



**NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS**

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**Florida State College at
Jacksonville
Jacksonville, Florida**

PACE Qualitative Report
Personal Assessment of the College Environment

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NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

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TABLE OF CONTENTS

Qualitative Analysis.....	2
Figure 1. Comment Response Rates	2
Table 1. Most Favorable Responses	3
Table 2. Least Favorable Responses	14

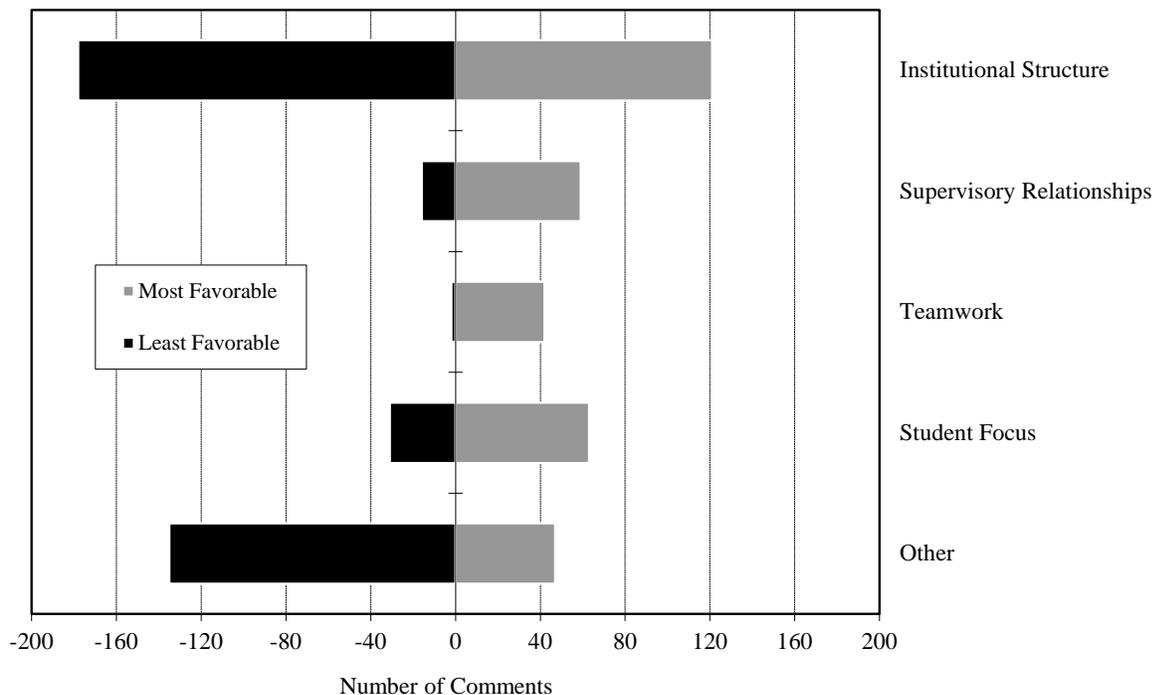
Qualitative Analysis

Respondents were given an opportunity to write comments about areas of the institution they found most favorable and least favorable. Of the 722 Florida State College at Jacksonville (FSCJ) employees who completed the PACE survey, 395 respondents (54.7%) provided written comments. In analyzing the written data there is a degree of researcher interpretation in categorizing the individual comments. However, reliability is ensured by coding all responses back to the questions on the PACE survey.

Figure 1 provides a summary of the open-ended responses. This summary is based on Herzberg's (1982) two-factor model of motivation. NILIE has modified the model to represent the PACE factors by classifying the comments into the most appropriate PACE climate factors. This approach illustrates how each factor contributes to the satisfaction or dissatisfaction of the respondents. Please note that when asked for opinions, it is common for respondents to write a greater number of negative comments than positive comments.

The greatest numbers of comments across all factors fell within the Institutional Structure climate factor. Please refer to Tables 1 and 2 for sample comments categorized by climate factor and the actual number of responses provided by FSCJ employees. This sample of open-ended comments reflects employee responses as coded back to the questions of the PACE survey. Please note that comments are quoted exactly as written except in instances where the integrity of the report is compromised. Any additional edits for clarity are indicated by [].

Figure 1. Florida State College at Jacksonville Comment Response Rates



Note: Adapted from Herzberg, F. (1982). *The managerial choice: To be efficient and to be human* (2nd ed.). Salt Lake City, UT: Olympus Publishing Company

Table 1. Most Favorable Responses—Sample Comments and Actual Number of Responses at Florida State College at Jacksonville

Factor	Themes
Institutional Structure (n=121)	<p><i>We have a great mission but we are often sidetracked by a lack of desire to act. We have many great faculty members and good administrators. Many people who work here care about the institution.</i></p> <p><i>The drive and commitment of employees who work in the trenches. In spite of all the changes and challenges the college has been through, the employees who deliver services to staff and students continue to work diligently to meet needs and fulfill the mission of the college.</i></p> <p><i>The Florida College System was created to provide affordable higher education opportunities to all Floridians within 30 minutes of their home. FSCJ has been our community’s college since 1966 and despite all of the change that has occurred here in recent years, I believe we still provide a great service to residents of the First Coast area.</i></p> <p><i>There is a renewed sense of mission and teamwork at the institution.</i></p> <p><i>This college has programs for multiple levels, careers, and paths. We are slowly getting back to being more like a “community” (internally).</i></p> <p><i>Faculty problems are finally being at least looked at in Campus Solutions. Administration is starting to be aware of the SPECIFIC ERP [Enterprise Resource Planning] issues. Data is starting to be shared. The Academic structure within the different departments help including the department chairs. The planning for the implementation of the new LMS [Learning Management System] is outstanding and a model for the rest of the college. Academic information is normally accurate and provided in a timely manner to those who need.</i></p> <p><i>Implementation of academies.</i></p> <p><i>Allowing faculty and staff the opportunity to make their voices heard with the implementation of the suggestion boxes is a good thing. The WebEx meetings to keep everyone informed is welcoming when able to listen in.</i></p> <p><i>The weekly on-point calls, email updates, and town hall meetings with President Hyde and other leadership have been helpful in pushing information down to college faculty and staff.</i></p> <p><i>First, I’ll say how much I enjoy working at the college. I’m proud to be a part of this institution. I’m so glad to see enrollment starting to improve! We work hard to support students, faculty, and staff to create a wonderful learning environment. I will also say that I’m very fortunate to work with coworkers and supervisors who care and work just as hard for our common goal.</i></p> <p><i>I am excited about the direction the college is going and the potential for significant growth.</i></p>

Table 1. Continued

Factor	Themes
	<p><i>1. Our best strength is our students. I am continuously in awe at how so many of them work so hard, under very difficult circumstances, to improve themselves. If I had to do what they had to do, I think I would've quit by now and they are still trying. Makes me cry a little. (Not all of our students are amazing... but as a group they are our best asset.) 2. Communication by senior leadership is improving but my confidence in senior leadership is not. 3. We have some very dedicated faculty/staff members with a lot of talent and passion. Sadly, we need more of them (see below). 4. Things seem to be going better with the ERP [Enterprise Resource Planning], finally. Still have work to do. 5. Things seem to be going in the right direction with enrollment, finally. Still have work to do. 6. Things seem to be going better in advisement, finally. Still have work to do. 7. Facilities seem to be getting some needed upgrades. Still have work to do. 8. Things seem to be going better in financial aid, finally. Still have work to do.</i></p> <p><i>All in all, FSCJ is a good place to work. I am hopeful with the changes that are being made in the search for the president. I am hoping to work here for a long time to come and to see the improvement first hand.</i></p> <p><i>FSCJ is open to everyone. Faculty are supported. Administration is supportive.</i></p> <p><i>I like the freedom that the college allows me to do my job. No micro managing here and that's great. College also allows me personal time to deal with health issues within my family. Very grateful to the college for long-term employment. I love this job; best one I've ever had.</i></p> <p><i>I think generally on campus people care for students and each other and try to make the best out of what we have.</i></p> <p><i>I think the general organization and climate is improving and students seem happier. Many of the issues of the past have been addressed and the entire function of the college in[fr]rastructure seems more stable.</i></p> <p><i>In general I believe the institution is heading in the right direction.</i></p> <p><i>Most improved over last year are internal communications, positive reinforcement of successes, respect from top down, and general sense of appreciation for the work we do.</i></p> <p><i>One can maintain a good work and personal life balance. You can get the opportunity to train and gain skills with various departments at the College.</i></p> <p><i>Overall there is a feeling of hope for stability.</i></p> <p><i>Support for balancing my personal life.</i></p> <p><i>The College appears committed to providing a safe, encouraging work environment for employees; encouraging enrollment and participation by a diverse student body; and allowing employees to balance work with our personal lives.</i></p>

