

# **ERAU Faculty & Staff Climate Survey, Fall 2003**

## **Comments – Extended 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).**

### **EXTENDED CAMPUS SUMMARY**

Of the 250 Extended Campus employees who responded to the survey, 112 (45%) 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).

**Raise/Wages/Salary (~50 comments, 45% of EC comments).** “It seems that when a new person is hired, they start out at the same pay scale or higher than the person that has been working in that same position for years.” “Our merit performance system provides pay raises that insults not motivates.”

# **ERAU Faculty & Staff Climate Survey, Fall 2003**

## **Comments – Extended Campus**

**Poor/Lack of facilities (~32 comments, 29% of EC comments).** “As a new CFC, I have no office and no equipment. It makes doing the job effectively very difficult.” “The EC building is a "SICK BUILDING" and year after year we are promised that we will either be moved or spruced up, but it still looks the same: deplorable, dirty, etc.” “We need better classrooms. The lighting and room size is horrible.”

**Climate Survey results/actions (~32 comments, 29% of EC comments).** “Please use this info for good use.” “The survey just gets filed and forgotten.”

**Poor/Lack of University organizational structure (~25 comments, 22% of EC comments).** “The source of direction from above comes down two separate organizational chains that seem to be on completely different sheets of music. We have added unnecessary layers to our organization that has made it grind to the speed of a slow-moving glacier.” “No one seems in charge.”

**Poor/Lack of communication (~24 comments, 21% of EC comments).** “Communication between the Daytona Beach Campus, RDO, RAD and finally to the Center is weak.” “Communication from the ERAU and EC administration does not filter down to faculty as readily as it might.”

**Diversity (~23 comments, 21% of EC comments).** “Lots of talk about hiring more women and minorities (faculty) but little measurable success.” “You have initiated diversity training, but there does not seem to be any diversity improvements, especially for women.”

**Low/Poor morale (~20 comments, 18% of EC comments).** “I sense bitterness, paranoia and hostility coming from several departments.”

**Lack of respect/trust with senior leadership/organization (~19 comments, 17% of EC comments).** “‘Mutual respect and trust??’ You must be joking!” “I do not have confidence in the ERAU leadership.”

**Benefits (~18 comments, 16% of EC comments).** “A good dental plan would be appreciated by those on the HMO.” “It would be nice if an ACDO, that puts in more hours into ERAU, could get the same benefit of getting unlimited tuition waivers, regardless if they are full or part-time.”

**Unrealistic/Overwhelming workload (~17 comments, 15% of EC comments).** “I am WAY too busy to take workshops, etc. I have too heavy a workload, as do most employees in my department, yet am still expected to participate in committees, etc. for a favorable review.”

**No “One University”/Campuses unequal (~17 comments, 15 of EC comments).** “We are ‘one university’ but now have separate programs and catalogs. Leadership talks one way,

# **ERAU Faculty & Staff Climate Survey, Fall 2003**

## **Comments – Extended Campus**

but acts differently.” “At the Worldwide they not longer even acknowledge employees that have past there 5, 10, 15 etc. years with the University. Daytona Beach employees get a dinner in their honor. There is also no acknowledgement for jobs well done other than on the local side.” “I do not think the DB leadership appreciates what the EC does for ERAU.”

**ERAU is a good place to work (~17 comments, 15 of EC comments).** “I have one of the best jobs in the world!!!! I've worked here for over ten years, this is one of the best places to work in Volusia County.”

### **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 were edited.

# **ERAU Faculty & Staff Climate Survey, Fall 2003**

## **Comments – Extended Campus**

### **Job Comments**

I am very disappointed with the direction of the University as a whole as well as with my current center. The disrespect that the faculty/staff is treated with at the main campus level as well as at the center level is unbelievable to me. I have even taken my complaints directly to HR [edited] through an employee grievance as well as to my regional director. I do not appreciate how we as employees and students are treated and discriminated against. I also do not appreciate the dictatorship that is present at my center. I am currently looking to move away from my current position and separate myself completely from the University, as an employee as well as an alumnus.

None of the items in #2 were made available to me through ERAU. I had to seek them out and pay for them myself; I never get to see the results of these surveys.

Our Department is absolutely vital to the university. With all of the many complex situations that occur and more importantly, the time element in response time to a great many requests from both students and centers, it is essential that our department have access to the state of the art equipment necessary to perform these tasks efficiently and as expeditiously as possible. (i.e., larger computer monitors is one of the main items our department needs).

I love my new center director: Vicki Fischbeck is awesome!!! She makes you eager to come to work. She knows how to take care of business; she's quite organized and possesses great communication skills. Best thing that happened to the North Island Center, Thank you Janet H., [edited – signature removed].

My supervisor only listens to the opinion of the men in the office.

I am an EC CFC. My job requires me to work as a partner with the CDO on budgets and course scheduling while mentoring and evaluating adjunct faculty. I appreciate whoever converted the previous Center Academic Advisor position to a full-time faculty position with benefits. The additional responsibility is definitely worth the additional benefits. The only thing that makes my job frustrating is the introduction of new web requirements and a limited time to train and complete suspenses. I love my job and my students. My supervisor on the other hand not so much. I feel like he does not trust me...I have been with the university for about two years now and still my supervisor will stand over my shoulder as I do my work. I do not feel as though he trusts me.

My particular Center is primarily civilian. As such, it operates in a very different way from the military Centers. There is no leeway in staffing guidelines for the differences. As a result my staff is always very stressed, never has downtime, and does far more than other Center staff members. This was not clear to us until I had the opportunity to spend time at another Center. My description of our situation here seems to fall on deaf ears.

As a faculty member, I receive close support and assistance form ERAU.

Great opportunity to build the programs; Challenging and rewarding.

My supervisor is uncommunicative and only provides negative feedback.

I have one of the best jobs in the world!!!! I LOVE MY JOB, CO-WORKERS, and BOSS!!! I love my job at ERAU, I've worked here for over ten years, this is one of the best places to work in Volusia County.

My supervisors have been wonderful and are always very good at giving feedback. That is invaluable to an employee. They explain your assignments and leave you alone to do your work, not micromanaging.

# **ERAU Faculty & Staff Climate Survey, Fall 2003**

## **Comments – Extended Campus**

While my center staff are very helpful, I have the most difficulty to be with the book publishers/ reps. They really don't seem to be customer oriented. It takes repeated calls and emails to get them to budge on instructor materials.

The staff at my extended campus location used to do a much better job in supporting the faculty. Each time there is turnover the support level seems to fall.

Just started with Embry-Riddle August 1st so really don't have much history.

My direct supervisor seems to be more concerned with nit-picking insignificant things than giving any constructive criticism on important matters.

No matter how hard I work, or how well I work, it has been impossible to please my supervisor. The criteria for yearly performance evaluations change, so that if I work extremely hard at improving a category in which I received a mediocre mark, it is not used the following year. I submit reports or notes on my achievements, which are not mentioned. I need to excel; I want to excel. I cannot find a way to excel with current management. Current management has a history of singling out unfavored employees and humiliating, berating them - just as obviously as the favored employees are singled out for public praise. Favoritism is blatant.

We could use better computer equipment

Long lapse in getting marketing materials; unclear objectives put down from administration (such as "partnership" with junior colleges) that are not defined until questions are raised.

I am adjunct and the inquiries are only partially relevant. Adjuncts remain second-class citizens within the university community.

Why are CFCs having to approve whether a student can take three classes after the CDO approves- contrary to POM policy- micro managing CDOs. Regional Policy? Why are only Adjunct Faculty approved to teach one class per term contrary to what University Policy? Regional Policy superceding University Policy.

My job provides me with the opportunity to grow and to derive personal satisfaction from what I do.

As a new CFC, I have no office and no equipment. It makes doing the job effectively very difficult. I have never had a supervisor (in three years) "talk" to me about my performance. I have only seen an annual evaluation that was written mostly by me.

