



ModernThink

Employee Comments Report

By Job Category

Metropolitan State University of Denver
2017 Campus Climate Survey
Spring 2017

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About the Employee Comments...

The Employee Comments Report provides additional insight into the experience of your faculty, administration and staff. When your employees completed the ModernThink Higher Education Insight Survey[®] they were asked five open-ended questions:

1. What do you appreciate most about working at this University?
2. What would make this University a better place to work?
3. What suggestions do you have that might improve communication throughout the University?
4. What suggestions do you have to improve the practice of shared governance at MSU Denver?
5. If there is anything you would like to add regarding culture, workplace quality, employee appreciation, etc. please do so here.

Responses to these five questions are detailed in this report. To encourage honest, candid feedback and protect the anonymity of individual respondents, we advised employees not to include any self-identifying information. Additionally, comments have been suppressed for Job Categories with fewer than five respondents. We have presented the comments exactly as they were provided to us. Comments have been segmented based on self-selected Job Category.

The responses in this report are sorted by Job Category as follows:

Administrator	pages 2 - 123
Affiliate Faculty	pages 124 - 168
Category II or III Faculty (e.g. Visiting, Lecturer, Instructor)	pages 169 - 188
Classified Staff	pages 189 - 216
Faculty (Tenure or Tenure Track)	pages 217 - 295
Not Specified (Job Category not selected)	pages 296 - 300

If you have any questions or would like to speak to a ModernThink consultant about these comments, please call us at 888.684.4658 or e-mail us at chronicle@modernthink.com. To learn more about the Great Colleges to Work For project, visit the program's web site at www.chroniclegreatcolleges.com.

Administrator

What do you appreciate most about working at this University?

- Flexibility
- The upward trajectory of the university

A paycheck; insurance; and supportive colleagues. The diversity of the student body. I enjoy the contributions I make to student success.

Appreciation for diversity, population of student we serve, dedication by the leadership team.

As a graduate, very happy to give back to students what the University has given to me...a second chance to be successful.

As an MSU Denver alumni, I appreciate the chance to give back to and learn more about the institution that helped achieve my degree

Auraria campus and all the activities

Being a part of a school that is focused on access and adapting to the changing world around it.

Being part of an institution that improves lives and educates the future is an honor for me. I admire our president, VP and even the director of my department. So proud to be a part of this team.

Being trusted to do my job without being micro-managed

benefits

benefits are good.

Benefits, the beautiful campus, hard working co-workers. And of course, the students are wonderful. :)

Commitment to diversity in both words and actions

Commitment to the mission of providing educational opportunities for underserved populations

Commitment to underserved populations. I enjoy and appreciate the students and my colleagues. I feel that my work, ideas, and contributions are valued.

Communicating/Working with a diverse population of students and staff/faculty on campus with a focus on academics.

Contributing to an important mission.

core value

Dedicated faculty and staff. Commitment to mission of educating students.

Diverse culture, and supporting the students

Diverse student population

Diversity

Diversity

Diversity

Diversity

Diversity and a place to grow

Diversity of the institution. Team of people that I work with and our supervisor/director

Diversity values, innovative academic programs relevant to students and current industries

Diversity, interest in students, outreach to the community.

emphasis on diversity

Emphasis on work/life balance and professional development - always an opportunity to grow and develop more skills in my position with available trainings/conferences/workshops

Especially this past year, I have a clear sense that what I do makes a difference in people's lives. I have a very strong sense of purpose in my work.

Every decision our chair makes has our unique and diverse population of students in mind.

Faculty, department chairs, and administrators are pleasant to work with.

Fair compensation

Feel like the work we do makes peoples lives better

Flexibility

Flexibility and willingness to improve operations.

Flexibility, technical challeges

Flexible work schedule, Decent benefits. Good and friendly people.

Flexible working hours

For the most part everyone is very friendly and always willing to offer help when needed.

For the most part I appreciate my colleagues and the general sense of community in my department and the university in general.

Forming relationships with other people who are passionate about what they do and excel at their job.

Friends and Colleagues.

From what I can tell, everyone understands the mission and feels proud to work here because of it.

Good environment.

Good work/life balance available (= < 40 hr work week). Vibrant learning community. New facilities.

guiding adult learners and first-generation students toward success

Having a connection as an alumni and Native to Colorado gives me much pride in the accomplishments of the University as it has grown. I appreciate the continued growth, the forward thinking to ensure a pipeline of often overlooked students of lower incomes and diverse backgrounds, as well as the affordable cost offered to the student body.

Having a retirement plan is appreciated. I like the department that I work in and I fell lucky to work in a job that I truly like.

Having health benefits and the employer contribution that is made to my retirement account.

Helping students. The time off. The success of the students.

How much positive change is happening all of the time!

I am a graduate of MSU Denver so the university and the students it serves are meaningful to me. I recently returned to work here in the last month less than a year after leaving. The success and progress of the university is important to me.

I am happy to be a part of a well-respected, local State University that is welcome to all and has resources to serve all types of students.

I am so appreciative of the mission of the university. I am proud of the regents and president for supporting ASSET and DACA students. I am proud of the history of opportunity and open enrollment.

I am so passionate about education, so I really have a sense of purpose in helping the students, my users, my department, and my school, which also happens to be my alma mater.

I am well-treated for the work I do.

I applied for a position at MSU Denver because of the inclusive nature of the community and mission of the University. I am still enthralled with the work I am able to do with a very deserving population of students. The policies and procedures in place to encourage a diverse working environment are also positive reflections of the dedication to our students here.

I appreciate how much diversity is talked about and lived in every action, committee, marketing, etc.

I appreciate its commitment to diversity and standing up for students of any color, race, religion, sexual orientation, disability, immigration status, or anything else in between. THAT is the student body I set out to work with, because it is reflective of the real world.

I appreciate most of MSU Denver is the University lifestyle and loving my job and what I do for the University.

I appreciate MSU Denver's work culture most. I am in a role where making connections with staff colleagues across the university is very valuable, and I feel at home in that process. I feel welcome to meet with most other staff members about what I am working on, what they are working on, and/or how we can collaborate in the future. I feel comfortable to call colleagues and ask questions or ask for help. All of this feeds strongly into what I enjoy about working here: our community and our family.

I appreciate my colleagues and their passion for helping students and each other.

I appreciate my colleagues. I am thankful to work with good people and I really enjoy our students. We have some of the best students, who are working really hard to complete their degrees and better the world.

I appreciate my colleagues. It has been easy to collaborate with other departments and there are genuinely good people here

I appreciate that most of my colleagues love the fact that we get to support students on their journey to earn their degree or improve their educational standing and life.

I appreciate that MSU Denver takes initiative to a diverse student body and workforce.

I appreciate that my supervisor encourages me to take time off and personal days to maintain a work-life balance. I appreciate the support that I am given by my supervisor and my department.

I appreciate that the campus is at least trying when it comes to diversity and inclusion when compared to some of the other campuses I've worked for.

I appreciate that this university is at the forefront of finding effective ways to serve students. I am grateful for the opportunity to be innovative in my approaches to my work, and grateful to work for an office and a community that is committed to student success.

I appreciate the ability to make a difference in students' lives and the community. Since many of the students at this University wouldn't have access to education otherwise, I am proud to help bridge the education gap and make higher education accessible to everyone.

I appreciate the collaboration among colleagues to serve students. I appreciate the annual/sick leave MSU Denver offers.

I appreciate the culture, diversity, and compassion of this University. I truly believe the people here care about the success and well-being of their peers and their students.

I appreciate the diversity of our student body and our faculty/staff. I appreciate every aspect of my department from the Chair to the makeup of all faculty and staff. They are diverse, encouraging, energetic, passionate and collaborative.

I appreciate the diversity of our students, faculty, and staff. I love that i look forward to coming to work everyday.

I appreciate the diversity of the campus and shared governance (Councils, Senates, Cabinets and Assemblies) supported by the university.

I appreciate the diversity of the campus and the focus on inclusion and equity.

I appreciate the diversity of work, and the sense that everyone is really trying to do right by the students, and education comes first. I have worked at other schools that treat it more like a business and I believe MSU treats this like a University first.

I appreciate the diversity that working at this university allows me to be apart of. From those I encounter every day, to the unique groups of people I see throughout campus, it is an experience I may never have again.

I appreciate the fact that we help students who need extra help and wouldn't get a college degree otherwise.

I appreciate the feeling of purpose, that I am contributing to an important, necessary, and unique institution. I also value the culture of learning, the strong camaraderie I've witnessed within the university community, and the flexibility to work around campus versus restricted to one's desk.

I appreciate the freedom I am given by my supervisor to take ownership of my position. My supervisor trusts me to have the best interests of MSU Denver in mind, and allows me the creativity to provide benefit to the University.

I appreciate the honesty and openness of my department and team members. I believe we work really well together as a team. Additionally, I appreciate the University's mission and vision, and truly believe that we are all here to create better opportunities for students.

I appreciate the mission of making education accessible, and the fact that so many of our students work so hard, and that there are many faculty and staff dedicated to supporting our students and helping them to succeed.

I appreciate the mission, vision, and values of the University. My goal is to work in a mission-driven environment; the focus on access and diversity specifically speak to my goals and the intention I have in my own career to encourage inclusive decision-making whenever possible.

I appreciate the opportunity to creatively develop my role as the needs of the institution and the constituents change.

I appreciate the opportunity to help individuals obtain an education with an emphasis on inclusion and diversity.

I appreciate the opportunity to make real contributions to the institution. I feel I can make a significant impact to the success of University programs.

I appreciate the opportunity to meet so many diverse and interesting people.

I appreciate the opportunity to work on important initiatives that support our community with leaders, administrators, faculty, staff and students.

I appreciate the relative autonomy of my position, though this does not have much to do with the University itself. I also find my department a generally pleasant place to work.

I appreciate the relaxed atmosphere in most setting and the respectful dialogue.

I appreciate the students and retirement & medical benefit contributions. Those aspects are pretty much what keep me motivated to work here.

I appreciate the support of my colleagues and that I'm not micromanaged. My judgement and planning is generally trusted by my supervisors/ steering committee.

I appreciate the university's mission and the efforts of my colleagues to fulfill it.

I appreciate the University's mission- to bring education to all in the most affordable means possible, particularly in it's goal to assist the disadvantaged.

I appreciate the value that MSU Denver places on serving a diverse student population and providing an affordable education.

I appreciate working directly with students and the support that our university gives to our students. MSU Denver is a great place to be a student, but not necessarily a great place to be an employee. The benefits have improved this year and I was finally able to afford to get the university health insurance with my low salary.

I believe in the mission of MSU Denver. I appreciate the diverse community within the staff and students.

I believe in the mission of this university on a fundamental level. I come to work everyday knowing that I am making a difference and that the university supports my efforts to do so.

I do feel like there's a certain culture that I seem to vibe with well. I've been here for almost seven years in a couple different roles in a couple different offices and there's definitely reasons why I've stayed this long. I enjoy working with the people I have worked with and for that I am grateful and lucky because not everyone, even here at MSU Denver, gets to experience that.

I enjoy and appreciate the diversity. I absolutely love working with diverse people. I feel that MSU truly tries to make their employees feel appreciated.

I enjoy the amount of Annual leave and the overall amount of days off per year. I believe this helps to reduce the stress of working in a fast-paced environment.

I enjoy the environment that I become a part of, Students, Staff and Faculty all have been intertwined and we make it a more cohesive place. I also enjoy the location and its flexibility with time throughout the year, e.g. Christmas time holiday, seasons Spring, summer, Autumn.

I enjoy the people I work with.

I enjoy the variety of the work available and serving the mission of the institution.

I enjoy working at a place with such a clear and important mission. I value the integrity of MSU Denver's values and dedication to students who may be underserved elsewhere.

I enjoy working for an institution that puts their students academic needs first and foremost.

I feel like I am a direct contributor to the mission of the institution, and get great satisfaction from that.

I feel like the University makes an effort to embrace a healthy work-life balance. They are also understanding of faculty and staff that are attending class, accommodating schedules as needed.

I feel very supported to do my job. If I have a conflict I am unable to work out on my own, I know that there are people I can go to help. I also feel like if I have any complaints they will be taken seriously and we will actively work towards a resolution. I feel encouraged to continue to grow as a professional and improve.

I get to enjoy what I do best - make a lasting difference in lives of others - in the environment (higher ed) I do it best.

I have the opportunity to do collaborative work with other departments that I have not had the previous ability to do so. Additionally, I feel like the members of the community that do know of me value the work that I do.

I have very little to put here. The location of campus is convenient.

I like my colleagues, and I like working with the specific student population that chooses MSU Denver.

I like the flexibility of working on a broad range of projects that promote and support the university's values and mission.

I like the opportunity to help students find success after graduation. I also enjoy the people I work with in my office.

I like the people that I work with. The people on my team work well together and we understand the importance our jobs play in the futures of our students. We do our best to meet their needs and go above and beyond for them.

I like the people.

I live nearby and am able to commute via bicycle.

I love having 4 weeks PTO

I love teaching. It would be great to do more of that and less of the other things.

I love that we have a strong mission and that we work hard to provide education to students who might not get it elsewhere.

I love to help faculty and students and you will see the result of your work right away.

I most appreciate this university's mission, and the appreciation for the mission shared among my coworkers.

I mostly enjoy working with the students. The staff are mostly great to work with -- exception my own department.

I really appreciate the population that we serve and many of the staffs commitment to the success of our students. I think many of my colleagues really put students first.

I really connect with the mission.

I really enjoy the diverse student population. I also do enjoy the ability to create new things. My role is new to the university and with that are many many challenges, but I have been able to accomplish some cool things.

I really love my colleagues' willingness to work together. I've heard stories about how each department was silo-ed for a very long time, so being able to see departments cross-collaborate is really refreshing. It truly feels like we're all working together to honor the mission of our institution and to serve our students to the best of our abilities.

I think everyone is trying their very hardest, but we don't make much progress due to the ridiculously low funding from the State and tuition rates. But the effort and compassion is there and that is about the only thing keeping me here.

I truly appreciate the hard-working and persistent student population that

I truly appreciate the people that work at this university. The people I work with in my office feel like family to me while folks in other departments are very kind and seem to have the same perspective about working at MSU Denver. We all have a goal to make this campus a great place for students because they come first.

I've always enjoyed working in education and working with students. I know that even if I work in the background, I'm making a difference in students lives.

If I need something to be able to do my job better (technology, etc), I generally can get it without too much fight.
Also, I appreciate that we're given plenty of days each year for time off.

it is a comfortable job that requires little time beyond the typical work week.

It's a great place to work. Management understands mistakes happen, we fix them and move forward. Fairly low stress environment. After hours support requirements are low.

It's mission and appreciation of diversity and active integration in the community.

it's mission, it access to education for those who might not consider college, its commitment to the mission

It's mission, to teach students.

It's willingness and desire to provide higher education to individuals who might not otherwise have the opportunity. The push to better ourselves and grow-both physically with buildings and in terms of what we provide to students by growing departments

Its commitment to its mission, its diversity and its people.

Its diverse environment, and happy community

Knowing that we're transforming lives.

Knowing that what we all do here adds up to students improving their lives, livelihoods, and by extension improving society and civilization by adding to the education of the populace.

Life balance benefits. My supervisor is a very knowledgeable and skilled leaders. I very much appreciate the mentoring I receive.

Materials, resources and technology that are provided to help me do my job.

Mazy department's faculty, staff and administration are of very high quality and I am honored to be a part of my department. It fulfills and enriches my professional and personal life. Just a wonderful bunch of people.

Medical Benefits

Mission and the work that individuals do to implement that mission, including access for students from diverse backgrounds and age ranges.

mission that includes student access and diversity

Most of what I appreciate has to do with my own department. I am given opportunities to try out new programs and not have to worry about whether I will be penalized if they are not successful. My boss appreciates the work / life balance so I do not have to worry about going to a teacher conference or taking some vacation hours to attend one of my child's activities. The \$750 continuing education program is very helpful in furthering skills as well as support from my department to attend workshops and conferences. I have also had nothing but positive interactions from other departments on campus in doing collaborative ventures.

MSU Denver has many nontraditional programs that allow students to find their unique path. I love that I am making Colorado's future better by working and fundraising for: art, engineering, brewing, water, hospitality, manufacturing, aviation, education, diversity, access, liberal arts, etc.

MSU Denver is an inclusive and accepting environment where transparency exists.

MSU Denver not only respects diversity but thrives on diversity. It is a beautifully meaningful place to work, and I honestly cannot imagine working anywhere else after working here. The mission to be accessible, diverse, affordable, and respectful is a daily-lived reality, and I am honored to be a part of it.

MSU Denver's mission which creates a bond among employees.

MSU is a unique and diverse university and I appreciate the demographic landscape and the professionalism amongst both the student body and my peers.

MSU makes an effort to be student-friendly and recruit different populations and groups.

My co workers, location, and diversity.

my co-workers! The people I work with are great people in their job and in everyday life. Our department is also passionate about the goals we have for growth through the university and in the community.

My co-workers.

My colleagues

my colleagues and working for an institution that supports access

My coworkers. Everyone is committed and passionate about the well being and success of our students. The recreation center, and the physical fitness classes that are offered.

My dedicated colleagues.

My department, SASC has extremely supportive staff and co-workers. We function as a team and support one another's efforts. It's one of the best work environments I've been in.

My first MSU Denver experience was my student experience in finishing my degree here. I saw the passion and dedication of the faculty and what they put themselves through in order to help students succeed and to help MSU Denver remove barriers to education. Unfortunately, the administration (especially student services on the 1st floor of the Student Success Building) seem to create barriers to education through poor communication. However, I appreciate working here because the vision this University has is correct, even if the execution is deeply flawed in some cases.

My immediate coworkers.

my team, my direct supervisors, the efforts in diversity

My work is rewarding, but I am getting burnt out very quickly and I have only been here 1.5 years.

Overall, MSU is a good place to work because I think there is an honest effort to make employees feel important, necessary, and happy in the work place.

paycheck
flexibility in work schedule
adult students
most people that work on the front line are really helpful

People are very supportive of each other. It is easy to call a department and have someone help you. Our students are great as well.

Professionalism

Proximity to my home; interaction with students

RTD pass at a reduced cost

schedule flexibility

Seeing the impact of what we do in our students.

Sense of mission, student focus - particularly non-traditional or the academically challenged. As someone who struggled in high school, I eventually got a master's degree because of a similar university that gave individuals like me chance, by having an open admission policy and by being so affordable. Every dollar we slice off tuition makes education that much more accessible.

Serving students.

Students

That it stays true to it's mission.

The "woke" colleagues that I work with, who truly get it.
The philosophical conversations that I am able to have with my supervisor.

The ability to network with faculty and staff across a wide variety of disciplines and backgrounds.

The ability to work with the students and see them grow during their time here.

The activist stance in favor of undocumented immigrant students that XXXXXXXXXXXX has led, the Board of Trustees supports and the faculty and staff support.

The amount of University spirit & respect employees have for one another.

The atmosphere of working on a university campus.

The awesome students and my incredible co-workers.

The balance of work and family

The beautiful campus.

The benefits and the Diversity

The benefits and the working environment.

The benefits are easily what I appreciate the most.

The benefits are great (I am married with no children), and I have the flexibility within my department to take time off/adjust my schedule as needed. I never feel shamed for taking sick time when I need it, and truly get the sense that my colleagues have my back.

The benefits are wonderful and the students are very good to work with.

The benefits: (RTD, CSEAP, etc.)

The Commitment of faculty and staff to helping our students succeed

The commitment to diversity and non-traditional student body.
The responsiveness of HR, IT and other departments and their representatives.

The commitment to make higher education accessible.
The commitment to diversity.
The commitment to undocumented students.
My stellar supervisor.
The commitment of faculty to their students.

The commitment to serving diverse student populations.

The congenial atmosphere and commitment to student learning

The constant contact with the community to find out what their needs are in order to best serve them. MSU Denver's stance in supporting all vulnerable students such as undocumented, muslim, GLBTQ, ect.

The difference that the institution makes in our community.

The diverse faculty, student and staff population.

The diverse population and location.

The diverse student population that we support. Most students are here because they want an affordable degree.

The diversity and academic mindset that can be found even among administration.

The diversity and inclusion of everyone, the community we serve and the quality education we deliver.

The diversity and inclusion of our students, staff and faculty.

The diversity and inclusiveness

the diversity and support of students

The diversity and the role it plays in Colorado and the nation

The diversity and urban setting

The Diversity of employees that shared the mission of the University

The diversity of our student population. I appreciate their dedication to this institution and to their areas of study.

The diversity of student, staff, and faculty. I really do love my job and I am fortunate to be able to work directly with students and I appreciate that most about my job here.

The diversity of students and staff. The collaborative nature among various departments and services.

The diversity of students and the ability to assist students to grow and be a part of their growth.

The diversity of the campus community.

The diversity of the campus.

The diversity of the faculty, staff, administration and students.

The diversity of the student body and MSU's (includes staff, faculty, admin) dedication to serving those students and providing a quality education

The diversity of the students & the departments in which I work.

The diversity of the University as a whole.

The emphasis on a growth mindset and always trying to get better.

The emphasis on diversity and the fact that lower income students are able to come here.

The energy and "can do" spirit throughout the institution are unique; I have never encountered such throughout my career as employee and consultant for over 200 institutions of higher education across the world.

The environment is happy and safe. My Director is an amazing leader.

The faculty and students

The fairness and treatment of employees

The flexibility and the focus on my work. How I work is not important (e.g., working from home), as long as I produce a high quality product I am not micro-managed.

The flexibility and work life balance

The flexibility of personal and work activities.

The focus on growth. MSU Denver has changed significantly since I started in 2008. It continues to evolve, and I support the both the academic and political stances we have taken.

The history and the reputation of the University. I appreciate working with students who are excited to be a part of our family here at MSU Denver.

The innovation we encourage and the inclusive culture we create!

The institution provides access of higher education to many who might not have the ability otherwise.

The location. Being in an urban environment with light rail access.

The mission and that decisions are made that align with the mission. Also, the diversity of the workforce, campus and students and that this is intentional via policy, procedures and community engagement.

The mission and the people that are here that are great colleagues

The mission and vision of this university supporting an underrepresented population makes me very proud to work here.

Autonomy. I am involved with 15 different committees on campus and have plenty to do. I deliver my work in a timely accurate fashion, and therefore my supervisor isn't looking over my shoulder, but rather trusts that I will get the job done.

The mission and working with a group of individuals who truly are inspired about the mission. I also love the notice that the University is receiving because of all the great things our students, faculty and alumni are doing, as well as XXXXXXXXXXXX as a leader in the community.

The mission of the institution. This is the place I want to work.

The mission of the University and the students we serve. I also appreciate the diversity of the faculty, staff, and students and the fact we have liberal admission requirements, which provide educational opportunities for many types of students.

The mission of the University keeps me coming back to work every day.

The mission, the students, and the passion of faculty and staff for both of these!

The mission.

The openness to diversity.

The opportunity of having a job

The opportunity to be better. Flexibility with my schedule. New challenges and the support to address those challenges. I love being around people that want to be smarter and help others educate themselves for the sake of education.

the opportunity to gain experience in Higher Education Administration

The opportunity to impact students and coworkers lives in meaningful ways.

The opportunity to impact students that otherwise may not have the chance to earn a post-secondary degree.

The opportunity to serve a wide range of students to help them and our communities succeed.

The opportunity to work with a diverse group of faculty and staff to provide beneficial programming for Students.

The opportunity to work with diverse groups of people and being within a campus culture.

The opportunity to work with students and pass along the knowledge that I have gained

The overall environment and welcoming atmosphere

The pay and working with the students

The people

The people (students, faculty, administrators and classified staff).

The people are the most inclusive I have ever worked with.

The people I work with. The annual leave is generous and allows ample time to refresh.

the people, mission and location

The people- faculty, staff, student, everyone!

The position I am in now.

The post election atmosphere has been cloudy and dark. I am appreciative of the strong way the university asserted it's mission statement of inclusion.

The quality of people who work here - administrative, staff, and faculty.

The reason I am here at MSU Denver is to support the mission of the institution and the students.

The relationship I have with my supervisor and the types of students that we are serving.

The sense of pride in what we do both individually and as an institution. And the fact that we actually "walk" our talk and follow through with the goals and values that are important to us. In the past, I've worked for organizations who do great things, but I've never felt this proud to work somewhere. I'm so thankful that I'm here.

the sense that we are appreciated for our accomplishments

The students

The students and the chair of my department.

The students are fantastic!

The students are unique and very interesting people

The students I get to serve on a daily basis, and the colleagues with whom I work.

The students want to be here.

The students! I value the experience that we are able to provide them.

The students!! I love working with them- they really care about their education. I also really love the academic department I work for (though the academic department is not my supervisor nor my official department). The department chair is really great and cares deeply about the students, always putting them first in every decision. My coworkers are really wonderful and everyone always seems so willing to help.

The students. They are a great group to work with--love their diverse backgrounds and their overall commitment to do something in their life.

The support. I feel very supported by my supervisor and the various departments I interact with on campus. I also appreciate the opportunities to serve on committees and be involved.

The team/group I am apart of is what I appreciate most.

The university's culture is great, some people are really passionate about the mission.

The urban campus and student body.

The value of diversity and advocacy.

The values and beliefs that drive the mission statement

The vision by senior leadership and advocacy within the community are top-notch. There are few places in higher ed that truly live by the moniker of transformation that exists at MSU Denver from an access and empowerment standpoint. So many people are here because they truly believe in the mission; that makes coming to work an incredibly rewarding endeavor.

The wonderful impact the University has on it's community. The amazing guest lecturers and special events. The emphasis on the importance of diversity and inclusion. The policies and attempts at an institutional level to do the right thing in regards to diversity, workplace safety (including anti-bullying), work-life balance. The Healthy Pursuits aka Healthy Moves program. Beautiful campus landscaping.

The work life balance and the benefits programs (PTO, retirement contributions) are what I appreciate most.

the work schedule

There is a strong emphasis on focusing on student learning. We are not a Research One institution, and are focused on bettering the lived of the students attending our university by providing them with innovative ways of learning

Through family and friends, I have seen the impact that MSU Denver can have on a person. I have seen the positive changes. I have also seen where we are less successful. I believe in the importance of our institution and that sense of purpose keeps me here year after year.

Values diversity and works toward fairness

What I appreciate most about working at MSU Denver is my co-workers. We are a close group who supports on another, and helps to make the work day enjoyable.

work with creative, respectful professional

Working for an institution that reflects similar values and beliefs. Specifically education that is accessible and affordable to most.

Working with a very diverse student population.

Working with like-minded people. Making good things happen for people.

Working with students

Working with such a diverse population is an enriching experience.

What would make this University a better place to work?

- Increasing the tuition/education benefits for employees
 - Decreasing the amount of fees for employees wanting to take classes
 - Providing clear outlines and expectations for employees to advance in their careers
 - Holding department heads accountable for interacting with staff and cultivating trust and respect
 - Lowering health insurance cost by providing more options - employee + family; employee + 1; employee +2, etc.
-

- More emphasis should be made on promoting from within! This might help with increasing employee morale.
 - Offer more flexibility if it will not interfere with meeting business needs e.g. offer the option to work from home, flexible work schedules, etc.
 - Hold employees accountable. There doesn't appear to be any consequences for low/poor performance.
 - Tuition discount for immediate family members of the University's staff/faculty would be nice.
 - Discounted parking
-

- Increased funding and availability for scholarships, especially for out-of-state students
- University owned dorms
- Please make benefits/insurance available for ear/hearing loss/hearing aids. The current plan doesn't have that option, and many staff/faculty/administration suffer from hearing loss. This is an out-of-pocket expense for everyone that works here who suffers from a hearing loss. Having this option could potentially help faculty/staff/administration achieve their true potential. I have

met many faculty/staff/administration who suffer from hearing loss. It should be insured just like vision/dental is insured.

- 1) An office that isn't freezing in winter and sweltering in summer.
 - 2) Actually fixing #1 the numerous times we have reported environmental problems.
 - 3) Making sure we are adequately staffed to fulfill our mission to the school.
 - 4) Competitive salaries (CUPA comparisons are spurious, and wrongly applied to us)
 - 5) When outsourcing is discussed/considered/pursued by upper administration, make the process honest and transparent. Better yet, just don't consider it ever again. It doesn't work.
-

- 1) Genuine customer service with the intention to resolve their issue
 - 2) Zero tolerance for bullying -not everybody wants to file a formal complaint-
 - 3) Better communication and training within department
 - 4) Checking on well being of new employees
 - 5) Simplicity of procedures within department
-

- 1) Outline Clear policies concerning working from home and flex time - then post those online at the HR Web site for access to all employees. Currently only those personnel in Administration and Finance or certain areas in ASA are allowed to take advantage of this.
 - 2) Post Important Policies Where They Can be Found - ADA Employee Accommodation Forms, Hiring Policies and Practices, what is an update on the Policy Site?, the online staff and faculty directory does NOT have titles, Conference room availability outside of AHEC, just a few examples.
 - 3) Ask supervisors to mirror the behavior they want to see in their employees - if your supervisor doesn't come in, works from home or leaves early every Friday, what type of example is this? Roadrunner Red - this is a great idea where we all can come together and celebrate being an institution and a team together. Why don't the supervisors wear their red?
 - 4) Homecoming and important college celebrations - who organized and marketed homecoming this year? What a bust! There was no anticipation, very little marketing or department involvement, and the only students who seemed involved were from the Greek organizations. When you have an institutional celebration at a commuter campus - celebrate! Market the event PRIOR to a week in advance:(Utilize the school newspaper, the Student Media Outlets, the main gathering areas for students such as the lobby of the Student Success Building. Get the professors involved!
-

1. Better employee tuition benefits. You would think that an institution of higher education would want its employees to be current on their education. \$750 per year does nothing to promote employee professional development.
2. We say that we value diversity, but what that truly means here is that we value race. All other social identities are shoved to the side and ignored.
3. Working to promote diversity at upper levels of the administration. Perhaps creating a diversity calendar of events. Unless it is a signature event, how often do upper administrators ever show up?
4. A quicker response...strike that...ANY response when issues or incidents affect oppressed communities (i.e. the election, Pulse massacre, etc.). The lack of any kind of communication

from upper administration when events happen that worry or traumatize our communities, especially marginalized identities, shows our community that these identities don't matter.

1. Not tolerating a hierarchical mentality. Meaning, if you have a PhD, you get more respect and are considered more intelligent and important than if you "just" have a Master's degree. Each individual hired to work here has something to contribute. We do not even pretend this is the case. 2. More transparency from senior leadership. Often times, there are things we need to know in order to do our jobs and stay informed. There is a sense of competitiveness, paranoia, and elitism between members of senior leadership, all of which hurts the rest of the community. It is common for members of senior leadership to remain intentionally vague (in case their stance is not well received, in case they change their mind, in the event they don't understand but won't ask for more information). What a waste of time.

1. Supervisor allowing flex time
2. More professional development funding for administrators.
3. Also I would like to pursue an MBA at MSU Denver but the \$750 does not cover much, and I was told the MBA program was not eligible for employee tuition benefits.

?

A 30, 60, 120 day review of policies and procedures with the administrative departments (i.e. accounts payable, work study, HR). The quick overview given upon arrival is relatively useless as far as being able to connect with other departments. Mentors or people assigned to help new employees maneuver the administrative processes would be great to help get questions answered.

A better location to house our office and serve our students.

A better understanding among faculty & departments about of the MSU Denver's Foundation & community centered programs.
Additional collaboration between programs & departments.

A bolder commitment to educational innovation. More individual accountability for progress.

A cafeteria, swimming pool, and employee rates for parking.

A clearer sense of what shared governance means.

A couple simple suggestions:

More individual recognition and support. We are told thank you as a large group, but I would love to see some more infusion within the hierarchy to recognize the work people are doing and building that into a culture of support.

There are a lot of folks who would like to continue their education with advanced degrees and it is sad that isn't available as a benefit. I'd love to see a reciprocity agreement with CU Denver. We lose good administrators (in particular) because of the education benefit shortcomings.

a Financial Aid system that is not only geared to traditional students but builds policies and scholarships for MSU Denver's 8000 plus adult learner students, 25 years of age and older.

A more comprehensive Tuition Reimbursement plan

A more equal salary distribution.

A pension, similar to PERA. I am concerned about my social security benefits that will be offset by my DCPP.

A sense of being truly appreciated and valued.

A sense of place, and a culture of philanthropy. MSU Denver needs to fight for relevance in the lives of the students while they are on campus. Continuing to build our brand and our 'neighborhood' will help.

A true respect to values and beliefs of all employees.

Ability to Telecommute or have better resources to work from home if needed, specially on projects that happen during odd hours of the day.

Actual implementation of the policies and institution-level commitments. MUCH better management training. Management training about how to help people succeed in their jobs and on teams, versus how to prevent and protect the manager and Institution from liability and litigation.

Actual transparency by senior leadership. Actual knowledgeable leadership by persons who listen. Truly shared governance, not the smoke and mirrors. These practices have led to disenfranchisement of the faculty and staff as contributions and knowledge are ignored or dismissed in the process of making the University accessible and a great place to work. Let's do and be what we are good at, and not try to be something we are not as an institution.

Added focus on innovation.

Additional spaces for collaboration (conference rooms - collaborative office spaces)
Technology (e.g., Task Stream) to support the development of our students over time

Adjust the CUPA data scale and compensate administrators at a wage that is competitive and in line with individual accomplishments. There is no reason to work really hard at your job and meet your goals when you may or may not get a 1% raise and your co-worker who rarely comes in the office and does nothing will get the same raise, maybe even a promotion. MSU Denver severely underpays their administrators and will always struggle with turnover until they bring the pay scales up to competitive wages for the new Denver metro economy. Directors/Chairs/Supervisors should be held to the same performance standards as their staff. Upper management seem to have the freedom to not accomplish their essential job functions without any consequences. If someone underneath an higher up were to make a complaint or observation, they would be retaliated against. At MSU Denver, the squeaky wheel gets fired. Human Resources is not a safe place to go. The only solution is to get a new job and leave the university. Lying, cheating, stealing and not coming to work seem to all be acceptable actions for staff at the director and dean level.

Allowing employees to receive a better rate for parking.

Allowing the staff and their families to have discounts or FREE tuition for undergraduate and Masters programs. It is sad that the university does not value the employee wanting to better themselves, and allowing their families the same by taking courses at their own university. Very sad that employees look outside and shop for Masters programs because MSU does not offer any compensation!

An increase in my pay. Denver is an expensive place to live.

An office with a window and new, stronger leadership both at the university and school level.

Appropriate pay and more promotional opportunities. More professional development, learning, and mentoring opportunities.

As we go through changing times, that we're more thoughtful about the implementation of the changes. We think about the financial implications of our decisions and do a more thorough vetting process. Some changes seem to happen because one day someone had a great idea but we don't research enough to find out if it is reasonable and sustainable.

Being able to serve a unique diverse student body: adults, non-traditional students, first generation, Dreamer students; makes MSU Denver a better place to work.

being able to telecommute some, having better dependent tuition benefits

Being able to work from home, or at least have the option of working from home a few days a week. The commute is so difficult for me with 3 children, each having to go to different schools/daycares. It would be a huge help if myself and my team could switch off being here. My team consists of 5 members, each of us could take a day of the week to physically be present in the office, while the others work from home. I also feel that the tuition reimbursement is not at all helpful. The institution I used to work for would reimburse their employees and employees family (spouse/children) at 100%.

Being able to work from home. Having a path upward that is based on skill and talent instead of whether or not you spend half of your day making the boss laugh.

Being in a higher education institution, we should allow employees to take courses outside of their specific role. Increase the amount of credits employees/family can take in a calendar year. Don't limit the registration period to the first day of class. Health insurance is okay, premiums are higher as an administrator. Admin dental does not compare to classified system.

Better and more competitive compensation for the staff. The Changes to the local economy have out-paced typical cost of living increases. More effective processes to remove low-performing employees, and address unprofessional behaviors.

Better balance to the workload.

Better benefits-- better health insurance, retirement plan, tuition reimbursement for immediate family of faculty/staff.

Better benefits... The benefits and pay are not great.

Better collaboration (team spirit) across departments; being more open to change and making processes more student-oriented

Better communication across campus. It feels as if almost no two departments on campus talk to each other. Just communicate. When University Advancement wanted to build a new Alumni call center, why was that plan taken over by the offices of Financial Aid, the Registrar and Admissions without talking to UA? And this applies to the student experience as well. This lack

of communication CREATES barriers to education, which goes against the very reason this institution exists in the first place. For example: as a senior at MSU Denver, I nominated myself for the Fall 2016 President and Provost awards. I was not considered for the award because I had met the requirements in good faith and the university had made a mistake in processing my application to graduate. XXXXXXXXXXXXXXXX refused to make any exception even after there was clear understanding that the University was at fault and getting in the way of a student trying to attain their graduation goals. In another instance, also in my final semester as a student, financial aid almost prevented my ability to start my last semester. Every student who graduates in a fall or summer semester must go through a financial aid proration. This is something that financial aid knew and did not communicate until after it was in effect. I was only able to pay for rent and required class materials from a personal savings account. Without that, I would have not been able to start my last semester at the same time as other students. Why is there no communication or advanced warning with students above a certain credit count that warns them of this? Giving students with limited funding a chance to prepare for a delay in financial aid seems pretty important to student success and the removal of educational barriers. Additionally: as a student, then a student-employee, then a full-time employee, I had no idea what events were happening on campus each day unless I happened to walk past where they were occurring. So of my favorite memories I almost missed because no one bothered to tell me, as a student, what was available to me in terms of activities and events on this large and busy campus. Knowing that current students face similar problems creates a lot of worry.

Better communication and policies between HR and EO so that qualified, high-performing staff could actually be promoted and compensated for their performance.

Better communication overall between higher-level administrators, department staff, and faculty so everyone can be on the same page at the same time.

Better communication! Oh my, the communication here is... well, severely lacking. Within my official department, it is horrendous. Things usually are not clear, we do not get directives in a timely manner, there is little to no transparency, and people are left out of receiving important news that impacts us department wide. We are often not given reasons why we are doing things, but just expected to do them. A little background is always good and really, it's just fair. Also, it's lacking between departments. When new information comes out and it's important and will impact others/students, letting everyone else in on the info would be really nice- there are many things I've learned from students when I should have learned it from Metro- it's embarrassing.

I think promoting people based on their abilities and not just length of time working here would also be helpful. I think it's great that Metro is loyal to it's employees, but it's not doing the university many favors. If we hire good communicators, it could very well help one of our biggest downfalls.

Another point- it feels like things are really top heavy- lot's of directors and other supervisory/directive positions that feel redundant. That might add to the communication issue- too many people playing "telephone". This also contributes to the "top-down" feeling. suggestions are not taken seriously form the "lower" levels, and those who are making the decisions are not seeing how it impacts students and staff/faculty. Those who are at the

forefront of student contact see things much differently than those who spend their time in offices behind closed doors. This also adds to the feeling that we are trying to run a school like a business- we are not a business, we are a school, and the heavy focus on "numbers" needs to be carefully considered. The more we focus on quality, the more our numbers (i.e. enrollment and grad rates) will rise, but we have to start with the quality perspective.

Better compensation and new facility.

Better faculty pay, continue to improve IT services, reduce paperwork -

Better health benefits (more affordable). Allowing free or reduced tuition for dependents.

Better hiring and training of folks in leadership positions. Doing a better job to vet for various skills (conflict management, communication, managing performance). Also - not keeping employees who demonstrate pervasive performance and/or conduct issues. The ability to coach and eventually discipline the folks out of the university. The classified system makes this almost impossible to do.

better HR processes, easier ability to let go of unproductive staff,

Better Human Resources support. While things have improved in the past few years, there are still major shortcomings in this department. They are very slow to respond to requests for support. When dealing with employee performance issues, I don't feel I have support of HR staff in my supervisory duties. There is such a culture of risk avoidance in HR that there is virtually no enforcement of policies. HR is so afraid of classified employees and their protections that they let bad behavior continue without negative consequences. Departments suffer when our managers have to not only deal with problem employees, but have to overcome HR interference at the same time. As a supervisor, I feel I do not have the resources to properly mentor and develop my key contributors because I have to spend so much time unsuccessfully trying to manage a few bad apples.

Better interdepartmental communication. There is still a bit of an "us and them" mentality that tends to divide the campus a bit. Stereotypically it's between staff/administration and faculty, and while that does exist, it happens within those sides as well. My office tries to do the best it can with dissemination of information to other departments, we wish they would reciprocate.

Better pay

Better pay

Better pay and more direction in career advancement.

Better pay. Having front-line staff have a bigger piece of decision making and trying to streamline processes for students.

better pay. supervisors across the board need more training.

Better physical spaces - I know of many people that share cramped offices leading to frustration, reduced morale and increased sick-days. Often there is old, dirty carpet that cannot be replaced due to the necessary asbestos abatement. Additional resources to accommodate improvements and expansion of the physical spaces is essential.

Better promotion opportunities

better technology for student forms. not so much paper.

Better tuition benefits for staff members.

Better tuition benefits, including adding those for dependents. Additionally, staff should be compensated properly for positions and correct CUPA comparison should be able to be negotiated and renegotiated.

Better tuition benefits. More affordable healthcare options. More generous retirement contributions by MSU. Better parking options for faculty and staff. Better training for faculty and staff (Banner, Cognos, Excel, Black Board, FLAC, Classroom Technologies, Digital Measures, etc.). Advising and teaching workshops. Electronic timesheets.

Better tuition reimbursement

Better wellness, reduced hours in the summer and winter break, more holidays built into the class calendar, better family leave, more opportunities for professional development, A bus route from campus to Union Station

Blatant favoritism by senior staff is making the culture in my department miserable. This favoritism is enforced through bullying. This University would be a better place to work for me if

senior staff did not ride roughshod over basic managerial principles and over the university's policies on bullying.

Certain academic departments are very antagonistic toward ITS. It's not clear why, but it doesn't make it easy to help them when they refuse to cooperate.

cheaper medical benefits.
free or discounted tuition

Clearer communication about what is going on at the university from the senior leadership. Most things are learned through the grapevine rather than disseminated in an organized and official manner. Better training of those in supervisory positions about university procedures and what the roles and duties are of those they are supervising. Elimination of the retaliatory work environment. Staff being able to review annually their supervisor's performance if it is a department chair, as of now the evaluation is one way.

Clearer lines of accountability and ownership, academic leadership making unpopular but needed decisions

Clearer Professional Development & Tuition Reimbursement Access
Effective, desirable wellness programs for faculty and staff to meet one-another
Reaching HSI -Designation

Common sense . . . Yes, we can hold on to values of diversity, accessibility, and all other values while just looking at a process that's too many steps. And realizing we can have some degree of accountability and trust with middle management. The rules and processes are set up to assume everyone is a bad actor. If you've ever experienced trying to hire, you'll know what I'm talking about. The number of steps and being bounced back and fourth between Equal Opportunity office and HR is unreal. Often they give you conflicting information and searches drag on for so long we lose good candidates. Furthermore, the word-smithing of position statements and micro-managing of searches is grossly overdone.

Communication between Senior Leaders and those in SSB can be really disconnected from the rest of us on campus. It can sometimes feel like there is a division between SSB folks and everyone else.

Communication is a big issue. There is a lack of communication on campus between various constituencies. It is also very difficult to communicate out to students. Communication on campuses is always an issue, but I think we have a much bigger problem than most other campuses. I hear people talking about this all the time, but no one does anything about it.

Surely we can do a study of best practices of other large state institutions to figure out how to communicate among ourselves and our students.

Consistency and accountability.

Continued enhancements of benefits. Maybe additional things like extended maternity leave.

Creating a forum or opportunity to implement non-traditional ideas or strategies.

Diverse Senior Administrators

diversity

Do our best to ensure that those who are hired and continue to work here are motivated to make it a better place and to have high expectations for whatever their job duties entail...avoid those who are looking to do the bare minimum of their job

don't know

Establishing a mentoring option within departments which could encourage cross-training as much as an understanding of the various roles within the University. Offering incentives for staff with more experience the opportunity to share their wisdom with the emerging-incoming staff. This may collectively lift the moral of staff by allowing them to share what they know best with mutually benefiting outcomes which will increase connections, support servant leadership models, and increase skill sets.

Exceptions of Social Justice theory for all workers

Facility and office environment. Many offices are outdated and very small.

Faculty and Staff coming together and to really feel like we are one University.

Fair pay - CUPA is a joke; opportunity for advancement is limited to a select few who are "in" with senior leadership and no one else; leaders must lead and treat people consistently; there are many sets of rules for different groups of people.

Fewer arbitrary administrative/documentation changes without testing or significant discussion with constituents.

Fire the many people who are not held accountable for productivity at work, accuracy with information distributed, etc. and are dragging the institution down and burning out the high achievers who are continuously correcting their mistakes and/or taking on extra workload to make up for this.

flexible work schedules like working from home or flex weeks

Flexible work times and telecommuting would be a big plus.

Focusing on improving what we are currently working on, rather than trying to constantly start something new and "better" so we can be in the news.

For me, an office. We do not have enough space in our department. And our building never has heat in winter or AC in summer.

Free Parking

Free parking

Free parking for employees.

FREE PARKING.

Free tuition to all programs, not just undergrad, more flexibility with work schedules

Full Tuition reimbursement for employees for the duration of their enrollment, not just 12 credits a year

General appreciation of differences in faculty and staff

General flexibility and breaking up the middle-management logjam (there are still some pockets of people who've climbed to a certain position, developing a "this is the way we've always done it" ethos and then feel the need to hoard information). There's a reluctance/resistance to change

that exists in many areas; in general, things can get bogged down in red tape and inefficiencies. Faculty and administration still can have strained relationship with one another.

Graduate programs for employees

Greater appreciation and understanding of this university by the Colorado state legislature. Overturn of TABOR. I wish that public education and higher education in particular were properly valued by national discourse. I believe education (funding, status and recognition of value) has become a casualty of short-sighted political games, locally and nationally. We need not only an educated workforce, but we need renewed recognition of the many societal and cultural benefits of a deep-thinking, broad-thinking and clear-thinking populace. Is that too much to ask?

Have a better recruitment process for Associate Vice President positions and above. I think someone at that level needs to have superior soft and hard skills. Our hiring process doesn't lend itself to assess/highlight both.

Have less events that require tabling. So many of them are not well attended.

Having the ability to promote within the institution. Also, some employees have been employed at MSU for many years although they do not do much to contribute to the institution or the workload. It would be nice to see these employees either reprimanded or "let go", to allow room for hiring employees that would excel in the position.

Higher pay and less expensive health benefits

Higher salaries, better benefits, and waiving tuition and fees for staff and faculty who take classes at the University.

Higher salaries. In the public sector, I could earn 25-50%

higher wages

Hiring more staff for Academic Advising.

Hiring more student-centered faculty and staff. I feel that when I have a hard time getting assistance for student programs from those that say "that's not my job"

holding faculty to higher standards of performance in the areas of teaching and research

I am soon leaving my position of more than 7 years. I am not considering other positions at MSU in job search, because I do not feel this is a good place to work. The main problems that I see are A) lip service only in commitment to diversity/inclusivity and B) unhealthy work culture and work environments. I am deeply disappointed with the lack of commitment to students, staff, and faculty of color; furthermore, I am angered when white leaders take credit for the work of people of color (XXXXXX accepting multiple awards for the ASSET initiative, when people of color did the work to make that happen), when MSU pats itself on the back for our "diversity," and when the under-resourced, under-funded ALANA Center is held up as an example of diversity work at this institution, when it has been an effort initiated by a small group of individuals who have then been told, ok, put together a center with no money, no resources, and a tiny space in someone else's office in the basement. I have multiple colleagues who are people of color, both faculty and staff, who have left their positions because MSU Denver did not recognize their value. They have gone on to institutions where they are doing great work and are valued. I feel bitter about the HSI Initiative, because I see this institution doing nothing to support students of color, and no emphasis placed on offering actual support to the increased population of Latinx students. I see a lot of self-satisfied, self-congratulation, when the white people in leadership positions (there are precious few POC, but boy, do they sure trot them out to show them off!) show no evidence that they have a clue that students of color, not to mention faculty and staff of color, are hurting as a result of racism on this campus. It's not enough that we have a diverse student body--we also have to make sure that those students aren't having to battle racism in their classrooms, in their on-campus workplaces. We have to make sure that race isn't impeding their ability to get the education they came here for. I do not see that happening. Instead, I see faculty members saying and doing racist things in the classroom, or allowing white students to say and do racist things. I see staff and faculty who are people of color leaving in droves, and being replaced, by and large, with white people. I see MSU caring a lot more about looking like we are committed to inclusivity than to actually being inclusive. I remember what it was like to be a student of color in higher education. It was incredibly hard. We have to do more for our students. A start would be mandatory and on-going social justice training for all faculty and staff; a discrimination-complaint process that actually works; a fully funded, fully staffed ALANA center in an adequate, visible space; a mandate that all search committees have at least two people of color on them; inclusivity committees, such as HSI and Equity in Excellence, being led by people of color and having a membership that is a majority people of color; a commitment to having people of color in leadership positions from Chairs and Directors to the President; and mandatory coaching on white privilege for white faculty and staff; just to start. I feel bitter about this. It's the same damn thing everywhere I go, and it's tiring. I am tired.

As far as the work culture--we are expected to bust our butts with no additional compensation and often, no recognition--there is no value on work/life balance, only a value on work. As a person with multiple non-apparent disabilities, this is physically impossible for me. In the last 3 years, I have had to choose between my physical well-being and doing my job to my satisfaction. While my supervisor has been happy with my performance, I have not been. I do not want to be the kind of professional who drops the ball, but that is who I have become, simply because my job is unmanageable. I do the work of 2-2&1/2 people. Additionally, there is no support for resolving interpersonal conflict. I know folks in different departments all across

campus who have dealt with ridiculous bullying situations. MSU needs to be willing to fire people who are incompetent, who are bullies, and/or who clearly are not contributing. I cannot deal with the stress, and so for this, and for my disgust with this university's lack of support for people of color, I am leaving.

I can't think of anything, as I look forward to coming to work every day.

I do not have any suggestions other than possibly free parking for full-time employees, but MSU Denver is a great place to work.

I don't feel there are many opportunities for advancement or promotion within my specific department, or I guess the University as a whole. This is frustrating, because while I really enjoy working here, it doesn't paint a very good picture of longevity within the University. I also think that the pay, required job duties, and preferred job duties are inconsistent for the same job level not only across the University, but within departments as well. This is something I truly think needs to be addressed.

I feel if we had a more dedicated MSU Denver neighborhood environment, where staff/faculty could engage regularly with students, it would enhance the learning experience for the student and the work environment of staff.

I feel upper administration and the lower level staff/faculty are not the same page. The upper administration is not in touch with their students needs and do not do an adequate job of listening to those who are at the forefront working with our students.

I graduated from Metro and be able to work at the same institute is a great honor. I can give back by helping other students as i was helped by my peers.

I often feel that within the university the left hand does not know what the right hand is doing. I believe that Marketing and Communications works independently of all other departments and in doing so truly is out of touch with the incredible work that people are doing throughout the institution. I find that this office is often a significant burden on all kinds of projects including both fundraising and project promotion. If we are not telling the stories well we are creating obstacles for each small element of the school. It would be very, very good for the people in that office to leave their desks to participate in programs and projects so that they can tell stories that are true and effective.

I think that people should NOT get hired in key positions that have NOT interviewed. This happened in my own department.

I think we are going through a lot of growing pains, which is exciting, but does cause some complications. With improvements in technology and larger budgets for staff, I think we could encourage better work-life balance for our employees. At least, in my division (although most supervisors show lots of support for their employees) there is not a sense that you could be creative with your work week or day to do your job more effectively and balance it with other life obligations. I think a culture shift is what we need to make it okay to explore some of those options.

We also are quickly outgrowing our space. We are understaffed, but still almost at capacity in our office. Assuming that we will be able to acquire more staff over time, we will soon be bursting at the seams.

I think with more opportunity for growth not just for Faculty and Staff but for students, offering more support and making it feel like it isn't just a commuter campus. Providing More awareness on events, free items in certain areas, etc.

I wish more opportunities for advancement and promotion for staff members were available. I also would like to see the senior leadership become more transparent/open and about changes within the university. Additionally, I would like to see the senior leadership more connected with students, with open door policies friendly staff and more accessible to meet. Support and Value the area of Student Affairs as a profession.

