

**2012-2020 Strategic Planning Midpoint Review Input Day
Comments from over 300 Campus Employee Participants
January 26, 2016**

Internationalization (149)

1	If globalization is a priority, then staffing an office with 3 employees is not demonstrating a commitment to success.
2	Funding for student study abroad- student funding to help supplement living as student cannot work part time while abroad.
3	Need to make international a focus of philanthropic efforts.
4	SP Goal 4- if we are to increase international numbers, we need to have the adequate resources to support them once they arrive. We only have one international admissions office and a GEO office of 2 plus 1 EP program staff. Projected international #'s are not realistic at this time. The decision needs to be made if we are going to strengthen outgoing study abroad programs or it that not a priority?
5	Agree with current actions
6	More cross campus collaboration among advising, orientation and geo to ensure international students needs are met
7	Maybe even an international advisor who can work on forms they need and degree plans
8	There needs to be more support for those students who are studying here internationally full time
9	An understanding of what those who are studying here experience when they start- no late admits.
10	Maintain support for GLINT- this has been a productive and stimulating effort thus far (brown bag series, seed grants, etc.)
11	But need to clarify relationship b/w GLINT, GEO. GEO so far seems heavy handed and opaque, though I would like to support their mission.
12	Creating a success coach position for international students for their adjustment to culture in the US , @ UCCS and to help guide through academics.
13	Continue to foster agreements with other international universities for a growing study abroad options. It's a great opportunity for students
14	The international student experience is vital to increased recruitment and program expansion. More needs to be done to streamline international process. Unit needs more staff.
15	Provide library resources to support international students' transition to American education system through English language learning materials, workshops and community activities.
16	Correcting the different colleges in a way that informs departments of internationalization opportunities.
17	Develop a stronger community partner relationship w/international industry organizations . Listen to their needs and respond.
18	Alum support (alumni who have traveled abroad). Utilize experience from UCCS alum to support programs.
19	Internationalization needs to be a priority over the coming years. I believe that this is one of the best ways to improve our student's experiences while they are with us. Foreign experiences will also continue to shape their lives long after they leave us in meaningful ways. The suggested strategic plan action items seem to be a great start to increasing our efforts in this important area. We definitely need more staff and the suggested fee to visiting students can help make that happen.

20	Integration programs- US cultural activities (game rights, movie rights, cultural events, excursions around Colorado and California). International food event- ask restaurants to donate/or small fee for an international food night.
21	More interdisciplinary curriculum stem with humanities. Language across the curriculum. ESL pre-college support. Language rights, tutoring
22	Create a campus-wide understanding for internationalization is important. Departments should get on board to build relationships internationally. Considering the fast-changing environment, the involved departments/decision makers should be more efficient and keep up with the trend in terms of making things happen.
23	Have a go to person for students to go to when they want to go abroad
24	Have more campus community events that highlight student and faculty experiences abroad
25	All the recommendations for GLINT
26	Scholarships for students studying abroad.
27	Imbed cross-cultural competencies across the curriculum.
28	Globalization should be discussed with all course work not simply courses in LAS.
29	Implement rigorous pre/post test assessments of the international exchange programs students and faculty participant in through GLI in Uganda, Winterim Travel, etc.
30	An essential part of recruiting and retaining international students seems to be financial support. It's so expensive for them to attend- are special funds available to off set costs? Can we increase those?
31	As a staff person I rarely hear about international students or goings on.. Maybe increase marketing in this area.
32	Link the library with success for international students. Maybe create a study space dedicated to international students to meet and interact.
33	To aid in the development of partnerships between colleges and international connections, provide a best practice or development guide for younger TT to be able to follow as a way to connect and expand their ability to contribute to this area.
34	For international studies significantly increase the number of online international students. If we cannot bring them here we can deliver the education to them.
35	The office seems to be making great efforts, unfortunately, I feel that I never hear much about what is going on with GLINT, study abroad, etc. Marketing these opportunities in faculty more frequently or perhaps in different ways- announce at faculty assembly so reps can give updates. Perhaps your office needs representation at faculty assembly or other governance structures.
36	Many faculty are interested in study abroad with students or partnering with educational institutions overseas to send our students and bring others here. But we tend to lack resources and knowledge as how to do this. Perhaps _____ would help.
37	Provide help with graduate tuition for international students.
38	A way of establishing family housing for international students would be great in future residential construction.
39	More support for individuals from war torn countries. Support could be family housing, graduate/research assistanceship, etc.
40	More support for faculty to teach/work with international students- like international culture training.
41	Incorporate international study into every degree offered. Huge recruitment selling point. Provide more short term international experiences which are accessible for non-traditional students.

42	Somehow provide dorm space for international students coming for just one semester. Perhaps balance exchange programs to have some in fall and some in summer.
43	Year after year we have meetings and form committees to focus on international issues. But little appears to be accomplished. In order to bring significant numbers of international students we need guaranteed housing in safe environments. We need to partner with a select set of schools that reinforce our programs of distinction. Also, it is all but impossible for most of our faculty to attend an international conference on the miserly travel allowances provided in many colleges
44	If study abroad is important (which it does support and attract domestic students that can be from financially secure/full pay backgrounds) then institutional support is needed for position(s).
45	Do not forget to consider students with disabilities when encouraging international students. Accommodating these students who do not have great English skills is an expensive endeavor. It often requires special software purchases in the student's native language as well as aides and interpreters.
46	All great recommendations especially like annual faculty scholarships, Fulbright scholar idea is great, faculty led student research projects.
47	Create a more unified place of support for international students rather than having various offices separately providing support.
48	I would enjoy seeing a more robust international student orientation. I think can be incorporated by separate orientation sessions similar to what we have for transfer students.
49	Offer sponsorships for faculty to design and lead winter or summer study abroad programs. I think many of us would be interested if the funding was available, and this would expand our global reach.
50	More discussions about study abroad opportunities around campus such as in classrooms or residence halls.
51	In collaboration with student employment, create a recruiting orientation and cultural adjustment strategy to assist international students finding employment on campus.
52	We need to commit to international education for our students to include study abroad and visiting students. It takes time and money to develop a program.
53	This is simple to answer: Provide faculty/staff education on our campus international program. I feel naïve in this area yet have international students trying to gain support to join our workforce on campus. I as a staff member need to be more educated in this area and will take more responsibility in this.
54	Global engagement on campus. I have taught at an international school in Europe, and very much appreciated the international social events offered to foster cohesion among the many cultures represented on campus. Some specific ideas: informal dinners at a restaurant where many cultures came together in a very personal way. For the students- an international food night where student groups prepared characteristic dishes from their natural cultures. This night culminated in an intercultural pot luck which included a competition among the dishes- judges were from faculty, staff and administration.
55	Need a better campus support structure for recruiting international students and helping them with visa and cultural issues as well as living here in Colorado Springs.
56	Increasing scholarship opportunities for students to go abroad is wonderful. It would be great if we could also increase funding for students coming here from abroad as well.
57	Make sure faculty have level of comfort interacting with international students. Provide training/role plays if don't have level of comfort.

58	Reach out to faculty and students and compile list of international interests/contacts. Use those initial connections to explore partnerships.
59	Explore cross-disciplinary options for overseas opportunities. Students could explore discipline while also serving as English teacher/tutor/conversation partner.
60	Support short-term international exchanges for students and faculty focused on manageable research question.
61	Need easy way for joint programs with other universities.
62	Implement an international travel policy for faculty/staff
63	Increase international recruitment presence within each (main) continent.
64	Enhance international recruitment marketing materials and website, so students are given the opportunity to visually understand what Colorado Springs and the UCCS campus offers.
65	Get better organization and leadership in the international area. Right now the process is choppy with no clear direction between the GEO office; registration and faculty.
66	The IEP program needs designated space (rooms) each term (intensive English program)
67	What kinds of support is there for the international students that come here? Are there resources for housing? Do we want to recruit full degree-seeking students or just "study abroad" one-semester students?
68	The current structure of GEO is not ideal as international student support needs to be centralized and it is currently split between admission and records; GEO; Mosaic.
69	Reconsider the organization of the office. It seems like everything is scattered and needs to be more focused.
70	The communication center (as the director) would love to partner with faculty who teach the intercultural comm course and the center to support the international students- Erica Allgood
71	Given the positive relationship between educational attainment and terrorism, why do we accept so many students from the middle East?
72	As the projected growth in the number of international students slows, it becomes increasingly important for the university to support study abroad programs, exchanges and research in international issues.
73	Linking more majors with international partnerships such as what the College of Business has.
74	I can help! (Nanna Meyer) Think about how international students experience America. Is it main stream America shopping at Walmart or do we want to share our sustainability, health and wellness visions as manifesting everywhere on campus?
75	If all the objectives in the current plan statement are realized it seems we would be meeting the demand and able to grow the programs.
76	Many of the international students I have known complain of feeling isolated and alone. Creating opportunities for quality social-interactions could help overcome this.
77	Provide more job opportunities and/or financial aid. Many of the students I have worked with have indicated frustration at trying to get hired without a SS card and can't apply for a card until they get a job.
78	More needs to be done to establish-and enforce- matriculation policies for international students. Many show up at the last minute and are difficult to process and accommodate.
79	If we are hosting international faculty and students, we need housing allowances and/or reserved housing for them.
80	My perception is that support for international initiatives has waned considerably over the past couple of years. Restructuring may have been effective but how do we know- are there metrics/baseline date? Additionally, there appears to be turnover in staff. Consistent goals, support, and objectives are needed for positive outcomes. Clarification about the vision and timeline are required.

81	I believe there is a lot of opportunity for UCCS to have many, many more international students. Different areas need to be targeted, and more partnerships w/abroad schools need to be created. Target Europe more- Those students want to come to Colorado Springs.
82	Increasing international student recruitment's support. Incoming international students present both opportunities and challenges. Significant investment in support staff is necessary BEFORE we significantly expand in this area. These students need dedicated housing, visa, writing and other support mechanisms to be successful. The proposal service change is a good idea.
83	Developing collaboration between international students and community businesses would hopefully help the region to become more global while encouraging international students to feel more welcomed and at home. Internships could be one way to develop this collaboration.
84	Need degree plans to offer a semester of flexibility in order to study abroad- Need departments on board.
85	Provide a robust support system for international students- dedicated housing. Student mentor support through an established buddy system, opportunities for home visits, travel and professional contacts with local businesses.
86	GEO is working hard~ staff requests would be huge.
87	Create a better partnership between financial aid and international student affairs (possible liaison or something to that effect?)
88	Make processes for faculty and student international travel that is clear, as simple as possible, and fast. We want to be able to take advantage of opportunities that arise with short notice.
89	Some specialized training for the needs and challenges for international students for staff and faculty would be helpful.
90	Career support is very necessary for international students since they have unique challenges in such a military dominated city.
91	Provide info on what international partnerships look like: what can we promise and what should we avoid? How can we fund and incorporate students? What is the entire range of "partnerships"? i.e. from week long events to joint degrees to exchange programs, etc.
92	Develop support mechanisms for international graduate students such as writing center could provide support in high level writing skills (students report the skills are too low level) for thesis and dissertation; start writing groups for graduate students.
93	Provide ESL services to international students travelling for grants such as Fulbright. These students develop close ties in the community and can return as graduate students and promote the campus at academi institutions abroad.
94	Fulbright and other international programs: these rarely pay a full salary. We need mechanism to help pay the salary difference. This currently is largely up to a Dean's discretion and available funding.
95	Engage existing students to help recruit new international students.
96	Provide resources for current students to go abroad.
97	Increase study abroad programs- study abroad opportunities are of great interest to prospective students.
98	Summer study abroad programs for nursing students that don't interfere with clinical schedule

99	Improve/increase opportunities for housing international visiting scholars. This exposes our students to new, exciting research perspectives. It potentially attracts new international grad students (the scholars go back to their countries and "advertise" us). Some departments have a great international research activity; in the past years we have had to rely on Colorado College to provide accommodation for such scholars. Finally, my personal experience: I would not be here as a faculty member had I not had the chance in the past to be an international visiting scholar at CU Boulder. and family housing for international scholars was a ____ to that.
100	Support all recommendations. Resident life should develop an international exp floor- allowance for short term contracts for exchange.
101	Student and parent expectations are high for a university of our stature for international programming, including study abroad opportunities. Where are we in comparison to peer institutions?
102	International student work exchanges for credit. University of Louisville, KY does this.
103	Supporting the base funding position seems appropriate to help advance this area since it's struggling. Might be best to focus our efforts in faculty led experiences abroad vs. full semesters abroad. Increasing international students is important and I agree this is challenging in our current climate- the adjustment of the projection seems more realistic
104	Create study abroad opportunities that are accessible to students considered non-traditional; work full time/part-time, have family obligations, funding issues. Market these programs heavily.
105	A large, central "one-stop" for all international students including a gathering point they feel safe and comfortable going to @ the GEO but larger space. Have programs there where the students can hold "get to know us" events. Who are they, their culture, etc.
106	Engage existing international faculty and staff who may have existing research lines with universities outside the USA. Offer incentives for those existing faculty to establish student exchanges.
107	Growth of international students is exciting, but they need additional support staff and resources to advise and make them successful.
108	International students need academic support when considering English as a second language. Many international students seek help for accommodations (academic) in order to succeed. It is important to consider English as second language and processing speed for students.
109	Scholarship opportunities for international students who perform at a high academic level.
110	I would like to see more scholarship opportunities for international students who are high academic (i.e. something similar to the Presidential Scholarship).
111	International researchers speakers fund.
112	Provide financial assistance/scholarship for veterans using VA educational benefits to cover uncovered costs such as flight, room and board.
113	Streamline VA certification process for ease of student, i.e.; need standard workflow between offices.
114	If we want to internationalize our campus, then we should invest in an Office of International Affairs. There should be stable and consistent staff/services available for both students and faculty here and those we invite. The office should have sufficient resources to sustain plans to internationalize the campus. Email amitra@uccs.edu
115	International student athletics have become a competitive asset in D-2 athletics. If we increased our resources we could reach out to different countries and foster relationships with their home countries.
116	Scholarship support for international student-athletes
117	Scholarship opportunities for international student-athletes

118	Are there any partnerships with ethnic/identity focused student clubs/orgs?
119	Immigration advising is a full-time job.
120	I would like to see study abroad opportunities encouraged for more students. Our Pell students should apply for Gilman Scholarship.
121	Need more campus opportunities to engage international students especially during the day for some graduate students. International house?
122	Continue to support GLINT's programs and research grant for faculty.
123	Enhancement of language learning opportunities for incoming international students, possibly as a new option under the Centers for Excellence.
124	International students bring highly valuable diversity to our university. We must consider investing in them if we want to grow their presence. Tuition needs to be adjusted to recruit and retain them.
125	Work on community services to support international students needs. Ex: food, haircut, clothes. They need to be easily available. Will also contribute to diversity
126	Students in health sciences are very invested in global issues/health. We just purposefully hired a new faculty (joining us fall 2016) to help connect our department with our international initiatives. Her name is Jenny Pharr.
127	Definitely need more staff support for education abroad programs- otherwise too hard to develop.
128	More staff or more staff visibility so students and staff are more aware of opportunities.
129	We really need more international students and scholars. Maybe we could expand collaboration with Fulbright and Carnegie Research Foundation etc. to bring more exchange students, visiting scholars. I think our advertising on the UCCS website is not good when it comes to international potential students and scholars. What are we doing for them except showing pretty pictures of Pikes Peak? Why should they come here? Our website is very WEAK!
130	I support the recommendations.
131	Financial aspect- more affordable. Foreign language barrier needs to be closed. Better process to go abroad.
132	We need more Australians.
133	More plans in place to support international students living in housing. i.e. processes, programs, support (student and admin)
134	Scholarship funding for students, using VA education benefits, to fill in the tuition/cost gaps for study abroad programs.
135	Importance of providing short-term opportunities to study abroad- important to have staff expertise.
136	Travel courses are an excellent option, but for many of us travel with students to man parts of the world that we research is off-limits due to travel "safety" fears.
137	It's frustrating that since UCCS/CU bases it's "safety" recommendations on state-dept. reports/travel advisories, may countries of the world are off limits to student/faculty travel
138	More study abroad opportunities than currently exist.
139	Continue to recruit international students to UCCS.
140	I question our ability to recruit internationally when we don't recruit Southern Colorado.
141	We need more international scholars here but it's expensive and time-consuming for international scholars to travel here. We need to do more!
142	If we are going to offer international education opportunities, UCCS must fund the office and provide resources to the level that will allow for recruitment and enrollment efforts to be successful. GEO seems to take the "back seat" too often.

143	I like the concept!~ I would just suggest that these concepts are broad enough to encompass the campus as a whole, not just specific departments.
144	More outward promotion of abroad opportunities. I feel too many students have little clue what UCCS is connected to. This could also achieve the goal to attract more talented to UCCS.
145	Support staff and faculty in Fulbright opportunities-> less ad-hoc finding random options.
146	GLINT is a wonderful addition to UCCS because it is important to support and encourage multicultural research and share experiences in that regard.
147	Recommend a formal program for bringing international visiting faculty for sabbaticals and explicitly for teaching sabbaticals
148	Make bringing in visiting scholars easier (I've been working to get one from Brazil for 4+ months with a huge amount of paperwork because I wanted to pay a stipend).
149	Clarify processes for formalizing international partnerships, and make the process fast/streamlined for simpler (non-degree) things.

