

# Cal State San Marcos FAS CONNECT

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**“Any chance I can get your support?”**

## Values Survey Results!!!

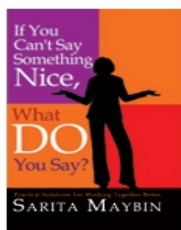


This year's Values Survey had an outstanding response rate, a 75%, which is the highest response rate since the launch of the survey in 2003. We thank you for taking the time to provide your feedback on our survey because it is through your valuable feedback that we are able to maintain a culture of continuous improvement. To review the overall results for the division as well as the results by department, go to our Values Survey Web page <http://www.csusm.edu/bsc/Vs.htm>. There you will find the trend data for the past four years of this survey as well as the initiatives for improvement. Thank you, FAS, for your efforts to transform the workplace!

## “How Brave Are You?: A Commentary on Constructive Confrontation”

By Sarita Maybin, Professional Speaker & Author

(Partially excerpted from Sarita's book – “If You Can't Say Something Nice, What DO You Say?”)



“That's a dumb idea,” “What were you thinking,” “I knew you couldn't do it” and other negative comments made by well-intentioned friends, family and co-workers are difficult to hear. This is one of the dilemmas that we discussed during day-long conflict resolution workshops—“If You Can't Say Something Nice, What DO You Say?”—I conducted for FAS in April and May. In fact, I have included some of my favorite staff comments in this article. The type of response that you choose depends upon how brave you are. I would propose three categories of responses: brave, braver and bravest!

### OPTION 1: BRAVE

I refer to this first response option as “the look”. This is the look that my father used to give us when we would become unruly at the dinner table. You know the one – a sideways glance with eyebrow lifted and an icy stare. The “look” can be used to imply “that comment is not even worth my replying.”

### OPTION 2: BRAVER

Make a clever remark in response to the person's comment. This is useful when you're in public or don't have the time or inclination to get into what the person really meant by the comment. **WARNING:** Watch your tone and body language so you don't come off as sarcastic or antagonistic.

My favorite responses from the recent FAS training workshop—and you know who you are—include:

### Responding to “That's a dumb idea!”:

*“And I've got more where that came from!”*

### Responding to “What were you thinking?”:

*“I was thinking – how many licks does it take to get to the center of a tootsie pop?”*

### Responding to “I knew you couldn't do it!”:

*“That's not what you said when you hired me!”*

### OPTION 3: BRAVEST

Respond by commenting on what you think the person actually meant by the comment. Or ask questions to clarify the other person's intent.

Here's a few examples of how you might seek clarification:

### Responding to “That's a dumb idea” or “What were you thinking?”:

*“How do you mean?”*  
*“What exactly are your concerns?”*

### Responding to “I knew you couldn't do it”:

*“I'm disappointed that you have so little faith in me.”*  
*“Any chance I can get your support?”*

So, the next time someone throws a verbal jab your way, you decide. Are you:

- Brave? (The Look)
- Braver? (Witty Comeback)
- Bravest? (Seeking Clarification)

In a future newsletter I will revisit other strategies from our recent training – “If You Can't Say Something Nice, What DO You Say?” Meanwhile, I can be contacted at [Sarita-Talk@aol.com](mailto:Sarita-Talk@aol.com) or via my Web site [www.SaritaMaybin.com](http://www.SaritaMaybin.com).

## Thank You Notes

Thanks to **Dan Zorn** and **Robin Guidera** for all of your hard work with our Indirect Cost Recovery efforts.

– *Katy Rees*



Thanks **Esteban Garcia** from Facility Services for noticing the door to our suite was broken and asking about it.

