

Report on the UFF-FSU April 2014 Faculty Poll

Total Responses to the 2014 April Faculty Poll: 441

Please indicate your primary College/Unit

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|-----|-----|---|
| 371 | 84% | (371 respondents or 84% of all 441 poll respondents answered this question) |
| 120 | 27% | Arts & Sciences (27% of all poll respondents indicated Arts & Sciences) |
| 32 | 7% | Business |
| 27 | 6% | Communication & Information |
| 2 | 0% | Criminology and Criminal Justice |
| 39 | 9% | Education |
| 12 | 3% | Engineering |
| 9 | 2% | Human Sciences |
| 6 | 1% | Learning Systems Institute |
| 20 | 5% | Mag Lab (NHMFL) |
| 18 | 4% | Music |
| 1 | 0% | Motion Picture Arts (Film) |
| 4 | 1% | Nursing |
| 1 | 0% | Office of Distance Learning |
| 3 | 1% | Panama City Campus (all areas) |
| 13 | 3% | Social Work |
| 22 | 5% | Social Sciences and Public Policy |
| 19 | 4% | University Libraries |
| 2 | 0% | University School (FSUS) |
| 16 | 4% | Visual Arts, Theatre, and Dance |
| 5 | 1% | Other (not listed above) |

Salary Priorities:

UFF-FSU faculty negotiators want your input on salary priorities. Which of the following salary priorities should be a high priority for the UFF-FSU faculty negotiating team? Please check all that apply.

438 99%

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|-----|-----|--|
| 342 | 78% | Across-the-board raises for cost-of-living increases |
| 288 | 66% | Adjustments to address market inequities, compression, and inversion |
| 54 | 12% | Discretionary increases based on administrator judgment |
| 51 | 12% | Discretionary increases based on external awards |
| 246 | 56% | Merit raises based on annual performance and departmental procedures |
| 45 | 10% | One-time annual bonuses for merit |
| 2 | 0% | Other |

Please note that percentages for individual salary priorities shown are percentages of all valid responses that selected this option and can add to more than 100% for “check all that apply” questions.

In dividing up a fixed amount of money for salary increases, top priority should be given to (pick one):

- | | | |
|-----|-----|--|
| 437 | 99% | |
| 184 | 42% | Keeping up with the cost of living |
| 89 | 20% | Providing incentives for recent meritorious job performance |
| 164 | 37% | Correcting existing salary inequities, including compression and inversion |

When allocating money for faculty raises, the university should give less emphasis to administrative discretion and more emphasis to a formal merit increase program based on annual evaluations.

- | | | |
|-----|-----|-------------------|
| 438 | 99% | |
| 133 | 30% | Strongly agree |
| 167 | 38% | Agree |
| 96 | 22% | Neutral |
| 30 | 7% | Disagree |
| 12 | 3% | Strongly disagree |

When allocating money for faculty raises, the university should give less emphasis to discretionary increases based on prestigious external awards and more emphasis to market inequities, compression, and inversion.

- | | | |
|-----|-----|-------------------|
| 435 | 99% | |
| 146 | 33% | Strongly agree |
| 135 | 31% | Agree |
| 99 | 22% | Neutral |
| 38 | 9% | Disagree |
| 17 | 4% | Strongly disagree |

As a basis for pay increases, the amount of emphasis given to prestigious external awards should be:

- | | | |
|-----|-----|-------------------|
| 424 | 96% | |
| 9 | 2% | Much more |
| 62 | 14% | More |
| 226 | 51% | Same as it is now |
| 97 | 22% | Less |
| 30 | 7% | Much less |

Compared to other disciplines, mine offers few awards.

- | | | |
|-----|-----|-------------------|
| 433 | 98% | |
| 158 | 36% | Strongly agree |
| 144 | 33% | Agree |
| 80 | 18% | Neutral |
| 31 | 7% | Disagree |
| 12 | 3% | Strongly disagree |
| 8 | 2% | Not applicable |

Please check all that apply: In terms of salary issues, the most demoralizing problem(s) at FSU is (are):

435 99%

| | | |
|-----|-----|--|
| 318 | 73% | Failure to keep salaries up with increases in the cost of living |
| 157 | 36% | Lack of incentives for meritorious job performance |
| 264 | 61% | Compression and inversion |
| 249 | 57% | Failure to keep salaries in line with market rates |
| 77 | 18% | Gender-based pay inequities |
| 209 | 48% | Failure of faculty salary increases to keep pace with those for administrators |

Please note that percentages for individual demoralization problems shown are percentages of all valid responses that selected this option and can add to more than 100% for "check all that apply" questions.

In terms of salary issues, the single most demoralizing problem at FSU is:

| | | |
|-----|-----|--|
| 434 | 98% | |
| 135 | 31% | Failure to keep salaries up with increases in the cost of living |
| 38 | 9% | Lack of incentives for meritorious job performance |
| 114 | 26% | Compression and inversion |
| 90 | 20% | Failure to keep salaries in line with market rates |
| 6 | 1% | Gender-based pay inequities |
| 51 | 12% | Failure of faculty salary increases to keep pace with those for administrators |

Do you have any comments on salary priorities?

95 22%

- I have 29 years of service at FSU and new Assistant Professors are coming in with salaries that are nearly 10 % above mine.
- If we're going to have merit-based raises, they should be part of the promotion process: create more tiers of salary diff post-tenure that a person can be promoted to.
- Failure to keep salaries in line with market rates leads to faculty taking positions at other places even when sometimes they would like to stay at FSU.
- Salaries are too low compared to R1 national averages in most disciplines. Summer salary (a class assigned if desired) is getting more rare.
- There should be less emphasis on hiring new faculty at above average starting salaries while existing faculty are underpaid. Perhaps give assistant professors an average starting salary and spend more funds correcting pay inequities, but also base it on merit.
- Too many administrators earn six figure salaries, while many faculty outside of business, law, and the science do not. This is not fair, especially given that faculty are often required to do "service" that is more administrative. For example, recruitment and admissions work.
- It is DISGUSTING that administrators' salaries are so large. You need to publicize them: faculty members don't realize how GROSSLY OVERPAID the stupid administrators are.
- I'm the chair of our department's merit review committee, and I know first hand that every single one of our faculty is deserving of merit money -- every single one. Yet the CBA requires us to "establish distinctive levels of merit reflecting the differences in performance." and will not allow for across the board merit increases. Having to identify, for instance, the top 35% of our faculty, at a time when everyone is already working themselves to death for this university, is a time-consuming and morally bereft process that typically costs more to implement than our department will receive

in merit pay (in terms of both money and faculty morale). I fear that the small amounts of merit money available combined with the restrictions placed on the process are more harmful than helpful.

- To award the \$600 one time bonuses to one-third of the faculty will take more time and effort than the actual amount of the awards. A one-time performance award of \$400 (after taxes) is an insult.
- We can't keep quality faculty without more support . Period.
- There are clearly issues with compression, and needs relative to rewarding high performers. But, we are ALL suffering from the loss of buying power -- so, I believe we need to give significant priority to across-the-board increases.
- The new Chronicle report shows that FSU's Associate Professors make less money than Assistant Professors. That's a problem -- and an embarrassment to our university.
As an associate professor with an inverted salary who will seek promotion to full soon, I am keenly aware that even with the raise that comes with that promotion I will still make less than we are offering new assistant professors. I know I am not alone. Many associate professors are doing a lot of heavy lifting at FSU and yet in terms of salary it looks like we're the least valued faculty at the university. We're asked to take on leadership roles, to do a lot of service and advising, pushed to maintain our research, and yet we continue to fall further behind in terms of compensation each year.
- Offers to new hires are often excessive compared to the salaries of productive senior faculty.
- I have been at the university between 5 and 10 years (I'd prefer not to state it precisely). Entering assistant profs in my department straight out of grad school make \$5000 more than I do even after a performance increase (otherwise it would be \$10,000 more). I'm not alone. Associate profs make barely more than first year professors. What effect do you think that has on a department?
- It would help my financial planning if we could offer 12-month salary payments for those who want them, ie, spread the 9-month \$\$sum over 12 months rather than the standard payment. Given the tenuous nature of supplemental summer earnings, this would help a lot.
- It's time for us to take the next step toward Top 25 status and that means hiring great people and rewarding them for the work they do. Across the board raises are a path to mediocrity and nothing more.
- Serious compression and inversion exists in my unit. Sadly, a "loyalty tax" exists for long-term employees.
- the university must clean out its double dippers to free up money for salary increases for the associate professor ranks
- The lack of cost of living raises has been a major contributor to my salary falling below the 50% for my credentials and education level in my profession.
- Compression and inversion are demoralizing and made worse by the fact that seniority also is accompanied by greater service work (that's time-consuming and doesn't translate into high merit ratings).
- It was an excellent idea to tag new faculty salaries to the OSU standard. So new faculty come in at market. It's almost impossible to make up for compressed salaries. Departments would have to do across the board raises from day one. Across the board over merit. It make sense to reward based on merit but that almost never happens, in my experience. Raises are political and probably always will be. Whenever the union negotiates for across the board raises, it's doing the most radical thing it can do. I wish some years we could target the across the board raises to faculty not in the top quarter of the colleges. The "generosity" of the would be excluded would never tolerate it though.
- We don't need more (or even many of the ones we already have!) administrators paid multiples of what faculty are paid. This discrepancy has been getting more and more out of hand in the last decade. I am leaving FSU and this is one of the reasons for my departure.
- My opinions are based on my department's inability to create a fair evaluation system and on actions of the administration. In principle, I support salary increases based on merit and awards. However, many of those doing the evaluating in my department ignore the criteria completely and use personal

biases in evaluations. Some have even actively "inverted" the evaluations, giving the highest marks to the poorest performing faculty members. As for the awards, I am furious with the administration's handling of this. There is supposed a procedure for getting "alternate awards" accepted. I received an award that was not on the list merely because it did not exist when the NRC list was created. The President and Executive Director of the society involved both wrote to the admin stating that it was equivalent to several of the society's awards that were on the list. My merit increase was nevertheless denied, with no reason being given. If the admin is so arbitrary in their decisions, the process is flawed and salary should not be based on the external awards.

- I think most faculty at FSU could receive a significant pay increase by accepting a job at another University. And then the new faculty hired at FSU to replace the faculty member that departed would receive more than the faculty member s/he is replacing received. It doesn't make sense. It costs more to recruit and pay a new faculty member than it does to retain the faculty we already have.
- Solve compression and inversion!
- Some employees are excellent and perform excellent without outside awards or credits to base raises on.
- Administrators are overpaid. Football is a disgrace: we should either turn it into a professional cash cow out of which faculty raises can come, or shut it down. They aren't 'students'---isn't everyone clear on that?
- I am concerned that my unit does not have clear, fair criteria for evaluating meritorious performance.
- If the university was able to keep salaries up with increases in the cost of living, then compression would not be as bad as it is now. If we try to fix compression and inversion, but fail to increase salaries in a satisfactory way every year, then we cannot eliminate the problem. Unfortunately, faculty salary problem is just one aspect of the general problem. We pay our graduate TAs and staff inadequately as well. This is most demoralizing; it feels like we are in a deep hole, and we are proud to be the most efficient university. This makes me pessimistic.
- The evaluation process is completely broken in my department. To base merit raises (or anything else) is wrongheaded because we are unable to evaluate each other. The department is too big and diverse and people are close minded in understanding the other people's research.
- As probably the lowest paid full professor in a unit that has hired at least two recent assistant professors with higher salaries in my area, who are also receiving priority in obtaining research funds and library materials, I am demoralized. If the university is supportive of equal pay for equal work, as has been a just call for gender equality, and the recent need for "market-based" salaries, has this now created an inequality in faculty salaries?
- Why not use the OSU salary standards as a minimum baseline for all?
- If we do not have market competitive pay, even if we could hire new faculty at market rate, they will be fallen behind the market. The truly excellent hires will leave, and the average, making the cut for P&T, would stay. That's a recipe for mediocrity. Having market pay will address other issues such as inversion, gender inequity, incentives, and high pay to administrators.
- Merit means little at the library because the Dean just doles out money to her favorites.
- Sadly, in many departments (including mine), the wage gap has left us with two types of tenured/tenure-seeking faculty: (1) assistant professors and junior associate professors with productive research records who ultimately leave for positions at other schools that offer higher wages, better working conditions, and more collaborative faculty relationships and (2) senior associate professors and full professors that don't have the option to leave because their research productivity is low and thus have little value on the open market.
- The less administrative input and more across the board and merit based on performance is the fairest system given the political nature of raises

- I think it's perfectly reasonable to give a raise to someone who wins a very prestigious external award. However, the enormous size of the raises given last year simply emphasizes the salary disparity at FSU -- and it's particularly bad for those of us in fields for which few awards are given, and NONE is deemed prestigious by FSU. Furthermore, the people I know who won awards that resulted in enormous raises are the very same people who avoid service (no committee work, don't vote on department policies or participate in discussions, etc.) and often avoid duties associated with teaching (e.g., writing letters of recommendation, holding office hours, etc.). It really seems that my best colleagues are least rewarded, and my worst colleagues are most rewarded.
- The disparity between an administrator's salary and that of faculty are huge, unfair, and demoralizing.
- If one selects "compression and inversion" as the top priority, as I have, it is unclear whether raises should be doled out on the basis of administrator discretion or annual performance evaluations. One of the big probs w/ compression and inversion is that past success in annual performance did not translate into raise money, and so it would seem that (currently) the only way to meaningfully address compression and inversion is through discretionary raises.
- 1. Across the board raises, for God's sake
- 2. Permit 9 month faculty to take their pay over a 12 month period, like other state universities do. Make this an option for 9 month faculty
- These questions assumed all faculty are on the same page of understanding regarding salary issues in terms of base pay increases and emphasis given to external wards (prestigious or not- what defines a prestigious award?). The criteria used for merit pay increases is very ambiguous and is entirely up to administrative discretion, that it is not clear how it is decided.
- Why is administration, even if poorly performed paid at such a high rate? Why is the one who actually does the job, and brings the resources (external funding) given so much disdain? How does FSU expect to attract more external funding with such an attitude?
- Why did you ask the same question twice?
- When first-year assistant professors are making more than advanced full professors....we have a MAJOR problem.
- We will never be able to compete with other top 25 Universities if we cannot attract and retain faculty. We lose quality faculty every year because their salaries are so compressed that it doesn't take much for an outside offer to be attractive. Also, FSU chairs must be given authority to allow for preemptive offers. Once the faculty member arrives on another campus (read stronger) in another town (read better), its too late.
- My experience has been that merit pay is influenced by how good of friends you are with the chair.
- I find it unethical to apply for jobs when I have no intentions of leaving Tallahassee. But that seems to be the ONLY option for me to get a raise here at FSU.
Gender inequities occur too because women faculty are less likely to play that game.
- It's hard to narrow down one specific demoralizing problem, but really all the above probably apply.
- Cost of living should have nothing to do with raises. You should instead increase your value to the organization and then be paid according to your value that you contribute. Getting raises for occupying a line item and just existing ignores market fundamentals and demotivates individuals that strive for improvement.
- As a department chair, I see many new hires coming in with much higher salaries as compared to current faculty who have given service to FSU for years. it is market rate for the new folks but nothing for those who have been here and met the "meets FSU's high standards" for years. Not a good situation. Eric Barron recognized this and made some effort to address it. With his departure, I am afraid we will lose ground.
- You basically have to get promoted in order to make up for some of the money that you loose on a year-by-year basis. Similarly, inversion is often heightened because of new hires suddenly being

hired in a new classification rate what was just suddenly discovered. So, you have assistant profs making more than some full professors and associates.

