



NATIONAL INITIATIVE FOR LEADERSHIP  
& INSTITUTIONAL EFFECTIVENESS

706 Hillsborough Street | Raleigh, NC 27603

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

**PACE Qualitative Report**  
PACE Climate Survey for Community Colleges

**Lead Researchers**  
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**Conducted**  
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## NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

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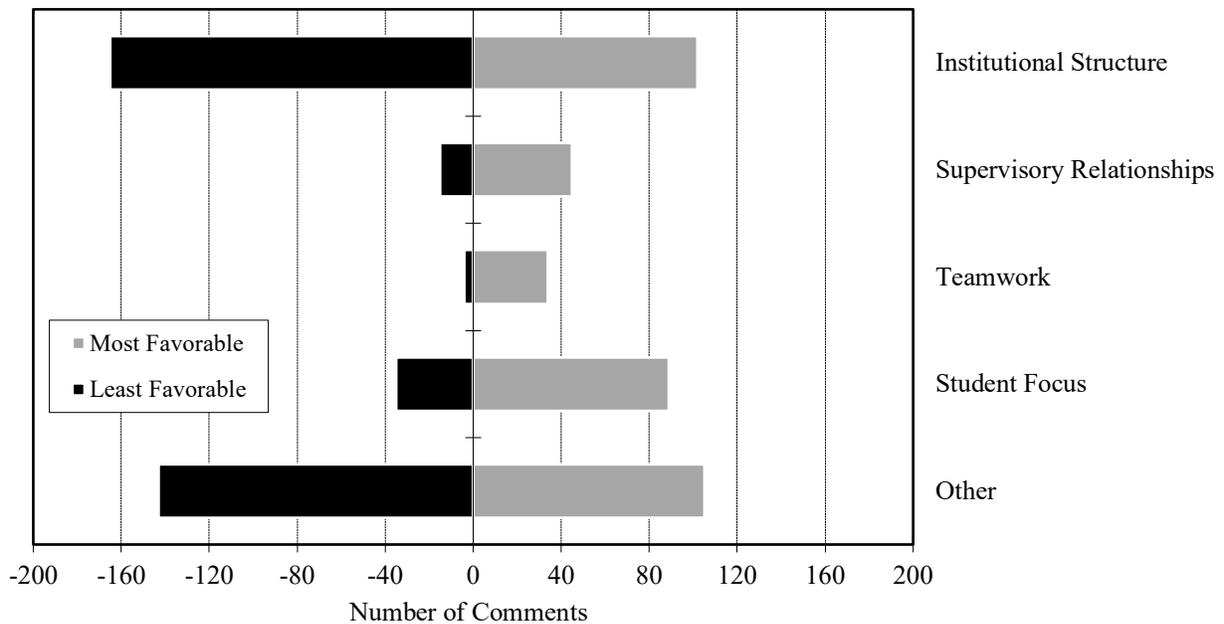
# Qualitative Analysis

Respondents were given an opportunity to submit comments about areas of the institution they found most favorable and least favorable. Of the 703 Florida State College at Jacksonville (FSCJ) employees who completed the PACE Climate Survey for Community Colleges (PACE), 400 respondents (56.9%) provided open-ended comments. In analyzing the qualitative data there is a degree of researcher interpretation in categorizing the individual comments. However, reliability is ensured by coding all responses back to the PACE climate factors.

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 number of comments fell within the Institutional Structure climate factor. Please refer to the tables in this report for comments categorized by climate factor and the total number of responses provided by employees. Please note that comments are quoted exactly as written except in instances where the confidentiality of the respondent is compromised. Any edits for confidentiality 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.**

**Institutional Structure Favorable Responses**

**(n=102)**

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A climate of trust and collaboration has continued to evolve at the institution in the last three years. I have a supportive team and a supportive supervisor. There is less competitive elbowing among administrators and a genuine care from College leadership.

A very good working environment exists on the campus I am assigned to.

Ability to work from home since COVID 19; Diversity; Teamwork; trainings and refresher trainings; informative supervisor and On Point organizational meetings.

Administrative vision and ethics

As a life-long learner, I enjoy teaching in a field that requires me to constantly upgrade my knowledge and skills. My institution provides many professional development opportunities and has recently made funds available for outside training. Our college has a great grant writing team and supports faculty who seek grant opportunities. They even find grants and bring them to us! The administration is mostly open to working with faculty, if faculty are collegial and everyone is focused on how decisions affect our students. I love my job and our institution is going an excellent job helping our students prepare for the workforce and meeting as many non-academic needs as possible to help students succeed.

Authenticity has improved significantly with the current leadership team in place. In prior years distrust was high and appropriately so. With the current President and VP team, it seems that they are leading from genuinely held beliefs.

Benefits, Time Off, Free Classes

Clean, pleasant and accommodating environment.

Climate has improved since Dr. A became the president.

College leadership is openly working to make FSCJ a preferred institution for both employees and students.

Communication and the desire to do right by everyone.

Communication and the value of hearing ideas.

Communication from the college is timely and consistent. Diversity is welcomed.

Divisional and departmental innovation and responsiveness.

Dr. A has given great attention to communications and staff engagement

Ease of communication at campus level.

Every one is nice and very open to the needs of the employees and students

excellent communication; excellent support staff to help with faculty needs; excellent support of supervisors

Faculty and admin relations has improved over the last few years.

**Table 1.** Continued

---

Faculty and staff gets ample opportunities to enhance their knowledge through professional development classes offered by the college/

Fairness and having my ideas and input seriously considered has always been very good here.

Family oriented

From a top-level perspective, communication has been good at the institution. Diversity is also a clear goal, which aligns to the mission.

FSCJ embraces change and evolution. If anyone has an idea they are encouraged to put it forward and if it is possible action at multiple levels are taken to incorporate the idea.

FSCJ is very welcoming to staff and students alike. I feel free to share my knowledge, opinions, etc. with a variety of levels of leadership.

FSCJ morale has improved drastically due to the positive energy and transparency of our current president.

FSCJ tries to reach all folks

Good change in president and therefore leadership

Good professional development; great dean for my department

Great people to work with.

Hands on approach of college president

Haven't had a salary adjustment, increase or cost of living raise in six years.

Having come from the non-profit sector I do see that new ideas are welcomed and that communication with staff, faculty and students is consistent and informative. I see a real desire from the Presidents office to improve the lives of students AND staff.

High level of communication from upper administration. Excellent work and decision-making during COVID situation.

HRIS [human resources information system]

I appreciate that this institution provides a lot of room to grow as a profession and an individual.

I appreciate the honesty and openness of our college president, Dr. John Avendano and Provost, Dr. John Wall.

I feel that top administration and leadership has made more of an effort to communicate with faculty and staff of all levels in order to increase efficacy, dedication, and motivation.

**Table 1. Continued**

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I feel there is very little communication that goes on or stops at a certain place. I do not think there is full transparency about our department which makes it very hard to do our jobs at the highest and fullest of each individual's capabilities. We are short staff and asked to more than our duties and never truly get rewarded or time for the hours we put in. The lack of communication and transparency hurts all departments in student services as we are supposed to be helping the students but at times feels like we are more about protecting ourselves than continually helping each and every student possible.... way too many students getting dropped, too many students not getting correct information due to the lack of communication amongst staff and administrators.... All campuses should be on the same page not one easier to get things done than the other!!

I find my department to be very collegial and administration that has excellent collegiality and rapport with the faculty. Our support personnel have been excellent in assistance to faculty needs.

I find that the opportunity for growth and training is very beneficial.

I find the staff and faculty most favorable at FSCJ.

I greatly appreciate the consistent OnPoint calls that allow for faculty to submit questions to be answered. The college president is very open and transparent about things going on at the college. The college leadership team continues to be student centered and are very welcoming of ideas to improve processes that concern students.

I like the mechanisms that administrators use to inform faculty of what is going on. Division meetings and "On Point" especially.

I think that the current FSCJ President is perfect for this time in the college's history. I have great faith in his ability to make decisions and guide the college into the future.

Intentions are positive and communication/mutual respect are improved 100-fold over several years ago.

Interdepartmental partnerships within the Student Affairs division, and cross-divisional collaboration with Academic Affairs.

Leadership is open and positive in contrast to previous leadership

Meaningful professional development opportunities

morale is good

My most favorite would be the benefits offered to the employee.

New leadership. I feel like we have direction and communication from the top down has improved dramatically. I also feel like they are involving everyone and we are back to working together, at least with the top tier.

New, refreshing, and experienced and intelligent college President after two disastrous administrations spanning two decades. Not sure that the college can fully recover from that in my lifetime, but hope springs eternal in these times in which we live.

On point discussions

**Table 1.** Continued

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on-going communication with On Point has been great and informative.

Opportunity to contribute and improve the institution.

Opportunity to excel professionally

Our college President is transparent, empathetic, and reasonable.

Our new president is exceptional (sorry if that is too specific). I think our greatest strength is the wonderful faculty and personnel. I work with intelligent, passionate, kind people. I also think the diversity of our student body is a plus.

Overall I feel the institution provides adequate information regarding important activities and issues. I have been overwhelmingly pleased with the information shared during the on-point calls and the response and decisions made related to COVID-19. I am proud to be a part of an organization with the flexibility to continue to meet the needs of our students, but also the care and concern for employees.

Overall, I have been incredibly proud of the way our college has handled so many of the issues we have experienced in 2020. From upper administration to mid-level, I feel I am on the same team and communication is very clear and open. I truly feel FSCJ is putting its faculty and students first, I am so proud to be part of our school.

President and upper-level administration have kept communicating with staff throughout the pandemic via the on-point calls and emails. I feel that the safety of students and staff is being taken very seriously, which is much appreciated. All staff in my department are eager to perform their job responsibilities to the best of their abilities while working from home.

Professional development has done an outstanding job of meeting the needs of the faculty and providing funds for professional development.

Professional development opportunities are plentiful within the college. There is also sufficient funding for going to conferences etc.

Dr. Avendano is a great leader and has expanded our efforts for diversity and inclusion.

Professional training is plentiful.

respecting faculty and giving us the ability to work from home if wanted

Some members of our community that are extremely talented, hardworking and dedicated.

Dr. Avendano seems to be on track. He's done a good job leading through Covid.

We have some bright spots - good programs that seem to be exceeding expectations (Grants dept for example.)

We've gone back to Interested Based Bargaining which is the right thing to do.

Academic advising has improved.

The new First Year Experience Course - IDS 1107 - has the potential to be a game-changer.

Staff is open an actively seeking input from students and peers.

Starting the use of Six Sigma to solve problems

the use of on point calls to inform all and allow everyone to ask questions that are answered

The additional training that is provided from each department.

**Table 1. Continued**

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The area most important to me in this survey is opportunity for all to advance. Even if policy is in place to prevent bias selection, unfair selection almost always play a part. Greater opportunity is given base on who you know and not what you know. In most case, it's the process that need revising rather than the people.

The benefits

The college has gone through several changes in higher administration that have lead to reorganizations on both the student and academic affairs side of the house. New administration have listened to concerns brought forward and have responded to many concerns in the best interests of all employee groups.

the college HR benefits

The College is moving in the right direction with marketing the college to the community and our partners. I like the leadership Dr. Avendano is providing.

The environment for students and workers is welcome;safe

The family oriented atmosphere

The hiring of Dr. Avendano was a great choice on the part of the board. He has been particularly thoughtful in his handling of covid and our institution. He clearly puts the needs of students first as well as the health and safety of everyone.

The institution does offer great opportunities to expand on your personal knowledge.

The institution is doing an incredible job with professional development for faculty/staff.

The institution promotes an environment of being open to new ideas, inclusiveness and open lines of communication.

the latest administration's very top leadership appears to going in a more positive direction. One that will work in the best interest of this institution, staff, faculty and students.

The many avenues and forums presented as means of providing transparent communication and a set future direction.

The mission of the institution is important to me. I have also noticed a higher level of cooperative problem solving and discussion over the past year. The new leadership is positive and there is a much more open environment for innovation and collaboration.

The most favorable area is that the overall feel is that FSCJ is starting to feel like family.

The most favorable areas at the institution are the great faculty and professional development opportunities.

The new president promotes a very positive message focused on institutional goals. Diversity and inclusivity has been encouraged. Communication during the pandemic and trying social climate has been frequent and positive.

the people i have met over the years (My Co Workers)

the positive work environment, the support to non-academic operations staff,

**Table 1. Continued**

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The town hall calls provide a place to be very open and to stay updated.

The Very Top management expresses open communication with ALL students and employees of institution

There has been marked improvement in communication and transparency at the institution. The past year has also reflected genuine care for the well-being of students, faculty, and staff. This has gone a long way in improving morale.

There have been recent changes to our administration and reporting structure that are working very well. Our newer administration has become much more communicative with the employees giving us a sense they are in touch with what's going on both locally and nationally.

There is an eagerness to try new things

This is a clean and well maintained school. The staff here is very friendly.

Time off, insurance, work schedule

Training and development is valued at this institution.

Training and Organizational Development fosters and environment of inclusivity, expression, creativity, and positivity.

transparency in communication i.e. On Point Calls

We are open to ideas and culture change. The school has been open to using the Faculty resources, skills and ideas.

We have a wonderful President who is inclusive, kind, and seems to have a great head on his shoulders.

We have an excellent new leader in the President and exciting opportunities to reframe Cabinet leaders mindsets to work more cooperatively and productively.

What I find most favorable about my institution is our one-year strategic plan which focuses on degree completion and if our processes are student-centric.

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**Table 2.**

**Student Focus Favorable Responses**

**(n=89)**

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Ability to meet the needs of the students

Assisting students

Because I am in the [department redacted] area, I deliver curricula which is conceived, managed, and delivered under the auspicious of a State entity rather than the college. The Work Team has to be very close and guarded to protect the students enrolled in this discipline.

Committed to serving students' needs. Offers quality of education. Promotes diversity in all aspects.

Continuous development to improve services

Cultivating a learning organization, and an organization that celebrates diversity is so important to a higher educational institution. Under our current administration, we've been making huge strides in this way, and I expect that we'll keep moving in a positive, student-centric path.

Delivery good quality education to those in our community.

