

StandPoint Work Group Follow Up

Wednesday, February 4, 2026

Your Strategic Recommendations (46)



Staff Retention, Career Advancement, and Professional Development (24)

Co-Chairs: Chupungco, Ellenbogen

Implement transparent compensation and benefits strategy (4)

Establish a clear and transparent career advancement framework (5)

Launch comprehensive professional development program (6)

Optimize workload management and staffing (4)

Build a culture of recognition and appreciation (5)



Decision Making and Shared Governance (17)

Co-Chairs: Hill, Jordan

Enhance participatory decision-making and transparency (3)

Optimize communication strategies (4)

Clarify roles, responsibilities, and career pathways (3)

Strengthen supervisory effectiveness through training (3)

Improve onboarding and integration (3)

Appoint an ombudsperson



Transparency of Finances

Co-Chairs: Lucito, Spinks

Record All-Hands Meetings

Semiannual financial update via email

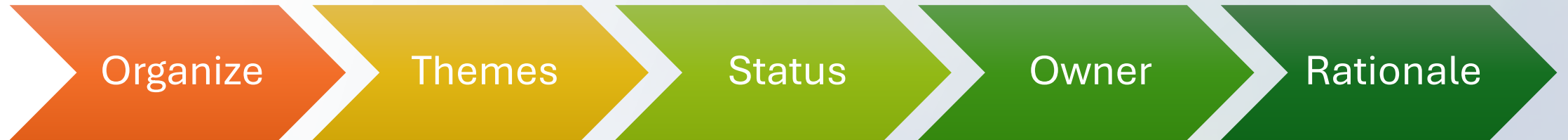
Departmental financial timelines on ZSOM intranet page

Salary transparency

Fair Market Value (FMV) compensation assessment

Process of Analysis

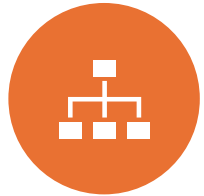
Feasibility: How many projects can realistically be tackled in the next 6-12 months?



