Executive Summary

In his charge to the Colorado State University President's Council on Culture, then-President Tony Frank pledged that all of the Council's work would be transparent and publicly available – and that the Council would annually provide a report of its work to the campus community. This report sets out the activities and progress of the Council during its first six months of operations, January-June 2019.

Culture starts with leadership. The formation of the PCC signaled to the campus community that this University takes seriously its obligation to strive toward a campus culture that fully embodies our Principles of Community. With this report, we are beginning a conversation we hope will pivot toward action at the unit, department, and division level as well as campus-wide in the coming year.

An important point of context: The Council acknowledges that, in many cases, institutional and societal systems were not set up to be fair. Disparities exist, and are not fair. We recognize this systemic unfairness and the limitations on our ability as a University and as individuals to influence these systems quickly, if at all. We nevertheless believe that we can set standards and expectations for how people behave within the systems that do exist, that Colorado State's own processes and policies ought to be transparent and accountable, and that we can influence the degree to which CSU inclines toward justice and equity, even within flawed systems.

When the Council began its work in January 2019, we established both shorter and longer term goals, recognizing that we would be undergoing a presidential transition in the summer. We formed teams within the Council to focus our attention on accountability, consistency, transparency and communication, cultural assessment, visioning and improvement.

We settled on a working definition of organizational culture and how it is different from organizational climate. We also collected data from various reports, surveys and instruments assessing CSU's specific climate and culture. We distilled that information into a handful of themes, recognizing those we are proud of and those we continue to strive to improve. The latter includes

- Enhancing a sense of belonging and inclusivity for all members of CSU's community,
- Improving transparency around key issues like leadership decisions,
- Bringing more accountability to the roles of chairs/heads, deans and the upper administration,
- Enhancing equity and avoiding favoritism,
- Reducing incidents of misconduct, bias and retaliation, and
- Addressing the top work-related stressors of CSU employees.

We facilitated communication between the non-tenure-track faculty and the Provost's office, made our first award to celebrate cultural success to the Principles of Community Team, and began forming the vision of how we would like to see CSU's culture evolve. We are excited to work with President Joyce McConnell, who has a real sense of urgency about our mission and is thinking pragmatically about how we might approach culture change together.

Message from Dr. Tony Frank

The formation of the President's Council on Culture came both too late and too early. In the final year of my tenure as president of Colorado State University, I found myself wrestling with how long it takes a university to make important – and sometimes seemingly obvious -- changes related to culture, climate, and equity. I reflected on the recommendations of various presidential commissions that I'd charged over a decade to advise me on these issues. And I considered why, after 10 years of good, hard work, our commitment to strategic transformation was strong but our progress was still invisible to most of the campus community. The President's Council on Culture is the result of these considerations, as well as long conversations with colleagues who have themselves been pushing the institution to dig into the parts of our culture that allow, and even support, the persistence of climate and equity problems.

I created the council with the expectation that I would also chair it, as CSU's president, because that positional authority is core to the ability to make change. Of course, I wish that we had formed this group earlier so I would have had more time to engage with it. I also realize that I am handing it off to a new president who will have her own approaches and insights on campus culture – and she may well want a different vehicle than the PCC to guide future efforts.

This report of the group's first-year progress, therefore, is submitted as a resource to the University and to President McConnell, with the recognition that the organizational structures for tackling these issues may evolve and change, but in one form or another, we must continue to address them head on as a community. In that context, what is offered in this report is just a beginning. We have done the necessary benchmarking. We have identified perceived areas of positive strength, such as institutional transparency, and parallel areas of weakness, such as accountability. We have also reviewed the research on what makes a positive culture and focused on these priority elements: accountability, consistency, communications, and transparency. As the University works to build a strong and just culture, these elements provide a useful framework for those efforts.

I want to recognize and thank Dr. Sue James and Dr. Blanche Hughes for their service as council co-vice-chairs. Their leadership has been essential, and I am grateful for their willingness to take on a daunting challenge. Thanks also to our committee members and staff for their time and involvement. This report is a reflection of their commitment and leadership.