The "micro management" imposed by the new, immediate supervisor is reflective of his military background and not conducive to ERAU civilian personnel.

Started with ERAU this past summer as an Adjunct Instructor. I have received feedback about my first course, but have not received a formal annual performance review.

As an adjunct faculty, I generally receive the needed support for my teaching efforts. However, there could be more emphasis in the areas of professional development and professional feedback.

As an ACDO, the workload is not in line with the pay or the pay in the area.

Our scanning system, that contains the student records we use to do our jobs, is sometimes down, although I have seen definite improvement. I am WAY too busy to take workshops, etc. I have too heavy a workload, as do most employees in my department, yet am still expected to participate in committees, etc. for a favorable review. We have a new direct supervisor and don't get much positive feedback. The negative (human error when rushed/overworked, not being at our desks every second of every day--even when using reference

## **ERAU Faculty & Staff Climate Survey, Fall 2003**

### **Comments – Extended Campus**

material or consulting with other employees in other areas in the office--etc.) is emphasized far too much.

I believe we have made significant progress toward better serving our students. Some center classrooms still need major upgrades in equipment and connectivity. This would allow for increased effectiveness in the classroom and enhance learning. More time for professional development activities would also be helpful for faculty.

As an adjunct instructor, I have little to no interaction with my direct supervisor. He has contacted me just once in the two years I have been teaching online and that was to answer a question I'd asked and never did answer other questions. While I love the interaction with my students, interaction with anyone but student support and Jeanette is practically nonexistent.

Need marketing approach to be on the same level as other local satellite university that we are directly competing for students. i.e., (Educational Fairs) ERAU only give always are informational brochures and pens. Most others Universities give that and more. Items like cups, hats, highlighters, mouse pads, towels, pencils, and more expensive pens. I would like to be on a level marketing field as other university. Please take a look at the Extended Campus Centers to verify my statement.

Workload allows very little time for research or committee work.

I love my job with ERAU, Fort Worth Center.

It would be nice if an ACDO, that puts in more hours into ERAU, could get the same benefit of getting unlimited tuition waivers, regardless if they are full or part-time.

New job: Center Faculty Chair. I think I have an excellent working relation with the RAD. It has only been six weeks. The CFC training at Jacksonville was excellent. There is not enough time to get everything done in the suggested "one day a week"

The prevailing culture of ERAU is very employee friendly.

I really appreciate the individual attention the center director J. D. Jones and Jane Jones give to us as faculty. They really make working in the environment as easy as possible.

The Tacoma Staff is absolutely OUTSTANDING!

As information is disseminated through the ranks, it seems some of the important points are lost. Not having a full picture of departmental goals causes unnecessary stress on the ones who are not included in planning meetings.

An experienced ACDO should be allowed to attend new center director training; the extra training in addition to attending the yearly conferences would be beneficial for the region and the university. In essence, you could grow your own center directors.

Q#1. Marketing brochures for (some) current programs are slow to be delivered to centers or backordered. This is extremely frustrating and I believe loses potential students in our very highly competitive market!! Q#2 & Q#6. Have not been employed a full year. Q#3. Would like to be in the field more (less paperwork)!

While I now have a good computer to use and not one that crashes every hour or so it was like pulling teeth to get it. Staff should not have to beg for necessary equipment, especially when faculty are given new computers they don't want or plan to use.

For all the web push it is unbelievable that IT does not have 1-800. For that matter it is unbelievable that no

# **ERAU Faculty & Staff Climate Survey, Fall 2003**

## **Comments – Extended Campus**

office at Daytona is available to the centers via 1-800.

We need new updated videos pertaining to airport management and development.

The university is run by a small "gang" of insiders. Promotion and Tenure policies/procedures are a joke.

The CFC position is new. Need more time to get settled in. This position creates conflict between the CFC and CDO. The center is only interested in enrollments and the CFC is primarily interested in academic areas.

There is a difference between full time instructors and part time who have full time jobs. This fact does not seem to have been considered.

The dedication and training provided to faculty and staff by ERAU is unmatched by any other university and organization by which I have been employed. My work is rewarding, and my efforts regularly praised and rewarded.

My job as CDO is extremely demanding and multi-tasked. The salary certainly doesn't compensate for the amount of work and stress involved. Those currently hired for the position receive almost the same amount of compensation as those who have been with the University for years which shows that the University does not value longevity and/or experience.

Number one above can be enhanced with the inclusion of CD-ROMs in place of Videos. I have taken two different weeklong management development programs, completed a Master's degree and started a Ph.D. I am an adjunct instructor who works in a matrix organization and my managers are Sr. Level Managers (Directors and VPs). I am in contact with them on a daily basis and they continue to provide me with opportunities to develop into a more capable leader. I do Performance Management on a monthly basis with them as I am being groomed for a higher-level position.

As technology has increased, the tools are wonderful, but the folks in the field lose many hours trying to set-up, troubleshoot, and repair their equipment. For the vast majority in the field, there is little or no training prior to implementation of these new tools - Oracle/Noetix/Blackboard to name just a few.

Communication has not improved much since last year. There is still a large separation in my department. I don't really feel that we are a team. The managers brag how we are one team, that's not been my experience.

#3. At the present time I'm working 50 to 60 hours a week trying to get the center's organization in order. Once that is accomplished I should have time for more professional development, etc.

I am a part time faculty member, so my professional development and off work activities relate to my full time job.

The Distance Learning policy is to send only a textbook but no support documents (instructor manuals, keys to the course questions and cases, etc.), which leaves the instructor on his/her own to scrounge up all the necessary materials. Publishers - especially, in my experience, McGraw-Hill -are reluctant to provide that support, which leaves the instructors exposed. Yes, it's possible to cope, but you don't pay me enough to counter that dumb policy. The widely different course outlines and assignments in the DL program also leave the instructor with the challenge of figuring out how best to serve this beast. Support for the DL program is inadequate and, frankly, a mess. All new hires need to be sufficiently oriented and trained on all aspects of their job requirements.

When all the equipment updates are complete, ERU Anchorage will have an outstanding environment for instruction.

# **ERAU Faculty & Staff Climate Survey, Fall 2003**

## **Comments – Extended Campus**

I look forward to coming to work each and every day!

Not a lot of input on objectives

1. As CDO the materials and equipment needed to do my work effectively are additional office help. I have been asking for additional office help for over a year now and still have a two-person office. Our location grew by more than 44% last FY and additional help is a must have. 3. My current workload allows me to engage in a variety of activities only if I compromise the office being closed or over tasking my ACDO. My workload is hectic due to the needs of students and faculty and operating a two-person office. 5. My direct supervisor will let me know when I have done something wrong. Otherwise, if I don't hear from him, I know that I am doing well. 6. My direct supervisor does not talk with me about my performance objectives and progress. True, we have the evaluation process in place but last year I had to write my own, while he simply rated my comments and signed the form.

If ever I have a problem I always have some who can help

Quality of classroom and support (i.e.: copiers for reproducing handouts) equipment varies widely among the several EC Centers where I teach. Materials and equipment--computer is slow, kind of embarrassing with student on the phone waiting for information, or student in person waiting while Colleague tries to operate on my operating system. Colleague is fine; my computer is slow. However, speaking of Colleague, I have worked with other large university record systems, and their computer staff has customized the system to work for their needs, not just letting it remain generic year after year after year after year after year. If it's C++ or Cobol, or whatever, can't you hire some staff that can make it work more smoothly? I know it's possible, I've seen it work. Screens can be less cumbersome, data input can be easier, more keystroke efficient. Maybe you should hire a staff of full-time employees who can do this, and care about the long-term results. It's probably just a symptom of the overall ERAU climate, since having a top-notch records system would show that the administration actually is concerned in a real way about what the staff (not the \$200,000 employee) has to work with, every day, and in front of students (your money-paying customer). Professional development--attending regional meetings and conferences is very nice, but it's not professional development." Professional development would be something like this: have ERAU employees go through the MSTM program, and the graduate uses their knowledge and research to change the organization, make it more efficient. What a concept! MSTM graduates change their companies for the better, but what about the organization of ERAU? It's like the 1950s around here--hierarchical power structure, dead-end jobs, lousy pay, no real professional development, no real questions allowed, definitely no challenges to the existing power structure. Studied Douglas McGregor? Well, it's still true. Most employees are type Y. However, the power structure (those at the top) at ERAU treat us as if we're type X. If we taught students in the same way and with the same ethics as you manage ERAU, we'd be worse than the worst community college out there.