Unbeknownst to him, we had placed a service call, that was the quickest response ever! – *Theresa Ruffolo*

Thank you to **Ellen Hawthorne** for your creativity and patience in our suite. The offices look great. – *Sue Belt*

To **Liz Rojas** and **Mary Hinchman**. Wow, I don't know if there is enough appreciation to express how grateful I am to work with/for people who always give support, encouragement and positive acknowledgement. To have the work I do and the contribution I make to the office be acknowledged on a consistent basis is fabulous. The two of you are such a pleasure to work with and I am privileged to be a part of the Budget Office team. Thank you so very much! – *Brenda Martin*

Thanks to the Systems Operations & Development team: **Chris Lambert**, **Chris Manese**, and **Rhyan Rana**! You are always helpful and timely with every single request. You are so valuable to our continued success, and I thank you very much. – *Tina Griffith*

Thank you, thank you, thank you to **Steve Ramirez** and **Melinda Thurmond** for your help with our front office makeover. We love it! Steve your patience with us and follow through was much appreciated. We will stop calling you all the time now, hmm....maybe. – *The Vice President's Office*

Thank you, **FAS Division Managers**, for supporting the "Conflict Resolution Workshop." Not only did we all laugh together ("it's not gossip, it's news") but

we learned that all of you had already attended this workshop and probably had as much fun as we did. That information spoke volumes to many of us. Thank you for your support. – *Robin Guidera*

Thank you, **Jane Cross**, for being so helpful, courteous, and prompt for your assistance with the check for our student assistant. I appreciate you keeping me updated and providing such great service. – *Annie Courtney*

Thank you **Diana Cumming**, **Karen Baldyga**, and **Tina Griffith** for all your help in closing the year. I have learned so much working with you these past weeks. You are truly experts at what you do. Thanks for being my partners in the budget/actuals world!! – *Liz Rojas*

# Thank You!

Thank you, **Linda Hawk**, for your daily guidance, support, wisdom, and sense of humor. It is a pleasure to work with you. – *Katy Rees*

Thank you to **Annie Courtney** for your support to all of us in the FDM office. You are a wonderful mentor to us all. – *Sandy Shepard*

Special thanks to FS Team members, **Esteban, Cal, Mike, Danny** and **Pat** for quick responses, smart thinking and good work in our ever ongoing Craven and joint FS/RM&S Projects. – *Bruce Bradley*



Thanks to **Kathie Pendo and her group** for all the work they did in RM&S for our recent moves and installs. Your hard work is very much appreciated. – *Sue Belt*

A thank you to all in the Capital Project committee: **Dan Zorn, Bella Newberg,**

**Annie Courtney, David Taylor, Shelley Wicka, Diana Cumming, Karen Risley, Sandy Shepard** and **Becky Henwood**. The committee through inter-departmental collaboration has developed many processes and greater understanding of the needs in each area. – *Sandy Shepard*

Thanks to **Mike Geck** for support and flexibility while making my time as a Work Control Specialist a great learning experience and entertaining. – *Cheryl Zwack*



Thanks to all those in FAS who helped with the President's Staff Appreciation picnic- **Risk Management & Safety** for their participation in the Home Run Derby, **Steve "Sinatra" Watters** for the 7<sup>th</sup> Inning Stretch singing of "Take Me Out to the Ballgame," **Mike Geck** for his help with the baseball trivia quiz, **Facilities** for the set-up and take-down and **Michele Janovick** for taking pictures to remember it all! – *Candace Bebee*

Thanks to **Steve Watters** and **Mui Sullivan** for working with the California Conservation Corps to rectify outstanding invoices. I would also like to thank **Margaret Farinias, Pallas Bento** and **Victor Avila** for their professionalism and collaboration with Cal State San Marcos. – *Annie Courtney*

Thank you to **Belinda Garcia** for her collaboration and teamwork on the Parking project finances. – *Sandy Shepard*

To my fellow colleagues in Campus Enterprises, as we start on this new journey I want to say how much I have enjoyed working with you all. To the UESO staff: **Tracey Richardson, Peter Perera, Brad Atherton, Ron Mattos, Liz Baird, Gustavo Parra** and **Katy** and **Jerry** and **RJ** in PSP, I wish you all the best. You will be missed – No more

## Thank You Notes

Blue Shirt Fridays or bowling nights.  
– *Deb Schmidt*

Thanks to **Rosie Peterson** for giving me a heads up on deadlines and available reports, meetings I should attend, and for filling me in on details regarding attendance and other procedures. Thanks Rosie!! – *Cheryl Zwack*

**Thanks a Million!!**

We would all like to thank **Dora Knoblock** for all her guidance, support, mentoring, vision, values, opportunities, flexibility and her dedication to the Parking and Transportation Program and its Staff. You will truly be missed!  
– *From the Cool CATS in PATS:*

