

Ocean County College Faculty Climate Survey

The survey that follows was conducted in March 2011 and open to all FAOCC members.

Taken in the context of the "financial emergency" declared by the college, it provides an overview of the way many faculty viewed the work environment.

A useful comparison is to look at the "Faculty" column in the 2013 *Chronicle of Higher Education* survey (also on this site), which was open to all faculty (not just FAOCC). Unfortunately, it seems that a clear majority share the FAOCC's view of the negative work environment at OCC.

Particularly interesting are the individual comments which start on page 7. They give a voice to faculty concerns.

This survey was sent to the board in 2011.

Ocean County College Faculty Climate Survey

Financial Issues

Question 1

President Larson and his leadership team have made a credible case to the college community that the college faces a genuine “financial emergency” which warrants a Reduction in Force.		Number of Responses	Response Ratio
1.strongly agree		2	4.4%
2.agree		1	2.2%
3.disagree		9	20.0%
4.strongly disagree		33	73.3%
Mean : 3.6 (91%) Median : 4.0 Mode : 4.0 Std.Dev. : 0.7		Total	45
			100%

Question 2

The college should use its multi-million dollar surplus (19 mil as of June 2010) to alleviate the projected revenue shortfall rather than resorting to a Reduction in Force.		Number of Responses	Response Ratio
1.strongly agree		29	64.4%
2.agree		14	31.1%
3.disagree		1	2.2%
4.strongly disagree		1	2.2%
Mean : 1.4 (36%) Median : 1.0 Mode : 1.0 Std.Dev. : 0.7		Total	45
			100%

Question 3

President Larson and his leadership team have demonstrated to the college community a clear and convincing rationale for continuing capital projects (such as the Student Center addition) at a time of declared “financial emergency” and with the administration’s projection of declining enrollment.		Number of Responses	Response Ratio
1.strongly agree		1	2.2%
2.agree		2	4.4%
3.disagree		10	22.2%
4.strongly disagree		32	71.1%
Mean : 3.6 (91%) Median : 4.0 Mode : 4.0 Std.Dev. : 0.7		Total	45
			100%

Communication

Question 4

President Larson and his leadership team encourage and respect constructive criticism and alternative viewpoints to their proposals.		Number of Responses	Response Ratio
1.strongly agree		1	2.4%
2.agree		0	0.0%
3.disagree		4	9.5%
4.strongly disagree		37	88.1%
Mean : 3.8 (96%) Median : 4.0 Mode : 4.0 Std.Dev. : 0.5		Total	42
			100%

Question 5

The prospect of retaliation inhibits you as a faculty member from offering challenging questions or comments on administrative policies and practices.		Number of Responses	Response Ratio
1.strongly agree		32	76.2%
2.agree		5	11.9%
3.disagree		3	7.1%
4.strongly disagree		2	4.8%
Mean : 1.4 (35%) Median : 1.0 Mode : 1.0 Std.Dev. : 0.8		Total	42
			100%

Question 6

Academic administrators involve faculty in discussion before deciding on and announcing mandatory practices that affect the instructional and academic mission of the college.		Number of Responses	Response Ratio
1.strongly agree		1	2.4%
2.agree		0	0.0%
3.disagree		10	23.8%
4.strongly disagree		31	73.8%
Mean : 3.7 (92%) Median : 4.0 Mode : 4.0 Std.Dev. : 0.6		Total	42
			100%

Question 7

Academic administrators provide faculty with appropriate reasons and valid rationales for proposed changes in policy and practices.		Number of Responses	Response Ratio
1.strongly agree		1	2.4%
2.agree		0	0.0%
3.disagree		10	24.4%
4.strongly disagree		30	73.2%
Mean : 3.7 (92%) Median : 4.0 Mode : 4.0 Std.Dev. : 0.6		Total	41
			100%

Question 8

The professional culture of the college encourages a regular, sustained, and productive exchange of ideas between the President and the faculty.		Number of Responses	Response Ratio
1.strongly agree		1	2.4%
2.agree		0	0.0%
3.disagree		4	9.8%
4.strongly disagree		36	87.8%
Mean : 3.8 (96%) Median : 4.0 Mode : 4.0 Std.Dev. : 0.5		Total	41
			100%

Question 9

The professional culture of the college encourages a regular, sustained, and productive exchange of ideas between the Academic Vice President and the faculty.		Number of Responses	Response Ratio
1.strongly agree		2	4.8%
2.agree		0	0.0%
3.disagree		4	9.5%
4.strongly disagree		36	85.7%
Mean : 3.8 (94%) Median : 4.0 Mode : 4.0 Std.Dev. : 0.7		Total	42
			100%

Professional Respect and Civility

Question 10

The President values you as an important part of the educative process.		Number of Responses	Response Ratio
1.strongly agree		1	2.4%
2.agree		1	2.4%
3.disagree		10	23.8%
4.strongly disagree		30	71.4%
Mean : 3.6 (91%) Median : 4.0 Mode : 4.0 Std.Dev. : 0.7		Total	42
			100%

Question 11

The Academic Vice President values you as an important part of the educative process.		Number of Responses	Response Ratio
1.strongly agree		0	0.0%
2.agree		4	9.5%
3.disagree		4	9.5%
4.strongly disagree		34	81.0%
Mean : 3.7 (93%) Median : 4.0 Mode : 4.0 Std.Dev. : 0.6		Total	42
			100%

Question 12

The President models civility and respect in his treatment of and relations with the faculty.		Number of Responses	Response Ratio
1.strongly agree		1	2.4%
2.agree		3	7.1%
3.disagree		9	21.4%
4.strongly disagree		29	69.0%
Mean : 3.6 (89%) Median : 4.0 Mode : 4.0 Std.Dev. : 0.7		Total	42
			100%

Question 13

The Academic Vice President models civility and respect in his treatment of and relations with the faculty.		Number of Responses	Response Ratio
1.strongly agree		1	2.4%
2.agree		0	0.0%
3.disagree		4	9.5%
4.strongly disagree		37	88.1%
Mean : 3.8 (96%) Median : 4.0 Mode : 4.0 Std.Dev. : 0.5		Total	42
			100%

Management

Question 14

The college administration treats faculty in a manner which encourages them to do their best work.		Number of Responses	Response Ratio
1.strongly disagree		1	2.4%
2.agree		1	2.4%
3.disagree		9	22.0%
4.strongly disagree		30	73.2%
Mean : 3.7 (91%) Median : 4.0 Mode : 4.0 Std.Dev. : 0.7		Total	41
			100%

