



# ModernThink

## Employee Comments Report

### By Primary Job Category

Metropolitan State College of Denver  
2010 Campus Climate Survey  
May 2010

*Prepared by:*

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## About the Employee Comments...

The Employee Comments Report provides additional insight into the experience of the Metropolitan State College of Denver faculty, and staff. When your employees completed the Higher Education Workplace Survey they were asked four open-ended questions:

1. What do you appreciate most about working at this institution?
2. What would make this institution a better place to work?
3. Metro State's goal is to achieve preeminence\*. Considering some of the college's current major initiatives\*\* or new ideas you may have, how do you think we can best achieve preeminence?
4. If there is anything this survey did not address that you would like to add, please do so here.

*\*See Appendix to this document for how these were defined.*

Responses to these four 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. We have presented the comments exactly as they were provided to us. Typographical errors, grammatical errors and misspellings have not been corrected.

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

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Please contact Suzi Schmittlein with any comments or questions or if we can be of any further assistance. Suzi can be reached at 888.684.4658 or via email at [sschmittlein@modernthink.com](mailto:sschmittlein@modernthink.com).

## Employee Comments Report

### **Administration**

#### **Question 1: What do you appreciate most about working at this institution?**

A population of non-traditional students, and the opportunities Metro provides.

Ability to use my particular skills & talents; professional but relaxed environment

After a career in Colorado higher education, I am so pleased to be at Metro. I enjoy the culture, the excitement of being part of a very exciting time in Metro's history, I love Auraria, and I am talented with skills that are especially helpful to a diverse student population. I love everything about working at Metro.

At the moment it's the support of my supervisor. My supervisor strongly encourages professional development and growth and shares opportunities they think will be valuable to me.

Because of my special concerns about diversity, I most appreciate the great strides Metro State has made in the last four years in making this a much better place to work for ethnic minorities. Departments such as Chicana/o Studies and African and African American studies have anchored these strides, and additional programs such as the Diversity Initiatives funding and the Hispanic Serving Institution Initiative have moved Metro State a great deal forward toward real inclusion of ethnic minorities.

being able to work in a diverse environment

Being instrumental in improving our students' lives; friendly, supportive colleagues.

Campus environment promoting diversity, community connections, focus on our unique student body. I feel that there is a shared vision among administration, faculty and staff. Opportunities for health/recreation at Campus Recreation.

Co-workers in the same level are nice and helpful.

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Co-workers, location, diversity of students/staff.

College of opportunity.

Collegial support

collegiality, interdepartmental relationships

commitment to students' success

Different environment than the private sector, enjoy my coworker and the all around working environment.

Diversity

Diversity in staff, faculty, and students. Support from colleagues.

Diversity of students, faculty, and staff

Benefits

My supervisor is supportive of goals

Flex-time

Dr. Jordan's tireless efforts to work with the legislature, the business community, and other constituencies across the city to promote Metro State in good times and bad.

Everyone's willingness to do as much as possible with limited resources, commitment to diversity

Faculty and Staff are dedicated to the students educational interests

Flexibility to do the best job that I can do.

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For the most part I think the majority of the employees believe in working for the student and bringing loyalty to MSCD. It seems that most all employee's are helpful, and treat their fellow colleagues with respect.

For the most part, a dedicated group of staff and faculty, committed to student success. There is a sense of excitement about new initiatives even in a time of severe budget constraints.

For the most part, employees are very competent and care about the work they are doing. It is a friendly place to work. The benefits are excellent.

great staff in department, working here and alum.

having pride in the mission, knowing that the work plays an important role in bettering the community

Helpful people

I appreciate Dr. Jordan's willingness to hold town meetings. He attempts to provide us up to date information and solicit our input.

I appreciate that I have been given many oppertunities to develop my position. I have been given an oppertunity to learn and develop my technical skills in my position.

I appreciate that I have had the opportunity to develop my career through different positions and challenges at the institution.

I appreciate that it is a diverse environment, but I don't feel that there is always fair treatment for all. I have often heard and witnessed others receiving unfair dismissals and treatment.

I appreciate that we provide an educational oppportunity for most people who are willing to put forth effort into obtaining a bachelor's degree.

I appreciate the annual leave and retirement benefits.

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I appreciate the college mission and the diversity of the student population

I appreciate the college's commitment to diversity and the diverse student population that we

I appreciate the College's mission and its outreach to the community. The College does not seek to only producing outstanding graduates, but it teaches those students, by example, how to go into the community and work to make it a better place.

I appreciate the diversity of skills and experience amongst faculty and staff. There truly are some people here who are interested in making an authentic difference at the College.

I appreciate the employees' commitment to Metro State and to each other. I appreciate the diversity, and the access to education that the institution provides for students of all types.

I appreciate the fact that I'm a Metro State Alumni and have a better connection to the students that I serve.

I appreciate the focus on the college's mission of being Colorado's college of opportunity. Also I appreciate the college's commitment to serving undeserved populations.

I appreciate the hard working, caring, selfless employees who see working here as the 'service profession' that it is. I appreciate that we are helping students attain goals and that we can have such a profound positive effect on their lives.

I appreciate the innovative style of my department and our diverse students who each have a unique background. I love to see them enter the program, grow and develop, and graduate as professionals. It's a wonderful sense of accomplishment.

I appreciate the institution's commitment to diversity and adherence to its mission.

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I appreciate the mission and Dr. Jordan's vision. Working at Metro State and seeing our students graduate and achieve many successes, is something you can believe in.

I appreciate the role that this college plays in the lives of our students. We provide a very needed service of affordable and accessible educational opportunities to typically underserved populations.

I appreciate the students that work in the office and the students I interact with daily! They make this experience wonderful!

I appreciate the support of the senior leadership

I appreciate working directly with the student body and helping them see through tough times as they make significant personal sacrifices, and seeing their growth and success.

I appreciated working faculty, staff, and students. I working in a diverse environment and the unique opportunities that the Auraria Campus brings, which allows me to develop partnerships with CCD, UUCD, and AHEC.

I believe in the college's mission, so feel good about working for an institution I can support

I believe in the institution and its mission. As an alum, I know how important this college is for non-traditional students, and the education I received here contributed to my ability to succeed in graduate programs. I work with wonderful, dedicated people in my office and all across the campus (even if I don't always agree with them). I think senior leadership does have the institutions best interests at heart (even if I don't always agree with their initiatives or how these initiatives are implemented).

I enjoy the freedom I am given in addressing the various challenges that come up in my job.

I enjoy the location (downtown) and the diversity of its population.



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I enjoy working at Metro maily due to the high quality education at affordable prices that we provide to students.

I enjoy working with a diverse group of faculty and staff. Also, I love Metro because of the student population that it serves

I graduated from Metro and enjoy the working environment.

I have gratitude for the institution

I have sense of pride working at Metro. I am an alumni and have always thought highly of Metro. To work for the college is a lifelong dream. We have a terrific institution with many great faculty, staff and administrators. I believe that we offer a quality education that enables many people to achieve their dreams much as I have achieved mine.

I like higher education and love working with the diverse population here and helping students find internships,.

I like the people, everyone seems very invested in the institution. More so than at other schools I have worked for. I love the campus location, I am from a big city back east and like being in the middle of the city. The students are pretty driven and the campus always feels safe.

I like what Metro stands for and am excited about the direction the college is heading. I like working with the wonderful people here.

I like working at an institution whose goal is education, and that strives to contribute to the community and offer a supportive environment to people from all different backgrounds and life experiences.

I love the diversity of students we serve and that we work with non-traditional students.

I love the diversity of the students, staff and faculty. It feels very comfortable and welcoming.

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I most appreciate the mission of the college and it's location. being an urban commuter college offers the chance to work with a very diverse group of students and staff. The birthday card I get from Dr. Jordan:)

I most like the people I work with every day.

I really enjoy the student body. I also enjoy the collaborative nature of the campus with CCD and UCD. I also think Dr. Jordan is the best college president in Colorado and enjoy working under his vision.

I really like the student population.

I respect the College's mission and am proud to be part of it.

I think that the vacation time benefits are pretty good.

I used to appreciate working with the staff and faculty on this campus, however conditions have changed to the point to where there is still silos and special groups that control the governing body. I appreciate regardless of the leadership and interworking cohesiveness among the administrative staff and the classified staff.

I value the people that I work with on a daily basis and particularly the support my supervisor provides to me and the staff.

I've been given the chance to grow within the department and seek higher levels of work. The overall institution seems to value my work and responsiveness to department needs.

In general, administrator and staff spirit for the institution. Especially in the wake of no raises and very little 'at-a-boys'.

In the past I have been proud to work here due to our unique position in this state. While open enrollment opens up things that are hard to deal with at times, the college of opportunity is so very important to many of our students. We see the best and worst at times with our students. However it is fulfilling to know how important we are in this

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community and it gives me a certain pride to work here knowing that our students love attending our school.

Inclusion, commitment to diversity, and elevating an institution to preeminece that has long been considered the "last to be considered"....

It has been delightful working here. People all seem to get along well and work well together. Everyone really has a focus on doing the best they can for our students.

It is diverse, and my colleagues are passionate and supportive.

It's mission and the very diverse population it serves.

Its diversified student body

Love the location.

Metro has an excellent reputation and I am proud to work here. My direct supervisors are wonderful!

Metro has some of the most dedicated faculty

Metro State really is a family of individuals, dedicated to the betterment of our community and students. Although I must say that at times the family seems rather dysfunctional.

Mission and commitment to access to higher education.

mission to serve a diverse population

Most employees work very hard to ensure that Metro State is successful and that our students are successful. We work harder, with less resources, yet always make things work.

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Most of my fellow employees and the students. I love the atmosphere here on campus because it is unlike any other campus I've worked at before. I love that we are downtown, since I can walk to work or bike in.

Most people here have a good attitude and are here to serve students, they put student well-being first.

My co-workers, the diversity, the devotion of faculty and staff toward student retention.

My co-workers.

My colleagues, the students and the ability to do work I believe in.

My connection to a wide range of diverse students and interacting with their lives. I appreciate the commitment of the professional staff around me to the same idea as well. Students are the reason why people are here and that clearly shows.

My department's values and team effort.

n/a

Not a lot. I work here because I like the work I do regardless of the nonsense that goes on in the office with the "boss" and her favorites. My work is not appreciated. Also, it is easier to stay than to leave. However, if a job comes after me, I'll be out in a flash.

Opportunities I've been given. Success I've experienced. Opportunities for success we provide our students.

opportunity to make a difference in the lives of students who work hard for an education

Opportunity to work with students and have a positive impact on their lives.

Overall, employees are dedicated to the College's educational mission, especially as it serves underserved and underrepresented populations. This is a consistent theme expressed by current employees and returning employees, and is a value expressed by

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employees when they leave the institution. I also appreciate Dr. Jordan's continued commitment to professional development for all faculty and staff, finding innovative and lower cost ways to provide in-house opportunities such as the Admin/Staff Professional Development conference in the spring and offering the MetroLeads program as a development and growth series for interested employees.

paid benefits

People

Some of my co-workers are working hard and stay all night with me when I need help.

Striving to make it better.

Strong dedication by leadership, staff and faculty. Really believe we are unique and provide an extremely valuable service to Colorado students. Really appreciate the diversity and the freedom to exchange ideas for improvement.

Support and benefits.

That I am currently employed.

That we have President who is honest. When there are changes to the budget, he schedules meetings with the campus community to keep us informed.

The ability to try to do different things. Sometimes they work and sometimes they don't, but at least the chance is given

The administration/staff/faculty putting up with the growing pains

The benefits and helping our students

The benefits are good. The flexibility and people that I work with is greatly appreciated.

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The clear values imbedded in programs and policies.

the commitment to students, the supportive team work effort in the department that I work in, the overall atmosphere on campus, the location, the accessibility of education -- and maintaining the integrity of a quality education

The community and the benefits.

The continuous effort in helping students succeed.

The core values and mission of the institution (serving disadvantaged and nontraditional students) are what motivates me as well as the people I work with most closely.

The diverse urban campus.

The diversity

the diversity and cross section of people we have on committees to evaluate all issues regarding the college.

The diversity and quality of our students

The diversity and the flexibility.

The diversity of campus/students and the people I work with.

The diversity of people here at this institution

The diversity of students, staff, and faculty.

The diversity of the population, location and the fact that it is a higher education institution.

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The diversity of the students, faculty and staff.  
The mission of the College.

the diversity, the intelligence, the creativity

The exciting environment that the students bring. I enjoy assisting them with their personal and academic goals.

The fact that I can feel proud of the work we are doing with our students and in our community. Making an impact in the world

The fact that students are treated special throughout the school

The flexibility to set work schedules and the amount of vacation and sick time.

The independence and support I receive from the President.

The longevity of many employees, since they have a lot of background and history of the institution. The support my supervisor provides in both my professional and personal life. Lastly, the drive and ambition of our president; however, I wished it would be at a slower and manageable pace.

The mission and our role in the community

The mission of this institution is completely inline with my personal and professional missions. I believe in Metro and the impact we have on our surrounding communities. We have the ability and responsibility to positively shape what metro Denver is to become by providing access to, and success in, quality educational opportunities for our diverse, urban student. I work in Enrollment and am fortunate to collaborate with some of the most invested and dedicated staff we have on this campus. I believe President Jordan is providing the right direction for the college.

The mission. The students. Passion of deans, chairs, administrators, and faculty.

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The mission: We are the College of opportunity, I hope we don't change that and become more exclusive. Faculty are approachable and truly care about students. Graduation is very rewarding since some of our students struggle to balance life and school for years and at last they prove themselves at commencement. We have a strong commitment to professional development.

The opportunity to be involved in a variety of tasks each day - wear many hats - not monotonous.

The overall job and career flexibility provided by an academic environment.

The people - I work with people with high ethical standards and a great work ethic. I like working with underserved populations - I feel I can really help students who need extra help.

The people I have met

The people I work with care about the students, this institution and care and respect for each other. People are overworked and underpaid yet they are sucking it up and doing what needs to be done because they are vested in this institution.

The people I work with.  
The freedom to add new programs and ideas to what we do.

The people I work with.

The people in my department.

The people that I work with and the feeling of being apart of a team

The people that work here and working with students.

The people, particularly my immediate team and current supervisor. There are many great students and people who work at this institution. It truly is the College of



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Opportunity for many students who would not be able to obtain a college degree otherwise and most employees contribute to the cause.

The quality of the institution's academic programs.

The sense of community and the overall environment of the institution.

The student diversity in ethnicity, age, and job experience. The general commitment to diversity in theory, though not always in practice. Work environment is generally good.

The students and staff that I interact with on a daily basis.

The students that the institution attracts are amazing to work with. I also enjoy my colleagues. I find that I get most of my professional development through conversations with them.

The vision of pre-eminence Dr. Jordan has created and his practice of communicating the good, the bad, and the ugly early and often.

The wonderfully diverse student population, my colleagues and supervisor, work-life balance, and location.

type of job I do and students I work with  
my colleagues

Very unique place, and the people who work here make a big difference in the lives of students.

We serve a diverse community so the staff & faculty are naturally quite diverse as well

What I appreciate most about Metro State is that the college is student oriented. We offer great a support system for underprivileged, first generation and returning students. Our open door policy, truly is an open door for any individual wanting an education.

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Working with student-athletes

Working to provide higher education is good work.

Working with a great department, location and the success of Metro State

Working with staff and faculty who are committed to serving students

Working with the student population.

### **Question 2: What would make this institution a better place to work?**

#1 The Space Issue- all departments are cramped for space. The working conditions are unpleasant and unhealthy. They do not promote productive environments.

#2 Campus Cleanliness- bathrooms all over campus especially in Central Classroom are not cleaned often enough. Several times staff/faculty in this building are forced to go to other bathrooms because of the condition of the restrooms. They never seem clean.

#3 Parking- parking should be a reduced fee for faculty/staff.

1.) Stop spending on the things that we don't need. "Spend it or loose it" is a bad idea. Need to justified the need before we spend.

2.) Be accountable, wrong decision make more work, a lot of spending and some cover-up.

A bit more consistency and predictability with regard to process and procedure, and policies that can be effectively implemented and maintained.

A common respect for all with objectivity, fairness and consideration ability in the professional evaluation reviews. Also greater dollar value and opportunity for professional development through tuition reimbursement to aid in growing our own.

A genuine commitment to shared governance from the top down. It seems that we tout "shared governance" but only put on a facade when it truly comes to inclusion. I believe many non-tenured employees are afraid to share their ideas and concerns with their

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immediate supervisors and the leadership of the College for fear of being labeled or having their careers harmed.

A greater tuition reimbursement policy. We work in a place of higher education yet the college policy doesn't reflect that we value education.

A larger workspace as our office is small with too many people.

A look at what Metro pays in comparison to other Colorado institutions is needed.

A more efficient and comfortable work/office space designed to handle the volume of students coming through; better I.T. support to advance workflows more efficiently

A more functional and coherent structure that places students on more relevant paths to success. This place is too disjointed and inconsistent for students, which is why we have abysmal retention and graduation rates.

A more transparent approach to recruitment and promotions.

A. Hire competent VPs and senior administration. Ones that have a clear goal towards what METRO needs. Not what they did at other institutions. We don't have the luxury of big budgets or large staff to implement initiatives.

B. Limiting faculty in their role of administration of the college. Teaching ability and a Ph.D. do not mean an individual is familiar with creation of policy, procedure, or any other management skills.

C. Recognize that Metro has excellent employees that have been here for many years. They have institutional knowledge and skills that new hires simply don't recognize. Again, listen to the folks who have been here - in many cases they know what works for METRO and what won't.

Additional funding, as well as respect from the legislature and citizens for the institution we have become and the service Metro provided.

Additional Resources (Funding and Facilities) to serve students

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Adequate work space and fair compensation for the work we do. Seeing senior leadership visit our offices to support our efforts and demonstrate (at our level) that we're appreciated for what we do.

All entities working together as one team! For instance, faculty (some, not all) seem to believe that IT is always working against them and exist to make their jobs more difficult, when in reality, we (IT) would love to be able to give them all the tools they feel are necessary to do their job. It would certainly help if the faculty (and some staff) realized (and understood) that we (IT) don't have the necessary resources (time, talent, or budget) to be able to provide these services right away, but that with their help (and the necessary resources), working as partners, we could/would willingly work toward that goal.

Although I love teaching, I took a large pay cut to work at Metro as an educator. In my field I could be making \$15,000/year more in the work force. Metro does not seem to appreciate my level of expertise and although I love education I may soon have to return to my original occupation.

An awareness of institutional limitations and at the same time create an environment that fosters more innovation and creativity.

As with most higher ed organizations, better pay and better equipment would make Metro a better place to work.

Being able to meet with VP's and giving them ideas on how programs could and may function better without having them placed on the back burner or being told that it's not your job and being ignored.

Being able to take courses with tuition assistance, even if the classes are not work-related.

Being able to teach, as well as work as a staff-member, at the college.

Being called together to express our detailed opinions about changes, new ideas, programming, etc. I feel our opinions and suggestions are heard by our immediate supervisor but brushed off at the higher level because the minds of those at higher levels have already been made up before our ideas reach them. They need to genuinely

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listen to us--those of us who actually serve and have the necessary experience--and publish our ideas so that all can see before making decisions that affect how we serve and teach.

Being respected and appreciated by my immediate supervisor and the leadership team of the institution.

Better facilities

Better and more equitable policies for gay, lesbian and bisexual identified people in terms of benefits. A clearly defined protection for people with variant gender identities and expressions in the college policy of non-discrimination.

Equitable pay across colleges.

Equitable pay across race and ethnicity. See equity score card.

Equitable pay across sex.

better benefits and opportunities advancement.

Better business (budget) common sense and executive management not only hearing the squeaky wheels but shutting them up because they are toxic to the institution.

Better communication and polices to support innovation.

Better communication with AHEC

better funding from the state; better relationship b/w faculty and administration

Better funding-- we are severely underfunded and everyone knows it

Better IT and communications resources, more opportunities to contribute new ideas. Also there seems to be a disconnect between HR/evaluation (at least the forms and all)

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and the rest of the campus. Perhaps this divide always exists in large organizations, but there seems to be a "us vs. them" feeling that may or may not be warranted.

Better lines of communications across the various divisions. Some divisions work very well together but do encounter problems outside the division. Making sure everyone is treated fairly, no matter what division they work in. Some divisions appear to have more leeway with how things are handled in regards to institutional practices/policies.

Better management of leadership's expectations, given the available resources. True understanding of what affects worker productivity and satisfaction, including space considerations. Better communication from supervisors within divisions and cross-divisionally, with less fortress mentality.

Better pay

Better pay and tuition reimbursement (not only for undergraduate work)

Better process to actually close loops - i.e., make decisions after collecting all appropriate input in a timely and appropriate manner.

More PD support for faculty, and appropriate reward structure for those making top performing faculty.

Better sense of community. Increase work space. Flexible work schedule. Offer some type of fun perks since we have not been receiving wage increases.

Better technology (computers, phones, printers, etc.) and more freedom with the technology, such as being able to install necessary software for my job without having to wait a day or two for IT to come do it with their password.

Better working space - changing Metroconnect

Better workspace, increase workforce, we are very understaffed

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Clear and cohesive structure in the administration and finance areas and frequent training and communication about those policies and procedures. Updated technology and access to information by all the people who need it, not just a select few.

clearer onboarding process (new employees should not have to wait for weeks to have the appropriate access permissions, to understand job duties/responsibilities, to meet workgroups, and to understand the college culture), better tuition reimbursement program (wouldn't our employees be better able to encourage our students to complete their degrees if we all had the opportunity to obtain one?), better succession planning with departments (to decrease the loss of institutional knowledge as employees leave), paid time off to work in the community

Clearer, more meaningful job review processes/measurement. Broader scope of technology resources for high-end, high priority 'power' users, departments and initiatives.

Discounted parking.

don't know

Don't micro-manage workers, checking to see when they come in and when they leave...should review the productivity not the numbers of hours spent at work. This shows no trusts and confidences in the workers who the college hired after after extensive search processes.

Dr. Jordan's initiatives have doubled the work load. We need more administrative support to keep up with the workload as well as the increased student population.

equity in pay with other institutions - getting rid of the cupa data, which is only ONE source of data, and not the best clearinghouse of data

Equity in the pay. It seems it depends on who your supervisor is whether or not you will get a raise or promotion. Evaluations are not conducted fairly even within the same department. We are told I can't give you a 3 under any circumstances and this other person received a 1 so I have to give you a .5 which shows you need improvement.

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Then if you cry loud enough you can get your .5 changed to a 2.75 which also depends on your supervisor.

Everyone is rushing around like the world is going to end tomorrow. Employees need to feel that they can relax every now and then.

Everything is close to perfect. My supervisor is sometimes difficult to deal with, at times not understanding my loyalty and true intentions. I think my supervisor should be able to do everything that I am expected to in terms of paperwork, and running my staff. I should receive the support on those things and then I should be trusted and encouraged to do my job. My supervisor makes promises and then forgets. Within our department, peers are allowed to "complain" about others. My supervisor should be more adept at helping the staff work together.

Faculty, staff and senior leadership reflective of the students we serve  
better knowledge of how processes work  
clearer alignment of resources to goals.

Fewer meetings and bureacracy. Less of people raising problems vs. solutions.

First, there are many issues with communication between departments. There doesn't seem to be a general Metro number to call in order to find departments or people. No one here is cross trained...it is kind of ridiculous. If you need to do something and the person who usually does it is on vacation there seems to be no one there to do the work while they are gone and nothing gets done. There should be general departmental email addresses for all departments that can be accessed by anyone in the department, that way if you need to contact biology for instance and the admin is on vacation, there is still someone to email. Metro Connect email is horrible, I don't understand why they can't make it more like outlook or something similar. Tuition remission really needs to be addressed. Other Universities I have work at allowed for two classes a semester and you could enroll at any time... not just the first day of classes. Also, you enrolled through your employee/faculty account and the charges were automatically covered. The process here is terrible, only being able to register the first day of class, and only being "possibly" reimbursed for one course, and months after the class takes place. Had I not assumed Metro operated the same way as the other colleges I worked for as far as Tuition remission I may not have taken the job here. Parking is also an issue on campus. There should be some sort of break in cost for employee's of the school.



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Funding from the legislature done on a more equitable basis compared to other state colleges and universities. Top level leadership that addresses more reality than idealism. Leave the sloganeering back in the office.

Give new faculty time to grow. MSCD has developed more and more emphasis on research and publications without giving faculty the time they need due to class loads and lack of funding. MSCD should place more emphasis on teaching like it used to do so.

Higher pay for my existing employees and more salary flexibility in hiring new employees. It is very difficult to acquire and keep highly skilled employees when we pay so far below market salaries. Along with that goes the concept of each employee having a reasonable workload. Most staff are so overwhelmed that they've grown tired and are lucky to be producing 'C+' work. So, providing adequate staffing will definitely make the institution a better place to work, but that can only happen if we can acquire quality people which requires higher initial salaries.

Hiring of a ombudsperson for students

Hold all employees accountable for their work. There are some who shoulder the majority of the work while others cruise through each day with some rank and pay grade.

I am located off campus and I would appreciate better opportunities to be able to have access to some of the trainings without having to travel to Denver.

I believe in the college vision and direction our President has laid out for us, but often worry that the Emperor is not wearing clothes. I wonder if he has trusted confidantes in the senior staff that can help him guide the college. Remember for a short time when the goal was HSI by 2010? The President was willing to listen, plan and revise the timeline. Is that willingness no longer there, or is his senior staff unwilling or unable to effectively communicate their rationale?

At the same time I question the capacity and ability of some of our VPs to effectively inspire, execute, and translate high priority initiatives. I see that AVPs are listed in the category of senior leadership and wonder how that may skew the results of this survey. I see AVPs more as middle management (at least in student services) where they have

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to ask the VP on every little question rather than having the autonomy to do the job and adequately assist and support directors, yet are intentionally or otherwise left out of the loop on major items. It seems information is power and the VP is not willing to share that power. However, the VP is more that willing to pass the buck of responsibility and throw people under the bus. We focus on the minutia and simply gloss over anything of importance until it is in crisis.

I have been questioned on too many occassions by various levels of staff on our VP's understanding of Metro students, our mission or our jobs, and am beginning to lose effectiveness and/or credibility to cover for the VP (and quite frankly, the desire to cover). I worry that our VP is not able to effectively translate or communicate upwards, either, and believe that is having a negative impact on the outward view of our profession and the value of what we provide to the college and our students.

We need infrastructure to effectively execute the college's initiatives. Infrastructure is not glamorous or showy or fun to invest in. Nobody cares to fix the main until there is sewage in the basement. We have not been provided, though requested, adequate staff to effectively handle and serve the many competing college priorities (grad programs, HSI, FYS, student retention). We continually ask more and more of our dedicated staff without and end time in sight. We are burning out those who are most dedicated to our students and our college and/or losing them to competing instiutions for more money or less responsibility.

HR is a barrier rather than an asset to swiftly and efficiently hire new staff. This contributes to the burnout of the staff who remain.

I believe true honesty, true shared governance, removal of and insensitive leadership would benefit this college in more than one way. Hiring people of color, that will not be abused or maligned by the leadership, based on jealousy, incompetency and misunderstanding. Sensitivity training for all staff and faculty regardless of tenure or time served, with the yearly refresher courses. Choice of insurance agencies that employees may pick and choose from. Replacement of the human services director, would be a great start for the campus community.

I feel that College Communications controls all the news we get. Ideally there would be some independent source of campus news such as the Silver & Gold was for CU. The student newspaper is usually focused on student news, rather than issues affecting the

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administration and faculty. I realize this is impractical, especially in this economic climate.

I feel that I am under-utilized in my current position. Perhaps this feeling will diminish over time with the new leadership in Academic Affairs.

I have a Master's degree in the field I am working in, and make less than someone in my dept who has only a high school diploma. I need better pay. On my small salary I am expected to either pay for parking or else find off-campus parking and walk 15 minutes in the freezing winter cold to my office—I have never before worked for an employer who did not provide parking. I feel that there is little communication, teamwork, or initiative in my department. I feel like the focus is on numbers rather than serving students. I did a major amount of work on a project last fall and my former supervisor took the credit for it. When there are new ideas in my dept, they are met with resistance. Finally, Metro will not buy Kleenex for my office and so I am forced to bring my own. This last may seem like a little thing, but honestly, it's the sum of little things that make a difference in keeping employees happy.

I know the college's resources are spread thin lately, and it seems like funding in certain areas is lacking. But in general it seems that the college tries to efficiently work with what it has.

I see three important opportunities for improvement; empowering staff and demonstrating their value within the department/college, secondly, management training for department chairs and thirdly growth and career advancement opportunities. My experience during my employment with Metro is that within my department, faculty are granted leadership roles, opportunities for personal and career growth, and have a level of superiority over staff. Staff do not have permission to use the 6 credits of tuition (professional development) at our discretion for personal or career growth. Staff are not included in the regular faculty meetings or discussions in which department wide decisions are made. Faculty have been granted the same level of power within the department that the chair has and staff have been bullied by faculty. Faculty and staff need to be on an equal power level and granted power according to our role within the department. Secondly, the chair and assistant chair greatly lack management skills. A classic example of this is when I experienced typical variance with another staff member or faculty and sought the chairs guidance, her statement to me was, "what do you want me to do about it". In addition, the Chair has introduced staff members, who hold

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leadership roles (ex. coordinators), to an affiliate faculty member, as administrative assistants for the department. A skill manager would understand the difference. Better equipping department chairs with leadership and management skills would enable staff to perform their job duties and fulfill their roles more effectively. In addition the current system with which the department chair is selected cripples the chair's ability to effectively manage. How can a chair effectively manage faculty, who can vote him/her out in three years. Or more importantly why should a faculty member comply if they disagree with a chairs guidance ,knowing they can launch a campaign within the department, to have him/her removed. Also, why are staff excluded from this process? Are they less capable of offering intelligent and valuable input or are they less invested in the outcome? Thirdly, Metro would be wise to grow their own staff and administrative personnel. I would love to have the opportunity to choose career track options within Metro State. My goal is to become a director of a department. Currently it is up to me to find opportunities for advancement. Many of those opportunities are available outside of Metro State.

I think that more attention needs to be paid to our workload. We keep being expected to do more with less and it's affecting the quality of work and burning people out. Maybe it's time for the president to back off a little on all his initiatives. While I respect his leadership and vision, I think sometimes he's looking beyond his own employees.

I think it would be more efficient if we had the capability to pull more reports from Banner. Currently, it is necessary to piece together information from various screens and reports. This method leaves a lot of room for error and is incredibly time consuming.

I think that within the dept that I am employed by, work loads are not spread out evenly. Some people have many tasks and responsibilities and some people only have 1 task. I think that internet access should be limited to increase productivity. Internet sites such as MySpace and Face Book should be blocked from access on work computer.

I work in a department that is very uncertain about their value to the campus. Instead of trying to do the best things for students, many in the office worry about doing the best things for the office (i.e. what is going to make us look good to upper level administrators). Yet they are too afraid to go and ask what needs to be done. It would be great if we could get some clear direction about the importance of each unit

## Employee Comments Report

Identifying and implementing college best practices from similar institutions. Focus on technology. Our technology systems are behind the times and behind even some of the local community colleges. Get IT to identify and support new technology. Help departments figure out how to best use it and while at the same time establishing consistent directions so that it not implemented differently in multiple departments. Many systems, particularly in admin and finance, are cumbersome to use and are not able to provide the type of information necessary to make sound business decisions.

If depts/areas were more collaborative.

There is an overall "we are Metro" spirit presented in a "customer-facing" capacity but internally there is an undercurrent of divisiveness. Very much a departmental "that not in our best interest", "that's not our job", "we don't have the time/resources for that", etc. without any alternative solutions offered. Goes to the phrase, "If you not part of the solution, you're part of the problem". Wish there was more of an emphasis on collaborative problem solving vs. "it's your problem, not ours - you figure out a solution and we'll help if we have time".

If Dr. Jordan had a stronger leadership team. Some of the Sr. team members are not suited for their senior level positions. Because of this, there is mistrust among the divisions and we continue to achieve mediocre status, even though we have a strong leader at the helm. It's sad to such a collective passion for this institution being stymied because some of the VPs are ineffective.

If it hadn't grown so large in the last 20 years. Due to space shortages, administrative areas are often housed off-campus. Hopefully new Student Success bldg. can house all of the off campus offices.

If management and senior leadership recognized that people do a better job when they are given the appropriate autonomy to do so. If members of management would allow employees to do the work they are paid for, and shared the vision with the entire community- not just the selected few.

If my supervisor was better at allowing balance between work and life.

If people were actually doing the work that they were supposed to be doing, instead of slacking off, Metro would be more efficient. But until people are held accountable for work that is in their job description, Metro will always be a second-rate place to work for.

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I get tired of busting my butt, working hard 8-5 M-F and the people around me slack off, yet they still have jobs. Also, Metro should consider getting rid of people that just weigh the school down and get some new blood in here, fresh ideas, new bodies. We have to evolve with the world and the challenges our college faces but half of the people here are so used to doing it "the old way".

If the people who worked here loyally for many years were recognized for their expertise, then when directors left or retired, these personnel were then appointed permanently in a leadership position, instead of looking outside the institution and conducting national searches.

If the process was more clearly defined. Seems that many things change often and randomly without notice to those that the process effects. Sometimes accomplishing your job is made difficult because the process is unknown or unclear.

If the top leader of our institution would care more about Metro and not just adding to his resume, I think that the employees would feel more valued and committed to the success of the institution. There are too many HUGE initiatives that our VPs and Associate VPs are trying to work on, that they don't have time to address their respected areas and personnel in the way they would like. If they were able to define their own jobs more, and not just carry out all of these huge initiatives, I think that more employees would feel valued and more appreciated.

If the vps were required and held accountable for working as a team and setting that example for the entire staff, it would be a much better place to work. Also, faculty power is often overwhelming and detrimental to achieving any success at the institution. A few very loud complainers motivated by their personal agendas are allowed to behave badly and treat colleagues in a rude and unprofessional manner. Their deans and chairs need to address that behavior rather than ignoring it or giving in to it. It is very demotivating to those who are trying to do a good job.

If they would help their staff/administrator to progress on this campus retaining employee should be a high priority

Incentives. There are more responsibilities added, but no incentives.

## Employee Comments Report

Increase and pay and resources to carry out our goals.

Increased staff to support our faculty and administrators.

Ind. dental insurance

Less Bureaucracy

Less of an atmosphere of entitlement from tenured faculty. We all work hard for the college and the contribution of affiliate faculty, staff and administrator is no less valuable than that of tenured faculty.

less paperwork to fill out for common tasks

Less red-tape and paperwork in procedures to support activities, personnel, purchase needed resources, etc.

Less work. Monetary compensation better than "below average".

Management training for folks who become Directors on an Interim basis from within.

Money and space. We do a lot fo studenst on a very limited budget which can hinder a student's experience.

More accountability for faculty and staff at all levels. Some are not held to a high standard, and there are few consequences for poor performance.

More autonomy in the use of facilities on campus

More budget for IT to fulfill the needs of everyone as IT effects everyone's ability to do their duty.

more communication between departments, shorter toes

## Employee Comments Report

More consistency across top leadership. Some departments struggle with understanding their leader's vision and direction. This leads to a perception that as employees are struggling to keep up with increasing workloads, their VP's don't realize what the departments are already dealing with on a day-to-day basis as new initiatives are being implemented (such as changing and increasing the role of advisors as the institution prepares for Master's programs at the same time the advisors are meeting with the existing volume of students).

As a staff member, it seems as though faculty voices are heard and adjusted to with more consistency than representatives from other employee groups. It would be helpful to hear more about initiatives or changes brought about by input from more administrators and classified employees.

More cross-training of jobs.

More diverse faculty representation

More diversity in the people they higher.

More efficiently run HR and IT departments. AHEC Auxiliary Services could be more efficient and organized. More work on diversity and inclusivity should become a priority. Training, workshops, discussions, etc should be required of all faculty and staff.

more enhanced professional development would improve retention and keep quality employees at Metro State. Paychecks are nice, but I would really like to enhance my education and professional development.

More flexibility for administrators for work life balance. There is no formal policy to allow for comp time, if administrators work evenings or weekends.

more focused resources in technology infrastructure and support, improvement in facilities (chairs, tables, bookcases should not be torn and broken)

More money for more IT equipment and more classroom space.

More money from the state!!



## Employee Comments Report

More money in the budget.

More organization and clarity of institution and departmental policies. Metro would be a better place to work if there was a 'we're in this together' team spirit engendered in staff and faculty. I feel that Metro operates in silos and it can be very, very difficult to accomplish anything across departments (particularly between administrators and faculty).

More reasonable work load

More respect for, and acknowledgment of, what administrators and staff actually do for this institution and its students.

More secure funding from the state legislature would enable Metro State to more fully achieve its potential. We are not recognized enough by the state or by the local community for what we do to help students. President Jordan and the Board of Trustees make great efforts to achieve better funding, and others of us could do more to help. Also, I see the lack of space to grow as hampering the future of the College because we are beyond capacity in serving students.

More space

More space! ALL Departments need to be considered when new planning ideas are implemented regarding space/change of location. There is a constant increase in student enrollment and departments are having a hard time finding the inter-office space to provide to those services.

more space, less nepotism, better training of new people (transfers also). More communication, less bullshit. Using smoke and mirrors is not the way to communicate effectively.

More staff and more space - also appropriate state funding levels if we are to remain a state institution.

More staff and reasonable deadlines for initiatives

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More staff and resources would be a good place to start. Also, we need to pay our staff more so we don't keep losing them to other institutions. I think we should allow Metro employees and family members to take classes here free of charge (this includes tuition and fees). And lastly, I think that the institution should help pay the tuition for employees working on a graduate degree.

More staff to reduce workloads  
More classrooms and offices

More support from Supervisor, and feeling like my skills are utilized (I don't feel as though my role entails ANYTHING that I thought I was hired to do! Working here has really made me question working in Higher Ed, after 15+ yrs in this field!)

More work space, better wages and benefits, more opportunity to advance, having ideas and suggestions listened to, and discounted parking for employees.

My biggest suggestion is that we slow down in regard to new initiatives at the College. We don't have enough resources to be preeminent with all the new projects coming down from the President. The 2 + 2 program is a failure due to lack of infrastructure and resources, HSI is struggling due to budget cuts, student retention is horribly low but we keep implementing new things...it just doesn't make sense to me. Let's get really good at the basics first and then try to grow.

n/a

Naturally, an increase in salary would be greatly appreciated but we know that isn't a possibility in today's economy. More respect of the Administration by Faculty and Classified Staff would be great. Elimination of the "caste" system would be wonderful.

No suggestions.

Not enough space is probably the biggest issue. I also think that there is some discrepancy in workload. It seems some people do not have enough to do and others are overwhelmed.

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Overall, it is an excellent place to work.

parking meters set with rest of city, parking OVERHAUL or rates, staff and customer service, office privacy for sensitive student matters.

Pay equity. I find it very distressing the inequity of pay from those in the "lower" ranks compared to those in the "higher" ranks. If everyone is not at the pay rate they should be that is one thing. But to have those in the upper levels be at their pay rate and those who are not in the upper levels not be at their proper pay rate creates serious questions about the worth of all employees.

Perhaps a few more staff members in our department as we are extremely busy.

perhaps, more money,.

Really value and support the employees by supporting professional development through better structure of tuition reimbursement for employees and families, opportunities for promotion without having to go through national searches. Promotions that have to be nationally applied for are not promotions.

Really listen to the needs and better business practices of the staff

Recognize staff, international students, staff

Revamping of systems and processes that are inadequate and/or don't work well. Numerous systemic problems with operational issues exist. Human Resources needs to be totally revamped and become service oriented and supportive of employees and administrators who need their support. College policies need to be consistent. If we are going to admit all students in the open admission concept, then we must have additional resources to better ensure that the students have adequate assistance on all levels. This is sorely lacking and will not permit any significant movement towards adequacy or preeminence. IT must be better funded with higher level personnel who can do programming and assist with departmental needs.

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Reward people who do not call in sick. Lump paid time off and sick time together. Have human resources be more employee friendly. For example allow staff to teach classes without jumping through hoops. Increase student fees in the area of the student activity fee. The extremely low amount the students currently pay make it nearly impossible to provide quality service to the students. Look at ways to provide more affordable health insurance. I currently have to go through my spouses insurance as it is \$200 a month cheaper.

See #3 & #4.

Senior Management (AVPs and VPs) need to be visible to their staff, not always out of the office and refusing to account to their staffs as to what they've been doing that benefits the college.

Senior Management also needs to "walk the talk", treat their staffs with equity, and hire/promote based on skills and not on personal relationships.

Supporting staff more with raises and tuition reimbursement. Faculty is set in a way that they will receive continual raises, even in difficult economic times. This same policy should be in place for staff, too. The Human Resources Department leadership seems to be monopolized and is not accountable for their actions, yet expecting for everyone else to be accountable to them. Their behaviors should be further researched to see if their control over staff and faculty is necessary and justified.

telecommuting options

That is a tough question to answer. A greater feeling of community would be my preference and in some sense we do have that amongst faculty and staff yet not as completely amongst students due to the commuter aspect. The latter is also what makes the campus unique as it appeals to all walks of life but can sometimes be diffuse.

That the institution recognize its mission of increasing retention and put money towards those programs that support this mission. Not only the programs but fairly compensate those who do multiple jobs and supervise large groups of people.

## Employee Comments Report

The ability to further our education with graduate school reimbursement. Also salary rises based on our reviews.

The manners in which information is shared/communication needs to improve top-down and people need to feel valued for the work they do. People, including supervisors, get away with being disrespectful here. It has become apparent that positions are filled not based on applicants' abilities nor on the recommendations of hiring committees but for political reasons and because someone may be too inept to threaten the incumbent leadership/status quo.

The very large number of interim positions among administrators has made it a bit difficult to have continuity for any length of time. This makes long term planning difficult. However this seems to be changing as we are seeing more and more positions filled by permanent employees in recent months.

There are several things that spring to mind, although not listed in terms of priority: College policies are not always stated clearly in text form and can be difficult to locate (my position is heavily involved in interpreting and applying policies). The three-calendar system (academic, calendar and fiscal) are sometimes confusing and, in terms of faculty annual evaluations, make no logical sense. We lack space (for now) and money (always) to handle our enrollments effectively. The college is revisiting the modified open enrollment and last grade stands policies, and I hope there are some positive resolutions that can manage enrollments in a way that is most beneficial to students, even if our retention rates suffer initially. Classified staff are undervalued and excluded from important decisions that affect their workloads (every committee I've ever served on that includes classified staff seems to evolve to a "faculty first" perspective that alienates classified staff). Security is also an issue: we risk some serious problems in unstaffed labs (assaults, theft, vandalism) and other areas of the campus (in sound-proofed practice rooms, no one can hear you scream) and parking areas. I hope there is a tri-institutional effort to rely less on reactive measures like insurance/liability policies and more on proactive measures like staff.

This is a difficult question for me to answer. It is difficult for me to answer because on any given day, it may be a different answer. As far as a general answer, it would be a better place if we were able to really hire the best people out there and pay them a more competitive wage. I am concerned that Dr. Jordan's cabinet are mostly all white women. It is unfortunate that the two men of color that Dr. Jordan found a few years ago were

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frankly unsuited for either of their positions. I commend Myron (and Dr. Jordan) for the work that he is doing and for having access to and influence with the president.

This is a hard question. I personally do feel rewarded to work at Metro knowing that we do make a difference in our student's lives. The creation of a benefit where our children may take classes at a reduced rate would be very nice. Many employees have children who attend but the lack of help is a big disappointment since other colleges do provide this benefit. And I know that our funding has not allowed salary increases for many of our staff, however it is tiresome to fight trying to pay over a 75% CUPA average for a good qualified employee especially when you know they will get experience here and then leave in a year to work elsewhere for a higher salary.

This would be a better place to work if we were allowed to have separate toilet facilities from students and an administrative kitchen in which to take breaks and eat or relax. I also think that we should be able to get a huge discount for parking. I think that the structure of medical premiums doesn't reflect fairly, in that no matter what the program you choose, the premiums are the same and that there are only 2 pay structures; single or family. We should have 3; single, single and spouse, and family. The dental insurance is not supportive of what I can afford to have done. My pay is too low and the dental insurance is not adequate coverage.

Tighter communication with IT and AHEC - sometimes it seems there are so many layers to accomplish seemingly simple tasks.

To have PTO instead of vacation and sick days. Better food options.

To promote more teamwork in each individual department and institution wide.

True shared governance and more in depth assessments of new initiatives. We seem to rush from one to the next without being true to evaluation of effectiveness. The motto is "implement and then plan" The initiatives are great ideas but it takes more than ideas to carry them out.

We have a strange policy about staff teaching classes and are losing an opportunity to have people committed to Metro stand in front of the classroom. The college should reconsider this policy.

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Tuition reimbursement to support staff in furthering their education, assurance that salaries are comparable to other sister institutions, a more professional and effective human resources department that strives to support employees and that designs policies that are user centered. Better sharing of information regarding policies and HR decisions.

tuition reimbursements for spouses (particularly for graduate school, but both undergraduate and graduate work), have a more stable retirement plan (for those of us not eligible for PERA.....we have to "gamble" if we don't have a sure one like those who have PERA do, some flex time and or compressed time yet equal to a full time work week for professional staff

tuition waivers or reductions for family members.

