Florida Gulf Coast University

Campus Climate & Culture

Qualitative Theme Book

By Dr. Damon A. Williams
Center for Strategic Diversity Leadership & Change Inc.

APRIL 2010
FGCU DATA BOOK OVERVIEW

The following data book represents the raw qualitative data from the six open-ended questions in the Florida Gulf Coast University Campus Climate and Culture Study. It is presented as a supplement to the main report in order to add depth and perspective through the voices of FGCU community members. It is also meant to ensure that no person who took the trouble to provide written feedback was left out due to space constraints or editorial decisions on the part of the research team.

This data is offered with the following caveats:

- Many of these responses are negative. This is not reflective of the quantitative data that we collected nor is it unusual in a survey of this kind. People who are generally satisfied with their experience often feel that they are able to say everything that they wish in the Likert Scale portion of a survey. Those people who are particularly frustrated with their experience often wish to elaborate more fully in an open-ended format.

- To the greatest degree possible, our research team has attempted to redact any information that would identify respondents. Usually this was achieved by simply indicating where portions of text had been removed, but sometimes slight obfuscation was applied when removing text would render a comment meaningless. It is important to note that our primary concern was to protect the individuals who were responding. It is equally important to note that in some cases these complaints may have been exaggerated or based on hearsay. We have included these comments not to single out or embarrass any individuals but rather to shed light on issues that, at least for some, negatively impact FGCU’s work culture.

If you would like to elaborate on your responses regarding your unit or department, please do so here.

- #26 was too faculty specific. #27 was also faculty specific in a number of questions. There needed to be a N/A for staff. The questions should have been specific to staff if on page 2 they chose staff instead of faculty. I do feel that a number of time faculty are spotlighted. There are a number of staff members that make this school function. Education is the major component, but there is learning outside the classroom that many staff members are engaged in, yet faculty is at the forefront.

- A lack of fairness is the issue. Especially with certain colleagues not in my department. And certain departments within CAS receive much more than my department. My department is currently collecting evidence to take to our dean that shows that we should be receiving at the very least the same as other departments but given the number of students we teach and graduate we should be receiving more resources and yet we consistently receive less resources than departments with severely fewer students than we have. It simply isn't fair and hasn't been since FGCU opened in 1997.

- A lot of these particular questions do not apply to me as a support staff.

- A number of questions related to teaching/research and a “not applicable” response option would have been good to include.

- Senior academic leadership are convinced that they are the expert on everything. How many times does he have to repeat telling us about all the portfolios and applications he's read. Well, I've read a lot of them too, but I don't claim to be an expert in how every discipline works. Again favoritism and definite distinction in allocation of space and resources especially in attending workshops, conferences, etc.

- Again, back to compensation for experience. I hold a greater level of job related and life experience over some of my peers and I receive less that adequate compensation.

- Again, there should be an N/A answer available.

- Although my department and I do our best with the resources we are given, our best is not sufficient for students. We do not have the staff or the technology to efficiently process our work. This causes us to lag behind other universities, make errors in processing documents, and cause frustrations for students. The workload our department has causes us to be burned out and lessens our job effectiveness.

- Another set of weird questions seems like survey is based on academic not support service. I feel I wasting my time, with this survey

- As a humanities/social sciences professor, I feel like I am getting the short end of the stick, compared to my colleagues in the sciences. I do not have access to a single scholarly journal in my field!!! Thus I cannot do research while at FGCU, and have to travel during winter/summer breaks to do research. Likewise, because my field is specialized, I do not have the same access to TA's or RA's that my colleagues do.

- As a privileged adjunct, I don't feel the above questions (27) are applicable.

- As an adjunct, we do not get supplies, department space, or respect.

- As noted earlier, I am paid $6000 less than 3 other people at the same rank as me. Even if I am promoted to a higher rank I will still earn $2000 less than these assistant professors and between $5-15k less than other associate professors in my department [REDACTED] This further adds to my demoralization. I do feel that I work exceptionally hard (I am routinely here until past 10 at night) in developing a research agenda as well as excelling in teaching and service, and
so it is frustrating when I find other colleagues who have done much less are ranked at the same level (3 exceeds in their annual report)

• At the College/Department level, things are excellent. It is above this level that things are very problematic.
• Biggest issue in unit is really the cultivation of intellectual community. We don't have speakers, brown bags, reading groups etc and don't have the funding for these things
• Colleagues are not always politically correct, but they seem to accept everyone.
• Comparability of resources and compensation is a big issue on our campus; especially in some areas where new untenured faculty are hired at much higher salaries than more senior/experienced faculty. The inversion and compression is tremendous. Plus, it isn't okay to be at the same level as a new faculty member if you've been here for 10 years. This University gives no recognition for longevity and the investment in this place. Interesting, the senior leadership took big salary increases as new folks to come here but they haven't come forth with recognition for the folks who have been here and built this place. Just more students and more work...
• Compensation is a hot topic around campus. I believe that compensation should correlate with experience, performance and responsibility. It is difficult to continue to perform at a high level when others around you receive increases in compensation and you have not received a raise since 2007.
• Compensation is a REAL issue here. It is impossible to support myself on my salary without working a second job. It is very frustrating to see positions advertised in my same rank in other colleges for as much as $30 to $40 THOUSAND dollars more than what I make. For the same education and credentials. In our society, that means I am devalued.
• Compensation levels are unequal among those doing similar jobs.
• Compensation university wide needs serious review -- yes, most of us are here because we like it, but morale is affected by the low compensation.
• Department operates on the basis of personal relationships among a strong 'clique'. Communication, work assignments, promotions and salaries are impacted by these personal relationships. I have felt excluded from work-related communications needed to perform effectively on my job. Personal and political alliances seem to result in smug confidence that there will be no recourse for the exclusion. There is no future in this department due to the strong personal relationships and other alliances. My reporting relationship does not work and there is no hope of transferring to another department. Only individuals with political connections seem to have this opportunity. Some within FGCU have no one to speak to regarding particular concerns.
• Due to the cliquish environment of my unit, it appears at times others don't work as hard to receive recognition as others do. There are more promotional opportunities in my unit for faculty than staff, especially middle management level. If one brings up an issue or questions something and it goes against "the group", there is some concern for it affecting a performance evaluation.
• Employees in the same position who have many years experience with the University are paid a lot less. Favoritism is rampant here.
• Equipment/ supplies to perform my work: I said, "disagree" because we need more funds for travel and professional development.
• Every single male in my area is making [REDACTED] Due to my experience, I have tried to give advice and comments about strategies, development, processes, and other items and each time I am ignored or actually scorned for trying to get involved. Others and myself have tried to give our opinion on key projects, and we have been told that everything has its negatives and positives and we need to stop asking so many questions. Others in my department have come to me with opinions, comments and complaints because they feel I'm the only one they can speak to. They have told me they need help, they can't keep up, they feel they can't express their ideas, they feel they're being held back and not included, and the women feel they aren't valued as much as the males.
• Faculty and some support personnel in my area are highly regarded as they specialize in the field we work in. Other people, who are from "outside" the area, I feel are not respected as much or given as much consideration for advancement or training options.
• Fair and supportive administrator who works as hard as I and my colleagues do.
• For junior faculty, it is exceedingly difficult to have our work valued or recognized. Senior professors in my dept. are allowed to shirk all responsibilities to their students and their profession, but will always be given "exceeds expectations" on their annual reports. Meanwhile, it is the young professors (who should be given more time for their research) who keep everything going, get everything done, etc.
• From what I understand, I and the others in my dept. with the same title as me, are compensated at a much lower level than the people with our title in all other departments of the university.
• How in the hell does a comparable position in has such disparity when we are all equal in education and experience. To pay someone 30+ thousand less than a comparable counterpart in another college is defeating to my integrity and morale. I can barely meet economic responsibilities on a week-to-week basis and find out in the compression/inversion study that those in comparable positions are paid 20 to 30 thousand dollars less for the same work is WRONG. If I could sell my house and move on I WOULD!
• Senior academic leadership does not acknowledge the efforts of the faculty in my school when significant issues have needed his attention. There is a excess amount of micromanagement of areas that they (senior academic leadership especially) should stay out of and no recognition of the efforts of department heads and faculty
• I am involved with research.
I am not faculty, so some of these questions are not truly accurate.
I am not sure if the work done by my department is valued or understood by higher ups, therefore not as supported as it could be.
I am sick of hearing about the "importance" of the founding faculty, many of whom have overblown opinions of themselves and their contributions and who would never have achieved their current rank at other universities.
I am the only one in my department that is responsible for [REDACTED] but my salary is not commensurate with that fact.
I am the senior person here in my group of people. I am looked at as the example employee at times and I try to act the role accordingly. I try to mentor new employees in how things work in our department, and am usually very conscious not to sound superior or condescending in any way shape or form. My opinion is generally valued by my bosses and my co-workers. We are all treated fairly, though the levels of compensation vary greatly between my co-workers and me. There is very little guidance from my managers [REDACTED] It is acceptable to come in 30 minutes to an hour late every day without reprimand. When we talk about it amongst ourselves we are told that "it is being worked on" but nothing has ever happened. Seeing peers get away with the things they get away with at work, frustrates me, because it feels like there is 3 of us holding the walls up 24x7 and [the rest] just sit there twiddle their thumbs and management thinks everything is going well.
I believe I am among the very lowest paid employees in my rank at this university.
I consistently carry a larger workload yet make the least.
I create high expectations for myself...so I feel my supervisor follows suit with me. I feel at times I do more work than my co-workers but at times that is by fault of me being a perfectionist.
I definitely have the support of my department director. The problem is, most department directors have no real impact in the overall scheme of things. They do most of the work for their department but have to run anything out of the ordinary/innovative through leadership who have no real knowledge of the work their department heads are doing.
I disagree with compensation at comparable levels as there is no one else that does the job I do. According to other Universities, my pay is below what they pay for the type of work I do.
I discovered that I was among the very last in the university to receive upgrade in computer. IT was shocked to know I had such an old computer [REDACTED] No respect is shown for seniority if one is a minority. I am one of the lowest paid full professors in the university.
I do not have staffing to adequately support the unit's core functions.
I feel like comparatively in the market I am paid lower then many of my colleagues. I know that FGCU is still growing, but there is some catch up that needs to take place.
I feel staff in the student services is not nearly as well compensated.
I feel that our department is underfunded for events, responsibilities to the students and support staff needed. FGCU could definitely do better in our department to support incoming students and their families as well as current students. I do not feel that our department is funded correctly and my supervisor is not being compensated for the long hours that he is giving to the University. Nor do I feel that his/her vision for our department is shared or supported by his/her superiors.
I find it odd that support staff is not included in the job-related resource allocations. We have been significantly hampered by a lack of good and adequate numbers of support staff in the college. Faculty need more professional support to do their jobs - we have three (just hired the third person) for the entire faculty in the college. These folks are over-burdened and we have learned to not use them for even mundane tasks. I would like to have true professional support for my activities. Attracting and retaining may be a problem because the university does not pay enough to attract and retain highly qualified support staff. My [REDACTED] works in a professional office and the level of support is significantly different because they recognize the value of time.
I have a much larger workload than many of my peers, with extremely disparate resource allocation in comparison.
I have issues of people who are concern with my work responsibilities, and being unnecessary monitored who are not my supervisors.
I have more years experience and a Bachelors degree making the same as someone with no experience and no degree.
I have no knowledge how much my peers are compensated.
I hope that the compensation equity question will be asked regarding the university as a whole. It is simply egregious that peers in one college can be paid two, three, or four times as much as their colleagues in another college. I don't care what justification is used for that practice, I believe it is wrong.
I think that the Executive Secretaries do not get enough space as the faculty do. And I think that the secretary's run the department with the chair and are a key factor but don't get the respect that they deserve for the upper management!!!!!!!
I took a very narrow definition of "my department". My responses would be lower overall to that section if I expanded it out to include another level.
I tried to borrow a laptop to go to a conference and my whole unit [REDACTED] does not have ONE laptop to lend out to faculty. I even went to the [REDACTED] to see if I could get one and she told me they have no computers to lend people. I got a used computer when I was hired. After one year, I asked for an upgrade and got another newer but still used computer. As I do all of my teaching either in the hybrid or online format, I should have the latest equipment. I
also am not able to get funding to buy software to deliver online lessons. I purchased Camstasia to do vodcasts for my lectures and it cost me $299. There should be more funding for technology in our department and unit.

- I work with a terrific group of professionals in my department. However, this department has consistently lost funding over the years. The space, quantity & currency of our materials & equipment lag far behind those of our sister programs in other FL state universities. I am one who's financial compensation has not only fallen due to increased COL, but been affected by salary compression & inversion. To add to those losses, I have graduates who are routinely hired by their first professional employer at salaries that are greater than mine.

- [REDACTED]. I work in an environment that the path to least resistance involves keeping one's mouth shut, keep ideas to yourself, and be a "yes" person. That is not the environment that will help set FGCU apart, and it's certainly not what I signed up for when I trained for a career in higher education. If there were opportunities on another division, I would transfer as quickly as possible.

- I'm trying to be much better than adequate. I am under compensated as far as my peers go!

- If you want valid answers then the questions need to pertain to all employees not just the faculty. Staff has no need for lab space or teaching support.

- In answer to the last question - my direct supervisor has less experience than me, in regards to the office practices, yet this person makes twice as much money as I do. I also have a master's degree while this person has a bachelor's degree. This position was created about 1 1/2 years ago but was not offered to me although I had worked for the office for 3 years at the time.

- In my department work spaces are not distributed equally. I also do not feel as though I could discuss difficulties or concerns about my department with my supervisor, as I fear I would ultimately ruin my personal reputation or be looked upon unfavorably. I do not fear direct retaliation, but more indirect, passive-aggressive retaliation.

- In my department, allocations are fairly distributed, but outside my area, I believe there is vastly different allocation of support.

- In my field, which is not academics, we are paid well below the industry standard. We have a relatively high turnover rate, which can be largely attributed to this.

- In order to be compensated at the same level of pay as a new hire, (who was being hired in at a higher rate of pay than I was being paid after working for the University for three years) I was required to demonstrate knowledge of another position in the department.

- In question 27 I responded positively to the question regarding a pressure to change my teaching, because I feel that promotion is based on working toward excellence, and this requires careful assessment resulting in change. To be an effective teacher I must evolve. All of these questions relate to how I perceive myself, but I have greater concerns with my colleagues - perhaps this survey will illuminate these issues. I think a lack of tenure, and an adversarial collective bargaining environment has made many faculty feel insecure and unable to express their concerns.

- In the humanities, we don't need labs and grants as much as we need library resources for scholarship, teaching and research. FGCU's library funding is very poor in the humanities fields. We claim to be a digital campus, but unfortunately many of the resources humanists rely on for teaching and research are now digital resources that we don't subscribe to, because the good ones cost real money. We have quite a large list of electronic titles and databases, but not the main ones that everyone needs. Our book budget for the visual arts last year was something like $2500 and that included digital resources, so effectively, we can't afford much of anything. Humanities faculty are locked out of doing high-quality research, or efficient research, because we don't have access to a real research library. The only way I can get what I need is by interlibrary loan, but many things cannot be loaned at all and databases of course cannot be accessed on ILL.

- It seems these questions are directly related to faculty. If that is the case, it would have been nice to not have to answer them or have a NA option.

- Long term and inaugural faculty are undercompensated. College of Business faculty are compensated inequitably.

- Low compensation for instructors in my field is a major issue. The salary would not allow me to support myself in the area if I did not have a spouse with an income as well.

- Low salaries. No pay raises in several years. Salary range is not equal to those at other state or out of state universities.

- Many of these questions are geared toward faculty and do not apply to staff. Would have liked to seen similar questions related to staff work environments or have the ability to opt out.

- Morale among the faculty is poor. Leadership is inexperienced in the academic environment, negatively affecting services, innovation and efficiencies, including finances. Leadership is afraid of experienced [REDACTED] faculty who have worked in academic libraries. "Leaders" concoct ridiculous, impracticable and naive "innovations", which the experienced faculty then have to spend time finding supporting evidence on why the ideas don't work in a university setting. Library resources are wasted spent on any new flashy idea Administration finds, rather than on scholarly material needed for academics. Key members of the senior most academic leadership team plays favorites with employees and continually brings in cronies from public libraries, which are NOT the same as University libraries.

- Most of the questions in section 27 were not directly on point. Ask whether my teaching load is higher than faculty in other programs (it is), whether my committee and service load is comparable to those in other programs (it is higher than many).

- Most of these questions have to do with the faculty side and I am not faculty. I think the climate in the student division is extremely poor and the leadership is seriously lacking. Their are departments/colleagues who are obviously a
Most of these questions seem to relate to Faculty issues. As an administrative support staff person, my department has been in a repressed state due to poor management. We are now in an indeterminate state. It is difficult to develop any kind of positive work environment at this time.

My area has consistently been overlooked when it comes to resources needed to perform our jobs. We are a technology group, yet not one of us has a university-provided laptop to use, or even share. I am expected to know about after hours systems problems, but do not receive compensation for use of my personal phone and text messages, not do I have a laptop to use to work from home. I must use all my own resources for this.

My area is in dire need of technical solutions and physical space, which is adversely affecting our job effectiveness and morale.

My co-workers and I form a very cohesive team :)  
My department has been supportive and helpful at all levels. My objections relate more to choices of texts and interpretations of policies than to any direct personal expressions.

My entire department is seriously under-resourced. Not being in business, engineering or biotech means we are second class citizens.

My immediate colleagues are the best part about FGCU.

My previous supervisor (she just retired - new supervisor is on board) did not believe in compensating employees for hard work. Again, only when one of us protested, she would relent.

My responses are regarding the prior supervisor. I spoke with a person in [REDACTED] and the previous supervisor threaten me by saying, "I was told I had to cut a position and if you do not keep your mouth shut, your position will be cut."

My salary after more than 15 years of teaching and research experience is the same as the salary from people that recently obtained their PhD

My salary seems to be significantly lower than it should be given the information that has just come to light (the salary study).

My supervisor has her/his door closed all day, every day. It creates an unwelcoming environment, and I do not feel comfortable asking for advice, stopping in to chat, etc. I find this really problematic.

My unit [REDACTED] is a wonderful, collaborative team environment. We have an excellent cohesive team culture that is respectful, engaged and positive. Our chair, [REDACTED] is an exemplary leader. He is the best boss I have ever had. Our team is the best team I have ever had the pleasure of working with. We are a wonderful team that is incredibly supportive. We have an excellent collaborative team culture in my opinion. I cherish my colleagues and their collaborative spirit.

My unit does not have an adequate budget to run efficiently and lacks full time secretarial support.

No advancement or raise for 10 years.

No comment

No comments here either

No opportunities to advance within my area. I have more experience in the office that anyone, yet I have the same position and pay scale for 3.5 years.

Office and research space has been an ongoing problem. I have moved a number of times in recent years and still do not have a private office or sufficient research space even after the construction of a new buildings. Computers, all equipment and supplies have been purchased entirely from grants obtained with no FGCU funding.

Other colleagues in a different college on campus with the same job title receive more compensation than I do.

Our department has been dysfunctional for years, and nobody in the dean's office seems willing or able to step in and fix the mess.

Our department is extremely limited on space and cannot grow any more unless more space is identified quickly.

Overall, there is a lack of financial support of research. There is a lack of graduate assistants and teaching assistants. There is tremendous salary inversion where we have the newest/ less experienced faculty paid significantly more then more senior faculty.

Pay scales here are not comparable to other institutions, particularly for specific individuals. Dedication to the university is not rewarded, innovation is not rewarded, creativity is discouraged.

Performance review? First I've heard. Career guidance - female colleague and I have discussed the situation. I'm so far outside the orbit; I think there are greater priorities on campus than my career or unit. This I understand and just try to do the best I can to move things forward.

Previously an Adjunct, now an Instructor- both positions do not pay what they should at the basic level and certainly not what they should based on one's teaching experience. Shameful, really.

Question 26 and 27 are very academically based and gives no option for "Does Not Apply"

Questions 3 and 4 in section 1 this page are confusing and difficult to answers for compensation, there is severe salary compression/ inversion for long term employees. I have worked at fgcu for [REDACTED] years and make significantly less money than colleagues at the same level in my department. As Instructor II, I earn $20,000 LESS than an instructor I in my dept. We need a salary adjustment survey
• Re the last question above under #27, to be specific, I am compensated at a lower level than peers with less experience and lower rank.
• Regarding having the resources to do your job -- I do not have TIME to do my work. That is a resource that is not given to me in order to complete my tasks. I do try to provide solutions, but they are not pursued. I am expected to routinely pull off what I call MIRACLES on a regular basis. I am exhausted.
• Research space in the sciences in lacking. Space is largely associated with seniority, which makes it particularly difficult for new faculty. Shared space is largely a fiction.
• Resources are so limited this section is a JOKE. We have NO staff support, NO labs other than the bare minimum for teaching, and Little or no support to travel to conferences or purchase equipment
• Salary compression and inversion is a major problem on our campus and must be addressed or we will continue to lose mid-career faculty who are paid lower wages that junior faculty.
• Salary compression/inversion is a serious but perpetually ignored problem among many faculty who have been employed by FGCU for a long period of time. I am a full professor in my department and I am paid roughly 30% less than the most junior faculty in my department. As this junior faculty member gets promoted, the disparity will only increase. Although the university is currently and has in the past conducted salary "equity" studies to address this issue, it was not addressed in the past and I have no confidence it will be addressed any time soon. As a result, the best senior faculty with the best credentials and experience often seek employment elsewhere in order to earn a market salary. Of course, once these folks leave, the university must pay market price (plus search costs) to replace the person who left. Of course this is a problem in higher education everywhere, and I'm not sure what the solution is. Still, I don't expect our current leadership to try to find a way to address this gross inequity...in fact, I fully expect them to find a way to avoid addressing it...as they have done in the past.
• Shared laboratory equipment should be better maintained.
• Space is a big issue for me. I would like to see more space allocated to Staff employees who are required to keep files on hand for years and also to have as quiet and PRIVATE a work space as possible. Faculty are always "working from home" to escape the interruptions of the campus but staff does not have that luxury and not only need an efficient work space but a space that allows them to work without distraction especially if transcribing minutes or filling out confidential paperwork for other staff members. My other point is compensation. Though budget cuts had SEVERELY cut our raises last year to a point where it didn't even match half the rate of the ever increasing cost of living; our BOT still managed to offer our [REDACTED] enormous raise and bonuses to boot. That was a real shot in the butt. If the argument is that his bonus is based on his fine job, then the same should be true for staff employees and their evaluations. I've been with the university for over two years and have had three outstanding evaluations from the start but have only been compensated the same as an employee that has not performed to that same level. Yes, there are outstanding employee awards but unless your direct supervisors or unit staff take the initiative to nominate you, you are not considered. It's much fairer to base it on something like the evaluations which you're made to submit.
• Statement: I am compensated at comparable levels to my peers with similar experience. Comment: I know some peers are compensated a lot more then I with far less skill and experience simply because they have been here longer.
• Support for advancement has improved in the last couple of years.
• The department feels divided with an antagonistic attitude toward some staff members. Direct Supervisors are very supportive and encouraging while other members are not.
• The last item is very significant, as those of us who have been here longer are NOT compensated at comparable levels to those who have come later. I earn significantly LESS than those with less experience than I have in the field as well as at FGCU.
• The longer you work for FGCU, the lower your comparable salary.
• The questions above are more fitted for faculty and not support personnel. In regards to space - holiday decorations - a policy should be put in place. Last year decorations were not to be in common areas and a committee was to work on a policy to clarify how and where they could be displayed.
• The questions are phrased towards faculty, not non-instructional academic staff. Please revise for future surveys - I feel that I may inadvertently skew the data one way or another for questions that should have had a Not Applicable option on them (i.e. in regards to laboratory space or teaching support).
• The salaries at FGCU are very disparate when you exclude longevity. In other words, a person who has worked at FGCU for approximately the same amount of time as another person, and who has similar if not more responsibilities, can be making significantly less than the other person, presumably because of who they work for. Salaries are all over the place.
• The unit has lost too much leadership and does not feel supported by the VP.
• There are areas in the university which are dangerously short-staffed- such as particular areas in [REDACTED]. Compensation is lower in [REDACTED] as well as requirements to do searches and inability to give deserved increases to valued staff are not consistent across the Divisions.
• There are many internal inconsistencies at FGCU. Some colleges pay much higher salaries to instructors with master's degrees than our college pays for associate professors with Ph.D.s. Some departments will hire people with terminal master's degrees in ranked faculty lines while other departments hire them as instructors. There is that looming feeling that "the right hand doesn't know what the left hand is doing."
• There are no pay for performance incentives or metrics
There have been some violations of academic freedom with supervisor telling faculty members how they should teach a class (what to include or not include). Supervisors know that faculty has little power (no tenure and weak union) and take advantage of this. If someone told me how to teach in a tenured environment, I would give them a piece of my mind. Here, I can't do that. I have to change how I teach (not for the better, mind you). These things, coupled with overtones by upper administration, have caused the union to come close to 50%. If administrators did the right things, the union would have disappeared.

There is a general lack of equity in governance assignments as well as responsibilities according to disciplines. Disciplines that do not have national accreditation are assigned significantly higher workloads.

There is no 'pay grade' within this university. We are a state institution but each department sets their own pay grades. There can be and are differences of $10,000 year in salary for the same job title--and the job descriptions are inconsistent as well.

There is no support for non-local adjuncts. For example, there is no "distance learning" training for Angel. It's all face to face workshops. Even local faculty would benefit from non-face to face instruction.

There should be a N/A category for adjuncts.

This is a difficult section because my answers differ widely if we're talking about the dept or college, and even more widely if we're talking college vs. college. I have answered the above based on department experience. But in general, the institution does a very poor job of understanding and supporting non-scientific or non-quantifiable work of the sort I do in humanities/arts/letters. I don't need a lab but I sure could use a laptop. I don't know need equipment but I could have used a recent copy of endnote when I started my book project. I don't need research tools but many of my science colleagues get more money in research support for equipment and research-related resources than it would cost to buy me out of the TIME I need to write. The new library was built and expanded without even one study carrel for faculty to use (a quiet, isolated, unmarked space where people don't know to come find me is very valuable for people like me whose research mainly involved writing). I teach more students than almost any colleague in the department and I'm sure I'm in the top percentiles of contact hours with students in the college, yet I am among the very lowest paid in the institution. I work in the oldest academic building on campus, which is not a problem, were it not neglected badly (except when some professional or technical program has commandeered our space, in which case money seems to flow like wine for upgrades and renovations): carpets need replaced, doors squeak, rooms smell, the furniture is very unergonomic, many people use cubicle offices without attached ceilings. Meanwhile, many of my colleagues in science will move into a new building soon and vacate a building that is less than ten years old. They'll get top of the line furniture (Aeron or Aeron-style) that in my building we have to requisition and justify only if we can prove we have chronic problems [REDACTED] Meanwhile, we'll continue to go without technology or other workspace upgrades, as well as any common space for faculty (ours was taken over by a professional program for lab space that is rarely ever used; among other things, it makes it hard for faculty in the building bring your own lunch without access to more than a dorm style refrigerator shoved against a dead-end hallway, and we have virtually no opportunity to sit and socialize casually). And none of this even begins to get at the classist disparities among colleges (the pay, the work space and workload etc). All that said, my department is marvelously absent much of the competitive sniping and sabotage that I hear about at many institutions from peers and friends. I have been morally supported in pursuing a meaningful research agenda by my supervisors (they have no actual money with which to support me) rather than reflexively turning a good but not great dissertation into a book, that probably would never have been published. And most days, it's a pleasure to come to work. That's not nothing.

This survey is toooooooooo long, redundant, and boring. Now I'm Xmas treeing neither agree or disagree. Plus you use the word "appropriate" which is a word people use when they lack vocabulary. A Republican word.

Too much emphasis on teaching evals. Though mine are usually very good, there is much pressure to improve above 4.0, which I think requires/leads to lowered standards. Also, I think that women teachers are viewed less favorably and get more grief from students. Regarding teaching support, some favored faculty have smaller classes than others. And again the compensation compared to peers is very low: 30% more for the same level and discipline.

Unit (College) lacks leadership at all levels. Some members of leadership have blatantly showed discrimination and unequal treatment over the years and nothing has been done even when specific items were brought to the attention of the previous administration including the ombuds office. Everyone listens, and pretends to be understanding but the inequity is allowed to continue.

We do not have an adequate annual supply budget for faculty or staff for regular pens/pencils/post-its/staples/binders/highlighters/ dry erase markers that they need in their offices and for class. Therefore departments should not be asked to purchase toners for college wide used printers with department money, just because of the proximity to our department secretaries offices. The college should pay for all black and color toners. Except if it is a printer specifically in a secretary or chairs or institutes space. Many desk chairs are worn out and need to be recycled and replaced by the university, as part of normal wear and tear, like computers). The insides of buildings should be painted more frequently than every 5 years. Scratched up walls make the campus look dirty and not taken care of.

We have an elitist group who seem to get everything they want while others are ign...
about it would have been the right thing for the university to do. To this day, no one higher up has extended the
courtesy to discuss the position with me.
• Why is this survey strictly becoming a survey on diversity? There are other issues on this campus that are as important.
Pretty soon it will be the whites who are diverse if this keeps up.
• With 20 years of experience, I'll consider that I should be compensated for my contribution and expertise. I'm getting
paid an entry level salary. People with less years of experience than me are being paid more.

If you would like to elaborate on your responses regarding the campus environment, please do so here.

• 'Never' means the situation has not occurred not that necessarily I would not do a certain action if the chance availed
itsel.
• #22 there is racism, sexism and homophobia because it is promotes as a "cause", as we try to right previous wrongs.
Hiring pools must be cleared by the OEC, which is looking to see if a proper mix is present. Hiring is about a proper
mix. It is not about the best employees, AND IT SHOWS. Additionally we have Safe haven efforts on campus. That
assumes it is unsafe for gay or lesbian. The concept of having such programs promotes racist/sexist beliefs by implying
they are present.
• #22's example has a problem...
• 1. As a distance worker I have limited experience with campus climate. 2. My answers to any supervisor support
questions reflect experiences with the current Acting Chair only.
• A homosexual male colleague appears to be quite threatened by women, particularly capable women. The women in
the dept. are excluded from planning discussions, I personally have never seen any budget print-outs, nor has there
been long-term strategy discussions related to departmental growth that we've been a part of. [REDACTED]
• Again, I think the college you work for makes a big difference.
• Again, my immediate environment is what affects me. I work so much that I don't really have much time "around
campus".
• As a white heterosexual I have felt no discrimination. However, as a female I do. There is subtle sex discrimination in
many areas, though little is overt. Also, I'm nervous at night and when traveling in less-frequented areas. The lighting
situation in the parking lots has improved, and paying for a reserved spot near the building has helped.
• Ask about personal beliefs. Those are trampled regularly here. If a person is not of a liberal perspective, they are
regularly denounced, denied access, and discriminated against. Students are not given a balanced education because
their professors are required to give preference to leftist ideas.
• Coming from [REDACTED], I was unprepared for Florida's extremely conservative religious, legal and social mores.
It is striking how few students of color we have here on campus, given their numbers in the surrounding community.
It is also noticeable how few gays there are on campus, or rather, how few there are who are open about their
orientation. No doubt the latter phenomenon is due to the State of Florida's generally hostile policies towards gays and
non-traditional families. A lot of my friends on this campus, people of color, immigrants and gays, have been targeted
or fear being targeted. Some faculty members have told me that they have experienced overt student hostility due to
their being foreign-born. This is the first place I have ever been where students have won prizes for accusing faculty
members of "leftist abuse" (by which they meant, teaching the core Civic Engagement curriculum). I think the
university has been courageous in speaking out against discrimination, and against attacks on academic freedom, but I
think we have to do more to protect our faculty and students, and to take a leadership role in ensuring that ALL
members of our campus community are being treated equally and valued equally and treated with respect, whatever
their origins or orientations or political opinions. This not only helps a few individuals, but it sets a standard and an
example for the rest of the community inside and outside the campus walls.
• Considering I have always gotten the highest praises on my annual evaluations, the only thing I can think of that would
cause me to be overlooked for positions that even my colleagues have thought me qualified for is because of my
gender. [REDACTED]. FGCU is not a good place to be a female with career goals, a voice, or a brain!
• FGCU (as do most institutions of higher education across the country) supports all races, genders and sexual
preferences. Some people may play the "_______ (any of the above) card" because they've seen it work in society. This
is a sad testament to our society, but I have seen it played out at FGCU on occasion by people looking for a way to get
ahead without doing the work or putting in the time.
• FGCU has got to be one of the most boring campuses in America. I see nothing happening--no protests, anti-war
rallies, etc. You walk around campus and no one speaks to you. If you say 'hello', they look at you like you're weird.
There is no respect for the specified smoking areas by either the students or staff. I followed a staff member onto
campus today and watched her take a last puff and drop her cigarette on the sidewalk-- what a great example to the
students following her. Since FGCU is a reflection of our society, there will be ethnic and sexual orientation problems.
I have not seen or experienced any personally; I do know some students and staff/faculty who have experienced
discrimination.
• FGCU is a very accepting place when it comes to orientation, gender, race, and ethnicity issues.
• FGCU needs provide partner support as part of their benefits. The university has formalized double standards among
employees based o sexual orientation until this is accomplished.
I feel we must work harder to hire promote and retain minority employees.

I feel that many individuals keep their position at FGCU based upon their race or ethnicity, when they are incompetent.

I feel a bit of "reverse discrimination" as some sort of walk on eggshells not to doers and discontentment and invisibility forms of diversity, but has resulted in active resistance to extending equivalent forms of support and benefits and protections to segments of the campus community whose diversity is not ethnic or racial. This very antiquated and narrow view of cultural diversity and difference shows up in other, more stifling ways: the insistence on gender and racial balance on search committees, in the name of diversity (a laudable goal) but no recognition that sexual orientation is a form of a diversity, or that international students and employees of Anglo-European descent bring a diversity of perspective to the table, at least they do in a fairly conservative and culturally homogenous area like SWFL. An example: a search in [REDACTED] last year for an African Americanist yielded a qualified candidate whose offer was cancelled by VPAA after HR had certified the pool for diversity, and at least one explanation from above the chair was that the candidate ([REDACTED]) was insufficiently diverse. One wants to give the benefit of the doubt to administration, but the unsophisticated and retrograde vision of diversity that emerges (over-emphasizing racial and ethnic diversity at the expense richer and more socially realistic outlooks; believing that if one studies African American literature, [REDACTED], and so on) do not lead to many encouraging conclusions about the assumptions and values that underpin campus culture at FGCU. In this and many other core issues that get to the heart of climate and culture, I often find the lived values of the institution's upper admin (as opposed to those values that are explicitly and officially articulated in aspirational statements and speeches etc) to be at odd with my values and those of many of my colleagues.

I am concerned that the recent number of scandals dealing with discrimination and sexual harassment have not painted the true picture here. I believe these were isolated incidents. However I also believe that administration was too slow to act in several of these cases and that the resulting disciplinary actions were in some cases too lenient. We tolerate bad behavior and poor work much more than we should.

I believe FGCU should provide domestic partner benefits and tuition vouchers for same-sex partners.

I believe that FGCU should provide equal opportunities, such as benefits, for same-sex couples on campus.

I can say that there are people that work for this university that when you interact with them, they do not acknowledge you. I also have been glared when I ask for something. As a minority on campus, I feel that I have to work 3x harder.

I dare not say that I am a [REDACTED] and believe in [REDACTED] and prayer in all situations on this campus. I have to suppress my feelings all the time. I was even told that if I do not conform that I would not make it pass support status.

I didn't like the choices we were given to use with these questions.

I do believe men hold more high level positions at the University and that there is somewhat of a 'good ole boy' atmosphere at times. I also feel that more emphasis is put on youth than experience.

I do not think people are discriminated at work due to gender, orientation or race. There are definitely people who are not qualified to do parts of their job, and so other staff are asked to do it for them. This causes extra pressure for the doers and discontentment and aggravation toward the less qualified, which may cause of feeling of discrimination. Some people also refuse to do parts of their job due to laziness, or because they don't get along with other co-workers. This means someone else has to do the work, again causing aggravation toward those unwilling to do their part and be a team player.

I feel a bit of "reverse discrimination" as some sort of walk on eggshells not to offend due to race, and places the onus on other (i.e., me) to pick up the slack without complaint.

I feel that many individuals keep their position at FGCU based upon their race or ethnicity, when they are incompetent in responsibility, both staff and faculty levels.

