

ERAU Faculty & Staff Climate Survey, Fall 2003

Comments – Daytona Beach

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).**

DAYTONA BEACH CAMPUS SUMMARY

Of the 290 Daytona Beach campus employees who responded to the survey, 127 (44%) 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/ (~69 comments, 54% of DB comments). “I'm sure everyone here is thankful they still have a job but giving everyone a 1.3% across the board raise does not make for a great morale booster. There is no incentive for those who do perform in a superior fashion to continue if they get the same raise as someone who is just mediocre.”

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Lack of respect/trust with senior leadership/organization, in general (~46 comments, 36% of DB comments). “The administration beyond my chair could care less about my opinion.” “The administration does not seem to have any faith in the collective wisdom of the faculty, so it is hard to have faith in the administration.”

Allocation of resources, in general (~40 comments, 31% of DB comments). “There continues to be MUCH spending going on. Should we really be spending a million or so dollars to have an air show when many people who work here have to work another job to supplement their incomes just to make ends meet??” “How much has been spent on a cosmetic issue (new trees around Spruance) while real needs go unmet?”

Climate Survey results/actions (~39 comments, 31% of DB comments). “Thank you for this great opportunity.” “I considered not wasting my time on this thing. The last two surveys showed increasingly negative results but were spun otherwise.” “The only thing worse than not doing a climate survey is doing a climate survey and then not changing anything based on the results.”

Unrealistic/Overwhelming workload (~35 comments, 28% of DB comments). “Imposing ‘community college’ workloads on faculty expected to do ‘ivy league’ research is unreasonable and unworkable.” “One thing I have noticed throughout my years here is that I have less and less chance to end my day after 8 hours. I am increasingly required to be here for 9 and 10 hours without any care for my life outside of work.”

Lack of shared governance (~28 comments, 22% of DB comments). “The broad perception is that the administration is going to do whatever they want with little effort either at building support among the faculty or involving the faculty substantively in decision making.”

Diversity (~27 comments, 21% of DB comments). “The so-called “Year of Women” here is a farce. University leaders don’t recognize just how many of us who are ALREADY HERE are intelligent, educated, talented, and ready to lead.” “The University, once again, has NO higher level administration from an underrepresented group.”

Lack of respect/trust with Chancellor, specifically (~23 comments, 18% of DB comments). “The Chancellor is trying to understand the institution and I give him credit for that, however, he does not seem to listen effectively.”

My opinions do not count (~22 comments, 17% of DB comments). “When I attempt to provide a more effective idea, my supervisor does not listen to what I have to say at all.” “My opinions seem to count at the college level, but not where it really matters for budgetary and resource allocation decisions, at the administrative level.”

Lack of respect/trust with President, specifically (~21 comments, 17% of DB comments). “The current president is a figure that seems to be elusive to the student population and to both faculty and staff.”

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Working against/not supporting University mission/goals/vision (~19 comments, 15% of DB comments). “We cannot seem to decide if we are to emphasize aviation or education, a training school or a traditional university, or what values are important for daily operations, despite what the overall mission and goal statement indicates.”

Benefits (~18 comments, 14% of DB comments). “Why are they doing away with CAP loans again? That is such an awesome benefit.” “Something has to be done to curb the yearly increases in the Volusia Health Network premiums for family coverage.”

Low/Poor morale (~18 comments, 14% of DB comments). “Morale is at an all time low in my time here at ERAU. I still enjoy my work, but I do not look forward to coming to the office like I used to.”

Assessment/Planning/Budget process (~17 comments, 13% of DB comments). “The planning process is well defined, but the manner in which strategic goals are supported through time and money is not well defined. In fact, it seems to be ad hoc and entirely too top heavy.” “The system is a good idea on paper. Unfortunately, fewer and fewer people are reading the paper. If people USED the five-step assessment process, now that would be something.” “I have no time to attempt to understand any planning or assessment.”

Poor/Lacking facilities (~16 comments, 13% of DB comments). “The Academic Complex is poorly designed and poorly maintained, although I was pleased that most or all of the classrooms now have the technology needed.” “Some buildings need new carpet and repairs to the walls and the buildings.”

Allocation of tuition increase money, specifically (~16 comments, 13% of DB comments). “Tuition increases have not rolled down to department budgets.” “Large tuition increases are poured into a pot that goes who knows where: 17% tuition increase; 1.3% general salary increase. Look at the numbers. Examine where the money is going; more to non-academic spending. Less to academic spending.”

Ineffective/Poor computer technology (~15 comments, 12% of DB comments). “Although I have access to technology I need, there have been too many hardware and software problems this semester to use them effectively.”

Poor/Lack of communication (~14 comments, 11% of DB comments). “The communication is relying excessively on internet-based media. The pile-up of material on Blackboard is not at all conducive to good communication.” “There are too many mass e-mails. Use other forms of communication such as announcements in ERAU Online.”

Poor/Lack of University structure (~12 comments, 9% of DB comments). “I figure we're now spending about \$700,000 a year on the Daytona Beach Campus alone for deans,

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their associates, secretaries, and other overhead associated with this additional level of bureaucracy. I have yet to see one benefit.”

No opportunity for professional development (~11 comments, 9% of DB comments). “I want to participate in Professional Association activities and my supervisor encourages it, but does nothing to make it happen.”

ERAU good place to work (~11 comments, 9% of DB comments). “I fully enjoy my job. This is the first position I have held that comes close to financially supporting the educational philosophy they profess. Thank you!” “I work with a great group of people; it is fun to work here.”

FORMAT FOR DISTRIBUTION OF ALL COMMENTS

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

University Administration
Daytona Beach
Prescott
Extended Campus

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

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

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Job Comments

Where is the "hell no" box. This would apply to questions 1 and 4.

My direct supervisor MICRO MANAGES me. He does not know how my office runs and should leave the "business" up to me.

How can I answer positive to the question on my opinions do they matter when they don't even listen to my boss!

Let's discuss question 1. It seems to me that the ERAU management is more interested in fixing financial problems and is loosing site of providing high tech quality education. You say that we never have any money for something, which we all know, is not the truth. Why do we seem to have money for the citation jet however we can't afford programs for the students.

There are several people in our department who need new or upgraded computers but we do not have funding in our budget to support this.

Budget/student assistant cuts adversely affecting some courses. 12 Hour teaching load AND expectations of outstanding scholarship. Chair (sometimes) and Dean (always) unilaterally making decisions without faculty input.

In this dept. opinions seem to fall upon deaf ears, as well as campus wide.

I fully enjoy my job. This is the first position I have held that comes close to financially supporting the educational philosophy they profess. Thank you!

My workload very much does NOT allow me to engage in any kind of professional activities other than preparing for class and grading papers and exams.

(1) Although I have access to technology I need, there have been too many hardware and software problems this semester to use them effectively. As I understand it, despite growing problems with Blackboard and our intranet, we have added Prescott and the extended campus to the calls handled by IT. Despite the vastly increased workload this created, only 2 new people had been hired to cope with this, leaving faculty without effective IT support. The library is woefully inadequate for my research needs. (2) While my colleagues have been wonderfully generous in sharing their expertise with me, I have never once found technology workshop offered that did not conflict with my teaching schedule. (3) Imposing "community college" workloads on faculty expected to do "ivy league" research is unreasonable and unworkable. (4) This depends on the level we're talking about: authority figures in my Division listen respectfully. However, higher administration reacts quite negatively to any comment they find inconvenient. Everyone who complains about a problem is dismissed as "whining," in other words. This is hardly helpful. 5 & 6. As stated above, I like and respect my immediate supervisors and feel that this is mutual. The overall organization, however, radiates a palpable air of disrespect that I find not only distasteful but also quite puzzling, disappointing and unprofessional.

For item 4 above, my opinions seem to count at the college level, but not where it really matters for budgetary and resource allocation decisions, at the administrative level.

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Within my own department, I'm made to feel like a valued member of the team by administrators and co-workers, at least verbally, although not backed up by financial reward. It is still in my nature to care that the job is done right, and that the students and faculty depending on us are well served.

My opinion is taken into consideration by my immediate supervisor. However, our department head is very close-minded when it comes to anything I have to say. I'm looking out for the best interests of our department, its employees, and the students that we serve. I don't feel that same effort is being put forth by our leader. Morale is at an all time low in my time here at ERAU. I still enjoy my work, but I do not look forward to coming to the office like I used to.

My opinions seem to matter to those in the department. It is very clear that the upper administration, e.g., my dean, chancellor, and the president don't value my input or the input of other faculty. This is evidenced by the fact that, after several years of a consistent message, nothing has changed. In fact, in several respected, things have gotten worse. Workloads need to be altered to come into alignment with the expectations of increased research and scholarly activities. Funds at the department level for attending professional meetings and such have decreased significantly over the past several years, especially since last year. How can this be when the recent tuition increases were supposed to go to academics? I get memos from my chair asking us to stay in cheaper hotels when attending conferences, that the department will no longer pay the full dues, etc. Again, where is all of the money that was supposed to be raised for academics by the tuition increases going? It is certainly not going to the departments.

My workload has always been disproportionate in relationship to others in the same classification. In addition, I lost a position and had to assume managerial responsibilities for 3 other positions in the office (with no pay or title change). I want to participate in Professional Association activities and my supervisor encourages it, but does nothing to make it happen. In addition, our office is considered a campus level department, but my position had direct university administration and that setup causes inadequacies (sp).

I use a chalkboard in my classroom; I have a hard time getting chalk. Most days there is no paper for the copy machine. On days that there is paper there is no toner. The Harvard of the skies should not be using chalkboards, especially chalkboards that are so old they are peeling apart.

