

REPORT TO THE FACULTY SENATE: CAMPUS FEEDBACK AND SENATE SURVEY OUTCOMES

Campus Conversations

Mining down and having meaningful conversations with faculty and staff has been a priority for the vice presidents and me. We were ultimately compelled to learn as much as we could about the challenges they are experiencing in advancing our academic mission, touching virtually every area of campus. Along the way, we were also delighted to hear just as many stories about why faculty and staff enjoy working at CSUSB, particularly their relationships with our students and each other as colleagues.

Provost McMahan, Interim Provost Delgado and I personally hosted 28 different meetings, including 15 general faculty groups, nine with department chairs, and four with principle investigators. A total of 142 tenure or tenure-track faculty members participated. Another 11 faculty are scheduled for later in February.

I also held 43 meetings with 55 departments, connecting with 530 total staff in their respective offices and including all categories of staff. In addition to the meetings I held, the vice presidents scheduled a series of meetings with each staff member of their respective divisions.

Despite starting in the summer, Provost McMahan has been fully engaged in these conversations, taking a personal approach. She has already met with every department chair (in small groups).

Through this meaningful discourse, we found that the feedback fell into five primary topics, which were included in my message to the university community in January:

1. Professional Growth and Development

Many faculty and staff expressed a desire to grow professionally. This also came up when the Cabinet met with the Executive Committee of the Senate last spring. When new hires came to CSUSB from other organizations, there was, in some cases, disappointment stemming from a perception that long-time employees of the campus were overlooked. As we reviewed appointments made over the past four and a half years, the data shows that, in fact, long-time faculty and staff have been appointed to multiple new positions or promotions throughout the campus community.

From June 1, 2012 to September 30, 2016, we have filled 593 staff and management positions (both replacement and new). University employees were selected in 201 of these appointments, or roughly 34%. This percentage would exceed the national average of 28% in 2013. Integrating new members to the community with longer term staff strengthens the overall work environment.

As I mentioned last month, the Faculty Center for Excellence Committee has been working diligently to develop a comprehensive Center for Faculty Excellence that allows for interdisciplinary collaboration and enhanced support for scholarship, research, and pedagogical innovation. The committee has also created a vision statement, organizational chart and has been working collectively across all disciplines.

After nearly a decade of disinvestment in faculty professional development, we recognized this must be a priority. Since Fall 2012, we have committed more than \$6.6 million in support of faculty professional development. In fact, the \$1.9 million spent on faculty professional development in 2015-16 was the highest number in more than six years. We also continue to support all levels of scholarly activities. Just last year (2015-16), we dedicated \$7.75 million to fund faculty reassigned time, resulting in only 8% of our full-time tenure/tenure-track faculty teaching full quarter loads. Funding also provided travel dollars to increase the number of faculty who could attend professional conferences.

Staff/administrative team members have been part of that equation as we dedicated slightly more than \$6.1 million since Fall 2012 to strengthen professional development opportunities and gain new skill sets to support promotional opportunities. In the fall, after a national search, we hired Rowena Casis-Woidyla, a CSUSB experienced HR leader, as the inaugural Director of Leadership Development and Employee Enrichment, charged with strengthening our growing number of professional development training opportunities. We are prepared to invest in career advising and advance support of professional development opportunities in every division and college.

When you factor in travel, CSUSB has committed more than \$18 million since Fall 2012 in professional development for faculty, staff and administrators.

The creation and implementation of CSUSB's inaugural staff development center and training plan is progressing. Over the last three months, several deliverables were accomplished, including:

- 1) Established a 12-member University Committee,
- 2) Scheduled five open forum sessions "Let's Talk Staff Development Center" to take place from 2/17 – 2/24, including one at the Palm Desert Campus, and
- 3) Secured a dedicated email address (staffdevelopmentcenter@csusb.edu) for future communication; and
- 4) Human Resources has partnered with the Chancellor's Office Systemwide Professional Development office to pilot a supervisory workshop and also participated in the 2016 Fall Vendor Fair for the purpose of soliciting employee feedback regarding initial thoughts on the staff development center.

Over the past year, the Vice President for **Student Affairs** has hosted monthly lunch meetings with staff throughout the Division. Altogether, 111 faculty and staff from throughout the Division of Student Affairs have attended these meetings. These informal discussions provided an opportunity for division team members to share and discuss issues and concerns with the vice president. In addition, the vice president has met with various departments from across the division to discuss department-specific challenges and opportunities. While the conversations varied based on the groups, five major themes emerged providing a roadmap for action: Communication (internal and external to the Division), Professional Development, Morale, Operational Efficiency and Workload (staffing).

