

CAMPUS CLIMATE SURVEY QUALITATIVE DATA REPORT 2016

Q2—Please specify any additional suggestions/comments regarding workload within your immediate work environment or at CSU

292 No work/life balance

- Workload too heavy
- Staffing shortage, positions left unfilled
- Tedious hiring process
- More work for less pay
- Too much responsibility passed down from central offices to departments
- Workload unfairly distributed
- Assigned to other areas due to staffing issues leaving my area short staffed
- Quality suffers
- Unable to take accrued time off
- Feelings of burnout and frustration
- Lean/mean institutional culture unhealthy

17 Work/life balance encouraged

43 Lack of accountability

- Employees not held accountable for poor job performance
- Employees not held accountable for unprofessional behavior
- Strong employees are overburdened
- Inconsistency in how staff is treated (salary, benefits, fringe benefits)
- Preference given by employee classification = Faculty/Administrative Professional/State Classified
- Favoritism/nepotism

43 Lack respect

- Marginalized
- Not appreciated
- Unable to share ideas or suggestions
- Lack of raises suggests lack of respect

37 Supervisor/manager concerns

- Weak management skills
- Unclear about priorities, goals and objectives
- Exhibits unprofessional behavior
- Unrealistic expectations

- Delegates too much
 - Provides little or no communication
 - Does not help take pressure off employees
 - No advocacy
- 8 Supervisor/manager strengths
- Excellent management skills
 - Supportive/advocate
 - Communicates well and frequently
 - Helps staff achieve work/life balance
 - Encourages and provides growth opportunities
- 24 Service work/teaching
- Unfair distribution of service work/teaching load
 - Service work not assessed or rewarded
 - Service work primarily assigned to women
 - Service work is a waste of time
- 15 Budget
- Can't pay competitive wages to hire or retain talented employees
 - Expectation to do more with less is getting old
 - Too many budget cuts
 - Required to implement new programs without additional resources
 - Compensation not equally distributed
 - Administration gets raises while faculty/staff salaries remain stagnant
 - Job description rewritten resulting in lower pay with same responsibilities
- 11 Lack efficiency
- Outdated policies and procedures
 - Outdated facilities
 - Outdated equipment and tools
 - Outdated technology
 - Too many meetings or meetings without clear purpose
 - Poorly written procedures
- 10 Communication concerns
- Don't have time to communicate
 - Hierarchical and concerned about who communicates with whom
 - No opportunity to provide input

- Not open to diverse opinions
- 4 No advancement opportunities
- 33 Positive experience

- Love working at CSU
- Great colleagues
- Enjoy the variety of my job
- Everyone carries their weight
- Appreciate training opportunities
- Extra hours are part of the job
- Extra work is by choice

Q5—Please specify any additional suggestions/comments regarding respect within your immediate work environment or at CSU

- 126 Lack of respect

- Do not feel respected
- Marginalized
- No advocacy
- Teaching not valued
- Salary inequity and lack of raises
- No advancement opportunities
- Lack of respect for women
- Leadership source of disrespectful behavior
- Faculty source of disrespectful behavior
- Overworked culture contributes to hurried behavior which may give impression of disrespect

- 77 Inequity

- Inequity based on classification hierarchy = Faculty/Administrative Professional/State Classified
- Inequity based on division, college, department or office
- Inequity based on gender
- Inequity may include one or more of the following: salary, raises, distribution of work, benefits, fringe benefits, value and acknowledgement
- State classified are treated like second class citizens
- Concern regarding move to change state classified positions to administrative professional
- Favoritism
- Poorly defined job descriptions that contribute to uneven distribution of duties

- 43 Supervisor/manager concerns

- Poor management skills
- Fosters negative environment
- Always gone
- Assigns duties outside job description without promotion, salary increase or training
- Takes credit for employee work
- Unethical behavior
- Unprofessional behavior (i.e. divisive, secretive, disengaged)
- Does not advocate for employees

17 Supervisor/manager strengths

- Strong advocate
- Positive role model
- Clear communicator
- Creates positive environment
- Encourages professional growth
- Wonderful to work with
- Supervisor is a strong advocate but undermined from above
- Supervisor provides positive environment even when surrounded by negativity