Dr A. is doing a fantastic job turning the climate of the institution around. New initiatives are based on better serving students.

faculty are dedicated and put students first despite lack of support from admin

Faculty commitment to student education

First, the staff and faculty who keep this college operating every day, rain or shine, pandemic or not. They are our most valuable resource and I believe that the college administrators and Board of Trustees should put forth as much effort in supporting staff and faculty, as they do for students, both are equally important.

Second, the flexibility of our college to adapt to our community's needs and create focused programs to help citizens become trained employees. We lost this for sometime before President Avendano arrived, but I see signs that we are returning to this way of thinking and I applaud this. Not every student needs or wants a Bachelor's or Associate's degree. Most of them are thinking in terms of employment and the skills they need to be hired in a job.

Focus on meeting the needs of students

FSCJ is a great institution that provides a gateway for students. Teamwork is valued and promoted in this environment. I am proud to work for FSCJ!

FSCJ offers a wide variety of programs at a variety of times to meet student needs. There are also campuses and centers throughout the service area. The facilities and physical resources are great.

There is a current push to meet the needs of the diverse population. I believe the leadership is earnest in this endeavor.

**Table 2. Continued**

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FSCJ offers a wide variety of programs to the public. We are seen as a less affordable option for students transferring to a University. Our goal of teaching students where they are is also commendable. We also offer convenience for the community. All of these things combine to create access for everyone.

FSCJ offers our students unparalleled opportunity to get education economically -- it is a great value.

FSCJ provides a great mission and educational environment to succeed.

FSCJ provides a well-rounded curriculum to meet the academic needs of the students with five areas campuses, each different but well maintained to enhance the learning experience.

FSCJ strives to prioritize strategies which promote student success and academic programs which meet the community needs.

FSCJ thinks of the students first and how the needs of the students can be met.

FSCJ values students and works to help them be successful in their education and careers.

Great place to get an education. Will prepare you for the workforce.

I appreciate the level of education provided for the affordable tuition and how the College serves a wide variety of students. I appreciate my coworkers and generous leave time.

I believe the work we do as a team to promote student learning is top notch.

I believe there is a developing undercurrent of energy and hope for change at FSCJ. I believe a lot of support staff really wonder why we do things the way we do, particularly in student facing areas, where the staff feels we make students jump through hoops and our processes do not make sense. The feeling I have gotten in my short time here is the support staff want to be a part of change and are ready and willing to help affect that change.

I can only speak for the people I interact with, but everyone seems to truly care about helping learners have the best experience they can at FSCJ. While different people and departments have different ideas on how best to achieve that end, it's easy to connect and collaborate with co-workers, because we all seem to understand that we're all there for the same underlying reason.

I cannot speak to a lot of what happens outside of my department, but I think that my work group is very collaborative and that we strive to meet the institution's mission and to help students be successful.

I enjoy working with my students and helping them to navigate through college and life.

I enjoy working with the college body as well as the students.

I feel that Dr. Avendano has a genuine interest in our students and recognizes that we are educating the future leaders of our community. This helps me stay focused on my purpose, which is to help people improve their current circumstances and make a better career and life for their selves and their family.

I find most employees/departments are easy to work with and want the best for our students.

**Table 2.** Continued

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I find that my teammates and immediate supervisors have the best interests of the students at heart. We maintain a collegial atmosphere in even hard moments.

I find that the faculty and staff here are amazing and they are always doing their best to service the needs of the students. All of the wonderful Faculty and Staff here at FSCJ care for the students and do their best to help them achieve success.

I like that there is flexibility in the course schedules for our students and it appeals to the diverse populations of single parents, working individuals, and students that need flexibility in general. I like that in many departments there is cohesiveness and there is a sense of family and positive relations that are built among colleagues. The new President of the college has done a great job with trying to keep us safe during this pandemic, and the on-point calls has allowed us to receive information about things going on within the college that we didn't previously have access too. It would be better for them to hold the calls when more people could attend, but it's still nice to have the communication there.

I think in general the majority of the people in this institution really do want to help students, I have only ever encountered a few people who were not fully working towards helping students to the best of their ability and everyone else has been wonderful to me, both as a student here and as a member of the staff.

Information sharing from the President with the OnPoint calls down through my supervisor and our department. Student focus where everything we do is to assist them. Collaboration as we build better relationships between departments to better assist our students.

In-the-trenches employees are, for the most part, focused on student needs. That includes faculty, library staff, tutors, advisors, security, housekeeping, tech people, etc.

It's dedication to the students as well as it's openness in bi-weekly town halls and other forms of communication updating us on things in a timely matter.

Its focus on students and their success.

Many of the students I encounter are facing significant financial challenges. To make matters worse, many graduated from our neglected public school system which often fails to provide them with the skills they need to succeed in college. Finally, students often disclose how they have been traumatized due to discrimination. Although my coworkers have always demonstrated a commitment to meeting the unique needs of our students, I am especially pleased that our new administration is so focused on efforts at achieving equity and inclusion for all students.

Meeting the needs of current and prospective students

Mission is focused on students; good communication from higher leadership in regards to updates and policies; direct team works well together and management is effective.

**Table 2.** Continued

---

Most Deans are student and faculty focused.

My Dean is outstanding in every respect.

The new President is saying the right things.

College executed excellent Plan to operate within restrictions of Covid-19.

The local community likes the College.

The College provides very good education at low cost, creating outstanding value.

Most employees get along and cooperate with each other.

Many faculty go way beyond job requirements to provide extra help to students who are struggling both academically and in other ways. Academically

- available by phone 24/7.

- extra scheduled time available online.

- understanding work and family obstacles.

- But still maintained Academic rigor.

Non-Academically

- Some have paid student rent when Aid was late.

- Multiple instances of faculty giving students a ride home when student car won't start and no reasonable alternative.

Open Access and offering learning opportunities to the community members in the service area.

Overall, I enjoy working at FSCJ. I believe the "climate" is good and no race or ethnicity is preferred over another. I like working at this college and believe that we are more interested in the greater good and want to help students succeed.

Preparing students for licensure and workforce

Provides an abundant opportunities for students to take advantage of in order to succeed.

Seek to find solutions to student questions or problems.

Small class size. Time with instructors.

Student - centered

Student focused activities

student service

Student-focused. Our drive is to see students succeed.

The best part about FSCJ is working with such a diverse group of students. The student's motivate me to be a better Advisor and I like serving them. Also, I like my supervisors and their work ethic. They are always willing to help and they don't mind doing the work. FSCJ will promote employees within the company. Finally, I like that we offer a variety of programs and flexible schedules.

The college administrators' focus and mission is to help students achieve their goals, whether they need financial assistance or general support. They have been supportive and careful with the health and safety of the staff at the institution during the pandemic.

The college cares for students.

**Table 2.** Continued

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The College does an excellent job at educating students in our community. When students complete one of the programs at FSCJ, they are well prepared to enter into the workforce to be successful. Our department in particular, is focused on the well-being of our students and we understand that their needs are most important and reason we are all here.

The college employs a variety of measure to provide a solid education to students. This includes many students from families that do not have a history of higher education. The staff are dedicated to providing first class service. This is especially evident in the library staff, FSCJ Online, and the Conduct Office.

The college is always trying to improve the experience and success of our students. They engage the students as a whole person and try to find ways to meet their needs. I think we are moving in the right direction.

The concern, interaction and continued success of the the students shown by Academic administrative staff and faculty members makes them most favorable.

The element I like the most about my college is the true focus of all of us in helping our students succeed.

The focus on student success if most favorable about this institution.

The focus on students and their outcomes

The heart and soul of the people at this institution, for the most part, they are some of the best. They care about students to the point of going around processes to try to help.

The impact we make on the lives of students.

The inclusiveness and willingness for co-exist between the various departments helps ensure that the needs of our students are met. That, in my opinion, is what make this institution as successful as it is.

The Institution cares about its employees and students and has a plethora of resources available to assist in any situation.

The institution is focused on meeting the needs of the students.

The institution is focused on the students as they are the center and the purpose for what each of us do each day.

The joy of working with our students.

the mindset of almost everybody is to provide the best services we can for the benefit of the studenths

The mission of helping students learn and be persistent and successful comes first. As an administrator I am able to be creative to solve problems, find innovative solutions, and work with other departments to move the mission forward. It is a very rewarding place to work because of this.

The mission, helping others help themselves through education.

The most favorable is the programs offered to the community.

**Table 2. Continued**

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The opportunity to go back to school and further your education. Also being able to help students.

The people I work with at FSCJ seems to have a true concern for the success of students of all backgrounds.

the student support

The students who transition from adult education to college courses and continue to do well.

The value we place on doing good by students.

The vast majority of employees have their hearts in the right place. We want to see students succeed and do our best to strive towards improving student persistence and completion.

There are great opportunities for motivated students to learn and grow and interact.

This institution goes beyond any requirements to recruit and include anyone to become a student and move themselves forward. We have a wide range of programs. to interest just about anyone.

This institution is a broad reaching service to the community, services students with several accessible locations and offering a variety of educational opportunities. The Library and Learning Commons specifically makes efforts to ensure positive outcomes for students, and going above and beyond is the norm.

Additionally, this department promotes excellence in its staff through clear goals, open dialogue, and close work between staff and supervisors. Individuals are trusted, work is rewarded, guidance is clear, and correction is fair.

We are open to training anybody and everybody (who can navigate our system)

We have a lot of opportunities and resources among what the college offers and with faculty and staff that can potentially have a tremendous impact on the community we serve.

We offer a pathway for everyone. We are a college and technical college rolled into one institution with academic excellence and affordable tuition

We provide a good college education for our students and prepare them for their next academic step.

We put the health and safety of the students and staff at a elevated level. Providing a clean and safe environment for their education. Students welfare first.

We seek the best interest of our students. I believe faculty staff are very dedicated to this

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**Table 3.**

**Supervisory Relationships Favorable Responses**

**(n=45)**

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\* Dr. A and the institution as a whole are much better about openly communicating with everyone compared to previous administrations. This open and honest attitude is wonderful and it helps set folks at ease a bit after years of reorganizations.

I currently work for a great supervisor who is supportive of my role and the roles of the other team members. I feel grateful to be heard and respected as part of a team, because I did not feel this way on a previous team within the college. It is great when you feel like a valued member of the family. I feel happy to go to work each day.

As far as [department redacted] we have good management team from the very top to the bottom. FSCJ essential workers are the back bone of this institution!

atmosphere my supervisor creates

Best boss I've ever had

great supervisor/leader

Having a good supervisor is critical to job satisfaction.

I am extremely fortunate to have a wonderful manager. This person is always uplifting, coaches you up, gives you feedback to be better and successful at your job, embodies team player attitude and is a pleasant person to work with. My manager also shields me and the team from outside negativity from our department head and VP but still provides us with the most important sound bites from them that we need to achieve our goals. I'm also a huge fan of our College President Dr. A. He brings with him a spirit of long overdue process improvement and positivity with him. I love that he is making our institution one of diversity and inclusivity as we did not practice what we preached. I also admire his desire to ensure we live up to all of our mission and vision statements.

I am very happy with how [department redacted] is organized and how we operate. We do so much to support our students and our advisors who are directly serving our students. My department seems to be proud of what they do, for the most part. My supervisor is incredibly open to our ideas and is humble. I love the team that I personally lead with this department and I feel proud of all our accomplishments and efforts in making the student experience the best it can be.

I enjoy my department and the ability to share ideas, and lead my team with full support of my supervisor. The environment is rife with ideas and a bright future for our department's organization.

I feel even more connected to what's happening / decisions being made now that we have been working remotely since the pandemic started. I am grateful that our President and other leadership take our safety seriously and are not forcing us to return to our work environments. I feel fully supported by my supervisor, her supervisor, and her supervisor.

**Table 3.** Continued

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I feel like there's been transparency regarding the direction of the college, from both my direct supervisor and other leadership. My direct supervisor provides guidance, feedback, and seeks input and ideas. The overall college culture has been collaborative and positive.

I have a great dean and have high hopes for the future under the current president.

I have a lot of freedom from micromanagement in my position. The environment is supportive and caring for students and staff. We are allowed to be ourselves without judgement, and we can make a difference in the lives of students because the work is so rewarding everyone wants to do a good job.

I love that throughout the years, all my supervisors have been encouraging and accepting of my views and suggestions on what may help with the work we are doing.

I really like my dean and many in the senior leadership. I think they do not get enough credit for their efforts.

I'm left alone to work without anyone watching me. I get along well with my supervisors and coworkers.

My area/department and interactions with my supervisor are supportive and generally positive.

My boss is one of the best I've had in my professional career. She is very support, inclusive and listens. She is able to let me know an area of improvement and acknowledges areas of excellence.

My dean and department colleagues are wonderful. Most of my committee team members have been wonderful.

My Dean is very supportive

My department and immediate supervisor are serious about education. We work together and we are given a lot of freedom to try things out.

My department functions very well together. My colleagues and supervisor have thoughtful discussions with all perspectives being valued and given consideration by my supervisor. Even when I have disagreed with him (always privately) he listens and considers my perspective. I work very well with my coworkers and most play an active role when we collaborate together on committees or projects for our department or for the College.

My department is composed of an amazing group of hard working individuals, led by an out of the box thinker who is extremely supportive of us all.

My department leadership is highly professional and communicative. The ability to partner with other departments and/or work individually is always promoted and praised.

My department, my working environment is exceeds the standard of a cohesive, student-friendly environment. It is all because of our Dean, she makes it all possible.

My direct supervisor promotes a productive work environment through effective management practices. They are there for support and provide the necessary tools for the team to be successful and collaborative.

**Table 3.** Continued

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My immediate supervisor gives me the support and direction necessary to be successful. I can count on his and the department support at any time.

My immediate supervisor is great.

My immediate supervisor is open to my ideas and suggestions. I feel valued.

My manager provides a great working environment. Communication lines are always open. We have constant training to ensure we do our job to the best of our abilities. Our feedback is welcome. We are all team players.

My supervisor

My supervisor and her immediate supervisor are amazing! They are open to all ideas, they are very encouraging and motivating. I really believe that they treat all team members with fairness. The department seems to really work well together and collaborates often with the counterparts at other campuses.

My supervisor is extremely supportive of the team, personally and professionally, and provides regular, constructive feedback.