Dr. Tony Frank
President of Colorado State University, 2008-2019
Chancellor, Colorado State University System
August 2019

Charge to the President's Council on Culture

The full charge is posted on the Council's website, along with detailed minutes of all meetings: president.colostate.edu/presidents-council-on-culture

In brief, the President's Council on Culture provides leadership, oversight, awareness, and accountability to efforts to evolve the University culture to make it more equitable, inclusive, fair, and representative of the world and populations CSU serves. The PCC bridges institutional conscience and action by bringing key leaders together with a charge to coordinate, identify, celebrate, scale, inform, and guide efforts, serve as an umbrella voice, consult and convene, identify, foster and track progress, and ensure accountability, consistency and transparency in CSU's efforts to transform and improve institutional culture and effectiveness, and provide an annual report on our work. The PCC is NOT meant to replace the action arms of CSU; it does not enforce or implement policies and procedures.

Members

The list of members invited by President Frank to serve on the initial PCC is included in the appendix, along with which Council team each member worked on in Spring 2019.

PCC Guiding Definition of Culture

As a foundation for its work, the PCC developed this definition to distinguish between culture and climate:

> We define **organizational culture** as the combination of the values, beliefs, behavioral norms, unwritten rules, symbols, traditions, and narratives that an organization develops over time. The components of culture reflect what an organization stands for at its core – what is important and valued. While diversity, inclusion, and equity are very important values, this set of values cannot be understood in isolation, but in the context of the other values, beliefs and norms that define an overall culture. We advocate for viewing culture more broadly, so that we can understand the interconnected nature of the ideas and values that we currently embrace or aspire to embrace at CSU.

> **Climate**, on the other hand, refers to the perceptions and attitudes of the people in the culture – how people feel or experience the workplace environment. Most engagement, "great workplace," satisfaction, and so-called "culture assessments" only measure the work climate. For example, the CSU Employee Climate Surveys measure climate, not culture.

PCC Goals

The PCC set the following short- and long-term goals in early 2019 and formed working teams around these goals.

Shorter Term (by Fall 2019):
- Communicate to campus about current ongoing work in areas identified in feedback.
  Initiated and ongoing
- Start implementing common recommendations and communicate to campus.
  Initiated and ongoing
- Begin forming a vision for what we want CSU's overall culture to be.
  In process

- Identify and celebrate units that have made progress in improving culture in specific areas (Accountability, Consistency, Transparency; Principles of Community, etc.).
  Initiated and ongoing
- Begin assessing CSU's existing overall culture and understanding microcultures (good spots, hot spots . . .).
  Completed
- Publish PCC annual report.
  Completed

Longer Term (by Fall 2020):
- Complete initial culture assessment.
  In process
- Develop and implement a process for orchestrating overall culture improvement and becoming a learning organization that is constantly assessing and improving culture.
  Initial research conducted; development and implementation not yet in process.
- Help individual units develop and implement processes for assessing their unit's microculture and working to improve it.
  Not yet in process.

Team Structure and Tasks

Since its inception, the PCC has met as a full group in six two-hour meetings (one each month – see PCC website for minutes). Council members used these meetings to educate themselves on current research related to organizational culture and the best available data on CSU's current climate and culture.

The PCC formed teams to work on different aspects of its charge. The teams and their missions are:

Accountability: Training, complaint and grievance processes, annual evaluations, and other issues related to accountability. Celebrate units that have made deliberate progress on accountability and look at how to scale that success.

Consistency: Training, University-wide policy implementation, department codes, head v. chair distinction, procedures for redress, and other issues related to accountability. Celebrate units that have made deliberate and consistent progress on consistency and look at how to scale that success.

Communication/Transparency: Effective communication about all PCC work. Communicate to campus about work that is ongoing with regard to climate/culture, including that focused on AP salary equity, non-tenure-track faculty committee and code changes, State Classified staff issues, etc. Help PCC teams communicate to campus and receive input from campus. Draft annual report. Maintain website and manage feedback from campus to PCC.

Culture Assessment, Vision, and Improvement Process Team (CAVIP): Decide on process and experts to help with culture assessment and improvement. Define vision for CSU overall culture. Guide implementation of culture improvement.

Final Reports from the PCC Committees

Report from the Accountability (A) Team

The A-Team focused on multiple themes, including the complaint process, accountability of leadership, and the annual review process.

Complaint Process:
- We agreed more communication to campus about current processes is a good idea.
- We discussed the concept of advocacy, unrealistic expectations about getting advocacy from campus sources (e.g., HR Solutions), or more informal routes that may or may not be helpful and aren't consistently available to everyone on campus.
- Some employee groups (e.g., NTTF) may feel they do not have a safe space in which they can bring forward complaints without fear of losing their jobs.
- We also talked about the closure process, or lack thereof, and how that affects not only the complainant but also those in the unit.