30 Lack of accountability

- Accountability inconsistent or lacking for poor job performance
- Accountability inconsistent or lacking for unprofessional/unethical behavior
- Evaluation methods vary within department
- Favoritism
- Anger and frustration that unethical behavior and poor job performance issues are not dealt with

18 Toxic environment

- Bullying
- Made to feel humiliated
- Inappropriate physical contact
- Sexist arrogant behavior
- Senior faculty support male colleagues who abuse women and non-tenure track faculty
- Racist/sexist comments
- Inappropriate language

13 Non-tenure track, adjunct, special, contract employee concerns

- Salary inequity
- No advocacy

- No benefits
- No job stability
- Not given a voice

9 Communication concerns

- Poor or lack of communication
- Discouraged from providing input
- Suggestions overlooked and ignored
- Inappropriate email conversations
- Communication is getting worse as workload increases

38 Feel respected and CSU is supportive and positive

Additional suggestions/comments/requests for guidance

- Need anti bullying policy that protects against faculty and leadership which is the source of demeaning behavior
- Need to deal with unprofessional behavior and poor job performance quickly and with consequences to reduce incidence
- Need more rigorous evaluation of tenured faculty
- Now that there is movement towards equity, diversity and inclusion, senior faculty need to get on board with the mission
- Need guidance regarding expectations for responding to emails during the evening and weekends

Q7—Please specify any additional suggestions/comments regarding leadership within your immediate work environment or at CSU

108 Lack of accountability

- No or minimal accountability for poor job performance
- No or minimal accountability for unprofessional, uncivil or unethical behavior
- Favoritism/nepotism
- Inconsistency on how people are treated (salary, benefits, fringe benefits, work assignment)
- Policies and procedures to deal with poor performance/behavior are cumbersome and time consuming
- Tenured faculty have little or no accountability

101 University leadership

- Focus on wrong priorities
- Do not improve mission of higher education
- Have no clear strategy or direction to meet mission

- No shared governance
- Not transparent
- Not accountable
- Get raises while faculty/staff salaries stagnate
- Only concerned about increasing enrollment and tuition dollars
- Does not consider input from on or off campus constituents
- Exhibits unprofessional/unethical behavior

75 Supervisor/manager

- No shared governance
- Not transparent
- Inconsistent in evaluation methods
- Makes decisions without input
- Creates negative work environment
- Favoritism
- Indecisive and ineffective
- Exhibits unprofessional/unethical behavior

47 Inequity

- Inequity is not being addressed
- Salary and benefits inequity exists by gender, race/ethnicity, job classification and department
- Fringe benefits (i.e. working from home, flex schedule) inequity exists by job classification
- Pay not commensurate with workload or level of responsibilities

19 Communication

- Weak or minimal communication
- No communication
- Input discouraged
- Emails too long
- Uncomfortable political discussions in workplace

41 Positive feedback

- Leadership is good, logical and organized
- Solid, visionary leadership
- Diligent effort to communicate
- Provides a safe and open place for all people
- Making improvements regarding equity
- More transparent

Additional suggestions/comments/requests for guidance

- Need more efforts toward equity for women
- Provide feedback and statistical information about corrections made regarding concerns raised on survey
- Email communication needs to be direct—bullet points followed by easily understood descriptions
- Evaluate who has been chosen for leadership positions taking into consideration diversity, inclusiveness, ethical behavior, job knowledge and performance, model behavior and contributions
- Bigger is not always better—quality education at a reasonable price is more important

Q12—Please specify any additional suggestions/comments regarding search committee/process within your immediate work environment or CSU

90 Search process conduct

- Biased and unfair
- Favoritism/nepotism
- Can't speak out about bias
- Opinions not valued
- Candidates coached
- EO coordinator does not understand their role
- Inconsistency among EO coordinators
- Concerns not raised when applicant pool lacks diversity
- Minimum qualifications may ensure a limited applicant pool
- Minimum qualification are written to target a specific person
- Where position announcements are posted may limit diverse applicants
- Positions are not advertised and are filled based upon favoritism/nepotism
- Correspondence not sent to unsuccessful candidates

62 Search procedures/process

- Broken
- Cumbersome and time consuming
- Take too long to complete
- Positions take too long to fill causing the burden to be taken up by already overworked staff
- Exceptional candidates are lost because the process takes too long

23 Hiring authority

- Does not take search committee recommendations into consideration
- Search committee list of qualified candidates rejected and told to start over

