

## University of Delaware AAUP Survey, 2016, Question 16, comments regarding general morale question

55% response rate

#	Responses
1	change of administration may lead to change in satisfaction
2	most faculty don't feel valued or recognized for what they do.
3	I find the situation very unpleasant, so I am in the process of retiring.
5	I hate Harker's neoliberal policies where a high ed institution has been viewed as a for profit business. Everything has been accessed by profit money. It is disgusting and demoralizing. The mission of the university focusing on research, teaching, and service has been lost!
6	ignorance of procedures at the administration level, nontransparent decision making process
7	Pres. Harker was extremely disengaged with the faculty and the student body. Most students did not know his name nor could they recognize him. I am not a Harker Hater, but it's evident that if we're not in a STEM program, we're not important at UD, and that has been true for nearly 100 years, it's the culture here. We've never had a modern president outside of a STEM field, and all academic departments with status are found in high-status locations and almost no non-STEM disciplines are found along the Green or in VIP buildings, thus indicating their non-significance to the "heart" of this university. The racial and cultural problems, the lack of ANY modern or sophisticated recruiting for faculty or student retention programs for diverse people is appalling here, plus the gross mishandling of any
8	I think global & national economic trends and pressures are having a negative impact on morale. It is not only becoming more difficult to do the work (everyone must do more with fewer resources), the looming prospect of economic or political upheaval are unsettling.
9	Not being based on the main campus, I don't have a good feel for overall university morale
10	I would say that there has been a net decrease in morale, mitigated by an upsurge during the term of office of Nancy Targett. There is a sense of the university adrift; bouncing from one new "initiative" to another and in pursuit of nebulous goals for "excellence" while
11	Overall, there have been more positive outcomes than negative.
12	I think some positive changes have been made in the right directions - i.e. CT Commission-based changes, Gen Ed- based initiatives. Whether all these things really take hold and make a positive difference, time will tell. But it's a good start.
13	The past three years have been a mixed bag, thus can't be grouped together at the above question is stated The morale under Harker was at an all-time low. Nancy Targett is doing much better, but she is only in charge for one year. We are anticipation of what the new
14	Where to start...I feel that the administration has consistently tried to erode Faculty Governance. From the level of Associate Dean on up, there is a disdain for faculty and a hostility toward departments. And it's not just coming from a few administrators.
15	the university is poorly managed. Too many chiefs. Decisions are made without faculty inputs.
16	Morale has definitely declined in my college.
17	I don't know whether morale has declined in the past 3 years, especially University wide.
18	high turnover in top positions

19	the hasseling about budgets, searches and now the attempt to reject P&T procedures and policies and to hold new lines back if department do not reject more faculty for tenure create a hostile work environment. The authoritarian and secret approach to most issues id disheartening, Especially where we have thoughtful and clear standards in place.
20	too much done without faculty input -- we are out of the loop.
21	Too many freshmen with no increase in resources. Admitted students with extremely poor math background. Admissions is not listening to our concerns. Just admitting students should not be the focus. The focus should be on retaining these students so they graduate. Admitting students to STEM majors when they don't have the appropriate skills is not helpful.
22	The previous administration severely strained faculty morale. There is a strong sense of top-down, business style management.
23	The Harker administration severely hurt morale amongst faculty. I am hopeful that this situation will improve with the new incoming
24	I sense a general apathy between faculty and administration...I tend not to be that interested in messages from the upper administration as they seem to be mostly pro forms eduspeak.
25	The university has increasingly operated from the top down, excluding faculty and students from decision making and access to important information. The university seems more concerned with money and its reputation than scholarship and education.
26	People are more and more undermined and challenged
27	Lack of communication Administration-Faculty, Administration hiring according to their own taste without including Faculty and Students Lack of funding for research/conference participation Lack of incentive for Faculty development
28	1. Faculty hiring has been limited for many departments while unneeded administrators continue to be hired. 2. The low level of faculty input to the Presidential search. 3. The Provost's attitude toward non-tenure track faculty is a concern to many - including tenured faculty.
29	Reoccurring college budget deficits
30	Some good things, like diversity initiatives, title IX compliance, some not so good things like president SELECTION.
31	I do not know what is happening around, maybe I should pay more attention.
32	No one looks happy as you walk around campus and there are many negative comments regarding central administration.
34	Despite many administrative changes and additions in terms of personnel, I think morale is generally high.
35	morale has gotten worse: - increasingly larger undergraduate classes, - hiring freeze of tenure-track faculty, - neglect by UD of graduate
36	The morale seems to have improved since Nancy Target began as interim President.
37	We have had a lot of change over of administrative positions. It's like we have the "Provost of the week" club. Every one brings their own agenda and it impacts aspects like P & T through teaching and research. When I started at UD 15 odd years ago, I felt like administration generally tried to do the right thing. That feel has been gone for years. I hear a lot more complaining from the faculty at meetings...
38	I have not been here for the past three years
39	the upper admin has dissolved accredited departments; changed methods of evaluation for long time employees; reallocated funds

40	Administrative bloat in a big way. Spending money on things that aren't necessarily contributing to the academic value of the university. minimal pay increases... all the while demand for performance goes up. the Provost does not seem to appreciate the efforts and contributions of the faculty AT ALL. And any efforts on his part to "be nice" comes across as pandering.
41	It is difficult to say - our department is experiencing upheaval right now so it is difficult to have a balanced viewpoint on the subject.
42	only here 1 year
43	There is no enthusiasm for the students. They seem to be going through the motions like punching a time-clock. Too much focus on Research and not the overall delivery and morale of the studnets and the university as a whole. Walk around at 6pm. It is dead. The only students around are from foreign countries. Not the same at Villanova, St. Joes, U Penn, Lehigh, etc. More school spirit among the professors and the administrators for delivering life building and changing education and environment. Ask your students for they like one
44	Nancy Targett was a breath of fresh air as she modeled a culture of transparency, communication, hospitality, and collegiality. But, for the most part, University administration seems to have its own agenda, feels that its ranks grow exponentially, and fails to communicate
45	Faculty always reminisce about the good-old-days, when in fact they complained just as much in the old-days as they do now.
46	It improved after Patrick Harker left,
47	People seem to be disappointed in administrative transitions hiring processes and are concerned about changing tenure and promotion
48	The university is becoming more corporate, largely as a result of Harker's policies and RBB. Most if not all of my colleagues dislike the
49	My opinion about whether "overall" morale stands is really irrelevant. I haven't done any fact-gathering about "overall" morale. (Any AAUP
50	Having an administration that feels its role is to control the faculty an corporatize the University with disregard to the goals and will of the larger faculty can lead to nothing but widespread dissatisfaction.
51	My impression is that many faculty members (including a number of my colleagues) are suffering from poor morale. We are unhappy with the university administration in general, and with Dean Watson and Associate Dean Wilson and Provost Grasso in particular. The concentration of power in the Dean's office and in the upper echelons of the administration is a serious cause for concern, as is the Dean's
52	There seems to be slightly more emphasis on/appreciation for scholarship recently, which is helpful to morale and perception of the university's standing and aspirations; unfortunately in some depts this increased scholarship expectation is not supported by the kind of standard teaching load expected of faculty at most research institutions (e.g. a 2/2 -- TT faculty regularly teach 3/2 in my program). This lowers morale because faculty feel they are being asked to do something but not given reasonable tools to accomplish it.
53	This university is now fun like a for profit business
54	In recent years CT faculty have become marginalized in Lerner College.
55	it got worse with Dr Harker but seemed to improve somewhat with his leaving
56	So much turnover
57	I have not noticed a change
58	I am new faculty this year.
59	No input in selection of the President. Untrustworthy administration in their interpretation of the structural adjustment to begin Jan. 2016

60	Tremendous discrimination against women.
61	It's all about money. Education and research is important only to the extent that it contributes directly to the bottom line. Corporate managerialism is tearing the heart out of the place.
62	There has been a marked managerialization of the university, with faculty governance and even input seriously in decline. Cluster hires disenfranchise faculty and make departmental planning a joke, particularly when there is almost no faculty input or influence at any stage. And there doesn't seem to be any other hiring going on, to speak of. A town hall meeting or an hour of chatting in a focus group during the Strategic Plan process is not faculty governance. Those are rituals designed to prevent faculty governance and silence people.
63	I have not been at the university long enough to respond to this question.
64	Just a feeling I get from being at UD for as long as I have.
65	There is no sense of direction or purpose. Financial considerations dominate most decisions (including those that should be guided by
66	I have only been here for 3 yrs.
67	Question doesn't allow to differentiate the decline in morale under Harker and the sharp increase Nancy Targett's interim term in office has
68	Harker
69	Faculty are asked to teach larger classes. Yet under-enrolled classes are regarded as a failure and burden of the instructors. Even tenured faculty are worried that they might be fired if classes are under-enrolled.
70	Since Harker has left, I feel as though the campus environment has improved. It is like a big sigh of relief!
71	In the College of Arts and Sciences, there have been serious challenges to faculty governance, as well as transparency in decisionmaking. At least three units in the social science portfolio have had their chairs removed without clear explanation and despite full support of faculty. In that same portfolio, new faculty searches are treated with a heavy hand (Women's studies couldn't even use the term "feminist"(!).) Chair searches are not transparent. The practice of cluster hires has challenged all ability of departments to pursue strategic priorities and disciplinary needs. Deans will say that departments have input and "choice" but the choice is structured by the dean's office which defines the parameters of a search, its selection of the search committee, its ability to change a search description advertised *after* a unit approved a prior description. One unit was compelled to change a previously made vote or suffer additional resource cuts. In
72	I don't notice a decline in morale, nor do I notice an increase in morale.
73	There's just a general morose haze blanketing the faculty. Everyone is out for their's . There's no collectivity, no cohesiveness, no solidarity. This "culture" has trickled down from leadership - especially the Provost, new Deputy Provost, Deans, and associate Deans.....and even Chairs. It's a look out for yourself mentality. In turn, there's no support, no collective identity, no social cohesion. It's
74	I'm basing these on departmental atmosphere/morale.
75	I noticed a decline in morale with the Harker administration.
76	At least in my opinion, settling the CNTT/CT issue has helped morale because we moved forward in a positive and productive way.
77	The former president seemed entirely out of touch with the faculty.

