

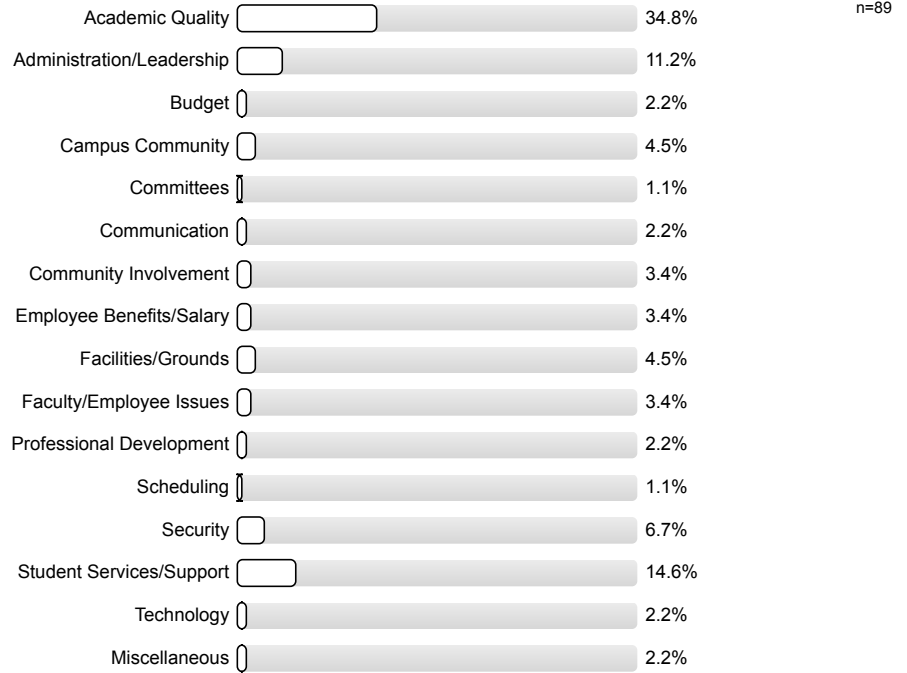
Senate2017

No. of responses = 94

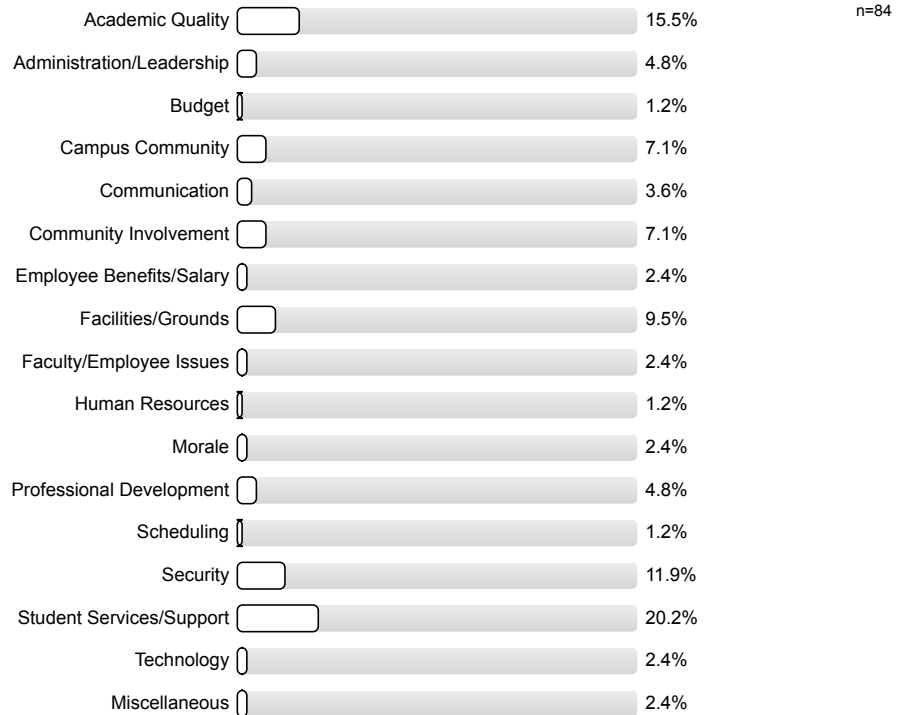
Survey Results

2. Three things that work well at Amarillo College.

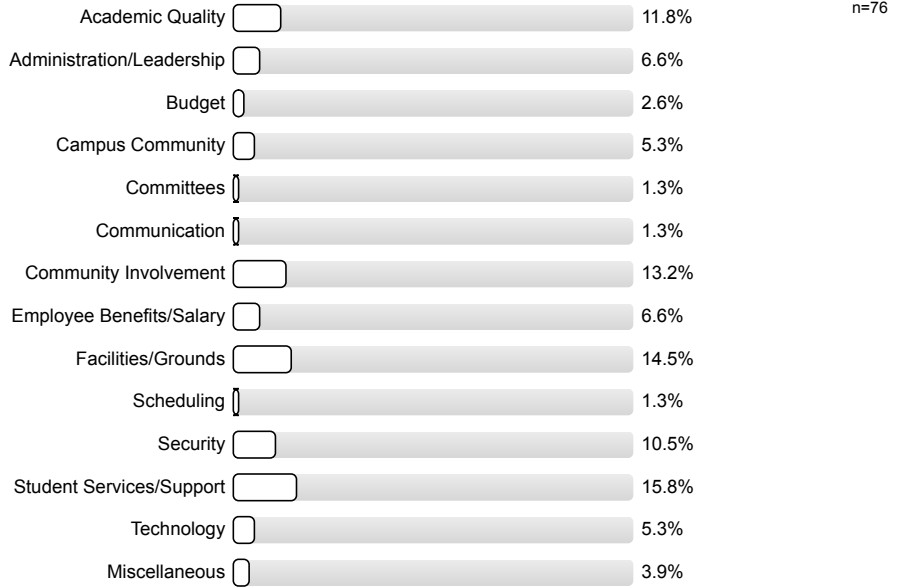
2.1) Select the #1 thing that works well at Amarillo College.



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

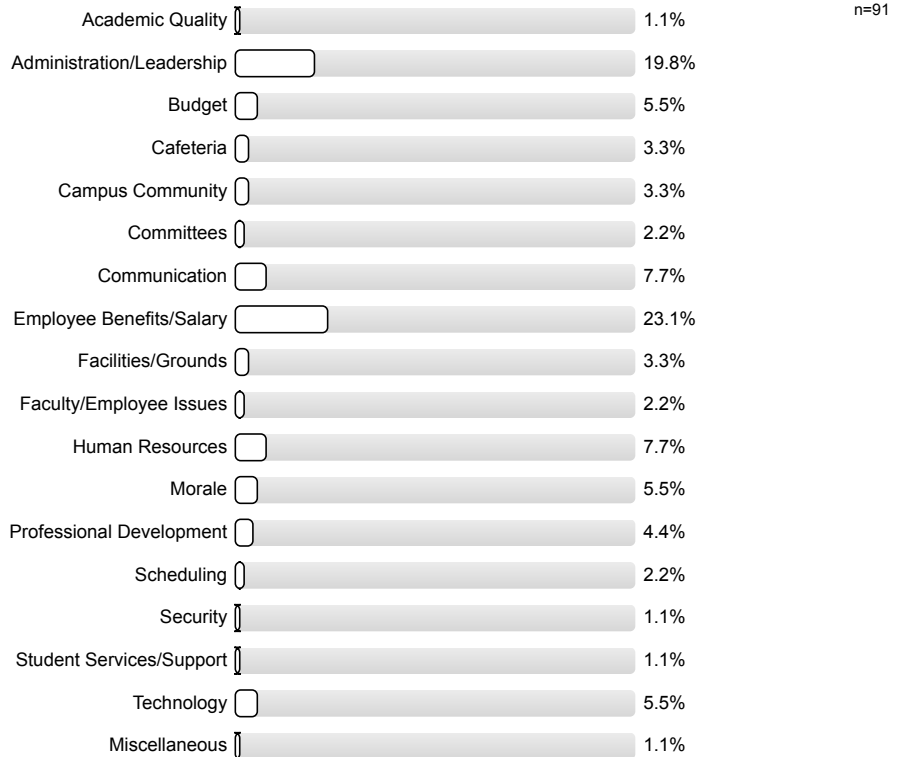


2.5) Select the #3 thing that works well at Amarillo College.

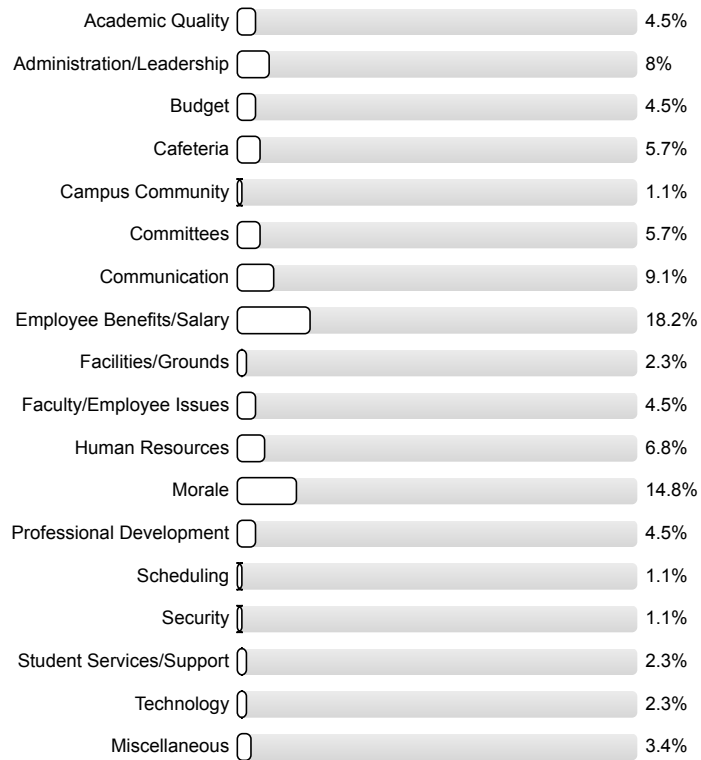


3. Three things that need improvement at Amarillo College.

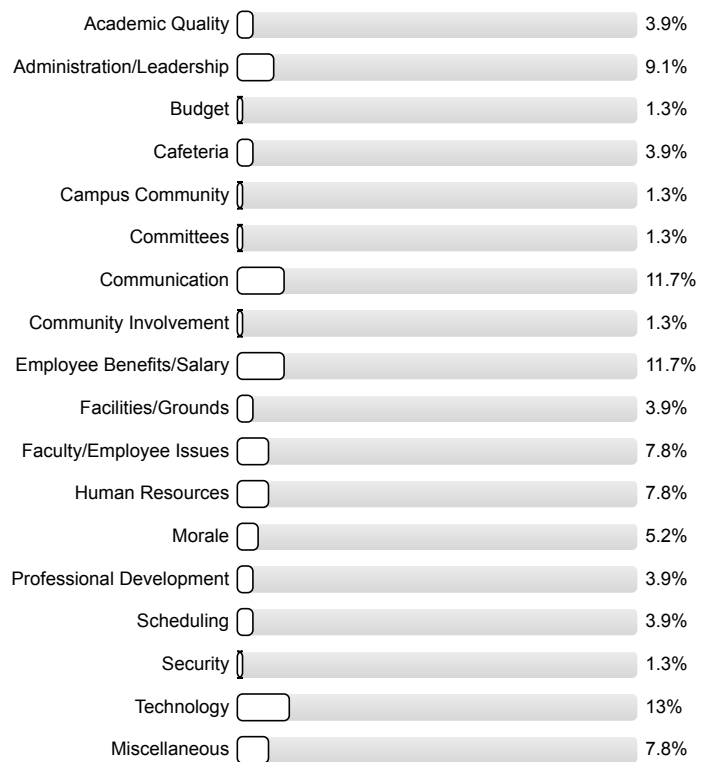
3.1) Select the #1 thing that needs improvement at Amarillo College.



