

ERAU Faculty & Staff Climate Survey
Spring 2002
Comments
Prescott

Office of the Senior Vice President & Chief Academic Officer
Office of Institutional Research
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ERAU Faculty & Staff Climate Survey, Spring 2002

Comments – Prescott

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.”

ERAU Faculty & Staff Climate Survey, Spring 2002 Comments – Prescott

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.

ERAU Faculty & Staff Climate Survey, Spring 2002

Comments - Prescott

I personally believe that the University has suffered an identity crisis for the past 10-12 years. There continues to be a lot of rhetoric about becoming a more traditional university yet we continue to maintain the status quo of 15 years ago. A great deal of effort and money goes into talking about new initiatives new curricula and new directions for the university but I have yet to see any progress. If the University administration really doesn't support ERAU becoming a more traditional university then the administration should stop talking as though it does. Accept the fact that we're primarily a technical institution where faculty scholarship and diverse curricula are not valued and stop whetting people's appetites for a vision that is not going to be realized. We really are the world's number one aeronautical University. Let's be proud of that and build on that strength.

I believe ERAU, especially the Prescott campus is a good place to work. The University administration, however, is based in Daytona and makes decisions which affect the climate at Prescott without input from individuals outside of Daytona Beach. Prescott is understaffed uses obsolete facilities and does not seem to be on the radar for improvements while new buildings and positions continue to be added at Daytona Beach.

I joined ERAU four months ago after twenty years of experience in the Records area of a state university and an electronic distance learning university. I am very pleased by what I have observed and the people I have met here. I have always believed in putting 'students first' and am glad to see it is a priority with ERAU also.

Thank you for this climate survey. I feel the university is headed in the right direction but we all realize there is a lot of work to be done. I have confidence the President, Provost and Chancellor are helping move us in the right direction. More cross-campus interaction will be needed (including incorporating the EC) to build working relations.

I would like to take advantage of more professional development opportunities. I feel that if I did my work would suffer because my workload is too great but my supervisor is very helpful and supportive and work has been done in our department to create another position which would help alleviate some of my duties. I appreciate the efforts within my department to solve this problem and help me deal with my current workload. Overall, I think that Embry-Riddle is one of the best places in Prescott to work and I feel very lucky to work here.

I started working here October 15, 2001. My Supervisor will soon be speaking to me about my objectives and progress. This will be my first evaluation. So, as yet I am unable to answer question number 6.

A\$25 co-pay per prescription is bad. I had to pay \$125 for 5 prescription need for my children. You need to help us on this.

The workspace issue here on Prescott Campus is a problem. There is not enough office space for faculty and staff yet they take a classroom and turn it into a lab for graduate students. We have staff members working in makeshift cubicles in an area of our safety center that was meant to be a library. I don't think grad students need to be pampered and given a lab with a couch to sit in while not in class. Why can't they use the library to study

ERAU Faculty & Staff Climate Survey, Spring 2002

Comments - Prescott

or have group meetings along with the computer there instead of having things handed to them on a silver platter. The space they occupy could be used to house the staff members that are in the library trying to work in a noisy environment.

I have not been at ERAU long enough to intelligently answer some of these questions so my response was "neutral" to a number of questions. There are quite a few departments on this campus where there is negativity, unhelpfulness and distrust. A lot could be done to improve the delivery of services to students and to promote professionalism between staff members. I am not sure exactly what strides have been made toward hiring women and minorities but have found this campus (and I've worked at two other universities over a ten year period) to have a very sexist atmosphere. I have been called a secretary repeatedly since I've been here without anyone considering the possibility that I MIGHT be something else (which I am). The fact that faculty and staff alike have this mindset shows that there is a long way to go in reducing sexism at ERAU.

I like this method of surveying the faculty/staff. I believe since Peter Quigley has left the Dean of Academics position, the faculty at Prescott will gain more confidence in their academic leadership. I also believe that position should be filled on this campus as it will be at Daytona and the Extended Campus. I'm an engineering faculty and believe our new Dean of the College of Engineering (Don) is headed in the right direction. Don will gain more respect and trust from the faculty than did the previous Dean in recent years.

I have not seen evidence of attempts to increase the diversity of faculty or staff. Moreover, I haven't seen any concerted attempts to increase underrepresented among administration or the BOT's. Effective communication remains a significant problem between faculties at the different campuses. The DB faculty appears to provide little regard to the opinions of the LESSER GROUP found in Prescott. A need exists to facilitate real communication between lead administration and faculty - more than informational meetings where administrators let us know what is going on and respond to questions.

This is my first year at ERAU. I believe the committees and the department heads do the best they can with the information presented. However, it is hard for some staff and faculty to realize the importance of learning outside of the classroom. Activities to keep the students active and involved must be present at ERAU. Athletic intramural recreational clubs residence halls etc.... must be addressed to improve the quality of life for the students. Why? The students are the next alumni. We need to treat the students with respect care and concern while they are here. If we don't they will not donate back to ERAU. I can't believe a university with as much influence in the airline industry has an alumni giving rate of 4%. We need to address that and soon. Thanks for taking the time to read this and I hope it helps.

