

ERAU Faculty & Staff Climate Survey
Fall 2002
Comments
Daytona Beach

Office of the President
Office of Institutional Research
February, 2003

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

BACKGROUND AND OVERALL UNIVERSITY SUMMARY

The Fall 2002 Faculty & Staff Climate Survey included a space at the end of each section (job, ERAU organization, ERAU environment, and climate survey) for employees to offer additional, free-form comments. Of the 799 employees who responded to the survey, 337 (42%) chose to comment.

Employees elaborated on a broad range of topics. While analysis of qualitative data such as this is a subjective exercise, an effort was made to summarize the most frequently cited issues by reviewing all comments and identifying common themes. Comments from all campuses were examined to determine the overall themes at Embry-Riddle. These themes are listed below. The themes are sorted by the number of comments which cited the theme (from most frequent to least frequent). Note that the most frequent theme, “wages/salary/benefits” garnered approximately 80 mentions out of 337 total comments; this demonstrates how varied the topics were.

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

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

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

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

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

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

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

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

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

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

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

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

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

DAYTONA BEACH CAMPUS SUMMARY

Of the 324 Daytona Beach campus employees who responded to the survey, 113 (35%) chose to comment. Themes are listed below, along with excerpts from actual comments. The themes are sorted by the number of comments which cited the theme (from most frequent to least frequent).

Lack of respect/trust with senior leadership/organization (~17 comments, 15% of DB comments). “The university ‘leadership’ has consistently illustrated that it governs by deception, misdirection, and secrecy. The perfect example is the tuition increase, which was supposed to be directed toward academics. The departmental budgets, which decreased this year already, have been further cut. In the meantime, the administration still has not revealed its budgets, which remain shrouded by secrecy. A third is the issue of extended campus – which has apparently seceded from ERAU.”

Poor/Lacking facilities (~16 comments, 14% of DB comments). “The academic complex, however, where a majority of classes are still taught, is a DISGRACE. It should be a high priority for new facilities!”

Climate Survey results/actions (~14 comments, 12% of DB comments). “The administrations has demonstrated a remarkable ability to extract what they want to extract from the results of this survey (based on the handling of the data from the last survey). There is no shame in admitting that there is room for improvement, so let’s take the comments to heart and make things better instead of trying to tell the faculty that there is no problems. I want to believe that the decisions will be influenced by survey...”

Unrealistic/Overwhelming work load (~11 comments, 10% of DB comments). “I am often overburdened between teaching commitments, service, and scholarship expectations so that I will work until about 8:30 a.m. to about 6:00 p.m. most days. When I get home I grade papers into the evening. I never have a weekend free when I’m not grading papers, writing an article, or preparing for class. I estimate that I work between 60 hours and 84 hours a week. The focus doesn’t seem to be on teaching effectiveness. Some people use the same old lecture style that all studies have shown to be ineffective. However, there are no teaching institutes for better teaching here.”

Wages/salary/benefits (~10 comments, 9% of DB comments). “Salary discrepancies have not been caught up for the employees with long duration – new people are starting above those with longevity.”

Poor/Lack of communication (~8 comments, 7% of DB comments). “Organization and communication is the key to strong management. A lack of communication usually always results in a failure to do one’s job. To stress this enough is impossible, but something needs to be addressed between departments and within each department unit themselves.”

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

FORMAT FOR DISTRIBUTION OF ALL COMMENTS

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

University Administration
Daytona Beach
Prescott
Extended Campus

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

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

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

Job Comments

Teaching load is too high to allow appropriate amount of activity regarding research & scholarship and regarding service.

I am a ground lab instructor full time; part time flight instructor in the Flight department.

Space constraints and interruptions hinder my productivity

#6 - I have only been employed since July 22nd. I cannot express how supportive this department is...although I have only been here 4 months, with the help and warm welcome I've experienced, I feel as if I've been here for years. They are always available to answer questions & assist in any way. It is a friendly and caring atmosphere that makes it a pleasure to come to work everyday.

Great, supportive supervisor!

Objectives of my position/job seem to be more self-established than supervisor guided (not always a bad thing - but true). The expectations of my position, as communicated by my supervisor, are general at best & not regularly communicated.

I have had opportunities to learn, but no opportunity for promotion. I see lots of glory and praise going to the young white males in the office. This is discouraging to the females who work very hard. No written performance evaluations were given in our department. The good raises were given to the supervisor's favorites.

As with most faculty in our College, I believe the teaching load is too strenuous if we are to meet all the other obligations expected of us (publishing, committees, etc). The class sizes are becoming larger each term and we are given no additional access to resources. Need to provide research facilities if faculty are expected to engage in research. This includes things like a good office computer, a well equipped research data base in the library for all areas and decent offices.

There is still an unstated expectation that everyone should work extra time, yet very little interest in granting comp time or any other perks.

Re: Q.1: I teach in the B and E buildings, where the configuration of the rooms limits ability to see both sides of the board and the lack of equipment rules out the use of Power Point and other projection systems. Also, film plays an important role in all of my courses so it is necessary to watch clips in class and discuss them; the media center at the library does not have any DVD players, however, so much classroom time is wasted scrolling back and forth through VHS cassettes. This week I have a student bringing his own DVD player to and from class in his backpack so that we can use our time efficiently by getting directly to the scenes we need to watch.

We typically have to work overloads in order to meet the needs of the students. This doesn't give us time for outside research or course development.

Due to the customer service related area that I work in, the employees of the department seldom get the opportunity to close the office to participate, as a group, in University functions during working hours.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

I love my job. I find it rewarding, challenging and meaningful to the organization.

Have a temp supervisor right now; would have answered 5 & 6 strongly agree in the past. My workload does allow me the opportunity to attend a class each term. This is greatly appreciated. This is the only activity outside my everyday job duties that I have. I enjoy my job, but I am not challenged and I do not have the opportunity to use what I have learned in the classroom.

I believe I have all the right materials and equipment to do my job, but with all the sudden changes ie: intranet vs. internet, blackboard, noetix, outlook I am not use if I am using it to the best of my ability. The one time training on each item, does not really give us enough information on all the capabilities of the systems. Departmental training would be great. I do realize for IT to management that would be just about impossible.

#4 Opinions: Sometimes decisions are made that impact the students in a negative way. If the people who actually work with the proposed "change" were asked their opinions BEFORE the change occurred, greater insight would be realized and, perhaps, a better change would come out of it.

I do not feel that my opinions, ideas, or directions are taken seriously by my department's upper management.

In my department, common courtesies such as "Thank you" and "Good morning" are reserved for when external guests are present and the manager wants to put on a show; otherwise, rudeness and disrespect prevail. My manager doesn't talk TO me - but instead talks ABOUT me to others. My manager rewards similar gossip behavior and unprofessional communication practice down the line. In meetings, people side with people, rather than examining issues and taking a stand on how best to address problems. Male employees are still given obvious preference over female employees when succession planning is considered, even though many of the female employees have more, and better quality, experience than do their male counterparts.

I find that some of the classrooms still lack the capability to use computer technology for powerpoint presentations. And I find that students often do not have enough chairs in the classroom because those have been broken have not been replaced. I find that a 4-4 teaching load does not allow me to attend conferences or engage in research. I do not think my opinion always counts. I find that decisions are imposed on the faculty and students without seeking feedback first. Why not solicit opinions and then develop a plan instead of making a decision and running it by faculty and students as an afterthought?

Answers to #5 & #6 with my previous Supervisor is AGREE. The present Supervisor has not been as informative or attentive thus far.

The library needs an upgrade in public computers, especially new screens. It's very difficult to instruct students on how to use our web-based services when you can hardly see what is on the screen because they are so fuzzy.

