

## 2009 Faculty Satisfaction Survey Results

Below is a summary of the Campus Environment Committee's (CEC) analysis of the results of the **2009 Faculty Satisfaction Survey**. The objectives for the 2008 and 2009 surveys were established in 2007 by the Senate's Executive Committee. The numeric report contains a comparison of the numerical results from the 2001, 2008, and 2009 surveys, and a statistical comparison of the results between 2008 and 2009. For each question, means are shown in bold, and standard deviation and number of responses are included for the 2008 and 2009 data. Where significant differences exist between years, the level of significance (p-value) is indicated by asterisks. The questions on this year's survey were identical to those on 2001 and 2008 Faculty Satisfaction Surveys.

A total of 414 surveys were emailed to faculty in 2009. Of those, 289 (69.8%) responded. Response rate among full-time faculty in 2008 was at least 58.9% (32 respondents did not include their classification). In 2009, the response rate of full-time faculty was at least 65.2% (with 31 respondents unclassified). Of the 289 full and part-time respondents to this year's survey, 140 respondents made comments. In order to remove any possible self-identifiers within the body of the comments, those included in this report are excerpts from the complete set of individuals' comments. Categories used to report these comments are identical to the ones used in the CEC committee report for the 2008 survey. Each comment and its assignment to a particular category was assessed by no fewer than three separate committee members, and differences in the assignments were discussed and agreed upon by all members. Within a category, the comments of any one individual were counted only once, regardless of how many times they may have referred to that particular category within their comments. The excerpts included in this report are drawn only from the 2009 survey, although the category counts from the 2008 are also reported for the purposes of between year comparisons.

### Executive Summary

There were significant changes in the mean numeric responses for 14 out of 27 questions between the 2008 and 2009 surveys. For only one question, *The future of RU is important to me*, did the mean increase significantly ( $p < 0.05$ ). The means for thirteen questions dropped significantly from 2008 to 2009: *My work environment is collegial* ( $p < 0.05$ ), *I am given the opportunity to participate in decisions that affect me* ( $p < 0.01$ ), *I am kept well informed of matters important to faculty* ( $p < 0.01$ ), *The university facilitates my professional development* ( $p < 0.05$ ), *RU provides the equipment and materials needed to do my job well* ( $p < 0.05$ ), *My dean facilitates the work and the development of my department* ( $p < 0.001$ ), *I find that my values and RU's are similar* ( $p < 0.001$ ), *I am happy with the leadership of this university* ( $p < 0.001$ ), *I don't hear much complaining from my colleagues about the university* ( $p < 0.001$ ), *Our administration does all it can to meet the needs of my department* ( $p < 0.01$ ), *I feel that the RU administration values my opinion* ( $p < 0.05$ ), *Morale among faculty is not a problem* ( $p < 0.001$ ), and *Overall, I am satisfied with my job* ( $p < 0.01$ ).

Out of 289 respondents in 2009, 140 (48.4%) wrote comments. This represented a substantial increase over 2008, when 80 out of 309 respondents (25.9%) commented. Overall, respondents indicated a high level of satisfaction at the department level, and a high level of dissatisfaction with upper administration and with

current policies and procedures. Their comments also demonstrated concern over the image and/or state of the university. There was a considerable increase in negative comments in these areas between the 2008 and 2009 surveys.

## Radford University Faculty Survey Comparisons

<b>Very Untrue</b>	<b>Untrue</b>	<b>Neither</b>	<b>True</b>	<b>Very True</b>	<b>Not Applicable</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>NA</b>