Accountability of Leadership:
- A common theme from all the feedback we've gathered from campus is finding a way to hold leadership (from unit head/chair/director on up) accountable.
- We noted that the Provost's Office has been trying to hold campus leaders more accountable for a variety of issues: NTTF, implementation of policies such as parental leave, and bullying. Is it working?
- We talked about reporting lines for annual evaluations of leadership compared to who controls the budget, and how this disconnect can be problematic.

Annual Review Process:
- We could have a real impact on culture for CSU employees this way.
- We should start by understanding the current annual review process for the various employee classifications and for the leadership, and alternative approaches to the evaluation process.

The A-Team met with:
- HR/OEO to learn more about annual evaluation processes (particularly of leadership), developing a cohesive compensation policy for CSU (ongoing salary equity studies), evaluating employees on performance and behavior (while maintaining academic freedom), and what's trending in the HR world, like more frequent check-ins replacing the annual review.
- HR/OEO to learn more about complaint processes, what works well and less well, and brainstorming ways to provide employees with more advocacy in the complaint process, bring closure, and improve how the processes work for students and the various employee groups on campus.
- The Multicultural Staff and Faculty Network, an ad hoc campus network with about 1,000 members that has been in existence since the 1970s-'80s, in one form or another, to discuss the climate/culture issues they grapple with on a regular basis (including microaggressions and retaliation); how to make the bullying policy more enforceable and hiring more fair and equitable; the possibility of holding an Accountability Fair (or other event), and other ways we can collaborate and communicate to the campus in the future.
- The University Grievance Officer to learn about what's working, and not, with the grievance process, the role of advocacy, and what he knows about the State Classified grievance process at the state level.
- The Director of Student Case Management to learn about how we might develop similar advocacy for CSU employees who are not students.

Future plans will include follow up communication and collaboration with various units across campus to consult, inform, and guide efforts on these topics.

Report from the Communications/Transparency Team

The Communications/Transparency Team is responsible for providing strategic communications planning, coordination, and consultation to elevate the Council's profile and its work on behalf of the campus community. The primary goal is to educate and engage target audiences about the PCC, its purpose, structure, priorities, and progress toward driving change and improving the University culture to make it more equitable, inclusive, and representative of the world and populations CSU serves.

Other goals center on the alignment of the PCC's objectives with CSU's broader values and mission to create and promote a community of excellence. These goals include:

- Convey the core values of the Council that serve as its guiding code of ethics: Accountability, Consistency, Transparency and the Principles of Community.
- Establish a shared definition of culture (compared to climate) for the campus community and a vision for an inclusive culture (See CAVIP Committee Report and definition shared earlier in this report).
- Encourage campus community members to help the PCC identify and assess CSU's micro and macro cultures, both negative and positive experiences.
- Convey a sense of responsiveness, that the PCC is listening to the campus community concerns, and that to help build a more positive, inclusive culture is one of CSU's core values.

Toward achieving these goals, the Communications Committee developed a strategic communications plan, which led to the following deliverables and outcomes during this period:

- Developed a comprehensive strategic communications plan to drive alignment between the objectives of the Council and its communication activities; identified both strategies and accompanying tactics to increase awareness among campus audiences about the Council and its work, and to help increase awareness among members of the Council regarding key concerns and perceptions of campus culture among those audiences.
- Published a guest column in SOURCE (online) by PCC co-chairs Blanche Hughes and Sue James in March 2019. The article, Culture: It Keeps You Here or Drives You Away, received more than 700 page views on SOURCE and was repurposed for the April edition of *CSU Life*, a print publication distributed to 7,000 employees on campus that has a high readership among both faculty and staff. The column discussed the role of the Council and invited faculty, staff and students to share their feedback and ideas through an online form on the PCC's website.
- Established an online form, CultureCouncil@ColoState.edu, on the PCC's website in late March 2019, coordinated with the release of the guest column, to provide the campus community a platform to share their experiences and provide their feedback – anonymously or by name – directly to the Council. Nearly three dozen emails were received through the online form between early April (after the publication of the guest column) and the end of the spring semester in mid-May. Email messages from individuals who chose to share their identity were responded to directly, and those from anonymous sources were responded to at the May PCC meeting. (See May meeting minutes in the Appendices).
- Recommended and helped facilitate the PCC's first sponsored listening session, including associated pre- and post-email correspondence. The listening session was for non-tenure-track faculty and featured a panel discussion and Q&A with Provost and Executive Vice President Rick Miranda, Vice Provost for Faculty Affairs Dan Bush, and Jenny Morse, chair of the Faculty Council Committee on Non-Tenure Track Faculty (CoNTTF). The purpose of this session was to discuss the development and implementation of recent changes related

to rank, promotions, professional development, salaries, continuing appointments and contract appointments, among other topics. The session also included an opportunity for attendees to ask questions and provide feedback on the culture for NTTF at CSU. The session was attended by approximately 125 NTT and tenure-track faculty.