- Hires a much less qualified candidate
- Feels like a total waste of time when recommendations are ignored
- Refuse to be on a search committee because search committee recommendations are ignored

27 Positive feedback

- Good process with good outcomes
- Strong chair and committee ensured a fair search
- Strong training program
- Positive experience with EO coordinator
- Effective and fair
- Search committee respectful in disagreement

Additional suggestions/comments/requests for guidance

- Include external community on search committees
- Need more training to avoid bias/discrimination in search process
- Implement blind review methods to counter bias
- Allow State Classified to serve as EO coordinators
- Reward search chair/committee members

Q12—Please specify any additional suggestions/comments regarding physical campus environment within your immediate work environment or CSU

110 Building and grounds

- Entire building needs to be demolished and rebuilt
- Needs updating
- Roof leaks, paint is peeling, carpet worn and buckling
- Poor lighting in hallways
- Feels unsafe at night
- Inadequate for a R1 institution
- Inaccessible buildings (i.e. no elevators, doors too heavy)
- Old, unkempt buildings are demoralizing to staff and present a negative public image
- Hallways and corridors are crowded
- Lack exits at end of building or stairwell
- Need breakrooms
- Need better upkeep of roads and sidewalks
- Improve snow removal
- Snow season adds additional risks to all people and more so for people who use wheelchairs, crutches and other devices
- Lack of lighting on south and west side of campus
- Some areas of campus feel unsafe because there is inadequate or no outdoor lighting

93 Office space

- Lack of office space
- People are crowded into cramped and noisy spaces
- Lack of privacy
- No or minimal confidentiality (problematic for positions/situations requiring confidentiality)
- Lack of space requires department staff to be spread out across campus causing inefficiency and isolation
- No permanent work space and must move around continually
- Congested work space is inaccessible to people with disabilities
- Poor lighting
- Lack of natural lighting
- Substandard furniture
- Ergonomic needs not being addressed
- Equipment, tools, software, hardware is outdated and unreliable
- Quality of office space and furniture and equipment needed to preform job duties depends on status (classification/college/department/office)
- Feel undervalued due to poor work environment

60 Parking

- Not enough parking
- Parking permit too costly
- Pay premium price for permit and still can't find parking
- Must park too far
- Safety concern after dark when parking far away from office
- Need better lighting in parking lots

46 Heating, ventilation and air conditioning (HVAC)

- HVAC system old and ineffective
- Climate control problems - too hot or too cold
- Air quality poor
- Air vents not cleaned
- Noise from HVAC makes it hard to concentrate

34 Bathrooms

- Inadequate number of bathrooms
- Need updating
- Some bathrooms are not set up to meet the needs of people with permanent or temporary disabilities
- Need more gender neutral bathrooms

- 22 Safety concerns
- Concern about asbestos abatement
 - Concern about toxic black mold in work area
 - Mouse droppings on desk
 - Performing job duties with unsafe equipment
 - Bike/pedestrian/car collisions a constant risk

19 Lactation facilities and policy lacking

14 Construction

- Disruptive
- Dangerous
- Creates problems for handicap access
- Stop new construction and take care of existing facilities

24 Positive experience

- Creating physical environment that is inclusive and collaborative
- Positive work space
- All tools needed to perform job are provided

Additional suggestions/comments/requests for guidance

- Send text/email messages about street closures due to construction or other events
- Encourage alternative transportation by providing shower/locker rooms, secure bike parking (too many bikes are stolen) and the ability to buy a daily parking pass at a reasonable price
- Design work space to promote collaboration for teaching, learning and working

Q16—Please specify any additional suggestions/comments regarding diversity and inclusion within your immediate work environment or at CSU

183 Diversity and inclusion concerns

- Not enough diversity on campus
- Diversity initiatives seen only as politically correct, all talk and no action
- Witnessed or experienced discrimination
- Inequity and bias against women in salary and leadership opportunities
- Age basis of unfair treatment
- Intolerance based on religion
- Intolerance based on conservative views
- Job classification basis of unfair treatment
- Parental status basis of unfair treatment
- Bias based on socioeconomic status

