**Question #7 – Part A**

The economic challenges of the current period have significantly impacted the morale of our faculty and staff members. What initiatives can we undertake to enhance faculty and staff morale despite our financial challenges?

**Recommendation #1**

Implement a program of periodic surveying of faculty and staff on morale, engagement and possible other issues.

*While conventional wisdom suggests that “morale” is low, we do not have empirical measures of the faculty and staff opinions and beliefs that would constitute morale. Regular surveys would provide statistical information on challenges and opportunities as well as benchmarks to evaluate the effectiveness of new programs.*

**Recommendation #2**

Develop and implement a series of programs to foster improved engagement among faculty and staff to create a greater sense of “community” within the campus community.

*A recurring theme in open forums was that people enjoy getting together with other people on campus especially when they mix with individuals they might not meet or spend time with during the course of their jobs. A variety of ideas surfaced that range from simple to complex. (Some would first require the formation of a working group for planning and promotion.) Examples:*

- Capitalize on events already in place such as University Convocation by enriching the scope, acknowledging more faculty and staff and allowing more time for socializing at the end.
- Create new ways for people to come together such as concert series or lecture series that happen at regular times and devote the time and resources to effectively promote them to the campus and surrounding community. Examples:
  - Rush Hour Concert Series near the Trolley Station
  - Extend the Farmers’ Market later into the afternoon/early evening and include music and other performance groups (could be a draw for local residents also)
- Institute fun and possibly-quirky one-day events that give faculty and staff a reason to mingle. Examples:
  - Bring Your Pet to Work Day
  - Wear Red & Black Day
  - Campus-wide Halloween Costume Contest & Parade
  - Bowling tournament at the new Aztec Student Union lanes
Recommendation #3

Develop and implement a program of personal “benefits” that come with being a member of the SDSU Family.

*Coupons, discounts and special offers on everything from services to housing and childcare could be made available to university and auxiliary employees through a program administered jointly through Aztec Shops and the human resource departments of the university and each auxiliary.*

Recommendation #4

Revive and/or refine an electronic communication vehicle for faculty and staff that promotes university news, events, human interest stories and commercial opportunities.

*A recurring theme in the open forums was that the university is lacking the 21st century equivalent of an employee newsletter, something that has been missing since SDSUniverse was folded into NewsCenter. A weekly (less often in the summer) electronic newsletter would provide a place to promote and celebrate the events outlined in Recommendation #2 and to promote the programs outlined in Recommendations #3 and #7. It could be partially or fully self-supporting through ad sales and/or sponsorship.*

Question #7 – Part B

Can we find ways to offer additional professional development opportunities, enhance the health of our community, and enhance the appearance of our campus for the purpose of improving morale?

Recommendation #5

Bring back a campus-wide training opportunity similar to the President’s Management Training Course that would allow mid- and upper-level employees from all departments and auxiliaries to mix in a professional development setting.

Managers who attended the President’s Management Development Program generally agreed that the best part of the program was the opportunity to meet and interact with managers from other areas of the campus. Friendships were made that continue to this day. It would be valuable to have SDSU’s Center for Human Resources spearhead an effort to develop a new but similar training program appropriate for today’s environment. Human Resources departments from all campus entities should be enrolled to promote the program and send a steady stream of participants.

Recommendation #6

Assemble a campus committee of top management and Human Resources Directors charged with improving participation in established training/networking professional development programs hosted by SDSU’s Center for Human Resources such as the Management Leadership Exchange Series and the Supervisors Academy.
Rather than looking for additional professional development opportunities, we determined that a better strategy would be to more effectively utilize the ones already in place. Increasing both interest and participation in existing programs would require a concerted effort by management in all departments and auxiliaries.

**Recommendation #7**

Assemble a campus committee with broad representation to develop and promote programs open to all faculty and staff to enhance the emotional and physical health of the campus community.

The university environment already offers a wealth of opportunities to improve the lives, and by extension, the morale of faculty and staff. The challenge is to increase awareness of and participation in those opportunities. A committee charged this addressing that challenge could then recruit subcommittees of individuals with shared interest to form “clubs” open to all who share those same interests. Examples:

- A Walking Club that would meet regularly to enjoy walks throughout the campus
- Book clubs
- Vegetarian/Vegan Club
- Performing Arts Club

**Question #8 – Part A**

The university’s location within the College Area community provides opportunities for our faculty and staff members to live near the university. What can we do to support faculty and staff members who wish to reside near the university?

**Recommendation #1**

Charge SDSU’s Center for Human Resources with developing and maintaining a web page(s) with information on College Area housing, shopping, schools, childcare and other resources and then promote it through all areas hiring faculty and staff.

*There is currently no central clearing house for information that would help individuals identify the many resources available in the College Area. A university-managed web presence would provide that clearing house. Content could be provided by local community groups and the College Area Business Improvement District.*

**Recommendation #2**

Revisit the study of Faculty-Staff Housing Demand to determine whether university- or auxiliary-developed/purchased housing would be a valuable use of resources.

*A study was conducted approximately 10 years ago although the results could not be found. Other CSU campuses entered the faculty housing business since then with mixed results. Research could determine,*
though, that in the current hiring and real estate markets, a program to provide affordable housing for university/auxiliary employees could be both desirable and financially viable.

Question #8 – Part B

At the same time, we have an opportunity to develop the College Area by helping our students who reside in the area develop into good neighbors and responsible citizens. What can we do to build on our current initiatives to help our students be responsible members of our community?

Based on insufficient knowledge and input, this question resulted in no clear recommendations other than continue a dialog with the student leadership on possible ways to support the A.S. Good Neighbor Program and similar activities.