*Carlos, Pablo, Belinda, Patti, Debbie, Mary, Ron, Cindi, Melissa, Eli, Debora, Kristin, Robert, RJ, John, Lawren and Wayne.*

And special thanks to my “gal pal” of the RM&S Team **Sue Belt**, for being my left and right arms on our multitude of tasks.  
– *Bruce Bradley*

Thanks to **Paul Albares** for getting the HREO Annual Training Calendar completed and posted on the HREO Web site. I appreciate your help and all the work you did on the calendar and Web page.  
– *Deborah Coronado*

To **Humberto Garcia** for jumping in on the “wonder” projects we are involved in, short notice, hard work, good conclusion, the RM&S way, thanks buddy.  
– *Bruce Bradley*

A great big THANK YOU to **Heather Souders** who jumped in feet first to the admin support position in our office and for being a great back up for me during my time out of the office! I really appreciate all your hard work and support!  
– *Gracie DelMar*

I would like to thank **Ed Johnson, David Dennis, Bella Newberg, David Taylor, Dan Zorn, Mary Hinchman, and Gary Cinnamon** for their collaborative efforts on securing financing for the ESCO project. You are great colleagues whose teamwork made this complex arrangement happen for the benefit of the campus. – *Annie Courtney*



Thank you to **Elijah Pauser** for our beautiful new paint! A few accent walls/columns made a huge difference. Your precision, speed and charm were well received.

– *The Vice President’s Office*

Thank you to **Patty Hanks** for your helpful attitude. You really do try to make our work load easier. Just a big thanks for everything! – *Brenda Martin*

As we come to the end of the fiscal year, I would like to thank **Rosie Peterson, Sandy Shepard, and Mui Sullivan** for the work that you do each and every day, for the smiles, for the willingness, for making our office so great, and for creating such a dynamic team. We have overcome some obstacles, charted new territory, and are on our way to building the foundation of FDM. I look forward to all the new doors we will walk through together next year. – *Annie Courtney*

Thanks to **Doug Pilien** for a quick delivery of the keys to my “new” desk and for coming back 10 minutes later after I locked the keys in the drawer! Whoops!  
– *Candace Bebee*



Thanks to **Patti Gero** for her stellar performance in Work Control. Her success helped me transition to new duties. Thanks for doing such a great job Patti!  
– *Cheryl Zwack*

Thank you to **Dora Knoblock** for everything. It has been a true pleasure working

with you the last 10 years; it has been the best. I will miss you. I wish you much success in your new position. Thank you! – *Cindi Peters*

Thanks to **Tina Griffith** who coordinated the year-end closing processes. Without her we would not have successfully closed on-time. She also took an extraordinary amount of time assisting other departments with their closing duties. – *Dan Zorn*

Thank you to **Mary Hinchman, Bella Newberg, Dan Zorn, Nancy Suarez, Jane Cross, Joanne Shydian, and all of your staff** for the excellent work you did to make our FISMA Audit a success. Thank you **Candace Bebee** for providing all of the logistical details that went along with this audit. Your help made it all work so smoothly.  
– *Katy Rees*

**Dora Knoblock**, I wish you all the very best in this exciting time in your career. I will however, miss your insight, enthusiasm and especially your support. Thank you for being my mentor and sharing the vision we have for the Transportation Program. You let me fly and I really appreciate that.  
– *Deb Schmidt*

To **Gina Frasca**, for actually taking a vacation and mostly staying off the blackberry – congratulations, but welcome back. – *Bruce Bradley*

A huge thanks to **Melanie Niedens** when you say “I’ve got it covered,” you mean it! You have catered so many recent events, some big and some small, and each time I am impressed with your **professionalism**, willingness and customer **service**. I look forward to working with you on many FAS events!  
– *Candace Bebee*

Thanks to **James Covey** for “scheduling all those rooms”. It took a tremendous amount of time and effort on your

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part. I appreciate all you did to get them scheduled! I'd like to also thank you for your help in getting the hand-outs copied for scheduled workshops and setting up the room!