Professional Development outside University Bounds needs somewhat to be desired.

I could perform my duties much more efficiently with a new computer and monitor, which every other department has in our building and on the DB campus. My computer and monitor is at least 7 years

I love my job and what I do. I have experienced some staff problems (with another closely affiliated department) since the beginning of our little department coming into existence. We've have 'power' plays going on, information be kept from certain people for power, people being 'played' against others simply for power. I tire of this, and so does my supervisor. I think we are at a point now that we will begin to function more smoothly. Maybe a seminar on effective communications, and what the university expects out of their staff in regards to productivity as opposed to game playing by some. Please let the upper management know that this



# **ERAU Faculty & Staff Climate Survey, Fall 2003**

## **Comments – Extended Campus**

seems to run rampant in the University and it's sapping a lot of funds and productivity from the bottom line. There needs to be an arbitrator in H.R. to come out to help solve situations, even between upper management and staff at times. Staff are afraid to speak up for fear that they will be fired.

### **Organization Comments**

On the benefits issue, we have not been compensated; we have actually been taken away from since we are employees of the university. We are now looked at, as being "different" since we are employees as well as students by FA and to say we are being compensated adequately through our pay would be a far stretch since my pay is technically poverty level pay. This is an issue I STILL have not heard a response from through my employee grievance to HR [edited] as well as the FA office.

I haven't seen a pay increase in all the time I have been teaching. It irks me that Adjunct faculty are treated like second class citizens as compared to full time faculty and staff. No benefits for example.

There still remains to be a lot of "looking down" on individual campuses of ERAU.

I like that we are moving towards a "take care of business" attitude from a bureaucratic "we'll get to it" attitude

Our deductions for medical and dental insurance keep going up, but there are no improvements in the benefits. Our raise this year was very small and made almost no difference in take home pay.

I feel that as an employee of this university I have not been treated fairly along with the other employees of the university. Those of us on the lower part of the totem pole have been pretty much used and run down ragged with little or no compensation. For as much money that my center brings in I feel that I should have received some sort of raise.

The very fact that the survey designer felt it necessary to link strategic planning and the 5-step assessment process, I believe, underscores the tremendous lack of communication in these areas.

I am currently in a job search because the stress and pressure of my job are taking their toll on my health. Instead of getting a e-mail announcing no raises last spring, a letter explaining the financial position of the University (which we all know) and a "thank you for your hard work" would have gone much farther toward making the Center staff members feel like anyone gives a damn. Much later I did get a small increase in pay, but I have brought in huge dollar increases to the University this year. I would rather work for an organization that rewards, or even acknowledges, hard work.

My only concern with ERAU is that we do not get paid overtime. Instead we are given comp time, which most of the time we are unable to use due to the workload we have in our office.

I do not think it is necessary to hire women and underrepresented groups if the standards are lowered. We represent a field that is not heavy in either group.

I would like to see a full or partial tuition reimbursement program for doctoral degrees included in ERAU benefits.

The compensation for Southern California is not consistent (or even close) with other professionals with similar education and experience. Also, I understand there is no cost of living consideration for centers in high cost areas.

I am proud to be a part of the Northern Utah Embry-Riddle Extended Campus. I hope to continue working with

# **ERAU Faculty & Staff Climate Survey, Fall 2003**

## **Comments – Extended Campus**

Embry-Riddle where ever I go in the future.

This organization has fired a woman and two Jewish people; Diversity is a joke...

Pay and compensation across the United States from Region to Region differ greatly. Center Directors are not given the opportunity for promotion or higher education.

There was a pay band adjustment for Academic Evaluators at EC. Fellow Evaluators received a hefty increase and I did not. Several senior ERAU staffers did not. I was at the pay band. I have many years invested in ERAU and I completed my BA degree. Those who received the hefty raises did not have their degrees and some had only been in their position a short time. What does this say about what ERAU thinks about regarding education? Work for your degree and then it won't be recognized at an educational institution? It was a slap in the face and hindered morale for those of us who have chosen to make ERAU our lifelong careers. There is no time to take extracurricular workshops or courses "although" they are encouraged. The workload is such that if you take PL, you're left with work that must be made up, much less workshops. We now work under Mandatory Overtime as requested. Under the FHC Plan, there are not adequate dental services. I've spent \$1,500 out of pocket this year for dental services and this isn't the first year.

No one seems in charge. We are "one university," but now have separate programs and catalogs. Leadership talks one way, but acts differently. A goal is to increase enrollments, but we end programs (MBA). We want to improve EC Centers appearance, but are allocated \$3000 to buy \$15,000 worth of furniture. Rules change without written change. Confusion is normal. The last year has been professionally embarrassing. Pay is still not in line with other accredited college/university programs for adjunct faculty in this area. Why are the ERAU pay scales out of line? How can the University afford to double staff the centers now with a "business manager" and "academic/faculty manager"? This seems to be a waste of financial resources at most centers. While it may be needed at a larger location, most locations are not that large. If the University has enough cash sitting around to double staff the whole organization's overhead costs this way, then the University needs to double the pay of the direct teaching staff, too.

Hired August 1st, not enough time to answer these questions with agree or disagree.

It is very sad that employees with BS degrees are paid so little.

Embry-Riddle could be an absolutely great place to contribute to an excellent overall mission. I like job at Embry-Riddle. I'm proud to work for Embry-Riddle and of the services we provide. In the larger sense, I have nothing but praise and pride for ERAU.

Feel that the insurance for families should be more affordable. Also, should allow for couples who are not married but living together to have insurance.

There are big gaps here about what is important and how things are being done.

The biggest disappointment I have with my school is its lack of a viable organization to execute the mission. We have made ill-advised changes over the past year that make execution of the mission at the action-end of the organization very, very difficult. We never know what change will come our way next. We seem to be an organization big on meetings, consulting, committees, and vision but their use for us in the trenches is a mystery. We have gone from an organization of centralized control with decentralized execution to one of both decentralized control and decentralized execution. In a word, it is a mess. No one at the Center level is in charge...there is no "belly button" to push to make things happen--we are to "work together as a team" but there is no captain. And the source of direction from above comes down two separate organizational chains that seem

# **ERAU Faculty & Staff Climate Survey, Fall 2003**

## **Comments – Extended Campus**

to be on completely different sheets of music. We have added unnecessary layers to our organization that has made it grind to the speed of a slow-moving glacier. After watching this evolution, I can't determine a purpose for our region office anymore. It seems to have become simply a choke point for half the information to flow to and from. They are as unaware as we are of the "why" behind so many of the changes. We have all continued to "salute smartly" and support the organization in spite of the negative impact of the changes imposed. I am not a "bad apple", I love my school and remain committed to adult education and the process of producing world class graduates in the field of aviation and will do everything possible to help us get through this period. My hope is that whoever reads this will understand that we continue to shake our heads in wonder as we try to work in an organizational structure that is inefficient and ineffective. Please end the experiment.

I feel privileged to be a part of the ERAU

Faculty pay is still very low. Lots of talk about hiring more women and minorities (faculty) but little measurable success.

