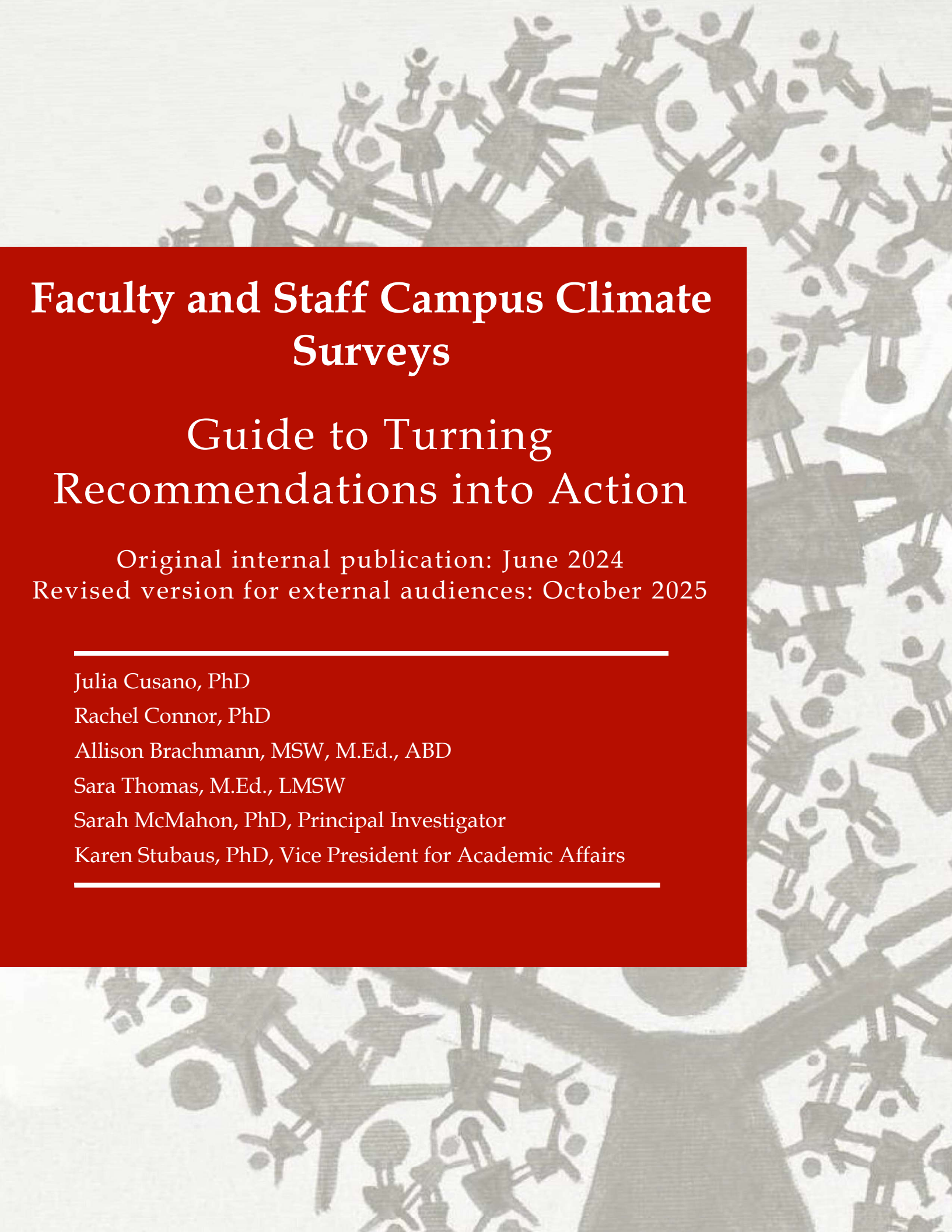


The background of the entire page is a light gray pattern of stylized human figures. These figures are arranged in a large circle, with some standing and others in various poses, creating a sense of a community or a group. The figures are simple, with circular heads and rectangular bodies, some with arms raised.

Faculty and Staff Campus Climate Surveys

Guide to Turning Recommendations into Action

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Survey Background & Purpose

To further advance efforts to prevent and effectively respond to harassment, the Office of the Executive Vice President for Academic Affairs sponsored the [Academic and Workplace Behaviors and Environment Survey \(AWBES\)](#), the first universitywide survey of faculty, staff, administrators, postdoctoral associates, teaching assistants (TAs), and graduate assistants (GAs) at Rutgers University, in 2022. It was designed to assess harassment and incivility among employees, providing a confidential way for employees to share their experiences and informing institutional response, prevention, and accountability.

These surveys provide an opportunity for institutional reflection, transparency, and accountability. Findings often highlight both areas of progress and ongoing challenges related to institutional climate and culture. However, realizing the full potential of survey findings requires intentional follow-through — turning recommendations into action through coordinated, transparent, and sustained implementation.

This Implementation Toolkit is designed to support institutional divisions, units, or teams in executing their action plans and maintaining progress over time. While the original version of this guide was developed by the Center for Research on Ending Violence (REV) at Rutgers University to support implementation of the Academic and Workplace Behaviors and Environment Survey (AWBES), this adaptation is intended for use by any higher education institution seeking to translate campus climate survey findings into meaningful change.

Purpose of Implementation Planning

Implementation planning bridges the gap between recommendations and results. It ensures that action steps developed in response to campus climate survey findings are effectively coordinated, adequately resourced, and sustainably integrated into institutional structures.

