

February 6, 2018

Dear Campus Members,

On behalf of the **Collegiality Committee**, I am pleased to provide an update on recent efforts related to campus climate. As noted in my Nov. 11 email, Collegiality Committee members were examining information obtained from the Oct. 15 forum with Kathy Obear. This included hundreds of comments and recommendations from the table exercises as well as findings from the post-forum survey, which has been attached.

Based on this extensive review, the committee has decided to form three task-oriented subcommittees to tackle the three main recommendations that emerged.

1. The **Collegiality Training Subcommittee**, led by Kathy Ervin, is developing campus workshops on collegiality.
2. The **Collegiality Statement Subcommittee**, led by Rob Garcia, is drafting a statement on Shared Commitment on Collegiality.
3. The **Collegial Relations Subcommittee**, led by Dorothy Chen-Maynard, is developing a roadmap of resources and steps for due process for campus members who experience non-collegial behavior.

Please feel free to reach out to me or one of the individuals above with your recommendations.

My November update also noted that the **Policy on Campus Listservs** was under review. Based on feedback from the initial review, the policy has been further revised. Since these revisions were substantial, campus members have an additional 30 days to review the proposed policy and provide comments. The deadline to response is Wednesday, Feb. 7; questions and comments should be emailed to Alisha Carnahan at [Alisha.carnahan@csusb.edu](mailto:Alisha.carnahan@csusb.edu).

Lastly, each academic college and unit in the Division of Academic Affairs continues to advance our environment. Among some of the efforts that have occurred: (1) One college now has a suggestion box; (2) Another college includes climate as a regular agenda item at chairs' meeting; and (3) One college brought faculty and staff together for a Chili Cook-Off. Planned actions and progress to date can be found on the division's [Priorities / Updates AY 2017-18 webpage](#); see Goal 2, Objective 8 for campus climate.

Thank you for the many outstanding efforts to provide a healthy and vibrant setting; and please keep in mind that we *all* play an essential role in upholding a respectful and inclusive environment.

Have a wonderful day.

Best regards,  
Shari McMahan, Ph.D.  
Provost and Vice President for Academic Affairs