Historically, little has come of the climate surveys. Please make it evident that someone is listening and plan to make positive changes.

I have some concerns about the lack of proactive measures being taken to recruit and retain female faculty and staff, as well as the lack of promotion of (primarily staff) women in the workplace. It is generally believed that in some recent staff hiring's at Prescott (the Assistant to Chancellor position and the Summer Programs position) two qualified women were by-passed by two lesser qualified men due to gender or nepotism. Of particular concern was the fact that one of the men selected was the Chancellor's brother-in-law reportedly at a

ERAU Faculty & Staff Climate Survey, Spring 2002

Comments - Prescott

salary level far above the amount advertised. Further the "resignation" of Peter Quigley as Dean of Academics was a tremendous blow to many on campus including faculty staff and students. His progressive work had resulted - almost single-handedly - in the beginning to true diversification of the Prescott campus. It is now perceived that he was asked to step down from the Dean of Academics role because of his progressive nature vocal support for diversity and his support for non-traditional program initiatives. The forced resignation of Dean Quigley sent a signal to all that despite his compelling support of the 2010 vision and strategic mission which calls for diversity and non-traditional programs there remains a strong undercurrent of "traditional" resistance to change that will ultimately prevent 2010 vision from coming to fruition. Those whom Dean Quigley recruited within an active plan of increasing diversity feel almost abandoned by the current administration due to the non-support of Dean Quigley. Many perceive the current Prescott leadership intends to stall or even reverse the diversity progress made over the past 4-5 years. Some one-traditional non-tenure faculty in underrepresented groups actually fear they have no future at Embry Riddle. Female and minority students continually and openly express concerns over the disparate gender and race "ratios" at ERAU. As such active steps need to be taken to address this concern or the University will potentially lose the progress made in recruiting and retaining those under-represented groups in the student population and within the faculty. Thanks for the opportunity to share these concerns in a confidential manner. I truly want the best for the University and its students and hope these matters will be constructively addressed by University Administration.

Faculty morale has improved as a result of recent organizational changes on this campus.

If I were to leave the University today, I would be replaced with someone coming in at my current salary level. I have been with the University 10 years. We have a way to go yet. I have resigned from any leadership positions within my professional organizations and stepped down from community volunteer activities, as my campus workload had become too involved in recent years to continue with these additional activities.

I think it is apparent from the University's publications such as The Leader that the Prescott campus is considered "the forgotten child." There are great inequities in resource allocation, despite Prescott having higher student satisfaction and lower attrition rates. But, in the past year these issues have at least been addressed, which is a good sign.

Problems and pay of adjuncts need more attention.

I often face discrimination and harassment as a woman at Prescott. I do not believe that university leaders are truly interested in advancing women and minorities on the Prescott campus. They pay lip service to these issues - but when hiring decisions are made white men are clearly favored. I never thought I would face discrimination and harassment on a daily basis in the workplace. While not completely overt and easily reportable this harassment and discrimination creates a very chilly climate. I am not given the same respect, attention, and opportunity as my male colleagues. I hear women faculty and staff talk about their fear to come forward with harassment and discrimination complaints because of the fear of retaliation. Women also do not want to be part of any advocacy for change due to fear of losing their opportunity for tenure or losing their job. I also hear comments by faculty and staff that show the chilly climate of people of color and gay, lesbian and bisexual people. I am often shocked that faculty and staff feel it is okay to make statements that alienate these people.

ERAU Faculty & Staff Climate Survey, Spring 2002

Comments - Prescott

Faculty and staff need to be more supportive of all students and all employees - regardless of color or sexual orientation. I am often uncomfortable on campus because of these issues. I feel the situation has worsened since our current leadership has taken over the campus. President Ebbs and Dr. Benedict did not even give this campus a chance to participate in the search for our leader. Electing not to have a search process for the chancellor or other leadership positions on our campus has increased the perception that this campus is an "old boys network" and has left out the possibility of hiring women or people of color in leadership positions. Our Chancellor's behavior since his tenure as interim chancellor, then chancellor has worsened the atmosphere on this campus. I continue to work at ERAU because I live in Prescott and plan to stay. While my work is satisfying and I feel that I am growing professionally, this institution is less than ideal for me and I would work elsewhere if given the opportunity in Prescott.

