

Dear Colleagues,

You may remember filling out a survey last fall about organizational health (Organizational Health Index, OHI). First, we want to thank you for sharing your views about working at the University of Arizona through this index. We heard from 4,259 UA employees (33% of our campus), who provided useful input on both our strengths and areas of improvement. Work on this area of campus climate will be moving forward through a strategic initiative, which will be led by Sara Knepper and Andrea Romero. They are working with the Strategic Implementation team: Jane Hunter, VP for Strategic Initiatives; Amy Kimme-Hea, Pillar 5 Owner; and Jeff Goldberg, Initiative Executive.

The results of the index were first shared with fifty influencers from across campus who participated in a workshop to identify strengths and opportunities for improvement.

We have strengths to build on.

Employees strongly believe that the University of Arizona has highly motivated and skilled employees:

- Employees are enthusiastic about their jobs and feel that they are making a positive contribution to the local community.
 - Employees believe that the university brings in top talent and that employees have the skills and knowledge required to achieve their goals.
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We also heard that we have some significant opportunities for improvement.

Strategic Clarity - We can do a better job communicating a clear vision and strategy and how we intend to get there. Employees do not perceive that there is one unified vision for the future that the UA is trying to achieve. We anticipate that the new strategic plan effort will help address the content of our vision and strategy, and our execution of activities.

Role Clarity - Employees would like a more clear understanding of job expectations, to have sufficient authority to make decisions, and to feel responsible for delivering results.

People Performance Reviews - Employees feel that our review process does not adequately identify strengths or clear measurement of performance over time.

Operational Management - We have an opportunity to improve accountability and operations for each unit of the University by outlining clear expectations and targets for colleges and departments that tie into our University's mission.

We need you to get involved in the next steps.

While the OHI has provided useful insights about the UA climate, we have heard your concerns and we believe that there is a need for more involvement of faculty and staff to determine how we move forward. An internal taskforce is being organized who will help guide our process and assist with developing our own on-going campus climate assessment for staff and faculty.



This semester we invite faculty and staff to participate in praxis workshops for reflection and action planning to build on strengths and improve campus climate. All faculty and staff are encouraged to attend any sessions that fit within their schedule.

Date	Time	Interest Focus	Building/Room
March 18, Monday	2:30-3:30 p. m.	Staff	ENR2 /S215
March 28, Thursday	2-3p.m.	Faculty	AZHS College of Medicine/ 2216
March 28, Thursday	3-4 p.m.	Staff	AZHS College of Medicine/2216
March 29, Friday	1-2 p.m.	Staff	AME S338
March 29, Friday	2-3 p.m.	Faculty	AME S338
April 2, Tuesday	1-2 p.m.	Faculty	Optical Sciences/821
April 2, Tuesday	2-3 p.m.	Staff	Optical Sciences/821
April 3, Wednesday	11-12 p.m.	Staff	Old Main/Silver & Sage
April 3, Wednesday	12-1 p.m.	Faculty	Old Main/Silver & Sage
April 10, Wednesday	10-11 a.m.	Staff	Health Sciences Education Building C 206, Phoenix
April 10, Wednesday	11 a.m.-12 p.m.	Faculty	Health Sciences Education Building C 206, Phoenix
April 12, Friday	8-9 a.m.	Staff	Chavez Building/307
April 12, Friday	9-10 a.m.	Faculty	Chavez Building/307
April 17, Wednesday	11 a.m.-12 p.m.	Faculty	Public Meeting Room, UA South, Sierra Vista. Zoom link: https://arizona.zoom.us/j/287928823
April 17, Wednesday	12-1 p.m.	Staff	Public Meeting Room, UA South, Sierra Vista. Zoom link: https://arizona.zoom.us/j/442371064

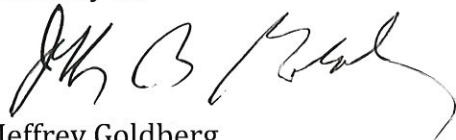
Sara and Andrea will be providing brief updates on this process at the following meetings:

- Tuesday 3/26, 3:00-5:00 p.m. Appointed Professionals Advisory Council, Student Union, Sabino Room
- Monday 4/1, 3:00-5:00 p.m. Faculty Senate, Old Main, Silver & Sage Room
- Tuesday 4/2, 3:30-5:00 p.m. Classified Staff Council, Student Union, San Pedro Room

We hope to partner with you in our process moving forward. For more information, please reach out to strategicplan@email.arizona.edu. You can find OHI FAQs and additional OHI result summaries on the strategic plan website at <https://strategicplan.arizona.edu/strategic-plan-implementation>.

Your continued support and feedback will be essential throughout this process. Thank you again for your input and we look forward to working together.

Thank you,



Jeffrey Goldberg
Interim Senior Vice President for Academic Affairs and Provost