- Some of campus inaccessible to people with disabilities
- Concerned about performing job duties for fear of being seen as discriminating against diverse populations
- Supervisor/manager fosters a hostile environment, not a safe place to bring up concerns
- Lack of accountability for unprofessional behavior
- Diversity defined too narrowly
- Appreciate diversity training but workload prohibits participation
- Plenty of training but little role modeling of true inclusion
- Reverse discrimination a problem
- Topic is overdone, tired of subject

31 Positive feedback

- Positive and supportive immediate work environment
- CSU does a good job of ensuring diversity and inclusion
- Strong diversity training

Additional suggestions/comments/requests for guidance

- Diversity classes fill up quickly—need to add more classes
- Faculty needs to participate in diversity training
- Experienced faculty with knowledge in these areas (i.e. ethnic studies, anthropology, history, language, literature and cultures, international studies, sociology) need to be consulted
- Diversity training of anyone who wants to become a supervisor should be mandatory

Q30 1—What experience at CSU has had the greatest positive impact on you with regard to diversity?

137 Diversity training

- Numerous training opportunities offered
- Excellent internal and external speakers
- Learned about many aspects of diversity
- Exposure to different experiences, cultures, thinking, lifestyles

115 CSU culture

- Atmosphere of inclusion
- Able to have open and frank discussions about diversity
- Diversity is broadly defined
- Emphasis on social justice
- Supportive and positive
- Takes care of employees
- Creates a Ram Family

- 97 Diverse environment/experiences
- Energized and enjoy working, learning and interacting with diverse colleagues
 - Commitment to diversity demonstrated by creating and supporting positions, services, offices
 - Focus on hiring and retaining diverse faculty and staff
 - Appreciate working in a diverse environment
 - Important to see female and/or diverse people in leadership positions
- 76 Work with talented, supportive and welcoming colleagues
- 67 Office, department, college
- Inclusive and welcoming
 - Supportive
 - Commitment to diversity
- 60 Appreciate educational opportunities and professional growth
- 60 Working with students and helping them to succeed
- 45 Leadership
- Commitment to diversity from the top
 - Taking action to demonstrate commitment – hiring diverse faculty and staff, diversity in leadership positions
 - Support of positions, programs and services that deal directly with diversity
 - Clearly articulates and communicates commitment to diversity
 - Creating an inclusive environment
- 44 Higher Education
- Enjoy working in higher education in general and CSU in specific
 - CSU upholding land-grant mission
 - Great experience working in my field
 - Research opportunities
 - Working with great minds
 - Finding strong mentors
 - Making a contribution
- 35 CSU benefits and advancement opportunities
- 34 Experience with international faculty, staff and students at home and abroad
- 17 Flexible work schedule
- 9 CSU degree

Q30 2—What experience at CSU has had the greatest negative impact on you with regard to the diversity?

138 CSU culture

- CSU does not “walk the talk”
- Lack of diversity – leadership, faculty, staff and students
- Gender bias
- Unconscious and conscious bias
- Attitude that diversity and inclusion is not my responsibility
- Diversity the responsibility of support offices
- Favoritism and nepotism
- Fort Collins lack of diversity
- Difficult to recruit diverse population to CSU and Fort Collins
- CSU has problems with retention of diverse populations

112 Lack of respect

- Negative comments about multiracial background
- Rude behavior and negative comments by male colleagues
- Rude behavior and negative comments based on color, age, disability, gender, lifestyle, appearance, religious affiliation, country of origin, job classification
- Assumption of preferential treatment of diverse candidates in search process
- Bias in hiring process against diverse populations
- Assumption that being diverse makes you less capable
- Expecting higher job performance of women compared to men
- Assuming that you are the voice for anyone who looks like you
- Negative stereotypes
- Consistent Christian influence around campus
- Bias based on language skills

77 Supervisor/manager

- Provides no leadership
- Abusive
- Leads by fear
- No support or advocacy
- Creates a negative work environment
- Does not promote diversity and inclusion
- Allows sexist and racist comments to be shared

56 Toxic environment

- Sexual harassment
- Aggressive behavior
- Racist behavior and language
- Verbal assaults
- Bullying
- Prejudice
- Does not feel like a safe environment
- Lack of accountability in dealing with issues of discrimination and harassment
- Blaming the victim
- More concerned with covering CSU than solving the problem