Student Experience (311)

1	We should take a close look at university studies to see if this change was a good one. Has the university studies designation increased yield and retention? If not, let's try something else.
2	Greater coordination between academic programs and co-curricular activities to coordinate development of the "whole" student
3	Faculty often do "informal" advising. Strengthen communication and information flow between central advisors and faculty/departments.
4	To increase support of student employees and create more opportunities while maintaining compliance and regulatory integrity.
5	Increase staff in student employment office.
6	I agree with investing in technology not only for online courses but for on campus courses. Increase accessibility so all students not just those with disabilities to better access and succeed in their classes.
7	It seems that career services is missing from the suggestions listed for student experiences. From being more involved with freshman to extending outreach to our continuing students & alumni, career services can help with the understanding of why they are in college to begin with.
8	A financial literacy component to freshman GPS and/or first year experience offerings.
9	Prospective students interested in: job opportunities on campus, academic support- tutoring. Like the idea of living/learning community especially for University Studies students, also for honors students.
10	Internship opportunities, opportunities to use skills in real world situations.
11	Excel centers are beneficial for all students. I would like to see the centers expanded by training the tutors on how to work/teach/tutor individuals that learn through different modalities.
12	Mandatory orientation for graduate students prior to class starting or at the very beginning of their student career.
13	Education for grad students on services available- representative coming to classes.
14	I think we do a great job but I think we could do more in outcome measure data- where our students intern, where they work, etc. We currently have no comprehensive means of collecting & sharing that data. Different depts. & different colleges collect their own data but it isn't supported to be comprehensive from LT. Even just a statement from LT that it is important would be great. I don't even care who might be in charge as long as it's consistent and can be accessed for a variety of purposes.
15	Support more online initiatives, perhaps with technology, or a department that focuses solely on furthering our online goals.
16	Increase renewable financial aid/scholarship opportunities funded by university. Make us more competitive in new & continuing enrollment. Include Grad Students!
17	Agree with all recommendations. Lead should be part of GPS program required by all.
18	Provide staff in Res Life for advising, career development & success coaches- office in the halls. Make more accessible.
19	Develop mentorship program through the Excel Centers
20	Internship and other experiential learning opportunities are so important to students' success in their career/job search. Our current process is very segregated and inconsistent. There isn't always a lot of knowledge about the legalities of what constitutes an internship and I worry about liability due to inconsistencies. Could this be an area of shared services?

21	Identify dedicated collaboration space for students across campus, look at a centralized reservation system for student space.
22	Do tuition discounting for siblings and spouses that attend UCCS.
23	Bring name brand food options to campus. Dutch Bros., Starbucks, Chic-Fil-A, Noodles, Chipotle and negotiate rates so things are affordable.
24	73,816 contacts to advising show that students don't have access to tools to plan their studies. Enable students to make their own degree progress. Give them tools.
25	Financial aid should be fully staff counter supported. Additional admin staff is a necessity to provide a professional competent experience from day one to graduation.
26	Other campuses (like CC) have theme houses. Russian house, French house, etc. Also things like Greek Row greatly contribute to the college experience. We should pursue these ideas.
27	We should find ways to subsidize students who are close to graduation. Good students could get discounted parking, small grants, etc.
28	Would like to see more departments utilize mountain lion connect (org sync) to gather data and connected with students.
29	Gateway seminar instructor should act more guidance relative to the goals of the program. Messages can be mixed.
30	Ensure there are adequate number of success coaches to support growing number of students.
31	Provide adequate number of admission counselors to guide students in degree selection especially for those choosing online degrees.
32	To support better transition between year 1 and year 2, a better effort to support the rising second year students is needed. My suggestions are below: use of peer advisors (SSC) to support "at risk" transitioning students. Similar to the success coach model peer advisors can reach out to conditional admits and gateway students.
33	It would be great if Clyde can learn a little American sign language. Can visit CSDB Colorado School Deaf Blind.
34	Help guide conditional admits to disability services if they had services in high school.
35	Provide tutoring support dedicated to students with disabilities and veterans with disabilities.
36	Numbers by student credit hours would be more helpful if able to break it down by actual student numbers.
37	Allocate resources to accessibility across campus online programs, access to on campus programs, educating faculty- proactive approach.
38	Bring GPS 1010 under retention/FYE office to better serve students.
39	Important to reconfigure space and people to make a center of student life, leadership and engagement.
40	Incorporate a required 1 credit library research course- delivered online or in person- for every undergraduate.
41	More athletic facilities for the student body to utilize along with the athletic teams. More facilities provides more games for the student body to attend. Also, gives us the chance to provide more games (ex. Blackout night) for the students to attend.
42	More student opportunities come with athletic support. Facilities help us to accommodate our student body and their desire for more events and involvement on campus. Stadium, baseball field.
43	An increase in athletic spaces will give the student population more opportunities to use our current facilities. Intramurals, club sports and other miscellaneous student clubs will benefit.
44	More athletic facilities to provide the entire student body the opportunity to experience top-notch facilities. More intramural opportunities. Athletic expansion.

45	Empowering academic advising degree audit and recruiting with resources and support can help.
46	Centralize academic support services in a single location, including tutoring, technology support, etc. This would follow the learning commons model. These resources are too scattered at the moment.
47	We need more academic advisors and ways to improve their retention.
48	Continue to expand the collegiate athletic programs.
49	Add athletic teams- wrestling, lacrosse- not ready for football. Need additional space/facilities for athletic teams spectator opportunities- general student use of athletic facilities (like the soccer field) ARENA! Athletics needs it! Lure for graduation, concerts, etc.
50	More opportunities for students to attend events on campus i.e. athletic games, concerts. More career center support students. Continued focus on alumni mentorship programs. More on-campus events for alumni to attend.
51	More athletic facilities- An arena we could host graduation. More physical education classes. Concerts. Better facilities will increase the students experience and they are more likely to donate back to the university.
52	Increased hours, affordability, variety and overall improvement to the campus food services. Perhaps lease spots to Starbucks, Subway, etc. to companies that know how to provide a good product at an affordable price at the times desired.
53	We need to grow our career guidance office. Our career center seems to be a life support and should offer a central place for students to go.
54	Even more integration of student success and faculty and academic affairs.
55	View the student experience as a healthy one with engagement- attention to the whole person. Good work with recruitment and decreasing attrition. Let's keep engaging in dialog around acceptance of diversity.
56	Our most important initiatives should be in student retention and providing that office with all necessary resources.
57	Living-learning communities in the residence halls.
58	More investment in academic advising. I'm not sure that the current success coach model is working for the first year students.
59	Assessment!!! We need more formal assessment to understand our students particularly exit interviews for all students who leave and more data on the entering class.
60	Move to more mobile technologies to connect and offer services to students. To register classes, pay tuition, create online community. Need an arena! Sports, concerts, graduation, more student activities.
61	More student athletics on campus- they are my best students!! To do that, need new sports and support facilities.
62	Arena for athletics. Indoor track for student use in winter months. Baseball stadium- now we have a team- need a stadium ON campus so students can go watch.
63	Students with disabilities need more staff and space.
64	Bridge program expansion from 1st gen pre-collegiate programs to 1st year experience -> there is a big gap in this hand-off.
65	Many of the goals and recommendations are focused on 1st year students, which is essential and needed. Equal emphasis on the needs of second, third, fourth, etc. year students and best practices should be considered intentionally.

66	Don't think the living/learning communities would be popular with today's students. More individualized. Have heard students complain about academic advising -> students have had to stay longer due to mistakes. Continued growth of rec and athletic programming is key. More formal housing programming. Student staff needs more support in developing and organizing programming. More support needed in the wellness of students- the volume is high with student incidents and the staff needs more support. Agree with making the advising more robust- better training for advisors. Quality vs. quantity of programs for students important- too many small events.
67	Mentor programs w/minority students and faculty.
68	Great job! It is a challenge to meet the needs of a range of student groups -> honors to conditional admits.
69	Emphasize student experiential opportunities. It is what will keep students coming to campus rather than online. Examples- Farm and Greenhouse renewable energy design, transportation planning, a new garden near residence halls- across from lookout on Cragmor, food next door, we should lead with these since they are exciting and help to retain students.
70	Create a sustainable learning community in housing. It makes sense since we have the gen. Ed requirement. They could do research in sustainable buildings and living in their home environment.
71	The increase of student support efforts is positive. I support the recommendations. Teaching GPS I've helped students access a variety of the services.
72	More athletic teams and student activities.
73	Undergraduate research is a good thing, but again, faculty who take it on need course releases so student researchers can benefit from the faculty's attention.
74	Why have on campus housing and not on campus education? More classrooms.
75	There are several 'niche' mentoring programs on campus. Some successful, but all seem to miss a larger connection to the community. Could the campus consider an umbrella mentor program to focus on community and industry mentors, which will provide students with a connection to jobs beyond electronic job applications.
76	Consider an overnight orientation to better prepare/support first year students and their families. Focus on specific sessions for first generation students/families.
77	Students need to come in with LIFE SKILLS to be student employees- quit babysitting them.
78	Athletics providing equipment that is ADA compatible (wider weight benches and hand cycles)
79	Supporting Students with physical limitations both temporary and definite
80	Through expanding parking options maybe on campus
81	Shuttle service (building to building)
82	Create the addition of more one-on-one tutoring opportunities for students especially in remedial areas or for at risk populations such as, students with disabilities
83	Direct resources to build a UCCS Mountain Lion Arena in the North Nevada area
84	Create a position for advising for student athletes
85	Focus student activity events around mountain lion athletics
86	Develop a program to match out of state transfer students with faculty. Athletics develop a program to pair athletes with local families
87	Excel Centers provide help with Accounting, Finance, and Stats, career center - develop the office to provide outreach for first year students and alumni
88	Develop a program to provide lap tops or mobile access to technology for students, a loan to buy program for laptops, use the buying power of CU to provide discounts for students to buy laptops

89	Focus on the students spaces, art, character and UCCS in all of our facilities. They are beautiful buildings but need more character and more student experience reflected
90	UCCS Lead to 1,000 is unrealistic unless faculty receive credit for individualized instructors
91	On Campus apt/suites dedicated to athletes from all sports
92	Love Barbara Gaddis
93	Housing experience needs to be open to a variety of interests: international students , learning communities
94	Create a more rich college experience by creating informal spaces (small tree lined areas, grassy patches, more students living on campus is good too! Frisbee! Hacky Sacks!
95	Shuttle service to nearby neighborhoods, more mountain lion branding across campus - take away more of that "commuter" feel
96	Allow student - athletes to have access to dorms over winter break. Many teams have games during this time and can have practices.
97	Breakfast must be expanded until 11:00 a.m. Many teams practice in the morning and currently only cereal is served past 9 a.m.
98	student athlete specific dorm, more intramural activities during cold months indoor track area, fee free athlete move in (early) both semesters
99	Integrate some strategies to connect with non-traditional students who have restrictions with participation in various activities
100	Keep tutoring & excel centers strong, expand if possible, breakfast hours later in the dining halls 10:30 or 11:00 a.m., dorm specific to student-athletes, fee free early move in for fall athletes living in the dorms. Access to dorms over winter break for athletes.
101	With respect to a transformative educational experience that engages students both inside and outside the classroom. I would love to move toward a research model in my college where faculty and graduate students collaborated more. Study problem solve, and publish on regional issues
102	To expand Civic Engagement & learning add staff/GA position possible dual appointment or partnership with research programs
103	Support service learning with a professional staff that facilitates this learning opportunity
104	More collaboration with housing/GPS/ Advising to meet student needs earlier. As an advisor, I do not hear from GPS staff or housing staff as often as I should to support students
105	Yes - UCCS Lead continue to grow and put more support towards it.
106	Continued efforts for on campus activities
107	ways to help students learn to appreciate the importance of GPA, diversity events
108	We need a Starbucks on campus, other food choices, and another parking garage
109	How do we get the students to stay on campus after 1st year? Dorm scholarship? Campus experience? Parking to high - parking spaces too small
110	In order for developmental advising to be implemented, caseloads must be smaller. Increased advisors will make advising enhancements in GPS more feasible.
111	How can we take the non-traditional student in high impact practices like learning communities?
112	CU-SIS has the functionality to consolidate comments/contacts across campus without the cost of a new system.
113	Investment of 10,000 contacts to 513 students is concern. Where is the support for students in the middle?
114	Add more support to student advising - students report that resources are limited when they attempt to meet with advisor, additional places on campus for students/staff to eat

115	Excel Centers - Consider encouraging graduate level support - first seek volunteer faculty - consider graduate students as volunteer/testers for graduate students, Reason: Many of our transfer students have not had the same writing/science requirements
116	Over-crowded classrooms and awkwardly scheduled class-times negatively impact the student experience. We must aspire to increase classrooms.
117	Reducing student/faculty ratios will improve the student experience. This will also help improve retention.
118	More merit scholarships as middle class students don't qualify for need-based.
119	Put priority on practices to retain and service current students over recruiting new students
120	We need to have increased school spirit across campus. We don't have the mountain lion displayed across campus within facilities. It's sad to see facilities funded by students that don't celebrate school colors, a logo, a mascot, etc. We need to adopt something and stick with it for alumni to be proud of, come back to and contribute to. Actually, the majority of our buildings across campus utilize the same interior colors, that may be appropriate in some areas, but perhaps not in others i.e. active areas should utilize vibrant and exciting colors tied into school colors
121	Communications needs to be streamlined across campus, therefore maximizing our resources for student events. There are a variety of events and programs available to students, many that directly compete with one another. Departments that plan/organize student activities should be utilizing the same software program, so everyone is on a similar page
122	We need more outdoor sports fields for our students to participate on and recreate within.
123	We don't have a single outdoor baseball/men's softball field for students, we need an indoor climbing wall; extend the bouldering wall (current) up.
124	More support of the career center - ensure success, nurture the transfer students, emphasize research opportunities for undergrads, perception: students think they are going to an easier school than Boulder - expect to get all A's
125	My students are frustrated that UCCS has a lot of hidden fees which they cannot see ahead of time. The other area of frustration is lack of food stores/cafes on campus. Especially on weekends and in evenings.
126	Track student involvement across multiple areas, such as attendance at OSA event, athletics, rec events (intramurals), clubs/orgs and housing events.
127	Create living/learning communities that will retain students
128	Utilize UCCS Lead to help train RA's in leadership development
129	Collaborate with wellness to develop a wellness themed floor/building in housing
130	Combine Success coaches and academic advisors so its one area always doing outreach
131	Alongside athletic events & student activities, students need more high level artistic music and arts programming, specifically to attend
132	University Studies, GPS courses - include the library as part of what should be embedded in the course
133	Revisit Window admissions standards, increase merit based scholarships (thanks for increasing them this year), build out online tech support
134	On the student experience listing the arts is not listed at all major and vital GAP!
135	Student experience - Enhance experiential education opportunities on campus and off. Don't just focus this on academic fields/colleges but more holistic to their professional and personal development
136	living learning communities - great! Academic support
137	allocate resources to the library to promote student community and activity
138	UCCS Lead is an awesome program!

139	Put a gondola system in place that is a way of connecting the entire campus. Shuttles can only do so much. This is a fun and unique idea that could be marketed.
140	We seem to grow for the sake of growth. Why not uphold our mission of being selective and free resources to support qualified students? This should cut costs.
141	Embrace Diversity issues with Colorado Springs community forums w/transportation from UCCS to see what communities issues are brewing
142	Offer free counselling services to all students
143	The classes offered (being talked about) w/in the residence halls, be more life skills focused. i.e. budgeting, laundry, couponing, home, etc.
144	Require every major to create a club based off that major.
145	Require that every student regardless of their major complete an internship, research or community service experience.
146	Increase the number of living-learning communities in housing. For example, add a floor for business majors, undecided, psychology, biology and the other majors that have the highest freshman enrollment.
147	Hire more academic advisors and require every student to meet with their advisor once a semester to limit the number of students that self advise.
148	From a recruitment standpoint, add more summer program for prospective high school students such as an engineering camps or nursing camp where the students live on campus for a few days and explore their potential major/careers.
149	Required internship for ALL majors for applicable credit towards degree. Required academic advising for all undecided/undeclared students
150	Required check-ins w/academic advisor each semester.
151	More dining options for commuter students (flexible hours) w/prepared to-go meals (outside of hard-boiled eggs and breakfast burritos).
152	Eatery option (coffee shop) in summit village outside of the lodge.
153	Job placement opportunities for each major/college not just College of Business. * all colleges need directors of job placement to help students as they prepare to graduate
154	Increase the number of academic advisors.
155	First experience's office has their hands full and are unable to truly combat the issues that are present with the incoming students with the limited resources and man power they currently possess.
156	It is not helpful to admit a student under the "conditional/University studies: title with hope of success- when it is near impossible. I believe it a hindrance to their long term goals, finances and well being. If this is an effort on UCCS' part to increase enrollment or tuition- I think it is deplorable.
157	It seems when enrollment number is low we have a lot of "late admits." I feel admitting students after the semester has begun is doing a dis-service to those students. A late admit student is not being set up for success.
158	I know it requires money to add more academic advisors, but this needs to be addressed. How helpful are we really being when our advisors' student caseloads are 800-900. There is no time for those advisors to developmentally advise their students. They are really just working triage. Recommendation: Turn the four success coaches into academic advisors. That adds 4 advisors to the staff which will lower all advisor's student case loads and let more intrusive and developmental advising occur.
159	Would like to have a separate "customer experience" office that focuses on retention-specific issues.