I have felt 'stifled' as an employee to the point that I believe that I am no longer effective in my position. I keep watching as promises unfold - more often not. It appears that those who are able to unequivocally say "yes" are able to make great strides here. But those who say "that does not appear best for the school" or even "perhaps" can either flounder or leave. I care a great deal about the students at ERAU, and the school itself, and don't particularly want to leave; but one can only watch and wait so long. I would hope that it would be recognized at all levels that disagreement can actually be a positive thing. There is a big difference in critique toward the end of improvement and mere complaining.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

Workload for faculty is geared more towards teaching and is not one that is fully supports the Vision 2010 of increasing the research effort here. I think the time is right to fully support the concept that has been floating around for several years about a teacher/scholar and scholar/teacher workload plan. Those who do best in the classroom and are not major researcher should maintain a 4 course load with a moderate amount of scholarly activity while the better researchers should have a lower teaching load with higher research expectations. Both should be considered equal when it comes to promotion and tenure. This would help to maintain our position as a great teaching institution while increasing the research effort. Faculty hiring can be formulated to meet both missions. With respect to my opinions counting, at the department level and below, they seem to. Above the department level, my opinions seem to sometimes fall on deaf ears, especially when they run contrary to personal agendas of those above the department.

My department is in flux. My "direct" supervisor has been taken out of the loop, and I feel I am doing things I need to do, not what is directed. "Direct supervisor" is rather difficult to relate to a faculty position, but my mentor is rather vague and uninvolved, especially in terms of praise, and my division chair is not likely to praise either, although she does help direct me towards appropriate service decisions. In my position, I think it's expected that I will go out and find the advice or even the praise that I need on my own. I understand this; it's partly a function of my position and partly a function of my age. Still, it's difficult to deliberately go out and solicit positive feedback.

Students have access to state-of-the-art computers; faculty computers leave much to be desired. Otherwise, we enjoy great material/equipment support.

One needs contiguous time for sustained scholarly activity; four courses and two or three different preparations and evaluating student work do not allow any concentration on a particular subject matter. Also, we have no agreement with area research-oriented institutions for use of their library facilities. Doing research means sneaking in and out and hoping that one remains inconspicuous.

The events of the past year illustrate clearly that the opinions of faculty members do not count on any subject.

I have the "BEST" Supervisors I have ever had on any job anywhere! I have taught in High Schools in Delaware & in Florida, (approx. 16 years), before coming to Embry-Riddle. I often "feel" as if our Supervisors, (Michael, Rich & Dale), want to do more for us, their employees, in Undergraduate Admissions, but do not have the time, financial support, or resources that they really need to make some of their desires come true! I love my job and I most especially love the Florida students with whom I become personally involved each year until they are actually sitting in their first day of classes! I want them to feel as if they have a "personal" helper on our campus who can guide them successfully through their application process. Not all students and parents require this, but many do! I feel as if students and their parents will want to visit and "check-out" our University and all of the wonderful programs we offer here, if they like me, trust me, and trust the information I am giving them. I often refer to the ERAU "Family" because parents and their children are searching for "many" things in an University besides and including the top quality education they will receive here on our campus. I work very hard and travel more than anyone else in our Department, but sometimes I feel as if the rest of the University has no idea just what we do in this Department and how we what we do on a very "limited" budget. (For example, it is not easy to eat nutritionally well on \$40.00 per day, even in Florida. I usually eat only two meals per day, and that is enough for me, but recently one of our Counselors was in New York and could not afford to eat enough to keep her from being hungry. (She is not married, provides for herself, and is very thin!) I think our admissions counselors have brought and are bringing the applications to the University, but we have little control over anything after that. When enrollment is down, as it was after 9-

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

11, it felt as if it was our "personal and collective" fault. Members of the ERAU "Family" were out-spoken about this directly to many of us in person! After 9-11 we were all called back to campus on Thursday & Friday. I went right back out the following Monday Night to do a college fairs in Palm Coast and then on to Tampa. It was not easy keeping composed and acting as if everything was normal on the college recruiting scene! Members back on Campus had no idea what it was like to stand behind a table with all of our information on it and have the public ridicule us for "the" terrorist pilot. We still face this, as I am sure does everyone else here from time to time. But it was our "job" to continue on with our job and then to return home with very little empathy and understanding on behalf of the faculty and administration. In fact, our usual office celebration at the end of our recruiting season was first canceled and next, we were told it was considerably reduced due to the fact that it was thought we were not worthy and it would not be appropriate! And perhaps that was proper, but we all felt as if we had returned from a combat zone and nobody cared! We got over it!!!! Because of our wonderful department leaders, we just smiled and tried harder this year!!!

The teaching workload is too high given the research expectations. It is impossible to do both responsibly. Though my fellow faculty have been tremendously supportive, friendly, and helpful, the Chair often behaves inappropriately. She publicly discusses both personal and professional information that should be handled confidentially. She is not responsive to others' suggestions and input, and approaches small problems as crises rather than opportunities to teach and learn. She seems unaware of my experience and accomplishments, and often patronizes me and seems not to trust my judgement. The students and other faculty have made working here a joy, but the excessive workload and problems with the chair sap my energy and enthusiasm.

My opinions seem to count on departmental level - the higher it goes the less they do ...

Unfortunately, we have been without a direct supervisor for approx. 8 months now.

The funds allocated for professional development are NOT shared fairly across the campus. There are the departments that are the "have" and others like mine are the "have nots." It is exhausting seeing the same people go to conferences that do not have anything to do with their positions, while the people that should be going are not granted the money to go. The truth is that professional development funds are determined by how far up the organizational ladder your department is, not what your job is, or what it requires just the "rank" of your boss. It makes no sense at all that the "upper class employees" are offered training when in reality it should be the workers that need and deserve to grow by professional development. I personally know of many departments that send their people to three national conferences and more when others get nothing, check it out it is true.

Management will take a the time to say thank you. However, there are some employees that never pull there weight, never show up on time, never volunteer to anything extra, and these same employees are allowed to do this year after year. Others must always pick up the slack. I feel that managers, before they are allowed to be managers need to learn how to do the job. It's this type of thing that makes for low moral and unhappy workers. It's the little things that pile up. It's the things the one has no personal control over. If thanks you is offered when earned, then telling someone they need to spruce up their act should be part of the big picture also.

As a coach it has become extremely difficult to attract the type of student-athletes that will succeed in the classroom and on the playing field. To recruit good students you must be able to offer a financial package that is comparable to the competition. With the current academic and athletic scholarship funding available we do not have the resources to compete with the competition at a level we have been at in the past three years.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

All of us have outdated computers that do not support the work load that we handle or the programs need to perform our jobs.

Teaching load makes scholarship and solid professional activity unfeasible. Library resources are limited as well.

There is no clear path for advancement. Promotions are not transparent. No one knows what steps to take in order to advance.

It disappoints me that my computer is so slow and so far behind that I cannot buy other equipment to interphase with it. Its difficult to go into other offices on this campus and everyone is decked out with flat screen Dell computers. Additionally the pace that is kept in our office does not make it conducive to extensive computer training, the one hour or two hour sessions are too brief. It is frustrating to have such a limited amount of funding available for professional development and training. Its as though there are the "haves" and the "have nots" on this campus. My department is a "have not" in this area. It would be nice if the university supported employees to get their PhD or other degrees, it can only benefit the university when their employees are committed to their career field. I would gladly agree to stick around for a specified mount of time in exchange for a Ph.D and time allotted to do it.

salary discrepancies have not be caught up for the employees with long duration-new people are starting above those with longevity

I love my job and love getting up to go to work every morning.

Being in a research position, our work space is critically limited - almost to the point of inhibiting work. There are two neighboring labs that have only been opened a few times in the past 2 months and usually just for moving around storage. The lab space is not distributed based on need, number of full-time employees, prestige to the university, or money generated.

Without the lab space to work, the school is wasting money paying employees to shuffle boxes around instead of making The flight line is a mess. New supervisors that keep being hired are just retired pilots that want a cussy position. Personal issues still go unresolved, and people are being harrassed, threatened with their jobs, and persecuted for their religious beliefs.