I feel we must work harder to hire promote and retain minority employees.
• I felt that my previous supervisor limited my success because of my ethnicity. [REDACTED]
• I have been discriminated against at work by one specific colleague due to my lack of advanced education.
• I have been discriminated against because of my disability, not from my direct supervisor he/she is very, very supportive of me but I have been discriminated against from past supervisors, my dean and supervisors above my dean.
• Although I don't think it will happen any time soon, I know I speak for many when I say that I would like to see a change of leadership at the highest level of leadership positions at FGCU in the very near future
• I have been physically threatened and verbally abused by two different men at FGCU and nothing was done about it even though I reported the last incident in writing. There seems to be a change in this practice since the lawsuits filed by women against the university.
• I have definitely felt in my experience that I was not awarded positions or my opinions highly regarded due to being a female. In particular I have been paid significantly LESS in my position than a male who took over my job after I chose to leave because there was no opportunity for me to promote in title or pay. A male came into that position upon my departure at approximately $15,000 more a year.
• I have heard many students make racist, homophobic, or classist comments and criticize faculty who are non-native English speakers. I also am concerned about our lack of provision of domestic partner benefits to gay and lesbian employees, which I believe is a civil rights/equity issue. It makes these employees not serious about staying at FGCU.
• I have not had any personal experience with discrimination against me or any colleague.
• I identify as heterosexual, and therefore have not experienced discrimination as a result of this. However, I have several colleagues who do not identify as straight, and I know from their telling me that they do not feel comfortable in certain situations on this campus.
• I see less of these sorts of issues, but I am also white. I will be interested to see what my co-workers say who are from different perspectives.
• I support same-sex partner benefits for FGCU employees
• I think African Americans who are less qualified than me have received more opportunities than I have because of the need for FGCU to show it is not a racist organization.
• I think age is an area of discrimination that you have not touched upon.
• I think it is very important for our benefits to be made available to same sex partners, just as they are for families with heterosexual relationships.
• I think that Staff positions do not always get the respect that we deserve. We get a lot of work put on us from other departments and the college. I also feel that there are some employees of a different race that play the card when it comes to work and are not teams players. And some staff and supervisors don't want to rock the boat and say anything or make changes. That is not fair to other people that work hard at their jobs and get no respect for it. Everyone should be a team player!
• I think that the campus environment has been undermined by persistent rumor mongering directed against particular individuals. In my experience, these rumors emanate from female faculty and have been directed at a particular male. These episodes contributed, in my estimation, to harshly disciplinary measures directed at the target of these rumors. In terms of campus environment, the atmosphere that has been created is reminiscent Author Miller's The Crucible. Here the charge of witchcraft has become that assertion that faculty members have had inappropriate relations with students. Other witch-hunts have been more explicit, such as particular faculty members publicly arguing that their colleagues are engaged in indoctrinating students into their political point view. The administration should be explicitly distancing itself from these sorts of claims.
• I view the climate as more "unwelcoming" to those of the Christian faith than any other belief or characteristic.
• [REDACTED] However, it honestly does not feel good to know that the qualifications I worked very hard to earn were not good enough to outweigh someone's gender and lesser qualifications.
• I was shocked that the campus has to have a Safe Zone - that means there are many people on campus who are not safe HERE on campus because of their sexual orientation? The overall culture of SW Florida is not open to cultural diversity - there is no diversity here. (My view is based on having come from [REDACTED]) I have often observed careless, obnoxious behaviors by students, but I know that is not representative of all the students.
• I would like the opportunity to call for an escort when leaving work after dark.
• Immediate supervisor makes derogatory comments about gay individuals [REDACTED]
• In general I believe that hiring and promotion policies that promote "diversity" end up discriminating against people based on race, gender, age, religion, or sexual orientation. I do not think those things should be considered during the employment process.
• In my chain of command, I have seen discrimination against anyone in our office who had a disability, or who was white or Hispanic. People of low socioeconomic status or employment position would be given an ugly attitude.
• In reference to question #22, with the last section of Non-classist vs. classist in respect to the employee status. I believe there is a lot of times that certain actions on campus discriminate based on job title, such as OPS. They are not allowed many extras as other employees are. I understand that some OPS include younger college students and it would not make sense to allow some of the freebies or extras to be given. But there are numerous jobs where an OPS employee will put in many hours, sometimes even more than those of Salary employees that are able to take advantage of going to the Gym or Pool for free.
• In some of the questions on the general climate on campus, it was difficult to respond, as I think that the general climate among faculty/staff/students is one thing, and the climate between university-level administration and faculty is another.

• Increasingly women faculty are NOT supported: when they have trouble with unruly, hostile and disrespectful students, when they apply for promotion, when they are on committees since women are expected to do the clerical work, and especially by upper administration.

• Individually, faculty are generally congenial and supportive toward each other, and I can honestly say that I like the vast majority of people I have worked with at the University. We have absorbed the Southwest Florida culture, and I see that culture permeating campus conversations more here than at other institutions where I have worked. We also have faculty who have come from other places who have a very different culture. Unfortunately, both orientations have strengths and weaknesses. So I can say that while you see the best of both cultures - valuing intellectual debate while being open and welcoming, we have the worst of both also. For example, we have faculty in our division who tell sexually inappropriate jokes on a regular basis, and I may be the only one who has indicated that they really are not funny (reacting against what would be considered the SW Florida culture); I have also felt ostracized to be in a room with other colleagues (who would never tell sexually inappropriate jokes, or disparage someone based on their sexual orientation) who have disparaged strongly religious Christians, certainly not realizing that they really are not racist.

• It is entirely impossible to get rid of a person of a different ethnic or culture even if they are totally incompetent. If I can't do a job, get rid of me and don't pull any punches. I'm not that special and should not be kept simply because of race, etc. Fairness in the workforce is what it is all about. The other is unfair and, not only that, unjust. Being white is not bad.

• It is inconceivable to me that I would not have had a promotion at this university given my work history if gender discrimination had not, either overtly or implicitly, played a part. The university has made it clear by its actions that the best way to get it to sit up and take notice, and receive redress for oneself, is to sue it.

• It is interesting that there is no discussion of age in the questions. I have seen a bias to new graduates in job selection as opposed to older applicants with more experience. There is definitely a bias that is pro academic, and anti support or administrative. In addition I have observed a real reservation towards ideas that are new or might upset the status quo. This reservation is not toward race or other "typical" bias, but rather towards upsetting the good old boys.

• It would be difficult to distinguish attitude from opportunity based on these diversity questions. I am very open minded, but my commitment to diversity is rarely tested in the workplace. As a white male hetro, I am not a likely victim of discrimination.

• It's a friendly environment on campus. Diversity is welcome. The only negative I can think of is the attack of a faculty member towards a student in the [REDACTED] group. The faculty member was wrong. This was an attack on diversity because the student didn't share the same opinion as the faculty member.

• Many areas on campus are very dark and potentially dangerous to walk around at night. One of the main parking lots for faculty appears quite dangerous to walk to at night after I teach.

• My current supervisor is very supportive and respectful. The previous supervisor was not and very threatening. I am still afraid of her.

• My personal experience has been that some male supervisors are better compensated than female supervisors. Also in my experience male workers and supervisors are held less accountable to work ethics, work schedule and productivity than female workers and supervisors.

• My supervisor is the best supervisor I have ever had [REDACTED]. He is fair to all of us, kind, supportive and always there to help all of us. He's the best supervisor and shows care for each and every one of us. He's the best!

• Need to correct Question 22's "Example". It has #2=somewhat racist and #4=somewhat racist. Makes it confusing answering the questions.

• No comment

• No comment here

• No health insurance for partners is discrimination.

• Of what use are these data to the committee?

• Overall campus initiatives indicate they are very open and welcoming to people of all races/sex/orientation/religion, and I have not seen anything to contradict that.

• Please note the number of directors at FGUC who are male as compared to the balance of the office employees who are female. There is clear evidence that there is preferential treatment for top management positions for men at FGCU. Age is also a factor. When hiring a female or male into any type of assistant director or director position, those being hired are generally in their 30s or very early 40s. Few advance positions are given to females over 50 regardless of experience.

• Qualification is not the first priority when choosing a job applicant. Gender, age, race have played into the final decision.

• Questions 21 and 22 are poorly constructed

• Regarding an earlier question: I think that the "Q" in LGBTQ stands for "questioning" (not "queer").

• Reverse discrimination occurs quite frequently on this campus and I don't see it getting much attention.

• Sexual identity is not an issue that is discussed in the work environment and therefore has not been a problem. The focus is on the work or issue at hand and all inappropriate references are strongly discouraged.
Since my employment in [REDACTED], I have observed an atmosphere of inclusion, however there remains periodic observances of discrimination, retaliation and harassment on campus.

Some of the questions imply that there are unsafe places on campus for gay, lesbian, trans-gender, male or female employees. I have not seen or know of any of these areas. I have not ever been afraid on campus.

Some of the reasons questions of that I have been denied opportunities to advance in my job is misleading. I haven't been denied opportunities to advance in my job because the opportunities to advance don't exist in my area. I feel that is bad because I have no motivation to do better because I recognize that it won't get me farther in my career here at FGCU.

Sometimes FGCU seems very "anti-religion." As a student, I had to read very offensive literature, and as a professor, I have had to teach literature involving evolution and other beliefs that tend to conflict with my personal religious beliefs. I also hear many people belittle religion in general.

Staff and faculty here are generally very professional, welcoming and caring. It seems like a big family at times.

The above questions need work...some don't apply and I had no way of saying "don't apply"

The above questions should have an N/A answer as I find that they don't apply to me at all.

The attitudes of many faculty and staff on campus towards employees of "lower" employment status (OPS, Support Staff) are often disrespectful and do not reflect professional attitudes that should be displayed in the work place.

The campus climate has always been open and inviting. I thoroughly enjoy the campus climate and hope that everyone else feels that same.

The campus seems very friendly towards domestic partners, except at the benefits and human resources level. But the people are supportive. The administration is not.

The category ratio for the above questions reinforces my previous comment: over half of the questions address sexual orientation, yet only one addresses religious values. In addition, offering "homophobic" as the only basis for opposing viewpoints is itself a biased position. It identifies fear as the only basis for objection when, in reality, objections arise from many sources. However, such perspectives seldom receive serious or respectful consideration in campus-wide discourse.

The environment is not very receptive to peoples of African descent. Although the President is an African-American, there has been little positive change in the environment. In fact, it appears to be getting worst. Latinos and European ethnic groups do well at this campus. There is little respect shown to people who have many years of experience on the University level and those who are aging. Some have been "encouraged" to think about retirement. Little respect is also shown to the founders of the University. For years the founding President, for example, was not invited to functions and became invisible. It seems that the earlier people are systematically being "forced" to leave because of the unwelcoming environment or other things being done. There are cliques and for those in the cliques, life is good at FGCU. For those not in them, life is not. The clique’s leadership is often in the upper management.

The fact that [REDACTED] was allowed to intimidate and humiliate women as long as he did is shameful to FGCU. Ten years of complaints from women, three previous investigations, none of them ever saying he is a good manager. Still FGCU does nothing. After each investigation he became worse and for us women, it got way worse. If they went to HR they were told that they should go to another area. ????? After 3, 4, or 5 complaints about the same manager a normal place would someone say maybe we have a problem here? Still women after women were told to go get mental help. [REDACTED] would give them materials on how to deal with difficult bosses. Do I think there is a gender problem at FGCU? No, I know there is a problem. If you need a survey to tell you then wake up. Look at your lawsuits. To the people who allowed this to continue I hope you cannot sleep at night.

The first two questions in #24 are difficult to answer the way that they're written. I don't know the sexual orientation of all colleagues I support, and I don't necessarily "support" colleagues with different sexual orientations or ethnic backgrounds just because of those factors.

The key does not make sense for some of the statements posed.

The perceived acceptance of gender harassment, hostile work environment and power laden consensual relationships on campus makes the climate much worse. I perceive an "old-boys" network is in charge and if women attempt to rise above a certain level of leadership within a department or the university, they are hounded and persecuted. I am not talking about the past. This is going on today.

The prior supervisor discriminated against me due to race, but [REDACTED] no longer holds that position. [REDACTED] I went to HR on several occasions and asked to keep the matter confidential, before I could return to the office, my supervisor had knowledge of my visit. The [REDACTED] telephoned not only my supervisor but the Administrative Assistant as well. I had no one to turn to after getting slapped in the face by the [REDACTED] and I decided to keep my mouth shut and pray. I must say, God answers prayers.

The questions that ask about supporting a colleague who has experienced difficulty assumes that we know of situations of discrimination which I don't believe are occurring

The threats at FGCU are more invisible. It's not usually a matter of physical safety. However, a gay colleague has been very frustrated about the denial of partner's rights, which FGCU should modify. The real threats are in a culture that is often foolishly hierarchical and stagnant.

The University, often times, goes too far in supporting claims of bias and rarely takes a strong stand when our investigation demonstrates no wrong doing by an accused person. We do a poor job of representing those wrongly accused.
• There are areas on campus where it is clearly a man's world or sometimes an "old boys club" including our upper administration. Business and engineering and parts of CPS. Also, whole recent uproar about consensual relationships - not one woman faculty or student thought it was okay but there were men who were more lenient. Some faculty get away with it and others don't but always men seem to be the ones who date students. Hmmm...What does that say about gender and culture on our campus?
• There are not NEARLY enough blue light emergency boxes on campus. There are supposed to be so many of these that a student could run to one in a matter of about 30 seconds if she found herself in a situation where she was in trouble and needed emergency assistance. I have avoided campus events and courses at night specifically due to safety concerns.
• There are parts of campus that can be very scary to walk on at night as a female, and I tend to try to avoid those areas during those times. As a female, I don't find the campus very welcoming or safe-feeling at night.
• There is a general consensus among my coworkers that discrimination against women exists at FGCU--specifically in terms of advancement and upper level management.
• There is currently an employee who I believe discriminates against me because of my religion but she is not my supervisor. In fact she is way below me in scale yet she is a very mean person.
• There should be benefits for domestic partners.
• This campus has a large number of staff members who are anti-academic; they don't understand the needs, culture or practices of the academy. Their supervisors don't understand the pace, focus or requirements of services needed by faculty.
• This campus trips all over itself to be PC, very often committing egregious reverse discrimination. THERE are different standards for promotion for men and women, it being MUCH easier to get promoted if you are a woman.
• This part of the survey will lead to inaccurate results. For white men, there are no problems. But the university has a serious problem of sexism and sexual harassment of women -- and this has been promoted by much of the "old guard." Even where overt harassment does not exist, deeply embedded sexist traditions persist.
• This set of questions strikes me as a bit of overkill. Given the length of this section, I would expect to see some responses that are unreliable.
• Too much emphasis is placed in this area at FGCU. It is none of our business what sexual orientation someone is.
• Unfortunately, sometimes actual poor job performance has not been addressed because the supervisor questioned whether the employee, 'race or gender would be an issue instead.
• We need to support domestic-partner benefits.
• We seem to be moving towards a "good old boy's club" here at FGCU. All top level personnel are male (president, provost, HR, ORSP, etc.), and there has been a significant change in "gender culture" with the arrival of senior most academic affairs leadership.
• Weird questions, very weird not sure what you are looking for. If hate crimes are reported then the info should be available from UPD. I'm not aware of any discrimination at FGCU based on the above questions. If there is a problem upper management should address and punish violates not ask staff a bunch of trick questions. This is the weirdest survey I have taken...... My never answer to the 1st question is based on the fact that I have no way of knowing someone's sexual orientation unless they have told me, no one has ever told me and I have never asked
• What does support of sexual orientation or race or gender have to do with doing my job? This should have had an N/A column
• When I teach night classes, I am uncomfortable walking alone to my car because of inadequate lighting on campus.
• While FGCU seems to have an overall good environment regarding sexual orientation or race, the socioeconomic status seems to be a clear problem. You are not invited to a President's anything unless you know someone or have given money to a certain fund. When they ask for volunteers for a golf event it is only certain people that can participate and do not have to use leave time, even if it is during a workday. Those calls for volunteers do not go out to everyone. Again if you are not making the right money or have the right title you are sort of left out of the "big events".
• You ask a lot of question about race, gender, and sexual orientation. What about those of us (faculty, staff and students included) whose faith is central to their being? The is NOT a freedom to live life and be comfortable of having your faith be evident. Heck, we can't even hang Christmas decorations!! What is wrong about being a campus where people of all faiths can celebrate the faith and blessings that come from the God that they worship? Why is the administration so threatened by the campus demonstrating freedoms in EVERY way? That is what a college campus should demonstrate -- and tolerance is tolerance...not just selective tolerance.
• You can't always know when you are being discriminated against. But my gut reaction is that women face some strong discrimination on this campus. And many of the people doing the discriminating are probably unaware of their actions or have "excuses" or rationalizations for their actions. There is a CLEAR good old boys network in place. And I don't see this survey making any impact on it, but I am willing to share my thoughts anyway. On the other hand, this campus needs to take this survey seriously by using it as a catalyst for change. Just recognizing the problems is ONLY THE BEGINNING... not the end. If you want women to feel welcome, you actually have to treat them fairly, with respect and integrity. It reminds me of the 1970s.
• You did not include age which is discriminated against equally to ethnicity, race, sexual orientation and gender.
• You failed to include "age discrimination" in the above survey...consider including it the next time you do a survey!
If you would like to elaborate on your responses regarding institutional commitment to diversity, please do so here.

- "Increase the diversity" smacks of quotas. I believe the University has the obligation to try to recruit diverse leadership, faculty, and administrators. But the most qualified person should always be hired regardless of diversity.
- #29 - Commitment to diversity is more than rhetoric at FGCU. What does this statement mean? I don't understand it.
- Above diversity, I believe we should hire the best person for the job.
- All Department VP's are male. Room for diversity here. I feel FGCU needs to be more consistent in engaging conversation and heightening sensitivity to diverse groups and individuals. We must continue to take consistent steps toward optimal campus civility as well.
- All of this is well and good, but diversity shouldn't be done at the expense of quality (i.e., hiring people just to fill desired needs). I think FGCU is doing a good job at this, but in general, I would like to see more attention paid to issues of sexual orientation/discrimination at the top levels of the administration.
- Although diversity is an important aspect of cultural education and I heartily support this, I feel we place too high an importance on this to the effect that non-diverse students/staff/faculty could feel left out or left behind. One simple opinion.
- An issue that is EXTREMELY important is student health insurance. With students in ICU with no health insurance this is a critical need. An extended policy for hospital benefits should somehow be incorporated into their fees. Or to opt out, they would need to provide proof of other insurance. No student should be faced with a $150,000 hospital bill because they were too poor to purchase. I have worked at another university for a very long time and we had an excellent plan for the students. This is foolish that a university this size does not have a plan in place. I know you offer one that cost out-of-pocket over $100 a month -- and there is not a student here that can afford that -- if it was in with their fees and they had a health insurance card it would make so much more sense.
- As a minority, I can say with some knowledge and experience that "diversity" at FGCU has been extremely lopsided. If you aren't a particular race or gender, you aren't promoted or recognized unless you complain. File a grievance and then everyone reacts. Can we please be proactive about this before we have another lawsuit?
- As to the items in question 30, in these various instances the best person for the job, regardless of race should be the person hired.
- At this institution, GLBTQ is usually not considered in drives to increase "diversity"
- Build a university based on true diversity, open-mindedness, equality, and quality, and like types will flock in all capacities negating culture and climate study survey questions like this one that appears to be a cosmetic concern. I believe in institutional commitment to diversity, but not by planting it to maintain it.
- Disability needs to be included in the above questions. I do not feel that FGCU is very responsive to its disabled employees.
- Diversity is so much bigger than race, gender, etc. It's about life experiences as well. I am strongly opposed to hiring or accepting faculty and/or students based on their race, gender, etc. in the name of diversity. People and students who are qualified for the job should be hired or accepted. There is too much emphasis on this lately and it's not something you can force people into accepting.
- Diversity at the cost of passing over experienced and loyal staff is demoralizing.
- Diversity from many perspectives is important, but it is equally important to ensure that individuals have the knowledge, skills, and abilities to full position expectations. Expectations should be the same for all regardless of group status.
- Diversity is good. However, the pursuit of diversity here at FGCU has resulted in some minorities who are incompetent in their jobs and yet will never be held responsible because to do so would make it look like we don't value diversity. Sadly this hurts diversity efforts because no one wants to get stuck with an incompetent colleague or direct report that you can't get terminate if warranted.
- Diversity is important, but in terms of hiring practices, the best person for the job should get the position.
- Diversity is more than "race, gender, ethnicity, sexual orientation, and other identities." This university focuses only on those outward signs of diversity, making diversity symbolic only. True diversity requires variety of viewpoints, encouragement of debate, providing more than one perspective on important issues.
- Diversity is not a requirement, nor in my opinion, is it desirable as a formal policy. Each person should be treated with equality, but diversity is less desirable than integration...meaning all of us are equal and should be seen to be equal by the University. Recruiting people because of their gender, race, ethnicity, or sexual orientation is wrong.
- Diversity is not as important as quality. We should strive to employ and serve "the best and the brightest" regardless of racial and ethnic background. We should be truly color-blind.
- Diversity is very important, however, there are preferred subgroups that receive a disproportionate share of resources. "Elite" subgroups promote "them" versus "us" thinking and lead to separatism rather than unity.
- Diversity remains a catchall term for a commendable ideal. In reality, however, promoting diversity at FGCU translates into privileging liberal groups and agendas over all else. True diversity would offer equal privileging to all groups, including those that represent conservative groups, groups that promote family values, and groups that share religious worldviews, including those from Christian denominations. At present, these latter groups are rapidly inheriting the negative biases and prejudices so often relegated to former victims of discrimination.
• Does anyone care about cultural diversity down here in Florida? Perhaps I am the wrong person to ask - I miss a diverse population, and there is no diversity here.
• Existing diversity in FGCU administration = males of any race or ethnicity. Excludes females and this has evident effects.
• FGCU administration seems to be very committed to diversity defined as ethnicity, nationality, and race. They don't seem to make much move toward fostering an inclusive community for sexual orientation unless prodded (Examples: including "sexual orientation" in our discrimination statement, and failure to provide domestic partner benefits. For students, it's different in that racial/classist issues seem more "at play" than sexual orientation. But that's changing as our student body becomes more diverse.
• FGCU has a relatively diverse student body and diverse A&P and faculty when compared to the SW Florida community at large. The most under-represented student groups seem to be the Hispanic then black students respectively.
• FGCU has achieved a solid record of diversity at all levels of the workforce.
• FGCU needs to recruit the best. Not the best mix. The emphasis on diversity should be removed. It again promotes the ideas of racism as more qualified people are passed over in the name of diversity.
• Fostering diversity through local and statewide community outreach is very important.
• From my perspective, FGCU does a great job in terms of commitment to diversity. Would like to see emphasis placed on quality, rigor, & scholarship rather than diversity's sake.
• Health benefits should be offered to all families on campus, regardless of sexual orientation.
• Here we go on the diversity issue again. Hire people because of their qualifications and fit for a position. Diversity doesn't always fit the needs. Minorities are not the only ones who need financial assistance to attend school, especially not in these times. Budget needs are a bigger issue now than diversity. Let's move on.
• Hire the most qualified, the most deserving candidate regardless of sexual orientation, race or ethnicity. When racial quotas are followed someone will always be discriminated against. The unintended consequences are significant.
• I agree that diversity is important, but it shouldn't be the main drive in selecting people for any position from student up to president.
• I believe Dr Bradshaw is committed to diversity. This must be shown by the entire leadership team.
• I believe faculty should be more diverse to reflect the diversity of the student population at FGCU. It seems to me there is not enough Latino faculty and that most faculty comes from northeastern states who have very little in common with the southwest Florida community.
• I believe in diversity, fairness, and equity for all people regardless of race, gender, ethnicity, sexual orientation, etc. However, sometimes I feel it's over-embraced to the extent the majority is overlooked/disregarded.
• I believe the person who is best qualified, independent of race, should be given the opportunity (whether student or employee). Too much focus is put on quotas and not on the best choice. The university should not be scared to have a pool of choices that are the best even if they are or are not diverse.
• I believe you should focus on obtaining qualified individuals that strengthen the institution - in all areas, faculty, staff, administrators and students. Do not hire individuals based on their race, gender, sexual orientation or ethnicity.
• I didn't put strongly agree to each of these, because I think FGCU already fosters a diverse community. I believe this area doesn't need improvement.
• I do not believe the university should go out of its way to select staff, faculty, or senior leadership based on race, gender, ethnicity, and sexual orientation. Those designations should only be used when there is a tie between candidates and no other way to determine a winner to the appointment. Used in any other fashion could be considered reverse discrimination.
• I don't think we "walk the talk". Never have. Don't think we ever "really will".
• I embrace diversity. However, I do not agree with actions to purposefully increase the diversity of leadership, faculty, or staff; nor do I support any attempts to impose diversity requirements in course content. Diversity requirements would not be appropriate for all courses, and they would undermine my ability as a professor to decide what is appropriate course content.
• I feel strongly that the best person for the job, regardless of race, gender, ethnicity and sexual orientation should be the person hired. FGCU should strive to do everything in its power to ensure the pools of candidates are inclusive and that all feel encouraged and supported in application to the University. BUT, the person with the strongest credentials should be hired. I feel strongly that one could always defend hiring the most qualified person. Having position "appointed" because of minority status seems discriminatory to me on the other side.
• I feel that FGCU's current focus on increasing student and campus diversity limits our ability to focus on current students and university populations. In fact, I feel personally overlooked because I am not from a "diverse ethnic background". I have also seen major recruitment efforts directed at "diverse populations" as opposed to "exceptional" student populations, which I think negatively affects our university and campus population.
• I feel that the University has always had adequate diversity in its policies, student body and staff and faculty representation.
• I feel that there are few minorities working in visible positions and that there should be more recruitment done among low income and minority students.
• I feel that we sometimes go overboard with the 'diversity' idea. We try too hard to make sure that we have included every group in every situation where it may not be necessary, or lead to not including people who should be there but aren't included because it wouldn't be diverse enough if they were there.
• I question why you don't included religious diversity in your integration concerns! Our "world climate" DEMANDS religious education, understanding and tolerance more than ANY other specific "identity difference" ever has or ever will! Has race or gender or sexual orientation provoked and sustained global wars??
• I support "fostering a student body that is diverse in terms of race, gender, etc." only if those students are selected for admission based on their academic history, GPA, SAT or ACT scores, not based on their "identities" as a special class.
• I teach required courses, in which mostly juniors are enrolled. I'm fortunate to have one or two African-Americans.
• I think diversity happens. It should be encouraged, but it should not be required. I think when you require diversity you end up discrimination against someone inadvertently. I personally do not care what race/gender/religion/status you are. In the end we are all human, have our flaws and work better with some than with others.
• I think diversity, across the board, creates strong programs and support systems for our students. I do not want to see quality damaged in pursuit of this, however, through the hiring of less qualified or experienced faculty, staff, and administrators.
• I think having required general education classes are a necessity in order to achieve the points stated above. Having just events, clubs and organizations designed to foster diversity is not enough.
• I think that it is great what we currently do on-campus regarding diversity, but sometimes it becomes overwhelming, like too much emphasis is being placed on portraying that we are diverse instead of just being diverse.
• I think there is a real commitment to diversity, but there are still a lot of problems, as noted above. Also the commitment is much stronger at the level of race and ethnicity than that of gender, class and sexual orientation. There is also a very vocal backlash emerging against the commitment to diversity that the university needs to be aware of and monitor.
• I think we are pretty diverse across the university.
• I think, FGCU administrators talk-the-talk when it comes to diversity, but females are strongly discriminated against in all domains. Once again, I feel I am discriminated against because I want to celebrate CHRISTMAS
• I want everyone to do the same job no matter what the race is! Everyone is equal and we should not be afraid to say something to someone that is of race about not doing the job!!!!
• I was hesitant on the question of Increasing diversity among sr leadership, faculty and admin...I love to see diversity and think diversity can bring a number of things to the table, but I don't think a lesbian should be hired just because we're trying to increase diversity in a department if she clearly doesn't have the skills needed or a white straight woman was in the running that clearly excelled in the area of hire. As a gay man, I'd hope I'm hired on my skills and not because I'm gay.
• I would like to see more ethnically diverse teachers here at the University. I think we need more black professors.
• If diversity is important, how do we measure it? How do we show the entire university how we are doing in supporting this commitment would argue that if it were important we would be showing our results.
• In #29, second to last item, it is unclear whether the intention is that the current student body is diverse enough to enhance the experience of all or whether I THINK it would be the case, if it were diverse enough. I think we should be encouraging more diversity among students. I see this changing in a positive way and would like to see this continued/increased.
• In terms of hiring decisions, there is a set of fairly rigid criteria on diversity. Most cumbersome is the composition of hiring committees. We have to search for minorities in order for hiring committees to be approved. This presumes that faculty cannot be trusted to make fair hiring decisions on the basis of qualifications of the applicants. This is a rather unfair presumption. It ends up burdening minority faculty members with heavy committee service on these committees and, in some cases, it has given undue voice to faculty who elevate diversity to a deciding principle in committee recommendations.
• In the early years, there seemed to be more people of my race in both the student body, administration, and on the faculty. That has dropped greatly in the last few years and those that are here are still ignored and feel as though they have no voice.
• Increasing levels of diversity to be able to say we are diverse is not a good strategy we need to hire the best and brightest just as we want the best and brightest students
• It is important to foster a diverse STUDENT body, however forcing diversity among faculty and staff is out of hand at FGCU. During any search process, the pool of prospective candidates must be certified. Faculty and staff on search committee review applications without much knowledge of the candidates' race or ethnicity. When the search committee selects candidates for interviews based on qualifications, the list must be certified AGAIN. If this list does not contain a diverse pool, the committee is forced to accept the addition of diverse candidates that do not meet the qualifications for the position. FGCU should strive to hire the BEST candidates for each position, regardless of race, gender, and ethnicity.
• It is my belief that diversity needs to include individuals w/ disabilities, but the university and current upper leadership is not responsive to this issue.
• It may be important to consider matching the diversity of FGCU employees to the specific diversity of the student population we serve.
• It's 2009 why do we still care about race/ethnicity and whether or not you are gay? Find the best person for the job regardless and accept anyone who meets qualifications to attend the university. I can't wait for the day where I never see junk like this on a survey again, because people in my generation have already accepted the fact that there are different people in this world.

• Leadership, faculty, administrators and students should be chosen and recognized for abilities and accomplishments regardless of race, gender, ethnicity, sexual orientation or other identities. The very action of deciding acceptance on some identity formula discriminates against those having shown exceptional capabilities and lowers the overall quality of the body whole.

• Look for the best and brightest and let the diversity happen naturally - not go out and seek diversity

• Major improvements have been made to expand appreciation for diversity over the years. However, greater understanding and tolerance should be demonstrated by those in leadership roles or individuals should be held accountable and removed from those leadership roles. It seems some are kept in high paying positions even though they do not demonstrate adherence to our stated goals.

• Most of what higher administration states about supporting diversity is simply rhetoric and lip service, but instead are reluctant to support activities with their presence and finances

• No comment

• Once again -- why are the authors of this survey so afraid of mentioning religious diversity?

• Promotions and compensation do not always appear to be merit based at FGCU. There are people known to be incompetent who are compensated more fully than people who are more competent. My perception is that sometimes this is the result of a push for "diversity." I believe that hiring, compensation, and advancement should be based solely on merit and objective performance.

• Regardless of the number of females in leadership positions the President and Provost are both males. It also appears as though the next two people in line for the President and Provost are also males. What I mean by that is when the President cannot go to a meeting the provost is sent, and when then the provost cannot go someone else is sent - the two people who are sent when going down the line from the President to Provost and so on, they are males.

• See previous answers for some elaboration on the visible vs. non-visible difference and diversity on campus. As long as the institution continues to hide behind Florida's regressive laws regarding sexual orientation, it'll be hard for us to ever get beyond the perception that diversity is a cipher for tokenism. The law won't change as long as smart people (of the sorts universities are full of) continue to put their heads down and pretend it's not our job to help change the law by changing the culture in which laws are (re)shaped.

• Senior leadership may have diversity sort of. But it is still a good old boys club. It is not a matter of having an African American or Jewish person among the senior leadership. It is a matter of integrating the senior leadership with the campus community. [REDACTED]

• Senior leadership needs more females. The majority of senior leadership positions on this campus are perceived to be filled by men.

• Sexual Orientation needs to be part of the diversity statement, Benefits for same sex partners needs to be offered by FGCU. There are people known to be incompetent who are compensated more fully than people who are more competent. My perception is that sometimes this is the result of a push for "diversity." I believe that hiring, compensation, and advancement should be based solely on merit and objective performance.

• Show commitment to diversity where it counts - in the lives of those diverse populations. For sexual orientation, domestic partner benefits are not currently offered by FGCU. Nor, as far as I know, is there any movement towards doing so among senior leadership. It's all well and good to talk, have luncheons and "state" one's commitment to diversity, but it doesn't impact my family or other identities. The very action of deciding acceptance on some identity formula discriminates against those having shown exceptional capabilities and lowers the overall quality of the body whole.

• So far the survey has not mentioned agism. I sometimes feel discriminated against because I'm a baby boomer -

• Sometimes, as an organization tries to become more diverse, that takes precedence and qualifications can be overlooked. I believe in looking for qualified people to hire but in doing so, having an inclusive mind set.

• Students nor staff/faculty should be judged based on race, gender, or ethnicity. They should be judged based on their academic potential (students) and qualifications only (staff/faculty) without any consideration (negative or positive) for diversity.

• The abilities of the administration, faculty and students are more important than their racial, ethnic or gender identities. Women have not been a part of the upper administrative structure for some time now. Not all the women who are present in the administrative structure are capable. This is an individual, rather than gender short falling.

• The academic reputation of FGCU is enhanced by academic endeavors. Race and multiculturalism are not academic endeavors but rather a not so subtle form of race labeling and indicate racism. The issue is highly politicized and polarizing within the institution and the academy more generally. I want to see us increase the quality of personnel and all other aspects of the academic side of this institution. I honestly feel indifferent to race, sexual orientation, or group identity politics. I have often hosted other races and sexually oriented people in my home (and work) and I believe that their choices are their business. I do want all employees to be successful in their endeavors and if they are not to be held accountable. This extends to faculty, staff and administration.

• The commitment to diversity is questionable in Student Affairs.

• I cannot repeat enough the negative and hostile climate that key academic leadership has created on this campus in the short period of time that they have been here.
• The issue of inclusivity always creates, perhaps unintentionally, the seclusion of other groups; be that based on sexual orientation, gender, socioeconomic status and so on. As for the hiring of diverse individuals, while diversity is great the true issues are the need to hire individuals who can handle the duties of the position with grace, tact, diligence, understanding, and who possess the ability to think critically, as well as someone who is not afraid to put words into action.
• The level of professionalism and staff that is qualified to do the job has taken a back seat to diversity. A person's race and/or ethnic background should not take precedence of qualifications!
• The one thing I think we need to avoid is placing people in positions just because of their gender, sexual preference, or race. Always start with the qualifications. This is not to say that their are not qualified individuals in these categories, I'm just not sure FGCU attracts the qualified ones. We should not settle just to be diverse.
• The primary mission of an educational institution should be education and not political correctness. Employment and educational opportunities should be based on merit and not whatever the issue "du jour" is - example: diversity. There is a fine line between diversity and discrimination - to achieve one almost certainly results in the other to some degree and toward some demographic group.
• The senior leadership and others who report directly to the president are currently more diverse than any other time in FGCU's history. I do not believe there needs to be an increase.
• The University does an adequate job in regards to diversity of race, gender, ethnicity, and sexual orientation. It lacks diversity of thought and often does not support diversity of thought. As a politically conservative and religious individual, I tend to keep quiet about these aspects of my life. The few faculty members and students who have spoken out have had some fierce retaliation from other members of the campus community.
• There are only two women in a department of 10 and only one person of a different race among those 10. I have been talking about this with my direct supervisor for years but nothing has changed.
• There are social gatherings for the departments who can afford it (such as the [REDACTED] Thanksgiving and Christmas parties) while other areas do not have them. Departments who don't have revenue sources or foundation monies have to spend their own money on staff development.
• There is a great need to have minority women in senior administrative positions. Although unintended, the top administration - President and VPs are all men. The good old boys club is very much alive even in the second tier - [REDACTED] was promoted without providing equal opportunity for other qualified candidates to apply for the position.
• There is a problem with diversity in the student body. We are attracting students from Broward, Palm Beach and Miami-Dade counties specifically because this is a "white" institution. I don't know what to do about it, but perhaps it should be discussed.
• There is a real issue with diversity on our campus. Ultimately, our students lose out when they can't have interactions and hear the experiences of those that are different than they are.
• There is not much diversity at FGCU in terms of staff or students. Most of the staff in my department are white, and the vast majority of my students are white.
• This campus seems to be tripping all over itself to attract the traditional under represented groups, right now males only make up 40% of the student body and NOTHING is being done to correct this imbalance.
• This is part of our mission statement and guiding principles. But when we look at policies, it is as if that is forgotten.
• To me Diversity is a relative term it cannot be defined. Too much divinity is as bad as not enough. I'm having a difficult time understanding where this survey is going. I seams like FGCU is admitting they have a problem however I'm not aware of it. The big problems is we haven't had pay increases in 5 years.
• Too much emphasis on diversity can also be counter-productive. When you stop thinking about racial issues, is when you have achieved racial equality. The more thought, the more gimmicks, i.e. T-shirts with diversity emphasized: then one perceives that there are issues to be resolved. I personally have not sensed these issues...but when shoved in my face repeatedly... then I become to believe that there may be some unresolved problems that I am not aware exist.
• Too much emphasis placed in this area. More emphasis should be placed on supporting faculty. We are expected to teach excellently with a full load and sometimes more. Then we are expected to publish. What is most troubling is the rules keep changing.
• We already have a very diverse senior leadership and administration.
• We do a good job related to racial diversity; I would like to see more women in higher levels.
• We do not have much diversity on campus.
• We do this and will keep broadening the definition of diversity.
• We seem to have gotten some handle on racial diversity at the top but not gender. How can we encourage sexual orientation diversity on a campus where we don't offer equity in benefits?
• We spend a lot of time on this. As a growing institution, I'd prefer more experienced, qualified staff who can handle the challenges of growth. Emphasis on quality would benefit everyone.
• What happened to hiring the best person for the position and not just looking for diversity for the sake of diversity? I think many quality people are overlooked because they are not "diverse"
• When it comes to diversity and increasing diversity among faculty and staff, I think the most important part is hiring candidates who are qualified and not hire based on needing to meet diversity statistics. By hiring in people who have the education and experience will result in the most efficient and success among students' education.
• While environmental courses are required for all students, and in [REDACTED] is emphasized more, there are no required diversity courses at the University. Both are among the basic principles of the University and the mission. For the entire we have been in existence (13 years), there has been nothing but rhetoric. Committees have been formed and supposedly can't figure out a way to include it as a requirement. Enforcement has never been a priority, or even a desire of the senior administration. My immediate supervisor supports diversity because he is a minority. The Dean does not appear to support it. The "diversity" historically and currently has been satisfied by hiring foreign faculty. Consistently people of African descent born in the US have been excluded, and Latino-Americans are not treated well in CAS. I don't know the exact percentage, however I am convinced it is less than 10% and may be lower than 5% among the teaching faculty level. Very few are in senior management. African descent students are suffering tremendously at FGCU, and their leadership has articulated this to the senior administration with no action taken. Some of them have expressed real fear for safety and described blatant disrespect, and harassment from both students and the authorities on campus.

• While FGCU has made statements and taken initiatives to improve diversity one approach has bred a lot of resentment. Appointments of persons to positions without searches and creation of positions that did not previously exist, as an effort to increase diversity has a very negative effect. People wonder why/how they can't get positions supported in departments yet a few select areas seem to have no restrictions and forego the regulations and procedures we are all asked to follow. If each area was given this same opportunity we might all be able to change the campus diversity. Salaries for these positions are reportedly far ahead of salaries for current employees with equal or more education and experience. We can't achieve diversity and equity (if we really understand what this means) by using these inequitable strategies. It seriously damages morale.

