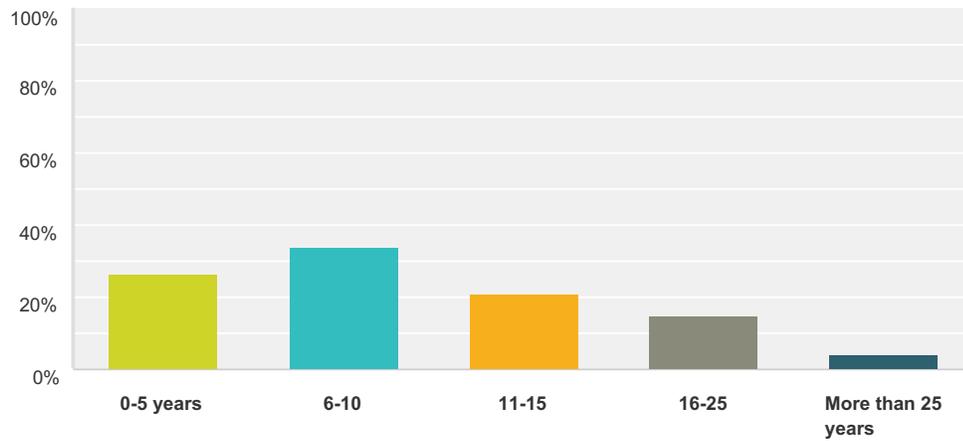


Q1 I have been a full-time faculty member at HCC for...

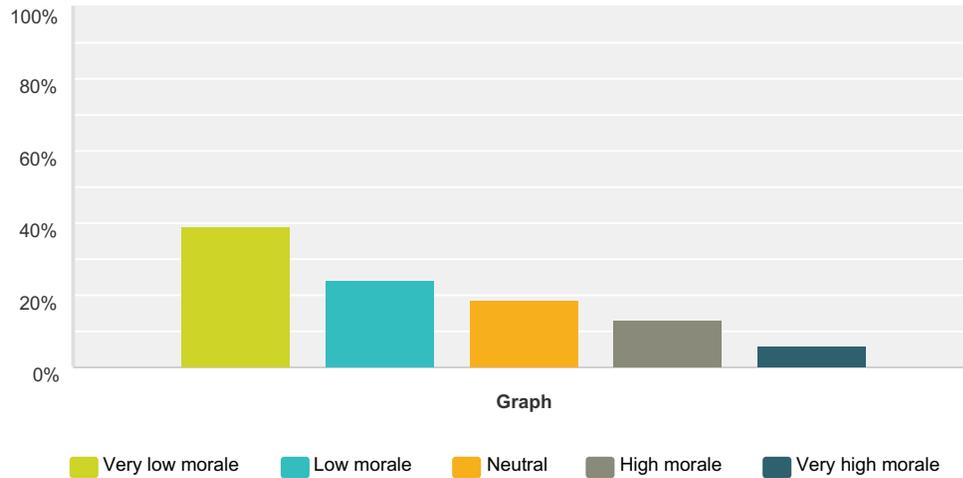
Answered: 236 Skipped: 1



Answer Choices	Responses	
0-5 years	26.27%	62
6-10	33.90%	80
11-15	20.76%	49
16-25	14.83%	35
More than 25 years	4.24%	10
Total		236

Q2 On a scale of 1 to 5, where 1 is very low morale and 5 is very high morale, how would you rate the overall level of your morale (as an HCC faculty member) at the present time?