The workload of teaching 4 classes is terribly difficult when you want a research agenda. You HAVE to reduce our workload requirements. Other schools with which I am familiar have you teach 2 classes or 3 at the most to be full time.

I believe each person's career objectives are different (e.g., I am less than two years from retirement) so my main objective is to continue a good job with my responsibilities; whereas a younger person should obviously have more elevated career goals and strive to move forward.

The university parking issue really needs to be addressed!! Not only does the lack of parking and how it is set up (and it is a tough job!) continues to upset our students and it dings their moral.

Contracts do not allow time (12 TLUs) to satisfy requirements for advancement. No mechanism to promote great teachers.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

Direct supervision is no problem. It is the management of the campus and the University which is clueless.

Adding new technology is important but this year has been overwhelming. Changing the e-mail system, the purchasing system, the accounting/budget system, the web page plus adding blackboard has added stress to an already hectic workload. It's taken much longer to accomplish the day to day activities. Could we please space out future upgrades to give us time to become proficient in each area? That would be greatly appreciated.

There needs to be more communication between direct supervisors and employees.

I have had over 5 different supervisors in the same job within 5 years. This is frustrating in the fact that because of the turnover rate my supervisors have no idea of all the minor/major accomplishments I have made.

I am often overburdened between teaching commitments, service, and scholarship expectations so that I will work until about 8:30 a.m. to about 6:00 p.m. most days. When I get home, I grade papers into the evening. I never have a weekend free when I'm not grading papers, writing an article, or preparing for class. I estimate that I work between 60 hours and 84 hours a week. The focus doesn't seem to be on teaching effectiveness. Some people use the same old lecture style that all studies have shown to be ineffective. However, there are no teaching institutes for better teaching here.

Computers and printers are excellent as is the Blackboard system, but the phones here are from the 1970s. We also need DVD players to get into the current technology.

I feel that my talents and degrees are being wasted. I also feel that in some areas there seems to be no follow up or follow through with what was discussed in meetings.

Way too much load, way too little time. Conflict between teaching, service, and research. What do you want me to do, and don't tell me that you want me to do all of these 100% of the time.

Old, slow computers make working with modern software applications frustrating. The workload here is too high. If the University wants to assume the role of a true research university, teaching loads for those actually doing research need to be reduced. I have no problem with faculty being assigned solely to teaching or solely assigned to research. Use the strength of each faculty in an appropriate manner.

Answer to Item 4 - Focused outside the department. Opinions count within the department but beyond that No Great department ... great group of faculty. Morale is low based upon external issues but not issues within the department.

I feel that my job in Housing is a terrific job. I have an excellent staff working under me and with me and above me. My supervisor's are terrific and the primary reason I came to work at Embry Riddle.

This position is new in which was a pt student assistant job, it was approved as a 40 ft job and my work load is slow. I have no work to do daily, a waste of time and money for the school.

My direct supervisor does nothing and complains about how much she does. She passes her work on to us and takes the credit when a complement is given on a job well done.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

I feel I am doing a lot of work for little pay. I have started looking else where for employment where I might feel more appreciated.

Some verbal agreements made when I was hired have been nullified with no concern for the fact that the result was basically to reduce my pay per hour.

I enjoy being a peer mentor for the freshman class.

Best I ever had.

I have been with ERAU since August 2002. Employees are courteous. Different departments, however, have different personalities and of course if you're not "IN," you're out. The workload for faculty is overwhelming in my department.

ERAU procedures manual need to be professionally remade, use ATP, UND and other flight schools to make a easier to use format. TCO and course requirements "made by the FAA" are crap. Would someone please hire a full time person/ or professional association to clean all of the ERAU flight department paperwork up. We need a revision program with colored pages and so on.

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

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

Organization Comments

I have worked here over 2 years and have never spoke with a Chancellor, Dean, Vice President or President. Do they just meet once a month or something?

I don't have confidence in the leadership because tuition costs keep rising, but I cannot see any of that money benefiting the department especially when every department on campus already has had to return 3% of their budget. In other words, where is the money going. We raised tuition 40% two years ago; 16% for incoming freshman this year with another proposed 16% raise next year? Is only the administration benefiting and/or only certain departments benefiting? I have no confidence in the Chancellor especially after his actions of spring 2002 regarding promotion and tenure.

Each administrator on this campus has a different story about the importance of teaching, service, and research. There is also this big question as to what each faculty member must do to get tenure. I have been here for 6 1/2 years and yet with good reviews, I am still only at the minimum for my salary.

Still much disparity between males and females, nonminority and minority in terms of career advancement, position responsibility, and grooming for management. Also, who holds the Human Resources department accountable when they don't follow university procedures and policies?

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

"Family" and "Team" are used quite often on campus and among departments & I think it's great. However, there may be a perception of unproductive competition between ERAU departments and programs (i.e. lack of family cohesion). This is construed as "bickering" within the family and leaves our students, staff and faculty with the wrong impression. My desire is for "The ERAU Organization" to have more "connection" between departments. More functionality among them, more comraderie among them. More "working together" and more open communication amongst departments. I see most Departments and the individuals who make them up wanting to work together, however, they are not necessarily trained or given the tools to do so effectively. Communicating the benefits of better on campus communication and cooperation is critical. Providing the tools by which to do so effectively is imperative. Unfortunatley, a perception may be that ERAU departments exist and sometimes succeed despite the other departments. I am very proud to be a part of the ERAU family, community and team. I make these comments with the hope of "continuous improvement" for all of us. We've come a long way... let's keep going! Thanks for the opportunity to comment... it means a lot.

It appears that the administration is out of touch with student life on the campus. Funding seems to provide for high administrative positions and their needs only. Not the needs do the consumer, the students. Assessment and planning of the strategic plan seem to be ignored and no feedback given to lower level positions after plans are submitted. Because of this, it seems useless to continue to spend time completing these processes when they appear to be ignored by the higher levels of administration.

Strategic planning is a waste of time, the Administration does what it wants anyway.

We keep hearing promises of more women and minorities being promoted and hired, but see little to no progress. I see no progress in compensation improvements. What happened to the compensation studies? We hear our insurance premiums are going up, and we know medical costs are high, but there are better insurance programs out there. This is 2002, let's move into it.

Leadership looks at the needs of some departments with "tunnel vision"

Faculty members in our College are underpaid in terms of our counterparts at other institutions. Increased salaries are needed especially as more demands are put upon us.

Shouldn't employees be hired by their experience not their sex etc.

This is an area where the 'health' of the institution seems to need a lot of help. I support the mission of higher education, of the students and faculty here who are pursuing that mission, wholly. But the University as an entity seems to be running as a 'business' and from that mind-set as opposed to an education mind-set. I don't see that in itself as a real problem - if the 'customer' could be served quicker, more cheaply, more effectively, then we'll just have a tighter school with better learning students, right? The problem seems to rest in a business that does not always appear to make wise decisions, seems to be confused about just who the 'customer' is, and seems to have difficulty in relaying pertinent information.

The position of Humanities and Social Sciences is anomalous and the students, I think, suffer from this. In particular, I hear freshmen complaining that they don't need to learn how to write and I get the sense that this dissatisfaction with such general education requirements is fostered, at least in part, by their advisors. Perhaps they don't understand the requirement themselves. Whatever the cause, it makes my job harder because they seem to sit back and expect me to "sell them" on the idea that they're there for a reason. There's a general lack

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

of respect for my department and what we do and I'd like to see that change. Immediately would not be soon enough.

Don't feel that the President is in touch with Campus issues & "one university" only works if the other department gets a benefit from it. Certain Deans make decisions with out finding out all the facts.

We need improvement in our health benefits coverage, especially dental and vision.

The Strategic plan and its implications for each of us needs to be clearly defined.

