



# Staff Participation Enrichment Initiatives Status Report

President's Staff Advisory Committee  
Brown University  
Providence, Rhode Island  
Summer 2004

In May 2003, President Simmons challenged the members of her Staff Advisory Committee (SAC) to take an active role in staff governance. In direct response to this challenge, SAC decided to form the Staff Participation Subcommittee (SPS). SPS defined the following charge for itself: To investigate and make recommendations on staff participation in the University's governance and on staff involvement in decision-making processes. The initiatives listed below are a result of discussions with SPS and staff on expanding opportunities for staff governance.

STRATEGIC GOALS/INITIATIVES	OPERATING PLAN	ACTION TAKEN	ACTION NEEDED	COORDINATING OFFICER, COMMITTEE, OR DEPARTMENT*	TARGETED COMPLETION
Include participation in decision-making and professional and personal development as part of the jobs of staff	<i>Create university-wide structure to support staff participation</i>		<ul style="list-style-type: none"> <li>▪ Develop a policy and guidelines for staff release time</li> <li>▪ Propose a draft policy</li> <li>▪ Institute appropriate release time for staff of all grade levels</li> <li>▪ Meet with cabinet to gain support</li> </ul>	<ul style="list-style-type: none"> <li>▪ HRAB</li> <li>▪ Administration</li> <li>▪ Supervisors</li> </ul>	Fall 2005
	<i>Include and invite a diversity of staff to participate on committees</i>	<ul style="list-style-type: none"> <li>▪ Created policies and procedures for recruiting and recommending staff to serve on university committees</li> <li>▪ Met with Smith College Staff Council to explore new ways to engage staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Add a staff member to the Corporation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Corporation</li> <li>▪ Administration</li> <li>▪ Director of Institutional Diversity/Office of Institutional Diversity</li> </ul>	Spring 2005
	<i>Ensure equitable representation of staff on university committees</i>	<ul style="list-style-type: none"> <li>▪ Raised idea of adding second staff member to University Resources Committee (URC) with the provost</li> </ul>	<ul style="list-style-type: none"> <li>▪ Add a second staff member to the URC to assure continuity with staff issues</li> </ul>	<ul style="list-style-type: none"> <li>▪ FEC</li> <li>▪ Provost</li> <li>▪ Executive Vice President for Finance and Administration</li> </ul>	Ongoing Spring 2005
Cultivate a sense of community/connection by expanding opportunities for staff to interact	<i>Hold regularly scheduled focus groups and town meetings</i>	<ul style="list-style-type: none"> <li>▪ First series of focus groups held by SAC in March 2004</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establish regular focus groups and town meetings for staff to raise concerns and share ideas</li> </ul>	<ul style="list-style-type: none"> <li>▪ SAC</li> </ul>	Ongoing

\* Initiatives listed in this document typically involve several departments and individuals, not all of which can be listed here. This column is provided merely to indicate the department or committee with primary coordinating responsibility.

STRATEGIC GOALS/INITIATIVES	OPERATING PLAN	ACTION TAKEN	ACTION NEEDED	COORDINATING OFFICER, COMMITTEE, OR DEPARTMENT	TARGETED COMPLETION
Cultivate a sense of community/ connection by expanding opportunities for staff to interact (continued)	<i>Provide feedback to Training and Development (Rewards and Recognition Advisory Committee) to ensure events have a community-building theme</i>	<ul style="list-style-type: none"> <li>▪ Jan Phillips and Angel Hilliard presented initial proposal for SAC’s input</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meet regularly with Training and Development staff to discuss events and ensure community focus</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training and Development</li> <li>▪ SAC</li> </ul>	Ongoing
	<i>Offer opportunities to participate in community service projects</i>	<ul style="list-style-type: none"> <li>▪ Coordinated staff and Brown community involvement in the following events: “Rebuilding Together” project at the Fox Point Boys and Girls Club, American Heart Walk in Bristol, and the “Books Are Wings” project and food drive on Staff Development Day</li> </ul>	<ul style="list-style-type: none"> <li>▪ Explore potential relationship with other university constituencies</li> </ul>	<ul style="list-style-type: none"> <li>▪ SAC</li> <li>▪ Staff</li> </ul>	Ongoing
	<i>Promote a staff ambassadors program in which selected staff receive training on the functional purpose of all academic and non-academic areas at Brown; staff ambassadors then serve as resource guides for new employees, faculty and students</i>	<ul style="list-style-type: none"> <li>▪ Obtained initial approval from author of “Turning Staff into Ambassadors” to replicate Southwest Missouri State University’s staff ambassadors program</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop curriculum and create pilot program</li> <li>▪ Seek funds to establish program</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training and Development</li> <li>▪ Human Resources</li> <li>▪ SAC</li> </ul>	Spring 2006
Improve and expand venues for communication and follow-up	<i>Increase awareness about SAC</i>	<ul style="list-style-type: none"> <li>▪ Made enhancements to SAC website including staff polling section</li> <li>▪ Created SAC brochure and bookmark</li> </ul>	<ul style="list-style-type: none"> <li>▪ Add a staff profile feature (picture and article) to SAC website</li> <li>▪ Publish SAC brochure and disseminate to staff</li> <li>▪ Include brochure in staff orientation packet</li> </ul>	<ul style="list-style-type: none"> <li>▪ SAC Outreach and Communications Subcommittee</li> </ul>	Ongoing
		<ul style="list-style-type: none"> <li>▪ Approved the addition of non-SAC members to serve on SAC subcommittees</li> </ul>	<ul style="list-style-type: none"> <li>▪ Communicate opportunity to staff and recruit non-SAC members</li> </ul>	<ul style="list-style-type: none"> <li>• SAC</li> </ul>	Fall 2004

