

**Faculty Senate Minutes**  
**October 5, 2018**  
**Ware Student Commons, Room 207**

<b>Members Present</b>	Mary Dodson, President Karen White, Vice President Nathan Fryml, Secretary Kati Alley Dan Ferguson Tammy Holmes Robert Johnson Amanda Lester-Chisum Robin Malone Sarah Milford Brandon Moore Bill Netherton Kim Pinter DeeAnne Sisco Sarah Uselding Dave Van Domelen Walter Webb
<b>Members Absent</b>	
<b>Guests</b>	STEVE SMITH TAMARA CLUNIS FRANK SOBEY

Topics	Discussion/Information	Actions/Decisions Recommendations/Timelines
<b>Call to Order</b>	President Mary Dodson called the meeting to order at 2:02pm.	

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<b>Approval of Minutes</b>		MOTION to approve: Dan Ferguson SECOND: Kim Pinter YEA: all NAY: none
<b>President's Report</b>	Attended Board of Regents meeting. Encourages Senators to attend.	
<b>Vice President's Report</b>	<p>Summer pay to full was a big step, but summer enrollment this past year is not sustainable. Must brain-storm ideas to increase enrollment.</p> <p>Major challenge is kids (instructors and students alike face this issue in the summer).</p> <p>Enrollment growth is primarily in dual-credit, so harness this for summer. Online, "concurrent enrollment."</p> <p>Offer/encourage first-year seminar over summer, during Summer II or an 8-wk summer session? 8-wk mid-summer course suits many student schedules better.</p>	
<b>Secretary's Report</b>	<p>Parliamentarian position approved by 96% of full-time faculty who voted (49 / 51). Next order of business is to update bylaws and constitution.</p> <p>Current updates proposed:</p> <ul style="list-style-type: none"> <li>- Duties and election procedures for Parliamentarian</li> <li>- Gender neutral language throughout</li> </ul>	MOTION to approve bylaws and constitution as updated: Dave Van Domelen SECONDED: Sarah Millford YEA: all NAY: none

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	<ul style="list-style-type: none"> <li>- Punctuation corrections</li> <li>- Specific representation for other campuses? <i>Mary will look into this. No incorporation into bylaws at this time.</i></li> </ul>	
<b>Parliamentarian's Report</b>	Discussion of whether faculty guests at Senate meetings are allowed to speak without being listed on agenda. Should there be a public comments section of the meeting (2-minute meeting time limit)? Presumably if a faculty member makes the effort to come, they will care strongly enough about an issue in order to prepare a comment and seek admission to the agenda.	
<b>Courtesy</b>	Met with Badger Buzz to put accomplishments, etc. in the newspaper. Emailed all departments seeking input for faculty congratulations or comfort.	
<b>Elections</b>		
<b>Legislative</b>		
<b>Mead Award</b>	Will be meeting shortly.	
<b>Professor Emeritus Award</b>		
<b>Questions</b>	SEE QUESTIONS / ANSWERS in attached document.  Senators are wondering how early Blackboard can be opened to students to help eliminate the bottleneck processing effect at start of term. Brandon Moore will provide step-by-step instructions for changing course start date in Bb. <b>[see attached]</b>	

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	<p>General comment: We are receiving many truly anonymous questions. Says something about the current culture at AC.</p> <p>GENERAL TOPICS from new questions for next meeting</p> <ul style="list-style-type: none"> <li>- Merit pay concerns</li> <li>- Are issues highlighted in faculty survey going to be addressed?</li> <li>- AISD meeting comments</li> <li>- VP positions appointed rather than posted</li> <li>- EOD moving forward (who is taking Lyndy's position)</li> <li>- Continuing Ed flyer only mailed after some classes had started</li> <li>- What about students seeming to be weaker now yet being pushed through under the current educational model</li> <li>- Disparity between job description and what faculty are expected to do under the new 8-week model.</li> </ul> <p>Will be researched by the Questions Committee.</p>	
<b>Technology</b>	Bylaws and constitution will be updated online shortly, pending full-time faculty approval.	
<b>Faculty Survey</b>		
<b>Hospitality</b>		
<b>Faculty Development</b>		
<b>Instructional Technology</b>		

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<b>Pinning</b>	Reached out to EOD trying to figure out who coordinates the eligibility list.	
<b>Faculty Committee Appointments</b>		
<b>Guest report(s)</b>	<p>FRANK SOBEY: State of digital learning environment. Many students over summer complained about lack of faculty engagement, not enough opportunities to interact with faculty, everything seeming automated, etc.</p> <p>In order to replicate a face-to-face experience online, greater preparation is involved in putting the course together. This is an issue with full summer parity – some professors are working hard to keep their online classes strong and engaging students, versus other professors putting together a self-run class.</p> <p>SENATE: Concern about students who end up failing classes for lack of ability to get help from faculty. How wide-spread is this issue?</p> <p>FRANK: Conversations have been had with some of these individual faculty about issues. Not sure how wide-spread because trying not to turn this into a micro-managed shepherding of all online classes. The question presented to Senate is, how best to manage this? Should department chairs have access to online courses to better oversee and address issues in specific online courses?</p>	

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SENATE: There is a difference between faculty who are willfully indifferent, versus those who don't know how to actively engage students in an online setting (perhaps never took the time to learn?). Seems like it should be within a department chair's purview to keep tabs on this. Some programs have strict requirements about how timely or engaged professors are during the course of the class. Students appreciate being able to count on this. Perhaps there should be faculty development specifically addressing this issue, followed by implementation (and communication) of the requirements of faculty involvement. YES, academic freedom. But minimal academic standards as well. Online classes require greater care.

FRANK: Requesting more conversation driven by Senate (amongst faculty and chairs) about how faculty are going to facilitate student engagement.

- How can requirements be made clear to faculty?
- What kind of support do faculty need for good pedagogy?
- What level observation should department chairs be privy to?

*Kim Pinter, Mary Dodson, Sarah Uselding, Karen White, and Dan Ferguson volunteered to look into this.*

STEVE SMITH: [on Merit Pay]

Able to add value to if/then discussions, but not able to speak

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much to fairness. Have never worked at any other organization where an annual raise is the norm, so really has to steer clear of fairness concept.

The Board has dictated a merit pay model, so that is non-negotiable at this point. But the cause and effect of various aspects of the merit pay model is certainly within our ability to analyze.

Looking at Brandon Moore's proposal for another way to calculate merit pay. Able to plug in numbers to evaluate the effect of a new formula.

Proposed new formula would cost AC between \$41,973 and \$70,933 more than current, which would have to be rectified by cutting elsewhere (probably hitting supplies first).

Walked through the process of how Cornerstone calculates the percentages/dollar amounts, and how supervisors have flexibility on the back-end.

Biggest challenge is how faculty rate themselves (severely overrating or underrating).

BRANDON: Other issue is junior vs. senior faculty member inequity. If this is strictly MERIT pay, it should not be tied to current salary.

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	<p>MARY: Also problematic is apparent inequity between departments, with some comprised of high-achieving faculty vs. others who don't push quite as hard.</p> <p>STEVE SMITH: How to increase the merit pool (last year \$700,000 for all employees)? Increase enrollment, sections of classes, etc.</p> <p>Supervisors need to have more EXPERIENCE evaluating faculty effort, not just more training in Cornerstone. Consistency is key for budget and for faculty to be comfortable with how this is calculated.</p> <p>Faculty have to come up with "what is fair," and a suggestion for formula to calculate. It's going to be hard (because everyone has a different concept of "fairness."), but most definitely administration and cabinet will look at any "fair" alternatives we can come up with.</p> <p>Need to realize that these percentages are significant because of the compounding nature of monetary growth (salary, retirement account, pension, etc.).</p> <p>[Prolonged discussion about various issues involved. Steve cannot exceed his bottom line, but if there is a merit model that faculty by-and-large agree is "more fair" (calculation, department-to-department comparison, supervisor roles, etc.), he is certainly</p>	
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	<p>ready to work on incorporating it.]</p> <p>TAMARA CLUNIS: [responding to the spring faculty survey] Due to the many contradictions within the survey results, VPAA office would like to see faculty consider a different tool for evaluation, one that allows for topic grouping, organized comments (and analysis), etc. Current tool is cumbersome and inhibits practical use by administration.</p> <p>Biggest issues seem to be:</p> <ul style="list-style-type: none"><li>- Better classroom technology. Trying to leverage the various funding sources we have. Specific concerns need to be communicated by faculty directly to VPAA's office. Need more info because many purchases are not being used.</li><li>- Cleaner buildings. Issues with cutbacks in custodial department. They are doing the best they can and are aware of the shortfalls.</li><li>- 8-wk courses. We can't get rid of these, as data clearly shows they are more successful relative to student retention and degree completion. But VPAA truly appreciates the concerns and wants to help faculty meet the unique challenges posed by this schedule.</li><li>- Better professional development. VPAA has said many times that this comes down to what faculty are willing to</li></ul>	
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	<p>pursue/provide/take advantage of. The deans need to be the drivers for individual department needs, so talk to your division head if you feel there are more specific needs than what CTL is providing (shooting broadly). Offer specific feedback for things that didn't serve you well.</p> <ul style="list-style-type: none"><li>- Improve EOD. Outside of VPAA area, but trying to improve communication between departments. President is working through EOD challenges. Any specifics should be addressed directly to Russell or Lyndy.</li><li>- Improve communication. Continues to try to improve this. VPAA is more than willing to meet with individual groups of faculty. Trying to keep faculty meetings and emails to a minimum for everyone's sake. Trying to figure out ways to get out information in real time. [SENATE: Info from Dean's council would be very much appreciated. Similarly, notes from Tamara's meetings around campuses. Town hall meetings with Russell L-H very helpful as well. Also, desperate need for employee directory.]</li><li>- Curriculum Committee minutes (highlights, etc.) will now be published to all faculty.</li><li>- Shared governance. AC does not currently have a good model in place, and communication is at the heart of shared governance regardless. VPAA feels like the new faculty survey tool will be extremely helpful in this regard (to move away from venting towards really substantive feedback). Need to have something with which to lead, so the data is critical.</li></ul>	
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- Rank and Tenure. 75% of faculty willing to consider other elements besides coursework. But need more organized response from faculty, because the remaining 25% are very vocal about keeping the current restrictions in place.
- Quality decline. Not a lot of specifics here, but it is not true that lower quality is inevitable to keep pushing students through. *Please help to stop the spread of this spurious idea.* The issue is more one of SUPPORT needed for classes/students that are struggling. Reach out for help.

Getting students to *enroll in second 8-wks early* is the critical factor in getting them over the hump of exhaustion and hesitating to enroll.

FRANK: Department chairs have a process to identify students who are in danger of getting derailed and working with student's advisor to plan best way forward.

TAMARA: Great concern for programs that only have single entry point and one rotation. Come with plans for rectifying these issues, even if not budget-neutral. Will certainly be considered because of greater good for students and programs.

SENATE: How long does Senate have to get feedback from faculty on piloting the new faculty survey platform?

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	TAMARA: Need to decide in 2 <sup>nd</sup> 8wks.	
<b>New Business</b>		
<b>Unfinished Business</b>		
<b>Updates and Announcements</b>	Next meeting Nov. 2	
<b>Meeting Adjournment</b>	President Mary Dodson adjourned meeting at 5:05.	MOTION to adjourn: Robin Malone SECOND: all

**Recorder: Nathaniel Fryml, Instructor, Senator for Liberal Arts**

**CCSSE Survey Discussion**  
**April 6, 2018**

- **CCSSE** (Community College Survey of Student Engagement) is only offered once per year
  - This is a survey instrument administered in the Spring to Continuing Students
  - Focus on Advising in addition to CCSSE survey questions which provides valuable information to Advising and Denese Skinner and may lead to contribution to a future QEP (Quality Enhancement Plan) for SACS
  
- **SENSE** (Survey of Entering Student Engagement) is also offered once per year
  - This is a survey instrument administered in the Fall to Entering Students (FTIC- First Time in College)
  - Received preliminary data last week – valuable information regarding food and housing insecurities of our students
  - Last time AC administered this survey was 2012
  
- Both surveys will lead to:
  - Dissemination/analysis of data
  - Plans for improvement
  - (\*New) Communication (campus-wide) of the data, analysis, and how improvements will be made for students and student support services
  
- Question: Are students taking the CCSSE more than once in an academic year?
  - No. Faculty members are to poll the class and if the student has taken the survey in another class, they are to be excused.
  - Individual emails are sent to sampled faculty and it is also in the instruction packet that is read to the class by the faculty member or survey administrator



Dear Mr./Dear Ms Senate Member (as private and confidential)

## Survey Evaluation Results

Dear Mr./Dear Ms Member,

In the attachment you will find the evaluation results of the survey Faculty Senate Survey 2018.

Questionnaire FACSEN18:

The overall indicator is listed first. It consists of the following scales:

The overall indicator is followed by the individual average values of the scales mentioned above.

In the second part of the analysis the average values of all individual questions are listed.

If you have any further questions do not hesitate to contact the evaluation department.

