

ERAU Faculty & Staff Climate Survey  
Spring 2002  
Comments  
Daytona Beach (includes University Administration)

Office of the Senior Vice President & Chief Academic Officer  
Office of Institutional Research  
March 21, 2002

## **ERAU Faculty & Staff Climate Survey, Spring 2002**

### **Comments – Daytona Beach (includes University Administration)**

#### **BACKGROUND AND UNIVERSITY SUMMARY**

The Spring 2002 Faculty & Staff Climate Survey included a space at the end for employees to offer additional, free-form comments. Of the 847 employees who responded to the survey, 348 (41%) 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, 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). Note that the most frequent theme, “wages/salary/benefits” garnered approximately 72 mentions out of 348 total comments; this demonstrates how varied the topics were.

**Wages/salary/benefits (~72 comments, 21% of all comments).** “I believe the salaries of the staff and probably the faculty as well are at the very lowest end of the spectrum compared to the rest of the country. I would like to see structured periodic merit and cost of living increases in salaries as well as some type of monetary incentives in place for employees.”

**Lack of respect/trust with senior leadership/organization (~50 comments, 14% of all comments).** “There are concerns among the work force that the University has become “Top Heavy” (Executive staff and reinstitution of the Chancellors) along with excessive spending at that level (jet, etc.).”

**One University (PC/EC isolation) (~32 comments, 9% of all comments).** “The biggest factor in my more negative responses is a perception that the ‘one university’ philosophy has not been firmly established in everyday work-a-day life.”

**Lack of communication (~30 comments, 9% of all comments).** “There is much that I like about life here; but the internal communications and shared governance are not among them. These areas need a lot of work.”

**Diversity (~27 comments, 8% of all comments).** “The importance of diversity has taken a giant step backward instead of forward in a very short period of time.”

**Poor facilities (office/classroom/general areas) (~27 comments, 8% of all comments).** “The rundown condition of the student center and library for example are a disgrace.”

**Survey results/actions (~25 comments, 7% of all comments).** “Hopefully this climate survey will be used as a tool to make improvements but it will be up to the administration to listen to people and take action.”

**Lack of computers/technology (~24 comments, 7% of all comments).** “Our computers are so old and slow that even the students complain. Trying to use the internet to connect to another site is not worth the effort.”

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**Happy with job (~24 comments, 7% of all comments).** “I think ERAU is a great place to work and I am proud to say I work here.”

**Lack of development opportunities (~22 comments, 6% of all comments).** “It’s truly discouraging when an educational institution does not support educating their own.”

**Strategic planning/budget (doubt of effectiveness/confusion) (~20 comments, 6% of all comments).** “I hope the strategic planning process gets streamlined and that it is someday tied directly to funding!.”

### **FORMAT FOR DISTRIBUTION OF ALL COMMENTS**

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

Daytona Beach (includes University Administration)  
Prescott  
Extended Campus – Headquarters  
Extended Campus – Field

While each document contains the same introduction, the comments are specific to those made by employees of that location only. Comments are listed in random order. 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.

All individual comments, with the exception of nine, are shown in their original format. Of the nine edited comments, four were modified simply to exclude “signatures” provided by the respondent; these instances are noted with the text “[edited – signature removed]”. The remaining five edited comments originally included derogatory language that was deemed inappropriate for mass distribution; these instances are noted with the text “[edited]”. Even in these cases, only a subset of the text was removed or edited so that the context of the comment remained intact. Readers should note that comments regarding ERAU’s senior management are listed as provided by the respondent; these were not included in the five comments that were edited for content.

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Surveys ignored are far worse than surveys NOT taken.

Thank you for seeking inputs from our faculty and staff. I am confident that progress is being realized in our attempts to involve faculty, staff and students in the University's direction. Communicating the results of this climate survey is a critical piece for its credibility.

When will we know the budget for 2002-2003? Why should I keep working at ERAU, teach 4 classes, and do service when I can go to UCF (or any other SUS school), make more money, teach two classes, and have time and resources to engage in other scholarly activities? When will ERAU either become a University or decide to go back to being a tech school?

There are vast inequities in the handling of personnel issues in the Human Resource department.

As an Embry-Riddle alumnus, it is depressing to see how ineffectively some of the departments are run. There is a consistent level of mistrust and political "back biting" that I see every day in my department which is tremendous drain on resources and stifles effectiveness. Resources to perform a job are haphazardly distributed and management decisions are made in a "let's throw it up on the wall and see what sticks" approach. Essentially the department and the underlying attitudes are very dysfunctional. Behavior like kissing up to the boss and constant self-promotion are encouraged in this environment while anyone that brings a differing opinion, comment or otherwise dose of realism is labeled as not a "team player". I think there needs to be shift in attitude for the university as a whole to customer service. The fact is you never hear it mentioned and students rarely experience it during their time at Embry-Riddle. Ask the majority of alumni why they do not give back to the university and I think you will find that poor customer services skills are a root cause. Let's face it the students make everything possible without them there would be no reason for us to be here. Embry-Riddle is a great institution its time we had more staff and administration worthy of its greatness.

Regarding questions 20 and 22: I think the survey should be conducted periodically only if the results are used. My response to question 22 is based on past experience--we never heard the results much less realized any gain attributed to the results of the former surveys. Question 8: I have confidence in some, not all, persons in University leadership positions. Finally, questions should be asked regarding the infrastructure i.e. the physical facilities in which one works (this being separate from "materials needed to do my job".) The rundown condition of the student center and library, for example are a disgrace.

I had the opportunity and the support of two deans to begin my Masters off-campus which is related to my position which is unique on this campus. Since my duties involve three departments I was told that it would be possible to work a tuition waiver among the three so no one was greatly impacted. I proceeded I told and registered for two classes. At several intervals I asked about the waiver and was told to complete the classes. When I asked if they had contacted my institution about the payment I was then told that the two courses would not be paid for. It's truly discouraging when an educational institution does not support educating their own. However they will support higher degrees in other departments that no way relate to the job. I realize there is not a specific exchange of money but the principle is the same: tuition is charged and must be taken care of. It's amazing that there are some departments that gratefully encourage their employees to earn a higher

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education on or off campus and the department will pay. I know this is naive however we are supposed to trust the word of those above us. However I guess that this institution is more business concerned than education concerned at this point. Equity most definitely does not transcend departments.

Why is it that some departments constantly get new equipment/furniture while others have to either make do with what they've got or take hand-me-downs? The furniture in some areas pose a safety hazard yet there is no \$\$ available to solve the problem.

The new men in charge have shown great strength to date. I anticipate seeing great and good changes because of their strength and dedication to this University. We're on a roll and our future looks bright. We need to continue with these good things and keep putting corrective action plans into place. Keep up the good work, we have a good thing going here.

My neutral responses equate to "Mildly Disagree." Regarding pay increases, none have been received for merit. This is quite frustrating when you do the best possible job you can do but never get rewarded monetarily.

[edited] Woman are underpaid compared to men who hold comparable positions.

While I believe that we are moving in the right direction, I still witness office politics that are not necessarily conducive to a positive work environment. Seeing a female VP in the picture is a big push for progress -- as there are many women on this campus who are just as qualified or more so than many of the men for higher positions within the university. It is difficult for a female at this university to feel truly valued and respected by upper management at times. Hopefully this will continue to improve with the times.

Enjoyable place to work.

1. I'm not sure what the survey means by "assessment planning" and "assessment activities." Are you asking about Performance Management planning? Or an aspect of strategic planning? The verbiage in Q 11 and Q 12 needs clarification. 2. We don't receive enough notification of news-worthy university issues, events, etc. I would rather hear about bad--or good--news from the university leadership than read about it in the local newspapers. As a member of ERAU, I don't want to be treated like the general public when it comes to news about ERAU. 3. Many on campus are aware of the very selective perks provided to the highest officers. When significant sums of university money are spent on privileges and questionable expenses for a very select few, the overall university community receives a very clear message.

I think that strategic planning is essential for a healthy institution; however, it seems perfunctory at best at ERAU. In some instances grassroots planning is edited and changed in spirit and detail at the level of departmental leadership. And some planning has been so perfunctory that it has not even involved the faculty. So, there is a definite difference between what is and what ought to be at ERAU. Also, I think we need to work

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at reducing red tape at ERAU something we might accomplish if we also address administrative bloat in more general terms. And red tape is a pervasive problem.

[edited] I've seen a disturbing trend at the DB campus involving women of color: pushed aside and marginalized; harassed and forced to leave Embry-Riddle; did a bang-up job and then was terminated. Where is HR in all this? Can't they recognize and stand up for these women and others like them who are being treated shabbily? Why does Embry-Riddle always kill the goose that lays the golden egg?

Please be advised that this survey was completed by a current CATER employee. Considering the current situation surrounding CATER, I fully realize (and so should you) that some of my responses would probably have been very different under different working conditions and circumstances. In view of this, you may wish to disqualify my survey (and I would not blame you) due to the extenuating circumstances pertaining specifically to CATER. Despite my CATER experience I still regard ERAU very favorably as an employer.

#22 I believe that climate survey results "could and should" influence decisions to improve the University or this is a waste of everyone's time and effort. What is done with this information remains to be seen. Perhaps that question should be answered by administration. Will the results of this survey influence decisions to improve the University? Location selection: Where does "University Administration" fit into the current structure?

I still believe that using on-line responses does NOT provide enough anonymity to provide some staff/faculty with the confidence they should have to be truly candid. Of course, you need to ask questions that beg answers from issues that have been expressed from these groups. Assessment is only as good as the reason for it being presented: is there a problem, has the success of the mission been threatened because of certain issues. Holding surveys every two years keeps track of changes that may be occurring as staffs changes and the university grows. We may also want to consider specific surveys: Target a survey to address issues involving resources and information (communication) and the mechanism that may obstruct these environmental aspects. Or we could develop an assessment tool that will reflect a true and honest gauge of the current staff work environment at the Daytona Beach Campus.

