



Report of the
Presidential Transition Team
April 2017

INTRODUCTION:

The Presidential Transition Team was formed by President Ellen Junn in September 2016 two months after her appointment as President. The objective was to assist her in acclimatizing to her position on campus and furthering her understanding of the needs, shared goals, history and culture of the University community; and to advise her on matters of orientation that will help her become familiar with the contacts and relationships key to the University's ongoing success. In brief the objectives of the Team were to serve as an advisory group to the President and others, such as the University Strategic Planning Council, on a variety of topics but especially to elicit information on pressing issues from the various University constituencies and to help identify short and long term goals.

This report focuses on emergent themes derived from a multi-layered feedback process involving Stan State students, staff, faculty, community members, alumni, and management personnel. This information will assist in the short- and long-term prioritization of issues and immediate needs facing the campus.

The Team was large, diverse and drawn from all University constituents. Throughout the fall semester 2016 it gathered information principally through a succession of open forums, a web site and surveys. These data were analyzed by the Team co-chairs and others and presented as a preliminary report in February 2017 and this final report in April 2017.

PRESIDENTIAL TRANSITION TEAM MEMBERSHIP.

President Ellen Junn established a team that was not only diverse in terms of gender and ethnicity but also representative of the University community. The Team had representatives from the faculty, MPPs, classified staff, students, alumni and the community. In addition she wanted it to be composed of individuals who were not members of formalized groups as each formalized group would be asked to provide input either at forums, or individually on the website, or in answer to the survey.

Final membership was as follows:

- Kilolo Brodie (Faculty, MSW) Co-Chair
- Martyn Gunn, (MPP) Co-Chair
- Famous Harrison (MPP, Dean of Stockton Center)
- Hailey Holm (Student, USU Chair)
- Kelvin Jasek-Rysdahl (Faculty)
- Dawn McCully (Staff, Physics)
- Monica Nino (Alumna, Stockton community member)
- Alfred Petrosky (Faculty)
- Katherine Price (Staff, Groundskeeper)
- Megan Rowe (Staff, Health Center)
- Angela Sevilla (MPP, Accounting Manager)
- Clint Strode (Staff, University Police)
- Amanda Theis (President's Office, Team support)
- Mark Thompson (Faculty, Academic Senate)
- Brian Vanderbeek (Staff, University Advancement)
- Dave White (Community Member)
- Maggie White (Student, Trustee)

PRESIDENTIAL TRANSITION TEAM CHARGE

The Team was formed to serve as an advisory group for the President and her designees to augment a smooth transition to her new position in a new culture. Who or what are the driving forces for the University – technological, political and community? What do the various stakeholders value and why do they value and connect with the University?

The Team specifically was charged to elicit information from multiple constituencies on pressing issues, provide some historical and cultural context, identify the varying and multiple perspectives on the most immediate needs, help prioritize “first” steps, and identify short and long term priorities. The Team was to record data as collected so that it could be organized into recognizable patterns. The Team was asked to identify landmines and pitfalls and warn of emerging issues and actions or inactions that might cause unintended or negative consequences.

The charge as written is available in Appendix A.

PRESIDENTIAL TRANSITION TEAM FORUMS

The Team held 16 open forums. Each was one and half hours in length. All were well advertised and took place during the latter half of the Fall 2016 semester. The forums were distributed among the University's constituencies as follows:

- 3 Student Forums
- 3 Faculty Forums
- 3 Staff Forums
- 1 MPP Forum
- 3 Community Forums on the Turlock campus
- Stockton campus Forms: one for students, one for faculty and staff, and one for community members.

The forums for students, faculty and staff were each held at different times of day and days of the week with the goal of garnering maximum attendance.