I work in the Student Success Building where the heating/cooling is very unsatisfactory. Other than physical conditions, more accountability of people who under perform and more recognition for top performers.

I would appreciate a more open conversation about flexible time, telecommuting, compressed work weeks, etc. to accommodate work-life balance. I believe that conversation happens in pockets on campus, but I don't necessarily feel that I know how it would be perceived in my area.

I would improve the technology in every aspect to make everything more efficient. It's great that the phone system will FINALLY be updated. However, the other systems the students and staff work under are outdated and inhibit so much growth and progress. One example - the campus system that students use to register is awful and a worse setup with the same system that I had at another institution almost 15 years ago. The interface is archaic. A little bit of time and thoughtful setup would make the world of difference and could help retention and attract students to a place that is at least up to speed compared to the places they transfer from.

I would like it if there were more opportunity to grow in my job. I'm not really interested, nor can I afford to go back to school for advanced degrees. However, I feel that if I don't I will never be able to move from the position I'm in. I'm good at what I do, my evaluations are good and I feel meaningful when I leave here. I also feel like I'll never make more money unless I take the time

to go back to school. I'm trying to raise a family, and work full time. It's very hard to find money and time for another degree.

I would like more professional development opportunities

I would love to see some type of salary raise structure that was based on performance. If we continue to only see raises based off of state mandates, we will operate at a loss every year, because 1-2% raises don't keep pace with inflation. I don't even know if that's possible, but it can be discouraging.

I would really appreciate if our institution felt less political. There is so much Bureaucracy that it makes it difficult at times to center the needs of our students.

I wouldn't change anything.

I've always felt that I am underpaid for what I do, and then last year my job description was re-written to include more administrative tasks and cut the teaching load. My salary was not re-evaluated. Another person in my department who does the same work as me now has a higher title and salary. I'm not satisfied with this new work; I wish I had more teaching back.

I've noticed micro-aggressions in the office that has made it challenging for the employees experiencing it. We had an employee for a while that wasn't well liked that received a lot of this type of low-grade bullying. Anyone who was nice to her, also received similar treatment. It had nothing to do with her race, ethnicity, religion etc. She eventually left. Perhaps training that included this type of harassment would be a good idea. Since it's not very overt, and it doesn't fit into the normal categories of bullying or harassment, employees might not be aware they are doing it.

If Health Insurance packages were more affordable.

If people who are so unhappy, disgruntled, and negative would leave or not be allowed to spread that negativity.
Our holiday schedule is fairly limited compared to many colleges and universities.

If the bullying from others was taken care of at the department level. Fear that my supervisor is also very wary of approaching this person.

If the ideas of administrative employees were taken in to greater consideration. If family member (spouse and children) could benefit from the tuition reimbursement program.

If we had enough funding to fill all the unfilled positions, had enough help to do the work.

If we had our own facility to play/practice volleyball and basketball.

If we were able to move ourselves from the "pass the buck" attitude and better focus on addressing problems with solutions vs. blame. Also, if everyone pulled their fair share. There are some departments and senior leaders who work extremely hard and others who are the "squeaky wheels" yet don't manage an equal workload. Better pay would always help the situation.

Improved culture in HR. Currently, the actions coming from this office demonstrate a lack of interest in retaining quality employees. Decisions for salary are based on one restrictive salary comparison tool (CUPA) and benefit decisions are being made to save money that are directly impacting the quality of life of MSU Denver employees unnecessarily. HR should work for all of its employees and instead it feels as if they are more concerned about paperwork and cutting corners rather than doing what is in their employees best interest. Additional staffing in HR is critical but for some reason resources are not being allocated to do such. This impacts everyone at the University. High turn over rate in HR due to work place environment and lack of support for the quality employees who do remain (until they can find something better.) This is very short sighted and will not change the culture of working for the employees as all that the limited staff can do is try to keep their heads above water as the tread. This should be a very high priority.

Improved/replaced middle management.

In my last position I worked in an area that had poor leadership. It took more than two years and the departure of over 20 staff members before a change was finally made. The sad thing is that many of the staff that left were very effective in working with students from under-represented populations so these vulnerable students did not have their needs fully met. Better oversight of such situations is necessary to prevent this from happening in the future.

In some ways there is a gap between the faculty and staff. I have seen this gap shrink over time, and I think continuing to cultivate this change is beneficial.

Increased Funding. Elimination of AHEC allowing MSU Denver to function as it's own intity

Increased tuition benefits
Follow through from management in my department
Holding poor workers accountable in my department

Increasing accessibility of instruction materials for students with disabilities. Providing additional resources to faculty and staff when it comes to creating or selecting accessible course materials. More space on campus that can be used for events - more conference/meeting spaces.

Increasing salary so it's competitive with other universities. I'm underpaid by at least one third compared to other universities and only stay because I have other income sources. The salary is ridiculously inadequate.

Investing more in employee development and growth.

It would be better if everyone who is affected by curriculum-based decisions were included from the beginning. I would like for there to be enough resources and people to do our jobs. We do so much with so little.

It would be better if there were a stronger culture promoting healthier work-life balance. People are on email constantly, even on holidays or sick days. There is an extreme expectation of always being available and always working too much. It is like a competition!

It would be great if employees could get free classes instead of just discounted classes.

It would be helpful if the communication between administrative areas and academic departments was more efficient.

It would be nice if confidential information could be kept confidential. There have been several instances where information shared with EO, or the Office of Diversity and Inclusion were given information that should remain confidential, but instead staff members chose to gossip about this information in open areas. It really hurts to be gossiped about when all the information hasn't been provided and such information should be kept confidential.

It would be nice to have more events, like cocktail hours, mixers, lunches, or dinners. Breakfasts don't work for everyone.

It would be wonderful if paid parental leave would include fathers, same-sex, and adoptive parents. Other Colorado higher ed institutions are able to provide this support to faculty/staff that goes beyond letting individuals use annual leave allowances. Additionally, it would be great if tuition assistance would be expanded to spouses and dependents.

I realize budget constraints is the real limiting factor, but assistance in these areas would be a welcomed addition.

It would reduce the external stress placed on many members of the MSU Denver community to pay them based less on CUPA and more on the high cost of living in the Denver Metro area. Folks tend to work harder and be more cheerful (thus contributing to a positive work environment) if they aren't constantly worried about paying their bills.

Keep working to improve technology resources... improvements have happened but need to continue.

Leadership at certain levels

Less Meetings and comities

Less overpaid "watchers", and more "doers". More IT support. Create opportunity for promotions or career advancement, many of us feel "stuck".

Limited room for advancement in my career field.

location, core value

Mo' money.

More "community" and relationships with others outside of our office. Even at the departmental level. I don't feel as though I know my colleagues outside of my office.

More accountability. There are so many individuals who are in positions of authority who are not good at supervising, managing, or creating strategic plans for departments. Why are they in their role if they are not good at what they do? Because no body seems to hold them accountable. Several offices I work with have had numerous individuals quit because of how poorly they were treated and managed. These individuals reported the mistreatment to the Director and the person above the director and nothing was done. How can people not ask more questions when person after person quits their job in a particular office. So many people quit before reaching a year or shortly after. It is because people are in positions who should not be and no one holds them accountable. Who looks at annual reports? It seems like no body does. It also seems like no one at this institution does research on best practices, ask students questions about their experience, or considers what we should be doing differently. Many people just continue the same mediocrity. And those with good ideas get discouraged because they are not given the ability to actually implement their ideas and they aren't supported. Additionally, the lack of diversity and training around diversity needs to be improved.

More affordable health insurance premiums, tuition reimbursement that counts towards degree completion and graduate programs.

More and better communication would make this University a better place to work. Processes are often unclear or change without notice – we need clarity on what to expect. As a whole, MSU Denver culture tends to be conflict avoidant, causing problems to grow far beyond the original issue damaging working relationships and the ability of people/offices/departments to work together effectively. Communication that comes from upper management feels like PR and spin to make us love the brand rather than open, honest, transparent, and dealing with the challenges we face as an institution. We will be stronger if acknowledge difficulties and face them together.

More clarity and structure in my department. Stronger senior leadership.

More classrooms and lab spaces

More clear and regular communication across campus- early bird has helped, so thank you!

More clearly defined opportunities for advancement.

More cohesiveness in senior leadership in communication and decision-making

More compensation for overtime work. I would rather be paid for overtime than offered compensatory time.

More competitive wages.

More competitive wages. Proper compensation for additional work done above and beyond your job description.

More connection and communication between senior leadership and staff actually facilitating ground level programming. I often feel that there is a disconnect between what we all do here on a regular basis and what the senior leadership team knows about or chooses to support. I often feel that I am placed in a position to facilitate or grow programming without proper support or recognition from senior leadership.

More diversity in student population

More faculty and staff to help handle the workload.

More flexibility in regards to telecommuting or compressed workweek.

More flexibility in schedules available

More flexibility in working arrangements, including more work-at-home time.

More flexible options in terms of telecommuting.

More flexible policies: options to telecommute at times, flex time, etc. Being in seat from 8am-5pm is very old school, and not necessarily meeting the needs of today's modern workforce and families.

more flexible working hours...trying to force employees to take an hour lunch is ridiculous.

More focus on work/life balance. Most people in our department are overworked. Things like compressed work schedules, flexibility to work from home and mandatory vacation policies would help mitigate these problems.

More funding from the state and other sources -- we do a lot with very little and we could do better with more resources.

more input taken seriously from people on the front line dealing with students. Not their bosses - the people that actually work with students. Recognizing that we are customer service oriented everything just goes on a report that just gets puts on a shelf - we pay consultants to come tell us stuff that the front line people could have already told you and then nothing changes. upper level administrators get paid way too much. What does XXXXXX actually do? What does he know? He seems all talk. All of the administrative upper level folks seem to just go to meetings and have no idea what real life and the run-around is like for students. Why should they care since they get paid 6 figures? Creates a huge division between the folks doing the hard work with students who get paid pittance. We are the ones serving students. We actually know stuff about how this place works. stop only valuing employees who are yes men - i have ideas too but am scared to say them because I have been tagged as a trouble maker. So I just put my head down and give up.

More money for physical infrastructure, buildings are falling apart, furnishings are outdated and breaking.

More office space. I do not like working in a location where there are no windows/ natural sunlight and notice it in my work performance.

More opportunities for career growth

More opportunities to advance. More opportunities to flex time.

More opportunities to work from home, better promotion and/or encouragement of work breaks, providing childcare benefits, paid maternity leave benefits for all employees.

More recognition for those who work harder.

More resources so that there are sufficient employees enabling workload to be lowered and thus a better work/life balance. Simplified processes, again to decrease workload. More space to increase offices and classrooms. Better pay for all. Equal application of pay policies as it seems like the President and VPs don't have to and don't care to follow the pay guidelines of 90% of CUPA for new hires. Creates a feeling of being undervalued to employees who have been here.

I know that the State is not giving us more funding and I don't want to see the tuition increased more so this is just an ongoing problem until we can bring in more money from grants and gifts.

More social events

More space and staff to adequately help students.

More staff, the workload is too much and burnout happens quickly. It's more expensive to lose an employee than to add one to your team that will stay for years. We need more emphasis on healthy work/life balance. Don't just say, "we support a work/life balance, but the work still needs to get done." We need more bodies or less workloads.

We also need a fair way to determine raises, promotions, and salary supplements. A way that doesn't yield favoritism for faculty like it does now. Also, CUPA is not an accurate way to determine salaries in Denver for many reasons including the cost of living is so much greater here than most of the institutions we use for comparison.

More state funding?

More students.

more training and guidance

More trainings and education on relationship, conflict, and humanistic skills thus promoting more civility among co-workers.

More transparency from senior administration during difficult times would be helpful in easing anxiety and stress. Feeling left in the dark is worse than knowing the outcome, even if it isn't what is wanted/needed.

More transparency.

More tuition reimbursement options. Make the requirements for pay increases more clear.

more workplace flexibility - commutes are long in Denver and the cost for parking is outrageous. There should be more work from home or compressed schedules available to staff.

MSU Denver would be a better place to work if employees did not have to carry such a heavy load. The work-life balance is not reasonable. Even with flexible work options, the workload demands long hours at the office or working from home in the evenings and weekends. The thought of taking a lunch break, sick day, or vacation is too stressful because the work continues to pile up.

MSU Denver would be a better place to work if we had more employees at all levels who had work experience at other institutions, or consistently sought communications with and guidance from other universities who are similar to us in scope and size. There are so many employees who "grew up" here and are complacent with the way things have "always" been done. When the State College moved to University designation, the infrastructure was not set up to support it. We continue to drown in absent or archaic policies that other universities across the nation have remedied long, long ago. Without actively seeking out and emulating how the rest of the nation is handling all facets of student records, financial budgets/ systems, or (and especially) UNIVERSITY-WIDE ASSESSMENT, we will continue to limp behind our competition and will never run well.

My department operates strictly on CRONYISM. Supervisors and team leads get their jobs based upon who they know, who they are connected with, and BLATANTLY NOT on experience, education, or ability. Senior leadership in my branch is flagrant and unapologetic in

this practice!

Return to a policy where people are required to interview for a position within a department and require that applicants must meet basic and ideally preferred requirements based upon EDUCATION and EXPERIENCE.

My office space seems to be an afterthought... as a staff member, it seems that we just get stuck wherever there's space. My office happens to be in a different building than the facility I manage making it slightly inconvenient.

Pay and how it relates to the cost of living in Denver needs to be seriously considered. My rent went up 30% in the first 3 years I lived/worked here while my pay increased only 5%. I have now had to move in with roommates (as a 40-something) to be able to afford to keep my job and live in Denver. This is not sustainable in the long-term if we are to make a commitment to the institution. I feel my pay in relation to others in the institution is fair, but we're not keeping up with the local economy.

n/a

N/A

Negotiate a better price for medical coverage. Medical insurance here is much more expensive than at my five previous employers, and 8-10 times more expensive than at my last employer. That cost, combined with parking fees, resulted in a much bigger pay cut than I was expecting, and knowingly accepted, when I came to work here.

No comments

Of course everyone is going to say compensation. I would echo that but I do believe there are things that the institution can do to make employees feel valued, such as paid family leave. Please explore and increase the amount of paid family leave!

On-campus housing

One of the ideas behind allowing Work-Study students to work at MSU is to give valuable real-world job experiences to develop their character and skills to equip them for their future careers. This is a fine idea in theory, but, in practice, MSU Denver's HR Department admits that the institution adopts a widely-practiced spirit of leniency with student employees that, in many ways, bears little resemblance to the experience students will have when faced with real-world employment. This has created a double-standard where students learn that they don't have to be held accountable for their work ethic and performance, as they see that they are not held to the same level of accountability as payroll employees. Supervisors are advised to overlook

instances where students spend time on the clock surfing the internet, private messaging friends, lingering for lengthy periods of time in the hallways, and being selective in the tasks they choose to complete, based on the appeal of the task in question. Supervisors have been issued verbal and written warnings against correcting, instructing, and disciplining student employees, when the supervisor has legitimate concerns about the student's work performance and the need for improvement. Student employees are given an unbalanced voice whenever they are frustrated or put out when receiving direction and correction from their supervisors, to the point where supervisors undergo extensive investigation by multiple departments, questioning the supervisor's management and are warning against giving the students specific tasks and specific instructions to complete those tasks. These are only a few of the experiences that manifest from this institution's spirit of leniency, which does an extreme disservice to the development of the student and his/her future contributions to the greater community, and also sabotages and derails the vision of this university, as students enter into a job market ill-equipped with embarrassingly under-developed employment ethics and skill-sets.

Opening minds to telecommuting, flex schedules, trading time for weekends worked.

Opportunities to collectively engage in the processes that create and reiterate our commitments to equity and inclusion beyond departmental/office programs and statements. I'd really like to see administration engage directly in conversations with the community and have an ongoing conversation on what strengths we can improve and add to our culture and our campus identity

Organizationally the institution seems very top-heavy to me. In our college we are being constantly told that there is no money for additional staff or faculty lines which would improve student experiences and yet there seems to be a consistent effort to hire executive level administrators who draw large salaries to run initiatives that do not appear to have a significant impact on the quality of the education. Our accreditation reports have pointed out our dependence on student workers to sensitive or safety related work that should be done by professional staff.

Our department has seems to be the last informed on updates (such as the new phones). It very frustrating to be reprimanded for something when we weren't given the updates to begin with.

paid staff parking

Parking benefits for employees. We don't all live near public transportation. Stop taking away parking lots to build buildings.

Pay scales that consider cost of living in the Denver area.

plurality of opinion and perspective in a diverse work environment

promotions based on skills and experience, not favoritism

Providing a safer environment in regards to the amount of transient and homeless in and around campus.

Providing more flexible work conditions (telecommuting, compressed work weeks, etc.).

Quicker actions taken when many complaints against a supervisor are made, therefore, preventing the least amount of disruption within the department/university as a whole.

Raises and promotions based on your actual job, and not who you know.

Recruiting and retaining a group of faculty and staff that looks like the students we serve.

Redesigning the human resources systems--there are too many restrictions to reward/promote and re-balance qualified and valued employees; the hiring process is extremely time-consuming and inefficient.

Creating more balance relating to diversity--there seems to be an over-weighting (a disparity) of focus on groups considered to have minority status (race, gender, sexual orientation) that actually promotes a form of exclusiveness; there also exists a sense of communal contempt for certain political views.

Reduced parking for staff

Reducing the overlap of functions performed by different departments/entities by consolidating those entities into unified teams/offices.

Renovation of my space to accommodate an assistant that I can directly oversee. More help with my specific job. Better employee tuition benefits. Better maternity leave program.

Resource my area more fully; Streamline paperwork requirements

School seriously addressing complaints made by students about Professors & Staff that are harassing them

Senior leadership more connected to student experience - poverty, homelessness, trauma, marginalized identities, etc. Senior leadership more sensitive to and competent dealing with diversity/discrimination/identity issues. Senior leaders who are competent at their jobs. Ability to move nonperforming/incompetent employees into other roles where they may be more successful and do less damage. More resources. Better pay. Opportunity to advance. Flexible work arrangements including telecommuting.

Solving difficult problems, such as communicating effectively with students and engaging with better prepared students.

Sometimes the process of filing paperwork can be daunting. Some of the HR & Accounting processes seem overly complicated. Additionally, things regularly seem to get lost when moving between departments. Students often site examples of being sent from department to department to get an answer for their questions. So much so that the have named it the Roadrunner Run Around.

Stop allowing IT to build walls around their department. All their email responses to tickets are anonymous, no one takes responsibility for these responses, and they won't put you in touch with the person who is actually in charge of a given situation. No other department would be allowed to conduct itself in this manner.

Streamlining bureaucratic aspects of the job so that we can focus on more important work

Stronger Human Resources Department leadership. Less emphasize with protecting employees, especially Classified staff, which ties the hands of supervisors when dealing with serious performance issues.

stronger supervision training, and a voice in governance within in my division, right now I feel that some of the frontline members of the XXXXXXXXXXXXXXXXXXXX feel like we have no voice in the direction of our with students and that things are intentionally being stalled or slowed down at the director level.

Student services in going through major transmission and things have been very difficult because our communication has really broken down. We also have a disproportion of staffing and this creates huge challenges within our work environments.

Supervisor recognizes of contribution and effort.

supervisors - especially those at the Director level and above, need executive supervisory training and management training. For example, there are some directors who do not know how to effectively supervise middle management staff and utilize them to do their jobs.

Supervisors/managers are promoted to their positions only due to their years of service, however, it seems like they know nothing about supervision and management of employees. It would be great for them to go through mandatory training and professional development opportunities, not 1-hour workshop they have to attend annually... Or on the other hand, stop promoting people to supervisory and managerial roles if they have not shown potential as great supervisors.

Surging-up of institutional policies and procedures/adequate resources to execute more efficient policies and procedures.

Telecommuting option.
Orientation within one's department/office that addresses internal processes that are not covered in general new employee orientation.
Mental break activities and/or team-building exercises, particularly when new employees join a department/office, to help break the ice.

Telecommuting would be good. There are some days when I could do most of my work from a remote location.

The ability to improve cumbersome bottleneck processes. It's very difficult to implement effective change.

The annual review process stinks. If your supervisor does not like you, you have no recourse, and your reviews will simply always be bad. What is the point of this beyond discouraging people? Also, please stop making me tell people "areas of growth" on those reviews. It takes forever and is so meaningless.

The committed staff

The existence of racially and ethnically diverse individuals in positions of power. There seems to be a glass ceiling for people of color, there are no AVPs that hold a position of power and some only have maybe one person in the departments at the director level. Most people of color are at the Associate Director and below and/or in entry level positions. There is no place to go, but leave. Also limited people of color that hold tenure positions.

The people put in supervisory roles should have proven supervisory skills. The biggest weakness at Metro is relying on degrees instead of work experience. A phd does not give a person the leadership to lead people.

The resources to be able to fulfill the mission.

The salaries for staff absolutely needs to be addressed. Denver has become an expensive place to live and the salaries are not sufficient. It also feels like the University does nothing to retain employees. New employees coming in are making the same salaries or higher than those who have been here for years. There is constant turnover with people leaving for better paying jobs. Those who remain are stuck with the extra work for six months because the hiring process is ridiculously slow. Then, the new employee stays less than a year and leaves for a better paying job. It's an endless cycle and morale is at an all-time low. Also, as staff, there is no promotion. Raises should be based on merit and not everyone getting the same regardless of their effort. It's frustrating that in order to make more money, I need to leave my job. I've been consistently taking on more responsibility, but my pay never increases,

The University desperately needs a remodel of the Arts Building, and/or moving the Music Department to the King Center where all of our facilities are located. I'm not sure why English is in the performing arts space and music isn't?

The University is starting to focus more on equity measures to ensure success for all, and I think that focus will help change what has been a predominately white leadership team.

The university would be a better place if those in power treated everyone objectively and not subjectively. Instead of actively trying to get rid of people why not figure out how to work with them instead.

There are a few things that would make MSU Denver a better place to work. First, would be compensation (pay) for the staff. Denver is a very expensive place to live and at the very least the employees of this university should be paid at least average of CUPA data. If someone is able to live in low income housing and work here that is an issue. And yes, I have know someone who was doing just that. Second, find a way to further develop employees. Employees should be able to take classes at MSU without having to pay additional fees (campus recreation, RTD, etc.). Classes should also include Master degree programs and all of us have BS degrees so it doesn't make sense to work toward another BS degree. Third, the commute times have become nearly impossible to deal with. My commute is now up to two hours per day. There needs to be support from Senior leadership & HR to being able to flex your work day if it does not significantly impact your department. We are now looking at an institution that does not value the pay of their employees and employees that are spending less and less time at home with their families. Lastly, I would like to see the university take steps toward encouraging healthy activity. The university has a very old and outdated Campus Recreation facility that

many staff are reluctant to use. While all of the other buildings on campus have been updated or recently built, MSU continues to neglect the PE Building. UC Denver has taken the steps to build a new facility that will encourage usage by their staff. This is just another great perk that a university could offer that MSU Denver is failing to see any value in. A new facility for MSU Denver would not only be a retention, recruitment tool for students but it may do the same for staff. By the time I leave campus and commute to home there is little time to worry about my health.

There are a few things that would make working at MSU Denver better. One, CUPA needs to be adjusted for cost of living in Denver. It is too expensive for people to live in Denver and only have one job, where they make \$42,000/year AND they have a master's or higher. Two, We should care more about the spirit of CADRE instead of robotically naming what CADRE stands for. Are we actually diverse? Do we really respect each other and our students? Three, If we have a bullying policy and we care so much about it, why do bullies get away with their behavior? Why is it that a documented case of bullying leads to the victims leaving that department? This actually happened and the victims left because the bully received a slap on the wrist- write a letter apologizing, change your behavior, etc. and this person didn't but they still work here- what kind of example is the institution making in this case? Four, Work-life balance at this institution is joke. Check the building records for the number of employees who entered locked buildings in the evenings or weekends, to try to complete their work. My coworkers aren't doing this because they slack off during the workweek; they are doing this because there is too much work and not enough time in the workweek to complete it. This has been stated to multiple senior level administrators and they did nothing to help. They acknowledged that there was too much work, they thanked us and changed nothing, so it continues to this day.

There are some people that I have come across in the 2+ years I have been here that behave in a very bullying fashion and so some not-okay things toward their colleagues/staff. I wish supervisors would jump on these things and make sure the folks in question are swiftly disciplined or shown the door. Tenure is no reason to have some of the faculty members still employed.

There are too many committees and subcommittees at this institution. Sometimes, that is a good thing. However, the same exact people are in those committees or subcommittees. While I can appreciate that they may be a subject matter expert, this does not allow opportunities to others to grow and it severely reduces the creativity and innovation. The same people will always suggest the same things and we will always do things the same way. I believe that goes against what we say we are looking for.

There is currently no place to advise students in the Office of Admissions. To be clear, if a family wants to sit down with an Admissions representative, they are expected to sit in the aisles, literally in the path of constant foot traffic between cubicles with no place to privately discuss wants and needs, previous success and failure both personally and academically, and as many transfer students need to do- their debt at previous institutions.

When bringing this to the attention of an Enrollment Manager prior to the SSB renovation project, her response was "I didn't think of that." I would consider a small office to advise students and families with digital and printed resources more than appropriate, and would appreciate a more student-focused sense of leadership in Admissions and Enrollment Services.

There is quite the disparity in pay among similar jobs here at the University and it has nothing to do with seniority or qualifications. Also, this practice of hiring on new employees at higher rates than those that are holding the same job and have been in it for several years causes very low morale among employees and this includes Faculty AND staff.

There is resistance to change. Administrators that have been here for years are resistant to changes in processes because "it's the way we've always done it". It hinders the ability of the university to make strides in improving service to students. We shouldn't be barriers to students. We also need the technological infrastructure to support change. ITS has limited staff that assist with pending issues that directly impact students and it delays our ability to make progress. Projects take months to resolve and very little communication is received with updates from ITS on the progress made towards finding solutions.

There is such high administrative overhead here, it can be suffocating just trying to get through the workday. HR policies are rarely enforced out of fear, even when the case to terminate an employee is laughably clear. Instead of getting rid of problem employees we consistently hire around them, wasting time, money and making personnel management largely impossible. At the same time, AHEC leaps into the fray, complicating procurement, facilities management and everything in between. Removing barriers to successful completion of daily duties and giving supervisors the ability to do their jobs would make this a much better place to work.

There seems to be a belief that leadership means you need to be someone who is outgoing, popular at the university, and the loudest voice in the room. I wish there was an understanding that good leaders can also be strong facilitators who listen to all constituents and think carefully before voicing opinions.

There used to be a sense of family and now only of fear of retaliation the African American community is in fear of retaliation from the administration and their supervisors. The students are not seeing instructors of the same color or interest.

This is hard for the University to accomplish given the nature of our campus, but we need space to grow!! We also need to be able to hire more staff members with the increasing number of students. As it is, my department is stretched very thin and it makes for a very weak work/life balance. Also, it would be amazing if the tuition benefits could be used for family members!

To become a Hispanic serving Institution to serve better our students of Hispanic backgrounds

Traditional values. Not pushing one ethnicity (such as hispanic) over another. Dropping the push for "Diversity" (meaning immorality) since it causes the 20% to rule, the tail to wag the dog. Match 401K contributions.

Training on technology expectations to manage the day to day activities. For instance, SharePoint is strongly recommended as the tool to share files, but the only training is a confusing online training by Lynda.com. Other tools that are not fully utilized are Banner, OneFile, and scheduling components of the email package. The scheduling reference information is not up-to-date and cumbersome to use.

transparency in policies, especially from the HR department, opportunities for career advancement based on merit, update compensation policies to align with the demands of the real world, embrace the challenges of ripple effects from changes in existing policies, encourage creativity and innovation instead of leveling the playing field for the lazy employees, stop encouraging and protecting the employees who take advantage of the system (family medical leaves) and reward the ones who work harder and are dedicated, invest in people with diverse skills and abilities, reward people with a mindset of "I do this for the community" instead of those with a mindset of "If I do this, what's in it for me", pay attention to the meaning of the values of our institution, instead of boosting them on paper or surveys, start the process of preparing for accreditation measuring in years, not months prior to HLC visits, work towards a culture of change and innovation, quality of learning, skills for success, instead of encouraging a culture where every job opportunity is simply "a political issue", pay attention to the students in online environment, measure the quality of their learning, not only in the classroom, hire and encourage people with a vision, with leadership qualities and creativity, instead of looking at paper resumes, do not tolerate a physical working environment without a window and clean air.

Treating us like grown ups with telecommute options, flexible work hours, and better reimbursement for using our own personal vehicles for the university. Putting people in supervisor positions that can actually initiate change, address conflict, keep the integrity of the office intact by training new employees. Teaching time management and actual management skills to Associate Director and Director positions. Providing staff that have to meet with students every day an office, instead of the cubical farm which is a violation of FERPA.

Tuition reimbursement benefits, especially for graduate programs.

Tuition reimbursement for masters programs for employees,

Tuition reimbursement or discount for family members. Acknowledgement of student affairs as an honorable profession by leadership

We are so short staffed. It was hard to find time, even for this survey. I think most people want to provide quality help for students, but it's difficult when we're stretched so thin. Directors and above seem to have a very hard time working with assistant directors and coordinators other than to use us to lighten their own loads. We need a little support as front-line managers and some training for directors and above on how to support immediate subordinates would be good to consider.

We are suffering badly across campus due to "initiative fatigue" or whatever today's jargon is for total burn out. To our credit we are doing everything possible to give each student the same quality of education they would get at a more expensive school, but it is killing all of us. We have so many fundamentals that we just aren't good at, and it seems like every month there is a new moonshot effort. Not that they aren't great, they are, but we flat out don't have the resources to make them work over time. We have got to re-evaluate what can be expected at our rate of funding. I hear we are near the bottom in the country on funding and I'd sure believe it.

We need better communication across offices and between faculty and staff, and better communication in general in regard to senior leadership. I rarely feel like I know what's going on until a decision has been made, and very little effort seems to be made to consider opinions outside of senior leadership. Additionally, I feel like work/life balance and alternative schedules and work days would help the institution catch up with the rest of the world. The idea of an 8 to 5 workday is archaic and does not apply to most positions on campus. A concrete policy for working from home (even if occasionally) would be helpful. While time off is generous, because we are a University, and year round schedule seems pointless at times, and working from home would be particularly beneficial during off-times like summer and winter break. This would go a long way in showing support for work/life balance, especially for employees with families. And lastly, while medical benefits are great, the cost of them is still unacceptably expensive and MSU Denver, with its focus on diversity and equity should be offering more generous maternity/paternity benefits.

We need to figure out how to operate in the same manner as other state universities. There seems to be a default excuse that MSU just operates differently and I think that may be holding us back. We should be able to use similar tools and processes that work for other universities especially given that they are indeed state schools as well. I know there are rules around AHEC and that may inhibit us as well but from my experience the concept that we are different and must therefore operate differently seems to be based in historic perception instead of actual fact or whether we can reassess that fact. Higher-ed is changing and if we let past perceptions drive our intentions I fear MSU will get left in the dust.

We need to identify spaces for all university constituencies (administrators, faculty, staff and students) to openly express problems or challenges and offer facilitated strategies or venues for quickly addressing them.

What makes us a University other than the name? Why are our faculty mostly made up of adjuncts and affiliates? Where can faculty go for resources in accessibility or other training? Where is the support for faculty and staff?

What would make the University a better place to work is a better work/life balance and telecommuting options.

When things are not going well to work with the person to improve to be successful. It is important to be recognized for all the good work too, not just in times when things are not working well.

While I love working at MSU Denver, it is easy to feel overwhelmed or underappreciated, especially as a staff member. I do not often feel that my new ideas are accepted or can be implemented without jumping through 100 hoops first, and am often not permitted to be a part of the conversation taking these ideas up the chain. I feel there is a strong sense of dissatisfaction among administrators for unequal treatment as compared to faculty, with everything from CUPA average salary to recognition and awards (a staff person needs to work here for 10 years to get any type of award, while faculty have excellence awards through senate, tenure, promotion, etc.). Reducing this disparity and providing valuable appreciation, benefits, and resources to staff is essential in making MSU Denver a better place to work. I also feel that supervisors have too much control over the advocacy and support for their lower-level staff. If the supervisor is not a strong advocate, changes do not happen, even if it would be in the best interest of students or staff.

While I understand the openness of our enrollment etc. we have to set some limitations because we as an urban campus just do not have the facilities and space to have an effective learning environment for our students. It is harder on faculty as well. I think boosting the online aspect of our programs might be ia bit more beneficial in the future as that seems to be the way education is going in the future.

What suggestions do you have that might improve communication throughout the University?

- transparency of decision making processes (publish everything, we are no longer limited by space)
- encourage collaboration between departments
- involve more people from different disciplines or departments in the decision making process
- effective communication comes with clear and believable message that carries meaning and value

-publish, publish everything online through multiple channels - administrator's hub, faculty commons, student orgs, etc.

1) Eliminate the attitude of "No, the rules say you can't do that," and replace it with "Let me see what we can do to help you be successful."

2) One department having a goal should not override or disregard another department's goals by default. Just TALK to the people/departments that a decision might impact about possible negative consequences, and see if there is a way to cooperate between departments in such a way that allows as many goals to be met. For example: Marketing and Communication is tasked with increasing University brand awareness with our alumni. To do this, they decided that they needed access to the University's entire email list. So now they are sending out arbitrary emails twice per month to a list of people that don't want the emails. Alumni have the option to unsubscribe from the newsletter as separate from all other Alumni and Giving email communication, but that scope is limited. If enough alumni using the same email provider, say Gmail, mark those brand-awareness newsletters as spam, it risks damaging ALL email communication from the University to alumni with that email domain.

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A clear description and understanding of where to go to find the answers to questions for the students as well as the staff would be helpful. A road map of sorts.

A demonstrated commitment to responding to critical incidents at our campus and in our community, both locally and nationally. So much happens from offices on the ground working with students, but not nearly enough communication from upper administrators demonstrating their support for the students and communities impacted. There needs to be a response team of sorts put into place that can convene when incidents like the Orlando shootings, killing of black men by police officers, the Muslim Ban, and immigration law reforms take place. These incidents are deeply impacting our university community, and the lack of response from the president and his cabinet is troubling.

A forum for the three branches at the director/chair level at a minimum to come together and talk about issues we are facing and work together to solve them.

A greater emphasis on internal communications and less emphasis on branding. It seems lately that the bulk of attention in Marketing and Communications has been focused on branding.

A monthly newsletter from the Presidents Office with high level changes impacting the whole college. Informal lunch with the president - once a semester - to interact and receive updates on where the institution is. It allows faculty and staff to see the president in a different setting (nothing formal like Welcome Back).

A significant weakness continues to be executing effectively and timely on *properly*communicated* requests for access control changes upon hiring and upon reassignment or termination of employees: to have new employees not receive prompt or accurate access permissions undermines the department or team's ability to demonstrate welcome and inclusion; failure to appropriately terminate access is a jaw-dropping example of unsafe environmental practices. I understand this issue resides at the interface between MSU and AHEC; regardless, the responsibility for MSU access is an issue for which MSU must take responsibility. I understand this has been a long-standing problem for which the explanation is "get used to it, it's always been a problem."

A succinct communication plan that all offices are willing to participate in

A true commitment to be open

A well orchestrated and conceived communications plan. Moreover, more faculty should be using SSC if we want it to be an effective tool.

A workshop on email etiquette! I see emails all the time that have misspelled words, bad grammar, no greeting, etc. These are emails to and from staff, faculty, Deans, and even the Provost!
Frequent communication in general is something we need to work on. At both the university and school level, it seems that a lot of conversations happen behind closed doors, and then information isn't properly relayed to the faculty and staff in change of implementing changes.

Ability to text. PLEASE STOP USING FAX MACHINES!

Actually communicate and don't depend on supervisors to do it.

Again, technology upgrades would improve communication efficiency. Also, the faculty & staff should be receiving all the information and correspondence that the students are receiving. That way everyone can be on the same page. Example - Without access to seeing or knowing all the services the students receive via their Student Hub, a faculty or staff member is essentially in the dark in following up with students or being able to answer questions they have. Knowing the deadlines and reminders can at least help give the gist of what's going on or what the students should be aware of because they often skim or miss the information in those emails. Having

more personal dialogue with students would greatly improve communication throughout the University.

All employees need to be encouraged to stay abreast of new MSU Denver policies, events, and issues through the MSU Denver newsletter. Also all departments, offices, and divisions should work to make sure any new policies developed are communicated in a timely fashion, preferably before they are implemented.

All parties that are affected by decisions should be involved in the decision making progress (which is not currently happening). Departments who do similar work should have regular meetings (even if just bimonthly) to connect and clarify any overlapping initiatives.

An audience savvy environment would be very helpful. Many areas are so isolated in their specialties they don't understand, or care, to communicate in ways that are easily understood by staff, faculty and students. A healthy respect for the listener would be beneficial, especially for students who are new to the environment.

As XXXXXXXXXXXX says, meet people where they at. We tend to be so formal in our messaging to all constituent groups -- but if we want to create a better culture here, I think a more friendly and approachable "avatar" needs to be considered by senior leadership. We spend so much time at work and it would be nice not to feel on pins and needles in all my interactions with leadership.

Better internal communication platforms. We've had the daily and now the early bird but it is virtually impossible to get stories published. There needs to be more assistance for individual offices and departments when it comes to internal marketing and promotion of programming. Every office is out for themselves. Those offices with enough resources to have dedicated marketing and design teams have a huge advantage. Smaller programs where one program coordinator is in charge of programming and marketing really struggle to get the word out. I think the University needs to provide a unified platform for all offices to plug into to get the word out there. Unfortunately, even the events calendar is not sufficient.

Better use of the Early Bird

Better utilization of the institutional website to communicate with campus constituents, as well as to the external population.

Better utilize the early bird to pass along useful information (such as student/staff resources). And define acronyms when using them. As someone who is relatively new I frequently have no idea what an acronym means and thus struggle to understand what it is based on the context.

By creating online surveys like this so that employees feel safe while speaking out.

Can't think of any - many communication methods are in place, yet there are still things that are not known until rumors or conversation brings them to light

Clearer explanation of Skype for Business as part of the orientation process.

Communication as a whole is actually gotten a lot better since I started here, however there are pockets of people who just make decisions without even gathering information or asking for input.

Communication continue to be an issue at the University. I know that faculty, staff and students struggle with communication on this campus. I do not have any suggestions on how to improve this, but know it needs improvement.

Communication does not appear to be a problem here.

Communication is actually fairly good.

Communication meetings

Communication should be a responsibility of everyone. It's a two-way street, we must listen and inform to ensure we are clear on the marching orders from the president and board. To sit back and say "you didn't know" is another example of passing the buck.

Communication will always be an issue for any large, decentralized organization. I have yet to work at an institution of higher edu which does not experience a communication issue. I believe MSU-Denver makes a concerted and ongoing effort to communicate with faculty and staff (emails, regular presidents updates, Early Bird, etc). I believe the focus for improving communication should be directed at our students. Sadly, our students do not check their emails and irregularly read the campus paper. Continuing to develop communication via social meda, text alerts, and other mobile communication may be the best way to send them directed communications.

Constant use of email.

Continue trends towards consolidating information and communication streams - like is being on done on the website.

Continue with the Daily and other such bulletins as well as open forums (Town Hall, Welcome Back, etc.)

Create incentive for departments to collaborate on project to break down silos.

Cross-pollination between academic and student service departments.

Currently none.

Daily briefings

daily emails are good

Departments need to create "simple and precise" procedures and manuals. They also need to welcome questions. There seems to be "a lot of confusion with procedures" and access to correct answers . Employees should have "good attitudes" . Existing procedures seem to be very vague or complicated. Senior employees seem to have no plan for training new employees.

Despite best efforts, there are still people in the university who are kept on staff despite bullying behavior because of good reputation. This dampens one's desire to openly communicate. As always, some people have risen to their level of incompetence, also making communication threatening and difficult.

Develop a clear communication plan among departments that tend to collaborate on various issues/projects. maybe have one department that should disseminate communication to all relevant areas.

e.g. It would be great if Registrar's office let university advising know that they are emailing students who are NOT going to graduate and encouraging students to seek their advisors ASAP. While their advisors have no idea this type of communication went out and were not prepared to accommodate for the increased flow of traffic in various departments across the campus.

Develop an actual communication plan, have designated communication trees in each and every department. Further assign who will communicate on what subjects ensuring that each department is covered. Enlist the aid of COA, Classified elected members, Faculty and Student

Senate to establish a plan from bottom to top and top to bottom. Hire or ask faculty folks that work in the communication departments to train and teach us how to best utilize the new process. It constantly amazes me that we are an organization with unlimited teaching and training resources that we never utilize internally.

Dissemination of information that is material to the functioning of the university in a timely manner, which in my view is 2 weeks. Example of material information: status of university budget (surplus or deficit, methods to close deficit).

XXXXXXXXXX needs to pay special attention to faculty. We finally have outstanding leadership at the faculty senate, in particular, XXXXXXXXX, is an outstanding leader and represents the faculty well and relates to the Board of Trustees and the President in a highly functional, highly effective and in a respectful way to the whole institution. This was not the case with previous Faculty Senate presidents.

Each department seems to be at odds with each other, it is like departmental tribalism. Unity seems scarce among interdepartmental communication.

Early Bird - I like the early bird, different people reading the latest news by video. When you have an event remember to put the Who, What, When, Where and How. There are many times that you glance through looking for vital information and it is missing. The Distinguished Service Awards - I could not find where to nominate people, I found the forms, I couldn't find the contacts for the various categories and submittal. Key points and important Who, What, Where, When and How at a glance.

Either have Marketing focus on getting the word out on important events, or allow us to actually communicate using the Lyris or other tools. Requests to Marketing to get something posted in their daily mailings result in delays, and often end up with content being changed to the point that it's inaccurate or useless. For a department as large as Marketing, it's hard to believe there aren't enough resources to help the campus get the message out about important events. You have to have a friend inside Marketing if you really want your message to be heard. If they don't like your department, good luck getting anything to the campus.

Email communication is fine, and functional. But, human contact would go a long ways towards feeling included, and feeling that your input actually means something.

Email Etiquette training. There is a culture of "calling people to account" in front of their supervisors and peers, which raises stress levels and causes a creates a false sense of urgency to escalate issues.

Events where faculty and staff can interact.

Exact time to collaborate on initiatives (like every Friday from 3-4 we all collaborate on different initiatives)

First, sending campus communications later in the day rather than at 6am. Next, including multiple options for people to get their information and ways to directly engage in the news being shared beyond announcements and stories. Finally, including spotlights on areas of the institution that the community may not know exist or doesn't fully understand. It's one thing to have someone represent during a video recap, and another to get a good understanding of who's at MSU Denver and what their work does to support our campus

Forums to express ideas without being reprimanded. Anonymous surveys such as this are helpful!

genuinely being who you are and care enough to give the very best to contribute and make efforts to make sure it is done with consideration and professionally.

Greater focus on social media and implementation of modern tools such as Slack.

Greater transparency in decision-making. More involvement of the ENTIRE campus when making decisions that affect us.
Looking at and highlighting the contributions and achievements of not just faculty. There are many administrators who are doing outstanding work, and serving the community and their professions regionally and nationally.

Have electronic news boards placed in each building, get rid of fliers. Have a uniform policy for posting fliers , etc. instead of having it broken up by building or department. Makes it difficult to share information.

Have more collaboration between departments

Have more implementation teams that include various levels so those at the top understand what it takes to implement new software, strategies, and visions.

Have more open communication. Involve people at all levels, as appropriate, for decision making. Many times decisions seem to be made by senior leadership without knowledge of what is actually happening on the frontlines.

Hold real Townhall meeting with open lines of communication, not meetings where senior leadership has a decision that they are pushing at staff and faculty for approval. Involve everyone earlier in conversations. Allow new ideas to be implemented or suggested by all employees, not just those that have the ear of senior staff. COMMUNICATE - Don't wait until for days after an event, be timely and sincere. Regular and open communication is important.

HR needs to explain the Social Security offsets. Most people are handed a paper, told to sign it and they have not idea what it is.

I am not a trained web designer yet have to update my website. Please don't make this part of my job. Why do you have a team of folks in marketing and communication then? Make them - the experts - do our websites. I will gladly provide the information on policies, procedures, etc but then they need to do their job with marketing and communication. Improve communication by telling us what in the heck the upper administrators are DOING for students. Have them shadow us for a day or even shadow a student going through the admissions and advising process. have comment boxes EVERYWHERE for staff and students - make people accountable

I believe email overload is a real thing. Sometimes, email is the not the most efficient way to communicate but because people want things "documented" we remain in this rut. Maybe supporting the art of a phone call will allow some to feel like not everything needs to be documented.

I believe that communication is effective in terms of the university as a whole and many of the required list serves for employees. Between emails and the Early Bird publication I feel very informed on events, changes, and developments at the university.

I believe university communications have improved over the last four years that I have worked here. The Early Bird is nice as is the routine Newsletters received from departments like HR and IT. The President's updates and College breakfast each spring/fall are also helpful with communications.

I can't think of anything at this time.

I cannot think of any at this time.

I do not always receive the Rave alerts which is completely unacceptable. I work late hours, and there have been many times that there was police activity near the light rail stations and I didn't receive the alert that was sent out.

I do not have any suggestions. With email and twitter, it seems the programs at MSU Denver do a great job communicating with one another about events, meetings, anniversary's, etc.

I don't know. Generally speaking, I think the communication is good at MSU Denver.

I enjoy getting the "Early Bird" and believe this is a great resource for getting information to all constituents.

I feel that communication is more than sufficient.

I feel this is fine. If your direct supervisor does their job then you should know what you need to know in a timely manner.

I haven't had any problems with the communication here.

I know that there was a push for transparency a couple of years back, I feel like once it was implemented we stopped practicing the mission of transparency. I never felt our office ever truly grasped this concept we are on a need to know basis and this can be difficult at times especially when you work in a field of communicating a lot of information to students on a daily basis. I think that the use of technology is really going to help with this processes moving forward we are just in this weird place that has a lot of awkward going pains. So allowing us to have an opportunity to get something new before you throw another thing to learn because it does not allow us time to breathe

I like the new format of the Early Bird

I love the Early Bird, it's a great re-design of one of our most important communication tools. Perhaps having more "Town Hall" style meetings for each unit/division to help bring everyone up to speed?

I think a core place to start is in transparency within individual departments. Often there is a lack of communication about department level decisions that may affect other departments. I think email-based newsletters like the Early Bird are a great way to announce initiatives, but the execution seems very formal. The AFF branch sends out weekly updates from each department, I think there is a potential model there for the entire university.

I think communication has improved with the use of the "Early Bird".

I think communication is very good here and far better than my many years in the private sector.

I think it would be beneficial to receive more universal updates about future plans, decisions, etc.

I think one thing that could be done is by having senior leadership set expectations for middle management in how they communicate to their staff (e.g. it needs to be timely communication, they need to solicit feedback earlier in discussions, etc.)

I think that MarComm has been doing a great job at revamping communication. The Early Bird is awesome and I love the Friday wrap-up videos. It is nice to see people from across the institution, so good job! One issue with communication that I have is that some communication from my AVP and/or VP seems to be after the fact; like they just realized they should be sharing these ideas with the staff that will be affected.

I think that there is an effective marketing and communication department here at MSU Denver and they are using a broad approach in a positive manner that is engaging already.

I think the institution has made great strides in communication in recent years. I don't have any new suggestions to offer.

I think there should be more opportunities for cross-fertilization. Perhaps there are monthly show and tell events at the Tivoli pub. Invitations to individual departments to simply enjoy a beer together and tell stories. There is substantial research that demonstrates that organic conversations spur innovation.

I think this is an area that is rapidly improving. As I have been here longer, I think I have just figured out the proper channels as well. Perhaps ways for new employees to be introduced to the community in a variety of ways earlier on would help them establish channels of communication earlier in their career here.

I thoroughly enjoyed Dr. J's Spring Check in this week. Perhaps a casual presidential update quarterly instead of semesterly. Please keep the casual Q&A tone too!

I would like to hear about how MSU Denver plans on addressing the issues from this study. In the past, many things have been addressed but the biggest issue, pay has been neglected. I would like to hear a plan about how MSU plans to address this moving forward. I do not see MSU Denver becoming "preeminent" if the elephant in the room (pay) is never addressed.

I would like to see Sr. Leadership visit and converse with front line staff.

I'm excited about the Early Bird and the videos provide a lot of information about our University.

If MarCom would relax some of the rules meant to make communication uniform, then communication could actually happen. It is virtually impossible to get information on programs out to interested constituents because of the restrictions imposed by MarCom.

Increase the consistent use of signage and branding of spaces. Also, work toward eliminating communication noise (especially during the start of the semester). Often students receive dozens of messages through email, Facebook and Blackboard Learn that may - or often do not - relate to essential information.

Instead of keeping things hush hush allow meeting minutes and updates to be shared. Division meetings should happen twice a semester where we can learn about new institutional initiatives and such. We need more liason's between offices who can share out what is happening between departments. And more people need to be given information than just directors. Often, directors just keep it to themselves. Which relates to my earlier point that directors need to be held accountable.

Interdepartmental meetings, such as Marketing and Communication and Development.

It seems like campus communication is very controlled especially email. Perhaps each department could communicate what is going on in their "world" via a designated spokesperson who has access to email the entire campus community. This can always be regulated so it isn't overwhelming...have some restrictions but allowing this communication could be beneficial in keeping everyone abreast of different happenings, news, achievements, etc.

It seems like those of us who are not on the senior leadership team hear about decisions after they have already been made. I think there should be a more collaborative effort between the senior leadership, directors, and administrators. I even feel this way within my department as well. Even though we have weekly check-ins/meetings, I think we could improve our communication. Often, we do not hear about updates from the director's meetings, and this information would be good to know. I think opening up the President's cabinet to the community is a great idea, but I think many people will still feel intimidated and won't take advantage of the opportunity. Council of Administrators (COA) is open to all administrators, but rarely do upper-level administrators attend. This would be a great space for collaboration. Additionally, we have not had a division meeting for over a year, so perhaps having those more frequently could be beneficial as well.

It seems to be getting better. I like the Early Bird highlights and the cabinet info XXXXXX sends.

It would be helpful if everyone was on the same page about whether we use Banner or SSC to make notes about interactions with students. It's hard to follow certain trends with a student if half of the notes are in one place and the other half are in another place. If we could all just agree which system we're using, it would be really beneficial in allowing staff and faculty to have a fuller picture of a student's situation.

It would be very useful to have better communication between departments; for example, the Hospitality and Music Departments might have purposes for which we could share resources....

Just make things clear. Stop patting yourselves on the back about things you think are important and listen to those of us who work here. We are very committed to our students but our suggestions are never implemented unless someone high up happens to like us. It is extremely frustrating.

leadership/supervision that clearly communicates a mission. A open, transparent, and organized leadership that accurately communicates through means other than email or end of year reviews

Less "watchers", more "doers".

Less daily emails

Less junk email. Allow opt of of things like earlybird email. Allow more freedom to speak, a foundation of this country and drop the culture of "don't speak because of fear of offending someone."

Literally just announcing changes from the top down. And providing regular follow up so no one forgets.

Looking forward to XXXXXXXX's fresh eyes and energy; I hope she does do a lot of walking around and visiting with many people inside and outside of the SSB.

Make it easier to sign up for The 'Runner
Create a intraweb staff page

Manage your inbox as a performance issue, and read your messages before you send them.

MARCOM thinks that the more publications, the better to spread the word, in fact, it is more confusing and decentralizing the source of communication on which faculty and staff rely.

Marketing & Communication department spends a startling amount of time preventing other departments from communicating, then steps on their messaging when they get around to helping. Get them out of the way or force them to act as colleagues, not overlords.

Meaningful information shared directly with faculty and staff. The Early Bird doesn't provide meaningful information to faculty and staff. It is a general information piece and provides cheering for the institution. Information needs to be shared particularly with Academic changes and processes including Human Resources that impacts job performance, positions, and academic departmental and staff process changes. This cannot continue to be through the "grapevine" but in a meaningful manner either electronically (webpage one can access) or even monthly/weekly announcements, and relevant training. Buy in for process changes should come from all constituents that have to implement the change PRIOR to it being put in place.

Meeting the senior leadership-- I would like to actually meet the administrators and have a chance to chat with them. It would be nice if there were opportunities for faculty/staff to have small group meetings with people like the deans, provost, even president to increase the sense of community and the sense that all employees are valued and have the chance to be heard.