160	Would like positions within that office whose jobs are to evaluate and improve the student experience.
161	Would like to reevaluate student advising/coaches and make that a more user friendly and consistent experience.
162	Additional staff in student employment would be helpful in order to support the goal of increasing employment opportunities for students.
163	Orientation: how can we better serve students that are deaf/hard of hearing?
164	Recruitment scholarships. Especially for Pell eligible.
165	Streamline the GPS course for conditionally admitted and university studies students by opening choice of 1010 courses, but expand and require 1110 in the first semester to focus on and build skills.
166	Start football and marching band to build spirit and community engagement.
167	Keep university studies and GPS complimentary but separate.
168	Lots of these items are in progress for being implemented. Developmental advising training for advisors would be great- some has been done- student success coaches are doing most of this. Promoting academic advisors more to sophomores would help bridge them to that department. I think they are getting "stranded" after freshman year by not being connected to academic advisors during the 1st year. Reducing the ratio of advisors to advisees would help with proactive communication. Nothing like one-on-one advising.
169	Student study space in academic buildings is lacking and impacts the student experience and formal academic support space is strained to meet student demand. More dedicated space is necessary.
170	Rethink first year experience. If you want faculty involvement you need to give some responsibility to colleges.
171	Make career center more relevant and accountable for placements.
172	Support for service learning: perhaps have center for service learning with faculty/staff who are available to work with interested faculty one-on-one to develop a service learning component for their courses. Similar to how an Ed tech would work with faculty to integrate technology into the curriculum.
173	Need excel center to build basic business skills/tools for all students.
174	The UCCS map- both pdf/print and online- could be improved to be more helpful. For example, BERG is not on the map and is not an actual hall building like other halls. (It is very confusing to have it on the map key but not the map). Another example is Heller Center that is another area of campus and given without location context. For those on campus, fun signs would help visitors and new students.
175	We need a more equitable way to compare programs (resources, quality, students, etc.) across campus. Developing consistent metrics is important
176	More partnership with pre-college programs to help the student transition easier to UCCS.
177	Increase campus work opportunities for people w/disabilities. Get offices to hire more people with disabilities.
178	Increase accessibility for students w/disabilities in all areas including excel centers.
179	I think it would be supportive to students to provide anti-plagiarism software- perhaps through the writing center. Such software need not be a weapon that faculty use to police students. Rather, it can be a tool for students to assess the adequacy of their own documentation methods and habits. If they could run assessments through such software before they turn it in, they could learn where their own strengths and weaknesses lie.
180	we need to start a solid program of service events on campus, trips on weekends and breaks for student to participate in

181	stop calling students conditionally admitted, they are a full admission so this is a lie. Conditional actually means they are not admitted until conditions are met
182	stop admitting students with under a 92 index score
183	change the name of conditional. Look it up in the dictionary, we are using it wrong
184	be transparent to our conditionally admitted students, they think they are fine coming in and don't realize they need to do well and commitment to the education to do well
185	committing to students success via graduation rather than being a number to face in a year
186	increase the number of parent and family programs a student support system is a great predictor of retention
187	split parent and family programs from first year experience they have separate goals, mission and vision
188	Parent programs and success coaches do not belong together
189	Increase the ability to serve all students in the career center more interview days, professional adequate, career courses, personal assessment, etc..
190	start linking courses to GPS courses
191	continue having input conversations with cu student success all voices need to be heard
192	success is not taught solely by learning how to study and take notes we need to meet a student where they are at
193	start listening to the voice of the students what's best for them
194	put your personal agenda aside and do your work for the best of the students
195	assess student experience from the student, focus groups for first year students to hear what is good and what is not
196	start being proactive not reactive, reactive policies and procedures don't work, like calling or emailing a student 5 times a month
197	Make sure the initiatives are ethical
198	Actually include qualitative research from students and staff to back up or explain your numbers
199	restructure success coaching this would more appropriately accomplish retention initiatives and allow the success coaches to do even more meaningful work
200	be transparent in communication with conditional admitted students this helps student trust the institution more, they already have a distrust for institutions
201	plan at least 6 months in advance, fall programming needs to be set by the end of fall semester the year before, this helps communication efforts between staff and future students
202	better collaboration between first year experience and GPS strange that there is a struggle for these departments to work together when the goals for the students are the same
203	include ethics awareness and understanding beyond CLC, UCCSlead and GPS connect with student living communities and student workers and sports students
204	students coming to UCCS and all places of higher education have more complex lives than 10 years ago. It is important to increase programs that address these changes. Gateway guides and success coaching blend nicely however 2 guides for over 1200 student and 4 coach's for 1200 students does not allow for enough deep work for mid level concerns students have. I recommend a structure where professional staff with master's degrees in counseling or related field are able to provide in depth work for students in distress.
205	create mid level care for after a student is past the crisis phase of depression or anxiety this could look like this: severe mental illness and distress to counseling center, mid level/mild depression and anxiety and personal concerns to success coaches, roommate issues and homesickness to other professional.
206	separate family and parent programs from success coaching

207	greater support and resources for students with emotional distress, this is becoming a significant factor in retention
208	if feasible I think that concentrating success coaching to high risk populations will possibly provide greater more robust support
209	rephrasing conditional admits, student seem confused by this terminology and I think it could benefit from more transparency
210	incorporation of peer mentors a formalized peer mentor program to support 1st years and provide UCCS lead students an opportunity to mentor at risk first year students
211	a collaborated residence life programming model that incorporates various dept. involved in the student experience
212	development of a business and or engineering excel center
213	maintain campus open space for student activities in a natural setting and for education and research opportunities do not build a field house in the middle of the campus's largest parcel of open space as currently shown in existing master plan
214	build net zero campus housing and other buildings this would have marketing benefits and financial benefits
215	campus transporting is a huge and increasingly important factor that affects student life, recruitment and retention, develop and implement a sustainable transportation plan. Replace existing shuttle buses with a fleet of electric buses. Partner with google or other company to create a test site for this type of transport. it would appeal to students and bring in corporate dollars and would provide educational and research opportunities
216	increase support for transfer students, can there be a dedicated success coach for this population
217	provide more housing for transgender students
218	continue food options for organic and local
219	build or renovate a dorm specific to housing student veterans and their families, other universities have done this and it has helped with student veteran engagement on campus
220	advisors have a big burnout rate what if their job included a variety of tasks such as advising a student club to help prevent burnout rate
221	have success coaches have more flexibility to teach students autonomy as we are facilitation dependence on others many employers are complaining about the millennial student population and how they have a lack in soft skills
222	better communication to transfer students - create transfer guides for all majors for community colleges in Colorado to help with the transfer process
223	hire personnel in the career center to develop relationships with more employers
224	create more programs and support for graduate students and make sure their voices are included in campus discussions
225	provide GPS classes opportunities to provide academic support, to engage with the student experience like theatreworks, UCCSlead. Etc..
226	we need to give new programs the opportunity to succeed before making changes mid semester/UCCSlead is changing too fast.
227	multicultural services will need to expand to meet the needs of a growing campus. Two professional staff member in the current model could connect to other diversity focused offices
228	increase opportunities for civic engagement and service learning - more centralized so all students can access opportunities

229	there is a disconnect between diversity offices. the Matrix center, MOSAIC, LGBTRC, Religious center and Vice Chancellor for diversity. They should all be connected more impact could happen with not much more money if they join forces
230	create collaboration more often between departments to better establish unity
231	graduate students have reported lack of writing support and feel the writing center is primarily undergraduate tutors. How can we strengthen support for graduate student development in writing.
232	expand ideas to include graduate students
233	Have ways for student life to work with UCCS staff to promote and research student programs. it is currently difficult for staff to reach students to let them know about great programs the colleges offer to them
234	great strides have been made in 1st year student experiences I feel more efforts should be targeted to juniors and seniors transitioning to career fields
235	student support units need to work together more. Tuition waivers are non-existent for graduate students at UCCS how can the barriers to graduate enrollment be removed when we are not supporting our graduate scholars financially. Graduate enrollment numbers in the plan are not realistic at this point. We have some of the highest grad tuition among our peers and do not compete with others to offset the cost of grad tuition
236	why is there no centralized hub for volunteer service learning experiences? There seem to be tiny pockets of service learning but no centralization
237	the success coaches should be integrated into academic advising and instead be 1st year advisors so that the experience is more seamless and assist UNIV/UNIX, undecided students specifically
238	student experience begins at orientation I think it would be great to have a more inclusive experience like other major campuses such as Freshmen week or something similar. It would be great if staff from UCCS could visit other institutions who are known to do it well and begin to model after them. We should also have a presence at orientation conferences. The entire campus should have buy in during orientation and have a sense of all hands on deck. Facilities (bathroom, computer labs, act) should be clean. Our prospective students and parents should be able to recognize that it is a big deal to be at UCCS and we take it seriously to have these new students.
239	These are great ideas but I feel you won't have much success until admissions standards are changed to not admit those who are not college ready - instead partner with Pikes Peak to create programs that focus on our conditional students
240	Expand MOSAIC student of color and LGBTQ will not stay if they don't feel welcome example CSU diversity cluster
241	we need to increase admission standards to enhance our student experience because they are better prepared to be here
242	Look into online advising and career counseling software to assist the online community/ software to help with FERPA regulations
243	require conditionally admitted students to enroll in the summer for bridge program
244	Health and Wellness - more resources for the student counseling center
245	first year experience works well continue with the GPS courses however consider more learning communities
246	grow scholarships and increase number of work study positions especially without financial aid requirements
247	add Greek Life
248	apply for division I status add football and wrestling

249	in my previous experience in higher Ed, it seems like more emphasis is placed on a career center. Since resources are limited, what about combining the communication center who puts on mock interviews with the career center to have more people working with students on career and communication planning
250	Lengthen orientation so students are able to hear more information from departments it might give them a better chance to get a feel for the campus and understand policies
251	formal assessment of 1st year experience to include the GPS program and courses increase in mental health and counseling services available to students
252	Please include the library in important offices/services for a successful student experience like academic support and research support
253	Include updated information about the UCCS lead program consider the goal of developing a comprehensive leadership institute
254	Increase the possibilities and opportunities for transfer students from CO community colleges by more and improved articulation - course by course articulation, program/degree articulation. Provide additional and improved resources to community colleges to recruit transfer students
255	Expand library - move academic support centers to library providing a one stop experience
256	There needs to be a better collaboration and relationship between University Studies/GPS/Advising and Success Coaching. Currently we are not working toward a common goal because of the current political relationship
257	How does an institution of this size not have a VC of Student Affairs? The Current structure necessarily means enrollment management is the real job of that VC, and student success is secondary. That is why so much of Student Success is having such a hard time. these two functions need to be divided into 2 positions.
258	Evaluate outreach to students, especially university studies students so that it is meaningful and helpful instead of detrimental to making a connection
259	define clear roles between student success jobs and emphasize we are all working toward same goal and better collaboration between departments.
260	it needs to be clear from the start at the acceptance letter what it means to be a conditionally admitted student or else it isn't clear to them what conditions they are working under in the first place.
261	create a common goal and more effective collaboration in programming for university studies students and their GPS courses
262	have planned out a better direction of where success coaching is going. The roles and responsibilities seem to change constantly resulting in less value and faculty and staff buy in
263	as a growing university a more staffed and comprehensive career center would be helpful for students. This would help give opportunities for even more students to use this great resource
264	need to take qualitative data into consideration, especially when assessing the needs of freshmen students. Only quantitative is being used
265	to gather qualitative, do a needs assessment of freshmen students during the 1st 2 days of GPS to give to FYE
266	increase parent/family programs
267	provide a positive experience for university studies students. Fall programming should be completed well in advance so staff is easily able to answer student questions and provide support.
268	for housing student; provide more programming and community building between freshmen and their RA
269	add a service learning component to conditional admit GPS courses to help develop community and responsibility

270	get input directly from success coaches on needs of university studies students and ideas on best ways to help and support the students. Ask those directly working with students what challenges and success they see
271	consider a leadership program where housing students move in a week early and participate in leadership training, team building and activities. This could be an option for students at an extra cost
272	During orientation, create more team building and community building activities so they feel at home consider an overnight experience
273	create a "freshmen center" near or in housing that has general resources available; success coaches, advising hours, tutors, gateway guides etc.. In a central location
274	create a co-advising structure for faculty and student success so students get more consistent advice
275	Back to school contact with students who have dropped out completely (not transferred, etc..) or who have taken time off - incentives/support to get them back in school
276	increase teacher hiring to reduce class sizes and serve student population
277	continue to work on improving the transition for pre-professional admitted to explore other options where they can succeed
278	career center needs to bring web page and student communications up to current trends. They seem to wait for students to find them instead of going out to the students. They need to post on events calendar, Mt.Lion connect, etc..
279	increase student experience offering for non credit courses
280	we have done an amazing job increasing and expanding student experience its hard to say what, how, where or when to make improvements
281	increase student specific space across campus. Jazzman's in UC is great but the coffee counters in other buildings don't welcome student activity
282	academic advising is currently only for undergraduate students. Is it possible to extend a division for graduate students, especially for those who have questions before arriving on campus. Financial aid and mentee scholarships should consider international students. though most international students are not eligible for applying for FASFA, there are opportunities in private funding should be listed on our website. There is no criteria to standardize this process.
283	few experiences are more educational than overseas travel and study for college level students. We need a serious commitment to creating international experience opportunities. As much of our students are putting themselves through college we need to consider short focused trips as well as semester or year long exchanges
284	provide furniture for Dwire Hall atrium so students can collaborate and do homework or just hang out
285	to help with parking, create a partnership with Uber or Lyft to take students to campus from nearby park & rides like Woodman or I-25
286	Would love to see more on campus work opportunities. Studies show students who work on campus have higher retention and grad rates. Can partially paid by requiring students on scholarship to work 5 hrs. week such as being an RA or TA for a faculty member
287	Incorporate career counseling into the student experience from freshmen year. Include assessments, individual career coaching, internship/research and exit planning. This engagement will increase retention, graduation and placement
288	Increase events that engage the entire campus in activities that promote diversity, inclusive activities increase retention
289	provide more work study money to students or help offset the cost of housing by hiring students to work in dining food services

290	Focus on transitional experiences beyond the freshmen year
292	Dean of Students is awesome!
292	graduate engagement
293	Graduate students matter
294	all the GPS courses should have required, standardized learning outcomes. It's not a gateway course if different classes send the students out of different gates. There could be a more explicit focus on supporting first generation students, along with a really systematic method of providing early intervention when they struggle.
295	more online services from the excel centers, make more cohort experiences for the first year experience, GPS needs standard outcomes and expectations
296	graduate student retention is a problem. We have made great strides for student life programs for undergraduates and support for them what can we do for graduate students?
297	reevaluate 25 hour limit for on campus student employment. Develop formal training for supervisors who manage students.
298	Centralized academic advising for freshmen then support at academic level for upper level students within department, more advisors are needed
299	Work with the library to provide after hours tutoring
300	we need one big beautiful building to wrap student resources and support together a visual representation of the importance we place on the student experience and success at UCCS.
301	Provide more support to first year students struggling with challenges of campus life, they are not ready to be in charge of their own lives.
302	Increase technology for online learning enhance this resulting in less construction as we build population of students
303	decrease advisor caseloads to foster an environment that enables developmental advising, retain student experience staff turnover seems high from feedback from students
304	increase scholarship awareness for high achieving students
305	more robust early alert system not only in terms of software and advising but more importantly faculty buy in
306	Increase opportunities for students to work on campus, perhaps pair students from out of state or out of country with local families, Air Force Academy does this very successfully.
307	I would recommend that dining and coffee shop hours be improved and expanded better quality, variety and longer hours. I have an office in Uhall and the little cart closes at 1 p.m. so not options for those with afternoon or evening classes
308	At conclusion of semester meet with students who have low grades and fail courses to find out what happened
309	Increase tutoring areas and space in more buildings for easier access for students in various buildings
310	more funding for more peer tutors, work study=engagement student employment increases study time with peers
311	If there isn't an option already in place, I think offering (by way of freshmen seminar or another type of course) a course that highlights personal health would be of benefit to our students. Providing basic nutrition, exercise and stress management as part of self care. could highlight dining services and the rec center.

Online Education (156)

1	Ensure that UIS is involved with the support of any and all programs associated with the online endeavors. For instance, certain modifications to all of the record keeping across campuses will be needed to ensure that everyone is looking at the correct data.
2	Online programs provide a critical role for many of our students especially our nontraditional students. Students with disabilities are at times better suited for online courses as it may alleviate the need for certain accommodations. Those students with families can also benefit greatly.
3	RN->BSN program needs to have an online offering of chemistry. These working nurses cannot come to campus so they're forced back to PCC because of their flexibility of offerings.
4	Increase opportunities for continuing education and certificate programs.
5	Make managing online education easy- use better tools.
6	I see the need to have online non-credit programs offered to professionals in the community. The missing link for this to happen is an online platform to handle quick registration, payment, class itself and printable certificates.
7	Online education needs to be less a focus for degrees but what it provides for flexibility for our students and scheduling.
8	Staff increase to cover demands of on-line learners. Opportunities for staff to work from home to answer advising questions, etc.
9	I think the more we can offer online the more competitive we will be- especially for our non-traditional students. Making sure tuition benefit can be used for online courses. Would be great to offer a paralegal (or similar) program online.
10	More video classrooms- visual teachers instead of just online chat discussions.
11	This area has seen good improvement. However, I think we are a little behind our competitors. Many students talk about the many courses and opportunities offered by other institutions, such as CSU Global. There are only a couple of true online completion programs, but we don't have any complete online programs. I think the advertising to prospective students is misleading regarding this. Many come to UCCS with the expectation to complete an online degree, and we end up sending them to Colorado Community college to get started. Since we don't offer most of the first 2 years of course work online. There is a high demand for online sections, and they always fill quickly when offered. Offering more will attract a larger non-traditional student base.
12	How will the administration support student support in online Ed? Advising, library, student experience, etc.
13	Not sure if this should be with student experience, but it is in relation to online student services. UCCS needs a better new student orientation for online students. Currently this is done through email, which causes a lot of confusion and follow-up. With better technology, students would benefit from a more interactive, informative experience.
14	Allocate funding for library support of online students through online resources, EBooks/Textbooks, and software for online conferencing.
15	Online education is extremely important, but as we have seen with CSU Global, requires a lot of effort. In particular if we intend to work with all of our CU campuses. We need to ensure a high level of competence and man hours toward such a project.
16	More prerequisites for various programs- such as nursing, should be offered online. High demand from military.
17	Online technology needs means we need more robust systems (SIS) to deal with online student population. Chat systems, workflows, etc.