The Team enlisted the assistance of the following organizations in arranging forums and advertising them to ensure substantial participation:

- Student Forums: ASI
- Faculty Forums: Academic Senate
- Staff Forums: Staff Council
- Community Forums: Alumni Association and Advisory Board Members

Forum Format

Immediately after its formation and before the first scheduled forum, the Team met to discuss how to organize the forums. It was decided to conduct semi-structured focus group meetings with a series of questions probing participants thinking and perceptions of Stan States' Strengths, Weaknesses, Opportunities and Threats, a SWOT analysis. The structured questions were designed to elicit responses germane to different aspects of the SWOT analysis with follow up questions seeking clarity or asking for more information. Exactly the same questions were asked on the survey. The questions may be found in Appendix B.

The forums were recorded, transcribed and posted to the President's Transition Team website for general access and review. In addition a senior staff person from the President's Office attended each forum to take notes and record input for posting on the web page. Finally several Team members took notes at the forums and made these notes available to the other Team members. Note also that the four largest constituencies all had three separate forums spread over several weeks. As a result the co-chairs feel that we have established a high degree of inter-rater reliability for the data.

Demographic information

Forum	Date	Number attending
Student	10/25/16	6
	11/15/16 (Stockton)	9
	11/17/16	60
	11/28/16	50
Total		125
Faculty	10/28/16	15
	11/9/16	10
	11/15/16 (Stockton)	12
	11/17/16	5
Total		42
Staff	10/19/16	50
	11/4/16	40
	11/15/16 (Stockton)	12
	11/16/16	30
Total		120
MPP	11/29/16	30
Community	10/20/16	0
	10/26/16 (Stockton)	6
	11/7/16	3
	12/1/16	3
Total		12

Note: 3 forums were held in Stockton: one for students, one for faculty and staff, and one for community members.

A total of 290 people attended the forums.

There were 69 on-line comments submitted between 10/10/16 and 12/1/16.

There were 162 responses to the web-based survey of 15 questions (Appendix A) from 49 Staff, 35 Faculty, 40 Community members and 38 Alumni.

Total participation from all sources was 521.

For the attendees at the forums: 39% of staff had worked at Stan State for 5 years or less and 20% for over 20 years; Faculty were 50:50 tenured and adjunct; students were 40% lower classmen, 54% upperclassmen and 5% graduate students.

Note that direct quotes in the report were either from the audio recording transcripts or from the written web and survey comments.

PRESIDENTIAL TRANSITION TEAM

EXECUTIVE SUMMARY

This report focuses on emergent themes derived from a multi-layered feedback process involving Stan State students, staff, faculty, community members, alumni, and management personnel. The series of Presidential Transition Team forums were audio recorded to ensure accuracy of the participants' quotes. The online responses were copied verbatim. These combined measures – electronic and in-person – were initially categorized (see Appendix C) and later condensed into the following six environmental themes:

- the esthetic environment
- the physical environment
- the external environment
- the student success environment
- the academic environment and
- the workplace environment

Esthetic Environment

- The campus esthetics are breathtaking! “The campus speaks for itself – it’s beautiful; visitors love it.” Some of the features highlighted were the beautiful landscaping, cascading fountains and ponds. The campus is quiet, peaceful and feels safe.

Physical Environment

- There was feedback related to “space” and included the desire for more social spaces (e.g., additional student lounges), making campus more bike friendly with more bike racks, and more buildings to host events on campus. Campus signage needs to improve.
- There was a reminder to improve ADA access at both campus locations if any structural accommodations are made.
- Contrarily, Bizzini Hall was noted as being odorous, with limited sitting space for students, and having outdated technological capacity. “Bizzini needs to be [renovated]. No place [for students] to sit, too crowded, smells. Technology doesn’t work.”
- It was noted by many that the Library also needs renovation. It doesn’t have enough study spaces and those it has are difficult to book for group study and group projects.