My supervisor is good at shielding me from the majority of the stupidity and flavor of the week changes the institution makes depending on which way the wind is blowing.

My supervisor is very supportive and encouraging. I feel that I have his full support, my ideas and input are valued and encouraged. It is great to work for him.

My supervisor is very supportive and responsive.

My supervisor, team and department are big factors in my positive experience and outlook for college.

My supervisors are easy to reach and give grateful feedback.

Our dean is doing a great job

Our leadership (Dr. Richman) has created a means for us to better ourselves thru training, having an open platform to address and discuss situations freely, supervisors that support our leaderships encouragement. [Name redacted] is very open to discussions to hearing all sides of situations that arise. We are not stifled by the chain of our immediate leadership. Therefore we are able to correct issues or address them to a reasonable solutions that works for all.

The freedom and support I'm given to be creative in my job.

The institution has a lot of potential and I feel like I'm making an impact on our community, our students, and our staff. My supervisor is supportive and my team is collaborative, innovative, and passionate about their work.

The positive reaffirmation that supervisors and co-workers engage in on all meetings.

The support that I receive from my supervisor has been helpful. I am new to the college and the transition into the new position was helpful by the level of support I received from the overall team.

**Table 3.** Continued

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Very supportive and empowering supervisors, great teamwork, and innovation.

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**Table 4.**

**Teamwork Favorable Responses**

**(n=34)**

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Collaboration with colleagues

Communication and team work are excellent in my department

Consideration of all ideas of my team

Cooperation and teamwork among people at my center - regardless of which department someone is in, if someone in another area needs help my colleagues will always assist when they can

Cooperation between team members.

I am happy in the environment I work in. I like my team and my department. We are diverse and get along well.

I enjoy the camaraderie that has been developed within my department's , many work groups. I have worked in other public institutions and the teamwork and collaboration that has been cultivated by my manager has been very positive, productive and unique to the public sector!

I feel free to share my ideas with my team and to be creative. I feel like my voice is heard within my team.

I find my specific work team to be collaborative, forward-thinking and transparent.

I work best in a team-based environment. I like to bounce ideas off others. I'm lucky that I work in a team that meets regularly and considers all ideas on the basis of organizational needs, not on who thought of it nor who presented it. Ideas are floated on a regular basis, as a team we think about those ideas and strategize as a team, the best way to implement those ideas. I consider myself very lucky to work with the people on my team.

It's close to home. It is nice being part of the team in our dept.

Motivated team members.

My academic department collaborates well and successfully. Likewise for the academic councils that serve my subject area and teaching level.

My immediate department is very positive and work well together to help students and faculty be successful.

My particular unit functions extremely well, is collegial and efficient. We work together and there is a strong bond as professionals with the singular goal to educate the whole person and to improve the lives of the students we teach. We have a great immediate supervisor.

My team in [department redacted] is a great team and we all work together to achieve our department goals.

My teams works very well together with those within our institution as well as with those partners outside our organization.

**Table 4. Continued**

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Sense of collaboration and willingness of other departments to help

South Campus Library and Learning Commons is a team work environment.

Spirit of cooperation; encourages creative solutions.

The area that I think is most favorable is the spirit of cooperation and camaraderie within my department. Faculty are willing to take time to help each other, answer questions and share ideas. Our dean will lend assistance when we ask for help in scheduling and other areas.

The College continues to move toward working together collaboratively and focuses increasingly on important issues, as opposed to infighting.

The College promotes teamwork and diversity. My department is great about including everyone in important decisions.

The spirit of cooperation among various staff members is exceptional and makes working here a pleasure.

The spirit of cooperation is strong among most departments

The staff and faculty for the most part are collaborative, inventive and genuinely trustworthy

The team I work with is great. We value the student's experience over everything else and push to provide the best resources for students of all abilities. We support each other and there is no hostility or ego obstructing our work.

The team that I work with are very supportive and this allows the entire team to be successful in meeting team goals.

The team works collaboratively to meet the goals/outcomes for our students.

There is a pervasive community spirit and general air of teamwork and collaboration among the faculty and non-faculty career employees to work together to improve FSCJ as a whole and to deliver a quality experience to the students.

There is more support of collaboration and team work. Quality is slowly becoming more important than quantity. I hope that someday the institution will realize that when there is high quality, quantity will naturally follow.

work team.

Working together as a team to solve problems.

Working with faculty in my discipline, support staff, and immediate administrators/supervisors has generally been a positive experience in my years at FSCJ.

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**Table 5.**

**Other Favorable Responses**

**(n=105)**

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Community Needs

FSCJ has made a huge impact on this community in raising the educational and cultural awareness of its residents.

Online and Workforce specifically address the demands of the Community.

This institution is focused on providing quality workforce education which is needed in the community.

This institution seeks to provide for the communities needs as a whole.

Covid-19

Fellow coworkers, supervisors and higher up have been very helpful with work especially during the pandemic.

I absolutely love our new president and my dean. I appreciate the cautious approach my school is taking for the pandemic. I truly appreciate the ability to teach live online and hope that it will be an option post-pandemic.

I appreciate the thought that has taken place about returning to the campus during the pandemic. Also, like the intentional efforts to hear the opinion of others across the college through the Town Hall meetings and the Strategic Planning sessions.

I believe the college has done an excellent job to protect the health and safety of its faculty, staff, and students during the Covid 19 pandemic.

I think our leadership has done an extraordinary job during the pandemic. They deftly navigated the college through the this difficult period. They listened to faculty and staff, and based decisions on the best interests of all involved.

I think the college has done a decent job adjusting to the restrictions created by the pandemic. I feel we have a fairly diverse group of employees, and the staff members in my department get along well.

I was very impressed how the college handled the COVID-19 pandemic. There was a sense of security and strong leadership that guided everyone. The students were always the first priority, followed by employees. I have never worked in such a place that is as dedicated to their internal customers as much as their external customers.

Leadership have handled the COVID-19 Pandemic well and have strived to keep students and employees safe during this time. Instruction has continued with different teaching modalities available to students.

**Table 5. Continued**

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The institution has been in good hands with the current president at the helm during the Covid-19 pandemic. The institution was very quick to adapt to the situation and has remained flexible. I really liked the efforts that have been made to reach out to students and employees through the FSCJ Cares initiative to make sure everyone was ok. Another thing that is favorable about the institution is that we offer a wide variety of academic programs that our students can choose from. I also like how the institution provides for work-life balance through the 36-hour work weeks in the summer as well as having Spring Break and Christmas Break off.

The only thing favorable about this institution has been the response to COVID. I am thoroughly disgusted with FSCJ overall and would quit if I didn't need to have a job.

The president has been doing a great job in leading through the pandemic, but there is no indication of how the overall leadership will drive the College in normal times.

This institution seems to focus on the doom and gloom of the COVID outbreak. Meaning that when they have the informative sessions online (great by the way) they seem to focus on the deaths and not mention the recovery of people. While I understand not to under mind the importance of the virus. People do need some hope in these times and a push from depression.

This year of Covid19 has been very strange. I feel the school is trying to do the job of educating and trying to keep staff and students safe.

### Diversity, Equity, & Inclusion

Affordable classes for students, Support of the LGBTQ Community, and Diversity and Cultural Acceptance within the College .

Commitment to diversity and inclusion, and a supportive and encouraging environment

Commitment to diversity and inclusion, opportunities for training and development, and timely communication within the community. Communication has been especially good during the recent/ongoing work from home environment.

culturally diverse

Diversity

Diversity

Diversity - recognizing not just minority students, but also LGBTQ.

Diversity and ability to be involved directly within the local community. Openness of new administration to be honest, forthright and communicative.

Diversity and collaboration between departments, all are working towards a common goal.

Diversity has improved and the institution is doing as much as possible to help students navigate through these difficult times. There is also strong cohesiveness within some departments.

Diversity inclusion is emphasized.

Diversity is given importance here.

**Table 5. Continued**

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Diversity, inclusion, willingness to listen

Everyone is treated equally

Florida State College of Jacksonville has a diverse staff as well as a diverse population of students. Our diversity is what facilitates an excellent environment for learning. The employees at the college have a genuine desire to do what is best for the entire student population. As a whole decisions and instructional methods are decided based on the motive of doing what is best for our students.

FSCJ has a great opportunity to be a viable and expansive institution for students. It has the diversity among the staff, faculty and students; however, this is not reflected in the higher up administrative positions especially Cabinet.

FSCJ has been one of the most diverse places I have ever worked, and I love how balanced it feels. There are people of all races at all levels of this institution.

FSCJ is able to draw a diverse student population because of the large selection of programs to choose from.

FSCJ is improving on its student first mindset. Serving the needs of our students is top of mind in decision making. The value of diversity, equity and inclusion is also taking a front and center seat.

FSCJ serves individual cultures of all kinds and is inclusive of all cultures when supporting their educational needs.

FSCJ strives to accept everyone and promote equity.

FSCJ truly seeks to meet the needs of a very diverse population of students which represent the demographic of our community by offering a variety of education opportunities: college degree, workforce certifications, adult education, ESOL, and continuing education. This is the strength of FSCJ.

Hiring a Chief Diversity, Equity and Inclusion Officer

I am overwhelmingly pleased with the leadership of our present president. He makes us well aware of an expected culture of diversity, inclusivity and civility. He does so by example. I believe that excellence from the top sets the tone for the culture of the institution. We as organization will be utilizing Sigma Six a problem-solving methodology as a means of continual improvement. I am excited about our institution and its impact on the community.

I am very proud of the Diversity level and the opportunities of advanced education and advancement within the college.

I believe the new president is coming in to make a positive change and that will happen eventually, but for many of us the damage is done. The college is now focusing on our diversity and what is most important.

I do believe that this institution has the ability to really promote educational advancement for all ethnic backgrounds, I am most proud that our institution is beginning to actively pursue viable partnerships in our area that have the ability to be sustainable well past the conclusion of the partnerships/projects.

**Table 5. Continued**

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I enjoy having the New President here now maybe He can bring new like to the College and maybe we all can learn to work together no matter of your skin color.

I feel like the institution supports racial diversity as people from different racial backgrounds study here.

I feel like we are heading in the right direction even though we may not be exactly where we want to be yet. I feel that our efforts related to equity and inclusion are good along with the efforts to improve our student services.

I feel that our president takes a leadership role in the community overall of promoting diversity, equity and opportunity.

I see an intentionality towards inclusivity and advancing ethical practices. I hope this will clean out the ones who are not open to inclusivity and are disparaging in their communication.

I think the college does a good job at including everyone.

Improving Commitment to Equity

Inclusivity has been at the forefront of this institution, but it can be overdone in some cases.

Its affordability, accessibility and diverse student population

Leadership is very focused on ensuring that FSCJ has an environment conducive to effective teaching and learning and student success...with equity-mindedness.

New spirit of cooperation, diversity.

Open mindedness, fairness and equality across all reaches.

Open to every one. Respect individuals.

Our department is very diverse and takes into consideration the diversity, ideas and opinions of everyone. We are celebrated and appreciated often and can expect feedback from the supervisor in a timely manner. Just as our students are diverse, so are our team members and the leadership.

Our position to be able to connect to our diverse population and establish ourselves as a school that values intellectualism rather than just education. We have a lot of faculty dedicated to enriching the lives of the community and they need to be celebrated and supported.

Since I started working here, there has been a definite shift toward data driven intentional practices that promote inclusion. There has also been a shift toward a desire to create a racially and ethnically diverse institution that mimics the community we serve.

Strong focus on equity and diversity; willingness to innovate and take on new projects.

The area I find to be most favorable about my institution are the will to be more diverse. I thoroughly like where my FSCJ is headed and how our President Avendano is very passionate about this area and is taking steps for a more inclusive college. Another area I most favor would be my department in [department redacted]. I've been in this department for a while now and no matter what, everyone manages to work together effectively to help our students. This is what make me proud to say I'm an employee for FSCJ.

**Table 5. Continued**

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The college has always been open to diversity.

The college has really taken diversity to a new level. They are working hard to break the racially/ethnically dividing rhetoric that is running rampant in this country. I have noticed it and so has others, I applaud Dr. Avendano, Lisa Moore and her team for their valiant efforts. Keep up the great work!

The college is broadly committed to diversity and it supports faculty initiatives designed to address issues of diversity.

The College is constantly looking at different ways to serve its community. The College has a diverse group of individuals that work for the organization.

The college is rich with diversity both in offerings and population. We need to enhance that even more.

The college president's efforts to promote inclusion, make clear there is no place for any "isms" and his ability to demonstrate that he "sees" all members of the institution. The efforts placed on promoting student success is commendable.

The diversity and effectiveness of student services employees.

The institution and all those involved with the leadership and education and college effort are invested in creating a diverse community that is favorable to all students and workers at the college.

The promotion of diversity in staff and employees enrolled.

The Student Success Team strives to educate and inform on diversity and racial equality, provide multiple trainings to help overcome past experiences that have driven our prejudices and preconceived ideas of racial groups outside of our own, and they create a safe and positive learning environment for differences to come together as one team, instead of standing as individuals, who refuse to improve their ignorance and have an open mind.

This institution is diverse and welcoming to students and employees of all ethnic backgrounds.

This institution works hard in meeting the needs of all diverse groups.

Very inclusive institution. I feel very comfortable here.

We are respected even though we have different races, cultures and opinions. We are appreciated and encouraged most of the time.

while I believe our institution values diversity, I do not believe our policies do enough to eliminate existing barriers. We do not have a coordinated resource center for under represented students. We do not provide enough support for these students. It is not for a lack of interest though, more of a lack of resources/prioritizing resources.

While the institution values its students, from my perspective it is only now starting to work towards promoting diversity and inclusivity. As a [status redacted], I did not see much promotion towards diversity so I am happy to see that change now as an [status redacted].

With the new President, I think that FSCJ will be more diverse and people of color will have opportunities for advancement.

**Table 5. Continued**

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Faculty

Academic freedom

faculty autonomy

The professors are generally well versed and insightful in their subject matter, and answer questions with detailed responses particularly in the trades departments (i am a alumni of my work, and speak from prior experience before and after gaining employment).

Uncategorized

Anything marked N/A is because I don't know.

Education

helps to promote the arts for everyone

I am left alone for the most part.

