1. Introduction

College climate surveys can be helpful in airing both the satisfactions and the concerns of those who complete them. Because such surveys are often one of the few places where individuals can raise concerns anonymously, schools where concerns are growing or strong are likely to find that concerns outweigh satisfactions in survey results. The results highlighted below, and available in a series of appendices, indicate levels of concern among Colorado College staff members that should be taken seriously by College stakeholders. This overall finding does not mean that satisfaction is shrinking or non-existent among CC staff, only that addressing staff concerns (to the extent that this is feasible) will lead to greater staff satisfaction and reduce possible morale problems.

2. Method

The 2006 Staff Council Climate Survey was posted on Survey Monkey in late November 2006. Three hundred and sixty-one staff members completed the survey between late November and late December. A complete description of respondent demographics is provided in Appendix I. Questions covered communication, community, compensation, satisfaction, stress, and a number of timely “hot topics,” and were asked in both forced-choice and open-ended ways. A complete list of closed-ended questions is provided in Appendix I. A complete list of comment categories is provided in Appendix II and a complete set of comments, organized thematically, is provided in Appendix III.

3. General Findings by Category

For all findings in this section, the most common response to each question is presented.

Communication: These findings might be summed up by saying that communication at the various levels of Colorado College is working relatively well, with the area of most concern being staff ability to play an active role in the making of major College-wide decisions. However, concern about administrative communication related to decision-making is viewed with great concern.

- Between two-fifths and half of respondents (44.9%) agree somewhat that open communication and information is encouraged at Colorado College.
- A similar proportion (45.7%) agree somewhat that they have a clear picture of the College’s goals and priorities.
- Respondents were equally likely to agree somewhat and to disagree somewhat that staff are encouraged to offer input on major College-wide decisions (29.6% for each position).
- About half of respondents (50.6%) agree strongly that they have a clear picture of their department’s goals and role within the College.
- Slightly fewer (48.6%) strongly agree that their department encourages open communication and information sharing.
- Two-fifths of respondents (40%) agree somewhat that their department encourages staff input on major decisions.
- A slightly higher proportion (43.9%) agree somewhat that in most cases, communication between their department and other College departments is effective.
- Between two-fifths and half of respondents (44.4%) strongly agree that their supervisor gives them clear directions regarding their work and the supervisor’s expectations.
- Slightly fewer respondents (42.9%) agree somewhat that they feel they have sufficient knowledge regarding rules and policies affecting them.
Between two-fifths and half of respondents (45.4%) agree somewhat that when they need on-campus information to do their jobs effectively, they know how and where to access the information.

Two-fifths of respondents (40.3%) strongly agree that they are encouraged to help make decisions that affect their jobs.

In addition, a count of spontaneous mentions of communication in the comments found 79 such mentions, of which 76% were negative, 16% were positive, and eight percent were uncategorizable.

Community: Most notable in these findings is the distinction between department/office-level community, in which respondents are most likely to strongly agree that key elements of community are working effectively, and campus-level community, in which respondents are less likely to agree that key elements of community are working successfully.

Between two-fifths and half of respondents (45.1%) agree somewhat that they thought of themselves as a respected and appreciated member of the CC community.

A third of respondents (33.6%) agree somewhat that minority perspectives are considered at all levels of the organization.

More than half of respondents (55.5%) strongly agree that the people they work with cooperate to get the job done.

Just under half of respondents (47.6%) strongly agree that people in their department support and respect one another.

Three-fifths of respondents (60%) strongly agree that their supervisor trusts and respects them.

Just over three-fifths of respondents (61.3%) strongly agree that they trust and respect their supervisor.

In addition, a count of spontaneous mentions of community in the comments found 94 such mentions, of which 36% were negative, 32% were positive, and 32% were uncategorizable.

Compensation: Taken as a whole, the answers to the compensation questions suggest a mix of satisfaction and dissatisfaction; compared to other areas, the compensation section is notable for the number of questions in which the largest single answer was “unsure” or “disagree.” Moreover, the extent to which spontaneous comments were negative suggests a strong level of concern regarding this topic.

Respondents are about equally likely to strongly agree (36.4%) and agree somewhat (35.3%) that their supervisor recognizes and rewards their job accomplishments.

About three-tenths of respondents (29.5%) agree somewhat that the salary range or pay range for their position is reasonable.

About a third of respondents (32%) disagree somewhat that they are satisfied with their pay, considering the skill and effort they put into their work.

About the same percentage (32.5%) disagree strongly that annual pay increases at the College reward superior performance.

About a third of respondents (32.4%) are unsure whether the way pay raises are determined is reasonable.

Two-fifths of respondents (41.6%) are unsure whether they are paid fairly compared to others doing similar work at the College.

About three-tenths (28.2%) of respondents are unsure whether they are paid fairly compared to others doing similar work at other organizations, while 29.9% of respondents strongly disagree that they are paid fairly compared to others doing similar work at other organizations.

About a quarter of respondents are either unsure (26.4%) whether the College recognizes exceptional employees in ways other than pay, or disagree somewhat (24.6%) with this proposal.
More than two-fifths of respondents (42.7%) agree somewhat that the overall benefits package offered at the College is reasonable.

Respondents overwhelmingly agree that the leave policies available to them are reasonable (38.2% strongly agree, 34.4% agree somewhat).

Given a list of benefits packages, respondents were most likely to strongly agree that all of the packages were important to them, with the exception of Emeriti.

Respondents were split on whether the out-of-pocket costs of the benefits were reasonable. For health, dental, vision and life insurance benefits, equal proportions of respondents agree somewhat or disagree strongly that the costs are reasonable (41.2%, 37.4%, 30.1% and 29.8% respectively). For long-term disability, a quarter each of respondents (25.1%) agree somewhat or strongly disagree that costs are reasonable, with a third (34.1%) unsure. Between two-fifths and half of respondents (45.6%) strongly agree that the out-of-pocket costs for TIAA-CREF are reasonable. More than a quarter of respondents (27.5%) are unsure whether out-of-pocket costs for Emeriti are reasonable.

In addition, a count of spontaneous mentions of pay, salary, money or compensation in the comments found 307 such mentions, of which 91% were negative, two percent were positive, and seven percent were uncategorizable.

Satisfaction: In short, staff satisfaction appears to be centered on immediate job experiences, with satisfaction rates lower on matters of staff importance in College processes. The fact that almost half of respondents had considered leaving the College suggests that the closed-ended satisfaction questions did not capture the level of dissatisfaction among staff members; opportunities for comments may have more effectively captured staff concerns.

More than half of respondents (54.8%) strongly agree that the kind of work they do in their job is rewarding and provides a feeling of personal accomplishment, and more than two-thirds (70.3%) strongly agree that they believe their job is important.

Just under half of respondents strongly agree that they have the authority they need to carry out their job responsibilities.

About three-fifths (58.1%) strongly agree that they have a good understanding of how their work contributes to the College’s overall operation.

Respondents overwhelmingly agree that they would recommend their job to someone seeking meaningful work, with over a third each strongly agreeing (37.5%) and agreeing somewhat (34.6%).

However, over a quarter of respondents (27.4%) disagree somewhat that the interests of staff are considered when changes are made in the organization, with about one-fifth each agreeing somewhat (22.4%), feeling unsure (20.3%), and disagreeing strongly (20.9%).

Of the various aspects of jobs listed, respondents were most likely to be very satisfied with professional relationships with their supervisors (49%), and to be satisfied with working conditions (52.5%), overall job satisfaction (51.8%), professional relationships with other staff (45.9%), workload (44.9%), job security (39.1%), opportunities to develop new ideas (38.3%), and opportunities for development/training (34%).

Respondents were most likely to feel neutral in terms of satisfaction with the job promotion/search process (34.4%) and the performance appraisal process (30.8%).

In no case did the largest proportion of respondents report being either dissatisfied or very dissatisfied with any of the job aspects listed.

During the two years prior to the survey, more respondents had considered leaving the College for another job than had not (47.8% vs. 41.6%, respectively), but only 32.1% of respondents reported receiving at least one firm job offer from another employer.

Stress: While stress is clearly present to some degree for many staff members, the fact that no more than moderate stress is reported, and only for a handful of items, is a good sign for the College and its staff members.
• Of a list of potentially stressful work and life situations, none was most likely to been considered a source of extreme stress.
• Situations most likely to be considered a source of moderate stress include the performance review process (31.6%), workload (27.9%), institutional procedures and “red tape” (32.4%), and organizational changes (28.6%).
• Situations most likely to be considered a source of slight stress include time pressure and deadlines (32%) and other sources of stress (30.9%).
• Respondents were most likely to say that working at CC over the past year had moderately enhanced their work knowledge/skills/abilities (48.7%), their career/job opportunities (28.4%), and their personal growth and fulfillment (37.6%).

“Hot Topics:” Web Time Entry:
• About three-tenths of respondents (31.8%) agree somewhat that the reasons for the implementation of Web Time Entry have been communicated to them clearly, and more than a quarter of respondents (27.9%) agree somewhat that reasonable efforts have been made to ease the impacts of Web Time Entry for non-exempt staff.
• In addition, a count of spontaneous mentions of Web Time Entry (or WTE) in the comments found 52 such mentions, of which 79% were negative, six percent were positive, and 15% were uncategorizable.

The gap between the findings from the two forced-choice questions and the comments is striking but reasonable, given that Web Time Entry is primarily a concern for the non-exempt subset of staff members.

“Hot Topics:” Parking: In sum, staff response to the entire parking policy is largely though not completely negative, with the greatest negativity involving the original decision, the lack of staff input into the decision, and specific matters of cost.
• Just under two-thirds of respondents (63.6%) purchased an annual parking permit for the 2006-2007 academic year.
• Two-fifths of respondents (40.1%) agree somewhat that they are satisfied with communication to staff regarding the parking program.
• Three-tenths to a third of respondents are unsure whether they are satisfied with current enforcement of the parking program (31.8%) and with the success of the program’s implementation (34%).
• Almost half of respondents (46.8%) strongly disagree that they are satisfied with the decision to charge for parking.
• About two-fifths strongly disagree that they are satisfied with staff input on the parking policy (39%) and the current cost of parking fees (41.3%).
• About a third of respondents (32.1%) are extremely concerned with the future cost of campus parking.
• Just over a quarter of respondents (26.5%) are moderately concerned with future enforcement of campus parking.
• In addition, a count of spontaneous mentions of parking in the comments found 120 such mentions, of which 93% were negative, two percent were positive, and five percent were uncategorizable.

“Hot Topics:” Emeriti: While some respondents are unsure about their satisfaction with Emeriti, as with parking, the overwhelming response among staff seems to be dissatisfaction.
• Just over a quarter of respondents disagree strongly that they are satisfied with the decision to implement the Emeriti program (27.1%), with the program’s implementation process (26.2%), and with the current cost of the program (25.9%).
• Just over three-tenths of respondents (31.6%) are unsure whether they are satisfied with the future cost of the program.
• In addition, a count of spontaneous mentions of Emeriti in the comments found 67 such mentions, of which 90% were negative, five percent were positive, and five percent were uncategorizable.

4. Specific Satisfactions

On a practical, day-to-day basis, satisfaction is fairly high. As mentioned in a Staff Council meeting in which the executive summary was discussed, staff members tend to be relatively happy in their own spheres, except for supervisor concerns. It is notable that people play such a large role in making life at the College a positive experience, with three of the four categories of people listed falling in the top four areas of satisfaction mentioned. While rewarding work is mentioned quite often, areas such as benefits and work schedule fall relatively low in the list. Respondents made 560 total mentions of satisfactions, which fell into 31 categories.

• Co-workers topped the list (62 mentions)
• CC environment/atmosphere and students (61 mentions each)
• People in general (53)
• Rewarding and fulfilling work (48)
• Sense of community (35)
• Benefits (24)
• Supervisors (22)
• Work schedule and flexibility (19)
• The mission and values of the school (16)

Appendix IV provides an analysis of Colorado College staff satisfactions and concerns, organized to show where different satisfactions may build on each other as well as ways that different concerns may exacerbate each other. The most important types of satisfactions for CC staff may occur at cultural (campus atmosphere, mission/values, community/communication) and individual (people, work, sense of job security) levels.

5. Specific Concerns

Respondents made 1316 total mentions of concerns, which fell into 70 categories. While many of the concerns were only mentioned a few times, several were mentioned quite frequently; the top ten concerns mentioned were

• Low pay (154 mentions)
• Parking (68)
• Communication related to policy changes (62)
• Emeriti (59)
• Devaluation of staff, inequality/hierarchy and supervisor difficulties (49 mentions each)
• Administrative decision-making (48)
• Benefits (47)
• Web Time Entry (42)

A complete list of concerns is provided in Appendix II.

The survey findings support insights of Staff Council originally presented in the September 12, 2006 document, “5 current issues of morale at CC and ideas to address these issues.”

The first morale issue presented in this document was a sense on the part of staff that they are moving down in the list of priorities at Colorado College, and are not highly valued.” This issue, and its discussion in the September 2006 document, receives support in survey comments about
low pay (154 mentions), parking (68 mentions), Web Time Entry (42 mentions), leave policies (40 mentions).

The second morale issue was “an environment in which rumors thrive,” driven by a “lack of transparency.” This issue, and its discussion in the September 2006 document, receives support in survey comments about communication related to policy changes (62 comments), devaluation of staff (49 mentions), administrative decision-making (48 mentions), and job security concerns (eight mentions).

The third morale issue was the fact that the class system identified during the 2003 climate survey is still in place. This issue, and its discussion in the September 2006 document, receives support in survey comments about devaluation of staff and inequality/hierarchy (49 mentions each), faculty elitism (nine mentions), faculty priority over staff (six mentions), and unspecified elitism (three mentions).

The fourth morale issue was the feeling on the part of staff that they were being dictated to instead of having a part in decision-making processes. While this issue was most directly documented in survey comments about communication related to policy changes (62 comments) and administrative decision-making (48 mentions), comments about parking (68 mentions) and Emeriti (59 mentions) included concerns about the lack of staff input in these decisions.

The fifth morale issue was feelings of resignation on the part of staff members that current problems could not be addressed and that attempts to address them could be “dangerous.” This issue, and its discussion in the September 2006 document, receives support in survey comments about generalized distrust (13 mentions) and self-censorship (seven mentions). More generally, because staff identify concerns at so many levels (administration, faculty, supervisors, students), such resignation should not be surprising.

As noted above, Appendix IV indicates potential relationships between different staff concerns. The greatest concerns cluster at structural and cultural levels. Key structural concern clusters include administrative power and administrative outcomes (such as Emeriti and parking). Key cultural concerns include a sense of College failure to live up to its mission and values, atmosphere concerns, community concerns and communication concerns. In addition to several department/office-level concerns there are several individual-level concerns, among them what might be called “immediate climate” concerns. Structural and cultural concerns intersect and reinforce each other, as well as exacerbating (and in some cases causing) individual-level concerns.

Appendix V indicates demographic breakouts on selected areas of concern. The breakouts confirm the differing extent to which parking, Emeriti and select stressors are experienced as problematic across college rank (non-exempt, exempt, and administration). The most varying group in terms of answers appears to be exempt staff, who fall with non-exempt staff in some cases and with administrators in others. Administrators are less worried than others about the “hot topics”, but report experiencing moderate levels of stress on more different fronts than do other staff members.

Appendix VI compares findings from the 2003 and 2006 Staff Council climate surveys. Between 2003 and 2006, there has been improvement in staff communication at the departmental level; in staff morale at the departmental and individual levels; in supervisor recognition and rewarding of job accomplishments; in sense of personal accomplishment; in authority to carry out job responsibilities; and in six of nine aspects of job satisfaction. Many stressors decreased in 2006, although two stressors showed an increase. Areas where 2003 responses were more positive than 2006 responses include having a clear picture of the College’s goals and priorities; feeling encouraged to offer input on major College-wide decisions; feeling that the way pay raises are determined is reasonable; and feeling that one is paid fairly compared to others doing similar work at the College.
6. Recommendations

Respondents made few recommendations, though recommendations were apparent in many of the concerns raised in comments. In general, there are four major areas of concern for which recommendations could be made. The first area, which may be termed “staff disempowerment,” could be addressed by the administration genuinely seeking staff input on future decisions that affect either the campus as a whole or non-administrator staff in particular. This would involve more explicit power-sharing on the part of the administration. Many of the specific concerns about pay, benefits, parking and so on could be addressed as part of this recommendation. The second area, “staff devaluation,” could be addressed by a concerted effort across the campus to change both individual-level practices of cruelty to staff and cultural practices that fail to appreciate staff (particularly non-administrator staff) for the work they do. Students, faculty and administrators could reflect on ways that they feel valued by the campus, and could work with other staff members to make sure that everyone is – and feels – properly valued. The third area concerns the campus atmosphere more generally, with a particular focus on community. The campus as a whole could make a commitment to determine how exactly community might be deepened and strengthened on campus, and could provide time, resources (particularly money) and energy to make sure that our community is one of our strengths rather than the weakest link. Finally, communication at all levels of the organization could be improved. While the term “transparency” is often considered a buzz-word, in this instance it would become a way of assuring that those with more power at CC are accountable to those with less power. Communication would also have to involve administrators genuinely listening to other staff members (and faculty members genuinely listening to non-administrator staff).

These recommendations are quite general, since it is the role of the campus as a whole, guided by Staff Council, to bring such recommendations to life; it is certainly not the place of the IR Office to do so. To provide some context for the recommendations, this Executive Summary concludes with selected (and abbreviated) recommendations from the September 2006 Staff Council morale document.

1. Publicly acknowledge the issues – it is always comforting for people to see that those in leadership positions know what the issues are and are working to address them.
2. Reassure the campus that its people (staff in addition to faculty and students) really are the heart of the institution and are valued highly.
3. Back up the acknowledgment and reassurance with a specific plan of action. Some possibilities:
   - Take any steps necessary to recommit as a college to the self-sufficiency wage, and to immediately begin paying such a wage where salary increases have fallen short in recent years. While employees did not specifically mention the self-sufficiency wage in so many words, their concerns about low pay exacerbated by mandatory self-paid benefits should be taken as an indirect indication that the self-sufficiency wage is needed urgently.
   - Take any steps necessary to allow staff members to opt out of Emeriti if they prefer to do so.
   - Provide prorated vacation leave for less than 12-month employees, and sick leave for part time staff.
   - Send a message to the campus following up on concerns about the parking fee and committing to a freeze of the fee for a certain number of years (or perhaps a maximum amount that it will increase) and insuring that parking fee tiers are adjusted each year so that salary increases less than or equal to the salary pool figure will not move individuals to a higher tier.
   - Consider reorganizing the Business and Finance Division to make the Human Resources department a direct report to the President.
   - Assess our current campus committees to determine which ones would be valuable resources for vetting policy decisions, thus allowing many staff to be a part of the process.
   - Coordinate a consistent method of communicating the arrival and departure of staff.
• Close offices for Fall Conference in order to make sure all staff are able to attend.
• Expand on recent efforts to include Staff Council in decision-making processes, and make that fact public.
• Solicit feedback from Staff Council when preparing communication to the campus about an issue that affects staff.
• Communicate specific avenues whereby staff may express concerns without fear of repercussion.
• Commit to a plan that greatly enhances internal communication at CC to improve understanding and transparency.
• Provide strong support for the employee mentor program.
• Support the creation of an employee recognition program that rewards people for their great work.
• Consider changing the structure of Senior Staff meetings. Some sub ideas:
  - Make publicly available meaningful summaries of meeting minutes.
  - Open certain Senior Staff meetings to the campus so that anyone who wishes to can attend.
  - Invite both the Faculty Executive Committee and Staff Council to appoint a representative to attend Senior Staff meetings in order to enhance communication.
  - Consider publishing a newsletter a few times per year that summarizes the work of Senior Staff.
4. Follow through with the plan of action, and keep the community apprised of the progress on action items (via multiple modes of communication).
5. Ensure this is an ongoing initiative, not a one-time event.

Appendices (available separately)

Appendix I: Overall Results from the 2006 Staff Climate Survey
Appendix II: Categories of Staff Council 2006 Climate Survey Comments
Appendix III: Staff Council 2006 Climate Survey: Thematic Organization of Comments
Appendix IV: CC Staff Satisfactions and Concerns: A Systematic Approach
Appendix V: Demographic Breakouts on Selected Areas of Concern
Appendix VI: Comparing 2003 and 2006 Staff Council Climate Survey Findings
Appendix I: Overall Results for the 2006 Colorado College Staff Climate Survey

All results are given as percentages, and filtered results are available from Staff Council upon request (please e-mail staffcouncil@coloradocollege.edu). The overall results include the following sections: communication, community, compensation, satisfaction, stress, and hot topics.
2006 Staff Climate Survey, Part 2: Communication

10. Open communication and information sharing is encouraged at the College

11. I have a clear picture of the College's goals and priorities

12. Staff are encouraged to offer input on major College-wide decisions
13. I have a clear picture of my department's goals and role within the College

14. My department encourages open communication and information sharing

15. My department encourages Staff input on major decisions
16. In most cases, the communication between my department and the other departments within the College is effective.

17. My supervisor gives me clear directions regarding my work and her/his expectations.

18. I feel I have sufficient knowledge regarding the rules and policies that affect me.
19. When I need on-campus information to do my job effectively, I know how and where to access it.

20. I am encouraged to help make decisions that affect my job.
22. I think of myself as a respected and appreciated member of the Colorado College community

23. Minority perspectives are considered at all levels in the organization

24. The people I work with cooperate to get the job done
25. People in my department support and respect one another

26. My supervisor trusts and respects me

27. I trust and respect my supervisor
2006 Staff Climate Survey, Part 4: Compensation

29. My supervisor recognizes and rewards my job accomplishments

30. The salary/pay range for my position is reasonable

31. Considering the skill and effort I put into my work, I am satisfied with my pay
32. Annual pay increases at the College reward superior performance

33. The way pay raises are determined is reasonable

34. I am paid fairly compared to others doing similar work at the College
35. I am paid fairly compared to others doing similar work at other organizations

36. The College recognizes exceptional employees in ways other than pay

37. I believe that the overall benefits package offered at the College is reasonable
40. The leave policies available to me are reasonable.

38. The following benefits packages are important to me (in %)

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Agree Strongly</th>
<th>Agree Somewhat</th>
<th>Unsure</th>
<th>Disagree Somewhat</th>
<th>Disagree Strongly</th>
<th>Not Relevant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health</td>
<td>86.3</td>
<td>4.7</td>
<td>0.3</td>
<td>0.3</td>
<td>4.7</td>
<td>8.2</td>
</tr>
<tr>
<td>Dental</td>
<td>69.9</td>
<td>20.6</td>
<td>1.2</td>
<td>0.9</td>
<td>20.6</td>
<td>7.4</td>
</tr>
<tr>
<td>Tuition Remission</td>
<td>38.7</td>
<td>15.9</td>
<td>7.3</td>
<td>4.0</td>
<td>15.9</td>
<td>30.8</td>
</tr>
<tr>
<td>Vision</td>
<td>44.5</td>
<td>28.2</td>
<td>5.3</td>
<td>6.5</td>
<td>28.2</td>
<td>11.9</td>
</tr>
<tr>
<td>Long Term Disability</td>
<td>46.9</td>
<td>27.6</td>
<td>11.6</td>
<td>3.9</td>
<td>27.6</td>
<td>8.0</td>
</tr>
<tr>
<td>TIAA-CREF</td>
<td>81.0</td>
<td>10.5</td>
<td>3.5</td>
<td>1.5</td>
<td>10.5</td>
<td>2.6</td>
</tr>
<tr>
<td>Emeriti</td>
<td>19.2</td>
<td>13.7</td>
<td>20.1</td>
<td>8.2</td>
<td>13.7</td>
<td>15.2</td>
</tr>
<tr>
<td>Life Insurance</td>
<td>42.0</td>
<td>27.3</td>
<td>12.3</td>
<td>6.0</td>
<td>27.3</td>
<td>6.9</td>
</tr>
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</table>

39. I think the out-of-pocket costs of the following benefits are reasonable (in %)

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Agree Strongly</th>
<th>Agree Somewhat</th>
<th>Unsure</th>
<th>Disagree Somewhat</th>
<th>Disagree Strongly</th>
<th>Not Relevant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health</td>
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<td>41.2</td>
<td>7.1</td>
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<td>41.2</td>
<td>9.7</td>
</tr>
<tr>
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<td>30.6</td>
<td>37.4</td>
<td>7.9</td>
<td>8.5</td>
<td>37.4</td>
<td>10.3</td>
</tr>
<tr>
<td>Vision</td>
<td>22.7</td>
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<td>17.1</td>
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<td>Long Term Disability</td>
<td>22.5</td>
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<td>34.1</td>
<td>4.5</td>
<td>25.1</td>
<td>9.9</td>
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<tr>
<td>TIAA-CREF</td>
<td>45.6</td>
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<tr>
<td>Emeriti</td>
<td>13.0</td>
<td>13.0</td>
<td>27.5</td>
<td>6.2</td>
<td>13.0</td>
<td>17.5</td>
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<tr>
<td>Life Insurance</td>
<td>26.2</td>
<td>29.8</td>
<td>24.7</td>
<td>4.2</td>
<td>29.8</td>
<td>12.3</td>
</tr>
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</table>
2006 Staff Climate Survey, Part 5: Satisfaction (Job/Work Tasks)

42. The kind of work I do in my job is rewarding and gives me a feeling of personal accomplishment

43. I believe my job is important

44. I have the authority I need to carry out my job responsibilities
45. I have a good understanding of how my work contributes to the College's overall operation.

46. The interests of staff are considered when changes are made in the organization (e.g., new policies and procedures).

47. I would recommend my job to someone seeking meaningful work.
48. How satisfied are you with the following aspects of your job?

<table>
<thead>
<tr>
<th>Item</th>
<th>Very satisfied</th>
<th>Satisfied</th>
<th>Neutral</th>
<th>Dissatisfied</th>
<th>Very dissatisfied</th>
<th>Does not apply</th>
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<tr>
<td>Professional relationships with other staff</td>
<td>48</td>
<td>42</td>
<td>8</td>
<td>0</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Professional relationship with supervisor</td>
<td>44</td>
<td>35</td>
<td>11</td>
<td>5</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Job security</td>
<td>33</td>
<td>39</td>
<td>18</td>
<td>7</td>
<td>2</td>
<td>2</td>
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<tr>
<td>Workload</td>
<td>13</td>
<td>47</td>
<td>16</td>
<td>19</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Working conditions (hours physical comfort)</td>
<td>27</td>
<td>61</td>
<td>3</td>
<td>6</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Performance appraisal process</td>
<td>11</td>
<td>39</td>
<td>26</td>
<td>13</td>
<td>10</td>
<td>2</td>
</tr>
<tr>
<td>Job promotion/search process</td>
<td>15</td>
<td>31</td>
<td>23</td>
<td>20</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>Opportunities for development/training</td>
<td>33</td>
<td>49</td>
<td>7</td>
<td>8</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Opportunities to develop new ideas</td>
<td>42</td>
<td>39</td>
<td>10</td>
<td>8</td>
<td>2</td>
<td>0</td>
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<tr>
<td>Overall job satisfaction</td>
<td>34</td>
<td>54</td>
<td>7</td>
<td>3</td>
<td>0</td>
<td>2</td>
</tr>
</tbody>
</table>

49. During the last two years have you:

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>Does not apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>Considered leaving the College for another job?</td>
<td>47.8</td>
<td>41.6</td>
<td>10.6</td>
</tr>
<tr>
<td>Received at least one firm job offer from another employer?</td>
<td>32.1</td>
<td>48.9</td>
<td>18.9</td>
</tr>
</tbody>
</table>
2006 Staff Climate Survey, Part 6: Stress

54. To what extent have each of the following been a source of stress for you during the last year?

<table>
<thead>
<tr>
<th>Stressor</th>
<th>Extreme</th>
<th>Moderate</th>
<th>Slight</th>
<th>Not at all</th>
<th>Does not apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance review process</td>
<td>9.9</td>
<td>31.6</td>
<td>22.7</td>
<td>27.5</td>
<td>8.4</td>
</tr>
<tr>
<td>Committee work</td>
<td>2.1</td>
<td>16.5</td>
<td>17.1</td>
<td>33.6</td>
<td>30.6</td>
</tr>
<tr>
<td>Faculty</td>
<td>8.1</td>
<td>23.1</td>
<td>21.0</td>
<td>34.5</td>
<td>13.2</td>
</tr>
<tr>
<td>Staff</td>
<td>5.1</td>
<td>19.3</td>
<td>33.0</td>
<td>38.7</td>
<td>3.9</td>
</tr>
<tr>
<td>Students</td>
<td>1.8</td>
<td>14.3</td>
<td>28.0</td>
<td>50.0</td>
<td>6.0</td>
</tr>
<tr>
<td>Working hours</td>
<td>6.0</td>
<td>21.9</td>
<td>23.1</td>
<td>47.6</td>
<td>1.5</td>
</tr>
<tr>
<td>Workload</td>
<td>17.8</td>
<td>27.9</td>
<td>25.5</td>
<td>27.3</td>
<td>1.5</td>
</tr>
<tr>
<td>Physical demands</td>
<td>2.1</td>
<td>6.8</td>
<td>17.6</td>
<td>64.9</td>
<td>8.6</td>
</tr>
<tr>
<td>Time pressure/deadlines</td>
<td>11.8</td>
<td>27.8</td>
<td>32.0</td>
<td>26.6</td>
<td>1.8</td>
</tr>
<tr>
<td>Institutional procedures and 'red tape'</td>
<td>17.3</td>
<td>32.4</td>
<td>26.8</td>
<td>18.5</td>
<td>5.1</td>
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<tr>
<td>Organizational changes</td>
<td>18.2</td>
<td>28.6</td>
<td>23.5</td>
<td>24.4</td>
<td>5.4</td>
</tr>
<tr>
<td>My supervisor</td>
<td>9.8</td>
<td>16.1</td>
<td>23.8</td>
<td>48.5</td>
<td>1.8</td>
</tr>
<tr>
<td>Colleagues</td>
<td>2.7</td>
<td>13.8</td>
<td>37.4</td>
<td>44.3</td>
<td>1.8</td>
</tr>
<tr>
<td>Subtle discrimination</td>
<td>3.0</td>
<td>6.9</td>
<td>17.4</td>
<td>66.2</td>
<td>6.6</td>
</tr>
<tr>
<td>Lack of personal time</td>
<td>10.1</td>
<td>18.1</td>
<td>26.7</td>
<td>41.5</td>
<td>3.6</td>
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<tr>
<td>Managing household responsibilities</td>
<td>9.9</td>
<td>27.5</td>
<td>27.5</td>
<td>31.9</td>
<td>3.3</td>
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<tr>
<td>Child care</td>
<td>3.9</td>
<td>6.9</td>
<td>6.0</td>
<td>29.9</td>
<td>53.4</td>
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<tr>
<td>Care of an elderly parent</td>
<td>3.0</td>
<td>8.9</td>
<td>9.5</td>
<td>28.7</td>
<td>50.0</td>
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<tr>
<td>My physical health</td>
<td>5.7</td>
<td>15.0</td>
<td>32.1</td>
<td>39.3</td>
<td>7.8</td>
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<tr>
<td>Other sources of stress</td>
<td>8.6</td>
<td>23.5</td>
<td>30.9</td>
<td>21.4</td>
<td>15.6</td>
</tr>
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</table>

55. Over the past year, to what extent did working at CC enhance the following?

<table>
<thead>
<tr>
<th>Item</th>
<th>Extreme</th>
<th>Moderate</th>
<th>Slight</th>
<th>Not at all</th>
<th>Does not apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work knowledge skills and abilities</td>
<td>17.8</td>
<td>48.7</td>
<td>20.8</td>
<td>10.4</td>
<td>2.4</td>
</tr>
<tr>
<td>Career/job opportunities</td>
<td>12.5</td>
<td>28.4</td>
<td>24.5</td>
<td>27.5</td>
<td>7.2</td>
</tr>
<tr>
<td>Personal growth and fulfillment</td>
<td>14.8</td>
<td>37.6</td>
<td>31.7</td>
<td>13.3</td>
<td>2.7</td>
</tr>
</tbody>
</table>
57. The reasons for the implementation of Web Time Entry have been communicated to me clearly.

58. Reasonable efforts have been made to ease the impacts of Web Time Entry for nonexempt staff.

59. Did you purchase an annual parking permit?

<table>
<thead>
<tr>
<th>Answer</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>63.6</td>
</tr>
<tr>
<td>No</td>
<td>36.4</td>
</tr>
</tbody>
</table>
60. Regarding the new parking policy, I am satisfied with (in %)

<table>
<thead>
<tr>
<th>Item</th>
<th>Agree Strongly</th>
<th>Agree Somewhat</th>
<th>Unsure</th>
<th>Disagree Somewhat</th>
<th>Disagree Strongly</th>
<th>Not Relevant</th>
</tr>
</thead>
<tbody>
<tr>
<td>The decision to charge for parking</td>
<td>8.4</td>
<td>16.5</td>
<td>8.4</td>
<td>17.1</td>
<td>46.8</td>
<td>2.7</td>
</tr>
<tr>
<td>The staff input on the parking policy</td>
<td>6.9</td>
<td>11.1</td>
<td>17.7</td>
<td>20.4</td>
<td>39.0</td>
<td>4.8</td>
</tr>
<tr>
<td>The current cost of current parking fees</td>
<td>5.4</td>
<td>16.3</td>
<td>9.3</td>
<td>23.8</td>
<td>41.3</td>
<td>3.9</td>
</tr>
<tr>
<td>The current enforcement of the parking program</td>
<td>11.2</td>
<td>22.7</td>
<td>31.8</td>
<td>8.2</td>
<td>19.4</td>
<td>6.7</td>
</tr>
<tr>
<td>The success of the parking program's implementation</td>
<td>9.9</td>
<td>18.4</td>
<td>34.0</td>
<td>11.4</td>
<td>21.7</td>
<td>4.5</td>
</tr>
<tr>
<td>Communication to staff on the parking program (memos and e-mail)</td>
<td>24.4</td>
<td>40.1</td>
<td>10.2</td>
<td>10.5</td>
<td>12.0</td>
<td>2.7</td>
</tr>
</tbody>
</table>

61. I am concerned with (in %)

<table>
<thead>
<tr>
<th>Item</th>
<th>Extremely</th>
<th>Very</th>
<th>Moderately</th>
<th>Slightly</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>The future cost of campus parking</td>
<td>32.1</td>
<td>24.0</td>
<td>23.7</td>
<td>10.5</td>
<td>9.6</td>
</tr>
<tr>
<td>The future enforcement of campus parking</td>
<td>19.5</td>
<td>15.9</td>
<td>26.5</td>
<td>15.9</td>
<td>22.3</td>
</tr>
</tbody>
</table>

62. Regarding the Emeriti program, I am satisfied with (in %)

<table>
<thead>
<tr>
<th>Item</th>
<th>Agree Strongly</th>
<th>Agree Somewhat</th>
<th>Unsure</th>
<th>Disagree Somewhat</th>
<th>Disagree Strongly</th>
<th>Not Relevant</th>
</tr>
</thead>
<tbody>
<tr>
<td>The decision to implement the Emeriti program</td>
<td>7.5</td>
<td>14.8</td>
<td>20.8</td>
<td>6.9</td>
<td>27.1</td>
<td>22.9</td>
</tr>
<tr>
<td>The implementation process of the Emeriti program</td>
<td>5.4</td>
<td>14.2</td>
<td>21.4</td>
<td>8.7</td>
<td>26.2</td>
<td>24.1</td>
</tr>
<tr>
<td>The current cost of the Emeriti program</td>
<td>4.8</td>
<td>13.3</td>
<td>23.2</td>
<td>8.1</td>
<td>25.9</td>
<td>24.7</td>
</tr>
<tr>
<td>The future cost of the Emeriti program</td>
<td>3.0</td>
<td>7.8</td>
<td>31.6</td>
<td>7.8</td>
<td>25.3</td>
<td>24.4</td>
</tr>
</tbody>
</table>

63. The following policy changes have been beneficial to the campus environment (in %)

<table>
<thead>
<tr>
<th>Item</th>
<th>Agree Strongly</th>
<th>Agree Somewhat</th>
<th>Unsure</th>
<th>Disagree Somewhat</th>
<th>Disagree Strongly</th>
<th>Not Relevant</th>
</tr>
</thead>
<tbody>
<tr>
<td>The new designations of Staff (exempt and non-exempt) in place of the former designations (administrators and support staff)</td>
<td>11.2</td>
<td>18.4</td>
<td>40.2</td>
<td>11.2</td>
<td>10.6</td>
<td>8.5</td>
</tr>
<tr>
<td>Inclusion of non-exempt staff in campus events formerly limited to faculty and exempt staff</td>
<td>39.3</td>
<td>23.3</td>
<td>25.7</td>
<td>3.6</td>
<td>1.5</td>
<td>6.6</td>
</tr>
</tbody>
</table>
64. I would be in favor of occasional all-campus staff meetings (please suggest topics below)

65. Please answer the following (in %)

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have nominated myself or someone else to serve on Staff Council.</td>
<td>27.1</td>
<td>72.9</td>
</tr>
<tr>
<td>I have served on Staff Council (or its predecessors SSAC or CAI).</td>
<td>18.4</td>
<td>81.6</td>
</tr>
<tr>
<td>Not counting today have you ever visited the Staff Council website?</td>
<td>57.4</td>
<td>42.6</td>
</tr>
</tbody>
</table>
## Appendix II: Categories of Staff Council 2006 Climate Survey Comments