Table 1. Continued

Factor	Themes
	<p><i>The College goes out of its way to nurture and fund innovative endeavors that support teaching and learning.</i></p> <p><i>The college is a great place to work; the schedule is wonderful for individuals to balance work and home life.</i></p> <p><i>The institution for the most part allows the internal clients to grow and strengthen the[i]r skills. The benefits are good and the comradery within departments seem to be good. The organization tend to be innovative in some that allows for growth and expansion into new areas. Leadership at its lowest level tends to keep things in order and get things done in a timely manner. My leadership understands family and work. Allowing me to work diligently while providing opportune time off to spend with my family.</i></p> <p><i>The sense of “no direction” is less now than under the previous administration.</i></p> <p><i>There is most trust for overall Administration. There is more openness and positive feel. I talk to very few students but they seem to feel there are many less problems.</i></p> <p><i>The[re] is an opportunity for work-life balance. With the various teaching modalities and campuses, I can always find a schedule that fits best into my life.</i></p> <p><i>Flexibility in scheduling my classes allows me to balance personal and professional life.</i></p> <p><i>For the most part, processes exist and expectations are well communicated. An emphasis is placed on professional development. Communication is best in class. Everyone is helpful and all about the mission from the top down.</i></p> <p><i>I feel the college is moving in a more positive direction and is more stable than it has been in the last two fiscal years. It’s good to see positive outcomes coming from the student services side particularly in regards to PeopleSoft.</i></p> <p><i>I truly love working for FSCJ. We are this community’s college and it gives me great joy and pride to be a part of it.</i></p> <p><i>The College is inclusive and supports the community. Most co-workers are helpful and kind. There is a sense of community at FSCJ which strives to enrich Jacksonville.</i></p> <p><i>Work attitudes are increasingly more positive.</i></p> <p><i>Faculty and support staff work well together to create a supportive student environment.</i></p> <p><i>Faculty interaction is good, there is cooperation between faculty of different programs.</i></p> <p><i>I find my collaboration with peers on my campus and interaction with our students the most favorable.</i></p>

Table 1. Continued

Factor	Themes
	<p><i>I find the culture of teamwork and family to be instrumental to the success of the institution. The students sense that and create a sense of community and loyalty to the college.</i></p> <p><i>Colleagues are selfless, cooperative, and hard working.</i></p> <p><i>I see good things happening at the middle administration level- they seem to work as a very good team.</i></p> <p><i>I truly believe that things are getting better. Current leaders in my division are encouraging collaboration across different units, and open communication, which was previously curtailed. It is very beneficial, both within my working environment, as well as for our student[s].</i></p> <p><i>I'm very glad that there [are] opportunities to collaborate with faculty and leadership from other areas of the college.</i></p> <p><i>Positive one-on-one relationships exist and can be created between academic departments and support administration.</i></p> <p><i>Teamwork, loyalty, support, camaraderie.</i></p> <p><i>The best part of FSCJ is the campus collegiate environment. We have a very collaborative and friendly relationship across several fields.</i></p> <p><i>The great people, both mid/lower level and upper administration that help to guide our ship, especially in times of unease and change.</i></p> <p><i>Good friendship</i></p>
Supervisory Relationships (n=59)	<p><i>I've always been treated fairly, with kindness, and professionalism by my supervisors even in time of change. My experience at FSCJ has been positive since I started working here.</i></p> <p><i>I have a fantastic supervisor who knows their job and genuinely cares about their employees.</i></p> <p><i>I am fortunate to work under a supervisor who legitimately cares about their people. This individual desires to see their people succeed and reach their professional and personal goals. This carries over to the team, and I am fortunate to work with a team that looks out for one another and cares about one another. I truly believe these individuals do their best for one another and the students.</i></p> <p><i>Immediate Supervisor is most supportive of the program and staff.</i></p> <p><i>My bosses are outstanding at receiving my input and providing guidance for my and my coworkers' duties.</i></p>

Table 1. Continued

Factor	Themes
	<p><i>My current supervisor['s] vision and openness to ideas that help the organization and that fixes current problems and possible future problems.</i></p> <p><i>My dean is a professional, hard-working, and thoughtful boss. My department is made up of hard-working, decent people who care about students.</i></p> <p><i>My immediate administrator is very supportive of my efforts and being involved with my success at the institution.</i></p> <p><i>My immediate boss is great and does everything they can to reflect the institution, follow its rules, mission, etc. They also try to be accessible and give us what we need as faculty.</i></p> <p><i>My immediate supervisor has always been supportive, an engaged listener, and advocate.</i></p> <p><i>My immediate supervisor is campus-based and very helpful and supportive of the students, faculty, and institution as a whole.</i></p> <p><i>My immediate supervisor is thoughtful, considerate, and extremely knowledgeable in the area he serves. They listen, consider, and never rush to judgement. They are supportive of professional development and they make an effort to celebrate successes of the department and individuals.</i></p> <p><i>My experience with my immediate supervisor. I feel I can go to them with any issues or concerns and they are always available to me.</i></p> <p><i>My team's supervisor is amazing to work for. Not only do they care about our department, the college, but they care about our individual professional development and personal lives. I would also like to mention how much our faculty care about students and student success. As a non-faculty employee, this fact is clear.</i></p> <p><i>I have the support of my supervisor and I am allowed and encouraged to grow.</i></p> <p><i>My supervisor is very good about talking through ideas, offering suggestions and being available to discuss concerns and strategies.</i></p> <p><i>Immediate supervisor conveys true intentions of my job responsibilities and hold[s] us accountable.</i></p> <p><i>The support and recognition from my direct supervision provides me with the inspiration to do over and above what is required in my current role.</i></p> <p><i>I am able to affect change within my classroom and am grateful for the academic freedom protections and curriculum flexibility provided.</i></p> <p><i>I still have a great deal of academic freedom in how I conduct my classes</i></p> <p><i>The culture within our department promotes innovative and creative work.</i></p>

Table 1. Continued

Factor	Themes
	<p><i>FSCJ does an incredible job of offering employees career advancement and professional development opportunities. My supervisor is supportive and assists when dealing with upper management's concerns. At a small level my work team functions extraordinarily well, has open communication, and a great sense of community.</i></p> <p><i>I am able to attend training & workshops that relate to my job.</i></p> <p><i>There are many opportunities for in-house professional development.</i></p>
Teamwork (n=42)	<p><i>Happy to have the opportunity to express how extremely satisfied I am working with my team and leadership. It has been one of the most positive and motivating experiences of my work life.</i></p> <p><i>I have a great, committed team who works well together and understands the important factors that will best serve our students.</i></p> <p><i>My team is wonderful. My direct supervisor and our administrator are great. My team collaborates on projects and ideas.</i></p> <p><i>Within my immediate team, leadership is stellar and the team works collaboratively to serve the needs of the students, faculty, and institution.</i></p> <p><i>Work with a great team of people and enjoy my job. My supervisor is very professional but still makes work enjoyable.</i></p> <p><i>Considering the climate in my immediate area, everyone here is extremely supportive in sharing ideas and resources. By doing this, making a great team environment.</i></p> <p><i>My immediate workgroup has developed trust and transparent communication for the work we do. Individuals are open to change if there is clarity in the rationale and the process. The faculty at our institution are giving of their knowledge, their time, [and] their energy in so many ways and the large majority are focused on student success.</i></p> <p><i>I think my team and department work well together and try our best to help all members of the FSCJ community.</i></p> <p><i>I feel my department is a positive place to work. Hard work is appreciated. We can creatively solve problems and pitch new ideas. We work well as a team and there is a good sense of camaraderie.</i></p> <p><i>Most favorable has to do with my department. We are very team focused and have a great director to aid our work and achievements.</i></p> <p><i>My immediate department at the campus level is cohesive, collaborative and creative. We support each other in our various endeavors and in achieving goals, both personal and department. There is great rapport with faculty, staff and students.</i></p>