#17. Considering the fact that we now have CFC's making more money (in many cases) than the Center Directors and doing a fraction of the work that is required of the Director, I cannot agree that we (Center Directors) are compensated adequately for what we do for the University.

I have been employed by ERAU for almost 7 years. I find that I am currently earning \$500.00 more than a new Center Director. My Center has tripled in enrollment during my employment as Center Director of Operations. I have taken great pride in my performance and in all aspects of my job and have been rated a superior employee at every review. In addition, I have successfully participated in the SACS accreditation interviews, the first Air Force Air Combat Command, Educational Assessment Process; mentored new Center Director's, and was instrumental in opening the new Sheppard Center. I feel that ERAU's "unpublished" pay scales and clear definition of pay structures are hurting the morale of Extended Campus employees. There is no evident reward for superior performance, tenure, educational level, workload, etc., It is vital that ERAU recognize the value of their employees and reward them fairly.

Re #18, there may be progress, but I have not seen it. Many of the EC established full-time faculty and administrators are the same "good old boys" as 10 years ago.

ERAU needs to reassess the pay and benefits for the EC staff. The pay is not commensurate with experience and workload. The Health Care benefits are good however, outside of Volusia County the insurance is not accepted by health care providers. This means that the employee must pay out of pocket for health care appointments and wait for reimbursement. ERAU should contract an HMO/PPO service (i.e.: Blue Cross/Blue Shield) for the employees outside of Volusia County. At the current pay rates the employees can't afford this additional out of pocket expense.

I don't understand the budgeting, especially among departments with widely varying numbers of employees. Do large departments get the same amount of monies as smaller departments to reward exceptional employees? If so, employees of a large, hardworking department get no appreciable reward in comparison to small departments, who may not work nearly as hard.

I wish medical benefits were available to adjunct faculty on a prorata basis.

There such be an increase of pay and benefits for Staff as they achieve educational milestones and longevity. Most large corporation gives incentives.

Pay is low, and compensation for "over and above" performance is nil. Our merit performance system provides

# **ERAU Faculty & Staff Climate Survey, Fall 2003**

## **Comments – Extended Campus**

pay raises that insults not motivates.

As an opinion, it seems like the personnel that have it well, take care of their own people and leave the little people out of any sort of benefits or incentives. Where is the consideration for the personnel that make the extended campuses such an important asset to ERAU's mission?

The neutral responses are due to a lack of understanding of a "Strategic Plan". We teach students about aviation in the best way we can. What else is there? From the bottom, looking up, the strategic plan is administrative overhead. I fail to see that it helps me or my students one way or the other. What five step improvement?

The salary does not compensate for the work required. Most extended campus employees are only there till something better comes along. The value of work is not recognized. I also have a real problem w/ management /leadership positions being filled w/persons who do not have an aviation background. We are trying to stimulate students to think aviation, the staff and the instructors should have the background and experience to support that goal.

More work needs to be done to attract minorities to aviation. The word is not getting out to minorities that aviation is an option.

Lack of communication from upper management.

Many of the actions of the Chancellor and College Dean seem to be supportive of an agenda to make the EC Centers obsolete.

A good dental plan would be appreciated by those on the HMO.

Experience and performance should play a larger role in compensation, not region. It also seems that men are still better compensated than women for the same positions. If ERAU is going to take a step forward then equality across the board should be addressed.

Q#15,16,17 At hire I was told my position would become full-time shortly and that my pay would be increased- this has NOT happened!

I do not have confidence in the ERAU leadership. At the extended campus when we try to enforce school policy all it takes is for a student to complain to someone above our head and policy is waived to accommodate the student, thereby making the staff look like fools. The new bonus policy is bunk. It is so far above what the smaller campuses can produce it is not worth the effort it would take to collect such a small amount of money. It should have been called the dis-incentive plan. There is still nothing in place for staff to increase their "pay" aside from the bonus policy. We don't get pay increases for longevity, additional degrees, or job performance evaluations. So much for incentive to stay with the university.

Can the diversity crap. Its outdated everywhere except in college and universities.

With the re-organization, I see to many conflicts between CFC and CDO functions. My RAD tells me one thing and the RDO is telling the CDO something else on the same subject. Our center has lost three part-time instructors to other colleges due to low pay.

The University of Maryland Model will NOT work for the ERAU Extended Campus.

The college needs to establish and then utilized the qualifications for the CFC position. It is a "full time" academic position but does not require (mandatory) any academic qualifications for this position. If you have no other employer you qualify for the CFC position.

## **ERAU Faculty & Staff Climate Survey, Fall 2003**

### **Comments – Extended Campus**

I do not think the DB leadership appreciates what the EC does for ERAU.

Compensation continues to be an issue at ERAU.

My pay as an adjunct has not changed since 1994 - not for merit, not for COLA, not for anything.

Pay scale needs to be re-evaluated. I have a Bachelor's degree and I am making less than \$25,000 per year. I have been with ERAU nearly 11 years.

Although there has been improvement over the past 5 years I've worked for ERAU, a defined guide of measurement would be beneficial for the morale of employees at the extended campus for job growth potential. When a center has performed well over a number of years, it would be nice to know that there was something to strive for other than a bonus that will be distributed among four individuals, less taxes. If ERAU would provide a published "pay range" beyond only bonuses - based on performance, growth, education level, etc., it would foster a sense of personal aspiration and improvement for each employee.

The pay we give our center directors, assistant center directors, and most importantly faculty is embarrassing.

Things go on here that no one will talk about except among themselves. That's why things here don't change. If the problems that we have, were brought out in the open we would be singled out and reprimanded until we were forced to leave.

The University (as with most schools) does not pay well enough. My center will bring in approx. \$850,000 this year - I think there is room for more pay.

I am a part time faculty member and receive no benefits.

Pay for instructors in the Extended Campus is inadequate and totally disproportionate to their contribution to the University.

I am confident that those at the "helm" know the course...

The Extended Campus is the cash cow for ERAU and apparently the only entity in the University making a profit. The unsatisfactory requirement for the EC to support the University makes part-time instructor pay well below the 29% of tuition allocated. Pay is "suggested" on a sliding scale that only rarely reaches 29% of tuition collected in a given class, much less average that amount. PT instructors are paid much less than the equivalent in the local junior college. Compensation for work should be based quality of work, educational background, and years employed at the university. It seems that when a new person is hired, they start out at the same pay scale or higher than the person that has been working in that same position for years.

Of course pay could always be better. The current "dual" pay tables of newly hired versus those under compression are intolerable. It seems the University is relying on people to stay with the job out of a sense of responsibility rather than stepping up and paying individuals on a single pay table. The cost would be significant but the resulting loss in personnel could be crippling if the word about the "dual" pay tables became common knowledge.

I would like to see tuition waiver benefits for part-time employees when the degree being pursued is relevant to their job.

Health insurance disallows what most companies cover, will not cover total amount of service provided. This often will cost the employee 30 to 40 percent of the service provide or the amount in full.

Have not seen a direct link between strategic planning and the local level.

## ERAU Faculty & Staff Climate Survey, Fall 2003

### Comments – Extended Campus

(12) Can't find the 5 steps - what are they? (13) Can't measure if steps aren't known. (15) Improving pay...in my region it is clear that women vs. men are paid at different levels and longevity is not a consideration. (16) At this stage in my career, I consider salary as a major benefit and my salary is extremely low compared to same positions in different regions of the University and different schools within my local area. (17) I am not adequately compensated for my work and dedication to ERAU. I have been with the University for almost 15 years and make close to the minimum for my position, yet my performance evaluations are superb. Uneducated Regional Managers should not control the pay increases.

