

# Report: UMW Work Environment & Infrastructure

Chair:

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Charge: Recommend goals, objectives, and some possible benchmarks on how the University can be a place where all of its employees-faculty, staff, students, want to work, provide first rate service, develop professionally and personally, and achieve-how we can create and sustain an institutional culture the president defines as, “a culture of excellence, one that is defined by: quality; inclusiveness; collaboration and cooperation; transparency and accountability; openness and candor.” Consider how we might ensure a high-quality business, technology, and administrative infrastructure that promotes sound planning, best-practices, innovation, and measurable institutional effectiveness. As a component of our institutional planning and infrastructure, this subcommittee will also consider the on-going development of the (stand alone) UMW capital and facilities plan, associated with a university campuses master plan.

Significance: The UMW Vision, Values, Defining Ideas (draft dated 3/16/09) articulates, among other things, that the university “will be a community of teachers and learners connected to each other,” and as a teaching and learning community, we will strive for “excellence, intellectual integrity, accountability, candor, and collegiality.” This Discussion Group recognizes that while its charge is not specifically addressed by this statement, the institution’s work environment and the significance of the physical assets and technology infrastructure are critical to the accomplishment of UMW’s primary mission and vision. Consequently, we view our charge as a means to achieve the university’s mission and vision which is reflected in our goals and objectives.

More specifically, the work environment, i.e. the management of the institution’s talent, the climate set by its leaders, the effectiveness and efficiency of our work processes, the appearance and maintenance of the institution’s buildings and grounds, and the strength and stability of the information and instructional technology infrastructure, significantly contribute to the accomplishment of the mission and vision.

Goal 1:

Become an employer of choice.

Rationale: The primary elements that characterize an employer of choice include: employee engagement and long-term commitment; the willingness to take reasonable risks without the fear of reprisal; frequent and honest communication on the part of management; problem solving that

starts at the lowest level; high levels of cooperation and collaboration; respect for diversity, a commitment to include those who bring divergent viewpoints, and the willingness to bring out the best in people; a significant commitment to employee development; trust in and respect for immediate supervisors (e.g., academic department chair or program director, manager, or supervisor) as well as in the organization's executive leadership; fair and equitable treatment and compensation; performance based rewards and recognition; and, the fact that employees are proud to work for the organization.

The university faces several significant near term talent management challenges: the need for a exceptionally qualified faculty and capable administrators and staff; a competitive academic and professional market; limited resources to attract, retain, and reward current and future faculty, administrators and staff; and, an increasing number of individuals throughout the institution who are either retirement-eligible or plan to retire in the next two to five years. Given these conditions, it is critically important that the institution capitalize on and communicate many of the employer of choice elements that are already available as well as take affirmative steps to strengthen and enhance our position as an employer of choice.

Objective 1.1: Review, revise, design, and implement relevant policies, practices, and programs that will strengthen and enhance our position as an employer of choice.

Representative Deliverables Responsibility Timeframe

Expand and communicate the elements that will contribute to enhancing UMW's reputation as an employer of choice, including, but not limited to:

- Employee recognition programs
- The value of each employee's UMW benefits
- Alternative work schedules, telework, and job sharing
- Opportunities for continued employee training and development including tuition assistance, teaching innovation fellowships for new full-time faculty, and developmental released time for all employees
- Community service/outreach program opportunities Human Resources and University Relations September 2009

Conduct a comprehensive compensation and classification study for administrative faculty, classified staff, and wage employees:

- Address issues of internal alignment
- Create a salary structure so that UMW can compete in the Northern Virginia market
- Determine cost associated with bringing all effected personnel to minimum and to market Human Resources September 2010

Design and conduct a University-wide employee satisfaction or engagement survey every two years, train supervisors to disseminate the results, solicit constructive employee feedback, and use the survey results for improvement purposes. Office of Planning, Assessment, and Institutional Research September 2010

Provide full-time and adjunct faculty with competitive salaries:

- Meet the 60th percentile for full-time faculty salaries as compared with salaries of UMW's SCHEV benchmark institutions

- Increase adjunct salaries so that the salary scale ranges from \$3,000 to \$5,000 for a three-credit undergraduate course and \$x,xxx to \$x,xxx for a three-credit graduate course. President, Provost, Executive Vice President, and Deans September 2013

Goal 2: Create an organizational climate that enhances the workforce's commitment and engagement.

Rationale: There is more than sufficient evidence that supports the notion that employee commitment and engagement contribute to measureable improvements in organizational productivity. The organizational research that emerged in the late 1960's and continues to appear in the professional literature today demonstrates that there are documented relationships between an individual's leadership style (e.g., how leaders set direction, establish relationships, communicate expectations, provide feedback, direct others, and improve subordinates' performance) and specific dimensions of organizational climate (i.e., what it feels like to work in a particular department). Furthermore, there is documented evidence that organizational climate and employee engagement contribute to organizational productivity.

As an academic institution, the degree to which the university will achieve its mission and vision – as represented by its academic standing and operational productivity – will be a function of a viable and thriving shared governance model, a well-aligned organizational structure, and effective leaders throughout the organization who establish a positive organizational climate and enhance the workforce's commitment and engagement. Additionally, it is important that the institution's leaders set priorities, communicate clear direction, and align division and department strategies with resources and the workforce's capabilities.

Objective 2.1: Ensure a University environment that is inclusive as well as diverse and fosters a spirit of community.