Table 1. Continued

Factor	Themes
	<p><i>My immediate department is wonderful. They care about each other's personal and professional goals.</i></p> <p><i>The climate is very nice in my department--it exceeds expectations for a fulfilling day-to-day work environment. Our particular department and division is top notch in terms of being supportive and facilitating an open and fulfilling work culture. Everyone works very hard and our department is very productive, having the numbers to back up our performance.</i></p> <p><i>The department in which I work is led by an amazing leader who brings out the best in the staff and faculty.</i></p> <p><i>The department's team spirit and cooperation creates a very congenial atmosphere that is a joy to be a part of.</i></p> <p><i>Work relationships in my department are great and our department functions at a high level.</i></p> <p><i>Working in my immediate department is great. I enjoy the job for the most part, the people I work, and my understanding supervisor.</i></p>
Student Focus (n=63)	<p><i>Emphasis on student success and growth is our strong suit. Teaching is student focused and meaningful interventions are available to best support student success!</i></p> <p><i>Hard-working, dedicated faculty and staff at this institution who sincerely care about students. Positive changes in student services recently.</i></p> <p><i>Helping of students and success.</i></p> <p><i>Helping the students is something that makes me extremely happy and it makes me proud that FSCJ is trying their best to keep them in mind.</i></p> <p><i>I see a positive effort to personalize communications and connections with student[s]. I support this and think more steps need to be taken to make these connections. I see that students with financial needs are well taken care of. I think the next level of students who are suffering financially but income may be JUST ABOVE THE THRESHOLD are struggling. I would like a push for scholarships and assistance focused on this group of students. Assist them with getting through to completion quicker.</i></p> <p><i>I'm encouraged about the upward trend in enrollment.</i></p> <p><i>Student success is paramount to the mission of the organization.</i></p> <p><i>Support and genuine care for the students.</i></p> <p><i>Support from our staff for student issues is very effective.</i></p> <p><i>The college is becoming a more student friendly institution as it revises its processes.</i></p>

Table 1. Continued

Factor	Themes
	<p><i>The faculty and the [staff] that I int[er]act with daily have a genuine concern for the students at Florida State College at Jacksonville. Our goal is to [e]nsure that our students have a rewarding education that facilitate[s] a desire for continuous learning.</i></p>
	<p><i>The faculty, program managers and staff in the various degree programs do a great job of keeping the focus on the needs of the students.</i></p>
	<p><i>The institution is headed in the right direction. Taking care of students is vitally important for the college.</i></p>
	<p><i>The majority of faculty truly want students to learn and be successful. Classes are held as scheduled and core skills are taught to help students be successful in other classes and in the workforce.</i></p>
	<p><i>There is a population of people who are committed to serving our students. I am part of that population that believes that a student should be able to come here and receive the help and encouragement they need to meet their educational goals.</i></p>
	<p><i>This is [a] great learning environment for students and the community it serves. This college offers many programs and services for a reasonable economical cost for this location.</i></p>
	<p><i>Various staff members in various departments do their best to assist students no matter the obstacle.</i></p>
	<p><i>I feel the faculty work well together to see that the needs of the students and the college are met.</i></p>
	<p><i>Faculty work hard all day long to provide students the education they deserve. Some deans support these efforts. Those deans need to be recognized and their best practices put into place across the college.</i></p>
	<p><i>I see many of the faculty members working hard to take care of the students we have. There are a lot of highly trained and skilled individuals here teaching our students and giving up our personal time to answer questions or help handle problems.</i></p>
	<p><i>The faculty at our institution are giving of their knowledge, their time, their energy in so many ways and the large majority are focused on student success.</i></p>
	<p><i>I feel most faculty care about the institution and about student success. Most would go the extra mile for their students. Of course, we should all be helping students with their academic goals.</i></p>
	<p><i>The college does well in its primary purpose of educating a diverse population of students. Faculty, staff, and administrators are all working hard to this end despite the many problems the college has faced.</i></p>

Table 1. Continued

Factor	Themes
	<p><i>We provide a solid education for our students. Many leave to go on and earn additional academic degrees, a successful career, and become a well-educated citizen.</i></p> <p><i>I feel senior management cares about the strategy of the college. There are guidelines and written policies of how to implement and accomplish the goals of the institute. For example, the college has started to visit local Jacksonville employers to determine what the current needs are for the Jacksonville economy. In turn, the college has created new programs to meet the needs of the job market in Jacksonville. This aligns with the college's strategy of increasing enrollment through providing skills needed in the local economy in addition to helping our students become more marketable in the workforce.</i></p>
Other (n=47)	<p><u>Alumni</u></p> <p><i>We have exceptional faculty, an outstanding student body, and a wonderful civic community with great opportunity for public private partnership opportunities due to the expansive alumni base that comprises that arena. The college is beloved by this community, and we should take advantage of the "public narratives" as part of our institutional fabric by maintaining a robust alumni presence in the academic arena here. It could add much to ou[r] motto of being the "community's college." This seems to be an untapped field for future exploration.</i></p> <p><u>Benefits</u></p> <p><i>The most favorable part of working for FSCJ is the benefit package. However, the salary for those in lower levels could be improved.</i></p> <p><u>Community</u></p> <p><i>Our college is an amazing resource for growing our community's quality of life.</i></p> <p><u>Leadership</u></p> <p><i>Top leadership has improved with our interim president. For that reason I answered favorably on questions related to "leadership/departments chair." Hoping the selected president will continue with the same methods of communication and action.</i></p> <p><i>Senior Leadership and the Deans are phenomenal examples, cast great vision, are organized, and extremely helpful to all of our departments.</i></p> <p><i>The college is progressing in a more positive way with leadership providing greater stability in terms of present goals and a more realistic vision for the future.</i></p>

Table 1. Continued

Factor	Themes
	<p><i>The current administration seems temporarily interested in fixing the issues caused by previous administration. I wish that interest will continue with any new administration.</i></p> <p><i>Leadership has weekly updates regarding the institutional climate and initiatives. Those sessions are very informative.</i></p> <p><i>Leadership has improved in all areas of the College.</i></p> <p><u>President</u></p> <p><i>I feel the direction for the college under the interim President is headed in a good direction. I like the idea of community at each campus.</i></p> <p><i>Our interim President has done an excellent job during his tenure! He has welcomed new ideas and has demonstrated an openness and transparency that is refreshing. I really appreciate the efforts that have been made to bring back a sense of community on each of the campuses. It is wonderful that each of the campus events committees are planning to host a Christmas party and other campus-based events throughout the year. I appreciate all of the hard work that all who are working on the ERP [Enterprise Resource Planning] have put in to make the system run smoother. I believe it is primarily their work that has lead to the increase in enrollment for Fall.</i></p> <p><i>Interim President Hyde turned the ship and bought FSCJ through difficult time. He will be missed.</i></p> <p><i>President Hyde has been a great addition and has created a more relaxed and open environment.</i></p> <p><i>The ideas for change are great. I loved that our interim president said and modeled transparency. This mode of operation builds trust and confidence in the senior leadership.</i></p> <p><i>Things seem like they are getting better but we still have a long way to go. The emails from our interim president have really helped communicate how the College is progressing and what changes are being made. I do like the fact that he gives us more transparency than the last president and also offers the meetings to discuss what is going on.</i></p> <p><i>This institution has been in turmoil for several years. It appears that we are moving forward in a positive way under the leadership of our interim president. We are cautiously optimistic that our next president will build even more trust into our organization.</i></p> <p><i>Interim president appears to be genuinely concerned with th[e]s[e] students, this institution and the direction it's going.</i></p>