The diversity of the Prescott Campus is extremely unbalanced, unfair, and in my opinion getting worse. Women are passed by even when more qualified than a male candidate for staff and faculty positions. Nepotism and the "good old boy" rules are alive and well on the Prescott Campus...from the TOP on down. Search committees seem to be a waste of time for committee members as candidates are "pre-selected" before interviews even take place. Even though campus diversity and university diversity committees exist, they are just one more committee where progress is not evident. We, as employees, do not have a safe place to go when we feel discriminated against or treated unfairly without the threat of retaliation. ERAU policies and procedures listed on the ERAU website are not followed and I consider them to be ineffective. I truly believe in Embry-Riddle's Strategic Plan Mission Statement and feel passionate about our wonderful students...who will some day be the leaders of tomorrow. How can we "teach" these young-adults diversity, fairness, and equity when our campus leadership does not exhibit diversity, fairness and equity among its own staff and faculty.

Health benefits need improvement. There should be a mandatory retirement age.

Creative motivations and additional admonitions are needed for faculty to regularly communicate to their counterpart faculty on other campuses. Compensation has long been regarded as insufficient and not even keeping pace with government published COL figures. Faculty should have some means of accessing their retirement funds at age 59.5 - w/o leaving the University. Regular and consistent assessment of classroom teaching effectiveness is poor or non-existent for many and perhaps most faculty members. ERAU is a great place to work but compensation issues have consistently caused it to lose numbers of fine, even exceptional faculty members over the years. If it were not for a number of fine administrators and the unique attractive environment of the Prescott area this campus would have closed many years ago. This is my first year at ERAU. The personal campus tour orientation and welcome luncheon were much appreciated. I like the "family" feel here.

After many years here, primarily because I like working with students, there is much "work still in progress" with the University. The strategic plan, assessment process, etc. hopefully will be fully implemented, but the questions still linger from a historical perspective. There is still the perception, and I think rightly so, that DB rules the roost in eagle terms. It is a cultural perception which is dying hard as we try to move to a "one University." Leaders talk and push, but mid management continues to believe and act as President Bush would say, "because they are right."

ERAU Faculty & Staff Climate Survey, Spring 2002

Comments - Prescott

For the many years I've worked at ERAU and the numerous surveys contracted and now put on line; little advancement has been made in the equality of pay, recognition or realization of the true value of many who extend their hours and efforts voluntarily to make this a true institution of learning and one we can all be proud. Most of us love the atmosphere in which we work and the interaction with students, faculty and staff, but that is being eroded by lack of positive change. I feel and see the following: The power trips displayed by some administrators and wasted money on efforts to "look" good rather than direct monies to needed improvements is appalling. Our vehicle fleet is an embarrassment. We start and stop building projects without dedicated funding or we attempt to move personnel into unfinished facilities hampering the efforts to complete renovations properly. Worst of all there seems to be a lack of recognition of the history of relationships with those that support, and those who have in the past supported the University financially by the very people who are responsible for obtaining that support. I know or have heard of benefactors who have discontinued their support for mere lack of contact and loss of the closeness once felt with our campus community.

There have been numerous changes in administration. I don't know how the current administration will act and thus don't have confidence in it yet. In my 12 years here we have had 7 chancellors and 9 Dept. Heads/College Deans. Similarly, the organizational structure has changed numerous times. It is my hope that we will retain the current structure an administration long enough to be able to make some progress toward their directions. Similarly the current strategic planning process is just beginning to take effect. It is now tied to budgeting, which makes it worthwhile to perform. Perhaps, if we stay the course long enough to get some progress, we will develop some confidence in the system. The assessment process has no real incentives. There should be some periodic program review that uses the assessment and evaluates programs based on the assessment. You must do something about the workload. Rewarding good teaching would be a first step. We are a unique University. We should have teaching tenure and research tenure. I have seen lousy teachers, but good researchers tenured, and no good teachers, but lousy researchers tenured. What would prevent having 1/2 tenured faculty be for research and 1/2 be for teaching. Hope this helps.

Conceptually, I understand the strategic planning and assessment process. However, in practical terms, it is still hard to purchase one new computer, expect reliable network speed, and fund regular building maintenance. Growth in the department's operational budget is critical to tactical operations to address inflation and enrollment growth. When tactical objectives are stifled (lack of funding) because of strategic objectives, then the application of the planning and assessment processes seems contradictory.

Since I have been at the Prescott Campus most of the cultural and social student activities have been very radical and morally compromising. I am disappointed to see many of our students who are struggling with their moral development negatively influenced by these activities. The activities include such things as Oktoberfest (where alcoholic beverages are purchased by the university for our students), Casino night, numerous sex speakers (who promote such sexual practices like homosexuality, masturbation, pornography, etc.) etc. The Office of Student Activities has usurped great power promoting activities that many faculty feel are morally damaging. The faculty should help decide what types of activities will be sponsored by the university for our students' cultural and social development outside of the classroom.

Well done survey instrument - easy to use. I don't (seldom) interact with colleagues on the Daytona campus. Not sure that it is all that important because I don't teach in a degree program. Interacting with colleagues on

ERAU Faculty & Staff Climate Survey, Spring 2002

Comments - Prescott

campus and in professional organizations works fine with me. Distance between DB and PR doesn't lend itself to close communications. Video conferencing is ok but its not the same as one on one in person.