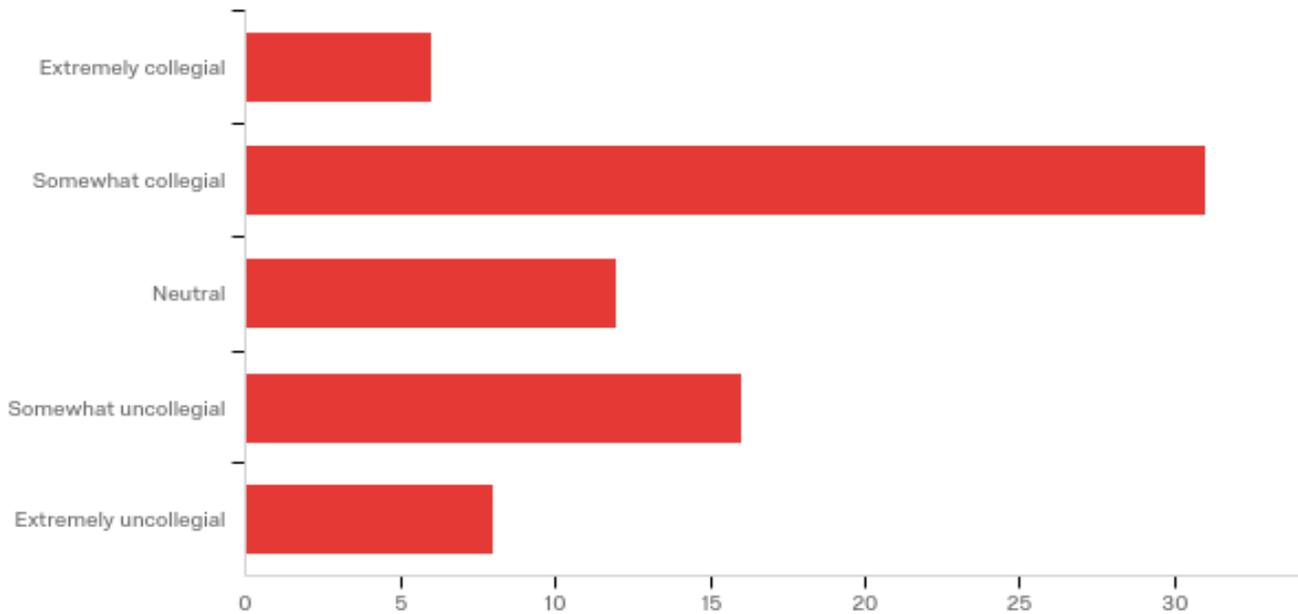
**WE DEFINE THE *Future***

# Default Report

*Kathy Obear Collegiality Retreat Morning Session*

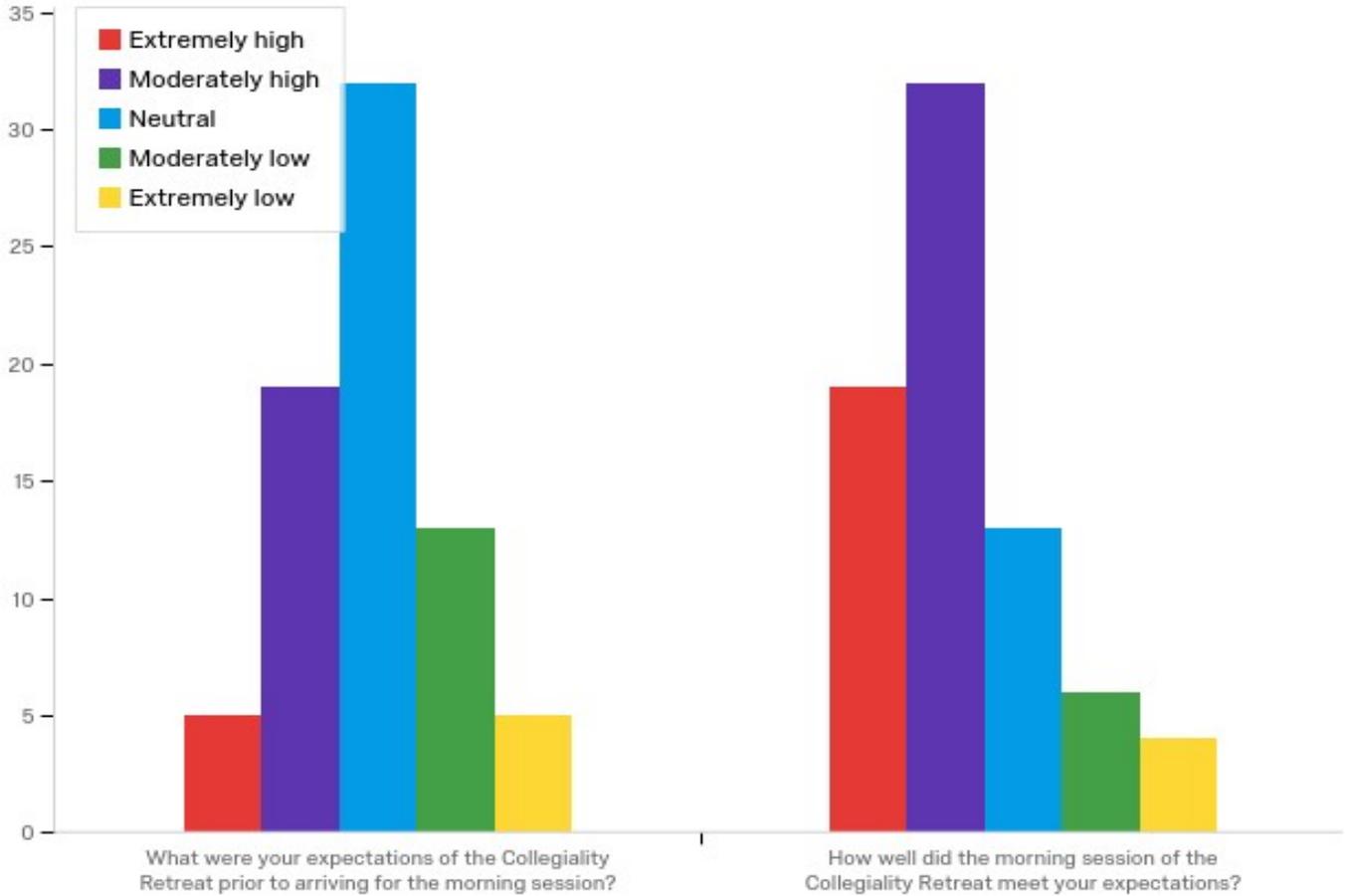
November 14th 2017, 4:14 pm PST

**Q1 - Prior to attending the morning session on Kathy Obear's Collegiality Retreat, how would you rate collegiality on campus?**



#	Answer	%	Count
1	Extremely collegial	8.22%	6
2	Somewhat collegial	42.47%	31
3	Neutral	16.44%	12
4	Somewhat uncollegial	21.92%	16
5	Extremely uncollegial	10.96%	8
	Total	100%	73

## Q2 - Your Expectations



#	Question	Extremely high		Moderately high		Neutral		Moderately low		Extremely low		Total
1	Prior Expectations	6.76%	5	25.68%	19	43.24%	32	17.57%	13	6.76%	5	74
2	Expectations Met	25.68%	19	43.24%	32	17.57%	13	8.11%	6	5.41%	4	74

### Q3 - What information did you find most beneficial?

What information did you find most beneficial?
Working together in groups from other areas, divisions, etc.
Ways to work through issues.
There were several I found the most beneficial: 1) Assigned seating - found my grouping diverse and had an opportunity to interact with colleagues I normally don't interact with on a daily basis, 2) Blend of structured and casual approach to sharing content - was not simply a talking head, 3) Specific to higher education and tailored to CSUSB, and 4) Group Activities.
There were many interesting observations about personal behaviors.
The various ways that one may offend another person without intentionally doing so. This brought more awareness to be careful when communicating with others.
The speaker way highly dynamic and engaging!
The sharing of information with my colleagues. Several other people are seeing what I see.
The self-assessment tool, connection exercises and prescriptions.
The information listed on the flip chart paper really highlighted some problem areas for future work/effort.
While there are always difficulties in a large organization, I was discouraged that we are still having widespread problems with favoritism, bullying and discourteous behavior.
The conversations with other colleagues whom I had not had the opportunity to work with before.
The Collegiality Retreat exceeded my expectations beyond measure. The entire forum was beneficial; even if it wasn't new information presented the reminder that we are all people with one common goal; student success at CSUSB. The random mix up of staff, faculty and administrators at each table may have been the most beneficial in my opinion. Awesome job and awesome event!
The card exercise
The awareness of the issues.
The assigned seating to get to more colleagues here on campus.
The assigned seating arrangements.
The afternoon session for faculty was much better than the morning general session.
The activities increased my own self awareness and gave me some tools to use with the faculty and staff in the department.
talking with people I had never met before, finding commonalities
Speaker interesting and good sense of humor
Refreshers regarding microaggressions, working with others on campus.
Practical conversations, good group dialogue, insightful frame
opportunities to talk with others in small groups
Not much. Information was typical.