Your Class Climate Administrator

## Senate Member

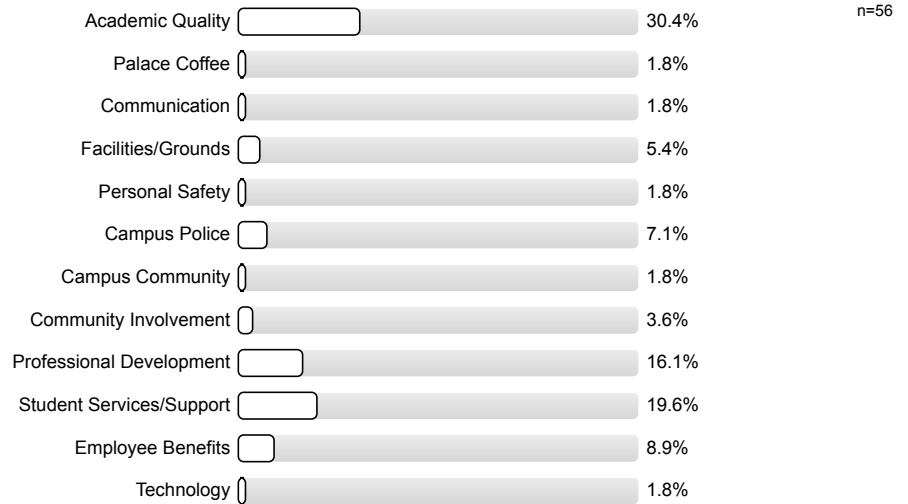
Faculty Senate Survey 2018 (FACSUR18)  
No. of responses = 58



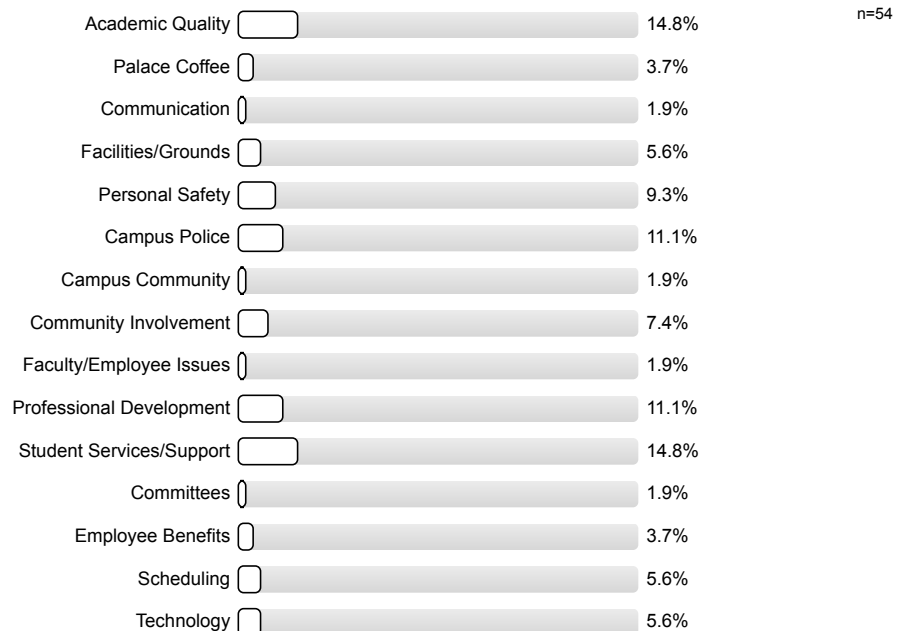
## Survey Results

## 2. Five things that work well at Amarillo College.

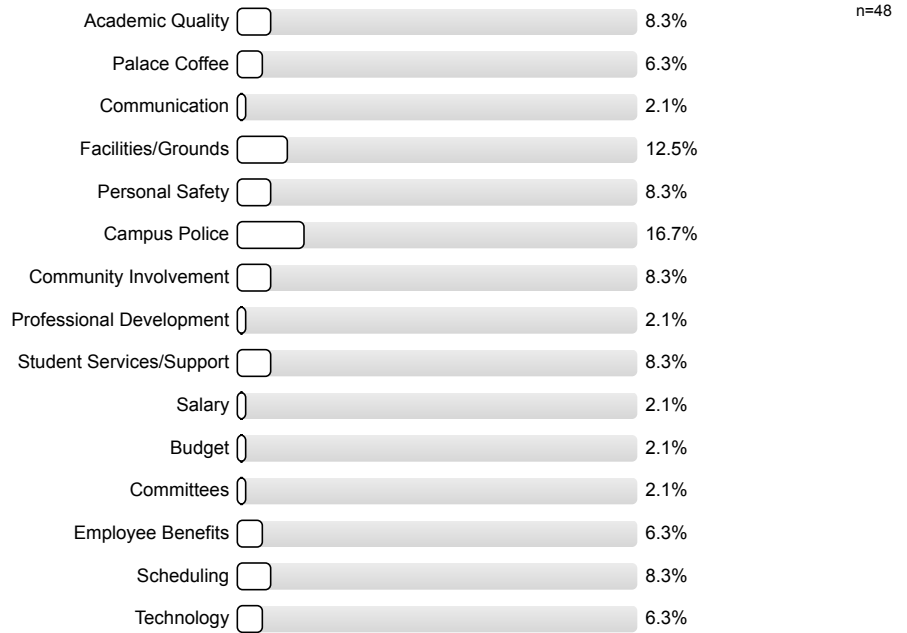
2.1) Select the #1 thing that works well at Amarillo College.



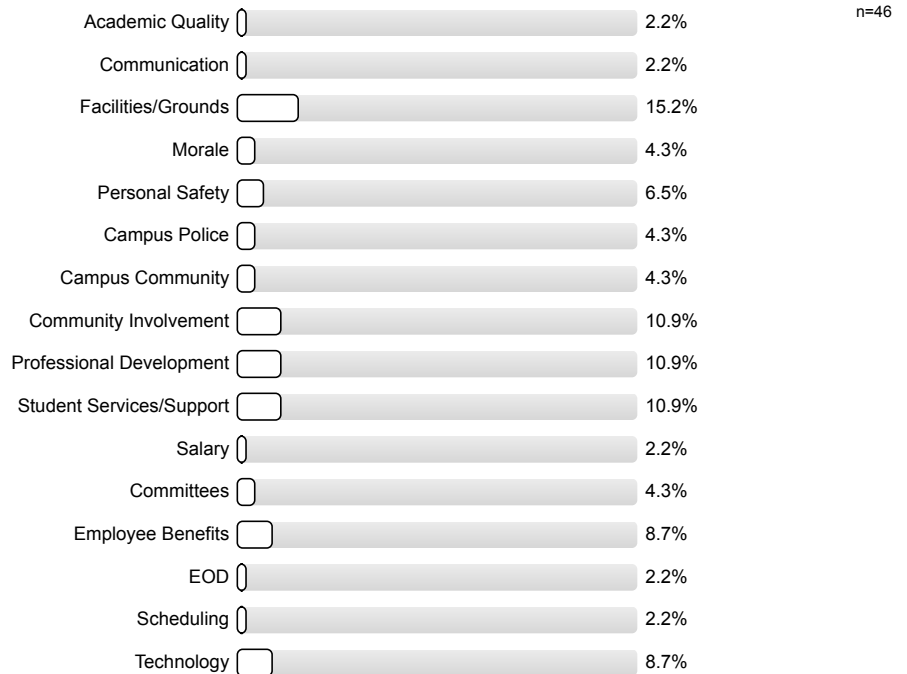
2.3) Select the #2 thing that works well at Amarillo College.



2.5) Select the #3 thing that works well at Amarillo College.

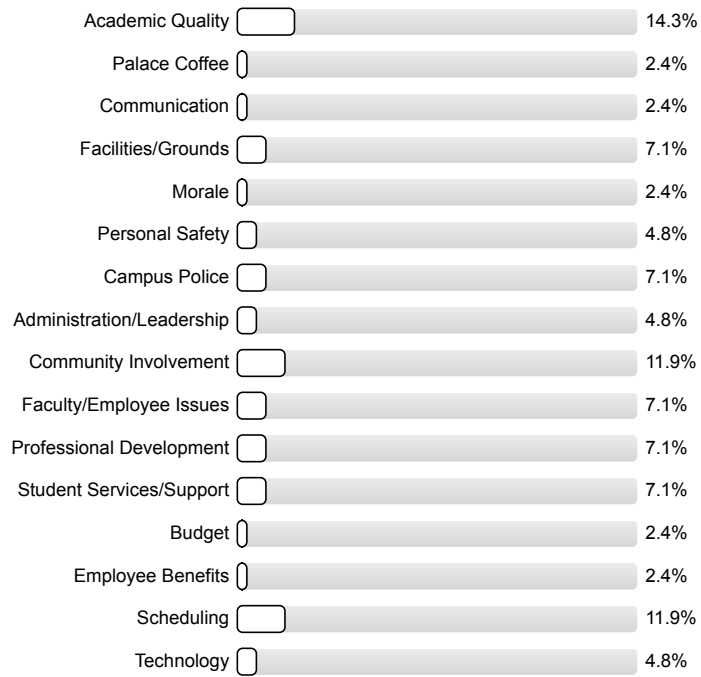


2.7) Select the #4 thing that works well at Amarillo College.





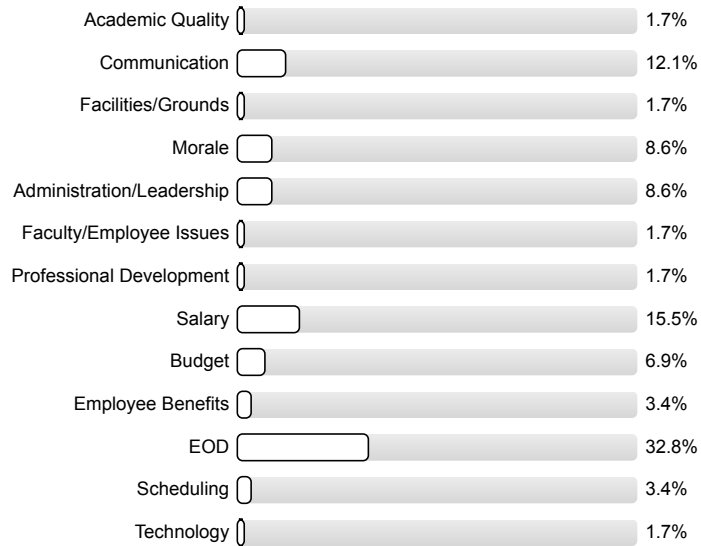
2.9) Select the #5 thing that works well at Amarillo College.



n=42

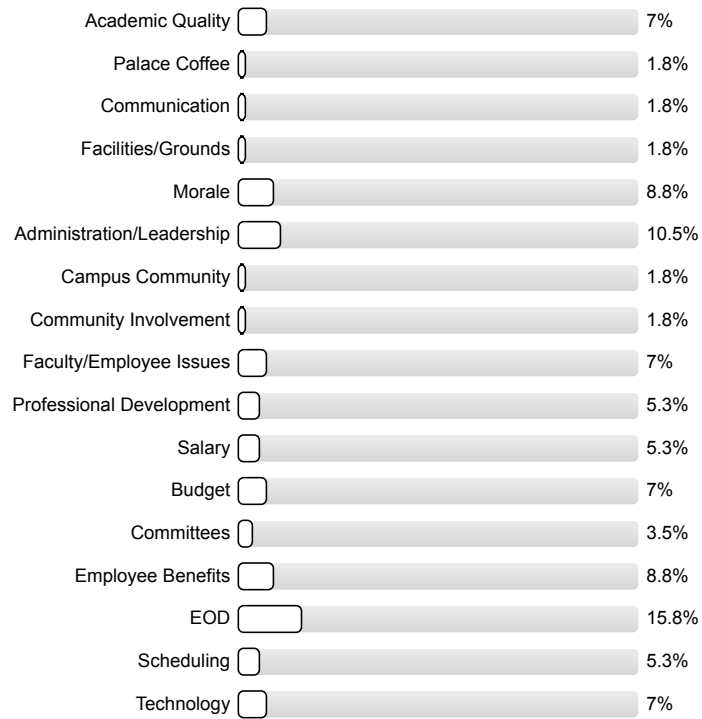
**3. Five things that need improvement at Amarillo College.**

3.1) Select the #1 thing that needs improvement at Amarillo College.