External Environment

- Closer ties to the local communities was a recurring theme.
- Hosting more activities at the Stockton Center and within San Joaquin County was mentioned. Although many appreciate the close inter-campus connections and bonds and would like to preserve that element, increasing Stan State’s capacity for growth was also noted.
- A number of comments stressed the need for Stan State to have a greater presence within the City of Turlock – similar to many other “college towns”. One thought was to

develop a University Lecture series open to the public.

- Stan State is strategically nestled in the Central Valley of California and we should look for ways to better maximize both campus locations. However others noted that we face challenges because we are largely unknown and lack an identity: the area needs a public university to break the cycle of poverty; we need more of a presence and a name.

Student Success Environment

- Faculty and staff have a shared commitment to student success. “We all work together as a large team to make sure students gain the best experience here.”
- The small class sizes and low student-faculty ratio is a huge draw for students to the Stan State campus. Faculty were described as “approachable” and available to students outside of scheduled class times.
- We should remain student focused with more programs and scholarships for first generation students.
- It was recommended that Stan State continue programs for students that concentrate on the matriculation of first-generation students (e.g., EOP).
- However it was recognized that we could do more to welcome students. For example, transfer students feel they get “bounced around” because they don’t know where to go.
- A lackluster description of Warrior spirit/pride was in contrast to the enthusiasm for our sports programs (namely, women’s soccer) and our intramural teams.

Academic Environment

- Particular departments that were mentioned for having a strong impact in their field were Nursing, Business, and Education. We generally recognized and self-describe ourselves as the providers of the teachers and nurses for the Central Valley. At the same time some cautioned we should better develop what we have rather than develop new programs.
- The Stockton campus and the Stockton community is in need of better support.
- On the negative side, poor academic advising continues to be a problem for some students. In addition, the availability and sequencing of courses is a factor that potentially plays a role in student graduation rates.
- The campus internet service and technological resources are lacking on both campuses. There is a need for more reliable internet, more classroom technology and more computer labs. There was criticism regarding the navigation of our university website as not user friendly.

Workplace Environment

- Camaraderie exists among many Stan State employees. Several described their co-workers as being similar to their biological family members. Stan State possesses an approachable atmosphere, where there is a welcoming sense of openness among colleagues.
- Conversely, many others, both faculty and staff, articulated feelings of isolation (silos) and low-level interactions with their peers. Avenues to engage in stimulating

conversations were suggested, along with needing more opportunities for social interactions to occur.

- In general, staff felt under-appreciated and not nearly recognized enough. It was stated that more skill-based trainings and management workshops might benefit staff supervisors. To increase opportunities for staff mobility, investment in their professional development was a suggestion. An example, was to have scholarships and grant funds available for the purpose of advancement.
- There is a feeling among faculty and staff that the administrative burden is growing, the layers of approval and the e-req system are cumbersome, and purchasing in particular is far too slow.
- On matters of diversity, a few comments indicated the need to promote and increase diversity among staff and faculty. Hiring counselors, advisors, and professors who are more reflective of the local community was encouraged. It was mentioned that hiring more international faculty may have some positive relational advantages for our students who are immigrants.
- One thing that faculty and students dread when coming to work is finding parking. Parking fees are “astronomical” for “insufficient parking spaces” are universal complaints.
- It is generally believed that other institutions have the capacity to offer higher wages. Perhaps that is why some staff no longer work at Stan State and is potentially a contributing factor hindering the recruitment of some faculty.
- A weekly newsletter was suggested to keep campus lines of communication flowing. A lecture series or standing colloquiums would also allow for more frequent campus interactions.
- Responses indicated that continuity among administrative positions would assist in minimizing a cumbersome approval process for paperwork.
- Several noted the appalling state of the bathrooms in the evenings. However, it was also noted that the number of custodians has been cut and they no longer work shifts. Similarly it was noted that there are only 9 grounds staff to maintain 200+ acres. While everyone appreciates the beauty of the grounds some areas are neglected because of the lack of staff. Investment in the training of Facilities Services personnel was highlighted as a means for them to advance their skills in specialty areas.
- Food services on campus is not revered. “The food on campus is awful.” “Last time of day to get coffee is 2pm.” More reasonably priced options should be offered by the contracted food vendor. Additionally, expanded meal choices were desired or even name brand restaurants in the food court.