78	Drafting new P&T documents for CT faculty has increased morale. However there is a sense that more VP's have been hired, and hence more of our budget is going towards administration rather than the people doing the work (research and teaching faculty, staff, etc.)
79	Enrollments have risen without sufficient investments in class rooms and labs, while many departments have static or decreasing numbers
80	the main reason for poor morale is RBB system.
81	The University has lost the sense of community and the feeling of good will toward faculty and staff.
82	We have a disastrous budget system; we know that tuition etc. is up yet everyone is supposedly in deficit. Our building is falling apart and we are not getting tenure-track faculty to replace retirements. There is no fair university process for investing in research projects;
83	My general impression is that it has gotten worse, but I have little objective proof on which to base that impression.
84	There is a lack of trust in terms of administrators (now especially the Provost), Deans and the past President. They seem to be on their own mission no matter what. The great culture associated with UD in the past is completely gone. It is all about money, becoming an ivy league university, and personal accomplishments. What is good for the UD community is on the back burner even though our administrators profess we are in it together. I do not think so. It appears to be all about show and not substance. With all the distrust, it is difficult to get a coherent interpretation as to how faculty shared governance is suppose to work. It appears to be use against them rather
85	RBB was very stressful to our dept's morale.
86	The Provost though well meaning often has a confrontational style that initially offends.
87	The RBB nonsense has been a complete disaster. Many of the faculty no longer trust higher level administrators and simply think we are being used as a stepping stone to "bigger and better" things and then the next admin comes in to create a whole new mess. Higher admin longer trusts the faculty to do their jobs and there is way too much micro- managing going on.
88	University and college leadership both have ignored and outright demeaned faculty input in a variety of ways. Faculty in our department feel we have no control, let alone input, into our hires for faculty lines or appointments for interim or permanent chairs.
89	The continuing coporatization of this university and overwhelming investment in management levels, lack of transparency with admin, admin's lack of comprehension of what is important about different fields, and its lack of interest in procedural violations...perhaps clearly I
90	General lack of interest and increasing feelings of frustration at the levels of business at UD.
91	More work, less payment for extra classes and subbing, less time off and more hassles involving time off, declining benefits
92	Since Harker's departure, there has been a collective sigh of relief. But the same level of administrative bloat, administrative jargon, and administrative careerism/opportunism persists, which gets in the way of education and research. Most of my colleague are skeptical about the administration to the point of cynicism, and that can't be a good thing. This resignation is furthermore underscored by an administration that doesn't keep its promises and doesn't consult with the faculty in any meaningful way.
93	There is a sense that morale has reached a low based on conversations with fellow faculty, conversations at our faculty meetings, and just the general vibe felt around our building (Willard). People that work really hard feel overworked and undervalued.
94	The erosion of shared governance in the past few years by university administration has created an unnecessary division between faculty and administration. The lack of transparency has also increased in recent years.
95	I do think we need to improve, though.

96	I see an improvement with new president. People want to feel good about UD.
97	The current climate around P&T is deleterious. Changing standards mid-stream for faculty who have been meeting the teaching, scholarship, and service demands of the department is has negative consequences to productivity. Additionally, assistant faculty working in under resourced departments are being penalized for the shifting expectations when they have been meeting the ongoing expectations of departments. Morale over the CNTT issues have been draining and our department relies heavily on CNTT and S-contracts because we do not have enough TT faculty (and PhDs) to address our courseloads. This also adds to service demands on TT faculty.
98	There is less openness about planning and widespread use/exploitation of S-contracts. I feel there is little dialogue with faculty about
99	I joined UD one year ago; thus, I can not answer this question.
100	The devaluation of teaching (despite the fact that it is the main form of University revenue generation), tagging of CT faculty titles and increasing number of administrative positions, most made with little or no faculty input, has decreased morale.
101	No leadership provided from the senior administration, instead of random initiatives have been launched and never properly re-evaluated. Furthermore (ex)-President Harker's statements in the national press at the end of his term were totally inappropriate and did not help the morale on the campus. The search for the new president more or less ignored faculty input. In general the shared governance has further
102	Poor administrators. The worst is the Provost, who is at best ignorant if not incompetent and out of touch. A poor Dean of the COE. A very autocratic approach to management without taking faculty advice into account.
103	Morale improved the moment Patrick Harker resigned. Nancy Targett, upon her immediate appointment as Interim, made a pointed effort for EVERYONE on campus (students, faculty AND staff) to feel VALUED!
104	There is a large salary gap between administrators and the rest of University employees. There is a disconnection between reality at the base of the University with the perception of that "reality" by the administrators.
105	Power plant, rbb
106	The combination of stagnant salaries and the continual growth of administrative positions that have little impact on the educational mission
107	Rapid and recurrent turnover in administration is making future planning difficult at best and stifling progress at worst. Goals and priorities are changing constantly, so funding is too. Shift of money to college from dept level to overcome budget shortfalls from RBB is seriously
108	The last president was very imperious, secretive and made many bad financial decisions (both short term and long term).
109	There seems to persist animosity and mistrust between Departments and Colleges. Additionally, there continue to be hires at the administrative level (Assoc. Deans and Vice Provosts) into new positions while faculty who have left/passed away are not being replaced and overhead costs are escalating. Taken together with increased enrollments and the resulting increased work loads on faculty, overall the people at the bottom (Asst. Assoc. Professors, in particular) are being squeezed more without clear acknowledgement at the administrative level of these on-going and increasing efforts by faculty aimed at meeting the core goals of the University: research and
110	Harker is gone.
111	Greater openness with appointment of Nancy Targett as president, and optimism with regard to appointment of Assanis.
112	I think Dr. Targett helped, but it was going down every year under Harker

113	the promotion and tenure guidelines in department college and university PT documents are not being followed. This summer the provost's office issued an edict that essentially changed the guidelines and junior faculty are being held to standards that are not written, and change according to administrator. The AAUP needs to address this. The goal post for tenure not only moves, we do not even know where it is. Likewise the rules for getting tenure, such as who can be an external reviewer seem to be at the discretion of the administrators and are also not written down. So in this way the rules for playing the game are also hidden, just like the goal post. Why
114	There seems a trend toward a "top-down" management style developing at UD; a move away from shared governance.
115	Lack of transparency and too many administrators.
116	There is virtually no transparency on the part of the Provost's Office or Dean's Offices. Policies are usually dictated, not discussed, and new positions are created at the whim of a Dean without any input from faculty. In some cases, policies are created after the fact and then retrospectively enforced. All of this has the effect of marginalizing faculty, whereas a competent administration would work to engage
117	Have only been here 1 year
118	There is a lack of trust in the administrators.
119	I have noticed no significant changes to negatively effect morale.
120	morale was low--seems to be picking up a little with Harker gone; both faculty and administration seem to be responsible for low morale.
121	it is more of the same - how can we make more \$\$, hire more administrators, have faculty do more but compensate them less?
122	Deans, Associate Deans are too aloof, very little or essentially no contact with faculty. Too much reliance on chairs / kitchen cabinet.
123	I do sense frustration with the administration from my colleagues, but it mainly originates from more senior faculty members. I don't think junior faculty (myself included) know enough about faculty governance to get frustrated.
124	Harker and the UPenn crowd are mostly gone, which is good, but who knows what's coming next. Each new administrator just seems to be looking for a way to make a name for personal gain, rather than considering what's good for the University (students in particular) as a
125	Our past president implemented budget procedures that were confusing and not explained even to departmental administrators. It seemed that funds were being used to support new initiatives that should have been funded through development.
126	Our administration is attempting to make us into a Harvard when we are actually really good at being a wonderful University of Delaware. There are frequent attempts to bypass the Faculty Senate. Opinions are persented as facts and policy when they are neither, and it takes a significant amount of effort to clarify to our colleagues what is actually the truth.
127	Greatly improved morale within my college, at least. I can't speak for the rest of the university.
128	1. I could not find anyone who respected or liked Harker. 2. Faculty do not trust the budget process. 3) We got a new Chair who does not communicate and is not transparent.
129	A number of the top-down decisions, including the search for the new President, have been extremely demoralizing
130	Just basing my answer on feeling
131	Still new here

132	Work loads have increased, spaces for informal interaction (e.g. coffee) have disappeared, interdisciplinary activities have been given priority and then resources squeezed etc.
133	no job security no new hires to replace retired no change in sight to last item
134	I chose 'stayed the same' because it has improved in some ways and gotten worse in others. Improvement: The faculty are seemingly more engaged in faculty governance issues (title IX, power plant, etc) and this is improving morale. I also think Nancy Targett did a great job in improving morale with community building. Morale seems lower with respect to promotion and tenure, with the upper administration sending mixed messages that may potentially conflict with department documents. Morale is low over pay. It is also low over the increasing amounts of 'free labor' -- by which I mean asking faculty to do more and more service, teaching, and advising, in spite of the
135	Acting President Targett has opened up communication on all levels. President Assanis seems to share this openness, as do the Board of
136	It's hard to judge the university as a whole. Some programs have clearly seen morale crash in the last three years.
137	Since Harker came and then the new provost and vice president the morale went steadily downhill. Now that we have a new president I am not sure what will change and how morale is/will be affected.
138	I hear a lot of faculty commenting on workload, lack of voice despite a shared governance environment and lack of transparency (things
139	Too many changes with little clarity on the direction of the University and Departments. Too much emphasis on getting research funding with little acknowledgement of our teaching mission,
140	There is no regard for humanities, and there are too few new positions given to humanities.
141	A secret presidential search, conducted in direct opposition to the wishes of the faculty, embodies the deterioration and disregard for
142	In our college, there is a lot of uncertainty with many interim positions.
143	Development of a top-down mgmt. style starting with a rather heavy hand by the Provost.
144	It has improved in some areas where resources appear to have been unequally distributed in the past few years especially. I mean the College of Health Sciences and Engineering.
145	Despite Dr. Harker's departure, I feel that morale has not changed. I think he and Dr. Grasso are moving UD in the right direction.
146	Most faculty are cautiously optimistic about the new president and the direction his hiring implies.
147	Diversity issues remain, faculty governance and voice is weakened, the importance of financial bottom lines supersedes all other priorities
148	I have been here 16 years, lowest point yet.
149	I have only been here for 3.5 years so as far as I know, the morale has been the same for as long as I've been here. I also think it matters which faculty you speak to. For some who have been around for the years of discussion about diversity, I don't think they think that morale has changed even with recent events. A lot of discussion and less about action.
150	Recent changes in P&T and devaluing excellent teaching with arbitrary focus on impact factors, which are neither reliable nor valid
151	There is a feeling of helplessness as we wonder who is "minding the store"--everything from bicycle policies (nonexistent safety policies for pedestrians) to rapists being eased out with pay--distressing environment.

