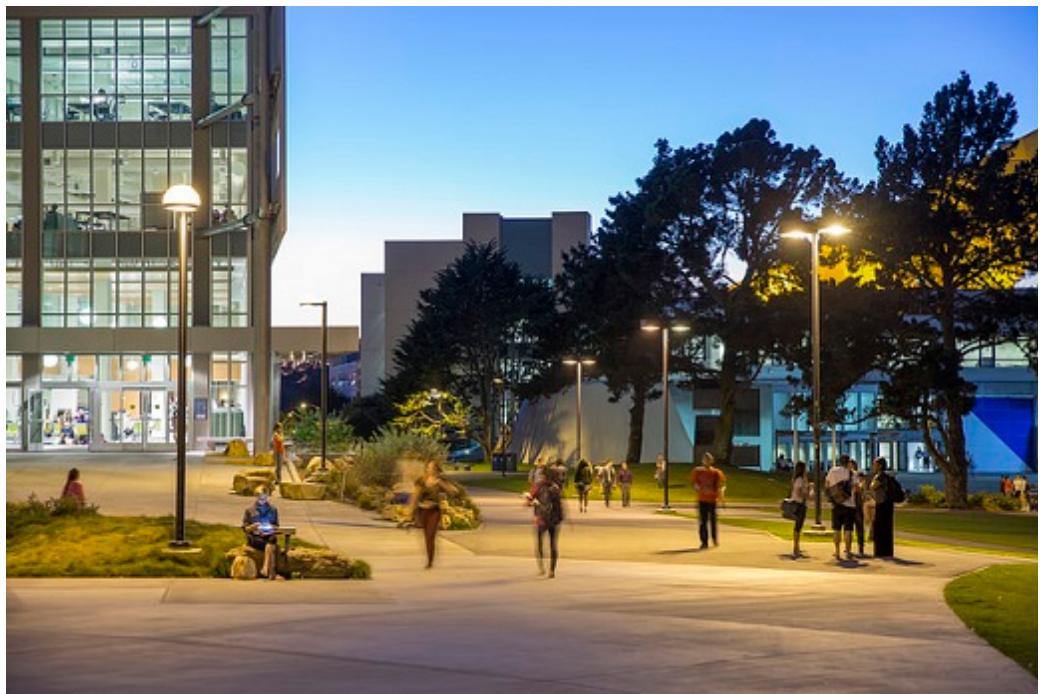


TOWARD A STAFF COUNCIL



July 2020

SF State Staff Symposium on Shared Governance

Engaging the staff of San Francisco State University in a discussion about shared governance to educate and calculate interest in participation.

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Toward a Staff Council

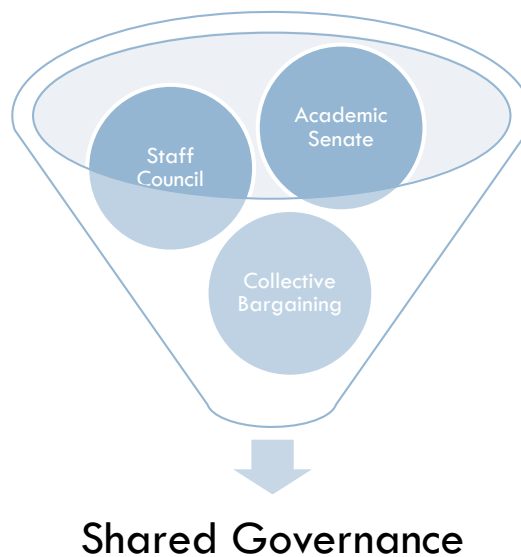
SF STATE STAFF SYMPOSIUM ON SHARED GOVERNANCE

HOW WE GOT HERE

In Fall 2019, I submitted two reports to President Lynn Mahoney examining systems of shared governance¹² in higher education in California, focusing on the role of staff in those systems and on the benefits of increased participation.

In early December, 2019, I met with President Mahoney, Interim Vice President & Chief Financial Officer Jeff Wilson, and Associate Vice President of Human Resources Ingrid Williams to review these reports and to discuss next steps. President Mahoney expressed interest in taking the conversation to the SF State staff; she requested an event be held to reach out to staff, explain the premise of shared governance for those who might not yet be familiar with it, outline some of the forms staff participation takes throughout the state, and gauge the interest staff have in increasing opportunities for participation at SF State. AVP Williams and I met on December 20th to begin planning for this event; with the help of Nancy Ganner, Events & Outreach Manager for Administration & Finance, we were able to arrange for three events to take place in late January and early February, for the start of Spring Semester, 2020.

This report provides information on these staff symposia and examines the data collected before, during, and after the events. All boxed quotes are taken directly from staff responses created during the activity portion of the events, or from Qualtrics survey responses. Other quotes were taken from conversations at the events.



Shared Governance

Dylan Mooney
Staff, College of Health & Social Sciences

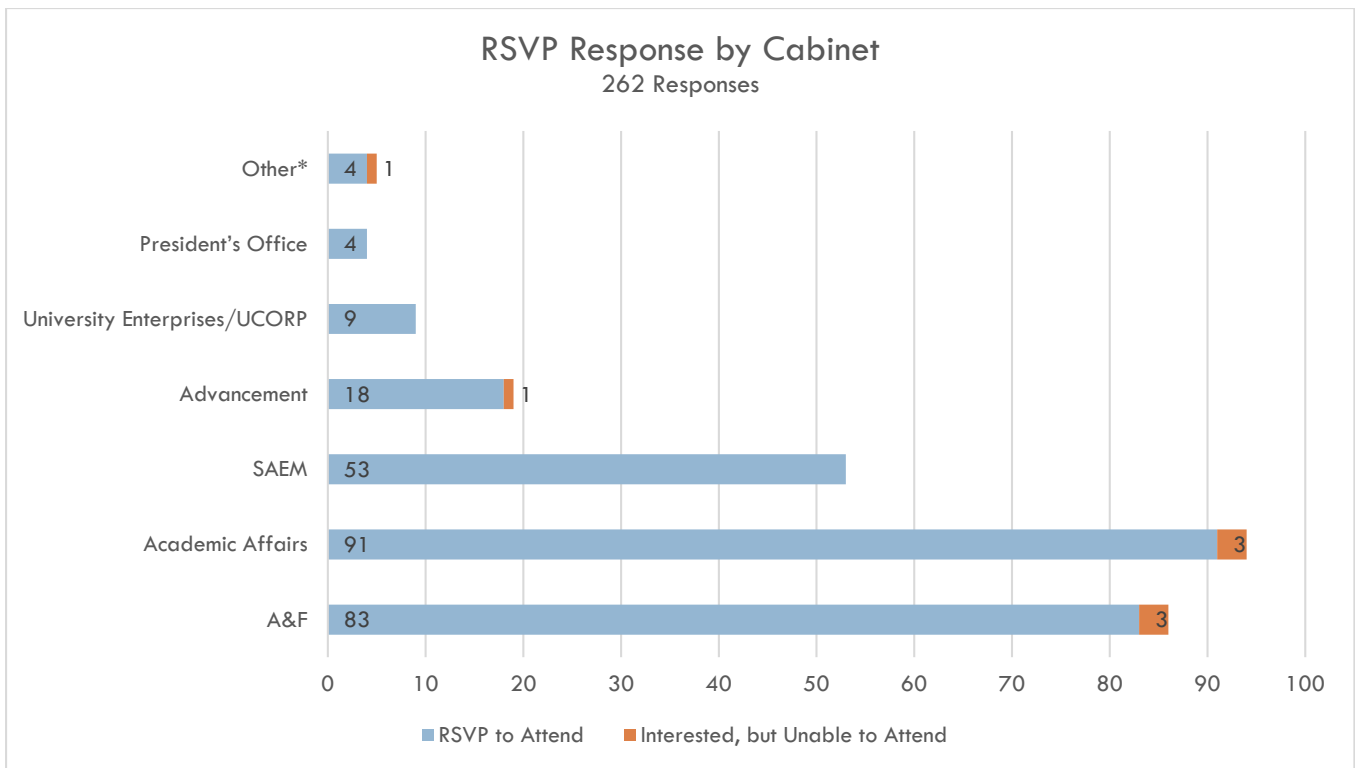
PRE- EVENT RSVP/ SURVEY INFORMATION

An RSVP Qualtrics survey was created and broadcast to the campus community by Nancy Ganner via an e-mail from Ingrid Williams³ for the first two of the three events. The RSVP received 262 responses (including duplicates). Eight responses indicated they could not attend either event, but would be interested in future events. In all, 161 responses expressed an interest in future events.

¹ CSU Long Beach Staff Council Review

² Report on Shared Governance in California Universities

³ See Appendix A: Notice of Event E-mail from Ingrid Williams, AVP Human Resources



Of Interest: *47 responses came from staff who self- identified their cabinet area as “Other”. All but five of those responses were filtered into their appropriate cabinet area manually.