Question 15

From your general understanding or discussions with others, faculty have received clear and credible rationales if their contracts were not renewed.		Number of Responses	Response Ratio
1.strongly agree		1	2.4%
2.agree		1	2.4%
3.disagree		9	21.4%
4.strongly disagree		31	73.8%
Mean : 3.7 (92%) Median : 4.0 Mode : 4.0 Std.Dev. : 0.7		Total	42
			100%

Question 16

Disciplinary actions conducted by the administration are conducted in a fair manner.		Number of Responses	Response Ratio
1.strongly agree		1	2.4%
2.agree		0	0.0%
3.disagree		12	28.6%
4.strongly disagree		29	69.0%
Mean : 3.6 (91%) Median : 4.0 Mode : 4.0 Std.Dev. : 0.6		Total	42
			100%

Question 17

Faculty scheduling decisions are made in a logical, fair and open manner.		Number of Responses	Response Ratio
1.strongly agree		0	0.0%
2.agree		6	14.6%
3.disagree		13	31.7%
4.strongly disagree		22	53.7%
Mean : 3.4 (85%) Median : 4.0 Mode : 4.0 Std.Dev. : 0.7		Total	41
			100%

Question 18

The administration's current treatment and attitude towards faculty drain energy, reduce morale, or otherwise impair their teaching ability.		Number of Responses	Response Ratio
1.strongly agree		34	82.9%
2.agree		5	12.2%
3.disagree		0	0.0%
4.strongly disagree		2	4.9%
Mean : 1.3 (32%) Median : 1.0 Mode : 1.0 Std.Dev. : 0.7		Total	41
			100%

Question 19

You have confidence in the current senior leadership of the college and its ability to nurture the highest professional engagement of its educators.		Number of Responses	Response Ratio
1.strongly agree		2	4.8%
2.agree		0	0.0%
3.disagree		7	16.7%
4.strongly disagree		33	78.6%
Mean : 3.7 (92%) Median : 4.0 Mode : 4.0 Std.Dev. : 0.7		Total	42
			100%

Question 20

OCC is being managed effectively.		Number of Responses	Response Ratio
1.strongly agree		0	0.0%
2.agree		1	2.4%
3.disagree		9	22.0%
4.strongly disagree		31	75.6%
Mean : 3.7 (93%) Median : 4.0 Mode : 4.0 Std.Dev. : 0.5		Total	41
			100%

Open Ended Questions

Question 21

Describe how you feel about working at OCC.	
Total Number of Responses 37	
Participant Comments	
1	<p>Tired, tired, tired</p> <p>As a college educator of thirty years, I have never felt more disenfranchised from the academic process.</p> <p>Most of all, I regret the apparent retaliatory practice of dismissing excellent non-tenured faculty colleagues because they do not demonstrate submissive quietude in their relations with college administrators.</p>

2	THREATENED.
3	I have the best job in the world but the Administration and the Faculty Association created unnecessary stress.
4	hopeless, despairing, fatigued, irritated
5	I find it to be a depressing place to work. The faculty are not respected or appreciated.
6	I honestly have no contact with Dr Larson or the rest of his management team, except for the VPAA, who terrifies me. I spend most of my time trying hard to be invisible, except when I actually am in the classroom. I really love teaching, and I know that the students deserve our best efforts no matter what the campus climate may be. I am also absolutely convinced that few if any members of the management team know much at all about good education. But they sure can spew out some good bureaucratic doublespeak.
7	I have been teaching at the college for over twenty years, and I have never even imagined that the college could go so low in how they treat their faculty. I am being harrassed by my dean and Strada. The stress is way out of hand. They make up stories so full time faculty will find another job, retire or hide under a rock.
8	It is a good thing that I value what I do because what I do is so undervalued by those in charge.
9	Depressed, disengaged, demoralized. Marginalized and treated as if my opinion does not matter. Sad for the future of the college and the quality of education students are receiving. You cannot treat faculty poorly and expect them to do their best work. Unfortunately, there's a strong element of distrust: the administration and Deans have demonstrated time and again that their words do not mirror their actions. Working at the college makes me think of the Rolling Stones' "Under My Thumb" -- and not in a good way.
10	OCC used to be a great place to work until Middle States renewed our accreditation in 2004 and then President Larson made a concerted effort to take away faculty input on anything regarding OCC. I believe that Larson detests the faculty as a whole and would love to be able to fire each and every one of us. He is a tyrant. OCC is no longer a good place to work. If I could find another position at a different community college, then I would do so and give up tenure and rank. Everyone at OCC is scared. Scared that they are going to lose their job. That is exactly how Larson wants it. He is a home-grown terrorist.
11	It is terrible. I am trying my best to find another position at a real college--a place that would treat me as a professor instead of as a serf.
12	I am wasting my time working at OCC, the administration has ruined my career.
13	Distressed, sadden at how horrible my once wonderful job has become. Now, I do exactly what is demanded and leave. I will not stay any extra time, I've been overloaded with silly paper work and more is on it's way. I once spent much time with my students now I am in a closed office seeing students less.
14	Inside the classroom and working on my own is pretty good. Most academic extracurricular events are worthwhile. College politics outside the classroom are toxic.
15	Very discouraged and frustrated
16	Taking time for my students and teaching my subject at a standard of excellence is a huge part of my happiness, but doing so under the current upper administration at OCC makes me feel uneasy, stressed, and not appreciated.
17	The atmosphere in which we must work is one of constant duress and fear that permeates into the classroom, diminshing teaching effectiveness. First, is the numerous modalities of assessing teaching in the classroom that lends itself to the picayune. There is also the barrage of more work passed on to the faculty that is adminstrative.