The Division of **University Advancement** has engaged staff in similar ways. The vice president met with every member of the division in small groups to get their perspectives on the health of the campus and division. This led to a division-wide third-party survey which queried team members on their perceptions relating to team building and camaraderie toward common goals. The assessment led to a consultant-driven division-wide retreat in December that addressed the data outcomes. A post-event survey proved the event was well-received, including a clear commitment to keeping the dialogue moving forward.

The Vice President for **Administration and Finance** has been engaged in more than 60 hours of consultation with divisional staff units in small group sessions. Additional sessions were held with middle managers, but management did not participate in any of the staff sessions. Staff were asked to share their experiences working at CSUSB and feedback ranged from what they enjoyed about being on campus to their concerns with local departments and/or the university. Feedback was compiled and organized into categories of what is working and themes for organizational improvement. The report also identified areas that staff must take personal responsibility with to improve their own work environment.

The findings from staff feedback meetings were vetted through two summer 2016 retreats, one with senior leadership and one with middle managers. These groups engaged in brainstorming ways to address each area's staff identified as needing improvement. The complete findings were organized into specific categories: what is working, what needs improvement, and what staff must contribute. These, accompanied by definitive action steps for each recommendation, were shared with the entire division at the Admin and Finance Fall Convocation meeting in September 2016.

Staff feedback meetings continue into this year and the new recommendations are used as our starting point of conversation to advance evaluation of how we are doing and what additional recommendations staff may have.

The **Information Technology Services** leadership team has been discussing ways to address issues that have been brought to focus by the report. Since April 2016, the vice president has met with every department within the division, without MPPs present, and with individuals who asked to meet with me in person. The outcomes led to the use of an external facilitator to mine deep into the defined issues, ultimately focusing on communications and career development pathways. The vice president formed two task forces to talk about and come up with solutions that can be implemented.

2. Social Interactions and Celebrating Success

Many long-time faculty and staff fondly remembered times when there were more opportunities to socialize amongst each other and build a greater sense of community. The subject of the campus picnic always brought a smile and it was apparent we needed to bring this back – which happened on Sept. 16.

The new year welcome back social on Jan. 20 was equally well-received as nearly 150 people attended. But there is always room for growth and we are soliciting feedback from everyone on campus to identify the types of programs that appeal to the masses.

In addition, each division has localized social opportunities and celebrations, whether it be quarterly meetings to division or department retreats. Vice presidents are also hosting lunches with small numbers of staff to check in more frequently and ensure progress is ongoing.

In the fall, we created a new benefit available to CSUSB staff and faculty to use the CSUSB Recreation and Wellness Center and the Palm Desert Fitness Center, giving everyone a better opportunity to lead a healthier lifestyle. So far, 391 faculty and staff have signed up on both campuses with 4,046 total visits to date.

The Provost has established her own programs, hosting an inaugural social event for faculty at a CSUSB women's volleyball match this past fall as well as a special "Pastry with the Provost" social.

The Vice President of the Division of University Advancement hosts monthly lunch meetings with small groups within the division, allowing for everyone attending to engage on personal and professional levels. There are also quarterly division-wide meetings that celebrate the collective successes of the team. In December and June, there are division-wide holiday socials and picnics.

The Division of Student Affairs holds two all-division events each academic year in the fall and spring, respectively. The annual Fall Quarter Welcome Kick Off event serves as

an opportunity for all new employees in the Division to be introduced to everyone. In addition, during the program the vice president provides a state of the division report and outlines goals and key initiatives for the year. The annual spring quarter event serves as an opportunity to highlight major accomplishments throughout the year and to recognize the hard work, dedication and collective successes of faculty and staff as well as to recognize years of service.

The Division of Information Technology Services organizes four all-division quarterly meetings during the academic year. The fall quarterly meeting is a celebratory holiday luncheon where management recognizes the different teams and their accomplishments. The winter quarterly meetings serves as a stage to showcase all upcoming projects and to share divisional updates and news. The spring quarterly meeting serves as a time of recognition for the division as a whole and where employees who have had personal achievements (degrees, certificates, trainings, etc.) are recognized. The summer luncheon takes place at the end of the summer quarter. The purpose of this meeting is to thank the division for their hard-work and dedication on all summer projects and to present a roadmap for the upcoming academic year. The division welcomes and recognizes new employees throughout the year at all four meetings.