Table 1. Continued

Factor	Themes
	<p data-bbox="391 283 748 321"><u>PeopleSoft Implementation</u></p> <p data-bbox="391 338 1421 556"><i>Despite some continuing problems, PeopleSoft has gotten much better since last year. The ticketing system is working OK, and issues are being resolved much more quickly than before. Staff in general seem less overwhelmed and more willing to answer questions and concerns. I appreciate the availability of staff members who are willing to lend a hand to try to help solve issues that are outside of their usual realm.</i></p> <p data-bbox="391 573 1421 640"><i>The college commitment and determination to resolve the PeopleSoft fiasco was excellent.</i></p>

Table 2. Least Favorable Responses —Sample Comments and Actual Number of Responses at Florida State College at Jacksonville

Factor	Themes
Institutional Structure (n=178)	<p><i>I find the direction and plans for the college from the higher administration to be changeable and not clearly communicated so that I can be effective in carrying out its mission.</i></p> <p><i>Administrative decision making is not always clearly shared or identified, though there has been a significant increase in positive communication recently.</i></p> <p><i>Constant wait and see attitude combined with told what to do not asked for input during the decision making process generating a total lack of knowledge in the end goal attempting to achieve.</i></p> <p><i>Employees who do the work on a day-to-day basis are not included in decisions that affect their jobs.</i></p> <p><i>I feel that many decisions are driven by new technology, rather than student success. Systems are bought and implemented because they are “cool” or cutting edge, but they actually complicate processes.</i></p> <p><i>I feel that some of the decisions th[a]t are left to administration are best left in the hands of faculty, who work in classes with students daily and better understand their needs. These include decisions on things such as scheduling.</i></p> <p><i>I wish upper level management spent more time working with us, and getting to know what we truly do. So often changes are implemented without consulting the person who owns the process.</i></p> <p><i>Most of my negatives were directed at other departments where there is quite obviously discrimination going on, and where the best interests of the students [are] not being addressed. There has also been decisions made that didn’t make sense and cost the college a lot of money. Many of these suggestions have been left in the suggestion boxes on various campuses.</i></p> <p><i>This institution consistently makes major decisions without including the employees that the decision will effect. Those employees are the ones who have valuable information. Time and time again, changes are implemented, they do not work, and the employees in that area are not surprised.</i></p> <p><i>As an institution, I feel we are lacking in direction and leadership, we have become an “interim” institution.</i></p> <p><i>Diversity amongst faculty and administrators is not valued. People are appointed to administrative positions who do not have the preferred qualifications while minorities who have the preferred qualifications are overlooked.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>The institution needs to do better at recognizing that respect for diversity goes beyond culture and typical groups, but it also includes respecting ideas and opinions that are different from your own. Additionally, some at the institution say that they ascribe to the FSCJ values of honesty and integrity, but then do not actually live out those values. Telling half-truths that mislead others does not align with the values of the institution.</i></p> <p><i>Information only flows in one direction.</i></p> <p><i>The college is very good at disseminating information, regarding change. However, I believe there might be room for improvement when it comes to explaining what the change will mean and how the role of the employee will be impacted.</i></p> <p><i>We don't seem to have a centralized place for information. We have pretty good groups doing their thing, but I can't see the groups working together as a whole.</i></p> <p><i>It seems like we often have new solutions that are in search of a problem. Example: Block scheduling is a one size fits all solution that creates more problems than it solves.</i></p> <p><i>As a whole, communication at this institution continues to be a struggle. Unfortunately with many turnovers in staff, very often the wrong people are put in the wrong positions.</i></p> <p><i>College-wide communication about change and was previously a challenge, at times, but it has recently improved substantially.</i></p> <p><i>Communication and organization can be better. Each department/program should have an organizational chart that shows the structure and personnel within the department.</i></p> <p><i>Communication is still a problem. There are so many new department based systems that few outside of the department know about. We also are not clear about who to contact to get help with certain issues. The campus culture is gone, and people who had institutional knowledge seem to be gone as well.</i></p> <p><i>Communication within the college about change. The why and the how.</i></p> <p><i>Institutional communication and knowledge of where specific responsibilities and functions lie in the organization (i.e. who does what, who can help with this problem) are woefully inadequate. There has been improvement since the start of this year, but trying to find help for a student in an area other than mine is frustrating and difficult.</i></p> <p><i>Open communication. Often times when I'm working to resolve an issue it seems I need to go through several individuals to find the answer or to get someone to answer the phone. This is time consuming, especially when I have a student sitting with me.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>Communication between upper management and the rest of employees needs serious improvement.</i></p> <p><i>The communication between senior administrators and faculty/staff has been inconsistent in the past. I have seen improvements over the past month and can only hope that the progress continues into the next administration.</i></p> <p><i>There is lack of communication across all areas of the institution, both internally between departments and divisions and externally between the organization and its students. There is also a lack of efficient and concrete policies and procedures for students and employees. We are constantly changing the way things are done, often without explanation or as mentioned earlier communication. Finally, I perceive a clear desire from certain departments to “hide” from students rather than be student facing. Contact information is not shared, and students constantly inquire about who they can speak with to resolve issues, whether those issues are financial aid, records, or academic related. Every department should have a student-facing representative or multiple representatives.</i></p> <p><i>Trust has diminished, so people fear being open and honest. There is a culture of retribution.</i></p> <p><i>1. Administration expects faculty to do projects and run programs for free and no longer provides stipends or course release for their time. 2. We need more tutors in our LLCs. Offer to pay our adjuncts to be there. Many universities do this. 3. Administration is physically and symbolically separate from students and faculty. They’re in their own separate buildings at the downtown campus, and we no longer have administrative presence on any of the campuses. 4. South campus needs updating. In particular, the bathrooms in the N and T building are embarrassing. 5. The new ERP [Enterprise Resource Planning] system doesn’t offer faculty half of the tools we had before.</i></p> <p><i>Change management is almost nonexistent. Communication about changes management is abysmal. Training on changes is severely lacking. Room for promotion and growth is nonexistent. Women in leadership is still stunted and held back by individual departments and college wide leadership. Salaries are not competitive. The college has failed to keep up with annual inflation costs.</i></p> <p><i>Climate used to be better. Much more family oriented and everyone knew each other. Now, many folks have been fired. Moral low and college structure constantly changing and confusing. Students frustrated with signing up for classes. Students frustrated with advising. Faculty frustrated with scheduling of classes and encoding. System used to be well oil[ed] machine and now it’s inefficient and disorganized. Everyone’s on an island.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>1) Administration continues to abuse and take advantage of faculty by either asking them to take on major projects for free or by promising compensation for projects that is later withheld. They continually state how their budgets are thin and cannot pay faculty for their time and intellect on extra projects or presentations for professional development, yet they routinely send themselves on conferences for thousands of dollars. 2) The college has stripped student support services to the bare bones. We do not have an adequate academic support system in place to help our students (no mental health counselors, limited academic success coaches, shortage of QUALIFIED tutors). Why aren't we paying adjuncts to serve as tutors like UNF [University of North Florida]? 3) The classrooms at South Campus are outdated and subpar for a college atmosphere. Wallpaper is peeling off the walls. The desks and chairs are old and heavy (difficult to adjust for classroom activities). Enrollment for face-to-face courses are affected by the physical learning environment. This is an area worth investing in. Update the South Campus buildings, classrooms, and bathrooms so students no longer call it the "prison campus."</i></p> <p><i>Communication with employees has worsened: no warning about upcoming events just an e-mail the morning of, little warning about upcoming events like a day or two beforehand, notice of a past event that was never communicated/ marketed to employees. Compensation is not competitive enough for faculty and especially staff. Grant programs are put through the wringer to utilize funding in new ways like salary raises or new programs & equipment. There are not enough student support services offered: mental health counseling, social work, etc. Faculty and staff aren't required to train on support services like Symplicity. Faculty still don't have access to student records within MyFSCJ. Some employees aren't comfortable evaluating their supervisors or lodging complaints of harassment against those supervisors due to administrative complacency or cronyism.</i></p> <p><i>During times of change there is a fear and anxiety among staff that favoritism/politics (particularly in regards to hiring/staffing/allocation of responsibilities) will be valued above our ultimate goal, which should always be our service to students. I am hopeful and optimistic that the next round of change will hold service to our students in its highest regard.</i></p> <p><i>I feel like I never know what is going on or what direction we are going in.</i></p> <p><i>The least favorable part of working for FSCJ is the nepotism that is allowed and encouraged. FSCJ does not prohibit those in leadership from using undue influence to prevent those not in favor from being considered.</i></p> <p><i>The school seems to be wandering. Morale is at an all-time low. The perception is that people are jumping ship to get out of a bad situation.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>By far the major challenge we face is enrollment. As an institution, we do seem to have finally become aware of the dramatic drop in enrollment over the past 5 years or so and seem prepared to address the issue. But that is only part of the story. Enrollment drops at FSCJ actually started as early as 1997/1998 and simply accelerated over the past five years. The bigger picture needs to be understood and addressed as well. The second major issue is administrative structure. We have had too many organizational restructures over the past three years - so many that most employees have stopped keeping track of the changes in titles and responsibilities. They have left our individual campuses basically unmanaged, which has had an impact on college/campus culture. / Things have improved this year, but there remains a long road ahead of us.</i></p> <p><i>Senior leadership is abysmal. They need to go. They are only self-serving, greedy people. They don't communicate, listen, know what is going on, or care. Worse yet, they pad their staff with un needed people and select their suck ups for unwarranted promotions. They'll destroy the progress we've made in recent months if kept. Rescind any raises given in the last 3 years. Hard workers didn't get them. Those who did get them did not deserve them. The "diversity" card has been highly overplayed here. Our faculty and staff well reflect the diversity of our community without an expensive division to further promote "diversity." Give it a rest already. College really needs to look at all the people on the payroll and make sure they work. Way too many don't even come to work, don't produce a work product in a day's work, and are worthless. They work harder at not working than they would if they just did their jobs. College needs to align employees with workloads using similar sized colleges as a guide. No effort made to do this. People playing favorites. Faculty work more than 2 days a week! Stop moving people all over the place! This is stupid. Disastrous!</i></p> <p><i>There is still some work to be done to organize the institution for maximum effectiveness and to fill leadership and staffing voids. More work could also be done to foster transparency about institutional changes so that institutional stakeholders don't feel that their particular employee group is being singled out or solely bearing the brunt of changes that have happened at the college. Because so much has changed so quickly and the changes have not always been made public, it would also be useful to broadly communicate new standard operating procedures for the institution.</i></p> <p><i>This place as a company is very political. As long as the top people are getting paid big money it doesn't really matter what happens with the students or staff. Morale is not just low among staff; it is nonexistent. I do however believe things are a little better since that last president left.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>The culture is toxic. The hiring practices are corrupt and unethical. Communication is non-existent. Faculty think of their wallets before thinking of students (i.e. are allowed to teach 8 courses per semester for overload pay). There is no way that instructors teaching that much come close to performing in even an average way, and the students suffer. There have been so many changes to the organizational structure that no one knows how anything works. There are holdover positions in middle management areas staffed by incompetent people who are interested only in self-preservation so they contribute nothing to the institution and only do what benefits them individually. Hiring is the worst I have ever encountered. Hiring decisions are made before jobs are even posted, meaning someone's friend or contact is ALWAYS intended for jobs, especially at the higher levels. The interview processes are a sham, misleading the candidates into thinking they are being fairly considered when they are not. People are appointed directly on an interim basis, that qualified candidates are prevented from fairly competing. People at high levels in the college do not have the credentials to back it up.</i></p> <p><i>There is a lack of clear consistency and a constant willingness by upper admin to substitute their judgement for faculty committee and faculty judgement- they've over ridden everything from faculty committee decisions on grade appeals to multiple faculty committee decisions on continuing contract and permanent hiring. There is a clear sense that some in upper admin use their positions as weapons and make decisions based on personal animus as opposed to professional criteria, which creates a climate of fear and intimidation. The school has destroyed the class scheduling process with complete disregard for faculty opinion and for some reason a few faculty have gotten control of major committees, blocking qualified new members to those committees and keeping change from occurring, which stifles creativity and growth. Specifically the faculty technology committee has been run by the same person for years and no one can seem to be added to said committee. That committee is able to block new, innovative tech with full support from upper admin. This leaves faculty less willing to try change and new tech because they don't really have a voice.</i></p> <p><i>1.) Communication between individuals and Departments is horrendous. There is no follow-through or process. Accountability concerning the communication\implementation does not exist. Administrative communication is "passed" from the person to person. No process, no follow-thru. 2.) Expenses\Costs overwhelmingly govern any\all decisions. This governs what direction any issue may follow, despite the reason\outcome of this decision. This institution may "preach" the importance of the student but is unwilling to follow-through due to monetary reasons. 3.) NO ongoing, DIRECT FEEDBACK or INPUT from the staff. Staff are directly responsible for carrying-out the decisions and working directly clients... Staff should be included... 4.) ETC...</i></p>

