

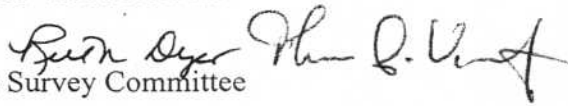
University Climate Survey Committee Report

November 10, 2015

MEMORANDUM

Date: November 10, 2015

To: Kirk Schulz, President
April Mason, Provost and Senior Vice President

From: Ruth A. Dyer and Tom Vontz 
Co-Chairs, University Climate Survey Committee

Re: Action Item Recommendations

As part of the process associated with the University Climate Survey administered in Fall 2014, the final report was posted on the University Climate Survey website in late April 2015, and a webpage was provided for members of the university community to submit over the summer and early fall proposed action items in response to the results of the survey. In August 2015, the University Climate Survey Committee advertised 14 Action Item Sessions for which members of the university community could sign up and provide ideas for actions to address challenges and opportunities identified in the University Climate Survey final report. In September 2015, a total of six Action Item sessions were held to accommodate those who signed up, with four sessions held on the Manhattan campus, one session held on the K-State Salina campus and one session held on the K-State Olathe campus. Approximately 100 people participated in the sessions or provided input via the website.

The University Climate Survey Committee compiled and reviewed all of the input provided at these action item sessions, along with the information provided via the webpage. The proposed action item responses were grouped into 12 categories. After careful evaluation of the number of responses in each category and the alignment each category had with the survey results, the committee identified the following four categories as those with the highest priority for consideration of action items for implementation:

- Pay/Benefits
- Communication
- Inclusiveness
- Professional Development

Within each category, we have included three or four action items that summarize the various individual responses submitted. Thus, on behalf of the University Climate Survey Committee, we have attached the committee's recommendations for action items for consideration by you and the President's Cabinet for implementation during the 2015-2016 academic year. We also have provided in a separate attachment the entire list of all of the responses we received. The process specified we would recommend a total of two or three action items, but we believe this more complete list of items is important for your consideration. We also recognize part of the academic year is already completed, but we are confident there are items on the list that can be implemented this year.

We appreciate your careful consideration of these recommendations, and we will be glad to answer any questions you may have regarding them.

Recommendations from University Climate Survey Committee Top Four Categories and Action Items

PAY/BENEFITS CATEGORY and ACTION ITEMS

PAY

- Increase pay and provide advancement opportunities for all employees
- Provide targeted salary enhancements for all employee categories
- Eliminate restrictions on percentage increase in pay for USS positions when moving to a higher pay grade
- Improve communication about pay levels/promotions/comparisons

BENEFITS

- Reduce rates for services based on salary levels (e.g., child care, parking, recreation services)
- Provide increased access to existing benefits (e.g., advertise counseling services, expand dependent tuition assistance)
- Establish new benefits for some groups or all employees (e.g., flexible hours for everyone; in-service time as part of the regular working hours for USS employee)
- Increase benefits that require little cost. (e.g., The Christmas through New Year's Day holiday usually involves the 12 month employees taking 4 days of leave. Add this amount of leave to all leave accruing employees to not impact regularly accrued leave; In the summer, consider having a 4 day work week of 10 hours each day; money is tight but leave is a benefit without cash outlay)
- Enhance existing benefits

COMMUNICATIONS CATEGORY and ACTION ITEMS

- Improve regular communications and updates
 - Add a section to K-State Today that highlights the specific articles directly related to employees, e.g., benefits, health and wellness, safety issues, and opportunities for funding
 - Communicate with existing committees as new task forces are developed. Restructure some groups to include USS and students. Look at decision-making and identify how to include more people.
 - Use the Intercampus Program Coordination Task Force to build bridges and prevent the campuses from operating in silos.
 - Improve Vertical Communication. Ensure information is passed down from supervisors.
- Clarify and align safety and security procedures such as emergency situations and inclement weather

- Improve communication about diversity and inclusion
 - Promote existing diversity programs, initiatives, and items
 - Integrate diversity into existing events (e.g., convocation, orientation, etc.) include awareness
 - Use the model of the international buddies program (<http://www.k-state.edu/buddies/>) to develop buddies for all types of different groups. Consider exchange days for our different campuses
 - Include Wildcat Weekly (Salina newsletter) in K-State Today. Does Olathe have something similar?

