Campus Climate Initiative Action Items
June 15, 2017

Executive Summary

The primary commitment of the Campus Climate Initiative that UNC launched in fall 2015 was to complete a campus climate survey and use the results to identify action steps to strengthen our campus climate. The survey results were presented to campus in March 2017 and the Climate Working Group solicited campus input on the actions UNC should take to address concerns identified by the survey results. As a result of this work, the following action items have been identified for 2017-18.

2017-18 Action Item 1: Enhance Institutional Communication and Transparency.
- Improve communication with parties involved in compliance and dispute resolution processes, including Title IX cases
- Make visible, at all levels of the institution, UNC's commitment to climate, equity and inclusion
- Determine and utilize multiple channels of communication to reach all members of campus (e.g., print, email, social media, person to person)
- Improve communication about compensation and benefits (e.g., be clear whether pay increases are one-time or base-building; be transparent about decision-making processes; clearly differentiate differences among employee groups)
- Provide more opportunities to communicate and interact with upper administration

2017-18 Action Item 2: Enhance the inclusiveness, and thereby the effectiveness, of UNC's workplace and learning environments through professional development and online learning for students, faculty and staff.
- Provide conflict resolution strategies and resources
- Provide strategies and resources for creating inclusive learning environments
- Provide strategies and resources for building effective teams
- Provide faculty and staff opportunities for mentoring to support career satisfaction and advancement
- Provide development opportunities specifically for early career faculty
- Provide opportunities for all campus community members to build their equity and inclusion knowledge and skills
- Provide supervisors tools and skills-development opportunities for promoting equity and inclusion in their units
- Promote awareness of the effects of behavior that is viewed by others as exclusionary, intimidating, offensive and/or hostile
- Provide strategies and resources for faculty and staff search processes to enhance diversity

The 2017-18 action items are based on campus input as well as key themes identified in the survey results by the Climate Working Group. As detailed in Part 4 of this document, these efforts produced a number of other action items, which will be addressed in future years. As we near the completion of the 2017-18 action items, we will identify action items for 2018-19 and will repeat this process annually.

Introduction

The impetus for launching the Campus Climate Initiative in fall 2015 was the need for strong data to inform UNC's community building work. UNC committed to do a campus climate survey and then use the results to identify action steps to strengthen our campus climate. The survey results were presented to campus in March 2017 through the Campus Climate Initiative website and at two Town Hall meetings at the University Center. To solicit input on the actions UNC should take to address concerns identified by the survey results, the Climate Working Group collected comments through an online form and hosted a series of campus forums in April and May 2017.

This document outlines a summary of the first stage of work, completed March–June 2017, to use the survey results to develop action items, as shown in the diagram below. Part 1 outlines the survey results, including an overview of strengths, successes, challenges, opportunities for improvement, as well as the Climate Working Group's (CWG) collection/review of the climate survey results, and recommended action items to determine CCI next steps. Part 2 outlines broad themes from the information shared in the community fora. Part 3 outlines the action items and strategies UNC will complete during 2017-18. Finally, Part 4 outlines action items to be addressed after 2017-18.
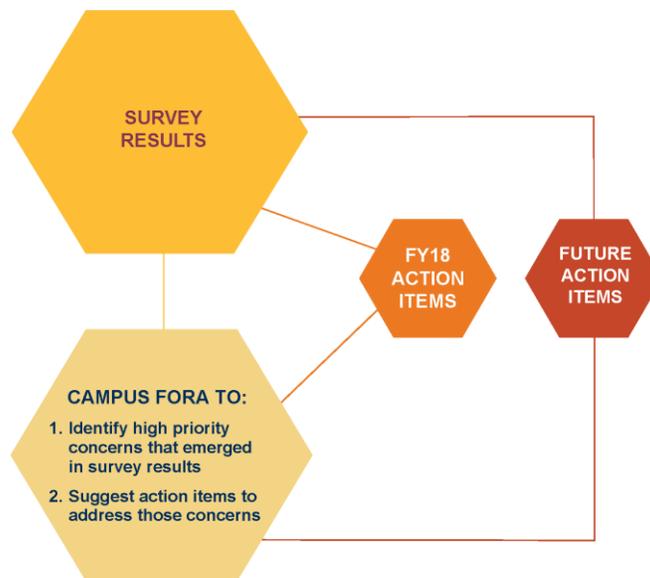
Part 1: Spring 2017: Overview and Feedback Process

The survey results identified strengths/achievements, challenges, and opportunities for improvement of the UNC climate.

Strengths and achievements included:
- 83% of student and faculty respondents were comfortable with their classroom climate
- 74% of respondents were comfortable with the overall climate and department/work unit climate
- 85% of student respondents felt that their academic experience has had a positive influence on their intellectual growth and interest in ideas
- 74% of staff respondents felt valued by their supervisor/manager

Challenges and opportunities for improvement included:
- 26% of respondents observed exclusionary conduct within the last year at UNC
- 20% of respondents personally experienced exclusionary conduct within the last year at UNC
- 2% of respondents experienced unwanted sexual contact while at UNC
- 34% of respondents seriously considered leaving UNC

Following the Town Hall meetings, community fora were held to 1) identify high priority concerns that emerged in survey results; and (2) recommend action items to address those concerns. Using the campus community input and survey results, 2017-18 action items were created.

