

Campus Culture Recommendations Summary - DRAFT

Recommendations	Action Steps
<p>Hold campus leaders and managers responsible for a healthy campus culture</p>	<ul style="list-style-type: none"> ● Institute manager/leader meetings and interactions with team members beyond direct reports (at least 2 levels down) ● 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 ● Separate 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
<p>Create expectation that individuals will confront or report behaviors that violate our Principles of Community or UC values</p>	<ul style="list-style-type: none"> ● Identify reasons campus community members choose not to report ● Provide 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 ● Create a dashboard or regular report (like Clery) that shows overall responses
<p>Establish systems, structures, and processes for clearer communication of expectations for faculty, staff, and students</p>	<ul style="list-style-type: none"> ● Clearly communicate faculty code of conduct expectations to campus ● Create comparable rights/responsibilities/expectations documents for staff and students ● Widely distribute and publicize 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 ● External peer reviews of units/departments
<p>Increase training and support for staff supervisors and academic leaders</p>	<ul style="list-style-type: none"> ● 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: <ul style="list-style-type: none"> ○ Emotional intelligence and how to create psychological safety ○ Effective meeting facilitation ○ Implicit Bias

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	<ul style="list-style-type: none"> ○ 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 graduate students ● Develop additional recognition mechanisms for staff and faculty
<p>Increase training and support for faculty and strengthen support for graduate students</p>	<ul style="list-style-type: none"> ● 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
<p>Improve faculty onboarding</p>	<ul style="list-style-type: none"> ● Create new faculty orientation that is more of a normalized and integrated process of initial introduction <ul style="list-style-type: none"> ○ 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
<p>Collect and share data in a continuous and organized way</p>	<ul style="list-style-type: none"> ● 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
<p>Improve communication and morale</p>	<ul style="list-style-type: none"> ● Recognize and highlight good examples (role models) ● 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