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



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



Comments Report

2. Three things that work well at Amarillo College.

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

- I feel like the leadership we have at this time is very caring and committed to doing what is best for the future of Amarillo College. I would not feel uncomfortable approaching any of them with a question or concern.
- AC faculty are an integral part of our community!
- AC faculty are committed to the academic success of their students.
- AC has incredible faculty.
- AC has strong leaders.
- Academic quality is without a doubt the #1 think that works well at AC. Instructors have high standards, many resources and are committed to helping students succeed.
- Administration/Leadership really care about employees at AC.
- Amarillo College Security is always willing to help and are present around campus.
- Because I feel like we have a tight knit community on campus
- Cabinet level coordination and support
- Despite having to do more with less money, AC still maintains it's high quality educational standards with all of our programs!
- Developmental ed is awesome, financial aid available to nearly every student(some say 70+% are on aid), food and clothing pantry are working and used, counseling by psychology department is wonderful as is legal advice for students
- Earnest people truly trying to make a difference for students and our community make the daily roadblocks in structure and workload more bearable.
- Excellent faculty who care and work hard.
- Excellent personnel
- Faculty are generally dedicated and provide a quality product to students.
- Faculty care about their students and work hard to help them learn and be successful.
- Faculty commitment
Dedicated
- I am always impressed by the quality of what colleagues are doing with their students!
- I am on West Campus and we all work together very well
- I believe our officers are doing a great job. They are always around campus and that makes me feel safe. They are always quick to answer student emergencies as well. They have had to intervene for a student medical emergency 3 times for me.Keep up the good work!
- I believe that the Administration/Leadership is the #1 thing that works well at Amarillo College because if it didn't, few other things would work well.
- I believe that the Leadership in our Board of Regence and President are doing a excellent job along with our Vice-Presidents and Department heads. I feel honored to have these Leaders in their roles here at A. C.
- I believe that the academic quality of the college overall is phenomenal. As a student as well, I have learned so much and have had some amazing instructors and professors that have helped me to accomplish my goals and pushed me, when I felt I could no longer make it. They made me believe in myself again.
- I believe that the faculty, as a whole, work hard for student success and provide quality learning
- I feel that we have dedicated faculty at AC who truly enjoy teaching and therefore; they do a good job.
- I feel that we have good academic policies in place to ensure enough rigor in the program while giving students the tools they need to be successful

- I feel the instructor's provide the students with an excellent education and prepare them very well for the workforce or for transferring to a 4 year institution.
- I feel there has been a great effort to aid with student success and student resources. The Food Pantry, Tutoring, etc. all are aimed at student success and I think this is one of the great developments over the years at AC
- I have seen a growth in communication over the past few years between administration and faculty.
- I have seen first hand how many students have been helped in so many ways by student services. The students have been able to overcome barriers to success and stay in school and graduate.
- I think the Leadership at Amarillo College has vision. They have the best interest of the students at heart and they are trying ground-breaking new methods to serve a changing population. Change is never easy, but it is necessary This has been an arduous process for some of the staff and faculty, however, I believe that the leadership is trying to forge a new and stronger path for our community through our local community college.
- I think the changes that Steve is making and allowing his department to make are for the best.
- I think the faculty are all motivated for the common good of the students. Each has a strong desire to see students succeed and do all necessary to ensure this happens.
- I was very pleased when I attended a professional development training and to see how the presenters (our very own) looked so professional and were full of information.
- I've worked at several schools and I know how dedicated our faculty are to giving students a quality education. I love working with faculty who inspire me to improve in my own pedagogies. (This has not always been the case for me at other institutions.)
- If I ever have an IT problem, one phone call usually gets it resolved.
- In spite of allowing the students to dictate our policies, we manage to maintain quality.
- Integrated operations is impacted significantly without open and transparent dialog; however, Amarillo College leadership is dedicated to providing employee's with information to make concise decisions.
- Leadership is on the same page and makes all employees for AC feel important. communication is much better and transparent.
- Looks beautiful
- Much improved recently with some notable but welcome changes
- My department chair does a great job with scheduling. She supports the college but also takes into consideration our own needs.
- My director is extremely supportive in my new role as an instructor.
- My discipline has instructors who maintain rigor and demands for student success after they leave AC
- Our AC Police do a great job and make their rounds and lock and secure our buildings on our campus.
- Our Faculty are the best, period!
- Our grounds continue to look nice and well-kept. The addition of xeriscaping is a good choice.
- Overall AC has great academic quality. There are courses that have faculty who expect excellence from their students and test at appropriate levels. There are others teaching in the same class/area who have less rigor and test at lower levels.
- Regardless of any administrative changes or institutional growing pains, faculty always put the students first and academic rigor is maintained.
- Services are offered all over campus from the ARC to tutoring individual students in every subject under the sun. Each department is diligent in offering assistance to students with ANY need,want,care, or concern.
- Some really incredible people work at AC. I am honored to work with them.
- Steve Smith is an amazing advocate for the college, its students, and its employees.
- Students are welcomed and treated with respect. They are directed to and provided resources that assist them in being successful and completing their program of study.
- The area led by Jordan Herrera is beneficial. Providing interview quality clothing, helping with additional gas money or providing a few groceries when they are needed is a great way to show the students that we care.

- The benefits are a positive asset and always consistent.
- The campus police department is always willing to help students and faculty. The activities they help to organize, such as the self-defense program and active shooter program, enhance the safety of students and faculty and give a greater sense of security on campus.
- The employee benefits are great! The health insurance is excellent.
- The nursing department is known for its academic rigor.
- The people here are great to work with. Friendly, helpful and fun people work here.
- The students always come 1st!
- There are positive remarks from instructors at University's and employers about our students and their commitment and knowledge of the subject matter that reflect the academic quality of Amarillo College.
- This year I have seen some people exit our college and some people added and promoted. I think every move has been to benefit our mission and our student focused objectives. I feel a real energy around achieving excellence for students because of our leadership.
- Those guys are ALWAYS out there working, from early to late. I just wish we had more flowers and were catching the rainwater to use for watering the landscaped areas.
- We have always kept our quality high and need to continue to do so. Our reputation is important, and it is important not to fall into "junior college" stereotypes. In my field, the courses are as rigorous as those at the nearest university, if not more so.
- We have excellent instructors, and we are always working to improve our courses.
- We have great people here at Amarillo College and it is those people that make it a very special place to work. This includes faculty, classified, and even some administrators.
- We maintain a very high standard. We should protect that standard and not compromise it to achieve any arbitrary goals.
- We meet often and get things done.
- While I have not been here long, I feel that AC encourages professional development, and does occasionally provide resources for instructors to further their own education.
- good pay and great benefits
- long history of academic success from AC
- nothing really stands out
- prompt service
- the campi are beautiful and add to the ambiance of the City

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

- All I know about the security is here on the West Campus. But the officers are always available, very friendly, and quick to respond when the need arises.
- AC Police are visual and helpful to all employees and students. They respond quick and provide wonderful safety information for all.
- AC employees are visibly involved in multiple ventures outside of the college- the arts- Symphony, volunteerism- with children's activities and community events.
- AC has made great strides to be among our community and be a leader for education and job ediness
- AC has people involved in all aspects of the community.
- AC is a great place to receive an education with quality faculty and staff.
- AC seems to be very involved in their students, and ensuring they have the resources they need to complete the degree of their choice. I have noticed numerous resources aimed at encouraging and assisting struggling students, and I think this is one of the reasons students keep coming back, in spite of personal setbacks.
- Amarillo College has always been about student success and has always offered wonderful student support services.
- Amarillo College provides students with a comprehensive pedagogy preparing them for there next level of employment, or higher learning.
- An administrative change for the better last December

- An effective VP, better oversight, more transparency
- Appreciate the transparency that Russell Lowrey-Hart strives for.
- As stated in the first question if not for the leadership and the high bar that is set the Academic Quality here at A. C. is the proven in the students that we turn out into the world. The staff and the faculty are second to none and are the knowledge and the guide post to the students.
- Benefits are excellent... salary on the other hand is pathetic.
- Benefits at AC are really good.
Salary is not working well, AC salaries have fallen behind our peer organizations.
- CTL has a lot of opportunities for learning. New employee orientation and WOW workshop were very helpful as a new instructor.
- Dr. Russell Lowery-Hart has a real heart for students. His vision on serving students and helping them successfully complete is well documented in the No Excuses 2020 Strategic Plan. Each Dean is focused on the Strategic Plan and how their areas can move the college forward to the 70% Completion by 2020.
- EOD does a great job and are always willing to help.
- Faculty and staff are given opportunities to enhance themselves professionally and are provided with a structure that rewards effort and improvement.
- Grounds are well taken care of all the time.
- I always feel like I am informed about what is going on at AC.
- I am very proud of all the things AC does to support our students.
- I believe AC has taking huge steps into making sure our students are the number one focus and breaking down barriers to help them succeed.
- I can only speak for my campus, (West), but I feel like we are somewhat of a cohesive team striving for one goal; healing and care of the body. Even though we have many diverse programs, I feel a sense of respect among those I work with and I have great respect for the other fields of study. We each have our own accrediting body for our respective professions that require intricate detail and record keeping of students and their success through programs.
- I do believe that we all strive to be known in the community through programs we are doing.
- I feel my PD needs are being met.
- I feel students at AC get a quality education.
- I feel that student services is proactive to help students with issues outside of school work to alleviate distractions that might prevent success.
- I feel that the leadership at the college has really worked in the past year to reconnect with employees and provide a clear vision for where the college is going.
- I love the people I work with all across campuses.
- It is nice to have the police presence on campus in this day and age of school shootings and violence. I like to see them in the halls and talking with students & staff.
- Most people who work at the College appear to be happy to be here and maintain a positive attitude.
- Now that DR. Clunis and Dr. Hart are working together we are able to accomplish more of the things we NEED to do. I feel like we are listened to more now than ever which improves moral and the willingness to work harder.
- Of service to the students for car problems, visible, unlock offices when support personnel or administrators with keys are not available
- Our AC Police are courteous and effective.
- Our buildings and lawns are beautiful.
- Our classes are rigorous, but fair
- Rigorous
- SNA is often working in the community.
- Scheduling is a tough job, but Keith learns quickly and is doing fine.

