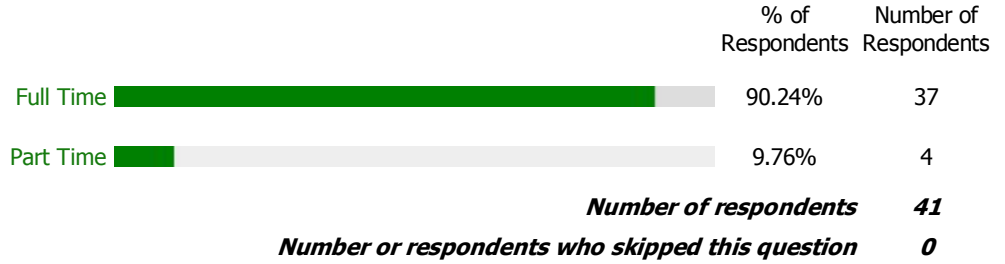
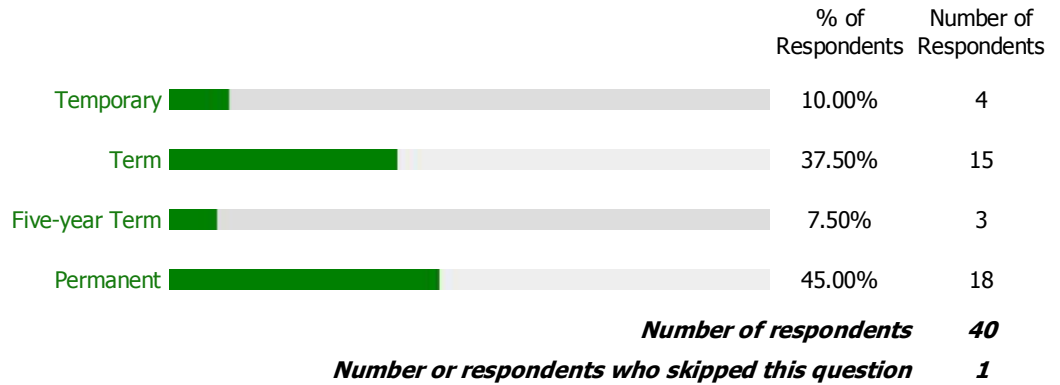


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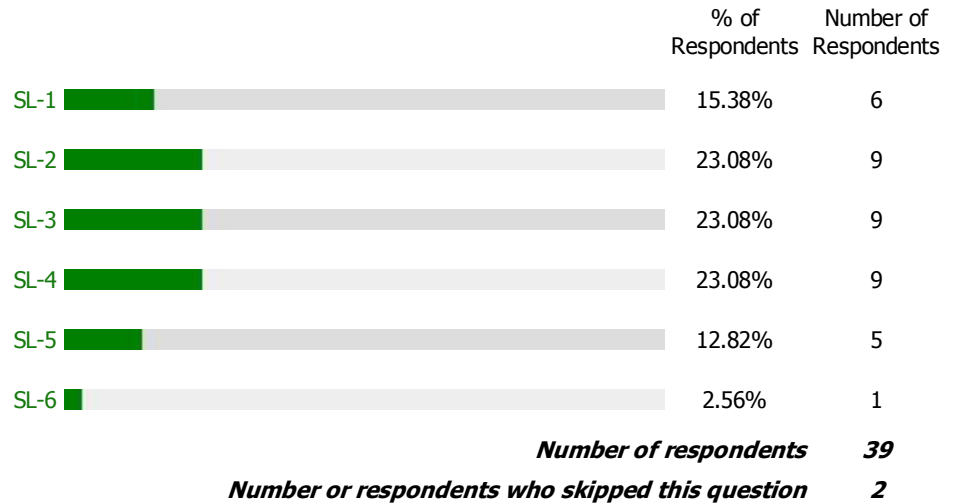
1. Employment Status



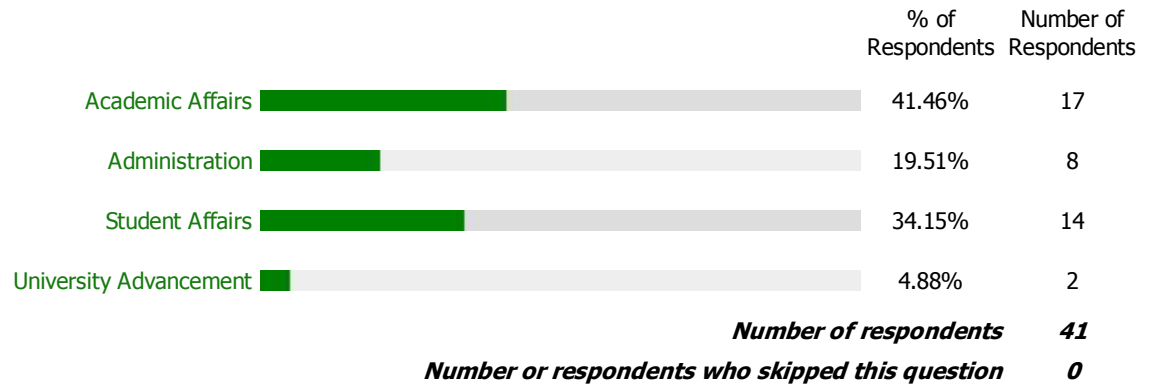
2. Appointment Status



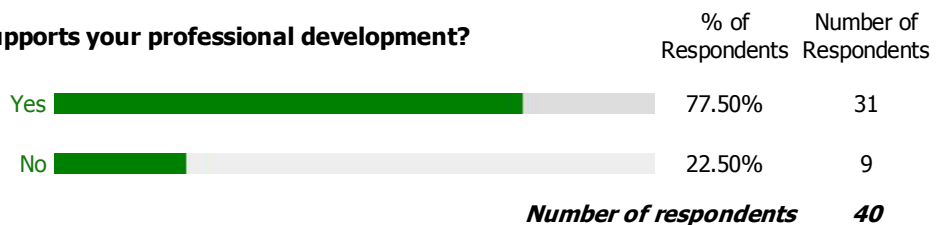
3. Salary Rank



4. Division



5. Overall, do you feel your supervisor/division supports your professional development?



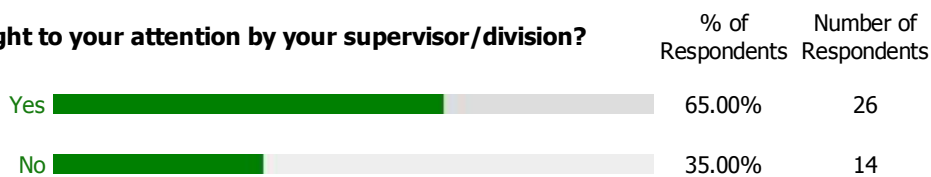
6. Please comment about your supervisor/division support for your professional development:

Details

Number of Respondents 22

Number or respondents who skipped this question 19

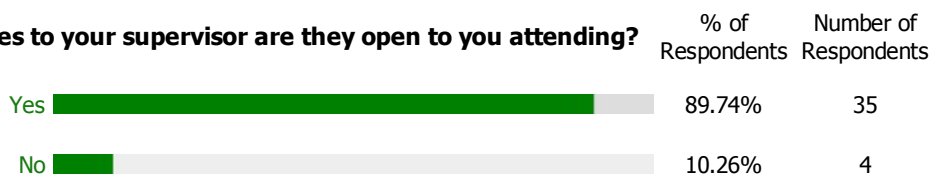
7. Are applicable trainings and conferences brought to your attention by your supervisor/division?



Number of respondents 40

Number or respondents who skipped this question 1

8. If you bring training or conference opportunities to your supervisor are they open to you attending?



Number of respondents 39

Number or respondents who skipped this question 2

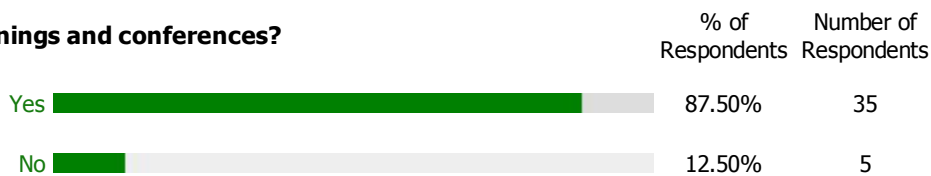
9. Please comment on professional development opportunities:

Details

Number of Respondents 15

Number or respondents who skipped this question 26

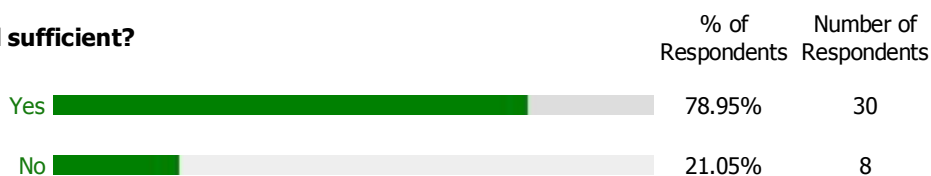
10. Is any funding provided for you to attend trainings and conferences?