18	<p>Love teaching students. Hate all the micromangement of, and disrespect for, faculty. To the administration, we are just so many replaceable cogs in the wheel -- and if it were all up the them, we would be much easily replaceable, based not on merit or experience, but on whether a given administrator likes us or not.</p> <p>As the college grows, it seems we are subject more and more to efforts to standardize and "can" our teaching and less and less to true individualistic academic freedom. When I was in college, I loved the fact that each of my professors had a different style.</p>
19	<p>The first time in 19 years I do not look forward to going into the college. I no longer will go into the college when not feeling optimal. During this past semester I have said to my family that I wish I could retire or quit. I have never said that in 19 years.</p>
20	<p>In the past, I have loved working at Ocean County College because of my wonderful relationships with faculty members, and because of my love for the Ocean County College Student. However, in the past two years, I have seen significant changes at the College which have affected the working conditions for faculty. These changes have greatly reduced my love of this College's working environment.</p>
21	<p>The lack of ethics in the administration has devalued the the OCC degree for our graduates. It is unfortunate that we must now 'hang our heads' when identifying our place of employment.</p>
22	<p>Not enjoyable or satisfying</p>
23	<p>The work environment is hostile and demoralizing. I feel disrespected as an educator, and I believe that not only are the faculty injured but the students are suffering as well since the administration does not value education and learning.</p>
24	<p>I no longer feel proud to be a professor at OCC;rather, I feel demoralized, humiliated, and dehumanized. I used to enjoy working at OCC. I used to feel respected and valued as a professor. Now I feel intimidated, unsure of myself--never in my academic career did I expect to be depressed, insecure, and quite frankly, afraid of losing my job if I speak openly about issues on campus, even those relevant to my discipline.</p> <p>I also share among my colleagues a sense of despair for our profession; as educators, we are now the targets of corporate administrations, the scapegoats for economic failure rooted in a corporate atmosphere of power, greed and, in some cases, fraud. There is no doubt that most of us are experiencing stress-related illnesses. When employees fear going to work, worry about everything they say or do at work, cannot trust some members of their staff, experience bullying from administrators, discover that their excellent evaluations and work do not necessarily count, and listen to administrators threaten their jobs at the college meetings, then they no longer feel safe and grounded. How then, are they to teach 100%? Human beings are just that, human, not machines.</p> <p>OCC's administration is accountable to whom? It is time to defend the profession and challenge those who would seek its demise.</p>
25	<p>I drive to work with a pit in my stomach and frequently feel like crying. Between Jon Larson and Chris Christie, I am feeling bullied.</p>
26	<p>Working at OCC has become uncomfortable. My opinions, thoughts and ideas are disregarded. The professors who deliver the product are not important--only the bottom line is. This is administrative shortsightedness and (really there is no other word for it) stupidity. I would freely participate on committees but my suggestions and ideas are trashed. If you want a community to pull together then everyone has to be valued. I do not feel valued under this administration.</p>
27	<p>Depressed. Fear for my job.</p>
28	<p>I have been a full-time college/university professor for 16 years, and I have worked at both small, private and large, public institutions. Never in my entire professional career have I encountered such an intensely negative working environment.</p> <p>In my opinion, the negative environment is deliberately and actively created and maintained by the beliefs, expectations, and behaviors of Jon Larson and Richard Strada in their capacity as senior administrators.</p>

29	<p>OCC used to be a wonderful place to work. However, this current administration is destroying a wonderful institution. They have no respect for faculty and the hard work and intricacies of our jobs. We've been disrespected with such statements such as "no more 40 pay for part time" work (or something similar to that was stated by the president). These are the words of a fool. The nature of our jobs is not like those in say a manufacturing industry where the man-hours on the job determine the amount of pay. Most of our work is done outside of the classroom. Other stupid policies such as requiring everyone to be in at 8:00am also reflects the dim-witted mindset and total disrespect of this current administration towards faculty.</p> <p>However, to answer the question about how I feel about working at OCC...I basically come in do my job and go home. I love the students, but I literally pray to God almost daily that this current administration will be moved out.</p>
30	<p>Like I'm in a sucking vortex of despair. I've been afraid of coming to work for the last two years. Being non-renewed has done more for my mental stability and peace of mind than being employed has. How wretchedly pathetic is it that I'd rather attempt to find a job in the worst economy since the 1970's than ever have to set foot in any door on the OCC campus again? And to find out that my colleagues have been listening to certain administrators speak about me behind my back in most negative ways, and yet felt no need to tell me until it was so late - all while feigning surprise at the obvious outcome, all while recoiling in horror while they knew d@mn well what was coming down the pike for me.... How on earth can I possibly feel? Ignorance is bliss. This false sympathy that I seem to be showed at every turn makes me want to scream at the top of my lungs. But of course, this is what - it appears - everyone has expected from me from Day One of my pseudo-career at this institution.</p> <p>You ask how I feel? Unquestionably, I feel mortified; I feel betrayed; I feel as though I have been the butt of some cosmic joke on behalf of staff, admin and faculty alike. And sadly, after the last year, I feel no shock or surprise by the events of this past year at all.</p>
31	<p>I have worked here for more than two decades. I have seen the role of faculty eroded in much of the decision making and in some cases it has completely disappeared. Faculty have been sanctioned for laughable infractions and then have been told that as a result of those infractions, they will not be considered for tenure. Is the objective simply to hire new faculty at a cheaper salary? Quality no longer is a consideration? Faculty have been given Article X's for speaking their minds. Isn't that one of the hallmarks of academia? It is so sad.</p>
32	<p>The current atmosphere is one of fear and intimidation. Faculty voicing any opinion other than that held by the administration are likely to face retaliation, censure or a trumped up article X. Cronies and toads are rewarded no matter how incompetent. Fearing integrity and competence, our best new faculty are fired. We have a president who truly hates teachers and would if he could, eliminate them completely from the process. Madmen can't help themselves, but we have a BOT who allowed and encouraged the actions of Larson and Strada. Their actions are heinous.</p>
33	<p>I dread coming to the College. Every person I speak to is depressed about the climate and the current lack of respect for all employees. If I could get a job today, I'd take and never look back. Many people I speak to feel the same way.</p>
34	<p>I look forward to going into the classroom but that is about it. I find it is very stressful outside of teaching in the classroom.</p> <p>I do not feel respected by my dean or AAVP or by Dr. Larson.</p>
35	<p>I love teaching but everything else about my job is utterly demoralizing. We don't trust anything that is said to us.</p> <p>The two most recent ridiculous things the college has done recently: 1) We were sent an email that said "expect us to stop by your classes without notice to "informally" evaluate you" and 2) A new policy was passed that will evaluate faculty on a numerical scale and will involve 9 criteria - and you will be evaluated on this - this year even though we are informing you of this 2 months before the year is over. These are the latest threats of intimidation but this has been going on for the last 8 years.</p> <p>I feel the administration are a bunch of bullies and anytime they can intimidate and harrass us - they will! (They have to keep us in line! God forbid you question anything they do!)</p>

36	I have worked at OCC for more than 20 years. I can easily say that there have always been problems, complaints, and disagreements between administrators and faculty. This is true of all the colleges and universities that I have work at, as well as all the institutions that my long list of academic friends have worked at. I am often not automatically on the the "faculty side" within these conflicts. But even when I am, I have never affected by these things in a way that entered into my feeling about the school, my career, or my future. Up until a couple of year ago, I expected to continue working at least through my 60's, so long as no health problems got in the way. But now I count the days until I am able to quit. My love of the work and the profession is not holding up under the pressures of this environment. Ironically, this sentiment is coming from someone who has always avoided controversy, and is, I suspect, perceived by the administration as one of the "good ones." Its very sad to see the school come to this.
37	It is very demoralizing.