We lost a great professor last year since he was not working on his PhD - he was outstanding - with other departments in the college, with students and with businesses and agencies off campus. He loved teaching and he wanted to teach rather than do research. Professors who are helpful to students are so valuable.

We so many more full-time staff members (mostly entry-level). Academic Advisors, Financial Aid Counselors, Program Coordinators, etc. We are too dependent on student staff who lack the consistency and breadth of understanding of institutional policies and relationships.

Well established policy and procedures. Clear communication to faculty, staff, and students relating to policy and procedure including the web presence we have. There are too many inconsistent messages to students. In addition, the support and motivation from our superiors would be appreciated. This includes, a clear understanding and appreciation of what each functional area is responsible for. In many cases it appears some key areas are viewed as paper pushers and not decision makers.

Written procedures for all departments. Accounting Services, Foundation, and Academics for example. Depending on who you talk to, a different procedure is used to complete a task.

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### **Question 3: Metro State's goal is to achieve preeminence. Considering some of the college's current major initiatives or new ideas you may have, how do you think we can best achieve preeminence?**

The initiatives are the right ones for Metro, but often we start them without the appropriate time and resources to be successful.

1) We need to tighten up the "modified" admissions policy. Many of the students that are coming to Metro need to be taking advantage of the 2 plus 2 programs. They are draining the resources of the administrators, faculty and staff. These unprepared students are taking up classroom space, financial aid and valuable faculty/staff/administrator time in navigating Higher Education.

2) Graduation Rates - departments/Registrar's Office need to coordinate resources and move certain students out of their comfort zones and into the real world. It is interesting that a student can have upwards of 160 credits and has still not filled out an intent to graduate.

1. Obtain financial stability for this institution. 2. Recognize that teaching excellence combined with a publish or perish approach must be better addressed to put an emphasis on one or the other, not both at the same time. Teaching 4 classes/semester with a push to publish simultaneously is NOT realistic, nor are faculty adequately paid for it! 3. Develop a clearer policy for grant writing/support and implement it effectively, not just talk about it.

Additional Resources (Funding and Facilities) to serve students

Adequate compensation with regular equity adjustments

Adequately orient employees to the culture- by first defining the culture and then communicating consistent messages in support of the vision.

Eliminate the focus on HSI. The HSI initiative is alienating some good people by placing more emphasis on one racial group over others that could be equally well served



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through a Metro education. Metro should look at becoming a minority serving institution-regardless of which minority.

As Metro grows and adds programs and services, it needs to keep in mind that much of the College's value lies in providing an affordable education to underrepresented and non-traditional student populations in addition to more traditional student populations. Many of the staff take pride in Metro's open enrollment policy for admitting students and value the opportunities they've been provided as former students themselves. As long as Metro keeps this in mind while adding programs, and as Metro maintains and increases its community relationships with outreach programs through the Denver metro area, such as efforts coordinated through the Center for Urban Connections, the College will be able to achieve its goal of becoming a preeminent institution.

Be a leader relative to academic excellence (i.e., modeling a quality institution that accents teaching and service), as well as modeling a multi-cultural employer

Been here long doesn't mean he/she has a lot experiences.

Being Hispanic, I am thrilled to have Metro actively working to be more open to minority students and would like to see that goal achieved as soon as possible

Being the urban land grant school with service to the public.

Better organization of communication about said initiatives. More clarity about progress.

By being the very best at what we do; educate urban students

By continuing to strive towards the goal of 60% or greater T/TT faculty teaching classes.

By not trying to be everything to everyone. We are an excellent urban four year college for Colorado. Let's not loose sight of that fact as we move toward preeminence.

By offering the best possible options and programs for the student body, while at the same time maintaining the educational and service integrity of the institution.

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Carefully crafting the strategic plan based on identified needs that will lead to preeminence and implementing it with a prescribed accountability process with feedback for improvement (e.g., loop feedback system).

Conduct thoughtful and precise analysis about the resources and services that currently exist across the campus and align or coordinate them to support synergies and leveraged efforts.

Consider new initiatives more carefully before and during implementation. Many resources are expended without careful evaluation of payoff and opportunity costs. The misguided 2+2 program is an example. There have been too many years of floundering without a careful analysis of the 2+2 program's mission and effectiveness. The HSI initiative also may be a distraction from improving quality and accessibility for all students.

Continue improving facilities, equipment, and technology

Continue to focus on academic standards, using professional staff (advising, student support, etc) to support academic initiatives. Promote communication and collaboration between Academic departments and ancillary departments. Formalize this so that there are structured opportunities to engage with folks from other departments.

Continue to improve service to students at all levels. Recognize achievement contributions from the employees that work in lower level positions but do outstanding work.

Continue to offer excellent, affordable education while serving the community and students with particular needs (disabilities for example). I like the HSI Initiative and the development of master's programs.

Continue to tell our story in a positive and proactive manner. Recognize what the institution can control and capitalize on the strengths. Need to avoid the public displays of self-serving whining about issues outside of the control of the institution. This behavior places the college (and Colorado higher education) in a negative light and undermines the ability to move forward.

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Continuing to focus on and market the benefits of Metro State (low tuition, small class sizes, knowledgeable faculty, diversity, hands-on education). I believe many people have a misconception about Metro State. We may also benefit from partnerships and advocates within the community so that Metro State is promoted as an institution students should attend as opposed to one option or a low-cost alternative.

Continuing to value to the faculty and staff by offering salary increases and professional development opportunities that will attract and retain talent.

Creating higher application standards

Current initiatives like HSI, Center for Urban Connections, and masters programs in social work and accounting are beneficial to the college and the community. Given the political winds, though, tightening our selectivity on several levels may be the way to go (even though it runs counter to our mandated mission). For example, our masters of Teacher Education won't make much money overall, and extant research shows that graduate-level education does not significantly improve teacher quality or effectiveness (although districts do require continuing education units from somewhere, and we will get a lot of students seeking those CEUs). I am not sure the TEd program was a good choice, and hope the college makes good choices regarding graduate program offerings in the future. The institution also spends an inordinate amount of time and money working with students who are not prepared for college (enforcing timelines for General Studies should help) or who manage to weave past deadlines for admissions and enrollment (because they weren't prepared to come in the first place). Finally, and this is completely politically incorrect to say at this institution, we may need to look closely at programs that are low-enrollment or low-productivity and consider combining them under umbrella departments or eliminating them.

Elevate one or two programs to national recognition. Hotel/HTE, Aviation, etc. Success breeds success. So, success in one area will help all others....

Ensuring that everyone in the College is pre eminent ready

Everything seems to hinge on who your manager is. If you have a good manager, they will allow you to sign up for professional development. If you have a manager that doesn't think professional development is important then you will not be allowed to sign

## Employee Comments Report

up. If employees always work but don't have time to improve their skills and learn new things preeminence is just a dream.

Finally, putting a cap on the number of students admitted. Funding is down and we have limited classroom space but yet we continue to increase the number of students at Metro. This affects all employees having to do more with less.

To truly achieve preeminence there needs to be further improvements in facilities such as the cleanliness of bathrooms, better locker rooms in the PE building, dedicated facilities for athletics and campus recreation and the removal of the trailer parks on campus.

First and foremost all of the initiatives and the ultimate goal of preeminence cannot overshadow the daily mission of educating students. My fear is we will all get caught up in the implementation of new concepts and our students will pay the price and have less access to faculty as they are all serving on committees.

first I have gotten tired of the word. Until our funding levels change, this will not happen. Currently it is expected for us to do more with less funding, less pay, and less support on the IT side. It is not realistic to think that we will be able to be successful for anything more while we are always in a budget crisis. First we can't compete salary with even the two other schools on campus. It seems half of our staff have recently moved over to UCD since they are able to pay on average \$10,000-\$20,000 more there than in our current position here. Even in certain positions, CCD may hire at a higher salary pay rate. To be losing good staff and then having to train new staff will not allow us to progress since it may take up to a year to fully train staff since many are doing more than just one job. Second IT keeps taking hits and therefore moving forward on anything is extremely difficult and takes up to years on a request due to where you are placed for importance. Not enough IT staff to properly drive and work a software system is killing us slowly since we are so reliant on their help and knowledge. Currently due to our salaries, they can't find anyone to hire and we have positions open for months with no help in sight! Third, the survey mentions merit - where is this merit money? We get small cost of living raises and I know that there is a small merit pool, but where does it go? For many on this campus they have not seen merit money and it really does not have anything to do with job performance. It is hard to divide up such a small amount of money but please don't refer to merit money when we get cost of living raises and most never see merit money. I sometimes worry that we are so keen on this one word that we forget why our school was created in the first place. If we want to be CU or CSU then

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we could combine with one of those schools and be able to achieve more with their funding levels.

First we need to hire more staff. Also, we need to increase what we pay our staff so we don't lose the best ones to other institutions in the area. You can't achieve preeminence if you are always trying to do more with less!

Focus on the success of current initiatives without creating competing new initiatives or changing the goals of current ones. This is hard for staff to know what to expect and work toward.

For the first year success programs, make a stronger use of the advising center and faculty to be used for this purpose. There are some great staff and faculty here who would be phenomenal in this role.

Have a graduate advising center ---- geared for serving the needs of graduate students and faculty. This really needs to be separate.

Continue the trend with diversity and support of diversity on this campus.

Giving more support to faculty and staff, and increasing academic rigor.

Graduate programs are a great idea but we have no additional staff or administrators to do the work. IT needs significant help. We have too many open positions in critical functions.

FYS success is a great idea, again, only one FTE is dedicated to running the program. We have a solid base on which to build but will need resources to scale it. We cannot effectively add a second semester component, and continue to serve new students in that same semester, without staff.

HSI has solid recommendations but where are we on it? What positions, stimulus or otherwise have been filled and how has that been communicated to campus? How are the VP's being held accountable to execute the recommendations of the task force?

The Student Success building, another great idea. Why is it being filled with people who don't work directly with students when there isn't enough room? What is the plan for the

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second neighborhood building and why can't those folks go there?

Metroleads seems like a lot of resources for a few people. What is the cost in salary of having every VP at this meeting once a month for a year for the sake of 20 people? Can the program be effective and only be 4 months (for example?)

Having a campus-wide social media platform website such as the one being launched by Metro's Alumni Relations department. This platform/website would integrate all departments and alleviate the existing disconnect. More communication between departments.

HSI

I believe it can be achieved when you first value and make known the appreciation and value of what you have. Second, I believe it is required to provide holistic support for all employees to feel they are key to the upbuilding superiority that is sought for the institution.

I believe our biggest challenge to achieving preeminence is our facilities. The students need, want, and deserve: nicer classrooms and grounds; easier access to affordable housing near campus; better access to affordable parking; more space for clubs & organizations to meet!

I believe the foundation is laid. From what I understand of the future plans, we are on pace to take on a new look and provide a stronger level of service to students - both traditional (student success building) and non-traditional (graduate programs, especially).

I believe the one of the biggest obstacles to preeminence is Metro's reputation in the community. It does not match up to what the institution, faculty, staff, and students are contributing on a local and state level. Continuing to move forward with the stated initiatives is important, but we need to have a more developed network of community ambassadors sharing our work and garnering support.

I do not have any suggestions.

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I hope we keep in mind the undergraduate program where Metro really makes a difference - helping first generation college.

I love Metro and not only work here but I am also an Alumni. Although I do think that Metro could improve on preparing student's better for the work place. Metro should create a student that will be a high achieving employee in the work place. I feel that Metro creates an employee that will be an average employee in the work force. I think that Metro should raise the bar for expectaions within the classroom as well as admission standards.

I support the college's initiatives, especially those that tie us to the community - urban land grant, etc. I also think we need to focus on graduation rates (I think we're doing that) and making sure students have basic skills - writing, computer skills, etc, as well as higher level skills.

I think it is important for the institution to show success in certain areas before moving on. With the challenge with staffing, it is difficult to fully embrace and exectue the ideas that the President has planned. Although excellent ideas, the realism of achieving them is challenging.

I think leadership has an eye towards growth and quality improvement, just be mindful that you are meeting the needs of both students and employees. I think sometimes focus is so much on improving quality and service for the students that it makes it difficult and cumbersome for the college staff to meet their goals/needs.

I think Metro has a great plan and is moving in the right direction.

I think more focus on Graduate programs for a wider variety of degrees.

I think preeminence is an over-used term. We've heard it now for too many years. Let's just make the college run well. We're in a budget short-fall so we should concentrate on the success of the programs we already offer. Too many new initiatives, without appropriate funding or enough staff will not lead to preeminence. It will lead to people leaving the institution, failure of current programs, and poorly implemented new programs.

## Employee Comments Report

I think small classes and teachers that have time for their students is our strength. So many large public institutions have huge lecture halls and an impersonal environment. More individual attention for high need students is our unique strength. I would love to see more advising for students.

The focus on community engagement is important for a downtown school like ours. This type of engagement should include service learning, internships, and support for preparing students for the job market. Relationships with employers and community organizations help to build our reputation and provide continuing support for future students.

I think that if we were truly going to achieve preeminence we would promote advanced degrees for administrators and enter into an agreement with UCD for administrators to receive greatly reduced tuition.

I think that more money needs to go toward support programs and there needs to be more emphasis from senior staff/department chairs for student services and academic affairs to work collaboratively to support these programs.

I think that the students should understand and be able to communicate what preeminence means to them and their educational experience. We can market ourselves all we want, in the end, a student's word of mouth experience is going to either attract or turn off new perspective students to Metro State.

I think that we could best achieve preeminence by doing what we do best, that is serve our community and students. I love that the college is an open enrollment institution and I think that we should stay true to those values.

I would also encourage us to have fewer goals that we can focus on. It seems that there is a new major initiative or goal every month. It is hard to continue to provide students great services when we are constantly asked to make new programs with no support or funding.

I think the concept of preeminence is far beyond what Metro can achieve given its current resources. If we could get our operations to a working level that meets our current needs that would be significant progress.



## Employee Comments Report

I think the new Student Success building is going to be great. I also am excited about all the "Urban Initiatives"--Center for Urban Connections, Urban Leadership Program, Urban Teacher Partnership have great potential.

I think we are moving in the right direction. It would be helpful to have time to implement the various initiatives instead of being forced to work "under the gun" and not having the time to thoroughly work through the process.

I think we are on the right track, however I strongly disagree with creating more stringent admission standards, this school was created to serve the community. I understand that retention and graduation rates are important measures however I don't want Metro to change from being a college of opportunity for the Denver Metro area. I everyone and anyone to have an open dorr to education through Metro State.

I think we can't keep claiming to work towards inclusive excellence without actually putting a lot of effort into it. It is more than just a phrase; it takes untold hours of work, as universities actually working towards it can report

I think we need to really examine who we serve and then ask how we, as an urban campus with a long-standing mission to serve those who might not have an opportunity for higher education, can genuinely open the doors so that people who want to graduate from Metropolitan State College of Denver to can attain that goal.

I think we're on the right track and hopefully state funding will improve. As an outsider on the higher decision-making, that seems to be the only obstacle. I think we have the right leaders at the top of the institution.

i think were going in the right direction, keep doing what were doing.

If by preeminence you mean national recognition, I think that would require raising and maintaining standards, both academically and in hiring well-qualified faculty. The general perception in the community seems to be that a degree from Metro means very little, compared to the same degree from another institution. I suspect the same is true at the national level.

On the other hand, it is recognized (locally, at least) that Metro serves a different

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population than other institutions of higher ed and offers an opportunity for some segments of our demographic to improve their quality of life. In this regard, I think the new Student Success Center and the Hospitality Center are excellent steps forward and the college should make the most of publicizing these, beyond the launch phase.

I have not worked at the college long, so there are probably initiatives going forward that I'm not familiar with. I haven't seen much of the college activities outside my own department either. For what it's worth, I think it would be beneficial to publicize the kinds of jobs that alums are able to get and improvements to their lifestyle resulting from their education at Metro, given that so many people are returning to school now with that as their goal.

If people felt great about working here, their work would be done with spirit and commitment more often and word would spread faster in the community from students and employees, which would give rise to the impressive reputation we do have with some. Preeminence is a natural result when people are doing their work for the right reasons and have a clear vision of the impact of their efforts and therefore participate genuinely in the greater community, effectively representing Metro State and our mission. Perhaps more community involvement and involvement in our own day-to-day activities/procedures. We need to stop just going through the motions. Being patronized by senior leadership and being undervalued is a detriment to this.

Improved communications across the divisions, working together as colleagues for a common goal, picking key initiatives to address in order to use our resources effectively. Seeking to become an HSI (Hispanic Serving Institution) is a major goal for the institution, we need to ensure that other groups feel included in the process. The HSI initiative is one mechanism for seeking additional funding for the institution. The way we've used the stimulus money for 2009-10 through 2010-11 to support specific key areas for the institution in order for the success of Metro State. Making sure the institution has sufficient space to teach (classroom) and office/work space for faculty and staff. Town hall meetings to spread the word about Metro State.

In many cases the College needs to focus on core-competencies to obtain preeminence. It seems that numerous initiatives are continually being added when basic services, such as IT, Human Resources, and the enrollment services are less than adequate. At times it seems we are focused on picking the apple at the very top of the tree instead of focusing on the low-hanging fruit first. Metro State's mission makes the College unique, and by executing this mission to its fullest, we can obtain preeminence.

## Employee Comments Report

In order to achieve preeminence, there has to be clearly articulated and measurable goals stated and tracked. Preeminence itself is a subjective term. In my experience here, very little of the leadership's message or intended culture gets beyond the select group of vice presidents with whom the president engages regularly. There is no accountability for the top inner circle and very few middle or lower management feel "safe" enough to express their dissatisfaction and very real complaints and negative experiences with the VP level administration. For all the talk about shared governance here, there is very little in actual practice in my opinion. There is no assessment or measurement instrument to provide any feedback on the behavior and management practices of these vice presidential level leaders, yet the president seems to trust them to disseminate his message and intended leadership style throughout the college. The process for hiring new employees is chaotic and confusing at best. There is absolutely no clear set of procedures for the financial reporting and tracking functions. The thing that is done best here is to threaten and scold when you do something wrong. It works much better to effectively train your employees to clearly understand and follow a set of procedures and policies. The human resources department can only be counted on to be obstructionist and arbitrary. There is a systemic level of dysfunction here that is perpetuated, in my opinion, by a select few who have learned to manipulate and control the environment for their own benefit and have no interest in updating systems, clearly setting, articulating or following fair policies because to do so would threaten their power base. Because they seem to 'have the ear' of the president and there are no other legitimate means of affecting change that is not under the control of the select few, this institution continues to lose good people because they are fed up with how this place operates.

increase grant writing and funding success; improve faculty workload balance; increase salaries across the board; embed more strategies of recognition of faculty success

Increase of admission standards and promote growth and professional development from within. Increase retention of staff.

Increasing our ability to engage students through technology. Building a sense of community among students.

Individuals need to be hired and promoted based on skills and abilities, not ethnicity.

## Employee Comments Report

Internal, financial support by faculty and staff is disappointing; there are very few employees who financially support the College.

Keep class sizes down

Less top to bottom directives and more bottom to top input.

Letting departments "pilot/test" appropriate changes and see how it would effect the student population.

Limit initiatives to those that can realistically be achieved, given the available resources and the economy. Better to exceed expectations than to fall short in the quest for preeminence. However, preeminence as a goal matters internally only. External audiences don't care if Metro State achieves preeminence (in what, anyway, and compared to where?) Find a goal to achieve that would actually matter/mean something to external audiences. Once that's accomplished, we will be recognized as preeminent.

Make some big changes, reward people for the work they have completed and encourage them to finish the work already in place. A little thanks goes a long way.

Making sure students are prepared to enter into a college environment. Make sure they are coming ready for college level work.

Many of the initiatives the institution is embracing are good ones. However, a systematic implementation seems to be missing. A little more focus on setting the goals, objectives and timelines and communicating them to the institution would get everyone on the same page. Also, given the economic and budget challenges, initiatives need to be prioritized so that departments can appropriately allocate their resources.

Metro Leads seems like a program set up for directors and upper administration, who already get together in various meetings. Front line staff, who I think would greatly benefit, are often not able to participate because of the busyness of their front-line duties. The Graduate and '2+2' programs are great "preeminent" initiatives, but there was not enough planning and time put into starting them. The HSI Initiative also is a fantastic idea, but it seems that the committee has been less active since the start. The Student Success Building will bring long-term visibility to Metro State, but seems like an

## Employee Comments Report

ill-fitting time to begin the structure with cutting positions and not providing salary increases for staff. I would rather have my (staff) team supported financially and know that Metro is committed to keeping them on board versus having an expensive, new building. All the initiatives are really good ideas, but there was not enough preparation time to make them run smoothly and carried out in full.

Metro pays lip service to the concept of "preeminence" -- but does not truly support it.

More emphasis on scholarly or creative contributions by faculty with appropriate reductions in teaching load for highly productive faculty. Return of advising to an evaluation sub area under teaching.

Quick return to 60% T/TT target with an added goal of Full Time faculty at at least 80%.  
More selective admissions of first time to college students and greater adherence to completion of remedial and GS core in timely manner.  
A more restricted - core driven GS program.  
Better true 2+2 agreement with CC system.  
Build out the neighborhood.

More resources and an on-going emphasis on how to achieve preeminence.

more staff; personal communication often helps to achieve excellence rather than technology alone.

n/a

n/a

No comment

No idea.

none

## Employee Comments Report

Not letting faculty run the business of the college but use the skills taught in the business school to evaluate if these initiatives are feasible like ROI, total cost of ownership, what other US institutions are doing, best practices, to guard against wasting our few resources. No hobby horses, pet projects ect. should be tolerated they waste resources!

Our role in serving the Denver Metro area community is a key differentiator for measuring preeminence. If we are to compare our role to that of land grant institutions, we should provide a vast store house of useful resources (both every-day practical and forward-thinking cutting edge) to our metropolitan business, cultural and urban family communities. We cannot rely on a 'who you know' stance for the community to engage our resources. Our resources need to be aligned from a community service perspective, asking 'how can we address your needs today and how can we help you plan for tomorrow'.

pay people what they are worth - better to have fewer higher paid staff who can really perform their jobs rather than more people who do not have the capacity

Preeminence will never be achieved if one does not value their staff. Paying people 90% of average is still paying people below average. No one should have to go years before at least getting a cost of living increase.

Provide clear expectations for students up front and ensure we are maximizing our resources by eliminating programs or reframing departments/positions that may not be as relevant to a 21st century, urban commuter campus.  
Take care of employees who are producing above and beyond their job responsibilities. It's worth the investment.

Put a little less emphasis on younger (traditional) students and focus on preeminence for non-traditional students. While traditional undergrads are great and good to have, our core mission should continue to be serving the non-traditional population and so we should focus on defining preeminence in a non-traditional frame, developing programs that best serve those student -and I think in the process we will find that the same programs that become preeminent for non-trad students will also be good for traditional ones. With changes in the economy and workforce, etc, even traditional students will become less and less traditional and will need new and different programs, not just athletics.

## Employee Comments Report

Put more emphasis on: Admissions and who we will except at Metro; retention of students all the way through graduation;

Raise standards for academic excellence on the part of students by enforcing prerequisites and take a strong stand on cheating. We have too many affiliate faculty that don't know important information that will help students. They need more training on how to teach and how to work with our students. Faculty also need to be available to advise in the summer and before the spring sememster. There are too many frustrated students walking around looking for MIA faculty advisors. The word will get out that we have high standards and we will attract high quality teachers, staff and students.

Recognize and support the employees already here rather than providing lip service to their value.

Recruitment and retention of faculty and staff who can develop learning experiences that will attract bright dedicated learners. Student must receive educations that lead to opportunities for gainful, satisfying professional employment.

right now I believe Metro is headed in the right direction as far as branding and community outreach. The problems currently are internal, with communication between departments, administrators, and faculty severely lacking. We need to fix our issues internally in order to increase retention and word of mouth perception of the college.

Same as 2.

Slow down and go back to the basics! I think we should simply focus on improving the retention and graduation rates of Metro students before taking on big new initiatives! If we pour what little resources we have into improving advising, mentorship and teaching of students, I would sleep better at night.

Stick to the goal. Don't be deterred by what is going on with the economy. Metro State is known for its innovative methods of sustaining our goals with limited funding. Get more backing by the legislature for higher education.

Stop individual faculty or employees from undercutting other areas of the college.

## Employee Comments Report

strive to make employees feel valued, appreciated and as if their work is important

Stronger investment in staff. Make it clear that staff are important, not just faculty.  
Movement towards more community building amongst all employees.

Study the job market and offer educators a rate of pay that is equal in their field.

Successful, relevant graduate programs will definitely move Metro further down the path to preeminence.

The areas listed in the initiatives are horizontally growth related and meet the college's goal of expanding education beyond the classroom and into the community. I don't see initiatives listed that address the goal of being a national leader in offering a high-quality education. This is a vertical goal where we must go deeper and improve what we have. In order to reach that part of the preeminence goal, Metro State must invest in its human capital. Preeminence in education begins with preeminence of administration, staff and faculty. Most fortune 500 companies are in that position because they have high standards, clear bottom lines and high accountability of employees, along with clear, aggressive and innovative organizational goals. Metro State could benefit from a Human Resource DEVELOPMENT position or department that is held accountable for vertical growth and that could assist the college in developing into a national leader. As long as this position is not under the umbrella of the Human Resource Department, it could be in a position to lead the college in reaching preeminence.

The best way to reach preeminence, is to have honest and open communications with the college community and the community in general. Establish goals that are fitting for the community, by establishing Bridgeway's that includes the communities, high schools, middle schools. Metro Leads, appears to be selective to the participants and their level of brainwashing to assimilate staff and faculty.

The College will need to devote more resources to its financial administration and research administration to achieve preeminence.



## Employee Comments Report

The first big step is moving into graduate programs (which is underway). There needs to be more prestige that goes along with working and attending Metro State. That will help the employees and alumni get more bang for their degree or resume line buck.

The Student Success Building demonstrates senior management's disrespect for the employees. It and RNL are laughed at by Denver's developers. This does not help achieve preeminence.

Preeminence also requires the items mentioned in #2.

There needs to be more focus on athletic facilities and office space for administrators

There seems to be a new initiative added every week-can we just slow down? At some point the foundation is going to crack from the weight. We simply do not have enough staff or financial resources to keep up. How can we achieve "preeminence" when even the most basic needs aren't being met? Plus, there is little support, direction or trust in senior leadership to lead us in this direction, anyway.

This is a very multi faceted question; I beleive that we may have to be a bit more selective in our admissions criteria. If we can market Metro State's student successes and put more energy in to promoting them, we can build on our future alumni dollars. We can work to make connections within the metro Denver community- invite DPS to kids to a type of Come to College Day at Metro State. We could solicit staff/alumni to be Metro State Ambassadors for the community. President Jordan cannot be expected to bring this institution to preeminence alone, we all have to work toward this same goal. It would help to continually be reminded of the speech he gave when he first came to Metro - the tone of that speech and his enthusiasm made me feel a new charge to be here.

To achieve any initiatives or becoming preeminence, I believe that the school has to fix it's own internal problems first. If internal people don't believe in it, then how will the outside world can? This place is top heavy and leaders are not humble or supportive. Moral is low here.

To continue to strive for excellence-- and never be content with maintaining the status quo.

## Employee Comments Report

try to keep personnel - how? equity in pay

Very honestly, I dislike my job so much that I just don't care.

We are preeminent because we serve and teach those who come highly skilled and those who might not otherwise go to college. We can achieve more preeminence by dedicating funding to retaining the students we have (rather than creating new initiatives such as offering master's programs); by putting funding into hiring more and assisting those who serve and teach (rather than by hiring more and raising salaries of those who supervise and thus have little effect on the students); by not being so top heavy; by not drifting too far from our original mission (for example, at the present, President Jordan is considering not accepting students who need pre-college prep--even 090 levels--yet has not asked the college community). College administration should call faculty, staff, administrators together to create and discuss initiatives.

We have to better establish what preeminence means for us and how it might be defined differently by others who rank colleges and universities. Our definition might be, How do we take students from where they are academically and move them to where they want to and must be to achieve their career and life goals? We impact students greatly, and developing consensus on what preeminence means would help unify us as to how to achieve it.

We have vision to achieve greatness or preeminence, yet we often stall out because the president doesn't have the right people at the table to develop the proper framework. 2+2 is a good example, what happened to this program? Also, We need better communication internally on these initiatives. Who knew metroleads was a major initiative?

We need to be able to reach out to the community through low-performing, low income schools to show the students in attendance there how they can get to, and succeed, at Metro State. We also need to reach out to the community through the new Community Action Theatre to help with federal, state, and local planning for urban development, ecosystem planning, school district restructuring, utilities, and a myriad of other possibilities.

## Employee Comments Report

We need to have fewer HUGE initiatives, as I have stated above. We are trying to do too many things and we just cannot do this many things to the level that they need to be done. It is not humanly possible with the current staff. Even with more staff, we don't have the time to supervise, coordinate and organize them - or even know where we could house more staff - to be successful. Metro, I think, already has preeminence. We have successfully educated thousands of students on a shoestring budget. We do this with a dedicated staff and a role and mission that is METRO.

We need to improve our student graduation rate and our first year student retention rate. I think there needs to be more effort and resources directed at mentoring and supporting first year students to succeed and to not be overwhelmed by their college experience.

we seem to be on the right track by focusing our resources on major initiatives

We should value teaching not by the number of credit hours taught per full time faculty (which, I think, is too high) but by the quality of instruction. Faculty responsible for 120 students per semester (approx. 30 students per class @ 4 classes per semester) cannot possibly give meaningful feedback to individual students. That's essential to effective learning. I would like to see faculty have a 3-3 load and focus more on bringing learner-centered practices to their instruction.

Well on our way with regard to faculty and the education we provide. However, if we do not stop losing our high-caliber administrators to 'the same job, but for better pay' (and sometimes even less workload) at other institutions (even on this very campus!!) then we are setting ourselves and our initiatives up to fail in some way or another. Morale is beginning to plummet!

Without consistent funding, no lengthy initiative or project is ever safe from major setbacks or complete cut due to fiscal considerations. In addition, administrative and classified staff are so overwhelmed in dealing with major increases in enrollment that there is no time to effectively plan improvements or new programs. So, the college needs to get its own funding stream that depends the least possible on State funds. In addition, major funding needs to be put into bolstering administrative/classified staff employee ranks so that VPs and Directors have the time needed to strategize and do tactical planning, instead of supporting staff in the completion of day-to-day work.

## Employee Comments Report

Work on our infrastructure. We have grown in so many different ways that we have lost sight of our students. I am seeing so many students getting misinformation. What happened to the goal of cutting down on runaround. I get frustrated that staff/faculty provide minimal information/bad information to students. That does not help in providing a memorable education.

Working with the adult student has always been MSCD's mission, the non-traditional student. This has changed a lot. I think it's important to return to that mission.

Working with the community more: inviting citizen scholars to be a part of our classrooms. Inviting people experiencing homelessness (especially those who spend time on our campus) to take classes for free (on scholarship).

### **Question 4: If there is anything this survey did not address that you would like to add, please do so here.**

As far as communication - it is fine on certain levels. We are starting to hear rumors of a name change but yet nothing is mentioned in an article or nothing has come out campus wide from the president's office. It may be a rumor or not but the realization of rumors should be known, noted and addressed. Second we hear rumors that we may not admit students who have remedial needs. While we may be able to tighten up our admission policies slightly, I will hope that we will continue to be proud of why our school was created and be proud of our name. We have achieved so much in our past. I view senior management to be those that only report directly to the president and not all who are included in this survey's definition. There are issues with the current senior leadership and their communication to other areas on campus and downward. I am not exactly sure where the problem lies, whether divisions are too large or lack of understanding. Last the addition of a masters program will be very beneficial to our students. However the workload added to an already overworked, underpaid and understaffed team is very scary for many offices. I question the funding that will be seen to support these students and whether or not it will be sufficient. Once again the need for IT support will determine the quick success of this. (This is in no way a slam to IT, they have wonderful and dedicated employees working there - with many of them working way too many weekends for this school). Metro needs to think about stopping programs that are clearly not successful as in the 2+2. We need to say it is a failure and address those resources now toward the graduate programs. We don't seem to want to

## Employee Comments Report

really state the truth of where some programs are and work on those that can use more resources.

Compensation is widely disparate among older and newer staff employees. We are losing a great deal of good administrators because the pay is low, in general, on top of compensation being worse (than it is now) in the past. So the administrators who stay see their new colleagues making more money, without having an opportunity to advance up the pay scale themselves at the same rate. These administrators then leave the institution, leaving others to fill in the gaps, ad hoc. Finally, the hiring process is so cumbersome that it is laughable, and filling those positions extremely difficult. Stimulus funding is even worse, with VPs being a significant bottleneck to the process. While the amount of work is reasonable, the percentage of the work day spent on red tape is tremendous, even compared to the red tape-filled institutions where I used to work with in the past. So this survey doesn't go into the portion of the work climate that addresses efficacy. Morale must surely suffer (...as I guess it does in Accounting. Those people sound surly, uncooperative, and depressed ever time I call.)

Difficulties in making innovative programs due to faculty load and lack of funding has not been addressed. The MSCD foundation used to help everyone to find money for projects that were faculty initiated. This has changed a lot. I wish it would go back to that.

family services, health programs i.e. access to gym, health programs. Access to child care. Encouraging staff, faculty to attend campus speakers, special programs. this is a real issue for classified staff.

Cost of benefits, parking, health care are an issue as the expenses continue to increase while salaries remain flat.

Increased expectations (fundraising) without regard to the economy.

For staff who have retired from one job and are part-time on campus - a retirement position - the inability to contribute to Social Security needs to be changed.

Hiring of new staff (esp. at the senior level) seems to rarely account for actual experience-it just seems to be how well-connected you are or who you know. It is very disappointing to know that hard work won't get you anywhere at this institution. It is almost impossible to move up within your dept. or division. Staff members also have little feedback when a new colleague is being hired.

## Employee Comments Report

I am very proud to be a part of the Metro community and love the work that I do. I really feel that I have made a positive impact on people's lives at the end of each day.

I appreciate the survey however, the questions appear to be biased. Inasmuch "The role of staff in shared governance is clearly stated and publicized." Great question, however it does not specify an answer to the question, everyone knows and hears about shared governance, but is it practiced in the college community. The answer is no decisions are made in the upper level and disseminated to the masses only if someone makes a mistake, or paperwork is moved forward and it is announced that the rules have changed. This is a common occurrence on the campus, rules change without notification and there you are.

I believe diversity is very important, however Metro seem to hold up the accomplishment of faculty and staff who are of an ethnic origin much higher than other employees. I believe there is an environment of reverse discrimination present at Metro.

I believe that the Human Resources department needs a strong dose of Customer Service. I would like to commend the EO staff for always being so helpful and generous with their time and advice (I recently chaired a successful search). I am happy that Dr. Jordan was able to move the Science Building forward and our office has a very positive attitude about the upcoming campus improvements. Dr. Jordan receives an A plus!

I cannot think of additional items I wish to add.

I chose to work at Metro State college because the college is student centered. We have the great potential to reach people with education, who may not have been reached by other educational institutions. I would love to see the quality of our educational offerings improve.

I don't think that this survey addresses the feelings of insignificance if you are not in a teaching or student services role. There are other departments and functions that do not involve direct student contact or classroom exposure that are important to the overall success of the institution. This survey also does not address disparities in the treatment of employees based on different levels within the organization.

## Employee Comments Report

I doubt that Senior Management will consider/value this survey. They asked for candid feedback on the Student Success Building and then ignored all of the comments.

I feel that the vice president in my area lacks the leadership capabilities to effectively manage this area. Also, I am extremely upset by what is going to happen to all of us who must move into the Student Success Building. I believe in being green, but I think this "open office environment" has more to do with cramming people together to save money than it has to do with LEED certification. If they cannot build a large enough building to accommodate everyone in a more realistic and respectful environment, then they should consider not trying to move everyone they currently plan to. It's a real shame that longtime, very valuable employees feel that they will probably be forced to retire because of the total ridiculousness of the planned space.

I like that there has been a push for new technology and new spaces. The campus have a very old feel to it, to move forward and make this a preeminent institution, that needs to change.

I think it was great to give us the opportunity to take this survey.

I think Metro State needs to find a way to emotionally connect with students and build spirit and pride for the institution. I would love to see a huge increase in the amount of money the College raises from Alumni donations and increased participation/attendance at athletic events and other campus activities.

I think more flex time allowing people who live far away to work from home a couple days per week would help balance the work/personal life question. The institution says employees can have flex time, but I don't see it practiced or approved of by anyone.

I think there needs to be better communication and teamwork between the various divisions at the College. Also, this seems to be a very political place, and it's tough to get things done when you are always worried about the politics that are going on at higher levels. And lastly, it seems like there is more of an emphasis and appreciation of faculty at this school and the administrators are treated almost like second-class citizens! This needs to be addressed.

## Employee Comments Report

I want to see Metro State become preeminent. My community is counting on it. I sincerely hope this survey can help the President to separate employees who are disgruntled from those who are invested but a bit jaded and want Metro and our students to thrive. Self assessments can be hard to do, and I respect the institution for doing it. However, if nothing comes of it, we will negatively impact morale.

Leadership is solving problems. The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help or concluded you do not care. Either case is a failure of leadership. ~Colin Powell

I would like for senior management to be more sensitive to employees during this hard time and recession. Don't threaten them to either get on the bus if you want to keep job and be quiet or get off! This was said in the staff meeting. It was demeaning to me and to the co-workers. I was stunned and disappointed. From that point, I've have been updating my resume regularly.

I would like to expound on my answer to Question 59 about the culture being special and not something you find just anywhere. We do have a culture that is very special, but that is not always a good thing. For instance, our campus is crowded and shared by 3 different schools and a "managing body" (AHEC); not necessarily a bad thing, but not always good, either. It is much more difficult to get things done based on this sharing, which can be very frustrating.

I'd like to see increased user groups in technology, that is, more opportunities to inform tech leadership about needs. Many of us from other institutions have lots of ideas about how to improve tech on campus. Just ask us!

It didn't ask many questions about working relationships between functional departments. There are some problems in this area that need addressing.

It is impossible to do our jobs effectively in only 40-45 hours per week. The school needs to seriously consider how to retain students and to do that by asking those involved in retention: not only those who teach and provide services but also those who input student data to get students into the system and records updated.



## Employee Comments Report

It would be nice if this survey was taken seriously and addressed with more than lip service. Your turn-out may be low because we have done so many of these and nothing much changes. We just keep on doing what we do to make students successful in life.

Just to say that each and every day I am grateful to be able to come and work at this college. Certainly there are times that are challenging-however, the majority of my years here have been so incredibly rewarding. I have truly helped shape lives and had the opportunity to give back. I do feel that the college values me as an employee and I am always willing to offer help wherever I can. Not only because I take pride in the institution but because I work with some of the most caring/compassionate people in the world.

Loyalty is a two way street. For many of us we feel that we can do hundreds of good deeds in our daily work, but then have the hammer dropped on us when one small problem arises (i.e., forgot to do something in processing a request). Environment does not feel supportive at the top of those who are below the level of VP. Very little acknowledgement of what value those below VP's bring to the College. This is demoralizing and does not build any sense of attachment to the College.

Many quality people have left the institution over the past two years which should be a concern for the institution. While I am sure many would state that they left for a "better opportunity," the truth is that studies show most people leave supervisors and cultures, not jobs. We need good leadership at the division and department levels now more than ever.

As I am typing, an employee just walked into my office and asked me if I truly believe their responses will be treated anonymously or if the leadership can use their responses against them in the future. That in and of itself says a great deal.

Most in the college are professional, but there are a few that scream the most and are unprofessional to others, and they are not reprimanded for their unprofessionalism. They should be and it should happen asap not just tolerated or ignored starting at the top as an example to the rest of the college community.

MSCD provided me with amazing opportunities and a solid degree. I hope MSCD gets more attention state-wide and that we start to become a institution that gets more state funding, considering we our enrollments are increasing as well as our reputation. It

## Employee Comments Report

would be nice to understand issues such as the lack of parking/high prices; space plans for specific departments etc.

My relationship with my direct supervisor is strong, but the supervisory chain around her is not nearly as strong. There is little understanding and appreciation for what I contribute from the Dean and the VP. I feel like I've spent the last 3 years providing rationale only to be in the same place regarding programmatic decisions.

Our department recently acquired a new supervisor but I have based all of my answers on my working relationship with my previous supervisor since I have not had enough time to determine my relationship with my new supervisor.

Our benefits are good, I like my co-workers, and i believe in most of the direction Dr. Jordan is taking us. I continue to be surprised at some of the personnel matters in high-level positions that don't get handled effectively. These folks weigh down the great work the rest of us are doing.

Our human resources office needs work. They are not user friendly.

We are constantly losing staff members because Metro is not competitive with other institutions in this community.

Overall most questions were too broad to provide much information of value. Many were worded in ways that were ambiguous enough that people could check disagree for mutually contradictory reasons - same applies to agree in many cases.

Questions about the budget and the possible future funding problems might be a looming threat to what Metro State can achieve for students. This might seriously affect morale if the employees are not kept apprised of the realities of the situation.

Regarding morale: A more cohesive and 'spirited' campus spirit is needed. People need something to get excited about sometimes. Athletics, Student Activities and Campus Rec. need better/more marketing and more allowable incentives to get students and staff to attend events. Celebrate (really celebrate) achievements of all. Student leaders in both academics and community. Administrators and staff (and not just the golden few). Heck, even some of our students athletes and coaches don't have their amazing

## Employee Comments Report

achievements touted anywhere but on the athletics website. Faculty consistently get their accolades and achievements announced to all via Metroconnect and college communications. Spread the kudos around.

Serious time and discussion needs to take place to address the overwhelming amount of paperwork which seems to be increasing rather than decreasing.

Superb leadership with Dr. Jordan and cabinet. Despite budgetary challenges, I believe our leadership makes the best use of available resources. I commend our leadership for continuing to "fight the good fight" for more resources with the legislature.

Survey was quite comprehensive.

The Board of Trustees seems to be genuinely interested and engaged in serving the highest good of the students as does the President. It is a shame that in actual practice, so much does NOT filter down to the majority of faculty and staff. Very much of the shared experience here seems to be at the mercy of the arbitrary practices of whatever vice president you happen to report up through. I think many of us have a high expectation for the new Provost to be the exception to the rule around here, she seems to be great so far.

The Handbook for Professional Personnel does not necessarily match what the administration enforces in their tenure-track/tenure evaluation. The push for professional development does not match enforced policy. This is a teaching institution & administration seems to be de-emphasizing teaching in favor of publishing. Professors are expected to continue the high teaching load presently, as in the past, and now address another level of output (publishing) over & above the teaching load on static salaries.

The Office of Sponsored Research & Programs' procedures are counterproductive to successful grant proposals. Leadership and pre- award staff are not qualified and do not interact well with faculty researchers. They tend to be pendantic even when they provide mis-information. They refer to the IRB as an Institutional Research Board when it is an Institutional Review Board. In addition, the information they provide about the IRB is wrong. This has serious implications for Metro's liability.

## Employee Comments Report

The relationship between faculty and staff is overall very cooperative. But here as in almost every school I have worked, the student affairs staff is treated as though they are disposable. That does not feel good. Most of that comes from the faculty.

The state needs to get a clue on how much they are hurting public education by cutting what has always been a bare bones budget. Colorado is known for its educated populus, however most are imports from other staes and not homegrown. I also realize that a lot of the students who have graduated from Denver Public schools are not prepared for college, I still believe that they have potential to succeed when given the opportunities and support.

The survey could have had more pointed questions about current initiatives and/or prospective initiatives and their impact to the college's health as a whole.

There is certainly a need for more space on this campus dedicated to Metro State - whether it be office space, classroom, meeting space, recreation areas, etc. There seems to be continual moving of people and departments which does not lead to effective work.

there is way too much paper work required of employees

This survey bundles "senior leadership" and "departments." There are parts of both that are especially strong and especially weak. It would be helpful to be able to disaggregate issues so that key problems or challenges can be addressed. The questions were too generic and the survey was too long.

This was asked in the survey although I would like to take the oppertunity to elaborate a little more. Work life balance is such an important aspect to a healthy work envioroment. For example my office was allowed for a 10 hour week with one day off in the week but only for a limited time. I was confused as to why this was offerd to us and then taken away without any type of explanation. This would be an example of poor communication between managers and employees.