Mentors or people assigned to help new employees maneuver the administrative processes would be great to help get questions answered.

Mobile apps.

More administration open forums.

More communication in various forms. Honestly, I don't read the updates and Early Bird because I am too busy with things that need to get done, so maybe it ties back to the overloaded workload.

More cross departmental meetings.

More direct messages from the president when there is something that requires immediate attention and then also providing faculty with tools to address student issues.

More face to face interaction, less reliance on electronic communication.

more guidance and communication with managers

More meetings that bring together and encourage visiting with people from other departments. I pretty much only know the people in my department (and barely even them, since my office is physically separate from the main office).

more ongoing interdepartmental trainings and meetings

More open forums with president and leadership

More open forums/town halls - across campus and with all areas

More open forums; opening committees/focus groups/task forces up to staff beyond typical SSB departments

More opportunities for cross-department and cross-chains-of-supervision collaboration. Do surveys like this more often and actually address the issues that are brought up, on a case-by-case basis. Give the XXXXXXXX power to require people to be brought together with a mediator to work through their issues which are causing themselves and other team members to have a bad working environment, especially when a supervised person is having problems with their supervisor. (Currently, XXXXXXXX collaboration is only optional for all parties). Get more XXXXXXXX or mediators involved with interpersonal issues.

More opportunities for informal networking of administrators and faculty.

More proactive outreach instead of reactive drop-everything approaches that's all too common. Shifting the mindset from a promotional model to a storytelling-based one that ties back to the institution

more sharing between departments and schools

More targeted approach. Who is interested in what and provide a filter on the communication they get based on this. I do enjoy the Early Bird.

More transparency from upper administration down to those working in the trenches.

MSU Denver needs to reduce the trickle down process of sharing information. By this I mean the practice of sharing important information in a timely way to the higher up employees, such as directors and chairs, and having them pass this information down to their employees. For some areas, this is very seamless and quick, but for others it can take a long time and reduce the impact of the communication. It seems best to communicate with everyone directly.

n/a

NA

na

NA

NA

no suggestions

None

None - Early Bird is good.

None - however I wish employees were willing to work together across the campus. Sometimes working against each other to get what the other person feels is important. We rarely work together for the good of MSU Denver. I feel performance issues are not addressed across campus causing issues. These people work along side employees who are working hard.

none all ready to much stuff that does apply

None at this time.

None.

None.

None. Doing a great job.

One central newsletter to which each school or college contributes? Monthly? It could even list opportunities such as jobs for graduates or internships or scholarship awards.

Ongoing communication highlighting resources on campus and beyond.

Open communication between management and staff

Open up opportunities. Every time I have a strategy for reaching out to students or faculty, someone shuts it down. I understand that there are concerns about students getting inundated with information, but completely shutting down all avenues of communication is not a useful strategy. My suggestion is that someone be assigned to do an audit of communication channels and then look at best practices to come up with a comprehensive strategy for various types of departments to communicate with students.

Open up the ability to connect with people. Locking down the communication systems is counter-intuitive.

Our communication methods are doing great for the University.

Over the past few years, communication throughout the university has been dramatically improved. Shared governance and strategic committees have been great asset in terms of sharing information and collaborating on decisions that effects the campus community.

Overall, the communication is strong. There is so much going on it can be hard to keep up.

Perhaps organizing events to promote understanding of what other departments do and increase opportunities for employees to get to know each other and team build across departments.

Physical mailings or repeated email communication for important issues and decisions.

Points of contact for everyone in each department; cross training opportunities

President and VP's to visit other areas of campus in more informal, relaxed manner to allow people to open up and build rapport.

Provide cell phone allowance for low level staff who are required to have cell phones (rather than just higher level staff) free of onerous accounting requirements that make it impractical.

Quit overloading us all with all these different updating magazines and crap. There are too many and you get to the point that you just don't read them anymore and end up deleting them.

Rate employees on how well they collaborate with each other using quantifiable assessment measures that define communication structures based on a partnership field as opposed to a top-down authority/non-authority field. Attribute greater performance weight to how one promotes/exhibits "common good" actions as opposed to actions taken that reflect self-serving agendas.

Regular newsletters within departments/work groups that are spread out and not in the same physical space? More regular meetings between departments that could collaborate (maybe a meeting a semester)?

Removal of the figurative "wall" that is between the front lines staff (in relation to our students) and anyone in higher administration.

Require members of senior leadership to tell us what is going on in a timely manner. Require members of senior leadership to follow up on already identified issues. I can't tell you how many times important information wasn't disseminated beyond senior leadership and a few Directors. If you don't know someone in the loop, you are out of luck. We shouldn't operate that way. It goes back to our hierarchical nature.

Senior leaders being required to disseminate information

Senior management can get out of SSB and interact and talk to those working on campus. I've been here for years, and have never seen the Provost, President, HR director, or anyone other than our Dean come by the department. I'm sure they probably don't even know where we are located even though we are one of the larger programs on campus.

Several post-election actions at the federal level left administrators, faculty, and students searching for support systems and institutional and community resources. Recognizing that these actions may continue into the future, the university needs to take aggressive and affirmative action to build into its communications plan a system to identify events and resources and direct them to the people who need them.

Some type of all-encompassing database that lists *everything* taking place on campus, deadlines, opportunities, etc. for both students and staff/faculty. The website calendar does an

okay job, but it doesn't cover everything and some pieces of useful info never make it on the calendar.

The dissemination of class cancellations could also be improved, as commuting students have regularly voiced their frustration with late-notice cancellations that meant they showed up to a classroom before discovering the cancellation. Advance emails should be prioritized for this reason and students should be given as much notice as possible.

Standardize on one communication platform.

Stop having multiple committees that are working on the same things.

Stop the retaliation and bullying.

Streamline the Handbook, make sure the Handbook is internally consistent.

Supervisors should have quick, 30 minutes, meetings with their team to share tasks and items that came up the day before. The meetings should be daily.

Teach people how to have open dialogue about various and sometimes uncomfortable topics. I think right now there is such an emphasis on compliance, bullying, etc that people are scared to have any conversation that is potentially sensitive.

There is so much email that it is really hard to find the things that matter to me. I don't know how to solve that problem.

Tell people information when they need to know it and not something we may be able to do.

That's just it, I don't really have any answers to the problem except making people more aware of how their decisions and information affects others and to be mindful of that.

The "Early Bird" has brought some great energy and enthusiasm for shared communication. One practice I am very concerned about is "reply-to-all" group email changes especially with senior administrators (AVP, DP, P). I've been on some emails lately and am amazed at the culture to constantly involve these people. In one case, it was an email from a low-risk/low-profile group who challenged the wording in a document (which was developed by faculty and administrators, but through a non-transparent process). The AVP scolded the group of well-meaning people and immediately carbon copied 5 additional people in her response. I just worry about the QUANTITY of emails these folks (Provost, AVPs, and DP) are receiving and the culture it is promoting.

The communication is dictated from the top down. There is a consistent push requesting stories for this or that area and, ultimately, the power to cover those stories resides with only a couple people in the marketing and communications office. Whoever came up with the idea for the weekly video recap of top stories from the early bird is a genius. I believe more video communication from university leaders would be a valuable addition to the constant emails from the university, departments, programs, etc., but that form of communication takes time to produce and takes a certain je ne sais quoi from leaders to pull off.

The Early Bird is a good start, but trying to find meeting notes from the President's board afterwards is a chore.

The Early Bird is a nice addition -

The lines of communication seem to remain open. It's the response to communication that appears nonexistent. When I suggest that we look into what community events occur on the same day of our Saturday Open House, my supervisor acknowledges my suggestion. But when part of campus including the way into the free parking garage is closed off during Open House because of a foot race AND Veterans Parade causing major issues in accessibility for our guests, it's clear that my suggestion was not acted on by the individuals in charge of the event. Similarly I feel that despite the feedback solicited in this survey, there will be no response or change in the institutions' policies, plans, or personnel.

The most important suggestion to improve communication is to require communication and conflict management training for the entire University with upper management leading respectful disagreement and open dialogue by example. Once people have the skills to communicate effectively, hold people accountable to standards of respectful, open, and honest communication.

The new "Early Bird" communication is wonderful!

The only thing I can think of is basic consideration--just tell people things--and that is hard to implement.

The University needs a set of expectations that are consistent and clear for both faculty, staff and student staff to follow, and most importantly, training on customer service and civility. On many occasions I have had to work with a faculty or staff member who is so unpleasant, who gives attitude when I try to ask for their help, and does not understand that we are a team, that we should respect one another, and they don't seem to understand the purpose of our job; to work together to serve students. I have asked HR to provide training and expectations on customer service and civility and they say they are already working on developing one. I have offered to help and heard nothing back. If we are to provide good service to students, it should

be a consistent expectation throughout the University and employees need to understand that we play a very important role here at MSU Denver.

There are so many effective ways that the university is communicating. I really believe this is one area where you excel.

There are too many lengthy emails that are sent out. Emails could be cut down into a few short sentences.

there is a sense of fear among the people on the campus and a policy of going along to get along is the way of life, don't rock the boat or raise questions that will upset the directional mind set of the campus. the best way to open the communications with real genuine communications with supervisor and staff Supervisors are cold and callus and where do they get this is from administration.

There is alot of emails that come in. While I review if not read all of them outright I know many of my peers do not. Maybe a daily digest would be good for all the communications that come in to the various groups, can be selectable to do either?

There is an overabundance of communication. The constant bombardment of insignificant information masks items that are important to work-flow and culture of the University.

There is no bigger detriment in my opinion than when ideas that impact departments are not shared with departments from the get-go. In my department, I've been left out of key conversations before, only to be told that I would be brought into the loop "when it is appropriate." When the time finally came for me to join in, I came to find that decisions were made without my inputâ€”decisions that affected the morale of my staff members.

They are doing a pretty good job. The daily e-mail that goes out is helpful.

This has been discussed so much over the time I've been here to such little effect that I really don't know. Personally, I try to cultivate relationships with individuals in departments I regularly interact with.

To listen to our students more:
Have a lot of my students complaint about the Financial Aid Office for losing important documents and misinforming students
Required books by professors, recent edition of books which at the end students don't even use

Training on technology expectations to manage the day to day activities. For instance, SharePoint is strongly recommended as the tool to share files, but the only training is a confusing online training by Lynda.com. Other tools that are not fully utilized are Banner, OneFile, and scheduling components of the email package. The scheduling reference information is not up-to-date and cumbersome to use.

Also having town hall meetings builds a community feel. Even if only a third attend the message spreads. It is my understanding this has been used in the past for special initiatives, but maybe it should be used for updates also.

transparency

Understanding that communication is circular and not top down and all university constituents need to take ownership in engaging in the communication process.

Unified chat system across the university that could eliminate the large amount of emails. Leadership communication is excellent.

Updates from leadership that are not just the president

Use additional modes of communication than email which can become inundated with messages.

We could start by actually putting forth the effort. The higher ups need to be better about sending info down the pike, but I think I gave some suggestions above.

We get so many emails and the "news" type of emails keep changing. It's hard to keep up with what we see anymore.

Weekly or monthly infographic with the highlights of new policies, procedures, etc. with links to more detailed information if you need it.

What a conundrum. First, I get too much inflow of email, articles, national newsletters, campus communications, etc. that I cannot possibly keep up with them and get my actual job done. And then I keep hearing about finished efforts that I didn't know anything about, and I have a fairly high position on campus. I like the change to the Early Bird which I read more often now that I get it when I arrive at work everyday. Maybe a 2/x month video or email from the President would be helpful, but again that just adds time to an already overburdened day. Maybe if we just had more employees so that we can time to listen and offer suggestions?

What about an anonymous (or having the option to list your name and contact info) online feedback website that is consistently left up for faculty/staff to make suggestions or express concerns about something? I don't unfortunately have any advice as to who would monitor that, but currently we only have the opportunity to give suggestions once a year in this survey. I know I certainly think of things throughout the year when the moment arises of ways to improve communication (or any other issue), but don't always remember them when the time comes.

What I would suggest is to keep up the hard work and have less exclusivity on certain announcements, e.g. student emailing list, vs. Faculty email lists.

When information is provided at the Cabinet level, that information is communicated by administrators to the staff in the various departments.

While it's true we have everything online, I believe the supervisors would benefit from MANDATORY manager training on how to work with employees. This is not "required" by managers only suggested. If you're going to hire someone with little or no experience at a high level, then at least they should have some kind of mandatory manager training.

Wider recognition of ALL programs. There are lots of people doing lots of great things on this campus, but I feel like only a select few get highlighted.

With working in athletics it would be nice to see more engagement opportunities between athletics staff and the faculty.

Zero.

What suggestions do you have to improve the practice of shared governance at MSU Denver?

-take good practices from lead universities and industries and involve people in decision making processes

?

Acknowledge that most staff and faculty don't really care about shared governance.

Actually have shared governance not just say it.

Actually tell people what is being discussed and allow expressions of opinions without the fear of retaliation, or being summarily having ideas dismissed. Shared governance, by the nature of the concept, cannot exist in a culture of fear.

Add President and Provost to Faculty Senate so issues can be heard and dealt with ASAP.

Am not sure I believe an institution can exhibit authentic shared governance in an undemocratic, top-down, command and control, archaic system?

An opportunity to have more integrated activities among various groups would more effectively implement shared governance.

Any opportunities to hear the voices and concerns of faculty. In our environment, they are the teachers and social workers making our product possible.

Be more inclusive

Better explanation of what shared governance is, what is hoped to be achieved by it.

Build the option of attendance into the hiring process, and establish options for participation that is agreed on within the scope of work. It sounds great to ask, however each person has a been hired to do their job. I would argue it is a lack of actual time to contribute that is likely the main reason many do not participate-unless the issue is going to affect them personally. The staff already contributes more than an 8 hour day I suspect though it is not expected. Maybe incentives offered can be options to encourage participation as an acknowledgment of the time given: parking passes, ECO pass payment for a month, or gas cards for attendees of meetings.

Clarification for how different groups do enact change and share the desire with the other groups. How do the different groups interact and make their recommendations?

Clearer articulation from an applied level (not just 10,000 feet), on a day-to-day basis.

Clearer definition of shared governance and how we are included.

Communicate to staff more about what that is

Competitively hire talented individuals.

Continue to involve the administrators on campus. This would be a way to connect with them.

Continue to make sure there is staff representation at meetings and on committees, especially admins who are responsible for implementing changes based on the decisions made at these meetings.

Continue with budget task force.

Currently none.

Currently, the focus on the practice of shared governance is with faculty. An equal amount of effort should be extended to administrative and classified staff.

Define what it is and what it is not, and how it applies to various faculty and staff groups within the institution. "Shared governance" has become a cliché that has little meaning.

Defining it would be a start.

Develop incentives (not necessarily financial) to increase participation. In most cases, strong structures exist (and administrative support is provided), however, locating willing participants and maintaining their involvement seems challenging.

Do a better job of explaining what this means. I've heard this term, but don't really know what it translates to in practice. I think this needs to be better discussed at employee orientation so that we understand our rights and responsibilities in regard to shared governance.

don't know

XXXXXXXXX needs to pay special attention to faculty.

Encourage supervisors to have employees attended shared governance meetings and adjust the workload accordingly. More people might be involved if they didn't feel so inundated with work.

Equal representation and equal voting power.

explain what it is. people claim they know, but its mostly just a theory, not so much put to practice

Faculty & Staff Forums Bi-Monthly in the King Center

Faculty and staff should have voting members on the board of trustees.

Forums that allow us to question our current practices even if they seem to be working - as they can always work better - or there may be populations of our university that are not benefitting from current practices.

From my perspective the shared governance as it stands seems to work great. I am very happy with what I have seen and experienced regarding this.

Front-line staff should have more input on how to make things more student friendly.

Get more staff on campus involved in this process. Staff always seem to come second to the faculty with both shared governance and pay. When there is a committee to address an issue, the committee should have equal representation from both faculty and staff.

Get rid of the old, bring in new - change the culture and stop letting the bullies and good old boys network hold the rest hostage. Learn to work together, and get rid of the egos. Require staff and faculty to be at orientations, open house, graduation. Work on projects together for the greater good and the student's good. Create expectations for each of these offices on what they need to accomplish and set some goals! We just talk ourselves to death, combined with the multiple offices have to have their hands in everything - it's no wonder we don't accomplish half of what we could.

Have more ground level employees on important committees.

Having shared governance would be a great start. I am not sure that everyone know what it mean to have shared governance.

Having the time to understand to understand this would be benefital.

Help people understand that shared governance doesn't mean that faculty have a vote on everything that happens at the university.
Help people understand that they interest can be considered and represented even if they are not in a meeting, on a committee, etc. We all should be able to consider various interests and not only be perceived that each person only represents their self-interest.

Honestly, I don't understand what this question is asking of me.

I am not exposed enough to make an informed comment.

I am not qualified to speak on this

I am probably the wrong person to ask because at times I really approve of shared governance and at times I think that we could make more impactful change faster if people in leadership were just allowed to make a decision from time to time.

I appreciate how shared governance is mentioned frequently in staff meetings and in larger forums at the University. I feel like it is being embraced.

I believe the recent opening of leadership meetings and live streaming options demonstrate recent improvements.

I believe this needs to be marketed better, at all levels. By being educated, employees will understand their role in this.

I can't think of anything at this time.

I cannot think of any at this time.

I do not have any suggestions.

I don't know enough to speak on this issue.

I don't know much about this but it seems that there are groups for every level - faculty senate, COA, etc.

I have no ideas at this time.

I have no knowledge of shared governance, their role, and I have am involved. That is a problem. Communication and outreach should be improved.

I have not been a part of the COA committee meetings as frequently as I would like to so I cannot provide any suggestions at this time.

I have not participated in the University's shared governance practices as yet. I have been informed of multiple opportunities and encouraged by my supervisors to participate, but my workload is such that I do not feel like I have the time.

I have not suggestions for this question.

I hope the new president takes staff and administrators (the non-faculty folks who regularly interact with the student body and support the faculty) seriously and as an important component in the MSU Denver community.

I know that the University really want's to say there is a "shared governance" but let's be real, all the decision are made by the leadership.

I know there is some task force working on this but honestly the communication on the task force was not widespread and at this time it does not feel any clearer on what Shared Governance is at MSU Denver and what is my role in various settings.

I only have a Master's degree. According to this institution, I don't have the credentials to answer questions like these. :)

I recognize this is a challenge confronted by Universities throughout the nation, so I'm going to target my comments to one area I'd like to see addressed.
I was excited to hear of the Budget Task Force and the prioritization list. I think this is a good step in transparency and equity in work and fund allocation. However, there are still flaws in the system. Without sharing too much--there is a person (not AVP, VP, Provost, etc) who is currently offering to "find" money for departmental needs we didn't prioritize. In this case, there is a process and a program to make these requests, but the individual uses information gained in the advisory role to "rescue" and "create solutions" outside several detailed processes already established.

I still feel that faculty sometimes forget (probably not intentionally) about the roles of staff and the ways in which faculty senate decisions can impact other areas beyond faculty.

I think having a more balanced group of individuals that meet to discuss shared governance matters would improve it. Having everyone in this group be part of senior leadership kind of directs the conversation. I know that students are part of this group, however when students are in a meeting with people in power sometimes they don't express how they truly feel.

I think if we could take the concept of shared governance and implemented at the division or unit level, it would make the climate better, at least in the student services program areas.

I think it works really well on budget issues and the new policy process is supposed to be pretty open as well. Don't know what else falls into that kind of category, but those seem to use a wide swath of campus to review and make recommendations.

I think it works reasonably well so I have none.

I think that more and more departments are beginning to take an initiative to have a say in the decisions that govern their duties. I think if anything senior leadership should do more to be a part of those discussions whenever they can. Not only would it demonstrate that they care about the departments they govern, but would also show that they care about the feedback given by the department heads and their staff.

I think there should be more information available during new employee orientation. Maybe reps from the various shared governance groups could put together a one-pager of information for new employees.

I'd recommend that Shared Governance updates be part of the President's update breakfasts and similar venues. Provide updates on what's been routed through the shared governance committees, and what's on the upcoming agendas. Get people interested and involved. Most people aren't aware, and it seems that many of the committees are afterthoughts to those who are supposed to participate.

I'm not familiar with the application of shared governance at MSU Denver.

I'm not too familiar with how it works currently, so I can't say.

Include more people not just leadership, students and staff have virtually no representation while faculty, university leadership are represented with many people.

Include people in the conversations. I was involved in a task force that spent 2 years coming up with a proposal. The whole project was shut down by a group of people based on a single reading of a short written report. No one ever asked any questions or allowed the task force to explain what they were hoping to do. Shared governance should mean that people are able to be included in the conversations about the programs that they are directly involved with.

Incorporate a more diverse group. It seems as if we recycle the same departments, the same staff type and the same people.

It seems to be getting better. Student affairs should have a voice, not just faculty.

just admit that you are top down and go with it. this is ridiculous. my voice doesn't matter and i am more than happy to follow your directives if they are well-informed. the processes now for changing any policy are so slow and horrible for students and for us on the front line. Just make a damn decision and go with it. You are the leaders. Not everything has to involve faculty or staff. I live in a gray area all the time because no one will make a decision on a policy without faculty senate. It's horrible for students and makes us look bad.

Just tell me what I have power to change and what I don't.

Keep working on streamlining the process.

Less "watchers", more "doers". Take the time to ask/talk to departments before a change is implemented.

Make it worthwhile for us to attend faculty or admin council meetings.

Make the overall goal to have students come first.

Make the role of each area better advertised

Making sure the inclusion of minority, non-tenure, and other potentially neglected groups are included.

Many ideas are implemented without the input of staff who are actually utilizing the processes. Often times, MSU is heavy on new ideas without paying attention to unintended consequences.

Much time is spent fixing problems that may have been avoided with appropriate input from the beginning. There is a wealth of experience and years of first-hand knowledge that is not tapped into.

Maybe conduct polls or surveys with faculty and staff to see what they think of a new idea or process. Otherwise I think great work has been put into creating task forces/committees and other structures that represent all the groups on campus.

Maybe the town hall meetings to provide a voice.

Meaningful input from faculty and staff on important university matters, not just lip service. Example, the new university president search, there was to be input from the university community on what we want/need in new president but search committee was formed within 2 weeks of XXXXXX's retirement announcement without faculty/staff input and never allowed to comment during the process.

Model shared governance internal to each school, with staff and faculty involved in decision-making.

More clearly define and advertise our policy.

More communication about what shared governance is/does/etc.

More communication.

More education to help everyone understand that share governance means. There are still some who do not understand the compromise piece of this initiative.

More efficient meetings, they are run very inefficiently and often seems like just a session around complaining and misinformation which also causes rumors.

More information about councils and committees that are in place to support and advocate for the needs of employees.
For example, I've worked here almost 3 years and don't understand the significance and purpose of Council of Administrators.

More say and input from all of the administrative employees about campus policies, evaluation processes, and required training.

More transparency and more representation among departments.

N/A

N/A.

NA

Needs to be radically restructured. I feel like in order to have a chance at having a voice in larger decisions, I would have to add a lot more to my already overflowing plate.

no comment here.

No comments

No suggestions

no suggestions

None

None

None

None - it is not a priority of mine

None at this time.

None at this time.

None.

None.

none.

Not at this time.

Not involved, no suggestions.

Not sure

Nothing - we are great at this!

Offer pizza and probably host "open forum" meetings in rooms that can hold more than 30 people. More often than not, the open meetings are held in the President's conference room or some other stuffy administrative room that most faculty/staff, aside from a few select administrators who probably already work in those areas, feel comfortable attending.

One localized webpage to condense all notifications and make it mandatory reading upon login

Open meetings. Continue to progress as we have over the last year.

Publicize more what that means. Perhaps short videos explaining and showing people visually with examples of how shared governance works.

Recognize that shared governance not only refers to faculty power, but also requires staff expertise.

Request that important highlights of cabinet meetings are always discussed in all-staff meetings within units. And if people ask for more information, they should be prompted to visit the appropriate webpage.

Same as above

Seems that faculty have more of a role in shared governance than administrative staff.

Shared Governance Committee has already evaluated and made recommendations on this.

Shared governance doesn't work if the employees don't know what's going on. Communicate more frequently and offer real and frequent opportunities for employees to get meaningfully involved in decision making processes. Senior leadership cannot depend on supervisors to and directors to make opportunities known and available, and need institution wide policies and initiatives to make this work.

Shared governance is a joke. The institution seems to value the opinions of full-time faculty and (maybe) the students over everyone else. What about classified staff and administrators? We work just as hard as faculty do and have a seat at the table but if our opinions aren't being taken seriously, then what is the point of shared governance?

Shared governance is a nice concept, but critical decisions are made arbitrarily and inconsistent with this concept. It is better not to promote something that sounds good in theory, but in actuality does not take place on all fronts.

Shared governance works well at MSU Denver

Shared governance?!* & I don't work for one of the departments that actually "shares" what is going on at the University on major policies - the best source of news is to read the Early Bird. If you are lucky enough to be able to take a walk or go to lunch the tv monitors in the different areas or Tivoli will update you on the "happenings" of the University. The same people serve on the same committees over and over and over:(

Similar to #3, Team building across departments will increase communications and thus increase a sense of shared governance.

Some of us are not allowed to participate in the discussion and others are banned from the discussion because of their views. You decide

Student Services and Academic Affairs should collaborate more closely to enhance sense of united front.

Suggestions would be more integration, cross-training, and knowledge.

Taking so much power out of the faculty hands, and realizing that every one of us is here to ensure the success of our students. Greater recognition of the value that student affairs, and in particular Student Engagement & Wellness, brings to the university experience.

The HSI initiative is one of the few places I have seen true shared governance. There are representatives in all positions and in all areas of campus. More initiative should be this way. For example, maybe we need a committee to focus on first generation student retention and we will have faculty, staff, etc in all positions to help.

The university needs to have consensus around a common definitions (similar to a mission statement) and this definition should serve as a backdrop to developing policy around shared governance.

There are times when I question if shared governance exist in the true sense of the term. Define it, then live by it.

This should be a zero tolerance bullying work place. "A bully should be taken care off right there and then with a warning" . Our director has started making these changes and we seem to be improving now !!!!

This survey is the first I have heard of 'shared governance' at MSU Denver; therefore, I cannot offer any suggestions.

To have an agreement that we are open to debate and dialogue, however when the final decision is reached you have to work as a team to implement even if that wasn't your preferred choice.

Too often the faculty seem to think that they are the only ones who have a role in shared governance, when in fact effective shared governance is multi-directional and should involve all constituencies. A true Academic Senate or University Senate could address this.

Unfortunately i don't have any valuable opinion at this time, as i felt that i don't have complete grasp of their practices.

We just had a discussion today about a committee recommendation that didn't get approved because it wasn't faculty driven. The committee was reconstituted and the administrative members were left off. A good deal of what we do for students happens outside the classroom and administrative contributions should be taken more seriously. (I say this as a former faculty member.)

While I have enjoyed XXXXXXXXXXXX's idea of Shared Governance, I don't believe that this process has worked.

Within my first month of working for MSU Denver, I attended at COA meeting. I have co-workers who have been here for years and, in some cases, decades, and they don't even know that they are welcome to attend COA meetings. It is not enough to announce when they are. People should feel invited to attend and that it is not a select organization with limited membership.

Without proven incentives or clear purpose, there's going to be no reason for buy in. I get that everyone wants a voice, but all parties have to be willing to flex sometimes and not always expect to get what they want.

Yet another cumbersome process that gives lip service to collaboration but really means staff can tell people that they told a faculty member before doing something that was going to be unpopular.

If there is anything you would like to add regarding culture, workplace quality, employee appreciation, etc. please do so here.

- discipline out chronic performance/behavior problems - it impacts the remaining team members greatly and takes so much time away from Supervisors. Contributes to lower morale.
- encourage alternative work arrangements - market it - use it to reward good performers.
- tuition assistance to family members

A couple of things. One, from a university credibility viewpoint. Petitions for Degree Exceptions for students degree requirements are extremely out of control. Hundreds of degree exceptions are submitted, approved and implemented every semester, reaching well into the thousands every year. Ridiculous.

Secondly, with regard to HSI. Given the demographics of the surrounding school districts, achieving HSI should have been a slam dunk. Recruitment and Retention issues still persist. In addition, where is the Hispanic Senior Leadership? No Hispanic President, VP or AVP and very few Hispanic Directors. Hispanic and Black students should far out number whites at this institution.

address issue of incompetents when it comes up- with staff or faculty position- tenured or not.

Again the upper level administrators have NO idea of the day-to-day of the employees that work for less than 40k - and their supervisors that report to you are just kissing up and not going to tell you the truth because truth isn't valued. It's a culture of yes-men and women. My voice doesn't matter and I know it. So why should I care?

Again, I think EO and Diversity and Inclusion should be the most confidential area on campus. People should feel free to talk to either office without fear of the proliferation of gossip.

Although I think culture and quality is generally good, I'm sure there's ways we could make it better. We must hold high the values of inclusivity, diversity and building a welcoming community for staff, faculty and students. So far so good, but we can't get complacent. I hope our new president continues working towards these values and I'm excited to see her insight on those matter.

Although we hear from upper administration that we're valued and we have some wonderful moments throughout the year, I question the sincerity behind the gestures. It's not often that we ever see upper administration visit our actual offices/units and inquire about our levels of satisfaction or bring to our attention the aspects of what we do that's appreciated.

As a mid-level employee who has only been here for 2 years, I feel that the recognition is always given to those who have been here for 10+ years. How can you recognize your employees who have perhaps only ben at the institution for a few years but are doing great things for the institution and its students, staff and faculty?

As a staff employee in the School of Education, I am allotted \$45 per YEAR for office supplies (at Office Depot prices) at a desk where I work 50 weeks out of the year. With so little provided, I end up spending at least double that amount of my own personal money to buy items that are needed at my desk to do my job. Pens, highlighters, post-it notes, pads of paper, file folders, tissues, etc. And our faculty do the same to provide up-to-date manipulatives and resources to students in their classes. This continued practice does not convey employee appreciation or robust workplace quality. It conveys the opposite.

As an older, white male, I've sat in meetings and have had colleagues tell me I'm the problem or caused the problems in the past and current era - while sometimes acknowledging that it's not me "personally" but lumping me in with every older, white male in history who's discriminated. I wouldn't work here if I didn't believe in the mission and values, so I do believe there's still plenty of work to be done rectifying discrimination. And I also believe the color of my skin and being male has benefited me. But I've had plenty of personal obstacles others have not had, which are not so visible were pretty difficult to overcome where people did judge me unfairly. As we try to address the wrongs of the past and current environment, which I strongly favor, I hope we don't alienate and target those "old, white males" like myself who genuinely want to help. Trading in one form of discrimination for another is not a solution.

As raises are more or less out of our control, it does give some people the sense that you don't have to go above and beyond, because you won't be compensated for it either way. I would say if you can't give people raises, giving people some other type of benefit (family tuition reimbursement, an extra floating holiday, parking assistance, etc) would be nice.

Becoming an HSI is very important to this institution but let's not forget that we take money from all of our students, including African-Americans, Asians, Caucasians, Native Americans, and many more. By hosting a Latin@ Welcome, we are basically telling these other groups that we don't care about them as much as we do the Hispanics.

Better leadership training for Academic Department chairs. Ther needs to be a precedent set in the academic units that academic freedom does not entitle rude and unprofessional behavior and that Department chairs should also focus developing faculty as employees, not just academics. In my role, it is very difficult to address behavioral problems becuae of the entitled attitude amongst some departments (Physics).

Better pay - performance based raises

Bigger Yearly Raises

Cannot say enough about the practice of CRONYISM within my branch. It needs to STOP. If you want employee morale to improve, create a fair and just system for career development and advancement. Stop hiring and promoting your friends.

Culture is great in pockets but also terribly dysfunctional in others. A broad strategy is needed.

Culture shifts take time and the observed change seems to happen at a crawl. Good PR and praise on an individual bases when things happen should be continued.

Culture: survey like this one should not be a 3 or more year distributed tool for anonymity of answers. If we really believe we foster a culture of equality where people should not fear retaliation, why not ask people these questions (on this survey) every year, and give them opportunity to stand behind their answers and suggestions.

Here is what we can do to change the culture to align with the values of our institution: support creativity, encourage innovation, recognize and support people who are dedicated, ask the supervisors for each department who these people are, collect suggestions for how to accomplish this every semester, not once in 3 years. The demands of today's world are no longer measured with long term plans. The strategic plan for 2020, written years ago has absolutely no value any more, it is simply not relevant to the changing needs and demands. Workplace quality: there is one collaborative working space on the entire campus - in the Auraria library. One. Shoving employees in cubicles in spaces with no windows is far from average working conditions.

Employees appreciation: This is simple - anything would be better than what we have, which is NOTHING. Just type in the Search bar of our Institution's site "Employees appreciation" and look through the results: nothing. Unless we count the BBQ and New Years free food events from the President's office. Do you really think people feel appreciated by receiving free food? Conclusion: I still feel pride working for this Institution but only because I believe I have the skills, knowledge and education that can contribute to make our faculty successful so they can make our students successful. I value my supervisors, and my colleges - my team. These are the people that make me love my work and what I do. Without this, the Institution makes it really hard to consider continuous employment - it creates an environment where the job is easy, extremely easy and somewhat well paid with good benefits, so it is an easy decision to stay. But it could be a lot more than this - I do believe that we can make this place better for students to learn, for employees to thrive, to create a culture of innovation and collaboration and offer quality of learning experiences. But to do that, we need to start encouraging innovation, and reward creativity and dedication.

It is unacceptable for our XXXXXXXX to admit of a faulty and flawed system and state that there is no intention of changing it because of a potential ripple effect! This is the opposite of our Institution's mission and values (unless those are only invented to appear on reports).

Do something more than offer breakfast burritos at events. Kinda janky.

Doing the right thing before it is required by law.
If by employee appreciation you mean letting us choose a cheap, \$20 gift out of a cheesy catalog after so many years of service, you really need to re-evaluate your definition of appreciation and recognition.

don't know

Dysfunctional culture.

Employee appreciation - put some money into this for goodness sake. Value your long term employees and encourage your newbies. The current system of appreciation is abysmal at best.

EO office contributes to a poor culture by completely misinterpreting their charter. Making all employees unfireable makes for worse morale and higher turnover among the people you want to keep. We need to be willing to support a supervisor in disciplinary action when they have put in the requisite work and stand behind them if a problem employee files a suit, rather than continually avoid a problem by keeping bad eggs around.

Ergonomic assessment support to make office space more conducive to unique needs. Improve employee appreciation gifts.

Even though XXXXXXXXXXXX proclaims that MSU Denver is a place that prides itself on diversity and mutual respect between groups that hold conflicting views, in my observation, this seems to only apply to selected groups that MSU Denver chooses to draw a circle around, to the exclusion of those who do not ascribe to those groups. As a result, the felt experience of diversity and inclusion in this university is selective at best, with inequitable preference given to trending groups that receive a lot of attention in the media or are viewed as under-served communities. This institution's practices of selective diversity defeats the very essence of what it means to be a diverse and inclusive university and unfortunately has created a hostile work environment to work in. As an example, various department heads, along with their support staff, initiate and participate in collective public conversations that speak disrespectfully and abusively about staff and faculty, as well as senior leadership inside and outside our institution. Such conversations are especially aimed at those who do not hold to the collective office group's worldview, and are discussed publicly in the office for all to hear, including those who are the target of said disrespectful discussions. A more visible demonstration of the gap between the diversity this institution claims to support and what it actually practices can be found in the recent art gallery installed along the hallway, leading to the President's Office. The arrangement was coordinated with the participation of an MSU Board Trustee and features a collection of photographs, some of which were taken by the Board Trustee himself, to honor the values and mission of MSU Denver. One photograph in particular portrays a cheering and jeering mob surrounding one man. The mob is applauding as two women make out in front of

this man, in an act of defiance and mockery against this man and his worldview. The man is wearing a shirt that reads: "Jesus hates sin. -Hebrews " The intent of this photograph may be interpreted in many ways, but the reality is that, by hanging this photograph on the wall to honor MSU's vision, there are people who look at the photograph and read a message that MSU celebrates tolerance for one group with its worldview, at the cost of defaming another group that holds to a differing worldview. The interaction in the photograph is one of disrespect and mockery targeted at one group, which delivers a message to the students, faculty, and staff that MSU gives its support, respect and preference to only certain groups, using its support of such groups as a guise for diversity. These are only two examples in which the gap between what we say and what we do has cultivated hypocrisy at an institution-wide level that ultimately translates into an unsafe, toxic and hostile work environment.

Even though we have a policy for bullying and harassment, this is lip service by the institution. The culture of bullying and harassment is allowed to propagate, as there appears to be no consequences for the perpetrators behavior. Even claims submitted through official channels and processes are not taken seriously and are dismissed. This includes multiple complaints by multiple people against the same individual. Why have these policies and trainings if they are not implemented. Going through the harassment training felt like a checklist of all the things that have happened to myself, or other coworkers, over the years at this institution. To improve the workplace quality it would be beneficial to see that bullying and harassment are not tolerated and pseudo policies are not just given up as lip service to meet a federal requirement that they are on file.

Employee appreciation is not providing them with a pin or a mouse pad, it is respecting their voice and expertise. It is important to all employees to have their voices heard in a respectful manner. We are hired into our positions for a reason, either for our expertise or ability to do a job. Part of asking for opinions in shared governance requires listening, weighing response, and actually taking those voices into account when the person in authority has to make the decision. In addition, accessing the expertise of people on campus to weigh-in on decisions or policies, and not always running to hire a firm of consultants, would show respect by the administration in their faculty and staff. As we look to trimming our budget, the consultant funding would be used to better advantage by bringing more faculty and staffing services to the University.

Every department works in silos and keeps information to themselves. We don't see how processes in one office might impact other offices. People are grumpy and refuse to look at how their own department might be able to function better if a change was made - rather the focus is shifted to a different department. New ideas are shot down without consideration or justification and receive a standard response of "that's the way we have always done it". Individuals don't feel connected to the institution therefore they don't put in the effort to make the institution better. They are complacent with how things currently function and refuse to put in the work for the improvement of the institution but overall the student experience. Individuals are not student centered or care to be student centered.

Face-to-Face Diversity workshops that force supervisors and co-workers to engage in diversity in real-time. These online trainings to not address supervisors that aren't culturally intelligent...I

think there are a lot of supervisors that are not culturally intelligent that have somehow risen to the top at this institution.

Great place to work with regard to culture, quality and appreciation

Hard work often seems to go unnoticed. Among the departments I work with there is a general feeling of not being appreciated. This lack of appreciation causes disengagement, disconnection, and turnover.

HR is working hard to address this with other members of the university community and I've seen improvement. If we continue to work together and have a shared agreement that our core values, especially respect are important to all then we'll continue to make strides in addressing these problems. It is so important to remember that whether you're a one to person department or a 150 department, we are a team and should seek way stop better integrate and support one another.

I also appreciate the commitment to diversity and how everyone is made to feel comfortable here.

I am a new employee. I was also a returning adult-student, and recent graduate. I cannot speak to the established employee appreciation, but I love my workplace! Coming into the department I am in, I can say I feel valued by my supervisor as much as the directors within the department. I love the opportunity I am given to help students through their educational aspirations. I just hope to keep learning how I can do my job better, so that I may reflect the leadership of XXXXXXXXXXXX-who is going to be sorely missed!

I am given a lot of freedom and empowerment to run my own department. I appreciate that very much and it makes my job a lot of fun. The only frustration that I have with Metro is when I try to do something that involves people outside of my direct area of influence. Getting anything done on a larger level is difficult. There seems to be little coordination of larger campus-wide initiatives due to lack of anyone with authority championing them.

I am not particularly paranoid in general but I don't feel secure in speaking up. I have observed favoritism by the VPs which leaves an insecure feeling.

I appreciate the new found cooperation within student services to collaborate on new initiatives and to accommodate new programs.

I appreciate the University's mission, though I think we have a long way to go, particularly concerning internal issues.

I can't walk across this campus without being harassed by unwelcome comments. A number of female students have also told me that they experience harassing comments and inappropriate touching on this campus coming from males. I think this needs to be more widely addressed on campus. I don't know if it's addressed at all during student orientation, but if not, I think it needs to be. Perhaps there can be a module on Blackboard that students are required to take too. I think it needs to be an issue that students are constantly reminded about, and I also wouldn't mind an increase in campus police and/or neighborhood officers to aid in preventing and stopping these situations.

Furthermore, while I love this urban campus, because of the location and open and easy access, we get a lot of people who are not affiliated with campus on the campus regularly, such as panhandlers and people trying to get you to sign petitions, etc. near the light rail stations and elsewhere on campus. I know this also leads to increases in thefts of personal and state property. I'm all for freedom of speech and I don't want to completely kick people off campus, but I do wish there was a bit more oversight of such things to make campus feel safer.

I cannot think of any at this time.

I celebrated a work anniversary this year and I was given a magazine that I could choose a gift out of. I looked them all up online and the most expensive was \$20. They were all pieces of junk. A paid lunch would have been better, and much less insulting. I understand there are a lot of people that have work anniversaries each year but I was insulted that I've given X amount of years to work here and it's worth either a \$12 bracelet, or a \$20 toothbrush.

I do love working here overall. I hope the true commitment to diversity continues, as well as the commitment to truly looking at the university honestly as an institution. It's a wonderful place--I never expected to find a university like this and am very glad to be a part of a community such as this. Keep up the good work.

I do not feel good performance is recognized other than a pat on the back at most. After working here for several years I spent 1 year trying to really out perform myself while another year between evaluations I did what I felt was needed/ the minimum; neither difference in performance appeared to be noticed.

I do not feel there is enough focus on employee appreciation or recognition for those that do well in their position and excel at their job.

I don't even know if XXXXXXXX knows this but during our birthday we receive a card supposedly from him. This is a waste of time and money. Staff and faculty do not want a card that says happy birthday with the President's STAMPED signature on it. That does not make anyone feel special. Recognition really goes a long way. A Forbes article states... "the lack of acknowledgment has a direct impact on productivity...with 40% of employed Americans saying

theyâ€™d put more energy into their work if they were recognized more often." I understand we are already limited on the amount of money the University has to spend on pay increases, or recognition, but there has got to be a better way to show employees recognition, or saying happy birthday. My department and several staff outside of my department feel the pressure to preform well and be customer service focused but the appreciation lacks tremendously. Especially from the President's level.

Also, the President needs to mandate that we to go to electronic forms. We are a commuter school, our mission even states that we "provide a high-quality education that prepares students for successful careers in a technological society", and yet we still use paper forms, or departments will use Qualtrics, or their own versions of online forms, which can be very confusing and frustrating for our students. Most of our students don't even step foot on this campus and we require some of our forms to have several signatures from several departments, and we create this manual process (aka the Roadrunner Runaround) when it could be streamlined by having an electronic option.

I don't feel that employees in my department are appreciated at all. In our office, if you do a good job, you are given more responsibilities and if you do not do a good job, you have to do less.

I feel appreciated by my students and supervisor, but outside of this office, I don't feel as though anyone respects or cares about the work we do. I think the same could be said for the offices that I know little about. We need leadership that brings us together so we have a better understanding and appreciation for each other. Great things could come from that.

I greatly appreciate the University's commitment to diversity and support of the most vulnerable among us.

I have experienced and have seen work place bullying. The person had power and has since left, but that manipulative and coercive culture has damaged the unit. It is sad that it took a long time for this person to be stopped by the institution at the expense of great student affairs professionals and students.

I have not experienced formal or consistent in-formal recognition within my department.

I have worked close to 55 - 60 hours a week for the last several years. No one understands the challenges it presented to my health and home life. I feel there could have been more understanding of the work load and appreciation of the work being done. I know many employees are in the same situation. We do not have enough employees to get the work done. Supervisors give work to the hard workers and remove work from the poor performers cause these type of issues.

I hope the new President retains the culture of diversity and inclusion. I hope the new President will focus on external matters important to the University but appoint strong leadership to direct internal matters.

I just love working here. The mission, vision, and core values closely align with my own values in what I am passionate about in my work.

I like believing in the place where I work. I enjoy the goals XXXXXXXXXXXX has worked towards, particularly support for minorities and others dealing with discrimination based on sexual identity and preference. I hope we enjoy the same goals and culture under XXXXXXXX.

I love the culture of the Admin Branch. I think we are becoming more and more like family all of the time. Employee appreciation "from the University" is hard, but I feel very appreciated from my team, boss and colleagues.

I love working for MSU Denver. I feel appreciated, I love working with students and watching them progress into the real world, I love the freedoms that student have to voice their opinions both in class and in public events. This campus is always growing and always trying to improve for students who come to the fine institution.

I love working here. I hope there will be a path for advancement here for me, over the short and long term.

I need an assistant to effectively do my job. I cannot make my department flow more smoothly or fully do my job because of the work-load and the fact that I must rely on flaky student staff to man my desk, just to get some work done!

I really enjoy working here. I've been given great opportunities for professional development, career growth, and have had great supervisors who have helped me to grow.

I really liked that they sent out the reminder on how to apply for and use Professional Development monies. Lucky folk who actually get to take advantage of it!
It would be nice if HR would periodically send out reminders on how to donate to the Leave Bank, policy changes and opportunities, fun events.....how about a 5K to raise money for the food bank, how about Kareoke during the lunch hour or Bingo for 30 minutes, where are the lunch and learn series - we bring our sack lunch and there is a guest speaker from CSEAP or the counseling center leading meditation, or talking to us about short term and long term disability....did you know that Athletics has a site to buy super cool Metro stuff that is unusual and fun?! Whatever happened to the "take your department to the Roadrunner Room" for one of the volleyball or basketball games?

I really love working for MSU Denver. I think, from a social perspective, we're doing everything right. I have really appreciated XXXXXXX's recent messages about our undocumented and LGBTQIA+ students, faculty , and staff. Those messages, while small, have made a great impact on my pride in representing MSU Denver and it's values. I hope that's a form of communication XXXXXXX continues to remind us all who and what we work for.

I really value the diversity that exists not only in the workplace, but also throughout the entire university.

I think for the administrators, give them an annual compensation on the longevity of there employment like we did the faculty last year.

I think it is imperative for the institution to refine and expand appreciation efforts - for meaningful participation, not necessarily length of employment or popularity

I think it would be extremely beneficial if conflicts of interest were made public and brought to light. It is very suspect that a department director can be paid to be on the board of directors for 2 non-profit organizations and then use student-fee funds from that his/her department to help support "Sponsor" those organizations. MSU Denver students do not directly benefit from these non-profit sponsorships, nor are they allowed to attend these fundraising events. Typically it is the director and his/her guests that attend. I am not apposed to the sponsorship of these non-profit organizations by the university. I do not agree with the funds being taken directly from the same department that their board member works for. It is a conflict of interest and puts the university at risk for misusing or mishandling budget funds to benefit a personal interest. This is just one of many examples of how higher ups get away with lying, cheating, stealing and still have jobs.

I think many people around the University are suffering from new initiative fatigue, so it would be nice to slow things down a bit. Also, our ITS dept needs more staff and resources to better support and assist with all the technology related systems we are using or would like to use.

I think that there are a lot of little pockets of people working hard on issues surrounding diversity and equity for faculty and staff as well as students but the culture is slow to change.

I think the employee appreciation piece could go a bit further. Such as if you have been here a certain length of time you get a bonus or a better prize than selecting a \$25 gift out of a magazine for 10 years of service. Make it a banquet and talk about the accomplishments of the employees.

I think the university is a great place to work. I love the work I get to do - even though I am doing three full-time jobs for the pay of only one, including the entire job of a former colleague who was getting paid more than twice my salary for his ONE job. I believe in the mission of the university to provide a relevant education that is accessible to all students regardless of who they are and where they are at in their life or their career. I try to keep this at the forefront when I'm having difficult days or grow frustrated with leadership, colleagues, or cumbersome processes.

As with any large institution, there are strong leaders and weaker leaders. I have mixed feelings about my bosses/senior leaders. While they recognize many of our strengths and appreciate the work we do, there is a general lack of leading by example. It appears that some of the "realignment" (new hires), while helping us better tackle our charge, have come on board to take on some of the responsibilities of our leaders, instead of their original (vague) responsibilities. For many administrators and faculty, there is no structure in place that provides a clear path to promotion, especially for strong employees. And in other cases, there are long-time employees who provide little to no support, doing only the minimum required, because they are protected as classified employees. In most organizations, some of these folks would have been asked kindly to move along.

The most recent detriment to workplace quality has been a series of nepotistic hires. While there are hiring procedures in place to minimize the occurrence of nepotism, senior leaders have found a way around them by hiring someone on an interim basis and by soliciting their friends to apply. Hiring authorities form the hiring committee as a sort of banana republic of willing associates who go along with what the hiring authority has told them. And, in some cases, when the committee has been more balanced, the hiring committee chair's recommendations have been mostly or wholly ignored, making the process feel like a complete and utter waste of time. For one senior leader, it has become apparent that they cannot have members on their team who are not friends, hiring friends over other, often more qualified, candidates. Everyone on this team who was not a friend of this person has quit.

The 360 reviews do not provide an opportunity for a supervisors' reports to provide feedback to them on the job they are doing. These reviews simply ask for peers (equals) to comment on how well, or not, they work with others. I would like to see a more useful evaluations process implemented, where reports have the opportunity to provide honest feedback to supervisors (without fear of retribution) as a means of managing up to improve the culture.

I think, overall, MSU Denver has a really supportive environment for staff, faculty, and students. That being said, I have heard of a staff member who may have been unfairly treated due to their anxiety and PTSD. Otherwise, I think this is a supportive environment and that the majority of those working here are all trying to provide the best possible experience to our diverse population of students.

I understand that in the recent past years the budget has been an issue. But I believe the holiday party and spring party sponsored by the President go a LONG way in employee appreciation. When the events are scaled down and food runs out, it is disheartening to the employees. I believe handing out MSU Denver gear during the fall 2016 and spring 2017 semester also assists in the employee appreciation.

I used to be MSUDenver's biggest cheerleader! But many years of seeing interpersonal struggle among people "above" or parallel to me (between supervisors and their reports, mostly) has had a profoundly negative impact on me, my own job right now, and even my own career path, unfortunately (because punishment to my supervisor who was having problems with superiors impacted me adversely as well). This because a supervisor has a "right" to not have to sit with their report and a neutral party and work it out. My current reality is: I would never recommend a friend work here! But I wish the institution great luck moving forward and as key positions are filled with new people, I have hope things will get better. I don't blame the former people except that I think in some cases they didn't realize the extent of their reports' bad management, and in others were not willing to sit and work out problems with their inferiors with help from XXXXXXXX or a neutral advisor when that's sometimes the best/only solution.

I wonder why we have policies at this institution. I'm not a law and order sort, but I see so many policies that are flagrantly violated and ignored. Where is the enforcement? If the campus wants to restrict smoking and vaping to certain areas, why isn't this actually enforced? If adhering to FERPA is so important to the Registrar's office, then why do faculty get to email FERPA data around, and store it on open network drives? There are no consequences for policy violations unless you are the target of those few who can actually fire someone. There is a sizable percentage of our faculty and staff that are barely coasting along, doing just enough to stay in their position. They are a burden to those who actually perform their duties in spite of the resistance of the embedded bureaucracy. We have a number of race horses in our stable, but they're yoked to burros and are not allowed to win.

I would like for people to appreciate all of the hard work that each other do. I don't sense a team spirit outside of our office, rather one of us against them.

I would like to note that those who sit at their desk most of the day need access to better office environments. We should not have to prove some sort of disability in order to get a desk and peripherals that are ergonomically correct and safer for our bodies. It should be a given that we should all have easier access to stand-up desks (if chosen by the employee), wireless peripherals for easier mobility, and wrist pads for mouse/keyboard. Departments that do not have a budget will not order these things for employees and it should then become the Universities responsibility to take care of it.

I would like to suggest that the university spend a bit more resources on student media. Currently the material shared is flawed and the product will create significant problems for the University. There is a vacuum of leadership and a poor product. This paper should/could be highly valuable.

I'd advocate for the flexibility to work from home. We live in a technological world, so it doesn't really impede productivity. In fact, sitting at a desk all day does not necessarily translate to the best work.

I'd like to feel appreciation from more than just my direct supervisor for the work that I do, I juggle a lot of roles on campus and often play the token on the committees I'm on and I'd really like there to be some level of recognition for the contributions I give outside of my office.