Question 22

What do you feel the college does best regarding its relations with faculty?

Total Number of Responses 35

Participant Comments

1	This question challenges my sense of generosity. If by "the college" the question means the decision makers, I must say they perform best when they keep distant from my teaching. Unfortunately, the administrative meddling ever expands to infringe upon the traditional areas of faculty autonomy. So sad to witness this perversion of a once-great profession.
2	Nothing.
3	One on one meetings.
4	criticize
5	Nothing, nothing, nothing. Do any of the upper administrators even KNOW any faculty members? I constantly feel as though they are simply projecting their preconceived negative feelings.
6	nothing
7	At this time there is really no "best" in the relationship between the college and faculty.
8	Unfortunately, nothing. Well, they seem to be willing to spend money on technology.
9	As Forrest Gump said, "pretty is as pretty does", so the only thing that the college "does best" is giving bogus, disingenuous praise to the faculty during colloquium and graduation speeches so that they can then turn around and implement new policies and procedures that further marginalize us.
10	Nothing. It bullys and abuses.
11	Nothing
12	My students do what is best for me at the college, that is the only aspect of the job that I can relate to. I rely on the college admin for nothing but frustration.
13	A few lower-level administrative offices work well: payroll/accounting, registration & records, IT, and counseling, for instance. Other areas do not really have "relations with faculty."
14	Currently, not much
15	Making faculty feel nervous and under-appreciated, and then expecting them to perform with excellence, obeying decisions and demands with enthusiasm and a smile.

16	The answer to this question eludes me.
17	Makes top down decisions without faculty input. Creates an atmosphere of fear and disrespect.
18	The college allows the faculty to teach students. I'm not sure if this is what the question is asking? The college is a institution of higher learning, so I guess because it is in operation it encourages the community to come and learn. It keeps the tuition down and makes it affordable for the community to come and learn. As far as the college doing anything regarding relations with the faculty, I don't feel the institution does anything for me as a faculty member. I guess it gives the building and classroom to teach in.
19	In the current environment at the College, I cannot think of one supportive statement which can be applied to the College's relations with the faculty.
20	We aren't required to wear gags yet.
21	Ignoring them
22	At this point, I don't see anything positive or supportive.
23	Of course, the college often awards staff for their accomplishments and also offers opportunity for professional development--but not all employees are given a chance to receive such perks. In fact, some are denied opportunites for professional development without any just reason being given.
24	Thankfully, the college has hired reasonable Deans who don't see the faculty as the enemy. The deans perceive us as valuable resources and try to foster our development, health, and well-being. Unfortunately, their hands are tied and they are not given the latitude to actually manage the faculty as they see fit.
25	The relationship the administration has fostered will help facilitate retirements from many of their star professors. The school is only as good as the professors who deliver the product, therefore, the quality of the school is diminishing. Just the opposite of what the administration should desire.
26	The college does nothing to enhance "relations with faculty." Jon Larson himself said that professors are "obsolete" and that we could effectively be replaced by computers. His disrespect of faculty is palpable, and it sets the tone for nearly every other administrator on campus in their dealings with faculty.
27	At this time I honestly perceive no good will at all from the college concerning faculty. In my opinion they would be content to push all faculty out and find the cheapest labor possible in the form of a warm body to fill the classroom. The concern for quality of instruction doesn't seem to matter to them.
28	Define "college." [insert wry smile here] If you mean administration, then the best thing they do is manage to stay the hell out of my way 90% of the time.
29	It provides refreshments prior to the colloquium.
30	Nothing.
31	Nothing; unless, treating them as beings who are not capable of reasoning is a postive thing.
32	I cannot honestly think of anything.
33	Absolutely nothing positive.
34	nothing.
35	Sorry to say, but there is nothing positive. The full time faculty is treated as enemy.

Question 23

What can the college do to improve its relations with faculty?

Total Number of Responses 36

Participant Comments

1	<p>CLEAN HOUSE.</p> <p>I have reached the grim conclusion that the only prospect for improvement can come only with the removal of President Larson and his appointed subordinates in the president's office and in the academic division. There can be no improvement with the existing administrative players and their culture of adversarial authoritarianism.</p>
2	Act like professionals; build consensus; be honest.
3	Recognize the differences between schools/departments and avoid "one size fits all" policies.
4	new administration
5	They can start by treating the faculty with respect.
6	Maybe professional counseling?
7	They need to get to the root of the problem- Larson. He should be fired or arrested.
8	There is very little if any trust in the best intentions of the administration when dealing with faculty. The administration needs to work on building trust by being more open and honest with faculty. The President needs to stop hiding behind layers of middle management.
9	Sad to say, but the best thing that can be done is for the current top administrators to leave. They have amply demonstrated an unwillingness to change their patterns of negative behavior towards the faculty
10	<p>Stop treating us like garbage. Stop trying to break the union. Stop disrespecting our work. I have heard, over and over again, how the upper echelon of administrators believes that the faculty does absolutely nothing every day. Perhaps that's what Strada did as a faculty member. I remember hearing him brag about letting classes out early and testing with Scantron sheets, but that is not what the vast majority of faculty does every day. This notion that we "do nothing" and must therefore be on campus 40 hours per week is complete BS.</p> <p>What can they do? Negotiate in good faith. Have a true college shared governance system. Value faculty input and accept divergent points of view. Don't retaliate and punish those who do not agree with their opinions. Stop treating us like bean pickers. We are professionals.</p>
11	It needs to get rid of Larson and Stada and build a true college.
12	Remove the present leadership team.
13	Let medo the job I was hired for, give me better technolgy, stop trying to review my every move. Trust that you hired me to do my job and that I do it. Have an open door policy of communication with out intimidadation.
14	<ol style="list-style-type: none"> 1. Re-institute a true college governance structure. 2. Create a more politically balance Board of Trustees. 3. Find a new president. 4. Find a new VP of college relations. 5. Find a new, smarter, better informed head of human resources. 6. Find a new, academically orientated VPAA. <p>By the way, I don't know how to do any of these things, especially #2.</p>
15	Bring in new leadership
16	Regarding matters that effect faculty: Communicate with faculty in simple, direct e-mails (that do not involve more than opening an attachment). Faculty should be informed directly about matters ahead of time, as well as about the decisions that have been reached. Faculty should not be required to dig for this information on Ocean Cruiser. Ocean Cruiser is great to store information for access if needed, but current issues should be communicated to faculty simply and directly. Perhaps an administrative assistant is needed for this specific task.

