

I. Welcome

Denise Robinson Lewis, Chair, Directors' Council

II. Campus Climate Survey Results – Overview and Discussion

David Jones, Chief Diversity Officer and Director of Talent Management
Annette Baron, Employment Equity and Diversity, Search and Selection and Talent Management

David Jones and Annette Baron co-presented the preliminary results of the Campus Climate Survey. David noted that the full report would be available in late winter/early Spring 2021. The results are still being analyzed. The full report will be available once the President and Board of Trustees review.

For the purposes of the Directors' Council meeting, he wanted to present the initial results and discuss how it relates to the roles of the members of the Directors' Council.

The Higher Education Data Sharing Consortium (HEDS) administered the survey

The instrument was not perfect and was administered pre-COVID pandemic; the data analysis was started after living in the COVID environment.

The data is only presented by role and race/ethnicity, not by gender as that data has not yet been reviewed or organized.

The University should define diversity for the institution – it can be a broad multi-cultural definition.

There is the hope that broader conversation can be had in the future. There was not sufficient time in the meeting for a full conversation but the conversation was started.

Over time, the survey committee wants to dig deeper to understand the differences in the responses. By looking at the qualitative data, the committee will look for specific reasons why individuals responded the way they did.

The overall satisfaction data was combined.

Certain demographic data was combined due to the underrepresentation of faculty and staff of color. When looking at the qualitative data, confidentiality may be breached based on the responses. David recognized this was a limitation of the survey. In the next report, there will be a list of the limitations that can be taken into consideration for the next survey.

Sometimes small things could impact responses; i.e. the travel policy and taking a while for reimbursement may make an employee unhappy. Concerns of that nature may impact the responses. It is difficult to know if that is the case.

This was the first time WP completed the survey; adjustments will be made in the future.

The Diversity Council will work with the report and come together to move the University forward as part of the next Strategic Plan.

David and Annette indicated that Council members could email them with any additional thoughts or recommendations, which could be taken into consideration as they work to finalize the report.

II. Managing through the Voluntary Separation Program

- *Collaboration and Shared Resources*
- *Maintaining Motivation and Morale*

Denise introduced this portion of the meeting by indicating it was not intended to be an HR session and would not be used to address individual questions about the Voluntary Separation Program. Members could contact HR directly for that purpose.

Members were divided into break out rooms to have small group discussions. The main focus of the conversation was “Collaboration and Shared Resources” with a follow up large group discussion about “Maintaining Motivation and Morale”.

Ideas and concerns mentioned during the reporting for “Collaboration and Shared Resources” were:

- Functions may need to be scaled up
- There may be different opportunities to collaborate with individuals in other departments. There may be ways to consolidate processes (i.e. multiple call centers could become one call center if there is overlap in the types of questions asked).
- Student workers may be needed to backfill but there are legalities of certain responsibilities.
- There are concerns from members about positions that may not be backfilled. Certain positions are critical – will those positions be backfilled?
- Important to have cross training when possible. In some cases, there is a sole person responsible for a task or have a particular expertise.
- Directors/Managers may want to discuss with upper management concerns about meeting goals due to a decrease in staffing.
- Directors should also ensure that the remaining staff do not get burned out.
- Consider automation and eliminate human interaction where possible.
- Some departments/roles will still be people oriented and will resume in-person activities (i.e. Admissions).
- Directors can think about what work is still actually needed; are there processes that are being done “just because”? Think about if those are actually necessary or if they can be eliminated.
- Maintain communication both up and down; important to communicate what’s realistic and what needs to be prioritized.
- Be aware that your department may have different roles and responsibilities after the staffing changes.

Ideas mentioned when discussing “Maintaining Motivation and Morale” were:

- Find a balance between over communicating (communicating too often) and keeping people in the dark – share information as it becomes available or is appropriate.
- Celebrating the work and success; remind staff that everyone is in the situation together.
- Be the best in the delivery of our services, especially to students, even during a leaner time.
- A member mentioned that managers should be aware that a staffing change could be a difficult transition for someone that is moved to another department.
- Change is constant; think about how to adapt/manage with the resources we have.
- Directors should demonstrate behaviors that support and maintain a positive environment.
- Ensure our own self-care is addressed so that we are able to appropriately care for the employees.
- There may be “survivor’s guilt” for people who remain after the layoffs. Directors should be aware that those feelings could be stressful for some employees.

There was a general discussion about the Voluntary Separation Program versus layoffs. Layoffs for Higher Education Managers will be effective on July 1, 2021.

IV. News and Announcements (via Zoom Chat)

Due to the time constraints of an hour-long meeting, members were encouraged to post any announcements in chat.

Denise also asked members to note how they are celebrating, in a virtual environment, the holidays and accomplishments of the year.

A copy of the announcements and comments about virtual celebrations were sent to the members via email the following day.

V. Closing Remarks

Denise reminded members that December 24 was designated by President Helldobler as a day off in appreciation of everyone’s efforts over the last year.

She also encouraged members to take a moment to show appreciation and celebrate everything that we have been able to navigate over the last 8-10 months. There were many successes in an environment that no one could have envisioned/anticipated.

Denise concluded the meeting by wishing members a Safe and Happy Holiday season. She hopes that members will try to maximum the time off and come back in the New Year mentally strong.

VI. Adjournment