The virtue was more in the process of interacting with students, staff and faculty
Much of the information discussed served for a reality check to shine light on issues
Meeting new people and learning why others love to work at CSUSB.
listening to my colleagues.
Listen harder when you disagree
Kathy Obear's presentation
Kathy is a great storyteller
I reflected on what I needed to do better
I really liked the activities that allowed us to interface with individuals that we normally would not speak to on campus. I thought it was helpful for some that attended to hear how those at the bottom of the employee chain can feel not heard.
I liked walking around holding the cards and how people treated one another. I also liked asking, "who are you" because it not only let someone else know who I am, I learned the value of how I saw myself.
I knew virtually all of the information beforehand.
I found the table discussions with different campus people to be the most beneficial.
I found the meeting guidelines that Kathy provided were very helpful which are helpful tools that I can use in future meetings or conversation.
I enjoyed the communication aspect. It's really trying to share viewpoints, admit mistakes, talk openly and understand perspectives, even if they are agreed upon.
I don't want to say that the retreat was a waste of time, but it didn't really talk about the issues we have on campus. It was a nice to discuss general topics and you got to meet other members of the campus community, but it didn't discuss the working relationship dynamics. MPP's as they relate to Faculty, Staff, and Students...vice-versa. MPP's have a better than you attitude and so do Faculty, even some staff do.
I didn't have lofty expectations for the retreat and was pleasantly surprised by Dr. Obear's offerings. I can't recall what was most beneficial. But do think it was a morning well spent.
I did not find much of the information beneficial at all. "lack of collegiality" and "prejudice" are two very different issues.
I can't remember any information that was beneficial.
How damaging negative behavioral patterns can be to the work environment, such as exclusionary and disrespectful behavior in meetings and taking credit for other people's work.
Honestly, being given assigned seating (as opposed to open seating) really helped me expand my interaction with others. I was forced (in a good way) to be respectful to my colleagues whom I had never met, and to engage with them. It was awkward at first, but in the end I enjoyed working with my group.
everything
Everything
Engaging with other people and getting to know them.
Dr. Obear had great examples of what people should and shouldn't do when talking to each other. Also, her intersection identity list was more comprehensive than ones I've seen before.
Developing a comm N definition of campus collegiality.
Considering alternative identities
conflict management techniques

Communication with staff, faculty, and students as a whole is a big factor rebuilding our collegiality on campus. The retreat provided an understanding what we need to focus on building a positive environment in the university.

Can't remember now. It didn't stick.

Awareness of biases

Assigned seating was a great idea! It kept people from sitting where they may have felt more comfortable. Working in teams was also beneficial.

Although it was initially uncomfortable I appreciated sitting with people I was unfamiliar with. Within my own table we had to make a choice about how we were going to interact and I was proud of my group. In the end we all wanted the same thing. We want to be kind and respectful to others and working from the basics to find ways to do that is what we ended up focusing on. I also enjoyed the card exercise and found it to give me more insight to how some people are treated badly and the don't understand why....I was a 2.

All that was shared provided better understanding and insight into the causes behind disrespect and incivility.

All of it.

All of it

After a session of discussion around our table, she asked us to consider who had spoken and who had not. I was surprised to notice that the four white people at my table had spoken and the other two people had not.

1. Procedure of how to interact with others
2. Understanding of what factors make co-workers uncomfortable or frustrated.

#### Q4 - What information did you find the least beneficial?

What information did you find the least beneficial?
The information was very beneficial, yet I would have loved to see the people that complain showed up to take the opportunity to engage and know that our campus cares and is doing the best to reconnect us.
N/A
at times the speaker's interactions seemed awkward
Speaker's personal-life.
I believe everything that was said the retreat is beneficial.
N/A
Her constant references to how privileged she believed she was were not at all beneficial.
I felt she was excellent -- nothing was least beneficial. However I questioned if the right people were in the room - faculty.
The least beneficial is the generality of the retreat, it would have been more helpful if there were specific topics to discuss with regards to our campus...what about Bullying, and microaggressions, what about the public fighting between the President and FCE.
NA
There is an assumption, that micro-aggressions and lack of collegiality are all related to identity, stereotypes and prejudice. Although important, on our campus, it is more the lack of respect for each other (regardless of identity).
Too much interaction and moving around.
It was too short in time.
I am not sure how helpful the seating arrangements were, but I did enjoy meeting new people.
Too much interaction and moving around during session.
the silly team-building exercises (Of course, it's always nice to meet new people, but I don't think these evercises did much to address the very real issues underlying the poor campus climate.)
N/A
Nothing
Nothing.
N/A
Unproductive meeting behaviors- we didn't get into how to address it.
N/A
NA
The session was not relevant to our main problems -- which have to do with policies and the processes by which they are implemented.
The thought that anything was really going to change.