Number of respondents 40

Number or respondents who skipped this question 1

11. If funding is provided, is the amount provided sufficient?



Number of respondents 38

Number or respondents who skipped this question 3

12. Please comment on professional development funding:

Details

Number of Respondents 12

Number or respondents who skipped this question 29

13. Are you given release time to attend professional development events held on campus?

% of Respondents Number of Respondents



Number of respondents 40

Number or respondents who skipped this question 1

14. If you are given release time, are you given a sufficient amount of time to attend events?

% of Respondents Number of Respondents



Number of respondents 39

Number or respondents who skipped this question 2

15. Please comment on time for events on campus:

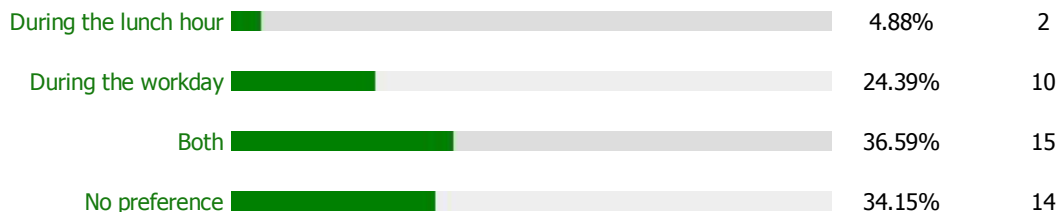
[Details](#)

Number of Respondents 15

Number or respondents who skipped this question 26

16. Do you feel that professional development opportunities on campus should be offered mainly during the lunch hour or during the workday?

% of Respondents Number of Respondents



Number of respondents 41

Number or respondents who skipped this question 0

17. Are there any specific professional development opportunities you would like to see on campus?

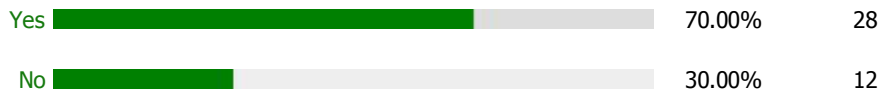
[Details](#)

Number of Respondents 7

Number or respondents who skipped this question 34

18. Do you feel your supervisor/division values your professional achievements?

% of Respondents Number of Respondents



Number of respondents 40

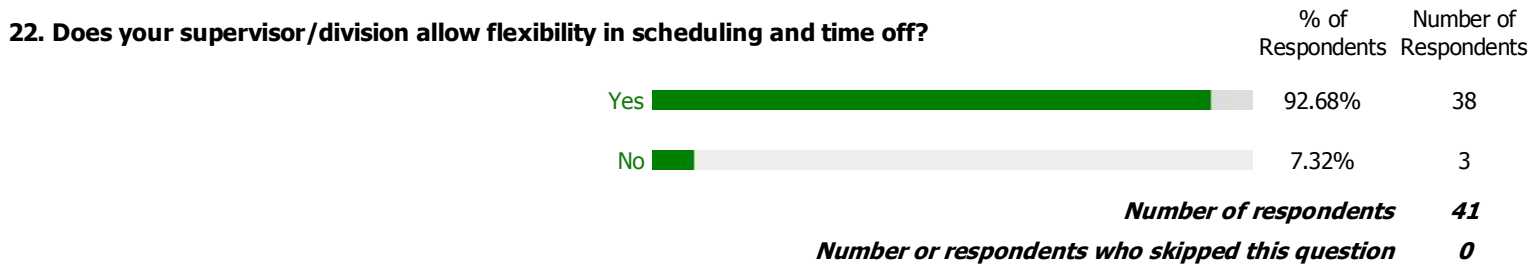
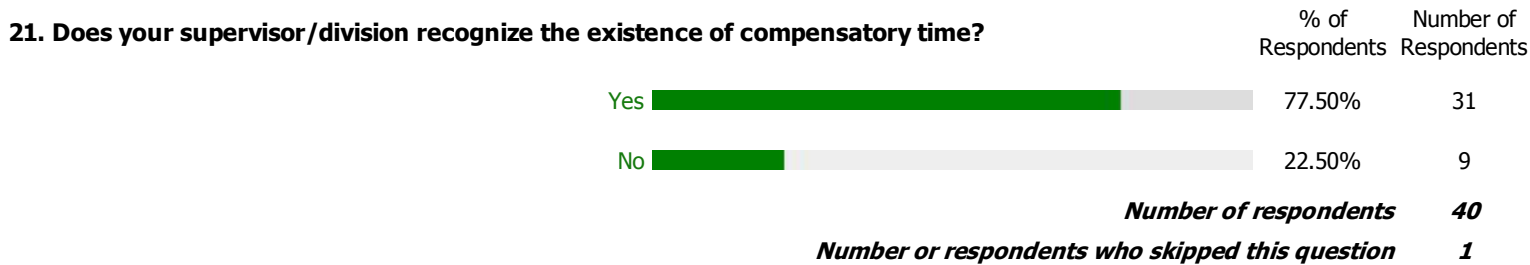
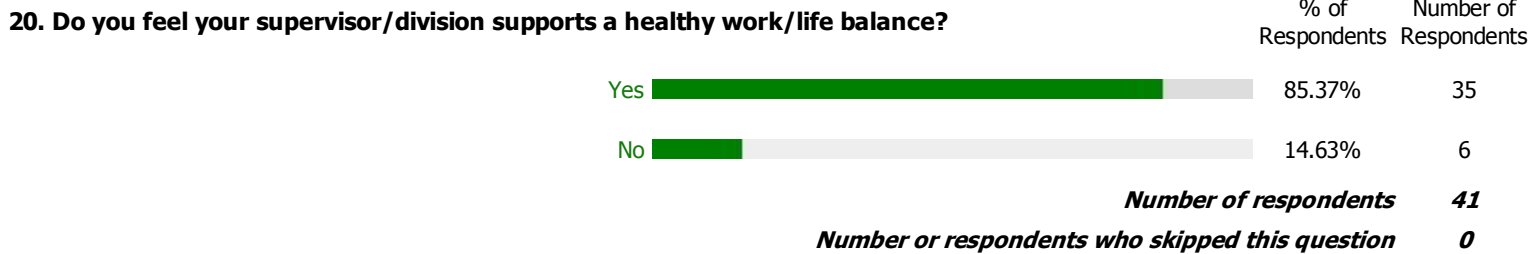
Number or respondents who skipped this question 1

19. Please comment on how your professional achievements are (or are not) valued:

[Details](#)

Number of Respondents 10

Number or respondents who skipped this question 31

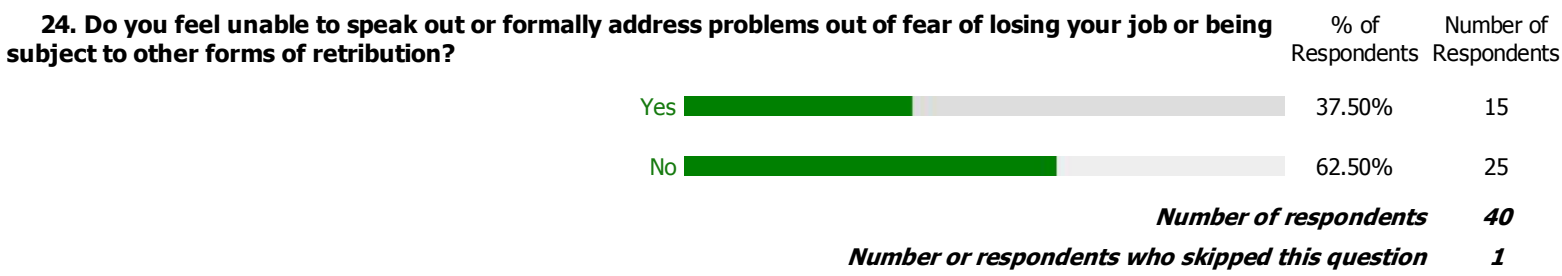


23. Please comment on work/life balance, comp time, and flexible scheduling:

[Details](#)

Number of Respondents 16

Number or respondents who skipped this question 25

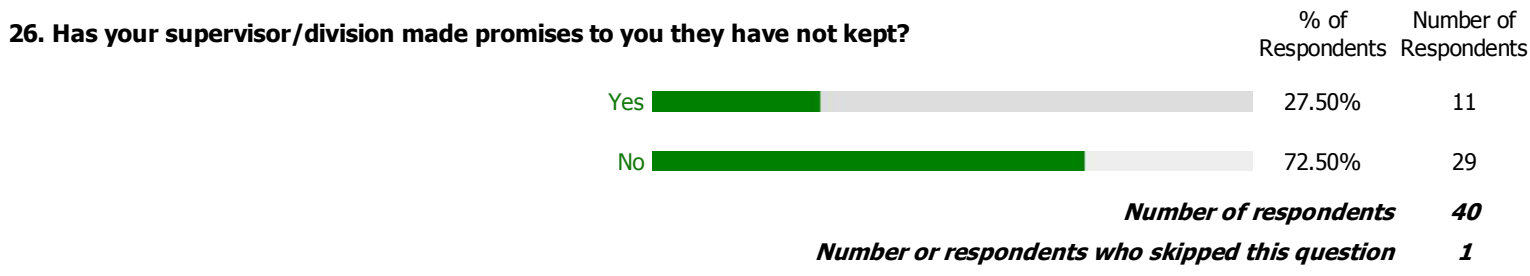


25. Please comment on addressing problems in the workplace:

[Details](#)

