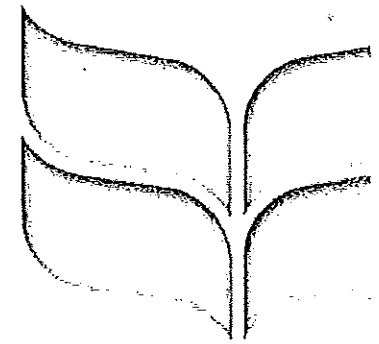


Preliminary Inventory of "Next Steps" September 28, 2012

Campus Climate Ad Hoc Committee:

Next Steps to
Ad Hoc Committee Report and
Campus Climate Assessment Findings
October 2011

Four Areas Identified by Ad Hoc Committee Based on Campus Climate Report



- The need for policies and procedures that facilitate healthy conflict resolution

Done: Staff Handbook revised

To do: inquire whether the review process is in place: Staff Handbook Review Committee

To do: need to review diversity component

- The need for greater transparency, clarity, and accountability of offices and roles

Connected to Staff Handbook revision.

To do: see if there are up-to-date and accessible organizational charts

To do: see if there are up-to-date and accessible lists of committees and memberships

- The need for more effective mentorship and professional and interpersonal development of students, staff, and faculty

Done: New Faculty Mentoring Network

Done: Programming e.g. presentation by Dr. Maura J. Cullen, Aug. 23, 2012

To do: Report on student opportunities

Concern: Loss of activities done by Michael Hunt

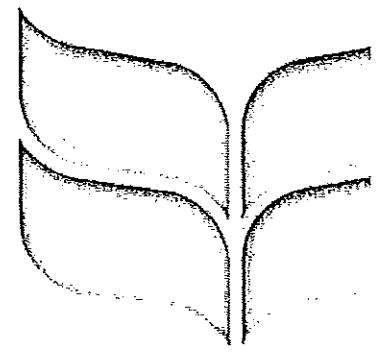
- The need for ongoing efforts to assess, monitor, and address campus climate issues

Establishment of Council on Diversity and Inclusion for oversight

Diversity Roundtable another resource

To do: plan for assessment--potential follow-up to Campus Climate Report

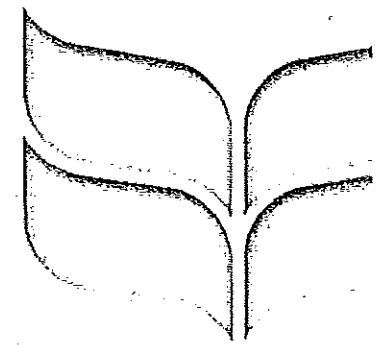
SECTION I: Dealing with Conflict



Issues identified:

- Faculty, staff, and students deal with conflict resolution daily, often without training on mediation.
- Conflicts that do not rise to levels of serious infractions have little to no recourse.
- Sexual harassment, sexual assault, and partner violence policies and procedures cumbersome or unclear.
- Lacking procedures or mediation for disputes involving faculty, administrators, and staff who are peers.
- Pathways to deal with conflict or dispute when president is part of it.

SECTION I: Dealing with Conflict



Next Steps:

- Funding and support of mediation training, currently for mostly students and staff, to deal with conflict in healthier manner. Will work with chair of faculty to develop similar steps for faculty.

To do: Inquire whether funding and support of mediation training continues

To do: Confirm that Ombuds will be a resource for future

- Ombuds consultant visit and office development, with a focus on staff and managing & embedding sustained peer mediation training and programming.

Ombuds in the process of being hired.

- Deanna Shorb, the College's DVA/SAC coordinator, charged with convening ad hoc cmte to ensure sexual harassment, sexual assault, and partner violence policies are clear, visible, and survivor-centered/supportive.