Question	2001	2008		2009	
	Mean	Mean ± SD	n	Mean ± SD	n
1. My work environment is collegial.*	3.96	<b>4.10</b> ± 1.00	302	<b>3.90</b> ± 1.20	276
2. RU provides good health benefits.	3.90	<b>4.06</b> ± 0.95	281	<b>4.07</b> ± 0.87	273
3. I feel a sense of loyalty to my department.	4.22	<b>4.30</b> ± 0.95	305	<b>4.38</b> ± 0.95	274
4. I am given the opportunity to participate in decisions that affect me.**	3.36	<b>3.25</b> ± 1.24	302	<b>2.92</b> ± 1.37	274
5. I am kept well informed of matters important to faculty.**	3.56	<b>3.18</b> ± 1.23	303	<b>2.91</b> ± 1.31	274
6. The university facilitates my professional development.*	2.97	<b>3.30</b> ± 1.19	300	<b>3.06</b> ± 1.21	275
7. RU provides the equipment and materials needed to do my job well.*	3.20	<b>3.63</b> ± 1.12	308	<b>3.43</b> ± 1.15	272
8. I am dedicated to my profession.	4.77	<b>4.77</b> ± 0.45	307	<b>4.81</b> ± 0.40	272
9. My office is adequate for my needs.	3.95	<b>3.91</b> ± 1.16	307	<b>3.90</b> ± 1.18	276
10. The classrooms where I typically teach are conducive to learning.	3.40	<b>3.52</b> ± 1.15	297	<b>3.50</b> ± 1.08	272
11. I feel appreciated by my department chair.	4.09	<b>4.17</b> ± 1.10	306	<b>4.09</b> ± 1.13	258
12. My dean facilitates the work and the development of my department.***	3.09	<b>3.69</b> ± 1.22	296	<b>3.36</b> ± 1.27	272
13. I am satisfied with my pay.	2.61	<b>2.73</b> ± 1.26	307	<b>2.54</b> ± 1.25	273
14. I find that my values and RU's are similar.***	3.00	<b>3.11</b> ± 1.19	301	<b>2.70</b> ± 1.23	269
15. The future of RU is important to me.**	4.24	<b>4.43</b> ± 0.78	305	<b>4.59</b> ± 0.62	275
16. I am happy with the leadership of this university.***	2.49	<b>2.26</b> ± 1.28	305	<b>1.77</b> ± 1.11	269
17. I don't hear much complaining from my colleagues about the university.***	1.99	<b>1.99</b> ± 1.16	305	<b>1.48</b> ± 0.86	275
18. Our administration does all it can to meet the needs of my department.**	2.18	<b>2.19</b> ± 1.18	303	<b>1.94</b> ± 1.11	270
19. I feel that the RU administration values my opinion.*	2.22	<b>1.99</b> ± 1.12	300	<b>1.76</b> ± 1.06	273
20. My job allows me to express my special talents.	3.87	<b>3.81</b> ± 1.03	304	<b>3.82</b> ± 0.99	272
21. RU is responsive to the needs of my family.	3.11	<b>3.15</b> ± 1.02	234	<b>3.24</b> ± 0.97	227
22. RU has family-friendly employee benefits.	3.39	<b>3.35</b> ± 1.04	238	<b>3.38</b> ± 0.99	233
23. RU offers programs to help invest/manage my finances effectively.	3.42	<b>3.39</b> ± 0.99	253	<b>3.32</b> ± 0.99	248
24. I feel a sense of loyalty to RU.	3.84	<b>4.01</b> ± 0.98	304	<b>4.10</b> ± 0.98	271
25. If I had it to do over again, I would not work for this university.	2.40	<b>2.28</b> ± 1.23	301	<b>2.49</b> ± 1.29	270
26. Morale among faculty is not a problem.***	2.01	<b>2.02</b> ± 1.10	303	<b>1.52</b> ± 0.84	271
27. Overall, I am satisfied with my job.**	3.43	<b>3.51</b> ± 1.10	306	<b>3.24</b> ± 1.18	273

Significance levels reported for 2008-2009 mean comparisons: \* = significant at 0.05 level; \*\* = significant at 0.01 level; \*\*\* significant at 0.001 level

### Responses by Faculty Rank

Faculty Rank	2001	2008	2009
Full Professor	102	85	84
Associate Professor	75	55	68
Assistant Professor	51	87	83
Instructor	45	57	27
No Response	43	25	27
<b>Total Responses</b>	<b>316</b>	<b>309</b>	<b>289</b>

### Responses by Classification

Classification	2001	2008	2009
Tenured	177	120	141
Tenure-Track	26	80	67
Special Purpose	13	29	34
Full-Time Temporary	12	5	3
Adjunct	37	43	3
No Response	51	32	31
<b>Total Responses</b>	<b>316</b>	<b>309</b>	<b>289</b>