My only lament is that faculty turnout was low, especially among our campus' most vocal critics of climate. The message that sends to me is that they (the Senate Exec in particular) aren't sincerely interested in moving our campus forward in a positive and constructive direction.
NA
N/A
Seemed like there wasn't a focus at getting at the root of the problem or bringing those parties together.
Some of the activities were not too helpful. I believe it was the activity for PAIRS that was not helpful. There were a lot of items to consider and discuss, but not enough time. So my partner and I did a lot of ad lib.
Accepting differences. We pretty much already know that.
I think it wasn't helpful that the lunch was set up in the room where we could all see it, but it was only for the Department Chairs. We had just talked about how we are a campus family and all valuable, but apparently not valuable enough to attend the lunch.
I don't think Kathy had been briefed on the level of intentional malicious interactions on campus. Our problems are not micro-aggressions (though they happen) but macro-aggressions: intentionally hurtful emails sent to the entire campus community and other mean and disrespectful interactions. When someone brought up emails, Kathy said something like "oh, yes, when someone accidentally hit send all..." There is nothing accidental about what happens on this campus.
I felt that there were moments during the event that others were still being uncollegial without realizing they were.
The presentation focused on the way certain people are treated based upon their status. The presentation did not address what constitutes uncivil behavior or bullying, which is supposed to be the focus of the Committee and is the problem on this campus.
teaching Kindergarten skills; folks who needed to be there were not; unlikely to useful to my department as presented,
When we worked to define what is collegial behavior and what is not. I believe, and our group work showed that people know. The issue is that we still continue to mistreat one another.
It wasn't a bad thing to hear again things I knew, but not sure how helpful it was either.
Kathy's personal stories
Some of the exercises were too rushed.
If the speaker was going to continually reference white privilege she should have spent more time identifying what that meant. It's a mistake to assume that everyone knows or understands what that means. I am not a white person that grew up in the 60's. Our issues with collegiality aren't just based on the idea of white privilege. We have lost our basic ability to be kind to one another. We have lost basic courtesy. We have lost our ability to be professional and hold ourselves to higher standards. We have forgotten that no one needs to be all right or all wrong.
While the activity with the card (high card = important and low card = not important) was an accurate representation of what many people on campus face each day, it may have been more realistic to intentionally provide management with lower card and staff with higher cards so the experience could be more realistic.
There were two I found the least beneficial: 1) Playing card exercise, the instructions were unclear, and 2) For those who attended the Micro-aggressions Workshop and Discussion, several of the same suggestions were shared (e.g. P.A.N.) and I wanted to learn more approaches.
I felt everything covered was beneficial.
Four hours of team building vanished with the quote of "If you are a manager, your lunch is ready. For the rest of you, thank you for attending!" This heartless quote only served to re-enforce the "us vs. them" attitude that some managers have with staff members. We suddenly felt devalued as individuals.
N/A

She did not address the white elephant in the room. Inclusiveness here on campus.

This event seemed to end up as a training on how to work with other college employees and them airing grievances. The direct focus strayed away on how to best help students.

N/A

## Q5 - What do you think are our next steps as a campus in terms of collegiality?

What do you think are our next steps as a campus in terms of collegiality?
The leadership team needs to practice what they are trying to preach so they can gain the trust of our workforce, our CSUSB family members.
Continue to hold workshops that include collegiality. Maybe part of the onboarding process
I think we need time and action. Stop talking about being collegial and simply be collegial. There is no reason to not be collegial.
get more faculty to attend or hold the sessions when more of them are available to attend.
More workshops where arranged seating is implemented.
We need to continue to provide more training or retreats such as this event to continue the communication of improving our collegiality on campus.
on-going work at department/unit levels
Prior to the meeting, I did not realize that there were so many instances, with apparent documentation and testimony from multiple sources, of the president behaving inappropriately with faculty groups (disparaging comments about and to faculty, unwillingness to work with senate 1:1, veiled justification for decisions that affect faculty, etc). It seems that until he changes and works to reconcile past behavior we are at an impasse.
Have sessions where faculty meet with staff and discuss issues that are important to them, and hot-button issues that can cause concerns. Additionally, faculty and staff should have sessions with students (Maybe ASI Officers) to discuss common concerns and hot-button issues for students.
Faculty needs to be reigned in. I recognize the strength of their union however , there are behaviors that should never be tolerated. Campus needs to hire more people that want to be here. Academic Deans need to address rude, disrespectful behaviors. There should be an expectation of professionalism and respect. no matter what position a person holds.
I think we should look at the campus survey and pull topic and instances from those to talk about it.
Someone pointed out that the mission or vision statement of the committee was re-stating the issues and challenges not the solutions or perspective of where we hope to go. I agree the phrasing was not motivational nor advancing in the direction of better communication and understanding. That vision needs more thought and purpose.
More training.
Look at the suggestions that came out of the forum and put action plan to carry them to fruition.
Incorporating these and similar activities into all types of groups who meet.
Have Kathy O'Bear share her summary with the collegiality committee so that they can make recommendations
Have the upper-level administration model the behavior they want others to demonstrate
Have people take ownership of their behavior instead of blaming others
Handle personnel complaints properly. The perception is that some people are protected and others are targeted
Further refine what this collegiality looks like.
Address the underlying issue: lack of shared governance