INCLUSIVENESS CATEGORY and ACTION ITEMS

- Actively communicate to the campus community the existing processes for reporting exclusionary, discriminatory, intimidating, offensive or hostile conduct and determine whether additional reporting structures should be implemented
- Develop curricular enhancements, instructional workshops, and campus-wide initiatives to actively address concerns expressed about experiences of exclusionary, discriminatory, intimidating, offensive or hostile conduct
- Encourage the recruitment of students, faculty and staff from diverse populations by establishing accountability for following the policies of recruiting, acceptance and hiring outcomes
- Encourage attendance at diversity-related activities and learning experiences, and development of curricular components related to diversity and inclusion
- Review equitable representation for all stake-holders, (e.g., Olathe campus, Salina campus, UPS, USS, Temporary/term faculty/staff) in discussion, planning, and decision-making processes and make appropriate adjustments to the by-laws of the Faculty Senate, Graduate Council, and other policy-making organizations to enable equitable representation

PROFESSIONAL DEVELOPMENT CATEGORY and ACTION ITEMS

- Professional development for all K-State supervisors and leaders to improve the frequency and quality of **communication** about 1) the expectations, status, and progress on current initiatives and goals; 2) performance expectations, reviews, and feedback; 3) ways to foster better relationships with the people in the unit
- Professional development for students, faculty, staff, and administrators to accurately recognize, report, and address **hostile/bullying/discriminatory/unwanted behavior** in our community (e.g., specific policies, procedures, and protections currently in place at KSU)
- Professional development for students, faculty, staff, and administrators about the K-State **Principles of Community** and how they promote fairness, and goodwill for all and contribute to a climate where all members of the K-State community can excel

PAY/BENEFITS CATEGORY and ACTION ITEMS

PAY:

Increase pay:

All campus salaries must be addressed.

Devise plan to report comparative data for unclassified professional salaries and improve salaries of unclassified professional.

Develop targeted salary enhancement plan for all staff.

Incentives for improving efficiencies when individuals resign or retire and there is a reduction in workforce – let the department keep at least part of the salary dollars to distribute to remaining staff if methods are discovered to redistribute or streamline work and operate with fewer employees.

Pay equal and living wages

We need to find more money.

Provide advancement opportunities:

Create career ladders for all staff.

Eliminate Restrictions:

Change the restriction on being allowed to move to another position. (Presently internal candidates for USS positions can receive at most a 5% increase in salary when moving from one pay grade to the next higher pay grade in a competitive search, whereas external hires are allowed to receive a salary anywhere within the salary range for the pay grade.)

Make instructors eligible for targeted salary enhancement.

Improve communication about pay levels/promotions:

Clarify pay levels across all areas, as well as the specific criteria for promotion.

BENEFITS:

Reduce rates for services based on salary levels:

Affordable Child Care

Cheaper Parking

Lower rates to use Recreational Facilities

Provide access to existing benefits:

Enhance awareness of counseling services for all employees

Explore changes to dependent tuition assistance to allow employees to participate even if the dependent can't afford full-time status. Perhaps the university could pay a percentage of total hours enrolled.

Establish new benefits for some groups or all employees:

Establish flexible hours for everyone

Establish in-service time as part of the regular working hours for USS employees

Increase benefits that require little cost. Example: The Christmas through New Year's Day holiday; This usually involves the 12 month employees taking 4 days of leave. Why not add this amount of leave to all leave accruing employees to not impact regularly accrued leave?

In the summer, consider having a 4 day work week of 10 hours each day; money is tight but leave is a benefit without cash outlay.

Enhance existing benefits:

Build a better trailing spouse/dual career support model. Example: University of Illinois.

Communications Category and Action Items

Improve regular communications and updates

- Add a section to K-State Today that highlights the specific articles directly related to employees, e.g., benefits, health and wellness, safety issues and opportunities for funding
- Communicate with existing committees as new task forces are developed. Restructure some groups to include USS and students. Look at decision making and how to include more people.
- Use the Intercampus Program Coordination task force to build bridges and prevent the campuses from operating in silos.

Improve vertical communication. Ensure information is passed down from supervisors.

Fora Comments

Develop lines of communication to efficiently and timely disseminate resources and information from the Manhattan Campus. This includes policies outlining processes of engagement and coordination for essential and common practices

Many of the processes do not appear to align or work together. A defined process of organizational management will provide clarity as how the pieces fit together and will assist in enhancing communication and processes. When there is an immediate and/or emergency situation, all processes and communication links must be in place. Resources do not need to be recreated by Olathe if they are already developed on the Manhattan campus.

