

Advancement All Staff Meeting

March 12, 2021



Agenda

1. Return to Campus Process
2. Budget
3. Strategic Plan
4. Performance Evaluations
5. 2021 Engagement Survey
6. Engagement Workgroup Report
7. Recognition



Return to Campus Process

Daily new cases per 100k population ⓘ

RIVERSIDE COUNTY, CALIFORNIA

Save Share

Over the last week, Riverside County, California has averaged 167 new confirmed cases per day (6.7 for every 100,000 residents).

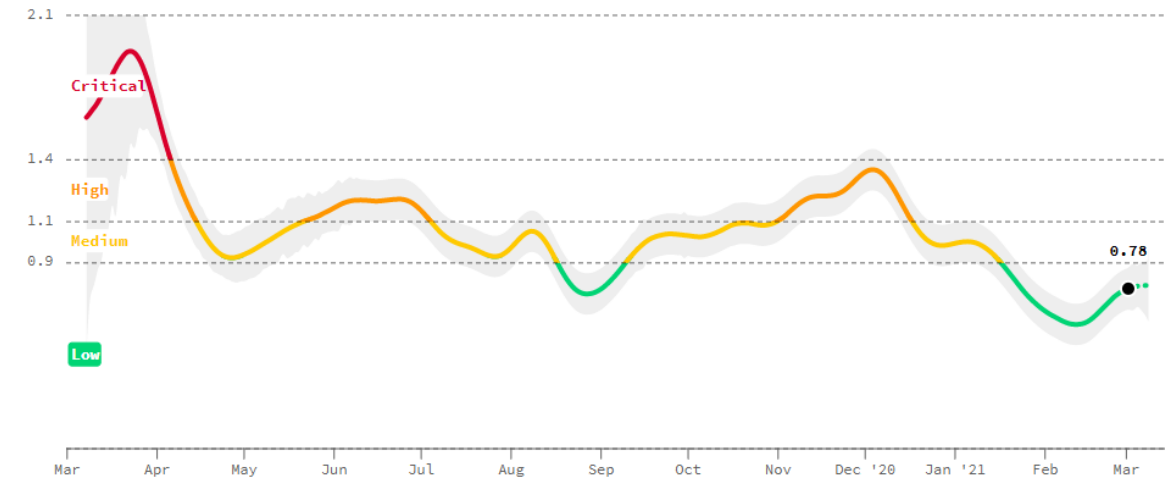


Infection rate ⓘ

RIVERSIDE COUNTY, CALIFORNIA

Save Share

On average, each person in Riverside County, California with COVID is infecting 0.78 other people. Because each person is infecting less than one other person, the total number of current cases in Riverside County, California is shrinking.



Return to Campus Process

- Fall in-person instruction, planning for 70-80% of classes in-person
- Large lecture courses will remain online
- Instructional support employees will return to campus first
- Some in UA come to campus periodically, but no planned routine return before fall quarter
- Mandatory vaccination is being discussed at UCOP
- UA Post-COVID committee will begin meeting



Budget

- UA cut adjusted based on Governor's proposal to reinstate FY2020-21 cut
 - 15% over two fiscal years instead of 20%
 - 10% reduction already implemented
- FEMA/CARES money available, but only one-time and must be used for directly COVID-caused expenses
- All pending final budget approval in late June; many steps before then



Strategic Plan

- Draft finalized in April
- Planned rollout in May
- New Provost arrives May 1
- Next steps
 - Campus implementation plan
 - Unit strategic plans
- Faculty discussions



Performance Evaluations

- Process resumes on April 1, roughly covering April 1, 2020 through March 31, 2021
 - Recognizing there was some spillover during our last round in fall
- Deadline periods for self-evals, appraisal drafts, finalization of evaluations
- Manager training based on last year's feedback
- Philosophy



Performance Evaluations

- New category for all UA supervisors
 - **“Promoting and Supporting Employee Engagement and Campus Culture.”**
- Assignment of ratings begins in this cycle

4. Promoting and Supporting Employee Engagement and Campus Culture: The extent to which employee leads and models efforts to sustain a healthy, productive work culture, including increased employee engagement, psychological safety, and an open climate.