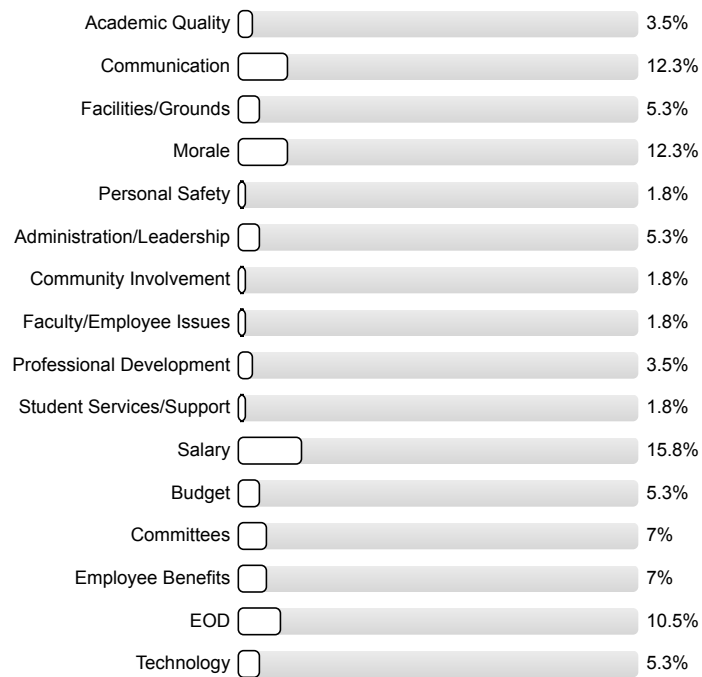


n=58

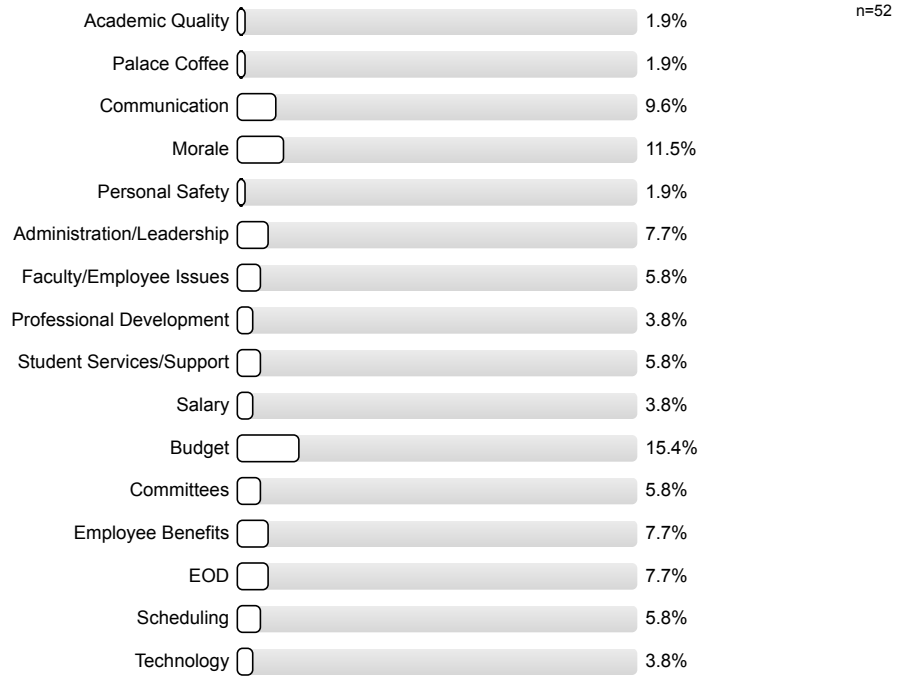
3.3) Select the #2 thing that needs improvement at Amarillo College.



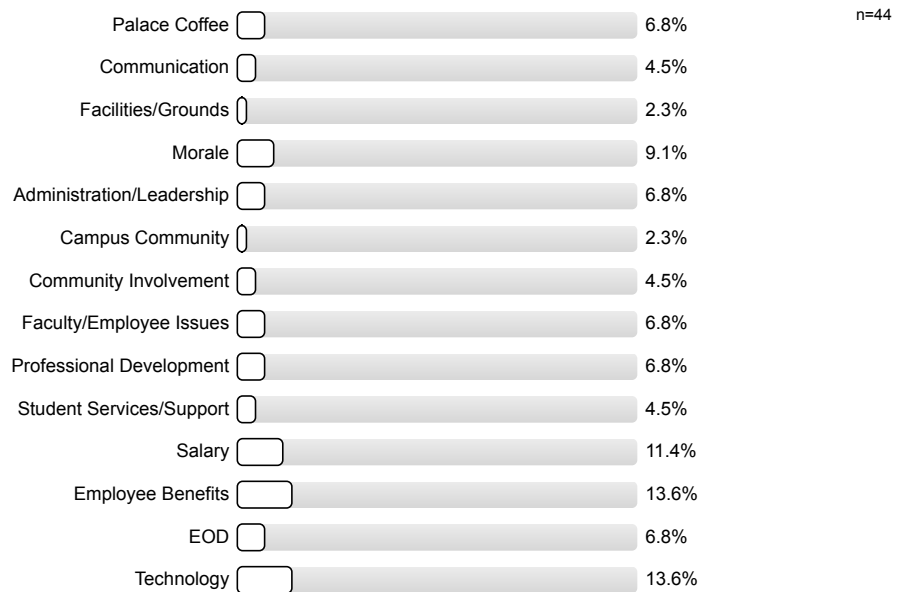
3.5) Select the #3 thing that needs improvement at Amarillo College.



3.7) Select the #4 thing that needs improvement at Amarillo College.



3.9) Select the #5 thing that needs improvement at Amarillo College.



#### 4. Professor Emeritus program.

4.1) Do you think Faculty Senate should continue the Professor Emeritus program?



**5. Advancement in Rank.**

<sup>5.1)</sup> Do we need to include alternatives to college credit for advancement in rank? (Alternatives may include upper level credentialing and other non-mandatory professional development.)

**6. Merit Pay.**

<sup>6.1)</sup> Do you find the merit pay system as designed in Cornerstone effective?



## Comments Report

### 2. Five things that work well at Amarillo College.

2.2) Please comment on why you feel this works well for AC.

- AC has a familial atmosphere. The people here take care of their family. I haven't worked here for long, but the sense of brotherhood and compassion for fellow workers stands out as the #1 thing that works at AC.
- AC has always provided a quality education. This is a key area faculty can affect and the vast majority of faculty exercise rigor in their classrooms.
- AC has been working for several years now to improve services for students to help them overcome their many issues that are roadblocks to success.  
It is a pleasure to see how it has worked for many of my students, good ones and bad ones.
- AC is a very safe place due to the ACPD and neighborhood.
- AC is paramount with student services. There are so many resources available for students that it can be overwhelming at times, but it is a nice thing to have--many options. Most students do not avail themselves of the offerings, which is sad.
- AC supports students in many ways--tutoring centers, the ARC, disability services, etc. Also, I think that teachers and staff care deeply about individual students.
- Academic rigor on the Technical Campus works well, the best in the college. Our faculty know for our students to be truly successful, they must learn the theory as well as skills and not just to pass them for numbers!
- Amarillo College pedagogy & rigor prepares our student for higher level education
- Campus police are always around. They are there when you need them and they have done some good training/classes.
- Communication has usually been the number one problem at AC, but with the addition of Conversations with the President, No Excuses meetings, Badger Buzz, and posted committee agendas, faculty have the ability to be as informed as they want to be.
- Friendly and helpful
- Heather Voran is working hard developing classes that help faculty improve their course work. By having someone who concentrates on professional development faculty do not have to leave campus to get professional development credit.
- I feel like the campus police are out and about and seen by everyone. Their presence is critical to our safety.
- I feel like this academic year there has been much improvement and ample opportunity to complete professional development activities college wide, as well as through our nursing division.
- I feel that Heather Voran and her team do an outstanding job in planning and teaching professional development classes for faculty and staff. It is easy to sign up for the seminars/classes/speakers so that you get credit for attending them. The fact that we now get paid up to a certain amount for doing professional development shows that my time is valued and my professional development is valued. The Dr. Stephen Chu keynote and the "Flipped Classes" seminar were by far the two BEST speakers and presentations that I have attended in several years. I would love to hear either of them again and learn more from them.
- I have completely appreciated the opportunity to learn more about my craft this year through the Professional Development offerings. While the opportunity to earn money made it even better, the learning was great. Congratulations to those who've coordinated these efforts.
- I have learned a lot this year from other peers. It was nice to earn a little extra money to attend the PD. I wish we could be paid for all the sessions we participated in rather than limit it to \$1000.
- I see efforts to make out campuses attractive. I am proud to be a part of Amarillo College
- I think the college does a great job supporting our students and providing them with resources to help them be more successful.
- In spite of the push to have 70 percent of all classes have an A-C regardless, so far the faculty has been able to maintain academic rigor.
- Lots of offerings with compensation.
- Nice employee matching contribution to benefit plan.
- Not listed here is summer pay, which the faculty is very appreciative of and which has helped morale since we have had so many significant changes thrown at us in the past few years and have had to work extremely hard to change our courses and the way we teach--in a short period of time and with no extra compensation.

- Our rigor, academic quality have always been a source of pride and I feel works the best at AC.
- Palace Coffee is new to the college and will probably continue to do well because it is the only thing at Amarillo College that Amarillo College does not manage or operate.
- Putting students first has always been a main goal for AC, for retention and success.
- Some of the best teachers and best course design anywhere is offered here.
- Student services are great. Jordan Herrera is a big part of this
- The Amarillo Community provides for the needs of our students when our institution fails.
- The academic quality is great, however the "numbers" are becoming the focus instead of the quality.
- The focus is on keeping the students happy and seeing them to success. This is very important since they are our 'bread and butter'. However, we must find a balance, because faculty satisfaction and pay, keep faculty, and faculty are the college's 'bread and butter'.
- The new push for professional development shows an interest in having employees train on up-to-date technologies and ideas to help our colleagues and students. It shows an interest in the employees bettering themselves.
- There are now so many support services for students. I would say that out of all the options, student support has the most focus.
- They have gone out of their way to ensure our students and staff are educated and prepared for situations that may arise.
- They have greatly increased the amount of professional development available to us and I appreciate that we are compensated for participating as well.
  
- We rarely have computer issues.
- We seem to be supporting students in more ways than ever.
- With the rising cost of employee benefits, it is much appreciated that AC maintains these benefits for us and our families.
- teh groundskeepers keep the campus beautiful, tidy, and clean. Thank you

2.4) Please comment on why you feel this works well for AC.

- AC has great student services available to the students.
- AC philanthropy works well in our community, we believe in paying it forward!
- AC police are always available when needed.
- AC stands out for academic quality. When compared to other colleges in our area, AC seems to have the best quality education. I hear this from former and current students.
- Ample opportunities for involvement with the community, but sometimes only AMARILLO is designated as the community. My understanding is that the COMMUNITY is beyond that; where do all of our students come from? Many commute in but AC does not seem to promote the surrounding areas as much as they could.
- Benefits are really great.
- Campus police are always making rounds on the West Campus to ensure safety.
- Good to see them on campus, I feel safe with their quick responce
- Having coffee on campus is wonderful.
- I almost always feel safe on campus, even when I know no police are anywhere near the campus because they don't schedule someone to be at West campus all the time. That's not fair, but that's why I didn't chose police as something that works well.
- I believe we work well with the community and do our best to provide graduates that meet the communities needs.
- I feel Amarillo College greatly supports the students and tries to accommodate them in every area possible.
- I feel the teachers do an excellent job!!!!
- I get too much e-mail but at least I know what is going on. At least I read my e-mail-Thank you

- I think most faculty strive to maintain rigor in their courses
- I was really confused and bit worried about professional development, however, it seems to have gotten much better and as long as there is a log in, etc and it is kept track of, then that works very well for me. Everything needs to be accessible from our computers and sitting at our desk.
- Keith in the Registrar's office works hard to accommodate faculty when it comes to scheduling. He will even come to visit with faculty on other campuses to help with our schedules! He is patient and sometimes offers suggestions. He has a thankless job!
- Lots of opportunities for professional development.
- Love the help that Jordan H. and the other student support team does.
- Nursing academic quality is the best
- Our Technology department are very knowledgeable and are prompt in resolving issues even though they are understaffed.
- Our campus police department strives to keep us safe. I can feel it and can tell that they are concerned with keeping Amarillo College safe. I appreciate how they help both employees and students in many different ways each day.
- Our department heads work to ensure each faculty member has a schedule they can work with.
- People care about others, and that helps morale and makes people want to come to work and work harder.
- Personal safety is good mainly because of the campus police and the training/classes and that they are always around.
- Still strong despite moving to 8wk terms. Unfortunately, less can be covered (or less detail on what is covered) in these shorter terms.
- Technology personnel and equipment needs have drastically improved.
- The college has dramatically stepped up its efforts to make professional development available and to support faculty in pursuing professional development.
- The efforts done to support students in and out of class are exceptional. Thank you for the support.
- The facilities and the grounds are for the most part very well maintained and look attractive to the students, employees, and general public. This is due to a group of hardworking and dedicated individuals who are woefully underpaid. Maintenance does pretty good with general stuff but sometimes tasks they are asked to repair are above their expertise.
- The faculty and staff at AC are dedicated to a high standard of academics. While we are responsible for a variety of student learning levels, high academic standards are set and met in all areas.
- The opportunities for professional development have been ample and relevant this year.
- The resources we have to assist students is amazing. I know there is money for transportation. The college helped a student get her electricity get turned back on. These hardships affect our students' success, and we are making a difference.
- The technology department works hard maintaining our equipment and updating it within the parameters of their budget. "Hats off" to the technology departments.
- They are professional, kind and helpful. Glad we have them.
- This is a very nice and innovative space and convenience for all of us.
- we truly care about and serve the students

<sup>2.6)</sup> Please comment on why you feel this works well for AC.

- AC has offered professional development in many great ways this year. I really appreciate getting paid to improve my teaching!
- AC is working hard to stay in front of the next great technology. East campus strives to keep current with industry; however, we're dependent on grants, budget, and donations.
- Amarillo College has a great deal of community involvement ranging from job fairs to community events. AC represents in many areas. The Los Barrios SUTS event highlights AC's community interest and involvement every semester.
- Amarillo College is involved in many community activities around town.
- Amarillo College puts out a well-prepared students. Those areas that see students struggling, are making changes. (Biology)
- As a community college, part of our mission is to support our community. AC is perhaps one of the best examples of this in the United States. Not only do we volunteer in the community, we provide unprecedented social services to our students.