Provide better communication among people in various units who are working on common projects

Encourage open communication from those in leadership positions – make open communication part of the goals of those in leadership positions

Improve follow-up communication with unclassified staff about proposals, recommendations, reports, administrative actions, etc.

Clarify and align safety and security procedures such as emergency situations and inclement weather

Many of the processes do not appear to align or work together. A defined process of organizational management will provide clarity as how the pieces fit together and will assist in enhancing communication and processes. When there is an immediate and/or emergency situation, all processes and communication links must be in place. Resources do not need to be recreated by Olathe if they are already developed on the Manhattan campus.

Improve communication about diversity and inclusion

- Promote existing diversity programs, initiatives and items
- Integrate diversity into existing events (e.g., convocation, orientation)
- Use the model of the International buddies program (<http://www.k-state.edu/buddies/>) to develop buddies for all types of different groups. Consider exchange days for our different campuses.
- Include Wildcat Weekly (Salina newsletter) in K-State Today. Does Olathe have something similar?

Survey Data:

Twenty-two percent ($n = 1,638$) of all survey respondents indicated that they observed conduct or communications directed toward a person or group of people at Kansas State University that they believed created an exclusionary, intimidating, offensive, and/or hostile working or learning environments⁷ within the past year. Most of the observed conduct was felt to be based on ethnicity (22%, $n = 359$), gender expression (20%, $n = 328$), racial identity (16%, $n = 16$), position (16%, $n = 254$), and religious/spiritual views (16%, $n = 254$). Seventeen percent ($n = 271$) of respondents indicated that they "Don't Know" the basis.

1,400 respondents indicated that they had personally experienced exclusionary (e.g., shunned, ignored), intimidating, offensive and/or hostile conduct at K-State in the past year

Fora Comments:

Assisting the University in finding ways to combat the obvious issues of a climate that differs for students of color.

A university wide campaign that seeks to show the entire student body and faculty that Kansas State University stands for social justice and racial equality, starting with major university administration support.

Clarify the processes that must be unique for Salina and yet unify with the Manhattan campus so K-State Salina can efficiently maneuver through student needs while fulfilling the necessary expectations of the Manhattan units.

INCLUSIVENESS CATEGORY and ACTION ITEMS

- Actively communicate to the campus community the existing processes for reporting exclusionary, discriminatory, intimidating, offensive or hostile conduct and determine whether additional reporting structures should be implemented
 - ✓ Implement confidential ways to report observations of exclusion, intimidation, offensive and/or hostile conduct including concerns/complaints/suggestions to an entity outside of the unit in which the person who is reporting is employed
 - ✓ Bullying – need stronger policy and better methods of resolution
 - ✓ Faculty bullying of other faculty needs to be addressed
 - ✓ A formalized and highly promoted reporting system for prejudice that takes place within our Kansas State Community. This will hopefully allow the university to have a formalized system of addressing prejudice actions and provide students optimism when admitting their negative experiences to faculty and administration.
 - ✓ Implement external reviews of tenure and promotion decisions to avoid discrimination
 - ✓ Implement an LGBT self-reporting system by revising categories on Human Capital Services Form 22
 - ✓ Streamline the process of addressing diversity challenges and opportunities
 - ✓ Create a standard set of supervisor policies that apply to everyone equally. This would include an appeal process conducted by an unbiased committee
- Develop curricular enhancements, instructional workshops, and campus-wide initiatives to actively address concerns expressed about experiences of exclusionary, discriminatory, intimidating, offensive or hostile conduct.
 - ✓ Forty-nine percent of undergrad students felt ignored when reporting their experience of being excluded, intimidated, offended, and or having experienced hostile conduct towards them
 - ✓ 15% of undergrad students had felt the experience of being excluded, intimidated, offended, and or having experienced hostile conduct towards them due to their ethnicity and likewise; 9.3% due to racial identity
 - ✓ Address diversity issues as part of the Freshmen Experience and include diversity as part of curriculum development
 - ✓ Work on making everyone feel appreciated
 - ✓ Implement team building workshops campus-wide for all K-State University employees
 - ✓ Promote retention by developing a sense of belonging

