



MEMORANDUM

To: Dr. Juliette B. Bell, President

From: Kimberly Conway Dumpson, Esq., CFRE
Chair, Campus Climate Report Review Committee

Date: April 8, 2015

Re: Recommendations for Improving Campus Climate

This committee was established to review the Campus Climate Survey, prioritize and prepare recommendations for presentation to the President and the Cabinet.

The following members were appointed to serve on the committee:

Ms. Kimberly Dumpson, Dr. Cynthia Boyle, Mr. Joseph Bree, Mr. Stan Bradley, Ms. Alissa Carr, Dr. Bill Chapin, Ms. Nelva Collier-White, Dr. Ray Davis, Mr. Wayne Jearld, Ms. Jinawa McNeil, Ms. Martha Perez-Schmidt, Dr. Donna Satterlee, Ms. Shirley Treherne, Mr. Jeremy Whichard and Ms. Cecilia Rivera.

The committee met on several occasions to review the committee's general observations of the report and began to identify the best ways to prioritize and present recommendations.

Upon review of the report, a central theme emerged as it related to campus climate; that is, that our employees (*faculty and staff*) are the originators and maintainers of campus climate. Within each of our teammates lies the power to promote positive interaction, or perpetuate long-standing behaviors that threaten our campus culture, decrease morale and hinder our ability to meet institutional objectives.

The committee agreed that there were certain fundamental principles that must be adhered to in order to improve the campus climate:

- There must be zero tolerance for negative behavior;
- There must be commitment at all levels of leadership to the university's core values; and

- There must be commitment to invest in the capacity and development of university employees

In light of the findings in the report, the committee concurred that in order to have the ideal campus climate that was reflective of the university's core values, we should have employees that have a mix of skill and experience -- balancing the needs to maintain tradition and consistency, with the ability to adapt to be innovative.

The committee then identified the following characteristics of ideal employees:

- Adaptable
- Diverse
- Collaborative
- Committed to UMES mission and vision
- Problem-solvers
- Loyal
- Desire to fulfill the mission and strengthen the University
- Enthusiastic
- Honest
- Courteous
- Tolerant

With more than 950 employees at various stages of development, skill, experience and length of service, the committee determined that steps to improve campus climate must be taken first within the Department of Human Resources and then taken at each of the following phases of the employment cycle:

- **Stage 1: Recruitment**
- **Stage 2: Orientation**
- **Stage 3: Retention, Engagement and Recognition**
- **Stage 4: Training and Evaluation**
- **Stage 5: Employee Separation**

Accordingly, the recommendations of the committee are set forth below, starting first with specific recommendations pertaining to the Department of Human Resources, followed by additional recommendations:¹

¹ Prioritization of recommendations was done by stage/category. The priority level for each stage/category is listed at the beginning of that stage/category. The priority level is consistent for all recommendations listed under a particular stage/category, unless otherwise specified. The priority levels are HIGH (*completed by July 2015*), MEDIUM (*completed by Fall 2015*), and LOW (*completed by June 2016*).

DEPARTMENT OF HUMAN RESOURCES

Priority: HIGH (JULY 2015)

Recommendation #1: SWOT Analysis of the Department of Human Resources

- Review organizational structure of the department to determine staffing, fiscal resource, technology and facility needs (*possibly using external consultant as resources allow*)
- Examine best practices in human resources management to determine whether the department staff can benefit from increased training and development
- Set measureable goals for the department as it relates to campus climate
- Use employee exit data to make evidence-based decisions to promote retention

**UMES Organizational Climate Theme(s)/Component(s) addressed by this recommendation as set forth at Page vii of the Campus Climate Survey Report: Job satisfaction/morale, management/leadership*

Stage 1: Recruitment

Priority: MEDIUM (Fall 2015)

Recommendation #2: Revamp the Search Committee process

- Structure of Search Committees (possibly have a member of the Hawkspitality Committee on each campus search)
- Update methods of screening employees (can we Google potential employees?)
- Review of campus job descriptions
- Add customer service requirement to job description
- Review of salaries for positions to determine whether we are offering competitive salaries (do this annually)
- Training for Search Committees
- Begin to actively recruit employees by considering professional recruitment of employees at certain levels, advertising at conferences and using online sites (Linked In)
- Communicate “added benefits” of working at UMES and in a rural community- promote how great it is to work at UMES

**UMES Organizational Climate Theme(s)/Component(s) addressed by this recommendation as set forth at Page vii of the Campus Climate Survey Report: Job satisfaction/morale, quality of teaching, research and other services*

Stage 2: Orientation of Employees

Priority: HIGH (July 2015)

Recommendation #3: Develop an Orientation Program for New Employees (*Faculty and Staff*)