Comments submitted with RSVPs

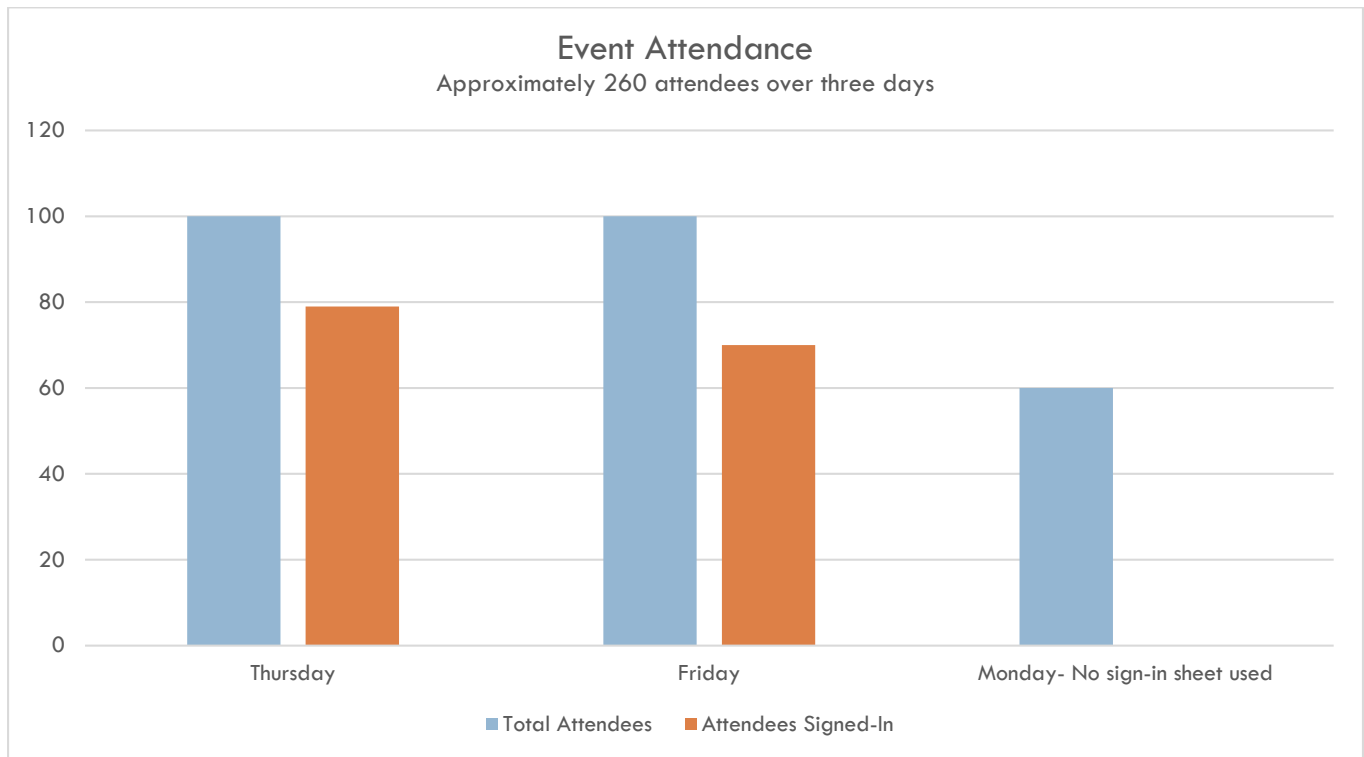
“I think it is an excellent outreach event. We have needed this type of event for quite a while.”

“Examining shared governance in the context of meaningful inclusion of both staff and students is an interesting way to address a long-standing ‘campus climate’ challenge – an extremely steep hierarchy that staff and students experience as a type of inequity.”

“I think that this is an admirable initiative to invite all stakeholders to join in a dialogue regarding our future well-being.”

EVENTS

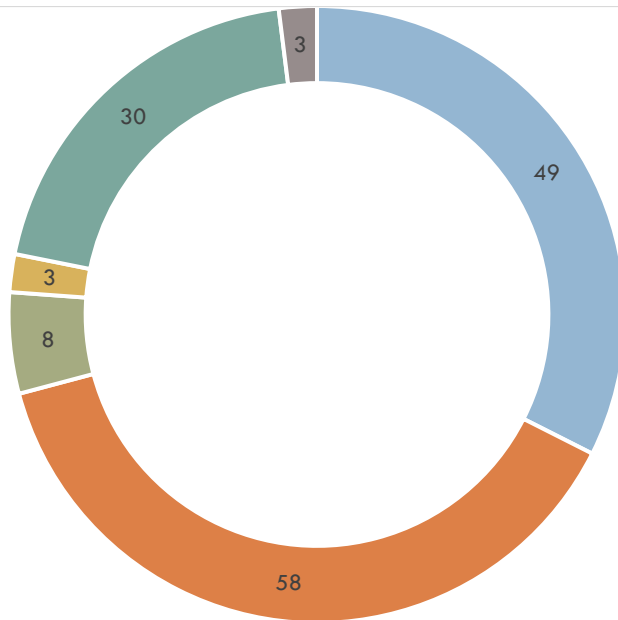
Three symposia were held in an effort to provide the greatest number of staff the opportunity to attend. Two were open to all staff (Thurs. January 16th 2020, 2:30pm-4:30pm, Fri. January 17th 2020, 10am-12pm) in the Seven Hills Conference Center. A separate event (Mon. February 17th 2020 7am-8am) was held in HSS 135 for the Facilities Enterprise Services staff, many of whom work schedules outside of standard 8am-5pm business hours. Because of the specific scheduling requirements of these staff, the event held on Monday was abbreviated. Members of the Facilities Enterprise staff provided real-time translation as needed. Snacks and drinks were provided at all events. All events were masterfully organized and managed by Nancy Ganner.



Of Interest: More people attended than signed in. Sign-in was not strictly enforced, as some staff were nervous about attending. “Everything said in this room will get back to your manager before you get back to your office” was an overheard comment expressing what seemed to be a common sentiment. An announcement was made at the opening of each session that the event was not for MPPs and/or Administrators, and they were kindly asked to leave. People did leave the room following the announcement.

Sign-ins by Cabinet Area Thursday & Friday

- Administration & Finance
- Academic Affairs
- Advancement
- President's Office
- Student Affairs & Enrollment Management
- UCORP



Of interest: There were some members of the campus community who expressed feelings of being voiceless – that they were MPPs in name only. These were MPP level I and II employees who do not have staff that directly report to them. Their MPP status made them ineligible to participate in these events, but their lower level MPP status does not afford them many opportunities to participate in shared governance. While this report does not address those employees or their needs directly, it feels important to note there are still some employees who do not feel heard. The employees that expressed these concerns were not necessarily the same MPPs who attempted to join the events and were asked to leave.

Facilities Morning Staff: this meeting is for you!

(Custodians, Laborers, Plumbers, Electricians, Gardeners, BSE's, Painters, Carpenters – all!)



MONDAY
FEB 17, 2020

Early Morning
7:00 am
– 8:00 am



ROOM:
HSS 135

Meet your co-workers and give ideas and suggestions for a Staff Council or other concept at SF State that supports our campus community

Translation and morning refreshments will be provided.

Staff Symposium for Shared Governance

Many members of the various Facilities Enterprise Services teams do not frequently engage with University resources or communications via the web or email; flyers were placed around the the corporation yard in an attempt to reach out to these staff, and ensure that they were aware of the symposium. The flyer was created by Nancy Ganner.

The agenda for the first two events was as follows:

AGENDA

SFSU Staff Symposium on Shared Governance
January 16, 2020
2:30pm – 4:30pm

Meeting called by Dylan Mooney

Location: Seven Hills Conference Center
Attendees: All SF State Staff are welcome!

2:30pm – 2:40pm Opening Remarks
President Lynn Mahoney
AVP for Human Resources, Ingrid Williams

2:40pm – 3:00pm Introduction & Shared Governance Presentation
Dylan Mooney, CHSS IT Helpdesk Manager

3:00pm – 3:15pm Academic Senate Presentation
Dylan Mooney, Staff Representative to the Academic Senate
Academic Senate Chair Nancy Gerber (Fri)
Academic Senate Vice Chair Teddy Albinak (Thurs)
Samantha Ward, Staff Representative to the Academic Senate

3:15pm - 3:30pm Q&A

3:30pm - 3:35pm Introduction to Working Group Activity

3:35pm – 4:15pm Working Group Activity

4:15pm-4:30pm Wrap-up, Next Steps, and Thank You

Of Interest: a large whiteboard was placed at the front of the room during each event. On the board two lists were written, one which gave examples of the kinds of issues shared governance bodies may address in a higher education setting (in green lettering), one which gave examples of issues which are solely the purview of collective bargaining bodies and which may not be addressed by a Staff Council, University Senate, Academic Senate, etc. (in red lettering). AVP Williams & I both took questions and provided information to explain the difference. See pg. 17

During the activity segment, attendees met and mingled while writing suggestions, questions, comments, and concerns about shared governance- or issues shared governance might be used to address- on sticky notes.

They placed these sticky notes on boards around the room, each of which was given a theme in an attempt to spur participant thinking without being overly prescriptive. The themes were:

- Employee Engagement
- Inclusive Excellence
- Organizational Excellence
- Parking Lot
 - For items not clearly of the other three themes

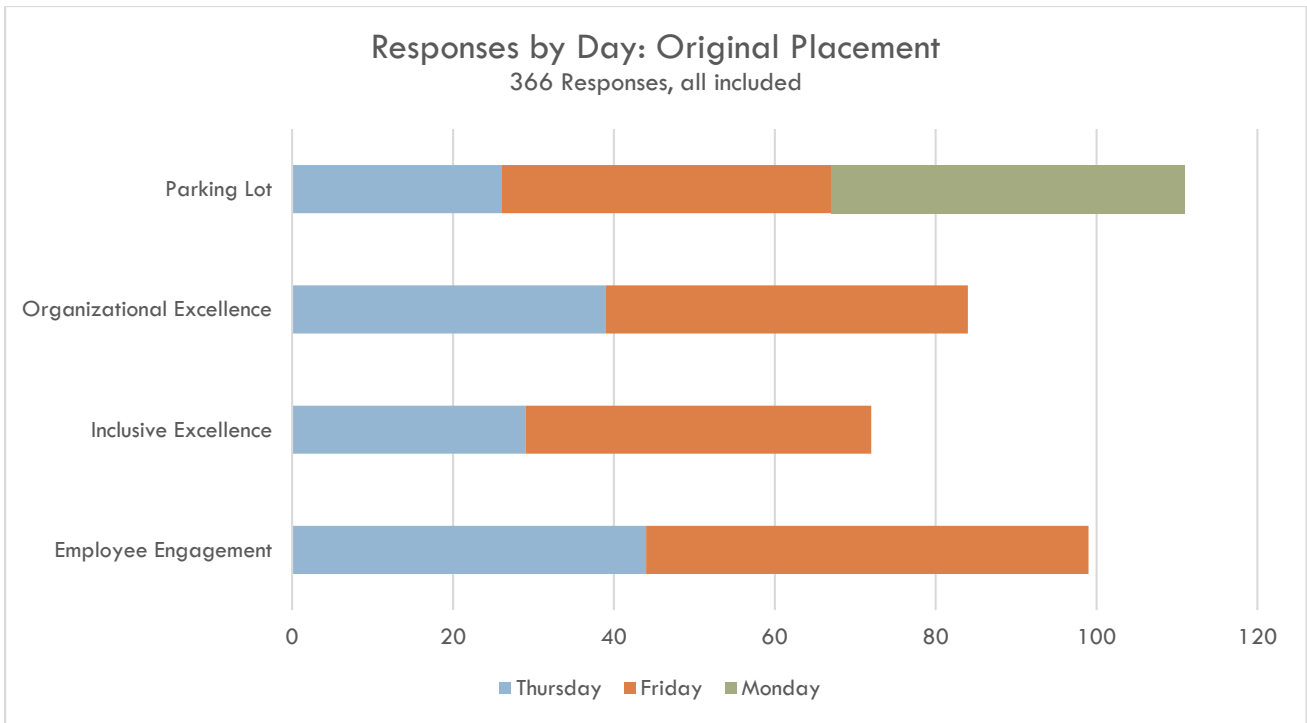
The goal was to elicit conversations about the ways the university could be improved from a staff perspective, and how those improvements could be achieved via shared governance.