- Established the President's Council on Culture Award For Notable Contributions to the Culture of Colorado State University. The President's Council on Culture Award recognizes units, individuals, or teams that have contributed in significant and positive ways to creating a University culture that:
  - o Supports excellence in fulfillment of Colorado State University's mission
  - o Supports the success, engagement, and advancement of all its members
  - o Embraces inclusion and diversity in all its dimensions, as essential to a robust and sustainable academic community
  - o Celebrates a culture of respect, integrity, truth, and equity as the foundation for a healthy campus climate
  - o Rewards innovation, change, and disruption to norms that impede the improvement of University culture

  While there was not time to issue a call for nominations in 2019, this will be done in 2020 and future years. PCC made the inaugural award, at the Celebrate! CSU event, to the Principles of Community Team. (See the Summary of Themes for information about the Principles of Community.)
- Submitted a proposal for a session during the October 2019 Diversity Symposium titled: "What is CSU's Culture and How Do We Help it Evolve for the Better?" co-hosted by PCC co-chairs Blanche Hughes and Sue James. Participants will develop a shared definition of culture (compared to climate) for the campus community, and will learn what it takes to assess and evolve CSU's various cultures to make this an even better place to work and learn for everyone.
- Met with the Classified Personnel Council leadership to begin planning listening sessions for State Classified employees. PCC will work to engage SC employees beginning Fall 2019 to gather their feedback through a variety of multilingual, multicultural mechanisms.
- Began drafting communications around salary, compensation, and equal opportunity for all employee groups on campus for distribution in Fall 2019.
- Began planning communication around responses to the Standing Committee on the Status of Women Faculty 2016 Study on Female Faculty Experiences and Perceptions: status of recommendations and next steps, roadshows and presentations to various groups across campus, and a CSU TEDxTalk in 2020, among other events/activities.

Moving forward, the strategic communications process will remain vital to the success of the PCC to engage broadly with the campus community, and to ensure the University is accountable and transparent in its efforts to transform and improve institutional culture and effectiveness. The team's primary role will remain to evolve a strategic communications plan that continues to leverage and promote the work of the Council, and to align the work of the Council with community perceptions and concerns.

Report from the Consistency Team

The Consistency Team focused on multiple themes, including identifying those policies for which consistent application is most important. The team met with Human Resources to understand how consistency is assured in the application of personnel policies, the annual evaluation process, professional development, and onboarding of new employees. Given the significant overlap between accountability and consistency, these two teams will be combined.

Report from the Culture Assessment, Vision, and Improvement Process (CAVIP)

The entire PCC and CAVIP, specifically, worked to learn as much as possible about CSU's culture and climate from existing sources. Institutional Research presented the results of the 2018 CSU Employee Climate Survey to the full PCC for review and discussion. CAVIP reviewed and summarized the following sources of climate and culture data:
- Standing Committee on Women Faculty report, 2016
- AP/SC/Faculty Council Data/Employee Voice Surveys, 2017
- Graduate School Student Satisfaction Survey, 2017
- CSU Employee Climate Survey and Intersectionality Report, 2018
- CSU Presidential Search Advisory Committee Listening Sessions, 2018
- "Taking Stock" survey of first-year undergraduate students, 2018
- Non-tenure track faculty listening sessions/PCC inbox emails, 2019
- Common Themes in Culture paragraphs from PCC Members, 2019
- Common Themes in "Iceberg" Culture exercise from PCC Members, 2019

CAVIP's further activities included:

- Asked each PCC member to write a paragraph about why culture matters to them, and then participate in an exercise to identify both the visible and invisible aspects of CSU's culture. The results of these exercises were captured in PCC meeting minutes, as well as the Summary of Themes included in the Appendices.
- Developed working definitions of culture and climate for PCC.
- Reviewed safe climate and power differential discussions.
- Reviewed whether CSU values are reflected in each strategic plan (VP or dean level) and whether Principles of Community are reflected in these plans.
- Discussion for engaging leadership across campus to advance culture change around our institutional values.
- Integrated benchmarking data to provide initial insights on climate and culture. (See Summary of Themes.) Most of the data sources discussed climate but some did provide insight into CSU's culture.
- Investigated potential internal and external experts we might engage to help with culture assessment and transformation in the future.