This past year, when I asked to be allowed to attend computer classes at the university that would help to improve my ability to grow and be more productive at work the opportunity was denied to me. The reason given to me by the director of my department was that she went to school at nights and I could as well. I think that this may be contrary to current school policy. I suggest that policy be made crystal clear to certain people in upper management regarding employees being allowed to better themselves and improve there position.

I am dismayed at the seemingly unrestrained growth of staff and management positions. I am also unable to get replacements for outdated and broken laboratory equipment. I fear the two are related. Not enough money to go around.

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The senior management has a long way to go in reestablishing the trust of the faculty. The budget process and allocation of resources need a complete overhaul. The so called bottoms up budget process is a complete farce! It appears that the teaching departments get what is left over after the overhead departments get all that they need to do whatever.

The University is a great place to work and the people that I work with and for are supportive and easy to work with and my supervisors keep me informed and support me in doing my job. The University has been good to me. My son received an education from ERAU and I consider that a great benefit. I don't think there could be a better place work. I do not believe however that many of the staff share my beliefs. There is a great deal of mistrust among both the faculty and staff of the administration. For the most part I believe that the upper administration does a great job given the constraints within which they must operate. I do not however believe that the President has the good of the University at heart. He spends too much time and money on unnecessary "frivolities" such as private planes and golf trips. We also appear to be putting too much money toward development without seeing any results. But we have lived through difficult times before and I believe that this to shall pass. For the most part I believe that everyone at the University works hard and does a great job - and we have a super group of students - outstanding young men and women who will do well in life.

Re #14 above regarding pay and benefits. I feel the University has been very generous with benefits. In my case (being a long time employee) the percentage of my increases have not kept up with what new employees are being paid. I am told that I can only receive a minimal salary increase because I am at the top of my range. That's is a not an acceptable way to treat long time employees.

Many of the key officers are an unknown at this point. Difficult to determine a sense of confidence. Too soon to evaluate.

Embry-Riddle is an excellent place to work. I know this from working 25 years with various organizations. I appreciate a climate survey and the opportunity to make a few comments. 1) There is a lot of litter on the campus grounds, particularly in the canal. Perhaps a student organization if asked will take a community service role and supplement the work of the grounds staff. 2) The UC cafeteria tables and chairs including staff dining need more housekeeping attention than they're currently getting. Where to sit becomes a choice of lesser of two evils. Outside there are broken Pepsi umbrellas which have been in a pile by the fence for a year. Whose responsibility is it for removing these umbrellas? 4) I would like the University to take the issue of parking for staff and faculty seriously. Employees who leave campus during the lunch hour should not have to be concerned whether a space will be open for their car when they return in less than an hour. 5) I would like to see Christmas with Santa for children moved to a later hour (6:00 p.m.) or to a Saturday. I find it discriminatory that some employees are allowed two hours off without a charge to their personal leave while others without children or with older children must work and not receive equal time off. 6) I would like the University to plan an off-campus Christmas party this year.

I believe the salaries of the staff and probably the faculty as well are at the very lowest end of the spectrum compared to the rest of the country. I would like to see structured periodic merit and cost of living increases in salaries as well as some type of monetary incentives in place for employees.

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This survey does not allow for the respondents to state what is specifically lacking or broken at the University. I don't see how the administration can begin to work on improvement if they don't know what is specifically wrong. Or maybe that's the idea!

I wish the management would stop insulting our intelligence by pretending to address the inadequacies of our salaries. Our salaries have little more than kept pace with inflation since Dr. Ebbs began his PR campaign. Everyone that works at this university has witnessed the free flow of money that seems to only gets damned up in payroll. Dr. Ebbs has been quoted on many occasion that the university depends too heavily on student tuition yet it has skyrocketed since he has come aboard. I wish we were getting the same slice of that tuition pie as we did under Sliwa. The atmosphere is excellent here and the benefits are good, but our wages are suffocating. I have seen many excellent employees reluctantly walk out the door because it.

1. Processes connected with assessment and strategic planning are not shared with all faculty. 2. Relations among campuses are dismal. For example, our current system for changing curriculum is at best Byzantine. 3. If we're going to have one University, we need to terminate immediately doing everything in triplicate. In short, we should have one curriculum committee, one faculty senate, one department for each academic program, etc.

Question # 8 is problematic. While I may have some confidence in the new CAO and Chancellor, I have no confidence in the President, and other V-P's. It seems the more you screw-up around here you are never fired, but given another job. Just look at some of the former V-P's or Directors who seem to have been laterally moved instead of released. I will be surprised if these numbers are ever reported in a manner in which independent (non-administrative) personnel can examine and interpret. In three years I have yet to hear Dr. Ebb's himself define what is meant by "one University" he is the President of the organization but cannot define his own strategy. Spending is not student focused or academic focused but seems to be guided by what is best for the administration and the priority of two offices: The President & Institutional Development.

Sometimes I feel that the following quotes apply to ERAU: "No new idea goes unpunished!" "Penny wise, pound foolish!" None the less, ERAU is a great place to work!

This is kind of a wishy-washy, self-serving questionnaire, with pretty predictable answers. It doesn't appear that person who wrote it was interested in really finding out much of anything significant about the climate of the university....

I have several times requested from both IT and Human Resources specific training on university systems (namely colleague) but to no avail. I've suggested a list serve be established to facilitate communications between staff who use like systems, but my suggestion was never implemented. This does sometimes present a problem in effectively completing my work and advancing my abilities.

I enjoy working at Riddle but believe we have some real issues with the President and new administration in terms of the many layers that have been added. I do not see the value added to the organization and I see a huge



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drain on our valuable resources. I also do not believe the President wants to be involved with the faculty nor do I believe that he understands the roles of faculty within universities today. I think much needs to be done in this area. I do not have the confidence in this area that I believe should be there but maybe time and a huge improvement of communication will change my opinion but typically when the high level person protects himself from the organization with that many layers, he is not interested in changing. We will see. Some of us have invested a lot of our lives in this organization and wish to see it thrive. Thanks.

The University is a great place to work with much potential. We need to expand our horizons and think globally, not locally. To achieve this potential, there needs to be a better sense of "one-university" with more support for the president's direction and 2010 plan. The University needs to assess the areas where there is low return; eliminate those programs and invest that funding in strategic priorities. There are too many low performers/weak departments or programs who are allowed to hang on while many are busting their butts to get their work done and make ERAU a better place. Benefits for faculty/staff need to be analyzed and perhaps a "menu of options" should be offered with more individual preference and choice due to individual situations -- i.e. give a dollar amount and let employees choose; some may want more health care some more insurance some more vacation or more retirement due to children or family circumstances. The University needs to upgrade the services to students for the new tuition they are paying. Faculty need to get into the modern world and begin to improve their teaching and use of the technology. To do this the University needs to develop a better program for support of faculty and more resources dedicated to academic support and technology.

The actual operation of ERAU is not consistent with its image as a quality University. The "Riddle run-around" is a reality and that's how students see us. The Strategic planning doesn't address the details of operation, but the details are what the students see. The details are also what staff sees and if my pay is low compared to others in my field the Strategy does little to help that fact.

In the last few years the number of administrative personnel has mushroomed while faculty has hardly changed. We are working far too hard for far too little pay and continue to do so out of dedication to the philosophical content of our jobs. But there is a limit to everything. We haven't had a significant pay raise in many years (greater than CPI increase) despite the tuition increases. We hope the new administration will change these trends, but forgive us for being skeptical. We have been treated with less than honest collegiality in the past.

As an alumnus, staff, and adjunct faculty I have a rare perspective. I could not wish for a better place to work nor a better position. Granted, I do not have access to every resource that will enable me to provide the level of service to students that I feel they deserve but we must be realistic with our expectations and align them with our resources. As for pay with my education I would be paid significantly more in private industry. Nevertheless ERAU affords me the opportunity to enjoy myself in a challenging role. Now the question is whether I am willing to relocate geographically to attain a higher salary rate? Being the head of a young family with a single income is difficult indeed. I would state that if salary does not continue to keep pace with the COLA/inflation/or peers then yes, I would say goodbye to the job I LOVE to be a better provider. I reason that I have a few years until I will have to make that decision. This survey instrument is flawed as I am free to submit multiple surveys thus skewing the results. Maybe the next iteration of Blackboard can help?

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I feel the strategic planning and assessment are getting clear and better. But it is still hard to see the connection between the time involved and the reward. After being here for more then two years I have not seen any hiring that promotes women or supports diversity on campus. I have seen the opposite. Internal promotions without a search, men who are friends of people being hired, hiring people who are limited or have no experience for the position. Qualified women candidates being over looked to for no known reason. I also feel the Prescott Campus has a sad hiring record this year. The only women who were hired in leadership roles were last choices or were promotions of women without experience. The old boys network is stronger than ever. Please look at the hiring history for 2000 and 2001. Start with the Development department and go from there. The University has a non discrimination policy for sexual identity but promotes and accepts gay bashing and gay hating attitudes on campus.

The pay improvement process is a joke. An analyst position vacant within institutional research was recently advertised as paying 50K. Yet, a highly technical senior management staff position pays 40K. Who is fooling who here? The band for my particular position reflects a wage range that is approximately 100% lower than the average industry" figure for the same job. Executive management needs to take a hard look at itself and what it's doing. My case in point is the President's bungled state of the university presentation. He couldn't even portray statistical and financial figures correctly from his own slides! ERAU has come this far only because of the sacrifices made by it's hard working faculty and staff. Sacrifices made through the acceptance of low wages and poor working conditions.

Item 6: neutral because my position has only recently been realigned under my new boss.

I do not know the strategic plans for my dept. Even though I have a yearly review, I am not made of aware of the goals of the department or where we are headed. I have been made aware of the University's Strategic Plans. It is very discouraging that the University does not enforce the APPM and departments do not follow procedures for everyday operations. The pay is most discouraging, but then this entire area seems to lag behind the average. I do hope this survey will be viewed seriously and action taken. Many questions were too vague to elaborate on.

I feel that Student Life is viewed as a red-headed stepchild with respect to us vs. academia. We feel that we are as equally as important particularly with respect to retention.