- So many resources are available for students to manage their daily lives (beyond academic assistance or getting involved in campus life), and the ability to direct students who need help to one or two main resources has been incredibly helpful.
- Some areas are in need of improvement, but I believe overall, faculty and academic affairs administration truly strive to meet and exceed quality standards in their respective areas.
- Student are provided with multiple opportunities for assistance during their tenure at AC.
- Student services is a great way to help our students in need.
- Student services support has many resources available for the students and are also committed to helping students succeed.
- Thank you to our Grounds and Facilities crew! Love the view from my office when they cut the grass and keep the grounds so pretty. Just wish we had bird feeders :)
- The director and assistant director at the Moore County Campus are the best administrators I have ever worked for in my 23 years of education. They support their faculty and are always striving to make our campus better to meet the needs of our students.
- The grounds are beautifully kept.
- The grounds are beautifully maintained.
- The majority of faculty and staff at AC are truly student centered and very caring (and this has always been the case).
- There are so many programs to help our students do well in school.
- This works really well at Amarillo College. We provide students with all the tools they need to help them be successful. It is a shame that some choose to abuse the support and services or not take advantage of them.
- Washington Street Campus looks fantastic.
- We feel like a family. This is a great place to work.
- We go out of our way to help our students. Most students are amazed when you show them the amount of help we can offer.
- We have a great team of officers throughout this college. Any time we have ever needed an officer, they are very quick to respond!! They are an amazing team!!
- We have a great tutoring lab in our department that works hard to help our students. Glad to see the expansion of services such as the food pantry, and more information given to the rest of us in terms of where to refer students with specific needs.
- We have a wonderfully enriching community of clubs, events, tutoring, etc.. Our students have incredible resources at their disposal. There is a real culture of caring here at AC.
- We have been recognized by multiple national organizations for all of the things we do for our students.
- We maintain a high level of rigor in the classroom. I was worried that when the college focus turned to success rates that we would be subtly encouraged to "push" students through. I feel confident that colleagues in my department have maintained every bit of rigor and integrity as we have for years. Our students deserve to know they are getting the best education possible.
- West Campus Police are very aware of what goes on and keeps our campus safe.
- Whenever there is a problem with technology, IT is on the problem quickly.
- While our building is not structured for much security, I feel that we currently have the best staff of police officers since I've been here.
- innovative, helpful
- our pass rates are up
- students
- this past year we have been given more information through Cabinet Notes and newsletters and personal emails from our leaders. This kind of sharing as soon as possible the new works done at the college help me stay on top of information and be an advocate for my students and my coworkers.

^{2.6)} Please comment on why you feel this works well at AC.

- The grounds always look very good. Especially the West Campus. Of course the construction on the main campus takes away from the "curb appeal". However, I realize the construction is only going to make things better.

- A big thank you to the landscaping and cleaning crews, and maintenance workers. The grounds are always well maintained.
- AC has good rigor in the courses offered.
- AC is definitely about the student
- AC tries to include everyone.
- Ac and its employees are out in the community relating with our students and trying to make a change in Amarillo as a whole.
- Amarillo College does a better job of providing services and support for students than any college where I have either attended or worked.
- Amarillo College is an integral part of the communities that it serves. Amarillo College takes pride in serving people and providing opportunities to partner with other community members.
- Amarillo College is dedicated to providing our community with its future leadership.
- Based on data that continues to be released, it seems as though the academic quality at AC is improving dramatically.
- Dr. Clunis is phenomenal.
- Each campus, separately, has their own sense of community.
- Even with compressing classes into eight weeks, I still believe that most of us our maintaining academic integrity.
- Everything we do is student service/support based. Almost to a fault maybe.
- From my point of view the courses, classes and faculty are the best I have seen in my experience with colleges. Given, that I haven't had an opportunity to actually visit and watch a lot of faculty teach, but everyone here seems very dedicated to what they are doing.
- From what I have seen in the Science Department, the academic rigor is quite high, and a lot is expected of our students. I feel we are doing an excellent job of preparing our students for the programs and jobs they wish to enter upon graduation.
- I always feel safe
- I am involved in several committees, and I enjoy working with my colleagues to improve Amarillo College for our students.
- I appreciate Steve's new approach to the budget. He is thinking way different than what we have had in the past, learning about how AC functions and adapting to our needs.
- I could find nothing else on the list that works well at AC.
- I feel all employees of the college have the common goal of helping students achieve their educational goals. With events and resources available, we are giving them the ability to be successful college students.
- I feel very secure on the A.C. Campus. The ACPD does an excellent job.
- I feel we have a great technological support staff and AC, as well as the help in CTL.
- I think the security department does a good job of keeping everyone safe
- In my program we are very involved in the Amarillo area community, and I know the college in general is also.
- It's getting better...
- Last fall, the right changes were made in administration.
- Leadership, particularly department level, has been excellent.
- Much improved over the last year!
- My AC Benefit Plan has done REALLY well over the last year. I am grateful.
- Only the benefits side of this works well. Industry salaries for nurses with advanced degrees are greatly outpacing higher ed. We truly teach for the love of teaching and nursing, but the nursing shortage is strongly related to a shortage of Nurse Educators.
- Our ACPD does a great job.
- Our college is in the news because we are part of events and initiatives that help our community. I am proud that we lead positive actions in our community.
- Our department chair is always open to the scheduling needs of the faculty. This is a great morale booster as I feel that when faculty are

given the freedom to teach during their best hours, they provide a more dynamic education to their students.

- Our new Counseling center and the Advocacy Center are fantastic resources for our students. I have referred several people and they always receive some type of help.
- Our security offers a sense of safety and I do not worry about the bad things that could happen
- Rigor is not in question at AC by faculty or students or universities accepting transfer credits
- Student services does a good job taking care of students.
- Student services provides a wide variety of helpful resources to students and their families, such as the food pantry and social services. I think the new counseling resource is one of the best services offered.
- Student have way more services and help than when I was in College.
- Student support has been improving and appears to be really helping students
- Technical Education, Instructors have academic rigor.
- The IT department is working great to keep us all running and working daily.
- The benefits to faculty are outstanding!
- The campus community on the campus I work on is amazing! I feel like this is my second family.
- The current payscale is clearly stated and articulated. Pay incentives are given for professional improvement and advancement in rank. While the pay is not the highest in the State (particularly for adjunct instructors), it's not the worst. Thus, the current payscale feels fair and equitable.
- The facilities/grounds here on the West Campus are very well maintained. The trees and grass are beautiful this time of year and the classrooms and restrooms are kept clean.
- The grounds are very well manicured. Facilities are well maintained.
- The new landscaping on Washington Street is very nice.
- The quality of education continues to be a selling point for this community college.
- The value of Family is evident on a daily basis.
- There is no reason for students at AC to not be success. The support is there.
- We are very blessed when it comes to benefits. AC allows us 2 benefit plans and matches our contributions to a very acceptable level. I am very grateful.
- We have GREAT security!
- We have recently had students in need of a variety of services and Student Support Services has been very helpful.
- We now have leaders that not only listen to us, but that seek out our opinion and relay our concerns to the board without deception. Our leaders are encouraging us to make the changes we have needed for a long time without the red tape and politics that were required before.
- Well kept
Pleasing to drive to
- With A.C. and its involvement in the panhandle of Texas, its reputation of High Quality in education and technical training makes me proud and honored, to be a part of it.
- With everything going on, I am pleased that the IT people have been able to fix my computer.
- always trying to get independent of state funding

2.7) **Anything else you would like to add?**

- It is much easier for me to choose the things that I think are not working well. I choose facilities and grounds as a positive. However, the facilities are not doing as well as we would like for them to. Here on West Campus, we have many things that need repaired. It takes a very long time for them to come out to look at something and then only one thing is repaired when there are several things that need to be done.

- I believe that the block schedules really help in academic success for employees like myself. Because of the 8 week block schedules the way they are I was able to complete more in a short time frame. What would have ended up taking me about 4 years to complete I will now be done in 2. So thankful for the schedule.
- Amarillo College has a lot of really outstanding faculty members. I did not put "Academic Excellence" as one of the three things that works well because there is so much interference in the classroom from the state of Texas, SACS, the AC administration, and now book publishers and their online labs that professors hardly have any control over what is in their own classes.
- I am very proud of the work we do to take students around the world, across the nation and to statewide events. The panhandle is a long way from major cities and many cultural things that our students would miss if we were not supporting their experiences. Every student who becomes confident about travel and sees new things touches their friends and family in important ways, often growing higher expectations for success.
- I believe that the students here at Amarillo College are valued and are shown daily how much they are valued.
- I keep seeing "Cafeteria" on these surveys. In my six years here, there has not been one.
- My dean and department are comprised of wonderful, talented people that I respect. So grateful. Also, I appreciate how nice the grounds look, and some efforts to xeriscape.
- Nope
- Nothing
- Nothing at this time.
- The Food Pantry has brought a new awareness to the plight of students who are hungry and without resources for basic supplies. I applaud Dr. Russell Lowery-Hart's efforts to train us in what it means to live in Poverty and how to assist students in finding assistance. Promoting mentoring and fostering relationships is important to increase persistence.
- There is no better place to work for me. I love my job.
- We are lucky to work here.
- no

3. Three things that need improvement at Amarillo College.

^{3.2)} Please comment on why you feel this needs improvement at AC.

- The reason I say this, is mostly because of the changes that have been happening. We still have many faculty members that are not willing to consider change. I don't like working in an uneasy environment. At least I stay mostly in my own little department with upbeat, willing employees who don't mind hard work. It bothers me that so many of our employees are afraid they may have to do a little more work.
- AC still lacks in professional development for it's faculty. I wish we had more opportunities for professional development events on the outlying campuses.
- AC's current President and all of his cabinet should be fired and replaced by people that care about real education and not a "social media" style of education..
- Amarillo College needs a higher-learning scholarship for its faculty, or a tuition assistance for graduate level studies.
- Based on the building that one walks into, or the classroom to which s/he is assigned, the quality of facilities varies dramatically. If AC truly wishes to be a 21st Century institution, all facilities need to be upgraded substantially.
- Based on what I'm hearing from students, I am gravely concerned about moving an a schedule of almost exclusively 8-week courses. I know they work for many students, but I have seen a number "crash and burn". I think it needs to be acknowledged that you MUST cut content, A LOT, to make a 16-week course into 8 weeks. Much like the 72oz steak at the Big Texan, not everyone can choke information/skills down at a rate that will be digestible in 8 weeks. Woe to the student who has an illness/personal issue! Also, the importance of "bonding" to an instructor/peers is much LESS likely to happen in 8 weeks - and I absolutely think this bonding/belonging helps in student retention.
- Bring the cafeterias back, parking is an issue on some campuses, ours is a long drive into any place to eat and our students deserve much better from our college.
- Decision making is very poor. Hiring people not qualified, not filling positions appropriately, priorities of institution are not based on education quality and what is best for all students. Concentration on ONLY social services and completion is bad for institution. Communication is terrible. At times employees are included in decision making process, but most times, the biggest decisions are made without input from a majority of those affected. Academic quality is decreasing due to focus on completion without equal focus on completion with competence.