Too much focus is being put on becoming a Hispanic Serving Institution

## Employee Comments Report

Unfortunately, the senior leadership questions involved too many people. There is one particular senior leader who unfortunately I don't trust and have lost confidence in, while I do trust most of them (including the president). My answers about senior leadership are more of a reflection of that one person. I don't understand why the institution keeps hiring people who are not fully competent and simply authentic, reasonable people in relation to the scope of their responsibilities. No one is perfect, but my goodness, enough wasting taxpayer money and resources on people who clearly are in over their heads and can't handle it and genuinely have questionable character. When you put one person at a very high salary at a non-research school with limited resources in a position of large scope and responsibility, they better be a well versed, ethical person who understands complex organizations. As great as the president is as a leader and legislator and as someone I would consider to be an ethical/caring person, he seems to have a weakness in how he hire's personnel and evaluates them (people directly under him). Some of these poor decisions have bottlenecked and have not maximized momentum generated by hard working, knowledgeable employees (mid-level and below, even AVP level) who really want to make a difference and have proven that they know what they are doing. I can't even think of one substantial iota of value that this person has brought to the table that has transformed what we do. We have a 20% graduation rate. We need a different framework and approach. That doesn't mean raising our admissions standards either. Other schools have proven they can be successful with similar student populations. When conducting a national search, if you don't feel 100% confident in a certain individual or any final candidate for that matter...then fail the search. We seem happy that we have someone slightly more competent than Douglas Samuels or Dr. Rocha....that's not a good litmus test.

We don't have any money. Quit spending our credit on space. Think about compensating your staff.

We have a convoluted and frustrating process with HR and EO. This separation makes our jobs more difficult. HR has a culture of poor follow up, not returning phone calls or emails. EO is great to work with but separate from the hiring process. Similar lack of follow through exists with the manager of Contracts and Business Services and the Associate VP of Admin and Finance. Perhaps a 360 evaluation of these areas is in order. Why are they allowed to drop things and not communicate?

We need a serious evaluation and investment in web-based technology to better support our students, employees, community service, communication and engagement efforts to support our goal of preeminence.

## Employee Comments Report

We need to broaden our definition of Diversity to be inclusive of gender and sexual orientation, as well as other identities  
Eastern Studies types of courses.

We need to update the Handbook for Professional Personnel as well as the Administrative policy manual. Someone needs to be hired to coordinate the Administrative policy manual and post it online in a searchable format so people aren't going by what they heard from someone here or there, but can find definitive answers and follow proper procedure, copying and communicating with the right areas that need to participate, share information.

We should have more campus-sponsored staff/faculty/administration events. Something fun, doesn't have to be real expensive but just something that brings us together. And everyone should be forced to mingle with other people, instead of always talking with the same people that they see everyday- but I do realize that we cannot force people to mingle. Maybe we could do something like speed-dating, in that people get to move around the room, meeting new people, making new connections. Good luck with that.

What impact does shared governance have on our students? The sharing of AHEC facilities between CCD (Community College of Denver), UCD (University of Colorado at Denver), MSCD (Metro State) and AHEC -- How is this working? How could this be improved?

## Employee Comments Report

### Faculty

#### **Question 1: What do you appreciate most about working at this institution?**

The faculty in my department, who recognize that quality higher education requires faculty who are active in their respective fields of research. But this is recognition is not adequately reflected in our evaluation process, nor is it sufficiently supported by the institution at large.

1) The diverse student population; 2) the professional attitude, in most cases, of faculty and staff; 3) my direct supervisor; 4) the President's vision of and goals for rectifying the college's financial shortcomings; 5) camaraderie with other professors and staff.

a chance to work with students who would otherwise have no such chance, willing to take chances.

My department colleagues..

A diverse student population, along with highly skilled and motivated faculty.

A genuine concern for students by faculty, staff, and administration

Able to have freedom in the classroom -- teach the class the way I want to teach it and to implement new ideas, Great students, flexible work schedule, I have fun here, support for continued training/development

Academic freedom and diversity in the student body and faculty.

Academic freedom within the department to fashion the coursework to meet the needs of the students and our work environment between professors and staff in the department

Attitude of president

## Employee Comments Report

Being a part of an institution that offers educational opportunities to non-traditional students.

Being able to do my work without unnecessary interference.

Being able to teach in Colorado.

Being able to work with a diverse group of people who are committed to working with students.

Being paid (albeit too little) for doing what I love to do (teach).  
Freedom to create new courses.

Challenges from our students - many of the are working professionals who bring tons of experience to the classroom.

Co-workers, students, and the emphasis on teaching

Colleagues, department chair, students, new science building (even with its large "punch" list), Metro State Faculty Union (AFT).

College of Opportunity Mission and Student Demographics.

Collegiality within my program

Communication from administration. Diversity of the campus. Support of students as job  
1. Friendliness of all on this campus. Emphasis on teaching. I'm proud to work for this institution.

Course scheduling planned to meet the needs of low income adult learners who have many obligations in addition to school.

Despite the deplorable workspace, workloads, and sheer lack of communication between and among departments and offices, faculty are really very good at what they do. And, believe it or not, we do have some awesome students.



## Employee Comments Report

Diverse student population and dedicated faculty and staff

### Diversity

Diversity of student population (age, life experience, background, socioeconomic). Teaching environment that supports creative process, variety of teaching styles, growth). There is always something going on around campus-athletics, music, speakers, etc.

diversity of students, feeling of service to them

Emphasis on quality teaching; flexibility in schedules

### Emphasis on teaching

Excellent colleagues in the department. Ability to teach a wide variety of courses. Very flexible work schedule and reasonable work load. Adequate compensation. Some very excellent students (unfortunately not a large percentage).

### Fellow colleagues

Fellow faculty in the department are great overall - very supportive. I also feel that I have a good level of support from my chair. There is wonderful level of diversity in the student and faculty population, which keeps my job very interesting!

### Flexibility

### Flexibility

Flexibility in scheduling due to space constraint.

Flexibility to work from home.

## Employee Comments Report

flexibility with schedule

flexibility with scheduling classes; interaction with students

Formerly class sizes were appropriate for a teaching mission institution. That issue seems to be going away. Thus, the mission of the institution is in jeopardy.

Freedom to be innovative and try new ideas. Ability to be creative in my classes and professional development.

Freedom to develop curriculum and adjust course design to meet current trends and student interest. Ability to raise funds on our own, where other schools are restricted from it. We can also develop continuing education, which is restricted at other institutions.

Good faculty and staff, good students, good atmosphere, flexibility

Good location with great diversity of culture and a good leader!

Great students. Fellow faculty value teaching and being of service to students.

Great teaching experiences. I love the students and I love to teach!

Having a full time job.

having a job/scheduling flexibility

I am allowed to make things happen. I LOVE Metro State!

I am allowed to teach in my discipline, construct my schedule and as long as I adhere to the rules of MSCD regarding time spent on campus, I have a good schedule.

I am given the flexibility to be creative with additions to the curriculum, and I am given flexibility with the arrangement of my schedule with regards to work/family life.

## Employee Comments Report

I am impressed with my department chair and colleagues within my department. I believe our department is one of the strongest in the college both in terms of teaching and scholarly achievements.

I am teaching the courses that I most wanted to be able to teach.

I appreciate our mission as a modified open enrollment college seeking to rise up to the highest academic standards.

I appreciate that it is a unique and valuable institution in Colorado, particularly impacting the metro area.

I appreciate that Metro State truly does more with less! My colleagues are committed to educating a diverse student body.

I appreciate the most this institution's strong support of intellectual freedom, quality education and diversity.

I appreciate the professionalism of the faculty, staff and administration. I enjoy working with a diverse student population - especially students of different ages, and backgrounds.

I appreciate the students and the commitment by faculty, staff and administrators who work tirelessly to help students succeed.

I believe that Dr. Jordan is doing a great job. I appreciate the diversity of our student body.

I came here primarily to teach and I've enjoyed the opportunity to do so.

I enjoy that within my Department there is a strong sense of community and work ethic. I feel that overall my immediate colleagues understand what is best for the student and not necessarily what is best for the professor.

## Employee Comments Report

I enjoy the diversity of my students as well as working with the faculty in my department.

I enjoy the opportunity to teach literature, particularly Shakespeare.

I enjoy the students and classroom activity. The growth of student ability is a tremendous treat for me as an instructor.

I enjoy the students and my colleagues. I'm teaching some courses I couldn't teach anywhere else. My program coordinator supports my contributions to developing curricula for our program.

I enjoy the variety of students who attend Metro. Most are willing to work hard and have made sacrifices to attend college.

I enjoy working at a place that is trying to be more diverse even though it is not there yet in terms of diversity and equity-but at least we are trying.

I enjoy working with faculty and students

I graduate from this institution. I love the diversity in students and curriculum.

I graduated from Metro and I appreciate the ability to give back. I like the light rail access to campus, which makes my commute less stressful.

I love the diversity of the faculty and student population.  
I love the urban setting and the ability for students of all races to attend this non-traditional campus.

I have a job in my field of training.

I have been able to develop my teaching and courses without interference. I appreciate our older student body with its rich diversity and desire to learn. I am very happy with my teaching schedule and the ability to work off campus whenever I choose.

I have been given opportunities and supported in my endeavours.

## Employee Comments Report

I have PERA. I very much appreciate being able to stay with PERA. Everyone here should be able to join PERA.

The one-on-one interaction with students is the most enjoyable part of my job. I love answering questions.

I like the students.

I like working with a diverse student body. I appreciate the fact that the emphasis is on students and that both professional development and teaching are appreciate and supported.

I like working with diverse students and people who love to teach. Obviously, you have to love teaching to work here.

I love teaching and helping students develop new skills. I love the culture of family, success, and caring.

I love teaching and this is an opportunity to do what I love. I love my office and my colleagues at the department

I love teaching in and undergraduate institution.

I love the diversity of students and the many opportunities available for learning. The Diversity Initiative allows for flexibility and creativity.

I love the people in my department, the campus is beautiful. The students are unique and it is a pleasure to go to work daily.

I love the students. I love the fact that, although I end up working every weekend at home, I can arrange a schedule flexible enough to pick up my kids at school during the week. I love my co-workers in the department, and I love the majority of my co-workers throughout the college. I love some of the recent opportunities that have been cropping up and are moves in the right direction, like MetroLeads and the Center for Faculty

## Employee Comments Report

Development. I like the energy and drive and vision of senior leadership, and I like working for President Jordan (but please see #2). I love being downtown.

I love working with the students. It means the most to me. I enjoy teaching, but I have found some real satisfaction as an adviser.

I really enjoy my colleagues and the program. I am very proud of our program.

I sincerely appreciate the administration's continued commitment to faculty professional development, especially in light of the tight budget situation.

I think its one of the better places of higher education in the state. Metro is the best kept secret and is sorely under-funded

I trust my superior

I used to appreciate the faculty but find that people are so busy that you don't even have time to find out what others are doing.

I very much appreciate the flexibility I have to do my job. I also appreciate being able to telecommute.

I work in a profession I love.

individual flexibility

It is exactly what an urban campus should be. I feel a lot of pride in the fact that I work here, that there are diverse programs and we put out successful graduates

It pays my bills.

It's a perfect fit for me

It's connection to downtown and the community

## Employee Comments Report

It's focus on the students and quality teaching.

Its a privilege to be able to think about and use my intellectual interests on a daily basis and share them with students.

Its blue collar culture.

Its Leadership from the top down to the department chairs  
The relative freedom to create new courses to meet the needs of the students

its location in downtown Denver

Location in a downtown urban area.  
Maturity of the student.  
Focus is on teaching and learning

Many of the people in my department and school. Also, I really appreciate the students.

Medical Benefits.

Metro seems to value diversity in its staff and faculty.

Most of the students are serious about their educationa and willing to learn.

My colleagues

My colleagues

My colleagues and the students

My colleagues and the students make the job worthwhile.

## Employee Comments Report

My colleagues and their support. The students who are amazing in their efforts to go to school, work full-time, and raise families.

my colleagues commitment and professionalism

My colleagues from all over campus. These are passionate people who care about teaching and want to know if they are teaching well.

My colleagues have an admirable sense of doing the work no matter what the circumstances. Despite our department (English) having five fewer faculty members because of the hiring freeze, we all pull together and do our best to help the students complete their degrees. A number of us are stretching far beyond our "expertise" in order to make this happen. The increased load is palpable. But the group works cordially as a whole to help the students. We are also led by a solid, sensible department chair.

My colleagues in the department, good group of individuals who are dedicated to student education.

My colleagues in the department.

My colleagues, especially the dept. chair, and the students who enroll in my classes.

My colleagues, my department.

My colleagues.

My department and the students. Students are generally interested and interesting enough to make me accept the burdensome teaching load and insulting salary.

My department chair is the best! I respect and enjoy working with the people in my department primarily because we are one of the (if not THE) most diverse department faculties on campus!



## Employee Comments Report

My department is a warm and supportive place to work. I also like teaching with a diverse student body, although I believe that MSCD has a long way to go in recruiting Latino and African American students, and students from other minority groups.

My departmental colleagues are great to work with. Wonderful diversity of student body.

my faculty colleagues, Metro's students, President Jordan's vision for Metro, and our teaching/service mission

My follow professors. Great group of learned people.

My history with this institution and the nature of my position.

My opinions on program development have been well received by my chair and dean.

My students.

My supervisor. The people who I work with and interact with from other departments.

My wonderful colleagues and the sense of purpose; the social contribution that the institution makes.

My wonderful colleagues.

No comment

No much. The pay is low and there is no chance to make a career unless you support the administration in everything, and even doing so, there are many people that have been ignored for decades.

Non-traditional students

now that I have tenure I can take summer off

## Employee Comments Report

On a day to day basis, I am trusted by my chair and dean to do my job. No one micromanages me and I am praised on a regular basis. Overall, I feel appreciated and valued.

Opportunity to do what I do best most days of my life.

Opportunity to teach in a field for which I have a passion.

Opportunity to teach small classes. I like working with many of our older students, and some of those who otherwise wouldn't be able to attend college.

Other faculty members and the unique characteristics of our student population

Our ability to work with non-traditional students and reach a broad Denver demographic group.

Our new Provost (A hire the faculty and administration finally agree on)  
The opportunity to work with a very respectful - yet opinionated group of department colleagues.  
Academic freedom (when I get the chance to be an academic)  
Paying for parking (NOT!)

Overall, good colleagues and students

People I work with directly.

Plesant work environment.

Progarm-wise, you can do what you want here. There might not be money, but if the idea is well founded, you can do it! Very supportive place for new educational ideas!

Seeing students, who might not have been successful in other higher education institution, grow, mature, achieve and graduate.  
Being given the opportunity to grow programs that meet the needs of our students.  
Working with a great group of highly dedicated faculty and staff.

## Employee Comments Report

Sense of accomplishment in urban education

Shared mission and emphasis on teaching

Student-centered environment.

STUDENTS Nice campus

students

students and the teaching process

Students and urban institution are the basis for my satisfaction.

Students, connection to community, colleagues, flexibility of academic pursuits.

Students. And the learning environment.

substantial academic freedom

Support from the chair of the department and other faculty, opportunities to work with teachers in the public schools, the students, the location of the college in downtown Denver, the Aurarian homes, location and easy access of the library,

Teaching and assisting diverse students to achieve their goals, Variety of activities and invitations to participate

Teaching my course.

Teaching students in my area that are returning to complete a B.S./B.A. degree in my area.

That I have a secure job in this economy.

## Employee Comments Report

That it is teaching-oriented and provides the opportunity of being creative and innovative in teaching.

That our particular program has been allowed enough autonomy to grow and develop in a way that makes it more competitive with other schools. It is nice to be a part of something that is progressing and producing good students.

The ability to focus my efforts on teaching

The ability to focus on my particular professional development interests that might not be as appropriate or appreciated in a more research-based institution.

The ability to help students develop their full potential. From my experience ( others may have different) most faculty care about their students and their success.

the ability to network, consult and be part of the professional discipline ( am in.

The chair gives serious consideration to teaching preferences.

The chance to work with urban students.

The commitment to students and teaching of a large number of my colleagues; the diversity of students in terms of race and ethnicity, gender, age and socioeconomic background.

The contributions we make to students and the potential to improve their lives.

The Dedication of the faculty and classified staff to helping the students get the best and most affordable education available.

The Department and its dedication to students. We have a reasonable degree of collegiality.

the diverse student body

## Employee Comments Report

The diversity and the commitment of the faculty and staff.

The diversity of faculty, staff and students.

The diversity of the student body and the collegiality of the staff and faculty

The fact that it is an inner city college that values students from all walks of life. Student diversity is valued. Most professors here have true heart and commitment.

The faculty and staff at Metro work very hard given some very commanding conditions.

The faculty at this institution are amazing! They are a pleasure to work and collaborate with!

The feeling of being part of a community.

The focus of the institution is to provide a quality education at a reasonable price.

The focus on quality teaching and the support of my colleagues.

The freedom of operation in the classroom.

The group in my department.

The identity of the institution, the values and core beliefs of this institution, and the top-down support of faculty and staff.

The Institution's continued commitment to offer everyone an opportunity to earn a quality higher education especially the less-privileged.

The interaction with the students and the emphasis (at least on paper) on the importance of teaching and advising.

## Employee Comments Report

The location and the teamwork.

The metropolitan area.

The mission and the students we serve...the faculty and staff, overall, are very committed to the mission and do an excellent job given the limited resources. Students receive an excellent education and can get the support they need if they ask.

The mission to provide high quality programs for all students willing to work toward the goals.

The open-mindedness and positive attitude of many of my colleagues. There's an a feeling that you can be innovative and do just about anything here--that you can push the envelope, career-wise. Also, I like the diversity and creativity of the students...and the fact that I feel as though I'm helping some students that might not otherwise get a break.

The opportunities Metro gives to its students in terms of education and jobs.

The opportunity to develop curriculum and flexibility for teaching assignments

The opportunity to make a positive impact on students' futures.

The opportunity to teach diverse and mature students in a freedom atmosphere

The opportunity to work with a dedicated group of colleagues and to serve our local and state-wide communities and the broad range of abilities and backgrounds that entails.

The opportunity to work with our wonderful students and excellent colleagues.

The overall circumstances of flexibility at working hours and availability and accessibility of the office space even when campus closed is wonderful.

The overall respect for the employees and the fact that all employees believe that the students and their success is at the core of our roles.

## Employee Comments Report

The people

The people & the students

The people I work with in my department.

The people in my department work well with each other.

The people of the department

The people of this institution are the greatest asset of this institution. Dr. Jordan has brought a vitality to this place and Dr. Golich, Provost has added a sense of good expectations of the administration.

The people who work here are great. Our president has reasonable vision for the institution.

The sense of pride that is here.

The sense of unity within the faculty, staff, and administration. It is amazingly strong despite below average pay, crowded conditions, few resources for technology, and minimal professional development funding.

The strong connection to the community, the ability of department's to move forward drawing on the strengths of students, faculty and staff and administrative support when resources are available.

The student body.

The student population and its demographics

The students

## Employee Comments Report

The students

the students

The students and mission of Metro

The students and my department. I like to teach and wish I could focus more on it.

The students and the commitment of my colleagues to the students.

The students and the location.

The students are far and away the best part of working at Metro.

The students are grateful and often don't have other options; we make a real difference in their lives. Faculty and rank-and-file staff are often bright and interesting, and dedicated to trying to make this place work despite the many obstacles.

The students who all have different stories to tell, and the faculty who truly care about the students.

The students! the dedication to teaching; my colleagues trust in my ability; the freedom to pursue my research interests; the size allows for good collegiality and establishing effective relationships. Being able to develop new courses, new programs, and mentor IDP students really utilize our skills well. Our individual approach to teaching is encouraged and honored. Coupled with the programs for professional development, this is a wonderful resource. Also, the technology education center is a very helpful resource for faculty.

The students, in general, are a joy to teach

The students, my colleagues, what takes place in the classroom

The students, the diversity of experience and values that they bring to the classroom.



## Employee Comments Report

The students.

The students.

The students.

The students. We have a very diverse body and that keeps the classroom a challenging and exciting place to be.

The urban campus, senior leadership has a clear vision and seems to care about my program.

The value placed on teaching and the extraordinary motivation of a large and diverse student body. Metro students are here because they really want to learn, grow and succeed. Most of my students work 30 hours or more every week and/or have family responsibilities on top of their academic commitments. I am acutely aware of the value of their time and energy and try my utmost to give them the greatest possible return on their investment in their future.

The variety of individuals I work with. The students at Metro are truly special. I also value the flexibility in teaching the courses I choose, and the times I choose.

The vitality of the staff and the diversity of faculty and students.

The wonderful people it attracts.

They allow me teach classes without interfering in the curriculum.

Unlike faculty at big research driven institutions, I get to spend most of my time teaching. I also appreciate the student demographics at Metro State. I feel like I am changing lives through education. I especially enjoy advising and encouraging that significant part of our student population that comes from a culture which places little value on a college education. I'm not sure I would see very many such students in a more traditional institution.

## Employee Comments Report

Urban campus, non traditional students

urban setting, flexible schedule, immediate supervisor

Vacation time.

Valuing all people.

vibrant and diverse student body; opportunities for creative, individualized professional development; fun colleagues

What I appreciate most about working at this institution are my supervisor and my teammates. My supervisor allows me to use my experience, skill set, and background in a flexible manner to do the best job I can do. I appreciate the flexibility that is afforded me to be able to balance my personal life and my professional life. My teammates work cooperatively to create innovative and useful classes for our students. We are able to solve problems together and discuss the pros and cons of many ideas without any fear of effecting our positions with the college.

Winter and summer breaks.

Working with students passionate about their field of study.

Working with the people in my department and the range of students.

Working with the students, relationships with colleagues.

### **Question 2: What would make this institution a better place to work?**

A School and Dean of education! More classrooms and staff located in one building, Early Childhood Education lab school on campus, less expensive parking, more classrooms assigned to a program, remodeled and larger offices for many faculty, more frequent and better upkeep of hallways and offices from AHEC, a double door on the West Classroom north entrance so that those of us with offices that open on to the hall

## Employee Comments Report

do not need to keep our doors closed and use space heaters, more office staff (inequity between programs and departments)

\*\*Raises or some effort to make salaries commensurate with experience and contributions.

\*\*A streamlined evaluation process. Because I am untenured, I have to spend many, many hours twice a year putting together dossiers to justify my existence and how much I deserve a raise, even though it is public knowledge that there are no raises.

\*\*More release time for department administration and leadership. My department could do so much more with a little more release time.

--better salary (or decrease the workload)

--more input on costly programs and initiatives by faculty (e.g. Honors, First Year Success, etc.)

1) A more user-friendly, less time-consuming on-line process for annual faculty evaluations, PTR, RTP, and staff evaluations, 2) fewer initiatives at the senior level and more focus on those deemed important by consensual process, 3) less power in the hands of Instl. Advancement, 4) less power for the faculty senate, particularly with respect to tenure and curriculum, 5) better IT infrastructure and more service-oriented philosophy, 6) in general, less paperwork and bureaucracy, 7) recognition that faculty deserve to be treated as well as administrators are.

1) More fair workloads (our department's faculty are in the classroom over 20 hrs a week without TA's or lab assistants--something that makes class prep, lab prep, grading, advising, etc. difficult to accomplish in even a 50 to 60hr work week).

2) Cost of living increases--AT THE VERY LEAST. I understand that with the current fiscal environment, any mention of a "raise" seems ludicrous, but with the above mentioned workload (and the institution's own anti-compete agreements that limit a faculty's ability to seek additional income from outside sources) along with steady increases in the cost of living, my career as a tenure-track faculty frequently comes into serious question when it comes to providing for the needs of my growing family.

3) Find a way to have a more competitive means of securing access to resources shared with the other institutions of the Auraria campus. For example, our department requires special lab spaces for equipment and instruction that would be much better accommodated by assimilating class space that is now currently hoarded by less demanding UCD classes. It feels as though Metro is sometimes considered the "step-

## Employee Comments Report

child" when it comes to priority access to facilities...something that makes no sense if funding is coming from the same federal and state sources to equitably secure the same facilities.

4) Continue moving away from a culture of Board of Trustees vs. Metro State Faculty. An environment of competition (such as the Pay for Performance championed by the B.O.T.) will not help us succeed as a collaborative institution. Several strides appear to be developing in these regards, but more success would be much appreciated in the future.

1. A decreased teaching load. Metro seems to be moving toward more traditional colleges and universities regarding publications. However, those schools have far lighter teaching loads. If we are expected to perform that way (and I say more power to that idea!), we need time to DO the research and writing. Even without the research aspect, a reduced teaching load will enable us to prepare more thoroughly for the courses we do teach. Teaching four completely different courses each term is fragmenting.

2. Appropriate salaries with regular cost-of-living raises. Cannot stress this enough. Many of us are truly struggling financially.

3. The annual self-evaluation dossiers should be reduced to a brief report. Numerous schools across the country simply request a cv with new accomplishments highlighted, or a 2-page report stating annual work that is submitted online. Our system is **\*\*ridiculously\*\*** time consuming, plus an **\*\*enormous\*\*** waste of paper (something to consider, given Metro's stated desire to be "green")!

1. Equity in pay between administrators and faculty and other institutions. Below average pay means below average employees giving below average effort to create a below average institution and a lousy environment for everyone.

2. Follow through on your promises! Many people commit to the President's initiatives only to see no real follow through beyond the initial public recognition. Yes, there is an economic crunch, but the utter lack of follow through and proper prioritization of limited resources is just bad management.

3. Get professional, external help on the finance and budgeting side, and use home-grown leaders familiar with the culture on the planning and administration side, AS **OPPOSED TO THE OTHER WAY ROUND!!!**

1. Less administrative influence. The evaluation system is god offal. There is no money for raises, for cost of living increases, or bonuses. Faculty teaching 12 hours need support of assistants, particularly composition classes. There is such an influx of

## Employee Comments Report

administrative hires that the administration seems more interested in fledging out a modern, showcase administration the faculty seem second rate citizens.

1.) Adjunct faculty are treated like second class citizens. No matter how many times this issue has been raised to the administration, they are consistently ignored. How do you ignore a population that teaches the vast majority of your classes? Many of your adjuncts have doctorates, and are very good at what they do. To not acknowledge them for their teaching, reserach and service contributions by providing SOME level security, SOME level of benefits (adjuncts can teach a 7/8 course load but are certainly not offered 7/8th of benefits or 7/8ths salary) is highly unethical. I understand this is an organization. I understand budget constraints. But you hardly get the 'best' out of people when they have to work 3 part time jobs, and cannot fully be "present" because they have other adjuncting opportunities at other universities to make ends meet. 2.) there is a distinct chauvanism and discrimination among the faculty with regards to research. We are NOT a Research I insitution. We never will be unless there are HUGE changes made. And yet, research with regard to teaching, our students improvements, tracking, what students are gaining in our classrooms and how to systematically disseminate that information is not only shunned, it's discouraged. 3.) With few exceptions, there is a distinct discriminatory practice with regards to anyone who is not tenured. Term contract employees are lead on believing they might have a chance at a full time slot "someday" only to be cut randomly. Assistant professors and required to jump through inane processes and hoops because "that's what I had to do and I survived" (a dean's mentality and many full professors). This is not a fraternity. Assistant faculty, term faculty and especially adjuncts are not here to be "hazed" or disrespected because that's how Tenured and Full professors when through it when they first started out. Aren't we supposed to be IMPROVING our model?

A budget to be able to do what we are supposed to be doing.

A collaborative interaction between and among faculty, classified, administrative staff. We do not trust each other. We need a true "servant leadership" idealogy. This reference is to a textbook in leadership that emphasized people in an organization working collaboratively.

A dean who is not perceived to support favoritism over collegiality and fairness. An administration that is perceived to act with integrity and follows through on promises. An HR department that is efficient and transparent.

## Employee Comments Report

A fair PTR process would be a start. Reasonable expectations with regard to a 4-4 teaching load and demands for service, etc. as well. Clear expectations regarding professional development. A salary that is not less than the average RTD bus driver for my PhD would be a bonus as well. A fair compensation plan in general would be inspiring. While senior leadership is for the most part good to work for, I feel there is a complete misunderstanding on their part about the actual needs and job duties of the professorate--a better understanding of WHAT our job is and what it takes to do it would be nice. The PTR process badly needs to be revised--good professors are getting discouraged and essentially quitting or checking out (without actually leaving the college) because they feel like they just can't win no matter what they do, and they are working themselves to death trying. Speaking of, a reasonable workload must be implemented so that burnout does not kill off half the professorate. With the amount of time we spend with students and on student initiatives, a 4-4 load is untenable and completely prohibitive with regard to sustained professional development at any respectable level. This is why the "older generation" of professors at Metro are bitter and a bit lazy in terms of continued PD and college activism!!

A fair system where faculty have the same status as chairs and deans and where faculty are considered important. The chair of my department just took a week-long vacation to Mexico. She should be removed as chair. She won't be and that's what needs fixing for this place to be a better place to work. The chair will remain as chair because no one else in the department wants to be chair.

A fundamental change in the academic culture of the institution. Quality teaching and academic scholarship/research are completely divorced from each other, when in reality they should complement each other. Scholarship and research are marginalized in the faculty evaluation process, as in initiative in developing innovative programs. Grossly inadequate resources make teaching here difficult. Student evaluations have a disproportionately large influence on curriculum development and faculty retention. Tenure track faculty teach in fear that low student evaluation scores will destroy their careers and frequently water down curriculums in order to obtain good evaluations. This impedes implementation of high quality academic programs.

A higher pay scale. When I came on board, I was told about the impending "pay for performance" plan that was expected to boost our incomes. That was an incentive for me to come here. That quickly fell by the wayside and that promise was broken without a second thought...not to mention the salary freeze. Now I learn that administrators'

## Employee Comments Report

salaries are pegged to a higher peer group and at a higher level than faculty salaries (NCHEM vs. CUPA??). These things are demoralizing and I see no remedy in sight.

A humane, informed, and available HR department. Right now it is mean and incompetent. I was hired without the possibility of PERA or Social Security. I guess I'll never be able to retire--embittering, that's for sure. There is a believe that we can do serious professional development and have a graduate program and still teach 4 courses/term. That is ridiculous.

A little more money for some departmental functions, i.e. off-campus retreats etc.

A little more support for and encouragement of professional development for faculty.

A more comprehensive method to recognize achievements by faculty

A more streamlined faculty evaluation, tenure, post tenure process.

A reasonable salary.

A reduction in the workload. The amount of work required of faculty (and others) is absolutely staggering. A factor in this is the enormous amount of time faculty are required to spend documenting their work (the annual self-evaluation, the dossiers, the reassigned time reports, etc.).

A reorientation of the mission to educate, not sell a product to a consumer.

A salary that actually reflected my level of education, my background and my contribution to my field, AND real health care benefits. Given my low pay and high health care premiums (I have a family), it is unlikely that I will be able to remain at MSCD. The senior leadership speaks of becoming the preeminent urban comprehensive baccalaureate-granting institution; but it treats its faculty as if we were a community college.

A strong contract negotiating partner, such as a strong faculty union and a strong staff union is desperately needed.

## Employee Comments Report

A willingness at the department level to do thing differently and not just do them in a manner that was the way it was done 20 years ago. Not a leadership problem, a people problem.

a workload commensurate with contribution to the school's actual status in the world. An administration more aware of what academic life is like, hence of the need for faculty shared governance.

Acknowledgement of the workload and extreme efforts of faculty to provide our students with a quality education despite limited to no resources. Technology that works and an IT Dept. that can actually help faculty.

Addressing space issues, clarifying and simplifying evaluation/RPT/PTR processes

Adequate federal funding for support staff, physical resources, and student support.

Administrators who get IT! The whole culture of the institution begins at the top. The current president seems to be very effective in off-campus, campus outreach situations. However, on-campus he is out of his league. To be truly effective, he needs a COO. A provost should be that person, but the current provost is not allowed to do that because of the current president's management (or lack, thereof) style. The AAVP and provost should be separate persons, and the president needs to have the fortitude to allow the provost do the internal operations job.

A president who has not developed curricula, has not taught or published scholarly works, cannot be spewing forth proclamations about same. He needs to leave those issues to someone who "gets it."

Advanced notice of needs. We tend to operate on a last minute, have to have this in immediately, mode.

Allow faculty easier access for research release time. This process should be easy and straight forward without being a paperwork nightmare and haggling about every hour of release time, especially now, since we are trying to be considered a graduate institution.

Allowance for development of a strength in one area:pd, service, advising.



## Employee Comments Report

Although it is not the institution's fault, the diminished faculty is a real impediment to the quality of the education we can offer. I very much like Dr. Jordan's idea about "right-sizing." At some point, those students with the least amount of commitment to their education should have to prove their intent before matriculating here. It's a great education for an astonishingly low price, and it would be respectful to dedicated students, faculty/administrators/staff not to have to waste their time of students who are just messing about. The average first-year composition course fails/drops a third of the students by the end. In general, that third was never committed to doing the work or had not properly arranged life to accommodate an education. We could bring our faculty/student ratio into a rational and productive balance by re-chartering to become ever so slightly more selective. There are ways to do it. I have heard Dr. Jordan speak about them, and they make good sense.

An administration less focused and knowledgeable about business and more focused and knowledgeable about education.

An administration that took the time to understand the institution before it started on "branding" and "initiatives." A more reasonable workload. Classrooms that were well cared for and adequate in space.

Appropriate classrooms. Every semester I teach at least one class without appropriate board space (crucial for a mathematics class) or without appropriate seating space for the students. Scheduling appropriate classrooms for the class size and discipline should be a much higher priority that it currently seems to be.

Appropriate support for programs. Streamlining of the retention, promotion & tenure process!!!

As an institution always striving for diversity and with the goal of becoming an Hispanic Serving Institution (HSI), it would be nice to see at least some diversity when appointing individuals to decision-making positions or positions with authority. For example, the President, the Provost, all Vice-Presidents, and the three academic Deans, share the same ethnicity.

Being consulted on the "back fill plan." Not spending money on the "back fill plan." Not having to do a massive Post-Tenure Review every five years or a massive dossier

## Employee Comments Report

EVERY YEAR. Having salaries that are up to the CUPA standard. Stop hiring people in at salaries beyond that of the current work force: it creates bitterness and rancor.

better balance between work/personal life

Better compensation for faculty, more resources for research

Better compensation for teaching while improving the quality of teaching.

Better facilities

better faculty and staff pay

better management of classroom assignments

Better medical benefits, better salaries, more support for faculty professional development (funds to go to conferences, to support applications for grants, etc.)

Better office space for faculty, ie work space, maybe a window. The classrooms are good size, but the computer equipment frequently breaks down. In my program we don't necessarily need more software, but we need technology hardware that is dependable. It would be so nice to have a 'smart board' where we could use both slide pictures and actually WRITE notes such that students are not depending upon Power Point and copying slides.

better office, better recreational facilities, bettr food available on campus

Better Pay

Better pay and increased recognition for the amount and quality of work that I do.

better pay for tenure-line faculty commensurate with Denver cost of living, more tenure-line faculty, more classroom space, better conditions for affiliate faculty

## Employee Comments Report

Better pay to match loyal efforts

Better pay!

Better office and classrooms!

Discounted parking for faculty/staff -- I cannot believe we have to pay full price!

Less teaching and advising requirements so we can focus on the other requirements such as PD, service, and research.

Less paperwork -- annual evaluations, etc.

More recognition of faculty. For example, I feel there is a huge imbalance between salaries for different departments (some even within the same school). This is not only unfair, but bring down morale and motivation. It is also difficult to know that some 'higher ups' get such wonderful salaries but do not seem to be evaluated on their performance.

Better fundraising and giving efforts. I cannot believe we are paying staff high dollar salaries for the embarrassing about of fundraising money/donations/grants received.

Better pay! and a lighter teaching load in order to accomplish more professional development.

Better pay, and an even more clearly defined statement that this is a teaching institution first and foremost.

Better salary, benefits and less harrassment. Forms that are duplicative, inefficient processes and conflicting policies all contribute to poor morale.

Better staff at various levels.

better technology, better performance appraisal/promotion process, stronger culture

Better understanding of goals of the institution and School of Professional Studies and prioritization of initiatives

Eliminating some of the burdensome administrative procedures and paper work

Better ways to interchange information and experiences

## Employee Comments Report

By recognizing the ability of faculty to perform outside consulting work and be paid fairly for that work, rather than restricted to current policies which provide next to zero incentive to bring outside work and grant money to the school.

can't think of anything

Change expectations of faculty. We currently teach 12 hours each semester AND must do PD, service and advising. The teaching alone is almost a 40 hour a week job if you are conscientious. In growing departments there are not enough new faculty lines to meet the growing need. Other institutions do NOT require this much of their faculty. I regularly work 60 hours a week, which is unreasonable, especially when I am making about 3/4ths what I would be making in industry for 40 hours/week.

Change top leadership, institute a REAL institutional advancement program, end discriminatory hiring practices.

Clarity in the expectations to achieve tenure

Class sizes have grown considerably in my time here. This means that faculty and staff have increased workloads while expectations for professional development have remained the same. Also, we have not seen a meaningful raise in my three years at the institution.

Clear commitment to improving space/equipment.

Comparable pay with peer institutions of higher education.

Currently the 24 credit hour for faculty should be more flexible

Deans who say one thing then do something else

Decrease our workload!! Teach a maximum of 5 courses year (2 one semester, 3 another) instead of the overwhelming 8 courses we now much teach. Preeminence cannot be achieved with our current workload.

## Employee Comments Report

Decrease the number of dossiers we have to write (self-evaluation, post tenure review, etc etc) -- these are a COLOSSAL waste of time.

demonstration of value for the role of "affiliate" faculty

Differentiated workload. Allow research oriented faculty more time for research and teaching oriented faculty more time for teaching.

Difficult co-worker should retire so two faculty could be hired. This would have a significant positive impact on the program and the department. It would provide more hours for student advising, faculty to teach required courses for accreditation and improved student-teacher ratios. It would provide the opportunity for collaboration, where currently none exists. I would be a part of a team, rather than carrying the advising and accreditation loads alone. It would reduce my personal stress level significantly.

easier evaluation process and less paperwork

Easier evaluation PTR process, more emphasis on teaching and less on scholarly activity, up-to-date technology available to faculty and in the classroom

Elimination of the dead weight.

Ensuring that adequate classrooms are available. Lack of space is a big issue. Competitive salaries is also a big issue.

Equal pay for equal work (especially for "Affiliate" Faculty).

ethical leaders

Evidence that staff voice is heard and considered; less emphasis on political/etc. variables in determining leadership roles.

Faculty must have the technology support to do their work. Many faculty members have outdated computers which serve as barriers to the fulfillment of job responsibilities. This

## Employee Comments Report

is a huge source of frustration that is currently not addressed by the administration. It appears that the higher levels of administration have no idea about the magnitude of this problem, perhaps because the deans and chairs are not sharing this information. Faculty members should not have to purchase their own computers to do the work of the institution.

Faculty pay is very low in comparison to other institutions. As the institution expects more of faculty, it needs to provide adequate pay and quit expecting more and more from faculty.

More human and other resources are needed for departments to function well.

Recognizing departments that bring in huge amounts to the institution and rewarding them, instead of forcing them to beg for resources, would be a plus. A more rational way of allocating resources to academic departments would help.

Getting rid of paperwork that is not productive would be an improvement. This needs to include streamlining the the Annual Evaluation, dossier and curriculum processes.

Fixing the student evaluation and peer observation processes, so that the reliable and valid data are obtained and used fairly in evaluating faculty.

The College could get by with fewer high paid administrators, who do little and aren't held accountable. There are a few specific examples that stand out -- HR does little and passes its responsibilities off to departments; IA raises little or no money and continues to get more and more resources; and OSRP provides little support for grants and is often obstructionist in the process.

Fair pay, based on NCHEMS identified peer institutions. Why are administrative salaries based on the NCHEMS institutions, but not faculty salaries? It is also a really sore subject when I talk with colleagues in other institutions and they mention that their health care benefits are completely covered by the college. With the family coverage my take home pay for a full-time, tenure track faculty member works out to about \$2,700.00 per month. I am happy to have that, but it is near impossible to raise two children and keep a household with that monthly income. The \$500.00 taken out for health care ten months of the year, would make a big difference in my family's monthly liquidity.

fairness and consistency regarding pay and promotion and tenure requirements

Family Education Benefits

## Employee Comments Report

fewer redundancies in the evaluation of performance processes, merit pay, a feeling of appreciation by senior management

FIRST AND FOREMOST: IMPROVE IT!!!!: Update the truly outdated electronic set-up at Metro for e-mail.

Going SMOKE-FREE will go a long way of looking at cleanliness as one of the areas to improve. Allowing folks to smoke by the buildings is just not cutting out the second hand smoke I would have to breath in walking past smokers.

The next: have SOME ONE, PLEASE... pick up mail at least 2 times a day from offices. Third: prohibit main offices dealing with sensitive student information, working desks and opening mail. Next: ADVISING CENTER: have someone pick up the phone when calls are made.

Reduce the number of students who handle confidential forms and information: Graduation Eval, Registrar, etc, for example.

First, real shared governance. Second, the administration's recognition that the teaching load at MSCD is much too high and professor's salaries are shamefully low. Third, a real discussion about raising student standards so that we can be truly proud of the education that our graduates receive. Fourth, a real discussion of the mistreatment of and problems faced by affiliate faculty (plus, the general problem of not enough tenure track faculty and too many affiliate faculty to begin with).

Fix the faculty evaluation process.

Fix the multi-faceted / disjointed evaluation and promotion process/system. Find a better way to balance research (scholarship) and the current teaching/advising load. It is unrealistic to expect us to teach/advise and offer service and also be expected to publish. Be more up front and direct about this requirement. There is a current disconnect between College, School, Department and faculty expectations and what is in the Faculty Handbook and Departmental Guidelines.

For the most part, I enjoy the people I associate with, and I appreciate the lively atmosphere around the campus when school is in session.

## Employee Comments Report

For upper management to get back in the trenches and remember what it is like to teach a class or work a desk in an office serving students. I think all upper management at MSCD should have to teach at least one course a year and spend at least a few weeks a year working at an office in one of the busier student support service offices or in one of the larger academic departments so as to remember what those who really make this college run do. Perhaps then they would stop tinkering around with policies and due date so often as to drive staff and faculty crazy. Simplify (could we name all the network servers something sane and simple instead of astronomical bodies and letters of the alphabet), centralize (could all the forms a faculty member need be in one place on MetroConnect so we don't have to try to guess where they might be?), streamline (Do we really have to enter things one screen at a time in my services?) and then leave things alone for a while (by the time I get things figured out you change them again). Improve all communications, for example when you call an office for assistance and they can't help you but need to recommend you talk to someone else, the person should not refer you to "John in HR" but to John Smith, people just assume everyone around here knows who Char in the President's Office is, but new people don't. Could we get rid of all the message board type of stuff in email so we don't run over quota and faculty don't spend an hour every day deleting things that aren't important to them (maybe it's important to some faculty but it isn't to everyone so let's put it on a bulletin board not our business email)

A small thing but could we make sure that smart classrooms are up and going each morning, a faculty member gets to walk in and discover that thanks to a power bump (thanks to construction I suppose) the projector is either not working at all is is showing things inverted, then you have to phone the help desk (the number isn't posted by the phone or it's not the right number anymore, then the tech wants your 900 # - who knows that or has it on them all the time), so you vamp for 15 minutes while they send a tech over to push a few buttons- they couldn't have a reset button for us?

Cross training would be good too, so that when someone is sick or on vacation things don't just stop.

Oh and how about everyone on the campus wears identification? Wouldn't it be good if you knew when you walked into a Dean's Office or a department office whether you were talking to the the Administrative Assistant or a Work Study Student, a faculty member or the Chair of the department or the Dean or associate Dean?

Free parking for faculty and staff; cheaper health insurance premiums.



## Employee Comments Report

funding of programs that work and discontinuing those that do not. Success should drive funding not just tenure appointments in departments where weak performance is the rule.

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Get back to reorganizing the college into more schools and pursuing relocations of departments that make sense for Metro. Shared governance is a worthy cause but many faculty members have a limited view of what is good for Metro State as a college/university. Some personal agendas reduced the effectiveness of the last reorganizing committee. President Jordan and other top administrators are better able to see Metro in its entirety. They are better suited to reorganize Metro to be more efficient and effective in our interactions with the external environment. President Jordan has no vested interests in any department or school. He has some good ideas on how we could reorganize that make sense for Metro. Perhaps faculty buy-in could be done on a smaller scale (than a college-wide committee) and/or reorganization of school(s) could be proposed by external stakeholders/endowments.

Move Economics out of School of Business. The following are just a few of the many reasons to move them out of School of Business. They are not part of the Business core courses and have no vested interest in educating business majors. Therefore, they do not add value when serving on SCOB committees (such as SCOB Curriculum Committee) and should have no say in decisions regarding the Business core. They also are not considered part of a Business School/college by AACSB or other business accreditators. Essentially, Economics is part of SCOB general studies program in a special category with Calculus. However, Math is not housed in Business. There are many more reasons to move Economics out of SCOB but another important reason is that their major is not a SCOB degree.

## Employee Comments Report

Get rid of most of the administrators, top down.

Get rid of assessment. It is worthless, eats up faculty time and builds administrator's vitas on the backs of the faculty.

Get rid of two volume dossiers for promotion, tenure etc. Copies of annual evaluations, a written summary, a vita and letters from the chair and committees should be sufficient. The culture at this school is that faculty are liars who cannot be trusted; hence all the documentation.

Get rid of some key department chairs and other extremely negative, entrenched people.

Given all of the strong expectations in the areas of not only teaching, advising and service, but the high expectations of research and publications (although not in the handbook per se, but certainly an unwritten rule these days), our teaching workload should be seriously reviewed if we are expected to continually conduct our research in a meaningful way. Four/four classes per year is highly draining, and I know that this fact has also kept some strong candidates away from applying and/or accepting our tenure-track offers, along with our low salaries.