- › Creates and fosters a respectful, cooperative, professional, and courteous campus environment for team members.
- › Builds trust and camaraderie among staff members.
- › Creates opportunities for staff members to provide honest feedback.
- › Encourages staff to report violations of UCR's principles of community, University policies, or laws.
- › Models these behaviors for their employees who supervise others.

**Factor
Rating**

Enter rating
here

Enter reviewer comments here



2021 University Advancement Employee Engagement Survey

Background

- Employee engagement is the emotional commitment an employee has to the organization and its goals
- Gallup defines engaged employees as those who are involved in, enthusiastic about and committed to their work and workplace
- Not punitive
- Designed to highlight areas of success, inform areas for improvement, benchmark progress over time

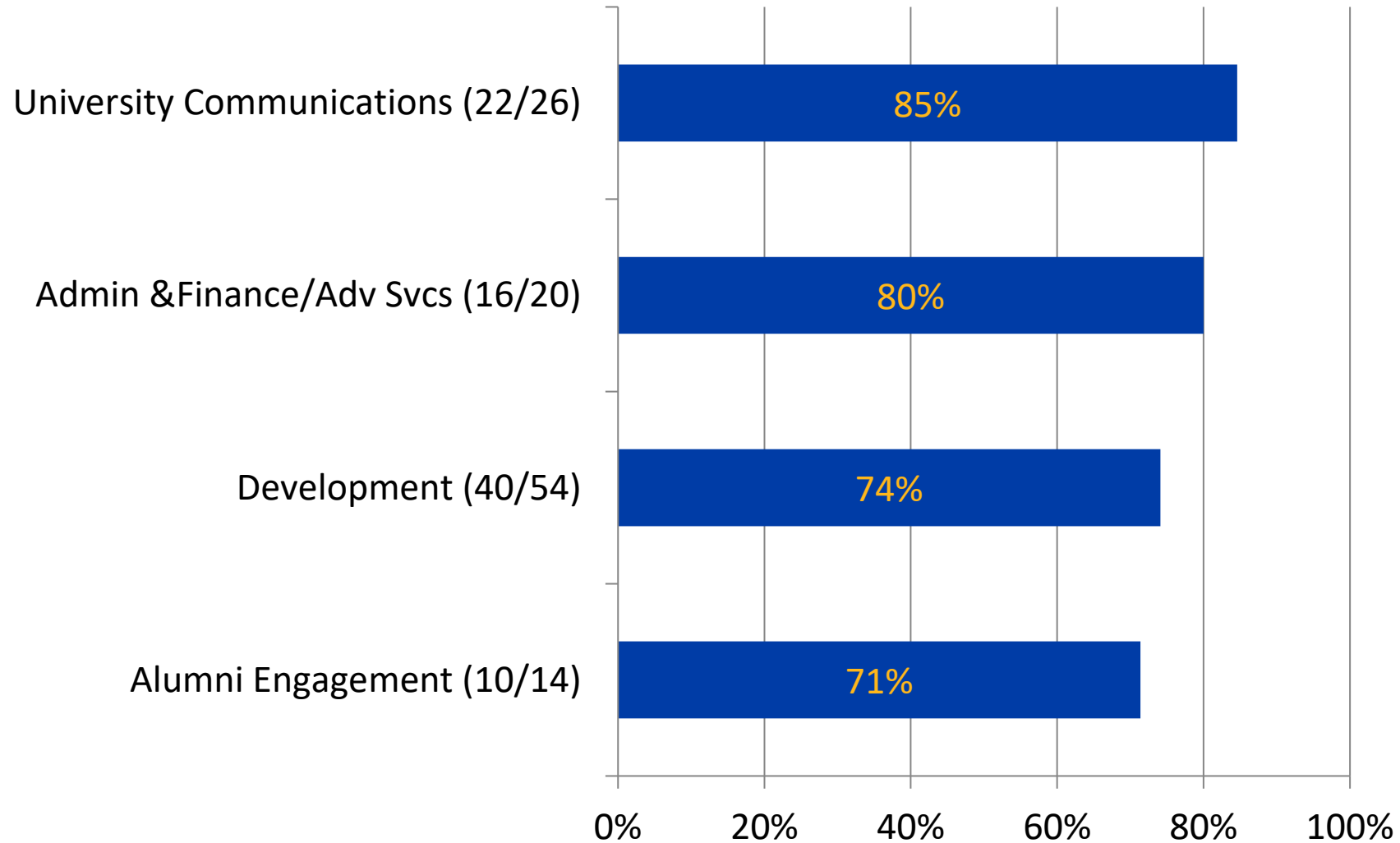




Key Metrics

- 115 invitations sent
- 88 surveys submitted (77%)
- Survey period: 2/12 – 3/1/2021
- 17 closed-ended questions
- One text box for open-ended responses
 - 40 individuals submitted comments (28 last year)
 - One was a personal complaint against an immediate (unnamed) supervisor
 - One was a name-calling attack on a colleague

Participation Rate of Units



Employee Engagement

2021 UCR UA Engagement Survey

Feb 12, 2021 - Mar 01, 2021

Reporting Group: Direct | All - All

Q¹² Mean

The Gallup Q¹² score represents the average, combined score of the 12 elements that measure employee engagement. Each element has consistently been linked to better business outcomes.

TOTAL RESPONDENTS

88

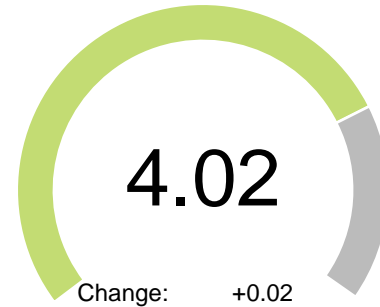
MEAN PERCENTILE RANK

68

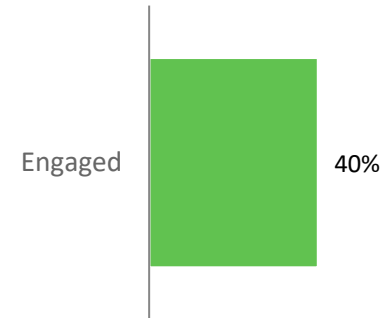