• While I strongly feel that these issues are important, it is extremely difficult in this larger community to achieve these goals as the regional population and culture of the community has many challenges in this area as well that impact the university's ability to attract and retain a diverse work force and faculty.

If you would like to elaborate on your responses regarding the campus work culture, please do so here.

• "I receive appropriate guidance from my direct supervisor to effectively perform my job" and other direct supervision questions in Section 18 could not be answered fairly because under the previous Chair, now on leave, the answer would be Disagree (i.e., poor communication and direction), but under the current Acting Chair, the answer would be Strongly Agree.

• Access to tuition reimbursement? Never heard of it.

• Again, my own department (and school) culture dominates and perhaps unfortunately, affects the way I view all of FGCU. I know other colleges and departments have very different, much healthier cultures and happier employees as a result.

• As a part-time faculty member, health insurance is way more expensive than as a full-time member. I don't think that is fair.

• [REDACTED] After that my supervisor started turning FGCU volunteer events into mandatory time. We were told we had to be there. If it isn't volunteer time anymore then we should be paid. I believe that's the law. I don't think FGCU as a whole is to blame. I talk to some on campus who are happy and feel that they are supported. I also talk to many (mostly women) who feel that their immediate supervisors are comparable to mine. They feel that they are disregarded as a member of the community and that nothing they do or say matters. It is a small group (as far as I know) that is making each of us feel this way. I don't think the president and other executives realize what is going on since we never get a chance to talk to them and if we do we are afraid to say anything out of fear.

• As an A&P professional it is difficult for me to balance work and personal life sometimes. My specific job often requires night and weekend work, but I do not receive comp time or over time for working over 40 hours a week. I am expected to work my full 40 hours in addition to those extra hours. These extra hours occur at lest once a month, often several times a month.

• As an ad hoc employee operating out of a home office, I have little interaction with faculty/staff aside from emails, so difficult to comment. In the dept. for which I work, it's "every man to himself"; very little in the way of strategy discussion and longer term planning.

• As an out of state adjunct, the campus culture does not impact me. As an out of state adjunct, I'm cut off from much of the communication and information available to on-campus faculty.

• As to my dissatisfaction with benefits and tuition reimbursement: the benefits themselves have been adequate to my health needs and I don't need to use the tuition reimbursement at this point in my career. However, the exclusion of domestic partner benefits and the failure of the tuition voucher system to accommodate my partner (who wants to take classes but does not enjoy the same discount that my married colleagues receive) are deeply discouraging and demoralizing lapses. It's not enough to claim that state law won't allow use of public funds to support these sorts of benefits. If the institution really believes what it claims to value about diversity, it will do the difficult work of making this happen by finding the private money to support it (the foundation might, for instance, stop insisting it can't do this and instead ask someone or some group to help support this type of thing). These sorts of benefits are not just about the
real human lives that suffer inequitably. It's also about the signals we send to our students and the community. We value diversity, we say, but when we have the opportunity to be leaders (to get out of front of our community and lead the way on one of the key human and civil rights issue of our time), we remain silent as an institution and hide behind actuarial projections and fundraising fears. What kind of message do we send to gay, lesbian, bisexual and transgender students about how valued they are when their non-heterosexual professors are treated as inferior to straight faculty? The fact that this is not a more urgent concern of an administration so committed to diversity is appalling. As to employees being treated equally: I hope we don't fall into the trap of false equivalency here with the data this will generate. "Equal" is a difficult term, esp in academic culture where credentials and training ought to necessary mean that different people will hold different stakes in the academic mission. It's one thing to treat all employees with fairness and equity in the context of the job they were hired to do. It's quite another to try to efface the important distinctions between different types of intellectual labor represented by, say, a ranked faculty member with a terminal academic degree, and an instructor with only two years of general graduate study beyond the baccalaureate (little things are telling: the way so many instructors here describe themselves as "professors," a usage than would be - justifiably - laughed at within most academically serious institutions). Too often, FGCU falls back on its newness and how we're "a different kind of institution" to justify jettisoning well-established and valuable best practices within the profession (tenure being only the most visible). Meanwhile, the administration seems increasingly to operate like a publicly traded corporation that sees employees as threats rather than assets (the micromanaging of searches comes most immediately to mind and the way HR/upper academic admin seem to be eliminating as much faculty discretion from searches as possible while themselves exerting little quality control over a system they seem to want to manage; here, see the requirement from [REDACTED] that all searches require candidates to submit teaching philosophies - a perfectly justifiable thing to ask for, but there was no consultation with faculty before requiring this and the language in the [REDACTED] system that solicits this particular piece of the application is rife with spelling and grammatical errors that, when one inquires of one's chair and dean about these matters, one finds that allegedly these errors cannot be fixed ... meanwhile, someone else's error redounds to the department's discredit and makes both faculty and the institution look like amateurs). Finally, a word on work/life balance. I enjoy what I do and I believe in my work so that I'm willing to invest a lot of my personal time in my scholarship so that my teaching doesn't suffer and I can maintain the scholarly agenda that I feel I need to maintain. But even if I didn't feel this way, I'd still have to work this hard in order to keep up with the demands for the job, and that's wrong. I've gotten no meaningful raises since I've worked here, but my class sizes have gone up and the expectation for scholarship is going up too. How that isn't a pay cut is beyond me, and it's simply not sustainable. I love what I do and would do it for free, as the old saying goes, but unfortunately my bosses seem to know that already.

• Balancing personal and professional life is nearly impossible. [REDACTED] As an SP employee, I have break time and a lunch hour to attend to personal matters but have absolutely NO PRIVACY to do so. From time to time, I would like to come in late or leave early or take off altogether, using my own leave time, to take care of these matters confidentially but feel awkward to do so because I think (I'm stressing that I'm the one who thinks that and my direct supervisor may not) that it may be viewed as if I'm not interested in my job here or the job I'm doing. Would I love to work from home on a day that I may expect an important phone call? Heck, Yes! Is it even possible with my position to work from home? I really don't know. I would love, love, love to see a survey done on how many of our (SP) positions could implement working from home even ONE day a week. I don't mean working 10 hrs. On 4 days either...that's even more stressful I think. 

• Being an OPS employee, I don't have health benefits or access to tuition reimbursement. It would be nice to have some sort of option for OPS employees.

• Children should not be brought to work on days they are not in school unless emergency - they may become a distraction to others while at work. Children's school days off are advertised well in advance and planning of childcare should be done. Environmental sustainability may be improved by less mandatory paperwork that may be kept electronically.

• Communication between my direct supervisor and myself is wonderful. The further up the chain of command, the more difficult communication becomes. I feel as if "higher ups" in the administration do not really care or respect my opinion because I am not important enough. I also think that certain rules and policies regarding communication at FGCU (specifically email and posting signs) seem set up to PREVENT the spread of knowledge and awareness.

• Communication between my immediate supervisors and the staff are fine, but I find this lacking in the Vice Presidential and Presidential areas. We RARELY see them in our work area. If there was a once or twice per year visit, it would be considered a great improvement.

• Communication is poor. Administration tells the students first and then the faculty. If it doesn't involve the students, administration only tells faculty the parts that make them look "good". They don't tell the whole story. But we find out usually.

• Considering campus culture and climate surveys, we have completed numerous studies and nobody does anything with the results. They are buried because they are not favorable. Actions of the [REDACTED] are what is in their best interest, not the people that make this place work. Including the holiday decoration fiasco of last year, diversity is ACCEPTING various beliefs not burying them with your head in the sand and you ass in the air. Upper administration is a bunch of talking heads that pat each other on the back and say good job. We can have committee after committee
and vote on many things, but eventually what the senior leadership want, is what is implemented. Shared governances is a sham on campus, and transparency is a little hole of what the administration wants us to see.

- Culture of dissatisfaction with senior administrators that impacts work environment. Feeling of favorites in department.
- Despite its commitment to promote diversity, FGCU generally dismisses or overlooks the conservative, spiritual worldview that promotes family values. As a viable perspective, it merits a voice in all discourse arenas and within any resulting policies. Instead, this perspective is frequently marginalized or maligned, overtly or indirectly.
- Employees are not confident in their jobs because expectations are not clearly set. The application of leave time, comp time and how time is recorded varies widely across university departments. A standardization of employee expectations within a framework of flexibility is needed.
- Everything seems to be done behind closed doors. There is limited communication from the VPs. The President's emails need to come out more frequently if the VPs are not going to do communications.
- Executives are removed from day to day life - they need to be on the ground interacting - not behind closed doors.
- Feel that FGCU does not value long-term service and sacrifices faithful employees had devoted to FGCU
- FGCU does respect the need to establish family/work balance. However, in my area [REDACTED] I have had to make concerted efforts to have this balance respected due to the expectations of the work and the fact that it supports mission critical infrastructure. I have had to fight to take vacation, to the point of making it a performance appraisal goal.
- FGCU has a number of leaders that have been here since the beginning of the University. Techniques that worked when the university opened are no longer valid now. There is a lot of "seat of the pants" direction going on. Leadership does not seem to know how to develop a high-performing organization. A review of Baldridge criteria of Sterling criteria would provide an excellent guide to necessary improvements. In terms of staff: there seems to be an interest in treating staff well as evidenced by lunches and give-aways. This is the easy stuff. It is much more difficult to clearly show staff where leadership wants to go and CLEARLY articulate how each staff member will contribute the success. I have never seen a report that outlines our measures of success and the progress that we are making towards achieving those measures.

- FGCU is oddly and unfairly selective in its use of employee tuition reimbursement for professional development (degree study). Apparently only study at FGCU and other FL public universities (the closest of which is minimum 2 hour drive and many programs are not available on-line) are the only schools for which FGCU will reimburse tuition. It also seems that authority to grant the tuition reimbursement rests with individual VP's who can choose to, or not to, permit the tuition reimbursement. Thus this program is not a universal benefit to all employees, or equally available to them. FGCU is antiquated in its recognition of other educational options. Sadly as a regional "leader" in higher education FGCU seems to offer much less support to employees in improving their own education (and subsequently the institution's collective gain) than our neighboring higher ed institutions. This has been a serious disappointment and frustration for a number of people working here, and some have left or considered leaving because of it. We should be embarrassed to treat employees like this. Some employees have been very fortunate to take advantage of this program and are as a result at higher levels or advanced in their positions yet others don't have the support in their units to be allowing for this professional development. The institution needs to champion a change to this policy so all employees can receive the same opportunities, and I would expect those who have benefited should be at the forefront of this change.
- FGCU is successful because of the faculty and staff that work endless hours to accommodate students. This work is seldom recognized by higher administration, but they always seem to take the credit. Gender inequity exists on campus and is never addressed.
- FGCU lacks cohesiveness, many departments act as islands and do not collaborate well. Many people I have spoken to are unhappy, but stay because this area lacks employment options in many areas. HR is viewed as an enemy by many people who feel unprotected by HR's "don't rock the boat" reputation.
- FGCU really does need to revisit how it defines workloads and responsibilities, as there is not always clear guidance as to where one's work-related responsibilities end and begin.
- FGCU started as an innovative, open minded institution. It has gotten stuck in traditional thought and process, choking the innovations and the morale of the people who work there. We are an institution like any other state institution, without the resources. It is the individuals at the university that make the opportunity unique for the students.
- FGCU/ Academia provides much better work/life balance than other occupations!
- General Culture: Most faculty, especially long-term employees, are underpaid and overworked. The Math, Science, English Departments who bear the Gen Ed loads are understaffed. These faculty feel they have to teach overloads, then have no time for scholarship. There is generally a disconnect between the administrations expression of support for academic excellence and its provision of resources (to keep class sizes low, faculty well compensated, etc.). Communication: Faculty have to rely on Faculty Senators to disseminate information to departments. That does not always happen efficiently, which leaves many faculty in the dark, or in the position of reacting to policies after they are approved. President Bradshaw's letters are helpful, but few and far between. Faculty input needs to be considered while policies are being developed, not as an afterthought. Work and Personal Life Balance: Unpaid faculty leave is not a particularly excellent benefit. Our university should have paid family leave, and offer same sex partner benefits. Our work schedules are flexible, which helps balance professional and personal responsibilities.
- Health Benefits are not quit as good as other Universities, not bad, but not as good. Also tuition reimbursement is below par. Other Universities offer free tuition to their employees including their immediate families.
• Health benefits have been decreasing steadily but costs haven't. No domestic partner support or options, Class sizes are requiring more and more time for job without any recognition in other areas -- and no more pay.
• I am a founding faculty member and I'm treated like dirt. Communication on campus is poor and the workings of Academic Affairs is a mystery. Only edicts from above that make little sense. In fact, Academic Affairs seems to be actively seeking to crush any creativity or innovation from faculty. Few faculty are speaking out because no one is willing to listen. [REDACTED]
• I am a Resident Director who lives on campus with the students in housing so finding a balance between work and personal life is always a challenge; especially when you are on-call 24 hours a day 7 days a week for one week each month. Might explain why some of my answers have me challenging my balance!
• I am among a small number of people within our part of the FGCU organization required to work on most holidays and during emergencies. We get comp days in lieu thereof but sometimes I get feeling management would be happier if we just worked the holidays and dispensed with compensatory leave.
• I am an employee who lives on campus. Therefore, my work/personal balance is difficult when I go home because when I go home, I am still at work. We also have many weekend commitments that take away from that, however it was part of my job description when choosing to come here so it was expected as part of my role.
• I am constantly being told about the use of my leave time, when I am almost at the max of how much annual leave I can accumulate. I am a single parent, and not by choice, and I am the head of my household. Most business that I have to conduct on a personal level is conducted during business hours of 8-5, which requires me to come in late or leave early.
• I am expected to cover for all staff who have outside activities. I am expected to do any task that others do not want to do.
• I am only dissatisfied with the benefits (health/tuition reimb) because I am not receiving any benefits as an OPS of over a year.
• I am reluctant to take time off for any reason because the work piles up and no one else takes over my responsibilities when I am not here.
• I am satisfied with my access to tuition reimbursement. However, my work hours are such that I cannot be available consistently enough to take the appropriate classes. (My hours change based on various projects) So I'm unable to take advantage of this benefit even though I would like to.
• I answered 3 for a lot of statements because I do not know the answer. Being an adjunct and teaching mostly online classes, I am unable to answer some of these questions because I do not have the opportunity to experience the situations.
• I believe that senior leadership operate much to vertical when it comes to communication, where it tends to be more horizontal from director level and down
• I believe that your adjuncts need to be better treated, with more financial incentive in order to survive in this economy. I also feel that having 40 or more students in an online class is unfair. The classes should be no more than 30. And if there are more students, than a 2nd class should be created! To somehow expect to have a long list of add-on students that can approach 50 or more is really inappropriate. You need to pay people fairly for their work and talent.
• I came to FGCU after having taught in several other schools. In comparison to these, FGCU's teaching loads and class sizes are very onerous, and therefore much less conducive to good teaching. I know it forces me to cut corners, and I see my colleagues doing the same --sometimes to a degree that is pretty shocking. I hope that FGCU will put its resources and energy into improving the core infrastructure for teaching excellence -- manageable course loads and class sizes. Pedagogical bells and whistles are not the answer; good teachers don't need them, and bad ones aren't improved by them. I would also like to see more institutional commitment to providing at least a minimum, basic level of learning resources (the standard databases, journals and other raw materials of learning and scholarship, which to a large extent we do not have for the humanities in this institution.) Right now in my entry-level survey class I have 60 students, nearly twice the number recommended by my professional organization as a reasonable course size for effective teaching in this subject-matter. In the three other institutions where I taught before, the maximum class size was the discipline standard -- 30 students--or, alternatively, large lectures with breakout discussion sections. The latter format works extremely well for my subject. We have plenty of demand for these classes--I could probably raise the course size to 120 or more per semester--but I have been told that we do not have the rooms or the TA resources here to scale up in this manner. This 60-person class generates 360 homework projects to grade and 180 exams per semester. With all this, plus lectures to prepare, I cannot also assign papers or teach research skills effectively (especially since we have very inadequate, and therefore inefficient, research tools for them to work with). I can't do discussion sections, or assign complex multi-step projects requiring close supervision. As a result, while I can teach them something about [REDACTED], I can't teach them the auxiliary skills that are very well taught in [REDACTED], like writing and research and study skills. And inevitably, some students who could have flourished with the right kinds of attention fall between the cracks. It is demoralizing, having to "dumb down" the way I teach, not because of the students -- most of mine are very intelligent, curious and motivated, though many are ill-prepared for college work to begin with -- but simply because there are too many students and I don't have time or resources to help them.
• I currently do not have health benefits through FGCU and feel a small stipend for saving the University would be a nice gesture. My previous employer allowed stipends and it was well received.
I did not find any financial support for continuing my education to the doctoral level. Pursuing doctoral education and being able to advance professionally here do not appear to be possible so I will have to look for employment where my doctoral degree is valued and my compensation reflects it.

I do feel that blacks, Hispanics, etc., get treated well simply because of fear of reprisal if they don't. There are things that a white won't say or do that our cultures get away with simply because of not being white. Treat everyone equitably.

I do not have the time to take tuition credit classes, but resent that I have to pay for Lifelong learning classes. Isn't there a way that the dollar value of credit classes can be applied to Renaissance Academy offerings?

I don't feel that the HR department does a very good job at being neutral or being discreet.

I feel that creativity is more stifled with the new leadership in Academics. Suddenly there are all of these "rules" that are unwritten and appear to have to substantiation other than leadership's need to be in control. This causes resentment and is illogical. I see very little dialogue on how to best approach issues of concern. Instead, final mandates are made that are often unreflective of what I thought the culture was at FGCU. We are too small to have become this fragmented.

I feel that everyone is on their own when it comes to job training. There needs to be more training for administrative personnel and cross training for when someone may be out. Small offices/departments should have better support from higher senior management and feel that they can communicate with anyone no matter what their title is. What is the policy for being able to view your opinion to the president/vice president, etc.? Is it even allowed? Will anyone even care or would it affect my job?

I feel that general morale is somewhat low. Many staff members have not had a regular pay increase in two years (just a limited state stipend) and have spouses/partners who are unemployed which exacerbates the issue. I'm very thankful to have my job but feel my wage falls short compared to others in the same position working in other departments. Staffing needs have fallen short and are not meeting growth of the university.

I feel that our tuition reimbursement plan is very poor. FGCU is extremely limited in what they offer, yet we can't get reimbursed for taking online classes at UF, FSU, other institutions. I am forced to take classes that have no bearing on my career from FGCU simply because that is all FGCU offers. Either FGCU needs to offer a wider variety, or allow us to take classes elsewhere (without our direct department having to fund it).

I feel that the lack of paid parental leave is very detrimental to the campus culture. I feel the same way about the lack of domestic partner benefits.

I feel that the senior administration is very out of touch with faculty. [REDACTED]

I feel that the sick leave system is abused severely. I know of many instances where a person has used all of their sick time but manages to leave early or not come in at all at least 2 days per week and take classes on top of that. If you can be gone from your job that much, how much are you really needed? What does that say to the people that really appreciate their jobs and come to work when feeling ill, just to make sure their jobs will be there? ? ?

I feel that the University as is willing to provide for certain persons with experience but not all. This is an issue that has me thinking from time to time of going to an employer who values experience of all employees.

I feel that, overall, communication from administration is good. However, this is the first institution where I've not seen the senior most leadership as a visible presence on campus. My position requires me to circulate campus frequently, and I have never seen our top administrators visiting the various campus offices. I'm sure they have, but it's not frequent enough. You can't get a real feel for what is going on, if you don't step out and see for yourselves. While I've been able to utilize my family leave as requested, I've had more than one instance where I was made to feel uncomfortable for doing so. I've experienced a general attitude that my supervisor is doing me a favor by "letting" me use my leave. I've also heard my supervisor making negative comments when my colleagues are out using their leave time.

I find it deplorable that we do not have paid leave for family purposes. FGCU presents itself as a progressive university, responsive to a 21st century workforce. If that were the case not only would we have paid parental leave, we would also have (domestic) partner benefits. This is something many campus members want, and are stonewalled when they (we) bring it up.

I gave low scores to employee treatment due to the way executive leadership has at times turned a blind eye to how employees are treated. FGCU lacks a feedback system that forces senior administrative personnel to take seriously the morale and well-being of lower level employees. Managers at FGCU seem empowered to treat people badly because there is no repercussions or personal risk. Far too many times it seems the employees who complain about how they are treated are ignored, or worse, while those doing the real harm are allowed to proceed unscathed.

I have a very good working relationship with my supervisor; however, I do not always feel I have been informed of executive level decisions on policy matters and other expectations of my unit. There are some policy decisions at the executive level that are not communicated to the Dean/Director level which are learned about through hearsay. For example, recent State directed travel restrictions were directed to the executive direct reports and I learned of the limitations set on other State agencies by the Governor through a newspaper article and had to ask Procurement whether or how FGCU was affected. Overall, my unit has worked hard to develop policies and procedures that we are responsible for and have an extensive website. However, there is a lack of knowledge about these guidelines. The only required training is the annual Consent Decree ‘mandatory’ training that unfortunately seems to have instilled a resentment of receiving training. As an organization we need to better address a top down communication and support
of the ideals we say are ours. And these philosophies need to be seen in the actions we take among each other. We speak of the importance of civility, but do not practice it well. From an overall employee benefits standpoint, the University is one of the best and most generous employers in SWFL. Our leave policies and ability to donate leave among employees is very employee friendly. I do not think that our employees realize just how big a part of their overall compensation is provided through non-salary benefits.

- I have a wonderful dept and a wonderful staff. However, we feel we operate most of the time in isolation...under the radar of the daily operation of the campus.
- I have held two positions here at the University and several years ago, I would have answered these questions very differently. I would still like to stay with FGCU because I feel a loss of some campus cultures are relative and reasonable based on growth. However, in my experience, hard work and dedication are NOT rewarded at FGCU. It is frustrating to see people "given" positions without proper hiring procedures being followed and it has been my experience that upward mobility is NOT based on talent and hard work.
- I have selected strongly disagree for questions as it pertains to benefits only because I don't have any benefits as a part-time employee.
- I have worked in two different [REDACTED] positions at FGCU, and my treatment in these areas has varied greatly. In one position, I was clearly discouraged from taking leave, and felt as though I was not given fair and equal treatment, based on my "Lower" support position. Now, I feel I am treated differently. Unfortunately, the above referenced questions are pertinent per department and supervisor--there is no overall "FGCU Work Culture" among faculty and staff--it is all separate, based on the department you work within.
- I just wish we had domestic partnership benefits for my partner. He recently lost his job and is working here OPS but his COBRA will be ending soon.
- I love my job here. But the most reliable source if communication is the grape vine. It is way timelier than any announcement from the president, VP, , or any of my supervisors. Great job SAC for giving us the comment boxes but more needs to be done. Ask staff how to fix this. There are many good ideas out here.
- I think all faculty/staff emails need to be reduced! Create a webpage of events and/or information regarding all employees or send out a weekly (or twice a week) calendar of events going on and information regarding all employees. It was nice to get 1-2 emails of weekly events during the week at my last University, as opposed to the 30 emails a day. I like being informed and participating in multiple events around campus from different departments, but miss some due to just getting tired of reading so many emails.
- I think there is a lack of direction from the VP level and up, especially considering technology. FGCU is a very laid back place to work and for that I am thankful, but overall my morale is low because of poor compensation and the uneven workload caused by co-workers who just don't care.
- I try very hard to have a positive, mutually-enriching experience with supervisors, colleagues, and students. It seems that I only really have control over what goes on in my own classes, so I'm trying to put most of my effort there. It takes a long time to get any response from leadership, and important decisions seem to be made behind closed doors. I work very hard, with lots of measurable success, but it's been a very long time since anyone's given me a pat on the back. Big sigh.
- I value the family time that I can take for both my children and my aging parents. FGUC has always been respectful of family needs it is one of my greatest benefits of working here.
- Key academic leadership at the highest level is indifferent to faculty. He is . . . slow to talk about faculty accomplishments. Some display contempt for those who are not in the arts and sciences. I am not sure why some members of academic leadership are at a comprehensive university with the feelings that they have . . . I had never heard of people at the highest levels getting involved with tests and item analyses, because a parent complained…You in a key position of leadership, you are not a principal. Try acting like one and try treating faculty as though they might have a clue about their fields.
- I was marked down on my yearly evaluation because I had "unexpected" leave time because a family member was sick! Isn't that discrimination? I was not taking time I did not have. It was leave I had earned. I cannot be expected to predict her illnesses. My supervisor says one thing in theory but reacts another way when I have tried to take EARNED leave.
- I wish we had long-term care as a benefit. I wish I had more clerical support. I think I spend too much time being my own support and feel I could accomplish so much more and be of greater use to the University with additional support.
- I work 50-60 hours each week as a faculty member. I have three different preparations every semester and my class sizes have been increasing every year. If a master's class is small, less that around 13 students, it will be cancelled, but large classes (>30) are rarely split in two. Because of increasing class size, I have watered down my classes with fewer assignments to grade and the quality of education has suffered.
- I would like to see a better choice for Dental. My dentist explained to me that what I have is not "Insurance". It only pays a small portion of the visit and treatment. I would like to see an actual Dental Insurance Plan (like Delta Dental, etc.) offered to employees.
- I would like to see more opportunities for permanent part-time professional positions, such as working 4 days a week, so that staff can pursue professional growth and improvement, which in turn would benefit FGCU. These include pursuits such as taking or teaching courses. Working full-time and taking classes or teaching courses can become quite grueling and reduce work performance.
• I would like to see the tuition reimbursement for employees' children expanded to nephews/nieces of employees who don't have children of their own. As someone who is unmarried without children, I feel I lose out on this important benefit.

• I'm [REDACTED] so I don't really get the benefits of health and tuition reimbursement. Sometimes I don't feel comfortable in my work environment because I'm still new and learning a little bit and other people have been here for awhile and built friendships. I feel like no one is really making an effort to make me welcome in my job.

• In regards to health benefits and tuition reimbursement - I am very impressed with both, except that neither include domestic partners. I would be MUCH more inclined towards long term service and continued loyalty to the university if it respected my domestic partner in both areas.

• Increased support and trust from supervisors that I am professional and knowledgeable (even without a Ph.D.) enough to do my job and make decisions would be nice.

• Individual departments are working to promote green initiatives but key members of the administration resist or ignore simple steps to enable greater compliance with the developed green initiatives. Occasional letters from the administration to "be green" are not adequate to encourage widespread acceptance of the initiatives. There are many people across campus that are very enthusiastic about a variety of green initiatives but it seems as thought there is resistance to real change within the administration.

• Information does not always travel down as quickly as it should. Even worse, information does not travel up at all. The past treatment of various employees by senior management that resulted in lawsuits brings to life the issues at the university. Unfortunately, only some are rectified. Others are left alone to continue to berate and demean their staff. It would be really nice if all senior managers (directors/assistant directors and above) had to use 360 reviews and if the VP's of each department had to evaluate them, and the president saw those that scored poorly. Does FGCU look to do things better, more efficient. Sometimes it seems like we are our own worst enemy on that. Some issues take forever to be rectified, and others are just talked about and never acted upon. Clear guidance is still lacking from the top down. Layers of management some with bad managers and no vision make it difficult to become the lean efficient machine we should be. We are a new university with 100 year old ideas of how things should be.

• I think that what senior leadership want they GET, they make the final decision on hiring, color to use in a new building and using intricate in-layered tile to make some folks happy is beyond all comprehension of use of valuable funding in these difficult economic times. Those luncheons sponsored by the Board to bring everyone together is a waste of my time. Give me a $50.00 gift certificate so I can choose who I want to dine with. Those videos of FGCU faculty and staff shown are insulting and demeaning. Another waste of time and money. I don't want to see [REDACTED] cruising around, they should be doing their damn jobs, they get paid, enough, I have no time to take off and play 'movie star'. People should not take bonuses when the rest of us can't make mortgage payments, buy groceries, and afford healthcare, is waste of resources, if there is wealth, spread it around. Leadership requiring intricate in-layer tile in the new building that takes 3-6 months to install and 100's of labor hours is pure fraud of FGCU money. Charging faculty for a parking permit to come to work is another kick in the face. Bradshaw pick up the cost for faculty and staff parking with your bonus. [REDACTED] are politicians that are NEVER seen on campus and have no idea who we are or what we do. Bradshaw can't bring any money into this university compared to Merwin.WE NEED CHANGE. Bring Bill Merwin back.

• It is not enough to merely send out all campus emails to effectively communicate. For the most part senior administration are invisible. With few exceptions they never venture outside of their offices to meet and talk with staff. Unless he is going to a meeting you never see the President on campus. Innovation and creativity are encouraged unless there are costs associated with the project. There are inequities across campus in the way staff are treated. It is readily apparent which division is the best to work in based on salaries and advancement (administrative services). In other divisions staff have been held in "interim positions" for lengthy periods (two years in some cases) and critical positions have been left unfilled. Faculty are able to get promotions however staff are not due to the hiring and position freeze.

• It is unfortunate, and costly to the departments, when procedures/ policies that have been determined in July are not shared with the campus until September. My supervisor is an excellent communicator but we both get frustrated when the workshops about new procedures raise more questions than they answer. Thus far, my leave taking has not impacted on my job. I would be hesitant to request longer than a week off.

• It would be nice for those of us who do not have children and are unmarried to be able to use our tuition waivers for our family members that are interested in pursuing educational advancement.

• It would be nice if campus daycare were of higher quality, and/or if there were a separate daycare for children of faculty/staff. At the moment, I feel that there could be a potential conflict in sending my child to the same place where children of students go, so I am not sending him to FGCU daycare.

• It's not as bad as it was 12 months ago and perhaps could be considered to be continuously improving.

• Lack of effective management skills and lack of positive interpersonal skills on the management side ruins any chance of a positive work environment. Some people should not be managers - especially those with social-emotional problems. For anyone else, it takes a special skill to be a manager.

• Little or no time to pursue significant professional development opportunities while at work, and no redundancies in key positions translates to work spilling over into personal time.

• Many of the questions above should be N/A since they do not apply to adjunct faculty.
Micromanagement from higher levels interferes with the ability of faculty to perform well, and stifles creativity and innovation.

More human, dynamic "energy" communication is needed. Little spirit really shown at sporting events, compared with other universities—both students & general public. So many good events & personal stories are not publicized on campus nor in local papers. Negative stories are often only ones heard.

Most of my answers regarding FGCU are based on Physical Plant experiences.

My department has always been accommodating in regards to my academic and personal obligations. If I need to take an on-campus course, my supervisor has allowed me to make up my hours by coming in early/staying later and compensate for the time away from my desk. The tuition voucher has been a life saver!! It is something I am truly grateful for; as it has helped me work through courses with financial assistance from the institution I dedicate a lot of my time to. I’m happy that program is in place. Perhaps there should be more individual employee recognition. There is a staff member of the year award, but that includes both SP and A&P positions; only one person from each job level gets recognized, which is great for the winner, but it would be nice if they could have more staff recognition/awards ceremonies during the fall term/early spring. The University as a whole is still working on its, community feel. I recently overheard a student say that FGCU is not a community; rather, it has a bunch of cliques that are close together. That was a bit disappointing, as we are our main focus here. I’m sure some staff members feel the same way. We need to work on our school spirit, but I’m sure all new schools go through similar growth periods. We are, after all, only 11 years old! The environmental sustainability aspect needs to be worked on. There should be a lot more education occurring daily/weekly that inform students what types of products can be recycled, how to reduce their consumption, what effect we have on the solid waste industry (where does it go), and which organizations the University is currently partnering with to move forward with this goal.

My direct supervisor is excellent in her commitment to her work and in her communication skills. Communication within the department beyond that is not at all satisfactory.

My direct supervisor is wonderful when it comes to needing time off for any reason and is a great communicator regarding wants, needs, and changes. The level above her is a complete micro-managing entity that often gets duties or tasks messed up because she tries to have a hand in things that she doesn’t need to, which leads to confusion, delays and mistakes. At the level above that one it is even more of a disaster. That person is hardly here, whether for travel or personal reasons, and when she is, it is at a minimal level of attention to a job for which she is paid extremely well. And if we are in such a budget crunch how can there be so much travel allowed.

My gay and lesbian colleagues do not have access to domestic partner benefits, which is inequitable treatment. Even in the context of our state laws, the University should be a leader in this area of promoting civil rights and by being a model of equitable treatment of faculty.

My main connection to the university is through my own college (education) and dean(s). I feel that they do a great job establishing and maintaining a positive work culture. People may feel differently depending on which college you are associated with. The only issue I have encountered is in trying to determine what is a fair workload each semester and that is more because of the nature of my position more than it has been about people not understanding.

My perception is that people are much more careful about voicing their opinions about important issues at FGCU, both within the college and at the university level. This caution, according to my perception, began BEFORE the economic downturn and so cannot, in my opinion, be accredited to that. There is, I think, more fear of reprisals from the administration. The university administration, I think, handles the university too often as a business (management/labor perspective), rather than that more appropriate to an institution of higher learning, where we want to and need to retain those who are most qualified and experienced.

There was a lot of hope for change when the current president was appointed, however he is very distant. He says "I didn't know" when told of things, but then does nothing about changing the toxic and hostile environment. He has turned the operation of the University (on the academic side) entirely to leadership in academic affairs, and individuals in this area are increasingly becoming viewed as one of the major problems at the University. Faculty are afraid of vindictiveness and have a very low morale.

New and innovative ideas are not valued here. Unless an issue is important to your V.P. (if you can get an idea through the [REDACTED] which is a long shot), it is often overlooked. The main reasons why most people keep their positions are because: 1) The job market is terrible; and 2) The benefits are good.

Night classes not evenly distributed. Some faculty teach 2 or 3 nights a week, some never.

No comment.

No comment here.

Not everything can be HIGH PRIORITY and right now, that is the situation in which our program finds itself. In order to accomplish everything, I do a lot of work at home on weeknights and on weekends. This leads to BURNOUT.

Once again, I love my job but I think that administrators such as directors and vice presidents make everyone fearful to speak their mind. I have actually been asked to slow down and let others catch up in regards to my productivity and creativity. I find this has caused me to be quiet during meetings even when I have had valuable input to share. Important decisions are made without consulting with those that will be directly impacted; such as interim positions, restructuring of department, etc.
• One thing I would like changed--People with no children should still have access to tuition benefits. Example--nieces or nephews. Of course, with a limit of how many. Nieces and nephews should also be included as immediate family under the "Bereavement Policy".

• Overall FGCU is a wonderful place to work. There are some administrators who take advantage of their influence and positions at times to benefit their department or for their own personal well being. In a politically charged environment this is a tolerated behavior to an extent; but is not fair to those who remain noble and committed to the University mission.

• Overall I am very happy with my ability to balance work and family life as an FGCU employee. Priorities within the department change rapidly, and are not always communicated effectively. I think that the administration and departments send too many e-mails to all faculty and staff. Instead they should find a different method for communicating with employees, such as a well-advertised intranet web site. However the e-mails are better than wasting paper on printed materials.

• Positive environment with a few exceptions from people who tend to find something wrong with everything. Some people would rather complain than do something constructive to advance the organization. Most people at FGCU are positive about their jobs and enjoy being a part of growing a new university.

• Instead of elaborating in this space, I will take this opportunity to ask a few questions of my own. What has the provost done in his first year of service other than maintain the status quo? Why does Dr. Bradshaw appear reclusive? Does [REDACTED] work here? Is [REDACTED] of FGCU even a real title? Why are incompetent directors still employed by FGCU? Why are so many long-term FGCU employees fleeing like rats from a sinking ship? Why do departments charge each other for services? What does our BOT do? When will Professors realize that they serve the students? What happened to FGCU’s vision of helping non-traditional students? Why won't HR help employees when they have trouble at work? How is it okay for an HR staff member to sit in a meeting and tell people they should be happy "just" to have a job? Why did YOU waste our time with a survey that does not hit the real issues facing FGCU? Diversity is important, but when the staff is compared to our student body FGCU is VERY diverse. Why did I take the time to answer all these questions and ask my own when I know NOTHING will change? I'm just holding on until I can find another job or move. Not only am I an unhappy employee, I'm also a very disappointed graduate.

• Questions regarding how FGCU treats employees aren't appropriate such as No. 2 above. FGCU isn't supportive of my leave time but my supervisor is. I don't know how FGCU feels about it.

• See comments on previous section. Most of my substantial concerns about the university's administration do not pertain to my college's administration. I am almost completely satisfied with the leadership of my college.

• See my previous comments.

• Some employees are not accountable for their bad behavior/attitudes and are rewarded with promotions while other employees who work diligently don't get promotions.

• Something has got to be done about the lack of VP leadership in Academic and Student Affairs.

• Sometimes, those employees who have small children seem to take advantage of that fact. While those who do not have family obligations are expected to cover for those who do.

• Statement: FGCU keeps the advancement of knowledge and the pursuit of truth at the heart of the University,’ purpose. Comments: Sometimes when ideas come up that would help FGCU serve its students, the ideas are squashed due to some political game that that the directors are playing. I realize that there is a dynamic that all university's needs to work with when it comes to bureaucrats, but when it hinders innovation we all need to take a step back.

• Teaching at FGCU is hard work that consumes much more time than the public might think. That is particularly true in colleges that have national accreditation and disciplines that are continually evolving. You can't dust off last year's lecture material.

• The ability to do creative things and act in an entrepreneurial way has taken a back seat to correct paperwork and asking permission. Our spirit is not what it used to be.

• The biggest challenge for morale is so often being asked to do so much with so little. I think most people understand that to be an ongoing challenge for a such a young school growing so quickly. However, and much too often, senior leadership will joke about staff being too abundant in areas when that simply is not the case. That's a morale killer because the entire staff knows that perception and takes real issue with it because they work so hard, but don't feel they are appreciated when things like that are said.

• The biggest problem with FGCU is the lack of pay. If you want to keep great people here, then you have to pay them! It seems like not too many people are looking out for us.

• The campus culture has changed dramatically in the last couple of years.