Number of Respondents 10

Number or respondents who skipped this question 31



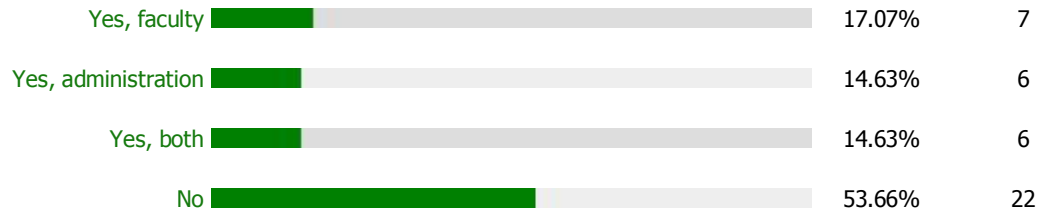
27. Please give examples of promises kept or not kept:

Details

Number of Respondents 6

Number or respondents who skipped this question 35

28. As a professional have you felt you have been "looked down upon" or treated disrespectfully by a member of the faculty or administration? % of Respondents Number of Respondents



Number of respondents 41

Number or respondents who skipped this question 0

29. Please share examples (positive and negative) of professional/faculty and/or professional/administration relations:

Details

Number of Respondents 14

Number or respondents who skipped this question 27

30. Does your work environment feel abusive or hostile in anyway? % of Respondents Number of Respondents



Number of respondents 40

Number or respondents who skipped this question 1

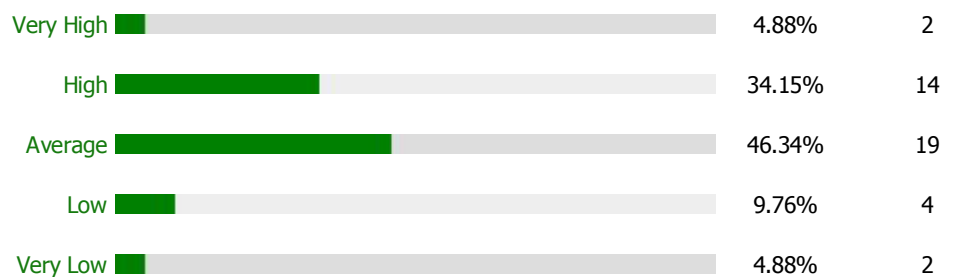
31. Please share examples (positive and negative) of your work environment:

Details

Number of Respondents 11

Number or respondents who skipped this question 30

32. Overall, would you say your morale at work is: % of Respondents Number of Respondents



Number of respondents 41

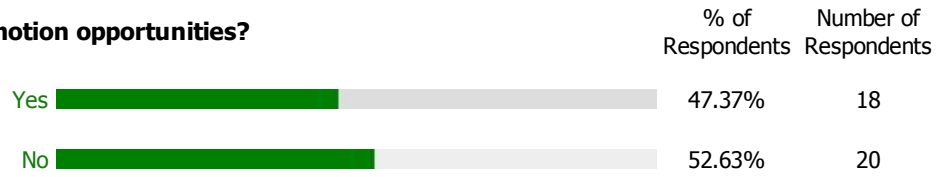
Number or respondents who skipped this question 0

33. Please comment on workplace morale:

Details

Number of Respondents 16

34. Do you feel you are given advancement/promotion opportunities?



Number of respondents 38

Number or respondents who skipped this question 3

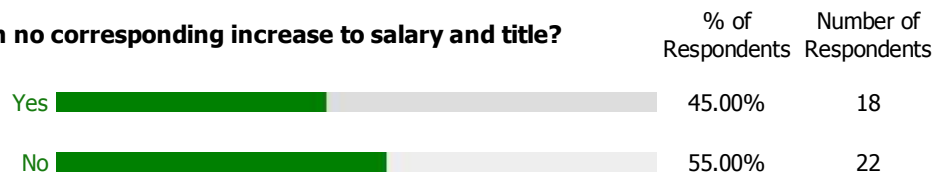
35. Please comment on promotion/advancement opportunities:

Details

Number of Respondents 16

Number or respondents who skipped this question 25

36. Has your workload significantly increased with no corresponding increase to salary and title?



Number of respondents 40

Number or respondents who skipped this question 1

37. Do you feel workload increases are expected to be handled during your personal time?



Number of respondents 41

Number or respondents who skipped this question 0

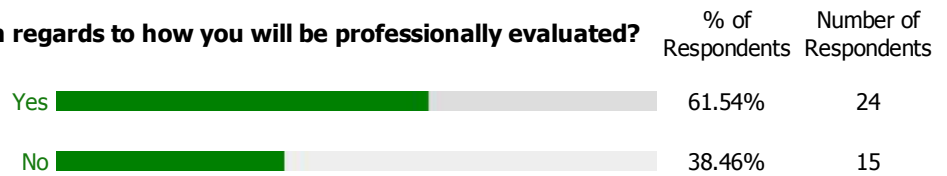
38. Please comment on workload:

Details

Number of Respondents 13

Number or respondents who skipped this question 28

39. Do you feel you are given clear information in regards to how you will be professionally evaluated?



Number of respondents 39

Number or respondents who skipped this question 2

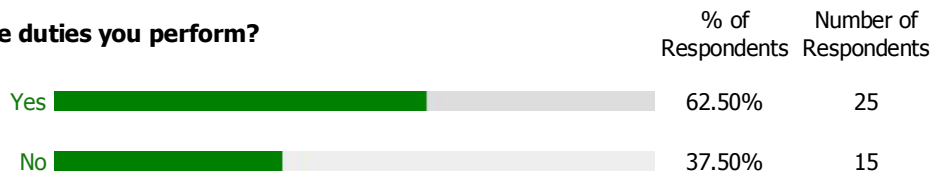
40. Please comment on evaluation:

Details

Number of Respondents 12

Number or respondents who skipped this question 29

41. Do you feel you are compensated fairly for the duties you perform?



Number of respondents 40

Number or respondents who skipped this question 1

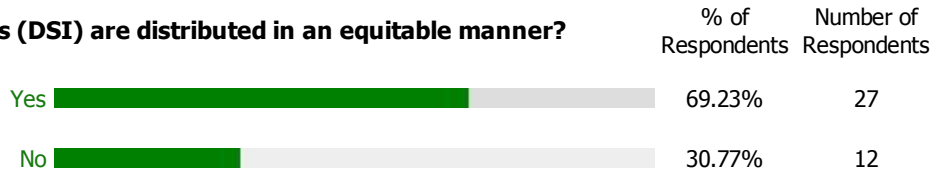
42. Please comment on compensation:

Details

Number of Respondents 12

Number or respondents who skipped this question 29

43. Do you feel that discretionary salary increases (DSI) are distributed in an equitable manner?



Number of respondents 39

Number or respondents who skipped this question 2

44. Please comment on DSI:

Details

Number of Respondents 10

Number or respondents who skipped this question 31

45. Are you in favor of a process that allows current campus employees to apply and interview for vacant positions before candidates external to the campus are considered?



Number of respondents 39

Number or respondents who skipped this question 2

46. Please comment on internal/external searches:

Details

Number of Respondents 12

Number or respondents who skipped this question 29

47. If you have been involved with a search for a professional staff position, please comment on any problems encountered or on things that worked well.

Details

Number of Respondents 7

Number or respondents who skipped this question 34

48. Do you feel there are more opportunities for awards and recognition for faculty than there are for professionals?



Number of respondents 39
Number or respondents who skipped this question 2

49. Please comment on award/recognition opportunities:

[Details](#)

Number of Respondents 11
Number or respondents who skipped this question 30

50. Please offer any comments regarding aspects of the Draft on Personnel Policies that you felt were positive (to be retained or needing minor revisions):

[Details](#)

Number of Respondents 8
Number or respondents who skipped this question 33

51. Please offer any comments regarding aspects of the Draft on Personnel Policies that you felt were problematic (to be deleted or needing major revisions):

[Details](#)

Number of Respondents 6
Number or respondents who skipped this question 35

52. Please offer any comments regarding aspects of the Draft on Personnel Policies that you felt were incomplete (to be added to or developed further):

[Details](#)

Number of Respondents 3
Number or respondents who skipped this question 38

53. Please offer any other comments you may have about the Draft on Personnel Policies:

[Details](#)

Number of Respondents 6
Number or respondents who skipped this question 35

54. Please give any other comments you'd like to share:

[Details](#)

Number of Respondents 5
Number or respondents who skipped this question 36

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6. Please comment about your supervisor/division support for your professional development:

1 When professional development opportunities arise, generally, she, the supervisor arranges for herself to participate. That includes using the funding that is made available for her own professional development rather than allowing the opportunity for newer staff to gain from these opportunities. Further, when opportunity within the campus is offered, although she does not stop the staff from attending, she does restrict the time frame spent out of the office and puts restriction on more than one person taking advantage of training at the same time.

