EXECUTIVE SUMMARY

BACKGROUND

- 2022 is the 6th year of the FAS Employee Engagement Survey
- Survey Period: October 25 November 18, 2022
- 332 individuals were invited to take the survey; 223 (67%) responded
- Survey consisted of 56 satisfaction questions, eNPS question, open-ended question for feedback regarding work environment, and the opportunity to highlight colleague(s) who have made an impact on creating a positive work environment

YOUR UNIT OR DEPARTMENT SUMMARY

RESPONSE	OVERALL	RETENTION	RETENTION
RATE	SATISFACTION	DEPARTMENT	UNIVERSITY
91% 10 responses 11 invited	60% Satisfied or Extremely Satisfied	No data if your survey did not ask this question.	No data if your survey did not ask this question.

	TOP SATISFACTION SCORES		LOWEST SATISFACTION SCORES		LARGEST CHANGES IN SCORES ↑
1	Collaborate Well with Supervisor	1	Adequate Staffing	1	Supportive of Personal Issues
2	Treats with Respect	2	Total Compensation	2	Total Compensation
3	Contributes to FAS Mission	3	Appropriate Stress	3	Adequate Staffing
4	Annual Dept Goals	4	Have a Voice	4	Resolves Staff Issues
5	Gives Praise for Work	5	Career Advancement	5	Gives Praise for Work

LARGEST DRIVERS	S OF SATISFACTION
INFLUENTIAL STRENGTHS	PRIMARY OPPORTUNITIES
Good Use of Skills	Valuable Training
Treats with Respect	Feel Valued
Collaborate with Units Outside	Advancement Opportunities
Safe Environment	Support Diversity
Measures Customer Satisfaction	Treated in a Professional Manner

NEXT STEPS

- Encourage directors to discuss the results with their teams and have a facilitated session to discuss the results and actions they can take to make improvements.
- Develop an action plan based on the opportunities and share this plan with all staff.
- Widely communicate the results and action plans of the survey. Email staff recognized for their exceptional work and contributions to a positive work environment.
- . Regularly communicate the linkage between the actions taken throughout the year and the survey ("we heard you").
 - 1 Survey and analytics powered by Tritonlytics™ Organizational Assessments and Strategy, UC San Diego



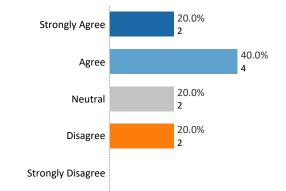
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2022 10 respondents 91% of 11 invited

7 respondents 2021 70% of 10 invited 6 respondents 2020

100% of 6 invited

Overall, I am a satisfied FAS employee.



Mean = 3.60, Std Dev = 1.07

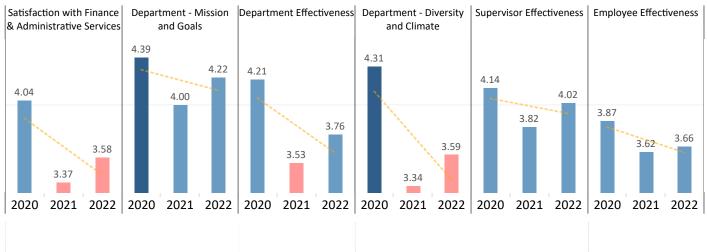
3.80 mean score for 56 questions (scale 1-5)

9 questions in the excellent range (4.3 or greater)

Strengths	Opportunities				
24 Collaborate Well with Supervisor	17 Adequate Staffing				
47 Treats with Respect	50 Total Compensation				
13 Annual Dept Goals	49 Appropriate Stress				
41 Gives Praise for Work	21 Spirit of Cooperation				
48 Supportive of Personal Issues	29 Resolves Staff Issues				

Dimension Mean Score Trending Below 3.00 - Low | 3.00 to 3.59 - Marginal | 3.60 to 4.29 - Good | 4.30 & above - Excellent

★ Statistically significant change from current year to prior year (p <= .01)



Employee Net Promoter Score (eNPS)

"Overall, I am a satisfied employee...." by "How likely is it that you would recommend..."