• The Campus culture overall is positive but there are College and Department level problems related to favoritism and unequal treatment of faculty and staff based on professional discipline and internal politics. This problem has increased in the last 3-4 years,

• The campus is a beautiful place to be--just beautiful. I am proud to bring guests here. While the gym is small, I appreciate that classes are offered that suit a working schedule.

• The campus work culture is one of instant access and immediate response. My perception is that it is expected that you will access email and phone messages on weekends and during leave time. When you return from annual leave, it takes many days just to clean up all that has gone undone while you were out. Again, I attribute this to a lack of resources.
• The culture does not reward those who do the most work and who are most productive. There are problems with allocation of work load and the lack of administrative assistance for those who are most active. There are few sanctions for those who drop out and then show up and teach their classes and collect their pay check. You get what you reward and there are obviously problems in the reward and recognition structure at FGCU. I am able to balance home and work well because I love what I do as a university professor.

• The culture here at FGCU is dysfunctional. Clearly the faculty have the ability to voice their opinion and even disagree with FGCU actions. There will be no retaliation against them because they have the protection of their Union. However, staff members know to keep our mouths shut. When our elected SAC leadership represented our desire to save Christmas, publicly, Christmas on campus was saved. However, a few months later the SAC President's job was "restructured". The message was received loud and clear, toe the party line or face the consequences. Staff is intimidated to voice their opinion or engage in debate. The sad thing is that Staff actually spend more time on campus and are more plugged in to what is happening. There is a wealth of knowledge that could be tapped if we were not afraid of getting fired for speaking out.

• The culture is often one of fear and subtle intimidation. Women and particularly minorities are not welcomed at FGCU. I would not recommend this place to a person of color (and I'm white!).

• The lack of domestic partnership benefits is appalling, and a sign of FGCU's lack of support for GLBTQ issues. They may pay lip service to diversity, but there is no effort to put their money where their mouth is.

• The lack of moral leadership and open communications is a serious failing in the University. Attention to cultural styles, diversity, community service is window dressing. We would benefit from more attention to quality in everything regardless of gender, race, and everything else that is thrown in.

• The negative nature of my responses does not reflect the university as a whole, but the college atmosphere.

• The overall campus work culture appears to exemplify "mutual respect" which makes FGCU particularly special to me. However some supervisors, including my own, do not believe in mutual respect. The belief is that respect should only be given to them.

• The overall culture is better than what it is in the Division of Student Affairs.

• What has Dr. Bradshaw done in the past 2 years? He hired Toll. Now we have someone who can help pick colors for buildings and bring in outside consultants to waste money on. Even worse, what has the provost messed up? Can you say Christmas?

• It is also concerning to see how little the President and Provost know about any programs other than undergraduate Arts and Sciences programs and have not yet shown an interest in learning more.

• The question about family leave is irrelevant because FGCU does not offer any beyond the mandatory 12 weeks uncompensated leave required by law. This is a disgrace and needs to be fixed. I do think the institution is supportive of people with children and other caring responsibilities and this really undermines their efforts. In terms of the other questions, while the president makes a good effort to be transparent and sends out frequent memos, this is not replicated at the other senior levels of the administration and there seems to be a complete lack of transparency in some of their decisions. It is clear from the pay compression issue that FGCU does not value long-term service, as it consistently hires new people at higher salaries than those who have been here working on the university's behalf. There is also substantial inequality in how faculty are treated. There is a huge problem with tenured senior faculty refusing to take on leadership responsibilities but insisting on preferential treatment. In our department program leadership and other major service obligations are consistently assigned to assistant professors which is totally at odds with best practice at other institutions and obviously affects their ability to generate the kind of scholarship that is necessary for them to gain promotion. There is also concern about free speech on campus - there does seem to be a culture where those who speak out are often attacked by others.

• The service requirements at FGCU are significant. I believe that the most significant community service on can spend is on one's own family! If everyone spent more time at home in their own neighborhoods, with their own spouses and children, we might become a stronger and more sustainable "community."

• The University administration, both past and current, prize unsustainable growth over quality of education. The results are less able students in the classroom, over worked faculty in the offices and administrators working with numbers of problems and issues beyond their capacity. There is no way to judge the outcome of decisions when the institution is so rapidly changing its size and focus. The professional administrators are inept, they do not understand the academic community or its culture. Staff members generally are not aware of the needs of the faculty.

• The university was very kind to allow me a leave of absence to pursue other options, and made me feel welcome when I realized my mistake and came back.

• The work culture at FGCU has become a do-as-you-are-told mentality. I recently served on a search and screen committee for two months only to find out in the end, it didn't matter which candidates the committee recommended. The hiring official had already hand-picked the applicant he wanted, and the committee was indirectly pressured to "choose" that candidate. The committee was there only as a farce and rubber-stamp for the hiring official's choice. In relation to the question about campus communications, our supervisor and VP do not routinely tell staff about university decisions. If we want to know what has been decided in the President's Cabinet meetings about discussions that might affect us, we must inquire on our own.

• The work culture here at FGCU is my only perspective, I have limited interaction with the university. My previous supervisor has skewed my feelings in many areas in a very negative way. Due to the incidents I experienced in the past,
I feel that the university has a "sweep it under the rug" attitude. When I experienced the situation with my supervisor, almost all of my co-workers were empathetic to the situation, but afraid and were of the opinion that the Human Resources department did little to assist employees.

• There have been a few situations where the experience of my position has become much more stressful due to communication issues among higher-ups. This would include instances where significant decision about my position or changes to it were greatly delayed, got lost in the process or became so convoluted among higher-ups that I had to go to someone myself for a straight answer. As an employee, you want to feel that the higher-ups can work things out and you will be advocated for in a complete manner. This should not become an employee stressor.

• There is no interest in intellectualism.

• There is not a private place for mothers who need to pump milk for their babies, if they do not have a private office. The daycare on campus if very limited and small and very expensive even if you are a student or a hard working and devoted faculty/staff - making parents have to seek off campus sources for daycare, shortening and stressing their work day.

• There seems to be a developing culture of top-down management, with involvement of sr. mgt in day-to-day operations (micromanagement). There is much more emphasis on recruiting new faculty than there is on appropriately rewarding those who have been with the intuition for a long time, for example salaries of new incoming faculty are much higher than those who have been here for years, and there seems to be no effort to address this.

• There's a split in supportiveness, culture etc between my academic unit and the larger university and upper administration. I'm a lot more confident in CAS and its leadership than I am in the larger university and upper admin.

• This is one of the few universities in the country that does not have an adequate family leave policy. This university does not value the junior faculty, who tend to be the hardest working. But many of the founding faculty members are allowed to "coast," so to speak, doing very little work, lording it over their colleagues, etc., while being paid twice as much. And many chairs are far too indulgent of these senior faculty, allowing them to wield disproportionate power. In one of the more appalling cases, there is a history "senior professor," who has tenure, who plagiarizes from his students, lies about his scholarly record, disrupts and attempts to sabotage his program, etc., and yet is allowed by our superiors to carry on with these patterns of conduct.

• This may be just specific to my department, but there is very little guidance from managers to their staff in general (at least so I feel and hear). Communication from the top is not very effective most of the time. Last year we learned via rumor that staff would not be allowed to decorate public spaces with Christmas decoration. This promptly backfired on the administration and was changed in a hurry, but was subsequently never addressed. I feel that important issues are hidden from us, and there is a lack of clarity in most of the policies, or the procedures/policies are simply not created. "We are still a new university!" is the standard excuse there.

• Tuition reimbursement does not support distance education for programs that are not available locally.

• Unfortunately when you work at a job that you can never keep up there is always something to do and the hours that I put into my job are well over what is required. However, because there are no raises and benefits to working over what is required it quickly leads to a low morale because you know that you will not be compensated for going above and beyond. Meanwhile those who have children get to leave at 5 or 5:30 because "they have kids". Sometimes it can be frustrating.

• Upper administration has made arbitrary personnel decisions. It micro-manages numerous decisions ranging from curriculum, faculty evaluation standards to hiring decisions. The highhanded, arrogant attitudes and practices of upper administration has a dispiriting impact on the campus.

• Using #3 as an N/A response since some of these questions are not relevant to me or adjuncts' in general.

• Way too overburdened with minutia. Meetings are simply informational that does not pertain to everyone sitting at the table, no real substantial decision making or leadership.

• We are privileged to have some faculty who focus on many of the issues addressed here, and so they lead initiatives for those purposes. Does that mean FGCU does this?? Also, some of my dealings with higher administration are very positive, and some not so. I'm happy with my supervisor, but not so much with the other leaders in the college.

• We have fantastic communication and culture building from the president and two of our vice presidents. We do not have strong communication or commitment to innovation or community building in the academic area. This is a major shortfall of the university.

• What is fair for one, should apply to all. I've witnessed favor given when it went against the better choice, by pressure from higher ranks.

• [REDACTED] . . . the Dean, is lacking in accountability. Between travel and simply not showing up, she is never here. I'm not sure of the value of excessive travel especially during these fiscal times. I also question budget cuts. I don't believe these decisions are made with an altruistic approach in my unit. It appears they are made to the Dean's benefit rather than that of the unit and FGCU. The role of my Dean (as communicated to the unit) is seeking fundraising and conducting assessment and strategic planning. S/he does neither, and we pay someone else a $10,000 stipend to do assessment. This isn't happening either. I believe more attention needs to be paid to the Deans' responsibilities and accountability. The unit is lacking in morale due to the Dean's disconnect to the unit. On the other hand when s/he is at the office, there is also a level of unprofessionalism. At times, there is more of a resemblance to a high school environment rather than a professional working space. It is quite a cliquish environment. It has become a regular joke and loss of respect.
• While I find my job fulfilling, there is an expectation of considerable work outside normal working hours. I cannot complete my tasks in a regular work week format. There are not enough faculty or support personnel. There are times when I have shortchanged my family and myself. Women administrators receive less money for the same work, fewer course releases to do the same job, and less money for stipends for administration. This must be changed. Although change does not occur quickly, incremental steps may be taken.
• Within some few courses there seems to be a “cookie-cutter” approach to instruction; i.e., there is an expectation that all instructors use the same textbook, teach the same material at the same time, use the same instructional methods, etc. This seems to threaten academic freedom.
• Work and personal life: It’s hard to take care of your family when you first start as an employee when senior leadership do not believe a person can take leave without pay in order to handle a family medical emergency. Plus I’ve noticed that there is a lot of favoritism going on and people that do not deserve to be promoted are over others that are more qualified for positions. I noticed that the five years I’ve been on this campus if you are buddies with the right people then you can get in a good job and be promoted very easily. I do not think that it is fair for human resource to do that and other departments. It is also hard to keep things confident with human resource because I know for a fact that they gossip about it to other departments.
• Work culture varies greatly from department to department, as a direct influence of assistant directors and director’s approach to management styles, making it difficult to work across departments.

If you would like to elaborate on your overall satisfaction at FGCU, please do so here.

• President and Provost need to be more opening, accessible, and not so hierarchical and arrogant. They tend to have a know it all attitude and don’t value dissenting opinions or views.
• A great place to work! Friendly people! Good atmosphere! A few people need to learn to be team players. We are asked to do the jobs of other departments quite often, (procurement & HR) and are not appreciated for doing their work in any way.
• A lot of work, more than any other university for not enough pay.
• After close to ten years here, and having received Exceeds Expectations on all six performance reviews (no reviews were done my first few years), being nominated for Outstanding A & P, and taking on more responsibility to the level of Assistant Director, I have never received a raise, promotion, or been considered for any advanced position in spite of making it very clear that this is desirable.
• Although I like my position, I do not feel I am appropriately compensated for its importance nor do I believe there are enough resources available to complete my job efficiently,
• Provost office micro manages faculty. Often mixed messages of what is desired and what will occur.
• As an assistant professor, I have received no counseling from my Department or Chair about career progress or professional development. The University-wide programs do not address individual needs.
• As a campus I think it has a lot to offer Selected people. Some people who attended, graduated or of an ethnic background seem to have an advantage over people who have not attended FGCU. It seems that in house jobs that are posted by Human Resources have already been preselected even though they are required to go through the advertising and selecting of individual.
• As an adjunct, I am totally ignored by the university. I even do not get appropriate opportunity to have student feedback
• As an adjunct, the rules restricting hours etc. Despite the growing needs for my courses is restrictive. We are 2nd class citizens without healthcare options. Lack of office opportunities to do work and have unrestricted access to computers / printer / copiers. We also have to pay for access to the pool...when everyone else does not. This is a pure insult!
• As an adjunct, we are not invited to department meetings, yet, we are asked to uphold department policies?
• As the school continues to grow my department will grow and my situation will improve to a very satisfying position.
• Because I do not have a degree from a higher education institute, my abilities and experience are not considered when applying for higher grade positions.
• Because we have grown in enrollment so quickly, everyone on campus has had to do more and sacrifice more than schools of similar size elsewhere. FGCU is a very unique situation and therefore we have had to do some unorthodox things to make it work.
• Both, my commitment to giving back to my community, and to the academic community, from which I have incredibly benefitted are fulfilled in my position at FGCU.
• Career advancement is almost non-existent in this department. Pay raises are also non-existent. Until recently, the working environment was almost unbearable. The only positive that I've seen in almost two years is the removal of a director who tended to make this department a hostile work environment.
• Climate has changed over past 2 years to negative climate
• Currently, the work load, in terms of balancing teaching and service responsibilities that are getting more and more demanding, with publishing (as without that I will not be promoted) are very discouraging. I am hopeful that we will be given the resources necessary to reduce the service loads and facilitate a better balance of responsibilities.
• Dead end job. All funds channeled to growth, no reward for hard work.
• Dean not active in advancing the College. Chair not a faculty advocate. This overall lack of support means I see no hope for relief of any issues or promotion or faculty development.
Decisions made by upper management are political.

Employees are not treated equal by supervisory staff. Supervisory staff do not elicit input before making decisions. Staff is not respected and treated professionally. Positive feedback is rare, but criticism on the smallest level is daily.

Everything we do is guided towards helping students have a smooth school experience, and I like that.

Excellent opportunities for personal and professional advancement for those who work hard and are committed to growing a new university.

Faculty are overworked and underpaid.

Favoritism runs rampant, and the once known as Peter Principle is more than evident. Too much micromanagement at times...difficult at times to determine who is in charge of the area in which I work. Support staff rather uncooperative and too busy playing computer games.

Feel like we are on the edge of losing everything that was special about us -- small size overall and in classes, prize teaching and service over scholarship for advancement, attempts at fairness and equity and collaboration have gone to administration as one of "rarified air."

FGCU does its best to give me the tools to do my job, yet there is no incentive to perform well. Poor performance is rewarded the same as outstanding performance. Out of the box thinking is not expected unless you're in a position of authority. Professionalism is lacked in many department heads. Again, going back to no incentive for performing well, so many people's thoughts are "So why even try." Lots and lots of Micro-managing in my department particularly. All of the supervisors want to control every aspect of our jobs that our work takes longer to do or even gets placed on hold because we need approval from our supervisor's and in the meantime they are too busy micro-managing others to get the approval from. This sends out an attitude towards the workers that we aren't trusted to do our jobs.

So little about academic quality and so much about social happiness. The President is not an academic leader; and the Provost is basically invisible; and the Dean is putting in time. Once we had enthusiasm, growth and success; now we have rules, guidelines, and mediocrity.

FGCU has provided me with an opportunity to work and gain expertise in the field that I am passionate. It is a worthwhile experience for me to build a trajectory of career related skills.

FGCU is a collaborative environment where everyone is heard. It is a great place to work, however, I have not been pleased with career progression and promotion. While I understand it is due to a hiring freeze, I am curious - are we still in a hiring freeze? Because there are a lot of jobs openings posted.

FGCU is a dynamic university that grew tremendously in its early years. It has been good to be a part of that pioneering spirit. More recently though, the university has become like any other school -- full of political footballs, big egos and a higher echelon that doesn't wish to hear anyone talk but themselves.

FGCU is a good place to work, but there are a lot of politics that interfere with the day to day activities and processes.

FGCU is a great place to work and many opportunities to grow along with the growth of the university.

FGCU is a great place to work but certain positions makes it a difficult environment to work in. There is no consistent pattern, which helps an employee learn and grow in their positions. There is no clear direction or clarity in thoughts on what expectations, goals need to be accomplished. This leads to confusion with no motivation to work. There should be a better system in place to hold employees accountable and responsible.

FGCU is a great place to work. I've been an employee for 12 years. However I do feel very frustrated sometimes at the lack of job training provided to my area. Most of our job training is on the job because we are not allowed to travel to conferences and other training sessions that would greatly benefit our department and the services we offer to FGCU.

FGCU is a great place to work. If only the media did not try to distort everything that occurs in a desperate effort to sell newspapers.

FGCU is a wonderful place to work. I have and will continue to be very happy here.

FGCU is an excellent place to work. I do feel limited in the opportunities to advance. I do realize we are in difficult economic times and so I should feel fortunate to have a job when so many others are hurting...

FGCU is currently lacking strong leadership.

FGCU is experiencing growing pains--severely. For the most part, I like my job but the convoluted procedures and shortsighted decisions create frustration as well. There are many situations which suggest that the proverbial 'left hand' doesn't know what's going on elsewhere.

The Board and President MUST conduct a serious evaluation of the negative environment that has been directly precipitated by the key leadership in academic affairs. Further, good Faculty members are not recognized for their achievements and dedication, and are "over" assigned class and governance loads. Poor and mediocre Faculty are allowed to escape with minimal expectations. Quite frankly, it is a farce created and supported by the Office of the Provost. Faculty who threaten litigation or grievance are rewarded. I anxiously await the opportunity to take my career to a University who will embrace it.

FGCU is, without question, an amazing place to work. We have an ethos of innovation and an emphasis on student learning. However, we have not lived up to this potential, and, from my perspective, we are currently going in the other direction (less innovation, less involvement from the community, more separation between administration and the faculty and staff--who are the ones who make things happen).

FGCU offers me a good opportunity to do the kind of teaching and research I do best. However, the resources are limited, and I have not experienced the best support from immediate colleagues for my specific discipline. I'm also troubled by the general lack of respect for our instructors, which makes my work experience here less satisfying.
- FGCU's purpose and involvement in bettering individuals and the SW Florida Community are wonderful. However, due to a lack of organizational communication structure and synchronized directive employees are not given clear purpose or meaning within the organizational mission.
- First of all, I am staff. I have been here a long time and it seems the department I'm in is forgotten about. I figured with the amount of time that I have been at FGCU that there would be expansion in this area. There has not. It seems other departments expand and promotions are given but not in my department. Every year, good year or bad, its the same excuse, budget reasons. I would assume this for the bad economic years but not the good years and I have been here for the good years.
- The major issue on campus with faculty is that we have a new academic leadership who are extremely rigid, micromanages and does not foster any kind of arbitration/mediation or informal resolution of issues which is resulting in increasing numbers of grievances and more faculty joining the union because of insecurity. There is really little academic freedom here due to lack of tenure.
- First year at FGCU so question #2 should be 'N.A.'
- For 10+ years, I have felt those things checked to be true but now I am starting to wonder if I am outgrowing the opportunities here. I see my colleagues who toil are not rewarded enough to warrant the lower pay than elsewhere in the country and the lack of recognition that comes with being associated with this university as opposed to others. We also have too much pressure to serve on committees and to get involved politically (in fighting) that takes up time because so few people have research agendas to engage them in other pursuits. Too many too close to issues.
- For staff, the working conditions stink. For the last 5 years large numbers of faculty have been hired but when it comes time to hire the staff to support them, there is never any funding. So the staff that is here continues to get dumped on and asked to do more and more with no support.
- Given the current economic conditions, I am grateful for having a job, and at an institution like FGCU it is possible to make the best of the situation and grow with the institution.
- Great job! Great colleagues! I love to teach and really enjoy working with the students...hope I never leave or retire...
- Great work environment, great colleagues, great classroom, office facilities. Love being part of a growing campus, love living in SWFL.
- Have been here at FGCU before the university opened its doors. For me, it is part of my life, my family I would like to see its flourish more in the next 15 years.
- Having been in the same position for a number of years I feel very stale at this point of my life. Unless you are faculty there is no room for advancement unless a new position opens to which you have to go through the entire application process. Faculty just get promoted while staff do not, even if they have achieved a higher degree or experience.
- Huge discrepancies in pay scale between colleges. Disconnect between administration and faculty at many levels.
- I absolutely love what happens in my own classrooms. My interactions with students are tremendously enriching. I also believe that many good things are happening campus-wide. However, it's hard to subsist on my low salary, I'm expected to do a great deal of service and scholarship without much support for either, and departmental politics are a bear.
- I am a coach- the opportunities to create a great program are excellent. It is a great place for my family. I really enjoy the people in my department.
- I am blessed to have an opportunity to work for this university. The people that I work with are great at what they do and I think they provide an invaluable service.
- I am coming to the end of my career and looking forward to that time. My position is very stressful and much of what I am responsible for is not very personally rewarding. I've long accepted there being no opportunity for my personal advancement, but I have been very frustrated with the recent inability to have support to recognize and either promote or provide "special pay increases" to my staff. I am proud of the accomplishments of FGCU; especially for our students, but also for the SW Florida community as well. When I'm seen wearing an FGCU shirt people always ask about my affiliation and I say with pride what I do. I am very dismayed with the effect of the past few years budget crisis and the very negative results to Staff morale. Our VP and executives frequently say "thanks" for our efforts, but there is little actual demonstrations that affect the work environment. We have long lost the "pioneer spirit" of the opening days. Thankfully, we established a number of "traditions" of celebration in those early days that have continued to be supported by the administration. They are the few "recognitions" of the dedicated service provided by our Staff. I personally fear we will find interest on the part of Support Personnel employees to unionize and I don't believe we would win an election like we did in the past. I look forward to the eventual turn in the economy and hope that our State funding improves quickly and that the renewed funding will be used to help the conditions of our Staff.
- I am currently [REDACTED] doing contract work for the [REDACTED]. I intend to turn this into full-time work. So, while I am satisfied with my current position, I am looking forward to turning the position into something more significant (financially).
- I am extremely satisfied. I feel very blessed to be given an opportunity to be part of this organization.
- I am fairly satisfied; however, there has been a mind-numbing number of administrative changes at all levels; new President & Provost. There is a changing target for promotion that is causing much concern. Resources are limited and we are constantly being asked to do more with less. Contact hours are extremely difficult.
• I am generally satisfied with FGCU, yet there has been a lingering sense of a disconnection between the administration and the faculty. As a faculty member, I have found that much of my service to the university has been greatly impeded by certain administrative offices.
• I am happy investing my time with FGCU and having the opportunity of growing with the campus. I am not pleased with unnecessary issues I have had to deal with in my department with false whistleblower acts and unnecessary motoring. FGCU should consider tracking work time electronically to avoid such things.
• I am hoping to expand my role from adjunct to a full-time position. If I cannot find full-time at FGCU, I will have to look elsewhere.
• I am more satisfied now than I was one year ago, due to a change in departmental structure, and the pending hiring of urgently-needed support staff in my area.
• I am overall very happy with my job at FGCU. There are other factors, however, that make me wonder if I would be better off somewhere else. The lack of parental leave policy, for one, is a major concern in the long term, and so is the lack of a clear policy on spousal hires. At the moment, my husband is employed elsewhere, which is putting quite a strain on our marriage.
• I am pretty much satisfied with my job here at FGCU. I don't foresee myself staying here in my current position for any long length of time. If I could stay at FGCU after my degree I would like to.

The Provost's office has a very negative view of faculty on this campus. They do not value faculty input and do things their way, regardless of faculty and staff beliefs and what is best for the institution. They must always win every argument. This attitude filters down to the college deans, who do not value faculty as they have in years past. This academic affairs leadership team have damaged employee relations which are now at an all-time low. Key members of academic leadership, particularly at the highest level, is invisible on this campus. When they are about campus, they do not smile, acknowledge, or engage students, faculty or staff. The senior leadership needs to be more visible on campus. We are not addressing competitive issues from Edison State College. Edison in increasing enrollment while our Edison transfers are decreasing compared to other colleges. Something must be done about class size and faculty load issues. This survey seems to be designed to collect limited information about how employee relations can be improved. It focuses mainly on diversity issues.
• I am satisfied with my job because I like what I do. I am not satisfied with the support I get to do my job.
• I am satisfied with my job, but feel overburdened with service expectations. Students also seem less invested in their educations than at other institutions where I've been, which makes it difficult to stay motivated and energized.
• I am satisfied. I am just concerned about the bureaucratic culture that is emerging at FGCU. In addition, I am concerned that FGCU is leaving its strengths in education in favor of scholarship.
• I am tired of being patient and thinking that something good will come from my hard work and dedication to this University. I have been overlooked for three different promotions and have been asked as a team player to do more than is in my job description while others in my department get temporary pay increases for doing more than is in their job description. It is only a matter of time before I leave this University. I love my job, love my peers, and love this University but cannot be patient any longer for career advancement.
• I am very new to FGCU and so far I am very satisfied with the work environment and the opportunities I see in my current position and within the University.
• I am very proud of the work I do and how my contribution has helped FGCU grow. I have a very maternal/paternal feeling about FGCU.
• I am very satisfied to be a part of the FGCU family and the opportunity to work with some great people but it would be nice to have more opportunities to come available for advancement.
• I am very happy with my job but I just don't have enough time to complete all of the assignments. I have two jobs in one. I am no longer allowed to accumulate comp time; therefore, things that need to be done in a timely manner does not.
• I am very satisfied with my position but very dissatisfied with the lack of administrative support received at FGCU, lack of professionalism, and lack of appropriate research space.
• I appreciate the educational, professional growth, and other benefits offered at FGCU.
• I attend classes and work full time. This is an opportunity for me to grow into my next career.
• I believe strongly in the sustainability mission at FGCU and feel that more support could and should be provided for innovative work done by faculty and students to promote this part of the mission.
• I believe that my current position has great potential. The potential however is largely dependent on administrative decisions with regard to overall reorganization of the university. I remain hopeful that prudent decisions will be made in this regard to strengthen the administrative structure of the university.
• I believe the administration here tries to micromanage and has control issues.
• I believe the work I do is important, which is improving student ability to communicate and to think critically. However, I am among the lowest paid employees in the state and the nation for my position. [REDACTED] We are expected to perform service and scholarship in addition to teaching, but we have been told that our promotions will only be determined by our teaching. We are not allowed to attend department-wide meetings and do not have the ability to raise issues for the department to address. Because we work very hard and serve all of the students who come through FGCU's doors, I believe we deserve much more respect and input and compensation.
I came to FGCU from a research-intensive university. Faculty warned me that it is extremely difficult to get research done with a 75% teaching commitment, but I decided to try for myself. The absence of a high quality lab facility for my area of research, one lab shared by a dozen faculty and their students, and no start-up have hindered my research as much as the teaching load. It would help, not only to have infrastructure to support research, but also to have faculty time spent on student research projects (independent studies, senior research projects) accounted for in the teaching load.

I can't believe someone pays me to do this job, I wake up in the morning and can't wait to get to school and see the students.

I chose to come here over several other offers at major research institutions because I was excited about the opportunity to work at a young and dynamic institution (in the sunshine...) However, I do feel like there is a lack of appreciation for the work faculty do. My salary is 15% below the average for my position and field. I am hoping to be promoted this year, and if I do my 9% pay rise will still mean I earn substantially less than other assistant professors in my department. While I didn't choose an academic career for the money, it is demoralizing, and disrespectful and degrading, as those my contribution is not considered worth rewarding. I also feel that the financial demands of research in the humanities is not appreciated. While there does seem to be funding for some of the hard sciences, there is virtually no money for travel to archives for historians, without which our work is impossible. There is also a great deal of frustration on campus surrounding the lack of transparency in the promotion process. There is a perception that the work done in certain disciplines is not regarded as highly as the multi-author articles produced in the sciences and vocational disciplines. We are also concerned about the lack of a meaningful appeals process in contested promotion decisions.

I could be a lot more satisfied if faculty evaluation policies were clearly communicated and evenly followed throughout the university.

I currently feel a bit overwhelmed with the workload. My class sizes have increased (undergrad and graduate level), my committee assignments have increased, I have some administrative responsibilities that are quite demanding at the present time, and yes, I am still expected to publish - so much so, that it seems to be the primary consideration in applying for promotion. I am just not sure where the time for that will come from?

I do Director level's work for Coordinator recognition/pay and I'm not the only one in that situation. Morale at the university among employees is poor due to lack of opportunities to advance or lack of proper recognition (title and/or pay) for advancement if received. A genuine understanding, appreciation or support for the work done by employees and their departments from the VP and upwards is not necessarily felt.

I do not feel appreciated by upper management in my area, thus making it hard to do more "than just the job necessary". We deal with Student Government a ton, and I feel that they are given way, way too much power to disseminate funds as they please. They are given, what appears to be, no advice or guidance whatsoever. Again making it very difficult for me to do my job properly.

I do not feel appreciated or valued, information comes second hand and there are many closed door sessions about workload that involve me but I am not included in. There is certainly a preferred elite here and I am looking form somewhere else where horizontal violence is not the accepted culture and people are valued.

I do think that there is clear vision, leadership and priority given to my unit and function, and there should be.

I don't feel there is much opportunity advancement in the area I am currently working.

I don't see the possibility of moving from an adjunct position to a permanent teaching position. This is a major concern, though I have applied for several positions.

I enjoy being around the students. It keeps my outlook on life in perspective, and I feel my thinking current rather than staid.

I enjoy the environment of working at FGCU.

I enjoy the job that I do at FGCU. I believe that my job gives me the opportunity to grow, along with the compensation and I am satisfied. However, the career path has been slow in terms of promotion.

I enjoy working at FGCU because it is an institution of higher education, and you meet some of the most unique individuals and cultures in a setting like this. However, I am only somewhat satisfied with my current position. I enjoy the aspect of getting to interact with various students and personalities; however, there is no room for growth professionally in my current position.

I enjoy working at FGCU but feel the advancement opportunities are limited, and the pay advances are also very limited.

I enjoy working here. There is a lot of pressure because of a lack of resources (both human and fiscal). But at the same time, it's very rewarding to be a part of such a fast growing institution. I have the ability to have a positive impact on the future growth of this campus.

I enjoy working with the students. I have a lot of pride in FGCU and where I work.

I feel as though there are a select few that get to advance - it depends on "who you know". I feel it is very unfair the disparity in pay between "Office Managers." For someone who has been here for some time to receive significantly less money than someone who comes to FGCU as a new employee is not fair.

I feel lucky to work at FGCU.

I feel stuck. Little opportunity for advancement.
I feel that as a relatively young university we have a lot of "filling out" yet to do. Some of our practices are cumbersome and outdated and need to be brought up to speed if growth is to continue as it has.

I feel that I am not properly compensated for additional duties I perform in my current position. I am performing the duties that it takes 2 people in 2 positions in other colleges to accomplish and am very frustrated in how long it is taking for management to address the problem of inequity for almost 5 years.

I feel that I have been treated very well by the administration at FGCU and particularly well by the administration of the College of Education.

I feel that it is very difficult to move up in FGCU. As the University has grown, I do not feel that a comparable amount of leadership or management positions has been created.

I feel that poor performance is rewarded as much as outstanding performance and that the compensation disparity between departments is discouraging. I stay and do a good job because of who I am and not because I have ever been rewarded for the work I do.

I feel that the current evaluation scale does not directly reflect the amount of work completed in relation to the salary being paid to any particular employee. I work hard, although my evaluations show that (to an extent based on the scales provided) my pay does not. This would be a big negative related to my position and happiness within the university.

I feel that there are not currently any real possibilities for career growth or development for employees at FGCU, unless you are under an area that is deemed important. Certain employees have done an outstanding job for years and have received no promotion or compensation, while others have been here for a short while and have been promoted due to them being in favor of their particular V.P. This, obviously, becomes extremely demoralizing to staff across the board.

On another topic that leads to dissatisfaction - Often times employees find ways to improve things in their particular area but are told that it is not possible because it is too political. What I have witnessed this to mean is that each particular issue is not a priority to your Assistant V.P. and they do not want to bring the issue up to their particular V.P. This, again, becomes somewhat hard to accept for individuals who want to do a good job.

I feel that what I do is important. I help students achieve their goals and dreams. I also enjoy FGCU overall and believe that the university has provided culture and opportunities to the community. I just feel like there is no room for advancement, especially for a woman, when the management in my area is comprised of a clique of young men. They watch football together, they go out together, and they make sure that if there is a job opening they place their friends over those who deserve the position.

I feel the monetary compensation is low for certain positions.

I feel the university asks us to be teachers but expects us to be scholars. The expectations for promotion need to be clarified (the standards for the college have not been accepted in the whole time I have been here) and they need to be in keeping with the mission of the university and its role in the SW Florida community. Currently I think the administration is trying to compete on a level that FGCU does not belong, and that betrays our appropriate role as a regional university.

I feel very grateful for the opportunities and the advancement that I have gotten, but though not directly addressed here, I have some reservations over the working conditions.

I find FGCU to be a "good 'ole boys' club", although they like to think they aren't. FGCU does for those it wants to do. If you're not "in the club" or you are considered to be controversial, you are not supported and brushed along. I don't think that policies are enforced equally among the campus . . . . And if you are going to have policies, then enforce them or repeal them. It promotes an overwhelmingly increasing lack of morale when you find out others don't have to do what you have to do . . . . And if you raise your hand, depending on who you are, you are either encouraged or not in your quest for equality of treatment.

I generally like the university and working here. What is really bothering me is the lack of positive leadership and what I consider poor decision-making at the top. We have had too many scandals and lawsuits some of which could have been prevented. I was hoping that with new leadership (in several positions) we would see some positive changes to address critical shortages in personnel and resources but this has not happened. I see little hope that the next few years will be any different.

I had a horrible experience in my first position with FGCU. The supervisor was out of control and needs to be given training in managing employees. She used very profane language, told me I was making her sick to her stomach and made me afraid to come to work. She told me that she expected more from me due to the fact that I made more than my peers and named them, which I found very inappropriate. I have worked for over 40 years and had never experienced a situation of this nature. There are some people that may be good technicians, but should never be promoted to supervise others.

There is a big difference in the way different colleges are treated. The office of academic affairs participates in grants with one college. It is difficult to believe that the office operates in an unbiased way in the treatment of all the colleges. In addition, personal contacts are hired as consultants. I am not happy here and plan to leave when I can.