- Dependent upon who you talk to, the wheels move very slowly, if at all, sometimes. Mixed messaging is often the case. Mistakes are consistently made, paperwork disappears (this is better than it was).
- Faculty are still being left out of the decision-making process on major and minor issues.
- Faculty are underpaid
- Good lord why is it that every time budgets are due it's like being on fear factor! The build up to the due date, the questions, the implied notion that you have to get rid of your adjunct and teach more courses, the comments and questions that imply your budget will be rejected. I hate it every year. It seems like those that do the budget are being punished and criticized, afraid to put even \$40 in the budget for postage because it will be questioned. Miserable process.
- HR may be understaffed because they sometimes do not answer emails or return phone calls.
- I am confused about the necessity of Cornerstone and the awarding of each other badges. It seems like this is something that could possibly create the unintended consequence of division and resentment. I am also skeptical of "wow" gestures that are photographed and distributed through email. In sum, I'm a little w(e)ary of getting too "meta" about good deeds.
- I believe the computer technology needs to be upgraded from Windows 7 to Windows 10 throughout the system. All the students coming in are working with Windows 10 and have been most of their lives. It is a simpler system and faster system.
- I do believe that the East Campus really needs work on their grounds and to finish the facility they started. Our building needs major repairs as well as our loading dock that is falling apart, and a huge safety issue.
- I don't know if Blackboard is considered a part of technology, but that is what I am commenting on. Blackboard is very cumbersome, slow and a very difficult program to work in. I don't know if there are better Blackboard systems out there, but some type of an upgrade to streamline the testing set up, the grading system, the semester to semester work would be nice. Through my own trial and error, I have made my own instructions in how to set up the grade book, how to set up the test, how to set up Respondus, how to set up my syllabus each semester--all just step by step instructions that are easy to follow. The videos and pdf in the employee help desk for Blackboard are awful and of no help whatsoever. Each new semester is a trial and error on setting up classes. Each test is given with fingers crossed that the images on the test show, that the computer won't kick the student off, that the computer will even work.
- I feel that meetings for the year should be set at least 6 months in advance, or in a perfect world, be included on the AC calendar that Bob Austin sends out each year. It is not feasible for administration, HR, committees, or any other area to schedule a meeting with 2 weeks notice and expect good attendance.
- I feel that we are out of touch with the President and the Vice President of Academic Affairs. They seem to have their own agenda and we are watching them pursue it. They have their agenda set and all other concerns by the employees (faculty and classified) are ignored.
- I have been trying to recruit people to our wonderful college this year and our salaries do not compete. There are other reasons we rise to the top but it is not salary. I suspect we lose bright capable applicants because of this.
- I heard of a salary fix for the overload for 8 week classes, but now I fear this is not going to happen.
- I know that our Police Department is short handed because of money but, I think they could be a little more thorough when it comes to securing the buildings at night and doing walk-thrus to make sure there are no strangers in the building.
- I know that the administration is currently working on ideas to improve faculty salary, but right now we are pretty low in comparison to other community colleges.
- I know this is a State funding thing, but the budget is always a problem. I think it is strange that the State wants our population to be an educated work force, then cuts the budget to the schools.
- I often find that I get information from EOD that is later corrected from information outside the college, especially in regard to TRS and ERS. HR doesn't have the knowledge, but wants to appear that it does. HR needs more training.
- I think communication can always be improved but since we have several campuses, I think communication is not always good between several different campuses
- I think the merit pay will invite controversy, encourage favoritism, and create schisms in our AC family
- I think there will be plenty of comments from others here.....
- I walk around on tiptoe because there is such vindictiveness, pettiness, and micromanagement; when I am not on tiptoe, I get off campus as fast as possible because the less time I am here, the less likely I am to be "attacked"
- If you do not teach or attend classes on the Washington campus you do not have the same access to events and services. Parking is terrible at WSC and I dread having to go there. It just seems that resources are not equitable between campuses. A mobile bookstore to satellite campuses would be helpful for students needing to pick up books at the beginning of semesters. It could come out once a week or twice a month so that students could purchase things.
- Increase pay scale

- Instead of looking at AC as a whole, we are divided into different campuses. I find it disturbing that employees who don't work on the Washington Street campus don't seem as important. Every employee contributes to the success/failures of AC, and we should be looked at equally.
- It is uncomfortable to make ends meet without overload pay.
- Lacking training that will allow employees to advance in their fields and training for employees who have been advanced have no idea what they are suppose to be doing.
- Lots of questionable decisions, from personnel, to black boxes, to money spent on conferences at the Civic Center.
- Multiple errors
Attitude issues
Slow to respond
- Need additional funds to cover some of the basics. Faculty should not have to supplement with their own funds for supplies used in the classroom.
- No one can ever answer simple questions that I have about benefits etc. When I manage to get someone on the phone they act impatient. I just try and avoid speaking to this department because I feel it is a waste of my time.
- Nursing was better served when there was a Dean of Nursing.
- Our Academic quality continues to decline. After reducing our senior faculty (fewer than 20 full professors remain), we will be further burdened with additional workload (18 credits whether teaching 8 week courses or not). Budget cuts students viewed as numbers have severely diminished our academic environment.
- Placing people in charge of departments/programs who are not qualified is a mistake. Just because they have a degree does not mean they are qualified to lead. People have been promoted into positions that they are not qualified to handle.
- Salaries need to be improved.
- Some "leaders" need to listen to the people who are under them.
- Still a problem between administration and faculty, with some signs of improvement.
- The Deans rarely show respect for or value faculty. There is a great deal of micromanagement. Administration always seems to find funds for their pet projects, but not so much for faculty salaries or for professional development. Administration takes great pride in the fact that AC tuition is one of the lowest in the state, but don't seem to care much that faculty salaries are some of the lowest in the state as well. I would like to see an across the board pay increase, even if the college has to increase the tuition to do this.
- The SCIE and WARR buildings are always super cold. Students have to wear big coats during lecture and often have to go outside after class to warm up. I would lecture in a winter coat is I could. It is to the point of being unbearable!!!
- The benefits are good, but the salary is not great. It is a slap in the face to be asked to say "YES" and take overload after overload and the overload pay for full time faculty is PITIFUL!
- The changes over the last couple of years are still an issue for many people. Smiles on faces are hiding festering wounds that are not being healed. I don't have advice on how to fix it, but it is still a major issue.
- The consistent need to do more (teaching, advising, recruiting, budgeting, advocating, scheduling, personnel and technology training, etc.) with less (full-time faculty, support staff, financial resources) is incredibly wearing throughout the entire campus system.
- The push toward a 70% completion, without adequate communication between all of the players involved in promoting student success, can leave faculty feeling judged over something that they cannot completely control and their input in how to solve the issues is not always sought nor heeded.
- There are committees to appoint committees...meetings to set meetings. All campuses cannot consistently meet on FRIDAYS... a lot have classes. Program coordinators/managers/directors have way to many committee and leadership commitments that take away from classroom duties. They are required to carry full loads, but then have to move/cancel/reschedule class to attend "meetings.... Are students our focus... or attending meetings?
- There are just not enough avenues for communication to reach everyone in the college. The college needs to over communicate and over many different medias and avenues. Standard meeting times should be set each month and honored in order to communicate whether the administrator feels they are needed or not. Even agenda less meetings are productive because it builds morale. Employees feel listened to and acknowledged.
- There is NO food available for folks who teach classes and not enough time to get any in our "30" min window if a student needs help. Junk food from the machines is not a good option.
- There is no communication from above and no involvement from down below.

- This college should not be solely focused on poverty issues and passing those students that barely get by. We need to recruit top-notch students during their high schools years, both in and out of town.
- This is still an area where improvement is needed. Information does not make it to everyone who needs to know (both up and down). There is still an element of silo communication (ie, you must talk to your supervisor who will decide whether or not it needs to continue up the chain of command).
- This seems to always be a huge issues. Whether you are on the same campus or one of other campuses. It needs major improvements.
- Tired of working in a hostile environment with a fear of retribution.
- Too many committees!! What a waste of time taken away from students or classroom improvement. Hire someone to make decisions and let that person email faculty who need to help with events, data gathering, or policy.
- Was not happening under Dr. Vess. Seems to be getting back on track now with new leadership.
- We are headed in the right direction with changes in the VPAA office. But, upper management continues to expand- Deans that know nothing about individual programs.
- We are in need of more updated computers in our lab. We are also behind the times when it comes to smart boards or mobis and any portable computers.
- We are professionals and should be able to support ourselves and our families on a full course load. Salaries should be competitive with other community colleges across Texas. Medical benefits are decent, but the dental coverage offered doesn't help that much.
- We are ranked 33 from the top in salary for Texas Community Colleges
- We are too low on the ranking of salaries compared to other institutions. The merit pay system is good start, but I am still concerned about where this extra money will come from and how it will be equitably divided.
- We have been very focused on the evaluation process (merit pay) for our staff and faculty, but I do not remember the last time our deans asked for the faculty to evaluate the department chairs and coordinators. Without oversight, department chairs/coordinators may feel they have the authority to act with impunity. There needs to be a system in place that allows faculty members to voice concerns about department favoritism or unethical behavior from the department chair/coordinator without fear of retaliation. We need to be able to trust our deans will hear our concerns and keep them confidential.
- We keep talking about improving communication but in some aspects it has gotten worse. Despite sincere efforts, there are multiple rumors, misunderstandings, failure to inform etc.
- We need a better admission process, where students are properly taken care off. Whether they are new college students or transfer students, we need a process and one area (Admission Department) where students can get all initial steps taken care of so that they are not bounced around from department to department.
A number of student's I've helped make a statement that it is a difficult time process to start with us.
- We need better compensation so that we are not having to work 2 and 3 jobs to make it
- We need to smile more!
- We still are some of the lowest paid faculty and the budget keeps getting cut.
- West campus has many technology issues that occur during testing in the computer center. Students get booted off exams, exam questions don't show properly, missing exam data and images
- While I do realize we are given considerably more time off than the average worker, I think including some form of paid maternity/paternity leave would be highly beneficial to all employees. You can't plan every pregnancy or adoption around Summer, and it would take some of the financial pressure off to know that your paycheck will arrive on time, and your job will still be there when you get back.
- Why is this even here? This needs major improvement. The students are hungry. I feed one of them a lot of mornings.
- Many major impactful academic decisions have been made without true faculty involvement or even input. The sudden decision to completely overhaul our curriculum, to go to eight week classes, was done without faculty. Faculty were not brought into the process at the initial stages to be able to provide vital input, input from their experience in the classroom, about the effects on their classes. This was a slap in the face to faculty, indicating that their expertise is not valued and that they don't have an important place at the table at AC. After seeing many of their colleagues pushed out the door in a forced early retirement, or being fired, this is the last thing faculty needed.
- less silliness
- transparency is an issue

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

- I am just to the point in my career with Amarillo college that I am ready to start learning more and developing the skills I need to be a better employee. The professional development opportunities have not seemed to be known to me. How do I find out about opportunities

for professional development. I did mention it to my supervisor and was provided IMMEDIATELY with a class to take. so the problem might be me.

