

President's Council on Culture
Meeting Notes
April 13, 2020
Microsoft Teams Virtual Meeting
1:00-2:00pm

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

PCC Vision

- What do we want to tell campus what the PCC is working on?
- MCOG
 - Goals:
 - Move from stage 2 → 5 in 3-4 years
 - Move to stage 6 in 4-6 years (recognizing that this is a very optimistic goal as not many universities are here)
- Shore Inclusive Workplace
- 8 Traits of a Healthy Organization
- We live & breathe ACT (accountability, consistency, transparency)
- CSU is a Learning Organization
- It is difficult for Joyce to separate from the moment we are in because everything is so different than it was 6 weeks ago.
- Joyce expressed appreciation for the PCC's energy.
 - There's the now and the after.
 - JM working with her team on a structure for thinking about actions (4 phases).
 1. Immediate (i.e. moving classes online)
 2. Short term (i.e. every day happenings)
 3. Medium term (i.e. how do we start planning for summer & fall?)
 4. Long term (i.e. how are we going to transform ourselves over this period of time? What will we look like 18 months from now?)
- Joyce thinks it will be valuable for the PCC to look at these phases when doing our work to meet the needs of our community.
- Originally, the PCC's vision (drafted prior to the pandemic) was very 'long-term looking' as organizational change is a long-term process.
- In the short-term, PCC is offering an opportunity to help with campus communications around cultural issues. (SJ)
- A tremendous coming together to help support each other & amazing things have taken place during this crisis. (JM)
 - PPE has not been available to critical employees.
 - CSU could not produce masks fast enough (with the help of the costume shop, Extension, Nancy Richardson Design Center, and supporters).
 - A member from the Core Team worked his network & got enough PPE masks for our critical staff.
 - This type of thing continues to happen on campus
- PCC might want to pay some attention to the support that is happening on campus that might not have been happening before. (JM)

- Culturally there is a way to support each other, how can we continue this in the short-term, medium-term, long-term? (JM)
- There are a number of things that are happening that speak to our culture. (EF)
 - i.e. The head of Central Receiving drove to pick up masks in

Longmont/Loveland

himself after some delivery confusion to make sure they got to the lab in a timely manner.

-We have a tendency to jump in to do what's needed when it's needed and we lose that sometimes.

- Culturally, we can make things happen by building on it (instead of losing it when things go back to normal). (JM)
- People's desire to help is heightened during a time of crisis. If we can hold on to this, it would be amazing (EF)
- We want to make sure that everyone on campus shares our values, especially when it comes to salary cuts vs. furloughs. (EF/SJ)
- We have learned about decentralization across units and want to make this part of our vision.
- PCC is in the role of being a champion for positive change, which is a value. (JM)

Joyce's cultural priorities when looking into the future:

- Joyce's direct philosophy would be to grant furloughs before layoffs.
- Joyce's decisions have to go through the Board before they go out to campus.
- The Board put a priority on keeping as many people employed as possible.
 - Taking scalable cuts in salary or furloughs.
- Ann is in favor of having the PCC be a partner for communication but prefers to not have Q&As and instead have it be more of a conversation piece.
 - Helping the campus community understand the connection between our culture (what we value) and organizational & strategic decisions. This is a moment where we can help the campus understand how organization and culture can work profitably together.
- There is an opportunity for conversation with other campus leaders to who are trying to work on culture in their broader areas. (JM)
- We can have conversations with people on campus about having a particular value. (JM)
 - i.e. sharing hardships and not putting it the backs of others
- Wanting to promote our shared values is part of our vision. (EF)
- The University structure, in terms of policy that reflects positive culture, has been decentralized. (JM)
 - This is something that we can be aligned about & make a difference across campus.

PCC Charge & Courageous Strategic Transformation

- The previous charge was written by Tony & Cara (for a different PCC)
- We could replace the charge with our vision since we've been 'recharged' with the new structure of PCC.
- This PCC was charged with helping with Courageous Strategic Transformation.
 - Culture needs to be key in Strategic Transformation. (JM)

-This can be looked at in 2 ways:

1. Put it off on its own & PCC becomes fully integrated in CST and focuses on culture.
 2. Culture cuts across everything, how can the PCC be active in supporting promoting a positive culture across the board in each area that is being moved forward with CST?
- PCC's role is to be brought into various aspects of CST and we can help with the culture piece deploy a PCC member to the given CST area that is being worked on. (SJ)
 - CST will be focused on soon; the pandemic response is taking up a significant amount of time/energy.
 - Resourcing to Strategy is a phrase that gets used in VPR but for PCC it could be Resourcing to Value (budget decisions being made) (ER)

PCC Website

- We will run the charge by Joyce & Ann before it gets put onto the website.
- Idea to create consistency across Presidential Council websites.
 - VPUC (Vice President of University Communications) will be working to reshape CSU's entire web presence in the next year.
 - Joyce recommended to adjust information now, to assure accuracy but don't do any big changes to the website until they know what they want our uniformed look to be.

Culture

- We are following multiple models (MCOB, Kotter, 8 Traits) to guide our efforts.
- Before we change our culture, we need to know what our culture is.
- Culture is often driven by the top of the administration.
- Should we be looking at some type of cultural audit at the leadership levels that we would communicate with the campus about? Should PCC engage with ELT or Council of Deans to figure out how we can do this once we are all back to face-to-face?
 - None of the models offer a process/structure for an audit, they suggest it gets done.
 - Focus groups and surveys with the role of an observer would be a starting point for our process (SJ).
 - Departments would be a focus as the shared values start to diminish here.
 - For women, especially, a community is often found outside of their departments (EF).
 - Maybe we start the cultural audit at the ELT level and learn what the shared vision is and cement the good stuff and then take it down to the deans and the department level (SJ).
 - People respond to the leadership sharing the roles. Starting with leadership sends the right message (EW).
 - A significant amount of good happens in departments (it's your family, celebrations, support) but also the constructive criticism happens there (BB).
 - By doing a cultural audit, we can share best practices across campus (SJ).
 - People seem to be treated inconsistently, not always fairly, at the department level which affects the morale of the department (JM).

- Focusing on some of the positive attributes of departments could be really educational for us (JM).

The difference between PCC & RBEI

- This conversation will be continued.
- Mary Ontiveros was recently named co-chair.
 - VPD office will help to move RBEI forward in a more efficient way (will offer the support that RBEI needs).
 - The President's Commission on Diversity will help advise RBEI.

Next Steps

- Draft a vision, charge, and communication to campus.

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

Next Meeting: Monday April 27, 2020 at 1pm, Microsoft Teams