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## **Basic Principles of Representing The Tseng College within the University**

### **We are All Responsible**

To fulfill its purpose, The Tseng College must work effectively with each academic program, department, and college as well as with all campus administrative and student service units. Creating and managing programs that draw on all University disciplines and developing flexible and responsive support services for those programs. In achieving these goals, the College must strive to acquire and maintain a broad and extremely positive network of relationships throughout the campus.

Staff must rely on one another to build and maintain key relationships. The interaction of any staff member with other University colleagues reflects directly on The Tseng College, and lays the foundation of future interactions with those colleagues and their units. Each interaction has far reaching implications for the College's ability to create the strongest possible program, ensure student success, and provide excellent support services. Because each staff member and the overall success of the College depends on positive relationships, ineffective, unprofessional or careless interactions are not acceptable at any time or level.

Further, every staff member represents The Tseng College as a whole in all their interactions. Any issue or problem for any staff member becomes a problem for us all, and we must work together to resolve it. When interacting with University colleagues in their professional capacities, staff members shall keep focused on solving any problems at hand and will be careful not to criticize another staff member. Problems one staff member may perceive in another's approach to a particular task or issue shall be addressed internally with the appropriate fellow staff member in an open, positive and expeditious manner. If the problem cannot be easily resolved between staff members, the next step is to seek the help and guidance from one's supervisor.

### **Positive Relationships are Built One Interaction at a Time**

Part of the core work of each staff member is building and maintaining relationships throughout the University. Each interaction, whether it is a phone conversation, written correspondence, formal meeting, a campus program or social occasion, must be managed carefully to ensure positive and productive interactions.

### **Making the Right Impression to Get the Job Done**

Everyone who interacts with The Tseng College should leave with a strong impression that the College is a smart, sophisticated, fast moving, thoughtful, honest, and good humored organization with a constant focus on the larger goals of continuing higher education, 2namely, creating exceptional programs, providing extraordinary student support, expanding access to higher education, and advancing the reputation of the University.

## **Always the Diplomats—Focus on the Big Picture to Avoid the Pitfalls of the Moment's Emotions**

When confronted with a difficult situation, staff members shall stay focused on the "big picture" issues of mission, purpose, and long-term goals for continuing higher education. Even if the individual with whom one is interacting is less than fully professional, a staff member shall always maintain professional decorum and remains focused on resolving a problem. If an interaction has taken a difficult turn, staff members shall seek help and guidance from colleagues and/or supervisors.

The University is a large and complex organization, and it is not unusual that sometimes poor relationships between one individual and another and occasional tensions between one unit and another or a degree of factionalism.

Since The Tseng College must work with all departments, units, and individuals to accomplish its goals, staff members shall carefully avoid being drawn into any such troubled relationships. College staff members often take the lead in keeping conversations focused on productive and professional problem solving and the "big picture." This approach wins The Tseng College the long-term respect from University colleagues because we model strategies that lead to productive outcomes that are overall valuable to the University and to those it serves.

## **Educating for Understanding and Appreciation**

Each interaction provides some small opportunity to inform a University colleague about the College, its purposes and priorities, the way we work, our programs, achievements and values. It is important that each staff member understand the College as a whole extremely well, so that he/she is able to help others to also understand the College, appreciate what it has to offer, and see all the new and exciting possibilities in working with us. Each staff member shall look for "windows of opportunity" or "teachable moments" that allow them to broaden the appreciation others have of the work and value of the College.

## **Giving to Others to Advance the Cause**

The College benefits when other units of the University are able to do their work better. If academic units are able to successfully explore new avenues of scholarship and teaching, the College benefits. If the University overall is able to move forward to achieve its goals, the College and those it serves benefit. Taking this perspective, staff members shall build relationships by giving, as well as asking for assistance. Staff members shall look for opportunities to help others solve problems. Within the limits of the working demands on each staff member, everyone should make every effort to share ideas, provide general support and encouragement, and to give generously of their talents to help University colleagues advance the cause whenever possible.

## **Remembering to Acknowledge and to Encourage**

Tseng College staff should be known around the University for their thoughtfulness. Taking time to notice and acknowledge in writing or in person the special effort others put forward to help us is much appreciated. Recognizing excellence when we see it in any part of the University is important. Formal notes (perhaps copied to a supervisor) that recognize excellence in specific terms are also important.

## **The Larger Academic Family**

The Tseng College is also a part of the larger world of continuing education and extended learning in the CSU. Those who interact with colleagues at other CSUs should apply all of the relationship building basic principles outlined above to these CSU relationships.

## **Leading the Effort**

College senior professionals, unit and team leaders, and supervisors are responsible for ensuring that all staff members understand their role in building and maintaining relationships for the College within and outside the University. Using these basic principles as a starting point, supervisors should talk with each staff member about how these issues of relationship building might play out in that staff member's particular role. Further, The Tseng College is committed to investing in the professional development of each staff member. A supervisor should ensure that a staff member who needs training in areas, such as negotiation, dealing with difficult people, oral or written communication, public relations strategies or the like, has an opportunity to gain appropriate skills. This could be accomplished through course work, training seminars, independent study, conferences, and/or mentoring and coaching to gain the skills needed to meet the College's expectations for building and maintaining relationships.

Finally, supervisors owe staff members timely feedback and thoughtful mentoring whenever a staff member asks for help or is taking an inappropriate approach to working with University colleagues. Assessment of a staff member's achievements in relationship building on behalf of the College should also be included in their annual performance review.