- All classrooms should have a smart board. I'd like to have the ability to have AC help in buying a laptop to use for work, though that is admittedly more of a want than a need. The smart boards are needed, however.
- All employees need training on proper use of DL lists and Reply all in the email, I loose at least 3 hours a week in the spam reply all and DL list emails. Some of us have enough work to keep us busy and do not need to waste time, we have to at least read enough of these emails to see if they are pertinent or not; the majority of which are not!.
- Amarillo College has shifted from actually teaching students and giving them a good education to "saving the community," which apparently means getting students through the program, whether they actually learn the subject or not. while I'm all for encouraging First Gen students, we seem to care ONLY about First Gen students now, ignoring and not recruiting bright students from affluent or even middle income households.
- Amarillo College student Services should have a higher level of knowledge of all programs offered to its prospective students.
- As new faculty, I feel that I have been very neglected. I was given a class and no strategies or special training to be successful.
- Bartenders make more money than instructors. This is not incentive for students to go to college.
- Communication is an issue wherever you work, but AC seems to really have a difficult time with it. Communication comes out after the fact, or when someone who needed the information inquires about it. Assuming people already know is not a good working situation.
- Concerning faculty and classified employees, all we seem to do is cut, cut, cut yest we seem to have money to create a new administrative position on a monthly basis, a couple of shindigs at the Civic Center every year and God only knows how much on \$5000 black boxes for students to use to keep attendance.
- Definitely salary. It is staggering to see how low AC is compared to the rate of other community college pay scales.
- Do we even have one anymore?
- Each campus varies, but having worked on multiple, it is clear the focus of funds usage is on Washington Street. All campuses have general OSHA required safety issues, many spaces are out of ADA compliance, and even grounds on some campuses are not well maintained. We also waste TONS of water on every campus I've been on with water running in gutters, on in the middle of wind storms, etc.
- Everyone is still looking over the shoulder, looking out for who is chasing them, or hunting their ideas/work. We can't move forward as a team without everyone feeling safe enough to look forward.
- Faculty are given limited access to the department copy machine because of a limited printing budget, but I feel that unlimited paper and ink for instructors should be a high priority for all academic departments. If not unlimited, then something substantially higher than what it is now.
- Faculty morale is bottoming out thanks to Deans that know nothing about programs. Decisions made by faculty and policies that are in place should be honored-not circumvented. Students should not be pandered to. Deans should FIRST respect faculty and then ask that students respect faculty and the decisions made.
- Faculty salaries are below those of our peers at comparable institutions. I am unconvinced merit pay will do much to correct this. Steve Smith's proposed changes in faculty compensation look good, but it is not clear it will be adopted.
- Going down due to focus on completion and not on quality of education.
- HR needs more employees that are well trained to do their job. Janet makes a lot of mistakes.
- Human Resources should provide more information related to our benefits and retirements on an on going basis and not just in the summer when most of us are off.
- I feel that as we work to end each semester, we all become a bit overwhelmed and lose some of that drive. Also, when a department makes a decision and then it is overridden by higher offices it is a slam to morale. We begin to wonder why we follow are policies and then our decisions are overturned anyway.
- I have always been ok with my salary. It's not stellar, but I am very happy with my job at AC and would never leave because I felt I wasn't paid enough. Now the new faculty pay scale is in the works, there are all the rumors, and committee members telling us stuff, then faculty senate minutes come out and it the opposite of what committee members were told. It is extremely disconcerting.
- I have enjoyed this year because we have tried some new ways of meeting together. It is on the improve list because I hope we will continue to find ways to bring us together to become aware of who we are and what our most important goals are for the year. Also, when we come together in a variety of ways and venues we learn more about our whole college mission. I hope we keep trying new ways to work together and show value for all employees.
- I have seen the changes in our course each semester since I have been with A.C. I understand progress but some times reinventing programs that are working are hard to understand. I believe that having meetings should be productive in decision making and not just to have a meeting.

- I think we have too many committees, we have meetings to schedule meetings. This does not allow enough time for our students.
- I've heard too many stories from people who keep getting different answers regarding retirement. Is this a training issue?
- In previous years employees have been proud to say they work at AC. I don't think this is the case as much anymore.
- In speaking with some of my peers I have discovered that many do not feel valued; dread the stress of pay-for-performance and the uncertainty of ever getting a raise in pay; feel as if they have no influence on decisions made that affect their work and livelihood. I feel the same. It is not enough to get up and say in a meeting, "The faculty at AC is the best." If the college administration and board of regents truly valued the faculty, they would provide better for them, such as better pay, reserved parking, paid professional development, and considering faculty input on important decisions (pay-for-performance).
- Input is not always sought nor heeded when given about the barriers to student success.
- It is quite clear that we are expendable cattle to the Admins and department chairs. Each faculty I have talked are unhappy but so afraid to lose their jobs if they speak out. AC "family values" what a bunch of crap.
- It seems that we were asked to move classes to 8 weeks, but nothing else happens to this fast pace. We have let so many people go, that it seems nothing can keep up. Examples - overloads, withdrawals,
- Low salary is not a new problem but never seems to get resolved.
- Morale is GREATLY improved over a year ago - but I've sure seen a number of folks beleaguered over the issue of cutting important content to adhere to a model of "finish faster". It's also important to remember, as our data has shown, our many students are working full-time, have large families (and the complications that go with them), and this means it's easier than ever to get lost in the rush. I don't expect that the 8-week courses will change - the institution seems absolutely committed to it "no matter what" - but I do think that choices are important, and "one size does not fit all".
- No one seems to have an answer in EOD about what a salary for new hire is going to be, salary changed last 2 times hire was brought on AFTER they were employed, salary adjustment was made UP in fall 2016 and down in January 2017 WITHOUT explanation either time.
- Not sure what category this falls under, but a lot of business needs to be taken care of more efficiently. Some examples: 1) Weeks after the withdrawal deadline, I still have students on my roster who requested a withdrawal by the deadline; in some cases I will be waiting for that to be processed so I can submit the grades for the rest of the class. This happens every time but it's worse this year. 2) When I send in retention alerts about students missing classes, I get a response some weeks later encouraging the student to get help. By then they have missed too many classes and will not be able to catch back up even if they want to. 3) One department needed information about student scholarship offerings for next year, and was unable to get that information in the time frame needed. This is a situation that might lead directly to students choosing to start at WT instead of AC.
- Our department budget has been cut to the bare bones, but every year we are forced to cut even further. If we don't have the resources to buy needed equipment, we can't teach our students effectively.
- Our students on East and West campuses really do deserve a small snack or cafeteria area. Even if we could put in a corner coffee shop, it would give them a place to study and build community amongst the different groups. WSC has the CUB and the 1st floor library area for study and collaboration, and the outlying campuses do not. In fact, our collaboration computer stations were all moved to the tutoring center or taken down and moved back to WSC. That is not fair for these students that are not on the main campus all the time. They deserve to have the same resources available to them on WC and EC.
- Pay
- Remains bleak
- Salaries need to be competitive with similar agencies within the city as well as other institutions across the state. Adjunct instructor salaries are pitifully low. So are custodial and grounds keeping positions, even though the benefits are good.
- Salaries need to be more competitive.
- Slowly improving
- Some of the leadership team seems unqualified for their positions. It appears to be a game of favorites in some areas. Several people I know are unwilling to apply for leadership positions because they fear the political games they see.
- Sometimes I think our leadership and administration need to spend more time here at AC and looking at our needs and our students needs than working out of town on different awards to win, or experiencing homelessness. I don't understand what the motives or agendas are for spending a week homeless. I already agree that it is a problem, and have empathy for them. But what next? Are we going to spend a week blind folded? Or in wheel chairs? Or only wearing second hand clothes from the Salvation Army? I guess those who have no empathy need to see what the big deal is? Sorry - I just don't understand how that is going to improve what we are doing at AC. If you have taught for at least one year, and didn't know that the majority of our students are at or below the poverty level then you haven't been paying attention. It isn't something new that just happened. We have been dealing with it for years, and are doing everything we can for them. I have even offered money, coats, clothes or bought something out of the machines and brought it to someone I know was hungry. I usually tell them that I pushed the wrong button and didn't like what came out, so they can have it. Some of us do go out of our way to help. But us to spend a week homeless is not going to help them.
- The Faculty Senate should be given an equal branch of power like our federal government, because the Senate is comprised of elected

officials, unlike the administration. Also, the Senate should be given the right to discuss anything with the board of regents and NOT have everything spun by the president's office.

- The benefits are amazing but the pay, not so much.
- The committee load is very overwhelming at times. It is good that the number of committees is being evaluated. It would help if the limit for committee involvement could be enforced.
- The morale is low and many people feel degraded by our values.
- The trash cans are emptied, but no other cleaning is performed in our buildings. The restrooms are disgusting.
- There are too many committees, and they take faculty away from their primary responsibilities
- There are too many simultaneous changes and too many new people in new jobs trying new things. Change is good and we must change to move forward but everything changing at once along with a loss of institutional knowledge due to retirements and job transfers is overwhelming.
- There need to be many more campus activities scheduled to create a much greater campus community.
- Things are getting better but are nowhere near what they used to be. There is an air of job insecurity within the department and an overall feeling of insignificance.
- This area has been pretty sparse lately. I would like to see more offerings at a variety of times to accommodate those still teaching classes in the afternoons.
- This week, I was asked to give feedback based on a report that I never saw. It turns out that my department chair received the report and never shared the results with us. I am involved in many committees. It is because of this involvement that I am even slightly aware of what is going on with the college. Our department chair just doesn't like to give up ANY control and share information with us.
- This will always need improvement, not that it is an AC issue really.
- Too many committees, too many meetings. Every unnecessary meeting takes faculty away from classroom work and time needed to focus on students.
- Too many of our adjuncts are now teaching at WT because its adjunct pay is almost double Amarillo College's compensation.
- We are on the right track, but there is still a long way to go to gain back the trust of staff and faculty with respect to job security. I fear AC is developing a reputation as a high turnover rate place of employment. Amarillo College means so much to the community. I hope we can all come back together as a united front and show the community that we are once again family, and yes this is a wonderful place to work. I think the AC family day was a great step in that direction.
- We have been told that there is no money left for anything this budget year. However, the President, Vice Presidents and other Deans seem to be traveling all the time. I realize the importance of this, but at least it can be communicated. Also, the higher administration are getting paid more than they are worth. The budget seems to reflect a decrease in pay for the faculty and some classified support and an increase in administration salaries and support. While departments are asked to reduce spending, the administration seems to be increasing spending.
- We need food on the campus
- We need have more employees (part time and full time) to help in our Student Services area. More individuals in the Registrar's Office to process transcripts in a timely manner. More individuals in financial aid to capture the 70% of students on financial aid and process their records in a timely manner. More individuals in Advising to capture the amount of students both local and distant. More employees in these key areas will make our admission process a lot easier and more efficient.
- We need more technology (smart boards) on satellite campuses
- West Campus needs a full time Police Officer housed on campus.
- What cafeteria on West campus? No food or drinks available except from a vending machine. These selections are unhealthy and expensive.
- What cafeteria? If you are not on WSC there is no food option, no coffee bar...back to lack of equity.
- While AC really encourages professional development, and will occasionally provide resources for continuing education, I think it would be wonderful if there was a budget, or even scholarship, for full-time faculty to use for continuing education. Even if it was available every few years, it would be helpful in paying for these classes we take to better ourselves for our students.
- With almost all of our attention on "getting students through," on retaining/passing them, faculty feel extremely pressured to pass students. Not only do we have to do this in eight weeks now, in half the time, but we have to do it for the new types of students that AC is recruiting--students who otherwise would not go to college, who weren't interested in college. These students are often very unprepared and unmotivated, and often the online assessments, graded by computers rather than human educators, are faulty, putting students in classes they are not ready to take. Faculty can not do anything if a state-approved test places a student in a class inappropriate for that student. Since faculty are evaluated and judged on their "retention" rates, they are pressured to pass students on through, even these students

who should not be in a particular level of a class--because these are the students we now have. We are told we must hit the magic "70 %" passing rate soon, even though other colleges have won national awards when passing less than 40% of their students. Where did that 70% figure come from, and why are we being held to it, putting an enormous and unfair burden on faculty under more and more difficult and stressful circumstances? This is hurting AC's academic integrity, the push to pass students, which affects standards and will affect our reputation in the community, especially when our graduates we pushed through do not know what they should. It doesn't help when we put up billboards that say "Finish Fast"--the emphasis is all on speed and getting through, not on excellence, rigor, or learning.