Summary of Themes Noted by the PCC

Consistent themes related to CSU's culture have emerged from the PCC's work to date. A detailed Summary of Themes is included in the Appendices, and include:

- Enhancing a sense of belonging and inclusivity for all members of CSU's community,
- Improving transparency around key issues like leadership decisions,
- Bringing more accountability to the roles of chairs/heads, deans and the upper administration,
- Enhancing equity and avoiding favoritism,
- Reducing incidents of misconduct, bias and retaliation, and
- Addressing the top work-related stressors of CSU employees.

Next Steps

The details included in this report appropriately reflect the work of the PCC since January 2019, and how well the Council succeeded in meeting its short-term goals, most of which are ongoing. The challenge of communicating about these successes is a real one; there is simply more information than we have been able to share so far. This will be a continuing need going forward.

The PCC also continues to identify culture experts and models, and to more fully identify those areas of the University that already are modeling best practices. The intent to solicit nominations for President's Council on Culture Award in the future will provide an opportunity to gain more widespread campus feedback on areas that are doing particularly well, even if they are not yet widely recognized for doing so.

Other specific plans for the near term include:
- Combining the Accountability and Consistency Teams.
- Working on scaling cultural successes, which will involve consulting and convening with other units working on culture across campus, as well as strategic transformation teams.

None of the issues discussed by the PCC this year, and reflected in the minutes and appendices, are new, nor are the challenges faced by the PCC in doing this work, including limitations on time, staff, and specific expertise in this type of organizational change. We move into the next phase of the PCC's charge aware that these are issues we will have to manage.

The work done to date, though far from complete, now positions the University to move on to the more rigorous work ahead to achieve the long-term goals noted above. The PCC is now under the direction of President Joyce McConnell, and her response to this report – and her vision for how to carry this work forward – are welcome and invited.

Your feedback and response to this report is also welcome. Please send comments and questions, (signed or anonymous) via the PCC email inbox: CultureCouncil@ColoState.edu

Appendices

PCC Website: president.colostate.edu/presidents-council-on-culture

PCC Membership, Role and Team List (January – June, 2019).

- President Tony Frank, Chair, CAVIP Team.
- Blanche Hughes*, Vice President for Student Affairs, Co-Vice-Chair, Consistency Team.
- Sue James*, Faculty Member, Co-Vice-Chair, Accountability Team.
- Sonia Adame, At-Large Student Representative, CAVIP Team.
- Zahra Al-Saloom, ASCSU Student Representative, Consistency Team.
- Tom Biedscheid, At-Large Member, Consistency Team.
- Barry Braun, Chair, Health and Exercise Science, CAVIP Team.
- Dan Bush, Vice Provost for Faculty Affairs, Consistency Team.
- Shannon Wagner (January – April) Catherine Douras (May-June), Administrative Professional Council, CAVIP Team.
- Tim Gallagher, Chair, Faculty Council, Communication/Transparency Team.
- Pam Jackson, Interim Vice President for External Relations, Communication/Transparency Team.
- Laura Jensen, Vice Provost for Planning and Effectiveness, Communication/Transparency Team.
- Lynn Johnson, Vice President for University Operations, Consistency Team.
- Kelly Long, Vice Provost for Undergraduate Affairs, CAVIP Team.
- Rick Miranda, Provost and Executive Vice President, Accountability Team.
- Tonie Miyamoto, Co-Chair of the President's Commission on Sustainability, CAVIP Team.
- Jenny Morse, Faculty member, Committee on Non-Tenure Track Faculty Chair, Accountability Team.
- Cara Neth, Director of Presidential & Admin Communications, Communication/Transparency Team.
- Mary Ontiveros, Vice President for Diversity/Co-Chair, President's Commission on Diversity & Inclusion, Accountability Team.
- Vance Payne, President's Multicultural Student Advisory Committee, Accountability Team.
- Diana Prieto, Associate VP for Human Capital, Accountability Team.
- Shalini Shanker, At-Large Member, Consistency Team.
- Kathy Sisneros, At-Large Member, CAVIP Team.
- Megan Skeehan, Chair, Classified Personnel Council, Consistency Team.
- Beth Walker, Dean, College of Business, CAVIP Team.
- Ben Withers, Dean, College of Liberal Arts, CAVIP Team.
- Cori Wong, Co-Chair of the President's Commission on Women and Gender Equity, CAVIP Team.
- Toni Zimmerman, Faculty Member and University Distinguished Teaching Scholar, Accountability Team.
- Claire Clemens and Katie Kalkstein, Staff Support

* Blanche Hughes and Sue James also joined the CAVIP and Communication/Transparency Teams.