18	Choose high demand, knowledge heavy (versus skills learned in labs, teams, etc.) degree programs and focus efforts on these.
19	Consider an additional focus on hybrid courses on campus, which can be a way to experiment with getting other types of courses (such as team-based ones) fully online in the future
20	Our online programs should focus on serving our current (mostly local) students to increase flexibility & access.
21	We should not be trying to serve the world and compete with ASU & SNHSU and Univ of Phoenix in this area.
22	Create a start-up class for students to take to get up and running in the online world.
23	How does the plan support staff who will handle the increase in online UCCS Students?
24	As online programs grow, appropriate support resources must be implemented to assist students, online tutoring, online advisement, online group activities all with quick response and quality service.
25	Online education provides an opportunity for a traditional brick and mortar school adapt faster to changing employment needs. Work place needs are going to continue to change rapidly and I think online can help us keep up. I would like to see online programs add new tracks to existing programs, so that the foundation is in place and specifics could be added. For example: an online track in emergency management preparedness could be added to a GEEV degree. Different from our certificate, it would be an entire new career track which is in huge need.
26	Need to explore when on-line, on-campus and hybrid are the most appropriate. Are there best practices and research that we can draw on?
27	Not much is mentioned about support services for online students. They present unique challenges and require a multitude of different contact points. All support services need developmental training to learn about how best to support this growing population.
28	I like that online programs are a priority. I appreciate the emphasis on degree completion. We need to also focus on developing student services to better support online students.
29	Increase online course offerings by 5 courses per year. These courses do not need to be solely part of an online degree but can be used toward on-ground degrees- options for students who can't take all class on-ground.
30	Departments need to provide more flexible admissions to their programs if they want military and veteran students to attend. Acceptance of more military transfer credits and credit for military training/experiences would ensure that more military and veteran students would pursue education here at UCCS.
31	I realize online Ed is growth area but as an institution we should strive to minimize online ed. It is bad pedagogy. It is convenient but in most cases, it is little more than that. A high quality educational institution should strive to provide the best education and not the most convenient.
32	Can the distributed studies major/degree offer a 3 year online version?
33	Integrate application process within the CU system. Offer more introductory courses online to alleviate faculty workload (class size).
34	The push to teach online and offer degrees fully online needs to come with the resources to support it. This means development monies for creation of courses or moving a face-to-face course online. Also monies to pay for online instruction, whether lecturers or tenure track. Also education- perhaps required for all faculty that teach online to maintain a high standard of instruction and foster engaging courses that allow for meaningful experiences in an online environment.

35	In SPA we are moving to more online and online degree completion, however at the grad level we often can only offer a core course one time per year because we are small, have 3 full time tenure-track faculty and a handful of instructors, who also teach in an increasingly large under grad program. We want to offer more online but currently lack the resources to do so. With assistance in resources (faculty) or the ability for overloads for faculty we could do this more consistently. Perhaps planning sessions with departments/colleges on campus to figure out how to make programs online. I don't think this will be the same for each program/department in regards to needs
36	One course management system for all.
37	Include automatic video recording options in the online system vs. having to upload videos and/or pictures. Make blackboard more user friendly or a different online interface. For instance- allow each student to have a picture attached to their name for each post to make it easier to recognize and interact with the students.
38	Expand online programs for traditional students- take a class while on campus- over summer
39	Devote and dedicate individuals and a unit/dept. solely to online in ALL aspects (minus faculty) tech support, staff: recruiters, advisors, assistance, etc. Currently feels like an after thought and the same people working with 17 year old traditional students are trying to meet the needs of 35 year old adult returning students.
40	Marketing is not just ads- please increase support for "branding" and increased presence not just locally. This means supporting conferences, attending meetings, sponsoring events, etc. More/increased relationships that are beyond Co Springs.
41	As a department that will be starting an online degree in Fall 2016, I worry about who will be coordinating, dealing with questions and concerns of online students, etc.
42	Technological support for online learners.
43	Central application (1) for online vs. Col Springs with ability to choose online only program.
44	Explanation of an online doctorate degree in education leadership
45	Training for faculty to teach online or focus on hiring faculty with this experience and expertise.
46	Programs to look into for online: Computer science, game design, most humanities (history, English, etc.) A more robust or flexible general studies degree could bring in a lot of students and compete with CSU Global
47	Support more private/public partnerships. This can be done in many ways including program partnerships, naming buildings, and in general going to industry and asking what they want/need from academia. This is an area that is talked about but the enthusiastic support from some in leadership is lackluster.
48	Yes! Online is critical to our success, meeting student demand, and competing with for-profits. College of Business already has programs- we will need to continue to invest to ensure high quality of courses and programs.
50	Online doctorate program
51	In our pre-college program- offer basic options for Jr. and Sr. High students. Will give a taste of college level curriculum, get them familiar/connected to UCCS, start with a few college credits.
52	Be a campus with 100% of online classes that are quality matters certified. Provide strategic investments to make this happen.
53	Create an online program around policy and cyber security- to support the new cyber security initiative.
54	Make sure to involve export controls with online registration and enrollment process.
55	Online programs are certainly critical to the future.

56	We need to consider degrees that would be in demand/attract rural students. Small business management would be an area I think that would be needed. Or perhaps something with food production.
57	Focus new online programs on the military community. They have access to huge financial resources but need assurance their progress can continue if they leave due to their service.
58	Increase online learning! It is the wave of the future and it seems we are behind the times on this. Black Board? Maybe another online platform?
59	Online programs are absolutely critical to the future of higher ed. I suggest partnering with compass curriculum for more lower division Gen-Ed courses. Develop more general Chemistry 1 online courses for high school students.
60	Support for the infrastructure of technology in online education from videos to closed captions.
61	Better video integration into blackboard. Tech integration.
62	For undergrads: incorporate evidence-based strategies to prioritize decision-making in regards to which courses to offer on-line and which to require on campus participation. I believe there is quite a bit of research indicating that fresh-soph undergrads especially those who are first gen and from underrepresented populations or conditional admits don't do as well in online courses.
63	We do not market that students can take online, in person courses. We tend to think of either online or traditional courses, and our internal policies make it hard to track and get students to move easily between the two systems.
64	Yes we must update, however when we have change like video- everywhere to voice ___ the instructors have to be the sole support until the lay of adoption is complete. For students and faculty this can be frustrating. Additional student support for tech changes would be helpful.
65	There needs to be an option for online classes which are synchronous and this won't happen until an investment is made in the staff (or student employment opportunities) needed to support this. University services need to be the same for online and on campus students. invest in more FRC staff and more continuing education opportunities for faculty who want to learn about (or improve) online teaching.
66	All university services should be the same for on campus or off campus (online) students. Majority of online classes should have a synchronous option and there should be online clubs as well. Improve the user experience for online students -> confusing if they are online, extended studies, etc.
67	Maintain focus on quality as we move into the on-line. Quality of faculty, delivery platform, and the student deliverables.
68	Make sure online application and enrollment process is easy to navigate. Process is streamlined and good experience. Open education- offer teaser courses- open to public (maybe for certificates)
69	Survey community orgs; business to see what courses they would like to see offered online. Graphic and web design courses. More _____ opportunities for online community.
70	Make/require faculty to get trained on education- how to teach in class & online.
71	Online programs absolutely play a critical role in the future of education. More students are working and going to school, which makes meeting degree requirements sometimes difficult. I would support more online options in graduate programs, especially in health sciences.
72	Online programs are essential to future of HE and UCCS
73	Why enter an already competitive- if not saturated- market, instead of differentiating and investing in face-to-face.
74	Need fully online undergraduate degree offerings.

75	must boost our online presence as many of our competitors are investing significant programming, infrastructure, and marketing dollars.
76	Need to create online programs for "common" and "differentiated" majors/minors
77	Need to provide a streamlined and easy consumer experience (IT assistance, online chatting/live help, alumni engagement, etc.)
78	Online courses fill first normally. If we are going to have online degrees, for students who may not be in Colorado, we need to make sure there are enrollment restrictions so those students can get the online courses they need.
79	Remove MAPS requirements for transfer students. - MAPS particularly the foreign language requirements, will inhibit growth of online education. Ex. Language deficient- UCCS- two semesters of foreign language; CSU- Global- no worries; foreign language also can't be completed online currently.
80	Online education should not replace regular classroom instruction. We need more classroom space and more opportunities for experiential education during class time.
81	The online infrastructure needs to be improved before more online degrees are offered. 24/7 tech support- not just blackboard related. Completion of "forms" still has some gaps for students- not able to do everything online. More faculty need to be trained in how to teach online and the FRC could use more staff to accommodate.
82	Expand online offerings and streamline applications for online/non-traditional students. There is a large amount of tuition money left on the table. More online graduate, especially.
83	Don't forget copyright! Work with the library to ensure copyright compliance in online course offerings.
84	I would have liked an online education /technology alternative teaching licensure. I see a need for this in the Colorado Springs school district library technology position that are not being filled.
85	Online is absolutely critical to UCCS. A lot of liberal arts, humanities, education, and public affairs programs are good candidates for online. Less so in science and engineering. The 3-year program is silly.
86	Something related to hotel and restaurant management.
87	You must add some faculty lines dedicated to online.
88	With increase cost of tuition I strongly favor a 3 year degree program being much more attainable for students, specifically working students for flexible online hours; I do not agree with loss of face to face programs completely.
89	Yes. Global expansion and the increase in technology and the use thereof merits online education playing a critical role in "keeping up with the times" and enhancing accessibility to education.
90	There are challenges to converting an entire program. Gain accessibility, but may lose critical hands on training and in-person dialogue as well as perceived level of authenticity.
91	Hopefully this campus does not concede to becoming a capital chasing online institution. There are course spaces where HYBRID programs are valuable, but sacrificing in-class for online will be detrimental.
92	I think it's essential to develop undergraduate online programs to remain competitive. Quality of delivery essential faculty and staff training, technology, training for staff needed to maximize use of online tools/social media. Improve and expand orientation for distance students to ease transition to UCCS. It would be great to see more of our basic general education course offered online or hybrid, full-semester. for example: Engl comp, intro hist classes, psc, econ

93	Things that one should review- students who are deaf/hard of hearing; one needs caption/type will during a lecture/group/media. Online interaction (before the class begins).
94	Ensure website and support for departments is included including support services such as: advising, disability services, career services, Etc.
95	Suggest having a dedicated expert devoted to all online accessibility needs for students with disabilities to provide a proactive approach rather than a reactive to concerns with program issues dealing with accessibility. This would be a new position not one absorbed by current employees.
96	Consider some type of program in hotel, restaurant, hospitality administration. There are always job opportunities in this wide field. COB would be a good location for program creation and development.
97	Good things are having a champion (Venkat) and dedicated team working on the online education. Would be good to get more faculty involved or interested in delivering course online.
98	Yes for #1 suggestion. MCJ (masters in criminal justice) perhaps certificate programs. Yes #3, MCJ could potentially be fully online. #4, masters in criminal justice for practitioners with irregular schedules (i.e., police, corrections,etc.) #5- No
99	Consider offerings tuition discounts for cohorts of a certain size. I know this is controversial but it would enable us to reach out to rural areas and form cohorts.
100	Provide online program incentives for quality online courses/programs.
101	Provide a "general life" degree that provides credit for life experiences in addition to required traditional courses. Target to non-traditional students who have worked most of their life but have no degree.
102	Online college might play critical role as part of traditional college. The fact that major on line schools are failing is an indication that students are balancing between _____ and _____ 2. Although online college is present _____, UCCS -----other schools are still working issues with Blackboard which would _____ frustrating.
103	I do see online education as crucial to our future. I am not currently in an academic department, so do not have specific suggestions of programs that could be offered online. However, I do see a great need for more effective support services for online students. many campus services still seem to favor residential students.
104	Online learning has many advantages. Having a structure to support pre-college students taking on-line courses is a great way to gain more exposure and simultaneously support students through the process so they won't necessarily make as many mistakes.
105	Recommendation to make sure that accessibility (in terms of ADA etc.) is integrated into online course medium. Online can lend itself to this, but it could also be a c challenge as online is its own specific medium to education.
106	Extend the amount of online completion programs for community college students that have an associates degree. Include other popular majors such as psychology, health sciences, English and history.
107	Online education should include things like grain school. We filmed all the lectures. We need more support to___ innovative online and hybrid courses that go international. Great possibilities for \$\$\$.
108	More support for online courses- weeklong workshops w/ stipend to create courses that implement new technology and meet quality matters standards.
109	Pre-collegiate support- An online certificate program for classroom teachers (HS) so that they can pick up the needed content courses to be able to teach dual-enrollment courses in their buildings.

110	Online education "works" for about 10% of student population as reflected by MOOCs. It is not an effective teaching pedagogy, and money should be invested in stimulating more interactive innovative teaching strategies, i.e. interdisciplinary courses, smaller classes, etc.
111	Needing to research how to better engage students and provide a better online experience.
112	Add additional online programs- limit maximum online classes for traditional students, add masters degree programs. X2
113	Arizona state offers 3 year BAC program not sure of majors.
114	1. Opportunities: certificate programs 2. Degree completion: international relations 3. Show me the money!
115	Overall, I think there is a growing demand for online degree programs. Some large, well-respected universities are going that route, although I wonder how UCCS or CU system can compete with online programs from Yale or Stanford-level universities. If we go with more online programs/courses, one obstacle to course development is time. I would develop a course but have no time in my schedule. I would need an off load or course "trade" so I would have time to develop a course.
116	More online opportunities for athletes so they don't have to miss class as much.
117	I am currently completing an online masters degree from U. of Alabama. This is a synchronous program which has been the perfect compromise between online and face to face interactions. It is conducted in the evenings and crucial for those of us who need to work full time. This is definitely the future.
118	The library needs to be embedded in any plans to increase/improve online education. Require online, research-heavy courses to embed a librarian into Blackboard.
119	Need additional library staff and physical space to support increased online education.
120	The library needs more staff. Not faculty but staff!
121	An expansion of masters programs and/or class selections will cater to more undergrads that want to continue education. Ex. Sport management masters program will increase interest in high school students that want to pursue a career in sport management.
122	The entire UCCS website including blackboard should be completely accessible for students using screen readers.
123	Blackboard needs to automatically be screen reader accessible to online students.
124	CU Boulder's architecture program seems pretty popular with the size and growth of Colorado Springs. I feel this is a program that would draw quite a bit of interest long term.
125	We don't need to have so much TOP HEAVINESS around here.
126	Attention to online accessibility is vital in order to create an online environment that is usable for students with many abilities. A team of staff dedicated to disability accommodations in the online environment is needed. By ignoring accessibility concerns, we are at risk for legal action.
127	Faculty need time to develop online courses. There should be online course development offloads. To develop QUALITY courses, faculty must be able to focus on that development, not treat that development as an overload.
128	We need better and more classrooms. Online is not the solution for all students, nor for all faculty. Why build dorms without classrooms?
129	Online education is the future of international education on supporting programs across all CU campuses should be a priority.
130	Possible program- MA in ethics maybe tied to business or research. Explore compliance concerns related to offering online degrees related to international students. i.e. students taking classes online while outside the U.S.

131	Support for the university testing center is needed (financially & staff) if proctoring for exams is needed. This is an area that has potential for growth.
132	Release funding for online course development. Our faculty do not have the time to develop OL courses on top of their regular teaching loads. The funds offered are not adequate as incentives. We have asked for course release for OL course development. Please listen to the faculty in the development of OL.
133	Online education is critical to growth without buildings. However, we need to support the functional offices as they learn to support an offsite student population with new business practices and procedures.
134	The FRC needs to provide more workshops to faculty development and teaching in the classroom.
135	Operationalize online as enterprise- cash funded and outside the regulation of state. Need adaptive and flexible organization to reach new markets.
136	Online is for lazy teachers.
137	<p>1. Yes, absolutely there is a significant role for online education. I worked at CSU when they rolled out their CSU Global- it has been a tremendous success and profitable- this challenge is to keep costs down. I really like the idea of MOOCs and wish those could be expanded and offered for credit without excessive student fees.</p> <p>2. Is online programming offered to high school students? Could we grow enrollment (esp. of motivated HS students) by offering a less than 4 year degree to students who wish to begin earlier college courses while they are in HS? Getting them hooked on UCCS early? And offering creative ways to get their undergraduate degree with less time and expense?</p>
138	Short spurt online programs during academic breaks that could benefit student athletes outside seasons.
139	Specialized certificates or professional development offering more achievable and marketable than full degrees.
140	There seems huge potential for hybrid degrees vs. pure online degrees. Low residency/online should get much more attention/initiative.
141	Leadership need to develop a funding model (like RCM) for online (and maybe campus) programming that will allow the colleges/schools to take some risks and invest in quality online programming.
142	Yes, notably with the rise of non-traditional students as well as traditional students who are faced with increasing economic demands to "go to work" early. I am very satisfied with the current rate of progress in SPA. However, the geography program is in need of further consideration. Consider the MS GIS from Denver U. Much of the current market in GIS is seeking IT specialists.
143	Investigate ways online education can support retention efforts. Particularly with non-traditional students. Some courses in the classroom are offered only one semester, causing delayed graduations. Can online opportunities support more timely degree completion?
144	Online students have unique challenges and opportunities- we cannot expect that their needs will be met with the same type of support and service as our mainstream population. Increases to staff and staff development is essential.
145	There is enormous potential for online/ hybrid music, media/business both undergrad and graduate degrees.
146	Great change to allow faculty/staff to take online classes. Continue online reach without losing sight of face-to-face contact with students. Use online with Global engagement to bring international experts/heroes into classroom.