I dislike these slanted surveys. People are people, they don't need to be divided into categories based on physical characteristics. Physical characteristics do not defin a person, they define a body. We are more than that so let's just start looking at people based on their character, desires, goals, level of ethics and morals and forget all this divisive rhetoric based on a person's physical characteristic. Culture differences make life more interesting, but should never be used to favor one over another.

it is a good place to work

it is odd for me. I moved over from a large urban [workplace redacted] the culture is very different.

It was difficult to answers some of these questions because I did not have enough information to make a good decision.

n /a

N/A

n/a

n/a

N/A

N/A

N/A

N/A

N/A

na

NA

**Table 5.** Continued

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na
Needs of student and staff
No comment
No comment
Willing to improve.

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**Table 6.**

**Institutional Structure Unfavorable Responses**

**(n=165)**

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#1 Decisions are frequently made without faculty input. Faculty are notified (sometimes) of those decisions but there is no explanation of why to help us feel like it was good for the students (or faculty). #2 I think we should promote our programs and degrees to students, actually market them! Too many are unaware of some of the fabulous, interesting, and financially rewarding educational opportunities we have! They say they want an A.A. so they can transfer to a University and are never aware of the rich resources our own institution provides. Many of our workforce A.S. programs are equivalent to B.S. degrees from Universities because of the technical and hands-on experience they receive here. Our B.A.S. degrees do more than just check a box.

1. Only the managerial opinions of the “Need-to-Know” information reach the employees doing the job.
2. Management views themselves as “Overseers” and not wanting to know what it takes to complete the work processes or how the processes correlate with each other. Although they determine how the work processes are to be done.
3. Employee advancement is deemed a “Personnel Responsibility” with no reward for attaining but finding a position outside of the institution or a different servicing department to advance.

1. Poor communication down the organization chart. Example: arrived at a computer lab with my class to administer an exam only to find that the computers had all been removed with no notice to faculty.
2. Lack of funding resources (or commitment to locate resources) for obsolete and unreliable lab equipment (simulators).

A decentralized organization of the college would be preferred. Local campuses, staff, faculty, and students have differing experiences and needs which would be better served with an independent command structure at each location.

Acceptance of bullying and abuse i/e raising voices, pointing fingers, pounding chest, pounding table, threatening jobs. Retaliation for those who speak up. Falls on deaf ears in HR so others remain silent.

**Administration Structure and Power**

As a [position redacted] I hear complaints about that high deductible health insurance plan. Also those of us working under \$15 an hour consider how (if it passes) a minimum wage change to \$15 would effect us. would we all keep our jobs or will the school cut some of us.

As a community of employees we could definitely improve on our communication between different departments. When changes are made within the institution communication regarding the change is not communicated proficiently.

As the college focussed on becoming “one college” we lost some of the campus identity that created community for students, faculty and staff. This also mean that the administration were less available for both students and faculty.

**Table 6.** Continued

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As with most institutions, the number of administrators is outrageous.

At times, departments are left out of vital training that also impact it's students.

At times, the communication is fragmented. While the Marketing department is good at times, they also make arbitrary decisions about what will and won't be promoted on the website.

Also, some events and activities are highlighted more than others. The Ted x FSCJ is always highlighted, yet events that are tied to our Strategic Plan receive limited promotion.

Also, during the pandemic, you learned about decisions that directly impact your area and then had to adjust your work to ensure that it happened. That is a reactive approach to work, instead of proactive.

Cabinet sucks-should replace everyone.

can be unorganized at times

Career development and training programs have a lot of administrative hurdles. On paper they look nice and very useful benefits to employees, but utilizing them is very cumbersome and in some cases a kind of privilege only to certain departments and individuals.

The administrative rule that 'professional' employees cannot take a adjunct faculty position is also a factor driving individuals to leave the college to join other employers, so they can continue their teaching career.

To many changes at top in recent years, has created an environment of job insecurity and dissatisfaction.

Categorizing employees that prohibits some from teaching part-time in addition to their full-time jobs.

Centralized scheduling of classes; the one college concept has resulted in the loss of the campus family atmosphere

Certain process are very slow and are not student friendly. For example the process to submit a help ticket. It is not clear to students how to do this and why and also it can take a long time for a response. It is strange that if an employee submits a ticket for a student (which we are not encouraged to do) that the employee will get a faster response. I believe the new application will help students to initially select the correct program, but the current application is so confusing. Job titles and roles in Student Services are so unclear and often overlap. Creating job tiles and responsibilities that clearly differentiate the different roles would be helpful to both students and staff. Different departments within Student Services could work better together for the benefit of students, for example advising and admissions, and also advising and financial aid. I found it a little discouraging to not be interviewed for a position that I was very qualified for as a result of not applying within the first 3 days. It felt like this position had already chosen their candidates prior to the position even closing and interviews being conducted. That seemed very unfair.

Clarity of communications from the AO.

College policies and procedures are not necessarily student centered or student friendly.

college processes that impede efficient operations for work force training.

**Table 6. Continued**

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College works in silos which makes the College experience frustrating to students at times.

Communicating effectively across all programs in the college is still a challenge.

Communication - even with most of the staff working from home, there appears to be rumors circulating about staff cuts.

communication about institutional policies for faculty (non-admins)

Communication among different departments regarding processes and procedures could be a lot better. When there is training across departments, it can be vague and general rather than focused on specific information that would be more useful. Written policies, guides, and handouts can be hard to find within departments. When they do exist, they are often outdated.

Communication can be delayed at time of need and sometimes unclear; We could use more events that elaborate on different variety of cultures; More events that reassures a safe space for our LGBTQ Students, Faculty, and Staff.

Communication continues to be an issue. Lately, academic decisions are made (i.e. NA start date, eliminating the FN grade, etc.) with no campus academic administrators having input or knowledge. More effort should be made to solicit feedback and hear the ideas and concerns of campus administrators.

communication from upper levels could be better

Communication gap between the faculty and the administrators

Communication is always difficult for this institution. Efforts have been made to improve communication, but it is still lacking at times. Also, FSCJ tends to enter into too many large initiative at once causing all to be mediocre. Planning would help to identify key initiatives and direct focus and resources accordingly.

Communication is continues to be the biggest issue at this institution. Also, I have concerns about meeting student needs, especially for working students. Many of the departments are not open convenient times for working students to access.

Communication is poor across disciplines/departments. Too many faculty are allowed to teach massive overload, which leads to their being completely checked out of the College community.

communication is still problem within the institution.

Communication needs to be improved.

Communication with faculty and other departments such as Student Records and Fin Aid. Has it improved YES!! but it could still be better. Would like to have a Faculty committee meet with an Advising Committee to discuss what we hear students say to us about PROF and vice versa what students say about advising. I feel that we could learn a lot in regards to this conversation. We hear a lot of negative activity that online professors do or don't do for their students. Mainly not responding to their emails in a timely fashion is the most common one. The other is, students don't know how they are doing in the class until the end of the class. Then they are surprised that certain items they thought were submitted were not included. I had this occur numerous times this summer.

**Table 6. Continued**

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Communications within the college as a whole is lacking.

Compensation

Decision making in some instances needs to be taken to lower levels so areas/departments are able to make decisions that are correct for them without soliciting approval and slowing down processes.

Decision-making and moving to action can be very slow. It sometimes feels that issues are bogged down in bureaucracy and very lengthy deliberation. Also, sometimes it feels like decision-making is too top-down. There are some decisions that should be entrusted to staff at the local level rather than having to be sent up to the highest levels for consideration. I think that this is often the cause for sluggish responsiveness to issues.

Decisions are made by top level. They want to keep students in mind when making decisions, but the higher up we go for those decisions, the further we get from the actual student experience.

Decisions being made without representation of all programs to the discussion table.

Decisions made from Gen Ed or Liberal Arts perspective without regard for the decisions effect on the programs i.e health programs. These programs function differently and do not fit into cookie cutter decisions.

Departments need to keep others apprised of any issues or changes so that everyone can assist students better.

Departments work against one another, non-transparency among leadership, severe favoritism in promoting/other opportunities for Student Services employees - leadership gives impression they want you to be “stuck” in current position, time constantly being wasted with unnecessary meetings just to say we met even though no additional information or outcome came of it, decisions made at a level by those who are not actually involved in the day to day work

For those of us in disciplines outside of GenEd and major-area course work, information is not shared consistently, and administrators above the level of immediate supervisors show little active interest in our student population or our work with them. Faculty in these areas have seen credit for work they have done go to administrators.

FSCJ could improve with communication between departments (ex. policy and program changes clearly communicated).

Haven't had a salary adjustment, increase or cost of living raise in six years.

Higher management often perceives faculty as rivals or opponents, instead of partners. We're in this together and leadership should serve the faculty to fulfill our mission.

Holding upper management accountable to institutional values

**Table 6. Continued**

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I am very disappointed at the blatant favoritism and generally offensive treatment of staff I have seen at the VP levels on down at this institution. I am equally disenchanted with the behavior of some of the VP's of the college. It is very obvious that some of our executive leadership does not share in the College President's vision and seemly set out to sabotage his efforts to bring the College together. All executive leadership should have qualities of a "Level 5 Leader". How can we expect our middle and upper management to treat their staff, peers and students with respect if they do not demonstrate it within themselves and with their peers, staff and students? We have some really amazing staff at all levels of this institution and it is simply an injustice to let a small group of bad apples ruin it for the rest of us. I feel strongly that we need a culture of accountability that is structured in a positive manner and is supported by a variety of training that focuses on our competencies. There should also be a clear path to promotion within the College.

i am very dissatisfied and disappointed at the level of mis-management of this institution from favoritism in personnel and positions to the mis-appropriation of funds. There is no clear purpose in my department and a serious lack of leadership and direction. No Standards & Procedures have been defined, nor a mission/purpose defined. I am also dissatisfied with the fact that several employees have received "promotions"(title changes)/raises due to connections while those that provide the largest majority of work have to hold second (and sometimes third) jobs to make ends meet. The inefficiencies and blatent mis-management is disturbing and does not promote a positive work place experience.

-I feel that the decisions made regarding individual positions are not always made at the appropriate level.

-I often sense competition between areas and departments and the need to elevate an individual's successes/contributions to try to prove their worth.

I feel that there is no path of upward mobility where I currently am with the college. Promises of working for higher positions have on more than one occasion become a disappointing misleading untruth. Our benefits don't reward us for staying in our position, if anything they force/promote us to leave our departments for better positions. Though happy with my department and the opportunities it affords me, I feel like there is no future with FSCJ after this position reaches its foreseeable end for me personally.

I feel the if the College had better processes it would increase enrollment and improve retention immediately. Our own internal processes put applicants/students through hurtles throughout their entire student life cycle.

I feel we still have people in decision making positions that are not student centered thinkers and are quick to put up road blocks to change. I also think we need a lot of help in our IT area to truly be successful as an institution and to truly be self sustaining with PeopleSoft. I have found the way we decide upon software purchases and the way we deploy software, with the functional areas leading the projects, does not put us in a position to ensure successful, on-time go-lives. I truly feel IT should be taking more a lead role in purchase decisions, understanding how all the systems integrate together and how everything will impact the student experience.

I find that technical and administrative processes take a very long time to implement much of the time, even when all parties concerned agree that the endeavor is for the benefit of all concerned.

**Table 6. Continued**

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I have no areas I find least favorable at this College. I believe with the change in the President we are seeing positive changes in the culture and in moral. This College is a great place to work.

I have nothing negative to say, leadership at every level has been inspiring, and I am so grateful to be here.

I have the opportunity to provide feedback in forums, but it doesn't seem to be identified as important in the end

I love my job but getting things done on a department level is hard. Not good communication there and it is everyone's fault - lack of participation from a lot of individuals leaves little team effort/team coordination and the same small group of us carrying the load. Not sure what would help that as I do think the students are getting a good education so little motivation to change it.

I see people some people in leadership roles who should not be or need a lot more training and or mentorship. I know we have training I just wonder if the right people are getting it. Another area we could improve is something I hear from co workers who have been here longer than I have. They say they use to be recognized on their work anniversaries. They looked forward to reaching their next milestone and celebrating. They say things have been downsized to almost nothing over the years. I see how they can be disappointed. If you give years of your life to an institution you truly believe in it is good to feel celebrated and appreciated. I think this is an easy fix we just need to put some more effort into.

I have worked in student facing roles in the past. This group can often be treated like second class citizens. It's sometimes difficult to take part in the professional development you are interested in for example. They do a training week in January each year for example and this is an extremely busy time for student facing staff. It would be nice for them to be included.

I took the opportunity to begin a new program at the college, I must say even with already having an advanced degree, my student experience at FSCJ has poor and riddled with inconsistency from the faculty. When the matter was brought up to administration, the complaint was NOT considered. Instead a list of excuses were given and no real change has happened. I have found that the faculty seems to be using a "autopilot" method of teaching where power point slides and lecture presentations have not been updated for current course content and in some cases are not posted at all. When I asked the professor about when these items would be posted (as stated in the syllabus) , I was told that I should not expect these elements to be included for each week's assignments. I would expect this from a self-paced study course but not an supposedly organize class for which tuition is paid. There have been many instances where it has been more helpful for me to consult the internet rather than the professor.

The colleges hiring practices are not impartial. There have been instances where qualified individuals have applied for a position, but candidates have not been interviewed due to favoritism

I wish we had more traditional academic departments. For example, rather than lumping so many disciplines under "Social and Behavioral Sciences," I wish we had a "Department of History and Political Science," or something along those lines, that more closely grouped the various disciplines that are interconnected or overlap more than others.

**Table 6. Continued**

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I would like EVERY decision we make to reflect our Mission/Vision/Values, and always focus on helping students persist and complete more effectively. Every policy should have to pass the litmus test of “does this benefit the college more or does this benefit students more.”

I would like more opportunities for social interaction among employees that are not connected to any meeting.

I would like to see more career advancement opportunities in certain departments.

I would love to move higher in the institution. My lack of higher degree prevents that. I do have a good amount of applicable experience though.

In a perfect world, there would be annual raises for full time staff.

In that same eagerness we tend to not completely solve foundational issues that impact student service, as well as staff organizational interactions.