152	I can speak for what I see and that is in my small bubble (the area/people I interact with the most) and we have been hiring new faculty and growing and that helps moral
153	I believe morale actually was declining over the past 3 years until President Harker announced his leaving. I think since the announcement of President Assanis morale has slightly improved.
154	We have been forced to hire faculty who have large grants that can't teach regularly offered courses because they are bought out and/or aren't a good fit for our department. We end up hiring S-contracts and/or teaching larger courses. The requirements for P&T seem to have
155	It seems to me that morale has been impacted by the higher administration's preferred m.o. of making decisions without consulting faculty or not taking faculty input seriously into consideration (e.g. with the upper administration searches -- provost, president; changes for CNTT faculty; plus smaller things like changes to the policies for how grant monies can be used to support graduate students).
156	Our current provost does not understand the meaning of shared governance and clearly does not value teaching.
157	I have only been at the University for 1.5 years.
158	Climate for female faculty not great, and likely also not great for race/ethnic/ability minority faculty. Cluster hire practices seem less a way to attract a group of great faculty about a particular topic and more a way to concentrate decision making in the Dean's office without meeting real department needs. Deans and Provost searches seem to ignore rank recommendations by search committees (if they ask for them) which makes the time investment to serve on a committee seem worthless. University it chasing new areas rather than investing in its strengths, which quickly become under-performing units given lack of investment. Changes (like charging for grad tuition on grants) don't add benefits but actually make us less competitive. All problems seem to be another unit's fault rather than just fixing the problems.
159	It seems as if the divide between teaching and research, in my opinion a false dichotomy, has gotten worse over the past 3 years.
160	Who could possibly answer this sort of question with any real certainty?
161	Administrative bloat takes the joy out of being at UDel where I have worked for over 15 years now.
162	More and more layers of administration yet slower and slower decision-making with less and less recognition of the value of teaching.
163	Administrators hired at the upper university level as well as within the college have overall not taken into consideration the long term impacts their decisions will have on the university and college. It appears they come in and try to leave a mark to jump to another administrative position and their decisions have negative impacts for those of us left in the system after their department. Honestly administrative hires have become dis functional much like our federal government! Hopefully that will all change if Trump gets in!! This University has gotten away from the priority of undergraduate education. The provost at our college faculty meeting never even mentioned
164	I am a new faculty member.
166	Administrators, such as deans and provosts, seem to be accountable to no one. They do searches if they feel like and don't do searches if they feel like it. They dismiss people for no reason and are held accountable to no one. UD is completely unsupportive of women in
167	I have never seen such heavy-handed nonsense. Even those of us who support certain changes are treated like enemies. I do far less for the institution as a result. If I'm going to be treated as if I am a slacker, then I see little reason not to work to expectations.
168	The president was disengaged and the provost is not particularly well regarded. In both cases there seems to be more of an interest in the the next job than in truly focusing on what's best for UD. There is optimism with the apt of the new president.
169	The administration is not taking the faculty seriously. They seldom solicited (or interacted) faculty opinions.

170	Our college is a disaster. The Dean has no understanding of what's best for students or faculty. It's ALL about reducing costs at the sacrifice of both quality and morale.
171	Too much emphasis on raising money, not enough on academic excellence
172	I think in some areas it has improved and others it has declined. I am disappointed that our presidential search did not yield a more diverse choice. However, there are some initiatives that I appreciate (such as admissions not requiring the SAT for DE residents as a
173	Faculty are losing benefits and retirement benefits. Our pay is not commensurate with industry/business, and while it had been that the benefits at a University far outweighed the decreased pay, this is no longer the case.
174	Harker wasn't the most inclusive or open president we have had. Moral should go up with the new guy, at least for the n
175	There are many more open complaints than I heard 3-5 years earlier.
176	Harker left
177	I know of no one with high morale right now
178	To be blunt, President Harker's departure, and the hiring of Dr. Assanis, has been good for faculty morale, at least in my Department.
179	Lack of transparency, arbitrary decisions without insight or input from faculty, very poor communication at the Dean level.
180	Harker's departure and Targett's openness as an interim president has made a positive difference in morale.
181	Humanities is adrift. Low-enrolled courses, programs, majors are endangered. A class with 25 students may not be a worthy goal.
182	Honestly, getting rid of Harker helped, but Grasso harmed it, so I think it's a net neutral.
183	na
184	Faculty in the unit are stretched to the maximum. Teaching more and more, many on overload. Faculty that have research responsibilities are teaching at 20% higher than originally hired because of teaching requirements BUT are also expected to have same level of research productivity. The college continues to hire non-teaching, support individuals or administrators not teaching faculty to help the units.
186	The increased centralization of authority, secrecy and lack of communication make it very difficult to trust administration. We have been bullied and coerced to following invented protocols and procedures, detracting from getting real work done.
187	Under interim president I have noticed improvement, but overall not much change.
188	It is not great , but it was even worse before.
189	The decline of morale in recent years is the consequence of Patrick Harker's inefficient, despotic, and costly administrative performance.
190	THE primary issue in my opinion for the new president AND the Board of Trustees is to establish a sense of trust and respect toward faculty and all staff, rather than remaining aloof and detached from the university community and handing down doctrine from on high or trying to subvert existing regulations, as the Provost has attempted to do with P&T. Harker obviously viewed the university as a for-profit corporation with himself as CEO and a "my way or the highway" attitude. He brought in new levels of administrators, all of whom are grossly overcompensated. (What exactly do some of these people really do?) Tuition conitnues to rise, but not as fast as elsewhere of course because faculty and staff are undercompensated. Morale among custodians and bus drivers also plummeted while Harker was president. These people are treated like dirt under one's shoes and have constantly been threatened with termination as a whole. All the

191	Morale suffers immensely b/c: little to no hiring (no future); pathetic income raises for all faculty; pathetic recognition for faculty who work above and beyond the call of duty; a strong sense of inequality between faculty income and administration income; etc.
192	I think that morale will improve once the new president takes over.
193	I feel as though it was low when Provost Grosso started making changes to CNTT (excuse me, CT). I thought it went up some with Interim President Targett. I don't think it has gone down but I do think people are very curious about the what the morale with President
194	Improved since Harker left, but the future is unknown. The fact that there was no transparency in the president's hire is a bad sign!
196	We have a great CAS Dean and responsive administrative people-- love the interim Pres. The finance office and the HR -- it takes a while, though to find someone who will actually help faculty.
197	At least until Harker left, things were getting steadily worse; but there's been improvement under Acting President Targett.
198	Morale was steadily declining until Harker left. His departure improved morale, and Assanis has a relatively small window in which to directly confront this issue before it starts to further decline.
199	I think morale has improved this last year under Acting President Targett, but in general faculty are disengaged with community at UD and don't have a lot of trust in the administration.
200	A ship without a rudder
201	You could use some help writing survey questions. Asking individuals to generalize about the University is the equivalent of asking Donald Trump to give a detailed analysis of the federal budget.
202	Faculty appear frustrated with the university trying to cut costs by focusing on faculty reimbursement. Instead our Dean's office just keeps getting larger. We have no administrative help at the department level.
203	RBB is the anthesis of education. Provost is out of tune with faculty. On plus, Nancy Targett has been a breath of fresh air
204	RBB goes against interdisciplinarity and collaboration among units, which many of us greatly value. It seems the message is that we should care about seats filled in our courses, as opposed to the overall quality of education provided.
205	The administration is not serving the academia but follows a bad business approach ignoring the students and the faculty.
206	The previous administration did not view themselves as part of the UD community and they acted as such. They were not visible around
207	Still too much top-down decision making without faculty input
208	Only gotten better under Nancy Targett - she brings positive attitude with a sincere respect for and interest in the students and people that work at UD. She likes people. Initial observations of new president are also good - seems like a people-person.
209	too many highly paid administrators faculty numbers declining as number of students increase
210	The departure of President Harker was a big step forward, and Nancy Targett has been great. I'm generally optimistic about the new
211	A lack of transparency has eroded faculty confidence in administrative operations and decisions.
212	The university has become top heavy with too many managers earning high salaries and not hiring enough people who actually do the work. Along with this there has been an erosion in faculty/administration relations.
213	Lots of churn in Hullihen Hall!

214	It has stayed at a low level.
215	It was lowest under RBB, so possibly slight improvement now--but high faculty distrust of admin.
216	The monstrosity of the Harker administration is thankfully over, but the monstrosity of the current Provost is not, and given how the next president was hired, there is little confidence that things will improve.
217	Patrick Harker's departure and Nancy Targett's acting presidency has greatly contributed to increased morale at UD.
218	Since Harker came, administration seems to be a mess with so much dissatisfaction. Good people are leaving.
219	haven't been here long enough to say
220	I can speak only for myself. I am active in research and graduated more PhD students than many other members of my department. In the past, when I had to go to conferences and present talks, the department supported such trips with about \$1,300 per year, which really helped. Now -- there is no such support, and I was not successful with grants. As a result, for the last two years I spent about \$2,000 of my own money to attend and speak at the conferences and represent the UD at them the remaining cost was supplemented by people
221	I am surprised at how much UD faculty complain and whine about EVERYTHING. I don't know if it has gotten worse since I'm only here 3 years. I wish the faculty would wake up and recognize that they have things WAY better than most land-grant institutions. Comparable to our peers, on average, we have higher salaries, better benefits (dental, medical, tuition waivers, retirement bonus etc). Not to mention that sabbatical is pretty much automatic here. Many institutions no longer provide sabbatical, and then require that faculty be high productive scholars. Here people with ZERO publications and moderate teaching ratings have a sabbatical. Yet the faculty object to every initiative. I would like to see a requirement for and enforcement of confidentiality in P&T and hiring data. I have more than 20 years experience in academic institutions and the leaks of confidential information that occurs at this university is appalling. They need a completely new and
223	A despicable and dishonest administration at all levels--thoroughly incompetent and venal
224	In particular, the morale in CEHD has gotten worse. It seems that things are more stable in CAS. Not sure about other colleges.
225	College of engineering morale was very bad and is starting to get better.
226	Lack of transparency at the college level, autocratic decision making by deans that ignore faculty handbook and contractual issues. Shift towards a corporate approach to managing the academic programs and offerings.
227	Employees, not just faculty, seemed displeased with the administration. Particularly the number of high paid administrators, yet the University claims there are insufficient income for significant raises. It also seems major decisions affecting faculty are made without any input from faculty. RBB still remains a mystery. Our current Provost seems to be operating in a "void." He tries to make changes he is not
228	Low level of morale over Harker years maintains (although recognize that some fields/disciplines have thrived). I do think there is some hope that a new presidency might bring some change.
229	Lack of Transparency at the level of Deans
230	Morale has steeply declined since Grasso was appointed. His appointment marked a low point, and he has managed to keep is hovering near that point with his lumping of faculty and staff with students, his inaccessibility, and his lack of vision. Yes, I am aware of the "Delaware Will Shine (TM)" garbage. The poor budgeting of RBB, and the incessant hiring of all manner of petty administrators at not-so-