17	<p>The college should listen to the collective wisdom of its Faculty in areas that concern Curriculum, Learning, Assessment and matters that deal with our expertise.</p> <p>It should also listen attentively to our concerns, respect our input and work together to make O.C.C. a stellar institution in which the Faculty and Administration work hand in hand for the betterment of the college. The proof is in the pudding and the pudding needs all of the ingredients to render perfection.</p> <p>The college should reward its Faculty for the copious amount of dedication to O.C.C. students and community by coming to an equitable agreement in regard to contract negotiations. It should also be the desire of the O.C.C. Faculty to come to such an agreement as well.</p>
18	<p>Hire a President who values faculty's front line knowledge and expertise and who truly treats them as valued colleagues, not enemies.</p> <p>Appoint Board members who have independent minds and who question and independently analyze the information fed to them by the administration.</p>
19	<p>The college administration could do what they should be doing is administer. The administration should be supporting my efforts and assisting me to do my job better. Communication, other than top down administration would be nice. Engaging, listening, and discussion options before enforcing. Settling a fair and equitable contract.</p> <p>Stop lying and being deceptive in the tenure process.</p>
20	<p>There appears to be little regard for the value of the Ocean County College faculty, including the long hours which faculty members put in, at the College, at home, as well as in extra-curricular committees and association responsibilities.</p>
21	<p>Reinstate procedures which solicit the expertise and opinion of the faculty in the development and discussion of policy.</p>
22	<p>Communicate, listen, compromise</p>
23	<p>Place the education process back in the hands of the faculty. Allow each department determine what is best for that discipline from books to scheduling. Stop micromanaging professionals who are more than capable of managing themselves.</p>
24	<ol style="list-style-type: none"> 1. Evaluations should be given based on years of service, allowing time in between them (i.e., every five years for a full professor) as in the past, thus rewarding those who have worked many years being evaluated extensively. It is a great perk to have time in between evaluations. 2. Provide more opportunities for them to do creative work. 3. Offer them support in dealing with problem students. 4. Consider their input in decisions regarding their disciplines.
25	<p>Remove the arbitrary 77% tenure cap and honor the terms under which non-tenured faculty were hired.</p> <p>Faculty need to have a voice in their work, for instance, text books they use and schedules they receive.</p> <p>Create open and honest forums for communication without the threat of being terminated for openly voicing opinions.</p>
26	<ol style="list-style-type: none"> 1. Eliminate the lecturer position and hire individuals as Instructors on a tenure track. 2. Value our opinions and thoughts and input. 3. Stop lying about financial emergencies. 4. Replace a large part of the administrative team. 5. Do not let administrators double dip (hold two positions at the same time). 6. Ask the faculty to rate the administrators and eliminate any who are rated poorly. 7. Negotiate in good faith and come to a compromise (one side should not get all they are asking for). 8. Stop giving outrageous raises to administrators-- in fact--retract most.
27	<p>Find a new president who actually cares about the quality of instruction that OCC students receive. The climate at any institution of higher education must grow from the belief that student opportunity and success are paramount importance. All campus constituents, from senior administrators to part-time support staff, should hold that belief and do their best to make it a reality.</p> <p>Jon Larson's contempt for faculty impacts his policy decisions and the manner in which he treats faculty. He does nothing to cultivate faculty professionally or personally. It is difficult to be engaged and to joyfully serve</p>

28	First and foremost they could start by showing us some respect. They should involve involve faculty in a practical way in the decision making processes that affect us.
29	Please see above. Also, it would be nice if they got rid of the charade that is the hiring committee at every level. No one cares what we, as faculty, recommend anyway; that was proved by the appointment of people to positions that are legally supposed to be interviewed for.
30	Respect the faculty as diligent, hard-working, honorable experts in their fields who love to teach, and for the most part, do it very well. Treat the faculty with as much respect and consideration as the students receive.
31	Remove the president and vp Strada.Re-instate the College Assembly.
32	The college can show respect, be civil and honestly seek faculty input on matters related to policies and procedures that directly impact the work we do. They can acknowledge the fundamental role we have and actually incorporate our suggestions into the running of the College.
33	Work cooperatively with the faculty. Make policies and procedures with faculty input. Find ways to acknowledge when a faculty member does something great. Encourage the faculty to do things at the state or national level by supporting sabbaticals and travel. Stop using our teaching schedules as a way of control or punishment. Negotiate in the true meaning of negotiation with regard to our contract.
34	Either replace the President and Acting Vice President of Academic Affairs or have a series of communication sessions with a professional designed to repair relations. However, I really think it is too late for relations to improve.
35	The changes in behavior and attitude would need to be so radical that it is pointless to try and articulate what they should be. One of the fundamental problems is with the administration's total and complete disingenuousness and dishonesty in the way it deals with the faculty, the public, students and anyone else that it attempts to "manage." Any productive conversation regarding disagreements presupposes at least some level of mutual respect between the people who are participating. But if you believe that the people with whom you are trying to have this discussion are liars and manipulators, than it is not possible to move the conversation toward actual issues. In my view, no productive conversation can ever begin at OCC until the "Larson Era" is over.
36	Treat faculty with modicum of respect.

Question 24

What do you see are the main problems at OCC – and what are some ways of solving them?

Total Number of Responses 34

Participant Comments

1	My answer here reiterates my response to Question #23.
2	Egos.
3	The president and the faculty association. Replace the president and decertify the union.