### I. Alphabetical

<table>
<thead>
<tr>
<th>Concerns</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Decision-Making</td>
<td>48</td>
</tr>
<tr>
<td>Atmosphere (general)</td>
<td>13</td>
</tr>
<tr>
<td>Banner</td>
<td>3</td>
</tr>
<tr>
<td>Benefits (general)</td>
<td>47</td>
</tr>
<tr>
<td>Bureaucracy</td>
<td>9</td>
</tr>
<tr>
<td>Budget Process</td>
<td>8</td>
</tr>
<tr>
<td>Communication Between Departments/Offices</td>
<td>5</td>
</tr>
<tr>
<td>Communication: General</td>
<td>12</td>
</tr>
<tr>
<td>Communication Related to Policy Changes</td>
<td>62</td>
</tr>
<tr>
<td>Communication Within Department/Offices</td>
<td>13</td>
</tr>
<tr>
<td>Corporatization</td>
<td>19</td>
</tr>
<tr>
<td>Department Leadership Decision-Making</td>
<td>3</td>
</tr>
<tr>
<td>Devaluation of Staff</td>
<td>49</td>
</tr>
<tr>
<td>Distrust (general)</td>
<td>13</td>
</tr>
<tr>
<td>Divisiveness (unspecific)</td>
<td>2</td>
</tr>
<tr>
<td>Elitism (unspecific)</td>
<td>3</td>
</tr>
<tr>
<td>Emeriti</td>
<td>59</td>
</tr>
<tr>
<td>Evaluation Process</td>
<td>14</td>
</tr>
<tr>
<td>Faculty-Administration Tensions</td>
<td>8</td>
</tr>
<tr>
<td>Faculty Elitism</td>
<td>9</td>
</tr>
<tr>
<td>Faculty Priority over Staff/Too Much Faculty Power</td>
<td>6</td>
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<tr>
<td>Faculty-Staff Relations (other)</td>
<td>10</td>
</tr>
<tr>
<td>Health/Dental Insurance</td>
<td>26</td>
</tr>
<tr>
<td>Hiring Practices</td>
<td>18</td>
</tr>
<tr>
<td>HR Concerns</td>
<td>13</td>
</tr>
<tr>
<td>Inequality and Hierarchy/Class Structure</td>
<td>49</td>
</tr>
<tr>
<td>Isolationism</td>
<td>6</td>
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<tr>
<td>IT Concerns</td>
<td>3</td>
</tr>
<tr>
<td>Job Security Concerns</td>
<td>8</td>
</tr>
<tr>
<td>Job Training</td>
<td>3</td>
</tr>
<tr>
<td>Lack/loss of Community across Campus</td>
<td>26</td>
</tr>
<tr>
<td>Lack/loss of Community within Depts./Offices</td>
<td>7</td>
</tr>
<tr>
<td>Lack of Appreciation of Staff</td>
<td>20</td>
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<tr>
<td>Lack of Diversity</td>
<td>9</td>
</tr>
<tr>
<td>Lack of Growth Opportunities</td>
<td>30</td>
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<tr>
<td>Lack of Professional Development Opportunities</td>
<td>9</td>
</tr>
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<td>Leave Policies</td>
<td>40</td>
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<tr>
<td>Loss of Employee Recognition Practices</td>
<td>7</td>
</tr>
<tr>
<td>Low Pay</td>
<td>154</td>
</tr>
<tr>
<td>Mission/Values: Failure to Practice</td>
<td>14</td>
</tr>
<tr>
<td>Morale Problems (general)</td>
<td>6</td>
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<tr>
<td>Parking</td>
<td>68</td>
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<td>Pay (general)</td>
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<td>Pay Inequity at Colorado College</td>
<td>24</td>
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<td>Pay Raise Policies</td>
<td>37</td>
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<td>Category</td>
<td>Count</td>
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<tr>
<td>-------------------------------------------------------</td>
<td>-------</td>
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<tr>
<td>Personality Problems/Clashes</td>
<td>9</td>
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<tr>
<td>Politicizing the Campus</td>
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<tr>
<td>Poor Leadership</td>
<td>28</td>
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<tr>
<td>Retention Issues</td>
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<td>Reverse Discrimination</td>
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<td>Safety Issues</td>
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<td>Self-Censorship</td>
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<td>Staff Council</td>
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<td>Stress: General</td>
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</tr>
<tr>
<td>Stress: Personal Issues</td>
<td>12</td>
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<tr>
<td>Stress: Supervisor</td>
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<tr>
<td>Stress: Work Conditions</td>
<td>3</td>
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<tr>
<td>Stress: Workload</td>
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<tr>
<td>Student difficulties</td>
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<tr>
<td>Supervisor Difficulties</td>
<td>49</td>
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<tr>
<td>Town-Gown Relations</td>
<td>4</td>
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<td>Unaccountability at Higher or Highest Levels</td>
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<td>Unreasonable Standards</td>
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<td>Unspecified/Other</td>
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<tr>
<td>Web Time Entry/Logging Time</td>
<td>42</td>
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<tr>
<td>Work Experiences</td>
<td>13</td>
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<tr>
<td>Work/Home Tensions</td>
<td>6</td>
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<td>Work Load</td>
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<tr>
<td>Work Schedule</td>
<td>13</td>
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<tr>
<td>Workspace/Other Space Issues</td>
<td>5</td>
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<tr>
<td>Satisfactions</td>
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<td>Autonomy in Job</td>
<td>6</td>
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<tr>
<td>Benefits (general)</td>
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<tr>
<td>Children’s Center</td>
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<tr>
<td>Communication: General</td>
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<tr>
<td>Communication With Communities Outside CC</td>
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<tr>
<td>Communication Within Department/Office</td>
<td>12</td>
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<tr>
<td>Community</td>
<td>35</td>
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<tr>
<td>Diversity</td>
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</tr>
<tr>
<td>Emeriti</td>
<td>3</td>
</tr>
<tr>
<td>Environment/Atmosphere (general)</td>
<td>61</td>
</tr>
<tr>
<td>Health Insurance</td>
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<td>Job Security</td>
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<tr>
<td>Leave Policies</td>
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<td>Mission/Values</td>
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<td>Open-Mindedness</td>
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<td>Pay Scale</td>
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<tr>
<td>People: Co-Workers</td>
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<tr>
<td>People: Faculty</td>
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<td>People: General</td>
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<td>People: Students</td>
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<td>Progressiveness</td>
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<td>Rewarding/Fulfilling Work</td>
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<tr>
<td>Staff Council</td>
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<tr>
<td>Staff Influence/Voice</td>
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<tr>
<td>TIAA-CREF</td>
<td>9</td>
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Appendix III: Staff Council 2006 Climate Survey: Thematic Organization of Comments

- Amanda Udis-Kessler, Office of Institutional Research

Notes:
- Comments that belong somewhere other than where they were originally answered have been moved to the most appropriate location. Answers that address multiple issues have been split up so as to appear in the most appropriate category.
- An answer must appear more than once to receive its own category; otherwise it is added to an “Other” category.
- Demographic information is not provided in this organization of comments.
- Answers that begin with a “*” came from the question, “If you have thought about leaving your position at CC what was/is the main reason?”
- Answers that begin with a “**” indicate suggestions to improve staff members’ satisfaction.

Concerns

Low Pay

After checking with UCCS and Pikes Peak Comm. College about pay scales, I KNOW we are not paid reasonably.
As far as compensation, CC has always failed to take into account the value of long-term staff.
*Better pay (3 mentions)
*Better pay & benefits
By the time I retire I might be making the same salary as others in my field.
Compared to most employers in Colorado Springs we are underpaid and in the division I work in there are huge salary compression issues.
*Compensation (2 mentions)
Compensation for exempt, academic staff is very low -- even compared to other colleges in the area.
Compression is still a factor with non-exempt salaries. Non-exempt staff jobs are low-paying & dead-end.
Competence is not a factor. You just have to love your job and/or be afraid of the job.
*Desire to make more money.
Do not feel as if my wage is even close to what workers in similar positions make at other companies with similar responsibilities!
*Financial stresses
*For the amount of time and effort that I put into this job, I am just not satisfied with the amount of money that I'm making.
Given the demands of my position, the quality of my work and comparing my position to other institutions, I am underpaid.
*Greater pay.
*Higher salary
*Higher wages
I also don't like paying for parking. It's bad enough the pay sucks let alone having to pay for parking and the parking you pay for is nowhere near your department.
*I am new to the college (within the last year). However I have thought about getting an additional job to supplement the income. It is hard to raise a family on this pay.
I am not paid commensurate with the specialized type of work I perform.
*I am overworked and underpaid. I will leave the college at the end of this year. In September, I discovered 3 positions at DU and UCHSC that pay 1.5-3 times as much as my current pay that only require 1/3 of my current skills. Every month there are positions posted at these institutions for which I would be competitive. I'll finish out this academic year, but will start applying in March/April.
I am quite seriously under-paid, in direct comparison to my colleagues at other liberal arts institutions. The much lower salary ranges for my staff also make our hiring efforts much more challenging. Salary compression in our division is also a very serious issue.

* I am underpaid with no benefits.
* I can literally earn twice the pay.

I can't seem to earn enough money to get ahead. Each raise is given with the right hand and taken back with the left.

I disagree with compensation for my position because at similar facilities the compensation is much higher for the same job description. The success of the management skills are shown by the success of the revenue generated each year. The salary should more closely reflect the same type of facilities across the country.

I do not feel that my salary commensurate with the work that I do.

I do not think the salary is comparable to my level of experience, education, and job requirements.

I don't understand how HR's salary comparisons can possibly be accurate. Everyone I know who does my job at other organizations -- non-profit or not -- earns far more than I do.

I feel that the cost of living in Colorado Springs is getting out of hand and it's harder to meet and pay some of the bills if you're not at a reasonable pay scale. Not only for myself but for others with families it's a pressure if you're not on a decent pay scale.

I feel well paid emotionally at CC. Actual money is another story. If I were single, I think I would have a hard time making ends meet on my current salary. The past couple of years of increases trying to get us up to market have helped quite a bit, but I feel like we provide a lot of exceptional for an exceptional school. I wish paying us a bit above average was a priority. I would also like to put in my vote to return to monthly paychecks... probably impossible, but budgeting was much easier then.

I have no insurance and don't know if my skills are worth more elsewhere.

I have recommended CC to other folks for employment options, but warn them that the salary for staff is below the minimum standard in Colorado Springs.

* I have thought about it and put in applications, and sadly will continue to look outside CC. Money is the main reason.

I recently researched my position's State-wide compensation average and found that my salary falls in the 7th percentile among other Colorado professionals in my position. I feel that this speaks to a lack of community consideration for the financial needs of the individual as I am sure that there are others in the same situation as I am (I know of at least 2).

I think our pay (in salary terms) is paltry--I could definitely do better elsewhere, and I know that's true for many folks on our campus. Sometimes I fear I may have to take another job to make ends meet. I like it here very much though, and don't want to leave.

I think that staff are underpaid for the positions that are held and work that is done.

I think the pay here is ok, it could be better. However because of the summer hours (20 hours) are averaged in it really brings down the pay.

I think they need to look at how much they expect from us and what we have to put up with.

* I thought about leaving the college only for a better paying job. Even though I really enjoy working here, and what I do, I have to go where the money's right.

I understand the paraprofessional position is a jumping off point for former students, however the job notices and recruitment that I've gotten from other companies who need Administrative Assistants (which is basically what I do here) offer closer to $40,000 a year.

[I want] a $1.00 raise twice a year.

I was a part-time employee of the college for over five years, and during that time I never once received an hourly wage increase. In addition, despite the fact that I worked full-time hours, I was required to pay part-time rates for health insurance, and I had to fight dearly for retirement benefits. Now that I am a salaried employee, I am much happier, as I receive small salary increases and pay less for benefits. Nevertheless, the fact that I have worked at the college for almost nine years and still barely make enough money to pay my mortgage does depress me.

* I was unhappy in my previous position. I felt I wasn't shown enough respect and compensation for the job I was doing.

* I work most weekends and evenings and don't get comp time.

I would feel more valued if I earned enough money to live without any other income, or the need for a roommate (to share expenses) at this age. I also earn less than the paraprofessionals, which is frustrating.
I think this being my 10th year here I have shown a great deal of dedication to not only my job, but to the college. Whereas a paraprofessional stays for one year. No matter how good my evaluations may be and how hard I try to do an excellent job I feel my pay increases don't reflect any of my efforts. Everyone is very nice and respectful of me, for the most part - but the salary is extremely disappointing.

**I would like a clearly defined job, with clearly defined hours, that I am paid fairly for.**

I would like more pay, now that we have to pay for parking and Emeriti, it takes more out of my pay than I would like.

*I would like to make more money.*

*If I was offered a higher paying job that was secure I would leave.*

If it wasn't for my spouse's pay and benefits, there is no way I could afford to live. Upgrading positions is difficult to do. Pay is under the median average for the country.

*In the past – money-*

It is also low pay.

It is difficult to afford health insurance on the pay that I receive.

It is only within the last year that I am being paid better but for years I felt my pay was much too low.

It makes me very sad that non-exempt staff get paid…like dirt.

*It would be the need to earn more money.*

It's unfortunate that, if I was a single person, I would not be able to support myself on the salary that I am paid, less than $25K. I perform many more duties that are currently outside of my 'job description' without consideration for increasing the pay grade and/or title for the duties performed.

I've heard that both UCC and PPCC have higher pay scales and that should be embarrassing also. If we want to continue on the path to being a prestigious institution, we should place more value on those in the trenches who are doing the behind the scenes work. I simply can't afford to keep working here and will leave as soon as I find something else. And that is very sad - I love my job and I do it very well. But as a single person household living a frugal lifestyle, I can't pay the basic bills. That is sad.... The rich get richer and the poor get poorer

*Lack of good pay raises*  
*Lack of pay*  
*Leaving for greater pay*  
*Low pay (2 mentions)*  
*Low pay for job being done.*

Low pay for staff, compared to like work in other regions of Colorado.

Minimal pay in my position  
*Money (3 mentions)*  
*Money, Cost of Benefits*  
*Money is the only thing that would pull me away form CC. That being said, money is not my main motivation.*

*Money Money*  
*Money. My housing costs alone have increased 400% in the past ten years. My salary: 15%.*  
*More pay.*  
*More money (3 mentions)*

*My annual salary is not very much so it is hard when they add deductions like parking, emeriti and TIAA CREF to my pay.*

My position is underpaid (comparable to similar positions at other organizations) by roughly $10,000-$20,000 a year.

My position requires that I work several more hours than the department is allowed to pay for, especially when there is a class in session. This prevents me from holding another part-time position since two or three times a year I have to be available to work full time for three weeks in a row. So, to be a fair job, the hours should be increased so that I or whoever holds this position can earn a living wage. As it is, I love doing the work, I enjoy the professors, students and department in general, and I think I'm good at my job, but I have to earn a living. This is a highly skilled position in one of the most popular and vital disciplines in the whole department and should be better compensated.

* [Not to mention being] financially impossible.*

Obviously CC’s salaries are at the low end  
Obviously, higher education is going to have lower salaries than the corporate world - we have a completely different culture. I would strongly oppose heading that direction, myself. I believe that some
people are compensated well, but that the non-exempt staff in particular are not compensated well in any way, shape, or form.

*Pay (3 mentions)
*Pay, frustration about increased workload without increase of pay - job description doesn't reflect increased workload but...I'm too busy to do anything about it...
Pay is a joke and so are the raises.
*Pay is better at other institutions (with the same cost of living) has been tempting.
*Pay is low
Pay is not enough
Pay is well under what other organizations pay for the same jobs.
Pay your employees well.
[People leave because they find a job] that pays better.
Politics that I feel stem from poor pay. Most people on staff know that the version of their job at UCCS pays 1 1/2 to 2 times more.
Re: #30 - I discovered this fall I could earn 3 times as much at another college institution in Colorado.
Respect towards office staff...the pay definitely says we are too easily replaceable.

Salary/pay (6 mentions)
*Salary (8 mentions)
*Salary compression
Salary compression issues
*Salary level
*Salary would be better at most other practices.
*Second, not enough money... but there's such a trade-off with that. My work environment would be hard reproduce elsewhere and that's really important to me. But, I have a lot of debt, mostly from going here, that eats up a lot of my income and buying house in past year, though wise financially, has made getting-by difficult some months. I've been offered a couple jobs in the past year that would have paid a lot more, but I can't quite break away from my co-workers and public radio... I feel like in the long run my job at KRCC will provide me a better quality of life, even if I never seem to have any money.

The academic staff tends to be meek and as a result, is neither appreciated nor compensated for their efforts.
The amount of overtime I'm expected to work, which is fine, because I love what I do, but I am not adequately compensated for this time (it is given to me as comp. time), which because I do not make very much, but work all the time, does not work very well.
The amount of work that I am expected to do for such a little salary.
*The change in pay periods which will, because of my part-time status in the summer, cut my summer salary in half. It is still not clear to me how I can make that adjustment, particularly during the first year of implementation. It is a financial issue that is causing me great consternation, because I like working at CC and would prefer not to leave.
*The compensation for the hours worked.
The financial under-compensation of the job
*The main reason I would leave CC is if I found a similar position which paid better.
The numbers of hours that exempt staff are expected to work and not have compensation time for.
*The only reason that I would leave is if there was a comparable position that paid more, which wouldn't be hard.
The only thing that bothers me is the pay. I have a very physical job and the pay doesn't compensate for the job that I do.
The outside world gets much better hourly wages.
The parking fees are all just a few things that I find are ridiculous that are chipping away at our already minimal paychecks.
*The pay. I cannot support my family on the wage I make and I must do part-time work to survive. My wife works too but our combined income is about $300 a month less than what we need for living expenses.
*The pay. I love CC in every other way and am proud to be part of the staff.
The pay for most of us is not commensurate with our skills and experience, or for the responsibilities we carry. I don't believe this is disproportionately true for myself, but for ALL faculty and staff. I think that
an aggressive competitive salary and compensation strategy should "trump" the importance of new buildings, etc.
The pay is dismal.
The pay really bothers me.
The pay scale - worries of keeping pace with the increase of cost of living as well as future pay increase opportunities.
The pay seems a little low for what I do.
*The pay versus the hours is also a factor. I would take a part time job if I could, but with the long and irregular hours for my position, plus the commute, I can't. I'm looking at other jobs where I could earn as much or more in fewer hours.
The poor pay is the most troubling aspect. There simply isn't any way for me to get ahead.
The tradeoff to having a job with all of these positive attributes is that I must accept a lower salary than at a different organization with a different work climate.
The very low salary for administrative personnel
There is a disconnect between the advanced degree(s) required for positions like mine, the amount of debt one incurs to pay for that degree(s), and salary commensurate with servicing that debt.
There is a strong feeling amongst most support staff that I talk with that the wages are too low on campus and that we are under-appreciated.
Though I have not sought other employment, I have thought about it. The reason for this is the pay. In my job, I have been doing this kind of work most of my life and feel that I am very good at it, have years of experience at it, but yet I'm paid less than $13.50 per hour. Far below the average in most other companies and other parts of the country considering my years of experience. I feel my position should be a salaried position and should be at least $8000 to $10,000 per year above where it currently is. Though I love working for CC and I love my job, even given the stress and pressure of it sometimes, I am dissatisfied, at this time, with the pay rate. Thank you for letting me express my opinion.
Though parking has improved immensely, I wish the cost was not so high. Making as little as I do it is a hardship for me every time CC takes a deduction from my paycheck.
*Unfair practices, pay, and lack of consideration for staff
*Wages
Wages for non-exempt staff
We rely on our aura of prestige for hourly workers. So many people actually say they like working here because it's such a great place to work and "no one works here for the money". Well, sadly, I have bills to pay and the CC prestige just doesn't seem to be legal tender.
What has been very demoralizing is that some of my staff members have ended up getting less pay in their hand for years in a row, because of measures such as emeriti, parking, and increased health insurance. It is hard to watch people struggle to make ends meet, or never being able to go on vacation, at a college that prides itself in delivering the best liberal arts education in the country. If we want to be that good, we need to take care of all of our staff members.
We work an average of 15 hours over our salary base every week and are never compensated due to being salaried.
While there are aspects of my job I look forward to dealing with on a daily basis, I find that financially it leaves me frustrated.

Parking

About parking, my main concern is that there is no way for visitors to know how to pay a fee, and often even if there is a fee, but that they still get a ticket. I can't believe this is allowed and happening on this campus.
About the parking, CC has enough space around to build a parking lot, 2 or 3 floors like the one downtown. CC should have done this before all the plans for the cornerstone building. Paying for parking and emeriti has hurt my income a lot, I need that money to support my family, and the 4% increase in my salary does not cover not even a quarter of it.
Any chance that the students (who park their cars in the lots 24 hours, 7 days vs. the 8 hours, 5 days most employees park) could be relegated to certain areas of lots? During the recent storm the plows couldn't
clear much of the lot I park in because of the cars scattered throughout the lot (and 3 days later most are still in the same spaces, covered with snow).

As a new employee I am concerned that a lot assignment is given to each employee and not the ability to purchase the parking permit and use it on any lot that is for CC. I think it would benefit any employee that purchases parking to use any lot they choose in regards to transfers to another department, or even to visit another area of the college.

Charging/having to pay for parking (4 mentions)

Charging staff for parking when we have no choice but to bring our cars to work. Students have a choice and their parents will buy their passes whether they use them or not.

Coming from a place where parking was a premium and could cost as much as $50 a month, I'm not at all bothered by the parking fees. However, I do understand how those employees who make less can feel the pinch of added fees being taken out of their pay. I think more should be done to create sliding scale types of fees. I don't mind paying a little more than someone who makes a lot less than I do.

Employees go to work to provide for their families. When parking fees were adopted at CC, everyone’s take home pay decreased. I think making parking optional also penalized those who paid for parking even worse.

Having to pay for parking seems asinine if one is living in faculty housing. It's unclear to me why it's now necessary to charge for parking when it appears that there is more on-campus parking than when I left CC in summer 2005.

I also don't like paying for parking. It's bad enough the pay sucks let alone having to pay for parking and the parking you pay for is nowhere near your department.

I don't like how the parking was handled.

I don't think we should be charged for parking at CC. I don't see the need for a parking manager. There is plenty of parking.

I feel it is wrong to charge visitors for parking, especially as they have no idea they have to pay, and there is the strong possibility that they will end up with a ticket. Is this the right way to welcome visitors to C.C.?

I feel that if parking goes up, our raises should go up. It's more of a cost of living.

I find that I still have issues finding parking in my assigned lot if I ever leave during the day. I see no real difference since paying for parking than when it was free. I also think it is scandalous that you would not pay the staff a fair wage, yet charge us for parking spaces.

I hate the whole parking policy. The students still do whatever they want and get away with it. No-one is getting towed when they should be. The free spaces are always full of students with multiple tickets instead of enforcing the rules.

I have marked dissatisfaction for all aspects of parking since I feel [this was] forced upon us after the decisions had been made and because of the effect of [this] on my paycheck. Any little raise we get is totally offset and more by the parking deduction.

I just think it's too bad that we had to charge for parking. Designated parking is fine because it accounts for vehicles parked on or around campus.

I live close enough to campus so that I did not have to buy a parking pass. However, other members of the staff do not have that privilege and were forced to buy a parking pass. I don't feel that it's fair to the people who live in the area, especially since many of the faculty fall into that category. It seems to discriminate geographically. But, I have to give Ron Smith kudos for his good humor and always entertaining e-mail updates about parking.

I see people parked in the wrong lots every day. And I see cars in visitor spots for weeks at a time. If we are paying, we shouldn't have those problems.

I think it's a crime to charge us for parking. Not only did I not get parking in my preferred lot, the one I'm assigned to appears to be a service area rather than a parking facility. Three huge potholes and steep incline are a danger to my car. Broken glass and other vandalism indicate there was/should be a dumpster there.

I think the parking issue was handled very poorly. I don't understand why we continue to build buildings (like Cornerstone arts) and yet we don't provide parking. If we can't afford to build the parking area, we shouldn't build the building.

I think the pay scale for parking should be in $10,000.00 increments with the lowest paid staff pay far less than the people making $75,000 and above a year.
I was very concerned that the staff was not notified about parking until it was a done deal. I did buy a parking pass. However I don't see any enforcement. When there are events on campus like homecoming, religion symposium, war memorial on campus I see the general public parking at Armstrong, there are no signs to let them know it is by permit only. The campus needs to address this to the community also.

There also needs to be more visitor spots (especially since this is an administrative building).

Identifying why RLS's pay for parking aside from the fact that there are other institutions that charge RLC's for parking and explaining what those fees got to would improve my satisfaction.

I'm not happy about paying to park and the lots I can park in are dirty and not well-lighted. It seems fiscally irresponsible to take out a 20-year bond for a parking lot that will be removed ten years from now (as per the long-range plan), and even more so to charge for parking to pay off this bond. The parking should have been built into the cost of the Cornerstone Building and not ended up being pushed on employees.

My only negative comment about parking is that it can be confusing and difficult for daytime visitors to know what to do - I understand that there are plans to handle this with parking pass machines in major lots and perhaps some clear signage, but for now it is an inconvenience at best and a real problem at worst.

Not crazy about the parking fees, but on the other hand I do appreciate having a space somewhere in the lot when I return from lunch.

Not one person in my family pays to park in their employee lot and I continually hear how it's cheaper than most places, but I personally do not know a single person who has to pay to park. I think it's just one more way to keep the money in the college's pocket instead of giving it to me.

On parking, other institutions charge, but not this much. I'd be happy to pay a reasonable amount.

Parking -- much ado about nothing... Well, mostly. It is totally reasonable to charge for parking, but the cost is a bit on the high side. It's not like CC is committing genocide. Our policy may have needed more feedback from all parties affected, but it's typical of many other workplaces. I think Ron Smith has done a particularly great job keeping us all informed about enforcement, and I enjoy his humor. He really humanizes the issue.

Parking -- Ron Smith's emails were absolutely ridiculous and went on and on; it was a total waste of time. Eventually, I stopped reading them as he assumed we all had time to read about his ... (thoughts? -- not sure what to call it).

Parking. What a blow to campus morale. Shame on you board of trustees and senior staff!

Parking - why are we paying for parking?

Parking fees have the students parking along Cache La Poudre, leaving their vehicles all block in some cases. And our facility then has no parking for our patrons as early as 5:00 am. The patrons complain all the time. Hockey folks have to drop their equipment and then find a parking spot. The construction workers also take up the parking. We need to have remote parking for them and vans that bring them to and from the site.

Parking fees was a blatant oversight of the president and others. Take it out of their salary!! Or, stop construction on the new Cornerstone building until enough funds are raised to pay for all the parking it displaced. Also, who said parking lots need to be paved? I guess this is what we get when we hire an entrenched politician to run the college. No more politicians please! The current one needs to go!!

Parking [has] caused a lot of heartburn throughout this past year.

Parking in my area is ridiculous, at least 3 out of 5 days a week I have no place to park, and have to call Security to have someone ticketed who isn't supposed to be parking there, but it never works, they still park there.

Parking is frustrating - our building wouldn't have enough parking for everyone here anyway. I understand "everyone else charges for parking" but I hate to think CC has to be like "everyone else."

Parking is horrible, and the reason why it has been instated is even worse. I don't agree with the choice to charge for parking, and I hope the College doesn't charge me to use my desk phone for business, or make me bring my own computer to work.

*Parking policy. This use to be a great place to work. Not any more.
Parking was decided well before any meetings with staff, therefore wasting everyone’s time asking for input. (Input was asked for but not considered). Doesn’t seem to be totally enforced yet as well. Then SOME new people end up with parking passes in closer lots than people who have been here longer (another inequity).

pay for parking is a joke. And leaves me with the same kind of feelings as web time entry.

Paying for parking sucks.

Ron’s parking messages were great. But it would have been nice to have an FAQ on the web to go back to rather than search for messages - that's a bigger issue across all internal offices.

Some staff members have had their parking fees paid for by their department (the College). This is unfair to the majority of personnel who have had to pay. It also defeats the purpose of paid parking from the College's perspective, since you are taking monies from the College overhead. You are basically moving monies from the associated department to the parking fund which does not add monies to support the parking fee purposes.

Suddenly paying for parking. Only 3 tiers, should be a 4th for higher paid faculty/administration. If your job starts after 3:30pm, you don't pay anything at all for parking.

Support staff are generally on tight budgets - adding paid parking is not a welcome expense.

The Cornerstone was planned without any regulation parking and when it didn't work out, all of a sudden the staff bears the brunt of the mistakes made.

The issue with parking was a big deal when it came up. I carpool so split the cost...but it's still a pain if there are odd days when we both need to drive for one to leave early for whatever reason. I think it's awful that visitors have to pay to park in the visitor parking. I think they should have to have a pass so that Security can keep track of who's parking there...but for my family/friends to have to pay $2.00 to come and eat with me or visit for my 30 minutes of lunch.

The parking fees are all just a few things that I find are ridiculous that are chipping away at our already minimal paychecks. Another thing that just happened was my department wanted to pay for my parking pass and the request has been initially declined without reason. I feel if my department wants to spend their budget on this, who is anyone to question that?

The parking fees are devastating to morale, they are expensive, and there is no longer any flexibility in parking in alternate lots for different schedules and campus meetings. The parking updates were poorly crafted this fall.

The parking fiasco was the final straw for a lot of folks.

The parking passes are a complete fiasco and another morale buster. The parking committee was the same people that are on so many other committees and not given a choice about what they have to enforce.

The parking situation has been slightly frustrating as well. I understand that many institutions charge live-on professionals to park their vehicles on campus. However, I find it philosophically disconcerting that I am required to live-on campus with a paid for place of residence that requires me to pay for parking. I am not availed the opportunity to park at my place of residence free of charge as I could find living off campus and to commute by walking or bike. This has only been a minor concern of mine and not much of a bother until recently. It has been more disconcerting to me since my vehicle, as well as that of a colleague, was vandalized. The nature of my position can quickly create enemies with students and an attack of my personal vehicle when I have no choice but to live on campus quickly makes me wonder what it is that I am paying for in paying for parking. I am not proposing parking be free or that I be forced to park off campus, I am just bothered by having no choice but to live on campus and not knowing what the parking fees I pay go to.

The parking situation is deplorable!!

The parking situation is pretty much a joke. There is more parking available now, and yes I have a space everyday. I find it interesting that certain people have the luxury of parking directly in front of their building (Boettcher) (Security).

The Parking situation reflects the same thing [as Emeriti]. It is shifting of costs and risks to the employees rather than doing sound planning.

Though parking has improved immensely, I wish the cost was not so high. Making as little as I do it is a hardship for me every time CC takes a deduction from my paycheck.

When Katherine Mormon was President...the parking was free.

While I understand the need to charge for parking, and I haven't purchased a permit myself because I have the luxury of walking, I do think it will ultimately have a negative impact on neighborhood relations.
Why didn't the college bite the bullet and construct multi level parking (we will need to go through this all over again in 5-10 years) or include parking in the cornerstone building. There wasn't much forethought in that.

With the caveat that I have only worked here for about a year and a half, the only issue which has been a negative for me is the parking issue. It was not well thought out from the beginning. Even though a best effort has been made at implementing the program, it has been difficult to work from what was a flawed premise to start with.

Communication Problems Related to Policy Changes

Although staff are encouraged to offer input on major College-wide decisions, it seems in most cases we are asked after the major decision has already been made (e.g., the Emeriti program, paying for parking, etc.). I feel our opinions, suggestions or complaints do not change these decisions.

As a member of the Committee on Compensation I am frustrated that most of the decisions that affect staff are made before they are ever brought to the committee for review. Salary is a big one. Every year that I have been on the committee, we have been told what the projected increases for staff will be, while faculty get to set their own. We get to make recommendations, but since the decisions have already been made it is a waste of time.

As I mentioned previously, even though we are asked for our opinions/thoughts on major matters (e.g., parking, Emeriti, and Web Time Entry) at the college, it doesn't seem to make a difference.

Communication at the College has gone down hill in the last several years. Policies are written and enforced without communicating the changes or the reason for the changes or whether the changes are even needed with the campus.

Communication at the college is at an all-time low, ranging from how Vision 2010 is still relevant to other more mundane issues. There have also been retirements by employees of the college that were dismissed unannounced by the college so that the community is left to wonder about why people left.

Communication by staff on decisions affecting their jobs has never been taken into consideration if that communication is in stark disagreement with the "master plan," especially if it's in stark disagreement with faculty wishes.

Communication by the upper level of administrators at the College is weak (non-existent) and often contradictory.

Communication is supposed to involve sharing information; at CC (on the macro level more than the micro level) communication only takes place after there is nothing left to discuss.

Even if staff input within the college is asked for, does anyone pay attention to it?

I began work at CC 10+ years ago and then left for a time. In the time that passed there seemed to be a dramatic fall off of communications and the decision-making process from the Senior Staff to the rest of the campus community.

I believe there are attempts to listen to staff input and comments, but believe that in most cases decisions have already been made by senior management and faculty influences.

I do think communication and sharing of information is encouraged on a superficial level. It is made to look as if the administration wants to hear from staff and let them know what is going on when in fact it is not happening. This is not in all instances but I would say the majority of the time.

I feel that as employees, we should be able to say what some things should and should not be allowed to occur that will affect us staff, and we should be allowed to know exactly what the college is spending its money on so it stops effecting the employees.

I feel that decisions are made by the college and communicated to the staff after the fact on how its going to be. Even though we are asked for input, sometimes after the fact, I don't think that what we have to say makes one iota of difference to those making decisions. I think this in particular of the President's Office, the Business Office and the HR Department.

I feel that departments on campus make changes with policies or procedures and do not utilize those that use them in the changing process. They do not educate us on these changes but expect us to know they have changed.

I feel that major decisions as to the college's direction are made without concern for employees at my level, such as the recent retirement program and the parking program. Money seems to drive everything; such as the reason why nine-month employees cannot accrue vacation time. We heard that decisions affecting us
are often made without our knowledge, then presented to us as "what do you think?", and then we are told this is the way it will be. Do they think we are stupid?

I feel that sometimes input is requested from the staff, however, most of the time the results from those opinions are not considered in the final decisions.

I feel that staff is encouraged to give input, but decisions seem to already be made, not taking into consideration what input the staff did have.

I feel the college invites input about decisions the leadership has already made. So input yes, but influence no. Same is sort of true in my department. But more so, I think many high level decisions are just made and then communicated to the staff. Right now I feel that my supervisor thinks he's clear, but ultimately the expectations that he is trying to communicate are not those that I am understanding.

I feel they don't pass information on about the campus because of the atmosphere of secrecy handed down from senior staff. I feel that there is definitely a "class" distinction made because of that secrecy. We are either too stupid or too lowly to know what is going on.

I find that many of the front lines staff feel they need the goals and priorities more spelled out for them than is usually done by the President and senior staff. (I don't know that I think things should be spelled out, but this should probably be discussed more.)

I think sometimes staff input is solicited, but only as a participatory facade. (Example: parking decision). It was clear from how the meetings were run that our input was secondary- the decision had been made.

I think staff are placated by having "town meetings," etc. but the decisions we are "supposed to be having input on" are usually already made. I feel staff are NOT listened to, or at least taken into consideration. Good examples are the Emeriti retirement and parking situation. We, as a group, STRONGLY objected, and were given the impression we had a "voice" in the matter, when in actuality it was already a done deal. It doesn't matter what we say or how unfair decisions affect STAFF.

I think that, in general, the college makes a show of getting input on various initiatives but in reality, it has its own agenda.

I think there is a level of secrecy that Sr. Staff live by when making decisions that affect my job, salary and sometimes my departments operations. Staff are NEVER consulted before a final decision is made by individuals whose decisions do not effect their job or salary.

I would have answered much differently 5 years ago. I am unclear of the real direction of the college and feel that outside of my department the input of me and my colleagues is not earnestly solicited or valued.

If input is asked for on campus-wide issues, it seems to either be ignored or criticized if the input does not fit into the expected response. It seems staff has input, but the decisions have already been made.

If money is so tight at the college, I would like to hear more about what is being done about it. We have staff to handle the day to day operations, so are the proper senior level people concentrating on that issue?

**If the secrecy stopped.

Implementation of parking fees - I don't have a problem with paying for parking, but I felt that administrators were not forthright about the reasons for doing so. It is working out surprisingly well considering that there are no signs that say "parking by permit only" and none of the metered spaces we were promised.

In some ways I feel there is a sense of community here at CC, but when it comes to the important issues I feel that staff is left out of the loop.

Input from staff is consistently requested and consistently dismissed if not outright rejected, e.g. the parking debacle! The idea that staff has a say in college policies is a joke.

Input is encouraged but it is irrelevant. Decisions are often finalized by Senior Staff or the Business Office and then input is sought just to give the community the impression that they have any influence.

It now seems more important to make sure one is careful not to rock the boat too much. It's better to nod politely and go along with proposals rather than offer input that might be seen as too disruptive or disloyal when in fact the input might simply be healthy discussion and meaningful contributions.

*Lack of integrity and honesty on the part of the administration in presenting issues to the staff. Lack of transparency and communication when decisions are made

Lots of decisions about the direction of the college seem to happen without discussion or input from people most affected by them.

Most all-college decisions are decided without staff input or even advance notification that a decision is being considered. We usually hear about all-college decisions after they are carved in stone.
Parking was decided well before any meetings with staff, therefore wasting everyone’s time asking for input. (Input was asked for but not considered).

Please use the open-forums to formulate the plans rather than inform of which choice must be made. Solicit options and suggestions. You have the tools: web, e-mail, campus mail, and open-forums. Thank you.

Programs seem to be "pushed" on us and discussed after the fact when they are already a done deal. Sometimes it seems like when staff is asked for their opinions regarding many campus concerns, we are just being thrown a bone. The decisions have already been made.

Staff members are encouraged to help the students and support CC in its goals, but some staff don't feel like they are being supported equally. Every staff raise in the last 2 years was used for Emeriti and parking.

The Emeriti plan has some major flaws and needed to be evaluated further before committing to it. The parking situation could have been handled a little better and with a few adjustments to also plan to include the city bus system. I think the Staff felt a little betrayed by the push to get things done and some of these decisions have adversely affected morale. The communications don't start until after the college has committed in some way.

The College communicates decisions that have already been made and then conducts meetings to bat down any objections to those decisions. It is token dialogue at best. I refer specifically to decisions made at the top about parking fees, Banner, and the Emeriti program.

The distribution of duties in or department has always been an issue since I started working here. The job descriptions can change without individual input and at any given moment.

The Emeriti was presented to staff as an open forum, but again that decision was already made as well.

Again, to a lot of employee's dissatisfaction.

The Staff is led to believe input is encouraged but once we get to the 'open forums', where our input is requested; we are informed the decision has been made and the meeting is informational.

There are decisions that are made within our department and campus-wide that they ask for our opinions. But everyone feels that they're going to do whatever they want to anyway. Most of the time it's as if they've already made the decision and then ask after the fact to see what the response is out of curiosity more than the fact that they really care what we feel. I think if they really wanted input...there would be information sessions with pros and cons and then a vote to see what the majority prefers.

There are opportunities to provide input on decision-making and to speak out against bad decisions. But in the end, bad decisions are made anyway, so it doesn't really matter that there are opportunities to speak, does it?

There are so many times that the "rumor mill" goes on for weeks at a time before an announcement is made. We do a very poor job of keeping everyone aware of what is going on.

There doesn't seem to be much camaraderie and communication as to what happens and why things happen the way they do. Senior staff makes decisions and that's that.

There is often a lack of follow through in communication. Participation is solicited but then those who contributed are unaware of the outcome of a process.

There is much talk about making communication open on campus and in some respects it happens, but only with decisions that are fairly low-level, low impact on the job/college. When there are higher-level decisions to be made, it seems that secrecy becomes more important than consulting with the people that the decision affects. How can it be improved? Do and mean what you say when you say communication will be open. If it can't be (which there are some circumstances that it can't be), then explain why.
To clarify my answer to number 12, staff are asked to give input, but usually decisions have already been made regarding the issues (i.e., Emeriti, parking, etc.) and it is more a "let's make everyone feel good move" on the administration's part. In years past the faculty had quite a bit of control in decisions made at the college, but I believe they have lost that control and now the business office is running the college. CC is now known as Enron U among some staff.