Great classrooms and computer resources; Lots of nit-picking over minor budget items this term Where is all these large tuition increases going? Not allowed to pursue professional meetings – no money available. This place is asking way too much of its faculty. I have work at several universities and this place works its faculty much more than others for less payoff. The administration beyond my chair could care less about my opinion. The senate is a joke! No one cares what they do or think. Direct supervision is not the problem. We work well together. Top-down management is the problem. Chairs have increasingly limited authority. No one below the chancellor is allowed to make any significant decision.

The pressures to engage in service, teaching, and publishing are too extensive. I cannot manage a quiet minute to focus on issues that I might wish to research because, if I'm not running to class, I'm running to a meeting of some committee or other. I wonder whether collective bargaining might offer a breather or two.

Info is never passed down from above.

When I attempt to provide a more effective idea, my supervisor does not listen to what I have to say at all.

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Requests to attend seminars and symposiums denied based on "budget" while the supervisors travel worldwide for their personal projects. Teaching tools denied based on requiring a "Business Model". I thought education was our business! What are the tuition increases being used for?

I respect my direct supervisor but do not believe that he has the ability to do a lot to improve the situation. I sometimes get the feeling that he is afraid that his position might be in danger if he speaks his mind freely.

Safety dept has an incredible "glass ceiling" and "good old boys club" in place

In the past two years I've had more students in my classes than ever before (this is not my imagination--the caps for courses were raised.) Moreover, I'm told we don't have money for student assistance at the levels it was once available. Add to that more time in the classroom with mandated longer terms, required workshops, training sessions, convocations, commencements, parades, etc., a 1.5% raise, and it gets annoying. I love my job, and I'm committed to ERAU's success, but it's becoming evermore difficult to stay enthusiastic....

Due to inadequate budget allocations, our department is not allowed to acquire the software needed to properly teach our students, therefore the students as well as the program suffer.

For the past year I have been developing FA420 (the CRJ 200 course). Most of the efforts I have made to increase the quality and effectiveness of the training and devices have been met with a "We don't need that" response. The pressure has always been to get the student in the Frasca CRJ, not to improve the quality of the training, or to even insure its accuracy for that matter. For example, the Beech 1900 and Boeing 737 programs have always used the modern, efficient and very cost effective method of Computer Based Training (CBT) to teach the students about the systems of the airplane. A year ago I lined up the Bombardier CBT for us to use in the CRJ program. I told my boss I would be using it and how much it would cost. For the rest of the year we developed the ground school to cover all the additional items that would not be included in an Aircraft Systems CBT. I made every effort to be sure we had the best and most complete and accurate materials to use. On the day I started the ground training I found out that the University would not purchase the CBT. It had not been arranged during our year of development. The ground training was devastated by that action. We no longer had a ground school for the CRJ. When I said I would have to continue training using the completed and usable B-737 materials and equipment, I was told that was not an option. They said to just give the students CRJ books and have them study on their own to learn the systems. The students in the CRJ course now know that while their peers had CBT for systems and a correctly working training device, they will have to study systems on their own and go into the CRJ on 12/8/03 no matter what. There are currently so many pages of discrepancies on the Frasca device that it could never be corrected in time for the students to use. They will probably want their money back. One way of avoiding the train wreck which is about to occur would be for someone to immediately give the green light on getting the Bombardier CRJ 200 CBT program.

Classroom equipment doesn't always match request/needs. Direct supervisor does not pass on important information. Most women are not even asked for their opinion, so "no" it does not seem to count.

I have way too much to do and not enough time. The workload issues that my colleagues and I face on a daily basis are just ridiculous. Not only that, Price and Ebbs seem to be oblivious to this issue. I know that they have been informed about this and seem to just ignore it.

CRJ-65 training program CBTs have been pulled from the training program and I feel that they would be an

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important key tool in the training of pilots. Also the CRJ-65 simulator has some software flaws that have not been resolved since Frasca's initial installation.

Teaching workloads are too great to allow sufficient time for scholarship and service.

The department structure is very top-down. Management makes decisions/changes without input from staff affected. There is little room for advancement.

I do not feel that my current workload allows me to even keep up let alone engage in a variety of activities.

There are too many activities on the service side related to various department, college, and university wide administrative and bean-counting functions. This seriously interferes with our primary tasks of being teachers and scholars.

I work with a great group of people; it is fun to work here.

ERAU is a wonderful place to work.

I have not had an evaluation in 4 years, and fear a surprise is waiting to eliminate my position due to budget constraints not based on my contribution to the institution or the effectiveness of my work or position.

I believe my supervisor only hears what he wants to hear, not what is reality.

Love my job! Unappreciated by boss' boss. It's rather pathetic the way I am treated by the person in charge.

Due to lack of funds in the Flight Department, we are unable to acquire computer software necessary to teach effectively.

I have never been formally evaluated in any way and would welcome an occasional interview with the department chair or vice-chair regarding my work.

In reference to question #3, if the University expects the faculty to be heavily engaged in research and other scholarly activities, the course-teaching load has to be reduced. If reducing the teaching load means having GTAs teach our courses, then that would be a mistake. Our students need seasoned experienced faculty members teaching them. My response to #4 is based on the University as a whole, because I get the impression that the University Administration does not care what the faculty think. Shared governance does not exist. The administration would like to have the faculty under their thumb, with everyone so afraid for their job that they are afraid to speak up and voice an opinion.

Workload is excessively high, making it nearly prohibitive to succeed at the University, especially when expectations are not always clear (for example, the promotion and tenure process). As a faculty member I find myself getting spread so thin based on demands that very little can be accomplished with high quality.

It seems as if the university is going in the wrong direction. Decisions for our future airline pilots are being made by old military goats. These prof. have no concept of what is going on within the industry. We are slowly sinking to a level that will not allow us to keep our "Harvard" reputation.

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(1) IT does a wonderful job, but they really don't seem to get what hardware-based computing classes require. In the Computer Engineering and Software Engineering programs, we have several classes that use special-purpose hardware that has to either be installed in or talk to computers. (2) IT tries to accommodate the specific needs we have, but, in general, they seem to lack the vision that what we are doing doesn't fit into their "single lab image" model. That leaves us in a lurch regarding they don't have the expertise or vision to install and maintain our particular hardware systems, but we don't have the resources or access to do so ourselves. (3) Teaching load plus service load has overwhelmed my ability to conduct substantial research activities. The result is concern on my part that my tenure portfolio will be adequate. (4) The institution is not trust based. Instead, the atmosphere is based on distrust and suspicion. In that context, individual faculty and staff opinions and concerns count for little. The broad perception, whether adequately captured by this survey or not, is that the administration is going to do whatever they want with little effort either at building support among the faculty or involving the faculty substantively in decision making. At the department level, senior faculty who have, sometimes unknowingly, bought into the entire local culture of mistrust extend that culture down to the interaction with less senior faculty members.

Annual performance review was is not completed or reviewed in accordance with the faculty handbook for the last two years. Membership in professional organizations is discouraged. Attendance at seminars is discouraged. Chair appears to have a closed-door policy: it's closed cause he is never around. Hard to make an appointment cause his admin assistant is not in the office much either. Very difficult to even get a duplicating request signed sometimes. I still can't figure out why I can't be trusted enough to send an exam to duplicating without high-level approval anyway. Why was a new academic calendar adopted over the objection of the db faculty with no clear explanation?

I feel comfortable in my position and have a wonderful job.

I had to initiate the process to start my own performance evaluation. To date, I still haven't seen a copy of the notes from our meeting.

Re #6, this is a yes but situation. She tells me how I've messed up regardless of documentary evidence at hand.

I love "my job".

While direct supervisor does what he/she can, above that level is non-responsive. Growth opportunities only occurred due to my own efforts and expenses, little available funding here unless you can play the game

I'd like an office with a window and that isn't over air-conditioned, but other than that, I have no complaints.

What a crock, number 6 is. If a supervisor only talks to someone once a year about performance objectives and progress, then they shouldn't be a supervisor. A normal person should get feedback at a minimum 6 months and preferably 3 months. How our direct supervisor handles this, is to hire another level of middle management

Need a better computer!

ERAU expectations are not in synch with the budget provided nor does the University provide its employees with the proper flexibility to succeed. It appeared that we had our "best" year ever but we were not allowed even some basic supplies/equipment. The raises were minimal but the expectations and hours worked were

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enormous.

Workload is nearly unbearable; due to present economic climate is the only reason I am forced to stay here

Operating budgets have remained stagnant for several years and with what is allocated for Dept needs and trying to update computers you can't do both and it gets frustrating and old. Staff equity has not kept paced

My supervisor is quick to try and run "my" office, when in fact he doesn't really understand (or have a clue) concerning my "day to day" business.

At the department level we seem to have the leadership/management issues resolved. I am working harder now than I did in my previous career, at half the pay!! And, I do it gladly because I love what I do and think that it is very important.

#6 my supervisor supports me daily with progress I do with in my job...she does not wait until one yr goes by...no surprises I have a lot of support with her and she's always teaching me new updated ways to process something...Her Name is Trisha Webb/Library Cataloger and I wish she would be recognized someday by someone.

Much improved in the E building!

I really enjoy my work and the university environment. I am totally content with my position and I have a great relationship with the people in my department. The only thing negative I have to say is that I am currently updating our website and it is not very user friendly nor are my calls being returned from the support people.