2 My supervisor is always asking for my input and is always flexible if I want to attend an event on campus, be it the health fair or a workshop.

3 Our division has not been denied any request for professional development

4 weekly professional development established by other professionals- meetings with various offices to make sure we are all on the same page

5 Very Supportive, willing to teach, advise and meet whenever necessary

6 professional workshop/conference attendance is encouraged relevant topics are discussed/reviewed relevant examples are shared and discussed

7 He does nothing to encourage or discourage. so I would rate it neutral. I get all the professional development I want and can fund my own opportunities so I need to go to my supervisor for funding. I am sure he would give me as much time away from campus for conferences, etc as I wanted. He is not really aware of professional conferences in my particular field so I don't want to put a "no" in question 7; it would be unfair.

8 There is never enough time with the in-office workload. It has been said that joining campus committees and running for office in professional associations would be on our own time. I feel I need more outside training in order to do my job successfully, to be up on the latest tools and technology. I also feel that campus service should be part of the workday; interacting with colleagues is one of the reasons I chose to work on a college campus.

9 Lack of leadership skills. She is not supportive towards the staff. I was confronted in front of her by another professional on campus from a different division about something that she did, and she did not back me up.

10 It is obvious that my supervisor and VP want the best for my professional development and encourage me to participate in any opportunities I can to better my skills.

11 Where do I begin? My supervisor has consistently disregarded my requests for further training within the realm of my title description. I have asked to be trained on some particular and relevant areas of the support our department is expected to give and have been ignored for years. It's not something that I can just go and experiment with without possibly affecting the operation of the systems I have inquired about. He gives preference for particular genders keeping them within the traditional modes of employment. It's very frustrating as it is preventing me from expanding the scope of my duties and from possible promotion.

12 Allows me time off and a state vehicle to attend many trainings. Many times additional costs are involved (and paid) such as registration and hotels.

13 supervisor yes, division no

14 In general, I have found that when I request a specific opportunity, it is approved. On the other hand, I am not greedy and limit the request to one or two opportunities per year. Wherever possible, I seek support through such programs as IDP.

15 I believe my immediate supervisor is as supportive for my continuing professional development as the budget allows - and always flexible about my taking time away from campus to enhance my skills and knowledge when opportunities arise.

16 I am given support to attend trainings and conferences.

17 I am able to attend regional & international conferences as well as serve on the executive boards for my professional organization.

18 I am often encouraged by my division leader to attend seminars, conferences, and trainings applicable to my job. My supervisor includes me on a variety of projects to help me gain exposure and experience.

19 I have been denied opportunities that my supervisor has thought were a "waste of my time". I bring up only opportunities that I feel would increase my knowledge as it pertains to my job duties.

20 I feel it could be more unified about decision making and general, positive support,

21 Each year staff is allowed to seek professional development offerings either through a conference attendance, on-line training, or workshop.

22 Residence Life has professional development most Friday mornings.

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9. Please comment on professional development opportunities:

- [1](#) NASPA-she' attended every year TRI-State She's attended every year In campus opportunity she allows aslong as it is one staff member at the time.
- [2](#) I know about them when they become avaiable. I wish there were national events that I could attend.
- [3](#) Our division has not been denied any request for professional development
- [4](#) The longer I am here (and it's been over 25 years) the harder it is to find professional development oppourtunities that are truly worthwhile.
- [5](#) Maybe it should be REQUIRED, as it is for teachers in public schools. Maybe campus service should be required, and there would be more diversity on campus committees.
- [6](#) Tri-state conference came around, i was not told what it was, and when i inquire about it, i found out that it is a type of professional development opportunity that EOP counselors could highly benefit from. She was the only one who was able to attend. The Fredonia Leadership Academy was a perfect example. Also my "professional organization" meets twice a year and we always
- [7](#) learn a lot from it. Even times when I think I cannot attend, my supervisor tries to urge me to go as they know the value of the experience.
- [8](#) I've found that I need to search out my own training opportunities as there aren't sufficient avenues offered on campus.
- [9](#) At this stage of my career, the professional development opportunities are getting awfully expensive.
I am an active member of a local chapter of a national organization, and when opportunities present themselves for programs I am
- [10](#) always allowed to attend, at little or no cost to myself (programs for members are very reasonable with little or no fee). The division has also paid my yearly membership to this organization for the past 2 years - something I really appreciate. .
- [11](#) Sometimes opportunities are brought up by my supervisor and sometimes I bring them up. If funding is available I am encouraged to attend.
- [12](#) Regional & International professional organizations; one day drive ins; webinars.
- [13](#) My direct supervisor is at times resistant to my attending conferences. My division head will send me just about anywhere though.
- [14](#) see comment in #6
- [15](#) Career development, NIMS training, suicide prevention training, work with the counseling center, fire safety training, training with Brooks Hospital, etc.

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12. Please comment on professional development funding:

- 1 When opportunity arises, she takes advantage for her own professional development.
- 2 In this state funding environment it is not reasonable to fund every conference.
- 3 Our division has not been denied any request for professional development
- 4 I am self-funded from money I bring in to campus.
- 5 I guess funding would be found if I requested it, either through the office or the VP. But it's not OFFERED, and it's uncomfortable bringing it up. UUP grants have been helpful in that regard.
- 6 I was told that there is not enough funding available for the tri-state conference.
- 7 We use our Department's IFR funds
In past years, I've been able to attend the yearly conference of SUNY/CUAD, our state organization for development, alumni, public relations and publications professionals. As far as conferences and professional development opportunities outside of the Public Relations Society of America's local chapter and SUNY/CUAD - there just isn't the funding available. But I would never hesitate to ask if I felt there was something really important that I needed to attend.
- 8 Funding is provided with the understanding that there is a limited budget. So inexpensive offerings are easily approved, but more expensive ones may need to be put off. Funding for trainings and conferences is limited, but if some members of the department do not go to anything there is more money available to others to attend more expensive things.
- 9 Will only become problematic if all 18 of my staff members begin to request funding to attend national conferences. I've been able to support regional workshops and conferences with little effort.
- 10
- 11 All of my professional development costs are covered.
- 12 Not much experience.

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15. Please comment on time for events on campus:

- [1](#) I reiterate, pressure is added when these opportunities come up regarding only one person at the time can attend. Further, she restricts the time spent outside of the office.
- [2](#) They are informative.
- [3](#) The professional development center has be a great new addition.
- [4](#) Our division has not been denied any request for attending campus events
- [5](#) Free to attend events
- [6](#) I get to set my own sechedule. Plenty of time for campus events if I want to go.
- [7](#) Events are never encouraged, too much to do in the office. usually do them on my own, on lunch hours. Or take appt at noon to attend something at 1pm (which becomes the lunch hour)
I can't be out of the office for more than 2 hours. Even if my supervisor is in the office, the two counselors (including myself) who
- [8](#) are there should not be able to leave the office simultaneously even though the director (supervisor) and the secretary are in the office.
- [9](#) We consider these opportunities "part of the job."
I believe that everyone should have opportunities to take advantage of what the campus has to offer, but also understand that there are some positions where it is much harder to cover the office when a person takes the time. I am concerned that this is
- [10](#) unequally applied across divisions -- in some divisions, accruals have to be charged or lunch hour "swapped." This isn't good for the professional. Additional training makes the professional more valuable to the university, so (within reason, of course), this should be afforded to everyone without accrual or "swap" strings attached.
- [11](#) This is important - for example, the recent Wellness Fair. I saw a lot of people taking advantage of testng and relaxation opportunities - leading to wellness - and that benefits us all. It isn't wasted time, it's an investment in the workforce.
- [12](#) My supervisor encourages me to attend events on campus that will help me grow professionally.
- [13](#) I rarely request time to attend these events. If I do, I'm able to go as long as there is someone to cover my job duties during that time.
- [14](#) I have been given permission to attend events and then have had to cancel due to my workload.
- [15](#) Sufficient time is given to attend all relevant events.

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17. Are there any specific professional development opportunities you would like to see on campus?

[1](#) Retention strategies for at risk students

The PDC should begin offering computer software-specific training rather than non-work related topics. It is way too long since computer-related training has been offered (outside of ANGEL). The Macintosh users seem to be ignored on this campus. There was migration training for Windows' Office users - when will training be available to upgrade to Mac Office 2008?

[2](#) I now Beez is offering a lot of workshops, etc. I have not been to any yet. Conflict resolution would always be a good one. Also, I think they ought to make the deans and associate VPs and VPs take mandatory training in the UUP contract including the various MOUs relating to professional employees of which they seem to have very little knowledge. They should have to study it and take a quiz afterwards to demonstrate that they have some understanding of it.