- Campus grounds always look great
- Chief Birkenfeld is setting a great example of leadership. I am grateful.
- Facilities and grounds are kept very nice
- Great place for students and faculty to gather. I think we should advertise a little more to invite public. I think it would help with increasing out reach. Especially for High school students.
- Has greatly improved over the last couple of years.
- I always feel safe when on the West Campus. Our officers are out and visible to us. I see them at Hagy early in the morning when children are dropped off at 0600.
- I feel incredibly safe on this campus. I walk to work and around campus frequently.
- I feel safe every where I go.
- I feel someone is always available to help assist our students in being successful.
- I have been able to use the scholarship for dependents of employees. In addition, I am very grateful for the health insurance that I have. I also deeply appreciated the college's efforts to intervene when a change by ERS meant that many of us were losing our primary care physicians.
- I have participated in the Safety training workshops and the Active Shooter workshop and was VERY impressed with the quality and efficiency of our Police Dept staff. Training is top notch!
- IT has gotten much better with turn around faster
- Jordan Herrera and her team work hard to help our students. It would be nice if this area could stay open a little later and maybe some Saturday mornings. We do need more gas scholarships please.
- Love the self defense classes we offer - wish we could offer more.
- Our campus police are friendly and not power crazy, big improvement with the retirement of Chance.
- Some of the best and most dedicated instructors that can be found anywhere.
- Students have several options for tutoring in almost any subject. They can get free legal aid, counseling, food, and clothes. I think AC goes above and beyond for the students.
- The AC Day of Caring and the classy marketing have raised awareness of AC in a positive manner.
- The grounds always looks good.
- The push to help students succeed in many aspects of their lives and the support provided for them to achieve academically motivates employees to help and students to learn.
- The technology has always met my needs.
- There are ample services available to students for whatever need or situation they are in.
- There are committees to form committees so it looks like we are doing a great job at committees
- They seem to be fairly good.
- We are budgeted fairly and according to our student/faculty load.
- When we have needs that physical plant can meet, they typically are quite prompt and willing. Thank you, physical plant!

2.8) Please comment on why you feel this works well for AC.

- AC has beautiful landscaping and it is well kept! Some of the buildings are older but are a wonderful piece of history, I would hope AC never decides to tear down any of the historical buildings
- AC has numerous committees that seek to provide service to the college and promote continuous improvement and change.
- AC is always involved in some cause, whether it be sexual assault month, or autism awareness. They also go out into the local high schools frequently to recruit.
- AC is full of great people to work with.



- AC is obviously very interested in PD, with the PD committee and what individual departments do to promote PD.
- All good people! They work well with faculty, staff, and students.
- Also has increased in the last couple of years.
- For the most part our college main campus looks awesome
- I am grateful for good benefits.
- I believe the overall morale has greatly improved over the past year. I don't see as many people with negative attitudes and not wanting to change.
- I feel as though my professional development needs are met.
- I have been very please with the AC Benefit Plan. I am in TRS and have matched contributions to my retirement account by AC. Those funds have done very well over the last year, Trump or no Trump, so I commend those who advise our financial folks. I know several folks who complain about our benefits, but we do have it really well compared to other places. Yes, insurance keeps going up along with medical expenses, but we are paid quite well for a 9 month or 11 month contract, and there are other perks like holidays.
- In the last year, we have developed a healthy culture of professional development. I expect it to continue to flourish since it has nice grass roots growth with room for expansion.
- Lots of access and ways to support students.
- New professional development system is great
- Our campus has AEDs in every building and most of our faculty and staff on the Technical education campus are certified in emergency first aid, CPR, and AED. We have policies in place requiring faculty, staff and students to wear proper PPE.
- Our facilities may not be the most updated, but they are clean and the grounds are well kept. I think that many buildings are overdue for a remodel, but the custodians do an excellent job of keeping our campus clean.
- Professional development has improved a lot this year. Thank you!
- The benefits offered by Amarillo College are better than most places a person could work for. I was disappointed that BCBS was chosen to be our health insurance company, but any insurance is better than none. Our Amarillo College fund has grown nicely in the last couple of year since Amarillo National Bank took over the management of the portfolios.
- The college shows to always support the students and give them good services. Each semester at East Campus there is at least on free activity for the students and it generally includes a meal.
- The grass is mown and it looks good.
- The personnel working in CTL do their best to help faculty, however, I do believe this area could use more help. Richard gets busy with faculty so we have to wait our turn to use his expertise. Richard is pleasant and that makes the task at hard a little easier to bear. The IT personnel are helpful and pleasant and my experience IT does not make you feel "dumb".
- They keep us informed about most things.
- This year there has been an increased effort to have a more and varied communication presence at AC. It makes people feel more involved and informed.
- We are more connected to our community as a result of our involvement.
- We love and support our campus police.
- Well, it does give us a voice and power to at least bring things up.
- When technology breaks or is difficult to use, quick and effective help is available.
- seems like they are around and have provided gun safety clinics

2.10) Please comment on why you feel this works well for AC.

- AC schedules work well for all our students. We are willing to flip-the-classroom!
- Academic Quality remains high. It could be better if there were fewer meetings, nonsensical professional development sessions, and other requirements that eat up too much time like Cornerstone.
- An increase in classroom technology helps instructors and students access more information in the classroom and labs. It gives us all more of a real world experience

- Communication has been so much better since we have had the Friday meetings once a month with Dr Lowery Hart.
- Great hours, good coffee, even if it is a little expensive. It is nice to have the option.
- I believe we all work hard to maintain rigor
- I believe we as instructors work hard for our students.
- I enjoyed that we were allowed to use the points for faculty development. I learned a lot from the videos that were recorded and we were allowed to use as points.
- I feel safe
- I feel we have great academic quality at AC and our graduates are well respected in the community for their education here.
- I had a student who had a medical emergency in my class, and with a quick call on the red phone, the police came and handled the situation quickly and appropriately.
- I think that this is the first year that I can say that professional development has made it into the top 5. The faculty professional development initiative has been very beneficial for me as a faculty member. I have enjoyed the ACES conference and the online opportunities to access videos from Heather Voran and the Teaching Tips Tuesdays. It has been great to have these opportunities and to have compensation for them.
- Our AC Police are pleasant and they call you by name which in the past did not happen very often. The campus police seem to be more visible than in the past.
- Our department head works to solve issues within our department in a timely, professional manner.
- Russell and Tamara have the right attitude and approach to being successful. Steve has been a major player in getting some things up to date and running better than it was.
- Scheduling has always worked smoothly with me.
- Scheduling has improved especially with heating and cooling finally being controlled in a manner that promotes a good learning environment, unlike the several years prior.
- Students at AC DO receive a top-notch education for the money. I hope we always consider academics first and foremost over the budget/business/scheduling/pass rate manifestos.
- The addition of all the Professional Development opportunities has been huge. I've been wanting to make changes to my program, but was not equipped with the knowledge and skill to be able to do that effectively. Now I feel like I might be able to do it effectively.
- We do amazing things in the community.
- We have an excellent IT department.
- Wonderful people in the ACPD.
- finally we have a budget that provides more money for those of us who teach labs; we 80% of the pay of the rest of the faculty instead of 50%; of course, 100% would be equitable
- no comment

### 3. Five things that need improvement at Amarillo College.

<sup>3.2)</sup> Please comment on why you feel this needs improvement at AC.

- AC staff can't seem to move on past issues of change. Change is inevitable, support your leadership.
- Administration is out of touch with students and their needs, as well as deaf to faculty and student concerns. The agenda is what matters, though it is disguised as being for the greater good. It also feels as though AC is now trying to operate as WTAMU and Texas A&M once did - with the main campus lording over the satellite campuses. It didn't work for them, and it's not going to work here. The demographics of satellite campuses are too different from main campuses, and they should be overseen by the campus Deans, as they are actually involved in the community the college is located in.
- Although the staff in EOD is pleasant, it often seems that they are disorganized and/or uninformed. I have had to wrestle with them more than once over my transcripts, correct calculation of stipends, etc.
- Although this is improving. Our salaries are still low in comparison to other schools.
- Amarillo College is extremely top heavy with administrators. At times we feel that the top level administrators are all working toward different agendas. For all the people up at the top, no one seems to make a decision when it is needed on day to day operations.

- Because I need to live as well and pay my bills
- Cornerstone evaluations are taking up so much time that faculty are having fewer hours to devote to their teaching of students. This forced misplacement of priorities brings down morale.
- Does it really need an explanation? It took me a year to figure out that EOD is the HR department. I still don't remember what it stands for. They say they are coming to the West campus to help answer any questions. So I go down to ask my question and am told Kay isn't there yet and Shoni doesn't know the answer. I go back an hour later, no Kay. I go back an hour later, no Kay. I finally emailed my question because I have better things to do than keep running down to the office. A month later and I still have not gotten a response from Kay or anyone else in that office. They are NO HELP!!! Get someone in there that knows SOMETHING about human resources. All this fun wowing does no one any good if we can't get answers.
- Email is a major problem. My mass email from Blackboard does not get to all my students. Their email to me does not always get to me. Email from electronic databases does not get to them. We have a problem that has not been addressed.
- Having no cost of living increase is demoralizing.
- Health insurance really stinks-the company we are using and the cost.
- I believe it seems that communication is an issue accross the board. In our department, a few people have an idea what is going on, the rest are kept in the dark. The leaders in the nursing department are often condescending in meetings and roll their eyes when some people make comments or ask questions. These non-verbal cues demonstrate lack of respect and are demeaning to many of the faculty. Even if the question does not seem valid, it would be wonderful if we could treat each other with the kindness we show our students.
- I feel that I do not always receive the correct feedback from the EOD. There seems to be a disconnect and the ball gets dropped frequently.
- I still feel like communication is an issue. Each campus has it's own personality and there is not a lot of collaboration between them.
- I think that the new budgeting system has been very difficult. I have seen the struggles that my director has encountered. It is difficulty to try and budget part time faculty when needs vary from semester to semester. I think the system is too rigid.
- I would like to not have to worry if my paycheck is correct.
- In a way is a joke. Most items are scheduled for when I am teaching. Items that I take in the evening and on my own time at times have not counted. Going to training on academic items do not do me much good since I am in the technical field. So it is hard to tell what will count and what want count. I am busy on my own time (evenings) most everyday of the week.
- It is confusing and needs more transparency. Hopefully, the new system will take care of this.
- It needs improvement. I think someone with knowledge of benefits, retirement, 403 B, and so on. I really don't feel that there is much support. I feel that it takes an act of congress to get little things done. Also, hate the name EOD....I can't even remember what it stands for. I also feel that someone who has a back ground in Human Resources or training be in leadership. Some of the FUN ideas are great, but I would rather have information that is beneficial to me.....
- It seems as if the personnel changes continuously along with their roles. The person in charge of faculty steps does not know how it really works and that is alarming. I think there are too many people in EOD that have no clue about what is going on.
- It seems like EOD can make mistake after mistake and still have jobs.
- It seems to me that nobody knows what is going on and you always hear, "its not in MY budget!" It gets old, since when did directors become accountants? When I constantly hear my director and others upset about the time and effort they put into the budget and then to be told it is still wrong it frustrating and also a reminder that I do not want to move up at AC. When I am ready to move up, I will move to another college.
- Never get an answer to a questions. Always get a website to go find it for yourself. Have called with questions and do not get called back.
- Never seem to know what is going on. Too many mistakes and changes. Maybe having too much FUN instead of working.
- No vision for the long term future of the institution
- Our EOD needs a complete top to bottom review. There have been several serious issues with this department. First, my tax information was not put in correctly regarding my W-4, which I was assured had been changed in 2016 as per my request. I did my part with sending in signed copies, and hand delivering those copies to EOD. However, the correct deductions were not entered, costing my family thousands of dollars. We know we are to check our deductions, and I do. However, with as many deductions as I have, it is difficult to tell if the correct amounts are being withheld or if our pay is correct. The error was found by myself after calling EOD again, and having the receptionist confirm that my paper work copy was correct, however, the wrong deduction box was checked in the EOD system, with the mistake being an issue with EOD staff members inputting information.

My professional profile was also incorrect, and was missing tenure status for over 2 years, my college hours completed were not included, and incorrect steps were reported (not high enough). I had 2 months of stipend missing for a \$1000 shortage in my yearly pay total as well. Mistakes are understandable, but not to the point of costing the employees thousands of dollars and many headaches trying to get the issues fixed. We are expected to follow the rules and get our business taken care of. EOD should too, as they have strict laws they are beholden to.