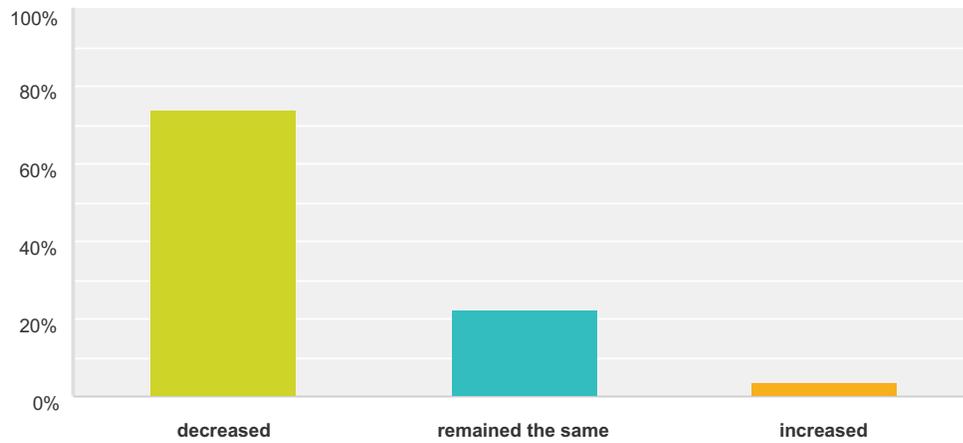
Answered: 235 Skipped: 2



	Very low morale	Low morale	Neutral	High morale	Very high morale	Total	Weighted Average
Graph	39.15% 92	23.83% 56	18.30% 43	12.77% 30	5.96% 14	235	2.23

Q3 Over the past five years, my morale at HCC has_____.

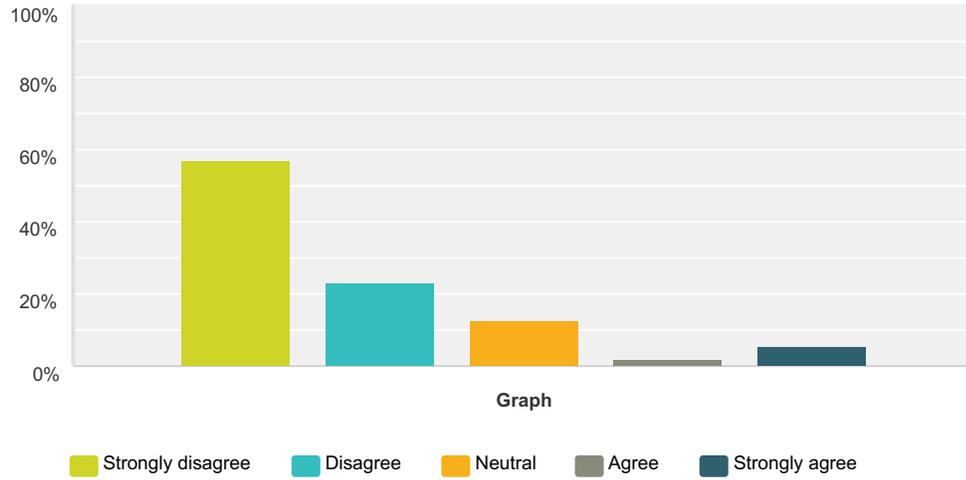
Answered: 233 Skipped: 4



Answer Choices	Responses	
decreased	73.82%	172
remained the same	22.32%	52
increased	3.86%	9
Total		233

Q4 Salary and benefits at HCC are sufficient to attract and fairly compensate highly qualified full-time faculty.