[3](#) More computer skills related opportunities. Also more counseling workshops

[4](#) Anything related to the current software and operating systems supported on campus or needed to accomplish outstanding multimedia projects.

I would like to see more workshops given on effectively using Outlook for email and calendar. There is so much that can be done to help people make the most of the system we have, but there are no offerings in that area. It seems like most of the technical trainings offered by the PDC focus on ANGEL. They need to branch out and offer workshops on Outlook, Word, Excel, and PowerPoint.

[5](#)

[6](#) Perhaps something to do with environmental awareness or "green" living.

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19. Please comment on how your professional achievements are (or are not) valued:

- 1 • There is total lack of recognition the work • Constantly under minds any suggestions made • No positive reinforcement
- 2 Our division recognizes and rewards professional achievements if the individual supervisor recommends it.
He tells me I am doing a good job and has given me good performance evaluations (though I did have to ask him to re-write it because he had neglected to characterize my performance as either "satisfactory" or "unsatisfactory" as required by the UUP contract. This was a problem with my previous supervisor as well. (Both are on management lines.) The hand-written notes and personal comments I receive from President Hefner for a particular "job well done" have been very meaningful to me, and appreciated.
- 3 Lack of recognition. No positive reinforcement.
- 4 again - supervisor yes, division no
- 6 No concomitant increase in pay with a promotion; no grade or title change with promotion.
- 7 While the recognition is not always monetary our department does a pretty good job of recognizing when people within the department have a significant achievement.
This depends on your perspective. Yes, he values the fact that I've held positions, done presentations, etc. However, I am not aware of similar achievements within the division. I also believe that making such professional achievements known to the campus at large would go a long way in showing that non-teaching faculty have value and are considered experts in their respective fields. My direct supervisor will not approve me attending training sessions to gain additional certifications in my area. many achievements are seen by my direct supervisor as a chance for him/her to leverage his/her own agenda. My direct supervisor also makes sure to always have a hand in the projects I work on so that if they go well, he/she can take the credit.
- 9 I am not able to practice what has been taught in my training opportunities.
- 10

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23. Please comment on work/life balance, comp time, and flexible scheduling:

1 • She make it very difficult for people that have children to work in this department. • She has asked me to work on night and weekends- without any compensation • She has emphasized to me that I am a "salaried employee" thus, not required to receive comp time.

2 The office provides us with an adequate amount of comp time. Scheduling is flexible with prior notice as it should be. The work life balance is what you would expect it to be when working on a college campus.

3 I would have to answer 21 yes and no. It is not realistic to expect an hour for hour trade off. Salaried employees do not work hourly. I am given some time when hours have been excessive.

4 My division is flexible in considering family life & outside obligations.

5 My supervisor is extremely fair regarding these issues.

6 Not a problem.

7 If I wish to attend a conference on a Wed-Thursday, and I am a part time professional who does not work on Wednesdays, should I be allowed another day off?

8 She is always on time or even early, but also leaves early, which to me seems like she is not providing an example for her staff because she lives between 4:30 and 4:45 on a regular basis. She is a very confusing person. It's never clear as to what the standards are because they change within one sentence. Not a fair person either. I got comp time for an activity but my co-worker didn't. She seems to be flexible and work with me, however, she may say it's ok but the way she acts proves that it's really not ok. She'll say it's ok to do something but after it's done, that's when I really know that it wasn't ok based on her actions

9 I work in a family oriented office. Family first, work second. However we, as a whole know where the boundaries are and what is needed for the good of our operation.

10 Would like to work 4/10 hour days rather than 5/8 hour days...

11 Comp time has always been an issue and it is unequally addressed across the campus. I think the union position is untenable -- to track it one would have to report hourly as a salaried employee -- and that is bogus. % of time, just like with accruals would be possible. There isn't enough accrued time (after 7 years never earning more than 1.75 days /mo) to truly get the rest and revitalization for vacations and that is a critical work/life balance issue. Burnout is rampant on the campus right now.

12 There are no formal means to record compensatory time - but there is recognition that if a lot of extra time is spent for a special event that there can be flexibility in the work schedule. In my case, this is adequate.

13 My department is very flexible when family issues arise that need to be attended to. There are a few times during the year when we are asked not to request time off, but I believe that if an emergency arose we would still be allowed off. Similarly, there are certain times of year that are busier. if we work extra hours we are allowed to maybe leave an hour early another day or something to compensate.

14 Particularly in my department these definitions do not fit well within the purview of the position expectations. It is a 24/7 job that is impossible to put a 40 hour clock on. So a balance is definitely necessary.

15 I've occasionally recieved a work related call at home, but my direct supervisor is very good about approving time off as long as he/she knows in advance.

16 I am allowed flexibility for a half hour here or there. Otherwise, I have to charge my accruals.

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25. Please comment on addressing problems in the workplace:

I attempted to resolve a simple communication issue that occurred between myself and my supervisor through EAP. A mediation meeting was called for us to resolve the matter. She did not attend the meeting and I was latter reprimanded for having gone to EAP to begin with.

2 If you don't say whats on your mind nobody is going to know. I feel that I can approach my superior about anything and everything that would be revelant to my performance in the office.

3 I don't know of anyone who has been fired for expressing their opinions in the proper manner.

4 I feel our division is permitted to voice our opinions.

5 cannot disagree with the bosses. politics rules.

6 Her way or the highway, sometimes not open to other people's suggestions.

7 Found it hard to answer #24. It is both yes AND no. It shouldn't get to the point where a formal hearing or "speaking out" is necessary, but it should be addressed in regular meetings with employee and supervisor. That means employees need to be reasonable with their requests and, equally, supervisors have to HEAR what the employee is saying!

8 While I recognize that many people are afraid of speaking out, that is not a problem for me. Personally I feel that if you don't speak out to address problems then the problems will never be resolved.

9 There is a lot of tension and office drama in my workplace, often instigated by my direct supervisor. However, my division leader is open to scheduling meeting and listening to any issues I may have with my direct supervisor. I feel I always have someone I can talk with on a professional level to gain advice on handling difficult work situations professionally.

10 I do feel that if I speak out, I am looked at as someone who "rocks the boat".

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27. Please give examples of promises kept or not kept:

[1](#) Inability to change my position from temp to permanent

[2](#) Work towards promotion was discussed and accomplished.

I am currently on a temporary position which started from 3/24/08 - 3/23/09 with the possibility of becoming permanent. March 23, 09 has gone by and i did not receive a renewal letter to state whether or not i would continue as a temp. when I brought it up, she told me that my contract ends in July of 09. When i told her that I don't have any copies of anything that says that I am here until July of 09, she argued with me and told me I did. When she looked through my file, she realized she never gave me a copy of my performance program which dated from July 14, 08 - July 13, 09. To my understanding, the performance program is not a renewal contract, which she said to me "you really thought you weren't going to get renewed." I feel like she took me as a fool, to make me believe that just because the performance program is a few months extra after my contract, that I'm supposed to believe that I've been renewed.

[3](#)

He told me he was going to give me extra duties to give me more hours. The funds were going to come from money in the budget left over when an employee in our department quit. He called me two weeks later to say he was still waiting to hear. I received a call another week later to say...Guess what? He hired someone for a temporary position - using the funds that he was checking on for me. The biggest upset is that I was offered extra work when the secretary retired. I was offered a stipend for each semester. I did the duties without a hiccup in operations. I was paid for two years, but continued to do the work for seven or more. When I mentioned the pay he said 'We have to do something about that!' So he knew I wasn't getting paid anymore and so did the VP. Nothing was done, the union said it was too late as there's a time limit when you have to apply for back pay. I was cheated out of \$12,500 + since I'm still doing some of the work.

[5](#)

reporting "demotion"

[6](#)

Early in my career here I was promised a specific dollar amount raise for taking on extra duties. I received no immediate raise, but when I did finally receive the raise it was for half of the amount agreed upon.