Organizing the 46

Working Group	Strategic Recommendation
Decision Making and Shared Governance	Optimize communication strategies: Develop a strategy to tailor communications to specific audiences (e.g., faculty, staff, department-specific) to reduce redundancy and information overload.
Decision Making and Shared Governance	Optimize communication strategies: Introduce standardized communication templates for official announcements that prioritize key information, calls to action, and relevant links, ensuring the most important details are prioritized.
Decision Making and Shared Governance	Enhance participatory decision-making and transparency: Create formalized, accessible, and well-published mechanisms for faculty and staff to provide input on strategic decisions (working groups, online feedback platforms, town halls)
Decision Making and Shared Governance	Optimize communication strategies: Increase the effective usage of internal platforms like Microsoft Teams and Qualtrics for specific project-based or departmental communications, fostering dynamic exchange rather than one-way broadcasts. Use AI technology to reduce redundant communications (i.e., reminder emails when an RSVP has already been sent).
Decision Making and Shared Governance	Optimize communication strategies: Shift from retrospective announcements to proactive communication about upcoming initiatives, potential changes, and opportunities for involvement.
Decision Making and Shared Governance	Enhance participatory decision-making and transparency: Implement a clear communication strategy for initiatives where faculty and staff input has been sought, clearly outlining the outcomes, next steps, or reasons for any changes
Decision Making and Shared Governance	Enhance participatory decision-making and transparency: Reimagine All Hands meetings as interactive forums that provide genuine opportunities for dialogue, Q&A with leadership, and input on proposed initiatives
Decision Making and Shared Governance	Clarify roles, responsibilities and career pathways: Develop and communicate a framework for how compensation decisions are made, differentiating between cost-of-living adjustments and merit-based raises, and linking compensation to defined roles and performance criteria.
Decision Making and Shared Governance	Appoint an ombudsperson: Define the scope of role, recruit and appoint an individual, publicize the role.
Decision Making and Shared Governance	Clarify roles, responsibilities and career pathways: Establish and communicate clear career advancement paths for both faculty and staff, outlining the criteria for promotion, salary ranges, and skill development opportunities.
Decision Making and Shared Governance	Clarify roles, responsibilities and career pathways: Revamp the ZSOM website and/or intranet (e.g., Dean's Office) and internal directories to include clear, up-to-date job descriptions for all leadership, faculty, and staff roles, especially where titles might be similar or recent organizational changes have occurred. Ensure that detailed descriptions of duties for each role are publicly accessible within the institution.
Decision Making and Shared Governance	Improve onboarding and integration: Expand the current onboarding process to include detailed information on ZSOM's organizational structure and resources, decision-making processes, communication channels, and career pathways
Decision Making and Shared Governance	Improve onboarding and integration: Include thorough physical and virtual tours and introductions to key departmental contacts and resources.
Decision Making and Shared Governance	Improve onboarding and integration: Implement a formal "buddy" program where new hires are paired with an experienced colleague from a different department to provide informal guidance, help navigate the institution, and foster inter-departmental connections.
Decision Making and Shared Governance	Strengthen supervisory effectiveness through training: Offer periodic refresher courses and workshops on emerging leadership topics and communication strategies.
Decision Making and Shared Governance	Strengthen supervisory effectiveness through training: Provide supervisors with clear guidelines and tools for communicating institutional decisions, advocating for their team members, and conducting effective performance reviews. Leverage our relationship with Northwell and Hofstra HR.
Decision Making and Shared Governance	Strengthen supervisory effectiveness through training: Implement a comprehensive, mandatory training program for all supervisors covering effective communication, performance management, employee advocacy, mentorship best practices, and understanding HR policies related to promotions and compensation.
Staff Retention, Career Advancement, and Professional Development	Build a culture of recognition and appreciation: Have monthly supervisor meetings for departments to voice their concerns, share wins
