



CHASS STRATEGIC STAFFING
TASK FORCE

INTEGRATED REPORT AND RECOMMENDATIONS

AUGUST 2024

INTRODUCTION

The College of Humanities, Arts, and Social Sciences (CHASS) is the largest academic unit at UCR. With a dedicated team of over 150 permanent career staff and a distinguished faculty comprising more than 320 ladder-rank professors, CHASS is committed to fostering academic excellence. Our substantial investment is reflected in a robust \$120 million annual budget much of which is allocated towards salaries and benefits, underscoring our steadfast support for our talented faculty and staff.

EXECUTIVE SUMMARY

One of the strategic goals of UCR is to “Invest in the success of the people who teach, do research, work, learn, and live at UCR.” One focused objective of this goal is to address staffing levels, staff flexibility and professional growth. Initiatives for CHASS in support of this focused goal include:

- Increase staffing across the college, benchmarking ratios to campus, UC, and association norms (staff: faculty; staff: student)
- Institutionalize strategic workplace flexibility
- Expand mentorship and leadership programs among staff
- Formalize onboarding and career pathing from entry level to supervisory positions
- Improve staff retention ratios
- Develop CHASS Student-to-Staff Pathway
- Make Principles of Community legible and meaningful

To achieve this goal, in consultation with Associate Vice Chancellor of Human Resources Alex Najera, Dean Daryle Williams announced a new staff task force specifically charged with identifying critical needs for staffing in our college. This initiative had its preview in late spring, in the 2023 State of the College presentation.

In late Summer 2023 Dean Williams issued an open call for self-nominations to form the Strategic Staffing Task Force. Nominations were reviewed by CHASS staff and UCR Staff Assembly, resulting in a diverse membership that includes CHASS staff, faculty, and external campus partners. The composition of the task force can be found in *Appendix A*.

The task force has been charged with a comprehensive mandate to identify and assess the college's staffing needs over the next five years. Emphasizing the identification and rectification of gaps and opportunities, their efforts are focused on optimizing organizational scale and enhancing overall success. The detailed charge of the task force is in *Appendix B*.

The approach and mission of the task force is based on the following principles:



The task force began meeting weekly in Fall 2023 and undertook the important work of identifying current staffing gaps, needs, and opportunities and projecting these over the next five years. Over the subsequent eight months, the task force formulated a strategic approach to its charge. This involved gathering comprehensive feedback from within the college community, researching industry best practices, and developing metrics crucial for formulating informed recommendations. This report comprehensively details the work of the task force, highlighting recommendations that closely align with the original charge set forth by Dean Williams.

The report is structured into the following sections:

Section 1: Research and Outreach – This section provides an overview of the feedback methods utilized, including surveys and college-wide town halls.

Section 2: Outcomes of research and outreach – This section provides summarized data from the research and outreach efforts conducted by the task force.

Section 3: Specific asks from the Dean to the CHASS Task Force – This section highlights Dean Williams specific requests of the task force and our recommendations.

Section 4: Implemented Initiatives & Recommendations – This section describes initiatives that have already been successfully implemented based on early task force recommendations and earlier identified gaps in staffing.

Section 5: Recommendations & Conclusion – This section includes phased recommendations for moving forward, including a feedback loop to assess the effectiveness of the recommendations over time.

Appendices – Additional Information is contained in the appendices, which include:

- A. Task force membership
- B. Task force charge

CHASS Strategic Staff Task Force
Integrated Report and Recommendations

- C. Town hall presentation and initial college survey results
- D. General facilities comments
- E. CHASS space by department
- F. CHASS ratios & metrics

SECTION 1: RESEARCH AND OUTREACH

INITIAL RESEARCH AND COLLABORATION

In December 2023, the task force convened for the initial meeting, setting the stage for a thorough exploration of staffing gaps across the college. Our discussions focused on identifying the types of data necessary to understand the staffing landscape in the college fully. We examined turnover reports to analyze staff attrition, advisor-to-student ratios, and the existing succession planning within the college. A gap analysis was conducted to determine which positions were filled and which needed development. Additionally, we took a deeper dive into staff compensation, to gain a better understanding of differentials between staff paid from temporary funds and those on permanent payroll. With a clear roadmap in mind, the task force developed a comprehensive survey to be distributed to all staff in CHASS through Qualtrics.

Collaboration played an important role in our research. CHASS HR members Erika Leon and Alisha French engaged in discussions with Associate Vice Chancellor of Human Resources Alex Najera to explore other options for feedback and collaboration. Additionally, CHASS HR and Sarah Dillon from the College of Natural and Agricultural Sciences (CNAS) collaborated to pull comparison data from CNAS and CHASS, aiming to gain a clearer picture of staffing in the college compared to similar units in the other. Cindy Williams, CHASS Chief Financial and Administrative Officer (CFAO), also pulled transactional, contract and grant data from CNAS to compare with CHASS and also departmental information to compare to other CHASS departments.

The staffing survey, designed for all CHASS staff, including faculty who supervise staff such as department chairs and directors, was carefully designed. The committee collaborated with Faculty Equity Advisor Professor Liz Davis (Psychology) to design questions that would yield the most impactful insights. While the survey was developed, the task force also began planning for an all-CHASS town hall to discuss the survey results. The town hall was scheduled for February 28, 2024, ensuring a forum for open discussion and feedback following the survey's completion. The task force also established follow-up questions to be posed to all attendees at the town hall, aiming to enhance engagement and foster collaborative thought partnerships with CHASS staff.

TOWN HALL TABLE DISCUSSIONS REPORT

INTRODUCTION

This report summarizes the discussions and recommendations from the town hall meeting held on February 28, 2024, which focused on department retention, morale, and prioritization of new staff positions over the next three years. The town hall gathered insights from breakout discussion tables, each providing valuable input on quick wins for immediate improvements, long-term strategies, and criteria for fair and equitable allocation of resources. The PowerPoint for this town hall is included in *Appendix C*. and also summarizes the survey results.

QUICK WINS FOR DEPARTMENT RETENTION AND MORALE

Cross-Training and Documentation: One of the primary recommendations was to implement cross-training among employees to ensure seamless service delivery during turnover. By creating and maintaining detailed standard operating procedures (SOPs) and documentation for all roles, departments can retain critical knowledge and reduce disruptions. Centralizing this documentation on a shared drive, such as the I-drive, was suggested to ensure consistency and accessibility across the board.

Standardized Training and Onboarding: Developing standardized training programs and comprehensive onboarding processes was highlighted as a key strategy. Utilizing checklists and consistent materials, such as onboarding videos, can help new employees integrate smoothly into their roles. Additionally, appointing a dedicated workflow person to map out these processes can further enhance efficiency and consistency.

Role Clarity and Staff Recognition: Clear definition of roles and responsibilities is essential to avoid confusion and miscommunication. Establishing staff recognition programs, such as weekly kudos, star awards, or raffles for small prizes, can boost morale and acknowledge the hard work of employees. Implementing a recognition or compliment box in each department was also suggested to facilitate continuous feedback and appreciation.

Flexible Work Schedules and Office Environment: Standardizing and fairly implementing flexible work schedules can improve work-life balance for employees. Enhancing the processes for shared office spaces (hoteling) and ensuring cleanliness and ergonomic needs are met were also discussed. Additionally, making more overtime available was considered as an alternative to hiring additional staff.

Community Building and Communication: Fostering better collaboration and communication between faculty and staff was deemed crucial. Engaging deans and leadership in acknowledging and addressing staff concerns can help build trust and improve morale. Ensuring ongoing communication from the Staffing Task Force can maintain momentum and clarity on progress and actions.

Facilities and Work Environment: Ensuring proper cleanliness and working conditions in all workspaces is vital. Addressing specific issues like locked toilets and cleaning bird droppings in performing arts spaces was emphasized. Considering the presence of facilities personnel or UCPD in high-traffic areas can enhance safety and support. See *Appendix D* for detailed write up regarding issues.

Performance Management and Grievances: Rethinking the performance management process to incentivize effort and recognize exceptional work was discussed. The possibility of implementing a grievance box for staff concerns was also considered to ensure that issues are addressed promptly and fairly.

POSITIONS IDENTIFIED DURING TOWN HALL

During the town hall, various tables discussed current staffing structure gaps and the following positions to fill them.

1. **Workflow Coordinator:** To streamline processes and ensure efficient task management, especially during turnover and for standardized procedures.
2. **Financial Analysts (Floaters):** To provide essential financial oversight and analysis, ensuring separation of duties and proper handling of resources.
3. **Facilities Liaison/Shared Services:** To improve coordination and distribution of resources among departments, enhancing support and efficiency.
4. **Administrative Transactor (Floaters):** To handle administrative tasks efficiently and flexibly across departments, reducing workload bottlenecks.
5. **Graduate Student Affairs Officers:** To provide dedicated support for graduate students, enhancing their experience and ensuring their needs are met.
6. **Grant Writer:** To secure additional funding opportunities, supporting departmental initiatives and growth.
7. **Divisional FAO Support:** To bolster financial administrative support at the divisional level, ensuring effective management of resources.
8. **Student Advising:** To provide guidance and support for students, improving their academic experience and success.
9. **Production Support:** To ensure the smooth operation of production-related activities, crucial for the functioning of certain departments.
10. **Executive Assistant for Chairs:** To support department chairs in their administrative duties, enabling them to focus on leadership and strategic initiatives.

CRITERIA/METRICS FOR FAIR AND EQUITABLE ALLOCATION

To ensure the fair and equitable allocation of these positions, the following criteria and metrics will be used:

- **Understanding Roles and Responsibilities:** Assess the specific roles and responsibilities required within each department.

CHASS Strategic Staff Task Force
Integrated Report and Recommendations

- **Volume and Complexity of Tasks:** Evaluate the volume of transactions, complexity of tasks, and departmental needs.
- **Support Level Requirements:** Consider the level of support needed for specific functions such as financial analysis, facilities management, and student affairs.
- **Staff-to-Student/Staff-to-Faculty Ratios:** Evaluate current ratios and workload distribution to identify areas needing additional support.
- **Growth and Campus Landscape Changes:** Identify areas with increased demand due to growth or changes in the campus landscape.
- **Enhancing Efficiency and Addressing Issues:** Prioritize roles that enhance efficiency, support growth, and address identified issues such as retention and morale.

CONCLUSION

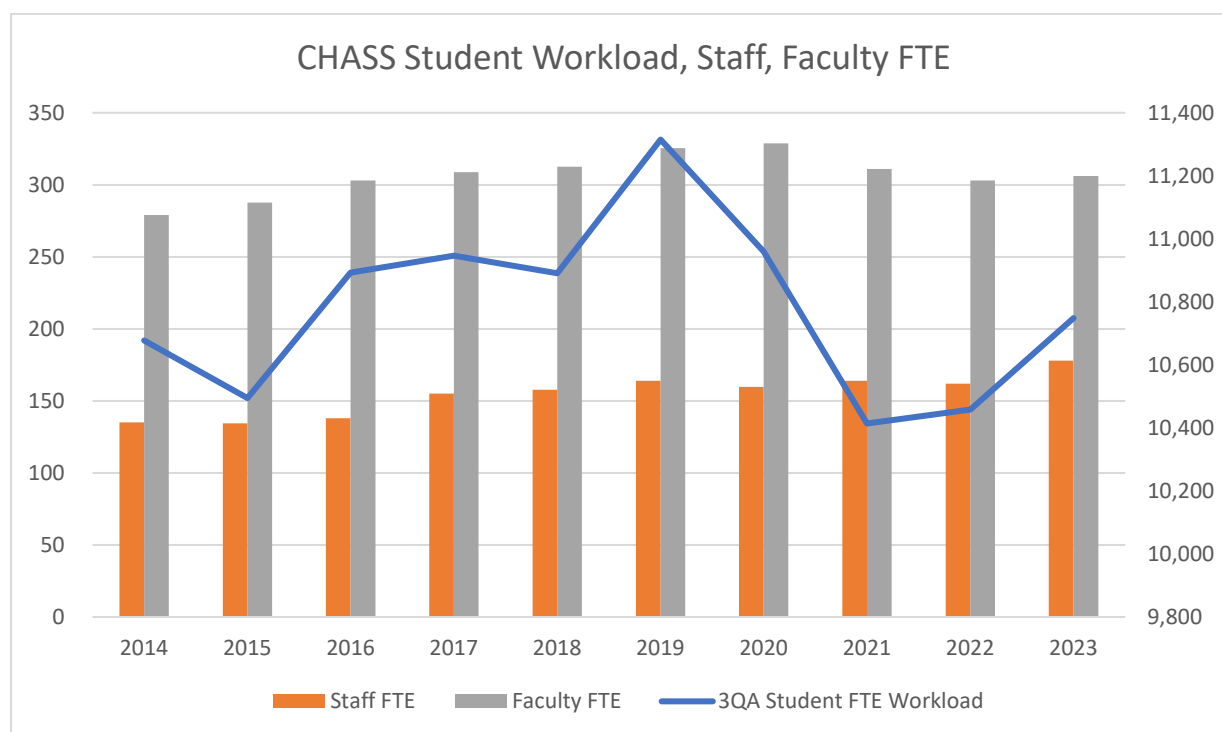
The town hall discussions provided valuable insights into immediate and long-term strategies to improve department retention, morale, and efficiency. By prioritizing these new positions and using fair allocation criteria, we can address current challenges and support sustainable and equitable growth and development within our departments. Ongoing communication and collaboration will be key to implementing these recommendations effectively.