45 Other experiences/attitudes toward diversity and inclusion

- Too much focus on diversity
- Moving toward reverse discrimination
- Bias against being white
- Bias against being a white male
- Bias against being a Christian
- Afraid to perform job duties with diverse people for fear of being accused of discrimination
- Preferential treatment for all diverse classifications
- Hidden forms of differences are ignored (i.e. economic status, health)
- Hiring unqualified candidates just to meet diversity numbers
- Lack of diversity in a program may be due to location in Colorado and clientele being served and should not be seen as a negative in the evaluation process

39 Experienced or witnessed discrimination

- Discrimination based on color, gender, sexual orientation, disability, age, job classification, religion, country of citizenship
- Hiring process
- Female in male dominated career

23 Training

- Faculty do not participate
- Same people at all the training sessions
- Need more diversity training
- More opportunity for open discussion
- Concern about blame and shame in training
- Too much diversity training

22 Leadership

- Discriminatory and unethical behavior not dealt with at the leadership level suggests acceptance
- Lack of diversity
- Not transparent
- Focus on wrong priorities
- Not accountable

8 Fort Collins community

- Lack of diversity
- Does not feel safe

Q31 1—What is the most important factor that contributes to your quality of life at CSU?

248 Colleagues

- Respectful
- Supportive and caring
- Welcoming
- Talented
- Intelligent
- Shared comradery

152 Work/life balance

- Flexible work schedule
- Time off
- Telecommuting
- Part-time schedule
- Job assignments

99 Benefits

- Employment
- Access to numerous resources
- Education benefit
- Working on degree
- Access to trainings, seminars, symposiums
- Ride Max/bus for free
- Time off
- Pay and benefits

89 Career

- Working with students
 - Teaching
 - Involvement in novel research projects in science and education
 - Challenging and rewarding work
 - Collaboration across units and colleges
 - Autonomy
 - Working with an outstanding mentor
 - Intellectual stimulation
 - Opportunities for growth
 - Pride in job and place of work
 - Public purpose
- 86 CSU culture
- Professional atmosphere and environment
 - Diverse and inclusive
 - Belief in the overall mission of the university
 - Caring and respectful
 - Sense of community
 - Pride in the university
- 79 Campus environment/setting
- CSU in beautiful location
 - Beautiful campus
 - Fort Collins and Colorado
 - Cultural opportunities
 - Diverse
 - Safe
 - Bike friendly
 - Close to family
- 77 Leadership/dean/director/supervisor
- Visionary
 - Consistent and positive effort
 - Creates a positive, safe work environment
 - Makes me feel valued, respected and empowered
 - Seeks and listens to input
 - Recognizes a job well done
- 71 Work/life balance

- Encouraged and supported by supervisor
- Encouraged and supported by colleagues

Q31 2—What is the most important factor that detracts from your quality of life at CSU?

258 Work/life balance

- Overworked
- No work/life balance
- Must work evenings and weekends to get the job done
- Job never done
- Personal and family life is suffering
- High stress level
- Large enrollment growth without additional staffing or funding
- Expectation of availability by phone or email even during off hours
- Stressful to be on call 24/7
- Concern for quality of work given workload
- Required to initiate new programs without giving anything up
- Overburdened with teaching and service

193 Salary

- Inadequate salary
- No or low salary increases
- Salary does not keep up with cost of living
- Salary inequity by gender
- Salary inequity for non-tenured employees
- Salary inequity based on division, college, department, office
- No salary increases for State Classified
- Lack of merit raises
- Salary inadequate for level of responsibility
- Wages not comparable to similar institutions
- Wages not comparable to similar jobs outside the university
- Cost of living in Fort Collins in relation to low wages
- Can't afford to live in Fort Collins

124 Supervisor/manager

- Ineffective
- Insensitive
- Unmotivated
- Unprofessional/Unethical
- Disrespectful

- Creates a hostile work environment
- Negative management style
- Micromanager
- Unqualified for position
- Does not address conflict
- Poor utilization of staff skills and knowledge
- Does not provide training for new employees
- Does not provide or support training and professional growth
- Not an advocate

80 Lack of respect and professional growth

- Unappreciated
- Unacknowledged
- Undervalued
- Unsupported
- Underutilized
- No professional growth opportunities
- No advancement opportunities

62 CSU culture

- Constantly working in state of emergency
- Lacks a sense of community
- High level of competition for dollars and recognition
- Lacks diversity
- Obsessed with diversity
- Too conservative
- Too liberal
- Conservative, outdated and unprogressive attitude
- Preferential treatment, pay, value, respect and opportunity is based on a hierarchy - faculty, administrative professional then state classified
- State Classified feel like second class citizens