- ✓ Provide more workshops on diversity issues
- ✓ Provide diversity-sensitivity training for GTAs
- Encourage the recruitment of students, faculty, and staff from diverse populations by establishing accountability for following the policies of recruiting, acceptance, and hiring outcomes. Encourage attendance at diversity-related activities and learning experiences, and development of curricular components related to diversity and inclusion
 - ✓ Recruit more faculty of color
 - ✓ Increase the hiring of people from diverse populations by establishing accountability for diversity in hiring outcomes
 - ✓ Have diversity-related activities count in the tenure and promotion process
- Review equitable representation for all stake-holders, (e.g., Olathe campus, Salina campus, UPS, USS, Temporary/term faculty/staff) in discussion, planning, and decision-making processes and make appropriate adjustments to the by-laws of the Faculty Senate, Graduate Council, and other policy-making organizations to enable equitable representation.
 - ✓ Make appropriate adjustments to the by-laws for the Faculty Senate and Graduate Council so Olathe can have formal representation for all discussion, planning, and consideration in the decision making processes. Membership uses the word 'college', so Olathe does not exist as an entity as defined in the membership. It would be useful to have an Olathe caucus to provide guidance to the representative and assist in disseminating information.
 - ✓ Examine equitable representation opportunities for temporary/term employees. *For example, term and temporary UPS are not represented by Faculty Senate and are not allowed to vote in Faculty Staff elections. Temporary/term employees are not allowed to attend FACSE employee orientation. Also, there is no explanation of differences for regular vs. temporary contracts.*
 - ✓ Recognize there is a difference between faculty, USS and UPS by exploring the possibility of additional segmentation from current designations of USS and faculty/staff

PROFESSIONAL DEVELOPMENT CATEGORY AND ACTION ITEMS

Increased professional development for administrators, faculty, and staff was a common theme that emerged from analyses of data and reports provided by the Kansas State University Climate Committee. Specifically, the K-State University Climate Committee recommends:

- Professional development for all K-State supervisors and leaders to improve the frequency and quality of **communication** about 1) the expectations, status, and progress on current initiatives and goals; 2) performance expectations, reviews, and feedback; 3) ways to foster better relationships with the people in the unit.
- Professional development for students, faculty, staff, and administrators to accurately recognize, report, and address **hostile/bullying/discriminatory/unwanted behavior** in our community (e.g., specific policies, procedures, and protections currently in place at KSU).
- Professional development for students, faculty, staff, and administrators about the K-State Principles of Community and how they promote fairness, and goodwill for all and contribute to a climate where all members of the K-State community can excel.

University Climate Survey Action Plan Categories and Ideas:

ACTION ON REPORTS:

- Develop a categorized means of dissemination to clearly communicate all actions, (in planning, process, and completion) so all Kansas State University stakeholders can know **what** is being done and **when** it is happening. Included should be a structural breakdown of the process with milestones showing where each initiative is on a timeline of goals / accomplishments: something like a ticker-tape showing milestones accomplished. This is important because many are not privileged to conversations and feel they are not "in the loop" or excluded. This occurs particularly with programs that are grant funded through external sources or working with constituents beyond the typical student population.
- Take steps to accomplish goals that have no action currently in progress.
- The Climate Survey reported that 2/3 of the employees have seriously considered leaving K-State; that is shocking and needs to be addressed.
- Survey also showed individual faculty members do not feel the university administrators are concerned about their welfare

PAY:

- Unclassified staff salaries must be addresses campus-wide.
- Change the restriction on being allowed to move to another position. (Presently internal candidates can receive at most a 5% increase in salary, where external hires are receiving closer to a hirer, market value.)
- Clarify pay levels across all areas, as well as the specific criteria for promotion.
- Create career ladders for unclassified professionals.
- Make instructors eligible for targeted salary enhancement.
- Develop targeted salary enhancement plan for unclassified.
- Devise plan to improve salaries of unclassified professionals/report comparative data for unclassified professional salary.
- Incentives for improving efficiencies – let the department keep at least part of the salary dollars to distribute to remaining staff if methods are discovered to redistribute or streamline work and operate with fewer employees.
- We need to find more money.
- Pay equal and living wages

BENEFITS:

- Affordable Child Care
- Cheaper Parking
- Lower rates for USS employees to use Rec. Facilities
- Establish flexible hours for everyone
- Establish counseling services for USS
- Establish in-service time as part of the regular working hours for USS employees
- Explore changes to dependent tuition assistance to allow employees to participate even if the dependent can't afford full-time status. Perhaps the university could pay a percentage of total hours enrolled.
- Build a better trailing spouse/dual career support model. Example: University of Illinois.
- Increasing benefits with little cost; Example: The Christmas through New Year's Day holiday; This usually involved the 12 month employees taking 4 days of leave. Why not add this amount of leave to all leave accruing employees to not impact regularly accrued leave?
- In the summer, consider having a 4 day work week of 10 hours each day; money is tight but leave is a benefit without cash outlay.

