic that it is hard to do anything else. 4. My opinion counts until going to [edited], where it doesn't matter one iota. I believe this opinion would be supported by most Instructors and Training Managers. 5. & 6. My direct supervisor, my training manager, is great. Good communication, feedback, and support. [edited] is a black hole.

1. At the start of the fall semester, ERAU decided to implement BlackBoard and install Windows 2000. This was done at the busiest time of the year, when faculty and administrators were working overtime to prepare for

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class start. With the announcement that Bb was to become the institutional medium for all classes, Bb training classes were scheduled during the first week before class start along with all the other briefings, meetings, registration activities, advising, and course preparations. It was chaotic. Of course, there were problems with the Bb implementation and Windows 2000 installations. There were system down times, software/hardware conflicts, and some classrooms that were left unconnected to the Internet. In retrospect, it was a poor time to add the new tools. Each installation takes instructor time initially, and then more time afterward in order to clean up the errors. My printer still doesn't work right since my Windows 2000 installation. 2. The Prescott Faculty Senate is working on a workload study that should reveal some significant workload issues.

Under the "new" paradigm, in which all faculty are required to demonstrate "growth" in their respective fields, I find certain conflicts abound. 1. I have taught in three different subject areas in three years on faculty. 2. My speciality, aerodynamics, is my interest but it is not possible to accomplish what I consider adequate "growth" in this field during the regular terms due to the teaching load and other "duties" I have had in these past three years. 3. It is expected that I perform some sort of scholarly activity in my field of interest but I do not have a Ph.D. in the subject(s) and hence have been unable to develop contacts outside of ERAU that would be interested in having me participate in research. 4. My prior flight test and airborne research experience was connected with organizations that have (since I came to Riddle) been severely downsized or no longer exist. Therefore my "job" performance, which has been a mixture of teaching and faculty management, shows a paucity of demonstrated research activity leading to bringing in grant money or obtaining recognition of the university. The Dean of the College of Aviation here at Prescott has made it clear that the ERAU Administration does not look favorably on this in regard to long term employment. This is an uncomfortable situation to work under and if what I do as a faculty member in this organization is inadequate then perhaps that should be made clear to me now. I don't think that is the case so the dicotomy exists that what I do is very acceptable to the needs of the University but in the eyes of the Administration it does not represent what the long term goals of ERAU are in the type of faculty it wants. This is a "schizophrenic" situation. WHAT ERAU NEEDS AND WHAT IT WANTS FROM THE AERONAUTICAL SCIENCE PROFESSOR IS IN CONFLICT!

The following comments were made by employees who did not indicate a location:

1. IT frequently makes classroom computers overly difficult to use, even inaccessible. Examples: browser stuck on Blackboard, locked Windows accessibility features such as cursors or colors to be more readable, clumsiness using RF mouse. Does this violate ADA rules for faculty and students to make full use of accessibility features that have been blocked off? 4. Opinions do not count, e.g. the Chancellor's office has a closed mind on issues that relate to employee issues such as an ombudsperson and opportunities for women. Deans often do not support faculty/staff opinions against higher autocracy.

Organization Comments

16. I don't think this issue has been iterated very well, as reflected by the survey question. There is a distinction between a goal of hiring women and other group members versus the goal of providing more opportunity and aggressive recruiting of those groups. I believe hiring of any person because of their birth right is wrong, whether those individuals are in a majority or minority. However, it should be our goal to actively search for job candidates from women or minority groups and to assure they are encouraged to compete for positions. I don't think ERAU has clearly defined the issue.

7. Not too sure anymore. I've heard rumors about the name changing to Embry-Riddle University, i.e. dropping the Aeronautical. If this ever happened, I would never donate even a penny to the University. And why does

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our program cost so much more than UND's while we have crappier facilities and two piece of crap 727 simulators which take more people to maintain than to actually fly? Why is UND in the news for working with Eclipse Jet and we're still flying Cessna 340's which we take a huge loss on financially? 8. These new SIM's from Frasca were a gigantic waste of money. The only smart thing I've seen the upper-ups do is the solar farm on campus. Do they ever go tour other aviation universities? We're damn near an embarrassment and I fear that the loss of our senior flight instructors might signal the downfall of our quality of training which is the last thread of hope our University has to hang on to. 10. It seems to be a mystery. We just get briefed every now and then about what the University has decided to do. It always sounds kind of neat, but I wish for once we'd hear some smart things like, that the school is buying sun shades to cover our ramp (saving avionics and interiors from the heat of the sun and reducing the need for deicing to almost nothing). It would also be nice to hear that the university decided to get rid of the damn C340's and replace them with a twin turboprop which has a much better correlation to real world flying post Riddle. And why not institute a program to wash and clean our airplanes regularly like UND? Why not find some "cool" flying related stuff to get into to give our student body something to be proud of. The new sims are close but way too expensive and useless. Why don't we have Bombardier CRJ (regional jet) SIMs instead of 727 sims which we could lease out to airline's for training when we aren't using them? That one seems like a no brainer with Mesa just down the hill and ACA begging for time in CRJ sims? 15. A flight instructor, the life blood of this university, makes 13.67 / hour. Give me a freaking break. I almost can't pay rent and loans and buy groceries and pay for car insurance on that. Who cares what the industry standard is!? Let's take care of our people. If we can't pay instructors, how are we supposed to attract experienced ones who no doubt have families to support and big bills to float? No wonder the average amount of hours among our IP group is around 600 hours. (a logical guess). We need some people with 3000 - 5000 hours of instruction and we just lost one of our best, with no replacement. 16. Who cares? There shouldn't be discrimination, but if you're spending money just trying to recruit these minority groups then you're wasting everyone's money. Don't hire people just to fill a quota, this just adds to prejudice.