In fact, equity/parity salary issues should be addressed again as we slip further behind other institutions, and once, again, have difficulty getting quality faculty on board.

Give faculty perks for being here. I received monthly offers with more employee compensation and on campus perks. I can now understand why new faculty leave for other universities and colleges

Greater recognition of the importance of teaching and the time it actually requires. With only 50% of a faculty member's time considered devoted to teaching (50% to PD, service, advising), a 12 credit teaching load allows only 8 hours per week (20 hours = 50% time) for lecture prep, writing & grading exams & assignments), etc. Even less time is available to science faculty who teach labs because a 3 hour lab counts only 1.5 hours toward the 13 credit teaching load. A minimum of 1 hour prep time per hour of class time should be implemented -- then 60% of faculty time would be teaching (which is still not an accurate reflection of the time most faculty spend preparing courses) and 40% would be devoted to PD, service, and advising.

## Employee Comments Report

Green boards with chalk, thoughtfulness when classrooms are assigned. Faculty whose offices are at the KC should not have two back-to-back classes in the 7th St. and then South Building. The break is 15 minutes and the buildings a mile apart. Nobody ever addresses it. Markers are harmful for our health and inefficient for writing, but normal boards are disappearing and replaced with white ones, impossible to write on.

Have a voice in decisions that affect the department.

Higher and fair pay for all

Hiring a new dean for the School of Business.

Hiring more full-time faculty and less affiliates. Too many courses taught by affiliates means less ongoing, regular teacher-student contact and sometimes less institutional commitment from affiliate faculty. We constantly train new people when we could hire and retain good full-time teachers.

Honesty and fairness of department chair and dean's level leadership.

Honesty and fairness in decision making by department chairs and dean's level administrators would positively impact the work place.

I am happy with it.

I am willing to make some adjustments in order to help the institution, my peers and students. However the basic working conditions such as resources in the form of Adm assistants, clean and friendly environment where to work poses a great hindrance to me and my colleagues. The lack of cleanliness of restrooms in particular has become a huge issue. The lack of space leads to distraction and lower productivity. It is hard to concentrate when one of your colleagues is advising students all day.

## Employee Comments Report

I do not believe that I am paid fairly for the amount of work that I do for the school/department. Also, our department is under VERY under staffed.

I don't feel like there is enough support for professional development.

I don't trust our dean. She appears to make decisions based on unknown values.

I feel the pull to do a large amount of professional development, yet I can barely keep up with my teaching load.

I see numerous examples of absurd policies and procedures which steal time and resources from efforts to fully embrace innovation/quality in the educational process.

Eliminate all the meaningless, time consuming processes. Fewer administrators, honest administrators.

Require that all administrators have teaching experience, and have excelled in that arena.

I think my department does not encourage innovation or new ways of addressing problems. It is expected that things happen as they always have and this can be frustrating for newer faculty members.

I think that faculty diversity is desired, but the hard core decisions that it would take to implement this in a real way are never made. We do not have the difficult discussions needed to move this forward.

An avenue for non-tenured faculty to have a voice and to be able to share ideas that would be listened to without fear of retaliation or their career being jepordized is truly needed.

I think there is a need to take into consideration different faculty and staff's abilities or disability to access different building and navigate across a large campus. Fair remuneration for faculty who teach the same workload as tenure but are non tenured

I would be immensely more satisfied with my benefits package if employees were no longer forced to participate in the Metro group medical insurance program. I resent

## Employee Comments Report

being forced to contribute thousands of dollars each year into the program, when I am only receiving a hundred dollars or so in benefits in return. I should be able to choose my own health insurance program, even if it is a provider outside of the official Metro healthcare insurance programs.

if faculty pay was comparable to how hard we work and comparable to what other institutions pay their faculty; it doesn't seem like we are recognized f(via salary increases) for doing a good job

If I had more flexibility in how to design and implement my learning objectives, not just the traditional two class/week for 75 minutes each.

If it better valued the people and their contributions

If shared governance really worked instead of being subverted by special task forces when we have the shared governance vehicles in place.

If the Colorado legislature and the governor had any respect for higher ed at all. We are the lowest paid faculty in the state and will not have had a raise for two years. I think Dr. Jordan does what he can. We are just as good a college as CU Boulder in many ways, and we are still the higher ed step-child.

If the results of this survey are taken seriously and bold corrective actions are implemented

If there was authentic concern about inclusivity.

If there were enough room on campus to allow our classes to be held there (rather than at an off-campus location) that would make this a better place to work. Space is so limited that I have neither any office space, nor any classroom space. This is the biggest frustration for me in my position.

Improved evaluation process, mainly less paperwork. Related to that, why is the faculty senate involved in RTP decisions that aren't controversial? They should only see a dossier when problems arise.

## Employee Comments Report

Improved responses to faculty by IT.

Improved shared governance, equitable pay for faculty in all schools, meaningful raises, reassigned time to pursue research/PD, recruitment of a truly diverse faculty (not only those of a few ethnic/racial groups), etc. Small perks and incentives and meaningful rewards (e.g. paid parking, free tuition for children and family members).

Improvement in technology, better pay

Increase the pay for faculty. We continue to fall and fall and fall behind.  
Fix the work areas for people. Put more money into fixing buildings and areas.

Install a desktop in every classroom.  
Free Eco-Pass should be part of the benefit program.

Institutional funding that is equivalent to our peer institutions. This would allow us to grow the institution from all aspects and advance the excellent vision established by the senior leadership.

Keep the 50% emphasis on teaching and for the other 50% (Advising, Professional Development, Service) give a choice: A. Do all three or B. Be really good at two areas of your choice.

Leaders who were more interested in educating our students with core knowledge.

LEADERSHIP. Specifically leadership that is not self-serving. We have good faculty, but they often can't do their best work because administration does not listen to our needs and concerns. High level administrators (e.g. president, vp for institutional advancement) are more concerned about their own careers than they are about the mission of the institution. Others (e.g. provost) appear to understand our challenges and have an interest in improving the situation. We should hire good people and then let them do their jobs without huge burdens or inconvenience, whether it's our cumbersome evaluation process or the physical obstacles we face.

Less administration and focus on process versus product

## Employee Comments Report

Less demand for service activities. Cooperation between departments.

Less documentation of evaluation.

Less emphasis on annual faculty weights and goals.

Peer evaluations are not really objective.

Two- and four-year dossiers stress professional development as ability to publish and not on the work done on campus and quality of teaching improvement.

Less emphasis on needless paperwork (annual report format, PTR dossiers, etc.)

Less evaluation procedures for faculty.

Less importance placed on Service in committee work and "research/writing" with more importance placed on teaching/learning. The IT department needs to step up to the plate by supporting emerging education/instructional technologies such as Second Life and update the labs instead of spending stipend money on "right-sizing" projects that do no such "right sizing" at all.

Less of an emphasis on this preeminence nonsense; this institution was one of preeminence in this State if not in the country and will continue to be a preeminent institution without the absurd proclamations of what is necessary to achieve that level. There is a need for improvement overall in the curriculum, the expectations for students, and the rigor or college level achievement for undergraduates. Whatever happened to the notion that we will accept anyone to the college, but completing the baccalaureate requirements is not a gift. Today it seems that the college will go to extremes to insure a degree to those who merely complete classes by attendance and without significant intellectual development or effort. The number of students enrolled in 12 to 18 semester hours per semester, working full time with youngsters to care for is astounding; and we cater and pamper those who make a plea for leniency in rigor of course work allowing students to graduate with high even inflated GPA's.

Less paperwork to increase our time for teaching and writing as faculty.

## Employee Comments Report

Less time consuming tenure and promotion process (i.e. dossiers,etc). More specialized performance, teaching and lab spaces for the arts

Less top down approach to management of important administrative decisions

Longevity/loyalty raises after tenure every 2 - 3 years...automatic and mandatory.

### LOWER TEACHING LOAD

Professor's salaries that are adequate, fair, and not insulting. Chance for significant pay increases as one advances in one's career.

lower teaching load. somebody doing something about the professors who retire when they get tenure, or somehow let themselves get incompetent, making the assistant professors do all the work and teach all the hard classes.

Lower workload, better space, better salaries, clearer processes to get things done.

Many IT functions that support functional areas (academia, enrollment, financial services etc.) should be housed there. That way they could be much more effective and would not try to limit what does areas can or can not do - just from a purely technological perspective.

Maybe a central eating area other than the food court in the Tivoli where students and faculty can more easily access. There used to be a student eating area in the center of the campus in what is not the Plaza building; a place that is more central on campus (not the bagel place) would be conducive to students and faculty gathering.

### Merit pay

Metro State is a teaching institution. Therefore, why are faculty evaluated as in a traditional institution when making tenure decisions? The tenure process is ridiculous. So much so, that you work impossibly hard the first 6 years to get tenure and you are burned out by the time the tenure decision is made. I don't know a single tenured faculty at Metro that works half as hard as those on the tenure track. Why should they? They have tenure, and they are completely spent. Get rid of tenure or at least change the process to be weighted towards teaching instead of publications. Also, obtaining tenure



## Employee Comments Report

should not give a faculty member a free ride. There should still be a minimum performance expectation for continued employment.

Minimal "perks" like reduction in parking fees; free or reduced tuition for family; use of college facilities (eg, fitness center, email, etc.) after retirement, not just for emeritus faculty; ability to have a "desk" for such things as research after retirement

Money -- for: salaries, hiring of tenure track faculty, more classrooms, more technology, more classified staff, more reassigned time, more office space, ...

More and better classrooms, better "smart" classroom equipment and support

More clarity in the process of our jobs outside of teaching. The evaluation process is arcane and byzantine. No other institution or non-academic setting would use such diverse and difficult evaluation processes on their employees.

More core full-time faculty teaching the courses.

More cross school participation.

More diversity among faculty, staff, and ADMINISTRATION

More diversity in terms of faculty and students, especially faculty. If we had a more diverse faculty we would have more students from diverse backgrounds-especially Latinos.

More emphasis on scholarship, OSP support, fewer administrative positions that are overpaid at the expense of decent compensation for faculty (e.g. what does the vp for Institutional Advancement do to earn \$160,000?)

Less emphasis on trivial (keeping score on advising--let's get real) and more on publications, seeking outside funding, scholarship etc.

More equity, between full time faculty, and part time faculty when it comes to pay, and benefits.

## Employee Comments Report

more faculty where they are needed; a clearer appreciation of visiting/affiliate faculty, especially in giving them a chance to get onto the tenure track

More financial support, more staff support, more facilities.  
Quick, fast curriculum change process--too many layers.  
Intitutional Advancement's ability to develop relationships and raise funds in correlation with departments is not effective--communicaiton is lacking.

More flexibility in allowing work life balance. Working from home allows me to be MUCH more effective, but it is often viewed as "not working".  
In addition, teaching 12 credit hours is an unreasonable load for those of us who stay active in our are of practice and do research. Differentiated work load is a great idea, but in the mean time the work load is excessive.

More full-time faculty in our department!

More institutional support for faculty professional development (i.e external grants)

More Money! More space! Some type of longer term contract for visiting professors (more than one-year, even two-year could be better.) Why is this school so determined to hire PhD's with a 4-4 teaching load? When do they have time for research, and service and advising? There are no grad students to help grade! Instead of shunning those with Master's to being temporary forever, there needs to be some type contract system. I know tenure is out of the question; and I respect that. There needs to be some way for those with Master's to keep teaching and be valuable members of this institution; not wondering if they'll have a job next year.

More money. Its ridiculous that I have to spend so much of my own money just to have office supplies. My office furniture is older than I am and several of my colleagues who are tenure track don't even have their own offices. Also the dossier is overkill. I can't believe we have to turn it in so often even when we are not applying for tenure and in addition have annual reviews. It seems like a waste of time and valuable resources.

more office space and classroom, better technology in classrooms, better food choices on campus

## Employee Comments Report

### More reasonable workload

More recognition of internal evaluation processes...that enough staff is being recruited and placed in programs that are small but growing. That there is more flexibility to accommodate programs that may not have traditional requirements...summer internships, certification processes, and recognition of their place and importance in the State's educational system.

More release time, smaller classes, paid assistance in proctoring tests and grading.

More resources such as classroom/office/lab space. We do not have enough classrooms, evidenced by the number of classes without rooms assigned this semester. How can we teach, and students learn without enough classroom space? A budget for basic supplies for teaching such as 3-hole punch paper; transparencies for powerpoint slides, so we do not have to use our own laptops or institutional computer; large newsprint paper for group projects and participation in class, etc. I purchase these myself, and given our salary, it should not be up to me to buy the basic necessities for effective teaching. CLEAR policies and procedures regarding roles and responsibilities of faculty, chairs, institutional leadership, and staff. Since we utilize a large number of affiliate faculty, I would like to see HR become far more involved in the process of hiring/scheduling/communications with affiliate faculty, as I see that NOT having clear definitions of roles and responsibilities regarding affiliates puts the institution at risk. Where is HR and EEOC on these issues regarding affiliate hires? It should not fall on the shoulders of faculty--especially junior faculty (not yet tenured) to conduct interviews, check references, or be the main contact for any potential affiliate faculty. This is and should be a Human Resources function. A fair way to cycle out inept and inefficient staff--or create an environment for their success, not continuously supporting mediocrity among long-term staff/administration personnel. Better use of staff with limited funds; getting staff and admin to buy into a paradigm of teamwork--that we are all working together with limited funds, time, space, and technology. Playing computer games is NOT an effective use of staff support. Eliminate the annual self-evaluation until such time pay raises become a possibility. It requires a huge amount of time, which is then mostly repeated for the dossier process. We can use our time for better teaching, research, professional development endeavors.

More resources.

Fair pay, lack of salary inversions within departments.

## Employee Comments Report

Fair pay between departments.  
More fair evaluation process, and less time spent dealing with evaluations  
More resources (bigger office, more space, better classrooms)  
Smaller classes for lower division courses

More resources.

More resources.

More space for classrooms and offices.  
True respect for research.  
Cleaning up/remodeling some of the purely maintained areas of the college--restrooms,  
library

More space for faculty (we're in a trailer now and running out of space), better  
classroom facilities (audio-visual equipment that consistently works, lab space for one of  
my classes, more room for students in one of my classrooms).  
Also 12 credit hours of class a semester is a huge load (esp. if all 4 classes are different  
and if any are new courses). Add to that 10 office hours a week for advising, service to  
the program, department, school, college community. I end up working nights and  
weekends.

More space, fewer students per class, better digital equipment

More space, more funding, more resources of every kind.

More space/better facilities. My department has outgrown its allotted space.

More state support.

More support for research, and less paperwork.

much better pay, better workload, and better office

## Employee Comments Report

MUCH LESS requirement to continually justify our existence with huge 3-ring binders for continuance, advancement, tenure, and post tenure review, not to mention the time wasted by other professors on the associated committees reviewing same. Department Chairs should be trusted with these decisions because they know and work with the employee. A decent salary with increases that reflect the ACTUAL COST of LIVING increases, not the anemic 3% or 0% this year when cost of living is going ballistic.

Multi-year contracts for visiting faculty.

Need cheaper benefits, higher pay, less workload. We also need better facilities, classrooms, technology and support for professional development. The travel in competitive programs can be 100k per department per year or more. Those faculty are at all the conferences and constantly engaging in their field....we get less than 100k for travel for all faculty for the entire college.

Nicer office space, better classroom technology/use of space/whiteboards

No whining!

Not having to be held back on a daily basis by the limitations imposed with sharing facilities amongst multiple and competing institutions.

Not so many top down decisions. Not treating faculty in Teacher Ed. like children who don't know what they are doing. Not disenfranchising tenured full professors just because it is easier to work with faculty and dept. chairs who need admin. support to be tenured and promoted, rather than those who have a history at the institution, more experience in the field than the Dean and who are likely to hold stronger opinions.

Not sure here.....

Offer better benefits, get pay/compensation to a reasonable and appropriate level. Hire more faculty and staff. Cut down on the evaluation paperwork for faculty.

Offer full time faculty non-tenured positions with benefits

## Employee Comments Report

Open enrollment with some restriction on student registration.

Pay for Performance

Pay increase to compensate for the amount of work I do. I would have over \$12000 more a year teaching public school

Pay more attention to the welfare of existing faculty. VPs, especially IT, should see themselves as supporting faculty, not managing faculty.

paying fica for its employees in addition to the current retirement options

Permanent spaces for all departments instead of Modular offices.

President Jordan is not approachable and seems to pay lip service to faculty governance. I have worked at other institutions where the president actually listened to faculty issues and concerns.

Proper facilities for faculty and students (in the music department). All full-time faculty who teach private applied lessons should have soundproof studios in which to teach, and the students should have MANY more practice facilities. NASM recommends 1 practice room per 10 majors. We have 350+ majors and 16 practice rooms.

Providing sufficient resources to implement plans, such as recommendations from program review; accreditation

Quarter system: Many of our students can't keep it together for 15 weeks. Let's finish fall courses before Thanksgiving. Start next classes on January 2nd.

Higher pay and different positions for Part-time Instructors: They are the slave labor that makes this plantation work. It is time to create viable long term employment systems that honor their expertise and their contributions. It should be possible to hire them on a long term basis, instead of having to hire and let go each semester.

Reasonable parking fees: We are the cash cow for AHEC. That's wrong.

## Employee Comments Report

raise salaries to standards

Real shared governance, not just "stated and publicized". Evaluation processes that do not mostly depend on ratings, numbers. Equity in pay across all three schools. Pay raises that at least cover the rate of inflation and COLA. Fewer initiatives like a hotel, and more concentration on classroom teaching excellence.

Reasonable expectations regarding workload; effort to distribute responsibilities according to qualifications and strengths of the employee. PhDs expected to shoulder too much clerical work (reports requested in six different formats rather than streamlined), which distracts from teaching and professional development. Service expectations are altogether too high, especially at the department level.

Reasonable workload.

Reduce the bureaucracy, especially the illogical and inane procedures and activities. Clean up the conflicts in how we administer our business and the timing of deadlines. Open communications and equality in the distribution of resources among the 3 schools. As long as allocation of resources is done without open sharing of information, there cannot be any trust.

Reduce the teaching loads.

Remedy for salary inversion - progressive pay scale. Remedy for reverse discrimination. Honesty at the top. Equity in salary across disciplines. Reduction of endless silly defensive evaluations. Enhanced professional development opportunities. Equity in work loads and professional opportunities.

Replace Joan Foster with an approachable, fair, and empathetic dean.

salaries more in line with other institutions of higher education (at least in my department, salaries are significantly lower than what might be found in like departments around the state/country); a reduced financial burden for benefits (I am satisfied with the quality of my health care benefits, but definitely unsatisfied with the cost and the particular share that faculty bear for benefits); more opportunities for

## Employee Comments Report

collaboration (both professional and social) across departments, which would bring a greater sense of unity and get us out of our silos

Salary equity, flexible workloads, and more trust between the constituents would make MSCD a better employer.

Senior leaders should be selected because they are scholars---not because they are successful administrators. We have \*never\* had good administrators; why can't we at least have good scholars.

Senior leadership needs to take an active role in the day-to-day functioning of the institution. Faculty need to be respected.

Separate tracks to success: research vs. teaching vs. service

Set up a flex plan that allows costs for transportation to be collected. For those unable to use RTD because of schedule or location this is unfair. I have asked 3 times at benefits to look into this - no response on any of my requests.

Simplification and streamlining of evaluation procedures. Many of us perceive our evaluations as threatening or punitive instruments. Efforts to change that perception, so that faculty and staff don't live in fear, should make us more daring and innovative in how we teach, research and contribute to our various communities.

Smaller classes most importantly! Then: office space, cleaner facilities, less expensive parking, more administrative support staff

Smaller classes, more classrooms, more comfortable classrooms

Sometimes I think that our administration is moving away from the original intent of the college. I choose to work here when I could have higher pay at another institution. My choice is based on wanting to meet the needs of adult learners and disadvantaged students who are struggling.



## Employee Comments Report

Stabiity in leadership, a clearly communicated vision- a valuing of faculty members and their opinions.

Stick to the original focus of developing an excellent UNDERGRADUATE institution. Forego GRADUATE SCHOOL.

Streamline some processes (specifically curriculum). Perhaps add start-up funds for incoming faculty with new ideas or research interests.

students who knew how to write. More faculty teaching the basics would help but we are incredibly top heavy.

Support from upper level Administrators when students make threats or frivolous discrimination complaints against Faculty. An EEO officer that would at least follow established procedures for investigating discrimination complaint when students retaliate for poor grades are accusations of cheating instead of aiding the student in attacking the Faculty. Students can come after a Faculty 2 or 3 years later to retaliate for a grade they don't like, since the EEO officer refuses to enforce the 300 day of statute of limitations for filing complaints. As a result Faculty are afraid to report academic dishonesty and cheating is rampant.

Create a procedure for filing Faculty grievances against other Faculty. (It is regrettable that not all Faculty have a minimum level of ethics and that this is needed.)

That everyone in this institution were more concerned with the overall impact of our education versus the self promotion of particular programs.

the administrative and clerical responsibilities, while necessary to an extent become burdensome and interfere with my primary responsibility a professor, there needs to be a significant shift in perception regarding the amount of clerical work that is reasonable for faculty, one key point of contention are the multiple and redundant evaluation processes, frankly it is inappropriate.

The cost of our benifits are VERY high compared to the real world. I'm not happy with the cost of the benifits

## Employee Comments Report

The dossier review process seems cumbersome, suggests a fundamental distrust between faculty and administration and distorts my daily attention. Because I have only 24 hour days, I frequently feel I need to choose between doing something that could really improve the educational experiences and outcomes for my students and something that will look good in the dossier. The kinds of things that can really help students achieve their maximum potential do not fit nicely into the dossier format, the narrative expectations are juvenile, and the documentation requirements (one whole binder of supplementary documentation!) says only that the administration doesn't trust me. In the end, the whole process feels more like a mechanism for feeding the bureaucratic beast rather than any actual measure of my abilities or contributions to the institution.

The dossier/annual review process is horribly out-dated, terribly bloated, and a significant waste of faculty and administrative time. It must be stream-lined and on-line.

The pay is significantly below peer institutions and national levels. The medical insurance plan is very expensive when you do not have children and should include a "plus 1" option. I am having to pay 1/6 of my salary for myself and my spouse. At my previous institution, my insurance was covered 100%. Combine that with the salary problems and the faculty at Metro is severely underpaid.

The President keeps as far away from Executive hiring decisions as possible. This is clearly not his strength.

The President stops fabricating Shared Governance when he has already made an Executive decision - it is o.k. to make decisions (he is our leader so lead) just don't try and fake it - we know, trust us, we know...

Less control by LAS

Funds for those who need it and a reality check for departments that are not evolving.

Differentiated workload/ realistic teaching loads for faculty

Appropriate pay scales (not the pretense of 'comparators' that are not)

Staff - we are sinking more of them - now.

We have all worked on Strategic Plans from the bottom-up. It would be valuable to see something from the 'top'

The senior leadership must develop greater consistency in implementing change. It has had trouble recently staying the course in the face of internal and external political winds.

## Employee Comments Report

There are two major flaws that make working in a great place like Metro difficult - One is the evaluation process. It is VERY time consuming, ineffective and confusing. The standards by which we are evaluated are very unclear. Tenure has become a sadistic process to bleed new faculty to death. The other is a climate of overwhelming bureaucracy. We the faculty are as guilty as the administration. We make everything 10X more work than it should be. It makes getting your job done or accomplishing anything almost impossible.

There needs to be more clarity with respect to the institution's policies. There is a great deal of confusion for faculty members regarding what is expected for tenure and promotion and it seems as if the requirements are changed without notice. What is often stated is not in fact what is actually expected. Additionally, too much time is spent having to document achievements - it takes away from the ability of faculty to actually achieve. It is a waste of time and talent when a more efficient, streamlined method could be used.

Time to actually work on my PD.

To address professional jealousy among faculty.

Too many things to even begin to list (see above).

Too much time spent evaluating, planning and re-evaluating. I would like to be able to do my work, not constantly evaluating what I did. It is redundant and a waste of energy.

Transparency in issues of promotion and tenure; recognition of the heavy work load many faculty and staff carry; lack of work/life balance for many Metro members.

True evaluation process for Department chair without fear of reprisal. Streamlined yearly evaluation and dossier process. No evaluation on years when dossier has been submitted-its redundant. More budgetary support for equipment and equipment repair.

True shared governance, appreciation of faculty, and a different dean.

## Employee Comments Report

Updated technology so that our students have a working knowledge of the most up-to-date applications in their field.

We are in desperate need of more faculty/department office and classroom space

We need to follow the professional handbook and we need to stop pretending that sucking up to committee members is the way to choose your tenured faculty. We have to throw out the annual evaluation process and the dossier every two years. We need to replace it with a comprehensive evaluation that is the same across departments and schools. Determining tenure should not reward people for filling out paperwork in a pleasing manner.

With the increased focus on research (in the School of Business), faculty will need more resources in terms of seed money, software, professional development, and some reduction in teaching.

Within my department, there is no staff to man, faculty manned lab spaces. Also we are in desperate need of adequate space for lab classes and support facilities. Most of what we have, while appreciated is suited for a small community college and not a thriving 4 - year college department. Then you split that space with the other institutions on campus. We are teaching 15- 16 person lab classes in a room that should only hold 5-6 students, if we can even find a room with that capacity.

**Question 3: Metro State's goal is to achieve preeminence. Considering some of the college's current major initiatives or new ideas you may have, how do you think we can best achieve preeminence?**

Because Metro State aims to blend theory and practice in order to gain preeminence, more weight should be given to the time we spend working in our profession (ex: working 8-16 hours per month in my area of practice allows me to bring real world experience into the classroom but is currently not valued).

I do not believe that the hotel, first year success, student success building, Metro leads are going to make us a better institutions. By the same token I do not believe that a mere focus on HSI will make us better (if we just hire or recruit to have the numbers). I

## Employee Comments Report

think that MSCD needs a much stronger outreach program for the community, especially making stronger ties and connections with area school districts, especially DPS.

"Preeminence" is usually an expression of reputation or comparison with other educational institutions. Unfortunately, it is not always possible for a public institution to attain "preeminence" due to the competitive nature of said institutions. We may be better served by seeking enthusiastic student approval, and increased admission reflecting a desire for students to attend here, rather than compete for some institutional "preeminence".

\*\*Make it possible for faculty to engage in more research (i.e. release time). I think the current emphasis on grant writing is a step in the right direction.

. That's the President's goal. My goal is to teach extremely well. The Hotel project and the Student Success building will produce more show than classrooms. I do not see the respect, the support, the direction that encourages the faculty; we are teaching huge loads, there is no money, space is impossible, things are constantly changing (particularly directives of faculty), administrative personnel has been really unsteady; some really bad decisions in hiring within the administration certainly have not helped.

...

1) the 2+2 programs seem to be stuck in neutral and should either receive more support or continue on a more informal basis, 2) a greater recognition and acceptance of the importance of technology and the role it will play in teaching, 3) if we are to be preeminent, that requires better benefits, salaries and working conditions to attract top-notch people and provide incentive for those currently at the college, 4) continuation of graduate program proposals, 5) determination of a new list of comparative institutions that more accurately corresponds to MSCD with respect to size, student population, urban setting, funding, etc.

1. Have admission criteria. 2. Place greater emphasis on students being able to write effectively (including proper grammar) and express thoughts.

## Employee Comments Report

A continued emphasis on development of graduate programs and an investment in technology to teach students how to work with what they will in the job market.

A greater push for alumni involvement and resources, a substantial and healthy endowment. Greater ties between being in-school and recently graduated, either through job offerings, business connections, any and all groups that look for and use Metro students. Also, Metro will need to offer more quality, not only with its resources for students, but in the quality of the education itself. It is foolish to think that having the best technology available is more valuable than paying people with better and better wages, everyone, staff, faculty, maybe not the administration. Finally, I cannot stand it when an administrator gives me more work to do instead of using the existing work I do to invent a policy that replicates most of what I already do. Some administrative posts are wastes of money that could be used on hiring more faculty.

As an afterthought, as a place that seeks diversity and difference, and advocates a measure of equality and opportunity, should the most well-paid employee make only 20 times, 30 times, whatever we decide, what the least-paid employee makes?

A preeminent institution is based upon preeminent faculty. Our faculty are horribly underpaid compared with other institutions (many of which are located in cheap rural areas), in part, because we have historically lowballed beginning faculty salaries. We need to attract the best possible faculty and that will cost money in salaries, equipment, support, etc. It is not cheap being preeminent!

Achieve HSI status

Achieving HSI status.

Adequate staffing and other resources to support faculty professional development.

## Employee Comments Report

ALL faculty and staff should have the opportunities to broaden their lives and their careers. To be preeminent, we must treat the people who work here as preeminent - pay, benefits, respect. No amount of initiatives will change the way this college is perceived if those people who make up this college are underpaid and overworked. We, the faculty and staff, ARE the face of this institution.

allow faculty to excel in one area and be relieved of duties in another

Allow more flexibility in faculty teaching assignments, for example, encouraging team taught courses within departments and between departments. Develop stronger ties with corporate and business partners in all areas of study

Allowing the institution to have more input or instructional presence in remedial course delivery. This would have a significant impact on our student's success and preparation for college, leading to an increased student retention rate, leading to an increase in graduation and contributions to the Metro State community.

At the core of a great university is faculty who can both teach and conduct research. At this point, the combination of the course load with the number of students per class does not permit me to focus on either individual student achievement nor furthering research in my field.

Becoming a Hispanic serving institution and hiring excellent faculty that also knows how to help students from diverse backgrounds achieve academically.

Better benefits for employees, better pay, and better space allocations will increase morale and therefore productivity. Stay current with modern technology. Embrace diversity for students, faculty, and staff by hiring more minority faculty at COMPETITIVE salaries!!!

Better compensation for teaching while improving the quality of teaching.

better faculty and staff pay

Build from the ground up. Take care of the people and programs that are here first, then move forward.

## Employee Comments Report

By adding rigor to the College requirements. Giving away degrees to less than qualified graduates is a tragedy!

By asking the staff- often what their suggestions are.

by becoming the best teaching institution possible given our limited resources and high teaching load

the college has implemented some exciting initiatives, however I have absolutely no ability to engage in them because of the idiotic emphasis on "only one acceptable method of professional development" which is defined by the Dean of the School of Business as "full paper published in a "preferred" refereed journal."

The demand to publish does not contribute to community involvement and does not contribute to quality teaching, however the voices of the majority of the faculty in the Business School continue to be ignored.

By changing Colorado's tax codes and flooding this place with money. And by getting rid of those negative people I mentioned before. And by embracing innovative programs.

By instituting some sort of (even primitive) admissions standards that are based on academic performance at previous institutions (whether HS or college). Then, it should be possible for students to be expelled for failure to perform academically. It raises the bar in the classroom and benefits the student body as a whole..

By institutionalizing the belief that in The United States of America EVERYONE is entitled to high quality higher education regardless of their socio-economic status. Faculty should be retained who believe that it is vital for the health and survival of our vibrant culture to educate and have expectations of the students of Metro that we will achieve the same standards and academic vigor as Harvard, Yale, without the privilege, and without the endowments.

By investing in people and paying attention to the culture. Right now the culture is very much like a community college. There needs to be greater emphasis on research and



## Employee Comments Report

the college needs to find and emphasize its strategic strengths to build a regional and national reputation.

By paying faculty on the scale of other "preeminent" schools.

By raising salaries to be competitive with preeminent institutions.

By recognizing those who are truly recognized in their field as the leaders of the college's academic life. Get mediocrity in its place or you will never get "preeminence".

By requiring ACT or SAT scores, thereby possibly tightening up admissions. By removing freshmen academic advising by Academic Advising and allowing departments to steer frosh and sophomores earlier toward their degree requirements.

Certainly with a new administration.

Communication. Keep up the communication with staff, faculty, and students. I believe that our part time staff is a great resource that does not get utilized as often as possible. COMMUNITY INVOLVEMENT- we should be working on programs that promote social enterprise. Our programs should be going after grants that will allow our students and faculty to be community resources. These projects should be developed in the class room and then put into practice in the field.

Concrete outcomes in the way to be creative and critical in every single aspect of daily life; and also in the public service sphere

Continue and refine the community outreach program and obtaining more specialized accreditation.

Continue doing what we've been doing for decades (answer to number 1)....but always be looking ahead to evolve into an institution that provides what are students need now...and will need in the future.

Continue down our current path, and update/build facilities as fast as possible.

## Employee Comments Report

Continue on the path Dr. Jordan is guiding us down.

Continue over time with the current administration and effort.

Continue revamping OSRP. If we had really dynamic individuals in that department we could really get going on some grants.

Cut back on teaching loads to allow faculty the chance to keep up with PD and service so that we are leaders in our fields, not just teachers about our field.

Continue the course !! The branding of Metro is VERY COOL.

Continue to build the Faculty Development Center and the Faculty Learning Communities. They both have the power to change our faculty culture for the better.

New Faculty "workshops" are a waste of time.

Dr. Jordan's promise to guarantee our teacher graduates without consulting the education faculty was a mistake. Good idea, bad implementation.

I know of new faculty who do not feel safe and supported as they work towards tenure. The climate of fear that they tell me about is chilling.

continue what we are doing

Continue with the urban outreach. Increase experiential education opportunities for students.

Continue working toward being a college of opportunity, while maintaining high enough standards.

Continuing to improve the quality of instruction.

Controlling the enrollment. We have so many great students, and if we could focus on them, and on communicating their, and our, successes, the institution would achieve preeminence. "Preeminence" is a perception we create by communicating the high level

## Employee Comments Report

of teaching and achievement; preeminence most certainly has to do with public relations, the development office, and the alumni network.

Deal with some of the professional jealousy and get every faculty on the same page. This would make METRO ahead of many colleges and universities.

Develop honors programs that really mean something

Develop some admissions standards. Having a 4 year graduation rate of <9% is inexcusable.

developing outstanding masters' programs

Differentiated workload. This will attract and retain faculty who want to pursue higher levels of professional development and utilize the skills and passion of those who prefer to focus their workload on teaching.

Do it instead of talking about it! Make sure our standards remain high and that we enroll the students that are best able to take advantage of the higher learning experience.

Don't forget to treat your faculty with respect. I can't say I look fondly on plans to sink money into relocating departments around campus when I'm looking at no pay increase for several years in a row. New buildings may contribute to the college's visual impact - and do indeed play an important role in lasting measures to improve the campus - but they shouldn't come at the cost of faculty morale; not only do pretty new buildings and renovated office spaces not make up for inequitable pay, but they serve as stark reminders of our alienation from the people making the decision that the physical campus is more important than the teachers and staff who make the institution run.

Don't take on so much at one time - we do not have the funding nor the time to do all of these things at an exceptional level - so doing any of them at a superb level it what would get us to preeminence. Do any or all of them at a mediocre level will not get us there. 2+2 has not been well thought out, organized or implemented. Poor structure and focus here. HSI is critical to our success and future. If we are going to require scholarship in the future, graduate programs are the link to getting it done and reaching preeminence. The Student Success Building and the Hotel Learning Center will make

## Employee Comments Report

folks take notice. Identifying strong programs and what are the needs within the state or metro area will go a long way in setting priorities - then funding them and making sure they have adequate staffing and facilities. Spreading ourselves to thin or doing too much at one time is a sure way to achieve mediocrity.

Emphasize our permeation throughout the metro Denver community and remind state decision-makers of the popularity, affordability, and accessibility of a Metro State education

Enrollment limits based merit.

Equal pay for equal work (especially for "Affiliate" Faculty).

Everyone on board and heading in the same direction. There's too much "me" in preeminence.

expand graduate program, offer a starting wage to allow for quality faculty to accept the position that is offered, continue to make teaching our priority but value those who want to do some research or do more service. Everyone is not the same.

Expansion of preeminence in the faculty-student-learning arena is necessary to be truly preeminent.

Faculty and staff need more support.

Faculty need resources to help achieve the goal of preeminence. The online certification training program is ineffective at best, the center for faculty development has not offered programs that are helpful to date. A great model of helpful faculty development programs can be found at UCD. Please offer continuing education and conferences that are helpful.

I have not seen anything positive come from any of the initiatives, nor have I heard any positive comments. The initiatives are sent down from above, and we are to figure out how to make them work. An example would be the 2 + 2 program. We were told to figure out which classes to offer and to use full-time faculty, yet there were never enrollments necessary for the class to make.

## Employee Comments Report

First, we need to lower the average teaching load and start to really weigh professors' professional development much more seriously. Second, given that we are for all pragmatic purposes an open university, we need to seriously address the literacy levels of our students, and find ways to encourage professors to grade more honestly, thereby reducing the serious problem at MSCD of graduating seniors who we are not proud to declare are MSCD graduates. I believe in our mission to educate everyone who walks through our gates, but I also believe that that mission means that we need to raise our standards, and that in order to do that we need to offer our faculty and students adequate support. So, fewer classes for professors, much smaller classes for freshman students (to give them time and help in adjusting to a university), more courses to help our students to understand the culture of the academy, more courses that challenge our students with difficult readings and discussions, and more money for things like the Writing Center.

Firstly, we can define preeminence. It is a hollow goal without definition. How about being preeminent at creating success for students with challenges? I think that is our mission.

focusing on doing what we do well rather than expanding in new directions such as graduate programs

Focus on providing faculty with innovative teaching resources and technology. Completely revamp funding levels and availability of professional development funds. You get what you pay for. Our salaries do not cover these expenses.

Focus on the best managed programs that fit the community's needs. Strengthen the basic reading, writing, and math programs to better prepare students as they enter upper-division courses.

Follow through with the Metro Neighborhood plan giving the Depts and faculty the facilities they need to achieve preeminence.

Gaining HSI status and moving affiliate faculty from a mainstay to an occasional specialty instructor-model would be ideal.

## Employee Comments Report

Get more focus on two (possibly three) initiatives. We seem to be jumping all over the place and stretching our resources thin so we do a number of things in a less than stellar fashion. Once we get a couple initiatives going well, THEN we can move on.

Get rid of on-line courses that just have a student read a textbook and take tests on-line.

Get rid of top leadership, instituted REAL institutional advancement program, and end discriminatory hiring practices.

Get us resources to follow recommendations; recognize effort of programs to reach preeminence- don't just focus on "select" programs (typically aerospace, hospitality); allow each of our programs to get recognition fairly and equitably

Give instructors release time to conduct research.

Given the current budget crisis, peeminence seems unlikely. We're in survival mode.

good teachers

Grading should be tougher and more work should be demanded of students in most classes. No one had a 4.0 where I graduated! Having students "grade" their professors only helps to lower the standard. A professor's evaluations and advancement are heavily dependent on these grades, so it is only natural that they will play to the students to obtain higher ratings. Often, "tough love" should be administered to get the most out of a student.

Graduate programs

A clearer description of what preeminence really means and how it is measured.

Greater emphasis on research.

Ha ha ha.

Have adequate funding.

## Employee Comments Report

Have faculty teach fewer classes a semester so they have time to attend conferences, speak at conferences, publish, do research.

Have salaries in line with other Colorado institutions of higher learning.

Having a business strategy instead of just a political strategy to achieve preeminence

High quality academic programs, and faculty that are allowed to do their best work. Ideally, the institution would HELP faculty do their work, instead of getting in their way as Metro so often does.

higher academic standards, less general studies and more upper division courses in the majors

Higher quality general education programs and eliminating several "non-academic" academic Departments.

Hire and retain the best faculty, who care about students first and are here to teach and advise them. Let faculty continue to grow professionally as authors, researchers and active in professional organizations as much as how they teach.

Hire faculty who are preeminent in their fields with active contacts nationally and internationally to help put Metro "on the map" in industries that can provide jobs for the students. Recognize the comparative value of years/decades of experience and contacts in lieu of a PhD and put these people out front to bring recognition to the school.

I believe that it is important to have faculty focus on teaching. This would be better accomplished by resisting "mission drift" and not requiring faculty to spend more time on research and publications.

I don't think the goal is reasonable in the first place.

## Employee Comments Report

I have always thought Metro is a great school -- we just need to tell the world. Some of our highlights are the accredited programs/degrees, faculty (no TAs teaching our students) with good knowledge and experience in their field, faculty who are willing to go above and beyond to help our students, flexibility with schedules and types of classes (online, on campus, north/south campus)

I like the goal and think many of the institution's initiatives are in line with the goal. However an institution will never gain preeminence without dedicated, content faculty members. Of the peer group I came in with all are actively looking for positions elsewhere. This is sad because many of them are fantastic faculty, some with Ivy league pedigrees. Metro will not gain in the long term by hiring tenure track faculty who have to immediately hit the job market in search of better compensation.

I think it is very important that the Master of Arts in Teaching degree include the Alternative License Candidates. These students need to be given credit for the post BA work they do earning their teaching license. Real world experience is valuable in the development of successful educators.

I think preeminence is achieved over a long period of time, by focusing on the core tasks of the college and making sure those are handled well. Adding new programs and initiatives seems like papering over the things that really need attention.

I think that the college could work better in a consistent manner with tenure track faculty, faculty who recently have received tenure and senior faculty. Currently to my knowledge there are no consistency in working with faculty.

I think the goals are in an appropriate place. Budget and funding are preventing many of the goals.

I think we have to seek excellence in how we relate to each other in this institution, and how we support students for retention and graduation.

I think we need to begin to value the people who have been around awhile instead of giving leadership positions to non-tenured people who are not in a position to say what they think. If someone is good enough to be a department chair, then I think he/she



## Employee Comments Report

should automatically be granted tenure so he/she can really speak his/her mind in leadership settings.

I think we need to continue encouraging faculty to be creative, caring and involved. We need to develop a sense of community and mission. People do better when they feel respected for their accomplishments and their talents. Benefits and higher salaries would do wonder for morale thus increasing the motivation to achieve the major initiatives set out for the college.

I think we need to start moving outside of the box of "community only" and become a **NATIONALLY RECOGNIZED** institution through some of our programs (and even research)!!! A state of the art, nationally renowned program in criminalology or Air Traffic Control would be good candidates to start with. Also, let us not be soooo afraid of copying programs of other neighboring institutions. They did not make any amands duplicating some of our programs, why should we!!!

I think what can distinguish Metro is a continued focus on quality teaching (including experimental/non-traditional teaching methods), and a strong focus on experiential learning, including internships, community-based projects in class, and more international study opportunities.

I'd like to see professors valued because of their teaching, advising, service and professional development, rather than making sure they can properly navigate the byzantine dossier process to ensure every i is dotted and t is crossed and every piece of paperwork is present and accounted for.

If we are going to be an Hispanic Serving Institution, we need to centralize the programs that serve minority populations by disciplines (i.e. there are several programs that serve STEM put them together in a Center for Diversity in Science) and leverage the fact that we do have more than one such program, in order to 1) get additional programs from NIH, NSF, HHMI etc, 2) recruit more students to those programs, and 3) run the existing programs more efficiently.

We need a high profile scholarship program to help us recruit the best minority students from High Schools and from the community colleges (we lose excellent students from CCD to UCD because they a) are promised better financial aid packages and b) think it will be more prestigious to go there thus allowing them to get into better graduate

## Employee Comments Report

programs and medical schools)

If we are to be preeminent we need to be sure we have sufficient faculty AND staff for our larger departments and the departments that services those large departments. Prime example, the second most popular major at MSCD is Biology with over 1000 majors (over 25% of those are students of color), the biology department must be supported by the other science and math departments, chiefly chemistry and yet both of these departments struggle to obtain extra faculty lines.

Twenty years ago the chemistry department had 10 tenured track faculty, it now has 11, the enrollment of the college is 35% larger now than it was then and growth has been largely in LAS. The college brags about class sizes of 19, but only Chemistry's upper division courses come into that area, with lower division courses about 10 students over that limit on average (and only that low because of lab sections) and most of those are taught by affiliate faculty not tenured or tenure track faculty.

We need to be innovative and that means we need to be supported when we take a chance in the classroom, but with an evaluation system that puts a big emphasis on what students think about their teachers? (And why do we ask the people who know the least about the subject matter or about teaching) we reduce faculty evaluation to a popularity contest and make people shy away from techniques that encourage students to truly become life-long learners.

If you want your faculty to strive toward continuous improvement, we need to cut back the 4-4 teaching load to a 3-3.

Implement some admission requirements for incoming students - those who don't have the requisite skills should attend community college first

Implementing new ways to generate revenues and not just looking at cost-cutting.

Improve the achievement standards of the students. Some instructors do not emphasize quality of student performance.

In many ways, I feel that we are on track. However, some of the inherent expectations--like a 4-4 load for professors--are incompatible with this type of preeminence in higher ed today. The lack of clarity surrounding expectations is also a major road block that

## Employee Comments Report

needs to be cleared--for example, are we an institution that wants research and publication by our professors, or not?? Also, the current initiative of hiring PhD tenure-track professors is a great idea, but at the salary and with the resources and cloudy expectations we have to offer, I don't believe that maintaining recent hires for the long run will be feasible. The General Studies reform will put us on a track to preeminence. HSI is a good thing. 2 + 2 is ridiculous and will bring us down, I believe. I do think, however, that the strongest move toward preeminence made in recent times was President Jordan's and Natalie Lutes' management of the budget crisis--I think that they have made Metro a model for fiscal responsibility and that that will garner respect for us from other schools around the country. I think that overall what we need to do is DEFINE who we would like to be a little bit more, so that we can accurately assess what we are doing and see if it will work in the long run with this goal--"preeminence" is a super-vague term, that is hard for most people to understand. Also, senior leadership needs to recognize the value of the professorate a bit more. I have never worked with a more talented and more undervalued group of people in my life, and I can see that over the next 10-15 years the best peers that I work with will either quit and move on or just check out mentally because the professorate is not valued (i.e. the slavery of a 4-4 as opposed to the conscious support of service and PD).