The university "leadership" has consistently illustrated that it governs by deception, misdirection, and secrecy. The perfect example is the tuition increase, which was supposed to be directed toward academics. The departmental budgets, which decreased this year already, have been further cut. In the meantime, the administration still has not revealed its budgets, despite numerous faculty senate requests. Another example is the recent tenure decisions, which remain shrouded by secrecy. A third is the issue of extended campus--which has apparently seceded from ERAU.

Seeing progress in improving the pay and benefits is not equivalent with being satisfied with the progress ...

Strategic planning efforts seem to focus admirably on long-range goals, but do not indicate timelines and short-range actions to benchmark success. In particular, the 2020 initiative is good in principal, but does not hold itself accountable for actionable items in the short range.

The ERAU organization is too top heavy! Underrepresented groups and women are not equal at this university. It is still the "good ole' boys" that are in charge. Look at the pay scales, men still make more than women. Unqualified people are put into positions just because of their being male or being from an underrepresented group, just so the "good ole' boys" can point them out as their token examples. The most unfairly treated group are those that have given their entire lifetime to this organization. Most organizations respect and reward the people that have given a whole life in devotion, but not here. If a long time employee leaves, their replacement comes in making more money than they made after a lifetime. It doesn't make sense. New employees start out with two days leave, how nice for them, but what was done for those of us that have been here forever? Longevity is not financially compensated nor is it appreciated at this institution. Shame on you Embry-Riddle!

Too new at this institution to comment on the above.

Relations between faculty and upper administration are strained, and for good reason. The upper administration seems to have little commitment to sharing information or shared governance, and expects faculty to take the blame for their mistakes (i.e., blaming retention difficulties on faculty rather than on exorbitant tuition and flight costs). The problems with promotion and tenure have created a climate of mistrust, and I and many of my colleagues feel deceived. Our contributions in terms of teaching and research receive little recognition. Oh, and the health benefits are abominable.

Some of the authorized petty cash reimbursements to employees for purchases made seem to be somewhat out of control. I would like to see a limit set on petty cash purchases to be less than the current limit of \$100.00. The budget managers need to be more stringent on authorizing reimbursements.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

The organization is quite far from being actually organized. I have actually talked to a student whose father was going to donate close to \$1,000,000 until he did some research on the upper management and decided to place his donation to a charity organization instead, not trusting the administration. I believe that this occurrence is one of many warnings about the effect of the upper administration on the school's reputation.

The chancellor has made some serious mistakes by overlooking faculty and faculty committee recommendations in his first attempt and promotion and tenure decisions. It seems that his agenda is based on a model from other institutions and decisions were made without any understanding of the mission of this university, its history, or the progress made by the faculty in moving towards our future goals. His refusal to fully acknowledge these mistakes has not enhanced his credibility. The appeals process seems tainted with behind the scenes manipulation to validate his earlier decisions. I am not convinced he understands the issues regarding students in the flight program, which include lack of promised progress through courses, increasing costs because of inefficiencies in flight operations, and the fact students pay well above advertised costs. This is hurting the reputation of our biggest program on campus. Students are transferring to other degrees so they can fly elsewhere. I cannot remember ever seeing the chancellor in my hallway simply meeting and talking with faculty. This is true for all of the administrators about the department level. How can they understand what is going on unless they practice a little management by walking around. The dean of my college is for all intents, invisible to the faculty in my department. Rarely do I ever see him in my department talking with faculty. My dean does not seem to be motivated to do anything about improving the situation for students in the flight program as well, a program in his college. Also, his recent reversal of his initial recommendations for promotion and tenure seem to support the idea that behind the scenes manipulation was at play in the promotion/tenure appeals process. I am not convinced that all budget allocations are based on the true outcomes of the strategic planning process. I am neutral about progress towards pay until it is evident that the second round of equity pay increases does actually happen as promised last year. If it does, then I will believe the administration is serious about pay equity. If not, then I will be convinced otherwise.

If we are "still" operating under the ERAU "Family" philosophy on which we as Admissions Counselors can capitalize in today's world where families are searching for an educational process for their offspring during which that offspring will be treated as "less" of a number and "more" like the special and unique persons they were "raised" to be, then this philosophy needs to be witnessed on our campus by all from the "TOP" down. Perhaps we need to define or re-define ERAU "Family." People, not organizational meetings and paperwork, should come first. I think we are basically doing a good job here, but hopefully, there should not be many days on a small University campus where faculty, staff or students should feel as if meetings and strategic planning policies take precedent over the time needed by Administration to observe and become part of the dynamics of departmental workings "up close and personal." Maybe Administration feels shy or has concluded that they would intrude by making their presence felt on campus. I guess what I am trying to say is that it would be interesting to observe more interaction on the part of Administration with the "nuts & bolts" of daily campus life...to see them more often "out and about!" Perhaps then I could feel as if my reading of strategic plans, (accomplished in hundreds of meeting hours), also contained some personal input by me!

The department I work in remains on the bottom of the "pay scale". It is frustrating when we do not receive pay increases that at least meet the cost of living increases we get hit with every year.

Our upper management is still predominately male. Some of the budget decisions seem to conflict with the university's primary goals.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

My department isn't listed anywhere specifically in the University's goals so we have to try and "fit" our goals into the strategic plan. If I was on the outside looking in, my department doesn't fit into the future of ERAU.

DB campus leadership this year has not fostered trust. Collegiality and comraderie are eroding quickly. Opinions are not sought. Decisions are made in a dictatorial style. Department budgets were cut to pay for "new" initiatives, creating animosity between the departments who suffered the cuts and those that reaped the benefits. Achieving so-called progress at the expense of staff cohesiveness is too high of a price tag. University's are all about people. The new DB administration doesn't seem to value the university's greatest asset, it's people.

Item 9 - Last summer's vote of no confidence clearly shows how a lot of faculty feel Nothing significant has changed ... no effort to improve faculty/chancellor relationship. Vote obviously not taken seriously. Item 12 - Have not seen it used within department Item 13 - We do not do real assessment ... just eye wash every ten years for SACS There is a LOT that needs to be done here that could be helpful Item 15 - Would be nice if "peers" for tuition were the same as "peers" for pay? Peer school selections need to be improved in all cases.

Having been an employee for just a few short months, I have yet to be exposed to the Strategic Planning Process. As a self starter, I took the liberty to find, print and post a copy of the Bursar Department's Mission Statement. Pesonalities, at times, tend to clash not to mention the various types of training that are or could be offered. Objectives, although not entirely clear, and cooperative efforts in training have been helpful. It always takes time before one is accepted as a full fledged team player. Training can be a stressful time for everyone.

There are many oportunites for women and other diverse groups on campus in staff and middle mangement, but once they get on the same playing field with upper management - what happens? I do see an increase in women faculty in the past years, which is good.

Please spend more time making sure your staff and faulty are comfortable in their jobs. We are all here for the students but make sure that the university community (including the staff) are protected from the unruly people that wonder into our offices. Unruly can be considered a physical action, but it also includes the terrible language and attitudes that we face each day. We are professionals! We deserve respect from our administration and our students.

You need to se how much waste is in each department with too many employees .

If the goal is to get more money out of students without increasing benefits for them (enjoyable learning environment, professors who care, more activities) then yes the goal is right on. This also includes the people who work here!! The President and chancellors need to make an effort to be seen by everyone on campus so we know who they are and by the way, the flight department is part of campus!!! They need to ask questions like, hey are you happy here? Or what do you see happening in the next few years with the department you work in and how can we show you that we (the big wigs) appreciate what you do and that we (the big wigs) know that we can't run a successful school without you!! Giving out a \$15 gift certificate to Winn Dixie at Christmas which by the way a group on campus then turns around and asks us to give up to the needy is a slap in the face!