STRATEGIC GOALS/INITIATIVES	OPERATING PLAN	ACTION TAKEN	ACTION NEEDED	COORDINATING OFFICER, COMMITTEE, OR DEPARTMENT	TARGETED COMPLETION
Improve and expand venues for communication and follow-up (continued)	<i>Conduct an employee opinion/climate survey to assess staff needs and satisfaction, and to solicit staff input</i>	<ul style="list-style-type: none"> <li>▪ Create and distribute employee opinion survey</li> </ul>	<ul style="list-style-type: none"> <li>▪ SAC</li> </ul>	Fall 2004	Fall 2004
	<i>Create an ombudsperson available to staff for conflict resolution and communication facilitation</i>	<ul style="list-style-type: none"> <li>▪ Met and discussed with Brenda Allen</li> </ul>	<ul style="list-style-type: none"> <li>▪ Create a position for an ombudsperson to serve as a designated neutral or impartial dispute resolution practitioner whose major function is to provide confidential and informal assistance to university constituencies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Administration</li> <li>▪ Human Resources</li> </ul>	TBD

**President's Staff Advisory Committee  
Staff Participation Subcommittee (SPS)  
Report to President Simmons  
2003-2004**

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## 1. Creation of Staff Participation Subcommittee

In a meeting with President Simmons in May of 2003, she challenged the members of her Staff Advisory Committee to take an active role in staff governance. She envisions a community where staff are involved in the governance and decision-making at Brown. In direct response to this challenge, SAC decided to form the Staff Participation Subcommittee (SPS).

We asked members of SAC who were interested in this topic to join the SPS. SPS began to meet every two weeks with immediate goals of creating a mission statement / charge for SPS, and to define a process whereby SPS could nominate staff representatives to the university's newly formed advisory boards and committees. SPS members felt it was important to have an established process before we were inundated with making recommendations.

SPS defined the following charge for itself: *To investigate and make recommendations on staff participation in the University's governance and on appropriate staff involvement in decision-making processes.*

SPS reported back to President Simmons at our fall 2003 meeting with her that SPS was up and running and had indeed made several recommendations for staff representatives on University advisory boards and committees. She encouraged us to set our ambitions high for ways that staff can be involved at Brown, and asked us to find new venues to meet with staff in interactive sessions.

Since that meeting, SPS has conducted a series of focus groups to meet with staff in intimate settings and to determine the main issues relevant to staff. In April 2004 we presented our results to President Simmons. Information from the focus groups and the presidential forum has been summarized and forms the basis for our future goals and directions.

## **2. University Advisory Board and Committee Selection Process**

The Staff Participation Subcommittee has defined a process (listed below) to recommend staff members to the university's advisory boards and committees. This process includes notifying all staff members of the opportunity to serve on an advisory board or committee. The notification, which is sent in the morning mail service, includes as much information as possible about the advisory board or committee, including details of membership, meeting requirements, and a link to the charge for that group.