– *Deborah Coronado*

**Becky Henwood, Mercedes Wilson, Danna Wright, Evelyn Tubbs and Charlene Montalvo**, what can I say, you made my first year end go smoothly. Thank you for passing on ALL of your knowledge! :-)

– *Janet Morris*

I would like to thank **Joanne Shydian** for providing me the opportunity to train as a facilitator for the Pacific Institute's Investment in Excellence Program. It's a privilege to be able to bring this program to employees in the FAS division.

– *Ellen Cardoso*

Thanks to **Annie Courtney** and **Sandy Shepard** for collaborating on the development of the capital project budget forecasting spreadsheet over the last several months. This has been long-awaited and it is an excellent tool for professional project management in our complex system. I appreciate your willingness, your perception of the issues and attention to detail (not to mention the aesthetics of the document!) This will be the first of much **collaboration** to come! Thanks again.

– *Diane Malone*



Thank you so much to the **staff and students of the Mail Center and Materials Management** for their wonderful customer **service**

and speedy response to all our requests here in PDC.

– *Gracie DelMar*

I have worked on this campus for seven years and also was a student from 1999-2004. Since I can remember I have always enjoyed my interactions with **Jimmy Dimartino**. It is actually an understatement to say that I've "enjoyed" him because he is such a gem of a human that I cannot capture him in one word.

To better explain my gratitude here are some examples of what makes Jimmy so special to me and this campus.

- Jimmy ALWAYS greets people with a friendly "hello" and a smile.
- More than once he has assisted me while I was struggling holding too many bags or "things".
- He opens doors for me and I've observed for others.
- He works hard. I see him all around campus emptying trash cans/recycling, carrying miscellaneous things, carting people and objects.
- He is quick to smile and greet you with a sincere "good day!"
- He acknowledges people of all walks.
- The most important thing is that Jimmy makes this campus brighter with his positive energy and hard work. I am very grateful for my interactions with him. It is rare to connect to people outside our "area" and he goes out of his way to touch the lives of people all around campus.



It is my hope that Jimmy is recognized for the energy he brings to CSUSM. I wish more people on campus reached out like Jimmy does, and did as good a job as Jimmy does. We could all use a little more "Jimmy" in our lives!

– *Shannon Nolan*

Congratulations **Mr. Dimartino**! I hope we all can get accolades like this at least once in our careers! It's well deserved and makes me proud to be your director. It goes to show that doing the little positive things adds up to a great thing. Keep up the great work!

– *Ed Johnson*

Thank you to all the **MPPs in FAS** who took the time to participate in the MPP performance evaluation training. Performance management is a key role for all leaders; thanks for attending these important sessions.

– *Ellen Cardoso*

**Jerry Sullivan**....THANK YOU for all help with the receivers. You are GREAT to work with, your **professionalism** and ability to look around at the big picture! – *Janet Morris*

I am so grateful to **Belinda Garcia** and **Deb Schmidt** and **others from PATS** for their coordination of the shuttle to and from the Sprinter. I love being able to make the commute to work on the Sprinter and have a reliable source to and from campus. Thanks you guys!

– *Gracie DelMar*

Thank you, **Robin Guidera**, for the phenomenal job you have done with the 08/09 budget upload. It has been a great learning experience for the both of us! – *Katy Rees*

Thank you, **Michele Janovick**, for all you have brought to our office. You're stellar in all that you do, and wherever you go next, I know you will be a success! – *Jennifer Williams*

**Marianne Wall** thanks so much for your amazing responsiveness, insight, thoughtfulness and attitude. You are wonderful to work with and I am so glad that you are a member of the HREO team!

– *Lisa McLean*



Thanks to **Chris Quiroga** for agreeing to be back up for New Employee Orientation and conducting New Employee Orientation on your own. I appreciate your help. Great job, Chris! – *Deborah Coronado*

I'd like to thank the entire **HREO staff** for covering the office during my recent vacation! It's always busy in HR, but because of you, I was able to enjoy my time off without worrying about what was happening "back home." Mahalo nui loa! – *Ellen Cardoso*

**JP** sharing "engineering needs" and

## Thank You Notes



providing much needed levity for the Team as well as the continued super control on our “necessities”.  
– *Bruce Bradley*