WHO WE ARE: Land Grant Mission | Academic Excellence | R1 University

CLIMATE/CULTURE WE ARE PROUD OF		
THEMES	**EXAMPLES**	**DATA/NOTES**
• Principles of Community (PoC) • Rams Take Care of Rams	• Commitment to improving campus culture. • Supervisor training sessions. • Increased diversity. • Emphasis on land grant mission. • Adoption of the Principles of Community • See Word Art Below for Unit Climate	PoC Rated fairly high overall Overall employees: • 77% familiar with • 58% visible in workplace • 36-38% having positive impact First year students (from Taking Stock - see NOTES): • 'Commitment to CSU' strongest predictor of 3/5 student success metrics, • 'Social Adjustment' also positively correlated w/ 3/5 predictors
• Freedom of Speech	Rated fairly high overall.	Overall employees: • 90% important • 67% supported to speak freely • 33% FOS issues relate to my work
• Innovative • Collaborative	• We collaborate well toward shared goals, cluster hiring, center for healthy aging, superclusters (which demonstrated that it works better bottom up then top down).	
• Transparent about bias incidents	• When incidents of bias have occurred on campus, the response has been immediate and transparent. • Widespread visibility of the Principles of Community • Leadership does good job of articulating their position.	

• Committed to improving campus culture
• Committed to increasing diversity/inclusivity
	• Compassion and dedication are evident.
	• Significant improvements since 2014 at CSU and unit level with some EXCEPTIONS*** (see Inclusivity/Sense of Belonging below).
		• First year students:
		    o 'Commitment to CSU' strongest predictor of 3/5 student success metrics
		    o 'Social Adjustment' also positively correlated w/ 3/5 predictors.
		• Grad students generally feel that students, faculty and staff are friendly and treat each other with respect and support.
		    o More true for CSU and grad school than at department level

• Proud of doing a lot with a little	But, see ** below	

CLIMATE/CULTURE WE ARE STRIVING TO IMPROVE

THEMES	EXAMPLES	DATA/NOTES

• Inclusivity/Sense of Belonging	• Concerns expressed that there are too few individuals from diverse backgrounds in leadership positions, and about fair treatment based on gender, abilities/disabilities and political ideology.
	• Feeling that the next president needs to have cultural fluency and focus on the international role because CSU needs to broaden its perspective and impact.
	• Unresolved tension between placing high value on access/inclusivity and our responsibility as a Research-intensive University.
	• Accepted norms of white, male culture.
		• Overall employees:
		  o Very high for dept/unit
		  o Lower for college and CSU as whole
		  o w.o.c. very low ratings
		  o m.o.c. more favorable than other intersectional groups
		  o w.m. had more favorable responses overall but were lower on this.
		  o w.m. had more favorable responses overall but were lower on this (SENSE OF BELONGING V INCLUSIVITY)
		  o Concerns expressed more strongly by under-represented and gender non-conforming.
		  o Political ideology concerns from more conservative voices.
		
		***EXCEPTIONS (mentioned above) at unit level:
		• ~10% drop in perception of dept/unit inclusivity
		• AP highest
		• T/NB/GNC lowest
		• Fac lower than SC
		• Minoritized lower than non-minoritized.
		
		• "Culture" as measured by Climate Survey overlaps most with theme – for feedback specific to "culture".
		  o Positive feedback from staff, faculty and students
		  o Overall employees: ~60% positive on "culture", BUT
		  o m.o.c. fear of retaliation if unfair treatment reported
		  o Ww APs highest on positive culture
		  o T/NB/GNC lowest
		  o Woc, moc, ww all more negative on culture than wm on department/unit culture.