231	The main events that came to mind for me are (1) former President Harker's Philadelphia Inquirer editorial and its nauseating confirmation to everyone that corporate greed has been seeping into UD and changing it for the worse; (2) the "data center" fiasco that demonstrated more corporate greed and denigration of the UD community; (3) the racist Yik Yak episode related to the UD/DelState football game; (4) the invitation of Katie Pavlich to speak at UD; and (5) UD's repeated hosting of the Vision Coalition conference despite its active exclusion
232	I think it was pretty grim three years ago too.
233	There has been a total assault on faculty governance at UD. The administration is entirely culpable. The result has been a complete collapse of morale. In short, I hate UD. I hate being affiliated with this university, and I despise our administration. Please leave.
234	RBB a real problem and is affecting ability to hire new quality faculty especially those requiring lab equipment.
236	Allocation of tuition revenue to units under revenue-based budgeting, under any name, with no regard to the quality of the courses offered, has led to a catastrophic "Race to the Bottom".
237	Cluster hires are ridiculous. There is no transparency. Decisions seem arbitrary or based on favoritism. SO much emphasis on 'brand' that educational mission is lost. Salary increases are minuscule.
238	There are less resources and less opportunities
239	Salary issues, no real research time, no support for such research.
240	Interim President Nancy Targett has brought back a positive morale after a low point; I believe we are in a "wait & see" period, not knowing how the new president will begin to operationalize his philosophy
241	The treatment of CT employees has resulted in an improvement.
242	I feel that the school is kind of lost, without a sense of goal as a community.
243	Until Harker resigned, the morale was in freefall, and by a large measure the lowest I've seen in two decades. Many excellent faculty simply took jobs at other universities and many of us were on the market. Since Harker left campus, morale is starting to improve.
244	Morale has improved somewhat within the past one year.
245	RBB killed morale.
246	I think we are all relieved that we are getting a new president, but the current Provost (and the never-ending list of Vice Provosts) has not instilled confidence. He does not represent the true UD faculty. And the whole "kerfuffle" of the CT designation (which he has never to my knowledge addressed after the Watson-led committee released their findings) showed a very ugly side of him. The man has no humility.
247	Harker and Grasso and dictators. In addition, the constant push for "money-making programs" makes me feel as if we are becoming the
248	It's poor and it's stayed poor.
249	The central administration has goals that are at odds with the goals of the faculty. Many administrators want to use their UD activities as a springboard to higher level administrative positions at other universities. It's obvious, and morale suffers.
250	The continued erosion of faculty governance and the continued emphasis on cost containment rather than quality of education is depressing and has been for some time.
251	I haven't been here three years yet.

252	Hopefully will change under new leadership though these things take time
253	The budgeting system is designed to concentrate resources with the central administration at the expense of the mission of the university.
254	Nancy Targett's leadership is a dramatic improvement, and a real commitment to diversity has improved morale. The numerous debacles from the Provost and the Provost's office, on the other hand, have been very disconcerting (illusory statements about shared governance, violation of faculty rights, trying to add titles to non-tenure track faculty, and capricious promotion and tenure decisions, to name a few).
255	The current budget practices changed the academic climate from "How can we best educate/conduct research, talking into account financial considerations?" to "How can we make money, through our research and education practices?"
256	Salary stagnation, "noose" incident, administration's responses to sexual misconduct are all negatives. But I think people are glad that Harker is gone and hopeful about the new President.
257	The attempt to change the titles of CT faculty as well as enact a stricter hierarchy between CT and TT faculty was damaging in my dept.
258	The faculty seems to generally completely mistrust the administration, particularly the provost's office..
259	concern about budgets/resources to maintain teaching and research mission; concern about challenges for tenure attainment; concerns about larger class sizes; "the unknown" with change of administration and increased number of faculty retirements
260	I am too new
261	The lack of transparency in the presidential search was a huge blow to faculty morale. The advancing role of highly paid administrators
262	More engaged upper administration at UD.
263	Most faculty seem to be like independent contractors and are not inclined to cooperate with other faculty in either research or teaching. Undergraduate teaching has decreased in importance in faculty evaluations.
264	Administrative overreach and instability, closed searches, and endless and new 5-year plans that go nowhere are demoralizing.
265	Loss of lines and no new hires in Dept. for years. Lack of transparency for decisions made by Administration. Too much emphasis on
266	It's a good thing Harker left. But the presidential search was conducted without a meaningful faculty role.
267	Less faculty governance and opaque budgeting methods. Hope this will improve with new administrators.
268	University is run way too much like a business. Too many students in classes. UG Tuition dollars way up, research expenditures way up, grad student tuition now paid 20 % by faculty yet we hear all the time how dire the finances are. Where are all the incoming funds going. Seems the number of administrators has blown up but that information is not shared with faculty. Worse yet, I don't feel the level of service
269	I believe the previous administration was not inclined to work collaboratively with faculty. In addition, there has been some disagreement with how senior officials have handled faculty concerns.
270	the 1% pay increase has been detrimental when coupled with administrative spending habits. Where does the travel money come from for the provost, administrators, & Deans to travel? They have been to Italy at least twice in 1.5 years looking at Volterra for a teaching site -- a site with only 15 students now. This is crap!!! Business class flights, expense accounts, spouses traveling on our backs... and a 1% raise!
271	It seems like it is a constant battle between units and the administration especially regarding budget clarity and P&T processes.
272	Faculty are not informed by the Dean's (A&S) office at all. E-mails are not answered even when sent repeatedly.

273	While Acting President Targett has been a breath of fresh air, the repressive atmosphere created by the Provost's office and the CEHD
274	The budget issues are making people leave! Statements come out regarding only teaching, then research focused people will leave. We need to be clear that a quality institution that is internationally competitive should prioritize teaching AND research.
275	None.
276	I think Interim President Targett's work has really done a lot for the university. I am cautiously hopeful looking ahead to our new President and the work he might do when he arrives.
277	...
278	low pay even for award winning faculty because the union is too worried about protecting the ineffectual instead of rewarding the exceptional. Union - stop getting distracted by shiny objects (titles, cost of living increases) and focus on greatness.

## AAUP 2016 Survey Question 19 Comments regarding personal morale

48% reponse rate

#	Responses
1	what?
2	Little recognition and inadequate compensation for efforts. Also, issue with CNTT and CT reclassification very polarizing and highlighted the lack of value for teaching faculty.
3	Honestly I have a lot of reasons for staying UD including geographical and fondness for my colleagues. However, I am going on the market next year. After promotion decisions regarding my colleagues I am not certain about going up for promotion.
4	See above. All my initiatives have been put down. My service learning program has been destroyed.
5	I love working with students, so that raises my morale, but I do not feel supported by any administration over the past ten years due to my above comments in the #16 text box.
6	There are positives and negatives impacting my morale that keep the result mid range.
7	The Dean of our College has been undermining the faculty, ignoring policies, making up his own policies without faculty input, and taking things into his own hands for his advancement. Over the last three years, I have seen the morale of our College get worse!
8	I try to do my job and keep a positive view on most things. When I need to complain/vent, I do, as everything has its ups and downs. I am mostly happy/grateful with the opportunity to do the things I am able to job as part of my job.
9	Harker promoted STEM to the detriment of Humanities. The Power Plant project has been a debacle thanks to his arrogance (corruption?) and we don't know what the liability for the university will be for breaking the contract, There have been no faculty raises, Harker has been anti-faculty,
11	Too many incapable administrators.
12	I appreciate certain features of my employment, but there have been other demoralizing aspects.
13	dean made a poor choice for new department chair
14	I can manage my own professional experiences and by going to conferences I recognize that there is a huge pushback on faculty welfare and privilege and we are just following the pack. i am sad for the losses and the young people being driven mad.
15	again, little faculty involvement is troubling.
16	See comments above. Since I work with freshmen, I know that my class sizes have substantially increased due to incoming freshmen class size. Administrators do not appear to be sensitive to the issues of providing quality instruction and instructional resources to large numbers of students.
17	I still enjoy my students and colleagues very much, but feel much more alienated from the University than I did during the Roselle administration.
18	I feel our department has lowered standards for faculty, which I feel de-values my work in the field.

19	Administrators grab more and more power all the time. Departmental autonomy in hiring is dead. Academic freedom is under attack as never before in 45 years. The "Sexual-misconduct" policy, besides other invasions of faculty and student liberty, allows a VP to ban a professor from campus on anyone's complaint about a remark about sex or the sexes. There is a whole raft of controversial subjects that I would never dream of covering in my courses today (though I taught them 20 years ago), given what has happened at even the best US universities. The "Diversity Blueprint" is a recipe for reorienting UD's entire academic mission around reverse race and sex discrimination, including administrative supervision and "assessment" of left-wing radical content in courses. "Diversity" is not an academic subject and plays no role in intellectual excellence. UD faculty narrowly escaped forced "re-education" via the sexual-misconduct "training." Soon, the OEI (Office of Eternal Indoctrination), perhaps backed by students, is sure to demand mandatory "training" on "diversity." An array of bogus "courses" (i.e., political propaganda) on assorted such subjects is already on offer. All that remains is to make them mandatory for
20	Much of my personal morale has to do with the climate in my department, but that climate is encouraged by the university environment commented on above.
21	Constantly feeling undermined, not encouraged, in a constant precarious mood and worried about the future.
22	As reflecting the general low morale of the University
23	The administration has lost sight of the mission of a university.
24	Reoccurring college deficits
25	It seems my work is not well appreciated.
28	My morale has improved since a new dean was appointed for our college and since Nancy Target began as interim President.
29	Can someone drive this ship?
30	I have not been here for three years
32	Student commitment, effort and work ethic has declined making my job incredibly difficult. Although incoming student grades may be higher, that doesn't make them better students compared to the past. It may be a generational thing-- but coupled with the Provost's (and former President's) lack of support, it makes things challenging.
33	The departmental upheaval has affected everyone's moral. Uncertainty often does.
34	only here one year
35	My Morale has nothing to do with the University. At UD my enthusiasm for the university has declined though I am a double Del, Double Del (4 of us went to UD) I see too much "ho hum" and lack of enthusiasm due to being too focused on special interests and not on building the experience at UD.
36	I have personally avoided the non-transparent and seemingly "difficult" administrative elements, and worked outside and around blocks to my and my student's success.
37	I think that UD is a great employer. We have outstanding health and retirement benefits and are jobs are very secure (think DuPont).
38	I like my job.
39	Diversity issues on campus are difficult.