61 Coworkers

- Do not perform their job responsibilities
- Disinterested
- Rude
- Complainers
- Unprofessional

- Job responsibilities of people not doing their job is passed on the hardworking and committed staff
- 50 Parking
- Parking permit is too expensive
 - Pay a premium for parking and still can't find a place to park
 - Insufficient
 - Concerned about safety when parking far away at night
- 42 University leadership
- Focus on wrong priorities
 - No shared governance
 - Lack transparency
 - Lack accountability
 - Build physical infrastructure but ignore human "infrastructure"
 - Ignore input
- 35 Bureaucracy
- Slow progress
 - Difficult to negotiate
 - Lack clear steps and protocols for processes
 - Too much emphasis on process and box checking
 - Too many meetings
 - Hiring process is cumbersome
 - Takes too long to hire staff
- 32 Building and construction
- Building is old and in disrepair
 - In serious need of updating
 - Building needs to be torn down and rebuild
 - Crowded
 - insufficient classroom space
 - No breakrooms
 - HVAC system old and ineffective
 - Too much new construction while ignoring buildings that are falling apart
 - Construction is disruptive
- 30 Toxic environment
- Bullying

- Sexist arrogant behavior
 - Yelled at in public and private
 - Intimidating
 - Fear tactics
 - Abuse of power
 - Hostile work environment
- 30 Benefits/fringe benefits
- Not eligible for benefits
 - Poor benefits
 - Not able to have flexible schedule
 - Unable to telecommute
 - Inflexible work hours that cause caregiver problems
 - Lack affordable daycare
- 28 Faculty
- Nonacademic departments ignore demands of the academic year in planning programs and projects
 - Internal service and administrative demands impacts ability to fulfill teaching, research and service missions of land-grant
 - Lack academic freedom
 - Lack support for sabbaticals
 - Insidious and calculated people in the department
 - Too many egos
 - Rivalry among departments
 - Do away with tenure as it causes complacency
 - Inequity for women
 - Inequity for non-tenure track faculty
- 21 Lack of accountability
- Minimal or lack of accountability for unprofessional, unethical or uncivil behavior
 - Behaviors are/have been perpetrated by administrators, faculty and coworkers
 - Minimal or lack of accountability for poor job performance
 - Frustrated, angry that nothing has been done even when behaviors have been known and well documented
 - Impression that you can get away with anything and there are no consequences
 - Students may witness or be the victims of unprofessional behavior
- 18 Budget

- Overall lack of resources
 - Poor funding
 - Unstable funding
 - Low travel budget
 - No support between grants
 - Competition for dollars
 - Pay for work related expenses out of my own pocket
 - TABOR/state funding issues
- 17 Off campus staff
- Ignored
 - Lack benefits
 - Lack support from central offices
 - Unable to participate in main campus events
- 16 Office space
- Cramped
 - Noisy
 - No permanent office space and continually moved around
 - Isolated
 - Old, substandard furniture
- 16 Communication
- Lack of communication across campus
 - Communication issues with other departments
 - Hierarchy about who can communicate with whom
 - Poorly developed information sites
- 12 Traffic
- Congested
 - Fearful of bike/pedestrian/car accidents
 - Limited access to campus
 - Road closures
 - Traffic signs ignored
 - Cyclist who do not pay attention to lanes and signs
- 7 Tools/technology
- Outdated hardware and software
 - Outdated tools

- Unable to perform duties efficiently
- Safety concerns about using outdated or broken tools and equipment
- Systems that do not interface well are labor intensive and inefficient

Additional suggestion/concerns/requests for guidance

- Concealed gun carry on campus
- Current political climate encourages discriminatory behavior
- Concern about rude student behavior
- Concern about job security
- Add Kaiser to benefits

Q32—Please offer any suggestions on how Colorado State University might improve the campus environment and climate for all employees