In my situation I was "manipulated" into two job changes in two years and that process was very offensive to me. The work I did for the University in my first 2.5 years was not appreciated. The negative experience I had during the "equity and merity" pay raises given out last spring has left sense of bitterness about the "mandated" way that the Chancellor and Dean of this college gave out those raises. My "faith" in the leadership of this University has not been strengthened by the management of the financial side of the University. The future of this University is not at all clear.

There is not enough emphasis on making a honorable attempt to bring pay up to standards at the staff level. If SO, then why do we continue to loose valuable employees almost on a monthly scale?

Question #8 was unpleasant to answer and could probably stand some amplification: I have a fair bit of confidence in our President, but a fair bit less so in some of the VPs, particularly Marketing/Communications. Re questions #12 and 13: Assessment is a vital part of any enterprise; but I have never heard of the "5-step process"; my college has our own procedures in this regard and it is on that basis that I answered #13 as I did ("Agree").

What is the five step process? I would like more definition in the assesment of my performance. I am not paid for the hours of background paperwork I do for my students records. This equates to an underpaid position with time expectations beyond what this family man is comfortable 'giving' to the university.

16. We should hire the best qualified.

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The pay and raises here are not sufficient to keep up with the increasing cost of living here. I'm making the same amount of money I did over 10 years ago in another state! Even though I've received the maximum raise allowable over the past several years, most of my raise money covers the continuing increase in health care costs and increased taxes providing no "extra money" or a real raise. I would like to see a larger pool of funds available to the dept. heads to distribute or award to their staff without having to "compete" with other staff for the same funds. Whatever money was not awarded could be returned to the pool or general funds. In addition, my counterparts (Administrative Assistant) in Daytona Beach are in exempt positions (and probably making more money) while this campus cannot or will not change our status to exempt. This implies a double standard between campuses and does not promote the feeling of "one university" or that we are equal. I have seen a few more women and minorities hired this past year, but there are no women or minorities in upper management positions on this campus.

I believe that the Prescott campus has made little headway in hiring women and minorities. In addition, promotions still appear to go to white men--some by circumventing the personnel process. My perception (as well as others I've spoken with) is this campus is still involved in cronyism, nepotism, and good old boyism. I've seen no palpable changes in the past year.

The Prescott Flight Department returned \$800,000 to the University last year. Yet, I received only 1.6% as a raise. After deductions, this amounted to about \$5 a week! Surely we as employees are worth more than that slap in the face.

More women and minorities have been hired as faculty, but not as management. The President has a real opportunity with hiring a new CAO to hire someone who is not a white male.

I am constantly struck by the middle-aged white male mentality that runs this campus and the university. While there is promising talk of working towards a more diverse population including the hiring of more women & underrepresented groups, I have yet to hear of this actually happening.

I admire and respect the president and his efforts on our behalf. Not so sure of some of the vice presidents.

I have confidence in the campus deans at Prescott. I sometimes think that the upper level of administrators forget that we are a university and our major job is teaching, not pushing papers. I have seen progress toward hiring more women & members of underrepresented groups into faculty positions not management positions.

We are told this year that no new initiatives and very limited new positions will be considered for our budgets. What is happening to lead us down this path? Tuition has risen dramatically over the last 3 years, enrollments (at Prescott) are higher than ever, and yet we cannot improve programs, hire needed staff, or make significant salary adjustments for our employees. I have no confidence in university leadership to make this right. Money goes to Development and we see no results, except for showy kick off events and parties for donors. We have sunk what appears to be huge amounts of resources into a new (unworkable and confusing) website and blackboard, new purchasing programs and budget reporting programs and nobody wants to use them because they are too complex and difficult to understand or they are unreliable. Money goes to athletic fields and buildings, and student programming gets little or no increase. Some departments have no administrative support and rely on student employees to handle tasks that should not involve students due to confidentiality concerns. Yet, we still have a corporate jet to shuttle university officers around. Incredible.

What is the 5 step assessment process?

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My opinions are asked for and listened to and then disregarded. Where is the suggestion box? Where is the reward system for good ideas that financially benefit the university?

The assessment process is new and not clearly defined. It's where strategic planning was three years ago.

I have trust in the campus management. It is hard for me to rate the University management. There are a lot of high dreams but little results, yet. I keep hearing that improvements are coming. I hope so. The Academic Complex will help me believe in the dreams stated by the President. My personal salary has increase greatly over my time here. I am happy with that effort. I will believe we are working towards hiring more women and underrepresented groups then I see an Affirmative Action Statement and policies set to enforce one.

The ERAU Organization needs to focus on hiring the best individual for each position. It does not matter who the person is, what color of skin, or what gender. Hire the best person with the best qualifications for each position regardless of what the position is (administrative, faculty, support, grounds, custodial, etc...) This is the only way ERAU will be diverse in its employees.

Many of us are performing para-professional or even professional level duties, yet we are paid clerk wages. The University has found plenty of money to create new positions, but has failed to allocate money to upgrade some of the existing positions.

I feel the people in leadership positions just give us lip service. Staff are treated as second class citizens, while faculty are held higher. What is wrong with that picture! There are no job descriptions available from Human Resources. Employment opportunities should be sent out to all staff and faculty. Opportunities for advancement are few and far between. Salaries still too low.

I would like to earn a living wage. Current employees could be used more effectively. More work could be done with fewer employees thus giving pay increases to productive employees. Perhaps use more student employees under direct supervision. They are numerous slow times when employees are idle.

I have not been asked to be a part of the assessment process so the neutral really means "not involved."

Pay At this university verses the skill requirements is nothing less than embarrassing.

The faculty and staff should be better educated as to what the strategic planning process is and how they should contribute to this process.

It is unclear to the Prescott Faculty what many "university-level" employees do for our campus since we don't see any fruit from those activities.

Creating a more democratic organizational structure with checks and balances would result in the best decisions for the university and true "empowerment" of more members of the ERAU community. Also, granting access to the complete budget of the university to more than only a very few people would be sensible.

I have not been made aware of a 5 step assessment process. Hopefull the strategic plan will be shared with me in the near future.