I have a great deal of freedom in my teaching and research and opportunities to learn about higher education and shared governance through service. These are valuable to me. But the lack of material, tangible support for faculty has a demoralizing effect in aggregate: lack of research money, no release time for junior faculty despite an increasing demand for scholarship, no meaningful raises, failure of faculty hires to keep up with student enrollment growth, a defensive legal counsel's office that instead of making our jobs easier treats us like potential liabilities from which the
I like what I do and I feel it is important to the university. The budget is the drawback, like everywhere. There is significant micro management. I like the job but the pay for Instructor I is more than I am frustrated by. I'm the manager and accounting assistant, neither of whom have a degree or have been here as long as I have, both are paid much less than me. I've been here 18 years, making the transition from FGCU to FGCU with no increase in pay or job reclassification. I have been in my current job for 5 years and other Executive secretaries that came in after me are making more money than me. Is there a way the climate can do a salary range across the board for the Executive Secretary that is not making that range yet and bring them up to that range? I have enjoyed my time at FGCU and the people I have worked with. As we have grown we have lost that feel of family. I have had to teach overloads to supplement my salary, to pay just the basic costs of living in SW FL (rent, groceries, etc.), making research and service difficult. I have never worked in a union shop, and the circumstances here put a divide between the faculty and administration that is not healthy especially since there is no tenure system. Some in the administration see the faculty as a necessary evil and put roadblocks in the way at every opportunity. I have recently applied for another position for which I am qualified and have NOT heard a word about the position. No information one-way or the other. It is a much higher paying position and I would welcome at least the opportunity to prove that I am qualified for the job. I have salary compression and a lot of family financial responsibility. We've not received raises in years and we waste a lot of money due to low quality administrative staff who invite lawsuits through incompetence. I like being a part of the most significant activity in SWFL! We are changing lives and improving the community. I like FGCU. It's a very good place to work. My department is great but I consider this just a good job and I'm already looking for another. I have always felt my position should be upgraded to a higher level due to the level of responsibility involved. This office is maintained solely by myself and is considered one of the most important areas in the college by everyone involved yet there is no chance for growth or recognition. I have been an adjunct for FGCU for over a decade. I teach because I love to teach and FGCU gives me this opportunity. I have been an ardent user of time management, a daily runner, writing task lists and updating priorities etc. and in previous jobs have received high praise for this skill --- and yet, despite working 7-days a week, never have enough time (nor do most of the other faculty in my program) to accomplish all the things that I would like to accomplish in terms of course development, student mentoring or scholarship. I have been blessed with opportunities to prove myself and in turn be rewarded with more responsibility. For that I am grateful... I only wish that with more responsibility came more compensation. It is disheartening to see others across the University spectrum receive promotions and raises when those of us that work significant more hours and impact the operations on a daily basis are still making the same money from 2006. I have been employed here at FGCU since [REDACTED] and have seen my share of changes, which I understand is inevitable with growth, but I truly feel that the staff, (whom I believe are the backbone of this University), have been unappreciated, overworked and underpaid. More and more responsibilities have been placed on the Executive Secretaries for no more pay. We have taken on jobs that use to be the responsibility of our Human Resources Department with no increase in pay or job reclassification. I have been in my current job for 5 years and other Executive secretaries that came in after me are making more money than me. Is there a way the climate can do a salary range across the board for the Executive Secretary that is not making that range yet and bring them up to that range? I have enjoyed my time at FGCU and the people I have worked with. We have grown we have lost that feel of family. I have had to teach overloads to supplement my salary, to pay just the basic costs of living in SW FL (rent, groceries, etc.), making research and service difficult. I have never worked in a union shop, and the circumstances here put a divide between the faculty and administration that is not healthy especially since there is no tenured system. Some in the administration see the faculty as a necessary evil and put roadblocks in the way at every opportunity. I have recently applied for another position for which I am qualified and have NOT heard a word about the position. No information one-way or the other. It is a much higher paying position and I would welcome at least the opportunity to prove that I am qualified for the job. I have salary compression and a lot of family financial responsibility. We've not received raises in years and we waste a lot of money due to low quality administrative staff who invite lawsuits through incompetence. I like being a part of the most significant activity in SWFL! We are changing lives and improving the community. I like FGCU. It's a very good place to work. My department is great but I consider this just a good job and I'm already looking for another. I have always felt my position should be upgraded to a higher level due to the level of responsibility involved. This office is maintained solely by myself and is considered one of the most important areas in the college by everyone involved yet there is no chance for growth or recognition. I have been an adjunct for FGCU for over a decade. I teach because I love to teach and FGCU gives me this opportunity. I have been an ardent user of time management, a daily runner, writing task lists and updating priorities etc. and in previous jobs have received high praise for this skill --- and yet, despite working 7-days a week, never have enough time (nor do most of the other faculty in my program) to accomplish all the things that I would like to accomplish in terms of course development, student mentoring or scholarship. I have been blessed with opportunities to prove myself and in turn be rewarded with more responsibility. For that I am grateful... I only wish that with more responsibility came more compensation. It is disheartening to see others across the University spectrum receive promotions and raises when those of us that work significant more hours and impact the operations on a daily basis are still making the same money from 2006. I have been employed here at FGCU since [REDACTED] and have seen my share of changes, which I understand is inevitable with growth, but I truly feel that the staff, (whom I believe are the backbone of this University), have been unappreciated, overworked and underpaid. More and more responsibilities have been placed on the Executive Secretaries for no more pay. We have taken on jobs that use to be the responsibility of our Human Resources Department with no increase in pay or job reclassification. I have been in my current job for 5 years and other Executive secretaries that came in after me are making more money than me. Is there a way the climate can do a salary range across the board for the Executive Secretary that is not making that range yet and bring them up to that range? I have enjoyed my time at FGCU and the people I have worked with. As we have grown we have lost that feel of family. I have had to teach overloads to supplement my salary, to pay just the basic costs of living in SW FL (rent, groceries, etc.), making research and service difficult. I have never worked in a union shop, and the circumstances here put a divide between the faculty and administration that is not healthy especially since there is no tenured system. Some in the administration see the faculty as a necessary evil and put roadblocks in the way at every opportunity. I have recently applied for another position for which I am qualified and have NOT heard a word about the position. No information one-way or the other. It is a much higher paying position and I would welcome at least the opportunity to prove that I am qualified for the job. I have salary compression and a lot of family financial responsibility. We've not received raises in years and we waste a lot of money due to low quality administrative staff who invite lawsuits through incompetence. I like being a part of the most significant activity in SWFL! We are changing lives and improving the community. I like FGCU. It's a very good place to work. My department is great but I consider this just a good job and I'm already looking for another. I have always felt my position should be upgraded to a higher level due to the level of responsibility involved. This office is maintained solely by myself and is considered one of the most important areas in the college by everyone involved yet there is no chance for growth or recognition. I have been an adjunct for FGCU for over a decade. I teach because I love to teach and FGCU gives me this opportunity. I have been an ardent user of time management, a daily runner, writing task lists and updating priorities etc. and in previous jobs have received high praise for this skill --- and yet, despite working 7-days a week, never have enough time (nor do most of the other faculty in my program) to accomplish all the things that I would like to accomplish in terms of course development, student mentoring or scholarship. I have been blessed with opportunities to prove myself and in turn be rewarded with more responsibility. For that I am grateful... I only wish that with more responsibility came more compensation. It is disheartening to see others across the University spectrum receive promotions and raises when those of us that work significant more hours and impact the operations on a daily basis are still making the same money from 2006. I have been employed here at FGCU since [REDACTED] and have seen my share of changes, which I understand is inevitable with growth, but I truly feel that the staff, (whom I believe are the backbone of this University), have been unappreciated, overworked and underpaid. More and more responsibilities have been placed on the Executive Secretaries for no more pay. We have taken on jobs that use to be the responsibility of our Human Resources Department with no increase in pay or job reclassification. I have been in my current job for 5 years and other Executive secretaries that came in after me are making more money than me. Is there a way the climate can do a salary range across the board for the Executive Secretary that is not making that range yet and bring them up to that range? I have enjoyed my time at FGCU and the people I have worked with. As we have grown we have lost that feel of family. I have had to teach overloads to supplement my salary, to pay just the basic costs of living in SW FL (rent, groceries, etc.), making research and service difficult. I have never worked in a union shop, and the circumstances here put a divide between the faculty and administration that is not healthy especially since there is no tenured system. Some in the administration see the faculty as a necessary evil and put roadblocks in the way at every opportunity. I have recently applied for another position for which I am qualified and have NOT heard a word about the position. No information one-way or the other. It is a much higher paying position and I would welcome at least the opportunity to prove that I am qualified for the job. I have salary compression and a lot of family financial responsibility. We've not received raises in years and we waste a lot of money due to low quality administrative staff who invite lawsuits through incompetence. I like being a part of the most significant activity in SWFL! We are changing lives and improving the community. I like FGCU. It's a very good place to work. My department is great but I consider this just a good job and I’m content with that. I like it here for the most part. I just wish that people were a little more friendly and talkative. I’m new to the state so I don’t know many people and it’s hard to adjust sometimes when you seem to get excluded from some things. I like my job, but I feel that some of the structure here is not conducive to advancement. There is very little incentive to improve and I've seen many good people apply for internal promotions are turned down. I like my job, but it is on a grant, which expires soon. I would like to keep my job, but it is dependent upon my writing grants which may or may not be funded. I like my job. I like what I do; however, leadership is lacking and because of it everyone in this department is miserable and will seek other employment when the time is right or the opportunity presents itself. How sad that the “leader” of a department is allowed to stay on while the rest of the staff is uninspired and can't wait to get out of here. I like my work and most of my colleagues. I am a high profile member of our organization. I have a bachelor’s degree and post graduate work. I’ve been here 18 years, making the transition from [REDACTED]. The fact that our office manager and accounting assistant, neither of whom have a degree or have been here as long as I have, both are paid more than I am frustrated by. I like the challenge of my position, and that I get to be a part of something greater, as the University continues to grow. I like the job but the pay for Instructor I is pathetic. The workload is very demanding and my course caps keep rising. Also, I do most of my work doing online or hybrid courses and there is not a unified vision of where distance learning is going nor are there resources. I like the work I do and I enjoy working at FGCU. Sometimes I feel the leadership in my unit limits empowerment and there is significant micro management. I like what I do and I feel it is important to the university. The budget is the drawback, like everywhere.
• I like what I do. I do not like some of the things I see coming out of Academic Affairs. There appears to be a trend to be very autocratic and removed from what is actually happening in academics. I see more mistrust in that area of leadership than I have ever seen in the 10 years I have been here. That I DO NOT like at all!
• I like where I work, but at times I feel as if I am in one large dysfunctional family. There are too many prima donnas who will not communicate with each other, and this is a communication business?
• I like working at FGCU right now as a new faculty member right out of school. However, all of the grading and large class sizes may make it difficult for me to produce enough research and service to my professional field to become "well-known" in my field. I may have to seek employment elsewhere. We can still be good teachers here but we can't have unrealistic demands.
• I like working at FGCU, but it does not provide much support for growing as a professional.
• I love my current position at FGCU, but I feel like opportunities for advancement are very rare. I have seen external candidates receive jobs over internal candidates many times, and it is discouraging. I know that I am a dynamic employee that will have a positive impact on FGCU. I would like the university to give me the opportunity to show that.
• I love my department and feel lucky to have the opportunities that I have had here at FGCU. Unfortunately, the worst part of my job is the students, particularly, the extremely low caliber of student. The vast majority do not value education and thus, do not work for it. This aspect of the student body is a constant drain on my emotional reserves.
• I love my job and I love FGCU. I don't like where the current leadership is taking FGCU. I love the people I work with as well.
• I love my job and my colleagues. The only negative is the inability to advance in my career.
• I love my job but I am frustrated with the changes since we opened. I came here with the promise of opportunities for promotion if I were an excellent teacher and if I devoted myself to building FGCU. I have done all that as well as a reasonable level of scholarship but the rules for promotion have changed to focus on scholarship and I am stuck at my current rank
• I love my job; there's just too much of it. The workload that is wrapped up in 'institution building' makes this job far more burdensome than a similar faculty position at an established institution, and this additional work receives very little professional credit.
• I love my job.  
• I love my job. However, I don't feel my dept. is run very well.
• I love my staff and the people I work with. The students and my co-workers are what bring me to work everyday!
• I love the people and the work but seem difficult to advance to the next level.
• I love the students, I like and respect my colleagues, and I do feel that I have a contribution to make here, which is satisfying. I was surprised and disappointed in the extreme lack of resources here, especially library resources to support scholarship and teaching. On a campus that pretends to be in the digital forefront, FGCU has much weaker holdings in digital scholarly resources in the humanities than many much smaller institutions, including even high schools. The campus puts almost no funding towards acquiring the library resources in the humanities--we don't even have JSTOR except for the basic starter version, which is pretty well useless. I was also surprised that a university of this size has such poor foreign language offerings--it puts our students at a severe disadvantage whether they go into the workforce or continue their studies. I teach in another field, but I would put foreign languages first on my list of things to add to the curriculum. We should be offering at least three or four languages, certainly a couple of the Romance languages, a couple of Asian languages, Arabic, German and Latin.
• I love working here at FGCU, there is always something going on that involves the faculty and staff. It is always upbeat. The students are great! It is a great place to come to everyday.
• I love working in Housing. It has a lot of good people in this office. It would be nice to have gotten a raise and/or bonus this year, that would make it much better!
• I now feel like a hired hand. Anyone who works here is now merely viewed as being replicable. The spontaneous nature of the earlier climate has been replaced by procedure upon procedure. The new climate is stifling.
• I originally took the job because it is the kind of job I love to do. Management problems here at FGCU have made it not very pleasant.
• I overall enjoy my job here. I'm not sure that personally it's what I'll be doing after 2-3 more years, so that's why the somewhat satisfied answer, b/c I would enjoy a number of other jobs that aren't there for me yet, but I do enjoy what I'm doing for now.
• I started at FGCU as a student and then after graduation got a job there so I am familiar with the outstanding growth that has taken place. Currently I feel unmotivated by the current leadership (The current President and the VP for student affairs). It is frustrating to be asked to do more w/ less resources, but the President gets a 32,000 bonus plus other benefits after 6-7 months of being employed at FGCU when faculty and staff have not received and significant salary increase in the last 2-3 years. What an insult to the faculty and staff that started FGCU and have worked for 10+ years. That is why after the 1st of this year I will no longer work at FGCU...I would rather be unemployed than to have to work in such a depressive and unequal environment!
• I think more could be done from an administrative point of view to show appreciation for FGCU employees and how hard they are working (for small pay) during these difficult economic times.
I think one of the biggest complaints at this University is the job positions "titles", "assigned duties" and "salary". Our salaries never change, but we are expected to keep up with growth, changes, and everyday added duties with no compensation. Overall I enjoy working at this University. I enjoy my department I work in and the people I work with.

I think that the University is very compartmentalized and is run more like a corporation than a state University. There are so many policies that change from year to year so it hard to be sure of what the policy is at a certain time. Also, there is no ownership of the University by the students or staff, it feels like working at a corporation.

I think the opportunity to increase salary is stifled by the current administration holding us hostage due to the current overall economic index of Florida and the country. Money is always available for special projects of the President and Provost, but does not trickle down to the working people. It is shameful that some get bonuses and we get nothing, we have to scrounge for a pencil, limit copying, and suffer increased fees to park, just to come to work, unconscionable actions of administration’s part.

I took a significant pay cut to come here only to face a 1% increase in 3 years.

I used to really believe in FGCU. I enjoyed sharing with all I met how great FGCU was - I had great school spirit. Over the last couple of years - this feeling has seriously diminished. I am a very dedicated and hard worker. Involved in all facets of the University and was a great promoter for the University. That was never appreciated higher up. When trying to move forward at the University, my talents and hard work, although formally recognized, were never considered in my attempts to promote professionally. Although, on several occasions, I had been asked to hire individuals in my area that were not "happy" or "doing well with supervisors" in other areas of campus. It angers me that HR will work hard to accommodate those that are NOT superior employees and could seem to care less about helping out the good ones.

I was very happy with the progression of my career until the change of leadership a couple of years ago. While I personally like Dr. Bradshaw, I don't feel that he has been able to promote and represent the university to the degree that Dr. Merwin did. [REDACTED]

I wish that FGCU offered part time positions of over 27 hours health benefits.

I work like a full time faculty member, but get treated like a second class citizen because I am adjunct. I put in enormous hours and give my students my all and yet my birthday is not included in the monthly birthday calendars. I am cut off from email at the end of every semester even if students are trying to reach me for letters of recommendation. On the other hand, I love my fellow faculty members and I love the staff at FGCU that I work with. They are smart, fun and very helpful. I think the way qualified adjuncts like me are treated is an embarrassment to higher education.

I work very hard. I come in early to make sure the office is set up for the day, and sometimes leave later than my scheduled time so that all is well when I leave. I do not feel that my hard work and dedication is recognized by the higher ups. That is what makes my career seem more like a job.

I would accept my current position if it paid more or if additional duties were not continually pushed down on the staff in my area. I would prefer if the job title matched the duties and responsibilities. It's a great deal of responsibility with an outdated job title and salary.

I would be much more satisfied with my job if all the faculty and departments in my area were treated fairly. That is, if we were all treated the same. If the same standards applied to everyone and all departments. In my area there are certain faculty members and certain departments that are treated much, much better than others. It has been this way since the university opened in 1997.

I would have to reapply for my position to earn compensation equal to those hired after I was. It is something to consider - leaving and then reapplying in the future. FGCU should consider the inequity among those of us hired earlier and having more experience and those hired later with less experience, who are actually earning more than we earlier hires are earning. It really does affect morale quite a lot, along with the administration's continued refusal to really do anything significant about it.

I would like to see more teamwork and communication between all areas of the university.

I would like to see my department have more of a unity, weekly team meetings or monthly. This way everyone is up to date on what's going on with the University not just certain Staff.

I would say that the statements "I could advance my career..." and "It would be difficult to get better financial compensation..." are ABSOLUTELY NOT true in my case a d this is concerning to me

I'm a new employee - just one semester. Overall I have found a positive atmosphere, enthusiastic commitment by faculty, and much less of the politics I would tend to associate with a university. It's the newness I think. My largest dissatisfaction is the lack of domestic partner benefits and the lack of organized movement towards that end. There is HR support, and support from individuals throughout the campus. If domestic partner benefits were offered, I know I would stay.

I'm fortunate to have a fantastic supervisor - which is the number 1 reason I enjoy my work

I'm grateful for my job because I love what I do and feel I have a positive impact on student's lives. However, I feel that is consistently under-acknowledged in terms of support for ideas; salary; and general recognition. My heart aches for my staff who deserve higher salaries for their hard work.

I'm very thankful for my job at FGCU. However, each year more and more responsibility is assumed as more students are admitted; leaving department resources stretched and exhausted. We are admitting more students, and yet, no additional employee support is forthcoming from administration. Processes are not streamlined. No one is clear on who
I've created a dynamic environmental education outreach program that has incredible for the FGCU environmental mission and the natural world.

I've enjoyed working here at FGCU. However, I feel my career hasn't progressed as expected. After working here for a while now I haven't been promoted not once, and I feel I have worked beyond the expected requirements. In the same amount of time that I've been here I was promoted twice at another University. The pay is also much lower than many other Universities of similar qualities.

If I had it to do over again, I would accept my current position only because I have bills to pay. The poor local economy keeps me here, in spite of the working conditions in my department and the overall negative culture at FGCU. I do love working with college students. That is my field, and I'm happy to have a position in higher education. I am an FGCU graduate, so I'm hopeful that things will improve over time.

If it was not for the transfer to another department, I would still be very unhappy working here.

In certain fields growth is limited. An issue I do have is compensation. There are no clear guidelines on raises, getting them, awarding them, or when or how. It would be nice if there were clear guidelines for employees and for management on what needs to be accomplished, or what merits a raise.

In general I'm happy with my decision to come here. However, a number of things turned out not to be what I expected. The salary was just OK when I started but is VERY inverted now, which makes me FURIOUS. The classes I teach changed, the service requirement is higher and not really valued, the support for research is practically non-existent, yet the requirements are high. The collegiality of colleagues has declined, and the mission of the U changed. However, I like Florida and have carved out some things I like to do.

In my current position I do not have opportunities to advance my career. I am a one person office with no full time support staff. I do feel that what I do is important, but feel that I am not compensated financially or with the support staff that is needed for this position. The department that I work in is also seemingly not valued by other divisions in the University and lacks the financial support that is evident in other divisions. The financial support should be equal and when someone is doing a good job, they should be compensated and when a job gets to be too big for one person, the University should recognize this and open a position to support that department.

In my current position, I do not see the opportunity to advance. Due to my supervisor's leadership style and personality, it is difficult for me to take ownership in what I do and be creative. There is not a "student-centered" aura about the department I work in.

In my position, career and monetary advancement are slim to nil.

In short; poor management, poor leadership, poor conflict resolution, fear of retaliation.

Inability to progress from an instructor line to an assistant professor line in spite of meeting criteria is frustrating

It is difficult to receive promotions within the university. Have experienced unequal and unfair treatment based on gender and employment level (ops/usps etc) from faculty and staff in a variety of colleges and departments throughout the university. Professional courtesy is not always observed which leads to an unpleasant work environment.

It is disheartening that incoming assistant professors make more money than full professors. The only way to advance in salary is to leave.

It is important to recognize that while I can answer the above questions positively, I am very displeased with the pay situation. When I changed to this new position, the HR handbook states that with any change of position there will be at least a 5% increase in pay. However, I did not receive the increase and was told that policy only applied 'within' a department not if you change departments. That is not what the handbook states. Of course, since then we have received virtually no increases.

It is very difficult to find job satisfaction in a position where you feel you cannot meet all of the demands. Resources are so limited that most employees are performing 2-3 jobs. Most days I come to work in "survival mode", hoping to complete enough work to survive through the next day.

It is very hard to advance in this institution. Although position are placed on SOAR. The hiring process is a joke. Positions are usually filled by someone's family member or friend.

It would be nice if there were more opportunities for staff advancement. Although I know the economy has made things tight, too many staffers are overwhelmed with the amount of work to be done as the University keeps growing. At this time, there is NO opportunity to advance and since there is no merit pay for raises, there is little incentive for a worker to excel and strive for interdepartmental advancement. Additional education (completing BA/BS, obtaining an MA/MS, etc) should be grounds for advancement and promotion within one's department.

It's exciting to be part of a fairly new higher ed. institution. There are distinct advantages to making decisions and forging new paths. There are some paths that require a lot of clearing, before proceeding.

Just love it!

Knowing the current economic conditions, I know we are doing more with less and not much room/opportunity to advance. But I see it as growing in my position and career and I hope sometime in the near future there will be an opportunity that I can take advantage of.

Lack of leadership; lack of professional development opportunities; lack of appreciation for "lower level" employees; male-dominated in leadership positions.
Lack of satisfaction in terms of career path is the biggest disappointment faced. Being a good employee with the qualifications and heart and soul in FGCU did not pay off. Moving ahead seems to be based on politics and in some cases/units based on making sure that smart minorities don't get ahead of the curve.

Leadership does not clearly communicate what is important and where we are going. The university cannot be all things to all people. We add initiatives and programs without thinking what is taken to implement and sustain them. Plus we do not have a clear understanding of where we fit within the SUS and the state college system.

Little or no documentation on various tasks, no discussion over teaching classes (classes just assigned by Assoc. Dean)

More promoting from within the department instead of constantly looking outside for something better.

My immediate chain of command treats me with respect and appreciation. They have made my employment here enjoyable.

My issue at this time is that I wish I had a better salary to work with.

My job description has not been modified since [REDACTED]. My current description does not even state my correct supervisor, job duties or much of anything else that is current. Due to interference from the Dean's office I have not had an opportunity to change or grow without leaving the department and I enjoy my work and the folks I work with.

My low satisfaction level is directly related to the low quality of administrators at FGCU, from assoc. deans up but not to include Pres. Bradshaw, and the low bar for promotion to higher rank at FGCU. This campus simply does not demand the integrity and professional achievements for administrators and promotion that are universally recognized in academe.

My overall satisfaction with FGCU has decreased in the past few years. The leadership at the President & Vice President levels is not transparent and the flow of communication is almost lacking.

My position continually evolves yet my pay never increases.

My previous supervisor did little effort to promote the workers in the department. Only one person was promoted because the employee threatened a lawsuit. I requested a classification change from USPS to A&P when I earned a master's. It was met with resistance, until my supervisor's superior intercepted and encouraged the supervisor to change my classification. Otherwise, I would not have gotten promoted.

My satisfaction in regards to my job and the overall FGCU environment has continually decreased over the last few years. The career that I have chosen has turned into a job and much of that is due to the administration's lack of consideration, lack of desire to see the advancement of those already employed and lack of the desire to prioritize the overall satisfaction of the employees.

My satisfaction rating would be higher if I were made permanent. I've been in my position for over a year and am still OPS.

My senior administrator ignores program proposals and requests for assistance. Very little feeling of teamwork across the division.

Need to get paid more and get benefits. I'm expected to do full time work on part time pay!!!

Never thought about a job as a job before, more of an adventure. The position at FGCU is a drudgery job, but it keeps me in Florida with my family, so here I will stay.

No comment

No comment here

Not a fair competing field when new positions come open, sometimes they are never posted and an internal, favorite, will be assigned the position.

Of course, salaries are an issue. No raises and bonuses which do not count toward retirement are not very satisfying.

One of the concerns I have is the structure of pay raises. They are not merit-based, but instead a community increase is implemented annually; initially it was 3%, but it has been 1% for the last couple of years (less this November due to the economy). Those that get satisfactory marks get raises, regardless of whether or not their performance is borderline or excellent. Performance should be a factor when raises are considered.

Our focus appears to be waverering now that we are experiencing some funding restrictions. The gulf between administration and faculty/staff is increasing dramatically and will soon reach a point of no return. Real wage cuts and increasing demands for work with declining support are eating away at morale and the indifference from our leadership is quite frankly disturbing.

Over the past few years in Administrative Service quite a bit of favoritism has been shown for a select few people.

Overall I am very satisfied, except for a lack of opportunities for increased compensation or advancement. I believe that is primarily due to the state of the economy, and I am happy to have a job.

Overall I enjoy FGCU, but less the longer I am here. Not much room for advancement. Salary doesn't increase at all based on performance. I can exceed expectations and I will still make the same as someone barely meeting expectations...where's the reward for going above and beyond.

Overall- wonderful peers and students

Overall, I am satisfied with my position and the benefits and opportunities provided me at FGCU. I enjoy my co-workers, and my position feels secure--which is very important in the current economic times. However, I feel there is limited opportunity to advance my career or pay rate at FGCU. Oftentimes, I feel hard work, excellence, and commitment to a position is not enough to be considered for advancement or promotion in any way, which overall, is what I strive for. I would also like to see less of a dichotomy between faculty, staff, and students.
• Overall, I am very satisfied with my position. However, I am very dissatisfied with the stances that FGCU takes on problems and the huge payouts it has made. We are a joke in Higher Education that one can get away with anything here and get a huge settlement. It's time we start taking some stands. And, the diversity issue is a joke. When we go through applicant files, we are not aware if the person is black, white, Hispanic, Native American, etc. We are not given that information and with women it is extremely hard to tell since they can marry into any culture name. We are judging the person on their abilities and how they fit the position. Yet, if we don't make the pool diverse for interviewing, we have to go back to the drawing board. Come on -- we are judging qualifications. I don't want a job because of race or color -- I want it because I am qualified -- period!!!!

• Overall, I like what my position allows me to do. I enjoy working with students who are goal oriented and have a goal for their future. I enjoy the flexibility my job offers in being able to accomplish both job and personal obligations throughout the day. Items I do not enjoy are the lack of knowing what is going on within the FGCU community from the top down. I also have the feeling that some of the flexibility of performing my job is going away. Micromanaging of what I am supposed to be doing throughout the day.

• Pay is too low!

• PECAP rules or regulations or "laws" should be modified with respect to Instructors and in general to all faculty community to reflect the bad economic crisis we are going through. Promotion for Instructors is very "UNFAIR". It is also very "UNFAIR" the rule for an Instructor level III with a terminal degree to wait for Human Resources to open a new position to apply for Assistant Professorship. The UFF-FGCU is now part of the Administration and it is NOT providing the necessary protection to its members. UFF-FGCU is doing only the basics and it is NOT going through the extra steps to really negotiate with administration for better working conditions. FGCU is going to spend $19,270 for "only" three and a half days for Peter Seldin and his "famous" Portfolio Seminar. [REDACTED] Peer Review Committees should be kept "DEPARTMENTAL" and NOT as a College unit. There are discrepancies between Annual Evaluations and Promotion. Student Assessment of Instruction at this time is completely "ANTI-PEDAGOGICAL" and it does not provide a very clear evaluation about a professor. FGCU wants to save money but it is spending a lot of money by printing copies in "color". You should eliminate completely the Student Assessment of Instruction as a tool to punish a professor about his/her performance in the classroom or it should be completely "confidential" for the professor "ONLY". That's one of the worst evaluation tools ever created by human beings in the field of Education. FGCU President should go around our University visiting regularly colleges and departments giving encouragement to his employees. This rule should be created as a task for ALL Presidents in Universities. Could this be the first here at FGCU? I doubt it.

• Promises were made when I was being recruited that have not been kept. During the first two years, I was subjected to inappropriate bullying and control on the part of my supervisor. The inappropriate behavior has stopped and is no longer an issue. If I could have left during the first two years, I would have. I am glad that I stayed to accomplish what I came to do.

• Salaries are not competitive and there are discrepancies in salaries among co-workers in my department. We haven't seen raises in awhile, and I've never seen a merit based raise which makes the overall morale in my department pretty low. There are no incentives to work harder so everybody just kind of shows up and does whatever they want.

• Salary increases are a major issue. We are lagging behind inflation and behind other comparable universities. The academic administration in the College of Education and the Provost's office at FGCU do not seem to care about faculty concerns and needs. They make decisions with little quality faculty and staff input.

• Some faculty need to be more considerate of others they work with support personnel are to be polite to everyone but the rule does not seem to apply to faculty. There needs to be consistency with support personnel positions throughout the university for example pay scale should be on a step (or similar) progression - someone should not be hired at a higher rate than someone already in similar position in different department. Cross-departmental moves of support personnel should be advertised - there may be others interested in the position.

• Stuck with no promotions after three years, although promised one over and over. Manager is an ogre. No team cohesiveness.

• Unfortunately, I have concluded we need a new senior academic leadership team. The senior most leaders are surrounded by weak staff and hasn't seemed to realize it. The office is flawed and backlogged. I believe the academic affairs office work will bring discredit to the President...

• The biggest problem I have is not with the work that I do, it is with the people I work with. My managers are ineffective. They do not manage. I have been here [REDACTED] in my current position as a full time staff member. During that time neither me nor any of the people that I started with have ever gotten a promotion. I am always told, now is not the right time. I have gotten the highest marks possible on all my reviews, and for the last 4 years I have poured my heart and soul into this place, working above expectations, being an example to my peers and coaching new employees. Now that "things are bad" we are told that we should be happy to have a job, and we are told there is not anything that can be done for us in the next several years until "things improve". I am frustrated with my work environment and it will most cause me to leave sooner or later. As far as the community feeling here goes, I love the fact that FGCU's staff is like a big family. What I fear the most is that staff/faculty who come from other universities try to make FGCU more like the other university they worked for. FGCU is FGCU, and not Ohio State, or University of Florida. It is frustrating to see people trying to make this institution into something that it will never be, because it is newer, and in my opinion better the way it is.
The breadth of my responsibility is too wide and I am unable to focus time and energy on advancing my skills and knowledge.

The bureaucracy at FGCU has mushroomed and gets in the way far more often than it helps. We have lost the entrepreneurial culture we had established and have rapidly moved to a more bureaucratic one under the current administration. With respect to the future and recent past the level of fund raising is a huge problem.

The COB is a very good organization & I work/stay here because of the people involved----the CLI group is especially impressive.

The cohesion, friendship and teamwork within my and across other departments is primary to my continuing to work here.

The down side to my job is the low salary. I am an instructor and had to take a huge pay cut from being a classroom teacher in order to accept a position here. The workload is the same and the responsibilities are great, but for very little pay.

The efforts I have put into the growing of the University have injured my professional career. The needs of the early University did not allow for the appropriate foundational work necessary for mid to senior level faculty to advance up the career ladder. The rapid level of administrative turn over creates gaps in institutional memory as it relates to individual service contributions, leaving early faculty at a distinct disadvantage as the emphasis has shifted to scholarly productivity as the crucial part of a promotion portfolio.

The freedom is great. The rules are unclear.

The holiday fiasco is a good example of how poorly the administration understands the FGCU community. We have gone from an inclusive, celebrate everyone's culture, Christmas tree lighting, holiday contests, decorations in all public places to an absence or recognition of anything. In the administration's to be politically correct, we have become a sterile, homogenized place with little done to celebrate anything about anyone. It is a real loss for all concerned. This occurred because of the Provost and the President. I can't imagine how it could have been handled any worse.

The level of leadership and direction FGCU has decided to take regarding the environment are indeed very disappointing. There is a lack of faith in leadership in our division and the number of excellent directors who have left the university is an example of poor leadership, lack of valuing employees and self-serving vision.

The main reason that I would not seek employment elsewhere is because I have young children. We like the area and do not want to move. However, the fact that I am suffering salary compression after only a couple of years is not fair. I may be forced to move in the coming years because of this. Salaries for all at FGCU should be indexed for inflation.

1) It is impossible to be confident in the promotion process, because of the erratic and unpredictable decisions that are made by key academic affairs leadership. The leadership of this area operates in a high-handed, unaccountable conduct and decision-making affect other areas as well.2) I have been here four years, and received a one-time, 2% raise. There does not seem to be any hope for another raise in the near future. As an assistant professor in [REDACTED], my salary is very low in comparison to other FGCU professors and in relation to national norms.3) Like many of our younger and newer faculty, I work very hard in all three areas (scholarship, teaching, service). I feel, though, that our standards (as codified in our annual reports) are somewhat mysterious, and there's too much stress on "quantifiable outcomes" and so on. 4) To repeat an earlier point: I am aware of 2-3 professors who were denied promotion last year -- despite the fact that the promotion committees and chairs and deans had all recommended promotion. Further, the senior most academic affairs leadership failed to meet with the professors, or to adequately explain his decisions. This is outrageous and unacceptable, and has the effect of driving good people away (out onto the job market, that is). We have many good people here, in various departments, but we will lose many of them -- and find it hard to attract and keep good young scholars -- because of academic affairs leadership.

The positive, I enjoy my work and the faculty, students, and staff I work with. The negative, I feel like there is micromanagement of everything and an attitude of trying to find the person who is doing something wrong.

The primary factor that prevents me from answering "very satisfied" for #1 is that the current administration is overly focused on centralized control of the individual colleges and other units. Their clumsy, heavy-handed micro managing has a negative impact on employee morale. Salary compression/inversion is also a major factor.

The responsibilities I have in my division/department are satisfactory, and actually quite challenging and enjoyable. Feelings of concern all come from administrative areas at the university whose activities are inappropriate, unethical, secretive, and make working at the university difficult. I speak namely of Human Resources, Academic Affairs, the VP of Finance.

The salaries at FGCU are very unequally distributed and rather discriminatory, in some cases. For example, an assistant director's position makes a lot less at one department than another at another department, and even office managers or coordinators make more money than assistant directors. The salaries should become less unevenly distributed. It is definitely unfair, when people with less education and rank to make more money than those with higher level in position and responsibilities.

The salary and benefit package make it very difficult to live here. But I love my job, students, colleagues.

The salary issue is of concern to me. I had been promised an increase only it did not occur. I was informed that it will not happen.

As a [REDACTED] year Faculty member, I have thoroughly enjoyed my position until the last year. I am now disgusted with FGCU and am aggressively pursuing a position with another College/University. The [REDACTED] administration was open and responsive. They were readily available and listened to Faculty and Staff. In contrast,
Some members of senior academic affairs leadership are among the worst I have experienced in over 3 decades of higher education. Some are not only distant and unapproachable, but their arrogance and micro management has taken the University to the lowest point I have experienced. [REDACTED] treats the Faculty like village idiots. He single handedly has destroyed this academic community and I am offended that the President has ignored this situation. I am not a single disillusioned Faculty member. My view is shared University wide and FGCU will be losing the most qualified and nationally recognized scholars. Dozens of us are pursuing other positions.

- The team work and camaraderie and cooperation of fellow employees at FGCU far exceed any other position I have held.
- The university has great possibilities. The new leadership of president and provost gives me some hope that the culture of the organization may change.
- There have been times when I have not been treated fairly by the administration.
- There is excessive focus on accountability, standards, accreditation, and work that is indirect to training students. I have to do research, service, and update my teaching on my own time. I have also found that administration is inept at confronting faculty who are weak and/or incompetent.
- There are not enough opportunities to advance for people who do not have a college degree. We have the experience and are capable to do the job, just don't have the degree.
- There is support and caring within my dept. that I have not found in other places.
- There needs to be a more defined career path for positions. Positions should always have room for advancement even in hard economic times.
- There should be more promotion from within the organization- not going out to find someone outside. Also, for middle management there needs to be career planning so that those in mid mgmt can hope for opportunities to advance.
- Things are good, but they could be so much better and internal promotions are big problem. I feel bottlenecked by my boss, and sometimes we all questions what she does exactly.
- This is a good opportunity for me to expand on my teaching skills. Some administrative people are VERY supportive of helping people grow in that way and creating opportunities for them. Others do not see any need to provide those opportunities or encourage those working for them. There is a HUGE dichotomy between the two stances.
- This is the best place I have ever worked! The people I work with are top notch.
- This section focused on my overall satisfaction with my position, which is high. But, I have concerns about the institution that I hope I will be able to express in later sections.
- This university is the most micro-managing entity I have ever experienced! I have worked for the private, government, and two other major research universities and by far this is the sickest organization. For only being ten years old, it is scary what will happen in the future. The only problem is the administration, from the top down to the Chairs. It is hard to believe that they have worked at other academic institutions! The faculty are treated like they are worth nothing. The students have way too much power over faculty. The administration does not tell the truth and are double minded. All they care about is protecting their own back and sticking it to whoever they can, above or below them. The administration does not support or stand behind their faculty and the students know it. Grade inflation is a natural outcome university wide. Just check the honors at graduation compared to other universities. I went through [REDACTED] for problems I was having with my supervisor. When I told the [REDACTED] about what was going on they said, “If it will make you feel better, half of all my business comes from FGCU faculty and staff having problems with their supervisors.” That is sick!
- To be in a customer service position at an institution of higher learning for me is the perfect job. My training, experiences, education and desire to make the world a better place all are afforded the opportunity at Florida Gulf Coast University.

Upper management is inaccessible to lower staff levels. There seems to be a system of barriers for communication up through the organization. Communication down is there but not very meaningful. There is no attempt to show staff how their role DIRECTLY contributes to the organizations success.

- Very proud to be at FGCU, almost all coworker are wonderful to work with, feels like a family here.
- We are adrift, our leadership is inept, easily swayed by low-flying trends, seduced by banal concerns like earth charters and LEEDs standards hustled by charlatans... very disappointing.
- We are going at an alarming rate and more faculty is hired - but we are understaffed - and we just keep getting more and more work - with no extra compensation. (I have been here since the beginning).
- We have many great colleagues and students, but it is difficult to respect many of the people in authority here, or to feel confident about the future.
- What future? I am losing money every year that I stay here and the only people who get raises or promotions are the faculty. Apparently the administration believes that the staff's salaries don't need to keep pace with the yearly inflation.
- What was presented to me when I interviewed and the reality of the school is quite different. No raise - cost of living or merit - is in direct conflict with what I was told. The responsibilities of my job are significantly different from what I agreed to.
- When I first started working at FGCU I was very excited to be part of this community. The main problem I have is the ability to advance or become an employee with benefits, which greatly affects my personal ambitions and financial needs.
• While I can conduct wonderful, exciting research and handle an appropriate teaching load, I lack the equipment and pay commensurate with my colleagues at other second tier institutions.
• [REDACTED]
• Wonderful co-workers, wonderful students, swampy campus
• Working at FGCU has become draining. In part because of the high expectations to produce, perform and respond to institutional initiatives that were not well planned or coordinated, or tangentially developed rather than focused, strategically planned with clear commitments of resources and long-term sustainability. Over the years there have been too many new initiatives begun by a few people that impact my department and subsequently require (and divert) my attention to the essential responsibilities. Additionally requests to increase staff in the area have been unsupported yet other areas on campus continue to announce new appointees, promoted employees and even create new positions.
• Working here is fine, but let's be honest we are "not a family". I have seen too many people hurt here and administration allows it.
• Would have liked more feedback since I was new to the position.

This survey has asked you to reflect upon a large number of issues related to the climate at FGCU and your experiences in this climate, using primarily a multiple-choice format. If you would like to elaborate upon any of your survey responses, further describe your experiences, or offer additional thoughts about these issues and ways that the campus might improve the climate, we encourage you to do so in the space provided below.