Our chancellor is still new so I do not know his leadership style. As for the Dean, [edited] I only hope his replacement will have the goal of EC and the University in mind instead of having a personal agenda. As for pay, the newer employees get the higher pay while the employees that have stayed with the University get paid less. When will loyalty to the University count? At the Worldwide they not longer even acknowledge employees that have past there 5, 10, 15 etc. years with the University. Daytona Beach employees get a dinner in their honor. There is also no acknowledgement for jobs well done other than on the local side. The new criteria for bonus favor the small and newer centers. The older, larger centers will have a more difficult time filling the requirements. Budget, more money needs to go toward advertising and we need more professional looking advertising. We look like amateurs compared to the school we must compete with.

(13) The only exposure to the assessment process is via e-mail from IR announcing the results. As a Center Director, the process and the results have never been discussed either one-on-one or within a group.

#7 ERAU's goals seem to have shifted towards money, money, money, money. And money. Head-count. Revenue. Well, not all money -- a lot of attention is going towards ever-increasing administrative paperwork. ERAU's focus is no different than the money-oriented culture we live in, there's just the veneer of "education." #15, #16, #17 -- pay and benefits: Well I'm ROTFL and all the other internet emotions. Would you say that a person with a Masters Degree working in the Extended Campus should also have to work part-time at Wal-Mart to make ends meet? I have two part-time jobs, instead of just one, to go along with this full-time job at ERAU. But we know you can't "allocate" more money for decent wages, even though the actual money exists. We know it's there because you "can't afford" in this "budgetary climate" to pay decent living wages, but you can hire and pay new employees at the top for \$200,000 or more. Golly gee whiz, I thought there wasn't enough "money." Benefits? An occasional doctor or dentist visit would be nice, but not at the cost of the \$200 deductible, more than 1/2 of a weeks take-home pay. The only purpose of the health insurance is for emergency hospitalization, not for routine care. The high-level employee making \$200,000 can go to the doctor, and we all assume he doesn't have to work at Wal-Mart. Oh, by the way, he is not more "valuable" than anyone in the Extended Campus. The assumption that "spouses of the military" are the main workers out in the Extended Campus, therefore their spouse will be transferred soon, and it's just secondary income anyway, is sex discrimination. Retirement? It's way below what other campuses contribute. Some match 3 for 1, or 2 for 1. #7: ERAU's original vision is truly something to support and believe in. But it's not the same as it was. Here's an analogy (the similarity in some respects between otherwise unlike things): the Catholic Church. There are the parishioners and believers (compare to employees) and then there's the administration, hierarchy, and huge amounts of money to be managed. Keep the members (employees) out of the loop for information; keep them subservient to those at the top (deans, etc.) -- this is a breeding ground for abuses, cover-ups of mismanaged funds. Of course, a church and a school are not the same thing. But as you can see, continuing with the analogy, there's a vast difference between individual enthusiasm and belief, and hierarchical administration. Believing in ERAU's original mission is completely different than how those at the top run things. Here's another example: a local successful business runs ads in the help wanted section: "we hire positive attitude." They are well known in the area for great customer service, knowledgeable employees, smiling faces. Prices

# **ERAU Faculty & Staff Climate Survey, Fall 2003**

## **Comments – Extended Campus**

the same as elsewhere, but people always recommend them to others because of great attitudes. But what if they treated their employees like ERAU treats us? The focus would be on administrative details, acting subservient to those in power, not being able to ask questions of others, or call them on the phone, to find out what to do or where some piece of paperwork is. It'd be an unpleasant place to work, lots of turnover, loss of good employees, and the customers would see it. So, there's two examples to work with.

Good luck!

Our staff is under paid for all the work they do out in the field.

Compensation could be better. For Example, there is no technical compensation for computers and associated software required to teach courses.

With Dr. Myers as our Chancellor there have been many improvements in the Extended Campus and issues are handled in a timely manner. I feel very confident in his leadership.

I would like to see departments taking a more active role in creating their budgets and then living by them. Budget's should be created from a 'O-Based Budget' at the beginning of each fiscal year. The manager should have all budget information at hand on each cost and revenue to be held more accountable for success or failure, or troubleshooting.

### **Environment Comments**

Communication between the main campus and the extended campus is a serious problem. Again providing an example to my responses is the lack of proper communication or notification on all of the changes to FA [edited] is a serious problem. I have found out about the changes mostly through luck, just doing my job and something just pops up. Then I have to call the FA office and I get this major run around until someone can finally tell me what is going on. Not just the issue with employee FA but also the changes to graduate students FA. I will say one good thing: Connie has been a blessing. She at most times is the only one I can get credible info from. Karen has also helped me out on recent issues and has been good. Barbara and Leah are good counselors and we never have problems. As for the rest of the staff, [edited] etc. I have complaints about them as well as do the students. On the trust issue, from a center perspective, my center director is the most non-trusting person I have ever met. We as a center have raised complaints to our regional director but we are still operating under the same emotionally harsh conditions as we have been with no changes. I would even term this as a hostile environment to work in.

Reference Question #19.... the Extended Campus office area needs some drastic improvement. For years, they have been moved here, moved there - like 'we'll find an area for you to fit in'. This Campus staff - as a whole) is very large and it's students constitute a great majority of ERAU. Extended Campus needs to be recognized as a vital and very important part of ERAU – and therefore deserves to work in clean, environment safe, spacious and attractive facility which will reflect it's dedication and loyalty to the students and the University as a whole.

North Island Center is in great need for the "Eagle Look" I would appreciate the University considering the Extended Campus as its representatives and therefore, give it a better "face", just like the Daytona Beach Campus.

The EC building needs repairs. There doesn't seem to be respect for women from upper management men.

The facility at my center is adequate. The IT capability is terrible. We have a brand new Dell PC that uses an

# **ERAU Faculty & Staff Climate Survey, Fall 2003**

## **Comments – Extended Campus**

external slow dial-up modem. There is only one line for two computers and only one person in the center can use the Internet at a time. Since DSL is available for only \$50.00 per month and wireless capabilities enable remote connections for another total expense of \$100.00, ERAU should set the example of IT connectivity for all EC where multiple universities exist in Air and Army base Education offices. It's interesting that my center received two laptops, a new PC, and lots of new furniture...but the IT connectivity is still out-dated and very user unfriendly...almost painfully so!

There have been policy changes that directly impact the Centers and we don't know until we "violate" the new policy. My Center and my Region have policies and environments of mutual respect and trust. There are fine people in positions of leadership. They are good coworkers and good friends.

Overall, the University is an EXCELLENT place to work!

I would like to have more advance notice on changes in policies and procedures.

Currently I work in a hostile work environment. I hope the Dean of World Wide Operations will recognize the situation and improve our work.

What more can I say! Embry-Riddle is helping me with my education and I will do my best to pay the University back with devotion to my job!!! My Center Director of Operations deserves great recognition for her outstanding work!!

If you fail at ERAU you are promoted, if you excel you are a threat. Price and Ebbs should listen to faculty and staff- not ignore them.

Communication between the Daytona Beach Campus, RDO, RAD and finally to the Center is weak.

The physical environment lacks an atmosphere that is conducive to productivity. Equipment is outdated. Furniture is hodgepodge and hand me down, mix and match. The lighting is bad and the air quality is worse. Even though smoking isn't allowed in the building, people stand in the doorways of outside doors and smoke, therefore allowing the smoke to be drawn into the building. I have nothing against people who smoke, however, secondhand smoke is hazardous and we shouldn't be forced to breathe it as it comes through the heating/cooling system. The carpet doesn't look like it has been cleaned since the building was built. There aren't adequate power sources in the offices. Trying to make a more pleasant environment in one's office is hampered by the fact that walls are metal making it difficult to hang pictures. The color of the metal walls and the green doors really leaves something to be desired. When I was hired for this position, I was told that the extended campus is the only campus that operates in the black and that each year millions of dollars are turned over to the residential campuses in order to subsidize their operations. I find it appalling that we work as hard as we do and we must do it in squalor, when the offices I have visited on the Daytona Beach campus seem plush compared to this. This situation should really be rectified.

