Relationships
Education
Appreciating Contributions
Collaboration
Honest Communication

TEXAS A&M UNIVERSITY-SAN ANTONIO
STRATEGIC PLAN 2022–2026

Employee Engagement Task Force
July 28, 2022 10:00 a.m. – 11:00 a.m.
Meeting Notes

- **Roll Call**: Jarrick Brown, Dr. Wu, Sandra Degrassi, Mary Kay Cooper (Online), Art Olague, Craig Elmore, Carl Sheperis, Dr. Matson, Jessica Loudermilk, Reed Vesey, Megan Wise
- Start Time: **10:06 AM**

- Faculty and staff comparison (pp 1-9)
    - Carl- tons of report to break down data. Take date between faculty and staff to look at difference, and the differences are VAST. Not enough part time staff for staff. Adjunct faculty were highly dimensioned. Faculty separate full time to staff, lowers scores even more. Huge divide between full time faculty and staff between engagement data. Important to look at the 12 constructs Item by item. Overall score is a little deceiving. When looking at staff overall they are engaged and faculty is disengaged. Not many changes when you separate full time faculty and part time faculty. Take chunks of report at a time to analyze. Look at big questions posed. <u>What potential strategy can be developed based on the data?</u> What we're seeing across the board is PAY is the primary issue, between part time and full time. Benefits is issue for Part time faculty. Serious concerns with Faculty data.
    - Craig- Tenure vs Non Tenure?
    - Carl – more between part time vs full time.
- Sandra – Dr. Matson, please reiterate vision and long term goals.
- Dr. Matson – What I wish to happen is to establish a baseline with employee engagement survey. Have to start somewhere/time. Longer term consistent approach to employee engagement and the factors that are important to our employees at all levels o the institution and how we address those. How we address employee life on campus. This is a long term approach, part of what we have only scratches the surface. More focus groups to better understand. Communication and how do we do better to inform consistently where we communicate. Where are we finding weak points we can address? We have not penetrated every level of the organization based on the report. <u>Where are the spaces/places that we (group) see gaps?</u> Where is ==SharePoint==? Instruments that are not well known. What is ==JagSync==? There is a lot of information that is not communicated.
    - Two big points
        - How we communicate
        - Who we are communicating to
    - Employee Turnover
        - Communication gap

- Greater need for training.
  - Business Affairs – P-card (Training)
- Where is every link that is broken in communication?
  - Focus groups to identify what is problem and where is problem
- Pay
  - Identify third party resource, putting together salary study and survey looking at both faculty and staff.
  - Have clarity on what it is we're studying
  - Are there areas where there are unintentional adverse impacts?
  - Price tag, what is it going to take to bring what we decide is right?
    - Only has merit for increases.
  - Ensure it is properly communicated.
- What we can do now:
  - Have to do things along the way and demonstrate we're doing this BECAUSE.
- Questions for Dr. Matson
  - Megan – regarding third party firm
    - Have a feeling they will be making comparisons with other universities, much of the time faculty problems with pay are often those who came in earlier vs those who came in late. Not sure a third party will be able to get at that, most complaints among faculty isn't much they're paid similar across different university but rather within the university.
    - Dr. Matson – Compression, will be addressed in study. As a startup institution, some things are not comparable.
    - Megan – major shift once we decided to be a research institution
  - Vanessa – The communication elements is going to stand out. A couple places "communication of upper management" getting to root of that issue in focus groups. Having expectation within department to update and disseminate documents. Plan of action as university and testing out through focus groups.
    - Matson – work with VPs on continuity and consistency with standards. Stronger focus on continuous improvement with systems and training, have everyone using the same words and vocabulary. IEPs with the strategic plan.
  - Megan – Part time faculty view pay much differently than full.
  - Carl – last week, through this data to implement change management process. One of major challenges through any organization is problems with change management. Raising the education of what tools are available, can be done after focus groups. Approaching things from design thinking stand point. Focus groups discover desire paths, will help create something meaningful.
    - Matson – we know there are some things that are broken, because we have immediate organization needs. How do people want to be communicated with, what other solutions might work for us? Discovered we need to improve the support we are giving to department chairs so they can support their faculty. Supporting chairs is first step.
  - Matson – Jarrick and Mary anything from staff?
    - Jarrick – town hall was very well received. Saw Dr. Matson in different light, better in classroom. Brand training all the same way, between P-cards/JagSync. Faculty might know some stuff staff doesn't.

- - - Mary - need to a long term approach and start incrementally putting stuff in place. Town hall is a clear example of how use full they are, shrubs by intersections. Few minutes at end to address suggestion box.
    - Matson – Provost and I will implement office hours. Trying to be accessible.
    - Megan – Focus group and most desired path. Town hall for faculty don't work, they simply don't attend.
      - Matson – different by institution. Two things we're doing.
        - Coffee Conversations – W@W
        - More dialogue during start of Semester College meetings.
          - We heard you, here is what we know.
      - Megan – love the idea if there's a place to go to access information.
      - Sandra – there are differences between staff and faculty, some similarities but mostly different.
      - Wu – how honest you allow people to share.
    - Matson – to have a theme, how will we brand this? Different from CARES, possible word from goals.

  - What are the primary problems with our employee engagement at TAMUSA?
    - Craig – some of the individual questions, curious how much the communication from the public and leaderships.
    - Jessica – questions were pointed
    - Craig – clear transparency
    - Carl – very broken down by constructs, much more focused on Internal Communication.
    - Jessica – clearly more we need to know than the survey data can tell us, how we are going to discover things we do not know. Communications is a vast project.
    - Megan – do another survey? More communication between departments?
    - Megan – how soon are we going to create focus groups? Easy to keep sitting on it, focus groups need to be a top priority.
    - Carl – **world café model**, typical way to follow up survey of this nature. Get consensus from each of small groups, then bring them together as a whole then make up action plan.
    - Jessica – are people concerned they cannot find information or do they think it's being withheld.
    - Mary Kay – Need to jump on Focus Groups, internal or external?
- Meeting Adjourn: **11:07 AM**