We are encouraged to provide input; however, the result always seems to be a smokescreen of sort, often with the decisions being made long before.

Web Time entry and Emeriti were/are good decisions for all of the college employees, but the advantages of these programs have not been communicated to the staff. In particular, why CC went to Emeriti was never really explained to the campus, even though it is an excellent benefit for the employees - it was just announced.

While we are often solicited for information in regards to decision-making, it often seems that the decision has already been made by those above us in the department (Residential Life), but that they are seeking our input simply to say they did so.

While on the outside it appears that the College asks for input from the campus by holding information gathering sessions, etc., I have the distinct feeling that those sessions are not to really gather input, but to present what has already been decided.

WTE has been a, “here it is - if you don't like it too bad” experience. Poor communications.

Emeriti

Being forced to pay into a retirement plan that will never benefit me is definitely not satisfactory. Emeriti = scam.

Emeriti comes out of my check and I don't understand it at all. It was forced and everyone was negative so the informational classes didn't teach us what it actually is.

Emeriti - give me the money to put in TIAA-CREF And ask the senior staff/board of trustees what happened to our TIAA-CREF increase last budget year???

Emeriti [has] caused a lot of heartburn throughout this past year.
Emeriti is a travesty, and the "open forums" leading up to it were a joke as far as considering employee input. If the college were truly concerned with providing employees with a good option for meeting health care expenses during retirement, why did they choose a plan that makes it better for employees to blow through their money as quickly as possible in order to avoid losing it? Personally, I would be much better off having this money put into TIAA-CREF. We were told Emeriti had to be mandatory for all employees (over 40) but recently I heard that is untrue. Would like to have this clarified, and the college should reconsider this program if at all possible.

Emeriti is a waste of my $ and should be done away with I feel that I am being ripped off w/ the amount that is REQUIRED to be taken out for this. Make it optional!!!!!

EMERITI is against the Colorado labor Board Policy. It clearly states that no Deductions can be taken out of Payroll Checks unless both parties agree. I was told it was mandatory & I had no choice in the matter. I say tar and feather the scoundrels T.N. & D.L. & let them ride a rail out of town.

Emeriti is completely wrong. Retirement (TIAA-CREF) is a wonderful program but making it mandatory is wrong. Those who can afford it can afford to have it taken out after taxes. Having it pre-taxed only saves someone like me $10.00 or $15.00 a year that I would get back anyway. And as far as I can tell that is the only reason for it being mandatory. It can only be taken out before taxes if everyone participates.
Emeriti is ridiculous.

Emeriti program seems to benefit Fidelity, not CC.
Emeriti really sucks.
Emeriti service charges are far above industry norms.
Emeriti should be done away with and people given back there money I don’t need people who don’t know me tell me what is best for my future.
Emeriti spending account that I put monies in appears to not be useable in conjunction with the TriCare system I have and I am not able to use it to cover anything before age 65 I would like there to be a choice for a different type of medical accounts so that I could use the amount that my contributions come to. As is it doesn't appear to be of any use to me I would like to have some one on one education on ways to use this fund.
Emeriti sucks - particularly if one is over 40 and it is REQUIRED. I wonder how many people in this survey know that it is required for those over 40? I also believe that those over 40 are the most dissatisfied with it... I feel like someone is stealing my $ with Emeriti - this should be my choice and not someone else's. I wonder who is making a small fortune on the interest from this and what CC gets from requiring those 40 and older to pay into it. Scrap it or at least make it optional.

Emeriti was a mistake for so many reasons, they cannot be listed here; beginning with I don't need medical insurance for retirement because my husband has a much better plan.

Emeriti - was this David Lord's brain child? They take my money, but how often do I see a statement of earnings.

I am against the entire emeriti plan. While there may have been considerable thought, the plan and provider are so restrictive that many folks may not actually use their fund upon retirement. This is a shame and a waste of our money.

I am one of a few workers who will receive a full military retirement benefit at age 60. I do not need to have Emeriti and should not be forced to purchase it.

I completely reject that we have to pay for Emeriti when I may never use it! To make it mandatory without discussing with me how you are going to spend my earnings, was a morale dumper.

I do not approve of the required Emeriti program. Those of us who have worked at the college for some time and received a lump sum compensation, but who also do not use the health insurance here at CC due to their spouse's good benefits through the Federal government, lose out on this benefit. I understand this is to help us in the future, but some of us need this money now.

I do not feel that we should be forced to participate in the Emeriti program.

I do NOT like the emeriti plan FORCED upon us without our input & feel we are paying too much in the way of fees.

I do not participate in the college health package because I have insurance through the military. However I was FORCED to participate in Emeriti even though I have already secured health insurance coverage for my retirement years. I do not feel the college has the right to FORCE me to participate in a plan that I will never use and do not "own" my investment funds. If retirees and other employees don't feel they can go out on their own now and secure health insurance for themselves at retirement and the college feels some sort of obligation to help them obtain this coverage then this benefit should be OPTIONAL not MANDITORY!!!

I don't like that retirement and Emeriti are MANDATORY.

I don't understand enough about Emeriti. I'd like to see it changed so that my heirs can inherit whatever $ I might have left in the account.

I HATE that I am forced to participate in the emeriti program. I would like other options available to me. Such as that money going to TIAA-CREF, or the option of not participating in emeriti, or spending that money on a Roth IRA, or the option of NOT participating in emeriti.

I have marked dissatisfaction for all aspects emeriti since I feel [this was] forced upon us after the decisions had been made and because of the effect of [this] on my paycheck. Any little raise we get is totally offset and more by the emeriti deduction.

I only object to Emeriti, because I may not live that long and have no one to qualify for this coverage - SO I may pay this every month only to have it go back to this company. The College never made this an option for us. I may if I live long enough decide to spend my retirement years in the country of my birth where this plan would be useless.

I really don't like the fact that Emeriti is mandatory!

I saw that they're taking a deduction from my check now for Emeriti. I don't know much about that either, and should ask HR. If I can roll it over into another retirement plan when I leave CC, that'd be okay with me.

I strongly disagree with the obligation of the Emeriti program. I belong to a military family, and we are totally covered under their programs. WE DO NOT NEED THE EMERITI PROGRAM, the money that is deducted from my paycheck is going to pay for somebody else retirement, because I am not going to see that money or my family. All the military families expressed our opinions on this but we were ignored totally ignored, that is just not ok, not ok, CC does not care about this at all.

I think requiring every employee to contribute the same amount to Emeriti is unfair.

I think that the emeriti package should not be mandatory but an individual decision.
I think the Emeriti program is the worse thing they have come up with. We should not be forced to participate in a program that we don't like and one which is duplicating insurance we already have from other sources.

I would hope in the future Emeriti will be dropped. I would prefer to buy my own supplemental insurance, which I will do. If we keep Emeriti, I will not be using it when I retire - I'll have to use what's in there and then will get my own insurance after that - Standard Life or Humana. Standard Life is wonderful.

I would prefer to have the option to choose if I want Emeriti and long-term care disability insurance. On my salary, I can't afford it and I don't plan on being here long enough for my account to amount to anything.

I would rather select my own choice of supplemental Medicare insurance. Humana and (I know from personal knowledge) STANDARD LIFE way surpass Emeriti and I would rather not be paying for something I don't want.

In my position (single) I would gladly exchange Emeriti for a Roth IRA which would be much more useful to me. My estate will not receive one penny of Emeriti if I die before I've spent it, so I'd better use it up quickly after retirement, because I sure don't want to enrich Fidelity. Fidelity is getting rich enough off the administration fees it is making off us.

It also bothers me that Emeriti is mandatory and not voluntary. Another hardship deduction from my paycheck.

Make the Emeriti program voluntary like all the rest of the items in the benefit package. Many people have this benefit thru other family members or want to choose their own program outside of the workplace, yet are forced to contribute to the CC program as well. It is unfair to make this a mandatory benefit while all other compensations are optional choices.

Need to revamp or get rid of Emeriti.

No more forced emeriti payments. It seems almost illegal that CC does this. In fact, how do they get away with this?!

Not being able to have beneficiaries, other than a spouse, for Emeriti is WRONG!!!! The portion of my money should go to my children. The college's portion should be returned to the college.

Not happy with deductions taken from my paycheck without my approval, i.e., Emeriti. Never signed anything approving this deduction, it was forced upon us.

Not having a choice on Emeriti.

Regarding the Emeritus Supplementary Insurance - we were never asked or informed - just informed that the College had decided to engage in this program which again reduces our pay via payroll deduction. I may not have chosen this program but the choice was taken away from me.

The Emeriti issue was mishandled and should NEVER have been made mandatory (especially for military families.)

The Emeriti plan is hard to understand and since I'm not yet participating in it I am gathering information. I have been told the beneficiary part is less than desirable for a single person.

The Emeriti program benefits some, and others got badly burned. (long-term employees) I got $800 put in my account after working here some 20 years. Someone else could have worked here as little as 3 years and received thousands of dollars more.(people who came here late in life, after already receiving pensions elsewhere.) The fact that some of us with no dependents or legal spouses we cannot pass this on to gives me NO incentive to put in extra.

The Emeriti program is actually rather frightening. It is a clear attempt to shift the burden of health costs to the individual. This is very risky as it is much easier to predict costs on an actuarial basis, but impossible on an individual basis.

The Emeriti program was instituted unfairly. All employees at the time of implementation should have been eligible for some monies from the college based on their years of service and age. It was very arbitrary to set 40 years of age and 3 years of service as eligibility for a lump sum, especially when there were monies left to make a fairer distribution.

The Emeriti should not have been mandatory for all employees. Again, decisions are made by few.

The Emeriti system discriminates against single employees without dependents.

The mandatory Emeriti--especially as administered by Fidelity--is not a benefit to me. Why does the College let Fidelity run this program? I think TIAA-CREF could do a better job.

Things are fine for me, but I'm upset about Emeriti, and how it punishes staff whose partners are in the military and who thereby already have great retirement benefits. They should not be forced to participate in Emeriti.
[W]hen Katherine Mormon was President... There was no such thing as Emeriti Insurance which was
forced upon us, & against The Colorado Labor Board Policies

Why not pick up a portion of retiree health premiums if an employee has worked at CC for 25+ years. Or
grade it. 25+ pays 50%, 30+ 70% or some sort of arrangement. Initial Emeriti contributions did not
reward long time employees who were under 50! Someone's spouse received an unfair advantage!

Devaluation of Staff

*Again, the lack of respect I feel staff receive from administration and Sr. Staff
From time to time, supervisors and faculty "look down" on staff because of their positions instead of the
internal value of people.
I am bothered by a feeling that there is very little value put on my professional opinion or perspective until
a student states or implies the same thing to the same administrators I mentioned something to. I think it
is great that student input is so highly valued, it would be nice if I felt the same about the input of
myself as a professional and colleagues.
I am told on a regular basis that my position is unimportant and pointless by my co-workers.
I am trusted and respected in my department but not in the college community as a whole.
I do feel that for most of the things we are required to do the pay is very unreasonable and there is no
respect that comes with it.
I do not feel the campus overall respects the staff and appreciates the work we do.
I feel the "higher ups" could care less about staff. We have even been told, if we don't like it here, there are
many people waiting to take our jobs. The impression is we are VERY dispensable. This is from the
administration, not immediate departments worked for.
I must admit this past spring during the introduction of the parking-fee decision (and directly on the heels
of the introduction of Emeriti), my thoughts briefly turned to the idea of working somewhere where I
would be treated with more respect, and with less of a patronizing attitude.
I resent the tone of the business office staff when suggestions were made on how to make it easier for us to
submit our hours. If we can find efficient ways to manage such a terrible program we should be
commended.
I think that the move in recent years to become more efficient has back-fired. I think that efficiency and
treating people as humans are not mutually exclusive. The college has treated some employees very
badly in the last couple of years and I think it disturbing to everyone and very, very sad. I used to be
proud of working in a place where people were as important as policy and I think that we have taken a
step back in the last couple of year.
I thought Mutual Respect was one of the values we said we were celebrating/upholding from the Mapping
process. How is it possible that the terms "support staff" and "administrators" are still in existence in
HR publications and in the Pathfinder? I have seen a real decrease in mutual respect, rather than an
increase. How can we possibly say we promote social justice as a liberal arts college, and instill those
values in our students, when we don’t practice them ourselves?? CC needs decision-making processes
through-out the levels and constituencies of our community that are open, fair, accessible and
transparent. And disrespect and unkind actions towards each other – regardless of “rank” – should not
be tolerated.

*I was unhappy in my previous position. I felt I wasn't shown enough respect and compensation for the job
I was doing.
If you work in a department that is driven by money, your opinion is irrelevant.
I'm desperate to love my job. But CC's administration seems hell-bent on erecting road blocks at every turn,
either with insipid marketing ideas or mean-spirited administrators grabbing power at every turn.
Humans work here. We're not the “help.”
In my division, I feel that originally I was looked down on by others who had higher positions; that has
resolved itself.
In response to number 22, I feel I am respected and appreciated in my department, but I don't feel that way
about the college as a whole.
"Inclusion of non-exempt staff in campus events formerly limited to faculty and exempt staff"--- I must
have started after this... YOU HAVE GOT TO BE KIDDING THAT THIS USED TO BE THE POLICY
HERE!?! That's disgusting, discouraging and demeaning. No wonder why there is a "us" (faculty) versus "them" (staff) feeling around here!
It makes me very sad that non-exempt staff get paid and treated like dirt.
It seems to me that there is less respect for the opinions and professionalism of the staff than in past years.
It's stressful knowing that my supervisor doesn't think that we're important enough to keep around.
Kathryn M. really knew us. Now we are just expendable servants who should be thrilled to have our picture taken with Dick Celeste every 5 years.
Lack of respect for staff
[My manager] has told us that he could bring in temps at any time to replace us with no slow down of work. He makes us feel expendable.
My supervisor and management team makes me feel replaceable because I'm older. There have been comments in meetings about people "retiring soon and on the way out the door." They've said they can replace us with temps at any time. It's degrading. There are other off the cuff comments about age.
Myself and my staff only hear negative. We are not respected and get the feeling as if we are some kind of uneducated bottom dwellers. All problems are always assumed to be something we have done wrong. I heard once that a person in a high position within the Business office said that monkeys could be trained to do our jobs!!! Nobody listens to the fact that our department needs more staff.
[Our supervisor is] using us to step on and making us feel like we're expendable and our experience doesn't have any value to accomplishing the goal for CC.
Recent feeling of being looked down upon because I am a laborer
**Respect from Faculty and Administrators.
Respect towards office staff. Our opinions don't seem to matter and the pay definitely says we are too easily replaceable.
Senior staff seems to dictate the overall attitude toward workers and it isn't one of value. The decisions made seem to clearly cater to instructors and professors to the point that issues that might upset them aren't even brought up for consideration. The staff needs are given lip service but not fully considered regardless of how diligently Staff Council works for our benefit.
Sometimes I don't feel like I'm valued because I am non exempt.
Sometimes I sense a certain lack of appreciation for staff among the faculty. At faculty meetings, there's always a snide comment about "administrators." I'm not sure these comments apply to me (I'm a librarian), but I am, officially, an administrator. Such comments make me wonder. Does the faculty wish they had those administrative responsibilities back? Do they want to be in charge of Admissions, etcetera? I doubt it.
Sometimes the philosophy of the College doesn't match up with its actions toward staff. That is, we are supposed to be this progressive, egalitarian, and respectful institution, but the way the staff has been treated in recent years feels disrespectful, and has had an old-school "top-down" feeling to it. For instance, it is bothersome that there don't seem to be opportunities for staff and faculty to mix as "equals" (specific example: the faculty Christmas party: no non-exempt staff invited). This contributes to a feeling that there is a class system at CC.
Staff members are encouraged to help the students and support CC in its goals, but some staff don't feel like they are being supported equally.
Stop treating staff like we are stupid.
The disrespect and outright hostility shown to some of my colleagues by some of the faculty and administration is very disturbing.
The lack of concern by senior staff for its employees saddens me. I've tried to put forth my best effort for my job and the department I work for. My department has cared for me adequately. But my impression is the college could care less what I'm doing and I don't feel they care whether I'm here or someone else is. They're going to do what they want and we can either be satisfied with that or leave - it matters not to them. There isn't much appreciation for experience or expertise in giving our all for our department. It's my own satisfaction at doing a job well and to the best of my ability that is my reward.
The main [thing] that bothers me is the disrespect from students, other employers, and some departments. If I respect them and their jobs, why is it so hard for them to do the same in return? The ongoing lowering of status and regard for staff
There are academic departments that don't treat their staff well.
There is a real lack of personal accountability and respect at CC that has grown in recent years. Staff are often are quite fearful to speak up or ask questions of senior administrators, Senior Staff, or of the Dean's Office because of how they have been treated in the recent past. I have personally experienced and have heard many stories of staff being verbally disrespected and/or yelled at in a very unprofessional manner, regarding matters or meeting agenda items that in no way warrant such a heated exchange. Or experienced flippant and actually cruel, off-hand comments that are made that really hurt or demean professionals who are just trying to do their jobs. The more serious issue being that such conduct goes un-checked by other senior members of the college – the President, faculty or staff. It has created a "put your head down and don't say anything" mentality among many people. Being overtly unkind should NOT be something that we tolerate at CC!

There is a strong feeling amongst most support staff that I talk with that the wages are too low on campus and that we are under-appreciated.

There is an overall feeling that the support staff is 'beneath' the faculty and administration. If it weren't for the support staff the college would not function as well as it does now.

**Understanding from the college community and things don't happen in an instant**

*Unfair practices, pay, and lack of consideration for staff*

While I strongly agree with adding non-exempt staff members to events and that it has been one of many steps in eliminating barriers between staff - many still have the attitude that they should not be part of certain events and this is just not tolerable. Non-exempt staff should be able to attend, encouraged to attend and celebrated for their support and contribution to the CC community - not intimidated and made to feel less worthy.

Why would a wealthy school like CC pay its employees less than UCCS... much less? Oh... it's because we're the hired help... and disposable (and we're often reminded about that).

Inequality and Hierarchy/Class Structure

Being new to this particular position, I don't have enough info to accurately answer some of the questions. Having worked at the college a number of years, however, there is still the feeling of a hierarchy in which office staff are definitely on the bottom right after housekeeping and other "skilled" workers. This division seems to be true of the exempt vs. non-exempt positions, as well as between faculty vs. staff.

The faculty has a very strong set of resources and momentum harnessed to advocate for increases to faculty salaries. The CC staff has nothing comparable. This is another level of inequity that really puts our claims of practicing social justice "to the coals."

*Favoritism*

Hierarchy (2 mentions)

Hierarchy and "siloing" interfere with community. We are separate by rank and functional unit, not to mention lack of community across faculty, staff and students. We tend to be "clique-ish." Not sure how to help, but an initiative to help has to be led by very well-regarded people in all categories.

I believe the Staff Council is doing all they can, but it won't make much of a difference. I don't have high expectations of anything changing unless it's to benefit the college hierarchy.

I believe that in some areas of CC, exempt staff receives more respect than non exempt staff.

I dislike the caste system that exists, and I dislike even more that we pretend it does not exist! Some are indeed more equal than others, one must be careful of what one says.

I feel a strong class structure from faculty, administration, and staff.

I feel that staff members are ignored in most ways, while all energies are put into the comfort of faculty and students only.

I feel they don't pass information on about the campus because of the atmosphere of secrecy handed down from senior staff. I feel that there is definitely a "class" distinction made because of that secrecy. We are either too stupid or too lowly to know what is going on.

I think CC has a problem with the "I'm admin and you are staff" syndrome. This is not a reflection from my immediate department

I think that there is discrimination by class. As never before I feel that we serve at the pleasure of the admin and faculty classes. Support staff has become dispensable.

In my department I feel there was a fair amount of favoritism that made it difficult for me to become a working and contributing part of the team.
"Inclusion of non-exempt staff in campus events formerly limited to faculty and exempt staff"—I must have started after this... YOU HAVE GOT TO BE KIDDING THAT THIS USED TO BE THE POLICY HERE?!? That's disgusting, discouraging and demeaning. No wonder why there is a "us" (faculty) versus "them" (staff) feeling around here!

It bothers me a lot [that] The Colorado College welcomes members of all minority groups and reaffirms its commitment not to discriminate on the basis of race, color, age, religion, sex, national origin, sexual orientation, etc, but at the end employees are not equally treated, the discrimination exists.

It doesn’t really matter what we’re called, there are other differences that create a barrier (for example, exempt staff don’t have to report sick leave or the hours they work). Besides, the employee handbooks still refer to support staff and administrators, which tell me that HR hasn’t even bought into the new classifications. As far as certain campus events now being open to “nonexempt” staff, the faculty have nullified any pretense of inclusion by creating their own lounge that (figuratively) has a “no inferiors allowed” sign on the door.

It is disturbing to hear of substantial faculty increases year after year, knowing staff increases are so much less. Why is it that faculty contributions are seen as so much more valuable than those of staff?

It seems that everyone is vested in their own interests and furthering. The idea of win-win situations do not exist as far as I know. We are not playing on a level field. It is as though there are favorites (those who can bend the rules) and non-favorites (those bound by the rules)

My dissatisfaction in terms of non-exempt at events is that they are not treated with the same respect as others. (i.e. faculty are introduced at fall conference with education and accomplishments, non-exempt are listed off by the president with just their names and departments)

No matter what you say, there is a difference between administration and support staff. You can call the positions anything else you want, but the distinctions in pay and status remain. Non-exempt staff were recently excluded from the Faculty Club Holiday Party, to which EVERY other employee group (including block visitors, retirees and guests) was invited.

OF COURSE non-exempt staff should be included at events, in recognition, and in decision-making. To me that's a no-brainer.

Parking was decided well before any meetings with staff, therefore wasting everyone’s time asking for input…Then SOME new people end up with parking passes in closer lots than people who have been here longer (another inequity).

Regarding #11: clearly, the College's number one priority is the teaching and learning mission. However, any priority after that is unclear; it seems that the Business Office is next in line, and other departments have to fight for the scraps that are left over from them.

Seems like different rules apply among areas of the college

Seems to be a lot of partiality here. Some people get promotions or jobs are made up for them just to keep them here. Others aren't given a second thought. It all depends on who you are (not a good reputation for a school).

Sometimes the philosophy of the College doesn't match up with its actions toward staff. That is, we are supposed to be this progressive, egalitarian, and respectful institution, but the way the staff has been treated in recent years feels disrespectful, and has had an old-school "top-down" feeling to it. For instance, it is bothersome that there don't seem to be opportunities for staff and faculty to mix as "equals" (specific example: the faculty Christmas party: no non-exempt staff invited). This contributes to a feeling that there is a class system at CC.

The “Caste System”

The class system between faculty and staff

The college makes special deals, outside of the usual pay increase process to get and keep people it deems "special". Deals are done (for SOME) to get them to retire early, or to keep them from leaving for greener pastures. Many of these special staff have fewer responsibilities than their lower-paid colleagues at CC. Some are more equal than others!

The distribution of work across departments doesn't appear to be even. The disparities in the faculty entitlement and the rest of us in terms of freedom to speak and ability to advocate for wages and benefits and make up our own comparison groups (the top twelve colleges) are disturbing

The good ole' boys are alive & well

*The special treatment of some and that my direct counter part has less on his plate yet makes more money

The still existent, although somewhat hidden, discrimination between exempt and non-exempt staff; inconsistent implementation of policies (i.e., parking)
The vast difference between the leave policies, opportunities for advancement and salaries/raises between exempt & non-exempt staff—a difference in status that web-time entry is going to accentuate even further making us little better than shift workers.

There appears to be a double standard in which some individuals receive special treatment. There is a class system here which in some ways has improved, and in some ways has gotten worse. It's complex and involves multiple different constituencies... exempt/nonexempt, staff/faculty, etc.

There is a gap between the academic hourly staff and the salaried staff. I don't know if the gap can be bridged.

There is a sense of community, but a lot depends on the position you have as to how some people communicate with you. Some people receive things because of who they are, when others don't.

There is an unspoken barrier between professors and staff and administration and staff. ** There is definitely a class structure here...the have's and have-not's. Interesting, considering what this place preaches.

There is still the feeling that non-exempt are not as important as exempt employees. Perhaps it is because their titles are not as sophisticated or that they earn a higher salary. The pecking order still exists and probably always will.

There seems to be a disconnect in that CC attempts to portray collaboration, committees, etc but in reality things are very hierarchical. I think we should portray what we do more realistically.

Unfairness; preferential treatment
Upper management, directors climbing the ladder on the backs of the workers
Way too much mental separation between faculty and non-faculty as well as between exempt and non-exempt staff. Too often I hear about hourly workers who experience hostility just because they want to take the lunch break to which they are entitled! This is just totally unacceptable and, while I hold out some hope that the online time entry will make a difference, I don't really believe that it will. There is a palpable feeling of some of us being better than others and therefore entitled to special treatment, whether it's a special parking place, or extra long lunch hours, or whatever. How to alleviate this situation is the million dollar question. Lowly non-exempt staff must resist bullying and not cave to unreasonable expectations. But I know it's the usual response when your job may be at stake.

We have great people at CC but equity issues remain. Examples include the faculty as the only employee group who truly can speak freely and advocate strongly on their behalf for working conditions, salary, and benefits (witness the recent debate on early retirement, or count the number of faculty and retired faculty on the compensation committee, or which employee body presents specific recommendations on their own salaries and their own national comparison group, etc).

You must ditch the CC caste system.

Supervisor Difficulties

A micro managing supervisor
As a supervisor/manager, I find that I am focusing more on helping people "feel good" when I should be helping people do better work.

Being at CC for almost four years, not one of my previous supervisors went to bat for me.
* Dissatisfaction with my supervisor.
* First reason would probably be a really rather scary supervisor, who I mostly adored, but could be really mean sometimes.

Going through some growing pains with a new direct supervisor
I absolutely do not trust my supervisor whatsoever. I don't fully trust his supervisors to have my best interests in mind either.

I believe myself and co-workers have respect for each other and what we do, however, I'm not convinced that the new director has the same perspective.

I feel more intimidated by new supervisors.

I feel that my supervisor micromanages us to the point that we cannot think for ourselves. We are told to do what he tells us to do and nothing else. He has a habit to put us down in front of other workers. It's a lot different working here now than it was when I started in 1993; it was a lot more laid back.

I feel that the length of time that I've been here I've had really good supervision and the last few years it's gone down hill as far as respect. Intimidation has been a problem. A lot of us feel intimidated to use our
abilities and knowledge. The supervisors have made a lot of us lose school spirit that was present in the past. I feel like when there's a mistake made, if the supervisor has told you to do something...he should back you up if something goes wrong. They seem like they're out to protect themselves and let the workers take the fall. There's a lack of respect from my direct supervisor to all of his immediate employees. I feel like all of this eventually flows into other areas and makes getting the jobs done here difficult because supervisors make conflict with other departments.

I have always been concerned with the apparent random aspects of the grades assigned to the jobs. There just isn't much logic. Grade changes are so randomly determined by the determination and tenacity of heads of departments. The head of one department may determine that all his staff should be grade 9 and he makes it happen. Another department has a leader who resists and drags his feet for the lowest grade workers. But then magically, some higher level workers suddenly get upgrades. It's disheartening to say the least.

I personally don't have any issues with my direct supervisor. I just know that there are some problems with some other parts of our department. I think there are staff members that feel intimidated about going to the supervisors for help with issues.

I think CC doesn't do enough to train managers.

I think most administrators trust their employees or assistants but do not always respect them. This comes from in my view a sense of power or control.

I think the new time sheet process will help the problems stated above (hopefully), but I'm afraid my supervisor will be extremely unhappy with me if I accurately mark my hours once this change happens.

It would be good if WE had a working supervisor, but we don't.

My faculty supervisor assumes that everyone is responsible for taking care of her needs ... no matter what their job description and responsibilities.

*My immediate supervisor 1) favors people that were in the military. 2) doesn't treat the people that work under him the same. 3) lacks professionalism at times, but not all the time.

*My new supervisor is usually nice enough to me, and I like him, but he's done some things that make me wary. I don't truly trust him, and I don't fully believe he knows and will do what is best for my department. This bothers me more than it should, perhaps, but I had a great, trusting relationship of mutual respect with my prior supervisor, so it's difficult. I don't think he treats this individual fairly at all, and I'm watching Dick closely to see what he's going to do about it. It will make a big difference to me to see if this reliable, loyal, exemplary manager will be treated fairly, or allowed to languish under the neglect of someone who doesn't know what to do with her talents. My morale is directly tied to a sense of fairness, so you don't have to mistreat me personally to lose my respect. If I see someone else being mistreated, it's just as bad.

My supervisor.

*My supervisor (3 mentions)

*My supervisor. I have been promoted several times, but she cannot grasp that I no longer do certain things (someone else does). I am overwhelmed by her requests and no matter how many times I redirect her requests, she does NOT get it. She also thinks she is the only one who is incredibly busy. She works weekends and constantly throws that in our faces.

My supervisor and I have very different approaches. My supervisor's approach is controlling, which in my experience comes from a place of fear. People that are motivated or driven by fear are more likely to be emotionally volatile. This is why I do not trust my supervisor.

My supervisor does things now that I used too do, he wants to do everything for us and make all the decisions for us. If he knew that I was filling out this form, he would probably fire me. He has told us that he could bring in temps at any time to replace us with no slow down of work. He makes us feel expendable.

My supervisor gives me a big project but before it's finished he pulls me off to start other things. There's no sense of time. He calls at lunchtime or 5 minutes before it's time to go home with things he "needs" me to do. There's no source to go to that will listen to a problem. They don't get things done in short times. I think that people come and make changes...then they leave for 2 or 3 years and we end up going back to the old systems. We need to stick with what works I feel like I have to go to my supervisor every time I need to make the slightest decision and it takes up a lot of time. He micromanages and doesn't let us make our own decisions. If I ask a question, I'm belittled. We go into areas that we aren't certified or qualified because he doesn't want us to ask the other departments for help. It's a liability issue. It's hard
not being able to communicate with co-workers and other departments about life safety issues that concern us but that we aren't qualified to fix. Such as gas leaks, plumbing, electrical, etc. He doesn't respect me and other co-workers. I've never had to tolerate this kind of behavior from a supervisor and it's stressful. My supervisor and management team makes me feel replaceable because I'm older. There have been comments in meetings about people "retiring soon and on the way out the door." They've said they can replace us with temps at any time. It's degrading. There are other off the cuff comments about age.

My supervisor is difficult.
* My supervisor is dishonest and does not treat her staff with respect.
* My supervisor is known to keep information from us and I don't feel I can trust them.
* My supervisor never tells me on occasion that I have done a good job. I have only heard once in the entire past year that I have done a good job on a report from another shift supervisor. I have many supervisors above me in my department's chain of command.

My supervisor thinks he's the best, but actually needs training on being a good supervisor.
* New Director

Not all persons are treated equal in my department. The supervisor is twice as hard on those, who are unmarried.
* Poor supervisor

Some of the supervisors have no people skills and are difficult to confront about anything negative or positive.
* Stress and intimidation from my supervisor and management team. I've never had problems in over 40 years from any past employer.

Stringent administrators who do not allow staff to participate in such events as the staff BBQ that is set up to recognize all staff and faculty. Things that could be simple morale boosters such as closing the college and leaving early the day before a holiday is frowned upon by certain administrators.

* Supervisor.

* Supervisor is destroying a once-great department.

Supervisor not necessarily going to bat for me [about pay raise].

Supervisor who is unqualified for job, has no respect for processes; doesn't understand time involved in doing a job well; is a poor communicator and focuses on negatives.

* Supervisors.

* The Boss

The boss he looks down at you like you don't know a thing.

The team works well without the interference of the supervisor. The supervisor actually blocks progress and creates staff conflict and tensions.

The vacation allowance is good. BUT, with my current workload, I have been discouraged (by Supervisors) from taking vacation time! This IS NOT RIGHT....!

Unfair practices within departments. It's difficult to have a conversation with another colleague who is experiencing strife and difficulty within their department related to overbearing supervisors, threat of their job, or not being allowed to attend an event -- when that doesn't happen in my department and I have a supervisor that supports our entire staff 100% and is a terrific leader. I realize every leader is different, but the basic rules should apply and there shouldn't be "under the table" deals continuing when HR has laid out specific rules for hours. Nor should an employee be browbeat and intimidated not to attend an event such as Fall Conference or Commencement - this certainly does not promote a sense of community!

Administrative Decision-Making

* Administration is making it just too hard to work here.
Again, WORKING for departments is fine...it's all the "new rules" that are abusive.
An issue that needs more attention has to do with the impact on staff of new initiatives. We plan buildings without increasing staff. We plan events without adding staff. We provide new services to faculty and students without adding staff or EVEN STUDYING THE IMPACT ON STAFF!
Decisions being made without the input of staff (i.e., parking)
Decisions that affect me are made without any input or consideration on how it will affect my paycheck....emeriti; parking; mandatory retirement
For the last 2 years the College has come up with additional deductions such as parking now that for sure take care of any pay raise received - is this going to continue? It sounds like - We have to give them a pay raise but then they will have to pay for something to make up for this expense.
**Give better pay raises; not charge staff for parking passes; revoke the Emeriti mandatory status; and consider our situation when making the mandatory decisions that are made for the staff. It seems like a lot of money decisions are made by people who are paid considerably more and not affected as badly as the people they are making the decision for.

High-level administrators that come to Colorado College, impose all kinds of corporate edicts on us -- then they put in their 5 years or fewer and move on to better things, while the rest of us are left to deal with the fallout.
I also feel like morale is something that they may want to focus on and have a committee to ensure morale is a priority, but it's all show because decisions are made on a daily basis that negatively affect morale and respect is lost on both sides.
I began work at CC 10+ years ago and then left for a time. In the time that passed there seemed to be a dramatic fall off of communications and the decision-making process from the Senior Staff to the rest of the campus community.
I believe there are attempts to listen to staff input and comments, but believe that in most cases decisions have already been made by senior management and faculty influences.
I do not know if the comments from staff are truly taken into account concerning major college decisions.
*I feel like a second-class citizen often because of decisions that have been made that affect my job and my co-workers at my level.
I felt patronized by the implementation of the emeriti and parking programs....decisions were made irregardless of staff input. Left a real bad taste in my mouth in regards to how the senior management plans and cares about the people behind the scenes who make this college work.
I have been displeased by the decisions of 2 search processes, where a great deal of work was done by members of the department and then upper level administration made the hiring decision without the input of those in the position or those who had most contact with the candidates.
I have volunteered for many things at the College, but generally the things I have worked for have not been implemented. To me, I believe the results were already known before the work was done and it was just an exercise in "pretending" to care about the opinion of the staff.
I often have the impression of a "top-down" decision-making process at the college, especially in the past two years, that has been very detrimental to morale. Consultation about, rather than announcement of, changes affecting salary and benefits, would be appreciated. Perhaps this could be achieved through "town meetings" from time to time.
**I think that with a 'normal' pay increase and the administration actually paying attention to what staff have to say and using that information, this might improve a lot of people's satisfaction.
I think there are a fair amount of top down decisions.
I would appreciate honesty from the administration...if we truly have input and can make a difference then have the focus groups, but if decisions are already made, don't waste our time.
*I'm also sick of being abused by powerful administrators, and having no voice of my own. I'm sick of childish, shallow people to whom I must constantly pander to avoid having a completely miserable, or endangered, job experience.
I'm desperate to love my job. But CC's administration seems hell-bent on erecting road blocks at every turn, either with insipid marketing ideas or mean-spirited administrators grabbing power at every turn.
Humans work here. We're not the “help.”
It concerns me that so many decisions are made by the senior staff without any input from the faculty or staff.
It seems that the administrators on campus who make the decisions regarding health care coverage do not seem interested in hearing feedback from the campus consumer regarding the plans that have been chosen.
Lack of consideration to staff when making decisions that affect the entire college
Lack of transparency and communication when decisions are made
*Management making rash decisions without thinking of the consequences.
*My paycheck is slowly being whittled down by extra costs decided on by other people - parking fees, 
emeriti health.  
Parking - and really all new decisions - just need to be better organized and take more time to implement.  
We started trying to implement the new parking policy before we had actually ironed out the policy, 
before we had hardware in place to follow policy, and before we had painting in place to indicate 
parking. Communication was fine (Thanks Ron) but other aspects were just messy. I think this is true for 
many big decisions.  
Parking – The college is close to downtown so I can accept that it is reasonable for us to pay for parking. 
However, as is typical at CC, it was rushed into without adequate preparation: no signs, no options for 
visitors, no plan to ensure that employees who purchased permits will be able to park during events like 
Homecoming or even Forensics tournaments on block break. Aside from those issues it has been better 
enforced than I expected, so kudos to security for that.  
Staff is allowed to input on most issues but their input is routinely ignored -- i.e., parking fees and 
retirement health plan fees.  
Staff members are encouraged to help the students and support CC in its goals, but some staff don't feel like 
they are being supported equally. Every staff raise in the last 2 years was used for Emeriti and parking. 
The Emeriti plan has some major flaws and needed to be evaluated further before committing to it. The 
parking situation could have been handled a little better and with a few adjustments to also plan to include 
the city bus system. I think the Staff felt a little betrayed by the push to get things done and some of these 
decisions have adversely affected morale. The communications don't start until after the college has 
committed in some way.  
The College has felt increasingly "bureaucratic" in the past two years. While some of the new policies and 
procedures may be necessary, legally mandated, and in the long term, beneficial, the way in which they 
were handed down as "done deals" was very detrimental to morale.  
The decision making process from Senior Staff does not seem to be responsive to the rest of the CC 
community.  
The failure of administration to empathize with "the little guy" by repeatedly implementing unfunded 
mandates. Stating verbally that they "care about their employees" doesn't make it so -- the actions of 
administration frequently demonstrate that these are empty words.  
The lack of respect from Sr. Staff regarding things that directly affect me (i.e.; parking, Emeriti) 
The real issues that affect staff are not addressed in a way that minimizes negative impact, but rather in a 
way that is most convenient for the college.  
The senior staff members ahead of me make decisions about my program without asking for my input. 
The way the college makes decisions for all of the employees and doesn't consult with the staff. They ask 
the faculty what they think, but never the staff. Asking the staff council is not the same as asking me. 
There are a number of problems relating to the administrative decision making process that are accepted as 
unchangeable.