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Prescott campus morale is at a 20-year high. Well done, Chancellor Carrell! Current campus leadership is very supportive of and responsive to new initiatives; however decisions languish way too long at the University leadership level.

I recognize the need to hire minorities, especially in decision making roles that effect the Universities policies and procedures, however I find it offensive to be asked to participate in a interview committee not because of the qualification I bring to the table but because I am female.

We need to hire the right people. I have seen women and minorities hired who were less qualified and thus were disappointed.

The old boys club still rules this campus.

Regarding leadership and the hiring of underrepresented groups, for every female and minority hired many more white males were placed into positions that were formerly held by women or could easily have been filled by a member of an underrepresented group. Every new leadership position has been filled by white males including four new dept. chairs in the Arts and Sciences department. While lip service is paid to diversity, women continue to be dismissed, disregarded and disrespected. I find it remarkable that two deans were promoted/tenured and no one else. Where is the academic accountability?

15. How those decisions were made was not clear. No communications one on one. What was I rewarded for?

I am unaware of the 5-step assessment process.

in response to #16 I have seen more hiring of women, but referring to this as progress is assumption. I have worked with women in the past, and for women in the past, and really prefer working with women, when they are QUALIFIED! for the positions they represent. I think that qualifications, and aptitude should be the main consideration for any appointment. Not meeting a diversity assignment!

#16 Through several iterations, I have willingly participated and attempted to hire qualified professional representatives of "underrepresented" groups. Most worked diligently and proudly, but rarely stayed long when desk jobs or domestic responsibilities, (pregnancy, relocation of spouse) beckoned. A few called in sick frequently causing increased workloads for everyone else. It seems to be a no win numbers game more often than not. Promises and token pay increases have come from Dr. Ebbs, but many have worked here for years on a promise of pay equity without seeing anything close and watching new hires come on board earning the same or more for equal skills. The administration must think salaries are a big secret.

It is one thing to hire more women and under-represented groups into management and faculty positions. It is another thing to take their suggestions and contributions seriously.

As long as ERAU is able to fill available positions at substandard salaries, there will be no real effort made at improving the salary structure. This is a perfect example of supply and demand.

So far I have seen few initiatives from the College Deans. Since Prescott lost its Dean of Academics there have been no innovations proposed or discussed with the faculty. Prescott is in a managerial mode rather than a leadership mode.

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Overall recruiting goals are not translated into College or Department recruiting goals. Our student body is much too focused on two programs (AS and AE). 75% of the university communications budget should go for program-specific communications. Introduction of university web pages was a disaster. There still is inadequate attention given to the needs of the departments in external communications. Much of the current university web site is utterly out of touch with our needs. Quite competent staff but very poor leadership from the VP level in marketing and communications.

I don't believe pay is near industry standard for middle management positions.

We need to get women's salary up to where they match other places in the county. All salaries in the Prescott area need to be raised.

With a flat line budget, it is difficult to address growing programs, demands, expectations, and inflation. Where are the women on Campus Council who have budgetary and hiring authority? Where are women Deans and Program or Department Chairs?

There are no women in academic leadership roles at Prescott. All of the deans, associate deans, department chairs and program chairs are all men. Many of these positions have been filled during the past year.

Strategic planning and assessment are beginning to compliment each other. For this past year, there has been a stronger link between budget and much more awareness and support. We are not very good at assessment. Departments view this as useless overhead with no real purpose or meaning. Management information is hard to get and not reliable. Couple that with the lack of real assessment, it would lead me to wonder about potential opportunities overlooked and problem areas unattended.

Although I have seen some progress in hiring women/underrepresented groups, I am not aware of a significant effort along these lines. Some mentoring is being done for all new faculty and I personally know that some of the new faculty women have mentors to help them navigate the tenure/promotion process. There is only one tenured woman on the Prescott campus. More efforts are needed here. No woman or underrepresented group member acts as dept chair, dean, or other higher academic admin level at Prescott. Budget does not realistically support faculty in being excellent teachers as well as doing research--though research seems to be more and more emphasized. Unrealistic expectations exist regarding the time faculty members have to devote to teaching as well as to research/professional activities. Again, certainly there has been progress which must continue if we hope to accomplish our number one mission: educating students. Need more recognition, reward, of good teaching. Need particular help in finding grant opps and getting assistance in pursuing these opportunities.

The middle management at the flight training centers basically volunteer their time. The pay at this level needs to increase 50%.

Strategic planning seems totally tied to the budget, but then nothing ever gets funded. It seems like a "why bother" kind of thing. I think we just do it so SACS will like us. There doesn't really seem to be an emphasis on real planning for the next several years - just new stuff that we'd like to have funded next year. I appreciate that our campus hired more women and people of color for faculty positions on campus this year. I think we can do more to require search committees to find more women and people of color who are qualified candidates for jobs. I don't think most people on campus understand why we really need diversity here. Most people who agree we need it think that we need it because it makes us look more attractive to top students and researchers -

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and to benefit our white students so we can expose them to different types of people. This is true - but we need to look at this from a social justice perspective. Providing opportunities is the right thing to do for our society.

Other than "student opinionnaires" there is no assessment of classroom instruction, at least nothing done regularly, consistently, objectively, and by the appropriate (and appropriately trained) personnel. Chairs and Deans need to address this directly; what other activity would more directly affect the quality of our students' education? (Very few!)

It seems as if the University and Campus administration does not particularly care about diversity, and is not consistent in creating and following policies and procedures to insure that a diverse work force will be created and sustained.

From what I have seen the ERAU administration has not yet truly decided whether this is to be a real university or a locational institution that gives lipservice to university life. The dean of my college shows little or no interest in his faculty and is completely inept at encouraging them to do their best. I have no idea how assessment activities are used and I rarely see any encouragement from the Dean to the faculty to seriously address pedagogy and direction of the various programs. What assessment at a program level exists comes from the faculty. I cannot respond to the Chancellor's position because it is typically provided through the Dean who does not seem to have a clue of what it is academic professionals do.