- Over paid staff that has no experience nor the willingness to achieve it.
- People do not feel like they can express views with out being censured or even punished. I concealed my identity on one survey in fear of retribution. This probably needs to be addressed.
- Scheduling continues to be an issue. Not all students are the Maria's. More classes need to be spread across the time of day/evening so students can have more flexibility rather than AC forcing them into a schedule they don't like/need/or can manage.
- Some buildings have not had any updating in 20 years or more. Carpets are torn, wallpaper is curling up, etc.
- Students tell me that they want and need more 16-week courses. They simply cannot handle the pace of the 8 week courses. There is not enough time between course class periods to do all the reading that is assigned which is critical to their learning in particular courses. They need more time to process the information before having to take tests on that material. It is a time issue. Several students are "A" students and have told me that they cannot maintain their high GPA with these fast 8-week courses. They cannot absorb that much material and make an A on the exams and labs like they can in a 16-week course. Thus, they have headed over to WT where they can maintain their higher GPA with 16-week courses.
- The new Blue Cross Blue Shield insurance is awful
- The problems I hear about always start with miscommunication, lack of communication and poor follow up.
- There are far too many "top down" decisions being made without direct faculty input, even though these decisions have an extremely significant impact on faculty and their students. Suddenly changing almost all of our classes to eight-week classes is one major example, but also changing to merit pay and even our basic values as a college have come from the top down. Having all of these major changes imposed on us in a very short time frame has been very challenging to morale, energy, teaching effectiveness, etc. Other community colleges have allowed options for their faculty and their students so that they can \_choose\_ which type of class to teach or take, but those options were taken from us--it's eight weeks or nothing. Other colleges respect and honor shared governance and include faculty in making major academic changes, major institutional changes--before the fact, not after the fact to make it appear as though there has been true shared governance from the beginning.
- There is so much fear at AC. People are scared to speak their professional minds for fear of losing their jobs, their positions, or their employment status. This institution is tyrannic in how it is run. Many upper administrators do not lead; they "rule" from manipulation, deceit, and threat. Frequently, I hear comments about not saying something about a decision because of this fear.
- There's so much pressure to have every seat full and low attrition and that directly impacts the course rigor.
- This area is very important. I don't feel they are knowledgeable in this area to give support to the faculty and staff. They seem to have more FUN than do their job. They make a lot of mistakes when it comes to submitting the information to pay. Many forms are lost in the EOD and we are told they were not submitted.
- We are still among the lower paid community colleges in Texas.
- We need new administrators, from the top down! Get rid of all the VPs, we are a Junior College, not an University. We have as many if not more VPs than a full blown University!
- Wow, is this a mess. EOD has had new leadership for two years and in that time there has been a significant decrease in my personal willingness to contact their offices. I'm always unsure if asking a question will get my head on the chopping block, or if the information I receive will be accurate. There is a significant lack of leadership as it pertains to HR knowledge. Why was payroll moved from EOD to the Business Office, and then back to EOD? This type of change makes me question whether or not EOD knows what they were doing in the first place, and now they have it again?
- You can't get quality faculty if the college is not willing to pay. It is difficult to keep adjunct faculty especially when you prorate.
- poor communication, abuse of power, does not take care of business (hopeful recent changes will help)
- should be a most trustworthy place to turn for important answers regarding all aspects of employment. its not.
- we still have an "us"/"them" situation; the administration doesn't communicate expectations, procedures, or long term plans very well; pithy acronyms and national cliches notwithstanding

3.4) Please comment on why you feel this needs improvement at AC.

- All of our computers are 2009 or earlier.
- Although we have received more classroom technology, we still need to upgradesome of the older buildings to make them on par with the buildings that have gone through renovation.
- Distrust and fear is a daily part of working at Amarillo College. Many people know that certain words and thoughts must be kept secret, or you will lose your job. A facade of agreement and utopian happiness must be maintained or you might be labeled a "dissenter". Certain people are extremely powerful. If you are on their "list of dissent" then you are going to be demoted, fired, or "re-organized" out of your job. It is clear that Amarillo College has no problem getting rid of people who have a difference of opinion with these powerful people.

Dissent is not tolerated nor is reasonable discourse. This should not exist at an institution of higher learning.

- EOD is a department that still a mystery as to what their purpose is. Best I can tell it is to WOW the heck out of us. At times calls to EOD go unanswered because everyone is out wowing, having dog shows and generally taking care of everything other than their jobs.
- EOD is a joke - it takes months to get a job posted, and once an applicant has been selected, it takes months to get them approved, even for a part-time position. This could also be due to administration needing to have a hand in every pot, clogging up the process with unnecessary paperwork and meetings.
- Employees insurance was much better prior to the blue cross joke, my co-payments have skyrocketed due to not having a good insurance company, switch back to Health Select!
- Fairness amongst all faculty lines for responsible use of self scheduling. I would love to be treated like an adult. The pass rates show we are doing our job, anybody heard of autonomy? (this would make up for the lower salaries at AC)
- I beg of you to please fix the tampon machines in the ladies restrooms on ALL the campuses.
- I do not feel like the leadership is straight forward. They give the appearance of transparency and openness, however, there appear to be hidden agendas underneath their policies.
- I know salary is always a problem. I am making on average about 30,000 less as an educator than I would make in industry. The college continues to work on this, but there is a great deal of temptation to re-enter industry simply due to the money. Now that benefits are so poor, I have considered other colleges and universities that pay better.
- I like the faculty development that we did in years past with Patsy Lemasters. It seemed to go much smoother and it was most often beneficial. I also loved the tools we learned using AVID. I enjoyed the teaching Tips Tuesday but I can't go often enough.
- In spite of the numbers, I am not convinced that 8-week classes are adequately preparing our students for the next step in their academic or professional careers. Students may be passing classes, but that does not necessarily mean that they are learning as much as they did in 16-week classes. Especially in the higher level classes, students need processing time to digest complex concepts; classes that meet every day, or that cover 3 hours of material in a single class period, short circuit this processing time. Some students have said that they are not learning as much in 8-week courses. I fear that they may be right.
- It seems all EOD does is set up parties. No one can answer employee questions about benefits. Cornerstone isn't user friendly and the evaluation process was repetitive. I don't see that Cornerstone was worth the huge price tag.
- Of course we all are upset over not having coverage with our doctors that we have had for years.
- Our new healthcare provider does not have near as good coverage nor covers some of my pre-existing physicians.
- Sadly, we are lagging behind on computer & technology upgrades. Please help!
- Scheduling meetings during times when classes should be going on is bad for business. Having to cut a class because of a meeting means I must leave something out of the student training. This discourages the student, because they paid to take the class and then they are not getting all that they paid for. If we knew when there was meeting needed before the semester starts then it could be figured into the class that semester. Then on first day of class it could be announced that there would not be any classes that day. Faculty could then work that into their schedules.
- Student needs are not being met.
- The 8-week classes are good but wearing us out.
- The budget debauchery of 2018 is ongoing. No one understands it. People are told to put a number that they know is wrong on the budget and are being told to just amend it later. That makes no sense. Why can't they put the higher, correct number? Because it will get denied for being too high, even though they really are going to need that money...just amend it later.
- The extreme push to create "completers" in eight weeks, to meet an arbitrary and very challenging "70% completion rate" has taken a real toll on faculty and students, no matter what the limited "data" says. Administrators haven't asked faculty for their input on how eight week classes are going, but if they did and faculty felt that they could be honest, administrators would learn how much important course material has had to be cut, how we feel pressured to practice grade inflation to meet that 70% goal, how our students are less and less prepared, but somehow we have to get them up to college level mastery of course material in eight weeks now. That has been very hard on faculty and students--and limited data doesn't show any of that fallout. Nor does it show current and upcoming community fallout, as we "complete" less and less prepared students and send them out to positions in the community.
- The fact that a coffee shop is on the survey for the state of the institution shows how little vision for education is present
- The head of EOD is a tyrannic administrator, who will work on removing anyone who opposes administrative decisions. Many employees speak about her with contempt because of her power plays.
- There are lingering morale issues from the changes made in the last few years.
- There is a lot of favoritism that occurs in the nursing program. If you are in the click, you are ok. If not, you will not be treated well. You will not be treated with respect.

- This will give me away a bit, but it is ridiculous that the Associate Degree Nursing department has been without a permanent director for a full semester, yet the Dean of Health Sciences position was posted quickly, interviews and presentations are scheduled, and they will likely be hired by the end of the semester. Why the delay? There have been 2 applicants total for months, according to our leadership (Assistant Deans and above). We know the process takes time, however, in the past this process has been much faster and more efficient. I am just glad we are independent enough to carry on and that we have a strong interim administration in place.

There is also the question of the NSRP funds for nursing. Why the scrutiny now? Those funds are specific to nursing and have guidelines as to how they are used, of which we are all aware. For years there was no issue, and now all of a sudden we are being put under a microscope. Are other departments being asked to provide as much data and justification for funds use as we are? If there are other issues, I wish admin or whomever has that information would be honest and open with us as to what is expected. Transparency seem to just be a buzz word when it is convenient, and that is not how AC had done things in the past. Could we please bring back open, honest conversations about these issues instead of skirting around them or avoiding them?

- Tired of hearing, "There is no money."
- We are working on this, but I believe we can continue to make improvements. Keep it up!
- We do not have a culture of caring. It's all fake. Admin is not supportive, only in words.
- We have lots of meetings, but many times nothing comes of them.
- We need advertising and involvement with the entire Texas panhandle.
- West campus gets next to nothing. Almost all activities and festivities for students are on Washington street campus. This is bad for morale with our students and faculty.
- When they are ask a question and they don't know the answer, they avoid the question.
- With change comes responsibility, get your staff through to the acceptance stage. Ask not what you are unwilling to do your self.
- With the eight-week model, faculty have been forced to cut out some content because students don't have time to do homework between classes. When content is cut, quality declines.
- You seldom get answers, they will have to get back to you.
- decisions are made that effect faculty w/o legitimate faculty involvement. decisions are made and if communicated, communicated after-the fact. chairs don't deliver information. too much work is assigned for the sake of simply saying its being done
- past process unclear- budget changes occurred without notification or explanation (hopeful new process will improve this)
- quality IS going down as we are forced to get to 70%

<sup>3.6)</sup> Please comment on why you feel this needs improvement at AC.

- Benefits have continued to dwindle. Our vision and dental benefits have always been very poor. Now our health insurance is very unsatisfactory. The change over to BCBS this past fall was awful. Also, our mental health benefits are awful. BCBS subcontracts with Magellan. They do not pay providers adequately. I wish Amarillo College would at least have benefits commiserate with those at AISD.
- Committee service needs to be spread more equally among faculty.
- Community involvement is a good thing. Since I have started teaching five days a week I have not been able to make it to any of the community Involvement items. When they have them on the weekend, I have my own community involvement that I do and each time the college has had one it was on a time when I was teaching or on a time when I was on my own community involvement. The college needs to understand that there are other community involvement other than what the college schedules.
- Computer labs and faculty office computers need to be updated. Once there was a plan to replace computers around the campus on a cycle schedule.
- Cornerstone has a place however there was severe lack of training on its use, and the repetition was insane. If we are going to continue merit pay, then could we please get a better system. It was nice to see the survey for Cornerstone. There is some work going into this system so it will be better in the future.
- Cornerstone is awful. Nobody but admin asked for this.
- Dr. Clunis' leadership is a good effort toward morale. I appreciate her candor and leadership. I'm proud to work for her. I want to be proud to work with all AC leadership. It doesn't feel as if all are pulling equally towards our success.
- EOD never has an answer to any question and they do not ever return your phone call, ever!
- Extreme lateral communication.
- Faculty and staff are not valued

- Favoritism is rampant and prejudice, indifference is apparent.
- From what I have seen, AC is near the bottom of salaries for community colleges in Texas.
- Gossiping, negativity...needs to go away. We need more celebrations of staff members across the board.
- I do not like being told the moral values that I have to have when they conflict with my deeply held religious views (EOD said that "we all" are glad that the courts have forced so-called gay marriage down our throats)
- I feel employees here in general feel they are not well supported or well paid and are not truly happy.
- I have had several students complain about meeting with their advisor - takes a month or longer.
- I like the personalities of the leadership, I just think that there may be too much demand on faculty, especially program directors. I feel pulled in different directions. I feel I am doing too many things at one time with little support. My focus should be on my students, not all the other responsibilities of others that are not capable of doing their jobs.
- It seems as though technology services are slow to respond to work orders on the West Campus. It would be beneficial to have Efrain back and available when needed. He is excellent and very knowledgeable.
- It seems that EOD is always changing positions. You don't know who to contact. When you contact someone, they in EOD, they may not even know who to contact.
- It's impossible to get a straight answer out of half the administration (they just pass the buck), and anytime I have called a department I am sent to voicemail, and the emails I send go unanswered. But God-forbid we do something incorrectly - then we hear from everyone about how we should have contacted someone to find out how to do it, even though we tried and couldn't get a hold of anyone.
- Low salaries impact the turn over and recruitment issues I see at the college.
- My comments would I.D.me.
- Observing the curriculum of K-12 institutions has led me to believe that the academic rigor of many of our courses is below that of some regional high schools. The level of academic rigor needs to improve regardless of what it does to student success rates. Academic rigor should not be lessened to achieve a predetermined student success rate.
- RIDICULOUS for the work expected here. Beginning teachers in AISD make more than some faculty at Amarillo College.
- Rollout of new benefits, what a mess this has been. Help the community understand and support the changes.
- So often, we hear that there isn't enough money to maintain a position, replace a position, or even keep certain positions. However, we seem to have plenty of money for new administration when deemed necessary. This serves to only prove that our upper administration takes very good care of itself, ignoring the fact that the number one reason we are here is the student. The proof for this statement resounds in every decision to reduce the amount of instructors who are the tangible connection with our students; the ones who intimately connect with them on a day to day basis. An example of this is on East Campus where the former dean was demoted because she would not fire two instructors. While she was dean, she couldn't even replace her secretary, when he resigned. She was denied the funds, but now that there is a new dean, he gets more than a secretary. He gets an assistant dean.
- Some buildings need to be cleaned better and more frequently. And, some of the buildings that have not gone through renovation could use their bathrooms updated and painting on the interior of the halls and other rooms.
- Still below the national norm and Merit Pay is not going to make it better.
- The average salary for an instructor at a Community College is \$70,000 a year. You do the math. Our salaries are ridiculous when weighted with the amount of work we do connected with 8 week courses.
- The bathrooms around campus could use more thorough cleaning.
- There are WAY too many committees that meet for much too long and do not accomplish much of anything. Any way to reduce this as it is a waste of time and resources. Likely 90% or more could be taken care of with a well-worded email instead. Don't make me come to a meeting just to read off a ppt presentation. Just tell me what you want me to do and I will do it. Don't waste my time!
- There needs to be more of a presence of our campus police around campus especially at night.
- There seems to be a fear that the Business Office will take money away if it is not spent. This does not encourage fiscal efficiency from year to year.
- To many levels of communication. Questions about programs from above are answered by deans without program director input.  
To avoid this, program directors should be included in decisions/discussion about their programs.
- Too many and too time consuming, but so much pressure to be on several.
- We are so often in the dark and don't know what's going on because often we don't know who is responsible for communicating what to whom--there are very few clear protocols set up in terms of communication chains. People in leadership often assume that people know

about important initiatives and changes that affect the way they work and teach, but, almost weekly, we learn about these kinds of changes after the fact, sometimes long after the fact. Besides the already mentioned major decisions and changes such as the switch to eight-week classes, the new AC values, etc., other common examples of important information communicated after the fact or never communicated would be the cancellation of the Spring 2018 Welcome Week event on campus to engage students and introduce them to different programs. Volunteers had already met and were planning this event, but no one informed them when it was cancelled. They continued to work on it even though it no longer existed. We make personnel changes constantly and have been doing this for the past few years, so many people don't know who is responsible for what and who to contact to even ask for information. It would also help greatly if committees sent out emails to inform affected people about new changes that they decide on. Too often, a small handful of people are making major changes for all faculty or employees, and these changes are not communicated during or after they are made.