There have been recent changes that have made me think that CC is not considering support staff. The 
small pay increases, while at the same time, the added pay deductions for emeriti and parking, leave me 
wondering if anyone is thinking in a serious way about the impact of policy decisions on the whole of the 
CC community.  
There have been some decisions made by the college in the last year (new parking policy is the most 
obvious) where input by the campus seemed to be discouraged and ignored. Even new faculty 
compensation policies (like retirement, SSS) seem to be pushed through the system rather than finding 
ways to avoid resentment.  
There is still a pretense of collaborative decision-making. Dump it! It's disingenuous in our new corporate 
environment.

They say that we our opinion is important and they have us join various different committees and then in 
the committees we are told that our opinion is fine but then they make a decision regardless of the 
committees’ opinion.  
This is getting to be a problem here at CC. They move forward on important issues that affect everyone, 
and figure it out as they go along. Often the outcome is not in the employee's best interest. The parking 
was like that.  
This is not just about communication; it is about transparency and power. Decision-making is in too few 
hands, and needs to be dispersed more broadly. Otherwise, the current level of demoralization will 
increase.
When individuals cannot support their families with a living wage, it is ridiculous to make them pay for parking and emeriti.

**Whenever input is sought out by managers, supervisors, etc., that information should be seriously considered, as opposed to making decisions that would have been made prior to asking for the input. This is the main way my morale has been lowered and is extremely frustrating.**

Benefits (general)

About 3 years ago, I made a change in my TIAA-CREF allotments. My first pay check of the year was not correct. They did not post the proper amount to TIAA-CREF, yet it was taken out of my pay. I thought the correction would be a simple one to make, yet I was shifted back and forth between HR and the Business office for months! After pursuing this constantly, because I heard back from no one unless I made the attempt, I talked to the comptroller. She, after much discussion, saw the error and had it corrected. It was a NIGHTMARE! I am literally scared to make any more changes in my retirement again. My supervisor or director seemed to not want to get involved. So where are advocates for staff when something like this happens?

As a part-timer, I don't get any benefits. It would be beneficial to explore a partial benefits package for part-timers to help offset the low pay.

As part time staff, there are no benefits available to me.

*Being told how my "raises" will be used to fund. It's disconcerting to lose my "raise" each year to pay for programs I have had no say in accepting or rejecting, programs that have been forced on me without my permission. I believe I'm a responsible adult and can make good decisions about how to use my money until senior staff decides these things for me and tell me how it's going to be after the decision has been made.

Benefits
Benefits continue to deteriorate.
Benefits which are not optional
Benefits that are shoved down our throats

*Better benefits.

College retirement contribution could be higher.
Cost-of-living raises the past two years have been less because of Emeriti deductions, and for some, parking fees. So in recent history, the compensation package has not seemed as special. I do not know how this can be improved, except for there to be a period granted with no "unexpected" extra deductions or expenses.

Early retirement options should be improved - I'm not talking salary for not working! Can't imagine that would ever happen. But some sort of reward for long term 25-30 year employees. Health premiums paid until 65.

For the most part, the benefits are great, although lately they (or at least the portion paid by the college) are eroding. The college would be well advised to think about whether or not employees will be willing to keep working here at substandard wages if the benefits and environment do not make up for it.

Having to pay for [parking and] Emeriti

I am not pleased and strongly disagree with the college's practice of initiating/implementing program(s) requiring mandatory participation of its employees.

I am on the waiting list and I heard straight from the directors that the process to get a child in the center is very convoluted. They couldn't explain the entire process to me, maybe because they didn't understand themselves how children are picked? Right after, they assured me all staff/faculty/administration have a fair chance, but I was not convinced.

*I am underpaid with no benefits.

I cannot answer positively about the overall benefits package because I feel strongly against Emeriti and life insurance. I also do not believe CC should be in the Life Insurance business -- most people purchase their life insurance through their insurance carriers.

I do believe that it should, in some form, be available to part-time employees, especially concerning health insurance, vacation, and personal leave days.

I have been disappointed by the college's practice of not starting a new professional's retirement contributions until they have been one year UNLESS they already had a retirement started with TIAA-
CREF before arriving to CC. On one hand, I think it is great that CC will not interrupt the retirement savings of those who are already investing. On the other hand I think it is outrageous and a poor reflection of CC that I make nearly $2000 dollars more per year than my colleagues only because I had an account with TIAA-CREF started before coming to CC. This is another policy that I feel is unfair, not well thought out and bothersome.

I have been hourly for almost 8 years. I don't have a benefits package. I have seen the benefits package decline over the years. One of the reasons for lower pay was because we had such a good benefits package. That's not the case anymore.

I need to take home money and am not happy to be paying for Emeriti and long-term disability. I have my own safety net. I would prefer to work 2080 hours per week.

I think the college should contribute more to TIAA/CREF. Most other educational institutions contribute 2:1 or better. One I worked at contributed 3:1. This is more like a business.

I was a part-time employee of the college for over five years, and during that time I never once received an hourly wage increase. In addition, despite the fact that I worked full-time hours, I was required to pay part-time rates for health insurance, and I had to fight dearly for retirement benefits. Now that I am a salaried employee, I am much happier, as I receive small salary increases and pay less for benefits. Nevertheless, the fact that I have worked at the college for almost nine years and still barely make enough money to pay my mortgage does depress me.

I would like my position, which is 20hrs/wk, to be benefits eligible

If I have proof of having my own policy, I don't think I should be forced into taking CC's required policy.

For example: long term disability.

It would be nice if we could look at a cafeteria plan so people could choose the benefits they want rather than be mandated which ones they must choose.

Lately [benefits] (or at least the portion paid by the college) are eroding.

Let's get out of the paternal mindset. Just because something is good for me doesn't mean you should MAKE me do it. There are too many required withholdings, and they always have the greatest impact on those who can least afford them. The CC pay scale for non-exempt should be a source of embarrassment. “Mandatory benefits” is a bit of an oxymoron.

My annual salary is not very much so it is hard when they add deductions like parking, Emeriti and TIAA CREF to my pay.

My biggest concern has been and will be that increases in costs for parking and emeriti are collectively a higher percentage than any pay raise I will ever get here. The increase in the emeriti plan was presented as an adjustment for inflation. Those plus increases in health care costs don't help me feel like I ever get ahead. If I break even from year to year, I'm lucky. I don't know how many years I will work at CC feeling this way, even though I love my job here.

**Offering colleagues the opportunity to start their retirement when they arrive would improve my satisfaction.

Pay increases don't cover the cost of living increases in the city of Colorado Springs then the college adds a parking fee that must be paid by the employees and a steady increase of items that comes out of the take home pay check that I have very little choice of like Emeriti

Reduce the amount of required withholdings

Some out-of-pocket benefit costs are acceptable would like to see some other options for services not covered

**Take away the mandatory retirement package.

The benefits were a big draw when I began working at the college 9 years ago. But they leave a little to be desired now.

The gap between the words of our core values and our actions - I see CC touting the value of our people constantly, and yet the college's actions clearly state that money is more valuable than people. We love to compare ourselves to sister institutions in order to justify many different things, but when it comes to using that comparison to justify a new benefit for staff, it is suddenly considered irrelevant.

*The last few changes imposed on staff--emeriti and parking fees.

The retirement that the college offers is lower than what most offer. Most colleges will match at least 10%. The size of the children's center is too small and we cannot accommodate the needs of the college parents of small children.

Though parking has improved immensely, I wish the cost was not so high. Making as little as I do it is a hardship for me every time CC takes a deduction from my paycheck.
TIAA-CREF should be voluntary. We've been on the waitlist for CC's children's center for more than a year with little noticeable change in our status. When I started here, I knew that there would be extra things coming out of my check after the 1st year. So, I thought that was alright because I want to stay here for a long time and the retirement seems good. But then the parking issue came up and that was even more on top of the 5% Retirement that started coming out. From what I hear around campus and at the parking forums, it happens often and they keep adding more and more things that come out of our checks. This is discouraging. I go above and beyond in my position to do extra whenever I can. I feel that my evaluation and pay raise showed that. It just all got taken from me.

Web Time Entry/Logging Time

About web time entry, I don't know whose idea it was but is somebody that has enough money to pay for groceries when we receive just 10 days on a paycheck, right? Although I understand, somewhat, the decision for the Web entry...it's one more thing that I have to do during my day...I prefer to receive equal amounts on my paycheck instead of different amounts, depending on the amount of days in the pay period. Currently, I am just dissatisfied totally with the web time entry decision. Final comment on Web time entry is not about that specifically but is really a comment on the SENSE of loss of trust that occurs with an increasing list of bureaucratic kinds of processes. Understanding why all of these things must happen doesn't change the sense of loss - and the very special human and humane nature of CC as an employer.

I am a little worried about finding time for web time entry as I don't have a desk job and don't have a break during the day to submit the data. Will I have to use my lunch break to do this? I don't like the web time entry I prefer a time clock.

I feel that support staff are not being considered carefully. For instance, with the upcoming web time entry, the variations of pay periods which impacts each pay check by as much as $300, is stunningly insensitive, at best, to the employees who are living paycheck to paycheck. I have higher expectations of progressive policies from an institution such as CC.

I have read from several different sources that comp time is legal but have been told over and over here at CC that it is illegal and will not be allowed with the Web Time Entry program. Yet no one on campus seems to have money in their budgets for overtime pay. Sometimes extra work is required and we should not be made to feel guilty for wanting to get our work done.

I have to say that the presentation of the web time entry in the meeting that all campus had to attend in the WES room was Orwellian, and reflected almost perfectly the sadomasochistic relationship I've observed HR having with CC employees. Although, I must say that all one-on-one contact about web time entry has been great... But, the presentation sucked and was inhuman. "Hi all, you're going to have a few really crappy paychecks next year and you better learn some discipline and starting saving... because that's the law... deal with it... bye-bye... oh, by the way, come to our presentation on how crappy a few of your checks will be because we assume that you're too stupid to figure it out, but we also happen to assume you won't be troubled by us acting like strict, bitchy parents."

I preferred just working as a full-time employee without the web entry. The way it seems it will work in the future, I don't think I'll ever know exactly what my paycheck will be. I much prefer it the way it is now, being a full time employee.

I still do not think it is right to mess with peoples pay periods, 5 days, 9 days. I feel that the web time entry needs to be done, but the employees should still have the same pay periods as they currently have.

I think the new web time entry is a step backward in how we treat people. How would the exempt staff like not have a consistent paycheck to depend on? Why has this suddenly become an issue after 30 some odd years of apparently doing it illegally? This system will be an unbelievable burden on single women, especially those with a family. Very unrealistic.

I understand the need for web time entry and am still concerned with how it will affect those of who are mandated to work fewer hours in the summer. Will the departments be given the funds to pay for more working hours? It is hard on everyone to make less $ for three months.
I would like to see consideration of bi-weekly pay periods to even out the effects of the Web Time program. I know it wouldn't help the staff who don't work during the summer, but it would make the pay periods even in the number of days in each period. That would help stabilize the amount of monies needed from pay to pay for monthly expenses.

It's like all the new rules are made to make it as difficult as possible to work here. Take, for instance, the wonderful new way they're proposing of paying us. They're making it almost impossible to AFFORD to work here. And it has nothing to do with "federal" laws...it's a self-serving creation. There ARE ways to pay us fairly and without hardship and follow federal regulations. This is just another example of the insanity!

I've experienced glitches with web time entry regarding a staff member whom I supervise. It seems like a good solution in theory, but in my case the implementation has not gone so well.

It sounds to me like the Web Time entry disregards the welfare of our part time staff. If there is a way to pay year round, why not do it.

Regarding web time entry - our dept. was given a time this fall to go to training, but the entry won't be implemented until summer, which seemed unrealistic, since most of us will have forgotten how to do it by then!

The decision to change the pay policy will affect me greatly. It means that throughout the winter months, I have to put enough money away so that I can still meet my financial obligations during the summer when I work less hours. I love working less hours in the summer, it's one of the pluses for working at CC, but this decision puts a hardship on me, plus the decision to charge for parking.

The insistence [on] timesheets - which decreases the flexibility that staff have.

The reasons for web time entry have been explained; however I disagree. It gives the impression of not trusting us to do what we are hired to do.

The time entry process that is going to be implemented in July.

The vast difference…between exempt & non-exempt staff--a difference in status that web-time entry is going to accentuate even further making us little better than shift workers. Why not just simplify things for everyone and install punch clocks?

The web-time entry is going to be degrading and hideous. All this just to conform to the inflexibilities of the Banner system. I do not believe the 'legal compliance' justification offered for one minute.

The Web time entry is like a time clock factory atmosphere or "shift workers." Some of our jobs especially those in the public services, are not something we can just drop to get out the door at certain time. It contradicts the Block plan and the deadlines and pressures it creates. Also, I am concerned about how everyone is going to break even in July with the correct pay* I have posted this question to the website, it took two weeks to hear back, and they still cannot answer this question. They told me they are still working with senior staff on these issues.

The web time entry program causes to me to again question who does the purchasing for this school. This is one of the most cumbersome programs I have seen. I don't see a problem with some kind of accounting system for staff hours but this program was a very poor choice. I also resent the tone of the business office staff when suggestions were made on how to make it easier for us to submit our hours. If we can find efficient ways to manage such a terrible program we should be commended. I'm hoping that future updates to this program will make it more user-friendly.

Web entry: My work hours conflict with meeting times for Web instruction. I don't want to appear "drunk tired" when attending the Web meeting.

Web time - it hasn't worked for me yet!

Web Time entry - I worked in payroll for many years, and implementing a new program does take a lot of effort, but saying that they can't implement a bi-weekly or monthly payroll this far out is not being truthful. Again, not really looking at the best interest of the employees.

Web-time entry - I'm not convinced this has to be done (many other employers out there continue to pay nonexempt employees a salary), and given the upheaval to staff I think that other options should be thoroughly explored. As part of the typical failure-to-relate on the part of administration, there seems to be little concern about how difficult the transition is going to be for some of the lower paid employees. Many of us were told last year in training sessions that the college would make up the difference in employee pay for the reduced pay period when it is implemented, but they have now reneged. Also, it seems like too much burden is being put on staff and not enough on supervisors to be sure that overtime is reported accurately. I don't see how web time entry will change this.
Web Time Entry – Some administrators have implied that if we are working our scheduled hours we shouldn’t object to having to fill out time sheets. Here’s why I object: I’m told that it’s important to be paid for every minute I work, but that I could be disciplined if I work extra time. Well, no one can divine how many red lights or traffic jams they’re going to encounter on the way to work so, if you’re a responsible employee, you allow enough time to ensure that you’ll get to work a little early. At the end of the day if I’m in the middle of something, I’d much rather stay 15-30 minutes late to get it to the point where I can go home and forget about it rather than “clock out” on time and then think about it for the rest of the evening. There is a great demoralizing factor in being forced to become a clock watcher who is deemed not capable of deciding how to manage my workload.

Web time entry discussion needs to include the fact that individual departments do whatever they want regarding comp time, over time, work days... It should be the same across campus- and I know for a fact that it isn't. The library staff has their own rules and probably won't comply with the law that CC should be promoting.

Web time entry has made me feel that i am not trusted and that the college has become just another corporate money-grubbing institution instead of a place to have a career and make a difference in young peoples lives.

Web Time Entry is a mode of implementing procedures mandated by the Fair Labor Standards Act. We should do the minimum required to conform to the law, and we should carefully assess the impact on staff of recording hours worked electronically. The web-time entry is going to be degrading and hideous. All this just to conform to the inflexibilities of the Banner system. I do not believe the 'legal compliance' justification offered for one minute.

Web Time Entry is of critical importance, and it is poorly communicated and stands to really hurt our least paid staff.

Web Time entry may be perceived as "Big Brother" watching. There is a culture that if a person is non-exempt that they are not treated like adults and the feeling is they need to be watched and must keep track of their hours. We are all adults. What makes an exempt person more trustworthy than a non-exempt? More often than not the non-exempt staff are the ones keeping this campus running!

Web time entry seems punitive and somewhat like a crackdown on non-exempt staff while exempt people can work for 1 hour a day and would be considered to have worked the entire day.

Web Time Entry seems to be another way of telling staff that you don't trust how they are filling out their leave sheets. Then some say comp time is illegal while others say it is not. I think it is just asking for trouble with people making things up when they have to enter this all the time. Other places don't have to do this why do we?

Web Time Entry will be a problem. From my experience as a non-exempt employee I work various hours. I feel that my time spent at work is flexible. This is a benefit. Once I have to put down my hours in 15 minute increments it will not be flexible. I probably put in several hours of overtime in a month, but it isn't a problem. With WTE it might become a problem. I am happy with the flexibility I have now. I feel it is another method to control (punish) employees. I wonder if I will remember to do my timesheet daily. I wonder who will approve it if my supervisor forgets. If proxy approvers don't know when I am working, what is the purpose of having approvers?

While the reasons for the need to implement web time entry have been communicated very clearly, I am still very concerned about the impact this will have on staff who work fewer hours in summer.

Will employees be allowed time to enter web time data? Or are we to do this on our own time? Currently it is not accessible outside the campus. Will employees be penalized (unfavorable reviews, loss of promotion, etc.) if the new web time entry causes the employee to be paid OT. Are non-exempt employees’ hours ever verified? Are they required to work 40 hours a week or are they exempt from time standards?

WTE has been a, “here it is - if you don't like it too bad” experience. Poor communications

Leave Policies

All employees should have sick leave and vacation time, regardless of their term of appointment
All permanent CC employees should receive paid vacation and sick leave based on the hours of their positions.
Annual and Sick leave for part time staff

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At the very least, sick leave should be allowed to accrue for part-time workers. Vacation leave would be nice too. Something, even a modest amount would help. It would be simple to make a formula that would allow some paid leave to accumulate, based on hours worked.

** Give us nine-month vacation accrual.

I am an exempt staff and although the 22 days of vacation are very generous especially compared to that of nonexempt, I would like to see the same type of scale used to get additional days based on years of experience - it would be an added morale booster that wouldn't cost the college much more. (i.e., after 5 years receive 23 days versus 22).

**I believe that part-time staff whether exempt or non-exempt should have more benefits. Specifically vacation for part-time employees. I also believe the maternity policy should be the same for all levels of employees.

I do believe that it should, in some form, be available to part-time employees, especially concerning health insurance, vacation, and personal leave days.

I do not feel that the leave policies are particularly fair, however, in that exempt staff accumulate leave at a much faster rate than non-exempt, even though from what I've seen, exempt staff generally work the same hours as non-exempt staff (I have witnessed only a few instances of "after hours" work by exempt staff).

I have been disappointed by the policy regarding personal/vacation days for 10-month contracts since I have arrived. It does not seem well thought out or fair when contrasted with the policy for 12-month contracts.

I think leave policies are quite fair, except bereavement. For immediate family members, 3 days is not sufficient.

I think maternity leave should not suck up all of your sick leave. I think we should use vacation but we need to be allowed to keep sick for after we return to work, or we should be allowed to keep half of our sick leave.

I think that maternity leave should be the same across campus regardless of position. I think that it is unfair for an administrator to automatically get 3 months and a staff assistant (who gets paid less) has to use all their vacation and sick leave.

I think that the benefits package is reasonable with the exception of maternity leave and the emeriti package.

I would like to see exempt staff receive the option of having three personal leave days per year like the non-exempt staff receives; also I believe one's birthday should be given as a paid holiday.

If the college can't pay more, it should compensate with better more humane leave policies. 2 days is not enough time to deal with the death & funeral of a parent.

It is sometimes unclear as to when we are able to take our leave.

Leave - all people need to have the "right" to be sick
Leave is inconsistently granted by supervisor, and comp time is unregulated.
Leave policies for 10-month employees (no sick or vacation time) are ridiculous. The only way they work is if every department adopts some kind of flex time compensation because people are inevitably going to get sick or need a day off during the year!

Leave time should be put in your bank at the beginning of the year for the whole year. Then you know how much you have to work with for the whole year. If I want to take my vacation in January, I can't because I haven't accrued enough leave and can't take my vacation until at least summer when I have had time to accrue enough. I wish this policy would change.

Maternity and Paternity Leave should be the same for staff as it is for faculty.
No paid leave
Number of sick days is not adequate.

**Offering a pro-rated personal/vacation day policy to employees with a 10-month contract would improve my satisfaction.

Part time employees should given vacation and sick leave. In my position I supervisor several student workers, however, I am not being paid at the supervisory level.

Part-time staff should accrue vacation and sick leave.
Regarding leave: I don't think it's fair for Exempt staff to earn leave at a greater rate than Non-Exempt. Leave earning should only be based on time on the job and everyone should earn at the same rate.

Regarding leave policies, I think the time allowed should be relevant to the reason for the leave, and consider the request individually.
Sabbatical leaves for professional/exempt staff would make us more competitive with similar institutions. Sick leave policy for exempt staff is great but unclear. Salaried employees should get compensated somehow for un-used sick leave after a certain amount of saved hours. The leave policy is fine, but the extreme amount of comp. time I have accrued is ridiculous and it seems there is nothing we can do about it at this point. The policies are reasonable but in my case not practical. The vacation allowance is good. BUT, with my current workload, I have been discouraged (by Supervisors) from taking vacation time! This IS NOT RIGHT....!

There are no vacation days or sick days figured into the package which is far less than any other private institution I have ever worked at.

Two weeks vacation is excellent when starting a position but after 3 to 5 years it should be increased to 3 weeks. The 2 weeks at Christmastime should not count as vacation time as it is not something we choose. Vacation time for nine month employees is constantly pushed aside even though comparisons to other ACM schools shows that vacation time is given to nine month employees. While the leave policies for my job are reasonable, there are employees at CC who are denied paid sick leave and paid vacation that are standard benefits from other employers. This should be rectified.

Wish there was a paternity leave policy and a very clear timeline for maternity leave as well. With a recent prolonged illness and subsequent death of my father, I was forced to take vacation time....?

Pay Raise Policies

A fair and open process about how the increases are calculated, and maybe a public list of people that are recognized for going above and beyond And we already know that this year we won't be getting much, if anything, for a pay raise because the faculty has to be bumped up on pay. My supervisor would like to give me more of a raise, but can't because of limitations passed down by the college. After all the deductions you have made from my paycheck in the last year -- Emeriti, increased health insurance, and parking pass -- I am now making $28 less per paycheck than I was making last year. That was after a raise.

CC also needs to rethink how merit pay/reward for exception performance is operationalized. Every division makes the decisions around our VERY unclear salary budget processes very differently. And most often, what we can actually give out to employees, after cost-of-living increases, is almost embarrassing. Rewarding truly exceptional people - monetarily or otherwise - is something that CC has yet to practice.

Compensation - reward for good work, COL increases for staff versus faculty, national jobs versus local jobs, etc - I think we need to have a better "reward" system. I also think that national jobs are national jobs and COL is COL.

Each time I get a raise, I just end up giving it back to the college, and in all the time I have worked here, my actual take home wages have not increased at all. Every year I wonder, what's it going to be this year? For once I'd actually like to take home a larger paycheck to put towards my needs, instead of giving it up for the college's needs.

Each year the rising costs of health care are not compensated in our wage raises. We all need to be paid a standard of living increase that we can keep instead of having to give it back for Emeritus, parking, or whatever is thought up for our next "raise"

Faculty - Staff gap in pay raises, etc.

**Give better pay raises; not charge staff for parking passes; revoke the Emeriti mandatory status; and consider our situation when making the mandatory decisions that are made for the staff.**

How are the staff salary pool increases determined? Is their really staff input?? Or is the decision already determined.

*I agreed to be hired for the pay that was indicated, but as I continue in this job, I see that it would certainly be much more satisfying to be able to have a pay increase...or at least know that one would be possible. So far, I don't get the message that this is the case. For this reason, even though I love working here, I don't see my situation at CC as being long-term. I also believe that the raises should not even be considered a raise. Cents do not bring up that big of a pay difference.
I also think that the administrators at CC need to realize that the CC staff is very aware of how monies are spent at this institution and have realized for quite some time that it is not a lack of funds which prevent staff salary increases.

I believe that consistently good work should be rewarded by more than a 3% annual raise. But I am also grateful for any 3% raise. I love my job, but I know I could make more money working at another institution. The reason I don't is because CC is such a wonderful community of which to be a part.

I believe that the college does not do enough to recognize the employees that really do go above and beyond the call of duty. It would be nice if there were some sort of bonus system in place for supervisors to use to give something to those employees they feel do stellar work. Faculty has something like this, why do staff not? Like faculty, we need to perform at a high level in order help the mission of the college and I believe we should have some sort of recognition for it.

I think I might have missed this on a previous page, but the evaluation process seems to have no bearing on actual pay raises. Someone who is doing an outstanding job would get the same raise as someone who may be doing a lot of slacking. Why fill out all that paperwork when it has no bearing on the actual outcome of the raise.

I think that the way that raises for staff are calculated are ridiculous because they are only bases on COI indexes and even then the raises often do not reflect that. I think that the pool from which the faculty/administrators are paid often determines what is left over to pay the staff.

**I think that with a 'normal' pay increase and the administration actually paying attention to what staff have to say and using that information, this might improve a lot of people's satisfaction.

If there are any extra monies that apply to raises that the chairperson must request for their employee is this information being given to the chairperson (from H.R.)? And if not why?

It seems like EVERYONE gets a merit increase that is the same, regardless of how well they are doing their work. I think that employees that are not doing as well as others should not be recognized with a full pay raise simply because their supervisor is not comfortable informing them that their job performance is lacking high quality or meeting the expectations others are meeting. I think staff should be getting a 7% raise this year, not just faculty. Faculty get paid enough as is.

My last two raises have been pennies.

**My satisfaction could be improved if people were really rewarded according to their achievements.

My supervisor continually puts in for above and beyond the standard pay raise for "exceptional" work, and it is usually ignored.

Overall, fairly flat raise schedule even with consistently superior job performance ratings.

Pay increases don't cover the cost of living increases in the city of Colorado Springs.

Pay is a joke and so are the raises. CC is quick to say that there is no money in the budget for a decent raise but yet people are quick to find money somewhere to give a bonus to upper management or create new jobs that are already being done by staff.

Pay raises are "canned". What should be a "cost of living" increase is presented as a merit raise.

Pay raises are handed out very arbitrarily in our department.

Pay raises do not seem to be associated with performance reviews, whether poor or superior. Why bother with the considerable effort that reviews take if this is the case?

Performance reviews make no difference in salary increases as evidenced last year when the reviews were due after the salary increases were decided.

Re: #29- My supervisor would like to reward my performance but the raise pool is so restrictive my supervisor's rewards cannot reflect the desire to reward. Re: #32 - The pay rewards are there, but are not commensurate with performance. Re: #33 - The pay raise process is completely secretive; reasonableness is impossible to judge.

Reduce the disparity in salary increases between faculty and non-faculty.

Staff raises should be comparable to Faculty raises each year.

The annual cost of living increase these days is between 4-7% depending upon where you live. The college gives employees such as myself an annual increase in salary of 3-4%. This means that there is NO RAISE and the increase in salary is barely enough to cover the increase in cost of living. CC is behind the times when it comes to wages and salaries. It seems like whenever we are about to get a raise it is taken before the raise goes into effect.

The college needs to look into better pay raises.

*The poor salary increases.
The raises for merit at the college are almost non-existent. There is no incentive to perform quality work, other than your own self worth and standards. I have gotten excellent reviews consistently and feel I am not much better off than those who even got sub-standard reviews. The salary money set aside for good/excellent performance is a pittance and it would almost be better to simply not have it at all. Knowing that working really hard and doing an exceptional job all year will be rewarded with, at most, .2% more of a raise than my colleague who just does the bare minimum feels like a slap in the face and serves to drain my motivation.

With rising cost of living, health and the many other increases that deplete your paycheck - you never see the raise you get. The paycheck just seems to get smaller every which is a bit discouraging.

Lack of Growth Opportunities

*Being turned down for a grade level promotion with no explanation
*Better professional opportunity
*Desiring new and different responsibilities and challenges
*Few opportunities for growth, or to transfer to new position.

Figure out how to allow people to advance without leaving their department

*For a managerial or senior position with more money, because essentially, I can't go any higher here - even though I'm capable. My education may prohibit me somewhat, but my skills certainly don't.
*I think my job is dead-end.
**If I could find a comparable fulltime position on campus...

It does not seem that the College wants to keep the good employees that they have by rewarding them and encourage them to better themselves by applying for other positions.

In addition, there is very little opportunity, if any, for upward mobility in my job.

*It is just time to move on - need more professional growth and I won't get it here - not CC's fault, just lack of turnover in my office.

**It would be very nice if there were more opportunity for current staff to be promoted to higher positions. The ceiling is low and seems unbreakable.

*It's hard to move up to another position on campus.

Lack of in-house job transfers or mobility i.e. upgrading from a grade 7 to grade 8 position, etc. The same education level should match those job titles in particular grades etc

*Lack of opportunities for promotion. Even when promotion seems likely and deserved it is often not automatic; the person in question still has to go through the entire job search process to be promoted.

*Lack of opportunity for promotion from staff to administrator. I approached my supervisor three times over a two year period and was told a promotion was out of the question because the office was too small and there was no budget. Yet, recent CC grads have positions and salaries created for them within departments to the dismay of experienced current staff.

Lack of opportunity for promotions around the campus

My particular position is a dead-end.

**My satisfaction could be improved if there would be more opportunity for staff to advance.

*No opportunities for career advancement.

*No opportunities to move up within CC, in general the campus tends to look outward for jobs rather than inward.

*No room for growth or advancement; haven't been afforded the opportunity to learn or try something new.

*Promotion opportunities.

The low morale among support staff because it seems difficult to break out of the lower ranks and move up.

This seems to be encouraged at other large organizations and discouraged at CC - I don't know why.

There is no room for advancement in my job. The only hope I ever have of getting a nice jump in salary is if someone else leaves his or her position and I can apply for that job. There are no "steps" or progression at all, like the Faculty has.

*There's little career advancement opportunity at the college. It's always unclear if the next open position will be a national search or a promotion from within that you hear about through the grapevine.

*This job ends, no matter what, after 1 year. There is no chance for a raise, promotion, etc.

*To find an environment where there is a greater sense of a career.

*Upward mobility
Ways that I could be promoted within my position - there is no room for promotion within my department

Poor leadership

Chris Melcher absolutely lost all of my potential respect when he fired Joyce Eastburg. Current set of senior staff at the college. (president, business manager, etc).
Frustrating rule changes and an overall campus lack of direction and unity regarding the future of CC, and the goals of the college.
High level administrators who come to CC, impose all kinds of corporate edicts on us -- then they put in their 5 years or fewer and move on to better things, while the rest of us are left to deal with the fallout.
I am also always concerned with the random ways that # of hours is allocated. Either full time workers get 40 hours or they all get 37.5. And where is the logic regarding reduced summer hours? This all looks to me like nickel and dime budget band-aids while the head honchos plan on more building and superficial cosmetic upgrades.
I see a lot of very good ideas squelched into nothing by college leadership. There's an atmosphere of maintaining the status quo - innovation is met with stern resistance. We need more good leadership from our leaders. Instead, we seem to see a lot of feuding and bickering between powerful people, and can't help but wonder what decisions are based on how much a powerful individual likes your department head at the time rather than what's truly good for the college.
I think there are some people who don't really deserve to work here but will never be fired. In some cases, the direction of the college isn't always clear.
Inconsistent policy decisions
Lack of foresight--can't see the forest for the trees. Always about money...never about retention of/rewarding good employees.
Parking fees was a blatant oversight of the president and others. Take it out of their salary!! Or, stop construction on the new Cornerstone building until enough funds are raised to pay for all the parking it displaced. Also, who said parking lots need to be paved? I guess this is what we get when we hire an entrenched politician to run the college. No more politicians please! The current one needs to go!!
Politics skewed away from logical solutions, toward appeasing 'important' people -- this is inefficient at best.
*Poor management structure.
*Lack of realistic vision among leadership.
The administration does not have any idea what really goes on in the academic departments, nor do they seem to care.
The Cornerstone was planned without any regulation parking and when it didn't work out all of a sudden the staff bears the brunt of the mistakes made.
The Parking situation reflects the same thing [as Emeriti]. It is shifting of costs and risks to the employees rather than doing sound planning.
The web time entry program causes to me to again question who does the purchasing for this school. This is one of the most cumbersome programs I have seen. I don't see a problem with some kind of accounting system for staff hours but this program was a very poor choice.
There have been recent changes that have made me think that CC is not considering support staff. The small pay increases, while at the same time, the added pay deductions for emeriti and parking, leave me wondering if anyone is thinking in a serious way about the impact of policy decisions on the whole of the CC community.
There is a real lack of personal accountability and respect at CC that has grown in recent years. Staff are often are quite fearful to speak up or ask questions of senior administrators, Senior Staff, or of the Dean's Office because of how they have been treated in the recent past. I have personally experienced and have heard many stories of staff being verbally disrespected and/or yelled at in a very unprofessional manner, regarding matters or meeting agenda items that in no way warrant such a heated exchange. Or experienced flippant and actually cruel, off-hand comments that are made that really hurt or demean professionals who are just trying to do their jobs. The more serious issue being that such conduct goes un-checked by other senior members of the college – the President, faculty or staff. It has created a "put your head down and don't say anything" mentality among many people. Being overtly unkind should NOT be something that we tolerate at CC!
There is also a perception that some members of senior staff dislike each other so intensely that getting them to work together constructively on an issue is almost impossible. This lack of professional courtesy and ability to work together is a serious job performance issue, in my opinion. I know of programmatic decisions or other initiatives that take triple the energy they should and an agonizing amount of strategic decision-making, because there are no clear processes by which to bring up issues at a "high level" for review by both the academic and administrative sides of the College, and that when people try, they get hostile responses, or no response at all. And yet if they don’t make the attempt, staffers are often penalized by hostile responses, regardless. It’s a lose-lose scenario.

There's a lot of "wiggle room" in the application of our policies to staff. This creates the option for departmental and divisional discretion, but also inconsistency. Having unit managers (directors, VPs, etc) integrate their decisions with stated values and existing operating norms would help remove uncertainty. We need better planners in our community.

What kind of place purchases a software program and then must issue policies to fit the software program? This seems a little backward to me! Most of us here are human beings, not robots. With the addition of Banner, those of us that work directly with it have seen increased workloads, less time for socializing - actually listening or caring about someone's response to "how are you". It's crazy that we don't feel like we can take time out for each other!

While some of the new policies and procedures may be necessary, legally mandated, and in the long term, beneficial, the way in which they were handed down as "done deals" was very detrimental to morale. Also, these changes appeared to not be thought out or planned, so they begged the question, "Who's in charge here?!"

Why didn't the college bite the bullet and construct multi level parking (we will need to go through this all over again in 5-10 years) or include parking in the cornerstone building. There wasn't much forethought in that.

Why is there an LRDP AND a Design Review Board? Both entities are making different decisions about the same things...

With the caveat that I have only worked here for about a year and a half, the only issue which has been a negative for me is the parking issue. It was not well thought out from the beginning. Even though a best effort has been made at implementing the program, it has been difficult to work from what was a flawed premise to start with.

Health/Dental Insurance

Better Dental coverage, even if it requires the employee to contribute. Currently, the limits on the policy are awful.

Health care plan could be better.

HR needs to negotiate smaller health cost increases if it intends to continually award the contract to Great West - otherwise - take the time to review other companies and what they offer. I'm sure many other companies out there would love to have the contract for the college.

I am not happy with Great West as our Health Plan. With the escalating medical costs, there should be a maximum payment due (I believe Aetna has a $1,500.00 maximum) for any kind of surgical procedure. Paying 20% sometimes adds up to $10,000 to $20,000.

I do believe that it should, in some form, be available to part-time employees, especially concerning health insurance, vacation, and personal leave days.

I do not understand why CC doesn't try to find other companies to offer us health benefits and compare/contrast packages to offer employees a better package than what we have already.

I have been quite disappointed in our dental coverage. I go to the dentist only once a year and yet have to pay a large amount out of my pocket for regular cleanings, x-rays, etc. I had to pay 100% to have four teeth repaired (erosion). Not a very good plan, as far as I can see. It would be better to pay out of my pocket each month and have better coverage.

I have insurance for me +1 at the moment and am getting married. So, I looked into doing the family plan and it's an extra $127.00 to add my husband to the insurance. I think that's outrageous. It's cheaper for him to stay as a single person on his own insurance. So, we have to have 2 insurance companies and 2 sets of doctors for our family. Just too expensive to combine the 2. I'm looking into dropping our
insurance and going on a family plan together somewhere but, I don't know if the insurance will be comparable.

I have no insurance and don't know if my skills are worth more elsewhere. I haven't wanted to change...

I have not used the college's health plan so I am unsure about the those costs but I hear lots of negative comments from staff about costs & doctor/dental options.

I think better Dental coverage could be provided. Offering $1,250 a calendar year for older adults is hardly enough to cover if you have to have a crown or other dental work done. There are not many "good" dentists that use our provider, most of them take the "premier" dental, not preferred.

I think health care should either be offered to part time staff or we should be able to buy into the college's health care plan.

I think health costs are too high. I don't use Dental or Vision. I'm single w/ no kids, so tuition remission, emeriti, life insurance, etc is not helpful.

I think the premiums for Great West is too high. They continue to raise our out of pocket fees and more frequently do not cover things which should be covered.

I was a part-time employee of the college for over five years, and during that time I never once received an hourly wage increase. In addition, despite the fact that I worked full-time hours, I was required to pay part-time rates for health insurance, and I had to fight dearly for retirement benefits. Now that I am a salaried employee, I am much happier, as I receive small salary increases and pay less for benefits. Nevertheless, the fact that I have worked at the college for almost nine years and still barely make enough money to pay my mortgage does depress me.

I wish dental care (fillings, etc.) was paid 80% by insurance, not 50%.

*Lack of health care.

My friends working in corporate America or in the school districts pay far less for health insurance.

*Needed health coverage, which I now have.

Overall I believe the Great-West health plan is not at all a good value for the money (a recent three-day hospitalization ended up costing me $1,451.00 in out-of-pocket expenses even though ALL of my providers were considered IN-NETWORK as part of the POS requirement). Also, it would be nice to have access to Boettcher health center for non-medical emergencies.

Overall the benefits are reasonable; however, most people would like an opportunity to choose a better dental policy even if they would have to contribute to the premiums.

Some very expensive (and fairly common) dental procedures/services are only covered at 50%, while most of the procedures/services are covered at 80%.

The health and dental insurance could be better. Out of pocket costs seem high to me.

The health benefits suck!

The health package could be improved. I've seen a decline in service since switching to Great West, especially with regards to prescriptions.

The health plan is not that great in that the co-pay is high and the Rx plan is also a bit high - I know folks who work for UCCS who get significantly better benefits across the board (health vision, dental...)! The vision plan is just plain bad... I give $8/ month and get $100 worth of contacts... that is bullshit... it really doesn't do ANYTHING! Even my eye Dr. who works with CC teams agrees it sucks!