When the university was upgrading salaries to 40% of their grade, I was already higher than that. Since that time, my position was upgrade by two grades but my salary was not upgraded to 40% of my new grade. I think the university should reward the people that has been loyal to the university and that do their job with the proper compensation.

Strides have been made to hire female faculty, however no staff above directors positions.

Women faculty and staff are treated very poorly on this campus. Women are not promoted and are not encouraged to participate in the leadership of this university.

8. I had more confidence when there was an academically oriented VP at the university and campus levels. The trends then were more outward, bringing in good ideas from other universities. 7. The "one university" concept occupies far more attention and energy than may be worth it. When a change occurs at one campus, the result is that too much administration time is spent "getting to know each other" and starting over again. The university is too in-bred and needs to pay more attention in non-aviation fields to trends and collaboration with other universities. One university should not mean spending all the time coordinating with the other. 9. The chancellor and his assistant specifically should spend some time off the "one university" and learn how other universities are managed and how faculty, staff, and administration work together in a less hierarchical, more consensus oriented environment. The Prescott campus does not interact with its community, local technology interests, other universities, state government entities, nor any outside organizations I can think off. I've heard of several offers made to the university that have simply been ignored. The campus isolation encouraged by a non-communicative chancellor and the continual OJT for him and his assistant is stifling progress. The campus deserves an outward-oriented chancellor's office that speaks like a university, not a business office. [edited]. 9. The campus needs a separately focused Dean of Academics. While the Deans' Club is functioning well, they are increasingly trying to bring power into the colleges rather than encouraging cross-college activities. While they don't compete visibly, it's inevitable that Deans look after themselves and their constituency, leaving no

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academic presence to look out for new ideas and general academic trends and methods. Peter Quigley's vision and passion are sorely missed. Where are the future ideas to be fostered? Already, the university has thrown away opportunities arising from federal grants. 16. The university has made some progress in diversity hiring for faculty since it adopted the standard practice of expanding the recruiting pool and requiring a diversity argument for candidates. There's potential if this diversity committee restart (3rd in a year) gets going. But this is only standard practice for universities not an overwhelming change of attitude. The credit for last year goes to Benedict's oversight of hiring - will there be a relapse this year? The only 2002 activities organized to support campus women have been organized with outside support, AAUW, and diversity council funding. 16. The chancellor's diversity plan is ineffective and near meaningless. A matrix of items is listed and checked off, but there's no measurability, no recognition that the measure of acceptance must be by the personnel affected (not the campus leadership), nor any sense of urgency. Basically, this is a "no change" "hang on to power" policy. Examples: Ombudsperson appointment in HR, overriding requests for an independent function, thus redundant and ineffective (and potentially leading to loss of personnel or legal exposure). A chancellor's forum with women in Fall '02 discussing the "matrix" - didn't happen. Change campus council to include a woman with financial authority (and a voice for women's issues) - under study, why not just do it? Diversity training, next year. Daycare review, next year (anything happened since August?). Review of removal of staff and faculty promotion barriers (sometime). These responses are too slow, mostly hot air, resistant to feedback, and not likely to cause any real change. Is that the point? What's really going on? Several valuable women staff have left in the last year and others will soon follow. The staff promotion policy is: positions opened at a lateral no-raise level, resulting in no women advancement opportunities, hence position is offered externally and male applicants (with higher salary histories) get the position reclassified. Same job, women staff are blocked, more males hired at higher salaries. If this is even legal, is it getting the university away from the glass ceiling? No. recommendation: shake up the campus council and add women who will speak up and are in positions of authority that should be respected, e.g. [edited]. These hiring and continued old boy practices must be questioned by putting more women in a position to question them. When last was a woman staff member promoted? There'll be progress when the campus council doesn't like the Augusta Golf Club. Faculty women who work on activities that support women on campus do not appear to get as much credit as, say, the routine committee work. Faculty understanding of diversity issues is lacking, e.g. comments like "what if I'm not being harassed enough?", "why do we need women in our fields, anyway?" or "how can it be right to have organizations directed at improving opportunities for women and minorities?". It is scary to think that women faculty may go before tenure and promotion committees with these attitudes (and the Senate is similarly constituted). Is the university doing enough to promote women up the faculty ranks? When will a woman be promoted? Bottom line: no change of attitude, a few new diverse faces, but no change in retention and promotion opportunities. 15. A faculty member has difficulty supporting a family of 4 in Prescott (and the PUSD). The university offers no support for parents. The salary structure is set for double-dippers not families.

The following comments were made by employees who did not indicate a location:

A good part of our administration is in constant flux. This does not allow to make decisions. If we did, we would make identical errors as was done by Dr. Price. He was not in a position to make decisions on faculty since he was barely 3 months on the job. Thus, the prudent decision is to listen to the people who KNOW the person.

#16 - I believe we are heading in the right direction regarding diversity and affirmative action, however; I also believe that there are departments and department heads that would rather not see these plans in place. I believe that favoritism exists in each department and that accountability is the key to our success.

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Environment Comments

I have only good comments about my own department, but they do not always apply to the University as a whole.

Without raises to keep up with inflation as a minimum, ERAU cannot be considered a "good place to work".

The Prescott campus seems to be in constant white water.

Communication between DB and Prescott....where is DB?

I note favorably the administration's honest attempts to place increased emphasis on communications; results have been less than impressive, however. Certainly Blackboard and the new web site have been almost unmitigated disasters as communication and community integration tools.

The university is a place that challenges me every day to improve my skills and helps me develop myself professionally.

There are some situations that should be looked into at the Prescott campus with regard to cronyism and favoritism in the management of the faculty and staff. Having written that it seems that the smallness of the Prescott Campus lends itself to resolving situations on an individual basis rather than waiting for the administration to correct problems. Given the two locations, working at Prescott appears to be better environment than at the Daytona Campus.