- Salaries vary widely across the university depending on discipline, but also on the location of your department, whether in Arts and Sciences or another unit, say the College of Visual Arts?? The salaries for artists and other arts-related fields is shockingly low. Check the numbers right now.
- Norms, traditions, and habits of giving awards seem to differ considerably by discipline. I am not sure that the departments getting lots of "prestige" awards and award-based raises are the strongest FSU departments relative to their fields..
- Across the board raises (fixed percentages) reward those with the highest salaries and do not address compression or inversion or merit. Salary compression and inversion has deeply affected me. I have been extremely productive at FSU, raising over \$9.6 million in external funding (\$4.7 million from NSF!!) over my 25 year career, yet new un-tested faculty are being hired at salaries greater than mine. The deans must be able to address such matters by having some well-defined guidelines to award merit raises where the documented meritorious productivity of existing faculty allows them to get salary raises to stay ahead of new faculty hires. In my case, the dean had to rely on "additional duties"; my involvement with some national and international research programs, but my demonstrated meritorious service should have been enough to prevent salary inversion.
- Even in years when there is a merit pool, it simply isn't large enough to make a difference. The merit pool provide merely symbolic increases in salary.
- The median salary in my department is just below the national median for non-PhD granting institutions. It is inconceivable that FSU may join top 25 until this situation is corrected. Hiring a few individuals at high salary does not address this problem.
- The salaries here in the humanities are in many cases ridiculously low. To give just one example, an associate professor with many years experience, who is a first-class scholar and teacher, makes 1/3 the salary of one of the named professors in this same department. He/she also earns many thousands of dollars less than the BEGINNING ASSISTANT PROFESSOR whom we have just hired. This is shameful.
- As badly as I feel that new hires are hired at almost \$10k more than I was hired at just a couple years prior (and a sincere YAY that salaries are going up), I feel even worse that I make as much as Associates who have been here more than 10 years. Demoralizing for all. I want to advocate for equity in pay for me but with other tenured experienced faculty making what I make, that makes that even harder for me to do from a moral standpoint.
- Raise the pay for adjunct instructors.
- Compression/inversion has been a continuing problem partly because percentage and across the board raises do nothing to correct this. Simple solutions are available: 1) promotion to full professor should be either some percentage, say 9%, or up to the OSU average salary for that discipline, whichever is greater. Same for promotion to associate. 2) Annual compression/inversion salary increases should be provided to any full professor that "meets high expectations". The amount should be based on the disparity between that professor's salary and a target rate (say OSU average plus 2% per year in service). A simple calculation of $(\text{Target}-\text{Current})/\text{Target} \times 100$ would give a percentage that professor is away from target. This percentage could be used to determine the size of the compression/inversion adjustment. Merit increases could similarly take current salary into consideration. Those paid high salaries are expected to have meritorious years, those severely underpaid should be more highly rewarded (by analogy, the star baseball pitcher is expected to win 20 games, but the surprise 20 game winner gets a big raise). Once compression-inversion is fixed we can go back to a simple merit based system.
- The union should demand that ALL disciplines in the university be included in the prestigious external awards and allow those disciplines not currently included to develop a list of external awards. The list used for the first round of these awards leaves out large groups of faculty. Now, we are going to develop a salary inequity based on discipline. If a person wins an external award

indicating he/she is top in the field, the raise should be automatic. Several Deans did not make any effort to nominate faculty from their colleges for this raise system and they should not be allowed to OMIT their faculty.

- It concerns me that current faculty are not provided opportunities to be in line with salaries of faculties coming outside of the university.
- The reclassification of NTTF is now being interpreted in terms of salary limitations for some faculty who are in NTTF lines. It is going to lead to additional salary inequities in the future.
- Dear Administration: fix the compression issue or we will go somewhere that pays us what we are worth.
- it is shameful that assistant professors on average are paid more than associate professors -- and i say this as a faculty member with an endowed chair it is also shameful that a thirty year old administrator is being paid over 300k -- and it is criminal that the president take money from the boosters
- One simple and "free" solution - allow people to give themselves soft raises from their indirect costs of their grants like many other Universities do. It's a problem that solves itself - want a raise - go hustle it up!
- I got a merit increase, so I'm happy with that, but I do think that cost-of-living increases are important as are increases to address compression and inversion.
- The fact that there are few incentives for those who've achieved full professor status until they've been in rank for so many years is demoralizing. Also, the university-level teaching awards seem fairly rigged as they're judged out of department. Often the faculty who are best known at the university-level and do the best job on personal PR are rewarded when those in department know who the ACTUAL best mentors are. Putting people through the elaborate process of applying for these things is especially hard when it turns out to be a popularity contest for people who have their RAs and TAs doing most of the classroom work. One of our recent winners (who has won the grad mentor award twice in recent years) is someone who "forgets" to administer spot forms if she thinks her evals will be less than stellar. Another is a person who gives NO written comments to his students on their work so that they wander around to the other faculty looking for feedback. Given that these teaching awards are one of the few ways for newly-minted full professors to bargain for increased salary, the system should be changed to make these awards less clubby.
- When I first came to FSU, my highest salary priority was merit pay raises. I didn't feel that the administration adequately rewarded people at the top of their fields. Now, the problem is far worse. Not only did I go for years without any pay raise--and consequently I feel the need for dealing with compression and inversion above all--but the "prestige" merit raises in place are heavily weighted toward disciplines with a culture of awards. There are a total of two awards given out by my scholarly society and one cannot be a "fellow" of the society. I have almost no hope to get one of these \$5000 raises (much less a higher one). It's just horrible for morale.
- I am not against rewarding outstanding research, and getting awards is one such measure - but not the only one. If we are to offer such huge rewards for such awards there should be comparable rewards for teaching and, especially, for service. In my discipline, awards usually take the form of research leave, which means that the recipient gets time off from teaching and service, gets to improve their profile, AND gets a huge pay increase. Meanwhile, the rest have to pick up the load. I have not previously applied for an Award because I love teaching, but the university has made it clear where its priorities lie, so I shall be applying next year.
- I believe that the raises-for-awards rubric is flawed and will penalize those whose disciplines are not given to receiving "prestigious" awards.
- In my unit we are seriously understaffed and the sense I get from administrators is that there is a real lack of funding to fill positions. Related to this, there is a major lack of opportunity for people to move up into positions with more leadership/management opportunity and higher pay. My understanding is that many teaching departments are also majorly understaffed. Funding for faculty

and staff is a major problem -- we need funds to improve the salaries that exist and create new, needed positions.

- I am a full professor and have likely already received the last large salary increase I will get at FSU under the current system where faculty salary increases are tied to promotion, though I am an internationally- and nationally-prominent faculty member in my area of teaching and research. This is an area with little or no opportunity for awards that would bring a salary increase. I would have to leave or become an administrator to bring my salary up to market rates. I do not want to do either of those, as I love being a teacher and researcher, and I have built my program at FSU and do not want to leave it and my colleagues and students.
- There's nothing quite so demoralizing as realizing that newly-minted PhDs who have just begun to publish their work and have about 15 years less experience are making the same, or more, than well-published professors in mid-career with national reputations, etc.
- If the university is going to enact faculty salary increases tied to awards on the NRC list, and then make a secondary category for disciplines whose awards are not covered by the list (the "Alternative Exceptional" category) it is incumbent on the committee adjudicating this category to not make a mockery of the process and deny petition to awards that are highly prestigious within one's discipline -- and in some cases more so than those already on the arbitrary NRC list -- without explaining how such decisions have been rendered, or demonstrating a competency to adjudicate those awards.
- Currently, annual merit review in my dept/college rewards senior faculty over junior faculty, a pattern that has been established for some time in part to help more senior faculty combat salary compression. That's fine. But to keep the rest of us incentivized to do the kind of research and teaching/advising that is expected among junior talent, some administrative discretion seems important so we don't get left behind and are thus rewarded for staying -- as opposed to being incentivized to leave.
- Across the board raises to keep up with cost of living - specifically for non-tenure track faculty
- No
- There should be a formalized system for merit with a transparent evaluation mechanism. Metrics for merit should be clearly defined and evaluations should stick to these and with metric by metric justification. This is the one biggest improvement that will increase moral by steadfastly insisting on a system of merit rather than politics. This should also improve diversity in the faculty body by removing conscious or unconscious bias.
- Getting the administrator-faculty pay imbalance needle moved in the opposite direction is important.
- We should be cautious about shifting too much decision-making to faculty personnel committees. While they generally work diligently and with good intentions, faculty members tend to focus more narrowly on judgments based on their direct expertise, and may underestimate the performance of colleagues who are working in less familiar areas of research. A good administrator is often better positioned to make sound judgments on merit increases and pay inequities.
- The biggest salary issue in my department is inequality in pay between faculty members. For instance, several faculty members are earning lavish salaries while working very little, and other faculty members are earning 1/3 their salary while working tremendous schedules. It is very discouraging and should be a top priority, in my opinion.
- I'm a productive full professor who now earns less than my department's new hires. That's the definition of demoralizing.
- Without competitive salaries, FSU will not be able to achieve its goal to move up in the university ranking"
- Bring merit standards in-line with the goals professed by the university. Currently our only positive incentives focus on research, while teaching merit only requires we avoid embarrassing ourselves on a regular basis. If the university wants to encourage good teaching, it should draw up merit standards similar to those now in place for research. In other words, develop something that includes

more than just meaningless student evaluations and the occasional "award" . . . and back it up with money.

- Our quest to improve FSU's ranking is not a cost-neutral objective. We need salary scales that will retain and recruit the top faculty.
- Failure to keep up with cost of living is a particular worry, as it sets a standard.
- IT is always good to understand why athletic employees are paid so much more
- If we don't pay people what they can get elsewhere, some of them are going to leave. Those are usually the best performers. By not keeping up with the market, we plough headlong into mediocrity.
- I am sympathetic to all the inequities, but if we cannot be competitive in the market, our future will go elsewhere.
- The "prestigious awards" raises seem like a nice idea but most of the major awards in my field are residential fellowships, which many of us simply can't apply for due to family situations.
- The median 9-month salary of a full professor at FSU is \$103,300. At a minimum, no named or distinguished research professor at FSU should have a salary lower than the median salary. The fact that this is the case ought to be a source of acute embarrassment for FSU.
- if i was being paid market rate then I probably wouldn't be making less than colleagues hired later than me!!
- We should not have to take the time to entertain a job offer in order to obtain a significant salary increase. That wastes everybody's time and results, many times, in losing good colleagues (usually the best ones).

Non-salary Bargaining Priorities:

How much emphasis should the faculty bargaining team assign to each of the following non-salary issues below?

Non-competitive full-pay sabbaticals?

| | | |
|-----|-----|------------|
| 434 | 98% | |
| 61 | 14% | None |
| 91 | 21% | A little |
| 182 | 41% | Some |
| 64 | 15% | A lot |
| 36 | 8% | All it can |

A pre-tenure research release for Assistant Professors?

| | | |
|-----|-----|------------|
| 431 | 98% | |
| 71 | 16% | None |
| 96 | 22% | A little |
| 145 | 33% | Some |
| 86 | 20% | A lot |
| 33 | 7% | All it can |

Childcare facilities on or near campus?

| | | |
|-----|-----|------------|
| 431 | 98% | |
| 58 | 13% | None |
| 75 | 17% | A little |
| 164 | 37% | Some |
| 96 | 22% | A lot |
| 38 | 9% | All it can |

A just cause or similar standard for non-renewal, requiring that non-renewal only be for good reason?

| | | |
|-----|-----|------------|
| 430 | 98% | |
| 43 | 10% | None |
| 51 | 12% | A little |
| 150 | 34% | Some |
| 131 | 30% | A lot |
| 55 | 12% | All it can |

Parking?

| | | |
|-----|-----|------------|
| 434 | 98% | |
| 111 | 25% | None |
| 88 | 20% | A little |
| 124 | 28% | Some |
| 77 | 17% | A lot |
| 34 | 8% | All it can |

Healthcare?

| | | |
|-----|-----|------------|
| 436 | 99% | |
| 38 | 9% | None |
| 43 | 10% | A little |
| 126 | 29% | Some |
| 130 | 29% | A lot |
| 99 | 22% | All it can |

Retirement benefits?

| | | |
|-----|-----|------------|
| 437 | 99% | |
| 9 | 2% | None |
| 21 | 5% | A little |
| 105 | 24% | Some |
| 162 | 37% | A lot |
| 140 | 32% | All it can |

Do you have any additional comments on bargaining priorities for issues other than salaries?

54 12%

- If the pressure is toward increased research productivity, then give us benefits that free up time for research.
- Stewardship of what we have, then improving benefits and salaries.

- Allowing 9 month faculty to take their salary over 12 months. I can't believe a university as well established as FSU does not do this. I've taught at less prestigious universities who provided this option for faculty.
- Let's have the administrators undergo annual review BY THE FACULTY as it takes place at many good universities.
- The attack on ORP employees by the state legislature is nothing short of criminal, but it seems that UFF-FSU cares more about protecting those faculty in the defined benefits program than those in the defined contributions program. Maybe I'm wrong about this, but I would like to see someone fighting for those faculty whose defined contributions have been cut by more than half in the past five years -- cuts that no one seems to care about, and that many of our legislators -- including those who are nominally on "our side" -- do not even perceive as being cuts to our benefits or our compensation.
- I wish people would stop focusing so much on trivial issues such as parking. Parking is only a problem if you insist on parking in the surface lot closest to your building (I will never understand why people sit in those lots and wait for 20 minutes or more for a spot). We have it so much better here than anywhere else I've been and really, it doesn't kill you to walk for 5-10 minutes to your building. I think parking is perfectly adequate. Some days I get to park near my building. Others I have to walk 5-10 minutes. When I travel across campus for meetings, I walk. If I drive, I plan for a 5-10 minute walk after parking. It's good exercise.
- The University needs to address the portion of employees that do not receive any retirement funding due to having worked at a state agency previously.
- Making too generous offers to incoming "star" faculty - who then often use FSU as a stepping stone - has a demoralizing effect on productive mid-career and senior faculty whose merit pay has stagnated.
- The legislature cuts benefits for state workers. The university doesn't keep up with salaries. Why should anyone stay at this place?
- Please, please try to maintain a good relationship with the administration. We all lose if talks break down.
- Need to reduce the large number of administrators.
- retirement benefits are going to keep faculty here for the long term !
- reducing the complexity of processes, be it teaching award binders, semesterly GA evaluations, data requests that come from "upstairs" with sometimes less than 48 hours lead time, etc. The assessment paperwork is sucking the life out of us for no obvious benefit
- Again, in principle fully paid sabbaticals are a good thing. However, if my department there are too many individuals who do not perform at a level that would warrant a sabbatical. Some minimal criteria should accompany the sabbaticals.
- On campus child care will help reduce the time spent driving around town and subsequent parking issues on campus. The parking issue may reside on upgrades in bus service...more during peak periods, resolution of off campus parking and transportation. Maybe more faculty parking on/near campus and reduction of student slots thereof. Better weatherproof bus stops. RETIREMENT: continue to get administrative support to legislative erosion of benefits as a reason for faculty leaving. NON-COMPETITIVE SABBATICAL: why be limited by percentage, sabbatical shouldn't be determined by quota, but by opportune moments for research. NON-RENEWAL: why would anyone not be given in -writing cause for release or renewal. I understand it's a grey area when there are department mergers or elimination.
- Unfair bloating of the administration. It would be really helpful if the union could publicize, in clear concise form, the gross topheavy salaries of administrators compared with the units they oversee. Just an annual list, breaking out administrator salaries (whether the admins in question are or are not also holding faculty lines) vs non-administrating-faculty salaries. If you publicized this list just before the annual survey, and again in the Fall, I'll bet union membership would go up fast.