APPENDIX A

PRESIDENTIAL TRANSITION TEAM CHARGE

Charge

- Serve as an advisory team for the President and designees
- Help smooth transition to new position; new culture
- Help elicit information from multiple constituencies such as:
 - To find out what issues are present
 - To identify varying/multiple perspectives on presidential role and most immediate needs
 - To provide some historical and cultural context
 - To help prioritize “first” steps, initiatives
 - To obtain genuine prospects and potentials
 - To record data as collected to help recognize patterns and identify credible input
- Help provide useful orientation to
 - Who stakeholder leaders are – what they do in life; what they value; why they value & connect with university; what their prospect and worth is to the President
 - Driving forces for the university – technological; political; community
 - Learn the culture of the campus and community
- Help identify landmines and pitfalls
- Help identify short and long term priorities
- Help warn of emerging issues; actions/inactions causing unintended & negative consequences

APPENDIX B**PRESIDENTIAL TRANSITION TEAM FORUM QUESTIONS****Strengths**

1. Say you are bringing a friend or colleague to campus for the first time, what do you show them?
2. What makes this a better university than others you know of or other places you've worked at or attended as a student?
3. What should we not change about Stan State?
4. What is Stan State known for?

Weaknesses

1. If your fairy godmother/father could wave her wand, what would you make disappear?
2. What did we used to do well that we either quit doing or don't do well anymore?
3. Think of a typical day as you come to work, what is one thing you dread?
4. What is one thing that makes Stan State more challenging or less appealing than other places?

Opportunities

1. If Stan State received \$100 million, what would you spend it on?
2. If we could rally everyone on campus to work toward one goal over the next 5-10 years, what should that goal be?
3. If you had one wish for Stan State, what would it be?
4. What have you heard about other campuses that you wish we did here?

Threats

1. What keeps Stan State from doing what it needs to do to become better?
2. What is Stan State's biggest competition, and why?
3. If Stan State doesn't do "something" I will leave and go elsewhere.

APPENDIX C

PRESIDENTIAL TRANSITION TEAM PRELIMINARY REPORT

CATEGORICAL THEMES

1. Campus Aesthetics (the esthetic environment)

“The campus speaks for itself – it’s beautiful; visitors love it.”

“We’re welcoming of our community; we don’t have fences around the campus - people come here in the evenings and on the weekends.”

- Beautiful landscaping and water features (ponds, fountains), ducks
- Sustainability garden
- Feels safe...sense of security
- Quiet, peacefulness
- East-end of campus (rec center/game room, Univ. Union, dorms, pool)
- Wednesdays in the Quad.

2. Physical Structure (the physical environment)

“Upgrade facilities like Bizzini, classrooms, and the cafeteria.”

“A college campus shouldn't have portable classrooms. Especially ones that are run down. That should be changed.”

“Lack of bike racks.”

- The maintenance of remaining buildings; modernize the facilities
- Need more social space (like student lounges)
- Make the campus more bicycle-friendly
- More buildings, more event spaces
- Lack of ADA access on Turlock and Stockton campus.

Bizzini

“Bizzini Hall – disappear and replace. Badly in need of replacement.”

“Walls are very thin in Bizzini. There is a classroom on the other side of my office and it makes it hard to think.”

“No space for students. Desk sizes are for middle school students. The classroom space and no podium to speak from. The state of the bathrooms in the evenings in Bizzini is appalling.”

“Bizzini needs to be rebuilt. No place to sit, too crowded, smells. Technology doesn’t work.”

“Bizzini Hall demolished, new building created.”

“The bad smell in Bizzini.”

“Work space not set up well (ergonomics).”