The Vice President for Administration and Finance hosts three all-division events each year, including a divisional fall convocation, a welcome back celebration in January, and an end-of-year divisional picnic in June. These provide opportunities to increase morale, enhance communication flow through the division, introduce new staff members, and celebrate accomplishments. The Vice President has also introduced the divisional STAR Award program, recognizing staff excellence each quarter, as well as annual awards that recognize contributions from senior staff, new CSUSB staff, and faculty/staff from other divisions who contribute to the success of the Administration and Finance division.

In the Division of Academic Affairs:

- Arts and Letters hosts a college welcome and ice cream social for faculty and staff. It includes an overview of achievements, introduction of new faculty, and recognition of the previous year's honorees. Every January, college administrators and department chairs host a staff appreciation luncheon. The team cooks and brings food, sets up tables, and invites all the college's staff to come and have lunch in one of the theater rooms. Also in January, the dean hosts a State of the College chat and invites staff and faculty from the college. Dean Ballman hosts an event in her home in the spring to honor the Outstanding Faculty. In Spring 2016, Arts and Letters was the first college to also honor the Outstanding Lecturer Faculty award.

- Natural Sciences hosts a summer staff appreciation day and added a winter version in 2016. There are also quarterly off-campus lunches for the dean's office staff and the department chairs.
- Pfau Library hosts quarterly library- wide meetings. Part of the agenda includes recognizing team members (faculty, staff, and student assistants) who have excelled in their assigned duties. Certificates of recognition are presented and photos taken. In addition, they also recognize and celebrate student assistants who have graduated. A holiday celebration is held in appreciation of the entire team at end of the fall quarter.
- In Social and Behavioral Sciences, the Dean has met solely with staff to hear their concerns about climate and is exploring the feasibility of a staff lounge in their building. The annual faculty and staff awards recognize (individually) teaching, scholarship, and service as well as an outstanding staff member. The Dean also sponsors an annual College staff holiday luncheon at the Mission Inn. Relatively new events include a faculty and staff chili cook-off as well as an end of the academic year bowling party for faculty, staff, and their families.

The Dean has begun hosting a quarterly "no agenda" faculty meeting to hear what is on the minds of the SBS faculty. Student voices are also important, so this month the Dean is hosting about 20 SBS students at Jersey's Pizza just to say hello and hear from them. A new faculty mentoring program called BFF-OMG is now in place. First-year faculty meet twice a year with second-year faculty for a College-sponsored brunch. The College leadership team greets them and answers questions. Leadership then leaves, allowing for an unfiltered conversation.

3. Communication

From our meetings, we know that faculty and staff want to be better informed, celebrate our success stories, and elevate the identity of our work across campus and in the community. To that end, we have created a number of new tools, including the bi-weekly Inside CSUSB video as well as a redesigned home page. These actions are unprecedented in university history, with more messaging going out across campus and throughout our constituencies than ever before. A key element of those videos highlights the work of faculty with our students and in the community, and promoting how students are engaged in academic programs.

Keeping the campus current on subjects ranging from our most pressing national issues to progress on our joint goals and strategic plan as well as celebrating our achievements

has also been a personal priority for me. Since the beginning of the fall quarter alone, I have sent out nine different campus-wide communiqués. The feedback has been consistently positive. I have included them as an appendixes to this document for reference.

One of the most popular discussions during the development of the Strategic Plan was Branding & Identity. That committee has been working over the past year in identifying and engaging with a consultant partner. In the coming weeks they will be reviewing the data discovery and begin considering the recommendations as well as a timeline for implementation.

Interpersonal communication is equally important, so we asked that every MPP complete an HR-sponsored training on Microaggressions, a program we hope to make available to faculty, staff and student leaders. Every MPP has now completed the training.

4. Workload

As I wrote last month, this remains a difficult issue. Our enrollment growth, as well as the expectations associated with all forms of student services over the past 10 years, has not been matched with state funding to support an appropriate level of growth among faculty and staff. We have made headway with the hiring of 28 net new faculty positions since Fall 2012 as part of the hiring of 140 new tenure track positions. But there is not a department on campus that has a full complement of necessary faculty and staff.

5. Faculty and Staff Equity

Centric to our workload issues is faculty and staff compensation. The growth of the campus, even during the dark budget years, was not matched with appropriate support for compensation and new positions. That issue grows when new faculty and staff are hired at a level that matches or exceeds longer-tenured employees.

To address that, the leadership team was able to redistribute a significant amount of permanent dollars to tackle equity issues. In fiscal years 2014-15 and 2015-16, CSUSB dedicated more than over \$657,000 in new funds to 209 faculty members and \$198,000 to 168 staff. These numbers mean that roughly 51 percent of our permanent tenure/tenure-track faculty and 74 percent of the eligible permanent full-time staff (non-MPP) benefited from an equity increase. This does not include the across-the-board compensation increases faculty and staff agreed to via collective bargaining.