These surveys are great but really, we can write out what we want all day but unless these guys actually hear it from our lips, it doesn't seem like there is anything wrong with this place and everyone is happy.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

too many layers in upper administration too much \$\$\$spent on consultants whereby operation budgets could use it understand budget trimmings w/decreased enrollment however not much sense w/16% tuition increase and operations haven't been increased over 2 years. believe Chancellor has some good ideas but need to get buy in from us pions before final decisions are made if it affects organizational changes

Still a problem with question #9. These are very different leadership roles. I feel my Dean has the best interest of the College in mind, while the Chancellor is clueless to the faculty concerns, but cares more what the President thinks. Strategic planning is an excersise that is a joke. Administration priorities, not student needs, guide budget decisions, so why even make us go through the useless exercise.

President is arrogant and is either unaware of or ignores faculty unrest. Chancellor is a poor manager and ignores the University's unique culture and heritage. The "One University" concept does not work at the academic level. Hundreds, if not thousands of hours have been wasted in meaningless coordination. The cultures of the two residential campuses are different -- different students, different faculty directions, different values. Budget allocations are skewed toward management overhead. Little, if any, of tuition increase has gone to academics. The budgets for Institutional Advancement and Marketing are shrouded in secrecy. OPEN UP the line item budget for the entire University.

I don't agree with the way resources are allocated at this school. I work 60 hours a week and cannot find time to get away to go to conferences or developments or vacations. But it seems like every other day, there are folks in upper administration office taking trips all over the country and the world for whatever reason and then there is no report back.

The assessment process seems to be just a lot of paperwork that no one really reads or takes seriously. Increases in pay are almost insulting.

I believe there is still a need to improve compensation in some areas. The President's annual address to the campus community concerning the state of the university is important and should continue.

With all the resignations, firings, and refiguring of personnel, it is difficult to know who is in charge or what the mission or vision is. Strange theories of scheduling come down the pike without any research behind them or input from students or other personnel. Tenure requirements are in a constant state of flux. I do not see any conscious decision to hire more women, disabled or minority management or faculty positions. I'd like to say that the leadership is very clear. It would certain help quell much of the anxiety that I see in faculty and staff, but it just isn't the case. Moreover, the administrations and faculty new hires look mostly white male to most of us.

THE QUESTION OF CONFIDENCE IN ADMINISTRATION IS "ALL-INCLUSIVE." YOU FORCE THE RESPONDENT TO ASSIGN A SINGLE VALUE TO MANY PEOPLE WITH DIVERSE SKILLS AND PERFORMANCE

Would like to suggest that salary ranges be published with job openings on the web.

I feel that the top levels are beginning to over shadow the lower levels. I think we have more vice's, associates and other top people than we had before.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

It is frustrating for minority and women workers due to the conservative attitudes of people in aviation. There is a marked improvement but there remains a lot of room to catch up and be comparable to other institutions.

I have never heard of the "5 step assessment process".

This university punishes employees for staying here and building a career. I could quit tomorrow, reapply, and get rehired at a significantly higher rate of pay than I currently get paid. I know that if I quit, in order to replace me, a person would be crazy to take anything less than 5K more than what I am currently getting paid. For the kind of work that I do and those whom I supervise do, we are grossly underpaid. The work done in our office on a day to day basis truly impacts students lives every single day. We make a difference in how successful they are here - yet somehow all the money goes to resource and development and to all "the presidents' men". How is it possible for so many people to fly all over the world or back and forth to Prescott, and to then turn around and take 3% of everyone's budget?

I don't know what the 5 step process is to make a comment on it. Administrators do not associate with staff for us to know if they have our best interest at heart.

There may be more women and members of underrepresented groups hired, but that doesn't guarantee that they will be respected by men and overrepresented groups.

Being relatively new, I have a hard time reacting to most of these questions, because I have nothing to compare them to.

Our budget is continuously cut and therefore the exercise of Strategic Planning is bogus. We have to accept more projects without additional personnel, training, etc. Our responsibilities continually grow at a rapid pace, only increasing stress and diminishing morale. Burnout!

There is a definite bias towards 'young white males seeking advancement' in our department. This began with our last boss (now gone) taking the 'boys' out for 'mentoring activities' (i.e. golf). At present, they are given opportunities to work closely with management on various issues often regardless of their lack of qualifications. This is done at the expense of at least 3 capable women who would embrace such opportunities.

Health benefits got worse in some categories for next year. Some women were hired, and then with the reorganization into colleges, their role diminished or was nullified by men who were placed above them Too much turn over at the top. Not everyone believes development can do their job for the investment the university has made in that office.

It's time to start looking within our corporation for resolutions to our issues. Not hire from the outside, manipulate the new hire like a puppet, and state things are better. For who? The manager in charge of the supervisor, or the people who get the job. In this case just the manager. There are several HR issues that need to be addressed here! I see women/minorities in positions where they do not do a good job and offer no leadership and/or confidence in the university administration and it is clear they are in the position solely because of there minority status, not because of a job well done. As for the university leadership, it changes with no notice and it makes jobs at lower levels difficult simply because certain projects that were once priority are lowered and others added confusing the focus to those working on these projects.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

What 5-step assessment process? What assessment activities assist my department/program in measuring its success and identifying potential areas for improvement.

There still seems to be a lack of trust in the university leadership. Why should we have to continue to cut our budgets in order for the president to keep the corporate jet and spend money freely?? It just doesn't make sense. As far as pay and benefits go, we continue to get 2 or 3 percent pay increases that barely cover the increased costs in our insurance every year. Many people here have to work two jobs just to make ends meet.

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

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

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

Environment Comments

I would like to see more of the automatic door openers available for the disabled. I've seen on many occasions where students in wheelchairs could have been assisted by such door openers, especially in buildings where their classrooms are. Having them in administrative buildings and the student center would surely be helpful.

I have been here several years, and on the whole, have been treated very fairly.

Daytona campus has a definite need for track facilities. Organized sports aside, an unsafe situation exists with students, faculty and staff using local roads for running courses.

Our College suffers from low morale! Social engagements are almost non-existent and nothing is done to encourage interaction in a professional or social environment.

There is no real effective communication between campuses. The EC just underwent some dramatic changes, but I have yet to read any official announcement regarding EC and the potential impact that its curriculum changes will have on the other campuses. There is no mutual respect or trust. Instead, there is a culture in which any criticism, no matter how constructive, is perceived as an attack on the administration and hence discounted outright. The faculty generally care about the institution and the direction in which it is headed. However, the administration does not really try to reach out to the entire faculty as if we are all on the same team. However, as members of the same family, we should be permitted to disagree, but disagreement is rejected as meaning "you are not a team player." Years ago, when I first began teaching at this institution, I thought that ERAU was a good place to work, but I do not feel that way now. I enjoy my place in the classroom and enjoy the time with the students, but my morale indeed has dropped.

Would be nice for the future for a walkway from the GYM to campus. Students are almost hit by cars who don't respect the light saying it's ok to walk. Light too short of time for walking.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

Overall, campus facilities and appearance are very good. The academic complex, however, where a majority of classes are still taught, is a DISGRACE. It should be a high priority for new facilities!

Customer service must be improved in all areas in the way we interact w/ our customers (students), employees, and each other in general. Our students are paying a premium for an education....they deserve the utmost respect and consideration. Parking police need to lighten up....we need more spaces (duh) and they need to reframe from giving citations when there not appropriate. I was given a ticket for not having a decal on my van....I had not placed it on bumper right away. I walked over to Safety several times to address the problem. Twice the office was closed...most of us work until 5p.m., for this department it is 4p.m. When I finally found someone in the office after walking clear across campus for the 3rd time, I was told that, although I received a ticket for not having a current registration, when in fact, I had one, that I would need to come back at another time with my vehicle to prove that I have one. Question? Why could they not have looked in their records to see that I had paid for my decal? This is unacceptable!!! My feeling is that if they're are treating multi-year faculty employees this way....their conduct to our students must be especially charming.

It would be wonderful if the University would pressure clean the outside stairwells to the Lehman Building. They had a company come and clean the outside of the building and the stair wells are disgustingly dirty and are in desparate need of cleaning.