I am very pleased with my department chair and with my department. Overall, my colleagues are very giving and have provided me with a great deal of support. My department chair has also been wonderful and has made sure that I know that I am appreciated. My only complaint is workload. We teach more students than community college professors and perform equivalent service and yet are required to do the research of professors at research I institutions who teach one or two courses.

New employee

Faculty office and classrooms are in poor quality. I do not have the space nor the resources nor the adequate time allocated to pursue scholarly activities to my full potential. My workload has become overburdened with committee work and business initiatives that rarely result in any benefits returning to growing my position or my curriculum.

I am happy to work at Embry-Riddle. I feel my job challenges me in the right ways. One thing I have noticed throughout my years here is that I have less and less chance to end my day after 8 hours. I am increasingly required to be here for 9 and 10 hours without any care for my life outside of work. And if I want to leave after 8 hours I am told I am not doing my job when I do not even get paid overtime.

I make the time, but suffer the consequences, i.e. stay much later than 5 p.m. to complete the tasks I set forth to do for the day.

My office is overcrowded and I need new modular-design furniture, not the old rejected broken furniture, in

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order to get organized to work efficiently.

Workload is too high to accomplish research related to classes.

I've only been at this job for 4 months.

Overall, I enjoy my work and workplace. The lack of a sound barrier between the public area and technical services area of the library does make it difficult to work effectively. The dept's travel policy (which is different from the University's) discourages staff members in the technical services area from obtaining needed continuing education.

The essential complaint is one of leadership. I did good work for my boss, made her look good, made the department look good. She let me go and lied to me about the reason she did it. I deserved better. Perhaps being let go was the correct decision. Lying to me open-faced was NOT. This affects my loyalty, faith, and confidence. It affects ERAU's reputation and caliber.

Organization Comments

Still missing the "hell no" button. The budget allocations and direction of leadership needs to be strongly looked at.

Cost of health care is getting out of hand. ERAU should help us reduce the cost (pay part of it) since our annual raises are almost non-existent. Gasoline, medical care, and other areas are rising and a MUCH higher rate than our pay.

Now let's discuss question 11, 13. Words really seem to fail me right now for the reaction to this is just plan incomprehensible. I feel this would take up way too much time. In these difficult times, it should not be surprising that management might need to take some salary cuts. We need to get the university back on track and fix some material issues that loom. We are cutting corners in providing services to students. This will not help. Others will learn of this and choose any one of the other institutions of higher learning for their education needs. THIS SEEMS SIMPLE TO ME. Now let's talk 14 and 15. Budget allocations!!!! That's absurd!!! We are again attempting to cut corners in the areas of providing services to our students. Remember, these students and the future ones will be paying our bills. Let's give the departments enough money to provide adequate materials for a proper classroom/learning environment.

Our upper-level management remains largely male-dominated and underrepresented groups are not placed into leadership roles.

*I'm sure everyone here is thankful they still have a job but giving everyone a 1.3% across the board raise does not make for a great morale booster. There is no incentive for those who do perform in a superior fashion to continue if they get the same raise as someone who is just mediocre. Why can't the president give up a couple of golf trips on that jet? Maybe then our raises could be more substantial. * There continues to be MUCH spending going on. Should we really be spending a million or so dollars to have an air show when many people who work here have to work another job to supplement their incomes just to make ends meet?? We are not all

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retired military with a pension coming in!! *Why are they doing away with CAP loans again? That is such an awesome benefit. If the way the procedure is managed and executed is flawed, work on fixing it-- don't take it away from us. Punish those who abuse the system, not those who don't!! *Whose bright idea was it to start mailing paychecks to individual's homes? That would be fine if HR could guarantee that checks would be delivered-- and delivered on time. With the Florida mail system that is literally impossible. I once mailed something from Daytona to Deland and it took 22 days to get there. I certainly can't wait 22 days for my paycheck to be delivered. And what about the cost associated with postage for mailing these checks? With all of the identity theft going on right now, how hard would it be to lift a check from someone's mailbox? Not only will they have the check, they'll know how much the person makes, where they live, where they work, and what their social security number is. If that isn't a recipe for disaster, I don't know what is. If people choose to still receive a real check, they do it for specific personal reasons and they should have the choice. This is a ploy to cram direct deposit down our throats. When someone assumes my identity because they steal my check out of my mailbox will the university be the one who does the legwork to get it corrected and clear my name? I think not!!

President is ineffective and leading our top-rated programs in a very wrong direction. President is obviously against any sort of shared governance. Tuition increases have not rolled down to department budgets. President's travel and entertainment budgets are highly suspect and should be audited by an outside, neutral organization. Faculty morale is the lowest people can remember. Chancellor has the confidence of virtually no one. His arbitrary 'raising the bar' on promotion and tenure candidates and promoting and tenuring candidates who were NOT recommended by their departments was inexcusable. He is a terrible public speaker and an embarrassment at public ceremonies. The elimination of the Fall graduation was wrong. His alluding to the faculty handbook as a joke certainly did not go over well. The convocation parade would never have been an idea of someone with common sense. He provides only lip service to shared governance. The Aeronautical Science Dean does not interact with faculty. The council of deans is viewed with suspicion and should in no way be construed to represent the faculty. Air Science students are leaving for other programs mostly due to the exorbitant cost of flight. I have absolutely no confidence in the president or chancellor. Both have lost sight of our niche and the fact that Air Science and Aerospace Eng acquired their status through teaching and not research. Turning this university into a research university will harm both programs. Strategic Planning is "Top Down".

The current president is a figure that seems to be elusive to the student population and to both faculty and staff.

Health plan choices are limited and the service provided by the health plans, does not match the Industry leading environment that ERAU is trying to maintain. Prescription drugs that save money on non-drug expenses, such as hospitalization and surgery, are being dropped. The health care plans for employees are not on par with an institution of this size.

9. Chancellors and College Deans are two separate categories; I have no issues with the College Deans; the chancellor, however, is a different matter altogether. I believe he does more than his share of creating a negative attitude toward my entire department.

It is not possible to live on most of the jobs at this university without having a second job or a wealthy family. The pay here is already a joke, and the raises last year were nothing but a total insult. The fact that you think any of us would care about your stupid "visions" and "assessments" in the same year that we get a joke of a raise is just beyond comical. It shows exactly how much you think of the intelligence of your work force. I

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don't know a single staff person here who isn't either 1) constantly on the lookout for a better opportunity, 2) just using their job here as a stepping-stone on their way to something else, or most commonly 3) just working day to day in quiet despair drowned by pills or alcohol. Your comforting but confusing administrative double-speak will always fall on angry and deaf ears if you do not provide employees with adequate compensation. There has been a general lack of effort put forth when it comes to hiring women and minorities into management or faculty positions. The University, once again, has NO higher lever administration from an underrepresented group. The pay raises this year were almost insulting. I received high marks for my performance this year and was not compensated with anything other than the "cost of living" increase. That increase equated to just over \$16 per pay.

How can we be expected to have confidence in a president, who after 5 years, has failed to put together an effective and stable management team? How many failed searches have we had and how much have they cost in terms of money and reputation? How can we be expected to believe a president who continues to lie to us using double-talk to justify his decisions? How can we continue to believe a president who says the tuition increases are for academics, yet nothing shows up in the bottom lines of the academic department budgets? It is time for a new president of ERAU. One who is committed to working with the rest of us to achieve what we are capable of doing. How can we trust and believe in a chancellor who publicly calls our faculty handbook a joke, especially when he is constantly reinterpreting it based on his own opinions and totally devoid of any notion of shared governance. Our chancellor continues to be very condescending towards our faculty and faculty governance structure. I think he fails to fully appreciate that it was not the senate that voted no confidence in him, but was a quorum of the faculty assembly. Our chancellor may be a good administrator, but he is no leader. We need a leader to effectively manage the changes and challenges that affect us all and do it in a positive and inspiring way.

It is becoming more evident that our stated goals and visions are different from the ones the administration is trying to achieve. A lot of energy is being expended on the process, but the end results seem to be same. We still have a long way to go. Maybe new leadership will improve this. We can do all of the planning we want at the department level, yet when the money is allocated, nothing can be accomplished as it seems to go elsewhere. I am not aware of any formal assessment process that is currently on-going in my department or college. How can we believe what anyone says about how the budget is allocated when we are told one thing and the results show another? I think we the progress we started towards pay equity a couple of years ago has halted, especially considering this years pay increases. It is very clear by the salary policies of this administration that people are not really valued.

I don't feel I am adequately compensated for the level of work I provide for the university for the reasons mentioned above.

Compensation is neither reasonable nor adequate, how can it be with raises being less than the increased cost of living. Cost of living increased 4% and we have a salary increase of 1.5% then my salary lost 2.5% in buying power last year. Can you think of five women or underrepresented folks in management and faculty positions? I couldn't.

Support our ERAU traditional goals. Many in high places don't support these goals and have their own agenda - self-centered career building agenda. Poorest leadership I have ever seen at a university or in industry. The senate no longer speaks for the faculty, the Dean's Council decides everything and only by direction of the president. Senior administrators are scared of the president. Heads roll when people disagree and they know it.

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We have a climate of extreme fear. Agree or your life will be made miserable. People making major plans have no idea what has made ERAU a successful university. They are killing this place and it starts at the top. Assessment activities are a joke. They are simply a complicated paperwork process providing job security for those who have high visibility doing them. The results never seem to be meaningful or helpful. Most faculty don't even know what the five-step method is. Salary and benefits are below par for what we are asked to do. Nothing is ever enough around here. Little is appreciated. Large tuition increases are poured into a pot that goes who knows where: 17% tuition increase; 1.3% general salary increase. Look at the numbers. Examine where the money is going; more to non-academic spending. Less to academic spending. Budget numbers are commonly manipulated. This place is going the way of a major corporate scandal. One of these days these "big spenders" will get nailed. They continue to live the high life while departments are asked to pinch pennies. There is no real commitment to hiring women. They are being driven away by our absurd expectations and low pay standards.