In my opinion "preeminence" is nonsense!!!! The nature of our student body (particularly freshman students who are not prepared for college), the lack of support for professional development of faculty including insufficient funds for travel and expenses involved in attending a professional conference, the insistence that full-time faculty should be in the classroom and not be allowed to have released time for professional development or for supporting the needs of a department, the lack of a differential work load policy, the lack of merit pay and with the current economic climate the lack of pay raises, the lack of adequate clerical staff for some departments, operating budgets for departments that are insufficient to cover needed expenses, the lack of maintenance and replacement funds in the budget for equipment, staff with apparently no knowledge of what faculty do and their space and furniture requirements making decisions about such without consulting the faculty, the lack of support of the Auraria Faculty and Staff Club (most of the Club members are from MSCD), the policy that each class must have at least so many students (without any consideration as to the average class size for a department), ... .

My impression is that preeminence means that some of our high level administrators receive large salaries.

## Employee Comments Report

In my opinion, by far the most effective and necessary means of achieving preeminence is to raise steadily the academic value of our graduates' degrees. The true quality of our students' educational experience must rise to the promises made in our public relations material. It is the most difficult path to preeminence, but in many ways, it is also the only path.

In my program, more than 50% of our classes are taught by affiliate faculty. As program coordinator, it is my job to recruit and hire affiliate faculty. It is virtually impossible to hire qualified faculty for the salary I can offer them. With so many classes every semester lacking instructors combined with the ridiculously low salary I have to offer, I am forced to repeatedly hire faculty who are less than stellar. It is extremely frustrating, and the students deserve better. Our affiliate faculty salaries are just over half the salary an affiliate can expect at our neighbor CU. If Metro wants preeminence, they can start with reducing the number of courses taught by affiliate and concentrating on hiring quality full time faculty. Furthermore, preeminence would require a large majority of the full time tenured or tenure-track faculty to hold a terminal degree in their field.

Increase admission requirements, enforce course prerequisites, limit enrollment, focus on education versus employment as an academic outcome.

Increase admission standards.

Invest in faculty and work on their benefits. Our health care costs are outrageous.

It is impossible to achieve preeminence, or even do reasonably well, with a dissatisfied work force. Take the emphasis off major top-down initiatives and put it on the people working here. Then logical initiatives will develop naturally and appropriately. Require administrators (like many other institutions) to occasionally teach, so they fundamental understand what the institution is about and what the real challenges are at Metro State.

It seems as though we're investing lots of resources into the HSI initiative. This only positions us to be eligible for specialized grants. There are already millions of dollars available that we don't apply for (our mission is centered around teaching - not procurement of external funding). Why not use those resources to invest in faculty retention and training to procure grant funding? Our campus is already the most diverse in the state. Commit to keeping it that way without pursuing additional programs such as HSI.

## Employee Comments Report

keep encouraging that goal with employees - provide clear means for employees to help

Keep focused on the President's themes and win the Powerball

Abandon the 'shared' campus model completely.

Differentiated tuition

Less 'power' from the Senate they really don't represent the majority of the faculty. Most of them are not the best people to represent - particularly us junior faculty

Keep the focus on teaching!

Less micromanaging of departments.

Let profs do what they do best, teach and professional development.

Let the teachers teach. Have teachers evaluated by neutral observers and pay accordingly.

If faculty are interested in publishing, research, or teaching, determine a reward system, not a penalty system. After all, "success begins with you".

Limit enrollment and/or increase physical classroom space. Increase the size of the full-time faculty significantly. Our department staffs greater than 50 % of all course sections with part-time instructors

Lining up the resources, following through on initiatives and not taking on too much at once.

Lower teaching load. Less reliance on adjunct teaching. Better pay for professors in order to maintain and retain a preeminent faculty.

Masters programs, community engagement (on campus, in the community)

## Employee Comments Report

Meaningful (tangible) rewards for teaching excellence, smaller class sizes, real time to pursue research and professional development, and reduced teaching loads to offer quality graduate programs.

Metro has boasted "we promote our own" for a long time. If the institution was not preeminent previously, how can it become preeminent by hiring from within? Also, there have been too many incompetent, burned-out, or otherwise ineffectual folks in positions (staff, faculty, administrators) who are retained or moved laterally (apparently to avoid lawsuit?) to engender any real sense of preeminence.

More focus on academic excellence. Many of our students do not know how to write basic papers and, yet, they pass, often with high grades. We are doing them a disservice by not challenging them to improve their written and verbal communication skills.

More full-time permanent faculty would raise the quality of teaching overall.

More money

More state funding for higher education

More support (financial or otherwise) for faculty professional development.

More supporting staff, better facilities, and more time to focus on teaching and professional development. We are all being paper-worked to death, leaving less time for things like progressive lesson planning and professional development. Preeminence cannot be achieved if the institution's faculty is not fully supported.

MSCD use a large cadre of adjunct faculty. This creates a stronger teaching force in that as an adjunct you must "stay on top of your game" or you won't be given classes next semester. This benefits the students and prevents tenured instructors from becoming stale or "resting on their laurels."

My suggestion would be to focus on education first, institution second. Don't let the "Arizona State model" run the institution's decisions (ie., putting the acquisition of funding for new buildings and equipment ahead of the quality of teaching coming from its instructors). Preeminence should not be narrowly executed through a few lofty

## Employee Comments Report

initiatives aimed at securing ill-applied funding; rather it is a continual process of investment and reinvestment in the quality of instruction (including faculty and facilities) applied in the most widespread manner possible throughout the institution. In my mind, a preeminent institution is not one that has just one noteworthy department, but several (if not all) high quality, desirable programs that stand out amidst all the educational options available to students in the United States. To increase the preeminence of Metro's education requires considerable effort focused on the quality, breadth, and applicability of instruction rather than on which "type" of student we would like to entice to our campus or foster toward graduation.

Need more money and state support. But on our own we have moved forward.

Need to be able to pay for the quality of professors that are needed to achieve the preeminence goal.

New administrators who emphasize the importance of a well-rounded education--on learning things they can't learn outside of the classroom.

No comment

No one knows what pre-eminence might mean. It seems to mean hotels and first year programs. How about support, financial and otherwise, for faculty and staff? How about getting serious about admission policies--I know these are a matter of statute, but an open enrollment university is probably not on the road to anything special except a lot of unrecognized, underpaid work.

Not informed enough to comment.

One thing I would like to see is having some money budgeted for individual faculty members to use to meet needs. For instance, I asked for thank you notes to thank people in the field with whom I regularly collaborate and was told that there is not money in the budget for this type of thing. I spend a lot of my own money on things I think should be covered by the budget.

Our students are diverse in background and ability. Put simply, in order to achieve our goals we need less and smaller classes. Surveys in my department are regularly 50

## Employee Comments Report

students. In a given semester, I average about 160 students. It is not possible to give quality feedback on papers and exams that some of our students need. These students regularly fall through the cracks.

Pay attention to what is working now at the institution! There are too many new initiatives while time-honored institutions such as the Honors Program, IDP, Chicana/o studies, and so on are generally ignored and not supported.

### Pay Equity

Pay faculty what they are worth. Stop paying new faculty with little or no experience and no service to MSCD more than those of us who have been told we are excelling here!

Pay for preeminence through adequate faculty salaries. The College can no longer do more with less.

We have to be able to get beyond just taking care of our basic needs

Please define preeminence, I thought it had same meaning as quality; however I do not think administration shares that view. I do not see evidence of embracing quality in the teaching/learning process by administrators.

To achieve my view of preeminence one would need to provide time and resources to those with a commitment to excellence. Additional time is best provided by streamlining or eliminating many committees, meeting, and processes that are entrenched in the MSCD culture.

A passion for the teaching/learning process should be demonstrated in the classroom, though profession activities, and itthrough nvolvement with one's professional community. There is no recognition/reward structure at MSCD for individuals who practice their passion for the good of the student and the institution.

Those that do not have a passion for the teaching/learning process should be fired.

Pre requisite in some science courses



## Employee Comments Report

Preeminence might be achieved if ADVISING CENTER were to improve; if IT provided what it should for consistency of delivery; if Metro provided a top of the line BANNER SYSTEM. What we have is Main Frame-1980! IT might achieve it if communication actually included all parties within the college. It might be achieved via beautifying the premises and if reparations were to buildings were made more often. It might be achieved if better maintenance of all bldgs were better done.

If might be achieved if there were a simpler way of creating new curriculum, rather than burying this under mountains of paperwork.

If might be achieved if civility were restored at HR, especially when dealing with faculty and staff.

Preminence in What??? Let's stop kidding ourselves and focus on teaching

President Jordan does a wonderful job in explaining his misson to the College

Provide more resources for faculty to develop top notch programs, and provide faculty with more time to develop undergraduate research programs. Faculty scholarship need to be emphasized, it is not a major factor in the academic culture of the institution. Academic standards need to be increased and enforced for incoming students. At the moment, if you are our 19 years of age and can breath you will be accepted to the school, irregardless of academic preparation.

Provide much, much more support for intellectual work, e.g., academic research that leads to publications and recognition by peers at other higher education institution in Colorado. Don't waste time and money and resources in flashy PR projects which might provide fun one-time exposure, but are not going anywhere afterward. Stop hiring unqualified faculty with questionable online degrees or outside discipline. It is an insult to other faculty. Students cannot do better than their professors. Hiring such faculty has detrimental effects on the qualification of the faculty and students. That's why some see Metro as below Univ. of Phoenix. It is simply ridiculous. It might cost a little more to hire the right Ph.D.s, but it is worthwhile. It is time to insist on quality and qualification or else. Metro could not achieve preeminence without quality and qualified faculty.

Provide the athletics program with the facilities that the caliber of their teams deserve. Incorporate a college-wide requirement (general studies) that includes health and wellness with an activity class requirement as well as a lecture course. Stay true to the

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"theory and applied" approach by cultivating a faculty and staff that are dynamic and willing to explore with their students.

Put more money into hiring faculty. Dr. Jordan has done a good job with this, but we need more money from the state. Again, Jordan has done a very good job!

Quality costs time and money. Faculty do not have adequate time to do a quality job with all the demands placed upon them. You will never achieve preeminence by adding more programs and initiatives when we do not have time to do a quality job with the basics.

Quality in everything we do. First and foremost. No shortcuts.

Raising & enforcing high academic standards, & high performance standards for staff

Really provide faculty with time and resources to do our jobs.

Recruit better students, establish enrollment requirements, reduce class sizes and support faculty to incorporate student research into their programs and classes.

Redefine preeminence.

Reduce the time that faculty are required to spend writing about their work so that they can actually do their work.

respecting and motivating faculty by rewarding us for a job well done

reward outstanding professors for their excellence in the classroom and reward for PD

See #2 above.

Also, find a way to incorporate the research time required for achieving preeminence into our workload by trading classroom teaching for research time for those who want to do research.

See #2 above.

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See last item above. Too much emphasis is placed upon initiatives like the hotel and now "branding" each of which takes away from our ability to focus on teaching excellence, cooperation with colleagues. We should have a lower course load (four classes is a bit much), so that real initiatives like team teaching and experimental teaching methods can be developed. Preeminence can only be achieved when working conditions are such that we can do the best for and by our students.

Staff, the college needs to recognize the important role that staff plays in the functioning of this institution. there are too many substantive and sudden changes or expectations, before initiatives are rolled out projected outcomes need to be evaluated, I would like to see the projected 5 year goals for the institution and all schools, the shared facilities tarnish the branding of our institution as academically rigorous, perception being we are the sub-par version of UCD.

start with cleanliness. at present we have filthy bathrooms

Stop giving it lip service, and start to reward faculty who are truly moving toward undergraduate research and scholarship. A member of our department recently was encouraged to apply for early tenure without any peer-reviewed pubs or funding from outside sources. A truly preeminent institution would not encourage faculty to focus on student popularity ratings (these have been shown to be unreliable and invalid as they are used and yet they take prominent focus on yearly evaluation, and RTP) and service.

Streamline the dossier process for promotion etc. Increase the percentage of tenure-track faculty; use fewer and fewer full-time temporaries.

Support faculty research projects with either time or money. It is impossible to conduct research and maintain a full course load.

Support students doing publishable scholarly research. This means giving faculty credit/time to direct these students and see the projects through to completion. This will make our graduates more successful and increase our profile in both the local community and the academic community.

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Tangible institutional support for faculty professional development (i.e external grants), release time, matching funds etc....

Technology, technology, technology. If we continue down the path of "we can't do that" with technology then we'll continue to write on cave walls and will never be preeminent.

Terminate Faculty that give nothing but A's in their classes. The lack of any academic standards by some Faculty is appalling.

Terminate Faculty that do no professional development - some Faculty have not published a paper in more than 10 years.

Terminate Faculty that are posting Multiple Choice exams on a web page and have students bring a filled out scantron to class.

Reward Faculty who successfully work to get real accreditation for their program (e.g ABET)

Address the rampant problem of cheating.

The building of new buildings or renovation of old ones seems to take precedence over things as basic as cost-of-living pay increases for faculty and staff. the allocation of the school's resources in this area seems terribly out-of-whack.

The college should ignore this nonsense of achieving preeminence as we have been there for a while. If the new culture of the college is any indication of its direction, then we may as well wave goodbye to the ideal of providing education for those who otherwise cannot afford a college education but have the ability to achieve at that level. To presume that everyone has the ability to compete at the college level is to democratize that which cannot be made equal, our God-given abilities to take life and to achieve for the honor and glory of God and not for the honor and glory of the institution.

The enormous amount of money spent on outside consultants for Accrediation Consultants in education and other departments instead of seeing leadership from within needs to be addressed.

The fact that we are an urban institution serving a large number of students makes us an unusual college. More emphasis needs to be placed on our unique mission. The addition of graduate programs will further enhance our standing in the area of higher education.

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The First Year Success program and any program that improves retention will help the school greatly.

the first year success program would help us retain and graduate more students and the graduate programs will help meet the needs of the 7 regions that we serve.

The HSI initiative is GREAT. However just getting hispanic students here is not enough. We really need to support their needs and retention. We need our climate to be more culturally sensitive and to have more programs to meet the needs of second language learners.

Guaranting our graduates by allowing them to take a course over again is not adequate!!!! (if the course did not work the first time doing it again will not help and who would want to?) However establishing career support seminars and collaborative career induction programs would be wonderful ways to begin approaching this initiative

The institutions has set some high standards for our college through some fine initiatives, which I'm in favor of; however, I would like to see the college enforce its minimal performance standards for students. Oftentimes, I feel that many of our students are set up for failure in our lower division courses.

The METROLEADS program should be mandatory for everyone at Metro State so that mid-level managers would have the opportunity to learn what true leadership involves.

The only way to preeminence is through the people of this institution. Preeminent alumni and preeminent staff / faculty / administrators (for their achievements, of course) make a preeminent institution. The people at Metro are very creative. There will be partnership projects and intellectual products from faculty under the current initiatives that can become the spearhead(s) to preeminence if these are promoted well (IA and College Communications will then need to exercise marketing expertise - in addition of focusing on fundraising). Change in the stifling Intellectual Property Policy would be the right step to support and unleash faculty creativity as a vector to preeminence. Students and alumni are the other group. Metro's alumni connections need to become stronger - supporting a small but talented and energetic group of alumni in their careers would be a way to tie into their rise in life.

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The only way we will achieve preeminence is to scale back the initiatives until we can do one thing right. The resources are spread so thin that we are doing numerous things poorly.

The President's programs on community engagement, hispanic serving institution, involvement with the legislature on budget issues are excellent. The President's need to stay involved in the legislative decisions about funding for higher education is crucial. Innovative thinking on how we can keep Metro State alive and well in these tough economic times is very very very important. It would be wonderful if every student who applied to Metro had the opportunity to attend.

the recently approved graduate programs, 2+2 programs, and hotel learning center

The requirements for working with students off-campus and in study abroad courses needs to be greatly streamlined and made much more efficient. Faculty need to be able to create such opportunities more rapidly than the current process allows and without the restraints currently in place. These are extraordinarily valuable experiences for students and they need to be emphasized.

The set of initiatives do not provide a path toward preeminence nor do they demonstrate understanding of how preeminence is achieved. Rather than engaging in a seemingly disconnected collection of such initiatives, the college needs to better understand how preeminence is recognized -- for example, how the quality of education is assessed and high-quality education is identified -- and use that understanding to drive efforts with direct correspondence.

The way this preeminence is defined it assumes that everybody is on the same page - faculty and students as far as responsibility for learning and teaching and it is not true. There is a tendency for students to have an attitude of entitlement that is not conducive to achieving excellence and that can harm the quality of teaching

There are always going to be detractors and nay-sayers in any institution. Unfortunately, I perceive that the nay-sayers often have a stronger voice than those who just put their nose to the grindstone and work for the benefit of the students and their education. Our legacy is not our ability to produce sellable product, but in the quality of the student who leaves our premises and the impact that they make upon the world. Concentration on building students and faculty should trump building large programs just for the sake of a

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report or recognition. Make avenues for the students to celebrate their faculty for their strengths. Build the people and the programs will be sustainable.

There are too many initiatives - I couldn't name half of them. Let's do a few really well. Try actually serving the community across Speer instead of everyone coming to us. You will never be pre-eminent until the faculty is paid adequately and feel their voices are heard. There is too much dissension here. We are busy with new buildings - but if you can't get faculty to stay, what's the point?

There must be a differentiated work load so faculty members who take the initiative to publish can be supported in these efforts. Faculty members who do not publish currently have identical course loads to those who do publish, which creates an inequitable situation. No institution of higher education can achieve preeminence without the scholarly work of faculty.

This institution needs to figure out a way to fund faculty adequately. Ambitious faculty not geographically tied down seem to get out of here as quickly as they can. If you pay third tier wages (85% of CUPA?) over time you have only third tier faculty.

This is a top-down, absurd and ill-defined goal. The initiatives include a so-called "student success" program that has been a disaster so far, a hotel when there are numerous hotels close to the campus and when we desperately need more decent classrooms, a graduate program in education involving one of the most dysfunctional departments in the college, a brand that is embarrassing in its poor design. It goes back to having a board and administration who understand the strengths, history, and mission of this college. That's what we need, but I'd say the chance of getting it are slim--or none.

Three things: First, I find myself explaining to others in my field that Metro is not a community college. I think our name harms our reputation more than we realize. Secondly, if we are serious about becoming a preeminent institution, then we desperately need to implement entrance admission standards. Too many students who ought to be at CCD working on basic skills are allowed to enroll in our classes. How can we provide a quality education to the top half of our students if we have to spend significant time teaching basic skills to students who are not ready for college! But, most importantly: when I was first hired at Metro the salary was competitive for entry level positions. However, if one factors in cost of living and inflation, it appears that my salary

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will remain stagnant (at best) as long as I stay at Metro. This is absurd. Unlike any other college, Metro does not seem to provide substantive merit raises for research and teaching excellence. First year faculty make the same (or even more) than faculty in their fourth and fifth years. Sometimes new faculty make nearly as much as Associate Profs who have been around for a decade. The best new faculty are apt to leave at the first opportunity. I think that's a real problem if we're serious about preeminence.

Through adopting Graduate programs that ARE NOT FOUR-FOUR teaching loads, through helping faculty on efforts to improve on professional development (more funding), lowering teaching loads to three-three.

Through continuation of our forward-thinking vision especially regarding facilities and other resources

To me, "preeminence" sounds like superiority, like Metro State would rise to the top of all 4-year public institutions across the country. Since we're not aiming to be the most competitive, most rigorous school in the nation, "preeminence" has not fit particularly well for me. I think Metro State should focus on being the best at what it does: helping students--many of whom hail from families and communities where education has not been a primary focus, many of whom are underprepared for college--succeed in school and eventually in careers. I see us as an equal-opportunity educational institution. To that extent, I think HSI & other initiatives are on the right track.

To paraphrase the Pentagon's position on support and performance - strategic planning and the subsequent performance of duties without resources is wishful thinking and a fool's errand.

To achieve preeminence the administration's highest priority should be making the case for and obtaining needed resources. Failing to make the case for and, thereby, not obtaining needed resources should be grounds for a change in administration, period. That's their primary responsibility - do it effectively or get someone in that can.

To enlist faculty in obtaining resources, the number of per semester credit hours should be reduced to 9 and a competitive salary which includes the summer should be offered. Well-known (preeminent) colleges require 9 (teaching) credit hours per semester (for 2 semesters) with the requirement that the balance of faculty time be devoted to student-centered research or student-centered projects that can qualify for outside funding.



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Summers are reserved, as part of faculty loads, to pursue research or projects and write proposals for outside funding. Until such activities are an integral component of the faculty load, this place will never be preeminent in the sense that well-known liberal arts colleges are preeminent.

Treat students with the dignity and respect they deserve.

Truthfully, I don't believe that we can based on the definition of preeminence. That is a poorly chosen word. "Excellence, given what we've got" would be a better choice, but wouldn't sound as good. That aside, I think that we need to concentrate on our educational mission. We need to implement at least some stricter admission requirements. We have many good students, but nearly as many that simply aren't prepared for college-level work. They hold back the quality of the education. We don't need to be a "very selective" institution, but we do need something better than we have now. Similarly, we need to have some kind of fix for grade inflation. The education needs to be challenging, but too many programs aren't. This is a disservice to our students.

Update technology, institute rigor and give professors the time and resources, including salaries, to do high level work.

Use the talent we already have in new ways. We have some amazing people doing amazing things. Be willing to find creative ways of tapping into this potential...e.g., part-time admin/part-time teaching. Recognize peoples' expertise and USE it. Provide more space, and encourage an atmosphere for research and innovation. Develop institutional best practices, guidelines, policies and procedures to streamline all of the work to be done, with such limited resources. Perhaps have a "rotating/floating" chair who is very adept at this administrative task, familiar with the culture of Metro, and is not embroiled in personal histories that can be problematic for the department. This would be especially useful for departments that have few tenured faculty to take on the role of chair, or simply a limited number of faculty available to teach required courses. It could be the best of both worlds--- the benefits of a "new" chair, with institutional knowledge, and no history that could get in the way with effective leadership. Also, perhaps we could introduce a new masters program in the School of Business--an MBA that specializes in higher education administration for those people who want to be in the higher education environment, but not in a teaching capacity that requires a Ph.D. As we all know, fantastic teachers and/or researchers do not necessarily make fantastic

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administrators and vice versa. Moreover, higher ed admin requires a unique skill set, and understanding of the particular culture, and commitment to teamwork, that is not always engendered in obtaining a Ph.D. in our academic field. Preeminence means to be excellence, and we have a large number of excellent faculty whose talents and skills can be better utilized more efficiently. We need to have a clear plan for open communication among faculty/administration. How can we creatively resolve conflict with limited resources? How can we engage faculty in open communication toward preeminence with RESULTS?

Value/support teachers who are rigorous, even at the expense of student evaluations.

We need to stop trying to copy other programs that institutions with higher profiles have and do what works best for our students and programs at this institution.

We absolutely need a School of Education and should re-establish Metro 's once preeminent early childhood center.... and increase number of tenure track lines. It is very difficult to maintain the integrity of a program when there are only two faculty lines. My understanding is that in order to maintain a state accredited program, it must have at least three TT faculty. This was recommended by the program's evaluation committee two years ago. Pursuing program related areas of passion (lobbying the legislature for educational goals, professional writing, committee work with educational organizations outside our college is extremely difficult. Metro is rarely represented on state committees that make educational policy. It is increasing, due to the hard work of our dean and chair, but without additional faculty, it is very difficult for faculty to be involved. Metro is rarely brought to the table to represent teacher education. The partnership between DPS and Metro at the administrative level is dismal. DPS and Metro should have the type of partnership other colleges have established. A college of education, and a dean of education could help to establish such a relationship.

We can do a better job at inspiring and retaining the best faculty we can. The salary and benefits are poor except for the higher levels of administration. Metro pays the lowest faculty salary of any facility in the region.

We dabble in every possible field and don't have resources to be preeminent in all. We should choose 3-5 programs that are a unique niche and develop them fully.

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We have to deal with the issue of new faculty are not encouraged to stay. We are encouraged to seek better paying and better working conditions elsewhere. If we can go, we do. That leaves a faculty that is disgruntled and feels trapped.

We have to find ways to free up faculty time so that they can actually work on things that would bring preeminence. There are too many committees and too many processes that are overly involved. As a result faculty spend all of their time in evaluation and worthless processes that accomplish nothing.

We must continue programs that develop relationships with colleges in China. This understanding of what the future holds is the single most important factor in really becoming a preeminent institution.

We must not lose our focus on excellent teaching. We must not apologize for who we are. We should not allow those in government positions to refuse to see our worth as an institution to Denver and Colorado at large.

we need more faculty in some departments in order to adequately teach the majors in those departments and to broaden our course offerings

We need to continue to attract quality faculty. We need to hold our expectations high for our students.

We need to implement a unified evaluation process focusing on real important values.

We should consider some level of student screening in the enrollment process. All too often, we admit students who lack the skills and background to be successful. Rather than restrict their entry, we tend to 'dumb down' the materials we teach which has a detrimental effect on our stature within the academic community.

We won't be preeminent until faculty workload is reduced. You can only get so much from people and we do not research enough or connect with the community enough to be preeminent. We also need a strong development office and alumni affairs and an international program...all are missing compared to the other state schools. I would also add housing to the campus and recruit out of state as those tuitions are higher. We

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need stronger student services to include an active career/internship center that works on cooperative education programs that have students work in the field while in school.

While I support the President in this goal, I am concerned how much can be accomplished given the current budget situation.

With the regressive pay scale and salary inversion, I don't feel preeminent at all. The constant overblown evaluation processes make me feel even more beaten down. Faculty grant proposals receive very little institutional support. An effective and supportive grants office would help. Preeminence will take resources that I don't see, and will take a turn-around from stick to carrot. Until the moving target of expectation settles down, morale will remain too low for any serious discussion of preeminence.

Work on:

better pay for tenure-line faculty commensurate with Denver cost of living, more tenure-line faculty, more classroom space, better conditions for affiliate faculty

Work to make the graduate programs high quality.

You create things without funding them or you fund them at levels beyond the salaries of the current work force; yet the current work force is to work without salary increases. Administration has money; faculty has little money.

You have to change culture and values for your employees first. Initiatives are a panacea.

**Question 4: If there is anything this survey did not address that you would like to add, please do so here.**

...

1. How to improve the quality of education?
2. How to better compensate excellence in teaching?

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1. There is a significant level of detachment in the senior leadership of this institution from what actually goes on at the institution.
2. There is no real review process or any real accountability for administrators at the institution.

A few minimal perks for faculty would go a long way. For example, most faculty won't come back to campus for sports events, theater productions, music concerts, and so on, but some would like to. At Boulder faculty always receive discounts for all events; here faculty pay what anyone from outside the community would pay. The difference in cost is not much either way, but some minimal recognition of the faculty dedication to the institution would be invaluable. A few posters celebrating the perennially celebrated favorites of the administration does little good for morale. In general, faculty morale is very very low. It would not take much to recognize the fact that most faculty members dedicate their lives to this institution but feel incredibly marginalized by a senior leadership that knows little about what it means to be a full-time faculty member and cares even less. Now, I realize these perceptions are very subjective and perhaps a little unfair. In turn, most faculty members know little about the vast amounts of work that administrators put into this institution. Nonetheless, if the perception of most faculty is that they are not valued, the institution will not thrive.

A parking stipend for faculty, staff and administration would be greatly appreciated. The semester parking fee is a drain on what is already a below average salary.

As noted in the response to some questions, the department chair is sometimes more of an obstacle than a help. A better way of addressing such issues needs to be devised.

Assessment -- to be properly done needs resources such as released time for the development of an assessment plan that meets the current standards for appropriate assessment -- the assessment activities should not be added onto the current faculty load.

Advising -- 5 additional hours available by appointment should be eliminated. If one teaches 12 credits and the instructor spends two hours per credit hour per week preparing lectures, materials for class, grading papers, then teaching requires 36 hours per week. Add on 5 office hours and the total

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is 41 hours -- doesn't include 5 hours by appointment, service, and professional development!

Benefits and retirement need to be looked at. Free parking for faculty. Free tuition for faculty and faculty family members.

Benefits for part time teachers. We have no health care benefits. We also receive very little for what we do.

Clean the restrooms. They are dirty!

Compensation of faculty who clearly "set and maintain" a superior standard of performance in the classroom and in their profession as verified by external peer review. There is no financial reward system of "excellence," thus the the individual performance is pushed to the mean.

Deans are allowed to unilaterally make decisions that impact all members of the school without any input or any repercussions for extremely bad decision making.

Define "senior staff" - difficult to answer some questions based on different possible interpretations of term

Department chairs should either be faculty members and act as such or be administrators and act as such.

Departments have nowhere near the resources they need to be eminent - let alone preeminent. Get real.

Despite some of the low scores I gave, I am very happy at my job on a day to day basis. I enjoy the students and my colleagues tremendously.

I recently found out that someone hired the year after me with much less experience and fewer publications and awards was hired in making significantly more than I was hired on. He is male; I am female. I can only assume gender bias came into play here. This is very disheartening.

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Eliminate Plans, Goals, Objectives and Guidelines from faculty evaluations.  
Eliminate peer classroom observation for tenured faculty.  
Change the schedule of non-tenured dossier review from 2 & 4 years to 3 \* 5 years.

Equal pay for equal work (especially for "Affiliate" Faculty).

Everything possible should be done to eliminate the adversarial relationship between faculty and administration that apparently built up over the years in the past. I think Dr. Golick is a strong step in the right direction and I believe in Dr. Jordan's vision as well as respect his commitment to Metro State in spite of the many challenges he faces.

Faculty perceptions about the faculty senate.

From what science students tell me, the teacher education program is about as bad as it was when I got my secondary ed. certification. Reduce the number of education courses required for certification, and have the student spend more time in a real classroom mentored by a real working teacher, dealing with real students.

Funding from the state is a problem here and elsewhere in Colorado.

Good survey.

Good survey.

Great Survey- Great School- Proud to be a Road Runner and hope that I get to be a player in achieving preeminence!

How do faculty and staff honestly know that chairs and other in authority really will NOT receive summated scores back to them outlining issues identified in their departments. Thus creating and fostering a hostile work environment?

HR is REALLY bad, contracts aren't done on time and most/all HR duties are pushed down to the departments with no guidance. OIR makes errors but will fix them. Too many reports required often on material already sent forward.

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I am an advocate of giving faculty, staff, and faculty and staff family members access to reduced credits for furthering their education. In my opinion, that has great impact on recruiting and enrollment. Many high school students follow their buddies to whatever university they have chosen. I think we could accomplish something similar. AND YES, it would definitely be SERVING THE COMMUNITY in a large way, if this is really what we are all about. Otherwise our mission statement about serving the community degrades easily into a political phrase that sounds great, but has absolutely NO tangible meaning or effect.

I am glad the institution has embarked on this climate survey initiative. This will provide excellent information for now and the future.

I am most concerned with the shoe-string budget this institution works with. Faculty and Staff here do an awful lot with very little in the way of resources.

I believe that there are five main complaints that I have, which if addressed would really help to make MSCD a much better place to work, and a truly preeminent college:

1. HR. I have never dealt with a ruder or more incompetent human resources department at any other university I've taught at.
2. Retirement. Our retirement system, or lack thereof, is truly shameful.
3. Salary. I have friends who are full-time adjunct professors (and thus do not have to worry about service, advising, or professional development) who make as much as I do. I would make more as a high school teacher. This is truly a major drag on my morale.
4. Work load. A 4/4 teaching load, plus a full service and advising schedule, plus a full program of professional development, leaves me literally struggling to keep my head above water. Many of my colleagues have clearly given up on professional development, and rightfully so given the horrendous work-load at MSCD. MSCD must decide if it is a glorified community college, and if so, cut out professional development expectations. But, I believe we can become a truly great college, one with a 3/3 teaching load, higher professional development expectations, and more staff for student advising (I strongly believe that it makes little sense to pay tenure track faculty to do the majority of advising, when a full time staff person could be hired to do most of this work, as I have experienced at other colleges and universities I've worked at).
5. Shared governance. We speak of it, but there is next to no real commitment to shared governance from the administration. It is time for MSCD administrators to stop thinking of faculty as lazy or as glorified Walmart workers to be manipulated. It is time



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for the administration to recognize the faculty union and to really reach out to faculty to work together to create a truly great college.

I do have faith in my senior leadership, but I do not trust my department head. This area needs work.

I do recognize that as a state run institution in a Libertarian state (40th in Higher Ed. funding) that funding issues are largely out of the hands of the college leadership -- aside from aggressive legislative lobbying (which I feel we have STARTED the process of.)

HOWEVER, the lack of funding in relation to the commitment of the faculty is bordering on the unconscionable. I have degrees from two of the best institutions nationally in my field, my teaching eval scores are always a full point if not 1.5 points above the college mean (at a teaching institution), I publish regularly, I believe in and am committed to Metro State's students. I was hired on a Visiting Assistant Professor contract 3 years ago and my department has to fight to fund my retainment every year.

My name is Peter Regenold Bergman I would LOVE to commit service to any lobbying efforts on behalf of funding for higher ed. in Colorado.

I feel the campus goes too far in supporting some types of diversity, yet neglects others. As a conservative, I feel very alone on this campus.

I also feel that sometimes we push too hard toward becoming an HSI. It should not be at the expense of other minority groups or other students in general.

I find the notion that faculty engage in "professional development" off putting because it implies that it is engaged in for utilitarian purposes rather than a passion for research. The faculty need to grow and innovate to keep vital and that necessitates a different cultural relationship to research.

I have loved teaching here because of the non-traditional students. Unfortunately, every administration we've had in at least the last 30 years has tried to turn us into CU or the "Harvard of the West" or something equally irrelevant. The average age of our students keeps falling, and so the the interesting mix we used to have. It's a damned shame.

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It concerns me that in a time of few resources, our board and administration concentrates on silly things like moving the largest department on campus to new offices, turning faculty offices into music practices rooms, and worrying about a name change.

I have paid for 2 of my children's birth through mid-wives, a much less expensive delivery and much easier on the mother. Our health care plan wouldn't cover it even though the cost to the plan was significantly less. Currently, my wife is going through significant neurological problems that remain undiagnosed by "standard medicine" and has obtained much relief of pain through message therapy and through a chiropractor. Our medical plan is insufficient and inflexible. Considering the out of pocket expense with the minimal salary at Metro, I am having a difficult time.

I have taught here a long time; yet, there is no definition of a senior faculty and the expectations of such a role. Senior faculty are judged exactly the same as young (in terms of employment) untenured and tenured faculty.

I love it here!

I love working at Metro State :)

I love working here and feel committed to the college.

I think that Metro has great strengths, but the morale needs to be increased. Efficiency in quality control for non academic departments needs to be revised. There seems to be a great deal of non returned calls, and inefficient workers.

I think the institution has been very good at operating with minimal resources. I think faculty need to be paid more in line with other teaching professionals in our disciplines. After 15 years, I make little more than an Assistant Professor at DU in my discipline! I think that children of employees should get a tuition break which would help with some family expenses.

I thought the survey was thorough.

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I want to make clear that I have personally witnessed multiple individuals being punished or fired for not "obeying" or for not conforming. The School of Business is run by individuals that abhor diversity. The fact that this has been allowed to go on for so long [even before the present Dean] suggests that serious intervention is needed regarding employment climate at MSCD.

I want to reemphasize the need to streamline the evaluation and PTR process. It is excruciatingly time consuming and redundant. Faculty's time should be spent on teaching and advising, research and scholarship (if a better balance can be achieved) - not on documenting and creating bohemoth dossiers and annual evaluation binders that should or could be consolidated into a single multi-year process. Scholarship (research and publication) needs its own category and should NOT be lumped into Professional Development if it is in fact a requirement for tenure. **BE UP FRONT ABOUT THIS EXPECTATION** - not have to read between the lines or be misled by Department Guidelines that state many options for PD but don't really get you there (tenure that is).

I worry that the dismal pay, at least in the humanities, will mean that young professors will leave and/or we will be unable to attract strong candidates when we are able to hire faculty.

The tenure dossiers and yearly self-evaluations are a huge waste of paper and time; they're designed for fact checking rather than for allowing me to display my talents and achievements.

I would like to see an institutional ombudsman for faculty. I would like to have the higher level of administrations roles and responsibilities clearly defined and regularly evaluated to see how effective they are in those roles and responsibilities as a way to continue designing and designating a better use of talents and skills.

I would return the faculty vote to the Board of Trustees. To dismiss faculty and go into Executive session for major issues is fundamentally insulting to faculty and does not promote shared governance. The case was won by faculty, yet no return of the tenure rights to the handbook has been made...shameful

I would say that 'politics' and 'policy' are interfering with many good ideas and acquiring and keeping good faculty. Junior faculty feel they cannot speak their mind because they fear repercussions. While I believe that mostly the senior leadership have good intentions, sometimes the result is not what they had intended. While I understand the

## Employee Comments Report

need to make sure that faculty are doing what they claim to be doing with regard to the areas of teaching, advising, PD and service, the process seems to be in dire need of an overhaul. It seems that too many good faculty members feel penalized by somewhat petty criticisms while faculty members who are not doing such a good job are rewarded. Finally, with respect to the Chair, I believe this person is trying, but does not seem a good match for the job. I think this person also fears repercussions too much and is not a good advocate for the faculty of my department.

Identify and cull the dead weight at this institution before the weight of it drags the whole ship down.

In general, I don't think it's useful to evaluate the idea of whether the pay and benefits match the job accomplished. The fact is that the state can't afford much for higher ed, and neither can the country. So faculty must accept when hired that the wages will be low and the need is great. Same with questions about merit pay -- is there any? Pay for Performance was a complete waste of time from the beginning. Don't ever put such a process in play without knowing that it will definitely have a positive end result; it's too demoralizing. The real solution to closer parity between salary and job is to reduce the student body. Those students who are not ready to commit, can wait until they are.

Infrastructure: If I think of Africa or Haiti, no complains. But if I think of adequate environment to learn and share experiences, the rooms without windows are not a good fit for good education.

It touched on the idea of balancing teaching and researching but that is really not feasible in an institution where the class teaching load for a full time faculty is 4 classes per semester. That does not leave room for research time and meaningful scholarship.

It appears that minorities are hired over other, more qualified candidates.

It is not fair that unless I can prove I am part of another group health insurance plan that I MUST buy my health insurance through Metro. It costs me \$6000 a year and I have no way of opting out. I'm not sure that this requirement is even legal because Metro is a public institution. Also, why is the health insurance cheaper for administrators? Are they somehow healthier than faculty?

## Employee Comments Report

It is too long to remember what has not been asked.

It seems that there are a few people on campus that do most of the activities/work. We should find a way to encourage all faculty to participate.

It would be good to see the adjunct instructors receive benefits (such as medical insurance) in addition to pay.

It would be wonderful if there were adequate, reasonably priced parking facilities on campus.

Making it mandatory to have 19 students in a classroom completely undermines one of the initial benefits of this institution - personalized learning towards the students. No one considered the workload shift in grading nor the fact that many of our classrooms hold no more than 15 students comfortably. It was a shot in the dark decision that has greatly affected the way I teach. Top that off with the Service and Research expectations, I have a considerably less amount of time to provide students with the appropriate amount of feedback needed to be successful. It is sad that these decisions are made without any knowledge or thought on how it will ultimately affect the very people who PAY to be here. I would be pissed if I were a student and they are - it shows in recent evaluations. They take it out on the faculty. Period. The administration does not need to worry as there is nothing in their evaluation that reflects how students feel - faculty do. This is concerning for any tenure-track faculty and we lose sleep over it...

Many thanks to the provost's office for offering funding and release time for grant writing. A real step in the right direction.

Metro State would be best served by truly recognizing the quality of its instructors and their contribution to the sustainability of the institution's educational capabilities. With that recognition, there must be an understanding that its instructors are humans with real limitations that are affected by workloads and stresses (including the length of a work week) the opportunities for growth they are afforded, the professional environment of courtesy and respect shared by faculty and administration, the facilities they work in, and the resources they have to work with. When any of these areas break down, the quality of the institution suffers.

## Employee Comments Report

Metro's teaching mission should be reason enough to encourage/fund travel to and presentations during national, well-established teaching conferences should be encouraged (NOT discouraged as is the practice of current SCOB Dean; he wrote restrictions into the performance guidelines). Furthermore, the expected amount and level of intellectual contributions should consider teaching, service, etc. load. Please continue to work on the differentiated workload option.

Money. Many of the issues I mentioned are a reflection of Colorado's bad tax codes (TABOR) and general underfunding.

More staff positions.

MSCD needs to acknowledge that retaliation does happen. Just because a faculty member has tenure, should not provide immunity when they outwardly display such actions. As probationary faculty, I have always felt that I am walking on egg shells.

Not enough support staff. PhDs must do 8 dollar an hour jobs d/t lack of support staff.

nothing at this time

Obviously, to achieve preeminence the president either has to do something or he has to talk to people who do. The provost seems like a good start. Let's see if he has keep it.

Our facilities need an upgrade. Some of our programs are exploding, and we do not have facilities to cover faculty offices or needed student areas, such as practice and rehearsal rooms. Some of our departments also desperately need more tenure track, or even visiting Assistant faculty lines.

Our money, such as it is, goes everywhere but to faculty and staff compensation.

Our tenure, tenure review process is unnecessarily burdensome when compared to other collegiate institutions. Annual evaluations are also excessively paperwork intensive, especially considering the lack of funds available for raises. I understand the financial issues we face. I just don't understand why we have to continue with the time-consuming paperwork drill when it has no bearing on our financial well-being.

## Employee Comments Report

Over all - this is the best place to work at in the World! I love it here!!

Overall I see Metro moving forward and to a new level. This may take time but keep up the good work.

Pay is not adequately addressed - we are falling way behind and the institution acts as if it is responding, when in reality the administration is dedicated to keeping pay very low. This survey did not ask important questions about the role of Affiliate faculty. For tenured faculty, the only real increases are in the few salary adjustments made to address compression. 85% of CUPA is not a goal, it is an insult.

Processes are complex and convoluted. We should fix the internal processes that prevent moving forward in a reasonable and reasoned way.

Raze the library and start over.

Senior level administration has improved. However, chairs and deans have declined in their honesty and inclusion of faculty in decision making. Additionally, the aforementioned leaders do little to provide the message accurately from the top level administrators leaving a feeling of distrust.

some programs could be dropped; faculty raises to those performing at excellent level

Student Code of Conduct violations must be taken more seriously. While certain violations may be appropriately dealt with via a written reprimand, more serious violations (e.g., threatening a faculty member's physical safety) should be dealt with more severely than a sternly worded letter. Really. There has to be some stronger consequence in our response bag.

Support for our deans and chairs. They are asked to do very difficult jobs without a lot of support or help.

Technology continues to lag  
More assistance in maintaining departmental web-sites

## Employee Comments Report

Thank you for listening. :)

Thank you for the opportunity to comment.

the above.

The amount of part-time faculty is appalling; especially since there is no benefit program for them. How can we claim to be a "preeminent" institution when we exploit part-time faculty? And the notion that someone who has taught at Metro for years part-time is not eligible to apply for a full-time position is insulting. It's ok for part-timers to teach 90+ students per semester; but because they "only" have a Master's they're not qualified to advise, perform service or research? By that logic, teaching is not a difficult, or valuable, duty if you are allowing so many "under-qualified" people to teach. That is just insulting.

The amount of time spend in preparing dosseirs is astronomical and takes away from more important activities. This needs to be addressed by streamlining the process.

The apparent lack of budget planning to handle the downturn. The President seems to be lost in this area.

The bias toward hiring hispanic individuals in leadership positions to help us reach the goal of a hispanic serving instiution? The failure to hire qualified individuals in leadership positions resulting in payoffs costing the institution financial resources.

The blatant use of TOP for hiring minorities diminishes the college's credibility and is demoralizing to others. The salary inversions that faculty must endure are inexcusable and directly related to the top levels of administration.

The college is the faculty. We are the major asset of Metro. While Dr. Jordan is a great advocate for Metro as an institution he also needs to be an advocate for the faculty and what they do. Padding the administration while cutting the faculty is very harmful. The faculty need to be a priority and the institution needs to find ways to make the environment more conducive to helping faculty do their jobs instead of having an environment that prevents us from doing our jobs.



## Employee Comments Report

The dean of the school of professional studies needs to be aware of the strengths of all faculty.

There has been systematic demotion of anyone who disagreed with her and continuous new personnel not doing the job and causing us to spend thousands of dollars of tax payers money.

The difficulties with a tri-institutional campus seriously impact some campus programs and is a major detriment to the quality of education that we can offer.

The documentation process (dossier, annual evaluation) generates a lot of busy work and uses up scads of paper. This process needs to be vastly streamlined. Faculty could better use their time.

