

ERAU Faculty & Staff Climate Survey
Fall 2002
Comments
Extended Campus

Office of the President
Office of Institutional Research
February, 2003

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

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 – Extended Campus

EXTENDED CAMPUS SUMMARY

Of the 268 Extended Campus employees who responded to the survey, 126 (47%) 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).

Wages/salary/benefits (~45 comments, 36% of EC comments). “Pay is so low, it’s hard to live on what one is paid. No, it’s not the taxes, it’s the PAY! Many employees have to take on outside jobs just to live, not buy extra consumer products, but to live. Those at the top don’t have any conception of this, since they’re getting paid plenty, but there’s no pay equity. Benefits are lousy, too. Other Universities have much better retirement and health insurance plans.”

Poor/Lack of facilities (~28 comments, 22% of EC comments). “The extended campus building is still in the same shape it was last year when we took this survey. They have not made any improvements other than putting some additional furniture in the break area. We need major things cleared up for health reasons. The carpet is old and molded causing it to be a sick building. The lighting is poor and makes everything appear yellow in color. You cannot see to do your work well causing headaches and additional eye strain. The temperature is always opposite the weather. Freezing in summer and too hot in winter. Never mind the overall appearance of the office – it looks like a factory. We use old desks and outdated computers. It needs to be painted inside and cleaned (more in depth than our cleaning lady can handle). The air conditioning vents need to be cleaned out also – I can’t imagine a huge organization like ERAU wanting the campus with the most students to have an office that looks like that one does.”

“My center is located on a military base in the Education Center, where we are provided a whole 150-square feet of office space. In this space, I must have three full staff workstations, files, policy binders, books, copier, etc. Quite the challenge.”

Ineffective/Poor computer technology (~16 comments, 13% of EC comments). “We teach using ‘chalk and talk’ in an electronic world. We need major upgrades to EC infrastructure.”

Climate Survey results/actions (~14 comments, 11% of EC comments). “Still waiting on the improvements from the last Climate Survey.”

Lack of respect/trust with senior leadership/organization (~14 comments, 11% of EC comments). “It appears in the last 3 years, leadership has lost sight of exactly what is required of the extended campus to keep students happy. Decisions seem to be made with very little thought of how this will affect students, faculty, and employees. Decisions are made without any input from those that have to implement their decisions.”

Unrealistic/Overwhelming work load (~13 comments, 10% of EC comments). “I spend entirely too much of my life on my ERAU job. I estimate that I spend about 75 hours a week on my ERAU job, not counting the days away from home.”

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

No opportunity for professional development (~9 comments, 7% of EC comments). “At EC, most of us are too busy with an overload of work to take opportunities to grow or engage in a variety of activities. Mandatory overtime is sometimes required to keep up with the workload. We never have slow periods.”

Climate Survey opportunity/frequency (~8 comments, 6% of EC comments). “I don’t know that anything will come of it, but right now it’s nice to blow off steam...I would strongly hope our upraised voices will have some effect.”

Lack of understanding/knowledge of strategic planning/assessment (~8 comments, 6% of EC comments). “I know nothing about the strategic planning process nor the 5 step plan...”

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

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 – Extended Campus

Job Comments

Computer equipment and software needs to be updated.

The salary is too low for the workload and amount of responsibility.

The small amount of training I received as been by attending conferences not sponsored by ERAU. I was only able to attend one conference. It was good training for marketing but I did not have the time or the money to attend anything more. Training at World Wide is not enough time and not hands-on. We do not have the computers to be able to run the programs that are not being required. Our computers are all too old. The people in the fields opinions are not taking into any consideration.

Need professional brochures for Center specific marketing efforts. Need nationwide advertising efforts that are also aimed at the Extended Campus -- not just the fresh out of high school recruits for Daytona Beach and Prescott.

1. Poor quality control of the course outlines that guide extended campus courses makes the job more difficult than it needs to be. If one wanted to simultaneously improve the job and the quality of extended campus student education, attention to course outlines could yield good results.

I enjoy teaching for ERAU Extended Campus very much. It allows me to share real-world experiences and knowledge from my outside career in the airline/aviation industry.

As staff, I have the opportunity to take an ERAU course free for "professional development". I strongly encourage the university to offer the same deal to adjunct faculty ASAP. At the WWC, Dr. Getter said that is the direction ERAU is going, but there is an accounting problem to overcome(???)

I am an Adjuct for ERAU EC. I am an FAA aviation psychologist. So, some of questions do not apply.

We do not have the appropriate equipment to design or print professional brochures or flyers. Publisher looks very unprofessional compared to other school's publicity. A lot of center staff responsibilities need to be redirected to campus to free our time for student counseling & marketing. I have noticed that some CDs put out poor publicity b/c they do not have graphic design skills. Their RMs probably proofread & approve it b/c they themselves do not have any prior marketing skills. The extended campus has a MAJOR image brand problem!!!!

'Work' is defined as at ERAU, not my normal 40+hr/week job.

I am an adjunct faculty for ERAU ... these questions do not really apply to me ... for example, no one has asked me for an opinion about anything about ERAU ... and I have no direct supervisor!

I have been provided with many wonderful opportunities here at ERAU. My only suggestion would be to find a way that Staff could take courses at other universities. Although, the tuition being paid for ERAU courses is a wonderful benefit, there are other degrees that would help some us do better work for ERAU.

I receive a written performance evaluation and contract renewal form. However, I have never received verbal input regarding my performance from my direct supervisor. As a faculty member, I have adequate materials

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

and equipment in the classroom. However, I do not have office space and must use my personal computer and pay for Internet connection time for ERAU faculty and CAA duties.

I disagree about the materials available to do my job. For instance if I want to use certain software tools, I am unable to because our software is loaded in Daytona and the disks containing additional tools are not sent with the computers. An small example of this would be clip art. In addition, sometime attachments are sent from Daytona that I am unable to open because the program that was used has not been installed on my computer, I can't install it because, again, the disk was not sent with the computer. A state of the art University should have state of the art equipment available for all centers to use.

More marketing support of materials and tools for EC to be one univrsity.

We have a successful center with enrollments over 200 each term. The downside is that our workload has increased along with the enrollments. Currently I work 50+ hours each week. My staff does the same. Our office furnishings are USAF surplus, hence our office looks like a thrift store. We have obsolete computers with 24K internet access! My supervisor can be very appreciative at times. However, he is more often than not inflexible, a micro manager, and verbally abusive to me and my staff. He is particularly hostile towards women. My assistant nearly resigned last week after being humiliated by him on the phone.

3) The dynamic nature of the aviation/aerospace industry requires a lot of time and energy to stay current on latest developments and changes in the domestic and international aviation environments, as well as government policy. I would argue that constitutes professional development, but it leaves little if any time for empirical research.

Need better computer training with new applications that were just applied...

I did not have an evaluation with my Director this past year. I feel that there are no incentives or positions to strive for from this position. It is a dead end job with no possible movement. I feel that the pay scale is very low considering I have a 4 year degree. The environment at the Extended Campus is appalling. There are mice, almettos, pygmy rattlesnakes and moles in the building. The lighting is dim and the air quality poor. It would be nice to be proud of where you work, not to mention the health risks we face each and every day.

Have a "super" supervisor who has provided me with the tools needed to do my job, the support needed, but then stays out of the way and lets me do my job. Makes for a wonderful working environment.

In my job I wear many hats. There is never enough time to get things done so that I can focus on fine tuning my professional development, teaching or research. I work in a two person office and we are constantly busy growing enrollments, trying to effectively communicate with DB and providing customer service. More help is needed to maintain the ERAU high quality standards.

The ACD job is very fluid and its duties to a large extent depends on who the CD maybe, since different ones divide work differently.

At EC, most of us are too busy with an overload of work to take opportunities to grow or engage in a variety of activities. Mandatory overtime is sometimes required to keep up with the workload. We never have slow periods. It seems to take an inordinate amount of time to have a position approved. Our computers are fairly old.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

In the past two weeks, the office environment has become extremely oppressive. I once loved my job, but now I have to consider possibly leaving Embry-Riddle, something I would hate to do. I no longer feel respected or valued as a team member, as I once did. Along with another colleague, I have been treated with undeserved contempt and outright hostility by a member in a supervisory position. We have no one to help us in this matter as this person has been speaking ill of us to our regional manager and possibly others outside our office. It is disappointing. I wanted to stay with Embry-Riddle for as long as possible, and my former supervisor strongly believed that I could be an asset to the University in the future. However, the current situation is proving to be unbearable.