I would love to see the decisions of ERAU based on the people - the students and the employees. We live in this environment daily, and we want to know we matter to this university.

I have no time to attempt to understand any planning or assessment; teaching, service, advisement and student contacts, scholarly activities are too demanding to live space for reflection. I also have no idea why administrative issues take so much of the budget, when teaching and learning is what this institution is really all about.

When the Chancellor of the University trashes both the Faculty Handbook and Shared Governance in public, one wonders just where this administration is headed. At least they have the corporate jet to accelerate that trip! Get a Chancellor that really cares about the entire university (students, faculty and staff) and has the vision and the leadership skills to manage these responsibilities.

The university and campus efforts toward diversity training and student retention represent sound approaches toward campus unity.

If the workload data is not helpful, what is helpful?

The organization is a mess --- we have no leadership at the top! We need an audit of spending by the President - talk about a pompous ass with no respect for the institution or anybody in it. How can someone claim to be a leader if nobody is following him other than a few "Yes MEN" who are primarily motivated by fear of losing their jobs.

ERAU has not done a whole lot to improve the pay to its employees. Constant rises in tuition every year and staff only gets a 1.3% raise? Where does this money go? In two years of employment I have seen my yearly pay go up a total of \$800. It does not seem right that we can have new trees and plants planted around Spruance hall but can not get a decent raise. The employees are a very big part of what makes this school run and should be treated a little better. Dr. Ebbs says that he knows the employees are underpaid but does not direct any of the money made from tuition increases toward the employees. Also, the university does not reward the employees who are deserving of being noticed. The university seems to reward those who can kiss the boss's butt the most. I have watched someone get passed over for a job because of not having a 4-year degree and then watched another person promoted into a position higher without a 4-year degree because she kisses the boss's butt. The university leadership needs to take a good look at the different departments and fix

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these problems. Try showing a little concern for the people who work for you.

I figure we're now spending about \$700,000 a year on the Daytona Beach Campus alone for deans, their associates, secretaries, and other overhead associated with this additional level of bureaucracy. I have yet to see one benefit. What I have noticed: 1. The administration is more cumbersome, convoluted, and unresponsive than ever before. 2. There are more mandatory meetings.

ERAU is headed in a direction that is detrimental to its historical niche market. The faculty are trying to express that opinion, and the administration is usually condescending and often insulting in pointing out that they do not think the faculty has a University Administration seems very wasteful of large amounts of money, and does not give money to the academic departments, rather cuts their budget. Academics is why we have an ERAU.

17-I did not deserve the snide, rude treatment I received from Human Resources when I contacted them with questions about the online pay slip system. 16-Why is the CAP loan benefit being discontinued, without any announcement to the university? Conversely, why is the tool loan (TAP) benefit being continued? 18-The so-called "Year of Women" here is a farce. Also, why is this question just about "HIRING" women and underrepresented groups? Let's also talk about "PROMOTION", developing internal talent, mentoring, etc. The university has a long way to go in this area, as it seems from the wording of this question that university leaders don't recognize just how many of us who are ALREADY HERE are intelligent, educated, talented, and ready to lead. What a slap in the face the staff's increase was this year...very discouraging, especially when you see thousands being spent on palm trees????

The College level deans have added a new level of bureaucracy with very few decisions making powers so nothing gets done.

Increases for staff were embarrassing this year! When are you going to bring the benefit package into this century?

It never ceases to amaze me just how out of touch the upper administration at this university is with the rank and file faculty, chairs, and college deans. Ebbs and Price simply do not care about the faculty on the ERAU DB campus. They continually thumb their noses at the needs and desires of the DB faculty.

The chancellor is out of touch with the campus. He does a lot of "hip shooting" and his priorities are not aligned with the objectives of the University or the faculty.

It is not clear that the University and DB Campus administration is primarily interested in funding improved academics. There is a distinct lack of emphasis on quality teaching. #15- Our raise was not even at the rate of the cost of living. To keep good people, you have to pay them better.

I have no idea of what the president and VPs or chancellor or deans do.

It is difficult to understand the budget priorities when money is spent on new and unnecessary landscaping around Spruance Hall while at the same time most staff received only a meager 1.3% raise. For me this "raise" amounted to \$300. It didn't matter that I exceeded expectations in several areas on my recent performance review. Also, something has to be done to curb the yearly increases in the Volusia Health Network premiums

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for family coverage. Costs increase, salary does not.

I feel that compensation should be given for additional job responsibilities. I have assumed the role of two full time positions and have managed all the job responsibilities quite well. However, I have had no increase in pay with the additional increase of responsibilities, nor did I receive the cost of living increase since I started in January 2003.

I have not seen over 4% raise since the late 80s/early 90s. It doesn't matter what I do or how I do it. The only time I get the same percentage is when it is across the board, otherwise I get a lower percentage.

1.3 % please... have you bought gas lately? How about your electric bill and property taxes, are they going down or up? Our raises do not reflect the basic cost of living increases needed to maintain what we have and require we seek a part time job just to keep up.

I am the lowest paid employee at my position in the county even though I have the second highest

The yearly raises are inadequate, barely keeping up with cost of living expenses. Big disappointment!!

I'm an adjunct and am treated very well by the full-time members of our department. However, I would like to see the university raise our status in two ways. First, I believe when the photos were taken to be put on the department Web site, we should be included, in order to assure students that we are indeed part of the professional team. Not including us undermines our credibility. The other issue is that we receive no benefits, nor can we even enter the health plan at our own expense. Some of my colleagues, who are truly excellent teachers, have been with the university a good while, and devote themselves full-time to the students, have had to take on menial extra jobs in order to get health care benefits. I know this is a difficult subject, but I hope you can find a way to let these people buy into the plan on a yearly basis.

The ERAU organization is too top heavy. They are overcompensated for substandard work. The administration [edited] have no concept how to communicate effectively to the faculty and nor do they seem to care. They have severely damaged the ESPIRIT DE CORPS, and continue to destroy it, with little concern or care. If the faculty treated the students the way that administration treats the faculty, we would be fired immediately. Yet they are continually rewarded for their horrible performance and behavior. The non-stop tuition hikes have long passed absurd. The nonrealistic approach to price ourselves out of market while attempting to compete with universities with a much larger research base and with much larger student bodies, with much lower tuition is suicide. Yet they continue on this path of self-destruction. The continual lip service that faculty is supported and it is administration's sole purpose to see them succeed is insulting. Faculty is expected to teach 4 classes with 30 students per class per semester and still find the time to accomplish meaningful research, is yet another example of the administration's loss of reality.

It pains me to have to say it, but NO, I don't have confidence in the leadership on this campus. I have taught on this campus for 28 years, and am an alumnus of ERAU, so I can honestly say that I bleed blue and gold. The administration does not seem to have any faith in the collective wisdom of the faculty, so it is hard to have faith in the administration. The Deans and the Chancellor must answer to the University's president, and their existence is dependent on pleasing him. It is clear that they are going to tow the party line. The President needs to communicate more effectively and openly with the faculty, and he needs to include the faculty more in the decision making process on this campus.

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In response to question 18, I have knowledge of an instance where a woman was hired in a University administration position, replacing a man, but although their credentials are comparable, the man was earning a substantially higher salary. So, while hiring more women and underrepresented groups into management and faculty positions is admirable, it is unfair to do so simply to save the University budget dollars.

It is not always clear what the University's mission, goals, and vision are, despite the concrete mission statement that can be found in university handbooks. It breaks down in the day-to-day operations. When the University does not have a clear voice with regard to its purpose, discrepancies result regarding the mission and goals of the University. For example, we cannot seem to decide if we are to emphasize aviation or education, a training school or a traditional university, or what values are important for daily operations, despite what the overall mission and goal statement indicates. This is compounded by the fact that there appears to be high turnover in upper administration (CAO, for example) and turnover of this nature makes it difficult to generate a consistent message or statement regarding the purpose of the university. Other activities, such as student recruitment, are not tied in any measure to outcomes that can be evaluated. For example, if we are asked to enroll a certain number of students each year, there is no impact on budget allocation, staff allocation, or faculty recruitment. It is not tied to anything and yet faculty are expected to meet that target. Disconnects such as this example make it difficult to understand the vision of the administration for this University, despite "Town Hall" meetings. When those disconnects are present, "Town Hall" meetings appear to be just a cover for other, deeper, issues that plague the university. I have read in the Avion that a large portion of the university budget is allocated for administration at the expense of academics, with little accountability for how the money is spent.

