

QUL Recommendations

The QUL committee has formulated recommendations based primarily on the committee's assessment of the data. Some of the specific actions mentioned in this document did not emerge from the QUL process. However, they support the recommendations and therefore are being mentioned. These include examples of initiatives taking place across the campus that support the recommendations. Some were begun prior to the QUL survey process, some emerged from the QUL process, and some developed independently. However they all support QUL.

The four overall recommendations are:

1. Improve communication throughout the campus community in the digital age.
2. Improve management and supervision by enhancing professional development and support to improve campus QUL.
3. Assess work/life balance and workload among faculty and staff and identify areas for improvement.
4. Enhance initiatives to build a more inclusive campus community which celebrates diversity.

Recommendation 1: Improve communication throughout the campus community in the digital age.

The desire for more input on decisions that affect University life and more feedback on issues raised in town hall and departmental meetings surfaced. At the time of the survey the Strategic Planning and the Enrollment Management initiatives had not begun. Both were highly visible and inclusive processes. It is possible that if the survey had been administered after these initiatives were underway, then the desire for more inclusion in decisions that affect work may not have emerged as a theme.

Some of the respondents were unaware of available benefits and there seemed to be some confusion about compensation. The committee recognizes the need for greater communication around these topics.

Specific Actions

Action: President Broderick began the Monarch Morning initiative. Monarch Mornings are brief, informal meetings where President Broderick shares campus updates and responds to questions or concerns raised by faculty and staff in attendance. There have been two rounds of Monarch Mornings. The fall 2009 there were 19 sessions with approximately 800 attendees and in spring 2010 there were 12 sessions with approximately 450 attendees. The distant sites were included in both rounds. President Broderick plans to continue this initiative.

Responsible Parties	Measures of Success
<ul style="list-style-type: none"> • President's Office • Human Resources 	<ul style="list-style-type: none"> • Briefings held • Concerns and recommendations addressed • (Separate measures to assess initiatives to address concerns)

Action: A QUL website was developed to post QUL updates and to provide the university community with an opportunity to make QUL recommendations at any time. Visitors to the website will be able to get information on QUL updates, review QUL reports, recommendations and data tables, access links to information on improving work/life balance and make suggestions for improving QUL.

Responsible Parties	Measures of Success
<ul style="list-style-type: none"> • Human Resources • QUL Committee 	<ul style="list-style-type: none"> • Website completed • Number of visits to the website tracked • Quality of recommendations made

Action: Conduct annual meetings with the Hourly and Classified Employees Association, Association of University Administrators, University Women's Caucus, Coalition of Black Faculty and Administrators, and the Hispanic Latino Employee Association to create ongoing partnerships and to solicit and address concerns about QUL.

Responsible Parties	Measures of Success
<ul style="list-style-type: none"> • QUL Committee 	<ul style="list-style-type: none"> • Meetings held, ideas and updates shared

Action: The Department of Human Resources’ newsletters, Management Notes and The ReSource will include articles on an ongoing basis that address issues that surfaced through the QUL survey process.

Responsible Parties	Measures of Success
<ul style="list-style-type: none"> • Human Resources • QUL Committee 	<ul style="list-style-type: none"> • Articles included in Human Resources newsletters • Improved satisfaction ratings regarding these topics on future QUL surveys

Action: Emphasize the value of total compensation (salary and benefits) through greater Department of Human Resources outreach.

Responsible Parties	Measures of Success
<ul style="list-style-type: none"> • Human Resources 	<ul style="list-style-type: none"> • Improved satisfaction ratings regarding these topics on future QUL surveys

Recommendation 2: Improve management and supervision by enhancing professional development opportunities and support to improve campus QUL.

The QUL process identified the need to provide managers and supervisors with enhanced resources to help them be more effective in carrying out their supervisory and managerial duties. For example, ready reference guides, enhanced professional development opportunities and more frequent human resources- related communication about policies, recognition and other supervisory topics.

Specific Actions

Action: A Manager’s Toolkit has been developed and posted on the Department of Human Resources’ website. It includes “how to” information, policies and forms related to managing and supervising AP faculty, classified and hourly employees.

