

## Appendix 4

### A Message to the Faculty and Staff of CSUSB

Learning organizations must consistently evaluate their practices, especially as it relates to the work environment and the ways we engage with one another. As we begin a new academic year, I want to share with you some new programs and initiatives designed to support an affirmative, inspiring campus atmosphere at CSUSB.

In a continuing commitment to enhance communications and broaden collaborative exchange throughout the university, the vice presidential leadership and I have met with faculty, staff and students on both the San Bernardino and Palm Desert campuses over the past year, gaining a better understanding of the issues and interests involving our collective work and learning experiences. We will continue these coordinated listening events during 2016-17.

Interim Provost Juan Delgado and I met with academic department chairs, principal investigators and groups of faculty in 2015-16, hearing the challenges faculty face involving teaching, research and service on campus and how they could be better supported. Such feedback is extremely beneficial in making informed decisions that better serve the academic community. For example, with the retirement of the Dean of Graduate Studies and Associate Provost for Research, the campus PIs were solicited for their input on whether the position, moving forward, should continue to be combined or split into two separate areas. That feedback informed the decision to divide the position into two, and the search for the now-retired administrator is underway with those parameters. In addition, we will focus efforts on the Faculty Center for Excellence.

A Committee on Civility and Respect – tri-chaired by Provost Dr. Shari McMahan, Faculty Senate Chair Dr. Karen Kolehmainen and ASI President Alex Gutierrez, and comprising faculty, students and staff – will seek to define what it means at CSUSB to have, maintain, and promote a climate of civility and respect.

As a learning institution, the CSUSB community needs to develop its awareness of the implicit biases that affect interactions. This past summer, 85 percent of MPPs took part in microaggressions training, with a goal of 100 percent participation by the end of the Fall Quarter. Human Resources is exploring models to make such training available to the entire campus.

A three-year cycle of 360-degree reviews was initiated last year to bolster the administrator assessment process, beginning with all vice presidents, deans, associate and assistant vice presidents. We will complete a second cohort of MPPs in 2016-17, ultimately touching every management position with these broad assessments once every three years.

I also met with the staff of nearly 40 administrative units, while each vice president held staff meetings within their divisions. These meetings relayed staff's desire for more communication,

expanding campus social events and creating professional/career growth opportunities. This feedback has resulted in the re-launching of the annual Campus Picnic and the creation of a Staff Development Day. As part of the Strategic Plan, we are also moving towards the development and implementation of a Staff Development Center.

Elected student government must continue to play an active role in shared governance. Senior leadership continues to work with them on their desires to expand facilities and offerings that enhance the collegiate experience. We remain committed to promoting a culture of respect and inclusion of all student voices.

Communication is essential to the vibrancy and reputation of any university. Strategic Communications is augmenting its efforts, responding to requests to better inform the campus on issues affecting the university, leadership response, and successful CSUSB programs and initiatives.

Our goal is to encourage progress and enable improvements that encompass all aspects of CSUSB life, and I pledge to continue to take action on your input and implement the vision and goals you collectively laid out through the 2015-20 Strategic Plan. Together, we can be an exemplary institution of higher education featuring a collaborative, supportive campus community.

Thanks to each of you, we are accomplishing great things every day to advance student success. I look forward to sharing updates on a variety of initiatives throughout the academic year.

Best,

Tomás D. Morales  
President