Table 2. Continued

Factor	Themes
	<p><i>We have a few bullies, here and there, and when people have documented reputations as being bullies, I wish that they would be dealt with by the administration.</i></p> <p><i>Communication, job training, and PeopleSoft - the communication and collaboration between departments/divisions is very poor at FSCJ. The left hand doesn't know what the right hand is doing. There are still many issues with PeopleSoft that have yet to be resolved. These issues mainly revolve around the Records Dept. and Financial aid. How can we get enrollment up and best serve our students with such registration and financial aid issues? In regard to job training, we had very poor training on PeopleSoft and are still not getting adequate training. We need procedural training or a handbook that is kept current. A perfect example of not having a procedural manual for job duties is when we hear students say regularly that every time they speak with someone at the college they are told something different. This stems directly from poor procedural training. We employees are mainly taught by shadowing different people it results in different perspectives.</i></p> <p><i>I feel that overall, College-wide communication needs improvement. I have seen steps toward improvement, but still a work in progress. I think the College in the past has made changes in various areas without really explaining their rationale satisfactorily, and in some instances, like the ERP [Enterprise Resource Planning] and web page changes, without proper beta testing. I am hopeful that they will learn from past mistakes so that we have smoother transitions with Canvas and the like. Recent role changes and reorganizations have not been really explained, and have been cause for confusion. Campus organization has also been a complaint of many faculty and staff.</i></p> <p><i>Staff who earned an exceptional evaluation had to reapply for their job. Most were not rehired. This seems so unfair. In addition, we have lost full time faculty positions. This hurts students and the moral of employees. The experts were let go. I felt like the department didn't care about the program or loyalty. It's hard to build a team when there is so much change coming from above that adversely leaves a mark.</i></p> <p><i>The upper-tier of administration has lied about metrics and enrollment decline, preferring to scape goat the decline on ERP [Enterprise Resource Planning] only. Administration created this mess through mismanagement of financial aid, inept training and a culture of control/intimidation. Faculty are not valued at this institution nor is research/professional development and academic freedom.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>My greatest issue is being constantly being told to “go along to get along,” even when it is clear to all involved it is the wrong direction. A substantial number of people have been “promoted” (outside of the required hiring process, which all to[o] often is “rigged”) who are incapable of achieving the basic responsibilities of their job duties and requirements. Diversity is all fine and well, until excellence and ability are the casualties. Are we more interested in being the best we can be or the most diverse? Exceptional or mediocre? It has become tiresome asking for forgiveness, because asking for permission is an exercise in futility. Leadership is people making the decisions in a timely manner and the willingness to accept the responsibilities good or bad (knowing to fix rather than blame the case of the latter.). To a fair extent this is lacking here. Feckless leadership over-delegates to committees or acts only in self interest, which is to[o] often the norm.</i></p> <p><i>Not enough mentorship.</i></p> <p><i>The climate of uncertainty from past years still present. It feels like we are still navigating on rough seas.</i></p> <p><i>Unequal workloads are still an issue among career employees.</i></p> <p><i>Collaboration with administrators.</i></p> <p><i>I believe the college has treated support staff poorly and cut them to the point that it has made it hard for the rest of us to function. While the slack has been taken up for now, burnout is inevitable.</i></p> <p><i>I would like to see them continue to work on the campus community. I know they have begun working on this, but I would like to see it continue.</i></p> <p><i>It seems the higher up administrators are, the more disconnected they are from the faculty. It would be nice to have some higher-level administrators back on the campus to help build stronger relationships with faculty.</i></p> <p><i>The lack of teamwork and cooperation between departments is disheartening. It often seems that there is a self-serving mentality demonstrated through defensive, self-preservation practices.</i></p> <p><i>There continues to be a lack of collaboration between departments. We fail to meet the needs of internal customers. The goal of EVERY department should be to serve the student and support academics. The silos have not been broken down.</i></p> <p><i>There is a lack of accountability and consequence at certain levels at the College. It makes it difficult to see a true spirit of cooperation and collaboration when people do not feel safe and protected in their departments/positions.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>There is a lack of communication between departments that directly impact students. Departments are highly siloed and while I understand each department has their priorities. The way change is implemented and communicated are one-sided typically & have oversight when it comes to how students are impacted by these decisions. It would be better if departments understood that they are all one team working for our students. It would also help if each department understood what the other does and how they all really depend on each other so our students can be successful.</i></p> <p><i>Processes and procedures are extremely poorly documented and followed. Often, said processes are circumvented if someone feels they should not apply to them or they escalate them well past their supervisor, creating a great deal of unnecessary work for other departments. Also, requests for certain pieces of work are regularly made, work is done, and then those projects are summarily abandoned weeks later. This leads to other projects getting postponed/time wasted due to the poor project planning.</i></p> <p><i>Some top administration who write policy but don't follow it themselves such as hiring processes. The level of competency in communication leadership, clearly defining process communication by working with all stakeholders and so those who identify a problem have a clear understanding of the progress of addressing the problem and getting updates on the resolution or status of the issue reported. True open and transparent communication without the concern about how it may make someone look or concern about consequences for reporting an issue.</i></p> <p><i>Administration is top heavy and unstable, frequently making sweeping changes that disrupt the lives of staff, faculty and students.</i></p> <p><i>Eliminating positions is done with no rhyme or reason other than budget (not performance) and new positions are placed into departments that make absolutely no sense; not in line with any other institutions</i></p> <p><i>Ever since we have changed to one dean for all the campuses, the relationship between dean and faculty has degraded. The addition of department chairs has not improved the situation. The faculty chair position was not defined to faculty very clearly and their job duties are still a mystery to many faculty. There is still a division between faculty and the administration that makes the faculty job more difficult. It seems we do not get the respect from administration that we deserve. We are here for the students and some of the administration make it seem like the college exist[s] for them. Without faculty the college is nothing; it would be nice if we were appreciated for our contribution.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>It's unclear what structure the College wants to maintain. There appears to be a move to a centralized institution, yet the number of campuses and centers—along with the distance between them and in our service area—makes us still a de facto campus-based type of organization. We are unsure what type of structure the next president will wish to impose. Yet returning to the campus-based type of administration may be difficult now that the former campus presidents have been dispersed.</i></p> <p><i>Our organizational structure does not benefit individual employees nor does it improve campus culture. Having AVP's serve as liaisons for each campus does not fix campus culture or improve the disconnect that exists. Some faculty have multiple deans depending on what department each course falls into (or if it is online), which makes it difficult to know who to inform if there is an issue with a student or a class. There is no benefit to having a supervisor for faculty at a completely different campus. It fosters more of a disconnect and means that dean has no idea what their faculty are involved in at other campuses (or if they are cancelling classes without notifying the supervisor). This does not benefit students or the faculty.</i></p> <p><i>The academic area is very light on administrative support. They do not need more influence, just more administrators, so deans and program managers do not have unreasonable workloads. They cannot accomplish everything vital to support their departments and large number of faculty.</i></p> <p><i>The organizational structure changes frequently and is not clear.</i></p> <p><i>Need more organizational stability and general employee job security. Annual contracts for administration and professional employees needs to be reinstated.</i></p> <p><i>Too much organizational change at this institution. Job advancement and security seem to not be relevant any longer like it was even 7-8 years ago when it seemed like this institution cared more for its employees. Today, job advancement happens dependent on who you know.</i></p>