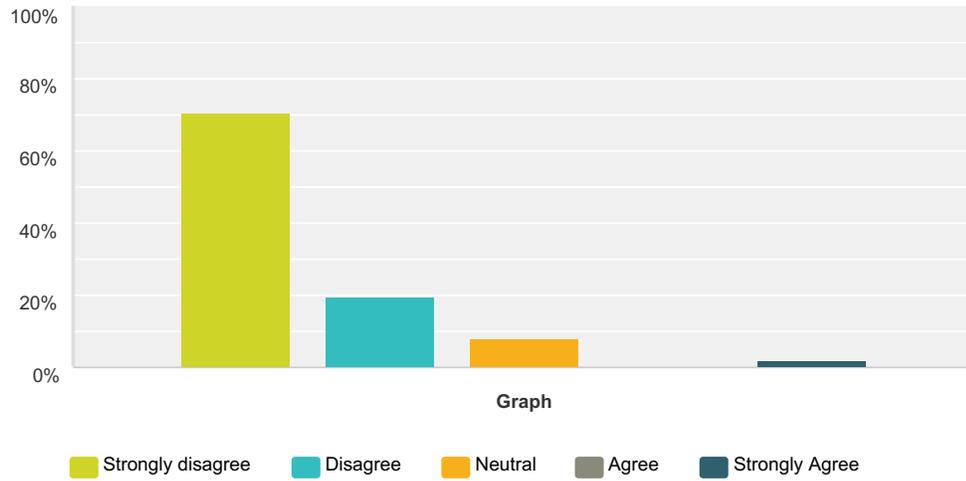
Answered: 236 Skipped: 1



	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total	Weighted Average
Graph	57.20% 135	22.88% 54	12.29% 29	2.12% 5	5.51% 13	236	1.76

Q5 Dr. Atwater regards faculty as a top priority.

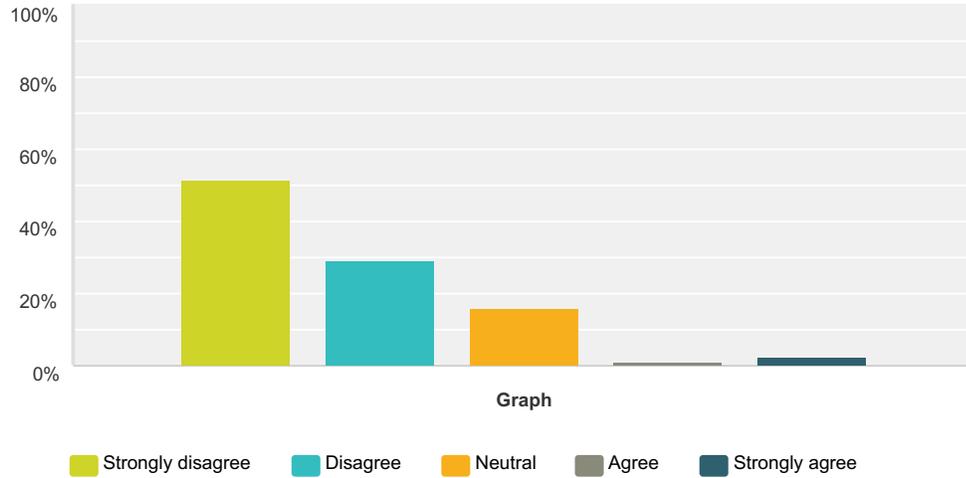
Answered: 232 Skipped: 5



	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Weighted Average
Graph	70.69% 164	19.40% 45	7.76% 18	0.00% 0	2.16% 5	232	1.44

Q6 Dr. Atwater and his Cabinet value the recommendations of the committees, councils, and task forces in which faculty participate.

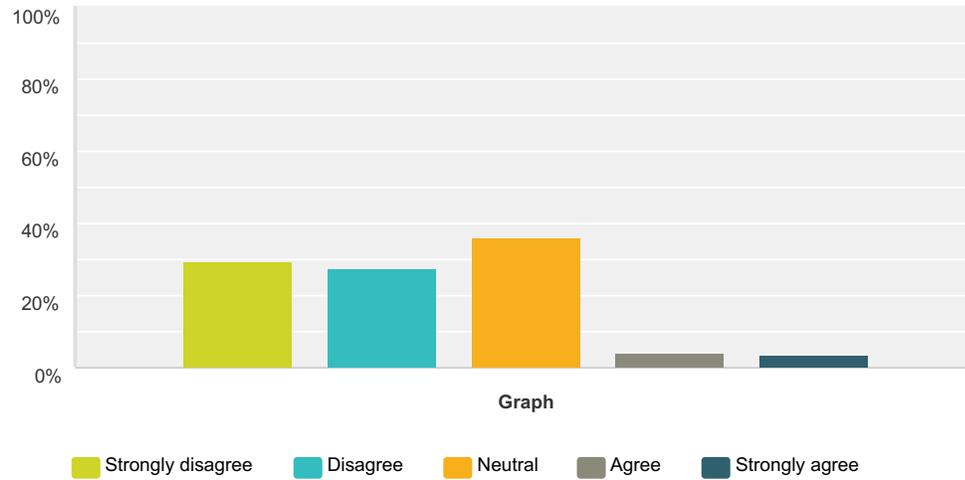
Answered: 234 Skipped: 3



	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total	Weighted Average
Graph	51.71% 121	29.06% 68	15.81% 37	0.85% 2	2.56% 6	234	1.74

Q7 Dr. Atwater and his Cabinet acknowledge and respect the academic freedom and intellectual property rights of the faculty.