The most important element of this process that SPS has learned to date is that staff members are not yet fully aware of existing opportunities to participate in these important advisory boards and committees. Furthermore, the work of these groups is not adequately publicized. SPS needs to further its efforts in notifying staff of the opportunities available for staff participation, and to find new and exciting ways to engage staff. We will continue to seek greater staff representation so that staff can contribute in significant ways to the future of Brown University.

### **Procedures for Staff Nominations To University Committees and Advisory Boards**

#### Subcommittee Charge

*To investigate and make recommendations on staff participation in the University's governance and on appropriate staff involvement in decision-making processes.*

#### Suggested Process for Staff Nominations

1. A Co-Chair of the Staff Participation Subcommittee will contact the Committee Chair to determine the following:
  - The committee's charge.
  - Any special skills or background that would be helpful.
  - Expected term and time commitment to serve on the committee.
  - The number of staff needed and how many staff member(s) the Staff Participation Subcommittee will recommend to the Chair.
  - Determine if appropriate, based upon the charge of the committee, to include union staff in the selection process.
2. Requests for staff applications to serve on committees or boards should be communicated and available to staff. Notification must include the charge of the committee and the time commitment required. The application will request the department and grade level as part of the information to be used to ensure that the candidates are from a diverse population of the campus. A notation stating that supervisor's consent is required will be included on the application.
3. The application will include questions such as:
  - Why would you like to serve on the committee?
  - What skills, knowledge, and background will you bring to the work of the Committee (e.g., finance, editing, computer knowledge, etc.)?
  - What issues relating to the charge of the committee are of interest to you?
  - Please provide a description of prior committee work (on or off campus).
  - Please provide any other information regarding your interest in the committee.

4. The Staff Participation Subcommittee will review the applications and select the candidate(s) who best meets the needs of the committee.
5. The Staff Participation Subcommittee, if deemed necessary, may interview the best candidates. If interviews are required SAC members will be asked to provide interview questions.
6. The Staff Participation Subcommittee will present the recommended slate and a brief description of the candidate(s) background for full SAC discussions.
7. SAC will vote to accept or reject the recommendation of the Staff Participation Subcommittee.

Note: The Staff Participation Subcommittee reserves the right, and may choose in certain circumstances, to initiate an abbreviated process or modify this process for short-term, informal committees or to address immediate or targeted needs.

### 3. Research and Benchmarking of Peer Institutions

The Staff Participation Subcommittee researched staff self-governance at six universities: Dartmouth, Smith, Princeton, Purdue, University of Chicago and Cornell. During fall 2003 SPS members surveyed websites and, in some cases, made phone calls to collect and verify information. The following is a brief summary of the information obtained.

**Dartmouth College** (reported by Roberta Gordon)

Dartmouth is the closest of the Ivies to Brown in staff size. It does not appear to have any real staff governance in place. There is a library association that functions somewhat like a “Sunshine Club” and Dartmouth has councils on library and benefits that are mainly faculty organizations. Some of the councils suggest boards that Brown might need as well, such as a Sponsored Research board.

**Smith College** (reported by Jane Williams)

Smith is about a third of the size of Brown and has a Staff Council that is very similar to Brown’s SAC. Smith also has a new bi-monthly newsletter which contains an employee highlight feature. Smith has a very close-knit community in which students and staff are required to participate in community service. Many of Smith’s staff are Smith graduates and it is a “hands on” environment.

**Princeton University** (reported by Geoff Greene)

Princeton’s website contains a great deal of general information. Princeton is much larger than Brown and has a low faculty to student ratio reflective of a large endowment benefitting them. There does not appear to be a SAC-like organization but staff are involved in other councils and boards. Most remarkable was that two staff members are on the corporation. There is an Executive Committee which is a combination of SAC and FEC but contains only one staff member.

**Cornell University** (reported by Deborah Moser)

There is extensive information regarding staff governance on the Cornell website. Cornell has had staff governance in place since the 1970s and even has staff members and students as trustees. The Cornell group most similar to SAC is the Employee Assembly (EA). The EA addresses such issues as communication, internal operations, employee education and Human Resource policies. Every year, Cornell has a fall event for staff and their families.

**University of Chicago** (reported by Barbara Fields)

University of Chicago’s website did not contain any information concerning staff governance. The only documentation found was a 1985 memorandum referencing the Human Resources Committee (HRC) which was a staff advisory board for Human Resource policies for non-faculty staff.