The dossiers are hated by everyone and discussed by the Faculty Senate for years, but the principle remains - the heavier, the better. Why can't people provide a very complete and detailed resume and attach some supplemental documentation?

The faculty need to be running the institution--not staff and administrators who have broad ranges for granting unequal treatment.

Teaching needs to be measured by valid and reliable instruments of assessment--not popularity votes.

Grade inflation is rampant, yet you didn't ask.

Often the questions didn't distinguish between chair, and other members of the institution. It has been my experience that staff at this institution have way too much cultural power.

The institution is constantly asking for more, but giving less back to the employees.

The institution is top-heavy. We have too many administrative positions at the cost of focusing on teaching students.

The institutions "diversity" policies are not only inappropriate; they are racist and they hamper hiring good candidates because the Affirmative Action Office focuses on documenting a "pool" instead of on hiring the best candidate. There is no excuse for the way the institution favors "underutilized minorities".

## Employee Comments Report

Fire Percy.

The issue of course release should be standard and not up to the dean's discretion.

The lack of cost-of-living increases, being hired at the minimum CUPA%, and professional development expectations is making it very challenging for me to remain at this institution. I relocated from out-of-state for this job and have been surprised by how many faculty in my area perform professional development off-campus (ie: at a faculty member's previous graduate institutions).

The OSRP department is not respected on campus and does not meet the need of faculty. I do not understand why Rich Gould is retained since all of the faculty I know believe that he is not only lazy, but incompetent. He does not help with finding grants. As he will tell you, he has time to play on his Facebook during the day because he's just not that busy. This is extremely frustrating to faculty who are working their tails off AND trying to get grants at the same time. Adding new grant writers was a great idea, but the other staff in that department need to be seriously reviewed and not kept on just because they are someones friend. Additionally, the curriculum process needs to be revised. It is a nightmare to use.

The racial category of "Asian" is meaningless and insulting. Lumping the genetically, racially, and culturally distinct people of India, Japan, Mongolia, Indonesia, China, etc. is idiotic and racist.

The stress and anxiety is increasing within the faculty and staff of the college. It is detrimental to our relationships and our work. Faculty should also be involved in idea generation related to the funding crisis.

There are different evaluations for different professional levels on campus. As a former chair, I know the faculty evaluations are done at the dean's level, not the chair's level. The chair evaluates the faculty by the ways a manner the dean would like the faculty evaluated. The entire evaluation process needs scuttling and given new birth.

There are positions at the college which are branded as 'full-time, temporary.' As near as I can tell, there is never any chance for promotion in these positions, no opportunity

## Employee Comments Report

to increase one's salary, or move out of the temporary status. This is a frustration for me.

There seem to be far too many administrators who are highly paid, while faculty make do with poor pay and a heavy workload.

This college has an environment that represents amazing potential. It is unfortunately fraught with dysfunctionality, particularly with respect to the significant absence of trust, cooperation and collaboration among the individuals and groups that taken together represent its greatest assets and potential strengths. Hopefully this survey will illuminate both the remarkable potential and the impedimentary dysfunctions so that the institution can improve and achieve more of its potential.

This is a very general survey, and its results cannot be carefully assessed and implemented by any group. It is merely a feel-good exercise at best, and given that lack of funding for higher education from both leaders and citizens throughout CO.

This is my job now?

Traditionally there has never been enough money for true education. As a society and culture that must change before we see any significant improvement.

Vicky Golich rocks!! Best decision made at Metro in years.

We love Metro!

We need to have upper administration willing to take on UCD, I can think of several instances where things that sounded like good opportunities for MSCD faculty, staff or students were vetoed by UCD (how about caller ID on campus, or what about their backing out on paying their share of the SCI finder subscription?) Why are they so powerful? Why did they get so much of the new science building? Their numbers of students and faculty are paltry compared to ours, they make unsupportable claims that no one holds them accountable for and now have a tremendous amount of space while MSCD is crowded. I'd like to be more collegial with my UCD colleagues but that is hard

## Employee Comments Report

to do while we as a college are continually shafted, I'm looking for our campus leaders to take a stronger stance.

We need to keep the traditional tenure requirements not tinker with liberal or new age definitions of what a college professor is . We all need to teach well, advise, research or publish and do service, all weighted together. If we change this the whole concept of a college professor will in my opinion be no more than a HS teacher, which by the way was the case when the college started in late 1970's. We all have worked many years to change that , so do not go back to appease new age faculty who do not want to meet the high standards we all had to do over a career.

We spend all of our time evaluating rather than doing. In the fall, I completed a large review dossier. Last week, I spent most of my free time doing our annual department review. All the while, it has been made clear that no level of performance will result in a pay increase this year or next. In my department, we make students evaluate each advising session. There is too much busywork that cuts into our time to do meaningful work. No faculty member got into this profession to be lazy. We have all spent years beyond our undergraduate degrees because we love to teach and do research. This institution seems to take pride in creating ever changing and overly complicated evaluation processes. The only tangible result, as far as I can see, is the creation of ever larger piles of paper. If lucky, we get the nod for another year of overcrowded classes with less resources.

What's listed above

When determining the pay scale for Visiting Professors, the amount of work that one is asked to do and/or the amount of work that they they accomplish for the department/school should be taken into consideration. It is frustrating to know that my list of required departmental responsibilities is 3x greater than my office-mate's, but that we are paid the same amount of money.

When we are in a time of budget crunch and lack of resources, it seems ridiculous to be focusing on programs (like FYS) that will offer little to the development of our school. I have attended FYS conferences and have done a lot of research with the program. It's a waste of time and effort.

## Employee Comments Report

While we need more room, having our future students pay huge fees to cover the bond for the new Student Success Building seems wrong. Funding should have been secured from other sources or else the building should have been delayed until additional funding could be secured.

Why do we have out of pocket health care expenses, when other higher learning institutions do not. And why are administration salaries determined by a higher paying group (NCHEMS) than that which is used to determine faculty salaries (CUPA). The top faculty will not remain at Metro if salaries are not improved. There are hardly any raises for faculty at Metro—that's unheard of in higher ed!

Without at least one voting member, per constituency, on the board of trustees there is not shared governance - no votes no shared governance. Therefore, the faculty and staff do not have shared governance on this campus. This needs to be rectified before any meaningful cooperation among campus constituencies, the administration, and the board of trustees is possible.

Women continue to be underpaid at this institution, and the workload expected of women is greater than that expected from men. There is no interest in this issue among the black men who run the "equal opportunity" office. There is no longer an advocate for women on campus in the Institute for Women's Studies and Services, as there is no longer a woman running the program, and the man in charge is unable to see or acknowledge the relevant issues. Women faculty in their reproductive years continue to struggle to make things work on this campus, and older women are frequently marginalized. This problem has gotten worse under Dr. Jordan's conservatively focused leadership.

## Employee Comments Report

### **Affiliate Faculty**

#### **Question 1: What do you appreciate most about working at this institution?**

A chance to help young people learn something.

Academical freedom.

Adequate resources and autonomy to do a good job teaching students.

An opportunity to teach without a great deal of interference

As an affiliate faculty member, I appreciate that my life experience is valued and that I don't need a terminal degree to teach.

Being able to pick up classes as an affiliate.

colleagues to consult with, support in department, flexibility with teaching, the amount of supportive services available to students

Collegial, creative environment, mostly pleasant students, friendly and effective staff and faculty, good facilities, convenient location

Diverse faculty and students.

Diverse populace, helpful people and healthy enviroment

Diverse student body. Dept. seems appreciative of my teaching.

Diverse student population. Urban setting and associated resources. I love teaching as an adjunct

## Employee Comments Report

diversification of students; higher ranks of the institution's leaders

Enjoy the diversity of backgrounds and dedication of students. I respect the many students who carry a full 40 hour work load as well as attend classes. Despite many personal responsibilities, the majority of the students are earnest in their endeavors and respond readily to active learning opportunities. They are a joy to work with.

flexibility

Flexibility, academic freedom.

Focus on students

Freedom and appreciation from the department chair

Freedom to teach and develop coursework without having to follow a particular set of institutional requirements with respect to content or format.

Friendly atmosphere.

Giving back to the community

Great staff. I have been welcomed into the Metro faculty family.

Helping underprepared students to learn skills useful to their professional life.

I appreciate that even though I'm part-time affiliate faculty, that nevertheless I have a certain degree of job security in my department. It's nice to know that although I can't count on a specific course load in any given semester, that at least I always have one course to teach.

I appreciate the diversity most of all. Interacting with so many unique individuals, in so many contexts, has allowed me to learn more about teaching (I appreciate freedom in choosing classroom activities as well) than I'd ever dreamed possible.

## Employee Comments Report

I can request the classes I would like to teach and when I would like to teach them.

I can teach what I know is important to the students.

I enjoy the diversity of the faculty and students and proximity to Downtown Denver.

I enjoy the wide variety of students, especially the fact that they vary in age and ethnic identity. I feel this is important in higher education in general, and I'm proud to work at such an institution.

I feel free to use my style to communicate my knowledge and experience to my students. I also like how the classes are scheduled giving option to students to take classes in the morning and at night.

I feel I have support to run my class as I professionally choose. The suggestions within the department are supportive.

I genuinely like the people in my department.

I like being part-time. My department works me into the schedule in a way that fits my needs.

I like making a difference in students lives.

I like the location in Denver and the diversity of the faculty and student population.

I like the students, the college environment, the flexibility, and the freedom for planning and creativity in teaching here. I also like Pres. Jordon's mission and positive vision for the college!

I like working with college level students in the context of this program. I also appreciate working with such fine colleagues. The Music Department faculty is excellent and I'm proud to be a member of the team. Other aspects: Appreciation of adjuncts and team spirit in the music department, specific colleagues that are both inspiring and



## Employee Comments Report

supportive, excellent program, low tuition, wonderful office staff, great chair, President Jordan's realistic yet optimistic leadership, the King Center facilities, location in downtown Denver

I love the opportunity to create new programs and collaborate within departments, other institutions, and community partners.

I love the student diversity. As a non-traditional student at CU Boulder myself, I want to return to these students the same quality of education that I have received ... I love the students here.

I love the students. I love teaching. I love that my evaluations from the students come in consistently higher than many of the other people in my department because I work really hard and have a lot to give the students. I really appreciate my Chair, Dr. Karen Lollar, and my Supervisor, Katia Campbell, and Mark in the Career Development office. I love Metro!

I value the commitment to serving a diverse urban population. One of the best experiences I have had has been participating as a MetroLeader. What I realized through this experience is that the leadership is accessible, the faculty are engaged in research, service and are commitment to providing a strong education and that the staff

Interested students, access to the library

Metro is a great city college that appeals to a vast cross section of students.

My department colleagues

my dept and chair, the ability to telecommute, the ed tech dept

responsibility and freedom to do my job; department chair is open and supportive of new ideas; also supportive in general in all issues

Service to nonconventional students.

## Employee Comments Report

Sharing what I know with students.

Student diversity & the feeling that I can help someone advance to a place that they want to be in their career.

student diversity and general sense they benefit from my work  
competent office staff and their support  
congenial colleagues

Students

Teaching students and creative class design.

The ability to share my knowledge and experience.

The ability to teach.

The administrative assistant in my department is excellent. She is always on top of things and that makes my job easier.

The appreciation they have for me taking time to teach for them.

The commitment to the students and their education

the diversity of students and the sharing attitude of some of my fellow instructors is what makes the work satisfying, valuable and honorable  
the benefit of having a health facility that i can use is a grand benefit

The diversity of the student population and the interest in my field of study.

The fact that affiliate faculty do not have any other compromise than teach their classes and go home. (Still when they are carrying work to home)

## Employee Comments Report

The freedom to teach my classes in a manner that is most effective and meaningful for me.

The friendliness of my department.

The goals, everyone has an opportunity to succeed

The idea/ideals of Metro.

The opportunity to help the students get a solid grasp of science that they can use in their future studies. The facilities to pursue my own research.

The other instructors and the department that I am blessed to work with.

The people and students are great - our department (Art) is really good, with a great atmosphere, and supportive of our teaching.

The people I work with and the students.

The people I work with. I really highly respect my immediate boss, and my department chair as well as my team of instructors. They are outstanding people and leaders. I feel safe at Metro and I feel valued. The office staff in my area are amazingly kind and helpful. The students are for the most part pleasant and interested in learning. I feel like I am making a difference. I feel Metro is a perfect place for me as it is my first college position. I appreciate the police force at night and the ride share as well. I think Tivoli is a wonderful place and use it regularly.

The student population. My department, although its leadership at present isn't up to par. The fact that the institution prides itself on its urban location and ability to attract a "nontradition" student population.

the students

The students are very easy to appreciate. The facilities are very good and easily available for the students. I love having all 3 schools on this campus. I see the

## Employee Comments Report

Community College kids associating with and learning from upper division students on this kind of campus. Some of our adjunct faculty is amazing to learn from (in conversations with them during office hours) and the students know of those who have taught here & contributed to getting the students "on fire" in their academic quests.

The students, a genuinely diverse and interesting group who also bring a better attitude into the classroom than I have encountered elsewhere at more highly-ranked institutions.

The students, of course!

The emphasis on serving the community, preparing courses that are practical, and preparing students for the job market.

The transparency of Dr. Jordan and our administration about the needs of our campus. He does a good job of keeping faculty and staff informed and the general attitude of my peers towards his leadership is positive, as is my own.

The value placed on education, diversity and helping students with sometimes unorthodox classes and schedules.

The way it brings retired professionals to teach.

There is a large pool of dedicated, professional, and caring adjunct and full-time instructors in the Mathematics Department. The support staff does a very good job. It is nice to work with this group.

There is a sense of being part of something bigger.

Working with a diverse student body.

Working with the students is very rewarding.

### **Question 2: What would make this institution a better place to work?**

## Employee Comments Report

The technology worked all the time, If i could get into my metro account from campus and if the parking situation was better

1) GIVE MEDICAL, DENTAL, VISION, LIFE INSURANCE, VACATION PAY, SICK PAY, etc. TO AFFILIATE FACULTY MEMBERS!!! Minimum: medical! Many Affiliate Faculty members including me have worked here for years and struggle with no benefits. It is hard to feel valued when you teach as many classes as full-time faculty, receive no benefits, and receive much, much less pay!!

2) Again, increase pay for Affiliate Faculty members! I know President Jordon worked on this and improved it in the first few years, but needs to still continue this. However, if I were to pick between the two (which I don't want to do), I would say give BENEFITS first, especially medical. Why can't part-time faculty (esp. those who teach 3 classes, which is really not part-time) receive a group medical plan? It can't be that challenging to do. We are a huge group and contribute so much!

3) Have some kind of job security for "Continuing temporary part-time" faculty members. (Need I say more?) I think the term has finally been changed, but we have no guarantee of employment or number of classes from semester to semester.

4) Some type of recognition for service, years taught, or SOMETHING.

1-group health insurance for part-time faculty and families

2-free parking in campus lots

3-more specific feedback on teaching performance -- not just campus or department averages across all courses (worthless)

4-pictures of part-time faculty in the department office lobby (as for full-timers), so that students and faculty could at least know each other's names and faces -- as well as the minimal respect shown by simple inclusion

A broader and more diverse view from senior amangement.

A flexible program of teaching.

A livable salary.

A new definition of diversity as the current one is very limited. It discusses race/ethnicity, but does not offer any inclusion of international students, gender, sexuality or queerness, disabilities, etc. The limit is especially difficult to handle when trying to teach students to be more culturally aware. It seems incredibly close-minded.

## Employee Comments Report

Affiliate faculty need to have access to more benefits. Metro, as other institutions, relies more on affiliate faculty. We need to have more of a commitment than a semester to semester contract that could be pulled at the last second should the class enrollment not reach its quota.

Allowing adjunct faculty to move into tenured positions.

As affiliate faculty, I would love to see some kind of access to health benefits. I currently pay for Cobra due to my husband's passing 10 months ago. When that runs out, I will most likely be without any insurance. Due to the modest pay structure for affiliates it will be very difficult to afford health insurance.

Benefits for affiliate faculty. Or formal mentoring for affiliate faculty to are working towards PhDs.

Benefits for Affiliate faculty

Better classroom space.

Better housekeeping

Better organization in departments and the library system. Too many things are lost, equipment and processes are inefficient, dependability in service is undermined because of it. I am constantly disappointed by disorganization and lack of responsibility.

Better pay

Better pay and benefits for affiliate faculty, who in many cases teach the MAJORITY of classes in some dept.

Better pay for adjunct faculty.

better pay, less cramped offices (not sharing with tons of other people), money available for copying (assignments, handouts, etc.)

## Employee Comments Report

Better pay. Clocks in the classrooms.

Better pay/conditions/development/involvement for affiliate faculty.

Better technology support. More money, but that is a bit of a pipe dream, especially now. More consideration for the bulk of the individuals teaching at Metro, the adjuncts; but, again, this is a bit of a pipe dream. The best think for me would be a full time position that provides benefits and better pay.

better treatment of adjuncts

Bus pass for employee/affiliate. Being heard about classes and planning classes/affiliate.

Communication with part time/adjunct staff both in the department I work in and the whole college.

Consistent inclusion of affiliate professors in the communication by/from the department. All, 100% of students in affiliates' classes deserve the very same efforts/understanding as the students in every class on campus. Systems that allow monitoring of department chairs...our department has had tremendous turn over in this regard over very few years.

create more "types" of permanent faculty - by reducing the percentage of "part time" faculty (many of whom teach 8-10 or more classes per year) for example, changing state laws to allow 3 year contracts for adjunct instructors, which would add consistency for the students and stability for the employee

Don't work full-time, tenure-track faculty to death. The ones who are good do all the work; some experienced, tenured faculty are a true drain on the system and a brain drain on junior faculty. Weed out the ones who are draining the others.

Engaging affiliate faculty as partners. There are other institutions of higher education in the U.S. who value and recognize part-timers. The name itself segregates the faculty

## Employee Comments Report

and creates a class environment. Evidence the communication last year about who was on the affiliate email list. Full-time faculty got particularly snippy about us vs. them when my understanding was at some point they all had been affiliate faculty. Time out. To me this is also a diversity issue. What would move this institution towards a better place to work would be a reater acceptance, acknowledgement, and integration of affiliate faculty by full time faculty, staff, and administration. And I have worked both sides of the street.

Equal benefits for all employees including health and retirement.

Fairness toward adjuncts.

Get a new college president. Jordan should leave. He is way overpaid and has accomplished nothing tangible in my dept.

Start making some cost cuts. Many of the full time/long term state employees need to be eliminated.

They are uncooperative, refuse to lift a finger and most faculty have learned to work around them - they are not needed. These people need to go.

Greater attention to making decisions with the faculty (decreasing decisions by fiat, e.g Pay Ffor Performance), and greater emphasis on holding students accountable for their performance (less reliance on evals from students who do not know what is required from a course nor what effort is needed to succeed, and less kowtowing to the whining).

Have more full time teachers.

Having all the music offices, classrooms and halls in the same facility; having more practice rooms for our ever-growing student body; having more full-time faculty (I would like to be one of them); creating a PRE-COLLEGE/COMMUNITY MUSIC school to serve the greater Denver area and give our students hands-on experience (like the Hospitality program).

Having updated equipment at labs.

Higher salary, more involvement in departmental affairs



## Employee Comments Report

honesty, independency, and willingness of change by those who have worked in different departments for many years. Things are not the same as they were more 25 years ago.

I am an Affiliate. I have twenty years of experience in the "real world." I have worked as an Educational Planner, an Ombudsman for a government agency, at the Denver Botanic Gardens, the media, and have owned my own business. I resent the fact that I have to have a PhD to apply for a full time position. I have met many tenured professors that are not well rounded. I truly believe that I have more to teach from real life work experiences, combined with my Masters degree, than many people who have not been in the competitive cut throat real world demands of the marketplace. I do not believe a PhD necessarily makes a better professor.

I presume that when the balance of the science buildings are completed I will have a teaching environment which includes convenient lab facilities on an as needed basis.

If Affiliate faculty were paid a livable wage, given some guarantee of employment from semester to semester, given the option to be paid in even disbursements over the full academic year (having a "missing" paycheck in January is really tough) and offered a chance to utilize benefits that are made available to full time faculty.

If the President would value the contributions of adjunct instructors. Most provide excellent education for our students at a fraction of the cost of tenured faculty. His disdain of our service is mirrored in some of the faculty in the department.

In relationship with affiliate faculty taking seriously those professor, especially with regard to economical issues, laboral stability, benefits, etc.

Institution and senior leadership valuing all the faculty.

It would be nice to have benefits available to part-time faculty, even if it meant we had to pay toward those benefits (i.e., if full-time tenured faculty say, paid \$20/month for health insurance, then perhaps an option could be available for part-timers to pay \$30 or \$40/month toward such a benefit. Also, I realize those numbers are completely random, but the option to have health/vision/eye insurance or a 401k plan would be great,

## Employee Comments Report

especially for affiliate faculty who may teach part-time at a number of institutions, but of course, don't qualify for benefits at any of them).

Less emphasis on ethnic and minority hiring, which overshadows competence. High ranking minority hires in the last several years have cost this college thousands of dollars. It's been a revolving door for Hispanics and African American hires. Minority quota filling is a disgrace. People should be hired based on competence, experience, knowledge, and skills not ethnicity.

less friction between faculty, admin and senior leadership, the clear ability to believe what is said and done by senior leadership

More acceptance among the staff & faculty of teaching diversity ... since I am in the process of getting my PhD, I am constantly evaluating my teaching methods & the curriculum presentation. I have found that many staff & some faculty are so locked into their traditional methods &/or comfort zone that they fail to appreciate innovative teaching styles. Just because one doesn't agree, doesn't mean you have to go out of your way stifle new teaching methods. This is especially true of some of the staff. I just had an office manager threaten to report me to my dept chair for playing music in my class before class ... 5 - 10 minutes before class is all I am talking about! I think this man is over-reacting ... especially when during other semesters, I have had to deal with construction & other types of noises throughout the entire classtime ... flexibility & acceptance is an attitude we all need to cultivate.

More competitive salary.

More faculty space away from the office.

More full-time faculty in our department (journalism), more diversity (it's all-male) in our department and the ability to make a fair wage as an adjunct professor.

More input (valued) of affiliate faculty.

more interactions between affiliated faculty

More open to suggestions, and less political correctness.

## Employee Comments Report

More opportunities for FT employment. Less reliance on state budget whims.

More recognition of innovators and those that sincerely try to give back to the college. It would be nice if the college reached out to those individuals and made them feel that their efforts are appreciated. It would be great if the college looked for ways to include people rather exclude them from the organization.

Much more recognition of teaching ability is needed. In my department, poor instructors with Ph.D. degrees are given tenure while exceptional instructors with Master's degrees are not eligible to apply for tenure track positions, nor are they eligible for a living wage or any type of benefit. This greatly reduces the quality of instruction at Metro State as it shelters the bad while encourage the good to leave. Also, Master's instructors frequently have more real-world experience than Ph.D. instructors, which is exactly what our students need.

Openly advertising for promotions and clearly stating what qualifications are needed.

Orientation for affiliate faculty, easy access to a key for my classroom, communication of evaluation process, mentors for new faculty including affiliates

Parking passes for Adjunct Faculty, offices and/or lockers should be more easily accessible.

Class size should also be considered when determining Adjunct Faculty pay scales. For example, I get paid the same (same class) as another instructor that has 14 students, while I have 24 students. That's a lot more work for me and takes time away from my primary source of income.

Parking will always be a major concern. The cost is high and to the best of my knowledge we have not been informed on what these funds are used for nor how they are administered; this is something that needs better PR.

Pay adjuncts better

## Employee Comments Report

Pay is very low and the work load is high. A better balance would be helpful. A year-long contract for affiliates would help most of us.

Paying for parking is ridiculous. I have never ever paid to park at my work place. At the minimum there should be discounted parking for faculty and staff, or special lots JUST for them. I sometimes park and walk over 5 blocks to find parking. Sometimes I have to drive around for over 20 minutes just to find a spot.

In addition, the faculty workroom where I spend hours between classes, and working EVERY DAY, is inadequate. There is no water, sink, or paper towels. I'm told there is no budget to stock the workroom/lounge with them. Also, there are no tissues or kleenex. I donated 10 packs of pens and pencils just the other day. Another faculty member donated a hot pot. Little things like drinks: coffee, tea, fresh clean drinking water especially in Denver, should be readily available to staff that spend long hours working with no office space. I know there are over 50 part time affiliates that work in the my area that use the faculty work/planning space. Making this space nicer and having water available in faculty workrooms or department offices would be a huge improvement.

Perhaps having a more clearly defined system of reward/recognition scenarios for adjunct faculty. This seems to be a large and somewhat disconnected group of employees.

Recognition that "part time employees" who regularly teach three classes a semester, year in and year out, need access to benefits too!!!!!!!!!!!!!! If I leave Metro, that will most likely be the reason. If I ever drop dead in the middle of the semester because I couldn't afford to see a doctor, I don't see how that would benefit either the students or the institution. I would think that retaining faculty would have its own economic benefits.

Removal of the chair in the Behavioral Sciences Dept. She e-mails fellow full-time faculty sending them the "personal" e-mail of instructors that she is "sanctioning" in order to make them a public example and does NOT make the time to discuss (more than one sketchy meeting) behavioral problems involving students acting. She also over-reacts in black-listing faculty that does not agree with her, or any adjunct that has been publically called into question according to the one-sided rantings of a student who is obviously out of line (even by his fellow students who has witnessed his bad behavior in class). There is a strong "in-group" v.s. "out-group" dynamics and a Grand Canyon size separation between full-time faculty and adjunct-faculty. Chairs of a few departments play this division up to keep adjunct-faculty in their place. The spotty and

## Employee Comments Report

political climate of support by Chairs in some of the departments plays on the vulnerability of whether you will be offered any contracted teaching opportunities--not based upon performances, student reviews and supposed visits from faculty observations. No benefits for adjuncts????? Diversity and a smaller teacher/student ratio is the trademark of MSCD. I feel the uniqueness and genuine awesome adjunct faculty and students have made MSCD a "lighthouse", but it is now being abandoned in the egotistical persute of making this campus a mini-Harvard at expence of the common student living in Denver area. I hear more times than not, from fellow adjunct instructors, that they are so emotionally beaten down by the departmental politics that they are very tempted to dumb down their classes in order to avoid challenging students to do their best at the risk of a department chair not supporting them or honestly appreciating the challenging and creative classroom, because it might "upset" a single student.

Resources - better funding, someday!

Right now the Science Building is under construction, so our department is spread out. Hopefully, we will be back together by fall semester. It has cut down on communication and tasks, such as copying, have become a chore. My classroom is .67 miles from the office (copier, support staff, etc.). It would have been a difficult for rookies to start in the past year. To summarize, minimize the construction.

Some kind of benefits (lowered-cost group health insurance for instance) offering for affiliates, even if it's predicated on the number of credit hours they teach. Also, better ongoing recognition and reward of the work that affiliate/adjunct professors do at Metro as well as outside of the school, and an institution-wide policy that successful affiliates would be first in line to be considered for available full time opportunities, should they desire it and qualify for it.

Some sort of benefit package for part time faculty.

some student screening before they are admitted:  
Example: GPA, criminal records

Stronger support and appreciation for the adjunct instructors. I have been teaching part-time at Metro for ten years. It would be nice if they would allow for health insurance benefits for adjunct instructors.

## Employee Comments Report

support

Tell Dr Jordan that part time professors who work in the field bring MORE experience, MORE credibility and create a better learning environment that translates to better prepared graduates.

The affiliate staff is poorly paid with minimal benefits. Although I personally do not need the benefits, my fellow associates could use them. I believe that the pay is very low.

The class space at times is too small for the number of students in the room. Without windows the space seems very confining.

There is a great need to make an effort to include a more ethnicities as teachers and in our content of our books and lectures.

There's so much attention being paid to political correctness--that it gets in the way of my job. I don't dislike anyone, but I still spend time placating people who are looking for excuses to be offended. Wouldn't it make more sense for me to spend that time teaching? Yes, people should be treated with respect--but that can also be abused--a good idea can be taken too far. We need more "horse sense."

This is specific to needs of adjuncts/affiliates: a place/space beyond the hallway, to be able to meet with individual students for discussion; a place to do "paper work", and store class materials on campus. The lockers recently set up for storage, help a little but are too narrow and small to accommodate more than a few books and folders. I cart in two boxes of materials from car to classroom each day that I teach. Even a shared room set up with a few tables & chairs, some file cabinets for independent use and a campus phone, for each department would help an affiliate feel more recognized and valued as part of the instructional teams.

Treating adjuncts as if they mattered; adjuncts tend to be overworked with minimal compensation and no benefits.

We should have CLICKER technology available for use in the classroom. (see below)

## Employee Comments Report

Clickers are a simple personal response tool that resembles multimedia remote control units that many people have at home. i>clicker uses radio frequency technology to transmit and record student responses to questions or requests for input. They are used in tandem with a small, portable receiving station placed in the front of your classroom.

### **Question 3: Metro State's goal is to achieve preeminence. Considering some of the college's current major initiatives or new ideas you may have, how do you think we can best achieve preeminence?**

Graduate programs will be a great addition.

All in all in agreement. Bringing our antiquated classrooms up to date should be more of a priority than building a hotel.

As a "diverse" 4 year program it is preeminent in the Front Range, and maybe in Colorado, for the target "market".

As a University, is not credible and has little future. "University" is supposed to make us seem more important.

"Innovation and Creativity" is limited to a few people and ideas. Real change that may impact other faculty and staff jobs, is difficult or impossible, especially for part timers.

Better remediation at entry levels in the core courses to improve overall student performance and retention.

By providing a diversity of professors. I do not think career professors necessarily make us preeminence oriented. 90% of our students need JOBS; They are not going to be researchers. I feel like "real life" business and life skills are more important than just giving them theory that many professors has not personally expereined.

Continue giving the students high education with experienced professors and promoting more competitive projects.

Continue to provide the media with success stories of Metro graduates. Perhaps provide a weekly feature, celebrating our students.

Cut down on the conformity. Be lamps unto yourselves.

Developing a pre-college program for the arts. A childrens or high school learning center for group and private instruction.

Do more to prepare out students for success at Metro State. The top-down approach is not adequate, what we need is a seriously redundant process that preps students

## Employee Comments Report

before they attend class, when they come to campus, and in ever class some emphases need to be placed on how to succeed in academia.

don't know

Don't spend money on buying new buildings; hotel and restaurant management learning facilities; overloaded administration and other personnel/staff. Put that money directly into the pockets of adjunctive/affiliate faculty who earn less than a sanitation worker for the city of Denver, when the average college professor at Metro must have a masters degree if not a doctorate. It is both shameful and tragic that an institution must run on nearly 80% adjunctive nonunionized "at will" faculty, offered no benefits, and paid a salary that is abhorrently, criminally low! You get what you pay for. Thus, it is only "by the Grace of God" that I believe students get a good education at Metro. I know my students in advanced Bio/A & P classes would be horrified to know what affiliate professors are paid!

Stop the gutting of higher education, nationwide, and hire full time professors - the majority of adjunctive faculty members I've spoken with here would LOVE to work full time with a benefitted position that pays a living wage so that they don't have to work two to three affiliate positions in order to survive - and make Metro the "preeminent" institution in the Denver/Boulder Metro area. Everything else is just window dressing when it comes to the college making its latest announcements about faculty plant acquisitions and new endowments and exceeding diversity quotas for students and faculty. BUILD THE HOUSE FIRST!! Pay your affiliates a living wage and give them benefits. This is a mandatory first step. Or, pretty soon there may be no difference between your competent and able sanitation worker and the person teaching Metro students in the classroom.

Even more focus on tracking and working with individual students so that student expectations can match college expectations.

Evolving a dynamic graduate program would help. I think a graduate school promotes the value and preeminence of the undergraduate programs.

Find ways to find these initiatives with our shrinking state budget. I love the ideas.

Find what makes the institution unique, communicate that uniqueness and ask for a faculty and adjuncts to buy in. The College needs to put more emphasis on research, particularly in the area of the institution's unique mission. I heard one faculty member brag about the institution's lack of emphasis on research. Faculty with an active research program remain state of the art; and, this insures that the classroom experience will be state of the art.



## Employee Comments Report

For me, national preeminence seems a bit ambitious, but maybe that's good. I'd like for us to have preeminence in the state and region. I'd also like to see more fast-track high school students here.

Get the journalism department under its own program instead of lumping it in with Arts and Theater etc... looks like the institution does not take this major seriously.

Going in the right direction, but still needs work.

Graduate students who actually can perform the jobs for which they have been trained. I hear from facilities that some new graduates are not thoroughly prepared.

How can one be practical if lacks knowledge? without theory, there is no practice; without practice there is no motion. To achieve some preeminence, departments within MSCD should avoid biases in hiring faculty; experience and knowledge should be taken into consideration. The youth should be taught by those who have multidimensional perspectives and visions. when there is no vision our students perish. As Aristotle has stated centuries ago " the fate of empires depends on the education of youth." The ideal should not just be in the mind.

I don't have any idea what this question is about, since there is no communication about this with part time staff.

I don't know that Metro can achieve this goal.

I have many older students that need tutoring and a TA available to do math study sessions to aid students in re entering the college environment. I would emphasize students with grants working closely with classroom professors to keep students up to speed in their classes.

I think to achieve preeminence, more training and information should be available for community engaged work.

I would like to see more focus on helping incoming students succeed, not just developing masters programs. I would like to see a required 1 credit course for all incoming students, that shows them where the computer labs are, how to use them, how to use the library, all of the support services available, etc. I would also like to see all students be required to pass math and writing proficiencies before being able to take other classes. When students enter my classes, not being able to do basic math or write a comprehensible paper, this just sets them up for failure.

I would like to see our name changed to a Metro State University.

Is there a conflict between preeminence and the students we best serve?

It appears that Metro just reclassified the long term adjuncts and made them tenured. Tenured should be earned by accomplishments not by how long someone has been

## Employee Comments Report

working part time. Making part time faculty 'tenured' did not improve the quality of the faculty. A preeminent institution has the best faculty and you do not achieve that by just re-classifying faculty positions to a higher pay grade. I am not tenured but I have little respect for the tenured faculty. And many students have expressed this same opinion. Basically, the students have the exact same people teaching as before 'tenure', but at a much higher pay rate. This did not benefit the students. The tenured positions should have been competitively filled. Preeminent institutions have very high standards in hiring and are willing to search far and wide for the very best people - Metro caved into the protests of the existing adjuncts when they attempted to have competition for the tenured slots. This was a big mistake.

Keep the costs low for students, while still providing quality education. Find ways to reward adjunct professors for their contributions.

Many affiliate professors who are very loyal to Metro also work full or part time in their particular fields and achieve success and recognition there that Metro should celebrate and support.

Metro needs to advertise its capabilities not only to the prospective students, but to the local industry. I was a hiring manager prior to my retirement and I knew very little about Metro. Now that I teach at Metro I see it in a different light. I would have been much more inclined to look for Metro students. You also need to stress (if you continue to hire) the expertise coming from industry to teach at Metro. I had almost 40 years in the Aerospace industry that I now share with the students!

Metro should institute a mentor program. Most curriculums have students take an internship sometime before graduation. This is a good start but what we really need is for students to have access to mentors currently working (or retired) in their chosen future career. This type of program would offer many benefits to students and industry.

My experience has been that the department chair did not support professional behavior and educational standards for students. Instead, when a student complains loudly and strongly enough, without any basis for complaints, the department chair requires the affiliate faculty to comply with student desires. This compromises the education not only for the "complaining" student, but also for all students in the class. Of course, this can effect the education of students throughout the department. Therefore, one of the key ways to achieve preeminence is to develop standards and hold people accountable to those standards.

n/a

na

## Employee Comments Report

Offer more undergraduate research opportunities

Pay and benefits.

Preeminence is a wonderful goal. I truly believe that Metro is making a sincere effort to achieve this. Programs & initiatives are good, but more staff & faculty need to set good examples for the students. Also having a racially based initiative I believe is counter-productive. Most of the students here are financially challenged in one way or another. They all need help in one way or another. Programs & initiatives should be designed to help these students overcome personal problems & other barriers to becoming productive citizens.

Preeminence is NOT achieved by having a faculty that is sheltered from the field in which students will be working.

Preeminence would include all faculty having some access to health benefits.

Recognize and pay faculty a more respectable sum. Otherwise, you will lose your cream of the crop to other institutions of higher education.

Recognize and reward exceptional teachers and offer them tenure track positions, or at least medical benefits, regardless of their highest obtained degree. Remain focused on undergraduate preeminence and discontinue further development of graduate programs.

Retention Strategy: Develop a part-time faculty / student mentoring program matching part-time (and full-time) instructors willing to work with small groups of students for one or more years (coaching on student success, tutoring, sounding-board for resolving problems, etc.). Provide stipend for the service.

Reward excellence and deter anything less.

See question 2.

Since I don't have any idea where Metro ranks on "preeminence" measures, I don't have any idea how to improve the ranking.

Stop hiring administrators & expand budgets for teaching salaries & support.

Students should attain proficiency in basic writing and mathematics prior to taking college classes (remedial work should be completed early on in the students undergraduate education). Senior leadership is all consumed with marketing and "catchy phrases" rather than the quality of student achievement. The best way to achieve "preeminence" is through high quality achievement!

Support faculty. Reward teaching excellence

## Employee Comments Report

The grading seems to be very easy not to cause conflict with the students. In order to attract experience and well educated faculty, Metro needs to pay better. When students threaten the faculty or the school, the school has to protect the faculty and the institution

The initiatives are more aligned with serving the community, more so than preeminence, which is appropriate.

To achieve preeminence, this college should raise entry and academic standards. Metro state enrolls students who do not have skills to succeed. These students drain resources and then drop out.

Treat affiliate faculty that have taught at Metro for over 3 years as if they actually mattered to the institution.

Try to pay adjuncts better and offer more temporary full-time teaching positions.

Unfortunately, I don't have any ideas. I think many of the initiatives are great ideas for achieving that kind of recognition within the state, but I'm not convinced that it's possible to become nationally-recognized given the caliber of other state and private schools throughout the nation. Metro certainly provides an excellent and accessible education for a number of students who cannot afford or wouldn't be admitted to state or private schools and Metro can certainly argue for preeminence among state schools nationally. However, I'm not sure it's possible to balance meeting the needs of Metro students (including keeping tuition costs down and making a college education accessible) with the kinds of opportunities that a private university can offer--and I'm not convinced that it would be a good idea to even aspire to that.

Unleash the potential of affiliate faculty.

Update some of the classrooms in terms of paint (to make them look "newer"). Fix the broken technological equipment in the classrooms.

Updating the Web site and making it more user friendly would help. All the faculty programs are good, however many faculty are so busy they can't take advantage of the programs. Recognizing and supporting innovative programs, such as Social Documentary, would help. Currently Social Documentary class rules are the same as in-class rules--number of students to make, for example. 12 students per professor on a trip are too many, but those are the rules. Flexibility helps organizations become preeminent.

You had a campus with an excellent reputation (academically) and the professors/instructors that have taught her has contributed to this by mentoring the students and silently contributing many hours of assisting students without being paid...this has truly been ignored by many of the full time faculty. Focus is being drawn

## Employee Comments Report

away from student mentoring and having to navigate egos in the office has lessened the quality of time focused on the students and figuring out how to appease the bosses so you can live to teach another semester. Getting the adjunct to praise working at MSCD so you can hire full time professors from somewhere else was a really big error in terms of initiatives..."That which is perceived as real becomes real in it's consequences" W. I. Thomas...so when we were not worth being considered for all the work and contributions that have built the school to be amazingly unique, the consequence is that administration--as well as department heads--just slapped all adjuncts in the face...Their action spoke louder than their P.C. flowering words of self-aggrandizement of pretending that you guys really want to hear how to make things better at MSCD. Before dismissing this as a "bitter" employee--consider that one semester back, I would have filled out this form differently until I experienced, first hand, what I had heard was "common practice" at the hands of full time faculty/chair towards adjuncts.

You simply can't have all these initiatives and have preeminence without the appropriate ratio of faculty to student -- especially in the journalism department. As adjunct faculty, we simply don't get paid enough to be able to work SOLELY with students. Full-time faculty are the only ones who have time to do that and they're bombarded with 100-200 advising students EACH. So in order to have preeminence at this college, you can go through all these initiatives, or you can look at the simple environment in your departments and even out the numbers to help students through their college experience AND produce a more consistent atmosphere for the department with more full-time members.

### **Question 4: If there is anything this survey did not address that you would like to add, please do so here.**

Adjunct parking, we do not make much and then to have to pay to park at night. We get tickets when we park to load and unload. It's bad

I find that many adjunct teach at multiple institutions with some teaching 7 or 8 courses a semester. I would not allow this, even given the low salaries and status for adjuncts.

Adding 'Not applicable' as a check off for affiliate faculty in most areas particularly when it comes to questions about the performance institution-wide.

Adjunct faculty need to have a salary scales based on different levels of appointments, Instructor, Adjunct Assistant Professor . . . Adjunct Full Professor. I was a Full Professor at the University of Maine, and an Adjunct Full Professor at the University of Michigan. My first academic appointment was as an Assistant Professor. Now I am a lowly Instructor. Its an insult!

Adjunct instructors and their working relationship/contributions to Metro. :)

## Employee Comments Report

### Affiliate faculty needs

Again, I want to stress the need to change the college's definition of diversity. Also, the possibility of benefits like health insurance should be available to affiliate faculty at a reasonable cost.

allowing adjunct faculty some sort of access to health benefits would be appropriate

As an affiliate faculty, who is paid a ridiculously low wage, I do the best I can up until I'm putting in enough hours to equal \$10.00 per hour--then I stop working, and students get what YOU pay for. Don't be a cheapskate.

Did not have any questions that specifically addressed affiliate faculty. Considering how many classes are taught by affiliates like myself, this seems to be a glaring oversight.

Essentially, the position of the affiliate faculty at Metro (as at other institutions) is untenable. The administration MUST find a way to restructure in order to respond to the needs of affiliate faculty as well as full time, tenure track faculty. Until this is done, affiliates will continue to feel like second class citizens - the new working poor. Last year as a visiting assistant faculty, (full time) I was paid a decent wage. This year I am teaching the same number of classes, and the only change in my work load is that I do not hold office hours or participate in committee work, and I am being paid LESS THAN HALF of my previous salary. This, even though I have performed my job to the satisfaction of my superiors for several years. I was told about this pay cut two weeks before the semester began, with no time to find another position that would pay me a reasonable wage for my work.

Extension campuses do a better job in providing technologies in the classroom without expecting faculty to put wear and tear on their own equipment. I have worked at three Universities before coming to Metro, and this is the lowest salary of them all. I also have more students to teach at Metro.

I am adjunct and this is geared toward full time staff

I am an Affiliate. I feel as though Affiliates are generally looked down upon by the senior staff (especially if you do not have a PhD). I feel everyone else is considered more important even though Affiliates are providing the same services, during the harder hours, and under the same evaluation process as the other full time professors. Many of us have to work two to three jobs to make a living wage with no benefits. I love Metro and my Chair is very fair, but it is hard to plan and live without benefits. We provide the most cost effective services in this institution. I have consistently taught three classes each semester and that would be perfect if I could just be eligible for

## Employee Comments Report

healthcare benefits like UCD provides their Affiliates. Even being able to buy in the pool would be great.

I consider myself to be an effective teacher. I could do even more if I did not need to purchase supplies to provide active, hands on experiences for my students in teacher education.

Please note: there were some questions in this survey to which I had to respond "neutral" or "sometimes". As an adjunct and therefore not included in department meetings, there are many topics about which I have no knowledge.

I do not feel like the survey is direct to me as affiliate faculty. I do not feel part of the college. I feel like an independent worker just taking care of myself without a strong compromise with the institution, except in our economical contract issues: I teach something that I know you pay me.

I'd like to see some benefits for adjuncts (common concern, I know).

It seems quite clear that part-time faculty are employed to control costs -- among other things. Thus, attracting and retaining the best of those available should be a priority -- not unlike the priority given to full-timers. Yet I see no evidence of that: feedback is minimal and very general; student evaluations are not meaningfully analyzed and tracked over time; and pay scales are based on degree, not teaching performance. Having worked for over 35 years in competitive corporate environments, it seems clear that there is no meaningful performance competition -- at least among Metro part-time faculty. Given the competitive environment for educational funding generally -- from tuition, government, and grants -- it seems to me that teaching excellence competition should be given more (at least some) attention, even for part-timers since they teach such a significant proportion of the courses. Parallel tracks make a lot of sense to me.

Metro is a great college! Please appreciate Affiliate Faculty by giving them the benefits, respect, recognition, support, and pay they deserve! If the Affiliate Faculty members are supported, well-paid, recognized and given benefits, they will communicate positive things to the students and community.

I do appreciate the efforts by Dr. Jordon and some of the new programs, including the Center of Innovation and Faculty Support Services, which offers workshops for faculty. I also appreciate the technology center and their training classes, along with a variety of opportunities announced in emails!

More open-mindedness to innovative curriculum & teaching methods. Instituting a formal process for faculty (tenured & adjunct) to suggest curriculum & new classes without going through the dept. since sometimes the dept. can inadvertently reject good ideas because they don't necessarily fit into their perceptions of the departmental goals.