In the past, faculty awards and time served at the institution would be a BIG DEAL. We would get a chance to walk across the stage and get recognized (sometimes with a dinner). We now get to see our names on a big screen before our fall faculty meetings. If you show up a little late then you missed it. It does not make us feel appreciated. Actions ALWAYS speak Louder than words. We want to walk across the stage, get our names called and hear the President say, “Thank you for \_\_\_\_\_ years of service!!

Individuals that are resistant to change.

Information flow from higher administrative levels (excluding president).

Internal politics, how it affects the mission of the institution, when it becomes the priority instead of the mission.

It is discouraging that raises are not given for excellent performance. There is no salary range for advisors and if you enjoy the position you are forced to apply for another position in or outside of the College if you wish to increase your salary level. What is the point of the My Impact if it will never result in a salary increase? The idea of completing professional development courses for a 1% raise every THREE years is insane to me. Its less than a cost of living raise.

It is still a bureaucracy with many layers and it takes a long time to get things done. Communication is an ongoing problem and I think that we need a staff person focused on internal communication. We also need to do a better job of documenting and following business processes so that we know what we can and cannot do.

its propensity to be stuck on itself, inert; its failure to dream BIG.

Lack of communication between departments. Changes to procedures or information that would help me assist students are not communicated across the college.

Lack of focus on employee retention.

Lack of new employee training procedures and regular follow-up. No ‘mentor’ assigned for assistance to ensure proper development during the first months of employment. No proper introduction to college etiquette.

**Table 6. Continued**

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Lack of opportunity for promotion. No career path opportunity

Lack of processes in some areas

Lack of room for advancement.

Lack of transparency between departments.

Lack of trust between faculty and administration.

Least favorable area would be the move to a completely centralize administration a few years ago which lead to difficulty in having your voice heard or getting information needed to do your job. FSCJ fortunately seems to be moving away from the strictly centralized structure now.

Marketing. Marketing. Professional Marketing and Publicity and Branding IS THE KEY TO RECRUITMENT and the key to increased ENROLLMENT and improving our reputation in the region of NE Florida after these many years of incompetent administrations, consistent negative publicity, created by a long series of faulty judgments. We have one central professional staff person heading up and micromanaging all of the publicity and marketing for this huge college. Ludicrous, and it continues to drag the college downwards. This is actually a relatively easy pivot, with re-hiring and restaffing and re-budgeting.

money I receive doesn't fit the skills I perform

Most decisions at this College at made my administrators with little regard to those who are "below" them in job ranking. Communication is not inclusive of all and management is top heavy with high salaries and extensive benefits.

My least favorite part about working here at FSCJ is the lack of innovation. I'd like FSCJ to use more advanced systems and technology to make our processes easier to better serve our students. Telling students they must submit a ticket to change their program plan is an awkward and sometimes difficult task. Also, my least favorite part is our Admissions processes. Students struggle with the application, residency, and submitting transcript processes. Sometimes it feels as if we are a little behind the times.

No advancement opportunity. If you don't have a degree, your work experience or ideas are not worthy and your opinion does not count.

No meetings. No real training. No idea sharing.

no point of contact for P-card training. You have to find someone to train you.

No upward mobility in my position or opportunities for cross training.

Not much room for growth when you want to stay within same dept. Our dept needs more staff & we generate a lot of revenue for the college. Yet, we don't get what we need regarding that.

**Table 6.** Continued

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Nothing, absolutely, nothing is possible. Or rather, everything, everything, is impossible. There is no “we can do this” attitude.” There are all manner of institutional obstacles and bad practices in place that are counter to “student success” and “academic freedom’

In my opinion, there exist an established “way of doing things” that cannot be deviated from in the least. And so, I am tired of trying and I will just “do the minimum” because trying to do anything costs a pound of flesh just to wait to be told no.

If my (family) circumstances were different, I would seek different employment.

Often funds are not available to address specific issues.

Opportunities for advancement are rare. Salaries are low at all levels of employees in comparison to local industry for similar jobs. The care project was designed to address levels of responsibility, but like previous efforts nothing has come to pass. We may lose more outstanding employees who waited for an evaluation of their position as their responsibilities have changed. There needs to be a method to address these issues instead of waiting for another study.

Opportunities to advance career

Opportunity for advancement

Organizational structure that doesn’t make sense. Meetings with no purpose.

Our institution needs to examine our strategy carefully to seek alignment with our initiatives. We have so many college-wide projects right now that it’s difficult to juggle everything. I worry that we may suffer from initiative fatigue. Another concern is that the organizational culture is adverse and the level of trust of human resources and other areas is low. Finally, we need to move beyond blaming a software system (PeopleSoft) for our troubles. A software system is only as good as the individuals and teams that own the processes, review the processes in preparation for implementation, conduct the implementation, and devote themselves to continued improvement.

Overall, I would say a general lack of willingness to really examine processes that are in place, get feedback from all stakeholders involved, and based on feedback enact positive change. Seems like there are always a lot of meetings about things, but never any timely decisions (analysis paralysis). In addition, many times it seems as if we go through multiple meetings about an issue and as a team make a decision, but then ultimately that decision doesn’t matter because a different meeting was held with another group (usually consisting of higher-level positions than team) and they didn’t agree or had already decided what was needed. I would prefer that if a decision was already known that they would just say it rather than wasting our time to give the appearance of inclusion in the process. Or possibly include all stakeholders in the meeting to begin with, rather than having separate meetings about the same issue. The feeling that leaves you with, is why bother providing input if they already know what they are going to do anyway.

Perceived favoritism for certain pillars under certain VPs.

Poor alignment of online department, should be aligned with Academic Affairs

Poor communication of job duties

**Table 6. Continued**

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Processes are not written and/or followed and no one is held accountable.

Separation of job duties and responsibilities among departments within Student Services can be more rigid; some initiatives aimed at increasing enrollment can at times feel like a sales job; communication between Student Services and Academics can be improved.

Serious funding issues make it difficult for the institution to quickly develop new programs, and to address inequalities in the current structure.

Several areas that need improvements:

1. The Finance and Academic Appeals process is sloppy. One office alone should handle it. Each department has it's own process and approves appeals for various reasons that aren't consistent. The online process is a little better, however, departments allow these appeals to sit for months. Then are received in Financial Aid where major debts are created and aid years are closed, which makes complicates matters. We are consistently re-opening aid years when we shouldn't be. The appeals process needs to be streamlined and completed in a tighter schedule.
2. When considering the financial repercussions of decision making, middle mangers should be involved in this process. The COVID process of disenrolling and refunding students needed more thought. Major debts- thousands of dollars- were opened because of this. And while the Director may have been involved in this decision making, people who handled this process directly should have been brought it.
3. SFS and Records need to tighten their processes.
4. Dropping students on a daily basis only hurts the institution. Students get mad at us. Give them more time to pay- till the start of classes

Some people do not participate on committees but complain loudly when changes are made. More needs to be done to involve all employees in service to the college. Quality education needs to be emphasized over pass rates to improve student learning.

Sometimes I think higher level individuals on tangentially include those who have the most information to share. It discounts your value as an individual and to the institution.

Sometimes it is hard to know where to find answers just due to sheer wealth of resources in the institution.

Sometimes the multiple announcements for the same event get lost in email therefore the event gets missed.

Team , group or department coherence is none existent. clear communication to ALL who are involved is like picking things out of the air, catching bits and pieces of information just to understand what the heck is happing. So it is best to stay in what your job description says and continue to move ahead in studies and certifications in order to remain useful and sane. We do not have a Department as other do, i guess... I love my job position just do not like the lack of communication. FSCJ rocks.

**Table 6. Continued**

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The administration seems to lack the creativity to launch assertive enrollment campaigns. We are not competitive with UNF, JU and EW. We have to create a reputation beyond “affordable.” The college seems to have “no funds” at this time. The key question is -- where can monies be SPENT which will yield a RETURN on investment. By just not spending, we dig ourselves into a deeper hole. UNF has its most diverse freshman class this year because they recruited students we would typically enroll. JU has been very aggressive in recruiting Jax high school seniors. EW has new recruiting initiatives and strategies. Organizations like Coursera are experiencing enrollment increases over 200%. In other words, there are many leaks in our enrollment boat. We have to be more than just vanilla and rely on what has worked in the past. There is a defensive hostility among admin who are being criticized, which is understandable. However, the criticism is meant as a wake-up call. We are told that everyone is responsible for enrollment. Well, faculty ARE doing our part. Is the admin listening? Is it looking at the big picture of national trends as well as the local scene?

The administration should include the front line people in many of the decision making processes. The administrators are disconnected which makes them inadequate in making sound decisions that affect student and lower-level employees.

The amount of work for the size of manpower

The application process

The biggest problem is lack of communication between departments and campuses. People have no idea what is going on in other parts of the organization.

To make matters worse, there is no centralized place to find the information because the college website (FSCJ.edu) is HORRIBLE. It needs to be updated and redesigned.

The biggest red flags I have seen (and experienced) are:

- 1.) employees not in the right positions and often struggling with workflow, accuracy and communication.
- 2.) Ideas for advancement or improvement are welcomed by immediate supervisor but when the idea is “sent up the pipeline” for implementation it is replied with “that is not something we do here” . The worst words ANY organization can utter is “We have always done it this way”

The Board of Trustees and Administrators for FSCJ! We are a state institution, so there is very little that can be done about the Board of Trustees, except for exerting influence for appropriate appointments to the Board. That being said, our college administrators could do more to steer the Trustees in the direction of smart decisions that are based on community needs and not the wishes of a select group of people.

The bureaucracy.

The chain of command is too long. The number of people between the program and the decision makers has too many people.

The climate outside of my direct supervisor and team is not favorable. The environment can become hostile and workplace bullying exists. Collaborative efforts are seen as not useful and new ideas are not welcomed.

**Table 6. Continued**

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The college has not always in the past communicated to staff as well as they could, but much improvement in last couple years.

The college needs to rethink the way we recruit and run admissions. I'm concerned about the level of diversity in the leadership in admissions. Furthermore, advisors are often the ones doing ALL of the work including admissions. Advisors are OVERWORKED and highly underpaid. Academic advisors are doing EVERYTHING. All Advisors should have the same title earning the same pay because they all do the same thing.

The communication within the institution can be better. Although, the institution has made progress in this area.

The favoritism in upper management

The institution is great. However, some departments don't mirror institutional values.

The institution is slow in embracing change, despite leadership's attempts.

The lack of communication amongst departments. Students are sometimes sent to several departments before reaching their desired answers or concerns.

The lack of communication and clarity on reporting structures - for example when things change, the people who do the work are not always informed. Some changes can have a negative impact and since the people at the front lines are not included or consulted it can leave a very negative impression and at times makes one feel like we don't matter.

The lack of motivation with employees has been around for years. Raises each year would be nice. NOT THE BIG bonuses for those in the AO who never leave their office and can't name a single student's name

The lack of opportunity to move forward in my career at FSCJ.

The many campuses and locations hinders team development and communication.

The organization of the college prevents us from fully collaborating as an institution. All academics need to be under one area to align goals, collaborate on programs, and fully connect the programs to meet the community needs.

The pathway for advancement is often very unclear. There are no promotions without going through an interview process. The "interim" process is not good for the morale of employees. Also as individual employees take on more work and responsibility there is no option to be promoted even in title without a complete reposting of the job. Academic Affairs and CWE often seem to be at odds when it comes to policy and competing for students.

The President's work to make any big changes in top personnel have been put off - presumably by Covid-19.

Surveys like this one do not identify sufficiently to allow specific actions.

Not much emphasis that we are a STATE College, which impedes our growth in Bachelor Programs.

Compensation impedes our ability to draw best talent in faculty and some other jobs.

**Table 6. Continued**

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The program I am part of provides minimal leadership qualities. There is more negative than positive as it relates to my work. Were it not for co-workers, this would not be a favorable place of employment. My immediate “boss” (administrator) is accessible/decent. One bad apple can make a world of difference.

There are a lot of unwritten or outdated (physical written copies not up to date) rules that can often make navigating processes challenging.

There are decisions made in my division that are ill considered and dissenting voices are discouraged. Initiatives such as BILT [Business & Industry Leadership Team] and program review seem more designed to burnish the image of an administrator than to advance the college’s mission. We seem to have reverted to a time when tedious, duplicative work is assigned that will not advance the mission of the programs, especially those that have their own accreditation.

There are limited opportunities for advancement within some departments. Also pay disparities still seem to exist among those with Associates Degree, a Bachelors Degree or a Masters degree.

There are many levels of administrative management which complicates and inhibits the ability for educational teams/departments to effectively and quickly address student needs and to make program changes/improvements.

There are some individuals in administration that do not understand faculty and student needs which makes it hard to advocate for certain things.

There doesn’t seem to be as many avenues for advancement at the college, especially for those that are middle management. Also doesn’t feel as if the college fully values its employees either based on salary or through lack of opportunities. If you want to keep good people then allow them to move up career wise

There is a lack of understanding the possibilities of what can be done through benchmarking and research. In addition, if a new idea or program is needed the processes are not flexible to allow forward movement for development without great persistence!!

There is little room for advancement, no raises, and no consideration for diversity beyond race. Many people are overworked, and their workloads are too heavy, both with faculty and staff. It is hard to have time to improve and focus on quality when so busy. I think it affects all of the good initiatives because people don’t get excited or buy-in because they know the goal is to get things done rather than strive for excellence.

There is not enough advancement of the minority ethnic group into upper management. Also as an alum myself of the college is has been almost impossible to advance in my position or within the college. I cannot send the message that the college is helping those with higher education if it is not happening within the college. I also do not feel that the education I have gained has prepared me for work outside of the college. I have gained a [degree types redacted] degree from this college none of which have helped me advance here or outside of the college. Being an active employee for a [8+] I feel very hopeless. I have hung on because of the work/life balance the college does provide.

**Table 6. Continued**

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there is still ALOT of negative, “Old administration” ideas and practices that need to be removed. Bad practices that have existed for years still exist and need to be removed.

There still remains residual territorialism from the Bioteau administration. Some excessive bureaucracy that can slow innovation. These are improving, however.

This institution is a dynamic one. Leadership is rarely in one position for long. So plans and ideas change quickly and lately have been chasing pop culture attitudes. We lose our long term identity and missions. Educational institutions are suppose to be the Rock of our society. But, as a pop culture chaser we lose our history and honor.