Database: Industry - Education - Postsecondary/Higher Education



ENGAGEMENT MEAN



ENGAGEMENT INDEX



*Sentiment Distribution is not available when n<50

*No topics available when n < 250. 5 topics available when n ≥ 250. 10 topics available when n ≥ 1000.

*All text analytics are machine generated. Because we use machine learning to generate sentiments, results may not be 100% accurate.

*Percent Engaged available when n ≥ 30. All categories available when n ≥ 100.

* - Scores are not available due to data suppression. Respondents can select multiple responses for multi-select questions.

Percentile Rank in Industry - Education - Postsecondary/Higher Education Database

■ < 25th Percentile














■ 25-49th Percentile

■ 50-74th Percentile

■ 75-89th Percentile

■ ≥ 90th Percentile

Gallup Q12 Items

Questions	Total N	Current Mean	Last Mean	Change	Mean Percentile Rank - Industry - Education - Postsecondary/Higher Education	Company Overall Current Mean
Q00: Overall Satisfaction	88	4.13	4.11	+0.02	75 	4.13
Q01: Know What's Expected	88	4.17	4.34	-0.17	37 	4.17
Q02: Materials and Equipment	88	4.16	4.24	-0.08	59 	4.16
Q03: Opportunity to do Best	88	3.97	4.07	-0.10	50 	3.97
Q04: Recognition	86	3.87	3.71	+0.16	75 	3.87
Q05: Cares About Me	88	4.52	4.40	+0.12	75 	4.52
Q06: Development	88	3.94	3.96	-0.02	59 	3.94
Q07: Opinions Count	88	3.88	3.82	+0.06	62 	3.88
Q08: Mission/Purpose	87	4.37	4.31	+0.06	79 	4.37
Q09: Committed to Quality	87	4.37	4.36	+0.01	72 	4.37
Q10: Best Friend	83	3.30	3.00	▲+0.30	59 	3.30
Q11: Progress	87	3.85	3.71	+0.14	58 	3.85
Q12: Learn and Grow	87	3.90	4.11	▼-0.21	49 	3.90

*Not shown if n < 4 for Mean, Top Box, Verbatim Responses, and Sentiment, n < 10 for Frequency, or data is unavailable.