Putting practices in place to promote collegiality.
Having more retreats such as this one, maybe once a year.
Involve more faculty and have them interact with other members of the campus community. The faculty as a whole isn't the problem; specific individuals who speak of bullying but themselves bully other faculty and disrespect the administration and students are the ones in great need of collegiality training.
Unity
Further expanding on these topics- learning how to overcome behaviors, reframe, etc.
put into practice what we discussed as a group
introducing students to similar concepts; telling workers not to use foul language while they are working on our campus.. Start behaving like educated adults. realize each of us needs to be responsible and accountable. Stop trying to undermine the system by thinking the world revolves around you and your schedule and be considerate of others.
Shared governance seems to have become a hot-button word. This phrase is frequently used in critiques of our administration. Yet we do not have a shared understanding of what shared governance means or what forms of it work best in the different types of decision making that occur in different areas of a university. Unfortunately the conversation has become strained, with faculty feeling unheard and administrators feeling unfairly criticized. I'm not sure that we are ready for a direct conversation about the meaning of shared governance. It seems like that could blow up. But I do think the transparency of the Provost's funding models for the colleges is an example of a step in the right direction. We used to have a budget committee that had input into budget decisions beyond the funding for the colleges. I think back then faculty felt like they had more of a voice and that their input was heard and taken seriously, even if decisions didn't always go the way they might have preferred.
To continue to have ongoing opportunities to discuss concerns/issues on campus and to develop strategies/plans on how to best address them.
Subsequent meetings/activities with the whole university community
There's a real problem "speaking truth to power" given fear of reprisals. For this reason honest discussions among those with power differentials are nearly nonexistent.
Serious work on trust building. It must start in the President's office. He sets the tone and the climate
Continue the conversations and engage different faculty (as in different from the Senate) in the process. The Senate leadership is frustratingly obstructionist and, until there is turnover among their ranks, trying to engage or appease them seems like an exercise in futility.
Practice what was demonstrated.
Continuing the conversation.
Those parties who have series issue should be in mediation
Requiring a workplace "ethics" course as part of onboarding for all students, faculty and staff.
I don't want it to stop here. We need to do these quarterly and it needs the attendance of those in key positions.
The issues of collegiality are focused on the faculty / top management interface. A related area of collegiality is how it is affected by power.
I think we are all so extremely busy....it would be great if we examined our priorities and trimmed some of our expectations. I have found that people who are stressed tend to be less patient and kind, and I think having everyone on an "overload" is not helping us move forward in rebuilding relationships.
I don't know how you teach kindness, respect and humility. I think it would help to have a single unifying goal or project to work on across campus.
I'd like this course to be offered again and be considered mandatory for all employees (management and administration included).

The Campus Committee on Collegiality needs to work towards creating an anti-bullying policy on campus, which is the original reason that committee was created.
Stop making decisions without properly consulting (not just sending an email announcement) the parties most impacted, whether MPP, faculty, or staff
I believe that we need to model the behaviors and bring issues up when we see them. We need to act as allies for each other.
Open and honest conversations need to be not only allowed but encouraged. Only recently I have seen a couple of conversations shut down because administrators don't want them to take place, but would rather make the decisions themselves, regardless of required procedure.
People need to be rewarded - not punished - for respectful disagreement when they indeed disagree. The policy of "you agree with me or you are my enemy" needs to cease.
Implement some of the ideas from the forum, and indicate with them they are the direct results of the forum so participants and non-participants alike can see the tangibles from the experience.
Maybe we need impartial facilitators or mediators that will oversee some of the areas where issues seem to escalate rather quickly. I think e-mail could use this. There are too many that feel safe in sending unproductive negative messages via e-mail. In addition, in areas where there are individuals who have crossed the line and have been inappropriate (bullying, demeaning etc.) make sure action is taken immediately. Call the individual on their inappropriate behavior the moment you are aware.
Continued discussion
Action! Words without action are just that. The vision statement sounds good, but if there is not genuine sincerity and action for change then the efforts are mute. Also taking accountability for your action, even when inappropriate and acknowledging and resolving.
Continue conversation and ensure those who give the perception behavior is toxic should be present.
I applaud the campus leadership for inviting Kathy to our campus and coordinating this collegiality forum. The next step in terms of campus collegiality is two-fold: 1) Maintain the momentum by focusing on pockets in the organization, holding sessions at the Division-level equipping employees with skills in collaborative communication (with SME Craig Seal) and workshops in "verbal judo" (need to source one who is certified).
Evaluation of comments received from table exercises; some type of response/action to top 5 or 10 concerns
Continue bringing people together to foster and maintain relationships between divisions and departments.
No staff member feels safe about reporting bad manager collegiality. There's no way to do this anonymously.
It's time to do away with the "campus," "bb," and "forum" listserves. They function more like social media feeds and create unnecessary distractions and divisiveness.
Transparency would be a great step forward. Not doing things behind peoples backs. Including groups in decision making. Not dropping the hammer saying my way or the highway.
To define unacceptable behavior (bullying, meeting etiquette, etc.) and incorporate in the performance review and tenure processes to hold staff and faculty accountable for their behavior.
Focus on students.
Continuing to address inequities and the interactions that make some more prevalent than others. Creating a culture that makes it easier for students to speak out.
Don't know