4	as above
5	Too much documentation--paperwork without purpose. Solutions? I have no idea.
6	The whole administration needs a shake up after Larson is removed/jailed.
7	Communication is a problem because it is conducted as a monologue from the top down. Informal discussions and brainstorming sessions are two ways to change the communication style.
8	In a word, control. For some strange reason, the administration seems bent on micromanaging everything, from schedules to book choices. Post secondary education involves freedom and flexibility, two things that are in short supply at OCC. Solving? Until the upper administration relents and realizes that education is a shared endeavor and that the administration should assist instructors to do their best, the problems will remain. And while I teach online, I believe the current push towards an e-college is ill-advised: many major players have been burnt -- and we are decidedly not a major player. Any money spend on educating students in other countries (and money has already been spent though we haven't received any tuition from then yet) is money that should be spent here in Ocean County.
9	Larson, Strada & Hubbs. They are, all three, evil creatures who rejoice in others' misery and on inflicting misery on the faculty. I'm not quite sure why they are such awful human beings. They must be quite unhappy themselves except for their finances. Strada and Hubbs are traitors who used the faculty association to leap to their lofty positions and now crap on the people that they once did battle with. There needs to be a cleaning of the house at OCC much like Brookdale, except the Freeholders won't rally against Larson because they are all in bed together. How to solve OCC's problems? Find a college president who values his faculty and staff, treats them humanely, and genuinely wants the students, staff and faculty to succeed. Find a college president who is more interested in human relations and less interested in padding his pocket and naming buildings after himself. Larson, Strada & Hubbs are, all three, disgraces to humanity.
10	Have a vote of no confidence. Have the Board fire Larson. Have them fire Strada. Hire a real president.
11	1) The administration's inability to work in a contract environment 2) Reducing the importance of faculty 3) Bad policy making my the Board of Trustees 4) Overall poor management decisions
12	Get rid of the old wood, it's destroying the foundation of the college.
13	1. A desire by 3-4 top administrators for greater control in every area, even the smallest areas, of academic life. 2. Dishonesty in convincing the Board and the rest of the college community about OCC's "financial crisis." This stance allows those at the top to have even greater power and control. 3. Seeing all OCC unions as the enemy; trying, in subtle but fairly successful ways, to diminish or even completely abolish union membership and activity. 4. An adversarial relationship with faculty; an unwillingness to compromise or, in many cases, even listen seriously to faculty and their concerns. See Question 23.

14	<p>Removing faculty from zcademic decision making</p> <p>Solutions:</p> <ol style="list-style-type: none"> 1. Replace the president and academic vice-president with administrators who respect and value the role of faculty in the educational process. 2. Replace the incessant focus on assessment and data collection with a more relaxed and reasonable set of asseement procedures. 3. Reverse the movement toward centralization of decision making and standardization of instruction (e.g., text and materials selection, curriculum specifics, distance learning courses, etc.) 4. End the movement to reduce the number and the importance of tenured faculty and insitute non-tenured faculty positions. 5. Reinstate academic departments and give faculty a legitimate voice in academic decisions. 6. End the practice of vindictive retaliation against vocal faculty.
15	<p>I've noticed that much friction has been generated by decisions reached by President Larson and the OCC Board of Trustees. What is the true financial situation of OCC? What can I believe? Would the same problems be happening with different leaders at the helm?</p>
16	<p>The main problems at the college are:</p> <p>Poor relations between the Faculty and the Adminiatration. This cannot be easily resolved unless both are willing to inmprove these relations.</p> <p>Open discourse would be the normal way to resolve this but if one is afraid to speak openly about the problems due to the possibility of retribution then this seems moot.</p> <p>Another problem is that there is no permanent VP of Academic Affairs. Should the position become filled by an astute Academician with foresight and fortitude, then there may be some semblance of balance attained between the Faculty and the Administration. Perhaps we should inquire as to when we shall expect a new VP of Academic Affairs?</p>
17	<p>Main problem is the fact that OCC currently is ruled by a despot who has total disregard - and obvious contempt - for faculty.</p>
18	<p>Communication - meet, discuss, encourage differences of opinion. I believe we will need a mediator present until both sides could reach this level of communication.</p> <p>Policy making - coolaboration between faculty, staff, administration before policies show up for approval.</p> <p>Lack of trust - lots of counseling and time will need to pass before trust is regained. Administration will need to prove themselves before trust will be regained.</p>
19	<p>It appears that changes will not be made concerning the problems at the College, while there is an administration which evidently has little or no respect for most faculty members. Solving this problem seems almost insurmountable. Although all of the blame cannot be laid at the adminstration's doorstep, the administration is responsible to provide a caring, nuturing, and open environment in which any faculty member who has a new idea, or conversely, a concern, can free to voice it without fear of retribution.</p>
20	<p>The problems that result from the President's small minded view of the collective college community is only superceded by the inept and viscious power mongers that he has appointed as Acting VPAA and Asst to President for Institutional Quality.</p> <p>Replacing these three people with those who desire to engage in a civil dialogue and, once again, forge an academic community will instantly change the climate for those within the college community and the perception of the college by those in the external academic community.</p>

21	Lack of effective communication and honest assessment of college needs and problems. Solving problems requires burying personal agendas and treating faculty as professionals
22	See above.
23	See number 23.
24	The problems at OCC are caused by Jon Larson and the only solution is his removal.
25	The main problem is the administration(and in some ways the faculty has facilitated this) wants us to be totally helpless. The administration wants to dictate what they want, when they want. There is no shared governance. Shared governance is what made OCC a terrific school and a terrific place to work. The President is too insecure to allow shared governance to work. Unfortunately, I must say, the President must GO. The Board is in a total fog and is fooled. The top administrators are "yes" men/women and we are left with a blind man leading blind dogs.
26	<p>I see Jon Larson and Richard Strada as the sole problems at OCC. Of course, the blind support offered by the Board of Trustees for every single policy decision suggested by the PLT also is a significant concern.</p> <p>The Board of Trustees is failing in the duty to act in the best interests of the college. They approach every suggestion made by Jon Larson with a lack of critical analysis that one sees in undereducated or disinterested parties.</p> <p>Finally, Richard Strada is the cause of significant problems at OCC. First and foremost, he is unqualified for his current "interim" position. His promotion looks like a bit of pension-padding to me. He doesn't even have the minimum educational requirements to be a chief academic office. More importantly, he complete lacks interpersonal skills and empathy. In my opinion, he has a full-blown diagnosable mental illness that prevents him from effectively carrying out his duties as VP of Academic Affairs. And yet, this is the person who Jon Larson and the BOT entrusted to lead, guide, nurture and promote the entire faculty body. How ridiculous!</p>
27	The main problem at OCC right now is the leadership. You have all of these "fat cats" up top with this exorbitant salaries trying to squeeze more money into their pocket (or to keep the money coming into their pockets). The leadership has no respect for faculty. I even wonder if they genuinely care about the future of our students. They create some "fake" financial crisis just for the sake of I believe to have some type of legal right to get rid of people (eventually even tenured people). The solution to our problem is to get rid of this current leadership. They have shown us no good will and they have no intention of stopping. They have created these 12 month non-tenure track positions to ultimately push all faculty out. They are even giving teaching preference to these 12 month people above full time faculty who have been at the college for decades! (The proverbial handwriting is on the wall) You can't be rational and/or have constructive discourse with a dictatorial, megalomania afflicted fool bent on destroying you! A vote of no confidence is long overdue! Our union has to fight harder for us! WE must stand together strong before it's too late!
28	Aside from the total lack of respect that both faculty and administration have for one another? Or how little value is placed in the needs of the staff that help both groups manage in their day to day lives? What OCC needs is for every single person on that campus to step back, take a deep breath, and start over completely. Faculty, admin, staff: we're all so unbelievably suspicious of one another, that we're afraid of trusting one another. Who can I talk to? Who can I trust? I spend most of my time looking over my shoulder. So since "starting over" is clearly implausible, then I'd suggest some serious outside counseling. Maybe the adults on campus - in every area - should start attending Leadership Conferences of their own. Don Doran's program works wonders for our students; perhaps it would do all of us some good, too.
29	<p>A major problem is an administration that doesn't respect the faculty. We are seen as a liability, not as the strength of the institution.</p> <p>The solution is to remove the administration and replace it with one with some humanity.</p> <p>In these difficult financial times, budget cutting has been mentioned as a cause for many of the disturbing decisions. I would like to have seen gatherings of the entire college community with discussions of how to cut back, how to conserve, before the layoffs occurred. That would have been much more effective than requesting suggestions via email which could be the basis of further retaliation.</p>