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29. Please share examples (positive and negative) of professional/faculty and/or professional/administration relations:

- 1 I feel some of the administration take/uses the approach of demoralizing it's employees. Often time bullying them to acquire whatever results they've set in their minds.
- 2 Some faculty are snobby and look at me like my job is not important and are unfriendly.
Faculty often show disrespect for the skills of Professional staff because many Professional staff members do not hold advanced
- 3 degrees (masters/doctorate) - we are often made to feel as if we are not an integral part of the University but here merely to 'service' their every whim.
I have been treated very well in recent years and by members of the current Academic Affairs and Student Affairs administrative
- 4 teams. The previous VP for Student Affairs was another matter.
It happens often with certain personalities. The key is to be as strong a personality, while maintaining professionalism and
- 5 imparting on them that I do my job very well (which often keeps them out of trouble).
Not by administration or faculty but by my supervisor. For example, I was in a meeting with my supervisor and my co-worker, and my supervisor said to me during the meeting "I looked up your board scores, you didn't score that well at all, you had a 790 right?"
- 6 As a former EDP graduate at Fredonia, and as a former ESL student, I feel like the embarrassing comment was absolutely unnecessary.
just this past year, Faculty have been quite rude about their room placements and made direct attacks on the people performing
- 7 the duties. Although apologies were later issued, Faculty should NOT conduct themselves in such ways. They need to be as professional and courteous as the rest of the professional staff.
- 8 certain administrators seem to be vindictive
It would take WAY too long to cite specific instances. Suffice it to say that disrespect, especially for professionals on the campus, is
- 9 allowed far too often. I think we are a campus with a bully culture -- the bullies are getting their way. Behavior is most uncivil and communication, appropriate communication in a mature and responsible manner, seems to be a lost art!
I think there is a general climate on campus that professionals in general are not as highly educated and therefore, should not be regarded as having the same status of faculty. Generally though, I feel it's much better than it used to be. It's still pretty annoying
- 10 when faculty return from the large winter (or fall, Thanksgiving or spring) breaks and ask us how our break was - when we didn't have one (or at least not as large). That isn't the fault of the administration - just ignorance on the part of the faculty.
While I have had many positive interactions with many people on campus, there have also been times when I have been viewed basically like a servant by both faculty and administration. This is evidenced mainly by vocal interactions, instead of talking to me
- 11 like a fellow employee I am told what to do like a slave. Tone of voice and well as specific word choices reinforce this and make it difficult to work with some people here.
Just the nature of the beast. Without the terminal letters after our name, there are (at times) a "less than" feeling by some. It is
- 12 not until you can actually have a one on one conversation with most faculty that the respect for the educational requirements, personal experience and professional respect within our field can be shared. At that point I find that the treatment is much better.
- 13 I feel very supported and encouraged by both faculty and administrative coworkers. They encourage my potential and are eager to work with me on projects.
Faculty/professionals feel like the information that I request is a waste of their time or not their problem. I feel that some
- 14 faculty/professionals do not feel that they have to follow the same rules as others. I am not sure if that is lack of training or mindset. I try to take some of these opportunities as learning opportunities and they are not always accepted as something that the faculty or professional would like to participate in.

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31. Please share examples (positive and negative) of your work environment:

- 1 There is no consistency in office policy. It changes according to our supervisor's mood. There is total disregard of any efforts made by the staff to better the environment. There is no support from the supervisor. If anything, your are often set up to look bad.
- 2 There is total disregard in regards to the contract. There is total disregard to what's in the performance agreement-again, your duties may change according to her mood.
- 3 one individual causes frequent discord. Many other members do not always feel comfortable speaking up. I will speak up , but of course this may cause additional tension. I feel my supervisor has been extreemly suportive and has worked to negate this individuals negative uncollegial behaviors
- 4 Our small work-group is well balanced.
- 5 I am basically self-directed which is OK with me. I think I am very lucky to have the people under me that I do and I think we have a good team. I also try to be a good supervisor and I hope live up to this.
- 6 I wouldn't necessarily call it abusive or hostile, rather phony which can be uncomfortable.
- 7 Tensions within the department. People not speaking due to unresolved issues. A supevisor who looks the other way hoping it will resolve itself.
- 8 discretionary salary increases doled out, or rather NOT awarded, in seemingly punitive manner. don't rock the boat means you get DSI, question things and you get none.
- 9 Excellent surroundings, collegial co-workers Too much work, not enough staff
- 10 For the most part Fredonia is a wonderful place to work and the positives far outweigh the negatives. However, that does not mean the negatives don't exist. There have been times that the air quality in Thompson Hall has been so bad that I've had to go home sick. Also, as referenced above there are some members of the faculty/administration who view me as a servant instead of a Professional.
- 11 My direct supervisor routinely discusses coworkers work performance with other members of the department, talks badly about other direct reports, tells lies to try to get direct reports moved to different departments or to quit their jobs altogether, takes credit for projects that go well, blames direct reports for errors, and with-holds information from direct reports to make situations appear differently than they are. My workplace is extremely tense.
- 12 With the current conditions; information is being withheld and we are operating on rumors. When I approach supervision about such things I am being cast aside. This does not put me as very credible with my staff and it makes me feel undervalued.

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33. Please comment on workplace morale:

- [1](#) This is the most dysfunctional place I have ever worked for. It is very discouraging.
- [2](#) again this individuals behavior impacts morale-
- [3](#) How can morale be high with this state budget.
- [4](#) We often feel left out of important university issues due to a lack of a good communication vehicle on this campus.
- [5](#) I love my work and I feel a great deal of mutual support and mutual respect with my co-workers and my supervisor. There are times when the workload feels a bit overwhelming, but that is true only about one fourth of the time, and we're all in it together.
- [6](#) I love my job. I love it's challenges, and I love solving them.
- [7](#) The recent controverseries surrounding the "DRAFT" of the personnel policies were an unnesecary distraction from the work-at-hand. I don't know how we got into the situation of having such a poor document to coment on and why the problems regarding "manadatory items of negotiation" were not anticipated.
- [8](#) I try and not let the negativity of the environment gets the best of me because I just don't think it's done on purpose. Not everyone has leadership skills and knows what is appropriate to say.
- [9](#) other than a short staffed office, I wouk in a great place
- [10](#) despite many thing working against us, we seem to do very well
- [11](#) I work very hard at trying to make my own attitude and not let negativity or anger or outrage or other destructive emotions creep into making each day the best I can. I am not always successful, but do work hard at it. I do find that it is harder and harder to "tune out" the negatives filtering in from all over.
- [12](#) I think that as resources shrink, we are all asked to do more - but I do believe at some time in the future there will be a point of diminishing returns. I think it's indicative of the national climate, when things improve and there are more resources, things will ease.
- [13](#) For the most part I consider myself not only lucky to have a job, but also lucky to have a job at Fredonia. There are some things that need changing, but there are many good things about working here too.
- [14](#) I only put average because there are good days and bad days. Average is the balance which is a good place to be.
- [15](#) One direct report just had a formal disciplinary meeting with our direct supervisor. Everyone is on eggshells and no one feels as though they can talk to anyone else within the department. No one enjoys coming to work (excpet maybe our supervisor).
- [16](#) See comment #31. I would also add that Governor Patterson has done nothing for morale!!!

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35. Please comment on promotion/advancement opportunities:

1 Prior to me being part of this department-EDP I always was granted discretionary increases. When I moved to this department I was given an increase. Now, I am constantly being reminded by my supervisor that layoff are occurring everywhere and they need to be able to even justify my position. I did not receive this increase this year, my co-worker was discouraged to even apply. Needless to say, my supervisor was the only one to receive the discretionary increase.

2 There is no promotion/advancement for temporary position.

3 Our department is sensitive to this issue and has acted favorably in the past when approached on the topic.

4 My supervisor has done an outstanding job in this area. I have absolutely no complaints. My promotions and advancement have been commensurate with my personal growth and an increase in my responsibilities over the past decade.

5 my position is specific in its scope and I knew coming in there was not an opportunity for advancement.

6 SUNY Fredonia in general and Dennis Hefner have been very good to me. I have nothing to complain about. As an SL-6, I can not be promoted to a higher grade level and I am one of the highest-paid non-managemenet people on campus.

7 I have been told that there is no such thing as an Associate Director in my type of office (yet I see my colleagues at Buff State, UB and other SUNYs). It seems that in other Student Affairs offices there is more room for promotion as this level seems not to be an option for my office.

8 I still haven't gotten a renewal letter

9 It isn't really applicable to me as I like where I am.

10 I was "promoted" 4 years ago along with a peer, the peer got the salary increase and title change, I only got the increase in work and was lied to. I was told there weren't funds available for salary increases for either one of us, but found out later he received the increase while I didn't.

11 There is much disregard for any approach for salary review after taking on extra duties. When mentioning to my supervisor that cleaners make more than I do and trying to sit down and discuss my (expanded) duties and the pay scale I was told that if I didn't like it to just go be a cleaner. Or being told that a male was being chosen to get a discretionary raise because he 'had a family'. I guess my two children didn't count and when I reminded him my boss had asked, 'doesn't you husband make a good salary?'

12 There simply aren't any. The campus does not provide internal movement for professionals. If they like you where you are, that's where you will stay. And, those who work hard, who consistenly go above and beyond and are willing to "take it" eventually are used up by the campus. It is very difficult to see people who have devoted their lives to the institution retiring or walking away with a very bitter taste in their mouths -- they still love the institution and would not have changed their devotion, but because of burned out, the institution slighted them or moved someone else in to take over when they were used up. Thank you seems to come really hard.

13 A year ago, I was asked to serve in an interim position for a 4-month period - which I found very fulfilling and expanded my knowledge greatly of my area - I appreciated that opportunity.

14 I was granted a promotion a couple of years back. I felt that was a valid recognition of my increased responsibilities and professional achievements. I am not sure that any more advancement opportunities will arise in the near future though.

15 This is not as applicable in Student Affairs as it is within the faculty ranks.

16 Because of the budget crisis and hiring freeze, I have no opportunity to even go full-time, and certainly cannot be promoted.