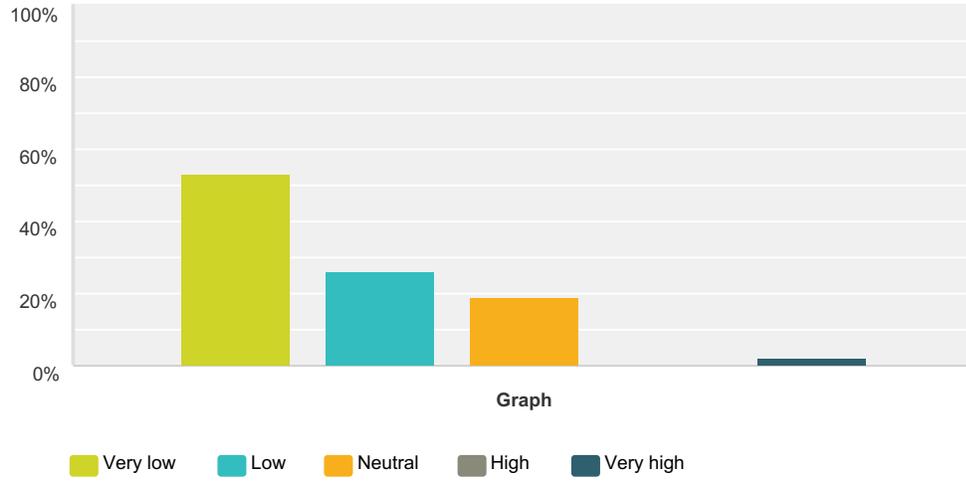
Answered: 232 Skipped: 5



	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total	Weighted Average
Graph	29.31% 68	27.59% 64	35.78% 83	3.88% 9	3.45% 8	232	2.25

Q9 On a scale of 1 to 5, where 1 is very low and 5 is very high, how would you rate your satisfaction with Dr. Atwater's leadership at HCC?

Answered: 234 Skipped: 3



	Very low	Low	Neutral	High	Very high	Total	Weighted Average
Graph	52.99% 124	26.07% 61	18.80% 44	0.00% 0	2.14% 5	234	1.72

