

## STRATEGIES WORKSHEET - Institutional Culture and Workplace Environment

Strengthen the capacity for faculty and staff to contribute to ECU's aspirations, e.g.:

### **A. Introduction and Background**

The morale of faculty and staff is an important aspect in the determination of the long term successful growth of East Central University. ECU has identified factors which contribute in part to campus morale through town hall style forums with university students, personnel and members its community. Addressing both student and faculty concerns and adjusting to the changing needs in the local community to grow the campus-community relationship is important as ECU prepares for the future. ECU has placed emphasis on the theme of shared governance among its constituents as the university prepares to meet the challenges ahead.

This strategy seeks continually educate, empower and motivate employees to progress in their profession and to recognize those accomplishments.

2. Strengthen the capacity for faculty and staff to contribute to ECU's aspirations, e.g.:
  - a. Why Important: ECU faculty, staff and students want to do their best and want to be recognized for their work accomplished.
  - b. Who will be impacted: All ECU employees could be impacted
    - i. Release time to develop grants, research and new programs
    - ii. Professional development opportunities need to be available for all employees
    - iii. We need to celebrate milestones – number of years, promotions, grants written, community partnerships, volunteering at ECU events
  - c. Who's involved: An ad hoc committee could be established to assess the internal needs and the best way to recognize accomplishments

### **B. Contribution to Other Goals**

This strategy will significantly contribute to four of the strategic goals, which are:

- Goal 1: Achieve academic excellence through innovating programming and outstanding faculty
- Goal 2: Strong faculty and staff will help recruit and retain students
- Goal 4: Create a culture of effective communication
- Goal 5: Acquire, manage and leverage resources to achieve ECU's mission, vision and goals

### **Specific Actions, Elements, Steps, and Timelines**

[To be left blank for now per consultants]

### **D. Potential Models and Useful Information**

The UpJohn Institute for Employment Research: Economic Impact of Northwestern Michigan College:  
<https://research.upjohn.org/cgi/viewcontent.cgi?article=1213&context=reports>

*The Chronicle's* Great Colleges to Work For  
University of Kansas Campus Morale Study  
University of North Dakota Moral Study  
University of Missouri System 2016 Moral study