## Q6 - What other assistance, resource, or information do you think our campus needs to move forward?

What other assistance, resource, or information do you think our campus needs to move forward?
More training for awareness.
Build a faculty dining facility. This is where faculty can meet, talk, and be collegial. We have no place like that on campus just for faculty.
more interactions between faculty and staff
Time to be able to interact with others throughout the departments.
N/A
trained facilitators and/or continued work with Obear.
<ol style="list-style-type: none"> <li>1. More work needs to be done to help staff understand the responsibilities of faculty and value the work of faculty. Often, faculty do not feel that their work is valued by staff or that staff appreciate and understand what it takes to teach.</li> <li>2. More work needs to be done to help faculty empathize with the often demoralizing experiences of staff and the pressures they feel.</li> </ol>
We're moving forward just fine. We don't need more collegiality coaching. It's almost as bad as the micro-aggression coaching.
Get rid of unions...
We need to talk about the campus survey and not sweep it under the rug. There will never be a positive change if we don't acknowledge our faults.
We can tout diversity and collegiality all day long... we are diverse; we are collegial; our challenge is at times, we just aren't trying to get along, allow or accept things we can't change. Louise Hay said it best, "I'm a simple lady with a simple message, love yourself and get your act together." Self-love is our true power. Only when the ego is reigned in and emotional triggers are set aside can we meet in the middle.
More workshops like Kathy's would be excellent. This won't work if only certain individuals get the training. It should also be included in the Diversity training to new employees.
I think it cannot be a one-time forum. This should be a series maybe another session in the spring to report on what we have done and outline what we can work on in the near future.
We need to mindfully engage in self reflection and hold higher expectations for each other. These are deeply ingrained habitual responses under many meeting conditions so it will take a lot of time and effort to change the conditions and develop new habitual responses.
Have an outside facilitator come to campus regularly
Increased education about racism, sexism etc.
None
We need assistance and advice on a long-term basis, not just a one-time forum.
I think more staff days for staff of different departments to mingle and network on campus.
Establishing new outlets where individuals can be heard without fear of reprisal or loss of professional status. Open discussion sessions like those held by the administration are a step in the right direction.
Trainings

a continued, focused program related to this issue
what is the level of trust on campus. conduct a proper survey since the last one seems to be so flawed and this time do it properly.
To have a facilitator either from on or off campus that can continue to assist in keep these conversations going
NA
Some sort of "feedback" process that would enable those above to be in touch with frustrations below. And this needs to be more than the (nearly meaningless) lunches and such - which are more "meet and greet" than a forum for serious discussion.
Build actions into performance appraisals for senior administration
An email filter of some sort, perhaps not allowing all emails to be sent to campus from all users without first being screened.
Since there are so many programs, events, and Centers of Excellence, on campus that are already being designed and dedicated to collegiality, it's hard to know what will be effective. Time will tell. In all likelihood we will need another, unbiased, climate survey. I'm not sure if the campus has already planned on contracting an outside agency to conduct this survey.
Sandals Church does an excellent ministry about Soul Caring. It basically teaches people how to really listen to someone without giving advise but helping the other person find the correct answer by creative asking and affirmation.
It is less resources and more the will or intent of all parties to engage constructively
It would be great if all employees would receive an annual performance evaluation. I know several of us are still waiting for last year's, and it is hard to know where we are at without some feedback.
Something that can help us rebuild trust.
I think we need to look at the resources on Workplace Bullying and addressing that issue. We also need to look at the rights of the Faculty Senate and CSU policy on Shared Governance. Our administration needs to understand that "shared governance" IS "shared decision making"
I think this needs to be a campus wide effort. It will not work if everyone is not paying attention. We need Faculty Leadership to set the tone.
An external unbiased and skilled person needs to conduct an unbiased analysis of the campus climate.
Continue to seek input from all campus members and actually incorporate reasonable suggestions into planning and action.
Along with the theme We Define the Future, maybe we start identifying ways to start with foundational elements of relationships. Themes come to mind like T= Is it True? H= Is it Helpful? I= Is it Inspiring? N= Is it Necessary? K= Is it Kind?
Clearly we all could use a refresher on these basic principles. If we develop a new way starting at the foundation I strongly believe there are enough people that want to make this positive change that we can start to move away from negativity being the norm.
I wish I knew. It seems like, no matter what is done, there will always be a few people who will never be happy and will continue to try and bring others down.
The work needs to be done by the people...not sure how much more assistance, resources, or information will make a difference

Topic should be covered regularly department leaders and student leaders to ensure core values of campus are being followed among staff, supervisors and students.

Engage both the University Diversity Committee and Diversity Council in offering an environment scan of our employee population. IR works diligently in publishing demographics on our students, however, it would also be helpful to see infographics on our employee population, similar to what the Staff Development Center is proposing to gather.

There needs to be something related to personal responsibility.

I can't offer any suggestions

Where do we go to suggest low/no cost improvements in campus collegiality? For example, many of us have give up using/reading "Forum" because, no matter what viewpoint you express, someone is going to tell you that you are ignorant, and that they know better, since they've read multiple books about the subject being discussed. Why do we allow verbal and written bullying like this?

A climate survey sponsored by the administration to gauge the current climate.

That's a hard one its hard for people to forget. We (all) need to admit mistakes and move forward.