Q10 Comment box

Answered: 89 Skipped: 148

#	Responses	Date
1	I have been at the college for 10 years and my base pay salary has increased by only 5000 dollars. New employees make more money than I do. I am looking else where for a position that will pay me more and appreciate my talents.	10/2/2015 5:04 PM
2	Full time and adjunct pay need to be addressed if HCC wants to remain a high quality educational institution.	10/2/2015 2:56 PM
3	My biggest beef is this: Low pay, no cost of living increase, and failure of Atwater to lead the One College Initiative yet still get his pay raises	10/2/2015 1:14 PM
4	Dr. Atwater is stalling implementation of any salary increases for faculty.	10/2/2015 9:31 AM
5	My decreased morale at HCC extends beyond the college president and encompasses the weak leadership permeating individual campuses.	10/1/2015 11:41 PM
6	I fear that it will take the college years to recover from Ken Atwater's tenure.	10/1/2015 9:50 PM
7	Time for a change	10/1/2015 7:39 PM
8	Dr. Atwater seems like a typical politician. Talks a lot but says little. Out for himself and his next pay raise so he can go golf more or whatever he does.	10/1/2015 5:27 PM
9	I am a graduate of HCC from 1986 and am very proud to work here. Dr. Stephenson always had such a respect for the faculty and staff and when you made an appointment to speak with her she made you feel as if what you said mattered and was true to her word, meaning if she was to get back with you regarding something she did. Dr. Atwaters on the other hand, will allow you to make an appointment with him, but when you meet he completely tells you that what you are saying is not correct. He needs to gwet off the golf course and be about HCC business. Our community stakeholders do not hold him in high regards and I am told many times "What are you guys doing over there at HCC!!!!". I think he needs to go and his recent missing of faculty meetings could well represent he is out there searching!	10/1/2015 4:23 PM
10	Dr. Atwater isn't fooling anyone -- from the start I saw right through him easily to know he's a charlatan. As for the College as a whole, I am progressively more dismayed with each passing semester over deceptive tactics and cover-ups and trickery in day-to-day operation. My Dean is involved in them (MANY examples), fellow faculty members participate in them, and I'm entirely cynical about the possibility for an honest, upright work climate.	10/1/2015 2:12 PM
11	Face to face discussions would be a plus.	10/1/2015 1:47 PM
12	Talk of raises doesn't equal financial gain.	10/1/2015 1:09 PM
13	President Atwater's leadership failures have diminished the college's reputation and lowered faculty morale, which will lead to lower enrollments and lower student success and retention rates.	10/1/2015 10:59 AM
14	My feeling is that faculty is a VERY low priority for the administration, whether it is communications concerning the new tenure reaffirmation process or upper administration recognizing not only contractual jobs well done but extra-contractual projects that benefits the college are mostly ignored. (It is difficult to proofread in this format.)	10/1/2015 7:28 AM
15	Dr. Atwater needs to resign	9/30/2015 9:57 PM
16	The leadership is the worst it has been in many years under Atwater.	9/30/2015 5:11 PM
17	I have been a faculty member for just a small time. However, in that couple of years I have only seen Dr. Atwater one time. When he spoke, he evaded every question the faculty asked. Since then, he has been absent from every college event I have attended. I expect more from my leadership. If he wants engagement in our community, he needs to engage with us. Major disappointment.	9/30/2015 5:10 PM
18	I must admit that I do not know much about Question 6, but Dr. Atwater's lack of attendance at various meetings and other functions is a red flag in that regard. I truthfully do not know what the answer to Question 7 is; I wish that there was a choice of either Don't Know or No Opinion. It must be noted that soon after arriving at HCC, Dr. Atwater scheduled his Q&A on each campus during the morning of final exam week, which is the most inconvenient time for faculty and students to attend, then he quit doing this altogether.	9/30/2015 5:04 PM