I spend entirely too much of my life on my ERAU job. I estimate that I spend about 75 hours a week on my ERAU job, not counting the days away from home. Besides extensive travelling, I am constantly trying to keep up with students, assignments, etc. I am getting burned out and would try to find something else to do except my age does not make me a prime candidate. I hope the economy improves soon, so I can retire before the job gets me. My immediate supervisor only comments to me when he gets negative feedback, which is rare. He is convinced that only he can do this job.

It seems that more and more workload comes to the field, say in computer input requirements; which makes me wonder what happens in those D.B. dept. without that workload.

At the end of one Term and at the beginning of the next, workload is high. A flexibility in hiring part time help would be great.

Larger computer monitor screens would greatly increase the productivity and accuracy when doing academic evaluations (especially in Accord).

I believe that the people that I work with are top notch. The problem is with the equipment. These old systems we work with cannot handle the high workload that we deal with now, we steadily have over 200 students per term, yet we still have the same tools that a center with 30 students per term. The growth in students should be ratioed with our staff and equipment, because it is not this makes my job more difficult.

Note: I teach for the Extended Campus. I have answered questions as if ERAU was my employer. I have had some of these opportunities through my regular job. This is my first class to teach for ERAU. I have had one evaluation during that time.

No problems with center director, except that he should not have hired a friend as assistant director. Assistant center director creates a hostile work environment because she takes advantage of the CD and does not treat other employees with respect.

too many tasks are associated with the position of Center Director with expectations of having to be an expert in all areas. Often when changes are made at Extended Campus we do not have the equipment to implement those changes at our sites without hours of additional time (which we don't have) because of the lack of equipment to service those changes. I don't think that is a consideration yet we are expected to be current and use the new systems. Old computers, the necessity of DSL lines - should have been looked into prior to initiating new programs.

#4 To elaborate - my opinion counts at the Center level but not much further.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

None

We teach using "chalk and talk" in an electronic world. We need major upgrades to EC infrastructure.

The location in which I am in generates a number of students. I feel that we are not provided with the proper office equipment necessary to complete the requests of our students and faculty. The computers are very slow and very outdated, the copy machine is more up to date than the computers. The location of the campus is a very inconvenient for the faculty, students, as well as prospect students. I love this school but I will have to say that there are days that I dread coming into work, I can almost predict what the day is going to be like...computer can't connect...computer takes about 10 mins to open a document...computer locks up...student can't get into the office through the guard...Like I said I love my job and those who I work with, it basically comes back to location and computers. As far as my opinion for question #4 my supervisor will do one of two things, either agree with me at first and then override what was said or he will talk over me or just plain ignore me.

I really like the job, the versatility and overall functions. The only frustrating part of the job is the pay, but I am working on that and hopefully in May I will be able to achieve more pay.

I have an extremely supportive Regional Manager who has rewarded me with excellent feedback on my performance. I have received steady pay raises based on my performance and ERAU pay bands in the past. I am disappointed by the new pay bands allocated however. I have been a CD for 4 1/2 years and my Center has grown to over 1000 enrollments a year (from the initial 350 annual). I feel that performance and time in my position should be considered in my pay banding. Currently, I earn \$34,700 per year and a new CD is now banded at \$33,800. The pay compression with banding has not rewarded me at all. I hope this will be addressed soon and that the banding will be published for CD's to see. We are frustrated that this information is not available to see. This nondisclosure leaves us unable to strive to reach new pay bands.

I love what I do and know that I make real contributions to the success of the EC Campus.

Overall I am very pleased with my job and enjoy the accomplishments and challenges. However, if I had but one wish, it would be to acquire and maintain consistency or some sense of uniformity throughout the University with Computer equipment, programs, student data bases, and training, etc., to better advance the communication between campuses, as well as outside the ERAU community.

Being exempt, my workload still must be completed. I do participate in committees, professional development, and community issues, but I work late to get things done.

Administrative duties are too great to adequately and effectively conduct strong marketing efforts that require time out of the office for face-to-face contact. There needs to be a greater marketing support structure for those in the EC field, whether it be a Regional Marketing Manager or a team of assistants for the current EC Marketing person.

Sometimes it seems that I am responsible for relating information to others when I do not have a serious grip on it myself.(oracle)

The areas marked neutral are improving. In the past it has been strongly disagree. This year there have been better communications in these areas.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

Growth of our program would be enhanced if the formula for figuring available man-hours was liberalized. In other words, if we could add more man-hours, we could do more marketing and grow the revenue into the extra expense. Seems to me the current mind-set is reactive and counter-productive.

I am new to ERAU - less than 2 weeks now on the job. My answers are based on my very limited knowledge thus far.

EC Center staffs are too small. In order to concentrate on one task, like recruiting and marketing, other tasks need to be put on hold. In the end, the student suffers when the staff doesn't have enough time to do everything. I already work 50+ hours a week and need more help.

Question 1- We could use better computer equipment and dial up connection. We always experience delay in login on, changing from screen to screen, and worst of all we get locked up more often not. It is very frustrating when you know what to do and can't get done in a timely manner due to equipment failure or delay as we like to put it. Question 4 ? - My understanding of that is " Keep your mouth shut and everything is alright, that's the extent of how much my opinion counts. In reference to question 5 & 6, I believe my supervisor should provide more input to us whether it be in writing or by word of mouth.

Have only been in current position since 11/1/02, but have been very impressed about what I am reading, hearing, and learning about a school I hardly knew existed. It is an exceptional and dynamic university, and I look forward to contributing to ERAU's standing of academic excellence

The answers to these kind of questions about one's job can vary widely depending upon the personality, mood, and whims of the supervisor at any given moment. There's nothing orderly or scientific about the yearly evaluations, but what kind of mood the supervisor is in when it's done, no matter the outcome. Pay is so low, it's hard to live on what one is paid. No, it's not the taxes, it's the PAY! Many employees have to take on outside jobs just to live, not buy extra consumer products, but to live. Those at the top don't have any conception of this, since they're getting paid plenty, but there's no pay equity. Students sense this, too -- just read the Avion. The morals of this are pretty pitiful. Benefits are lousy, too. Other Universities have much better retirement and health insurance plans. ERAU could be so much better! Face it, we out here in the EC know that Daytona Beach doesn't care about us, what we do, or how it's done.

The dean of CCE is very supportive of my efforts toward my job.

The Europe Regional Manager, Dennis Grotrian, cares about his employees.

I have a great advantage at Mildenhall/Lakenheath in that I have had for many years an AMT laboratory with equipment and a small aircraft. This has been of great assistance to our AMT students.

I have been out of the system for the last three years and I believe that my opinions here would not be relevant.

-old computers incapable of running BB/Oracle apps -who has time for "extra" activities when working 55-60 hours per week?

VA Workstudy students have far too much leeway in the operations of this center. They have too much access to personal information on students and I feel are a risk to use it inappropriately.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

#3 Until the workload at the EC Centers is looked at very seriously, there will never be enough time to participate in activities that does not relate directly with the operation of the center.

Staff need more recognition and appreciation for the jobs they do. Better pay would be helpful. Bonus for those who earn BS/MS/MA degrees. Streamline Distance Learning and make it more user friendly. Ensure that Blackboard is available to all of the DL students. Otherwise, students will be left out. Centers need to know who the DL instructors are and what they teach. (Why is this such a secret?) When initiating a new SW program, ensure that all centers have the correct (hardware) equipment before mandatory useage. Collectively, make changes to POM, etc., once a month if necessary-- not weekly. It's too hard to maintain and keep up with. Changing of course prefixes should have been done with the new catalog not in the middle of the year and term. Change the evaluation form to truly reflect the accomplishments of the staff. Last year's evaluation was unsatisfactory. People did more, brought in more students and still received a lower evaluation. This was very demoralizing. There is too much administrative work, processes, and steps precluding staff from marketing, taking classes or professional development workshops/seminars, etc. Much of the work is duplication of effort. It is already being done at the main campus. Offices are small and cannot accommodate the vast amounts of paper still required for archives.