SECTION 2: OUTCOMES OF RESEARCH AND OUTREACH

The research conducted by the task force yielded key findings and valuable insights, identifying common themes and patterns. To delve deeper into specific areas of support, several subgroups were established. These included subgroups focusing on CHASS metrics, student advising, and a review of general staffing and supervisor feedback.

I. CHASS METRICS – SUMMARY

Many of the metrics analyzed focused on staff and faculty full-time equivalents (FTE) as well as student workload. *Appendix C* includes data illustrating the trend in staff and faculty FTE dating back to 2000. Below is a concise summary of the data from the past decade. The chart provides an overview of total staff FTE, total faculty FTE, and a three-quarter average of student workload.



CONTRACT & GRANT ACTIVITY

Contract & Grant (C&G) activity involves assisting faculty with proposal submissions and managing awarded grants. In 2023, the vice chancellor for research published their annual C&G report, revealing that CHASS had 117 proposals submitted totaling \$47.6 million and received 73 awards amounting to \$7.3 million. Among the departments, Psychology and the centers & programs demonstrated the highest volume of activity. A detailed chart illustrating this data can be found in *Appendix D*.

SPACE

We examined the physical size of each department's footprint, specifically the assignable square footage (ASF) of space managed by each department. CHASS manages a total of 325,475 ASF of space. Approximately 150,000 ASF of this total consists of laboratory space or specialty space, which

necessitates more rigorous oversight and management compared to office space. Performing Arts had the most specialty space (39,394) with Psychology a close second (38,802). A detailed table outlining space allocation by department and functional use can be found in *Appendix E*.

FACULTY & STAFF RATIOS

Supporting our faculty is crucial to our mission in CHASS. Therefore, we examined the number of ladder faculty (FTE) in each department or cluster and compared it to the number of administrative staff. The college-wide faculty to staff ratio, excluding departments without ladder faculty assigned as a home department, is 8.4 faculty to 1 staff. Three departments exceed this average: Economics/Political Science (12.1), English/Philosophy (17.3), and History (11.2). A comprehensive table detailing this information by department/cluster and type of staff can be found in *Appendix F* along with other metrics that were reviewed.

II. ADVISING SUBGROUP

METHODOLOGY

Our research involved gathering:

- Quantitative data pertaining to case load and volume, including number(s) of students per advisor and per unit, and number of online “hits” per advisor;
- Quantitative and qualitative data: surveys distributed to all (undergraduate and graduate) advisors;
- Qualitative data: select interviews and follow-up conversations.

UNDERGRADUATE ADVISING

Observations

Undergraduate Advising loads per advisor vary widely quantitatively. Advisors in large, highly structured social science majors tend to have more advisees, while advisors in smaller but less structured majors have fewer. Qualitatively, however, the number of “touches” evens out this apparent disparity since less structured majors require more hands-on advising. Recent increases in advising FTE within CHASS has decreased the student to advisor ratio to approximately 375 to 1. The overall sense as of Spring 2024 is that advising loads, while currently at capacity, seem to be manageable.

However, advisors do report a dramatic increase in meetings more properly handled by counseling services. The liaison between Advising and CAPS is a weak point. Problems that need immediate attention/intervention often require physically walking a student across campus to counseling. In recognition of the increasing focus on the mental health of the undergraduate student population, the Advising Subgroup of the CHASS Staffing Task Force conducted an anonymized survey via Qualtrics with the goal of gaining a better understanding of how Academic Advisors in CHASS assist students who divulge concerns with their mental health while meeting with their advisor. The survey was sent to 28 Academic Advisors in CHASS and garnered a total of 19 responses. The results of the survey confirm that advisors see a need for a system that will allow more efficient and transparent referrals to campus partners, including Counseling and Psychological Services (CAPS) and Case Management. The Slate CRM, currently in the initial phases of implementation in CHASS Student Affairs, has the potential to address this need.

Advisors also would like more opportunities to skill-share and work collaboratively. Generally speaking, progress is being made in this space, as the campus-wide UCR Advising Council (UCRAC) has been reestablished and the Division of Undergraduate Education has facilitated multiple campus-wide Advising Town Halls over the last year. Advisors, however, made clear via the survey that they would benefit from additional training focused on best practices when assisting students who are navigating personal challenges, such as their mental health or lack of financial resources. Specifically, advisors state they

CHASS Strategic Staff Task Force Integrated Report and Recommendations

would benefit from more frequent collaboration with CAPS and Case Management, which would help to increase advisors' confidence in making an effective referral, using appropriate language and reducing the stigma around seeking psychological counseling. Since its establishment in 2019, the CHASS Student Affairs Safety and Wellness Committee has been successful in efforts to coordinate training opportunities for Advisors that focus on these topics, and seems well-positioned to continue coordinating relevant training through direct collaboration with CAPS, Case Management, and CARE.

Recommendations

- More clarity in terms of *job descriptions* particularly as regards relative obligations of advising versus counseling.
- Towards the goal of creating an environment at UCR more supportive of assisting students through personal difficulties, Advisors feel that students will benefit from student support programs having a presence in or around areas that students self-identify as safe spaces. To this end, the CHASS Staffing Task Force Advising Subgroup recommends that CHASS Student Affairs coordinate with Residential Life, UCRs Ethnic and Gender Programs, and the Division of Health, Well-Being & Safety to establish a *workgroup focused on improving students' awareness of available support services* and reducing barriers to entry for students in need.

GRADUATE ADVISING

Observations

Graduate Advising loads vary based on program.

Graduate Advising obligations widely varied: some advisors are responsible for TA assignments, onboarding & contracts, while others not. Actual tasks expected do not always match a college-wide job description. Like the Undergraduate Advisors, Graduate Advisors would like more opportunities to skill-share and work collaboratively. There seems to be some consensus that graduate advising can benefit from a new position in the college to help structure onboarding and training, in addition to providing short-term support when a vacancy occurs.

Recommendations

- More clarity with regards to job descriptions and onboarding.
- More clarity with regards to contracting/personnel obligations and duties.
- A *new position* in CHASS to help structure graduate advisor onboarding and training and to serve as a floater for short-term support when a vacancy occurs.
- Establish a working group to explore the restructuring of the Graduate Advising sector.

RECOMMENDATIONS: GENERAL

- **Job descriptions need attention**, both in terms of clarity and institutional adherence.

Communications between advising staff and campus resources such as The Well and CAPS could be improved. Advisors are the front line of contact with both undergraduate and graduate students, which means they are also often the first point of contact regarding issues that are outside the scope of their job descriptions. In those instances, advisors serve in referral and sometimes triage capacities; however, it can be difficult for advisors to verify case follow-up and/or resolution.

- **Lines of authority** institutionally need greater clarification, particularly when it comes to graduate student financial and employment issues.
- **Opportunities to meet collectively** to skill-share and develop innovative collaborations need to be part of the culture of advising.

LOOKING FORWARD

Although the CHASS advising ratio is moving in the right direction, the college will need additional advising and enrollment management FTE to handle future projected enrollment growth and to meet the growing needs of our diverse student body and areas of study. CHASS estimates an **additional 12 advising FTE to maintain current student to advisor ratio** in the context of the 2030 campus enrollment target and an **additional 2 FTE for the enrollment management team**.

III. SUPERVISOR SURVEY OUTCOMES

In early June 2024, this survey was sent to department and unit supervisors and managers across the college to gather data as to the specific needs of departments and units. A total of 28 responses were received. The data was analyzed by members of the committee by hand and by using AI tools.

Based on survey responses, departments identified the most critical roles needed as administrative assistants, event coordinators, and financial analysts. Administrative assistants can provide transactional support in departments with travel and purchasing. This additional support would free up higher level analysts for other tasks. Many responses also mentioned needing additional staff for event support, which includes planning and managing all aspects of events, coordinating the venue, catering, marketing, etc. The third critical role identified was financial analysts. Adding additional analysts would provide more support to grant reporting, cost transfer management, and backing up FAO's. Additional roles identified include lab technicians and facilities management. These particular roles were more specific to individual departments and programs.

Additional recommendations that came out of the supervisor survey included modernizing systems, addressing process inefficiencies, and enhancing training efforts. Improving the systems and processes used will lighten the workload across the college by improving the current time taken per transaction. Supporting professional development and training allows staff opportunities for growth and improves efficiency within the college. In particular, cross-training can allow for resource sharing across departments to improve coverage and flexibility among staff.

IV. STAFF CLIMATE INSIGHT

The February 2024 survey of CHASS staff provided valuable insights into current work dynamics. Respondents showed the highest level of agreement with the statement that their supervisors have a good understanding of their work challenges and expectations. There was a positive indication that staff colleagues are somewhat in tune with these challenges as well. While there is room for growth in how faculty and CHASS Administration understand these challenges, this feedback offers a constructive opportunity for increased communication and collaboration.

Regarding the skills, knowledge, and training of immediate supervisors and department/unit coworkers, responses averaged between "Somewhat Agree" and "Strongly Agree," indicating a general confidence in the capabilities of those around them with a small room for improvement.

When asked about career satisfaction and sense of belonging, the strongest agreement was for knowing how their role contributes to the mission of both the department and the college. There was also strong agreement on being active contributors toward the mission and feeling supported by supervisors in getting involved with broader campus activities.

However, when considering reasons for leaving CHASS, the top factors were compensation, feeling overworked, salary and benefits, and career advancement opportunities. Scheduling concerns, such as work/life balance and hybrid schedules, followed.

The survey highlighted that supervisors were perceived as most understanding of work challenges, followed by staff colleagues. Faculty and CHASS Administration were rated lower, indicating a need for

them to better understand and support staff. Overall, the results suggest opportunities for improvement in salary comparability, workload balance, and flexible work schedules.