**Purdue University** (reported by Lora Rossi)

Purdue has eight campuses and seems to be set up much like URI and UMass. There are two SAC-like bodies; one for clerical/service staff (since 1965) and one for administrative / professional staff (since 1988). Each group consists of 23 members. Both committees have

separate subgroups for communication, salaries and benefits. Some of the issues addressed by these groups are “Parking and Traffic”, campus safety, health insurance plans, recycling, staff recognition and rewards, and childcare. Purdue has a faculty and staff newsletter that is published online twice a year. Each year there is a “Spring Fling” event which provides a free lunch and an awards ceremony.

## 4. Focus Groups

### Introduction and Background

The President's Staff Advisory Committee (SAC) Staff Participation Subcommittee conducted a series of focus groups during the month of March 2004 to provide an opportunity for staff to discuss ways to engage themselves, and increase their involvement and participation in the University decision-making processes.

There were a total of five focus group meetings. All of the meetings were held between 12:00-1:00 pm in diverse locations across campus in an attempt to accommodate as many staff as possible. The locations for the meetings were as follows:

- Davol Square, CIS Conference Room
- Dewey Conference Room, Education Department
- Petteruti Lounge, Faunce House
- President's Dining Room, Sharpe Refectory
- SWIG Boardroom, CIT

A total of 44 exempt and non-exempt staff members, from a wide variety of departments, attended the sessions. 54% of the attendees were between grade levels 8-10. Grades 11-13 accounted for 23%, followed by grades 5-7 at 20% and grades 13+ accounted for 2%.

All of the participants were asked the following questions, which related to staff participation and involvement:

1. How are staff members currently involved in decision making at Brown?
2. What might be some new and different ways for staff to become involved in decision making processes at Brown?
3. Have there been opportunities in the past few months when you wished someone had asked you for input or your opinion concerning a University decision that was made?
4. Brainstorm new ways staff could become involved.

Below you will find some common themes and recommendations that the Staff Participation Sub-committee has drawn from the responses gathered from the focus groups.

### Focus Group Common Themes

#### **1. Include participation in decision-making and professional and personal development as part of our jobs.**

- Build in support for staff to participate in developmental activities such as continuing education and University committees.
- Create structures to foster participation during the workday rather than lunchtime.
- Serving on committees, advisory boards, etc. should be considered "real work" and encouraged by supervisors.
- Both managers and staff need to be recognized for becoming involved.

- 2. Include and invite a diversity of staff to participate on committees.**
  - Need for a more diverse group of participants – staff of all grade levels and staff of color.
  - Staff perceive the application process as being “judged” – intimidating.
  - Increase awareness of how staff can contribute – some are unsure of the skills needed to support the charge.
  - Maintain a list of staff who want to serve on committees.
  - Use focus groups to find new faces.
- 3. Recognize and foster staff contributions to develop a sense of empowerment.**
  - The need for dialog, comment period before a decision is announced.
  - Ratio of staff to other University constituencies – faculty, administration, students – on most boards.
  - Staff need an ombudsperson for conflict resolution and communication facilitation.
  - Ask, “What do you think?” more often.
  - Make staff feel safe to speak out.
  - Ask for input from people with relevant background and knowledge prior to making a decision.
- 4. Cultivate a sense of community/connection by expanding opportunities to interact.**
  - Create/continue opportunities for staff to interact such as Town Meetings, Open Houses with the President and Senior Administration, Staff Development Day, and Birthday Breakfasts.
  - Increase visibility of Senior Administration. Ruth is great – we want to see and hear her.
  - Connect staff who do similar things and have similar skill sets.
  - Create additional means of communication like Morning Mail which promote a sense of inclusiveness.
  - Foster a new culture of trust, balance and acceptance of constructive criticism with a focus on the positive aspects of being a member of the Brown community.
  - Academic and Administrative Department Managers Meetings are appreciated.
  - Promote collaboration and teamwork by acknowledging and encouraging these efforts.
- 5. Improve and expand venues for communication and follow-up.**
  - Committee staff representatives need to communicate and update staff about their work and the progress of their committees.
  - Provide feedback and follow-up when issues are raised.
  - Share results of University planning, projects and evaluations such as the Organizational Review.
  - Expand the use of focus groups and survey staff more often.
  - Provide further explanation about University decision-making processes, such as decisions behind the Bonus Program.
  - Create a website for the Human Resources Advisory Board.