Thank you, **Robin Guidera**, for all your great questions - they always spur thoughtful discussions and make me think!! – *Liz Rojas*

Thank you, **Steve Ramirez** and **Melinda Thurmond**, for the fabulous job that you did with the changes in our office. We can always count on you to provide excellent work. – *Katy Rees*



Thank you, **Wanda Boller**, **Chris Quiroga**, and **Anna Serhijenko**, for helping me learn the ABC's in HREO at CSUSM. – *James Covey*

I'd like to thank all of the **HREO managers (Ellen, Wanda, Lisa)** for your help and support in allowing me to utilize your staff's time. I could not have pulled it off with your support. We are a great team! – *Deborah Coronado*

Thanks to **Kathie Pendo & Isela Banuelos** in Telecommunications and Network Operations, **Alma McFarland** in Accounting, & **Mui Sullivan** in FDM for working cooperatively with me on figuring out how to handle utility charges to contractors for the multiple projects on campus. You guys are the best!  
– *Gracie DelMar*

Thank you to **Russ Wilson, Jim Roscamp** and **Craig Curtis** for their dedicated work in finding and solving the odor issue in Science Hall 1. After seven months the building occupants very much appreciate it! – *Bruce Bradley/Humberto Garcia*

To all of **Procurement** for all the last minute help I needed to get those invoices paid, you gents and ladies are great. – *Janet Morris*

Thank you, **Steve Ramirez** and **Melinda Meyers-Thurmond**, for making our suite look so nice. You work wonders! Thank you! Thank you! Thank you!  
– *Jennifer Williams*

Thank you, **Janice Plemons**, for giving me a better understanding of the “Claims Admin” budget. I appreciate the information you've shared and the expertise you bring to this area. No promises – but maybe someday – it'll all make more sense to me. Thanks again!  
– *Robin Guidera*

**Tina Griffith** - Craven 4600 would not be the same without you! – *Janet Morris*

Thank you, **Balanced Scorecard Planning Council**, for continually providing feedback during our meetings and for helping us keep continuous improvement alive within our division. We couldn't do it without your support! – *Jennifer Williams*

Thank you, **Candace Bebee**, for all of the work you did coordinating the President's picnic, the Fiscal New Year party, the MPP meeting, and other events. You are our official Party Queen! – *Katy Rees*

I would very much like to thank **Jane Cross**. I have had four significant, potentially time-intensive situations involving employees of Extended Learning in the past few months. These have involved individual employees as well as overall organizational items, and Jan has been wonderful to work with. Her speed of resolution, accuracy and thoroughness of information, and demeanor are first-rate. She has continually demonstrated the highest degree of **professionalism** in her work, and I, on behalf of all of us in Extended Learning, are very appreciative of her efforts. Thank you, Jane!  
– *Keith Butler*

**Sandy Fox** you are awesome and I appreciate your setting my computer back up after the move. – *Sue Belt*

Thank you, **Jennifer Williams**, for all your help on the PCBO web page. Also thank you for helping us keep our Budget Office web page up to date. Your suggestions and expertise are much appreciated! – *Liz Rojas*

Thanks **Melinda Meyers-Thurmond** for your help with some recent modular reconfigurations...you are flexible, patient, and helpful beyond measure!  
– *Theresa Ruffolo*

I'd like to thank the VP's office Staff for creating a 'great place to work'. I've never worked in an office where the focus is on my strengths, not my weakness. **Linda Hawk** and **Katy Rees** want us to be successful and celebrate our accomplishments. **Jennifer Williams, Candace Bebee** and **Michele Janovick** are smart, bright women that have made great “office mates” and create an environment that is positive and supportive. I thank you all!  
– *Robin Guidera*

A big THANK YOU to **Becky Henwood** for helping me with my ProCard adjustments—  
Becky, your assistance was greatly appreciated!  
– *Susie Quon*



Thanks to **Janice Plemons & Bill Thomas** (Risk Management Services) for their assistance with the Stone Brewery Event. – *Peter Perera*

Thank you, **Jennifer Williams**, for the countless hours you spent administering the Values Survey, analyzing the data, and sharing it with our division. You are a gem! – *Katy Rees*