The ‘activity’ segment was the most interactive of the whole event. There were a few common threads of conversation heard during these sessions: **mourning the perceived loss of community** & the **desire to rebuild** that feeling of community; the need for **recognition as meaningful contributors** to the community; and, **to be active participants** in the shared governance of the university in order to **effect positive change**. One difference to note with regards to the activity portion for the Facilities Enterprise staff event is that, due to the shortened version of the program, we did not utilize the three themes of Employee Engagement, Inclusive Excellence, & Organizational Excellence. Instead, we collected all comments in the Parking Lot for sorting later.

After the events, I transcribed the sticky notes produced during the activity, leaving them categorized according to their original placement on the theme boards and by the day that the note was created. It goes without saying that not all handwriting is easy to read, so some notes were incomplete or needed minor “interpretation”. Some required translation from Spanish into English, completed with the help of Nancy Ganner.

This raw data was published on the HR website. It seemed important to share the data, unfiltered, to demonstrate that the staff voices were being heard and not being censored. This meant including contributions such as “Marijuana!” even though they would not serve to move the conversation forward. I received feedback from multiple people thanking me & the others involved in the event for providing the raw data – specifically noting that seeing the unnecessary comments gave them confidence that nothing had been removed. I also heard back from a few people about the value to their departments of some of the feedback included in the raw data– that they had found comments that were useful for improving their operations.



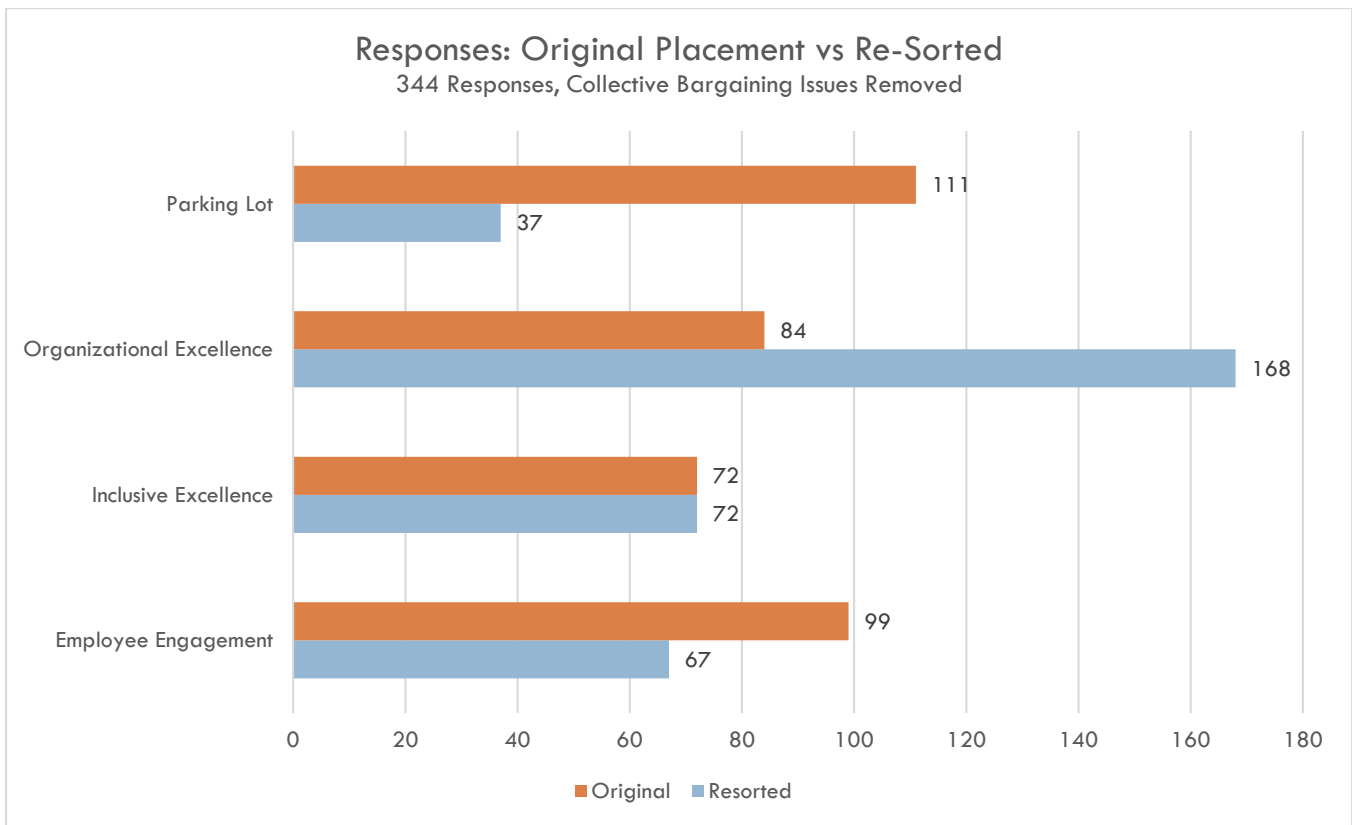


Of Interest: Monday's responses were all originally in the same category; themes were not used, as time available for the activity- and event as a whole- was limited.

The first round of data processing focused on identifying notes & contributions that are properly the purview of Collective Bargaining Units. The majority of such responses were completely removed from their original theme and placed into a separate Collective Bargaining category. A few items were placed both in this separate category and also left in their original theme, as it was not immediately clear if those items were entirely collective bargaining issues.

The second round of data processing focused on placing all of the non-collective bargaining notes & contributions into the most appropriate theme based on content. While it is hard to know exactly why someone may have placed a comment in a particular theme on the day of the event, some comments – taken at face value – clearly belong in a different theme than their original placement. I asked AVP Williams to review the data after the second round of processing to verify the final theme placement for the comments; after which some final adjustments were made.

The final round of data processing focused on identifying emergent sub-topics within each theme. There were a significant number of responses around recurrent sub- topics that fit into more than one theme; specifically, contributions touching in some way upon Professional Development and on Communication. The inclusion of Professional Development and Communication in the Organizational Excellence theme heavily weighted that category. Given that these responses straddle multiple themes, the results below have some room for reinterpretation; the categorization below is simply meant to give some base around which to start the conversation.



Theme One: Employee Engagement

72 Responses

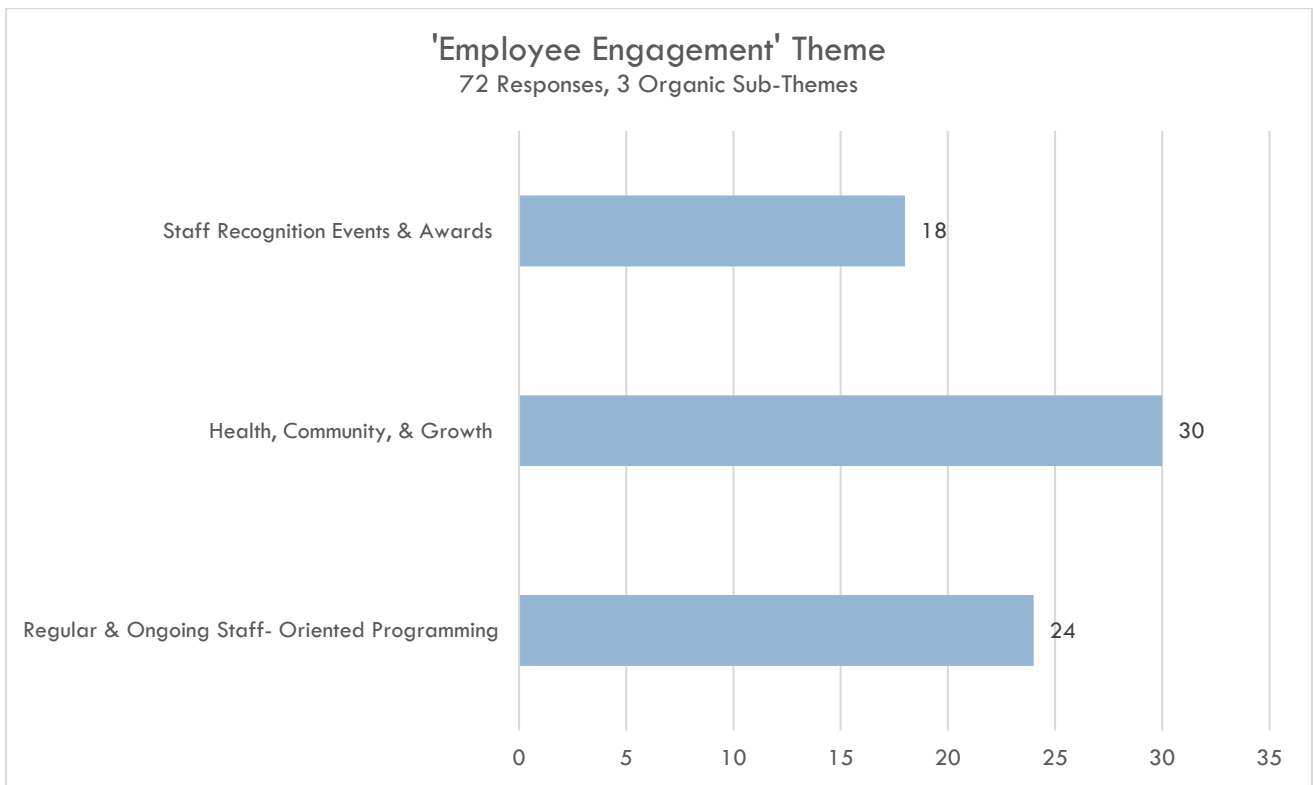
The theme ‘Employee Engagement’ was chosen to encourage an internal focus- how does the staff member interact with or connect to the University as an individual? What might the University do to support and grow those connections within the context of participation? Three recurrent groups of responses were noted in this theme:

Staff Recognition Events & Awards

Health, Community, & Growth

Regular & On-Going, Staff- Oriented Programming

“Employees feel they are not connected to the University...develop campus culture, traditions, annual events.”