I've noticed that there are a lot of inefficiencies at MSU. I think a lingering culture of cronyism contributes to this.

If a supervisor always gives bad reviews to one or two people, look at the supervisor instead of just letting them have the last word. They can be wrong too, and employees with bad supervisors feel powerless and defeated.

In 2017, higher education's culture is still administered under norms initiated back in 16th century England which, from my perspective, is the primary source of workplace quality dysfunction. These questions are old and stale. This is why companies like "Modern Think" will always have a profitable business.

In general, MSU Denver is a great place to work with many committed people. I've got a great supervisor now, but previously had issues with another that had temporarily driven me away from the university. Multiple colleagues (at least 4 that I know of) had voiced grievances, both to a departmental director and further up to the VP level, which never resulted in any change. I think mandatory leadership training for middle-management and some sort of accountability measures could help address this.

I also recently had an issue where a clerical error within HR led to backdated charges that would have created extreme financial hardship for me. Though a solution/compromise was eventually reached from further escalation, there was initially an inflexibility that caused substantial stress. Ethically, I feel like this could have been handled better -- and have to wonder what the outcome would've been for others without the benefit of escalatory resources. At the end of the day, though, I truly believe that the majority of people employed here are committed to student success. I now have people I consider advocates and mentors, and am incredibly grateful to work at a place on the forefront of growth and transformation like MSU Denver.

In my department, I don't know that there are any practices for recognizing staff members, especially when they've exceeded their expectations. It would be nice if staff members that go above and beyond were formally recognized by the University for all of their hard work and dedication...not just a mass email going to everyone telling them, "good job."

In my department, I feel like we are not part of the university and that many other departments treat us like that. I also feel that there is not a good wellness policy. It is unfortunate that employees have to pay for parking, fitness center, and seemingly everything on top of the lack of pay. It would be nice to be able to work out at least an hour a couple of days a week during

without it going against our time. AHEC is also very punitive and the way they run things put a bad taste in my mouth.

In some instances, I do not believe promotions, offices, or new titles are always given based on performance and ability - but rather are given for longevity at MSU Denver

It does feel that promotions here are based on how "popular" you are instead of actual job performance. I currently feel that I have to be very careful how I voice my opinion (if I do at all) to avoid conflict with other employees who are less willing to discuss issues/compromise. Sometimes when I have ideas/do great work, it seems that the "team" or a person in a higher role gets credit for my work instead of me personally.

It seems no one is concerned about burning out good people who work hard, taking on additional duties and work in lieu of others who have left their positions, whether they've moved up, over, or out.

It would be nice if there were a mechanism in place to pursue a romantic relationship with another employee with HR's blessing. The rules currently in place forbid it when there's a conflict of interests (e.g. a relationship between supervisor and subordinate), and that makes perfect sense, but it would be nice to have the option presented when there is no such conflict.

It would be nice to see a more diverse leadership for the academic and student services. It may be a good idea to have a vice-president for student affairs. It seems as if the school is more faculty focused.

Just that failures in communication impact every facet of what MSU Denver does; from workplace quality to student success, lack of communication is the biggest challenge MSU Denver faces in cooperating across departments to achieve its grand and visionary goal of removing barriers to quality education.

Keep it up, and increase my salary. If that does not happen, maybe pay for my tuition pursuing a graduate degree at MSU so I can become a better employee and more educated individual.

Lunch rooms should be available in all buildings with sinks and hot water so employees do not have to wash their dishes in the public restroom.

Maintaining enthusiasm for my work is a struggle when colleagues in my department receive special treatment, special privileges, significant pay raises, because of favoritism on the part of senior staff. Maybe it should be mandatory for senior staff to have basic training on the principles of management and leadership. Senior staff often have spent the majority of their

careers operating independently in the classroom. This experience does not prepare them to be good managers. You cannot manage a department effectively with an attitude of "whatever I say goes. period." Maybe this works as a classroom management style, but it certainly does not work when managing departments on campus. I definitely fear repercussions in my job if I try to voice my concerns because senior staff support one another. When I have attempted to bring up the subject, the immediate response is that no one in upper administration wants to hear about or deal with criticism of a peer. I feel discouraged because there is absolutely no place I can go with my concerns.

Make the overall goal to have students come first. All three institutions have built 3-4 new buildings with no general interest to have a location for students. MSU Denver needs to have its own student center that is actually owned and run by students. The Tivoli is a poor excuse to try to address the student center issues that is run by AHEC which its sole interest is PORFIT, not students. This is proof by the latest renovations and additions of the brewery restaurant, Starbucks, etc.!

Merit based pay increases. We do 360 reviews every-year, but they have no bearing on our salaries. Getting a 5 or a 6 on your review is nice, but it doesn't really inspire me to do more.

Morale and willingness to work hard will remain low in the XXXXXXXXXXXX as long as administrators decline to support employees with adequate pay and feedback. An invisible director who does not recognize that fewer employees (XXXXXXXXXXXXXXXXX has had five employees resign since January 2017, and at least five more in 2016) means more work for the current employees will erode positive office culture and ability to hire adequate personnel. Despite multiple requests for a salary supplement to compensate for the increased amount of student, staff, and community partner communications, evaluations, event duties and overall workload since 1/3 of our team resigned, the primary director in our office very publically prefers to spend time and money on excessive dÃ©cor.

A change in leadership in the XXXXXXXXXXXX would dramatically improve student services and morale. The XXXXXXXXXXXX lacks support and consideration from administrators and directors who continue to spend money on office wall art (thirty-six large pieces recently) and adding employees instead of replacing the individuals that fail to adequately perform standard job duties. Currently we are hiring another XXXXXXXX at a salary of \$49,000, but not to replace the low performing current data analyst. Merely to support her inadequacies which I can attest to first hand (and she was very publically demoted and removed from her office to work in a cubicle). We also hired an outside company Royall to conduct data analytics and spent a considerable portion of our budget on those services seemingly most in-house data analysts should perform. Similarly, we empower an individual to plan and execute our Open House event which has consistently lowering attendance every year for the last six years, with no adjustments or feedback applied from one semester to the next. At the same time, I make less than most administrative assistants employed here at MSU Denver, and have no opportunity for a promotion or raise because of "budgetary issues" despite taking on substantial additional work after my coworker left for another position in October 2016. She has not been replaced and her daily duties continue to fall to me.

more diversity at work place

More done for employee appreciation.

More holidays and time off would be nice.

Overall staffing across the university seems to be becoming a bigger and bigger issue. We can only trim things so much and there is a limit to what limited staff can do...we are at risk of burning people out very fast...and that doesn't mean that they leave necessarily it often means they stay and are miserable and then spread that misery.

More individual recognition and support. We are told thank you as a large group, but I would love to see some more infusion within the hierarchy to recognize the work people are doing and building that into a culture of support. Based on the last survey, I think folks hear some appreciation from direct supervisors/chairs, but wouldn't it be great if this came from others.

More racial diversity among administrators would be nice

MSU Denver is a great place to work.

MSU Denver is a great university!

MSU Denver is a very good place to work but I think there is a lot of infighting and politics among low level employees. It's as if it's what people see as their path to success.

MSU Denver is located in a desirable location. I think we need to make sure that people being hired here aren't coming here because it's convenient. We should hire people who will have high expectations and accountability for themselves. They should want to work hard, improve, and make an impact on MSU Denver not the other way around. You when then have more people working together to improve things. There will be more collaboration and less attempting to step on others to climb the ladder so to speak. Don't forget we are all here to serve students and the community, not for MSU Denver to serve us. I think if we have more people with that attitude then individuals will see more things coming positively back to them.

MSU Denver needs to find ways to equitably treat staff and faculty, and to do so in all areas of campus. I have shared details about this above.

MSU is perscieved as a place of access and opportunity, but people do not truly embody that idea in their practice. i think we need to work on how we hold people accountable in their roles

and let them go if they are not going to live out our mission. there are plenty of qualified people we can hire who will be more willing to move forward and make this university what it should be.

Much of the full-time faculty does not want to do anything but teach, refusing to do other aspects of their jobs (advising, office hours, ect)
Losing focus on being a teaching/student centered school

My health insurance coverage is great, but boy is it expensive. \$3000 a year out of my salary is such a big chunk. Any progress to a reduction in monthly premiums would be so greatly appreciated.

My immediate supervisor is amazing. However, they are cast aside as "junior management" by other "senior" managers and I feel this handicaps their ability to operate in their managerial role. Our "senior" management staff is resistant to change and defensive. They avoid conflict at all costs, resulting in inefficient workers who pull down the productivity of the office as a whole. Rather than managing performance up or out, they simply take responsibilities away from incompetent workers and stack them on those who are productive. They very rarely follow through on new ideas. One of the assistant/associate directors in our office is extremely passive aggressive in a way that impacts almost all employees of the unit, however this behavior goes unchecked due to the close relationship they has with our department director. These senior managers insist on arbitrarily defined policies and procedures based on their personal preferences or the way things have always been done rather than basing them in efficiency, evidence, or reason.

n/a

n/a

N/A

N/A

N/A

NA

na

NA

No

No

No comments

No comments.

No matter how much you appreciate someone for great work, inherently it is discouraging to have others coast along and get paid well for it.

none

None.

not at this time.

Nothing at this time.

Nothing comes to mind at this time.

Offices housed in the classroom buildings could be improved or renovated - especially air-quality, lighting, cooling/heating systems, window access.

open to diversity of all things except sometimes non-conformist ideas. don't fit the political mold. don't speak up.

Overall, MSU Denver has a healthy workplace culture.

Overall, the people I work with are devoted, motivated people. I enjoy working with folks from a wide variety of departments and I think we have successfully accomplished some good work together.

PLEASE change the way we determine compensation and raises. make it fair for all employee classifications-none of us would be able to do our jobs without the other, we are all equally important and I feel not valued and not appreciated knowing one classification gets years of service raises and I don't. I would love to see merit raises or merit bonuses also. The people that do great work should get rewarded.

Please provide training at the executive level for those in higher end supervisory and management positions.

Pre-eminence day is a failure. There is no clear direction or ideas in my department of what we can do to strengthen the university's mission.

Reexamine the pay for those that have been here a number of years. It would communicate value!

Regarding the Distinguished Service Awards, I wish there was not a requirement that the employee had to be employed at MSU Denver for 10 years. Employees that go above and beyond should be recognized for their accomplishments. If you want to keep talented employees there should be a more robust recognition program.

Some of the older buildings on campus are in serious need of repair. Central, even after the refit, is a mess. There are no places, except the stairwells, for students to lounge, study, or work on projects. That is horrible. It makes it really hard to see, especially when the SSB is already being upgraded.

Students are overwhelming the university's mental health services, but administrators don't receive any training to cope with the behavior of students who think they're above all that.

Supervisors need more support. When a human resources concern is highlighted, support from HR is very limited. Employees who air grievances are often treated like the enemy instead of really listening to their concern with an open mind. Our policies aren't helping us balance work/life. All of our policies are open to interpretation by the supervisor which leads to favoritism.

the campus says that it is diverse but there is no place for the students to go where they are recognized for their ethnic identify. there is a place for the Gay population. there is no place for the Hispanic to go expressly for a place that wants HSI status, and there is no place for any other ethnic decent Why is this in a diverse university?

The continued work towards countering the notion of resource scarcity. Inter-departmental competition for resources can limit or decrease the potential partnerships, which in the end only hurts the students we serve.

Additionally, we need to counter the "Road Runner Run-Around" - i.e. students struggle to find the resources/information they need, and are often sent running from place to place around campus. I have been at MSU-Denver for 1.5 years and have already witnessed multiple students who have left the institution (w/out a degree) due to the frustrations of administrative and academic hurdles. If the institution wants to obtain HSI status, we need to recognize the population of students we are hoping to recruit can often struggle with navigating socio-cultural systems unfamiliar to them. Our institution currently struggles with retention, and unless we proactively work to lessen the "run-around" the issues will only increase.

The core values and commitment to diversity are very apparent.

The maternity leave policy needs to be clearly stated in the policy packet. There should be consideration for modifying the maternity leave program to include adoptive parents.

The one thing I would say is that while I do feel I receive fair pay for the work I do, the process for receiving increases in pay annually should be clearly defined, and should be a bit more generous.

The University needs clearer expectations of performance and greater accountability, starting with senior administration. Most people work hard, but not in a directed, outcome-oriented way.

The university needs to be more flexible and be willing to understand the needs of younger employees in the workforce.

The work place culture is very difficult. Our area is going through a re-organization and it has been the most difficult transmission I have gone through because the leadership has not really taken charge of the situation. When they made the changes they took one part of the office that was very new and not strong workers and placed them all in one area of the office client services and took all the more seasoned employees with strong skills into processing. This has been a disaster. We have a staff of three on the client service side and only one of the three can handle the work load.

The workplace environment and culture is very good, respectful and open. A great place to work.

There are a lot of good people here who are trying to do good things to make the university better. Finding ways to support those who can get the day to day tasks done, while also branching out to help in other areas should be rewarded. Instead, everyone who falls under the same heading, i.e. administrator or classified ends up getting the exact same raise as everyone else whether they did the bare minimum or went above and beyond.

there are always events going on throughout campus, but I don't participate mostly because my boss doesn't like me away from my desk. I wish I had more flexibility to get my work done, or the option of working remote, but it feels like my manager doesn't trust me to work from home. benefits are super expensive, good coverage, but almost cannot afford them with the pay here.

There are many things that MSU Denver is doing well, so my caution is to recognize and memorialize these things while developing new strategies and policies to improve workplace quality.

There are multiple instances of unfair treatment. People are just running their own show - faculty, administrators and classified staff - setting their own hours; work 1-2 days per week; etc. - with zero oversight. When viewed by people who are not here to work the system, it seems a bit wasteful and unfair. There are different standards for different areas and this does not contribute to a positive university culture. Also, students are given the runaround when they have to do anything involving a process - grade change, late enrollment, etc - because people do not take the time to help them; they pass them along.

There are times where I feel like I do not have enough resources to complete my job effectively. For most of the time I have been here, we have been understaffed and supervisors always try to assign us tasks that put heavy amounts of work on the limited staff. This past year, I have had to seek counseling because the amount of stress I have experienced because of the heavy amount of work I had to take on. This experience has left me not motivated and dreading coming back to work everyday. I would like to see more support in terms of staffing in order to do my job effectively. I have grown tired of having to take on other tasks that do not relate to my title.

There is a division between employee classes that creates an us vs. them mentality

There is a lack of transparency and open/coherent communication within our XXXXXX. The XXXXXXXXXX's Cabinet meets every two weeks but no minutes are taken at these meetings. This decision was made by the XXXXXXXXXX's new administrative assistant, who negotiated during her hiring process that she would not be taking minutes at these (or any of the XXXXXX meetings) like her predecessor had. This is just a one example of the lack of strong leadership, and informed decision-making that is taking place within our XXXXXX. Rather than put her foot down, the XXXXXX "re-normed" her Cabinet meetings to account for the lack of minute-taking. On a daily basis I witness poor leadership, catty behavior, bullying, and disrespectful conversations, as modeled by Senior Leadership. Our XXXXXX has a history of disregarding the feedback and advice of others, and has not garnered the respect of her faculty and staff. She does not seem to have a good understanding of our programs, and often presents false information across campus. We have returned thousands of unused budget dollars back to the University, all the while faculty and staff are spending their own money to buy tissues. When the XXXXXXXXXX's own administrative assistant was verbally accosted by a member of another department, rather than intervene when she heard raised voices, the XXXXXX shut her door. When the XXXXXX first arrived he worked hard to unite the XXXXXX, and even spent his personal money to renovate our front office space, making it welcoming to students, faculty and staff. He was our strongest advocate and ally, and had a clear picture of where he saw our XXXXXX heading. But since it's been made clear that the XXXXXX has no intention of letting him spread his wings and work on the innovative and meaningful projects he envisioned, he has completely checked out, leaving us leaderless and without our one champion for change. Unfortunately we've become a XXXXXX where it feels like decisions are made without thinking, seemingly based on ego and proximity, overreacting to the current, rather than looking ahead towards the future. Without open communication there is a constant string of rumors that float through our halls. It is hard to know what to expect when I walk through the doors each morning, and it's hard to plan ahead when it feels like we are in a continual state of hastily sent, reactionary emails, and statements made without thinking through the consequences. Moral is low, and many of us trudge through our days feeling under appreciated and over worked. It is my hope that the new president will take a deep look at each of her XXXXXX, gathering feedback not only from the XXXXXX and Associate XXXXXX, but meeting with faculty and staff as well. I appreciate this outlet to voice my observations and look forward to continued conversations on how we can build a stronger, healthier community.

There is an inconsistency in salary and placement within a group with similar duties. This should be reviewed and adjusted.

There is not enough support for affiliate faculty; they don't get any professional development support or other benefits of any kind.

The tuition reimbursement program for employees is not adequate. The credit limit doesn't reflect courses that are 3-5 credits, as are most science courses. Through the current program, this would limit me to 1 class a year. Additionally, the condition of having the courses be somehow related to my position are restrictive of my growth as an individual and do not support work/life balance. Many other universities that have this employee benefit do not restrict the classes to be job-related and MSU Denver should consider following a similar path.

There should be a movement toward an actual adoption and implementation of an accessibility plan.

There's still a HUGE issue of bullying at this institution. I hear this all the time at the levels of admin. and clerical. There's just no accountability.

Things seems so convoluted and complicated at the school when there is really no need for it. Why do things move so slowly? Why are there so many committees? Why does there seem to be an unwillingness to change, especially when the things we refuse to change are negatively impacting the student experience? I don't mean to come off as negative- I really do think it's a pretty good place to be and again, the students are wonderful and my coworkers are great, but like any school, there are many things that could (and should) be improved upon.

This is a great place to work and provides rewards beyond pay/benefits by helping students be self sufficient and successful. I deeply appreciate being able to help make life easier for those that want to be here.

This is a place where great things happen to our students, but it takes a serious toll on us employees, more than any place I've ever worked. And every place I've worked has done amazing things for young people.

This somewhat fits with question 3 above. It seems like the University is going through quite a bit of change at a rapid pace these days. I sense "change fatigue" in my staff despite their enthusiasm for many of our new initiatives and collaboration. I wonder if there is a way to more effectively to communicate and vet new ideas up and down the leadership structure, so that employees don't feel that their ideas go unheard or that they go off into a void somewhere. And, I wonder if there are somethings we can be doing to manage the pace and implementation of change better.

We are here to create a better future for our existing and future generation. It's not about us but them. Our biggest problem is our "attitude" and planning ! Also not sure why some people see change as a severe threat here !

We constantly talk about diversity, but often we limit its scope to racial/ethnic diversity and marginalize other types of diversity. For example, as an member of the LGBT community, I would love our medical insurance to support my efforts at starting a family. Infertility benefits to support this large cross-section of our diversity would be a great step in the right direction.

We need more front line staff/administrators that actually work with students. We have too many layers of management that aren't necessarily needed. It would be nice if leadership actually spoke to the people within a department and asked them about the actual work/policy etc.. before making a decision without fully understanding the impact or ramifications. It would be nice if there were opportunity for promotions or career growth. The 360 evaluations are a joke, people choose their friends as raters. The performance evaluation process is a joke, it doesn't matter what score you get, good or bad, we either all get an annual increase or we all don't. So (besides wanting to do a good job on a personal level) it does not even matter how we score on our evaluations. Performing high or low is meaningless, there is no incentive to do better than "good enough".

We need to deepen our efforts to communicate and integrate our expressed values for diversity, workplace quality, employee appreciation, etc. into the fabric of this institution. It is not enough to just state what we are doing. It is important to provide evidence that documents and makes visible our successes and struggles, along with strategies to sustain the successes and quickly address the challenges.

We only seem to recognize staff when you reach career year milestones. Quarterly recognition could work. I've always found it odd that you can only achieve outstanding recognition after you've been here ten years. I'm sure there are staff members who have made great contributions when they've been here for a short time.

We really need to find a way to adjust employees wages to reward them for doing extra work. I love it here at MSU, except that I am not compensated for the extra work I do beyond my job description. Don't loose good people (or discourage extra effort) just because our current HR system can't figure out a way to provide compensation outside of COOPA or whatever the rigid, unworkable situation is. This is HUGE, we MUST find a way to properly compensate people!!! Also, while it might be great to be an HSI, we can't ever neglect our white, Asian, black or other race students. By emphasizing HSI so much we are saying that our other students aren't as important. Our emphasis on HSI is one of the major contributors to our decline in enrollment. Why would a non-Hispanic student want to go to a school that seems to care more about Hispanics than it does other races of students?

What commitments does the institution make to holding our community accountable to the values and mission beyond evaluations and assessments? I have worked at previous institutions that value accountability by first assessing identities and biases and then built a working conversation into the supervisor/supervisee relationship that also transitioned into the office culture and accountability. So far, I have not seen a clear plan or way that these are a part of MSU Denver's commitment.

While an atmosphere of helpfulness and respect is promoted, the day to day treatment of students and staff in some departments is the opposite. There is not much accountability when it comes to students, or co-workers being demeaned, or treated like they are unimportant by long-term staff members. Perhaps a positive emphasis and recognition of staff who go above and beyond would be a good motivator for those who are not motivated or less enthusiastic about the MSU mission. There are literally some academic departments that are avoided by students because of a negative atmosphere, insulting service, and lack of helpfulness. Negative practices and treatment hinder core relationships for students and their departments, student engagement, retention and maybe even graduation.

While I realize that salaries are largely tied to state appropriations, it will be difficult to attract and retain qualified personnel if they are unable to maintain a reasonable quality of life in a city who's cost of living is rapidly outstripping the modest cost of living adjustments that are offered occasionally. In addition, there is little incentive or opportunity for staff to innovate or improve their skills since there is often little opportunity for advancement or financial incentives to do so.

Why don't we have the opportunity to contribute to Social Security as employees of the institution? I was surprised to hear this at the new faculty/staff orientation and was not aware that this was even an option for institutions until I started here.

Why have such a laborious hiring process when the hiring authority ends up hiring a friend, or the person they want? The whole process seems like a sham so MSU Denver can report that it has a fair hiring process. It's a huge waste of time and demoralizing for the search committee to do all that work and then be ignored, and it happens time and time again.

With such a large institution the environment is very different depending on the department people work in. The area I left last year was a horrible experience for myself and many employees that left and for some that continue to work there. However, I am very happy in my new position and I know there are many employees who feel the same way about their employment.

Workplace environments have changed and the university needs to change to keep up and stay competitive. This concept of "seat time" is ridiculous. I can do more than half of my job at home, but my chair wants everyone in the office from 8-5 every day. Employees should be allowed to telecommute as their job allows. We have a lot of turnover with staff related to salaries and lack

of flexibility in their job. There is also a huge amount of inequality between faculty and staff which causes friction. Faculty can get promotions, tend to get a higher raise, and don't have to be in the office when they aren't teaching. This university has a lot of issues that need addressed ASAP.

You asked questions on the survey about career development and promotions - what promotions and development? There is no where to go if you aren't one of the Directors favorites! The management team in our office are all in place because they go to the gym together, their kids play together and many of them are just incompetent! There are people who sit and watch movies on their computers all day while some of us drown in work - get rid of people for not doing their jobs! The materials that we waste, paper, supplies and such is sickening. The directors stay in their offices instead of out with the front line workers, and the upper positions on the upper floors they don't have a clue about all of the struggles we face on the front lines. They are never down here, I doubt they even know who we are!

Affiliate Faculty

What do you appreciate most about working at this University?

As an affiliate instructor, I appreciate the acceptance by the full-time instructors and their willingness to help.

As an alumni I enjoy being able to stay with my department and the flexibility to continue my education while working with people I consider friends.

Being part of a growing University

Collaboration

colleagues

Convenience of location and accessibility. Like the people for the most part.

Dedicated and truly caring leadership

Diverse student body. Colleagues.

Diversity of students

Engaging with students and showing them the practical and business side of being a successful Graphic Artist

Experience with students.

faculty and staff very friendly

Fantastic students who are serious about getting the most from their education. Friendly department staff and co-workers.

Flexibility of scheduling

Flexibility to be a mom with small children.

Flexible teaching styles.

Freedom in the classroom

Freedom to develop my own way of teaching standardized material

freedom to use skills, knowledge, and experience in classroom

Friendly work environment.

great part time job and I get to provide a useful contribution

Helping students connect with learning, and gain the confidence to excel in their studies.

I absolutely love my department. Everybody is very nice and pleasant. We all listen to each other's concerns and try to help each other as much we can. I love my colleagues!

I am affiliate faculty and appreciate the opportunity to make a contribution in an area I am passionate about. My supervisor, XXXXXXXXXXXXX, has been helpful in getting me set up with tools to teach at Metro.

I am an affiliate instructor, and I appreciate the opportunity to share my discipline with students.

I am energized by XXXXXXXXXXXX's support of the Hispanic Initiative, of his emphasis on DACA students and the ASSET program. I so appreciate the "tone at the top" in support of the diversity at our campus. I feel all faculty members that I am aware of do creative teaching and care about the students.

I appreciate its location and the department's commitment to making adjunct faculty feel like they matter. At other institutions, I feel like we are insignificant, but this school makes me feel wanted and welcome.

I appreciate MSUD place in the community, the campus location, and the diversity of the student population. I appreciate the fact that MSUD provides an affordable option for education in today's climate of sky rocketing tuition costs

I appreciate my colleagues and department head. I enjoy the diversity of students.

I appreciate my freedom to teach as I see fit.

I appreciate our diverse student body

I appreciate that the University, in theory, is committed to diversity and that I see that diversity in the classes that I teach. As an alum, it has been an honor to return to this institution and give back to students. I love that there is always a lot going on around the campus to keep people engaged, and there is collaboration among the three schools to institute programs for student engagement and awareness raising.

I appreciate that they recognize that I am a hard worker and willing to learn so they gave me a chance.

I appreciate the fairness in the department in assigning classes and asking for feedback about what classes one wants to teach or can teach. The department has given me constant work for many years without issue. I feel that they are on my side with respect to my role as a part-time temporary (at-will) employee). Communication is fine with the department and policy is fair.

I appreciate the opportunity to teach.

I appreciate the proximity of the campus to downtown Denver and the diversity of our student and faculty populations.

I appreciate the students that WANT to learn and work hard towards their degree. The faculty and staff in our department is pretty good too. Some faculty members, though, truly do not deserve to be in the position they are in but that's just my opinion.

I cannot say enough good things about my department since the new chair took over. She is highly qualified and reaches out often to see if I need any help with tasks or teaching.

I enjoy the collaboration of faculty within my department as well as other departments.

I enjoy working with students

I greatly appreciate my department chair and all of his efforts trying to ease the extreme difficulty involved with working with the access department. I am also grateful for my department chair & colleagues for their support and desire to create such a wonderful work environment.

I have always felt comfortable on the campus wand within the classroom environment. I appreciate so much the diversity of the students and teaching staff.

I have two great mentors and a very supportive staff within the department I work in.

I have worked as an affiliate faculty member for many years and feel privileged to be a part of this University. I declare my affiliation to all with honor.

I like my job and the core mission values. I work very hard serving my students and department and enjoy doing it.

I like the interaction with the students and my fellow instructors

I like working with students who are eager to learn, in addition to supportive faculty members. The political science department has strong leadership, something I hope that continues for several years.

I love being able to teach online part time!

I love teaching a diverse student body and small classes.

I love the diversity and the flexibility of instructional practices.

I love the diversity of the student body and the commitment and drive they bring to their studies.

I love the enthusiasm as my students grasp how to save lives by their interaction and skills/knowledge gained each class. It's very gratifying to know they can save my life and anyone else they come upon.

I value being a part of the Denver community and aiding in the education and goal attainment for the students.

It is convenient to my home and satisfies my need to give back

It is welcoming and professional.

It pays adjuncts slightly better than the community colleges - but that isn't saying much.

It's higher ed.

It's one of the few Universities that has an aviation program that is well known in the industry for producing great pilots.

It's valuing of community outreach and honoring the demographics of the City.

keeping my fingers on academia

My colleagues and chairs are amazing! They do their best to be supportive and available. I love the diversity of students as well.

My department chair is approachable, supportive, and helpful. I like the faculty I work with and I really enjoy collaborating with them.

My department works well together and we meet to discuss what we can do to strengthen our program sharing ideas and concerns.

My students and a supportive dean

My students make this place what it is. I love my job, i love to be able to teach on a flexible schedule.

Non interference

Open-minded atmosphere in my department. People listen to new ideas and are willing to innovate, rather than follow tradition blindly.

Opportunity to grow and succeed in my craft. Having flexibility to modify course content as needed.

Our voice faculty, they are a warm and exceptional talent pool of people yet, most are adjunct faculty with no benefits.

Smart people who are concerned, active citizens, aware of the truth, mostly.

Student diversity

Supportive colleagues and great work atmosphere.

Teaching in the classroom.

That everyone does their own job.

That I am getting experience in teaching at a university.

that I have a job. I also greatly appreciate my Chair. Some of the questions were very hard to answer as they said Supervisor/Chair. My Chair does a great job and thankfully she will be our Chair for another 3 years at least. The person who co-ordinates most of the Affiliate faculty is another story. He is a hot mess. He is disorganized, disruptive, condescending, deceitful, and sometimes discriminates in his assignment of courses to Affiliates.

That we provide access to higher education for a very diverse group of students who are becoming contributors to our community.

The campus environment is a place to open dialogue in a cultural climate that is increasingly insular.

The department I work in works hard at trying to put the students first. The biggest problem is that there is not enough resources to get the support truly needed for the students, faculty and staff.

the diversity

The diversity and flexibility. Also, I appreciate that this university is well-respected and involved in the community. I also have appreciated XXXXXXXXXXXXX's direction and goals over the years.

The diversity and the ease of access.

The diversity in the student body, and across the students on the Auraria campus.
Excellent working relationship with colleagues working on the same course as I.
The Writing Center

The diversity of students

The diversity of the faculty and student base, and the desire to educate all regardless of socioeconomic status.

The diversity of the student population.

The diversity, and the ability to change and adapt my class as needed to better suit the needs of my students.

The energy and enthusiasm of the students

The faculty and teaching philosophy

The faculty members seem to be very kind and happy people to work with.

The interaction with my students.

The mission and location and community at MSU

The mission, the range of students we serve and the integrated Auraria campus in the city.

The opportunity the university gives to students coming from minorities, such as low-income students, students with disability, etc...

The opportunity to do what I have always wanted to do...

The opportunity to interface with and be part of the education of the exceptional, bright and diverse group of Nursing students that are admitted and attend Metro..

The opportunity to pass along my knowledge and experience to the next generation.

The opportunity to work in my field.

The opportunity to work with students and to insure they have the information to be successful at their jobs.

The opportunity to work with a diverse population of students.
Getting to teach my skill and talent.

The opportunity to work with and help students

the people

The people and the flexibility

The quality of people in my department is exceptional. The relationships are friendly, stimulating, and professional. Most of the students I work with are exceptional and the work with them is rewarding.

The sense of community.

The student body is highly diverse, and that is clearly valued. I had taught for several years at another institution in Denver that paid lip service to "inclusive excellence," but was actually an uncomfortable, and at times hostile, atmosphere for students and faculty of color. MSU Denver is a truly inclusive environment of which I can be proud.

The student community keeps me interested and energized. I love the ethnic, age, and income variations of the students as it contributes to a diverse and unique learning environment with different ideas and opinions. Some students amaze me with their hard work and brilliance.

the student population

The students

the students

The students

The students - also, my dept. has a great reputation and I strive to uphold it.

The students -- the diversity and engagement of MSU-Denver students are refreshing and make teaching for such low pay nearly worth it. I am also VERY impressed by the willingness of MSU-Denver to stand up for our "Dreamers".

The students and interpersonal relationships with colleagues

The students and majority of employees at MSUD are wonderful.

The students and the mission

The students and the opportunity to work with such a diverse group of people

The students, and the ability to share my skills and experience with the next generation of engineers.

The students, my supervisor and his management style, and some of my colleagues.

The students.

The students.

The support and collaboration of the staff, resources available, and the entrepreneurial tendencies of the students.

The Universities efforts to facilitate success for its students.

The university is providing an opportunity for students who might not get accepted at other institutions a chance for higher education

the working environment and friendly people

There is a positive culture at MSU.

This is the hub of the Rocky Mountain West and shows Colorado's great diversity and intelligence. We have brilliant people from all around the world here. It's a warm and friendly environment where approx. 40,000 people meet on this campus for academic achievement.

Very teaching focused, my supervisor allows for academic freedom within the context of the curriculum

Vibrant three institution campus and downtown location

Why should I bother answering these. Nothing changes, nothing gets better.

Working with students on a one-to-one basis.

Working with the students, which is a lot of fun.

Wprking with the students

What would make this University a better place to work?

1. Deconstruct the IT department and start from scratch. 2. Require IT to refrain from interfering with courses and their content. 3. Remove work restrictions on and provide benefits for affiliates. 4. Provide technology support for affiliates. 5. Require effective room scheduling for courses offered. 6. Communicate with affiliate faculty.

A full-time job.

A little more pay for affiliate faculty would be appreciated, especially if they have worked for the university over 15 years.

A living wage. Affiliate/adjunct faculty are forced to work for multiple institutions and or apply for government assistance programs. An instructor should not have to explain to a student that they are not at the food bank to volunteer.

A stronger voice for adjuncts and more full-time faculty.

Actual respectable office space (even collective) for adjuncts.
Better understanding across the faculty of how to facilitate powerful learning.
Free parking for adjunct teachers.

Affiliate faculty should be able to "buy into" the health insurance students can buy through the health center/university. With the ACA threatened, it would make sense for the university to make this resource available to affiliates who may have no other access to health insurance.

Affiliates aren't treated that nicely. We're often forwarded items of importance at the last minute. We are evaluated, but don't receive reports containing constructive feedback. It's a checkmark process to say the department has done so without any feedback loop. We're never recognized for length of service. When my husband died I didn't receive a card from my department administrators.

Affiliates getting health benefits. Masters degree with a lot of work experience seen as valuable as a PhD.

As an adjunct member, I have little understanding of the daily procedures. If feel if someone would ask for my opinion, I have much knowledge to share with the education department, especially as a current teacher in public schools.

As an affiliate faculty, I am underpaid (compared to colleagues with similar education) and I put in non-teaching time that isn't compensated for.

As new affiliate faculty, I have not experienced most of the survey questions. I feel very disconnected from the university and the staff of our department, who do not seem to be in when I am onsite to teach. I think it would be helpful to offer more of a orientation to new affiliates than a brief meeting with HR and what XXXXXXXXXXXXXXX has been able to provide within her other job duties. There does not seem to be much support for affiliates.

At this time I don't have a suggestion.

Benefits (even minor ones) for affiliate faculty would be helpful. Amplifying programs and departments that promote diversity more should be paramount to the administration. This includes bolstering programs like the Institute for Women's Studies and Services, Africana Studies, Native American Studies, and Chicano/a Studies. These are the programs were people most see themselves represented, yet these departments tend to be small and under funded.

Benefits for Affiliate Faculty

Better compensation and benefits (at least sick time pay).

Better equity and appreciation for adjunct instructors.

Better opportunity for career advancement would be nice.

Better pay and respect for part time faculty

Better pay for adjuncts.

Better pay for affiliate faculty, yearly or longer contract so work is not so tenuous, HEALTH CARE COVERAGE!!!

Better pay for affiliate faculty.

better pay for part-time

Better treatment of affiliate faculty

Better treatment of affiliate faculty.

Can't think of anything off-hand.

classrooms with windows.

Consistent resources and upgrades to technology in ALL classrooms

Decent pay, benefits, and representation for adjuncts (affiliates)!!!!

Department leadership that can be trusted.

diversity in leadership roles
less stress,

Facilities for our sport (indoor track)

Facility upgrades, allow technology to work better. More open communication to non full-time faculty about all the things that affect them

Fewer affiliate faculty - more respect = more hours

Fewer vague surveys

Free parking for instructors

Free RTD pass

From my perspective as an affiliate faculty member, I would like more flexible compensation options. Compensation is too low, but it would helpful if I could receive health benefits instead of a salary. Having a flexible compensation system would do a better job of meeting people's

needs and would help to retain good affiliate faculty. Honestly, I can make so much more money working elsewhere - the only reason I do this is to give back and to make a difference. It is a philanthropic effort on my part!

Give affiliate faculty higher pay! And medical, dental, life, and vision benefits. Also, give us tuition benefits for us, our spouses, and our children! Affiliate (part-time) faculty make up over half of the overall faculty of the university. Pay us more, give us benefits, like insurance and tuition benefits. The institution should be ashamed of itself for not doing so! What kind of support and value does this show us?! Actions speak louder than words!

Greater appreciation of affiliate faculty, which makes up a majority of faculty at MSUDenver. The pay is too low, and we should be eligible for medical benefits!

Guaranteed working hours for at least some affiliate faculty.
More full-time faculty positions.

Have better (and cheaper parking)-- but I know that is an Auraria issue, vs. strictly a Metro issue. Same goes for the lack of Affiliate office space and classroom assignments.

Health benefits and a more livable wage for affiliate faculty members

Health benefits for affiliate faculty.

HELPING My colleagues who are affiliates with increased pay for performance

higher pay

Higher pay :)
Either smaller classes (no more than 20) or more classroom space to be able to practice and evaluate skills.

Higher pay, to be honest. I put in quite a few hours regardless of the number of students in my courses.

Hiring instructors who have put in the time and energy over the years teaching, developing classes and supporting students and the department.

I am an adjunct instructor who has been teaching for over 15 years...a little more money to teach would be nice.

I am an affiliate faculty member at Metro. My full time appointment is elsewhere. I am very happy to have the opportunity to teach here. I feel that the administration in my Department here is very respectful of the affiliate faculty and responsive to our needs.

I am an affiliate faculty member, and I would appreciate a clearer understanding of future opportunities, the ability to teach more courses, and more benefits.

I am in my first semester as an affiliate instructor, and have had a number of questions. A mature affiliate program would be welcome.

I am part time faculty, and those are just undignified working condition and terms of contract. Please provide medical benefits for part-time faculty as a first step. This would be very important for morale, because otherwise the message is literally "we don't care if you die".

I am teaching 3-highly technical classes that very few other people could teach, but my children and I are living below the poverty level. That shouldn't be the case. I am going to have to pursue another career because I simply cannot afford to continue teaching.

I do not have a job of any permanence at this university and I am asked to make my intentions known every semester as to whether I will continue working here. I would appreciate the university offering me either a permanent part-time job or full-time job. As it stands, I do not have either item, yet the university takes out retirement funds from me every paycheck. I think permanency and a feeling of permanency would make the university a better place for me to work. There is no information in my department about gaining a permanent position. My department keeps us adjuncts away from the action and in the dark. I've been working here for over six years. I like working here, but I have to constantly find other part-time employment in order to keep working at this university. After so many years of temporary contracts, it would seem natural that the university needed and appreciated the employee and would hire him or her on a permanent basis. Instead, my employment status is reviewed every single semester (3x per year) and I am offered fresh contracts. At UC Denver, multi-year contracts are given to part-time adjuncts. Perhaps this is the next step for MSU Denver.

I have found it extremely difficult, actually nearly impossible, to work effectively with the access department. They do NOT work with faculty but rather dictate how/what we can use in our classrooms. Their focus is the students with disabilities yet fail to offer concern for depriving all the students who do not have accessibility issues of technology, etc... The administration has failed to listen to the students, particularly the visually impaired population, and therefore allow the bullying & ball dropping by the access department to continue. Additionally, the

administration fails to reach out to the professors who are on the front lines, working with this particular population, thereby allowing the access department to bully affiliates and provides no clear, retaliation free, avenue for faculty/affiliates to voice their concerns without fear of losing their jobs. I think having 1 place that will truly listen to the concerns of faculty & students with regard to the access department and the negative environment they create would make this institution a much better place to work.

I would love to see part time faculty get benefits-medical (even if at a higher cost), some form of tenure, tuition reimbursement for children

I'm affiliate so I'm not really sure of all of the things I could/should be taking advantage of from a benefit perspective. B-cycle station by the HLC and stops to train. Better desk situations for instructors/professors. Also fixing the emergency beacons. The one by the HLC sat broke for over a month with a sign posted "out of order". So if I'm getting robbed I need to tell the person to stop because the beacon's out of order? Seriously who thought that would be a good idea?

If adjunct faculty had the option of purchasing health insurance through the school. I understand that we are part-time and therefore cannot receive benefits, but if we had the option of purchasing health insurance through the school, we would all like our jobs a little more.

If affiliate faculty had a snowball's chance of ever being hired full-time. All these benefit questions are kind of a slap in the face for those of us who do a lot of the work but don't get things like benefits or a stable income. I think Metro is nicer to us than a lot of institutions, but it sure would be nice to be able to do things like buy a house or plan financially more than 4 months in advance.

If affiliate faculty were given a working wage, given raises and incentives for education and experience, compensated for out of class time and office hours, included and compensated for time attending departmental meetings so we could feel a part of the community and be better informed of issues.

If affiliate faculty were given some benefits. Currently there are none for them. No professional development, not able to take a class, no health absolutely nothing for affiliate faculty. I have not seen any type of reward for great performance. So I believe quality in instructors becomes an issue across the board because there are no incentives for them. I teach because I like seeing my students do well and learn, but feel no appreciation from the university.

If I could work here fulltime as a tenured professor:)

If more affiliate faculty would actually be offered a permanent position.

If they offered one more category II Chef position within the HTE, and provided tuition assistance for employees and defendants.

Improving the recognition and compensation for affiliate faculty.

Involving adjunct faculty a little more in meetings/etc.

It would be good to hire affiliate faculty as full-time faculty with appropriate pay and benefits.

It would be great if once a semester we all sat down and discussed ideas

Less reliance on hiring people in part time positions when they have to work full time to live.

Less reliance on/better treatment of affiliate faculty.

Levels of adjunct recognition. A way for faculty wanting to teach just one or two classes to be more a part of the university system. (There are more of us than tenured faculty.)

livable wages

Make adjuncts full-time. Or, better, get rid of the adjunct tier altogether and hire them. The hypocrisy of this institution claiming fairness while employing adjuncts at poverty-level wages is appalling.

Make it a research institution at its own. We obviously will not overlap with other higher education institution missions, however, research is very important in all levels of all society and MSU Denver is missing great opportunity push research in undergraduate programs, where the University makes its mark.

More \$ and consistency as an affiliate.

More benefits for affiliate Faculty since there are so many of us in key teaching roles

More computer labs, better classrooms.

More consideration for the "adjunct faculty". Previous teaching experiences should be counted toward the promotion, and minimum benefits should be provided with experience and performance.

More department and division interactions among faculty - I was accustomed to more faculty activities and prof dev at my last campus - I knew the faculty in my division. I see no efforts to gather faculty by department or division which does not contribute to feeling a part of anything.

More direct communication with department chair, professional development for new faculty

More education benefits, more assistance making classes more interactive

More face to face communication

More full time faculty, benefits for adjunct instructors

More full-time opportunities.

More full-time positions, or give affiliate faculty benefits. What you ask of affiliate faculty is completely unfair. I work my booty off to provide a quality education to my students, yet I can't afford to pay my bills, and I have to work a part-time job, which takes time away from my students.

More office space in my department, more upward mobility.

More organized, thorough orientation process
IT/ETC/ruc team to reply to e-mails, learn to be aware of following through on communication. Upgrade customer service. Listen clearly. Reflect and clarify. When faculty comes to them (e-mail, phone or in person) remember human interaction. Some are great at this! But it doesn't seem to be dept policy or part of the culture.
WC 227 is tiny and inappropriate for classes. Cramped. Should keep class size for this room to 15 or under. Also, what about art students painting a mural of nature on the wall? Or a picture of a window?
Less paper! Use technology more. Organize communications and do a weekly newsletter, or...an innovative tech way to communicate. Randomly unscheduled printed posters are put in mailboxes and we are to pas them around to students in class. Not efficient use of resources.

more pay, better benefits, better working conditions for affiliate faculty.

More recognition for the contributions of affiliate faculty and a better understanding of their working conditions.

More respect and classes for Affiliates.

More students interested in history so as to expand the departmental offerings and student population for that field.

much better support of faculty

No real changes...

No response

No suggestions.

Not applicable - Adjunct Faculty.

Nothing

Nothing that comes to mind just now.

Offer more full-time positions; allow affiliate faculty to teach/develop upper division courses.

Only have class once a week. Being a part time professor, with my own company(s), the twice a week in the class, is killing me.

Openness and diversity.

Openness to diversity of ideas, not just arbitrarily defined identities.

Paid collaboration

Parking and some type of benefits for affiliate staff

PARKING!

and

Not allowing the tenured fac exert so much sway over the scheduling of classes.

I understand the value of the tenure. However, an effective - yet non-tenured - fac is denied an opportunity

over a less effective tenured fac member. The students lose . . .

pay part time faculty more

Paying their adjunct faculty a professional wage.

Promising to make it a safe campus/more security. I like that it's downtown but at the same time, being downtown and an open campus just invites crime onto the campus. Every time I get an email about an alert, I worry about my students, my colleagues and myself (if we happen to be on campus at the time). Also, having a higher standards in students. I get you want to provide college for EVERYONE, but maybe NOT EVERYONE wants to go to college. I'm really tired of the lack of enthusiasm and lack of intelligence I've experienced while teaching at MSU Denver. We're better than that. We are here to educate these students-prepare them for the real world. At times, I feel that we've gotten away from that idea and now are focused on how much government funding we can receive. Shame on you.

Recognition of and appropriate compensation for affiliate faculty.

Reconsideration of on-line course delivery preparation, maintenance and delivery workload and compensation.

Reward quality of teaching, not credentials and service. Discontinue our graduate programs and focus on quality of undergraduate education. Stop remodeling new buildings when our faculty are still teaching in trailers after many years.

See comments below.

Slightly better facilities and equipment. Better pay for affiliate faculty.

Smaller class sizes

Smoke free

Some benefits for part time instructors. As part time instructors we are often so busy trying to make a living we have no time for students outside of our regular class time.

Some bigger classrooms. More well renowned speakers/performers, etc.

Some technology in classrooms is outdated.

Stop exploiting adjunct instructors

The leadership in the XXXXXXXX Department is non existent, and debilitating to many faculty. Many excellent faculty have quit. Metropolitan State University of Denver has an excellent reputation and the XXXXXXXX XXXXXX should too (and it does not). Many faculty in the XXXXXXXX program do not speak up for fear of being fired. The superb individuals who are affiliate or salaried faculty would thrive with collaborative communication, effective leadership, improved orientation, much better professional development and above all.....attention to the contribution we make as individual professionals with many diverse skills in the field of XXXXXXXXXXXXXXXX.

The whole affiliate faculty/adjunct situation is *so far from fair* in the overall. I am in that category; I am in my 11th year of contributing to campus and student life. I know I am a capable teacher, and to be denied any benefits and just pay is demoralizing. I took part in the Metro Affiliate Faculty Association several years ago. At least we have a (small) voice in faculty senate now, but we need more equal justice in our work.

Treating the educators like they matter.

um, benefits for adjunct faculty would be a BIG first place to start. And can we PLEASE get rid of chalkboards?? I cannot teach effectively in a big classroom using chalk...the writing disappears into the residual dust on the board. In addition to white lung, I need my students to be able to SEE what i am doing. Also, a more responsive facilities and tech would be helpful. I have taught for three consecutive semesters in the same classroom (King 313) that has a bent/damaged HDMI cable. That it has not been replaced despite my calls is RIDICULOUS.

Updated classrooms and technology, with computers in the classrooms. I was surprised that I would have to bring my old, clunky computer with me to class.

We need better classroom space in the third floor of the Plaza Building. It would also be nice to have just a language lab added to the Plaza Building.

Well, as adjunct faculty I have no benefits, no rights, and no job security. I basically am just filler, and a way for the University to keep their costs low. I never complain because I have zero job security. When I see how much money the University spends on sports and stadiums I feel resentful as I feel they could spend more money on the main mission of the University, which should be teaching students and helping them reach their goals and potential.

You are getting away from the students and focusing too much on the bloated administration.

What suggestions do you have that might improve communication throughout the University?

/

- 1) Hire affiliates for a longer term so they have more of a stake in the success of MSU-Denver.
 - 2) Assign classes based on years of service and performance reviews, and not one individual's arbitrary decisions. It is difficult to speak up if one's job depends on staying quiet. Clearly filing a complaint is out of the question under such circumstances.
 - 3) Allow affiliates to have more of a say in how their own classes are run by instituting affiliate-only meetings (to prevent bullying). I understand that Affiliates now have a rep. but this does not do much on the department level.
-

?

Again, I have no complaints or concerns here either,

An updated intranet that has quick access to campus news updates and posting.

As affiliate faculty, I don't know much about this. I do receive regular communications and I appreciate that.

As an affiliate I feel at the bottom of the communication ladder.

Can't think of anything off-hand

Communication with affiliate faculty

Continue communications we have today.

Department heads should be academia professionals NOT industry professionals.

faculty meetings more than once a semester would be a big help. We have a 'welcome' and 'welcome back' breakfast every semester that allows information to be disseminated, but a midterm all-hands would be useful.

Fewer - yes, fewer - mass emails. Affiliate faculty tend to work multiple jobs, and the more emails they receive, the less likely they are to read them.

Get state law changed so affiliates (adjuncts) can organize including the RIGHT TO STRIKE!!

Give a brief email overview of what was discussed in our staff meetings.

How about actually communicating. In 8 years I have had precisely zero communications with anyone outside my department. The email notifications are wholly inadequate.

I am satisfied with communications.

I appreciate that the university does student evaluations but the data should be available sooner.

I believe that so far communication has been good.

I believe you are very efficient communicating with your staff.

I don't think communication is the issue. The University is always transforming.

I don't. I think
Communication is good.

I get a lot of emails that don;t seem to apply to me. I'm not sure how I fit into the big picture as affiliate faculty.

I have no problem communication throughout the university thus far.

I haven't had any issues communicating at MSU. I have been working here for over 20 years and I have never encountered someone that is not pleasant.

I'm done making suggestions. If you can't figure it out after years of many people giving advice, it's a lost cause.

In -person visits to staff meetings (Upper admin) each dept x1/year. "Walking Rounds. I love the website with so much news and info. Nice job!
Do a rotation for each dept char and some faculty to spend an hour in another dept x1/year.
Have collaborative multi-disciplinary sessions to share best practices.

It is a pity that communication is lacking at such a relatively small Institution. I think having interdepartmental meetings is a good way to go. Digital means, e-mail for instance, is sometimes very impersonal. Having one or two meetings per year should be a good thing. Then, whoever connects in those meetings, they find other ways to keep going.

It would be really nice to be able to unsubscribe from some kinds of emails. We get bombarded daily with stuff that really doesn't apply to affiliate faculty and there's apparently nothing to be done about it.
Also, I would like my contact and schedule information to be available only to the MSU Denver community and not to the entire Internet without a login.

It's getting too P.C.

Less sports emails

Make leadership more accessible...

Making sure all faculty and staff are required to check their email at least once every 24 hours would improve communication. Some departments ignore all emails until someone physically shows up in their office. As a part-time faculty member, I don't have time to show up physically to address an issue that an email could have handled.

Maybe start with departmental meetings. Have boards with faces and names. I have no idea who works in my department, besides occasionally meeting people in the hallways.

Maybe the hiring process for XXXXXX's successor? Came out of nowhere..

Maybe there could be a summary email once a week? I get so many I don't read a lot if them.

More is better

More time in the orientation process

N.A.

n/a

n/a

na

NA

No opinion on this question.

No response

No suggestions at the moment.

none

None

None

none

None at this time.

None that I can think of.

None, it seems very good

None.

None.

None. The daily update on e-mail is helpful.

Not applicable - Adjunct Faculty.

Not sure, there is so much information flowing that it is difficult to manage it all. Is there already a central place where links to address specific issues/activities/resources exist? The website is

supposed to be this place but it can be challenging to find things easily there: For example when I write up a syllabus for a class and I want to add any pertinent upcoming speakers or events that are relevant to the topic it is cumbersome if not impossible to know what is happening on campus.

Not sure.

Nothing

Offer open forums to discuss hot topics.

One bi-weekly newsletter; spotlight affiliate faculty who are making a positive impact on the University and students.

Openly asking for suggestions to recruit students, maintain student population.

Pay people for the time they spend doing online courses, such as the Sexual Harassment, Disability, and Bullying courses.