Because I still do not have a computer at my desk I have to use my co-workers' computers or use the public use computers at the library to do my work. Sometimes it is difficult for me to do my computer-related responsibilities because I do not have my own computer.

The riddle run around needs to cease. Although it isn't intended when you try to find information but when everyone you talk to refers you to another place... it starts all over again.

I feel that as a female I am not compensated fairly. Other Universities pay directors much more. I feel that my communication with my counter part in Daytona is very good. Lack of staffing is a problem and also lack of space to offer more services. I do think that the Prescott Campus should be a non smoking workplace. I find it very offensive to have security officers come in to an office and reek of cigarette smoke. Not to mention the fact that we have students with allergies who are greatly affected by cigarette smoke.

The University leadership has thrown "diversity" issues to the 4 winds. Perceptually, hiring decisions no longer appear to follow human resources guidelines. It only takes one random hiring decision to change the appearance of equal opportunity on a campus of this small size, and there have been multiple questionable decisions made recently. The importance of diversity has taken a giant step backward instead of forward in a very short period of time. What possible difference does gender make on this survey?

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.

There is no vision, management, or implementation of the strategic plan. The leadership of this campus has totally failed to implement and manage the strategic plan. We don't know where we are or where we are going. When faculty ask in meetings about the plan, we are told to go look at the website!!!!!! A plan should be a document that people understand, believe in and get rewarded for helping to accomplish. There is absolutely no leadership or direction in this campus on how to implement this plan. The campus does not know where we stand on program development, student enrollment, growth vs. no-growth, diversity, etc. In sum, right now the plan is meaningless to most faculty and staff. The overall sense is that if you do what you have been doing for the last 10 years (e.g., teaching cut-and-dry boring math without causing too much trouble) your contract will be renewed and that is it! ERAU brand is narrowly focused in the past. Most people perceive ERAU as a pilot training school. Some people who called my office to inquiry about ERAU ask: "this is a pilot school, isn't it?" There is no sense among families, students (potential or enrolled) that ERAU is a UNIVERSITY with a goal to educate the whole person. Most flight students behave as if this is a trade school. Most engineering students focus on a very narrow concept of aerospace industry. There is no academic culture that instills in students a sense of citizenship, social responsibility, and love for knowledge and understanding. The administration of this campus does not even encourage a large view of education as their won background is in very narrow technical field.

ERAU Faculty & Staff Climate Survey, Spring 2002

Comments - Prescott

When I first joined this university I was encouraged by the plans for increasing diversity throughout the institution. It has been with optimism I have expressed my desire to work as a department director to my supervisor, our dean and ultimately our chancellor. Sadly, I have seen no evidence of improvement since the appointment of Dan Carrell as chancellor conversely, it appears to be moving backward. My experiences at Embry-Riddle are mixed. Within my own department, I feel my work is meaningful and appreciated. There is a high level of respect and collaboration. At the higher levels of administration my experience has been just the opposite. I have had interaction with both our chancellor and with administration on the Daytona Beach campus that has been demeaning. In the case of our chancellor, the one time I went to his office to ask for verbal support for a developing program that most consider to be vital to educational institutions, he essentially told me my job was not important to our campus or the university. This was said with his feet on his desk and the soles of his shoes in front of my face. During this meeting I also told him I had interviewed for an associate director position with the university but was offered the job of assistant director at a much lower salary. I told him I was discouraged by this appointment and felt more than qualified to serve as associate director. He seemed apathetic regarding my position. Other interactions have been brief & uncomfortable. Recently, a director position opened up on campus. I was more than qualified for the position but chose not to pursue it because the salary posted was too low. I have since learned that the person chosen (who seemed to have little background in this field) was given a substantially higher salary and a home on campus. It is also rumored that this person is the chancellor's brother-in-law, and that other qualified individuals were overlooked in the hiring process. I perceive the overall morale on campus is exceedingly low among many groups. Those of us in underrepresented groups on campus felt we had an advocate in Peter Quigley. He was our only voice. Since his "resignation" was announced, I question whether someone of my gender has an opportunity to be promoted. I have grown to care deeply about this university and its remarkable students. There are many talented, dedicated individuals on this campus I respect and enjoy working with. Sadly, many of them are planning to leave due to the unbearable situation....People are not treated as valuable resources for the campus. It is with some hope for positive change, I write this letter. I realize many will recognize me through the circumstances I describe. I have risked expressing my experiences and discontent in order to somehow implement change.