Staff Recognition Events & Awards: 18 Responses

- recognition events, including celebrations of service, appreciation, birthdays, excellence

“Having quarterly town-halls for meetings, which include awards, employee recognition, star of the month.”

Health, Community & Growth: 30 Responses

- including classes & lectures and volunteer opportunities
- includes development, networking, and teambuilding activities

“Staff need gatherings at work & outside opportunities to network & meet each other. Team building.”

Regular & Ongoing Staff- Oriented Programming: 24 Responses

- suggestions include fairs, festivals, "bring-your-_-to-work" days, & student service- oriented events

“Staff Appreciation outside of ‘Years of Service’ – annual lunch/picnic on the lawn.”

Theme Two: Inclusive Excellence

67 Responses

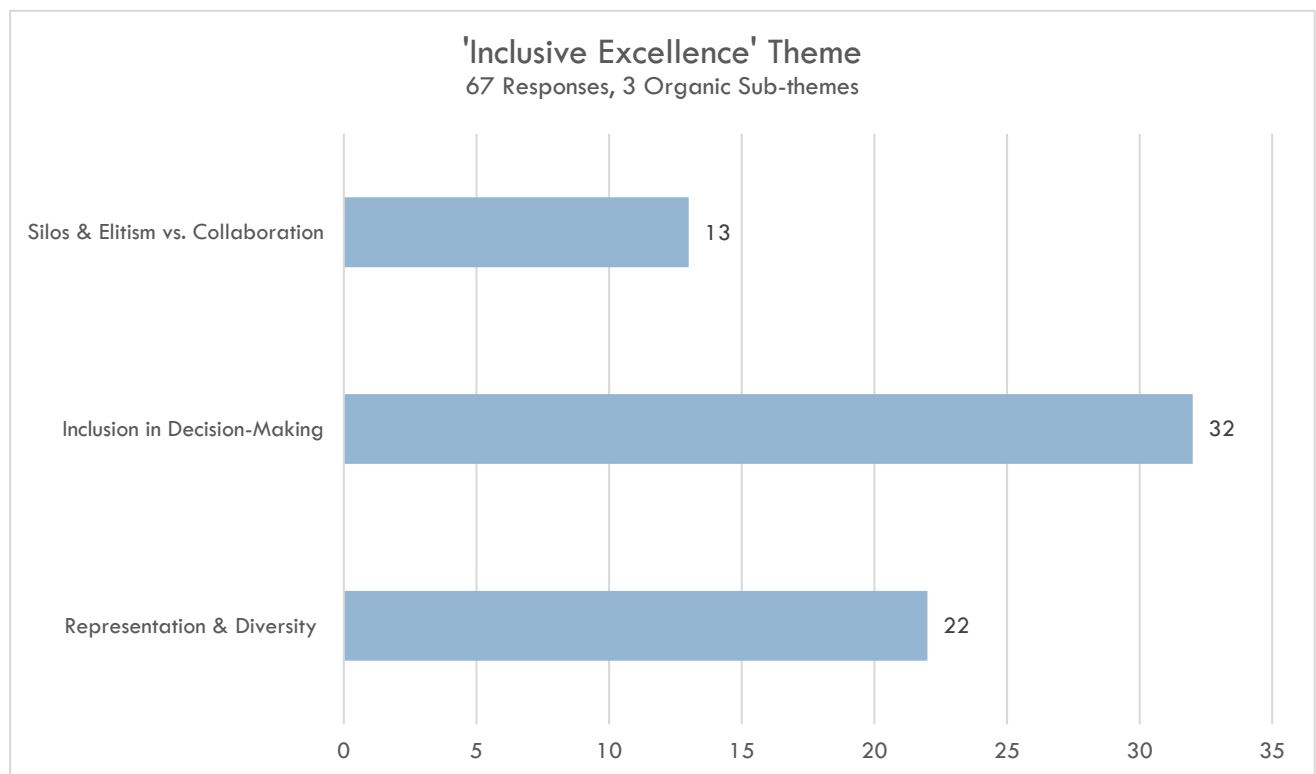
The theme 'Inclusive Excellence' was intended to encourage discussion about the nature of the University community, staff participation in that community, and how that participation (or lack thereof) affects operations and, in turn, student outcomes. Within this theme, three recurrent groups of responses were noted:

Silos & Elitism vs. Collaboration

Inclusion in Decision Making

Representation & Diversity

“Empower staff to dedicate time to improve processes and focus beyond the day-to-day work. Emphasizing the bigger picture will benefit the university as a whole.”



Silos & Elitism vs Collaboration: 13 Responses

- responses categorically focused on:
 - stratified, elitist, or 'class' systems & structures on campus
 - operational and cultural difficulties created by silos

- lack of collaboration and an over- reliance on a top-down approach

“Staff participation [and] inter-departmental collaboration will break down the silos.”

Inclusion in Decision-Making: 32 Responses

- suggestions for or about amplifying the staff voice and/ or employing staff expertise with regard to the five ‘P’s:
 - policies
 - processes
 - procedures
 - planning
 - participation in shared governance via voting

“Enhance transparency & consistency around policy developments, providing enhanced opportunity for staff involvement.”

Representation & Diversity: 22 Responses

- concerns & responses focusing on staff representation and aimed at increasing diversity in:
 - existing shared governance
 - new Committees
 - new Councils

“Fair participation in the shared governance committee - currently many people get to participate on committees on campus because they are handpicked by an MPP - favorite one.”

Theme Three: Organizational Excellence

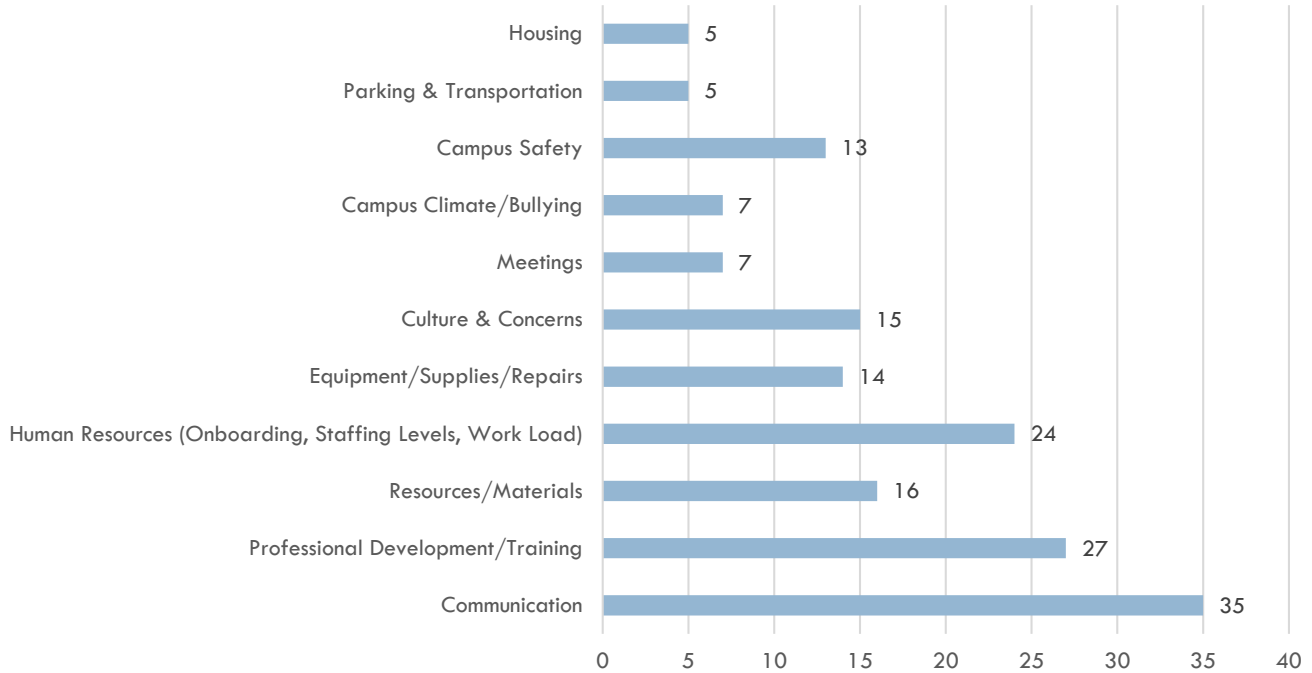
The theme ‘Organizational Excellence’ was intended to encourage an external focus- how does the individual view the functioning of the organization? What needs to be improved from the staff perspective? Within this theme, eleven emergent groupings were noted in the responses:

Housing	Meetings	Equipment/ Supplies/ Repairs
Parking & Transportation	Culture & Concerns	Resources/ Materials
Campus Safety	Professional Development	Communication
Campus Climate/ Bullying	Human Resources (Onboarding, Staffing Levels, Work Load)	

“More transparency in campus decisions and reasoning behind why.”

'Organizational Excellence' Theme

168 Responses, 11 Organic Sub-themes



Of Interest: Responses touching on professional development/ training & communication were found in all themes – more so than any other type of response. These two areas seem to best fit the 'organizational excellence' theme, though they could be considered integral to all themes; therefore, these responses could live in their own separate themel.

Housing: 5 Responses

“How to help homeless among our campus community.”

Parking & Transportation: 5 Responses

“Commuting opportunities like shuttles from East bay, etc.”

Campus Safety: 13 Responses

It is important to note that while there were only 13 responses in this category, the subject of campus safety was prevalent to the conversations taking place before & after the events, and during the activity segment for all three events.

“Safety, Safety, Safety. Especially with homelessness and campus is open so we need to be proactive on safety, especially in isolated areas.”