COMMUNICATION:

- Develop lines of communication to efficiently and timely disseminate resources and information from the Manhattan Campus. This includes policies outlining processes of engagement and coordination for essential and common practices, for example:
 - Library resources
 - Professional development ("Lectures, presentations, workshops, etc. Olathe needs to be in consideration in planning and disseminating.")
 - Instructional technology
 - Administrative initiatives
 - Human resources ("We need to know that the positions hired are truly needed and nepotism is not involved. There are still concerns of being unstable in positions.")
 - Student resources
 - Student services
 - Clery Act ("A specialist needs to be in place to facilitate communication and oversee compliancy.")
 - Safety and security
 - Training in hate crimes and sexual crimes
 - Emergency situations
 - Inclement weather

- Many of the processes do not appear to align or work together. A defined process of organizational management will provide clarity as how the pieces fit together and will assist in enhancing communication and processes. When there is an immediate and/or emergency situation, all processes and communication links must be in place. Resources do not need to be recreated by Olathe if they are already developed on the Manhattan campus.
- Clarify the processes that must be unique for Salina and yet unify with the Manhattan campus so K-State Salina can efficiently maneuver through student needs while fulfilling the necessary expectations of the Manhattan units. For example:
 - Human resources
 - Student resources
 - Student services
 - Financial services
 - Funding for external programs
 - Clery Act (“A specialist needs to be in place to facilitate communication and oversee compliancy.”)
 - OrgSync
- Many times the processes designed for the Manhattan campus do not fit the necessary process for Salina students. Allowable revisions in process must be discussed and clarified to facilitate efficiency on the K-State Salina campus. At other times additional communication from the Manhattan campus is needed in relation to enhancement of processes that have been implemented on the Manhattan campus without communicating these enhancements to the Salina campus. Overall communication and allowance for autonomy are needed.
- Provide better communication among people in various units who are working on common projects
- Encourage open communication from those in leadership positions – make open communication part of the goals of those in leadership positions
- Create a directory of diverse faculty and staff groups.
- Establish a centralized Website that announces diversity events.
- Improve follow-up communication with unclassified staff about proposals, recommendations, reports, administrative actions, etc.. Example: Unclassified Staff Report was completed several years ago now.
Assisting the University in finding ways to combat the obvious issues of a climate that differs for students of color.
- A university wide campaign that seeks to show the entire student body and faculty that Kansas State University stands for social justice and racial equality, starting with major university administration support.

CONFLICT RESOLUTION:

- Establish mentors for USS employees – mentors should not be the supervisors
- Implement confidential ways to report observations of exclusion, intimidation, offensive and/or hostile conduct including concerns/complaints/suggestions to an entity outside of the unit in which the person who is reporting is employed
- Bullying – need stronger policy and better methods of resolution.
- Faculty bullying of other faculty needs to be addressed.
- Forty-nine percent of undergrad students felt ignored when reporting their experience of being excluded, intimidated, offended, and or having experienced hostile conduct towards them.
- 15% of undergrad students had felt the experience of being excluded, intimidated, offended, and or having experienced hostile conduct towards them due to their ethnicity and likewise; 9.3% due to racial identity.
- A formalized and highly promoted reporting system for prejudice that takes place within out Kansas State Community. This will hopefully allow the university to have a formalized system of addressing prejudice actions and provide students optimism when admitting their negative experiences to faculty and administration.

CURRICULUM ISSUES:

- Address diversity issues as part of the Freshmen Experience and include diversity as part of curriculum development.

EVALUATIONS:

- Create an evaluation process for supervisors that would include a ranking of the quality of the supervisor. Offer additional training to the supervisor, if needed. This process should also include a procedure for replacing a poor supervisor.
- Implement 360 Reviews
- Have diversity-related activities count in the tenure and promotion process.
- Clarify evaluation standards and procedures for unclassified professionals. Apply standards fairly (applies to USS and faculty as well).

GOAL SETTING:

- Together with the senior leadership, clarify and communicate the organization and function of the Olathe campus to provide a direction for growth. Clarity and communication is needed to alleviate confusion as to organizational protocol and responsibilities. The overall internal structure could be clarified. "We are going through our own growing pains and it is not clear how to address issues."
- Develop, with senior leaders, a clear and focused plan for the mission and direction of the Salina campus. It needs to be clear that administrative units are committed to designing a plan with specific and attainable milestones. A desire was expressed for stronger leadership in decision making on the Salina campus. A clear communication of direction will enable the process of shared governance to proceed effectively. The leadership desired must illustrate the direction and goals for the future of K-State Salina, including the structure and specific plans for achievement, so everyone knows what to expect. Challenges in this issue provide a contributing factor to the faculty losses and disillusionment supporting future considerations for learning on the Salina campus.