30	Lack of communication at all levels. Solution: tear down the silos between areas and genuily engage in discussions. Lack of respect for all employees. Solution: Engage in genuine acknowledgement of the hard work faculty do and the contributions made.
31	<p>With the lack of respect felt in every aspect at every job level, the reputation of OCC is at risk.</p> <p>The recent changes [that are effective immediately] as to how FT tenured faculty are evaluated would be an example of poor communication.</p> <p>A few years ago, the sudden WAC policy changes made late in the summer but expected to be put within a month [fall semsester] shows poor planning.</p> <p>An example of inconsistency would be the School of Math Sci and Tech is the only School to require 8 AM classes inload. No consideration is given to faculty who prefer 8 AM classes or to faculty with children or to faculty with long commutes.</p> <p>I feel that faculty whose contracts were not renewed were given weak, lame excuses. There was no history of poor performance. There was no long term history of not being collegial. It seems as if the faculty were targeted by a single administrator or dean. It feels like retaliation. Something said at a roundtable could be used against you later. Our opinions do not count. Something said to an office partner could be used against you. Things said in confidence were not kept in confidence so a one time comment makes you uncivil.</p> <p>The financial crisis does not seem to really exist.</p> <p>The Administration hand selects which faculty they want on various committees. The faculty of choice are usually non-tenured and non-confrontational. The senior faculty need to step up and speak up. We have more protection than the non-tenured faculty, not to mention more experience.</p> <p>To fix the above, Larson, Strada, and Hubbs need to retire.</p>
32	<p>Larson, Strada, and Hubbs have to go.</p> <p>Invite faculty into the process of distance learning.</p> <p>Bring back the college forum - get rid of the senate. Bring back a shared governance. At this point, their is no shared governance meaning we really do not have a voice for policies and procedures.</p> <p>Get rid of the currect structure of "schools" - this is a joke. Our meetings are beyond useless.</p> <p>Have a faculty member on the Board of Trustees.</p>
33	nothing to add here.
34	The administration is not focusing on the academic issues, instead they spend all their energy on minutia: going after full time faculty. Hard to believe!

Question 25

What is your understanding of the causes driving the current changes in policies, procedures and, more generally, the campus climate? After answering this question, the survey is complete. Click on the "Submit" button below. You do not have to answer all of the questions for your responses to be recorded.

Total Number of Responses 35

Participant Comments

1	<p>I can not get inside the heads of those who manage by fomenting a culture of fear and favor. Such abuse of the power of position is for me alien to deep human values too numerous to list.</p> <p>Part of the problem, likely, stems from the narcissism of the college president, whose grandiosity and absence of empathy place him in a zone too remote to register the damage to staff moral and productivity in a workplace culture that divides people into with-us or against-us camps. The raw blunt thrust of power is better suited to a prison guard than to a college president.</p>
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2	The president's attempt at leadership.
3	I see the Board of Trustees with their conservative political views as the root of the problem. They've been emboldened by the ultra conservation governor in Trenton.
4	power, control, ageism,
5	I don't know.
6	<p>They want non-tenured faculty- 12 month contracts. They will do whatever is necessary to get to that end. Bleed - distroy - eliminate the faculty at all cost. Start with a few and see how it goes. Then they will move down the list.</p> <p>I see so many faculty hiding in their office with the door closed. They leave the door ajar during office hours only. They "Get out of Dodge" as soon as they can. In fact they run to their car!!</p>
7	The college administration says that economics are driving the decions for change. I believe that economics are challenging right now and an excuse for President Larson and some of his staff to devastate faculty who as a group they disdain.
8	It seems personal vendettas, grudges, and animus provides the main rationales for decision making.
9	<p>To punish the faculty and staff at OCC. The new policies, the RiFing, the campus climate are all designed to terrorize the faculty and staff at OCC. Workers who are afraid to lose their jobs, especially in this current economic climate, will do whatever they are told to do with no questions asked. That is precisely what Larson wants. Shut up and teach. Shut up and clean the toilets, but do not dare question the Great Oz.</p> <p>Larson thinks that he is going to make a bazillion dollars in eCollege and by recruiting the Chinese and Saudis. Good luck with that one. Worry about educating the citizens of Ocean County before chasing overseas dollars.</p> <p>The causes driving the current changes in policy are contrived by Larson. The Rifing is unnecessary and designed to scare staff. The new faculty evaluations are designed to scare the faculty by being punitive and suggesting that detenuring may be on the horizon. Everything that Larson does is because he wants to terrorize his employees. He also wants to be richer than he is and the most powerful man in Ocean County. He may actually attain all of these things but I still believe that he is evil, so what does he truly have?</p>
10	Power, greed, and corruption. It is indeed a terrible thing. OCC could be a wonderful place.
11	Current policies have been designed to harm the fulltime faculty
12	Christie is now the leader of the pack, Larson and Strada did have a good run on their own. Now, the governor is on board...the educational system is doomed on campus and throughout the state.
13	Same as point #1 in Question 24
14	<p>The president and academic vice-president the freedom to make all decisions without any questioning or resistance by faculty.</p> <p>The president and academic vice-president are power hungry personalitiy types.</p>
15	Power play / control issues.
16	The policies and procedures seem to be directed at punishing a recalcitrant Faculty that has questioned the policies and practices of the current Administration. It is also driven by a few people who have an axe to grind with some of the Faculty and cannot fathom reconciliation. Why else would numerous observations and evaluations be required? Why should there be a need to have Faculty observed every year by Administration and also have informal observations as well? Why is there the drive to give the Faculty more work that is clearly administrative? There is an air of purfidity; one that renders the stench of decay, decay of an institution that was once a model of free expression and discourse without fear. This was a wonderful institution to work at and will be so again. The current atmosphere is unhealthy and toxic. One can only hope for the air to clear itself and start anew.