Perhaps stop the lazy forwards to all affiliate faculty and push information down in a more attention-getting fashion.

Please see above answer.

Prevent responses to emails, these cranky affiliates respond left and right causing me to unjoin these lists because I'm tired of hearing them complain. I just want to hear the news so I'm probably missing a lot as a result.

Proportional representation of the Affiliate Faculty in the shared governance bodies

Provide easy to find resources for what is currently being looked at and discussed, options for getting involved. Often as an adjunct professor I feel very much on the outskirts

Respect for a broader range of employees.

Same answer as for question 2.

semesterly meetings

Senior leadership should be required to teach courses, not just administrators

show more respect for people who have worked in the field and are now working (even if only part time) to share their expertise. Sometimes, those individuals are treated off hand or as an after thought when in fact, they connect the students to the real world; often they are the ones with contacts to help launch student success, etc.

Simple: responsiveness

Someone to take a look at what is really going on in your XXXXXXXXXXXXXXXX that is so contrary to your mission.

Stop outsourcing your faculty. Hire full time faculty.

The communication is fine

The daily Early Bird email is great, but I think it could include more substantive information. It seems like a lot of fluff.

The email communications is excellent that are campus wide, president events, etc. Blackboard should provide a common space for anyone logging in (esp students) to learn of events, meetings and opportunities - a virtual bulletin board which used to exist. Student services should develop outreach that reaches in classroom and online students - materials do not translate from the old table tent or flyer to new communications.

The University is really pretty good about this. With visitors to class and the online publications, the information is there if folks read it!

This is such a large adjunct faculty that it is hard to get a feeling of inclusion. Everyone goes multiple directions to make the financial piece work.

Understanding that we have a HSI initiative----to increase our Latina/o students----that doesn't "hear the fear" my students have about coming to class.....Having a Panel of Indigenous Scholars Talk about the Fear and Understanding How Faith of MSU Denver can be of

significant importance to their career and life path....Consider: XXXXXXXX, XXXXXXXX, XXXXXXXXXXXX, Native American Studies colleagues as many Latina/o have Native American blood lines..... XXXXXXXXXX, who is the XX, AND MOST importantly, our Deans, Chairs, Vice Presidents to be invited to participate.....Finally, please invite Student Leaders to be part of this co-creation of the Panel for Positive Student Professional and Personal Development. I love MSU Denver, I grew up across the street on the Platte River.....where Aquarium is now...We have to learn to co-create strong and supportive institutional policies and practices as we continue to be the BEST Academic space.....

When I was hired, there was no guidance. I wasn't even given a syllabus and not a single piece of content. I had to start from scratch. I was able to at least track down some other teachers to get a syllabus.

When one of the higher officials has information that pertains to the rest of the community, send out an e-mail to anybody all at once.

With in the department, I would like to have more meetings that involves even affiliate faculty.

What suggestions do you have to improve the practice of shared governance at MSU Denver?

-

/

A rhythm of department meetings which are then shared with the overall university faculty.

Access to subcommittees that make decisions. I don't actually know anything about how MSU is governed.

Actually happening...

Affiliate faculty hears little if anything (?) about this. As shared governance is designed, all levels and perspectives are needed.

Affiliates should have a voice in governance, and if they already have one, it needs to be amplified, because I hear nothing about this.

An outside person would learn a great deal by privately interviewing all of the
XXXXXXXXXXXXXXXX Faculty, affiliate & salaried.....and ask for their recommendations.

as a part-time instructor don't really get involved with this.

Can't think of anything off-hand

Communication via e-mail.

communication, and increased awareness.

Continue committee involvement and reporting at faculty meetings.

Don't have any.

Have representatives from all groups, departments, etc...participating in the shared governance decisions. This is a public institution after all, and people are borrowing positions for a certain amount of time, in other words, serving the Institution.

Have the affiliate faculty be better represented; given the numbers of affiliate faculty and percentage of classes we are teaching we are grossly underrepresented.

I am part time, so not as involved with the shared governance at MSU Denver.

I am satisfied with the governance.

I believe that so far the practice of shared governance is good.

I don't have a good knowledge here to provide a response.

I don't have any suggestions.

I have given countless hours of free service as an Affiliate Faculty member over 10 years. Everyone else at workshops, conferences and learning communities are paid since they serve on their work time. I don't see this as equitable. Some schools I have worked at paid Affiliates for development opportunities or mandatory training.

I have had no communication regarding shared governance. As far as I can tell, anyone in my role isn't welcome in shared governance.

I only began as an adjunct faculty member last August so I have no idea at this time.

I think sometimes the voices of the "worker bees" aren't heard when there is an employee favored by the dean.

I'm not sure how I fit into the big picture as affiliate faculty.

include alumni and adjunct faculty

Include part-timers effectively

Invite affiliates to faculty meetings

Involve affiliate faculty more, but pay them for their time.

its good as is

make it more meaningful - not just in name only

Make serious cuts in the volume of the administration.

More affiliate faculty on faculty Senate. Being invited at least once a semester to department meetings.

Move away from some of the extreme left views and attitudes to include more diverse ideas.

N.A.

n/a

N/A

N/a

N/A

N/A

N/A

NA

na

NA

No response

No suggestions

No suggestions

No suggestions.

none

None

None

none

None, it seems very good

None.

None.

None.

None.

None.

None. I am seeing improvement.

Not applicable - Adjunct Faculty.

not applicable to me - I haven't received any information about shared governance. I assume that it does not apply to affiliate faculty.

Not Applicable.

Nothing

Nothing

Organize affiliates (adjuncts) into an effective force to fight for their rights!!!

Please see above...that is why I miss XXXXXXXXXX---who was my mentor for over twenty years--she understood how important it was to have a "woman at the table of policy change"

Please stop making us take time-consuming trainings online. I get that the cute comic book formats are supposed to be engaging, but they're not if you're not a visual learner, they can take forever to load, and there's no way to just cut to the chase and take the certification "quiz" for those of us who have had multiple trainings already and/or already know the material. I used to work for a nonprofit that enforced the ADA, but I've been forced to take no fewer than FOUR time-consuming online trainings about it in the last 5-1/2 years. Please don't make me do another one.

Proportional representation of the Affiliate Faculty in the shared governance bodies

Provide a greater share of decision-making for staff members that actually work with students.

Seats in the faculty senate commensurate with affiliate faculty representation. This could either be a number of seats for affiliate faculty equal to the percentage of faculty who are affiliates, or a number of seats equal to the percentage of contact hours taught by affiliate faculty.

See above.

To first explain to all temporary employees what this is and why their departments will not mention it.

If there is anything you would like to add regarding culture, workplace quality, employee appreciation, etc. please do so here.

1. IT is actively hostile towards the fundamental mission of supplying course content and instruction to students. Each and every action that they have taken has made it more difficult to have any other method of content supplied other than by photocopy. I used to supply online content but that ability has ceased. Blackboard is slow, clunky, and buggy. Its training areas are so convoluted, that after hours of looking for information, I gave up. Each click of a link in Blackboard results in minutes of waiting for the action. That's slower than early 1990's dialup. It's bad enough that there are web pages dedicated to advertising the universities that have abandoned Blackboard. Email continues to be unreliable. This began with the email system switch over debacle several years that made the national news. Since then, my email has continued to be problematic. I regularly have trouble with log in. Sometimes I can't log in for minutes, but sometimes it's for days. I regularly do not get emails sent to me by students. I will occasionally get emails days or even weeks later than when they were sent. I have to advertise to students that email is the most unreliable method to contact me. I am aware that members of my department have been bullied by members of IT and that IT has actively interfered with my departments online presence. To date, I have had no IT issues solved. I will attempt to address an issue with no resolution. The only communication I will get is an email saying that a ticket is closed. However, all the issues remain. It is clear that IT has no intention of correcting its problems. 2. As far as I can tell, there is no demonstration that any of the work of faculty is recognized outside of a few awards. Some of these I wasn't even aware of these until this year. The only communications that I've received from outside my department are a yearly birthday card from the President (which I didn't get this last year) and an occasional trinket from the Alumni Association. Outside of that, it would seem that anyone outside my department is completely unaware of my existence. 3. Work restrictions on affiliates require me to work at another institution. If it wasn't for that, I would not be making a living wage. As it is, I work more hours for less pay (and no benefits) than anyone else in either department. I average working almost 60 hours a week and regularly work more than 70. 4. The work restrictions on affiliates mean I always teach lower division classes. As a result, my talent and expertise are being wasted. Since the work requirements are so intensive, I have no time for any type of enrichment that would make the work I do fulfilling. 5. As a result of my work schedule, I am never able to take advantage of any opportunities for attending training, workshops, colloquia, meetings, wellness classes, or essentially anything provided by the university. It would seem that outside of my department, I am an official outsider to the university. 6. On the next page (Item 3), you should have given an option to Decline to Answer regarding School and Department. Identifying my department would almost certainly lead to identifying me. Given the interactions outside the department have been adversarial, that would open me up to retaliation. Since I have seen this

behavior from IT, I refuse to respond to those 2 questions. 7. On the last page (Item 18), 3 choices aren't enough to list the issues that would lead to me leaving. A full list would include Benefits, Career Advancement, Job Stress/Burnout, Pay, and Workload. This full list is relevant since they are all interconnected.

Adjunct instructors should be able to (FREE) audit ONE class every semester as a benefit and as an method to encourage continued learning within and outside their own areas of expertise.

Affiliate faculty are ignored at all levels of the University

Affiliate faculty need more benefits, pay and stability

Affiliate faculty need to be paid more what they are worth, especially if they have worked a career in the field and bring that experience to their respective departments and to the students. It is a disincentive to not honor them in their area of expertise just as the university does for those who have gone straight through school with the idea of teaching for a professional career. Both are needed for the greatest outcomes for students, but they certainly are not appreciated in the equal fashion.

Affiliate faculty should be paid much more - the level of compensation is insulting and unlivable. Also they should be paid for meetings, online trainings, professional development, and prep time for canceled courses. The community colleges in Colorado do this already. Benefits and paid parking or RTD pass would also improve the situation greatly. It is difficult to provide high quality instruction when you must juggle multiple jobs and/or an extremely heavy course loads to make ends meet. The compensation also makes you feel devalued as a professional.

Affiliates should be rewarded for their contributions in the department.

Again, I think MSU should do more to help their affiliate faculty members be apart of the university. I feel like the affiliate faculty members hold up so many departments, but yet we are not formally recognized as full employees of the university. What would the MSU do without us?

Appreciate your affiliate faculty. Seriously.

As a part-time faculty member, I feel that I have little freedom in teaching classes the way I want to teach them. Too much course material is proscribed by the department.

As an affiliate faculty member, I have the impression that my position (and those like it) is undervalued and overlooked. My supervisor does the best job possible to make affiliates' jobs

run smoothly, but ultimately, the executive staff of the university, and even the state legislature and electorate itself, must recognize that this is a severe problem. Specifically, the executive staff must acknowledge - publicly and via news media - that universities are facing untenable disparities between budgets and fair employment practices, and these disparities require remediation. University executives must demonstrate a stronger commitment to recognizing the too-often uncompensated contributions of adjunct instructors. The risks of relying on so many low-paid affiliate educators include both (a) employing substandard educators who undermine the efficacy and even the reputation of the institution, and conversely (b) exploiting exemplary educators who contribute personal financial and time resources beyond what the University compensates, with little to no chance of recognition or career mobility.

As long as a majority of the largest group of faculty (the Affiliate Faculty) feel exploited, there will be issues with the University culture

Because affiliate faculty have to rely semester to semester on the staying in the good graces of a few individuals who produce the department schedules, many are afraid to speak out. To be honest, even though this survey is supposed to be anonymous, I worry about repercussions of identifying myself in any way since our department is VERY dysfunctional. In meetings where we are supposed to share our insights most of us stay silent. If our insights do not match the current "party line" even on the smallest of things, we are bullied and silenced -- or simply not re-hired. I have personally seen this happen with more than one affiliate. MSU-Denver is losing good people because those people have chosen to have a voice.

Budget for projects

Can we ever have a performance based raise? The last time I was evaluated I received the highest scores available, yet there is no opportunity for advancement or a performance based raise.

Does anyone ever read the student evaluations of faculty? What would constitute recognition? I was published in a curriculum journal and since it was not pure mathematics journal that was not worth recognizing.

Down with the corporatization and commodification of education! Pay affiliates (adjuncts) a living wage! All power to the soviets!

Employee appreciate events are very well done.
If departments/divisions had more opportunities it would make the larger gatherings more meaningful.

Every single classroom needs a teacher computer and a document camera newer than 20 years old.

Everything that is wrong with academia is unfortunately wrong at MSUD as well. Part time faculty office is a tiny space shared on occasion by up to four people (more than desks). There is no appreciation of work, no mentoring, no constructive feedback - short of students complaints. The attitude seems to be show up, do your work, and keep the students (customers) happy, yet don't expect the payroll to actually pay your bills. The class rooms are crowded and windowless. The turnaround time between lectures is 10 minutes, this is barely enough to disconnect the laptop from the projector and clean the board, there is NO time for beyond class time student/ instructor interaction.

For affiliate faculty, someone that has taught for years is paid the same amount as someone that has never taught. It feels like extra effort is not really appreciated.

I also do the same type of work online for another institution: better pay, and some benefits for AF during semesters they work more than .5 FTE (and don't decrease their workload to avoid this. Take advantage of the skills and abilities of all team members. AF are core team members as well. This needs some focus. Thank you for asking!

I am pleased to teach Online/Hybrid courses at Metro State.

I am pleased with every aspect regarding culture, workplace quality, and employee appreciation. I wish the affiliates could teach more credits even if benefits would not be added. I love teaching my students, but I am very limited to the number of classes I can instruct due to the institution's policies.

I came in because faculty had left and I replaced this person. I could only do the specific time and days of those courses temporarily and chose to do this for two semesters. My job, performance has been determined based off my schedule only. Unfortunately, I cannot be offered the course that I can work, if I cannot teach the course that is held directly before that (which is the course that conflicts with my family schedule). I worry if this happens often, it does affect the spirit, appreciation and loyalty of a "team".

I feel like a second class citizen as an affiliate faculty at this university.

I feel with education, it is our job to prepare students for the next step in their career. I could see more being done for that. Every decision should be based on "how does this help the student find a job in their field of study". Sometimes I feel it is more about the University and less about their future career.

I have a great Chair! I enjoy my job and my peers. I just wish Affiliates were seen as a real part of the team from an organizational perspective.

I have been a little unimpressed with the department chair. I come from a professional career, and things seem to move at a glacial pace and things fall through the cracks. I only teach one class, but I don't see a lot of vision for moving the department forward.

I have experienced serious bullying by two colleagues and my department chair was unresponsive to the problem. My students have also been bullied by these same faculty. Take bullying seriously!

I love our department and how friendly everybody seems to be.

I love the SIP! Very informational

I realize that students can't afford high tuition, but the State of Colorado doesn't support higher education enough to make education affordable.

I really enjoy working for MSU Denver and hope I can build a successful career here.

I think I've said what I've had to say.

I think the climate and culture have changed in recent years. When I first came to Metro, I was paid less than men who had fewer credentials and were not doctorally prepared. I am hopeful this would not happen in 2017.

I think the trend towards hybrid classes is working well. It gives both students and professors flexibility and helps create a much better work/life balance. If a student has time at midnight to work on a classroom discussion, then they can participate. The hindering drawback is that an affiliate professor/lecturer, teaching a highly technical class, earns just a pittance. I'm teaching 10 credits worth of classes, but bring home about \$1900/month. I love the students and what I'm doing, but will have to seek another line of work because teaching at this level is more than part time work. It's at least 30 hours a week, so you can't really have another job and still give your students what they need.

I truly love the culture of the campus! The relationships in my department are generally good.

I work at two different institutions on this campus and I feel valued and appreciated at the other institution.

I would like to see some incentives/recognition for good affiliate teaching. This might include feedback from other tenured faculty, or somehow tied to student evaluations. Recognition for affiliate service in both internal/external organizations to the University shows institutional brand and could be tied to performance. Is there any type of performance-based incentive for affiliate teaching? Is good teaching good enough, or does MSU Denver have a future vision of how affiliate teaching fits into long-term institutional goals?

I would like to strongly suggest that the access department hire someone with a STEM focus. Working with them over the last year has nearly taken the joy out of teaching here. As an affiliate faculty member I do not feel appreciated by the administration, my department is not included in my definition of administration, because there is no support. There is absolutely no training for how to work with these specialized populations yet when we, the professor, tell access what the student needs they begin to tell us what we can/can not do in our classrooms!!! They do not give guidance, they just dictate!! They do not attempt to work as a team, they just bully!!! As an affiliate faculty member I get blamed by them for their inability to provide the student in my class with the necessary materials in a timely fashion, despite me meeting all their submission deadlines. They say things like the file was corrupt, etc...yet do not reach out to me, thru simply blame me when the student arrives and the material isn't ready. There is meeting after meeting about the issues regarding reaching some of these very unique populations , yet despite me actually doing the daily battles, I am not invited nor do I feel my concerns are valued. This university prides itself on its diversity and acts as a beacon to the community as a safe, supportive place for students with disabilities yet when the students arrive it is a completely different reality. I would like to see the access department held accountable, not simply allowed to spread blame to the students & faculty, for their unwillingness to actually meet the needs of ALL students with disabilities. In my opinion, supporting faculty who see serious wrong doing and giving them a safe place to share these concerns would go a long way to improving workplace quality, culture, and would certainly make my efforts feel more appreciated.

I would love to see more diversity in my own department. Lots of white males everywhere I look. (unless I am looking at support staff). I would like my chair to acknowledge the adjuncts more than just a once a year thank you for your service sentence at our annual staff meeting. I would like for adjuncts in general to be viewed as valuable part of the whole and given the ability to teach to their skill sets and expertise. I would love to have updated technology in classrooms.

I'd like more techniques on capturing students who disappear.

I'm not sure if I have any benefits as affiliate faculty, or what they might be. I would like more choices for the retirement plan in PERA to choose the DC plan as opposed to traditional pension plan. I would like the opportunity for tuition assistance for myself and/or family as

affiliate faculty. It would be nice if affiliate faculty was included in department meetings and considered more a part of the team so we could be better connected to the department we are part of and the university as a whole.

In the six+ years I've been working here, I have only seen the chair twice and hardly ever communicate with him. Whether it is a good or bad thing, I don't know. I think that adjuncts who want to stay and work here, should be given a pathway to do so.

Increase the pay for affiliate faculty and also benefits!!! I am considered part-time and do not get benefits but teach 3 classes and work more than 40 hours a week. I feel like affiliate faculty members make up a large portion of the teachers in the EAS department and that we should get more recognition for the work that we do in the form of higher compensation or benefits. I have heard from other affiliate members that MSU Denver does not pay affiliates well in comparison to other colleges.

It would be wonderful to offer more formalized departmental mentoring to affiliate faculty who are on the job market for a TT position.

It's a real problem that our contact and schedule information is literally open to EVERYONE with an Internet connection, without them having to log in. I've been contacted multiple times by outside organizations and it's creepy. I've also been stalked in the past and I don't want people outside the MSU Denver community to be able to contact me or just walk into my classroom. I've attempted to address this with HR multiple times and they clearly just don't care. That doesn't jibe with the trainings I had to take or with the supposed values of prioritizing our safety and security. Please fix this serious problem.

It's frustrating when you don't have the tools you need or equipment doesn't work. If a room has a dry erase board, markers should always be provided. Rooms should not have dark areas, projectors that continuously die or miss-split the screen during student presentations is frustrating on so many levels.

Make adjuncts full-time, with guaranteed contracts and benefits.
Get rid of all these abominable evaluations and surveys.

Many of this survey's questions used the words "clear and effective" - while I think policies regarding culture, workplace quality, employee appreciation, etc. are clear - I do not believe they are always effective in practice - work needs to be done to share effectiveness of these clear policies and practices.

Metro does a good job embracing diversity in many ways. We can't lose that focus!

More classroom space is my only suggestion. It is difficult to move from one room to the other and then that room is not large enough for the class size (over 20).

More contact and communication with department chair.

More recognition for the contributions from affiliate faculty members would be fantastic, as they contribute greatly to bringing in students to departments and keeping departments running to meet student demand.

MSUD is a great place to work - As an affiliate I feel less of an "academic field hand" than I have at other institutions but the general structure for adjunct faculty is the same.

my office, used for office hours, is wonderful. the space is open, inviting, and facilitates my ability to be flexible with my Access students. Whiteboards in ALL classrooms needs to happen yesterday. It would be nice for adjuncts to have a bit more say in curriculum development, and benefits again would be nice. Any beats none.

N/A

N/A.

NA

na

No

No

No

No

No, new here just enjoying my second career.

No.

No.

No.

None

none

none

None

None

None.

Not applicable - Adjunct Faculty.

Nothing

Offering more professional development opportunities that occur outside of traditional business hours would increase attendance for part-time faculty that only teach in the evenings or early mornings due to their other jobs. I have four other jobs and I can't attend professional development opportunities because they only happen during the work day.

Opportunity for advancement for affiliate faculty.

Other schools do monthly birthday celebrations. Feedback is crucial and for a peer evaluation to happen with no followup is frustrating.

Please give something back to our affiliate faculty. I know many who feel very unappreciated and to me that is a big problem.

Procedures are frequently so arcanelly bureaucratic. It doesn't seem necessary and kind of undermines the warm, cozy feeling one would like to have in a community of learning.

students do not know that the majority of classes are taught by part-time faculty who are not paid a living wage

The desks provided to instructors are too small. Can't we get a normal size desk? You took away the nice parking lot by the HLC unannounced, there was zero communication there to the project. How about just informing people of what's going on?

The instructor's evaluation should include if the students can check "the instructor prepares for the class", "the instructor's way of teaching is creative", the instructor uses variety of teaching techniques and activities".

The University 'balances its budget' on the heavy use of adjunct faculty, an extremely low price to pay for the excellence provided.

The workplace needs improvements. Some infrastructure is obsolete. As a Faculty, I do what I can to have my work done. However, labs, classrooms, equipments, and even some employees needs replacement.

There should be a preference given to MSU Denver employees over outside candidates for employment. I applied to another position within the college, so that I could get a full-time position. I was brought in for an interview, and it went well. I believe I would have been hired for the position if I was 10-15 years younger. I believe that the diversity you seek should include avoiding ageism, not just ethnic background, gender, sexual orientation, etc. The only place that age doesn't seem to be an issue is for faculty or affiliate faculty. Let's become aware of this when hiring and include "age" (or avoiding ageism) in our diversity goals!

Too much self importance. Just do your job and stop looking for a pat on the back.

waver or significant discounts of fees and tuition to pursue PhD

We need to do more for the departments of Chicana/o and Native American Studies----we are the future----we need a dedicated place for our students to be---why Women's Studies and Services gets their own facility and faculty is not equal or fair.....

Would love to see some tuition benefits to adjunct faculty and/or their immediate family members

You are losing a great resource in your affiliate faculty in the XXXXXXXXXXXXXXX program. Pay more attention.

Category II or III Faculty

What do you appreciate most about working at this University?

The people I work with and the freedom to be intellectually creative.

-having a great department with talented, friendly colleagues
-the diversity of the student population
-the supportive of DACA/Dreamer students

Ability to interact with students

Academic freedom.

Creative freedom and trust to design and teach courses.

Doing as much as we do with so little resources provides ample opportunity for bonding among the team members.

Flexibility in planning my work schedule.B

Having graduated from MSU Denver, it is nice to be able to give back to the community who made me who I am today!

I appreciate being able to teach as I love to help students learn. I also appreciate the ability to do much lesson planning away from the University.

I appreciate the variety of students that we have creating a unique classroom and campus experience. I also enjoy working with the other faculty in my department. I feel like we are all dedicated to helping the students and seeing them succeed.

I enjoy my daily interactions with students, faculty, and staff here at Metro. The diversity of our student population, both in background and career goals, make this a challenging yet rewarding place to work.

I enjoy teaching students and helping them reach for their lifetime goals. They are great students.

I have a challenging job that makes use of my many years of education.

I have always been supported.

I love interacting with the students.

I love the diversity here and being given the "space" by my department to do my best work.

I love the diversity of the student body - love being in an urban environment. Love how much this University is growing and evolving into a first rate institution of higher learning. Love the upgraded library....

I love working in a place that holds the same values that I do - and that has a diverse student body.

I very much appreciate working with my students - contributing to the good of our community.

It is known for its affordable education

MSU Denver has a very welcoming atmosphere. I enjoy talking to my colleagues, and I feel that my voice is heard. My department is great.

MSU does have a pretty nice collection of people with various backgrounds and I like the small class sizes (around 30 students).

My coworkers and Chair.

My Dept Chair and the non-micro management

Our students are unique and are absolutely the best thing about this school.

reputation and availability

The atmosphere of cooperation among faculty.

The common mission.

The dedication of all staff and faculty

The department I work in is fantastic. Our chair is also excellent along with our admin and faculty.

The diversity and steps taken to ensure that continues.

The diversity and the students

The diversity of the students.

The location and the student population.

The opportunity to put my unique and extensive experience to work doing something I love to do: teaching!

The opportunity to teach others and support them through their academic achievements. I love being in the classroom and especially love the opportunity to participate in my students development.

the people

The sense of community, particularly in my department. The faculty, staff, and students can feel it and voice their appreciation frequently.

the student body

The students

The students and teaching a variety of courses. Some of my colleagues are wonderful.

The students are awesome and most of the staff are too. I like the ability to take public transportation downtown to this beautiful campus.

The students come from a broad range of backgrounds, and our both challenging and interesting to work with and teach. My chair and department colleagues are engaged intellectuals and help provide a stimulating academic and collegial environment.

The students. The only reason I am at MSU Denver is for these non-traditional, struggling students.

This is my alma mater which gives me a sense of pride. I also love working with our students.

Working in a well-respected institution that effectively serves our community and lives out its' values.

What would make this University a better place to work?

Tolerance is not saying anything goes, it means agreeing with people who do not agree with you. Realize that not all of us hold a liberal/democrat perspective.

-- More CATEGORY 2 positions! These are less costly than Tenure/Tenure-Track, yet bring SO much more loyalty and hard work than traditional Affiliate positions. What a brilliant "happy medium" for every department!

-- I know asking for higher salaries for anyone not tenured is probably out of the question, so perhaps more "reassigned time"? : Allowing all educators a bit of time to THINK about issues/improvements, RESEARCH them, MEET with others to discuss and then ACT on them... What a great investment in the professors who are actually in the trenches, teaching the students! (I am so disheartened when I hear about massive disparities between what we teachers are paid compared to administrators sitting behind desks, rarely even interacting with students, not dealing one-on-one with daily student mental issues, student family issues, uncivil behavior, etc. ... and yet, despite low pay and 50 hour work weeks, we are still in the trenches, trying to give these students the best education possible.) Most of us are so busy that we can barely initiate any changes to our classes/programs, and continue repeating the same mistakes for lack of a SPARE MOMENT to re-evaluate and re-design. Ask around: most faculty are exhausted.

-- Logistics: The Plaza building 3rd floor could really use some updating, especially whiteboards. Plaza 300- classrooms still have CHALKboards, several of which are on the same wall as the

projector screen (so instructor must decide between projecting images OR writing on chalkboard... And (this is hard to believe, but true) over the last decade, TWO of my colleagues have been hospitalized with life-threatening blood clots in their right arms ... and were told by two separate doctors that this was likely due to the pressure inflicted by writing regularly on chalkboard: apparently this is a fairly well-known workplace hazard for teachers using chalkboards! (Just thought you should know!)

-- Also, it's very difficult to teach in classrooms CRAMMED with desks and no room to move around. 21st century "best-practices" teaching suggests that desks should form a horseshoe shape, students should get up and move around, work in groups, etc. Impossible in these classrooms (come on up to 3rd floor Plaza and take a look!)

-- Thanks for allowing me to "vent" : I've been teaching at MSU since 2003, and dearly LOVE my job, but rarely get asked how things could be improved ... so thought I'd give you my two cents from someone who's been here awhile! Sorry to sound like a grump. In general, I'm VERY proud to tell folks that I teach at MSU Denver!

-more clarity in the rehire/continuance policies for Cat II employees: feeling like I don't know if I'll have a job year-to-year because of numerous lines (especially retreat lines) is very stressful. I want to feel valued as Cat II employee.

-more PD funding

-more training on dealing with classroom management; besides the highly escalated threats, how to work with students who are regularly disrespectful and can bully their peers AND the instructor.

A better classroom and resources for teaching.

A positive atmosphere in the department. Between semesters I miss my students, but look forward to meeting the new crop. But then I walk into my office after a couple of weeks off and I can feel myself get physically ill. I honestly think to myself, "You can't pay me enough to put up with this shit," but then I walk into the classroom and I know I'll be stuck here forever.

Additional Tuition re-imbusement

Address bullying and discrimination by minority faculty and dept. Chairs against non -minority faculty members

Adherence to their own policies (academic, HR, tenure, disability center, etc)

Being able to take classes for free that are not always related to our area of expertise. Direct family should also receive free classes.

Better benefits

better office and department space

Better pay

Better pay and treatment of CAT II and adjunct faculty.

Better pay.

clearer direction from chair and weekly meetings that support all faculty
better communication all around, open honest feedback that
leadership that understands business and does not get coerced by senior faculty

Growth opportunities within for those people who have a desire to move up. For bullying to be not tolerated and taken more seriously to the point that disciplinary action is taken.

Higher compensation

Honestly, most of the classrooms that I have had to teach in have been pretty terrible!

I have noticed a trend at this university of the administrative departments trying to avoid problems and avoid addressing hard problems that are clearly in their domain. This leaves serious issues that are the domain of the Access Center, Student Wellness, Dean of Students, etc., to be handled by the faculty. This places faculty in a very bad position legally and ethically. I personally am trying to prevent a potential transgender discrimination lawsuit from occurring were the potential antagonist is a student with an ADA accommodation potentially using that against another student. I am having very little success gaining help from the Access Center, and the Student Conduct Investigator of complaints filed only seems interested on finding evidence against the transgender student and protecting the university, not finding out what is really going on or resolving issues. Having come from government and industry work, I find this culture extremely unprofessional and sadly fits the 'horror stories' told in the DOE complex circles.

I question if yearly portfolios for Category II lecturers is really necessary. For promotion to senior lecturer, a portfolio with narrative makes sense, as it would be a promotion. For yearly review for rehire, it seems arbitrary and something that could be accomplished by setting up an appointment with my chair.

I really wish we had better facilities. These is generally the worst collection of buildings at any university I have visited (DU, CU Boulder, Regis, UCLA. I've been in an office with no window 6 of my 7 years. The one year when I had an office with a window, all I heard were trains. Some of these buildings were designed with a 1960 prison attitude I'm convinced. Why not have more glass so all offices on a floor get some natural light? Think 2017 and not 1950. My desk is garage sale quality. We need better facilities at MSU.

The 4x4 teaching load makes it difficult to offer scholarly and intellectual contributions. I'm always prepping for the next class and catching up on e-mail.

I saw a colleague that was treated unfairly by the University. It shook me, and it divided my department. I am not sure how to fix this, but it definitely affected the answers to this survey.

I think we could do more to recruit faculty of color to the institution that better reflects the diversity in our student body. We also have far too many faculty who would like to work full time but are relegated to part-time positions as affiliates. As a long-term contract faculty member who splits my year between a part-time position in the Fall and a full-time position in the Spring semesters, I have observed first-hand the differences in support, both in term of benefits as well as professional development, for full- vs. part-time faculty. When faculty are forced into part-time position in an effort to save the university money, their ability to develop their teaching skills, research, and service to the community is limited, which in turn negatively impacts their future job prospects. By maintaining a large affiliate faculty pool, it is my feeling that this institution is contributing to the permanent loss of many talented teachers and researchers from academia. Their loss is a loss for our university community.

Increased compensation to match district pay scales.

Metro State needs to reduce the teaching load for tenure-track faculty and lecturers, and quit relying so heavily on adjunct faculty. The best of those who now work as adjunct faculty should be given long-term contracts and benefits.

More consideration of employee work loads

More development opportunities for part-time instructors that are offered in the evening or the weekends.

More diverse faculty.

More diversity among faculty.

more opportunities for category II and category III faculty

More readily accessible technology for extended programs

No particular suggestions.

Parking is a real issue for me. I want to use rail, but the parking at stations is also an issue.

Pathways for transitioning from CAT III to CAT II to CAT I.

Pay that is more commensurate with other institutions; ability to shift into tenure-track position without going through formal job search process.

Please stop workplace bullying at all levels. I am currently dealing with being consistently bullied by a colleague and my chair supports whatever the bully says because they are good friends. I have become quite depressed over this issue since I have no where to turn for help, since the chain of command is involved in the process. Due to this, I will likely move on to a different job somewhere else soon, even though I really like teaching here.

Recognition by the State Legislature that Metropolitan State University of Denver is an institution of higher learning, and as such, employees (faculty & staff) should be paid for the qualifications they bring to this university - not 25-40% less than our counterparts at the University of Colorado. Also, our insurance costs are MUCH HIGHER than those of faculty at the University of Colorado.

Settling on a balance in emphasis between teaching and academic pursuits, such as research and publishing.

Some classrooms are very small for the number of students allowed in them. This seems unsafe.

Stricter policies regarding faculty who already have tenure need to be implemented. There are many tenure faculty in my department who do not meet expectations, yet they are highly paid and retain their positions. This is unfair for the students, creates a bad reputation for MSU Denver, and prevents high caliber junior faculty (Cat I, II, and III) from advancing.

The pay for professors is lower than comparable universities and with the cost of living in Denver, it has been difficult to afford to live here. I understand that everyone has to pay for parking, but again, that is an added expense that other university's cover as well.

The University should understand that there are students and faculty of not only ethnically diverse backgrounds, but also politically diverse backgrounds. Implying that only the liberal mindset is tolerable alienates a large number of our students and faculty - many who are scared to even mention their views for fear of retaliation.

The University supporting my program with Marketing dollars

There are some great colleagues here

This University would be a better place to work, if there was as much conversation and urgency about respecting the rights and beliefs of alternate opinions (Christians and conservatives) as there is about vocalizing support for other more liberal social stances. As a Christian, I am very respecting of the beliefs of others and their rights to exercise those beliefs, while I feel I am not treated the same. In fact, the general population of this University is very disrespecting of my beliefs.

too much work heaped on faculty, especially category II. Need more faculty; affiliates need to be able to teach more credit hours if they want so that we get some help; affiliate faculty are unappreciated and underpaid

While my own department is stable and welcoming, several departments suffer from frictions and intolerance. The problems in some departments bleed into others. Upper echelons of management need help to manage these conflicts better so their corrosive effect can be better mitigated. Also, far from being helpful, the office of the XXXXXX serves to exacerbate conflicts rather than resolve them. While the current XXXXXX is well intentioned, perhaps a more qualified person for MSU Denver's particular circumstances could better resolve issues. Some salary problems have been addressed in recent years, but the university still lags in its compensation for faculty. This fact creates both morale and financial problems for faculty. Hence, better salaries would help make Metro a better place to work.

This university would be a better place to work were there formal collective bargaining with the faculty union, rather than the informal processes currently occasionally available, The faculty senate leadership and members are well intentioned, but cannot realistically and structurally represent certain interests of the faculty as a union can.

A better set of policies that recognizes challenges for but also rewards the longtime contributions of older faculty, (that does not subject them to humiliation and abuse via a poorly administered post tenure review process), with a better policy for transition to retirement, is imperative.

What suggestions do you have that might improve communication throughout the University?

-I never know when to look at the Early Bird, Strong Instructional Practices, etc. as I get so much email. I wish I could focus on the type of info I wanted in those mailings, for example.
-Be clear on what some of the emergency alerts mean. For example, does "campus on lockdown" refer specifically to an active shooter or could it be something else?

Acquiring or informing employees of mobile conferencing software

Actual, active listening by supervisors and administration. Less retribution for offering suggestions, questioning. There's a lot of talk about faculty being listened to; however, decisions (mandates) are made and delivered top down. When administration does come to speak with faculty, the reception of our concerns is superficial. A lot of head nodding and hand-shaking without noticeable integration of any of our suggestions.

Figure out how to prevent any old campus group from sending us email to publicize their particular program or perspective. There are a lot of great things going on on campus, but that doesn't mean people should send out a blanket email telling everyone.

for all new hires, have a monthly meeting or cohort with an assigned lead...it could even be done by email, a quick check in to establish trust and rapport. The amount of work and the work ethic is to work 12 hour days, 7 days per week and everyone is off doing their own thing and doesn't have the time to work as a team. It's horrible. Having realistic expectations with realistic work hours would be a start

Get people to stop playing word games. Be honest with people, rather than trying to spin things and/or pass the buck. I'd rather hear "I really don't care what you think, I'm going to do it my way because I can and you can't stop me," than "Let me look into that...," us both knowing you never will.

Greater need for oversight and building of confidence. No one wants to report anything for fear of retaliation.

I do not know.

I enjoy what we currently doing with early bird!!

I feel like I receive a lot of emails, and the important ones get lost amidst the clutter.

I have nothing to offer at the moment.

I think communication is good: I like the new Early Bird "digests" and prefer this method, i.e., fewer but more comprehensive emails, with links to further info if desired. Perfect!

If the administration actually listened to faculty (and actually followed through with shared governance) I think there would be much more harmony at MSU Denver.

Improving communication throughout the University begins with mutual respect. As mentioned above, I have never felt I could be open or even honest about many of my opinions due to the culture of disrespect toward traditional Judeo-Christian beliefs. And, while I am not a Jew, I find it appalling that the HLC visit is being conducted over one of the most sacred of Jewish (& Christian) Holidays, Passover, while it would never even be considered to be held on say MLK day, because the entire campus is closed.

It would be great to have a larger faculty club/dining gathering place. This could be a place to post and distribute information. Informal communication is probably under used - because there aren't congregate gathering spaces. I am always intrigued by messages written in chalk on the sidewalks....and posted information. I think the upgrades to the newsletter are also great - and I feel more current with what is happening on campus.

Its going okay with one XXXXXXXXXXXX event per semester.

Make sure to higher administrators with management experience and who have gone through extensive leadership training.

More transparency about issues that affect the university as a whole, not just what others think might impact me directly.

More user-friendly website and other online applications.

No particular suggestions.

No suggestions

No suggestions

No suggestions.

none

None

none

None

none

None.

None.

Open email lists

Reduce and consolidate the number of emails

Replace leadership at the Dean levels, and in some cases, the Department Chairs. I believe they are afraid (or unwilling) to act when they witness leadership weaknesses within the Departments. I am assuming this may be a result of uncertainties at the higher levels of this administration (change of leadership).

the daily news is too much; I don't read it daily. If it was once a week, I would actually read it.

There seems to be a sense of communications overload at the present time. There are too many broadcast email, so important messages are lost in the mass. The new "Early Blrd" was a valiant attempt to present information in briefer formats with less information overload, but it is still full of highly irrelevant information.

Faculty senators do not convey information from senate and committee meetings to faculty. They should.

What suggestions do you have to improve the practice of shared governance at MSU Denver?

99% of my department could care less so they don't actually do anything. The one's who do get "stuck" in service roles are biding time until they can pass the roles onto someone else.

ALL faculty should be involved in shared governance. The way it is structured now, CAT II and CAT III are excluded from many decisions, even though they make up the MAJORITY of the faculty on campus.

Do it!

Don't know what it is for us or how we try to accomplish it.

I am not sure what shared governance is so having more mandatory training on it would help.

I do not know.

I don't know enough about it to even comment.

I have nothing to suggest at this moment.

I see too much lip service to shared governance, and little actual sharing. Between the level of chair to provost, death and turnover are the only ways that I suspect we'll ever see things change.

I'm really not sure; I'm low enough on the totem pole that I'm not really sure how shared governance works. I attend all department faculty meetings and get really good updates from our department Faculty Senators and Chair.

In our department, people complain about shared governance and then don't do the work necessary to participate. Penalties for not following through need to be handed down to tenured faculty.

more open forums; more organized opportunities

n/a

n/a

No particular suggestions.

No suggestions

No suggestions

No suggestions.

None

none

None

none

None.

Recognize the Union for collective bargaining.

Remove RTP from Faculty Senate except for contested results; invite Provost and President (or their designees) to attend Faculty Senate, but with the understanding that they may be asked to leave for faculty-only discussions from time to time.

Since I am new, I don't yet have suggestions.

Standardized policies and expectations for shared governance throughout departments would be a great place to start to improve this issue. Our department seems to have variant regulations around how it should look in comparison to other departments.

The fact that the integrative health care program or health professions were not contacted and not part of the discussion around the new wellness building is very discouraging. The amount of talent in that department is phenomenal and I believe there are missed opportunities to be had by not including them

The fact that we have to wait days for a burnt bulb because our budget is too tight

There is a consultants report that goes into this matter at length. Therein are many good suggestions. More decisions of the Faculty Senate should be regarded as binding by administration. Further, there is a sense that the administration, despite efforts to mitigate the impact, too often overrides the decisions of the faculty without sufficient explanation. Structurally, there are certain matters where the Senate cannot effectively represent the faculty. Therefore, recognition of the faculty union as an independent voice and formal negotiation on a range of issues via that body promises to significantly support the progress of shared governance.

This is going okay. I almost think it's excessive.

If there is anything you would like to add regarding culture, workplace quality, employee appreciation, etc. please do so here.

A system of observation, feedback and coaching of instructional practices across departments, but at a minimum within the School of Education.

As a junior, non-tenured faculty member, I consistently go above and beyond to ensure I keep my job. I publish 1-2 articles per year and I am regularly invited to present at international conferences and internationally recognized university. I mentor several students who are conducting research, some of which will be publishable. I am also the faculty advisor for two student clubs and work with my colleagues to organize extra events for students and to recruit new students to our majors. I receive high teaching evaluation scores (consistently 5-6s) and apply for grants. I understand that I am paying my dues and that job insecurity is the norm within not only the neoliberal university, but also the neoliberal economy. However, students and other faculty members frequently tell me that many senior, tenure faculty members do meet expectations. They receive raises and little penalty for failing to do their jobs. However, I am the

one who the university considers expendable with no clear path to promotion outside of symbolic pay increases and, if I am lucky, a 3-year contract. My current plan is to stay in my job for another 2-3 years and if nothing improves, I will actively seek out employment in the private sector. I know many other junior faculty in similar positions. The university needs to devote serious attention to retaining excellent junior faculty who are not in tenure-line streams.

At times, I feel that my teaching skills and curriculum contributions are overlooked. Likewise, I do a great deal of community service that I believe goes un-noticed or recognized.

Claims to value inclusion ring hollow when adjunct faculty are treated so poorly.

How can the University Leadership expect the students and faculty to follow the University's rules and regulations when they openly declare their intention to defy federal law? It's ironic that the same administrators that make us jump through hoops to do (and redo) relatively useless 'federally required' training to ensure the university complies with federal education regulations has no problem openly stating their intention to defy federal and state laws regarding immigration. Laws are laws, you don't get to pick which ones you want to follow and which you get to ignore.

I am comfortable with all of the above at this time.

I am leaving the University as a full-time faculty member with this semester, choosing not to renew my full-time contract predominantly due to the treatment I have received by the tenured faculty in my department. I have completed the majority of the work in our department, yet they are the ones receiving all the accolades. Additionally, they have not made the position of tenured faculty members appealing, as they are entitled, spoiled and conceited about their terminal degrees. I decided some months ago that if this is what a tenured position represents, I want no part of it. I want to be remembered and honored for the excellent job I do--not because I hold tenure and no longer have to work hard to make a difference or, tragically, quit caring about students. That will simply never be in the cards for me, so I am returning to an Affiliate status and back into the industry.

I have experienced reverse discrimination at this college but it was long ago. I have observed that if you are a minority, you have more opportunities for growth at this institution.

I think things might be getting better but we have a long way to go. Keep on attempting to reach out to us and modeling realistic healthy and fulfilling roles. The fact that our XXXX left for a different position and we have a new one and there was no meeting set up to get to know her. We want to get to know our higher level administrators. We want to support their vision. I've worked here for over 15 years and never once did the XXXX come talk to me. She has since moved on, but I would hate for the same thing to happen with the new XXXX. It's really simple,

small things that make a difference in job satisfaction,
Work meetings once per month is not enough; find the time for your employees and lets work together on the mission instead of only thinking of ourselves because we are so busy and cannot even think about finding each other and working together.

I would like a reduced teaching load for faculty

I would like to see better benefits for continuing education for employees and their children; Encouragement of supervisors to nominate their employees for awards; Update old computer labs; Free bus passes instead of having to pay for them; fix environmental issues in SSB; Restrooms cleaned after office hours would be nice instead of the middle of the day; More team building between other departments. I think we do a good job overall but we could do so much more. This is a beautiful campus, however there are too many people that walk through the campus that don't need to be here. I would feel safer if there was more of a police presence here. I never see the Auraria Police unless there is an issue that someone calls about.

I would like to see the University continue on the path of developing these areas as it has been doing.

Increase the compensation for promotion to Senior Lecturer, and make it retro-active; make the portfolio and multi-year contract for Cat II easier and less cumbersome.

It seems necessary to promote faculty diversity that would support a potential HSI designation.

LOVE that staff and faculty were given shirts and swag - and that the culture is developing to wear colors on Fridays.

More onboard training. I had 1% of what I should have gotten.

n/a

n/a

no

No additional comments

No particular suggestions at this time.

One last item that has come up lately is that there are SO many protections and services for students, but relatively little for faculty. We spend hours filling out CARE reports, give students hours of advice on careers, stress, managing school/life balance ... but what about us? We've had multiple incidents of students bullying teachers (especially in the last couple of months; it seems that societal permissiveness of uncivil behavior is infiltrating our classrooms now), students(or not?) smoking marijuana regularly on the Plaza 3rd floor outdoor terrace, moments of students threatening violence and knowing where teachers are at all times (via posted teaching and office hours), etc. I don't have a solution -- I don't really think there is one -- but perhaps a security guard walking occasionally down the hallways, a bit of "presence" of authority? Also, perhaps a bit of recognition of how HARD our job is every day ... maybe a really nice teacher's lounge somewhere on campus, no students allowed, would allow us to interact with colleagues from all over campus, interdepartmental collaboration or just hanging out, quiet, with windows and nice seating, free decent coffee and even small snacks? I know that's asking for a LOT, but I think that would be amazing. ... We can dream, right?... :)

Our building has been in need of upgrading and repairs for several years. We see other new buildings being renovated and we are still waiting for even minor updates. It is embarrassing when prospective and visiting students see it.

Some of the white boards "kill" magic markers within 5 minutes. Let's take up the quality AHEC. I will say the remodels on floor 1 of Admin are delightful.

The computer lab reservation system is awful and has made it so that I no longer want to have any computer labs.

The huge disparity of pay afforded department Chairs over all other faculty needs to be addressed. Department Chairs at the University of Colorado receive an extra stipend of 5-10K @yr over base pay. At Metro, Category II full time faculty with PhD.'s with years of experience receive \$48,000 @ yr. Chair's are well over \$100,000 in our department - and the disparity over tenure-track is also apparent (\$54,500) - and unfairly disproportionate!

There is a lack of cultural and ethnic diversity in my department's faculty and staff.

There is no question that the culture of institution and the morale of the people who work here has improved. All sectors of the university community can take some credit for that and should be recognized. However, there is still room for considerable progress. Not every task or campus visit by an official, evaluator or luminary has high stake consequences that will lead to the certain death of the institution. There has been an increasing tendency to exaggerate potential ramifications, (for example, of the impending HLC visit) rather than

encourage all employees to keep doing well what they do well. The Provost should be praised for taking good steps to mitigate these tendencies, but the trend toward a workplace characterized by ever increasing anxiety about who might do us in next is pronounced.

Sometimes a mistake is just a mistake, and not a mortal sin. Some added proportionality of response, by all participants would be helpful.

The morale and mood of the participants in this institution would be greatly improved with a better grievance policy, clearer and progressive disciplinary procedures and investigatory practices. Frictions between employees or between supervisors and employees need to be recognized early as they develop, and with some patience as well, preventing the festering and escalation that makes these problems intractable over the long term.

Thankfully, certain proposals, like a pay for performance scheme that even at the debate level undermined collegial cooperation, have been abandoned.

The culture of animus, friction, mobbing and cliques in departments needs to be addressed without resort to cliched solutions and lip service action. Surprisingly, where elsewhere college and university leadership can be heavy handed, in the face of these employee tensions, leadership seems unable or unwilling to exert real authority. The results in some departments, (at the risk of hyperbole), have been calamitous. Excellent faculty are reducing their commitments to the institution or leaving entirely as a result. On the other hand, the singling out of one or two people as somehow to blame for an entire department or school's dysfunction also needs to be stopped as a practice that is discriminatory and neither appropriate nor helpful.

These problems do not just impact the faculty culture, but filter down to treatment of students as well as administrative and classified staff. Awards and gifts are mere band-aids on these dysfunctional aspects of workplace culture. When employees feel that the only way to feel safe or do their work is to stay away from campus as much as possible, the entirety of the institutional mission suffers.

We are so focused on student "completion" and "diversity" that we are committing system-wide academic fraud. A large group of our students are being passed through despite having no academic qualifications whatsoever. The remaining students get that they can just "coast" because the bar is so low. My students actually told me this yesterday.

We need to start talking about academic excellence instead of being afraid of it. Letting our students off the hook by not holding them to the same standards as our competing schools condemns them to poverty just as much so as if we prohibited them from attending college at all.

I have lost faith in our writing center (publishes guidance that discourages us from requiring students to write competently), the access center (refuses to follow their own policies. I don't even trust them to proctor tests anymore), the dean's office (approves all student requests for grade appeals or degree exceptions without justification), and the registrar (regularly disregards all policies). While everyone seems to be acting with the best intention, the result is a lack of professionalism, low institutional quality, a lack of regard for rules, and an unethical culture. Other than that, great place to work.

When I was hired on to teach here, I was optimistic that this was a great place to work with. However, the politics of my department quickly squashed that dream. My position was placed directly in the middle of a war zone between two factions. I wished I would have known what

was going on behind the scenes before I signed my contract. It would have greatly influenced me not to sign.

When I was hired, I imagined being a FT faculty member would be a lot like being a grad student (at least in the sense that we'd sit around and talk about big ideas and big dreams). Instead, I work in a department where we spend as little time in the office as possible. I was an affiliate for years and found that, if I looked for them, there were opportunities for professional development. When I came on as a Cat-II, and got to peek behind the curtain, I realized that the leadership in my department and college really don't care what affiliates do. As long as they don't produce student complaints, because that would require paperwork, they are out of sight and out of mind. The excuse given is that, despite all the talk about being a teaching institution, the system is geared to reward the publish or parish mentality. Faculty will work towards the real rewards, not the stated ones.

Classified Staff

What do you appreciate most about working at this University?

a friendly place that has a very positive outlook not only on students but staff as well

Appreciate watching students succeed.

Assisting students with their ability to be successful and realize their goals

Attending various events on campus for example: MLK Breakfast, Annual Diversity Conference, Professional Development Conference.

Being able to apply my knowledge to improving course offerings

diverse culture & friendly co-workers.

Diversity and community

Everyone is dedicated to making students succeed.

Familiarity

Flexibility

For the most part, enjoying the work I do and working with some of the students and faculty. There are times the work I do needs to be clarified rather than others just giving me additional work that really isn't my responsibility.

Great co-workers who are passionate about their work.

great coworkers

Having an impact of the technology provided for teaching and learning. Ability to bring new technologies and changes that better the service we provide.

How much we achieve for our students with the limited resources we have.

I am given liberty to develop my skills and use them in the workplace. But keep in mind, this takes a lot of additional time at home and at work.

I am proud to work here.

I am surrounded by students that are doing their best to better themselves!

I appreciate my immediate working team as we support each other to get the job done. I also really enjoy meeting other members of the MSU Denver team, that we work with each day.

I appreciate the attitude and expectance toward all walks of life including; race, gender, age, religion, income class, etc. The message that MSU puts out to the community gives me a sense of pride to work here.

I appreciate the mission and that everything I do feels important because it is tied back to the benefit of students who are here or who will be coming to this university. Everything I do is also tied to expanding and relating our brand to the city, state and country. I don't lose sight of this at any time and there is always more we can do. It is a never ending task!

I appreciate the mission of MSU Denver to provide access to higher education for underserved and non-traditional students, and I appreciate that all the people I work with seem to share that mission.