1. Teaching Faculty should be afforded greater recognition for their major contribution to the success of this university. This recognition should be in the form of appropriate pay, reduced class size, general status, and perks (easy parking, no fees, expense accounts). 2. The university grounds look bad. The buildings need regular pressure cleaning. The drainage canals look like sewers. 3. Areas provided for Faculty/Staff dining are always dirty. 4. Outside table areas for breaks/lunch are quite sparse.

I would like to point out that while I have confidence in the general direction the university leadership is taking that doesn't mean they have not been non-responsive in addressing specific reasonable questions put to them by the faculty. Hopefully, this situation will continue to make the improvements noted recently.

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Overall, the University offers a comfortable work environment. I believe communications between the campuses could be improved. I would be remiss if I didn't mention the need for an onsite daycare facility. I am one of several parents who would like to see this implemented. It has been discussed on a few occasions but there was never support from the top to initiate such a program. Not only would a daycare center provide peace of mind for the employees, but is a lucrative business to get involved in. I pay roughly \$800.00 per month for daycare for my two small children. Please consider the suggestion and perhaps communicate this concern to the folks in Spruance Hall.

I know salary adjustments are being worked on but those of us above minimum haven't seen it yet. I love ERAU but much still needs to be worked on, like placing people that should be fired in other areas instead of out the door. We see it way too much! It's not fair to those of us who work the hours and give all we've got to make this a great place.

As both staff and alumni of the university I am happy to see that the administration is talking about making improvements. However, some things to consider: 1) The university touts the importance of technology but is not willing to fully make a commitment to seeing advanced technologies on campus (time/money). 2) Equity raises have barely kept up with inflation and have done little or nothing to reflect true skill sets of the employees. 3) There are employees on campus that due to the nature of their jobs are not able to take advantage of their personal leave and when maxed out begin losing it. An option to cash out a portion of our personal leave. Here's an idea for options: -you must have your disability maxed out before you can cash out any personal leave. - you must have over 200 hours of personal before you can max out. A graduated scale might work where if you have 200-209.99 hours you can cash out 40, 210-219.99 you can cash out 50, 220-229.99 cash out 60, 230-239.99 cash out 70, and if you have 240 then you can cash out 80. - you can only take a cash out option once per year (must have at least 25 pay periods in between requests). I've wanted to kick that idea out but never really had a forum for it. 4) Would like to opportunity to get some specialized training that will enable me to perform better at my job and probably save the university money long term but am frequently told that this cannot be done because any training related to my job is usually out of state and we can't afford that.

The workload has steadily increased while pay, against inflation, has eroded. Class size has steadily increased, and faculty hires has not nearly kept up the need. There is still a considerable schism between older, teaching-oriented faculty and research faculty. In some departments this has led to systematic abuse of newer faculty by the older tenured faculty. The administration has taken some steps towards remedying this but still has far to go. The evaluation procedure still doesn't make much sense, and actually penalizes those who both teach a full load and do research. Again some progress may be in the offing on this issue. Expecting our faculty to compete in research with faculty at major state-supported institution is a dream, unless they are given a lot more support in terms of lowered teaching workload and internal research funding.

Have been here less than 1 year

#1 - I appreciate the opportunity for professional growth where I am afforded ideas for improvement in my area. The frustration grows out of the lack of funds to implement strategies that have been proved effective by other institutions. I have the basic resources to conduct my business but could be more efficient with greater

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resources. #1 - Grammatical error. Should read: "Allocation of resources is based..." #18 - Generally I do believe that ERAU is a place of respect but there is an undercurrent of distrust and competition that exists between departments and between campuses that undermines the spirit of teamwork. One who cooperated with other departments and/or other campuses is sometimes regarded as "swimming against the current" in that is climate of the institution despite the "one university" objective and the fact that we are all here to serve our customers, the students.

With respect to question 8: The reason for the negative response is that while I am beginning to have a great deal of confidence in the CAO, our chancellor is still too new to judge. I do not have any confidence in the VP for Institutional Advancement- he has a very condescending attitude towards faculty, does not follow up on promises made to faculty, and does not appear to be competent in his job. The CFO can not supply answers to direct questions about budget allocations and seems to hide behind double-talk. The President, while saying the right things, does not have a good track record of following his words with actions and has been disengaged from the core mission of this University for too long. With respect to question 13. There is no clear set of guidance or process for budget allocations that is known by those who work here. If the process were known and the overall budget picture could ever be presented in such a manner that can be understood, it would help alleviate misperceptions and misunderstandings. I would like to see what is allocated to each department on campus each year. This cannot be hard to do . Simply getting a list of departments by object code and total budget allocation should be easy to do. In an environment of trust and open communication no one should feel threatened by this. Any questions about the allocation of the budget can be clarified to the understanding of all. Right now, my perception is one that things are trying to be hidden. With respect to question 14. There has been a lot of talk for the past three years about pay improvements. Only recently has any strong effort been made regarding faculty salaries. I think this is due to the efforts of the CAO. But, here it is 2002, and we are still talking about Comp 2000. My perception is that this is been delayed so the money can be spent elsewhere. Over the years, the trend has been to continually move pay increases back, delaying the University's obligation. With respect to question 18. Last year, I would have answered this with a strongly disagree. However, because of the efforts of the CAO, the past chancellor, and past academic dean, the concept of mutual trust seems to be returning. As far as I am concerned, the president seems to only listen to faculty when pushed to do so, as does the VP for Inst. Adv. The attitudes of the CAO, and from what I've observed, the new chancellor are a welcome change. I hope this trend continues. Trust and at the department and campus level academics has not been a problem. I think respect and trust among academic departments is improving. Trust and respect with my department are a very high levels. Finally, question 19. ERAU is the best at what we do, and working here is a distinct pleasure, in spite of the problems we are now trying to solve. This place is like a family. It has been said by many that this institution is stronger than its leadership, and this I attribute to the character of the people and students who make the place happen, the ones in the trenches.

I asked if it would be alright for me to take some classes to improve my chances for advancement and help out in my department as well. I was told by the head of our department [director?] that she didn't think we had enough time during the day even though my supervisor said it was okay with him. There seems to be a rather large misunderstanding as to policy among Directors/Supervisory staff as to Embry-Riddles' willingness to permit staff members to better themselves.

I recommend that the University research what other institutions do regarding institutional aid e.g. whether scholarship monies are budgeted expenses or viewed as tuition discounts.

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WITHIN MY DEPARTMENT (COLLEGE) THINGS ARE GREAT. SOUND, SENSIBLE, CARING LEADERSHIP. MANY OF US DO HAVE SERIOUS DOUBT CONCERNING OUR SENIOR LEVEL MANAGEMENT, ALTHOUGH DR EBBS IS PROBABLY AN IMPROVEMENT OVER DR SLIWA. IS OUR SENIOR LEVEL ADMINISTRATION IN TOUCH WITH HOW ERAU BECAME SO SUCCESSFUL (FLIGHT AND ENGINEERING)? THERE SEEMS TO HAVE BEEN A LOSS OF FOCUS ON AVIATION AND AEROSPACE. WE HAVE BEEN SHIFTING OUR MISSION FROM A STRONGLY TEACHING BASED INSTITUTION AND ATTEMPTING TO EMULATE UNIVERSITIES THAT HAVE NOTHING TO DO WITH OUR AVIATION RELATED MISSION. THE RECENT EMPHASIS IN PROMOTION AND TENURE HAS BEEN "PUBLISH OR PERISH". ATTEMPTS AT REVALUING TEACHING ARE OFTEN RESISTED BY RESEARCH ORIENTED FACULTY THAT ONLY LOOK AT TEACHING AS A NECESSARY EVIL OR AN ANNOYANCE OR A REQUIREMENT FOR MORE WORK. RESEARCHERS WANT WORKLOAD REDUCTIONS BUT DO NOT WANT TO SUPPORT ALSO VALUING TEACHING (THEY NEED TO STOP WHINING). THERE APPEARS TO BE A SIGNIFICANT LACK OF RESPECT FOR OUR LARGEST, MOST SUCCESSFUL PROGRAM BECAUSE ITS FACULTY OFTEN DO NOT FIT CLASSICAL ACADEMIC MODELS. ALTHOUGH THIS DISRESPECT OF AERONAUTICAL SCIENCE HAS EASED SOME WITH THE ADDITION OF DR. EBBS AND DR. BENEDICT, IT STILL PERSISTS. THE FACT THAT THE UNIVERSITY HAS GRADUALLY REPLACED EVERY UPPER LEVEL ADMINISTRATOR WITH INDIVIDUALS WITH LITTLE OR NO AVIATION EXPERIENCE HAS CONTRIBUTED TO OUR LOSS OF FOCUS AND MUCH DECREASED MORALE. WE NEED TO PUT THE AERONAUTICAL BACK IN EMBRY RIDDLE. IT IS TIME WE REKINDLE A DEGREE OF MUTUAL RESPECT BETWEEN TRADITIONAL ACADEMICS AND THOSE TEACHING IN LESS TRADITIONAL AREAS. DANCE WITH WHO BROUGHT THE PARTY. COMMON SENSE? MAKE GOOD USE OF EXISTING RESOURCES AND DON'T ASSUME THAT SOMEONE ELSE ALWAYS KNOWS HOW TO DO THINGS BETTER. TOO MANY CONSULTANTS ARE USED TO ANSWER QUESTIONS WE COULD ANSWER OURSELVES. TRUST YOUR EMPLOYEES - IN TURN YOU WILL BE TRUSTED. STOP SPENDING NON-ACADEMIC MONEY LIKE IT WAS COMING FROM A BOTTOMLESS PIT. WE ALL LOVE THIS UNIVERSITY - DON'T SCREW IT UP.

I have two points to make: # 16. Many times information is broadcast through the news media that relates to ERAU prior to the faculty and staff being informed about it. #04. For the most part I feel my opinions count, but that is only when I am asked for it. There are times I feel certain topics will effect our work, but we are only asked to solve the problems the changes may cause, rather than foresee some obstacles and correct them PRIOR to implementing new procedures. I am very open to change, but would like to be considered as a valuable resource with an opinion. A good example of the above is the MRO certificate program. I believe the evaluation process should be standardized at least within departments...and everyone should know what is expected of him/her.