(7) While the university should not, cannot, loose the aerospace/aviation niche, it has to expand into other areas. A particular opportunity is the College of Engineering. There is a need within the southeast US states for an excellent non-PhD engineering school, and ERAU Daytona Beach should be that school: an engineering institution comparable to Rose-Hulman, Cal Poly, Cooper Union, Harvey Mudd, etc. Instead, recruitment in engineering is almost solely based on Aerospace Engineering demand with some fantasy that students can then be shifted to smaller programs. There is little reason to believe that such a scheme, which extends Enrollment Management's lazy way of going to where students are instead of creating widespread demand for all our programs, will work. (8) Sorry, but I have lost what confidence I had. See "trust" matters under item 4. Also, I'd like to know and believe that administrative compensation increased as slowly as faculty and staff compensation, but I have little reason to believe that is the case. (9) See 8. (10) The planning process is well defined, but the manner in which strategic goals are supported through time and money is not well defined. In fact, it seems to be ad hoc and entirely too top heavy. (11) Previous year's department leadership completely subverted the process, only solicited faculty input at the last minute, treated the process as a sham. I have seen this process work for program and human benefit previously, but it has to be taken seriously. (12) The assessment process is in large part a sham. People go through the motions and pretend they are assessing something, but there is little evidence of results from the process. (13) See 12. (14) Ha! Budget allocations are mysterious and the justifications ad hoc. (15) My most recent raise was effectively a COLA. (17) See 15. (18) I wouldn't call letting several of the most visible African-American members of the administration go as progress.

There is not interaction between faculty and the chair or the dean.

I believe pay should be increased.

Resources are not being invested in our most important area: PEOPLE. More competitive salaries are needed,

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but even more important is the desperate need for additional scholarship funding. The exponential increases in tuition over the past five years combined with minimal institutional aid has made the bottom line costs of attending ERAU prohibitive for prospective students and their families. Now that our tuition is "in line" with comparable institutions, let's get our discount rate and salaries in line as well! Reduce the frequency, expense and number of people involved in Cabinet meetings, get rid of the president's plane and other unnecessary perks (such as planting new palm trees where old palm trees were removed) and start exercising good stewardship of the university's resources by investing them where they are most needed: students, faculty and staff. Although there is progress, much more is needed in getting females and underrepresented groups in leadership positions within the university.

5000 students/900 staff/180 faculty--what's wrong with this picture? So the rate of increase of the rate of increase of tuition increases is decreasing?

I am cautiously optimistic about the affiliate programs. I understand the need to find additional sources of revenue, but do these ventures serve as distractors from ERAU's first mission? Are resources (human, capital) being used in these secondary areas as a priority? The diversity training was important, but it was very much presented in a negative way. I was rather offended by the socialist dogma.

I am an Associate Professor in Air Science and yet all of the Assistant Professors are paid more than I am paid.

I have just started teaching (part-time) at ERAU, and am still unfamiliar with the policies and practices.

There is only one organization - Spruance Hall. It takes what it needs, and the rest of us get crumbs. Academics and support is talked about, but it seems there are always other funding priorities (like a "University" Jet and how much will we lose on Wings and Waves this time)

Gleefully demonstrating how much money we saved this year while awarding pitifully small raises wasn't great for morale.

Don't make me laugh. There was a strong rumor of upper management getting 10% bonuses shortly before claiming we had no money, but decided to give everyone 1.3% - 2% raises. We are not close to being fairly compensated - whoever is in charge of compensation analysis has his or her head stuck in the sand. About 3 or 4 years ago, Dr. Ebbs got up during one of his meetings and said he wanted to elevate staff wages to the high 60 percentile by a certain date - to do this meant at least one year of double digit increases - still waiting. Regarding benefits - if my salary goes up 2% and my parking fees 40% and my benefit premiums 20%, how is this benefiting me?

The planning process is fractured and new top priorities arise from the Chancellors/President every week...funds are approved for projects but cannot be spent due to a mid-stream change in "operating vs. capital" debate. This should be the problem of the budget office and accountants and not people at my level. Departments should be given more flexibility and have the ability to be good managers of funds; as it is, good managers are punished and people over budget are rewarded. In my opinion, we don't provide the students with the services they are paying for and the faculty are not high enough in the order of University priorities.

Administration seems to get large raises while the rest of employees receiving a 1% increase is pitiful. There is absolutely no motivation to do a good job. The evaluations are worthless. Poor people skills are tolerated in

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jobs that should be service oriented. People are rude to students and other staff with and no apparent accountability is seen.

Why do you continue to group Deans with the Chancellors in Q#9? The Chancellors are clearly under the control of the President, have little operating authority and are little more than yes men figureheads who micro-manage what they can. Deans are forced to do what is ordered of them, little true freedom to set the directions of their colleges.

The annual cost of living pay raises are sub-standard. The university leadership should be embarrassed to offer staff such an insignificant amount, while they, on the other hand, get a huge annual raise. The old saying "you get what you pay for" still holds true. Many staff are leaving for that reason.

Why is it that we cannot get information about benefits from HR [edited]. She doesn't know or tells you to call someone else. We get practically no raise and then you up the insurance premiums. You try paying these premiums on \$10.00 an hour, and two kids and a mortgage. And you have done what to improve my pay?

The Chancellor is trying to understand the institution and I give him credit for that, however, he does not seem to listen effectively. The President's personal beliefs and actions seem very different from his public persona. This creates deep-seated distrust and resentment. The Deans seem caught in the middle.

The process for upgrading positions with pay increases they deserve, needs to be streamlined and made equitable. Pay should be equal for same positions throughout the campus. It is not. Poor morale exists because of this, leading to dissatisfaction and lack of desire to improve performance or go the extra mile. Also, it's great to increase the number of students on campus. However, you have to be able to service them so that they stay here for at least 4 years. Retention and housing for students seems to be near the bottom of priorities. Pay increases are at the very bottom.

The strategic plan is far too vague and creates problems in measuring progress.

There are still very few opportunities for women to move up in this organization. Men are treated with more respect and given advantages that women do not necessarily have access to.

While it is a politically correct goal to focus on the hiring of underrepresented groups I am unconvinced that the statistics to determine appropriate representation have been considered carefully.

Dick Waddell has made this Library what it is and I am proud to be a team member. We all dream of having more space; especially for tech/services. We are proud of what we do to help all campus needs and EC in support to the growth.

In light of the large class entering this year, I was anticipating a bit more of a raise to meet the cost of living increase.

As a lecturer, I should be offered insurance benefits because teaching 4 classes (which is considered a full load for professors) does not leave me time for another full time job that might offer me benefits. Even though the lectureship is considered part-time employment, the hours spent "doing my job" certainly occupy at least 40 hours of my workweek.

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Moral goes to the bottom of the barrel when a 1.3% raise is given and we see thousands and thousands of dollars spent on plants and shrubs on this campus.

Adjunct compensation and cross department hiring might be reviewed....

Research is encouraged; yet faculty with research funding are not given adequate accommodations. University leadership should have academic background.

The ERAU organization has become more questionable over past 3 years in terms funding appropriation. As an ERAU community member, I have been disappointed in the taking back of monies to satisfy the acquisition of products and services that have no bearing on my contribution to the university as a whole.

More women and minorities need to be placed in visible positions of power within the administration. Even the students have noticed that women and minorities are not represented.

It is widely recognized that the budgeting process in this university is not appropriate. Too little emphasis on re-sourcing the core mission of the university and too much budgeted for ancillary projects that don't generate revenue.

I still believe we could do a lot better job at hiring people other than old, white males.

I believe an employee should be afforded the opportunity to be included in the research of pay with other institutions with like job descriptions.

I could not find the 5-step assessment information.

Budget issues need to be clarified and a written agreement is necessary between administration and faculty that guarantee faculty control over the curriculum.

The system is a good idea on paper. Unfortunately, fewer and fewer people are reading the paper. If people USED the five-step assessment process, now that would be something. The more typical response is, "Yeah, I understand your point, but this is how we're going to do it."

I feel the 1% pay raise was a slap in the face. The cost of living has gone up and our pay does not support the increase. Many of us are at very low ends of the pay scale and work very hard for the University. Each year the price of benefits increases and again no monetary support so we are constantly going into the negative. I also feel that many of us do similar jobs but the pay varies too much. Not sure the JET program does what it needs to do. I guess the squeaky wheel does get the oil or if you have a supervisor who really will go to bat for you. Many do not have that type of supervisor.

Environment Comments

Mutual respect? Definitely not.

Well...let me tell you this. I've spent 1 hour of company time doing this survey and I think it's the most

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productive thing I've done all day. I love being an hourly employee. "Just don't fix the glitch."

Some areas of campus are neglected and in serious need of improvement.

*Why can you spend 100K to upgrade the landscaping around Spruance Hall but do nothing to improve the back sections of the university?? Come on over to D, H And G buildings and check out the lavish landscaping there. *Although the new dirt parking lot provides for many more parking spaces where they are needed, if the president and chancellors had to drive on across that bumpy dirt every day they'd probably find the funding to make it a paved one. Hey that's an idea-- why don't you guys drive on that every day for a week during the summer when we have the torrential downpours in the afternoon?? Bet we wouldn't be dodging potholes there for long if that happened!!

Low, low morale. The Board of Trustees needs to do their job and fire an ineffective president and a chancellor who does not know how to lead. 19. The Academic Complex is poorly designed and poorly maintained, although I was pleased that most or all of the classrooms now have the technology needed. However, I find it amazing that there is still no handicap access on the second floor. Isn't there a legal department on this campus? Isn't anyone worried about lawsuits?

For item 19 above, the facilities of certain places are wonderful (i.e., college of Aviation), but the general area of the college of business is at least embarrassing to faculty, students, and outside visitors. It seems that business is treated like the poor cousin, when some of the most critical elements of the aviation future today are at the very core of business.