Staff Retention, Career Advancement, and Professional Development	Optimize workload management and staffing: Create a business case template for additional staffing requests
Staff Retention, Career Advancement, and Professional Development	Optimize workload management and staffing: Have departments establish "no meeting" blocks for focused work time
Staff Retention, Career Advancement, and Professional Development	Optimize workload management and staffing: Provide options for a project management system
Staff Retention, Career Advancement, and Professional Development	Implement transparent compensation and benefits strategy: conduct a comprehensive salary audit comparing ZSOM positions to regional medical schools
Staff Retention, Career Advancement, and Professional Development	Implement transparent compensation and benefits strategy: Establish minimum annual cost-of-living adjustments tied to regional consumer price index
Staff Retention, Career Advancement, and Professional Development	Implement transparent compensation and benefits strategy: Create publicly accessible salary ranges for all position titles
Staff Retention, Career Advancement, and Professional Development	Launch comprehensive professional development program: Allocate a dedicated annual professional development fund per employee
Staff Retention, Career Advancement, and Professional Development	Optimize workload management and staffing: Encourage/require departments to conduct departmental workload audits using a standardized assessment tool
Staff Retention, Career Advancement, and Professional Development	Establish a clear and transparent career advancement framework: Create a promotion criteria matrix with specific competencies and achievements
Staff Retention, Career Advancement, and Professional Development	Establish a clear and transparent career advancement framework: Develop written career ladders for all position families
Staff Retention, Career Advancement, and Professional Development	Establish a clear and transparent career advancement framework: Explore opportunities for off-cycle promotions and communicate promotion process and timeline
Staff Retention, Career Advancement, and Professional Development	Implement transparent compensation and benefits strategy: Encourage staff members to review health insurance options and work with HR and other partners to optimize health coverage
Staff Retention, Career Advancement, and Professional Development	Launch comprehensive professional development program: Continue offering professional development sessions
Staff Retention, Career Advancement, and Professional Development	Launch comprehensive professional development program: Survey the community to learn what professional development topics are of interest
Staff Retention, Career Advancement, and Professional Development	Establish a clear and transparent career advancement framework: Establish a "career coaching" network for junior staff members
Staff Retention, Career Advancement, and Professional Development	Launch comprehensive professional development program: Create an internal "lunch and learn" series leveraging staff expertise, supported by CEPC
Staff Retention, Career Advancement, and Professional Development	Launch comprehensive professional development program: Launch a comprehensive leadership academy or professional development series for leadership and career development
Staff Retention, Career Advancement, and Professional Development	Establish a clear and transparent career advancement framework: Institute career planning meetings between supervisors and staff as part of semi-annual review process
Staff Retention, Career Advancement, and Professional Development	Launch comprehensive professional development program: Provide access to online learning platforms or leverage offerings already provided by Hofstra and Northwell
Staff Retention, Career Advancement, and Professional Development	Build a culture of recognition and appreciation: Create a "recognition corner" in MSM newsletter
Staff Retention, Career Advancement, and Professional Development	Build a culture of recognition and appreciation: Establish departmental celebration budgets
Staff Retention, Career Advancement, and Professional Development	Build a culture of recognition and appreciation: Implement "growth champion" awards for professional development achievement
Staff Retention, Career Advancement, and Professional Development	Build a culture of recognition and appreciation: Launch a monthly peer recognition program with tangible rewards
Transparency of Finances	Record all hands meetings and include the recordings in post-meeting email
Transparency of Finances	Perform fair market value assessments to ensure compensation is competitive
Transparency of Finances	Publish starting salary ranges and qualifications for all existing faculty and staff positions
Transparency of Finances	Create a semi-annual brief update regarding financial health
Transparency of Finances	Implement an intranet page with financial timelines for departments