For staff that have experienced significant growth in their workload, Human Resources has stood ready to work with anyone with potential inequities, ensuring people are

treated and compensated fairly. Their actions have had a meaningful impact. Since July 2012, 243 in-range progressions (IRP) have been approved. This equates to \$708,678 in additional compensation, not including the \$198,000 that was part of the aforementioned equity increases. The average IRP increase was 5.5%.

Senate Survey Outcomes to Date

In reviewing the recommendations from Phase II of the Senate's survey, it's also apparent that the suggestions fall into five predominant subjects:

1. **Bullying:** As mentioned above, a comprehensive continuing education program was launched in the late summer of 2016 focused on microaggressions.

In addition, the Committee on Collegiality and Respect – tri-chaired by Provost Dr. Shari McMahan, Faculty Senate Chair Dr. Karen Kolehmainen and ASI President Alex Gutierrez – was formed and will define what it means at CSUSB to have, maintain, and promote a climate of collegiality and respect. In turn, the committee will make recommendations to the Cabinet in Spring 2017 on all aspects of campus engagement.

Prior to the release of outcomes of the Senate's survey, a three-year cycle of 360-degree reviews was initiated 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.

When I arrived in 2012, the Ombud was a part-time position. After a couple of iterations, it was clear we needed to have a full-time person supporting this important role of creating a safe place for faculty, staff, and students to express concerns. I am pleased to say that we are currently advertising for this position and expect to have it filled in the coming months.

2. **Favoritism and the Office of Human Resources:** Three years ago, the Office of the Vice President of Administration and Finance and the Office of the Provost co-contracted with consultants to complete an independent analysis of the Office of Human Resources as well as the Office of Academic Personnel. In Fall 2016, the same consultant was available to repeat the HR analysis and a new consultant reviewed Academic Personnel. Both were contracted to conduct program reviews and complete a follow-up analysis on progress towards the identified goals in 2013. The firms have completed their respective program reviews for Human Resources and Academic Personnel and we anticipate finalized reports in March.

If there were specific issues on favoritism, they would also have come forward during the 360-reviews last spring.

3. **Shared governance and decision input:** Leadership is actively engaged with every campus constituency (Faculty Senate, academic and administrative departments, student government) on the development, planning and processes associated with university-centric initiatives, including the multiple implementations of the Strategic Plan (Faculty Center for Excellence, Staff Professional Development, Student Success, Branding & Identity, etc.), Collegiality Committee, Q2S, University Budget Advisory Committee, and the Graduation Initiative 2025.

In addition, each of our constituency leadership teams (Faculty Senate and ASI Student Government) provide recommendations and exclusively nominate individuals to serve on the University Enterprise Corporation Board of Directors, CSUSB Philanthropic Foundation Board of Directors, Associated Students Inc. Board of Directors, as well as search committees for all senior management positions. The Chair of the Faculty Senate is also a voting member of the Administrative Council, serving as the Senate's voice on the development and approval of all campus policies.

4. **Fiscal Transparency:** The University Budget Advisory Committee (UBAC) includes members appointed by the Faculty Senate Executive Leadership Committee, as well as staff and management representatives. UBAC meets 5-6 times per year under the leadership of VP Freer and Provost McMahan to review current year to date financial performance and future budgetary considerations.

To engage the entire campus community, all UBAC materials, including detailed reports of where additional resources are allocated, are posted to the University Budget Office web site. This site also includes annual budget summaries. In addition, the annual University Budget Forum in Fall each year provides any opportunity for any interested member of the university community to engage in a candid and informed discussion on the campus and CSU budget, including an opportunity to ask campus and budget leadership any question about the budget and how funds are used. High level budget updates are provided to academic affairs council and various administrative forums periodically. The full budget, forum presentations and meeting minutes are also available online at <https://www.csusb.edu/budget>. Additionally, custom budget and financial reporting options are made available to the campus community through the university financial system data warehouse. Annual and historic audited financial reports are published on this publicly accessible website (http://calstate.edu/financialservices/resources/auditedstatements/financial_statements.shtml)

5. **Workload, data collection, 360 feedback:** By contract, any staff member can call for a review of their position to determine if they are working within their classification, or merit an in-range progression (IRP).

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I hope this provides a clear and comprehensive review. It will always be my intent to answer any and all questions in a transparent way, empowering all of us to collectively move forward and address those important issues that impact our student's educational experience and their path to graduation. I look forward to continuing to work with the Senate to achieve those goals.

Tomás D. Morales
President