19	The only time I have ever seen Dr. Atwater on my campus has been during his interview process and the very few meetings he held at the campuses to listen to faculty. I believe those stopped quite early in his tenure. I feel he truly does not grasp how HCC/what it offers to students as he consistently tries to hire outside consultants to do work that we have been given millions of federal dollars to develop and implement programs on our own. Additionally, I have seen zero initiative to ear mark monies to keep these federally funded initiatives running in a timely manner. He defers to Craig Johnson on almost any question that he is asked at the college meetings that he manages to attend. I am additionally tired of receiving his letters praising OIT to the hilt for fixing problems that OIT themselves created while giving absolutely zero acknowledgement to the staff and faculty on all campuses who had to work late and perform miracles (without extra pay) to make things better for students. Not. One. Word. His feet (and those of all campus presidents) should be on the ground at every campus available to students all day for the first weeks of each semester to see how things work. Finally, I am sure he has no idea who I am at all. Dr. Stevenson might not have known my name, but she knew my face, which department I was in, and what my department did. I have zero confidence that Dr. Atwater is on my side in any way, shape, or form.	9/30/2015 5:00 PM
20	Dr. Atwater is a poster child for the Peter Principle. He has consistently broken promises he made to faculty and has an obvious contempt for us "Garbage Collectors.	9/30/2015 4:53 PM
21	It's time for him to go!!	9/30/2015 4:37 PM
22	Ya know, a job is a job when many others don't have one	9/30/2015 4:31 PM
23	How much of what we are experiencing at HCC (and other public educational institutions) is the result of the continuing attacks on labor (that began about five years ago)? Would also like to thank FUSA leadership for all you do. Think it can not be easy to stand up for human rights in our current environment.	9/30/2015 4:09 PM
24	thank you FUSA for the work you do	9/30/2015 3:59 PM
25	The only change since his arrival is that things have gotten worse.	9/30/2015 3:57 PM
26	This is a disaster. It is a forum for some useless elements who are still angry with the president over the fight between Clusters 1 and 2. Evidence? See question 6. This is from Desmond Sawyerr.	9/30/2015 2:50 PM
27	FUSA is one of the main problems today at HCC. You make us look unappreciated when always addressing economic issues. What about retention, success, completion, and transfer? Non-negotiable! Then we need a senate to address all faculty concerns. By the way, this one-sided leading survey is illegal. FUSA does not represent the concerns of all faculty members and I will make a case to the Board of Trustees.	9/30/2015 2:25 PM
28	As a faculty member I feel disregarded (or second hand, at best). Our salaries should be increasing at 3% MINIMUM per year (per COLA). You can only attract/retain the best faculty by increasing salary to fair market value. "You get what you pay for!"	9/30/2015 1:31 PM
29	Dr Atwater is not progressive, and kept HCC behind all other community colleges - one example the resistance to bachelor degrees	9/30/2015 1:27 PM
30	I have heard some say that the position of president at HCC is merely a fundraiser and figurehead. I hope that is not how the Board thinks, but even by that low bar, Dr. Atwater has been negligent. I was shocked that he did not show up for fall in-service and other events.	9/30/2015 1:24 PM
31	College needs make use of in-house talent with product contracts. This would help morale	9/30/2015 12:50 PM
32	When faculty are appreciated it is demonstrated in their compensation, their environment, and in their morale; when appreciation is not communicated, morale is low and people feel devalued, particularly when they are among the lowest paid of all 28 community college faculty in the state system.	9/30/2015 12:49 PM
33	His behavior has changed considerably from his first and the beginning of the second year through now. Less interactive and his responses to questions appear disingenuous.	9/30/2015 12:35 PM
34	The college has declined in several ways under his leadership from faculty turnover, quality of student services, to matriculation and faculty salary. I hope that he does not hope for this to be his legacy.	9/30/2015 12:28 PM
35	I plead the Fifth.	9/30/2015 12:03 PM
36	Dr. Atwaters seems to actively avoid engaging with faculty. Feedback and recommendations from taskforces and committees are ignored and disregarded if they conflict with Dr. Atwater's desires. His solution is to create another committee or taskforce or hire a consultant.	9/30/2015 10:18 AM
37	Our Cluster tried to meet with Dr. A. and could never get an appt.	9/30/2015 8:23 AM
38	I don't know the job description for Dr. Atwater, therefore I can not judge if he deserves a raise or if he is meeting the standards outlined in his position. Is it possible to get a copy of the job description and duties outlined for a campus president? Thank you!	9/30/2015 7:33 AM