- We are underpaid especially with all the extra time involved with the Cornerstone software that should have never been purchased.
- We work extremely hard with the 8 week classes. It never stops!!! I feel the pay is too low for how hard we work to achieve the pass rates that are ask of us. I often feel I have to be on call 24/7 and my pay is for someone working a 6 hour day on hourly pay. We are asked to do a lot more for very little pay increase. I do not feel the merit pay will make that much difference.

- overall, academic focus and standards declining

3.8) Please comment on why you feel this needs improvement at AC.

- Going up, but still needs more improvement.
- Great ideas here, but often there is nobody available during the day to help. Often told they cannot help. Students that need help usually need it immediately, not two weeks down the road.
- Have more people who do not or have not ever serves on campus-wide committees appointed to them.
- I don't believe we all are on the same team, there no "I" in team; however, there seems to be a "me" there! Great opportunity for real debate, instead of my way or the highway! Majority are on the AC bus, there are a few though that could use some help.
- I feel faculty/employee issues are many times swept under the rug.
- I have skimmed on my budget for the past three years to help the college. What I have realized is that I am hurting my program and my students. I do not have the budget to purchase things for my program and I am scavenging at the hospitals to get supplies, which is rather pathetic. My students are purchasing all their own supplies, which in the past they have not had to do this. I believe it is putting a hardship on the students.
- I think if EOD would get their act together, morale would improve. People are always complaining about EOD. Today I had my first negative experience with them, so I will probably join that bandwagon. It's disheartening.
- I would like to make more for the time I spend working to benefit students. While I haven't seen the long-term effects of merit pay, I envision it will be everyone will get an equal piece of the funds available.
- I've never seen such horrible scheduling. We cater to the adjuncts now.
- It seems upper administration does not care about program members' input unless that input agrees with the administrator's position. This appearance comes through with verbal intonation and facial expression. It is disrespectful.
- Main campus can't manage their money - one day they are announcing major cuts because we don't have enough money in the budget, and the next they are throwing stipends, professional development, and merit pay money at us. Can't believe we blew so much money on Palace Coffee and other assorted luxuries when that money could be better spent, or even saved. What is so wrong with running in the black, and where is all this "extra" money coming from?
- Many students are frustrated with the new planning and registration system.
- Not exactly technology but office furniture. Half of us have broken desks and old beat up chairs
- Now that payroll has moved over to EOD I am quite fearful of the next mess that is likely to result. What happened to HR? We need folks who know what to do and what the laws are. It is a party place now and not very professional.
- Other schools help your further your education, how about some financial help or incentives to help us reach higher goals?
- Our departments do not have any money. We are asked to increase pass rate but we do not have the financial resources to help us.
- Programs need money in the budget in order to function.
- Salary does no compete with current market demands in the nursing field.
- Sometimes administration forgets how busy we are at the end of the semester. Too many meetings when we are trying to get things wrapped up.



- Takes too long to get answers from above. Cornerstone evaluations is a perfect example of lack of communication. Conflicting instructions, timelines, and procedures from people that were supposed to know how the process should work.
- The coffee is good, but the prices are too high for many of our students.
- The committee that I was on had nothing to little to do with where I work. The items that they did were done during a time when I could not participate or even help with.
- The insurance has been atrocious this year, with cancelations from physicians not wanting to accept the insurance and also having less being reimbursed. I did get all of my physicians back in net-work but have found that I have paid more out of pocket expenses that would have previously been covered or at reduced cost.
- The number of courses being taught by adjunct is alarming.
- The students need cheaper food that is healthy.
- The upper administration is hypocritical on virtually every level: budgets, promotions, student success. The goal is accolades, not true student success. They have created a system where the number of part-time students has been successfully reduced so that we can "proudly state" that our students complete within 3 years. At what cost?
- There is little security in the evening. Parking lots on Washington and East campus are poorly monitored and poorly lit. Also, the set up of Jones hall is such that the faculty offices are not secure since they can be accessed from the classrooms. There is no way to lock the doors and students enter through doors they should not be entering from. Signs posted do not equal security. It makes it worse when some faculty tell students to bypass the office and come in through the unauthorized doors. These faculty have little respect for the concerns of their peers.
- Too many. too time consuming. No lasting results.
- We have an ever expanding list of administrative employees and an ever shrinking list of employees who actually have contact hours teaching courses to students. We exist as a institution of higher education and continuing education. Amarillo College exists to TEACH students of all kinds in our community. It does not exist to provide administrative jobs for people in the city of Amarillo. Current administration/leadership is losing sight of the mission of Amarillo College by hiring/reorganizing to create too many administrative jobs and not enough instructional jobs.
- Well because budgets just stink. There's no way to put a positive spin on it!
- Who knows what is going on?
- You want us to increase enrollment, however, you take money from budget for lack of students and the following year when enrollment increases you say tough you do not get any more budget. Please tell us how we can increase and maintain enrollment if we do not have a budget to make it possible?
- adjunct faculty given priority  
conflicting messages
- this is a joke; I need professional development with my peers in my field at national and regional conferences--we have very very little support for travel and convention expenses; other community colleges provide each of their faculty members with funds for a conference

3.10) Please comment on why you feel this needs improvement at AC.

- A food service, in addition to coffee, would be valuable.
- All campus are not created equal!
- Hopefully, the changes we are hearing about will help this one.
- I called to find out information about my salary and no one ever helped me
- I can't afford the insurance you offer for my entire family, especially since the price went up and the benefits went down. So, I'm not sure if this is a benefit problem or a salary problem.
- I personally don't see AC involved in the community, but that could be my oversight.
- Insurance change was a disaster, I understand it was at the state level. But, its here in Amarillo that I have to think about needing health care.
- It is better but still has a long way to go.
- Just wondering how long the money will hold out for all these points that folks can earn when they participate in Professional Development activities. No one has ever said where the money comes from, but states that if enrollment goes up it will be sustainable. Enrollment hasn't really gone up enough has it? Especially for the summer? Why the push to make us a tri-mester school? Not all students want or need that? Nor do faculty.

- Lot was said about the great raise. Where was it? It sure didn't make it to the paycheck!
- Love the idea, just need a better product.
- Morale among students and faculty is dropping with this move to all 8 week courses - student's are struggling to keep up in classes and faculty are beginning to feel the wear of trying to keep students from failing. Students aren't learning material, they are memorizing information for tests. There is no time to teach critical thinking skills, and personally I'm ashamed we are failing our students in such a big way. We have the resources to offer both, and faculty and students think we should have continued to do that.
- Morale has improved over the past few years, but still remains low. It is unfortunate when faculty do not respect administration and disdain any efforts at change and improvement. It is frustrating to see micromanagement in some programs while others enjoy a great deal of freedom to teach and work in a positive environment. Morale decreases when hard working faculty feel that they are chained to their desks due to micromanagement. Faculty should be able to maintain their office hours and not feel that their attendance is tracked. Faculty often answer student questions after hours and on weekends. Collaborate sessions and alternative study session times are provided for student convenience.
- Often during the day there are no paper towels in the bathroom. This should be checked several times during the day. The bathroom often gets NASTY.
- Our current standard of professional development is to drag somebody in to lecture us on strategies to help our student learn better. Well most of the "new" strategies are techniques that many of us have been doing for years. Some individuals just rename these strategies so they can sell books and put on seminars. Big waste of money. Lets spend the money on professional development that will improve the quality of the subject matter.
- Our insurance dropped many specialty providers.
- Salary is not what I see that needs improvement. It is the items for merit pay. I can a company (college) grade merit on items that are done away from ones job and has nothing to do with the individuals work. Not ethical at all. Grade us on what we do in the classroom and preparing for the classes.
- Student Support Services are fine with coming to the Technical Education Campus during the day but flat out refuse to do the same for our evening students that pay the same student fees. That would cut in to their own tiem and make it look like they actually care!
- Technology needs to be utilized more in the classroom.
- The college is very involved in the amarillo community. I would like to see us do a Volunteer Day in the spring like we do in the fall. Ans, I would like to see the college direct employees to more opportunities that college groups could volunteer in our community together.
- The nursing department has awful morale. No one gets along unless they are in the click. People are rude and disrespectful. They throw parties for their favorites and ignore others. This is from the top down. I used to love my job and my coworkers. Now, its so dysfunctional and the back biting is out of hand. I just want to come to work, do my job, and not talk to anybody. Everyone is negative. Negative about students, saying things like "these are the worst students I've ever had." (Same person says this every semester). Negative about coworkers, negative about leadership, negative about community partners.  
  
Also, not knowing who are permanent director will be, effects morale. Now, knowing that the Dean will be retiring too, and the uncertainty of who our Dean will be, is making the moral issue even worse.
- The raise last year was a step in the right direction, but tying pay to performance is making some of us question whether the trouble by filling out the Cornerstone review is worth the dollars we may (or may not) get.
- We need a network upgrade
- We need more space for faculty to be involved in campus life. If we want faculty to buy into student success, we need to have places for them to engage and get involved.
- When you have strong leadership, you have a secure and confident staff. The morale on the west campus has been lacking since Bill left. The nursing division and Allied Health need to be two separate roles. WE do not need an associate dean. That is a waste of money. We do need a leader in Allied heath that supports and helps to make decisions and support staff. After working many years with CE, I really do not think Kim is the answer. She may be good at paper work, but a getter-doner she is not!!!
- the switch in medical insurance left many of us without access to our doctors
- this effects everything. each of the above partly results from poor communication

#### 4. Professor Emeritus program.

4.2) Why or Why Not?

- Apparently there were few responses this year. The faculty is all too new to know who worked here for a long time.
- Do not care either way.

- Honoring past professors who have served Amarillo College and its students for many years of their life adds a sense of dignity to our institution. It is a good, right, and honorable thing. Not doing so seems self-absorbed with the present.
- I believe it is a good tradition that honors AC's retired faculty in a meaningful way. The trouble with the program is the lack of access to a good list of available candidates. EOD \*should\* have a list like this; however, with its recent transitions (multiple) this list (in its simplicity) cannot be retrieved. It is especially important to keep it since we lost so many faculty members due to retirement during the past two years.
- I believe it is important to celebrate our retired faculty's contribution to the college and their students.  
These people are role models for current faculty
- I do not know much about it, but you should recognize the Professors and instructors that are employed by the college for a long time and have done a good job. Do not make it a popularity contest.
- I feel it gives the faculty something to strive for.
- I guess as long as there are people who qualify for the honor.
- I honestly don't know what this program is, and can't find any information beyond who was awarded. So until it's more transparent, my answer is no.
- I know very little about the Professor Emeritus program.
- I think respecting previous outstanding professors is important for fostering community. My issue is that right now, I don't know any of the professors on the list who qualified for Professor Emeritus. I am sure at some point, I will. Until then, it is hard for me to choose or vote because I don't know them.
- If we are honoring true meritorious service, then, yes, it should continue.
- It is a tradition. It is an honor to bestow on those who have served so well before us.
- It is atypical for a community college to have a Professor Emeritus. Also, there are so many new faculty that tracking Professor Emeritus candidates has become nigh to impossible.
- It is important to honor our past, as well as, look to the future.
- It is very meaningful to the person who receives the award and it is a great way to see the people who have left before us.
- It recognizes retired instructors that probably did not get the recognition while they were teaching!
- N/A
- Nice honor
- No clue actually. But I had to check something!
- Recognition is nice.
- Retirement after serving and honor should be celebrated; however, we need to have fresh ideas too.
- This honors the individuals who have worked hard to make AC what it is today.
- Those who did so much for the college and continue to do so should be recognized.
- Too many new people who don't know all the old retirees. Plus, the retirees typically don't live up to the merits. They retire.
- We just need a better way to manage the retiree list. Again an EOD issue
- We need to acknowledge the former employees that helped to molded and shaped Amarillo College. There needs to be someone in charge in EOD that can get a correct list together. With the technology we have, they should be able to get a correct list together.
- We need to honor those who have served this institution selflessly.
- We still have retired faculty who deserve to be recognized. It's a good way to celebrate our legacy.
- What would be the harm in continuing it?
- but it doesn't have to be annual; how about every five years? that way we could have some really emeritus people
- expenses  
complete lack of faculty interest

## 5. Advancement in Rank.

5.2) Why or Why Not? If Yes, what do you suggest?