Extended Campus is the most disorganized, inefficient organization I have ever tried to do business with. They should be forced to comply with University Vision and Directives.

Survey should be anonymous, but should protect against repeated submissions. I don't see any evidence of that. There \*are\* ways to accomplish both. It may be happening, but it's not obvious to this survey taker that it is. Benefits should be extended to domestic partners of unmarried employees. That's only consistent with the university's statements regarding sexual orientation. It shouldn't be a matter of having to be a terribly squeaky wheel to make this happen, just because it doesn't affect the bulk of employees. The questions of whether

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we're accomplishing something in all of teaching, research/scholarship and service is loaded. No one should want to admit they're not accomplishing what they're asked, but the reality is that we're asked to do too much in too little available time with too little support from above. Something almost always has to give, and in most cases it's research. I guess that's better the quality of teaching suffering, but there is still disagreement between expectations and the reality of what can be accomplished. Speaking of research, how about some overhead recovery to the departments so they can support research internally? You know, like just about every other institution of higher education? And an intellectual-property policy? Bi-annual revision of the strategic plan is too short of a cycle and the software system for doing so is lousy. (It sucks.) Would be better to get departments and university out of phase, so than departments work on their plan during, say Spring and campuses and the university collates them together into one in fall. What budget model? Proposed web pages for the university do \*not\* look good, but it seems that no one higher up wants to hear that. This is an example of how the university often spends its money on bad products or bad services. We're often left with a "what were they thinking?" feeling when it comes to things like those proposed web pages. And web-based registration. Web-based registration should be good, but there needs to be a way to let departments require face-to-face advising prior to registration. How do these decisions get made? Sometimes it's "is there nothing they can't be sold?" University should have an internal weekly or monthly publication for news and info: who won what award, who went to what conference, who got promoted, etc. Is there really going to be longer-term assessment activities? Are the ones that have been instituted sustainable? Please take these as heartfelt suggestions, not generic griping. This is a wonderful place to work, with wonderful people. Most of us would like to continue here, working to improve what's a great place. Thanks for listening.

Pay has not greatly improved for staff in the last few years. Health insurance benefits are expensive for employees and their families on a monthly basis. Resources and supplies are always in short supply in my work area. Retirement benefits and tuition waivers for dependents are the best benefits that Embry-Riddle offers.

I have been very frustrated by the rigidity of IT in its refusal to permit the coexistence of 16bit & 32bit QuickTime on the c drive of classroom computers. The technological version of our current textbook requires the 16 bit version. Furthermore, other than departmentally provided laptops (if they exist), there is no avenue on campus (both Media services or ET do not offer the temporary use of laptops) whereby I could implement the use of this computer based technology.

I have seen many improvements over the past four years. I fully support the One University vision, however, it is apparent that not all areas do. This does impede my ability to accomplish my goals. I would like to see more consistent support of the One University direction across the campuses. This needs to start at the top of the organization chart. There are many pockets of support across the campuses and these areas need to be nurtured, recognized and rewarded of their efforts so others will see the benefit of "getting on board". Sometimes I feel like we are moving too fast toward the 2010 vision and not investing enough resources in getting projects done right. We tend to bite off more than we can handle with the limited human and financial resources. All the projects are important, but we need to focus on prioritizing our goals. Yes, it keeps me challenged and never bored! I also feel that some of our ventures are misdirected or not thoroughly planned out, which cause us to spin our wheels needlessly and waste valuable time. I understand the need to do preliminary planning in order to assess the viability of certain programs, but sometimes we are up to our necks before we realize a program may not be viable, for example CATER. The MRO program appears to be doing well, but the aviation training program appears to have failed. We heard plenty about it before but now it is all quiet. Perhaps more

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information on it would be helpful. I also feel we need to focus more on our strategic goals and measure each proposal on how it will meet or address our goals. We appear to be moving in the right direction on this front. However, I have difficulty understanding how DCE offering a Financial Seminar meets one of our strategic objectives, or how their non-aviation courses meet our goals. For example, if I wanted to take a PC troubleshooting class or Photoshop class I would look to DBCC or the various City Recreational Departments for that not ERAU. I am proud to be a member of the ERAU family and truly enjoy working here. We have many, many advantages and opportunities that are not available in other companies and I do appreciate that. I am fortunate that the department I work in is dedicated and acknowledges individual and team contributions. We all work hard and have fun while we are accomplishing our goals. I couldn't ask for anything more. ERAU is a great place to work! Thank you for asking my input.

I was denied the chance to take college courses to improve my situation. My supervisor approved the idea, but when he asked the director to approve, she turned down the request. The reason she gave was that the classes should be attended on my own time after work so as not to take away from work time. Is this not contrary to the new policy and procedures of Embry- Riddle?

I am regaining confidence in University leadership with the addition of Dr. Benedict. I believe that for too long there has been a lack of an effective system of checks and balances at the executive level. I hold out hope that the tide is turning.

Scholarships should increase greatly. We need to attract more students with better learning habits and motivation. This is especially appropriate given our huge tuition increases. Typically universities with tuition in this range offer double the scholarship pool compared to ERAU. They are not being foolish in this decision. Science classrooms are terrible and support for the operation of science labs is either at zero or pathetically low. The community college, Bethune-Cookman and high schools have better facilities. Our students deserve better. I commend the faculty search committees for their success at finding dynamic, motivated and brilliant new people to fill vacancies. Summer and overload compensation is too low. I work overtime to help out when there are staffing emergencies. The pay is about a 66% cut below my normal pay rate. Most people in this society work overtime at a 50% higher rate. [edited - signature removed]

Need employee suggestion program that provides feedback on the suggestion. Employees who see ways to save money never see the change/nor hear about whether the suggestion has merit or worthless. There is no employee suggestion program. This is demoralizing. Every employee at Riddle knows some way to save \$5.00 - but no one ever asks. If a great program were implemented university-wide, there would be lots of improvements/saving/new ways of thinking. Include part time employees in our department meetings - at least invite them more than provide minutes. We are not one team yet and a lot of time is spent trying to keep part timers up to speed on changes. This is especially important to part time/adjunct faculty members who impact end product. Employee recognition program totally lacking. When an employee publishes or does something to bring credit/recognition to the university, this individual should be acknowledged. The big competitive difference is EMPLOYEES - not computers, not new buildings. Happy employees produce great customer service, brag about Riddle/leadership to industry leaders. Missing your best consultants: your employees. President/senior leadership team is too aloof. Great CEOs/bosses are known to manage by walking around. Jack Welch went out of his way to talk to the employees - that was how he learned - as he put it "talking off layers of

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clothing to determine what the real temperature". Senior leadership team should talk to students on campus, faculty, staff - not hole up in their offices or think they will learn from pre-arranged 'meetings.'

Need more space. For example, move Career Services to their audience - near the students. I've been observing foot traffic and the students must be working via the net as they don't go into Career Services. I think if they were in McKay or closer to where the students live and see them, the students would be more likely to utilize. Recruiters always use the conference room for interviews - this could continue. In the mean time, it would give more room is Spruance Hall. Also, one recruiter who is not coming back to Riddle complained that Career Services staff have little to no industry experience. They are mostly alumni. He got into trouble with his organization for taking resume back that "all looked the same - only the name, email addresses were different. Maybe hire some retirees and put the staff from career services into alumni affairs. Need more room in Spruance for Admission/Financial Aide.

I have not had a performance evaluation since 1998. I love my job and have lots of independence to focus on the overall Embry-Riddle strategic plan and to get there by the most direct route. However, there are some serious ethical problems in my work environment. I'm not comfortable describing anything for fear of recognition. I have a positive attitude, I think it's important to see the big picture and I realize that not everything can be fixed. However, it would be nice to have an objective listener (perhaps an outside consultant?) who could give advice and guarantee no job reprisals. Human Resources definitely does not fill this role.

[edited] I think HR needs to be more active and supportive. I (and many others) are distrustful of HR/fairness/their policies. The HR "mentoring" program did much damage. Staff members were asked "what things do you think your boss could do better" under the guise of mentoring the individual. This causes back stabbing distrust/hate/discontent. Who is HR???????? My orientation to ERAU was to sign benefit forms. What happened to a "welcome to the organization". There was none of that. Does anyone in HR care? who are they? Low visibility of support teams is a problem at Riddle. We are taking bets on if feedback of surveys materialize - in the past we've been quizzed - but no improvements/change. Its time to change and GROW Riddle!

Promotional opportunity within the university is almost non-existent. Turnover continues. Current employees are demoralized when they are not considered for upward positions and outsiders are continued to be sought. Workplace studies support the most important thing to workers today is an opportunity to advance. Organizations with low employee turnover/churn are the ones with the greatest profitability.

ERAU has grown considerably in the past years with little or no attention devoted to Facilities Maintenance. Manpower, vehicles, and equipment to maintain the Campus are items that need to keep pace with our growth.

Above based on 20 plus years at ERAU.

I feel that this survey could be a valuable resource, I had hoped that the Performance Management Process would have been the process that created meaningful exchange between supervisors and staff. However,



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management in the division I work in determined that they were not open to the hopes and aspirations of the staff. Conform to the view of the supervisor without the ability to initiate work flow improvements has been a problem. In my opinion, supervisors should be required to attend workshops for creative team development skills on a periodic renewal basis.

Difficult to get to the survey.

Pay needs to be improved big time - otherwise ERAU will lose very valuable people - myself included. Communication needs to improve - I am constantly amazed when I find people in the same positions at the different campuses who don't even talk to each other. We all need to work together!