25 eNPS* (50.0% - 25.0%)

Below 40 - Low 40 to 59 - Marginal 60 to 79 - Good 80 & above - Excellent

						Likeliho	od to Reco	mmend					Total
		0	1	2	3	4	5	6	7	8	9	10	Total
	5											2	2
	4								1	1			2
Satisfied Employee	3							1				1	2
	2	1	1										2
	1												
Total		1	1					1	1	1		3	8

*How eNPS Works ▶

Satisfied Promoters score 4-5 on the "Satisfied" item and 7-10 on the "Recommend" item. Dissatisfied Non-Promoters score 1-2 on the "Satisfied" item and 0-4 on the "Recommend" item. Subtract the percentage of Dissatisfied Non-Promoters from the percentage of Satisfied Promoters to calculate eNPS. Passives score 3 on the "Satisfied" item and 5-6 on the "Recommend" item.



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Below 3.00 - Low | 3.00 to 3.59 - Marginal | 3.60 to 4.29 - Good | 4.30 & above - Excellent

Arrows indicate change of .09 or greater **1**0

Change from 2021 to 2022

34

Facilities Dev and Mgmt. 107 Invited (N) 80 Responded (n)

75% Response Rate

Mean score greater than that of Facilities Dev and Mgmt. (rounded to two decimal places)

2020 2021 2022 2022 **Overall Satisfaction** 3.83 3.14 3.60 3.91 Valued Member 4.00 3.00 3.56 3.69 3.47 Leadership Interested in Staff's Ideas 4.00 3.57 3.40 **Faculty Value Contributions** 3.88 3.80 3.50 3.38 3.99 Satisfaction with Finance Staff Value Contributions 4.17 3.43 4.00 & Administrative Services **Understand University Mission** 3.94 6 4.33 4.00 3.40 4.29 7 Contributes to FAS Mission 4.33 3.71 4.44 3.62 8 Have a Voice 3.83 2.71 3.20 3.30 3.60 9 Career Advancement 3.33 2.86 3.94 10 University All Welcomed 4.50 3.57 3.60 **Understand Dept's Mission** 4.33 4.14 4.20 4.23 4 42 12 Contributes to Dept's Mission 4.67 4.14 4.33 4.14 4.04 Department - Mission and **Annual Dept Goals** 4.50 4.40 13 Goals 14 Measures Dept Goals 4.33 3.86 4.30 3.93 Measures Customer Satisfaction 3.96 4.00 3.83 4.10 **Improve Services Products** 4.50 3.86 4.00 3.93 17 Adequate Staffing 2.17 2.86 2.30 2.74 4.01 18 Have Tools 4.33 4.00 3.78 3.93 19 **Physical Work Environment** 4.33 3.43 4.00 20 Safe Environment 4.50 4.00 4.00 4.17 3.87 21 Spirit of Cooperation 4.67 2.71 3.40 **Ethical Conduct** 3.71 3.90 4.07 22 4.67 Collaborate Well with Coworkers 4.10 4.00 4.33 **Department Effectiveness** Collaborate Well with Supervisor 4.29 4.70 4.29 Collaborate with Units Outside 4.50 3.71 4.00 4.05 Perform Responsibilities 4.67 3.71 3.80 3.88 3.84 Participate in Decisions 3.50 27 4.33 3.29 28 Balance Work Life 4.00 3.57 3.90 4.05 3.79 29 Resolves Staff Issues 4.17 2.86 3.40 30 Better Ways Recognized 4.17 3.29 3.70 3.74 4.04 31 **Department Diversity Programs** 4.00 3.43 3.50 4.16 All Cultures - Fair 4.33 3.00 3.50 32 Department - Diversity Sexual Orientation - Fair 4.60 3.83 3.78 4.24 and Climate **Support Diversity** 4.17 3.29 3.60 4.18 Treated in a Professional Manner 4.33 3.43 3.60 4.05 3.86 36 Feel Valued 4.50 3.14 3.60 37 Recommends without Fear 4.33 3.71 4.00 4.13 Sufficient Freedom 4.22 38 4.50 4.14 4.00 39 Communicates Essential Info 4.17 3.71 3.90 4.21 3.97 40 Work Assigned Equitably 3.50 3.57 3.40 41 Gives Praise for Work 4.17 4.00 4.40 4.11 Suggestions for Improvement 4.00 4.00 4.00 4.07 Supervisor Effectiveness 4.17 **Evaluated Fairly** 4.33 3.86 4.20 Performance Evaluation 4.00 3.71 4.00 4.06 **Advancement Opportunities** 45 3.67 3.71 3.60 3.95 46 **Supports Training** 4.33 3.86 3.80 4.09 Treats with Respect 47 4.50 3.86 4.50 4.36 Supportive of Personal Issues 4.34 4.17 3.71 4.40 49 Appropriate Stress 3.50 3.14 3.20 3.54 50 **Total Compensation** 2.40 2.14 2.80 2.76 4.17 3.86 4.00 4.18 **Get Information** 51 Good Use of Skills 4.00 3.67 4.00 4.13 **Employee Effectiveness** Know How to Use Tools 4.50 4.43 4.20 4.34 54 Manage Workload 4.00 4.29 3.60 4.21 55 3.57 3.92 Valuable Training 3.67 3.60 **Enjoy Working with Coworkers** 4.60 4.39 3.86 3.90