Many thanks to **Anna Serhijenko** for all of your help particularly with the files, PANs, and keeping everyone on track with performance evaluations – all while maintaining your easy **laughter** and smile. – *Lisa McLean*

## Thank You Notes

Thank you, **Mary Hinchman** - your guidance, patience and mentoring mean the world to me.— *Liz Rojas*


A huge thank you to **Jennifer Williams** for providing excellent and prompt customer service to Accounts Payable. We appreciate all the great work she has done on our website. We cannot thank her enough. — *Accounts Payable*

Thanks to **Parking and Transportation Services (PATS)** for all their support! I am saddened by the reorganization within Campus Enterprises (CE), but fortunate "we" fostered relationships with PATS. — *Peter Perera*

Thank you **Budget Office (Mary, Liz & Brenda)** for all your help. Your continued support and kindness is much appreciated. I am lucky to work with you. — *Robin Guidera*

A-Million-Thanks to **Diana Wilstermann** and **Paul Albares** for creating the Reported Time Report in PeopleSoft! Diana, Thank you for always being available and patiently answering all my questions. Your directions/solutions are always clear, concise and friendly. —*Rosie Peterson*

Thank you, **Michele Janovick**, for being an amazing student assistant. We will miss you and wish you the best at Cal State Long Beach. — *Katy Rees*

 Thanks to everyone in **AP and Procurement**, especially **David Taylor, Barb Sainz, Pamela Ohrazda, Bobbi Lamp, Danna Wright, Becky Henwood,** and **Mercedes Wilson**, for your quick responses and guidance during the year-end process. — *Sandy Shepard*

Thanks to **Ariel Villanueva** and **Scott Gorsuch** of the Electrical Shop for helping me with the Liebert communications enclosure project. I know you guys

are busy but you were able to put the other projects on hold and complete this project before the vendor returned to finish is work. Thanks again. — *Steve Holbrook*

Thank you to **Kathie Pendo** and **Hope** for all of their assistance during our recent move. — *Sue Belt*

Thanks to **Anita Nix, Patty Diaz,** and **Gezai Berhane** for graciously agreeing to move their meetings to accommodate HR's need to use KEL 2413 for a three-day training workshop. And thanks to Katie Parral in the University Events Scheduling Office for her assistance in finding new locations for the displaced meetings. You're all super—appreciate your cooperation! — *Susie Quon*

Thanks **Carly Byron** for all your help with our summer projects. You are a gem! — *Theresa Ruffolo*

Thanks to **Liz Rojas, Brenda Martin, Becky Henwood, Barb Sainz, David Taylor, Chris Lambert, Chris Manese, Rhyana Rana, Nancy Suarez, Paul Tiglao, Diana Cumming, Rosemary Henk, Michele Laurenzana, Alma McFarland, Vanessa Perez, Karen Risley, Agnes Tobe,** and **Shelley Wicka** for starting your mornings with us every day for the past three weeks to coordinate a successful June year-end close! We couldn't have done it without all of your contributions. — *Tina Griffith*

Thanks to **Shelley Wicka, Diana Cumming, Alma McFarland,** and **Tina Griffith** in Accounting for your assistance during the year-end process. You are all terrific! — *Sandy Shepard*

Thanks to **Anna Serhijenko** for your speedy evaluation reports that you provide to our office! — *Katy Rees*

Thanks to **Ed Johnson** and **Steve Watters**

who provide the right amount of challenges, the best amount of insight and vision, and the perfect amount of humanity and humor. Gad, I love my job. — *Cheryl Zwack*

Thank you, **Mercedes Wilson**, for the sweet chocolate treats. You are so thoughtful and always make our meetings a success! — *Jennifer Williams*

To **Bill Thomas** for taking the reins and being solid for the Team, and for the continued high level of good work for RM & WC — you da man! — *Bruce Bradley*



I'd like to thank **Sandy Fox** for her help and perseverance trouble shooting printing and scanning issues on our Konica Minolta Copiers and for finally figuring out why I can't print single envelopes on my Dell printer. She goes the extra mile and we are grateful for her help. — *Theresa Ruffolo*

Thank you to **Vice President, Linda Hawk** for continuing to guide us along on our path to success. — *Sandy Shepard*

**Thank you  
for being the  
finest division!**