- Would like to have one.
- Would like to see some committee options on West Campus.
- letting students jump the chain of grievance and arbitrarily overriding program decisions before fact finding
- we are in the bottom quartile among community colleges in Texas
- when you can earn more money at AISD then at AC with higher degrees something is wrong.
Also, salary commensurate with amount of time spent. Half pay for biology labs yet full pay to teach a math lab?

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

- I am supposed to be working with programs on other campuses. I am very busy and don't have time always to reach out to them. They are not talking with me about anything. It is frustrating.
- A new rotational plan for upgrading computers and Smart classroom technology needs to be revisited and budgeted for. Students in K-12 classrooms have access to I-pads, laptops, chrome books, etc. that our college students do not have. Soon, these will become or should become standard equipment that students bring to class instead of pen and paper. Amarillo College needs to be ready.
- Amarillo College as a whole needs improvement on Leadership.
- Amarillo College needs an upgrade/make-over in its equipment and facilities.
- As a relatively new employee, I believe that human resources can (and should) do much more to integrate new-hires into the Amarillo College District, regardless of the time of year when one on-boards.
- At the moment, our class computers and office computers aren't exactly up to date. There is a lot of software that could help us do what we do, for instance Microsoft Office 365 and Windows 10. Windows 7 is becoming obsolete.
- Communication and Morale are still very significant problems at AC--we hear this privately from many faculty members. We are still being told about major decisions, made by a Cabinet that does not include one faculty member, after the fact. Dr. Jones had a President's Council, which included faculty members, so the precedent is there--it can be done if the administration truly wants to include faculty.
- Communication is still a problem with EOD/HR, and I sometimes get the sense they do not know what they are doing. They sometimes come across as unprofessional in their emphasis on Fun and Wow.
- Course schedules are horrible and not student friendly. Seems to be made to keep faculty happy not meet student needs.
- Employees at AC particular faculty are not paid enough for what is required of them.
- Glad to see they are adding a new position in EOD to handle all of the things that you can never get them to take care of! They never answer the phone, so you have to send an email and wait for days before something is done/answered. I'm sure that they all have so many Cornerstone goals to handle every day that they don't have time to take care of those of us who are working.
- I am concerned that the 70% drive is encouraging some departments to lower standards so that pass rates look good.
- I do not like the new merit pay system that will be implemented this fall. I feel that it is just a bunch of hoops we have to jump through to get our well-deserved raises.
- I do not see any other major areas of concern, in my opinion
- I do think the morale has improved at AC over the past few months, but I think there is still a way to go. There is still a lot of distrust, grumbling, and rumors flying about that hurts overall morale, but I think it is getting better.
- I don't feel like we have a lot of support.
- I feel like there are many favorites and if you are not the favorite then things are not readily available.
- I feel like there are sometimes things get lost in the shuffle with this department.
- I know at least one faculty member (not in my own department) whose position was removed and should not have been. I want AC to value all of its departments that contribute to the college, especially if those that have low enrollment can find new ways to remain relevant. The "guided pathways" are great, but make sure not to neglect more specialized fields/pathways that we offer for the students who want to pursue them, and make sure those students get advised correctly.

- I know everyone is doing everything possible to address issues of budget shortfalls and find new funding opportunities but lack of funds is something that clearly needs improvement so I included it here.
- I realize this may have more to do with the budget cuts we see every year, but it would be wonderful if we could offer more classes at the Hereford and Dumas campuses. I have had several students request Chemistry 1, 2, and Organic Chem. at these campuses. We have the lab set-ups already - it would just be a matter of adding new faculty and purchasing some fairly minor equipment.
- I really think that 22nd street needs a bridge over it like the one on 24th street or it should be closed off between Washington Street and Jackson. Too many drivers are overly aggressive and I'm surprised really that someone hasn't already been killed in a car/pedestrian accident.
- I think that academic quality is still high, but I worry about subtle pressures to lower our standards to raise success rates.
- I think there is too much of personal feelings involved in making decisions. I also feel like we are the government; only told what management wants us to know about. I realize a certain amount of this may be necessary but people work better if they know why the decisions are being made.
- I've been quite pleased with technology on campus so far, but thought I'd voice my support for increased "smart" classrooms (the name escapes me) like Ware 212.
- Improvement for technology would be nice. The computers we work with out here are extremely old. Only one of the copiers in our building is connected to a server and sometimes it works, and sometimes it doesn't. We still use a fax machine, however we cannot fax anything only receive and I have called it in several times to be fixed but instead of trying to find the problem, we are told nobody used them anymore and we should find other ways around it.
- Incompetence has created problem after problem for departments and institution overall. Should have someone who really understands how to run a large organization leading this vital area of the college.
- Instead of killing faculty positions to pay for the presidents "poor children" schemes, have the advisors help students apply for free federal monies for help with day care of their children. It is available and FREE, why do we need to burden our faculty and tax base.
- It has been reported that AC has made great strides with improved outcomes in developmental education. While that may be true, the fact remains that a great number of our students did not learn what was needed in high school, or before. (Assuming the student went to high school.) This means the responsibility now falls on the educators of AC when these students enroll here. I know there is no easy solution for this problem, but math, reading, and writing skills should be a priority while educating the AC student population. When students learn those concepts and skills, they will have more of an opportunity for success either in education or a profession later in life.
- It seems as if people "get by" with things for quite a while, people complain, but nothing is done. My philosophy is "if you can't change the people, change the people" and there are some places at AC this really needs to be done.
- It should all work. Hire more tech personnel.
- It's a nightmare. Departments don't coordinate, and faculty have too much freedom to pick and choose
- Mow our lawns, pickup fallen tree branches, and actually clear the snow and ice during bad weather!
- My perception of pay is the exchange for knowledge and experience for salary and benefits. I am very satisfied with that exchange. I am doing something I only dreamed of, with the opportunity to teach others to believe in themselves and follow their Dreams. I tell them that if they only work for money they will never be satisfied.
- Need to add additional networking and server equipment to keep up with the pace of growth of students moving to more e books and online class activities.
- No comment
- Non-existent on the West Campus. We would love to have fresh options, even in a vending machine. Sandwiches, fruit, etc.
- Not sure that so many 8 week classes taking priority over 16 week classes really benefits our students. Let the students self-select instead of forcing 8 week classes upon them. It is not a good fit or plan for many of our students.
- Not sure what else to pick.
- Officer Loya is missed on West Campus. Security presence has declined. With campus carry becoming a reality it would be nice to have more of a security presence.
- Our benefits are horrible compared to other company benefits here. To have to get a referral from your primary healthcare provider for every other type of doctor visit is time consuming and costs more. Some healthcare providers will not refer based upon a phone call request--you have to make an appointment first with them and then again with the physician you are being referred to. Salaries are too low--don't need to add much more to that issue.
- Overall, people still function well within their departments, but there seems to be little sharing of knowledge, expertise, concerns between department people. This hurts the college. ACTS was of great benefit in this area and should be revived.
- Pay is very poor on a 9 month contract. Because of this the Morale is poor as is the great family-marital stress this creates. We need an "at

cost" cafeteria's on all campuses if we truly care about our students. They are hungry coming to class.

- People are still afraid to speak their mind or even raise questions. It's clear that the administration wants only "yes" people and cheerleaders on the team. The fact that last year's faculty survey was completely ignored by the administration shows that they do not really care what faculty are thinking. I imagine they'll ignore this one, too.
- Recruit high school students who excel, not just the ones who cannot afford to go away to a university. This college was built on excellence and was rather prestigious in the past. Amarillo College used to be ranked in the top 10 junior colleges in the nation. We need to actively recruit students out of town and out of state for the health sciences programs. Perhaps moving the Health Sciences application deadline up instead of at the end of May.
- Regent comments in paper/social media
- SACS required. Documentation of our lack of professional development for faculty is already in place. For staff and administration, everyone seems to have a new way of reinventing the wheel almost daily. We have zero standard operating procedure, let alone professional development to implement a new process. People who have been here for years can't even seem to use their credit card properly anymore, for example. Poorly written, unprofessional emails and 700+ word "procedures" that nobody has ever seen (nor do they read) is not professional development. Credit cards are just an example, it seems there is a new way to do everything all the time with no training. We are working some people to the bone to adjust and keep their operation afloat with the change (15-20 hour days are not sustainable forever). Motivated folks are wearing down. Those that don't care, who many new initiatives are created for, still don't care.
- Salary is still not in line with our peers throughout the state. I recognize this is being worked on, but it is still an issue.
- See above.
- Sometimes changes to programs are made at an administrative level - in accordance with the new institutional goals - without consulting the lower-level administrators or faculty that are charged with making it happen - and it doesn't always work. With more communication, we could work together to solve problems before they manifest.
- Sometimes the leadership seems confused. Ex. roll out a new computer program, oh well it is not ready.
- The issue of salary is ongoing. It is concerning that the solution being presented to faculty is to increase the maximum workload from 15 hours to 18 hours. Essentially, AC is telling Faculty that we will carry mandatory overtime. The steps and requirements for advancement are also difficult to justify. I have begun to pursue an EdD this semester, all of which I am paying for out of pocket. I understand that is a personal choice, however, rank is tied to the amount of courses over a Master's degree. I am paying out more money for the EdD than I will make increasing in rank steps. There is little opportunity for advancement in the college, including an increase in pay, unless the faculty is willing to go into debt for a higher degree or extra courses. I wish that there were more incentives to continue to pursue terminal degrees. Perhaps the college could do a percentage reimbursement or increase the pay in the rank steps to offset the cost. I know, it takes money we don't have. If it weren't for the personal goal I set for myself in completing the EdD, I would not go back and take further classes. I would stick to continuing education hours and maintain my professional certificates, both of which count little toward rank advancement at this point.
- There is a total disconnect between the department and the department head. No one seems to want to follow and the department head does not want to change the way they lead. Total miscommunication leads to frustration.
- There is talk from the administration of concern for the faculty salary and support (ie. equipment, professional development, classified help, etc.). However, there is nothing being done. The President has been here for 3 years and nothing is being done to improve the relationship, communication, salaries and support between faculty and the administration. The administration believes they are making headway. However, they are blinded by their agenda. One agenda blinding them is the 70% completion rate by 2020. Another is the WOW philosophy.
- There seems to be only one-way communication here at the college. Administration/Deans communicate mandates and faculty is expected to follow. There is no collaboration or shared decision-making. Faculty Senate is used as an organization to disseminate new policies that administration knows will not be received well. There is no "representation" involved in Faculty Senate; the senators do represent the faculty, but it makes no difference. The Board and Administration will continue to do what they want despite faculty views and wishes (example: pay-for-performance)
- This is so minor, but I struggled to find 3 things!! In the allied health building, the largest women's restroom has 6 stalls, 3 sinks and ONE paper towel dispenser. While the smallest has 2 stalls, 2 sinks, 2 paper towel dispensers. Also, we tend to run out of soap, paper towels and toilet paper regularly. It is particularly alarming to be on a medical education campus without hand soap....
- WIFFY and WOW are ineffective, Cornerstone videos are a joke, more faculty/Dean/Department Head/Program Director meetings coming up in next year than have been held in past 3 years combined
- We have done a good job as of lately with Community Involvement, but we need to do more. Attend more events and have a large presence in and around the Amarillo area.
- We still have some people who say no first without trying to find a way to say yes. There is wiggle room with grants. Help us out.
- too many and at times a lot of faculty can't attend
- we get info late, or we get information that contradicts other information; example: in the Poverty faculty meeting we were told "Don't give homework because some of our students don't have homes." In another faculty session we were told, "Flip the classroom. Assign readings for homework and then use class time to discuss what the students have learned at home."

