

Faculty Senate Meeting
Thursday, March 21, 2019
UC Ballroom
Call to order: 12:20 PM
Adjourned: 2:05 PM

Senate Members Present: Arthea Arnold; Amanda Hall; Catherine Ross; Christina Forisha; Colin Snider; Gary Miller; Gina Doepker; Gus Gordon; John Lamb; John Placyk; Kathleen Helgesen; Kouider Mokhtari; Mary Fischer; Michael Veronin; Randy Leblanc; Sarah Norrell; Sarah Sass; Venu Gopalakrishna-Remani; Wycliffe Njororai

Faculty & Staff in Attendance: Gracy Buentello; Kleanthe Caruso; Bonnie Davis; Julie Delello; Rebecca Fernandez; Steven Figueroa; Christine Forisha; Jimi Francis; Chris Frydenlund; Tonya Gaddis; Kim Harvey-Livingston; Amy Hayes; Julie Herbert; Melinda Hermanns; Wes Hickey; Misty Holmes; Mark Owens; Tanya Schlemmer; Christy Simmons; Marcus Stadelmann; Katie Stone; Lynn Summers; Lynette Sutter; Colleen Swain; Leah Velarde; Yong Tai Wang; Amentahru Wahrab; Cayla Ward; Ryan Nicholas; Kirsten Collins, Melissa loudermilk; Alma Ravenell; Lou Ann Viergever; Ona Tolliver; Lorr Allen; Terry Rhane; Riche Legler; Francien Dunn; Brista Hirst-Kent

Faculty, Staff, and Senate Zoom Participants (who provided full names in Zoom): Christy Gipson; Cindy Rutledge; Janice Helfers; Katy Cline; Yanira Oliveras-Ortiz; Amy Tiller; Sonja Morale; Jennifer Jones; M. A. Rafee Biswas; Frank Dykes; Scott Spier; Alyssa Amaral Back; Kerrie Anne Ambort Clark; Debbie Gibson; Sharon Amaral Back; Jenny Waters; Scott Dillingham; Suzanne Abbey; Nelson Fumo; Danielle Bailey; Barbara Haas; C. R. Barke; Peggye Mahfood; Jeannie Hurst; Amanda Midgett; Emily Battle; Arun Kulkarni; Ashleigh Dinkins; Vicky Bond; Mena Souliman; Richard King; Guy Fawkes; Richard Llave; Charles Brown; Elizabeth Sills; Veronda Willis; Margo Duncan; April Moore; Chris Powell; David Criswell; Michael Vick; Stephen Rainwater; Christina Chatman; Vanessa Joyner; David Christian; Sarah Bowdin; Ross Sherman; Denise Duncan; Melissa Hill; Christine Forisha

Invited Guest Speakers in Attendance: Susan Franzen, Provost Amir Mirmiran

11:30 am	Lunch	Lynette Sutter
12:20 pm	Call to Order	Wycliffe Njororai Simiyu
12:25	Approval of February 21 Meeting Minutes	Sarah Sass
12:27	Vote to adopt agenda for the day	
	Institutional Culture at University of Texas at Tyler	Provost Mirmiran

Everyone can contribute to UT Tyler's culture and climate. Would like everyone to feel empowered and think outside the box, what culture does UT Tyler need to achieve our 4 pillars. How can we learn from today's session and improve processes and make changes, as well as recognize what is going well.

Introduction of Susan Franzen

Kouider Mokhtari

Short bio: Susan Franzen is the Assistant Vice Chancellor for Organizational Effectiveness at UT System. She has an M.S. in the Neuroscience of Leadership and a BA in Business Administration.

Organizational Culture Assessment Survey Results Susan Franzen
and Q & A

For full notes see the presentation that will be posted <https://www.uttyler.edu/faculty-senate/agendas-minutes.php> Below are selected highlights.

- The OCAI assessment doesn't tell us what to do with respect to culture, it is a starting point for discussion.
- Think about UT-Tyler's culture in terms of strategic plan - what is right mix of culture types to facilitate our plan?
- Culture includes unwritten rules that are driven by assumptions, beliefs, attitudes, values, and shared beliefs
- Climate includes communications, decision-making, behaviors and roles, leadership style, professional development and processes and structures.
 - We cannot see culture (analogy; the root structure of a tree) but we can see climate (analogy, the branches, fruit, what is observable "above ground").
- "Culture eats strategy." Need to get at underlying culture in order to move a strategy forward.
- There is no right culture but a best culture for a given strategy. If we want to change a culture, what needs to be done differently? How can we repeat it over time so it becomes the new culture?
- For example, if you want students to do something, we model it. If as an institution we are moving more toward research – how do we promote policies to support research while still protecting teaching?
- Culture is the "internal brand" that needs to align with external brand
- In the OCAI culture assessment there are 4 culture types: Clan, Adhocracy, Hierarchy, and Market (see slides for definitions)

UT Tyler results:

- Response rate: 53% of faculty and 33% of staff
- Based on responses, respondents scored market highest, followed by hierarchy, followed by clan, followed by adhocracy.
- Preferred culture was clan, followed by adhocracy, followed by hierarchy, followed by market.
- The difference between perceived and desired culture was not far off (see data in presentation). When differences are 10 points or more, we may want to adjust. Only clan was >10 points lower than we desired and market was > 10 points higher than we desired.
- If aren't intentional about culture change it will change anyway due to internal/external forces
- Suggested next steps UT Tyler could take
 - Define the best culture mix for UT Tyler
 - Begin "living" the preferred culture mix
 - Complete first round of workshops by a desired date

- Consolidate and synthesize workshop outcomes
- Present and discuss consolidated outcomes by a desired date
- Revise outcomes, as needed
- Develop and present plan by a desired date
- What the plan should include
 - A description of the preferred culture – what it looks like, what it feels like – and how it aligns with the strategic plan.
 - Identification of structure, policies, and procedures that need to change to reflect the preferred culture (e.g. recruiting and hiring, purchasing, defined roles, reporting lines, performance evaluations, etc.)
 - Identification of preferred behaviors and recommended accountability measures.
- Susan's recommendation is to retake the OCAI approximately every 3-4 years

What could we start doing first? Ideas offered:

1. Start setting up focus group sessions 10-15 people – across functions or departments or within a department
2. Start asking questions – what is right culture in order to achieve objectives
3. Online suggestion box – post ideas anonymously or non-anonymously (whatever someone prefers) and let others on campus vote for ideas – then it comes to executive team to see if it'll happen

More specific recommendations: 1. UT Tyler may want to increase adhocracy, market, and clan and decrease hierarchy. 2. Allowing decision making at the lowest levels decreases hierarchy/unnecessary processes and approval chains, increases trust/clan, and allows for adhocracy/creativity

2:05 Adjourn