Lack/Loss of Community across Campus

At the end of the day, all the college has is relationships. Sacrificing those in the name of efficiency, or modernization, or whatever we're now engaged in might not be the best answer.

*Dissatisfaction with my relationship with other offices.

However, most people around campus don't seem to work together on different projects in order to offer a "community" feeling.

I don't think we have enough interaction between departments on campus. Perhaps the all campus-staff meeting might help...but a once a Block (or every other Block) social would provide an opportunity to co-mingle.

I feel a great sense of community within my department, but I feel like we are an island among a whole archipelago. In other words, CC seems like a big mass of tight communities, but is not necessarily a tight community as a whole. I see a lot of strange or non-existent interdepartmental communication, some of which even borders on hostility.
I feel that the group that I am in is a closely knit group and we all get along well. Unfortunately, this does not appear to be evident to me across departmental boundaries.

I feel there is a sense of community within my department but not with other departments throughout the campus.

I have always loved the sense of community at Colorado College. However, I am very concerned that this is now disappearing over the horizon.

I have been at CC for five years now, and it is only in the last two years that I have experienced a growing dissatisfaction. I feel that the sense of community that CC likes to tout is very superficial.

I miss the community feeling of working at CC that was present in my earlier years here.

I sense that there is a community here, although I've not been here long. It seems a bit fragmented. It seems that different departments do not share information well and may not be as involved in each other's activities, events, speakers, as one might ideally like.

I think my first comments address this issue of community as well. We are a very fractured community right now that can't be focusing on the same vision, values and goals, because there is no true, honest agreement about what those are!

I think that at some level all departments get along together but there is always room to improve the relations between departments.

I think we like to see ourselves as a humanitarian organization -- and in the past it was one of the things I took pride in, however, more and more there are instances of people being allowed to advance their personal agenda without consideration for the human or financial cost to the college.

I thought CC would be more of a community, but, as in life, you have to make your own community and I have made lots of friends here.

I used to feel very strongly about a feeling of community at CC but since the present administration has been in power - I no longer feel this is the case.

If we "value all persons," we should want to work with them to create a meaningful outcome in which we all share a vision. I'm not sure that happens now. Whether this can be achieved in a large (600+ employees) organization is unclear, but it certainly can occur in smaller groups, like at the department or division level. This takes leadership at the institutional level and at the departmental level. I don't have a lot of faith that leadership at both those levels is committed to creating familial bonds between employees at the college. We've done a lot in the last 18 months to shred credibility for that kind of approach.

It seems that the sense of family here is disappearing.

No, no, no. There is NO sense of community here any more. Get rid of BANNER! Ever since BANNER reared its ugly head, there is a sense of mistrust in our community. While I agree we all need to be held accountable for our jobs - there are better ways that would promote community and trust!

Nor should an employee be browbeat and intimidated not to attend an event such as Fall Conference or Commencement - this certainly does not promote a sense of community!

Our department is a department of two. There are many people who I work with (outside my department) between departments who cooperate to get the job done though there are others who don't.

Similar to the communication issue I see there being a strong island culture within departments which is exaggerated by the block system. I do not experience a sense of community here and I know there has been one in the past. Again I do think email has had an influence.

The sense of community seems to have devolved into departmental/divisional community; not a campus-wide community as the college envisions.

There is no community now.

**Too late for me. I'm done in June, or earlier, if the right opportunity arrives. But I'd start with emphasizing, in a way that actually changes behavior, that we will meet our annual and long-term goals through creating community between students, staff and faculty. Some people are jerks - I get that - but we need not create a culture that supports or requires the rest of us to be jerks to one another.

What kind of place purchases a software program and then must issue policies to fit the software program? This seems a little backward to me! Most of us here are human beings, not robots. With the addition of Banner, those of us that work directly with it have seen increased workloads, less time for socializing - actually listening or caring about someone's response to "how are you". It's crazy that we don't feel like we can take time out for each other!

Pay Inequity at Colorado College
Compression is always an important issue for me. I've been at the College for 13 years, yet new hires make so much more than I did when I started. With yearly pay raises, the newer employees' pay increases much faster than mine does. Compression issues should be addressed yearly. Long-term employees shouldn't be penalized for their long-term service to the College. I could leave and get a better paying job elsewhere, but I like my job.

For long term employees the wages never catch up adequately to the current wages. (Compression). So if you are here 20 years, it seems you do not make all that much more than someone who just started. Gross distinction between Faculty and Staff pay raises. The low pay for support staff compared to others with more descriptive job titles working at the college.

I believe that in my current department I will have a better chance of receiving a performance raise than I did in the department that I previously worked in.

I don't get why faculty are getting a 7% raise??

I feel that the wage and compensation plus recognition issues vary from department to department. Our department happens to recognize folks for their accomplishments.

I have a common job classification at the College, but do much more, with more responsibility than many in the same position. I am not compensated for my extra effort.

I have more responsibilities than most staff and yet pay seems to be the same.

I make less than the paraprofessional

I may be slightly off in my figures but I recall a few years ago that because of compression issues we undertook a 3 year plan with a total of 18% increases in the salary pool. And now we are in the midst of a plan to address a faculty issue and bring faculty salaries up to par with some national scale and that plan will increase faculty salaries by 30% over a few years. How does this make sense to anybody? And then we wonder about the declining morale????

I think the biggest problem - which is long standing - is the difference in salaries for exempt staff. Salary too often depends on how good you are at negotiating and who your friends/buddies are.

I was a part-time employee of the college for over five years, and during that time I never once received an hourly wage increase. In addition, despite the fact that I worked full-time hours, I was required to pay part-time rates for health insurance, and I had to fight dearly for retirement benefits. Now that I am a salaried employee, I am much happier, as I receive small salary increases and pay less for benefits. Nevertheless, the fact that I have worked at the college for almost nine years and still barely make enough money to pay my mortgage does depress me.

I would feel more valued if I earned enough money to live without any other income, or the need for a roommate (to share expenses) at this age. I also earn less than the paraprofessionals, which is frustrating.

I think this being my 10th year here I have shown a great deal of dedication to not only my job, but to the college. Whereas a paraprofessional stays for one year. No matter how good my evaluations may be and how hard I try to do an excellent job I feel my pay increases don't reflect any of my efforts. Everyone is very nice and respectful of me, for the most part - but the salary is extremely disappointing.

It does not seem that the College wants to keep the good employees that they have by rewarding them and encourage them to better themselves by applying for other positions. They would pay an outside person sometimes more than they would an employee that has been here for a substantial time.

It is disturbing to hear of substantial faculty increases year after year, knowing staff increases are so much less. Why is it that faculty contributions are seen as so much more valuable than those of staff?

Many college employees make significantly less and work just as hard at what they do.

Other people that have the same job description as I do have a much lighter workload and make more money than I do.

Salaries are done competitively and inconsistently and they reward tough negotiators, or a supervisor's "favorite staff," or people with unique job duties. Salary compression is a HUGE problem at CC, and it leads to very unfair situations. Loyalty and strong performance are not as valued, nor is poor performance and poor community relationships "punished" by lesser salaries.

Salary compression is a real issue in my department. The new person we hired last year started at the salary I had to work my way up to over four years, and the new person we hired this year started at close to the salary I'm earning after working for the college for five years. This is a problem for retaining people - I could leave and get a better salary elsewhere.

Staff should be given the same pay increases and Sabbatical benefits as faculty.
Staff who are already doing a job that has been posted should be promoted and offered the same salary as someone coming in off the streets.
The pay for employees who have worked for CC for many years seems low in comparison to new employees even after the raises for attrition.
What confuses me more is the double standard of pay raises between staff and faculty. Since we are all professionals in our area of expertise then we should be compensated accordingly. Just one person's opinion, but I have a sense that I am not the only staff member that feels this way.
While the tuition is going up to pay for faculty salaries, the administrators have to nickel and dime it just to get by. It's ridiculous.

Work Load

College is expanding and workload is getting heavier.
* Ever increasing workload.
** I would like a clearly defined job, with clearly defined hours, that I am paid fairly for.
Just too much to do in any given day
Main source of irritation/stress comes from the constantly-increasing workload put upon us from other campus departments. Some day I would like to see even one advantage to the new Banner system. 2 1/2 years into it I have yet to see that – nothing is better than it was before Banner, and I spend far more time on budget work than I did before it was implemented.
Most of us work very hard simply to 'maintain excellence', keeping up with the routine of the very busy Block Plan. New duties are added to jobs, but old ones do not go away. Something has to give and the first casualty is morale. It is most irritating when our leadership (faculty or higher level staff) jump at "shiny" new projects, which get added to our plates. Staff has no chance to say "no", little impact assessment is done as new projects are proposed, and if a voice is raised to ask who will do this new work, that voice is unwelcome and ignored.
* Not enough staff in our department.
* Overwhelming amount of responsibility in my job with little support or help.
* Physically getting tired, never can let the body rest.
Question 48: My workload currently is very high but that is due to the recent conversion to Banner. I do not mind working extra hours since I know that it will not be permanent. We've had some challenges with the conversion and as we overcome those challenges, the workload will get back to normal. This is just part of converting to new software and is to be expected.
* Seeking a more balance workload.
The amount of work that I am expected to do for such a little salary.
The distribution of duties in or department has always been an issue since I started working here. The job descriptions can change without individual input and at any given moment.
The hours and the workload are too often overwhelming.
The number of hours that exempt staff are expected to work and not have compensation time for.
The output of my job can be measured quantitatively. My output is now triple what was expected when I came here and the duties involved have multiplied and become incredibly more complex. The time, help & compensation have remained basically the same and there is no hope for any relief at all from this dynamic.
The vacation allowance is good. BUT, with my current workload, I have been discouraged (by Supervisors) from taking vacation time! This IS NOT RIGHT....!
* There are possible forthcoming changes that will require working weekends and perhaps evenings, and I do not wish to do that more than the few times a year I have to do that now.
* Too much expectation to work "all the time" - which I don't do - but sometimes feel like I should based on others expectations.
Too much work load and not enough people to it.
Unequal workloads
We all work too hard, too many hours. The college doesn't really support helping that out. The office doesn't seem to support outside obligations (such as committee work, national organizations, etc). What kind of place purchases a software program and then must issue policies to fit the software program? This seems a little backward to me! Most of us here are human beings, not robots. With the addition of Banner, those of us that work directly with it have seen increased workloads, less time for socializing -
actually listening or caring about someone's response to "how are you". It's crazy that we don't feel like we can take time out for each other!
*Workload -- I never seem to be able to be "caught up."

Unspecified/Other

Being taken advantage of
CC has evolved into a complete failure in Colorado Springs. It's pretentious, and hopelessly out of step with anything relevant. Every new initiative it makes, makes CC less and less attractive to students. CC is a school that looks pleasing to totally sheltered, wealthy parents, but not interesting to students. CC is afraid of change. If one is imminent the different camps rally together to stop it or change it in some way. Parking is a perfect example. Not that I am in favor of having to pay but now we have spent time and energy putting it in place, why are we entertaining motions to scrap it or have some departments pay for their staff?

Having the responsibility without the authority
I am uneasy about where CC is going, whether it will still be a good place to work in the future. I don't necessarily believe that I am contributing to something important. CC is an elite institution.

I hate the block plan. I think it is pedagogically problematic and readily serves as an excuse for other problems that thus get papered over. Knowing that we are not getting rid of the block plan, I really hope we push back against its worst rigidities as best as we can.

I have been annoyed by the current trend in technology training that splits faculty and staff training into separate groups (i.e., Moodle). While some in IT have said staff is welcome at these sessions, we don't seem to be a target group. While faculty have the most to gain from understanding the new options available for on-line course materials, many faculty rely on their staff assistants to understand the details of using the available technology. I have found this segregation of faculty and staff for training purposes very demeaning.

I have been bothered by the conduct system at the school and am excited to see a review of this system is slated to take place next semester.

I see that some female students are dressed in a very permitting way - to attract attention from the males.

I think there should be a cap on when professors retire - when they reach the point when they are not doing their job effectively considering on how much students pay to come here and the Mission Statement of the various departments.

I've heard students comment that people are unfriendly towards them.
* Lack of individual responsibility...decisions always made by committee.
Not about working for CC specifically, though it is weird being on campus still.
[People leave because they find a job] that doesn't come with a daily dose of pure evil.
**Restructuring the Conduct system at CC and the RLC position could increase satisfaction, but I am not convinced that it necessarily would.

The office environment where my office is located is not inspiring and the atmosphere is stifling.
*The pressure of conflicting positions within the same department
The two-facing that goes on in the campus community
There is a lot of noise about faculty governance, but I think it is poorly defined here. Even when there is faculty representation on a committee, there may not be a clearly understood role for those members to keep their colleagues informed. Resulting recommendations may then be criticized because other faculty did not know about the process or ignored open sessions and other opportunities to participate. Does faculty governance mean representation or are all decisions to be made by referendum? I find the current atmosphere very discouraging.
*Unfair practices
Wastefulness in some areas - some students do not realize how expensive supplies and other items are repairs etc.
We send people home to deal with personal problems or discipline problems instead of help them here to learn to deal with their issues and truly prepare them for life.

Lack of Appreciation of Staff
After ten plus years of service to the college, I am beginning to feel that the college no longer appreciates the staff.
CC is no longer a fun place to work nor do employees feel valued anymore.
CC is now concerned w/ profit making rather than affording their employees w/ a considerate workplace
(e.g. no free parking, mandatory Emeriti, no special treat to end-of-year dinner parties as a show of appreciation, etc.)
Every employee felt important and valued [in the past]
*Feeling as though what I do is not important or seen as not important by others
I do not feel that my work is recognized or appreciated or valued.
*I was unhappy in my previous position. I felt I wasn't shown enough respect and compensation for the job I was doing.
*It is a caretaker, housekeeper type of position. The better I do my job, the more invisible I am.
It is rare -- very rare -- that I ever hear "thanks" for a job well done; this is a very unappreciative community.
Lack of foresight--can't see the forest for the trees. Always about money...never about retention of/rewarding good employees
Morale amongst staff is very low because of the feeling that we don't matter
*Not appreciated.
*Not feeling that the college realizes how much work we (the staff) do.
Sometimes I feel underappreciated by the college, but never usually by my department.
Staff needs to be appreciated on a "higher level" more frequently.
The academic administration staff is very underappreciated -- we tend to be care-giving personalities who don't stand up for ourselves.
The academic staff tends to be meek and as a result, is neither appreciated nor compensated for their efforts.
The only thing that bothers me at times is the lack of appreciation for the non-faculty intellectual. It just seems that, for some reason, if you are not teaching a class, then your time and opinion are worth less to the college. Now, I understand that without the academics, the college does not exist, but, the same is true for the administration side of it. Take it away and the academic side crumbles.
There has been a shift in attitude over the past few years. Employees don't feel appreciated as they did in the past.
There's no recognition for jobs done well.

Corporatization

CC has a more corporate atmosphere these days which makes it harder for staff to accept low salaries and increased financial demands.
CC is now concerned w/ profit making rather than affording their employees w/ a considerate workplace (e.g. no free parking, mandatory Emeriti, no special treat to end-of-year dinner parties as a show of appreciation, etc.)
Collegiality has been replaced with “corporatizing.”
Growing trend to be more business-like
I am VERY troubled by the fact that long-time faithful employees are being fired or forced to retire for no legitimate reason. It's very corporate minded rather than collegiate minded.
I think that the corporatization of CC is something that most of the staff here are concerned about.
I think there is a sense of community at CC, but lately I feel as if its strength is diminishing. I think this relates to the college taking on a more corporate persona. I feel that individualism is less valued.
It seems that more of the corporate atmosphere is entering (although we aren't anywhere close to the entire corporate atmosphere yet [I worked in a corporation prior to working at CC]).
It used to be that working conditions of the job made up for lower pay. That is changing and the nature of the College is becoming more corporate.
It's the DIRECTION of the College that is so discouraging. There is no longer a sense of community, loyalty, camaraderie, appreciation, trust, "family." It has become a corporate nightmare, with everyone looking over their shoulder wondering "what next." Where is the academic side of this college? We are
not a bank or a corporation. We are an institution of learning. There's too much of a "business/politics" attitude and even faculty are beginning to feel helpless.

I've been at the College since 1980. In the last 5 years, I've observed the insidious encroachment of the corporate model, an adoption of Colorado's deleterious "right-to-work" model, and a general movement away from the college's flexible work environment that was enjoyed by all. This compensated for the general low wages set for employees.

The movement towards the corporate, business model. This contradicts CC's role as a liberal arts institution, in my opinion.

The recent "corporatization"

The way the working environment has drastically changed over the last decade. It's become corporate and uncaring.

There are major paradoxes in the shift to a more corporate/legalistic atmosphere. There is a message that we are still a big family, but this is not possible within a corporate model.

*There is a very corporate feel to CC that was never there. Melcher is the reason for my leaving CC. There is still a pretense of collaborative decision-making. Dump it! It's disingenuous in our new corporate environment.

When we sacrifice the notion of "family" to achieve "business" objectives, we give us something that takes years to build and moments to destroy.

Who is pushing through the decision to go to a business model from a people-based model of administration?

Hiring Practices

*[A] particularly "messed up" search process in which I was a candidate that did a lot to shake my faith in CC and question how much I actually am valued

Have Celeste come clean with his intentions on hiring what I perceive as a hatchet man. Since the firing of Joyce Eastburg, I absolutely have lost all respect for Melcher and Celeste. That situation was wrong on every level.

*Hiring process is simply stupid, and takes too much time and money.

I am angry when I see the amount of incest on the campus - certain well-paid people can magically "find" jobs on campus for their spouses.

I feel that they hire a lot of supervisors and employees that don't bring in school spirit. They come across as being cold when dealing with them daily. I would like to see people that are hired, not only for pay, but for good attitudes for the students to take away from here to use in their lives down the road. I feel like the supervisor that was hired for our department is more interested in moving up in the company at any cost. Using us to step on and making us feel like we're expendable and our experience doesn't have any value to accomplishing the goal for CC.

I have been displeased by the decisions of 2 search processes, where a great deal of work was done by members of the department and then upper level administration made the hiring decision without the input of those in the position or those who had most contact with the candidates.

I think that there is an overall feeling of dissatisfaction on campus and I think that the reason for this is what you are calling the "hot topics" and I think that the staff that I know are increasingly concerned about the administrative hires and the money that will be spent for their paychecks and benefits.

I'm disappointed by the widespread nepotism.

Seems to be a lot of partiality here. Some people get promotions or jobs are made up for them just to keep them here. Others aren't given a second thought. It all depends on who you are (not a good reputation for a school).

The administration is getting too big - it is too heavy at the top!!

The current notion of a "staff hiring freeze" (a faculty concern) conflicts directly with the modernization of our campus support operations. If we have to move into the 21st century with our support operations, we have to either rebuild our organization (which means we have to analyze what we do and accept some change to structure) or we have to increase staff to accommodate the needs in the existing structure. I guess another alternative is to work the staff (especially the exempt staff) 60+ hours a week, but good luck with that. This takes a leadership statement that we're going to modernize (or not), that we're going to assess (or not), that we're going to staff our actual needs sufficiently to meet our expectations (or not).
Whatever the decision, it needs to be communicated clearly to the stakeholders. If there's no overt communication about this, it indicates that leadership is foursquare behind the status quo - another important, though less heartening, message. I haven't seen a comprehensive review of staffing patterns by division compared to changing requirements of divisions as they support the academic process. Without that kind of study, we don't know whether we're adequately staffed or not. Without that knowledge, it doesn't seem reasonable that we'll proceed towards our Vision 2010 goals with anything but nearly-random motion. Oh, yeah, and revising the search process, the employee manuals, and revising committee structure would be nice.

The large amount of administrative hiring - which will reflect on staff salaries since we are lowest on the 'totem pole'

The only aspect of dissatisfaction is the job posting process. I have been working in the temporary position since August; management knew they would be posting the job, but it wasn't posted until the end of November.

The practice of friendship nepotism is widespread at CC, especially when it comes to staff hiring. This practice is very evident and has welcomed a sense of unfair labor practices.

The staff that have obtained positions via nepotism or are CC grads in staff positions are often rewarded with promotions and are treated w/ favoritism in comparison w/ other staff.

The unethical hiring process and the money we waste when we have the candidate we need and we have to spend a lot of money going through a pretend process.

*Too many administrative supervisors between directors and the working people.
*Unhappiness with the firing of long time faithful employees with good performance records with the excuse that "new hiring plans" are being used, i.e., younger and cheaper.

Unaccountability at Higher or Highest Levels

All faculty, supervisors and senior staff need to adhere to the same code of rules and respect for their employees. And there needs to be consequences. Even with HR rules in place, there are still too many situations that continue that are not respectful of the employees. This is an area that will most definitely take some work to move to a new plateau, but would be a major step in improving an individual's feeling of community and self worth and decreasing attrition.

High level administrators who come to CC, impose all kinds of corporate edicts on us -- then they put in their 5 years or fewer and move on to better things, while the rest of us are left to deal with the fallout. I don't like the fact that higher ups are untouched and that they aren't evaluated on a regular basis by underlings or peers. It seems that when personal issues are brought to light not much is done to investigate or take care of them.

I feel that if there is a disagreement between me and my supervisor there is no place to go for help. It seems that my supervisor has all the power whether right or wrong.

I often find myself expressing the same opinions about broken systems year after year to no avail. I'm starting to wonder why I bother to assert myself at all.

**I would like to know there was a place to go if I had a problem with my supervisor where it truly would be looked at from the non exempt staff point of view.

My supervisor is not held accountable.

*Nothing seems to get done about his disrespect of his employees. It slips through the cracks until people leave.

Senior faculty members appear to have no one who "rates" them on their performance. It appears they rate themselves; how fair is this? Will 180 degree appraisals ever occur?

That there is no way to evaluate our supervisor

The decision making process from Senior Staff does not seem to be responsive to the rest of the CC community.

The person who oversees my department, but is not involved in the day-to-day running of it, appears to have his own agenda and not be willing to deviate from it or listen to the criticisms of the staff.

The way some things are explained - you kind of get the feeling that they're trying to say "that's just the way it is."

There is no way to provide feedback on my boss' performance. Nor is there a place to voice my concerns about our department without fears of retribution.
There's no source to go to that will listen to a problem [regarding my supervisor].
We could have supervisor reviews done by the employees. It's ridiculous that we are under the microscope
and the upper level positions are left untouched.
When will I be able to appraise my supervisor without fear for my job?

Stress: General

CC is a wonderful institution, in the sense that it's always possible to start/be a part of amazing things. But
the flipside of that seems to be that the College can take and take and take of you, until you have nothing
left and feel very burnt out. Finding a balance between engagement and "downtime" is a real art/practice
that we all need to always be working on. The Block Plan is a real catalyst for stress that most of my
colleagues at other institutions don't have to mitigate.
Each job has its stresses but I think the block plan enhances the amount of stress transferred from the
students to faculty to staff. There is no "down" time anymore for our department. This is ok but to see
other departments kicking back during times of the year when we continue to work hard adds stress
Environment could actually use more pressures and accountability. Some stress is good for building an
edge to performance.
I have had good training experiences attending seminars and some offsite conventions. There is often stress
associated with deadlines and short turn-around times...but that comes with the territory in my
profession.
I think the amount of stress that everyone is under is notable, and I hear others talking about it as well.
I went through a very stressful situation in which I was offered a job with good pay, benefits, et cetera.
Bureaucratic red tape, meddling by administration, prevented my job from coming through. I turned
down other job offers, and ended up working for low pay/no benefits. As much as I like my supervisor
and actual job now, it was an extremely stressful situation. It continues to be stressful, as I don't make
enough money to pay my bills, childcare, et cetera.
I'm not sure how to interpret question #54. The word "stress" has a negative connotation -- I interpreted the
word "stress" here to mean "undue stress," which I do not feel at work. But of course having to work a
job puts stress on a person -- bearable, reasonable, normal stress.
It causes stress when people make changes without thinking of how it affects workers. Trying to develop
good relationships with other departments causes conflict.
Never has my blood been high or have I taken any pills for anxiety. Now I take both.
Stress is always a factor in work, life, etc. Stress levels vary at different times of the year. Didn't like this
question.
Stress is part of my job
The stressor in me department perhaps would be space - not in the office but in the stacks, request by
faculty to bind items which are full-text online and not having enough space to house these Whereas
some Bounds were weeded, the other titles have tripled in bind request and there is no space - we will
have to put on floor - this is not ok-because we have wheel chair students and they need to be save. Each
new binder shipment is a challenge for my student and me - spending hours of shifting heavy dusty
volumes in order to make space for three more. This is a big stressor and problem. Library needs more
space to hold all these required titles.
Too much stress
With the Block Plan stress comes and comes much too soon again. It's how CC works.
Working with faculty can be anywhere on the stress scale.

Evaluation Process

As far as my supervisor, I feel like more feedback about my performance would make these questions
easier to answer.
As with most things, I think there could be an improvement here. Too many people are out only for
themselves and refuse to take responsibility for things that ARE their responsibility. No one holds these
people accountable. Then, there are folks on campus that appear to be going above and beyond the call of
duty and yet they are not treated with respect and in some cases are let go. When that occurs, much is
kept hush-hush (including the fact that the person is now not working here) and I am not sure it needs to be that secretive.

I don't really agree with the new performance evaluations. They seem quite extreme for the responsibilities I have and the job I do.

I truly hate the review process. It comes at a very busy time for me, which makes it even more difficult and frankly, I don't see much of a difference in my pay raises no matter how well I do. I feel like it's a waste of my time.

*It seems like our jobs and advancement are more based upon highly placed people's good opinions of us and not enough emphasis is placed on whether or not a job is being done well.

Performance rewards do not warrant the hoops one must jump in the performance appraisal process.

Supervisors of "higher authority" need to give more feedback on how their staff is performing. Give praise where praise is needed and discussions if work performance is not up to par.

The 2006 evaluation form had a number of problems: 1) Why were certain job titles graded at the same bases as supervisors or those with other job titles in one particular department? 2) Why were the employee comments placed in each particular order of sequence? In other words, were we supposed to comment on the previous page or on the supervisor comments below the employee comments? 3) Why was Budget and Resource a factor when scoring the evaluation for a certain position other than a supervisor's position? It is unclear to me as how my position or title withholds budget and resources, as one of the job title's bullets. 4) Why were most people given a low overall score on my evaluation? I am very upset having a "D" as my overall score. 5) Also, the leadership method of scoring seemed unsatisfactory as related to #1 indicated above. The form doesn't clearly show how someone lacks skills in a particular number of years job experience etc.

The [Job Analysis Questionnaire] process is a joke. It took days to work on it. I would think it would be a process by which the supervisor and employee would work together on developing a plan for promotion. Instead, the employee is to fill it out, and the supervisor comments. It is like the employee being their own advocate, and I believe for any promotion to occur it has to be a team effort - employee, supervisor, management.

The performance appraisal process is tedious and annoying!! I know it has to be done - but I hate it!!

The performance appraisals in my department are a joke. It is a one-sided commentary by my supervisor.

The performance review process

The review process of existing staff support position grade levels and of the responsibilities of those positions is poor--nonexistent. Once a position is classified, there is no system to compare the job responsibilities to other positions in the college. It is very difficult to get a position upgraded even though the job responsibilities are much greater than existing positions or new positions that are graded higher. When taken before the committee reviewing job upgrades, faculty support positions seem to be given preference. There is a wide disparity between work loads in existing departments and the associated grade levels and salary increases. Often position upgrade requests are misrepresented and token supervisory roles are created to justify upgrading positions.

We could have supervisor reviews done by the employees. It's ridiculous that we are under the microscope and the upper level positions are left untouched.

Mission and Core Values: Failure to Practice

I feel that support staff are not being considered carefully. For instance, with the upcoming web time entry, the variations of pay periods which impacts each pay check by as much as $300, is stunningly insensitive, at best, to the employees who are living paycheck to paycheck. I have higher expectations of progressive policies from an institution such as CC.

I feel that the mission and values of CC are top-notch. I feel that the opportunity the college has to meaningfully impact and educate students is nearly peerless. Unfortunately, I feel that theory and practice are entirely separate and that CC's procedures and practices conflict practically and philosophically in the work I do. I feel that there are some traditional approaches to educating that have continued due to tradition, but have seemingly become less effective or efficient in accomplishing the desired student outcomes. This has been a source of frustration in my work.

**I'd like to see better alignment between the college's core values and its actions.
I thought Mutual Respect was one of the values we said we were celebrating/upholding from the Mapping process. How is it possible that the terms “support staff” and “administrators” are still in existence in HR publications and in the Pathfinder? I have seen a real decrease in mutual respect, rather than an increase. How can we possibly say we promote social justice as a liberal arts college, and instill those values in our students, when we don’t practice them ourselves?? CC needs decision-making processes through-out the levels and constituencies of our community that are open, fair, accessible and transparent. And disrespect and unkind actions towards each other – regardless of “rank” – should not be tolerated.

It bothers me that we have a mission statement and set of core values that staff is expected to adhere to, but that I don't see lived out in some policies or ways of working, college wide.

It is hard to watch people struggle to make ends meet, or never being able to go on vacation, at a college that prides itself in delivering the best liberal arts education in the country. If we want to be that good, we need to take care of all of our staff members.

Lack of follow-through on proclaimed core values, esp. with regard to environmental sustainability. Regarding the new building on campus, the decision not to get it LEED-certified reflects poorly on the long-term vision of the college (we should be a responsible and inspiring presence in the community).

Sometimes the philosophy of the College doesn't match up with its actions toward staff. That is, we are supposed to be this progressive, egalitarian, and respectful institution, but the way the staff has been treated in recent years feels disrespectful, and has had an old-school "top-down" feeling to it. For instance, it is bothersome that there don't seem to be opportunities for staff and faculty to mix as "equals" (specific example: the faculty Christmas party: no non-exempt staff invited). This contributes to a feeling that there is a class system at CC.

The gap between the words of our core values and our actions - I see CC touting the value of our people constantly, and yet the college's actions clearly state that money is more valuable than people. We love to compare ourselves to sister institutions in order to justify many different things, but when it comes to using that comparison to justify a new benefit for staff, it is suddenly considered irrelevant.

The seemingly lack of consistency with our mission where we draw “upon the adventurous spirit of the Rocky Mountain West” and “challenge students...to prepare them for the learning and leadership throughout their lives”

** There is definitely a class structure here...the have's and have-not's. Interesting, considering what this place preaches.

There's a lot of "wiggle room" in the application of our policies to staff. This creates the option for departmental and divisional discretion, but also inconsistency. Having unit managers (directors, VPs, etc) integrate their decisions with stated values and existing operating norms would help remove uncertainty.

While I agree that I understand the policies, there are a different set of norms under which we have acted for years. These norms are now changing, and the change creates uncertainty and insecurity. Improving this would require the institution to reconcile its behavior at every level with the overtly stated mission, vision and values statements, and make needed change when we find our actions are not aligned with our values. Or we need to change the values - but saying one thing and doing another isn't conducive to good morale. At the end of the day, all the college has is relationships. Sacrificing those in the name of efficiency, or modernization, or whatever we're now engaged in might not be the best answer.

Atmosphere (general)

*An overall change in working climate.
Campus environment - it doesn't seem all-inclusive, but that's a difficult objective to quantify.
Empathy seems to be a quality that is utterly absent at CC.
I am just very concerned about the changing atmosphere of the College in general. Until the past three or four years, we have always had a very close knit, community type atmosphere at Colorado College. That atmosphere is disappearing more each day.
*It feels a bit oppressive at times.
*More professional atmosphere.
*Overall atmosphere at the college. This used to be a great place to work. Not any more.
*The ability to create a work environment that is different from my current one.

The climate and the culture have changed in the last four years.
*The climate here is becoming toxic, especially in interactions with B&F and legal counsel. If we don't have the supportive community, we shouldn't expect people to continue to give up earning potential. *The main reason I have considered leaving my position is twofold. The politics, low morale and drama that seem to prevail amongst the administrators/colleagues of our division (and possibly elsewhere on campus) has been part of the reason I have thought of leaving. Trust, respect, and, even in some cases, integrity have gone by the wayside with our change of attitudes at Colorado College. While I really enjoy my job I wish the overall atmosphere among the staff could be at least as good as it once was.

Communication Problems within Departments/Offices

Communication is encouraged in our department but yet on numerous occasions, staff members fail to notify everyone involved as major decisions are made. "Who needs to know?" is often forgotten in day-to-day planning. As a result, feelings are hurt and the whole process falls apart quickly. I am not sure if the person who oversees my department, but is not involved in the day-to-day running of it, is open to my ideas. My impression is that he is convinced his vision is the only goal to pursue. My supervisor here in the department is quite open to my ideas and suggestions. I feel the college invites input about decisions the leadership has already made. So input yes, but influence no. Same is sort of true in my department. But more so, I think many high level decisions are just made and then communicated to the staff. Right now I feel that my supervisor thinks he's clear, but ultimately the expectations that he is trying to communicate are not those that I am understanding. I think there is a definite lack of communication at CC. Our department is noted for having poor communication not only between faculty, but especially between faculty and staff. They say they want our input into some decisions but this is basically just for show. Even if we give our opinion it is never seriously considered.

I'm in a position where the office manager is in control of everything and any requests must go through her before it gets to me. This is so that she remains on top of what's happening in the office. Information from physical plant doesn't get passed down to employee until after the decision is made and very little can be done after the fact. Please use the internet giving at least 10 major topics of work going on for each week tailored to co-operation between the PP shops. More exact info given would be helpful, i.e., we need you to do this project and you will be paid for your hours.

My department certainly lets me know what is expected of me in my duties. [tone suggests negativism] Not all voices are heard within the department beneath the supervisor level. Often I am the last to find out information about my specific program that I manage. Too much on my supervisor’s plate for regular communication to occur

We don't make the time to meet and talk regularly as a department or division. When this does happen there is almost too much to cover so only a few people every talk.

Within my own department, communication is deteriorating, to the loss of our morale and efficacy. Our teamwork used to be very open and transparent, but we have a new manager who keeps most information to himself and who makes no effort to learn what our roles, functions, and goals are. He's a nice guy, and extremely talented and experienced, but communication has to start within our team before we can be good at sharing it with the rest of the campus or the community.

Distrust (general)

Campus-wide, there is much distrust and apprehension. Final comment on Web time entry is not about that specifically but is really a comment on the SENSE of loss of trust that occurs with an increasing list of bureaucratic kinds of processes.

How can you respect people who do not trust you?

*If I were to leave, it would be based mostly on the lack of trust at CC. I've been particularly disturbed by the apparent lack of trust visited upon its employees, practiced on the part of the administration.

My only hope is that this survey is truly anonymous, because I fear retaliation.
*No comment. I wouldn't want someone coming back at me with any accusations. And yes, I believe it would and could happen. I don't really trust people at CC.

Our office has sensed distrust by the community for years, but there has been an increased sense of distrust from offices where we usually worked together more harmoniously. It is unsettling.

Q 54 missed “institutional process” - the way we do things, as opposed to what we do. IMO, a “document everything, say nothing” culture doesn't foster a climate of trust. Trust, like loyalty, is a reciprocal relationship - if the institution doesn't trust us, why should we trust the institution?

The strong rumor mill and readiness to be suspicious (both among students and staff)...maybe this is typical of all small colleges, though.

The threat of losing trust among our people.

There is a feeling of distrust.

There is a heightened sense of distrust about how we operate in our offices

**HR Concerns**

H/R is a service organization who provides services to the employees. They need to recognize that they need to be an advocate for staff - i.e. web time entry. Not much thought given as to the best solution for staff.

HR's attitude is horrendous. We're people, not robots. We need an advocate on campus, and it's not HR. I'll contact the IRS if I want someone to quote rules to me. Hostile Relations=HR.

**I feel that when people go to HR they should look into how the managers treat their employees. HR should take heed when there are several complaints about one supervisor causing grief and stress that's not necessary. It shouldn't be tolerated.**

I have to say that the presentation of the web time entry in the meeting that all campus had to attend in the WES room was Orwellian, and reflected almost perfectly the sadomasochistic relationship I've observed H/R having with CC employees. Although, I must say that all one-on-one contact about web time entry has been great.... But, the presentation sucked and was inhuman. "Hi all, you're going to have a few really crappy paychecks next year and you better learn some discipline and starting saving... because that's the law... deal with it... bye-bye... oh, by the way, come to our presentation on how crappy a few of your checks will be because we assume that you're too stupid to figure it out, but we also happen to assume you won't be troubled by us acting like strict, bitchy parents."

**I think clarity of job descriptions would be helpful. Many positions overlap with one another, which tends to create some confusion.**

I think HR could do a better job communicating correct leave policies.

I was/am disappointed in the HR department. When I first applied I had to wait for the "gatekeeper" to finish a personal conversation on the phone before I was helped. When I had questions about completing my insurance paper I had to wait to be admitted to the person I had to speak to. I could not get a handbook. I just expected so much more from CC.

**I would like a clearly defined job, with clearly defined hours, that I am paid fairly for.**

Lack of support from HR

My supervisor rewards my accomplishments to the best of her ability, but in her fight to make my position exempt there have been many, many road blocks.

[People leave because they find a job] that doesn't come with an HR person telling you to consult a handbook in lieu of answering your question.

The challenge for me is to get a response within a reasonable time from Human Resources. That is more of a problem!

When I was hired I asked HR for a printed handbook so I would know the leave policies. I was told to read the handbook online. The handbook on line is NOT readable in my opinion. I am still not certain of leave policies. For example, how much annual leave am I allowed to accumulate and carry over? I was told 160 (or so) hours. But both my friends in my department have accumulated over 200. No one has been able to tell me the cap on sick leave. I am not only not very impressed; I am very disappointed in CC.

**Work Experiences**

**Better work environment would be appreciated. Sometimes feel like cattle pushed into a barn.**
*Bored with my job.
*Change in the day to day work.
*Feeling that I wasn't being challenged in my day to day activities.
*I thought about quitting my job and going on to graduate school instead. My job either consists of very busy days, or days where I don't have a lot to do, and on those days where I don't have much to do, but I'm still required to be here, I've thought about going back to school instead of working.
*Lack of job satisfaction.
*Not fully challenged by work
* Persistent job demands.
*The institution no longer meets my expectations for the work that I do - my standards have changed, they're now higher, and I have no confidence that the institution can meet them.
*The way in which my position is designed. The nature of my interaction with the conduct at CC seems to hinder me from effectively accomplishing some of the other aspects of my job.
*The work isn't very interesting.
*Wanted more challenge... worked with supervisor to develop my job more.
*When I pursued leaving the College, I was with a different department and was not satisfied with my job or how I was treated. This dissatisfaction was not universal or even true for me 100% of the time, but it was enough that I started looking.