## 5. Presidential Forum Summary

### President's Forum Building Community through Staff Involvement April 2004

#### Common Themes and Ideas

#### **Build a sense of community by developing policies and programs that consider and include:**

- Clear communications to help staff understand the goal(s) and what role they play. Understanding how “it” works and staffs responsibility in “it” will enable staff to focus on the larger goals of the University and less on individual objectives.
- Build a sense of belonging through the development of positive and supportive opportunities where staff feel safe in expressing issues, ideas, and solutions. Encourage staff to bring skills and perspectives, and to recognize their contributions.
- Create an environment that fosters people getting together for various reasons (i.e., forum, focus groups, speakers, community service, etc), and develop ways to reach out and involve everyone.
- Enable staff to work together towards common goals.
- Share common experiences, values, and interests with all constituents of the University and the community.
- Encourage diversity by embracing and accepting individual's attributes and contributions by the collection of members. Build a sense of cohesion where every role is important and everyone makes a contribution.
- Encourage management support for “time off” during work for special opportunities, community service, and committee participation.
- Build relationships by: forming clusters by departments, job shadowing, mentoring new employees, HR “welcome wagon”, community service days, staff development days, parents of preschoolers, etc.
- Promote and market efforts to improve Brown's image and to acknowledge the contributions of employees.
- Build greater awareness of staff needs to making it possible to continue to work.
- Focus on responsibility to external and internal community (i.e. daycare), to consider the changing face of the workforce.
- Develop awareness of responsibility to Rhode Island – K-12 and early childhood education.

#### **Cultivate community by developing opportunities for staff to interact with staff, faculty, students, and with individuals and groups outside of the University:**

- Develop programs to bring the neighborhood and community into Brown. Programs for neighborhood outreach such as “A Day on College Hill” for the community.
- Encourage active participation in service to Brown and the community, with paid time off for volunteers.
- Encourage Management By Walking Around (MBWA) so that staff have opportunities to interact with the President, Senior Administrators, and managers, and acknowledge their efforts and contributions.

- Develop committees and programs that enable faculty, staff, and students to work together as one community.
- Promote random acts of kindness.
- Celebrate success.
- Group discounts for cultural events – concerts, plays, circus, etc and go together
- Brown has a responsibility to serve as a model for community; diverse, inclusive, involved in workings of state.
- Promote responsibility of faculty, staff, and students for learning about the rest of the state and beyond Brown.

**Improve and expand venues for communication and follow-up to make staff more inclusive in the community:**

- Improve communications from committees and provide regular feedback to staff. Provide opportunities for exchange so that issues and ideas can be directed to committees making decisions/recommendations related to staff concerns.
- Improve shuttle service to make it easier for off campus employees to interact and participate.
- Get to know the community better. Provide more information about “what’s being done,” and invite the community onto campus.
- Utilize morning mail to highlight different departments and individuals within the department, and to provide a public “thank you” for accomplishments and efforts.
- Publicize/recognize staff/student accomplishments. Celebrate our successes.
- Create list serves for University and community bulletin boards.
- Provide opportunities for academic departments to interact with each other.
- Provide opportunities for staff to interact with undergraduate and graduate students.
- Periodically communicate information about the use of morning mail with reminders that everyone can play an active role in getting information communicated.
- Increase/improve communications about the decision making process. Provide greater responsiveness and opportunities for community to provide input.

**Ideas:**

- Increase awareness of what others do through a “Traveling Road Show”. Show what we do and provides opportunities to meet and greet.
- Schedule open houses throughout the year, not just when a department moves.
- Offer exchange programs where staff can work in another department for a day, an hour, or longer.
- Host a photography contest where pictures are posted on the web of people/activities at Brown. Could highlight a “picture of the month” and could offer contests where people vote for the best picture.
- Provide “walk in” hours so that employees can just walk in to an office and meet other staff (rather than changing parking places every 2 hours).
- Develop events to bring people together at off-site offices.
- Provide opportunities to get involved in staff development groups.
- Encourage staff to have lunch with a variety of people
- Invite the entire community to read the same book “President’s Choice”, and then hold online and live discussions. Common grounds or topic of the day/week.