My department is managed on a foundation of distrust, dishonesty, and disrespect. This is not good for the university or its many members. Effective, conscientious employees who have tried and failed to repair such problems will often leave for other organizations and opportunities.

We are long way from respect and trust, which lowers the perception of ERAU being good place to work.

Carpet and painting upkeep is nonexistent in the area I work in. I've seen other departments improved a couple of times while my area stays the same.

We in Undergraduate Admissions recruit students for both Daytona Beach and Prescott Arizona, yet most of us have never seen the Prescott Campus nor met their Admissions Counselors. When my students and their parents tour our Campus, I am ashamed of the "mess" in the Canal which runs past the Student Center Building and in front of Doolittle Hall. There is, at this time, just to mention a few things, an office chair, and a parking regulation sign sticking out of the littered and overgrown with weeds water! I have observed some of the most beautiful Florida birds and wild life use this canal. Are there Environmental groups on campus who might adopt the canal as their project? Or could someone in Administration call the City to ask that it be kept clean. Or perhaps it should be adopted by Doolittle Hall? It makes my job a little harder to make excuses to visiting parents for the unkempt appearance of the canal.

I have worked at ERAU for several years. Overall, my experience has been excellent. ERAU is a dynamic and exciting place. I feel strongly that faculty and staff morale at Daytona Beach is declining under the new leadership.

My exposure to the entire University as "a good place to work" has been fairly limited to the Bursar's Department. As a new employee, and in keeping with the standards of a professional environment, all is well.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

There is not a good communication among the campuses. Also within our own campus there is a lot of negative things said among the departments. ERAU lacks unity. We talk about it but don't back it up with actions. If we don't have unity on our campus how can we get three different campuses to work together.

I don't believe there is mutual trust and respect in light of the promotion and tenure decisions made last year and the resulting actions by the administration. It seems to me that there was a lack of trust in the faculty systems by new administrators with little or no history. The consistent message that I get is our faculty are perceived by the administration to be of a lesser caliber than they desire. Overall, morale among the faculty is the lowest I've personally seen in over 2 decades of service, even lower than during the periods of retrenchment in the 80's.

When looking at the master plan, I can not find the building where I work. It is a parking lot. When will I have a new home? And where? Item 17, 18, and 19.

University level news is received without much problem. It is information that my immediate supervisor receives concerning areas of my job that is not passed along in a timely manner. It makes my job frustrating at times. There was a time when I was very trustful of my supervisor and coworkers. In the past year I have had the experience of having things said in confidence used against me. I have decided it is better to just do my work and keep to myself.

Personal Leave time & health benefits are the best part of working at ERAU.

ERAU physical facilities related to basic health, wellness, and sports are extremely limited. Without knowing much about how ERAU funds its NAIA-level athletics, I am puzzled at the seemingly extravagant ERAU expenditures on a select few (probably less than 100 total) NAIA-level athletes, when it has 5,000 students at large who lack basic non-collegiate intramural and recreational opportunities and facilities (ex. a running track). In a glutted and highly competitive NCAA nation-wide market of athletics, how do our expensive NAIA or NCAA-level initiatives profit ERAU's strategic mission and plans as an aviation niche/specialty school?

The Daytona campus is not well kept as far as the grounds are concerned. Some areas are neglected for extended periods of time and weeds and beds become unsightly. Relations between departments and campuses are often contentious and there is a lack of mutual trust and cooperation.

I think that if the issues noted under "The ERAU Organization" were successfully addressed, then the ERAU Environment would naturally come around.

University needs a regular, monthly at least, "publication", even if electronic, that tells what's going on. It should not only discuss current topics relating to university governance and business, but it should also feature profiles of university and campus leadership. For example, a profile on the Prescott chancellor would be valuable to Daytona Beach staff, faculty, and administration, and vice versa. Leadership in the College of Engineering has been tentative. This is somewhat understandable given the novelty of the situation. To the degree that campus administration is not letting college administration have appropriate control over college business (say, department organization) this does not create an atmosphere of trust. Also, the high degree of turnover in university and campus administration does not inspire confidence that the administration shares a single vision among the key players.

The staff, faculty and students make ERAU a good place to work; levels of trust and respect there are excellent. Administrative issues have, however, eroded trust and made many faculty (myself included) feel cheated and

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

unappreciated. The physical facilities are primitive compared to other universities where I've taught, and it's difficult to get the most basic requirements for teaching.

There is great mutual respect and trust within the department, but the only respect between the Administration and faculty is merely "lip service."

Overall Embry-Riddle is a good place to work. However, a lot of work needs to be done on the mutual respect and trust. Please, please make an effort to improve the trust and respect of this wonderful place! We do not have confidence in the President and the Development department. They are wasteful of our resources, when we are very frugal. The development area is a joke! Quit claiming the "gifts in kind" (commonly called other peoples trash), deduct their exorbitant lavish travel expenses, over-the-top salaries, and see how much cash they can accredit to their own work. Every one knows that the ICI donation had nothing to do with development and everything to do with the Field House folks, their kindness and hard work. By the way who picked out the hideous "folly" meant to represent our ICI benefactor? Is it another example of the tastlessness of our development area?

I think there are some problems in some of the buildings on campus and people working in them do seem to be sick a lot. Don't know what can be done, but when studies are completed please keep everyone informed no matter what the results. It is my understanding that in some cases there has been nothing wrong in a building, but only a few people know the results and they heard it through the grapevine. Communication! Individual respect and trust from your supervisor has to come before you can feel it throughout the campus. Overall the university is a good place to work, but we need to move faster on making improvements that benefit all employees.

See above on Humanities and Social Sciences and our place in the ERAU environment.

I understand that admin is adding a coffee shop to the library. I think this is a BAD idea, but I understand that it is already a done deal. To make matters WORSE I've been told that admin is thinking of adding a drive-by window to the coffee shop. The library is supposed to be a quiet place for study and research, not a social club or restaurant. We are about to have a new carpet installed. How long do you think it will be before students start spilling drinks all over the place? We also have a pest management problem here. This is only going to get worse as students start leaving dirty napkins lying all over the place. Keep food and drinks out of the library!

In my department we are only given information on a need to know basis. Who makes that decision is beyond me. Trust and respect are a joke here. Everyone is here is trying to move ahead and they don't care who the lie, cheat, or step on.

After working for 9 years for the President/CEO of a healthcare system, it is wonderful to be working in this environment in a much-less stressful situation & especially to be working with college-age kids! Thanks for giving me this opportunity!

We need a much better cleaning service. Sprunce Hall, LB,COA,and the student center look good. The rest rooms, carpet, etc. really need help in some of the other buildings.

In back of the B Building adjacent to the parking lot, a row of shrubs was taken out last year. I would like to see them replaced. My opinion is the more trees, flowers, and shrubs on campus, the better. I'd love to see some

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

dogwoods, magnolias, and more live oaks on campus, as I prefer flora that is indigenous to the region. I also hope that we won't see any more palm trees placed throughout the campus. Enough is enough!

Doesn't seem very supportive of women, disabled, or minority personnel from any part of the university. On more than one occasion, there are people advising faculty members about the need to schedule family planning issues so as not to inconvenience others. There are disabled faculty members who are not supported either and can't even get around campus. Perhaps there is some movement to become more inviting and welcoming, but it doesn't seem very obvious.

THE AREA AROUND BUILDING "C" IS DISGUSTING TO SAY THE LEAST FOR AN ACADEMIC UNIT. STUDENTS THAT PAY SAME TUITION AS ENGINEERING OR AVIATION MAJORS MIGHT WONDER IF BUSINESS IS A "LESSER" MAJOR OF STUDY

It was when my employment continued through its first year, then downhill. I assessed this though, and came to the conclusion that poor management, poor first level supervisory decision making (IE comm pilot's vs. managers), and the lack of positive (in every sense of the word) control over employee's are to blame.