1. Additional equipment would help, but what is more a concern is that the work space is limited. 2. Opportunities are available, time is not. 3. Current workload does not allow me to pursue professional development as much as I would like. I need the time to pursue my degree. I am limited in the time I am able to contribute to committees without feeling the effects of time-sensitive tasks of my job.

Wright-Patterson does not provide erau with video players (VCRs)TV/CRTs in the classrooms. Wright Patterson does not provide erau with internet access in the classrooms. We cannot store our erau VCRs at the classroom site because they have been stolen several times in the past. The only way I can show videos is to lug my own VCR/TV in to class. There is not way I can get on the net from a classroom. AFIT seems to be actively discouraging erau from teaching Air Force personnel in "their" facility.

Overall, I truly enjoy my job at the University.

As Center Director, my workload requires me to work a minimum of eight hours a week overtime just to keep up. Additional the computer equipment is outdated which requires me to loose valuable time when trying to complete my duties. ERAU has a history of implementing new computer base programs without giving proper training. A couple hours at the WW is not sufficient training to implement major changes on how to complete the required tasks. There should be more hands-on training for major changes.

I teach at the extended campus and the center director does little for most of the faculty. The director is marking time waiting for a spouse to retire, then will decide what to do. The assistant director is ready to quit; the AD is "holding the thing together."

Faster internet service would enhance the ability to complete forms and access information needed to complete the job.

There are too many administrative tasks that could be centralized between the centers.

Tyndall Center could use updated computer and projection equipment.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

My current workload does not allow me to engage in other activities not directly related to my position.

1.Out dated office furniture, Drawers & File cabinets that don't close, Old and rusty. 2.I am doing the job of 2 ADC it the same time and pay as 1

Other than the WorldWide there is no real opprtunity or funds to engae in any professional development.

The Regional Office has supported this Center greatly over the past year. I could not have ask for a better boss!!!!

As a Center Director, I believe that I am overtasked, and that to do my job successfully requires a minimum of 50 hours per week--I tend to put in closer to 60. I find the Marketing and Financial Aid departments to be the least supportive elements at main campus, yet the requirements of these entities have a large impact on my program's success.

I feel since I started my employment with ERAU, my duties have expanded since I know how to accomplish more things.

However, even though I may feel I do a good job (student and faculty support, good administration, etc.); if the enrollments do not increase, despite the lack of formal marketing from ERAU, my performance is viewed poorly.

Our office lacks in MANY ways. Lack of space, nonfunctional office furniture, lack of knowledgeable tech support from our IT department and failure to follow up. We are using out dated computers (over 5 -7 years old). Re Materials: Marketing brochures needed.

I enjoy my position at ERAU. I am happy to be a part of the extended campus and I am excited by the changes coming our way. I am all about diversity. thanks!

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

As a former Center Director with Master's degree, my pay is that of a person straight out of High School.

Our Chancellor is new, so I can not evaluate his leadership. I feel the leadership for the Dean's is more, the people in the field do not matter. We are only here to do the bidding of everyone at campus. New employees get higher pay, but the employees that have stayed and been loyal to ERAU do not receive increases. We are still paid much lower than other schools. We have had faculty leave because they can get paid better at the community college level. At one time all the "worker" force was women. The problem is that they could not

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

get promotion (many of the positions in the field have no promotion possibilities). Most field positions, administrative and faculty, are filled by the highest quality we can find, not by any specific groups except for the full-time faculty.

Yes, I have seen progress toward improving the pay for Center Directors, but there is still a loooooooooong way to go to compensate for the ever-increasing workload and level of responsibility we have.

The organization is top heavy with men and ex-military. If we want diversity, we should change this!

As said before--not faculty per se and not at either Daytona or Prescott. However, FAA has assigned to Daytona in January 2003. I could better answer much of this in December, 2003.

We do not mind all of our work load if we were fairly compensated for what we do. While attending the World Wide, the low number of minorities & women on the faculty side is awful. Regional Managers should be hired based on management experience and a strong knowledge of how a center operates. The new RM for our region is good but has no idea of what we do everyday. I have noticed an increase the old man's network. I refuse to kiss up to anyone in order to get in good favor. The RM rewards staff who put in extraordinary overtime. Employees should not be rewarded or encouraged to do that - it is not healthy and usually it means they are less capable to do tasks that only take the skilled staff a mere minutes to do. In other words, they put in the extra hours to cover up their inadequacies but than they are rewarded for it. Those who put their 110% into their work during office hours are not noticed. My job is the students, not kiss up time with the RM.

I am an adjunct faculty member ... I have no idea who the president or other leadership are ... I have never met them or have spoken to them ... I have no sense that the leadership is involved in any way at my level ... I know nothing about the strategic planning process nor the 5 step plan ... I know nothing about the budgeting process ... but I do know that adjunct pay at ERAU at my location is the lowest when compared to other universities in the area ... we have a lilly white and all male adjunct staff in our center as far as I can see.

The belief here at the centers is that the University considers us a "cash cow," hence our poor salaries, shoddy offices, and incessant demands for more enrollments. Most communications from the two deans' offices can be translated into new requirements that inevitably increase our workload! I am sure this is not the intention of the administration. A pay increase of 3% is actually a pay cut when a cost of living adjustment is taken into account.

There are excellent opportunities for growth at ERAU! Keep up the good work!

Question 16 is politically correct but unnecessary: we should hire the best people regardless of the "categories" into which they can be fitted.

There has been progress toward better pay, but not nearly enough progress.

As a High Performance Organization we seem to spend money frivolously. Things like a corporate jet, and a new building for IT are unnecessary. We have god only knows how many VP's; it is a case now where there are too many chiefs and not enough Indians.

Not sure the leaders understand what it's like to hear them talking about faculty being underpaid at \$35,000 when some of us work VERY hard for less than \$20,000.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

The answer to #18, at our center we are in real need of more space.

The pay scale is not equitable. Those with degrees are getting paid less then those without! The new Chancellor is a breath of fresh air for the extended campus.

For the amount of work expected/required for the EC Centers, we are drastically under paid. EC generates the most money for the University, yet gets the smallest amount in return. Pay your EC Center Staff what they are worth!

To not have a sliding scale for paying experienced CDs, allows for "pay compression". This tells me that after over 10 years with the University and maximum merit increases, my worth to the University is basically the same as a "brand new" hire CD. Get a grip.

I see activity in pay & benefits, but no progress. I see some of the noble efforts for diversity resulting in possible lowering of academic and administrative quality.

ERAU has NO women or minority RFAs

In some areas hard to find diversity among employees.

ERAU MUST continue to be competitive especially in the pay/salary amounts to its staff.

As for pay benefits, it seems that the newer people hired get the greater benefits of pay raises and the people with longevity don't receive any raises.

I see more and more money going to the D.B. campus and less return to the field on what the field makes for the University. I hear more and more about what the D.B. campus is getting and accomplishing and less and less about what the EC Campus is giving and accomplishing.

8, 10, 14 See comments in section below. 9. It is too early to have made a thorough evaluation of the new Chancellor. Early indications are very favorable.

What planning went into changing the course numbers in the middle of an academic year? We are watching folks scramble to change DL schedules, course materials, etc. for a "happy" to "glad" type of change. All of our marketing brochures, schedules, catalogs have the old nomenclature. Now we are instituting confusion for everyone concerned. Why in the world did we not wait to make a change like this at the start of a new catalog year? This appears to be a waste of time and effort just to have some school administrators feel good that they have separate course numbers for the extended campus. Also, I am confused as to why we would want to have different course numbers than the home campus. So no, I am certainly unclear as to the direction of this campus and how it makes its "strategic" decisions.

I have seen increased cohesion within the Extended Campus and am pleased at the measure of academic autonomy the University is granting to the Campus. The increased flexibility not only will permit us to respond more rapidly to a changing environment and marketplace, but also it builds unity of purpose and has instilled enthusiasm and the potential for increased innovation and academic quality.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

The general outlook is that the main campus is pitted against the centers. ***Many students are worried about the change in the prefix's, because this separates the main campus from us; therefore we are obviously not "seamless".*** I have heard that many students are considering not attending the extended campus any longer because of the change and I don't blame them. It looks like they are getting their degree from a imitation of Embry-Riddle, and it makes us look like a scam, and that is a students main concern when walking into the extended campus; they need to know that they are getting a education that employers will see as EMBRY-RIDDLE. Though main campus helps us out tremendously with our students, they do seem begrudged about having to do so.