- I don't see what result bargaining with FSU about retirement benefits could have. As far as I can tell, it's totally determined by the legislature.
- Assistant Profs already get a very generous FYAP. Compressed assoc profs need a break.
- Don't get sidetracked by less important issues - parking, sabbatical (for few), non renewal (most have standard), extra release (publication is a individual department's concern). Pay attention to major \$\$ issue- health care and pensions. The union failed to protect the cut in state pension contribution - that translate to a significant pay cut. .
- Aligning FSU and Leon County School District holidays, especially Spring Break 2) Complying with federal law REQUIRING that each building have a room set aside for nursing mothers with a lock, a sink, and a refrigerator.
- This university should implement a program similar to many other universities (such as UF) where children of faculty can receive free/reduced tuition at FSU and partnering institutions.
- Restoring the state's ORP contribution level as Scott has reduced it should be priority #1 on non-salary
- I hope the point of asking about parking is to show how low a priority is among faculty, and then compare how many university resources have been spent on parking garages and convert that into a # of additional full-pay sabbaticals we could have offered.
- Provide identical benefits for ORP participants, compared to TRS ones.
- There needs to be a consistent process for evaluating specialized faculty. Also, when the department's promotion and tenure committee recommends a promotion, it should be considered seriously by administration. Also, such recommendations should be communicated to the faculty member so that they are aware of the promotion and tenure committee's decision. There is no many arbitrary processes being followed that is unfair and inconsistent.
- There should be some justification for release time...some chairs insist that there is no release time available, while others freely admit that they have the discretion to give people release time. The number of release time slots available in departments should be public knowledge.
- Compared to our competitors, our new retirement matching puts us at a disadvantage.
- With the ongoing threats to healthcare and retirement from the legislature, it would be beneficial for faculty bargaining to seek to address and fill in any gaps that these legislative actions may create.
- If the University makes family health care more expensive that will send me into a cost-of-living crisis. If professors have kids then health care is super important. Are they really going to ask us to choose between cost and quality so that our children get worse coverage?
- Yes, I've taught here for a zillion years. I've been with the same sex partner for a zillion years. While I appreciate what UFF has done in terms of same-sex benefits, upon examining it closely this year, it is still unbelievably limited, eg. Dental Care?
- The "just cause" item is too vague...for whom? At what point in appointment process? Tenure earning or specialized faculty? Both?
- The retirement issue is a big one when considered with the salary issues. The 10% retirement contribution was a major way to justify coming to FSU or staying at FSU. Bad salaries coupled with a decrease in retirement is a huge problem. Institutions ranked far lower than FSU in my field can offer faculty at my level approx. \$35-40K more per year and have better retirement contributions. This more than makes up for any slight increase in cost of living.
- Retirement benefits should be brought back to the usual level (in percents), how it was before the crisis (since the crisis past).
- We are losing potential faculty hires when they find out what has happened to our benefits in recent years. They never were superior to our competitors' but now they are clearly worse.
- We have higher priorities than giving full or part-year sabbaticals to people who just want to take a vacation. With a tight budget, funds should only be given to those who are producing high-quality research and who are good and responsible teachers. Based on what I have seen happen in our department, I do not think that pre-tenure releases are determinate in whether someone can get

tenure. With a 2/2 teaching load (mine was higher when I first arrived, and the service obligations were higher as well), a new professor should be able to produce enough in order to get tenure, especially since beginning salaries are quite high in relation to the salaries of others in the department. Save funds for where they are most needed. We have to address some compression issues in order to increase faculty morale.

- Option to be paid a nine-month salary over 12 months
- Job security is an issue for non-tenure earning faculty which results in an incentive for faculty to seek employment elsewhere, even if they enjoy and value the work they do.
- NTTF reclassification penalizes some departments, including mine, which is already in the top 25 nationally for our discipline. Not every department needs to or can fit this rigid mold set by the university, a mold that the faculty union has supported.
There are also some inequities with the way night classes are assigned in our department. Faculty without children have less flexibility, and it is a new form of discrimination.
- Much will depend on what comes out of this legislative session, but if there is a radical restructuring of FRS, then that will affect all faculty in way or another.
- care about the sick and old
- We really need to protect ourselves against the whims of the legislature. I'm very worried about my health care premiums going way up and of FSU putting less and less money into retirement.
- Parking is good; healthcare premiums are higher than for other State employees. The cut in retirement funding is outrageous.
- Cost of living has gone up with no cost of living increase AND benefits have been getting hit. I wonder more and more why I am still working here.
- Healthcare & retirement benefits far outweigh everything else for me.
- Our junior (pre-tenure) colleagues deserve all the support you can muster. Our benefits need to be defended so that any changes lead to improvements, not reductions in what is provided and/or reductions in total income. Thank you.
- I am a little unclear on the question about sabbaticals. Sabbaticals should be rewarded for research projects. I don't understand what a non-competitive sabbatical would be. People should have to apply and be rewarded sabbatical for a particular project.
- Bureacracy.
- Retirement is going to be a huge issue, the way the legislature is headed.
- as with cost of living, healthcare is also expensive, especially if more folks do not sign up insurance under the health care reform act
- No
- Health care and retirement benefits are satisfactory now, but erosion of these benefits should be avoided.
- Retirement and healthcare affects everyone; childcare and parking affect some. Focus on issues that affect everyone. I think sabbaticals SHOULD be competitive.
- None.

General Survey Questions:

Generally speaking, I'm satisfied with the way things are going at FSU.

| | | |
|-----|------|-------------------|
| 439 | 100% | |
| 12 | 3% | Strongly agree |
| 155 | 35% | Agree |
| 142 | 32% | Neutral |
| 92 | 21% | Disagree |
| 38 | 9% | Strongly disagree |

Faculty morale is high at FSU.

| | | |
|-----|-----|-------------------|
| 436 | 99% | |
| 3 | 1% | Strongly agree |
| 100 | 23% | Agree |
| 156 | 35% | Neutral |
| 133 | 30% | Disagree |
| 44 | 10% | Strongly disagree |

Administrators should have greater discretion to allocate salary raises to faculty.

| | | |
|-----|-----|-------------------|
| 435 | 99% | |
| 20 | 5% | Strongly agree |
| 108 | 24% | Agree |
| 136 | 31% | Neutral |
| 100 | 23% | Disagree |
| 71 | 16% | Strongly disagree |

Merit raises in my department/unit, when provided, are based on specified criteria and standards.

| | | |
|-----|-----|-------------------|
| 438 | 99% | |
| 66 | 15% | Strongly agree |
| 194 | 44% | Agree |
| 89 | 20% | Neutral |
| 61 | 14% | Disagree |
| 28 | 6% | Strongly disagree |

FSU administrators have inappropriately high salaries compared with FSU faculty.

| | | |
|-----|-----|-------------------|
| 429 | 97% | |
| 151 | 34% | Strongly agree |
| 146 | 33% | Agree |
| 91 | 21% | Neutral |
| 34 | 8% | Disagree |
| 7 | 2% | Strongly disagree |

The elevators, restrooms, ceilings, and other physical properties in my building are in good condition.

| | | |
|-----|-----|-------------------|
| 436 | 99% | |
| 63 | 14% | Strongly agree |
| 161 | 37% | Agree |
| 61 | 14% | Neutral |
| 93 | 21% | Disagree |
| 58 | 13% | Strongly disagree |

Faculty and staff parking is satisfactory at FSU.

| | | |
|-----|-----|-------------------|
| 436 | 99% | |
| 35 | 8% | Strongly agree |
| 122 | 28% | Agree |
| 99 | 22% | Neutral |
| 108 | 24% | Disagree |
| 72 | 16% | Strongly disagree |

Faculty members in my department/unit have had adequate time to develop new evaluation policies and procedures consistent with changes in the CBA.

| | | |
|-----|-----|-------------------|
| 429 | 97% | |
| 30 | 7% | Strongly agree |
| 130 | 29% | Agree |
| 159 | 36% | Neutral |
| 78 | 18% | Disagree |
| 32 | 7% | Strongly disagree |

Faculty can tend to family care needs without fear of being penalized.

| | | |
|-----|-----|-------------------|
| 433 | 98% | |
| 58 | 13% | Strongly agree |
| 188 | 43% | Agree |
| 121 | 27% | Neutral |
| 50 | 11% | Disagree |
| 16 | 4% | Strongly disagree |

I view participation in faculty governance as an ethical obligation and engage accordingly.

| | | |
|-----|-----|-------------------|
| 434 | 98% | |
| 88 | 20% | Strongly agree |
| 201 | 46% | Agree |
| 120 | 27% | Neutral |
| 23 | 5% | Disagree |
| 2 | 0% | Strongly disagree |

I have enough time to move forward on my research or creative agenda.

| | | |
|-----|-----|-------------------|
| 436 | 99% | |
| 22 | 5% | Strongly agree |
| 124 | 28% | Agree |
| 78 | 18% | Neutral |
| 126 | 29% | Disagree |
| 69 | 16% | Strongly disagree |
| 17 | 4% | Not applicable |

My job demands sometimes cause problems in my personal or family life.

| | | |
|-----|-----|-------------------|
| 435 | 99% | |
| 52 | 12% | Strongly agree |
| 173 | 39% | Agree |
| 90 | 20% | Neutral |
| 102 | 23% | Disagree |
| 18 | 4% | Strongly disagree |

I can give sufficient time to my students.

| | | |
|-----|-----|-------------------|
| 434 | 98% | |
| 32 | 7% | Strongly agree |
| 171 | 39% | Agree |
| 78 | 18% | Neutral |
| 95 | 22% | Disagree |
| 23 | 5% | Strongly disagree |
| 35 | 8% | Not applicable |

Faculty loyalty to this university is rewarded.

| | | |
|-----|-----|-------------------|
| 433 | 98% | |
| 1 | 0% | Strongly agree |
| 41 | 9% | Agree |
| 119 | 27% | Neutral |
| 150 | 34% | Disagree |
| 122 | 28% | Strongly disagree |

Teaching assignments in my department/unit are done equitably.

| | | |
|-----|-----|-------------------|
| 432 | 98% | |
| 57 | 13% | Strongly agree |
| 164 | 37% | Agree |
| 74 | 17% | Neutral |
| 53 | 12% | Disagree |
| 34 | 8% | Strongly disagree |
| 50 | 11% | Not applicable |

The university administration is doing all that can reasonably be expected to stem attrition of faculty.

| | | |
|-----|-----|-------------------|
| 434 | 98% | |
| 7 | 2% | Strongly agree |
| 55 | 12% | Agree |
| 106 | 24% | Neutral |
| 140 | 32% | Disagree |
| 95 | 22% | Strongly disagree |
| 31 | 7% | Not sure |

The university administration works effectively with departments/units to encourage and retain productive scholars.

| | | |
|-----|-----|-------------------|
| 430 | 98% | |
| 9 | 2% | Strongly agree |
| 72 | 16% | Agree |
| 163 | 37% | Neutral |
| 135 | 31% | Disagree |
| 51 | 12% | Strongly disagree |

Please comment on your responses to the previous questions.

76 17%

- It would be much better if we could make "don't get on the plane" counteroffers before having an offer on letterhead.
- A lot of indifference at all levels.
- You should not have to go out and get another job offer in order to get a raise. Why not declare that faculty will be paid at the OSU rates, effective immediately, and all admin salaries will be frozen for 5 years?
- Faculty morale -- which was trending up thanks to President Barron -- is now taking a nose dive, as it becomes more and more apparent that the "fix is in" with the selection of our new President... Things are going to get ugly very fast.
- The emphasis of FSU administration to bring in NEW assistant professor rather than reward those professors who have remained at FSU and worked hard to complete research and attempt to maintain overall quality is unacceptable.
- I am really frustrated and getting ready to look at jobs elsewhere. I work long hours, am highly productive in all three areas on which we are evaluated each year, and I am woefully underpaid. The amount of work I do is beginning to cause family strain, and I'm getting burned out. The workload is necessary -- if I didn't work that much, I couldn't maintain my research on top of my teaching, advising, and service duties. I suppose if I didn't care about teaching, advising, and service then I could get my research done and have more time to myself. The demands are high, and little is done to ensure that advising and service loads are equitably split. I wish there were some way to get rid of dead weight faculty (1/3 - 1/2 of my area), or at least to put sufficient pressure on them so they start performing.

Our evaluation procedures are fair, but the lack of substantive merit pay and the over-reliance on bonuses in recent years has just exacerbated the salary inversion issues.

- I am a non-tenure track faculty member at the associate level. I have brought in more grants than many tenured science professors and have mentored graduate students that have been very successful. I also have taught courses that many students claim was their favorite course at FSU. I believe I am a productive scholar and I may seek to leave FSU. I have been "head-hunted" by other

universities but declined their offers in the past, but now will begin to consider them. I selected "neutral" in the previous two questions regarding retention of scholars because the administration's hands are tied in retaining me. It is the collective bargaining agreement put forward by this union that treats NTTF like inferior faculty that is causing me to consider other offers.

- Attrition is only partially a matter of salary. The culture of the university needs to change if you expect young productive scholars to stay. Every person I have seen who can leave has left.
- The COB is really a very fair and functional place. None of us can understand the horror stories we hear from other Colleges and units.
- Am still fairly new and need to experience more "history."
- paper work bureaucracy and regulations are increasingly a burden; for example, what books to use is an obstacle....
- Parking spots are adequate, the service is not. Parking services routinely ropes off half of a lot for a special event or "Ollie" without any notice or warning. We have to pay for parking and we should be notified if lots are going to be closed.
- No counter offer has ever been provided to a member of my department who has received an offer.
- University could do better at spousal accommodations. The union (UFF) should consider allowing FSU to hire people into split positions; in other words allow fractional tenure-track lines to be created in special cases. I understand not wanted to erode tenure, but allowing greater flexibility could benefit people in some cases.
- Retention of scholars is very challenging within Arts and Sciences. Particularly so for anyone with state funding! If fact, it seems that A&S actively discourages retention of scholars.
- Really, most people's answers depend on their department and how they feel about it. My department is terrible--or its chair is. FSU actually seems to have improved a lot under Barron. It's a decisive time right now. By all accounts, I work in the worst run department (in the accounting red, declining student credit hours, poor promotion decisions, service stressed over research) in the college. And it's not clear the college cares.
- I am beginning to think that merit raises are too personal/biased. I would prefer that raises go towards COLA and catching up/keeping up with the market.
- SALARY RAISES: I think raises should have criteria if they aren't based on some system of time in rank or on campus.