If it weren't for the abysmal pay, I would love everything about my job, and I would be motivated to try to accomplish great things and make a difference. But when I see that hard work and enthusiasm goes completely un-rewarded aside from verbal support and thanks, then I conclude that the only long-term goal to be gained from working here is to do enough not to get fired until I find what I really want to do in life. The leaders have not taken an active role in getting the staff or faculty information necessary to complete tasks within the scope of their jobs. When the information is finally received, deadlines are either upon us or have passed. Other times, the task has been changed and needs to be redone. It should not be necessary to ask the same question repeatedly over a period of 2 months to complete ones job requirements. I have also been treated differently within the work place because I am a female. When I took my complaint to the department head, I was basically told that I was too sensitive and had overreacted to the situation. Based on this, I took no action knowing that I would not have any support from the administration.

There is not sense of any respect for the faculty by the president, chancellor, or any of the senior administration. I used to think ERAU was a good place to work, however, our chancellor and president, along with a bit of help from the dean, are working hard to change this.

I feel that I am treated differently because of gender.

Leadership has no idea how each department works or their input into the University. They need to come down off their thrones and see exactly what the working class does for them. The faculty and staff work hard for this University and almost all of it goes un-noticed or rewarded. The ERAU Environment is a hazardous stressful place to work because nothing ever gets done and things definitely do not get better. Management continues to ignore the true problem and that is poor leadership. This campus is full of brilliant minds and people with great

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ideas. Wouldn't it be nice to fix something for a change. It would be great if I could do my job without having to run around behind management. I always have to take the long way around. Cleaning up their inefficiencies. It is beginning to get ridiculous. The whole reason there is a flight instructor union at this university is because of the lack of decent management. The lack of management that does what they say they will do.

My overall perception is that few other departments have the same internal problems as my work area.

Great classrooms and facilities - incidentally can be depreciated to show paperwork gains. Communication around here is terrible and getting worse. Major decisions are commonly made WITHOUT any faculty input until it is too late. We have a climate of fear. Non-tenured faculty commonly are scared to say much. They have senior faculty speak for them. It is common knowledge that the president has a good list and a bad list. Once you are one the bad list you are history. Ask several ex-administrators. This place used to be a fun great place to work before George Ebbs and then his man Irwin Price. If it were not for our wonderful students I'd kiss this place goodbye. This is the most negative group of senior leadership I have ever seen. I am over sixty and have been around. Unfortunately, no one will confront these poor leaders. There is too much fear. We are in a survival mode. Shut up and survive. Intellectual freedom is not encouraged by these non-academic business management types. They see this as a factory, students as products, and faculty as workers. Our dean is invisible. He is all ready retired in most people's eyes. Either scared or unwilling to do his job and work for his faculty. He is a master of not making waves. Totally unhelpful to faculty. There is no mutual respect here any more. Tons of new big shots have been hired at excessive salaries who have no idea what has made ERAU such a success. Their leadership skills are terrible beyond making demands and demanding results. This has no true leadership. The chancellor is in over his head. He makes quick un-thought-out decisions and regrets them later. Few people trust him at all. He is obviously a yes man to the president. Prescott and EC chancellors do a much better job working with and not against their faculty. He earned the quickest no confidence vote in the history of ERAU but so what? He became a key candidate for CAO. His communication skills are poor. He is prone to off the wall negative comments and has no idea he has insulted a lot of good people. We are in dire need of true academic leadership. I doubt that we get this as long as George Ebbs is president. What sort of intellectual would want to work for this man? All he knows about is hiring consultants. No one here is capable to ever solve a key problem. He has no respect for the faculty or they for him. Where is all the money going, Dr. Ebbs? Perhaps on a new jet, an elaborate retreat, a golf outing to Scotland, or an over priced motel room? What percentage pay increase did you get? Our general increase was 1.3%. But at least we know you are living well.

The communication is relying excessively on internet-based media. Several of us still struggle with computers that are slow enough to handicap the readings. And there doesn't seem to be a good sense of proportion of what needs to be known and what is too peripheral to warrant someone's full attention. Yet the web-based environment makes little distinction here. Perhaps an electronic newsletter with synopses of events will do for most of us, particularly if it were to have links embedded to the full story somewhere. The pile-up of material on Blackboard is not at all conducive to good communication.

The ONE University does not seem to be working. Why is the Extended Campus able to go out and play by different rules than DB and PR? Why is DB having to support PR? I wonder if PR is a viable campus.

My female supervisor does not at all treat her employees equally when it comes to female/male. She favors males and it does directly show in her interactions.

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The 'ABC' complex and the Flight complex are two of the oldest left on campus. I have heard that the Business Dept. is supposed to be the strong 'third leg' of our programs here on campus and that they are supposed to be recruiting more and more students to the program. What is being considered to expand their facilities? The Flight Dept., as rumor has it, is the cash cow of the University, yet their moonscape building is showing its age. Air Science has had 2 new complexes in the past 15 years while other departments are still work with what was built in the 1970's. From what I have heard the new flight complex is still scheduled to be completed. However can the new, planned building accommodate the expected growth for the degree?

The only construction to support the academic effort in the past 5 years has been the COA that was paid for with a bond issue that was let by our previous President. Our revenue continues to go up up up, but what has happened to it? Science classrooms? An academic complex? Flight Operations? The Student Center? Pay? Talk about missed opportunities! And where has it all gone?

The administration increasingly demonstrates that it does not respect its own faculty.

Good place to work but pay is far below others

20-I have most definitely suffered adverse impact in my career at ERAU because I am NOT a white male. I also choose not to flirt with/slobber over/sleep with management of the opposite sex to get ahead (which appears to be a popular strategy in this university).

I would agree that the Department for which I work is overall a good place to work. However, the University as a whole is not so wonderful. There is a lack of trust of the faculty and staff from the very top level administrators and vice versa.

Some facilities need major repairs. The university has white male syndrome; and "no" there is not mutual respect and trust for women.

The real problem with the environment here can be summed up in three points: 1) The Faculty and the Administration are always at odds with each other. 2) AS and every other college are at odds with each other. 3) AS has a disproportionate influence in the faculty senate.

"one university" - see no evidence

I believe many aspects of the "ERAU Environment" have declined in the last 5 years. There appears to be a growing rift between faculty and administration that is due largely to a lack of communication and continual, substantial changes that result in no academic benefits.

Don't know whether communication between campuses means or whether it is effective

The litter on the ground is an eyesore. Some of it remains for weeks. The campus parking staff need to be more visible and write more tickets. Students park in employee lots. Students race in and around campus, particularly between 7:40 - 8:00a.m. at the Richard Petty entrance and at 5:00p.m. at the main entrance. Staff and student cars/motorcycles park in the library traffic circle and in front of the UC for more than 15 minutes without receiving a ticket. Rules need to be enforced for all not just a few. Also, the people who drive the golf carts and delivery carts need to slow down and move over for pedestrians.

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I wish dept. talk and work with each other not against.

?23 = The work environment can be very hostile at times. You have to watch your back most of the time and trust nobody, including students. Just do your job and go home.

Our students keep me motivated to stay here. They "need" people who care about them, no matter how unpopular this is viewed by Spruance Hall Administration.

Embry Riddle is a great place to work!

I stay for the love of my work- in spite of poor environment in our department. I am not in the IN crowd.

The addition of the computer systems in the B and E buildings has made a tremendous difference in my classroom teaching. However, there remains the problem of the layout of the rooms--students at the far ends of the room cannot see the entire board. The boards should have been placed on what's now the back of the room. That way students would be entering from the back and everyone could see the board (I know it's probably too late now).

Many things on this campus need to be improved or fixed, as I have indicated with my previous comments. In spite of all this, I still love coming to work and getting involved with the students. The students are what get me excited about this place. The appearance of the campus has never been better, and I am happy about that. I hope the administration recognizes and understands the following: The students come here first and foremost because of the quality of our faculty and our programs, second because of the quality of our facilities, third because of the small college atmosphere, and so on..... If you make the outside structure wonderful and glamorous, but don't nourish the souls that reside inside, the institution will crumble.

(20) I do not know. I sometimes wonder whether any lack of influence I have might come from being fitting one or more of those categories. (21) Ha! Neither the college nor campus nor university administration uses communication tools effectively. (22) There are sporadic efforts at communication, but I would not characterize them as effective. See item 4. (24) We have good collegial people who work here, but I think the atmosphere is poisoned by the lack of trust in administration. That lack of trust is based on the haughtiness and refusal to build substantive trust-based relationships with faculty and staff by the administration.

There is NO respect or trust

The individual employees and students make this a nice environment in which to work. For the most part, the people who do the work of the university are kind, intelligent and dedicated. Unfortunately, overall morale among faculty and staff is not great due to a lack of confidence in the administration. There is definitely a strong sense among the workers that the upper echelon decision-makers are out of touch with the needs of the university and that resources are not being properly managed.

There are too many mass e-mails. Use other forms of communication such as announcements in ERAU Online. Let's go for a two-year budget cycle. How much time is wasted on strategic planning and budgeting each year? Why is it that approved funds have to go through four steps of approval when they are already approved and included in the budget? Just plain silly!

Modernize the Library Plan and build new facilities for Humanities and Business; those round buildings are

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dysfunctional. If this is the Year of Women, what are we doing about it to make it so? Diversity goals may be too ambitious given the demographics of high school students who are interested in technical careers.

I have never seen a place where faculty and staff seem to be respected less; Of course the place looks good, how much has been spent on a cosmetic issue (new trees around Spruance) while real needs go unmet.

Handicap accessible automatic doors are needed on all of the buildings.

There is still this feeling out in Prescott of us versus the rest of the University. Spending a lot of money in Prescott and not getting the students - where is the ROI?

One University is a joke - EC does what they want, as long as they return the paltry amount of dollars that they do. Meanwhile, DB and PR have to live under the yoke of the President feel we spend money on stamps sending invitations, pay checks etc to the home address when those resources could be saved through inner campus mail.

