

# Summary Report

## Climate and Culture Committee

### February 9, 2023

This report summarizes the findings obtained by the Culture and Climate Committee from meetings held with faculty and staff during 2022-23 academic year. The committee was formed by the Provost in an effort to gauge the current climate and culture at ULM.

**Committee Members:** Dr. Paula Griswold (Chair); Eron Bethard (Co-Chair); LeeAnn Box; Dr. Jeffery Evans; Lynne Twilbeck; Marcie Young

#### **Committee Processes**

In Fall 2022 semester, the members of the Climate & Culture Committee met with Dr. Arant to define its purpose in assessing the current climate and culture at ULM as it relates to faculty and staff. Additionally, the committee was tasked with gathering information about workload, work-life balance, and what a fruitful life at ULM looks.

The committee performed extensive research to determine best practices in collecting data. Reports from other universities were examined, as well as, consultation with a ULM research librarian for appropriate research methods. Based on the committee's research, the best method in collecting this information was through conducting focus group sessions. The committee worked to develop a series of questions to ask during the focus group sessions.

The committee held 2 face-to-face focus group sessions and 2 virtual sessions (via Zoom) with ULM faculty and staff. The questions asked in each session were:

- What elements contribute to a good life/positive career at ULM?
- When you are a customer, what are the most important attributes to customer service? Do we have these attributes at ULM?
- How could ULM celebrate its "people" more? What do ULM staff need? What do ULM faculty need?
- What can bring the community and alumni back to campus? What traditions would be meaningful to develop?

The committee record faculty and staff responses during each focus group session.

## **Findings:**

The major themes that were identified from the group sessions include:

1. Communication
2. Values
3. Administration (*includes HR, management, policies, procedures*)

## **Details in Themes:**

### **1. Communication**

Participants voiced that they wanted to feel connected to decision-making processes on campus. Employees noted that they want to feel connected to and in-the-know about the happenings at ULM. They want more communications/information distributed and for this information to be relevant and useful. Participants stated they would like an employee recognition component to the communications/information process. Employee recognition should not be limited to ULM related accomplishments, but should also include personal achievements and accomplishments.

In regards to interdepartmental communication, participants voiced that they felt there is no consistency among departments as it relates to customer service standards, including, but not limited to: consistency of processes, availability, timeliness in responses/processes, transparency, accountability, methods of communication, and willingness to help and problem solve. Additionally, it was noted that identifying the disparities in workload among departments could help improve the customer service experience.

As it related to customer service, lack of answering the phones on campus in major offices is a concern for faculty. If faculty can't get in touch with needed personnel, students can't either.

Participants thought that connecting alumni to students in their majors would be a meaningful way to connect with ULM more. Participants also voiced that it would be beneficial if they were included in what is being communicated to the general public about ULM. They stated that employees often find out about things on the local news rather than through ULM.

### **2. Values**

This theme relates to employee wellness, workload, and work-life balance. Employees want to be viewed as a "whole person" and that includes mental, physical, emotional,

spiritual, occupational, and social wellness needs. The participants felt that as an employer, ULM should value and support the “whole person” that is in every employee.

The participants voiced the higher pay would be great and contribute to employees feeling more valued which would lead to less employee turn-over. However, if employee pay could not be increased, then flexibility in hours, workload, and work location could be considered. Flexibility seems to be a major component that contributes to employee wellness and work-life balance. Examples of potential areas of flexibility expressed: remote work - the ability to work remotely when appropriate; use of leave for university closure - review policies regarding the requirement to use annual leave for University closure days; gifting of leave - the ability to gift leave to coworkers so it can be used for various things not just for an emergency, and consistency in flexibility across all departments.

### **3. Administration (*includes HR, management, policies, procedures*)**

This theme relates to topics that fall under human resources, management, university policies, and procedures. Participants voiced that defining policies, procedures, and goals throughout every department on campus would assist in with the onboarding and retention of employees, produce more efficient workflows, improve communications, customer service, and build a better faculty/staff culture at ULM.

If specific goals were defined, it would not only contribute to improving interdepartmental interactions but would allow each department to regularly access whether or not they are meeting their goals. If they are not, then quality improvement initiatives could be implemented.

This theme also interweaves with the values theme of reviewing the policies and procedures for the required use of annual leave on University closure days and the inability to gift coworkers leave.

## **Recommendations**

With the above identified themes obtained from participant feedback, the committee proposes the following recommendations:

### **1. Communication**

Administration consider developing a weekly email which contains a paragraph from each (President, Provost, Student Affairs, and ULM Marketing) about all of the important things happening or coming up on campus. The email should not be lengthy! It should be short and to the point. This will streamline communication and provide more frequent

information to faculty and staff. Additionally, a suggestion is to include current enrollment data each week so everyone is up-to-date. The committee anticipates that this information would be appreciated and very well received.

The committee recommends that each department review their mission, goals, and processes. Processes in major offices on campus should be examined for efficiency and positive customer service delivery. By doing this, the committee feels that work flow, interdepartmental communication, customer service, student retention, and the quality of interactions among faculty/staff/students would greatly improve.