## Employee Comments Report

This would help to mitigate the effects of the "good-old-boy" system that seems to plague academia everywhere.

Most of our teaching is delivered by skilled professional adjuncts who are treated as an underclass. Adjuncts are denied full-time employment and even the most minimal job security so as to justify denying them benefits. It's an ugly unjust system.

na

New classes, subjects, formats, ideas, and presentations have been consistently rejected because of campus politics and bureaucracy.

It is a good place to work, but is an ordinary place for a professional career. Real research, writing, mentoring, and professional attention is scarce. CU, CSU, DU, Colorado College, etc., are good places to launch careers. MSCD is not.

no

No, that about said it all above. Thank you for reading this.

Pay differential for Masters vs Phd. for teaching the same classes in spite of longevity or student, supervisor evaluations.

Re-think the importance of your adjunct faculty--nurture what they bring to the department and to the students' academic experiences. Consider that an adjunct faculty, with a Masters' can possibly out-teach and out-mentor their students more than a person who has a PhD and very little people and/or teaching skills.

Safety for the faculty.

Technology (as a tool for globalization) alone cannot connect/bring us together. Metro needs to offer more socio-cultural courses.

The most important thing that comes to mind is the high quality of the students I work with. I have taught at the University of California, and California State University of San Bernardino, covering over a 20 year period, and I find my students at Metro State to be some of the best prepared for academia I have ever worked with. They make my teaching job easier.

The question of benefits seems to apply to only tenure track, tenured and FT employees. It would be of such value for affiliates to have a way to pay into health benefits.

The safety on campus could use the active, prepared, and equipped involvement of staff and faculty.



## Employee Comments Report

There is a great deal of flexibility in the curriculum which is good on the one hand; more attention to requiring students to meet the minimum pre-requisites for taking upper-level courses would be helpful. I continually find students in my classes who are not properly prepared for the class because the pre-requisites have not been taken or they have been seemingly arbitrarily waived.

There is an unfair balance among departments. Some departments with 500 majors have fewer full-time faculty than departments with many fewer majors. How is this determined? I understand the budget restraints, but some departments, ie theater, continue to add faculty and others are denied. It is all up to the loyalties of the chair?

There is little to no mention of the bulk of the teaching happening at Metro, and that is by adjunct instructors. We do the bulk of the teaching, but get the shaft when it comes to pay and/or benefits. If I hadn't already sunk so much money into my education and knew that I would be placed in such a no-win situation, I wouldn't put up with the bad hours and awful pay of being an adjunct. I am appreciative of the opportunity that Metro gives me, but it's next to impossible to try to advance your career through research and writing when you are forced to teach 5 to 7 classes at three different campuses just to pay your bills. (And this doesn't even address student loans.) Things cannot continue the way they are for long. I believe this is common knowledge, but continue to ignore it and only see administrations exploiting part-time adjuncts more and more to meet budget short-falls. Higher education is broken - - plain and simple.

There is no training or orientation for adjunct staff. I don't know much about the college.

I think it shows a lack of respect for staff that we have to pay for our own parking. I don't get paid much as it is, I have to rush from my day job to get to the college to teach my night class, then I have to pay to park and walk in the dark to my car. Ouch.

There weren't any questions that addressed issues specific to part-time employees, like affiliates.

This survey does not accurately reflect the departmental position, status, work-environment, benefits availability, compensation, recognition or opportunity for advancement of affiliates/adjuncts, whom I believe actually make up a larger proportion of the faculty at Metro than full-time, tenured or tenure-track.

This survey was designed for the full time faculty. You need a similar survey for the affiliate faculty, specially for the "retired from other jobs part time" faculty that see things much differently. Many of the questions either did not apply or it would have

## Employee Comments Report

been very difficult to see them in action.

To much affiliate staff issues.

Up-to-date software would also be appreciated by the students and faculty.

When I was full-time, tenure track, my job at Metro almost killed me. The workload and tenure process were completely unmanageable. When I was hired, the job was described to me as very different than it ended up. Though I have no hard feelings towards anyone or anything specific at Metro, I would never have survived long enough to achieve tenure the way things were. I hope Metro has worked to change the ridiculous demands of juggling the workload and the tenure process.

You can't be a preeminent institution by paying your adjuncts the lowest pay in the area.

## Employee Comments Report

### Classified Staff

#### Question 1: What do you appreciate most about working at this institution?

My co-workers

- \*Working with the faculty- diverse in terms of both experience and backgrounds- fantastic
- \*Given flexibility to solve job task problems in the way I best see fit -- with innovation and without micromanagement; attending the Healthy Moves program on my lunch hour
- \* I love just being on campus-- all the wonderful people and students, and just the beauty of the place
- \*I love my team members
- \*I love the variety of tasks in my job position
- \*Variety of special events and speakers that come to campus
- \*Occasional collaboration on events by Metro State with other 2 Colleges means bigger/better events
- \*Inclusion of faculty/staff in special events/fundraisers with students
- \*Auraria Library is wonderful; Tivoli student Union-- love the setup and inclusion of all 3 Colleges
- \*special events that bring the outside community on campus
- \*opportunities to attend conferences on education and job position
- \*I appreciate the colors painted in the hallways and offices, to help campus seem less institutional
- \*I love the display cases for student works in the art building
- \*I love the redesign of the website
- \*Student Activities does an great job with events on campus

1. My co-workers.
2. The opportunity to impact student futures.

A sense of community and the growth we've seen in the past few years.

## Employee Comments Report

As an alum I feel Metro is a part of my family. I gained a wonderful new life here as a student, work-study and now an employee. My son now attends Metro. Faculty are very dedicated to students and they take time with them out of class. The campus grounds are beautiful and well kept. I love the energy that can be felt when walking around and visiting departments, tivoli, talking to ppl etc. Snow issues are dealt with quickly.

being able to contribute to the vision and future of the college

Being part of student learning

Being part of the overall success of the institution - although I feel at times that the contributions of my department are not given the recognition it should.

Benefits

Co-workers

Consistent job. Great boss. We have some great people in IT. Technical challeges are always fun when we have time to work them out.

diversity and chance to develop

Diversity, energy, feeling of community.

Diversity. Urban setting.

Flexibility, and understanding that employees have a life outside of work.

For the most part, my job is secure and I don't have to worry that I will be out of employment anytime soon.

Generally, working with students as long as they are responsible enough young men and women to manage their own education - not the ones that have to have their hands held and walked through every step.

## Employee Comments Report

Getting a paycheck.

Goals and vision of our institution and leadership

Helping people achieve their goals, working in conjunction with students and faculty to improve and shape society.

How well the classified staff works together to accomplish work requests by the institution and our supervisors.

I am very satisfied with my department. It is one of the better departments to work in. I have heard horror stories about some others.

I appreciate my supervisor being flexible concerning time-off with my family.

I appreciate that I can attend classes part-time while still being full time staff.

I appreciate that I have a job. I love the faculty and students that I work with. It is a very good feeling to know that you have made a difference in a students education decisions.

I appreciate that it is a diverse group of people and it has the potential to be a phenomenal place to work.

I appreciate the ability I have to grow and flourish out of my Pro I position.

I appreciate the benefits medical mostly that we are provided, right now in our country healthcare is a huge problem and being covered through my employer is really appreciated.

I appreciate the diversity of students/staff and faculty the most.

I appreciate the diversity of the students, and the climate of learning here at Metro.

## Employee Comments Report

I appreciate the mission/purpose of the college.

I appreciate the people that work so hard to keep the institution functioning on day to day operations. When I began working at Metro, a couple of years ago, I made a lot of phone calls trying to learn policies, procedures, computer systems, etc. and everyone I spoke to was very friendly and helpful. There's a sense of community on this campus which is very reassuring. I appreciate the opportunities given to come together to get to know one another which helps to build that supportive environment. I feel that senior leadership does a good job of encouraging community for faculty, staff, and students.

I appreciate the students we serve and my co-workers.

I appreciate working for my direct supervisor. As my input and skills are valued as part of the team.

I enjoy my job, and find it interesting. Every day is different, and I like the being a part of Metro State. The benefits are great.

I enjoy the "team" spirit, the feeling that we're all working towards the same goals. The beautiful environment, the churches on campus, and the landscaping--it gives you chance to "stop and smell the flowers."

i enjoy the campus itself. i love the location, and i enjoy perks such as concerts, the library, inexpensive rtd pass, etc. i also very much appreciate my coworkers as i think we work well together and sincerely care about each other's happiness.

I enjoy working with the students, helping them grow. I enjoy working with the faculty and administrators and the interaction that we have. I enjoy watching the changes in the campus. I graduated in 1989 and I am amazed at how much the college has grown and how it has actually become a college campus.

I get a small paycheck each month. It is 15,000 less than I could make someplace else. When the economy improves and I can find another job, I'll be gone.

## Employee Comments Report

I like being around students and the intellectual environment. I like the exposure to new innovations and cultural events.

I like my boss and the people in my office. This is very important to me. I also like working for an employer whose mission I support. I like some of the "little" benefits like flexible work hours, Healthy Moves, campus events, etc.

I like my hours, the ability to take the light-rail, love my supervisor, and I am satisfied with the salary I make.

I like the diversity on the campus - which also includes CCD and UCD. I appreciate that the college has endeavored to provide a good education especially to non-traditional and lower-income students while maintaining one of the lower tuition rates in the state. I like the more casual, laid-back atmosphere as well.

I like the fact that this institution supports its faculty, staff, and students. Seems to try to do what is best for all.

I like the location and the campus. The Metro idea of being Colorado's best value in higher education has been valid in the past. I like working with the people in my immediate office.

I like the people I work with. The atmosphere is also very welcoming, yet professional.

I like working with the student population. I feel that we should do all we can to help them with their future.

I love working on Campus because I am a strong supporter of higher education. I believe that everyone should have access to higher education. I am also a student and a life long learner. I support higher education and that is why i work here.

I trully appreciate the amount of bs highly educated folks can spew forth.

I work with really great people and I really believe in higher education.

## Employee Comments Report

### Ideas and learning

It has provided me a flexible environment in that I am able to visit all areas of the college and being able to assist others.

It is diverse, beautiful and downtown. I love the population of mostly aspiring students. It is stable employment and there is a retirement plan.

Its genuine approach toward supporting its mission and core values.

Job security in this volatile economy, co-workers being supportive and looking forward to being in a new building.

Just being part and the contribution I make to my department and to the Higher Education Institution.

Location.

Metro is a respectable institution and a decent place to work.

My co-workers

My fellow co-workers that I work directly with.

My supervisor, co-workers, my specific job.

My work associates and direct supervisor are the most wonderful people I have worked with to date. The loyalty and communication in one of the departments I work for is excellent. I am a shared employee until a job line opens up to allow for adequate support of both departments. The other department I work for is across campus, and the division I specifically assist is in another building. This makes communication difficult.

Over all it's a very good environment



## Employee Comments Report

People in general. Good attitudes

Really appreciate to be part of Metro employee. Great experience.

Students

Taking classes.

That it enables me to play a vital role in teaching/learning and education by assisting instructors establish effective and an affective instructional communication relationship with students. Also, that this institution offers a "free" Healthy Moves program that allows me to combat stress and take care of my health. My department provides me many opportunities to keep up-to-date in the field by sending me to conferences or training programs.

The audience we serve, (student body) the variety of staff and experience, the enthusiasm of the entire school for the students. Working with different departments and helping them reach their goals.

The availability to become the change you wish to see.

The availability to utilize your lunches, with lectures, work outs, and workshops.

The colleagues and students within my Department.

The dedication of faculty and the diversity of students.

The department in which I work is very satisfying

The diverse people I get to work with. I enjoy helping faculty and students whenever possible. I love working on a beautiful campus!

The diversity in the student population and being able to connect with people from different backgrounds, being able to help people better their lives on a daily basis, the campus.

## Employee Comments Report

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

The diversity of the college.

The fellow faculty and staff members are top quality individuals all reaching for common goals to educate and prepare students for a better life. I see much genuine concern for one another's personal well being and professional service.

The flexibility to work different hours necessary to get the job done.

The great group of people that I get to work with.

The hours.

The mission of education, especially to such a diverse student body.

The openness, energy and enthusiasm that is a hallmark of a campus of higher education.

The opportunity to make a genuine difference in the lives of students, staff, and faculty, and in the community.

The pay check.

the paycheck i recieve

The people

The people I work with and the variety of students

The people I work with are dedicated and friendly;there is reasonable stability of employment; the campus is attracive and safe.

## Employee Comments Report

The people that work here.

The students and the supportive nature of the majority of the staff

The Students.

The use of a good library. Plus, so far at least, the State of Colorado is not bouncing paychecks. Dental insurance is fairly decent, which is useful.

The variety of projects, the people and their contributions. The good we do in the community and the wonderful opportunity that this institution provides to it's students.

There are always new and interesting challenges to work on.

There is a human element working for Metro State that I appreciate most.

Time/schedule flexibility from my immediate supervisor.

Working with the students and seeing them achieve and meet their goals.

Working at Metro you take pride in what it has become.

Working with students

Working with the students

### **Question 2: What would make this institution a better place to work?**

Personal recognition by the institution for accomplishments made by faculty and staff would boost moral instead of receiving a catalog in the mail with a note to order something you might like. At least personal recognition makes it all seem worth while.

## Employee Comments Report

\*A more coordinated campus calendar that encompasses all three College's events-- to REALLY know what's going on, on campus, on any given day;

\*Students should be given feedback- commended and recognized for grade achievement... i know a student can get a 4.0 and not receive any recognition; Students who submit scholarship apps and essays should be acknowledged that their essay has been received and read, and encouraged to keep trying, even if they do not get a scholarship;

\*More resources (web developers) directed into keeping the website (the face of Metro State to the world) updated and fresh- not just the main pages but also the school and department pages and also more resources to help faculty develop their online classes (some of the classes are really unacceptable!);

\*Major change in staff evaluation process;

\*Administrators who don't like working for MSCD who are just hanging around for 20 years until they can retire should be encouraged to leave and find new jobs, instead of being promoted to management!

\*Cross departmental team building should be implemented - even if just a coffee hour with some campus-wide issue brainstorming discussion once a month;

\*More trees should be planted on campus; a composting program should be instated;

\*There should be a salad bar on campus, or some kind of non-chain locally-provided food options- I've heard that fees are prohibitive to any small/local entrepreneurs-- that only a chain who need not make any profit can afford to open shop on campus.

\*Parking shuttles

1. More physical work space to accomplish my job and ensure the safety of students.
2. Recognition of individual and team accomplishments.
3. Having Senior Leadership provide timely response, follow through and support for recommendaitons that would benefit students.
4. Fair compensation for work hours over 40 per week.
5. Flexible work schedule / four days per week for 40 hours work.

A better reputation of the College.

A better tution waiver for self and family.

## Employee Comments Report

A collective buy-in to the initiatives of the institution and President - I feel that although we may have group buy-in, we lack individual buy-in to the initiatives - The missions should be the primary reason we do what we do on a daily basis.

A more open communication between the top and bottom. Less separation between Faculty/Staff/Administration. Appreciation by administration for the necessary tasks from bottom up.

A real inspiring vision that people can contribute in outside of work.

A real team environment, not the illusion of. Even within my own department, division amongst sub-departments is virtually encouraged by the VPs and especially Associate VPs. The thought of change or streamlining (for budget efficiency) various business strategies is looked DOWN upon. Even staff who would like to see change, immediately dissuade those with ideas that involve any team work because they don't want to "rock the boat." Everyone, including many senior leadership, have no desire to better the organization, Status Quo is the optimal path in their minds. Those with the desire to make this organization better, generally leave in frustration or are asked to leave. Change will require a major culture shift and (dare I say it) a compelling early retirement option for many senior (meaning time in service) faculty, staff and administrators.

A reduction in the red tape

Adequate staffing in offices.

All institutions must adopt a fair treatment plan for faculty and staff. This college has too many "bully" bosses who are detrimental to the college's mission, and the senior management and HR permit it, looking away when it is inconvenient. I just transferred two weeks ago to a new department because my previous supervisor made false and outrageous claims about my work, and the means to address this kind of problem through the established procedures is woefully inadequate. No system should allow defamation of any kind, under any circumstances. Bullies only destroy team work, and tear down morale, causing inefficiency, driving up costs and wasting money, time and resources. As a public institution, MSCD should take a lead in adopting a "bully-free" zone where anyone causing pain to a weaker, less powerful person (i.e. supervisor, subordinate) that threatens to destroy their job, should not be tolerated. A genuine and

## Employee Comments Report

strongly enforced method of investigating this behavior needs to be developed and implemented. No excuses. NO SUPERVISOR IS INDISPENSIBLE, but the damage they cause can be devastating. The laws are inadequate in protecting employees. Now, you can only seek protection if you fall into a protected class. This must change. Everyone deserves to be treated fairly and with dignity and respect. The leadership in this college must take a role in this, regardless of the inadequacy of the law, and establish institutional policy that will cease to award bad supervisors by forcing their staff into giving up their options just to escape from bad environments. And bad supervisors must be adequately apprised that they will be responsible for the consequences of their actions if they do not work toward creating tolerable environments to generate the best performance from the employees. No performance evaluation should include any kind of negative comment unless it is firmly backed up with documented evidence such as dates, times, witnesses and tangible documents. If these don't exist, then the comment must not be included. What do they call it, a 360 degree evaluation, where the employees rate the supervisor and they are afforded the same respect and value. And when the administration is informed of problems, swift action is taken. Metro can't seek preeminence without looking into itself first. Ignorance is no excuse.

Appropriate room for teaching. Recognition or for all the extra hours that goes into putting on these classes. It takes much more than a 40 hour work week to accomplish this.

Being able to use leave time that has been earned. If we have it we should be able to use it.

Better balance of resources. We have too many well-paid administrators with ill-defined responsibilities, and we hire too many consultants. We could use the same resources for need equipment and repairs, for staff positions, and for full-time faculty members.

Better benefits - primarily by paying a higher % of health care and better retirement benefits as I don't appreciate being forced into PERA.

More staff. People's workloads are too high, even if I work extra hours to try to get through my workload, I can't get responses from other people who are buried under their work - it delays everyone.

Better use of technology - website functions, e-mail, calendars seem to be at least 5 years behind the times around here. (I realize they are in a several month process to migrate off of MetroConnect.) Also, everytime I try to do something online, like reserve a

## Employee Comments Report

room or even submit a help ticket to IT, it never works. It's beyond irritating to be on hold forever and to have the hold message tell you to go to their website rather than sit on hold, which you've already tried 3 times but the site doesn't work. It feels like you are in a black hole.

Better benefits, especially health insurance, free tuition for staff, and retirement.

Better benefits, including vision insurance. More understanding to the balance of work/life.

better benefit and education Reimbursement

Better leadership Equal pay for equal work a real human resources office enough resources to really do the job  
TRUTH instead of BS

better leadership and let the leader does what he/she supposes to do.

Better Parking.

Better pay, training a management who had an idea how to manage people of my type.

Better programs for tuition assistance for employees. They make it too hard to get help paying tuition. This is a College where the goal is to see people matriculate and succeed, but employees are not encouraged to have degree's.

Better teamwork.

Better tuition program for staff, better support on curriculum and catalog processes from Academic Affairs (i. e. they should be required to follow through when all appropriate paperwork with appropriate signatures is submitted and there should be some accountability for their missteps), some kind of recognition for staff in lieu of the raises we no longer receive - there is truly no incentive for anybody to work any harder other than simply being able to keep their job. Incentives could include free tuition for any class(es) we would like to take, food and beverage coupons/certificates (maybe for King

## Employee Comments Report

Soopers or Whole Foods, places we would normally be spending our raises), etc. More opportunity for advancement and an HR department that advocates for its employees, Currently, it is next to impossible to get HR to approve a promotion or change in job class (unless you work for IT, who, on average, make thousands of dollars more than their equivalent non-IT colleagues across the college and seem to have promotion announcements on an average of 3-4 a month). Another suggestion, better food options on campus. Restaurants like McDonalds and Taco Bell are insulting to the adult population of the college who try to lead healthy lives. It also sets an unhealthy standard for our young students. Some more quality, healthy restaurant options in the Tivoli would be very much appreciated.

Break rooms for staff; cafeteria for students, faculty, and staff; better tuition program for employees and employees' families; mentoring program (or training) for classified staff; better lighting!

Centralize main campus buildings at one location.

Clearer upward mobility within the institution. Faculty respect for staff

Communication and a clearly defined strategic plan with implementation processes as part of the planning strategy. Many initiatives, although excellent, are not given enough time for planning and development. Nor is there enough thought given to the required tools, money, and staff to implement these programs in a quality and consistent manner.

Constructing buildings that reflect the unique heritage of the area and compliment the historical buildings on campus. Using Architecture to give the campus an inviting unique quality for the employees and students as well as the surrounding community.

Equitable raises and promotions. Many of us have NOT had a raise in over seven and a half years. We should be at top pay scale and upper levels at the college give us poor excuses as to why we don't get raises, but they continue to get raises. Since Mayor Hickenlooper called all of the college presidents into his office and said they should take a 15% cut in pay, it should be enforced along with those that make over \$100,000.00 a year.



## Employee Comments Report

Faculty getting along

Fair and equal treatment

Fair salaries

first off, it could use some serious organization. the institutional procedures here are a mess, and the departments are not given the structure to coordinate with each other in a peaceful and effective manner. this situation breeds bad feelings between departments, and should be fixed from above. secondly, i wish the tuition reimbursement program actually existed. i took this job thinking i would get tuition reimbursement, which would help me to finally finish my degree. it turns out that A) i would have to prove that my chosen degree path applies to my job (it would not), and B) i am not allowed to register for classes until the first day of class, at which time there needs to be a seat open, which there rarely is. i am profoundly disappointment in this "program", as it is my job to assist/encourage students earning a degree and yet i receive no benefit towards that goal myself! what kind of message does this send?? i have never worked at an institution that didn't offer a true employee benefit relating to the service it provides to the public.

First, the College needs to understand that certain initiatives take time to develop. The constant rush to implement these initiatives causes errors made in policy and practice. Without the ability to hire more faculty and staff in relation to these initiatives programs will run inefficiently and fail. I do support the initiatives brought forth, however, in order to implement these programs the RIGHT WAY College faculty and staff need more resources to make them a properly functioning reality.

Flex hours, and to be more family orientated.

Flex time

Flextime, 4-day work weeks. I think it would be financially beneficial to the institution and beneficial to employees and their families in several ways.

FREE parking for employees and some type of tuition discount for employees with students who attend here.

## Employee Comments Report

Higher compensation for staff; performance and (at least) cost of living raises! Not knowing if you can ever expect a raise of any sort is not very motivating.

Hiring the right people. People who can do the job.

I chose Metro because I believed in its mission to provide education for non-traditional learners. I think we have strayed from that mission. We seem to be competing with other traditional schools.

I feel that some administrators, especially in IA, and on the alumni board have unfair hiring practices, discrimination issues and not abiding by Metro's HR protocol when dealing with employees/members (no secret here). HR should become more familiar with rules and regulations and enforce them with EVERYONE. Not requiring mandatory over time. Helping staff with parking issues. And more respect for classified staff from the presidents office would be nice.

I have no suggestions.

I like the direction of internal success campaign. I think it should be a feeling that is broadened. To instill Yes we are doing a good job! Focus on encouragement vs criticism. This would increase morale and a sense of fun here that would make the hard work worth it.

I think space at this institution is a huge deal, certain offices and facilities are not large enough to accomidate the population of students. For instance the office I work for provides services to all three schools but do not have the accomidations to seat up to 7 people if that. I think the school needs to understand every office and division are different and that because one area has something that something might not work for another office, we all function differently.

Parking at MSCD needs to changed the school charges daily for everyone to park, but does not provide yearly or semesterly passes to their full time staff for parking at a discounted rate. Every other campus in the state provides passes and accomidations to full time staff members for parking, or it is even free. I know there is certain parking passes that can be purchases but people who have worked her for 15 years are still onthe waiting list. I think that their should be accomidations for full time staff, even if

## Employee Comments Report

there was a semesterly or yearly rate, the money would still come in from us and the students who park on campus, every lot on campus is full at the end of the day and there is no reason that full time staff should not be given some type of priority.

I think the institution needs to realize that the college is more than just Faculty. There are a lot of people here in the trenches that keep this institution running. Without us, where would the institution be? I feel that the Faculty and Senior staff look at the rest of us as worker bees who are 100% expendible. There are a lot of incentives and recognition for the faculty but very little for the support staff.

I would like more flexable hours, maybe the ability to telecommute. Also I would like more support from upper management and more recognition when something is done well.

I would like to see more substitutions for the bonuses and raises that have been stalled. Rewards in the form of paid-time off would be deeply appreciated (even in hour increments). I would like to see more availability of replacement office furniture. I would like to be able to see what is available in storage to update the office spaces.

If I.T. did not define pedagogy or work flow. If the buildings were kept cleaner and more friendly towards a productive work environment. Fairness applied from I.T. and Accounts Payable (rules clearly defined; friendly, non-confrontational approach to potential breach of rules, where the word potential is key here.) Simple things like paper in bathrooms, consistent temperature, empty trash cans and clean floors.

If management would stop encouraging employees to remain stuck in their ways by only focusing on the end result of the job function. Sometimes (most of the baby boomer generation) people are not open to the technological advances and think that by admitting that they don't know how to use something is showing a weakness. Instead they will harbor their job and control it so no-one can truly know what to do in their absense. The reality is that eventually this person will leave, and someone will eventually learn their job and change it. Everyone is replacable. Instead of allowing people to create more work for themselves to continue the illusion of their importance to the institution, management needs to encourage change and crosstraining. Those who refuse to learn new systems or different programs that come with the advancements in technology need to be addressed by management instead of rewarded.

## Employee Comments Report

If VP's would mean what they say and not just give lip service. If the plan to move to the Student Success Building would maintain human dignity by NOT converting to an open space office plan.

If we would get a raise every year. We haven't had one for a long while now.

It frequently feels as though those at the highest levels of senior leadership do not value the work done by Classified Staff leading to a lack of good moral and feelings of job insecurity among those who endeavor to provide the support services needed for the college to function. I work here because I enjoy assisting students and because I value learning. Faculty would not have students to teach in an institution that does not recruit, admit, register students and provide copies of their records upon completion.

Students need to know we are doing everything we can to help them be successful. Instead there are times when we place obstacles in their paths and then wonder why they are frustrated or do not continue. For example each semester remedial classes are posted on the schedule with TBA for the location and for many of the sections that is never up-dated. Students are left to figure out on their own where their class meets. These are the students who are least knowledgeable about our processes and procedures and most likely to drop out yet they are treated in a way that indicates no one really cares if they are successful. I am sure there would be many solutions to this situation not the least of which would be to post the list of classes on [mscd.edu](http://mscd.edu) and provide students a link to the site through a mass mailing as soon as the list is available – which is usually only a day or two before classes start. There are quite a number of class sections that fit into this category on the Spring 2010 schedule so it impacts a significant number of students.

This situation regarding failure to promote student success is further exemplified by the appalling number of students taking NC's for multiple courses each semester, as well as by the number of F's received by those who simply give up but don't understand the system, i.e. how to seek help, how to determine how many credits they can handle, or how to drop from classes sooner if they have taken on too much. It almost appears Metro would rather not deal with this situation because the tuition is received and if students remain here they will probably repeat the classes - and pay again so this situation is a money maker for the college. I think small steps are being made to address this, but there needs to be a much greater emphasis.

## Employee Comments Report

It would be nice to have a promotion every 5 to 10 years. I have worked here 15 years and had outstanding performance evaluations every year. I work in the largest department with almost 100 faculty, yet people in departments with only 20 faculty are paid the same amount as I am. Where is the equity?

Less elitist attitudes and more teamwork.

Metro has a lot of committees, but I never feel fully involved. I don't know how this can be changed. I would like to be able to have more opportunity to get to know other people on campus in a professional way. Our office is very secluded and forgot about much of the time.

More advanced technology. I feel that the current computer hardware is very outdated and needs upgraded. I also feel that more training seminars should be offered more frequently for example...purchasing, budget, etc. to help give staff the training they need to perform their job duties. Sometimes we have to wait for somebody to have time to do the training and by that time several months may have gone by and I am still sitting here waiting to do my job.

More autonomy, space, resources for the health center

More benefit like free parking or discount to park at work. Or employee of the month. Discount tuition for employee or family member.

More flexible hourly arrangement considered by direct supervisors to accommodate different types of personal lives or family's needs especially when needs are lower (school breaks). More appropriately educated hierarchy of administration/supervisory staff. Free or discounted employee parking. More physical space to accommodate growing population of students whom are utilizing our services.

more money devoted to professional development. \$500 per year is not enough.

More money for budgets that include office furniture, newer computers, up-to-date software, regular cleaning and painting of office space, laptops for our affiliate faculty, etc.

## Employee Comments Report

More office space.

More opportunities for employee education and advancement. It's frustrating to work in higher ed and not have the opportunity to work on an advanced degree.

More space

More space for better work stations (areas)

More space, technology, and better pay.

motivating employees by rewarding for their hardwork. providing the benefits that we're lacking now like tuition reimbursement etc.

No fee for parking on campus

Not having to pay to come to work, i.e. parking. Or at least a discounted rate for full timers.

Not sure.

Nothing that they could necessarily change as it is the state that governs what upsets me the most.

Out of your control, but if the budget cut axe wasn't constantly hanging over everyone's head. There would then be a greater ability to compensate people with BADE BUILDING merit raises.

Pay compensation for the amount of work required. Better communication - most of the benefits listed I didn't even know exist. HR does offer an orientation but the information is a little too much for a new employee. I feel the orientation would better serve employees 6(+) months down the road or have two types of orientation; one for new employees and one for people that have been here a year or longer. Better training programs - I self taught every aspect of my position and institutional policies because training was not available or wasn't communicated.

## Employee Comments Report

Rather than having so many offices that hold students hand, get them to be more responsible for what they want their education to be. Others cannot do it for them.

Since money is tight, I suggest allowing staff/faculty to take 3 credits a semester tuition and fee free, on a space available basis.

As an institution of higher education, I believe we should encourage staff to take classes. This strikes me as a good way to reward people that does not require an outlay of cash.

Something \*not\* appreciated by many is this: contractual employees, even in their first year, are generally given better office space than State-Classified employees who have been here, quite literally, for decades.

Sometimes being a "staff" member I feel like I am treated as second class citizen. There have been times when senior administrators have openly said things like faculty are very important to us, staff are secondary, "without faculty this institution would not work". Personally, I feel we (as staff) contribute equally towards success of this institution. This approach filters through to faculty and some of (not all) the faculty treat us with very little respect.

The other area where we could improve is our Information Technology Division, they have gone through a lot of changes over the years and I feel there is a climate of mistrust and fear. We could make efforts to improve the communications/relationships within IT and IT and the rest of the college community.

space and adequate funding for personnel

### Stability

Staff is not getting the advantages of being state employees because Metro HR does not follow DPA rules for the majority of personnel rules. They make up their own and people suffer and do not receive fair treatment. HR refuses to accept DPA as their authority. Communication is very poor across the campus between staff and others. College Communications is a constant mess of miscommunication and mistakes. Staff are treated as completely unimportant between semesters. When students and faculty

## Employee Comments Report

are off campus, there is very little regard for the comfort or safety or accessibility for staff. It's as though the staff doesn't count for anything here.

stronger leadership in our department, i feel like our vp is totally disconnected from our unit. from a student point of view i think that the financial aid process should be made simpler. I think the worst problem is that Metro State allows incompetent students to work in financial aid, admissions, advising, and other crucial departments in the college. The students most of the time do not care and give out bad advice and wrong information. I know I have had many bad experiences with students in this area! I am an older student and as an employee i hire work study students to work in our office and they are well trained and they never have the 'i don't care attitude' and if they can't answer a question they get help. this is not the same experience i have had in other departments with students working and advising other students. students have to meet various deadlines and i think having students work in such crucial areas as advising and financial aid is a disservice to the students who are trying to acquire information.

Supervisor training. Require department supervisors to attend workshops about conflict resolution, and communication.

Take the time to ask the people who do the work what the best way to implement a program would be. Ask what we need in our jobs to make it a better place, whether that is equipment or more employees. Stop initiating new programs at Metro without planning, budgeting and staffing first. I'd rather see us do one thing well then several things poorly.

Telecommuting a couple days a week.

The absence of parking costs for staff, faculty, administrators.

The lack of HIGHLY trained IT employees that can have/take time to resolve issues. The institution relies on many IT student-workers who take the knowledge with them at graduation. Don't get me wrong the college is better off today than in the past with IT provided services. I think there should be a School unit IT person to respond to the needs in each of the three schools.



## Employee Comments Report

The technology here is ancient. I realize that it is a budget issue, but we are very behind the times. Also - IT training for the IT technicians needs to be improved. When they come out, they don't know what they are doing or how to fix it (this has been an observation of multiple visits from IT)

The workload is a bit much. It is very common to hear people talking about how much there is to do.

There are too many chiefs and not enough indians. I report to three different people at any given moment and that makes communication frustrating.

treating the institution as a place of higher learning. Not a cheaply run quike mart

Understanding and appreciating the expectations and skills of a multi-generational workplace. More respect for individuals.

We need a more effective HR group. They seem determined to avoid law suits and will not get rid of dead wood. We need someone who is willing to rock the boat as College president, not a politician who blows with the wind of some unhappy faculty and makes decisions in preparation to get into politics. We will always have unhappy faculty with our limited budget. We need a college lawyer who is willing to draw a line in the sand - not a lawyer who is constantly deciding foolish policies such as "we won't check out anyone's email or other stuff on campus (state payed for) equipment. There is too much emphasis on Tenure. There is too much emphasis on being politically correct. Our country was created with freedom of expression but now you can not speak your opinion that homosexuality is wrong without risking your job. Our founding fathers mostly believed in and looked to God and were willing to make and stand for matters that were "Offensive" to others. Freedom of speech is more important than the non-constitutional and politically correct DEMAND that we not OFFEND someone. HOW BAD! No campus funds should be allotted to immoral groups including homosexual groups. Certainly not tax dollars. Why was the current IT VP forced out? The President and board have NOT been open about this. I suspect it was due to some unhappy tenured faculty complaining that ther pet (unfunded and not in the best interest of the school) projects in IT were not given the premenience they thought ther projects deserved. With the Senior Management hiring and firing IT VP's willy nilly, how can there be a continuity of practice and vision. Now the campus has a team to consider outsourcing IT? This management pratitce will end up like all the fired and unsupported

## Employee Comments Report

VP's of IT. Many of the Faculty, admin and staff will be unhappy. They will keep blaming IT VP's and not see their own unprincipled and capricious practices with complaints and undermining of IT.

There should be matching funds for 401K plans. Family members of faculty, admin and staff should be given at least 50% off all tuition and not just for classes that did not fill up. Full time staff should be provided free parking or free public transportaiton.

We need more open communication with the administration of the college (Human Resources, Budget, etc...) as to what the rules are and why Metro has eliminated several of the provisions that the State personnel office has authorized agencies to use (merit pay, bonus pay, work from home are some examples).

Workshops where a sharing of information and expertise is promoted between various departmental administrative staff in a productive manner when referencing general office procedures and/or guidelines that enhance the efficiency of departments and their offices.

**Question 3: Metro State's goal is to achieve preeminence. Considering some of the college's current major initiatives or new ideas you may have, how do you think we can best achieve preeminence?**

If think that many of the current initiatives are moving the college away from our original and valid mission. I think Metro should be looking at our original mission of being a college with a diverse student set. I feel we should be improving our service to students before we move on to add more programs.

1. Develop targeted STEM initiatives, fill-in the gaps of educational programs, bring technology to current levels (i.e. paperless environment, electronic signature, intergrated reporting) and develop curriculum to build on K-12, work with local K-12 programs to enhance STEM (work with educators to build foundations in the disciplines which can be built on vs. remediated, provide more advising and mentoring toward student interest and strengths vs. one-size-fits-all education). President Jordan's

## Employee Comments Report

commitment to Teacher Education (where he would re-educate any teacher lacking skills) was a step in this direction to preeminence - the dream is to have that commitment level for every graduate - to me that's preeminence and a commitment from the institution (every faculty, staff and administrator) in achieving it.

2. To "inventory" activities on campus (many of which are either paid for out of an individual or departments budget) to bring 6-12 graders to the campus for educational activities (i.e. Chemistry Day hosted by Chris Tindall, etc.) in an effort to acquaint students with Metro State and to have them physically on campus. Coordinated efforts to produce an institutional wide outreach to the community vs. individual efforts (i.e. instead of numerous camps coordinate to a "Science Week" activity, etc.)

Again stop initiating new programs at Metro without planning, budgeting and staffing first. I'd rather see us do one thing well then several things poorly.

Again, understanding and appreciating the skills of your staff. Preeminence needs a strong foundation to build upon.

appropriate staffing and tightening of the admission requirements.

Becoming Hispanic Serving isn't just a goal, it's a question of preparing to meet the needs of our future students. It is essential that we offer these students the services they need to succeed in their chosen areas of study.

Graduate programs are one of the most important initiatives. Already the baccalaureate degree is expected for most entry-level positions; to excel we must go beyond that level. I believe that more graduate programs will be developed that are within the scope of Metro's role and mission.

I don't see the Urban Land Grant initiative listed, and it should be. Metro's role in the community is part of what makes it special. We must discover what metro Denver needs and wants in all areas, not just the workplace, but also in terms of cultural programs and areas such as "green" building where we can offer expertise. Service learning should be a mandatory component of most degree programs.

I believe the schools should be restructured. Letters, Arts and Sciences is too big to be an effective administrative unit.

Better personnel decisions from the top.

## Employee Comments Report

Budget more money into the computer labs on campus for the students and faculty to use. Create language and math labs, push the study abroad programs, create student housing and invest in the tutoring center. Carve out some space for staff and affiliate faculty in every building, not just the Science and West Classroom.

Build on existing programs to support students through graduation. Don't bring additional students if we are not going to do a better job to see our existing students through 4-5 years.

Build, build, build. Metro keeps admitting more students, but has no place to hold classes. It just is not right to begin the semester and have students standing in a too small classroom or meeting in the hallway with no classroom. Give them a chance.

But participating in National organizations and initiatives. To follow through with Hispanic Institution program.

By allowing the workers to be fully prepared to implement major initiatives such as the Graduate program. Implementing this when the college has not fully tested it makes us look bad in the students eyes.....such as the 2+2 program.

By capping enrollemnt and making entrance more difficult. There needs to be some standards for students.

By giving full time staff the raises they've earned and put them at the top of their pay scale since they should have been there years ago. By making more positions classified so they don't have to worry about being fired for doing their jobs. Exempt should NOT continue to recive pay increases as they are contractors, this is backwards. Most companies give benefits to their employees as opposed to contractors.

By not having a masters program. We should focus more and excel on what we have going on now with our existing BA/BS programs. It seems like the pres is more concerned with how we are viewed in the outside community than what is really going on here and bettering our programs here! Even tho classified staff will be expected to do more work, there does not seem to be any effort to hire more ppl to help with the MA program or increase our salary. Show more respect for classified staff. For example... altho staff use computers much more that faculty and some administrators, we are

## Employee Comments Report

always the last on the list to get upgrades to our over-used worn out and out-dated computers. Even tho faculty and the administrators depend on us to assist with their work. Just a general focus on what is going on here at home than making us "look good" as a "preeminent institution" in the community would be an improvement.

Change the name of the college, continue developing graduate programs, better communication between departments.

Changing our institution's name. The name Metro State is poor in my opinion, and I believe it holds the institution back.

Classroom projects should be real-world, not just typical campus. Faculty teams should be addressing and announcing such initiatives.

Why waste time doing an egg drop activity for an engineering class instead of visiting a retirement home or rehab center, investigating problems and limitations of folks, and designing something to help them? Maybe a sociology class would have a project to list problems in details. An engineering class would take the prior semester's problem list and design a solution. Next semester, a business class would work out a business solution to produce the product or help the facility to implement it. A marketing class could announce the solution to society (in the name of MSCD of course) perhaps fee free just to get our preeminent name out there.

Clean up your internal act first.

Continous improvement strategies - study and analyze processes throughout the organization in order to reduce consumption of resources (time, money, energy, etc).

Continue to work toward retention of quality faculty.

Continuity on one initiative before focusing on another initiative. Fulfillment of initiatives (Graduate Programs) may cause some of the basic initiatives (Open Admission, 1st & 2nd yr student) suffer.

Customer satisfaction

## Employee Comments Report

Encourage departments and schools to work together better than they already do. Also work towards diversity in many different races not just one.

Establish a stronger identity on Campus and in the Community.

Finding our niche

First, each department has to focus on their own major/minor programs and get them up to par to provide quality degree programs for each major/minor. Also, I would rather not hear the word "preeminence" again - Metro is not there yet.

First, preeminence is an over utilized term that has lost much, if not all meaning to the college community. There are many great initiatives the college is seeking to achieve. The problem is that resources and the people who need to implement these initiatives are often not considered or left out of the process. This creates competing constituents for the same staff and resources and hinders implementation.

Follow through with the initiatives from start to finish, then continuing supporting these initiatives until they are successful and well established. (Look inward before looking outward) Before others can love us we have to love ourselves - Preeminence will come when people want to be a part of a community that wants to be a part of itself.

Get rid of the older tenured faculty who should have retired when they lost their desire to be good professors. So many sit back on their "tenured" heels and do the minimum, if that. There will be no preeminence until the faculty is younger and up with the times. The tenured faculty are a threat to the young faculty. They are afraid for their futures here at Metro if they speak out against a tenured faculty member.

getting rid of the biz school mentality

I am excited about the opportunity to add Master's programs in a variety of fields.

I am not familiar with the current major initiatives.

## Employee Comments Report

I believe that furthering the graduate programs is a great start. I would like, however to see more done for classified staff. I know that our focus is on the professors as the college would not work without them, but it would fail without staff to run it as well. We have gone two years without any form of raise, and we are essentially taking a pay cut this year, how are we supposed to stay loyal?

I believe that we should not be messing around with master's degrees. This will change the entire complexion of MSCD. Currently, one of our biggest strengths is that we bring affiliate faculty in from the real world so that our students get the real world perspective, not just theories from Ph.d's, many of whom have never held a real job in their lives.

I believe the initiatives are incredible for achieving preeminence. Also, I believe the creation of more tenure-tenure track faculty will help retain our more experienced and talented professors. The constant show of appreciation for those here and for the work now being done is just as important as the establishment of the future projects and ideas.

I had the opportunity to work as a full time staff member and be a full time student finishing my BS with Metro State. I can see both sides of the coin that most students, faculty and staff just don't understand. I think that Metro has a long way to go to achieve their goal of preeminence. Until management recognizes and acknowledges the entire work unit as a team and tries to involve everyone in their decisions, students will continue to be angry, teachers will continue to be political, and staff will continue to provide only half of their effort. For instance, the Metro State OneCard was not widely publicized to the student population during a time when most students were on campus. The promotions started over the winter break and therefore most students are angry about the changes and lack of communication. The appropriate time to publicize this information would have been in November when the staff could effectively work to educate the students. Since the students became so angry, the staff resented management's decision to move forward and felt that they had no concept of the additional work that they had created. In fact many of the Metro News articles had reflected that the OneCard would be a program that would reduce work, when in fact it has significantly increased the amount of office work that the staff performs. But no-one from the president's office has followed-up to see the impact to their staff.

It is important that the president understands that it doesn't just stop with items like the OneCard. As a student, I was required to take a class on unions. At the time the firing of another professor was at the center of the news. My professor used most of our

## Employee Comments Report

classtime talking about the injustice of the firing of their friend and encouraged us to participate in the appeals process that was in front of the board of trustees. Although I understand where the professor was coming from and I felt empathy for their situation, it decreased my learning experience and I felt the class was a waste of my money. How could the school possibly be striving towards preeminence if each professor has their own agenda for the class?

I have always been impressed with Metro's continual evaluation and implementation of their goals and new ideas to achieve preeminence.

I know money is a big issue, maybe the employees would be open to more unconventional ways.

I think better technology will increase the chance of becoming preemience.

I think students need an area in each department to work while the wait for office hours, tutoring and such. I should not be all jammed together in the adms space. Sometimes the Adm assistant is working on confidential tasks and students are sitting there with the ability. to check things out.

I think that Metro is focusing too much energy in recruting minorities or non-white students. It is almost to the point where white students are the minority, but even if that happens they will not be considered or treated like minorities.

I think that the Master's program will assist, however I feel that this needs to expand. More degree programs, are important.

I think the current major initiatives are excellent and that they will certainly play a role in the college's success in obtaining preeminence status.  
I believe that students in all majors, especially business majors, should be required to complete an internship of some sort. This could be the determining factor of success for many students.

I think the graduate programs are a great start



## Employee Comments Report

I think the work that is currently being done by the institution is working and leading us towards preeminence.

I think there comes a point when some members of the faculty should not be teaching anymore. I think since there is the tenure issue, that maybe older faculty who can not afford to retire for whatever reason should be able to forego teaching in the classroom and perhaps just be allowed to be here in a research/resource/informational capacity. I think that the knowledge they have really contributes to Metro, but honestly some of the faculty can hardly even walk to their classrooms.