1. No employee development programs - we have an individual that is a good person but needs some help. While there are policies on file about development, no one uses HR except to hire/fire. No trust in HR. No training programs and the ones that are offered want \$\$\$\$\$. We have internal talent and could provide great training programs by sharing talent, Intellectual knowledge sharing is a big issue in corporate world per industry relations committee members. 2. High employee turnover which does impact finished products. Students are talking. It is not so much pay issues - we are distrustful, are not included in decision making - lack of personal development. 3. Grievances should be benchmarked and it should be determined what common problems are. 4. There are barriers to making contributions at Riddle. No program, no action. I heard some Riddle adjunct over in Humanities or business published in some publication on how to develop such internal program - yet we ignore our own talent. 5. Why isn't there a distinguished employee program? There's a staff/faculty appreciation which is nothing more than a "halo effect" system and a joke within our ranks. Students are "asked" to nominate individuals for recent contributions. Change the timing of the award and see the differences or reword the award so that student nominates an individual for ongoing activities - not just at the end of the term when a professor coaches them on a test or student gets a resume. Current program is demoralizing. 6. Adhere to policies that are in writing. Big inconsistency. Do we ever update policies or just change the date on them???? 7. Realizing there is a new group leading, we are watching, hoping but have been down this road many times with initial efforts that look promising only to be left with false hope. Many are not participating to this survey due to lack of trust of past ERAU staff members hollow words. 8. Why does the senior staff spend so much money in travel (6-8???) went to the Paris air show when we are still using blackboards in the classroom? Why do so many go to NBAA? Why did Pres go to Hawaii for one week? Exactly what was the gains from all of this? Faculty feel there is too much wining/dining when we are using bare bones equipment/systems. If we had better equipment then our students might market us themselves. 9. Too many students complaining about the 4 hour flight block and there's some flight schools near by that are taking this weakness and using to their advantage. New flight school under construction this very minute with some great strategic plans. Soon we will not be the only show in town. 10. This isn't the first audit. However, my hope is this will be the first audit that we get to see the results. Demoralizing to fill out audits only to never hear summary or plans of action to correct. Think more of your faculty - we appear to be second class citizens at Riddle as demonstrated by our lack of space, our outdated classroom equipment, our involvement with decisions being made, by your lack of presence in our classrooms. How can you possibly know what is going on holed up in Spruance or in Paris? Best learn about Riddle first.

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I enjoy the type of work I do. I am good at it. I like working here at the school. What I do not like is the way the people who work in my department are looked down on because we do physical labor. The attitude and comments of superiority has come from people from all areas of the university including office staff in our own department. There also appears to be a large gap in the pay scale even though we are just as skilled at what we do as the people who work in the offices.

1. Why do we have the expense of a jet and two pilots on call? 2. Evaluation process has become too complicated - again. 3. Why is so little attention given to Facilities needs?

I wasn't going to even bother filling out this survey. In the past, it appeared that it really didn't matter what the staff, faculty, full-time or part-time employee thought. Hopefully it will be different this time.

I am proud to say that I work for ERAU. I wish that the administration would increase funding for adjunct faculty; the pay is embarrassing. Please continue to work on diversity issues. Students and staff alike need diversity education - women and minorities are openly maligned here.

I feel that faculty are expected to do too much particularly junior faculty who at 'other institutions' would be protected from the level of service/committee work expected here. There appears to be a definite split on the issue of research - its importance and value. While I do not doubt the administration's desire to increase the importance of research, there is little or no help for faculty who are straining to teach a full load, fulfill service commitments, and engage in research. The adm. appears to value only research that generates \$\$\$ and not research that improves the image and name recognition of the University.

I believe that the University is a good place to work for the most part. However, I have been here for about 16 years and have done or assisted in many "questionnaires" and assessments, and I believe many of these are put together by someone whose job it is to gather "input" which in many cases takes our time away from doing our job and is only put into a file to be referred to at some later date. I may be way off base on this but I have not seen a lot come from many of the surveys we have been ask to participate in. Thank you for your interest.

Annual performance assessment is too wordy and should be more decisive. Teamwork should be one of the most important attributes of a department. Not all individuals are included as part of the team.

The accessibility issues (for the disabled) at ERAU are so poor that it makes it difficult for me to be positive about other areas of the University. ERAU's poor record on accessibility colors all aspects of my employment because I am so restricted by the physical barriers that limit me from truly being integrated into University life.

The administration seems more concerned with lofty and unrealistic strategic plans than with the daily goals of providing our entering undergraduates with a sound educational experience. The administration seems to hire more and more highly paid administrators to produce climate surveys and the like, while hiring more and more low paid adjunct faculty and lecturers to provide freshmen and sophomores with their fundamental backgrounds in English, Science and Mathematics. The hiring of qualified faculty to teach freshman and sophomores is a

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simple worthwhile and attainable goal that is essential to our institution's success. Yet, the administration chooses to plan and survey more, and provide quality undergraduate faculty less. The action of the administration speak louder than their words. It is time for the administration to start matching their actions to their promises to provide students with a quality education! In addition, the teaching, service, and research expectations placed upon the faculty are a complete joke. We cannot walk on water! Teaching a full load (12 hours) makes it impossible to have time to do research, especially when the faculty is expected to supervise the usual departmental "army of adjuncts, lecturers and non-tenured faculty" that we see in the typical ERAU academic department. Administrators keep flying in your jets, attending your meetings, taking your surveys, making your empty plans and promises, placing unrealistic demands upon your faculty and we may soon become the ENRON of higher education. You fellows at the top are absolutely clueless because most of you can't see beyond your own petty and empty careers!

This survey does not address how the University takes care of me and my family. There is no way for me to respond that indicates HR seems to treat us poorly. Health care is a big concern for us and dealing with ours is often a problem.

The biggest factor in my more negative responses is a perception that the 'one university' philosophy has not been firmly established in every day work-a-day life. However, I am confident that leadership is moving in the right direction.

I have thoroughly enjoyed teaching at ERAU. The students are so focused and interesting. However, I do wish I felt more a real part of my department. Some faculty members have been very friendly and helpful, while others ignore me (I have been a part-time adjunct for several years). I've never been evaluated in any way. I wish someone would say, we think you're doing a good job. Regarding the question of equipment and materials, the classrooms in Buildings E and B are shaped bizarrely, making it difficult for all students to adequately see videos or sometimes even the board.

Know of wasted funds by high level employees.

Too many experienced chiefs and not enough Indians. Money wasted on; jet plane and pilots after hours functions for higher ups.

In the area of improving pay and benefits for staff and faculty, there has been little improvement in that area. A 3% raise across the board is not very much for a person who makes below \$25,000. I think the management should forsake pay increases until such time as they improve the pay for the "little person" who actually makes this university what it is today. Another percentage or two for the retirement fund would be a big help also. It is very hard to save money when you don't make much money. The cost of living in this area is very high and the salaries do not reflect it. Try paying \$600 a month for a decent apartment, car payment, car insurance, electric, phone, water, all on \$1000 a month. Not to mention food. It's easy to sit "upstairs" making \$100,000 + a year and not have to worry what will happen to you if you should get downsized.

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What do you mean by "underrepresented" groups? why don't you just say minorities, which is what you actually mean. As far as I see you should be more concerned with putting in QUALIFIED personnel into management instead of filling quotas just to look good. I also believe these surveys are just a means to justify a position created for the person to do a survey. Just what we need .. more consultants.

I have not been a staff member of the university for too long but I have noticed that the computers we are given to do our job are old and outdated and crash often. The university spends lots of money upgrading the computers and putting in new computers for the students to use. It would be nice if some of the new computers that come into the school could be given to the different departments for the staff to use.

I believe it is time to stop expanding the house and improve the living conditions at home. There are employees who need and deserve salary increases, there is equipment outdated and sub-standard for a technical University and there are students that deserve more assistance from the University when cost is continually increased. One of the things that keeps the University so well thought of is the caring Staff and Faculty. Improve within.

I think a survey should be done for each department so that upper management knows what is going on in each area. They need to know if the employees are happy and to research any problem areas. They are not in these departments enough to know what is going on they only hear from the management of each department. There needs to be more open communication between upper management and the staff of each department. We need to work as teams. Victories are won by teams not individuals.....

Very concerned about the university, I'm afraid a layoff is coming. Too much money is being spent on frivolous things and activities. A conservative approach is not being taken toward spending. There is much distrust and anxiety among staff toward the administration. Staff do not have an advocate - they are at the mercy of the administration. Do not feel everyone has an equal chance to apply for jobs - many are never advertised. It appears special jobs are created for special people. The atmosphere at ERAU is not good - people are fearful.

Yearly raises should be regular and at least 5% based upon job performance

17. While continued efforts are being made to help improve the communication between campuses, there appears to be a long way to go for the communications process to be considered effective between campuses. This problem also seems to continually exists between departments across campuses as well as between administration and departments. The issue doesn't seem to be mechanical but rather just a matter of physically opening up those line of communication and building the trust among faculty and staff. 22. I feel that if properly handled, the climate survey can be an effective tool to help influence those decisions. Whether that indeed is put into practice remains to be seen at this point in time.

Too much emphasis placed on image and perception. Too little paid to substance. Examples: Diversity and Multi-Cultureless appear to be high priorities, but returning to quality instead of quantity is ignored.

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I believe that the workplace can be improved so much with one thing: COMMUNICATION!! There are far too many departments that still give students the "Riddle Run-around"! It is so easy to pick up the phone and call another department and ask a question for a student or even have them ask the question instead of making the student run all over campus because its "not my job". And it happens to staff members as well! We show no respect for other departments (flight gets the worst rap!) and it is crazy! We should have some type of forum to bring the departments together and ask the simple question: "what does your department do?" Than is not hard and I believe it would be a great way for all departments to understand what each one does and maybe respect them more. Even if it is just a way to introduce each other at least we are doing something. The only time we see everyone is at the Christmas party and even then most people don't even know who Dr. Ebbs is! What is wrong with this picture? If we want to make this a better place for students we need to start with our own faculty and staff! Most people can tell that there are unhappy employees here for whatever reason. Make this a better place for everyone and I promise you will find a happier university overall! And that starts with communication. Thank you.

Question 1: Lack of in-house advanced software training in Microsoft applications such as Access delay the automation/conversion of databases such as Lotus Approach.

I know many of my co-workers did not respond to this online survey simply because it is very easy to identify which computer filled out the survey. You may have lost some valuable input that way.

There are concerns among the work force that the University has become "Top Heavy" (Executive staff and reinstitution of the Chancellors) along with excessive spending at that level (jet, etc.) I encourage them to wait and see the long term benefits. I hope I am not proven wrong.