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38. Please comment on workload:

Again, I was asked to work nights and weekends. I commented on the fact that I would need to get childcare to be able to come in for these requested times. Again, I was told that I am a salaried employee, thus, comp time does not pertain to me. I was told [1](#) "salaried employees work until the job is done". This would be realistic new my duties would remain intact according to what's on my performance p[program]. However, this is not the case. New projects with unattainable deadlines are being added n a regular basis.

[2](#) Changes are needed on the workload issue, especially you are making up for others not doing their job.

[3](#) that is the nature of the world of work in today's economy.

[4](#) There has been job-creep on some occasions, but if you allow it to happen, you will continually be taken advantage of.

[5](#) Workload is very high, mostly due to the diverse nature of my position. It's a balancing act, and sometimes certain areas suffer due to the immediate needs in others.

[6](#) Since I am basically self-directed, If I have too much to do, it is basically my own fault. This has happened from time to time, but I have found ways to cut back and get things back in balance.

[7](#) Never enough time to do all that needs to be done (either by choice or by job description) or to do it WELL. Always manic, not as well prepared as I used to be (when I put in 11 hour days, 7:30am-6:30pm regularly). Any professional reading (including campus report) on own time.

[8](#) Yes workload has increased. But that is mainly due to the lack of staff in my office. However it is one of those things where I feel strongly that I work for a team and do what I can for us to succeed. Not EVERY little task needs to be compensated. More people on campus need to "pitch in" for the good of the order. If more did, then certain individuals wouldn't be burdened by the majority of the tasks.

[9](#) Workload is NOT expected to be handled during personal time, but that is the only time I can get it donel

It's just the way it is. Please see #35 -- I am one of the ones who will be used up and cast aside. I am fighting the tendency to [10](#) paranoia and anger and bitterness, but it is increasingly hard in the face of the inequities I see daily. Especially the faculty versus the professional staff. Would that I could have THEIR schedule!!

I think to be a professional on this campus - there will be crunch times when you will put in some extra time that isn't [11](#) compensated. Sometimes you just do it for the greater good of the university. I chose academia - if I wanted to punch a time clock, I would have chosen another profession.

Whether people expect me to work on my personal time or not is irrelevant to me. I refuse to have work dictate what I will do [12](#) during my personal time. If I am asked to work extra and given the ability to not do something else or earn comp time that is something that can be discussed. But I will not allow additional duties to be handed to me or placed onto my performance program without due consideration.

With one member of our department on medical leave, and my direct supervisor taking on new responsibilities, my workload has [13](#) nearly doubled in the last two weeks. While I am able to complete most of my work in my normal day, I do tend to put in approximately 2-3 hours of (unpaid) overtime each week.

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40. Please comment on evaluation:

- [1](#) Nothing is clear.
- [2](#) I feel my above response is a function of little guidance provided tp my supervisor in regards to how to complete performance plans and reviews
- [3](#) The evaluation process is ancient and outdated.
- [4](#) The processes need to be better defined.
- [5](#) There is little to no guidance on this issue from administration - no collaboration with the union here.
- [6](#) Evaluations are supposed to be BASED ON MY PERFORMANCE PROGRAM but many of my past MC supervisors have made little reference to it when doing my evaluations.
- [7](#) I just received a copy of my performance program (a year after I started). It would have been a nice thing to have and review once in a while.
- [8](#) it is a simple evaluation process that actually means nothing and is just a formality. However I do not believe that we are following any kind of SUNY guidelines in the evaluation process.
Essentially, I write it and the supervisor comments on it. Done. It is a pro forma thing and not particually meaningful. This is the one time when a "good job" could go a long way if this were a meaningful process. However, performance programs are essentially a chore one does, so it is a duplicate of years past and that means the evaluation of that performance program is essentially meaningless.
- [9](#)
- [10](#) I am well versed in how the evaluation system works and write a summary of my achievements for my review. I feel this helps my supervisor evaluate me properly.
- [11](#) The performance evaluation process is not a very workable process, but is better than nothing (which I had at my previous two institutions).
- [12](#) I fill out my own performance evaluation, so I know what's on it and how I measure up to it. That being said, my direct supervisor seems to be changing his/her expectations for his/her direct reports and my evaluation may not reflect what I think it will.

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42. Please comment on compensation:

- [1](#) I was told that I am not entitled to receive any compensation.
- [2](#) There are things that I should not do for my workload given my low compensation, but I do them out of fear of losing my hours.
- [3](#) I am compensated fairly for the work that I perform.
- [4](#) Currently been handling the workload of two positions and have not been compensated for doing so.
- [5](#) To my knowledge I am adequately compensated, though I am on the low side of an SL-4.
- [6](#) As indicated above, I feel adequately compensated.
- [7](#) NOT at all. I looked at the Fredonia HR page and according to my title, I'm supposed to be at rank 3 but I started at rank 2 from the 2006 calendar year.
- [8](#) I am respected in my job and when something "goes arwy" the people above know that there is a good reason for it.
- [9](#) I guess so. Promoted and was given very meager pay increase though reaponsibilities were astronomically higher! Had to beg for the little I got and was told that the amount given was all that was "left over" at the end of the year.
- [10](#) While my compensation has increased almost to the point of being where it should be, it is still significantly less than my private-sector colleagues.
- [11](#) I feel I have an adequate salary and benefits. At times I feel my workload is more than it should be, but I appreciate the opportunity to be involved in a variety of projects, expanding my experience and skills.
- [12](#) I am making a little over \$8K more than my CSEA staff member. I had to have education and experience behind me and this person had to take a test and test well.

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44. Please comment on DSI:

- 1 I was told by my supervisor that in order for me to receive discretionary increases, I needed to prove myself by putting in additional time without asking for compensation. This would ultimately be a way for them to have a reason to give me this increase. My co-worker was discouraged from even applying for this opportunity. Our supervisor was the only one to be granted this increase.
- 2 I feel my supervisor thinks my job is unimportant and therefore never has recommended me for DSI.
- 3 Anyone who asks for an increase generally receives one in my department - whether warranted or not. there are no benchmarks or standards.
- 4 As a director of a professional unit, I really really wish that I did not have to recommend myself out of the same pool of money that I have to distribute to those under me. I think management should set a pool of money aside for directors and give me any DSI out of that pool. Last year, I put myself down for the minimum so I could give more to those under me.
- 5 Maybe because I have always gotten DSI, I think it's fair for ME. But I have seen /heard of incompetent people receiving it as well (not in my division). It will never be perfect. Did I hear that there is a pot of money that comes along with DSI that the president may use at his discretion? Is it used and how?
- 6 Dr. Timothy Allan, UUP local chapter president sent an email which displayed my eligibility to apply, I was highly encouraged not to apply by my supervisor, even after I reconfirmed with Dr. Allan, she still told me not to apply.
- 7 DSI is normally split evenly among the members of our dept.
- 8 DSI isn't what I think it is supposed to be, but something that everyone looks on as entitled to. There aren't any special documentation or dossiers or anything. I think the term, as applied to professionals, is a misnomer.
- 9 In my department I feel DSI is handled properly. Across campus sometimes it looks like DSI may be distributed to certain "favorites".
- 10 I don't know much about these. I've never received one, nor do I know if my direct supervisor applies for them or is given them.

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46. Please comment on internal/external searches:

To a certain extent I see this as being a good thing. If there is a person who is already qualified for the position, who is already familiar with the campus environment/ policies and is already adjusted. Then why not? However, If the individual does not have the necessary qualifications, I much rather see someone brought in to do a good job.

2 I feel the department should be given the option to first conduct a search within the current employees. Internal searches may also speed up the hiring process as well as save the university money- ie they are not paying for the applicant travel etc...

3 That process already exists when a VP agrees to do an internal search.

4 This process would save a lot of time and money if utilized more often.

I am in favor only if the internal interviews are conducted in conjunction with the external. If the position is open, it should be open to all, so we may hopefully find the best candidate. If the internal employee IS that candidate, then fine. But we should not limit ourselves to solely internal searches.

6 I think campus employees should be given EQUAL opportunity with outside candidates. It is hard for me to see how have a preference for local candidates would help us achieve a more diverse work force. Also, I think we might be tempted to hire someone from within simply because they "could do an acceptable or good job" when someone from outside could do "an outstanding job."

7 Internals should feel that if they are good enough for a position, then they should feel confident about competing with external candidates. You never know "who" is out there that can bring new ideas and life to a campus.

About time. It was very sad to see people leave the campus for other places so that they could get a promotion. I just hope that what sounds great in principle will work in reality. Could a supervisor block someone from taking another job on the campus?

8 Probably. On the other hand, external searches seem to have been taken the nth degree -- you don't always have to look outside of the campus or the immediate community for highly qualified individuals who are already committed to the area. And I think we need to do a better job with trailing spouses and significant others.

I don't think every professional position on campus needs a formal search (even internal) - some of this can be handled through promotion, recognizing that a professional's workload, professional development, and commitment to the university has reached the level to merit promotion.

10 Internal candidates should be given first consideration for open positions. If no one is found on campus the search should be posted to the public.

11 Internal candidates should be part of the candidate pool; not given first glance. At least not for positions of this nature.

