**Response to *Great Colleges* Data**

**Academic Affairs Actions**

Status/Update

October 5, 2015

**A. Communications**– Proposed Action Item: Develop a comprehensive communications plan in Academic Affairs by reviewing the present protocols for division-wide communications and exploring the options for enhancing communications to all personnel in Academic Affairs.   These plans will be developed with broad consultation in Academic Affairs.  Improved communications plans will be developed and implemented division-wide.

Status:

1.  Communication of specific items of information, e.g., from the Ad Hoc Leadership Team

A specific communications path has been identified/re-affirmed:  The Provost communicates information to the Academic Affairs Leadership Council, which consists of the Provost's direct reports and the Vice Provost's direct reports, as well as the Chair of the Academic Senate.  The Deans communicate directly with their Associate Deans, and the Deans/Associate Deans communicate with the employees in their respective areas.  Some of these communications may be presented in unit-wide meetings, others may be delivered via existing unit-wide listserve facilities.

2.  General communications within Academic Affairs.

a.  Several of the Deans are already using social media to communicate with their employees.  In addition to tools such as Facebook and Twitter, some of the deans are also producing a weekly blog.

b.  A particular gap in online communications was identified in the Provost's Office.  To address this need, an online newsletter is being produced.  The first issue was published three weeks ago.  The goal is to publish the newsletter twice per semester.

c.  The Vice Provost has established a regular division-wide monthly meetings for associate deans, and meets approximately twice per semester with the department chairs, division-wide.  This will ensure that important directives in Academic Affairs are conveyed in exactly the same way to everyone.

d.  Starting this fall, the Provost will hold a division-wide meeting once a semester for classified staff.

e.  In the past, the Provost has invited the associate professors to an annual luncheon.  In addition, the Provost is now also hosting an annual luncheon for the assistant professors.  These lunch meetings provide an opportunity for direct communication between the professors and the Provost.

3.  An online newsletter for and about lecturers is being produced by the lecturer liaison, and is a communications vehicle for news and opportunities relating to lecturers.

4.  When the situation demands it, the Provost schedules ad hoc meetings division-wide or with particular constituents.  For example, the Provost met recently with the CHABSS community to discuss plans for the dean transition in that college.  Similar meetings have been held with the Library community and the CoBA community.

Conversations about communications in Academic Affairs are on-going with a view to ensuring that communications in the division are effective and that a comprehensive communications plan is in place.

**B. Transparency** – Proposed action item: Explore the apparent need for additional transparency in decision-making at all levels in Academic Affairs. We will consider ways of increasing transparency in decision-making in Academic Affairs, to the extent that this is possible. There will be broad consultation with faculty and staff to uncover additional details of what might be needed. The Vice Provost and the Deans will make recommendations to the Provost.

Status: The communications plans and strategy described in A above is designed to address the issues of transparency. There is always a need for consultation and greater transparency between the senior leadership and the faculty and staff when it comes to making and communicating high-level decisions. This need is reflected in the low scores on these items. The question of consultation and transparency needs to be examined. This item will be further explored in the current academic year. To this end, the Provost will be consulting with the Academic Affairs leadership team to develop a strategy for investigating this.

**C. Appreciation** – Proposed action item: 1. Take the necessary steps to uncover the reasons in all areas of Affairs for feelings among staff and faculty they are not appreciated or treated fairly. 2. Devise specific unit-level action plans to address these needs.

Status: A survey is being planned to investigate this further. Action on this has been delayed in light of other activities in progress.

**D. Salary equity** – Proposed action item: We know that there are severe salary inequities among faculty (and staff) in Academic Affairs. There are also significant cases of salary inversion and compression. With the new faculty CBA, adjustments are being made and there will be a local campus equity program. There will be consultation with the faculty regarding the plan for this equity program

Status: A faculty salary equity program was implemented in Spring 2015. Staff salaries are being examined in HREO. No further action is planned within Academic Affairs.