

President's Council on Culture
Meeting Notes
April 27, 2020
Microsoft Teams Virtual Meeting
1:00-2:00pm

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

Future meeting plans: presentation from City of Fort Collins, communication strategy & plans

- Emily, Pam, and Sue have had a couple of communications meetings in the past 2 weeks.
- Emily spent time working with the City of Fort Collins during which they did a cultural audit.
 - The audit was in pursuit of the Baldrige Award (an organizational excellence award given to companies by the US Secretary of Commerce. Only 3 cities, including the City of Fort Collins, has been awarded this since 2019. Everyone in the organization is familiar with and is able to recite the mission, vision, values of the organization, everyone knows how their job/position fits into the organization)
 - The City went through great effort to incorporate process and process improvement to its daily workflow.
 - Conflict resolution is usually met within 3-5 days.
 - Kelly DiMartino (Deputy City Manager) has agreed to come talk with PCC about what it takes to make an audit happen.
- Sue reached out to Joyce and Ann to invite them to join the meeting with Kelly.

Advisories/Work Groups

Cultural Audit/Assessment of Leadership Tiers

- Joyce was amenable to the concept of identifying our current culture and then work to audit the administration first.
 - Looking at tiers of leadership would be beneficial
- Pam found an assessment tool published & available online that Sue took to Zinta Byrne, Professor of Psychology (at CSU)
 - It was decided that this specific instrument is meant more to look at corporations, rather than higher education.
 - The recommended paper Zinta sent Sue was forwarded to the group, it is focused on institutions of higher education
- Ellen mentioned the importance of having action items in addition to or in parallel with the performance of an external assessment.
- Communicating to campus is vital and important, including action items and long term Plans.

- We do know what our culture is but when we look at the research, it's important to look at culture now before we move forward.
 - Paper from Gaus: 3 challenges in doing this in higher education vs. corporate world
 1. University's mission is in flux/transforming over the last decade or 2
 2. The many different disciplines/departments function as subsystems and we end up with multiple cultures
 3. Researchers do not understand how to describe how Universities are governed.
 - It is important to have a qualitative & quantitative approach when conducting an audit. Choosing the correct approaches depends on the researcher.
- Do we want to use the word 'audit'? Do we believe that President McConnell is serious about culture change at CSU?
 - Pam believes that Joyce wants to change the culture and is committed to that. The journey/path to that is unknown.
 - Barry agrees with using the term audit because it sounds real and will accomplish something. He has hope that President McConnell sees the value in culture change but understands that change is hard.
 - Wayne agrees with Barry and raised the question of, 'who will be the governing/enforcement piece of this?'
 - Sue sees PCC's role as the audit initiator, and not the enforcer.
 - IR is lacking in staff & structure but hopefully in the long run, their office inquire more people to help with this.
 - Ellen emphasized that the PCC could recommend that there are people who are assigned as 'enforcers'/have expertise in this arena. Pam agrees.
 - We should visualize more than 1 scenario: doing less/simpler to a full blown approach with a cultural audit (multiple years) and something in the middle & present Joyce with these scenarios.
 - Expectations need to be set up front (ACT)-Pam
 - Carmen emphasized that there are psychological connections to the words 'audit' & 'assessment' and it is important how we address these words. The questions we ask need to be intentional. Sue agrees.
 - We would need to do this as an IRB Approved Research Study – Sue

NSF Advance

- Sue is working with Ruth Hufbauer (Professor in College of Ag, Director of GDPE, co-chair of CoGen, formally the Standing Committee on the Status of Women Faculty)
 - Proposal for National Science Foundation about Institutional Transformation, focused on improving the lot for STEM faculty & marginalized STEM faculty, involves a culture assessment and culture change.
 - Sue & Ruth thought there could be a shared working group between PCC & CoGen.
 - Catherine agrees that this is appropriate and offered her expertise to be used.
 - Sue, Catherine & Ruth will get together about next steps.

CST

- Hard to propose anything for this working group since we don't have a sense of what it will look like.

Proposal to Joyce for Advisory/Work Groups

- Cultural issues are being amplified right now; there might be an opportunity to partially frame it/highlight the gaps in our culture, how different groups have responded, etc. - Ellen
- Start with experts that are internal to CSU – Sue
 - They will know CSU better
 - They will be less expensive
 - We could reward them with service
- Sue suggests starting with an Advisory Group (Zinta & Lynn Shore) and have them give us advice over the next month about what a working group would like/who would be involved/what kind of resources it would take & then we could add more people for advice or to the working group side, as we learn.
 - Pam agrees with this idea and suggests having them talk to us about what an audit looks like/what the findings look like/what do we do with the findings/can we do different tiers of assessment?
 - Carmen agrees but also feels that having a larger group to help with the big questions wanting to be asked in the audit would be helpful. Pam agrees that this is important.
- Ellen suggested doing a town hall/open forum to gather information.
- People will be able to provide anonymous feedback through our website.
- Sue gave several examples re: what to do with information gathered from an audit.
- Sue will reach out to Zinta & Lynn to inquire about becoming an Advisory Group.
 - Carmen suggested calling them a consultant group, rather than advisory group.

Honing our Vision

- This relates to communication, we will communicate our vision to campus.
- When we do our cultural audit we will need to have a vision for where we want to end up.
- Zinta & Lynn will likely ask us what our vision is.

Next Steps

- Kelly DiMartino from the City of Ft. Collins will be joining our next PCC meeting (May 11th) – thanks Emily!
- Talk about action items from the summary of the report from last year.
- Sue will reach out to Zinta & Lynn about being an Advisory/Consultant group for us and will figure out a way to present this to Joyce.
- Sue will draft a proposal of work groups & send it out to PCC and then Joyce.
- Sue will draft a vision and send it to the whole group.

Homework

- Sue will draft a vision, and we can chime in through email discussion, in the next week!

Feel free to check in with the group using Teams! Stay well, everyone!

Next Meeting: Monday May 11, 2020 at 1pm, Microsoft Teams