The EC facilities are not ergonomically correct to say the least. We have a leaky AC unit that promotes molds that are making us ill, old carpet with mold under it that I don't think has been cleaned in years, the air quality is horrible. It's dark and depressing when you enter the building. There are old metal plates that cover old outlets that you can trip on. As you walk through the corridors of our department, there are columns that obstruct your gate. More than one person has gotten hurt by walking into them. Due to allergy symptoms, I found myself at the doctors office. He asked where I worked. When I told him ERAU at the old GE building, he cringed. No wonder you're sick. That's a sick building and I've heard a lot of complaints. MOLD causes illness. Back to ergonomics.... we've had to use the same archaic computer equipment with the older 17 inch monitors. BAD for vision. Especially, when you're working in an entirely electronic environment. I see employees with hand,



# **ERAU Faculty & Staff Climate Survey, Fall 2003**

## **Comments – Extended Campus**

back and neck problems because working in this kind of environment has not been addressed ergonomically. My loyalty is with ERAU, but EC needs some intervention.

Very good program

I don't believe the building I work in is healthy. We have leaks, the carpet appears to have never been cleaned in the 6 years I have been here, and the walls are brown/tan and contribute to the overall depressive state of the department. In addition the lighting is yellow. Since we have zero natural light as we do not have a single window, full-spectrum lights would be beneficial. A skylight or tube of light from floor to roof (not sure what it is called) would help also. An overhaul and total cleaning of the duct system may help.

#23 - Not in this department

(20) Please keep in mind that the male population of European heritage should also be afforded the same treatment as all targeted groups.

In my portion of the department, trust and mutual respect don't exist. I have been told that this is NOT true in other offices. Most of the employees here are too frightened to even speak in staff meetings. Anyone being here a while has learned that if you say anything which disagrees with the boss or one of her ideas, you can be singled-out for poor treatment and humiliation for any length of time to follow.

Again extended campus working conditions are terrible. Nothing has been done to improve this. It is a sick building, poor lights, no windows...

The students are the motivation and reason for being with ERAU.

The EC Headquarters building is not adequate for our needs.

#23, not in this department.

Communication with EC Centers, the biggest financial contributors to ERAU, should be more evident. Centers are the last to be considered for input and professional opinions in all areas of the University. Strategic planning, marketing, human resource management, and program planning are all areas in which CDO's are given even marginal input.

EC Centers (I teach at 3) too small, and classrooms are too small. Communication from the ERAU and EC administration does not filter down to faculty as readily as it might. I learned about web grading at the last minute from the Center Director as my local faculty and dean had not forwarded this information. Even though faculty workshops are held, more of this information needs to be in direct emails to faculty to catch our attention. I appreciated Dr Myers visit to our city and meeting with faculty. But more interaction and passing on of information needs to occur on an on-going basis.

The Extended Campus facility is dark, dreary and depressing the instant you walk in. Communication between managers & employees is very poor as to constant changes in policies & procedures. A lack of mutual respect and trust exists; favoritism is evident. Some employees have been heavily reprimanded, including involving Human Resources, for seemingly small infractions. This has resulted in poor morale. Parking/decal/ticketing issues remain between Safety & EC employees, who don't normally utilize DB campus parking. We also lose our parking spaces to race fans and nothing is done about it, even though the area has supposedly been reserved for us.

I feel ERAU is a great place to work with super people.

# **ERAU Faculty & Staff Climate Survey, Fall 2003**

## **Comments – Extended Campus**

I'd like to know more about how to progress through the instructional ranks. I have been an adjunct at assistant professor for the 6 years I've taught for ERAU.

Effective comm. between Campuses is non-existent. Maybe we could try more comm. at a lower level, such as Dept. level.

Some help from the main campuses for marketing would be very beneficial to the extended campuses.

There is NO communication between working level instructors at the different campuses. Thanks to Ed Landgren, there is an exceptionally high level of communication between instructors within the extended campus centers. Why not promote Ed and let him solve the larger communication problems?

The condition of the Extended Campus needs to be addressed. Mold, filthy air-conditioning ducts, poor quality of air. So many people seem to have allergies etc. The ceiling tiles are filthy and the lighting is poor throughout the building.

The negative comment on facilities relates to offices that are far too small for the work we do and have no outside vision. In short we work in a hanger and we really are not airplanes.

Policy changes that are more restrictive than the POM are presenting some issues in the Extended Campus Centers-CFC being approval authority for a student taking 3 classes regardless of CDO; CFC not allowing adjunct faculty to teach more than 2 classes per term.

I'm very pleased with the environment that the "main campuses" have set for those of us in the "hinterlands." You provide direction and focus without burdening us as professors with unnecessary duties and directives.

We need better classrooms. The lighting and room size is horrible. ERAU needs to invest money into facilities off base to attract more students. You can only get so many students using on-base facilities.

Environment/Working Conditions at Extended Campus: This has been addressed so many times but NOTHING is ever done over at the Extended Campus Building. Perhaps we should have a "trading spaces" week and have the staff from Spruance Hall work over at Extended Campus and let's see how long they would last under these working conditions. The EC building is a "SICK BUILDING" and year after year we are promised that we will either be moved or spruced up, but it still looks the same deplorable, dirty, etc. When will someone clean the A/C Vents, WASH the carpets, paint the walls???? In the past, we've had rats in the ceiling lights, mice running up the walls, snakes, bugs etc. I'd like to see the President and his staff sit over here and see what it's like. Over a year ago we were promised that the inside would be painted and the carpets cleaned, that has yet to be done. Recently there was a water leak, which soaked up part of the carpet, which was never taken up so can you imagine the mold that is hidden underneath and we are breathing that every day. People have allergy problems and a host of other stuff. And our office furniture - its at least 15 years old and falling apart. We still have the old computers and printers instead of new ones. I think its time for OSHA to see these working conditions or have an environmental lawyer come over here.

The factor, which most impacts my job satisfaction, is effective interaction with students and sharing information for their future benefit.

When you use the sink in the ladies room it smells like mold. There was discussion after prior surveys of making improvements to our building, i.e.: painting walls, new carpet, etc. What happened? Every year at new CD training we get comments from the new employees about the deplorable conditions of the EC headquarters in comparison to those in DB offices.

# **ERAU Faculty & Staff Climate Survey, Fall 2003**

## **Comments – Extended Campus**

It appears that Extended Campus is regarded as substandard, especially since the courses have been renumbered and the MBAA is being pulled away. There are many fine instructors in the field and unity among all campuses and not division should be emphasized.

Q#19. Glad to see \$\$ now available to improve furniture!

The extended campus encourages military-like strata that are not very effective in a two-person hop. If the assistant center director is supposed to be able to step in when the director is out then they should be accorded the same level of information as the director. Typically though we are left out of the information loop until it's time to pick up the pieces of the jobs that don't get done.

The Extended Campus is treated differently and it appears that instructors are looked down upon. I believe Alan Bender is doing a great job in trying to improve things.

Information technology helps but we do not know what is going on in the university. Need to get away from the compartmental information.

I enjoy my work environment, coworkers, and the efforts of ERAU to ensure diversity is embraced and harassment of any kind is not tolerated.

I feel that there is a conflict between DAB Campus and ERAU EC and that DAB is so concerned about enrollments they don't care about the impact on the students.

The Extended Campus facility in Daytona Beach needs a lot of improvement. I understand the building is leased; yet that should not force us to work in a building that has poor air quality and lighting. Very depressing!

All of my classes at this center are held in Navy or USCG or private facilities, and I have to drag equipment back and forth every class. The classrooms provided are marginal to inadequate.

The EC building is still dirty: questionable air quality, the carpets should be replaced or at least steam cleaned, a paint job would brighten the place up. Here four years now, I have constant sinus problems, which I did not have before employment at ERAU and now requiring 2 prescriptions.