No research and scholarship culture to speak of. There is no vision or plan for research directions. Faculty members who conduct funded research have to constantly justify their out-of-classroom time to faculty and students. There is no nurturing of research or scholarship carriers here. The chancellor has never articulated a vision for research or scholarship careers here. The chancellor has never articulated a vision for research or scholarship. His own background, lacking a doctoral degree and research experience, could be the problem. What happened to a commitment to diversity? Female faculty have been seriously discriminated against in promotion and job placement. The Chancellor recently appointed his brother-in-law to a position for which competent women applied. The search committee even recommended some of the female candidates over the Chancellor's brother-in-law. There are no female faculty going up for promotion right now even though there are some very good candidates. Female students keep writing essays for my class, where they describe horror stories about discrimination at the flight line. Sadly, they also know that there is no policy or mechanism to help them out. Most end up leaving ERAU altogether. There is no office or institutional commitment to address the needs or experiences of underrepresented groups.

At Prescott, we really need more/better equipment in the Wind Tunnel Lab. This year the SCEF Committee allocated some of its funds for a new computer because the old one is very slow. We finally got a small version of LabView and got it set up. We need more and better load cells for the tunnels.

ERAU Faculty & Staff Climate Survey, Spring 2002

Comments - Prescott

I feel that Information Technology exists to serve the other departments of the University. However, I do realize that IT may be stretched thin in terms of money and staff. It seems that it might help if IT communicated with other departments more and perhaps trained select staff members of other departments to handle minor or routine functions.

I am amazed at the rate of turn over in the past 3 months and most of it is unhealthy.

The changes in administration on the Prescott campus have been clumsily passed off as voluntary. We know better and a suitable explanation of what goal or motivation of these changes should have been provided. I no longer trust the current administration. In particular, I doubt the Chancellor of the Prescott campus has the support of the students or faculty both because of his actions (or lack thereof) and the way he was appointed. Chancellor Parlier built high expectations and hope on this campus, despite his many other faults. President Ebbs' has furthered those expectations, but dampened the hope by tying our needs to the University and DB campus. Chancellor Carrell provides no leadership at all - at best, he manages the campus to satisfy the University's needs. We still produce a good product in our graduates and we have a good camaraderie among the faculty. Both will continue if the administration can support our needs which is considerable more than bricks and mortar (or talk thereof) or higher pay.

This year's efforts to tie planning to the budget is a great step forward. Continued steps being made to bring on new updated facilities to the Prescott campus are appreciated.

We need meaningful and proactive leadership. We hear about 2010 but see nothing happening toward getting there except throwing money like leaves to architects and development which doesn't ever seem to produce any results. Because of the latest leadership scandals on this campus while no one is surprised morale is at an all time low. It's hard to understand why I'm bothering to fill this out.

A good first attempt at taking the employees' temperature. The proof will be in quick turn-around of the raw data, action to improve weak areas, and continued use over several years.

While some work has been done to improve staff pay and benefits, I feel that there is more to be done in this area. For example, I am currently making less money per year than I made 10 years ago in another state in the same position. The amount of personal leave here is very low compared to the other state I worked in. We received 10 hours of vacation time and 8 hours of sick leave every month, including the first month of employment. We were not allowed to use vacation time until a 6 month probationary period had been successfully passed (I think we should do that here) but sick leave could be used when needed. The total amount of personal leave staff receive the first year or so of employment is less than 8 hours per month total. If you get sick, you can end up losing pay. I would also like to see a change on the health benefits plan so that we can mail order prescriptions from the Phoenix Walgreen's instead of Florida. It doesn't make sense to me why we can't since this service is available in Phoenix. Also, Health care costs are rising so much the annual exam always cost more here than the \$200. allowed per year. I also have not seen a significant number of women or minorities hired at high level positions on the Prescott Campus.

ERAU Faculty & Staff Climate Survey, Spring 2002

Comments - Prescott

Diversity continues to be a major weakness. No diversity committee recommendations have been implemented and when asked why not administration answers "no budget." Improved hiring of underrepresented groups, improving success of underrepresented students has not occurred. No university resources allocated to improve this environment. Is this university an Equal Opportunity Employer? Campus climate, Unhealthy for women. Current Chancellor has shown a pattern of discrimination against women, going so far as to hire his own brother-in-law over qualified female candidates who were recommended by hiring committee. No faith in current chancellor from female faculty. Campus has yet to implement a "zero tolerance" policy with regards to discrimination of people of color, women and gays and lesbians. Some male faculty continue to make derogatory remarks to students from underrepresented groups. Global initiatives, by far, faculty and students continue to remain parochial and narrow-minded about the fast-changing global economy which the university and its graduates must exist in. No commitment from administration to internationalize curriculum, foster international awareness among faculty, staff and students, and emphasize importance of international scholarship. Strategic Planning, a busy-work activity. Does not lead to new vision nor improved programming, professional development or campus culture. Nor to new budget allocations to implement supposed outcomes of strategic plan. This university is without a mission. Professional development, again a weakness. Grant awards are very difficult when faculty cannot include cost sharing as university contribution. No commitment to research, new curricula, improved pedagogy. This faculty is very stagnant. Budget process, very confusing and no clear commitment from administration to educate faculty on how tuition monies are spent.

Things are looking better. The trend is good but the past was terrible.