• FGCU should stop trying to be some other institution. Since I have been here, I have been inundated with discussions about other universities, like Ohio State. I think that we could be the best teaching institution in the nation. That is not to say we shouldn't use, as benchmarks, criteria from traditional four-year research institutions. However, it is MORE wise to look at traditional and non-traditional colleges of all sizes and from all places (including other countries) that have as their focus TEACHING. Virtually everything that we all do individually and collectively at FGCU should directly or indirectly serve one main purpose--student learning. Apologies for the CAPS (no capability for italics).
• 1. We are a teaching institution, but scholarship expectations are given much more weight. We are expected to perform at a high level of scholarship, without nearly enough resources (time, travel expense, etc.) to fulfill those expectations. 2. We give lip service to the idea that we value teaching. Class size keeps getting bigger and bigger, and we aren't paid for independent studies with students. Mediocrity is rewarded, in that an average teacher often gets "exceeds" in their end annual evaluations and if a person IS an excellent teacher, they are "rewarded" with larger classes for no more pay. 3. The lack of domestic partnership benefits, and the refusal of provost staff to even discuss the issue shows that only CERTAIN types of diversity are valued at FGCU. It is a clear civil rights issue and top administration doesn't seem to care. It's embarrassing, and I know of at least one GLBTQ person who is considering leaving due to this one issue. 4. In the last year or two, the administration has shown a frightening tendency to disregard faculty feelings about important issues. There are a lot of edicts coming on down from up high, and faculty input is either not asked for, or actively ignored.
• 1. A PRIVATE, quiet and efficient work space is greatly needed for staff. 2. Going out of my building for lunch is not an option for me and I would love for every building to have a dedicated "kitchen" to eat my lunch or even heat up my lunch so that the smell doesn't permeate the whole floor and annoy others.3. Why, Why, Why is the university open when the students are out of session? With all the talk of conserving energy, there is exactly 4 people on the whole 2nd floor of this building on this Wednesday before Thanksgiving. We're scattered about so EVERY Light is on along with the air, computers, printers, radios, etc. The same thing happens during the spring break and the last few weeks between summer sessions and the fall semester.4. We need our bonuses to be just that, a bonus. I was shocked when HR informed me that the $1,000 bonus we receive is considered additional income and is charged at something like 27% so that we take home less than $700 of that $1000. I had really looked for and counted on that full amount of money and really felt let down. In ANY other office I have worked for, a bonus for $1,000 (for example) is always given as a check for $1,000.5. Why bother with evaluations? A good employee is always a good employee. A bad one doesn't need to be evaluated and given 2 or 3 more years to change. If you want to evaluate and have everyone work at 110% maybe outstanding evaluations should get a bigger raise...what a concept! 6. With all the studies and surveys this young university would like to conduct, could we find one that figures out a way for employees to work from home 1 to 2 days a week?? As [REDACTED] it would GREATLY help in so many ways to work from home when I can on a regular basis.
• 1) I don't understand why [REDACTED] was allowed to return to the university, given the evidence that he created a hostile environment. I wish the university administration would communicate reasons for decisions with regard to this, and similar, matters. I'm embarrassed by the number of incidents involving professors exhibiting inappropriate behavior toward students. 2) There's a perception that the university is swayed by the threat of lawsuits from dissatisfied employees. 3) The pay scale for professors is extremely low, and this has resulted in lower quality applicant pools for jobs. The low salaries lead to low morale and higher attrition. 4) The salary of new faculty members is consistently higher than salaries for existing faculty members who have been in the same position for longer. This is unfair, and it causes morale problems.5) The travel allowance for faculty is woefully inadequate and severely limits
professional growth and, in some cases, inability to meet promotion criteria. 6) Our mission (teaching university) and our promotion criteria (which stresses publication and research) are at odds. 7) There is no pay for independent study.

- A University employee was relocated to the division there I work. This was not a promotion of rank for this employee - just a transfer. Yet this employee currently earns $20K more than the other leadership in this department (including me). This employee does not rank higher then the other established leadership positions within the department, yet earns $20K more than we do. How does the University justify this? This employee should have taken a pay cut to relocate or the other senior leadership in the department should have received pay raises so that we were all equal across the board. That is only fair.

- A young institution that is moving forward in attaining a wide range of goals I am proud to be a member of this community, imperfect, yet striving to be the best FGCU that we can be. This survey is a demonstrable part of the process that we are using to move forward I am very optimistic for the future that will see a stronger FGCU community in every aspect of what we do.

- FGCU has become a terrible place to work. The requirements for faculty are based on the whim of the senior most academic affairs leadership. We have some of the worst academic affairs leadership we've ever had.

- [REDACTED] Faculty are not the enemy and neither is UFF - the body that represents us.

- Administration still seems more concerned with growing the ranks of students and faculty than taking care of the ones that are here. Compression and inversion are real issues that have not been addressed and it makes for bad feelings among the entire working community at FGCU--faculty and staff included. Administration has very little contact with the working class and does not seem to be aware of the concerns - they are more worried about saving face than really fixing issues. This is still evident in the concern to retain students in the classroom that may not be achieving adequately- due to poor background preparation. This brings down the quality of education the students are able to receive. I appreciate that the new administration is more open to research, but it still looks like a half-hearted attempt. The administration still seems to do what they want (i.e. this recent consensual relationship document, and the demand to make the syllabi look a certain way and expect us to get in line rather than engaging us as equal partners in a healthy working relationship, I wonder how long it will be for the results of this survey to be made public.

- Administrative support within the Departments is lacking in many ways from staff to supplies and critical resources for producing class handouts, tests, and producing technical reports and research publications. Human resources seems very well staffed but recently delegated many payroll, health, and supervisory responsibilities to faculty and staff through electronic processes that impede efficiency rather than improve it. There are no FGCU vehicles available for off campus course instruction or research activities. Indirect costs (overhead) taken from grants and contracts do not come back to support the research that obtained the grant or contract in the first place. Field, lab, and office equipment, supplies, copy costs, printers, computers, vehicles and travel must come entirely from the direct cost portion of the grant while overhead goes elsewhere in FGCU. Therefore, FGCU has decided that grants and contracts should subsidize other functions of FGCU at the expense of building strong research programs.

- Again, education should be about training all people to be able to enter the work force. Then, after that, it should be about the most qualified to do the work hired to do. That means extending everything to everyone, despite their race, creed, color, culture, ethnicity, etc. It shouldn't even be considered that one must be hired strictly because they are a minority. The way our job searches operate, applicants are judged strictly on their qualifications and abilities. We are not subjected to their diversity and that is the way it should be. Once a pool has been certified, that should be it. We interview candidates (not knowing until they come in if they are a minority or not) based on their qualifications for the position they have applied for. We are looking for the necessary qualifications to give the students the best education they can get, not the most diverse. If the minority does not have the necessary qualifications, then one should not be encouraged or forced to hire them strictly based on race, creed, color, or culture. Let's get involved with budget matters that are much more crucial now than diversity. We have to have the proper equipment, resources, etc., to do the jobs we were hired to do which is to educate these students. Worrying about diversity will not get them educated. If the students are minorities and are serious about their education, they will get it whether they have a white, black, Hispanic, etc., instructor. What is needed are the tools and resources to educate them properly so they can eventually contribute to this world in a worthwhile and productive way - diverse or not.

- Allow more creativity and innovation - up until a couple of years ago FGCU was an exciting place to work and grow.

- Although I am an Adjunct, I have always been treated with great respect and as an "equal" by the faculty and staff. This is a climate fostered by FGCU and is a climate not found at many other universities. I am grateful to my colleagues and I find it a pleasure to be teaching in this great institution of learning.

- As a disabled person I have worked to make the campus more accessible. There was to be a tactile map for the blind. It has never been made available.

- As an OPS, I feel as we are treated around campus differently. As a lower level employee and I think we should have at least health benefits or paid leave. Otherwise I am happy with everything else.

- As a relatively new professor, but a very experienced professional, I feel that the university as a whole does not adequately value the enormous resources they have in their midst, and that they rely too heavily on traditional definitions of scholarly performance and not enough on the fulfillment of the educational mission of our colleges. They do not seem to recognize that there are legitimate and important differences between the missions of the colleges, and expect all colleges to conform to a single model of performance that is mostly, to my mind, antithetical to the goals
of many of our programs. They preach diversity at the highest level, but fail to recognize the academic diversity within their midst.

- As a young institution, FGCU is, of course, going through a number of growing pains, not only internally, but in creating a place for itself within the region.... facing an uphill battle in relationship to the "good old boy" on the block, Edison State College, who is moving aggressively forward and has the advantage of the backing of many of the old-timers. Continued sexual escapades on the part of (predominately male) faculty have been an embarrassment and undermine perception throughout the community. Campus/community linkages are always important but for a young, emerging school in a highly transient State (many with allegiances to universities in other areas), this should be prioritized and highlighted...forging as many linkages and connections across local institutions as possible...not only implications for fundraising but for more solidly embedding FGCU within the community. To my knowledge, outreach is not recognized on the same footing as teaching and research, but should be.

- As an administrator in a support department that relies on direct interactions with other department administrators, I find that there is not enough of a teamwork spirit and approach to problem solving, and that too many times I receive a knee jerk defensive reaction when first approaching someone from another area to work with them. I believe that this attitude has been fostered by a few key individuals in leadership roles, but has greatly affected the effectiveness of the university staff, within departments and across departments. I have also survived for a significant amount of time in a department that has screamed for help from senior leadership to address the bully type personality of the department head, and feel that their handling of the situation once the department head was removed has only isolated the rest of the department causing a very unsettling feeling.

- As an employee we are evaluated on our job performance. I feel that the supervisor and co-workers should also be evaluated within their department. If a department implements a new regulation, it should be followed by all departments and not just certain areas or employees.

- As far as the campus as a whole, I feel very welcomed here. I think the University is still growing and trying to develop its identity. There seem to be a lot of good things going on here. I have found it difficult to get "outside of my box" in order to collaborate with other departments, due to supervisory constraints. I enjoy working with my fellow colleagues, but there is definitely a "toxic" environment in my department which stems from the way it is supervised. Although I enjoy what I do, if I had the opportunity to work for someone else or in another department for a different supervisor, I would.

- As I mentioned previously, I think there are aspects of ageism - and that doesn't appear in the survey. Also, as I mentioned previously, some people in my department with less education, less time with the organization and who are not required to work holidays and during emergencies and do public speaking on behalf of the organization are paid more than I am. This REALLY bothers me. [REDACTED] I'm sure those employees deserve their salaries - but I believe I deserve as much if not more.

- As I stated in the beginning. I have been here since [REDACTED], 5 of which I have been working here full time, before as a student assistant. I have met many great people here, enjoyed taking classes here. Interacting with students, staff and faculty has almost always been nothing but a pleasure. This is attested by the fact that I have more fond memories of this place than bad memories. I do not know how many of my problems other people here face, because it is never talked about outside our department. I feel like in my department specifically, we run around with our head missing. There is no direction. There is no clear support of any mission or vision. We do the bare minimum, are not innovative, implement technology without a clear goal in mind and though we can pretty much do whatever we want. Lack of advancement is frustrating to say the least. Raises are pretty much non-existent, and my bosses do not even know the difference between a coordinator and a specialist. In my case, I think it is just a culmination of things that have broken the camel's back. I am not happy anymore here. After being dedicated (at least I feel that I am and I guess my performance reviews show it), and not getting anything but a "be happy you have a job" speech, it just becomes frustrating to see other people in my department sit there, do 10% of the work I do, get away with it and make $14,000 a year more than I do, while my manager sits in their office and surfs the web all day. Overall, I love FGCU, but I think I have outgrown this place and am ready to move on since there is nothing else left for me to do here.

- At times we have a "head in the sand" mentality with problem employees. [REDACTED] and others are liabilities for us and cause low morale when you see uncivilized behavior occur and no one addresses it, it makes people afraid to speak out for fear of losing jobs or being labeled as a trouble maker. A week does not go by when there is a mention of certain others who have received high paying jobs without searches or pay increases for staff that are not as experienced as they should be. The perception is that this practice happens in Admin. Services.

- Benefits for same sex partners HAS to be added to the university's benefits.

- By and large, FGCU is a great place to work. It is still evolving and I understand that.

- Campus climate is being destroyed by a certain faculty member who is fueling opposition to critical thinking and diversity on his/her blog, extending attacks on faculty and students into the general public.

- Coming from teaching in [REDACTED], I have experienced the heavy "top-down" approach shown by administrators towards teachers with a general lack of respect for what teachers are able to do on their own. In the push for more accountability in higher education I hope that FGCU will not make the mistake of being over-handed in their approach to helping teachers improve in their jobs. Always keep the perspective that we are all in this together and teachers deserve the upmost respect. It should never be "generals telling privates what to do every moment."
• Communication - There is a lack of communication in the decision making process where one department/area is making a decision that has an effect on another's working environment. Committees are formed that are exclusive of personnel in areas that will be affected by the decision. Departments are making unilateral rules and contracts with no consultation of those outside the department/area that are affected.

• Compensation, promotion, and support should be based on knowledge, skills, abilities & talents and not on gender, race, or ethnicity.

• Employees are looking for leadership that will set a true and measured course for the next decade. We seek leadership that is true to the mission of the institution and is run on proven methods and processes rather than on the favor of a "good-ole-boy network". As the university has matured in enrollment and community influence, we have lagged in organizational maturity and effectiveness. Leadership would benefit from establishing a perpetual communication structure between leadership and employees. Isolation of leadership is evident in the current decision making processes. Employees fear retaliation for voicing concerns about hiring practices and business practices and are only beginning to have hope that the offices of advocacy will act on information provided. A culture change needs to be clearly and persistently engaged across all departments for morale to improve. This pervasive mistrust leads to a significant breakdown in organizational communication and effectiveness as employees become more concerned with being safe than collaborating. FGCU has a bright future. I trust that leadership will act decisively on the information employees provide in this survey to create a framework to utilize the talents and energy of all employees at FGCU.

• Even though my responses may seem negative, they are responses that reflect how I have perceived things to be for the past several years. Since my [REDACTED], I have seen, in my department at least, the other side and am happy that I am a part of it. I just would like to see these changes campus-wide, and not just in one or two departments to carry the burden (so to speak).

• Everyone talks about being a teaching university and how all we really care about is teaching. However, we all know that in order to grow and become a known (not even well known, but known) research is extremely important. The lack of knowledge on campus from the general work culture on what it takes and what is necessary to promote and support faculty in conducting research is really weak. Expecting professors to teach large classes and do it very well AND conduct meaningful and useful research burns out faculty. Since we are the lowest paid state university - faculty work hard to build their CVs and then leave to go somewhere that does not require a 3/3 teaching load and will pay more money, and actually appreciate the research being conducted.

• Faculty morale continues to decline. Why are the major producers of the FGCU products, i.e. graduating students, viewed by Administration as the enemy? How will that help recruitment and academic quality? The University mission statement consists of words only, with no support from Administration for the quality statements. What does Admin think they are accomplishing by alienating the faculty? Administration operates as if the University supports the elite A&P employees, when they in fact should be the support personnel to the service providers, the faculty. I can't get out of here soon enough.

• Fairness among all employees and departments and offering the assistance required by the ADA to disabled employees.

• FGCU can go through the motions by putting certain people in certain positions. But tolerance, respect and acceptance...and CELEBRATING differences is something that is allowed, modeled, and promoted through activities, policy making, and priority setting. Our campus has such a wonderful opportunity to be rich with activities/evidence of all the wonderful experiences/knowledge that people of all backgrounds bring to the campus. We have the weather to allow outdoor activities/banners, etc. We have the technology to broadcast information. We have a relatively young faculty with high potential for positive energy. We have the newness as an institution so as not to be entrenched in conformity. FGCU is just another medium sized state institution and will only draw an average group of students, staff, faculty and leadership unless we rethink what we are doing and reconsider the 'out of the box' thinking that started this institution. Now THOSE were the days of openness and acceptance...and freedom in talking about things from different perspectives! If you REALLY listen to people -- people are afraid to speak up because of what retribution may occur. That is sad. College campuses thrive when there is a freedom in respectfully sharing ideas and passions. The regulations of higher education can still be met, but we will get them done in a much happier environment.

• FGCU could provide an incredible opportunity; FGCU's ideals are great. Implementation of the ideals is lacking.

• FGCU has a lot of amazing accomplishments that should be remembered as we still struggle with growing, changing and improving. As the campus is larger each year, it seems there are loose pieces all over...things need to be better coordinated. Not exactly sure how to do this but we could use some in-house clean up and creation of good policies and procedures. Also, we could use more web/technical support people as on-call project support as many areas don't have the knowledge or expertise to build websites, design technical systems that would support our units efficiency as we grow. I have to say, the looming exponential growth predictions make me nervous...we are struggling to maintain right now and more students will put us over the edge unless we figure out ways to streamline the institution. Our students can and should learn how to be respectful within this community, so they can carry on that same respect into their lives and careers. We need enforced policies and shouldn't be afraid of offending anyone by doing it: skateboards, crazy driving in parking garages is a problem, cell phone/ texting use during meetings, classes, smoking in non-designated places, etc.

• FGCU has done everything within its powers to improve working conditions for its faculty and staff in the time that I have been here. Many individuals seem unnecessarily insecure about their status at FGCU particularly when placed in the context of their peers at other SUS institutions that have faced large-scale firings and furloughs in recent years that
did not occur here. Faculty enjoy a de facto system of tenure that does not exist at other SUS institutions yet remain skeptical of their promise of continuing employment at FGCU. Many faculty complain about the incivility of students yet exhibit the same level of incivility towards their peers and staff of the university. The problem with fulfilling aspirations rests largely with the state's leaders who have not provided the true resources needed to offer an appropriate environment for higher education in the state and this has had an impact on FGCU. Constant negative publicity, often unjustified, contribute to a sense of being under siege. FGCU faculty and staff are resilient and will continue to make the university a success despite the challenges we face.

- FGCU is a fun place to work. What is lacking is direction from leadership. There are catch phrases like diversity and sustainability, but these do not go far enough. There is a saying “what gets measured gets done”. I do not see the clear direction by management of what is important. They say sustainability is important and leave it to each staff member as to what that means. I believe that if the President would look at the Governor's Sterling Award criteria, he would have a good idea of what is necessary to achieve a high performing organization. FGCU is a good organization but it needs consistency and direction. The current organization rewards the "go for it " approach. By that I mean that if I see an opportunity, I can go for it and I might be able to pull it off. There is no forum to thoughtfully consider suggestions, develop priorities and communicate them to the worker level. Specifically: How do leaders Set organizational vision and values and communicate those to ALL employees? How do leaders communicate key decisions and encourage two-way communication and engage the ENTIRE workforce to take an active role in reward and recognition programs that focus on the organizations objectives? What performance measures do senior leaders REGULARLY REVIEW to inform them and their staff on needed actions? FGCU is doing a good job, but in order to achieve the next level I believe that 3 areas need attention: 1) Measurement, Analysis and Knowledge Management of data2) Process Management of key processes and work systems3) Organizational Performance Results focused on workforce outcomes, process effectiveness, customer outcomes, and product and service outcomes.

- FGCU is a good place to work, but it could be great! I believe that the health care benefits, work life balance, and tuition reimbursement are all great reasons to work here. I also love my job and the opportunities it has provided me to help students. FGCU could use some work when it comes to communication from administration. It feels like the upper echelons of the university send out edicts that do not take other A&P staff or faculty into consideration. Not only that, there is no official orientation when people begin working at FGCU. That means that an employee many NEVER meet an administrator unless they take the initiative. Finally, as I said before, I love my job. With that said, I do not want to do it forever. If I cannot be promoted within the next few years, I will leave. FGCU stands to lose a lot of talented people who prefer not to stagnate in one job for years. I would love to see these changes, because I believe in FGCU. I want to see the university grow, and grow with it.

- FGCU is a good place to work, overall. But I have become increasingly disenfranchised over the years as issues occur, and they continue to be swept under the rug or otherwise ignored. Additionally, I worry about what information the President gets, and how decisions are formulated. I am not sure he gets data that is free of bias and personal agendas. I wince at the reference to FGCU being like a family when I consider I would never tolerate that in my personal life what I have seen done to people here. As a whole, FGCU needs to step up and start dealing with how employees are treated on a day-to-day basis by some of the leadership here. I will not bother to name them, as I suspect my response will be invalidated for referencing select units or their leadership. The other aspect is that we have made it clear over the years about "who is who" on campus. FGCU needs to work harder to make everyone feel like an important aspect of campus life. I would have gone into further detail...but I do fear for job loss in filling out this survey. Logic tells me that there is a way to track this back to me personally. It points along way to the climate around here that I have to feel unsure about even completing this survey.

- FGCU is a great place to work. I feel empowered to do my job in my own way as long as I keep my supervisor informed of any issues. I was very disappointed with the outcomes of the lawsuits brought by the athletic coaches, [REDACTED] It made us look bad in the community and gave the appearance we caved due to pressure that we did not have supporting documentation for our position. Hopefully the new policy and procedures have addressed those issues so we never find ourselves in that position again...

- FGCU is a great place to work. Unfortunately a few no-gooders have done their best to mar the University's reputation by telling lies to the media. Some people who are not cut out for hard work and a commitment to give more than they take have washed out from FGCU employment, and this is a good thing. I wish anyone who had any questions about what it's like to work and study at FGCU would actually talk to the thousands of people who are happy here and who have a very positive experience as employees and students. I am proud of what we have built and what we accomplish each day at FGCU, and I respect and value the hard work and dedication of my colleagues. Go Eagles!

- FGCU is a wonderful institution, and a wonderful place to work. I would love to stay here, but my situation has been extremely difficult and stressful over a period of years. I feel as if I am able to make a strong contribution, but circumstances have greatly impacted my ability to do so. There are many very talented and committed individuals within the University, and I hope this survey will be helpful in moving forward to an even greater future.

- FGCU is a wonderful organization to work at and for. My comments are offered to improve further the work environment and conditions for our Staff. While I am also looking forward to retirement; I know that I will sincerely miss the interaction of working with many dedicated and committed colleagues who strongly support the educational opportunities we provide to our students and the greater SWFL community we live in. I realize that much of the ‘problems’ we are facing today are due to a lack of adequate funding of our University. However, that has always been
the case here. I recall the mantra ‘enrollment, enrollment, enrollment’ and that additional funding to our base would come when we exceeded 3,000 Student FTE. We finally got there and our operating budget was cut by 8%. We can no longer rely on our ‘newness’; that time is gone. As we are asked to look toward 15,000 students many of us are saying how in the world we are going to support that level of students and related support needs with the level of funding, staffing and support we have now. Few of us see the light at the end of this tunnel and by then I will probably be gone. I sincerely hope that the outcomes pronounced for this survey are fulfilled and that the survey feedback results in changes for the better.

- FGCU is currently operating in an extremely challenging operating and budgetary environment. To survive and excel in such an environment requires exceptional leadership and vision - which many of my colleagues and members of the community believe is lacking. Instead of stifling and restricting entrepreneurialism, our leadership should be encouraging and promoting it. [REDACTED]

- FGCU is run like a high school. The folks in AB5 think that they are the principals of a high school and do not believe in faculty governance. They are aloof and walk around with their noses in the air. [REDACTED]

- FGCU is not a bad place to work and I hope that has not been implied by my responses. I stay here because some of the people I work with have become dear friends over the years, and I believe that FGCU offers value to Southwest Florida. Having worked in higher education all my life, I can safely say that FGCU is a good school. Some day I hope to be able to give more for scholarships to the FGCU Foundation. Still, there are issues here like you would find at most any other school of higher education. There are times I feel slighted by people above me in the chain of command in providing opportunities for me to utilize my knowledge and advance. Though I know that what I bring to the table would be highly valued by any employer I have, it would be nice for this employer to recognize it. I feel like my level of knowledge is a threat to some of the administrative people above me, and it need not be. Even after being at FGCU for 11 years, there are times I swear that longevity means nothing to some of the people over me. On occasion, I have been threatened, disrespected, humiliated, and overlooked. [REDACTED]. It is an unspoken truth that the person who blows the whistle will face repercussions; therefore, I have said nothing until now. Perhaps FGCU will now do something to instill a sense of value in its administrators so they stop taking their insecurities out on the rest of us. Perhaps you could instill some integrity in them.

- FGCU is pretty progressive in many ways. Trying to force racial and ethnic and sexual diversity in order to fit some sort of collegiate model doesn't make sense to me. We should be inclusive, and empathetic and tolerant, but our staff, faculty, and student body should come because they are good, because they want to be here, not because of some model....

- FGCU is still growing very rapidly and will continue to do so for some time. In some ways, our original goals and mission are no longer appropriate for a school of our size (small class size for instance). Yet, it is not clear what we are growing into and how we can best use our current and future strengths to our best advantage. As you look over the data from this survey, please consider clearly communicating what we are growing into, and how we as employees and faculty can best contribute to these goals.

- FGCU needs to compensate their staff equitably across the board with great consideration being given to experience and qualifications. They need to do comprehensive studies on job classification VS compensation at least within the University system to at least have a proper compensation plan and attract qualified, high caliber employees at all levels of employment.

- FGCU needs to hire more black minority at FGCU. I have been with FGCU for the last ten years and I am the only black executive secretary in my department. Over the years other black minority have been applying for secretaries positions at FGCU but they are never hired. I hope the Climate Study Survey can help the process.

- FGCU should stop advertising as a green campus or one that is sustainable. It is not and luckily the community in the area is starting to recognize this lie. Equality and morale are serious issues that need to be addressed at this University. Some of our best faculty will not stay here and work in such an environment.

- FGCU still has a reputation of being a good-ole-boy school with limited thoughts to increasing gender-related career opportunities. For example, a position was available (not posted) then automatically filled by a male applicant with no committee or formal interviews—it would have been nice for the position to be posted so that other potential job candidates within the university could have applied for that job—perhaps one that had the qualifications. How can the position be filled with no HR involvement + posting is beyond understanding and not very equitable?

- FGCU's current campus climate is a good one. We, as a campus community, foster a climate that accepts and provides opportunities for a wide variety of diversity among individuals and subject matters (i.e. teaching, scholarship, etc). Allowing for diversity, as FGCU does, is healthy for the institution; however, forcing diversity is not healthy. The leadership of FGCU should never put the university in a position that either stifles diversity or requires, or forces, diversity, simply for the sake of diversity; either of these positions is harmful.

- First, my frustration with the climate at FGCU is one of direction. We seem to value quantity over quality. For example, it is hard to celebrate the Backe Foundation, Inc.,' gift of $1 million when, even with the proposed $750,000 from the State of Florida, the anticipated costs for the university must be substantially greater. One of the guiding principles of FGCU states, ‘Learner needs, rather than institutional preferences, determine priorities for academic planning, policies, and programs.’ With classes that are too large to be student-friendly, faculty beginning to look elsewhere based purely on salary stagnation, and inadequate resources for first generation college students, it does not seem to be the time to introduce another major initiative including the already approved FGCU Innovation Hub.
research park. Don’t misunderstand me; I believe that renewable energy is an important issue that deserves attention, research, and action. However, with an FTE headcount of fewer than 7,000, we cannot cover all of the critical areas that might be reasonable at a school of even 20,000 students. I think it is time to take a breather, stop or greatly reduce growth, and care for and nurture the talent and dedication that exists on campus. My concern is that if we do not, FGCU is going to lose much of what it has gained. The economic situation for all Florida schools is dire. We are told to be grateful that we have had no layoffs and no furloughs. OK, so I’m grateful. But seeing continued programmatic growth in the light of not so much as a cost of living raise is getting more serious than I think the administration realizes. Second, I think transparency is an issue. Given the top-down administrative structure and a ‘need to know,’ attitude of the administration, I believe that my ideas about higher education, resource priorities, and the future of FGCU are ignored, or worse, belittled. The Faculty Senate seems to do little but argue petty details and the Union is worse than useless because they have little if any power. I would like to see an administrative structure that truly values input from all sources, not just the immediate subordinate. What would happen if a faculty member went to the Dean, or the Provost, or (gasp!) the president or the Board of Trustees? It is just possible that we would not be experiencing the frustration and resentment that now exists among many faculty and staff. How should this occur? If the administration were to ask, I suspect that several of us would volunteer a good deal of time and energy to try to help heal some of the damage that has been done recently. Vision and its implementation should be grassroots-based, not top-down from those who have virtually no contact with faculty or students. What about town hall meetings? Of course there is the fear of retribution if we speak up in such a forum; however, this anonymous solicitation of opinion, while valuable but not completely trusted, gives a venue for sour grapes and antagonism. I would now like to see something more public where we can, if we choose, make our ideas known to the administration and own them.

• Having come from a different country I experienced what most people often call it as culture shock. It took me a while to come over this feeling.

• Having graduated from FGCU not long after it opened, I am saddened by much of what I sense at FGCU today. My experience in my current department has been so toxic, that I don't know how much that colors my views of FGCU at large. I do know that I’ve interacted with several wonderful staff and faculty members in other departments. They have been open and helpful. However, I’ve also interacted with several people who were rude, uncaring, and reluctant to be helpful. I worked for a much larger university, where I would almost expect this type of behavior, but it wasn't the case. The size of FGCU cannot be blamed for this. There is just an overall lack of collegiality. The climate here is territorial. There is not the feeling of excitement for change, innovation, and new ways of doing things. These are the heart of what a university should be, in my opinion, so it's very strange here. The department in which I work [REDACTED] obviously plays a huge role in how I perceive FGCU. I do not believe my supervisor is well-liked, nor well-liked, on campus, and this may account for some of the issues our department has had in dealing with other departments. It's an embarrassment to be associated with this department, and I don't say that flippanlty. I’ve actually had several FGCU staff AND faculty laugh and roll their eyes, and give me sympathetic pats, when I tell them the name of my department. The absolutely poor leadership, attitude, treatment of staff, and abilities of my supervisor make it very difficult and unpleasant to come to work every day. This is coming from someone who lives and breathes to work with and support college students, and someone who has been very pleased in all of her past positions with other universities. My peers feel the same way. We feel undervalued, like no one cares, like no one wants to help us, and that we don't matter to FGCU.

• Here are the problems I see at FGCU: 1. Too much change in Senior Leadership. 2. A poorly articulated Mission Statement. 3. Lack of REAL commitment to the mission statement and guiding principles. 4. Lack of discussion between decision makers and the end-users. 5. Too much fear of retaliation. I hope the results of this survey foster very real change at FGCU. We have the potential to be great, but not without some very real changes.

• I am satisfied with many aspects of FGCU. My major concern is with leadership on the academic side at the Provost's level. I am very pleased with the academic leadership in CAS and at the President’s level. I also believe the leadership is good on the side of administration and finance.

• Historically the geographic area of Southwest Florida has not been kind to the inclusion of diverse groups. FGCU has exceeded expectations to become inclusion in every aspect of its constituencies. However the pipeline down through the ranks has not been pervasive. Perhaps deep seeded needs and value systems can be countered with training, demonstrations of mutual respect and policies. From encounters with others of like mind and desires, we remain committed to the support of an inclusive environment. I am delighted to see that the University desires the same. This survey shows positive efforts to bring about what is essential in our communications with one another: mutual respect. Thanks to all for the opportunity to participate.

• I am deeply disappointed by the lack of attention to intellectual endeavors and academics in this survey. In my, apparently, minority view universities ought to be first, always, and foremost, academic institutions. My answers are therefore framed in that perspective. The campus climate can be improved by focusing on academic opportunity, productivity, entrepreneurship and goal attainment. The fact that this survey focuses far more on race and sexual identify than it does on academics gives significant insights into how this administration views its charge and role. In my opinion therefore, the campus climate can be improved by: (1) Clearly outlining the ACADEMIC goals for faculty and students, then moving resources into academic areas and out of the administration and student services, (2) Constructing clear assessments of all aspects of the delivery of these ACADEMIC goals (including required exit
massive amount of change. It is hard to constantly read about negative incidents at FGCU in the very hard to become positive again. The university is still growing and my hope is that President Bradshaw will been a very positive, hard working, supportive person. Since my experience with the horrific supervisor, I am trying should be given the opportunity to be promoted from within instead of looking outside the university.

I am thankful to have a position at FGCU, but the opportunity for advancement is not very good. I believe there should be some kind of protocol for the advancement of the employees that have been on staff for a long period of time and should be given the opportunity to be promoted from within instead of looking outside the university. Thank you

I am truly sorry that I expressed so many negative responses to this survey, it is not really my nature. I have always been a very positive, hard working, supportive person. Since my experience with the horrific supervisor, I am trying very hard to become positive again. The university is still growing and my hope is that President Bradshaw will bring a massive amount of change. It is hard to constantly read about negative incidents at FGCU in the News Press. I feel that the university must do more to protect the students and staff. Money spent on supervisory training would assist the
I believe that FGCU is a wonderful place to work, however I think the issue of discrimination has been so prevalent that there are many decisions made just to avoid lawsuits. I believe the quality of the student's education is based on attracting the highest quality, hardest working educators. Recognition of these efforts should be noticed and more effort given to compensating and treating adjuncts in a more respectful way. Thanks for this opportunity to be heard.

I believe that FGCU is committed to diversity except for in the area of sexual orientation.

I believe that the addition of level II & III for instructors and advisors was a positive step forward in demonstrating the value that these individuals provide FGCU. I think FGCU should now develop a mechanism for facilitating the movement of Instructor IIIs who have a doctorate into an Assistant Professor line, without the need for doing a national search. Those who have been employed by FGCU for many years, and have completed their doctorate in that time, should not be required to work an additional 4 years before being eligible to apply for promotion. That is assuming that they have met the other criteria for teaching, scholarship & service.

I believe there could be an improvement in communication across departments, but I don't have a suggestion at this point. I believe there is a wide disparity in salaries. People doing the same or less job make significantly more than others, when you factor out length of service. I am saying something because I am a professional who is not that highly paid. You probably won't hear this from the people who are highly paid.

However, my main area of dissatisfaction is with key members of the academic affairs leadership team at the top. In my more than [REDACTED] years in academia at several different institutions, I have never experienced or heard of another leaders who was as adept as ours at building consensus - in terms of a general lack of confidence, lack of respect, and lack of competence - by the vast majority of faculty and other administrators that I know or have spoken with. Leadership is impersonal and abrasive, seems to lack vision, and focuses too much on inconsequential detail. Instead of encouraging and recognizing entrepreneurialism, innovation, and creativity, actions, demeanor, and decisions stifle it - and usually without explanation or discussion. And it is precisely this entrepreneurial spirit that has helped FGCU to evolve and develop into the wonderful institution it has become in such a short period of time. While it is true that he entered his position just as FGCU was entering a wide-ranging budgetary environment, I make my comments with this foremost in my mind. My dissatisfaction with the performance of our academic affairs leadership is also widely shared by many members of the Southwest Florida community. I know that many of FGCU's best and brightest are seeking opportunity elsewhere.

Key academic affairs leadership has denied the promotion to [REDACTED] even though portfolios were approved by the Peer Review Committee which very bad for an administrator in a "PUBLIC" academic institution.

I did not like this survey. I thought some of the questions in the beginning were too personal. I do not know why there was a question relating to religion. I think some of the questions are probably illegal to ask of employees. I do not think we got to the root of the problem here. The growth has been very painful to those of the staff who work in academic colleges and deal with students on a daily basis. As I stated earlier - we have not gotten increases in staff positions at the same rate as faculty. The faculty is limited to how many classes they have to teach. The staff just keeps getting more and more worked piled on - with no compensation. I only have a few more years till retirement and then I am out of here.

I do believe that there is great deal of favoritism at the University. I see on different levels that many matters pertaining to the entire department are discussed at Department Meetings and then never discussed with the other members of the team.

I do not think there is discrimination based on race or ethnicity, but there is discrimination based on gender or even worse based on how much money you can bring to the University.

I enjoy working at FGCU but it is extremely discouraging to get raises unless you get promoted. Parking fees have gone up, food/gas has gone up, healthcare costs are rising, and yet we are not even getting a cost of living raise. It is as if we need to get second jobs. Salary compression is a real problem!
• I enjoy working at FGCU. The overall culture is positive. I believe there are opportunities to bring more camaraderie between academic and administrative units. Sometimes we all get wrapped up in our areas, and we can all learn from each other. I’d like to see more opportunities for staff advancement. Thank you for this opportunity.

• I enjoy working with our students. However, overall, I am dissatisfied with the FGCU environment and my work experience here. The biggest stressors of my job have been directly related to the decision-making process of the VP of Student Affairs and the communication, or lack thereof, among higher ups. This would be in general but more specifically in regards to my division, department and/or position. It feels like at times that things are much more difficult or complicated on this campus than they need to be, and take much longer than they should. Efficiency is not necessarily a strength of the institution. I have found that new employees are often confused and bewildered within their first year as to how FGCU operates, and they are easily able to identify ways things could be improved. This kind of new input is needed to improve and advance the university, and should be sought out and valued. I enjoy the people I work with for the most part, and I do enjoy the students. They are the most rewarding piece about my job. However, higher administration operations proves to be a stressor not only for me but for others. We are expected to work hard and keep up with student growth/needs, but are not necessarily recognized accordingly. It does not lend itself to an enjoyable work experience or motivate employees to do more.

• I feel FGCU needs a better policy regarding OPS staff. There should be a time limit, and after such time, the employee should be made permanent. I'm not sure if it is the case, but it *feels* as if the University is merely trying to save money by keeping people OPS for extraordinarily long periods of time. I am doing the same work, but without benefits or holiday pay. That hurts myself and my family financially. Thank you!

• I feel fortunate that the University has made retaining staff important through this economic recession.

• I feel overall that FGCU (as a whole) values their employees, and wants us to succeed both professionally and personally. I also believe FGCU is a vital part of this community and has done many wonderful things for the community. The students are the number one priority and should be. We are here to make their lives better and together we do that. Each student that comes to us needing assistance we try to help and these students remember us as they enter the "real" world. We have become a part of their lives. However, as strongly as I feel that our students are an intricate part of our daily FGCU lives I also believe that the success of these students parallel the way we are treated as employees. We spend more time with our co-workers than we do our own families and our co-workers should be just that; an extension of our family. I care about my employees. I care about how they feel, what is going on in their lives, and I want them to wake up and want to come to work. Many of us have this same philosophy, but there is a handful that don't. They are out for themselves. They don't value anyone outside of their small clique and their only motivation to help a student is so they are seen favorably by those in higher positions, so they can be promoted.

• I feel that FGCU is a good place, but we can be better. The issue of race is critical to our development. The hiring promotion and retention of minority staff and faculty must be a priority. The recruitment of minority students must be a priority. This survey can only help us address the issues that will make us stronger.

• The administration on the college and provost level are very biased and closed-minded. They are resistant to differing opinions and viewpoints, negotiation on issues that impact faculty, and the provost is becoming increasingly dictatorial. Historically and currently favoritism has been shown in the college. I like my position (that of faculty) but do not like the work environment. They are beginning to pressure senior faculty to leave, and historically as well as currently minority group members (be they faculty, staff or students) have not been treated very well at FGCU.

• I feel that my department does not recognize what I do or care about I do in the classroom.

• I feel that our commitment to environmental sustainability completely ignores an analysis of the costs and benefits of environmental sustainability. I do not agree with indoctrinating students and promoting a "green" mindset of thinking by requiring them to take the colloquium course. This time of brainwashing seems more appropriate for a socialist society.