39	We are constantly led to improve ourselves professionally through various methods. In several areas we are then 'measured', graded, and quantified. We are then expected to apply an introspection of ourselves for future improvement. Starting at the top, administration should apply the example as well. One thing that I have witnessed over-and-over from this president is that when addressed with a critical analysis, his first reaction is to 'snicker' and laugh before sometimes dismissing the point.	9/29/2015 9:27 PM
40	Hope we're able to have a person in the role who appears more committed to HCC.	9/29/2015 6:14 PM
41	I respectfully think that this newsletter and survey should have been released at least a week after the mother of Dr. Atwater's life partner died.	9/29/2015 5:05 PM
42	Worst president in the history of Florida community colleges.	9/29/2015 4:44 PM
43	-such a disappointment.	9/29/2015 2:07 PM
44	A motion of no confidence	9/29/2015 1:38 PM
45	He needs to go...	9/29/2015 1:12 PM
46	I'm not sure what Dr. Atwater is interested in, but he's not connected to the college or concerned about students-- other than our passing them to make him look good. I don't know how the hiring committee could have foreseen this fiasco, but that it what he is.	9/29/2015 12:39 PM
47	Dr. Atwater is not actively involved with the college staff and faculty. He has hurt the reputation of Hcc in the community and he's failed at getting us funding.	9/29/2015 11:23 AM
48	Dr Atwater is the embodiment of an absentee leader! He collects a paycheck for being a figurehead, nothing more. I cannot identify a single improvement nor a significant change at HCC during his tenure other than a decrease in moral of the faculty!	9/29/2015 9:07 AM
49	I have been at the college 2 yrs and regret my decision to work here. There is definitely a culture of unaccountability here at HCC across all ancillary departments and it's obvious to me that it is due to poor leadership. I wholeheartedly believe he is far more concerned with traveling and showing off his position than actually serving in it.	9/29/2015 8:54 AM
50	I have no confidence in Dr. Atwater to lead the college. It is time for him to find a new ship to steer.	9/29/2015 8:24 AM
51	We need a new president that cares about both students and faculty, and understand the importance of both!	9/29/2015 8:23 AM
52	Dr. Atwater needs to move on before he causes more damage.	9/29/2015 8:21 AM
53	The president is an embarrassment to HCC.	9/29/2015 8:19 AM
54	Our college has been suffering from a significant lack of leadership for many years.	9/29/2015 12:14 AM
55	My entire career of 23 years has been as a faculty member in higher education and in that time I have worked under 5 college presidents. None of them has been more lacking in substance, bereft of intellect, and personally disengaged than Dr. Atwater is. He has proven he can not be trusted and is incapable of leading. HCC can NOT afford to tolerate much more of this man!!!	9/28/2015 10:24 PM
56	Dr. Atwater is far removed from the campuses, the faculty, and the students. He makes no effort to connect. He appears to be very self- serving.	9/28/2015 9:29 PM
57	It was difficult to answer some of these questions. I would need some comprehensive information about how he prioritizes faculty in comparison to other aspects of community college business in order to comment on question five. To answer question six, I would need a list of recommendations of the committees, councils, and task forces in which faculty participate along with a list of which recommendations Dr. Atwater and his Cabinet have carefully considered (my interpretation of "value") or not. I do not have any information with which I can validly answer the seventh question. Due to the lack of information I have available to answer several of these questions, it is not ethically possible for me to rate my satisfaction with Dr. Atwater's leadership at HCC.	9/28/2015 7:18 PM
58	Dr. Atwater always tells us at In-service or other meetings (when he attends) how valuable the faculty is, what an asset we are, etc.but he never seems to want to reward us with salary increases. He always has other priorities where he wants to spend the money. Many faculty that I have spoken with are very dissatisfied with the way we are being treated. He is an embarrassment when he speaks at graduation (I assume when he speaks in public elsewhere), and at In-service, etc..with his mispronunciation of words. At meetings he never answers a question, just goes around in circles and frequently repeats himself.	9/28/2015 7:15 PM
59	In addition to his disregard for faculty, he seems ill informed regarding college policies, programs or procedures. At meetings he always relies on others to answer questions. I do not have strong confidence in his leadership.	9/28/2015 7:02 PM
60	If you incorporated adjuncts, you could rule the school.	9/28/2015 7:00 PM
61	Always wonder if things would be better if the leaders' offices were on a campus.	9/28/2015 6:02 PM