Outdated equipment and lack of IT support result in lost opportunities to move to cutting edge technology.

ERAU has been a wonderful place to work except I don't see much chance on getting my pay raised, and I think I deserve more for my skills.

19. Would be 'Strongly Agree' if question referred to members of COMAIRSCI. 21. The only facet that keeps rating Neutral and not lower is that students make this position worthwhile.

I am concerned, being a woman on this campus, that I may be sexually discriminated against in regards to promotions, raises, ect. by the general white male mentality that women are not equal.

The Prescott campus has made major improvements to the look of the grounds in the last two years. However, most buildings are still old and dilapidated and our plant staff is too busy to handle all the requests for work to be done. Too many decisions are still made unilaterally by the powers in Daytona Beach. The whole idea of being "One university" is ridiculous, because the only real "one" is Daytona Beach. We are different campuses with completely different environments. There should be much more room for individual (campus level) growth and decision making.

Upon visiting the campus for my interview, I was struck by the "camp" environment. Although some improvements have been made throughout the summer (mostly in landscaping) I am frustrated that the campus still looks like a military base or summer camp. We continually discuss the "One University"; yet at the To Soar campaign this past weekend, how much of the funds are already earmarked for Daytona Beach? A vast majority. I would like to see the faculty/staff/administration have to work on our campus for at least a month

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and then see how good they have it there - instead of listening to DB employees gripe about what they don't have.

I would like to see my bathroom and offices kept as clean as the Chancellor's office, however, that doesn't happen. WEQC is a good idea. It should be enhanced and given a much larger budget.

Hire top quality people, expect professionalism. Get more done with fewer employees. Reward production with pay increases. Gift certificates are nice, but don't pay the rent.

Our campus is beginning to look like a first-class university instead of a barren, broken down afterthought. It's going to take some doing but we're on our way! (Thanks to President Ebbs, the first one to care.)

Leaky roofs and flooding in the Library hopefully won't cause any mold problems?

The ERAU Environment will improve once the Prescott campus receives the money to break ground on the new academic complex. Viewing the Daytona Beach campus and comparing it to Prescott does live an impression of where dollars are being spent. The Extended Campus can also utilize more funding since 17,000 student take classes through them, approximately 4,000 at DB, and 1700 at Prescott. The ERAU Environment will also improve with a spirited campaign toward the Annual Fund. It is hard to obtain donations outside the university when our own alumni giving is low.

Facility improvements to the Prescott campus are long overdue. Improved facilities and communication between campuses and with administration would greatly improve the work atmosphere. Though I have confidence in the administration, faculty are not kept as informed as they should be.

The Prescott Campus Facilities need improvement in certain areas in certain buildings.

There have been recent small improvements to physical facilities - well done. However, until the planned Prescott faculty complex is completed, current facilities remain embarrassingly sub-standard, especially in the light of recent student fee increases.

Prescott Campus needs help with physical facilities. The appearance is better but still needs work. We look more like a camp then a college. Every place will have its headaches but overall I am happy working here.

The University administration doesn't show much respect for faculty. Too often decisions are handed down that seem arbitrary and that could have been decided by the faculty themselves instead of being dictated.

I feel that the environment has improved in the 9 1/2 years I have been here. I feel that when I have a concern or an issue, my supervisor listens to me and assists me in an appropriate way.

The communication between Daytona Beach and Prescott still needs a lot of work. Changes like the new website, iProcurement, and others, seem to be "forced" on us with little input from us or training. The website needs a lot of work and every time I send corrections and changes to DB, they either don't get done, or take a long time to complete (maybe IT in DB needs more staff?). The new iProcurement system takes about ten times as long to complete one purchase requisition as the old method of handwriting paper ones. The system does not allow for the many variations needed to complete a purchase requisition such as paying for an item with multiple fund sites, and automatic forwarding to IT dept. for approval for computer related items. In addition, it

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is difficult to reach anyone in purchasing (probably because they are so overwhelmed with this new system) to get answers on what to do with problem purchases. The IT department on this campus is extremely busy and I feel very strongly that they need additional staff to assist faculty and staff with implementing new software, systems, and general questions regarding software use. As it stands now, they are so busy with daily operations, break-downs, new installations, that they don't have time to answer questions.

Compared to the Corporate world this is heaven on earth for a work environment. Being able to interact with the students on a daily basis gives you a completely different perspective.

"Mutual respect and trust" is centered on my department since I have no idea how the rest of the university interacts. We seldom interact with the rest of the campus. However, I understand that movement is about to explore this aspect of the university here at Prescott.

I appreciate the efforts to improve the appearance of the Prescott campus. I think the landscaping is making a very positive improvement.

My campus is getting better as far as overall appearance.

18-21 I am dedicated to the success of this University, however DB is overloaded with directors and chiefs who preach "1 University" but don't practice the same out to Prescott. Those in the trenches are seldom asked for an opinion and when they are the responses are seldom weighed equally to what may already be decided at DB, unless PhD follows the name. What a loss for the University.

When the Prescott library saw the new library constellation webpage, we weren't consulted about it. Also, we found it very user unfriendly.

The trust issue has gained some points in recent years, however, there is room for more progress. The recent announcement of faculty meetings scheduled suddenly right at final exams is an example of lack of thoughtfulness or awareness of the academic schedule and the pressures on the faculty. To schedule dinners, breakfasts, and all day workshops and speakers at a time when faculty are meeting with their students immediately before finals, writing final exams, involved in the heaviest days of grading and evaluating up to 100+ students--well, this is insensitive at best. However, in general the deans seem to be doing a very good job of communicating and working together; good progress here.

17. Looking forward to the new building for faculty offices in 2004.

Been here 6 years and haven't seen one bit of exterior landscaping/improvement outside my Bldg, # 29. Have noticed nice improvements other places, but not where I live.

