A MESSAGE FROM THE VICE PRESIDENT

I am pleased to share the 2013-2014 Year in Review for the Division of Human Resources, Diversity and Inclusion (HRDI) at California State University, Fullerton. Created in July 2013, HRDI exists because of the pioneering vision and dynamic leadership of the University’s President, Dr. Mildred Garcia. Her decision to create this new division, which is the only one of its kind in the California State University System, acknowledges the critical role human resources plays not only in recruiting and retaining a high quality and diverse faculty and staff, but also in the success of the University’s students.

I want to thank Dr. Garcia and the rest of her leadership team for their partnership and support this past year. I also want to give special thanks to the administrators and staff that work in HRDI. Their dedication during a year of great change was inspiring, and our accomplishments are a direct result of their hard work and creativity. Our future looks even brighter as we prepare to offer more valuable and user-friendly tools, services, training and professional development that will allow each employee at the University to flourish. From the new Employee Assistance Program to diversity, equity, inclusion and work-life balance initiatives, we aim to create a happy, healthy and safe work environment where employees are engaged and excited to be Titans.

Please join the HRDI team and me in celebrating what we, together with the campus community, have accomplished. Cal State Fullerton truly is the place to be!

Lori Gentles
Vice President for Human Resources, Diversity and Inclusion
VISION

To be successful in the recruitment and retention of a high quality and diverse faculty and staff, one of the four goals in the University’s Strategic Plan, HRDI first embraces its role as the primary cultural architect for the campus. Everything HRDI does flows from the simple premise that it is responsible and accountable for shaping and building a diverse and inclusive working and learning environment for employees and students alike. Therefore, HRDI must be more than a transactional entity, though we believe that every transaction represents an opportunity to better the lives of those that HRDI serves. This Division must be transformational, bridging and supporting all of life’s transitions from recruitment to retirement and everything in between. Everything matters.

California State University, Fullerton seeks to become nationally recognized for exceptional programs that prepare its diverse student body to thrive in a global society. The University’s overarching goal of becoming the premier comprehensive university in the country can only be realized through the efforts and inclusion of all employees at all levels across the campus. For this reason, HRDI must stretch beyond the traditional human resources functions to directly and indirectly support the business of higher education and student success.

With 150 approved faculty searches over the next two years and ongoing staff and administrator recruitments, HRDI is primed for making significant and lasting contributions to the look, organizational climate, and culture of the University.
VALUES

Led by a staff-driven process in early fall 2013, HRDI developed a new motivating motto: Reaching higher... we begin and end with human relationships. All members of the HRDI team contributed in identifying those values that would help implement the Division’s vision and set forth a common set of expectations. Those values are as follows:

WE VALUE HUMAN CONNECTIONS.
WE PROVIDE INTEGRATED SOLUTIONS CRAFTED WITH INTEGRITY.
WE GENUINELY CARE ABOUT YOU AND YOUR SUCCESS.
WE PROVIDE A HIGHER STANDARD OF SERVICE TO THE CAMPUS COMMUNITY.
WE ARE EXPERTS IN OUR FIELDS STRIVING FOR EXCELLENCE.
WE BUILD RELATIONSHIPS.

The first and last HRDI values serve as bookends and express the Division’s acknowledgement that every interaction with students, employees, applicants or guests is important because of the connection and relationship created.
FULFILLMENT OF THE UNIVERSITY’S STRATEGIC PLAN AS WELL AS THE DIVISION’S VISION
NECESSITATED REIMAGINING AND REDEFINING THE ADMINISTRATIVE DEPARTMENTS WITHIN THE
DIVISION TO BETTER FOSTER STUDENT SUCCESS AND THE RECRUITMENT AND RETENTION OF A
HIGHLY QUALIFIED AND DIVERSE FACULTY AND STAFF. AS A RESULT OF THAT REORGANIZATION,
HRDI is currently organized into three functional areas, which are described in detail below.

EMPLOYMENT SERVICES AND DIVERSITY PROGRAMS
Engages employees at every organizational level through recruitments, appointments,
leaves, compensation, classification and diversity. Its units include:

EMPLOYMENT SERVICES
Offers guidance and support to ensure the effective recruitment and on-boarding
process for an increasingly diverse and talented faculty and staff. Additionally, the unit
offers a comprehensive and strategic classification/compensation program that
promotes fiscal responsibility and a consistent functional and organizational structure
for all university departments and divisions.

DIVERSITY, INCLUSION AND EQUITY PROGRAMS
Provides counsel and training for search committees concerning diversity recruitment
strategies; monitors recruitments to ensure equal employment opportunity; ensures the
success of diversity initiatives; and collaborates with campus leaders to promote
inclusivity and impact favorably the campus climate. This unit develops the university’s annual, federally required Affirmative Action Plan.