Ref #9: We have a new Chancellor who hasn't been around long enough to formulate opinions about his leadership. the Dean of Academics has not demonstrated a lot of intelligent leadership.

It is hard to be supportive and confident when the written statements say one thing but the actual activities do not back it up. Such as: Statement - One University! Reality - what actually happens is the ec centers arbitrarily have programs such as the MBA/A taken away or changes are made and we are not notified until after the fact. Then it is like pulling teeth to get any answers. It seems like the Daytona Campus is trying to separate itself from the extended campus. We need much better software for our student database. We need a program that will work for us, not cause us more work or have to run a second database to cover the areas Colleague does not cover. Let's not even talk about pay.

12) Don't understand the question. Assessment of strategic planning, faculty? 16) Progress has been made in hiring more women, but not of other underrepresented groups.

None

As a Regional Manager, I believe the pay level is far below the standards for some one in this position of responsibility. Some center directors are making as much as I am. This job should be re-evaluated so far as providing a fair salary.

I have heard that all departments receive the same amount of money for bonuses, whether the department has 5 or 35 employees. If this is true, it is not a fair division of assets. I work in a large department that handles a huge workload per person, yet we receive very little bonus in appreciation and encouragement for all the hard work. The same applies to any Christmas bonuses; some departments get them and some don't. Who makes these decisions? Individual department heads or someone higher up? Personally, I liked the old assessment process (performance evaluation) better than the new one, which only has 3 main areas assessed. The old process assessed more specific areas. Now too much emphasis is placed on how many human errors each person has committed rather than on the overall accurate, large amount of work and dedication. Also, some positions need to be upgraded (pay).

Pay offered the Center office staff is low in comparison to the qualifications required.

Too new yet to have much detail to respond to these questions.

I am not familiar with what ERAU is doing, but any hiring that is based on discrimination on the basis of age, race, sex, or the other restricted categories is unlawful and should not be addressed through this forum. Any public statements regarding goals or quotas or intentions are possible causes of action and should be avoided.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

Re: Budget Allocations. Marketing needs to be increased EC wide and used better. Re: Pay "striving to be at 40%" the national pay grade doesn't sound too spectacular. However, the tuition benefits are. My family appreciates those.

Pay is not equitable to other university's and colleges. University is not consistent on pay scales/ranges that is determined by regional managers. When Academic Advisors at the main campus is paid more than a center director, raises concerns, since this is one of many hats center directors wear. University is creating environment where class action suit could be enacted (extreme variations of starting salary of Center Directors that start at the approximate time).

The ad for my position said, "Associate Degree required, Bachelor degree preferred..." However, the pay is only 2/3 of my last permanent position that only required a HS diploma. This past year we got a 1% cost of living increase while tuition went up almost 10%. That's a slap in the face to staff and students alike.

I have felt fortunate to be a member of the ERAU organization and love my job. I do think that my success should be recognized by EC. My Regional Manager has recognized me, but I would like ERAU to continue addressing rewards. I would suggest that certificates of appreciation be given at Worldwide Conferences for superior performances. Centers that have grown, participation in SACS audits, new programs, etc., should be recognized.

What is the 5 step assesment process? What is the statagic planning process?

What is the 5 step assesment process? Our yearly evalutaion?

For questions 10-12 I checked SD because I have no idea what, when, or how it works. I am of course interested in finding out if we even have access to this information from DB Florida or if it doesn't the knowledge isn't applicable to know.

At the WWC I was extremely impressed with the new chancellor and his objectives. I am looking forward to watching the positive changes in all areas of the EC community.

I have four women faulty members. Two of them are CAA's.

The pay for CD's & ACD's is extremely low. Beginning school teachers with a BA, no experience, and 21 years old make much more that we do, even with over 20 years experience. This really needs to be the major priority. Really!!!

As I recall, extended faculty and staff have been historically underpaid. The only way to attract and keep quality personel is to compensate them adequately for their services.

While I agree that there have been improvements in the area of pay, we still are lagging far behind our colleagues in other schools. This is in my opinion one of the major reasons that we continue to lose good people.

I think they pay for center personnel is disgusting.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

(1) Budgeting process deprives CAAs/CFTFs at EC Centers a reasonable pay. (2) Center directors cannot pay instructors as much as does the DDL -- makes getting Center instructors difficult. No instructors work directly for DDL -- all work through a Center. (3) Believe the University uses the EC as a "cash cow" to support negative cash flows on the two campuses. (4) Hiring people based on skin color, gender, race, religion, or any other trait not directly related to competence for the job is illegal, unconstitutional, and immoral.

Interesting -- there are 10 questions in the Organization section, but only 3-6 in the other sections. This to me reflects the focus of the University toward its own bureaucracy, and the importance of it over the employees and students. ERAU could be so much better than it is -- but there's too much concern for money, budgets, plans, etc., and most especially for those in positions of power to maintain themselves and the little hierarchy surrounding them. (Here's an example: creating a paperwork structure in DB that delays the student in order to maintain the personal hierarchy of that person in DB. There's no recourse to change it.) In reference to diversity, there isn't much, because it's only an outward approach to hiring in numbers -- one of them, some of those, another one of them oughta do it, etc. And there's no true diversity when everyone has the same in mindset, approach, etc., even if there's outward physical diversity. Actually, most think it's all a joke, anyway (diversity), which is really pretty sad. Here's an example and a suggestion: the other 50% of the population (women of all races & ethnicities), aren't in the hard sciences as much because girls are discouraged from this while growing up. They are discouraged in many systems of society -- family, friends, church, etc. The discouragement can be very subtle--toys, comments, expectations, etc. For example, girls are often discouraged in the most basic system of society (family) from doing "boy" things -- mechanical, scientific, engineering, etc. And employment in those fields is where the money is. Sure, boys don't get much encouragement to be nurses, teachers, administrative assistants and secretaries, social workers, but as we all know the engineers and those in similar professional jobs make much more money overall. If ERAU wanted to make a difference in diversity, a real difference, ERAU could initiate programs at the grade school levels, for example, to encourage the underrepresented members of society to go into science, math, physics, engineering, and space, so that it's "cool" (most important when growing up). Just as important, it would also show the other 50% that it's "cool" for the underrepresented 50% to be equal to them in science, math, etc. AND when they grow up, all groups could flow into those fields, and then be represented in faculty and management, thereby solving the diversity "issue." There's quite a lot of research and scholarly literature that can be referenced concerning this.

-too soon to tell about the new chancellor but the deans have a track record to have an opinion about

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

As a new, part-time adjunct faculty member, I have not had sufficient experience at ERAU in order to form meaningful opinions concerning many of the preceding questions.

Regional managers do not seem to know how to manage the budget and appear to waste dollars. Too much spent on regional travel by managers.

No one has really explained well the ERAU EC organization. The center director does not share budget figures. We do not know when the director will be there.

It appears that in the last 3 years, leadership has lost sight of exactly what is required of the extended campus to keep students happy. Decisions seem to be made with very little thought of how this will affect students, faculty, and employees. Decisions are made without any input from those that have to implement their decisions.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

To be honest, as an adjunct instructor with another 50-hour a week career, I don't have time to delve into the university's strategic planning process and budget issues. I spend my time doing research in preparation for the next course I teach even in the midst of executing (teaching) another course.

I believe the University has made progress in hiring woman within staff, however we do need to focus on other groups.

#15- Recently I have seen concern, work, and progress in improving the pay. However, the pay was well below market for so long that it will take some time to come up to a level that will compensate Center Directors for their day-to-day responsibilities and the work and duties required of them. To get well qualified people to fill these positions, and stay with the University, will require compensation that is up to the qualifications of the individual and the responsibilities they are required to handle.

#12 5 Step Assessment???

I have been an employee for ERAU since January of 2002 and over the last 11 months, I am very impressed with the organization and their management.

What strategic plan? What budget process? These seem to be things done in the ivory tower at Daytona Beach. What female instructors. We have none here. Pay????????? Actually, I do not teach for the pay. I would starve.