Work Schedule

As a paraprofessional, I am an exempt employee that has to work as long as it takes to get the job done. In some cases, this requires going on week long fieldtrips where I work over 100 hours in one week (24 hours a day for 4-5 days). Because of this tremendous amount of extra time that I must put in, I feel as though I should get some sort of compensation (extra pay, time off, etc.). In essence, I do not get time off, because I am also required to put in desk time (i.e. when I am in the office, I have to be at my desk or in the department from 8:00am to 4:30pm everyday). I feel as though the college has taken the bad from both exempt (having to work overtime to get the job done) and non-exempt (not being able to choose my own hours, take days off, or leave early when I have nothing to do) employees. I feel as though paraprofessionals are treated unfairly in this regard.

*Different hours
Except for Security and the Central Plant, all departments should have the same hours.

*Fewer work hours.
I am also always concerned with the random ways that # of hours is allocated. Either full time workers get 40 hours or they all get 37.5. And where is the logic regarding reduced summer hours? This all looks to me like nickel and dime budget band-aids while the head honchos plan on more building and superficial cosmetic upgrades.

I don't like that CC never observes national holidays that fall in the block because our office does not get block breaks.
[I wish we had a] work half day every New Moon.
I work 40 hours per week. Many other non-exempt staff only work 37-1/2 hours per week. It should all be the same.

*I work most weekends and evenings and don't get comp time.
**I would like to have a 15 minute break during the day.
**My situation could be improved by having more staff hours, so we could get more done

The hours and the workload are too often overwhelming.

**Would appreciate an emphasis on people working reasonable hours, and an end to the assumption that people are always on and available to work, even at home, even on vacation, even on holidays, when the tasks at issue really aren't emergencies.

Communication Problems: General

At times I feel out of the loop
Better communication and collaborative planning could benefit campus activities and overall climate.
Communication and confidence in CC has slipped completely away with the hiring of the new business
director/lawyer. He wasn't the search committee's choice. He was hand picked by Celeste to clean house,
and that is exactly what is going on. The atmosphere has completely and totally changed and I for one am
looking for employment elsewhere. I'm not waiting to be terminated and/or out sourced.
Communication is encouraged but not practiced.
Communication is lacking sometimes
Communication issues are difficult. It seems that various departments or committees make decisions on the
same issues in isolation; often these decisions are contradictory. Information is sometimes shared through
the rumor mill, rather than direct communication. I haven't been here long enough to suggest strategies
for improvement.
Communication lapses
I often feel that there is a need to justify every action or decision to the college, but very little positive
response/feedback from the college given to actions or decisions. The result seems to be uneasiness,
Anxiety and a general longing for some positive reinforcement of actions taken.

*Lack of communication on campus.
*Lack of direction and communication.

On an institutional level, communication between Staff, Senior Management and Faculty seems to be
deteriorating.
The communication problem is political.

Stress: Personal Issues

Child care has been a chronic strain
Child care is a great concern, and a great area of stress.
I think you missed out on a huge cause of outside the workplace stress: long-term committed partnerships.
My own particular marriage has been on the rocks this year as I have started this new job which has
been very demanding - and it may end up dissolving in some part because of it!
I lived in faculty housing for the first three blocks, the scheduling of which is poorly managed. I had to
move from one faculty apartment to another within a three-hour window during a block break, and
needed to take time off of work to do so. I was also overcharged for my rent, and excess deductions
were taken out of my paycheck. Moving four times within the past four months has been a major source
of stress, compounded by Residence Life's inefficiency.

Much of my stress this year has been in my personal life, and while it has slowed down my work life, I've
been grateful to have my job.
My department has been very cooperative with the stress of caring for an elderly parent.
My husband had unexpected ankle reconstruction surgery on 9/26/06 so the stress level at home and my
blood pressure went up. Being in a new job and taking on all the responsibilities at home including
nursing has been difficult. Juggling his many appointments and lack of a paycheck during his 3 months
off work has been difficult and trying at times. My supervisor has been very understanding and helpful.

Re: other sources of stress ... I am beginning a master's program.
This is a fact of life, and a fact of our society, not just a CC-specific issue: it is very difficult to juggle full-
time work with child care and care of a household, and if you add in health issues or the need to help an
elderly parent, the stress rises. I do not know how other institutions work to ease the stress of these
demands, and I do not know if CC is more or less progressive than other places of work. I just know it
seems like there are never enough hours in the day for it all without a significant degree of stress.
Wife has an extreme medical issues that don't seem to ever end.
Whatever stresses have been on me are self-created and not related to the College.

Faculty-Staff Relations (other)

*Bad behaviors of some faculty at the time - those persons are gone.
Faculty-staff relations. A powerful handful of the "old guard" of faculty, in particular, seems rather close-
minded and parochial.
**I really wish that the college would look at senior faculty members and DO something about how staff are treated. I think HR really tries, but hands are tied when it comes to “the faculty.”

I'm not sure faculty are aware of the work the staff do. I don't hear a groundswell of support. Nor do I feel that they care about the working "conditions" or benefits of the staff. The exempt and non-exempt banded together for raises even though many different interests are represented. Don't think the faculty would ever argue for salary increases or early retirement benefits for us.

One faculty member is slightly abusive of his/her power to order me around.

The only college-wide communication I have experienced regarded the parking situation and that was handled badly. The Staff Council was given the task of selling it to the campus community; however, the decisions had already been made. I get the impression that the college functions as two groups (faculty versus staff) and the two sides have opposite goals.

There are two communities here.... staff and faculty.

There seems to be a rift here between staff and faculty. I have heard comments from faculty like “why are staff here?” But then again there are always a few bad apples that ruin it for everyone and that is everywhere.

There's a lot of (too much, in my view) micromanagement of decisions by the faculty as a whole body. And there seems to be at least some distrust by faculty of staff and the role of professional staff at CC.

When faculty members feel that they are "under the gun" the work load changes dramatically and the secretaries wind up making everyone look like they've been busy improving their departments while in fact, it is the secretary who is doing all of this work.

**Politicizing the Campus**

I don't like the fighting over space.

I guess this is what we get when we hire an entrenched politician to run the college. No more politicians please! The current one needs to go!!

I love my job, but it frustrates me to no end. I adore working with students, which takes up the majority of my time. However, when I engage in public work of any kind, I am continually discouraged by the disinterest of faculty and my lack of true authority to complete projects the way I see fit. In short, I hate politicking, and this campus is full of it.

**Increasing morale and reducing the drama/politics prevalent at CC or more specifically in our division of Student Affairs is a very intangible goal to accomplish, but it would increase satisfaction.

*Large-scale, systematic dysfunction at CC. I realize every college has its politics, but I know of many institutions that have a far better culture of collaboration towards common goals between the administration, faculty and staff.*

*Office politics.*

Politics interfere with basic work.

*The stress of the politics and constantly changing political landscape.

Too political

**Bureaucracy**

Bureaucracy [is a problem]

I am grateful for the lack of bureaucracy that exists on campus, but there seems to be a move to take it more in that direction. I hope that this is something that we can avoid.

I hate the bureaucracy. I hate the slowness to change and the intense inertia of this campus. I often find myself expressing the same opinions about broken systems year after year to no avail. I'm starting to wonder why I bother to assert myself at all.

I went through a very stressful situation in which I was offered a job with good pay, benefits, et cetera. Bureaucratic red tape, meddling by administration, prevented my job from coming through.

It was much less bureaucratic [in the past].

Red Tape (3 mentions)
The College has felt increasingly "bureaucratic" in the past two years. While some of the new policies and procedures may be necessary, legally mandated, and in the long term, beneficial, the way in which they were handed down as "done deals" was very detrimental to morale.

Faculty Elitism

A great many faculty members feel they are superior and their work more important than the staff. Faculty arrogance and entitlement, but it doesn't bother me that much, I accept it. It has been similar at other academic institutions where I have been employed although it is more pronounced here.

Faculty egos
Faculty snobbery. I have relatives who are attorneys and doctors, but don't need to remind you of their credentials in every conversation. We are all aware of that – teaching is why we are here. But the rest of us help a little too!

I have only been in this position at CC for three months (I previously worked at CC for five years), so my responses are based on the last three months. (Many of) the faculty at CC have an extraordinary sense of entitlement, which makes it difficult to manage their expectations as staff.

I think there is a gulf between faculty and staff wherein the faculty thinks of themselves as 'better' than the staff.

My sense is that staff feel increasingly marginalized and devalued compared with strong faculty sentiments, governance, and disrespect by faculty for staff contributions. In such a climate, it is very difficult for staff to fully trust and respect each other - people jockey for position and recognition and they cooperate less and compete more. It's a sad vicious cycle that needs to be stopped and turned around.

Not now, but previously I worked for a faculty member who was so full of himself he was intolerable. I don't think he would survive outside the college atmosphere where his fiscal irresponsibility is apparently accepted.

The loss of camaraderie and positive spirit between faculty and staff; faculty governance has begun to equate with faculty privilege or even faculty elitism and arrogance.

Lack of Diversity

A couple of my student acquaintances have been minority students, and I find it very depressing that we can't enlarge our minority presence faster. One of my students told me that we just don't have enough big minority scholarships to compete with other colleges in attracting a larger number of these kids. Of course, I don't know if that is true. If it is, I really want to see that change. It seems as though it should be possible to raise money for that quickly?

Apathy about diversity issues campus-wide: students, faculty and staff
I applaud CC's quest for diversity and appreciation of all cultures, etc. However, I think some cultures, religions, etc are "more" acceptable and appreciated than others. I also feel the liberal viewpoint on everything is very welcomed, whereas the conservative one is non-existent here. This is not what I experienced in college - all viewpoints were presented.

I think here, like most places, the majority rules. People try to look like they consider minority opinions and practices, but it's not really integrated. I don't think the campus does enough to really invite minority opinions.

I think that Minority concerns are always addressed at CC and we're very sensitive when developing policies and we're great about including minority topics in classes, lectures, etc. But "perspective" is a tricky word. I don't know that we're really that good at stepping into another's shoes. It's not often, but sometimes our treatment of Minority concerns seems a little "token" or naive.

I would like to see CC do even more to diminish its reputation as an elitist institution in the Colorado Springs community--more diversity, more community involvement.

It's sometimes a little too rich and way too white for me. And the fact that so much lip service is given to diversity and generosity to all, etc.

My personal politics are different from that of the school, but I knew that before I started working here as I have lived in Colo. Springs for a long time. I just keep my mouth shut and look the other way as I'm just here to work.

The lack of diversity among the student population
Lack of Professional Development Opportunities

*Better professional training*
I being a lead person in shop have asked for Classes for certification be offered to operators. I myself have asked for certification for added job assignments and have been denied.
I do not feel that the college values additional education by properly supporting those efforts by paying for a larger portion of the cost to take courses.
I would like to see a higher level of institutional support for staff who chose to go back to school for any type of degree. As a higher educational institution that doesn't offer "regular" on-campus education (i.e., free classes to employees) I think it is unfortunate that CC doesn't support the employees’ educational endeavors at a higher level.

*Level of autonomy*
Occasional workshops to help upgrade skills for employees would be beneficial. However, group meetings where the focus is on rhetoric proclaiming "teamwork" and who gets the blue M&Ms undermines these efforts and turns many employees off.
The faculty has professional development opportunities, but staff have to "find" the money in the regular budget for their own development. The dean refuses to fund staff development out of her pool, and we are refused for any increases. There is no money to "float" from other sources.
There is no compensation for working towards or completing a degree that is required for my position.
There should be a tiered salary structure for continuing education.
With the block program, taking classes is not an option for employees like it is at other colleges. This is a real disadvantage.

Personality Problems/Clashes

Anal-retentiveness Too many type-A personalities
Co-workers attitudes i.e. people talking ill of someone or behind others back and the use of foul words on a constant basis.
Encountering people who work here who do not value the items above
**I wish people would work "professionally" to some extent - I.E. not be so open about their personal political or moral beliefs - which usually contradict with my own. That could possibly lead toward feeling singled out if I try and let my opinion be known.
Often, I dislike the behavior of the people here.
People like making their personal opinions known very clearly.
Some immediate coworkers are very difficult to work with.
*To work with people that have a greater set of professional ethics*
Working with my coworker and the inability of getting supervisors to do something about his behavior and irresponsible behavior

Budget Process

Budget restraints do not allow for our department to attend workshops or seminars. Just our previous supervisor attended them. We have to show a profit since we are an auxiliary. I use to laugh at the phrase: "We are treated as Red haired step-children". I'm not laughing anymore.
Even scarier is the budget decision-making process at the College. There is no understood way by which departments or groups bring new programmatic or staff position requests to the table. I know of one group in recent years that couldn’t get a straight answer from any level of the senior administration about the best way to bring a staff position request forward and have it fairly vetted against other priorities. “To each their own” seems to apply, and so people simply campaign with the senior staff and dean’s office members that they think can best “schmooze” their request forward.
I am also always concerned with the random ways that # of hours is allocated. Either full time workers get 40 hours or they all get 37.5. And where is the logic regarding reduced summer hours? This all looks to
me like nickel and dime budget band-aids while the head honchos plan on more building and superficial cosmetic upgrades.

I think that an aggressive competitive salary and compensation strategy should "trump" the importance of new buildings, etc.

It seems fiscally irresponsible to take out a 20-year bond for a parking lot that will be removed ten years from now (as per the long-range plan), and even more so to charge for parking to pay off this bond. The parking should have been built into the cost of the Cornerstone Building and not ended up being pushed on employees.

The budgeting process

The failure of administration to empathize with "the little guy" by repeatedly implementing unfunded mandates. Stating verbally that they "care about their employees" doesn't make it so -- the actions of administration frequently demonstrate that these are empty words.

The way monies are allocated to departments is very strange. All I know is the compensation committee is battling issues and CC is going to do what it had in mind in the first place.

Faculty-Administration Tensions

Current faculty leadership expresses much distrust of the administration and administrators.

I get the impression that the college functions as two groups (faculty versus staff) and the two sides have opposite goals.

Once again I come back to the us vs. them attitude between faculty and administration.

Recently (~past year), a separation seems to be growing between the Staff, Senior Staff and Faculty understanding of the evolving Campus goals and future. THIS IS NOT GOOD FOR THE FUTURE OF THE COLLEGE.

The childish rebellion of some faculty members against the administration and the constant "us-versus-them" posturing is unhelpful, and it's beneath the level of highly educated professionals. It's facile and immature to cast all "authority" figures from Dick to all the VP's and even mid-level managers into the role of uncaring, unthinking villains. They aren't perfect, nor omnipotent, but they're certainly not idiots or incompetents. Our administrators are generally smart, compassionate people who have to deal with the operational and fundraising realities of our environment--and that's what they're paid to do! The faculty wouldn't want to spend all their energy on these non-teaching and non-research tasks, and frankly, they probably wouldn't be very good at them. Why resent the fact that someone is here to handle the supporting work that needs to be done? Our problems are shared problems and should be addressed together, not in enemy camps. The lack of civility from our brilliant PhDs erodes some of my respect for them, even when I know that they are doing the essential, core mission work of this college, and doing it magnificently. (As with any statement like this, it's not all faculty engaging in the sniping. However, I do think the Dean encourages and supports this immature behavior. It's very uncool.)

There is a definite us vs. them attitude between administration and faculty. It is evident from the fall conference to the day to day operations - lack of response, condescending attitude, and overall lack of cooperation. We are all on the same team and I don’t understand why this is catered to. In many cases if we just communicated across teams and departments we could achieve so much more.

There is more and more desire by the faculty to questions administration in particular. The FEC this year have made a point to make administrators feel that their contributions are suspect, unneeded. This really harms morale.

There was more trust in the administration [in the past].

Job Security Concerns

*I am currently looking for work elsewhere. The main reason is as stated earlier: The hatchet man. He has unrealistic expectations and allows no time for proper planning and is using and abusing this department. The comfort of enjoying my work is just not enough to keep me here. Our department is facing the reality of being out-sourced within the next 2 years. Of course, we could work for the new company...but we will lose retirement benefits completely.

I serve on a yearly contract, and it makes me feel a little insecure.
It would be better if everyone wasn't working on pins and needles thinking will I be cut? There have been a lot of changes in academia which mainly seem to target the releasing of staff. Each year more work has been requested but our raises do not reflect the incredible changes in our job descriptions. HR is no help at all.

It's hard to think about good job security when our VP takes on research to find out why there is a lot of employees compared to other similar institutions. I hope he doesn't find all of the new and rewritten positions he has fought for in the past years are unnecessary.

*Job security*

*My VP indicated that his expectation was that I would leave upon completing my Masters degree. That would be Chris Melcher. He absolutely lost all of my potential respect when he fired Joyce Eastburg.*

Then, other staff members found themselves w/o a job. Everyone is treading on thin ice and I for one am not waiting to be bought out and loose all of my retirement potential w/ CC.

We now have to underwrite our interactions with some folks with documentation, evidence, and - frankly - ass-covering. We have to do this because the institution has shown a lack of loyalty to some staff, giving (by reports) them a "quit or be fired" or a "retire or be fired" choice. If the institution isn't loyal to its staff, should the institution's leaders expect loyalty from the staff?

**Staff Council**

Does staff council have senior staff buy-in? I haven’t seen them at your events.

How is it that Staff council is unable to advocate for all of the working poor on this campus when it comes to issues such as parking, emeritus, overtime, fair wage issues, responsible evaluations, etc.? I believe the Staff Council is doing all they can, but it won't make much of a difference. I don't have high expectations of anything changing unless it's to benefit the college hierarchy.

I feel staff council does not represent non-exempt staff fully. It seems that the council is just a puppet for CC. I do not trust the representation of the council on the behalf of the non-exempt personnel. I think it was a mistake to combine the councils for exempt and non-exempt staff (under whatever nomenclature we use). I understand the purpose of the combination was to improve the strength of the council. But I think that instead of giving power/prestige to non-exempt staff, exempt staff lost power/prestige.

Staff Council would do well to get a backbone and stand up for their constituents instead of knuckling under to pressure.

**Staff needs to be represented at a higher level. While Staff Council does its best to keep fighting for staff, it seems like they can only take it to a certain level and then are shut out from decision making processes.**

The new staff council configuration sometimes seems a bit heavy-handed in its operation -- and looking for ways to increase not decrease the “us-versus-them” mentality.

**Loss of Employee Recognition Practices**

Do we still have a support staff recognition banquet? Dick’s new lunch program does nothing to really recognize people and since it is not open to the general population it does not build community like the old style did.

Facilities had several nice banquets each year when Katherine Mormon was President, that we no longer have & the parking was free.

**My satisfaction would be greatly improved if my department would: 1. Recognize my birthday. 2. Recognize me on admin day (yes - the Hallmark holiday.). 3. Select a thing or two that I have done particularly well, and thank me for accomplishing the tasks so well. 4. Pay for my parking fee. (Joking on this one). 5. Take me to lunch.**

Only a few employees are rewarded or recognized. When we did a recognition ceremony a few years ago, one of the first to be recognized was the President's assistant - clearly political. President Mohrman was always quick to thank those who did her favors - President Celeste takes all favors for granted as if they were simply due him! There is a definite feeling of "King and Peasants" now at CC which I never felt before in my 18 years at the college.
The only other way that I see employees get recognized is by the "Employee of the block" award. I feel like this is an unfair award. There are people in the department that do not get noticed enough because of their position or location, therefore these people can do the best job and never be awarded for it. When you ask about all campus staff meetings, what happened to the all campus staff recognition events?

Lack/Loss of Community within Department/Office

#25 - We have a few employees that are smart and hardworking, but they are divisive trouble-makers. Changing the climate in many departments is a huge undertaking. While my department's staff work together well and respect each other, there are several departments that do not experience such harmony with the negative aspects most always trickling down from faculty heads or supervisors.

I do hear negative conversation about people within our own department.

I don't have a lot of stress anywhere in my life at the moment. There are a few things in the department that are changing that cause me to worry a little. Not enough that it affects my job though. A new director and a new supervisor next year...are both major changes for me. I just think if I do what I've been doing though, it won't affect me in a negative way. They are, however, looking at a way to change the way that our maintenance system is run. I think it's a bad idea to pull the maintenance staff out of the buildings just because their supervisor wants to keep better "tabs" on them. The relationships that are built in the halls with the staff members that are assigned to certain buildings is important and they want to split that up. Makes things unstable.

*My coworker

Re #25: One person can ruin the good working environment in a department. It would be "strongly agree" otherwise.

*Some of my immediate team members.

Self-Censorship

A large meeting would be difficult to get people talking because only the folks that we comfortable speaking to large groups would talk, and those people might not say some of the controversial topics that I think a lot of other people would be wanting to be saying, but would have too much anxiety to present in a huge group.

I dislike the caste system that exists, and I dislike even more that we pretend it does not exist! Some are indeed more equal than others, one must be careful of what one says.

I feel like I was hired because of my abilities to get the job done from former knowledge and experience from other jobs. I felt I was an asset to Colorado College. Now, I feel like I'm not able to express ideas or make comments towards improving things here like when I was first here.

If you think we're free to discuss problems on campus or with our departments, you are so, so, so, so deeply wrong. Every word out of my mouth on campus is designed to not piss someone off.

*No comment. I wouldn't want someone coming back at me with any accusations. And yes, I believe it would and could happen. I don't really trust people at CC.

Some are indeed more equal than others, one must be careful of what one says. I find myself pretending to like certain programs or plans, because to do otherwise is to risk being considered obstructionist or Luddite.

Unfair practices within departments. It's difficult to have a conversation with another colleague who is experiencing strife and difficulty within their department related to overbearing supervisors, threat of their job, or not being allowed to attend an event -- when that doesn't happen in my department and I have a supervisor that supports our entire staff 100% and is a terrific leader. I realize every leader is different, but the basic rules should apply and there shouldn't be "under the table" deals continuing when HR has laid out specific rules for hours. Nor should an employee be browbeat and intimidated not to attend an event such as Fall Conference or Commencement - this certainly does not promote a sense of community! And finally, one would not bring these to the attention of HR for fear of reprimand, so a vicious cycle continues and the employee remains repressed and unhappy with essentially no place to turn - or at least they feel that way.
Stress: Supervisor

During the last 12 months my boss left. This was very stressful, of course. His supervisor increased the stress by dealing w/ my boss in a paranoia-inducing manner. I think all CC administrators need a course in management, if that supervisor is any example.

It's stressful knowing that my supervisor doesn't think that we're important enough to keep around. They are trying to change the way that our department is run and I think the changes will lessen everyone’s willingness to work as a team.

My supervisor changed in the past year, the old was an Extreme stressor, the new one: Not at all.

Poor supervision of some of my new colleagues has been stressful as their short-comings are not being addressed well by our supervision. Their incompetence affects my ability to do my job full and completely and make my department and group of colleague peers look poorly.

The things that cause me stress is that I feel my hands are bound and I feel like I'm expected to do whatever my supervisor "thinks" is the right thing, regardless of whether it's right or not.

The main source of my stress came from my new supervisor.

Working with a different supervisor can run the whole stress sale.

Faculty Priority Over Staff/Too Much Faculty Power

Communication by staff on decisions affecting their jobs has never been taken into consideration if that communication is in stark disagreement with the "master plan," especially if it's in stark disagreement with faculty wishes.

Faculty have the power and all the advocacy positions at the college are held by faculty.

Senior staff seems to dictate the overall attitude toward workers and it isn't one of value. The decisions made seem to clearly cater to instructors and professors to the point that issues that might upset them aren't even brought up for consideration. The staff needs are given lip service but not fully considered regardless of how diligently Staff Council works for our benefit.

The way the college makes decisions for all of the employees and doesn't consult with the staff. They ask the faculty what they think, but never the staff. Asking the staff council is not the same as asking me.

There is a definite feeling afoot that staff people, (lumped together as "administrators") are the "enemy" or are not as valued as faculty. The faculty-only lounge – as only one example - feels very de-humanizing, and some naive faculty call for meetings or social gatherings that include staff at the lounge that I have avoided on principle, since I don't feel comfortable or welcome there. (Colleagues at other institutions that I’ve told about the lounge can’t believe CC has regressed to such a pre-1980s cultural morass). As another example, I think bringing speakers to campus to speak about the "evils" of the corporatization of Higher Education that don’t have meetings/conversations that include staff, feels very threatening to many professionals on campus.

We have great people at CC but equity issues remain. Examples include the faculty as the only employee group who truly can speak freely and advocate strongly on their behalf for working conditions, salary, and benefits (witness the recent debate on early retirement, or count the number of faculty and retired faculty on the compensation committee, or which employee body presents specific recommendations on their own salaries and their own national comparison group, etc).

Isolationism

At times I find that other departments are not doing all they can to work together as a team. Some departments tend to isolate themselves from the rest of campus. This is really evident now that we are all playing in the same sandbox (Banner).

At times the isolation

*Isolation

It has been difficult to collaborate with other departments in my division.

Overall, there is really good people who work at CC. We just need to work better as a TEAM. I think it is forgotten sometimes that we ALL have the same objective (in different ways) to help the students become educated individuals who can make it in the WORLD.
The departments working together to achieve a more unified college, where the connections between each block and also relating the blocks to campus events is very rare

Morale Problems (general)

I also feel like morale is something that they may want to focus on and have a committee to ensure morale is a priority, but it’s all show because decisions are made on a daily basis that negatively affect morale and respect is lost on both sides.

I would have to say that morale is at an all time low among the staff.

**Increasing morale and reducing the drama/politics prevalent at CC or more specifically in our division of Student Affairs is a very intangible goal to accomplish, but it would increase satisfaction.

Morale (2 mentions)

Morale, on the part of faculty and staff, appears at an all-time low.

Safety Issues

*Harassment

I'm not happy about paying to park and the lots I can park in are dirty and not well-lighted.

The bad weather policy needs to be addressed - the majority of staff do not live on campus and risk their lives sometimes to get here because their supervisor expects them to be at work. Staff safety should be the concern not whether the office is open or not.

The parking situation has been slightly frustrating as well…This has only been a minor concern of mine and not much of a bother until recently. It has been more disconcerting to me since my vehicle, as well as that of a colleague, was vandalized. The nature of my position can quickly create enemies with students and an attack of my personal vehicle when I have no choice but to live on campus quickly makes me wonder what it is that I am paying for in paying for parking.

This is the first time I have had a parking space! I strongly think parking assignments should be based on where people work on campus (esp. those of us who work late at night and feel safer walking shorter distances to cars)

Unresponsiveness of Campus Security to employee concerns about the safety of the campus and lurkers on the grounds

Work/Home Tensions

Balance between work and family life

*Family time is becoming harder with more of a workload after hours.

I worked very hard to find balance in my life and while I believe that is appreciated in my office, I'm not always certain this is true within my office or by the College as a whole. I believe I do my job well because I have outside interests that allow me time to step away. I think that the College talks about valuing that, but I don't always feel that.

*Long hours and unexpected demands are hurting my family life. I fear that my child will never be able to get into college because I often can't be there for her.

Lots of stress, but lots of growth, too. I would like more time for my personal life, but I enjoy all the things I do here

Not enough personal time with family after work hours due to overtime

Communication Problems between Departments/Offices

Again, overall communication within the CC infrastructure would improve stress levels. As a new employee, I have made mistakes when presented with decisions that require input from other departments. Not fully understanding the structure of the institution, I have on occasion failed to consult with appropriate departments and people. This is part of the learning curve for new employees
anywhere, and the incidents were minor and correctable, but I do think that CC could foster a better sense of communication: who needs to be involved in certain types of decisions?

Communication amongst departments needs to improve.
I'm not sure that same idea of our [department’s] role is shared by other divisions and members of the community.

Lack of communication between departments
Shops that work together often seem to understand each others’ jobs but when and where each other need help seems to be a poorly communicated thing.

Pay (general)

How many of us (exempt staff) are really in any position to know how our salaries compare? Do you think it's possible to get any accurate data from these questions? We're not on any common scale, and in our department we were told it would be highly unprofessional to discuss our salaries with one another. We can't get to equity if we can't create a salary scale that everyone can see. How would I know what my salary was compared to? How would I know if pay increases reward superior performance? How would any of us know?

[I wish we had] pay day every Friday.

**I would just like to see job classifications be applied fairly and compensation and salary increases be merit based and not politically appropriated. Many support staff move from position to position, not because they are not satisfied with their current positions, but to get an increase to make ends meet for their families. This goes back to the fact that positions are often not rewarded or appropriately graded relative to responsibility. It is not in the best interest of the College that people have to change positions just to get a salary increase. In the past several years, people have been required to contribute to Emeriti and this past year parking, which in many cases has more that wiped out their salary increases. There is also a problem with salaries within the salary ranges. Once you hire in at an hourly rate, you will always receive approximately the yearly salary increase (this year the budget was 4% for staff), and you are limited to 5% when you change positions and upgrade. This creates a system where new hires can come into the College and make more per hour than existing employees. Salaries should be reviewed each year based on level of responsibility and service--across the college.

Staff salary compensation...currently the staff (which has extremely diverse circumstances, compared to the faculty) have no reasonable recourse or procedure (such as the AAUP committee) to develop a reasonable salary and benefit recommendations. The college should hire a consultant to inform, study, be an advocate for this complex group of employees.

The lack of willingness to even discuss the implementation of a salary structure for exempt staff is disturbing.

Work Space/Other Space Issues

Having storage space taken away
I don't have an office or any privacy at work.
I don't like my space in particular.
My physical work space is terrible.
Physical office space

Reverse Discrimination

Discrimination against Christians is prevalent on campus. There have been anti-Christian comments directed at Christian staff members by faculty members. And a general sense of disrespect for Christians on campus is often encouraged by faculty members. Christian staff have been made to work on Sunday (especially during Baccalaureate), and no clear and precise public message from CC has ever been sent to alert faculty that Christian staff members are not to work on the Sabbath.

It "seems" that minorities are really given preference.
Sometimes minority perspectives are considered too much. We have to make exceptions to ensure that there is inclusion to prevent upset feeling which really is unfair. The push to always try to hire a minority instead of the best qualified. The strong minority concerns in the interview/search process that can impact the interview/search in a negative way. The lack of concern to hold our students to high standards

**Stress: Workload**

Everyone has stress. It's how you handle it that is important. I notice more stress in people when they have been over-worked.
Stress is always part of the job. In my case, I set my own boundaries and live by them most of the time so it's not a problem. I have noticed that CC will let people go off the deep end and completely burn themselves out, so it's up to individuals to take charge of this themselves.
Stress on the job is mostly workload related right now, and I think that will improve. Workloads change and of course that is very stressful when unable to keep up. With the conversion happening in July it is still very stressful to try to get things done and continually having to learn how to do certain tasks.

**Student Difficulties**

Some of the students are very irresponsible and disrespectful and they seem to get away with everything with no more than a slap on the hand and a little bit of a fine. If they were held more accountable I think it would not only teach them to respect the College...but to have respect in their adult lives.
Underage drinking...should not be tolerated.
* Students’ lack of compassion and respect for the staff that work hard for them.
The lack of student involvement in the activities that we spend time, effort, and resources putting on
*The main reason is the disrespect from others and especially the students, as well as their attitudes.

**Town-Gown Relations**

CC has evolved into a complete failure in Colorado Springs. It's pretentious, and hopelessly out of step with anything relevant. Every new initiative it makes alienates it more and more from the town. Spend some time making COS fun... like paying your employees well, and encouraging them to help downtown thrive.
I would like to see CC do even more to diminish its reputation as an elitist institution in the Colorado Springs community--more diversity, more community involvement.
Parking: CC NEEDS to address the issue of visitor parking. It is impossible for a visitor to find a place to park during the day. CC pays lip service to the notion of serving the greater community of Colorado Springs with arts events, lectures, sports and campus events, but the lack of parking actively discourages the community from taking part. This increases the sense within the community the CC is an island into itself.
While I understand the need to charge for parking, and I haven't purchased a permit myself because I have the luxury of walking, I do think it will ultimately have a negative impact on neighborhood relations.

**Unreasonable Standards**

Administrators that “expect” their staff to work 24/7 and do not respect their home life
Also don't like the culture that expects exempt staff members to be "on" at all times. No respect for personal time.
*I am currently looking for work elsewhere. The main reason is as stated earlier: The hatchet man. He has unrealistic expectations and allows no time for proper planning and is using and abusing this department. The comfort of enjoying my work is just not enough to keep me here. Our department is facing the reality of being out-sourced within the next 2 years. Of course, we could work for the new company...but we will lose retirement benefits completely.
I sometimes feel that if I'm not putting in significantly more than a 40 hour week, that it is perceived that I am not as dedicated.

Banner

Banner makes it hard to know what money is left in various parts of our budget. Didn't the college pay mucho money for this system? Why is it still not working correctly?
No, no, no. There is NO sense of community here any more. Get rid of BANNER! Ever since BANNER reared its ugly head, there is a sense of mistrust in our community. While I agree we all need to be held accountable for our jobs - there are better ways that would promote community and trust!
What kind of place purchases a software program and then must issue policies to fit the software program? This seems a little backward to me! Most of us here are human beings, not robots. With the addition of Banner, those of us that work directly with it have seen increased workloads, less time for socializing - actually listening or caring about someone's response to "how are you". It's crazy that we don't feel like we can take time out for each other!

Department Leadership Decision-Making

*Inconsistent leadership. Having the position turned into a "gopher" position because there is not authority to go with the responsibilities
*The direction of the department.
*The lack of a department vision and direction and the changes that occur without due process.

Elitism (unspecified)

Elitism reigns over this campus community.
I used to feel respected by the campus community, but now there seems to be a sense of elitism. I feel looked down upon because I wear jeans to work
Some folks think they're better than others.

IT Concerns

Having different computer systems does make coordination of information difficult at times. It would be a much smoother workplace if every department worked from the same computer system.
I'm very troubled that CC chose to base all of its servers and office computers on Microsoft and Windows. I feel like it has limited us, and suppressed potential creativity in terms of technology solutions for the college. (I know there are Macs on campus, I have one, but most support we can get is for Windows only.) When you visit other schools websites, it's always immediately apparent to me who is using a lot of Microsoft, and who has branched out, even working with computer science departments, because they look progressive and often have really creative communications solutions for their schools. CC's Microsoft-centric technology is kind of dull, and, I feel, doesn't reflect how exiting we are.
The network/access to internet

Job Training

I feel as though I was not fully informed, by HR or by my supervisor, about the details and policies pertaining to my job as a paraprofessional. I feel as though I am just having to learn as I go.
My office has little to no training for positions. We are expected to refer to the I drive and to look for the answer, but no one seems to know how to do any other job.
The training for the position was completely inadequate. There were times where I was left at my desk for hours at a time with absolutely no direction. I read through what I could, but everyone assumed that someone else was going to train me. I tried being proactive, but they said I would learn that later. This was my first couple of weeks where I literally wondered why they even need to fill the position.
Stress: Work Conditions

I feel like the fact that we are on call is stressful. You're not allowed to go very far from home but, there's no compensation for carrying the duty phone. (We have lives outside of CC)
The stress of dealing with the conditions I work under makes me not want to come to work.
Though CC appears to have a very relaxed work environment, the actual reality is a bit different, there aren't many "perks" or stress relievers during the day.

Divisiveness (unspecified)

I do not feel there is an overall sense of inclusion in campus activities. The campus community seems very divided, sometimes falling into petty disputes. I would like to see a greater sense of community.
Sometimes I think there is an unwarranted us versus them attitude on the part of some people.

Retention Issues

Lack of foresight--can't see the forest for the trees. Always about money...never about retention of/rewarding good employees.
Retention of administrators is an issue, too. As soon as you get used to one, he or she is gone because he or she found an admin assistant job that pays better and doesn't come with a daily dose of pure evil, or an HR person telling you to consult a handbook in lieu of answering your question.

Satisfactions

People: Co-Workers

Association with pleasant staff
After a year I also enjoy my colleagues
The primary reason I like working here and stick around are about half a dozen specific people who I truly enjoy being around and working with. The feeling that "everybody knows your name" that you get after being here for several years.

Co-workers

Collaboration
First, let me say that I truly love the College and adore the people I have the pleasure of working with here. For the most part my department works well together when making decisions that may effect how I do my job. We discuss issues before policy is put into place. I feel my department respects me and feels I am very capable of doing my job.
Good relationships with co-workers make the job more rewarding.