We have a phantom leader. He has no presence on campus unless Daytona leadership happens to be here. We had a student die on campus this week and not a word from our chancellor (not even 9/11 could roust him out of his office so why should we expect his presence at any other time of difficulty). Alienation and arrogance seem to define this office.

The University is moving away from its strength of teaching and aviation. As we do so, we are losing our focus on students to get a bigger focus on research. I am aware of two faculty who cancelled class to attend a week of

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meetings, then held a Saturday makeup session. Is this fair to students? Will students pay the high tuition rates for this type of attention. Does this research contribute to teaching. I think not.

Peer-to-peer communications between departments is good between the campuses.

Constant use of external (expensive) consultants rather than in-house experts sends a message of lack of trust in our own people. Prescott desperately needs a more attractive campus environment. It is part of our marketing need.

19. Daytona.... every time I hear that word I think of Big Brother taking all of our money and donated aircraft. They always get the cool stuff first and have all new aircraft all the time. Our campus feels like an outcast, just kept around to collect money for them. 21. Because of the people I work with.

17. The Prescott campus has numerous old buildings that need to be renovated or replaced. I am pleased with the progress the university is making in this regard. However, the maintenance of the older buildings is lagging. As we place money in building improvements, let's also aggressively fund maintenance of current facilities. During this past summer, a decision was made to restructure the Prescott cafeteria, implementing a new food service plan. That was done without consulting faculty and staff members to determine the effect upon them. The result has been a division of the cafeteria into two sections, one for a single price, all-you-care-to-eat plan and the other as a snack bar. While heavy eaters may have benefitted, the costs of eating light meals has gone up almost double and many of the food choices are no longer available. The partitioning of the cafeteria by erecting walls has significantly reduced opportunities for eaters to dine together or take out food. All in all, it has been a change for the worse, but the administration has been reluctant to assess or address the complaints. 19. The communication and cooperation between Air Science faculty of the two resident campuses has been superb this past year.

I would be devastated to leave the University setting in find myself working in. I love my job and the community atmosphere on the Prescott Campus, but even greater I respect and admire the student employees I have contact with.

Colaboration has improved. We still have some individuals that are not yet on board.

#17-The renovation project is definitely having a positive impact on the overall appearance of the campus; however, the appearance of the buildings (and some of the non-landscaped dirt areas)leave much to be desired. Also, the fact that the buildings consistently flood when it rains causes less pride in the workplace. I understand that these things are supposedly going to change within several years, but it's hard to consider this a professional work place when these issues have been neglected for so long.

The university is a good place to work because of the students here. Their interest and support of faculty makes it not only worthwhile to continue to do my job but encourages me to do it better. Additionally, the collegiality of this campus is out-standing and there is a real effort between colleagues to support and assist each other's personal and professional growth. Communication between Daytona Beach and PRescott continues to be abysmal. Many departments are still treated as stepchildren to the parent campus. Sharing is only at a surface level and real attempts to establish collegiality do not exist. Mutual trust and respect - I'm not sure we even know what that is any more. The overall faculty morale here is terribly diminished because faculty are not treated with respect and in fact are not part of the process of taking the University into the future. Instead they

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are told how they will be driven into the future. The only suggestions that are acted upon are those that already fit the Dean's agenda.

The environment here is really the worst thing about working at Riddle. I don't trust people outside of my division who sit on campus council. I think most members of the administration find the "little people" on campus to be a bother. I often hear about things that directly effect my department through friends that I have that sit on other committees that say, "by the way - did you know anything about this? Did you participate in that meeting" and I've never even heard of the situation. I usually give it a couple of days to get around to me through the proper channels and never hear a thing, so I have to call someone and say "I've heard a rumor that you've been working on so and so..." A few times this is okay, but this should not happen often. As a woman on this campus I often find myself asking - "is this happening because I'm a woman?" The campus can hire as many women as they want in faculty positions or administrative positions, but until the obvious and the more subtle discrimination against women on this campus begins to disappear, I won't believe that the administration really cares about this issue. I am frequently asked to do assistant type tasks that my male counterparts are never asked to do. I am not offered the same type of professional development opportunities. My opinion is not respected as much. I feel like I need to prove myself here. This is the kind of stuff that makes me want to quit.

I have been forwarded e-mails that I considered highly racist and offensive. This University does not respect a variety of opinions and does not support programs that would enhance diversity of people or ideas.

For a variety of reasons, some faculty members do not "trust" certain administrators, right up to the President of ERAU. Maybe going out of their way to put themselves in the position of individual faculty members would be a start to addressing this. Of course, this needs to be done "by habit"; a one time effort will not help. Maybe HR and the Senior University Administration could get involved with this. Just a suggestion.

Communications between campuses is getting better, however much is one sided, and communication must come from both directions.

Improvements that have been made are nice. We need to improve buildings and lights, sidewalks signage.

Although things are improving, the years of physical neglect are apparent at the Prescott campus. As far as communication goes, all important decisions seem to be made behind closed doors. Yes, we are certainly flooded with all the P.R. type messages, and kept well-informed about what is happening at Daytona (the center of the Universe?). I'm not sure that information travels in the other direction. Mutual respect? I don't see it as a woman at ERAU. Women - whether faculty, staff, or students - are NOT treated as equals and with full respect in the "good old boy" environment of ERAU. The attitudes of the old-school professors and ex-military men have a long, long way to go. This is especially true of many of the faculty, who are arrogant, condescending, and just plain rude. Is there any way these Neanderthals can be brought into the modern world??

even while I was on leave, my supervisor would keep me up to date on certain happenings within our department as well as with the university.

17. I can no longer get a salad bar lunch from Chartwells. The Lower Hanger is a pit, with ping pong balls in your soup, noise, no place to talk with other staff or faculty. Most universities have a faculty club, ERAU-PR offers to subsidize faculty to have lunch with their students in better quarters. Nothing has been more depressing than this thoughtless policy change.