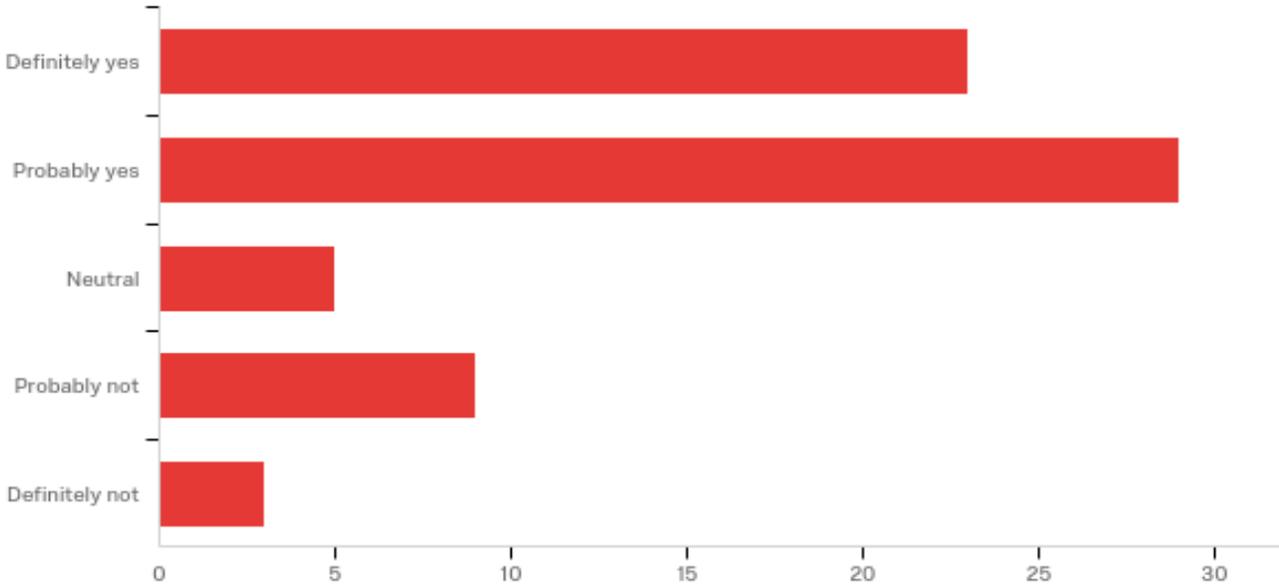
A way to hold tenure faculty accountable for their treatment of other faculty and staff.

More forums.

More workshops for students, staff and faculty. Should be mandatory for faculty and staff.

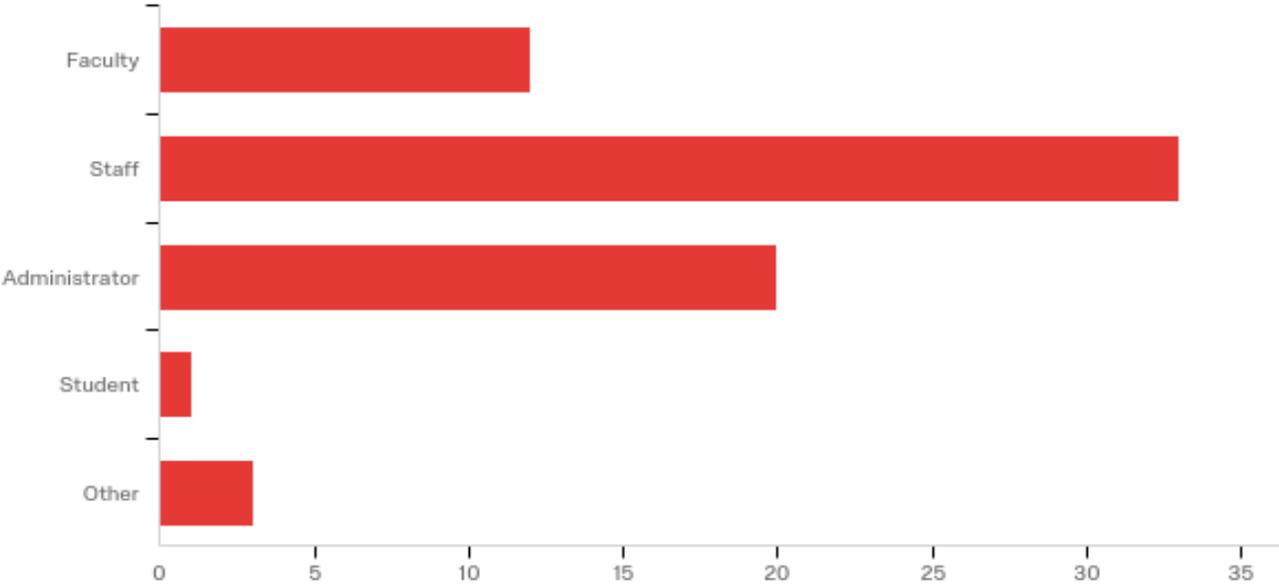
More informal gettogethers across departments and divisions

**Q7 - Do you think our campus is moving in the right direction in our efforts in improving collegiality?**



#	Answer	%	Count
1	Definitely yes	33.33%	23
2	Probably yes	42.03%	29
3	Neutral	7.25%	5
4	Probably not	13.04%	9
5	Definitely not	4.35%	3
	Total	100%	69