Keep up the good work. Go Eagles

Embry-Riddle is a model employer; I love working here!

On responses that I have indicated as neutral, I am unclear to their content or I have not been informed.

[edited] Lots of distrust due to broken promises from Chancellor in the past. Current Dept Chair speaks out of both sides of his mouth so no trust there. ERAU should be ran like a business. In the summer when student enrollment is down, businesses that operate on campus like food service/bookstore/(and faculty) reduce their staff numbers or reassign to another project. ERAU staff should better utilize departments during the summer that have little or no business. For example counseling department/Career Services and possibly financial aide should be cross trained to work with corporate giving/alumni affairs and actually do something productive besides play computer games. Granted it isn't their fault that they have so few students during the summer but a real business would utilize unutilized resources in other areas during "seasonal" times. By the way CCC needs some experience in there - I've spent an inordinate amount of time helping students with resumes as the students feel CCC has no industry experience. I understand CCC is pretty much alumni. No wonder the students are frustrated and depend on faculty for career guidance. Also, for a school this size those offices seem "too fat"

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with people. What is the industry average for a school this size for CCC/Counseling? Why isn't staff managed like a business and the faculty side of this "one university?"

The strategic planning does not seem to be related to anything concrete that I can see. Please tie it to the budgeting process. We've asked for \$, operational budget, people, facilities, etc. for years and the answer never comes back. I feel like all this work in strategic planning does not go anywhere. Assessment planning is a huge source of confusion. We can't measure flight hours etc. and all the assessment we come up with can be directly manipulated by us to make it look good. If we are offering more \$ to incoming new positions in order to attract the right and best people, how soon will the existing faculty/staff be rewarded for their status.

While I believe we have made progress and I believe we have both a chancellor and academic vice president who support fair and equal treatment for women, we have a long way to go as an institution. The University must commit to educating all its constituents in this area.

I think that ERAU is a great place to work and I am proud to say I work here. But I am not sure that all is contributed fairly among workers. Smaller departments do not receive the praise or resources for doing a good job like larger depts. such as admissions and financial aid. I thought it was insulting to give an ice cream social to fin. aid and admission and not recognize that all depts. that had a share in getting the enrollments.

During next survey administration, please simplify certain sections. For example, if one in question 8 has a mixed view about certain persons, there is no place to capture that. Overall, congratulations for a first good effort and the beginning of a meaningful progress.

I've been here many years and there has always tended to be a lack of effective communication campus wide and mistrust of administration. I don't know if that ever will change. Many folks are disinherited when they find out how much money is being spent in the Development area in an effort to get donations. Where's the donations? And what's up with the corporate jet? We were told that the jet was a 2 year deal we couldn't pass up. Two years are up -- what now? And the jet was marketed as a tool for departments to use. Who can afford to fly on it? And, although there have been improvements in wages and benefits over the past several years, we're so behind where we should have been that we'll never truly catch up. The structure of the pay system only seems to help those who are at the bottom. As the relates increase those who are new get bumped up but those who have been here many years don't get bumped up accordingly. So the gap between new hire pay and the pay of long term employees becomes narrower. If there is an equity adjustment for the bottom, the person who is not at the bottom should get the same amount in equity as well and then the supervisor should have the opportunity to give merit in addition to those who deserve it. This does not occur. In our department alone I can cite several examples of people who have been here from 1 to 6 years. They are all performing the same job and they all make the exact same amount. How do you think it feels for the guy who has been here and given his all for 6 years to be making the exact same amount as someone who's been here 5 years less? Although our benefits package is not bad, it still could be improved upon. Why can't the folks who have Florida Health Care be offered dental benefits? Under the ERAU plan, dental is offered. ERAU is self insured so why can't those same dental benefits be extended to the folks who are FHCP? Even if they had to pay extra, I'm sure most would opt to take it. People who are on FHCP do so as to not incur out-of-pocket expense more so than for the

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quality of the program. They can't afford to shell out \$1700 per year in deductibles and co-pays. Why should they not be offered an optional dental package? I could go on and on, but will stop now.

Hopefully this climate survey will be used as a tool to make improvements but it will be up to the administration to listen to people and take action. Don't drop the ball or the low level working folks will never feel like they count!

Academic resources are pathetic. Programs are marginally funded at best. With all the tuition increases, it's hard to believe that academics, which delivers students and the operating budget, is hamstrung. No capital budget. No lab budget. Budget model presumes that a chalk and board English course delivery is the same as an engineering class and lab which is intense in materials and supplies.

I am extremely happy with my position in the AS Department. I have some reservations about how campus matters are handled. My concerns can be summarized as follows: 1. The lack of truly shared governance. 2. A lack of effective communication between the Administration and the faculty. 3. Faculty input into important University decisions being overlooked. 4. A tremendous increase in staff positions with little to no increase in faculty positions. 5. Far too many courses taught by Adjunct faculty or as overloads. This saves the University money but it takes away from the quality education our students should be receiving. A typical Professor teaching 24 credit hours a year is paid approximately \$2,000 per credit hour. If that same Professor teaches a 3 hour overload, they are paid somewhere between \$500 and \$700 a credit hour. If they teach 6 extra credit hours in a Summer term, they are paid \$1000 per credit hour. Overloads and Summer pay should more closely match one's normal wage. 6. More money from the University budget needs to be spent on academics, and less on expanding other areas of the University. When the tuition was raised dramatically over year ago, it was identified that this would provide a lot more money for academics (new equipment and additional faculty). It never happened. If the students and the quality of their education is the #1 priority, lets prove it. In response to question 15 - They are hiring only women and members of underrepresented groups into management and faculty positions.

On #22, I would like to believe that the climate survey would have an impact on decision, however, opinion about change or problems have not been fully acknowledged in the past. Climate surveys will be accepted if some attention is paid to the results.

I believe that the climate survey is a waste of time and paper and will make little or no difference in pay or understanding the environment of blue collar workers at Embry Riddle Aeronautical University.

Currently I have a wait-and-see attitude. I believe that expansion of the upper levels of University management and expansion of the physical plant aspects of the University have unfavorably impacted the benefits and pay to the staff. I have no knowledge of what impact they have had on the faculty. I also believe that the stated intention of bringing the level of pay of ERAU employees up to national average was a good idea, but has not been implemented. I believe that the PMP is one-sided: management evaluating staff with nothing set up to go the other way. I do, however, believe that the benefits package offered by the University to it's employees offsets the rest to some extent.

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I am in an intolerable job situation and am looking for a new position within the University. I am grateful for our professional and helpful Human Resources staff, who are providing their support.

I feel that the Strategic Plan needs specifics. Individual's names responsible for implementation of key concepts should be provided. It provides a point of contact for tracking progress. The vagueness regarding implementation responsibility increases the risk of failure. Otherwise there is a tendency to assume "someone" else will take responsibility for implementation of these long term objectives. Projected budgets need to also be clearly tied to various items in the strategic plan. The strategic plan objectives need to be tied to management's performance evaluations. Also, feedback mechanism needs to be in place for insufficient budgets to met these goals. Otherwise, come 2010, you may have disappointing news. For example, can anyone say what percentage of our 2010 objectives we've already met or achieved? The issue of 'assessment' in the survey left me scratching my head -- assessment of what? Is there an assessment of how far we've come along in meeting our strategic goals? In an atmosphere of tight budgets, which often impacts job-related objectives (e.g. implementation of a special project) and calls for tuition increases, it is hard to understand the seemingly abundant amount of money available for new buildings and renovations. I think it would be in the interest of the university to explain this strategy and allocation of funds to its faculty and staff. Is a new building really a strategic objective? Does it interfere with strategic budgeting? Does it improve the odds of our graduating students finding good paying jobs? I was also troubled by the Career Services statistics recently sent out by Alicia Smith showing an average starting salary of \$19,000 for a student with BS in Aeronautical Science with only a %50 placement rate. In my book, \$19,000 is not acceptable salary for someone who has spent perhaps \$80,000? to acquire a degree. Either one of two things is happening: we are not providing value for the investment a student makes or we're not properly presenting potential income. I suggest you collect data on how these students fair 7 years from now. I think we owe it to our customers the students.

I'm relatively new to the DB campus but I understand why the Prescott people feel like they're not part of the university. All kinds of pages on the website and in brochures sound as though the DB campus is ERAU. So many provisions are in place to assist with departmental team building, including top administrative support; however, our department thought long and hard about some useful team-building exercises for use during part of the day of our retreat, and we never come up with anything. The retreat itself is a great assistance, but some sort of exercise, with support tools - or perhaps a selection of several different (proven) team building tools, I think would be helpful. thank you

Rewards are not concomitant with production. How can we claim to be the world leader in aviation and aerospace education and have no Ph.D. program?

I feel as if "top" administration should take a little more time to visit individual departments, or conduct informal meetings with departments on/or off campus in order to "get to know them" on a "more personal" basis and to collect input "specific" to their department's concerns & accomplishments! If you want to continue the "tradition" of the ERAU "family" then this feeling of "caring" needs to come from the "top" down! It was said of Dr. Connolly and seemed to many that he "personally" took the time to get to know names and faces of those on campus and though he could never solve all of the daily perceived problems it was "always" perceived that he cared about individual students, faculty and staff and that "feeling" was shared and passed along thus creating an atmosphere of "family!"



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We are asked for what we need to do our jobs; we provide answers that attempt to justify our needs, but others make a decision on the validity of these needs without any personal knowledge of how these needs relate to our services. For example, we have budgeted for new hardware, have been told we will get the funds and then have had them removed from our budget (twice) without justification. (Lack of available funds is a relative issue, the University certainly has the funds to spend on things that high level administrators think we need, while significant one-time requests (30-60K) are considered too costly..... While my current salary is better than what I accepted when I came here a few years ago, it is still far below what I am worth and what I could get if I choose to leave. There continues to be a salary problem that keeps newer faculty (who tend to have more contemporary skills and therefore "do more" to advance a program than older faculty) at a pay rate below those who have "been here awhile." It isn't my fault that these people have agreed to work for sub-par salaries (many have retirement incomes that equal their ERAU income. I can't continue to support my family at my current income level (<50k with a PhD)....It is somewhat insulting to not be able to "hold our own" in a neighborhood with a house painter next door, a fireman across the street, and a mechanic down the block. None of these people have anything close to the education that I have. Summer pay is a joke - why would I work for 50% of what I normally work for when I already feel that my base is too low? I am hired to teach 12 credits each term. If I teach 12 credits in the summer, then I should get 50% of my normal contract, not 25%! The Florida State University system recognizes that teaching in the summer is more challenging (same material in less time) and they pay their faculty the same rate for 9 summer credits as they do for 12 fall/spring credits. After all, don't we tell our students they can't register for more than 9 credits in summer as that is considered "full time?"