“Interior office, 25 yr. old (disgusting) carpets, old paint, ceilings (in Bizzini); a facelift to our (all) bldgs.”

- Poor technology.

- Odorous.
- Beyond outdated.
- Old carpet and old paint.
- Lack of student space

Library

“Student are always camped out in the hallways of the library; better, more useful space so that they can work.”

“Quiet places to sit and study. Stockton campus has no places to study.”

Student lounge area.”

“Hard to book space in library for group work and projects. Have to go off campus.”

“Library – can’t appropriately keep it clean, short staffed; this is our image and we are not marketing ourselves appropriately.”

“Campus shuts down after hours for our evening students, no amenities.”

- Not enough study spaces
- Renovate the Library
- Need additional custodial staff assigned to the Library
- Expand library hours

Facilities Services

“We take pride in our areas.”

“Hire more temps!”

“No custodians for the evening students and those student pay the same amount; shifts end at 5-5:30pm. They want to start work earlier.”

“Blowers vs. paper towels – custodians know their trade; hiring someone to spray (for ants) for interior and another one to do exterior grounds.”

“9 people to work 200+ acres from Grounds to increase efficiency.”

- Increase the number of custodial employees (from only 16 people).
- Stretched thin; no funding to hire temporary staff.
- Extend the hours/shifts of operation for Facilities.
- Invest in the training of custodial staff.

3. External Environment

“More of a college-town feel.”

“Need more information on the community and Turlock; students are not aware that Turlock is a more exciting place now; this will bring more students to support downtown businesses.”

“Need bus system to get here. Campus not a priority for city and county bus system.”

“No entrance for students from Christoffersen to the campus because the green fence that goes around the athletics area, no pedestrian entrance.”

“There aren’t many things to do in our area. That is less appealing than bigger places like San Francisco.”

“We are 2 hours from anywhere making it difficult to attract and retain faculty.”

“Build better relationships with new community members – students seem to want more networking with a variety of businesses/companies than the same ones we currently have relations with.”

- More activities on the Stockton campus and for the San Joaquin County community.
- Growing capacity without losing our community and intercampus feel.
- More interaction with the City of Turlock.
- Better integration with the university and Turlock (like other “college towns”)
- Lack of transportation to and from campus
- Maximizing our geographic location in a better way

Branding/Image

- “Become the best university serving first-generation, low-income students.”
- “Make Stan State a destination university, not a default (because students can’t get into other universities)”
- “To make money you have to spend money; University of the Pacific demonstrates that people will pay to come to Stockton, so we have the potential to attract.”
- “Allow the locals to have an education; Stan State taking the lead to advance this region, repair the negativity.”
- We need “money to advertise us.”
- The area needs a public university to break the cycle of poverty; we need more of a presence and a name. “Can you see yourself here?” Where local young people see themselves going to school here.
- “Focus on advising and making connections with students. Work collaboratively for the good of our students.”
- “Our location (the heart of CA) is unknown still; who we are and how we identify to our counterparts across the state is still a challenge.”

Stan State Competition

“UC Merced, MJC, other CSUs, and UCs.”

“MJC and UC Merced. Online courses through Brandman, Phoenix, etc...”

“Online colleges so that folks can work (and do night/eve. classes) – like U of Phoenix, Brandman; Hybrid programs needed for an agricultural program.”

“Losing staff to UC Merced, they pay more; State level-funding limits research opportunities.”

“Community colleges – 5-7 managers and advisors leave and go to community college; we do not offer competitive salaries.”

“Community colleges pay more and for “less multi-hat” positions; “college experience vs. just getting a degree”; why pay a 4-yr. loan when I can go to a JC and then transfer?

“Other CSUs, community colleges and UCs have more resources, like Bay Area schools. Students going to private, for-profits, and JCs and using up all their financial eligibility without getting a degree.

“Community colleges and trades work well together, we do not. Training at community colleges is more applicable to real life than anything they learned here. More hands on training at other colleges, even other CSU’s.