Campus Climate/ Bullying: 7 Responses

“When I go to various offices to ask for help for myself or my division, I get the "look" - you have to be Black or Muslim or both to know what I am talking about. The campus has issues.”

Meetings: 7 Responses

Staff expressed interest in non- traditional meeting formats, and in area specific staff- led meetings.

“Encourage regular staff meetings in specific areas led by staff.”

Culture & Concerns: 15 responses

- respondents looked to address
 - workplace culture & positivity
 - promise- keeping
 - sustainability
 - student resources

“Risk management & shared governance - understanding everyone’s role in managing risks & liability on campus.”

Equipment/ Supplies/ Repairs: 14 Responses

- staff raised concerns about
 - lack of equipment, or inability to procure current/ new equipment
 - deferred maintenance
 - the loss of the Swap Shop

“Annual review of office space (i.e. replacement of outdated, non-working equipment & furniture and access to resources if no funds available within office unit).”

Human Resources: 24 Responses

- responses focused on
 - onboarding
 - staffing levels
 - work load

“Organizational analysis of staffing needs and how they are being met.”

Resources/ Materials: 16 Responses

- comments illustrate an interest in access to:
 - handbooks
 - org charts & contact lists
 - electronic documents & forms

“Development of campus database open to staff: property; staff contacts; processes; resources.”

Professional Development/ Training: 27 Responses

- responses centered on:
 - development opportunities
 - training opportunities
 - succession planning

“Cross training: -learn about other campus areas; -projects/successes/failures/what was learned.”

Communication: 35 Responses

- responses in this category focused on:
 - frequency of communication
 - format of communication
 - languages- ensuring official communications are presented in as many languages as possible

“More methods of timely communication - announcing meetings, change in staffing/departments - and not just thru e-mail.”

Theme Four: Parking Lot 14 Responses

This theme served to house miscellaneous questions and concerns that defied categorization. There were no common threads.⁴

“Change needs to happen at department level.”

Collective Bargaining

Some comments, questions, and suggestions posted by staff properly belonged to another forum, Collective Bargaining organizations. Any responses pertaining to the contract, either directly or indirectly, were removed from the themes and are not reflected in the data above. There were 60 responses best suited to collective bargaining.⁵ On the other hand, responses containing an element which could be addressed by the Academic Senate in addition to or in conjunction with a Staff Council were filtered into one of the theme categories; those comments are reflected in the data above.

Collective Bargaining	Shared Governance
The items listed below CANNOT be addressed via Shared Governance:	The items listed below CAN be address via Shared Governance:
Wages	Process Improvement
Hours	Policy Creation & Advising
Working Conditions	Committee Participation
Benefits	Service Projects & Events
Grievances/Complaints	Communications
Anything covered in the contract	Recognition

The ‘Red/ Green’ board at left was displayed near the podium at each event.

⁴ See Appendix C: Parking Lot Responses

⁵ See Appendix C: Collective Bargaining Responses

Takeaways & Highlights

Many of the activity responses and conversations during the events indicate that staff are not aware of many of the benefits and opportunities available to them on campus. For example, some people were interested in taking classes, but were unaware that the collective bargaining agreement allows staff to take certain classes under certain circumstances. Other requests were made for gym access and/or exercise opportunities on campus, but folks seemed unaware of the FitPlus program for staff. This highlights a need for a centralized and well publicized repository of up- to- date information about programs and services for staff.

My impression is that staff are interested in the future of shared governance at SF State. Specifically, staff were interested in how the rest of the university community views the prospect of broader shared governance and the role of staff participation in shared governance at SF State. Is there a move toward including more staff representation throughout the University? Will a Staff Council be taken seriously and given equal consideration to other shared governance bodies? Is the ultimate goal to move to a single shared governance body such as a University Senate? These questions were repeatedly voiced, and bely an uncertainty or apprehensiveness about ‘putting oneself out there’.

There were a number of discussions about the recent Campus Climate Survey. Many staff were concerned about losing sight of the statistical significance of the staff response rate. Staff want to see the data used & acted upon, and are unhappy with comments that seem to indicate that the survey lacked value because the response rate for faculty & students did not reach statistical significance. The perceived discarding of the Campus Climate Survey serves to reinforce the notion that staff are viewed as less important than other community members. This line of conversation often led into a historical perspective from long- serving staff members; that there is a recurring culture of staff being told to “move on” or have a “fresh start” when there are leadership changes, without ever addressing ongoing concerns. Many staff relayed a struggle to “find their voice” or to work up the courage to speak out about their concerns or difficulties; once they’ve spoken up, having these seemingly never-ending problems be consistently met with being told to “get over it” or “give the new person a chance” has created a cynical and apathetic attitude in some people.

Despite some of the negative tone, the events overall were very positive, cathartic, and informative. The staff were very appreciative and in good spirits. It was great to meet so many people – both new to SF State and long serving – from so many different parts of campus and there seemed to be a palpable energy to continue these opportunities for conversation.

POST- EVENT SURVEY INFORMATION

A Qualtrics survey was created by Nancy Ganner & I, and shared via CampusMemo⁶ and an email from Ingrid Williams⁷, to determine event successfulness from a participant perspective and gauge interest in future events & shared governance opportunities for all staff members. A QR code linking to the survey was printed and available to scan at the event itself, and links were included in post- event emails, the Campus Memo, and on the HR website.

⁶ <https://campusmemo.sfsu.edu/2020/january-21-2020>

⁷ See Appendix D: Post-Event email from Ingrid Williams, AVP Human Resources

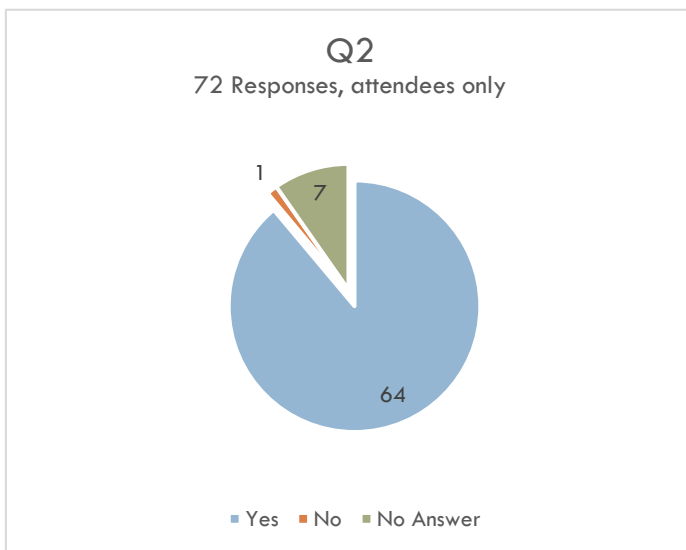
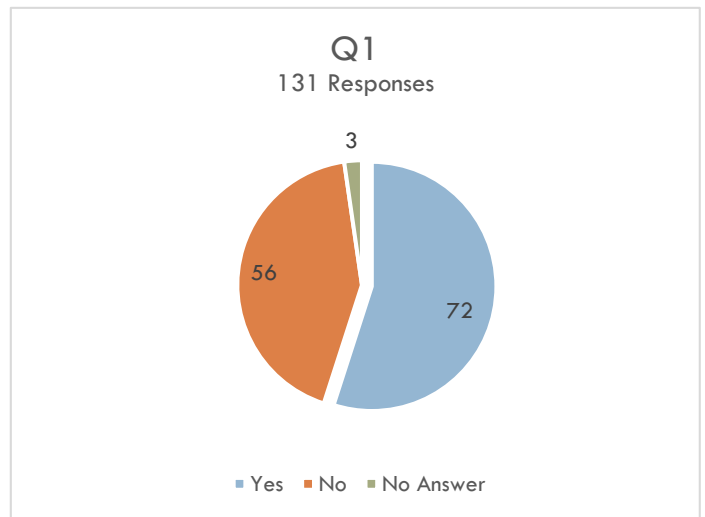
Question 1:

Did you attend one of the events?

Yes = 72

No = 56

No Answer = 3



Question 2:

Did you find the event to be engaging?

Of the 72 answering 'yes' to Question 1:

Yes = 64

No = 7

No Answer = 1



Question 3:

Which theme was the most relevant, or was there a theme you feel was missing?

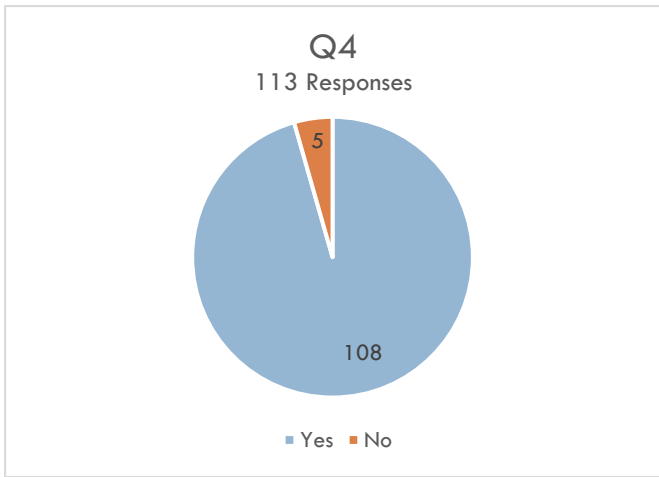
Of the 64 answering 'yes' to Question 2:

Organizational Excellence = 16

Inclusive Excellence = 14

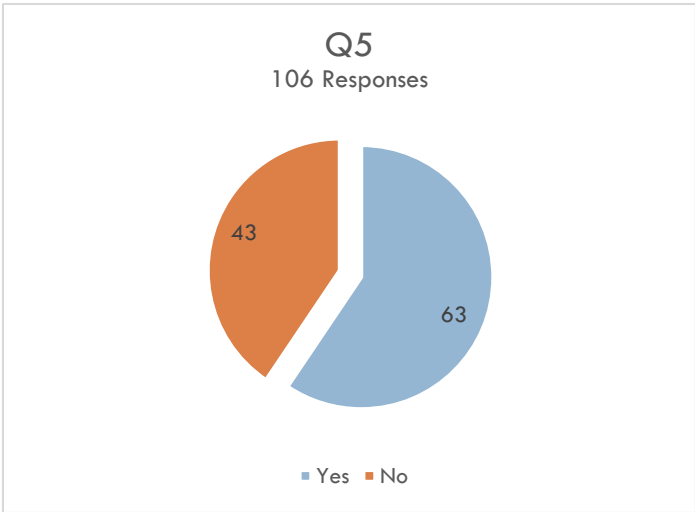
Employee Engagement = 30

Missing Theme = 4



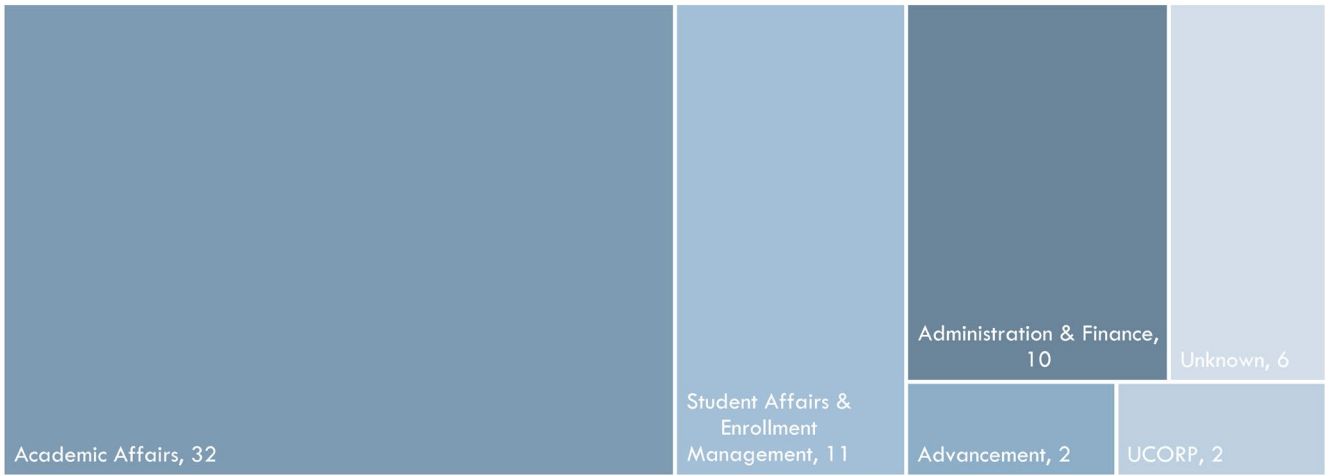
Question 4:
Can you envision a Staff Council working?
Yes = 108
No = 5

Question 5:
Are you interested in participating in a working group to form a staff council?
Yes = 63
No = 43



The 63 staff interested in participating in the working group by Cabinet:

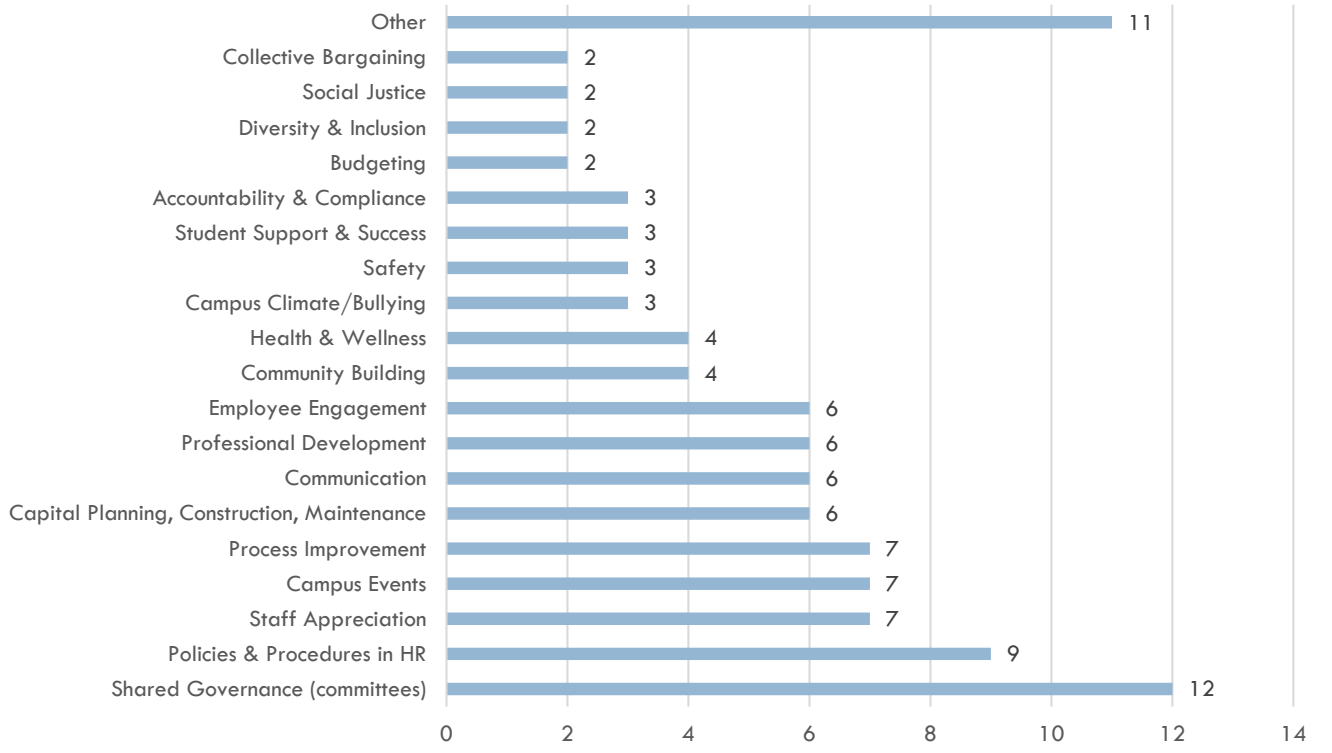
- Administration & Finance
- Academic Affairs
- Advancement
- Student Affairs & Enrollment Management
- UCORP
- Unknown



Question 6

What areas would you be interested in participating in?

105 Responses



Of Interest: This question was not specific to potential areas of participation or committees to be formed within the bounds of a Staff Council, but instead asked in what ways staff would be interested in participating across campus, including projects, committees, etc.

The responses falling under 'Other' were varied, but included interests such as:

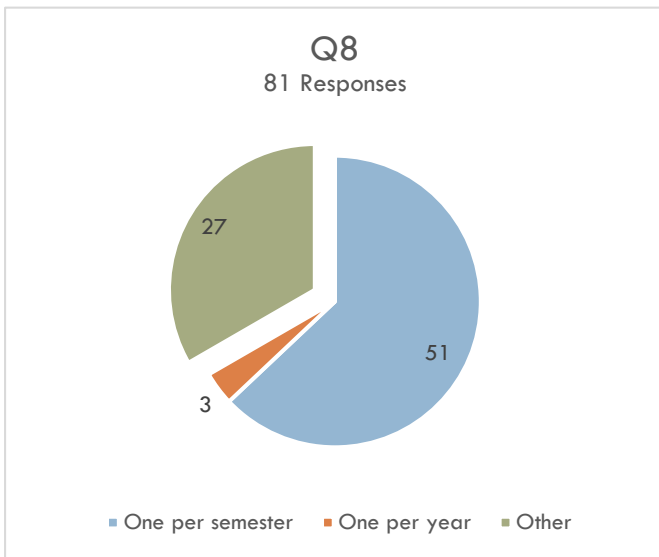
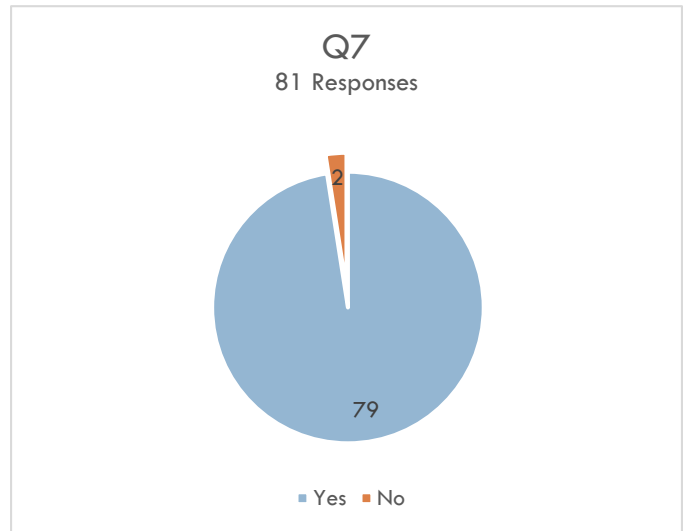
- Program Creation
- Staff Equity
- Projects supportive of staff
- Understanding Title IX Rights and Title IX outreach

Question 7:

Would you like to see more events for staff on campus?

Yes = 79

No = 2



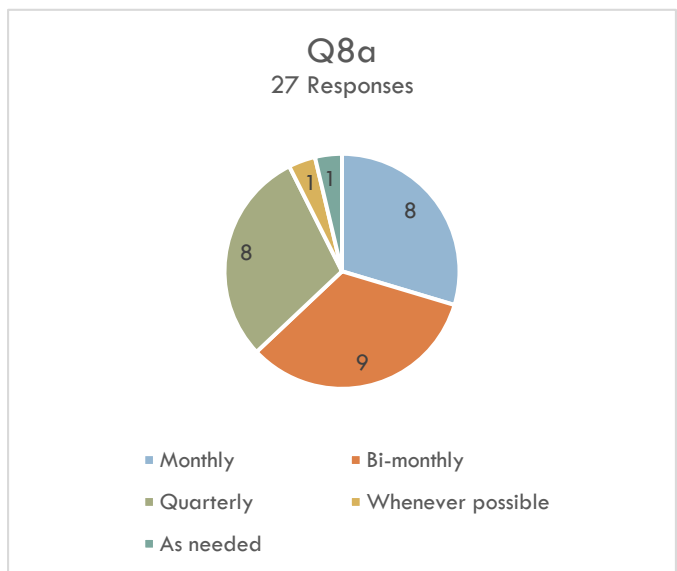
Question 8:

If you would like to see more events on campus, with what frequency should they take place?