Great boss and colleagues
Great co-workers
I adore-for the most part-the staff and faculty I have encountered during my short tenure here.
I also enjoy how friendly everyone in my particular department was.
I am very grateful to work with such an amazing and supportive team and supervisor.
I am very happy with my immediate colleagues and supervisors. It's a great, collegial group of folks.
I am very pleased by the work ethic and quality of work that the colleagues I work with seem dedicated to.
I believe myself and co-workers have respect for each other and what we do.
I do enjoy my co-workers.
I do enjoy the community and the people I work with.
I enjoy my job because of the people that I work directly with.
I enjoy the people I work with.
I just think everyone is very fun to work with.
I like my peers.
I like the colleagues that I have.
I like the people I work with.
I like the team I work with.
I love my coworkers and supervisor.
I love my department and my co-workers. Within my department, I feel valued.
I love my job and those with whom I work. I don't ever NOT want to come to work, and I feel that my department supervisor and the senior staff member over our department are the best on campus. I have total support.
I love the people I work with and the team I am a part of. I really enjoy where I am at the college.
I love the people in my department. (2 mentions)
I really enjoy how friendly and helpful much of the support staff is. I have a deep respect for my new supervisor, and feel like my co-workers are family members.
I really enjoy the people I work with.
I really like my department and supervisor.
I really like the people I work with in my group, and that is one of the main reasons I stay. I could make more money elsewhere, but would I get to work with great people like I do here?
I truly enjoy the relationships I have with people in our community and on campus. Most people on campus, and in my department, are really neat people, and it's rewarding to be able to work with them.
I've stayed because I enjoy working with the students and the people I work with.
Mostly, the people, my co-workers
My colleagues
My core team of 6 people (including me) works well together and the positive feedback that I receive from them and the students is extremely rewarding.
My department (2 mentions)
My department co-workers are great and I appreciate all of my working and personal relationships with them.
My department is very appreciative of what I do for them. They make coming to work a pleasure.
My great colleagues
My main reason to come to work each day is that I enjoy my co-workers so much. If it wasn't for them, I wouldn't be here.
My particular department. If it wasn't for them, this would just be a job that would mean nothing
My relationships with my co-workers and with the student workers that I supervise are extremely positive.
Overall, for the most part colleagues at the College are professional, hard-working and enjoy working towards the goals of the college. I think the College is lucky to maintain such a dedicated support staff, given the competition of higher paying jobs currently in the city.
Overall good people to work with
People are usually very pleasant to work with.
The interaction with colleagues
The people I work with (4 mentions)
The team environment of my department
The trusting relationship that I have with my peers
Very friendly coworkers
The people I work with are intelligent, curious, stimulating.
The people I work with in my department
Working with my peers

Environment/Atmosphere (general)

Academic atmosphere (2 mentions)
Beautiful environment
CC is a wonderful institution, in the sense that it's always possible to start/be a part of amazing things.
Great environment
GREAT work environment overall
Health-giving location
I also enjoy the opportunities it provides me whether it is work related or social. I also enjoy the opportunity to work in a unique intellectual environment.
I am pleased by the potential CC has to educate and prepare students.
I am pleased with CC’s ability and willingness to change/respond to an issue once they have established
that it is important.
I enjoy the academic environment and sense of intellectual opportunity and the college.
I enjoy the opportunity for lectures, music and other events and learning opportunities.
I feel proud that CC is pretty good at seeing its problems and involving everyone to fix them, even if CC
can be a little slow (parking).
I have a very relaxing job and atmosphere.
I like the atmosphere of being on campus.
I like the campus atmosphere.
I like the exposure to good ideas.
I love Colorado College’s culture, flaws and all.
I love the beautiful campus; I think the events and community relations are fantastic!!
I love the campus atmosphere.
I love the college atmosphere (3 mentions)
I love the overall environment of the College - great people and so many cultural opportunities.
I very much appreciate being involved in higher education. I am proud that CC is making an effort to be a
player in the community (like the Innovative Minds series, the community outreach group) and in the
region (State of the Rockies conference, the Religion and Public Life seminar). I think CC has really
changed since President Celeste took over - for the better.
Initially it was the positive energy and involvement of staff campus wide.
It has been great working here. Very accommodating and friendly
It is a comfortable atmosphere most of the time and I am overall quite satisfied.
It is a prestigious, stimulating, and dignified place to work.
It is nice not to work in a loud, dangerous factory.
It’s a part of Colorado Springs and I like being a part of that history.
It's a stimulating place to work.
It's nice and "laid-back."
Its reputation as a "good employer"; its efforts to take care of people's needs personally and professionally
Nice physical setting. Great role in the larger community
Overall collegiate atmosphere... high energy
So far, I love this job and the atmosphere of Colorado College. I have worked at other colleges that have
been much more negative environments; but CC works to establish open, honest communication and
does its best to live up to the mission and core values it has set for itself.
The academic environment is very stimulating and rewarding.
The atmosphere
The atmosphere of respect
The atmosphere of working on a college campus is wonderful and offers so many opportunities to learn that
you don’t find in the corporate work place.
The campus atmosphere is fun. The events and things we, the staff, get to attend are a very nice benefit and
makes you feel more involved with the campus.
The CC atmosphere is great.
The college has a lot to offer! I am so impressed with the block plan and the more I learn, the more I find it
a great place to work for.
The dynamic environment
The environment
The opportunities to participate in cultural and intellectual activities
The resources available through the college, including guest speakers, the library, etc.
The sense that there is a common goal to work together as a community to create an environment
 conducive to teaching and learning. The feeling that most people here work towards creating a
positive and comfortable environment
The social campus functions that allow staff to get out there and "mingle" and get to know one another
The stimulation of an academic environment
The work environment is pretty awesome.
The work setting is forward looking and very professional.
The youthful environment keeps me feeling young.
There are a lot of cultural activities on campus.
Trying to keep the school spirit alive that CC has been known for in the past
We work in an overall environment of intellectual engagement
Well kept facilities, good lecture series
Working in a community that values learning and the life of the mind
Working in higher education
Working within an academic environment is rewarding.

People: Students

All of the student contact that I have in my job.
Being around the students is rewarding.
Close contact with students
I adore working with students, which takes up the majority of my time.
I also love working with the students.
I enjoy working in academics and listening to the views of students... even when I'm not included in the conversations
I enjoy working with students (4 mentions)
I enjoy working with the parents and students.
I enjoyed being a student here, and the one thing I love most about my job is working with students.
I feel blessed to have secured a job at CC. I love working in the educational field and working with the students.
I have a couple of adopt-a-students, and they make me feel connected to the educational aspects of the school.
I have always had terrific student workers!
I like being around the students especially the international students.
[I like] the students we help everyday.
I like working in a liberal arts institution with the kinds of students we attract
I like working with students.
I love being around the kids.
I love most everything about my job. I get to interact with students daily and hopefully help to make their college experience better.
I love the students
I love the students. They are energetic and thoughtful and working with them gives me a tremendous amount of delight and achievement.
I love working in the educational field and working with the students.
I love working with the students and being associated with the education process.
I love working with the students and with my faculty.
I love working with the students at CC. They are bright, creative and self motivated.
I really enjoy working with the students. It could be talking to them about their latest class or trip or just how their week is going. It is a pleasure.
I work here because of the students. I love working with them and helping them. Glad we at least have good students!

I've stayed because I enjoy working with the students and the people I work with.
If I didn't like working with the students as much as I do, I would find a job elsewhere.
Interaction I have with the students
Interaction with students
Knowing that there are some great minds attending CC.
My core team of 6 people (including me) works well together and the positive feedback that I receive from them and the students is extremely rewarding.
My relationships with my co-workers and with the student workers that I supervise are extremely positive.
Opportunity to work with interesting people, including students
Our students are amazing. Working with students is definitely the best part of my job.
Providing support for students as they pursue their studies seems meaningful and rewarding.
Students (3 mentions)
Students ... love working with them!
Students, especially
Students, Students, Students
The energizing environment and being around the students
The energy and enthusiasm students bring to their projects
The personal relationships and working with the students. They are the greatest part of my job.
The students
The students are bright, and keep us on our toes.
The students mean so much to me to meet them as freshmen and be a part of their lives for four years and see them graduate and become young adults.
The students with whom we serve
The students. I enjoy watching the growth in the four years that the students are enrolled at CC.
Working around the students and making sure that they're safe and secure in their dorms.
Working with the students (5 mentions)
Working with the students, they are wonderful
Working with students is always a sweet part of the day.

People: General

All of the staff has been cooperative and fun to work with too!
And most of the folks on campus that I have to deal with are very pleasant.
Building relationships with members of the CC family and community
CC has highly competent and committed employees.
For the most part, people have the best interests of our students at heart. I have encountered very few people who are just "collecting a paycheck"
Great environment and people, particularly the open-mindedness
I am happy and pleased to be an employee at Colorado College. It allows me to interactive with students, staff and faculty and of course keeps me active and it’s especially good for my health and senior age.
I am in an unusual situation at CC so some of my experiences are because of that (especially the isolation part) When my work takes me to situations that involve other people I find CC to be a place of wonderful people. I never take the level of stimulation and contact with new people and ideas for granted. It could be so much better!
I enjoy the people.
I enjoy the professors, students and department in general.
I enjoy working with faculty, staff, and students who are curious, intelligent, and engaged in meaningful pursuits.
I enjoy working with the students and the people in my department. I also enjoy the opportunity to work with other members of the campus community on committees.
I like the people here
I love many of the people!
I love the overall environment of the College - great people and so many cultural opportunities.
I love the people here.
I really enjoy the people.
I truly enjoy the relationships I have with people in our community and on campus. Most people on campus, and in my department, are really neat people, and it's rewarding to be able to work with them.
In general, I enjoy working with the people here.
Interesting people
It has to be hard to be away from home when they 1st come here and I love that the staff is so friendly and helpful to them and their families that visit.
It's a higher ed, aspirational liberal arts college with talented people in ALL constituencies - faculty, students, and even staff.
Lots of really great people work here.
Luckily, I like the people in the department where I work so I don't mind taking care of them.
Majority of staff are pleasant and intelligent.
Most CC employees are intelligent, thoughtful people who are a pleasure to work with. CC provides an outstanding education to its students, and I am always proud to say that I work here.
Most everyone is very pleasant and many are wonderful to work with.
Motivated students, talented staff
My department is very appreciative of what I do for them. They make coming to work a pleasure.
Other people who work for college
People (3 mentions)
Ron Smith deserves an award! He had a hard job in implementation and his lightness in his emails and his persistence in accountability are awesome!
Smart, devoted people
Some of our customers are great people, others just didn't know our trade.
Staff
Steve Elder's authenticity is one reason I make decisions I do.
The clients we serve are wonderful to work with.
The employees are the best that I have seen in any organization. Education attracts good people.
The people (5 mentions)
The people at CC in general
The people are great
The people are great to work with.
The people that work at CC are very friendly. I feel at home here and have made many friends.
The personal and professional interaction I have on a regular basis with staff and faculty.
There are a lot of wonderful people employed at CC.
Working for the students, the RLC, and my peers
You can meet good friends here at CC.

Rewarding/Fulfilling Work

Accomplishment
Being part of an organization that makes a difference and making a contribution that helps the college achieve our goals.
Commencement. This is the encapsulating experience for staff at Colorado College, the evidence of the cumulative work we all do.
Contributing to the greater good of the Campus
Enjoy the work I do here.
Fun, non-stress job. I really love my job and enjoy coming to work every day.
Good work load and interesting subjects
I also find satisfaction in implementing new changes that will benefit our students and their families the integrity of my work
I am an educator in the broadest sense of the world and I love working in education. It is the most important endeavor.
I enjoy being in a position that is able to assist all departments
I enjoy the meaningfulness of my work and receiving praise for my efforts in my position.
I feel well paid emotionally at CC.
I get the job done.
I have learned a great deal.
I have to forego personal fulfillment for financial security. Colorado College can only satisfy the former.
I like my department. I'm treated with respect and feel that I make a positive contribution.
I like my job responsibilities very much.
I like the work that I do.
I like that we are all working toward the positive goal of educating people.
As it is, I love doing the work, and I think I'm good at my job.
I love feeling like I've made a difference in the community
I love my department and my co-workers. Within my department, I feel valued.
I love my job and the people I work for
I love my job. It's really fun, and I see positive results for every bit of hard work that comes with it.
I love my work and feel that it is important to the college, the community, and to students.
*I love the work and the challenges of my job. I truly enjoy what I do.
I love the work I do.
I previously wanted to advance/be promoted within the college (for challenge, pay, prestige), but instead I have been allowed and encouraged to grow this job into the kind of challenging and fulfilling position I was seeking.

I really have little stress in my job. I find it rewarding working with the students and look forward to the new classes each year. I believe I've covered above any changes that I would suggest.

I really like my job at CC. I like the work I do.

I took this job because I value CC.

I'm very satisfied with my job overall. I find it rewarding and challenging, with proper support and opportunities for growth.

I've learned a lot about other countries. It amazes me how much we take for granted.

My academic department is well run. I feel that I am a big part of the reason.

My job is generally quite rewarding. It has become more and more complex over the years, due to insufficient staffing, and the rising complexity of technical demands (IT).

Opportunity to do interesting work that is rarely monotonous
Personal satisfaction of the job
Professional respect Challenge Variety in the work day
The College promotes discourse and creativity; these qualities create a work environment that is interesting and challenging. I feel that I learn as much as I bring to the job.

The impacts/changes that I have been able to make or develop.

The job challenges, and the ability to have input into the decision making process.

The particular position I have suits my interests and personality. I can see the results on a daily basis.

The service that myself and my staff provides the campus.

The work I do here gives me real satisfaction.

There are aspects of my job (working with students, providing support for the departments that offer academic support to students) that I feel give me a sense of personal accomplishment and pride in my work. It is fulfilling to be able to make a substantial contribution to someone's college experience.

Time at work

When we are allowed to push ourselves we create (good) stress and also create the opportunity for a sense of great personal satisfaction. CC has been that kind of place for me. I have found that saying "yes" to ideas an opportunities - even when they would stretch my competencies, rather than "that's not in my job description" has increased my success throughout my career.

Working with and teaching students the craft

Unspecified/Other

A lot of things

Again, my department works well together.

At this time I have no issues.

By hiring me for this position (no previous experience in this department) the Library was willing to give me a change based on my years of other library experience.

CC is convenient to my home and I have a stress-free drive to work.

Having worked in other industries, CC doesn't know what stress is.

I am a low stress person. Most things don't bother me like they seem to bother other people.

I am happy with me job, and enjoy coming to work.

I am very grateful to work at CC, and think we do amazing things, as an institution.

I am well satisfied here.

I believe in the institution as a whole.

I do feel needed and respected in the college community.

I do think that even though there are moral issues, CC is a great place work.

I don't have a problem with web time entry.

I enjoy my job very much and choose not to comment further.

I enjoy working here and am honored to be part of Colorado College, an institution I respect and support fully.

I feel blessed to have secured a job at CC.

I have no complaints in the department that I work in now.
I have no problem with Web time entry - no honest person that works the hours they receive salary for - should. I feel the staff should account for their attendance and absences - there is too much iffy stuff going on. You do not have web time entry for Exempt staff - some work part time and for that receive full-time pay. Too many absences for this and that. That is cheating the employer!
I have no problems with Web Time Entry.
I like it here enough to stay until I must retire the good qualities here outweigh the bad.
I love having an ice rink on campus!!
I love the access to facilities.
[I] really enjoy my job
I think it is wonderful that CC is finally having an outside agency screen for administrative positions, as in the past individuals have been hired that were not qualified but got past the traditional search committee process (for a variety of unfortunate reasons).
I work at CC and am pleased with my work here, therefore, this is a good job. One that I enjoy.
I work at CC because it is safe. I don't have an office or any privacy at work, but I have summers off.
I'm in pretty good shape, thanks.
I'm very satisfied with my job overall. The work/life balance is equitable.
I've had a lot of jobs and this is the 1st one that I can honestly say I'd love to stay and retire here. For the most part, I can't complain.
It's disappointing to see how many people find dissatisfaction in a satisfying employer.
Most of the time the stress here is manageable. If there is a deadline that is hard to meet it would be due to factors like not knowing about the deadline from my supervisor.
The sense of fairness and working for a common cause
The work-life balance is better than most other jobs, especially those in the corporate world.
This is a lower stress job than I have had before.
We have to keep at it, again and again. It's worth it. I've been in some really dysfunctional organizations, and honestly, CC isn't one of them.
We work at an amazing institution and we're lucky to be here.
Web Time Entry beats actually punching a "time clock"
Whenever possible, all college employees must be treated equally. A good example of this actually happening was the lottery for parking spaces. I believe that everyone was treated the same and that's as it should be.
Within my department I am very satisfied.

Community

A small sense of community
There is a good sense of community in the library - I feel that the people who I work with are also interested in taking pride in all they do.
Closeness of employees
Generally, it's a nice community of people and my office is well supported by the college.
Generally, the college community has a certain camaraderie that is a "feel good" place for employment.
Great relationships with others on campus and other departments I work closely with
I adore everyone in my department. We all work together very well.
I am trusted and respected in my department.
I believe that consistently good work should be rewarded by more than a 3% annual raise. But I am also grateful for any 3% raise. I love my job, but I know I could make more money working at another institution. The reason I don't is because CC is such a wonderful community of which to be a part.
I do enjoy the community and the people I work with.
I enjoy the other staff, faculty, and students -- the sense of community, primarily.
I enjoy the relationship I have with others on campus and the ability to develop those relationships to enhance the work I do by collaborating with other departments, etc.
I enjoy the sense of community that exists here.
I feel a great sense of community within my department. (2 mentions)
I feel everyone is helpful and friendly.
I feel that the group that I am in is a closely knit group and we all get along well. Unfortunately, this does not appear to be evident to me across departmental boundaries.
I feel there is a sense of community within my department but not with other departments throughout the campus.

I have always loved the sense of community at Colorado College.

I have nearly 25 years working in the higher education environment and still enjoy it very much. Although I enjoyed working at a larger university, I have to say that CC's smaller campus community is a huge plus.

I like the ability to get out and meet people from other departments.

I like the feeling of community, of being able to interact with faculty and students.

I think that at some level all departments get along together but there is always room to improve the relations between departments.

I think there is a sense of community at CC.

I think there is a very strong sense of community on this campus, but I may be a bit biased. I was a CC student, class of '96, and I have worked at the college for almost nine years now, having been here more or less since I graduated. Therefore I feel that the CC community is indeed my community, and I hope it remains so.

In response to number 22, I feel I am respected and appreciated in my department, but I don't feel that way about the college as a whole.

It is the good, idealistic, passionate, and kind people that I get to work with every day that makes my experience at CC as meaningful as it is. Given the other outstanding, macro issues/dynamics at CC, I don't think I would stay at the College without this wonderful, immediate community.

My core team of 6 people (including me) works well together and the positive feedback that I receive from them and the students is extremely rewarding.

Opportunities to be a part of a community where exciting and stimulating things happen all the time, drama and music, sports, intellectual lectures - things I can attend if I have the time, for low or no cost.

Sense of community

The campus has a "family" feeling.

The CC Community, as far as relating to students and staff and faculty and my own attachment to my alma mater, and the people that I work with

There is a great sense of community within my department and to some extent within my division.

There is still some sense of family here and I really like that.

With the guidance of the director of my department, I feel that we are a very strong team. We encourage and support one another.

Benefits (general)

Benefits are generous, compared to my previous employment.

Benefits are good, but again, who doesn't want more for less??

For the most part, the benefits are great.

For the most part the compensation packages are adequate.

Good benefits (2 mentions)

Great package

I am very new to receiving any benefits, as my status changed. At this point, I am thrilled, though a little uncertain as to all my benefits.

I appreciate the unrestricted Web and e-mail access. The change to bi-weekly paychecks was much appreciated.

I have no problem with Web Time Entry, or the parking situation. Both seem well-reasoned and well articulated.

I think that the benefit packages are fine.

It is fantastic!

It is fine

I've worked for other organizations and for myself, and I am very impressed by the generous benefits offered by CC. We have terrific benefits compared to the outside world.

Our benefits are terrific. I think the benefit package compares favorably with just about any other employer out there.

Thank goodness for the benefit package!

The benefits and CC's inclusion of domestic partners. It provides me a sense of security.
The benefits at CC are one of the reasons I work here. The benefits seem comparable to my last job. The College offers better benefits than other places I have worked. The compensation package is good. The compensation package is very good. The overall compensation package at CC is pretty good compared to the private sector. Pay is less, but the retirement and health packages are better. The policies are reasonable.

**Work Schedule/Flexibility**

Flexible work hours
Flexible in hours; working conditions
Flexibility to make up hours so that I can take time off to go on school field trips with my grandson, attend presentations at his school, etc. I don't have to choose between work and family obligations very often. I can do both.
I like the flexibility of my schedule.
I love the fact I am able to work from home 2 hours each day to be home with my daughter. It's the biggest reason I stay at CC. I love the flexibility within my department. My job is very flexible.
Schedule is somewhat flexible
Temporary schedule works for me, especially since I have benefits through Spouse.
The flexibility of my schedule
The hours
The hours that I work
Within my department, there is great flexibility as to hours and time spent working or taking time off.

**People: Supervisor**

Changing Supervisor and departments. We are still getting acquainted with each others' style. I feel supported in my management of the facility.
Great boss and colleagues; respect from my boss.
I am very grateful to work with such an amazing and supportive team and supervisor.
I am very happy with my immediate colleagues and supervisors. It's a great, collegial group of folks.
I feel that the length of time that I've been here I've had really good supervision and the last few years it's gone down hill as far as respect.
I have a supervisor that supports our entire staff 100% and is a terrific leader
I have an excellent supervisor who truly cares about the employees he/she supervises. I respect and admire my supervisor and appreciate all the work he/she does.
I love my coworkers and supervisor.
I love my job and those with whom I work. I don't ever NOT want to come to work, and I feel that my department supervisor and the senior staff member over our department are the best on campus. I have total support.
I really enjoy how friendly and helpful much of the support staff is. I have a deep respect for my new supervisor, and feel like my co-workers are family members.
I really like and respect my supervisor!
I really like my department and supervisor.
Jim Grey, my immediate supervisor, is an amazingly kind and genuine individual.
My supervisor in the department is always willing to listen and respond.
My supervisor is terrific! The best I've ever had.
My supervisor rewards my accomplishments to the best of her ability.
My supervisor rocks! Couldn't ask for better working conditions than here
The “head” of our department is generally a good person to work for.
To confirm, I feel most comfortable with my supervisor. She also has become very pleased with what I have done for this department - order, correct records which was not there before because of a lot of turnover in this position.

We have a strong manager who places emphasis on people and work. I would not change a thing.

With the guidance of the director of my department, I feel that we are a very strong team. We encourage and support one another.

Mission with my supervisor

Mission/Values

CC…does its best to live up to the mission and core values it has set for itself. Despite all of the disturbing aspects we remain focused on serving students well and contributing all that we can to making this community even better.

I also believe in the mission of the college and feel that I am contributing to the greater good.

I believe in the Academic mission of the college.

I can be really proud of where I work, knowing that the mission of CC is worthwhile. It adds a strong sense of value to the work.

I value education and am particularly pleased to work for an institution where the life of the mind is the purpose of our existence.

Mission
Our reason for being - the education of students
Overall mission
The College's mission (and product)
The mission
The mission of the organization
The opportunity to be part of a learning community is precious to me. The inherent values of our enterprise inspire me way beyond what industry or service trades could offer.

We're focused on providing students the very best liberal arts education.

When Celeste first came to campus, I was impressed with his 10 year plan, the mission statement.... While I don't think we are (yet) as good a school as we claim to be, I am very moved by our ideals for what we could be. I want to support the process of our becoming a truly outstanding school.

Communication within Department/Office

Because I now have an interim supervisor - communication in my department is vastly improved. I sincerely hope this will continue, i.e. the interim supervisor will become permanent!

Communication in my department is strong.
Communication is encouraged in our department.
Communication within each shop seems to work.

Departmental communications is good. On a personal level, all seem to communicate better.

I feel that communication within my department is good and that open discussion is encouraged and valued.

I have good communication within my department

My department consists of myself and my supervisor. Where would we be if we didn't communicate and share information?

My department works very well together.

Open communication is encouraged in my department and follow through is a must. And that happens!

Shops that work together often seem to understand each others’ jobs.

This is a strong department with solid leadership. Communication has been good and is improving.

Staff Council

I applaud Staff Council for the periodic socials - they are an excellent opportunity to mingle with people that I rarely see.
I appreciate the Staff Council being more involved in staff issues floating around and being more of a voice for staff.
I feel that the staff council has worked hard to represent the employees’ issues and needs.
I have been impressed with Staff Council - they seem to be stepping up and becoming a stronger presence on campus - go Staff Council, keep up the good work!
I think the staff council has grown and changed in positive ways to a vital committee involved with real issues, rather than just a social committee.
Seems like the staff council is doing a good job of reaching out to the rest of our campus community, seeking feedback and sharing information. I think it's helpful to all of us, including faculty and students.
Anything that makes CC a better place for any of us, makes it a little better for all of us.
Staff Council -- awesome. Appreciate the opportunity to spout.
Staff Council is a great thing and I applaud the people that serve on that. The staff needs representation and this is a great way to accomplish that.
Staff Council is doing a superb job of getting folks together, bridging the gap. Great social gathering at Palmer Hall.
Staff Council is the best it has ever been in the 24 years that I have been at Colorado College. I really appreciate all of their hard work and accomplishments.
The Staff Council, luckily, was extremely adept at seeking answers [about new policies], and providing a safety net for the staff, in the absence of any other obvious place to turn. Thank you.

Workspace

I like the old building I work in.
I like the physical appearance - great trees and lawns, great old buildings - reminds me of Europe. I like my corner office because it is sunny and I can look out and see and hear the bells of Shove Chapel - another thing of beauty and comfort. My work place is very quiet - the students study just outside around the corner. I can concentrate and focus on my work - very detailed.
I love the location. (3 mentions)
**In general, I would feel more valued by the college if the space I was given seemed more intentional and less happenstance.
Interesting people in health-giving location
It is convenient
My physical workspace
The house we work out of is very comfortable and convenient.
The physical environment

TIAA-CREF

Retirement
The benefits package, especially health insurance and the retirement plan.
The benefits package is excellent, particularly the retirement.
The overall compensation package at CC is pretty good compared to the private sector. Pay is less, but the retirement and health packages are better.
The retirement benefits are very generous.
The TIAA-CREF benefit is WONDERFUL!
The TIAA-CREF contribution is very nice.
TIAA-CREF
TIAA CREF retirement fund

Winter Break

I also like the time off we get for Christmas
I like having the time off during Christmas.
I love having Christmas off. (2 mentions)
I love the Christmas break
I love the winter break.
The holiday time vacation breaks which we all need.
The paid winter break is a very generous benefit.
Winter breaks are always nice.

Open-Mindedness

An open-minded and considerate environment
Great environment and people, particularly the open-mindedness
I like the fact that it's very open minded environment.
I LOVE the open-minded community.
Open-mindedness
Openness to new ideas
The atmosphere of respect, and openness to new ideas

People: Faculty

I adore-for the most part-the staff and faculty I have encountered during my short tenure here.
I love working with the students and with my faculty.
Interacting with professors
Like working with faculty
The faculty are great and fun to work with.
The personal and professional interaction I have on a regular basis with staff and faculty.
Working with the professors

Autonomy in Job

Autonomy
Ability to operate fairly independently in my job and to work with students to develop programs
I have a lot of freedom to do what I need to get my job done.
I like to work on my own and do my own thing.
[I love] the freedom that we are given unlike other companies.
Under minimal supervision

Communication: General

Communication appears to be effective.
I feel very comfortable in my job and the information I have to do my job.
I, myself, have a clear idea of my department's role at the college
I think communication works well at CC, as long as the individual is proactive in participating.
On a complimentary note: We the Library Staff were fully included in meeting and discussion of the three architectural teams that visited CC and did their presentations - We receive the encouragement to be informed and participate in the decision making with this future plan of a renovation or new library.
[Some]times I feel very well informed.

Job Security

I haven't thought about leaving, mostly for reasons of financial security.
Job security (3 mentions)
My job seems pretty secure.
Stability
Professional Development Opportunities

Also, professional development is encouraged and rewarded. It means a great deal to me that we are encouraged to learn more and take the time to do so. As for enhancement, I'm very happy with what I'm learning on the job. Being given opportunities that have helped me grow professionally, I'm very satisfied with my job overall. I find it rewarding and challenging, with proper support and opportunities for growth. I've been given opportunities to pursue further job training, which I found enjoyable and informative. It also made me feel valued.

Professional growth and learning opportunities

Health Insurance

Good benefits, especially health insurance, promote loyalty and a sense that the institution values employees' contributions and welfare.

Medical health coverage
The benefits package, especially health insurance and the retirement plan.
The main thing that pleases me is the benefits, especially the health insurance.
The overall compensation package at CC is pretty good compared to the private sector. Pay is less, but the retirement and health packages are better.

Pay Scale

Essential personnel historically are paid commensurate with like positions in same area. I haven't been here long enough to get a sense of how my pay falls in relation to other people in my position, but I feel that it is probably fair. I think I'm paid reasonably, but I'd be a liar if I didn't admit I'd like to be paid more. Who wouldn't? In the short time that I've been in my new position I have been fortunate to have gotten a raise as well as more hours. Pay comparable to similar job at another organization.

Solid pay

Progressiveness

I love being in a little liberal bubble, a rarity in Colorado Springs. I love working in a liberal environment. I'm really glad that CC is good at embracing quirky behavior and progressive thinking.

Very progressive

Diversity

I love the diversity. I love the diversity and energy of being on a college campus. The cultural environment that welcomes diversity of both race and sexual orientation

Emeriti

Concerning the Emeriti program, I understand the deductions are painful for some. I'm not sure how to address that. I do think, however, once we are retired and able to use our fund for our own health care expenditures, we will be grateful we have it.

I happen to fall into a group who'll pay for a gap in Emeriti when I fully retire. I'm ready to do so. This is a logical and helpful program, and shows the College's on-going concern about its retirees (but in a way that makes economic sense for the future of the overall college budget).
I think Emeriti is important.

Staff Influence/Voice

I know my opinion is valued. Staff truly has a voice and influence at levels of decision-making at CC. We're drawn into weighty discussions and decisions on matters within our expertise as well as important areas outside our professional specialties (hiring committees for instance). The ability to express my self through things like committees

Children’s Center

Child center.
The Children's Center!

Communication with Communities Outside CC

I also am in a position where communication with outside constituencies is vital, and I honestly think that works well, and that our relationships with local off-campus people and institutions is good--and continually getting better. I admire Dick Celeste in this effort very much, and I also think he is very effective in communicating his goals. I've only worked here 2 1/2 years, and have seen the communication greatly improved in the last 5 months since Bob Kerwin became Communications Czar.

Leave Policies

I think leave policies are quite fair. Two weeks vacation is excellent when starting a position.

Suggestions

Suggestions to Increase Satisfaction: Communication

Better communication between departments is the key. Better communication from Senior Staff, and better communication also to mend the faculty-"other" divide that is widening drastically in the past couple of years. Both sides of a conversation or communication need to make an effort to be forthright and to listen well. Bridging the gap on communication to all campus constituents (Faculty, Staff, Students). Communication works well in a trusting environment.

**Encourage and improve the channels of communication.

**I think some folks feel out of the loop which starts rumors. This is one reason it is so important for COMMUNICATION AND SHARING INFORMATION!

**I think the President should communicate better with all of us about the college - challenges as well as successes.

I would like to see meetings where just the Desk Coordinators get together. Just a moment to gab about how things are going at each other’s desks. Who knows, we may learn something incase we have to cover that desk sometime, like in the summer.

**I'd like to see better communication on campus.

**Improve communications between the Senior staff and the rest of the community.

**Improved communication between faculty and the rest of the college would help a lot. We generalize about each other, a lot.

**More communication and cooperation and collegiality.
Rumor-busting is helpful & should be employed, when feasible, by supervisors and anyone who can get to the facts of a situation. Negative rumors undermine trust and create unhealthy climate for everyone.

**The college is always striving to be the best in rankings, the best in benefits to faculty, but only average in pay and benefits to staff. I would appreciate the college saying what their focus is and if it isn't staff wages and benefits be up front about it.**

We need better communication - open and honest conversations about the things that matter.

Suggestions to Increase Satisfaction: Leadership

**A different person who oversees the department but is not involved in the day-to-day running of it would be good. The supervisor who does run the department is fine; the overseer is unwilling to listen to us.**

**Also, I would like a department head that understands the needs and purpose of the department.**

**Find a new Boss**

**Get to the bottom of what Celeste is trying to do. Need an explanation of why people are being fired/jobs being absorbed.... Get rid of a micro-manager-Melcher. All of the above I know isn't going to happen...so I'm outta here!**

**I think if we weren't micromanaged so much it would be a lot more relaxed. The way things are now, it's stressful knowing that there are people watching for you to make a mistake.**

**I'd like to see a shift in leadership that provides more inspiration and opportunity for innovative ideas.**

**If the President did his job which is to bring in money (which he hasn't).**

**Just Say know to Dick**

Leadership is understanding of work/life balance and supports efforts to have balance.

**More clear direction from the President. I used to feel I knew what the college's priorities were. I am less sure now. It seems that the leadership of the college is not in step with each other.**

**Re-evaluate the management team and make optional trainings and/or changes.**

Some supervisors need training to appreciate and understand what is done by their staff and how important they truly are to the success of the college.

Supervisors/managers need to look out for the well-being of their staff.

Suggestions to Increase Satisfaction: Pay

**Better pay, which would be comparable to other positions in the community.**

**I believe that staff should be paid more.**

**I think that with a 'normal' pay increase this might improve a lot of people's satisfaction.**

**I think we should either be compensated for the amount of and quality of our work, or do the amount of work we're being paid for. Those don't match up, and they should.**

**I would like to see an increase in starting pay. I am not sure what other staff assistants make to know how I fall in relation. Also have parking waived if you fall under a certain pay scale.**

**More competitive salary**

**More money.**

**My satisfaction could be improved if my staff was paid more.**

**My satisfaction could be increased by eliminating emeriti payments and giving me a raise that makes my salary comparable to a similar employee at UCCS or CU. I am paid less than an entry level employee at one of these institutions.**

**Overtime pay would be nice.**

**Re-examine the entire benefits package to see how all the new charges have affected pay checks.**

Suggestions to Build Community

**Any contact I have with other departments or other parts of the college has been through my own initiative, or through the public-service elements inherent in my job. I don't see opportunities to mix with faculty or exempt staff otherwise. Could there be more opportunities for this kind of mixing, as we experienced in a small way at the staff-council party this summer? I think it would help if non-exempt...**
(or exempt) staff had more of a sense of belonging to an institution where we all pull together, regardless of "rank."

Colorado College has so much going on all the time, I think that the sense of community grows from being involved with one's department, and then with the students. For me, it is from the particular to the general. Departments/employees should consider how their actions will affect others and act accordingly. Find ways to get people together informally. May include events off campus for a change.

I believe the sense of community must be fostered first and foremost by the relationship between the supervisor and the employee.

I think we need more opportunities and encouragement to intermingle with folks from other departments. On those occasions when I've seen people from multiple departments interact, some truly great perspective and ideas have come out, as well as a nice personal connection. To better improve the community at CC, I feel that for certain get-togethers and lunches, we should intermingle instead of everyone sitting with their own "shop."

Trust and utmost respect for one another is critical. We have to keep at it, again and again. It's worth it. I've been in some really dysfunctional organizations, and honestly, CC isn't one of them. We could do better and in a way, that's the responsibility of all of us. We need more teamwork and partnerships between faculty and staff, including administrators. Everyone here is talented and works really hard for the advancement of this college, to make this a great place for our students to learn. When we're separated and off in our own spheres, we tend to underestimate the contributions of others. That's just human nature, so we have to force ourselves to work closely with people from different work spheres again and again. When we are up close and see each other as individuals, not as empty suits or "roles", then our community will get stronger. When we really see what we all bring to the table, we will inevitably respect each other more.

Would like more opportunities to socialize and decompress with other staff (particularly paraprofessionals) in a non-CC environment.

Other Comments

Unspecified/Other

*A change of responsibilities
As a Faculty spouse I am covered by my husband's insurance.
At my previous job the stress was seasonal.
CC is a place of high highs and low lows for me.
**Eliminate the people who are overseeing the contract jobs and get the buildings zone maintenance people approval before the contractors are paid.
Hard to say given that the word "community" is now applied to every interaction between two or more people
I am a part time employee so some of these issues don't apply. I answered the questions as if I were a full-time employee.
I am unsure about my compensation compared with others - I don't know what others are paid. I don't know that much about Web Time Entry, so defer to opinions of people affected by it. I found question 54 unclear -- it seemed that some of the points were specific to the workplace and some weren't, and some weren't clear if the workplace was implied. e.g. subtle discrimination, physical demands.
I have a hard time believing this survey is truly confidential - didn't survey monkey allow hackers in for the portal naming survey?
I have been involved in conversations where people from other departments such as Facilities complain that, Residential Life Maintenance is receiving work orders that should be given to Facilities.
I have considered retiring earlier than age 65.
I hope there is a distinction between my immediate supervisor (good) and the department head.
I'm an idiot. The way I've answered these questions, anyone who knows me at all, would know exactly who I am. But I hope that some of my answers might have some commonality with other peoples' responses. Some of the specific things I think and feel are probably true for someone else, too, if more generally.
**I'm basically happy - I would like to see the college move towards recognizing, acknowledging and find solutions for those that are not.

I'm concerned with the growing perception(s) that we need more community at CC. I think this is a great place to work, but it isn't where I go to find a family. It's my job to serve students and I often feel others at CC get caught up in making this a "happy place" to work rather than getting their jobs done and finding fulfillment in a job well done.

In the past yes, but not any more.

Is the implication of #31 that anyone at CC would apply anything less than 100% of their skill and effort to their position? Or are we asked to guess how much skill/effort others apply to their positions in order to compare ourselves with others on/off campus?

**Lack of success in fundraising

My department paid for my parking pass, as I use my vehicle fairly regularly for the department.

**Not always blamed for situations that arise, more resources to work with.

Not any more.

Q11 - Goals yes, priorities no

Re: #36 - Yeah, you get more work and more committee assignments!

Sense of community is vital to a long standing employer. However, we must not sacrifice effectiveness in the work place in the name of a healthy sense of community. The two are of equal importance when existing together.

**Still new to this position, but more work would help!

Since I am a temporary employee, applying for a currently posted position, and have only been with CC for four months, I am still in the process of 'learning the ropes' - hence the 'agree somewhat' and 'unsure' responses. I anticipate in the future that my responses will lean toward 'agree strongly'

*Some of the ambiguity with our position

Thank you for allowing us to voice our opinions on some of these questions and concerns. I hope that these things will be acted upon and not just reviewed and forgotten about.

Thanks for doing this important process! Much appreciated.

The people I work with cooperate to get the job done is true for the most part. Certain members of our department are influenced by family as to how and when their jobs get done. My supervisor changes every year. Therefore it is difficult to give an accurate answer to this question. Some supervisors we have a great deal of mutual trust and respect where there are others that the situation is completely opposite.

The structure of communications within the communications department has changed from what it was in the past, with the appointment of the new director.

The move of Payroll to a different building was a change of quick access.

*Things were not so good in my dept a couple of years ago, and so I thought about leaving. I decided to stay, and things have fortunately improved significantly since then.

Understanding health care, current and further, and impact of changing regulations and cost. Obviously, this is a national problem.

Unsure about Emeriti. Remains to be seen.

What's this? Never heard of Emeriti.

When we are allowed to stretch ourselves and push ourselves toward greater accomplishment, we create a certain level of stress which I consider a good thing. We also allow ourselves the opportunity of gaining a great sense of accomplishment.

You should have explained how the survey was "confidential" yet one's name could be entered into a drawing.

Leaving Colorado College: Personal Reasons Cited

*An issue outside of the College's control, which is the idea of being closer to family.

*Being closer to my girlfriend in California.

*Difficulty finding work for partner.

*Getting a job closer to home (north end of town), particularly when the weather is bad!

*Going home

*I considered pursuing higher education.
*I have a really long commute and it gets tiresome. This is my own problem, but it does make me consider
leaving, since I have no intention of selling my house for a few years.
*I'm old.
*It is also not aligned with my career goals.
*Location
*Location. If I had more choice in the matter...I would leave Colorado all together so I could be closer to
my entire family.
*Location - Work at CC, go to school at UCCS...I have thought of moving to North and finding a job
closer to school.
*More education in my field
*Most likely personal rather than professional.
*My spouse can not get a job here.
*Nothing about the culture of the place, just an urge to try something different, working with more experts
in my field. I'm isolated somewhat, here.
*Personally, my interests are different than this job's activities. The job itself is o.k. and has good aspects to
it, but it is not a job that keeps my interest or suits my personality. I'm too smart for the job.
*Possibly closer to home.
*Spouse's employment opportunities (and inability of spouse to get job at CC)
*The type of work I want to do.
*To be closer to family.
*Unique job opportunity presented to me.