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		extent you agree or disagree with s. Select 'N/A' if it is not applicable	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N
or you do not know		,	5	4	3	2	1	
	1	Overall, I am a satisfied FAS employe	e.					
	2	I feel valued as a member of FAS.						
	3	Senior leadership in FAS are genuine	y interested in he	aring the ideas and	opinions of staff member	ers.		
Satisfaction with	4	Faculty members at CSUSM value my	contributions.					
Finance &	5	Staff members at CSUSM value my co	ontributions.					
Administrative	6	I understand the FAS mission.						
Services	7	I understand how my job performan	e positively contri	butes to the FAS mi	ssion.			
	8	I feel I have a voice to provide ideas	and suggestions or	n how to improve FA	s.			
	9	I am satisfied with my opportunities	for career advance	ement at CSUSM.				
	10	FAS promotes a work environment w	here all people ar	e welcomed.				
	11	I understand my department's mission	n.					
	12	I understand how my job performance	e positively contri	butes to my depart	ment's mission.			
Department -	13	My department establishes annual d	epartmental perfo	rmance goals.				
Mission and Goals	14	My department routinely measures	departmental perf	ormance goal achiev	vements.			
Guais	15	My department routinely measures of	ustomer satisfacti	on with services and	d products delivered.			
		My department routinely takes actio				ack.		
	17	My department has adequate staffin	g to handle our wo	orkload.				
	18	I have the tools (i.e., equipment and	technology) neede	ed to perform my w	ork.			
	19	My physical work environment (e.g.,	office, cubicle) is a	dequate for the job	that I do.			
		I feel physically safe while I am worki				e last 12 months)		
		There is a spirit of cooperation within	-	•	,	,		
		Most people in my department cond		an ethical manner.				
Department	23	While working remotely, I have been			ers as needed.			
Effectiveness	24	While working remotely, I have been	able to collaborat	e well with my supe	rvisor as needed.			
	25	People in my department are encour				immediate area.		
	26	Most people in my department perfo	rm their responsil	oilities.				
	27	I have the opportunity to participate	in making decision	ns that affect my wo	rk.			
	28	My department creates a flexible en	_			e.		
	29	My department effectively resolves s	taff-related issues	(i.e., staff work inte	ractions).			
	30	People in my department are recogn	ized for finding be	tter ways of doing t	nings.			
	31	I am satisfied with the diversity relate	ed initiatives and e	fforts within my de	partment.			
_	32	People of all ethnic groups, cultures,	and backgrounds	are treated fairly in	my department.			
Department -	33	People of all sexual orientations are	reated fairly in my	department.				
Diversity and Climate	34	My department actively supports a d	iverse work enviro	nment.				
Cimiate	35	My department provides an environi	ment where every	one is treated in a p	rofessional manner.			
	36	I feel valued by my department.						
	37	I can make recommendations to my	supervisor without	fear of negative co	nsequences.			
	38	I have sufficient freedom to decide h	ow to best perforr	n my work.				
	39	My supervisor communicates essent	al information on	a timely basis.				
	40	Work is assigned equitably in my dep	artment.					
	41	My supervisor gives me praise for my	work.					
Supervisor	42	My supervisor gives me useful sugge	stions for improve	ment.				
Effectiveness	43	My performance is evaluated fairly.						
	44	My last performance evaluation prov	ided me with info	rmation I could use	to improve my perform	ance.		
	45	My supervisor gives me opportunitie	s that support my	career advancemen	t.			
	46	My supervisor actively supports my p	articipation in trai	ning and education	programs related to my	job responsibilities.		
	47	My supervisor treats me with respec	t.					
	48	My supervisor is supportive when pe	rsonal issues arise					
	49	I feel that the amount of stress associ	iated with my job	is appropriate for m	y position.			
	50	I am satisfied with my total compens	ation, including sa	lary and benefits.				
	51	I know how to get the information I	need to be effectiv	e in my job.				
Employee	52	My job makes good use of my skills a	nd abilities.					
Effectiveness		I know how to use the tools that I ha		t and technology) to	do my work.			
		I am able to manage my work load e		· · ·	•			
		The training that I receive at CSUSM		roving my job perfo	rmance.			
		I enjoy working with my coworkers.						
eNPS		How likely is it that you would recom	mond working in t	L - F: 0 A J:	nistrativa Carvinas /FAC\	Division		