- Develop a new employee packet with all details about UMES (parking, benefits, etc.)
- Conduct mandatory new employee orientations –“Orientation 101” within the first 30 days of employment (to include students and part-time employees); hold these once per month on the third Thursday during university hour
- On day one, explain job fully to new employees in terms of what is expected of them, their department and their position and how they fit into the overall mission of the University
- Make important employee information available online for their mandatory review within the first 30 days of employment
- Recognize new employees at staff assemblies
- Develop a new employee campus tour (conduct tour on day one for new employees)
- Assign a Hawkspitality Service Ambassador to each new employee (lunch meeting on day one)
- Assign a Hawk Veteran within the unit as a mentor to the new employee
- Develop an “I CARE” Standards Commitment Form that has to be signed by all employees at time of PMP and at time of hire

**UMES Organizational Climate Theme(s)/Component(s) addressed by this recommendation as set forth at Page vii of the Campus Climate Survey Report: Job satisfaction/morale, teamwork, interpersonal relations and mentoring*

Stage 3: Retention, Engagement and Recognition

Priority: HIGH (July 2015)

Recommendation #4: Establish an Ombudsman’s Office so that an employee has a place to address confidential concerns

**UMES Organizational Climate Theme(s)/Component(s) addressed by this recommendation as set forth at Page vii of the Campus Climate Survey Report: Job satisfaction/morale, interpersonal relations, teamwork*

Recommendation #5: Encourage Communication and Extracurricular Engagement Within Units/Teams/Departments

- Coordinate and schedule events in such a manner as to minimize or eliminate conflicting events in order to increase participation
- Create more opportunities for faculty and staff to engage with each other in order to break down silos (do not appoint same people to serve on university committees)
- Continue to host campus-wide meetings where executive leadership shares university vision, plans and actions taken
- Continue chat and chews with the president

**UMES Organizational Climate Theme(s)/Component(s) addressed by this recommendation as set forth at Page vii of the Campus Climate Survey Report: engagement in campus wide and community activities, teamwork, communication, faculty and staff collaboration*

Recommendation #6: Increase marketing efforts in order to promote events to employees

- Develop a campus-wide calendar
- Revamp the university website
- Use outdoor kiosks to promote events
- Use *The Key* for campus accolades/recognition
- Implementation of a campus-wide marketing plan

**UMES Organizational Climate Theme(s)/Component(s) addressed by this recommendation as set forth at Page vii of the Campus Climate Survey Report: UMES reputation and engagement in campus wide and community activities*

Recommendation #7: Develop an Awards/Recognition Program within units and campus-wide

- Establish an employee recognition week campus-wide to celebrate university faculty and staff
- Host Service Awards program that recognizes not only years of service, but volunteerism, engagement and outstanding service

**UMES Organizational Climate Theme(s)/Component(s) addressed by this recommendation as set forth at Page vii of the Campus Climate Survey Report: rewards/recognition, job satisfaction/morale*

Recommendation #8: Review existing faculty and staff salaries and develop a plan for ensuring that staff salaries are competitive

- Conduct comprehensive review of faculty and staff salaries (to include a thorough review of areas of responsibility for the contemporary workplace)
- Develop a plan for ensuring that salaries are competitive and eliminate salary inequities between male and female employees

**UMES Organizational Climate Theme(s)/Component(s) addressed by this recommendation as set forth at Page vii of the Campus Climate Survey Report: job satisfaction/morale*

Stage 4: Training and Evaluation

Priority: MEDIUM (Fall 2015)

Recommendation #9: Develop a formal training institute for faculty and staff

- Offer professional development training at least twice per year
- Encourage divisional leaders to promote/invest in professional development training (mid-year, summer, etc.)
- Offer trainings for specific audiences as opposed to just making trainings mandatory
- Conduct an educational needs assessment annually for all faculty and staff
- Use PMP as a way to assess professional development needs
- Host a UMES Professional Development Conference
- Offer customer service training

**UMES Organizational Climate Theme(s)/Component(s) addressed by this recommendation as set forth at Page vii of the Campus Climate Survey Report: professional development, customer service, management/leadership, quality of teaching, research and other services*

Stage 5: Employee Separation

Priority: MEDIUM (Fall 2015)

Recommendation #10: Establish a Retirees Recognition Program

- Seek retirees input and service on committees
- Recognize volunteer service
- Tap into retirees' expertise and interest to help the university succeed
- Host a joint retirement celebration for all faculty and staff and recognize retirees by years of service with set gift structure (1-5 years of service receives "x", 5-10

years of service receives “y,” etc.) (*This does not preclude celebrations at the unit level*)

**UMES Organizational Climate Theme(s)/Component(s) addressed by this recommendation as set forth at Page vii of the Campus Climate Survey Report: rewards/recognition, faculty and staff engagement*

Recommendation #11: Train management employees on use of progressive discipline (HIGH)

**UMES Organizational Climate Theme(s)/Component(s) addressed by this recommendation as set forth at Page vii of the Campus Climate Survey Report: management/leadership*

CONCLUSION

Ultimately, the committee believed that these steps would create a campus culture that promotes:

- Collaboration
- Teamwork
- Communication
- Professional Development
- Shared Governance
- Engagement
- Transparency
- Equity
- Fairness
- Respect
- Diversity

Thank you for the opportunity to serve.