Responsible Parties	Measures of Success
<ul style="list-style-type: none"> • Human Resources 	<ul style="list-style-type: none"> • Toolkit is being used • Usefulness of toolkit assessed via web survey

Action: The Department of Human Resources' newsletters, Management Notes and The ReSource will include articles on an ongoing basis that provide management and supervisory information that addresses issues that surfaced through the QUL survey process.	
Responsible Parties	Measures of Success
<ul style="list-style-type: none"> Human Resources 	<ul style="list-style-type: none"> Frequency of QUL related articles included in Human Resources newsletters

**Action: Develop a ready reference guide for supervisors.	
Responsible Parties	Measures of Success
<ul style="list-style-type: none"> Human Resources 	<ul style="list-style-type: none"> Ready reference guide developed Usefulness of ready reference guide assessed via web survey

** FY11 Completion

**Action: Incorporate QUL Survey data into training programs such as Supervisor Essentials and open enrollment topics.	
Responsible Parties	Measures of Success
<ul style="list-style-type: none"> Human Resources 	<ul style="list-style-type: none"> QUL related data has been included in existing supervisor training modules

** FY11 Completion

Recommendation 3: *Assess work/life balance and workload among faculty and staff and identify areas for improvement.*

The QUL surveys indicated work/life conflict and workload as areas of concern without identifying many specific recommendations to address the concern. It is recognized that more data are needed to effectively address QUL issues related to work/life balance. Therefore, the University will conduct follow up studies specifically about work/life balance and workload. A few recommendations were generated and in the meantime, specific actions already identified as ways to improve QUL should be instituted.

Specific Actions

Action: Conduct focus groups to learn more about workload and work/life balance issues among faculty and staff.	
Responsible Parties	Measures of Success
<ul style="list-style-type: none"> Institutional Research and Assessment Human Resources 	<ul style="list-style-type: none"> Focus groups conducted, data analyzed and recommendations implemented

****Action:** Recommend that Dining Services and Recreation and Wellness conduct a usage study to determine if need for extended hours is real or perceived.

Responsible Parties	Measures of Success
<ul style="list-style-type: none"> • Recreation and Wellness • Auxiliary Services • Institutional Research and Assessment 	<ul style="list-style-type: none"> • Usage study conducted and data used to make decisions about extended hours

** FY11 Completion

Action: Educate supervisors on the options available to help faculty and staff balance work and personal life.

Responsible Parties	Measures of Success
<ul style="list-style-type: none"> • Human Resources 	<ul style="list-style-type: none"> • Human Resources website enhanced • Human Resources training enhanced to include information on work/life balance • Articles about work/life balance included in Human Resources newsletters • Improved satisfaction ratings regarding these topics on future QUL surveys

Action: Assess the feasibility of a four-day workweek in the summer for the entire campus (energy savings, customer service impact, summer school child care issues) or identify other options for more flexible work schedules in the summer.

Responsible Parties	Measures of Success
<ul style="list-style-type: none"> • Human Resources • Academic Affairs 	<ul style="list-style-type: none"> • Feasibility study conducted and data analyzed

Action: Assess the feasibility of implementing an internal “temporary staff” pool of wage employees administered by Human Resources.

Responsible Parties	Measures of Success
<ul style="list-style-type: none"> • Human Resources 	<ul style="list-style-type: none"> • Feasibility study conducted and data analyzed

Action: Communicate and inform faculty and staff about the current policies and programs that help promote a family-friendly culture.

Responsible Parties	Measures of Success
<ul style="list-style-type: none"> • Human Resources • Academic Affairs 	<ul style="list-style-type: none"> • Human Resources website enhanced • Human Resources training enhanced to include information on work/life balance • Articles about work/life balance included in Human Resources newsletters • Improved satisfaction ratings regarding these topics on future QUL surveys

Action: Include family friendly policies and programs on Human Resources Work/Life Balance website.