“Students can learn the trades faster in other areas and they are our competition.”

“We are less appealing to students – we may not have the program students are looking for, or if we do, it’s not competitive with other institutions nearby (i.e., agriculture program).”

- Online programs
- Other colleges/universities offer higher compensation
- Vocational tracks (trades)

4. Relationships with Students (the student success environment)

“We all work together as a large team to make sure students gain the best experience here.”

“I’m always proud that we’re reaching out to students who wouldn’t necessarily have ever thought they would be going to college. I think we do that really well here.”

“You get to know your professors.”

“Feels like a family, not strangers to one another; cohorts [of students] are connected” (*at the Stockton Center*).

“Professors are amazing – interested in students learning and growing; the teachers here want to see you succeed, teach you how to retain information” (*at the Stockton Center*).

“Faculty really do know their students; faculty care about students’ learning and have effective interactions.”

- Faculty are approachable
- There is support for students (inside and out of classrooms)
- Low student-faculty ratio

Advising and Student Services

“Often have to schedule classes at MJC so paying tuition at both campuses. Students end up at MJC and then go to Fresno State. Not a strong Ag program here.”

“Coming from MJC it’s hard to navigate the system here.”

“You get bounced around if you don’t know where to go, especially as a transfer student.”

“Need a transfer center (to better assist transfer students); an easier way to get them involved and connected.”

“Commuter students don’t have time to come to events like this.”

“Lack of mentors. 2nd and 3rd generation students have family members.”

“Poor academic advising added a year.”

“Advisors referring students to the internet and not advising them. Advisors need to know more about programs at Stan State.”

“Mandatory advising is not helpful. I create my own schedule and advisor checks it off.”

“Campus shuts down at 5pm. Kind of forces you to leave. Why stay around?”

“Not enough instructors”

“Not offering enough classes.”

“Difficult to find classes you need. Other schools have more departments and course offerings.”

“Change the schedule like having Saturday classes.”

“Need more night classes.”

“Not enough night classes available; hard to attract students to come and to finish.”

“Hard to get into classes. We should hire more professors and create more classes and build more classrooms.”

“We want students to graduate in 4 years but need to ensure that there is enough room in the classrooms for them, we need to fill our classrooms, but not have students wait 3 or 4 years to get a class, not accept more students than we can provide for.”

“Graduation rate – how many who enter graduate in 4 or 5 years. Graduation rates for Hispanic students are not graduating on time.”

“Stress on departments to find budget cuts that hurt students – Geology Department asked to make cuts involving field trips which hurts field study experience which later hurts their careers.”

“Some staff forget they’re here for students. Getting the brush-off in MSR.”

“MSR bldg. was built for student needs, but now have to go to multiple buildings to get things done (Testing, and other services should be centrally located); large campus maps for guiding; we’re not evolving...moving backwards.”

- Problems with advising
- Course offerings and scheduling of classes
- Services for students should be located in one building

5. *Departments/Programs* (the academic environment)

“Develop what we have now rather than develop new programs.”

“Give us what we need, or cut our losses and move on. Be consistent to commit to this (Stockton) community.”

“Offering more online classes in all fields (Math especially)”

“Print Shop needs to be more efficient, faster, and seamless...they haven't been very reliable.”

“Never getting a heads-up when Enrollment Services decides to change forms or documents.”

“Advancement & Communications Department have dropped the ball on several events and projects....transparency, honesty, and communication skills are lacking.”

“Terrible service we receive from University Advancement and Communications office.”

“Having a more user-friendly website!! You cannot find anything anymore.”

- Continue the outreach efforts by departments
- We are the provider of teachers for the central valley
- Provider of most of this region’s Teaching and Nursing credentials
- Nursing labs are “so cool”
- College of Business is known
- Outstanding professors in Liberal Studies
- Only CSU to offer Cognitive Studies degree.
- Math Department gets quite a bit of publicity.