62	He certainly does not lead be example. Anyone that could accept a \$60,000.00 raise for himself while denying raises for his minions is deserving of a low morale and lack of support.	9/28/2015 5:47 PM
63	During his time with HCC, I have not seen any improvements in our systems or moral. I have witnessed a decline in our standards, communication, and reputation as an institution decline. There has been no axcountability. Faculty were hopeful at first but there has been no progress. We are in a worse place now than when he took over. Time to make changes. I am proud to be a part of HCC but that won't be the case if we continue this way. What does it say when faculty would not want their own children to attend HCC?	9/28/2015 5:39 PM
64	HCC is among the largest community colleges in Florida, yet a the low end of the salary charts. The majority of faculty have extended themselves in a tenure process that is insurmountable and we have succeeded. Faculty proved themselves as exceedingly dedicated to the students and HCC as a whole and have received little to no compensation for our extreme dedication. While, the President of HCC receives a raise in one year that is more than half of what faculty earn in a year. There is NO 'one college' under this President. The faculty are at their lowest morale witnessed in years.	9/28/2015 5:31 PM
65	He needs to be replace by a College President who listens to, supports, and respects the faculty more.	9/28/2015 5:08 PM
66	Atwater is invisible to the students and faculty. He seems much more interested in enhancing his national reputation than enhancing the functioning of the college. He is very inept as a leader. I miss the class and the style of Dr. Gwen Stephenson.	9/28/2015 5:03 PM
67	Following Dr. Stephenson's engagement with faculty and studens, Dr. Atwater has been a immense "let down". He promised so much in his vying for candidacy, but he is absent the majority of the time for important events and in bargaining with faculty benefits and pay--which he promised in his candidacy speeches. He got his job, and then he began to just grin and disappear!	9/28/2015 5:01 PM
68	I have worked on several committees for the purpose of developing "one college" with no support or implementation college-wide. It is apparent that our president needs help with this plan by an outside consultant whose pay comes from Atwater's salary.	9/28/2015 4:59 PM
69	Morale at HCC is the worst I have seen in my 20 year career.	9/28/2015 4:55 PM
70	Every year by the end of Summer I organize the Graduation and Pinning and ceremony at the Dale Mabry auditorium. I have run out of hopes that one day the School president or one of his cabinet members will attend to this ceremony. About 200-250 people -parents and all our volunteer clinical instructors and administrators participate in this event, I would like more involvement of the school administration in this type of activities to show that they really care, not only to the students but to the community in general. Actions speaks louder than words!	9/28/2015 4:55 PM
71	We need to request a vote of no confidence	9/28/2015 4:48 PM
72	not only is dr. Atwater a poor leader, he allows poor leadership ineptitude of his administrative subordinate.	9/28/2015 4:45 PM
73	Atwater lacks every quality a good leader possesses.	9/28/2015 4:44 PM
74	I do not feel as though Dr. Atwater has done much to raise the profile of HCC in the community. His absence at campus events is telling. His pronouncement that we are one college could not be further from the truth.I have little or no confidence in his leadership.	9/28/2015 4:44 PM
75	"Students don't pay to fail." -- Dr. Atwater admonishing faculty on passing rates at one of the last IAC meetings he showed up at	9/28/2015 4:31 PM
76	Dr. Atwater has not demonstrated that he is a leader who cares about the students, staff and faculty of the our college. He talks about it a lot but does not act on his words. Actions speak louder than words.	9/28/2015 4:31 PM
77	Who is Ken Atwater? Unless you visit District you will not see him. Even then, one may seem him for only a fleeting second as he holds faculty in extremely low regard. He is by far the worst and most unsuccessful presidentin the history of HCC.	9/28/2015 4:28 PM
78	This College President is totally disengaged and does not show any support for the HCC faculty.	9/28/2015 4:04 PM
79	More pay for adjunct faculty please. :)	9/28/2015 4:01 PM
80	I am also dismayed at the inability that Dr. Atwater has demonstrated to articulate his thoughts clearly.	9/28/2015 3:59 PM
81	Focusing completely on the classroom, I have given up trying to be involved in college committees, except at the minimum requirement. I don't always need support from the administration, but I don't appreciate them throwing up roadblocks at every turn.	9/28/2015 3:58 PM
82	I am considering other job options due to a feeling of disrespect and dissatisfaction with pay.	9/28/2015 3:58 PM
83	Considering leaving a tenured position due to financial concerns	9/28/2015 3:54 PM

84	Dr Atwater is an embarrassment to HCC	9/28/2015 3:54 PM
85	If you had asked me 10 years ago, I would have said I would be at HCC until my retirement in old age. Now, I am considering not only leaving HCC but the profession of teaching altogether. I have never felt less appreciate than I have at HCC for the past 5 years.	9/28/2015 3:45 PM
86	No confidence in him at all.	9/28/2015 2:41 PM
87	No confidence in Atwater for anything.	9/28/2015 1:37 PM
88	I have no confidence in Dr. Atwater's leadership.	9/28/2015 1:36 PM
89	It is time - well past time- that the Board be made aware of the caliber of "leader" they have anointed.	9/25/2015 10:03 AM