**Q8 - Your current position:**



#	Answer	%	Count
1	Faculty	17.39%	12
2	Staff	47.83%	33
3	Administrator	28.99%	20
4	Student	1.45%	1
5	Other	4.35%	3
	Total	100%	69

**Other**

Other - Text
Rather not specify.
Both staff and student
Student and staff

## Q9 - Any other comments you would like to make before submitting this survey?

Any other comments you would like to make before submitting this survey?
The workshops and open forums are a great tool for staff to engage, yet nothing will change if our leadership does not change. Leadership is the one that are to move and steer this organization, and if they don't practice honesty, truthfulness, transparency or communications, none of the remedies would be helpful. We need to address the problem from the roots, not the surface.
Perhaps the president could invite members of the executive committee of the faculty senate to his house for a barbecue. Or maybe he could make time to have lunch with faculty members once a month. He needs to explain some of his previous decisions about removing people. No one trusts him--not because he is making decisions--but because he does not explain his motives before, during, or after he does something. When you don't communicate, you create a vacuum and people fill that vacuum with innuendo and gossip. Ergo, you end up with a real lack of trust.
I think it's a great idea, but more people need to attend
Good speaker overall, wouldn't mind being in another one of her sessions.
This retreat was the start of open conversations about collegiality on campus. I believe the guest speaker was informative and provided a lot of great information.
Thank you
I'm happy to see the leadership team in place. Dr Morales has done an excellent job. The new Provost and Vice Provost appear competent and energized to tackle issues on campus. Accountability is also needed. Evaluate Department Chairs prior to putting them in their positions -- do they support the mission of the University? They also need leadership training. We need to get back to the business of educating students -- again Leadership is focused and executing the mission.
I think we should have smaller groups, more intimate. They were heavy issues to discuss, and the moving around to different stations or to meet people made it even busier.
It's a shame this was needed, as basic respect should be shown to all, and that no one person is more important than another.
We cannot afford to not do anything with the recommendations that were presented at the forum. Even if there are two or three items we tackle, that will show progress.
I enjoyed the workshop. I think more workshops to tackle different concerns and refresher workshops would be beneficial.
The speaker was great and the retreat was useful and informative.
This first event was good, but seemed to be "preaching to the choir." Faculty involvement is needed to truly impact collegiality on campus.
Thanks!
You have to want to change and participate. while the conference itself was terrific, unless we're willing to change, reflect on our own behavior, understand we might be part of the problem, and accept our own responsibility it will have been worthless.
NA
Of late I have been seriously depressed about CSUSB and my role -- and have been contemplating leaving. I appreciate my faculty colleagues, but feel trapped into a box where success is impossible -- and not even desired by our administration.
Thank you for the Obear session. It let me know the possibilities but do we have the will.

My main concern is that those who are interested in promoting collegiality were in attendance and those that aren't interest or are causing division were not in attendance. However, I understand that we can't force those individuals to comply. It will be difficult, but I believe if we continue to reach out to those individuals, we can eventually improve the campus environment.

Kathy was great and overall the training was much better than I expected. It has changed my behavior in a positive way.

Bullying is a severe problem on this campus and needs to be addressed. There is a tendency by the administration to sweep this under the rug and instead divert our attention to "collegiality." The problems with bullying and lack of shared governance are very real and are HURTING this campus. We have had 12 faculty members leave my department because of the problems with bullying and workplace harassment. It is time the administration began taking these problems seriously.

Honesty and integrity are sorely missing in Central Administration behavior toward all segments of campus. There is a facade of transparency, but it is only skin deep.

In my experience many leaders have been promoted without sufficient training in leadership and supervision. Training and practical action steps for implementation are important. Invest in good leadership and it helps the entire institution move forward.

The collegiality forum was a great idea. I sat with someone that I have had questionable experiences with in the past. I was initially uncertain that I wanted to be at my table with this person. While sitting at the table I started to realize that maybe we have just misunderstood each others intentions. I had to make a choice. I could continue to live with the same assumptions or I could start a new relationship that day. I could open myself up and be vulnerable in hopes that it would be reciprocated or I could stay closed off and things would never change. Once I let my guard down it became apparent that we are more alike than I had previously thought. We want the same things. I think this will forever change my dynamic with this person for the better.

I applaud these efforts and I truly hope the climate of the campus continues to improve.

I enjoyed the presenter's workshop overall

Don't stop the effort in encouraging and educating all to exercise mutual respect!

Due to survey-fatigue, be mindful that not everyone is going to take the time to complete this survey. However, regardless of the response rate, I hope the results will be taken seriously, results shared (unedited when possible), and a scorecard easily accessible on our website for when one wants to reference in the future.

I started in February and have found everyone I have come in contact with to be very helpful and friendly. I came from the private sector and don't see the negativity (that I used to refer to as a cancer) in my work environment here at CSUSB.

Many of the managers wrote "gossip" on their charts as a bad thing, something they needed to eliminate. Some managers have even tried to forbid talking to other staff members about departmental business. Don't they realize we have a Constitutional right to free expression? Why are they so afraid of us?

Just wish everyone can get along! :)

I really enjoyed hearing Kathy Obear speak. She provided so much insight with an energetic attitude. I Personally enjoyed the group work that she assigned. It allowed us to not only get to speak to someone we have never spoken to before but it also allowed us to communicate and work together.

Great to have student workshop