

President's Council on Culture
Meeting Notes
June 8, 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

Debrief on City's presentation from May 11th

- Sue appreciated Kelly mentioning the process that is organizational change, noting it took the city 7 years (but really never ends).
 - It took great persistence (examples: police department & volunteers) to get everyone on board. (Sue)
 - Their organization was much more effective when they followed this (Baldrige) model. (Sue)
- Carmen noted the difference seen at CSU from 7-10 years ago regarding organizational change.
- Carmen believes a hybrid of multiple approaches (or the melding of multiple approaches) for organizational change seems most in line with what we are trying to do at CSU.
- Barry sees how having an end goal for the city (the award/prize) was very useful for them. He also noticed the difference between values & principles, in their shared resources, and sees that his department has done a great job of values and not as great of a job at principles.
- Emily believes that having an end goal and being mindful of your audience is important.
- Carmen believes the ways in which CSU is decentralized has not necessarily been a detriment to progress in particular areas.
 - Example: People taking initiative around inclusion, we have a centralized approach in having a VP for diversity, and the student aspect under Student Affairs. It is important for us to talk about how we connect to all of these efforts as a council.
 - How does this council plug into the work that has already been done?
- Ellen believes that it is important to message in a way that has clear direction of outcomes and purpose when we move forward.

Getting Broader Input on our Draft Vision/Process

- Sue is awaiting Joyce's input on this.
- Where do we start getting input? Do we start with leadership groups and other councils? (Sue)
 - Sue was thinking ELT, Councils of Deans, potentially the Employee Councils. She prefers to have meetings with people vs. communicating through email.
 - Pam mentioned that is very rare to have overlap between ELT & COD.
 - There are 8 people on the Council of Department Heads & Chairs who would be happy to work with the PCC. They meet 1x/week (now) but usually meet 2x/month. (Barry)
- Carmen asked what work was done to arrive at this draft of the vision.
 - Sue reported that it came from discussions last year, the final report from last year, Joyce's response to the report, the 8 Traits of Healthy Organizations, etc. Sue combined this & drafted the beginning of what we are aiming for.

Work/Advisory/Consulting Groups

- Sue has not had the chance to talk about work groups with Joyce yet.
- CoGen (formally the SCSWF) is working on the NSF Advance Proposal and there are a lot of culture transformation pieces to it. They are not ready to put together working groups yet. This is on hold. (Sue)
- Do we want our core group to drive consulting with the 8 various groups to elicit feedback on our vision & process? Or should we elicit the help of other people in this process? (Sue)
 - Catherine believes we should start with the core group and pull other folks in if needed.

Communication Plan: Alignment with Other Groups, Website, Initial Source Stories

- Blanche & Sue will meet next month re: RBEI & PCC. There is confusion about the difference, PCC has not been communicating out.
- Maybe we want a formal working group to help with communication, as needed (i.e. Jeff Dodge)? (Sue)
- Issues brought up by Pam: There is internal confusion between PCC, RBEI, VPD, climate vs. culture, confidence & trust in leadership. Consistency in communication is really important. Decentralization of practices which influence culture is another issue. There is a need to align with certain groups to create consistency & continuity.
- Should we put together a working group that has members from each group so that communication plans are aligned? Or is this already happening? (Sue)
 - It is happening, to a degree. VPD has a presence in some things (CDI, RBEI, Student Demands, etc.) (Pam)
 - Yes, this a good idea. We could bring in the groups doing critical work who are working to move the University forward. (Pam)
- There is not a communications person attached to each group. (Pam)
- Internal communication is the hardest to do. (Emily) Pam agrees.
 - Internal communication is very unique within the University. (Pam)
- How do we move forward with an internal-communication-alignment working group? (Sue)
 - Pam and Emily could put together a 1-page document on what this might look like, who would be at the table, etc. & bring it back to the PCC for consideration before we start to reach out to others. (Pam)
- Carmen reiterated the point that many things have been done and are continuing to be done by various entities at CSU. The problem is that people do not know what others are doing, including those of us in PCC. This alignment would help with this.
- Making our web presence more informative & pointing to each other's pages is part of the alignment process that needs to take place. (Sue)

Added Urgency Regarding Current Events

- We need to be sensitive & inclusive, especially now, to all of our populations on campus. (Emily)
 - Sue agrees that this urgency should be here.
 - We need to do everything we can to support this and have it add to our own urgency. (Sue)
- If we choose to think about how PCC and our work addresses racism and whiteness in our organization, it would be a brave decision and a great space for this committee to

continue the work once some of this dust has settled & we are committed to not making it business as usual.

- Barry agrees with this but insists that we must be very intentional and all in when doing this. Pam agrees.
- Sue believes that the communication alignment group can help us stay accountable.
- Perhaps we could get more explicit with our principles, goals, etc. around centralizing certain particular aspects, i.e. race and other power structures, that have an impact on the culture of our organization. We cannot be vague about this! (Carmen)

Homework/Next Steps

- Barry and Sue will talk later this week in regard to Shingo's Model.
- Sue, Ellen, Pam, Barry will meet with the Council of Heads & Chairs on Friday 6/12 at 4pm (pending Joyce's approval of the vision)
- Will try to get on the agenda for ELT, COD, and Employee Councils (starting with executive teams) meetings as soon as possible.
 - Wayne & Catherine will look at agendas for Employee Councils (APC, CPC) to find the best time for PCC to join.
 - Sue will also arrange with Faculty Council's executive team.
 - PMSAC might be the best way to reach students & collect feedback (contact Blanche and/or Mary).
 - Graduate students will be contacted through their council. Pam suggested reaching out to residence assistants.
- Pam & Emily will create a 1-page communication proposal for PCC members to review before the next meeting.
- Think about FAQs for the PCC website. Sue will send out an email reminder about this and Ashley will create a shared document in Teams for this!

Next Meeting: Monday June 22, 2020 at 1pm, Microsoft Teams