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17. When is somebody going to be killed in the narrow stretch of road toward Prescott? Please get the town to put up more lights so it's safe to turn left (and right) on that road. 20. Mutual respect and trust cannot exist when the university accepts the "cardboard box" policy of firing and escorting off campus individuals who have done no harm nor made any mistakes warranting firing. Accepting appeals is the only way to prevent severe career damage from ill-informed administrators at one campus firing personnel at another campus. Policies should be enforced and accountability for administrators who fire mistakenly should be instituted. Cardboard boxes and humiliation are HR terrorism that destroy trust and respect.

The following comments were made by employees who did not indicate a location:

I believe certain departments look down on other departments and this causes animosity between university employees.

Climate Comments

This is the best and easiest form to fill out on the web that I've seen. Thanks!

I wish more people would participate in the climate survey process. Too often, it seems that even if we took 100 surveys, most of the comments are glossed over and ignored and the statistics tweaked to make the university "look good".

The "climate survey" will influence decisions if they are listened to and considered carefully. Putting emphasis on RESEARCH will bring in money but it does not ENCOURAGE better teaching. A great teacher is not being considered for a position here because the teacher is not focused on RESEARCH but on TEACHING.

Climate surveys should be a stepping stone to improving all areas of campus life. There have not been many changes since the first one.

Please continue these! We see that the climate survey does influence the university decision making process.

I guess time will tell on the results of the survey.

I think the university could spend a bit less on new equipment and campus beautification/upgrades and a touch more on helping us stay here with better compensation.

Climate surveys should be conducted twice a year and the majority of the questions should be the same each time, with room for some additions and deletions as situations present themselves.

I do not think that anyone at this point in ERAU history can change the fundamental "private business" atmosphere which has created the disparity between faculty and the rest of the organization. This survey should serve to inform the senior staff that the business of this place should be people. Prescott campus working environment appears to be a far better situation than at Daytona.

Care should be taken to ensure that the climate survey is secure and that each person takes the survey only once.

Small steps are better than no improvements

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From recent results with the "matrix" I have to answer the last question with some uncertainty. For example, we had some serious issues come out of the last survey. Right away the administration felt they should just appoint someone whom they thought would best rectify each situation and then it was checked off as completed. It was brought up that this was not an acceptable solution, so instead of administration asking for feedback from those who may be affected by the decision to offer their suggestions, again they just decide on another person to "take over" and check it off again like it is completed, and it is not. People still feel uncomfortable and unheard.

Basically, climate surveys provide a forum for individuals to vent their frustrations. I imagine that those who provide additional comments are those who are dissatisfied and not those who think that everything is great. ERAU is a business and not primarily an educational institution. ERAU is (and probably will be in the future) being run like a business. President Ebbs will continue to make "business" decisions regardless of the responses to climate surveys. The surveys are primarily a technique to keep the "troops", if not happy, at least quiet.

I am apprehensive about IT being able to track IP addresses to the climate survey. This can be done. Is it being done???????????

23. . . . as long as it isn't relied upon too heavily. It's just one tool in the toolbox.

24. I have a jaded opinion that this email will be read/screened by someone who will think I'm just a ranting annoyance and will delete these comments. I sincerely hope someone is reading these and listening. I love this university and care deeply about it which is why I gave such detailed answers.

We need a CAO (chief academic officer) to provide academic leadership. There is a prevailing incoherence in our academic mission arising from the "leadership by committee" model we are now pursuing. Faculty "buy in" on some academic issues is lacking. The deans are making academic decision on issues where the faculty or faculty senate has historically been asked for their approval. Following a clear and intelligible process, as well as faculty approval, is important for faculty "buy in".

IR does an excellent job with the mechanics of the climate survey.

Surveys are useful and I think this should continue annually. However, I hope that we are close enough to the pulse of our staff, faculty and administration to recognize concerns, resolve issues and fix problems without having to rely on a Climate Survey.

A trust issue of course---are these really anonymous---etc. Trusting that they are, I have agreed to complete this one.

There have been a few cosmetic changes as a result of last year's survey. A diversity group has been given financial support and conversations are now taking place that might result in positive change.

A face to face one on one discussion with Ebbs and/or the trustees with employees occasionally would help instead of the carefully orchestrated meetings held the way they are.

Climate surveys should occur at least twice annually.

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A lot of lip service is given to the need for change and improvements in campus climate, diversity, etc. I'd like to see some muscle behind that talk!

I know that campus council has been working on climate survey results from last time. I think they will take into account climate survey stuff when making some decisions, but it may not really influence the decision. I think some of the easier stuff has been improved, but the deep issues are not even being touched.

These surveys are only useful if they are taken seriously and acted upon or it is explained as to why they cannot be acted upon at this time. I am not comfortable with this method, but decided it was better than keeping silent - so now we will see how secure it is. I have seen only limited influence from this climate survey - especially in the area of diversity - it still seems as though the old quota method applies - as long as the numbers go up we don't need to really address the climate for minorities within the campus. This was made very clear to me in the last week when I saw some of the very racist email that was going around the flight line. We can't teach our students to respect diversity when our faculty and staff clearly don't understand the issues.

Climate Surveys of the past seem to have generated some ideas for change, but follow through seems lacking.

It is excellent! And a "longitudinal study" of the results will, no doubt, positively effect all ERAU employees, and most importantly our students!

The following comments were made by employees who did not indicate a location:

I hope that the feedback from this survey will lead to results.

No, I do not believe that the online climate survey is a good method. The majority of people know that web-based information is easily traced, thus, they will NOT provide the answers you should be looking for. We don't seem to have an open door policy anymore, as we used to have under Dr. Sliwa.

Additional Comments

Thanks for the opportunity to respond.

The Prescott campus still needs to work on diversifying administrative positions.

Very disappointed with University level organizations who should be there to help. University IT was not responsive to needs. Appears that we are here to serve them. Marketing was unwilling or unable helping get an article published -- their bottom line, 'do it yourself' after they had the article for several months.