All-Campus Staff Meetings

A staff meeting would be nice, however, when is there time to do that? Faculty is busy in the mornings and
other departments are busy in the afternoon. When does that leave time? Would opinion really be taken
into consideration or would they be brushed under the carpet as before?
As for all-campus meetings, I would add that this seems noble, but in reality, most meetings are greeted
with sighs. Many times, there is not much substance to these efforts, and when support staff are added
into the equation, the facilitators often digress to cutesy additions and political-style rhetoric.
Campus priorities - fiscal and other - on a regular basis. Any other news/decisions of relevance for the
community. A lot of things get discussed at faculty meetings that are important to staff, but that we never
hear about.
Future decisions for plan regarding anything mandatory for campus. Emeriti Printing for the campus (we
need a person to handle printing issues. Selection, service, and implementation for campus)
I agree we should have all-campus staff meetings that would discuss all of the above items listed (WTE,
Emeriti, campus environment and parking) as well as the long range plans the college has for growth
whether it is buildings, parking or beautification.
I like the intention behind an all campus meeting and wish something like that could work, but I think an all
campus meeting would be too big to have much impact. Maybe an all campus meeting to decide on many
other smaller focused meetings. We could at least have more dialogue at smaller meetings. A large
meeting would be difficult to get people talking because only the folks that we comfortable speaking to
large groups would talk, and those people might not say some of the controversial topics that I think a lot
of other people would be wanting to be saying, but would have too much anxiety to present in a huge
group.
It is difficult for people in my department to attend information meetings, so an improvement would be to
allow ALL employees to attend information meetings. It's a bit difficult for me to know what to recommend for an all-staff meeting. So many sessions are open to
to all that a specific staff-only session could be redundant. It will be interesting to see what topics people
think valuable for such a gathering. Then even more interesting to see if people come
Meetings would have to include the President and Sr. Staff in order to have merit.
Please do not always have lunch forums because some people will never be able to make those information
forums.
Please, no more meetings. Open Forums on topics are great, but yet another meeting won't help me get
work done.
There are already TOO many meetings. There is no need for an all-campus meeting unless it was truly optional.

Topics for all staff meeting: how raises are calculated and announcing the salary increase percentage for the upcoming year; an opportunity for campus committees to seek staff input on hot topics; opportunity to ask questions of Dick Celeste and senior staff; Staff Council report.

Would Faculty really come to an all campus staff meeting?

Staff Classifications

I don't think it's a good idea to lump masters-holding, $50,000 and above salary-making people with those living just above the poverty line -- the needs and issues are quite different for the two groups. And everybody in between gets a bum deal when we're all treated the same.

I had been in favor of the merging of staff and administrators, but no longer. It doesn't seem to have benefited either group. I think there is less representation than there used to be.

I like working here, I think the designation of exempt vs. non-exempt is a positive change, although it still translates mentally to administrative vs. staff.

I think that lumping all staff together has had the effects of making all staff like support staff used to be, rather than bringing the perception of non-exempt staff up to a new level. Faculty and others now see us all as support staff.

I wish we would whenever possible not distinguish between exempt and non-exempt staff. Just "Staff". It doesn't really matter what we're called, there are other differences that create a barrier (for example, exempt staff don't have to report sick leave or the hours they work). Besides, the employee handbooks still refer to support staff and administrators, which tell me that HR hasn't even bought into the new classifications. As far as certain campus events now being open to "nonexempt" staff, the faculty have nullified any pretense of inclusion by creating their own lounge that (figuratively) has a "no inferiors allowed" sign on the door.

No matter what you say, there is a difference between administration and support staff. You can call the positions anything else you want, but the distinctions in pay and status remain. "Professional Staff" vs. "Academic Staff" gap exists. The professional staff doesn't really know (or want to know) the Block schedule, the academic staff needs, or the department requirements.

The decision to call support and administrators staff is irrelevant to me. My perception of my place at the college is unaffected by this decision.

The department that I work for previously uses the terminology "support staff" ALL the time.

The differences between "exempt" and "non-exempt" don't matter, they are just considered more Politically correct than other terms, but they are still used to describe the same differences. Doesn't matter what you call them, there is always going to be a differentiation between the two.

The "staff" designation -- all for it, but there are SO many places on campus that STILL refer to folks as "administrators" -- this was done at the fall conference. Why don't people get it?

The staff designations are a smoke screen. There really hasn't been a change.

The whole Exempt versus non exempt is silly to me. We are all on the same team. As far as all staff being invited to things that only Admin and faculty used to be invited to, I think most non-exempt still feel intimidated to go.

Tuition Remission

Areas which need to be improvement are the tuition remission benefits. While my kids are past age of college my comments are based on what I think would be best for the campus as a whole. Instead of tuition remission for only ACM or CC, a set amount which would be portable to any college should be considered.

CC has been able to retain a well-qualified, dedicated staff because of benefits such as tuition remission, which is rumored to be on its way out.

I sincerely hope that tuition remission is not at risk - its one of the things that allows me to be here as underpaid as I am.

I think that if we have tuition remission for families, then some other benefit should be offered to people with no kids, or people should be able to choose which benefit they want.
I urge the administration to grandfather in all employees who were hired with the expectation that their children would receive full tuition remission at other ACM schools. This is an important benefit. I'd like to see tuition remission funded under compensation, so it does not "compete" with needy students within the financial aid budget. The huge difference between the tuition remission benefit at CC or an ACM school and at non-affiliated place seems inherently unfair, $1,000 per year vs. $32,000 for example.

Tuition remission
Appendix IV: Colorado College Staff Satisfactions and Concerns: A Systematic Approach

The analysis in this appendix was developed in order to present a perspective on how different staff satisfactions and different staff concerns might or might not relate to each other. The analysis is not intended to represent a formal IR Office analysis. Rather, it is the IR Office’s best assumption about how staff members might describe these relationships. Specific satisfactions and concerns have been grouped together thematically and have been separated into several levels (three for satisfactions, four for concerns). **Structural** satisfactions and concerns refer to College-wide influence or decision-making power as well as to the decisions made by those with that power. **Cultural** satisfactions and concerns refer to the general environment or atmosphere of Colorado College, and for the purposes of this reflection include both communication and community beyond the departmental/office level. **Department/office-level** concerns refer to department-level environments (no satisfactions appear to be specific to this level). Finally, **individual** satisfactions and concerns refer to experiences, feelings, perceptions and interactions that are best described at this level. The set of relationships proposed below is only preliminary, and alternative arrangements may be more appropriate upon reflection.

**Part IA. Satisfactions: Items and Clusters**

There appear to be two clusters of satisfactions that occur at the structural level. The first cluster brings together a sense of Staff Council efficacy along with a feeling of staff influence and voice on the campus. The second cluster involves a set of benefits and opportunities (general benefits; Children’s Center; Emeriti; health insurance; leave policies; pay scale; professional development opportunities; TIAA-CREF; Winter Break).

Community and communication are both treated as cultural-level satisfactions. In addition, there is a larger cultural cluster that includes the CC environment/atmosphere, the mission and values, open-mindedness, progressiveness and diversity.

Satisfying relationships with people (supervisors, students, faculty, and people in general) occur at the individual level, as does a sense of job security. There is also an individual-level cluster related to work experiences (rewarding and fulfilling work; autonomy in job; work schedule and flexibility; workspace).

**Part IB. Satisfactions: Relationships among Items and Clusters**

This discussion of satisfaction relationships necessarily presumes that the satisfying elements exist in their own right on campus (rather than just being opinions of survey respondents), such that they can have an impact on each other.

Staff Council efficacy may positively impact staff benefits and opportunities, satisfaction with communication, and sense of job security. The “benefits and opportunities” cluster may positively impact work-related satisfactions.
Satisfaction with the CC environment/atmosphere (particularly the “mission and values” element) may positively impact all other items and clusters listed above. Similarly, satisfaction with both campus community and communication may enhance other cultural satisfactions. Satisfying campus communication may contribute to feelings of job security.

At the individual level, satisfying experiences with various types of people may increase a satisfying sense of community, and may enhance work-related satisfactions, if indirectly.

**Part IC: Satisfactions: Analysis**

While a number of structural-level benefits were mentioned as satisfactions, the cultural level appears to represent the core of satisfaction among Colorado College staff members, with individual-level satisfactions also playing an important role.

The importance of the cultural level in keeping staff members satisfied is striking. Clearly individual-level experiences (work experiences, good people, and a sense of job security) are also important, yet these are strengthened by the cultural-level satisfactions. Staff Council members have already suggested that it is possible for staff members to have relatively good immediate work environments while being extremely dissatisfied with campus-wide situations and the CC climate as a whole. Put differently, if the school is culturally committed to its mission and to the kind of values given above, it will make structural decisions that are good for workers. Thus, if the above figure is a brief for anything, it is a brief for finding ways to make sure that an optimal culture permeates the campus and informs communication, community, decision-making and other elements of campus life.

**Part IIA. Concerns: Items and Clusters**

At the structural level, five clusters or items have been identified. The first cluster, which may be called “administrative power,” includes administrative decision-making, bureaucracy, “corporatization,” poor leadership and unaccountability at higher or highest levels. The second cluster might be called “administrative outcomes,” and includes a wide range of arenas of concern (Banner; benefits; budget process; Emeriti; evaluation process; health and dental insurance; hiring practices; HR concerns; lack of growth and professional development opportunities; leave policies; low pay; parking; pay inequity at CC; pay raise policies; retention issues; safety issues; town-gown relations; and Web Time Entry). The third item, “inequality,” represents the “Inequality and Hierarchy/Class Structure” categorization among comments. The fourth item, “Staff Council limits,” represents the concern that Staff Council does not have sufficient structural power to address staff concerns. Finally, the fifth item, “faculty power,” refers to the concerns that (a) faculty have too much power at Colorado College and (b) that faculty interests are routinely prioritized over staff interests.
Five items or clusters appear to exist at the cultural level. The first item is failure on the part of the College to live up to its mission and values (“mission concerns”). The second cluster, called “atmosphere concerns,” includes general atmosphere, distrust, divisiveness, faculty-administration tension, lack of diversity, morale problems and concerns about politicizing the campus. The third cluster, “community concerns,” includes a sense of isolationism and a lack or loss of community across the campus. The fourth cluster, “communication concerns,” refers to both general communication problems and to concerns specific to communication practices around policy changes. Finally, the fifth cluster, which can be called “invisibility concerns,” refers to the loss of employee recognition practices and to a failure to properly appreciate the staff.

Three items of concern are visible at the departmental/office level: communication between and within departments and offices; lack/loss of community within departments and offices; and departmental/office decision-making.

Finally three clusters or items appear to be most appropriately located at the individual level. First, the “immediate climate” cluster includes devaluation of staff, elitism, faculty elitism, job security concerns, lack of job training, stress, and difficulties with students and with supervisors. The second item, self-censorship, refers to comments indicating that survey respondents censor their feelings and ideas about the climate for staff at Colorado College. The final cluster, “work-related concerns,” includes work experiences, work-home tensions, work load, work schedule, and workspace.

**Part IIB. Concerns: Relationships among Items and Clusters**

As with the satisfaction relationships listed above, this section necessarily presumes that staff concerns accurately describe real situations at Colorado College.

At the structural level, administrative power may have an exacerbating effect on the “administrative outcomes” cluster, all of the cultural concerns, the “departmental community” item, and potentially all of the individual-level concerns. The “administrative outcomes” cluster could have an exacerbating effect on atmosphere, community and invisibility concerns at the cultural level, and to loss of community at the departmental/office level. Inequality may have an exacerbating effect on Staff Council limits, faculty power, campus-wide community, immediate climate, and self-censorship concerns. Staff Council limits could theoretically have an exacerbating effect on any other concern, but some of the most likely concerns are administrative power, administrative outcomes, self-censorship and work-related concerns. Finally, faculty power could exacerbate challenges in the immediate climate for staff members.

At the cultural level, the “mission concerns” item could potentially exacerbate, if not actually cause, any other type of concern at any level. Atmosphere-related concerns may exacerbate loss of campus community, immediate climate, and self-censorship. Lack/loss of campus community could exacerbate general atmosphere, invisibility, and immediate climate concerns. Staff invisibility may exacerbate general atmosphere concerns.
At the department/office level, problematic communication between departments and offices could exacerbate loss of community on the departmental/office level as well as work-related concerns.

Finally, at the individual level, self-censorship could potentially exacerbate a range of areas of concern, though it would most likely have the greatest immediate impact at the individual and department/office levels.

**Part IIC: Concerns: Analysis**

While an item-by-item analysis is not provided here, a number of points seem potentially important:

1. Three of the four largest clusters of concerns fall into the cultural and structural arenas; the fourth occurs at the individual level.

2. The administration is named directly as both a concern and a source of other concerns. This is in marked contrast to the satisfaction findings, in which a beneficent administration is not specifically mentioned (though the effects of such an administration are explicitly named in terms of a range of benefits and opportunities for staff).

3. Structural concerns and cultural concerns intersect and reinforce each other. They represent the “densest” set of connections among all of the topics listed, both in terms of extensiveness of the clusters and (perhaps more important) in terms of the number of connections between items. To the extent that this analysis correctly captures the experiences of staff members, the level of resignation reported in the September 2006 Staff Council “morale document” makes a great deal of sense; concerns are largely located at the broadest levels of the campus and tend to exacerbate each other.

4. Department/office-level concerns are more likely to “float free” than are structural or cultural concerns, and are more likely to be influenced by other situations of concern than to influence those situations (with two exceptions, both of which involve communication).

5. While there are relatively few department-level concerns and while they do not seem to exacerbate other types of concerns, it is not clear whether departments, offices and other units effectively serve as buffers between campus-wide concerns and individual experiences. A given supervisor or set of co-workers may be appreciated, but departments may not serve as communities in ways that substantially mitigate the larger problems.

6. Like department/office-level concerns, individual-level concerns mostly do not seem to “act back” on the larger campus concerns, whether to reinforce or mitigate them (with the possible exception of self-censorship). However, concerns at all other three levels arguably exacerbate (or even cause) individual-level concerns.
7. Staff Council has an interest in Colorado College addressing areas of staff concern, meaning that a number of changes are desired. The complexity of connections presented here may suggest that effective change cannot happen because there is no appropriate place for it to start. However, the cultural concern of CC failing to live up to its own mission and values, while not mentioned very frequently, may underlie much of the general concern reported by staff members. If it is indeed the case that Colorado College is acting in ways that fail to live up to its mission and values, the administration should have an interest in addressing this gap and in working with Staff Council to do so.
Appendix V: Demographic Breakouts on Selected Areas of Concern

Because staff members at different college ranks (non-exempt, exempt and administrator) have different experiences and differential access to resources, it is not surprising that they have different concerns. This appendix presents differences in non-exempt, exempt, and administrator responses to selected questions. All numbers are reported in percentages, and are rounded up or down to the nearest whole number. The term “correlation” is used in its common sense in this document, rather than referring to statistically significant findings. (This document is based substantially on analysis carried out by Cathe Bailie, to whom the IR Office is grateful.)

I. Parking

Table 1 compares the percent of non-exempt, exempt and administrator respondents “disagreeing strongly” with each statement.

<table>
<thead>
<tr>
<th></th>
<th>Nonexempt</th>
<th>Exempt</th>
<th>Administrator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decision to charge for parking</td>
<td>52%</td>
<td>48%</td>
<td>34%</td>
</tr>
<tr>
<td>Staff input on parking policy</td>
<td>41%</td>
<td>42%</td>
<td>31%</td>
</tr>
<tr>
<td>Current cost of parking fees</td>
<td>46%</td>
<td>43%</td>
<td>30%</td>
</tr>
</tbody>
</table>

For all three of the aspects of the parking policy listed above, there are clear differences between amount of strong disagreement and college rank, suggesting a correlation between rank and level of concern. In all cases, administrators were least likely to strongly disagree with the specified aspect of the parking policy, and in two of the three cases non-exempt staff members were more likely to strongly disagree than were exempt staff. At least as interesting is the gap of more than 10 percent between exempt staff and administrators in percentage strongly disagreeing. This table captures in a small way the fact that non-exempt staff members are primarily concerned with issues of money and power. The table also suggests, unsurprisingly, that exempt staff members may share power inequality concerns with non-exempt staff members to a greater degree than they share financial concerns.

II. Emeriti

Table 2 compares the percent of non-exempt, exempt and administrator respondents “disagreeing strongly” with each statement.

<table>
<thead>
<tr>
<th></th>
<th>Nonexempt</th>
<th>Exempt</th>
<th>Administrator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emeriti is important to me.</td>
<td>33%</td>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td>The out-of-pocket costs for Emeriti are reasonable.</td>
<td>33%</td>
<td>15%</td>
<td>11%</td>
</tr>
</tbody>
</table>
I am satisfied with the decision to implement Emeriti. | 37% | 19% | 18%
---|---|---|---
I am satisfied with the Emeriti implementation process. | 37% | 16% | 16%
I am satisfied with the current cost of Emeriti. | 37% | 16% | 16%
I am satisfied with the future cost of Emeriti. | 36% | 16% | 15%

Unlike Table 1, Table 2 demonstrates a gap between non-exempt staff members on the one hand and both exempt staff and administrators on the other. That is, whereas in Table 1 exempt staff members were more likely to “strongly disagree” at rates similar to non-exempt staff members, in Table 2 exempt staff members fall much closer to administrators in their rates of strongly disagreeing with Emeriti. For the three of six questions that deal with the cost of Emeriti, it may not be surprising that exempt staff members are less concerned than non-exempt staff members. However, in this case, perhaps because the issue of input is not raised directly, exempt staff members differentiate themselves clearly from non-exempt staff. As with Table 1, Table 2 shows a correlation between rank and level of concern.

### III. Sources of Stress

No group overwhelmingly identified any item on the list as an extreme source of stress. Table 3 indicates items identified by the largest number of respondents as moderate causes of stress.

Table 3: College Rank and Items Listed as Moderate Causes of Stress

<table>
<thead>
<tr>
<th>Item</th>
<th>Non-Exempt</th>
<th>Exempt</th>
<th>Administrator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time pressure/deadlines</td>
<td></td>
<td></td>
<td>48%</td>
</tr>
<tr>
<td>Institutional procedures and red tape</td>
<td>27%</td>
<td>37%</td>
<td>41%</td>
</tr>
<tr>
<td>Performance review process</td>
<td>32%</td>
<td>31%</td>
<td>37%</td>
</tr>
<tr>
<td>Workload</td>
<td>33%</td>
<td>37%</td>
<td></td>
</tr>
<tr>
<td>Committee work</td>
<td></td>
<td></td>
<td>36%</td>
</tr>
<tr>
<td>Faculty</td>
<td></td>
<td></td>
<td>34%</td>
</tr>
<tr>
<td>Working hours</td>
<td>32%</td>
<td>32%</td>
<td></td>
</tr>
<tr>
<td>Organizational changes</td>
<td>30%</td>
<td>30%</td>
<td></td>
</tr>
</tbody>
</table>

A number of the items in Table 3 cannot be compared across college rank. Those items that can be compared suggest that staff rank correlates with differing stress experiences in some cases but not in others. For example, non-exempt staff and exempt staff are about equally likely to report than the performance review process and organizational changes are moderate sources of stress, and exempt staff and administrators are equally likely to report than working hours are a moderate source of stress. However, administrators are somewhat more likely than others to find the performance review process and the workload to be a moderate source of stress. Moreover, for the one area in which there are notable differences across all
three groups of staff members, there is a clear correlation between rank and degree to which institutional procedures and red tape are reported as a moderate cause of stress, with more higher-ranked respondents than lower-ranked respondents so reporting.

In summary, the data presented here confirm the differing extent to which parking, Emeriti and select stressors are experienced as problematic across college rank. The most “mobile” group in terms of answers appears to be exempt staff, who fall with non-exempt staff in some cases and with administrators in others. Administrators are less worried than others about the hot-button topics, but report experiencing moderate levels of stress on more different fronts.
Appendix VI: Comparison Between 2003 and 2006 Staff Climate Survey Results

To evaluate changes in Colorado College staff climate between 2003 and 2006, the overall survey results from the two years were compared. Only identical questions from each survey were compared to avoid possible bias. The differences between years were compared by subtracting the 2003 results from the 2006 results (i.e., positive results show a net increase for 2006). Where the change was greater than ±5%, the difference was considered significant and discussed below. This ±5% cutoff is admittedly arbitrary; most consideration should be given to the extreme changes shown below.

In this appendix we present and discuss the applicable individual categories for 2003 and 2006, including communication, community, compensation, satisfaction, and stress.
Communication

For the Communication section, six of the ten identical questions showed differences less than ±5%. Two questions showed a marginal gain in the 2006 survey results (5.4% and 6.1%), indicating a positive improvement in communication at the departmental level.

14. My department encourages open communication and information sharing

<table>
<thead>
<tr>
<th>Response</th>
<th>2006 Results (%)</th>
<th>2003 Results (%)</th>
<th>Difference (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree Strongly</td>
<td>48.6</td>
<td>43.2</td>
<td>5.4</td>
</tr>
<tr>
<td>Agree Somewhat</td>
<td>35.7</td>
<td>32.5</td>
<td>3.2</td>
</tr>
<tr>
<td>Unsure</td>
<td>2.0</td>
<td>5.8</td>
<td>-3.8</td>
</tr>
<tr>
<td>Disagree Somewhat</td>
<td>8.9</td>
<td>10.6</td>
<td>-1.7</td>
</tr>
<tr>
<td>Disagree Strongly</td>
<td>4.9</td>
<td>7.3</td>
<td>-2.4</td>
</tr>
<tr>
<td>Not Relevant</td>
<td>0.0</td>
<td>0.6</td>
<td>-0.6</td>
</tr>
</tbody>
</table>

17. My supervisor gives me clear directions regarding my work and her/his expectations

<table>
<thead>
<tr>
<th>Response</th>
<th>2006 Results (%)</th>
<th>2003 Results (%)</th>
<th>Difference (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree Strongly</td>
<td>44.4</td>
<td>38.3</td>
<td>6.1</td>
</tr>
<tr>
<td>Agree Somewhat</td>
<td>33.5</td>
<td>31.3</td>
<td>2.2</td>
</tr>
<tr>
<td>Unsure</td>
<td>2.6</td>
<td>7.3</td>
<td>-4.7</td>
</tr>
<tr>
<td>Disagree Somewhat</td>
<td>12.9</td>
<td>12.8</td>
<td>0.1</td>
</tr>
<tr>
<td>Disagree Strongly</td>
<td>6.6</td>
<td>10.0</td>
<td>-3.4</td>
</tr>
<tr>
<td>Not Relevant</td>
<td>0.0</td>
<td>0.3</td>
<td>-0.3</td>
</tr>
</tbody>
</table>

Two questions also showed a reduction between 2003 and 2006, both related to institutional communication. Although a majority of CC staff have a clear picture of the College's goals and priorities (64.2% in 2006), there was a 5.4% reduction in the positive response, a marginal change. The largest change was observed in the College-wide input question, where a 8.0% reduction was observed between 2003 and 2006. This indicates a growing perception of inadequate staff input at the institutional level.

11. I have a clear picture of the College's goals and priorities

<table>
<thead>
<tr>
<th>Response</th>
<th>2006 Results (%)</th>
<th>2003 Results (%)</th>
<th>Difference (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree Strongly</td>
<td>18.5</td>
<td>16.7</td>
<td>1.8</td>
</tr>
<tr>
<td>Agree Somewhat</td>
<td><strong>45.7</strong></td>
<td><strong>51.1</strong></td>
<td><strong>-5.4</strong></td>
</tr>
<tr>
<td>Unsure</td>
<td>15.6</td>
<td>11.2</td>
<td>4.4</td>
</tr>
<tr>
<td>Disagree Somewhat</td>
<td>15.1</td>
<td>14.6</td>
<td>0.5</td>
</tr>
<tr>
<td>Disagree Strongly</td>
<td>5.1</td>
<td>6.4</td>
<td>-1.3</td>
</tr>
<tr>
<td>Not Relevant</td>
<td>0.0</td>
<td>0</td>
<td>0.0</td>
</tr>
</tbody>
</table>

12. Staff are encouraged to offer input on major College-wide decisions

<table>
<thead>
<tr>
<th>Response</th>
<th>2006 Results (%)</th>
<th>2003 Results (%)</th>
<th>Difference (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree Strongly</td>
<td>6.8</td>
<td>12.7</td>
<td>-5.9</td>
</tr>
<tr>
<td>Agree Somewhat</td>
<td><strong>29.6</strong></td>
<td><strong>37.6</strong></td>
<td><strong>-8.0</strong></td>
</tr>
<tr>
<td>Unsure</td>
<td>13.7</td>
<td>13.3</td>
<td>0.4</td>
</tr>
<tr>
<td>Disagree Somewhat</td>
<td><strong>29.6</strong></td>
<td>21.8</td>
<td>7.8</td>
</tr>
<tr>
<td>Disagree Strongly</td>
<td>20.2</td>
<td>14.2</td>
<td>6.0</td>
</tr>
<tr>
<td>Not Relevant</td>
<td>0.0</td>
<td>0.3</td>
<td>-0.3</td>
</tr>
</tbody>
</table>
Community

For the Community section, three of the six identical questions showed differences less than ±5%. The three remaining questions all showed greater positive responses with respect to cooperation, trust, and respect. Given the large changes between 2003 and 2006 (8.0% to 12.3%), this indicates a significant improvement in staff morale at the departmental and individual levels.

24. The people I work with cooperate to get the job done

<table>
<thead>
<tr>
<th>Response</th>
<th>2006 Results (%)</th>
<th>2003 Results (%)</th>
<th>Difference (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agreed Strongly</td>
<td>55.5</td>
<td>45.5</td>
<td>10.0</td>
</tr>
<tr>
<td>Agreed Somewhat</td>
<td>35.3</td>
<td>39.4</td>
<td>-4.1</td>
</tr>
<tr>
<td>Unsure</td>
<td>1.7</td>
<td>5.6</td>
<td>-3.9</td>
</tr>
<tr>
<td>Disagree Somewhat</td>
<td>5.5</td>
<td>8.1</td>
<td>-2.6</td>
</tr>
<tr>
<td>Disagree Strongly</td>
<td>1.1</td>
<td>1.9</td>
<td>-0.8</td>
</tr>
<tr>
<td>Not Relevant</td>
<td>0.9</td>
<td>0.0</td>
<td>0.9</td>
</tr>
</tbody>
</table>

25. People in my department support and respect one another

<table>
<thead>
<tr>
<th>Response</th>
<th>2006 Results (%)</th>
<th>2003 Results (%)</th>
<th>Difference (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agreed Strongly</td>
<td>47.6</td>
<td>35.3</td>
<td>12.3</td>
</tr>
<tr>
<td>Agreed Somewhat</td>
<td>38.9</td>
<td>41.8</td>
<td>-2.9</td>
</tr>
<tr>
<td>Unsure</td>
<td>3.5</td>
<td>8.0</td>
<td>-4.5</td>
</tr>
<tr>
<td>Disagree Somewhat</td>
<td>7.5</td>
<td>9.9</td>
<td>-2.4</td>
</tr>
<tr>
<td>Disagree Strongly</td>
<td>1.7</td>
<td>5.0</td>
<td>-3.3</td>
</tr>
<tr>
<td>Not Relevant</td>
<td>0.9</td>
<td>0.0</td>
<td>0.9</td>
</tr>
</tbody>
</table>

27. I trust and respect my supervisor

<table>
<thead>
<tr>
<th>Response</th>
<th>2006 Results (%)</th>
<th>2003 Results (%)</th>
<th>Difference (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agreed Strongly</td>
<td>61.3</td>
<td>53.3</td>
<td>8.0</td>
</tr>
<tr>
<td>Agreed Somewhat</td>
<td>25.6</td>
<td>25.9</td>
<td>-0.3</td>
</tr>
<tr>
<td>Unsure</td>
<td>4.7</td>
<td>8.7</td>
<td>-4.0</td>
</tr>
<tr>
<td>Disagree Somewhat</td>
<td>5.5</td>
<td>5.9</td>
<td>-0.4</td>
</tr>
<tr>
<td>Disagree Strongly</td>
<td>2.9</td>
<td>6.2</td>
<td>-3.3</td>
</tr>
<tr>
<td>Not Relevant</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
</tbody>
</table>

The significant changes between 2003 and 2006 are noteworthy given the remarkably positive responses regarding cooperation, trust, and respect at the College: in 2006 90.8% of respondents agreed with the statement “The people I work with cooperate to get the job done.”
Compensation

For the Compensation section, three of the six identical questions showed differences less than ±5%. The first significant change was related to supervisor recognition, which showed a 15% increase, consistent with the positive responses in the Community and Communication sections. The other two changes reflected greater uncertainty in both the way pay raises are determined at the College and salary comparisons among staff. This uncertainty cannot be explained by the employment history of the respondents, as no significant difference was observed between the 2003 and 2006 respondents (67.2% worked less than ten years in 2003, 68.1% worked less than ten years in 2006).

29. My supervisor recognizes and rewards my job accomplishments

<table>
<thead>
<tr>
<th>Response</th>
<th>2006 Results (%)</th>
<th>2003 Results (%)</th>
<th>Difference (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree Strongly</td>
<td>36.4</td>
<td>21.2</td>
<td>15.2</td>
</tr>
<tr>
<td>Agree Somewhat</td>
<td>35.3</td>
<td>32.5</td>
<td>2.8</td>
</tr>
<tr>
<td>Unsure</td>
<td>12.2</td>
<td>17.8</td>
<td>-5.6</td>
</tr>
<tr>
<td>Disagree Somewhat</td>
<td>11.7</td>
<td>18.1</td>
<td>-6.4</td>
</tr>
<tr>
<td>Disagree Strongly</td>
<td>4.1</td>
<td>9.7</td>
<td>-5.6</td>
</tr>
<tr>
<td>Not Relevant</td>
<td>0.3</td>
<td>0.6</td>
<td>-0.3</td>
</tr>
</tbody>
</table>

33. The way pay raises are determined is reasonable

<table>
<thead>
<tr>
<th>Response</th>
<th>2006 Results (%)</th>
<th>2003 Results (%)</th>
<th>Difference (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree Strongly</td>
<td>2.1</td>
<td>2.5</td>
<td>-0.4</td>
</tr>
<tr>
<td>Agree Somewhat</td>
<td>19.7</td>
<td>22.4</td>
<td>-2.7</td>
</tr>
<tr>
<td>Unsure</td>
<td>32.4</td>
<td>22.1</td>
<td>10.3</td>
</tr>
<tr>
<td>Disagree Somewhat</td>
<td>23.5</td>
<td>29.6</td>
<td>-6.1</td>
</tr>
<tr>
<td>Disagree Strongly</td>
<td>20.6</td>
<td>21.2</td>
<td>-0.6</td>
</tr>
<tr>
<td>Not Relevant</td>
<td>1.8</td>
<td>2.2</td>
<td>-0.4</td>
</tr>
</tbody>
</table>

34. I am paid fairly compared to others doing similar work at the College

<table>
<thead>
<tr>
<th>Response</th>
<th>2006 Results (%)</th>
<th>2003 Results (%)</th>
<th>Difference (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree Strongly</td>
<td>8.1</td>
<td>6.3</td>
<td>1.8</td>
</tr>
<tr>
<td>Agree Somewhat</td>
<td>18.6</td>
<td>23.3</td>
<td>-4.7</td>
</tr>
<tr>
<td>Unsure</td>
<td>41.6</td>
<td>24.5</td>
<td>17.1</td>
</tr>
<tr>
<td>Disagree Somewhat</td>
<td>11.3</td>
<td>23.6</td>
<td>-12.3</td>
</tr>
<tr>
<td>Disagree Strongly</td>
<td>14.5</td>
<td>17.0</td>
<td>-2.5</td>
</tr>
<tr>
<td>Not Relevant</td>
<td>5.8</td>
<td>5.3</td>
<td>0.5</td>
</tr>
</tbody>
</table>
Satisfaction

For the Satisfaction section, four of the six identical questions showed differences less than ±5%. Feelings of personal accomplishment were significantly higher in 2006 (+8.9%), as well as the authority to carry out job responsibilities (+7.7%). For specific aspects of job satisfaction (e.g., workload, working conditions), there was a noteworthy trend towards greater job satisfaction in 2006. Six of the nine categories showed net increases in the “satisfied” or “very satisfied” categories, indicating higher job satisfaction in 2006.

42. The kind of work I do in my job is rewarding and gives me a feeling of personal accomplishment

<table>
<thead>
<tr>
<th>Response</th>
<th>2006 Results (%)</th>
<th>2003 Results (%)</th>
<th>Difference (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree Strongly</td>
<td>54.8</td>
<td>45.9</td>
<td>8.9</td>
</tr>
<tr>
<td>Agree Somewhat</td>
<td>35.6</td>
<td>37.3</td>
<td>-1.7</td>
</tr>
<tr>
<td>Unsure</td>
<td>1.7</td>
<td>6.4</td>
<td>-4.7</td>
</tr>
<tr>
<td>Disagree Somewhat</td>
<td>6.4</td>
<td>6.4</td>
<td>0.0</td>
</tr>
<tr>
<td>Disagree Strongly</td>
<td>1.2</td>
<td>4.1</td>
<td>-2.9</td>
</tr>
<tr>
<td>Not Relevant</td>
<td>0.3</td>
<td>0</td>
<td>0.3</td>
</tr>
</tbody>
</table>

44. I have the authority I need to carry out my job responsibilities

<table>
<thead>
<tr>
<th>Response</th>
<th>2006 Results (%)</th>
<th>2003 Results (%)</th>
<th>Difference (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree Strongly</td>
<td>47.8</td>
<td>40.1</td>
<td>7.7</td>
</tr>
<tr>
<td>Agree Somewhat</td>
<td>42.2</td>
<td>40.1</td>
<td>2.1</td>
</tr>
<tr>
<td>Unsure</td>
<td>2.9</td>
<td>7.1</td>
<td>-4.2</td>
</tr>
<tr>
<td>Disagree Somewhat</td>
<td>6.2</td>
<td>7.7</td>
<td>-1.5</td>
</tr>
<tr>
<td>Disagree Strongly</td>
<td>0.9</td>
<td>4.8</td>
<td>-3.9</td>
</tr>
<tr>
<td>Not Relevant</td>
<td>0.0</td>
<td>0.3</td>
<td>-0.3</td>
</tr>
</tbody>
</table>

48. How satisfied are you with the following aspects of your job?

The following table shows the absolute percent change between 2003 and 2006. For example, a 10% result represents a net increase from 20% (2003) to 30% (2006).

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neutral</th>
<th>Dissatisfied</th>
<th>Very Dissatisfied</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional relationships with other staff</td>
<td>19</td>
<td>-12</td>
<td>-3</td>
<td>-3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Professional relationship with supervisor</td>
<td>4</td>
<td>1</td>
<td>-1</td>
<td>-4</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Job security</td>
<td>-5</td>
<td>1</td>
<td>5</td>
<td>1</td>
<td>-2</td>
<td>0</td>
</tr>
<tr>
<td>Workload</td>
<td>-2</td>
<td>1</td>
<td>0</td>
<td>4</td>
<td>-2</td>
<td>0</td>
</tr>
<tr>
<td>Working conditions (hours physical comfort)</td>
<td>-6</td>
<td>23</td>
<td>-10</td>
<td>-5</td>
<td>-2</td>
<td>0</td>
</tr>
<tr>
<td>Performance appraisal process</td>
<td>2</td>
<td>12</td>
<td>-1</td>
<td>-10</td>
<td>-2</td>
<td>1</td>
</tr>
<tr>
<td>Opportunities for development/training</td>
<td>13</td>
<td>11</td>
<td>-10</td>
<td>-8</td>
<td>-6</td>
<td>0</td>
</tr>
<tr>
<td>Opportunities to develop new ideas</td>
<td>13</td>
<td>3</td>
<td>-8</td>
<td>-3</td>
<td>-5</td>
<td>0</td>
</tr>
<tr>
<td>Overall job satisfaction</td>
<td>10</td>
<td>-2</td>
<td>-3</td>
<td>-4</td>
<td>-3</td>
<td>2</td>
</tr>
</tbody>
</table>
Stress

For the Stress section, one of the two identical questions showed differences less than ±5%. Two stressors showed a significant increase in 2006 compared to 2003, including the performance review process (7%) and organizational changes (12%). Both these changes were in the “moderate” category, although organizational changes also included a 7% increase in the “extreme” category.

However, many stressors also significantly decreased in 2006, particularly physical demands and colleagues, posting a 10% and 8% increase in the “not at all” category, respectively.

54. To what extent have each of the following been a source of stress for you during the last year?

<table>
<thead>
<tr>
<th>Stressor</th>
<th>Extreme</th>
<th>Moderate</th>
<th>Slight</th>
<th>Not at all</th>
<th>Does not apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance review process</td>
<td>-4</td>
<td>7</td>
<td>-12</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Committee work</td>
<td>-1</td>
<td>2</td>
<td>-6</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Faculty</td>
<td>0</td>
<td>1</td>
<td>-3</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Staff</td>
<td>-1</td>
<td>-1</td>
<td>-6</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>Students</td>
<td>-2</td>
<td>3</td>
<td>0</td>
<td>4</td>
<td>-1</td>
</tr>
<tr>
<td>Working hours</td>
<td>-4</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Workload</td>
<td>-2</td>
<td>-2</td>
<td>-3</td>
<td>6</td>
<td>1</td>
</tr>
<tr>
<td>Physical demands</td>
<td>0</td>
<td>-7</td>
<td>-4</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>Time pressure/deadlines</td>
<td>-2</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Institutional procedures and ‘red tape’</td>
<td>4</td>
<td>5</td>
<td>-6</td>
<td>-8</td>
<td>3</td>
</tr>
<tr>
<td>Organizational changes</td>
<td>7</td>
<td>12</td>
<td>-7</td>
<td>-10</td>
<td>-2</td>
</tr>
<tr>
<td>My supervisor</td>
<td>0</td>
<td>-3</td>
<td>-3</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>Colleagues</td>
<td>-1</td>
<td>-7</td>
<td>0</td>
<td>8</td>
<td>0</td>
</tr>
<tr>
<td>Subtle discrimination</td>
<td>-2</td>
<td>-3</td>
<td>1</td>
<td>5</td>
<td>-1</td>
</tr>
<tr>
<td>Lack of personal time</td>
<td>-2</td>
<td>-1</td>
<td>-2</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Managing household responsibilities</td>
<td>1</td>
<td>2</td>
<td>-2</td>
<td>-1</td>
<td>-1</td>
</tr>
<tr>
<td>Child care</td>
<td>1</td>
<td>0</td>
<td>-4</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Care of an elderly parent</td>
<td>1</td>
<td>0</td>
<td>-3</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>My physical health</td>
<td>2</td>
<td>-1</td>
<td>0</td>
<td>3</td>
<td>-3</td>
</tr>
<tr>
<td>Other sources of stress</td>
<td>1</td>
<td>3</td>
<td>-3</td>
<td>-1</td>
<td>1</td>
</tr>
</tbody>
</table>