Responsible Parties	Measures of Success
<ul style="list-style-type: none"> • Human Resources 	<ul style="list-style-type: none"> • Human Resources website enhanced

Action: The Department of Human Resources should promote family-friendly policies and programs with the constituent groups.

Responsible Parties	Measures of Success
<ul style="list-style-type: none"> • Human Resources • Academic Affairs 	<ul style="list-style-type: none"> • Information sessions with constituent groups held

Action: Assess the feasibility of allowing first year employees to participate in tuition assistance program with condition that if they leave the university within the first year, they must reimburse the University for the cost.

Responsible Parties	Measures of Success
<ul style="list-style-type: none"> • Human Resources 	<ul style="list-style-type: none"> • Policy change communicated • Tuition Assistance program used by first year employees • Retention of first year employees using the Tuition Assistance program

Recommendation 4: Enhance initiatives to build a more inclusive campus community which celebrates diversity.

The University recognizes that diversity goes beyond visible differences among members of its campus community and that additional proactive steps are required to address the diversity issues reported in the QUL surveys. Therefore, the University will provide educational opportunities that communicate diversity is broader than race; provide educational awareness opportunities designed to prevent discrimination; continue to monitor pay actions (Please note: The State monitors classified pay, and the salary equity review process only applies to instructional faculty and AP faculty); enhance existing policies and the strategic plan so that they more clearly articulate what is expected in terms of inclusion as well as prohibiting conduct that deters inclusion; additionally, ODU will focus efforts toward empowering and encouraging faculty officials to implement strategies to increase representation and inclusion of diverse faculty and staff.

Specific Actions

Action: The Office of Institutional Equity and Diversity will review its current salary equity review process. In this manner, Old Dominion University will focus efforts toward educating University officials to implement strategies to increase representation and inclusion of diverse faculty, AP faculty, and administrators in the process.

Responsible Parties	Measures of Success
<ul style="list-style-type: none"> Institutional Equity and Diversity 	<ul style="list-style-type: none"> Chairs, Deans, and Vice Presidents trained on successful navigation of the Salary Equity Process Targeted emails used to alert Chairs, Deans, and Vice Presidents about the training

Action: Announcement of training initiatives (i.e. Sexual Harassment; Americans with Disabilities Act; etc) via use of targeted email announcements, and on the Office of Institutional Equity and Diversity’s website. These announcements are one way in which Old Dominion University will provide educational awareness opportunities designed to prevent discrimination.

Responsible Parties	Measures of Success
<ul style="list-style-type: none"> Institutional Equity and Diversity 	<ul style="list-style-type: none"> Specific training programs created Training offered Faculty and staff participated in training Training program evaluated by participants

Action: The Office of Institutional Equity and Diversity will work with each college to assess diversity challenges unique to each college. This will enable the University to enhance existing policies and the strategic plan to more clearly articulate what is expected in terms of inclusion and what is prohibited which deters inclusion.

Responsible Parties	Measures of Success
<ul style="list-style-type: none"> Institutional Equity and Diversity 	<ul style="list-style-type: none"> Future QUL surveys Specific diversity plans developed and implemented with each college and Vice Presidential area

Action: Inform employees about the options available on and off campus to address discriminatory concerns.

Responsible Party	Measure of Success
<ul style="list-style-type: none"> Institutional Equity and Diversity 	<ul style="list-style-type: none"> Improved satisfaction ratings regarding this topic on future QUL surveys Options published on the Institutional Equity and Diversity website Dispute resolution workshop during open-enrollment provided

Population Specific Recommendations

Teaching and Research Faculty

Action: Increase communication with faculty about the processes that lead to resource decisions that particularly affect them and involve them in resource distribution decisions where appropriate. This would include: identification of processes where faculty are involved in resource distribution decisions, identification of processes where faculty involvement is appropriate and establishment of mechanisms for development of that involvement.