Done: President's letter

To do: seek report on workshop and consultant

To do: need an update on this work

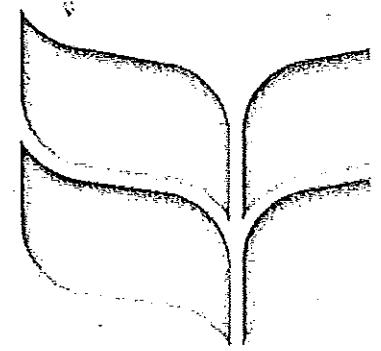
- President is working with Board of Trustees to develop procedures/processes for conflict of interest, perceived bias, or compromised objectivity in presidential decision-making.

To do: confirm that has been done

- Analysis of best practices in academic standing procedures at peer colleges to determine further analyses to determine impact of CAS processes on success and self-efficacy for students.

Retention study is being conducted by CAS

SECTION II: Transparency, Clarity, & Accountability in Defining Roles & Structure



Next Steps:

- Senior Staff and Senior Leadership meetings encouraging cross-office communication and shared opportunities. New Communications VP will explore internal communication outlets and strategies.

Senior Staff and Senior Leadership meetings are in place and continue
Communications VP position has been posted.

- Town Hall meetings, blogs, and office hours held by President Kington and transparency emphases in Strategic Planning. Diversity is being explored and refined as a cross-cutting theme in Strategic Planning.

Town Hall meetings are occurring
To do: review Strategic Plan for diversity

- Work with Interdisciplinary Studies Advisory Board to improve interdisciplinary fit and review processes into academic program and faculty work.

ISAB continues to work on interdisciplinary fit and review processes; e.g. drafting document
for EKI faculty

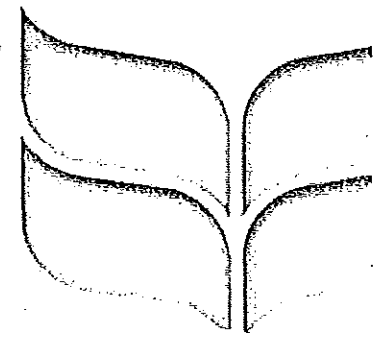
- John Kalkbrenner, VP supervising FM now, charged with convening group to address disparities in participation & connection to the college of FM staff, will also require contractual attention at time of its renewal. When possible, use Staff Council to work with non-collective bargaining unit FM staff member concerns.

To do: inquire whether group has been convened
To do: ensure contractual attention at time of renewal

- Work with wellness coordinator, Jen Jacobsen, and accessibility officer, Jennifer Krohn, to explore links among disability, wellness, and accessibility.

To do: seek report from Wellness Coordinator and Accessibility Officer

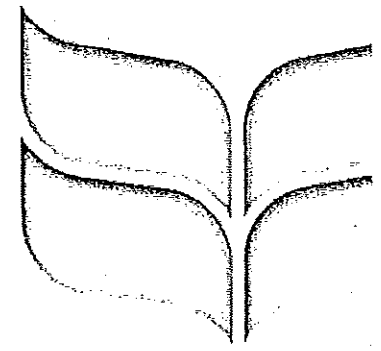
SECTION II: Transparency, Clarity, & Accountability in Defining Roles & Structure



Issues identified:

- Lack of effective communication of expectations, goals, and opportunities within and between offices across campus and associated accountability mechanisms.
- More transparency in institutional decision-making and perspectives on diversity.
- Ensuring interdisciplinary is integrated more appropriately throughout academic program and review.
- Ambiguity about relationship of Facilities Management to the rest of the college community.
- Relationship between disability and wellness, beyond accessibility.

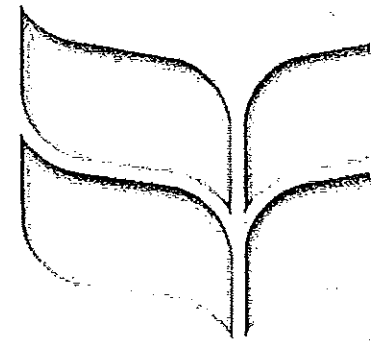
SECTION III. Mentorship & Professional & Interpersonal Development



Issues identified:

- Inclusion of professional development expectations, with associated supervisory and clear funding support, for staff at all levels.
- Better mentoring and advising for students decoupled from those with responsibilities for punitive actions, leave policy implementation, poor academic performance support, and/or grading.
- Mentoring for faculty of color, especially in decoding the systems of the academy, not carried by “their own” solely.
- Space for informal faculty and staff interaction.
- Tapping into knowledge and experience of Senior Faculty Status faculty members.