**Annual Survey from the Campus Environment Committee of the Faculty Senate (Survey administered April 2009)**

**1. My work environment is collegial.**

#	Answer	Response	%
1	Very untrue	21	8%
2	Untrue	21	8%
3	Neither	23	8%
4	True	111	40%
5	Very True	100	36%
6	N/A	0	0%
	Total	276	100%

**2. RU provides good health benefits.**

#	Answer	Response	%
1	Very untrue	7	3%
2	Untrue	12	4%
3	Neither	15	5%
4	True	160	58%
5	Very True	79	29%
6	N/A	2	1%
	Total	275	100%

**3. I feel a sense of loyalty to my department.**

#	Answer	Response	%
1	Very untrue	9	3%
2	Untrue	9	3%
3	Neither	10	4%
4	True	87	32%
5	Very True	159	58%
6	N/A	0	0%
	Total	274	100%

**4. I am given the opportunity to participate in decisions that affect me.**

#	Answer	Response	%
1	Very untrue	57	21%
2	Untrue	61	22%
3	Neither	36	13%
4	True	86	31%
5	Very True	34	12%
6	N/A	1	0%
	Total	275	100%

**5. I am kept well informed of matters important to faculty.**

#	Answer	Response	%
1	Very untrue	51	19%
2	Untrue	67	24%
3	Neither	41	15%
4	True	86	31%
5	Very True	29	11%
6	N/A	0	0%
	Total	274	100%

**6. The university facilitates my professional development.**

#	Answer	Response	%
1	Very untrue	32	12%
2	Untrue	70	25%
3	Neither	50	18%
4	True	96	35%
5	Very True	27	10%
6	N/A	1	0%
	Total	276	100%

**7. RU provides the equipment and materials needed to do my job well.**

#	Answer	Response	%
1	Very untrue	16	6%
2	Untrue	56	20%
3	Neither	35	13%
4	True	124	45%
5	Very True	41	15%
6	N/A	3	1%
	Total	275	100%

**8. I am dedicated to my profession.**

#	Answer	Response	%
1	Very untrue	0	0%
2	Untrue	0	0%
3	Neither	1	0%
4	True	50	18%
5	Very True	221	81%
6	N/A	0	0%
	Total	272	100%

**9. My office is adequate for my needs.**

#	Answer	Response	%
1	Very untrue	15	5%
2	Untrue	35	13%
3	Neither	12	4%
4	True	115	42%
5	Very True	99	36%
6	N/A	0	0%
	Total	276	100%

**10. The classrooms where I typically teach are conducive to learning.**

#	Answer	Response	%
1	Very untrue	13	5%
2	Untrue	50	18%
3	Neither	31	11%
4	True	143	52%
5	Very True	35	13%
6	N/A	4	1%
	Total	276	100%

**11. I feel appreciated by my department chair.**

#	Answer	Response	%
1	Very untrue	11	4%
2	Untrue	23	8%
3	Neither	19	7%
4	True	83	30%
5	Very True	122	45%
6	N/A	16	6%
	Total	274	100%

**12. My dean facilitates the work and development of my department.**

#	Answer	Response	%
1	Very untrue	30	11%
2	Untrue	41	15%
3	Neither	59	21%
4	True	86	31%
5	Very True	56	20%
6	N/A	3	1%
	Total	275	100%

**13. I am satisfied with my pay.**

#	Answer	Response	%
1	Very untrue	72	26%
2	Untrue	76	28%
3	Neither	40	15%
4	True	75	27%
5	Very True	10	4%
6	N/A	0	0%
	Total	273	100%

**14. I find that my values and RU's are similar.**

#	Answer	Response	%
1	Very untrue	54	20%
2	Untrue	76	28%
3	Neither	55	20%
4	True	66	24%
5	Very True	18	7%
6	N/A	4	1%
	Total	273	100%

**15. The future of RU is important to me.**

#	Answer	Response	%
1	Very untrue	0	0%
2	Untrue	3	1%
3	Neither	11	4%
4	True	82	30%
5	Very True	179	65%
6	N/A	0	0%
	Total	275	100%