• I feel that our part time OPS faculty and staff should be supported better to feel like they are part of the University family. I first started in OPS and never received notifications on any events etc. I struggled to fit in. I see a need to improve job training for all support staff. Having meetings for support faculty and staff is important to make them feel that they are just as important as full timers. Cohort meetings are very helpful for communications purposes and should be used more regularly. I would like to know what the policies are in regards to communication between lower support staff and management (i.e. vice president and president). Can we voice our opinions without feeling like we went over someone’s head? Chances to talk to the president for all cohorts I believe would improve communication and support feelings of involvement. It would be nice to be in the same room as the president and feel like we could speak our mind. Hopefully this survey will help. I feel that there are things that the president should, know but are kept from him because his lower management does not feel it is important and does not bring it up. So important issues or concerns are blocked from ever getting to him because of other's beliefs.

• I feel that staff is treated as second-class citizens on campus. Faculty seems to have the leverage to get better opportunities and compensation for additional duties, maybe because they have the Union behind them. Staff has nowhere to go if they have an issue. Human Resources is not be trusted and they are sometimes not helpful and very rude when you have an issue or simple questions. They are always passing along their duties to other departments on campus, while they get the additional staff and we do not, therefore we end up with more work. The amount of staff has remained the same in most divisions while the student body and faculty has grown ten-fold. The Staff Advisory
Committee has not been able to accomplish any additional benefits since the staff attempted to bring in the union to represent them.

- I feel that the training in some departments is lacking and at times employees are just "thrown to the wolves". I also feel when training is available (specifically through Human Resources) it lacks substance and clear communication. It seems as if the Human resource staff are not qualified. Answers are vague and at times confusing. Many times there have been NO communication when procedures have been changed by Human Resources. I feel that great strides could be made in this area. By implementing a thorough training program taught by competent trainers, we would see a vast improvement of the overall capabilities of our employees. Also, you get what you pay for. If you pay low wages for support personnel, you will have more turnover and less competent employees. I enjoy working at FGCU, and have been complemented on my work ethic and abilities. That being said, as the economy improves, I would personally find it difficult to stay in my position. I do not expect to make what I did in the private sector, but less than half is not compatible. I truly believe that it would be beneficial for FGCU to look at the pay for all personnel. Some may need to be increased and some may not. If done properly and fairly it would benefit FGCU in many ways. Retaining happy, efficient, and qualified employees is always a WIN WIN for everyone involved. I have been with FGCU for a number months. The questions in this survey I have no insight on I marked "Neither Agree or Disagree". Again, I thank FGCU for the opportunity and hope it can continue. There is nothing I would like more than to retire from FGCU in 30 years.

- I find it hard to work around long-term employees, especially our administrative assistant who seems to revel in trying to make any procedure as difficult as possible to perform. I also feel that if I speak out regarding perception of my job among my colleagues, I will get in trouble, as I did get my hand slapped one day for speaking up at a staff meeting

- I find it problematic that married couples are working in the same Departments and in some cases have supervisory roles over each other. This is completely unfair to those of us who are not married to a Chair or Associate Dean, yet still are expected to perform at probably a higher level than our immediate colleagues, given the personal nature of that relationship and the fringe benefits received as a result. I don't mind performing at as high a level as possible, but I don't think competing against married partners in the workplace is fair at all.

- I find the overall climate at FGCU is very conservative and elitist, and communication between critical offices is poor.

- I found a lot of the questions in this survey didn't apply to my situation.

- I have been here about as long as anyone. I have many colleagues elsewhere. I have thought about this a long time and lived with it too...Because we do not have tenure, faculty can come here and *not* do what they were hired to do (e.g. hired to direct Composition who then decides he or she is a poet; the instructor of composition who also thinks now that he or she should be fulltime dedicated to fiction writing--none of these endeavors of choice being the area for which he/she was hired and none directly supporting the rest of the faculty). Elsewhere, that would not fly, but here, it works because the PRSC doesn't assess that kind of thing. The only thing that would keep that in check is a strong department chair, but at FGCU, usually chairs are more friendly than strong. The person can and will get promoted, and the department grows in ways that were not planned, not able to serve the students as well and sometimes doing real damage. I don't recommend tenure per se, but we could all be reminded that we owe a greater duty to our programs first and foremost and side projects/passions later. Or, those folks just shouldn't be applying for jobs they don't really want.

- I have encountered a lot of employees who are afraid of the administration. There is also a perception that people in my department are calling "mules"--we who toil so that the others can prima donna themselves in self-created areas. Again, this would not be the case at other institutions. This is also why these are the people FGCU will retain when in fact they should leave. They will complain about everything too, as a cover, as if the others are not appreciating their special talents, when that's just not the point. I like freedom. We're all special snowflakes, but please.... These distractions compound the problem of too much service/politics and too little time for scholarly activity in particular.

- I have encountered a lot of employees who are afraid of the administration. There is also a perception that people in leadership positions, with the ability to make hiring decisions, show favoritism. HR is not trusted and sometimes plays favorites (do not treat everyone that comes to them similarly). The culture here does not encourage people to interact with people of like ethnicity. Consequently, many are afraid to interact with other minorities, thus creating an inability of some minorities to grow and flourish. They/we sometimes feel disconnected and alone. Despite all the negatives, FGCU is a good place, with good people. There are employees who genuinely care and are willing to nurture you. I am very fortunate to work here.

- I found that the work culture is a "good ole boy" network. Sometimes it seems that those who do average or even below average work performance get the most/best promotions because of who they know.

- I have had a wonderful experience at FGCU

- I have never felt discriminated against here on the basis of my gender, orientation, race, or religion. I have, however, been attacked because of my political opinions. In the main, I believe that FGCU has been a great force for
improvement in this area and I have seen a liberalization of attitudes in Southwest Florida since FGCU's founding. In that respect I believe FGCU has done a very great deal for increasing diversity and acceptance. Any continuing prejudice that I have observed here has not, in my opinion, been fostered in any way by FGCU. But I still perceive a very strong conservative bias here which I suspect is related to the make-up of our board of trustees. I would (and have) hesitate to express my left-wing socialist opinions.

- I have not seen any racial discrimination at the university. I know of a few females that feel that they have been discriminated against because of their gender. That is even within my own department. Personally I find it hard to be able to advance within the university. I have never been told that my work ability is an issue but it seems that advancement is impossible for me. Being an OPS employee trying to become an employee with benefits is a struggle. When brought up to my superiors it appears to me not to be an issue or concern for them.

- I have serious concerns about the ability of some administrators to apply undue influence to those in lesser positions based on their position or their relationships with their direct VP. It seems the better the friendship between the director and VP, the more latitude the director has in exercising his job. [REDACTED]

- I have the impression the campus is doing very well in their efforts to be inclusive. I didn't want to choose "neutral" which would indicate that it is not important but by choosing "important" it may indicated I feel dissatisfied with the current efforts. Those questions were not stated correctly.

- I have the opportunity to work with several departments and functions on campus. This gives me the chance to see how different groups operate, interact, and what they expect of their employees. While it can sometimes lead to a unique combination of ideas, it can also lead to a clash of personalities and ideals. It becomes a political power struggle, rather than an atmosphere of cooperation and compromise. My concern is that there is not a group/department/committee that handles conflicts in the workplace, nor has any power in situations where changes need to be made. For instance, there is nothing in place to report someone who should not be at a manager level, or someone who is not doing their job adequately, or is taking advantage of situations, etc. If a report is made to the Human Resources department, it is taken, added to a file, and life goes on. There are no consequences for things that should be taken action on. I am happy with FGCU. They are a great university, and a great asset to the community. However, there are some interpersonal issues that need to be addressed before they get worse.

- I hold a staff position. I see an inequity in the distribution of work between staff. Sometimes it seems like good work is rewarded with more work. I see an inequity between A & P and USPS. USPS is granted less time off. The salary structure is lower. I do not feel that the staff have real advocates without a union. As the university grows, work is decentralized from HR and from Procurement and the work is passed down to the staff. The staff isn't recognized financially for this increased workload and there doesn't seem to be anyone on the college level saying no. My workload has increased exponentially with the department growth, PCARD, EPAFs, grants and many duties and responsibilities that were not part of the position a few years ago. This coincided with the 1% pay raise for the last three years. I do like the culture of FGCU and I do feel that it is a warm accepting environment but pay wise, I'm sure most staff could do better!

- I like FGCU and I enjoy working at FGCU. I hope to advance my education and career at FGCU.

- I like my job and my coworkers and hope to be here for many years. Our division has recently had management changes that have improved morale and climate. I don't always have clear knowledge of my priorities, but have most of the leadership I need. I also work well alone, so the work does move forward. At the same time, I know that there are salary discrepancies (long-time degreed employees being paid less that clerical staff) in my unit, and not all supervisors are willing to back/support their employees. Our department heads also seem to have difficulty working together. I am also aware of job intimidation (having a person's job threatened if they took unpaid leave) in another unit, as well as work loads that do not allow for employees to take their earned leave time.

- I like working at FGCU and regard it as one of the better jobs I have had. However, for us to improve as a univerity:1) the academic bar needs to be set higher at entrance2) purse strings need to open both to fill needed vacancies for fac and staff and to adequately compensate them3) leadership at the VP and President level is not strong

- I love FGCU and I love working here. With that said, we are under-paid. If you want to keep great people from moving on, figure out a way to raise the salaries!

- I love FGCU. I feel proud of being part of this Institution not because of the way it is now but just because of the way it was and because of what can people do to REALLY put it on the map. I do want to keep working here and I do have faith we can turn this around that is my reason of filling out this survey. I do not think the survey will give a good reflection of the real issues the university and staff are dealing with, for example to mention some, the non keeping updating classroom equipment like audiovisual, classrooms tables and chairs, the cleaning of "old" buildings, the keep up of electronics doors, bathrooms without doors and privacy. The lack of advancement and/or salary increases for staff members. We all understand the economic issue our nation is confronting but if we get creative we can find ways to work on salary increases, and or bonuses. The "almost" non-visibility of the President, Provost, etc. and them not participating or creating activities to foster unity. I think this brings low morale and low motivation. I think we all would like to see our President once in a while around our buildings or campus. The little Student activities are almost invisible and non-mentioned by either the university or the media. I hope these can be some ideas as to what we would need to work on to create more unity, high moral and more enthusiasm.
Personally, I haven't found any discrimination (at least I think the campus climate is mostly fine here. These are very difficult issues that can be controversial and I think that we need to find a way to recruit students of larger, much older Universities. That we are trying to be different. Sometimes, being like the other guys isn't so bad. It seems to work for the much more uniform policy and a clear communication of salary policies across the colleges/units.

I think making FGCU a smoke-free campus would help promote/project a healthy environment and improve quality of life at FGCU for faculty, students and staff.

I think that I have spoken to it in my comments. The senior administration are so removed from the faculty and staff that they don't really have a clue what is going on [REDACTED]. Truth is that if the senior administration were to act as though they view faculty as their colleagues rather than as chattel, they might prevent them from doing stupid things that end up on CNN. If the Provost and President would talk to faculty, or perhaps have some trusted colleagues on the faculty before they made rules about xmas, they might have heard from those faculty that while many faculty philosophically agreed, that this was a state university in a very conservative area and perhaps in this economic climate there were better battles to fight. This survey and these comments will do nothing because it is clear that the senior administrators do not value others' opinions. [REDACTED]

I think that the biggest issue affecting morale within my unit is the lack of communication between the Dean and faculty and among Associate Deans. There is a lack of vision for how the unit should grow and evolve. Although there are plans for a doctoral program, faculty, particularly those who have been around for a while, are reluctant to change. This is particularly true regarding research and measurement issues, which are crucial for the implementation of and success of a doctoral program. This reluctance to change also makes it difficult for research and measurement faculty, who are needed to support a doctoral program, to operate in what seems to be an anti-research environment. Beyond that, although there are several meetings and task forces to reach consensus about diverse issues, most of them are ineffective, reach no consensus, and create more animosity and division among staff. In an environment where faulty is burdened by large class sizes and various other committee related demands, such meetings and task forces are viewed as impositions and, frankly, a waste of time.

I think that this University needs to drop the corporation attitude start actually being student centered. Provide useful programs for students, identify areas to increase recreation programming. Also we all need to work on communicating, especially when an issues directly affects another department. Nothing on campus is a one-person show. We are all inter-connected and we are all here for the students. Everyone needs to understand that and come to work with that in the forefront of their mind. This University also needs to listen to its employees and provide opportunities for them to advance professionally and personally. I attended FGCU as an undergrad and thought it was great. When I was placed into a professional role I got to see behind the curtain and the day to day operations. I also realized how much I was missing out on as a student due to poor planning or poor communication. We are a young University and I understand that we are trying to be different. Sometimes, being like the other guys isn't so bad. It seems to work for the much larger, much older Universities. Why don't we let our students be students and provide safe, fun programming for them. And not just for select groups but for everyone. Stop creating restrictions for everything. Let groups utilize the Athletics Logo. If we want to be a University we need to start acting like one.

I think that we need to find a way to recruit students of color and be able to keep them here to help diversify our beautiful campus.

I think the campus climate is mostly fine here. These are very difficult issues that can be controversial and emotional. Personally, I haven't found any discrimination (at least outwardly) for being gay, but I as I said earlier I wish to see the
particular situations of gay faculty and students be addressed more strongly by the upper administration. It's apparent that there is some homophobia among the Board of Trustees and administration given their tepid or lack of support for initiatives in the past, but I hope that this will change. Equality is an extremely challenging goal, but for the sake of the institution, I hope this will be the focus.

- I think the enforcement of rules further would be a direction that we can move towards. Our campus is new and growing. To be competitive and keep the campus safe, I think it would be better to see more law enforcement around campus to ensure the safety and enforce rules on campus.

- I think the provost needs to look at ratios of Staff per the number of Faculty they support in each college. Particularly CAS. CAS has not been given any new full staff positions in the last few years (probably 3 or 4) all the while we have added 20-40 new faculty per year for the last few years (probably 4 or 5). This is not to mention all the Adjuncts that are picked up to cover the extra classes that are needed in order for all the students to have enough classes to attend.

- This means that the same group of support staff are now stretched beyond their limits to support a hugely growing number of faculty that are, at times, very demanding. I think this problem of being short staffed exists in other departments as well. Departments are now pushing parts of their job description onto the secretaries of divisions and departments, because they have more to do than they can accomplish as well. (I.e., HR and Procurement and Finance & Accounting) Also, I think there is a lack of trust for people to do their jobs correctly. Especially when 3 or 4 different people above department chair, have to sign off on every little daily task. It bogs the system down, causing many in-efficiencies, and a lot of unnecessary follow up in order to get simple tasks done in a timely manner. Everyone is distinctly aware of the budget situation and how it affects every aspect of university and personal life. I think people are probably as aware and contentious of their university budgets as they are of their personal budgets.

- I think the selection of Dr. Bradshaw as president was a most fortuitous step, both as a symbol and for his ability. It reflects what a racially backward nation is only beginning to realize. (I am Caucasian.)

- I think there are many little things FGCU leadership could do to improve the climate in general on campus. Making staff feel appreciated would make a world of difference. I feel very appreciated by my direct supervisor, but never hear anything from anyone higher up. We often feel as if we have great ideas on our level, but can't take them any higher because they will be shot down immediately. Just hearing a "great job" and having it be genuine could change the attitudes IMMENSELY.

- I think there is too much emphasis on the whole "we're a big family" work environment, which creates a smokescreen for other issues. I'm here to collect a paycheck and go home. The workload in my department is so unbalanced because a majority of my co-workers don't care about their job because morale is so low. Everyone knows that merit based raises don't exist, so why work harder? There are a couple people like me (not to toot my own horn) that work hard regardless and end up absorbing a good portion of the workload. [REDACTED], they teach as adjuncts on their work schedule and get paid twice. I don't mind working hard; in fact I like to stay busy. The problem is that my salary is too low and there are no opportunities for advancement or raises. Ultimately, this is what will drive me away and has already driven away a few people that I used to work with (good employees too). I enjoy the freedom I have, the other benefits (great retirement and really flexible with time off), and overall FGCU is a nice place to work, but it's all about the Benjamin's. I don't want Thanksgiving lunch. I don't want a silly racecar t-shirt. I want a raise.

- I think this survey does not adequately assess the climate of FGCU. Another bunch of rhetoric to spend 60+ thousand dollars on information that will not change the culture of this place. [REDACTED] I think you should've added a N/A button to all the questions because some of the questions didn't apply to everyone. I had to give answers to questions that had nothing to do with me or my job. I think the survey results will be inaccurate as a result.

- I wish Christmas was not PC'd

- I worry about the reputation that FGCU has in the community due to recent pending lawsuits and settlements. It somehow gives the appearance or sends the message that we are discriminators - which I know is not true. I also worry when I see an exodus of "good" people leave in a certain area, especially if they are in the minority. It makes me wonder that there may be something wrong with the leadership in that specific area that is not addressed. I know I'm lucky to have a job, but I also wish there was some way to compensate for several years of low or no increases when the cost of living has gone up. I think adding a few more vacation days to the schedule or a few days off at spring break for staff would be a boost to morale.

- I would encourage the campus to be very careful not to go overboard with restrictions on free speech in a misguided effort to eliminate all vestiges of discriminatory thinking. Such heavy-handedness usually backfires and both students and faculty/staff see the rules as the culprit instead of the hate speech. Better to leave the door open a little to inappropriate speech and let the promoters of hatred become the pariahs.

- I would leave today if I could

- I would like to express how much I enjoy working at FGCU. I would like to express my observation since I've been here. I have been here since 2000, left come back, left and come back. I do believe some departments are treated differently than others due to who their VP or overall leader may be. It is sad to see how my colleagues from other departments get treated more like they belong to FGCU than others. For example, VP/leader may reward departments that are under him/her with a small luncheon as a gesture of appreciation. FGCU is like a small town. The minute you see this you wonder why you couldn't have a VP like that one. People start talking. You start comparing like a child would when they see their siblings are treated differently. The mentality of who is favored more is created and
of the entire university not a specific department or area. Our department is especially concernin when our department is under staffed and ask for additional promised personnel/positions that we do not get them yet. In Question #14 it should be included under education: technical education and licensing. It seems sad that when our department is under staffed and ask for additional promised personnel/positions that we do not get them yet other departments that seem over staffed get additional. This is especially concerning when our department takes care of the entire university not a specific department or area. Our department is approximately 6-7 personnel under staffed.

• I would like to see health benefits offered to part time employees!!
• I'm not sure that things are much worse at FGCU than anywhere else, but we could certainly do much better in terms of helping faculty and staff at all levels feel that their work is appreciated, and they have a say in the decision-making, program-developing process. The problem is really that faculty are not mutually supportive, and when departments become mired in dysfunction, no one steps in to help solve the problem. I hope this might change soon.

• I'm pretty happy. Occasionally, I'll run into some rough spots with management. That's about it. Thanks!

• If anything, our director is too weak. Male candidates. I think FGCU should focus more on academic excellence and not so much diversity. The program I am in is weak - students pass who shouldn't be passing a class. I talk to those employees that have left and it with a big sigh of relief that they say the climate is so different. I do not expect there to ever be a perfect place to work. There will always be challenges, politics, poor supervisors, etc. But when you are been acknowledged by your peers, supervisors and HR as a great employee, but cannot seem to progress at FGCU - to me there is an issue. I would love to the FGCU train placed on a better track - perhaps I would stay. Benefits are good, I have always been treated well by my direct supervisors, but feel I am being forced to move on if I want to advance.

• I truly believe this is when you have to recognize employees more. We are all aware that due to the financial state of our university/FL state, no one will receive any type of raise or promotion. A gesture coming directly from the President is great but it is heartfelt when your VP/leader does it for you because they know with what little resources you are working with to make FGCU successful. As employees if we are working hard and our leaders know this because they are the ones looking good, then maybe, just maybe leaders should think of giving back something in return for our working efforts. An FGCU polo shirt is a nice gift but it's not cutting it to lift the morale.

• I would like to see equality for all. I firmly believe that upper levels in my department make decisions not based on what is best for the unit or university as a whole but more on a personal agenda. I.e., more travel = more time spent with family in the same business. More accountability at the higher levels is needed. Also the way leave usage is tracked for upper levels is laughable. If someone doesn't turn in a leave slip does anyone really know? No, only their supervisor, and often times they may be doing the same thing, and for the upper levels do their bosses even know when they are here or not given they are in a different building and may not have day to day contact. Whereas staff have to put even 15 minutes on their timesheets. In my area, there have been hundreds of hours not reported over the last couple of years. This while I watch other people struggle when they have a dr's apt, kids are sick, or there is a death in the family because they have used all of their time. All while upper levels have hundreds of hours in sick and annual leave because of not reporting everything that should be. When a person, not faculty, reaches a new educational achievement something should be done for them to show that educational advancement is something the university strives for at all levels not just faculty. Faculty only have to write a few papers to get promoted while staff sit idle in the same position year after year no matter what. And faculty is reviewed by peers within their unit, so how often is one turned down for a promotion. I have a hard time believing, at least in my area, that it happens often because those turned down might be on the other end when it is your turn for promotion. Would you take the chance of making someone mad and have it come back to hurt you? Probably not. I think there are some people who look out for staff but often get shot down because they are not the first priority. People fail to realize that a university cannot survive with only faculty and students. We have not had a significant raise in years, maybe give an additional day or two off to help compensate (have you ever seen the empty campus on December 24 or during spring break) or bring back the one time bonus. Maybe not $1000 but how about $500. This university has come a long way in a short time and to the outside may look wonderful but on the inside may not be as wonderful.

• I would like to see FGCU support its dedicated hardworking staff appropriately. The gathering it has a few times a year to show appreciation, or give an employee of the year award are nice gestures, but the reality is, I appreciate much more, the opportunity to increase my salary and advance in my position based on my commitment to the University. It saddens me to say that I have been actively looking to leave FGCU. I was so encouraged when I first joined the staff at FGCU that this would be a place that I would be proud to be part of, and would likely retire from. In the last 3 years, this has been a constant slide backward. It is unfortunate. I feel that FGCU is losing strong employees to other institutions like [REDACTED]. I talk to those employees that have left and it with a big sigh of relief that they say the climate is so different. I do not expect there to ever be a perfect place to work. There will always be challenges, politics, poor supervisors, etc. But when you are been acknowledged by your peers, supervisors and HR as a great employee, but cannot seem to progress at FGCU - to me there is an issue. I would love to the FGCU train placed on a better track - perhaps I would stay. Benefits are good, I have always been treated well by my direct supervisors, but feel I am being forced to move on if I want to advance.

• I'm pretty happy. Occasionally, I'll run into some rough spots with management. That's about it. Thanks!

• If anything, our director is too weak. Male candidates. I think FGCU should focus more on academic excellence and not so much diversity. The program I am in is weak - students pass who shouldn't be passing and sometimes I wonder if it is because they are of another ethnic group.

• If we are to keep talented faculty and staff, we must increase salary and especially clerical support so that faculty can truly focus on teaching, scholarship, and service.

• In the housing department we realize diversity is an issue that we have not focused on enhancing. We are taking steps this year with our programming model and our new diversity statement to change this as I have seen done throughout the university. I believe there is always ways to improve this and it should be something we address everyday. I also believe that diversity exist in everything; not just race and gender, so we should think about this as well

58
to board governing, and we experienced virtually no difference in the work atmosphere. Here, everything seems to be a big secret. I have not been able to find any information on pay grades or levels. Soon after arriving here, I contacted Human Resources and asked if there was a listing, anywhere, I could found about pay grades and was told simply "No". Being a public university in a state with the Sunshine Law, I think that is very interesting. Other State Universities have this information on their websites. As we grow, departments seem to be becoming very territorial about their buildings and space. We are a public, not private, university open to all.

- In the last few years, the climate and morale of FGCU among the mid-level managers and below is very low. The senior leadership does not take advantage of the resources available to them before making decisions that impact the entire university community. An example of that was the announcement last year that employees could not decorate their desks for the holidays. This announcement was received with considerable anger on the part of the university community and the national media even picked up this story. It was shameful. In an attempt to be inclusive, we instead were repressive. I love my job and feel that it provides value to the organization but I'm very saddened by the atmosphere here. I do not go home each night feeling like I can’t wait to get back in the morning. I used to feel that way about this organization. Under the leadership of President William Merwin, the campus climate was so much better than it is now. Dr. Merwin was visible - he knew employees and students by their name. Many students have commented that they have never even seen Dr. Bradshaw. They have noticed the sharp contrast in our executive leadership. I strongly encourage Dr. Bradshaw (through this survey because I'm not in a position where I could speak to him directly) to make himself more visible around campus. Talk to people, find out what is on their minds. He needs to develop a campus climate that embraces what we have to say. Many employees who have been here a long time can provide him with much wisdom and insight.

- The new academic affairs has poisoned the environment at FGCU.

- It is important to instill in the staff and faculty in the campus community to treat all employees equally regardless of employment status and to more actively encourage every person, student, staff and faculty, with respect and in a professional and courteous manner. Having worked for a variety of service departments it is clear that some members of the university need to understand the importance of acting in a professional manner to all members of the University staff. Many staff members are enthusiastic in regards to green projects and the desire of the student body to have a greater variety of projects on campus is increasing. While there is a University wide enthusiasm for environmental sustainability, there is a lack of department compliance in recycling and energy saving habits. More department heads and members of upper level administration need to insist that members of their college or department work together to implement new and more innovative programs.

- It is my opinion that there is a commitment to diversity and inclusion from the President and his council, specifically the VP for Administrative Services, VP for Student Affairs, and the Provost. The problem I see is the actual application of this vision and the feeling that all of our employees are not committed to the notion that a diverse perspective is essential for the long term success of our university. I know that a number of our black students feel marginalized and we as a university have a responsibility to ensure our underrepresented groups feel supported and valued. A good example of where we have been successful would be the implementation of the ‘Safe Space’ program. We should continue to provide this opportunity as well as find additional ways to identify faculty and staff that could act as mentors/advisors for other underrepresented groups on our campus. I also believe an opportunity exists for open and honest discussions regarding inclusion and campus climate. A few years ago the University had a series of meetings to discuss our ‘Campus Culture’. This initiative was led by the VP for Student Affairs and was a great beginning for an open and honest discussion on what our campus looks like, what we will look like some years down the road, and how to ensure all of our community members have a role in shaping the culture. Unfortunately there was no follow up to this activity. I also believe this is the perfect time to reevaluate our Office of Multicultural Affairs to ensure the services provided are relevant to the needs of our student population.

- It pains me to say this, but I do not believe that faculty are respected and valued at FGCU according to their fundamental contribution to the enterprise. The rewards and benefits for administration are far more comprehensive, particularly considering the 9-5 commitments of most administrative personnel. Applying profit-central policies to educational institutions does not adequately address interpersonal and aspirational needs. Privatizing and preferring various administrative services can have a powerfully negative impact on faculty, and most such actions have no grievance or recourse process. Resource allocations by college should absolutely be based on FTE generation. Compassion should be applied in any case of suspension of employment, and all issues very carefully and thoroughly explored prior to making charges. The recent lawsuits are gutting our reputation. There's much to say that I can't seem to articulate but an enhanced culture of respect for faculty is needed, and clear support for the resources faculty need to advance a mission of academic excellence, whether it be salaries, benefits, facilities, professional development funds, or workloads. We seem able to afford high administrative salaries and expensive lawsuits - but we can't bring the median salary for faculty above 45% of comparable institutions. Why?

- It would be awesome if the faculty could rate their chairs and the administration above them. A full 360 degrees evaluation would reveal a lot of the problems and maybe bring some positive change. It is sad and regrettable that students are valued more than faculty. If a student has an issue with a faculty or class they can complain to administration and administration encourages them to do so. The faculty never finds out what the student said until time for evaluation. The faculty are never given an opportunity to address the accusations or to tell what actually happened and the circumstances. Whatever made the student upset is never told to the faculty so that an adjustment in
teaching or approach can be made. If something would change in the administration as a result of this survey, I would be surprised.

- It would be good to tell the whole faculty/staff body at this institution of Higher Learning how much was paid for this silly survey which is not going to improve or change anything of what is wrong right now. I suggest to "sell" this "Public" Academic Institution to the Private Sector for a better performance and better educational goals.

- It would be helpful if the survey provided a way to go back and review earlier sections. There were places where I had some comments but I needed to complete the choices, save the form, and attend to other matters. When I returned many days later, I had no way to go back to add the comments, nor to review my answers to see if I marked the correct choices. It would have refreshed my memory regarding the thoughts I had at that time.

- It would be nice if the local news papers and media would focus on the good things that are happening at the University, rather than only ever reporting when something goes wrong or when there is a problem. Being sometimes the only "news" in town, members of the community only know about the "bad" things at FGCU. As a member of the staff, it is difficult to sometimes feel members of the community and state that you work at FGCU for fear that they will think you are a part of the latest "scandal" that has been on the front page of the paper. I don't want to be embarrassed to work at FGCU. I am proud of it, it just seems that more can be done to keep the 'bad' out (or fix the 'bad' so they won't have anything to report on) and replace with the 'good' when it comes to the media. I believe it will boost morale and also the public image of the University. Additionally, we all know the economy is in a poor state and that cuts are being made all of the time, but it would be nice to have some sort of compensation for all of our hard work. Many of the staff sacrifice their weekends and evenings to basically 'volunteer' for FGCU events. There is no compensation for these efforts, it is just expected. We are all working hard at the University, but it just seems that if you were lucky enough to start in a certain division at a certain time that you are treated differently. This is not fair and does not promote a positive campus climate.

- It would be nice to have a raise or bonus. Also, on another note, I have seen students that have parents that work at the university who get scholarships to different things, and these are upper management people, so they don't necessarily need the scholarships... they could afford to pay. And then you see a student who really needs a scholarship and doesn't have money, and they have anything... that is so wrong. I have seen it more than once.

- Its really unfortunate and surprising that such a young university can be such a negative and toxic environment. The morale at the university is terrible. Increasingly, faculty and staff are becoming more disillusioned, distant from the welfare of the university, and fatalistic. Many people have given up and have said "why bother, its not going to make a difference." I believe this may be the case even with the completion of the survey. [REDACTED] There have been many suits over the past three years (most, if not all of which the University has lost and there is at least one current). There are many active grievances, with a few more being prepared as I write. Faculty are leaving in droves, and its getting harder and harder to get really experienced, qualified faculty. The majority of the people being hired are newly out of doctoral or other college programs. The insights and experience that build a solid university are sorely missing at this University... and that which are here are made to feel unwelcome, poorly treated, and ignored, thus they have withdrawn. It is my hope that this will be anonymous because I have been honest with you. I have provided some information that can be directly linked to me, and I have already been victimized and harassed for the past 3 1/2 years. I don't need any more that I am currently suffering. I, also, don't want anyone to think that this is my personal vendetta. The University environment is really bad for many people. Most won't speak up out of fear of retribution or victimization. We are on a contract system, not a tenure system. We are much more vulnerable.

- Last year the president banned Christmas from campus. After the public outcry, he reversed the flawed policy -- which does not celebrate the diversity of faith traditions on campus -- and vowed to study the situation and appoint a committee to oversee a new policy. This was never done. Thereby indicating that he reversed the policy strictly due to public outcry, but he obviously thought that the policy was a good one in the first place. Very poor leadership on this issue. It caused many faculty and staff to question his ability to lead this institution.

- Major problems concern the compensation levels and compression/inversion issues. Pay levels are at least 10 - 20 per cent lower than is the case in many other states. This is largely a problem with state funding and attitudes toward professionals. If I were earlier in my career, I would be actively seeking employment elsewhere, preferably another state.

- Managers and Supervisors are often not qualified in the management field. Suggest all managers have training in dealing with employee relationships. Additionally, departments with more than 3 or 4 employees should have the opportunity to evaluate their manager. Discontent more often than not comes from employees not being happy with their direct manager. When the majority of a group believes that the manager does a poor job, they should have a collective voice in suggesting changes. Conversely, when 100% of the people in a large department are happy with their manager, that should be recognized by upper management.

- Many concerns of employees is that the climate survey will be completed and tallied and no follow-up.

- Many of the questions in this survey are academic in orientation, and I wonder how my responses as an administrator will translate.

- Mistrust of Leadership Old boys network still alive and kicking. [REDACTED] should have been fired years ago. Administrative Services senior management should not be dictating how things are done in Academic Affairs. Free flow of expense and new employees, pay increases regular promotions for Admin. Services staff ----none for Academic Affairs. Human Resources should be a service to the FGCU community not a hindrance.
• More diversity is needed in senior administration
• Most, if not all, indeterminate answers given to questions that are not applicable to my situation. I feel extremely fortunate to have found this work opportunity.
• Multiple choice does not really reflect true answers and offers no room for input or suggested remedies from individual responses. In many areas, a 'does not apply' choice would have helped. Taking, as I did, the middle road for many of those questions will skew the data away from determining the proper ratio for the extremes.
• My campus experience is limited to a specific job function and work area so my interaction with the other campus areas is limited. Thank you for giving me the opportunity to take this survey.
• My complaint is with respect to the quality of students that FGCU accepts. Our high acceptance rate enables students to attend college that probably should either not go to college or go to a community college first. Too many students (1) chat in class or (2) do not appreciate education...which is evident, for example, by choosing to skip an in-class oral exam because "a good baseball game was on TV". With this being said, student evaluations should NOT be valued highly come promotion time. Thankfully, my chair gives them no importance; however, he admits that the next chair might. Right now, I value and appreciate his honesty and his support in allowing me to maintain my standards in teaching and the minimum amount of material that should be learned in order to pass my classes.
• My current experiences at FGCU in my current position are improving. My previous employment at FGCU in a different department was wonderful. This is the reason I came back to FGCU. The atmosphere, diversity, encouragement to better yourself, and the closeness of the staff and faculty are amazing. I truly love being an employee here at FGCU and wouldn't trade it for any other!
• My current supervisor and situation is great. Some former ones have been abominable.
• My experience at FGCU has been a big disappointment. If it were not for my Dean it would have been a disaster. I have served at three other universities over the years and the treatment I have received here is unique. Everything is viewed as black and white, and "this is the way we have always done it." Any request for change is met with "you just don't understand this is Florida" I don't understand "out-of-unit faculty" You are expected to be faculty, but you are not entitled to any of the perks of faculty. You are not administration except when they want to put the blame on someone for something. You are treated as a non-person. The only people treated worse on this campus are the OPS employees, who are treated live slaves. I guess people need a job so bad that they are willing to put up with almost anything. The way these people are treated should be illegal. I came here with two specific charges and I have carried out both of them, but you wouldn't know it the way some people in academic affairs treat you with disrespect.
• My job at FGCU has many diverse and challenging aspects. It is necessary to often multitask. My job is never lacking in stimulation, as duties are many and varied. I am never bored the job is a perfect fit for me.
• My only other comment is that I really wish that the leadership of the university were stronger visionary leaders. Strategic planning is not shared or done from the bottom up or shared with the staff of my department. The IT functions at this university need to be consolidated under a CIO. Academic Technology needs to play a bigger role in teaching and learning. E-Learning and online programs should have an important (not just lip service) role in the future of the university.
• My overall working experience at FGCU has been a great over the past several yrs. I do not have any complaints in my department I am in now. Actually I have never worked with such nice and appreciative people before. I believe that the overall Support personal should be considered when looking at the positions, salaries and job duties and should be compensated with the growth and added duties that come with growth. We are all here for a purpose; we all have our individual duties that make this University what it is. It is very important that you enjoy your job, work environment, to feel appreciated. After all this is our second home. It is sad that we are a growing University, but yet the most underpaid University in the state of FL.
• My view of FGCU comes from my immediate unit. I am treated with respect and appreciation. Survey was too long.
• No career ladders for support staff Supervisors do not motivate Performance appraisals should not be allowed to default to previous rating. Should be thoughtful communication. Merit increases would be too political if implemented.
• The system here is very biased. It is based on a series of personal vendettas where academic affairs does not value the employees of the university. So much so that they feel that don't owe us the employees explanations regarding their decisions. They have kept people who should have been fired and fired those that they should have kept and in doing those severely punished are people of color.
• with the exception of a micromanaging academic affairs team who are in charge of grievances and refuses to every mediate or handle cases informally this is a good University and has a good president - who really needs to know what is going on below him
• not a very impressive instrument- the likert scale structure will bias responses toward a positive assessment. Here, like the [REDACTED] cult initiative by academic affair is another example of how the university wastes money. There are dozens of social scientists on campus- many of whom are fully capable of developing a climate survey- yet here we go again paying large sums to consultants- responsible first and foremost to the administration who retain spin control on the data. I look forward to your interpretations, and the deepening cynicism they will engender on campus Go Eagles!
• Not enough attention is given to addressing reported cases of hostile work environments or "bullying bosses". HR appears to be limited in what they can do. It is very unclear as to how decisions are made.
• One way to improve the campus climate is to have a more supportive human resources department and a stronger conflict resolution support for employees. Management should be trained to improve communication and conflict
resolution. Management should be evaluated by their subordinates as a requisite for promotions. Staff evaluations should be given once a year. The hiring process should be made more transparent. Perhaps instituting tests to rate prospective employees' skills and hiring based on a combination of test scores and interview impressions. It is ironic that an institution with great technology at its disposal fails to communicate effectively with its employees. Policies and processes are sometimes not clear and concise and most of the time, important policies are not broadcasts to the University at large. This creates confusion and misunderstanding. I hope some of my suggestions are helpful, overall I think FGCU got great potential to be a wonderful place to work.