7 Major Themes



Administration (4)



Communication (8)



Compensation (6)



Finance (3)



HR (8)



Professional Development (13)



Recognition (4)

6 Status Definitions

In place: Implemented and operational; measurable outcomes exist. Outcomes will be shared within 3 months.

In progress, advanced stage: Near completion; policy drafted, approvals pending, rollout scheduled within 6 months.

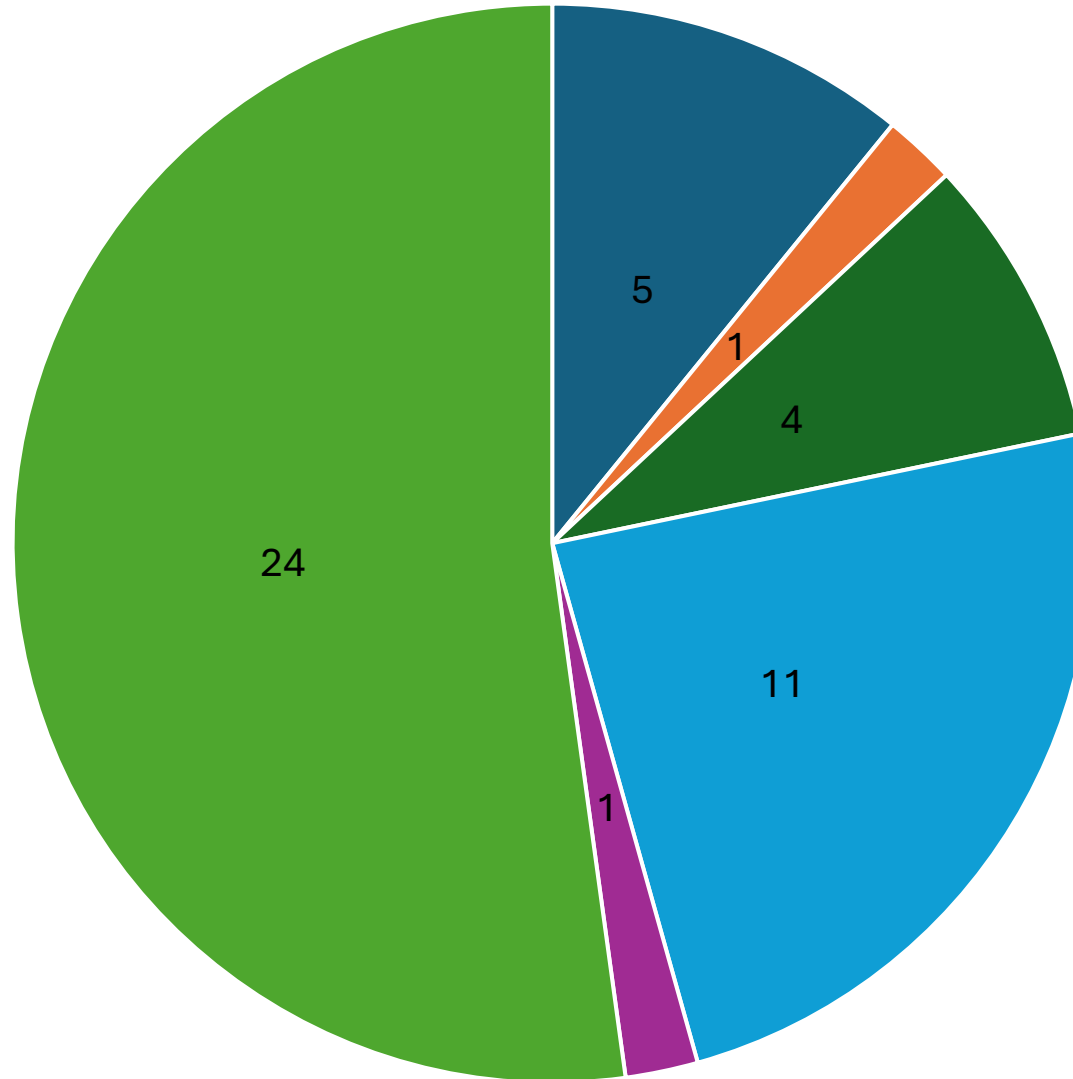
In progress, early stage: Initiated; plans, pilots, or partial rollout underway, rollout expected within 6 months.

Scheduled: Timeline confirmed for initiation within 6–12 months; owner assigned and prerequisites identified.

Not proceeding: Item based on outdated/incorrect assumptions, rationale documented. Explanation will be shared within 3 months.

Future: Not started; rationale identified, timeline TBD, likely 12-36 months.

Status Report



- In place
- In progress- advanced
- In progress- early
- Scheduled
- Not proceeding
- Future

Already in place...

Recommendation	Owner – Will share outcomes within 3 months
Comprehensive salary audit (SD)	Carole Bates
FMV Assessments (F)	Carole Bates
Annual professional development fund (SD)	Carole Bates
Strategy to tailor communications based on (DM) audience	Communications Team
Standardized templates for communicating important announcements (DM)	Communications Team

In progress...

Recommendation	Owner – Will implement and share progress within 6 months
Continue professional development offerings (SD)	Brittany Haynes
Survey community about professional development needs/desires (SD)	Brittany Haynes
Expand onboarding process for employees (DM)	Brittany Haynes
Include tours and introduction to important people and departments in onboarding process (DM)	Brittany Haynes
Record All Hands meeting and share recording in meeting recap email (F)	Carole Bates

Scheduled for next 6-12 months...

Recommendation	Owner – Will initiate and share progress within 6-12 months
Monthly supervisor meetings (SD)	Carole Bates
Career coaching program (SD)	Brittany Haynes
Internal lunch and learns (SD)	Brittany Haynes
Share formalized and multi-modal methods for faculty and staff to share input (DM)	Carole Bates
Strategy for sharing out results to community after faculty and staff are surveyed (DM)	Carole Bates
Re-imagine All Hands (DM)	Carole Bates
Buddy program for new employees (DM)	Brittany Haynes
Leadership and communications refresher workshops for employees (DM)	Brittany Haynes
Clear support and guidelines to support supervisor success (DM)	Carole Bates
Semi-annual financial update (F)	Joseph Nicolini
Intranet page with departmental finance timelines (F)	Joseph Nicolini

Not proceeding/ Alternative Suggested...