#15-Although I agree that there have been improvements, we have no clear scale of reference, in a goal oriented sense to achieve more. The pay levels for those newly hired seem to be diminishing the morale of those who have invested a number of years of loyal service. I realize there is a remendous need for across-the-board leveling, but it doesn't account for those in place.

The ERAU Organization wastes far to much money. One small example-keeping individuals at their high salary levels when they have been moved out of a position of high responsibility to a much lower one where their actions won't cause any more problems.

The pay has increased over the years, however as a seasoned ERAU employee I am at the bottom of the scale where new employees start. Employees with five, ten, or more years with ERAU should be compensated. Experienced Directors are leaving ERAU because of this reason. Many are not leaving because of the pay, but because they have no loyalty to the company. To gain that loyalty, ERAU has to show earn that loyalty through compensation.

When Dr. Myers stated at WW, "When Center Directors with terminal degrees make only \$35,000 per year...." The uproar in the crowd made it evident that the majority don't even make 35K per year! I have a Master's degree and had three years experience working with another university prior to joining ERAU. My Center enrollments have increased 125% in the three years I have worked here, my Center contributed over 55% of the annual earning for our entire region last year and I was named CD of the year for my Region. I don't make \$35,000/year!

Pay and benefits are below census standards for a masters degree. Average starting salary for a masters degree is 45,000. But I am happy to have the job, so I stay. I have also noticed an over-representation of a certain

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

ethnic background who are long in the tooth as Myers put it....last year I started my own commitment to diversity focus. It was nice to see that mentioned and emphasized at the worldwide.

We need to actively pursue leads from businesses. We need to unify our marketing messages and efforts using the "World of Opportunity" theme-other smaller, lesser quality schools are taking over our markets because they have a message. The EC needs to be able to accept non-traditional students. We are losing too much business to local schools both on post and off. (These students would never go to Daytona or Prescott)

The questions in this section are so far removed from my existence as an adjunct professor that I answered most as "neutral" -- I have no idea as to what you folks do at the central campus concerning these issues. They sound like areas in which you should be interested, and maybe me at the CCE level, but none of this filters down to me. How about sending me a newsletter every once in a while telling me what you're up to?

Several instructors have been terminated for personality conflicts with staff rather than ability or student opinions.

The pay and benefits policy is too secretive. There is no correlation between your education level and years of experience within this organization as I have recently found out. In a truly open organization pay-banding scales would be posted.

ERAU faculty and staff does not represent the diversity in the work world.

15. Progress is a little slow, when you look at other Universities 16. I agree, but why hire someone because they fit a slot.

The new chancellor sounds to be too good to be true. It is difficult to assess his abilities without having seen an outcome, but to date I for one am impressed at his desire to take care of his people. This question should not include the Deans. The Deans should be assessed separately. They on the other hand seem to work under the "old school" thought process. It will be interesting to see how this all comes out in the wash.

#15 Yes, there has been progress, but it is my understanding that new hire ACD's are making more at the start than ACD's that have been with ERAU and that ACD's with more seniority were to be brought up to new hires, and should be given more because of seniority. #16 This statement should not be included in the survey, it is preferring one group over another. The individual with the best qualifications should be hired, no matter what group they fall in.

I do not feel as though ERAU has had a problem towards the hiring of minorities and women. As a female I have enjoyed working with ERAU and have never felt as though women were underrepresented as a group.

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.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

#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 am not aware of what goes on at either main campus nor the other regions.

The University is a good place to work, this specific center [edited] is not because of the assistant director's unprofessional attitude and lack of attention to details concerning both students and her personal work hours.

EC Student Records could stand more decentralization of authority regarding course subs, advanced standing credit, etc. For example, a graduate student needing one credit for his MAS, had completed a fighter instructor training school, worth five credits. Third party documentation from the training squadron explained the extra long training time to complete (9/11 related tasking), but the decision had to go to Dr. O'Brien, the MAS Program Chair. Evaluators can't use common sense in situations where there is no cause to suspect fraud, especially after the centers have affirmed the legitimacy of the student and training. (Regarding this matter, more mutual respect and trust of the center staff would be appreciated.)

Extended Campus needs an improved work environment.

17. Poor support from the military education office at this center.

This may be a wrong assessment but I feel either there is a lack of trust or perhaps a lack of communication between campus headquarters, regional staff and our center. Many times we are asked for multiple reports to/from both staff agencies. I realize that we are out on the end of the chain and there is a tremendous need for feedback, but it seems to me that the HQ should be going through the Regional Manager to us, etc. Too many times we get duplicate requests for information. Also, some information we send is available through colleague for all to access. I'm not sure why we are submitting data forward that is readily available to either staff agency with a few key strokes.

I am very happy working for Embry-Riddle. Our center needs a severe overhaul though, not only is the furniture old and shabby, but with the electronic direction that education is taking both in and out of the classroom, every center should have a computer lab. This is something that comes up every term with our instructors and our students and the lack of seems to make us lose credibility.

The facilities that the Extended Campus administration works in are dismal. It is an embarrassment for this university anytime a student or potential student has to walk into this building. I can't sneeze without the person in the department adjacent to ours saying 'bless you'. There is duct tape holding the carpet down, the walls are paper thin, the temperature stays constant at about 60 degrees, if it's 100 outside it's 60 inside, if it's 30 outside it's 60 inside.

My campus is provided by the USAF (i.e. Tyndall Center).

Compared to the other schools on base, ERAU is the best place to work. Every organization has its problems but I was very impressed with Dr. Myers. Change is a good thing.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

The extended campus building is still in the same shape it was last year when we took this survey. They have not made improvements other than putting some additional furniture in the break area. We need major things cleared up for health reasons. The carpet is old and molded causing it to be a sick building. The lighting is poor and makes everything appear yellow in color. You cannot see to do your work well causing headaches and additional eye strain. The temperature is always opposite the weather. Freezing in summer and too hot in winter. Never mind the overall appearance of the office-it looks like a factory. We use old desks and outdated computers. It needs to be painted inside and cleaned (more in depth than our cleaning lady can handle). The air conditioning vents need to be cleaned out also-I can't imagine a huge organization like ERAU wanting the campus with the most students to have an office that looks like that one does. If you go into the Nascar office you can see the possibilities.

The university is a good place to work because our mission of helping students is a noble one. That being said, the workload, low pay, and administrative neglect translate into high employee turnover. It is a struggle to keep an assistant for more than a year. As a center director, I must moonlight on weekends to pay the mortgage. Needless to say, I have been looking for a position at another university. Furthermore, the extended campus administration does not recognize the work done at the centers. Example: In the past two years, we have nearly tripled our enrollments and have become the largest center in our region. The response of the extended campus is complete indifference. Worse, the budget office warns that our staff may be trimmed if we do not increase our enrollments even more. This office has never received a phone call or email from the chancellor or deans congratulating us in grossing over \$500,000 last year, only requirements for more students and demands for trimming our budget. Sometimes I wonder if our efforts are worth the trouble. If we only had 50 enrollments, our workload would much more tolerable and our pay would be the same! Why have 200 enrollments and have to beg for a decent computer.

At the extended campus we have been promised many upgrades in our equipment, flooring and office furniture over the years and this has never come to pass. I am very skeptical about any good news relating to extended campus and our environment. There is quite a difference in the wording of the question 21. Yes, ERAU is a great place to work, the people make it a great place but certainly not our environment.

#17 Our office situation is not conducive to meeting student needs and is overcrowded.

Shotgun messages from dept. are not very effective management tools. It leaves everyone wondering who did what.

The cooperation between same level extended campus staff is very good. However, there seems to be a gap upwards.

Communication between departments can be improved. I am looking forward to all the positive changes the Chancellor will make at the extended campus.

The physical condition of our center does not present a professional appearance.

Message above mainly pertains to this. Overall it is the faculty and staff of this center that makes Embry-Riddle a good place to work, it is not the University itself.

The one big perk ec employees receive are tuition benefits.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

None

I think that each extended campus center should be allotted funds for two computers. Our center has one computer and it conflicts with both the ACD and CD usage and time needed on the computer in reference to registrations, colleague, billing, TA, etc.

The Extended Campus facilities need much improvement - both in air circulation, heating and cooling, carpet and space. Many employees have come down with allergies they've never had before coming to work here. The space allocated for each office many times appears cluttered. Lighting is another problem.