Responsible Parties	Measures of Success
<ul style="list-style-type: none"> Academic Affairs Deans Chairs 	<ul style="list-style-type: none"> Improved satisfaction ratings regarding this topic on future QUL surveys

Action: Complete a salary comparison with peer institutions.	
Responsible Parties	Measures of Success
<ul style="list-style-type: none"> Academic Affairs 	<ul style="list-style-type: none"> Salary comparison report completed and posted on the QUL website

Action: Increase communication between President, Provost and faculty.	
Responsible Parties	Measures of Success
<ul style="list-style-type: none"> President's Office Academic Affairs 	<ul style="list-style-type: none"> Increase correspondence from the President and Provost to faculty Mechanism established on the QUL website for faculty to send comments/suggestions to President, Provost and QUL committee Mechanism established on the QUL website for President, Provost and QUL committee to respond to faculty comments/suggestions Increased visits of President and Provost with faculty (such as Monarch Mornings) and campus constituent groups Improved satisfaction ratings regarding this topic on future QUL surveys

Action: Study mentoring programs already in place at ODU and determine the necessity and the feasibility of a campus-wide mentoring program.	
Responsible Parties	Measures of Success
<ul style="list-style-type: none"> QUL Committee 	<ul style="list-style-type: none"> Faculty survey about existing mentoring programs, desire for programs and the nature of mentoring developed, administered and results analyzed Recommendations for/against the utility of a mentoring program made from the survey results

Action: Review existing on-line faculty orientation resource available through Center for Learning Technologies. Communicate the existence of the resource to faculty.

Responsible Parties	Measures of Success
<ul style="list-style-type: none"> • Academic Affairs • Center for Learning Technologies 	<ul style="list-style-type: none"> • Orientation program is reviewed, revised, and its existence communicated to faculty • Relevant questions added to the next QUL survey to assess whether the program is being utilized by faculty and is informative/helpful • Improved satisfaction ratings regarding this topic on future QUL surveys

Action: Review existing on-line chair orientation resource available through Center for Learning Technologies. Revise and update as necessary to include emphases on orienting new faculty, promotion and tenure and salary equity reviews, assessing faculty workload and ensuring that work is spread fairly across department members, and communicating support for research leave. Communicate the existence of the resource to chairs.

Responsible Parties	Measures of Success
<ul style="list-style-type: none"> • Academic Affairs • Human Resources • Center for Learning Technologies 	<ul style="list-style-type: none"> • Orientation program is reviewed, revised, and its existence is communicated to chairs • Relevant questions added to the next QUL survey to assess whether the program is being utilized by chairs and is informative/helpful • Improved satisfaction ratings regarding this topic on future QUL surveys

Action: Examine the process for annual evaluation of the Deans by chairs and faculty, and include questions about fostering trust, building a shared vision and management of the College.

Responsible Parties	Measures of Success
<ul style="list-style-type: none"> • Academic Affairs • Deans • Faculty Senate 	<ul style="list-style-type: none"> • Completed review of evaluation process

****Action:** Develop learning opportunities for the Deans to include the following areas: providing feedback about progress towards promotion and tenure, providing feedback about the process surrounding merit salary increases; assessing faculty workload levels and ensuring that service is spread across members of the College communicating support for research leave, and the salary equity review process.

Responsible	Parties	Measures of Success
<ul style="list-style-type: none"> • Academic Affairs • Deans 		<ul style="list-style-type: none"> • Learning opportunities are created and access to them is communicated to the Deans • Evaluation survey shows that the learning opportunities are utilized by the Deans and are informative/helpful • Improved satisfaction ratings regarding this topic on future QUL surveys

** Suggested priority for FY11

Action: Examination of workload (service, teaching, research) across faculty levels

Responsible	Parties	Measures of Success
<ul style="list-style-type: none"> • Institutional Research and Assessment 		<ul style="list-style-type: none"> • Workload assessment completed

Action: Workload assessed for differences across race, ethnicity and gender.

Responsible	Parties	Measures of Success
<ul style="list-style-type: none"> • Institutional Research and Assessment • Institutional Equity and Diversity 		<ul style="list-style-type: none"> • Workload assessment data used to complete an analysis by race, ethnicity, and gender

Action: Explore ways to improve faculty understanding of where they stand in relation to others in their department in terms of the criteria used to determine promotion and salary increases.

