

# Wentworth Action Plan 2024-2026

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Developed by the EMHC Steering Committee

<p><b>Recommendation</b> Which Needs Assessment Recommendation will you be addressing?</p>	<p><b>Solution &amp; Action Steps</b> Identify what solution you will prototype &amp; what you'll need to do to implement the strategy</p>	<p><b>Person(s) Responsible</b> Who is responsible for carrying out the action step(s)</p>	<p>Resources Needed What resources you'll need both internally and externally to complete each action step</p>	<p>Progress Indicators The anticipated result of completing each action step</p>	<p><b>Anticipated Completion Date</b></p>
<p><b>Identify and build the capacity of the “mental health front line.”</b></p>	<p>Development of standardized cultural competency training for all University employees. Training should allow for ongoing professional development by providing various levels of education based on knowledge and skill set.</p> <p>Development of a clear system, process, and trainings academic affairs to address students with complaints/concerns to ensure consistent, unbiased, equitable, and timely resolutions. **</p> <p>Comprehensive training and supportive measures for front line staff to reduce burnout, compassion fatigue, and secondary trauma.</p>	<p>Human Resources, DEI (Catlin Wells-EMHC liaison)</p> <p>Vice-Provost with assistance from Student Affairs (Maura Mulligan-EMHC liaison)</p> <p>Collaboration between Human Resources and Wellness (Maura Mulligan-EMHC liaison)</p>	<p>Selection or creation of additional online modules. Use of Workday to provide and track compliance.</p> <p>Fund consultant/temp role dedicated to the development of clear procedures for each college to follow in managing student issues.</p> <p>Budget of additional professional development funds</p>	<ul style="list-style-type: none"> <li>Utilization of online training modules for all employees</li> <li>Addition of these modules into staff PD plans</li> <li>Individual journey laid out in Workday.</li> <li>Consultant (or summer faculty role) to review and benchmark needs.</li> <li>Develop plan, with procedures, clear process, and training modules for the Provost Office.</li> <li>MHFA Training for all employees</li> <li>Trainings on boundaries, self-care &amp; compassion fatigue</li> </ul>	<p>FY2025</p> <p>FY2025/26</p> <p>FY2025</p>

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<p><b>Develop a comprehensive strategic plan for making students aware of campus events and resources.</b></p>	<p>Accessible, centralized, external calendar of campus events that better highlights a robust offering of diverse clubs, organizations, and activities to better meet student needs.</p> <p>Comprehensive and systematic assessment of campus programs to understand why students attend/don't attend. Annual review of assessment data, to inform future campus programming.</p> <p>Development of signature campus traditions and/or programs that incorporate the diverse student voice.</p>	<p>MarCom, Student Affairs, University Events, Provost (Joseph Rios-EMHC liaison)</p> <p>Institutional Effectiveness, DEI, Student Affairs (Joseph Rios-EMHC liaison)</p> <p>DEI, University Events, Legal Counsel, Student Affairs (Kathleen Portillo-EMHC liaison)</p>	<p>Resources for technology support needs</p> <p>Ongoing use of Leopard Spot data on who is and is not attending programs.</p> <p>Funding for 1-2 additional university-wide, culturally diverse programs.</p>	<ul style="list-style-type: none"> <li>• Selection of a campus infrastructure plan to share information with campus stakeholders.</li> <li>• Data reports from IE/Leopard Spot</li> <li>• Student focus groups specific to programming needs/what students are not attending and why.</li> <li>• Increased promotion of current diverse events</li> <li>• Focus group with students to better understand program needs.</li> </ul>	<p>FY2025 (Ideally for fall 2024 launch)</p> <p>Fall 2024</p> <p>FY2025</p>