Comparison of FDM Administration (includes AVP FDMOffice) - 53000 to other Universities Overall

Satisfaction with Finance & Administrative Services

Reading this visualization: Your department/unit's mean scores (black dots) are displayed with the overall means of CSUSM (blue bars) and other participating universities (see list on the bottom of page).

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	CSUSM	4.00	● 3.60		CSUCO	4.46		
	CSUCO				CSLA	4.29		
Overall	UMB			Contribute to	UCSD			
Satisfaction	UCSD			University	UMB			
	UCANR			Mission				
	CSLA				CSUSM			• 4.44
	CSUCO				UCANR			
	CSUSM		● 3.56		CSUSM	3.70	● 3.20	
Valued	UCSD				CSUCO	3.68		
Member	UMB				UCSD	3.49		
	UCANR			Have a Voice	UMB			
	CSLA		0.240		UCANR			
Leadership —	CSUSM		● 3.40					
Interested in —	CSUCO				CSLA			
Staff's Ideas	UMB				CSUSM	3.57	● 3.30)
	CSUCO				UCSD	3.30		
	UCANR			Career	UMB	3.29		
Campus	UCSD			Advancement	CSUCO	3.28		
Faculty Value	UMB				UCANR			
	CSUSM		● 3.38		CSLA			
	CSLA		0.00			!		
	CSUCO				CSUSM		• 3	5.60
	UCSD			University All	CSUCO	4.05		
Staff Value	CSUSM		● 4.00	Welcomed	UCSD	3.97		
Contributions	UCANR				UMB	3.92		
	UMB	3.90				'		
	CSLA	3.79						
	CSUCO 4.46							
Contribute to University Mission	CSLA	4.29						
	UCSD	4.28						
	UMB	4.27						
	CSUSM	4.26	● 4.44					
U	UCANR	4.19						

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Department - Mission and Goals

