

President's Council on Culture
Meeting Notes
February 3, 2020
VPR Conference Room

Attended: Sue James, Pam Jackson, Carmen Rivera, Barry Braun, Catherine Douras, Emily Wilmsen, Ellen Fisher, Wayne Hall, Ashley Wilbanks

Absent:

● **Introductions**

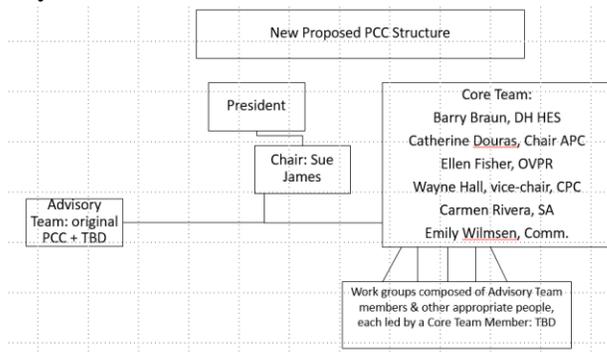
- Each member introduced themselves & their office/department

● **PCC background (annual report & Pres. reply)**

- The PCC was created by Tony Frank and over a short time the focus became organizational culture change.
- The previous PCC was chaired by Sue James, Blanche Hughes, and Tony Frank.
- The previous PCC group met 6 times in 2019 which set the stage for what needs to be done going forward.
- The previous PCC group wrote an Annual Report, Executive Summary. The report shares key points of the culture and climate at CSU. It is available [here](#).
 - o President McConnell shared her response to the report. It is available [here](#). In her response, she mentioned the [Eight Traits of a Healthy Organizational Culture](#) as a helpful resource for the future of our institution.
- President McConnell placed all Presidential commissions, councils, committees, etc., on hold at the beginning of her presidency.
- February 3, 2020 was the first PCC meeting since President McConnell sent out a request for a restructure.

● **Review of new PCC structure, logistics, individual commitments and needs**

- The new PCC structure will contain an Advisory Team (size flexible) & a Core Team (5-7 people).
- Work groups (composed of members of the Advisory Team and other appropriate people) will each be led by a Core Team member.



- The new structure will allow for more accountability and the smaller number of people will allow for tasks to be executed in a more efficient way.
- We try to leave out hierarchy at the door of our PCC meetings so that everyone feels they have an equal voice in PCC and is empowered to speak up and join all discussions.
- President McConnell will not be at each meeting but expects the PCC to communicate with her when needed.
- In addition, we have added Ashley Wilbanks to the PCC Team. She is our official notetaker but she's also encouraged to join all discussions and provide PCC input as a member of the team.

●**Review:**

●**MCOD**

- This model has been adopted by VPD for all of CSU.
- There are multiple stages to MCOB.
 - CSU is currently at stage 2
 - Goal: stage 5 and then try to get to stage 6. We recognize this is aspirational as very few insitutions of higher education, if any, are at stage 6.
- These steps will be instrumental in creating strategic change
 - Homework: Look at these steps and score where CSU currently is, be prepared to report back at the next PCC meeting
- The stages build on each other, we must progress through each and it is possible to be in more than 1 stage at a time.

●**Kotter**

- His works shares a process for changing organizational culture.
- His approach is simple and overlaps many of the recommended steps in MCOB for moving from one stage to the next.
- All 8 steps are vital – you can't skip any or changes won't last.

●**Shore inclusive workplace**

- Human Resources Management Review
- Shore is on CSU's faculty and works on equity in the workplace
- This review talks about the importance of uniqueness & inclusiveness, and that management but be both "preventive" and "promotive" to achieve an inclusive workplace.

●**8 Traits of Healthy Organizational Culture**

- These 8 traits will be embraced moving forward and they converge with findings about what we need to improve in our culture and climate at CSU.

●**ACT (from SCSWF report)**

- Accountability, consistency, and transparency are issues that are constantly coming up in campus climate surveys.

●**Learning Organization concept**

- " a learning organization is an organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights" (p 2)
- The focus of this change needs to be to learn and get better, not just keep doing things because that's the way they've been done in the past.

● **Long-term goals**

- long-term goals = 5 years
- Goal: get to stage 5 in 3-4 years
- Specific long-term goals were not made at this meeting.

● **Short-term goals/follow up**

- short-term goals = 1 year or less
- Sue has communicated with former PCC about being on hold.
 - Some of the former members of PCC will be asked to be on the Advisory team and will be very beneficial.
- Follow up:
 - Laura Jensen drafted a Source story on salary equity and then the PCC was put on hold.
 - SCSWF would like to do a follow up to their 2016 report. Pam Jackson is helping to look into this.
 - PCC has begun conversations with State Classified Council leadership about gathering input from SC employees before being put on hold, similar to how PCC sponsored NTTF Listening Sessions in 2019 that lead to a task force and some continuing work on NTTF. We will begin this activity again.

● **Helping with Courageous Strategic Transformation (CST)**

- Assisting with the process of CST is a great & big opportunity to add culture change.
Keep in mind: The coalition is larger than those sitting in the room!

● **Next steps: MCOB & Kotter**

- Both of these resources will guide us in this process.
- Barry pointed out that PCC 2019 report shows us what cultural things we need to work on (see bulleted list in Executive Summary and excel table at end of report) right now. So while we work on long terms plans as well, can we use this as starting point for cultural pieces to start work on right away. Group agrees and we will discuss at next meeting.

● **Communication Plan**

- Working with & learning from external constituents will be beneficial to this process (i.e. City of Fort Collins) & we need to start scheduling time with them.
- The website needs to be updated. Anonymous entries will continue to be talked about at PCC meetings & added to the minutes, which will be uploaded to the website.
- Sue will send an email to the previous PCC, with new plans.
- Need to develop toolkit.
- Pam and Emily will walk through the communication plan before it gets shared with the group.

● **Schedule regular repeating meeting time**

- Meetings will be held every 2 weeks on Mondays from 1-2pm.

Wrap up/misc. notes:

- It is important to formulate what the vision of PCC is, then figure out how to get there.

- The idea of a cultural audit was discussed. It is a critical piece to this process.
- We are not quite ready to say what the work groups look like yet but need to get there soon.
- The need to have a budget (for an audit, potential travel expenses) was discussed.
- Keep in mind: climate issues vs. culture issues
- We need to have a broader voice. How do we do that on this campus? We need to focus on this. Ideas include a listening session, cultural audit.

Homework:

- Complete grading on strategic steps (MCOD).
- Write (a couple of sentences) on what our vision should be.
- Email Sue regarding individual needs to stay in PCC.
- Read the [Annual Report](#) from the previous PCC and other readings (MCOD, Kotter, Shore) sent out before this first meeting.