**16. I am happy with the leadership of the university.**

#	Answer	Response	%
1	Very untrue	161	60%
2	Untrue	45	17%
3	Neither	35	13%
4	True	21	8%
5	Very True	7	3%
6	N/A	1	0%
	Total	270	100%

**17. I don't hear much complaining from my colleagues about the university.**

#	Answer	Response	%
1	Very untrue	190	69%
2	Untrue	55	20%
3	Neither	16	6%
4	True	11	4%
5	Very True	3	1%
6	N/A	0	0%
	Total	275	100%

**18. Our administration does all it can to meet the needs of my department.**

#	Answer	Response	%
1	Very untrue	126	46%
2	Untrue	77	28%
3	Neither	32	12%
4	True	28	10%
5	Very True	7	3%
6	N/A	2	1%
	Total	272	100%

**19. I feel that the RU administration values my opinion.**

#	Answer	Response	%
1	Very untrue	157	57%
2	Untrue	56	20%
3	Neither	33	12%
4	True	22	8%
5	Very True	5	2%
6	N/A	1	0%
	Total	274	100%

**20. My job allows me to express my special talents.**

#	Answer	Response	%
1	Very untrue	8	3%
2	Untrue	30	11%
3	Neither	23	8%
4	True	154	56%
5	Very True	57	21%
6	N/A	2	1%
	Total	274	100%



**21. RU is responsive to the needs of my family.**

#	Answer	Response	%
1	Very untrue	12	4%
2	Untrue	32	12%
3	Neither	89	32%
4	True	77	28%
5	Very True	17	6%
6	N/A	47	17%
	Total	274	100%

**22. RU has family-friendly employee benefits.**

#	Answer	Response	%
1	Very untrue	14	5%
2	Untrue	29	11%
3	Neither	60	22%
4	True	114	42%
5	Very True	16	6%
6	N/A	41	15%
	Total	274	100%

**23. RU offers programs to help invest/manage my finances effectively.**

#	Answer	Response	%
1	Very untrue	14	5%
2	Untrue	36	13%
3	Neither	69	25%
4	True	114	42%
5	Very True	15	6%
6	N/A	24	9%
	Total	272	100%

**24. I feel a sense of loyalty to RU.**

#	Answer	Response	%
1	Very untrue	7	3%
2	Untrue	15	6%
3	Neither	31	11%
4	True	110	41%
5	Very True	108	40%
6	N/A	0	0%
	Total	271	100%

**25. If I had it to do over again, I would not work for this university.**

#	Answer	Response	%
1	Very untrue	72	26%
2	Untrue	88	32%
3	Neither	41	15%
4	True	45	16%
5	Very True	24	9%
6	N/A	4	1%
	Total	274	100%

**26. Morale among faculty is not a problem.**

#	Answer	Response	%
1	Very untrue	172	63%
2	Untrue	75	27%
3	Neither	11	4%
4	True	9	3%
5	Very True	4	1%
6	N/A	2	1%
	Total	273	100%

**27. Overall, I am satisfied with my job.**

#	Answer	Response	%
1	Very untrue	28	10%
2	Untrue	51	19%
3	Neither	52	19%
4	True	112	41%
5	Very True	30	11%
6	N/A	0	0%
	Total	273	100%

## Excerpts from the Comments of the 2009 Faculty Satisfaction Survey

### UPPER LEVEL ADMINISTRATION

#### Comments About President

	2009	2008
Positive comments	2	0
Negative comments	37	22

*I sympathize with the President and Provost, struggling to follow a strategic plan at a university...*

*Deadlines are very tight because information is not received in a timely fashion from the upper administration. The President is not providing leadership in any sort of collegial or consensus building fashion. She consistently has meetings where people are allowed to input, promises to make changes, then does what she proposed to do in the first place in the manner she originally proposed it. There is little if any true positive response to doing anything differently than that proposed by the president. The president micromanages, is disconnected from what the faculty and students actually think, and the president does not do a good job of handling herself in front of groups unless it is pre-staged.*