• Transparency: especially around NTTF and leadership appointments and decisions	• Women faculty do not believe upper admin. has been transparent • NTTF do NOT think upper admin. has been transparent.	• Overall employees: 62% of campus think CSU is transparent about bias incidents. • The groups (students included) who were targets of bias believe CSU transparent about the incidents

CLIMATE/CULTURE WE ARE STRIVING TO IMPROVE

THEMES	EXAMPLES	DATA/NOTES
• Accountability (esp. of leadership)/Consistency	• Policies application (e.g., family leave, sabbatical) all depends on the department head/chair/boss. • Consistent application of policies is much worse in atypical units (e.g., INTO, Online Plus, Extension . . .). • Our transparency is more apparent than our willingness to hold people accountable. • Leadership needs to consistently apply policies. • NTTF want heads/chairs held accountable. • NTTF code changes not consistent across departments at all, and more consistency would be very much appreciated. • Training needed but more than that. • All this reflects microculture theme.	Overall employees: • ~50% believe this happens • Highest perception that leadership held accountable from men and for APs • Affects women faculty more than men: gender inequity in T&P, service expectations • w.o.c. very low ratings • w.w. low ratings
• Equity/Favoritism	• Historic policy takes precedence over responsibility to support equity on all levels of employee classification. • We continue to perpetuate inequitable practices with tenure and promotion process, as an example. • Women faculty do much more service than men and don't get rewarded or recognized for it. • Need more women in leadership positions and more support for them. • Feeling that social justice is not a high enough administrative priority. • Bringing in money overrules bad behavior. • Power differentials: TT Faculty > AP > SC, Students, NTTF.	• Accentuated in non-tenure faculty and state classified and among female-gendered and gender non-conforming. • w.w. low ratings. • Favoritism perceived more by minorities, intersectional groups and state classified employees More at unit level • Culture fosters policies and procedures that hurt women faculty (all ranks and types) • Salary equity women faculty • Salary equity NTTF, SC, AP
• Misconduct: Sexual Harassment/Sexual Misconduct/Bullying/Bias/Physical Assault/Verbal Assault	• Bias and bullying most frequent - then verbal assault. • See slide "I fear . . . " below.	• Super high in T/NB/NGC, women also higher. • Women faculty experience much more than male faculty.

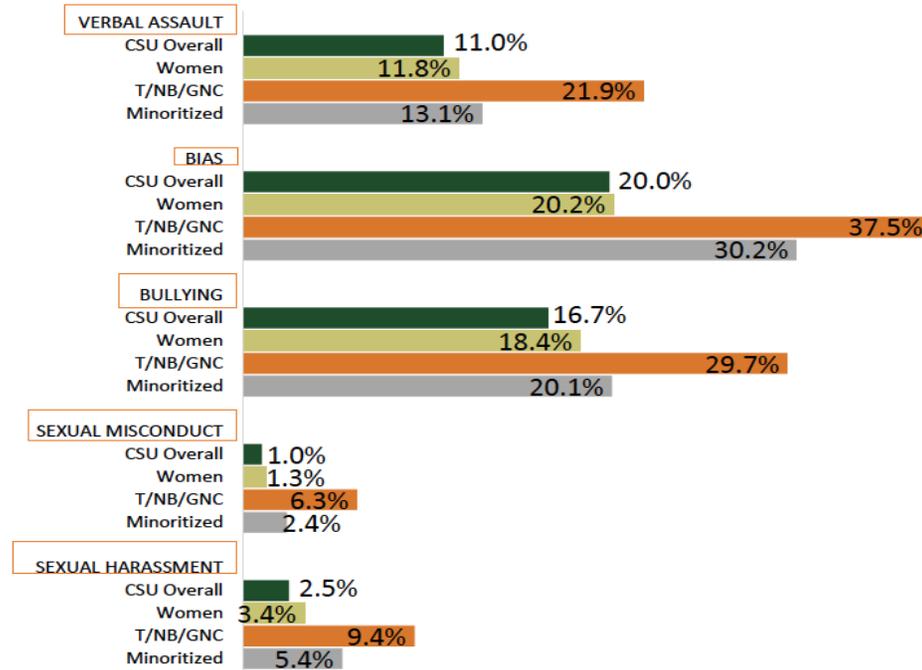| CLIMATE/CULTURE WE ARE STRIVING TO IMPROVE		
THEMES	**EXAMPLES**	**DATA/NOTES**
• Bias Incidents/Discriminatory Attitudes/Retain diverse employees (bias also in misconduct theme)	• Gender bias in all our evaluation protocols • NTTF disproportionately vulnerable to gender bias (rel. to TTF) • Search processes need improvement to avoid implicit bias and make it easier to hire diverse faculty.	Overall employees: • Almost 78% think it's worthwhile to know about bias incidents when they occur. • 23-30% overall think bias is problematic. • 62% of campus think CSU is transparent about bias incidents • 32-24% think bias increasing and alarmed by it • 51% think CSU handles incidents of bias well. Perceived Discriminatory Attitudes in Department/Office: • 36% indicated no discriminatory attitudes present • 31% Job title • 29% Employment classification • 20% Political Affiliation • 19% Age • 17% Gender
• Retaliation	• Expressing concerns about teaching or diversity could lead to retaliation. • NTTF afraid of retaliation if they go to Provost's Office with concerns/complaints. • Grievance and complaint processes don't work and favor male faculty over female, lack of resolution, and protectants not protected.	• Women faculty don't think they are protected from retaliation if they complain/grieve. • Stronger for people from underrepresented groups and female-gendered, and m.o.c.
• Work Related Stressors*	• Low salary identified as predominant work-related stress • Low NTTF salary is NOT Rams Take Care of Rams. • ** Taking pride in "doing a lot with a little" has led to overload, lack of balance and burnout. • ** "Doing a lot with a little" burden particularly acute among female-gendered doing university service. • Scarcity of resources often results in pitching units against each other, which goes against our collaborative nature.	Top Work Stressors • 47% Low salary • 33% Workload • 29% Lack of growth /promotion • 29% Work/life balance • 21% Office/department climate • 18% Email overload • 17% Lack of budget/funding/resources