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<p><b>Engage in thoughtful data collection from students, staff, and faculty of color to complement feedback and dialogue.</b></p>	<p>Create University-wide, systemic student feedback plan, and showcase annually how feedback has been used to create change.</p>	<p>Institutional Effectiveness, MarCom, Provost, Student Affairs, DEI (Jalesa Frye-EMHC liaison)</p>	<p>Development of specific webpage focused on student feedback and assessment data and improvement action plans.</p>	<ul style="list-style-type: none"> <li>Semesterly Town Hall meeting with President and students to share out changes based on student feedback.</li> <li>Better utilization of WSG to collect and share student feedback.</li> </ul>	<p>FY 2025 (Fall 2024)</p>
	<p>Creation of a University dashboard to showcase assessment data, implementation plans, and metrics related to achievement of plans.</p>	<p>MarCom, Institutional Effectiveness and Planning (Jalesa Frye-EMHC liaison)</p>	<p>Development of an online location with a dedicated page to share assessment data.</p>	<ul style="list-style-type: none"> <li>Campus survey reports shared within 3 months.</li> <li>Post action plans with timeline to address issues of concern.</li> <li>Use data to inform programming.</li> </ul>	<p>FY2025</p>
	<p>Increased campus use of Leopard Spot for all campus events to log attendance which provides critical demographic data. Develop procedure for short assessment attached to each event to gather real time student feedback.</p>	<p>Student Affairs, Institutional Effectiveness, University Events (Joseph Rios-EMHC liaison)</p>	<p>Leopard Spot is already in place</p>	<ul style="list-style-type: none"> <li>Consistent use of Leopard Spot for all student focused clubs and programs.</li> <li>Development of programming checklist for employees</li> <li>Development of room/space reservation policy</li> </ul>	<p>In progress already - FY2024</p>

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<p><b>Actively recruit, train, and retain a diverse and culturally competent faculty and professional staff</b></p>	<p>Creation of university-wide training for all employees that go beyond legal requirements that focus on DEIB, Wellbeing, Student Development and best practices in customer service skills.</p>	<p>Human Resources, Wellness, DEI, Student Affairs (Catlin Wells - EMHC liaison)</p>	<p>Funding to develop more extensive trainings for employees, either in-house or use of established training platforms</p>	<ul style="list-style-type: none"> <li>Increased training for onboarding new employees</li> <li>Additional training for current employees focused on DEIB.</li> <li>Formalized recruitment process</li> <li>Consistent training expectations among divisions</li> </ul>	<p>FY2025/2026</p>
	<p>Additions to employee contracts (including adjuncts) to expand and include required trainings and training days.</p>	<p>Legal Counsel, Human Resources, Provost, Cabinet (Catlin Wells - EMHC liaison)</p>	<p>Legal resources for contract negotiations</p>	<ul style="list-style-type: none"> <li>Addition of one extra faculty day at the start of fall and spring semesters to focus on training. MHFA, DEI, student development, CARE, and accessibility</li> </ul>	<p>FY2026</p>
	<p>Creation of a University plan to address the health, wellbeing, burnout, equity, needs of employees, especially those on the front lines of work with students.</p>	<p>Human Resources, Wellness (Maura Mulligan-EMHC liaison)</p>	<p>Funding of a full-time HR position focused on, manager training, employee wellbeing, professional development (This is a top funding priority for the EMHC Steering Committee)</p>	<ul style="list-style-type: none"> <li>Development of employee wellbeing programs focused on setting boundaries, compassion fatigue, emotional intelligence, role modeling for students and other self-care skills.</li> <li>Manager</li> </ul>	<p>FY2026 (unless funding allows for a FY2025 position)</p>

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	<p>Development of a manager/supervisor training program to ensure individuals in a supervisory role have the skills and support necessary to effectively manage and supervise. This may include support resources, constructive feedback, understanding working with diverse individuals with flexibility, and supporting employee wellbeing.</p> <p>Develop plan as part two of the Segal work on employee pay to ensure any necessary adjustments begin with the lowest paid employees.</p>	<p>Human Resources, Cabinet (Catlin Wells-EMHC liaison)</p> <p>Human Resources, VP of Finance</p>	<p>Funding of a full-time HR position focused on employee wellbeing, manager training, professional development (see above)</p> <p>Implementation planning with Segal team</p>	<p>onboarding training</p> <ul style="list-style-type: none"> <li>Ongoing professional development plans for managers and supervisors.</li> <li>Training for managers in working with diverse staff.</li> <li>Protocols developed for managers in supporting employees, ie. flexibility, hybrid work, etc.</li> <li>Ensure any salary adjustments within bands prioritizes employees most impacted by inflation, health insurance costs, increases to parking rate.</li> </ul>	<p>FY2026 (unless funding allows for a FY2025 position)</p> <p>FY2025/Fall 2024</p>
<p>**</p>	<p>Adjusted from Steering Committee recommendation of a full-time ombudsman type position for student academic concerns.</p>			<p>If new process, procedure, and training does not meet need, reconsider adding a position.</p>	<p>FY2027</p>

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