12 I am in a part-time temporary position that was supposed to go full time before the budget crisis and hiring freeze hit. Being an internal candidate, and having worked in the position already, of course I would want to be able to interview for the position before outside candidates were considered. I also feel, however, that if I am not doing a sufficient job in this position, I shouldn't be hired on the sole basis that I'm an internal candidate.

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47. If you have been involved with a search for a professional staff position, please comment on any problems encountered or on things that worked well.
- 1 Yes, I've been involved in several searches. Often times I feel these can just become a waste of time. The administration(select few) have already made a decision on who they will hire. The recommendation of the committee has little impact.
- 2 There are no guidelines for professional searches. There is a huge document that addresses faculty searches but it has not been updated to incorporate the use of People Admin. There should be a step-by-step booklet prepared by HR detailing exactly what steps should be followed in which order. What approvals need to be completed before moving to the next step, etc.
- 3 As department head, I have done over 10 searches for professionals. I have also been on five search committee for MC positions. The recommendations I would make are A) Get agreement at the start about what you are looking for. Otherwise, you will each have a different idea of who you think is best, because candiate no. 1 will possess the quality that YOU most want, but candiate 2 will have the quality that SOMEONE else most wants. Your disagreement is not really about the candiates. It is about the qualities that are important. Decide the criteria first. Given them weightings if you need to. Rate each candidate against the critera. Multiply by the weighting factor. B) Check references BACK several employers. Dig. Dig. Dig. C) Whenever possible, try to have candiates do simulations or do test assigments of the kinds of things you will be asking them to do for you. If they are being hired to write press releases, don't just read what's in their portfolio. Give each finalist the same set of facts and a deadline and ask them to email their story in. Take their names off the top and have each memeber of the committee grade the result.
- 4 In participating in a search for an area under Student Affairs, I feel that the VP already has an "agenda" and candidate in mind and the search committee is just a formality.
- 5 I was scandalized at the immature behavior, the lack of confidentiality (I ended up hearing about a discussion held in committee from someone not involved in the search at all), and triteness and personal axes ground during the search. In some instances, it really was a done deal and the "service" on the committee was for show only as a claque had already made up their minds for a particular person. I don't think the search process works particularly well ... and that goes for upper positions, too as I have sat on VP searches as well.
- 6 On one search I was on, I felt that the Chair of the search committee pretty much forced everyone else to agree with his choice for the position. I felt that more qualified applicants were in the pool, but the person who was hired was a friend of the Chair. In another search, the committee was not allowed to make a recommendation. We could only rank pros and cons of the applicants. This seemed to be a waste of time, since again I felt the person chosen wasn't the best person for the job.
- 7 Worked like search committees on every other campus i've worked at. There does seem to be the appearance that one division seems to be able to do hiring, retitling, etc., without having to go through the same hoops or having to conduct a search.

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49. Please comment on award/recognition opportunities:

- [1](#) I can't speak on this.
- [2](#) Faculty have automatic step increases and promotional opportunities that staff do not have.
- [3](#) There is a path for faculty....lecturer, associate professor, assistant professor, professor, distinguished professor, etc. There is no path for professionals.
- [4](#) this is better than it used to be; however there are still subtle ways in which professionals are second class citizens. None come to mind at the moment so I can't say it's a huge problem.
- [5](#) Who has time to apply for or nominate professional colleagues anyway? Self-promotion takes time and effort that we professionals tend to channel into our work. Maybe there are too many awards for faculty,.
- [6](#) Faculty should be awarded for their scholarly activities. They can benefit the entire academic world. Professionals are doing their job. Our paycheck and privilege of being able to work on a university campus is thanks enough.
- [7](#) Without doubt. Have heard the expression "professional do the job they are hired for" and that seems to obviate any need for recognition. I do not believe that we have the opportunity to do research or professional writing in our fields, and few opportunities for high recognition activities. Nose to the grindstone and keep it there!
- [8](#) Faculty are allowed to apply for on-campus funding such as scholarly incentive grants or foundation-funded programs to support their research/performance; there are few on-campus opportunities for professional staff to receive funding to enhance their knowledge or explore new ways of doing things within their fields.
- [9](#) There always seems to be something going out that is for the faculty, but never anything for the professionals. Just recently there were two opportunities for faculty to receive funding from the PDC, there was no similar funding offered for professionals.
- [10](#) I feel there are far more award/recognition opportunities in the campus environment than there would be in a corporate arena.
- [11](#) I am not familiar with faculty recognition and awards.

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50. Please offer any comments regarding aspects of the Draft on Personnel Policies that you felt were positive (to be retained or needing minor revisions):

[1](#) I can't speak on this.

[2](#) Much needed guidance provided for faculty tenure and promotion

[3](#) I think the draft attempts to clarify the procedures that exist. A very good idea.

[4](#) I have not read the entire draft

[5](#) NONE. However please note that I only read the section on professionals. the idea of clarifying the timelines for reappointment is good, but as written, the Draft policies assume that all new professional employees are offered one-year appointments when they are first hired and this is not always the case. So this part was well-intentioned but poorly done.

[6](#) CHANGE is good. And some level of consistency is needed for this campus.

I believe that the UUP objections are pretty much meritless. I would like to see a meaningful, clear, purposeful set of policies for professionals. To know exactly what expectations are, to have a new job description developed with each encroachment of additional duties, to know exactly what expectations are within the 5 areas stipulated by contract and the BOT for professional evaluation. I think that there needs to be meaningful dialogue among professionals AND the administration without the union putting a gag order out and stipulating that they will now "represent" us -- a first, to be sure. We have always been the poor relatives in the UUP handbook where faculty are catered to and our needs ignored. Let us work out something with the administration, let the unions sit in on the talks, but let us control a bit of our own destiny. For too long, important policies impacting professionals have remained murky or linked so tightly to a timeline or specific memo that no one really know what the policies are!!

[8](#) The calendar for professionals within UUP is just not as clear cut as the faculty calendar. The start dates are all over the place which makes the review process happen in the middle of semesters. The advancement piece is not as comparable either. Add in the fact that there are only two votes on Senate for Professionals and in a sense it really won't matter since the document seems to be getting presented as a whole rather than as parts.

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51. Please offer any comments regarding aspects of the Draft on Personnel Policies that you felt were problematic (to be deleted or needing major revisions):

[1](#) I can't speak on this.

[2](#) People not wanting to change an outdated system.

[3](#) I have not read the entire draft

[4](#) I will send you a separate email on this. The section of professionals needs to be completely thrown out. We already have MOU's negotiated state-wide that cover almost everything needed for professionals. All we need to do is to make people aware of them (employees AND supervisors) and to clarify for everyone the timelines involved and to have the HR office send out intelligible timely reminders to employees AND supervisors.

[5](#) In VII.F.1. under Promotion for Professionals - I don't think every promotion opportunity should be subject to a formal search - even an internal search. I think VII.B. in which the HR office notifies the supervisor - the professional should also be notified that the process has begun. I think that if these policies are adopted, the section VIII.D. should be communicated clearly and often to professionals. The two-page reflective narrative is unnecessary and would be ineffective - the performance program and yearly evaluations are enough - why create extra steps? Also, when it comes to supporting documentation, a copy of an updated vita shows professional growth.

[6](#) What I said in the previous answer stands here as well. Within UUP, faculty is very different than library and very different than professional; in terms of the calendar as well as in terms of promotion/review.

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52. Please offer any comments regarding aspects of the Draft on Personnel Policies that you felt were incomplete (to be added to or developed further):

- [1](#) I can't speak on this.
- [2](#) would like more specifics for professionals-
- [3](#) I have not read the entire draft

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53. Please offer any other comments you may have about the Draft on Personnel Policies:

- 1 I can't speak on this.
- 2 much needed document- thank you to all who have spent so much time in the development
- 3 I have not read the entire draft
- 4 I was VERY concerned that the section on professional employees seemd to address NONE of the "items that need to be addressed" as identified by the Task Force previously appointed to gather input. So much for assessment based planning. I think perhaps I had better abstain ... I worked closely on the Task Force and, candidly, I think that the Draft had to be written to at least give a chance at a dialogue. Responsible, mature dialogue, not the diatribes I have been reading. Change is hard, however you look at it, and Fredonia has a reputation of being so change-resistant it isn't funny. It wears one out ...
- 5 While an understanding of the contract and policies of the board of trustees are needed I do not believe that there needs to be any additional policy for Professionals. There certainly should not be any additional requirements, such as portfolios or external review.
- 6 This would, in my opinion, violate the contract and policies that already exist.

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54. Please give any other comments you'd like to share:

- [1](#) I think Fredonia can be a great place to work for if such abuse of power and bullying would stop on behalf of some (really just a few individuals) of the administration.
- [2](#) I think this survey is fairly negative in its construction, and I feel uncomfortable filling it out.
- [3](#) Thanks for the opportunity to state my opinions.
- [4](#) Please remind people to take this survey.
- [5](#) Thanks for listening. And I do appreciate the medium through which you sought information. I only hope that the responses of individuals DO remain anonymous ...

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