147	More online support for the online students. Not just academic, but work with student experience teams to provide online advising, career support, financial aid advising, etc.
148	Important to continue to put support into faculty resource center for online course support.
149	need a degree completion program?
150	3/2 program online- 3 years undergrad, 2 years masters.
151	FRC does an excellent job in supporting online courses, however, some departments do not seem to appreciate faculty that teach online! There should be a better administrative support and opportunities for such faculty to get promotion.
152	Online programs need to be significantly built up and USER-TESTED with high-end investments in USER EXPERIENCE before being taken to market.
153	In order for on-line to grow we have to move away from only using faculty already on-campus. We have to use subject matter experts where ever they are.
154	Hard to attract online students when our website experience is so consistently terrible.
155	What if all lectures were streamed for students who could not attend class?
156	In math, I see courses at the opposite end of the educational spectrum that could benefit from the online drift: Intro level math courses and service courses (college algebra...) where enrollment is huge and demands for tons of sections. Advanced grad/PhD level courses, which could be offered more often giving our not so many students better opportunities.

Health & Wellness Program and Village (76)

1	Allow free access to indoor track at Rec Center for faculty and staff to walk/run during lunch or other breaks to support health even in winter months.
2	Want a great example of public/private partnership. Doing lots of things right. Would like to see some initiatives around recruiting additional qualified faculty to alleviate the bottleneck to the nursing program. Could really assist with enrollment growth
3	I love the emphasis on health, wellness & research. It would be great if shadowing or volunteer opportunities- possibly internships- could be created for undergraduate students contemplating a health profession.
4	I support the new ideas and changes to this strategic plan.
5	The new bullets under Health and Wellness look good and accurately reflect what is currently happening.
6	Organizational infrastructure for academic programming in Health & Wellness Village NOW before bldg. #2.
7	Equal base budget for Health & Wellness Village initiatives at sustainability and freshman seminar.
8	More advertising to public (those not associated with UCCS) to increase usage of Lane Center programs.
9	Prospective HSCI students like to hear about internship opportunities and chances to interact with the public- would like to see an increase in this.
10	I like all of the suggested changes on the poster. It seems like we are doing the right things in this area.
11	Spiritual wellness- add services and programs that allow the student to question and reaffirm their spiritual beliefs.
12	Provide opportunities that challenge Christian involvement
13	Take the recreation/athletic facilities from idea to implementation so we can compete athletically in the community and increase our students health.
14	Open up use of Wellness Center more to members of the community.
15	Identify method for supporting research activities on the north campus.
16	Research consultation spaces, material delivery mechanisms, information & research competence instruction using flexible instruction spaces.
17	Petting zoo and free massages to decrease stress in staff
18	Personal health enrichment classes should be free to staff
19	Offers from the Lane Center for Health and Fitness classes, \$300 per person is way too expensive
20	In order to best support the Health and Wellness Village, prioritize the internal route for transportation. Include people mover (funicular?), bike lane, pedestrian in a pleasant environment to encourage movement. Do not repeat University Hall Spine section that is barren, unprotected, and uninviting.
21	We have continued student interest/demand in Health + Wellness outside of natural and health science fields. Helping students to experience the interdisciplinary nature of this field.
22	1. Add lacrosse and rugby teams 2. Add equestrian and/or rodeo team
23	Health improvements across unites (E.G. Availability of standing desks) is highly variable and should be coordinated across campus. Improved health leads to improved productivity. It benefits everyone and everything a University does.
24	I think we should better coordinate and integrate Health and Wellness efforts for the entire University community: faculty, staff, and students.

25	As a faculty member I really like what UCCS is doing around campus-wide Health and Wellness programs. Love the rec center expansion.
26	Sounds fantastic!
27	Really like the idea of this...
28	Internal...
29	There is a need to eliminate the fee for employees of the University to use the Rec Center. Time to start treating University Employees better.
30	Maybe this is not what you mean... it feels like we've lost a lot of students to deaths the past few months - yikes, what is going on?
31	Embedding Health Wellness and Sustainability efforts across discipline and class is positive - impacts all areas.
32	I agree with the recommended modifications. Health and Wellness should be a priority with UCCS serving as a role model for other organizations. The health of the population is in trouble. We can help!
33	We are well-positioned to become a known entity in developing new models
34	Additional professional schools (Pharmacy, physical therapy, dentistry). More opportunities for collaboration with UCCS students-...
35	Provide more nutrition guidelines for student-athletes. Possibly, have a full-time nutritionist for all of the athletic programs, provide guideline for our student-athletes with the research that is being done at UCCS already.
36	When we get emails about Health and Wellness incentives, they are only for people with CU Health Plans. Do we care about the health and wellness of all employees?
37	How can we get graduate students a tuition break who are competitive in getting graduate assistant - ships? Can we start with Health and Wellness and Beth-EI?
38	Integrate continued clinical and research into nutrition support for ~ 250 student athletes.
39	Opportunities for students to eat healthier in a training environment. For example, "training tables" for athletes and high level athletes.
40	Three cheers for the Health and Wellness Village concept! I particularly appreciate having health sciences available in such close proximity. And as a academic I of course value the research component!
41	On the new goals/bullets change "cross-disciplinary" to interprofessional to match the best terminology in the fields of medicine and healthcare. A more accurate description of what we aim to do.
42	Great ideas! Access to the Village for freshman (esp w/out cars) faculty and staff essential. Quick rail system? Gondola? As campus expands in area improving means of getting to new areas are needed to raise the use of them by campus.
43	Let's add a Rodeo Research and Performance Center to the areas of emphasis and in the Sports Med. & Performance Center and a partnership with PRCA.
44	While mentioning financial support for grad students, this is so important to understand that funding for programming (services) is also vital. We can't start in a hole and dig our way out with no support.
45	Can we expand on cross-disciplinary collaborations and spell out trans-disciplinary work? This must include Sustainability and Health. SWELL - Sustainability, Wellness, and Learning. I can help! Nanna Meyer
46	Need to better define the differentiations within Lane Center clinics, particular primary care, and mainly better relay these differences to the public. Need a larger sign on the Lane Center Building. Need to expand Aging, Peak Nutrition, Vet Health, and embrace/expand that success.

47	Continue to grow support for students with mental health issues. Offering classes in emotional intelligence for students not yet in emotional crisis to help students avoid reaching crisis mentality.
48	I would like to see the Health Services portion of UCCS continue to grow.
49	Need to fully develop overarching program that includes health, counseling, recreation, dining, and nutrition. Focus on integration and cross pollination.
50	In support of Anschutz being to provide increased clinical experiences becoming a stronger, hands-on learning college for students in Health and Wellness.
51	This is a "sick" building (ACAD). Very little information is available or disseminated. The people who work in ACAD are very concerned. Please remedy this or move us to an alternate location.
52	More classrooms needed ASAP. We just sent in our Fall 2016 round 2 of course edits and there is a classroom shortage. Not everyone can or will teach at 8 AM or 7:30 PM.
53	I think there are lots of opportunities for integrating nutrition and performance and bringing these fields together.
54	I like the direction things are going! I am very...
55	Offer more wellness programs to faculty and staff: yoga programs or reflection practices. Love Walktober ☺ Better pre-natal/post-natal support for students, staff, and faculty. Encourage more physical activities in classroom: provide training options to faculty.
56	Provide a culture of wellness to staff and faculty by allowing and encouraging breaks. Staff sabbaticals for those who are here for more than 10 years. Exchanges with other universities.
57	Goal 1, page 12, change recommended goal, replace word "transformative" in recommended change with something meaningful/measurable. "Transformative" = fluff
58	This is an important area to focus on. I would say this would be a bigger priority than the Research component of the strategic plan. This is where we can increase student enrollment through a state of the art program.
59	The Health and Wellness Village should include business and management education opportunities.
60	Consider group fitness training for faculty at a competitive rate. I am working out at Kineo Fit and it could be a great source of revenue for Wellness Center. These concepts are very popular and expensive i.e. Orange Theory.
61	Better, more affordable health insurance.
62	Free access to rec center for staff and faculty is a great investment into the health and welfare of the workforce. Connect with local youth sport leagues to open up resources. It is the right thing to do, it builds positive relationships with local families so the kids will dream about coming here.
63	I'd like to see Health and Wellness programs link intentionally to LAS programs and curriculum too, not only with Health Services, Engineering for example.
64	For Health and Wellness branch into more allied health and pre-profession offerings. Many aren't ready or will meet the requirements for full Bachelor offerings. Utilize Extended Studies to provide prep and para-professional programs that generate revenue and help grow our own from that level to the next in their education and Academic/professional development.
65	Agree with new bullet under Goal 8! Exciting and much needed ☺
66	I really like all of the goals listed. Love the idea of pedestrian and bicycle transit spines.
67	As we grow as a campus I can see this as an area we need to focus on. This distance of our campus makes it difficult to participate. Would like staff programs during rush seasons that can assist with mental health. I feel Dean of Students and Counseling offices could incorporate with these services.

68	Funding of graduate students is critical. Student debt our of our undergrad programs and limited to no financial aid outside of loans is making UCCS not as attractive of a school. Fund grad students 😊
69	Need more marketing. I don't believe the community is fully aware of the services that are provided.
70	Easier access to the main campus, to Lane Center, and the new Visual/Performing Arts Center. Increase number of staff in student counseling center.
71	This is great. I do wonder why we push a Health and Wellness initiative in many areas but still allow smoking on campus.
72	Add to goal 2: through library support and open access public opportunities.
73	Goal 1 - approve
74	Partner more with the Olympic Training Center.
75	Yes! Continue to build on excellent connections. Staff, UCCS, community, and Health and Research.
76	Library and research support specifically in or for Health and Wellness Villages.

Research (121)

1	While faculty research is important I am not sure it should be a focus if there isn't funding to support it. Developing scholarship and sponsorship opportunities for students seem appropriate. If funding is going to higher level research institutions it is clear this isn't as great a priority for us.
2	Opportunities for staff members to engage in research for a period of time with reduced staff hours. Just an idea!- incentives for staff to become students other than the tuition benefit.
3	Identify mechanism/process for identifying gaps in library resources to support research and provide funding to fill in the gaps. Surveys, study of our source usage, explore alternate forms of access, look at I & R funding for library resources.
4	I like the goal of utilizing departments that engage students to help build undergraduate research.
5	I agree with the need for recognition of scholarship activities and believe it should go further for different researchers to connect and utilize the research of others so there is not duplication of efforts but instead, deeper research and greater results are accomplished.
6	Focus on the culture change necessary in colleges/departments moving toward more sponsored research. A variable work load policy that is fair in design and implementation, hiring TT Faculty who are already involved in sponsored research. Creating an environment where both excellent teaching and sponsored research are valued.
7	Keep up and expand CRCW funding- this is a terrifically useful seed grant program. New digital measures reporting tool is a nightmare. FRPA seemed to be working well. I am disappointed with this change and it hasn't been clearly justified/explained. Is there a way to support research efforts by instructors and NTT faculty too?
8	Find those who are most successful in sponsored research and understand how they do it. They are willing to share. Focus on the efforts around and beyond the actual grant writing, such as: getting to know program managers & reviewers, being flexible in your research stream, giving back by serving as a reviewer, being willing to collaborate, etc., etc.
9	As part of infrastructure for research need a campus solution to have good databases for health & wellness initiative, undergraduate research and other campus institutional grants.
10	Strongly agree with support of undergraduate research direction and emphasis. Also should be standardized criteria for percentage of research required for faculty also percentage of teaching.
11	Some of the databases useful for research are expensive for UCCS to purchase on its own. However, if we could partner with the system and negotiate the contracts together, they would be much more affordable. For example, Boulder has the WRDS database. If we could work to partner with them, getting this would be more feasible.
12	Strengthen opportunities for faculty and students undergrad research academy is a good start- but needs to expand.
13	Explore options for integrating library faculty into faculty research teams, look at other opportunities for the library to support faculty research.
14	For the campus to do a better job of marketing our research. Highlights and successes. The more we tell our story about cutting-edge research, the more we may be able to get more funding.
15	Research is such an amazing opportunity to apply theory and can add so much to a person's resume and work options. Especially at the undergraduate level, it can really expand a new graduate's options.

16	For research development efforts, there seem to be many stumbling blocks for the startup stage. If a growing research body and student involvement is really supported the funds from community projects must be free to pay for this work until the work is able to grow to a place where it can become a new source of income to the university. If the university requires a significant cut from the start, it will stunt or stop the growth of research opportunities.
17	Open access and campus publication opportunities.
18	More support after awarded external grant money. We need to be successful in our research to obtain more funding. Specifically: 1.) Off-loads for years with funding and time to work on projects. 2.) admin support! (I do all my own accounting). Most government agencies do not allow you to hire admin support with research money.
19	Pursue strategic international partnerships that strengthen and support student and faculty research. Provide additional funding for graduate students (tuition, grad assistantships, and research). Can a fee be used to support this? Promote and support research on campus which will in return support student's (a) assisting with research projects (b) giving students practical experience (c) attract highly caliber students (d) build on expertise of research faculty and mentorship.
20	Find a way to connect the library with research proposals early in the process to increase support for faculty research.
21	Help colleges figure how to accept funding for consultant and service learning projects that will involve both TT and NTT faculty efforts.
22	Make research forms able to have electronic signatures for routing.
23	Partner with larger institutions of higher education on projects so that we increase competitiveness of funding proposals.
24	Have more opportunities for students.
25	I feel like we need a research office that runs reports campus wide to analyze what we are doing right and helps staff run reports. We could do a tremendous amount in student services if we could have reports run by a centralized office.
26	OK. So how can a faculty member teach >1 class/semester and do lab-based research that can get and maintain funding. Not going to happen. We are not an RUI that means we are rated to Boulder. We can't compete with Boulder on research: they teach less and make more money.
27	Target international students to increase grad/PhD students number. We have a lot of "international" faculty whose networking could potentially bring in many students. I was personally contacted by colleges wanting to send their students to UCCS for grad school but lack of funding (particularly tuition) made it impossible. My experience is that international faculty could be a great recruiting resource, if we had tuition waiver reductions.
28	Re-evaluate facilities and administrative fund returns and make appropriate adjustments to create base funding for the undergraduate research academy and graduate student fellowships. Evaluate RPT requirements and make adjustments where appropriate to make research and sponsored programs efforts more of a consideration in faculty review so they get greater recognition for these efforts, especially in disciplines where research is not currently prioritized.
29	Perhaps workshops on designing and leading collaborative research projects. How best to utilize student research assistance.
30	I would like to see more support graduate student and grad student-faculty collaboration. A lot of emphasis is placed on undergrad research but equal or greater should be placed on grad.

31	The university is pushing a bigger research agenda, in part because of lack of state funding and increased reliance on grant seeking, however, are there pressures for faculty realistic? Course loads are increasing, class sizes are increasing and faculty lack resources to "do it all." If the pressures continue to engage in extensive research will continue the mechanisms need to be in place to assist faculty. For example, -more assistance in grant seeking, applying, workshops on grant seeking. -More funding opportunities for grad students assistantships which also helps with recruitment. -increased efforts to help faculty be proactive in getting more undergrad students involved in research. -more funding opportunities such as crew for small grants and seed grants. -most important is really examining what is realistic in faculty teaching loads, service commitments versus teaching.
32	Research cannot just be a goal it must be a priority that is invested in and supported - spend more to recruit research faculty - GA/RA slips should be incentivized throughout ALL colleges - more (maybe an office) for undergraduate research.
33	To really increase research, we need PHD programs in the core disciplines: chemistry and Biology. This would increase external funding as well on education
34	Sponsored programs needs more staff
35	We should research the wellness initiative on campus. Begin tracking incoming freshman through a variety of health and wellness indicators, and measure them again at graduation, and again 5 years later to evaluate whether or not the wellness initiative positively impacts our students.
36	Increasing research productivity and funding takes time. Invest in graduate student and education. That will allow for increased research production which will EVENTUALLY lead to more grants and contracts.
37	Need to hone better research space to support the type of research we strategically want to support.
38	We need to increase visibility of student-faculty collaboration /mentorship to help those new to our community get a sense of what is values, possibly.
39	Our undergraduate research efforts are good & really need to be supported and continued- important to continue to develop this.
40	In summit courses effort should be made to capture unique student experiences + share that with prospective students + faculty as well as students new to UCCS or those majors
41	1) Increase grant support 2) increase research release time (off loans) 3) Change promotion & merit evaluation standards to reflect increased research emphasis
42	Invite faculty to share research with students who live on campus
43	Please let us value the quality of research over quantity. When I go up for tenure, it would be painful to see that the sheer number of articles/conference presentations matters more than what I did for my field. With faith in UCCS, Assistant Professor
44	Greater funding for <u>graduate teaching assistantships</u> to be competitive with similar institutions for the <u>best</u> & most productive students.
45	My biggest concern with engaging more in grant writing is the <u>TIME</u> commitment needed for administrative work around the grant. Until UCCS has <u>more</u> of a support system, it's not worth my time & effort
46	Look at more interdisciplinary model for "problem based" research across discipline and beyond departmental structure
47	Department incentivized research presentations for Mountain Lion Research day
48	Would like more communication how colleges/departments are changing to support research i.e. goals, programs, etc.