219 All CSU staff

- Living wage
- Raises that keep up with inflation
- Pay for a new employee should not be higher than the pay for a current employee at same job classification
- Pay equity
- A system to ensure that employees are paid fairly for job responsibilities
- Make merit-based raises more attainable and impactful
- Improved benefits package
- Access to benefits without regard to job classification
- More opportunities to work a flexible schedule
- More opportunities to work a part-time schedule
- More opportunities to work remotely
- More opportunities to job share
- Opportunity for career advancement
- Opportunity for professional development
- Provide a path for promotion that takes into account experience en lieu of degree requirement
- Create leadership development programs for employees to be mentored into leadership roles
- Respectful and fair treatment
- Safe, positive and welcoming work environment
- Recognition and support from all levels of management
- Respect of personal time
- Recognition based on professional behavior, job performance and work ethic and not job classification
- Ability to share ideas, opinions and concerns without fear of retribution
- A system free of favoritism and nepotism

- Opportunity to serve on campus-wide committees
- Opportunities for staff to get to know CSU beyond their own work place
- Job specific training for new employees
- Equal opportunity, respect and resources by office, department, college and division
- Work on retention of all employees

State Classified

- Equal access to all benefits (i.e. sick and annual leave, flextime)
- Merit awards when the State does not provide a raise
- Raises for staff who are in the higher ranges and have outstanding evaluations
- Training targeted to needs of State Classified staff
- Change culture that communicates that State Classified are the least valuable employees

Administrative Professionals

- Conduct salary equity survey for AP women
- Consider a title to better describe the level and variety of responsibilities

Off campus

- Recognize that not all employees reside on campus
- Improve access to activities, training and information
- Offer online training programs for greater access
- Provide more travel support

Faculty

- Assess climate at department and college level
- Develop better process for department chairperson selection
- Provide opportunity for anonymous department surveys which allow staff to detail concerns without fear of retribution
- Better understand the cause of silos within colleges and develop plan to counter
- Place administrative personnel, rather than faculty, in charge of other administrative personnel
- Require diversity training
- Need to be competitive in recruitment of diverse faculty who are being recruited by many institutions
- Include all faculty and instructors in committees and governance on an equal rank
- More tenure track lines
- Review process, methods and rationale for awarding salary increases
- Include service/administrative work in tenure, salary, and promotion
- Conduct study of committee obligations and expectations based on gender
- Value teaching as much as research

- Recognize great scholars not just those who bring in large sums of money
- Broaden range of what is considered productive research and scholarship
- Hire more research associates so professors can have research done while they teach or write papers or grants
- Give non-tenure track staff, a voice, equal pay and benefits, job security, means of advancement and growth and reduced class sizes
- Increase fellowships for undergraduates and GTAs for graduates
- Require that all students take a course in logic and rhetoric

101 Accountability for unprofessional/unethical/uncivil behavior

- Unprofessional, unethical or uncivil behavior from the top suggests acceptance of said behavior
- Make administrators, faculty and staff accountable for unprofessional, unethical and uncivil behavior
- Address favoritism and nepotism
- Further focus on anti-bullying policy
- Provide training for staff on how to deal with bullying behavior and what resources are available
- Provide anti-bullying training off campus
- Require anti-bullying training of anyone who is in a supervisory position
- Require anti-bullying training of all faculty
- Be aware of less obvious forms of hostile behavior such as passive aggressive behavior, marginalization, lack of inclusion, being ignored and dismissed
- Create system where staff can grieve ill treatment without fear of retribution
- Identify and deal with offices/departments/colleges that create a hostile environment
- Hold supervisors/department heads/deans accountable for a hostile and intimidating office
- Let people know they are being heard so they understand that their concerns have not been ignored
- Provide a mechanism and opportunity for confidential peer evaluations
- Make all staff accountable for poor job performance regardless of job classification
- Create a mediator position that actively reaches out to staff to determine if assistance is needed
- Require exit interviews to determine why people are leaving their department or CSU to help identify problem areas
- Fire unethical employees
- Fire incompetent employees

72 Leadership

- Make education at a reasonable cost the top priority
- Work on transparency and shared governance
- Make commitment to raising salaries of all staff
- Continue inclusion efforts
- Continue to look for ways to remove institutional bias

- Ensure that division/college leaders are in sync with mission and direction of the university
- Increase diversity in leadership positions
- Create opportunities to meet face to face with staff from across campus