- International students – studying abroad; make international programs and study abroad a focus.
- Improve internet network [esp. at Stockton Center.]
- Lack of communication between departments.

6. Workplace Environment

“We are like a junior college.”

“Faculty and staff are passive and unmotivated.”

“Turnaround is so high, no idea who anyone is anymore, not so much separation, it is a tragedy.”

“Bring back annual directories as opposed to accessing contacts online.”

- Camaraderie exists
- Like family (co-workers)
- Atmosphere here is approachable, displays openness, and is welcoming
- Others feel a sense of isolation, lack of interaction with colleagues; low level of interactions with colleagues.
- Lack of stimulating conversations.
- Complacency.
- Need more (social) gatherings for mingling to improve working relationships.

Parking

“Parking for night classes is far from classroom (safety issue?)”

“The gravel lot right next to Fitzpatrick Arena”

“Commuters – we have a lot of people who actually travel a distance, parking is an additional expense.”

- Parking price for guests and students is too high
- Finding parking seems to be a universal complaint

Human Resources

“If you pursue your own IRP (in-range progression) it comes out of campus, if your supervisor does then it comes out of department funds. That sets up managers to look bad for rewarding people – a self-defeating system.”

“Transparency with HR – getting back to parties involved, never told the end result of outcomes/resolutions.”

“Salary – lose good candidates because we cannot offer anything but the bottom of the range.”

“Employment – it’s hard to compete with other intuitions due to our low salary ranges.”

“Minimum qualifications to promote up (in comparison to the job description versus skills an internal staff person can offer)....”

“On-campus communication (i.e., when people leave, get fired), need to know who to contact for specific things.”

- Hire more professors, counselors, and advisors, and people from the community; more resources equate to more on-campus jobs for students.
- Staff pay increases and in-range progression helps boost morale
- Salary ranges (lack of movement/in-range progression).
- Fairness in the hiring and appointing practices

Diversity

“We need more of it. We are a Hispanic serving institution. Maybe 10-12% of staff or instructors are Latino. Hire more of these folks.”

“Tremendous change among women as more female role models emerged. That is changing for the positive. Biggest gains from affirmative action was in women.”

- Increase diversity among staff and faculty.
- Encourage diversity
- Hire people who will be positive role models for our community.
- Promote diversity beyond the Latino community

Technology/OIT

“The campus really needs a better internet/network.”

“Having a more user-friendly website!! You cannot find anything.”

“Internet is not good.”

“All of the [computer] systems are too old, not a priority to modernize, worry about if systems will break down again.”

“Need more loaner lap-tops.”

“Website confusing and not user-friendly.”

“Website is difficult to navigate and does not show our strongest aspects.”

“Need text notifications. Too many emails. Texts would be better.”

- More reliable internet
- Classroom technology is poor
- Need better classrooms
- lack of instructional resources
- More computer labs

Staff

“I get the feeling this is the main reason people are leaving at such high rates on campus. This campus is like a large family and I do see it falling apart due to this very reason.”

“I am completely undermined and given a heavy workload when my job shouldn't be stressful.”

“This campus out of the 23 in the system has the most under paid staff and faculty.”

“Other CSUs have lower workload and higher pay. Need more assigned time for research and scholarship.”

“Support/training for supervisors to learn their jobs better.”

- Have more staff appreciation events or just more recognition.
- Under appreciation of staff and faculty is a huge factor.
- Role distinction among staff: the difference between being lead and a supervisor.

- Staff scholarships/grants to increase opportunities for upward mobility.
- More trainings (for supervisors).

Bureaucracy and Administration

“Recent hiring selections not going through the appropriate CRC channel, positions not being posted properly and without input from affected work groups.”

“The previous president would often "make agreements" with the VPs, but would not include Budget/Finance. Having Finance/Budget there would eliminate or greatly reduce miscommunications and allow for faster implementation.”