I'm extremely unhappy with the administration's "rule by fiat" in selection of Prescott Campus leadership. I also feel that there is no visibility by the faculty into the budgeting process (is there a real process?). Further, I don't feel that there is sufficient focus at the administrative level for serious consideration of marketing to broaden the representation of degree programs -- ERAU is in danger of turning back into a trade school for pilots.

While I know it is difficult, there is a need for more interactions between the campuses. Clear and correct communication is essential; yet, it is the most difficult thing to accomplish. I am afraid we have not done a good job of communicating. While large meetings are important to allow all the opportunity to have their say, we need many more small group meetings to allow for more personal interactions; one-on-one is best. What is important? Interactions, Interactions, Interactions!!!!!!!!!!!!!!!!!!!!!!!!!!!!!! I believe the lack of trust is a result of lack of interactions. We need to tell everyone what is going on, and explain why certain things are done. One can not form a team unless everyone is informed and is willing to buy in based upon trust that the truth has been told to all. We need to do our best to treat everyone fairly.

No leadership in the Prescott campus. No vision (nor resources) for scholarship, research, innovative teaching coming from anywhere. No trust between faculty and administration as reflected in the faculty senate's position NOT to give the Chancellor a vote of confidence. Serious cases of sexual discrimination against women faculty, staff, and students. The hiring process of the director of summer programs is a total embarrassment to the University. The fact that there are NO women up for tenure and promotion speaks for itself. The only female faculty member in AS is being terminated!!!! More AS female students being harassed at the flight line and in the classroom by some sexist faculty who believe that women have no place in aviation.

ERAU Faculty & Staff Climate Survey, Spring 2002

Comments - Prescott

I am very impressed with the quality of leadership at this campus. The best interest of the campus is always considered, along with personal feelings. My needs have been met with every request by my direct supervisor. We are fortunate to have leaders who have integrity and moral values.

We need a Dean of Academics here in Prescott---Period!!!

Blatant violations of the APPM's must have swift, decisive consequences. What is the point of them if people are allowed to break them without reprimand?

My job is so demanding that I don't have the opportunity to take advantage of activities on campus or in my life. I feel guilty when I'm sick and can not make it to work and I'm overwhelmed when I return because the work load usually doubles. I think there needs to be adequate staffing. Many offices in Prescott wear three or four different hats (there is too much work to be done in too little time). I really enjoy my job and Embry-Riddle and support the university mission with all my heart, but I do have a fear that resources are going to continue to decrease while the responsibilities and demand on positions will increase.

[edited] Personally, I have had an overall positive experience working at ERAU. I am a female who has been promoted and feel that my daily contributions in my position make a difference in the climate of the Prescott campus and the lives of the students. I will say that it seems the Prescott campus has a far bigger issue with a lack of diversity across the board than does the Daytona Beach campus. There are very few female directors and even fewer employees of color on the Prescott campus. The reason of the lack of employees of color may be significantly influenced by the lack of ethnic diversity in the Prescott/Tri-City area. I would hope that the administration would support the Diversity Council on the Prescott campus and seriously examine their recommendations for improving diversity. A huge improvement could be made on the Prescott campus by hiring a Human Resources professional with a Masters or PhD level degree in that field. It would help the climate of the campus to hire an HR professional who understands the need for diversity.

14. I agree that the benefits here at ERAU are great. However I would like to see a raise in pay. As a maintenance tech. our pay is well below industry standard for the area. 22. I hope so positive changes will come out of this and future surveys.

The University has allowed an amplified level of confusion to emerge over its mission, priorities, and processes. After gearing up over the last decade to increase emphasis on stature, research, credentials, and breadth. The University has abandoned any observable commitment to moving ahead in a concerted manner in these arenas. There is a palpable feel of a return to training center priorities as opposed to the university culture we have been moving forward with the last few years. Allowing the vision of say the Prescott campus to remain unfocused, unattended, undeveloped and unresponded to is not new but it has increased in neglect. In addition, the University leadership seems unusually incapable of tolerating dialogue, consensus driven decision making, and alternative opinions and visions. In fact, there seems to be a healthy level of vindictiveness built into organizational politics. The administration seems more interested in protecting itself than in improving the opportunities of the institution. Hiring processes are cynically subverted to accomplish these ends. Lack of clarity, lack of ability to entertain a vigorous dialogue, lack of ability to respond to the initiatives and proposals of those "below" the administration, all add up to a frustrating and unhealthy climate. Communication goes one

ERAU Faculty & Staff Climate Survey, Spring 2002

Comments - Prescott

way: bottom up. Apparently, one is suppose to intuit what the administration actually wants because "the plan" - --- if there is one --- seems to be held in secret by only a few individuals. What a mess.....

We've done this sort of thing several times before. I haven't seen any meaningful use of the results in the past. Guess we'll see.

18. My department is a great place to work with trust, respect, good humor and warm feelings toward one another. I do not think that is true of the whole campus. There is an unusual amount of back-biting and ill will in other areas. 22. I would like to think that the results of this survey will influence campus/university decisions.