Below are the specific comments from the survey:

1. From the February survey in response to the question “What best describes your current work dynamics?”
 - a. Strongest agreement with “I feel my supervisor understands my work challenges/expectations
 - b. Somewhat agree with “I feel my staff colleagues understand my work challenges/expectations
 - c. Somewhat disagreement with “I feel my faculty colleagues understand my work challenges/expectations
 - d. Strongest disagreement with “I feel CHASS Administration understands my work challenges/expectations
2. In response to the questions “I feel my immediate supervisor has the skills, knowledge, and training to meet the department’s/unit’s needs” and “I feel my department/unit coworkers have the skills, knowledge, and training to meet the department’s/unit’s needs were averaging “Somewhat Agree” and “Strongly Agree”
 - a. There is a small bit of room for improvement, but the general feeling is that people believe those around them know what they are doing.
3. In response to the question “What best describes your career satisfaction and sense of belonging in CHASS” the strongest agreement was for the statement “I know how my role contributes to the mission of the department” followed closely by “I know how my role contributes to the mission of the College”. Additionally, there was strong agreement for the statement “I am an active contributor toward the mission of the College” and Fairly strong agreement for the statement “I feel I would be supported by my supervisor if I expressed interest in getting involved with the college/campus outside of my direct job duties (such as Staff Assembly, Highlander Mentor Connection, or committees)”
 - a. This shows that people in CHASS are committed to the mission and understand that their role makes a difference.
 - b. This also shows that people believe their managers will support their involvement in campus activities and training outside of their department to engage on a broader level on campus.
4. In response to the question, “I have considered leaving CHASS for the following reasons
 - a. “Compensation” was #1 followed closely by “Overworked” and “Salary and Benefits” with “Career Advancement Opportunity” next in 4th place
 - b. Scheduling was next with “Work/Life Balance” and “Hybrid Schedules” taking 5th and 6th place.
 - c. This shows that the greatest areas of opportunity are with comparable salaries, balancing workloads, and providing flexible work schedules.
5. In regards to the questions about others understanding work challenges/expectations, “Supervisors” were at the top averaging at “Somewhat agree” followed by “staff colleagues”. “Faculty” and “CHASS Administration” were below “Neither Agree nor Disagree” but above “Somewhat Disagree”
 - a. There would be a benefit from CHASS Administration and Faculty to better understand staff support.

V. OUTCOMES OF SURVEYS – MOVING FORWARD

Staff Compensation:

During the initial survey sent out by the Task Force to all CHASS staff, staff expressed concerns about the lack of opportunities for increased compensation, which has been a key factor in their consideration of leaving positions within CHASS. Addressing compensation is a priority for the task force moving forward. CHASS HR will continue to leverage the campus's bi-annual equity review for non-represented staff to help address salary disparities for those whose pay significantly lags behind their experience and education. Additionally, we will work closely with department managers and supervisors to identify and prioritize individual cases that require attention, so that we may prioritize these cases when funds are available.

CHASS HR will also continue to collaborate with departments to fully utilize the annual STAR award program, recognizing and rewarding significant staff achievements throughout the year. This past year we were able to award over \$175,000 to staff in our STAR Award program.

Career Development Opportunities for Staff:

We recognize that staff have expressed a need for more support and information regarding career progression opportunities and this was further evident in the survey results. In response, the task force recommends the following initiatives:

- **Develop a Career Road Map:** Over the next year, CHASS HR will partner with Central HR to create and share infographic models that will show career mapping. The goal of this model will clarify the different position levels, classifications, promotional pathways and opportunities for staff as they look towards progressing in their career goals.
- **Host Quarterly Lunch and Learns:** We will organize quarterly lunch and learn sessions where staff can hear from college leaders who have successfully navigated promotions and career opportunities at UCR.
- **Implement a Job Shadowing/Mentoring Program:** As staffing increases over the next few years, we will establish a program that allows staff to shadow those in positions they are interested in learning more about. Additionally, we will work towards creating a mentoring network that will allow interested individuals to have a mentor from a volunteer pool. CHASS HR will collaborate with Central HR to develop this program.
- **Improve Communication of Opportunities:** CHASS HR will work with CHASS Communications to establish a method for effectively communicating all new positions and opportunities within the college.

SECTION 3: SPECIFIC ASKS FROM THE DEAN TO THE CHASS TASK FORCE

In addition to thoroughly examining staffing levels across the college, the task force was also assigned several other areas for review. These are listed below, with the committee's response is in sub bullets below.

Specific asks of the task force from the Dean of the College

- Identify how we strengthen staffing and improve services the college provides in our core responsibilities of undergraduate student success (e.g., admissions, retention, high-impact opportunities, graduation)
 - Our task force agrees that we will need to continue to monitor ratios of undergrad advising. This may even require a future task force if our enrollment dramatically grows.
- Promote a culture of professional development and succession planning.
 - CHASS will need to partner with central Employee and Organizational Development (EOD) in Central HR to provide more communication on the resources available for staff.
 - We will need to partner with EOD to determine what career pathing tools exist for staff wanting to continue their professional development so that this may be proactively shared with staff.
- Determine how to better structure core functions (e.g. graduate student affairs), looking closely at the other colleges (e.g. CNAS Graduate Student Affairs Center) and the new requirements of collective bargaining agreements
 - The task force recommends that our graduate advising structure will need to be assessed further once the graduate lead position is fully implemented and more insight is gained on our needs.
- Develop a specific and benchmarked plan to identify needs for staffing and training to advance the CHASS research enterprise
 - This will need to be accomplished through a partnership with campus EOD in central HR and CHASS HR.
- Assess and enhance staff contributions to democratic dialogue, inclusion, and decision-making in CHASS-
 - The task force recommends sending out a follow up survey for staff in 6 months for their feedback on the work of the task force and what impacts they have seen
 - We recommend quarterly open chat sessions be available for staff to meet with the Dean and/or college leadership
 - We recommend offering an opportunity to staff before state of the college to submit questions or topics they would like to learn more about
- Establish Staff Equity Advisor roles, responsibilities, term length, and selection process from among current CHASS staff to ensure an ongoing emphasis on equity beyond the conclusion of this committee
 - We recommend continued discussions with the Vice Chancellor of Diversity, Equity and Inclusion as well as the Chief HR Office on the establishment of a staff equity advisor for CHASS. Because this will be the first position of it's kind on the staff side, we need further input and review with central campus before this position is established appropriately.
- Propose an organizational chart that maps the titling, structure and portfolio of senior staff in the College to senior staff leadership on campus and systemwide
 - We were unable to complete this request. We recommend further review with the campus CHRO and college leadership moving forward as a next phase follow up.
- Create a culture that supports participation in campus committees, mentoring programs, professional development, and community building

CHASS Strategic Staff Task Force
Integrated Report and Recommendations

- Natural progression when staffing needs are met (from our recommendations)
- First survey- strong feedback from staff that they are happy with staff supervisors, happy with opportunities

SECTION 4: IMPLEMENTED INITIATIVES

We received feedback during the CHASS Townhall and the CHASS Staff Task Force Committee worked with the dean to provide immediate action to provide support and recognition to the college. We have successfully implemented the Star Awards Program 2024 for CHASS staff. We were able to award 104-star awards to staff who have shown exceptional performance, innovative creativity, extraordinary organizational abilities, excellent work success, and cooperative teamwork.

The dean has approved remote work forms to be extended up to three years. The employee will obtain review and approval of the remote work form with their supervisor and manager.

Based on feedback from the college, the CHASS Staff Task Force has identified key positions in the college to address immediate staffing gaps and started recruitments. The following recruitments have been initiated and or filled:

- **CHASS Graduate Student Services Lead**
 - o The CHASS Graduate Student Services lead will work closely with the dean of Student Affairs and establish the long-term organizational goals for graduate student services and enrollment management to meet the college long-term plans.
- **Divisional Financial Officer**
 - o The Divisional Financial Administrative Officer will oversee financial personnel, student affairs, administrative, and research support infrastructure operations across various departments within the college.
- **Contracts and Grants Supervisor**
 - o The Contracts and Grants Supervisor leads the Contract and Grants Unit by reviewing budget allocations for policy exceptions, creates and maintains chart of accounts or other data management tools.
- **Contracts and Grants Analyst 2**
 - o The Contracts and Grants Analyst 2 performs high-level budget/resource analyses and internal fund auditing utilizing robust analytical tools.
- **CHASS/Harvest (CNAS) Payroll Lead**
 - o As the CHASS/Harvest Payroll Lead the incumbent will play a pivotal role in ensuring the accuracy, compliance, and efficiency of CHASS operational outcomes and data management.
- **Human Resources Analyst**
 - o Provide support to the college in the areas of recruitment, compliance and training and development.
- **Impact 23 Liaison**
 - o Supports financial and administrative teams as we transition to a new financial system.

CHASS Strategic Staff Task Force
Integrated Report and Recommendations

SECTION 5: PHASED RECOMMENDATIONS & CONCLUSION

The staff task force meticulously assessed feedback from the town hall, discussions with stakeholders, and survey results. Below is a chart outlining the committee's phased recommendations. The initial phase includes positions that have either been filled or are currently in recruitment. The subsequent three phases outline the committee's recommendations for phased hiring based on priority levels of need. The positions and roles that have been recommended and the initiatives already put into action should position CHASS well for future stability. One year after the implementation of phase 1, we will introduce a method to evaluate the changes that have occurred across the college.

SUMMARY OF RECOMMENDATIONS AND PHASES

Position *	Rationale	Area of Support	Status
Phase 0 - Already Implemented			
Human Resources Analyst	Provide support to departments in recruitment	College Wide Department support	Filled
Impact 23 Liaison	Support to administrative and financial teams as we transition to a new financial system.	Financial & Admin Department support	Filled
Graduate Student Analyst	Support for departments and liaison between departments/college and Grad Division	Department & College Graduate Funding support	Filled
Divisional FAO	Extra support to assigned departments	Promotional Pathways Back up support for Econ/Poli Sci, Antho/Soc, Black Study/SEHE	In recruitment
Payroll Analyst III	Act as a liaison between Harvest Shared Services and CHASS	College wide faculty and staff support for payroll, leaves, on-boarding	In recruitment
Contract & Grant Analyst 2	Expand the current current CHASS C&G unit by one FTE utilizing funds from a recent separation.	Supports departments in CHASS primarily with pre-award, budget development and grant identification.	In recruitment
Position *	Rationale	Area of Support	
Phase 1			
Admin transactors Floater (AAIL - Final grade TBD)	Provide basic admin level support to departments when vacancies occur. Provide lower level Impact 23 support as needed	Department & college wide admin support	
Academic Personnel Analyst 3	Provide support to the college AP team which supports promotion files, faculty searches, contract management, etc.		
Financial Analyst 2/3	Bring all departments to minimum admin support level	Provide 1 FTE to bring History analyst to 1.00 (currently at .33) and English/Philosophy analyst to 1.00 (currently at .67)	
Financial Analyst 2	Bring all departments to minimum admin support level	CompLit/Hispanic Studies does not currently have an analyst	
Financial Analyst 2	Bring all departments to minimum admin support level	Art/History of Art does not currently have an analyst	
Analyst/Admin Asst	Provide administrative support to departments with a higher than average staff to faculty ratio.	Economics/Political Science currently has a 12.1 faculty to staff ratio which is the highest in the college. The department will have the flexibility of determining if this position should be an analyst or admin assistant.	
Graduate Student Affairs Floater	Provide support where needed as back up	College wide advisor support	
Production Specialist (Need to determine dept to support)	Provide support primarily in the area of film.	Supports Theater, Film and Digital Production (TFDP) and other performing art departments (need to research)	

CHASS Strategic Staff Task Force
Integrated Report and Recommendations

Position *	Rationale	Area of Support
Phase 2		
Graduate Student Advising Possible Re-Structure	Re-org graduate advising to a common supervisory hierarchy	College wide graduate advising (See Notes)
Events specialist 2	College wide event support focusing on department events	Departmental level event support
Staff equity advisor	Provide support to college similar to faculty equity advisors	College wide support (See Notes)
Contract & Grant Writer	Provide grant writing support to faculty	Faculty support (See Notes)
Admin Transactors Floater (AIII - Final Grade TBD)	Provide transactional level support to departments when vacancies occur. Also provide support for Impact 23 as needed	Department & college wide admin support
Analyst/Admin Asst	Provide administrative support to departments with a higher than average staff to faculty ratio.	Performing Arts currently has a 9.6 faculty to staff ratio which is higher than the average of the college (8.4). The department will have the flexibility of determining if this position should be an analyst or admin assistant.