- Offer presentation from faculty on their work.
- Encourage employees to go into a lecture hall and sit through a class at random.
- Organize a staff/faculty rock band.
- Offer contests at staff development day with prizes such as a prime parking space for a year.
- Provide opportunities to visit other departments and to see each other's space.
- Offer campus tours for staff.
- Alumni brick way – provide a section of campus where staff can go.
- Organize an Olympiad with a variety of intellectual competitions. Friendly competition to provide retreat time for people to get to know each other.
- Gather staff for a group photo on the green.
- Part of the campus planning process consideration should be given to a place where staff can go. Staff should have space where they can physically go (similar to alumni events).
- Offer breakfast meetings with different staff across different departments.
- Free athletic events (or other University events).
- Organize and promote University sports leagues (i.e. Golf, Softball). Needs greater support.
- Organize campus or community “clean up days.”
- More community service events such as “rebuilding together” or a community garden. Students do community service projects why don't staff?
- Myers-Briggs for all employees to work better/more effectively.
- Staff sponsored cook out for students with games and prizes. Include appreciation events with focus on international students.
- Lip sync contest with parking space as the prize.

#### **Other**

- More parking
- Prospective student tour.

## 6. Future Goals and Directions

The following goals are taken from the Focus Groups held by SPS, the President's Forum, SAC website polls, and from our meeting with the Smith College Staff Council. These goals were chosen because they reflected major themes presented by staff on many occasions.

### 1. Create university-wide policy to support staff participation

Staff members are eager to participate in the life of the university. Unfortunately, it is difficult, if not impossible, for many staff to participate in initiatives that fall outside the immediate purview of their job responsibilities. In order to achieve sustained and effective staff participation, a university-wide policy must be created to support staff to serve on committees, participate in professional and personal development, and volunteer in community service projects. We strongly recommend that this issue receive careful attention in the upcoming year, as the viability of the Staff Advisory Committee and other important staff participation initiatives are dependent upon ongoing institutional support.

Participation should be an inclusive practice, one that is accessible to all staff regardless of grade level. The responsibilities required of certain positions limit many from applying or volunteering to serve on university committees or advisory boards. In addition, those with less flexible schedules are only able to partake in university activities and opportunities that take place during one's lunch break or non-work hours. Smith College's Staff Council addresses this issue by including in its mission statement the expectation that staff participants will be granted 2-3 hours a week towards fulfilling their Staff Council commitments. Furthermore, it may be helpful for the President to send a letter of support to the supervisors of all SAC members. By establishing a university-wide policy to foster participation, staff engagement will increase; students, faculty and staff will have more opportunities to interact, and the Brown community as a whole will benefit from the ideas and contributions of this collective force.

### 2. Create an ombudsperson available to staff for conflict resolution and communication facilitation

It is valuable to the university for staff to have a prompt, professional, and confidential way to resolve questions, concerns and complaints in addition to turning to their supervisors and Human Resources. A university ombudsperson is a designated neutral or impartial dispute resolution practitioner whose major function is to provide confidential and informal assistance to constituents of the university community (this may include students, staff, faculty and/or administrators).

The ombudsperson role has a long and honorable tradition as a means of protecting against abuse, bias and other improper treatment or unfairness. Serving as a designated neutral, the ombudsperson is neither an advocate for any individual nor the organization, but rather, an advocate for fairness who acts as a source of information and referral. S/he aids in answering individual's questions and assists in the resolution of concerns and critical situations. In considering any given instance or concern, the rights of all parties that might be involved are taken into account. This position supplements, but does not replace, the university's existing resources for conflict resolution.

### 3. Hold regularly scheduled focus groups and town meetings

In our recent round of focus groups conducted in March of 2004, SPS learned a great deal directly from staff. Staff presented an overwhelming need to have their voices heard and they like the intimate environment of a focus group to provide substantive feedback. SPS proposes that focus groups and town meetings be conducted on a regular basis. These interactions will enable SAC to stay abreast of changing staff concerns.

### 4. Add a staff member to the Brown University Corporation

Because the university's Corporation makes decisions regarding the entire Brown community, SAC believes that it is appropriate to have a university staff member on the Corporation to represent the perspective of staff.

### 5. Add a second staff member to the University Resources Committee

In order to assure continuity regarding staff issues and equitable representation, SAC recommends adding a second staff member serving a two year term to the URC. Having a second staff member will ensure that one staff member always spans years and can help acclimate the staff member who is joining the URC. Additionally, including a second staff member would foster a greater balance of representation on the committee. Having two staff members has been the standard on most of the university committees.