3.7) **Anything else you would like to add?**

- I am proud that we are leaders in the community and have won or at least come close to winning a lot of awards. But do we need to step back and take a look at what we are doing, rather than working towards a certain award? It's like the TEKS exams in our schools. Are we working to improve the education of our students, or are we working to win an Aspen Award? Maybe we need to find the medial area of the two, or even lean a little bit towards our school more.
- Amarillo College is a great place, but we can make it better.
- I do not like the prospect of losing our summers. I could get a full time position with my degree in the private sector and make much more money than I do here. Having my summers off is one of the reasons I stay at the college.
- I love working here.
- I think morale is getting better. Last year that was a big concern. I love Dr. Clunis and having her to back faculty like she does. That is very comforting to know that she is pro-faculty and not just about money, money, money. We all know AC has millions of dollars and could let each department have a little more in their budgets, rather than asking for more cuts. It's disheartening to know that money is sitting there waiting for a rainy day. It is our rainy day! We need stuff to help our students. No one in the upper echelon seems to understand that.
- I think our financial aid system is still broken. Students who get aid yet tell the faculty that they cannot afford to buy required materials for the class. How can we make sure that they are using the money for their education? How can we keep them coming to class after they get their money?
- I wish our "Culture of Caring" applied to the staff. I do not feel cared for, appreciated, or valued. (low pay, no reserved faculty parking, everything is our fault--students don't have responsibility for their own learning)
- Lots of people are meeting, but I only see minutes from Faculty Senate and barely anything from Cabinet. Rumors still rule when we aren't on top of communicating the message.
- Nothing
- Nothing at this time.
- Our building is dirty. We have stair wells that have spills on the floor that have not been cleaned in weeks. The floors in our building are awful with dust and dirt. No one is cleaning our building. It is an embarrassment. I know we have made cuts to custodial care but really. We go for days without paper towels in the bathrooms. When they do clean it is very minimal. We should not begin the week with dirty floors and no paper in bathrooms.
- Payroll needs more oversight. They make too many mistakes. Mistakes take forever to correct. There is an appearance that employees are being reclassified/promoted to receive more money when there have been reductions in staff that should have resulted in a net savings.
- Please, for the love of ethical education, get rid of the current administration and President's Cabinet, and help pull the Regents heads out of the ground. Fortunato is completely out of touch with reality.
- Suddenly, our building maintenance is really suffering - I know our custodial staff is doing the best they can, but maybe we need more staff or training?
- Thank-you for this opportunity to voice our opinion.
- The overall atmosphere at AC is vastly better. Thank you for the hard work in bringing unity and belonging to the college.
- The testing center on the West Campus needs more testing classrooms, more isolation rooms for students with accommodations and computers that work.
- The time and effort to jump through hoops to obtain a professorship seems archaic, Anyone who has been at the college for five years should be evaluated by the department head and the dean of the division and given the professorship, and yes, this doesn't affect me. Just looking back at the process makes me believe that the practice is carried on as if "I had to do it, so you do to." Isn't it obvious that an instructor can teach or she can't? Of course this many be a SACS thing and can't be changed.
- np

4. Please Comment On Questions Below

4.1) **What are your priorities for faculty Professional Development?**

- I was a part-time employee for almost 8 years before I became a full-time employee. I feel like I have missed some of the training on procedures and protocol and things like Ellucian, etc. I hate the fact that I learn things the hard way (meaning by making mistakes!)
- Actual new training, not just rehashing the same thing using a different name.
- Additional training or buddy support system needs to be emphasized to help new instructors from feeling left out.

- Any thing that helps better student success in the classroom
- Because funding does not exist for Faculty Development there are few options.
- Being able to travel, or otherwise participate in development in our own fields (rather than only in pedagogy) would be a tremendous boon to faculty and students.
- Best practices for engaging students
Best practices for engaging student in online classes
motivating students to say involved
- Connected to strategic plan: more training on high impact practices and student-centered pedagogy
- Continued study in my field and stay abreast of the fast-changing technology.
- Delivering standardized professional development equitably throughout the College district.
- Enhancing specific skills within my field of expertise. Additional funds for conferences and external learning opportunities are appreciated.
- Faculty area specific
- Faculty need more training on Blackboard grade book and other online instruction techniques. Instructional methods that teachers can use to provide a variety of learning models instead of the standard lecture method need to be demonstrated. Students use technology, so show instructors how to use the technology in the classroom to engage students.
- Faculty travel and retain or rehire great faculty that have been let go!
- Financial support for attending subject matter conferences. A "stipend" of a reasonable amount can help defray the expense of attending content related conferences. I have attended several, paying my own way, but I cannot afford it every year (sometimes not even every other year).

The "Professional Development" offered on campus is valuable for new faculty, but of little use to faculty who have been teaching a long time (or tend to self-teach).
- Flipping the classroom, use of technology within and without of class.
- Have some available
- I am not sure what is being asked here. I think providing an opportunity for paid professional development on a rotating schedule for faculty would be a great benefit.
- I hope we have some strong systems in place for rank and tenure, new supervisors, and merit pay. I think systems and clear paths help us have transparent and fair processes for employees. I will continue to work on improving my online instruction whether I am face to face or hybrid or totally online.
- I prefer discipline-specific professional development because, for me, it is the most practical.
- I truly appreciate the effort for increasing professional development. The suggestions and ideas given in the workshops last week were so very useful!
I would like to see a module or a session given over rank and tenure, well in advance of needing to apply.
- I wish we had travel funds to travel to professional conferences where I could interact with my peers and get cutting edge info from pioneers in my field. It seems there is a lot of money for IT and administrators to travel, but none for faculty
- I would like more discipline-specific development opportunities. Also if there could be money for us to pay dues and join our respective professional organizations in our fields.
- I would like more professional development in my field, or related fields, not just in random area.
- I would like to learn more about incorporating more technology into my teaching.
- I would like to see more faculty working across curriculum on projects in small learning communities. This fosters a richer learning environment.
- I would love the opportunity to hear various speakers on Leadership.
- I would love to go to a professional conference in my field.
- I, personally, enjoy finding ideas from our fellow faculty members to what they are doing that works for them, and would like to share what works for me. There is more knowledge within our own faculty to help us develop our teaching skills than any online class that you end up hurrying along just to get it over with and learn nothing at all. At one time we had ACTS and learned an abundance of ideas from one another, got to know people in different disciplines that we had never met and it seemed to recharge us for the next semester. I know it is too expensive for us to do that like we did at the time. But if someone could come up with a good idea that might be less expensive, I think it would benefit us all.

- Ideas and strategies for active, student-centered learning. Strategies for involving students of many different abilities and backgrounds.
- If we are tracking attrition rates and minorities, we need professional development to help them to be successful.
- Improve my understanding of some common software programs (Xcel), and sharpen my online teaching strategies.
- Lean and grow with the college.
- Learning from each other. Many on campus have expertise in many of the things we do every day. Let's learn from people right here.
- Maintaining my professional license and certifications; completing the EdD I have started.
- Make it usable and worthwhile. Don't waste our time with drivel.
- Many of the opportunities offered by the college are excellent. Sometimes the timing is not good, but this is from a teacher's perspective.
- Meaningful, usable training that meets my required professional needs.
- More concrete information about high impact practices and student-centered learning techniques. Previous workshops spent the time talking about these issues, but provided no useful examples or ways to successfully implement them in the classroom.
- My goal is to utilize my skills and experience to learn everything I can in other fields to be able to instruct in other capacity.
- My personal goals are to continue to take courses that will apply to what I teach. I would also like to make connections with other schools to collaborate with them on student research projects, in an attempt to get our own students involved in research (if they are interested).
- My priority is getting a Master's degree, but as far as AC is concerned I would have to say that I would love to be able to attend a conference with other professionals that teach the same classes I teach from other colleges. I would love to learn their teaching strategies and share some of my own. I think that would be most beneficial for my students and that is all I am about.
- My priority to professional development will meet or exceed the requirements in my field of study.
- New faculty training.
- None
- Not campus wide. Most professional development needs to be area specific. Just because something works for a behavioral science discussion based approach does not mean that it will work in a hard science lab.
- Online classes, out of state training.
- PD on preparing for rank and tenure
- Professional Development specific to field of study.
- Programs that really help us in teaching (like flipping the classroom)
Faculty feeling involved and valued
- Short workshops that are offered at least two times on DIFFERENT schedules and times... not Tuesday at 2 and Thursday at 3... ect and maybe some of the training can be done via video
- Strategies for successful teaching
- The opportunities offered are good but I never have time to take advantage of them.
- To attend as many offerings as possible. There is no faculty PD that would not be useful to me.
- To continue to improve my teaching strategies.
- To get more training specific to my area of expertise.
- To obtain other specific methods of teaching and learning the technology that supports some of it.
- Travel funds to take advantage of subject specific opportunities.
- Trying to stay current with new technology and shifting business economics by attending conventions and seeking certifications
- We handle required faculty development through the Nursing Programs.
- We have so many able people within our AC family that can present professional development for staff/faculty - we should be using this resource. Travel is not always the way to go for professional development.