On-going problem: Scholarship is not an option, luxury, or reward for university professors--it is a responsibility. Scholarship is a prerequisite and a co requisite for good teaching because it legitimizes our expertise, informs our classroom practice and provides students with models for intellectual inquiry. Scholarship also contributes significantly to Embry-Riddle's prestige and heightens our name recognition. Check MIT's School of Humanities web cite, for example ([http://web.mit.edu/shass/home\\_update/homepage\\_main.htm](http://web.mit.edu/shass/home_update/homepage_main.htm)). Prominently featured on the main page are the recent publications of its faculty. MIT recognizes that its stellar reputation is based on the quality of its graduates AND the reputation of this faculty. When Embry-Riddle University professors are required to teach a community college teacher's teaching workload, we are not only harming our reputation, but also hiring, retention, and morale. while we have taken small steps to address this problem, we need to strengthen our resolve.

I truly enjoy being located on the DB campus but my position is in working with the Extended Campus students, centers and personnel. In my position I have seen DB comes first and EC comes last. I would like to see the day come when DB and EC are both considered #1 (first) in all aspects.

8. I have great confidence in the CAO and Chancellor as the only academics in the administration of this academic institution but fear that the proliferation of top-heavy bureaucracy and non-academic staff badly undermines the financial health and of the university and the morale of faculty and students. No academic institution can be considered healthy when the staff to student ratio approaches 1:6 and staff to faculty ratio is 8:1. 13. As has been reiterated on numerous occasions, no faculty member has any concept of how the university allocates resources. 16. Contrary to some reports 9/11 in particular reinforced the notion that communication on this campus is severely flawed which permits counterproductive rumors/innuendos/misperceptions to flourish. 22. Please release the results of the survey. This alone, if nothing else, will reinforce the trust that the new administration is working so hard to foster. General: Students who are

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continually "run-around" become alumni who do not donate. ERAU provides an excellent education and offers tremendous opportunities, but its students leave with resentment and bitterness. This is not a marketing issue.

Faculty work load is a tremendous problem. The expectations for research now seem the same as at a major research institution but the teaching load is twice that at those schools. Research is also not supported with space or equipment. Teaching is also suffering due to lack of funding for equipment. I think there needs to be a reality check on the ability of our faculty to engage in research with the level of support the university is currently in a position to provide. The professors I have observed are working extremely hard in their classes and should be respected for the excellent education they are providing our students.

Strategic planning is helpful to our department and to the University as a whole, but I'm not sure the method by which we are forced to go about it are the most productive and efficient.

I am glad that there is an anonymous forum on which we can present our opinions regarding the state of the University. I am not convinced that this survey will truly make any changes or improvements to our workplace, but I am hopeful.

Opinions within the department & division are respected, however do not feel administration listens well-they have there own agenda and use/allocate resources to their advantage w/the resources as is w/I Dept we make the best of the situation, but not necessarily can say we do the job right as facilities have been sub standard to lacking for a long while, administration is a bit top heavy, too many layers and appears they do not have the student interest at heart, surveys are continually done however little results are seen from them, they hide from the results of the last one, private agendas and the talk is not walked, campus is losing its family type atmosphere, lack of loyalty on behalf of the institution, Hayes salary study helped, however middle management was already in the range and no one took in their past experience. If you left today the next person would start where it took years for you to get. Happy compiling! loss of quality folks that made accomplishments, jobs created for some that should be gone.

Very little confidence in leadership of University and their ability to change. some officers have been here way too long. Officers need to get out of campus micro-management. Top heavy organization too many chiefs, too few Indians. Too many staff don't have enough to do but collect big paychecks when they get demoted/shuffled around. Lavish Expenditures by president and officers ridiculous for a small private institution dependent on tuition dollars. What is this a private piggybank? golf in Scotland? private plane? lavish parties? This is where student tuition money is going? This institution needs to change if it is going to ever be anything but a flight school.

In Item #1 I do have the materials and equipment needed but I do not always have the training or time needed to effectively and expertly use them all. My response to Item 11 reflects the general tone of our local faculty understanding of this process. For Item 22, I would prefer to say that I truly HOPE that survey results will influence decisions and that this is not, yet again, another hollow exercise that shows no results- I have been here for 27 years and have seen a tremendous number of studies and surveys come and go with little change

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resulting from most. With our new administration in place I want to believe that things will be positive and different.

I hope the strategic planning process gets streamlined and that it is someday tied directly to funding! The personnel evaluation process is a miserable drill to go through especially for large departments. Most employees I have spoken with feel that, in the end budget decisions are made at the university level with little regard for the strategic plan.

I think the greatest asset ERAU has is its faculty and staff. However, I think many things add to problems with morale. More money is always welcome, but there are other considerations that would make for a better environment in which to work. Better communication between depts., campuses and faculty is needed. A little more involvement by upper management to try to really understand the things we do and the obstacles we face each day would go a long way for morale. Many people do not have the technological equipment or software needed to perform their job properly. There is a lack of space in which large departments can work. Efficiency is lost and services to students are split all over campus. Every year there is a budget crisis and the lower level staff have to cut back on all supplies and traveling, while the belief is that the upper management continues to spend at will. There is much trepidation regarding a huge tuition increase in such a slow economic environment. Many people are concerned that if we don't pull in the class expected, jobs will be eliminated. There is a pattern of decisions being made without consultation or input from the faculty or staff that those decisions directly impact. There is much insight that could be gleaned from talking with the "front lines". ERAU is one of the best places to work in the Daytona Beach area. But the potential is there for a much more enjoyable and definitely for a much more productive workplace.

To whom this may concern, I am a full time flight instructor at ERAU with a four year degree in Aeronautical Science, August 99'. I do feel extremely fortunate to work with some of the most experienced flight instructors in this industry. I am grateful for having a fleet maintenance staff that responds to each and every discrepancy I may write up about an aircraft, no matter how small the problem may be. I do however feel like a second class citizen. Every month, all of the instructors pilot's gather for a meeting where we hear time and time again how important we are to this university. "We are where the rubber meets the road" as Mr. Theokis would say. Is that true? I feel that as a full time employee, we should be compensated for full time work. I can't even begin to count how many 12 hour days are spent at the Riddle flight line, and to go home knowing that you were just paid for 5 hours or even less. The problems may be lack of aircraft available, maintenance problems, student no shows, weather, all of which I have no control over. I take my job extremely seriously knowing that each and every time I take a student up flying, it is my responsibility to get them back on the ground safely so they can do it all again the next day. To have that kind of responsibility and know that I can make more money at the local drive through is pretty disturbing. I do enjoy working at ERAU, but only because I have made some great friends there, and I know that the airplanes are maintained to extremely high standards. Other than that, I feel it is like a jail sentence. Just serving my time before I get paroled. We hear that ERAU is the best aviation university in the world, employing only the best instructors. Maybe then you should treat us like we are. We are not asking for much, just to be paid when we are at work. Is that too much to ask? Thank you for your time.....good luck in June! [edited - signature removed]

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Embry Riddle is a great place to work. The faculty, as well as the students are quality. Perhaps, if possible more programs could be added that would include interests some students might have...(perhaps a school of law for an aeronautical law specialty or a political science specialty) A number of students like the milieu and come from families which enjoy aeronautics; however, they may not have the talent for the specialties at Embry Riddle. They would feel a part of something they love if they could pursue their interests here.

Regarding #1, I do have the tools I need to do my job (a computer), but my job would be much easier if I had more control over my own computer. The one-setting-structure fits all approach causes me to waste time while resetting my basic productivity programs to suit my own needs (i.e., spell checker activated, dog off the screen, etc.). Regarding #13, I would like to see more resources allocated to the library. Many of the public computers are slow. Sprucing up the place a bit, too would add to our image. Overall, though, I am very pleased with my job choice. I started here last May and haven't regretted it for an instant!

It is my belief that people should be placed in positions based on their education, experience and merit rather than their gender or ethnicity.

\* The salary and benefits at ERAU is even lower than some colleges in Florida.

I love Embry-Riddle, as an ERAU graduate and full-time employee. Overall, I love my job BUT in my area we are grossly understaffed. The students are the reason why we are here!! I believe that the university could definitely improve on customer service. If we keep increasing the tuition and enrollments we have to increase current/new services. As far as an alumni, a lot of my former classmates have problems with giving back to the university because of their experience while they attended the university. It starts while they are here, if we want to increase the alumni endowment we must make their experience here positive.

I am proud to be a staff member of ERAU and wish to be a positive role model to other faculty/staff and students. Thank you for the opportunity to provide you with feedback.

This is a good place to work overall, and I have a relatively pleasant work environment, but I feel underpaid to the point of exploitation based on the duties I have to perform and the responsibilities placed on me. My former supervisor, (eventually "encouraged" to leave the position because of her incompetence) did practically nothing for two years, but was making at least \$10,000 more than I make because she had the "faculty" label.