### 6. Promote a Staff Ambassadors Program

In recent focus group sessions, staff members expressed an eagerness to participate in more intra-Brown cross-departmental activities. After employee orientation there are precious few times that staff are afforded the opportunity to walk around the campus, learn the names and locations of major divisions and interact with people outside their immediate department.

Creation of a Staff Ambassadors Program would provide an opportunity for selected staff members to gain an in-depth knowledge of the functional purpose of all academic and non-academic areas at Brown. Training would include study of how, where and by whom the Academic, Financial, Administrative, Research, Advancement, Public Affairs and Student Life units are operated. The Ambassadors would be viewed as resource guides for new employees, faculty and students as well as guests and visitors to campus. Participation by all levels of the university staff will be key to the success of the program. Through the Staff Ambassadors Program staff will be given a new opportunity to gain a greater sense of community and participation at Brown.

### 7. Create an employee opinion / climate survey

Staff involvement and participation in decision making at Brown has grown over the past several years. Many staff members have expressed a strong interest in getting involved, however many do not have the necessary time or flexibility to participate as a regular committee member. An employee opinion survey would provide an opportunity for all staff to participate in bringing to light issues/concerns or to offer suggestions and new ideas for improvements. Many great ideas developed out of the staff focus groups and the President's forums. Providing an easy avenue to allow all staff to express their ideas and concerns is a useful way to get everyone involved and opens underutilized resources for new and creative ideas for making Brown better.

**The following goals involve potential changes to SAC itself:**

8. Increase the number of members of SAC

Brown University employs approximately 2500 people. SAC is comprised of 20 members, each serving a two year term. Every year a group of 10 members exit and 10 new members start. SPS recommends that SAC acquires more members to better represent the diverse body of staff.

9. Membership and participation

Open selected SAC meetings to all staff members (only council members can vote, however). Establish a SAC steering committee to be comprised of SAC officers and subcommittee chairs to ensure that issues are being addressed across subcommittees.

10. Communication

Send SAC meeting minutes to all staff via Morning Mail.

## Addenda A

### Staff Representatives Recommended/Appointed by SAC to Serve on University Advisory Boards and Committees

Committee	Chair	Staff Member(s)	Department	Term	Start Date	End Date	Replacement Process	Comments
Ad Hoc Transportation Committee	Abigail Rider	Jennifer Hodshon	Health Services	TBD	Oct-03		SAC recommends members to chair	
		Marisa Schasel	ORA	TBD	Oct-03			
Arming Oversight Committee	Walter Hunter	Patrice A. Carroll	Office of Research Administration	TBD	Sep-04		SAC recommends members to chair	
Campus Community Public Safety Committee	Walter Hunter	Chris Harwood	Environmental Health & Safety	TBD	Sep-04		SAC recommends members to chair	
Campus Planning Advisory Board	Richard Spies	Ann D'Abrosca	Education Department	TBD	Sep-03			
		Nancy Congdon	Engineering	TBD	Sep-03			
Computing Advisory Board	Ellen Waite-Franzen	Scott Thacher	Dean of the College	2 years	Oct-03		SAC recommends members to chair	Staggered 2 year terms
		David Kanig	Language Resource Center	2 years	Oct-03			
Health Promotion Committee	Drew Murphy	Lynn Dupont	Health Services	TBD	Jul-03			
Human Resources Advisory Board	Walter Hunter	Dionne Gomez	Bio Med	2 years	Oct-03	TBD	SAC recommends members to chair	Staggered 2 year terms
		Ronald Fark	Library	2 years	Oct-03	TBD		

<b>Committee</b>	<b>Chair</b>	<b>Staff Member(s)</b>	<b>Department</b>	<b>Term</b>	<b>Start Date</b>	<b>End Date</b>	<b>Replacement Process</b>	<b>Comments</b>
Reward and Recognition Advisory Committee	Jan Phillips & Angel Hilliard	Blanca Del Cid	Office of Student Life	TBD	Jan-04			formed in Jan 2004 as a subcommittee of the HRAB
Search Committee for Brown University's 18th President	Stephen Robert	Perry Ashley	Dean of the College		Feb-00	Nov-00		
Search Committee for Director of Institutional Diversity	President Simmons	Blanca Del Cid	Office of Student Life		Apr-03	Jun-03		
Search Committee for the Executive Vice President for Finance and Administration	Richard Spies	Ann Rockwell Roe	Alumni Relations		Jun-02	Aug-02		
Search Committee for the University Provost	President Simmons	Michael Bartini	Office of Financial Aid		Oct-01	Feb-02		
Staff Development Day Committee	Jan Phillips & Angel Hilliard	Kisa Takesue	Campus Life	approx. 4 months	Mar-04	Jun-04	SAC recommends members to chair	formed in 1993
Task Force for Campus Planning	Richard Spies & David Greene	David Barsamian	Mail Room	1 year	Jun-03	May-04	Not ongoing	
University Resources Committee	Robert Zimmer	Tracy Barnes	Institutional Research	2 years	Mar-04	Jan-06	SAC recommends members to chair	
		Gail Goodness	Controller's Office	2 years	Feb-02	Feb-04		