One per semester = 51

One per year = 3

Other = 27



Question 8a:

Of the 'Other' responses in Question 8, with what frequency would you like to see events take place?

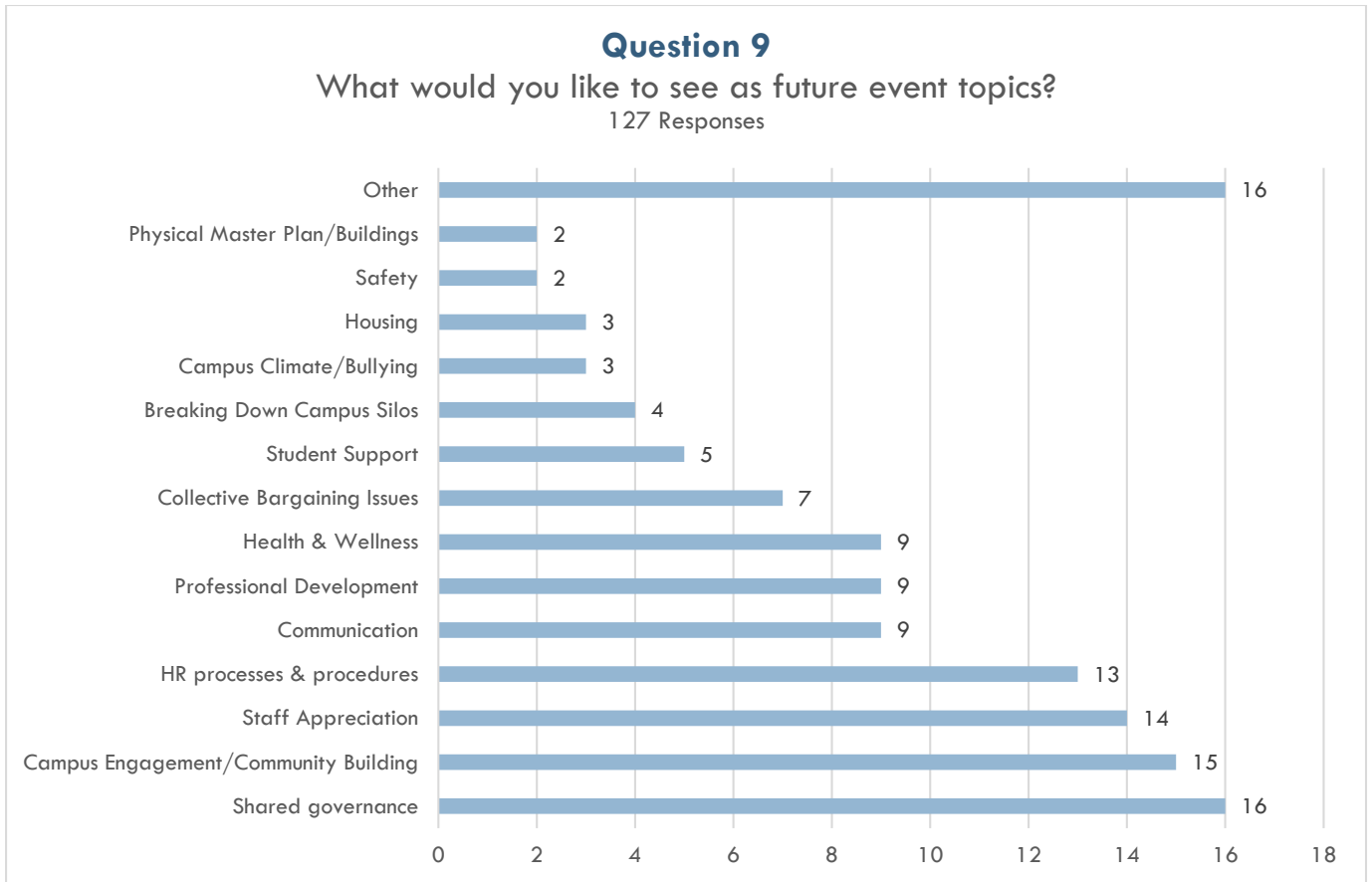
Monthly = 8

Bi-monthly = 8

Quarterly = 8

Whenever possible = 1

As needed = 1



NOTES ON IMPLICATIONS OF COVID-19, REMOTE INSTRUCTION, & SOCIAL JUSTICE

The world has changed in the few short months since these staff symposia were held. The global pandemic and resulting economic crisis from the spread of COVID-19, and the murder of George Floyd, both happened after the staff symposia. Were these symposia to be held today, I believe there would be a much greater emphasis on health & safety, remote instruction, uncertainty of staff employment, and on social justice, equity & diversity reflected in the data and conversations. Increased staff participation- via a Staff Council, broader inclusion in committees and working groups, or some other avenue- could be useful during this time.

Examples of ways in which a Staff Council could be useful in response to the effects of COVID-19, or a similar emergency, on campus:

- **Communication** – a Staff Council could serve as an avenue for communication both to and from all staff, ensuring unified, consistent messaging between units. Messaging to staff has been wildly inconsistent in quantity and content across units, resulting in miscommunication, variation in services and expectations, and an air of unease and uncertainty.

- Planning - staff can and should be brought in to consult on planning & decision-making, as staff are most familiar with actual conditions on the ground. Early consultation with staff when developing processes, procedures, and plans- rather than simply informing staff once these are complete- can eliminate frustration for faculty and administrators and improve outcomes for all. Staff are likely to know what tools, equipment & software are available, for example, and what their capabilities are; or what physical spaces & facilities are and are not capable of. Staff are also ideally suited to identify efficiencies, opportunities, and potential roadblocks faculty & administrators may be unaware of.
 - Example- 'Campus Access' planning & execution
 - Example- planning for IT home support for workstations and equipment previously used on campus
- Collaboration - working groups formed across cabinet & functional areas can help to identify efficiencies, solve common problems, reduce double- work, better support staff & faculty working remotely, and most importantly- better support students. Resource sharing, driven by and in consultation with staff on the ground, is almost certainly the key to engaging in face to face instruction in the most cost effective and safe manner.
 - Example- Staff in various departments have competencies that support the design & manufacture of much needed supplies

It is important to note that the discussions held at the events, before the death of George Floyd, that focused on social justice, diversity, and inclusion were discussions of those concepts specifically in the context of shared governance at SF State. SF State has a long history of activism and social justice beyond shared governance; those sentiments are evident in the comments and were certainly prevalent in discussions, but likely not to the extent they would be were we to have the symposia now. Prior to the staff symposia and the death of George Floyd, there were already renewed concerns and conversations about diversity on our campus. Specifically, it has been noted by a number of campus community members, in multiple venues, that SF State is lacking in African American representation at all levels of staffing (from entry level staff to VP), disproportionate to the percentage of African Americans in our broader community. Most notably, multiple African Americans have been removed from leadership positions or bypassed for permanency in leadership roles in which they have been interim without sufficient explanation as to why. While being an interim is no guarantee of future permanency, some are concerned about unfortunate trends in which interims become permanent- and which do not. Further, there are increasing concerns that reductions and layoffs are likely to hit staff- particularly less visible, non-instructional and temporary staff- disproportionately, and that staff in these ranks are more likely to be of color than those in higher- level, longer- serving roles. While staffing levels are a collective bargaining issue, concerns about the effects of a lack of diversity on campus are broader than that.

Following the death of George Floyd and the continuing protests around the country in support of the Black Lives Matter movement, conversations around diversity and the noticeable lack of African American presence on our campus are beginning to bubble up again- and it's important to note, this same conversation is had with regards to other underrepresented populations on campus, particularly Latinx, South Asian, and LGBTQIA+ communities with large populations in the Bay Area. If we are to take a critical look at our own campus diversity with an eye toward what kind of campus we want to be in the future, it is imperative that staff have meaningful participation and consideration in those discussions.

SPECIAL RECOMMENDATION: COMMUNITY OUTREACH

One prospective function of a Staff Council- which might be considered independent of, or in advance of, the full formation of a Staff Council- that has the potential to be both fulfilling and engaging for staff and extremely valuable to the University, is a committee focused on community outreach or community relations. Staff are an enormous untapped resource for the University in this area; staff are members of every possible community in the Bay Area, have involvement in community organizations, and- importantly- live in and are often from the communities that SF State hopes to admit students from. While faculty and administrators often relocate for positions at SF State, staff are very often long- term area residents. Many have children who attend local schools, and are active at those schools. Additionally, many are part of tight-knit immigrant communities who are often missed in outreach efforts.

A number of Staff Councils or Staff Senates in higher education nation-wide have a version of a community engagement committee⁸; most are focused on events, student service, and partnering with local organizations. There is an opportunity for this type of work within a community focused committee on a Staff Council at SF State, and many comments taken from the event reflect the staff's interest. There may, though, be an opportunity to go further. As enrollments decline, it is worth both engaging with the staff who have students in local schools to better understand why SF State is not an option for them, for example, and potentially to work with those schools or districts via parents and parent organizations to address the root cause of any recruitment deficiencies.

A community outreach committee led by staff could serve to enrich the University via events and partnerships with local organizations, all the while reinforcing work towards our goal of being 'The City's University'; at the same time, issues facing the University in enrollment and engagement might be better understood, and addressed, by working with staff who are members of the local community.

RECOMMENDATIONS & NEXT STEPS

Here are some recommendations for continuing to engage staff in shared governance participation.

Website

Currently, HR hosts the raw data from the events in their 'quick links.' This link could be expanded to a full page that includes this report, the two previous reports, the raw data, and status updates. It would be great to use this site to collect information as well, such as a web form for submitting questions and/or a sign up list for committee volunteers. This could also be a good place to host future surveys of the staff. If the symposia could be said to highlight any one thing, it's that staff are in need of some venue by which to voice their concerns, particularly in light of the current concerns surrounding COVID-19, remote instruction, & social justice.

⁸ See 'Community Service Committee', Winston- Salem University Staff Senate:

<https://www.wssu.edu/administration/faculty-and-staff/staff-senate/Files/documents/staff-senate-bylaws.pdf>

See 'Community Outreach Committee', University of Maryland, Baltimore

<https://www.umaryland.edu/ssenate/what-we-do/community-outreach/>

See 'Community Outreach Committee', University of Oklahoma

<https://www.ouhsc.edu/staffsenate/Committees/Community-Outreach-Committee>

It may be appropriate to craft a new survey to gather concerns and ideas for mitigating impacts from the crisis on our campus from the staff.