67 Supervisors/managers

- Require training of all new supervisors and anyone who aspires to supervise
- Provide ongoing supervisor training
- Define a core set of leadership competencies that apply to all leaders and use in the promotion of or hiring into a supervisory position
- Assess actual competencies in promotion/hiring into a leadership position
- Eliminate favoritism and nepotism in promotion/hiring into a leadership position
- Allow all employees to evaluate their supervisor and use results in awarding salary increase and/or promotion
- Require peer reviews
- Provide training on how to build an effective team
- Provide training how to build on strengths of individual team members
- Provide training on how to deal with challenging employees
- Provide proactive support and guidance to supervisors who are moving toward termination of an employee with documented unprofessional/unethical behavior
- Provide proactive support and guidance to supervisors who are moving toward termination of an employee with documented poor job performance

53 Diversity

- Continue to make diversity and inclusion a priority for the campus
- Be intentional in advocating for Principles of Community and Diversity Inclusion across campus so that people/units don't see this as someone else's job
- Continue to offer diversity training and programming
- Earlier advertisement of training
- Give diversity groups more visibility
- Require diversity and inclusion training of all new employees
- Require all faculty to go through diversity and inclusion training
- Write into everyone's goals a commitment to follow Principles of Community
- Offer diversity training at off campus sites
- Continue to seek employee feedback on diversity and inclusion
- Continue to broadly define diversity to work towards inclusion
- Be aware of blaming/judgmental attitudes and messages in training
- Work with Fort Collins on diversity and inclusion in the community
- implement a committee on aging
- Provide a forum to discuss cultural differences by country of origin

- To remove the suggestion that there is a single correct way of thinking, remove the word training from diversity and inclusion activities
- Be careful not to create an overly sensitive environment

13 Diversity concerns

- To avoid moving toward reverse discrimination, remove focus away from diversity
- Present sessions on the conservative view of diversity
- Focus on academic achievement of all students without regard to category
- Eliminate diversity training and replace with respect training for all
- Change diversification to unification

50 Workload

- Create a culture that supports work/life balance
- Eliminate lean/mean culture
- Increase staff and hire more quickly
- Eliminate poor performing staff
- Allow staffing for units that are affected by enrollment increases
- Recognize and compensate staff who take on additional responsibilities
- Replace old initiative with new ones—don't simply add on
- Evaluate workload, role and responsibilities and need for supporting resources
- Develop a sustainable growth plan
- Help resolve work/life balance by limiting enrollment

47 Parking

- Eliminate or significantly reduce cost of parking permit
- Shuttle service to and from parking garage
- Offer a reasonably priced 10-punch parking pass for the days people who use alternative transportation must drive
- Double centralized on-campus parking with a six story garage on the Engineering lot

30 Search process

- Review and streamline search policies and procedures
- Reduce the time it takes to hire staff
- Review for hiring practices that explicitly include diversity goals
- Proactive support of the search committee in the creation of a diverse applicant pool
- More transparency by the hiring authority
- Eliminate favoritism and nepotism
- Review for a fair, unbiased search process
- Review for a fair, unbiased hiring decision

21 Gender inequity

- Get serious about gender inequity
- Hire more women in leadership positions
- Provide means for advancement and growth
- Greater awareness of bias in job assignment and promotion
- Greater awareness of “mansplaining” behavior and “stolen” ideas – when a woman’s suggestions are ignored then endorsed when reintroduced by a male colleague

17 Infrastructure and construction

- Replace and/or update existing buildings that are falling apart
- Update HVAC
- No new building until funding is secured
- Add classrooms
- Add more gender neutral bathrooms
- Add breakrooms
- Make all buildings accessible to people with disabilities
- Stop cutting down trees during new construction

Other suggestions

- Sponsored/accessible child care
- Emergency drop-in child care
- Better defined maternity/parental leave policy
- Include fertility treatment in health care coverage
- Include the option to see a naturopathic doctor and nutritionist in health care coverage
- Allow vacation timesharing
- Encourage staff to use earned leave time for personal health and wellness
- Eliminate charge for RamCard
- Provide one on one financial planning sessions
- Access to online courses at 50% off
- Foster a sense of community by providing opportunities to get to know others from across campus
- More social events where CSU staff can interface
- More public and functional art throughout campus
- More shuttles around campus
- Expand volunteer opportunities in Fort Collins
- Remove grass to continue the green initiative
- Crack down on “fake” service dogs
- Enforce smoking ban
- Analyze traffic patterns of pedestrian/bike/skateboard to create a safe campus