This toolkit provides practical guidance to help Division or Unit-Level Planning Teams — or comparable campus groups — move from recommendations to measurable action. By following the steps below, institutions can maintain momentum, demonstrate accountability, and embed long-term culture change into everyday operations.

Suggested Steps for Implementation

Step 1: Establish or Activate Implementation Teams

- Form a cross-functional implementation team to oversee the rollout, coordination, and monitoring of action items identified through the campus climate survey process.
- Include representatives from key areas such as academic affairs, human resources, Title IX or equity offices, faculty and staff governance bodies, and other relevant departments or centers.
- Designate one or more team leads responsible for providing accountability, tracking progress, and coordinating communication.
- Develop a plan for providing regular updates to institutional leadership and relevant governance bodies (e.g., quarterly or biannual reports).
- Reassess the team structure quarterly to ensure it accurately reflects current priorities and maintains an appropriate balance of representation and capacity.

Step 2: Review and Update Resource Listings

- Review and verify the accuracy of all campus resources and unit-specific resources related to harassment prevention, support services, reporting, and professional development.
- Identify opportunities to promote, expand, or adapt existing resources to align with your action plan goals.
- Ensure resources are visible, accessible and regularly updated through institutional websites, internal newsletters, and employee communications.
- Designate a point person to maintain resource listings and coordinate updates.
- Collaborate across departments to ensure consistency in messaging and awareness efforts.

Step 3: Map a Timeline for Action Steps and Assign Responsibilities

- Coordinate with the AVP to ensure consistency with sharing CLU resources via universitywide platforms and initiatives.
- Designate a point person at your CLU to update and communicate resources regularly to ensure they are not outdated

Step 4: Map a Timeline for Action Steps and Assign Responsibilities

- Create a clear, organized implementation timeline for each action item.
- Prioritize items as short-, medium-, or long-term initiatives.
- For each recommendation, identify key objectives, responsible leads, and required partners.

- Specify major milestones such as training rollouts, policy reviews, communication campaigns, or evaluation activities.
- Integrate timelines into broader institutional calendars (e.g., academic year planning, budget cycles).
- Use shared planning tools (spreadsheets, dashboards, or templates) to track tasks, deadlines, and progress.
- See [Appendix A](#) for a tracking template to support organization and ongoing monitoring of implementation efforts.

Step 5: Develop a communications plan to increase awareness

- Develop a clear and intentional communications plan that outlines goals, target audiences, key messages, and delivery methods to build awareness and promote sustained support for the initiative. Proactive and transparent communication fosters trust, demonstrates the institution's commitment to cultural change, and ensures that key partners understand the available resources, expectations, and opportunities for involvement.
- Tailor messaging to specific audiences (e.g., faculty, staff, postdoctoral associates, campus and department leadership) and use a variety of formats (e.g., infographics, FAQs, newsletters, presentations, town halls) to ensure accessibility and relevance.
- Begin communications early – before implementation – to generate awareness and foster buy-in. Continue regular messaging throughout the initiative, especially at key moments such as the launch of new trainings or policies, mid-point check-ins, and celebrations of progress, to sustain momentum and promote accountability.
- Coordinate with central university communications to ensure consistency and alignment across all messaging.

Step 6: Integrate Actions into Existing Infrastructure

- Embed implementation tasks into unit-level strategic plans, standing committee agendas, and evaluation processes. Ask to be included on department and leadership meeting agendas; request that committee members assist with sharing information about the project with their units
- Utilize existing training and professional development platforms whenever possible, and, depending on the action item, focus efforts on increasing utilization. When needed, look for opportunities to expand or adapt programs and practices already in existence on campus before creating new efforts
- Maintain regular communication with institutional leadership about progress, needs, and lessons learned, including updates that highlight accomplishments, identify barriers, and propose areas where additional resources (e.g., staffing, funding, time) are needed to support implementation.

- Encourage cross-unit collaboration to share lessons learned and align efforts institution-wide.

Step 7: Monitor Progress, Evaluate Impact, and Share Updates

- Establish a tracking system (e.g., spreadsheet or online dashboard) to document progress on each action item, identify barriers, and adjust as needed. (See examples from [The University of Texas at San Antonio](#) and [Boston University](#).)
- Gather feedback through surveys, focus groups, or informal discussions to assess early impacts and inform adjustments.
- Track outcomes such as training participation, awareness levels, and policy changes.
- Share progress updates with stakeholders via reports, presentations, or public dashboards to reinforce transparency and institutional commitment.

Step 8: Plan for Sustainability

- Identify core components of your action plan (e.g., staffing, funding, policy revisions) that must be maintained beyond initial implementation.
- Document processes, decisions, and lessons learned to inform future planning and leadership transitions.
- Build sustainability into institutional policies and budgeting processes.
- Recognize and celebrate milestones to reinforce progress and collective ownership of change.

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Appendix A. AWBES Implementation Tracking Template

Chancellor Led. Unit (CLU): _____

Date Last Updated: _____

Recommendation	Objective	Key Finding Addressed	Lead(s)	Partner(s)	Timeline	Resources needed	Status (Not Started, Planned, In Progress, Completed, On Hold)

Acknowledgment and Adaptation Note

This toolkit was originally developed by the Center for Research on Ending Violence (REV) at Rutgers University's School of Social Work to support the implementation of the Academic and Workplace Behaviors and Environment Survey (AWBES) findings.

It has been adapted for broader institutional use to support colleges and universities nationwide in translating campus climate survey findings into actionable and sustainable change.

Recommended Citation

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