- Advancement in rank should mirror other schools to ensure our levels are comparable.
- Alternatives to college credit should be considered. Might as well in certain areas. Your doctorally prepared folks do not really get rewarded anyway.
- Although I myself do not have a doctorate, tying rank to college credit is a good way to reward those who have taken the time and effort to attain this high achievement. On the other hand, the small stipend for earning rank may not pay for the tuition of those graduate classes. The problem is not the college credit; it is the economics of earning additional graduate hours.
- Because the reimbursement for college credit doesn't make it worth it. People shouldn't have to invest thousands to see a \$30 a month increase in pay.
- Committee service (Curriculum Committee, Faculty Senate, Rank, and Tenure) are all time consuming, critically important aspects of faculty members professional life at the college. While advanced degrees are important, excellence in teaching should be a consideration for advanced rank.
- Credentialing and all Non-academic professional development should be included
- For Technical Education, the knowledge someone with true experience and not just education is so much more valuable than having a little alphabet soup behind our names! We can instruct our students on what they will really see in the industry which is rarely what the "books" say will happen. We have been there and made an honest living, got our hands dirty, real experience!
- I believe advancement in rank is an honor. To lower our current standards would lesson it's value. More people with rank means nothing if it is easy to achieve.

I believe our current requirements are best

- I fail to see how having a Bachelor's, Master's, or PHD will improve the professional skills or knowledge of some one with 10+ years experience in the field in which they are instructing. RNs are licensed by the state and many have years of work in hospitals, doctor offices, and clinics. Many of the skills taught at East Campus are by licensed individuals and people that spent 10, 20, or 30+ years in industry. There is not a master in automotive repair, HVAC, welding, and so on. It will cost more to receive a higher degree than what an instructor could recoup by advancing in rank to receive better pay.
- I have chosen to do certifications that make me more advanced in my field, that are not tied to college credit. I worked hard for these, took classes, read books, and took hard standardized exams. I believe that this should earn me some type of credit. I also have chosen to go to many conferences and paid for them out of pocket. This is expensive, often close to the cost of 1 graduate course. These conferences provide networking with other professionals in education. This also allows me to learn about national standards and issues that can help better our program.
- I think it is possible to hone teaching skills through experience and through professional development without obtaining a higher degree.
- I think it would be tough to approve something beyond college credit. I'm not saying no, but I think it would be opening a can of worms.
- It just needs to be a smoother process
- Many faculty at AC hold professional licensure that require education in the form of certifications, continuing education, and other professional development requirements (CPR, ACLS, Simulation certifications, etc.). These are paid for by faculty, not AC. It would be nice to get credit for those courses. Some of those certifications require over 100 hours of CEs or have an exam attached for re-certification, requiring faculty to study hours and hours to take those tests. Additionally, most college courses, especially graduate courses, cost thousands of dollars, which are not recouped in our pay over the years. Doctoral level courses are the most expensive, and many faculty do not want to pursue terminal degrees due to cost, family issues, etc. Those professionals should be offered alternatives so they are not left out of the rank promotion process.
- Many times the cost of the additional 18 credits will not be returned in salary even if rank is awarded. The increased cost of graduate hours is prohibitive.
- No. There should be more incentives for faculty to progress toward more advanced degrees or training though. There should be tuition reimbursement after a course is completed or somesuch. With that, there would be more personal drive to do more.
- Not everyone needs additional college credit in his/her profession. The alternative does need to be a substantial substitute though.
- Our jobs are requiring more and more outside of class work and so taking classes is not an option for many of us.
- Professional Development should be included.
- Professional development presentations, conferences, etc.

- Some are not going to go out and work for college credits and higher degrees (takes to long and costs too much) to gain rank. Yet they will take different training in their field of expertise. This is specially true of the people in the technical fields. Some of these people are retired and older individuals. Many have a lot of other things going on. They do not live for the college alone.
- Some faculty are not able to get a bachelor or master's degree in the field they are teaching. It seems that professional development is doing their best to help faculty be or become better instructors by giving the faculty new skills so by participating should be included in rank.
- The cost of college credit outweighs the raise.
- The current system works far better for those that enter with lower-lever degrees. Those people can spend far less time in graduate work yet achieve higher ranks without the level of some other degrees which would be deemed terminal at other institutions.
- There are many vocational training areas that offer other continuing ways for faculty to advance their knowledge and training. Rank is daunting enough. The whole system seems very intimidating and complicated. For example, there are not even Bachelor's degrees for programs like drafting, but there are special certifications that benefit faculty. Why should they not receive credit for their professional development? Additional certifications and faculty development opportunities should be counted.
- Upper level credentialing and other professional development should be considered.
- Upper level credentials and certifications should count, if they correspond to the coursework being taught.
- We should be in alignment with other institutes of higher education.
- Yes
- Yes, definitely, because many of us may not want to or be able to go back to school for college credit because it is so expensive and we are not well compensated compared to the cost.
- achieving higher education should be rewarded in higher education (depending on the credentialing, this may be acceptable)
- if we open this up to alternatives, it opens the door for too much objectivity and differences between programs and departments

## 6. Merit Pay.

6.2) Why or Why Not? If Yes, what do you suggest?

- However, the length of the evaluation is ridiculous. That time could have been readily spent writing a paper for publication, or preparing for class.
- --simplifying it. its a nightmare. redundant and time consuming. lacks clarity as to how any increase in salary is actually computed  
--addressing problems with data  
and why are chairs not evaluated every year like faculty? nothing shared about this
- A time consuming task that takes away from devoting 110% to your responsibility of teaching your students all they need to learn.  
Faculty will still be treated financially indifferent based on Clicks and favoritism.
- Anyone can write anything. There really is not proof of what is written. Who's going to read all that stuff anyways. It took me forever to fill in all that stuff....Too much time. Not sure what smart one came up with all that....
- Being graded on too many things away from the work place. Should grade on performance, in the class room and preparing for the class. Also should be graded on keeping up with technology. and that should be the technology in their specific field, not just new classroom technology.
- Cornerstone is a joke and a waste of time
- Cornerstone makes no sense to me. I completed my portion of my evaluation the day it came out. The next section said it had to be done with my supervisor. So I assumed my part was done. Today I get an email from Lindy saying I hadn't completed it. Really? Because it wouldn't let me pass the section my supervisor was supposed to do. Thanks for the one day of training offered at West Campus, during my classtime. I probably wouldn't have gone anyway because, like I said, my portion was complete. Threatening me with losing any merit pay is only a ticket for me not to ever attend professional development again. Thanks
- Cornerstone might be good for an English or Math instructor, it does not work for nursing or Tech Ed! Cornerstone was a waste of money.
- Do not really understand.
- Do you mean merit pay or using it in cornerstone? I think it's ok.

- I believe Ken Blanchard said it best, "a ranking system is the worst way to grow leaders and isn't truly measurable"
- I do not find the merit pay system as designed in Cornerstone to be effective because it is cumbersome and redundant. The way questions are currently designed leads to repetitious answers and a disjoint narrative report. The same words are used to ask the same question over and over again. Yes, one word is changed, but it leads to repetitive answers. The copy being produced to describe the job we do as educators does not flow nor does it produce an accurate, cohesive overall picture of what we have accomplished this past year. I would suggest putting the four "Teaching" categories of Design, Delivery, Assessment, and Use of Resources together in one "box" and allow educators to create one narrative which shows how these elements were tied together throughout the past year in their performance of their job to create the results achieved.
- I don't even know what it is or where it is, and I went every forum; confusing as to what is merit pay and what is evaluation; something due 4/6 was ridiculous--it took 10 hours to complete
- I hate the new merit pay. We already had it with rank.
- I really have no idea. Cornerstone has not really been tested yet.
- I spent hours answering questions that seemed redundant. I wrote it in a word document and copied it in, but then, my tables didn't have to work, so I had to create tables in Cornerstone. Many of the areas limited the words to 250. For example, one section would not have a limit and it would say to list the strategies you used to enhance your education strategies. The following section was limited to 250 words and you were supposed to describe the strategies you listed above. If I used 10 different strategies, I could not describe them well with 25 words.
- I think it needs to be adjusted some. It was very repetitive which I found to be extremely irritating.
- I think it will be more effective once it becomes more streamlined and user friendly.
- I'm not sure yet. We will have to see if we actually get any "merit pay."
- It allows faculty to be rewarded for additional commitment to the college.
- It is a complete waste of time - it could have been condensed into one or two pages, but instead you had us answer essentially the same questions over and over again. To top it off, we don't even know if it works, as they were just submitted.
- It is a cumbersome process. What used to take 2-3 hours now takes 6-10 hours if not days to sit down and complete. Frankly, narratives are far more revealing and more thoughtful than the cheapened radio buttons and <250 word mandate. Coupled with the ridiculous length and inability to advance or return to other questions with ease makes the process daunting. Ultimately, this professor sees little value in the new process.
- It is very time consuming and repetitive.
- It seems to require targeted outcomes without room for alternative accomplishments.
- It's too soon to tell about the effectiveness. Let's see if it makes a difference in our paychecks.

I can say, however, that it is ridiculously burdensome to fill out. If the redundancies were edited out, it would certainly be more effective.

- Its great because I have gotten merit pay for performance with Professional Development, but I worry about others that can't avail themselves of the opportunities presented or when the money runs out. It does not appear to be self-sustaining.
- Let's see how the first round goes.
- Like it or not, Board of Regents wants a way to prove merit. There are issues that can be worked out but it is here to stay obviously
- Merit Pay is a platform on which those in the "inner circle" can give each other raises. Those who refuse to drink the administrative Cool Aid and affirm that our upper administration is doing a great job, do not get the big raises. It is another form of control for those who are in control.
- No. It was cumbersome and inefficient, with lots of repetition. The process was like putting the rank and tenure notebook information together.
- Not at all. I feel that cornerstone is very repetitive and difficult to navigate.
- Questions are repetitive- to excess. The process should be streamlined.
- Really cannot answer this. Not in effect yet. design may be ok but the activities are a bit odd in order to get merit pay based on wiffy etc
- The layout of Cornerstone is redundant and takes so much time to fill out. I mainly don't like the layout. Some does not even pertain to myself.
- The whole merit pay topic has been in the works for about three years. Surely Cornerstone cannot be the answer. The merit pay strategy that was first put out for consideration has devolved in to a monster that will ultimately be unfair, biased, and will reward those who can

pencil whip the Cornerstone. What a waste of time. Ask our chairs how we are doing. If the chairs and deans are doing their jobs they will be in the class rooms and see how we teach.

- This was the first year for this type of evaluation and I found it to be quite awful. It was confusing and redundant. I cannot see how it will benefit the faculty. I do not expect that my opinion will count for anything. I think this system could be streamlined. I did like that we could view our class statistics without having to calculate them. However, when I tried to include a table, the system would not allow it. I also do not like the idea that we had to complete such an extensive evaluation, but merit will only be dispersed if there are sufficient funds for it. If that is not the case, I would appreciate a clarification. Many other faculty believe this to be the case.
- This will be the first time that I have been evaluated on merit pay. I feel that the same question was asked over and over again on the self-evaluation.
- Too early to ask this question. Not sure how it works yet.
- Ummm - it was good for the first stab. Faculty designed it in steps with the leadership of the appointed Senate team; however, after seeing the result and better understanding what was required, I think we can do better.
- Way too much work!!!!!!!!!!!!!! I felt a lot of it was duplicate work and the same type of questions were asked in different areas. It was very confusing to navigate through the areas and the information did not flow. I know this was a pilot year and yes there is room for improvement. Some how it needs to be condense where you do not have to repeat your information in numerous areas. I appreciate the people who put it together and was knowledgeable on the navigation. Without these people helping us, I would not have got it done. I did start early and did not feel I really completed the work because it was so much. In the end I gave up and hit Submit. I was done worrying about it..
- We have only started this but I am well aware that I am not going to be able to fairly award merit. Some people who work very hard will only get a small amount and some people who work hard but not necessarily extremely hard will get more merit dollars. The salaries are low to begin with and then the points at which I have money to award get divided up to be so small that many people wonder if it is even worth it. This is especially true of our lowest paid employees who need the raise the most. It feels "less motivating" than "more motivating" but the money is so critical it has to be done seriously and carefully. I find it painful.
- We haven't been paid yet so this question should be on next years form when we see how the pay went.
- We were seriously misled during the meetings to design a faculty evaluation tool and during the "training." We were told that supervisors would not have a huge amount of power to avoid bias and supervisor-faculty conflicts, but then this changed behind closed doors-- apparently now, the supervisor's input counts for a full 70%. No one can tell us where merit pay is coming from, and it seems to be anything but guaranteed, so that saps incentive and hurts morale. There were redundant questions and no reflective exercises to plan improvements, etc., as we used to have. No one could tell us the role of our goals, not even after we completed the evaluation. We have been scheduled to do supervisor-employee conferences during official vacations and during non-contracted time after the semester is over. This is something the Senate should be very involved in--protecting faculty from contract violations, having to come in when they are not working under their nine-month contract and might have plans to be out of town or even out of the country.
- What was the final decision on merit pay? Cornerstone evaluation was repetitive. The same questions were asked for each area of Teaching. How do you give hard data that you don't misuse resources?? Am I supposed to count the number of days I turn classroom lights out, give you a receipt for classroom supplies I buy?
- haven't seen it at work yet.