Position *	Rationale	Area of Support	Status
Phase 3			
Divisional FAO	Finalize structure so majority of departments have a DFAO	Will oversee departments that do not currently have a Divisional FAO	
Facilities Liaison	Dedicated staff to work with campus facilities regarding maintenance, projects and general cleaning.	College wide	
Undergraduate advisor	Currently the advising ratios are within acceptable limits. As the campus continues to grow to meet the 2030- strategic plan this will need to be revisited	College wide undergraduate advising	
Contingency for Graduate Student Affairs Position (TBD if workgroup determines it is needed))	Re-org graduate advising to a common supervisory hierarchy	College wide graduate advising	(See Notes)

Notes

Staff Equity Advisor

- Possible provide stipend to current staff member
- Position would provide support similar to faculty equity advisors
- Possible 2-3 year appointment

Contract & Grant writer

- Contract positions to be filled after C&G re-org is complete
- Given the specialty areas this recruitment could take ~1 year

Graduate Advising

- Phase 2 - Create work group to determine if Grad Advising structure needs to be re-structured.
- Positions are placeholders until more information and need is known.

APPENDICES

- A. Committee membership
- B. CHASS Strategic Staffing Task Force charge
- C. Town Hall Presentation with survey results
- D. General facilities comments
- E. Space - assignable square footage by cluster/department
- F. CHASS Ratios & Metrics

APPENDIX A: COMMITTEE MEMBERSHIP

Members of the task force include:

- [Erika Leon](#), CHASS HR Business Partner
- [Cindy Williams](#), CHASS Assistant Dean and CFAO
- [Alisha French](#), Senior Human Resources Generalist

- **Three CHASS staff selected through a self-nomination process including:**
 1. [Bradley Scalf](#), Academic Advising
 2. [Kimberlie Hayden](#), Dean's Office
 3. [Jay Melashenko](#), Department of Psychology

- **Two staff external to CHASS, nominated by the UCR Staff Assembly**
 1. [Sarah Dillon](#), CNAS HR Director
 2. [Ross French](#), School of Medicine, Digital Communications Manager

- **One Faculty Representative**
 1. [Judith Rodenbeck](#), Department Chair for Media and Cultural Studies

Additionally, CHASS Faculty Equity Advisors [Susan Zeiger](#) and [Liz Davis](#), AVC Najera, and [Wesley Leonard](#), Chair of the CHASS Executive Committee, have agreed to serve as external advisors.

APPENDIX B: CHASS STRATEGIC STAFFING TASK FORCE CHARGE

The CHASS Strategic Staffing Task Force will comprehensively identify and assess the staffing needs of the college for the next five years, with a focus on identifying and correcting gaps and opportunities that will support the organization's growth and success.

The CHASS Strategic Staffing Task Force includes internal CHASS staff and faculty and campus partners outside CHASS. The approach and mission of the task force is outlined below.

1. Strengths-Based Approach

Ensure that any initiatives or changes recognize and build upon the existing strengths and accomplishments of staff.

Encourage a positive and empowering work environment that focuses on future possibilities and opportunities rather than dwelling on operational shortcomings and financial constraints.

2. Alignment with College Mission

Keep the college's mission and CHASS Strategic Plan (<https://strategicplan.ucr.edu/chass>) at the forefront of decision-making and planning. All efforts should aim to advance educational attainment and world-class research in Inland Southern California.

3. AAU Membership and MSI Status

Leverage the college's rare status as both a member of the Association of American Universities (AAU) member institution and a Minority-Serving Institution (MSI) to drive initiatives that align with the specific needs and opportunities that arise from this dual identity.

4. Global College Thinking

Ensure that all decisions and actions take into account the broader perspective of the entire college. Consider how each action impacts various departments, programs, and stakeholders within the college.

5. Use of Qualitative and Quantitative Measures

Make data-driven recommendations by using both qualitative and quantitative measures to assess the strengths, needs, and opportunities of staffing. Engage members in determining these measures to ensure they reflect the college's goals.

6. Long-Term Focus

Emphasize a strategic, forward-looking approach that addresses staffing needs over one-, three-, and five-plus year horizons. Immediate operational needs should continue to be managed through existing processes.

CHASS Strategic Staffing Task Force Deliverables:

1. A comprehensive report outlining the findings of the workforce analysis, including identified staffing gaps, needs, and opportunities.
2. Recommendations for addressing staffing gaps, including strategies for recruitment, training, and development.

CHASS Strategic Staff Task Force
Integrated Report and Recommendations

3. Succession planning strategies to ensure leadership continuity and talent development.
4. Proposed revisions to budget allocations or resource management to address staffing-related financial concerns.
5. A roadmap for monitoring and adjusting staffing plans over the next five years.
6. Recommendation for Staff Equity Advisor responsibilities and scope of work.

Timeline: The task force is expected to complete its work and present its findings and recommendations to the organization's leadership by April, at the State of College.

- October: charge and logistics
- November/December/January: internal work
- February: preliminary report-out to CHASS senior leadership and designated advisors and report-outs and feedback sessions
- March: final recommendations to the Dean of the College
- April: action plans announced at the State of the College

Resources:

- Website: Explore our online resources to stay informed and connected.
<https://chass.ucr.edu/strategic-staffing-task-force>
- Staff Support: For personalized assistance, reach out to Alisha French, dedicated staff support.
- Engagement Survey: In collaboration with central HR, we provide the opportunity to participate in a Gallup engagement survey to gather valuable insights from our current staff.
- Designated advisors: Receive guidance and support from the following key advisors:
 - ❖ Associate Vice Chancellor & Chief Human Resources Officer
 - ❖ CHASS Faculty Equity Advisors
 - ❖ CHASS Faculty Executive Committee
 - ❖ Campus Employee Affinity Group Leadership

APPENDIX C: TOWN HALL PRESENTATION WITH SURVEY RESULTS

The CHASS Staffing Task Force conducted a survey among department chairs and staff to guide the committee's recommendations. After analyzing the survey results, a Town Hall event was held on February 28, 2024, to share these findings and engage in an open dialogue with CHASS faculty and staff. Approximately 100 attendees participated, with around 25% being faculty and 75% staff.


The Town Hall began with an overview of the task force's objectives, followed by a presentation of the survey results. The majority of the event was dedicated to group discussions, where task force members were present at each table to take notes and report on the topics and concerns raised. These discussions were summarized and presented during the Town Hall, and they contributed to the recommendations outlined in this document.

What follows is the PowerPoint presentation which details the survey results and the Town Hall's structure.

For more information on the outcomes from the Town Hall, please refer to Section 1.

CHASS Strategic Staffing Task Force Town Hall

9:00am
February 28, 2024




1

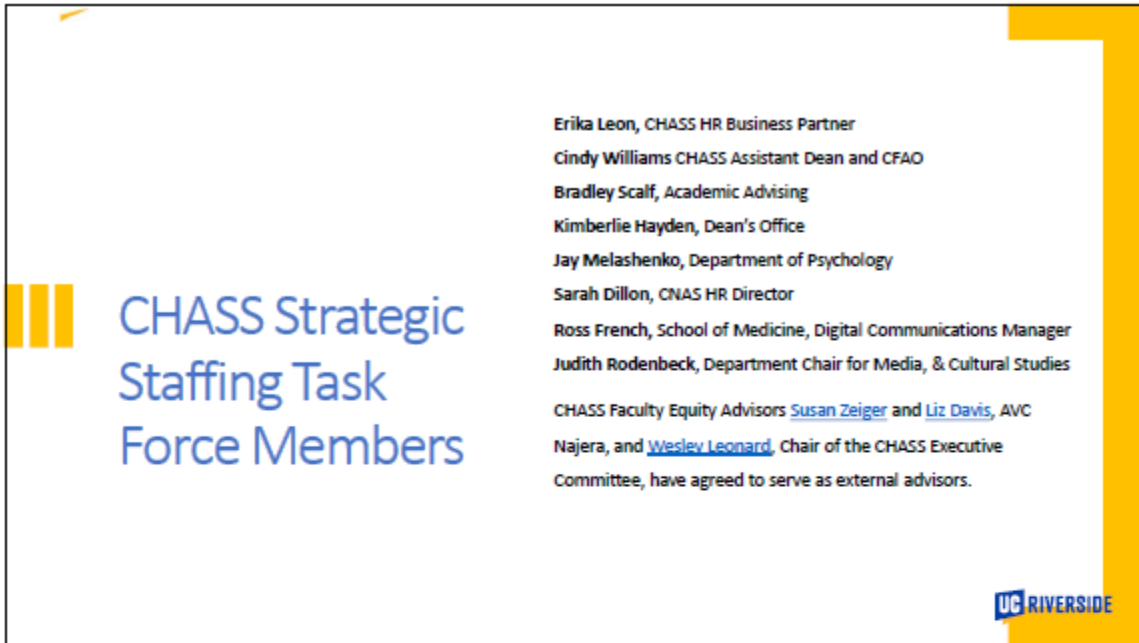
Welcome, Enjoy Breakfast

- The Townhall will be oriented around a presentation and small group discussions to address questions we have prepared based on the survey results. Please mingle and find a seat with fellow CHASS Staff/Faculty that you do not normally work with.

9:00 - 9:10 AM	Finding Seats and Mingling
9:10 - 9:20 AM	Introduction of Task Force, Charge, Purpose of Town Hall and Survey Introduction of Task Force, Charge, Purpose of Town Hall, and Survey
9:20 - 9:25 AM	Group Warm-Up
9:25 - 9:40 AM	Review Survey Results
9:40 - 10:00 AM	Question 1 - What are some Quick Wins you think we can implement to help the departments employee retention and morale?
10:00 - 10:10 AM	Share the group's responses with the entire assembly.
10:10 - 10:35 AM	Question 2/3 - Hypothetically, if we had 10 new positions, given the results of the survey, what types of positions would you recommend in 3 years? What criteria/metrics would you use to allocate them in a fair and equitable manner?
10:35 - 10:45 AM	Share the group's responses with the entire assembly.
10:45 - 11:00 AM	Thank You and Next Steps



2




CHASS Strategic Staffing Task Force Members

- Erika Leon, CHASS HR Business Partner
- Cindy Williams CHASS Assistant Dean and CFAO
- Bradley Scalf, Academic Advising
- Kimberlie Hayden, Dean's Office
- Jay Melashenko, Department of Psychology
- Sarah Dillon, CNAS HR Director
- Ross French, School of Medicine, Digital Communications Manager
- Judith Rodenbeck, Department Chair for Media, & Cultural Studies
- CHASS Faculty Equity Advisors [Susan Zeiger](#) and [Liz Davis](#), AVC Najera, and [Wesley Leonard](#), Chair of the CHASS Executive Committee, have agreed to serve as external advisors.


UC RIVERSIDE

3


CHASS Strategic Staffing Task Force Charge



The CHASS Strategic Staffing Task Force will comprehensively identify and assess the staffing needs of the college for the next five years, with a focus on identifying and correcting gaps and opportunities that will support the organization's growth and success.