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	CSUCO	4.41	
	UCANR		
Understand	CSUSM	4.33	• 4.20
Dept's Mission	CSLA	4.29	
	UMB	4.28	
	UCSD	4.21	
	CSUCO	4.49	
	CSUSM	4.44	• 4.33
Contribute to	CSLA	4.39	
Dept's Mission	UCANR	4.39	
	UMB	4.37	
	UCSD	4.31	
	CSUCO	4.03	
	CSUSM	3.98	• 4.40
Annual Dept	UCSD	3.86	
Goals	UMB	3.83	
	UCANR	3.69	
	CSLA	3.65	
	CSUCO	3.92	
	CSUSM	3.82	● 4.30
Measures Dept	UCSD	3.74	
Goals	UMB	3.68	
	UCANR	3.65	
	CSLA	3.47	
	CSUSM	4.00	● 4.10
	CSUCO	3.96	
Measures Customer	UCSD	3.75	
Satisfaction	UMB	3.65	
	UCANR	3.49	
	CSLA	3.43	
	CSUCO	4.11	
	CSUSM	4.06	• 4.00
Improve Services	UCSD	3.81	
Products	UMB	3.77	
	UCANR	3.68	
	CSLA	3.60	

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Department Effectiveness

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	CSUCO	3.02			CSUCO	4.32	
	CSLA				CSUSM		● 4.00
Adequate	UMB			Collaborate			4.00
Staffing	CSUSM	2.78	● 2.30	with Units		4.11	
	UCSD	2.77		Outside		4.05	
	UCANR	2.60				4.00	
	CSUCO	4.09			CSLA	3.86	
	CSUSM	3.97	● 3.78		CSUCO	4.34	
Have Tools —	UMB	i			UCANR	4.24	
	UCSD			Perform Respo	CSUSM	4.21	● 3.80
	CSLA			nsibilities	UMB	4.14	
	UCANR					4.09	
	CSUSM		● 4.00		UCSD		
—	CSUCO				CSLA		
Physical Work Environment	UCSD				CSUCO	4.12	
invironment	UMB UCANR				CSUSM	4.11	● 3.50
	CSLA			Participate in	UCANR	4.03	
	CSUCO			Decisions	UCSD	3.92	
	CSUSM		● 4.00			3.86	
 Safe	UCSD		1.00				
invironment	UCANR						
	CSLA						
	UMB	3.86				4.34	● 3.90
	CSUCO	4.25		Balance Work	UCANR	4.28	
	CSUSM	4.13	● 3.40	Life	UCSD	4.11	
pirit of	UCANR	4.07			UMB	4.04	
Cooperation	UCSD	3.96			CSLA	3.92	
	UMB	3.88				4.02	
	CSLA					3.89	● 3.40
	CSUCO					3.77	3.40
	UCANR			Resolves Staff			
thical	CSUSM		● 3.90	Issues	UCSD	3.75	
Conduct	UMB				UMB	3.66	
	UCSD				CSLA	3.46	
	CSLA	4.03			CSUCO	4.01	
					CSUSM	3.93	● 3.70
				Better Ways	UCANR		
				Recognized	UCSD	ł	
				_	UMB		
					CSLA	3.45	

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⁷ Survey and analytics powered by Tritonlytics™ Organizational Assessments and Strategy, UC San Diego

Comparison of FDM Administration (includes AVP FDMOffice) - 53000 to other Universities Overall

Department - Diversity and Climate

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• FDM Administration (includes AVP FDMOffice) - 53000

	CSUSM	4.41	● 3.50
All Cultures -	CSUCO	4.39	
Fair —	CSLA	4.26	
i ali	UCSD	4.23	
	UMB	4.14	
	CSUCO	4.49	
Sexual	CSUSM	4.46	● 3.78
Orientation -	CSLA	4.32	
Fair	UCSD	4.29	
	UMB	4.24	
D	CSUSM	4.15	3.50
Department Diversity	CSUCO	4.05	
Programs	UCSD	3.91	
	UMB	3.78	
	CSUSM	4.39	3.60
Cupport	CSUCO	4.35	
Support — Diversity —	CSLA	4.24	
Diversity	UCSD	4.20	
	UMB	4.16	
	CSUCO	4.43	
Community-	CSUSM	4.35	3.60
Excellence-	UCSD	4.18	
Professional	UMB	4.11	
	CSLA	4.04	
	CSUCO	4.20	
	CSUSM	4.12	3.60
Feel Valued	UCSD	3.94	
	UMB	3.90	
	CSLA	3.84	