*President Kyle and Provost Stanton have created a climate of fear, anger, and mistrust throughout every department on campus. Everyone I talk to, whether faculty, staff, or classified, indicates their primary goal is to stay out of sight and not attract attention.*

*I am very concerned that President Kyle and the current BOV are essentially ignorant about academics.*

*I am concerned that the president and provost have lost touch and do not recognize how their actions are affecting the morale of the university. They are not leading by example.*

*Specifically, I am extremely disappointed by the leadership of the President and Provost of this university and believe both have failed tremendously in shared governance, and in leadership in general.*

*If the president would enlist the aide of some faculty who are at the bottom of the food chain, perhaps she would know how her decisions impact the student's education and faculty morale.*

*The Kyle administration does not understand academics. It is running this university like a corporation. It is also dictatorial.*

*RU's values on the departmental level are very similar to mine, but I share few of President Kyle's values.*

**Comments About Provost**

	2009	2008
Positive comments	1	5
Negative comments	25	2

*I sympathize with the President and Provost, struggling to follow a strategic plan at a university...*

*The Provost has not communicated well lately. His handling of expedited program reviews wound up simply stressing all involved for no apparent reason in the end. Insisting that the review was not connected to the budget stretched credibility and hurt his ability to get things done.*

*The administration, specifically Provost Stanton, has gotten into a habit of making significant decisions WITHOUT talking with faculty who will be most affected.*

*We have been misled by our Provost repeatedly; he seems to change his story and his "facts" as convenient.*

*The only source of dissatisfaction I have is that the administration is dedicated to the administration - not to the students or the faculty. Dr. Stanton could have shown great leadership by turning down his raise, but he didn't.*

*The entire process of Expedited Program Review has been one marred by the flip-flop of the Provosts statements in Open Forums. First he says the Review has nothing to do with budget cuts, a week later he say just the opposite. He claims that he used SCHEV-mandated metrics, and then goes on to also brazenly state that it was 'his decision' to set the evaluation bar at a 150% of SCHEV's requirements for program viability ...*

*Provost Stanton lies that he has to make these tough decisions about programming because of budget cuts, but that doesn't explain why decisions were made in the dark without consulting the programs involved, using statistics that were bizarre in some cases and talking with deans who really don't know much about the programs in their own colleges.*

**Comments About BOV**

	2009	2008
Positive comments	0	0
Negative comments	38	8

*The level of mistrust between the hardest working and most dedicated faculty members and the Provost and the President is the highest I have ever seen. They have forfeited the good will of the faculty in their desire to cowtow to one member of the BOV and his image of what the university should be.*

*We have been told that we have to jump through multiple hoops to make a new general education program viable and productive in an absurdly short amount of time. All because an uninformed and illeducated BOV demands it.*

*The BOV continually puts the faculty down, especially RJ Kirk who thinks that just a few disgruntled faculty are upset. Wake up folks!*

*The Board of Visitors (especially RJ Kirk) and President Kyle seem out-of-touch with the true purpose and scope of a liberal arts university and the needs of RU students and society. It appears that successful and valuable traditional programs have been targeted in an attempt to find funds to support new untested programs and agendas that lack funding. This can (and has) hurt vital programs, wasted large amounts of faculty time, and damaged public perceptions of RU.*

*Faculty morale is pathetic. I have little doubt that enrollment will suffer next year. I deeply resent that the BOV and the provost have declared that faculty members who care about RU, are "a small vocal minority," who are "smearing the University," and "misinforming the students."*

*...Finally, R.J. Kirk has been absolutely terrible for Radford University. He is a complete embarrassment to the university, with his overly aggressive leadership style, condescending tone toward faculty and toward our academic programs...*

*I am ashamed of the BOV that we have presently have... The more important point here, though, is that the sole role of the BOV is to keep a watchful eye on university happenings and ensure compliance with our Internal Gov. guidelines, and it's the job of the Provost and the President to 'educate the Board' vis-a-vis interests of faculty so they can make informed decisions ... instead what we have had at RU is a Board that thinks that it is their God-given right to 'dictate' 'their wishes' to the faculty at RU and a Provost that has maintained that the new core curriculum 'will be in place' whatever it takes!*