I think with the addition of masters programs, it would be best to do it right and carefully consider the strains to the college and everything it will affect to implement, instead of reaching the time deadline just to reach the time deadline. I agree with the priority placed on it, but no one is ready to say "no, this can't be done" or "if we do this, it will affect our other services in this way until it is implemented" It would be better to have an institution that respects its work force in those opinions.

They will not express the opinion openly because they want to keep their jobs, be seen as a team player, and don't feel they have a choice in the matter, so why would discussion solve anything. They want to do it well, everyone seems to fully support the idea, and will put every ounce of energy into it, because we are mandated to do it.

It would be best for the institution to ask "we want to implement masters programs, to be the best. To be preeminent. How do we do this right....not How do we do this by fall of 2010. Then consider the answers of the staff who will be implementing the steps of these changes. At the least, I think it will be unfair to judge the outcomes (low enrollment or other issues) of the first year of the masters program based on a rushed effort to implement this.

I'm not really sure that I even agree that our goal should be preeminence. The vibes I pick up from students and staff are that perhaps in the pursuit of that goal the tuition and fees will become too high for the types of students currently being served by MSCD and they aren't really concerned about national recognition and new buildings. The goal of preeminence is seen as having the potential to change the identity of the institution and to be a move away from serving our current populations. Non-traditional students are far more concerned about what's in it for them than they are about the institution's national recognition. I believe that if your goal is providing the best service possible and you work toward that end the recognition will follow. Such a goal places the emphasis on

## Employee Comments Report

serving students and makes them the primary focus. We are nothing without the students.

In order to do so, you must change the culture first (which unfortunately will require a change in people). We are perfectly capable of achieving this as an illusion to the public eye, we are very practiced at it. In reality, it is hardly possible without major changes taking place. As a member of this organization that has been here right at 1 1/2 years (and thus not biased to my retirement plan), I have been here long enough to see what's required without being assimilated into the status quo. I don't believe race or ethnicity is a problem in this situation, I believe it is predominantly composed of complacency.

Including everyone

increasing the quality of the employees like training the existing employees and hiring an experienced employees who can contribute and bring a fresh ideas.

Information Technology that is implemented by competent people.

Keep doing what is being done.

Keep our curriculum current

Lack of space

Let's be the best we can be at what we do --- let's not adopt so many new initiatives until we get things done right.

Lose the tri-institutional campus idea so Metro can shine.

Making our actions match our words.

metro state is not an ivy league university, nor should it pretend to be. our pride should be in what we are, an urban college providing the opportunity for advancement to alternative students. i understand that affordability doesn't count for much if the quality

## Employee Comments Report

isn't there, but i feel that the word "preeminence" is dismissive of what metro truly has to offer.

More of the same! Things have gotten so much better for Metro State since I started here 5 years ago. Keep bridging the Speer divide. Focus on attracting more out of state and out of nation students. Develop more graduate programs. Keep getting grants for community outreach programs. More trees on campus (what preeminent college is lacking a grove?). HEALTHY food options for students. Film and broadcast special events and speakers to expose more off-campus community members to the great things going on. More resources into online courses.

More trainings.

Need more space to take more students

Properly fund education departments. Properly staff education departments. Provide enough space to handle current student numbers. Allow Faculty and Staff to do professional development, research, and acquire grants without having to work double-time.

Quality academics are very important here. What sorts of classroom experiences do students at the best schools get compared to Metro State? Are there areas that we could make small changes to contribute to the quality of our teaching.

Quality in our educators.

Rarely the smaller educational major programs do not have sufficient release time to recruit to grow the programs. Having worked here when the college had seven deans instead of three I would say the current structure does not allow the deans to really understand the programs under them.

As the budget changes I would hope that speciality low demand courses that help us be preeminent are not lost.

Seek the welfare of the city where we are placed.

## Employee Comments Report

Spend the money on staff and equipment to keep the IT infrastructure of the campus current. This has started with the purchasing of hardware, but the staffing level and time to do the work is a huge issue!

start by training staff to do multiple jobs so that crucial administration roles are not done by students!!

The 2+2 program seems dead in the water. I would redirect resources to some of the other initiatives. I think the most important is the First Yr Success program as retention of students and graduation are the keys to making Metro a place that will attract both undergraduates and graduate students.

The College needs to clearly define what preeminence means. Is it the ability to provide educational opportunities to those who normally do not have them? Or, is preeminence changing the Metro State to a more traditional college serving already privileged students? The word preeminence can mean a variety of things to a variety of people. The College needs to define what it believes preeminence truly is.

We need to find those among the over educated who still have some common sense. Leaders that truly know what shared governance is and the leadership to truly implement it.

When you think of 'high-quality' you think of and I am not convinced that the 2+2 degrees obtained at the community colleges are going to be able uphold this standard although the theory does provide opportunity. The college has many ideas that are exciting- it is always IF they are accomplished- I hope many are.

While I appreciate the concept of preeminence, I think it should take a back seat to the current internal issues the college has. There are many problems within the institution with communication, job knowledge, procedural knowledge, and contradictory rules and policies from office to office and these problems leave a lasting, negative impression on students. Our students, past and present, have to be our biggest advocates, and from my experience, there are many students who would not advocate for Metro after having been through a degree program at this college. I think that before we can convince the rest of the world that we are a great institution, we need to become a great institution.

## Employee Comments Report

### **Question 4: If there is anything this survey did not address that you would like to add, please do so here.**

There are days when it really feels like I am a Roadrunner about to become roadkill. I know there are some who are trying very hard to prevent layoffs and furloughs. But there are others who seem to underestimate the importance of the work done by classified staff. They seem to imply that faculty are all-important and definitely far more deserving of pay increases and recognition - and that classified staff could simply be replaced by technology. There is also the impression that buildings are more important than people.

PERA is also a huge source of frustration. Will I ever even be able to retire with at least a subsistence income?

RIP Rowdy!

1. Would like to see the Presidents of the three institutions encourage collaborative efforts for fund raising at Auraria - we have a unique campus, offering unique opportunities for each of the institutions to benefit from such efforts.
2. AHEC Board to lighten parking restrictions for outside-guest to park at Auraria free (not the ticket system currently being used where departments have to purchase parking passes) to attend meetings. A system where AHEC can provide electronic parking for attendees prior to the meeting date.
3. More use of Ninth Street Park to bring the community on campus.
4. The economic cut-backs to education have impacted attitudes and enthusiasms of many at Metro State, largely impacted where the employees who were in their first year of employment and as mandated by State are paid at lowest-rate - considerations should be given to them as a priority in order to bring them to a pay-level that will lessen the burdens before across-the-board increases are given.

Again, need to get all major/minor programs at a quality level of education that will serve all students. I feel the quality of education was better in the mid-90's than it is now. All departments and offices need to work together for the benefit of the students - and that is not happening. There are way too many issues with areas not advising students correctly, putting them in wrong classes, etc. We eventually have to deal with the student at the dept. level - after all the misadvising. What ever happened to teamwork at all levels?

AHEC is hard to work with when anything goes wrong with our office space. IT is impossible to rely upon - in both ability and scheduling.

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anti-semitism, racism and misogyny abound from the PRez downward.. Never addresses only glossed over

By and large, facilities are run-down and misappropriated.

Computer equipment in staff offices needs updating. Work would go much more smoothly and efficiently if we were not having to call IT every few days to repair equipment.

Discouraging to know that your supervisor will never be in to work before 1:00 every day for over 15 years and none of his supervisors have ever addressed this.

Free parking for employees

Get rid of people in the department that do nothing but walk around with coffee mugs in their hands and would like to see more fairness. i.e. some people punch a time card and others do not and those that do not come in 10-15 minutes late each day and leave 10-15 minutes early each day and those who punch time cards work more than our 40 hours and then have to beg for comp time.

Hats off to the administration for saving us this far in the economic hard times.

I am thoroughly disappointed in how management addresses their employees. Most managers feel that they cannot effectively address their staff appropriately and therefore allow them to each work at different levels and has different standards for each person. There is no-team building. New ideas brought forth by younger generations are disregarded as they arise, and those who are preparing to retire are treated extremely well despite their lack of effort and/or ability to perform their job. The sign of a truly good and in-tune manager is one who is willing to walk with their employees and get into the most basic of jobs to understand their job. I would challenge Dr Jordan to come work with his employees both staff on the first floor of the Central Classroom building and his faculty in order to help him not only gain an understanding of the job but respect from his employees. Maybe the task could even be spread to the VP's and the board of trustees as well. Either way, I think it would have an immediate impact on the employee population.

I based my comments on my previous office. I have only been in my new office for two weeks and can not evaluate them yet. If I were still in my last job, this is what I would say. There was no other way to address this.

I believe that Metro should return to being the college that adults can turn to in addition to serving the young college student. I see a trend towards becoming another on site campus, instead of the commuter college we were created to serve. We seem to be recruiting the new, young college student. The course offerings are not offered as many diverse times as in the past. I hear students complaining that courses are not

## Employee Comments Report

offered at convenient times for working students with families. We have unroomed classes during the day, but many empty classrooms evenings and weekends.

I believe that the human resources department needs to be viewed as an office that advocates for staff and faculty. It needs adequate staffing to assist employees and represent us at the State level. I believe they are a few people short of being able to provide appropriate services to such a large faculty and staff population. Metro has 10 employees and UCD has 11, but appears to serve half as many faculty and staff as metro. The HR should be viewed positively by employees, but I believe struggle due to staffing.

I enjoy working at Metro State, however I have issues with my immediate supervisor's management skills. I wish there was a confidential way to report the problems/ discuss issues without having to worry about retaliation.

I feel that maybe there needs to be slightly more communication between all faculty/staff/administrators.

I feel that people should be reprimanded for bad behavior and poor performance - 3 strikes and you're out policy.

I have achieved perfect scores on each one of my reviews, yet have had no raise in pay for the 4+ years I have been here. There is no career path, and I feel trapped. I have had no luck in applying for another job, because my department doesn't want me to leave. Please don't forget the staff when you address preeminence. We do a lot of work here on campus.

I have no suggestions.

I realize that this is not very "PC", but in my opinion, the open enrollment policy is a mistake. There are far too many students who, quite honestly, do not belong in a four-year institution. I do not refer to individuals with disabilities, nor those with language issues, nor 'non-traditional' individuals, but those who are unwilling to try: who arrive at computer labs expecting to be taught on the spot how to log in to their MetroConnect accounts (despite having been shown last week); who come into an office with a sheet of things they are supposed to do and simply hold the list out to the staff, never having bothered to read it for themselves; who by their insistence on being 'hand-held' through every step of whatever process they must complete take four times the time and energy of any other student. I could continue with other examples, and I doubt that my point will be taken, but it might as well at least be stated. I am willing to take endless amounts of time in assisting individuals with genuine needs, but as you may see, have little patience with those who simply want everything done for them.

## Employee Comments Report

I resent the fact that we are only striving to encourage the enrollment of Hispanic students to become an HSI, when we have a responsibility to ALL ethnic groups to provide an education to our global communities here in Denver.

I think people should have a say so on whether we should have open office space in the new building. Some people can work that way and others cannot. I for one, would like walls around me. I do not work well with noise, or people running around everywhere. I need to concentrate on what I am doing.

I think that money is not used wisely. The faculty expect food and drink at just about every event which is very expensive. Large development conferences are very expensive and really aren't worth the price for what people get. Both the staff and the faculty conferences are a tremendous waste of time and resources. The speakers are not great (they are always someone's friend who really has nothing to offer), the food costs too much and making the staff conference mandatory really hurts people's work load, vacation and medical schedules and wastes staff time.

I think that our department had very low morale and it is because of the leadership that we do not have.

In our current state of economy, Supervisors, Deans and Administrators need methods to reward the hard work their staff and faculty are doing with no raises in the future planned.

IT is in transition, I answered for how it is today not what be in the future. There is a group in IT which can do no wrong and everyone else is damn during any contact with this group. It makes discussing my perceived issues something were it never gets address and has later become a problem. If I say it how I'm in the dog house and uncooperative for having pointed it out. Less stress to not speak now and wait for the later issue. I really hate this!

Also there is no really mentoring going on for forming future leaders, a bunch of folks will be retiring in the next 5 years and there are few mid level managers to move up and some of those managers do would be crazy to promote and they are not good at being leaders.

And the problem of raises. In the state of Colorado you can have in grade step raises, but not at Metro State. At Metro State the only way to get a raise is in the increasing your position grade. This means you have someone who like doing and is good at their job, there is already a mid and top level manager so this person can next to never get a raise. So you train folks and get them experience and the transfer to CCD or UCD into the same job at 35% more and have the correct staffing pattern so less work. This is a



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major problem.

Another way to think about this is

1- level 4 person

1- level 3 person

1 or more level 2 persons

1 or more level 3 persons

So you have the level 4 boss, a level 3 work leader then everyone else caps out as a level 2 or level 1. So if I hired you today you might get 1 raise, before you decided 5 years no raise, I'll take my knowledge and go where I can get a raise!

Just because a person is a supervisor, doesn't make them good at it. There needs to be an assessment in place that allows for feedback from people who can't address conflict/issues with a supervisor but so those issues can be discussed with the supervisors superior.

Just because you have advanced documented education does not mean you are smart.

Metro has a reputation in the community of being second to CU or CSU or UNC or DU changing that image to be one of them instead of second choice would be great.

Metro pays people who do the same job very differently. Salary is based on how long you have been with Metro not how much experience you have. If I have 20 years experience from a place that is not Metro, they pay me \$50,000. Some one who does the same job and has the same experience but has been here 11 years makes \$78,000. 80% of the people who work in my dept. are looking for other jobs.

My immediate supervisor has a difficult time committing to the administrative side of their assigned job duties. This person consistently turns performance plans and appraisals in months after the deadlines. This person also refuses to oversee or monitor the departments budget and delegates all facets of the process including yearly projections to the administrative assistant. Work assignments are often not clear which leaves staff to guess at what the expected outcome should be. This person has consistently shown favoritism to the only ethnic male in the department by allowing excessive absenteeism and tardiness for a number of years. This person consistently arrives at meetings late. Overall this person causes a fair amount of frustration and stress among the staff due to the factors mentioned above. Morale is low and several of the staff are contemplating leaving the institution due to the lack of leadership by the department supervisor. The majority of the negative answers on this survey are attributable to the leadership in this department. I do, however, have a great deal of respect for the institution as a whole and am proud to be a part of its goals and mission.

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I only wish that my immediate supervisor would model the appropriate behavior required of their position so that the department could better serve the college community.

One of the first few questions that were asked was "I understand the necessary requirements to advance my career". I feel that the process of getting a promotion is flawed. When I first joined Metro State as a full time employee HR personnel explained to me that my performance has nothing to do with my promotion. What I find is that the employee and the manager may agree that a particular position earned a promotion. Their superiors may be in agreement as well. But when the position goes for a review, HR decides that the position does not merit a raise. I understand the need to be equitable and that employees are getting a promotions for the right reason but if well deserving employees do not get the promotions they fully deserve it promotes mediocrity.

Parking.

Personal and interpersonal interactions within and outside of Metro.

Professional development has been taken away from classified for college degrees. Professional development has been increased only for those obtaining their masters which is very unfair. How is this preeminence? All directors should have their masters since that is what their job description calls for and yet many don't have their masters. This should be implemented immediately! Many positions across campus very similar work and yet their titles differ so that favored ones get more pay. This needs to be changed.

Senior leadership continually places importance on the satisfaction of students. The message this conveys to faculty and staff is that the students are considered more like customers. The result of this position has lead to a noticable increase in entitlement issues amongst the student body and frustrated faculty/staff. Many students are unprepared, entitled, and have the attitude that they are paying for this "grade" therefore we need to comply to their standards and do whatever it takes to "make them happy".

Students that test into remedial classes should NOT be at Metro, but at a Community College.

Take away the urgent exclamation mark on Judy Zewe's computer. Everything she has to say is not urgent, or even that important. The present administration is actually doing a pretty good job. President Jordan is moving us forward in quick, but what seems like, planned manner. It is always good to have goals to keep you moving in a positive direction, but when you see the college planning, moving and advancing, but you are standing in the same spot, it is not fun to see the parade passing you by. Don't let the staff stagnate.

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Teacher Education appears to have an almost adversarial relationship with some of the academic departments, especially in terms of curricular issues and advising. I would like to see this resolved.

Several divisions and departments are critically understaffed and have been so for years. This will become a critical issue as senior members of the workforce retire. Discrimination against women appears to be an ongoing concern in certain areas. The college needs to pay more attention to becoming global as well as multicultural. I have seen issues of discrimination against immigrants, both as employees and as students.

We have over reliance on student workers.

Human Resources and College Communications are units that need closer scrutiny and possible reorganization. Both impose restrictions on the college's employees but do not offer the necessary resources to comply with these restrictions.

There is a perception that budget cuts are only being requested of the workers and units "in the trenches." There is a perception of waste at the highest levels.

Thank you

Thank you for this survey and the opportunity to voice our opinions anonymously without fear of retaliation.

The overall feeling is that there is no reason to go above and beyond in job duties because there is no chance of a merit pay increase. There is not a reason to work as hard nor any encouragement to do so. There is a large lack in morale. I am looking at working for a different institution on campus where I will be doing the same job, with less students, and make significantly more money.

The priority that is given to the new building and the ideas behind the neighborhood and why we are doing it are really well thought out. What is not well thought out is the focus on the green building and the new push for open workspaces. I would much rather have a place to work that is quiet/private when it needs to be, well organized with space to put everything away and looks more like a "box" than a modern looking building that does not function in any way that works for the people inside the cubicles. I strongly feel it would be very depressing to staff who have been used to an office for 20+ years or more.

I appreciate the economics behind the cubicles. But the cost to productivity could be surprising to many senior level people at the college, as more of the staff are learning to deal with distraction, disruption and a new etiquette of working in an open environment.

The survey did not address three more areas where I feel I am discriminated against: age, having children, and oddly enough size. Those three reasons combined have

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caused me to have no choice in my workspace and my hours worked, while the other older, larger, and people with children have been given much consideration in those areas. Also, my supervisor believes it is alright to share personal details with other people at the institution, such as medical and health information, for instance: I had a doctor's appointment and she told other people around the institution that I had this appointment. In addition, my supervisor does not take the time to find professional development opportunities for the staff, but spends thousands of dollars on her own professional development. She also allows other staff members to "make-up" time missed, but not everyone and not everytime; I asked if I could make up a day two weeks in advance of the day and she told me "no", another co-worker asked the day before she wanted off and our supervisor said "yes", mostly because her supervisor was out of the office that day. Our supervisor refuses to train us, everytime I ask her something she takes it and does it herself. Also, I have been working here for more than 2 years, when I first started she was suppose to train me how to do something, but still has not.

The survey does not fully address the resources or lack there of on campus.

There are situations at Metro where a supervisor is removed from the day to day activities of those they supervise. It seems that in these situations, the supervisor rely too heavily on the employees opinion of themselves and the supervisor gets a lop sided (often not accurate) picture of what is really going on with these employees. I would encourage Metro to change is policies in these situations and require a supervisor to get input from thoses who actually work with the individuals before giving them a glowing review. I think the results might be a little shocking to the supervisor.

There is a ton of knowledge in this organization. There are many faculty and staff alike that are extremely smart individuals, unfortunately they all have their own agendas. Teamwork (at this time) is not an option unless you agree with everyone's agenda, which inevitably gets the organization no where. We have a leader that is a great public facing figure however inwardly he is not leading.

There was talk at one point of consolidating the leave and sick time. I believe that is a wonderful idea and would like to see that come to pass. I believe the college is doing wonderful things for their empolyees in an impossible economic climate. I believe President Jordon is the best thing to happen to this institution in years. His selfless action of returning a percentage of his pay to the school was incredibly impressive, and made me an instant fan. The halts in raises and cost of living increases have made it more difficult, being near the low end of the pay-scale of my position to start with. However, I am incredibly grateful with the support of the department and the college to retain my position.

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This survey did not address location/proximity/accessability issues of the college. It also did not cover what we thought the 'reputation' of the college was.

This survey did not provide enough blank space for further notes or ideas for the school.

this survey was thorough. thank you for the opportunity to express my opinions.

This survey was very comprehensive. Thank you.

With so many professors in one locale, maybe the faculty should get their heads together to propose better legislation so that the state would options than cutting either prison or school budgets.

Within my field there is a real disjunct between national professional standards and what is happening at Metro with regard to qualifications of employees. I feel that my education is not recognized fully and I am not adequately compensated.

Would like senior administration in individual departments to be more accountable

Would like to have eye insurance. Why can't the college put together a vision program for staff? I worked for another non-profit and we had quite a few additional benefits like vision and free eco passes to full time employees. Parking for full time faculty and staff is another issue, tired of hearing it's all about AHEC!

You should add a "don't have enough information" answer - I've been here long enough to provide intelligent feedback on some of your questions, but was forced to select not applicable on several items not because they were not applicable, but because I didn't know. For example, on many things regarding senior leadership at the university and career advancement opportunities - this is applicable to me but I don't know anything about either of those issues - so having an I don't know option may tell you if leaders need to do a better job reaching out to the employees.

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### **\*\*\* NO RESPONSE \*\*\***

#### **Question 1: What do you appreciate most about working at this institution?**

Co-workers who support me when supervisor never does.

College environment

freedom to choose schedule

Having worked for my B.S. in General Mathematics at MSCD, I appreciate being able to see the progress the college is making toward becoming recognized as an institution that stands for a quality education.

I appreciated the heart of the institution as it was intended to be by the legislature. That feeling is dissipating.

We have a president who is aloof and continues to use the word "preeminence". We need to continue to provide a good education and a good environment where learning is fun. Work on what we have and make it excellent before we jump into another arena. Our work space should be respected and not

I enjoy the urban environment and diversity of our students. Since Metro State is such a large, but undergraduate, school, I feel I can make a difference to a lot of students in terms of their preparation for work in the field or professional or graduate school. I thrive on their stories of achievement and success. The truly bright students I have met are disadvantaged in terms of economics or family support but we are sure to support them and push them to the best of their potential and abilities.

I really appreciate Metro's values of providing a viable option for people who otherwise could not enroll in higher education due to grades, socio-economic status, ethnic background, etc. President Jordan's vision beckons me to be the best I can be for the organization, but, in terms of relevant cultural change with respect to deep transformational/inspirational climatic healthy change ...nothing has happened! Let's be real. Significant/relevant/authentic climatic changes have NOT occurred. I applaud the

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President's rhetoric and actions in raising the bar (preeminence). Jordan's many and varied initiatives and accomplishments are relevant toward leading Metro State to preeminence. Having said that, I believe the immediate folks (VP's etc.) surrounding the President do not have the courage to admit their weaknesses and be as effective a leader as they could be, nor do they have the courage to be honest and truthful when advising him or they just don't get it. This is a major problem in our achieving preeminence. Where are the leaders at that level and below? History repeats itself, higher education managers repeat each other.

Most faculty/staff are very friendly. There are those to stay away from though. The diversity in the student body is a pleasure.

Seeing students, people of all ages and backgrounds learn and better their lives

Some of its people. Not those who I work directly for.

That Metro State is making a difference to many people.

The ability to be creative and do things other universities would never allow my try.

the committment to affordadable education and working with diverse populations

The diverse population of students, staff and faculty. The esprit de corps that co-workers have with one another. Overall, we are here for the students and we work as a team to achieve this goal. Often, I learn more about the institution's direction and goals from co-workers than senior management. I appreciate the Assistant and Associate Vice Presidents in Student Services as well as the Provost and Vice President of Academic Affairs and my comments regarding senior management do not reflect them. I feel they do communicate to staff and incorporate our ideas and support us. I do feel that President Jordan has done a great job communicating to staff the issues regarding the state budget and the impact on the institution, students and staff.

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### Question 2: What would make this institution a better place to work?

senior management change, culture change, performance evaluation system change, change of entire Human services department and hiring policy's

A less high handed and more even keeled administration.

Administration looking at themselves (President/VP's and AVP's) and setting the example. They cut staff and say they are NOT laying off, yet they continue to spend on unnecessary trips, seminars, and all professional development travel when lower level staff cannot/are refused the same options. Thousands could be saved if administration practiced what they preach and aren't allowed to travel up to 8 times per year or more for "professional development". In a budget crisis, there should be no travel unless absolutely for the benefit of the college and not individuals. We get mixed messages.

Administrators are leaving MSCD left and right. They are leaving primarily to our competitor on the same campus because they pay better and it seems because they are respected more. Better pay for our administrators is necessary to keep the really good ones here. Instead, it seems that we are a training center for the rest of higher ed in Colorado.

All departments and all personnel regardless of position working together for the betterment of all the students.

Although I enjoy strong support from my chair and dean, I do not receive support from much of the college staff. My department staff is deplorable: inefficient and incompetent for the stated duties. Students report staff in some college offices only being available a few times a week - and these are located in student services! The students are the reason we work here! Higher administration support for research including release time or pay for writing grants and seed money to collect preliminary data should be a priority as well as making awards to those faculty truly contributing to their fields (just as we give teaching awards). We receive pay for summer teaching, but there is no support to seek a six to seven figure grant in terms of grant writing hours or a bonus for receiving the grant when the college benefits from earning ICR, nor is there pay for hours spent conducting research for seed data to support the submission of the grants.



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equal pay for the amount of work...

I find having to walk on campus a horrible experience when young students smoke and are unconcerned about the effects of their smoking. It would seem that the best education one can guarantee all students is the safety of the campus. We now know that second-hand smoke is dangerous and carcinogenic. Why, then, is smoking permitted where the rest of the population of the campus must be exposed to the destructive effects of the habit?

More family friendly workplace flexibility like telecommuting, and things like that would help.

more social meetings

More space, updated facilities, not have students doing tech support, improving smart classroom technology

More value placed on effective hiring - hiring people who are qualified for the job.

I also feel that the individual is not valued - we are seen as easily replaceable workers who exist to make the goals of management possible, while being told that our input is important.

Need to look at Human Resources department. Decisions regarding hiring, salary and tasks seem to be made in an arbitrary fashion. There are times that the reasons given for a decision are inconsistent or insincere. The morale of the college's staff has been adversely impacted by decisions made by this department.

To stop turnover of so called 'senior leaders'. If these people stay long enough for the rest of the college to get to know them, then I think, that we could be lead in the right direction

Why be good, when we can be great?

Build extraordinary TRUST among managers, employees, clients, etc. Internal relationships (manager to manager, manager to subordinate, subordinate to

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subordinate, subordinate to manager) in the workplace develop a great deal of tension and stress which prevents employees from being the best for the organization and to each other.

We build extraordinary trust among employees on an on-going basis by being completely vulnerable, open, and transparent in all our professional dealings. Use healthy conflict to drive performance, innovation, and value. I suggest that alignment—agreement on mission, strategy, and organizational goals—gets a college only so far; strategically steered conflict can create breakthrough performance, deliver lasting innovation, and groom the next generation of leaders. Six guiding principles are offered: make sure the fight matters; focus on the future; pursue a noble purpose; keep conflict sport, not war; structure formally, but work informally; and turn pain into gain. Many Metro managers tend to view contrary points of view as personally threatening to their way of thinking and label/dismiss employees as disgruntled employees when, in fact, the employee is driven by noble purpose and strong desire for organizational success. The promotion of new ideas by subservient employees is viewed by managers not as an act of leadership but rather as a threat to their arrogant, insecure domain. These managers desire employee "group think" and "blind alignment" and are driven by "blind biases." Many times, at Metro if a subordinate disagrees with a manager, the subordinate's chances for promotion will covertly be relinquished. As an employee, I have experienced manager retaliation at Metro State. I have been in the same position for many years without promotion for political rather than competency reasons. Because of my age, gender, race, and because I challenge the status quo and do not kiss their butt, threatened/insecure managers have pigeon-holed me.

For me, tensions are the road to competitiveness, while consensus often leads to mediocrity. I believe encouraging the right fight is the hallmark of true leadership. Great ideas are born from competition, and thrive when subjected to survival of the fittest. Leaders are made, not born. Leadership is forged in times of crisis.

Another suggestion to make the workplace better is to curb the power of "protected" special interest groups at Metro State. Protected groups use their privileged status as a lever to wield power. "To a person with a hammer, everything looks like a nail." The real intention is retribution, i.e. that "it's our turn now" to be the oppressor. I understand the sentiment, however, it is not right and no one has the courage to stand up and say "enough is enough." This is unacceptable thinking and behavior and not the true lesson learned from valuing diversity. We will never achieve preeminence because decisions are made arbitrarily by personalities of unwise managers in a policy vacuum. There is no manual/constitution of principles (core values) and policies on administrative promotion or training, for example, that govern the institution and ensure consistency in decision-making and quality control. Because of the lack of policies and subsequent accountability, institutional politics destroy preeminence. Employee accountability is

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desparately needed on every level. Fear rules. Every group has an agenda (a nail to hammer) that is overbearing and works to destroy organizational progress, collaboration, equity and unity. The power and rewards system must be re-directed on serving the needs of the "greater good" of all employees and students, not just the privileged, protected special interest groups.

We have too many "managers" and not enough "leaders." Metro has too many "manager followers" and not enough "leader followers." Manager followers follow because they have to. Leader followers follow because they want to...because the leader promotes new directions that benefit the greater good. What the leader says and does is so worthwhile that it resonates with people, therefore, people choose to follow. It takes "courage" to be a leader and challenge the status quo. We need to intentionally grow leaders at Metro State. Our top-down system, I believe, produces a cadre of non-creative, co-dependent, self-serving, inauthentic, anti-growth, anti-talent expansion, untrusting, status-quo renters.

And...if we keep doing things the same way...we will only get the same results..."History repeats itself, higher education decision makers repeat each other"...which means we will never become preminent. In fact, it is more probable we will destroy ourselves. Success can never be achieved by forcing people to go along with you. We must implement new strategies that promote, grow and foster "ownership" by all employees and not "rentership."

Employee promotion policies and practices need to be revised and implemented to reward ability rather than meeting managerial favorites or special interest group quotas. Accountability, in many areas of the college, is sorely lacking. We need to institute greater accountability measures. Reward innovation and performance Supervisors need to be evaluated on how well they coach, facilitate and act as a catalyst toward employee growth and independence...not just control and compliance.

Prime employees to be self-directed and entrepreneurial.

Employees need to be developed/trained to generate their own solutions

Organizational Strategies must be shared, understood, and articulated in simple conversation by employees at the lowest level.

I believe that Metro State can be more than a balance sheet – it can be a community that makes a difference in the lives of all it has the privilege to touch...most importantly, its employees. I know my approach adds more value to the higher education system, not just in savings but also in transparency and accountability in terms of protocols and outcomes.

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### **Question 3: Metro State's goal is to achieve preeminence. Considering some of the college's current major initiatives or new ideas you may have, how do you think we can best achieve preeminence?**

a mutual collaboration and understanding of the goals among all staff

All this talk of "preeminence" is the blather of not very well educated prestige mongers. Let's just worry about doing our jobs WELL and let prestige take care of initiative. The same holds for "initiatives" -- let's be sure not to get caught up in fads.

By setting clear goals and measurable objectives to meet them. Clearly defined leadership for every project.

First Year Success won't work when at least 30% of the students shouldn't be in college in the first place. Where will you put all the students if HSI is successful? A lot of universities build buildings. 2+2 has proven to be unsuccessful and should be put to rest. A lot of universities have graduate programs. MetroLeads won't make people stop and think about us. Of the initiatives listed, the Hotel Learning Center is one example that Metro State could use to document preeminence. If preeminence is the goal, the college should focus on initiatives that are not being done anywhere else, or in very few places. Otherwise, each initiative just gets lost amidst all the more prestigious schools doing the same thing.

Good planning and long range planning need to be considered. The 2+2 program is defunct and could have been better but planning was not done very well and not given much time to develop the plans. Which is what is happening to the graduate program. More resources should be in place before we take off on a new endeavor. A central graduate office would be great to have in place for central planning and coordination. Also, we seem to continue to operate on a shoe string when these programs are put in place. How can we achieve "preeminence" when we slap programs together.

I do not know. What I mean here is that these initiatives are so dissimilar with one another that it is impossible to determine how the successful completion of these will achieve the desired results.

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I don't believe in H.S.I. initiative will benefit , i don t believe there is discrimination against woman.

on the contrary institution only interested in hiring, promoting woman this is not fair.

I don't believe in it. Trying to be the best in the nation isn't something the college should be doing. Working to be the best in the state or the best the college can be is a better goal. It is nothing short of mind boggling to me that looking nationally and internationally to be the "best" is on our radar. It doesn't fit our mission.

In these challenging economic times, nothing could be more relevant than honoring and building Metro State's climate on principles of transparency, accountability, integrity, and fairness that give us all a reason to believe that our workplace can truly uphold and model humanity's highest values. Metro needs to redesign an organizational system that produces innovative, independent, trusting, engaged, authentic, growth-oriented, talent-expanding, greater good-serving, status quo challenging, empowered organizational "owners/leaders." It's the people, stupid. The "missing initiative" is the making it an organizational top priority to attract, motivate, and retain Metro's talented workforce. I believe that American higher education is at a critical crossroad in its history. I believe that Metro's senior leadership lacks the leadership, talent, and most of all, the "courage" to make the changes I propose. History repeats itself, Metro's senior leaders repeat each other! The first priority must be "who" then "what." This means managers and employee roles must change. I'm talking about enabling all employees to grow and come up with new "what's" and new "how's." A dizzying number of studies revealing that carrot and stick can actually significantly reduce the ability of workers to produce creative solutions to problems. What motivates us once our basic survival needs are met is the ability to grow and develop, to realize our fullest potential. The truth is that, at Metro, some employees basic survival needs are not being met. We need to redistribute Metro's budget toward building greater human capital to make our college work.

Pay everyone fairly. CUPA data plays to "averages." CUPA is an out-dated, mediocrity-promoting system that destroys an organization's potential to be the best it can be. If two people do the same job with the same level of responsibility pay them the same. Gender, race, and how well an employee kisses a manager's ass should not make a difference.

Covert retaliation is and has been the strategy implemented by every supervisor I ever had at Metro State. Enough is enough. We've got to get at the root of our organization's political corruption by courageously shining the light of truth on the darkness of managerial power. Transparency and accountability are mandatory toward cleaning up

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the climate's corruption. If I was in charge, I would post everyones salary on my office wall. Organizations, like people, are self-organizing. If we truly want to achieve authentic preeminence then we must put an end to the covert internal organizational hiring and promotions political corruption. Stop it. Most everyone knows its going on, but most everyone lacks the courage to do anything about it. Where are our leaders? If we want to be preeminent then we must eliminate political corruption and promote new directions in climate, forged by organizational core values that guide us each day: to do it democratically, by being leading-edgy, by being great - not just good - by design, by sharing our message with inspirational style, by creating a ripple effect, and by inspiring healing and deep transformation.

Increase the base salaries of the bottom half, not just top brass. Allow everyone the same privileges to succeed. Top talent exits Metro State at an alarming rate. Then we hire back employees who left Metro on a consulting basis. What a waste of taxpayer money! Once hired, we must do a better job of training, growing, and retaining all productive employees, not just retaining the politically charged employees or the friends of managers employees. Redirect resources toward making employees more engaged, more entrepreneurial, more innovative, more democratic. We must create a more democratic culture. In our current culture/climate, decisions and cultural mores are driven by managerial personalities (many are insecure, dysfunctional personalities) rather than driven by organizational policies where clearly defined core values drive the organization over personalities. Policy power must trump personality positional power. All of our employees' contributions will lead us to preeminence. Our people are our most important resource!

We can best achieve preeminence by: 1. promote, teach, and ensure "excellence" at every level, in every department, in every group, in every committee/task force, in every employee - make excellence the top priority 2. attract, motivate, and retain top talent 3. strengthen our capacity to "adapt" to changing conditions. Note that all three conditions have to do with people/culture, not plans or things.

We must learn and implement a new way of doing things based on a new perspective that fits the culture, a new set of conditions and/or principles.

Enough is enough.

Look, I'm not trying to be the voice of gloom and doom here. I'm trying to light a fire. I'm speaking out because I have hope. I believe in Metro State. In my time at Metro, I've had the privilege of living through some of Metro's greatest moments. I've also experienced some of Metro's worst crises. If I've learned one thing, it's this: You don't get anywhere by standing on the sidelines waiting for somebody else to take action. Whether it's building a better mousetrap, or building a better collegiate climate, we all have a role to play. That's the challenge I'm raising in my survey response. It's a call to action to people who, like me, believe in Metro State. It's not too late, but it's getting

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pretty close. So let's shake off the bull\*?! and go to work. Let's tell 'em all, we've had enough.

Metro State should value true excellence in each field by supporting bonuses for winning grants, publishing peer-reviewed research and teaching articles and/or writing books (but not in-house lab manuals). A differentiated workload should be implemented to encourage faculty winning grants and publishing in their fields to continue to conduct research, implement the grants, and continue to improve themselves, our students, and the college. A 4/4 or 15 hour teaching load is not conducive to attaining pre-eminence by conducting and reporting the results of research by any of the faculty. It rather maintains the status quo of well-taught classes but no research footing to involve students in on campus. Additionally, if the college intends to maintain the advertised 19:1 faculty-to-student class ratio, 50 person classes should not become the norm as they recently have. The college is dangerously short in terms of faculty and staff and our grant-winning abilities (from NIH and NSF evaluators) are seriously effected as they consistently deny us based on the lack of institutional support in terms of release time, course reductions, staff to maintain and run instruments and take care of facilities/studios, and faculty research time after teaching a 4/4 load.

No comment.

The goal is a worthy one. I know I chose MSCD because of the student-professor ratio having attended CU, Boulder. But, I also read about the focus on teaching. I think that that is the most important appeal of the school. I know that the smaller class sizes are not going to be realistic, given the budget shortfall, but if emphasis is on quality teaching, MSCD can continue to gain the positive attention it seeks. Using the latest research on how the brain works in learning and incorporating what is known as best practices in presenting information, MSCD can achieve a higher level of performance.

We need more resources in terms of money, staff and technology to achieve preeminence. Metro's mission of being "the College of opportunity" is an important one and we need to keep this in mind as we move forward to preeminence. At times it seems we have too many initiatives and we don't have the staff, resources nor technology to effectively implement them. We need to do more research on the initiatives and make sure we can achieve them before we begin. We need to accomplish our current goals before we begin new ones.

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### Question 4: If there is anything this survey did not address that you would like to add, please do so here.

Faculty, across departments, should be reimbursed on a more equitable basis.

If research is up to 30% of my annual contract, teaching is much overevaluated and overvalued for its 50% and research is much undervalued and underevaluated for its 30%. In fact, although it is said to be important, the real weighting varies significantly from faculty member to faculty member with some faculty reaching exceeds expectations ratings for only attending on-campus seminars while others do not earn these ratings by being recognized within the field by winning large grants or publishing peer-reviewed papers. A poor student evaluation or dislike by staff has meant the end of a job for affiliates and faculty in my department. I do not feel valued or secure in my job even with my strong commitment to teaching, advising, service, AND research.

Metro continually publicizes that there is no more space for new students & there are severe budget cuts/problems. Then there are numerous TV and radio ads touting Metro. In our austere fiscal atmosphere this makes me furious that frivolous spending like this is done. There are better places to put all of this money to use.

Our department remains totally dysfunctional due to poor management skills (or no management). VP and AVP have no skills of communication, setting the example for the office, being honest with staff, and in fact cause chaos within staff almost on purpose. Staff themselves get along well. No one feels good in this department or safe in their position. President is perceived as protecting VP and doesn't ask for feedback on VP's actions. Campus staff totally distrust VP and have terrible experiences, but are threatened to "go along" or else. No respect on campus for VP because VP's actions, treatment of staff, self-gratification, retaliation. VP needs to be held "accountable". It is always someone else's fault on what is taking place in the department, never VP's or AVP's fault - always lower level staff.

Our technological equipment needs to be updated and not given out piecemeal. Classified employees should be addressed and respected as equal members of the team.

In the past, I felt comfortable calling HR with any question. At this time, since the



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turnover of many trusted employees has occurred it isn't comfortable to access. A previous HR director was approachable and did not scream out answers. It's discomfoting to ask for guidance on any employee issue when you are made to feel unintelligent.

So many students now arrive without basic skills. It is stressful for both students and faculty. There needs to be a place and a way for these students to succeed without the destructive effects of failing classes.

The survey is too nambie-pambie. History repeats itself, and survey makers repeat each other! How boring. It is no shock that this survey doesn't openly possess the innovation and courage to ask questions addressing humanity's highest human values of authentic climate change.

I wish the survey specifically asked a question about "leadership" (specifically, a leader's "courage" to tell their truth, to challenge the status quo and promote new directions) and its relevance to a climate survey, an organization's climate, and the significance/relevance that climate make in an organization's quest for preeminence. Context is everything.

Please don't treat people stupidly.

The survey promoters emphasize survey confidentiality to generate more responses by relinquishing fear of retaliation (which speaks volumes about an organization's climate). Then, the survey creators ask for very specific employee information that identifies every aspect of the employee so fully that a first-grader would be able to identify the employee. When you ask for everything else about an employee, you don't need to ask for their name. Thanks for providing the choice not to provide additional information about the employee. That's a good thing.

unfair gender relation questions haven't been addressed.

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### Appendix

**Preeminence** means that Metropolitan State College of Denver is recognized as a national leader in high-quality, accessible undergraduate education. The appropriate blend of theory and practice in the curriculum creates an environment that encourages achievement through continuous assessment and improvement. Engaging the community in students' education, the college provides the real-world, hands-on experiences that lead to success in education and in careers. The commitment to blending theory and practice defines a Metro State education, making it the first choice for prospective and continuing baccalaureate students. Known for a well-prepared and dedicated faculty and staff, a high-quality education, engagement with the communities it serves, and its stature in the higher education community nationally and internationally, the college is widely acknowledged as a leader in undergraduate education.

### ***Metro State Major Initiatives***

#### **First Year Success Program**

The First Year Success Program is designed for new, incoming students. While in the program, students experience; smaller class sizes, the opportunity to meet other first-semester students, special welcome programs to meet faculty and classmates, personalized advising, peer support and mentoring opportunities, tutoring options, and more. The goal of the program is to get new students acclimated to the new college environment promoting student success.

**Hispanic Serving Institution (HSI)** In April 2007, Metropolitan State College of Denver launched the goal of becoming a Hispanic Serving Institution (HSI), effectively increasing its Latino student enrollment. If enrollment of Latinos continues to grow at its current rate, the College will achieve HSI status within the next decade. The HSI designation brings benefits to all students and all faculty, with funding available for projects that range from student support programs to classroom technology. Metro State President, Stephen M. Jordan appointed the Hispanic Serving Institution Task Force in July 2007 with the explicit goal of determining a recommended path to HSI status.

#### **Student Success Building**

The Student Success Building will house all student support services in one convenient location. The four-story Student Success Building will have 143,000 square feet and include a central quad, pathways, courtyards and gathering areas. The building will house all of the College's student services including the Offices of the Registrar, Financial Aid, Student Academic Success, New Student Orientation and other critical support services. Finally, many administrative services including the Offices of the President and the Vice Presidents will be consolidated in the new building, freeing up more than 50,000 square feet of space for classrooms and faculty offices.

The building is to be the anchor of the Metro State Neighborhood on the 8.5 acres of campus between Seventh and Ninth streets along the Auraria Parkway. It will be Leadership in Energy

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and Environmental Design, gold certified and built using sustainable methods that will reduce its carbon footprint.

### **2+2 Programs**

Metro State's 2+2 degree program offers the ability to stay on your community college campus for two more years and earn your bachelor's degree from Metro State. Metro State provides the resources, the professors and the exact courses taught at Metro State's downtown campus at your community college campus. Metro State currently offers 2+2 degree programs in management, marketing, and criminal justice and criminology at Front Range Community College and programs in biology and psychology at Community College of Aurora. Plans are underway to expand the program to other area community colleges.

### **Graduate Programs**

Since Colorado Governor Bill Ritter signed HB 1295 in May 2009 authorizing Metro State to offer master's programs, the College has been working toward offering three master's degrees:

- Master of Professional Accountancy
- Master of Arts in Teaching
- Master of Social Work

Once fully approved, the accounting and teacher education programs could begin no sooner than the fall semester of 2010 and the social work program no sooner than the fall semester of 2011. At this time, it is not anticipated that any additional master's programs will start prior to fall 2012.

### **Hotel Learning Center**

The Hotel Learning Center will consist of a fully functioning, privately operated hotel, along with a learning center for students studying hospitality, tourism and events management. The Hotel Learning Center, planned for the southeast corner of Auraria and Speer Boulevards, will be a partnership between Metro State and a private corporation. The Hotel Learning Center will include a 200-room hotel and conference center, as well as 21,000 square feet of academic space for the College's Department of Hospitality Tourism and Events. When completed, it will be one of only 11 such facilities in the country and the only one located in an urban setting.

### **Metro Leads**

The Metro State Leadership Forum provides an intellectually stimulating career exploration and discovery experience for faculty, affiliate faculty, classified and exempt staff who have demonstrated exceptional promise in contributing to excellence at Metro State. Forum participants, or fellows, engage in wide ranging discussions and learning activities related to critical issues and opportunities that arise in leading and managing the higher education enterprise with the ultimate goal of becoming more effective and efficient leaders for the Metro State community.