INCLUSIVENESS:

- Work on making everyone feel appreciated
- Implement team building workshops campus-wide for all K-State University employees
- Implement external reviews of tenure and promotion decisions to avoid discrimination.
- Promote retention by developing a sense of belonging.
- Recruit more faculty of color

IT ISSUES:

- Develop policy and processes to confirm reliable connection prior to synchronous dissemination through the areas on the Manhattan Campus associated with Distance Course Delivery. This must include knowledgeable assistance immediately accessible. There are many problems that occur when courses from the Manhattan Campus run into connection or other technical problems and those teaching are not able to solve them when they occur. As a result, the Olathe students wait and often are unable to participate in the class because the technology is having difficulty. This is a recurring problem for Olathe because many of their courses require technological delivery. We recognize that this issue may already be in consideration through the 'Inter-campus Program Coordination Task Force' led by Ruth Dyer, but immediate improvement is essential.

MARKETING:

- Develop and implement a regional and national marketing strategy for K-State Salina. This must begin with a closer look at what can be offered for potential students and to pursue programs that address the future market needs. Then strategically market these programs with sufficient incentives for enrollment.

PROCESS IMPROVEMENT:

- Increase the hiring of people from diverse populations by establishing accountability for diversity in hiring outcomes.
- Implement an LGBT self-reporting system by revising categories on Human Capital Services Form 22.
- Improve transparency and accountability in hiring and promotion and day-to-day management of departments.
- Streamline the process of addressing diversity challenges and opportunities.
- USS are asked to wear numerous "hats"; departmental specialists are being asked to do the work of HR related positions when they are hired as accountants; why are not HR people hired to do HR work within the departments?!

REPRESENTATION:

- Make appropriate adjustments to the by-laws for the Faculty Senate and Graduate Council so Olathe can have formal representation for all discussion, planning, and consideration in the decision making processes. Membership uses the word 'college', so Olathe does not exist as an entity as defined in the membership. It would be useful to have an Olathe caucus to provide guidance to the representative and assist in disseminating information.
- Examine equitable representation opportunities for temporary/term employees. *For example, term and temporary UPS are not represented by Faculty Senate and are not allowed to vote in Faculty Staff elections. Temporary/term employees are not allowed to attend FACSE employee orientation. Also, there is no explanation of differences for regular vs. temporary contracts.*
- Recognize there is a difference between faculty, USS and UPS by exploring the possibility of additional segmentation from current designations of USS and faculty/staff.

PROFESSIONAL DEVELOPMENT/TRAINING:

- Create a standard set of supervisor policies that apply to everyone equally. This would include an appeal process conducted by an unbiased committee.
- Provide supervisor training for ALL supervisors (not just those supervising USS)
- Provide training for supervisors in conflict resolution, accountability, and "people skills"
- Provide training for upper management to be able to determine if someone would be a good leader before appointing them as supervisors
- Broadly educate the campus about the procedural guidelines and mandatory accountability as to the reporting of diversity incidents.
- Provide more workshops on diversity issues.
- Provide diversity-sensitivity training for GTAs.
- Train UPS supervisors to conduct consistent performance reviews. Need guidance from HCS to provide a uniform review process used by all departments and colleges.
- Provide uniform mentorship/training targeted to new UPS employees. Faculty/staff training is provided, however attendees indicated UPS are less inclined to attend.
- Require mandatory training on micro aggressions, and add issues of Inclusion and bullying, especially from supervisors.
- Department Heads do not have the training or the inclination to confront faculty bullying.

IN PROGRESS:

- Streamline hiring procedures/enable units to be nimble. (Good technology people will have another offer within a week of applying for another job.) Paperwork, including approval signatures, is a huge delay in getting a position listed.
- I hope it brings you good news that as a Black Student Union we have already started to take positive steps in searching for a solution to these issues. We have built a relationship with the Staley School of Leadership Studies to work towards a more inclusive environment for people of color in our Wildcat community. We host community conversations that serve as an open space for the entire Kansas State community to speak on the issues of racial inequality and injustice. Furthermore, we will continue to keep you all updated on the progress that we make in attempting to create a more inclusive climate for all students.