#### **Comments About VPs/Vice-Provosts**

	2009	2008
Positive comments	0	0
Negative comments	1	2

*Just what are all those vice-provosts doing anyway?*

#### **General Comments About the Administration:**

	2009	2008
Positive comments	3	0
Negative comments	63	16

*I believe the administration of RU is working in the best interests of the university and I trust them to lead the university into the future.*

*There is an atmosphere of mistrust between faculty and the administration on campus that is going to be difficult to overcome. While I think the administration is largely responsible for this atmosphere, I also think that sometimes the faculty is too quick to assume things and to make judgments that turn out not to be true. Thus some of the negativity that faculty feel about the administration is based on misinformation.*

*The Provost, the President, and the Board of Visitors are making arbitrary (or at least ill-informed) decisions about the curriculum and academic programs. The faculty must be an active partner in these decisions.*

*The administration is totalitarian and corrupt. Wil Stanton has sold out to the rich and powerful and should be fired. The President and Board of Visitors are a disaster. They have no sense whatsoever of what a university does, and they are ruining RU day by day.*

*It appears decisions are made prior to committee meetings, which promotes a false sense of collaboration between the faculty and the administration.*

*At best, the upper administration is duplicitous. They need to learn that monologue is not communication ... that takes dialogue.*

*Our current administration has no respect for the faculty or the values that govern open and free exchanges of ideas and shared governance. They have shown this repeatedly, but most recently with the "expedited review" process which has accomplished nothing except to tarnish our reputation. The university has let it be known publicly that it is considering eliminating certain programs, and yet the Provost, in his recommendations presented to the BOV has charged these same departments to increase their enrollment!... Someone needs to explain to the President and the Provost that communicating with the students and the faculty does not mean "question and answer" forums and webpages. Communication and shared governance imply an exchange of ideas, not a one-way flow of information.*

*I have heard administration talk about transparency, but their actions do not match their rhetoric.*

*The BOV, president, and provost have lost the trust and confidence of the faculty and students.*

## **COLLEGE AND DEPARTMENTAL ADMINISTRATION**

### **Comments About Dean**

	2009	2008
Positive comments	4	5
Negative comments	10	2

*I have wonderful colleagues and an outstanding dean. My chair and dean are very supportive of my professional development and enable me to be productive in my department and in the college. My dean is extremely professional, and always thoughtful and honest in his interactions and decisions.*

*Our dean does a very good job of listening to us and asking our opinions, but that is where it ends..*

*There is a general lack of leadership at the deans level and higher.*

*While the deans should be standing up to those above them in the heirarchy, defending faculty and programs, they instead suck up.*

*I am very disappointed in my dean.*

*Like many, many others, I am happy with my department, okay with my college (though the dean has showed himself too weak to be dean)...*

*I think I am disappointed with my Dean but I am not sure whether this person is being set up to look bad by upper administration. It seems like the Dean(s?) may be stuck without much power and perhaps being gag ordered to not explain what is happening.*

### **Comments About Chair**

	2009	2008
Positive comments	5	3
Negative comments	0	1

*Department chair provides strong, supportive leadership...*

*I work in the best department on this campus - terrific leadership, quality staff, and resources that are used wisely and to their fullest potential.*

*My chair and dean are very supportive of my professional development and enable me to be productive in my department and in the college.*

### **Comments About the Department**

	2009	2008
Positive comments	14	18
Negative comments	1	1

*I feel that our Department succeeds - in ways that we can - in spite of the poor planning, policy, organizational mechanisms of this University.*

*There is a very collegial environment within my department. Within this very restricted context morale is quite high because almost all of my immediate colleagues are excited about the teaching and scholarship that they are doing.*

*On the departmental level I feel we have lots of support for the job I do and for my students.*

*Like many, many others, I am happy with my department, okay with my college (though the dean has showed himself too weak to be dean), and absolutely disgusted with upper administration.*

*I am very lucky to work in a department where all faculty are given a voice and relationships are beyond collegial. I enjoy being with my colleagues and teaching my students.*

### **Comments about the Faculty Senate**

	2009	2008
Positive comments	0	0
Negative comments	2	2

*I am embarrassed by the actions of the faculty senate -- the anonymous serious allegations sound eerily like McCarthy's secret list of Communists in the government.*