Extended Campus continues to enroll and service more students than the other two campuses combined, which has helped keep all campuses afloat financially (especially during the years in which Prescott was losing money), yet we continue to receive little recognition or reward. When ERAU happenings are published, EC is mentioned very little, if at all--especially the staff. Our building is old, dingy, and depressing. We have dirty beige walls; blue doors (for the offices that are lucky enough to have doors); old, stained brown carpet (obviously nothing matches); metal support beams with black foam half ripped off their surfaces throughout our aisles; and no windows. It has been likened to working in a dungeon. When a fire has been nearby, it takes at least 3 days for the air supply to exchange enough air to clear out the smell of smoke. This could not meet current code requirements. Many workers have had to go home sick from the smell of smoke, perfume (allergies) or other unidentifiable sources. As for communication, the Communication Department took down the website that EC is required to have for our Navy contract students. They didn't even consult (communicate with?) us. Every time some update is done to the network, it adversely affects our imaging system; that was never taken into account by IT, as if we don't matter. A lack of communication continues to be a problem, both within the department and among campuses and hierarchy.

I work in a building (on base) which is over 50 years old, has no windows, inadequate heating/cooling system. My office is filled with out of date military black office cabinets, desks and shelving.

The major problem is work space and that is not something the university can control since it depends on the service, in this case the Air Force. Office facilities are so lacking as to be nearly a joke.

20. This question could as easily be marked at each extreme. From my observation of actions and communications there appears to be a serious mistrust of some of the upper level leadership of the University deriving from their arrogance and attitude of superiority which appears positionally based rather than performance and results based. For these people there is no mutual respect given or received and a total absence of trust. There are others at similar levels for which the opposite extreme applies-total and mutual trust and confidence.

I realize that Blackboard is still in the 'honeymoon' stages, but I believe it is going to hurt our 'one university' belief in the long run. Example, homecoming activities were not sent to both campuses, so this was the first year I did not participate (to my chagrin) because of the late 'verbal' notice given to me. I would hate to miss any other 'university' events such as this again.

17) Although I have the materials and equipment I need to do my job, we have classrooms in the EC that do not have Internet connectivity, an almost necessity in today's teaching environment. 19) I don't believe there is effective communication between each campus. Perhaps a combined on-line newsletter would improve awareness of what's going on at the three campuses. This would be particularly helpful to the part time faculty.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

The leadership in the extended campus faculty does not know me. I feel that my opportunities for promotion and tenure are non-existent. I will be forced out.

My Center is located on a military base in the Education Center, where we are provided a whole 150-square feet of office space. In this space, I must have three full staff workstations, files, policy binders, books, copier, etc. Quite the challenge. Can't some pressure be put on these ESO's to treat us better?!

Most of the field locations are either on military bases or in facilities we borrow or rent. There is little we can do to improve them. Our furniture is mainly what other offices have thrown away. We in the field are usually the last one to know when there is a change. Often the changes have been in effect for weeks before we know about them. Communications between all locations is very poor to non-existent. Everyone at campus/headquarters seems to think the people in the field are all trying to break the rules when ever they can. This is a very false analysis and has cause a lot of resentment. The field personnel need to be treated with more respect and be given credit when they are doing things well. Thank you is not heard very often! There are some good working relationships but there are too few. The students, faculty and the other employees in the field make ERAU a good working environment.

As an Extended Campus employee I feel that the building we work in leaves a LOT to be desired and is quite depressing. Although I beleive the location itself is convenient for most, I think much more could be done to improve the conditions of the offices we work in. Based on comments made by Center personnel recently in town for the World Wide Conference I think this building reflects badly on the University.

The facilities need to be upgraded.

If EC could not manage by crisis management when giving short suspenses, creates unnecessary stress that adequate time management would alleviate.

I believe that there is more mutual respect and trust within the EC than the DBC. I don't have any experience to have an opinion about the PC.

Several times I have logged onto RELFECTIONS to handle some administrative work and there have been changes that the extended campus were not made aware of.

I have seen some positive steps taken within the last year toward better communication between campuses. Often there is good communication between campuses depended upon the issues and who is serving as representatives. However, I do see a positive swing in this direction and only anticipate it will continue to improve.

Hopefully the last climate survey will result in providing a more appropriate physical environment for the Extended Campus employees, and I hope next year's survey will garner a more favorable response to question 17. I fully understand that our leadership is focused on improving the physical conditions at the Extended Campus, but no positive physical changes that came out of the last climate survey have been manifested in any way.

20. Embry-Riddle has a work environment of mutual respect and trust. * This statement I strongly agree with at the local center and regional level. I would also strongly agree with this statement when dealing with the lower echelon of personnel at EC headquarters.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

Some of the Extended Campus offices are in dire need of refurbishing. The lighting is very poor, walls and carpet are dirty and work stations/desks, chairs are not ergonomically correct which is causing eyestrain and back and neck aches. We keep being told we are moving to a different location and it never happens.

Parking, Parking, Parking. Main campus should not charge for parking when you have to drive around for 30 minutes looking for parking then walk another 10 to reach your office and the extended campus should not be required to purchase parking stickers there is no security expense to ERAU and certainly no security available there. A/C filters should be cleaned on a constant basis so we can stop keeping the allergy and asthma specialist in new cars.

I feel that the location is small crowded and very cluttered. The office is only cluttered due to the volume of student information that we possess and lack of storage space. I believe that your job is whatever you make of it, either you like it and you are a happy person or you dislike it and you are a very unhappy bitter person. Both emotions which are portrayed towards your students. Like I said before I love this school so much and those who I work around but location...is horrible!!!!!!!!!!!!!!!!!!!!!!

There's too much focus on hierarchy, rather than student support...without the students, we are nobody. Focus should be directed at taking care of the student, not whether the right chain of command was followed. We should all be required to read the story of Southwest Airlines, through their excellent book "Nuts" it gives a clear view to an organization that is tightly knit and takes care of its #1 asset, their customer.

Question 17- I believe in the following order we need desperate improvement: A)Location of our facility -to make it easier for prospect and current students to have access to our office for questions and information about our University. b)More office space and storage-Personally I have never worked in such small office quarters, where there are just boxes of retired file under, beside, and all around you. I really think that we should be allowed to have a small storage for these boxes. It would really help to give us more room. I mean we have file cabinet as best as we can arrange them almost acting as these huge partition around us. We have no privacy to speak to our students in the office because we have all kinds of people walk in while we are trying to counsel a student. That kind of bothers me, since we handle everyones personal SSN# and other personal academic information.

If would be great if working in education which is esthetically satisfying was also financially lucrative so I wouldn't have to work two jobs.

Do not have much contact with Prescott or Daytona Beach faculty.

I am extremely displeased with the Extended Campus building in Daytona. I would really like to see us relocated as soon as possible so this building can be demolished.

At least one EC regional director requires more of Center Directors than is published in the POM. Paperwork is returned because it does not meet unpublished "standards."

Out here in the Extended Campus, we've been told over and over that we're "One University," but it seems that this is another bit of hocus-pocus -- a sham. Just because it's part of a mission statement, it doesn't mean that it's a reality. Multiple policies, attitudes, procedures exist in the different campuses of our "one university." People do make jokes about it. We're not really supposed to contact the DB Campus, etc., and who knows what goes

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

on in Prescott! Yes, overall the University is a good place to work, as far as higher education goes, but this is Embry-Riddle for crying out loud! It could be so much better!

The center directors and regional and faculty advisors are outstanding!

I do not see ERAU as university, but three jockeying for the first position. Extended Campus and its contributions to the University as a whole are often overlooked. It still seems most of revenue is spent on the Daytona Beach campus and very little on Extended Campus...the largest of the three universities.

The work environment would be a lot better if we were better rewarded for being in the work environment

The communication between campuses and departments needs to be greatly improved.

Because the centers are spread throughout the world it would be difficult to have a standard. We are at the mercy of the military in many regards. Having the ability to update furniture and equipment where needed would be helpful.

The physical appearance and overall atmosphere where I work is very dismal. There is a yellow/brown cast over the office due to wall color, yellow/brown lights etc. The air doesn't appear to be healthy. We need full spectrum lighting for health purposes and new carpet and paint on the walls. Blue carpet and white walls is a great combo. Since we are Embry-Riddle employees you wouldn't know to see us at work that this is a problem because we rise above it. But, if you ask us we will tell you it is undesirable work conditions physically. Thanks.