Responsible	Parties	Measures of Success
<ul style="list-style-type: none"> • Academic Affairs • Deans • Chairs 		<ul style="list-style-type: none"> • Method of evaluation and reporting to faculty that would indicate relative standing developed • Use of the developed method across colleges

Action: Inform and educate faculty about the process for expressing a concern about discrimination.		
Responsible	Parties	Measures of Success
	<ul style="list-style-type: none"> Institutional Equity and Diversity 	<ul style="list-style-type: none"> Improved satisfaction ratings regarding this topic on future QUL surveys Increased number of training and learning opportunities on the policies and procedures governing the prohibition of discrimination Training opportunities announced via use of targeted emails

Action: Explore ways to improve communication to faculty about the salary equity review process – what it is, when it is, how it happens – including the results of that process.		
Responsible	Parties	Measures of Success
	<ul style="list-style-type: none"> Institutional Equity and Diversity 	<ul style="list-style-type: none"> Vice Presidents, Deans and constituent groups encouraged to share information regarding the salary equity review process Targeted emails utilized as a means of notifying individuals about self-identification and the salary equity review process

Action: Explore ways to address faculty concerns about self identification in the salary equity review process.		
Responsible	Parties	Measures of Success
	<ul style="list-style-type: none"> Institutional Equity and Diversity 	<ul style="list-style-type: none"> Targeted emails utilized as a means of notifying individuals about self-identification and the salary equity review process

Action: Query faculty about the types of professional development opportunities they want that could be provided.		
Responsible	Parties	Measures of Success
	<ul style="list-style-type: none"> QUL Committee Academic Affairs 	<ul style="list-style-type: none"> Relevant questions to the next QUL survey added

Action: Examine college/department differences in rate of application for research leave among eligible faculty to discover reasons for the differences. If need be, develop a plan to address those differences to ensure that all eligible faculty have access to research leave.		
Responsible	Parties	Measures of Success
	<ul style="list-style-type: none"> Academic Affairs Deans 	<ul style="list-style-type: none"> Conducted research leave assessment with college-level analysis Recommendations made based on the analysis Results communicated

Administrative and Professional (AP) Faculty

Recommendations for AP faculty include communicating with AP faculty and the university community about the nature of AP faculty positions and their contributions and accomplishments. These recommendations also address compensation- related concerns that surfaced.

Specific Actions

Action: Develop a regular orientation program for new AP faculty to include an on-line orientation component and timely access to information they need when they need to know it.		
Responsible Party		Measures of Success
	<ul style="list-style-type: none"> Human Resources 	<ul style="list-style-type: none"> Program developed Participation measured Program evaluated by participants

**Action: Develop an AP faculty handbook.		
Responsible Party		Measures of Success
	<ul style="list-style-type: none"> Human Resources 	<ul style="list-style-type: none"> Handbook is developed and made available

** FY11 Completion

Action: Work with Association of University Administrators to recognize AP faculty contributions and achievements.

Responsible Party	Measures of Success
<ul style="list-style-type: none"> Human Resources 	<ul style="list-style-type: none"> Plan identified to recognize AP faculty Increased AP faculty recognition

Action: Explore possibility of leave payout option for unused annual leave for separating AP faculty.

Responsible Party	Measures of Success
<ul style="list-style-type: none"> Human Resources 	<ul style="list-style-type: none"> Option is explored and definitive answer is determined and clearly communicated

Action: Explore ways to improve communication to AP faculty about the salary equity review process and address concerns about self-identification.

Responsible Party	Measures of Success
<ul style="list-style-type: none"> Institutional Equity and Diversity 	<ul style="list-style-type: none"> Vice Presidents, Deans, Chairs, and constituent groups encouraged to share information regarding self-identification and the salary equity review process Targeted emails utilized as a means to notify individuals about self-identification and the salary equity review process

Action: Educate AP faculty and their managers about AP faculty pay practices and recognition policy.