1. I have some questions about how the student evaluations were figured into the merit pay scores for 2017-2018.
  - Where did the 4% show up in the Cornerstone faculty evaluation computations?
  - If student evaluations are statistically too scarce for validity or reliability, were they factored in at all?
  - If they were not factored in, what happened to this 4%?  
*No response from Lyndy Forrester as yet. However, Tamara Clunis addressed in a recent meeting: The 4% for students was not working in the system, so VPAA had to go through and give every faculty the same rating in this area. The glitch has been corrected for the future.*
2. I was recently told that the budget for travel last year was more than the money spent on merit pay. Is this possibly true? If so, why?  
*No response from Steve Smith as yet.*
3. What can be done other than eliminating the retention alert system? We need a process that works or get rid of it.  
*Ernesto said the retention alert system is still being worked out. Advising is aware that having a single processor is not working.*
4. Could ACTS be brought back—maybe at a smaller scale?  
*Becky Burton said discontinuation of ACTS was largely a budget issue, but she is open to a discussion of how it could be brought back.*
5. SENSE, CSSE surveys need to be online as assignment rather than using precious class time—PLEASE can you do something about this?  
*Response from Tina Babb: Thank you for your question. A similar question arose with Faculty Senate this past Spring and I attended Senate with the attached handout [see ATTACHMENT to Minutes] and gave clarification as to why we are giving the surveys each year and what they mean. In regards to taking class time, I too agree, that this is difficult especially with 8 week classes. I negotiate with CCSSE to be able to notify the selected faculty members in advance of the semester start so that the faculty member can allow 30-45 minutes in their syllabi/class time for the students to take the survey.*  
  
*Also, we are running each survey each year leading up to the cohort for 2020 per the President's office so we can have valuable data on this cohort and make improvements for our student learning and student support services. Every so often, we run 3 years of "baseline data." This is the period we are in now.*  
  
*CCSSE has always run these surveys through paper and cannot administer online. This would be great; however, the response rate of students then drastically declines. This is another reason the vendor, CCSSE, conducts survey administration in the classroom.*
6. BlackBoard issues are a huge problem—must be running at the beginning of each 8 week semester. How can we be expected to keep students when they are behind before they get started?



*Response from Terry Kleffman: Currently class sections are sent over 45 days before the start date of the section, along with faculty and student memberships in the classes. It may take several hours before a new enrollment is recognized in Blackboard:*

- *An individual login account is built first*
- *The classes being taught are then built by the process*
- *Lastly the enrollments are processed*

*Each cycle can take an hour or more depending on the number of transactions. For changes to existing enrollments those are usually processed through fairly quickly.*

*There are plans to update to a newer version of Blackboard after the Fall semester is over, along with an updated version of the intelligent learning platform software which ties the information in colleague to the hosted blackboard system. Both of these updates should provide additional features for delivering course content and better integration between the two systems.*

*This last fall semester there were some communication issues that hindered students and staff from successfully using AC Connect Classes to get into Blackboard. We worked through those issues with Blackboard as they host the learning management system at their site.*

*We regret the inconvenience that may have been experienced by students and faculty while those issues were being worked on. We are still working with Blackboard to resolve the issue they had which caused the outage.*

7. Merit Pay Concerns—what is a 3? Causing conflict—

*Lyndy said that the rating numbers were going to be better delineated (rubric, etc.), and supervisor training better implemented. But current changes in Cornerstone may rectify the issue.*

8. Faculty concerns than the administration travels and travels but pay for faculty travel is cut.

*Steve Smith: Travel hasn't really been cut, but rather pulled from different areas. [Dan: Travel budget has been presented as intended for students and accreditation.]*

9. Follow-up on Nichol Dolby's "Memo on Parking Signage Changes" [original document attached to Minutes].

*Officer Robert Taylor: I spoke with David this morning about our conversation in April. He will get with 811 and have them mark areas around crosswalks for NO PARKING on Van Buren. If we want to change 24<sup>th</sup> and Jackson, he would like someone to sign off on a request and reason for change. Doubtful it will go to a no parking anytime but would have to have a public meeting on the change I recommended 8-8 M-F or school days. [see ATTACHMENT to Minutes for detailed report from Scott Aker and Robert Taylor]*

## **A Fair, Logical, and Compassionate Concept Proposal for Distribution of Merit Funds**

1. The distribution of funds to departments and within departments should not be tied to any percent of faculty salary.

- Since faculty salaries are different both within and between departments, this is a logical method to establish fairness between all faculty.

2. From funds allocated by the board, the college would determine the total number of eligible faculty, and the average available funds / faculty. The college would distribute funds to each department according to the number of eligible faculty.

- This would establish an average merit reward “set-point” that would apply to all faculty.

3. The department chair would direct the distribution of funds to eligible faculty by an agreed merit pay scale. The allocation of funds will be based on annual evaluation scores.

(a) The department chair will adopt a merit reward of about 85% of the “set-point” value for an average evaluation score.

- This allows using some funds to reward any above average evaluations.

- Annual step increases will help mitigate differences for anyone in the 85% reward slot.

- For example, a \$1200 set-point value would result in \$1020 merit pay at an 85% slot value.

(b) The department chair will be limited in the amount of faculty merit pay increases to a maximum of 25% above the “set-point” value, and will be limited normally to a minimum of 67% of the “set-point” value.

- A \$1200 set-point value would result in a range of possible merit increases of \$800 - \$1500.

4. Any leftover funds due to unanticipated faculty turnover after evaluations, or for whatever reason, would go to an existing merit based student scholarship.

- This would be awarded to one or more students in the college unit for that department.

### A Threshold Model for Possible Merit Pay Amounts by Evaluation Scores <sup>a, b, c</sup>

<u>Evaluation Score</u>	<u>Logical Interpretation</u>	<u>% of Set-Point</u>	<u>Approx. Merit Pay</u>
< 2	Very poor	0	0
2.0 – 2.5	Needs much improvement	67 – 75%	\$ 800 – 900
2.6 – 2.9	Needs some improvement	76 – 84%	\$ 910 – 1010
3.0 – 3.5	Average, meets expectations	85 – 100%	\$ 1020 – 1200
3.6 – 4.0	Above average	101 – 108%	\$ 1210 – 1300
4.1 – 4.5	Exceeds expectations	109 – 117 %	\$ 1310 – 1400
4.6 – 5.0	Well above expectations	118 – 125%	\$ 1410 – 1500

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a) A 3.5 evaluation would equal the set-point merit pay amount.

b) If everyone in the department has an evaluation above 3.5, then everyone gets the “set-point” merit pay amount. A high annual evaluation for any faculty member would still figure favorably into Rank and Tenure considerations.

c) If the department average evaluation score is above 3.5, but one or more individuals are below 3.5, then everyone above 3.5 will get the set-point merit pay plus an even share of any remaining funds.

d) If the department average evaluation score is below 3.5 and not all merit funds are distributed, then all remaining funds will go to a merit based student scholarship in the college unit for that department.

INSTRUCTIONS for altering the start date of a Blackboard course to activate and give students access in advance of the campus-wide Blackboard default date.

- From the Course Management Area (left side menu), select Customization.
- Next, choose Properties.
- From the displayed field, scroll down to Set Course Duration and choose the Start Date.  
[One does not have to choose an End Date at this time.]

# MEMO

On Monday 4-16-18, Chief Birkenfeld, Corporal Acker and myself [Nichol Dolby] met with Amarillo Traffic engineering representative David Szmagalski. We talked about various signage around the college, adopting a school zone area on SW 22<sup>nd</sup> thus reducing the speed to 20 mph and allowing enforcement of cell phone usage as a state law vs enforcing a city ordinance and altering the parking on S Jackson from 2400 to 2500 block on the East side of the roadway. Some of the changes were based on concerns of the Faculty Senate.

I spent the next 3 hours walking around the campus with David monitoring traffic in some are concerned areas. The following areas were looked at and recommendations were made to complete or research:

- 1.) **2125 S Monroe** – Area currently marked as no parking 8-1 M-F. A request made to consider either No Parking Anytime for about 50 feet from SW 22 to the middle area to the south entrance of Lot 3. State Law states no parking at intersection controlled by traffic device (stop sign) within 30 feet. Parking in this area cuts the flow of traffic to one lane when parking on both sides congesting both S Monroe and SW 22<sup>nd</sup> streets. A no parking anytime sign would also be added between the area of the north and south entry points to lot 3 on Monroe street. An alternative would be to make the area from Lot 3 south to SW 22<sup>nd</sup> all a No Parking area. Research and Commission approval would have to be sought because area was over 100 ft in length in the change. No parking signs entering Lot 1 on the west side of Monroe for about 25 feet either side to allow visibility when exiting lot and avoid wide turns coming in and out of the lot.
- 2.) **2116 and 2117 S Jackson**—Currently 2 signs on east side of roadway—by entry of lot 4, an arrow with no parking anytime pointing north and another sign in front of 2117 Jackson indicating no parking either way M-F, 8 am to 1 pm. Signs somewhat conflict with each other. Recommended one sign change to No Parking Anytime with arrow going south. Basically No Parking Anytime from 2117 S Jackson’s southern end to the corner of SW 22<sup>nd</sup>. A sign would also be replaced on the west side of the road indicating No Parking anytime between Lot 3 entry/exit driveways. Visibility issues cited.
- 3.) **2100 block of S Van Buren**--West side of roadway by entry/exits Lot 5 add a No Parking Anytime sign—Visibility issue. At Cross Walk on both sides of street adding No Parking Anytime 15 feet either side of crosswalk. (State Law). Add No Parking Anytime sign between entry/exit driveways of Lot 8. Last, No Parking Anytime with arrow 30 feet from intersection at 24<sup>th</sup> (State Law)
- 4.) **2400 Block of S Jackson**—currently posted No Parking M-F 8am to 1pm. Change signage to read No Parking Anytime. Traffic Engineer Department didn’t like because of

Memorial Park and weekend gatherings and sports. Better to have signage of No Parking Anytime during School days or No Parking Mon-Fri, or No Parking 7am-7pm M-F. They would research which would be best for College and Community as a whole.

- 5.) **Crosswalks**—enlarging or make a second crosswalk under the bridge on 24<sup>th</sup> Ave. Area hasn't been updated since the redesign of both sides of the roadway. Refreshing the paint or striping on all crosswalks around the college. Starting time would begin after the May graduation when traffic slows down and would include 24<sup>th</sup> Ave, Van Buren and SW 22<sup>nd</sup>.

**NOTE: Some areas of adding additional sign will require calling 811 for marking of utilities before city workers can dig holes. This may call for additional time for completion.**

**Not asking for overhead flashing lights on 22<sup>nd</sup> School Zone change as these are about \$50,000.00 each with labor and supplies. Engineers will have to complete number of vehicles using counter. Last survey we did not have the traffic to designate as a school zone.**

**Taylor 108**

**Report Faculty Senate Question: Parking**  
**Robin Malone**  
**10/5/2018**

1. **2125 S. Monroe: Still the same**
2. **2116 and 2117 S. Jackson**

**May 20, 2018:** 2 signs on east side of roadway-by entry of lot 4, an arrow with no parking anytime pointing and another sign in front of 2117 Jackson indicating no parking either way M-F, 8 am to 1 pm.

**Recommended:** One sign change to No Parking Anytime with arrow going south. Basically No Parking Anytime from 2117 S Jackson's southern end to the corner of SW 22<sup>nd</sup>. A sign would also be replaced on the west side of the road indicating No Parking anytime between Lot 3 entry/exit driveways. Visibility issues cited

**What I saw 10/4/2018:** 2116 and 2117:

- a. No parking Anytime to the end of Parking lot #4
- b. No parking- eastside of 8-4 School days
- c. Ok to park on the west side of Jackson from 22<sup>nd</sup> to 21<sup>st</sup>

3. **2100 block of S. Van Buren-**

**May 20, 2018:** Westside of roadway by entry/exits Lot 5

**Recommended:** Add a No Parking Anytime Sign-Visibility issue. At crosswalk on both sides of street adding No Parking Anytime 15 feet either side of crosswalk. (State Law).

**Recommended:** Add No Parking Anytime sign between entry exit driveways of Lot 8. Last, No Parking Anytime with arrow 30 feet from interstate at 24<sup>th</sup> (State Law)

**What I saw 10/4/2018:** No Parking along north side of 22<sup>nd</sup> Street of outside parking lot 4 from Van Buren to Jackson up to Washington Street.

4. 2400 Block of South Jackson: Current no parking 8-1 M-F on East side of Jackson and no signage West side of Jackson;

**Recommended:** East side: No Parking Anytime, No signage on West side---rejected so looking at No Parking anytime during school days or No Parking 7-7 Monday –Friday.

**What I saw 10/4/2018: still the same.**

5. Been completing surveys to see if there is enough traffic to designate as school zone 22<sup>nd</sup>.
6. **Crosswalks:**

AC campus police department is working with City Engineers and traffic Department to evaluate, identify issues and address them in the safest, most economic and expedient way possible.

**Source of Information: Corporal Scott Aker and Officer Robert Taylor, AC campus police**