There is a lack of communication at all levels here. You shouldn't have to read about something your department is doing, in the Avion! Everyone from the grounds keepers to the very top should be treated with respect regardless of what they do but that doesn't happen!! And if you work in the flight department forget about it!! You are the lowest scum of the earth! A big part of the employees in that department RISK their lives EVERYDAY (flight instructors) but every other department on campus treats them differently and with little or no respect! A big part of the money coming in to this university comes from this group but there is never a thanks you're doing a great job!! But you can bet that when something happens, the finger pointing is aimed in the direction of the flight line!! Because everything no matter what it is, it is always their fault. Most people around campus feel this way about flight from administrators to staff members working in various departments.

17. Bathroom countertops and sinks at library are a mess.

We really need more clean up and litter/trash removal, especially where the students congregate outside. Weed control needs much improvement, to include the medians on Richard Petty at Student Village--know its city property there, but WE are the one's who look bad when the weeds are two feet high there. Either get the city to cut or do ourselves...

I have a great relationship with most of the Prescott campus staff and feel very much appreciated there. I do not see the inter-dependence between departments that I would like to see.

The Chancellor's disregard for promotion and tenure procedures after only three months on board showed disrespect and trust for the faculty and for "shared governance." I no longer leap out of bed, looking forward to my work.

Same comment as last year, I have to search for information on the web site to be kept up to date on news around the University. Yes, Blackboard now lets me know about activities but payroll, HR, accounting, etc. information is still hidden on the website.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

ERAU needs to be more careful about how it treats its employees and students. WE can say we are going to raise tuition and bring in a "better" student, but that matters little when the University has little or no care for people as a whole.

Thanks for the new flight building! I really enjoy working in a complex that was built in 1973! And was accordingly too expensive to bring up to current code!

The environment of the people that work here are arrogant and very negative to all.

Item 18 and 19 - Little communication is attempted Item 20 - The chancellor obviously has no respect for our faculty, especially aeronautical science (no background in aviation ... no appreciation for what aeronautical science has accomplished). Treats the largest, most successful program of its kind as second rate. Obviously, biased and uniformed.

Students should take much more responsibility for the environment - they ignore trash cans for the ground, and often throw furniture and trash cans and carts in the canal - which, by the way still has otters, and storks and egrets and turtles; but to what end is their existence with the stuff in the waterway, from our students. Also, there are times when I really do feel that the "control" factor is missing from the communications on this campus. Upper administration takes a road that does not factor in the affect it might have on good work conditions, and on best communication; and the students see the outrageous amount of money they pay now, and don't see the climate/environment or teaching change fast enough for the new money they must spend.

20. Not within my own department; however, a lot of antagonism at higher levels and between/within other departments does filter down to my level and permeates the overall environment.

I take it the final results of this survey will find it's way to the top of the ERAU food chain... My answer to #21 is dead on!! Key word there is "overall" and yes there is always an area that needs improvement and I applaud/thank you guys for giving us, "your teammates" a chance to comment on what's happening here at ERAU! So "yes", it is a great place to work not just good! Thanks again for this space to add extra comments and feelings to be shared!!

A few problems that need attention but can be easily fixed.

#17 - Very different issues here too. The campus looks good, but the Academic Complex on the Daytona Campus is poorly designed.

I enjoy the people I work for...the students. Their excitement makes everything worth while. Communication between the university administration and staff and between colleges could be a lot better. Many things seem 'secretive'. There is a lot of distance between the university administration and the rest of the DB staff.

Grounds have done an excellent job considering the acreage and limited # of staff workers they have IT Help desk folks are terrific, however still too many bugs in Oracle, electronic purchase reqs and no one yet living on/using blackboard so many efforts are being duplicated.

I think Embry-Riddle is an exciting place to work. The students make it exciting. Within certain departments, there is a collaborative effort and respect. There are too many others who have no idea what is happening in departments other than their own.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

We are told one university, but it does not work at my level.

It seems that as much tuition as we charge, the environment is quite dirty at times.

ERAU should have a world class flight line one to be proud of. We should have a huge flight planning room with 20 or more weather computers. Each computer should have Flight Planning software, and a printer. "WHY ARE WE IN THE STONE AGES!" 3 weather computers and 2 printers.

It is a good place to work because of the outstanding caliber of my faculty colleagues and because of my commitment to and love of teaching.

It appears to me that the administration actively disrespect the faculty. The ERAU that we worked so hard to create is vanishing before our eyes and we are powerless to save it. It is truly discouraging.

The library could use a make over. New computer terminals, such as the ones in the computer labs, would be nice. Is the C Building handicapped accessible? The vending machines either do not accept money or empty in many of the older buildings.

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

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

Climate Comments

I appreciate the timely response to the survey from last year. It was refreshing to see the promise to publish results was kept. I'm not aware of all of the results from the three committees that were formed, nor am I aware of any significant changes that have resulted. I know efforts are underway and I hope they bear fruit.

I think the university knows where improvements must be made, but there are some areas of concern that could be addressed on a more aggressive scale. There are too many areas where we have put up with slack too long! It's time to step up to the plate and take action. We are all a part of the puzzle, but for some reason only a few are getting the credit for completing the puzzle.

Many employees are hesitant to completely answer the survey, believing that they can be traced back to the submitter.

I realize the web-based survey precludes anonymity of response. But this could be a positive aspect if utilized to determine opinions in departments/areas of the University.

We have done climate surveys in the past and had little or no change.

The administration has demonstrated a remarkable ability to extract what they want to extract from the results of this survey (based on the handling of the data from the last survey). There is no shame in admitting that there is room for improvement, so let's take the comments to heart and make things better instead of trying to tell the faculty that there are no problems.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

I want to believe that the decisions will be influenced by survey ...

#22 send results out for the sections displayed before or at the end of the survey time for all to see how the responses were given.

22. At least semiannual would be better.

I hope that the results of the climate survey will be taken seriously. Given the limited influence even the Faculty Senate, it's hard for me to believe that that will be the case.

I applaud the administration for conducting and publishing uncensored results of the last survey. This creates the climate of openness by which positive change can occur, but I fear that these surveys will not result in any meaningful changes other than the hiring of additional bureaucrats and the contracting of expensive, unnecessary consultants as a further drain on ERAU's resources.

it will be ignored

Is it really anonymous? I'm not a computer wiz, but I should think it possible to find from whence this came, especially with my comments.

I hope the survey makes a real difference. I have doubts that most employees will answer as they actually feel.

I recognize that a great amount of time and energy is spent at all levels on producing and analyzing this survey. I appreciate that it is done, and I appreciate the opportunity to express in earnest what I believe is going on at Riddle. It's my school, company, whatever, and I care about it. I sincerely hope that the results are acted upon with the same time, energy and earnestness.

There needs to be a more localized survey. For example, asking if you have confidence in Campus leadership and lumping the deans in with the chancellor can give a distorted picture. On the Daytona Beach Campus I have confidence in the deans, but no confidence in the Chancellor.

The upper echelon continues to turn their heads regarding serious situations with causes that can be substantiated by the people who deal with the situations on a daily basis. They choose to ignore and continue with what they want to do.

If the climate survey is used as a tool and not used for or against us, I think it can be extremely valuable. It will take a while to gain the trust of employees to know it is, in fact, anonymous. I do trust IR with their surveys.

We can only hope that the climate survey results WILL influence decisions to improve the University.

It's good to know that upper level management cares enough to want my opinion.

I have already seen results from the last survey ie. diversity focus groups

24. It depends on how specific the comments are. The questions are so broad, if someone checked "disagree" on No. 20, for example, where would you even begin? No one will ever specifically name names or point the finger, so all you will ever have is free-floating grouching.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

Item 24 - Have not seen any evidence that these surveys are actually considered seriously. Would be nice if they were but doubt they are taken seriously.

The survey needs to be done every semester why wait.

I have seen survey after survey after survey and I am convinced this is just a means of the administration to be able to say in the end that they did something. However, this "tool" seems worthless.