Under "Position" there should be a "Student Employee" option.

In my 18 years + of being affiliated with ERAU I have had the opportunity to witness a good deal of change. Earlier years demonstrated some challenges with a narrow minded, predominantly white male culture that left women and minorities without the same opportunities as their male counterparts. No vision was set to change the climate until more recent years. In the last 5 years we began to see the campus blossom. We saw initiative to promote equity in hiring by bringing in some (few) women to faculty, expanding programs that are essential to our global world needs and with Dr. Quigley we saw an advocate for justice when questions and concerns among faculty were voiced. With the implementation of the new leadership (Dan Carrell and co.) and with the loss of a Prescott icon (Dr. Quigley), a rapid demoralizing climate has developed. There is fear of retaliation among faculty and staff if issues are raised. We are in the saddest state I have ever experienced in my years at ERAU. I foresee the loss of multiple tenured faculty and staff members as a result of the appointment of Dan Carrell. He is not qualified nor is he respected by the majority of the campus employees. He has demonstrated unfairness and prejudice in his hiring practices and his unwillingness to promote women and/or support issues of diversity. He has surrounded himself with like minded white male men and this select biased group makes university and campus decisions without input from faculty or staff. The present state and climate of the campus is unacceptable and I will seek employment elsewhere when the opportunity arises. If there is change, I will reconsider.

Our equipment is old. Retirement benefits are below those of comparable universities. The internet connections (speeds) on the Prescott Campus are dismal and make it difficult to do my job.

Non-exempt staff salaries need to be raised. If you take the same job position I hold and compare it to other private Universities, I am being paid well below the average. When I came here a year ago, I took a 32% pay drop. The benefits were comparable to my other job except ERAU offers little personal leave. Most companies offer 10 sick days and 10 vacation days the first year and an increase of vacation days after a three year period. I will have to work at ERAU a long time before I earn that amount of personal leave.

I work around and deal with the students on a constant basis. The students and staff often feel that the Prescott campus is the "red-headed step child" of the university. I have heard faculty comment on how "poorly run" the

ERAU Faculty & Staff Climate Survey, Spring 2002

Comments - Prescott

business side of the university is. It is my impression that ERAU is doing what Makita power tools did. Makita was the premier cordless power tool manufacturer. They were rated tops in that field. They set back and rested on their reputation and got blown away by DeWalt, Black & Decker and a whole raft of others and have never gained the top since. ERAU appears to be taking that tract. I have been told directly by an alumni that ERAU will not get any money from them until there is an improvement in the conditions, priorities and overall attitude of the school. I know of dozens of students who are dropping Aeronautical Science for Aerospace Studies so they can fly else where and not get charged so much money. Others are looking into transferring to UND, Daniel Webster and Purdue due to costs. I am 38 years old, returning to school to complete my degree. I have taken a staff position which has allowed me to start classes earlier than I thought possible. I have run into problem working co-op opportunities on campus with third party companies, because, and I quote HR "you are a staff member taking classes and are NOT considered a student. You can not work on campus as that will put your hours worked into overtime and if that is the case, you will have to be paid a stipend with the money coming from the budget of the College of Arts and Science." Not very conducive to encouragement of those of us who have work experience and wish to better ourselves. I do not have the luxury of rich parents furnishing me an education, nice care, fraternity dues, beer money and lawyer fees so I don't have to be responsible. (The last sentence is how the majority of the students are viewed by members of the staff and local community.) I am closely associated with the STG program. In light of 11 September, this is a field that is going to be in great demand and one that benefit students, staff, faculty, ERAU and the United States if developed. Thank you for this opportunity to express my views. I feel that this is a valuable resource. With respect, an ERAU staff member of 1-1/2 years.

Policies and procedures should be reviewed and updated to make them clearer.

Dan Carrell and Sara Hefelfinger told my department workers in a meeting a year ago that he was going to give us a big pay raise to match all other colleges in the U.S.A. I am still waiting for the raise. The past year and a half, my department workers have been told by the department head to do double the manual work load or he would fire us on the spot. E.R.A.U. Human Resources, had a college intern do this same survey a year ago and nothing has changed. Thank you. [edited - signature removed]

Overall, there should be increased communication and understanding between all campuses. I feel that most decisions are made without input or thought of the Prescott campus or the extended campuses. I don't feel that this is done because of any malice. I feel that the other campuses are just so removed that they are just not thought of. I would like to see the University Administration in a separate location so that all campuses can be equally represented and supported without the involvement of only one very prominent voice. I think the university also does a lot of lip service regarding diversity. It is very difficult for international students, females (students, faculty, and staff) and students of color to look to anyone on our campus for mentoring. We seem to be stuck in the ex-military, male hiring mode. This does not bring diversity to our campus. I realize that every institution has areas where they need to improve and Embry-Riddle is no exception. However, I do believe that Embry-Riddle is a great place to work because of the freedom showed to employees to make decisions in relation to their area of work. I do feel that Embry-Riddle is keeping abreast with issues in relation to education and within the workplace. I appreciate the opportunity to participate in the survey.