“No one has their voicemail set up.”

“Our campus should be completely paperless, moving forward not going backward.”

“E-Req system needs to go!!”

“Had to use personal computer due to backlog of ordering.”

“A committee or some mechanism to hear that decisions are made; versus going through management.”

“To address HR losing paperwork – copy and scan docs to ensure a streamlined process.”

“Asking folks before changing things, having open communication (like changing a form); ask people how can they best do the job – not the bosses; give them the voices to be heard so they can be more efficient – they have tons of experience.”

“It has become increasingly difficult to keep up with personnel changes. To assist the campus with identifying personnel (e.g., campus staff, new administrative positions), the creation of an online phone book or directory with pictures of people along with their contact information – It would be great to put a face to the name.”

“What happened to all the archived campus pictures that use to be on the website to use?”

- Administrative burden placed on faculty
- Silos (not working together)
- e-Req (online ordering) and any upgrades takes too long
- Shorter purchasing process
- Layers of approval
- Continuity in administration
- Union reps have to fight for everything; better relationships

Chartwells and Food Services

“Trying to get in contact with Chartwells is the worst! They don't answer phones, emails, and no longer use the office in the cafeteria (in between the checkout and South Dining area). What also is weird, is how they don't even use a CSUSTAN.EDU email account.”

“The food on campus is awful.”

“Food is low quality and expensive. No alternative food on campus because of Chartwell's contract.”

“Navigating the line for coffee [in MSR].”

“Last time of day to get coffee is 2pm.”

“Had the worst experiences with Chartwells. They have the most ridiculous staff I have ever worked with.”

“Main dining...the kitchen is 4 years old. We need a state-of-the-art kitchen and appliances”.
 “In Housing we only have seating for approximately 180 in dining and we currently have 700 students living in housing”.

- Unanimously unhappy with the service and the food
- More meal options
- Name brand restaurants in the food court

Extra-Curricular

“New swimming pool; can staff use that?”

“Why is the gym not a staff perk? Once the president approves it can be done. They have reached out to the president’s office, no response.”

- Great sports program for the size of our campus, especially women’s soccer
- Intramural sports
- Lack of Warrior spirit

Other issues

Please Continue...

“More scholarships and financial aid. Most students work full-time, hard to push them to 15 units”.

“Grow and stay here (Stockton) regardless of budget cuts”.

“Remain student-focused.”

“Students should be going to conferences to get to know their fields; helping students to better understand their skills and what they enjoy; pot of gold to get students more experiences.”

- EOP – it helps first-generation students
- Faculty from other countries help connect to migrant students and immigrants
- Small class sizes
- (More) financial aid and scholarships for students
- Convenient to have night classes; keep the hours (*at the Stockton Center*).
- Relationships with students, smaller class sizes, being a teaching school
- More support for students – library, tutoring, writing, CSAT workshops
- Opportunities for interactions between colleges and colleagues
- More events put on by departments for students to meet leaders in our community

New/Creative Ideas

“Stockton campus scholarships; this would help draw in more students.”

“Maybe semester forums where there’s a response from the previous forum (feedback).”

“In the future, utilize students in the Art Department (digital art) for creating university logos and branding”

“Offer programs for certification or vocational credentials versus only offering 4-yr. degrees could enhance this area; there’s still a lot a wealth in Stockton (old money and new

businesses).”

“Build a community recreation center, YMCA, child care facility, or similar services for families.”

“Wellness Works to be more a part of Stockton campus.”

“Professional masseuse on campus.”

“A lot of people have worked here for a long time. When you get new people you get new perspectives, new ideas.”

“Summer Games – team building for students and staff over the summer, someone who retired used to put this on, played silly games in the summer time, so much fun! Little things sell Stan State.”

“Too many emails; weekly newsletter (every Friday or Monday morning) versus several emails.”

“Seminar series or university lecture series.”