The CHASS Strategic Staffing Task Force includes internal CHASS staff and faculty as well as campus partners outside of CHASS. The approach and mission of the task force is outlined on the CHASS website:



<https://chass.ucr.edu/strategic-staffing-task-force>

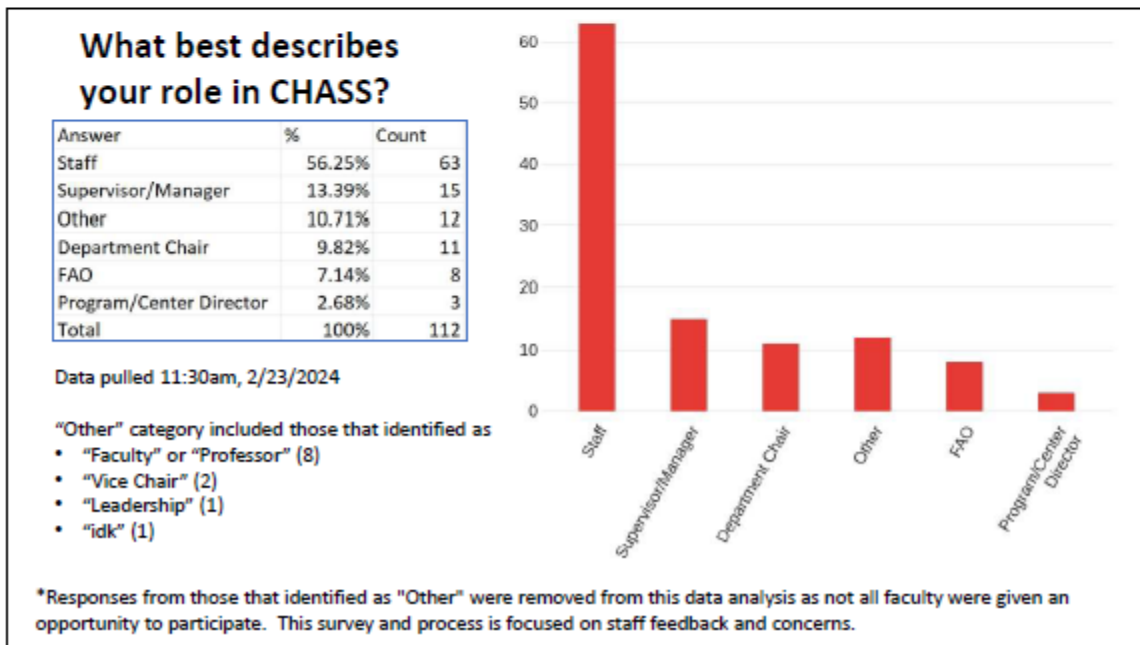
4

Poll Everywhere

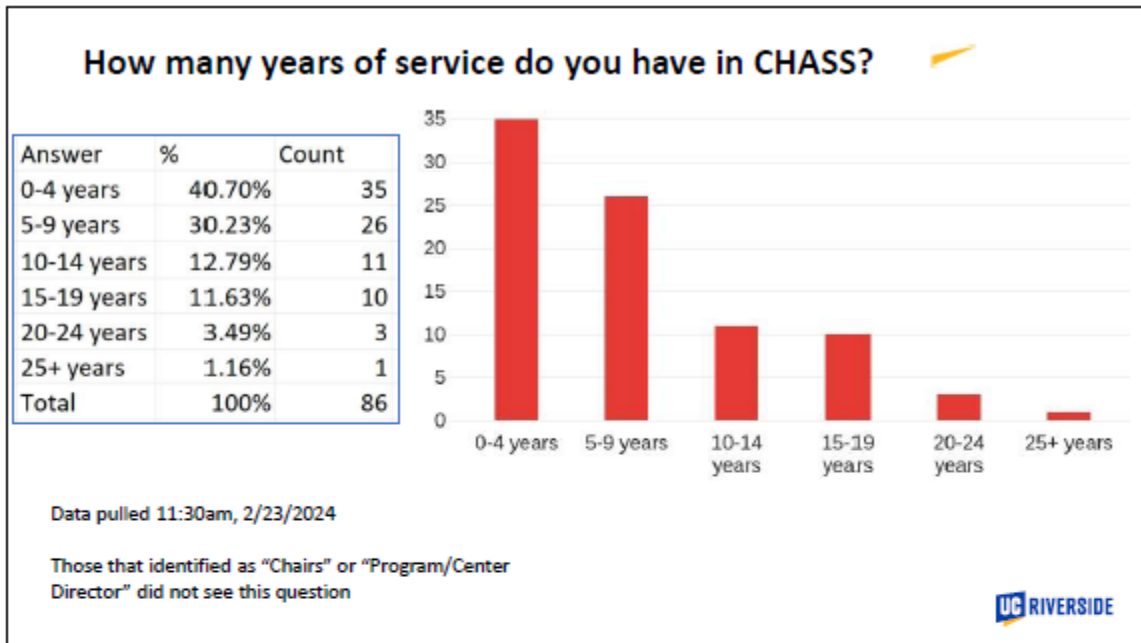
Quick Survey:
[PollEv.com /sarahdillon660](https://poll-ev.com/sarahdillon660)