Things change in this world, it’s how we move forward, but it needs to change slowly over time, not overnight. We are an institution: long history, strong presence and secure future.

TOO Many re-orgs have created chaos. I’ve worked at 10 institutions in higher ed and there is too much constant change. In addition, those of us working directly with students do NOT have a voice. We are not asked about what we feel the students need. Decisions are made before quality research and information is gathered and based on persona agendas.

Top down decisions made first at top levels, then ask for buy-in.

Toxic narrative and behavior by certain faculty leaders in the union and senate is creating a negative organizational culture. Administrators, their motives, and their decisions are inappropriately and unfairly demonized, leading to a polarized environment and a great deal of wasted time, energy, and effort responding to grievances, threats of grievances, demands, and questions.

Upper management is not transparent with upcoming changes. ie: reorganization

A few years ago the College laid off experienced, hard working employees just to replace them with unexperienced employees. The College took a hard hit for letting that knowledge walk out the door.

Upward movement for employees can be difficult because there is not a clear HR process for college employees to develop and move up within the college.

very hectic / always scrambling and need more time between semesters to catch breath

We approach our business processes from a Cabinet-division perspective rather than beginning with student experiences across the institution.

We do not value the people who work really hard at this institution. Nepotism is rife.

**Table 6. Continued**

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We still have silos and communication across areas is not always great. I think that there is more room for collaboration and less “ownership” of certain things and that we need to remember that students don’t care if something is workforce and something else is College Credit - they just want an easy way to get an education that leads to a well-paying job. We need more emphasis on pathways and better/clear internal articulations that start with CWE to CC/TC to AS to BS with multiple entry/exit points along the way. Our website needs to be improved drastically. It is hard to find information unless you know what you are looking for. We have to assume that students don’t know what they don’t know and have a dynamic website that is a tool for them. Finally, I think we need to embed career exploration in more activities and communications. We don’t do a good job prior to enrollment to make sure students are making well-informed decisions and our college-side efforts at job placement are not well-coordinated. Data tracking and use could also be improved along with the access to that data.

We still see a lot of territorial mindset at times...this idea belonging to this particular department, or departments working in silos, not including others that can help the decision making. This often leads to decisions being made that are more organizational in nature, and not what’s best for the prospect and/or student.

We went from having deans on each campus to having one Dean. They also have instituted Department Chairs. To be honest, I still do not really know what role the chairs play.

We would benefit from better communication between departments. Updates and changes are vital to know about.

What I find least favorable is the silos that do not engage with other departments, such as a lack of engagement with Student Engagement/Student Life. While information about Student Life events is sent out via the FSCJ happenings email, departments are not encouraged to get involved with current events. Studies show that students that are more involved with campus activities feel a stronger connection to their institution and have higher levels of completing their degree. Having more faculty and staff involved with student activities it fosters more involvement and completion from our students.

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**Table 7.**

**Student Focus Unfavorable Responses**

**(n=35)**

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Complaints about instructors/quality of instruction have risen. The trend is noticeable and this seems to be in direct contrast to our mission.

COVID-19 has shown that we need more technology enhancements to provide better service to students.

Digital divide for students persists

Each campus or center should be able to schedule their own classes to help grow the center, meet the needs of the students and increase enrollment. Adjuncts are in short supply at some centers and more effort should be taken to fill the positions. We are losing students, or students must travel to multiple campuses to earn a degree. Oversight of competent instruction is lacking, especially in sciences.

Faculty and the student success department are never on the same page. It's like Faculty doesn't even understand what the advising department does or tries to stay up to date with any of the changes. Some faculty don't accommodate our students that need ADA assistance, and the departments just allow them to do this instead of making them comply. Some faculty members receive multiple complaints from students for lack of empathy, lack of overall communication, especially the strictly online professors, and just overall lack of concern of their success and those faculty members continue on each term doing the same thing to students. The lack of communication within the different campuses and departments is just horrible as we do not function as one college sometimes. Certain programs have gotten better with providing updated information but when some things change within limited access programs, we don't get the update until the students contact us and we find out through the site. Programs have been added without us being told and you cannot reach departments through emails or phone. There is a lack of empathy and skill among some of the student success staff that is never addressed.

financial aid is still a hardship for the students. School is still disorganized and students and faculty find out information at the last minute.

Honestly, I believe that we need more on-campus advising for students, specifically for financial aid and for records. Students should not have to wait for an hour because there is only one financial aid adviser per campus, especially if that financial aid adviser may not even be there that day. Plus, if we had records specialists on every campus, at the very least for the support of the advisers, I feel a lot of the processing would move a lot faster.

**Table 7. Continued**

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I am completely unclear about the structure of advising... there are Advisor 1s, 2s, and there are ACAs. I have no clue what they do and why there is such a huge pay difference. They all appear to do the same work.

In [department redacted], we have vague titles, as well, of Analyst and Specialist... the work load is enormous for both, but thankfully most of us are quite happy with our jobs. I would like to see room for Analyst 2 positions, like how Advisors have a level 2 position. We have it listed as a title but no one actually has the title and there are no opportunities for promotions within a title for employees who are exceeding expectations and are well worth the pay raise from Analyst 1 to Analyst 2.

I believe the college has too many people who are lazy and do not go out of their way to help students, find the right people for students to contact or just do not want to do their job.

I have a positive point of view for the most part. So, I view things in terms of opportunities. We have the opportunity to create stronger, more student-centric environment by re-examining and re-imagining and mapping our processes to ensure a student-centric focus. We also have the opportunities for inter-departmental and inter-divisional collaboration and communication. For instance, we just started C7 classes, there is no central website that we can point our students to regarding requests for late enrollment. Students call the Contact Center, and are pointed to academic advising, and in the advising office, they are directed to contact the academic department in order to request late entry into classes. In the department, they are sometimes instructed to contact the instructor for permission to enroll, sometimes the department contacts the instructor on behalf of the student. By this point, the student has contacted at least four different individuals to request late entry to a class. Often students become frustrated along the process, which can leave to a negative perception of the registration process.

I think we need to beef up and increase student orientation opportunities. I think we should have more campus fairs directed at student personal needs (i.e. food, shelter, Technology access, mental health etc.). We need to make the campuses easier to navigate.

I wish we had the funds to have mental health counselors and life coaches on each campus. And I think we could use a more robust program for English/writing tutoring.

I worry about the quality of instruction. While we have many fine professors, I have seen too many examples of poor teaching and lack of responsiveness on the part of professors. Dr. A wants us to be known for quality, and I would suggest that before we can be known for quality, we have to listen to students and improve the quality of our classes.

Improve the FSCJ website for student with the two biggest attractions to include the Medical Simulation Center and Virtual Reality Medical Lab information and photos.

It is my observation that we are too quick to tell students and customer what we cannot do rather than what we can do.

**Table 7. Continued**

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It's been my experience that faculty are permitted to "cherry-pick" the easiest student to retain in programs and drop students that have barriers to success, primarily affecting students from underserved communities. Each program should be required to provide reports on students that exit programs including race and disability. In addition, while College wide communications is outstanding, communications is lacking between departments and programs.

Logistics and resource management. For example, the food pantry is located where it is not convenient for students who do not possess a private vehicle or have access to one.

Moments of incivility or impoliteness -- Making eye contact, but do not exchange a greeting during an encounter, or failing to make eye contact or acknowledgement when approached by a peer.

More diversity is needed on the recruitment team. A better understanding of the students who are under represented. They need more hand-holding with financial aid (resources), more intrusive advising. We must meet students where they are instead of wondering why they aren't walking through our doors.

My least favorable area is the fact that admissions and records do not student-face. All issues must be submitted through an electronic ticket. Students take time from their busy schedules to present on campus, expecting to speak to an individual concerning - readmission, record issues, the need for a letter of verification enrollment - only to be told that the student must submit their request electronically. This is not a student-centered process. It is confusing and frustrating for students.

need to disseminate information from student surveys more widely and keep it present as all of our efforts should focus on making all services and teaching as student central as possible

New students not ready for college.

Not all non-academic departments consider the student when making decisions

not centered enough on academics

Not enough emphasis on the students responsibility to do the course work required to complete their program.

Occasionally, there are student comments that are not exactly what we would like to hear. However, that is to be expected. I believe that negative feedback may end in a positive outcome. Research the matter to see if there is room for improvement. We are welcome improvement.

student aid

Student career focus and guidance could be better.

Student Services

**Table 7. Continued**

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The administration is top heavy with far too many non-academics and non-teaching positions that make far too much money. Student services still needs improvement and students need to feel welcome rather than feel as though they are lining the pocket books of wealthy administrators. Our method of extracting money from students and punishing them by ‘soft-banning’ them if they owe us any money whatsoever is unforgivable and has seriously damaged our reputation.

The area least favorable to me is faculty and staff aspiring student needs are met. All who’s in position to help students advance has done an amazing job since 2012. The students success have always been a top priority for every level of administration.

The colleges overall lack of respect, consideration, and bias towards ESOL [English to Speakers of Other Languages] and Adult Education. Looking at our country’s present situation, there will be an overall great need in the future for Pre Collegiate Studies. Do we want these future students or not?

The college’s priority is for its credit students, which comprise the vast majority of enrolled students, so it is understandable to a point. The Workforce student issues are not on the same priority as the credit student issues. The Workforce students represent a significant potential for continued education, since many of the disciplines require degrees for entry or promotion once hired. The college has let this resource remain untapped even in this current environment of declining enrollment.

The quality of rigor in courses sometimes varies widely, with a range of requirements for students in different sections of the same course offering. Some students receive a stronger foundation than others.

There are a few professors whom are not flexible in working with students with disability and make it difficult for them to succeed.

We have problems that have plagued us for years now. We don’t seem to be able to figure out how to handle financial aid and student advising. Students have a very difficult time getting issues resolved within a reasonable time frame and often can’t even get anyone to pick up the phone. The administration has been blaming this on the migration to a new IT platform. That transition was bungled horribly. That has been years ago now, and we still seem to be struggling with basic tasks that other institutions are somehow able to manage.

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**Table 8.**

**Supervisory Relationships Unfavorable Responses**

**(n=15)**

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1. Supervising Administrator has made racist joke about COVID pandemic.
  2. Supervisors and Administrators have generally handled pandemic response very poorly. (Delaying in mask distribution, talking and acting as if there is no serious threat, etc.)
  3. Since beginning of pandemic, I believe that supervisors and administrators have treated facilities staff exceptionally poorly, sometimes making them work, during the summer, in extremely hot, unventilated spaces - and not turning on the air - because “nobody is working there.” (Phrasing this cost-saving measure in such a way degrades the facility staff to less than a human being, to a “nobody.”)
  4. Since the beginning of the pandemic, it seems as if admin and supervisors have valued production and operations over people and wellbeing. This creates a demoralizing atmosphere.
  5. Those of us who have had to work on-site since the beginning of the pandemic have almost been overlooked. This was especially apparent when the college decided to withhold masks and other PPE from on-site workers until “employees” were scheduled to return to campus. This sort of thing lets us know how much we are really valued, which is to say, not much.

admin makes it clear that faculty are not valued. my immediate supervisor is bad but zero accountability for treatment of faculty. other deans keep faculty informed and encourage professional development. my dean puts up roadblocks. didn't give faculty option of online or face2face for classes spring 2021 like other deans. refused to assist faculty regarding live online labs. poor communication between top admin and faculty.

I do not have the opportunity within the institution to make more money or grow professionally because I am overqualified for my position which is career level [level redacted], and I hold [several] master's degrees and [20+] years of experience in my profession. My supervisors are very supportive and allow me the freedom to do my job, but they do not have as much relevant experience or education as I do. I do not want to be a supervisor, but all of my colleagues are faculty and are supervised by an executive dean, while I am [unit redacted] staff serving in a “de facto” (I was told this when I was hired for my full-time position in [year redacted]) comparable with my colleagues that have equal (or less) education and years of relevant experience. I feel I am unable to advance because I am stuck in a job classification and can work for less money than if I was in a faculty classification. I am also not allowed to earn extra money teaching courses as an adjunct because I am [unit redacted] Staff. I also think age discrimination might be a factor, but I am not entirely sure of this. I look and act young, but rumor has it that I have been passed over because I am older. As I said, I am not sure this is the case.

I don't feel like I am getting the feedback that I should from my supervisor.

I have never met in person the leader above the dean. When we interviewed on the phone, I thought [they] clearly did not like my responses and figured I did not get the job. I hardly see the dean. When I interviewed I thought we were going to see each other on a daily basis. It feels like I have to get permission from my supervisor to speak to the dean. Formalities.

**Table 8.** Continued

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I noticed several of the supervisors and admin. personnel do not communicate very well with one another, It appears to be a power struggle between one another.

I still feel there are kind of a “ social class” between directors and career in my area. My supervisor is understanding, but many times I feel she does not carry my questions or concerns because she will not be supported by their counterparts.

Now that we are mainly servicing online, it appears to me that not all the managers sees now we are “college wide” not just “ campus”. Not all the managers keep an eye what is happening in the online service.

My boss does not clearly communicate in emails.

My boss makes unilateral decisions and expects faculty to fall in line.

My boss picks the same people to be on committees that get paid stipends for work.

In the past I had bosses that listened to both sides and worked side by side with faculty to meet institutional goals. That is not the case anymore.

The adm at the top need to communicate more effectively with faculty. If they set a goal, then explain the steps they want faculty to take to meet it. Adm needs to communicate more to the students about college expectations. They need to bring students into the college culture.

They need to train the student more to understand that if they work 80 hr then no you will not have time for 7 classes. The adm lives in a bubble, they get paid a lot to do very little.

My dean’s boss is TERRIBLE. My department is never even mentioned at school wide meetings.

My supervisor is very discriminatory; you know who [they like] and who [they don’t], and [they don’t] know how to hide that. [They promote] the one person who doesn’t care, acts aloof, and takes lots of time off. What about those in our department who come to work, are on time, make accomplishments, and looks for improvements -- hey, we’re still here! The collective ([their] level and one level up) decision making is shoddy at best. [They don’t] have a backbone and [don’t] stand up for [their] team/department. [They are] odd, [have] bad speaking habits, plays favorites with the employees. There is no supervisor training that is mandatory at FSCJ -- it is badly needed. [They are] rude, behaves inappropriately with other employees, is condescending, and feels [they are] the smartest in the room. I need this job. What do you do when you’ve gone to HR, but it’s not addressed, because addressing the person they work with will make it uncomfortable for them. The people in HR don’t have training to know how to handle situations when the culprit resides in HR.