HOW WE DO THINGS (POLICIES/PROCEDURES)		
THEMES	**EXAMPLES**	**DATA/NOTES**
• Faculty Council/Shared Governance • Tenure and Promotion of Faculty • HR/OEO • AP/Fac Manual • Department and College codes • SC System • CSU-wide Policies (e.g., bullying, family leave, conflict of interest . . .) • Department/Unit Policies (we have a decentralized structure) • Supervisor Training/Employee On-Boarding • Performance/Annual Reviews • Communication/Difficult Conversations • Coordinated Strategic Planning		

Three words to describe division/college culture

There are people at CSU I avoid because I fear:

VERBAL ASSAULT
- CSU Overall: 11.0%
- Women: 11.8%
- T/NB/GNC: 21.9%
- Minoritized: 13.1%

BIAS
- CSU Overall: 20.0%
- Women: 20.2%
- T/NB/GNC: 37.5%
- Minoritized: 30.2%

BULLYING
- CSU Overall: 16.7%
- Women: 18.4%
- T/NB/GNC: 29.7%
- Minoritized: 20.1%

SEXUAL MISCONDUCT
- CSU Overall: 1.0%
- Women: 1.3%
- T/NB/GNC: 6.3%
- Minoritized: 2.4%

SEXUAL HARASSMENT
- CSU Overall: 2.5%
- Women: 3.4%
- T/NB/GNC: 9.4%
- Minoritized: 5.4%

Definitions and Key	Taking Stock Notes: These are the two constructs that seem most related to CSU culture	Sources
- w.o.c. = women of color - m.o.c.=men of color - w.w. = white women - w.m. = white men - T/NB/NGC = trans/non-binary, gender non-conforming	**Commitment to CSU** - I'm committed to completing my degree at CSU - If I could do things over again, I would still choose to attend CSU - I would recommend CSU as a place to go to school - I intend to return to CSU in the spring - I will most likely transfer to another institution before graduating - I'm confident that attending college was the best decision for me **Social Adjustment** - I feel I am adjusting well to CSU socially - So far this semester I've been able to make friends with other students - So far this semester I've been able to connect with others who share common interests with me - CSU is meeting my expectations socially - I feel that I am a part of the CSU community	• Standing Committee on Women Faculty report, 2016 • AP/SC/Faculty Council Data/Employee Voice Surveys, 2017 • Graduate School Student Satisfaction Survey, 2017 • CSU Employee Climate Survey and Intersectionality Report, 2018 • CSU Presidential Search Advisory Committee Listening Sessions, 2018 • "Taking Stock" survey of 1st year undergraduate students, 2018 • Non-tenure track faculty listening sessions/PCC inbox emails, 2019 • Common Themes in Culture paragraphs from PCC Members, 2019 • Common Themes in "Iceberg" Culture exercise from PCC Members, 2019