I appreciate what they are doing for students and everything they offer for these students to be successful

I do appreciate the flexibility from work and personal life that allows me to take some vacation time when needed in order to destress myself abit.

I do what I want.

I enjoy the diverse environment and the urban setting. The mission of the University of encouraging under-served students.

I enjoy the environment, faculty/staff, & everyones overall attitude while being one the MSU Denver campus.

I enjoy working with the faculty, staff and students. The University has made many changes over the years and I can see that there are many more ahead. The growth is tied to the increased dedication and loyalty that the university provides.

I feel that I am aligned with the role and mission of the University. I believe that most of the senior administration members are, as well, It's the middle management layer that seems to be overfull, competitive, and sometimes contentious. We still have a few petty dictators.

I have a lot to be appreciative about: I work with really wonderful people, the people I work with really appreciate me and our students do too, I can fully support the mission of the University and feel that I really can make a difference, the campus is a beautiful place to work. The University makes a real effort to provide a working environment that is free of discrimination and bullying. The University does its' best to provide current technology given tight budgets and the political nature of State budgets. If I have a problem with my technology I can just pick-up the phone & someone will be available to help in a moment or two.

I love helping the students get to the degree that they seek. It is very rewarding watching them walk across the stage and get the paper that will take them into the future.

I love that MSU Denver has been willing to take a stand in defense of its diverse student population. I feel upper management, faculty, and staff all care deeply about our students and our mission. Also, the campus is pleasant and easy to access. I have a flex schedule that suits my needs. I love my subsidized EcoPass! And I sincerely enjoy so many individuals on this campus.

I love the daily challenges of trying to improve processes.

I love the students and mostly the staff. I have made friends and really enjoy the moments of shared commitments to the betterment of our wonderful cause at MSUD

I really appreciate that I can be friendly and relate to all the people I work with. I feel like they are all on my side. I am grateful for the fair wage, even though I am temporary staff (hopefully getting permanent soon), I feel that my hourly wage is fair. XXXXXXXX went above and beyond to redo our front office area and it has made my day to day work life so much better. My

supervisor, XXXXXXXXX, is really great and I feel like I can talk to her about anything. All of the professors are very inspiring and kind people.

It's commitment to diversity, its being proactive at being inclusive, and its cooperative, respectful, and flexible work environment.

Its location and the Campus environment.

Most faculty and staff are friendly and helpful. Everyone supports a healthy work-life balance.

Mostly that I do feel respected in my department.

My co-workers in the department

My students and a few of my coworkers. And the number of professors here who actually want to teach students

My supervisor makes it a point to coordinate with me regarding upcoming projects. They have made it clear as to my expectations and what performance levels are required.

My work is valued and I get to be part of a great team.

n/a

Nothing

Open and fair.

open minded intellectuals

People who do not go along with the bullying that MSU Denver allows. It does no good to have bullying, sexual harassment training when it is not enforced; therefore, bullying is allowed.

PERA

Provides affordable education for low income students.

That I can do so in a Classified position.

That we have a very diverse community.

The collegiate, intellectual environment.

The diverse individual's who work here. The fact that we are all here for one reason and one reason only..."The Students".
I feel a sense of unity in my department, we work together for the good of our students campus wide.

The Diversity of students, faculty, staff.

The diversity of the staff and students

The environment, my department leadership and co-workers

The exposure and opportunity to experience Music and Speakers that would otherwise not know about

The flexibility in job duties. Keeps from becoming boring.

The high levels of diversity of all kinds with students, faculty, and staff.

The mission of providing our students with the best lab experience that we can at this level. Our labs equal or excel that of UCD's freshman Bio labs.

The mission to change peoples lives through education

The overall climate here is very positive and energetic.

the people

The people and mission of MSUD.

The people I work with are wonderful. I also love working with the students.

The people I worked with.

The people! I also am alumni and I enjoy helping other students reach their educational goals.

The trust and respect I receive from my colleagues and students.

There is plenty of challenging work that needs to be done here.

Until the last year and a half, this was my favorite career and I was heavily invested. Sadly, this is no longer the case.

Work/life balance, diversity, forward thinking, support of under-served populations, opportunities for the less fortunate, etc.

Working with a diverse group of people.

working with students and Working with co-works that can all get along.

Working with the student employees and helping them gain valuable skills and work experience that will help them after graduation.

What would make this University a better place to work?

1. Timely processes from the Registrar's office that effect schedule building, without double standards.
2. Communication from (mostly) Registrar's office & HR regarding change in processes, outdated forms, renamed forms.
3. Invitation to admins to sit in on interviews for faculty when the candidates being hired will

impact everything about how they are served and supported.

4. The salary range for positions on the classified employment website apparently mean absolutely nothing, as I have been here 8 years and have had 2.5 and 3 scores on evaluations, yet am told the upper range is and always have been unattainable.

A more inward focused environment

A raise in salary to reflect the pay rates at CU and DU.

A wage that was reflective of the high cost of living in the Denver metro area

Adjustment of tenure policy to accurately reflect ability of senior faculty to contribute current content in their field.

Post tenure review process needs to be more than a formality.

Being more consistent as to following policy rules/guidelines. One Faculty member or executive can ignore (is allowed to ignore) policy but for staff there is never an exception and gets the comment about the needs of the many versus the needs of the few when asked about.

Better and more space for science laboratories.

better benefits, free parking for staff, better paid time off, better pay/ compensation.

Better benefits, maybe a raise now and then.

Better communication.

Better communication. More responsive Mark/Comm Office. Stop hiring all these AVPs who don't do work and hire more advisor-level folk who have actual work to do.

Remember MSU Denver roots and that we're here to serve a wide-ranging student population and certain programs of one-size-fits-all models do not work here.

Better control of heat and air conditioning, nicer bathrooms in West Classroom, and better wages for staff.

better distribution of resources (spending on capital replacement/purchasing seems to be inefficient)
projects

Better leadership

Better pay

better pay for classified employees

Better pay or some hope of advancement, not having to pay to park on campus

Better salary

Better training programs. Online resources are overabundant, but hands-on training is very sparse for administrative processes. Use of Banner and other systems for the sake of managing classes, budgets, and affiliate pay needs hands-on, practical training. All of the training I've experienced since coming to campus this spring has been very general, powerpoint based. To learn how to use these complicated systems, I need to be able to log into the system and actually use it. I have made MANY mistakes that are due to not having learned how that aspect/screen/field should have been filled in properly.

Better, monetary compensation and benefits.

Bigger work spaces, less expensive parking

Classified positions should remain classified for the betterment of the University and should be announced when there are openings - not secretly announcing them to move someone into the open position. There should be an Upper Feedback Survey - supervisors performance review, etc. Bullying and Harassment policies need to be enforced without the fear of retaliation. Classified Performance Evaluations should be based on performance, not personalities. Problem issues need to be addressed at Metro, not ignored. How effective is the Ombudsman? Human Resources should be more supportive of the Classified staff positions.

Everyone treated equally with regard to pay and workload.

Fair searches, so far no one has investigated how we've ended up with so many new employees from CCD. In my opinion searches should be handled by EEO or HR not the

department which is hiring. Also promotions need to be reviewed and that process evaluated, no one should be promoted to high level jobs, a search should take place. I've seen at least two people in our department go from temp's or entry level job to Associate Director in 3 years or less with more than 30+K pay increase!!

Flexibility and accessibility.

free parking during non-class times (semester breaks)

Free parking for staff and faculty. Particular staff, because we are here most of the time and do not make as much as faculty.

Having on campus shuttle services to and from the SSB Building to other parts of the campus (especially the south side of Auraria Campus where there are other buildings owned by MSU Denver).

Higher Pay and consistant pay increases, to many times pay raises are frozen.

I can't think of a better place to work. I just wish that there was a more flexible working schedule for those who have a long commute.

I have often observed the reactionary style of some projects that have a "ready, aim, fire" approach rather than a "ready, fire, aim" style. I feel that poor planning seems to make everything less efficient, and increases stress for everyone. We may not have time to think of every risk, but people in positions of authority should more often ask how can this be done and should this be done, because staff will not question their bosses and then they will kill themselves to get it done. Asking for a bit more input at the beginning could have the effect of having more buy-in with changes. I have seen good examples in Admissions of this in the way they improve the projects and processes each year for student recruitment projects. I was impressed with the methods of the president's search and how included all groups were. I also appreciate how there are ways to interact with the provost and president in various coffee chats over the last couple of years.

I know it isn't possible with the budget constraints we have, but funding to hire more staff to take the load off of a lot of people who have been getting pushed very hard for the past several years.

I think some of the building need to be completely checked out some of the older buildings have major problems with ventilation, heat and air and possible mold and problems that could affect employees who work in them. I think working for the state can be a challenge as it takes a long

time to get stuff done like we need people to come in and check these things out, or we need to order new products or technology and it takes forever when we are having problems right now.

If employees can get full employee tuition paid for if you are a full time employee.

If the institution as a whole was more flexible to change. And if they stop funding information technology like it was a bill they forgot to pay, but funded it at the level necessary to have updated environments, instead of 10 year old infrastructure.

If the University were to think and be cognizant of the students as the important factors. The faculty are so tied up in their own worlds and concerns about tenure, and once they have tenure promptly return to the indifference and their own little worlds, instead of thinking and growing and being a perpetual learner.

If there was a clear mission and more importantly if there wasn't such blatant nepotism and favoritism.

if we were compensated accordingly, such as if we showed improvement on our work from when we started and ended up taking a lot more work hence we needed more compensation for that.

Improve office space for our department. Additional revenue from SAB for more staff.

Improved wi-fi on campus and mobile technology such as tablets in addition to a laptop.

Increase in benefits for hourly employees

Less nepotism hiring and promoting of Family members and work directly for or under Mother/siblings/cousins.

Less politics and power plays between departments & staff. If you formerly used to work in a dept., don't assume that you know the job as processes have changed. Don't tell people how to do their job when you haven't been in that position for years. Also do not bring your bad attitude into the office and treat employees with disdain or treat only certain employees in the office differently on the same day. Lost a lot of respect for a manager when they laugh & joke with some employees, the turn right around to glare or act inconvenienced when you ask a question or try to resolve issues.

Minimal opportunities to get to know my co-workers, in my department and across campus. I have a part time position, and my time is dedicated to my responsibilities, leaving little time for getting to know others.

More accountability for those individuals whose performance is not satisfactory. 95%+ of my colleagues work very hard, but there are a few who are coasting. Leadership is aware that some individuals are coasting but do little to nothing about it. This hurts morale of those who do work hard. I understand this exists in any/every organization but it should not be allowed to persist with the same employees year after year.

More authority in the ITS sector to bring more value and insight to provide better service to Faculty, Staff and Students.

more cooperation between divisions and departments.

More diversity if faculty

More employee friendly policies, such as encouraging alternative work schedules and work from home policies. If you do not live within the "7 county" Denver area it is very costly to work at this institution.

I feel that the salaries of the staff often are not enough to cover the high cost of living in Denver. Those living outside of the RTD district are penalized in having to pay for the entire cost of the commute. There are emerging alternatives to driving a personal car, but no university programs to encourage use of these methods. Examples are the CDOT Bustang & Van-Pools. One size fits all work areas are not conducive to productivity and health.

More flexibility in the work/home life. Too easy to get burnt out working in this environment.

More funding for me and my program. An assistant. Expansion.

More honest and open communication about bullying and recognition of the fact that many are in denial about the fact that they are allowing the bullies to profit from poor behavior.

More of a connection between the student spirit and the university itself. Less of a commuter feel.

More resources. We do so much with little funding. More staff to lighten the work load to allow us to do a better job all the way around.

More workshops to bring faculty and staff together.

MSUD has policies for harassment and bullying, but when a complaint is filed, even when several complaints are filed, we never see anything happen. Ever.

n/a

Opportunities for staff in growth and advancement.

Paid over-time or given flextime where the supervisor doesn't have to worry they've done something wrong.

Parking benefits for faculty and staff

Paying more attention to the needs of staff.

Preserve the autonomy of colleges/schools. It seems as though the university is trying to standardize a lot of things across all programs and units, and I think we deserve to operate and represent ourselves in a more autonomous fashion and take better advantage of the skills of the individuals within our units. I'm all for keeping in line with standards, but we should be able to implement our own internal processes, branding, and communication tools, as opposed to being told to use standardized templates and processes.

Safer environment. Radon, icy walks, unsafe working conditions are huge in each building. Work spaces and chairs etc. are not ergonomic. No one cares whether the staff member is safe or not.

Senior leadership realizing that they cannot continue to pile work on the same people just because they hired a large group for a specific purpose.

space

Temperature in the building I work in is very uncomfortable.

The layered nature of our computer system is getting more cumbersome than it could be. Several different things are layered on Banner like: SSC, BRM, AppExtender, Degree Progress Report, etc. These things help us to get things done but all have a different sign-on, navigation, procedures, etc. A beautiful system is more streamlined.

Tuition reimbursement: adding fees to what the University covers would be nice. The fees on a three credit class are about \$250.00, so I haven't taken a class in sometime. I am helping students with a variety of issues everyday and the experience of registering for classes and using Blackboard would allow me to better answer student's questions - everyday.

There are always new opportunities for learning, improving.

There is a distinct divide between the administrative and the academic units. Procedures are implemented by administration without understanding of the amount and nature of work load of the academic units. If Administration made an increased effort to understand what is happening in the academic units on a day-to-day basis, ultimately the student, faculty, and staff experience could be improved. This would also decrease frustration for those often stuck in the middle, trying to translate and meet the needs of both. Have meetings in locations other than the SSB, for example. Encourage and support centralized employees in their efforts to help other departments. Consider team-building across category lines.

Upward feedback survey which allows all faculty and staff to give feedback on their supervisor which will affect their pay and performance review to ensure teamwork and respect. Do away with nepotism and cronyism. Metro should NOT pay for clothing for students, faculty and staff, but should give raises to their staff and lower tuition for students. Metro wastes money as those who have worked here over ten years have multiple name badges, white on blue, blue on white, white on burgundy and black on silver. Metro does NOT provide ergonomic work stations to staff disliked by human resources. Metro needs more classified positions since the exempt have to go along with the corruption to keep their job. No one should have their office windows frosted to hide which provides for favorites. How is the student benefiting with so many stainless steel refrigerators, microwaves, dishwashers in the student success building? Why are there two showers in the student success building when the PE building is nearby? All staff should go to the gym before or after work hours and not during lunch which allows them to take 2-3 hour lunches and NOT be in the office to assist students. Why can't students and certain staff be allowed to access both elevators in the SSB?

We need to be more aggressive about identifying and correcting non-performing staff members. It seems we just ignore the problems and give the work to those that can perform rather than correcting the problems.

Windows that open. This is an air quality issue as well as temperature control.
More appreciation of staff who have served at the institution for twenty years or more.
Sometimes it seems the University would rather we retired so that they can hire less expensive

employees, but those less expensive employees do not have the same level of institutional knowledge.

What suggestions do you have that might improve communication throughout the University?

I believe if there was a way to get faculty out of their environment and coaches out of their office it would help to put them in a situation where they could communicate on a face to face level.

"Assume Positive Intent" Is a phrase a friend of mine uses to describe the company they work for and their policy of emails. I would like to adopt that here. I think in general if we remind each other that we each have a part in making life better here for everyone else, to support each other with new ideas in our smaller groups, to help new employees when they start as much as possible and to always "assume positive intent" with every email we send. These small efforts can succeed in improving the larger mood and interactivity between our offices. For leadership it can lighten the mood of a meeting with subordinates, and encourage others. I say this with my own plans to improve in this area as much as possible.

?

actually utilize suggestions by faculty, and staff, don't ask our opinion and then just ignore it anyways. disrespectful.

as far as communication is done very well

better accessibility to senior leadership, lunches/breakfasts that allow them and us to discuss (together)

Better resources among departments to work and collaborate with Marketing and Communication to provide consistent story and information across departments.

Branches should remember that staff outside their branch is affected by changes with their branch. Make others outside you branch aware of new changes.

Certain depts. practice silo management and do not communicate with other depts. - there should be more openness between these depts

Chairs, and "higher Ups" control too much. makes everyday operations too difficult to perform.

Classified staff orientation was lacking in comparison to the administrative employees. Feels like a huge divide between the two work groups.

Clearly communication changes in processes that lock down certain employees job duties and explain why the change is occurring as it mostly feels like punishment when ONE person does something wrong, all staff are limited in their ability to complete their work.

Communication will always be an issue with a large University but it would be nice to hear about big changes before seeing it on 9 news.

Conducting a number of Seminars on the art of communication.

Direct communication to staff regarding proposals that may change the way we operate on a daily basis before those changes are decided or before they are implemented.

Do not know

dont know, short of speaking to each in person, they seem to ignore email and other efforts to share knowledge and updates on projects.

Encourage people to actually talk to each other

Find a procedure for new staff to be added to all of the distribution lists necessary for their job across departments (HR, Dean's office, Registrar, etc.). There are at least 3 instances I've experienced this spring where I did not have the resources necessary to do my job, and I had to contact multiple people before even finding the right person to provide me with the information.

First and foremost, the objectives and methods of senior leadership must be aligned. Perhaps consider whether methods of communication, team-building, and problem-solving are truly working at that level. Once they get in lock step, perhaps websites to show progress, and continued use of the Early Bird. We have improved, but are still experiencing cart-before-the-horse frustrations relating to miscommunications and disagreements from upper levels, which trickle down to lower levels, leaving many on campus hushed and afraid to ask questions for

fear of poking a hornet's nest. Everyone is very friendly, and I think we all agree on our mission, but that passion gets lost in translation as we struggle to work as a team. The majority of my lower score selections in this survey would be raised one level or more if we could improve in this area. It's an ecosystem!

Have a CIO that responds quickly with approvals to distribute our messages Also a speedier email distribution process, events could be advertised several days ahead via email so people could attend. Many times our department makes changes but those change notifications are held up or never go out to the rest of the departments due to the approvals process. I hear quite often that the students are not aware of some of the great programs happening on campus. Many times I will see an article after the fact about an event that I would have attended if the event was promoted beforehand.

Have the Administrative and Academic areas communicate with each other to find out what the needs are before policies and/or things are changed. A new telephone system is going to be implemented, but not all departments were contacted regarding this before it was approved.

Have the early bird give out information before events/things happen. Have a better looking and usable school-wide calendar

Have the President of the University see that the work starts with the support staff, and if the support staff are working efficiently and with happiness and support from the Administration, then the actual working cog spins smoothly and well greased.

Having communication, if one doesn't know where to get the information, you don't get any. There are really is no information on the multitude of locations where the information is, but you are expected to check them every day.

Honesty and no more retribution due to not agreeing with your supervisor.

I believe before making changes that effect the end users of certain University procedures, a gathering of the minds (meeting) should be held. To determine would be the best course of action. Instead...decisions are being made at the administrative level that effect end users in the academic department. Which ultimately end up effecting students. And the ability for Program Assistants to help students effectively. The administrators usually don't work 1on 1 with students.

I don't know what could make it better but the communication on this campus is horrible

I like the new "Early Bird". The challenge is getting staff to understand the importance of reading the provided communications. I know too many employees that can not be bothered to read communications from the Institution. Part of this challenge could be the work load that most staff must do on a daily basis.

Improved communication between the employee constituent groups and the university.

It would be great if you could actually find things on the MSUD web site. It is not very user friendly.

Make the automated phone system more user friendly, people are always calling me because they can't find the number for their department, there's a high amount of over-rides and degree exceptions that need to be processed and it seems like a high maintenance system.

Many of our communication struggles happen between academic departments and offices in Student Services, like the Registrar's office. More advance notice of changes would help our departments, especially regarding curriculum, schedule and other banner related issues. Many times changes are discussed with deans and chairs but that information does not always get passed down to the staff within departments that deal with the actual day to day processes.

More respect given to others. And not worrying about your job if it's based on others negative and unwarranted comments.

More transparency from the top down. And have senior leadership, spend a day in the duties of the staff or faculty. Communicating from a distance is not a effective.

n/a

NA

No suggestions

No suggestions at this time.

No.

none

none

None at this time.

Not sure

Not sure the answer but I never know what is going on until I hear from another department. I think my dept so small and my chair is too busy in his activities etc. to communicate effectively.

Offering more information about extended days and flexible time.

Open emails and interdepartmental communication/informational meetings...

openess

Pick up the phone, have a conversation, ask questions, exchange ideas.. Many times, I am overloaded by the insane amount of emails exchanged on a daily basis. Email has it's place for sure, but I believe we could all benefit from more verbal or face-to-face communication. Some colleagues who are a cubicle or two away from me send questions via email.....REALLY?

Possibly developing a smartphone app (for both Android and iPhone users) which MSU Denver faculty and staff which could download and with that app conveying important news announcements etc.

Remove the "required daily reading" mindset. There are channels for disseminating information from the top down, but nothing (except perhaps this survey) allowing the "in-the-trenches" employees to provide feedback other than directly to our supervisors. The employee governance groups are growing more and more disaffected, and often the elected leaders are advancing their own agendas rather than seeking input from those they represent.

See above

so far everything is well.

Social media

Take value in the opinions of those in administrative support roles who are part of the process and understand the consequences of new policies and changes. Most decisions are made at the top without valuing those opinions.

Weekly communication of seminars or outside speaker offerings from all departments should be available from a central source.
Departmental web pages must be kept active and current.

What suggestions do you have to improve the practice of shared governance at MSU Denver?

? Less hiring of only family and friends

Actually have shared governance. It is not three separate entities working for the same institution, it is one body working as a whole.

As a temporary staff, I do not feel like I have participated in this yet.

Continue to compare best practices at other universities and see what we can incorporate from them. Other people have been where we have been, and we can learn from their experience.

Continue to incorporate it in more areas.

Do not know

dont know

ensure that the efforts to implement the suggested changes (from last years committee) are represented by a diverse group of constituents to include more than senior leadership

everything is well so far

get rid of petty grudges from years past that hinder interdepartmental growth.

Have all areas on campus work more as a team together for the betterment of all areas, regardless of institution.

Have shared governance.

Health center isn't even listed under the groups on the next survey page.

I do not have enough information about shared governance to answer this question.

I don't have any suggestions at this time.

I have no idea what is happening with shared governance so I guess it must not be communicated with me.

I think that the shared governance policy and definition should be better explained. I feel that the constituent groups often feel that they must be involved in all decisions. Involving all levels is ideal but not always practical to making decisions in a timely manner. Input should be solicited and decisions and visions shared and communicated. I believe this is happening when there is extended time to make decisions, however; I have been surprised many times with decisions that were made at the upper administrative level that are not communicated until the implementation phase.

I think the cart-before-the-horse problem detracts from our attempts at shared governance. One hand moves quickly forward, while the other is still asking questions. I believe everyone wants to include campus voices, but this issue results in distrust. Groups hear of moves being taken on issues they have not yet heard about, and feel they should have been asked about. Rather than trying to contribute, they respond with rebellion, apathy, or toxic comments. On the flip side, shared governance can lead to paralysis. Perhaps make it more clear on which types of issues the university will be asking for input, and on which the university will make executive decisions. Maybe a vote on this could be had, as protections for later complaints.

If a policy change is going to substantially affect a dept they should be made aware from the get-go and not be left out of troubleshooting issues

Include classified staff and not just one person all the time if at all.

Include ground floor staff in decisions surrounding process implementation, communicate important issues directly to staff, allow time for feedback from staff on new processes.

Include staff in the process.

It should actually be enforced and not just for show.

More camaraderie with the groups. Meet and greet forums or planned luncheons.

More communication.

more involvemeny

More open forums and make it possible for people to attend.

n/a

N/A

n/a

N/A

n/a

N/A

na

NA

No suggestions

No suggestions at this time.

No suggestions at this time.

No.

none

None

none

None

None at this time.

None at this time.

Not sure

Not sure

Open and honest communication for the express purpose of transparency.

Pass the message from upper management to supervisors that their baseline employees should be going to the monthly meetings held by Classified & Admins Councils. I have never attended a meeting in four years of working here for fear of retaliation. When I have discussed going with my supervisor, they implied that they felt my work was behind & I could not spare the time to attend. So I don't feel like I have any say in the shared governance because I'm not able to be involved in most of the Classified Staff events held during the work day. And yes, my classified managers do not attend the events either, say they are too busy. Doesn't appear to be important to them to be involved hence their attitude to their employees.

Please don't assume that individuals at the dean or assistant vice president level can adequately represent, or are even aware of, the concerns of the staff members who interact

directly with students and the public. Many staff members felt deliberately slighted that Braelin Pantel was chose to "represent us" in the recent presidential search.

The University has many groups that meet to discuss things, but you don't hear feedback from them very often.

If there is anything you would like to add regarding culture, workplace quality, employee appreciation, etc. please do so here.

Apparently I'm extremely lucky because I work with pretty good people, and no one fights over proverbial territory in this office.

Better recognition of staff contributions to the institution. We hear a lot about faculty contributions, but very little when it comes to staff contributions.

Don't be good. Be great. Ill all aspects. We focus on being a commuter school so much, it hinders growth in becoming a great university as a whole. We can be great, and still take care of minority groups, second chances, etc.

Employees should get rewarded for their good ideas to better the University, but it only applies to the favored ones.

everything is well so far.

Excellent workplace quality

Fall break is misplaced. It occurs too late in the semester to be of value. Why are classes not held on MLK Day but they are on President's Day and Cesar Chavez Day? Students and faculty are given days off but Staff is expected to be on campus? State Classified positions which involve duties which require advanced degrees and experience need to be evaluated to accurately reflect their import to the operation of specific Departments.

For right or wrong, I believe that faculty have too much say/power

Great place to work - disappointing that we didn't get a COLA or merit increase last year but the bonus was nice.

Have to do more of employee appreciation especially for people who are here long enough (service rewards).

I am looking forward to seeing if the new president will be able to move MSU Denver from the "we have always done it this way, we will not change" way that many departments and offices have operated to encouraging a more innovative, cooperative way of operations.

I would like to see a career path within the University and departments. The only way to generally get a promotion is to move from position to position though out the university. This model does not allow for growth within an office, but encourages a higher rate of turnover and high cost to the departments that end up continuously recruiting new employees.

I have repeatedly seen job searches to hire a position where the person selected is a current employee and then another search is done to replace the promoted employee. If the original position could be a promotional opportunity, especially within a set path, the second search could be begun immediately and not have a six month to a year open position.

If we can do a search and hire a President within 6 months, shouldn't we be able to hire an entry level position within that time frame?

I believe we have a nice balance.

I do enjoy working here and the workplace quality is pretty high although I do wish we would all make more money as staff, and I am envious of the new and improved buildings such as the SSB, while the West Classroom is so old and dirty. However I do feel appreciated as an employee and I feel like my position matters.

I have no solution right now

I just hope leadership continues to keep in mind that we've been in a constant state of change for many years, and that can really wear on employees, and give the impression to new employees that the workplace lacks consistency and that things can change at the drop of a hat. After a while, this can make employees skeptical of new processes and can hurt their confidence in the organization. I understand the need for such changes, but it stresses those who handle the day to day operation of the organization, and I hope this will be recognized moving forward. Maybe more/better research needs to go into decisions that affect the whole community before implementation. There have been many instances over the years of new processes that are quickly abandoned and replaced by other new processes, and it really gives the impression that decisions are being made hastily and without proper research and without input from the ground floor staff who deal with the consequences of the changes the most.

I love it here and I will miss it to the point of sadness. I really believe in MSUD. I see hope and a great future.

I think there needs to be more of an appreciation for the physical, mental and emotional aspects of what the university offers like the activities, counseling, health center, health insurance because what we offer is huge to these students lives on campus and sometimes that is diminished and there needs to be more appreciation and funds to help these resources on campus. Aerospace is great and all but there needs to be more of a focus on mental, physical and emotional health on campus.

I would like to see more focus on a variety of programs that are doing outstanding things and not just the HLC, Aerospace, and athletics. There are MANY cool things in a wide variety of departments that NEVER get any kind of kudos from the Administration.

improve pay/ compensation, pto, benefits.

Include more staff and faculty in events. Encourage participation.

instead of or with the ability to purchase a thing for years of service they should still provide a nick-knack thing which shows years of service.
I got a blender, since given to goodwill, as it was not the best blender. I got a microscope/ telescope.. gave away to grandkids. I got a rug cleaner thing - garbage. it is gone. I dont think the gift catalogs are working. Cash would be better..

It feels like the University has lost touch with who we once were. The identity seems to shift to being more like mix of a larger institution and for-profit institution. It also feels like more responsibilities and workload are placed on the "grunts" but the compensation and opportunities for growth do not match the expectations.

It is great to have flex schedules, but the units could use further encouragement and support on this topic from HR. The ombudsman office is a wonderful addition, please continue to support it. Please also continue with events, lunches, and celebrations. I think we're doing a great job with them. The trainings are great, but bringing them to the units would mean a lot to those who don't feel they have time to travel to the SSB. And good job on the shirts! It means a lot and helps us feel included.

It would be nice if employees received a little more help with tuition, like three classes per year in place of 6 cr. hr. per year. And I didn't even know that families were able to get help with tuition. When did that happen? Where is that advertised?

It was very nice that the university gave employees tee shirts this year. I think that is the first swag I have received in 20 years.

Last years employee recognition ceremony was not sufficient in my opinion. H.R. did not even call individuals by name. They just had a slide show going that had a picture and the number of years of service on it. I felt slighted. I have a significant number of years of service and feel that the ceremony was no ceremony at all. Also, do away with the catalog and items.
Allow all employees to rate their supervisors. I believe a lot of information can be gained.
I feel fortunate and lucky to be here. I work in an area where all are valued, thanked for their contributions, and allowed freedom to express their opinions. I have not always had that here at MSU Denver, but do in my current position. I enjoy coming to work. Due to my years of service, I feel as if I have grown up here. Quite frankly, I LOVE THIS PLACE!

Many other departments appear to have a wonderful time working here. Our department isn't like that and I think most of the management would have to be let go to to change the culture. I appreciate the MSU Denver teaches wonderful people to succeed in life but hiring students who then move up the ladder into management without working in the outside world for a bit isn't a good fit. I think that all managers in our school should be required to take a 6 month fast track on "How to manage your staff" course to improve our culture. It would hopefully open their eyes to how people are treated in some departments. Employee appreciation is great if you are doing projects or included in special jobs. Unfortunately the staff who do the day to day work are overlooked for employee recognition. The only time we are rewarded is when our dept is allowed to go home early if the school is closed early for holidays. Very rarely are we appreciated for the amount of work that is done day to day. Our department was supposed to celebrate the close of books for FY16 & we are now 3 months away from end of year FY17 without that happening. Is brought up time to time with nothing done to move the event into happening. At this point I doubt that we will celebrate that achievement at all. I worked at a company that celebrated every milestone we reached and employees were so committed to our company and each other. Do not see that happening in our department at all.

MSU Denver , need to work harder on being more culture competent.

n/a

n/a

NA

new employees (under 5 years of tenure) aren't recognized for their accomplishments, efforts or contributions in many (any?) of the workplace recognition programs... too many jobs are given to job seekers from outside the university, when promotions from within would seem to make

more sense to many of my colleagues and myself
both of these issues contribute to - for newer employees in particular - poor workplace morale, higher turnover (because employees don't see value in longer tenure), difficulty knowing if the work they do is meaningful/valuable, and a lacking sense of community

No

No comment.

No comment.

No.

None

none

Nothing at this time.

One consistent problem is that employees are not notified in advance when there will be repairs or maintenance done that affects their working conditions. One example was the recent flooding in the Central Classroom Building. Employees walked without notice into conditions that set off several people's allergies, and at least one employee had an asthma attack. There was asbestos abatement in process but the tubing had holes, so the air that was being routed spilled directly into the first floor hallway that was open to traffic. Employees who were asking for updates were not given a clear contact point; communication was top-down, but some of the middle pieces were missing - especially since some of the supervisors weren't able to tolerate the conditions, either.

Over all MSU Denver is a great place to work and the people that work here are a large part of that.

Quit pestering me about completing surveys. I only did this one so you would quit pestering.

Reduce, favoritism, nepotism, and clearly define what is needed for advancement.

Same opportunity for all employees - too much favoritism especially with performance reviews. Why are some departments, especially in the Student Success building, given Metro wear while other faculty, staff and administrators have to purchase their own?

Senior administration (I assume this is positions above my Department Chair supervisor) do a good job disseminating information supporting diversity and employee appreciation. The bullying, harassment, and other trainings are thorough, but I am not sure all faculty/staff (as individuals) take it seriously.

The disability awareness, sexual harassment and bullying trainings were WAY to long and too many. I completed all of them, received certificates of completion, yet I'm being harassed through my email that I didn't.

The morale in the school of business is apathetic, bordering on depressive.

The XXXXXXXXX is a arrogant bully, who verbally abuses staff

The only thing that I feel that would benefit the employees the most is giving us fully paid employee tuition.

We need to spend more time on the education part, we need more classrooms and more faculty. They want us to grow but they won't give us the resources when this happens.

You can call us inclusive but that is an attitude proven by actions not just numbers, respect is not just something you claim but something you feel. We have a culture of look out for your self not for the greater good of your coworkers. We place too much credit on what you have been not what you are at this moment.

Faculty

What do you appreciate most about working at this University?

The students, their varied background, work experience and my department chair and other faculty

A pay check.

Ability to help students from a wide range of backgrounds and socio-economic situations.

As of the last 18 months, not much.

Atmosphere

Autonomy as a Full Professor

Being able to teach first-generation and working-class students.

benefits

close proximity to my home.

Colleagues committed to teaching as a team.

colleagues, students, flexible work schedule, diversity

commitment to community, diversity, access

Diverse student body, our current chair, about 50% of my colleagues.

Diverse students, passionate faculty.

diversity

Diversity

Diversity

Diversity of students.

Diversity of students.

Diversity.
Our students make my job worth it every single day.

Easy public transport to University with multiple light rail lines.

Effective senior leadership

Everyone is student-centered.

Faculty, Staff and Students.

Flexibility and opportunity to teach in my field.

Flexibility to be creative.

Flexibility to work from home, teach online courses and to be able to pick up and drop off my child from school every day.

Flexibility to work in locations other than on campus. This allows faculty to be more involved in the community, attend professional development activities, and achieve a work-life balance.

Flexible schedule

flexible schedule and consistent paycheck

Flexibility and care taken for individual needs as well as the needs of the university. Also when challenged about the necessity of content in a degree program, we were supported completely by leadership and treated with respect (which has not been the case in the past).

Focusing on teaching and service 30 weeks a year, and work on my research the rest of the time. Overall, my experience with MSU Denver students has been very positive.

Freedom to develop programs and pursue research that you are interested in.

Freedom to teach, plan, design new courses with minimal interference and/or supervision.

Getting to work with a diverse group of students - especially age/life experience diversity.

Great colleagues, wonderful students

Great people. Able to spend more time working on classroom instruction. Good administration.

I am able to teach the classes I want to teach and share my experiences in a way that is conducive to adult learning.

I appreciate being mostly trusted to do my job.

I appreciate my colleagues, both in the department and across the university. Faculty and their commitment to students make MSU Denver a wonderful place to work.

I appreciate the culture of community, service, and diversity. I appreciate my colleagues and (most) students. I appreciate the attention to work-life balance that exists within my department. I also appreciate the pd funding opportunities for conferences and small-scale research through the LAS in-grants.

I appreciate the diverse atmosphere and the supportive faculty. I truly feel like the majority of people I work with care about the education of the students here at MSU Denver

I appreciate the diverse student body and the University's mission. I feel that its philosophy matches my own and I find my work here very fulfilling and meaningful.

I appreciate the diversity of the students.

I appreciate the great diversity in income, race, gender and orientations that our student body has or comes with. It makes for great conversations and teachable moments in the classroom.

I appreciate the support and encouragement that I receive from my Dean and the chair of the XXXXXXXXXXXXXXX. I am encouraged to pursue my passion and grow as a researcher. I have received numerous job offers and cannot think of a better place to work. I love MSU Denver.

I appreciate working with students who truly want to be in college and appreciate the experiences they receive here. It is a privilege to help them reach their goals.

I believe my department is open to talking about and considering innovation and ideas. They are not always acted upon, but they are considered.

I believe that I am given the resources and the community I need to help my students become critical thinkers and effective, contributing citizens.

I do think that we value diversity and hope that we become a HSI sometime soon.

I feel like I am valued by my colleagues in my department.

I get to live in Denver.

I have a few great colleagues/friends who support each other especially when the climate becomes quite hostile (gender bullying).

I have a great department and we all work together and help each other when needed. I appreciate the diversity of the student body and the fact that many students come from backgrounds that a college education means a great deal to themselves and their families.

I have an extremely supportive department and department chair. My colleagues help me make sense of the MSU Denver world. The students are so different from any campus I have ever been on and it is refreshing. They make every day exciting, challenging and fun! I love the electricity in the air on campus. I'm very proud to work for MSU Denver.

I love being a part of the mission of MSU Denver.

I love how people are there to teach students. I haven't ever worked at a university where people put teaching and students before their egos, and it is so refreshing!!!!

I love the mission and the students!

I love the students, the urban community, and working with my colleagues.

I love the supportive nature of my department and colleagues. I enjoy the diversity among the students and faculty alike.

I still, despite the many problems at MSU Denver, appreciate working with students.

I think we provide an excellent education for our students at a relatively low-cost. I am proud of working at MSU Denver.

I use to appreciate the vision - until I learned it was hollow and that the actions of the university do not reflect what they say.

I value the colleagues in my department, and I love our student body.

I value the mission of this institution, and I feel that it is upheld for our students and the community.

Incredible students is the main reason! Close relationships with some awesome faculty!
Undergraduate Research with students!

Independence, flexibility some good friends

Independent spirit.

innovative thinking

Interacting with serious students and helping them meet their individual goals.

It is a public university that strives to deliver quality education to a diverse public.

It is located in Colorado.

It is satisfying to be able to study and teach others about what interests me.

Its diversity

Location, clientel

Location, students, faculty/staff

Love teaching, love students, love my friends.

Most of the people at MSU are committed to the mission and driven to make it happen for each student. Love that!

my colleagues

My colleagues are incredibly supportive, as are many senior faculty at MSU-Denver. The students are also quite dedicated to social justice and activism.

My department

My department is highly supportive and I appreciate the support and camaraderie the department has fostered, save for the continued bullying by the senior faculty members.

My Social Work Department Colleagues and leaders.

My students -- many are non-traditional and bring a wealth of experience that I value and respect. They are hard working and passionate for the most part.

nice people for the most part

No specific appreciative items can be thought of at this tiem

Nothing

Our diverse campus and our emphasis on teaching

Our mission and the diversity of our students.

our students

Our students and what they bring to our classrooms. Teaching here is an investment in my community and I see it every day.

Our students are the only thing that has kept me going over the years. I have interviewed elsewhere, but I'd reached the magical age of 55 and the economy was tight, so I got stuck.

Our students- They balance so much in their lives and are genuinely focused on learning in order to meet their career goals.
Flexibility - I enjoy being able to work long days but less days if desired and being able to work from home. I am much more productive because I am given the power to decide how, when and where to work.

Our students.

Our students.

Relationship between students and faculty.

Serving an under served population

Serving the urban community.

Some colleagues.

Students

Students

students

Students are wonderful. 50% of colleagues are wonderful.

Students, colleagues, campus

Students, flexibility, intellectual stimulation

Students.

Teaching

Teaching a subject I love to a diverse student population.

Teaching diverse groups of students

Teaching in my discipline is very rewarding, especially given the student demographics here.

That I am able to execute my duties with little interference.

That it encourages diversity. Metro has the highest number of racial minorities enrolled in the state. That's great. But we do not have a diverse faculty. And the racial minorities on the faculty are treated very poorly.

That people are here by choice, value teaching and serving students. People are generally competent, motivated, and bound to a central mission to serve students well.

The ability to create new courses, innovate and create new programs. To develop ones own resources in absence of what is provided. I enjoy the Denver region.

The acceptance and welcoming of a diverse, non-traditional student population.

The XXXXXXXXXX Department is full of good, competent and professional people and our Chair, XXXXXXXXXX, is a servant leader who serves to help each of us fellow professors. This servant leader model is the same as demonstrated in the past by XXXXXXXXXXXXX, my friend and department chair that was hired at the same time I became a member of the faculty in 1987. My name is XXXXXXXXXX. I don't care for anonymity.

The colleagues in my department include many talented and interesting people. The students are always fascinating.

The community and students.

The connection between the university and the community.

The connection to the community and the diversity of students.

The culture and commitment to the mission.

The dedication of faculty and staff. The attempt to keep tuition rates reasonable.

The diversity and courage of the students.

The diversity and vitality of the students and commitment of the faculty and staff

The diversity of student body, faculty and staff

The diversity of the student body and the mission to serve those who often aren't served elsewhere.

the diversity within the student body

The diversity, the location.

The Faculty and students are excellent.

The flexibility offered in terms of work/life balance.

The focus on a high quality education for our students

The focus on student success.

The four day / week teaching schedule.

The location

The majority of my immediate colleagues work hard, have a good attitude, and strive to help the department and benefit our students.

The mission -- our dedication to teaching and the opportunities we provide for students.

The mission and history of MSUDenver serving under served communities

The mission is very motivational to me. I adore our students and the real sense of community with other faculty and staff in supporting our students. Everyone agrees that our students are special.

The mission of remaining affordable to accessible to a wide range of students.

The mission of the institution and the diversity of students.

The mission, the students, my colleagues.

The mission--no questions, hands down. It's the reason I came here instead of accepting another job offer at a "more prestigious" institution. I believe college should be affordable and accessible to all who want to learn, and this is one of the few universities that I've seen that combine solid education with relatively low tuition. I also like that MSU tries to anticipate the state's workforce needs and be the bellwether in terms of figuring out where tomorrow's jobs are going to be. That's something our students need us to help them with, and I'm proud that we try to provide that.

The modicum of support for professional development. The chance to teach online so that I can stay away from the evil atmosphere of campus as much as possible.

The opportunity to grow, plant seeds of critical thinking, and create more new horizons to improve curiosity, knowledge, and values that are rooted in the community's needs.

The opportunity to make a difference in my students' lives in a variety of ways. The opportunity to be with students who are deeply committed to improving their futures, not just marking time on someone else's dime.

The opportunity to serve underrepresented student populations.

The opportunity to teach. Love working with our wonderful students.

The overall mission of teaching.

The people

The population of students we address and support

The role of MSU Denver in the larger Denver community...we have a special relationship with Denver, and what we do is informed by and helps to shape Metro Denver. Our students are amazing...they are so motivated and bring rich life experiences to the classroom.

The sense of mission, teaching our student population and having the support to conduct research.

The strong focus on teaching and providing students opportunities.

the students

The students

the students

The students

The students and faculty

The students and the academic environment.

The students and the faculty are great. The downtown location is also very nice.

The students and the people I work with in my department.

The students are amazing. I'm so proud to work with them every day!

The students are very nice and about one half of my faculty are easy to work with.

The students here come from diverse backgrounds that goes beyond simply ethnicity and gender: there is age diversity, experiential diversity, and socioeconomic diversity. Sometimes it can be heartbreaking when a student is facing so many challenges that it is beyond my capability to help them stay in school, but their determination and courage definitely adds to the richness of our community.

The students we teach.

The students!

The students' energy, enthusiasm and real life experience. The value on diversity.

The students' willingness to learn and embrace differences.

The students, my colleagues, and profession.

The students, some colleagues, our location

The students--the diversity of the students--not just heritage but age, educational background, gender identity and expression, linguistic diversity, etc. make this a fabulous place to work. Students are dedicated and inquisitive and make teaching an absolute joy.

The students.

The students. They make me stay at the university.

The support of colleagues and willingness of colleagues to help others when there is a need.

The survey is WAY too long.

The teaching environment that allows for the post-secondary education of many people that may normally have the opportunity to gain a college education.

The truly collegial environment. I work with some of the best professionals (in my opinion) and am grateful to have a department that gets along well.

The unique culture.

The University's commitment to nontraditional students and students from historically underrepresented groups.

The willingness to innovate and reflect on our instruction and the collaborative energy in my department/school.

There are very good faculty...

There is forward movement at this university as it has undergone and continues to undergo deep cultural shifts that in the long run will benefit our students and the community. It will also ensure that this university is a great place to teach and conduct research (and perhaps be taken more seriously as an institution of higher learning).

transparency

Unique mission and student body; the teaching focused career that is possible

WE are TEACHERS FIRST

We walk the talk...all stakeholders are committed to the CADRE values and university mission.

What I would appreciate at *any* university: the chance to share my knowledge and expertise with interested students. Everything that is unconnected with that should be designated as secondary. But it isn't: here the tail wags the dog. Faculty and students are secondary to the needs of administrators here.

Working for an institution that lives its mission to provide great education that is affordable.

working with people and ideas

Working with the students; getting to do the research I want to do

What would make this University a better place to work?

- Keeping class sizes small. Why have they increased in size in recent years?
- Our identity as a TEACHING UNIVERSITY is what distinguishes us from other universities. I feel like our identity has shifted and now there is an expectation of research. We are here for a reason and that's because we want to be excellent teachers. So go back to the smaller class sizes, individual attention, and focus on teaching. I think if we did this we would see fewer retention problems.

1) More income. It sounds mercenary, but Denver is not a cheap place to live. (Nor is any of its suburbs, though I live in the cheapest of them all, I think: Aurora.) Rent and mortgages both are going through the roof still, and as these costs skyrocket, most of us are still not yet to the low side of the average CUPA income for our respective career brackets. The recent raise is greatly appreciated, but it's not even enough to keep up with the cost of living increases, honestly. It worries me, for the long run of my career.... 2) More social activities planned that are actually interesting, for faculty to mingle, talk, hang out, etc. Most of the "social activities" that are planned are pretty weak affairs involving everyone sitting in an empty ballroom drinking bad coffee and eating cookies for an hour while someone talks into a microphone. Where are the more stimulating intellectual or physical activities? And I know expense is an issue, but maybe we could take advantage of having the country's most beautiful mountain range at our doorstep? Maybe a few half- or full-day faculty retreats at a cool facility somewhere in the foothills, or something? Seems a shame to waste all that glorious, jaw-dropping nature!

1. Compensation that aligns not just with faculty rank but job responsibility
 2. Technology that actually works--in the classrooms, programs that would allow us to text students, and effective software to move processes online.
 3. Senior leadership that not only rewards good work but also takes care of complaints and problems. I am aware of a situation in which a faculty member asked for an investigation of a serious incident but nearly 9 months later that investigation has not occurred.
-

1. When I arrived here 30 years ago, there was a much different spirit of all for one and one for all and this college was a "teaching college" fulfilling its original charter to be unlike other colleges a true teaching college with professors dedicated to raise up a graduate who was more than competent, capable and ready for the workforce. The leadership in the office of the president and with certain deans in the past several years has changed all that. It is now, family and student unfriendly, publish or perish, with top down leadership that is rather dictatorial and unfeeling and uncaring for the employees. Go back to the original charter.
 2. This retroactive tenure retention process that was put in place several years ago that seems to constantly ratchet up in its outside the classroom demands on professors over time, should be done away with allowing teachers to focus on those activities that will increase their knowledge and experience base to more completely train their students for their future professions.
 3. Get rid of student evaluations. Most are not mature enough to give a competent evaluation and it ALWAYS leads to grade inflation and less rigorous course work.
 4. Include training and course work in Professional Development as it used to be before the current administration.
-

a better allocation of resources--some programs seem to have endless funds while others have none

I would love to see a benefit tuition for families, especially as our wages are lower here than many institutions but the cost of living his high

A commitment at all levels to reducing bureaucracy in favor of student retention and success.

A complete change in ORSP. They are completely unhelpful (often making it worse) in grant writing, research, or acquisition. Faculty learn quickly that they are on their own when it comes to grants. They have no connection to what actually happens in the university and even when we tell them what we need, their response is to send us out on our own or to give advise that is completely off base. We research, write, and admister grants on our own - but ORSP gets credit for them so looks effective when they are absolutely not. The incompetence than happens in that office is such a hinderance that I have actually been told, informally, that we were not selected for a grant because it seemed our ORSP did not know what they were doing. Senior leadership needs to talk to PIs without the retaliation that ORSP gives if they find out you have complained. As a regular PI, I have never been formally asked about my experiences with them even though I and other faculty have raised issues several times. When we do speak about the numerous issues stemming from the incompetence within the department, ORSP is able to tell who complained (there aren't many PIs on campus) and will retaliate - there are even

PIs who were confronted directly by the office and threaded in ways that made them consider getting a lawyer.

A complete overhaul of dishonest senior administrative officials.

A greater focus on equity, professionalism, respect.

A less back-breaking teaching load. We have pretensions to university status, and yet our teaching and service requirements for faculty make it immensely difficult to find the time for meaningful scholarly production, or even for staying properly abreast of new developments in our fields.

A major change in the EO office. There is a need for new leadership.

A more reasonable workload. Faculty are expected to carry a 4/4 teaching load, which was reasonable when MSCD was a teaching-focused college. Now that MSU Denver is a University, the teaching load is the same, but there are expectations that faculty will be actively involved in scholarly production in order to achieve tenure or to be promoted. Additionally, there is not enough support for faculty writing and administering grants.

A new crop of administrators !?! They should lead by example, e.g. research and publications AND teaching. Deans and Provosts should teach and publish and not become career administrators. Then they would know by experience what challenges faculty and students are facing with our limited resources and would make better decisions. Also, make their positions term limited and rotate them among faculty as is done in other equivalent institutions.

A re-evaluation of Faculty pay as it pertains to CUPA - Cost of Living has skyrocketed in Denver and the University has not kept up. By all accounts, we should be making OVER 100% of CUPA, not under.

PERA is a better plan than DCPP - it's shameful that new faculty members can't be part of it. Parking is a ridiculous expense.

More transparency in shared governance - perhaps some new blood when it comes to department and committee chairs?

More freedom to pursue research - it's shameful to have to turn down projects of national importance because my chair doesn't want me "distracted."

A small group of faculty see the administration as the enemy and can make life more difficult than it needs to be.

There are some procedures that are more complicated than necessary and could be streamlined.

A stringent policy against bullying that takes swift and immediate action to protect faculty, staff, and students from bullying and other forms of harassment.

A.) 12 credit hours per semester is too many - this leads to some faculty having 400-500 student credit hours per semester - and sometimes more.

B.) Requiring: 1) 12 credit hours per semester, 2) research (with few resources - particularly space and time), and 3) service, particularly external service, is abusive. It dilutes the effectiveness of all teaching, research, and service activities.

C.) The required load should be 9 hours per semester with the expectation that the equivalent of ~3 credit hours per semester be used to oversee student projects/research and/or procure funds for such activities.

D.) Faculty service activities should be reserved for university shared governance activities. We have Communications and Marketing departments/agents to do the external advertising. Make them do their job.

Acknowledgement of smaller departments

Additional funding to address deficiencies in classroom equipment (especially computers and specialized equipment related to specific majors).

Adequate space and staff.

Administration focused more on significant educational goals and on removal rather than erecting bureaucratic barriers to their achievement

Administrators who were there to support the faculty.

Aligning ballooning expectations for scholarship and grant-writing with the realities of the vast number of hours spent in teaching and service compared with the hours spent by faculty in research institutions that we are gradually being expected to emulate. We spend an enormous amount of time with students, we teach a heavy load, we advise. We are expected to do meaningful service to the community, university, college, department, and program. We are increasingly being locked into hours of meetings that represent a superficial nod toward shared governance but do not really contribute to the advancement of the students, the faculty, or the institution. Seventy-hour work weeks are too long and still do not provide enough time to undertake the increasing expectations for "meaningful" scholarship. In addition to the workload issues, which are out of control, the University would be a better place if it truly incorporated shared governance, where people participate in the decisions and actions that most impact them, and where our votes and our voices are respectfully considered as a critical part of decision-making and policy-making.

An explicit focus on effective teaching. I think that right now we effectively discourage bad teaching, and we reward exceptional teaching. But I don't see the university doing things that impacts the average teaching that takes place on campus. If the things we are doing don't change the average class on campus, we aren't really doing anything useful.

Annual increases in salary that keep up with the rising cost-of-living in Denver, benefits for those who opt out of the MSU Denver insurance plans, and empowerment of Deans and more importantly department chairs to address issues without them moving up to ineffective offices, such as EO.

As I do not need benefits (medical/dental) I wish those moneys added to my retirement - because this is money allotted to me. I also realize this will never happen.

