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## Morale Leadership Model

May 20, 2002

### 1. IMPROVED CAMPUS COMMUNICATIONS

#### a. INFORMATION DISTRIBUTION

- *Kiosks – Associate Vice Chancellor Chuck Rowley*  
Project: Upgrade and maintain existing terminals and install and maintain kiosks at select locations. Kiosks will allow Internet (including BenCom), anonymous email, and campus email access.
- *Training – Vice Chancellor Chuck Rowley, Chancellor's Committee on Campus Morale*  
Project: Schedule and provide appropriate training for kiosk users.
- *Paper copy distribution – Vice Chancellor Rowley and Service Enterprises Manager Dallas Johnson*  
Project: Capture data to facilitate the Mail Room sending paper copies to those without email.

#### b. INFORMATION UPDATES

- *Web sites – Executive Director Jack Chappell*  
Project: Upgrade and update Morale Committee Web site. Initial upgrade of the site is complete. Update is ongoing. Site address: [www.morale.ucr.edu](http://www.morale.ucr.edu).  
Project: Establish a new link from the campus home page to provide timely information regarding campus and UC Office of the President administrative activities, projects, budget, and etc. that affect the campus population. Post information presented at important meetings.
- *Bi- or tri-weekly publication – Assistant Vice Chancellor Peach*  
Project: Investigate funding and resources necessary for an independent campus newsletter. Recommend publication frequency.  
Project: Publish newsletter. (Note: suggested first edition topics include: report on existing campus best practices, Regent meeting updates, budget updates.)
- *Selection of Information – Campus Committee on Campus Morale*  
Project: Poll employees to determine types of information desired.

#### c. EMPLOYEE PARTICIPATION

- *Information Sharing – Administration (via Chancellor's Office)*  
Project: Facilitate employee to be as informed as possible regarding campus issues by encouraging access to key campus Internet sites and attendance at public forums (e.g., Chancellor's Open Forums, Staff Assembly general meetings, etc.) Actively encourage departmental meetings to discuss key campus issues.

### 2. BEST PRACTICES

- *Define Best Practices – Chancellor's Committee on Campus Morale*  
Project: Define best practices as used for the purpose of improving UCR morale. This project is completed. A definition of best practices is available at [www.morale.ucr.edu](http://www.morale.ucr.edu).

- *Study – Mike Esnard*  
Project: Collect information from UCR, other UC campuses, non-UC colleges and universities, and successful businesses to determine effective morale improving practices.
- *Implement – Chancellor and Top Administrators*  
Project: Establish environment in which practices can be effectively implemented.

### 3. STAFFING LEVELS, CLASSIFICATION AND SALARY

#### a. STAFFING LEVELS

- *Study, Report & Recommend – Senior Administrative Managers Group*  
Project: Develop a method for determining appropriate staffing levels for each job type. Provide information to administration and employees. Propose steps to adjust staffing levels where needed.

#### b. CLASSIFICATION/JOB DESCRIPTIONS

- *Evaluate and Improve – Vice Chancellor Mike Webster, Human Resources Staff, and Department Managers*  
Project: Evaluate and assure job descriptions are current, accurate and appropriately classified.  
Project: Include training guidelines and language in job descriptions that will encourage continued improvement and growth of managers, supervisors, and employees.  
Project: Include values such as civility, diversity, equitable treatment, and faculty staff partnership as part of all job descriptions.

#### c. SALARIES

- *Study and Report – Vice Chancellor Mike Webster and Human Resources Staff*  
Project: Distribute current salary surveys, and perform additional surveys and share them with administration and employees.
- *Equity Adjustments – Chancellor’s Office*  
Project: If discrepancies exist, share plans for improvement.

### 4. MEDIATION

- *Needs Assessment – Associate Executive Vice Chancellor Marylynn Yates*  
Project: Assess campus demands, customers and customer preference. Poll appropriate campus professionals and personnel.
- *Study and Report – Associate Executive Vice Chancellor Marylynn Yates*  
Project: Collect information from UCR, UC campuses, universities, governments, and businesses to discover effective mediation practices.
- *Implement – Associate Executive Vice Chancellor Marylynn Yates and appropriate campus professionals*  
Project: Select best-fit program(s) and establish environment in which program(s) can be effectively implemented.