*I find it interesting that this group waited until so late in the year to conduct this survey. Might this group and the Faculty Senate have their own agenda?*

### **FACULTY LEVEL CONCERNS**

#### **Comments About Benefits/Salaries**

	2009	2008
Positive comments	1	0
Negative comments	6	11

*I love my job and I'm happy with my pay and benefits.*



*Morale is very low, faculty get zero pay increase while two administrators get a million dollar raise over five years, top administration is completely out of touch with faculty and students...The pay difference between senior faculty and junior faculty is tiny, when is senior faculty going to get compensated for our years of service to RU?*

*It is difficult to work for the same pay for the past two years when costs of goods and services have gone up. It is difficult to feel nit-picked over travel budgets, etc., when these are essential to professional development.*

*The President and Provost salary and bonus increases are out of line with the current economic situation. Tuition is increased, yet there have been no raises for faculty and staff in the past two years. It doesn't look like we will get any cost-of-living salary increases or market adjustments in the near future, either.*

**Comments About Work Load**

	2009	2008
Positive comments	0	0
Negative comments	6	11

*...Meanwhile, we have an overworked, if reasonably well-paid (given NRV costs of living), faculty, whose responsibilities currently include coping with growing student anxiety about their programs of study and their career choices in the current job market. As a professor, I simply do not have time to do all of my teaching, advise all of my advisees, respond to student needs, participate in governance of my department and the university, and pursue my research...While there have been some grant programs that might provide release time for research or course preparation, I have not had time to apply for them -- because of the teaching, advising and administrative load mentioned above, and the general disorganization and depression they help create. It is a Catch-22 situation.*

*I think the need to work 65+ hours per week is demoralizing.*

*The faculty have to develop the programs and their curricula, work with students, teach a high load and then deal with all the extra work dumped on them from the administration. And oh yes, don't forget to get the scholarship done as well.*

**Comments About Funding/Resources**

	2009	2008
Positive comments	0	0
Negative comments	1	5

*The primary goal of the Provost seems to be efficiency - how can we get more and more work with less and less money. Research and teaching expectations continue to rise while resources continue to fall.*

## RADFORD UNIVERSITY BUREAUCRACY

### Comments About RU Policies or Procedures

	2009	2008
Positive comments	0	0
Negative comments	38	11

*SACS guidelines have not been followed in recent decisions to eliminate and create programs. The President, Provost, Deans, and Board should be held accountable and fired. The expedited review process was not the "standard review process" as the RU administration reported to SHCEV and the governor's office. The President, Provost, Deans and Board should be held accountable.*

*In addition, my time is wasted by constant micromanagement from an administration that has no idea what my average day is like and who doesn't care what is best for me professionally.*

*I said it was very true that I would not work for this U if I had to do it over. Up until a year ago, I would have clicked untrue. Right now, I wish I could get out... Essential majors are threatened with elimination, even though the Provost says that was never the intention. New Departments and Schools are created with what appears to be little consideration of whether faculty want to join them, or students want to major in them. Concentrations are threatened with elimination, reprieved, chosen for elimination, and reprieved again, so that faculty members have no idea from day to day, what we will be doing. Announcements are made that are blatantly untrue about department decisions that the faculty in those Departments know were never made.*

*Faculty should be the primary decision-making body for issues associated with the education of our students, including elective offerings, university majors, and core curriculum structure. The faculty have extensive experience and training in these areas and have dedicated their lives to student education. As such, it seems that faculty strengths and insights should be valued by the administration and used as a resource to strengthen our university, rather than being viewed as a hinderance, irritation, or impediment to progress.*

*Transparency is a major problem at this institution. Providing information, rationale, etc. in a TIMELY manner seldom occurs.*

*...when you have departments and programs changed, merged, and ended overnight by fiat with no justification provided and no chance of rebuttal; and when you have an administration who views a college education merely as job training, then one needs to expect low morale.*

*Governance here is not shared. Communicating decisions AFTER they have been made does not meet the intent or the spirit of shared governance. The governance processes here have not been followed.*