LABOR/EMPLOYEE RELATIONS, PROFESSIONAL AND ORGANIZATIONAL
DEVELOPMENT AND TOTAL REWARDS
Offers counsel and programs addressing faculty and staff labor and employee
relations; professional and organizational development; and “total rewards,”
which includes payroll, benefits and retirement services. Its units include:

FACULTY/STAFF LABOR AND EMPLOYEE RELATIONS AND COMPLIANCE
Administers all but one collective bargaining agreement and offers consultation,
facilitation and resolution strategies to resolve work-related concerns.
Addresses formal and informal grievances and complaints, as well as notices of
disciplinary action.

PROFESSIONAL AND ORGANIZATIONAL DEVELOPMENT
Develops and implements workshops, certificate programs, peer-learning
communities, book clubs and online and hands-on skills development training
that foster a stimulating, innovative and positive workplace.

RETIREMENT SERVICES
Provides guidance related to such areas as CalPERS retirement programs;
part-time, seasonal and temporary employment; Social Security & Medicare;
retirement savings programs; and post retirement employment.
Risk Management and Safety
Protects the University’s physical, financial and human resources through partnerships, regulatory compliance, programs, and training designed to promote the health and safety of everyone on campus. Its units include:

DISABILITY ACCOMMODATIONS
Assists employees requesting an accommodation to ensure that any employee or applicant for employment with a protected disability will not, on the basis of that disability, be denied access to any program, service or opportunity provided by the University.

ENVIRONMENTAL HEALTH & SAFETY
Offers specialized services in the broad areas of environmental management; laboratory safety; occupational health and safety; and safety training that foster a safe and healthy work environment and ensure the University’s compliance with a myriad of federal and state laws and regulations.

RISK MANAGEMENT
Preserves the human, financial and physical assets of the University while minimizing the negative impacts of unpredictable events. Additionally, provides services in the general areas of claims management; insurance; risk control and mitigation; and travel.

WORKERS’ COMPENSATION
Administers benefits to employees who are injured or who develop an illness as a direct result of their employment, and ensures that injured/ill employees receive the appropriate medical care and disability benefits they need so that they can safely return to work upon recovery.

In addition to these changes, the human resource functions pertaining to full- and part-time faculty were incorporated into HRDI from the University’s Division of Academic Affairs. This consolidation of staff and faculty functions is significant because it both fosters the “One University” concept that operationally serves to eliminate institutional silos and provide a platform within HRDI to better serve the needs of faculty.
UNIVERSITY STRATEGIC PLAN

HRDI’s overarching purpose is to assist in the achievement of the four goals that constitute the University’s Strategic Plan. Those goals are as follows:

**GOAL 1**
Develop and maintain a curricular and co-curricular environment that prepares students for participation in a global society and is responsive to workforce needs.

**GOAL 2**
Improve student persistence, increase graduation rates University-wide, and narrow the achievement gap for under-represented students.

**GOAL 3**
Recruit and retain a high quality and diverse faculty and staff.

**GOAL 4**
Increase revenue through fund-raising, entrepreneurial activities, grants and contracts.
“HRDI has helped me succeed,” said Adriane Wilson, administrative support coordinator in Housing & Residential Life. “I admire the changes Vice President Gentles has implemented within HRDI and believe these changes make navigating the department much easier.”
HRDI has used the Strategic Plan as a springboard to launch the new, creative, holistic division. The following are some of HRDI’s major accomplishments in 2013-2014.

Campus Climate Survey - In spring 2014, the University launched a “Campus Climate” survey to assess the learning and working environment at the University. The study focused on current attitudes, behaviors and standards of faculty, staff and administrators concerning the level of respect for individual needs, abilities and potential at the University.

Denial of Offer Survey - HRDI conducted a survey of the successful full-time faculty candidates who declined our offer of employment. The data generated has confirmed our belief that the cost of living in Southern California and the salary levels offered by academic departments remain the two most common reasons for these candidates’ decisions to decline.

Diversity Recruitment Training - HRDI has developed and provided a number of diversity recruitment training sessions to educate campus leaders and search committee chairs about the best practices required to achieve a large, highly qualified and diverse applicant pool. Daryl G. Smith, Ph.D., a national diversity expert, facilitated a faculty diversity recruitment and retention session for faculty, chairs and deans. She spoke about the moral imperative of achieving faculty diversity given the swift demographic shifts occurring in urban California. The commitment to diversity is particularly important for Cal State Fullerton, a university designated as a Hispanic Serving Institution where Latino students make up 37% of the student population. Dr. Smith will continue this critical campus conversation in 2015.

E-Recruiting - Through the implementation of a pilot electronic recruitment system, the number of faculty candidates self-identifying their ethnicities increased to 95%, which represented a 50% increase over the former process. Additional efforts to develop a new e-recruit application system are being made so that it may be utilized for all faculty recruitments in 2015-16. As a result, the data generated from applicants’ disclosure of their gender and ethnicity will favorably impact HRDI’s efforts to achieve a more diverse pool of semi-finalists and finalists.

