SPI Cohesive & Supportive Culture Initiative Meeting 3

Wednesday September 17, 2014
Agenda

1. Q & A - team structure/process
2. Clarify team roles and structure
3. Define results for Cohesive & Supportive Culture
   ○ Framework/guidance
   ○ Potential questions
   ○ Ideas for gathering and analyzing data
4. Discuss next steps
Team Roles & Structure Discussion

In your team - discuss the following:

1. do you have all the roles filled?
2. do you need team agreements?
3. what decision making tools/methods will you use?
4. what are your preferred communication methods?
5. what will be your meeting format and frequency?
Organizational Culture Model

- Experience
- Beliefs
- Behavior
- Results

Results: Sources

Cohesive and Supportive Culture in order to attract, develop and advance the best staff in the field

Setting the stage

The Division of Student Affairs at University of California, Berkeley has been engaged in a long-term strategic planning process since 2012. This effort to “Dream Big” is aimed at transforming the division’s services and solutions to world class levels — making the total student environment one with strong support, inclusiveness and belonging. To make this happen, the environment and culture of work will need to attract the best possible talent and provide employees at all levels with a shared sense of engagement and opportunities to develop and advance their capabilities.

The division has moved through several stages to set direction, reach out to stakeholders, analyze findings, and narrow the focus. This included outreach to peer institutions, focus groups with students across the campus, and staff interviews, all aimed at finding those common elements that could establish direction and drive strategic action. The results of this two year arc of activities made a compelling case for the focus on a “culture of care” within the division. Ultimately, students’ interaction with staff is fundamental to the kind of out-of-classroom experience that promotes engagement, success, and attachment to UC Berkeley; that’s why the staff environment and work culture matter so critically.

Challenges and opportunities

To shift the culture of any organization will require a true level of commitment, focus, and intentionality. This is especially true for service organizations where people are, in essence, the brand and ambassadors of the desired culture. Staff engagement at a deeper level will be necessary than has been the case historically. Employee attitudes toward work and the work environment, attachment to a clear vision and mission, behaviors and actions toward students and other staff — all coalesce to create the sense of cohesion and support that everyone wants. To get there, Student Affairs has first to define what the attributes of the desired culture are; these constitute the characteristics, behaviors and actions that managers and staff are expected to embody — and against which they can be assessed. Given the wide range of staff responsibilities ranging from “back of the room” services such as facilities maintenance and technology experts to front line experts like admissions counselors and student organization advisors, it will first require a cohesive and permeable definition of culture everyone can understand and support. The breaking down of silos and a concerted effort to integrate all parts of the work as contributing to the student experience will be a critical part of the effort.
Results Discussion

- Review Strategic Narrative
- Are these the right results?
What words would you use to describe our current organizational culture?

http://www.youtube.com/watch?feature=player_embedded&v=rCKZg5ONGg
Result 1
Employees experience a sense of pride in/commitment to their work and the work of the Division as it relates to the vision of creating an unparalleled out of the classroom student experience at Berkeley.

How are your beliefs driving your actions regarding your commitment and pride in your work life?

How have your experiences shaped your beliefs about shared values/group norms regarding your commitment to/pride in your work?

Describe your experience of connectedness to your work/job and the work of the Division as it relates to the vision of creating an unparalleled out of the classroom experience.
Result 2
Employees experience a sense of camaraderie with their colleagues in the Division.

How are your beliefs driving your actions related to camaraderie at work?

How are your experiences shaping your beliefs about shared values/group norms regarding camaraderie at work?

Describe your experience of relationship with your colleagues in the Division of Student Affairs.
Result 3
Employees experience a sense of credibility, fairness, and respect (trust) from supervisors and divisional leaders.

How are your experiences shaping your beliefs about shared values/group norms?

Describe your experience of relationship with supervisors and divisional leaders.
It’s Team Time

• What are your next steps?
• How will you use the engagement principles in designing your plan?
Team Roles and Structure

Before the next meeting, as a team decide on your roles/structure:

- Rotating leader (2 weeks) - provide schedule
- Rotating meeting facilitator (2 weeks) - provide schedule
- Meeting timekeeper
- Meeting notetaker (electronic - stored google drive)
- Logistics coordinator
- Agenda item planner
- Active participants
Engagement Principles

- Widen the Circle
- Connect People and Ideas to Each Other
- Create Communities of Action
- Embrace Fairness
Team Deconstruct

Devise a plan to:

- Understand staffs’ current experiences, beliefs, behaviors related to our current culture and their effectiveness in achieving results.
- Decide what is working and what is not working.
- Describe the context of our work
Deconstruct Questions

Develop a plan to capture, analyze and validate your results utilizing best practice research, peer institution comparisons, consulting companies(?) etc.

1. Who are the staffs' we need to talk with?
2. When do we need this to happen?
3. How will the data be analyzed?
Team Reconstruct

Devise a plan to:

● Define a cohesive & permeable definition of culture everyone can understand & support.

● Define what the desired cultural attributes are including experience, beliefs, & actions that managers & staff are expected to embody- & against which they can be assessed.

● Determine the highest priority results for Student Affairs in the next 10 years?

● Determine the 5-10 year context of our work in Student Affairs?
Reconstruct Questions

Develop a plan to capture, analyze and validate your results utilizing best practice research, peer institution comparisons, consulting companies, etc.

1. **In the next 10 years, SA needs to achieve these three critical goals in order to serve students in the manner the university, parents and incoming/existing students will require from SA (context)**

2. **What trends do Exec's, other Campus SA leaders foresee?**
Next Steps

- Map out milestones/timeline and deliverables for teams to January 2015
- Identify metrics and targets
- Identify staff resources
- Funding model/budget
- Trade-offs
- Risks/constraints