19. ERAU staff needs more centralized work area to better serve students

Excellent supports in place for the extended campus i.e. student accounting, regional coordinator and evaluator.

Communication needs to be improved. Often changes are made at the EC HQ and not disseminated to the field in a timely manner, let alone asking for input as to the actual ramifications of implementation. While my office and region seem to be a good environment due to the example provided by the regional director of operations, experience shows that when looking at the broader context there have been some inequities which negatively influence trust and respect.

Men are favored in all positions with the University Information does not get the field personal in a timely manner when there are major changes. We still do not have information to adequately run the MSM degree program. How can we promote a degree program that we do not even know? Communications is a two-way discussion. We in the field are talked to by e-mail, never in person, but we do not have communication. There has been [edited] a tone of total disrespect and trust of field personnel. I have high respect for the employees, in the field and at campus, our faculty, and our students. I feel that what we do as a University is very important and I'm very proud of that.

Physical facilities vary widely among the EC Centers where I teach and have taught, but are generally quite

# **ERAU Faculty & Staff Climate Survey, Fall 2003**

## **Comments – Extended Campus**

Spartan. Those chairs get awfully hard over the course of the typical 5-hour evening class I teach.

#19 - Out here in the Extended Campus the local working environment is OK -- its kept lean with 1 director and 1 or 2 assistants & optional secretary. This attitude is positive for the student, and students know this--they see it and comment on it. You always ask questions #21, #22, and #23, and every year you are surprised that the majority of answers say there is not good communication between campuses. Well, there still isn't! It hasn't changed--well it has slightly because it has grown worse over the past year. "Don't call this office, don't call that one" --maybe I misunderstand but that doesn't appear to be communication! Secrecy, bad attitudes, withholding information is the key. Why? Knowledge is power, and if those in positions of power can hold onto their little scraps of information and petty pieces of various administrative details, then they have power over others. You don't have to be a cleared faculty member to figure that one out! The public actually believes that "education" goes in the ivy halls of learning. That may be true for students, but it sure isn't the case for those who work here. What's become important at ERAU is the administrative procedure. The shift is towards procedure, administrating the procedure, and administrating, and away from education. It makes me sad, because I've worked for ERAU for many years, and believe in the mission of the university, and it's unfortunate to see the university go down this path. But I'm not at the top of the power hierarchy, so there's nothing I can do about it. It will keep going this way forever. Unfortunately, for those at the top of the power hierarchy, such as the deans and chancellors, the system works for them, so there is no reason to change, or even conceptualize a problem exists. "Mutual respect and trust??" You must be joking!

EC building still looks depressing and 2nd-rate

The Extended Campus building is sorely in need of an overhaul. The building is over 30 years old and does not represent a professional image. Many places have mold, worn "carpet", falling tiles and no one ever wants to address this problem because always "in the near future" we will be moving to a better location.

Extended campus facilities are below par. Our carpet has never been cleaned in 3.5 years. The contrast is great when we go to the resident campus in DB.

The working environment at the Extended Campus Headquarters is one of paranoia, for the most part. I would say that a lot of employees that I have come to know and work with, are mindful of 'watching their backs', and are afraid to speak their minds in staff meetings. I am lucky that I belong to a small, new department, in the sense that my supervisor gives only respect and kindness in his dealings with the staff. I feel respect from the new Chancellor, but I do not feel respect from the heads of [edited] other departments. DLEO is fine also. I think there is some internal power struggles there, but externally, the Director and Assist Director are easy to work with. It's a wonder that any new department over here can survive the hostile atmosphere that's presented by some of the departments. In trying to work our smaller programs into their big 'systems' and be consistent with the processes, emails and phone calls to not get returned in a timely manner. I sense bitterness, paranoia and hostility coming from several departments. I feel that more of a 'team' spirit needs to be fostered... a more 'can do' atmosphere, and 'how can my department be of service to you so you may succeed?' sort of attitude. Not that we are only an annoyance for a short period of time until we fail and disappear.

### **Survey Comments**

Based on the lack of responses that I have received from other complaints I have voiced to various people I really do not expect the university to give this much more attention other than to disregard it completely. That is all of the respect that I really believe we will be given.

# **ERAU Faculty & Staff Climate Survey, Fall 2003**

## **Comments – Extended Campus**

how can I tell when I don't know what the results of these survey are?

Don't know if this will do anything, hopefully our voice counts...Thank you for listening, [edited – signature removed].

To date we haven't seen any great changes due to the survey. You have initiated diversity training, but there does not seem to be any diversity improvements, especially for women.

I felt the same way pretty much as last year for this survey and still nothing has changed.

I certainly hope that, after going to the trouble of thinking through and expressing my take on the job situation, my comments would not be ignored - if only for others who will remain here.

My experience with climate assessment surveys in the military has been most favorable. I anticipate that his survey will also assist ERAU in improving it high quality of education.

I hope that the Climate Survey will influence decisions to improve the University. Time will tell. Thank you for the opportunity to voice my opinion.

My direct Supervisor does not know how to communicate effectively. Her requests come off as a dictatorship. A number of comments have been made that border on discrimination. Open, honest discussion IS NOT encouraged. It's discouraged by way of being reprimanded. You feel like you have to walk on eggshells. Although hired for a specific position, the duties of my position change constantly. Constantly. I don't have the opportunity to feel productive and intimate with the workings of what I'm doing before I'm pulled off and put on to another assignment. The more senior you are, the more responsibility you have yet there are no perks, rewards, or recognition from it. I

The changes previously made were not discussed or surveyed through the adjunct staff, so the need to change them won't be acknowledged. The survey just gets filed and forgotten.

I have been a member of the adjunct faculty for eight years now and I have witnessed a general deterioration in the way we (adjunct faculty) are treated. I love to teach and have fun doing it, but it is my feeling that as far as ERAU is concerned I am totally disposable.

I haven't seen any changes as a result of filling out these surveys over the years at all.

#25 - I've seen no evidence of this to-date.

I fear I will lose my job for writing this. The director of our office told us openly the first year The Climate Survey was administered that "...2 or 3 of the unfavorable comments this office received came from Library computers..." I (along with others) had to ask myself, 'how confidential can it be?' As usual, I was (we were) intimidated, believing there would be retribution for our honest opinions.

The jury is out on this one.

Haven't seen any results from previous surveys.

Data-driven decision-making is important. However, too often when people generally agree with things being ok, it is seen as ok and no actions are taken when truly some improvement could be used in an area to get people to strongly agree and have more buy in.

I have seen no improvement in the EC Facilities since the survey began (other than safety signs being posted).

Many of these questions held no relevance for me as adjunct faculty for the Extended Campus.

# **ERAU Faculty & Staff Climate Survey, Fall 2003**

## **Comments – Extended Campus**

I am a proud member of the ERAU TEAM, although I just do not see the TEAM, when the poorer get poorer while making it happen for the richer to get richer. There is no credit for the ERAU member's that make ERAU influential around the nation and Our investment in DL is one of the most positive things we have done.

Our over-reaction to the re-affirmation requirements is one of the dumbest things we have done. The third party documentation requirements show a distrust of our instructor's integrity. This feeling is becoming mutual.

The instructors at my center have little use for the course-by-course certification process. The POM requirements are internally illogical and inconsistent.

The POM is out of date. The staff at the main campus should spend more time correcting its own errors and less time adding workload on the instructors. For example, a recent application for certification was sent to the wrong center and remained "lost" for over a month. I have a paper congratulating me for my work at a Center I have never heard of. We will miss Bill Herlehy. He was one of the few sane voices in the crowd.

Depends on who sees the results and who takes action. If Chancellor Skip Meyers is able to take issues for action, he will. I suspect most others will just provide "lap action."

