Great Colleges to Work for Survey
Action Planning - Compiled List

#	Division:	Action:	Description/Rationale:	Owner:	Anticipated Completion Date:	Success Measures:
1	Academic Affairs	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.	Low scores were recorded for the following statements: • "Senior leadership communicates openly about important matters." • "I believe what I am told by senior leadership." A more deliberate and comprehensive communications plan is needed that will reach all members of Academic Affairs with information that is important to everyone.	• The Provost - division-wide. • Deans / AVPs / Associate Deans - at the unit-level.	• August 25, 2015. • August 25, 2015	• The communications plan will be fully functional by the completion date. • The scores on these items will increase.
2	Academic Affairs	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.	Low scores were recorded for the following statements: • "Changes that affect me are discussed prior to being implemented." • "There is a sense that we're all on the same team at this institution." 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.	• Vice Provost - relative to the senior leadership in Academic Affairs. • Deans - relative to faculty and staff in their units.	• May 31, 2015 • May 31, 2015	• The Provost will receive the recommendations and decide how and to what extent they might be implemented.F4 • The scores on these items will increase.

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3	Academic Affairs	A. 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. B. Devise specific unit-level action plans to address these needs.	Low scores were recorded for the following statements: • "I can speak up or challenge a traditional way of doing something without fear of harming my career." • "Promotions in my department are based on a person's ability," and "Issues of low performance are addressed in my department" • "I am regularly recognized for my contributions" • "Our recognition and awards programs are meaningful to me." The intent of the leadership is to be impartial in all decision-making relative to faculty and staff. It is important to find out what these statements received low scores and what could be done to improved the situation.	• Academic Affairs Senior Leadership Council (AALC)	• December 1, 2015	• Unit-level plans will be in place. • Faculty and staff morale will improve in this area. • The scores on these items will increase.
4	Academic Affairs	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.	Low scores were recorded for the following statement: • "I am paid fairly for my work" This statement was particularly low-rated by faculty. There is a need for action on this matter.	• The Provost (in Academic Affairs - staff salaries are separately handled by HREO.)	• March 15, 2015 (for the plan)	• Salary increases to diminish cases of equity discrepancies of various kinds will be implemented in terms of the plan, to the extent that resources permit. • The scores on this item will increase.

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5	Community Engagement	Identify elements of solution-focused behavior in the division that inform the positive response to this statement, and create very intentional systems, activities, or mechanisms to reinforce this behavior across the division.	Derived from survey statement 70: *People in my department are focused on solutions rather than blame.* (CE 100%; CSUSM 65%)	Office of VPCE	6/30/15 and ongoing	A plan detailing systems, activities and mechanisms for reinforcing solution-focused behavior.
6	Community Engagement	Identify ways to regularly introduce the CE team to innovative and high quality teaching, such as showcasing for them signature programs and high impact practices.	Derived from survey statement 51: *There is appropriate recognition of innovative and high quality teaching.* (CE 57%; CSUSM 75%)	Office of VPCE	3/15/15 and ongoing	Cross-program leadership teams that steward the goals in the CE Strategic Plan.
7	Community Engagement	Identify strategies to better inform the CE team of the ways in which milestones and accomplishments are currently celebrated, and ensure their involvement in these celebrations.	Derived from survey statement 52: *We celebrate significant milestones and important accomplishments at this institution.* (CE 57%; CSUSM 80%)	Office of VPCE	3/2/15 and ongoing	Standing items on CE staff meeting agenda highlighting campus-wide milestones and celebrations.
8	FAS	Communication	Improve communication through training; establish a division culture that promotes honest conversations without fear or conflicts; include staff on a rotating basis at leadership meetings; improve quality and quantity of meetings, retreats, and events.	VPFAS Office	6/30/15 and ongoing	Surveys, development of an advisory board and its feedback; participation in training and meetings.