SECTION III. Mentorship & Professional & Interpersonal Development



Next steps:

- Clear, shared performance review processes, including fully updated job descriptions to ensure accountability and clarity of expectations.

Done: Implementation of the Halogen system, an online talent management system

- Organizing mentoring resources available to students in clear, delineated manner, especially on via website, as several offices in offices of student affairs and diversity & inclusion offer such support already. Chief Diversity Officer will convene the staff to gather these offerings in intuitive, not office-structured manner. Also, will approach SGA and MLC for new ideas.

To do: Need to inquire

- Development of new mentoring resources and clearer communication of currently available options, with Deans' Office and Chief Diversity Officer efforts.

Done: Faculty Mentoring Network; integrated approach--need to assess effectiveness

To do: Inquire about other programs

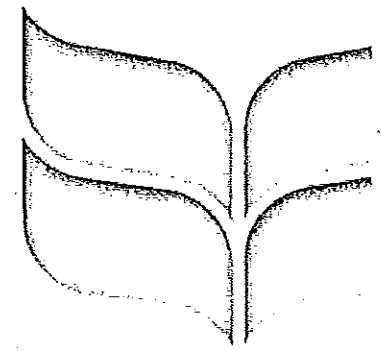
- When "space committee" is formed, as part of Strategic Planning, spaces for interaction between community members will be reviewed in its charge.

To do: ensure it is on their agenda

- The Dean will ask and explore ways for SFS faculty to contribute to a campus climate and culture of diversity on campus, similar to questions on FAR, through the SFS process.

Still to be done

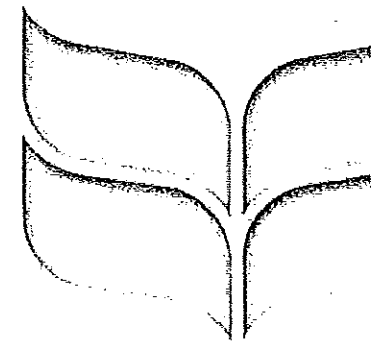
SECTION IV. Continued Assessment & Monitoring of Campus Climate Issues



Issues identified:

- Create a permanent institutional structure to assess and monitor campus climate issues, to maintain an ongoing conversation on campus about these issues, and to advise the President on alternatives for addressing and responding to these issues.
- Assess the role and function of the Office of Diversity and Achievement.
- Ensure the provision of ongoing training and educational opportunities around issues of campus climate.

SECTION IV. Continued Assessment & Monitoring of Campus Climate Issues



Next Steps:

◦Development of the Grinnell College Council on Diversity and Inclusion, with 15 elected and appointed representatives from faculty, staff, and students, following up in subgroups on campus climate and other diversity concerns. The Council will be charged to make annual actionable recommendations to the President.

Implemented

◦Inclusion of campus climate concerns in Enterprise Risk Management (ERM) program development, including a cycle of campus climate reassessment, in association with the Council and with ERM.

To do: develop cycle and process for campus climate assessment

◦Restructure and re-envisioning of the Diversity and Achievement offices and role of the VP to a Chief Diversity Officer role and new mission for emphasizing Inclusion. The associated offices will now be Diversity and Inclusion offices to reflect this shift.

Implemented; need update

◦The offices of Diversity and Inclusion, the Chief Diversity Officer with presidential accountability, and the new developing Ombuds office will be monitoring and partnering across campus to ensure techniques of mediation, restorative justice, mentorship, teaching, and review processes continually improve in quality and contribution, via education and training, to a healthier campus climate for learning and development for all campus community members.

To do: clarify issues re: Chief Diversity Officer: identity, duties and governance in documents