40	It has improved largely because of some successes in rebuilding my research program. My morale was very low previously. I still disapprove of most of Harker's policies.
41	Changes in administration, both in Hullahen Hall and in the College of Arts & Sciences, have diminished my sense of clear-and-steady-course at the institution. The abrupt and dismissive (esp toward faculty) departure of Harker was very demoralizing. Provost's treatment of non-tenure-track faculty was very demoralizing. Apparently-new insistence on "rank" as a qualifier for key academic leadership positions (chairs, directors and associate deans) is demoralizing, because rank doesn't always indicate quality and capability of management ability, and sometimes, actually is a dis- indicator of quality administrative capability.
42	Our dean was moved up, and luckily, out. That clears up the person in question. A dictatorship at the dean level that constantly invests our college funds in staff to subvert faculty responsibilities, projects that draw attention to the college with little concern for academic quality, and sexist and/or biased manipulations of faculty in terms of advancements and retainment. It was the grandest failed experiment that the administration did not see because of their myopic view of our University. Faculty are not rewarded for quality work, but getting your name in the newspaper will get you more sequestered funds that should have been in program/department hands. Just because you tell the administration that your college is great and happy, doesn't make it so. Good luck next time.
43	See no. 16
44	The administration and also some chairs now seem to believe in a non democratic top down style of management
46	I'm hoping for better times in the future but waiting to see
47	Morale is department-centric and I have a good department.
48	See #16
49	My response has more to do with personal decisions I have made, as opposed to university procedures or policies
50	The outlook for grant support from NSF and other federal agencies is very grim. It doesn't help that leadership of my College is in transition.
51	University of Delaware Corporation.
52	I have been harassed by the chairman.
53	Same as above. We are encouraged to think of ourselves as revenue-generating machines rather than scholars and educators.
54	Our department is gradually being managed to death by people in the Dean's Office who don't care what we actually want. Everyone feels broken, without a stake and without enthusiasm. things you work for for years to build can be taken away casually by administrators, and they may not even notice what they've done or care about it.
55	I have been treated well by my department and have no complaints.
56	It is really disheartening to see good people looking for other jobs and junior faculty scared of retribution. Decisions are made without transparency and without accountability. People are scared to speak out because they see what happens to others. Yet everyone complains about the same individuals, and the same challenges to faculty governance. This place is sham.
57	I don't believe my personal morale has changed.

58	Within my department decisions are made by a select few, an "in-group" that the Chair holds court with. The Dean of the College could care less about the state of the faculty or what the faculty have to say about hires, interim chairs, basically anything - and the Dean has made that explicitly clear in his own words. There is zero concern for faculty well-being.
59	I feel that I am not paid what I deserve. Higher rank professors look down at instructors.
60	unreasonable work schedule that is connected to the overall perception of what a faculty whose primary responsibilities is teaching does; lack of the professional appreciation of teaching and all work/effort that goes into teaching;
61	I love my job and am happy with my opportunities at UD.
62	I came from a university in crisis. Collegiality and morale here seem great here.
63	As a CT faculty, our position at the university has been strengthened in the last 3 years.
64	Enrollments have risen without sufficient investments in class rooms and labs, while many departments have static or decreasing numbers of faculty.
65	I feel that my career is successful and the one faculty hire we got in my department has changed my particular subfield for the best.
66	In certain respects, my perception of the university has improved; in others, it has deteriorated. So, it has probably balanced out to remain about the same.
67	With departmental programs being constantly underfunded, it is rather difficult to believe that the UD is interested in anything but the hard sciences. The UD administration is giving 'lip service' to the arts and sciences. They really do not believe in having a CAS, in my opinion. They certainly preach the value of CAS, but their actions are questionable. In addition, the performance standards they have set for faculty (new promotion criteria) are those that they themselves could not meet. (By the way, just how do we measure the success or failure of an administrator? Seems at present to be very judgmental.) Specific outcomes are not measured at UD (except for grants and alumni giving). Other specific measures are missing -- quality of instruction, quality of community engagement, quality of diversity retention, quality of technology, and quality of support services (printing, publishing, etc.)
68	Personnel changes in our dept. Requests to do additional work on weekends and evenings has increased.
69	The need to increase numbers and market ourselves is new and not easy to do in addition to all other responsibilities.
70	The lack of a decent raise has contributed markedly to this. I am a very successful faculty member. I teach, I get good, large grants funded, and yet if my paltry % increase in salary continues, I won't make the AVERAGE salary for others at my rank within my academic unit until I am close to retirement. The higher level admin pays lip service to our accomplishments on the research side and then berates us for not having enough undergraduates, while at the same time touting what a wonderful research university we are.
71	The provost makes repeated comments indicating his lack of understanding of academic research. He further demeans our undergraduates (women specifically) through unfavorable comparisons to "Smith girls."
72	recent experiences with CAS dean's office and provost's office have led to my complete lack of confidence in the integrity of our leadership
73	Easy to be cynical given the fact that as a "doer" I continue to do without reward and have more logistical challenges and administrative difficulties.

74	Takes more effort to maintain high morale
75	Unfortunately, I've become resigned that the administration isn't committed to genuine and meaningful reform. I have prospered at this university in many ways, and for that I'm grateful. In the same breath, however, I am not impressed with university leadership. More concretely, my morale is low, because the administration meddles more and more in the affairs of departments; it obstructs and redirects job search for new faculty, deigning to judge knowledges about which it knows nothing. Its efforts in micromanaging departmental faculty searches might be well intended, but it's arrogant and ultimately destructive to the future of the university's reputation.
77	The work being done by my department chair and the associate dean of the humanities has elevated my morale and countered my feelings about the work being done at the higher levels of administration. There has been an increased commitment to the humanities in the last two years that had previously been abysmal at the university.
78	Many policies are too idealistic and simple don't make any sense and cannot do any good to our University and community.
79	I see the real potential for great things to happen.
80	My current morale is very low. I have been working incredibly hard to support my department and meet all of the demands placed upon me by my colleagues. I have been under resourced. We do not have graduate students to support research and scholarship, yet when we go up for review UD is viewed as a Research 1 institution.
81	I am upset about faculty who have left or retired not being replaced. I feel the administration has little commitment to maintaining excellence in my department.
82	I used to think my work teaching was as highly valued as research (i.e., that we are all one faculty). It has been clearly demonstrated to me in many ways that this is not the case.
83	A poorly managed COE and a clueless Provost. I hope the new President gets rid of both of them.
84	My personal morale improved only in the last year--with the resignation of Patrick Harker.
85	Greedy fund raising
86	Because my salary has been relatively stagnant, I have had to seek more outside consulting work to pay for my kids education.
87	Hired under one set of expectations. Now working under completely different rules and expectations due to administer changes and budgetary restrictions
88	Dean sits on several chaired professorships and does not make them available to the department.
89	I continue to do my best to meet my own expectations of excellence in research, teaching, and service. The funding climate is challenging, but I think that it seems stable for the moment.
90	There is too much cronyism in the department and the university in general. Evaluation and promotion processes are tweaked in order to defend the vested interests of a mostly old white male cohort.
91	I love working at UD, and have consistently felt supported.
92	I am very troubled by what appears to be an authoritarian turn at the level of the offices of the Dean and Provost.

93	Deans have been given complete autonomy over every aspect of budgeting and resource allocation. There is no shared governance in some colleges. The college by college differences mean we have 7 employers, not one
94	I have found the move from shared governance, and the proliferation of admin hires, cause for concern.
95	Same comments as those provided for Question 16.
96	Same as 16.
97	cuts in student funding and pressure to increase student enrollment has lowered morale. Greater emphasis on quantity than quality.
98	I have not noticed significant change in procedures or benefits that would change my morale.
99	my personal situation has gotten better--so, of course my morale has improved
100	decoupled
101	I've received very small increases to my salary every year. While I wish that the increase was much greater, there are some faculty at other colleges that have not received pay rises in a very long time. However, I am not happy that our medical insurance costs have increased.
102	I don't feel the sense of community here that I did many years ago, and I especially feel that the administrative branch is a world unto itself. The rest of the university exists as a playground for those who lose their funding or who are tired of teaching or research, and now need something else to do.
103	I am one of the fortunate faculty with fundable and funded research.
104	Beyond the fact that getting funding is extremely difficult at present, my teaching and committee load has increased to the point that it is practically impossible for me to get ANY scholarship done during the regular semester.
105	Many are taking early retirement to due to the low morale. New Chair is not responding. Increasing CT faculty does not help build a faculty
106	I am very pleased with my own department, but my sense of the overall movement of UD toward a "corporate" model is demoralizing
107	Um I guess what I expected at UD (talent magnet) and the everyday interactions are disconnected
108	I find UD very opaque and the administration not very helpful. do I feel welcomed or valued? not at all.
109	I am filling out a survey at 10:44pm on a Friday night and this is just the beginning of yet another work filled weekend!
110	working overload of my contract consistently, no relief in sight (in form of hiring another person)
111	UD seems to be promoting a 'one size fits all' model of how to be a successful faculty member. This benefits those whose research and work time is mainstream. It also encourages an "I am the king of my own mountain" attitude, which isn't always conducive to a equitable distribution of labor or a good departmental/university climate.