49	Increase funding for CRCW this will help increase the number of awards & the amount of awards. Believe support of this nature will lead to more research
50	Is research really our mission? Or are the top 10 research universities going to continue to get 90% of the funds?
51	Base fund CRCW and research in Humanities compare CU Boulder
52	Fund research in the humanities and build up the library in the humanities
53	Need to grow the CRCW Grant. Faculty need support to start & complete new projects
54	Consider teaching load reductions to foster research by hiring more TT faculty to balance our teaching demands.
55	Count ... institution towards faculty load to encourage more undergraduate & graduate collaboration
56	Please develop a strategy to support interdisciplinary research efforts - not only resources to support the identification of grant opportunities but also incentives - seed \$, even work group support (a breakaway location, expenses). People need to connect & commit.
57	Require faculty to have office hours less faculty offices MORE classroom space
58	Undergraduate education should be ...at UCCS and resources sent to colleges to support that mission. For example, ...grant for ...summer research and studio supplies.
59	Heller Center speakers and visiting artists fund
60	We need proportional increase of tenure track faculty in LAS as LAS takes on the lion share of FTE.
61	Find ways to demonstrate how critical research is for marketing & recruitment
62	We could promote undergraduate research by having a closer partnership with the academic theme. Hours in housing and Academic Affairs/the academic departments.
63	Expand graduate student funding opportunities essential to <u>reputation</u> of UCCS
64	Collaboration between UCCS athletics and research teams at health & wellness village
65	Coordination amongst health and wellness, research, and available student athletes if _____ that are in need of nutrition, health, and therapy
66	Increase funds /stipends scholarships for undergrads to participate in projects --> plus its an incentive for faculty to offer research projects to students.
67	Consider interdisciplinary and even joint (with other institutions in Colorado) doctoral degrees of practice. (This idea has been talked about informally in communication, but this is just one example)
68	Research support needs to start at an introductory level: -Training in how to network, how to determine sources of funding, how to find publishers for content (book & journal), how to track/report progress for inclusion in dossier
69	All for expanding opportunities for undergraduate research. This is a regular question we get from prospective students. If we got to the point where we could tell prospective students that every major has undergrad research opportunities, that would be fantastic
70	To meet teaching needs, assist faculty with research labor, and to recruit graduate students, we need to be able to offer multiple TA ships (i.e. offering a stipend and covering tuition). If we are a research university, we must be competitive in attracting student. UCCS faculty also have an unusually high teaching load, making grant-writing difficult. Faculty should have a competitive teaching load (with understanding of an increased grant submission expectation).
71	While efforts should be made to support faculty research, this should not take precedence to efforts made to promote & support teaching. Working with undergraduates requires more investment than with grad level students. We cannot replicate a Boulder model.

72	Very much for developing as undergraduate research element to current programs and potentially another undergraduate program with focus on research...especially in exercise science/sport nutrition/etc.
73	Research in the psychology department is becoming more and more restricted. We are running out of space to promote research for our graduate students and faculty. Even our undergraduate students are suffering by not being able to participate in all of the research they are interested in. And expanded and dedicated research /office/student space for psychology could relieve
74	Needing an IT research platform for faculty and students to utilize.
75	Research space is needed to attract faculty and students. The psychology department is at full capacity in Columbine Hall (4th floor) and has lost out on faculty & students due to its "not-state-of-the-art" facility. Even conference rooms are small for lab meeting. We need more space.
76	Graduate students help to grow our research endeavor and build our reputation. We do not fund graduate students at same level as other institutions. Might be useful to have tuition waivers which could help recruit students, could be used for initiatives or as incentive for sponsored programs - if faculty write a grant w/ shouldn't funding then give tuition waiver?
77	Internships & Research work towards 100% participation by all students of either or both
78	In an effort to encourage minority participation in graduate programs, better advertising & funding is needed to target this group. -Advertising in commode chronicles, talks at student club meetings, class presentations in SDC classes
79	It is my understanding that there is a vision to have a significant amount of research conducted at/through lane. If there is accuracy, internal infrastructure, including a cost center, be created ASAP
80	Unit level research budgets that are <u>not</u> part of operating base budget
81	More support for grant-writing and other research endeavors.
82	More sources of internal research funding, perhaps tied to student research experiences. Would be helpful. Relatively small amounts of money would go a long way to keeping good students & keeping faculty research active and competitive for funding. Also current sources of funding such as CRCW awards expire after a year. This is too short. In my opinion, the goal should be to keep faculty active in research for as long as possible given the low funding rates by federal agencies. If you can stretch the funds out for two years instead of one, this will allow you to remain competitive for external grants for longer & engage more students in research, if you are given a one year deadline, more will spend the money, but probably not in a way that most advances their research agenda. This seems to be the opposite of what we are shooting for, The same is true for start-up funds.
83	The research direction of the campus is unclear. From my perspective we have entered dangerous territory in that we are not longer considered a Primarily Undergraduate Institution by NSF (or it will happen very soon). This status was one way that we could stay competitive for extramural funding. Having lost that designation we are now forced to compete more directly with large ROI institutions. If that is the case and the campus wants more research funding to come in, then a considerable allocation of resources will be required. For example, start-up funds (at least in my discipline) would need to increase by 500-700% & teaching loads would need to go down. I can't imagine this is possible. Perhaps we should instead focus on undergraduate research as this is an area where we can compete as smaller financial investments would be required. Also, many faculty came here because of the relative balance between research and teaching.
84	More internal small grants for faculty and students. Increase no. of research assistantships

85	Increase opportunity & support (financial, time, etc.) for staff research
86	Provide mini-grant options for small research projects. Could be competitive, but aimed at beginning/junior faculty
87	Each college should have some grad assistantships & research assistantships for professors. This would attract grads & support faculty research.
88	Create informed research sharing on a regular basis. Helps junior faculty by providing feedback, examples, comradery)
89	Great strides have been made clarifying policies, support students, and website. Would like to see campus develop recruitment strategies similar to the undergraduate chancellor's award.
90	More on-campus support for people who have not done research previously but who has interest & knowledge applicable to existing grants. As a "newbie" trying to break into grants & research this would be invaluable.
91	Although research and sponsored programs appeared as a priority in the strategic plan, support in terms of \$ and recognition don't appear to support that. In terms of entrepreneurial endeavors, is there a consistent formula/funding model? How about a committee to determine the most viable ideas? Knowledge of what exists in different schools/colleges is limited, which might lead to duplication of efforts. More information sharing among faculty could lead to multi-disciplinary efforts - monthly forums to share current research and to vet ideas? Although staff are integral to processes and outcomes, they may not be brought into the process early enough to be as useful as they could be.
92	Organize some meet & greet type gatherings for potential research collaboration -focus on some existing collaboration - get word out on an <u>informal gathering</u> - talks would be only <u>poster-wise</u> no formal presentations
93	Expand research to student affairs to increase cross discipline efforts to win grants for retention. Assist non-tenure faculty to explore opportunities to do research with their students.
94	I strongly support gaining strength & support of student research programs. This provides much greater success in students. ...corner from the hands-on thus great reputation building and up for UCCS campus
95	Funding for graduate research assistants, esp. targeted for Hum & Social Sciences 2) New grad office fellowships for grad students have been key in retaining & inspiring Hist. grad students to expand horizons - the more we can fund the better 3) "Research" tends to be defined as grant dollars generated. This implicitly devolves publications in Humanities. Find ways to feature that kind of research / publication in the same way that grant-funded work is highlighted.
96	Expand benchmarking surveys to housing and dining to gage the residential student experience. EBI, etc. Assess research opportunities for non-academic staff
97	Would like to track how many undergrad and grad students participate in on and off-campus research. Would like to teach alumni in research fields/industries.
98	Entrepreneurial Activities: change funding models to allow colleges to set up centers for engagement with community. Need to be able to charge fees. Not highly taxed by campus
99	Develop a position that helps locate research opportunities.
100	Double funding for GTA stipends (# of positions) AND include a tuition waiver for each GTA
101	More grad TA's
102	Be careful about streamlining IRB/compliance/privacy so the burden do not overwhelm
103	Graduate fellowships & infrastructure support (lab/dissertation \$) are critical.
104	I'm pleased with increasing emphasis on research at UCCS + hope this can be reflected in teaching load - most depts. With high research productivity still have high teaching loads.

105	Base funding for OSPRI to ensure proper/adequate support for sponsored programs throughout the university. Personnel & training & integral funding opportunities.
106	Increase in number and power amount of CRCW awards to promote support of faculty that pursue research and accomplishments
107	We need more student financial and for <u>student research</u> activities. Both undergrad and grad! Stipends, work-study, fellowship, tuition waivers
108	Research seed funds are critical to jr. faculty & advanced grad students
109	Infrastructure for research programs that support institutional initiatives (e.g.. Health & wellness)
110	I think out use of terminology may dilute efforts. "Research focus" ... at UCCS "Sponsored programs?" grants & contracts Research service. *Kudos on point to grow internal in research through ...learning opps.
111	B/c we don't offer tuition remission/waivers for graduate students, I'd like to see more research money dedicated to funding graduate students- through fellowships, scholarships, etc.
112	Key to research success: grad fellowships & tuition stipends.
113	Build up the SPA infrastructure to support grant activity.
114	Base funds OSPRI increase number & amount of CRCW awards. Revise RPT criteria to encourage more research activity by faculty
115	I feel the emphasis on undergrad research needs to be coupled with department level recognition in RPT documents. It generally takes more effort and time to do research with undergrads. Also, if we can work towards better funding for grad students (tuition waivers, GTA-entry positions) this will help us attract better students. We are not very competitive in this area.
116	Establish a fund to support non-grant funded open access research. More formalize undergraduate research programs: whether it's a course credit or paid assistant ships. _<pre opportunity to publish student research. Sharing more research on campus: mountain lion research day +
117	Establish funds for (or divert existing funds) to help establish open access methods of disseminating student and faculty research. The chemistry department has a nice NSF REU program. These are really valuable and maybe other departments could develop them.
118	Recruit more diverse faculty who will have funding to hire grad students to do research. Provide funding to pay tuition, fees, & living expenses to these students.
119	1) Please, please, please increase the support staff in Gwen's office to support grant proposal development & submission. 2) Develop on-line proposal routing form. 3) Have HR assist w/ budget development by providing updated salary info @ all appropriate levels (undergrad, grad, post doc) 4) Support (by teaching offload) for grant writing activities. 5) Celebrate faculty awards more broadly w/ online announcements or tab on the "faculty/staff" page 6) Have tech transfer office representation @ the UCCS campus
120	Mentoring would be helpful for grant-writing, particularly within field (area) of our research & for early career (unfamiliar with process). Not sure how to address this, but I wonder if we @UCCS are at a disadvantage with some grants emphasizing having students (grad students) on the grant. Unless I jointly submit as CO-Pi with some one @ an RI school I don't have the level of trained RA's in the undergrad or grad population in our college.
121	Research support is very important, so I agree with the ...to provide more help for pursuing sponsored research.

Diversity (179)

1	Agree with all recommendations
2	LGBTIQ studies
3	Make trans student processing easier!
4	Professional development for staff
5	Challenge old outdated _____ and _____
6	Like the involvement with search chairs as a part of the diversity champion program. Diversity champions whose role purpose is to promote diversity are sometimes marginalized.
7	Onboarding is critical for all employee retention. Campus culture is created from Day 1. What is our first impression?
8	There is a tremendous need in the Pikes Peak region to help aging out foster youth. UCCS should be the pre-eminent system to groom these youth to being college ready, having them on scholarship and providing housing. They are at a 50% risk of being homeless. The UCCS dorms meet that need and we as a community can be their family support. We need to make in-roads with the "fostering hope" non-profit.
9	MOSAIC has been doing a great job on programming inclusive and exciting events. Diversity champion program is important. I would agree it needs more emphasis. Would like to see them be full committee members with final vote and commendation privileges. University as a whole needs a better onboarding process for new faculty and staff. Something more than online trainings. Especially true for supervisors.
10	Graduate recruitment - Advertise/alternate admissions such as using work experience vs. taking GRE, etc.
11	More support for incoming graduate students
12	Sessions for staff to explain options, etc.
13	Diversity Champion - improvement over previous attempts, still feels like an "outsider" on the committee, need to educate department but be careful - department diversify will reflect pools of 15-20 years ago due to large number of long-time faculty.
14	MOSAIC should be evaluated to see if it _____ effectively within the structure of the institution. Hard to accomplish its stated goals if focus has to be on freshman retention.
15	I like the increase in diversity programs on campus that staff can participate in -- keep this going.
16	Specific career support is needed for diverse populations as they deal with specific cultural challenges as well as identifying welcoming work environments.
17	Diversity & Faculty - If we depend on the higher education pipeline alone we will get what we always got. We need to do targeted hiring and talent management, not personnel management. Find faculty of color and go after them with pay and incentives to steal them from other institutions. Open searches where we cast a wide net probably won't get us there.
18	Out of department faculty mentors that new hires can opt into.
19	Follow-up trainings - plan for tenure review, going up for full, etc.
20	Broad educational program on diversity.
21	Professionalize hiring of faculty, especially NTT, by having departments work closely with HR.
22	Provide more teaching support for faculty, especially junior, to help retain.
23	Create true ombudsperson to support faculty and mitigate bullying/mobbing.
24	I like the idea of increasing responsibility of chair in search process (related to diversity). Would like a centralized list of resources that could be used to help recruit diverse candidates.
25	Increased support for faculty and staff.
26	Increased promotional opportunities for staff to increase retention and motivation.

27	Need to advertise in multicultural publications for faculty hiring (Society of Women Engineers, etc.)
28	Place more emphasis and responsibility on student organizations focused on diversity, so students feel empowered, help build relationships, and establish a strong community.
29	Creating requirements for more diversity education in degree programs.
30	For Retention Programs/For Staff & Faculty - allow tuition dependent waivers across the CU System (e.g. I work here - my kid can get a tuition break at CU-Boulder).
31	I'd like to see continued conversations about the merits of the diversity champions program.
32	Also putting a focus on first generation students, especially those with diverse backgrounds to get them the guidance they need.
33	Maybe starting a mentoring program between student peers to have a student role model and someone to ask questions to.
34	Continue to look at the diversity of teaching staff.
35	Start empowering women on campus -- this could be providing professional development events, service, etc.
36	Start encouraging all students to embrace their individuality and celebrate their differences. We too often peg them in a box and don't offer opportunities to discover their identities.
37	Start encouraging safe space training for Leadership/Administration to retain staff and make staff feel safe in their workplace.
38	Start having monthly conversations on diversity (Islamophobia, sexual orientation/expression, socioeconomic status, religion, ageism, gender roles, etc.) for staff and/or students. It's a safe space for discussion and ideas.
39	Start providing opportunities for civic engagement/service for our students. This could include service trips, trips over Spring Break, or service for the sake of others (as opposed to service for a professional program/internship as we have now).
40	Create a "campus conversations" service.
41	I agree that increasing training of diversity champions is a great idea for improvement, but I think having all search committee members trained as a diversity champion would be helpful. Thank you.
42	Although we are more focused on regional students, I think there is an interest in living in Colorado around the country. Try sending faculty and staff to recruiting events around the country (i.e. Florida) to build our brand and recruit students.
43	Need stronger partnerships in greater community to provide scholarships/grants for minority/first generation students
44	Campus needs a formal mentorship program for junior faculty- specifically minority faculty.
45	Need: leadership programs for minority students. There is not much diversity in current leadership programs.
46	The multicultural office needs to expand to include more religious and women's issues. There should be a direct link between MOSAIC, religious center, Matrix center and diversity Chancellor's office.
47	Multicultural services should fall under VC of Diversity or student life rather than solely retention services.
48	Start a "diversity" scholarship for UCCS undergraduates who continue their graduate education at UCCS. I understand issues around defining a diverse scholarship. But our UG population is much more diverse than our graduate student population.
49	Inclusion/Retention- more culturally specific courses needed to help retain talented, diverse students (i.e.; intro to Chicano studies, intro to black studies, etc.)

50	Diversity of graduate students- need to find a better way to advertise to diverse students the fact that we have the WICHE program.
51	One idea- send grad directors to grad school expos to promote programs to diverse students.
52	Mass mailings and fliers send to particular students if we can get access to such a mailing list.
53	Send reps to conference attended by diverse students (i.e.: National Associates of Chicano Schools)
54	Begin to plan about UCCS becoming an Hispanic serving institution
55	Is this feasible given student population and local population
56	Will need to convene committee and develop recruitment strategies. Becoming an HSI will bring additional funding to UCCS
57	Additional diversity of faculty and staff needed on campus- provide funding for minority hiring programs, fundings and develop program to identify ___ before position opens to recruit diverse faculty. Speaker series for diversity could accomplish this. Identify local residents of color who could work as staff on campus. There are many individuals with high school degrees but don't have college training. For example, Dist #2 has alumni pages (FB) where job ads or recruitment can be done.
58	I think there is a continued risk of defining diversity and inclusiveness in terms of #'s. I'd like to see increased focus on the campus climate to ensure that students of all backgrounds, orientation, etc. feel supported and can succeed.
59	Veterans office needs continued support to reach out to student/veterans, but also to help non-veterans understand vet needs and support and include them.
60	Mentoring of faculty/staff of color could be enhanced to increase retention.
61	With the size of our campus I feel that the Matrix, Mosaic and LGBT centers should all be one to effectively address diversity and the student experience.
62	Diversity champion needs to be able to turn back a hiring list based on fact and data if they feel diversity parameters have not been met. Currently they do not have this authority.
63	Really would like to have more programming on all areas of diversity- glad to see it is being recommended.
64	There are on-campus cultures that seem under-represented in the diversity organization and events. One in particular is students with disabilities who are often looking for a place to belong. They need more informal inclusion spaces.
65	All new faculty should be trained on diversity in the classroom, specifically how to work best with international student populations.
66	Expansion of diversity effort needs support from each of the Deans. Suggestion: Each search as it goes forward would have statement from Dean regarding diversity goals for search, including impact on diversity of faculty and diversity of academic curriculum.
67	I think we have done a tremendous job in increasing our diversity and certainly awareness of diversity.
68	More resources, education for women in the workplace.
69	Establish (and make obvious) more gender neutral restrooms/locker room spaces.
70	Provide support for families. Drop in child care (revenue generator); family housing (revenue generator), inclusive campus community goal will be met by supporting this group- many low SES people.
71	For one of the "actions" of linking academic and co-curricular programming, I would love to partner more with the student engagement initiatives through the communication center (which I direct) to provide programs and workshops that support these goals. Please contact me and we can brainstorm how we do this in an active and proactive manner. Erica Allgood 4771

72	Create space for students to be students and learn from each other. The coffee counters in Columbine and Dwire are not sufficient.
73	Recommendation: Increase outreach to K-12 schools (including elementary) to support early interest in UCCS and in academic areas that currently are not very diverse.
74	McNair program?
75	Not only diversity and recruitment but understanding that potential students may not have had opportunities that make them look like good candidates.
76	Invest in creating UCCS videos on diverse searches instead of rely on resources from campus communities which do not relate to our campus culture.
77	Faculty searches must invest time in the beginning- developing a quality job description, strategizing recruitment outreach and using quality rubrics to evaluate candidates. Faculty statistics of minority and female representation continue to be well below the national goals over the past 2 years.
78	Actively review the annual affirmative action plan with each department/college and add metrics which these units are accountable to. Everyone has to actively contribute to reaching the goals.
79	I strongly urge you to ensure that women and underrepresented minorities receive equal compensation with their peers with their department, division, or college. Women earn 86% of their male colleagues' salary @ the full professor level, 91% @ the associate level, and 88% @ the assistant level. I wonder what the distribution of pay is across race or ethnicity?
80	Diversity training should not be optional. Focus on recruiting diverse faculty by giving them stipends to hire student researchers or grad students.
81	From a faculty perspective, as far as diversity, I think it is important to consider the individual fields. Don't just look to match general numbers.
82	Diversity- show with faculty, staff- maybe a skit, talent show, etc. MOSAID- internship program; diversity discussion discuss life food for thought. More integration with community such as food for thought.
83	More incentive for diverse faculty and staff to get involved with UCCS groups, committees
84	Communal lounge- fun, place for discussion, hanging out, an international city
85	Kee- MOSAIC is a fun acronym. Can you come up with one for RESPECT? See the next surge of growth and productivity in the Diversity endeavor stemming from interaction based on how we're all alike rather than on how we're different and rename the program?
86	UCCS is in dire need of a diversity officer that leads and is at the forefront of all diversity initiatives. The current organizational and leadership approach appear to be disjointed and lacking leadership. It is a problem when diversity issues arise and the diversity officer is not even thought of as a partner or leader around the diverse array of diversity issues at UCCS.
87	ICAT Expansion- similar to the HR diversity champion idea it would be worth asking for inclusion focus in each of the student support/especially online education committee. Many of our current decision making structures fail to include options/solutions for international students or make it more difficult for these students to engage fully in campus life.
88	Incentivize departments who address their lack of diversity in hiring- covering the costs of the search, etc.
89	Keep expanding student experience in diversity and global understanding and appreciation for good traits and qualities to improve their life and learning outcomes.
90	The diversity champion program has been a great addition to the search process.
91	This was also mentioned at a campus diversity conversation- I believe we can increase the diversity of our candidate pools for non-tenure track positions by actively recruiting in Pueblo and Denver, not just Colorado Springs.