<p>Supervisory Relationships (n=16)</p>	<p><i>There is no accountability from the management and administration of the college. Faculty are critiqued by their supervisors, students and how well they deliver the curriculum. However, administrators only have to please the boss. This is a horrific style of management. Everyone should be evaluated by their peers and/or subordinates as well as their supervisor. Supervisor could be a better communicator. Does not deal with daily issues/problems properly. Chooses to ignore than problem solve.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>My immediate supervisor finds pleasure in publicly humiliating me. The tone I am spoken to is of an annoyed parent speaking to their problem child. I try to avoid too much face contact because his negativity is poisonous and angers quickly. It feels like hazing in the workplace.</i></p> <p><i>It would be nice to have an example of what I should become around me more often. I just do what's in front of me, take on more responsibility, learn something each day and wonder if I am doing my job. So as long as my supervisor doesn't say anything I believe I am good.</i></p> <p><i>There needs to be a way for employees to evaluate their supervisors. At all the other institutions that I have been a part of, I have had the ability to rate my supervisor. With the current way of doing things (not being able to evaluate), my poor supervisor will continue to be just that. We need this here. My supervisor needs to hear how unhappy they make their employees sometimes. It would help morale of the people working here. This would help employees feel less helpless when they get a dud of a supervisor.</i></p> <p><i>Faculty in my department meet as required but we do not formally discuss, collaborate, or share ideas (we operate very independently). There are opportunities for professional development offered at the institution but they are not specific to my discipline and there are insufficient opportunities to travel to discipline specific conferences etc.</i></p>
<p>Teamwork (n=2)</p>	<p><i>Poor department morale due to department leadership. More fear-based rather than positive motivation, team-building, and appreciation.</i></p>
<p>Student Focus (n=31)</p>	<p><i>Even though I am very happy working for FSCJ and the fact that my colleagues and administration work tirelessly to make sure all of our students have an amazing experience, we have fallen short the past year I have been here (registration issues, financial aid issues, etc.). As a faculty member, that has been the ONLY complaint I have received from my students. If not for the issues we have had in our registration processes and financial aid, my students would be very happy with their overall experience and confidence with FSCJ. I have full faith that these issues are being dealt with and solutions are being worked on to further garner the respect that FSCJ deserves in the community on being an institution FOR the people of our community.</i></p> <p><i>I'm concerned for the welfare of students when there appears to be no motivation for low performing individuals to improve. I'm not sure if this is due to a lack of repercussions, incompetence, the need for more training or the need for greater accountability. The end result is the same, students suffer.</i></p> <p><i>Students experience a bait-and-switch on their learning experience by way of compressed courses, hybrid courses, and modern teaching practices such as flipped classrooms and open lab classes with little to no personal instruction.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>The college is not taking the decrease in enrollment seriously enough. Other colleges in our state are not having decreases—why are we?</i></p> <p><i>There are many on faculty and in administration who have a job and seem to be more concerned with it as such than with student experiences. To an extent, as a stakeholder themselves, this is fine. But without a passion for our students and at least some attempt to see our institution through their eyes we will not build an enriching culture for students or faculty. Rewards seem to go to those who follow a program different than one which concentrates on student development, education, and experiences.</i></p> <p><i>FSCJ has a stated goal of “providing the community’s workforce” but area employers repeatedly let us know that “dealing with FSCJ” when seeking to interview and hire our graduates or students (internships) is extremely difficult and unproductive. While cooperation happens, “silos” and “turf” issues flourish in the absence of an overall ‘direction’ of the school, and the ‘process’ of achieving that direction. Strategic plans are drawn in “academic world” and not “real world” terminology. FSCJ’s mission is to educate students for specific careers (A.S.; workforce or technical certificates) or to continue their education (A.A.) - the plans and goals should be ‘easy to understand’ - “these programs lead to these degrees/certificates in-demand by these specific employers who come on campus offering these career opportunities at these wage levels” or “these programs lead to these degrees which prepare the student to continue their education toward these degrees at FSCJ or other four-year institutions.”</i></p> <p><i>Our college is not appropriately rigorous. The most common grade issued is an “A,” yet most students can’t write a coherent paragraph with proper grammar nor can they perform basic calculations. Faculty are considered successful if students are successful—and because we define student success as pass rate (A, B, and C rate) and as retention (re-enrollment), we have unprecedented grade inflation. There is no incentive to change—high pass and retention rates pay the bills. Pay equity also remains an issue. The partial points model discourages and indeed penalizes faculty from performing lab instruction essential to medical areas, STEM [Science, Technology, Engineering, Math] disciplines, and general workforce education. At FSCJ when faculty teach labs, they are paid less than when they are lecturing. Remember this fact the next time you are on an airplane. The professor who taught your mechanic was paid LESS for the hours they spent providing “hands on training” to their students than they were paid for lecturing. The same holds true for your medical, STEM, and other workforce faculty. For this reason, several state colleges throughout Florida have eliminated the partial points model and embraced full pay equity.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>My biggest complaint about the direction of the college is how little time faculty spend with students. Some of our faculty spend virtually no time on campus. If they are the heart and soul of this institution, why do we allow them to sit at home when the students need them?</i></p> <p><i>There are reoccurring issues which are not adequately addressed and cause considerable angst for students in my area. Students, who would otherwise continue their education with this institution opt for other options due to their frustrations with processes like registration, financial aid, and VA [Veteran Affairs] benefit issues. Until the issues are addressed, the institution will continue to lose a financial resource and students.</i></p> <p><i>Administration needs to recognize and act on the faculty's repeated concerns about the need for improved mental health resources for our students rather than just saying "we have no funding for that."</i></p> <p><i>I find it very difficult to get the appropriate equipment and supplies. It should not be this difficult to do your job educating students in laboratory.</i></p> <p><i>I strongly believe we need mental health counselors on campuses. This would benefit student retention as well as insure the safety of everyone.</i></p>
<p>Other (n=135)</p>	<p><u>Change</u></p> <p><i>Changes that are decided without informing or gathering pertinent data.</i></p> <p><i>Constant change and difficulties have eroded the ability of many employees to concentrate on being able to effectively focus on achieving their primary job responsibilities—most of us have to spend too much time putting out fires and wondering whom to contact for help since the organization has rearranged so many times in the past few years and lost many of our former positions/student services contacts (Once we reach the right person, they are usually very effective, but so much time is spent trying to figure out who they are, that it is overwhelming.).</i></p> <p><i>Everyone is tired of constant change.</i></p> <p><i>From the ERP to reorganizations, this institution has not implemented changes well. The changes seemed poorly thought out and backwards in motion.</i></p> <p><i>Change at the institution is not communicated effectively and often done with duress. Implementations have not gone smoothly due to lack of review at the inception. We're managing well now however there remains improvements that need to be made.</i></p> <p><i>My experience with change here has not been favorable. The potential impacts of change on students and employees do not seem to be adequately considered.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>Overwhelmed by the number of changes at this institution in the last 5 years. No support for many of these changes and many had numerous problems and issues that are still being addressed. Feel we are not doing a good job at any one thing.</i></p> <p><i>Still coming out of a rough period where too much change without concern for unintended consequences was occurring. We are finally regaining a sense of stability!</i></p> <p><i>The continuous changes without letting prior changes being tested make it impossible to understand current organization. It is causing a lot of confusion for faculty, but more so for students.</i></p> <p><i>This college does NOT address change[s] appropriately, especially in software implementation, nor does it take training its employees in these changes seriously. Changes need to conform to the mission of the college, be implemented properly, and personnel need to be trained to use/understand these changes.....NONE of which is being done, at this time.</i></p> <p><i>We have gone through a lot of institutional change. Even though this past year has been stable, I am still catching up an[d] still do not know how to do many things that I previously knew how to do. I also feel like we are focusing on numbers not effectiveness nor community needs.</i></p> <p><i>Change is great, but we need to consider multiple factors and stakeholders and plan accordingly.</i></p> <p><i>I just hope things can be consistent, and that we don't go through a list of unneeded changes again that fall short.</i></p> <p><i>Th[e] Administration is constantly changing things, cutting personnel without a clear plan for transition. It is generally an unsettling climate to work in.</i></p> <p><u>Compensation</u></p> <p><i>Comparing my job description to other similar positions at colleges within the Florida State College system I am under paid by 20%-30% which is disheartening.</i></p> <p><i>Compensation is significantly below regional standards.</i></p> <p><i>Least favorable is not being given a raise or COLA [Cost of Living Allowance] in the past [5+] years. Cost of living rises every year, yet our pay does not [increase] with the exception of faculty.</i></p> <p><i>Pay is low per industry standards.</i></p> <p><i>Salaries are lower but benefits are great. Wish there was a step plan or a COLA [Cost of Living Allowance] each year. Once you are hired, your salary is stuck unless you move into a higher position which is hard to do.