112	Our program has had a serious leadership problem for about 6 years. My confidence in the dean and the provostoffice kept hope high that the issue would be resolved. The people who were most knowledgeable and were in position to fix the problems have all left or been removed from their positions. No one seems to know the answers to the simplest questions and the leadership vacuum has been filled a bit recklessly. I admire and respect our dean, my thinking is that he has been fed bad information, or he would be handling the situation differently. My greatest disappointment is that the correct information doesn't seem to be getting to the decision makers.
114	Changes to governance within our department in the last year has vastly improved the working environment and faculty morale on a department level.
115	I feel my workload is appropraite and I enjy my job.
116	Same reason statement in previous question.
117	I work more than ever and have no time to enjoy my life.
118	Fear that my current upper administrators will leave due to changes in university leadership or other factors. Lack of permanent administrators at the department level in my college, work load increases due to inability to hire new faculty/professional staff.
119	Role of Provost and Deans in managing Departments and faculty affairs.
120	Tenure has helped, and I feel that my contribution to the department is important and valued.
122	No shared vision for scholarly and academic excellence. Meager investments in scholarly leadership, i.e. tenure track faculty. Couple this with charging students more???
123	My personal morale is driven by my own department's policies and my coworkers' attitudes rather than on the university level.
124	I am not personally affected by most of the deficiencies so my morale is not as low as that of many around me.
125	I have been at UD for almost 3 years and in my time here I have been given lots of room to grow
126	My own morale has been about the same, except I do feel that base salary is low - only just above the minimum salary for my rank after being at that rank for 3 years.
127	I'm frustrated by what has happened to my colleagues, but have also gotten a lot of support from my chair, so on balance, my morale is about the same.
128	I got promoted
129	See above. Also, in spite of the rhetoric to the contrary, I do not see the university treating its faculty as its most valuable asset. It is ridiculous that faculty have to fight to convince their own institution to value their expertise when it could impact institutional decisions.
130	I have only been at the University for 1.5 years.
131	Huge problems in equity. Work undervalued or compensated. Faculty governance is being sidelined with "innovative" initiatives and approaches that don't even solve the issues they are proposing to address.
132	Shared faculty governance for departmental decisions has become nonexistent in my department. This has been challenging.

133	I am happy whenever I work at other places, conducting collaborative and international field work. I also applied for jobs even though I got tenure and am well-compensated ... even considering taking a 50% cut in material living standard that is more than compensated by forward-looking vision. The University of Delaware has become a very narrow-minded, administratively-controlled, overly cautious and lawyerly place that kills all joy and drive for excellence and innovation. Too many administrators looking for work and running faculty as if we are working for them rather than the other way around.
134	As in #16.
135	I am new so I have limited experience but many of the reasons why I selected UD during my recruitment process have been realized as a faculty member.
136	More full time faculty is needed at my site but have not been hired.
137	Being asked to do more with less is asking the impossible. Cancelling classes with "low" enrollment is good for no one. Promoting CT colleagues on teaching only is blatantly unfair. Undervaluing real research is unwise and unfitting for a university.
138	i am in my second year of my appointment as an assistant professor
139	What is the point of agreeing with a chair or dean if they treat you as if you were the enemy on all issues?
140	I am a Temporary Assistant Professor of Instruction. I took this position because I love it, but because my contract is temporary I do not feel as invested in the university as I would if I had a continuing non-tenure track position. That said, I wouldn't have even agreed to S-contracts to teach because the S-contract rate is not even close to proportional to what my salary + benefits are "per course", but yet I would be expected to provide the same work/effort.
142	UD no longer values excellence in the students, faculty, and administration
143	Administration has a complete disregard for faculty governance..
144	I was promoted so that restored some faith. I also have a much more competent and professional department chair, and his leadership makes a huge difference.
145	The guidelines for Promotion and Tenure are not consistent from University level to the College level to the Department level. It is very stressful for junior faculty to be evaluated in so many different ways. Some departments have P&T documents that have not be updated for ~10 years, yet College and University standards have changed. There needs to be greater alignment in these documents.
146	Don't see administrative support for teaching or research. Wasted resources on ISE! Upper administration is not in touch with faculty needs. Too much of overhead goes to layers of unproductive deanettes.
147	New Dean in department, no knowledgeable about CBA. Disrespectful of individuals both faculty and administration. Surrounds self with a handful of yes men. Significant lack of transparency. Heavy use of S contracts. She is a big fan of CTs and replacing retiring tenured faculty with these.
148	No leadership. Collective bargaining playing a negative role.
149	I am currently interviewing for new jobs and am likely to leave UD
150	See answer to #16
151	I think my knowledge of the extent and level of poor decision making and communication has become more acute.

152	I'm not thrilled at the dean and provost levels, but I've been excited to see more traction at the president's level. Plus, it was a nice break to see a woman rather than a white engineer in charge at every level.
153	I do not feel appreciated for the efforts i am making in developing and teaching new courses, running research lab, advising graduate students and writing grants.
154	The institutional support of the distinction between haves (TT) and have nots (CT) and their identification as "Continuing" publicly, breeds elitism and lack of transparency among the haves. Lack of respect for CTs is rampant.
155	Faculty in the unit are stretched to the maximum. Teaching more and more, many on overload with additional service/research duties. Faculty that have research responsibilities are teaching at 20% higher than originally hired because of teaching requirements BUT are also expected to have same level of research productivity. The college continues to hire non-teaching, support individuals or administrators not teaching faculty to help the units. Also, problematic tenured faculty are left to "do their own thing" and do not contribute to the Department mission. We NEED a post-tenure review process that can remove these individuals
156	UD will delay promise and intimidate to shut you up
157	It is difficult to flourish in an environment where junior faculty fear retribution for decision-making. I am also frustrated by what I see as consistent degradation of women in my own department and more broadly. The sexism is shameful and while administration pays lip service to it, they are the worst perpetrators of it as well.
158	Having difficulty with college level decision-making
159	The decline of morale in recent years is the consequence of Patrick Harker's inefficient, despotic, and costly administrative performance.
160	See text for question 16. Also, with Harker's appointment, the University's mission transitioned from education and research to technology and money. See also text for question 27.
161	Three years ago i was ready to leave UD. Today, new initiatives in CAS have changed this outlook. But morale is still low b/c CAS is still on the whole mismanaging/killing the Humanities (despite a few bright spots); there is still no real reward system in place for people who show initiative, have national/international reputation; etc.
162	slight improvement as I was optimistic that financial issues and transparency would improve with new president; it remains to be seen whether this optimism is warranted.
163	Well, I am CT, so Provost Grosso's move made me realize I am not as valued as I hoped I was.
165	I have a great chair, a great dean, I'm very lucky
166	Cluster hires are a serious threat to the health of my department, which is harming morale. The Provost's actions and lack of listening have been harmful as well.
167	Although Targett is personally fine, the administration is still wandering in the desert. We are a rich institution, but you'd never know it from the way they misappropriate money and simultaneously talk poverty.
168	I continue to be frustated by poor leadership at the provost / president level. It has improved recently and I am now much more optimistic than I was a year or so ago. But my net over the last three years was a big down swing followed by a moderate upswing.
169	too much to do

170	I live in a well run department with good leadership. I suspect that this is the level at which most people would answer these questions.
171	It is not my concern but our staff and faculty are being treated very poorly.
172	It has been tremendously discouraging that merit increase was a flat across the board in the years I got my book published and I taught a very large number of courses/students.
173	I miss the academic feeling of the university when faculty and students mattered.
174	No change in the fact that CT faculty are still not promoted based on their workload. Also, CT faculty are still paid at rank, not on the basis of level of contract renewal, for teaching overload or S-contract courses
175	Departmental level culture is good
176	Overall morale at University compounded by extremely low morale in CANR due to poor communication, lack of transparency and poor leadership. Our college administration is distant, detached, not at all invested in UD or the college.
177	increased emphasis on whether you are CT or TT
178	The decision to cancel plans for the Data Center/ Power Plant was huge!
179	I believe that morale has gotten worse due to an increasing divide between faculty and administration. Contributors to this gap include an increasing focus on revenue rather than quality and a lack of respect for a diverse range of faculty scholarship. Further, I believe that the land grant mission of the university has diminished as a result of budgetary and other administrative changes.
180	Appointments of poor quality interim administrators.
182	Lack of resources from the Dean and a lack of vision by the Dean has hurt morale in the department.
183	A sabbatical leave helped!
184	There have been a number of administrative hires from within that I do not believe were adequately vetted.
185	I am up for tenure next year, which introduces lots of uncertainty. So hard to describe that as high morale in relation to my job.
186	I have been able to separate my feelings about my own position from my feelings about the condition of the University in general.
187	My job requires full-time attention but I am only paid part-time. My supervisor is aware that I would like my job to be increased to full time. If this changes, my morale will improve greatly.
188	haven't been here long enough to say
189	Also I feel that there is a growing divide between the faculty and the administration.
190	I started my career on high morale and attitude but have become frustrated at the way progress is thwarted at UD. There is a lot of talk about moving towards more research emphasis but what I observe is a failure of commitment from the older faculty who are entrenched and treat everything as a fight with the administration. It doesn't help that the administration is WEAK and legal counsel is incompetent.
192	This group couldn't call less---they are petty and vengeful---thank goodness that the union is a counterweight--they have ruined the university--glad Harker left--should have taken the rest with him

193	In CEHD, EVERYTHING is about \$\$\$\$. College administrators even have an Excel chart that shows how much money EACH faculty are bringing in via grants or courses taught (especially online courses).
194	Funding is more difficult and I am getting older.
195	This improvement was related to external recognition of my research that has not been as valued internally at UD.
196	Have watched a great University continue to degrade the working conditions and climate of faculty and staff, while shifting focus to window dressing of physical plant and increase in administrative costs.
197	I go up for tenure this year.
198	My morale has been affected for the same reasons I mentioned previously.
199	Lack of leadership at unit level. Unexplained decision-making. Lack of recourse for what might be considered hostile environment
200	Too much emphasis on raising research funds and no respect for scholarship or teaching
201	See #16. I am sick of admins deciding that I need to do another online "course" or beat the bushes for more research dollars, or justify whatever while they do as little as possible about real problems here, both now (budgeting) and in the very near future(admissions quality and numbers).
203	Pretty much every year over the past decade some member of the administration manages to do something that drives me to go on the job market. There's kind of a seasonality to it: invariably they screw something up in the fall, then try to repair the damage by the next summer, which leaves me not as desperately wanting to leave anymore, until they screw something else up in the next fall. Unfortunately for me, they usually have the good sense to screw up after most of the job deadlines have passed. (Think of the power plant as a case in point).
204	I have been attacked by my chair and dean for criticizing their complete failure to follow rules in the Faculty handbook. These rules are binding -- not optional. But my dean simply acts without any restraints. Please leave.
205	Loss of vision and commitment to academic quality and unwilling to make investments required. Redirecting funds into economic development-- rather than teaching and research.
206	As a female CT faculty member, it is not easy to keep my morale high outside of the classroom, when my colleagues try to intimidate, discourage, diminish my good efforts and dismiss my contributions after the department and the college benefited from them.
207	It's been a rocky ride, between completely confidential searches, RBB, and the power plant controversy. It would have been much better if our administration had sought and heeded advice from our faculty from the very beginning on all these issues.
208	I consistently score the highest in scholarship and teaching and it is not rewarded.No one ever notices.
210	Looking forward to retirement
211	Favoritism Lack of support Top down management structure
212	The treatment of CT employees has resulted in an improvement.
213	Have been at UD for six years, it took a year or two to settle in and meet colleagues. I feel more interested in and integrated with the university now. Having had a number of students in this time also makes me more interested in the area.
214	It's clear the university doesn't support temporary NTT faculty.