I don't understand the point of the new 5-point scale for the annual performance evaluations. These evaluations do not seem to perform any function except for upsetting faculty members and causing strife between colleagues. I don't understand why they exist; they seem to have been executed unfairly (often without administrative approval); and I wish the administration would take them out by the side of the road and shoot a bullet through their head!

- All admin positions Dean and below should rotate every fourth year. Petty tyrants, most of them.
- I was forced to choose "Neutral" for a lot of questions to which the appropriate response would have been "Not sure" except that was only an option for one of the questions.
- The university is great at recruiting faculty of color, but seems to have little or no commitment to retention.
- It is obvious that loyalty and consistent service to teaching and research are not rewarded equitably.
- If fsu is a research university, why don't our AORs reflect that? Why are we not on 65 research, 30 teaching, 5 service? There is far too much timewasting service and not enough time for research.
- My response is for a non top 25 university. The expectation if aspired to be in the top 25 should also be higher accordingly.
- Questions such as "Administrators should have greater discretion to allocate salary raises to faculty" imply faith in administrators. More should be done to assess administrative performance. With respect to the last two items (about stemming attrition and retaining productive scholars) many faculty view efforts at retention as nonexistent.

- This university suffers from a lack of adequate governance that monitors (and holds accountable) faculty and administrator actions on the one hand and a culture that fosters a collaborative work environment and ensures faculty and administrators do "the right thing" on the other.
- Under Barron I believe faculty were given a fairer shake-and he recognized the importance and contributions of faculty. The separation of Engr from FAMU is a case of legislative micro management and should not happen. It will cost the state millions for separate facilities
- Parking would be fine if it weren't sometimes blocked off by OLLI and similar programs. The university is creating this problem, and it's entirely avoidable.
- Field faculty and PhD faculty need to teach more.
- Some tenured faculty get 100% summer assignment for 'research', with no discernible product. This opportunity for summer research time is NOT equitably shared. It goes to the Dean's cronies. The Dean's cronyism is very injurious to the morale of the majority of faculty.
- Without Specialized Faculty as members of the Senate there is not fair representation of the entire faculty, making for a true lack of faculty governance.
- several stellar people have been lost, in part because of FSU's relatively low salaries
- The university and college seem to be working hard on this front, in terms of counteroffers, etc. but the real problem in my department is that my chair -- a longtime associate professor with little experience in or commitment to research --is working hard to make my department into a "service culture" department. Once that happens, counteroffers and retention packages are pointless since the good people will (and have been) leaving to find more research friendly places.
- Participation and activism, if one is not tenured, is a high risk endeavor, which will be penalized. Seemingly, UFF cannot do anything about it.
- We continue to lose high quality faculty to other schools that pay more.
- University administrators tend to be straight-shooters. At the dean's level and below? Not so much. Faculty governance is discouraged, directives are top-down without reasons given. So while the university is moving forward, that is not necessarily true of some subordinate units. I see no evidence that service to the university is appreciated below the "Westcott level." Facilities maintenance: the FSU maintenance staff does a great job. Buildings are clean and they take pride in their work. But some buildings are showing their age; elevators are starting to fail. Those issues need to be addressed. I
- This University's administrators don't seem to understand the disparities that we face in competing with other programs. When we have faculty who go on the market and bring back an offer, more often than not our Dean is unable to or elects not to match offers. This is a clear recipe for a deteriorating program. A 'preeminent University' ought to have adequate funds in its budget to offer aggressive counters. The University needs to recognize that if they want to keep people here they must pay 'at or above' in their counters. People need to be paid a premium over their outside offers to compensate them for living in Tallahassee compared to Madison, Austin, Chapel Hill etc. 2) The new 5 point assessment is silly bureaucratic folly. There are no funds to retain or reward folks for their hard work as it is. So now you will just segment people even further into 5 categories to do what? Further not reward hard work? Silly. 3) In a perfect world, hard work would be rewarded by both outside competitive offers and counters and merit awards in unit. But this is not a perfect world. We don't often have merit and when we do it is hardly sufficient. BUT, what I have seen in this imperfect world is: a strong department has many faculty that are quite productive, a few receive outside offers, they exhaust the tiny College retention budget for that year, others are told there is little likelihood of any additional other counters and then face only the merit pool for any reward. Here is the rub -- the folks who just received 30-40-50% counters stay in the merit pool for that year, for an additional 2-4% raise. This just seems odd. In a perfect world, yes, they ought to receive both. But in our imperfect world, it seems counterproductive that faculty who could not be considered for a counter now must share the pittance of the merit pool with those who have just been handsomely rewarded.

- The issue of spousal hires has come up in our unit a few times recently. Some deans have not been willing to consider spousal hires, including diversity hires. We offer lip service to diversity, but when pressed on what it might take to hire highly qualified diverse applicants, the administration was not creative or supportive in seeking ways to bring in a highly qualified spouse in another college. Spousal hires, when appropriate, can be an excellent strategic way to improve diversity as well as deal with faculty attrition.
- I really have no comment here... except that my main concern is with health care and especially health care for my children.
- Faculty morale prior to Barron's unexpected and ungraceful departure was generally high. The poor timing and seemingly unfeeling and callous exit did as much damage to faculty pride as his efforts the past 4 years did good. I don't know the impact his leaving has had on our campaign or our efforts to break into the top 25, but I can only imagine it's not been good. The faculty I speak with have great confidence in Garnett Stokes to pick up the pieces and continue pushing the high-minded agendas put in place by Barron. If she is appointed president I imagine faculty morale will rise again. If a political appointment fills the position, morale will take a tumble. I'm not looking forward to that possibility.
- We still need to do more to encourage and retain our faculty scholars, and now that we're in the post-Barron era, we need to be sure we recruit a new president that can keep faculty morale high, and have a strong scholarly and administrative background that would set a great example for our faculty.
- Strong, high-performing faculty have little hope of being rewarded for their effort here. You have to leave to get ahead and/or stay with current market rates.
- The item about merit raises only refers to department level. It is not always clear how (criteria) merit raises from the Dean are decided.
On other items, the focus seems to be on scholarship and reward and retention of scholars. Many tenured faculty have heavy teaching and service responsibilities that are not rewarded but are essential to the maintenance of programs (especially those with major accreditation requirements) and levels of FTE (SCHs) production. These efforts are ignored and certainly are not rewarded. Where would FSU be without these efforts?"
- It's still unclear to me how "productivity" is recognized and then measured at the administrative level, or at any level above (greater than) departmental unit. I see deserving faculty doing excellent things who somehow never get awards. Teaching awards on this campus are a mystery. And then I see other faculty who are, in all honesty, lazy and yet they have a higher salary and get recognition.
- The university is reflection of the culture in the state. There is no true value for loyalty or understanding of education. Faculty here are good but too many are beginning to be act solely for self reward since that is what is rewarded. We are understaffed and the resulting administrative work that is falling on faculty is killing productivity. Our peer and aspirational schools have far more staff to help run programs and do the administrative work. Faculty at other universities that I know are shocked at how many committees people are one here and all the other work that contributes nothing to research or teaching.
- The problem is that the legislature does not give state universities enough funds to operate properly. That is why Barron left, and it is why this university is unable to realize its potential to be a world class university. It is not because we lack excellent faculty members or well meaning administrators (Garnet Stokes, for example). I can think of several real stars in my department, all of whom have miserable salaries. The chair is trying to do something, but the administration does not have the funds to help. There is friction between the administration and faculty, but the cause lies in the state legislature, which has other priorities. And merit: we spend an inordinate amount of time on this, and yet faculty members never receive substantial raises based on all their hard work.
- Many areas are desperate from faculty cuts and simultaneous student growth. The admin. has not revealed a plan to resolve these issues. The new goal of moving to top 25 status by spending money

to develop new science structures does not address the critical need for support to the base teaching components where the students are located. We keep adding more and more responsibilities to insufficient faculty numbers. We need a plan that allows departments to know WHEN they might expect relief through additional positions for overextended, established degree programs.

- The administration works hard to retain highly productive researchers, but they seem to pay little attention to teaching and service -- for example, full professors who are moderately productive and excel in teaching, mentoring, and service are woefully underpaid. (And the ex-President's view seemed to be that FSU has no choice but to leave things this way.)
- We have too many administrators, paid too much, who do little other than to make our lives more complicated. Enough Deans already.
- the admin is distant and indifferent
- We've lost some good people lately.
- It seems pretty obvious that FSU doesn't take retaining their younger, most productive faculty seriously. It's kind of nauseating watching the older full professors hand university prizes to one another year after year. I have been approached multiple times this year about jobs at other schools. I have yet to pursue any of these inquiries as moving is hard work with a family, but when I tell my chair that I am being strongly considered for positions elsewhere with some frequency, his response is that unless I have an offer in hand there's not a thing he can do to bring my salary up to that of the average male faculty in my program, even when I offer to share the query emails with him as proof of interest. He says his hands are tied because the dean wants to address compression, not retaining the most highly productive faculty. That is, one has to be a good way out the door before FSU is willing to notice that a faculty member is considered a very desirable candidate elsewhere.
- Presently, I am just waiting for the right situation to present itself before moving. From the chair to the dean, they have made it clear they don't seriously value me as someone who brings more than my share of academic prestige, PR and grad applicants to the department. I guess they never love you till you're gone.
- The strongly disagree on faculty parking isn't due to a lack of spaces, but due to it being ridiculous that faculty have to pay to park at their place of employment.
- The fact that we're faced with horrible campus-wide problems with compression and inversion means that loyalty is decidedly NOT rewarded. If anything, loyalty is punished when your best chance of getting a raise is to get an offer from another school.
- The single-minded focus on rewarding those who get Awards is increasing disparity in pay and fueling discontent. I am the worst paid of the full Professors in my department and paid well under the national average, despite having over 40 years in the profession and an outstanding research record.
- We are continually losing great faculty to better offers elsewhere, and are failing to attract the best candidates when hiring. Some of this is due FL state policies and not strictly the university, but these losses hurt us nonetheless.
- Faculty parking has been addressed very nicely in recent years (just don't let the cost of parking increase). Regarding facilities, the custodial staff in our building has been excellent. The two general complaints in our building are: (1) air ducts full of black particulates that fall onto our desks, etc; and (2) asbestos that has not been fully abated on one floor of our building. Both projects have been looked at several times and deemed too expensive.
- I believe faculty morale has sharply declined because of President Barron's recent resignation. I think he was WONDERFUL for FSU and am very concerned about who will replace him.

In my unit, there has recently been significant revision of the merit process which has resulted in a significantly lower proportion of the merit score being allocated by peers and significantly more discretion by the Dean. I think this is wrong as the Dean has very little idea of what any of us do on a daily basis or how we interact with others. In addition, there are less categories for merit and I do not understand the way these scores are now being assigned. Finally, the new system requires A

LOT more time and work for a very small merit committee. A few elected representatives now have to copiously review every file and write lengthier evaluations for each faculty member.

There could be more parking but I am always able to find a parking space within a 10 minute walk to my office, so this is fine.

Regarding attending to family. I currently have a supervisor who is relatively understanding in terms of my needs for a flexible schedule since I have a child in school who needs transportation to some extracurricular activities during normal worktime hours. However, I feel there could be more understanding and flexibility from my supervisor and my organization as a whole. The ability to work from home (which would be perfectly possible for me some days or times, given my position and responsibilities) is completely left to the discretion of the supervisor and I resent the fact that some employees seem to have significant ability to work from home whereas I have NONE. My schedule would be much more manageable and I would be more productive if I were able to work from home some of the time.

Regarding faculty loyalty and attrition. This is very related to salaries and awards. There needs to be better funding for existing faculty members to be rewarded and to stay at FSU and to fill other needed positions so that those of us who are here are not burnt out and frustrated by the lack of opportunity to work forward.

- We have lost numerous faculty members because of the university's unwillingness to find satisfactory solutions to problems with spousal hires.
- In my view, the university is not doing nearly enough to stem the growing trend of attrition of faculty. In the last year, I know personally of three scholars who took offers at either peer institutions for moderate salary increases that brought them in line with their colleagues; they were all underpaid vis-a-vis their disciplines nationally, and all were tenured. It is sad to see such esteemed colleagues leave because the university does not adequately retain such scholars on a regular basis. Perhaps if they played football that would be a different story.
- The external and internal reputation of FSU suggests there is a clear model of hiring junior talent and making only moderate attempts to reward loyalty among productive scholars.
- I am a non-tenure track research faculty member so some of the above statements do not apply to me
- FSU is doing what is possible for faculty members such as myself. Much of the funding dilemma arises from inadequate support from the state government.
- The administration has been in a tough position the past several years. The next president will set the tone for how these issues evolve.
- Loss of President Barron is a major blow. The biggest concern I have is that his replacement will be a politician or other ill-qualified person.
- It was difficult to answer some of these questions this year. The very new Dean in Human Sciences seems like he will be fair, equitable and a complete opposite of our past Dean who just retired. Her tenure for the past few years has been the worst and I am glad she has left FSU.
- Bring graduate teaching assistants into the collective-bargaining agreement.
- Our department chair is basically incompetent. He had not managed to get new guidelines approved by the department. I am told we are one of two departments in the college not to achieve this. To the department, he blames the college and the university for his inability to do what the other departments have done. The irony here is that he is competent--he does not want guidelines. He wants to eliminate transparency. His strategy, which is effective, is to blame whoever is not in the room for what he has not done. You would think from the way he speaks the College of Arts and Science, indeed, the entire University, is in league to hurt our department--and that if he were not there to protect us, we would be in worse shape than we are. I often wish the Dean and the Acting Provost could hear how he represents their (according to him) incompetency. But maybe nobody cares.

- I cannot think of anything that the administration has done to retain faculty or improve morale. The administration is excessively concerned with compliance to poorly understood (by it) standards. Their response is to increasingly burden faculty with reporting and certification measures without providing adequate staff support. Faculty receive little for the overhead they bring to the university. The support for proposal writing is woefully bad.
- No specific comments.
- I have no idea what the administration does to encourage and retain productive scholars. Where can I find out?
- Morale was high under President Barron. Now we wait. It is not high given the disenfranchisement of the faculty from the new President recruitment process by reason of their disregard for faculty schedule realities and input.
- The compression/inversion is really disgraceful. After over a decade here, with almost entirely highest merit ratings, I'm making substantively less than new and recent hires.
- The dean in my unit makes no effort to retain highly productive scholars. I believe that he may be intimidated by highly productive scholars since he has little record in publications and no record in extramural funding.

