Campus Culture Recommendations Summary - DRAFT

Recommendations	Action Steps
Hold campus leaders and managers responsible for a healthy campus culture	- Institute manager/leader meetings and interactions with team members beyond direct reports - Incentivize managers (staff & faculty alike) to engage in training as part of their professional development - Incorporate culture management into annual performance management process for leaders and managers - Separately evaluation of managerial competence from evaluations of teaching and scholarship; clarify accountability for faculty supervisors - Create departmental succession plans - Define abuse of power and develop intervention strategies when warning signs are observed - Develop a list of acceptable behaviors/norms to provide clarity on Principles of Community - Identify reasons leaders fail to act and identify resources to assess, weigh options, and respond - Distribute regular surveys to provide upward feedback; consider 360 reviews - Provide suggestion boxes (physical and email) - Establish a standing "culture transformation committee" to guide implementation and provide periodic evaluation of outcomes / improvements
Create expectation that individuals will confront or report behaviors that violate our Principles of Community or UC values	- Identify reasons campus community members choose not to report - Providing additional anonymous reporting options - Highlight mental health resources to overcome fear of reporting - Make the grievance processes clear, lower perceived barriers to reporting - Communicate results to complainants as allowed by law and policy
Establish systems, structures, and processes for clearer communication of expectations for faculty, staff, and students	- Clearly communicate faculty code of conduct expectations to campus - Create comparable rights/responsibilities/expectations document for staff and students - Ensure clarity around campus resources for faculty, students, and staff - Clarify and articulate range of sanctions for violating code of conduct - Address problematic conduct directly, firmly, and in a timely manner - Escalate response to more serious behaviors quickly - Align individual decisions with institutional values - External peer reviews of units/departments
Increase training and support for staff supervisors and academic leaders	- Develop retreat toolkits - Disseminate National Academies of Science (NAS) report on faculty-graduate student interactions, departmental toolkits, references, social norming prevention initiatives - Create tools to develop clear mission, shared values, communication norms - Educate community on bystander interventions - Offer training on: - Emotional intelligence and how to create psychological safety - Effective meeting facilitation - Implicit Bias

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	○ Power/gender/race dynamics and on understanding microaggressions ○ Active listening and feedback skills ● Develop assessment and accountability measures for training ● Provide department chairs with assessment timeline for meeting learning outcomes with students ● Develop additional recognition mechanisms for staff and faculty
Increase training and support for faculty and strengthen support for graduate students	● Train graduate chairs on accountability structures, mentorship and anti-oppression frameworks ● Consider include letters from former students in the merit/promotion process to make the process more holistic and mitigate retaliation fears ● Develop & share best practices for departmental faculty mentoring programs ● Institute faculty mentor training with hiring process for graduate students ● Disseminate training/tools/modules from National Center for Faculty Development and Diversity ● Develop checks and balances for faculty members on individual student decisions ● Share policy information in student orientation in departmental handbooks
Improve faculty onboarding	● Create new faculty orientation that is more of a normalized and integrated process of initial introduction ○ Use case studies for hands-on training + role-playing scenarios ○ Emphasize importance of teaching + mentorship alongside research + publication ● Adopt onboarding mentorship "circle" approach with multiple mentors ● Create a clear set of guidelines and expectations for student mentoring and creating a healthy class climate via an anti-oppression framework. ● Articulate clear student effort and time expectations ● Uniformly include in syllabi lists of support resources
Collect and share data in a continuous and organized way	● Adopt a shared survey instrument ● Create a campus-facing progress dashboard on culture/climate metrics ● Conduct local biannual climate surveys alternating with CUCSA ● Improve exit (or "stay") interview process to produce useful data ● Promote, disseminate qualitative research on campus climate ● Publicize improvements in infrastructure and culture
Improve communication and morale	● Share lessons learned from books, articles, conferences, or other settings that can contribute positively to culture ● Provide executive coaching aligned to core values and Principles of Community ● Select one leadership-led value per year to explore more deeply ● Ensure evaluation criteria that fairly and consistently rate employees across departments ● Generate realistic messaging about campus resources v. capacity ● Create climate and culture goals for UCR's strategic plan