I believe occasionally, while trying to satisfy diversity needs, employees are hired that really are not capable of producing the desired results.

Some buildings need new carpet and repairs to the walls and the buildings. We have to walk through smoke to get into some of the buildings even though there are signs posted. Who is supposed to be enforcing the smoking policy and asking people to move away from the doors? Some of the entrances smell awful because of the smoking.

(23) and (24) would be "Strongly Agree" at the department level. The trust level between faculty and administration has got to increase. This is a "COMMUNICATION AND INTEGRITY ISSUE" that is covered in most freshman level management texts. We need to get this fixed.

I see physical improvements in other departments, however, not in other key areas. First impressions are important. Carpets should be cleaned/replaced in the entire building, not just in half of it.

The "one university" concept is great in theory but is very hard to abide by in reality. Each campus is unique and has strengths and weaknesses the other campuses do not share. Prescott employees feel as though Daytona gets all of the advantages, which leads to hostility and resentment. Extended Campus students and staff are treated as outsiders by most departments even though they bring in a great source of revenue for the university. Daytona Beach staff feel as though they have to carry the majority of burdens for all three entities. If we are to continue with the "one university" concept, some departments should have a common supervisor between campuses to ensure consistency of information and processes. Regardless of the campus, all employees of ERAU are a representation of the university as a whole and misinformation or misrepresentation can tarnish this institution's image in the industry.

#23 Over the last year and a half it seems we are perceived to work in a democracy where the voice of many counts, but when it comes down to it only a few on top are making decisions without the support of the workers. So it is many companies, but this is a University and their are supposed to be policies in place to guide the decision making process. In Engineering we are having extreme difficulty with the common first year, swapping back and forth going to UNV101, and other decisions that sound like we are being requested to give

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buy in and feedback, yet the decisions are already made. I'm just noticing quite a bit of strain among the faculty and we keep arguing points for months, not moving forward. Decide means to cut off from all other alternatives. Lets decide and be done.

Very little respect is allocated to the "unprofessional personnel". (non-exempt)

WE are growing.... need more room!

I think the maintenance and janitorial staff do a great job of keeping things clean and in working order.

I think that it would be nice if the outside stairwells were kept clean. The first thing a visitor sees when coming into the building is the stairwell and with the dirt, debris, cobwebs, dead birds and insects, it is a disgrace and embarrassing to the ERAU environment. We spend so much on keeping our grounds neat and clean, why not the buildings?

Computer technology continues to be a problem at ERAU. It doesn't seem to work when one needs it and the "improvements" like the removal of the floppy to disk is antithetical to the students' best interest. Students are more apt to have floppy drives or CD/DVD writer drivers than the zip. Physically, the campus's appearance is still abysmal. More effort should be made in making the campus look aesthetically pleasing with flowers and shrubs. My immediate work environment is very good and I have enjoyed working here. I do think that other departments seem more insular, perhaps even seem to hold negative views of the work done in my department. Therefore, I cannot really comment on the overall work environment. I have noticed that women and minorities are not taken as seriously as the white men across the board.

With everything that is suppose to be kept in such a confidential status (i.e. pay) one can only perceive that unfair practices are made reference race and gender.

Recommendations of the Communications Committee need to be implemented.

No place is perfect. There is always going to be co-workers in which one has difficulty getting along with for a variety of reasons. However, I love working for ERAU and am very happy to be here.

Let's talk about #23... I have seen examples of backstabbing and vicious attempts to cut others down to get ahead. Selfish interests have taken priority and organizational interests have been underrated. In addition, it seems that an increasing amount of attention is being paid to the opinions of the accounting department and less interest is given to how university decisions affect the students. Even if these matters have not directly impacted me, they have all served to frame for me the climate at this university.

Survey Comments

I believe that this information will be tainted and the true picture not presented to the proper university authorities. Can I come to the next board of trustees meeting???? Please.

I doubt we will see any results from this.

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I'm sorry but I don't think for a minute that you will listen to anything that is taken into account on this survey. Again...Please don't fix the glitch.

Past climate surveys have determined a need for better communication among departments and campuses, and for a more active role of our human resources department as advocates of employees. Suggestions for improvement were made, but neither of these issues has been adequately resolved.

How many years have we been doing these surveys now? Each year we are asked to do these surveys but no change for the better happens. Don't keep asking our opinions if you don't plan to use them. There's more to implementing change than conducting a survey and publishing the findings.

(25) I see no evidence that former surveys resulted in any constructive change, but have no evidence to the contrary, either.

It is a nice way to vent some frustration, but it never accomplishes anything real.

I have not seen any major differences since the last survey was completed. I don't believe that anything will change until we have an administration that stops trying to turn this University into a corporation.

Haven't seen any major changes occur from past survey's, why should this one be any different. For example, the university has made this the year of the female based on the previous climate survey, yet the female professor who's work was lauded in the diversity meetings left because she could not get the support of her dean, in spite of overwhelming support from her colleagues in her department. How can we believe words when actions are contrary?

It hasn't yet!

This is not the first climate survey I have filled out, probably will not be the last, but things keep getting worse down here at the flight department. So show us what the survey has done. Fix a problem. Seems to be wasting money that could buy a dry erase board for my classroom. Maybe some chalk for the board I already have.

Only those items that are in agreement with the University's Presidential staff.

They have never been taken seriously before so why should we think they will be now? I considered not wasting my time on this thing. The last two surveys showed increasingly negative results but were spun otherwise. The only success this survey could have would be to have the president and his men fired and get a real academic leader here who possessed good people skills and worked with and not against his faculty.

I have seen committees formed and workshops organized, but I have yet to see any difference.

I think that empowered factions of the University community would go farther toward influencing anything. Collective bargaining, a sincere effort at joint governance, grassroots development efforts, delays for building general consensus are all ways to make sure that groups feel empowered. We've got a long way to go before we will be near any of this.

This is just another game to make the masses feel like they are involved. We have been through this and the "Strategic Planning" game a number of times now and the President simply ignores the results, and probably laughs all the way to the bank.

I am sure employees have been complaining about the pay in past climate surveys but still nothing has been done. I think the results are just compiled and passed out but nothing is ever done with them. Everyone knows that the people who run the university do as they please and that this survey will not have any bearing on their

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decisions. That is why we have a lot of useless trees and plants around Spruance Hall and the employees got next to nothing for a raise.

I am convinced that the administration does not care what the faculty thinks. I can only hope that the administration decides to move on before they destroy the focus and reputation that we have spent many years building.

The upper administration refuses to involve the faculty in the decisions of the university and as long as this continues, there be mistrust among the groups.

Window dressing. The only thing worse than not doing a climate survey is doing a climate survey and then not changing anything based on the results.

The administration in the past has chosen to ignore inputs from the faculty and proceeds to do whatever their goals dictate.

The climate survey is given annually? Really? The last one I knew about was when Sliwa was present.

Overall, the university is a good place to work. I think that many of the positions are underpaid even when you consider the cost of living.

I want to believe that Climate Survey results will influence decisions to improve the University, but the past experiences do not give me too much faith...

Over all I like the survey I hope certain items will be fixed.

I haven't seen much improvement this past year based on the panel suggestions on the three issues dealt with last year. There is little communication university-wide and even less departmentally.

The Riddle Grape Vine seems steady in its reporting that one must keep his/her head down and off the chopping block of the aloof Chancellor, the secretive VP of Business and Finance, and the omnipotent President. Micro management is rampant. The overall message is "do as I say not as I do." Gone are the Sliwa days of participatory leadership where no matter your title you had influence in policy decisions and the vision and management style was clear. We now have a very corporate top down philosophy going, where "do it the way I want it is the message or leave the building." No loyalty is cultivated here; fear is the rule. Speeches from the "coach" are not repairing this feeling; they just reinforce the climate of fear and anxiety generated from the Second Floor of Spruance Hall.

I have seen things get worse in my department in the last few years instead of better. Our moral is not good.

Thank you for this great opportunity. I wish our president knew how poorly managed some of the departments are. How do we get the message through without threat of losing our job? We know HR is NOT friendly to employees... we have lived it for years.

It has not been demonstrated so far that the University is particularly interested in faculty input. Administrative decisions are sometimes counter to what faculty would recommend.

I absolutely hope so, but I am at this point neutral as to whether or not I think it will make a difference.

I wish that we would look forward and choose the best equipment instead of what we could afford. It will pay off.

Until those at the highest levels of the administration are ready to humble themselves for the greater good of the

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university no positive changes will transpire.

It is widely suspected that administrators will pick two or three minor areas to address, hire \$2000-a-day consultants to address them, take an ineffectual action (Diversity Training) and proclaim success, rather than dealing with the major issues of university finances and shared governance. Please prove this wrong.

Hopefully we will see improvements in the decision making process of some upper management.

I only stay because of the support of the mission and students; otherwise I would be out here in a moment.

Hasn't yet.

The current leadership is still here, there is no CAO and non-academic spending is still growing - shows this does not work

I have not seen these do any good yet.

We haven't seen much yet.

I am hopeful, but the leadership has an agenda that it does not appear to want to share with the faculty and staff. If that remains the case, then this survey will be of little use.

This is my second climate survey. I have not seen any improvements so far. I am hopeful that by next year, I can answer this survey in a more positive manner.