The fact that employee compensation is always put off is a slap in the face to the staff. For appearance sake, Presidential fund raising efforts seem extravagant and not in line with the sacrifices people have to make every day to survive financially. Raises of 3% do not compensate for increasing housing costs in this area. Work loads increase, expectations increase, but the compensation is lack luster. The VP administration seems very top heavy! The Development Department seems very fat! Where's the results? My advice, get these folks off DAB campus so they aren't a slap in the face of the peons who work here for the efforts of the DAB campus. They drive in their fancy cars and make the big bucks, as you know the rumor would lend us to believe, but we see

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budget shortfalls and nit picking by the accounting office over pencils. Delays, delays, delays....can anyone make a decision in a reasonable amount of time? Does everything have to be a committee? Dr. Ebbs seems to be the only one who will make a snap decision, good or bad, at least he has guts. The President's choice to ignore popular sentiment with regards to Dr. Connolly remaining as Chancellor, is still fresh in the minds of the faculty and staff. The perception is, that Dr. Connolly had the guts to say no to Dr. Ebbs and Dr. Ebbs doesn't like to be told "No." So be it. Dr. Ebbs has made it quite clear he is running this campus as evidenced by his town meetings and I'll paraphrase, if you don't like it here, leave attitude. Notice the mass exodus of Department Chairs. This doesn't lend itself to confidence in the leadership and the loyalty that is requested. I only hope he knows what he is doing and will be a hero in the end. To Dr. Price's credit, he seems to be a nice fella....so far. Dr. Ebbs, let him do his job and run the Daytona Campus. Stop siphoning funds to prop up the "1" University. Staff reviews are cumbersome and lends itself to lip service. Bottom line, people are let go here on the whim of a budget cut (CATER). The creation of new positions without proper advertising and interviews, i.e. created jobs for individuals assistants to the VP's and President's office. This is fine, just be honest that this is done. It is in no way meant to criticize the efforts of the people who get these positions. In fact I'm glad they are still here. Just makes the rest of the hard working people wonder what they need to do to be tapped for one of these gravy jobs. Just to let you know, Human Resources is not thought of highly. Confidentiality is a joke, employee supervisor disputes are not reported. Their main purpose is perceived by many as being the "hatchet people." Poor Irene McReynolds being labeled with that reputation is unfair. WEQC: A committee to put on a party a few times a year? Please, disband this charade. They don't tackle real issues like a Day Care Service on campus, employee benefits for same gender partners, reciprocal agreements with other Universities for the Masters and Doctoral candidates, parking for staff, rising health insurance, geriatric care for those with infirm parents. One last thing, you want the alumni to have loyalty and donate back to ERAU. You have to cultivate the students you have now. Parking is an irritant, deal with it! Where are the recreational spaces, the lounge spaces? Student Life departments are spread all over the place. When's the last time someone seriously thought about a Student Union? Alumni Affairs is in Development? Why? It sends a clear message you want their money not their friendship. Bob Rockett has the relationship with the alumni, they want to see him on trips, why isn't he running that effort? He's been here for 25 years I think? Isn't that about the right age group for donors? The younger alumni want to come back and "party" during homecoming. make this easy for them. True they don't have the money now, but in 10 years or so, see the investment pay off. Notice who these people come back to see, their club advisor, the buds in the housing department, their supervisor of their job. That secretary has a huge impact on their lives, does anyone care? We focus on the relationship with the faculty. Some do of course, but when the average faculty teaching load is over 100 people, they can't possibly mentor to all those students. They seek out all the "staff" around them to share their lives. Lets get moving on these issues. You'll see the morale he will improve.

3. My current workload does not allow me to spend as much time as I successfully could on research because of the 12 credit hour teaching load. The current setup is rather like that of a community college. If we agree that we want a university known for the quality of its students and its professors, then steps should be taken to allow professors to choose a track emphasizing their strengths, with appropriate channeling of time, activities, and focus. This setup should be regulated by a system of checks and balances which responsibly measure whether adjustments in course load have led to productivity in the area(s) selected/emphasized for which a lightened load was allowed in other areas. 8. It can be difficult to have confidence in the University leadership as there are regular changes in academic hierarchies, frequent turnover and changing of positions, conspicuous privilege for and funding of administrative departments, apparently at the expense of funding of faculty and academic support departments. What does it take to agree and see concrete, fiscal evidence that our purpose is teaching and academics supported by administration.

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I love my job!

Overall, ERAU is a great place to work!

Evaluation and D.M.D processes etc way too involved, complicated and time consuming.

The way the payroll department conducts itself with regards to the hourly wage staff and the salaried positions is to be desired. Hourly employees have their pay periods shortened without consideration with regards to holidays where as the salaried employees have a set fourteen day pay period. Parking is going to become an issue with the new building opening in the Spring. Employees should not have to pay more than the students. Freshman and Sophomores should not be allowed to have cars on campus. Faculty need more parking places. I love this place, my academic colleagues, and the students. I also see a lack of leadership from the top (President) down. This may be simply a lack of communication and a failure to "Manage By Walking Around" (MBWA). However, whether you do not lead, or simply do not listen and communicate, you still fail the leadership test. We have a great educational niche market in aviation and we need to exploit it fully. Since most of the key management team is new (at least academic leadership) I will reserve judgment. But, lets get on with being the best aviation, aviation business, and aviation related engineering school in the world. Glad you put out this survey. Hope we see the results and take action.

I don't think that University Funds are being spent wisely with the University's financial well being in mind. I, along with many others, believe the "executive" plane and two "staff" pilots are a waste of valuable money.

Items 2 & 3. The department does not have enough funding to send faculty to conferences or short courses. This greatly impedes professional development & keeping current. The workload is far too much. We are all overworked and have literally zero time to spend in professional development on a weekly basis. The greatest difficulty is the level of service expected at the department level. The number of courses should be reduced to 3 so that the current department service can be achieved or a greater number of faculty should be given release time to take on some of these duties & thus allow time for faculty professional development.

Question 6, My direct supervisor is relatively new to the department. Question 8, The leadership of ERAU seems to be more interested in special events such as expensive golf outings, dinners and meetings, held in locations all over the country (not just in the US). We are a private university that is dependent on tuition dollars. The money spent on the Citation Jet (for maintenance and pilots) along with all the money the university spends entertaining should go towards improving our academic programs and the student life on campus. When that happens then everyone will know the university leadership truly cares about Embry-Riddle and our future. Questions 9-11 Faculty and staff spend many hours going through the strategic planning processes. They list their department's priorities and goals for the future but never see the fruits of their labor. You have managers and staff busy doing strategic planning, the PMP Human Resources document (which is ridiculous and taking a major step backward in streamlining the process of performance reviews) and going to a myriad of meetings -- when is a person supposed to have time to devote to their job and our students? Question 13 What resources? Last year we were told to turn off lights and computers because of budget woes. We have been told that the budget dollars for next year (May 2002) are going to be exactly the same as last year's budget.

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No new allocations are expected. How can we improve our programs if our budgets stay the same or decrease? Except of the Development Office - their budget and staff continues to grow. Its almost as if "they can't spend it fast enough" on their lavish trips, entertainment and the jet. Also, the leadership wasted thousands of dollars on remodeling the building in Deland and purchasing a new sign for CATER -- knowing that the program would not succeed. I'm sure there has been additional waste in other similar projects. Example: they move administrative offices and people like they are playing musical chairs. No thought to cost or taking the time to think it through. How many times has the alumni office moved (upstairs, downstairs) and development and the academic office etc. Our university continues to grow but the faculty/staff to support it stays the same. Emphasis is on bringing in more students and building more buildings but not hiring additional qualified faculty and staff. Question 15, Everyone knows that the only reason the "glass ceiling" was lowered recently was so the university would look good for the SACS visit in April. Question 17, I personally do not think the "One University" concept is working. How can it? You have three totally different campuses. Even the academic programs on each campus are different. Question 19, Despite the many neutral and disagrees I have checked, overall the university is a good place to work. We have come a long way since Bunnell days. But there's so much more we could do with the proper resources and leadership. Its frustrating to see so many good employees unhappy with our current leadership. We seem to be going backward instead of forward. I have noticed a decline in the respect and trust toward the university's leadership. Are you sure this will remain anonymous?

As a long-term employee, I believe we had better communications in the days of typed memos than we do now. I don't have time to search the website to find out new policies, procedures, promotions and organizational changes. I think we should be informed using e-mail. Keep us informed, don't make us hunt for the information. I want to know what's going on all over this University. In some way, it all impacts me and knowledge makes me a better employee. I'm more loyal when I understand and know the changes. Finding out from other sources (even our website) makes me feel out of touch and alienated. I want to be a great employee love what I do, like those I work with, and like and respect the organization I work for. Thank you.

Flight line employee's pay is far below the regional average for their positions. Raises should be administered on merit, job related success, and professional improvement. A seniority structure needs to be established and implemented. Seniority based on job skill education, experience, and a department head's evaluation. There are a few very deserving employees that everyone counts on. They are deeply committed to their positions, and the safety culture that is preached on the Daytona Campus!

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

Bad communication in our department, bad lighting, bad air, SICK BUILDING!

Communication between departments is nonexistent. Very frustrating place to conduct business. The building needs to be checked out for "sick" building syndrome. Poor light, bad air. Mold, Dust, Asbestos.

I believe ERAU is a great place to work. It should continue to place emphasis on a quality work environment and on attracting and retaining good employees. Ultimately, the success of this emphasis will benefit our

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students and the institution as a whole. Planning and assessment are very important processes, but I believe they need to be a bit less complicated. Could some departments be allowed to try a new method that would still be consistent with the needs of the university?

ERAU could be a unique and positive force in post-secondary education if administrators and faculty would work together to (1) preserve the natural environment of its campuses, especially the Prescott Campus; (2) create checks and balances on all people in power; (3) encourage and reward effective teaching, not just work resulting in "external recognition" for ERAU. The first wish stems from an increasing need for and awareness of the importance of open space. A few campuses ahead of their times have recognized this priority and are preserving their land instead of building on it. The second wish evolves from seeing some crazy actions of people in power at ERAU, such as one individual losing a great deal of money for ERAU, another individual giving or not giving merit raises without any explanation, to name just two. People may claim such checks and balances exist, but they do not, as is evident by what some people in power have been able to do, to the detriment of ERAU. The third desire is catalyzed by seeing faculty receive tenure and other rewards mainly because of their research, not because of their teaching or involvement with students. Good research and decent teaching can lead to tenure and promotion; decent research and good or even fine teaching does not. When will staff and faculty see the results of and plans in response to the survey?