Even with all the negatives I feel toward ERAU, I still enjoy my job. I have with ERAU over ten years, and I trust things will improve. I have seen many changes over those ten years and thought about leaving many times. However, I know this is a good organization to work for and I am waiting for the improvements, that I feel are coming soon, that will take everything in consideration including time with ERAU.

The Extended Campus building is a disgrace to work in. Very poor lighting conditions, dirty work areas, rodents and snakes were found in the building. With all the money upper management makes, you would think some of it could be put to improving our building or moving us to a more suitable building, after all we bring in the most money for the University. Our 'dining area' is not a good environment to eat in, dirty, dead bugs in the ceiling light fixtures, smells. Last year's Climate Survey promised to do something about our building but as usual it fell through the cracks.

Get the adjunct faculty more "in the loop".

We use base facilities so they are out of our control. That is one of the biggest complaints from students and my faculty, that the rooms we are assigned at the AFFIT facility are like low end prison facilities. Our classes are not permitted to meet in the nicer newer building, but relegated to the farthest, oldest, not always climate controlled area. Moving off base and having our own facility for classes would greatly improve our appearance, reputation and represent the main campus in a more positive light.

The Extended Campus needs to be more informed of what the Residential Campuses are doing or working on. The University needs to take advantage of the power and influence it can have in establishing business

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

connections to help out the EC as well as Daytona and Prescott. The EC Directors need more flexibility to 'entertain' potential customers, ie. sponsoring golf tournaments, lunches...

At our CCE location, over the last several years we've been moved to classrooms that are consistently older and lacking in amenities, such as a VCR and monitor. I've learned to get by with a blackboard, chalk and an eraser. The security policies that are in effect typically force us to use the furthest entrance from our classrooms -- this causes students to be late for class. This is not a good situation.

Again these questions are leading. One can only answer from one extreme to the other. Question # 20 asks if ERAU has a work environment of mutual respect and trust, my answer of "disagree" is misleading. If you split the sections into faculty and staff, then I would agree that faculty have respect for faculty and staff have respect for staff. However, between the two is another story, with the faculty having less respect for staff, as does the university as a whole when you compare the compensation for the various different positions. But the worse cases would have to be the Dean's respect for staff, is there any?

Equipment, such as computers are outdated, and while I realize that students at the residential campuses pay a great deal more in tuition, I need up-to-date equipment to carry out my day-to-day tasks.

Re: Facilities. Access for students to the base is restricted, this limits are potential enrollments. Classrooms are nice size, need more computers and access to web. Re: Effective Communication. I think it is improving. More coordination among departments so contact lists of companies and representatives aren't duplicated is necessary. Many areas in marketing are currently underutilized. I am looking forward to those being better coordinated soon.

It seems that there are a lot of procedures implemented in the field ie. Blackboard procedures for students & staff, online registration, course number changes to name a few. Lack of advance training of the staff via online instruction would help alleviate some of this.

17. Old and out dated, plumbing backs up, old army furniture

17. The space provided as office space is very cramped, printers on top of overhead cabinets, minimal space for files.

This is a great place to work. The only disadvantage is the extremely low pay scale.

We are still in a sick, unattractive building surrounded by unattractive floors and walls. Yes, I could buy some paint to fix my own office, but why does THE UNIVERSITY care so little about EC surroundings? It's embarrassing to have visitors and it's depressing to work in 'leftovers'.

It amazes me how little the different departments know about each other and what exactly that department does. I would like to see a meeting of all departments, a get to know who you are, and what you do type of thing. Too many times potential students call the wrong department and they are misguided and misinformed.

The students, the quality training I receive (WW/Regional Conference), and the outstanding support I receive from our region staff make this the best job I have ever had! I am disappointed that the Eagle Look has been shelved. We strive to create an attractive, professional Center, but the military hand-me-down office equipment and facilities are in serious need of a make-over!

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

#18. Were it not for Ed Landgren, I would have no idea of what goes on outside my own classroom. Ed is the best thing ERAU has going for it. Bill Herlihy is second. Bless them.

The atmosphere in this center is extremely tense. Communication is not two-way but only top - down. There is no mutual respect.

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

Contrary to how my comments sound, I am very happy with ERAU. I hope they are taken as constructive criticism.

24.

It would be a big boost to the extended campus morale if the university did something for us in celebration of the upcoming holidays.

I see no statement assuring confidentiality.

Still waiting on the improvements from the last Climate Survey.

I haven't seen any improvements in our building since last year's Survey.

Seen too many of these--we do one/year, since 1985 I believe, at my organization----minimal impact!

How can staff be sure that their comments are kept confidential. Some people have told me that they don't feel comfortable with this method of survey taking.

It's a paper drill ... and a waste of time ... and is another form of uncompensated labor ... It is only making some staffer feel good and useful ... if leadership was effective, they would know if the climate was good ... they would not need something like this to tell them.

I hope that the climate survey results in improvements but thus far, I have not seen any improvements.

I hope to see positive changes resulting from these climate changes. Great opportunity to improve different aspects of the university.

I have faith in the ERAU system that the time I've taken to complete this survey will not be in vain.

If we are going to start using more of the web for our business, ie. budget reports, registration etc, then we need to find a universal avenue to provide the high speed modems at all of the centers. Waiting forever for the downloads to come through is very time consuming, especially when the system freezes or locks up.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

I would hope that the survey is being used to help some departments, but we have yet to see any improvements within our own department.

None.

I sincerely hope to see some improvement in the areas I've expanded on. I know for sure that I am not the only one in this department who feels the way I do on these items.

I think they could help but doesn't seem we get the main complaint at the Extended Campus fixed-the building!

I really don't know whether this will do any good, but hey, it's worth a try in hopes of a truly high performance organization.

What happen to last year's?

The ability to maintain confidentiality is the only thing that will draw out honest answers--thank you for that. It would be great if the results of this and other climate surveys actually did make a difference. And improved things. These kind of surveys allow University employees to provide a sentence or two regarding the atmosphere of the overall working environment, but things don't change. In a heirarchical top-down organization, those at the top of the pyramid find that the system works well for them. And why shouldn't they--they're at the top! Those under them have to be subservient, or they'll lose their jobs. Duh. What's really sad is the way the University lumbers toward continually lowering any remaining elements of a student-centered focus. What's even more unfortunate, but representative of our cultural obsession with money, is the University's focus on money, money, and more money. Money--funding--revenue--but the students come in second. Or third. The ability to fosus on the student is what draws, and keeps, many EC employees here, but you in Daytona Beach seem to have forgotten that. We out here in the EC grasp the fact that we as an EC employee are just a cog in the ever-grinding wheel, and easily disposed of, because there's another warm body out there to take our place. Student's actually do grasp this, you know. Here's an example--compare the "atmosphere" in two places of business that you frequent--same products, but totally different atmosphere in reference to service, friendliness, knowledgeability of staff, willingness to go the extra mile, overall attitude of employees--you can "feel this" as the customer; one store is pleasant, one is miserable. Students can sense this kind of thing, too. The morale and knowledgeability of the employees is really, really important to student satisfaction and retention. By the way, student retention is not only important in terms of the almighty revenue, but because as ERAU our mission is to give top quality education to our students.

"Change for change sake" produces an environment of distrust and fear that unspoken agendas may interfere with known processes. While we all know that change is necessary and inevetable, embracing it for the sake of doing something different produces unnecessary stress and work, which falls disproportionately on the junior levels of the organization. Change should be made only to correct things that are wrong or to improve processes, not to satisfy the egos of new administrators.

I agree in principle to #24, but I hope this survey process never becomes an exercise in futility.

I believe if climate surveys were conducted at least twice a year they would be more productive in showing improvement or lack of.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

I think the web-based surveys are a good tool to give individuals the opportunity for input in a non-threatening environment.

I noticed there were comments in the last climate survey about low wages, but the wages are still low, so I'm still waiting to see if the climate survey means anything.