Climate surveys are a wonderful idea.

I do not believe the arrogance of our leaders will allow them to deviate from the courses they have set. It is a shame to see a grand and unique university, once devoted to teaching students who dreamed of flying, driven into the mainstream of academia and away from our niche. We prostitute our facilities by selling "names" to the highest bidder. We "discount" our tuitions rather than honestly telling prospective students what the real cost of education really is. Let's not be competitive in "discounts," but rather in value of the education. For value in education, one doesn't need doctorates doing research, but people with experience who are willing to devote the rest of their life to teaching and mentoring young people.

The questions this time around are put together better and I like that you have space for each group to respond!

I still think it's possible to identify who sent a particular survey.

I really do not believe there will be any changes made due to the climate survey. This university is run by it's administration, not the College Chancellors nor the Deans. I believe the university administration does care about what people think, but they also believe their way is the only way and will not change just because of a survey.

not certain any of this matters. Research Board, Industrial Advisory Boards and others have been saying reduce the workload and move the research agenda forward for years, and nothing happens.

Part of being able to respond to the survey is just to have the opportunity to vent. It will always make me sick how unapproachable the president is; how much money is blindly blown on frivolous expenditures. I wonder when was the last time the top layers of this university or the employees at Resource and Development actually spoke with a student? The priorities are not balanced.

22. I think climate surveys of faculty and staff should be conducted annually. I think it should be conducted more often, perhaps once a semester.

I think the Climate Survey is a very good thing, but I also ask myself if it is actually considered or just filed away for another day.

I believe that the administration has set its agenda in concrete and the wishes of the faculty and staff mean nearly nothing.

For your last question, I hope so it's going to improve.

It is a great way to get input! But.. I don't think that the administration will take it seriously.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

I only HOPE this is confidential.

A client survey by department or by Building; Example: Sruance Hall, might make it easier to pick up on areas where attitudes, moral, teamwork concepts, job descriptions, work loads, etc. could use a looking into.

The administration disasterous handling of promotion and tenure last spring continues to undermine faculty morale and confidence in University leadership. The increasing share of the budget for overhead functions, coupled with the decline in the faculty share, does not speak well of the University leadership's priorities.

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

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

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

Additional Comments

Time to stop paying lip service to the university priorities and put money where they belong - to the classroom.

I often wonder if the Human Resources Dept. has any say or input on disciplinary actions or if they are just dictated from the top level. It seems often times we do not practice what we preach in this area. Example: at the lower levels we are taught to work with our employees, help them through their weaknesses, train and retrain. At the higher levels it appears you are either just let go without warning or if complaints were made by your staff to HR, the person is transferred and kept on. The consensus is: Do a bad job and you will get promoted. Leave and come back and you will be paid more. Have an opinion and you are let go.

The most frustrating experience I deal with in getting my job done is when I have to deal with the WEB development staff. Our WEB pages are remedial and very user unfriendly. Getting a change is like pulling teeth. The staff never communicates with the depts and apparently know nothing beyond Geekology. I suggest cleaning out that area completely and starting over.

It is difficult to see the university as a good place to work when it is such a negatively charged environment. There are a handful of members of management who lack tact, integrity, and professionalism and who engage in various forms of sexual harassment. While upper management is thoroughly aware of it, they allow it to continue without reprimand. Additionally, this is a working environment where people are rewarded for stabbing others in the back and for treating students as though they should be lucky to be here, and not the other way around. My children will never go to school here. It's no wonder so many alumni refuse to donate!

I have not been working here very long but find the staff, faculty, and students very friendly, helpful and positive. I look forward to and enjoy coming to work every day.

Please continue to conduct these surveys and take any and all comments as a way to help us all improve things around here. I would like to continue working here, but we need to somehow regain the mutual trust and respect between faculty and administration by tackling the issues head on and not burying our heads in the sand and

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

say they really don't exist. They do exist. We need to fix them. We can if we all acknowledge them and work together.

In reference to "Management Level" there is a student staff that I work closely WITH! But don't really have professionals who reports to me. Anyways, nice survey Dr. Price and Dr. Ebbs and the person/assistant who helped them organized it if there was one...you know I have to give you some ounce of credit!

I really love working for ERAU! I hope that this survey will be taken in the manner in which it was penned with the hope that these are just ideas about which to think! Perhaps, we can become even better in all that we do for our present and potential students! [edited – signature removed]

Until the upper-Administration recognizes the benefits of shared governance in those areas where faculty have responsibility and expertise, the university as a whole will continue to go in circles, reinventing itself. The present upper-Administration acts like ERAU gained its reputation in the aviation/aerospace community because they are now here. Take away the administration and you still have a university. Take away the students and you still have a university. Take away the faculty and you have.....?

A supervisor told me never to discuss any job related issues I might have with the staff at Human Resources. I think if I honestly responded to this survey, I could be recognized. Therefore, I'm very uncomfortable with the confidentiality of the survey.

Organization and communication is the key to strong management. A lack of communication usually always results in a failure to do one's job. To stress this enough is impossible, but something needs to be addressed between departments and within each department unit themselves.

There's some gender discrimination, or, at least, some sexist attitudes among some of the male staff that I'd like to see addressed, as well.

Awesome.

This is really a nice place to work.

More concentration on REAL planning to avoid last minute requests, especially when dealing with budget issues/requests. We spend a lot of time and effort on other planing but it seems budget issues are always requested with little lead time.

There are other staff besides flight instructors (MRO instructors).

What difference does gender make in completing this survey?

There seems to be a definate seperation between staff and administration. Many staff members could not pick out any administration members out of a line up. It is difficult to expect trust in administration when the staff does not know who they are. A little brainstorming and help from the WEQC might be beneficial to this delima.

Faculty are held accountable by students and by their chairs plus various committees and many administrators (look at the number of signatures required on promotion or tenure packages). At what point are administrators

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Daytona Beach

held responsible? They seem to be appointed for life with no restrictions. Does our system truly represent "shared governance"?

I cannot wait to find another job.

KEEP UP THE HARD WORK - THE FUTURE WILL GET BETTER BECAUSE OF THAT.

the entire university was so pleased to see that at least the president's salary is the happy recipient of the continual tuition increases. \$50K/year increases aren't bad. meanwhile the staff got 1/2 percent? what a wonderful leadership example in a series of such examples. you will probably discover that few will fill out these forms since few believe that anything useful will come of them--just like the endless time wasted on the strategic planning process, and the broken promises about where future resources will be applied.

This university is growing rapidly. This is both good and bad. I do believe in the future of this university. It's an exciting place to be. I also believe the administration are not 'bad people', just people who are charged with handling the business side of higher education which is hard for the faculty and student body to grasp.

The ASTA program and others appear to be business ventures that are taking away from the academic budget. We need more space, buildings, better library, more faculty, equipment. If we want to be the niche leader, we must invest in capital equipment. Smaller classes, less workload, and a recognition for research. We have to have release time to develop proposals for research. Help!

Keep up the good work.

It's a shame that morale is so low on the flight line. Senior instructors, and team managers are unhappy with the daily harassment flight desk employees go through. Deal with the personnel issues head on, stop the back stabbing, and find a good flight line supervisor....from within. These people know what needs to be changed to make the flight line some place the employees look forward to going to...not dread.

It's a privilege to be part of The Embry-Riddle Aeronautical University Staff and to be able to "cast a vote" of participation in this survey. Thank you !

Thank you for the opportunity to partake in a process in which I truly believe.

I don't understand how some positions are created and individuals just put in place. Rather than terminate individuals who are ineffective or don't have the skills to do a job, the university creates positions. There are plenty of employees who sit around playing games on the computer instead of working.

I hope that this along with the other surveys make somewhat of an influence before the reputation gets hurt anymore than it is.

thanks you for asking

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

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

ERAU Faculty & Staff Climate Survey, Fall 2002
Comments – Daytona Beach

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