There are so many things we could be doing better that we do not - commonly due to the bureaucracy of the administration. It doesn't seem that administrators are listening to the needs of the students...if we want to decrease the attrition rate and increase alumni giving, we HAVE to treat the students who are here right now with respect. We have to listen to their needs. We have to stop the "Riddle Runaround" by going the extra mile to help these kids. They are the future of the aviation industry and if we keep graduating students who leave angry and dissatisfied with the university, our reputation will be at risk. Students are the lifeblood of this university. They deserve to be heard and they deserve answers to their questions and problems.

I hope so.

While I believe that the climate survey will, in fact, influence decisions that affect the University, it is NOT at all clear that such a survey will always be used to make decisions that actually improve the overall University experience. I fear that many conclusions will be drawn from the statistics of the survey to support self-serving decisions and policies that will have an overall negative impact. There is much too much dependence on surveys and consultants and not nearly enough dependence on having good decision makers truly come to understand the students, faculty and campus as a whole.

The President has done a wonderful job and I believe he listens to every concern and considers functional needs of all staff, faculty, visitors and especially the retention to have our students return every semester. I just wish the United States economy recovers to help all.

I don't think our opinions matter much in the overall plan

I realize that it takes a long time for an "institution" to change its old ways of doing business. I sometimes believe this Climate Survey is a front to show that the administration is trying to be open when in reality it is still closed on new ideas.

When the focus groups were held the last time (i.e. the one I was included on) I saw absolutely no change. So

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what can I base an positive influence on???????

As a new faculty member, am unable to comment on a number of the areas - hence most of these generally are rated as neutral.

I am not sure how the survey will or will not be used. Or if it is used how much impact it will have in making any needed changes.

My faith in the ability of this instrument to produce tangible change is nil.

I hope so.

Additional Comments

Why don't you send out a result when this worthless survey is done?

I am ordinarily an optimistic person. As long as stick with my teaching responsibilities and interactions with students, I'm happy. I like my colleagues in my department. But beyond this small world I see only dysfunction, strongly differing views among my administrative superiors about research or not, general ed or aeronautics, organization and roles, and so forth. There is no support for scholarly activities and no hope of that changing.

Things are getting worse around here. Morale is lower than I've seen it in over 25 years. There is absolutely no trust in the president or chancellor among any of my colleagues. Things are really bad and getting worse on this campus. I just hope the BOT will step up and do something before it is too late.

I will assume my comments will be edited. We don't want this survey to show anything negative about our senior leadership, do we?

I know the administration is trying to help. However, the faculty seem to be ignored all the time. We don't understand the budget process. All we know is that we get less and less. The students notice also. We are here because of the students. Yet priorities for the students' money go to other opportunities. CATER, CAPT, CASE and other ventures that are not a part of the university business model, when we are canceling classes and seeing the reaction of students. No one is listening. Or they hear, but don't care. We continue to be confused and frustrated by the president's budget, the elaborate affairs for the board and other events that are extravagant, given our mission. We have no development to speak of. The surveys from IR show that our students are mad at us when they leave, so no wonder there is no alumni show of appreciation and monies! We make them angry. Raise tuition so high and now just to keep the doors open, with no new initiatives, the price has to continue to go up and up. Soon, we will price ourselves out of the niche market.

The faculty pay is horrendous given the unrealistic expectations of performance (teaching/research/professional activity). Salary increases are not even in line with national cost of living increases. Administrators are out of touch with the realities of my department as a non-traditional academic discipline - they don't understand the uniqueness of "Aeronautical Science" and its place at this university. Faculty governance has turned into a non-functioning exercise in futility and faculty morale is at an all time low. Administrators fly themselves around in private jets while faculty have trouble living on shamefully inadequate salaries. I am not very happy.

Thanks for asking our opinions

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We need to hear a consistent message about teaching versus research. Either direction is fine, but if we want to do research, we need the resources to do research. We also need to reduce the teaching load for those who are doing research. We keep hearing Price and Ebbs talk about becoming a major player in the research arena but they refuse to discuss teaching, service, and research workloads with the faculty. It seems that a dual-track system may be the answer: set up a workload schedule that is conducive to primarily teaching and one that is geared towards primarily research. There is room in our system for both teaching and research tracks and someone who wishes to focus on teaching, should be able to do so.

Please make the comments available for viewing on the web and not just the tabulated results of the survey questions.

I would like to see products and services being bought and used be price conscious, so we have more money for ERAU and bigger raises.

With criticism should come suggestions: 1. Stop increasing tuition and over burdening our students. 2. "Show me the Money" from development efforts. 3. Increase the communication and authority of the Faculty. 4. Generate substantial raise money and bonus monies for merit work to be distributed in December before the holidays. 5. Give in once in awhile to student's needs, like a student union and more closer in parking to their academic classes. Is it too much to ask? 6. Breakfast with the students is a nice effort, but do you really know our students Dr. Price? Open your doors more, you'll really enjoy them, I promise. Get out of your office and visit with your staff too, Dr. Price. Our bark is worse than our bite, we really do like leadership, but you if ask most of us we don't know what you want from us or if we are doing a good job. 7. Dr. Ebbs, move to Prescott for a few years, maybe they will enjoy your watchful eye. It's difficult to please two bosses and your proximity to Daytona, draws your attention away from what you say is your focus "One University". Your corporate jet and swank offices wouldn't be so much an issue if it wasn't in the face of those trying to pay their electric bill on time. You have a legitimate right to these things, but don't insult your staff by cutting the budget before we got it, and then micro manage the numbers throughout the year. Deal with the offenders of budget and put aside the policy of punishing those who do keep within their constraints as required but still lose to poor monetary projections and shortfalls out of our control.

ERAU is a great place to work in a great location. I love it here and I love the attitudes of the people

Overall I find the university a good place to work. But its mission seems to be to train students rather than educate them and teach them how to think and solve problems. Also, "research" is used as a synonym for funded scholarly activity. The university promotes grantsmanship but does not seem to recognize or promote basic research in its traditional sense, the discovery of new knowledge. I also find the teaching load onerous. When combined with service responsibilities, modest library resources, and a culture that does not encourage basic research, it makes it difficult for me produce enough research to obtain tenure. Also, the expectations and requirements for earning tenure are poorly defined.

This is my fourth year here, and I keep waiting for things to settle down. Instead, it is a constant wheel-spinning environment. First the eagle faces one way, then another. We spend substantial amounts of time reorganizing, dealing with the effects of reorganization, etc., all of it for naught. Does it enhance our ability to deliver instruction, develop quality graduates, and perform interesting and substantial research? I have become skeptical.

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I have worked here for over 20 years and have never had so many obstacles place in the way of me doing my job, on a daily basis, as there are now. I have never seen moral this low! I sure hope this is confidential!

The University will not retain quality people by providing a mere 1.3% compensation adjustment. The egalitarian approach to distribution is also flawed. PS. I want a golden parachute as big as our Citation pilots. And how much was their wage?

I'll keep responding in the hope that one day the BOT might actually read these to see what is occurring; Something tells me it is going to boil over soon here and then they will be surprised. But all the BOT has to do is read the comments the last few years and there will be no surprises.

Do these more often, and see if any improvements have been made. Perhaps target different (specific) management levels for specific survey areas desired.

When are you going to do something about the pay for staff? We hear you are taking care of faculty and top management. What about the little people that work in the trenches?

Belonging to the CSE department, I cannot see why more money is not spent on advertising the fastest growing field in the country for the next 10 years. Our enrollment is declining, yet our industry is accelerating. Boeing quotes we are not an aerospace company anymore but a software company. In CSE the research possibilities are limitless and we already have a good name in the aerospace/aviation community. Computers and computing power drive the aerospace/aviation and most industries, we really need some marketing help from the appropriate departments that support marketing and recruitment. By having more and higher quality students we can do cutting edge research and support multidisciplinary projects. Yet we seem to be spend most of our time justifying our existence, which is ludicrous if you consider for one moment the number of computers it took to get this message from me to you (my PC, the one the person used to design the form, the web server, the switch, series of routers, your pc, your printer, and hundreds more to develop the OS, the multiple software packages, and the thousands of test cases performed on the software); then think of how many it took to design, build, launch, and track the space station operations. It would be easy to sweep a 100 mile radius of all the aviation/aerospace communities in the US and bombard those high schools falling into those geographical areas (and the larger schools in the NE and Chicago) with what computing power has done for the industry, show the US Department of labor trends, get some quotes from industry leaders on how computing is shaping the industry (Sikorsky, Boeing, Grumman, Lockheed. Lear, Gulfstream, and Cessna), and finally sell the point that you need both the skills and the problem domain experience to be successful--both of which you can acquire at ERAU working on cutting edge multidisciplinary projects blending the aerospace and computing industries. At ERAU we are producing the Engineers that shape the tomorrows aviation/aerospace community. Thanks!

Although I have been with the University for 9 years, I do not feel that my "superiors" are interested in my opinion. I am being underutilized and feel unfulfilled in my career. In addition, there is a huge division between exempt and non-exempt personnel; the former being respected and the latter being excluded. There also exists preferential treatment within my department - the rules depend on who one is. Thank you for listening.

I'm proud to work here.

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I have already submitted this report. I would just like to add that my supervisor just told me to "shut up". I'm over 40 and feel no need to be addressed in that manner. Mutual respect? Not close . . .

I have been a good employee for Embry-Riddle. I'm leaving this organization and will never work here again. I will not actively pursue this, but if asked about Embry-Riddle my assessment will be candid and will be frankly negative. Looking in on my actions, my own first tendency would be to call this the disgruntled writings of an unplaceable employee. I would normally agree, but I know of too many others who feel the same way. This isn't about one of the little men who got his feelings hurt. This is about a system that, in an inductive sense, has become toxic.