The amount of funding dedicated to Development over the past three years is disproportionate to the return on investment realized to date. The "quiet period" is over and we should be seeing some significant results. The strategic decision to focus fundraising on industry executives was a mistake after 9/11. We have thousands of

ERAU Faculty & Staff Climate Survey, Spring 2002

Comments - Prescott

"missing" alumni who should be the ones on whom we focus for endowment - but it appears to some faculty that the draw of developing personal contacts for personal gain maybe driving this approach - while finding, contacting and soliciting alumni appears too tough and provides little opportunity of our development people to "hob-knob with the big wheels". I personally think our management of our large alumni family is totally unacceptable and should be far higher on our priority than last. The are groups of people who are the permanent and long-lasting foundations of any university - alumni and tenured faculty. Embry-Riddle has never recognized this and the endowment and annual fund statistics pints this our loud and clear.

1. & 13.: Facilities at the Prescott campus are old and worn-out. I have adequate resources to do my job, but facility and equipment improvements are sorely needed. 14.: There has been considerable talk and promises made about improving faculty pay but results have not been forthcoming as yet. 22.: We'll just have to wait and see, won't we?

With expected increase in enrollment, it would be nice if the university budgeted for an increase in staff (not just faculty) to appropriately handle the increased workload.

Your job question 2. Did it mainly on my own time with little ERAU help. Your job question 3. Way too many advisees. Have had 60-80 for years while there are faculty who not only have zero but are adamant that they will not advise. The only benefit derived from advisement is a good feeling that I am helping students -- no recognition, pay, release time, promotion, tenure or anything else.

Morale at the PC is in a very poor way these days. WE have lost two good people, Cap Parlier and Peter Quigley, both of whom had a vision for this campus and fought for our interests. Despite the promise of a full search for a new Chancellor, we now have an imposed Chancellor, who lacks any of the broader qualities needed for credibility--good credentials, a real vision, a management style that accepts discussion and consultation and that actively seeks to improve the diversity of the campus. It seems the only real criteria for Chancellor is the capacity to bow and scrape to the univ admin. Instead we are going the other way, to an intellectually impoverished vision, allegations of nepotism, sexual harassment, a disinclination to hire the best candidate because she is a woman, disdain for faculty governance, and a management atmosphere that engenders fear, not respect or collegiality. In the inimitable works of John Dean to President Nixon, these issues are like a cancer eating at the heart of the campus. Has anyone at the univ admin ever read our own colonial history--of how the actions take by King George, Lord North and the Royal Governors to hold on to the colonies actually set off the revolution? The only way PC can really prosper is to have a much greater level of autonomy--trying to ram these campuses into some narrow framework called "one university" just isn't going to work. We're here two thousand miles away, we have the West Coast and the Pacific Rim, we're different in many ways. We have enormous potential, energy, vitality. But instead to using all that to build a great future, we are blocked by a seemingly sclerotic administration and diverted into anger at this senseless imposition on us of a governor whom we do not want.

15 - no women deans, no women dept chairs, where are the women?? support staff??

ERAU Faculty & Staff Climate Survey, Spring 2002

Comments - Prescott

I have not worked here a full year, so am not able to comment on questions that require long-range observations.

I am very comfortable with my work environment and the University/Campus. Communication can always be improved, with clear and routine updating of issues. More continuation training on policies, procedures, guidance is needed. A formal orientation - one day in length each month - for new employees is need. This will help set the stage on University/Campus expectations and introduce new employees to our policies - then yearly updates can be used as refreshers.

The Horizons newspaper article describing nepotism and sexual discrimination against women in hiring, promotion, etc. tells a good story of why ERAU is not a good place to work.

I really enjoy my job, and I feel ERAU is one of the best employers in Prescott [which really isn't saying that much wage-wise, as cost of living here is about the same as Phoenix but the averages wages are much lower]. (For staff. I really have no idea what faculty makes). I enjoy my job because I have full and constant contact with students and parents, and I don't have time to get bogged down with office and university politics. My department is kept isolated as our work load is so high we don't have time to get away to participate in any extracurricular campus activities. Also, much of our time is spent justifying what we do so that we can report to Daytona Beach to justify our existence. I know our counterpart in Daytona Beach does not to spend time doing so. This does nothing to improve inter-campus relationships. Again, I love my job and would not do anything else on campus. I have worked at another major university and know the budget is always a problem and equipment for employees is always the last priority. I am in full-agreement with the 10 year plan and am working to do my part to accomplish our goals. I hope we can all work together to achieve our goals. Thank you for the opportunity to fill out this survey.

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 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 Faculty & Staff Climate Survey, Spring 2002

Comments - Prescott

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?