*People do not have input into decisions and there is a top down approach to everything from budgeting to even minute aspects of administration. Hire people to do their jobs (e.g. Chairs, Deans, Professors etc.) and trust them to do it...don't micro manage everything.*

### **Comments About Facilities/Computers**

	2009	2008
Positive comments	0	1
Negative comments	3	10

*Facilities... EVERY classroom is unbearably HOT... regardless of the time of year. In summer, the air conditioning does not work; in winter, the heat is always too high. Something needs to be done about the HAVC, campus wide.*

*Another example of this new attitude is the closing of Dedmon Center to athletics. How can a university with over 9000 students give preferential treatment to a very small percentage of the students, especially when the remaining athletics facilities (basketball courts, racketball courts, etc.) are woefully inadequate to support the majority of the student population.*

### **Comments on Image/State of University as a whole**

	2009	2008
Positive comments	1	2
Negative comments	52	6

*The silent majority of the faculty at RU are honored to have the job of teaching the students. We take our job seriously and understand that the joy of seeing a student succeed cannot be measured in terms of pay increases, new computers or offices with a view. We are loyal to our department, profession and Radford University.*

*This hostile working environment is almost intolerable. If I didn't like the Radford community so much, I would leave and find another teaching position.*

*The working environment at this university has become completely poisonous. Faculty from all over the liberal arts, natural and social sciences are deeply demoralized... I work in a department with several other junior faculty members. It has become very difficult for junior faculty to perform in this environment. Each of us is committed to leaving this university at the first job offer that comes along, unless there is some major change of direction.*

*I thought we were in trouble when we were drifting, but that was before we were moving hell bent for leather in the wrong direction. Radford University is rapidly becoming the anti-intellectual institution of Virginia. Please do something.*

*My most negative comments on this survey were reserved for the deplorable conditions that have been created through the actions of high level administration and the Board. I find it difficult to defend the actions taken to date by the upper admin and Board and believe me, I have many colleagues in the region and across the state who ask "What the heck is going on at RU?" It is the lack of respect that is most disheartening, and the failure to use a collaborative process to make decisions about curriculum and programs, and to achieve curriculum reform, if needed. It is also the total disregard for our experience and knowledge, and our time.*

*The environment at RU is now toxic...The Chairs and the rest of the teaching faculty have been hung out to dry, threatened with their jobs, manipulated, coerced, and disparaged.*

*Because of our President and Provost, Radford has received extremely bad publicity in the media. We look foolish to have 29 programs under consideration for elimination, with 24 under expedited review.*

*This university is managed like a PRIVATE corporation - top down, with little input from the worker bees... I am relatively new to the university and I have never worked anywhere with such low morale and little sense of belonging or community. I feel alienated from Radford University in every sense.*

*Overall, the climate in higher education is poor but Radford appears to be leading the pack. I'm simply exhausted by the lack of communication, poor decision making process, disregard/disrespect of faculty, low pay, high turnover of faculty and staff, and generally the grossly overpaid, underhanded, mismanagement of the university by the administration and the Board of Visitors.*

**Comments About the Survey Itself**

	2009	2008
Positive comments	0	1
Negative comments	3	11

*..Also, the survey questions are poorly written -- double negatives are tricky and cause confusion with response.*

*What is the difference between "True" and "Very True"?*

**Other (include any other comments that seem valuable)**

	2009	2008
Positive comments	4	1
Negative comments	5	7

*There are a great group of faculty, who are dedicated to teaching and scholarship.*

*There is a huge difference between the environment in my School and College vs the University environment. Within my School and College my input is actively sought, there is shared leadership, and my experience and expertise with curriculum is highly valued.*

*The current lack of trust from faculty is largely due to the turf issues of the past and individuals not willing to embrace change. While communication from the administration could have been better their actions are not out of line with administrative responsibilities. The faculty need to grow up.*

*I have a serious problem with faculty who try to use students as pawns to further their own agenda. Complaining about the administration or university in general to students during class is unprofessional, unfair to the students (captive audience) and shows a small-mindedness that is a little too prevalent at this university.*

*HR is not doing its job and much of the work of university support is being pushed down to the department level.*