Responsible Party	Measures of Success
<ul style="list-style-type: none"> Human Resources 	<ul style="list-style-type: none"> Pay practices included in AP faculty training Questions about AP faculty compensation included in next QUL survey

Action: Continue to conduct compensation studies and implement adjustments as funding permits.	
Responsible Party	Measures of Success
<ul style="list-style-type: none"> • Human Resources • President and Vice Presidents 	<ul style="list-style-type: none"> • Number of compensation studies completed and funded

Classified Employees

Recommendations for classified employees address issues that surfaced related to salary and workload. Recommendations also include initiatives to more closely examine employee-manager relationships as the QUL surveys indicated that employee-manager relationships are a matter of concern, but did not identify many specific recommendations to address the concern. However, it is recognized that improved communication is needed to address the concerns, and specific action items are included.

Action: Continue to conduct compensation studies and implement adjustments as funding permits.	
Responsible Party	Measures of Success
<ul style="list-style-type: none"> • Human Resources • President and Vice Presidents 	<ul style="list-style-type: none"> • Studies conducted • Results communicated • Percentage of employees who received adjustments

Action: Better inform employees about the Commonwealth of Virginia’s classified employee compensation system, pay practices and how to apply for positions to enhance their opportunities for selection. Human Resources will collaborate with the Hourly and Classified Employees Association and supervisors on communicating learning opportunities.	
Responsible Party	Measures of Success
<ul style="list-style-type: none"> • Human Resources 	<ul style="list-style-type: none"> • Learning module developed • Learning module delivered in multiple formats • Learning module evaluated • Improved satisfaction ratings regarding this topic on future QUL surveys

****Action:** Require developmental training for supervisors in those areas where exit interview data and employee relations contact data indicate that it is needed.

Responsible Party	Measure of Success
<ul style="list-style-type: none"> • Human Resources • President and Vice Presidents • Deans 	<ul style="list-style-type: none"> • Positive changes in exit survey data • Positive changes in Human Resources employee relations data (ex. decline in complaints, # of contacts) • Improved satisfaction ratings regarding this topic on future QUL surveys

** FY11 Completion

Action: Create opportunities for employees to provide upward feedback to their supervisors as a means to improve supervisory performance.

Responsible Party	Measure of Success
<ul style="list-style-type: none"> • Human Resources • President and Vice Presidents • Deans 	<ul style="list-style-type: none"> • Opportunity for upward feedback provided • Increased number of departments participating • Professional development plans implemented • Positive changes in future upward feedback

Adjunct Faculty

Recommendations for adjunct faculty cover a variety of issues such as inclusion and compensation. Many adjunct faculty do not feel well connected to the University or included in University of department matters. Adjunct faculty also reported concerns about accessing needed information, lack of benefits, dissatisfaction with office space, and inadequate salaries.

Action: Continue to offer “Monarch Mornings” that will be accessible to adjunct faculty.

Responsible Parties	Measures of Success
<ul style="list-style-type: none"> • President’s Office • Deans • Chairs 	<ul style="list-style-type: none"> • Adjunct faculty invited to participate future Monarch Mornings • Relevant question added to future QUL survey

Action: Increase communication efforts with adjunct faculty, including ensuring that adjunct faculty know that they are invited to and welcomed at college and department meetings. Develop efforts to actively involve adjuncts in department activities and department decisions where appropriate.

Responsible	Parties	Measures of Success
	<ul style="list-style-type: none"> • Academic Affairs • Deans • Chairs 	<ul style="list-style-type: none"> • Adjunct faculty included in future communications regarding meetings • Improved satisfaction ratings regarding this topic on future QUL surveys

****Action:** Include adjunct faculty representative on the Quality of University Life Committee.

Responsible	Parties	Measures of Success
	<ul style="list-style-type: none"> • QUL Committee 	<ul style="list-style-type: none"> • An adjunct faculty representative is identified, invited and participates in future QUL committee activities

****** FY11 Completion

Action: Explore the possibility of developing mentoring programs.