Has an FSU colleague ever asked you to join the United Faculty of Florida (UFF)?

| | | |
|-----|-----|----------|
| 431 | 98% | |
| 367 | 83% | Yes |
| 53 | 12% | No |
| 11 | 2% | Not sure |

Please rate your feelings toward the UFF-FSU Chapter, using the following choices:

| | | |
|-----|-----|-------------------|
| 433 | 98% | |
| 153 | 35% | Very positive |
| 145 | 33% | Somewhat positive |
| 77 | 17% | Neutral |
| 35 | 8% | Somewhat negative |
| 16 | 4% | Very negative |
| 7 | 2% | Not sure |

Administrator Evaluations:

Provost Garnett Stokes' job performance was:

| | | |
|-----|-----|--------------|
| 429 | 97% | |
| 61 | 14% | Outstanding |
| 179 | 41% | Good |
| 72 | 16% | Fair |
| 22 | 5% | Poor |
| 5 | 1% | Unacceptable |
| 90 | 20% | Not sure |

Vice President for Faculty Development and Advancement Sally McRorie's job performance has been:

| | | |
|-----|-----|--------------|
| 427 | 97% | |
| 42 | 10% | Outstanding |
| 141 | 32% | Good |
| 70 | 16% | Fair |
| 21 | 5% | Poor |
| 9 | 2% | Unacceptable |
| 144 | 33% | Not sure |

My dean's/director's performance has been:

| | | |
|-----|-----|--------------|
| 430 | 98% | |
| 57 | 13% | Outstanding |
| 154 | 35% | Good |
| 98 | 22% | Fair |
| 54 | 12% | Poor |
| 41 | 9% | Unacceptable |
| 26 | 6% | Not sure |

My department chair's or immediate supervisor's performance has been:

| | | |
|-----|-----|--------------|
| 425 | 96% | |
| 130 | 29% | Outstanding |
| 159 | 36% | Good |
| 60 | 14% | Fair |
| 35 | 8% | Poor |
| 34 | 8% | Unacceptable |
| 7 | 2% | Not sure |

It is time for my College to have a new dean.

| | | |
|-----|-----|-------------------|
| 428 | 97% | |
| 92 | 21% | Strongly agree |
| 54 | 12% | Agree |
| 126 | 29% | Neutral |
| 102 | 23% | Disagree |
| 54 | 12% | Strongly disagree |

It is time for my Department/Unit to have a new chair/director.

| | | |
|-----|-----|-------------------|
| 422 | 96% | |
| 68 | 15% | Strongly agree |
| 57 | 13% | Agree |
| 77 | 17% | Neutral |
| 116 | 26% | Disagree |
| 104 | 24% | Strongly disagree |

I hope our next President will be (please check all that apply):

| | |
|-----|-----|
| 423 | 96% |
|-----|-----|

| | | |
|-----|-----|---|
| 381 | 87% | Someone who is an academic |
| 42 | 10% | Someone with significant business experience |
| 143 | 33% | Someone with significant fundraising experience |
| 67 | 15% | Someone with significant legislative experience |

Please note that percentages for individual presidential background preferences shown are percentages of all valid responses that selected this option and can add to more than 100% for "check all that apply" questions.

Please comment on your response to the previous question.

| | |
|-----|-----|
| 102 | 23% |
|-----|-----|

- Please please please do NOT allow John Thrasher or some other political hack to be a candidate for the Presidency. Barron's success was that he was and is seen as a faculty member with a heavy administrative and fund raising role. He GOT the need to make the university a better place for students AND for research. We need someone in his model.
- I hope our next President advocates for the resources we need to be successful researchers and teachers. I hope our next President does not attempt to make us more efficient scholars.
- President Barron was the first president in my 38 years at FSU to show due regard for the situation of the faculty. He took action and did not just pay lip service to the problems of the faculty. He also showed a clear strategy for moving FSU forward. Our past experience with presidents with legislative experience showed that they had little regards for the faculty and were ineffective in dealing with the legislature. FSU is not a "business" so I have little faith in any candidate with "business experience." Fundraising is an important part of the job, but I would not want a professional fundraiser who had no empathy for the faculty.
- Previous Dean left January 2014, new Dean shows great promise of positive leadership.
- Dean Huckaba continues to move student credit hours from one unit (Program in Interdisciplinary Computing) to another unit (Department of Scientific Computing) to artificially raise the productivity of the Department of Scientific Computing, which is fraud. Dean Huckaba continues to pay PIC faculty from student technology fee funds, which is misuse of state funds.
- President Barron has set FSU on a path to the top 25. A non-academic president will not maintain and propel his momentum. Based on my observations of working for a university with non-academic presidents, I advise FSU to choose an academic president. Not a politician who has already demonstrated disregard for conflicts of interest in ethics in their political acumen.
- WE MUST have an academic as prez. The corporate and policy wonks are clueless about what makes a good university.

Can we please do better at publicizing the fact that a university IS NOT AND SHOULD NOT BE a for-profit? That it is NOT about the money? That will be a hard sell in this late-capitalist environment, but the only way to get out of their greedy claws is to make it really clear to the public at large that universities are NOT SUPPOSED TO BE LIKE BUSINESSES.

- Whoever the new president is, I'd like to see them continue the emphasis on the priorities set by President Barron, but I fear that the environment of transparency and mutual trust established under President Barron is already being eroded, and will likely erode further depending on who is made our next president.
- The issue in my unit is that it is not a teaching unit, but there are a few of us who do teach. Thus, what happens is that the admin in our unit don't really understand things like promotion deadlines, etc. Since they are faculty administrators, they operate under a different system. They don't necessarily do a bad job of running the units and programs, but they it's hard to go to them for help because they don't keep abreast of new policies that impact teaching faculty.
- All these criteria are valuable. I believe an academic background is most important, but all of the other criteria matter.
- The next president needs to be outstanding in his/her area and have the ability to talk/interact with all the constituents above.
- The university needs more money. Period. That's the only way to increase salaries, the number of faculty, and so forth.
- Assuming Thrasher would be the politically-oriented Presidential candidate, I would be okay with him if (1) he successfully separates the COE from FAMU and (2) he appoints a really good Provost and lets him/her do the job.
- FSU needs an academic to understand how a university works. A business person can be a decent university administrator, but only if they understand how a university is NOT a for-profit business and how the goals are quite different!
- If we want a university functioning as a university we need an academic as president...otherwise we'll have a business, or a fundraising, or a political institution. The latter in the state of Florida would mean a Tea Party President...most unacceptable."
- Barron II!
- John Thrasher is a toxic politician who work make a disastrous president.
- My college has just put a new dean in place and will be searching for a new department chair; I am excited to see the change.
- My answer to this question "aculty members in my department/unit have had adequate time to develop new evaluation policies and procedures consistent with changes in the CBA. " applies only to tenure-track faculty. The timeline for specialized faculty was much too short.
- An academic with considerable administrative experience is essential. S/he can hire a select few vice-presidents with more experience fundraising and working with the legislature. These latter criteria are minor in comparison with a familiarity with the core mission of the university and its faculty.
- I clicked 2 boxes above (academic, fundraising). Of those 2, I'd rather have an academic.
- One's experience of work comes through the Chair of the dept. S/he makes the decisions that affect the life of the department and the morale of the faculty. Unfortunately, our very large, very divided department has managed to outfit itself with someone whose research qualifications are very weak. Essentially, the Chair is a career associate professor. This means the Chair lacks the authority (and perhaps the will) to enforce department standards regarding scholarship which further means all promotion decisions are deeply compromised. The Chair's well earned insecurity regarding his/her own research makes it very difficult for the Chair to enforce standards. This year we violated the dept guidelines on promotion in order to promote someone early. That will happen over and over until we in effect have no standards--or, more likely, we will have different standards for different people. It's very depressing. Add to it, that the chair has us in the red, can't articulate a new set of by

laws, schedules classes for 'favored' professors way under the stated minimum number for enrollment, is presiding (because s/he doesn't apparently know how to make a schedule) over declining student credit hours, values service over research, and one can't but help the College Dean has no idea what's going on or just doesn't care. The Chair has his supporters--its possible to bribe about half the faculty who do not care what the Chair does wrong as long as they think they are treated well--but a clear headed review of his/her performance would obligate the Dean to put the chair on probation or remove him/her. The Chair's endurance into possibly a second term is an ironic tribute to the Dean's indifference to the Chair's objectively very poor performance.

- We dont need a politician in this position, there are enough meddling in the system as it is!
- Over the long haul, the best hope for excellence at FSU is to become as independent of legislative funding and oversight as possible.
- Presidents do two things: raise funds and serve as spokespersons for faculty, students, and staff interests as well as liaison to the broader community. Our new president should be skilled at all of these tasks and likely being an academic will make them a better spokesperson for faculty interests.
- I think all 4 are necessary.
- The selection committee shouldn't even consider John Thrasher if the outside consultant puts him on the list for whatever reason.
- I have three requests with respect to the next President: 1) Please not a politician., 2) Please not a politician, and 3) Please not a politician.
- All of these qualities would be desirable but probably not realistic.
- MUST have a prez who is a real academic, who has earned tenure in a respectable uni and who understands research and teaching. No creepy legislative plant will do.
- I want the new president to have an appreciation for science, technology, and engineering and see its value in preeminence.
- If "legislative experience" can mean something like "skilled at representing the various interests of the University to legislature" then yes, that is what we need.
- I believe FSU has become "efficient" because of the focus on its core mission to educate.
- MUST have a real professor who has been a fac mbr, done research, published, and actually understands what a good university is, so maybe she or he can return us to that.
- The loss of Baron was a very serious blow to the University. Our dean needs to move on. Performance is seriously deficient.
- to be honest our next president needs to have all of the above attributes.
- Are we going to have a good enough school so that the football could be proud of?
- The dean of my college lacks the integrity to make tough decisions. My department chair is, at best, incompetent.
- Barron did a great job for faculty
- Fundraising ability is very important in the current Florida political landscape.
- We must fervently reject a political appointee as our next President. Such a mistake will cause ripples that will move us down in the rankings and absolutely rules out moving into the top 25 in the foreseeable future. Also, I want a President who genuinely respects research and creative endeavors across campus, not someone who sees education as a business.
- This whole selection process for the President has been unfair and shady. Faculty should have a stronger voice.
- The university needs to continue to offer leadership development workshops for current and future chairs -- Sally McCrorie organized one such workshop but there were many more applicants than spaces. It shows that faculty want to be better stewards and leaders, so give them the resources to (and perhaps give them real raises for becoming chairs/directors or better yet for meeting annual development objectives).

- It would be a disaster for the person to not come in as an academic and continue Barron's trend toward reprioritizing the academic mission of the university and paying more attention to faculty needs than his predecessors
- My impression of UFF-FSU has been very strong, but since Jack stepped down from President, there seems to be a greater emphasis on politics and the support of labor as a concept (thus becoming more political), rather than confining the union to representing the needs of the faculty. This is not a positive change.
I thought Barron did an excellent job, until the high profile Jameis Winston situation. I do not know who made decisions, but Barron was at the head, and FSU's handling of this was and is truly embarrassing (not getting FSU police to investigate more, protecting Winston from legitimate journalistic questioning, protecting him with layers). Stoke's response to the NY Times article was also embarrassing; claiming the university did a good job of protecting the possible victim when the opposite is true. My spouse now really wants me to leave this university.
- We want someone who is not just looking for a nice retirement nest. But someone who cares about academic issues, education, and the overall strength of the University
- We absolutely need an academic as the president. He/She will need to be a good leader as well, but a leader who is not an academic will not be able to pull it off, particularly if he/she exhibits disdain for academics and what they do.
- President Barron had an enormous impact on my department's faculty morale. He got it. He understood the academic endeavor while being sensitive to political constraints etc. He sought quality and understood that you can't obtain it on the cheap.
The University is not the proper setting for a political appointee to work out his or her political philosophy. Our mission is too important to be dragged into partisan conflicts. If a political person were named President, my fear is that we would likely see a return to the 2008-2010 era of quality faculty seeking to jump ship.
- Should be an academic... A politician would mean FSU would be compromised in terms of academic integrity.
- An ideal person should also be an effective fundraiser.
- What I know of Barron's job performance was excellent. The recent NYT story makes me wonder whether he was as transparent as he appeared. Garnett Stokes's work has been exemplary.
- John Thrasher would be a disastrous choice to lead FSU or any school in the state. T. K. did well but Eric Barron's rep will last far longer and with good reason. Barron gave us a "taste" of what a conscientious, academically oriented and strong president looks like. I am glad t had that experience while at FSU. I am afraid it will never be repeated.
- For FSU to move forward and upward from its current state -- to earn and retain any kind of positive national reputation -- and to be taken seriously by its peer institutions, it is imperative that we have an accomplished academic as our president. If we don't, I fear we will lose more exceptional faculty than we have already lost in the past 5 years. We also need a president who, like Barron, had a backbone and a single-minded vision: to make FSU great, not necessarily to please one contingent over another (as politicians and lobbyists must necessarily do).
- Our Dean has done yeoman's work trying to raise the visibility of this College. He has worked with every single faculty member with a consistent message. He is a tireless champion for the College, and has had incredible successes. Unfortunately, it is my impression that some of our Ph.D faculty work to undermine him. Still, he proceeds in a professional, empathetic, energetic manner. I am proud of our College, and I believe in its mission. I fear that the division between tenured and non-tenure track faculty has gotten worse, despite the Dean's efforts. My impression is that the Ph.D faculty do not respect the non-tenured faculty.
I am extremely proud of the work our Dean has done. I hope that when he retires next year, an OUTSIDE candidate is brought in by the search committee. The President should be very careful when choosing a new Dean for the CSW, and should invite feedback from all faculty.

- Our director is good and has helped provide stability. Our Dean lacks vision and leadership ability.
- Please don't bring a politician as FSU President. Perhaps one should consider asking Barron's opinion on this one.
- Most of what I hear about the Presidential search leads me to believe that we are "Desperately Seeking Thrasher," much like the sham search for TK several years ago. FSU really started to move forward under a strong academic, Eric Barron. It would be a shame to lose that momentum.
- No politicians!!!!
- I am extremely concerned about the lack of effective faculty input in the current presidential search.
- Provost promotes also very weak faculty to full professor [*snip*].
- We need to weigh all factors and choose the best person for the job. So far, Garnet Stokes seems to be the best candidate; she knows the school, takes time to listen to everyone, realizes that we have to reward what we want to encourage, etc. Whether or not she would become discouraged by our relationship with the legislature remains to be seen.
- We have just gotten a new Dean and have an interim chair. So rating reflects previous Dean and Chair.
- Someone who understands the pressures from all sides. I think an academic person likely has more understanding of these issues currently faced by faculty.
- The first job of a president is to raise money. He or she must understand academics, but their job is to get money from the legislature and private donors.
- Businessmen and legislators do not have the academic skills to run the university. Even though the President is primarily a fund raiser, that person sets the thrust and mission of the university through budgetary decisions. The university is NOT a business, nor is it a legislative body.
- Can't say. It's a complex mix.
- They have to do ALL those things, and well.
- In this climate, all of these expertise are necessary for the next FSU President. If not legislative experience, then at least close ties to how that system works. "
- We certainly need someone who appreciates the academic side, but we also need a good fund-raiser. It would also be a benefit if we could have a president who found out more about how the university actually operates at the department/unit level before initiating pointless and time-wasting changes -- why not consult, for example, the people who are going to have to implement changes before dictating them? (The other side of the bargaining table is also guilty here.)
- Let's face it - the President is a glorified cheerleader and we should not kid ourselves that he/she is anything else.
- I think most agree that the best outcome would be a politically savvy academic, with considerable administrative experience but with ongoing ties to her/his old field. Worst outcome would be another Florida politician.
- we need wholesale change
- Barron was an academic and knew how to raise money. It was a good combination.
- FSU needs money and it won't be coming from the legislature. Private monies are the only future for academia in America, but especially in Florida. Getting another Republican gold ol' boy in here like TK will not affect the fact that the legislature has no interest in supporting higher ed in Florida. In fact, it works against their interests which require a compliant, distracted voter base. Why would Republicans want a well-educated voter base?
- Someone who can carry forward the goals and initiatives of President Barron would be ideal. We need someone well-rounded like Barron. We should not settle for anything less, especially in light of the controversy over the New York Times article about how we handle sexual violence on campus. That article coupled with Barron's absence and legislative decision-making related to college and university libraries in Florida all within a month's time, has been a bit demoralizing.