* - Scores are not available due to data suppression.

Respondents can select multiple responses for multi-select questions.

Percentile Rank in Industry - Education - Postsecondary/Higher Education Database

■ < 25th Percentile

■ 25-49th Percentile

■ 50-74th Percentile

■ 75-89th Percentile

■ >= 90th Percentile

Heatmap

2021 UCR UA Engagement Survey

Percentile Rank in Industry - Education - Postsecondary/Higher Education Database

Direct | Current Mean

■ < 25th Percentile
 ■ 25-49th Percentile
 ■ 50-74th Percentile
 ■ 75-89th Percentile
 ■ >= 90th Percentile

Teams	Variables	Variable Values	Q12 Mean	Q00. Overall Satisfaction	Q01. Know What's Expected	Q02. Materials and Equipment	Q03. Opportunity to do Best	Q04. Recognition	Q05. Cares About Me	Q06. Development	Q07. Opinions Count	Q08. Mission/Purpose	Q09. Committed to Quality	Q10. Best Friend	Q11. Progress	Q12. Learn and Grow	There is open communication throughout all levels of my organization.	The performance appraisal process at my organization is transparent and fair.	My supervisor inspires me to do more than I thought I could.	My workplace has systems in place to encourage collaboration.	
Overall			4.02	4.13	4.17	4.16	3.97	3.87	4.52	3.94	3.88	4.37	4.37	3.30	3.85	3.90	3.53	3.39	3.66	3.91	
Overall	Department	Advancement Finance & Admin	3.91	4.25	4.19	4.50	3.94	3.63	4.25	3.63	4.00	4.38	4.13	3.00	3.75	3.56	3.50	3.47	3.63	4.00	
		Alumni Engagement	3.83	3.80	4.20	4.00	3.90	3.70	4.40	3.90	3.50	3.90	4.44	2.60	3.50	3.90	3.60	3.80	3.30	3.70	
		Development	4.04	4.08	4.10	4.00	3.80	4.00	4.65	4.13	3.83	4.48	4.28	3.27	3.95	4.05	4.05	3.38	3.23	3.62	3.88
		University Communications	4.16	4.27	4.27	4.27	4.32	3.91	4.55	3.86	4.05	4.38	4.68	3.90	3.91	3.86	3.86	3.81	3.43	3.91	4.00
	Length of Employment	3-6.99 years	4.10	4.14	4.17	3.97	3.79	4.11	4.62	4.14	4.14	4.17	4.52	4.31	3.45	3.86	4.10	3.28	3.21	3.62	4.00
		7 years or more	4.04	4.22	4.35	4.43	4.22	3.43	4.74	3.74	3.87	4.30	4.26	3.77	3.78	3.52	3.52	3.65	3.61	3.87	4.00
		<3 years	3.95	4.06	4.06	4.14	3.94	3.97	4.31	3.92	3.92	3.64	4.29	4.49	2.84	3.89	3.97	3.66	3.39	3.54	3.78

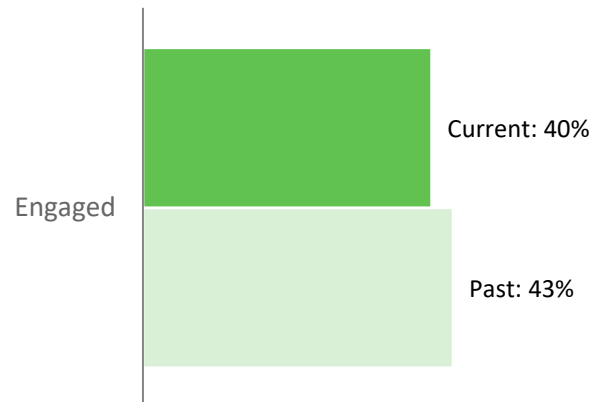
Engagement Index

There is a powerful link between employees who are engaged in their jobs and the achievement of crucial business outcomes.

