

President's Council on Culture

February 18, 2019

Meeting Notes

Attended: Tony Frank, Sue James, Blanche Hughes, Lynn Johnson, Ben Withers, Shannon Wagner, Megan Skeehan, Tom Biedscheid, Kathy Sisneros, Beth Walker, Kelly Long, Cori Wong, Tim Gallagher, Dan Bush, Mary Ontiveros, Diana Prieto, Rick Miranda, Pam Jackson, Toni Zimmerman

Absent: Vance Payne, Shalini Shanker, Barry Braun, Sonia Adame, Jenny Morse, Cara Neth, Tonie Miyamoto, Zahra Al-Saloom, Laura Jensen

General Announcements:

- A OneDrive folder has been set up for this group to share files – see email from Claire for link
- The website is up
 - Let's add a suggestion/contact form
 - Guidelines:
 - Communication team will respond to inquiries
 - Further guidelines TBD based on future feedback
 - Post responses on the website
 - Next meeting will include solicitation of formal website feedback as an agenda item

Review and Refine PCC Shorter and Longer Term Goals:

- Shorter term goals:
 - Communicate, implement, assess, publish
 - Communication is key to raise awareness
 - Begin work and identify priorities
 - What would we like to accomplish, considering the short time period before the transition?
 - Still want to get started, but be practical
 - Implementing: try to show some short term progress and communicate to campus
 - Talk with internal campus communicators
 - Finalize website first, as this needs to be ready to go before announcing to campus
 - Differentiate on the website between climate and culture
 - SOURCE story on climate vs culture
 - Identifying: could we celebrate something?
 - Celebrate CSU in April would be a good time to celebrate
 - Need to identify a unit
 - Could tie in to 150th, since theme is about discovery, where we are, and where we're going
 - What we celebrate should be something significant that we've already accomplished – not just something we plan on doing
 - Could present an award from the council
 - Before presenting an award we need to develop a process with clear criteria
 - The Celebrate CSU award idea is assigned to the Communications/Transparency team
 - How do we communicate to people in a way that doesn't get buried in a SOURCE article?
 - Is there a way to create a separate category for good things?

- In other areas, people manipulate the nomination process, so be careful to create something that is actually meaningful
- We could have a “shout out” section on the website
- The council could send out a letter to the recipient of the award or shout out
- The first step needs to be developing criteria and getting it sent out to the group
- Give the events team a heads up
- Make sure all teams communicate, since each team’s work will impact others
- Long-term goals:
 - Need to understand the university culture and do an assessment
 - Develop and implement a culture improvement process
 - Evaluate continuously as part of the structure (this is best practice)
 - Communicate to various units so the process can be applied to microcultures
 - Refine goals more as we go along
 - Use the Employee Climate Survey and Diversity Strategic Plans
 - Even more communication about these things
 - Would be helpful to have presentation from Jennifer Schneider and Shannon Archibeque-Engle at the next meeting
 - Make sure to include student data
 - Identify two or three themes that cut across all levels and prioritize those themes
 - At the team level, consider sources of input
 - Share information in the OneDrive
 - Make recommendations to the communication team
 - Are units continuously assessing well?
 - Some are trying – not aware of how successful these efforts have been
 - Need criteria to evaluate this
 - Could be nice to highlight units that work behind the scenes
 - At the team level, how do we make sure we connect back to the whole group?
 - Check in with each team at each meeting
 - Clearly articulate the difference between climate and culture and the broader structural goals
 - Tie in with diversity framework
 - Source article on climate vs culture
 - What are best practices? Could we have an expert present?
 - Peer institutions also need information – this is a new, innovative strategy.
 - Focus is often on climate as a way of getting to culture
 - Others often look to our institution
 - Many efforts have been more reactive than proactive
 - Faculty council focuses on manual changes for NTT faculty, but needs a culture change to value NTT faculty as colleagues and people
 - This is also true of classified staff
 - Even bringing in others to have a discussion about what’s been tried could be helpful, even if they are not experts
 - Literature on culture change could be shared on the OneDrive
 - There is a lot on climate vs culture
 - Culture is deeper and more difficult to assess than climate
 - Research is under-developed across the board
 - It is especially under-developed at the intersection of faculty and academics
 - Much research involves demographics that aren’t the same as ours

- We may need to lead the way in this
- The guidelines we've laid out so far feel administrative, but many of the issues are not just administrative.
 - We need to dive deeper into what makes up culture.
- Do we have researchers on campus who can advise on organizational change?
- Are there patterns, historically?
- This group can demonstrate that it is a learning group and lead the way in modeling a learning culture.
- There is value in external help but we also need to be careful to address the previously mentioned concerns.
- In the past, organizational change expertise led to conflicting ideas and confusion
- Challenge ourselves to take some of the advice that's out there, learn from it, and use what we can
- Send list of individuals and departments to contact to Tony and Beth

Team Breakout Sessions:

- Teams were developed based on input from this group and surveys/feedback from campus
- How do we hold people accountable and help departments make progress?
- While teams may feel administrative, the work can go beyond administrative progress
- Reach out to people who are missing and fill them in.

Teams Report Out:

- Consistency team:
 - What does consistency mean and what other input do we need?
 - What can we address short term?
 - We need information from the survey to start, so that we all have the necessary information
 - Principles of Communications can be guidelines for how to function as a group
 - They can be used as more of a tool and framework
 - For example: discussing what inclusion means to you, what does it mean in your work, and how is it used in communication with students.
 - We could highlight the Principles of Community at Celebrate CSU
 - Review research and themes
- Accountability team:
 - Who does the grievance and complaint process work for and how?
 - How do we improve communications?
 - What are the expectations around advocacy?
 - How is holding department heads more accountable working?
 - How effective is the evaluation process?
 - Considering the process for state classified employees as opposed to other employees, where can we actually have influence?
 - We need to improve communications that the process is working.
 - Create a restorative justice process for employees similar to the student program.
 - VPUO is discussing how to achieve.
- Communications team:
 - Built goals
 - Will draft a communications plan so that the group can provide input

- Educate the campus community about culture (vs climate)
- Inform the community about the work and charge of the Council (includes accountability, consistency, and culture assessment/vision and improvement process)
- Celebrate and recognize positive culture, achievements
- Expose gaps and opportunities to create change (Re: Tim's question suggests that prompt acts of respect, acknowledgment and kindness; including through online form)
- Promote success and inclusivity through positive culture and organizational change
- Build a draft communications plan and timeline; create a shared working definition on climate (vs. culture)
- Survey the landscape and research – e.g., presentations/discussion for PCC on climate survey, employee voice survey, student cultural centers, PMSAC, NTTF perspectives on culture, have Dan Bush discuss handling of creating changes in department codes in light of Faculty Manual changes
- Determining common themes or areas of concern/success among key audiences and groups: students, faculty (including TTF and NTTF), SC employees, AP employees, senior female faculty, units
- CAVIP Team:
 - Where are we and where do we want to be?
 - Why are each of us at the table as individuals?
 - What drives us and what are our values?
 - Where are values expressed and not expressed in strategic plans?
 - We could glean data from the presidential search and student surveys
 - Pulling data together will help us learn where we are

Items for Next Meeting:

- Discuss communications plan
- Team leaders assemble next steps

Upcoming Meeting Schedule:

- March 8th, 9 – 11
- April 10th, 10:30 – 12:30
- May 22nd, 1 – 3
- June 24th, 10 - 12

All meetings will be held in the GLC room of Rockwell West.