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>Stop erosion of staff benefits without increasing pay. Staff is essentially losing money every year due to inflation. In the past at least the college tried to help out some. However the people in the Admin offices get raises or reclassify their jobs to increase their pay. While everyone else gets worse healthcare with rising cost and no 403B matching. As I understand it we get paid less than industry standards due to our extra benefits if these keep getting eroded what else do we have?</i></p> <p><i>There has been no cost of living raise in YEARS at this college across the board. But the higher ups sit nice and pretty while those on the front line and those who keep this place running - maintenance and janitorial - get pay cuts and loose positions. Totally ridiculous.</i></p> <p><i>Low end salaries per industry standards. Cost of living pay increases.</i></p> <p><u>Hiring</u></p> <p><i>I think when you are hiring someone into a department, especially an administrative level position, someone from the actual department should be involved in the interview process. At the end of the day, the people in the actual department are the ones who have to work with the individual and also have knowledge of how things are run. While they shouldn't be the only people conducting the interviews, the department should definitely have a voice in the matter as they are the ones who know the most about what is going on in their field.</i></p> <p><u>Leadership</u></p> <p><i>Executive leaders do not inspire confidence in their ability to have a macro view of the issues that impact students and staff. Executive leadership does not inspire confidence in the ability to select appropriate individuals for positions of responsibility in non-academic roles.</i></p> <p><i>Higher education seems to always have trouble with leadership. Leadership rarely conveys its vision, and tends to blame low-level employees for issues rather than look at their lack of organizational skills or general knowledge of day to day operations. There needs to be accountability of leadership, including some type of leadership assessment, mandatory professional development, and project management skills. Any low level employee is terrified to speak out on leadership issues for fear of retaliation.</i></p> <p><i>Leadership is always changing and shifting and the roles are always shifting so it's hard to know who does what and what is expected of us.</i></p> <p><i>The leaders of this college continue to battle over territory. Departments are divided up into nonsensical methods while leadership provides very little attention to the desperate needs of programs in need of instructors, materials, consumables, etc.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>The leadership has made many poor decisions in re-organizing and running the college which has put this college in danger of not being able to provide a low-cost education for the community it serves. They have forgotten who this community is and the educational needs that this population requires to be able to live and work in Jacksonville.</i></p> <p><i>The least favorable area of this institution is the leadership provided by the Executive Cabinet. The individuals who should be leading and clearly communicating the direction of the college do not. Information regarding discussions in Executive Cabinet is not available for anyone to see. There is no transparency. Everyone has their own agenda that seems more about personal benefits/beliefs and less about what is best for the college. Changes made through their actions are poorly communicated to staff and ineffectively enacted.</i></p> <p><i>The least favorable area that I have witnessed is how our leaders have handled the issues of discriminatory, derogatory, and negativity that has taken place in one of our classrooms. Rather than address the issue, our leaders decided to inform everyone that the problem was a time and attendance issue. Which is so far from the truth so my faith and trust in our leadership has dwindled significantly. Prayerfully, someone will address future issues appropriately and alleviate the stress and pressure that has been placed on our students. The students are the reason we show up. I have a passion for our students and my heart hurts when I see them hurting and no one in upper management seems to care. Thank you for sending this survey.</i></p> <p><i>The upper administration has been in a seemingly constant state of flux—steered by a shaky rudder—and instead of utilizing the good, capable people who are on the ground and who have been serving students effectively for years, while staying true to this college’s mission to the community, it feels that our campus cultures, vigorous academic communities, and the pride we (staff/faculty) take in our work is being stripped away by a top-down series of cost-cutting, bungling, and sometimes mean-spirited missteps that erodes faith and trust in our institution. For such a good place, with so many good people working here, and with so many good and hard-working students, this is a sad thing to consider.</i></p> <p><i>Top leadership inability to do what’s best for the organization. Ability to do things that make sense for the students and not just to do things that sound good on paper.</i></p> <p><i>Within the college, the leadership in my area does not take into consideration the input of the people who have experienced in the area. I feel the leadership in my area college-wide (except my campus) are higher class and we are lower class. I wish we [could] go back to the campus image. Cooperation is great and us[e]ful, but each campus is different.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>I believe that the College lacks severely in leadership ability. From the time this survey was last given, the leadership and direction of the College have plummeted. I attribute this directly to the most recent reorganization. I no longer find my job fulfilling even though my duties have remained the same. I find my new supervisor severely lacking in any leadership abilities and find that they would rather pick their favorites than go off of any merit to a job well done. Prior to this most recent reorganization within Student Success, I was not even considering leaving the College. Now I am actively seeking new employment.</i></p> <p><i>College leadership model provides little support for employee and students.</i></p> <p><i>Our leadership changes so much I am never quite sure of what is going on at the top.</i></p> <p><u>President</u></p> <p><i>We have an interim president, who is awesome, but he has zero intention of applying for the actual position, which means that a new president will be hired, who may, or may not have our college's best interest at heart. We have overcome terrible presidents and consultants, who have tried to bury the college with changes, re-organizations, and terminations. We are longing for a leader, who will understand what it means to be the Community's College, instead of the "cheapest place to obtain a degree."</i></p> <p><u>Reorganization</u></p> <p><i>The area that is the least favorable is the organizational structure that was implemented under the previous College President. The structure which removed the Campus President has led to organizational confusion and territory building. This takes away from focusing on supporting the students as the top priority.</i></p> <p><i>The organizational structure is labyrinthine. Reorganizations result in people being demoted to renamed positions, but kept in place, usually adding yet another layer of administrative reporting and confusion for faculty and staff.</i></p> <p><i>The organizational structure of the college seems to be never-ending change and the changes don't always make sense. It creates chaos and prevents us from working together in the most effective ways. There is little reward for our hard work in terms of recognition or money. An annual bonus is nice but doesn't help employees keep up with the rising costs of utilities, transportation, and food. It's time to start rewarding employees for their years of monetary sacrifice to help the college come back from its financial aid problems and lowered funding.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>The reorganization this summer (2018) was a disaster. There was NO due diligence and the consultant brought in to assist with enrollment lacked any knowledge of state enrollment experience and absolutely ZERO in student services. Many staff and administrators in Student Services were notified that their jobs were going to be “reclassified” and that they would have to re-apply. There were no pre-interviews of many of the staff and administrators. Following the notifications, many of the processes in place were not followed. Moral[e] in student services was an all time low! There was so much change so quickly and it became evident that others at the college used this person to make political moves that benefited them professionally. This caused even lower moral[e]. Senior leadership finally stepped in, but by that time many highly respected and regarded employees left. Many had to accept other positions and make adjustments in a restrictive non-professional environment. Much of that moral still exists as many wait for new leadership. Many are afraid to speak up, because their respective supervisor speaks negative of their supervisor thus creating a chain of negativity.</i></p> <p><i>This institution is not organized properly. It has been reorganized so many times, it doesn't have the flow it should</i></p> <p><i>Upper management makes organizational changes without prudence. Great staff has been laid off, let go, or offered an insulting low salary. Most effected have been the staff with tenure of 15 years or more. Upper management allowed great skill and knowledge walk out the door to save a dime. The College took a hit for that decision.</i></p> <p><i>The most recent student success attempt to realign</i></p> <p><i>We are *still* in a time of uncertainty. No one is really secure in their job because the new president will want to put their own stamp on things and reorganize. Someone should let the new [president] know that we have been re-[organized] to death, with few (zero?) positive changes as a result.</i></p> <p><i>I feel like there have been so many reorganizations and layoffs that it has been very challenging to work with ever changing staff. I also feel that there isn't a consideration for knowledge transfer or training for new or reassigned employees.</i></p> <p><u>Strategic</u></p> <p><i>The least favorable item that I found on the survey were the items about strategic planning within the institution as well as learning outcomes. Our strategic planning at the institution has been ineffective in the past, and learning outcomes are not easily noted for students in the class. Some institutions post them within a student portal. This allows students to feel a sense of achievement within their program, by seeing that the courses that they have completed meet these learning outcomes within their program.</i></p>

