

Campus Climate Subcommittee Report

Campus Culture Task Force Meeting
December 15, 2008

Purpose

- To report the subcommittee's progress and preliminary recommendations to the full task force.
- To solicit feedback and comments from the full campus culture task force on the direction and progress the subcommittee has made towards completing our charge.

Topics

- Subcommittee Charge
- Culture and Climate
- Personal, Civic and Institutional Accountability
- Preliminary Subcommittee Recommendations
- Questions, Comments and Feedback

Campus Climate Subcommittee Charge

Consideration and mutual respect for others is central to our efforts to sustain a campus that is growing -- and growing more diverse. The task force should assess the ways NC State encourages and supports personal and civic responsibility and suggest improvements.

Personal, Civic and Institutional Accountability

1. **Personal accountability** (guilt felt when we violate our personal values and ethics).
2. **Community, civic and peer accountability** (shame felt when others know we violated the campus or institutional norms, standards or values).
3. **Institutional accountability** (employment or student enrollment consequences that result when we violate laws, policies, practices or student code of conduct)

Definition of Culture

A pattern of shared basic assumptions about the organization that have evolved to enable external adaptation and internal integration, that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to internal and external challenges.

(Edgar Schein, 1993)

Elements of Campus Culture

- Stated and unstated values, standards and norms
- Overt and implicit expectations for member behavior.
- Customs and rituals.
- Stories and myths about the history of the campus.
- Shop talk—typical language used in and about the group.
- **Climate—the feelings evoked by the way members interact with each other, with outsiders, and with their environment, including the physical space they occupy.**
- Metaphors and symbols—may be unconscious but can be found embodied in other cultural elements.

(Gareth Morgan, 1997)

Preliminary Recommendations

- Develop and codify a shared set of university values.
- Develop a University Creed that students, faculty and staff agree to for membership in the Wolfpack family.
- Develop and implement a comprehensive socialization strategy (including customs, rituals and diversity education) building on current practices to encourage all members of the Wolfpack family to embrace the University Creed.
- Identify a structure for coordinating this socialization process and all diversity efforts across campus.

Questions, Comments and Feedback

- Are we on the right path?
- What are we missing?
- How does the university implement these recommendations?
- Other issues, concerns or ideas?

References

Notes:

- Gareth Morgan. 1997. Images of Organization. Thousand Oaks, CA: Sage Publications.
- Edgar Schein. 1993. Organizational Culture and Leadership. In Classics of Organization Theory. Jay Shafritz and J. Steven Ott, eds. 2001. Fort Worth: Harcourt College Publishers.

Web Reading List

- Highlights of Edgar Schein's work:
<http://www.tnellen.com/ted/tc/schein.html>
- Informative sites by working practitioners:
The Hagberg Consulting Group -
<http://www.hcgnet.com/html/articles/understanding-Culture.html>
- Carter McNamara -
http://www.mapnp.org/library/org_thry/culture/culture.htm