As with any bureaucracy, there is a lack of transparency, especially with the decision making policy. There is also a lack of team effort between administration and faculty, including changes to the delivery of education in which faculty were never consulted. There is also a terribly consistent pattern of creating redundant units, centers, and policies that are not properly vetted, critically analyzed and discussed for effectiveness and cost-ration benefits, and add to the operating costs of the university without any added benefit to the quality of the education provided by faculty.

At least DOUBLE the number of tenure track faculty of color. How can we approach HSI at 25% when our Hispanic tenure track faculty is currently under 10%? Do we realize that even if we DOUBLED the number of Hispanic tenure track faculty we would still be a full 5% short of meeting the Hispanic student population?

At times administrative policies are handed down from the leadership without comment from faculty. The recent decision to abolish the CAPP adjustment system and replace it with a cumbersome and VERY time consuming Degree Exception Petition process is an example. This was a bad idea that did not reflect widespread input from faculty. Students are suffering as a consequence.

Balance. A 4/4 teaching load is no longer doable with the requirements and expectations for Service and Scholarly Activities. The 4/4 teaching load was implemented when we were considered a "teaching" institution. Since all of the "preeminent" talk, the expectations for Service and Scholarly Activities (previously known as Professional Development) increased to where we are just like the University of Colorado in our requirements in these areas, while the teaching load has remained the same. So, we are, but we aren't and faculty are getting burned out (if they even make to tenure). I am burnt out. If I am required to do research and write "peer reviewed" publications, then a 3/3 or 2/2 teaching load is more appropriate - like other "preeminent" institutions.

Basing the evaluation of teaching effectiveness on popularity with students as a stand-alone criterion is universally considered to be inappropriate. Yet that is what we do here. It is having a negative impact on the quality of our programs by rewarding faculty for dumbing down expectations in order to appeal to students who don't have time to study.

Being paid a fair wage based on the cost of living and what I can earn elsewhere.

Benefits. The fact that we don't have access to PERA, don't pay into Social Security, or don't have free tuition for family is egregious. Our health insurance is insanely expensive as well.

Better access to technology for content presentation, especially for online courses.

better and more honest and more transparent administrators

Better classrooms, less crowded classrooms
Our classrooms are the worst I've ever encountered

Better communication from upper administration and chairs about changes in policies and procedures, including advising software and practices.

Better communications between administration and the faculty. Slight reduction in teaching load from 12 to 9 credit hours per semester to allow for more professional development and scholarship. Salaries that are competitive with other large Colorado universities, and having administrators teach so they can better understand work conditions.

Better facilities and equipment.

Better food options on campus, drinking water in the men's locker room

Better management, respects for fellow colleagues, in real term use the phrase "shared governance", stop vindication for personal or political gains.

Better pay and/or fewer hours of required teaching time.

better pay for faculty. recognition of work and expertise that faculty engage in. more transparency from the senior administration (the presidential search was a poor example of transparency and valuing of faculty, staff and student input). Less upper administrative positions. Please stop creating positions whose salaries sometimes double that of faculty. Quit paying lipservice to diversity and inclusion and hire more full time tenure track faculty of color. MSU NEEDS A MULTICULTURAL CENTER.

Better pay for my faculty.

better pay that makes us feel we are valued; more flexibility with teaching; more opportunities to teach summer classes

Better pay, credit for service, and resources to pursue more scholarship.

better pay, less teaching (better research/teaching balance). this is not a community college.

Better pay, more understanding from administration of what each discipline actually needs to perform their art and craft

Better physical plant, more tenure track lines, and improved salary for teachers would all be great additions.

Better recreation facility, free faculty parking, increases in salary, more support for faculty interested in engaging in research but needing services such as statistical analysis support

Better resources(library and office) for research.

Better salaries.

Better teaching-PD-service balance.

Chair has too much power. Upper Admin always side with Chair over faculty. Our previous Chair was a bully and nobody listened above.

Chair support of faculty who directly work with students; purposeful use of chair evaluations in maintaining their role or used for promotion; deans taking a firm stance on chair professionalism and bullying of students and faculty; improved office space and salaries; improved workplace

environment; benefits such as tuition for faculty and their dependents; establishing purposeful and written programs for compressed and flexible work hours/workweeks for minorities and women to move into leadership roles; bullying and retaliation by administration with false "write ups" to document a false paper trail on employees; unethical "Trump-style" leadership/president who "forces" administrators to carry unethical and unprofessional behaviors and attacks against those who voice their contrary opinions and "whistleblowers."

Chair, Dean, and Administrator need to listen and to take into account what the instructors and professors feel MSU should be for the people of the metro area of Denver. Administrative decisions are made, and a great deal of money wasted, that have no benefit to the classroom. Metro's administration fails to realize that the engine of the university is the instructors and professors in the classroom, and that all effectors of the administration should be directed toward that goal. The good people of Colorado are giving their hard earned tax dollars to Metro to educate their children and themselves. They are not giving their money for all the silly administrative programs at Metro.

Change administrators across the board.

Clarity of policies, procedures, training in new computer programs, e.g. curriculog, digital measures, book ordering, advising

Clarity on tenure and promotion guidelines. The guidelines can change every year and sometimes it is difficult to understand which year you are filing under. I sometimes feel as if I am chasing a moving vehicle. And yet when I ask for clarifications, the answers I receive can be confusing. For example if my supervisor says that something is not allowed and I point out several examples where it was allowed, the response is usually silence. It has been made very clear to me by my supervisor that it is not advisable to go up for my next level of advancement even though the timeline says that I am eligible -- but without the support of my chair, there is simply no way I will make it through the process unless I wait until the year they want me to file.

clear expectations as to the work week--some faculty are here all the time and do the bulk of advising, others appear to be doing a part-time job for a full-time salary. Our retirement plans, other than PERA are not defined benefit--therefore we should have access to Social Security but don't. It is completely unjust. I'd like the ability to make contributions to Social Security on my own, even if the University did not contribute.

Formal complaints are handled, all too often, by putting them on the back burner. There is such a case right now in my department, not affecting me. The complaint was made a year ago, nothing has happened and those in charge do not return the complainant's emails that enquire about where the process is. It gives the impression that the inquiry, to the extent it ever existed, has been abandoned.

Clearer policies, less bureaucracy. Quicker turnaround on decision-making.

Compensating faculty better in comparison to other institutions.
Looking at people (students, faculty, staff) as individuals rather than a demographically-calculated like-minded herd in order to constantly play identity politics.

Continued attention to wage gaps for all

Don't just keep repeating that you will not tolerate bullying and make us watch videos on it...PLEASE STOP THE BULLYING WHEN IT IS REPORTED DIRECTLY TO YOU.
The workload just keeps creeping up every year--it's unbearable. Could we please consider a 3-2 schedule like other universities where the professors are expected to publish?

dont know

Drop the requirements for publishing. This is a teaching institution which does not support research in any way,

Emasculate the faculty senate. The negativity they take toward administration and other faculty is a severe detriment to the workplace and in many cases creates a hostile working environment. The majority of senate members I have interacted with are foul attitude bullies who do not listen to differing opinions but instead find ways to punish people by threatening careers by withholding of tenure/promotion for reasons not related to criteria for tenure/promotion. I have personally been told that my application for tenure would be adversely viewed by senate because of a difference of opinion with one member of the senate. The hostile work environment fostered by this body truly is a detriment to the effectiveness of the university.

Emphasis on infrastructure improvements (better classrooms) and a more inclusive environment.

Encourage multidisciplinary within the institution and raise research profile and expectations.

Equitable distribution of funds for space renovations. Older buildings and those buildings that house growing departments need to be renovated to support our students.

Equity AND years of service recognition in pay. I am the "senior" team member in my program, yet I am paid the least. And, I am an Associate Professor. Being paid the same amount of salary as the next faculty alongside me that started two years after me is not okay. Even more, being paid less than an Associate Professor in which I am three years their senior (in experience and years served) is simply wrong.

Please enforce the "smoke free" campus. For example, students can be found smoking just outside of the doors of the Art Building entrances/exits and the West Classroom building. We already worry about asbestos in the buildings. Please make our environment safe.

Faculty pay competitive with other AACSB accredited institutions. CUPA is a joke and an insult to business faculty. After working 40 years in Higher education I am \$10,000 higher than green PhD starting salaries at MSU and \$40,000 under other AACSB Universities. Talk about being used and abused @ MSU.

Faculty, Staff, and Student autonomy.

Fair pay among colleagues. Compensation that better reflects the institution's goal of preeminence.

Fairness, transparency, Integrity of faculties

Family tuition aid for staff and faculty would be wonderful. I understand that is probably an impossible dream.
Professional Development funds are slim and it is hard for me to supplement out-of-pocket for the research I should be doing.

faster internet, more admin support, more PD support, more video/ETC support for online course development

Figure out a better way to address problems of hostile work environment than the online training. The online training program is terrible and at times offensive.

Fire the XXXXXXXXXXXX and all of her lackeys.

Focus on its core reason for existing and allocating sufficient resources and real assessment in that area. Over time, the emphasis has shifted away from what it takes to be a "college of opportunity" and more towards the mimetic isomorphism of competitively marketing and image (branding). It is my hope that the incoming President will be able to triage the multiple initiatives and programs currently pulling all of us in multiple directions, and get the institution back on track mission-wise and fiscally.

Focus on teaching, rather than "Publish or Perish".

For the last 20+ years, the expectation at this institution was to teach 24 credits each academic year; this has not changed. What changed is that now teaching is just 50% of our overall performance, so in addition to the 24 credits, we need to be active in our respective scholarship field and shoulder significant service loads.

As far as I know, teaching 12 credits a week translates (officially) to a 36 hour work-week. This leaves 4 hours for service and scholarship, yet it only counts as 50% of our workload. So, are we expected to work a 72+ hours week?

Free or reduced tuition for family members would make the pay differentials from other institutions more palatable.

Functional and updated classroom technology. Support for research both in dollars and recognition that conferences are held during the academic year, which means attendance will conflict with teaching.

Get rid of our know-nothing, do-nothing XXXXXXXXXXXX. No one has done more damage to this institution in terms of getting rid of students and good faculty than our current XXXXXXXXXXXX.

Get rid of SRIs in the tenure and promotion process. The SRIs are a good tool for professors to use on their own, but should not be part of the professor's evaluation by upper echelons.

Get rid of the current crop of entrenched administrators that are taking this school down the toilet.

Giving faculty more of a voice and limiting the power of deans and chairs.

Greater intellectual diversity.

higher morale of professors

Holding employees accountable for doing their jobs.

Honesty from senior -- and I mean very top, leadership.

I am hard pressed to identify ways to make my work experience better in a general sense.

I don't have an office, which is incredibly frustrating. Since I am stationed in borrowed space, I have to think about where I will go next and whether the space will be shared (and if so, whether it will be quiet enough to work and meet with students).

I find that even though I go above and beyond what is required of me by my department guidelines for Tenure and Promotion, that extra effort is not recognized or rewarded. Not being happy to do less high quality work, I find myself wondering if my efforts would be better suited for a place that would recognize them. In addition, the (minimal) instances that I needed help balancing my family with work, were met with resistance and punishment, which, paired with the feelings above about my efforts, furthered my feelings that I am not valued.

I would like more support for faculty research in the form of funding.

I would like to see smaller class sizes. We do this with the first year success program. The reality is that 45-55 student survey classes mean that students who struggle may not get the extra attention that they need.

I would like to see the University provide a greater portion of the medical insurance premiums and to offer retirement medical insurance for those who are not PERA. Also, I would like to see tuition free classes/degrees provided for all family members of faculty. Additionally, I would like to see RTD eco passes provided at the same cost for family members of faculty. As Metro salaries and the 2% raises are not as high as other institutions (UCD, CSU, etc), these additional benefits could go a long way to improve job satisfaction.

I'm sorry to report that the climate in the Department of XXXXX continues to be antagonistic and depressing, in spite of the well-intended experiment in restructuring our diverse programs into two semi-autonomous areas, in soft receivership, under an interim chair. Initially I had hopes that the division into these areas might work until, in August, a faction in the XXXX area (XXXXXX and XXXXXXXX, XXXXXXXX, XXXXXXXX) re-declared war with an initially secret letter opposing proposed curriculum changes from the XXXX area (XXXXXXX, XXXXXX, XXXXXXXXXX). After visits by people from both sides to the Dean and the Provost, the faculty were told to continue the two-year experiment and not to expect a formal breakup of the Department. As things have turned out, the antagonistic letter was only the beginning of continued hostile, harassing behavior that finally, recently, drove the elected chair of XXXXX to announce that she will be resigning at the end of the semester rather than put up with the situation any longer. I had a chance encounter with XXXXXXXX recently that reminded me how easy and how effective it can be to divide a large, diverse department such as XXXXXXXX XXXXXXXXXX into smaller, independent Departments of XXXXXXXX, XXXXXXXX, and XXXXXXXX. The XXXXXXXXXX similarly has smaller, more manageable groups of like-minded faculty who can work well together instead of facing intractable disagreements, as we do in this large XXXXXXXX Department where the social-science types in XXXXX insist on controlling the arts types in XXXX. When XXXXXXXXXX met with the Department of XXXXXX last spring, he said that he would be willing to break up the department even if it cost money, if

that was the best solution to our problems. Splitting XXXXX studies from XXXXX and XXXXXXXXXX has worked out well at other large universities, including the University of Iowa and the University of Denver. I despair that administrators here are failing to recognize that the idea of a united XXXXXXXX Department is being advocated to protect a personalized, dysfunctional power structure. Please, XXXXXXXXXXXX, help save us from this forced togetherness.

If bullying were taken seriously from top administration. It is NOT. They simply sweep it under the rug and hope it goes away. Lots of retaliation

If it provided tuition for my own children, like every other university I know of! Admittedly, this is a selfish concern, but I can also say that when we are bringing in people for interviews, they are surprised that this isn't an option.

If there were more integrated shared governance. For example, administrators should be welcome and able to speak in Faculty Senate. Things have been better since XXXXXXXX XXXXXXXXXXXXXXXXXXXX, in terms of reduced open hostility directed on behalf of faculty toward administrators, but there is still an us vs. them mentality. I resent this and am concerned that my experiences as a faculty member are misrepresented by a vocal and toxic minority. By the same token, administrators need to deal fairly with faculty as a whole, rather than treating all faculty as troublemakers due to bad acts by a few (XXXXXXXXX, XXXXXXXX, and their lot, by and large). A good step in this direction would be to actually implement recommendations from the shared-governance task force. The fact that these recommendations have languished, largely ignored, belies a stated goal to listen to and work with faculty. It feels like a slap in the face to have ignored the well-meant and good-faith input we made to the task force. Perhaps XXXXXXXX will be more open to these adjustments than XXXXXXXX was, given his stake in maintaining the status quo. There are those of us who are interested in making real change and supporting real shared governance, but I've stepped back from this because it's not worth dealing with the toxicity and hostility of some in FS in order to try to make change if the administration isn't willing to meet us halfway.

If we had more money (for salaries, facilities, student activities, etc.).

Improved technology in the classroom including more comfortable and efficient seats, desks, etc.

Increase faculty pay.
Stop paying different salaries for professors in different departments. I took a huge paycut to take this position only to find out that folks in different departments had higher salaries.

Increased exposure for my department and more resources for my department to grow and expand

It could scarcely be worse: start over again from ground zero.

It would be nice to have higher pay, more money for travel to conferences, and nicer facilities (the bathrooms on the first floor of West Classroom could be vastly improved).

It's a difficult question. It should be answer with more time. In general, sharing the ability to change and challenge the craziness of the obsession for fame, power, money, individualism, etc.

Legitimate pay.

Less racial discrimination against faculty who are racial minorities. Every effort is made to sideline, ignore and undermine the faculty who are racial minorities. While racial minorities have to meet every standard, white women at this university are promoted regularly without any qualifications and without having met minimal standards. When racial bias is alleged, people are simply moved to different departments. Mediation is rigged and has no positive affect. Faculty are discouraged from filing EEO complaints unless they can prove direct and intentional prejudice, which is virtually impossible to prove. The senior administration simply ignores racial complaints and then penalizes/retaliates against the faculty who lodge such complaints. There are very few faculty of color who are left here. Almost all of the senior administration who were Latino/a have left. Retention of faculty and administrators of color is low because of the mistreatment and retaliation. White women, however, have benefitted tremendously from all of this.

Less tolerance for bullying and incompetence. I have faculty colleagues who don't attend "required" meetings, don't hold office hours, cancel classes regularly, and belittle other faculty to their students and they are not held accountable. I would also like to see fewer pointless meetings (no agenda, no clear goal, no accountability afterwards for doing the things people said they would do).

Lighten teaching load to reflect faculty involvement in service and increasing research expectations.

lower teaching load and more time to pursue research

Major reduction in administrative staff and procedures. No more bullying/witch hunts against faculty and staff by upper administration. An awareness of the poor "tone at the top."

Many of our facilities are in desperate need of update or renovation. So many new projects are being introduced when we should focus on the wonderfully successful programs that we have on campus now. Providing for the needs and expansion of these programs will help our University grow not only in students but also in reputation.

Many of the classrooms and some of the buildings are outdated and the rooms are not soundproof! Also on occasion, my department has been pressured by senior administration to adopt a program that does not have the full department faculty support. This led to the perception that our opinions were not being considered or valued in an area that directly pertained to our areas of expertise.

Meaningful shared governance, such as faculty member(s) on Board of Trustees with voting rights. More forceful and meaningful action taken in cases of workplace bullying.

More \$\$ for additional faculty and especially additional administrative help for academic departments. Reduce teaching load for tenure/tenure track from 4/4 and Cat II from 5/5. Both are abusive, especially when there is no structure for TA's.

more and improved learning environments

More attention to ADA needs of faculty and staff

More competitive pay structure compared to other similar universities. I took a huge pay cut to work here, love it, don't get me wrong, but I am really struggling to make ends meet.

More conservative opinions

More cross discipline interaction among faculty

More diversity.

More efficient, less cumbersome procedures

More efforts to diversify the faculty.

More incentives for collegiality and collaboration within departments and across departments/university. Balance the research expectations with lower teaching load. Create more opportunities and support for superior teaching skills so that we can all be proud of what's happening in classrooms across campus (there are some outstanding instructors and there are weak instructors who don't really understand teaching).

More knowledgeable and effective administration. Reasonable and realistic research support for what research is required for tenure.

More Latino faculty

More of an emphasis on teaching, less on research.

more opportunities to bring in diverse faculty/ staff.
differentiated work load so those of us who like research could do some.

More opportunities to do research (reduced teaching loads), better facilities in classroom, more resources for dept.

more parking, less meetings

More reasonable teaching load! 4-4 load is extremely high compared to other universities. More autonomy and place at the table for our department

More recognition of accomplishments through pay and promotion. As it stands, I receive the same pay as someone just recently tenured, and with fewer scholarly activities. Equity is nice, but it reduces the incentives to produce.

More research space

More resources for teaching/research, a 3:3 course load for full-time faculty to allow more scholarship, better pay.

More respect for faculty expertise and opinions in matters of shared governance.

More space that is better equipped. Stronger commitment to arts & humanities

More spaces / better facilities.

More state funding.

more support for development of new programs
we are encouraged to develop new programs, minors, certificates, etc., but are not provided adequate resources to be successful with our endeavors

More support for faculty who are trying to do research in addition to other responsibilities. It seems the university wants to move towards more of a research focus, but there really isn't any support for faculty who already have a high teaching and service load to accomplish this.

My department has specific space needs that I would love to see addressed by an expansion of the King Center or a new performing arts building.

Need to train leadership. We are not even close to being professional. XXXXXXXX is better than XXXXXXXXXXXX and many of her department chairs.

New Administration, EO Officer, Diversity Officer, and Deans

New provost and XXXXXX. Divide the XXXXXX Department into two departments. Actually have shared governance. Clarify grievance procedures and actually stick to them. Recently someone was grieved in our department and the dean hand-picked people who were not party to the grievance to come testify against this professor. S/he was even subjected to new questions to respond to from a person who was not even a signatory to the grievance. Even though the university attorney had agreed to record all such interviews, the outside evaluator refused to record an interview the person named in the grievance because it just made him uncomfortable. These people have no clue how to run the place. They have refused to allow due process in this case and opened the university to legal action.

No smoking on campus, safer campus environment, remove director of XXXXXXXXXXXX

No workplace bullying

Not so much emphasis on diversity, but more on performance.

Not sure

Nothing

Offices with windows, better plan for campus emergency situations (active shooter scenarios--our classrooms cannot be locked, etc.), upgraded classroom environments (more comfortable seating for students, SMART technology more-or-less standard), increased space for research

Open communication. Removing XXXXXX XXXXXX and his autocratic attitudes. Recognizing the faculty union and negotiating a fair contract.

Peace in the department.

Proper staff and faculty to meet current goals. It should not take 5 to 10 years or longer to get faculty and staff positions identified as a need through accreditation and program review.

Provide more resources (funding, technology, labs) for faculty members who are expected to publish and enhance the academic prestige of the univ.

Re-think department leadership

Reduced teaching loads for more research/community service as appropriate. Pay above CUPA as Denver has a higher COL.

Retention of faculty of color, clear messaging as to the role of research/ scholarly activities.

Revisit the tenure/process acceptance of the position details for all faculty. For those faculty who are in the field, for example, supporting student teachers, that instruction does not seem to be as valued by faculty in other areas of the university who are on the committee.

Salaries adjusted for cost of living

Shared governance and transparency.

Shared governance, opportunities to teach 3:3 loads, appreciation of research.

Some form of paid maternity leave, or even the ability to take sick days after the disability period has lapsed (as opposed to before). I did not appreciate having to come back to work and figure out breast-feeding/ pumping for my 8-week old in between classes on a full-time schedule. Something that would allow mothers a minimum of 3 months maternity leave would have been nice. Additionally, the salaries should be increased to take into account the astronomical rise in cost of living in Denver over the last 5 years. Finally, my department is currently working on a professional code of standards for our students but it would be nice if something like this could be extended to the entire campus. The Student Code of Conduct is very general and doesn't allow professors to address egregious acts of disrespect and bullying (cursing, hostile emails or in-class behaviors, etc.). While there are no incidents of bullying among the faculty or staff that I can think of, students bullying their professors happens regularly and often the faculty is left without recourse unless the student directly threatens them with violence or breaks the law in some way. The Student Code of Conduct seems written to protect the university from legal liability, rather than as a guide for appropriate/ professional behavior, and student misconduct is often downplayed or brushed under the rug, without any consequences. Issues of safety extend beyond the classroom; no training for active-shooter situations on campus has been conducted and crimes occur regularly on campus.

Some of the facilities need a facelift and public spaces in the classroom buildings could be more inviting for students. Also the systems in place that handle HR and academic affairs seem to not function smoothly causing issues for students and faculty. There is a lot of 'red tape' to get through for any changes that need to be made. Also more clarity on the Tenure process as the university doesn't ensure each department treats the process the same. It seems that different departments and schools have certain 'ways' they like to run it and there are comments made to those going through the process about these ways that are contradictory to what others experience in other departments. Also the observation by a peer isn't needed and doesn't serve a robust purpose for the Tenure process.

Stop all of the bullying

Stop hiring high level administrators, hire more T/TT faculty, remove the ineffectual administrators

Stop taking these surveys which mean nothing, they are waste of time, and money, their finding is never made public, the change in policies due to them are never known nor implemented. It is a well known fact that metro faculty salaries are poor, nothing has been done to improve them.

The administration keeps discussing shared governance, but it does not actually implement shared governance. Too many initiatives and mandates come at us from administration without much faculty input.

The dean needs to allow more shared governance between faculty and her. More appreciation for the service one does would be something great to experience.

The XXXXXXXXXX is incompetent and spiteful. This is a woman who has turned several collegial departments into war zones. My hope is that the new president will quickly recognize this and will replace her with a person who believes in uniting, not dividing.

The teaching load is high and the pay is low. Simple as that. Satisfaction would improve across the board, I believe, if people were paid a bit more and/or teaching loads reduced some. In addition, a more liberal tuition reimbursement policy would benefit employees (say I want to take German language classes to improve upon myself as a person - doesn't have to be directly tied to my job here) and their family members.

The University is disability unfriendly. My building (West CR) does not have an elevator. When we had a power outage, there was no way to get to my office. AHEC needs to pay attention to access, and re-think how they might evacuate disabled people in a crisis, fire, active shooter, etc. The SSB is really bad, and it's new.

There is consistently a lack of planning around many of the Health Profession Programs. The Department of XXXXXXXXXXXXXXXX does not have adequate space to fulfill the goals and directives of the University. To improve this issue, consider finding dedicated space for the Department of XXXXXXXXXXXXXXXX, with the appropriate resources to adequately engage and educate future nurses.

Provide discounted or free parking for faculty that do not have other transportation options.

There is too much whining. This is such a great place to work, I just do not understand the whining. I have noticed that if there is an issue or an occurrence that I disagree with, I am allowed to join the process to make things better. People need to understand that they are responsible for their own thoughts, feelings and happiness.

This sounds trivial, but I believe it is quite important -- the restrooms in my building and the adjoining building are old and dirty. If I were a prospective student, I would leave with a poor impression of the university. And as a faculty member, it is a necessity to use the restrooms and I feel undervalued every time!

To attract and retain the BEST faculty, MSU Denver needs to be more competitive with salaries and offer tuition benefits for spouses/children

To replace XXXXXXXXXXXXXXXX who served as an isolated president

True shared governance. New leadership (it's coming). A transparent administration. Higher pay. Full benefits paid 100 percent by the university. The EEO office must get out of the president's office. A 2-2 load instead of a 4-4 load. Fully funded year-long sabbaticals. More funds for scholarly activity. A XXXXXXXXXXX who does her job. Change the Faculty Senate to a University Senate and add the president and provost as voting members.

Tuition benefits for dependents

Tuition benefits for family members. Higher pay for full-time professors. More financial support/recognition from the Colorado State Legislature.
DEEP FACULTY/STAFF DISCOUNTS ON MSU BRANDED APPAREL & OTHER PROMOTIONAL ITEMS WOULD HELP BUILD MORE PRIDE AND THE FEELING OF BEING VALUED BY UPPER MANAGEMENT!

Tuition benefits for family members. This would make Metro more competitive with CU Denver, which has lousy tuition benefits.

upgraded facilities & technology (some of our classrooms are woefully outdated)

We are asked to do a lot of things without appropriate support. For example, we have been asked to turn our face to face classes into online and hybrid formats without any meaningful help in doing that. Other universities give faculty instruction in how face to face and online curriculum and evaluation are different, how they need to be different in order to be effective. Other universities utilize coaches and provide experts in curriculum and instruction. I like the people in the ETC a lot, but they aren't teachers or experts in pedagogy. We are required to present our work at national conferences, but the money we are given for professional development doesn't even come close to covering the cost of even one national conference. I am told that there isn't money to pay for me to do the work I am required to do for tenure and promotion, but there seems to be money to fly members of the administration all over the country and world for this and that. Whenever I hear about those trips I get angry that I have to pay out of my own pocket in order to do the required elements of my job. There seems to be a significant inequity in the work requirements between departments. While I have developed three master's level classes without any compensation people in other departments have gotten support to do this. It just seems that the University says, "Oh, and do this thing (create a new class, present nationally, etc.), but we aren't going to help you."

We have a need for stronger, more open leadership at the department chair and dean levels. Significant distrust and confusion is building due to inadequate communication to all faculty and staff at the same time (different individuals get different information because so much of the information is presented to seemingly random individuals in person). Open communication to all

individuals in writing and/or in meetings that include all of us would assist in improving this situation.

We need more support staff in many places and they need to be appropriately valued. Trying to build new programs is an uphill battle, and with faculty's teaching load being what it is, there really needs to be more administrative support. Also, I am very happy in my current position but in my former department there was extensive ongoing bullying that was brought to the attention of the university according to procedure and never addressed.

We need to be paid correctly.

We need to improve funding resources to increase faculty and staff more congruent with other universities. We are not strong enough online and general lack a share in governance.

We would benefit from an almost complete turnover in upper administration. Our XXXXXX, XXXXXX, and XXXXXXXXXXXX have allowed serious problems to fester, and have demonstrated next to no ability or desire to deal with serious problems. Fewer administrators in general would help, and more faculty serving for limited time as administrators, and then returning to faculty lines would ensure that admin don't become a separate category who have forgotten what it means to be a professor. More respect for faculty and students would be an important start. A lighter teaching load (3/3 instead of the current 4/4) would allow faculty more time for service and scholarship. And better pay for faculty would help to improve faculty morale, which I believe is at a dangerous low.

What suggestions do you have that might improve communication throughout the University?

-Love the new Early Bird format- continue using that to highlight great teaching, important university developments and accomplishments, etc.

1) Transparency. I would do what Google does. They are extremely effective largely because of their "TGIF" (Thank God it's Friday) ritual.

TGIF is a weekly, company-wide get-together started by Google co-founders, Larry Page and Sergey Brin. While it is used as a time to welcome new employees and for senior leaders to present news about Google and Google-related events that have transpired over the previous week.

The highlight of TGIF is the Question and Answer section. This section reflects the leaders' belief that employees should feel comfortable asking even the most senior members of the management team any question and that the executives should talk with employees as openly

as possible.

No question is off-limits. Questions from past sessions include:

"What are Google's growth rate projections?"

"When is Google relocating to Mars?"

TGIFs are webcast to Google offices around the globe and archived for those who cannot make the meeting due to time zone or other scheduling challenges.

2) Clarify our mission as an institution, and address the elephant in the room - our transition out of being a teaching university and shift to more research

365 program for chairs were we discuss more feedback on these issues in the survey; bullying, harassment, shared governance, community engagement and resources. Faculty have little or no ability to effect where the ship is heading.

?

A communications department that wasn't run as a fiefdom by overzealous leadership that treats faculty as though they are not intellectually capable of making any marketing and communication inputs.

A complete overhaul of senior administrative staff.

a completely transparent and open communication policy that alerts faculty in a timely manner of all processes in the university, and elimination of the board of trustees.

A friendlier climate in my department

A less back-breaking teaching load. Seriously. We're all overwhelmed most of the time with everything we have to get done. I'm really not so sure that efforts at communication are insufficient; it's just that everyone's too busy to pay careful attention to most of the communications that come our way. Inviting people to learn more about new developments or weigh in on institutional issues doesn't really do much, if they don't have the time to spare for it.

A public address system for campus emergency notifications. Not everyone has, or uses, the RAVE system.

A reorganization of the administration to eliminate redundancy and mandates that would ensure that upper level administrators maintain close connections to the day-to-day mission of the university, namely classroom experience.

A University blog for faculty?

Administration and the "higher ups" seem to stay in their cave in SSB. They need to be more visible.

Access to the president/ upper leadership.

Actually be inclusive with Shared Governance. Most summers around here have the administration making pretty significant changes that directly effect faculty without our knowledge. When we return for the fall semester there is usually something decided on that makes us scratch our heads. However, the big thing is having "email as the official form of communication." Email is overused and there needs to be a portal of information that keeps things archived and is accessible at the desktop or mobile device. Take the new advising technology. An email gets sent out that might include instructions on how to do something. These emails come and go, get lost, filed away and aren't even saved after two years...The amount of email sent daily makes it impossible to keep up with and maintain.

Actually read Chair/Dean evaluations. Investigate if any red flags appear!

Administration being cognizant of the teaching day, not setting major events up that are across the prime teaching time or force faculty and staff to extend their day

Align the varying administrative departments so that the 'right hand' knows what the 'left hand' is doing. Pilot new programs rather than learning about the unintended consequences once a program is firmly in place.

Allow for real feedback that won't result in retaliation in situations that it is easy to figure out who complained.

Another good question that deserves more time to reflect on.

At a University, all ideas supposedly are to be considered. Speech codes and politically correct codes, stated or otherwise, (an anathema to a free people), however are the norm. When "conservative" or "religious" speakers are invited to speak here, there is always an outcry against them as opposed to liberal or secular speakers (the great majority). Meanwhile, we claim "tolerance" and "diversity." We claim a diverse faculty, but what is the political diversity or religious diversity among those employed here?

Benefits. The fact that we don't have access to PERA, don't pay into Social Security, or don't have free tuition for family is egregious. Our health insurance is insanely expensive as well.

Better communication between the hotel and the faculty - when organizing a conference for students we are faced with general and frankly very high rates for lunch and rental A/V equipment. Metro events hosted by the Springhill hotel should have special rates and discounts.

Changes that groups should have input on (for instance, timing of new process roll outs or changes in areas like the First Year Experience) should be communicated to all faculty (not just task force members or department chairs) well in advance of said change and there should be a clear way to provide input. Finally there should be clear communication of what input was provided and how it was incorporated or why it was not.

Communication channels are "there" but as noted above, there is simply so much going on that it is difficult to keep up with it all, much less contribute thoughtfully and purposefully to all of the various conversations.

Communication is generally quite good.

Communication is great but you can't make people read or open emails. People that complain about communication issues are just not paying attention. You can lead a horse to water....

Communication is not the problem - the relative lack of shared governance, particularly of faculty involvement in all decisions impacting instruction and curriculum, is the problem

Communication is not the problem. Faculty are severely overworked, and faculty knowledge too often ignored. The problem isn't communication--it is the top-down model and the lack of true shared governance.

Communication is very good.

Communication seems strong.

Communications have continued to deteriorate over the past several years, regardless of suggestions made within this box.

Cut down on inessential emails.

Department chairs could drop by our office, deans could drop into department meetings, provost and AVPs could drop by department meetings. Face to face discussions trump wordy emails.

Eliminate unnecessary administrative activity. The administration needs to be streamlined so that its efforts support, and only support the education mission of Metro. Any other activity is a waste of money.

Expand Met Media to include more live broadcasts/livestream events.

Faculty, Staff, and Student autonomy.

Finalizing and testing new processes before implementing them. It always feels like we are still building the plane as it's taking off.

Fire the XXXXXXXXXXX and XXXXXXXX.

Divide the XXXXXX Department into two departments. It has been a hostile work environment for years. The administrators are well aware of this and have done nothing to fix it. Even the recent restructuring is not being enforced.

Actually allow faculty to have a voice on hiring any senior staff. Faculty did not get to meet with presidential candidates or be significantly involved. Only a few pet professors.

Full Transparency at all levels; open meetings that are transcribed and recorded; true shared governance; real programs and policies to retain diverse faculty

Get rid of SIP.

Greater presence of upper administration. They seem to work in a bubble in SSB.

higher morale of professors

Hold important town-hall meetings for input at reasonable times, not 7am on a Tuesday when people are trying to get their kids off to school. The frequent scheduling of meetings at inconvenient times does not send a message of inclusivity or welcome. Regular opportunities to meet with the dean, provost, and president would be appreciated; most of us rarely see or come into contact with these supervisors beyond the pages of our PTR letters in Digital Measures. There are a number of things that could be done to make it seem like the leadership is encouraging faculty input, rather than tolerating it in small measure under the guise of "shared governance."

Hopefully the new president will make this much needed improvement.

I do not feel as though communication has been lacking within the University.

I don't know about everyone else, but I am just too busy to have time to communicate. The work load has increased dramatically since we are expected to teach hybrid courses these days (I still have to spend just as much time as ever associated with meeting my classes, and I now have to, in addition, create and maintain online enhancements in order to keep my students, who often miss classes, happy. It's like teaching a sit-down class AND teaching an online class. Teach two, get credit for one.

I don't know.

I don't know. It seems to be reasonably good now.

I fully recognize that senior administrators have busy days, however, I worked for another institution in which the upper admins made a distinct effort to be available to the faculty and students OFTEN. Even the president of the university would be seen in the quad playing frisbee with the students or sharing a sandwich with a passing faculty member. It was so nice to have those interactions and made communication a lot easier.

I often miss events that I would love to attend or share with my students that I had no idea were even planned. The early bird is good but perhaps if it was larger and contained all upcoming events?

I tend to read most of what communication comes out through the university. So, I am not sure that I would want more.

I think communication is pretty good, myself. I read the Insider and the Early Bird and I watch the Vimeo weekly recaps.... I also usually read the Metropolitan Denver Magazine cover to cover.... Actually, I'm kind of an info-and-news junkie, so I find the many avenues of communication currently are more than sufficient.

I think there is enough communication; it's often hard to see follow-through.

I think we are informed at a satisfactory level regarding issues or concerns at the University. Perhaps increased communication regarding events on campus? Occasionally I see things happening on campus that I had no idea were happening.

I would prefer Opt-in/Out options for campus communication. Half of my junk mail is internal athletics...

I'm satisfied with the current methods of communication.

If bullying were taken seriously from top administration. It is NOT. They simply sweep it under the rug and hope it goes away. Lots of retaliation

if the senior administration has specific requirements then make it clear for all departments; some of the "mandates" for our department are supposedly made by the senior administration but when talking with other departments they do not have the same requirements

In trust among to constituency especially the President and faculty

Involve faculty in important decisions - like the entire hiring process of a new president.

It is completely non-existent: start over again from ground zero.
EXAMPLE: email system usable only by top-level idiots to send endless propaganda. Here communications is nothing and marketing our brand (falsely) is everything. Hurray!

It is very difficult with the tight control over email that MarCom has to get the word out about events and opportunities. I'd like a clear way to share information with employee groups.

Just communicate more - especially within the college.

Latest ones are good

less politics, more face to face communication, fewer cliques.

Listen--as new President begins, listen deeply and carefully, without threat of retaliation.

Listen. Most information seems to be top down with little or no input in some policy changes from the faculty. Don't take faculty proposals as a threat, but treat them as though they are as important as your own proposals.

Listening the voice from small departments. Limits the term of faculty senators.

Look at revered institutions and copy what they do.

Mediation services be required when departments have conflicts; all conflicts taken seriously and faculty helped to manage them.

More communication between faculty and admin.

More communication from senior leadership and legal office about ongoing issues.

More interactions and proper implementation. Administrator must feel the faculties are heart and soul of this knowledge transfer.

More involvement from faculty and students in communication process. Greater open door policy and transparency in communication process.

More knowledgeable and effective administration.

More opportunities for small group and one -on - one conversation with senior administration

More real discussion of issues; Less fear mongering and the ridiculous fluff of the "daily" and the god-awful "early bird". These things make people disengage instead of providing any real information.

more transparency.

MSU Denver markets itself as an institution that encourages students to graduate as fast as possible; an unfortunate consequence is that through advising, it discourages intellectual curiosity, in particular with regards to the humanities.

Need significant leadership training.

Newsletters/bulletins from upper administration, faculty senate and Deans about what is happening at the university.

no more mass emails from staff in senior administration offices without identifying information.
no more early bird-it's insulting. senior administrators could perhaps attend dept.
meetings/initiate more informal conversations with various constituencies.

no one can make people consume information. Perhaps if there was a hierarchy in the way
information is presented, such as "Urgent", "Important", "For Further Discussion"...

none

None at this time.

None, it's too big now.

None.

None.

None.

None. I think this university does and exemplary job communicating. I really like the Early Bird!

None. Communication seems to work well, and where it is sub-par, solutions are consistently sought to overcome deficiencies.

Not sure

not sure

not sure

Nothing I can think of at the moment.

one of the things that drives me crazy is when there is a search for a like an AVP or a director and you don't know who is on the search committee; that makes it seem secretive and exclusive. When there are searches, that information should be readily available to everyone in the campus community

Open and honest communication without back-door dealings.

OPEN COMMUNICATION ABOUT SALARIES AND OTHER FACULTY PERKS. Rumors are FAKE NEWS.

peer evaluation that crosses departments

Promote transparency in communication between the Board of Trustees, senior leadership team, and faculty, including Faculty Senate. Also, many associate provosts and associate deans are involved in projects and initiatives that are not widely publicized on campus. I would recommend newsletters or some periodic update about their initiatives. I've worked here 12 years, and I don't know what AVPs of Faculty Affairs or Innovative Learning or Enrollment Management do. I would be happy to support their efforts if I knew how.

Recognize that communication is not just information sharing....we do a LOT of that. Add more opportunities to discuss and debate ideas. Change the culture from conflict averse to recognising the value of conflict for uncovering issues and creating new ideas.

See #1 above.

Shared governance has improved a great deal since XXXXXXXXXX and XXXXXXXXXX have been here. I am very pleased with the more transparent nature of university governance.

Stop assuming more information = better communication. Important communication, among faculty, staff, and students, gets lost in the cacophony of noise--irrelevant information or multiple, sometimes mixed messages. Coming up with a clearer plan for who is responsible for communicating what, to whom, and through what medium is critical. Students, in particular, are just tuning us out, so that we have fewer effective mechanisms for communicating important ideas. We, as faculty, are similarly drowning in a sea of irrelevant or unimportant communications, so that we can't pick out the important information from the noise.

Stop focus communicating irrelevant stuff, such as XYZ is retiring, or ABC has a Baby Shower. Make administrators available for faculty input, not just listening and brushing off ideas but showing that these ideas were considered and discussed.

Stop holding us to a military-style communication hierarchy. A faculty member should be able to talk about meaningful ideas or concerns to a dean, for example. When we vote as department faculty on matters that directly impact us, our input should be respected by the next levels up, not actively circumvented. We should have a pathway to communicating past a willfully obstructive chair.

Stop internal email spam.

stop the meaningless feel-good propaganda that passes for news. It makes people take the institution less seriously and listen less when something of consequence is reported. The Early bird is insulting propaganda at worst and just plain daily spam at best. Just stop the noise.

Targeted communication -- it's very easy to get "mass email fatigue". When I'm received multiple emails a day about things that do not concern me, it makes it harder to notice which bits of information are essential. The average american worker receives 121 emails per day.

The administration does not demonstrate "shared governance" or "respect" for faculty of color. There are too many lies to cover up what the administration is doing and how unfairly we are

treated. Many of us do not trust the senior administration at all. They will get rid of all of the faculty of color if they can and that will hurt the students of color tremendously.

The administration is sequestered in the Student Success Building. That building must be turned over to the students. It's not called the president's building. The administration must be near, in and among the faculty. Change the Faculty Senate to a University Senate and have the president and provost as voting members.

The daily news thing is not very useful. A weekly newsletter might be a better method. Especially if it put the news INTO an email instead of in a format where we have to click to open up each individual story on individual pages. Put it all together. Also, please let us email students directly about events that are happening--removing the portal system greatly affected our ability to let them know about exciting activities they might want to participate in. Also, please encourage others to email students DIRECTLY instead of emailing faculty all the time and saying "please share with your students"! If email is the official communication channel of the college, then everyone should be able to reach everyone (including students directly) that way. If students don't want to read the emails, they don't have to. But please give us back the direct access.

The goals of faculty and administrators have never been so divergent. Transparent communication about why more and more resources flow to administration and less and less concern exists for the teaching/learning process.

The Marketing and Communication office engages too much email and messaging, with too little communication. Sending email or newsletters is not communication. A radical reduction in the mass emailing at MSU Denver and a focus on actual communication, with a volume and content, that faculty and staff can give time to digesting.

The most effective mode is our faculty senate representatives. I honestly do not have the time and space to carefully read all the emails that come from the university from all the various offices. I try.

The move to the Early Bird electronic newsletter was a big help. It would be beneficial to continue to provide actual information to the University community and to move away from promotional pieces from Marketing and Communications.

The president's office has been insulated from the rest of campus, to say the least.

The university communication team appears to be following best practices and incorporating new ideas as appropriate.

There are several communication channels already; however, there are always going to be some people who do not voice their opinions or do not feel heard. Creating mechanisms to hear the quiet voices is a challenge...

There is a supreme lack of trust in this institution that begins in departments and gets worse the higher up the chain you go. This needs to be addressed first. I recall that several years ago the university was pushing "the democratic workplace" and "transparency" as its buzzwords and yet decisions were still being made by a select few behind closed doors, announced to the community when the decision was already being implemented, and generally imposed upon us from above.

This is a major challenge. There are a lot of people and a lot of moving parts! Direct emails from the department chair, dean, and provost on certain issues seems to work; communicating through the department chair works, too.

To actually communicate, and to communicate in a timely manner.

To borrow a phrase, only speak when it improves the silence

Too much daily email from so many offices.

Transparency and Integrity

Transparency in decision making processes at dept chair, dean, and provost levels.

Unnecessary communication should be cut down.

Well when what is being communicated amounts to Orwellian propaganda and spin, it hardly matters. This institution is a house of cards founded on the lies of senior leadership.

When there are big news issues, send out individualized comments right away form upper admin and ALL deans to students.

What suggestions do you have to improve the practice of shared governance at MSU Denver?

A clear and consistent definition of the term, and its practice clearly and consistently across the university

A less high handed administration.

Actually apply faculty senate suggestions instead of pure "advisory" role; hold chairs and admin accountable to students and faculty who serve students; have a bottom up model serving students well and clearly established

Actually do it.

Actually do more of it

Actually include faculty in the decision-making process. And not simply a couple of faculty who people in the administration like.

Actually let faculty vote and give that vote meaning,

Actually practice shared governance. There is a lot of talk about shared governance, but not much practice in it. Walk the talk.

Actually solicit faculty feedback on important issues and allow a variety of mechanisms for response (direct email, in-person meetings, etc.). Sending out the occasional survey or hosting an early morning breakfast to make an announcement doesn't seem like a genuine attempt to include faculty. Subsequently, faculty stop providing input when we don't feel that it's going to be considered. It would be nice to see a demonstration of how shared governance has actually impacted the university (its mission, goals, programs, etc.). If there are no direct results stemming from the discourse of shared governance then what is the point?

Adding a staff trustee to the Board of Trustees and letting that person and the faculty trustee have a vote on the Board.*

Administration loves to run to shared governance as a scapegoat for not taking action. But, when senior leadership wants to take an action, there is no mention of shared governance.

Shared governance is not just a handy excuse for dragging your feet. It means listening and acting. The these are not always in congress.

Administrators should be put in place who've actually been in a classroom.

Again, I don't know that this is a big problem at the moment.

Allow more direct feedback from individual faculty members, like online polls and conversation opportunities, rather than just committees reporting what faculty members think.

Be consistent with what is put through the shared governance process. It seems that from time to time administration has something they are passionate about that gets implemented with no input or feedback from faculty or staff. Either it's shared or not.

Besides a crushing work load, particularly for faculty whose specialties have us in the classroom far beyond "normal" teaching hours, shared governance is the area making life at MSU Denver hardest. Our votes don't count and our voices don't count. Changing this will take a core-level adjustment in institutional culture.

Checks an balances. Its worked elsewhere. At metro the administration runs everything and even that is not enough for them.. They now want to take over the faculty senate as well.

Clarify what 'shared governance' actually means and implies.

Communicate about decisions and reasons behind decisions.

Do it for real rather than making it look good but with no substance.

Do it. Actually do it instead of talking about it and stating that it is done here. It is and it is not. Eliminate the times when it is not. Easier said than done...

Do it. Be more transparent and include more faculty.

Don't make decisions without a vote from faculty. Send more surveys to show that you value our opinions.

Don't share governance. Let the president and senior leaders take full responsibility. But strengthen the peer evaluation system and let faculties to be part of it.

Eliminate the board of trustees.

Everything at metro is top down. Flatten the institutions hierarchical structure as so many other businesses and Universities have done. The Provost and the President decide all and they have little or no expertise in matters like IT, Student services, Admissions and many of the other divisions that report directly to them and are floundering

Faculty are the core of the university, when decisions are made that affect faculty without their input - it hurts the mission of this institution.

Faculty senate votes wouldn't just be ignored. Faculty's preference polls for department chair would be binding and not ignored years on end. Bully's wouldn't be promoted to administrators.

Faculty, Staff, and Student autonomy.

For the administration to really engage with the faculty and give the faculty a voice in important matters

From my perspective, there seems to be a wide gap between the Board of Trustees and the Faculty Senate. Are there ways to give those two groups opportunities to work together more and get to know each other?

Give faculty a real voice in important decisions.

Give faculty real power versus fake power via Faculty Senate. Be clear about what we do and do not have control over. It seems like our university wants to give us faculty the appearance of control without actually giving us control.

Governance should not be shared with Category 2 faculty, who are not always carefully vetted and do not have a long-term stake in the institution.

Governance would be improved if they actually practiced it, instead of giving simple lip service. The prevalent attitude is that administration knows better, since they are administration. Bottom up ideas rarely see the light of day if they haven't been generated by administration

Graduate College and graduate leadership. Bootstrapping everything including graduate programs SUCKS! Faculty pay the price.

Have faculty and administration jointly participate in decision making. Currently administration omits faculty and faculty senate omits administration, creating a very dysfunctional governance structure.

higher morale of professors

hiring a president with very little input from general population and being given the finalist with no room for discussion is NOT SHARED GOVERNANCE. Stop making decisions at the AVP level regarding policies that disproportionately affect advisers/faculty, ie degree exception form. Shared labor and unshared compensation does not equal shared governance. Hopefully under the new president, we will have an opportunity to redefine what that means.

I am aware of the many initiatives to improve shared governance, but they either are implemented with little effectiveness or sit in committees. Without more effort on all sides to commit to shared governance, I have no suggestions for improvement.

I do not think it exists, so hard to improve. Administration has final say on all matters on significance.

I don't completely understand this concept at this time, but I am a fairly new tenure track faculty member.

I don't even know what it's supposed to look like.

I don't know the answer to this one, honestly.

I know that there have been some efforts put into place (such as the President's Cabinet. I think the leadership of the Faculty Senate is a bit more stable and maybe less problematic than it was before - So hopefully these will help.

I prefer a small window to provide my input on a topic and then a group make the decision. I believe we talk too long about topics, which leads to a failure to move forward in a timely manner. Everyone on campus needs to understand shared governance means we all have the

opportunity to give input; it does not mean we all get what we want. So basically stop worrying about making everyone happy and make decisions faster.

I really appreciate the Provost lunch program with faculty. Opportunities like this to know upper leadership should be more available.

I still don't see that faculty have a voice that is taken seriously. Still top-down command and control culture.

I suggest we use the standard AAUP definition rather than creating a new definition. While staff and administration voices are crucial to making good decisions and effective procedures, their relationship to the concept of shared governance is different. Supporting a democratic workplace is a great goal, but it is different than shared governance and, currently, I'm still not clear how MSU defines shared governance.

I think faculty senate is doing a great job!

I think I know what this is, but I don't think that is clearly practiced. Often issues are decided upon without knowledge of the faculty or committees or task force groups are formed without knowledge of the faculty.

I think it was and still it is a good idea to have interdisciplinary gatherings (Lunch with the provost, coffee with the dean, etc).

I think some faculty take shared governance WAY too far. Administration should not need to ask permission of faculty for each and every decision they make.

I think the time has come, first of all, for a recognized faculty union, with a negotiated contract for faculty, including step raises.

Administrators need to stop trying to remake the wheel to justify their positions, but instead realize that the university must be faculty and student centered.

The Board of Trustees needs to give a vote to the Faculty Trustee. Not giving the Faculty Trustee a vote demonstrates a profound disrespect for faculty knowledge.

I understand that sometimes shared governance is not always possible. That is ok, but please don't call it "shared." Just be clear. Otherwise, it sounds false.

I would like to see people consider other's ideas in constructive ways. But, ultimately, decisions have to be made so we can't spend years debating the same issues.

I'm not sure. Shared governance is important, but so is letting administrators do their job. We have faculty over-involved in some areas, and just too many meetings overall.

If bullying were taken seriously from top administration. It is NOT. They simply sweep it under the rug and hope it goes away. Lots of retaliation.
Shared governance is a joke at this so-called university. There is none

Improve trust

In trust among to constituency especially the President and faculty

Include ALL of AAUP. 1. Faculty Trustee to Board of Trustees MUST have voting rights. 2. Student Trustee to Board of Trustees MUST have voting rights. 3. Preference votes should be common and should be binding, e.g. vote for department chairs. Appointments should be the exception, preference votes should be the norm.

Include people besides senior administrators and their hand-picked pet committee members. It isn't shared governance if you don't allow people to elect their representatives.

Involve Members throughout the process

It doesn't appear that the President or Provost really value shared governance and it seems they are particularly dismissive of faculty.
For example, don't create a hand-picked "appointed" task force on shared governance; that's autocratic. It seems such a task force's members should be selected by their peers - that's democratic.
More importantly, any task force or committee that impacts instruction or curriculum in any way should have its majority of members be T/TT faculty. The present administration has a tendency to form these groups with large numbers of administrators and staff and does not communicate the formation of these openly and effectively (e.g., announcing the formation with formal charge, meeting times, agendas, meeting minutes, etc.)