To collect feedback on the priorities and next steps the University should take in our climate initiative, the Climate Working Group (CWG) held 15 community fora with 140 participants. The initial community fora scheduled provided each constituency group (faculty, staff, students) a designated opportunity between April 10-18. The campus was encouraged to request additional constituency group fora, if desired. As a result, classified and exempt staff asked for additional sessions held through May 9th. The breakdown of participants by fora constituency groups was, 3 faculty, 4 graduate students, 0 undergraduates, and 133 classified and exempt staff. Recognizing the high representation of staff participants, the CWG was careful to review both survey and community fora information to inform UNC's priorities and next steps to address campus climate.

Part 2: Themes from Climate Fora Data
The Climate Working Group's analysis of information from the community fora and the survey findings resulted in the recommendation that UNC set priorities and take action to address the following list of broad themes. *Note: The list of themes is in no particular order.*

Equity & Inclusion Knowledge and Skills
- Increase knowledge base of equity, inclusion and privilege through professional development, policies, and practice related to equity, diversity, privilege, power, and prejudice

- Provide culture/inclusivity training required as part of evaluations for faculty, deans directors, supervisors, administrators
- Increase accessibility of experiential learning (e.g. Catalyst Retreat) for faculty, staff, and students.
- Increase transparency and accountability from leadership levels (directors, deans, chairs, AVPs, and executive staff) to support professional development in inclusivity and equity

Search and Hiring Processes
- Recruit diverse staff and faculty
- Reduce discrimination, cronyism, and nepotism

Leadership, Supervision, Evaluation, Job Responsibilities
- Reduce actual and perceived favoritism, nepotism, cronyism
- Clarify and define unclear job duties
- Build support and trust between staff and supervisors; faculty and administrators
- Address inequities between state/exempt systems in terms of pay and evaluation
- Create strategies for exchange of ideas and concerns between staff and supervisors
- Make transparent the process for removing ineffective employees
- Require 360 degree evaluation of supervisors
- Enhance and standardize on-boarding of all new employees
- Provide to staff access to reliable and accurate information for navigating the classified system

Title IX/Sexual Misconduct Process
- Provide greater transparency of the process
- Definitions of what is considered sexual misconduct
- Provide involved parties with consistent updates during an investigation

Staff Compensation
- Address the compensation inequity based on employee status (exempt vs. classified, lower-wage workers, last to get raises)
- Address issues of non-competitive salaries
- Make hiring practices transparent and address why positions go unfilled
- Address how workload is "piled on" with no additional compensation
- Make transparent whether vacancies are held open on purpose and address the impact of staff covering extra work for long periods
- Provide clarity for staff advancement
- Make transparent the compensation process, exempt banding, and providing employee input into PDQ

Employee Benefits
- Address the equity, accessibility and affordability of benefits– e.g. parking, EAP, CETL/Professional development training, parking permit when working late shift or early morning
- Provide campus-based childcare or discount/stipend

- Create consistency across Colleges whether tenure clock keeps running during maternity/paternity leave

Transparency, Communication and Accountability
- Improve communication and consistency
- Improve communication process, content, and create bilingual content (Spanish)
- Make our commitment to climate and culture transparent at all levels
- Address inequitable treatment based on an identity (faculty & staff) – gender, sexual orientation, race, disability status, etc.
- Make more transparent - policies, procedures, and search practices

Graduate Students Needs
- Address off-campus housing costs for GAs
- Increase graduate assistantships and resources

Conflict Resolution Process and Professional Development
- Provide staff/faculty/administration/executive staff with mediation/conflict training
- Create a conflict resolution process that provides positive inclusive conversations
- Create a position for mediational/organizational ombuds
- Address how conflict is a significant source of low morale
- Address the perception that UNC operates in a "culture of fear" and retaliation at all levels

Part 3: 2017-18 Action Items & Strategies
From the broad themes described in Part 2, the following action items are identified as priorities for 2017-2018. Strategies listed below each action item are intentionally concrete and measurable. These efforts will be coordinated by the Office of Campus Community and Climate and this information will be shared with the campus so that all departments can participate in creating and expanding the efforts to strengthen our campus climate.

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- Provide development opportunities specifically for early career faculty
- Provide opportunities for all campus community members to build their equity and inclusion knowledge and skills
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- Provide strategies and resources for faculty and staff search processes to enhance diversity

Part 4: Action Items List: 2018-2019 and Beyond

As indicated in the themes in Part 3, there are many objectives to address over the next several years. Below is a list, in no particular order, to be considered after the action items in Part 3 are completed. Concrete, measurable strategies would be identified for each action item as they were for the 2017-18 action items.

- Complete and implement campus-wide inclusive Search and Hiring processes
- Create consistent expectations for providing performance evaluations through supervisor training and staff communications
- Create strategies to recognize equity and inclusion work in evaluation processes for faculty and staff
- Bring awareness to/address - service and advising load differentiation among faculty of color who are sought out by students of color and committees in search of diverse members
- Address disparities and clarify boundaries, authority, role and task in job expectations (e.g., extra tasks given to stronger employees, workload disparity for same role)
- Increase supervisor expertise and make more transparent State classified system policies and procedures
- Address equity, access, and respect of differentiated employee levels (e.g., participating in professional development, parking, communication modes, acknowledgement)
- Graduate student equity of access to faculty and resources