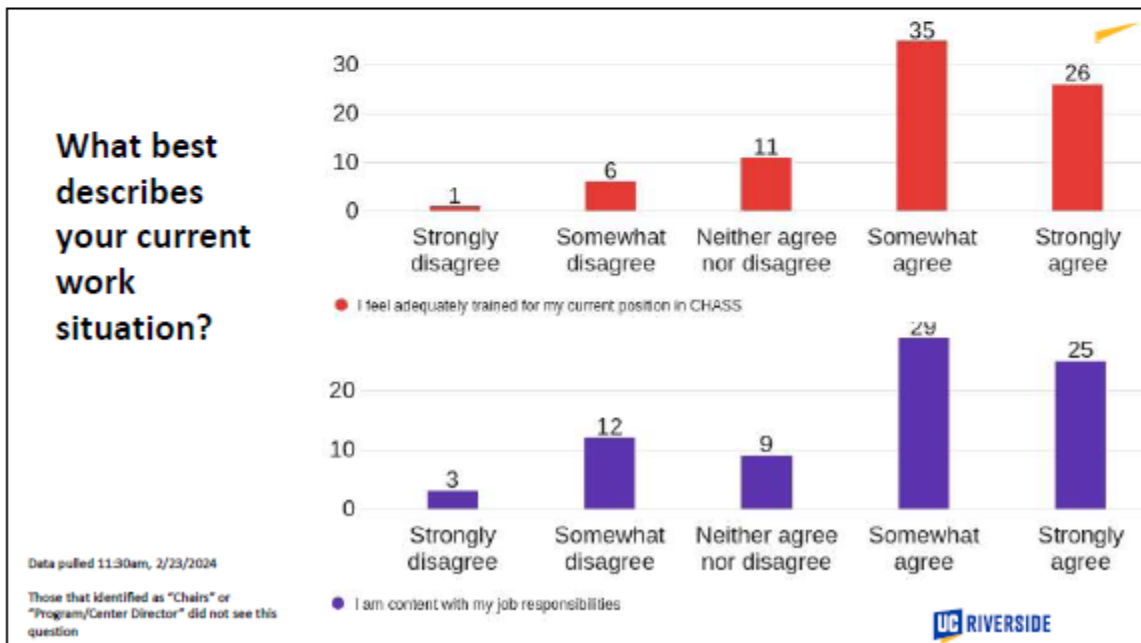
5



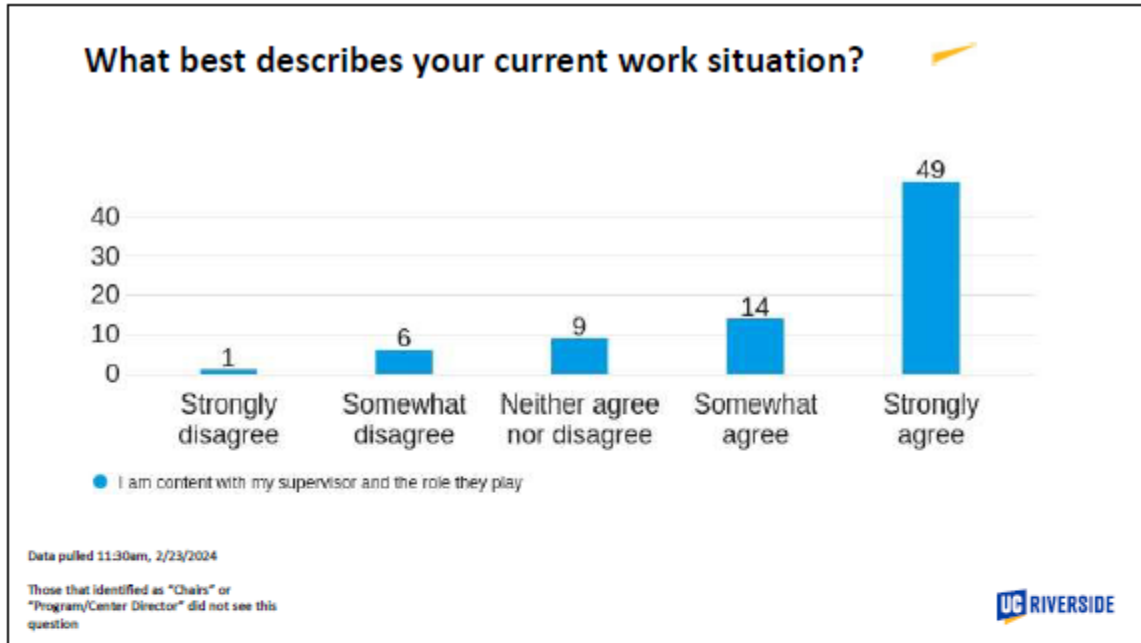
6



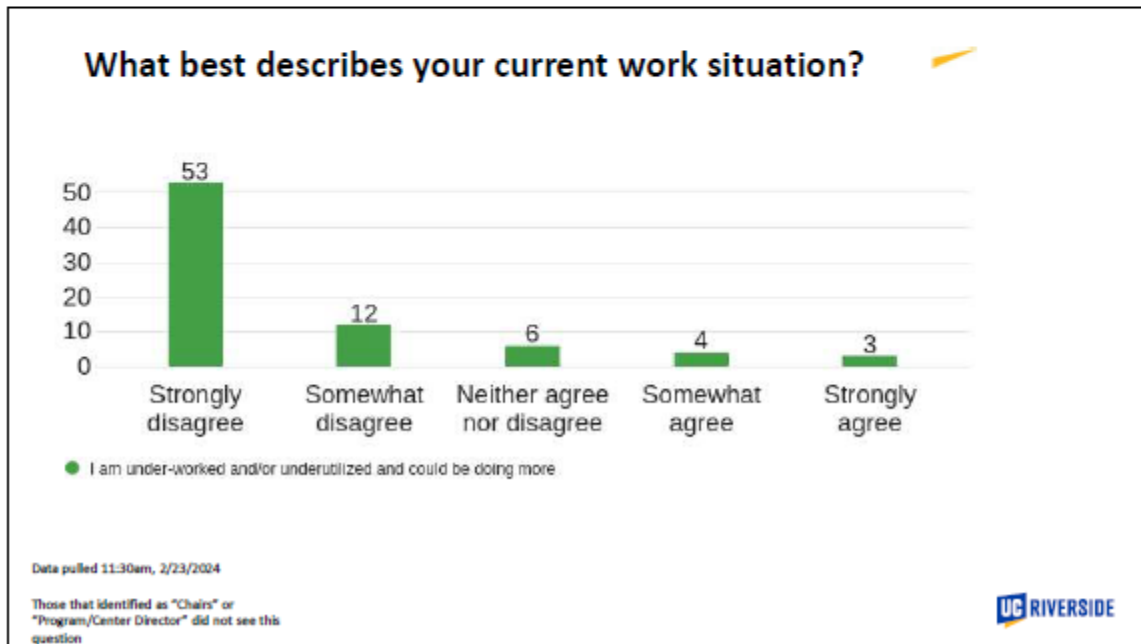
7



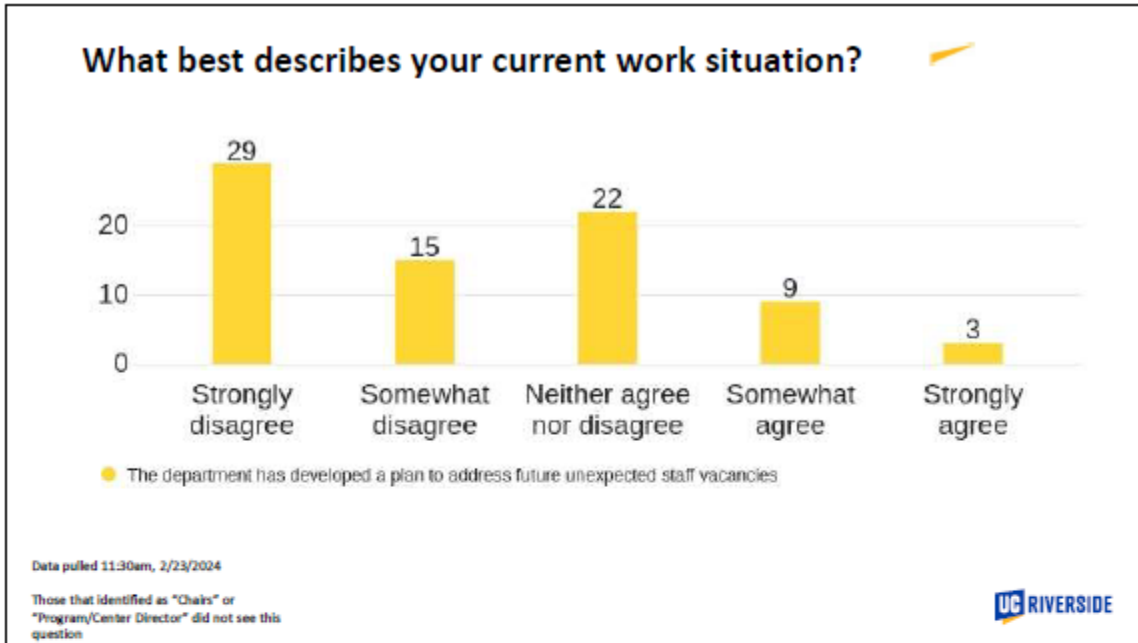
8



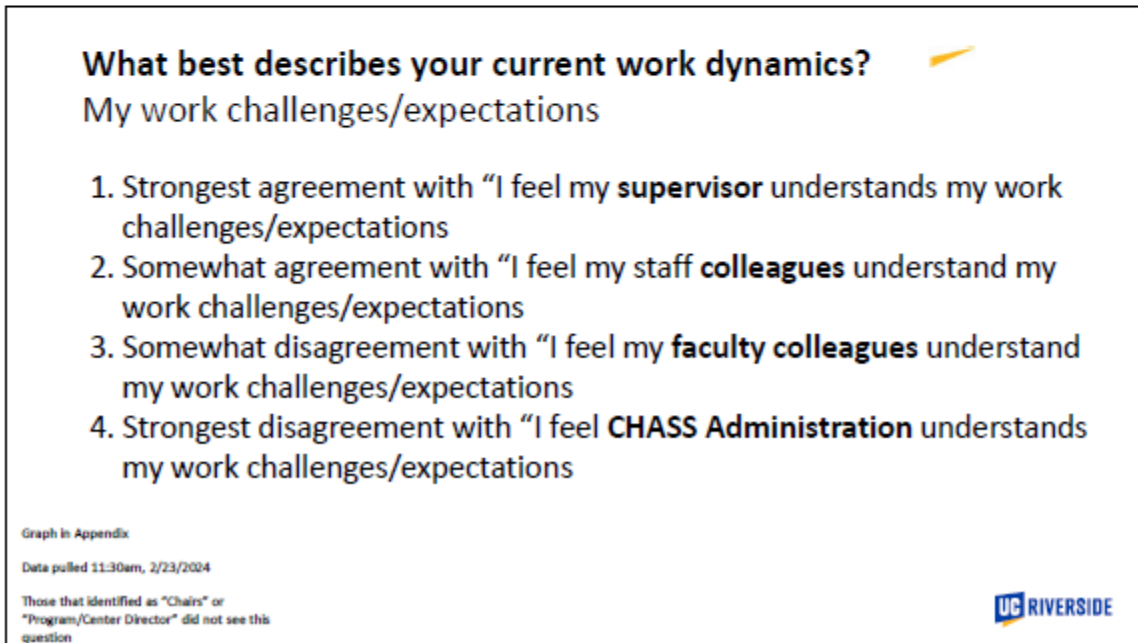
9



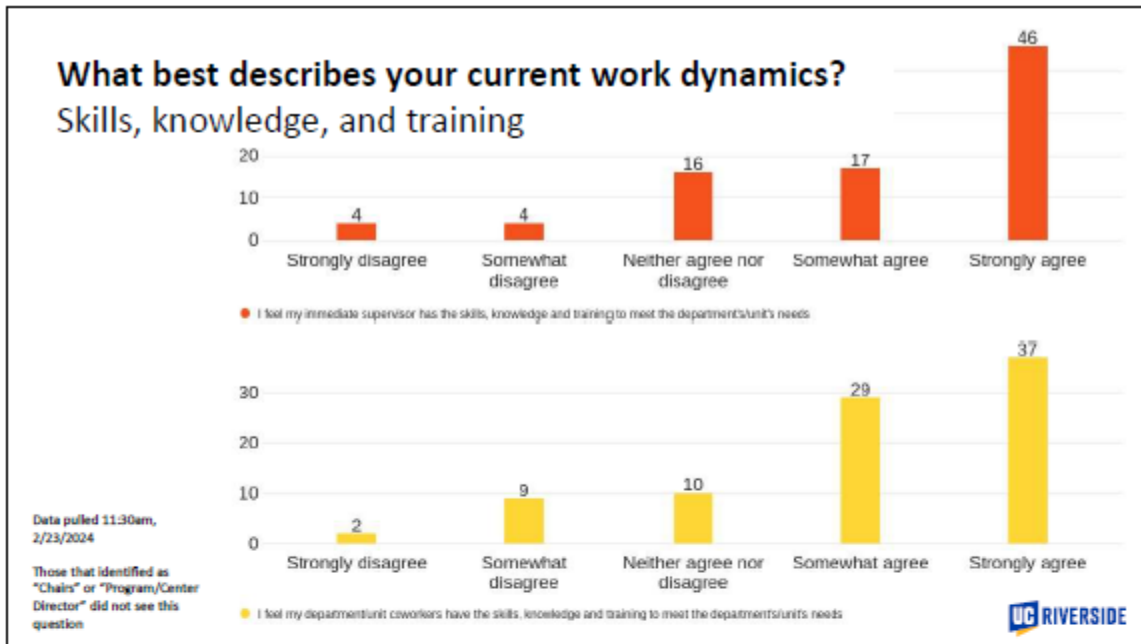
10



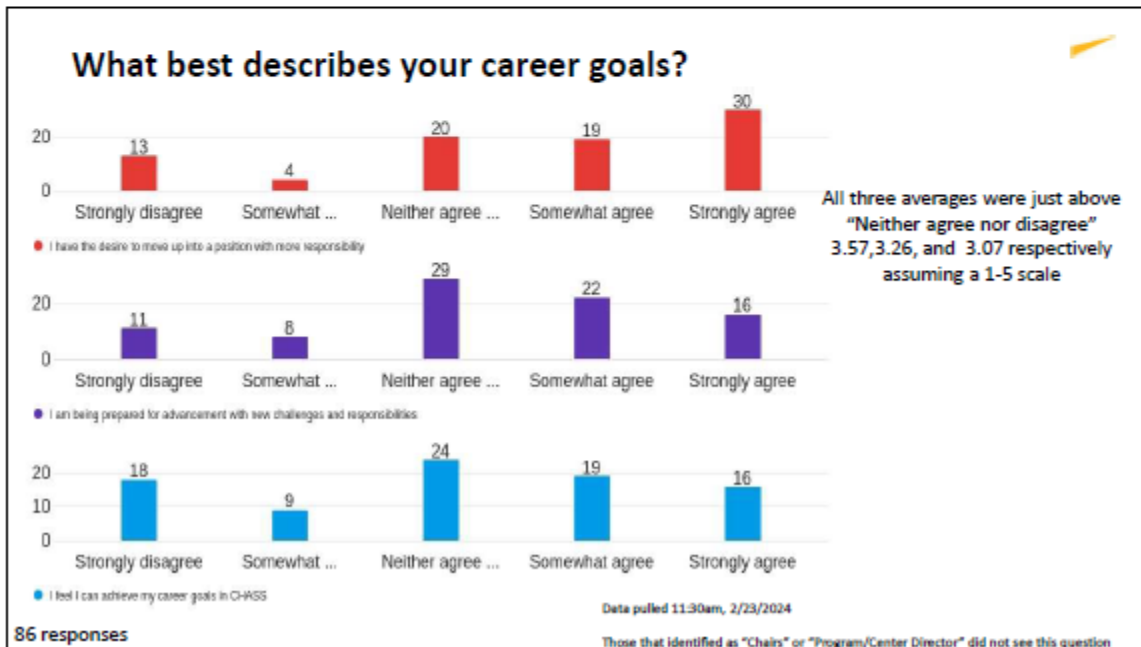
11



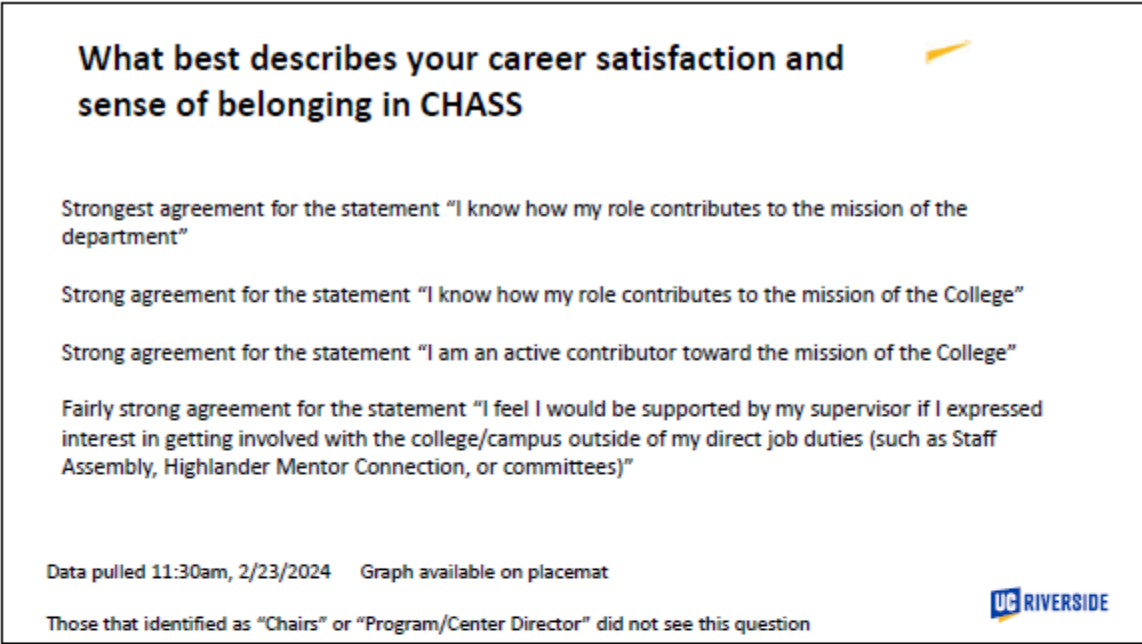
12



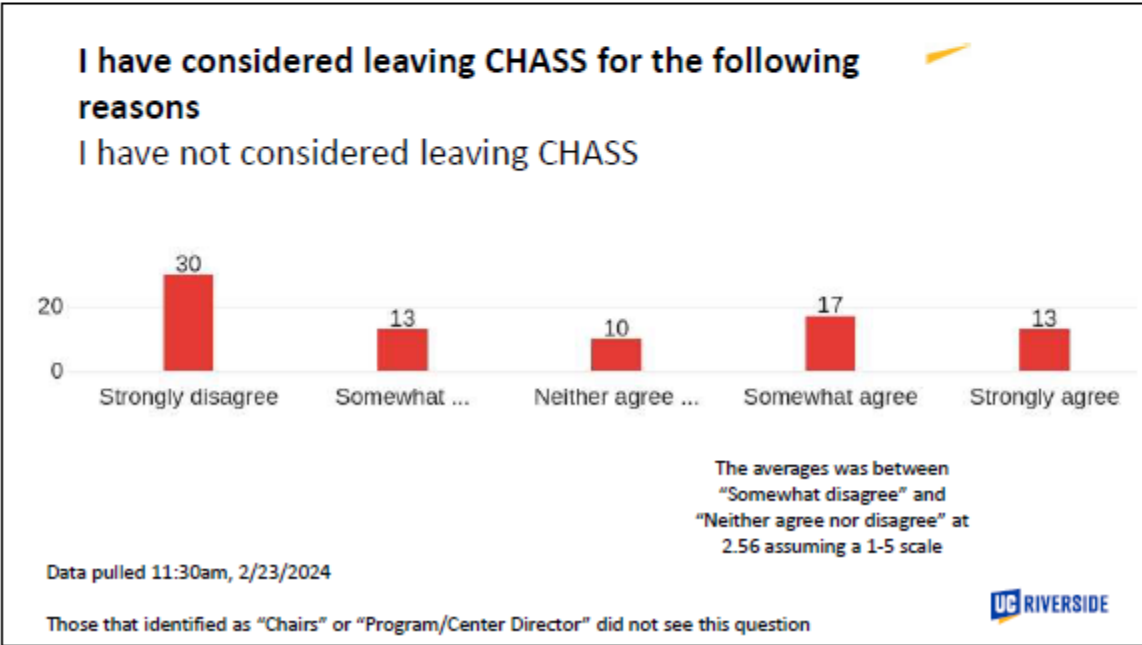
13



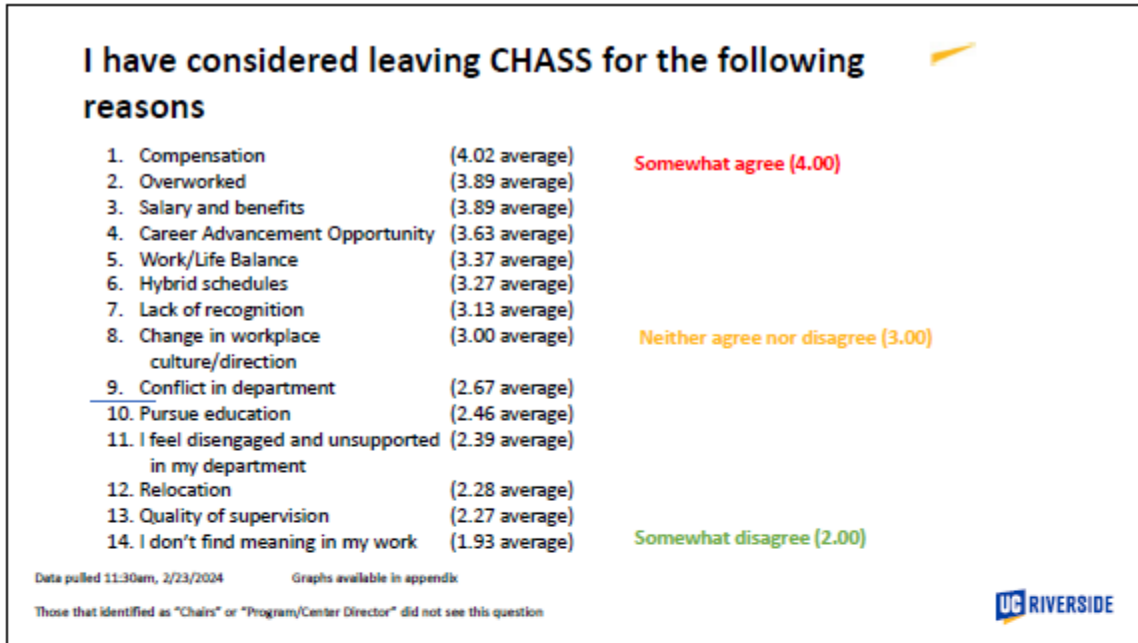
14



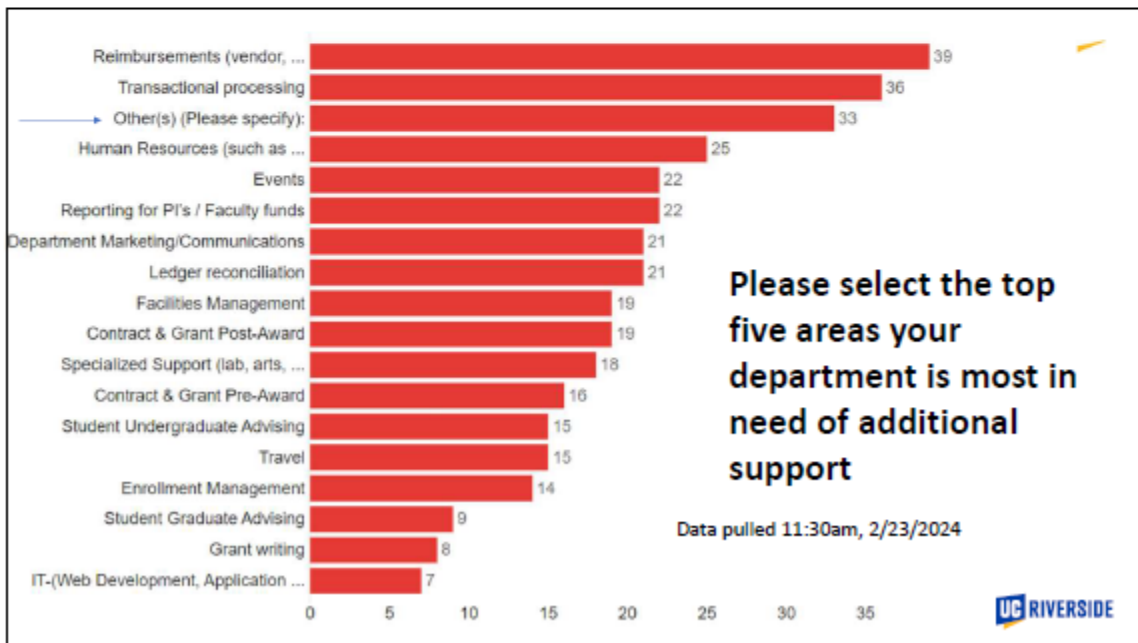
15



16



17




18

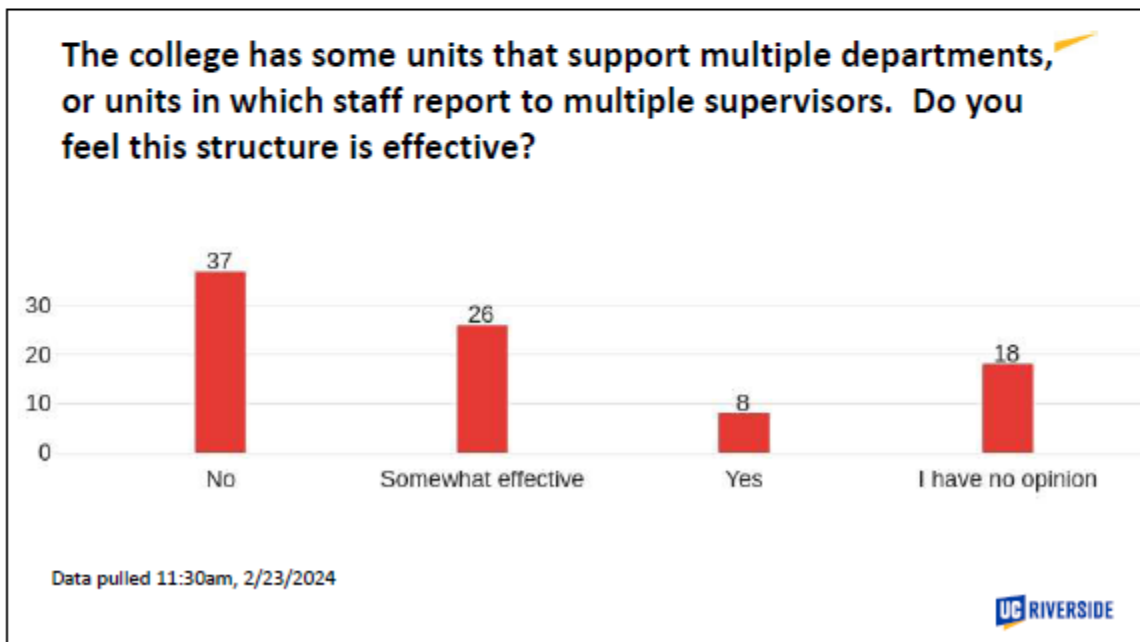
Please select the top five areas your department is most in need of additional support “Other”

- Administrative Support (14 responses)
- Academic Personnel support (5 responses)
- Financial Analyst support (4 responses)
- Payroll support (3 responses)
- Enrollment support- non-transactional (2 responses)
- Part time positions transition to full time (2 responses)
- Facilities- safety support (2 responses)
- Facilities- management (2 responses)
- Development (1 response)
- Internship management (1 response)
- AP onboarding (admin Support) (1 response)
- HR-Compensation and Labor Relations (1 response)
- Undergraduate Advising (1 response)
- Graduate Student-Finance (1 response)
- Production support (1 response)

Responses that addressed multiple items were included in each category that was mentioned or suggested

Data pulled 11:30am, 2/23/2024 

19



20

What is something that is an “easy fix” that could be implemented in CHASS or your unit? (part 1 of 2)

- **Hiring**
 - More staff (17 responses)
 - Film production staff (2 responses)
 - Floating GSAO (1 response)
 - GSAO trainer/supervisor (1 response)
 - Event person (1 response)
 - Development role for UCR ARTS (1 response)
 - More staff in admin department units (1 response)
 - Undergraduate Administrator (1 response)
 - Chair assistant (1 response)
 - More basic level support (1 response)
 - Unit 18 support position (1 response)
 - Provide staff based on need as identified in data (1 response)
 - Continually show justification for staffing levels (1 response)
- **Change positions**
 - New leadership (1 response)
 - Less upper management (2 responses)
- **Training**
 - Training (1 response)
 - GSAO Training (1 response)
 - Leadership training for managers/supervisors (2 responses)
- **Scheduling**
 - Permanent hybrid schedules for individuals and offices (3 responses)
 - Flexibility for remote work including 100% remote (5 responses)
 - Modified schedules (2 responses)
 - Work-life balance (1 response)



Data pulled 11:30am, 2/23/2024

21

What is something that is an “easy fix” that could be implemented in CHASS or your unit? (part 2 of 2)