No clear pathway to find help if your are suffering under management.

Supervisors have no way of being held accountable. There should be a review process that incorporates the supervisor’s direct reports. I believe the vast majority of negative responses surround how individuals feel about their direct supervisor. FSCJ has an open history of supporting supervisors over any employee complaint. HR openly states this when questioned.

**Table 8. Continued**

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The college could improve on addressing racial/ethnic diversity in curriculum/teaching and supporting the community. More work like the Connecting Diverse Students forum could positively impact college employees, students, and community stakeholders.

My supervisor could improve in providing feedback and reasonably judging how student complaints might factor into that feedback. The college could provide a mechanism for bottom-up evaluation to better address overall employee performance. Supervisors could evaluate faculty more than a single time per evaluation period, possibly using department chairs to provide a different perspective or more observation opportunities.

There is still too much politicizing and not enough recognition to the people that do the back breaking work. I know that it comes with the territory but supervisors need to recognize the people that are really in the trenches. Not the ones that talk the loudest.

untrained supervisors, salary

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**Table 9.**

**Teamwork Unfavorable Responses**

**(n=4)**

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Departments do need to own their duties and responsibilities. We need more collaboration within departments and do less of trying to find the error in individuals. Build the bridge solid.

I do not have a least favorable area as I feel everyone works collaboratively for the success of the students and the institution.

There is no collaboration between areas. Each try to blame others for issues.

When there is a member of the team that is difficult to work with there is not intervention for the group. We need a way to solve issues regarding co-workers that are continuing contract.

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## Table 10.

### Other Unfavorable Responses

(n=142)

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#### Covid-19

I am not so sure the best decisions are being made with the best interests of all students/faculty in mind. If there are students and faculty that wish to be on campus for classes. There are still certain courses that only have online or “live online” options available and zero face-to-face options.

I am worried that some decisions from admin are not thoroughly considered, such as asking faculty about whether they WANT to return to face-to-face teaching during a pandemic when the ethical parameters of such a choice have not been adequately mapped out and explained.

I’m sure the pandemic has a lot to do with it but I feel weary. There seems to be a few people doing everything. I know there’s more I could be doing for students and colleagues but I don’t think I have anything left in the tank. I’ve never started a semester counting down and looking forward to the end.

In the age of COVID with telecommuting, and the loss of departmental positions/layoffs I feel that we need much more training in the important functionalities within the Office 365 Suite. I believe that the training should be customized for the various PeopleSoft pillars, ie. FSCM, HCM and CSM in order to better improve business process in order to provide the best customer experience.

Additionally, process improvement implementations are challenging and we utilize outdated modalities in our administrative work to support FSCJ.

For example, my department’s work requires us to abide by and communicate to stakeholders regarding College’s Board Rules and the associated Administrative Procedures related to our department’s work. I find that some of the Board Rules are outdated and their associated Administrative procedures in some cases are also outdated, confusing and sometimes conflict with one another on the same topic. The process for editing these administrative procedures is also archaic. Rather than using track changes you have to strike-through additions and new language is inserted in red font, which I believe increases the chance for errors and confusion.

#### Diversity, Equity, & Inclusion

- \* The lack of diversity in middle management and above.
- \* Middle Management at the certain service centers does not match the student population served.
- \* No checks and balances within outlier departments.
- \* Upper management does not have enough hands on knowledge on processes with each department.
- \* The data and results are trusted without detail explanation of how the data was reached.
- \* Leads to mismanagement of employees, students and funds.
- \* Not a clear path for promotion with departments.

**Table 10.** Continued

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Along with the rest of the world we have gone to the extreme to take on ‘diversity’ as an issue however it seems to only apply to black and gender identity and has gone to an extreme to put a ‘face’ on inclusion. We are doing nothing programatically to support our ESOL (specifically growing latino) population and for some the whole ‘black lives matter more than any one else’ mantra isn’t about equality and inclusion at all. Put figureheads in place, join a bandwagon, slap a label on it. This is certainly NOT how Dr. Avendano approaches things but seems to be how the college is proceeding. This is a complicated issue that can’t be about displaced inequality to somehow equal ‘better equality’. Need to bring in a third party to manage a ‘community dialogue on race’ and perhaps make this a joint program journey of all area educational institutions together... Should NOT be the institutional leadership or faculty conducting the dialogue.

Attention to data re equity gaps; attention to data re diversity of faculty and staff in key roles.

Diversity could be better in the upper management area as there is a lack of that presence at this college.

Diversity in administration and faculty

Diversity in leadership is key to effectively creating a population that is truly diverse. Students will come, but knowing how to effectively communicate and include the needs of these students start with having the right combinations at the top.

Even though diversity is strongly encouraged at all levels of this institution, it has no impact on the outcomes of my students.

I believe there needs to be more racially diverse faculty. We are making strides that direction, but there is more to go so that our minority students have role models. As well, sometimes communications from administration are filtered before they reach faculty as a whole. There needs to be more transparency in that process.

I can’t say if being ethnically diverse benefits students or the college without comparing it to not being that way. I can’t say if students benefit from being diverse. I think diversity is good, but I have no way of knowing.

I could not answer the questions relating to racial and ethnic inclusivity. I wish I had more front of mind ideas about how the institution is intentionally removing access barriers for students and staff to reach higher levels of achievement.

I do not feel that this was a good time to do this survey given this year was definitely not business as usual. Everyone was basically in survival mode because of the pandemic although the college as a whole did well in transitioning to working remotely. Also, the CARE project made answering some of the questions difficult as I feel that puts the organizational structure in limbo at the moment. As for diversity, my department has no choice but to run by a strict set of rules. Some people, regardless of ethnicity or race, may feel picked on because of those rules and policies, but we have to abide by them to maintain academic integrity.

I don’t know all the VPs at the college. But, of the ones I’ve seen, there is very little diversity.

I would like to see greater diversity in the faculty, and I would like for all employees to be paid more.

**Table 10.** Continued

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It is unclear to me the level of satisfaction the college offers to students of diverse backgrounds. That is not to say I am dissatisfied with the level of service, but rather that I do not know those outcomes, and that on its own is dissatisfying.

It would be nice to see a little more diversity in the higher ranks. Not just black and white, but all of our races represented.

More diversity in faculty would represent the diverse community we serve.

More emphasis on diversity and inclusion.

Not sure how to respond to some of the racial, ethnic diversity questions. How can something be fair and equitable based on race? If I am being fair based on race, then that alone is discriminatory. Not quite sure I understand it.

Outside of maintenance and housekeeping, FSCJ does not seem as diverse as the population we serve.

Overemphasis on race, diversity and gender. People are people. Treat them with respect and, generally speaking, they will do the same for you regardless of the color of their skin or their opinions. If we lose that respect for ourselves and others, we have lost the battle. If they don't, they have a personal problem that no societal solution will solve as it is their problem and they want to have it.

People of Color are not well represented in upper management and it is difficult to advance to the next level.

Racial Diversity and African American Leadership

The faculty is overrepresented by white individuals; no discernible effort is made to secure diverse faculty members, nor is even incremental progress discernible, as in, not even a few faculty of color are being hired. It's stunning really.

The least favorable aspect of the institution is that lack of emphasis on respecting diversity of opinion. It is common to experience hostility from other co-workers, if you do not hold a left-leaning liberal viewpoint on a given issue.

The reluctance to terminate those who are dead-weight or doing just enough to get by. Quite frankly, I feel that there is an even greater reluctance to do so if the individual is African-American.

The results of the upcoming FSCJ Student Climate Survey will offer an relatively unknown: how students see FSCJ. Not having diversity in every department or academic discipline or career training program risks not recruiting, engaging, and retaining diverse students in our programs.

**Table 10.** Continued

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There are great ideals that are presented regarding diversity and equity but there is not a mandatory enforcement of the ideals. there are is a lack of understanding on basic policies such as ADA compliance that should be universally known. we could make sure our students feel like FSCJ cares about their aspirations and feel included but it is not practiced by every individual at the college and it should. there is still a lack of buy in from everyone and it is felt by students. Not all faculty and staff across the board are considerate of the diverse population we serve and the needs they may have and they should be. FSCJ could do a better job of advocating for the community we serve and their needs with getting our resources and programs to the populations in need out what we can offer the most

There are still inequities among classes of employees. The college has hired a consultanting firm that is to be addressing some of these issues, called the Care Project. We are awaiting the final recommendations to be shared in January/February 2021 to see if some of these inequities are addressed.

Tolerance is like patience; if pushed, patience can be lost. We should be educating about how being different from others is okay, and just because we do not agree, it doesn't mean that we should instantly hate, or be unkind to that person or group. Ignorance is not okay.

We are only touching the surface on our ability to function as an institution that values, embraces, and promotes diversity and inclusion.

We need more diverse faculty to meet the needs of the diverse population. Efforts to recruit and successfully graduate Blacks need to increase. The recruitment effort needs to start in elementary school and middle school, so the students will have a college mindset.

We need more Diversity in Administration Roles, and Deans

While I feel the institution values and is supportive of racial/ethnic diversity throughout the organization I am disappointed in the lack of different racial/ethnic backgrounds represented among faculty and especially among senior administrators as defined.

### Faculty

An unwillingness to change. A small group of people (mostly faculty) who are stuck on stories about old grievances.

Decentralized departments and amorphous administration complicates our department's advocacy of faculty resources. We have retiring faculty members with robust course enrollment but have absolutely no say on how and if the position will be filled or if the line will even remain within our department. It's disheartening and a powerless feeling and we are all concerned about the enrollment hit this would create for the school (which seems like a counter-intuitive position for a college to take in an area with consistently high enrollment) and the complication this creates for our department's curriculum as no other faculty can cover that material and we are all working above load as it is.

**Table 10.** Continued

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Difficult to evaluate faculty when they refuse to allow you in the classroom for an observation. Faculty observations are critical to the success of students and a program. Asking for permission to enter a classroom for an observation clearly gives the faculty an opportunity to be better prepared. Observations are to help administrators evaluate the effectiveness of faculty especially when students complaints increase and to find solutions to improve teaching, learning, evaluation, and student success.

Full time faculty have placed their needs as a priority and not the needs of students or the institution itself. They are keeping enrollments low by being inflexible in consolidating low-enrolled sections or conducting independent studies, which hinders the ability for our college to earn money during these financially difficult times.

I concede that a rigorous instructor can be popular and that some instructors have earned their unpopular status by their behavior, but hear me out...

Our systems devalue rigor.

As a rule, if you have rigor you will have a harder time getting your classes to “make” and will have to lower the standard to “compete” for students with instructors that are participating in wholesale foolishness to pass students. I’ve taken classes at FSCJ and I’ve experienced multiple incidents of no meaningful assessments.

Oh, assessments were given but in one class about 90% of the assessment questions were easily findable on the internet (this was an online class with no proctored tests). In another course, we were given a “practice test” (including a KEY - haha) and the “test” was basically the same as the “practice test”.

These instructors have classes that fill and they are rewarded with a lot of overload. The only way I can compete with them in a market based system is to race them to the bottom.

Some faculty act as if “academic freedom” includes the freedom to be bad at their jobs.

Fixing this would require everyone - including Faculty Senate and the Union - to be onboard.

I feel that the faculty, as represented by the union, is too often self-serving. They request to be compensated for doing things that I consider to be standard job responsibilities for student-centered faculty. Moreover, faculty often claim to have authority over decisions that are not within their scope.

new faculty should be hired for on-campus giving experienced faculty the ability to get their load online if they wanted

Sometime we (the faculty) are heard, but get no action or response. For example, we have the ability to charge student fees, however the fees do not go back to the dept. who assessed them. They go into the general fund. The object of assessing fees is to cover recurring costs (equipment maintenance, consumable supply replenishment, software renewal fees). But if the money does not come directly back to the division and dept. then the fee is useless. Another area that is frustrating is the computer policies that are made and implemented with no faculty input. An example is, computers were replaced in some of our labs. We could have used some of the scuttled computers for machine and robot control. Instead these computers are sold at auction (or maybe just dumped).

**Table 10.** Continued

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Students are often very dissatisfied with faculty, especially in online classes. There doesn't seem to be any standard in terms of how responsive faculty are to questions (esp. in time elapsed) or how online courses work. Many faculty are very bad at navigating Canvas, which leads to a poor student experience. There needs to be a more positive relationship between faculty and administration because faculty DO need some oversight if we want students to have a consistent experience at FSCJ. Right now we have excellent faculty, but we also have woefully underprepared instructors that frustrate students. However, there always seems to be a contentious vibe between faculty and administrators (totally fear-based) so no one feels able to do anything about the poor performers.

The institution blocks far too many innovative projects because of one or more people's "turf" issues. The result is a feeling that we're wasting time creating options or coming up with ideas because even if approved by senior admin they may still be blocked by individual faculty/career people with personal grudges, goals or agendas. There is a climate of fear where faculty worry that angering someone above them, or students in any form, will result in punishment or termination. We've had too many faculty lost because of personality conflicts or because they insist on not being bullied by bad students. Students literally now threaten with "I'll go to your Dean and get you fired." The end result is poorer standards and education for all. Even after losing grievance hearings some students have learned they can get what they want from people in high level positions and they don't hesitate to use that leverage. It's deeply troubling for too many faculty on too many campuses, in certain units.

The new leadership has made a dramatic impact on a negative work environment. There is extreme micromanaging, lack of transformational leadership, and defensive response to any suggestions for improvement. Many faculty and staff feel intimidated and will not speak up to the inappropriate conduct. There is little recognition of faculty who perform well beyond the assigned workload to enhance the rigor of the program and meet student needs. Many faculty are considering leaving the organization if the current interim leadership remains in place. This would be a travesty.

The program needs to be faculty-led.