92	If we value it we can do it! Although I agree with the idea of focused support centers for student groups of specific backgrounds and preferences, I would like to see more physical space dedicated to these services than we currently allow making diversity a visual priority. The dream goal would be all the student service and support available to students through one dedicated beautiful state of the art building dedicated to student support and success from financial aid to success coaches to MOSAIC.
93	Continue with advancing the understanding of our veteran community - as well as their integration into the academic setting. Faculty and staff diversity is, indeed,....
94	A next-step after diversity champion program beyond participating in search committee.
95	Hire more IT Faculty from historically underrepresented populations. Continue diversity training.
96	We have made excellent progress diversifying the curriculum, but how we must diversify the faculty - especially instructors and lecturers.
97	Please create an easy, accessible way for chairs/directors to recruit diverse lecturers.
98	Yes! We need a thoughtful, brief, informative faculty overview making the case for diverse...
99	Mentoring programs! For staff and faculty.
100	The key point in the processes are the top 10 and top 3 candidate selection. Faculty must think about diversity in terms of global perspectives and experiences.
101	Does UCCS actively 'recruit' and search for graduates from known diverse university campuses, particularly from the East Coast Schools, for faculty/staff positions? We need to seek out qualified applicants with the indents to publicly welcome applications from candidates who might not know of UCCS & its supportive environment- Once we are known as a committed campus for all ethnicities and skin colors, the word gets out - & diversity simply because another regular descriptor for UCCS.
102	Continue to, and add more staff mixing opportunity so that we can connect and feel more comfortable together.
103	Needs to be addresses in recruiting freshman experience - needs to be integrated in all activities.
104	More diversity among faculty, staff, and students! We should advertise more to international potential students. Maybe we could expand out collaboration with Fulbright, Carnegie Research Foundation etc. to bring more visiting scholars and students. We really need more diversity!
105	Have a list of organization's web ... where we can advertise in position and provide this list to every chair of a search committee.
106	Develop degrees where possible that address diversity in field and combine with cutting edge job markets - The Arts, Media, Music
107	We as a campus need to be truly focused and committed to showing the importance of diversity & inclusiveness. We must start being proactive to national/global issues and stop being reactive.
108	More communication about searches being conducted - make them more visible on the company - most department faculty searches are not known to those outside the depts.
109	More need to be done to authentically engage the campus community in those uncomfortable discussions around diversity especially in light of Ferguson etc.... seems a preaching to the choir going on.
110	Enhance support for SoColo/Precollegiate programs (e.g. Gomez Scholars) - all students ...the first years - and even the for second! Retention strategy too!
111	Co-curricular programming

112	Promote campus programs that foster dialogue across every form of ..., intellectual cultural difference. *especially international focus.
113	Increase training of diversity champions.
114	We could use another MOSAIC person to help ...
115	Increasing diversity of faculty staff & students is important. These seem the positive actions to take.
116	Unit accountability for diversity strategies.
117	Must do a campus climate survey to figure out current issues with diversity. Request exit interview with faculty who leave UCCS to get better sense of how inclusiveness played into their departure.
118	Diversity is core to our mission as well as serving international on first generation students. Growing this ...is key to our success.
119	Include 1st generation students to increase diversity. Address programs that help them.
120	Regarding hiring diverse employees- Has there been consideration of the HR office supporting greater out reach to diverse communities vs. relying on each department to conduct this effort in "one-off" manner.
121	Respect Everyone
122	Reverse discrimination must end
123	Pay classified staff a decent wage
124	Scholarships aimed at attracting and retaining students from diverse background. Perhaps focused on evening out numbers in specific programs (women in engineering or Hispanics in health sciences, etc.)
125	Work to tie diversity and inclusiveness with sustainability. Pursue more opportunities for collaboration instead of separate ... Make the connections clear for university community. Don't shy away from social justice. Perhaps a "create community" campaign that includes all forms of diversity and includes earth and animals.
126	Would like to see scholarships in certain academic area to help include more diversity. Example: 1) women in engineering scholarship 2) Minority scholarship for STEM fields
127	Students with disabilities need to be included in this discussion. We need to be more inclusive of students w/ disabilities
128	Mentoring programs for underrepresented faculty and staff. As well as on boarding that is international.
129	Particularly like 'create forums involving faculty, staff, & students to model civil discussion of difficult topics' given national climate. How does this interact with student/general activism?
130	Hiring qualified professionals that help to reflect the diversity of our student body.
131	Students: with limitations -providing equal support to students who have limitations such as English as a second language, deaf, blind, & wheel chair bound. -We need an 'accessible' map of campus. The map should be international and accessible to 'readers' on the website screen.
132	As faculty, let's keep finding ways to address these strategic issues in our classes by engaging students & other faculty in dialog to increase understanding - not just to 'tolerate' but to celebrate :)
133	Veteran and disability services should be represented on committees such as FMAC, while there is an emphasis on students in these populations, there is not for faculty staff. -pride committee rep should be sitting at that table too -make training mandatory, because right now the same people go to all the diversity/inclusiveness training -climate surveys for campus
134	Stronger outreach and recruitment into programs such as our SAHE program. This not only increases student diversity, but hopefully helps to possibly transition those diverse students into diverse staff for our institution.

135	initiatives and partnerships with programs and other institutions with higher percentages of diversity. Specifically programs in which students are working towards a career in higher education. i.e. UCCS's SAHE program
136	The university tries and I think does a good job for the most part in diversity efforts. But there are issues of inclusion in internal departments that need to be addressed. Deans and faculty directors should look at how divided (faculty vs. staff) their teams are.
137	Do you have any formal/informal support/networking groups for traditionally marginalized populations (staff/faculty) i.e. women of color group
138	More active diversity/inclusion events for students, staff, faculty i.e. speaker series, film festivals, diversity on tap events
139	Why should there be such a struggle on this???? All are welcome! Seems more education on the value of Diversity for staff/faculty of our university is definitely needed. (Why would we want this program to grow??) More funds for education existing staff/faculty
140	Focus on practices that encourage universal design in the classroom so the environment is accessible to all students especially those with disabilities.
141	Tuition discounts (i.e. W.U.E. program) for Latin American countries + Canada
142	Develop a training program to educate the campus community on being aware & accommodating to disability related needs. By educating our community, we move toward removing barriers & becoming an inclusive culture.
143	Seek to develop an introductory program for uniquely diverse students that focuses on how UCCS exceeds colleges in this region.
144	Diversity champion program focus on people with disabilities at greater length.
145	Establish a cultural competency component into the curriculum.
146	Identify areas and units with highest need to help develop plans to hire and recruit more people with disabilities.
148	Provide support for education to help campus to recognize disability as a part of diversity not just people of color.
149	In an effort to encourage minority participation in graduate programs, better advertising and funding is needed to target this group. My suggestions are below: -Advertising in commode chronicle -Talks at student club meetings -Class presentations in SOC classes
150	Create marketing campaigns that specifically announce jobs to diverse communities (i.e. Society of Black Engineers, Black Chemist) Many departments do not have a point person or PR reps that have connections with HBCUs, Black, Native, or Latino professional organizations by which they can direct job announcements during the recruitment.
151	When we talk about 'diversity' UCCS should mention more about disabilities in the work place, for example, talking more about VR/mentioning more about deaf or hard of hearing.
152	It would be great if we as a team could train people that word choices are important for example: this student is deaf/or hard of hearing --> good word choice -This student is hearing impaired --> not good
153	Create a summer program before the freshman year of college for students in certain majors like engineering, nursing or business that need extra academic support. For example a math class or writing class.
154	Create GPS courses that are specifically geared towards first generation ESL students.
155	Recommendation to enhance retention of first-gen/ESL students: Once we recruit, it would be helpful to develop more support for these population(s) such as enhanced coursework toward remedial or college readiness to make sure students can succeed once they are here--both academically as well as emotionally. Support could come from GPS course options, enhanced excel centers staff unique on intentions for more groups & follow-up.

156	Culturally responsive campus-wide events to make -all- aware of different cultural backgrounds not just black history month.
157	Pre-college (summer bridge) programs to diversify student population (inviting first-generation / low-income students) -summer bridge credit for those who participate.
158	Please continue to make UCCS an inclusive environment. Make all groups feel welcome to contribute. Don't focus on one group at the expense of other group. Make UCCS welcoming for all!
159	I don't agree with rewarding units that successfully recruit & hire diverse staff. That might promote hiring decisions not based on qualifications merely because "numbers are low." I do like identifying areas with the highest need & working with them to develop [customized] plans. I don't agree with incorporating an inclusiveness statement about how they will contribute. -I think that's a bit intrusive to require. Don't agree with grow your own idea. We don't want to either encourage undergrads to go somewhere else, do we? I think everything else looks great!
160	Identifying a network of faculty & staff across campus that are willing to be sounding boards for 1st gen students. To ensure that students make the connection, pair students to staff & have staff contact their students.
161	In an effort to increase the opportunity for first-generation pre-college students to participate in our pre-collegiate program, designated summer classroom space is needed. Much of the work we do reaches a population of academically motivated, diverse students, who may not have college on their radar. Opportunities to participate in programs on our campus encourages college matriculation and are life-changing.
162	Challenge diversity through curriculum with training and grants for faculty. Perhaps representations in each college.
163	Space specifically to support k-12 outreach programs @UCCS. More scholarships opportunities for students who successfully complete a pre-college program
164	Funding or _____ fundraising for diversity in faculty.
165	Make ASL BA program!
166	Get out into schools (high schools) to talk about career opportunities at UCCS.
167	Increase networking among groups to become aware of diverse opportunism in COS.
168	Recruit from High Schools in southern Colorado. Increase opportunities for diverse faculty to develop connections in the community.
169	I appreciate the many actions from the past few years to increase diversity- better goals, broader posting of job openings, moving of search committees, etc. Nonetheless, parts of the campus continue to lack adequate diversity.
170	Regarding evidence-based strategies for diverse recruitment 1) offer training separate from diversity champion training geared towards hiring authorities, search chairs, & department support staff for searches on how to write a job description that attracts diverse candidates, where to recruit, etc. especially for faculty services 2) posting portions on diversity ...& job boards can be very expensive. Some units do not have funding for this targeted recruitment. Perhaps campus could subscribe to a few outlets, as we do with inside higher Ed & higher Ed jobs.
171	Share diversity data with all department heads - u. staff + faculty -Collect diversity data on student employees and student managers
172	Include more students of color in advertising efforts/media
173	Increase director level and above diversity of staff and faculty. Ethnicity, gender identify, sexual orientation

174	Recruit Native Americans via scholarships in various programs. Recruiting trips? Presence at Pow Wows? Coordinate a community greet and feed on how to do this.
175	Support requested faculty position in African /Afro diaspora history (combine w/ WEST to complete the funding). Perfect diversity hire opportunity & perfect programmatically
176	Would like to see more Diversity training like The Big Idea
177	This are of interest especially MOSAIC need support in personnel. We cannot promote campus/student diversity without a structure in place.
178	There is a pay differential b/t m/f this needs to be corrected
179	Diversity champion program- really need to follow up with those who have served as diversity champions - need for experiences to be shared.

What are we missing? (162)

1	Focus overall is on faculty. Need to add all university staff when referring to the success of UCCS- Provide more professional development on an ongoing basis.
2	Depth in compliance positions, specifically Title IX. Need an additional investigator.
3	Majors in renewable energy science. Biomechanical engineering- Asked about this a lot.
4	I believe we should have another IT office focused on staff and administration.
5	I would like to see more support for those individuals that do not fall "neatly" into a specific category. Students with disabilities that perhaps are veterans or nontraditional students. Each student brings unique needs to campus and we should be able to support them. Example- specific individuals trained in providing tutoring for SWD, etc.
6	A team that headlines and leads the online development for UCCS.
7	We should add a masters of library and information science. There is no public school in Colorado that offers it and it would make for a good online program.
8	Once a mountain lion, always a mountain lion. Offer a scholarship for FDC children that return to UCCS for their college studies. Better yet, set aside 1-55 of their tuition payments from age 1-5 years old and let them use that when they return for college studies.
9	Explore the University of Chicago laboratory school to incorporate a Pre-K-post graduate expectation of children & the community.
10	Having only 10 spots for daycare for kids ages 12-24 months is completely insufficient. Revenue is lost. Students, faculty & staff are having to take their children elsewhere.
11	Bring the FDC to our side of the street. Build them a much larger building. Incorporate infant care. We come back to work after 6 weeks so what do we do with our children from 6 weeks -> 12 months? What if they don't get into one of the 10 slots?
12	I am an employee at UCCS and a single mother. I pay not only for FDC daycare but parking as well. The cost of parking to me is not balanced. Someone making \$40,000 a year should not have to pay the same as someone making \$670,000+ a year for parking. Could we adjust the cost to where maybe 30,000-50,000 = \$500/year and 50,001 and higher= \$600/year?
13	Doctorate in Criminal Justice- no program in the state of Colorado
14	Could some scheduling conversation be had to allow departments who plan large events the opportunity to reserve Berger? It seems the clubs have inside opportunities to reserve the ONLY space available for other events.
15	We need a more robust career services office to create an environment that can incorporate and carry out all of wonderful opportunities for engagement that could be made available.
16	To increase student enrollment- move to apply for NCAA Division I status and add wrestling and football.
17	Sustainability! Aside from the obvious benefits of sustainability, surveys show that a sustainable campus is one of the most important non-academic criterion that students consider in choosing where they go to school. It is also a factor in faculty and staff retention.
18	Schedule an interpreter for events like this for hearing impaired. Hire on campus interpreter for hearing impaired.
19	Design parking that allows for easier snow removal and have better accessibility. Exclusive parking for essential personnel for campus emergencies and snow events.
20	Design future class rooms for ADA accessibility as our disabled students are increasing in attendance.
21	Create a standing annual faculty retreat to address any issues, plan for future and facilitate networking.

22	Seek land in either east or south regions of Colorado Springs for future growth to serve these areas in 20-30 years (2050-2060)
23	I would love to see a joint Masters program in Business and Wellness.
24	Put all departments names in a hat. Draw pairs of departments out. Have each pair create a bi-department event that engages students. We are too polarized. We need to understand each other better. The percentage of new staff and faculty means fewer of us have old ties with key personnel in other departments. INTEGRATE!
25	Develop a culture of entrepreneurialism among faculty and staff.
26	Expand staff development to include self nomination for leadership programs.
27	As administration grows and promotes ensure staff development and promotions.
28	What happened to sustainability? UCCS is again behind the curve. This generation is going to be out of resources...
29	A more centralized student services building would be important to consider as we grow.
30	Campus needs: centralized office and/or staff position dedicated to staff professional development on a broad level. Currently, there are pockets of efforts, but they are all independent of each other which prevents a global approach. When individual departments present training they have subject matter expertise but many lack skills/experience in creating and delivering quality training. The result is training which is not very effective and disconnected from other training efforts. A training coordinator or training office (ideally tied to HR to get the logical overlap with retention and needs) would be a major benefit to coordinate training programs, train presenters, and overall improve the efficacy of training specifically for classified and exempt staff.
31	Increase size (i.e. staff) support (i.e. \$) and scope of office of sponsored projects so external funding process is seamless.
32	Develop a stronger way to fully utilize campus resources. Hosting events for a & (conferences, speaking events, etc.) can be a way to lower the cost of parking on campus.
33	Of the 4 new undergraduate programs, 3 significantly impact the College of Education (which we are excited about!) These programs are requiring additional faculty to support the influx of students- however, there is insufficient space to accommodate this increase in faculty (in what is currently allotted to the College of Education). Space (in existing or new buildings) needs to be dedicated to supporting these programs.
34	Recruitment for graduate students- provide robust and target recruitment for graduate programs. Perhaps split graduate recruitment and retention specialist into 20 positions- one person to expand recruitment efforts for specific programs. Retention person can expand professional development for graduate students.
35	These is a goal to increase graduate enrollments. To do so: have academic deans set goals for graduate growth, examine our graduate tuition to see how they compare to peer institutions and other Colorado institutions. Determine if we are competitive, compare with our peer institutions on whether we have same graduate student funding- TA's, RA's, fellowships, scholarships, etc.
36	Missing- Need funding for TAIRA to help recruit students to include health benefits. Tuition waivers needed for students who work as TAIRA. Perhaps they could be competitive RA ships where individuals and professors apply by college, similar to out of state recruitment fellowships.
37	Develop MA Social work program. There is a market and it would be a very profitable program on campus.
38	How is the compass curriculum showing up in the new strategic plan? Sustainability component, for ex., seems to be a glaring omission.