- Establish minimum annual cost-of-living adjustments tied to regional consumer price index
- Alternative project- merit/market adjustments: Owner will share explanation within 3 months.

Initiatives to address in the future...

-Staff Development

Strategic Recommendation	Theme	Rationale
Launch comprehensive professional development program: Launch a comprehensive leadership academy or professional development series for leadership and career development	Professional Development	Need more time/resources
Build a culture of recognition and appreciation: Create a "recognition corner" in MSM newsletter	Recognition	Need more time/resources
Build a culture of recognition and appreciation: Establish departmental celebration budgets	Recognition	Need more time/resources
Build a culture of recognition and appreciation: Implement "growth champion" awards for professional development achievement	Recognition	Need more time/resources
Strengthen supervisory effectiveness through training: Implement a comprehensive, mandatory training program for all supervisors covering effective communication, performance management, employee advocacy, mentorship best practices, and understanding HR policies related to promotions and compensation.	Professional Development	Need more time/resources
Optimize workload management and staffing: Create a business case template for additional staffing requests	Administration	Needs clarification
Optimize workload management and staffing: Have departments establish "no meeting" blocks for focused work time	Administration	Needs clarification
Optimize workload management and staffing: Encourage/require departments to conduct departmental workload audits using a standardized assessment tool	HR	Needs clarification
Establish a clear and transparent career advancement framework: Institute career planning meetings between supervisors and staff as part of semi-annual review process	Professional Development	Needs clarification
Establish a clear and transparent career advancement framework: Create a promotion criteria matrix with specific competencies and achievements	HR	Requires HR
Establish a clear and transparent career advancement framework: Develop written career ladders for all position families	HR	Requires HR
Establish a clear and transparent career advancement framework: Explore opportunities for off-cycle promotions and communicate promotion process and timeline	HR	Requires HR

Initiatives to address in the future...

-Decision Making

Strategic Recommendation	Theme	Rationale
Build a culture of recognition and appreciation: Launch a monthly peer recognition program with tangible rewards	Recognition	Need more time/resources
Optimize workload management and staffing: Provide options for a project management system	Administration	Need more time/resources
Launch comprehensive professional development program: Provide access to online learning platforms or leverage offerings already provided by Hofstra and Northwell	Professional Development	Need more time/resources
Optimize communication strategies: Increase the effective usage of internal platforms like Microsoft Teams and Qualtrics for specific project-based or departmental communications, fostering dynamic exchange rather than one-way broadcasts. Use AI technology to reduce redundant communications (i.e., reminder emails when an RSVP has already been sent).	Communication	Need more time/resources
Optimize communication strategies: Shift from retrospective announcements to proactive communication about upcoming initiatives, potential changes, and opportunities for involvement.	Communication	Needs clarification
Appoint an ombudsperson: Define the scope of role, recruit and appoint an individual, publicize the role.	HR	Needs clarification
Clarify roles, responsibilities and career pathways: Develop and communicate a framework for how compensation decisions are made, differentiating between cost-of-living adjustments and merit-based raises, and linking compensation to defined roles and performance criteria.	Compensation	Requires HR
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Initiatives to address in the future...

-Transparency of Finances

Strategic Recommendation	Theme	Rationale
Implement transparent compensation and benefits strategy: Create publicly accessible salary ranges for all position titles	Compensation	Requires HR
Implement transparent compensation and benefits strategy: Encourage staff members to review health insurance options and work with HR and other partners to optimize health coverage	HR	Requires HR
Publish starting salary ranges and qualifications for all existing faculty and staff positions	Compensation	Requires HR