**Addenda B**  
**Completed SPS Action Plan and Timetable**

<b>Action Item</b>	<b>SAC Member(s) Responsible</b>	<b>Target Date</b>	<b>Completion Date</b>	<b>Notes</b>
1. Review Task Force on Governance Report on website.	All	early May 2003	5/27/03	Faculty Governance Task Force report handed out at meeting.
2. Drafting charge for subcommittee	Geoff Greene / Jane Williams	6/3/03	6/11/03	
3. Meet with Russell Carey to review the charge for the subcommittee and discuss the faculty process	All	7/2/03	7/2/03	
4. Develop a procedure for nominating staff for committees and advisory boards.	All	August 2003	9/2/03	
5. Implement nomination process	All	Sept 2003	9/30/03	Recommended staff members for the HR and Computing Advisory Boards and the Ad Hoc Transportation Advisory Committee.
6. Invite John Savage and Anne Fausto-Sterling to meeting to discuss Faculty Governance review process and inclusion of staff on committees	Gail Goodness	9/16/03	9/16/03	Prof. Savage provided the committee with a binder of information from the Faculty Governance Review
7. Research models of other peers.	All	Fall 2003	11/11/03	Several schools with good websites were identified and committee was asked to review: Princeton, Cornell, Ohio State
8. Presentation of peer institutions: Cornell, Chicago, Purdue	Deb Moser Barbara Fields Lora Rossi	10/30/03	10/30/03	Cornell has excellent staff participation in the decision making processes

9. Presentations continued: Princeton, Smith, Dartmouth	Geoff Greene, Jane Williams, Bert Gordon	11/11/03	11/11/03	
10. Identify potential models for staff Governance at Brown.	All	October / Nov 2003	Jan 2004	
11. Conduct governance study.	All	Fall 2003 to Winter 2004	Feb 2004	Held series of five focus groups with staff across campus to discuss ideas and options for improving staff involvement in the decision making process. Utilized morning mail service to notify staff of these meetings.
12. Finalize ideas.	All	Spring 2004	May 2004	Studied focus group results with Presidential Forum staff input to create series of goals and objectives; created Staff Enrichment Initiatives document.
13. Draft recommendation to President Simmons	All	Mid-2004	August 2004	Prepared the SPS report for President Simmons with all actions taken, focusing on future goals and directions for supporting staff at Brown.

**Addenda C**  
**Staff Participation Subcommittee Membership**

**2003 Members**

**Gail Goodness, Co-chair**  
Assistant Controller  
Controller's Office

**Geoffrey Greene, Co-chair**  
Associate Director  
CIS

**Barbara I. Fields**  
Associate Director  
Health Services

**Roberta Gordon**  
Assistant Vice President  
Human Resources

**Deborah Moser**  
Director of Loans  
Student Financial Services – Loan Office

**Lora Rossi**  
Assistant to the Registrar  
Registrar's Office

**S. Jane Williams**  
Manager, Finance and Administration  
Public Affairs and University Relations

**2004 Members**

**Geoffrey Greene, Co-chair**  
Associate Director  
CIS

**Susan Dumas, Co-chair**  
HRIS Analyst  
Human Resources

**Carin Algava**  
Assistant Director, Teacher Education  
Education

**Patrice A. Carroll**  
Associate Director  
Office of Research Administration

**Barbara I. Fields**  
Associate Director  
Health Services

**Roberta Gordon**  
Assistant Vice President  
Human Resources

**Deborah Moser**  
Director of Loans  
Student Financial Services – Loan Office

**Kisa Takesue**  
Assistant Dean of Student Life/Third World  
Center Coord  
Office of Student Life