Round 1: What does success look like in terms of the positive impact it would have on campus climate?

Round 2: How do we get there?

Table #1
Foster creation and support success of student identity groups to further enrich a multi-cultural and diverse campus

Success looks like clear pathways for students to explore their identity and the ability for students to make those connections. It also includes identifiable space on campus to connect with one another and a clear understanding of how social justice initiatives serve the identity groups.

We get there by working with colleagues to increase academic offerings that should include both social and theory. We could host an identity fair. Some students come with multiple identities. We could host opportunities for intergroup dialogue to explore identity and make connections.

Table #2
Develop conflict resolution services and enforcement mechanisms

What are root causes of conflict? We need to consider the academic side and the imbalance of power that leads to bullying. People don’t feel safe and have conflicts or perceived conflict, but don’t have mechanisms to resolve them and are afraid of repercussions. We usually think of top-down conflict resolution, but there are relationships that have to be maintained. We need to move to a model of accountability with repercussions.

How do we want to address it? Is it a service? Or is it a campus culture or teamwork ethic that gets us to begin resolving these issues? There are three tiers: 1) Providing education and making staff aware of these dynamics; staff need to understand their obligations to work at it. 2) Supervisors who have to intervene much earlier on and need to be resolution agents – to have enough training in order to establish agents to resolve problems with staff; 3) More formal resources when all else fails or if the situation is more difficult. The aim would be to end up with a win-win versus a top-down resolution with a repercussion. This would allow relationships to move forward.
Table #3
*Implement strategic communication and awareness campaigns on cultural appreciation*

Success would be that every person answering honestly felt appreciated and recognized in their cultural identities. There would be buy-in from the top down and everybody would understand the proper communication channels to disseminate information.

In order to get there we could either have FTEs assigned or a committee where people are looking at this from the various constituencies on and off campus. Communication would get to the appropriate people. This could include events such as a brown bag lunch. We need to get people thinking about celebrating what is already going on and talking about how to address issues and support people in doing it.

Table #4
*Explore opportunities for engagement of employees from various levels and divisions to work toward common institutional goals (i.e., initiatives, committees)*

What are the common institutional goals and how do we support them (understanding that these may change over time)? Make connections between academic focusing, student success, workforce planning and strategic planning. We need to have metrics and communication around executing strategic plans across divisions. There should be cross-divisional functional groups charged with implementing those plans and have it embedded in our culture.

Table #5
*Increase outreach to and face-to-face interaction with student LGBTQ population*

Success would feature a strong staff and faculty presence in terms of mentoring and/or collaboration with other campuses. It would mean having a space – shared, temporary, whatever, but SAFE. Success is engagement with the community such as clubs or high school groups. Our LGBTQ students engage with those groups. How can we empower them? What can our campus do to support them? Establishing gender-neutral restrooms would be a positive move as well as more awareness of “Safe Zone” training and more visibility of people’s active support of that training. There would also be a tangible web presence. Success equals somebody whose full-time job it is to coordinate all this. It was noted that OSL is in the process of hiring a women’s program and LGBTQ coordinator.

Table #6
*Enhance staff recognition programs – both formal and informal*

Formal recognition such as the Staff Excellence Awards is too formal for some. What matters most is getting recognition from their immediate supervisor. How can supervisors and managers be convinced, educated or indoctrinated to believe that this is important? They must know how to actively engage and to acknowledge work-life balance. They
should reduce the fear of making mistakes. It takes seven compliments to counter one criticism.

**Table #7**

*Explore opportunities for engagement of employees from various levels and divisions to work toward common institutional goals (i.e., initiatives, committees)*

Success would include transparency and cross-communication or multi-tier mentoring programs. There would be intersections of departments, divisions and offices. How do we honor and celebrate people who have come with so much experience? What does that look like? We would build skills for middle managers. Success would look like a pyramid with values at the base, vision in the middle and our mission at the top, which all flow into forming our culture. We should look at best practices for valley start-ups. Employees at Google have 10% of their time to just explore other interests. We should support a personal spirit of inquiry.

**Table #8**

*Enhance performance management processes*

There has been ongoing conversation with CUCSA and other groups. Success is overall higher morale and more pride in being part of the campus as demonstrated by connectivity and connection to the mission. Employees should feel that they are doing a good job and being held accountable if they are not doing a good job. Professional development plans should be tied to performance. Supervisors should think about how to use skills that are not on their job descriptions and determine where they best fit. Supervisors should be supported in evaluating in a clear and consistent way. There is a need for consistency of evaluation across different supervisors and greater understanding that satisfactory is not a “C” grade. We should be looking at different methodologies like 360 reviews, but using with caution. There should be an ability to assess where something is going wrong.

**Table #9**

*Provide mandatory training for all supervisors aimed at fostering positive culture*

The first group had a negative reaction to the term “mandatory” training. There are pros and cons of tying this training to performance evaluations. It should not just be training for the sake of training, but should focus on outcomes. This would have to apply to faculty as well as staff. What success would look like is that mandatory training would not be necessary. It should ideally be somehow tied to the ability to be promoted and move up in the organization and supervisors would therefore want this training.

The second group focused more on how you market it. “Mandatory” does not have to be bad. We can focus on the positives. It’s not mandatory because a supervisor is bad at what they do, but because not everyone is good at everything. Leadership and upper
management have to set the example. Instead of focusing on being “mandatory,” we could focus on certificates that can be put on a resume.

Table #10
Implement strategic communication and awareness campaigns on cultural appreciation

Success would look like fewer complaints about a hostile environment. We would be able to benchmark complaints on campus. It would be helpful to mine social media to find out what is positive and what is negative, who shows up to events, and whether or not we are cross-pollinating. We have received some positive recognition as a campus, but people don’t necessarily know about it. There is a lack of visibility for the positive. For example, the Students of Color conference is coming up and many don’t know about it.

Sometimes we’re uneasy about our own diversity. We have to think about how we are going to brand our university. Most diversity campaigns are focused on students, but we need to have a comprehensive campaign to engage all of campus.