17	A desire by our President to CONTROL rather than to lead.
18	<p>More evaluations of faculty to have a paper trail for de-tenuring. More meetings to discuss these evaluations to get faculty on campus more frequently.</p> <p>Overall to make our lives more equal to the corporate model. Many individuals who work in corporations fear the loss of their jobs, work against their fellow colleagues to get the raise or a better position and feel pressured and stressed most of the time. Basically to become slave labor, do the work, but don't get paid for doing it.</p>
19	The administration appears to view the faculty as the enemy. This seems to be the cause of the current campus climate. Faculty members who love their teaching profession, and who have committed their professional lives to the Ocean County College student body, appear to have little recourse. Faculty can stay and endure, or look elsewhere for a peaceful, creative, and supportive position, which, in this current economic environment, might very well be outside of higher education. It is such a loss to the College, if this happens.
20	The president's desire to forge relationships with outside partners (such as Kean, China) appears to be the 'tail that wags the dog'. Capitol projects, academics, and finances are impacted directly and indirectly by these external factors.
21	Administrator's personal axes to grind. Punishing the faculty as whole or individuals. Administration focus is not centered on students but rather on revenge against faculty for perceived personal affronts
22	One reason for this climate is the emphasis on cheap education where full time faculty are not part of any decision making in regards to how classes are run or taught. Instead faculty are seen as part of an assembly line distributing information. Consequently, there is a move from full time faculty who are given time and expected to continue developing their expertise in their discipline to part time faculty who may have little investment in the institution and, now, a lecturer position who will be required to teach so many courses that they will not have time to help students or continue to remain current in their discipline.
23	<p>An assault on the profession--simply put--a retaliation against faculty and others who speak out about work-related ethics is the impetus for the dramatic administrative changes.</p> <p>Our work is devalued and not respected. The administration wants to make out work accountable in time frames, logged in as if we were at a factory, processing or producing product.</p>
24	John Larson thinks the college is a business and is looking to run it like a business. What is the purpose of having faculty on campus 12 months a year when there are no students or classes 12 months a year. Classes are canceled frequently for low enrollment.
25	I believe I have answered this question with my previous answers.
26	It seems like internal politics and pettiness on the part of higher administration is the rule instead of logic and reason.
27	<p>I believe that Jon Larson is an angry, bitter man who covets power, money, and status. He completely lacks empathy for other people, and will do whatever he has to to promote his political and personal agenda--including stepping on or ruining the lives of other people.</p> <p>The BOT allows Jon Larson to exercise his hatred for other people with impunity.</p> <p>In my opinion, the ultimate cause for all of the recent policy decisions (including the reduction in force and the non-renewal of non-tenured faculty) is Jon Larson's attempt at union-busting.</p>
28	<p>Ignoring the "fake" financial crisis, my understanding of the causes driving the current changes in policies is clear: The president, or perhaps even the board of trustees clearly have no respect for the faculty and do not value the nature of what we do. In my perception their rationale is clear: save money by getting rid of full time faculty (we can get any monkey to do what they do)...they don't do enough anyway...we'll go the route of Burlington county college and have no full time faculty...we'll let all classes be taught by adjuncts and these "12 month" professional educators and etc.</p> <p>I would also add the Gov. Christie is also creating a ripe climate for devaluing education.</p>

29	<p>Officially, I'm to believe that dire economic straits are the driving causes for all of the changes, which couples nicely with a new national anti-teacher climate. But in my heart, I see a facility filled with people who are perpetually trying to "win" in a battle with no clearly delineated boundaries. I see faculty harping on irrelevant minutae just to keep the admin at bay. I see admin that think that OCC is a private business, and so their main concerns have completely undermined and dehumanized faculty and staff. And I see a staff whose morale must be even lower than anyone possibly imagined; just ask Debbie Pfaff how she felt being humiliated onstage in front of her peers at this Janurary's colloquium. Add to this a largely oblivious student body and you've the same ingerdients for the rise of Hitler. Hyberbole? Perhaps. But a smooth-talking dictator whose Machiavellian behaviors fooled his own people and an ignorant world at large of his harmlessness for a number of years, all while destroying the spirits (and bodies) of the innocent doesn't always have to be in charge of a country.</p>
30	<p>I think it is a pervasive view of the faculty as a group that needs to be tamed, controlled, and if necessary, coerced into one that cooperates, doesn't criticize and talks the party line. It most certainly is an attempt at union-busting.</p>
31	<p>To create a unilateral "leadership" that works people so hard that they are unable to seriously engage in the work they do and they people the work. The changes are not geared to the interests of the academic life of the college, but rather are personal vendetta's that attempt to silence all voices of reason.</p>
32	<p>Dr. Larson dispises the union. He wants to break the union. He wants total, complete control of everything and everyone.</p> <p>Strada enjoys the power of AA VP but he uses it in such a cruel way. Last year he claimed the promoted faculty would not be given any pay raise. He knows the contract better than most of the faculty. He knew the College was required to set aside money for promotions so why would he say something like that?</p> <p>If Hubbs doesn't like you, you will never be able to do anything right. Even if you have a PhD and worked in applied statistics at ETS for years, you don't know anything about assessment if you disagree with Hubbs.</p>
33	<p>The President has no respect for what we do. He really thinks we work 20 hours work weeks and has even referred to this in his colloquim. He is doing everything in his power to silence our voice. Without us questioning him, he can do whatever he wants whenever he wants. The college is interested in constructing buildings and making money. He is not interested in the students or what services are offered for the students.</p>
34	<p>nothing to add here.</p>
35	<p>Deprieve the faculty of any influence in decision making.</p>