- **Process Improvement**
 - Fix TA/GSR hiring process (1 response)
 - Fix CNAS FAU tool (1 response)
 - Expect more from Harvest (1 response)
 - Streamline procedures/efficiency (1 response)
 - Improve faculty funding reports (1 response)
- **Space/Campus Location**
 - Centralize physical location of staff that serve multiple departments (1 response)
 - Building renovations/improvements (1 response)
 - Clean spaces (1 response)
 - Unlock toilets (1 response)
- **Communication**
 - Improve communication (2 responses)
 - Patient and understanding faculty (1 response)
 - Lower expectations (1 response)
- **Money**
 - More money (1 response)
 - More money by all UCR students voting to contribute toward performing arts for free tickets to events (1 response)
- **Current positions**
 - Increase salaries (3 responses)
 - Reclass Analyst 2s to Analyst 3s that are warranted (1 response)
 - Part time to full time where needed (4 responses)
 - Career tracks/promote internally (2 responses)
 - Reduce constant churn of staff within CHASS (1 response)
- **Appreciation**
 - Staff Appreciation (1 response)

Other free response answers from the survey are yet to be fully analyzed. Analysis will be distributed once complete.



Data pulled 11:30am, 2/23/2024

22

Group Discussion Guidelines

- Follow the UCR Principles of Community.
- Listen respectfully, without interrupting.
- Listen actively and with an ear to understanding others' views. (Don't just think about what you are going to say while someone else is talking.)
- Criticize ideas, not individuals. We all can learn something from each other, even if your views don't necessarily align.
- Avoid blame, speculation, and inflammatory language.
- Allow everyone the chance to speak.
- Avoid assumptions about any member of the group. Do not ask individuals to speak for their (perceived) social group or departments.

23

Group Discussion

What "quick wins" do you think we can implement in the short term to help with department retention and morale?

24

Group Discussion

Hypothetically, if we had 10 new positions, given the results of the survey, what types of positions would you recommend in 3 years?

What criteria/metrics would you use to allocate them in a fair and equitable manner?

25

Next Steps

If you have additional feedback or questions, you can email CHASSHR@ucr.edu with the subject line "Questions or Ideas for Task Force"

The Task Force will be creating a report for Dean Daryle Williams with our recommendations based on survey data and other metrics

26

Appendix

27

What best describes your current work dynamics?