215	I get my motivation due to the desire of doing the right thing as a faculty. I do not feel the support that should be around from the school and upper administration
216	I regularly teach an overload with no additional compensation. I carry an overload of administrative responsibilities for which one I am compensated, and another that I should be compensated for.
217	I was at a low watching the President and the Provost upend the university, but the recent work of true shared governance has given me a bit of hope.
218	Corporatization of the university, constant administration turnover, and a focus on money, not education, has been terrible for morale.
219	As above. Plus, it isn't helping that there are lots of rumors that the administration is going to push hard to limit retirement benefits in the next CBA.
220	No longer treated as 'colleagues' working with administration but employees who are being told to do a job
221	Same as above
222	Extremely negative experience with the promotion and tenure process.
223	see above comment
224	same as 16
225	I've been given conflicting info about P&T standards. Non-tenured faculty basically have no voice in decision-making. A number of changes have occurred in my dept over the past couple of years including the above that have led to this.
226	faculty shortage and retirements; faculty recruitment with current state of salaries; budget challenges; tenure challenges;
227	The lack of attention to non-STEM faculty and non-STEM fields is a critical problem for UD
228	More engaged and visible upper administration at UD.
229	Poor relationships between new and old faculty. Newer faculty more committed to independent research than teaching or service.
230	Too many task-forces, and too much corporate culture. Plus the CAS Deans office has become too large and hierarchical, and Watson has become too remote.
231	See #16
232	I read "Fall of the Faculty" by Benjamin Ginsburg, which made me understand what is happening at UD as part of a broader struggle , and helped put it in context. So the answer above is "improved" because of personal steps I have taken, and not because UD has changed in any significant respect in its treatment of faculty.
233	Faculty have less and less input regarding curriculum and policy issues.
234	I am a team player and try to do things that will help make the dept/college/univ better but the way things are run now, I enjoy my job less and less and that translates to less desire to put those aspects at the forefront of what I do.
235	I do not believe the distribution of workload is necessarily fair and I also believe that my salary is not reflective of my efforts.
236	I enjoy my work and try to ignore the ridiculous
237	Again, everything seems like a battle with the administration.

238	The University has many strengths on which to grow its excellence. Reasonable infrastructure, fairly flat management, dedicated teaching, increasing research.
239	Entirely cut off from communication by Interim Chair and Dean's office. Several Interim Chairs over a short period of time!!! Very difficult to get business done.
240	I see no accountability for anything except budget by deans and provost's office. I see instructors leaving and replaced by less expensive S Contracts to save money making UD into Wilmington University.
241	I enjoy what I'm teaching, even if I am .75FTE.
242	see my comments in #16
243	...
244	low pay even for award winning faculty because the union is too worried about protecting the ineffectual instead of rewarding the exceptional. Union - stop getting distracted by shiny objects (titles, cost of living increases) and focus on greatness.

## University of Delaware AAUP Survey, 2016, Question 27, general comments

19% response rate

#	Responses
1	The AAUP has been helpful to faculty since it became our bargaining agent.
2	When our department was in the midst of a search in which the Dean's office was not following typical procedure the AAUP was a valuable resource in terms of clarifying the CBA. I would like to see the union provide greater guidance/take a role on issues of faculty governance and workplace environment. I would like to see the AAUP take a clearer role in cluster hires which are conducted under non-transparent processes and have centralized power in administration. In my own department there are a lot of concerns about upcoming P&T cases and retaliation against our department. In particular, since our dean and associate dean has expressed a desire to change the direction of our unit I worry for the job security of colleagues. Even as a tenured faculty member I worry about my own job security and retaliation against my unit for speaking out. Would also like to see the AAUP take a strong role in developing title ix policies (where faculty input has been lacking) and in diversity issues on campus. Could also be greater clarity around issues involving FMLA where decisions are too dependent on leadership in individual units and I think faculty are not always informed about their rights/responsibilities. I think the
3	I wish AAUP were more active in protection of faculty against salary compression!
4	I sincerely hope the new president will have an enthusiastic approach to developing an inclusive CULTURE here. It's appalling how disengaged students are here, which has increased with the 30% level of Greek Life. I was NOT shocked that another white, middle aged male from engineering was hired. I think Nancy Taggart has been a HUGE improvement. She has interpersonal skills, writes humane and non-wonky emails to us all, seems to ENJOY interacting with students, is self-deprecating, and trusted by her faculty. With the changes to higher education and families seeking VALUE and RESULTS from their graduates, we will be again remiss if we do not make some substantial changes to our institution. PLEASE take this seriously and not just bring people of color to our campus and wonder why they "don't fit in" when we've made no effort to create an accepting and adaptable place for them to work or study.
5	I hope that in the next set of negotiations, the problem of rising health care costs comes up. Last year, what little raise I got was wiped out by the increase in health care.
6	I hope the AAUP will be upstanding and fight for both compensation/benefits and faculty rights. Letting Academic Analytics supplant peer review and academic judgement is a travesty. We should be including more vision and dental coverage and possibly adding hearing to the list. This is not the first provost to try to override faculty judgement and university past practice and you must challenge this approach. You can tell who I am from my demographics, but I am happy to express myself and offer any help I can give.,
7	I have been a member of the AAUP since coming to the university. However, when I agreed to serve as interim chair, I lost my membership eligibility. I don't know if my membership was automatically reinstated with my return to faculty status, or if I have to actively rejoin.
8	The AAUP is doing a very good job for our faculty. Thank you.
9	I appreciate the work AAUP is doing for us. Please continue to fight for our rights.

10	The AAUP has been a welcome and strong part of UD governance.
11	UD's chapter of AAUP suffers from a poor image in my department: only 2 or 3 members are in the AAUP.
12	The biggest issues that I have experienced so far are a lack of communication between the Dean, College, and departments, and rules that change or are applied at the convenience and discretion of senior faculty.
13	Over all, the University has been a very good place to work. I am glad to be a member of the AAUP.
15	Many of us would be sincerely grateful if the AAUP could raise the issues that are of concern to us regarding the Dean and the Associate Dean of the College of Arts and Sciences. Many faculty are worried to do this because the Dean's office has threatened them with retribution.
16	Dental plan has a cap that is tool low for covering orthodontics.
17	I am leaving the university
18	Is there a reason why faculty governance is in such decline? Is UD stronger or more profitable or more highly ranked as a result? I would like to know if there is a benefit to taking away our voice. Or is it simply so that mismanagement can go unquestioned? So that administrators can put a bullet point on their resume to get them their next job at another place.
19	Concerned that retirement benefits do not change from the current contract in any significant way.
20	The AAUP should insist that the University powers not completely transform the University into just another corporation instead of an institution of higher education with fewer and fewer tenure track faculty and more and more corporate managers who are committed to business and not genuine higher education and and the advancement of knowledge.
21	thank you for the work active members in governing bodies of AAUP do
22	Let's reduce the no. of administrators by a 1/3. Let's have only 2 associate provosts, 2 support deans, and less other administrators. Having separate Title IX and Diversity administrators is not necessary. One person could do both jobs. With all these administrators, what we get is more paperwork, more steps to get things approved, and more centralized standards. What ever happen to a small no. of administrators to support a large no. of faculty. Now we probably have double the administrators than 20 years ago. A budget of well over \$1B is something for a university that has 14,000 undergraduates. Hm . . . with tuition increasing about 6%-8% on the average for the last 5 years (except for the last year when tuition increase was around 1 % but some fees went up--such as parking), of the about 35% increase during this time, only about 8% went to increasing faculty salaries. Now we know how much faculty are respected at UD. Paying the past President over \$800,000 seems to be rather high for such a small university. We need some sanity back at UD in the way resources are allocated. Well,enough said - - - Hm . . . I need a President at UD that is real, for the students, for the faculty, for the
23	Please please negotiate for better salary raises. If we cannot get a raise above 1 or 2 % /year, it won't matter how great my dental benefits are etc. if I cannot build a decent retirement in this uncertain financial climate. THIS STARTS WITH SALARIES!
24	A note of thanks to the AAUP for providing an independent voice to the faculty. It's quite clear that without the union, the administration would have no qualms whatsoever about not consulting us at all. In regard to the morale issue, the administration should know that, because of administrative mishaps, the retention of talented young faculty has become a problem.
25	As a 20+ year faculty member at Associate Prof rank, I am making less than the average Assistant Prof salary. I don't think this is right.

26	I didn't understand the question about how I would like to be paid for my S contracts (by the class, or by the number of students). Clearly, I would like to be paid the way that generates the highest salary. The present system of paying by the student for online courses is fine EXCEPT that the # of students required for full pay varies depending on the College in which the course is taught. Full enrollment for Ag is 15 students; full enrollment for CAS is 25 students. Thus, an online instructor in Ag is paid about 60% more per student than an online instructor in CAS. This is questionable. Thank you to the AAUP team for your work on the contract! We appreciate your efforts negotiating on our behalf.
27	I want University should not discriminate any one there is lots of discrimination now at the University
28	The union needs to be more assertive with the administration. The last contract was terrible and AAUP must obtain better pay increases across the board for all faculty; fewer administrators (we are top-heavy with them) would be a step in the right direction as well.
29	It's unfortunate that this administration (referring to the Harker/Grasso/Douglass era) has viewed their relationship with the faculty as an "us against them" scenario. It's clear that they had no desire to engage faculty in any aspect of University governance. In addition, their fiscal management of the institution has been void of moral or ethical consideration of the faculty. Three years of a 1% salary increase for faculty in the face of almost \$500m of construction, no palpable capital campaign, and skyrocketing administrative salaries is demoralizing, especially when faculty at many of our comparator institutions have fared much better. Let's hope that the new President cleans house.
30	the AAUP needs to address the needs of tenure track junior faculty. The focus on CT faculty does not always serve the 75% of the faculty that are TT. This is particularly true for untenured tenure track faculty. The union also seems overly concerned with retirement benefits again, making it appear unsupportive of junior faculty. The union leadership needs to diversify. There are very few women in leadership positions. Also very little racial and ethnic diversity. There is little age diversity as well.
31	Thank you for all you do. I do think the retirement benefits are an important reason many people came to the university and have stayed at the university. Losing those benefits would be unfair to those who came, in part, because of those benefits.
32	I want to thank the AAUP for representing faculty interests and concerns in a thoughtful and proactive way.
33	Salary raises, certainly in this current CBA, and under Harker generally, seemed to lag. I hope the new CBA addresses this.
34	Please consider the pressures/disruption facing higher ed and the need for the University to be able to adapt to rapid change when negotiating this year. Many of my present dissatisfactions with the University stem from the strong sense of faculty entitlement and the onerous processes that faculty impose on one another through the arduous process of revising curricula to remain relevant.
35	Concerned about rumors of reducing retirement leave and benefits (from Provost)
36	No comments
37	Retirement benefits negotiated with current faculty shouldn't be allowed to decrease.
38	Why was there no question about retirement benefits?
39	The Faculty Senate has done an admirable job of pushing back against some of the most egregiously wrongheaded edicts of the Provost, but it can't do everything. The lack of transparency in the recent search for a new President, for instance, was a disgrace.