Representative Deliverables Responsibility Timeframe

Establish a governance structure for administrative faculty, classified, and wage employees that results in broader employee participation.

- Provide employees with information regarding major initiatives and provides opportunities for input and feedback.
- Communicate opportunities for increased employee participation in the design, development, and implementation of UMW programs, projects, and services.
- Create a mechanism that involves employees in the budget process as well as making this process more transparent. President, Vice Presidents, and Deans September 2010

Objective 2.2: Align the University's organizational structure, systems, resources, and departmental goals with the institution's mission, vision, and values.

Representative Deliverables Responsibility Timeframe

Create an organizational structure based on the needs of UMW as a unique institution that takes into account the institution's vision and mission, organizational characteristics, and history.  
President, Provost, Vice Presidents, and Deans September 2010

Goal 3: Create a culture of excellence, one that ensures a high-quality business and administrative infrastructure that promotes organizational effectiveness and efficiency, maintains meaningful and productive professional and interpersonal relationships, and enhances individual learning and growth.

Rationale: A hallmark of the University of Mary Washington is the value and importance that individuals throughout the institution place on their personal relationships and that the functioning of the institution is often a result of these relationships. It is critical to assure that the institution's business processes are designed, documented, communicated, and sufficiently systematic. At the same time, it is important to value and capitalize on the well-established inter- and intra-departmental relationships that have contributed to the university's current level of success.

Objective 3.1: Implement a continuous improvement process that has a clear focus on results.

Representative Deliverables Responsibility Timeframe

Implement a University-wide customer service model and training that delineates policies, procedures, and standards for internal and external customers. President, Provost, Vice President, and Deans September 2009

Initiate a university-wide quality improvement training and development initiative designed to:

- Identify and eliminate unnecessary bureaucracy
  - Improve communication effectiveness
  - Employ collaborative and transparent decision making
  - Encourage and recognize employees for taking initiative and reasonable risks
- President, Provost, Vice President, and Deans September 2010

Objective 3.2: Promote a culture of learning by creating and promoting opportunities for employee training and development designed to improve current skills, enhance job growth, and prepare individuals for future UMW career opportunities.

Representative Deliverables Responsibility Timeframe

Create and distribute a catalog of existing employee development options and opportunities.  
Human Resources September 2009

Develop, acquire, and offer an array of employee training and development programs based on actual and/or perceived needs, designed to improve professional and interpersonal skills. Human Resources January 2010

Develop, acquire, and offer a competency-based leadership development program designed to improve the supervisory, managerial, and/or executive capabilities, of experienced, recently appointed, and potential institutional leaders. Human Resources September 2010

Conduct a systematic employee development needs assessment and use the results of that assessment to design, develop, and implement a comprehensive employee development program. Human Resources September 2011

Goal 4: Support the University's mission and vision by planning and constructing new facilities and to preserve, improve, or replace current facility assets while respecting the architectural integrity and uniqueness of each campus.

Rationale: When our traditional undergraduates are asked, "what contributed to your decision to attend UMW?" they typically reply that the beauty of the Fredericksburg campus was a significant factor. While the university's Stafford campus (and soon to be Dahlgren campus) has a more corporate look and feel, its accessibility and functionality are the factors that are appreciated by our adult students and corporate clients. Consequently, it is in the best interests of the institution to assure that its facility assets – instructional, non-instructional, residential, cultural, and recreational – are preserved and improved to the greatest possible extent.

Objective 4.1: Improve the capital outlay planning processes to promote the inclusion and engagement of relevant constituencies.

Representative Deliverables Responsibility Timeframe

Objective 4.2: Develop and communicate a planning processes for non-capital project submissions (i.e., renovation, alteration, adaptation, and construction), review, and authorization which evaluate the submissions in light of the university's priorities and resources.

Representative Deliverables Responsibility Timeframe

Goal 5: Design, procure, install, and maintain a superior information and instructional technology infrastructure that supports all UMW organizational functions and provides the technology, tools, training, and user support that allows all members of the institution to use technology effectively and efficiently.

Rationale: Given the information technology tools that are and will continue to be available, it is critically important that the university install and deploy up-to-date equipment and applications and train administrators and staff accordingly. These tools can then be used to employ data-driven decision making strategies resulting in the effective management of university operations and the efficient utilization of institutional resources.

Additionally, our faculty needs continued exposure to the value and benefit of instructional technologies designed to enhance our students' instructional experience as well as expand the institution's instructional reach. It also is important that our students leave the university with a keen understanding of the societal impact of and the role that technology will play in their lives.

**Objective 5.1: Develop an iterative two to five year comprehensive information technology plan and estimated cost for UMW's Fredericksburg, Stafford, and Dahlgren campuses that is aligned with the institution's overall strategic plan and operational budget.**

**Representative Deliverables Responsibility Timeframe**

Implement an automated space scheduling program fully compatible with the enterprise software system at the university.

Implement a sophisticated data warehouse program enabling users to run a variety of established reports relevant to ongoing program and business needs, and enabling the creation of ad hoc reports by users as needed.

**Objective 5.2: Develop an iterative two to five year comprehensive instructional technology plan and estimated cost for UMW's Fredericksburg, Stafford, and Dahlgren campuses that is aligned with the institution's academic strategic plan and instructional budget.**

**Representative Deliverables Responsibility Timeframe**

Equip every instruction space with a suite of instructional technology resources (equipment and software) adaptable to the instructional needs of a variety of disciplines.