- If we're to get into the top 25 and gain admission to the AAU (which, honestly, I'm not sure is a worthwhile pursuit since they devalue arts and humanities research and that's an historical strength of FSU), we really need an academic--preferably one who has been a leader (Pres. or Provost) at one of those institutions in our aspirational cohort.
- FSU needs to raise enough money to make it more independent of the legislature. It also needs to get a better balance between faculty and administrators.
- and has strong political and fundraising skill.
- Academic experience is critical, but so much of the job is securing funds. This cannot be ignored.
- T. K. Wetherell ended up being the right person for the job at that time. Barron was talented and focused on things that improved FSU, but he was riding the wave of what Wetherell had instituted, combined with an improving budgetary environment (it couldn't have gotten much worse, could it?). That said, I still want to see our new president be someone who is, at heart, and academic.
- I think it is most important for the next President to be an academic. I SO appreciated President Barron's understandings of the pressures that faculty face and the need to reward faculty. President Barron was also very good at dealing with the legislature; he was not afraid to challenge and truly advocate for FSU. Fundraising experience is good. I think other people who support the president can help with business experience. A university should not, first and foremost, be a business.
- someone who understands what it would take to get the university into top academic rankings.
- Absolutely not someone who's a politician or doesn't care about faculty. Given the legal troubles and current scandals, we need someone who cares about and understands academic governance and innovation. Fundraising is important. But bringing in money while poorly managing and dismissing ethics is not good
- A president's job should be to ensure the successful future of the university and that mostly lies with attracting funding which in turn brings top talent.
- We need a fundraiser who can also oversee necessary changes to academic units and upward mobility of the university.
- please no thrasher. no repub hack
- A university president needs to be a great fundraiser but the academic credentials are key to developing a vision for the university and detecting BS from administrators.
- Our president must have credibility--on campus, with faculty and students, and off campus, with politicians and the public at large. President Barron was ideal in this regard. A non-academic politician would be a disaster as president, as s/he would be resented by the faculty and students from the start. Barron will be a hard act to follow. Provost Stokes may be best positioned to continue Barron's vision.
- Past time for a new dean. Faculty morale is extremely low. She is dismantling strong academic programs and moving to a vocational school. Too many non-academically qualified assistant ins.
- We do have a new dean of less than a month. So far he is a great improvement
- A new president "cut from the same cloth" and Eric Barron or Garnet Stoke is what FSU needs and deserves.
- Strengthen faculty governance at every level. For example, the revision of the Liberal Studies curriculum seems to have been a case of a faculty committee doing what the administration required, with power only to tweak.
- I rated the Dean lower because he appoints and supervises our incompetent chair. This past year our chair put someone up for promotion a year early. The person's book was not published yet--our standards say the book has to be published or in press (proofs). Now he is trying to get rid of the two book standard for promotion to full professor (the two moves are linked). We are a book culture. He says that out two book standard is out of line with what is happening across the University. Follow this closely: he says that b/c there have been few raises, departments across the university have been relaxing scholarship standards in order to get associate professors promoted and give them raises. He says, to be in compliance with other departments, our department needs to dial back its scholarly

standards to a single monograph for promotion to full professor. That we frequently hire incoming assistant professors who have books, sometimes more than one, seems irrelevant to him. Is anyone overseeing department chairs reading this? Do you care that a chair is in effect abolishing scholarship standards and replacing them with "service"? Do you think its relevant that the this chair went almost twenty five years between being promoted to associate professor and being promoted to full professor? Though many are upset about this, the chair has lots of power to make something he wants happen--especially in a divided department. Some have suggested that since he is up for re-election this year, it is a sort of "free beer" campaign to get himself re-elected. Maybe. What it really is, though, is the revenge of a twenty-five year associate professor against scholarly standards he never achieved and which he holds in contempt. And the administration lets him be chair and do this! It's mind boggling to me.

- A university is not a business. A university is not an NGO. The FL legislature does not seem to understand the contributions that universities make to the state. We need an academic to lead an academic institution. A gifted academic can deal with business, fund-raising, and legislative challenges.
- First of all with academic experience however the other requirements business, fundraising and legislative are also needed. You cannot hire just someone with only academic credentials.
- I am hoping that our next president has a strong academic background and can understand the needs across very different disciplines (such as arts versus engineering), but is also an effective administrator and public face for the university.
- Anyone but Thrasher
- It is extremely important to have someone who actually understands what the University is in its essence. It is not the buildings, money, library, athletics or only students. The quality of the University is its faculty, without which all the rest doesn't matter. S/he must have walked the walk and cared enough about academics to go into the field to understand this. With all due respect to our previous Presidents, the others qualities listed above are necessary but not sufficient. It's not something you can comprehend from outside the profession.
- Despite some flaws, Barron really seemed to "get" what was important here, even as he was canny in heading off the Legislature. We need another president with strong academic credentials like his.
- FSU needs to work towards a future with only token state support. As long as the university remains heavily reliant on state funding, it will never rise to its full potential.
- Person must have a record as an academic scholar but also experience in fund raising.

Professional Work Climate:

All things considered, the working or professional climate for faculty in my College/Unit is positive.

| | | |
|-----|-----|-------------------|
| 435 | 99% | |
| 42 | 10% | Strongly agree |
| 198 | 45% | Agree |
| 102 | 23% | Neutral |
| 63 | 14% | Disagree |
| 30 | 7% | Strongly disagree |

All things considered, the working or professional climate for faculty in my Department/Unit (if applicable) is positive.

| | | |
|-----|-----|-------------------|
| 430 | 98% | |
| 82 | 19% | Strongly agree |
| 211 | 48% | Agree |
| 48 | 11% | Neutral |
| 57 | 13% | Disagree |
| 32 | 7% | Strongly disagree |

Faculty members are rewarded fairly for the amount of effort they put in.

| | | |
|-----|-----|-------------------|
| 433 | 98% | |
| 13 | 3% | Strongly agree |
| 81 | 18% | Agree |
| 121 | 27% | Neutral |
| 138 | 31% | Disagree |
| 80 | 18% | Strongly disagree |

My department/unit has faculty-approved merit assessment procedures.

| | | |
|-----|-----|-------------------|
| 428 | 97% | |
| 106 | 24% | Strongly agree |
| 213 | 48% | Agree |
| 66 | 15% | Neutral |
| 32 | 7% | Disagree |
| 11 | 2% | Strongly disagree |

Procedures used for promotion, merit distributions, and other matters are fair.

| | | |
|-----|-----|-------------------|
| 429 | 97% | |
| 56 | 13% | Strongly agree |
| 191 | 43% | Agree |
| 108 | 24% | Neutral |
| 47 | 11% | Disagree |
| 27 | 6% | Strongly disagree |

Merit assessment procedures in my department/unit are satisfactory.

| | | |
|-----|-----|-------------------|
| 429 | 97% | |
| 56 | 13% | Strongly agree |
| 188 | 43% | Agree |
| 93 | 21% | Neutral |
| 62 | 14% | Disagree |
| 30 | 7% | Strongly disagree |

Procedures used to evaluate faculty performance are fair.

| | | |
|-----|-----|-------------------|
| 428 | 97% | |
| 53 | 12% | Strongly agree |
| 181 | 41% | Agree |
| 106 | 24% | Neutral |
| 55 | 12% | Disagree |
| 33 | 7% | Strongly disagree |

With the new five-point performance-rating scale, I expect my rating this spring to be:

| | | |
|-----|-----|---|
| 428 | 97% | |
| 1 | 0% | Does not meet FSU's high expectations |
| 2 | 0% | Official concern |
| 114 | 26% | Meets FSU's high expectations |
| 214 | 49% | Exceeds FSU's high expectations |
| 97 | 22% | Substantially exceeds FSU's high expectations |

My placement in the new five-point performance rating scale accurately indicates my performance.

| | | |
|-----|-----|-------------------|
| 428 | 97% | |
| 56 | 13% | Strongly agree |
| 184 | 42% | Agree |
| 64 | 15% | Neutral |
| 58 | 13% | Disagree |
| 26 | 6% | Strongly disagree |
| 40 | 9% | Not sure |

The new five-point performance rating scale will hurt faculty morale.

| | | |
|-----|-----|-------------------|
| 428 | 97% | |
| 41 | 9% | Strongly agree |
| 87 | 20% | Agree |
| 172 | 39% | Neutral |
| 114 | 26% | Disagree |
| 14 | 3% | Strongly disagree |

The new specialized faculty position classification system appears to be a substantial improvement over the old system.

| | | |
|-----|-----|-------------------|
| 428 | 97% | |
| 40 | 9% | Strongly agree |
| 103 | 23% | Agree |
| 112 | 25% | Neutral |
| 46 | 10% | Disagree |
| 32 | 7% | Strongly disagree |
| 95 | 22% | Not sure |

Has the new, more uniform promotion system for specialized faculty been clearly communicated to your unit?

| | | |
|-----|-----|----------|
| 428 | 97% | |
| 182 | 41% | Yes |
| 131 | 30% | No |
| 115 | 26% | Not sure |

Does your promotion committee for specialized faculty include specialized faculty members of your unit?

| | | |
|-----|-----|----------|
| 427 | 97% | |
| 177 | 40% | Yes |
| 60 | 14% | No |
| 190 | 43% | Not sure |

The best thing about the new specialized faculty position classification system is:

| | | |
|-----|-----|---|
| 424 | 96% | |
| 25 | 6% | New position titles such as "Teaching Faculty I" and "Research Faculty I" |
| 24 | 5% | New honorific job titles such as "Research Professor" and "Teaching Professor" |
| 53 | 12% | Clearer procedures for promotion among specialized faculty ranks |
| 78 | 18% | Longer term appointments for those in second- (II) and third-level (III) position classifications |
| 25 | 6% | Clearer rules for specialized faculty assignments |
| 12 | 3% | Other |
| 207 | 47% | No opinion |

Specialized faculty should be evaluated for promotion by committees consisting of only specialized faculty.

| | | |
|-----|-----|-------------------|
| 425 | 96% | |
| 37 | 8% | Strongly agree |
| 56 | 13% | Agree |
| 120 | 27% | Neutral |
| 146 | 33% | Disagree |
| 66 | 15% | Strongly disagree |

General faculty should be evaluated for promotion by committees consisting of only general faculty.

| | | |
|-----|-----|-------------------|
| 425 | 96% | |
| 93 | 21% | Strongly agree |
| 130 | 29% | Agree |
| 106 | 24% | Neutral |
| 83 | 19% | Disagree |
| 13 | 3% | Strongly disagree |

Promotion committees that evaluate general faculty should include at least one specialized faculty representative.

| | | |
|-----|-----|-------------------|
| 421 | 95% | |
| 33 | 7% | Strongly agree |
| 108 | 24% | Agree |
| 126 | 29% | Neutral |
| 86 | 20% | Disagree |
| 68 | 15% | Strongly disagree |

Promotion committees that evaluate specialized faculty should include at least one general faculty representative.

| | | |
|-----|-----|-------------------|
| 424 | 96% | |
| 87 | 20% | Strongly agree |
| 183 | 41% | Agree |
| 113 | 26% | Neutral |
| 33 | 7% | Disagree |
| 8 | 2% | Strongly disagree |

The composition of promotion committees should be left to individual department/units and college/units.

| | | |
|-----|-----|-------------------|
| 423 | 96% | |
| 86 | 20% | Strongly agree |
| 173 | 39% | Agree |
| 92 | 21% | Neutral |
| 52 | 12% | Disagree |
| 20 | 5% | Strongly disagree |

The same rules about committee composition should apply to both promotion committees and to faculty peer evaluation committees.

| | | |
|-----|-----|-------------------|
| 417 | 95% | |
| 72 | 16% | Strongly agree |
| 180 | 41% | Agree |
| 122 | 28% | Neutral |
| 28 | 6% | Disagree |
| 15 | 3% | Strongly disagree |

Department/units and college/units should, whenever possible, have a single committee to address issues such as promotion or evaluation for both general and specialized faculty.

| | | |
|-----|-----|-------------------|
| 420 | 95% | |
| 50 | 11% | Strongly agree |
| 122 | 28% | Agree |
| 145 | 33% | Neutral |
| 74 | 17% | Disagree |
| 29 | 7% | Strongly disagree |

Please comment on any aspects of the new specialized faculty position classification system that affect you directly or indirectly.