- Over the last year and a half (and even for the year before that as well), it seems that FGCU has lost its sense of community, at least within the academic part of the house. It does not seem, any longer, that interesting and innovative projects and programs are valued, that input from a wide variety of faculty and staff is desired, that we are moving towards something better, greater. There seems to be a great gap between the colleges and the academic affairs office, without much understanding or support from above. This is unfortunate because there are many outstanding faculty, staff, and junior administrators who are willing and interested in doing good work, but they are being blocked from doing that work because of this new climate.
- Overall a good place to work. I just wish I personally had more opportunities here to advance. I believe my advancement in life has stalled given the limited opportunities I have to advance at FGCU. I teach some courses and I have had former students that work here now with higher positions, and same that I have now. I have been here a long time yet no increase/advancement opportunities. I feel that if I need to develop more that I need to move on from FGCU.
- Overall I enjoy my work at Florida Gulf Coast University. There are things that could make it better and things that could make it worse. In general, I do not feel that all departments within the University are treated fairly. I see that some departments are given preferential treatment over others. The differences in treatment and fairness include contracts, pay and benefits. The differences also extend to the general treatment of those within our department. For us our director has done an excellent job in keeping us informed and feeling like part of the University. With a bit of tweaking the University has the potential to be the BEST employer and have the best work environment.
- Overall I think the campus climate is good. We can improve communication among faculty/staff at the department/unit/college level and have supervisors (directors) share that information from VP's down.
- Overall Structure needs to be improved at FGCU. A clear definition on what direction needs to be taken or what is expected from you, as an employee needs to be defined top to bottom. Communication needs to be improved. Management should be held accountable and responsible for fostering an environment of pessimism and negativity. Leaders should foster a positive climate where their employees can learn and grow.
- Overall, FGCU is a wonderful place to work and I enjoy the work environment as a staff employee. Management is charged with large workloads, which can be detrimental to the overall health of the unit thus not having adequate time for the supervisees in regard to providing goal setting, laying out expectations or providing expectations. I would like to see the University departments become fully staffed to reduce stressful work environments.
- Overall, I am satisfied with my job and department, and feel that my department and supervisors are concerned with my overall well being. However, I do feel that there is a major disconnect in FGCU in the following ways: an over-focus on diversity (and an ignoring and overlooking of non-diverse populations), and absence of opportunity for promotion for Support Personnel staff (based on work-performance and excellence), and a deeply rooted sexist culture. FGCU tends to speak openly about an "equal" culture--however, work positions and benefits are not treated equally, nor are the opportunities for professional growth and advancement. Popular opinion among campus culture is also overlooked in fear of "offending" lesser populations (ex: the decision to remove all Christmas and Holiday decorations based on fear of offending a small population—thankfully it was repealed).
- Overall, I am very happy working in the College of [REDACTED] n. There have been a few university issues that I don't fully understand and would love to have them looked upon again. I have a lot of trouble getting room assignments, even though it is connected to a course. Because I only meet with students 3 times a semester and there are large numbers of them, I understand it is not conventional. But since I do it each semester, I would really like it to be easier to accomplish and maybe even routine. Another issue that seems strange is that each college has to pay for so many individual things instead of the university paying for it. The maintenance of the buildings is one of those examples. Also, being able to ask for help in moving large boxes or such for a large presentation. It just seems that the university could be more user friendly in some of those areas. I would like to see us have a computerized program for calculating GPAs like larger universities do. Listening to the advisors describe what they have to do, is unbelievable in this day and age. I would also like to see the university be more technologically advanced as was the imitative at the beginning. Thank you
- Overall, it has been a good experience working here and I love all the people here at FGCU. It just stinks that the budget cuts hinder us from getting the supplies we need to make our work more effective. I am grateful that we still have our jobs, but I think with how big the campus is getting and how many more faculty and students we are getting, the secretaries should get compensated a little more. ME, including other Secretaries or administrative assistants are working the jobs of two people and if we are not going to hire more staff, it would be nice to get at least a raise. Those are just my thoughts. If the colleges can't get approved for more staff lines, they need to give the staff that they do have a raise.
• Overall, the culture has been managed pretty well. We’ve had our issues. Matters could have been handled better. But, this is always the case. What concerns me is when certain groups let their own personal religious beliefs drive the conversation. I was greatly dismayed by the vehement response to what President Bradshaw tried to accomplish in regard to the Christmas holiday. It saddened me that so many staff members chose to use their work time to personally advance a very narrow and unaccommodating viewpoint. It was damaging evidence of a dated attitude about tolerance that is prevalent in some constituencies. I do not know how well it will hold up over time -as other events will come up to test it. I still applaud how President Bradshaw handled the entire affair and his time thus far at FGCU. We feel as if we are moving in a more academic direction now.

• Overall, this could be a very good place to work if 5-10 of the main University "higher-up’s" were no longer in their current positions. Unfortunately, certain "higher-up’s" that have been here for 5 + years are keeping President Bradshaw from being able to do his job. If things truly were to improve, each administrator should be evaluated by their department heads and departments and asked many of the same questions asked in this survey. The reason why surveys like this aren’t normally effective is that there is not really a quick fix to a majority of the issues raised in this survey. In order to change the culture and overall happiness of employees at FGCU, there is an enormous amount of work that needs to be done. Unfortunately, there seems to be a lot of commitment in doing surveys and things of this nature but not a lot of commitment in changing the results of these same surveys.

• People on campus need to take responsibility for their actions instead of taking the "CYA" approach.

• Personally, for me this is a very low time in terms of faith in the senior leadership. The lack of vision and direction is of great concern. There is a de-valuing of staff and a lack of support. The attitude of care is being lost or misrepresented. The words of senior leadership from the president and VP in our area (student affairs) appear hollow.

• Please pursue offering domestic partner benefits to faculty and staff. It is a tangible expression of commitment to diversity that is lacking at FGCU. Senior leadership support diversity and inclusion, and we have several inclusive programs throughout campus (such as Safe Zone) that are indicative of a positive climate for those with alternative sexual orientations, but we’re lacking support for domestic partners and the families of our LGBT faculty and staff - a pronounced gap from the support indicated and the real-life, day to day lives of our faculty and staff.

• Please read the comments above. The university has put itself in an indefensible position with respect to equality of compensation, stipends, courses releases for female administrators. Given the lawsuits and image of the university in the community with this issue, I cannot imagine why the administration is not being more proactive. This discrepancy is well known across the university.

• Political diversity has not been addressed and much emphasis on liberal views is promoted, not enough conservative thought is offered.

• Along the same lines, we have a problem with people in our college going above the chair to ask special favors of the senior academic leadership and the president when the rest of us go through channels.

• Provide ways of advancement or pay within the department based on the willingness to improve ones self (via certifications, trainings, materials or exams, or degrees) for the good of the department.

• No comment

• Resources are not always allocated efficiently. Some departments are grossly overstaffed while others remain understaffed. The issue that needs to be addressed is hostile work environments. Complaints are not always heeded and some supervisors and high-level managers are allowed to act in a derogatory manner to their staff and it is considered okay as long as they act that way to everyone. HR needs to be able to do their jobs properly without interference. This would be very helpful in alleviating problems before they begin.

• Salary compression/inversion must be rectified. Address cleanliness and mold/air quality issues in restrooms and classrooms. Increase communication from Senior Administrators about FGCU directions, events, expectations, acknowledgement of successes/achievements. Opportunity for faculty and staff to connect/network through some kind of common meeting place (eating/socializing etc).

• Salary is a huge issue right now. Like I previously stated...there is no benefit for exceeding expectations in your position. You get the same compensation for meeting expectations as you do for exceeding. I find it difficult to take annual leave due to the amount of extra work my position requires. This year I will lose quite a few hours of annual leave because it will be rolled into sick leave. There should be an option for us to cash out a certain amount of annual leave without leaving the University...that way we receive compensation and recognition for being at work more than we need to be. Reward us for showing up and doing a good job. I find that some Directors, Deans, and other upper management do not fight hard enough for increases in salary. Their salaries far exceed those of coordinator level positions and I feel that their attitude is often. Suck it up and deal with it. No one takes into account the cost of living in this area. I have a Master's Degree and make far less than many counterparts in the corporate world. I like the work I do, but it is often difficult for me to justify struggling financially.

• Since there are no Doctoral programs (PHD) locally, within an hour driving radius, whose tuition would be reimbursed by FGCU, the tuition reimbursement program should be open for those staff and faculty members wishing to advance their education by pursuing a PHD program in Higher Education leadership to other private institutions, such as Nova South-Eastern University, or Argossy University, not only FL SUS schools. Staff and faculty should be offered opportunities to advance their education, by offering tuition reimbursement also for non-SUS schools, knowing that the closest schools offering such programs are in Boca Raton, Tampa or Miami, far away in a driving distance. Thank you.

• No comment
The annual review system, which leads department chairs to rate virtually everyone as above expectations, is a farce. Needs of the mission of providing a great place to educate the citizens of Florida. University ought to work disheartening. Office is an embarrassment. The policy writing is poorly reasoned and executed. The lack of an understanding of how a work and teach is appalling. The quality of the legal work done by and for this i. The level of stonewalling and bad faith negotiating is remarkable. The lack of interest in making this a better place to faculty members on this campus. There are tenured folks, but no one is currently attempting to earn tenure. The course book ordering system in the bookstore is cumbersome. The course book ordering system in the bookstore is cumbersome. The course book ordering system in the bookstore is cumbersome. The course book ordering system in the bookstore is cumbersome. They do not staff the helpdesk before 8 am. Getting them to address longer. Everyone has a different system. I waste time every day, because of this. I have had endless problems with IT support. Some research should be done about the number of minority graduate student applicants who have been denied admission. This is a form of institutionalized racism that is in existence at FGCU in various graduate degree programs. Staff should be treated better. Our ranks are never increased despite our responsibilities growing to cover the ever increasing faculty and student populations. Our compensation lags behind. Even in tough fiscal times, faculty members get promoted but staff gets the shaft and is told there is no money. This year staff will not receive a raise, last year it was 1% over half the fiscal year, so .5% and the year prior it was 1% for the fiscal year. Inflation continues to increase our living expenses but wages do not keep up. If money can be found to pay for faculty raises and even more faculty members, then why can't those funds be used to fairly compensate current staff or hire new staff? Why can't staff members have spring break off like the faculty members? According to their contract, faculty members work spring break, but look at the parking lot and look in the classrooms/offices/library, 95% of faculty members take that week off. Perhaps spring break off could be given in lieu of a raise if there are no funds for a raise? Support staff needs support. Move value to long term faithful employees of FGCU. Opportunities for support staff to complete degree, even AA. Equality in salaries. Technology support: different offices handling classroom and office computers makes it very difficult to keep things properly supported. Often for carts of laptops, no one is responsible. Some graduate advisors have no documentation on how to go about advising. "muddle through it" seems to be the sentiment. Tenure is a must. We are not getting the same quality of applicants as we would with tenure. Thank you for giving us this opportunity to share our perceptions. The one thing you did not address is the degree to which the institutional culture / infrastructure makes it possible or easy to do our jobs. I have found the very bureaucratic nature of the way the campus works, and the lack of high-level efficiency, to be an impediment. There are a lot of inefficient or incompetent areas that could be improved, a lot of paperwork-heavy processes that could be simplified and streamlined. For one simple example: this is the only campus I know of that does not provide a single unified username/password system for all campus needs. The library in general, Interlibrary loan, Gulfline, email -- everyone has a different system. I waste time every day, because of this. I have had endless problems with IT support, getting them to address longer-range or higher-level issues. There are two numbers to call, instead of a single number. They do not staff the helpdesk before 8 am even though classes have to be ready to start by 8 am and problems arise earlier than that. There are not enough staff to help with Angel, let alone to support e-course development. The SAI office is sending out seriously erroneous reports, semester after semester, and nobody seems to care but the faculty whose career advancement depends on these reports. The course book ordering system in the bookstore is cumbersome and illogical, forcing me to log onto the system to NOT order a book, when I don't need a book. That requires yet another username/password. All of these may be a little things individually, but they add up to big inefficiencies. The administrative system has created an us/them situation. This survey reflects how little the administration understands its own core employees. (The questions that included "tenure"... there are no tenure earning-seeking faculty members on this campus. There are tenured folks, but no one is currently attempting to earn tenure.) This Administration has not demonstrated a willingness to work with the Faculty Union to improve working conditions. The level of stonewalling and bad faith negotiating is remarkable. The lack of interest in making this a better place to work and teach is appalling. The quality of the legal work done by and for this institution is appallingly bad. The EEO office is an embarrassment. The policy writing is poorly reasoned and executed. The lack of an understanding of how a University ought to work disheartening. One wonders why one ought to stay when those in charge seem blind to the needs of the mission of providing a great place to educate the citizens of Florida. The annual review system, which leads department chairs to rate virtually everyone as above expectations, is a farce.
• Administration provides for their needs first, and often tells faculty that there aren't resources for their needs. For example, administration has a private, gated parking lot. Faculty have continuous problems with parking. Money to support faculty development has been cut out of colleges/departments and we now have to compete at the university level. This is a time consuming and bureaucratic process of questionable fairness. Some take a trip with "selected" faculty each year spending thousands that could be used on faculty development. Where are faculty raises? When is administration going to address inversion/compression? No money for raises, but constant catering trucks in front of the administrative building. The idea that FGCU is "technologically advanced" is a joke! The President is absent from campus life. How can he get to know faculty and their needs when they never see him? The Provost does come to invite college meetings, but doesn't really listen and never follows through on faculty issues. When is administration going to respect faculty and work with the UFF? Faculty are not the enemy and neither is UFF - the body that represents us.

• The campus can improve on the existing climate. Great faith is being placed in the new President and Provost. However, so far, hope is dwindling among faculty and staff for the much desired and needed positive change. The upper administration is being quite deliberate in its approach which is good, but at the same time people have suffered and continue to suffer the consequences of a miserable institutional climate and culture lacking in equity, diversity in its broadest sense, i.e., race, gender, thoughts, sexual orientation, culture ...in pockets of the university. Such people are losing hope and disappointed in the fact that the FGCU guiding principles - Goal 2 especially is not worth the paper or electronic carbon print it is written on.

• The campus seems to be becoming more conservative in its response to issues that could or have become legal issues. There seems to be a mentality of drawing the lines tight enough so that nothing bad can happen, rather than trying to create room for needed things to happen. The campus joke is that all anyone needs to do is threaten a lawsuit, and that person will be accommodated. Despite all the rules and regs, we don't seem to be clear on what is acceptable and what isn't. Additionally, the processes that makes every investigation of an employee very visible and public, therefore harming the reputation of the person under investigation—even if he or she is vindicated—is bad for campus morale. And, if the person is found guilty of the charges, that's no guarantee he won't be back as an employee, also bad for morale.

• The climate at FGCU has changed over the past few years. Senior administration does not recognize the accomplishments of faculty and staff. Senior administration does not know the faculty and staff on an individual basis. There appears to be a big wall around Academic 5 that shields the senior administrators from contact with the rest of the university. Senior administration needs to start walking around campus and talking to faculty and staff. The greatest asset of FGCU is the employees who keep this place functioning on a daily basis. Interacting with fellow employees makes the job enjoyable.

• The climate at FGCU in 2004 when I started was very collegial and friendly. As the institution has grown, the administration and others seem to have taken on an "us versus them" attitude, and very little respect for those in smaller programs, and non-science oriented programs has resulted. Furthermore, the institutional structure, and institutional review board is outdated and not conducive to research outside the scientific paradigm, thus encouraging faculty to find other ways to publish scholarly works, avoiding the board. There are a number of factors that are making the overall climate less than supportive of various faculty in the liberal arts.

• The climate in my unit has been getting worse as the years go by. There are so many people here that want to be creative and do good things but are continually refused or put off, mostly for fear of being the target of "the founding faculty" and the way "we used to do things". It's very stifling and accounts for the bad morale, too bad the administration won't stand up to them either - they seem just as scared (of a grievance?) or perhaps just don't want to deal with it. Doesn't make a bit of sense to me and its too bad there is a lot of unused potential.

• The continuing contract system was not addressed in this survey, and I think it should have been. While I'm mainly supportive of our system, I still feel vulnerable because I do not have tenure. I sometimes fear speaking up because it may influence job actions against me and when I do, worry that it may negatively affect me in the future. Also, though I've identified some areas where I'm not so satisfied, I have been at other universities that were the same or worse on those items!

• The current climate here at FGCU is not good in terms of working conditions and salary. Everyone is doing more with less...large class sizes, committee work, serving learning demands. The promotion criteria is not consistent. Instructors have a ladder but do not have course releases to work on scholarship endeavors to get to Instructor III. MFAs are sometimes hired as Instructor Is or sometimes as Assistant Professors depending on the need. As a terminal degree, they should be treated as those who have a doctorate. Instructors are treated as lower class citizens (unranked faculty status vs. ranked faculty status). My salary was $32,500 when I first got hired [REDACTED] I needed the money to survive. Another issue I struggle with is that there is no uniform distance education policy or even one group that handles online learning issues. Large class sizes have increased my workload so much so that I am spending between 50-60 hours a week on my teaching. If you add service learning to that load, it is unmanageable. Instructors who are at Instructor II level should have one course release per year to work on scholarship.

• The dismissal of senior female administrators and coaches has left a very bad feeling in me. I had hoped that the president and vice-presidents would take public and proactive action to rectify what looks like blatant sexual discrimination. Their silence tells me they do not believe there is a problem on this campus or that the appearance of sexism is harmful to women. I am disappointed in their lack of visible leadership in this area.
• The expectations for productivity go up here every year. I now feel what is asked of me is impossible to do without sacrificing parts of my professional life (especially scholarship) as well as my personal life. I feel strongly that we need a more realistic view of what can and should be expected of employees.
• The fact I love working in a higher-ed & student environment greatly adds to my job satisfaction and is a large variable that keeps me in my current position. I feel a number of new individuals have joined the FGCU community and I look forward to a new student and staff climate, new ideas and a refurbishing of old ideas now inadequate. For some, I do feel morale, energy and enthusiasm for one's job has changed in the last five years - not for the better. Upper leadership is less visible. In addition, it must be a different upper-level leadership as my direct leadership has changed - again, not for the better. At times, I feel I do not receive clear information or directives. As a result, my leadership or job performance suffers. Sometimes, I feel as if I am operating with less than a full deck of understanding. Also, our workload is great - greater than ever before, and our support (all levels of support to include manning) is less now than in the prior 5 - 7 years. With our student numbers increasing and thus our need to advance to a level that would meet the growing student population needs, I worry we may not be advancing, growing and developing at all the levels necessary.
• The FGCU administration could significantly improve the climate at FGCU for faculty, if they were to truly engage in the issues being brought forth by the faculty union, such as issues in inequity among salaries, especially, significant salary increases (as some in the university administration have enjoyed at the same time as money was not available to provide increases to faculty), and domestic partner benefits (which comes up often, even if not currently in negotiations). There is a significant, negative effect on campus climate when the administration does not truly engage in meaningful actions (not just discussions, but actions) about these issues. When the bargaining team presents these issues to faculty, the atmosphere changes in the room. The impression we have is that the administration is truly unwilling to address issues of equity. I am hopeful that, with the results of this survey, the administration will be empowered to address these issues in significant and meaningful ways. I look forward to the changes for the benefit of faculty!
• The Grant-In Aid program needs to be expanded to foster leadership growth for women and minorities on this campus.
• The hiring process is a farce. We spend so much time waiting for a job to be posted, looking at applications, conducting telephone and campus interviews, etc. when we know all along that a certain person has already been selected for the job, usually an internal candidate. Why not just promote that person to the position? It's a waste of time and resources (money for advertising; time lost from your job responsibilities at FGCU) for both the staff and the candidate who has devoted time to researching the institution, participating in a day-long, on-campus interview not to mention time away from their current job and possibly driving for several hours to get here. It sometimes takes three months to fill a critical position when you knew for a month that the current employee was leaving. There really is no one on this campus you can go to if you have an issue with your supervisor - can't go their boss because that's going over their head and can't go to HR because they will run to your boss with the information...so we suffer in silence. A mediation process needs to be available for these cases...a neutral third party who will listen to both sides.
• The institution does not have the technical (information systems) resources needed to handle the number of students and programs. In the past, administrators in this area were not team players. I hope this changes in the future. The institution is going to be challenged as it grows and faces competition from other institutions. The past approach has been to make a change (add a program or degree requirement or some other mandate) and then hope everything works out. We need thoughtful planning and communication as to where we are going. Some of the problems are with the SUS, BOG, and legislature. They are not coordinated and do not understand what it takes to implement their wishes.
• The last few years have significantly damaged upper administration's standing with the faculty on a wide range of issues. I see no sign that upper administration is aware of this or has any interest in gaining an awareness of this. I had high hopes for this institution for a number of years after I arrived, but those hopes have pretty much evaporated. I take my job seriously, like my department colleagues/department chair/dean, like my students, and do my work conscientiously, but I have a relatively low regard for upper administration on the academic side of things. Sorry to seem so harsh, but I think that upper administration has done a great deal to earn my low regard.
• The literature faculty has decided that they are the ultimate authority in many areas that they do not have credentialed expertise in, and they have excluded most of us in the department who are not ranked faculty from any decision-making processes. They have expressed a strong lack of regard for MFA-holding faculty and have also told us that we should be grateful just for having jobs. This attitude has silenced and discouraged so many talented, dedicated, and hard-working individuals in our department. Furthermore, I have witnessed several instances in which the deans of our department were not truthful about their decisions or recommendations, and several instances in which deans exhibited clear bias and favoritism toward faculty whom they have strong friendships with. I also watched this department's faculty push a ranked faculty member out of the university because he made more money than everyone else. I am very disappointed in the petty, power-playing tactics that are allowed to determine the course of our department's future.
And yet there is no forum to address these issues. I am also concerned about the fact that we are the lowest paid instructors in the state of Florida and among the lowest paid in the nation. As the cost of living continues to rise, my pay remains the same. Financial stresses are a growing problem, and it does not look like there will likely be any relief from that in the future. I am looking into getting a second job just to meet basic cost-of-living expenses, but I also know that I am not officially allowed to do so. It's hard to feel like the state university system cares about the lower end of the faculty chain, and yet we perform such a key role in shaping students' academic futures.
• The academic affairs leadership rarely answers questions from faculty. They will respond by going off on some
tangent, but do not address the issue.
• The morale seems to be low. The budgets are scaring everyone. It is hard to comment on something small like the
campus needs more tables and benches, when you are just glad to have a job.
• The president is distant and does not establish a presence on campus. Leadership seems to be fostering an elitist culture.
The overall morale at FGCU is dropping and needs attention.
• The provost office in particular needs to be much more accountable to faculty in decisions made on hiring, promotion and so on. There needs to be much more transparency and recognition of service in the promotion process. Paid family leave and benefits for domestic partners need to be made a priority. Institutional sexism on campus needs to be addressed.
• Some in senior leadership are rude, arrogant, and dismissive of others' opinions.
• This survey seems to be designed to collect limited information about how employee relations can be improved. It
focuses mainly on diversity issues.
• The survey totally ignored issues of age discrimination. The University does not reward or encourage loyalty by the
way it classifies jobs. New hires are brought in at the same wage/salary levels as long time employees. With the
economic downturn the trend seems to be towards lowering the job classifications and salary ranges of new positions.
Overall it is a good place.
• The university has lost its way. It needs to invest in new, solid and accomplished leadership. We cannot afford the
current malaise. Credibility has eroded.
• The University is just like any other University...perception becomes reality. Whether it is sustainability, gender equity, or any other "cause celeb", the actual act is not as important as creating the perception that there is a concern. It's not a big deal, but when it is observed, and it is, the latent hypocrisy mitigates against any good work actually done. For
example, we encourage environmental issues and speak to the issues related to pride in the campus. But how many high
level executives actually pick up a piece of litter when they see it. People may not always obey the leadership, but they
will emulate the leadership's behavior. How many faculty members require the students to clean up the room after the
class versus how many faculty members call to complain that the custodians are not cleaning the rooms? When a
faculty member finds a room littered with paper, bottles, etc. does that faculty member try to find the preceding user, or
just call to register a custodial problem? What do you think? What does that say about a self centered culture? And
that's what should be expected, since in the absence of clear organizational goals (try to name some for FGCU) the
motivating factor for employees is self interest...which is why people don't pick up litter, or clean up after themselves in the
classroom---it's simply not in their self interest.
• The university is new and as such it is expected to go through bumps in the way. Salary is always an issue and
personally I feel we lag our colleagues in other universities (bring new faculty is always a challenge). Yes education is
expensive but the alternative is even costlier. I am still holding my opinion about freedom of speech in our campus,
although public allowed, it has not been tested. Given the non-tenure aspect of our employment, we may see few bodies
willing to test this issue. Overall I give a plus for trying to improve since our humble start, but then, we have no
alternative. And lastly, I like my job at FGCU and yes there is a lot of room for improvement.
• The university is truly a good institution. It should have more positives—more energy, more spirit, more good
publicity, and more integration into the SW Florida communities. How to do so: more quality events, more personal
interaction, and, more history/experiences required for our relatively new university.
• The university opened with a bold, optimistic, mission and I think the more that we can do to live out that mission the
better off we will be. The rapid expansion during former President Merwin's tenure at FGCU seemed to encourage a
rapid, random growth that followed whims of donors rather than the founding mission of the institution. If we focus on
excellence in teaching, a commitment to environmental sustainability, and service learning, we can differentiate
ourselves as an institution. All in all, I work with amazing colleagues, and I appreciate the opportunity to help grow
this very special university.
• The University pay grade system is way out of whack. They need to use the state system that is in place seeing as we
are a state institution. Having pay grades that are different depending on the division is not a good reflection of the
University. The University also needs to make sure that job descriptions are available for all positions on campus.
These are public records, but they do not exist.
• The workers who have been here a long time (more than 9 years) are getting tired and fed up. We see salary and
promotional equities that go unaddressed, and in fact are perpetuated. We are expected to do more and more, with the
same or fewer resources. We see faculty and staff engaging in behavior that is illegal, or constitutes professional or
sexual misconduct, and it is not handled firmly and swiftly. It is sometimes difficult to be proud of the institution for
which I work. However, I must say that I have never worked with finer people. The quality of the faculty and staff here
is exemplary. I feel very fortunate to have such fine colleagues, and friends.
• There are strong generational differences on this campus. Founders of the university are often reticent to change, and
can be belligerent when approached with new or alternative ways of doing things. Newer faculty are often silenced or
listened to in a condescending manner, but rarely taken seriously. Our standards and criteria for evaluation are weak in
providing for dealing with faculty who do not do their jobs well. This lowers morale. Junior faculty should not be
expected to serve as much as we do on a variety of committees. People say "just say no," but this has consequences.
There need to be protections for newer faculty to establish themselves and their careers before being asked to serve on
multiple committees. I realize that there are tight budget constraints during these times, but the perception is that the administration spends frivolously on some things, while no faculty receive raises - at all. Again, an issue of morale. The university has been plagued with problems of sexual harassment, and has not managed them well. This fuels a climate of sexism and implicit condoning of it. I really enjoy my job at FGCU, and feel very supported by most of my administrators. My colleagues are generally wonderful and supportive. No idea that I've had has been shot down by anyone. And yet, because I am so overworked, I am burning out and feeling like I do not want to continue giving. Some of this is self-imposed, and I do recognize that. But, service burdens are clearly getting the best of me.

• Some members of senior academic leadership seems dictatorial and unresponsive to individual department concerns.
• There is a distinct "good old boys" network towards long-term employees verses new employees. Competence is not valued.
• There were few questions relatively about how safe one feels talking to one's supervisor about controversial things or how fairly one feels treated with regard to workload, etc. That is where the greatest differences are. Prior administrations seem to work better with the faculty union than the current one. There was more collaboration and appreciation -- now it seems the union has to call admin out to get any attention from them -- sets up a negative dynamic and adversarial one. A number of years ago they were both preaching harmony and love -- now, not so much. Seems like most of the same faculty but the administration has changed. What gives?
• There were no questions about age discrimination. I feel this is an issue as far as promotion for more mature staff members, especially women. In an area with many successful retired people, there still seems to be "stronger worth" placed on promotion of younger staff members. The survey falls short on including age related questions. Lastly, a comparison of salaries between staff of each division could be a key to satisfaction of employees.
• There's a culture at FGCU from the beginning of being over-administered and administration-centered. This is more the fault of the prior administrations than the current one, but the climate has been slow to change. We have far too many committees, documents, workshops on administrative issues, etc, and far too few academic speakers, conference, roundtables, research support etc. We're too focused on institutional minutiae, to the detriment of our primary intellectual mission. Upper administration needs to work on supporting the intellectual side of FGCU's mission, and faculty needs to forget administrative issues and embrace their identity as academics. Right now, faculty anxiety over promotion and evaluation criteria is sapping our energy far too much. We should stop reinventing the wheel, and just admit that going without tenure was a mistake. Then we could move on.
• This did not ask about reverse discrimination which I believe is more prevalent.
• This institution has grown too big too fast. We have promoted too many people from within to positions of administrative authority who are not capable for their current positions. We did not focus enough on nurturing a culture of excellence and community during that growth, and now I feel we have a very fractured view of our mission. The growth has severely overtaxed support staff and resources, which has resulted in a decline in the quality of our environment. When you are overworked and under supported, the default answer is "no" and the default attitude is one of frustration and exhaustion.
• This institution's growth has been remarkable, and a source of pride to those of us who have been here for a while. As we head into the next decade, I would like to see us put more emphasis on the quality of our programs, our students, and of course, our graduates. That evolution might lead us away from a total focus on enrollment numbers to other measures of our excellence and our contributions to society.
• This survey focused primarily on diversity in FGCU's culture and climate. There is no doubt that the student body should be more diverse, and that diversity should be extended to staff, faculty and administration. The president's office has done a better job than in the past of increasing diversity of his staff. President Bradshaw does an excellent job of supporting the university's mission of environmental sustainability and community service, but we have so far to go to live out these values. Look at our recycling program on campus, or the lack of staffing of the service learning program, as examples of areas that need additional resources. FGCU will need to do more than expect faculty to promote the mission. The administration could provide funding for faculty-led civic engagement scholarship (perhaps through Professional Development Funds), offer credit for promotion based on the degree to which a faculty member's scholarship supports the university's mission, and so on. Why don't we have a nation-wide search for a new director of the Service Learning Program? Why not do create a new position for leadership in Environmental Sustainability on campus? Beyond that, if FGCU is to transition into doctoral programs, it will need to seriously consider lowering caps on course enrollment. We cannot maximize student FTEs and provide high quality education to graduate students. Right now, we're piggy-backing graduate sections onto undergraduate courses, which does the former a disservice. Faculty also need to be compensated for mentoring student research (grad and undergrad). Faculty are stretched too far, trying to maintain the quality of education and meet the requirements of a growing university and the desires of some to move us toward research-intensive status. Faculty need to receive course release time to write research proposals and get papers published. One last thought on faculty governance. When FGCU was founded, faculty approved the adoption of a union to represent faculty interests to the administration. The union provides the only independent faculty voice on campus. The last few years have seen a slow erosion of effective bargaining to the point where faculty as a whole are beginning to perceive that the administration is intentionally circumventing the union in its decision-making. It is my opinion that FGCU will be a better place to work and study if faculty and administrators work together to make policy. While administrators may recall their past experiences as faculty, they are out of touch with the day-to-day environment in the classroom at FGCU. Allowing faculty ideas and concerns to be integrated into
policy decisions will make FGCU a better academic institution. It is my hope that the administration will begin to negotiate with the union in good faith.

- This University has such promise but is currently becoming too bureaucratic and losing the entrepreneurial aspects that attracted me to seek employment with FGCU. The University lacks a compelling Vision that would make it a unique TEACHING University. Instead, it seeks to look and compete with other RESEARCH-focused Florida Universities. We abandoned the ideas of being a premier distance-learning specialty school, or a technology-advanced institution. We are now just like any other Florida University, but hold the labeled as a teaching University. Secondly, it is hard to imagine that Student Government has such a large budget, while faculty struggle and compete for the few development dollars available. Equally, it's hard to understand and accept that faculty and staff receive parking tickets when we lack ample spaces to park. And appealing these tickets offers no real relief. I want FGCU to be a place that it unique and exciting - a place where I can grow professionally but, I'm sad to say, that isn't my experience.

- This University has very strong loyalty and appreciation by the community at large and this makes being an employee of the University nice. The campus is beautiful and the physical facilities make for a pleasing work environment. Students seem genuinely happy with their education experience, so from a customer service standpoint this is very positive. The internal University environment is unhealthy. Distrust and negativity abound. Administration exemplifies the Peter Principle. Leadership and vision from the Board of Trustees down is non-existent. Rudderless ship. Micro-management is crippling decision-making and forward movement. Every decision no matter how minute is scrutinized by persons that according to their salary and title should be providing leadership and future think and instead are dotting i's and crossing i's. Systems and legal guidance are not in place, or at least not followed that would keep the University from the continuous lawsuits and grievances that eat up valuable administrative time. University seems to not be able to learn the lesson that that covering up bad decisions and behavior only ends up costing you time and or money. The continuous administrative bungling that lands us in the newspapers is costing us valuable community support. This is a pox on everyone that works here. Woman are marginalized and kept out of key decision-making circles. Climate does not encourage inclusion, but rather breeds suspicion and mistrust of strong, confident, credentialed women. A glass ceiling exists for women at FGCU. People, respected people are lying on this survey to disguise who they might be, for fear of disclosure and retaliation. No matter how many times they are assured confidentiality. (Very sad) Open dialogue and respectful disagreement not encouraged here. Us/them mentality. How many ways can you say No? We are not a roll up your sleeves and let's work together to find a solution organization.

This was the strangest survey I have ever taken most question addressed things that I have never seen as the slightest problem on campus. If these issues of discrimination are occurring on campus, and staff is not aware of them then upper management is failing to disclose the information. The cases of bad discussions or behavior by staff have been dealt with in a timely and effective manner. I have enjoyed my years at FGCU but this survey has put some doubt in my mind based on the questions asked. I hope FGCU did not waste a lot of money on this, are they just looking to ensure that there is not a problem, or are they trying to determine how wide spread the problem is. The issues addressed are no concern of mine. I have never seen or experienced any discrimination at FGCU.

- To the outsider, FGCU's commitment to sustainability, civic engagement, scholarship, diversity and excellence may seem opaque, but to everyone on campus, students, faculty, staff, admin, etc, all know that we're for real. It takes a bit of time for someone new to the community to understand how the bits and pieces add up to a superior education, but I am certain we are producing environmentally informed and community focused leaders of the future.

- True diversity means offering an equal voice to all groups within discourse arenas and policy considerations. These privileges should include those with a conservative viewpoint, as well as those who promote family values and religious worldviews, including Christian perspectives. Until FGCU accords similar distinction to these groups as it does to others, true diversity will not have been achieved beyond the theoretical level of the university's mission statement.

- It is increasingly a culture of fear by faculty: fear of mistreatment, bad evaluations, and impossibility of promotion due to the [REDACTED] inserting his own standards.

- We all know about the millions of dollars in lawsuits paid out last year. And yet some of the people involved with the discrimination suits are still around. THAT SAYS IT ALL. Clearly, there is not a commitment to change the campus culture. And clearly, it is hostile towards women. I can come to no other conclusion. Additionally, the problems with faculty sexual harassment is also sending a message to all the women on campus -- students and employees both -- in the way that they are handled. When those involved are not asked leave, that sends another message. As a woman, I think all of these messages are crystal clear. Unfortunately, it is not a good message. By ignoring this topic, one final message is being sent. I am glad for this survey, but I think everything will be swept under the rug. The administrative people will claim that they have conducted the survey, that everything is wonderful and that nothing further needs to be done when nothing is further from the truth. By being out in the open about the problems, together we can work towards a successful transformation of our campus. These are difficult problems and difficult topics. I understand the desire for upper administration to wish this problem away and to put the best possible light on it. But we need administration to look seriously at this and address it. If it continues to be ignored, the message again, will be CLEAR to all women on campus. We all deserve better than that -- especially the women.

- We live in a very expensive area of the country. Yet we are one of the least paid faculty in the state and in comparable areas of the country. This needs to be changed so that we can get and keep good faculty. Faculty who already are here need to get pay increases so that incoming faculty are not getting much more in salary as well.
While I have been mostly negative in terms of my responses there are a lot of things we are doing very well. There are some staff members that go above and beyond in the performance of their jobs. Similarly with faculty. We have handled our growth quite well up to now but the next few years will be critical. Some areas are at the breaking point. We have recently lost some very good long time employees and more will leave if changes are not made. Let's be smart about how we move forward. I currently feel very frustrated that my area is in a holding pattern and that we are not getting the resources to properly handle the workload and continue supporting the university growth. I see other areas making progress, when will it be our turn?

While it is completely understood that the main focus of student choice is on academics, their support while here is wholeheartedly supplied through the division of student affairs. It is my belief that students are not appropriately supported because the division is not supportive of those who must provide the necessary environment. We can only do as much as our leadership will allow and unfortunately, that isn't enough. In the last two years, 14 key people have left the division and while the reasons are plenty, it is safe to conclude that they lacked satisfaction with their job. In addition, it has been made quite clear that advancement is not a priority and in order to move up the ranks, you need to fight for your job. That clearly leads to a lack of motivation and desire to perform to your expected level. I think that the administration of the University needs to recognize this division as an important one and give it the resources it needs to do the job well. In addition, I also think the leadership of the division needs to seriously take a look at how the employees are being treated and re-evaluate the mechanisms used in order to retain the employees and allow them room for advancement. This will only help to make the climate more positive, with the end result being the best environment possible for the students, which is why we are here.

While the climate of FGCU is alluring and positive, there are small things that the campus can do to make it more unique and diverse. The school needs to do more to increase its minority representation as a whole. I am not speaking exactly in the terms of race (however, there needs to be a focus on that as well, but increasing the number of minority groups so that students will feel inclusive everywhere. I have heard instances of individuals saying that everyone on this campus looks, dresses, and acts alike, and that there is not separation of students and groups.

With the economy in a slump and no raises on the horizon, I feel the school should compensate the employees in another way. One idea might be more leave opportunities. For instance, [REDACTED], which is in our area, offers a 2 weeks Christmas break, as opposed to our 1 week break. Other ideas might be to get our birthday, or a day of our choice off. I also think that flextime is available in some offices, but not others. This should be an all or nothing situation. I am also available sometimes to only certain individuals. I do see favoritism in many offices. Equality should be exhibited in all situations, not selectively.

Within my department, instructors are banned from program meetings where hiring and curriculum decisions are made. I feel powerless in terms of influencing the direction of the dept. and I also feel that my professional growth is being stunted by this exclusion.
For More Information Contact:

**Dr. Damon A. Williams**  
damonawilliams1@me.com

**Center for Strategic Diversity leadership & Change Inc.**  
PO Box 474  
2701 University Avenue Suite #2  
Madison, WI 53705