Statistics

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
I feel my faculty colleagues understand my work challenges/expectations	13.00	17.00	14.79	1.29	1.66	87
I feel my staff colleagues understand my work challenges/expectations	13.00	17.00	15.69	1.21	1.46	87
I feel my supervisor understands my work challenges/expectations	13.00	17.00	16.01	1.17	1.37	87
I feel CHASS Administration understands my work challenges/expectations	13.00	17.00	14.44	1.34	1.79	87
I feel my department/unit coworkers have the skills, knowledge and training to meet the department's/unit's needs	13.00	17.00	16.03	1.08	1.16	87
I feel my immediate supervisor has the skills, knowledge and training to meet the department's/unit's needs	13.00	17.00	16.11	1.14	1.30	87

28

What best describes your career satisfaction and sense of belonging in CHASS

Statistics

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
I feel I would be supported by my supervisor if I expressed interest in getting involved with the college/campus outside of my direct job duties (such as Staff Assembly, Highlander Mentor Connection, or committees)	11.00	15.00	14.33	1.00	1.00	85
I know how my role contributes to the mission of the department	12.00	15.00	14.62	0.74	0.54	85
I know how my role contributes to the mission of the College	12.00	15.00	14.44	0.87	0.76	85
I am an active contributor toward the mission of the College	12.00	15.00	14.45	0.83	0.69	85

Data pulled 11:30am, 2/23/2024

Those that identified as "Chairs" or "Program/Center Director" did not see this question



APPENDIX D: GENERAL FACILITIES COMMENTS

During the CHASS Staffing Task Force Townhall held on February 28, 2024, several critical concerns regarding campus facilities and cleanliness were raised by various departments. These concerns highlight the urgent need for improvements in the overall maintenance and operational efficiency of our working spaces.

General Facilities and Cleanliness:

It was reported that the toilets on campus are locked at 10pm, while staff members are often required to work until midnight. This has caused significant inconvenience and discomfort for those working late hours. Additionally, staff members have been forced to work in dirty conditions, which was particularly highlighted by the Dance department, which submitted 12 complaints regarding bird feces in their studio.

There is a clear need to make working spaces more workable by ensuring that facilities are adequately cleaned. Staff members should not be expected to clean areas that are the responsibility of the custodial staff. Constant requests for cleaning services are taxing and inefficient, indicating a systemic issue with the current custodial services.

General custodial problems were a frequent topic of discussion, with departments expressing frustration over the lack of cleanliness and timely maintenance. Furthermore, there was a call for more presence by the UCPD in specific areas rather than facilities personnel, suggesting a need for better security and oversight in those spaces.

While these concerns were raised within the context of the CHASS College, it is important to differentiate between CHASS facilities and the broader UCR campus facilities. The issues discussed are not isolated to CHASS but reflect broader campus-wide challenges that require attention and action at the university level.

Facilities Liaison/Shared Services:

In addition to the cleanliness and maintenance issues, there were several concerns specific to CHASS facilities that were discussed. These included the need for a better understanding of each department's unique requirements. The idea is to have specialists for some department groups to ensure that support is appropriately delegated, and resources are distributed efficiently.

To address these issues effectively, the CHASS Staffing Task Force will partner with the campus facilities management to ensure that these topics are voiced, and the appropriate parties are notified. By collaborating with the relevant departments and stakeholders across the UCR campus, we aim to resolve these issues and improve the overall working environment for all staff members.

As part of the ongoing efforts to enhance our facilities and support systems, the group will consider the creation of a Facilities Liaison role in Phase 3 of the Staff Task Force recommendations. This role would address the concerns mentioned above by ensuring a coordinated approach to facilities management, tailored to the specific needs of different departments within CHASS. This initiative will be crucial in establishing a more structured and effective facilities support system, contributing to a better working environment for everyone.

This partnership and the potential introduction of a Facilities Liaison will ensure that the necessary improvements are made and that our facilities meet the standards required for a safe, clean, and efficient campus.

APPENDIX E: SPACE – ASSIGNABLE SQUARE FOOTAGE (ASF) 2023

Cluster	LABORATORY		OFFICE FACILITIES	STUDY/SUPPORT FACILITIES	Grand Total
	GENERAL USE FACILITIES	/SPECIAL USE FACILITIES			
Anth/Soc		9,488	13,973	157	23,618
Anthro Soci Admin Unit Dept			1,612		1,612
Anthropology Dept		4,157	6,158	157	10,471
Archaeological Research Unit Dept		1,430			1,430
Sociology Dept		3,901	6,203		10,104
Art/AHS		22,780	4,424	0	27,204
Art Dept		20,482	2,311		22,793
History of Art Dept		2,298	2,113		4,411
Centers/Programs			4,871		4,871
Cntr for Biblio Studies Dept			1,166		1,166
Liberal Stds & Interdisc Prgs			270		270
Multidisciplinary Admin Unit Dept			3,436		3,436
CIS			2,119	134	2,253
Cntr for Ideas and Society Dept			2,119	134	2,253
College Wide		8,552	2,347	367	11,266
CHASS Facilities MGMT Dept		8,552	2,347	367	11,266
Comp Lit/Hisp Studies		1,577	9,943		11,520
Comp Lit & Lang Hisp Admin Dept			760		760
Comparative Lit & Languages Dept		417	5,862		6,280
Hispanic Studies Dept		1,160	3,321		4,481
Dean's Office		6,887	14,718	1,374	22,980
CHASS Deans Office Dept		6,887	11,563	1,032	19,481
CHASS Student Affairs			3,156	343	3,498
Econ/Poli Sci		1,913	13,603		15,515
Econ Poli Sci Admin Unit Dept			1,035		1,035
Economics Dept		1,031	6,092		7,122
Political Science Dept		882	6,476		7,358
English/Philosophy		3,097	11,608	349	15,054
English Dept		2,414	6,165	258	8,837
English Hist Phil Admin Unit Dept			90		90
Philosophy Dept		683	5,353	91	6,127
Ethnic/Religious		958	5,676	48	6,682
Ethnic Studies Dept		820	3,740	30	4,590
Religious Studies Dept		138	1,936	18	2,092
GSST/MCS		1,197	8,303		9,500
Gender & Sexuality Studies Dept		20	3,819		3,839
Media & Cultural Studies Dept		1,177	4,484		5,661
History		1,221	7,666	103	8,990
Performing Arts	14,872	39,394	14,687	187	69,140
Creative Writing Dept		1,304	5,381		6,685
Dance Dept		9,351	2,242	163	11,756
Music Dept		14,676	2,625		17,302
Performing Arts Admin Dept			1,520	25	1,545
Theatre Film & Digital Prod Dept	14,872	14,063	2,918		31,853
Psychology		38,802	11,574	847	51,223
UCR Arts	29,491	8,059	4,372	3,737	45,659
Grand Total	44,364	143,925	129,882	7,303	325,474

Source: FMS

APPENDIX F: CHASS RATIOS & METRICS

Staff, faculty FTE data along with student three quarter average workload

CHASS Data

From IR - updated 7-22-24

Year	3QA Student FTE Workload	Staff FTE	Faculty FTE
2000	7,413	152	199
2001	8,362	143	210
2002	9,225	144	211
2003	9,973	141	230
2004	9,847	135	243
2005	9,710	131	245
2006	9,977	145	244
2007	10,170	152	271
2008	10,142	165	292
2009	10,536	159	290
2010	10,718	150	271
2011	10,862	137	267
2012	10,704	134	266
2013	10,663	135	269
2014	10,677	135	279
2015	10,495	134	288
2016	10,893	138	303
2017	10,947	155	309
2018	10,890	158	312
2019	11,315	164	325
2020	10,959	160	329
2021	10,414	164	311
2022	10,458	162	303
2023	10,749	178	306

CHASS Strategic Staff Task Force
Integrated Report and Recommendations

Contract & Grant Activity 2023

Cluster	# of proposals	Amount	# of awards	Amount
Anth/Soc	28	\$3,073,342	4	\$252,512
Anthropology Dept	23	\$2,090,877	2	\$130,293
Sociology Dept	5	\$982,465	2	\$122,219
Centers/Programs	3	\$1,194,282	3	\$1,708,190
Cntr for Biblio Studies Dept	2	\$751,382	1	\$430,000
Young Oak Kim Center	-	\$0	1	\$850,000
Gluck	1	\$442,900	1	\$428,190
CIS	2	\$409,272	1	\$177,000
Cntr for Ideas and Society Dept	2	\$409,272	1	\$177,000
Comp Lit/Hispanic Studies	1	\$478,118	-	\$0
Hispanic Studies Dept	1	\$478,118	-	\$0
Dean's Office	1	\$360,000	1	\$360,000
CHASS Deans Office Dept	1	\$360,000	1	\$360,000
Econ/Poli Sci	5	\$490,214	4	\$584,000
Economics Dept	2	\$38,701	1	\$24,000
Political Science Dept	3	\$451,513	3	\$560,000
English/Philosophy	5	\$3,992,660	3	\$136,809
English Dept	1	\$211,298	1	\$67,179
Philosophy Dept	4	\$3,781,362	2	\$69,630
Ethnic/Religious	2	\$950,000	1	\$100,000
Ethnic Studies Dept	1	\$850,000	-	\$0
Religious Studies Dept	1	\$100,000	1	\$100,000
GSST/MCS	7	\$3,396,413	3	\$190,306
Gender & Sexuality Studies Dept	5	\$3,314,043	-	\$0
Media & Cultural Studies Dept	2	\$82,370	3	\$190,306
History	8	\$521,998	8	\$639,120
History Dept	8	\$521,998	8	\$639,120
Performing Arts	4	\$225,116	2	\$104,675
Creative Writing Dept	1	\$78,000	1	\$78,000
Dance Dept	1	\$60,000	-	\$0
Music Dept	2	\$87,116	1	\$26,675
Psychology	45	\$31,958,804	37	\$2,608,985
Psychology Dept	45	\$31,958,804	37	\$2,608,985
UCR Arts	6	\$508,875	6	\$432,500
UCR ARTS Dept	6	\$508,875	6	\$432,500
Grand Total	117	\$47,559,094	73	\$7,294,097

Source: VCR C&G Annual Report

CHASS Strategic Staff Task Force
Integrated Report and Recommendations

Faculty to Staff Data and Ratio

Cluster	Ladder Faculty FTE	Admin Staff FTE (No Advising)	Grad Advising	Lab/Other Staff	Faculty/Admin Staff Ratio
Anth/Soc	24	4.00	1.00	1.00	5.9
Anthro Soci Admin Unit Dept		4.00	1.00		
Anthropology Dept	14				
Archaeological Research Unit Dept				1.00	
Sociology Dept	10				
Art/AHS	17	2.00	1.00	5.00	8.5
Art Dept	7			3.00	
Art/AHS Admin Dept		2.00	1.00		
History of Art Dept	10			2.00	
Black Study/SEHE	7	2.00	-	-	3.5
Black Study	3	1.00			
SEHE	4	1.00			
Comp Lit/Hispanic Studies	22	3.00	1.00	-	7.2
Comp Lit & Lang Hisp Admin Dept		2.00	1.00		
Comparative Lit & Languages Dept	12				
Hispanic Studies Dept	10	1.00		-	-
Econ/Poli Sci	48	4.00	2.00	-	12.1
Econ Poli Sci Admin Unit Dept		4.00			
Economics Dept	22		1.00		
Political Science Dept	26		1.00		
English/Philosophy	46	2.67	1.00	-	17.3
English Dept	27	1.00	0.50		
English Hist Phil Admin Unit Dept		0.67			
Philosophy Dept	20	1.00	0.50		
Ethnic/Religious	24	3.00	-	-	7.8
Ethnic Studies Dept	14	2.00		-	-
Religious Studies Dept	10	1.00			
GSST/MCS	25	3.00	-	-	8.3
Gender & Sexuality Studies Dept	8	2.00		-	-
Media & Cultural Studies Dept	17	1.00			
History	26	2.33	1.00	-	11.2
History Dept	26	2.33	1.00		
Performing Arts	48	5.00	3.00	7.84	9.6
Creative Writing Dept	15				
Dance Dept	9	1.00		1.00	
Music Dept	11			1.74	
Performing Arts Admin Dept		4.00	3.00		
Theatre Film & Digital Prod Dept	13	-		5.10	
Psychology	30	6.50	1.00	14.25	4.6
Psychology Dept	30	6.50	1.00	14.25	
Grand Total - departments with faculty	316	37.50	11.00	28.09	8.4