ENGAGEMENT INDEX RATIO

*

ENGAGEMENT INDEX



Engaged

Employees are highly involved in and enthusiastic about their work and workplace. They are psychological "owners", drive performance, innovation, and move the organization forward.

Not Engaged

Employees are essentially psychologically unattached to their work and company. Because their engagement needs are not being fully met, they're putting time – but not energy or passion – into their work.

Actively Disengaged

Employees aren't just unhappy at work – they are resentful that their needs are not being met and are busy acting out their unhappiness. Every day, these workers potentially undermine what their engaged coworkers accomplish.

*Percent Engaged available when $n \geq 30$. All categories available when $n \geq 100$.

* - Scores are not available due to data suppression.

Respondents can select multiple responses for multi-select questions.

Employee Engagement on the Rise in the U.S.

BY JIM HARTER



STORY HIGHLIGHTS

- 34% of U.S. workers are engaged, tying highest in Gallup's history
- "Actively disengaged" percentage is down to 13%, a new low
- Engagement is highly related to positive business outcomes

WASHINGTON, D.C. -- The percentage of "engaged" workers in the U.S. -- those who are involved in, enthusiastic about and committed to their work and workplace -- is now 34%, tying its highest level since Gallup began reporting the national figure in 2000. In March 2016, Gallup also reported that 34% of U.S. employees were engaged, along with 16.5% who were "actively disengaged" -- a ratio of two engaged workers for every actively disengaged one.



Next Steps

- Employee Engagement Workgroup has been given the dataset and the following charge:
 - What conclusions can we draw from the data?
 - Assess all current employee engagement activities – what should we continue and what should we discontinue?
 - What two or three things should we focus on for improvement this year (new initiatives or enhancements)?
- How can we learn more about the items that continue to score lowest?



Employee Engagement Workgroup

2019-20

- Erika Bayless, Development
- Imran Ghorri, University Communications
- Amanda Gomes, Development
- Anya Looper, Alumni Engagement
- **Lavonda Lowe, UA Finance & Admin**
- Darron Pinkney, Alumni Engagement
- Luis Sanz, University Communications
- **Essam Ulhaq, UA Finance & Admin**

Sandra Mora, Administration (*convener*)

Work Anniversaries

Amanda Gomes

Amy Kim

Brittany Lonerio Wray

Bryan Carlson

Charlie Chin

Christina Bristol

Christine Anaya

Christy Zwicke

DuBron Rabb

Emily Rankin

Essam Ulhaq

Heather Morales

Jeff Janosko

Jennifer Merrett

Jessica Weber

Johnny Cruz

Jules Bernstein

Kate Beach

Kelly Kraus-Lee

Kelly McGrail

Kendall Burks

Kimberly McDade

Kodi Klein

LaDonna Ardary

Lisa Wilson

Luis Sanz

Margene Mastin-

Schepps

Matt Heimdahl

Natasha Kashefipour

Nick DiFilippo

Rachel Jones

Sheree Winslow

Stanyan Buckingham

Stephanie Nguyen



Engagement Work Group

Thank You

- Erika Bayless
Development
- Amanda Gomes
Development
- Darron Pinkney
Alumni Engagement

welcome

- › Rachel Jones
Alumni Engagement
- › Kelly Kraus-Lee
Development
- › Heather Morales
Development

Peer to Peer

- For specific action “above and beyond”
- From one employee to another without approvals
- Email to UA/HR
- Quarterly drawing
- Policy limits on \$\$
- Tied to our values
 - Excellence, Integrity, Respect, Accountability





Peer to Peer Recipients

Anya Looper

Brandon Westenberger

Christy Zwicke

Daisy Gonzalez

Erin Schuster

Ian Foster

Iris Tam

Janice Agustin

Jed Schwendiman

Jorge Ancona

Lisa Cusick

Luis Sanz

Matt Heimdahl

Tracy Bush