Employee Assistance Program - The Employee Assistance Program was implemented to broaden HRDI’s services and add another important benefit to CSUF employees and their families. The program offers a full-range of services related to concerns such as emotional distress, family and relationships, legal, financial, substance abuse, elder care and child care. The program is also a lifeline to training and development, wellness and work-life balance programs and executive coaching.

Employee Wellness - HRDI partners with the College of Health and Human Development to promote the University’s Employee Wellness Program, physical activity, and healthy lifestyle choices to improve employees’ quality of life. These programs provide an opportunity for employees to participate in exercise classes and receive information on improving personal wellness.

Entrance Survey: Faculty and Staff New Employee Orientation (NEO) - This electronic survey given at NEO permits new faculty and staff to effectively and efficiently provide feedback on their experiences during the application, interview and hiring process. HRDI is utilizing the data provided to make improvements to these processes.
HRDI Open House - This event showcased the "New Face of Human Resources, Diversity and Inclusion," and informed employees of the services that HRDI offers. Departments within HRDI greeted guests and elaborated on their functions as cultural architects.

International Travel - HRDI provided support and travel insurance for 620 faculty, staff and students who visited 61 countries, including 11 countries considered high hazardous.

Managing Change in the Workplace - Open to every University employee, HRDI hosted a seminar Managing Change in the Workplace, that provided background and a framework for understanding the cycles of change and learning how to manage yourself and leading others during life and work transitions.

New Employee Orientation Mixers - The NEO Mixers provide an opportunity for cohorts of new employees to network, allowing them to reconnect and provide HRDI with feedback regarding the University's onboarding and engagement process. In partnership with University Athletics, the College of the Arts, the Titan Book Store and Cal State Fullerton dining establishments, HRDI offers free event tickets and Titan gear to further engage new employees and ensure that they feel welcomed, appreciated and proud to be a Titan!

Planning for Your Future - Planning for retirement is an important life change. Since HRDI impacts lives from recruitment to retirement and everything in between, it's only fitting to provide employees with a comprehensive seminar to help them plan for retirement. "Planning for Your Future" is a one-day seminar offered to employees and their spouses or partners who are preparing for retirement in three to five years. The seminar provides information on making important life choices and discusses wellness, emotional health, connectedness, ongoing learning, finances and estate planning.

Title IX - HRDI greatly expanded its Title IX outreach efforts by providing reporting information to every employee and identifying nine deputy Title IX coordinators who can receive Title IX complaints and provide consultation to students.

University Awards Program: Celebrating the Spirit of Excellence - The spring 2014 awards program represented the first time this event combined faculty and staff recognition, which enhanced the concept of "One University." In addition, three new awards reflecting the University’s efforts to support diversity and inclusion were presented in the categories of diversity, equity and inclusion; team work and collaboration; and leadership.
INITIATIVES

Listed below are exciting initiatives planned for the 2014-2015 academic year. These planned programs will be instrumental in enhancing the employment experience for our employees and creating a work environment that is a model for employers throughout the region.

CAMPUS-WIDE DIVERSITY ACTION PLAN
Establishing initiatives that allow employees to connect across disciplines, classes and cultures.

EMPLOYEE AFFINITY GROUPS
Increasing engagement by providing University employee groups opportunities to assist with the recruitment and retention initiatives that serve to attract greater faculty and staff diversity and to improve the University’s climate.

EMPLOYEE/CANDIDATE ASSESSMENT TOOLS
By providing confidential exit interviews for employees leaving the University, the University will gain valuable information that will help retain current employees and recruit new employees.

HEALTH AND FINANCIAL EXPO
A one-stop, resource fair focused on promoting the mental, physical and financial health of University employees.

MANAGEMENT LEADERSHIP FUNDAMENTALS TRAINING
A new program to provide leadership training to University administrators that will better equip these leaders for their new positions.

STUDENT EMPLOYMENT
Elevating the student employment experience to align with the University’s goals to prepare students for the global workforce and to increase graduation rates.

HRDI’s most notable accomplishment and honor in 2014, receiving CUPA-HR’s 2014 Inclusion Cultivates Excellence Award, recognized that its efforts as human resources cultural architects are industry changing.
"Not many employees get to promote that they are a ‘new, yet returning’ staff member," said Kristen Waters, department coordinator in Geological Sciences. "Now that I have returned to Cal State Fullerton, the changes I have seen over the past year are incredible. Not only did HRDI undergo a name change, but there is a complete overhaul of their mission. I am excited to see how they have changed from a transactional department to one that is focused on achieving ‘employee-centered’ goals."
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