Data Distribution

Links to these reports should be publicized widely via Campus Memo, and PDF copies sent to each of the VPs for distribution to AVPs, managers, & directors. Any meaningful data can be distributed to groups to which the data directly pertains (i.e. University Communication, Human Resources). I can send the report to all who responded to the RSVP, event attendees that signed in, and those who responded to the post-event survey as well if that is desired.

Tangibles

Any reasonable actionable request found in the report and/or data should be acted upon if possible. For example, there have been many calls for communication to the campus community in multiple languages. Is it feasible to have University Communications and/or Information Technology Services investigate the costs and implementation needed to make our websites, online helpdesks, and communications accessible in multiple languages? For something like the Service Now helpdesk platform utilized by ITS, it may be as simple as purchasing and installing a language pack.

Increased Representation on Existing Bodies

All units should review the membership of their existing committees, councils, and other governance and working bodies, and look to increase or add staff representation wherever possible.

The Academic Senate moved to increase its staff membership during AY 19-20, and the faculty as a whole agreed by voting in the increase in staff membership to the Academic Senate. Recently, the University Budget Committee expanded its staff membership as well. Other units should follow suit, particularly long-standing committees. A potential function of a staff council would be to develop a pool of staff members willing & able to serve, independent of representation allocated to collective bargaining, and to recommend to committees staff that might be suited to those roles.

Staff Council

Charge a steering committee of diverse staff members to draft and propose a constitution & bylaws for a staff council. The post event survey identified 63 staff members currently interested in participating in a working group or steering committee to draft these documents. If the Academic Senate were amenable, it would be highly beneficial to have guidance from senate leadership in this process. It is also highly recommended that all steering committee members and those interested in being future staff council representatives attend other shared governance meetings (such as Academic Senate plenary meetings) as guests to witness the use of Robert's Rules of Order in action.

ACKNOWLEDGMENTS

These events and this report would not have been possible without the support and participation of some very special people.

The structure, substance, and execution of these events would not have been possible without the hard work of Ingrid Williams and Nancy Ganner & her team of student assistants.

Many thanks to our guests from the Academic Senate, Nancy Gerber, Teddy Albiniak, & Samantha Ward, for sharing their experiences in shared governance and answering questions.

A special thanks to Samantha Ward (again) for assistance with editing and formatting this report.

Last, but certainly not least, a special thanks to Lynn Mahoney and Jeff Wilson for calling for these events and supporting them from start to finish. Lynn & Jeff generously offered their time, their staff, money for drinks & snacks, and time during work hours for all staff to attend these events – it is greatly appreciated.

APPENDIX

A: Notice of Event email from Ingrid Williams, AVP for Human Resources Staff Symposium on Shared Governance

Ingrid C. Williams, Associate Vice President, Human Resources <hrwww@sfsu.edu>

Tue 1/7/2020 3:33 PM

Dear Colleagues:

Welcome Back and Happy New Year! We deeply value the work of our staff. Much of our success as a university rests on your contributions. As we look for ways to better serve our students and ensure that SF State is a great place to work, we are excited to host the “Staff Symposium on Shared Governance.” We will host two sessions to accommodate work schedules on January 16th and January 17th. These two-hour sessions are dedicated to the exchange of ideas and creative discovery of what’s possible for shared governance for staff at SF State. As part of SF State’s commitment to inclusion and engagement, we are hopeful that this will allow staff to express how they would like to be involved in the campus community. On behalf of President Mahoney and the President’s Cabinet, we invite and encourage your participation in one of the sessions below.

What: Staff Symposium on Shared Governance

When: Thursday, Jan. 16th, 2:30 – 4:30 or Friday, Jan. 17th, 10:00 – 12:00

Where: Seven Hills Conference Center

To RSVP for a session, please click on the link below.

[Staff Symposium Registration](#)

If you should have any questions, please contact Dylan Mooney at djmooney@sfsu.edu or Ingrid C. Williams at icwilliams@sfsu.edu.

Ingrid C. Williams , Ed.D. (she/her/hers)

Associate Vice President, Human Resources

B: Qualtrics Survey: Staff Symposium Registration

SF State Staff Symposium for Shared Governance Jan. 2020 RSVP:

Start of Block: Thank you for your interest in SF State's Staff Symposium for Shared Governance:

Q1 Which 2-hour Staff Symposium for Shared Governance event can you attend (at the Seven Hills Conference Center):

- Thursday, January 16, 2020 from 2:30pm - 4:30pm (1)
- Friday, January 17, 2020 from 10:00am - 12:00pm (2)
- I cannot attend any of these, but would like to participate in a future event (3)

Q2 If you will attend one of the Symposiums at the Seven Hills Conference Center, will you need any reasonable accommodations? If so, please provide details:

- I would like the following accommodations: (1)

- No (2)

Q3 Are you interested in attending a future meeting about staff participation in shared governance at SF State? If so, please submit your contact information below:

Name: (4) _____

Email: (12) _____

Campus Phone (13) _____

Q5 Please let us know which campus Cabinet you're part of, so we can determine if we need more outreach in any of these areas:

Administration & Finance (1)

Academic Affairs (2)

Student Affairs & Enrollment Management (3)

University Advancement (4)

University Enterprises/UCorp (5)

Other: (i.e., Institute, Auxiliary, President's Office; be please as specific as possible) (6)

Q6 Are there any other comments you'd like to share about this topic?

End of Block: Thank you for your interest in SF State's Staff Symposium for Shared Governance:

C: Activity Submissions by Theme: See Workbook entitled "Sorted Theme Data"

D: Post- Event email from Ingrid Williams, AVP for Human Resources

Staff Symposium Follow-Up

Ingrid C. Williams, Associate Vice President, Human Resources <hrwww@sfsu.edu>

Thu 2/13/2020 10:22 AM

Staff Symposium for Shared Governance

The first round of Staff Symposia for Shared Governance was held on Jan. 16th and 17th, with the goal of exploring interest in the creation of a Staff Council at SF State (a January 7th email from Ingrid C. Williams, AVP of Human Resources, invited all staff to these events; CampusMemo was on hiatus so the event could not be announced prior). Over 260 campus employees RSVP'd to the first two events and around 200 attended. For these purposes, "Staff" refers to non-MPP campus staff members.

Facilitated by staff member Dylan Mooney from CHSS, and with the support of President Lynn Mahoney and Interim VP & CFO Jeff Wilson, the Staff Symposium addressed questions about how a Staff Council might function on our campus, and ideas were exchanged among attendees about what issues and community programs might be created or supported with this shared governance model.

The information gathered from these two events is now posted on the Staff Symposium page of the Human Resources website (<https://hr.sfsu.edu/staff-symposium>). The information found there is the raw data from the group activities for the events held on January 16th & 17th. These are the sticky notes that were placed on the four themed boards at the symposium (Employee Engagement, Inclusive Excellence, Organizational Excellence, & Parking Lot). This data has not been moved or altered from its original placement in the themes.

A sorting process will be used to separate ideas that could be addressed via a Staff Council from the ones that cannot be addressed by a Staff Council (particularly issues that should be addressed by collective bargaining). Feedback is still coming in from the surveys, and all final data will then be published online as well.

Next, we will use the post-symposium survey data to create a steering committee for a Staff Council and to inform future events. Please review the data from the January 16th & 17th symposiums & encourage others to fill out the Staff Symposium Post Survey Feedback, even if they did not attend an event at the link here: [Staff Symposium Post-Survey Feedback](#)

A follow-up for all campus employees and next steps to further explore this concept will be posted in a future CampusMemo. If you have any questions about this process or wish to get involved, please contact Dylan Mooney at djmooney@sfsu.edu or Ingrid C. Williams at icwilliams@sfsu.edu.

Ingrid C. Williams

E: Qualtrics Survey: Post- Event Survey

Staff Symposium Post-Event Survey Jan 2020

Start of Block: Default Question Block

Q1 Were you able to attend one of the Staff Symposiums for Shared Governance in January 2020?

Yes (1)

No (2)

Display This Question:

If Q1 = Yes

Q2 Did you find this event to be informative/engaging?

Yes (1)

No (2)

Display This Question:

If Q1 = Yes

Q3 Which theme was the most relevant to you?

Organizational Excellence (1)

Inclusive Excellence (2)

Employee Engagement (3)

Was there another you feel was critically missing? If so, please state in a few words: (4)

Q4 Can you envision a Staff Council working as a shared governance model for staff at SF State to address issues concerning staff that will help the university achieve its goals and mission to our students, staff and faculty?

Yes (1)

No (2)

Display This Question:

If Q4 = No

Q5 Is there some other model that you think would work better?

Yes (1)

No (2)

Skip To: Q7 If Q5 = No

Display This Question:

If Q5 = Yes

Q13 Please describe what model would work best for staff to participate in shared governance.

Insert (brief) description here: (1) _____

Q6 Are you interested in participating in a working group to form a Staff Council?

Yes (1)

No (2)

Display This Question:

If Q6 = Yes

Q16

Please provide your contact information below.

Name: (1) _____

Campus E-mail Address: (2) _____

Cabinet/Department: (3) _____

Display This Question:

If Q5 = No

Or Q6 = No

Q7 In what way(s) would you like to be involved on campus?

Name (1) _____

Campus Phone (2) _____

Campus E-mail (3) _____

Cabinet Area/Dept. (4) _____

How would you like to participate? (5) _____

Q8 What types of committees, policies, or projects do you think would be helpful for staff to be involved in?

Insert (brief) suggestions here: (1) _____

Q9 Would you like to have more participatory events like this for staff in the future?

Yes (1)

No (2)

Display This Question:

If Q9 = Yes

Q14 How frequent should such events be scheduled for staff?

One per semester (1)

One per year (2)

Other (please fill in): (3) _____

Display This Question:

If Q9 = Yes

Q15 What topics would you like to discuss at future events?

Click to write Choice 1 (1) _____

Click to write Choice 2 (4) _____

Click to write Choice 3 (5) _____

Click to write Choice 4 (6) _____

Click to write Choice 5 (7) _____

End of Block: Default Question Block