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9	FAS	Networking	Create more opportunities in FAS for employees to connect with one another and engage in division programs and events. Some ideas for our division: an FAS Connect program, a Buddy System to include staff, FAS Orientations, and monthly Department Ambassador Meetings.	Brittani Brown, Randy Duncan, Alyssa Kramer, Raeanna Wren	6/30/15 and ongoing	Participation, surveys, number of sessions held
10	FAS	Training & Professional Development	Provide professional development for staff, mandatory training for MPPs, and additional learning opportunities such as Lunch and Learn events.	HR	6/30/15 and ongoing	Number of courses developed, % compliance with training mandate, participation in professional development opportunities
11	FAS	Recognition Program	Enhance recognition program to include a variety of mechanisms to highlight employee accomplishments. Programs could include thank you boards, gift cards, peer recognition programs, parking passes, fun employee events, and cost savings rewards.	VPFAS Office	6/30/15 and ongoing	Surveys, participation rate
12	President's Division	Staffing	Support staff are needed in key areas to provide adequate staff to achieve goals	CoS / AD / AVP DIEE	6/30/2015	Successful hires in IP&A, DIEE, and Athletics
13	President's Division	Professional Development	Ensure staff have actionable professional development plans on file	Department Managers	9/1/2015	Cos and Deputy CoS will review all division staff PDPs with HR to ensure consistency and depth

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14	President's Division	Communication	President will attend Athletics staff meeting once per year; Pres Office staff meeting 2x per year	CoS / Deputy CoS / AD		Next survey administration
15	President's Division	Athletic Facilities	Develop a facilities master plan for Athletics	CoS / AD	1/1/2016	Completion of Sports Center and plan for other athletic support spaces
16	Student Affairs	Development of a professional development plan that includes a curricular pathway for leadership development. This curriculum would outline benchmarks to be attained in preparation for Leadership Academy and Campus Connect, as well as develop leadership skills for those employees interested in advancement to leadership positions.	The establishment of a curricular pathway to leadership development would help address the perception among 30% of divisional employees that promotions are based upon factors other than individual ability.	Vice President for Student Affairs would oversee this process at the divisional level. AVP's and Executive Directors would provide oversight at the unit level.	May 1, 2015	Curricular pathways for leadership development mapped and communicated to divisional employees. The initiative will have built in assessments to evaluate its impact and effectiveness in preparing employees for advancement. Scores on this item will increase.
17	Student Affairs	Development of a professional development plan that includes an onboarding period for new employees. During this period employees will be oriented to the Division of Student Affairs, institutional business processes, the role of Student Affairs in student development, and other key concepts that will help prepare new employees to be high functioning members of the division.	The establishment of a curriculum for orienting new employees to the institution, division, and key concepts that are the foundation of our mission will address the low score regarding how well new employees are oriented and prepared to be effective.	The Vice President for Student Affairs will provide oversight at the divisional level. Unit directors will be responsible for the direct implementation of this initiative with divisional support.	May 1, 2015	The initiative will have built in assessments to evaluate its impact and effectiveness in preparing employees for to be successful in their roles. Scores on this item will increase.

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18	Student Affairs	Implement and evaluate a peer recognition program, to be dubbed "CougarBucks" that will occur during one week each fall and spring semester. This initiative will allow staff the opportunity to recognize peers who have offered exemplary service.	Student Affairs currently has recognitions in place that allow managers to recognize an outstanding individual and a team annually. However, the establishment of a peer to peer recognition program each fall and spring semester will allow for much broader participation in recognizing outstanding work.	Under oversight by the VPSA, the Student Affairs Staff Training and Recognition Squad (STARS) will implement and administer this initiative.	Implemented Fall 2014 and ongoing.	Feedback collected and reported by departmental managers. Scores on this item will increase. Periodic administration of the Student Affairs Staff Survey.
19	University Advancement	Staffing	Communicate long term staffing growth plan to UA division staff by creating a long term org chart	VP Hoss & Direct Reports: Kyle Button, Cathy Baur, Lori Brockett, Tina Bell, Donna Day	6/30/2015	Initial plan created & presented at February 27th Division Meeting with revisions discussed by 6/30/15.
20	University Advancement	Recognition & Awards	Develop internal recognition program	Cathy Baur & Committee	6/30/2015	Staff request to join committee initiated at February 27th Division Meeting. Committee will develop written plan for recognition program.
21	University Advancement	Articulate what makes CSUSM "special"	Develop written narrative and/or talking points that articulate the unique elements of our campus and our culture.	VP Hoss & Communications Office, with TVP Communications, and Executive Council	6/30/2015	Build on: Convocation Video Report to Community Speech Written points of pride