39	Implement online programs with the same academic rigor as in class courses.
40	improve campus and classroom security
41	Campus transportation remains a huge concern: Shuttle buses are becoming a cumbersome way to move students. Need to expand and support sustainable transportation initiatives
42	Driverless car fleet (electric) Internal to campus? Could be a fine prospect for private public partnership
43	Sustainability Institute to be explored by 2015...what has come of this item in the existing start plan?
44	What's missing? Sustainability Initiatives. Sustainability gets a good deal of attention in the existing strategic plan, but there has been very little support by administration to bolster or support the sustainability curriculum (auxiliary services has been more attentive and supportive).
45	High discounted or free city bus passes for students, staff, and faculty could help alleviate parking issues. Better parking is good for reputation. Students constantly tell community how terrible parking is. Park for free public transport w/ good education program could help
46	Missing pieces, veteran & Military Approx. 12 m of the 93m in tuition comes from VA and DOD. How does this impact strategic planning? Are we served better by increasing this population (and revenue) or worse? What considerations should be in place? Should the VA reduce benefits?
47	Goal #8, should there be a discussion about a maximum number of students at UCCS? One of the special qualities of UCCS is that it's not too big. A student can come here and not get lost and swallowed up.
48	Goal #6 would love to see more free events for the public to come to on campus. Also, support for individual units trying to engage in the general public. For example, the comm dept. hosted a high school film festival that brought H.S. students and their parents to campus. We could use support to continue doing this
49	#8 Enrollment growth needs to be tied to additional classroom space
50	Build the internal connection road between Main Campus and North Campus
51	Classroom and office space? Off Campus Rental? Robert Carlson Math
52	Excited about the continued growth of campus/facilities. Next plan will need to consider more meeting space for students and departments. Staffing will continue to be an issue that needs addressed on staff side. Faculty seems to be increasing as planned.
53	What's Missing? Faculty Development - this would support several categories, Research, Teaching, Innovation
54	Carpool parking
55	The fact that there is no table for graduate education says a lot about UCCS and graduate education. We need to explore tuition waivers as recruitment incentive - tie them to research & teaching assistantships in lieu of stipends
56	Creation and Clarification of FERPA Policies and Procedures. Determine what University Considers as protected information and educate faculty members with regards to what is permissible and allowed for research purposes outside of educational role.
57	Visual Arts seem to be tertiary programs at best. While we probably cannot turn UCCS into a full-fledged art and design school, it seems to me that we should be able to offer additional select areas of emphasis. Sol, for example, graphic design would seem like a logical program extension. This is a highly applied field and it would seem that Colorado Springs and the Surrounding communities would have enough businesses and organizations to provide our students with good internship opportunities.
58	Need for M.S. in Humanities

59	Overall: more graduate programs for student retention/recruitment after their B.A./B.S.
60	Campus funding for guest lecturers, visiting instructors.
61	Faculty Club - Space!
62	NEED more Staff, Pay staff more, Quit thinking Being understaffed is some sort of badge of honor it is not!
63	What about sustainability of this campus (and community/regions).
64	Sustainability - there needs to be an area of concentration in the plan on Sus.! It helps the campus but is critical for the larger world.
65	Graduate Readiness: Something that both college and the University can do better is managing the expectations of graduate schools - this involves getting up to speed in technology, offering/encouraging them to take advantage of school success resources; By advertising this "help" we will better be able to compete for graduate students from the for-profit programs
66	ADA Accessibility, Physically, especially in the older buildings, we need to modernize our physical space to be much more mobility challenged accessible. We are getting better but it is a primary concern for the area.
67	Fix parking by a) Providing passes to faculty and staff b) provide more public transportation options, ride share, bus
68	Technology centric/innovation goal. It's not missing but to have goals dedicated to it would make it more of a priority. Provide technology experiences for students beyond the classroom. Grow tech so open tech spaces enhances areas for UCCS individual to learn & use new tech that relates to their programs
69	the students complain about lack of space and group study areas in the library. The building should be in line for a renovation
70	If student resources are limited is there a way to explore and implement a lock-in or guaranteed tuition rate that is the same for all four years? This can help with (a) financial planning (b) retention c) attracting new students
71	This is more tactical than strategic but I'm going to say it: Faculty parking is an issue. Obviously parking is an issue for everyone....If a student can't park, that's one student impacted, if faculty can't park that's an entire section of students impacted. Faculty parking is missing from the strategic plan.
72	What are we missing? No discussion items of graduate students
73	New Programs - we are missing the boat on a parks, recreation & tourism management program. This could be interdisciplinary program. It has no data but I think it suits our area well.
74	We need an onboarding process for staff and students
75	Pedestrian Bridge over Austin Bluffs
76	Sustainability is not part of the six main objectives and needs to be included! Thanks!
77	On behalf of the UCCS Farmhouse & recent developments of bringing health, well & sustainability together in SWELL, we miss sustainability as an area next to diversity in the strategic plan. What happened? We need to position sustainability at UCCS - it's an advantage.
78	Faculty Parking Lot in front of science
79	Faculty engagement with community should be encouraged and rewarded.
80	Support for collaborative networks and workshops that bring together state, regional and local communities to leverage the existing programs and projects at UCCS that support K-12 education
81	Recognize that the campus can't be supported with geospatial technology through the geography department by hiring a 61 S Lab Director

82	Recruitment Strategies to increase high achieving students selecting UCCS. Many high achievers go to other Colorado campuses. We should do as much for these students if not more than what we do for university studies
83	Emphasis on increasing enrollment is a program. No money for more faculty so you cannot in good faith advertise UCCS as having small class sizes. All students are accepted so of course many won't be retained. Flunk out, or some only plan going to UCCS as a 1 year stepping stone to a real U.
84	Biomechanical Engineering (BS)
85	I work closely with teachers who are seeking additional credentials (endorsement). I feel strongly that we could attract many teachers for grad credit if we offered tuition breaks (our competitors are doing this and are attracting our students)
86	Need to have better grade replacement policies for our students. {It doesn't exist?} We are too strict and rigid with our current policy. Please have faculty reconsider. We can have students with better GPAs. This isn't softening standards
87	In the spirit of "internationalization" Initiative there needs to be a "strengthening community ties" initiative. As a research faculty, I would like help forming ties to local companies conducting research potentially hiring graduates
88	K-20 support programs. Need to be prioritized in order to grow the programs as well as showcase the high quality education available at UCCS. More dedicated space for programming would be beneficial. The ability to access UCCS resources at the same price as other campus departments (transportation). Options for parking for pre-college students taking concurrent classes
89	As UCCS becomes more of a business with the loss of government funding, it seems wise to tap into the knowledge and experience of faculty and staff, particularly in the college of business
90	Have a counselling program to support children with special needs at the Family Development Ctr.
91	What is missing: A problem solving support office. A place students can go to with any problem and find active support and direction in how to resolve the problem.
92	I have often dealt with students who are leaving UCCS because they have been frustrated in their attempts to resolves a problem.
93	More support (financial) for students with children; Increase and expand child care needs for students especially as UCCS grows in several diverse age groups.
94	On Campus Baseball stadium and indoor work out facilities for all sports Dave H.
95	The rec center should be free to employees (faculty and Staff) or charge all employees \$5.00 a month for rec center use.
96	Missing: What about our campus commitment to sustainability and climate action plan? This is vital as we expand students, staff and buildings
97	What are we missing? Need to address parking problems and more specifically staff and faculty parking. Can't leave for a dr. appt. and come back to campus to park.
98	Projected growth requires the support of infrastructure to support it. Such as expand library budget.
99	Think about processing fees for students to include public safety and police. It has been awhile since there has been an increase in this fee with an increase in police activity.
100	Video/surveillance cameras are needed on campus
101	UCCS is involved in a large number of projects to enhance and expand our mission. Prior to adding new strategic initiatives, we need time to evaluate and review current efforts. We are too rushed. We are needing more reflection.
102	Sustainability Greater emphasis on achieving the campus's climate commitment

103	Work on Community Draws to campus (museum/events/sports)
104	Athletics Facilities! Increase student athlete support and the student body will get involved. Baseball field, stadium, sports arena
105	baseball field, basketball arena (be used for graduation) Indoor track facility
106	We need classrooms that have computers - [unit?] with 20 computers. We need classroom building - hit capacity 3 years ago, at 85% capacity w all days and times. Need for classroom have 50 sections in fall 2016 with no possible room assignments.
107	We need more instructor and FT faculty lines in LAS - to the needs of technology needs literary needs in the various departments. And instructors to meet the demand in gen. Ed sections
108	Baseball stadium, basketball arena, indoor track, increased career center support, Re [???] Alumni mentorship program, pharmacy school, physical therapy school, dentistry school
109	Physical Space - With recent and projected growth, the library needs more physical space. Period.
110	What is missing: We need to introduce/create faculty/staff parking lots and not the 3 or so staff spaces behind the engineering building. The University takes a ludicrous amount \$\$ but doesn't even guarantee a space. Time to start treating employees better.
111	A graduate program in English. MA in literature
112	I would make sustainability a major goal, including 1)continuing and expanding current efforts to make campus sustainable 2)encouraging and supporting research on climate change and sustainability 3)bringing in speakers and cultivating classes in which sustainability in addressed from each disc disciplinary perspective from biology to English or history.
113	Dedicated space with technology for theses, defenses/dissertations. For example - in LAS - we have to schedule student defenses & proposals in conference rooms. Not all rooms have computer/projector technology for professional presentations. The students should have a dedicated space where technology works and it allows for a stress-free experience.
114	Missing: UNDERGRADUATE EDUCATION, The Compass Curriculum encompasses what both faculty and employers expect from our graduates.
115	Multidisciplinary degrees across colleges
116	A focus on undergraduate and graduate internships
117	Various concurrent/dual enrollment programs. All of these (CU succeed, gold pre-collegiate) need to be consolidated to 1 office for ease of use by community
118	Campus Safety Efforts - Both protecting those on campus from physical harm but also programming to help students learn safe practices (walking & texting, etc.)
119	Sustainability as a priority, It integrates many of the missions of UCCS

120	Donor funded lines? The English department has not had a new TT line since 2007-08. We have had increases in majors and significant increases in SCAs. If finances are an issue, stop hiring upper admins in favor of adding TT faculty thanks. More students? Need more TT faculty to teach them. The numbers presented seemed off - especially for LAS are you counting fall 2016 round 2 schedule was just released. 51 classes scheduled during business hours have no room. Our students (English department) overwhelmingly choose classes during business hours. We have to cancel sections in the evening due to low enrollment and we do not have a weekend demand. WE NEED NEW CLASSROOMS - THIS MUST BE DONE BEFORE WE TRY TO GO TO 13,006. AND we don't have the funding for faculty to increase online sections. We have asked for offloads to develop OL and have been denied. STAFFING is utterly inadequate. We have not had an increase in staffing in the department level since about 2008. Since that time, the # of NTTF and students in one department has doubled. We have added a website which our Admin. Assist cannot update or contribute to. The lack of staff assistance means that we ask PhD level faculty to preform low-level admin tasks rather than the research they are supposed to do. ADD STAFF for depts.
121	PROMOTE Classified Staff
122	What are we missing? Classified Staff - Too much work for pay! No respect from faculty
123	Staff needs to increase really, not just for food services
124	Please make CU BE Colorado program available to those who do not have health insurance through the school I am a veteran who uses the VA but would like to participate in the program.
125	Tenure Track Faculty would like to see more support from leadership. The provost position must be filled by someone with the faculty voice in front and center
126	Added classroom space/improved class room space is terribly needed.
127	Goal 8 on "growth" states graduate education by 2020 should be 2000-2600. We need to develop more specific plans to accomplish this goal. New programs, which _____ programs expand
128	A bit more standardization with class scheduling. In the past, faculty had most of the power in determining class scheduling. With the growth of this institution and the current classroom utilization standardization is necessary.
129	I didn't see anything that provides direct support for faculty to engage in more innovative teaching practices/pedagogies we should strive to maintain excellence in undergraduate education
130	Expand Engineering undergrad degrees (civil?)
131	keep working on athletic facilities!
132	The pursuit of service learning in a creative and coordinated way across campus and disciplines as a hallmark of the campus and a core part of its identity and relationship to the larger community.
133	Full embrace and integration of environmental sustainability to put _____?
134	transparent funding to stakeholders
135	concern about faculty/staff student ratios
136	need creation of general studies degree for online/non-traditional populations
137	I've been an adjunct faculty for 10 years at UCCS and I can't see any pathways to advance & get promoted. Community colleges in CO, i.e. PPCC, have an adjunct advancement program & something like that should be implemented at UCCS
138	Is UCCS on target to meet its sustainability and climate goals? Do these need to be revisited and supported?

139	What are we missing? Sustainability - broad incorporation of sustainability in the curriculum and operation of the University. We have the opportunity to be a critical leader in our region.
140	I feel we should be looking at the Strategic Plan for Sustainability = should our efforts in the area of food service be mentioned? Where are we regarding creating a center for sustainability leadership? Should we update goals in cooperating courses on sustainability in the COMPASS curriculum?
141	One key role UCCS can factor in its strategic plan for the future is to influence the development of our region/city to become a test-bed for the technologies of the future. Especially space, not just CYBER. A bold vision for UCCS to become the beacon on the hill! The rest are (important) details.
142	Input & development of a new employee orientation (UCCS and then benefits). New Staff to UCCS do not have a consistent welcome and overview to UCCS which can & does negatively impact employee morale
143	Improvement in our general campus. Communications - rather than endless #s of individual emails - Promote a weekly posting of events in a central place
144	UCCS is lacking a major arts initiative that builds academic arts areas with professional centralized marketing & community involvement.
145	Develop a degree program for recreation management that includes outdoor sports management, but the concentration lies within parks and recreation. We have the resources on campus to create a very successful parks and rec management program. Our students would receive excellent experience within our recreation and wellness center, our open space and trails, outdoor sports facilities (and indoor) as well as the existing health sciences, sports management, and PGA programs already on campus
146	Use website as a communication mechanism
147	On faculty page have communicate, events & research activities at top of page.
148	More healthy food options. At least a couple of organic options in vending machines and restaurants. Not everyone values low cost over high quality.
149	Develop a digital strategic communications plan for the university that encompasses the website as a communications vehicle/portal/medium
150	Recognize that the UCCS website is the primary communication vehicle of the university and so needs to be managed with strategic communication at the helm
151	We need a strong program for the prevention of shooting on campus. This, of course need research and input from psychologists but perhaps we could evaluate and enhance safety of classrooms; offer free stress management classes on a more regular basis rather than a one-off outreach lecture
152	marketing needs to fix the very problematic website. It should be much more professional
153	keep expanding athletic facilities/support
154	This may not directly go into the strategic plan but we need to start a conversation about what is the value proposition of on-campus higher education. What do students get, what value do we provide, when students choose to spend years on campus rather than pursue a fully online degree. Online degrees provide needed access for some but on campus must provide additional value in order to justify the costs. As online eventually evolves to virtual reality, this need to thoroughly understand the value of on-campus attendance will increase.
155	What's missing: A goal and strategy around multi-disciplinary and especially cross-college degree programs. We need to grapple with the structural barriers to these types of degrees since they appear to a growing and needed part of higher Ed future.

156	Find a way to add more parking facilities. This issue keeps students from coming to class and diminishes their experience. As small as an issue as it seems, it is becoming more of an issue as we grow. Also, paying \$700 /year have separate faculty parking.
157	Would like to see more engineering programs i.e. civil
158	I love the idea of developing and implementing a more cohesive onboarding for new faculty staff - orientation - committee exploration - campus tour - etc.
159	1. New Classroom Building 2. More tenure track hires 3. Work on endowed chairs and names professorships 4. add high achieving students instead of every qualified student
160	Increase staff tuition waiver benefit to 12 credit hours per year instead of 9.
161	Despite talk about need to be entrepreneurial, there are no real models where a group can be entrepreneurial and recover funding. Campus models that claim to be entrepreneurial are not sufficiently well defined nor do they provide much upside...If we do things to increase enrollment at the class level, or even to bring international or out of state, there is no direct mode3l of return to the group that is trying to do something new. A model of take a risk and if things go well campus may just cover costs is not very entrepreneurial. Especially given campus history of not keeping up with resources after such deals.
162	Bring sustainability back as a campus commitment and direction. Our sustainable development minor is thriving, we have added sustainability as a core component of the compass curriculum, and we have made great strides in day to day sustainability through bike sharing, stations for refilling water bottles, a better food service, and a student garden. I hope it was just an oversight that continuing this direction was left out of our strategic planning.

149 **Internationalization**

311 **Student Experience**

156 **Online Education**

76 **Health & Wellness Programs and Village**

121 **Research**

179 **Diversity**

162 **What is Missing?**

1154 TOTAL

2/4/2016