The University, and, perhaps, educational institutions in general are way behind on their diversity and participative management techniques. Criticism is met with a "trouble maker" label and there is little opportunity for discussion.

Since the last climate survey I have seen some improvements take place in the appearance of the office spaces and upgrades in some of the equipment. This is all greatly appreciated.

I am disappointed that there isn't a clear path to getting salary increases based on job performance, longevity, and education. It appears that the leadership wants to reduce the number of extended campuses in favor of distance learning enrollments. My experience with distance learning both as staff and as a student is that this program needs some serious work and quality control put in place.

Probably only at Daytona.

We have had many surveys but I have not noticed much of a change especially concerning the CDO's (except title change)

Show me.

(25) I HOPE THIS HAPPENS

Have not discerned a notable difference since doing these. I hope that the Climate Survey will influence improvements within the University but I have not seen this happen in the past.

Show me results, then I'll believe.

Climate Survey results -- ERAU (those who are in charge) could use the insight into this problem (this climate survey) if it really wanted to, to make a real change for the better. I don't believe that you will. What a shame for everyone. The environment of any workplace depends on what kind of people are in charge. This survey is a way to keep things the way they are. It diffuses frustrations. Administrations and even governments throughout time and history create mechanisms for the public (or employee) to vent frustration so as to keep them from challenging the power structure. (If you don't believe this, try reading history.) Instead of the results from this survey actually being used for the betterment of ERAU, the goal of the survey is the survey itself.

I think this is a good tool to have our voices heard

# **ERAU Faculty & Staff Climate Survey, Fall 2003**

## **Comments – Extended Campus**

I believe that this 'team', 'can do', positive work environment that I mentioned above, must start from the top down. It must be enforced, and when there are any discretions that are reported, the Director, Manager, or whomever should be disciplined and educated on the proper techniques of 'Team Management'. Conflicts and misunderstandings should not be left to 'fester'. Kudo's should be given out to staff on a regular basis. Acknowledgement from upper management of how hard departments work, goes a long way.

### **Additional Comments**

I will definitely never recommend ERAU to those seeking an education, gain employment or teach.

I am proud of my affiliation with ERAU and very happy with the local Center support even though there are some problems with the organizational structure. I applied (twice) for a full time position that was posted and never had the courtesy of an acknowledgement or reply, even after a follow-up.

I am proud to have worked at ERAU for over 22 years and am thankful/grateful for all the benefits that have been available to me. I have watched this University grow so much and expand on the Daytona Beach Campus. All of the buildings are 'State of the Art'. I think it is only fair and about time that the University begin to improve the conditions for Extended Campus. The Extended Campus faculty and staff are proud of being part of ERAU and are truly very devoted and loyal employees. They have always and continue to place the student as "top priority".

I love the work I do with Embry-Riddle. I am committed to adult education and enjoy all aspects of my job. It is the overwhelming volume that has become burdensome.

Pay bands are shamefully low. I work a second job processing credit applications for a local car dealership. This job affords me a unique prospective on the pay scale here at ERAU. Embry-Riddle employees apply for car loans daily and are denied credit because of low pay. Many are credit challenged. This fact is well known among the local NEW/USED car dealerships.

The pay that I receive as an ACDO is NOT at all commensurate with my experience, workload, and not at all complete with the other equivalent jobs in the area. This is one of the reasons for the extremely high turnover in this particular position. It would be easy to leave for a higher paying Clerical position at any time and there seems to be not easy road to advancement.

The survey is OK, but there is not confidence on my part that it will mean anything.

I am waiting to see if ERAU ever truly recognizes the adjuncts in an appropriate manner. The Centers do so but it is a big leap from there to the rest of the University.

A part-time employee puts in more hours than an adjunct faculty member but yet there is no sort of tuition incentive while all instructors have unlimited tuition incentives.

I think I have said enough.

Staff vs. faculty is either or, and I am both.

I like the new organization in the extended campus, and I hope it works. I see a lot of friction. To be on equal footing with others each should be equally compensated and equally recognized.

As a DDL Instructor, much of the survey was not applicable. I am generally satisfied with ERAU and hope that the DDL program continues to grow and improve.

# **ERAU Faculty & Staff Climate Survey, Fall 2003**

## **Comments – Extended Campus**

I decline to identify gender.

Embry-Riddle does seem to go a long way to make sure that employees have valuable benefits and it is appreciated by this employee. I really enjoy working for the university. I do think that there should be an option to use our spouse's tuition waiver (6 classes per year) if they elect not to use it. A little more tuition would be beneficial to many employees.

Hmm. What does gender have to do with this?

I enjoy teaching and helping our young military men and women further their education.

Do part time adjunct faculty count as employees?

I have been with the university for 6 years and I can honestly say I have seen little, if any change. Leadership (management) is top down with very little input from the bottom. When we at the bottom are encouraged to speak and we do it is as if nobody listens. There appears to be a double standard regarding university funds. All employees are to be good stewards with the university money, yet time after time we see and hear how the upper level leaders & their staff went on this trip or that trip staying in \$200 night rooms in gorgeous hotels and eating fine food. Try eating at BK and staying in a Motel 6 and see just how much money can be saved. You will be surprised if you do this across the board on all three campuses.

Extended Campus facility is out of site out of mind. I am embarrassed to bring any family or friend into the building to show them where I work. It is a depressing building to come in to. Of course, being the worker that I am I can put that aside and put my exasperation into my work and concentrate on the task at hand. It is just disappointing to feel like we don't matter since we are not seen because we are not on campus.

I have been on staff with Embry-Riddle for almost two years, and have only taught one class. It seems to me that the university is hiring more faculty members than it can use.

Regarding different treatment for men, women, and minorities; you cannot have it both ways. Either women and minorities are given preferential treatment or they are not. If they are, then non-minority men are treated differently, i.e., worse. I am tired of the double talk regarding the issue of preferential treatment for some groups--if one group is treated better, then another has to be treated worse. I have no idea whether I personally have been treated better or worse, but if there is a system of giving preferences in the university, then I certainly could have been.

I truly am appreciative of the opportunities I've been given and benefits afforded me at ERAU. My only concerns are mentioned above, and they are the resounding issues that I see repeatedly at each regional conference and also World Wide Conferences by many extended campus personnel.

Until you address pay issues and give us appropriate tools to do our jobs, little will change. Colleague is unacceptable. The training on colleague is worse. We operate with outdated equipment and there is little or no training in this job. I am a very positive person. We do everything we can for our students, but our faculty and full time workers get little or nothing for all the hard work we do. The worldwides I've attended are not well managed and have provided me little in the way of help at the center level. My personal opinion is that you do not listen enough to your centers and listen way too much to faculty advisors and that side of the chain of command. I would love to sit down one on one with Dr. Myer and tell him how it really is out here in the trenches. You probably think I am a whiner, but I am not. This organization's infrastructure is average at best and the only way it keeps going is the center directors and assistant center directors jumping out their butts doing things the hard way with obsolete equipment and little or no help from headquarters. I will continue to



## **ERAU Faculty & Staff Climate Survey, Fall 2003**

### **Comments – Extended Campus**

work for Embry-Riddle because I am a professional. I have implemented things that have improved my organization and will continue to do so. A little help from Daytona Beach would help matters though.

Overall things here are better than most places to work. The benefits are awesome, however, it would be nice if I could pay my mortgage and vehicle payments and still buy groceries. Which is not the case.

Enough with the words - let's see some recognition (in terms of compensation) of the role that the EC instructors, largely adjuncts, play in this University.

I am very proud to be an ERAU employee.

During my recovery from surgery South-Central was great in keeping the center open and providing support. Even the extended campus staff at DB were so helpful to the temporary staff. KUDOS to the university!!!!

I hope this isn't just a "feel good" exercise, but will actually result in some improvements.

The Faculty and staff support at my level are outstanding.

Please use this info for good use.