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Supervisor Effectiveness

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	CSUCO	4.43			CSUSM	4.31	● 4.20
	CSUSM	4.39	● 4.00			4.28	
Recommends	UCANR	4.22		Evaluated		4.14	
without Fear	UCSD			— Fairly		4.13	
	UMB						
	CSLA						
	CSUSM		● 4.00		CSLA		
	UCANR				CSUCO	4.17	
Sufficient	CSUCO				CSUSM	4.13	● 4.00
reedom	UMB			Performance	UCSD	3.95	
	UCSD			Evaluation	UMB	3.92	
	CSLA CSUCO					3.84	
			A 2 00				
Communicator	CSUSM UCSD		● 3.90		CSLA		
Communicates Essential Info	UCANR					4.09	● 3.60
	UMB				CSUCO	4.09	
	CSLA			Advancement	UCSD	3.90	
	CSUCO			Opportunities	UMB	3.79	
	UMB				UCANR	3.78	
Work Assigned	CSUSM		3.40		CSLA		
Equitably	UCSD	3.96				4.40	
	UCANR	3.87				4.27	● 3.80
	CSLA	3.70					● 3.80
	CSUCO	4.30		Supports	UCANR		
	CSUSM	4.29	• 4.40	Training	UCSD	4.12	
Gives Praise	UCSD	4.12			UMB	4.08	
or Work	UCANR	4.10			CSLA	4.04	
	UMB	4.05			CSUSM	4.55	4.50
	CSLA					4.53	
	CSUCO					4.46	
	CSUSM		● 4.00	Treats with	UCANR	-	
Suggestions for	UCSD			Respect		4.40	
mprovement	UMB					4.37	
	UCANR				CSLA	4.25	
	CSLA	3.88			CSUCO	4.61	
					CSUSM	4.59	4.40
				Supportive of	UCANR		
				Personal Issues	UCSD	1	
					UMB		
					CSLA	4.36	

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Employee Effectiveness

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● FDM Administration (includes AVP FDMOffice) - 53000

	CSUCO	3.76	
	CSUSM	3.60	● 3.20
Appropriate	UCSD	3.55	
Stress	CSLA	3.49	
	UMB	3.46	
	UCANR	3.32	
	UMB	3.08	
	CSUCO	3.03	
Total	CSUSM	3.02	2.80
Compensation	UCSD	2.98	
	UCANR	2.85	
	CSLA	2.67	
	CSUSM	4.30	● 4.00
	CSUCO	4.23	
Get	UMB	4.11	
Information	UCSD	4.06	
	CSLA	4.01	
	UCANR	4.00	
	CSUSM	4.23	● 4.00
	CSUCO	4.10	
Good Use of	UCANR	4.08	
Skills	UCSD	4.02	
	UMB	3.97	
	CSLA	3.86	
	CSUCO	4.44	
	CSUSM	4.41	● 4.20
Know How to	UMB	4.37	
Use Tools	CSLA	4.34	
	UCSD	4.29	
	UCANR	4.28	
	CSUCO	4.23	
	CSLA	4.19	
Manage	CSUSM	4.11	● 3.60
Workload	UMB	4.11	
	UCSD	3.98	
	UCANR	3.79	

CSUSM	3.89
Training UMB	3.80
	3.71
	3.65
	3.58
	3.54
CSUSM	4.50
with UCSD	4.49
	4.42
	4.32
	4.31
	4.23
	CSUCO UCSD UMB UCANR CSLA CSUSM CSUCO UCANR UCSD UMB

UC ANR (UC Division of Agriculture & Natural Resources) - Agricultural Experiment Station & UC Cooperative Extension CSU San Marcos (FAS CSUSM) - Finance & Administrative Services

CSU Chancellor's Office (CSUCO) - Academic & Student Affairs, Audit & Advisory Services, Business & Finance, Human Resources, University Relations & Advancement CAL State LA (CSLA) - President, Provost & VP for Academic Affairs, VP for Admin & CFO, CIO & AVP ITS, VP for Student Life, VP for University Advancement, Auxiliaries