Responsible	Parties	Measures of Success
	<ul style="list-style-type: none"> • Academic Affairs • Deans • Chairs 	<ul style="list-style-type: none"> • Feasibility assessed for an adjunct faculty mentoring program

Action: Encourage Academic Affairs to conduct a salary compensation study and to investigate the feasibility of moving the pay date for adjunct faculty earlier in the semester.

Responsible	Parties	Measures of Success
	<ul style="list-style-type: none"> • Academic Affairs • QUL Committee • Payroll 	<ul style="list-style-type: none"> • Data analyzed • Feasibility assessed • Recommendations communicated

Action: Review the possibility of allowing one pay period to compensate for preparation time for class (regardless of whether class is cancelled due to low enrollment).

Responsible	Parties	Measures of Success
	<ul style="list-style-type: none"> • Academic Affairs • Human Resources • Payroll 	<ul style="list-style-type: none"> • Data analyzed • Feasibility assessed • Recommendations communicated

Action: Encourage creative thinking about benefits for adjunct faculty including possible revisions to the parking fee structure.		
Responsible	Parties	Measures of Success
	<ul style="list-style-type: none"> • Academic Affairs • Human Resources • Parking Services 	<ul style="list-style-type: none"> • Data analyzed • Feasibility assessed • Recommendations communicated

Action: Create professional development and recognition opportunities/programs for adjunct faculty at college and departmental level.		
Responsible	Parties	Measures of Success
	<ul style="list-style-type: none"> • Deans • Chairs 	<ul style="list-style-type: none"> • Professional development and recognition opportunities for adjunct faculty are identified and established • Professional development opportunities and recognition are advertised to adjunct faculty • Professional development opportunities utilized by faculty • Adjunct faculty in all colleges are selected for and given recognition

Action: Explore the possibility of increasing representation of adjunct faculty in existing organizations or investigate the development of a professional organization to represent adjunct faculty interests.		
Responsible	Parties	Measures of Success
	<ul style="list-style-type: none"> • Academic Affairs 	<ul style="list-style-type: none"> • Feasibility explored • Data analyzed • Recommendations communicated

Action: Work with the Center for Learning Technology to review the content and use of the on-line adjunct faculty orientation.		
Responsible	Parties	Measures of Success
	<ul style="list-style-type: none"> • Center for Learning Technologies • Academic Affairs 	<ul style="list-style-type: none"> • Content of on-line adjunct orientation materials are reviewed and updated as necessary • Adjunct faculty reported using on-line orientation materials

Action: Explore office space needs for adjuncts.	
Responsible Parties	Measures of Success
<ul style="list-style-type: none"> • University Space Committee • Academic Affairs • QUL Committee 	<ul style="list-style-type: none"> • Relevant questions included on future QUL surveys • Space needs data is analyzed, reported and acted upon • Improved satisfaction ratings regarding these topics on future QUL surveys

Wage Employees

The greatest concerns for wage employees were matters related to hours worked, professional development, salary and benefits.

Action: Review and clarify the number of hours that wage employees are permitted to work.	
Responsible Party	Measures of Success
<ul style="list-style-type: none"> • Human Resources 	<ul style="list-style-type: none"> • Hours reviewed, clarified and communicated • This does not surface as a concern in future QUL surveys

Action: Review the salaries of wage employees to ensure that they are competitive across departments.	
Responsible Party	Measures of Success
<ul style="list-style-type: none"> • Human Resources 	<ul style="list-style-type: none"> • Salary review conducted, recommendations made based on findings

Action: Identify departments that have long-term wage employees and assess options to convert them to employment types that provide benefits.	
Responsible Party	Measures of Success
<ul style="list-style-type: none"> • Human Resources 	<ul style="list-style-type: none"> • Departments identified and options assessed

****Action:** Develop and deliver training and professional development opportunities for wage employees.

Responsible Party	Measures of Success
<ul style="list-style-type: none">• Human Resources	<ul style="list-style-type: none">• “Understanding Your Responsibilities as a Wage Employee” module developed, presented and assessed

****** FY11 Completion