Table 2. Continued

Factor	Themes
	<p data-bbox="391 275 1430 352"><i>A well thought out and well-communicated strategic plan would improve the efficiency of work done an[d] money spent.</i></p> <p data-bbox="391 373 748 409"><u>PeopleSoft Implementation</u></p> <p data-bbox="391 430 1430 646"><i>PeopleSoft modules are more stable now than the same time last year in regards to the application process and registration. The road-blocks the students experience now in regards to registration are less in number. However, the initial application screen needs work to decrease the instances of students choosing the wrong program because the verbiage used as descriptors is geared toward internal use and not plain English.</i></p> <p data-bbox="391 667 1430 766"><i>The college switched to PeopleSoft without enough research & it was a disaster [that] caused low enrolments [and] professors/Instructors got blamed [and] still are in some cases.</i></p> <p data-bbox="391 787 1430 1150"><i>The implementation of People Soft was not handled properly because staff was not properly trained to operate the system and neither were some of the consultants that were brought in to assist. It is very difficult to adjust to this type of change and then to bring in consultants that were not supportive of staff was very difficult. The staff has encountered so many changes that were not for the best interest of the students or staff. In order for staff to service students properly we must be confident in our jobs and feel supported by our leaders. The voice of all employees matter because we try to provide an experience that students can grow in, achieve their goals and believe that we are truly concerned about their future.</i></p> <p data-bbox="391 1171 998 1207"><i>The implementation of PeopleSoft was horrific.</i></p> <p data-bbox="391 1228 1430 1654"><i>The migration to PeopleSoft was a total disaster. We were not involved in the decision, but we were expected to make excuses for it, and to try and help when we didn't have the resources. The College suffered from the way in which this ERP [Enterprise Resource Planning] was implemented and it is still seeing the consequences of a poorly designed system. Florida State College at Jacksonville is an integral part of the Jacksonville community. Everyone in this community is aware of the College's existence and is tied to it in some way. When something goes wrong, everyone is aware of it. The reputation of the College has been damaged in the eyes of the Jacksonville community. What will be done to regain a good reputation is left to those who may not be fully invested in the College or who may not be truly committed to the overall mission of the College.</i></p> <p data-bbox="391 1675 1430 1795"><i>The ERP [Enterprise Resource Planning], the transition to PeopleSoft was a nightmare and it hurt many people within the institution, including faculty, students, and staff.</i></p>