61 14%

- I don't think it is right to call people "research professors" when they don't really do research in the same way or at the same level as professorial faculty.
- There is strength in unity so including general and specialized faculty together supports the units rather than having them separate and competitive.
- I think it's important to keep P&T committees separate from Peer Evaluation committees -- the former should comprise only TT faculty, while the latter should include specialized faculty.
- I've had to respond "neutral" to some of the items above because I don't even know what they refer to. The specialized faculty promotion info was communicated to my unit in the fall...and then nothing more. We missed the deadline for promotions and it is still not clear what the rules are. While the new guidelines seem better organized than the old ones, there are no specifics about materials that are required for promotion. For example, we now need yearly letters on progress for promotion--we never needed these before. I don't think these are a bad idea, but if they were never required before, how will one have enough of these letters if he or she is up for promotion this year or next? Will the promotion committee take the policy change into account? Will you be penalized for not having 4 or 5 letters on file? When I look over materials for tenured faculty, very specific details are given regarding what needs to be turned in. In fact, tenured faculty even have workshops they can attend to help them prepare their binders. None of this exists for specialized faculty. It's very frustrating. I feel like second-class citizen because "all" I do is teach.
- I have never heard of a specialized faculty position classification
- As stated in response to the scholar retention questions, I may seek to leave FSU because of the new "specialized faculty" system that creates a class system among faculty. I have mentored graduate students at the Master's and doctoral level, now "specialized" research faculty in our unit cannot mentor doctoral students. I have taught undergraduate and graduate classes that are among student's favorites. Now I can no longer teach these classes because I am research faculty. This classification system essentially protects and elevates tenure-track faculty, even the least productive among them, and treats even the most productive non-tenure track faculty as second class.
- The problem with evaluation is not the rating system, it is the procedure for assigning those ratings at the department level. There are no guidelines as to what constitutes good performance and there are no consequences for tenured faculty who do not fulfill any of their teaching or service duties or who subvert the work of others through their neglect.
- Specialized faculty have no place in P&T decisions for research-oriented faculty. This is not meant to be a slight against anyone, but the fact is that they have little or no knowledge of how research works and are therefore unqualified. Also, I think it's fine to have an all-specialized promotion committee in theory, but the reality is there aren't enough of them in my unit to make this a realistic option. What then?
- The specialized faculty changes are off to a good start, but much more needs to be done. General faculty need to be better educated about the roles and responsibilities of specialized faculty and vice-versa.
- more bureaucracy and regulations...never benefits teachers and researchers
- separate is never equal.
- I like that specialized faculty can now create their own evaluation criteria. We did not have that before and the tenure-track criteria never fully fit specialized faculty.
- Ironically, our chair views it as an opportunity to overturn long established, written standards in favor or rankings based on service and favors done for the chair. S/he has fumbled the ball so that we did not approve guidelines. This gives the Chair more latitude to exercise petty grudges--and

s/he has many of those to exercise. The person was an assoc. prof for a very long time (more than two decades!, since before the fall of the Berlin wall) and thus the grudges have added up.

- It finally recognizes the importance of the labor pool we are exploiting.
- That would be too much work for that committee to handle both promotion and annual evaluation.
- I believe Specialized faculty committees are qualified to evaluate Specialized faculty for promotion. We don't need Generalized faculty evaluating our promotions since most General faculty in my college are adamant about Specialized faculty NOT be on their promotion committees. I do however, believe that a composite committee should conduct Merit evaluation since most of the criteria are based on school/department goals and clearer cut metrics.
- I believe promotional issues are best addressed at the unit level.
- There are fewer specialized faculty, so all general faculty promotion committees shouldn't include one.
The titles are a problem - overlapping with general faculty awards.
- I have not received a great deal of information about this aspect of faculty classification to have an informed opinion.
- There should be one committee to handle it all, and that committee could be called the personnel committee for all personnel issues, and it should be composed of both general and specialized faculty in the same proportion that those groups exist in the department. They should also be given appropriate legal education about what the law provides for, as against what the university tries to do, as against what the CBA tries to do.
- Still confusing.
- Non-tenure track faculty should not have a vote on tenure-track faculty promotion.
- No meaningful performance measurements and guidelines for promotion and tenure exist in my department.
- It has not been communicated effectively, which makes it difficult to answer these questions.
- I don't like the idea of more than one committee, but it should be up to the unit to decide. Also, it would be good to ask these questions again next year when people know more about how the changes have affected them.
- We are about to address these very issues. I am increasingly concerned that actions will be taken behind the faculty's back so to speak. This is not a reflection on our "acting Dean," but more to an administrative climate that has haunted the film school for years. Efforts are being made, but the outcome is still not clear.
- Specialized faculty needs specialized faculty involvement at every level regarding this group, as general faculty often do not have specialized faculty best interest at heart. I have no problem of both groups having representation regarding issues regarding either group; however, there needs to be a balance. General faculty should not be over represented on committees/decision making venues regarding specialized faculty and vice versa.
- Having promotions for this group of faculty members has been so important related to improved morale.
- Not clear when or even if, the multi-year contracts are ever going to be issued.
- I am not impacted by this--we don't have any specialized faculty in my area. Therefore, I was not really able to answer these questions.
- We have limited specialized faculty in our unit. It would be impossible to have a committee for evaluation of specialized faculty that consisted of only specialized faculty...
- No comment. Generally for someone in the tenure stream life is not bad at FSU, it is a good work climate.
- Mark Zeigler won the Distinguished Teacher Award at FSU. He was told he couldn't use the title that every other winner of the award uses. That's ridiculous and stupid.

Also, who in the world came up with the narrative for the five classifications, i.e. exceeds FSU high expectations? The language strikes me as silly if not absurd. Five classifications is fine, but the language is laughable.

- I like the idea of splitting specialized faculty review out from general faculty.
- While FSU promotes itself as a Research I institution, there are many problems related to this conceptualization. It leads to a diminished appreciation for those who carry on the "work" of the institution such as teaching and service, some of which requires and involves tenure earning/tenured faculty leadership. The reality of AAU membership is a carrot that many large universities have chased, without success. In a state such as Florida, where monetary and philosophical support is lacking, this effort will lead to greater faculty inequalities and morale issues, not greatness. Simply creating caste systems within the faculty will not resolve these problems. Eventually the undergraduate programs, upon which graduate programs rely, will suffer and then the graduate programs will follow. We are not Stanford....and neither is UF.
- The specialized faculty considered for promotion should go through the FSU committee in charge of that. At MagLab, the process is shortcut.
- The "Instructional Specialist" position category needs to be renamed to a more professional-sounding title. This category title seems like it should be an A&P or USPS category.
- Since we established procedures for the use of "Teaching Professor" and "Research Professor" designations, we should insist that they be followed consistently. At present, this does not seem to be the case.
- The new system is a great improvement, but it seems that few faculty are being classified as such. In my unit there are several adjuncts who consistently teach a full load but are not protected under these guidelines.
- It is just window dressing. It does not address the underlying problems.
- I have heard absolutely nothing about specialized faculty positions - do these apply campus wide? I would like to learn more about this and understand what my department will be doing to address this. I plan to ask my Chair about this.
- Research faculty should be allowed to teach to a limited extent (and vice versa). This is important for their professional development and for them to be competitive for tenure track jobs in the future. The policy is too restrictive and hurting these faculty. These unintended consequences need to be fixed. Some units do not have adequate numbers of specialized faculty (and should not; we should hire tenure track whenever possible) and consequently they "borrow" one from another unit to meet the requirement. This means they are being evaluated by someone who does not understand the discipline. A bad idea.
- While employees were provided opportunities to opt into a classification system, administrative oversight and final appointments were not a true reflection, in some cases, to employees abilities or career trajectories.
- Forcing NTT faculty to reclassify creates unfair outcomes for research faculty who are affiliated with teaching units. It is a lose-lose situation.
- The system is too rigid. I was hired 2 years ago in a traditionally academic position. A balanced AOR was in my position description, details discussed and agreed upon through the interview and contract. Support for teaching, research, and service explicitly stated by department chair and dean at the time of my hiring. As an FSU alumnus, I am not eligible for TTF positions here. However, I am capable of TTF caliber work, and perform to those qualifications for teaching, research, and service, with a heavier teaching load than my tenured and TTF colleagues. For the past 3 years my performance has been evaluated using the tenure-track faculty requirements in my department. To this day I have not received any information or a "rubric" by which my NTTF position is to be evaluated across my AOR.

I chose not to sign for reclassification. I sacrificed opportunity for raise and promotion in doing so, so that I could maintain a balanced AOR. If I were to agree to the reclassification, as the current

contract language states, I would have to sacrifice all research productivity, supervision of undergraduate and graduate students' research experiences, no longer serve on honors and thesis committees, and reduce my service work to department and profession. Don't see how those changes will benefit the university, much less our program.

- My answers to some of the foregoing may appear inconsistent, but that is because my dept has only ONE specialized faculty member. This is yet another case in which those setting the rules need to consider the facts on the ground. The five point scale is another case in point -- what was this meant to accomplish? My dept already has a perfectly good merit procedure (even though I may personally disagree with some aspects of it); the five point scale merely causes pointless angst and extra work.
- i got very high ratings on the new system but i think it divisive and unneeded
- Promotion is not necessarily how many years you have served, but it is now geared more heavily toward productivity and performance. I think that this is a good thing.
- Our specialized faculty typically work under the supervision of general faculty members and have such diverse responsibilities that it is difficult for anyone other than their direct supervisor to evaluate well. The specialized faculty with whom I work felt that the new evaluation system made no sense for them.
- Specialized faculty are a challenging issue, not only because of the diversity of their assignments across the university, but even within a single unit. Also because many are paid through grants. Despite the challenges, this attempt to standardize evaluation and promotion of specialized faculty is a good thing for the institution.
- Much of these decisions should be left up to local administrators to meet the unique needs of the diversity within FSU's Colleges, programs, areas, etc.
- Faculty workload with regards to supervising graduate students is not evenly distributed. Faculty members bearing the brunt of the wildly disproportionate workload are not meaningfully recognized and rewarded.
- Since I am get paid via "soft money", I feel my direct supervisor should have the ultimate authority over my pay raises and promotion. However, her evaluations do not seem to be a priority in the new system.
- Processes and procedures can vary greatly from department to department. Consider providing guidelines (with rationale) rather than strict governance rules.
- I would like to be able to access clear information about all the policies regarding specialized faculty. When I have asked questions in my department I usually get a response that begins with "I think..." I'm having a tough time finding anyone that knows exactly what all of the new rules are.
- Administrators' freedom to hire teaching specialists without meaningful participation by tenure-track faculty creates a new way for donors (e.g. Koch) to purchase influence.
- The specialized faculty designations hamper our ability to assign really good people to teach at least one course if they are on a research assignment. It appears this was done to restrict the use of specialized faculty rather than allow them to pursue a mix of rewarding activities.
- My rankings reflect that impression that our chair needs to be supervised or removed. i hope the college reviews his rankings of the department. They are wacky--personal and spite driven. He let the eval committee this year settle grudges. People affected are afraid to protest because it is clear he punishes dissent and is gifted at fooling his superiors who, understandably, are not prepared to imagine his lever of incompetence and malice. Only the abused know and they are too scared to speak. The usual sad story.
- I am uncertain as to whether the evaluation of "meets standards" will be seen as positive or not, going forward??that's my concern regarding the increased granularity in the evaluation levels.
- Specialized faculty in my unit have no experience in research or scholarship and their presence on any promotion/merit committee would constitute a travesty.

Recent contract language has specified that some portion of merit increases can be determined by deans rather than departments. Do you support deans' ability to allocate a portion of merit funds?

| | |
|-----|--------------|
| 427 | 97% |
| 175 | 40% Yes |
| 156 | 35% No |
| 96 | 22% Not sure |

Did you actively seek alternative (non-FSU) employment during the 2013-14 academic year?

| | |
|-----|---------|
| 416 | 94% |
| 107 | 24% Yes |
| 309 | 70% No |

Do you plan to actively seek alternative (non-FSU) employment during the 2014-15 academic year?

| | |
|-----|--------------|
| 419 | 95% |
| 134 | 30% Yes |
| 186 | 42% No |
| 99 | 22% Not sure |

What is your position classification?

| | |
|-----|-----------------------------------|
| 401 | 91% |
| 7 | 2% Eminent Scholar |
| 146 | 33% Professor |
| 92 | 21% Associate Professor |
| 51 | 12% Assistant Professor |
| 3 | 1% University Librarian |
| 13 | 3% Associate University Librarian |
| 7 | 2% Assistant University Librarian |
| 11 | 2% Research Faculty III |
| 5 | 1% Research Faculty II |
| 9 | 2% Research Faculty I |
| 7 | 2% Senior Research Associate |
| 5 | 1% Associate in Research |
| 8 | 2% Assistant in Research |
| 6 | 1% Teaching Faculty III |
| 10 | 2% Teaching Faculty II |
| 6 | 1% Teaching Faculty I |
| 2 | 0% Instructional Specialist III |
| 1 | 0% Instructional Specialist II |
| 1 | 0% Instructional Specialist I |
| 1 | 0% "Specialist, Music" |
| 2 | 0% University School Instructor |
| 8 | 2% Other |

My assigned duties involve:

| | | |
|-----|-----|---|
| 422 | 96% | |
| 78 | 18% | Mostly research |
| 71 | 16% | Mostly teaching |
| 50 | 11% | Mostly service |
| 166 | 38% | About an even balance of teaching and research, with some service |
| 56 | 13% | A diverse combination with no area dominant |
| 1 | 0% | Not sure |

My assigned duties involve some administrative responsibilities--that is, running the affairs of an FSU organization.

| | | |
|-----|-----|----------|
| 415 | 94% | |
| 224 | 51% | Yes |
| 177 | 40% | No |
| 14 | 3% | Not sure |

Are you in a tenured or tenure-earning position?

| | | |
|-----|-----|----------|
| 423 | 96% | |
| 306 | 69% | Yes |
| 113 | 26% | No |
| 4 | 1% | Not sure |

Which of the following best describes your normal annual appointment?

| | | |
|-----|-----|-------------------|
| 420 | 95% | |
| 317 | 72% | 9-month contract |
| 92 | 21% | 12-month contract |
| 9 | 2% | Other |
| 2 | 0% | Not sure |

What Department/Unit do you consider your primary appointment? (For nondepartmentalized colleges/units, this may be the college/unit.)

| | | |
|-----|-----|--|
| 367 | 83% | |
| 5 | 1% | Accounting |
| 2 | 0% | Advanced Power Systems (Ctr for) |
| 2 | 0% | Anthropology |
| 2 | 0% | Art |
| 2 | 0% | Art History |
| 1 | 0% | Askew School of Public Administration and Policy |
| 11 | 2% | Biological Science |
| 2 | 0% | Chemical and Biomedical Engineering |
| 4 | 1% | Chemistry and Biochemistry |
| 3 | 1% | Civil and Environmental Engineering |
| 2 | 0% | Classics |
| 16 | 4% | Communication |
| 3 | 1% | Communication Science & Disorders |
| 2 | 0% | Computer Science |

| | | |
|----|----|--|
| 4 | 1% | Criminology and Criminal Justice (all areas) |
| 2 | 0% | Dedman School of Hospitality |
| 6 | 1% | Dance |
| 14 | 3% | Earth, Ocean, and Atmospheric Science |
| 5 | 1% | Economics |
| 7 | 2% | Educational Leadership and Policy Studies |
| 8 | 2% | Educational Psychology and Learning Systems |
| 3 | 1% | Electrical and Computer Engineering |
| 21 | 5% | English |
| 1 | 0% | Entrepreneurship, Strategy and Information Systems |
| 4 | 1% | Family and Child Sciences |
| 4 | 1% | Finance |
| 4 | 1% | FSUS (all areas) |
| 8 | 2% | History |
| 10 | 2% | Information |
| 1 | 0% | Institute of Science and Public Affairs |
| 2 | 0% | Interior Design |
| 8 | 2% | Learning Systems Institute |
| 20 | 5% | Magnet Lab (NHMFL) |
| 10 | 2% | Management |
| 4 | 1% | Marketing |
| 11 | 2% | Mathematics |
| 1 | 0% | Mechanical Engineering |
| 13 | 3% | Modern Languages and Linguistics |
| 1 | 0% | Motion Picture Arts (Film) |
| 23 | 5% | Music (all areas) |
| 5 | 1% | Nursing (all areas) |
| 2 | 0% | Nutrition, Food, and Exercise Sciences |
| 1 | 0% | Office of Distance Learning |
| 2 | 0% | Panama City (all areas) |
| 5 | 1% | Philosophy |
| 12 | 3% | Physics |
| 6 | 1% | Psychology |
| 3 | 1% | Religion |
| 1 | 0% | Retail Merchandising and Product Development |
| 2 | 0% | Scientific Computing |
| 14 | 3% | Social Work |
| 8 | 2% | Sociology |
| 1 | 0% | Sport Management |
| 1 | 0% | Statistics |
| 11 | 2% | Teacher Education |
| 2 | 0% | Theatre |
| 22 | 5% | University Libraries |
| 5 | 1% | Urban and Regional Planning |
| 12 | 3% | Other |

Do you have any comments on anything else that concerns you as an FSU faculty member?