- *Impartial Presence – Associate Executive Vice Chancellor Marylynn Yates and Ombudsman Andrea Briggs*  
Project: Assess feasibility of presence of impartial party at meetings between supervisors and subordinates upon request of participating parties.

## 5. PARKING

### a. COMMUNICATION & CONSULTATION, CURRENT POLICY & IMPLEMENTATION, AND DEVELOPMENT OF FUTURE POLICY

- *Comparison Study – Vice Chancellor Mike Webster and Transportation and Parking Services (TAPS) Director Jan Martin*  
Project: Study other campuses and identify alternatives.  
Project: Find alternative ways to solicit and incorporate campus input. Investigate the possibility of a non-TAPS committee with ad-hoc TAPS members.
- *Perform Independent Survey – Council of UC Staff Assemblies*  
Project: Perform an independent survey UC system/campuses parking practices, policies, and procedures.

## 6. ONGOING INPUT

- *Facilitate Ongoing, Candid Input – Chancellor’s Committee on Campus Morale and Mike Esnard*  
Project: Determine and utilize effective method(s) for continued understanding of campus concerns and collection of employee input.

## 7. RESPECTFUL TREATMENT OF EVERYONE

### a. STATEMENT OF COMMUNITY

- *Draft and Implement – Chancellor’s Office and Chancellor’s Committee on Campus Morale*  
Project: Study existing documents. Evaluate and revise documents as necessary/desirable in order to reflect UCR.  
Project: Incorporate Statement of Community into campus job descriptions.

### b. DIVERSITY

- *Maximize Campus Diversity and Understanding –Chancellor’s Office*  
Project: Continue to enhance diversity awareness, training, and behavior to eliminate the occurrence of discrimination.

### c. FOLLOW-UP

- *Follow-up Studies –Chancellor’s Office*  
Project: Conduct follow-up studies to insure effectiveness of diversity activities.

## **8. MANAGERIAL ACCOUNTABILITY**

### **a. TRAINING**

- *Status and Update – Vice Chancellor Mike Webster and Human Resources Staff*  
Project: Determine status of existing managerial skills training programs. Enhance to maximize managerial and supervisory effectiveness.  
Project: Collect information from universities, governments, and businesses to discover exemplary managerial and supervisory training programs. Broaden scope of UCR programs where necessary. Incorporate best practices where possible.

### **b. REVIEW**

- *Peer and Subordinate Review – Vice Chancellor Mike Webster and Human Resources Staff*  
Project: Conduct studies of existing peer or subordinate review programs at universities, governments, and businesses. Report results.  
Project: Implement feasible peer and subordinate review programs.

## **9. STAFF INVOLVEMENT IN CAMPUS CHANGE**

### **a. BUILDING COMMITTEES**

- *Design Procedure Study – Vice Chancellor Mike Webster and Office of Design and Construction Staff*  
Project: Conduct follow-up studies of building design processes. Determine best practices as well as processes suitable for enhancement.

### **b. PLANNING FOR THE FUTURE**

- *Campus Input – Executive Vice Chancellor*  
Project: Continue to actively encourage, solicit and incorporate staff input for growth planning, budgeting, etc.

## **10. STAFF RECOGNITION**

- *Maximize Recognition – Chancellor’s Office, Administration and Management, Staff Assembly*  
Project: Actively solicit nominations for recognition from the campus and surrounding communities for managers, administrators, faculty, and staff.

## **11. REASSESSING MORALE**

- *Periodic Surveys – Chancellor’s Committee on Campus Morale*  
Project: If desired, perform a survey of academic employees. Work with faculty, lecturers, librarians, and etc. to accomplish this.  
Project: Perform biennial surveys of the campus community to determine the state of campus morale.