While all employee groups should have say in how the college operates, faculty has been allowed to run a muck in areas where they have the least insight. The CBA has made faculty very lazy and they do their best, to do the least. They are not always student centered when they absolutely should be. And no this is not all faculty, but just as in all other matters, majority rules. I feel faculty control needs to be dialed back and the rules should apply to all and not some. Faculty Senate and their leaders have no respect for policies that hold faculty accountable and they have no respect for administrators, of any level. To avoid conflict, top administration will buckle to faculty demands even when what they are crying about is clearly outlined in the CBA [Collective Bargaining Agreement], APM [Administrative Procedures Manual] or other written college policies. Faculty should be held to the same standards they hold their students and as all they other employee groups.

**Table 10.** Continued

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Hiring Practices

FSCJ shows a commitment to its cronies alone. All hiring is done on the basis of friendship and not on the quality of the candidates. Consistently, unqualified and lesser qualified people are gifted positions because of who they know, and people who are better trained, more qualified, and more capable are held back and told to be quiet. The morale is horrible because it is well known that only the friends of the best connected get anywhere at FSCJ. The interim president actually seemed to take up these issues, but the current president has no interest in the ethics of hiring at FSCJ. It is disgusting. There is a strict caste system at FSCJ that values the faculty over everyone else, despite the fact that many of them do not perform even the simplest aspects of their jobs, like helping students. Leadership caters to faculty out of fear of the union and gives them whatever they want. Teaching 8 courses a semester is an unacceptable standard that happens constantly. No one teaching that many courses is actually teaching well. Career staff are treated like less-than by everyone, though they are performing a significant portion of the work. FSCJ stands for mediocrity, not excellence.

Highering requirements needs to change.

Hiring practices; FSCJ is an educational institution and education does not matter when hiring. An employee with a doctors degree has less chance to receive a promotion than a white employee without a doctors degree.

I would like to see more effort to recruit, hire, and develop minority faculty.

Job uncertainty; pay differences for employees at the same level; inconsistent hiring practices

Lack of policy on hiring diverse populations for faculty positions

Our institution does not have an ethnically diverse faculty. Talent acquisition needs to make a more deliberate effort to recruit more ethnically diverse faculty to teach at the College. Also, some departments do not have fair hiring practices. There have been instances where a department hires a person who is familiar to the department's higher level administrator and is selected for hire regardless of the hiring committee's recommendation when a different applicant was more qualified (had more education and experience) and was the committee's preferred applicant. An interim or part-time person working in a position is not always the best choice when there may be a more qualified, outside applicant.

Positions and titles should have uniformity.

Processes are not in place when you start your job. There is not a training guide in place. You have to learn as you go.

**Table 10.** Continued

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The college speaks on employee diversity but does not actively embrace it. The college often advertises for positions to meet EEO [Equal Employment Opportunity] requirements but the decision on hiring has already been made. The college often hires non-minority applicants with less experience and education at a higher pay rate than it offers to minorities that are hired for positions. Human Resources is complicit in this issue on multiple fronts. Many departments overlook their minority staff in terms of grooming and promoting often encouraging them to leave the college for positions rather than promoting from within. The college does not do this to white employees or applicants. White employees are promoted and allowed to flourish. Even the faculty hiring process plays a large role. The college hires large numbers of minorities for adjunct positions but not for full time faculty positions. Instead of outright citing race as an issue it is simply referred that the applicant does not “fit”. The college uses minority faces to pretend that it is tackling equity and then uses data to backup its premise. The college has no real plans to address its demographic issues as long as it makes everything look good on paper.

The hiring process is not always fair.

The institution would benefit from hiring more diverse faculty members. There is a lack of diversity among faculty.

The lack of transparency regarding hiring decisions concerns me, particularly for positions in senior administration. Additionally, I question the ability for some areas of the college to hire, sometimes without searches or posted job openings.

The school seems very unorganized as well as my particular department. When I started I had no orientation to my department, no program goals, no course outlines, etc.; I was not given the faculty handbook, student handbook or student code of conduct as points of reference.

Additionally, MyFSCJ is very difficult to navigate. I often feel like an island, and although there has been talk about cooperation and teamwork, it has not been supported.

From a student perspective - My daughter, who was a potential student, ended up going somewhere else because not enough programs are offered online or hybrid and because financial aid at FSCJ is horrible.

There have been improvements in the hiring practices (specifically selection and interviewing) however the process is still extremely flawed. People are hired who are the least experienced because of friendships. There is a tremendous amount of bias when people are allowed to “choose” the hiring committee members. In order for the process to truly work, committee members need to be unbiased, keep the interview questions secret, keep details about the interview to themselves and refrain from discussing with others at the college. This is a very real problem.

### MyImpact

HR requiring all employees to engage in the MyIMPACT program (which is WIDELY regarded among senior level employees here) to very time consuming, busy work, and a waste of employee time.

**Table 10.** Continued

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Middle management and administrators do not seem to be held accountable and often rely on faculty and staff “boots on the ground” to bear the heaviest workload and blame barriers and lack of progress up the chain of command. Given the lack of bottom-up feedback available, staff have little agency for reporting same. Although MyImpact was reported to increase leadership and staff communication, it reduces mixed tier communication because leadership rely on the bare minimum required meetings as a “check-in” and don’t give continuous support or feedback. MyImpact seems to give leadership agency to disengage from staff processes and daily work experiences by legitimizing only occasional check-ins. The burden is entirely placed on staff to report their progress and achievements, as well as seek performance feedback.

Our team is tracking our tasks and progress already. So the MyImpact is really redundant. Plus the format is rigid, and people outside the team wouldn’t understand the technical tasks we are achieving. The lack of understanding of our department is discouraging.

The MyImpact is not effective for performance evaluations and are a waste of time.

### Pay

Consideration of job performance and work expectations to payscale.

For the sake of equity and inclusion, FSCJ needs to consider the effects of its compensation policies on its employees. Given the nationwide push for a \$15/hour minimum wage, many of our positions are underpaid. In this economy, part-time work isn’t just a hobby, yet part-timers cannot earn any paid time off for emergencies and breaks between semesters, and it is unacceptable to me that we don’t pay them for unforeseen closures due to hurricanes, which are forecasted by NOAA to be more frequent in the future due to climate change. When I was promoted to [employment status redacted] last year, my hourly rate was cut back to the salary minimum, and I was devastated to discover that if I were to earn a 1% raise by taking professional development, it would be cancelled out by the increase in my benefits costs. As much as I love what I do, there doesn’t appear to be a viable path to earn salary increases or advancement without moving to another department and job description. This is disappointing and frustrating because in all other aspects, I love working for FSCJ and would prefer to continue my career here.

I don’t like that we work for a higher education institute and having degrees is not valued. I hold a graduate degree with an extremely low salary. I also don’t like that everyone is not given a fair opportunity for better paying positions because they go off the word of employees instead of work production and education. There is a serious level of favoritism. There are those being employed who do absolutely nothing and don’t receive backlash for it and then others are constantly being scolded for different things. Some people are allowed to do nothing essentially because they mess everything up that they do and yet they are still employed.

**Table 10.** Continued

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I have been working here for over 10 years between part time and full time and my salary has not really changed to reflect that. I did move from part time to full time just [timeline redacted] but had to start at the bottom of the pay scale for my position. My previous experience in the part time role is helpful in my new role. We don't get any pay raises based of performance evaluations, cost of living or years of service. I am now a student hoping to graduate and earn more money that I deserve.

Increased workloads with stagnant pay has caused many to leave, others are actively looking for new opportunities, and some employees have second and third jobs to try to make ends meet (or are searching for an additional job for the same reason). Not allowing non-exempt employees to adjunct not only took away income from some employees, but also hinders the ability of those employees to advance within the college to positions that require/recommend teaching experience

Job inequity - discrepancies in pay between similar, if not identical, positions

My least favorite thing about the institution is Pay.

My pay isn't enough.

My Salary.

No COLA [Cost-of-Living Adjustment] and no raises.

No pay raises or promotions

Pay grade for workload- especially with a degree vs HS diploma. Additionally, do not feel job is suited for someone without a degree, due to the level of responsibility.

Raise's are uncommon. Cost of living is increasing drastically but we do not get cost of living pay increase.

Salary range for non-degree employees

The college is behind on current pay scales. Limited opportunities for advancement and benefits have eroded with no compensation.

The least favorable area would be that we rarely get raises. It's also impossible to get a step raise using the professional development hours unless you have time to do a few hours of training per week as it's 120 hours to earn a step.

The least favorable issue I have with the College is their is no annual raise or at least a opportunity to get an annual raise.

The pay is terrible.

**Table 10.** Continued

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The pay needs to be more competitive in order to keep staff here. There are no ways to get a higher pay rate unless you advance. According to the pay scale it shows a maxed out amount of \$ for positions here but everyone stays at the bare minimum and no one can answer as to how we can reach the maximum amount. In order to keep people here and not have to constantly train new employees, purchase new uniforms, pay for background checks and drug screenings; pay the people you already have so that they will stay here. Also your supervisors need more of a division in the pay scale than what their is. I've heard on numerous occasions where people didn't want to advance due to it only being a smaller amount of \$ than what they currently make. It should not be that way. Everyone should want to advance in their careers. The supervisors here do way more than the people they supervise and are only making a small amount more \$. The last thing about this job that makes no sense from a security standpoint is that everyone in the security unit is not armed. There are security officers here by themselves on some days with absolutely no one else on duty with a firearm. Please Fix!

The salary for all employees is woefully lacking and below industry standards.

Things have really been turned around by our new administration. Normally, I would have a laundry list for this question; however, my only complaints are the cost of health insurance and the low pay. It would be great to be able to support my family without needing to teach eight class, fall, spring, and summer. Professors could be better professors if they were not stretched so incredibly thin.

Unfair business practices with regard to employees being able to keep current pay when transferring to new positions within the institution with lower starting pay range. During times of budget cuts this practice does not seem to meet with the intent of "cutting costs."

Unfortunately, the institution does not pay its career staff employees a high enough salary to reflect the actual complexity of their jobs. This results in a constant turnover of employees and difficulty maintaining a trained and competent workforce.

Very, very, very administratively top-heavy - so many layers of admins. Not enough money to hire teachers or supply programs effectively, but plenty of money in the pot to hire new admins. Major salary compression among faculty that administration refuses to fix. Faculty hired between 1999 and 2006? make starting salary and always will. Admins have recently asked, during contract negotiations, to offer 30% higher salary for new faculty hires - faculty with 20 years at the college would make considerably less money than new faculty right out of grad school. Very demoralizing. Also, wonderful academic/technical programs offered but crazy barriers for students to enter/begin. Another problem is inequity among faculty - workforce faculty have to teach 25 hours for 1 workload unit while credit faculty have to teach 15. It's an obvious disrespect. One automotive instructor told me that he teaches physics, chemical reactions, electrical, advanced math, etc. in his coursework but has to teach 38 hours a week in the classroom to make load.

We make less money than in the private sector but that was due to benefits received. Those benefits are slowly being eroded and there is a large disparity in pay that is not reflected by knowledge work or value added. examples: health care is worse than it was, We get the fewest days off out of all the state colleges in Florida.

**Table 10.** Continued

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Uncategorized

Aging facilities that at times hamper instruction.

At the moment i do not have any issues

Better food choices for students and staff on campus.

I am realizing that I do not know that much about our faculty and I wish I did. Also, I am not sure how that could be rectified.

I believe that certain individuals (1) within my immediate team go to the dean much too often & and get their way over others of us. It's too bad that this is allowed and sometimes one person can make it feel like working in a preschool.

I cannot really think of anything.

I can't think of any.

I do not have any least favorable.

I do not have much information on faculty and their role within the college.

I don't have any. I appreciate the professionalism and supportive community at the college.

i have no complaints

I have no least favorable

I selected neutral answers (Neither Satisfied/Dissatisfied) because I can't speak to a lot of what happens outside of my work group. I think there is always room for improvement when it comes to diversity, communication, and student engagement or student satisfaction. It's difficult to say whether I am satisfied or dissatisfied with how my colleagues perform or how they are evaluated, because (1) I don't have firsthand knowledge; (2) I think there is always room for improvement as an instructor or as a supervisor.

I think our reputation as an institution is still recovering from the major enrollment issues we had with PeopleSoft, and from past scandals re: college presidents and financial aid. I also think the value of an FSCJ diploma is somewhat diminished in the public's eye. I'm sure we have many rigorous programs and students who leave us prepared to enter the workforce or to pursue higher level coursework, but I also see a lot of struggling students who are passed along and they also represent us to the public. I think the College is taking steps to address academic rigor, but I think there is always room for improvement.

implementation of those positive intentions is not always effective in achieving intended goals, leading potential for wasted time and effort without the achievement that would make that time and effort effective.

It bothers me that this institution paid money to have someone provide such a poorly written and thought out survey.

it is all favorable.

It will be great to have more State's Financial support to create new vocational programs.

**Table 10.** Continued

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I've answered enough already. None of this really feels confidential. The specific reminders, the pin pointing questions from department down to a persons race to the year they were born. Might as well asked what's your office location?

n/a

NA

na

NA

na

No comment

No comment

None

None

None.

Nothing to report

Some backstabbing goes goes on but that goes on everywhere.

Some of the N/A or less satisfied areas for me are not really due to an organizational issue, it is more a case of me being new to my role and I'm still on that steep learning curve. I really don't know that much about how our students perceive things. However, I'm sure as I progress, I will find out. I know that surveys are done, I just need a bit more time to find and digest the results of those surveys. There is a lot of data held within our college, I just need to find the time to look at it, analyze it and understand it and come up with ideas of where our department can help out the organization in meaningful ways.

Surveys that are taken in the community should reflect what programs are offered at FSCJ. Not all programs require a degree.

**Table 10.** Continued

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The

The college seems to put the values of the U.N. before the constitution of the United States.

there is none

There is room for growth in terms of ideas. Just because It's worked in the past does not mean there isn't room for expounding on those ideas

this survey does not ask about operations that support academics and student life. the college puts a great emphasis on OPS [Other Personal Services] workers and their essential need in the college

Working in design, it's harder than it should be to discuss and test prototypes during the design process with learners and faculty. Faculty and learners are our users, and user testing is both critically necessary and nearly impossible because, for some reason, it's considered unacceptable to reach out for feedback.

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