40	I am mostly concerned about losing retirement benefits at this point in my career. If the contract changes I am sure faculty will opt to leave before the new contract is initiated.
41	I appreciate the efforts of AAUP. Thank you for asking my opinion. I am proud to be a member.
42	The Board of Trustees cannot stand transparency. Open the finance books!!! The mission at UD is not excellence, it would be optimistic to claim we have an eye for mediocrity. Engineering is always given money and resources and have never carried their weight. Take \$50 million per year for 10 years out of the College of Engineering revenue and put it into Arts and Sciences and see who achieves? Engineering and Administration are propped up by 1) the wallets of students and parents who give nearly a household income every year to attend and 2) the hard work of faculty who actually earn their living with teaching AND scholarship. The hypocrisy of watching administration 'meet' goals by hiring minorities into second class teaching / CNTT positions where they cannot express a legitimate right to intellectual creativity is disgusting.
43	The AAUP needs to be concerned with academic excellence.
44	In contract negotiations I hope that the AAUP will not only consider retirement benefits of primary importance, but also consider the importance of fair salaries and benefits for mid-career faculty with families.
45	I have been an AAUP member since I first arrived here in 1979. The AAUP is important to the welfare of faculty and people who do not belong to the union are benefiting from collective bargaining without paying their fair share for such benefits. The AAUP leadership has done an excellent job and I look forward to continued excellence. Thanks for your good work.
46	I'm not ignorant to the huge challenges administration confront. I'm sympathetic. But there's a lack of transparency. Lies and broken promises are not uncommon. And there's a paternalistic "we know what's best of you silly faculty" approach that gotten worse. Then when faculty governance like sitting on search committees come down to a show where recommendations are ignored, it makes one less inclined to participate (maybe that's the point). Let's just say I hear the phrase "toxic climate" used regularly.
47	Cut administrative bloat, get the innovative and entrepreneurial spirit back that has served UDel so well before the fast-track administrators multiplied to turn this university in a corporate entity without any of the efficiencies often found in private businesses.
49	I think we should get rid of the retirement leave at UD; I don't think any faculty use it for scholarship purposes, rather they spend time with their grandchildren. It is expensive and keeps us from making other hires.
50	We are looking for ways to move all our projects so that they will be under another organization's umbrella. The bureaucracy and focus on \$\$ here has gotten completely out of hand. My students love me as a teacher and love my courses but at this point, my teaching days are over.
51	AAUP is critical for maintaining the integrity of higher education.
52	There is so little respect of the faculty by the administration that it is impossible to advocate for meaningful improvements in either student learning or research environment.
53	Keep up the good work!
54	Going forward in the negotiations for the collective bargaining agreement, educational benefits need to be revisited in terms of how UD declares eligible dependents to be more in line with the affordable care act.
55	Please address the sexual harassment issue in more constructive ways. It is an actual issue worth addressing, even if OEI's training was not the best response.

56	Please work hard to maintain the current retirement provisions including the year of 75% salary just prior to retirement as well as the formula for a kind of "bonus" at the end of the day.
57	In negotiations, merit raises should take precedence over cost-of-living raises and adjustments. Academia should be a meritocracy, and seniority should be less important (in whatever raises occur) than success/effort. This is especially an important issue for younger faculty!
58	Shared faculty governance here needs work. I would love to hear it defined and for deans to outline what it looks like.
59	Please, pay us for ind. study work and for directing undergrad thesis
61	I have been a member of AAUP since i started at UD. However, after the last two CBAs I am feeling disillusioned by the union's ability to negotiate outcomes that benefit the faculty's bottom line. In fact, depending on the results of the next CBA round i am willing to stop my membership. There was a time when people of high productivity and excellent teaching and service records received a 4 to 5 percent raise. Now, the same effort gets us barely above 1 percent. That's a recipe for massive salary compression for faculty. It's also a joke among us that our annual AAUP dues are the equivalent of anywhere from a quarter to a half of our colleague's raises.
62	I am concerned about the way the administration has handled new Title IX policies including efforts to mandate faculty training.
63	If you are going into negotiations, keep in mind there will be a mass exit of faculty in our department if both the administrative leave year and by out are changed to one or the other. We have accepted less pay for the benefits we came in with. We could have been making more in the private sector. Existing faculty should be protected from any change. I'd like to stay longer, but won't if it changes.
64	Administrators need to be audited on how they spend the university funds and on the impact of their work, instead of cutting support from educational activities and teaching resources. Accountability is not a priority anymore.
65	Our chapter of AAUP is one of the best things about this university.
66	I was a member of AAUP at another institution but didn't join at UD. I find the recent UD AAUP position on Title IX training and having non-tenure track faculty bear the same title as tenured and tenure track scholars to be perplexing and counter-productive. My first week on campus I read the AAUP's opposition to the opportunity for research expansion and decided that I would not join. The actions and positions taken since that time confirms my beliefs. AAUP should be fighting for more merit based pay so that successful and motivated scholars are rewarded, not for structural or inflation-based compensation.
67	School of Nursing is in bad bad shape. I don't see the AAUP helping to solve in ways they can
68	Please don't let the administration take away the final year sabbatical leave for retirees or the lump sum payment. Reducing or phasing it out for faculty hired after this spring is one option.
69	I have been thinking a lot lately about the advisability of the "up or out" tenure system, particularly in relation to gender equity in tenured professorial ranks. Many women do manage to maintain high productivity in the same years that they must bear and raise children, if they ever wish to do that. But this puts them under tremendous pressure (even those who succeed in running that gauntlet). It would behoove the university to give serious consideration to whether the current, longstanding tenuring process is essential to achieve academic excellence. I tend to think it is simply "what we have always done," and could be altered in ways that would accommodate a more diverse faculty, along various lines, without sacrificing quality (in fact, it might allow the university to retain some excellent faculty whom it loses to the constraints of this imposed system).

70	I was - now an administrator.
71	Please negotiate tough!
73	Please do not negotiate away any of the retirement benefits! This caused a mass exodus the last time in the school of nursing while there is a faculty shortage in nursing. We waist too much time and resources on recruitment of many people who end up not coming to UD. Let's work on retention of those we have!
74	Concerned that free speech rights be maintained at this university
75	AAUP needs to make a strong stand for faculty pay, benefits and return to a real shared governance model
76	I hope the new president returns the focus to education and discovery and does away with any budgeting paradigm that undermines the achievement of academics excellence. Academic programs should drive the budget process, not the other way round. Cleaning house at the top administration level would be a great start. We need leadership, not the pretense of leadership.
77	I am glad that you asked, but I have little expectation of change. Until Grasso and others go, we won't see improvement.
78	Many thanks to the courageous colleagues serving in the AAUP. I wish I would have the courage to fight openly, but my health does not allow me to do this at this time.
79	The administration has destroyed faculty governance at the university. Let us hope that the Provost and most of the deans depart soon -- and that our new president has enough sense to repair the damage (if that is possible). I will retire soon enough, but I feel particularly sorry for my junior colleagues.
80	please bargain hard! keep our retirement benefits (the year pay). increase merit.
81	The incoming President is still a complete unknown. Here it is March, and he still has not made any connections with ordinary faculty or any campus appearances to which any member of the community could come. He also has not issued any statements to the campus community. Maybe he doesn't want to overshadow Nancy Targett's last remaining months here, but maybe it's something else. Time will tell.
82	Most of the administrators under Harker have left or are trying to leave. This is the year for AAUP to get some concessions and improvements to faculty contracts. The outgoing administrators have little to lose in giving faculty a better deal. Plus, they owe us for the years of poor treatment. I want the AAUP to negotiate only on salary increases, and stop allowing the administration to force bargaining over benefits, S contract faculty, and other things that don't really affect our lives as much as our salary.
83	I hope that the new president will unite and mobilize the faculty to address the pressing issues of the school.
84	With a new president and a new CBA, I really hope we all feel promise and possibility for the university. I really think that we can as an institution be so much better, stronger and more satisfied with our work conditions if the administration was down-sized, streamlined and more in-tune with the faculty and students.
85	The questions on s-contracts are ambiguous. s-contracts are often used so graduate students gain teaching experience. This is a positive use of s-contracts.
87	I hope that the AAUP is planning to protect retirement benefits for senior faculty who are counting on those benefits.

88	Looking ahead to contract negotiations, I as a faculty member care about many issues and not just about salary. However, I have learned that Admin staff salaries are pegged to ours, so that they have not had raises for the last three years. I feel we have a responsibility to the Admin staff to pursue salary increases.
89	The s-contract question misses the point of our department's use of these---to augment teaching with external experts under the guidance of the faculty.
90	Thank you for the work that you!
91	please look at equal pay for women in rank -- the AAUP has the statistics. As we are promoted, the gap widens between sexes.
92	We are hopeful that the incoming president will be more faculty centered that what we have been experiencing the past 3 - 5 yrs.
93	UD is losing much of what made it a special place. While the growth in student populations, new programs and fundraising have all been positive UD has created an atmosphere where administrative fiat has become the norm. Hopefully the new president will carry on the positive steps Acting President Targett has instituted.
94	The categories for question 24 are poorly written. The first option should be "Less than five years", the second option should be "5-10 years", the third option "10-20 years", etc.
95	The dental plan needs an option to pay for higher coverage. I exhaust my coverage quickly and would gladly pay a higher premium for more. We should have this option. The vision plan is not accepted at LensCrafters so it is difficult to get emergency glasses. We need a plan accepted at more providers.