It is a total and inept joke: start over again from ground zero.

It still seems like decisions are made higher up and just dictated down to us.

Let the union vote.

Listen to recommendations of senate and not ignore.

Make the faculty senate less powerful. Put more power in the hands of the individual schools and colleges.

Meaningful shared governance, such as faculty member(s) on Board of Trustees with voting rights. Participation or notification are NOT shared governance. Having a meaningful share in the voting and decision-making process is shared governance.

More knowledgeable and effective administration.

More transparency and more time to implement (and actually test the effectiveness) of major changes that seem to be constantly occurring.

More transparency from the admins.

Move from a Faculty-only Senate to a University Senate model. Bringing together faculty and administrators to discuss issues in a way that promotes and facilitates a genuine dialog makes decision-making more transparent, more nimble (reducing time for communication from administrators to the EC, to be brought to full Senate in the next meeting, etc.), and more truly shared. Everyone should start with the assumption that others are acting in good faith until they are given evidence that indicates otherwise, rather than assuming that people have ulterior motives.

NA

none

none

none

none

None

None

None

none

none

none - not involved

None at this time.

None, as I don't know enough about it.

None, as our President has announced his retirement and he was the main problem with shared governance. With his retirement and a new president, hopefully we will practice what is on paper instead of disregarding shared governance completely.

None.

None.

None.

None.

None.

None.

Not much, shared governance is not always needed. Metro has sufficient of that

Not sure

not sure

Not sure.

Open and honest communication without back-door dealings.

People who model shared governance on a daily basis

Practice what we preach.

Quit diluting faculty rights in the Handbook for Professional Personnel. Faculty should be able to elect their Dept. Chair., not the Dean. We know our own faculty best.

Create standard list of disreputable publishing places so faculty don't get tenure/promotion denied when they put in good effort.

Require that all reviewers of teaching performance visit the classroom.

Too many levels of review for tenure. Faculty Committee and Chair should suffice. Only use Faculty Senate if the two are in disagreement. Skip LAS Committee, Dean, Provost. They all side with Admin anyway.

Do not permit student random comments in the faculty evaluation. These should only be seen by faculty. Some are total fabrications.

Use additional metric in faculty evaluation other than student evaluation - like student performance in subsequent courses. Also, use student letters and graduate school stats.

Keep the use of 80% of median score 4 or more as SRI standard. It is much fairer than mean.

Read the definition of it. Apply it. Stop lying about everything and covering up your unfair decisions. Faculty morale is low because the senior administration is morally bankrupt.

Unethical decisions are being made daily.

Recognize the union as the bargaining unit for the faculty

Give faculty a stronger voice in all decision making

Require chairs to give faculty more voice and control of their own departments

Recognize who is impacted by decisions and include representatives from each of those entities in changing policy or procedure.

Regular communication, perhaps through the website, about current issues with a mechanism for feedback

Regular connection with academic departments by upper administration. The very hierarchical structure currently in place is old school and ineffective. It's hard to believe that the upper administration has any real idea of what the majority of faculty and staff really think or even what's happening in their areas.

Remove Faculty Senate from RTP process as recommended in recent report.

Remove the Faculty Senate. It is composed of untenured new faculty who are told they have to be there to get tenure and of older faculty who have lost interest in their discipline and don't know what to do with their time. The Faculty Senate promotion committees, especially, have become a weapon against faculty rather than a protector of them.

Review best practices at other institutions and emulate those.

Same as above: a less back-breaking teaching load. It's hard to participate meaningfully in shared governance when there's no time for it. And I speak from experience: several years on major Faculty Senate committees -- with no course release, even for leadership positions -- paired with all the usual departmental service responsibilities -- just about killed me. Now I, like many of my colleagues, have become much more careful about my service commitments. And proper shared governance requires more.

see above

See previous answer.

Senate attends trustee meetings not just the open forum

Senior administration need to actually listen and consider the opinions of faculty when it concerns the areas of curriculum and degree/certification programs.

Share examples with faculty when this practice does and does not work in a mindful, respectful way so that the process becomes more transparent.

Shared governance is alive and well at MSU Denver. It is an easy scapegoat.

Shared governance seems to be important to administration in word, but not in practice. You cannot hand pick the individuals on the shared governance task force that agree with your position and call it shared governance. The faculty need to select who is representing them on the shared governance task force.

Stated in item 3 above. Hold chairs accountable for discussing, clarifying and verifying faculty voice in each major decision.

Stop having decisions announced as a done deal, actually follow a process of inclusive consensus building.

Stop the practice "talk for talk" only. Value the faculty suggestions and voice.

The administration is sequestered in the Student Success Building. That building must be turned over to the students. It's not called the president's building. The administration must be near, in and among the faculty. Change the Faculty Senate to a University Senate and have the president and provost as voting members.

The Board of Trustees just hired a new president with essentially no input from faculty. Share Governance is at best a false promise. And even when faculty get the opportunity to participate in shared governance we still have to meet all the responsibilities of a full teaching/service/research work load. It's simply too much work. Hire more faculty. Provide faculty with periodic reassign time to participate in shared governance in an effective way. Consider the research strengths of faculty and how they can use those in pursuance of shared governance. Right now moral is very very low among faculty regarding shared governance. The presidential search being a prime example.

The Board of Trustees should adopt the following Faculty Misconduct Policy Proposal; Passed by the Faculty Senate (94% - 6%):

XV. TERMINATION OF FACULTY APPOINTMENTS

C. Dismissal of Faculty for Cause

1. g. Unprofessional conduct. . .

2. a. Professional Conduct: Lists of specific unprofessional or unethical acts that would subject a faculty member to dismissal are inevitable incomplete or susceptible to overly broad or narrow interpretations. Therefore, faculty shall be guided by a common sense interpretation and application of the general standards of professional conduct summarized in this section relating to academic responsibilities and responsibilities to students, colleagues, staff and the University, as well as responsibilities as citizens. The University hereby adopts and incorporates by reference the AAUP's 2009 revised Statement on Professional Ethics as the standard against which faculty conduct will be measured.

3. Notice of Dismissal of Faculty for Cause:

a. Time of Notice. After all procedures outlined in Section XVII have been completed, notice of

dismissal for cause may be given at any reasonable time.

XVII. DISCIPLINARY PROCEDURES AND SANCTIONS

A. Disciplinary Procedures

1. Coordination with Grievance Procedures [NOTE: This also needs revision, to clarify affirmative action vs. non-affirmative action rules and procedures. That language probably needs to come from the Office of Equal Opportunity.]

BEGIN NEW SECTION This is proposed to replace existing Section XVII A 2 through A 4.

2. Investigation (Non-Affirmative Action Matters)

a. Conflicts frequently can be resolved if the parties involved communicate their concerns, listen to each other, and show a willingness to compromise and/or change. Often conflicts can be lessened or prevented by clearing up misperceptions and misunderstandings. It is the goal of this procedure to resolve complaints at the lowest possible administrative level.

b. The initiator may withdraw a professional misconduct complaint at any time by notice, in writing, to the level where the complaint currently resides. A professional misconduct complaint may not be reinstated once withdrawn.

3. Informal Proceedings

a. The initiator must begin informal resolution within 30 days of the time he/she first became aware or reasonably should have become aware of the alleged professional misconduct violation or within 30 days of his/her knowledge of the most recent incident in a series of related professional misconduct actions or decisions comprising the complaint.

b. To begin the informal process, the initiator must state his/her concerns in writing. The letter must include a description of the alleged professional misconduct impropriety including the date it occurred and/or the date the initiator became aware of the occurrence; the University policy, procedure, standard, or established practice supposedly misinterpreted or violated if the concern is procedural in nature; the name(s) of the person(s), responsible for the alleged impropriety; factual and other data that the initiator deems pertinent to the complaint; and the remedy sought. This letter should be sent to the initiator's Dean if both the initiator and the respondent are within that Dean's responsibility; if not, the letter should be directed to the Provost or his/her designee.

c. If the initiator does not receive a written response to his/her concerns within the time limits specified or if the initiator disagrees with the Dean's or Provost's findings, conclusions, proposed actions, or actions then the initiator may continue to pursue informal resolution of his/her professional misconduct complaint through the Faculty Professional Conduct Committee by filing a copy of his/her complaint with the committee chair.

d. The Chair of the Faculty Professional Conduct Committee (or his/her representative) shall meet separately with the initiator and the respondent(s) to discuss the grievance and clarify the procedure. In these meetings the Chair shall attempt to find a resolution that would avoid a formal hearing. In so doing, the Chair might (but is not required to) hold a joint meeting with initiator and respondent(s) or offer a remedy that both might find satisfactory.

e. Each level of the informal process must be completed within 10 working days from the time a written complaint is received unless an extension of time has been granted.

f. The initiator and the respondent must be informed in writing of the outcome at each level of the informal proceedings including the findings and any actions that are proposed, have been, or will be taken.

g. If the initiator does not receive a written response to his/her concerns within the time limits specified or if the initiator is not satisfied with the outcome of the informal process, the initiator may pursue resolution of his/her professional misconduct complaint through formal proceedings.

4. Formal Proceedings

- a. Before requesting a formal hearing, an initiator must try to resolve the professional misconduct complaint through the informal process. To begin formal proceedings, the initiator must petition the Faculty Professional Conduct Committee in writing of his/her intentions no later than 30 days after receiving notification of the outcome of the informal proceedings or 30 days after it became clear that a response was not received in a timely manner.
- b. The complaint must include the information requested in Section XVII.A.3.b, and must state why the initiator is unsatisfied with the outcome of the informal proceedings. No new concerns or professional misconduct complaints may be added. The complaint must be accompanied by copies of all correspondence concerning the complaint that the initiator sent or received during the informal proceedings.
- c. The chair of the Faculty Professional Conduct Committee (or his/her representative) shall constitute a three member Screening Committee drawn by lot from the members of the Faculty Professional Conduct Committee. No one may serve on a Screening Committee who is employed in the same academic department as the initiator or respondent or who has a conflict of interest with either party. If the chair is from the same academic department as either the initiator or the respondent or has a conflict of interest with either party, then an acting chair shall be drawn by lot from the eligible members of the Faculty Professional Conduct Committee.
- d. From the Screening Committee's membership, a chair shall be selected to conduct meetings and issue all communication on behalf of the Committee.
- e. The Screening Committee shall inform the respondent of the complaint and shall request a response from the respondent within 10 working days of the notification. The response must include factual and other data that the respondent deems pertinent to his/her defense.
- f. After reviewing the materials, and interviewing the initiator and respondent if considered necessary, the Committee must conclude one of the following by majority vote and convey its decision to the initiator and respondent within 30 days of receiving the complaint:
 - (1) The initiator either did not begin or failed to complete the informal process within the allotted time. No further action is warranted.
 - (2) The time allotted has not expired, and the initiator either has not completed the process for resolving complaints informally. Therefore, prior to being eligible for consideration for a hearing by an Screening Committee, the initiator must complete the informal process within the allotted time.
 - (3) The informal process was completed, and the nature of the professional misconduct complaint is not grievable, or the alleged actions do not constitute professional misconduct, or sufficient grounds do not exist to substantiate the complaint. No further action is warranted.
 - (4) The informal process was completed, and sufficient grounds exist for initiating an investigation. This is not to be construed as a judgment of guilt or innocence, but simply as an assessment that the complaint as presented meets the minimum standards to proceed to the next level of responsibility. In order to advance to a formal hearing, the Screening Committee must determine that: (a) the behavior alleged could potentially constitute professional misconduct and a further evaluation is needed, and (b) the initiator has standing and knowledge to bring such a complaint and sufficient evidence exists to warrant further investigation.
- g. The responsibilities of the Screening Committee are:
 - (1) To review the written professional misconduct complaint and determine whether the alleged behavior does constitute professional misconduct.
 - (2) To hear statements from the initiator and the respondent. The Screening Committee may also invite information from any other persons who may be able to clarify issues pertinent to the grievance, if considered necessary.
 - (3) To report its findings and recommendations to the initiator and the respondent.

h. The Faculty Professional Conduct Committee shall consist of a minimum of 7 (seven) members with at least one representative from each principal academic subdivision. The members of this Committee shall be chosen in the same manner as members of the Faculty Senate Retention, Tenure and Promotion Committee. Membership on the Faculty Professional Conduct Committee shall be open to all tenured faculty members.

5. Investigative Committee Process

a. If a complaint is determined by the Screening Committee to be eligible for further investigation and a formal hearing, it shall be referred to an Investigative Committee composed of members of the Faculty Ethics Committee. Members of each Investigative Committee shall be selected as follows:

(1) Each formal hearing shall be conducted by an impartial Investigative Committee of five faculty members drawn from members of the Faculty Ethics Committee.

(2) No one may serve on an Investigative Committee who is in the same academic department as the initiator or the respondent, nor shall prospective Investigative Committee members serve if they have a conflict of interest with either party, and members of the Faculty Ethics Committee are expected to disclose any potential conflicts of interest to the committee chair. In addition, the initiator and the respondent each may exclude up to two members from the slate of prospective panelists. If fewer than five members remain, the hearing may be conducted by a three-member committee.

(3) If the provisions of membership (above) result in a situation where additional panelists are needed to constitute an Investigative Committee, the chair of the Faculty Ethics Committee shall inform the Faculty Senate President accordingly. The latter shall request additional faculty members, elected by the Faculty Senate, in order to constitute a committee. Panelists so selected must meet all of the criteria stated above.

(4) The chair of the Investigative Committee, who shall be selected by the committee from its membership, shall be responsible for conducting meetings and issuing all communication on behalf of the committee.

b. The formal hearing shall begin no later than 30 days after an Investigative Committee is constituted.

c. The hearing shall be open only to the participants unless both the initiator and the respondent request otherwise.

d. The initiator and the respondent each may invite up to two faculty, staff, or colleagues to serve in an advisory capacity. Advisors who are not attorneys can be present throughout the hearing to provide support and advice to their advisee and/or to observe the proceedings. However, they may not provide testimony, make statements, or otherwise participate in the hearing, except that the closing statement for each party may be delivered by the party or by one of that party's advisors.

e. Both the initiator and the respondent may present oral and written statements, question each other, introduce witnesses, and question all witnesses.

f. The order in which the various elements of the hearing occur shall be as follows. The panel also may set reasonable time limits in which these elements must be completed. Information concerning the order of hearing and the time limits, if the panel chooses to set them, should be sent to both the initiator and the respondent at least one week prior to the hearing.

Order of events at the hearing:

a. Opening statement by the Investigative Committee

b. Opening Statement by the Initiator

c. Opening Statement by the Respondent(s)

d. Presentation of Witnesses by the Initiator

- e. Presentation of Witnesses by the Respondent(s)
- f. Presentation of Witnesses by the Investigative Committee
- g. Closing Statement by the Initiator
- h. Closing Statement by the Respondent(s)
- i. Closing Statement by the Investigative Committee
- g. Questioning of witnesses shall proceed as follows: Questions by presenter, questions by other party, questions by Investigative Committee; repeated as necessary. Each witness may be present at the hearing only when he/she is making a statement or being questioned. An advisor may not also be a witness, nor may a witness be an advisor.
- h. The Investigative Committee may question all participants speaking at the hearing as well as ask for additional information. The Committee also may call and question witnesses. In addition, the Committee may stop the presentation of information it deems irrelevant to the allegations.
- i. No new allegations may be introduced into the hearing.
- j. All Committee members, participants, and advisors must respect the confidentiality of the information and records introduced into the hearing.
- k. The Investigative Committee's decision must be based solely on information that has been made available to both the initiator and the respondent(s). If additional information is received by the panel outside the hearing, it must be shared with both parties to the grievance, and each must be given an opportunity to respond. If the response is verbal, it must be made in the presence of the panel and both parties (either or both parties, however, may waive the opportunity to be present) or the panel must prepare a written summary of the information gained and share it with both parties for review and comment.
- l. The Investigative Committee shall conduct the hearing as expeditiously as possible. After the proceedings have concluded, the panel shall meet in executive session and determine by majority vote whether or not the preponderance of the evidence presented supports the allegations made by the initiator.
- m. Within 10 working days after the completion of the hearing, the Investigative Committee shall make determinations of whether (a) the events alleged in the complaint occurred as stated, and (b) if so, whether these behaviors and/or actions constitute unprofessional conduct. The committee shall report its findings, conclusions, and recommendations in writing to the initiator, respondent(s), and the relevant university authorities.
- n. The tasks of the Investigative Committee shall be:
 - (1) To conduct an investigation and hearing into the alleged misconduct
 - (2) To determine if the conduct in question occurred, and if so, to evaluate whether the actions constituted professional misconduct.
 - (3) To make recommendations as to the final resolution of the complaint to appropriate university authorities.
- o. Possible outcomes of an Investigative Committee proceeding include:
 - (1) Finding that either there is not sufficient evidence to reasonably conclude that the actions alleged in the complaint occurred, or that credible evidence indicates that the actions did not occur as stated. This will result in dismissal of the complaint. It should be understood that bringing a false complaint is itself potentially an unprofessional act that may result in a counter complaint.
 - (2) Finding that the actions described in the complaint do not constitute unprofessional conduct, resulting in dismissal of the complaint and no further action.
 - (3) Finding that the alleged unprofessional action(s) described in the complaint are supported by credible evidence, and that these actions do constitute unprofessional conduct. In these cases, the Investigative Committee, in consultation with the entire Faculty Ethics Committee, will make

a recommendation as to remedies to be undertaken by the President and Board of Trustees.

p. The Faculty Ethics Committee shall consist of a minimum of 7 seven members with at least one representative from each principal academic subdivision. The members of this Committee shall be chosen in the same manner as members of the Faculty Senate Retention, Tenure and Promotion Committee. Membership on the Faculty Ethics Committee shall be open to all tenured faculty members.

PICK UP EXISTING HANDBOOK p. 133

5. The Professional's Right to Appeal a Disciplinary Action This will be renumbered as section 6.

The BOT, Presidents Office, Communications Office, and University Advancement need to treat faculty as an equal branch within the University and allow for more communication flow, inclusiveness and openness in the governance process.

The idea of shared governance is for appearances only. The President appoints department chairs, committee members, and makes all final decisions. Senior leadership only surrounds themselves with "yes men."

The recommendations previously made should be implemented. The passage of time, with little to no action, shows the lack of actual desire to move forward with real shared governance and change at Faculty Senate the part of Senior Administration.

The Senate needs real power that is taken seriously by the higher level administrators who generally impose the changes they want (often big changes) with only a cursory nod to the senate. There is very little shared governance at MSU Denver.

There is no shared governance at this University with the current administration, no matter how much lip service is paid to it. The current President, Vice President and certain Deans do not even follow contracts or the Handbook of Professional Personnel, and this is my actual experience, not conjecture or second hand stories. Dictatorial describes the leadership rather than servant leadership as my mentor trained me, i.e. "First among equals."

There needs to be clearly definitions of what this means in practice at this institution. Senior leadership need to work to incorporate representation of affected groups and units on task forces--at the moment it often appears that they stack task forces and committees with people who will agree with them.

This is an issue of serious concern. Practice does not align with policy.

This seems good.

town hall meetings attended by upper administration

Voting rights for faculty trustee

We are learning what shared governance means, and may not have reached the point of understanding that "shared" does not mean that everyone will always get what they want. We need to keep working on this. We also need to get a better understanding of how what the institution does is circumscribed by accreditation, state and federal policies, regulations, and funding as well as how actions in one part of the institution have consequences for other parts. This boundaries and consequences should inform institutional governance; sometimes it seems people aren't willing to acknowledge them.

We need to recognize that shared governance needs to take seriously the various levels of responsibility and make sure that authority and responsibility align. On issues where faculty have primary responsibility, they should also have primary authority. Other groups should be encouraged to have input but authority needs to have direct relationship to responsibility. This is true of all of the shared governance constituencies.

Weigh the faculty input more.

When multiple committees express their opinion on the evaluation of faculty, they should be heard. So far it seems like decisions are made independently by the senior administration.

If there is anything you would like to add regarding culture, workplace quality, employee appreciation, etc. please do so here.

1. Eliminate gender gap in pay. Compensate (retrospectively) employees who suffered from gender gap in pay.

It is demoralizing when employees receive different pay (when controlling all other factors) simply due to male/female status.

2. Close pay scale based on scientific discipline. It is demoralizing, too.

A very discriminatory place to work with overwhelming amounts of bullying, discrimination, harassment, and dishonesty.

Affiliate faculty need to be treated better. Tenure-track faculty need more clarity and confidence in the tenure process.

Again, more incentives for collegiality and collaboration within departments and across departments/university. Reduce territorialism and promote teamwork. Too many silos.

All places have their issues and MSU Denver is a great place to work, overall. There just needs to be more eyes on how a change might impact something else. If a glass is already nearly full and more water is added to it - the glass overflows with water. This is what the institution is doing to faculty by raising expectations while maintaining the 4/4 workload. Our glasses are overflowing.

Although it has improved, I am tired of feeling like MSU being looked upon as the 'ugly stepchild' of public universities here in Colorado. More and more effective external marketing & PR needs to be done to identify, advance, clarify, and improve the MSU branding message. This also involves doing a better job with marketing & PR aimed at the local Denver business community.

As a somewhat recent hire, I really appreciated when my dean held coffee/breakfast type meetings where new faculty from different departments got to meet one another, share news, share "war stories" from their weeks, and kind of find out more about the institution as a whole, as opposed to being locked in the silo of one department. Those have kind of stopped, and I just thought I'd say here how much I appreciated them, especially when I was really new, and to say how much I would still enjoy them, and attend them, were they still offered. I also really like the Faculty Learning Communities, and hope we keep those up.

AS an employee I'd feel more appreciated if I didn't have to hike to the other side of campus for every thing that is suppose to include the entire campus or be about faculty. The SSB building is not the be all end all of our campus

Benefits (medical) used to be much better - more flexible

Better recognition for teaching in a variety of formats.

Can we please work to improve standards of learning outcomes for our students rather than constantly worship at the altar of so-called diversity, inclusion, whatever? Why can't we teach the individual rather than constantly try to shepherd them into some demographic group so that they can be treated "fairly?"

Considerable time and effort has been spent on identifying/studying/training issues like bullying; however, there are absolutely no attempts to remedy these problems (e.g., the administration has been made aware that the chair of XXXXXX bullies women, but the problem continues). It appears that these issues are given lip service and then routinely ignored.

Curriculum should grow from faculty input....not be forced on programs by administrators.

Denver has gotten incredible expensive and I am struggling to survive on a tenured professor's salary. I would like to see more opportunities for extra financial compensation.

Diversity does not just mean minority races. It also means minority views, politics, and social beliefs. Conservative points of view do not seem to be tolerated on this campus. Liberal, left wing, social justice warriors are constantly asked to speak on campus...where are the conservative invitees?

Facilities really need some attention. I know it's tricky with AHEC but the lack of signage makes it super difficult for visitors to the campus to navigate, many of the buildings are not accessible, the interior of several of the buildings is just depressing, and the bathrooms are an embarrassment. There is also a dire need to attend to safety and emergency procedures.

Faculty are paid well below average and exceptionally below average for being in the Denver metro area. "Raises" do not keep up with inflation in Denver.

Faculty work very hard and often make personal sacrifices. Recognizing this would be great.

Faculty, Staff, and Student autonomy.

For the health of the workplace, warm water in the Art Building restrooms would be great. It has been cold for 6 years. Please invest in a hot water heater. We'll all stay healthier! Thanks.

Get us out of the mobile classrooms. They are the worst facilities for education ever.

Great place to work!

Having a goal to be preeminent and pay under 100% or CUPA still does not make sense to me especially when the cost of living in Denver is so much higher than most of our CUPA comparators.

Hopefully our new President will clearly define her role, empower those internally to work more autonomously at the department level, and chart a course that diverges from the past years. We

need fewer initiatives, a reduction in effective initiatives/programs, and a renewed commitment to our values.

I am aware of two claims that were justified of bullying and nothing was done...the formal procedures were a sham and nothing kept confidential.

I am in my 30th year here and at a PTR year as well. I asked to extend 2 more years before retiring under PERA to put my family into a financially stable position where I would not need to seek further employment at the age of 71 just to pay for health insurance and make it without this current job. I cited the fact that when tenure was retroactively removed some years back, my first Post Tenure Review was only after 4 years vice 5 normally as they staggered the faculty at the beginning. I requested to redeem that year and have my PTR year next year. Additionally, since a prior professor in my department had received one year of employment after not turning in a PTR packet, I asked to be given the same treatment as my former office mate. This request which I thought to be very reasonable was summarily refused. There is no grace or honor given to a long time employee as there was in the past. I have now asked to retire in September at the end of my current contract, BUT am informed if I don't turn in a PTR packet. I will be in breach of contract and will be dismissed in May short of 30 years under PERA, therefore even a lower monthly payout. Is this how to honor employees who have dedicated many years to this University? Medical concerns are paramount to us as I have had heart triple bypass surgery and XXXXXX, while my wife has chronic XXXXXX and we still have a XXXXXX. The caring for employees has considerably changed in the past few years.

I am very sad about changes at MSUD. I once felt passionate, valued, and excited about my role here. My experiences (direct and indirect) over the last several years has stolen that passion.

I am very satisfied with my position at MSU Denver. I particularly appreciate my colleagues in the department.

I answered the diversity questions as a white male. I've been harassed and had my academic standards questioned twice in the last four months because I'm white, by people who seem to be employing 'reverse discrimination.' My job is based on upholding academic standards, and multiple suggestions that I'm discriminatory due to race or culture I consider improper.

I appreciate the administration's efforts to make me feel appreciated as faculty. But I don't actually feel appreciated. I feel like this school tries to squeeze every last drop out of its faculty for teaching and administrative/service work, while persistently refusing to address the fact that relative to our comparator institutions, we teach more and are paid less. Good feelings about a truly worthy institutional mission can only go so far. And we all know that Metro is historically underfunded by the state. But the institution can't keep leaning on the faculty to make ends meet. Where, after all, would any school be without its teachers?

I decline the benefits because my spouse has better at his work. But I still get told how they are part of my compensation, even though they are not. And I still have to do paperwork around these "Benefits" that I don't receive. I was told (by Metro's HR department) that my declining benefits allows the university to absorb bad student debt. This seems like an odd tradeoff to me. Anyway, Metro is a dead end for any talented faculty member, because the longer one stays here, the more intellectual opportunities will pass one by. The constant pressure to dumb my classes down has led to chronic depression over the last couple of decades at Metro--and I've personally watched a colleague get promoted only after removing content and genuine challenge from his classes, making them more popular with students and raising his SRIs. As someone who used to consider herself an intellectual interested in a wide variety of topics, every year at Metro is more and more depressing, as intellect is less and less valued here.

I have an issue with curriculum being dummed down because affiliates can't teach to the Syllabus. Why do affiliates dictate anything?

I have personally experienced the retaliation from the administration for filing a legitimate grievance (I know it to be legitimate as the other party was dismissed from the institution). This still resulted in sanctions against me that effected me financially and in my career. Until there is an effective EO office and process, I have little to no faith that the underlying culture of intimidation and retaliation will be addressed

I have very much appreciated this opportunity to work at MSU Denver. This institution has heart. We are undervalued and overworked, but I feel we make an important difference in the lives of our students and community and that has been self-sustaining over the years. I truly appreciate my colleagues as well.

I have witnessed work place bullying against a department chair and for all intents and purposes it was blown off. This is simply wrong.

I love every time somebody is doing a great service, and that impact our communities.

I love MSU Denver! I am happy working here. My department suffered from a series of bullying incidents and while I was not directly involved, I think we have been healing and I definitely felt the impact on our culture.

I love that MetroLeads allows faculty and staff access to Leadership personnel. This is a fantastic way to make people from all levels accessible to one another and to stimulate new ideas. I hope the program continues.

I never have an opportunity to brag about the cool work that I do or innovative things I've tried in the classroom. One time a student club won an award and the faculty advisor tried bringing it up at a department meeting and was told we don't have time to discuss such things. Each of us accomplishes so many things and no one ever knows about them unless we are up for tenure or promotion. I also don't feel appreciated for my service. I think the only person who regularly acknowledges the amount of work we do is our faculty senate president who is very thoughtful to remind us all that we are miracle workers and thanks us. I think a little appreciation would go a long way.

Some of the classrooms have document cameras that must be 20 years old and do not work. Other classrooms just feel dank and dark and are not pleasant learning environments. Changing our CAPP adjustment process to a process that requires 4 signatures and can take 12 weeks to complete was irresponsible and should have been vetted before becoming a poorly communicated rule.

There is no easy way to reserve a computer lab, the digital system is no longer used and the new system is filled with errors.

My department chair promised retribution when I didn't vote for him in an anonymous preference poll and was then promoted to administrator. His travel buddy was then appointed chair of the search committee for a new chair while the rest of us have been marginalized and continue to have ZERO say in who leads our department.

I have been bullied over tenure/promotion decisions. I spent a few days last fall just crying from being yelled at.

The university just simply doesn't work. No process is efficient. There are 10 softwares we have to be fluent in just to advise a student and be a teacher and submit curriculum. I can't trust that anything I do by the books will result in the intended result. When I submit a form to have a student's CAPP report adjusted, there's no guarantee it won't get lost in the mail, so I can't check it off my list, I have to keep following up. My chair doesn't know the answer, my admin doesn't know, and I'm often left doing it myself.

Something as basic as the finals schedule is something MSU Denver messes up every single semester, so I have to take the time to check it and then try to get it fixed. As a faculty who is in the classroom 6 hours a day, I just don't have time for this.

I'm here to teach students. Administrators and staff exist so as to help me teach students. Instead, I do the work of the administrators who seem to just put more and more barriers in place to me doing my job, rather than smoothly allowing me to use my PhD and expertise to give my students a perfect learning environment. I just can't imagine any other university is run this way. As a result, I get very little research done and don't do as good at teaching as I could without inefficiency distractions.

I was shocked to find out that I am behind one year in my pay!!!! I have worked here for 6 years and am only paid for 5!!! I was told by Human Resources that I "have not finished my 6 ninth year." So essentially I lost a year! As I was paid as a first year professor in that first year!!!! So we have gotten some nice raises and while I appreciate that, it was so disappointing to see my contract say that I am only a 5 year employee!!!

I would like to ensure that ALL points of view are recognized as valid, not just ones that are in fashion.

I, personally, feel I have contributed award-worthy work at this institution, yet I don't feel at all appreciated by anyone, other than a small minority of my students. Our culture is one of criticism rather than appreciation. And platitudes change nothing.

If bullying were taken seriously from top administration. It is NOT. They simply sweep it under the rug and hope it goes away. Lots of retaliation.

If Metro wants to make itself a research institution, it should seek out faculty in-put and also make the other things we are expected to do a little less time consuming.

It seems like we react to crises rather than move proactively to act on our mission. "HLC is coming. Put up signs!" If we were proactive, the idea that a bunch of signs are moving us closer to our mission would appear ridiculous. It seems this is our standard operating procedure and ultimately it keeps us from reflecting on our actual values, strengths, weaknesses, and processes.

Merit increases.

Metro has a totally fake, manufactured concept of culture. It claims diversity but it has the whitest leadership of any school. It claims inclusiveness as a value but silences different voices. It claims transparency as a value but almost all real impactful decision making is done in small groups and behind closed doors in the BOT executive committee. Metro's real culture is a culture of lies.

Metro has a veneer of tolerance and the administration is constantly patting itself on the back; but their performance leaves a lot to be desired and their treatment of people of color, especially faculty, is appalling.

Metro has an amazing mission and wonderful faculty, staff, and administrators who accomplish a lot with very few financial resources. Unfortunately, faculty can sometimes be their own worst enemy and can make policies and procedures more difficult than necessary as well as make decisions slow and frustrating. If there is a way to work with new faculty to support their engagement in governance right away with a focus on civility and trust, that would be helpful.

MSU Denver has both positive and negative qualities as a workplace. Overall, I am proud to support the mission, to collaborate with my amazing and dedicated colleagues, and to marvel at the dedication and work ethic of our students. I think many of the faculty take pride in our institution. At the same time, there is a pervasive sense of disappointment that the administration does not take as much pride in the faculty as they do in legislative achievements and new construction projects. Many faculty feel undervalued, both in terms of salary and

benefits and in terms of recognition. As at many universities, much of the work we do is not a part of our contract- independent studies we teach as overloads, mentoring our students beyond the classroom or office setting, building community networks. So much of the success of the university is tied to faculty work that is uncompensated. The treatment of our adjunct and Cat. II colleagues (the later teaching an incredible 5/5 load and the former denied a class load that would guarantee them benefits) does little to raise morale or demonstrate the administration's valuing of faculty. This perception of an us versus them division between faculty and administration hurts the university and its mission. Finding real ways to demonstrate the valuing of ALL faculty (not a mug or plaque every few years but a real recognition of our efforts and contributions to the university) is essential to improving the work culture at MSU Denver.

MSU Denver is a great place to work, and it continues improving. It is still a young institution, but I can see it becoming mature.

MSU still thinks of itself as a step-child in the Colorado higher education system and consequently behaves and performs poorly.

Mutual respect, and including those that are affected by major or related decision making.

My department values good teaching, smart research, service of various kinds, and collegiality. I'm grateful for my colleagues.

NO

no

No

No comments at this time.

No, but thank you for asking.

none

none

None.

Nothing more at this time.

Office space is cramped in some buildings, and feels a bit "isolated" as there are no windows in many offices and/or the very closed suites. Additionally, some suites only have one doorway so if a situation arises where faculty/admin/employees would need an additional exit for safety purposes [e.g., fire, intruder], there is no alternative safe route out of the suite. This is concerning and should be resolved at the earliest possibility.

On the page in this survey that addresses gender and sexual orientation, do not consider heterosexual and straight to be the same. To individuals with other than heterosexual tendencies, this implies that they are not straight and that something is wrong with them.

Our department is deeply divided. Has been for years, yet these two have taken sides rather than try to work out the problems. Recently we went into soft receivership with the two areas designed to be partially autonomous, yet neither one of them allows for this. They squash every independent effort our area makes, including blocking curriculum, stopping independent meetings, supporting the opinions of one side over the other. They insist on healing the divide, even after the XXXXXXXX told the president that the department is broken and cannot be healed, even after an outside consultant refused to come back to do a workshop because the department was too polarized. The department needs to be divided, and could be if one side was allowed to take some XXXXXXXX with them, such as working with the president's excellent First Year Success program, which the XXXXXXXXXXXX has stubbornly blocked at every turn the entire time it has been in existence. The president thought the department should be divided, but the provost refused.

The dean told one area coordinator recently that when the older full professors retire, she has no intention of replacing them with tenure-line faculty. She said she'd hire category 2 or affiliate faculty instead because "they make so much money for the institution." Regularly, full professors are denied courses they want to teach and those courses are filled by Category 2 faculty who have no understanding that they are not tenure-track and are on one year (sometimes 3-year) contracts. They demand special privileges and are given them to the detriment of tenured faculty who are not favored by the new interim chair. Our past chair used the Category 2 faculty as a super majority, telling them how to vote on issues. It was understood their contracts and teaching assignments would suffer if they did not comply. Two Category 2 faculty met with the dean about this situation in the fall, but she has pretended not to know about it or believe the tenured faculty when they talk about this situation. This is a serious issue. If we are to be a university, we need more tenured and tenure-track faculty.

Also faculty regularly tell students in some concentrations in our department that they cannot take courses from certain professors. The education students are failing their licensing exams, yet the people in this program blame other professors rather than looking to themselves. My own experience with students in the education concentration is that they expect to be hand-fed. Their ability to do independent thinking is undermined by the rigidity and conventionality of the education professors.

Bullying is the accepted way things are handled in the department. There is a cadre of faculty who regularly bully, brow-beat, blame, and yell at other faculty members. When those faculty

members speak up about being subject to this behavior, they are accused of being the bullies. People have had nervous breakdowns--ended up in the hospital--suffered illness from stress, but the administration just tells us to all get along.

Our pay is too low for the amount of work we do, how much contribute to MSU, and the level of our education. Also, the fact that MSU does not have free tuition for children of faculty is outrageous. I know some great faculty members who have openly said they will find another job before their children are college-age simply due to the lack of this benefit.

Overall, I am proud to work at MSU Denver because of its mission; however, I believe the expanding administrative apparatus of the university pulls essential and scarce resources away from this mission, which is education, not the creation of an evermore rigid and ballooning administration.

Overall, I love it here

Political correctness runs rampant here, as it does just about every place, with the exception of the University of Chicago, whose president took a firm stand about what free speech really means. I will never feel comfortable expressing my conservative opinions about anything, to any colleague, even though I am tenured. The e-mails from the LGBTQ center sent out to everyone since the election have been particularly inappropriate and insulting, as the assumption is that we are all suffering as a result. We are not. What causes the suffering is knowing that any attempt at civil discourse and expression of a different opinion will automatically brand me as (choose one or all) racist, sexist, xenophobic, homophobic, Islamophobic, white privileged and, oh yes, fascist.

XXXXXXXXXXXX is an excellent communicator, and sets the tone that all of what we do should focus on supporting student success. This is the most important, unifying, aspect of our culture and it creates job satisfaction. If I am supporting students, I know I'm in line with the University's mission and I feel great about my contribution.

Racism has ramped up on this campus. Faculty of color need to be protected from it. Someone should stand up for us. Anyone. Many of your white faculty members are racist. You will never know it because you do not work with them on a daily basis. When we report racism to you, take it seriously, because the students of color that you are trying so hard to recruit will, eventually, suffer from the racist faculty that you employ. The senior administration here, should be racially diverse. It is not. One day, I hope this will change.....sooner rather than later.

Recognition for true performance, not a trophy-for-all-participants type of mentality. Scholarships for actual scholarly achievements, not just for financial need. Monetary rewards for

superior performance. Change all employee evaluations to include a category of "exceeds standards" rather than having the highest level of achievement as "meets standards."

Regarding Tuition Assistance for Family Members, I chose N/A as I'm not aware that this is a benefit yet. I strongly believe that it should be a benefit and would help attract/retain quality faculty, staff, and administrators. However, at this point I don't feel that I can say I'm satisfied with it as I don't think it's a benefit yet.

Reiteration of question 2. Administrators are largely clueless about how each department practices their art, and therefore consistently fail to un-standardize their approach to management of each unique department.

Replace my antiqued telephone.

See response to question 2 above. Disband faculty senate and start over with open-minded thinkers instead of the bad attitude dinosaurs making up much of the senate now.

See the smoke free campus statement explained earlier.
How about the occasional free lunch? Free coffee?
Conduct the President outreach to faculty in a format other than breakfast. Or on multiple days.

Senior Faculty need to be better respected, given a lower workload, and a dignified way to retire from the university.

Taking the Anti-Bullying module was painfully difficult because what it claims will happen to stop bullying is the opposite of the culture of this institution. At Metro if you are one of the lackeys of senior leadership you can bully and harass anyone you want, including students and colleagues, in the most vulgar and even criminal ways. If you are one of the bullied people, you will be attacked if you complain and then be accused of being the bully for complaining about bullying. It reminds me of a Midwestern grade-school, circa 1965. The Anti-Bullying procedures are a smokescreen to allow the bullies a free reign of terror.

The Auraria Faculty and Staff club is supposed to be a place for faculty and staff from all institutions to interact. Why isn't it a part of new faculty orientation? We need more collaboration between the schools.

The culture has greatly deteriorated. I'm tired of the work demands and expectations of faculty members increasing (more students, advising responsibilities, more pressure to do research on top of it all). There is little/no time for work/life balance or even healthy relationships amongst colleagues because we are all so busy. In our departmental meetings, most faculty members

(maybe 80-90%) are grading papers or doing things on their computers while the Chair is talking. We don't even have time to be present with the meeting.

The culture workplace quality and faculty appreciation is poor with poor salaries and benefits

The EEO office must be its own entity with a new director, not a VP from the administration.

The issue of pay clouds all other judgments about the quality of the experience at this institution. When pay is rectified, my impressions about overall workplace satisfaction and job performance will improve.

The non-renewal (firing) of an affiliate professor, XXXXXXXXXXX, recently recognized for her outstanding teaching, is believed by many in the XXXXXXXXXXX Department to have been an injustice prompted by personal disfavor in the eyes of XXXXXXXX and XXXXXXXX. This action is symptomatic of a dysfunctional workplace culture.

The pay is too low for faculty positions. Chairs are hard to remove once they are in place AND other faculty deserve an opportunity to chair.

the questions in this survey do not get at what I think they should get at. provide space in each question for comments.
If we are striving to be 25% Hispanic students, the faculty should reflect that as well. We are currently at 8% of the faculty being Hispanic.
The Office of Institutional Diversity needs to step up its game. There are no innovative initiatives coming out of that office. Support a Multicultural Center, provide leadership on issues of importance, address the low numbers of faculty of color, especially women of color.

The retention rate of faculty/staff of color is quite low. This should be addressed.

The University is not a corporation, with a corporate structure. Nor is it an extension of the military-industrial complex. Private-public partnerships dilute the mission of the university which should be determined by the Faculty and not the Board-of-Trustees or Administration. The board and the administration are there to help the faculty meet the mission, not the other way around.

The university often rewards incompetence and drives out the most dedicated individuals. My perception is also that senior leadership often protects "yes men" even when they are not effective and punishes those who disagree. The senior leadership seems somewhat conflict averse and so does not effectively deal with bullying, complaints that might have inconvenient consequences, or serious unprofessional behavior even when it has been formally reported.

the younger faculty and staff in the department I come from is amazing, but the senior faculty believe that they have a carte blanche to behave as miscreants because of their tenure. This cannot be tolerated and swift action must be taken to remove this cancer from our department and any department where this behavior persists.

There are some ethical and honest faculty who systematically get bullied by chairs and administration. Going to internal EEO is useless as they represent the university not the faculty/staff/student. It should be made very clear the complaint process should direct people to external or state level EEO for unbiased review.

There are two unfortunately ineffectual offices: the EO office and the university attorney are in need of new leadership. Deans should be held accountable for the culture in their colleges (if there is widespread conflict affecting several or more departments in a college, the Dean should be removed).

Also, why did this survey focus on my department chair? We do evaluations of department chairs and college deans. This should have focused on upper administrators - they are ultimately the decision-makers who impact the culture of the university. Seems perhaps they do not want to know what we think of their work.

There continues to be job creep, with overall increases in expectations in all areas. This is challenging to counteract, but I would encourage explicit efforts to do so; instead of expecting higher standards in various areas without explicit reductions in others, proactively identifying mechanisms for greater work-role individuation (e.g., with different paths for those who want to emphasize teaching vs. scholarship), more explicit connection of RTP/PTR guidelines to reflect individual contributions, etc. would be helpful in this regard. Building policies that reward those who are going above and beyond, rather than with the goal of punishing or policing those who are acting unprofessionally should be the priority. Those of us who are conscientious and motivated to do the right thing are already doing so; those who don't contribute as much don't care about doing the right thing for the sake of doing the right thing. Holding those people accountable without inadvertently punishing or reducing flexibility and support for those who are doing their job well should be the goal.

There is a confrontational culture coming from the Access Center toward faculty. The Access Center is poorly run and doing everything they can to do as little as they can and push responsibility on to faculty. This attitude does not exist on other campuses.

There is a very high turnover of employees which indicates a lack of institutional value on retention. MSU Denver is often a training ground for people - once they have one to two years of experience, they move on to better paying jobs and workplaces elsewhere. A few academic departments such as hospitality and aviation get the majority of institutional recognition and attention. Many academic departments get next to nothing.

There is no practice of celebrating birthdays - a short card or an e-mail could be nice.

There isn't a very celebratory culture here, though, or recognition of how hard everyone works. Better salaries would help that. And how about throwing a formal event at the end of the year that celebrates book or article publications? Side note: most of the things like President's talks are scheduled at 7 or 8 am in the morning!! Those of us with kids or who commute cannot possibly attend. Maybe do them on a Friday, when there aren't as many classes scheduled, later in the day, to give people more of an opportunity to be there?

This is not a workplace culture that is friendly to the needs of those with family that they must take care of. More options should be in place (formally and across the board, not in isolated cases decided in hush hush negotiations) for telecommuting, flex schedules, and other means to ensure that our career mobility is not jeopardized by the fact that we have other obligations.

Too many "leaders" are exceedingly dishonest and ego-focused to the detriment of students and colleagues.

Too often, the EO office, the XXXXXX, the XXXXXXXXXXXX, and the current President have ignored chronic misconduct, lying, discrimination, and bullying by chairs or faculty who they speak to regularly, and who thus have their ear. There are severe problems in multiple departments at Metro, and often these severe problems, including discriminatory behavior, unprofessional conduct, hostility, and rude or bullying behavior is covered up, ignored, or excused, and those who have to live under the hostile work environment allowed to continue suffer, as do students. In my department, for example, the XXXXXXXX has allowed behavior that is unconscionable to thrive, since that behavior was from a chair the Dean liked. This has lead to numerous premature retirements, ill health, and a dangerously toxic, hostile work environment to continue and thrive. And my department is just one of many similar cases. This is a shameful situation, and demonstrates a real lack of oversight or decent administrative practices.

Tuition reimbursement for employees and family has been poorly addressed, in my opinion. After considerable hoop-jumping and financial hassle, I took my first class last year for professional development. It was such an unpleasant experience dealing with all the troubles of registration and tuition reimbursement that I would just as soon not take another class--even though I desperately want to continue learning several of the topics offered at MSU Denver! Also, I have been dissatisfied with the projected quality or level of retirement funding I may be facing after working at MSU Denver for the rest of my career. PERA retirement was not an option when I started here, and the TIAA option that I am enrolled in appears to offer me considerably less to retire on--about 1/2 of what PERA would guarantee. Is there a solution to this?

Lastly, is there no other solution for the rising premiums for our health insurance program? I

know it's currently a national problem, but every promotional increase I have been given in pay at MSU Denver has been systematically eaten away by increasing health insurance costs.

Um, take seriously the very questions elaborated in this survey? And, er, don't assume you know what either the questions or the answers mean?
There was a brief and shining moment when this place could have gone from good to great. That moment has passed and we are now "functioning" at a level well below when this place was just a sleepy backwater. Epic failure.

We are focusing so heavily on becoming HIS. I believe in this mission and fully support this. However, I did read a research study recently that reported the Hispanic culture, though well versed in their own culture, tends to know very little about others. My point here is to not lose our mission in one part of the mission. If we believe in diversity, then we truly need to support a diverse campus by welcoming and celebrating all cultures.

We cannot continue to claim preeminence until we dramatically increase the number of tenure track faculty of color. We also need to support those colleagues in pursuit of tenure so that they stay. Our faculty salaries are also shameful compared to similar institutions and cost of living. We will never reach our mission if remain so white.

We may not be able to impact salaries but we could do more to appreciate the contribution of faculty and staff.

We need ore knowledgable and effective administration. Additionally, we need reasonable and realistic research support for what research is required for tenure.

We need pay raises to accompany the massive increase of cost of living expenses of living in Denver. The rent is going up over 200%, a 2% raise will not cut it.

We need to change the climate from adversarial faculty-administrator relationship to collegial faculty-administrator relationship. This only works if there is not an incredible amount of power invested in a single individual that can override decisions of others. Major university decisions should be vetted / approved by faculty vote and/or at least a freely chosen (NOT APPOINTED!!!!) committee. Faculty fear of retaliation by administration is high. Positions of power appear to be abused.

What is post retirement health insurance? Never heard of such a thing.

Without shared governance this place is a pool of corruption. Require Chair, Dean, Provost rotation every 6 years.

Most people are nice who work here but a few people are allowed to dominate if they butter the right bread. Comments about the Chair were for previous Chair not current interim Chair. MSU Denver does a good job of supporting diversity.

Wonderful place to work; staff and faculty love MSU Denver and its mission. Students are outstanding. Bullying, particularly the reticence for senior leadership to take meaningful action even in clear-cut cases of wrong-doing, is a serious and ongoing problem.

Workplace quality is sometimes lacking with respect to infrastructure, HVAC, office sizes and space for affiliates and students. Students especially need more space in the classroom buildings.

WORKPLACE QUALITY: Unfortunately, the Auraria Campus is accessible in name only. I have a mobility impairment and many, many times I have gone to a building and been unable to enter it because the accessible entrance is kept locked "for security reasons." Also, when a ramp is added to a building entrance, it would be extremely helpful to have one adjacent to (or in place of) the staircases--that way, it wouldn't be necessary to have to go much further than someone who can use stairs just to get into a building.

Yes, there has to be quick distribution so that there is lower cost on increasing administration and more benefits to the teaching faculty. But I know this suggestion will never be taken seriously, and in return we will keep adding more bureaucracy.

Not Specified

What do you appreciate most about working at this University?

I appreciate the diverse population of students, faculty and staff.

I appreciate the mission, values, and student population of this institution most in my work here.

I believe in the mission of the University. MSU is creating great programs for students.

I feel respected and that my community work is appreciated. I have a wonderful supervisor that is fair and honest; yet very stern in what she expects. I love teaching here.

Instruction and research.

Prior to budget cutbacks, my answer would have been the ongoing opportunity to expand through professional development (conferences, international exchange, travel, etc.) Now there are limits in this regard.

Staff is very helpful and take a genuine interest in helping and go out of their way to assist you.

student diversity; passion of faculty

The overall mission to serve diverse groups of people.

The students and most colleagues make this an enjoyable place to work. The atmosphere on the campus is great and the students seem to be genuinely happy to be learning here.

What would make this University a better place to work?

a napping place

Faculty/Staff parking.

FREE PARKING !!!!!!!!!

I have no suggestions at this time.

I think there needs to be an increase of diversity with professors, especially since MSU Denver is close to achieving HSI status.

Leadership that is more forthcoming in sharing important information that affects the campus community.

less higher administration positions; clarity and transparency regarding decisions that affect all; RESOURCES to become a preeminent institution

Making sure that the workplace to constructively share ideas and opinions. Insuring that managers/directors treat all their employees fairly without fear of retaliation and favoritism.

More efficient and nimble curriculum process so that new courses/programs can be offered sooner than they are now. Also, a financial model that is more sustainable regarding summer and graduate programs, one that allows for responsible fiscal autonomy in the academic units.

Transparency

What suggestions do you have that might improve communication throughout the University?

be clear as to WHY decisions are made and by whom

Human Resources providing more regular newsletter style updates about the benefits we have available. Something along the lines of tips and ideas. Like it was very beneficial to know about professional development dollars, what to do when you have questions about benefits etc.

I believe The Early Bird has improved communication throughout the University. I have no other suggestions.

Invite others to attend important meetings.

More consistent messages - messages related to expectations and processes that do not change from one office to the next. Also, the people who work in the Student Success Building seem to be out of touch with the realities of faculty and staff of the academic units. Perhaps meeting with faculty in their offices, and holding meetings in the academic units and not in SSB every now and then would help allay the perception that they are out of touch.

NA

Non

possibly having a chat room option

What suggestions do you have to improve the practice of shared governance at MSU Denver?

Ensure faculty have a voice in higher administration decisions

have more community involvement, just how government works have a constituent base

I have no suggestions at this time.

I think that decision-making needs to be clarified and that top level supervisors need to inform faculty and staff that are invited to participate how decisions will be made. Too often, there is ambiguity as administrators use administrative privilege to make decisions regarding important matters without consulting with others in their respective groups. There is no consistency on how shared governance is practiced.

Meaningful dialogue among all people in the university, and not just more committees.

NA

Non

If there is anything you would like to add regarding culture, workplace quality, employee appreciation, etc. please do so here.

I think we value diversity and different perspective. It be nice to do an early bird segment of diversity feature of the week or of the month. focusing on staff or on students, What can they teach us about their own culture.

In my department there is a lot of favoritism. It is difficult to speak up because of blatant marginalization/belittling behavior by those in positions of power. Managers and Directors should be required to receive regular training on working with diverse staff and co-workers and how to be leaders instead of bosses with charges.

Metro State has worked hard to establish a good reputation in the city of Denver. For this reason I never hesitate to say that I teach here.

N/A

No

Reducing the number of committees and task forces, and noticing the work of the academic units.

Support staff need to be more appreciated.

When I started working here, I was very impressed by the campus climate I was witnessing/involved in. This seems to have decreased over time and I am unsure if we currently have a campus that reflects good levels of campus climate.

why have a bullying policy if it cannot be enforced?
why keep ineffective people who do not work or produce results? so much wasted time, money and energy is dealt with keeping mediocre staff/admin/faculty
no consistency with tenure guidelines
evaluation process is ineffective