As in any business, employees who accomplish their responsibilities per their job description and all additional duties and tasks as assigned by their supervisor should be amply rewarded, not degraded with a \$5 per week insulting raise.

The new landscaping helps the appearance of the campus.

Embry Riddle is a good place to be working. I enjoy my job duties and the people I interact with, especially the students.

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“Management (with employees reporting to you)”: Well, I don't know if I'm management level or not --- I'm an academic department head. In the first place, faculty are not employees; and in the second place, I don't think they "report" to me. They complain to me, and I schedule their classes; that's about it. Am I management? I doubt that my dean thinks so. Shop steward seems a more apt description, frankly.

Thank you for the opportunity to be able to work where you feel like you can really make a difference.

Too much is being dictated to faculty regarding Academic Complex I. The people making the major decisions are not the people who are going to have offices there. "One size fits all" doesn't apply here.

The most frustrating thing about this job is that we charge the students a fee for our services based on our estimated budget needs. We are striving to be self supportive and on auxillary status. However, because the university takes money from these student fees our resources are depleted and we cannot offer the services that the students have paid for, such as increased physician hours, professional counseling, chiropractic treatment and office staffing. We are not trying to be a money raiser for the university, we are trying to offer the best service possible.

Some activities organized for the "benefit" of students have been questionable. Promoting the lie of "safe-sex" inadvertently increases promiscuity and the incidence of STDs. We need a counterpoint of abstinence-based training. The no. 1 concern of parents of our students is for a safe environment.

I think this survey is helpful but can be done every two year. It takes time to change a culture.

Your "gender" request is not "politically correct."

We are eager to see some new facilities on this campus so we can begin to have acceptable buildings for the faculty/staff and students.

I do not feel safe as a women on this campus. I love my department and feel supported and listened to and encouraged, but anything beyond my doors frightens me. I hear stories that have affected minorities across the different departments and levels here. Yes, some may have been coincidences that have occurred, but I seriously doubt that all of them, even most of them are. I can not stay in an environment where I feel threatened and treated unfairly. I am not wiling to risk my future career on fighting a fight for something that I would not have to fight for at another institution. It appears to me that the only way Embry-Riddle will change is when a strong enough woman or minority will fight the fight until the end and bring ERAU into the media and not settle, but show to the world the injustices that have been taking place here since it was established.

Another expeditious reporting of the results would be most appreciated, as it was after the survey last spring. Keep up the great work! Communication, University Wide, can only be improved by using such an instrument as this.

Don't destroy what we are to make us what you want us to be.

Honestly - I don't want to give you any demographic info beyond my campus and employment status. I think it would be too easy to narrow me down! I do fear reprisal. I wish this form had some type of question about harassment on campus. I'm not sure the administration understands how deep the problem of sexual harassment is here. I know that many of the men at the top would respond - why doesn't she do something about it? I wish

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men could understand that it is just not that easy. So much of the harassment is subtle and I need to work with these guys and I need them to like me or I'm not going to get professional development opportunities. I just isn't worth it. We focus so much on the really obvious harassment stuff, but so little education is done about the more subtle things. The subtle stuff is what really hurts because it seems like there is nowhere to go with it.

Although Prescott seems to be taking the results of the previous climate survey seriously it does not seem to be the case in other units.

Child care is an issue that has been brought up a few times in the past four years that I've worked here. Each time, everyone I talked with showed extreme enthusiasm, but nothing ever happened with it. I think this is an important service that should be offered (at a price, of course) to ERAU employees and students. With all the talk and action concerning renovation, I have seen no indication that this will be included in the final plan. Considering the amount of people who work (or attend) here with children, I believe it should be.

Management/Administration have made great strides in this past year in a number of areas. Sometimes we lose site of the positives and tend to focus too much on the negative (myself included). Keep up the good work! Projects are implemented VERY poorly. Examples include our new Web site, Oracle, iProcurement, Blackboard. We could use our own internal experience as a model in the software engineering courses that we teach as how NOT to implement change within an organization. IT (and marketing) is still operating within ERAU as it did in many large corporations some ten years ago, i.e., we are from IT and we know how it should be done mentality. We seem to be implementing change for the sake of implementation, with no demonstrated benefits and killing staff and faculty in the process. On the IT front... I suspect that we still have all of the old systems in place + the new systems and associated expenses with nothing more to show than additional cost and overhead for the university. Can we publish where we stand? On the marketing front... we now have four different formatted "university" web pages, again all with some level of support requirements and cost. Is there a plan to address this? On the faculty front... confused as to why few adjuncts attend or participate in commencement ceremonies, university functions, department meetings, etc. yet as a group they comprise a large portion of our employee base. Are they part of the team? Can we differentiate full time responses to the climate survey from adjunct responses?

The university web site is in need of a complete overhaul. Why we split this into an external site and use Bb for internal is a mystery. No other university in the country does it this way. Our site is an embarrassment. There is little content for the external audience. When a student is shopping for a college to attend, they are expecting to find content/information and not just an email address or an 800 number. We now have four university web sites and none of them measure up to any other college or university web site that I have visited. Information is hard to find and several clicks deep. Take a look at the following page <http://www.erau.edu/0Universe/10/10academicdepts.html>. Now visit any other university. Nowhere do I find a page that is this long and has this little content. Why we try to do design a web site on our own, with little input from the campus users and no feedback from high school focus groups is also a mystery. There are several companies who design web sites for universities - why don't we use one so we will have a professional looking site that is both externally and internally useful?

I'm still trying to get on full-time. Because I still believe I can give the school what they want and need. [edited – signature removed]

The following comments were made by employees who did not indicate a location:

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I enjoy my job at Embry-Riddle and the department for which I work. I, like everyone else, would like to see a more competitive salary, but I believe the overall compensation/benefits package is above average.

Additionally, we might consider age ranges 21-30; 31-40, etc.