- With current workload, professional development takes a back seat. We need those first few days before classes start to get our courses ready to go. Hard to focus on faculty development activities during that time when you know you have 100 things to do to get your class ready.
- Would like to see the college provide more educational opportunities on online teaching and technology.
- make it worth our time and not a waste of time!
- more opportunities for faculty to attend conferences so they can come back and share
- stay current on college offerings
- student engagement and deep learning
- teaching skills, technology use, improved involvement with the college

4.2) **Do you have concerns about the merit pay system for faculty? If so, what are they?**

- I do not. I am not here for the money. I am here for the students and because I enjoy teaching and working with the people I work with. I am grateful for the salary I have, the benefits I have, and know I will be taken care of.
- Absolutely! First who has time for this? Just pay me what I am worth and value me. I thinking the people that come up with these ideas must have a lot more free time than I do. I am tired of coming in early, leaving late, and using my weekends to catch up. Seems like one more "busy work" thing to do. Someone bringing me a cookie (WOW) doesn't really ease my workload.
- BIAS!!! When chairs and admins already show favoritism its a safe bet that only the suck ups will get raises. I known that I will probably never get another raise here since my chair has made clear that they do not like me and only tolerates most of the department.
- Faculty need to be rewarded more for being scholars, not as game players that have to amass enough points in order to pass go. This is very disrespectful and not encouraging especially to faculty with doctorate degrees.
- Favoritism and the current massive pay indifferences from one member to another.
- Favoritism from the leadership team.
- Funds are not guaranteed - I don't want to jump through hoops for nothing. The rubric must have some subjective areas - due to opinions of dept chair. We are not a business, we are an institution of higher learning, we cannot model pay after a business model.
- I am concerned that it will not be fair. I am concerned that the amount of documentation and effort that will be required to "prove" ourselves will not be worth the little amount we get in pay (a percentage of the total amount left in the budget for merit pay). So, faculty will just forgo the process and never get a raise in pay.
- I am confused by the merit pay system. I went to a meeting, but feel more education on the changes would be helpful. The rumors are not helpful AT ALL! For example, am I wasting my time getting a higher degree when it is not going to be rewarded?, are we going to be required to have 18 hour workload? Is this making tenure track obsolete?
- I am not well informed about the merit pay system.
- I am still new to AC, and am just beginning to understand merit pay. At this time, I have no concerns.
- I believe that the Merit Pay record-keeping, while well-meaning, is a total waste of time better spent engaging with my students and subject. The idea of a "social network" for the school (Cornerstone) also seems like a (well-meaning) joke - and it was presented as such in the videos introducing the process. I definitely have enough actual work without trying to remember to award "Stickers", etc (though I will try). I think the FPR could suffice - and if students *had* to fill out the "class climate survey" (those paper versions helped with that) it would be more accurate than how many "stickers", etc you got. HOWEVER, I have the utmost respect for the folks charged with "making it happen" and can see that they are doing everything they can to make it relevant and clear. I just don't think you can quantify some of the things we're being asked to measure.
- I do not see how it is going to be fair to all faculty in their different roles. Those that have roles that are not easy to pigeon hole or are specialized in non traditional areas will be at a disadvantage.
- I don't believe we should have moved to a merit pay system, but I believe that what we have is probably the best possible version of it. We will see.
- I don't feel that I know enough to express concerns.
- I have concerns about the whole concept - I promise everyone in my department is working hard and deserves merit pay, but there is only so much to go around. Hopefully it will be applied fairly. What we really need is better compensation across the board. Many of us insist on regular large overloads just because we have families to support. (And, while we try to do lots of little extra things, which we already did because they were part of an academic faculty position, and now because it could help with merit pay, you don't have as many free hours in the day to do them if you are raising kids.)
- I have some concern with merit pay. The economy continues to grow, as does the cost of living, yet teacher, professor, professional

educator pay remains stagnant. Frustration starts with the decision to participate in philanthropy (community, student, or disaster) or feeling inadequate because you have everyday living commitments.

- I hope any merit system that is used any where is fair to all employees.
- I think it is a good idea, but i wonder if it will lessen the morale of those who did not receive merit pay.
- I would like to know what my responsibilities are as a faculty member. Also how to earn merit pay and if possible help others earn merit pay. My greatest concern is what happens if 75% of us earn merit pay and there is money for only 65% of us. What happens to the ten percent who deserve the pay? Who decides?
- I'm excited about the merit pay system. I believe it will encourage high quality, professional work.
- It has not been clearly presented where the money will come from. As I understand it, merit pay will come from "leftover money," with administration getting first dibs, then staff, and finally faculty. There won't be any money for faculty.
- It will include hours of extra work for everyone, especially supervisors, for very little benefit.
- Merit pay is difficult to apply equally without subjectivity or favoritism. Merit pay discourages sharing of instructional materials and promotes a spirit of competition over collaboration. There is not enough money in the AC budget for merit pay to work effectively.
- Most people will receive raises, and those professors who are underachieving will decide to move on. Some professors deserve more money because they really put out more effort.
- No concerns at all about merit pay system.
- No good way to take out favoritism or just giving everyone the best scores. Or in some cases, giving people bad scores based on factors not related to job performance and helping students succeed. If the money is really there and pay is not first taken away to then give merit pay, it may work. Otherwise, it is a bad idea.

This is an example of bad leadership. Why get everyone worked up about a system that may or may not take affect any time soon. If there is no money to implement the process or system, this should have waited until there was a reasonable expectation of actually doing something to improve performance. This also applies to this question being asked in the first place. Faculty and staff have been told many things they just do not believe. If there is no money, why go through this whole process and possibly waste a lot of time. It is constantly stated that we do not have any money and that budgets are just being cut. This is a program that will require additional funds if the leadership is to be believed in their statements about its implementation. Therefore, until there is a reasonable expectation that those funds could be available, then it looks like there is a motive different than that stated.

- No, If you are doing what you are supposed to be doing you will get merit pay.
- No. I will continue to do what I do and if I get a merit pay, fine. If I don't, that is fine as well. There will never be a fair system and I will not brown nose for more money. I attend all the functions I can, but the offer of more pay won't free up any more of my time to attend more events. My time with students is more important.
- None
- None at this time.
- Not at this time
- Not really... I see those that want to achieve will and those that want to whine will.... I do not think there will be true favoritism, but there may be an appearance of it when those that work get rewarded and those that don't... well.....
- Not sure I understand the purpose, need , or cost.
- Numbers over Integrity
- On its face, I have my concerns, but I want to emphasize I don't know the merit pay plan very well. What exactly is being evaluated for merit? Is it "wowing" gestures like delivering donuts? Data-driven outcomes? Number of professional development experiences? The awesome success stories come from instructors and staff who are devoted to their students and maybe go the extra mile to ensure those students' success, and I'm not sure how that can be quantified or judged in a merit pay system.
- Seems like a lot of work for supervisors, deans and chairs. I believe that not all criteria will be able to be objectively measured and even with our best efforts favoritism will play apart.
- Still not sure how merit raises will be paid from a pool of money that doesn't have anything in it. I'll look back on my years of 2-3% raises with longing!
- The fact that some faculty are treated differently than others.
- The system needs to be transparent, otherwise it risks appearing inequitable and will lower morale.
- Too many to list

- Will not work in my department .
The excessive favoritism is blatantly obvious.
- Yes! How are we going to increase pay without more money? The amount of extra work for everyone involved, especially department heads. How is favoritism not going to come into play? If you do not particularly get along with your supervisor, you will have to do more to get the same rating as a coworker that is friends with your supervisor. Some supervisors hold employees to a higher standard and the amount of involvement to earn an average rating in one department would be above average in another department.
- Yes, I still don't quite understand it all and how it will fork for sure.
- Yes, I feel that we are being pressured to have a certain pass rate, so we either have to dumb down the classes or grade easier.
- Yes, I have concerns. I believe we will not compensate many of the faculty that succeed in the classroom. They are excellent teachers and spend much of their time in preparation and contact with their students. They do not have time to serve on committees, sponsor student groups or activities, or participate in professional development. Although, their professional development is done on their own, staying up on current trends and relating more to their students. These things are not measurable. Sometimes teachers reach only one student at a time and it is not reflected in how many pass the class.
- Yes, I will not get a raise since I do not have a rubber pass stamp and will not get one!
- Yes, but I'm not sure what. (Maybe the unknown)
- Yes, don't do it, just give raises across the board. The system will not be equitable.
- Yes, favoritism can not be overcome
- Yes, it currently unfair, does not work properly much of the time, and is difficult for all involved to manage.
- Yes, my concerns are that there is no way to eliminate favoritism completely and that the time preparing for performance reviews will be excessive, taking away from the time spent on doing our jobs.
- Yes, that it has to be done and the good ole' boy system is still in full swing, plus we are not sure that funds will be available each year for this anyways....the president will use these funds for helping the poor children on facebook
- Yes--we were told that the money is not guaranteed and has to come from "surplus" in departmental budgets that might not be there or is needed for important instructional expenses that benefit students. Also, it will be deeply divisive since we obviously will have to go by a "quota" system since there won't be money to give sufficient merit pay to everyone. This puts a lot of pressure on dept. chairs to pick who gets 3%, who gets 1%, and who gets nothing, etc. And who chooses the percentages in the first place? The Faculty Senate said they had no answers about any of the above, so there is distrust and unease about the whole process, which, again, was imposed on faculty from above. We used to _all_ get at least a small cost of living raise each year to keep up with expenses. Now the college is saving money by not having to give everyone a cost of living adjustment, just some people some money whose source is unknown.
- Yes. I am not sure I really understand how it will work.
- Yes. I feel like it is just more work for the faculty, many of whom are already teaching overloads and doing committee work. I also believe it is redundant to have to that and the process for rank promotion.
- Yes. I'm just a little worried that we may try to do too much to get better pay, only to find that there is no money in the bucket. Or have a bad semester where we were not able to do as much, and there will plenty of money in the bucket. There is no way for us to know if we are going to get paid for our merits or not. I know the committee put a lot of thought into this and worked very hard, and still are. I appreciate what they have done, but it sounds like a lot of work for our chairs for little or no reason.
- Yes. See above
- Yes. Specifics on what is identified as being of merit. Subjective data like student evaluations are not always a good reflection of quality teaching. My worry is that the merit pay system will be subjective and based on whether or not students and your supervisor like you and not on how you teach.
- Yes. There is no way that merit pay will do anything but cause divisiveness and negative competition within departments. The process is cumbersome and will unduly burden department chairs. Cornerstone is a joke and it still has never been explained where the money for the merit pay will come from, other than "surplus," yet we're told constantly that we have no surplus money.
- Yes. Where will the money come from to sustain this plan? No one seems to be able to answer this question.
- Yes. Favoritism would be difficult to avoid.
- Yes. It is not clear that it will be worth all the work on the part of faculty or their supervisors. I refer specifically to the remark made at one meeting that the amount of merit pay each year is dependent on the raise (if any) the Board approves. Implication, if the budget is tight, merit pay may be minuscule or non-existent. This sounds like there may be years there is no merit pay, but that will only be evident AFTER all the work is done.
I can see a scenario in which someone has a stellar year (5 across the board) but sees no merit increase because of limited funds. The next year someone has a very good, but not stellar (say, a 4.5 average), year, and that person receives a generous merit increase even if their performance is not as good. That does not seem equitable.

- Yes....supervisors will give merit pay to employees that are truly not deserving and this is very defeating for employees who go above and beyond everyday with their job duties. I think we should also have a system in place for longevity. Reward employees for sticking around during the hard times.
- Yes: "There is no money! There is no money! There is no money!" Also, if we zero-base budget, and merit pay is based on what is left over, we have nothing because we've only budgeted for what we actually needed. It makes no sense. Plus, I have no interest in competing against my fellow department members over what may only be \$50 a month. Peace in the department is worth more than that. Just give us our steps, rank, and tenure, and we are happy. Don't fix what isn't broken.
- differences in faculty from washington to west campus based on what each discipline does and how to measure this for equality
- no (2 Counts)
- not for sure at this time
- yes, each department is different