I am pleased that we can give feedback and believe that the new direction the University is taking under Dr. Meyers will be welcomed by many. I believe that Regional differences in Center organization, controls could be improved. The Worldwide Conference discussions after hours showed that there are considerable differences between regions. Perhaps a new position-"Lead Center Director" position could be created to act as a mediator and compliance regulator for the Extended Campus. Feedback from the entire EC could be discussed and improved by visits to many Centers. There are lots of great ideas in the EC, but we are not cohesively organizing and improving as much as we could. A web site that allows CD's to interact and post ideas could be a big step in creating a unified approach and standard for marketing, databases, etc.,

This was nice.

Thank you for the opportunity to express feelings regarding our jobs and the university.

I hope that this information is taken seriously, and not just another means of a large entity of covering their own behinds so to speak.

I keep responding to the surveys but haven't seen any changes.

I don't know that anything will come of it, but right now it's nice to blow off steam... I would strongly hope our upraised voices will have some effect.

The climate survey is a great idea if it effects change. If not it is a waste of time. Also I am staff & faculty.

I had hoped that bring new people into the organization would bring about changes, and comments made at a recent conference made me hopeful that this was about to happen. However, the opposite has happened and I am truly disappointed and disillusioned about my career prospects in this institution.

In response to question 24 - I only hope the climate changes at this center.

Are these really objective and honest responses?

Surveys are a good idea if they are taken seriously and cause improvements to take effect. Let's see how things turn out.

I hope that the results will improve the Extended campus and our centers.

I have made various suggestions to the EC leadership for change. Two of them were somewhat adopted, but a "higher-up" took credit for it.

#24 When pigs fly.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

This is an excellent tool to improve the operations of the University.

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

Where are we (ERAU) going? There doesn't seem to be any clear goals, objectives or strategic policies. ERAU talks about increasing enrollments while implementing policies which restrict enrollments. ERAU talks about reducing Center workload while adding new work requirements. ERAU talks about one university while implementing programs to separate us from the main campus. Is there anyone in charge of the EC?

Waste of my time!

We still work in the same old building here. It is frequently being worked on, and there are often ceilings left open, water and construction dust on the slick tiled hallway. There are many bug and some rodent problems. Most of us struggle with the pay level. Many of us have second and even third jobs to supplement our pay. This seems to mainly be single parents. I don't think they are included in the "Diversity" plans for University, the focus seems to be more on minorities. I am proud to work for this University, always have been and always will be. Thank you.

The pay system still needs to be looked at. Our department was supposed to be reviewed by the "Jet Committee" but has never been done. Is there really a "Jet Committee"?? How can one live on \$10/hr with today's economy??

Center Director with no employees

Regarding the above item: Many of us fit the category of both FACULTY and STAFF!

After several years of hard effort to build a student base I feel I've been kicked in the teeth.

During my years with ERAU, I have had wonderful experiences. But - I have also had uncomfortable ones. I do not feel comfortable speaking with my RM about serious issues concerning co-workers b/c I know it will have a negative effect on me. Besides, the RM and the individual are friends. There must be a better way to handle these delicate situations. As a female, I have suffered inappropriate behavior by male co-workers including yelling, hang-ups on the phone, intimidating behavior, attempts of libel against me.. the list goes on. My opinion is that I suffered these experiences b/c I was not agreeable to everything they wanted and I was a younger female and refused to be pushed around.

None

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

This may so very negative, and that is not the point I am trying to convey. I love my job. I am just relaying the worries of the staff that we deal with daily, and the worries of our students. Mainly we center in on customer service, we need a good educated faculty to teach our students the same as they would be taught in Daytona or Prescott, we need that level of stature. The problem is that our facilities small, and crummy, we are short staffed (workload is high and processes take longer), our office equipment is used and old and it looks nonprofessional, because the money allocated to pay our faculty is small we cant get really good instructors, and the good ones we have dont stick around. Becuase of all of the previous our students doubt our integrity and worry about the legitamacy of their degree.

The students really appreciate the help that we are able to provide. Just to bad that equipment and manpower constraints limits how much we can do.

Center Directors are underpaid and overworked! Need pay raises.

The choice of staff or faculty is not an either/or, though that is the way it is set in this survey. I am both staff and faculty and have been on both sides of the coin for many years. That is not uncommon in the Extended Campus.

Overall, I'm very excited about ERAU's future. I believe our senior leadership is on track and are making the necessary strategic changes to ensure ERAU success. I'm particularly pleased with our expansion in meeting corporate training requirements, and the pursuit of opportunities overseas.

I hope we never have to have another conference at the Plaza Resort and Spa. Several people became ill with severe throat and respiratory ailments upon returning home.

The pay for ACD with more work experience(years on the job at ERAU) than a new person with a AS/BS and no work experience is way off the mark. The CD should be able to have input on getting pay increases to his workers when merit is due, this center has doubled enrollments with only a bonus of a few hundred dollars at the end of the year, why not increase the pay? I fell the pay should not be adjusted only when the University does a cost of living adjustment.

Overall my experience with Embry-Riddle, Extended Campus has been a very good one.

I would be happy to discuss with Dr. Meyers this survey. I am pleased that staff and faculty have been asked to participate. [edited – signature removed]

Thank you! I hope you'll use all the comments to generate something more than a report, or to create another committee, or just to merely change the name of something (as is commonly done) as if that really changes anything! Please make ERAU all that it can be -- it's a truly great University, with a great vision. But the bureaucratic structure only reinforces itself, is self-serving, and lumbers toward mediocrity. It doesn't help to make ERAU better. Please use the results of this survey not to penalize someone you don't like at the moment, but to make ERAU even better than it is.

The appointment of the new EC Chancellor is a step in the right direction towards inchanced team performance.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

I have not taught for ERAU in the past 3 years due to my work in Universities distant from a ERAU extended campus office. I plan on teaching in the coming year as I will be moving back into an area where there is an extended campus office.

Center Full Time Faculty report to me and we have a good relationship.

I have enjoyed teaching at ERAU very much.

A thorough inspection of the EC building should be conducted. If such an event has occurred, it is unknown to the faculty/staff. Water damage in the ceilings over the years is bound to have produced mold and mildew, which we breathe daily. Also, the ventilation system is very inconsistent, resulting in very hot and cold areas within the building that can't be adjusted. Apparently there are small spaces through which outside beings are entering as well, as we have encountered snakes, mice, rats, and toads in our offices. We would like to be considered in the University's overall building plan as the lower levels in Maslow's hierarchy of needs must be met if we are to aspire for excellence in the upper levels. Please continue to conduct these surveys and to act upon the input given. Properly administered and considered, the surveys, their responses, and the resulting actions could be invaluable to the University.

How effective are these surveys? When do you think that we may actually see some improvements?

Will not state my Gender.

You need to add another level in "Position" -- adjunct faculty. As an adjunct faculty member, I realize I don't have full recognition as a faculty member.

thank you for asking!!

Although my comments may sound harsh, they are not meant to sound as if they are coming from a disgruntled employee. I am an individual who see potential where others do not. Society as a whole is on the change, and as far as I can tell the changes are at an all time high for education. Industry and government are taking a more active role in the education of their employees. The adult learner is more motivated than the traditional student to start and continue their educational goals. We as a university, both faculty and staff, should grasp this change as a means of increasing our enrollments, enhancing our programs, both degree and certificate, bringing in a new thought pattern into the faculty senate, and making Embry Riddle Aeronautical University a school known through out the globe. However, this will take quality people, and to get and keep quality, you have to give quality.

Some of the resident centers in the "backwaters" receive little attention from the Regional Manager.

Reconsider the job descriptions for Center Directors and try not to make them so responsible for so many tasks. Often there are just two people at the center and the work load primarily rests with the CD

Merry Christmas.

Definitely need this type of survey.

ERAU Faculty & Staff Climate Survey, Fall 2002

Comments – Extended Campus

I feel administrative support, balanced workloads, reduction in duplication of efforts, and valuing everyone's opinion needs attention at the upper levels of EC Leadership. I am feeling more micromanaged with each year that passes-- and it stifles my productivity and creativity. Regional leadership (at least in my region) is absolutely the best! ERAU is a superb place to work! Most the people will go out of their way to help us in the field.

Over all, I enjoy working for the University and having the Opportunity to help and interact with as many people as possible. I also understand that we all need to try to work with what we have untill we are able to accommodate our necessity. Thank you for the opportunity to voice my opinion to the above subjects in questions. Have a nice weekend. :) :) :)

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.

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