64 15%

- Stop having Jameis Winston as a spokesperson for FSU.
- The new curriculum is a real loser for the intellectual lives of students. It will be easier for faculty (I can teach these new courses with my eyes closed and underwater: "skills" based, "competencies" based, hah, but virtually free of real intellectual content). It strips students of a real education. Too bad. Then again, was FSU ever really about education? Hasn't it always been sort of an advanced vocational-technical school? Now it can be that fully, with the new curriculum. Before the new curriculum, students could conceivably manage to carve out a real education for themselves here, and many did. But now? Fuggedaboutit. This is dinky, small-time, Ed-school junk. Very sad. Another reason to get a better job elsewhere.
- We need to do a better job of explaining that the reason FSU is the nation's "most efficient" university is that those faculty who stuck with this university through the hard times are those who are committed to "doing more with less" because they love this university and support its students. Eric Barron understood this, and I hope our new president will as well. But no one can keep doing more with less forever.
- The practice of spousal hiring - which amounts to giving preference in hiring to a spouse because of his/her connection with the "highly-in-demand candidate" - is totally unethical and should be prohibited at FSU.
- Now is the time for us to make a move - let's make it.
- I am concerned that the promotion guidelines for specialized faculty are not helpful enough for those faculty who report to me.
- The quality and motivation of our students has been declining over the years.
- very worried that the next president will be a political appointee, essentially; the search already seems rigged"
- My title is Visiting Assistant Professor
- I think FSU is improving. I think my dept is in freefall. We've lost lots of great faculty to good universities. Under the current administration, attending faculty meetings is more important than doing research. That last sentence may sound unduly bitter. It's not. The fact is, the only innovation the current Chair has initiated in the past three years is attendance sheets for faculty meetings! As for overseeing the implementation of new guidelines for evaluation, s/he is still working on that. Priorities. S/he promoted a faculty member to full professor even though the person's work did not meet the dept guidelines. The person had enough friends to support it (the dept vote was about 52/48) --that's the culture the Chair is nourishing. And the Dean is oblivious or indifferent.
- Administrators seem to be increasingly incompetent in general. I believe the Peter Principal is clearly at work in the last 5 or six years.
- I think the politics in our College have become so overwhelming in recent years. It was so nice when we were a collegial unit with ethical leaders. I do not wish to leave too much information about myself after stating this (for fear of retaliation).
- spousal hires because without better efforts we will lose talented faculty
- Yes: an apparent lack of official campus security for both students and faculty w/regard to the possibility of gun-related violence on campus! Although FSU's landmass is small compared to other Florida university campuses, there are multiple entry points where access to campus buildings from outside campus is obviously easy. For example, all along Call and Copeland streets: a person carrying a loaded firearm could easily exit a vehicle and begin a rampage of shooting inside buildings and classrooms. Faculty have little to NO training for such events. Where is this? State colleges and community colleges are providing faculty training for such events, which occur more and frequently across the country. If such an event were to occur, I do not have a list of advise as to how to proceed or how to advise students: to run, to hide in place, etc. Our doors are not lockable

from the inside, and even if they were, a shooter could shoot through glass and enter to shoot those helplessly inside.

- You missed a good opportunity to ask how people feel about the new 5 point system.
- Yes: the new so-called improved IT system called ""My fsu"" is a total fiasco, has made all of our jobs harder, is very big-brotherish. The people who did this should be immediately FIRED and the thing should be dismantled. Very very bad.
Love the new curriculum, though: requires zero brains to teach or learn in it, will save lots of faculty time for research. Students won't care because it will be a lot easier for them, too, not to have to get a real education. Long Live the Assessment Culture: a self-sealing tire of shallow fakery.
- Just want to say I have been very dissatisfied with the leadership at this college with a interim dean who was not an academic and assigned heavy teaching loads to select faculty regardless of their research involvement and turned a blind eye to incompetence rather than confront it. We have a new dean as of December and the milieu is being transformed in a very positive way.
- Management takes a large portion of my time.
- There seem to be more administrators and more rules and more detailed oversight and more reporting. And less trust of faculty.
- I feel that for a 5% service contract, we spend too many hours in pointless committee meetings. Service loads are extremely unfair and uneven--I know people who do nothing, others who work on service all the time. Each person should be required to do one thing, and do it well. I feel that the new curriculum came out with too little faculty input [*snip*]. I feel that the retirement plan changes are extremely damaging and unfair and will hurt recruitment and retention both. Our grad student stipends are pathetically low, they have to have full time jobs on top of the program even to survive if they have a family, they are literally poverty wages; and we really ought to close down the PhD program and hire real rhet comp PhDs to teach the writing courses, not MA grad students. (Yes, I know, impossible, too expensive.) The heat and ac in our building is ridiculously uneven and does not work right. Our current chair is about a thousand times better than our previous, corrupt, manipulative, spineless slimeball of a chair, and is actually a nice guy, but I fear we are slipping into a kind of benign inaction. The new chair is a huge relief from the previous horrible chair, certainly, but I worry about the future direction; we should set up systems whereby no chair's individual character or lack thereof can do very much harm. We should certainly term limit chairs to one term. Please do not allow any additional power to the deans. Please no dean-merit raises, no special dean goodies, nothing like that. They too should get 5 or 6 year max, and then out. The performance salary increases are different because those people actually earned what they got, but dean-kisses are really awful. The only thing worse than dean-kisses is the sports program (read all about it in the new york times). It is embarrassing to say I work here.
- Our dean is having a very serious adverse affect on faculty morale.
- It is unfair for a senior faculty member who has a better research record, teaches more, and does more services to get paid less than a junior faculty member who is a fresh PhD who has little research record, teaches less, and does little services. Salary inversion is a big problem in our department.
- Merit means little at the library because the Dean just doles out money to her favorites. There is no accountability for work. Everyone complains they have too much to do and they do very little and no one cares. People come and go when they feel like it and no one knows where they are. The same people get appointed to all the committees. My department head doesn't know what goes on in the department, mainly because she is never here and also because she has no management experience or knowledge of the job. Moral is at a new low.
- Handling of sexual assault complaints by the University administration.
- I am very distressed over the arbitrary, capricious and punitive decisions of the dean of the college. Micro-managing of one department occurs while others are for the most part left alone.
Conclusions/decisions are reached by only talking to a privileged few and therefore all sides are not

heard before conclusions are reached. It is disheartening to see that all faculty in the college are expected to fit one mold (as defined by the dean) and individual faculty members' strengths are not celebrated or recognized as a way of moving the college to the next level.

- Yes.
- Racism and hostile work environment
- I'm very concerned about the presidential selection process so far. It does not seem to be a true search. John Thrasher as president would be a disaster for the FSU scholarly community and faculty in particular.
- Just the usual concerns about the destruction of the liberal arts/humanistic spirit of old. This includes the business model / administrative heavy form of running a university. Collective decision making is always a challenge, but I salute the goal of restoring faculty input into all areas of university governance.
- I feel like service is effectively punished rather than rewarded.
- Jennifer Proffitt is doing a fantastic job as UFF-FSU President and deserves a discretionary raise.
- The morale within my college is very low, due to the Dean's unfair treatment of some faculty, and unjustified favorable treatment of others.
- Decisions shouldn't be made regarding particular faculty in absentia of that faculty member regarding promotion. Specialized faculty are treated like second class citizens at the University, which often transcends to the department and unit levels.
- My chair is very weak. Troublingly so -- during his first two years as chair, he has not even managed to get new bylaws approved in accordance with the CBA. He is not managing our schedule or our finances. We are losing students and we are in the red. I cannot think of a major decision he has successfully made. He has shown no leadership --on p&t, on budgeting, on working with the new liberal studies core, on the department's own program needs. As far as I can tell, his major accomplishment is taking attendance at faculty meetings and complaining about the new FEAS and my.fsu.edu systems.

My concern is, in part, that this chair is quickly turning our once strong research department into a service culture department. He is certainly not supporting research productivity at the department level. Equally importantly, I see little evidence that the university /college is at all worried or likely to intervene.

- There is an effort to migrate some NTTF faculty whose primary appointment is on E&G funds, towards C&G ones (at least partially). In this case, the multi-year contracts would not have much meaning.
- Unwritten rules seem to pop up when convenient for department/college leaders, and are only applied to certain people. Let's get the rules in writing and published so that faculty know what they are. If only certain tenured faculty members are allowed to have graduate students even though all tenured members have graduate directive status, make that clear and explain the reasons, which had better apply to everyone. If only certain tenured faculty members are allowed to teach graduate courses while others are expected to teach multiple sections of large undergraduate lectures, then there needs to be a quantifiable reason for that as well. Most people work more effectively when they know what is going on. Keeping people in the dark is not helpful. Bullying people is not helpful either.
- I am shocked by how inefficiently FSU runs behind the scenes. The transition to the new Student Central and all that has gone on with it is so confusing and has been poorly communicated. There seems to be quite a few errors in the business are this past year--with FYAP distribution to our faculty. We also had problems with IT communication with the university and long, drawn out deliberations to get software licenses. Overall, it just doesn't seem like our infrastructure is in good shape and that is very frustrating and time consuming.
- Has FSU sold out to the Koch Brothers, Big Football, and Chick Filet (sp?) while doing little to develop a truly intercultural intellectual climate at FSU? Anthropology--which is still basically

moribund at FSU-- has been co-opted by "volunteerism." You can't be a top 25 Public University without a respectable Dept of Anthropology. It is time for the administrators to step up. If they can take the heat for Econ for taking Koch Brothers money then why can't they speak out for Anthropology--whose mission is equally central (but necessarily different) for a top 25 University.

- Yes, what is same sex benefits NOT part of this survey. Much still needs to be done on that front. Eliminating is very pre-mature.
- The power of the computer science department is stifling creativity and student learning here at FSU. The power that they wield in the union, the senate and within the college of arts and sciences is both amazing and sad.
- FSU gives lip-service to valuing teaching and service to the community/state. When the chips are down, "research" is the only thing that counts. I understand some of the reasons for this approach, but I think it is somewhat misguided. In a state like Florida, the Legislature rewards what is viewed as "valuable" to the people of the state. We need a balance between the value of teaching, service and research, and an appropriate reward system for those who have responsibilities in all three areas, both tenured/tenure earning and specialized.

Another concern I have is the evaluation of faculty against and AOR that is total FICTION. Waiting for the lawsuit!!

- The Union did remarkable things last year. I am so grateful for a longer contract. I am grateful for the new evaluation system. I believe in the UFF!
- Although I have a 9 month contract I have duties with grad students and organizations that include the summer.
- Guidelines about taking a tenure extension should clearly note that such an extension should not negatively impact annual evaluations or tenure reviews.
- The CoE cannot exist as it currently is formed. Either the JMC must be changed to reflect the FSU preponderance in the College, or we must separate. Otherwise, merit considerations within the departments and the College will continue to be "warped" from the FSU campus perspective.
- Size of classes keep getting larger without increased compensation for the increased work load.
- I am underpaid, and I would like the option to receive my pay over 12 months."
- As an FSU alumnus and current faculty member, I am on board with supporting the efforts to move the university to another tier nationally. However, some of the initiatives in place are actually more limiting than supportive of our efforts to grow, and are counter-intuitive.
- One glaring disparity, which I have already touched upon, is the fact that research is now rewarded financially to a far greater degree than teaching or service -- but the university cannot run if everyone starts chasing prestigious research awards at the expense of teaching and service. Good teaching is rewarded with, at best, a small one time payment; good service gets no reward; but good research is rewarded with large salary increases.
- Dear Administrators: pay us what we are worth or we will leave.
- i dont think the UFF does much for its members -- when i was in need, i was ignored
- I am retired from FSU-PCC . The professors at FSU-PCC when I was there were not treated the same or rewarded the same as Tall faculty. We wore many hats and were more available to the students - especially for advising and working with students without extra pay. I was advisor for the Reading Council and took a group of students to London for student teaching without extra pay or pay for lodging, food etc. I did get reimbursed for bus and tram cost only. I do not know of any company (other than education) that would expect their employee to pay their own way.
- Specialized faculty are prevented from teaching - this severely hinders our ability to contribute to the University as a whole, recruit students, prepare for promotions, etc. Likewise we do not have directive status for doctoral students. I have not yet heard a logical argument for why this is so. It would behoove the UFF and FSU as a whole to reinstate doctoral directive status for specialized faculty and remove the restriction from teaching.

- We need a mechanism similar to many other peer and aspirational institutions that provides funds for faculty to obtain a new computer/tablet every 3 years or so. This is integral to our teaching and research missions, as well as service.
- I would like to see movement towards balancing the value of successful teaching with research and creative activities in the tenure earning process. A successful researcher who cannot teach limits FSU as its alumni chances for success diminish with inferior teaching.
- Hoping that the union will address the faculty salary compression so that faculty with a good research and teaching record do not earn less than their newly hired colleagues
- I have been proud and honored to be at FSU for the past 3 decades. Much of what I have been able to accomplish would have been impossible at most other universities.
- The Dean of the College of Education is holding the appointment of a new Department Chair (she ran the previous one away) hostage until the unit conforms to her preconceived (but not explicitly expressed) demands that we identify "who we are." Who we are is the dean-forced amalgamation of 3 previous departments that is still struggling to find commonalities. We don't need threats, but true leadership and support as we struggle to meet enrollment demands while also meeting the changing accreditation requirements established by outside entities (the legislature, Florida DOE, CAEP). More and more service, which is not reflected on AORs, is demanded of faculty as the research demands are also increased.
- Again, hiring and retaining the right president is the most important thing right now.
- Poor leadership qualities of the dean of the school.
- FSU's tacit acceptance of the revised Koch agreement, as publicized in recent editorials that include interviews with Faculty Senate leaders, is profoundly disturbing. A university should not allow donors to inspect the CVs of new hires before they decide whether to fund professorships. If administrators and faculty leaders think this is acceptable, why would any rational donor ever accept anything less in the future?
- I'm concerned about the ever constricting financial picture. We are not building our infrastructure. We are not upgrading routinely to state-of-art instruments and equipment. Our research & faculty physical plant is deteriorating. We are losing NSF funded assets to other universities due to lack of institutional support. FSU does not have a vision for leadership in earth and ocean science despite the challenges of the BP oil spill plus ongoing energy development off our coast and the certainty of climate change.
- No.

Thanks again!