## **2. Values**

The committee recommends that a culture of recognizing employees for their achievements on and off campus be created. Administration should consider creating a quarterly faculty/staff spotlight which would include details and accomplishments of a deserving employee.

Additionally, the committee recommends that supervisors examine ways to allow for flexibility in the workplace so employees feel valued as a “whole person”. This could relate to workload, work-life balance, and the ability to work remotely when appropriate.

## **3. Administration (*HR, management, policies, procedures*)**

The committee recommends that a review of policies and procedures related to remote work, use of annual leave for University closures, and gifting of leave to coworkers for reasons other than for an emergency take place. It is recommended that each department on campus examine their processes for efficiency in customer service and delivery of their services. For example, HR and IT could review and communicate their processes in step-by-step format/flowchart for onboarding of employees.

Attachment A: Focus Group Processes and Data

Attachment B: Committee Resources and Documents

Attachment C: Tips for Conducting Focus Groups

Attachment D: PPT Used in Focus Groups

Attachment F: Chart: Themes from Focus Groups

## ATTACHMENT A

### Focus Group Processes & Raw Data

**Date of Focus Groups:** November 30, 2022

**Total Number of Participants:** 35 faculty/staff participants

**Method of Groups:** Two in person and two virtual (Zoom) meetings were offered; each group was hosted at a different time on November 30, 2022. Each focus group session lasted 50-60 minutes in total and had a minimum of two committee members conducting the sessions.

The committee chair led the sessions, and the co-chair with other committee members present diligently took notes on the participants' responses throughout each session.

The committee opened each focus group session by discussing the purpose of the committee, defining what a focus group is, and explaining the ground rules for participating in the focus group. Following this, the session opened a discussion of the first prompt listed below, and then progressed through questions 1-4.

➤ **If ULM opened its doors for the first time today, what would it look like?**

**Responses:**

- More diversity
- Focus on the employee experience
- More support for innovation (i.e., technology, computers, classroom updates)
- Our campus is beautiful, but currently some buildings/classrooms are not (i.e., Walker Hall, CNSB)
- More interdisciplinary crossover; collaborations across campus
- No silos
- More direction
- More active message; would like to know what the culture is we're reaching for
- Less reactivity (i.e., don't do this, do this) & more compassion, care, & understanding
- The mission of the university isn't inviting & typical as other institutions even though the opportunity to impact students in a positive way is much more likely here than at larger institutions
- Allied Health hub for faculty/staff/students to access all the services we offer
- Faculty/staff resource center – a place for guidance (i.e., personal development, how to start a new program, how to implement a minor, etc.)
- Student support center either overall or within each department
- More openness across campus – faculty/staff being seen more
- People, movement, lots of things going on
- More office space for comfort in meeting with students (i.e., tiny offices in Walker)

## 1. What elements contribute to a good life/positive career at ULM?

### Responses:

- Coworkers
- Work/life balance
- Being treated as valuable; feeling valued in an authentic way
- Acknowledgment
- Pay
- Flexibility as a whole if pay can't change
- Efficient workflows
- Clear communication in cross-functional relationships (i.e., departments work together on shared goals, using shared resources)
- University closure days – not having to take annual leave for every closure & aligning these days with city/parish schools
- Clear policies across departments (i.e., leave)
- Ability to gift leave to coworkers
- Being part of the decision-making process
- Better communication across campus
- Incentive & motivation to go above & beyond
- Recognition for going above & beyond
- Opportunities for career advancement
- Transparency
- Care for others health & wellness
- Seeing others a whole individual (i.e., family, health – mental, physical, emotional)
- Passion
- Positive people
- Accountability
- Working with others who prioritize students' needs
- Support network
- Mentoring programs for onboarding faculty & staff

### ➤ What might be your top 3 elements?

#### Responses:

- Work/life balance (i.e., updated policies & procedures)
- Facility improvements
- Calendar
- Motivation (work/life balance)
- Communication
- Recognition

## 2. When you are a customer, what are the most important attributes to customer service?

### Responses:

- Access to resources
- Onboarding of new students (transcripts, financial aid)
- Availability
- Consistency
- Communication
- Transparency/honesty in communication
- Attitude/friendliness
- Active listening
- Responsiveness/timeliness
- Having a person answer the phone instead of an automated message
- Continuous quality improvement
- Respect & feeling heard
- Great products
- Ownership
- Problem solving

### ➤ Do we have these attributes at ULM?

#### Responses:

- No equity among departments
- Look at workload among depts. to help improve customer service experience
- Varies, inconsistent
- One group reported the answer as “no” but refused to expand on why due to working within the same college as some Climate & Culture Committee members
- Depends – at times, per department
- Can improve on consistency
- More collaboration within departments needed
- Students get shuffled around
- Customer service issues can come from high turnover within departments & positions with traditionally low pay

**3. How could ULM celebrate its “people” more? What do ULM staff need? What do ULM faculty need?**

**Responses:**

- Faculty/staff need to be recognized more, in a personal way that speaks to them (i.e., words of affirmation, personal recognition, announcement to campus)
- More personal touches (i.e., handwritten cards to departments vs. emails)
- Allied Health has a faculty award with monetary award, do this campus wide
- Departmental awards
- Discounts on sporting events
- Being more inclusive with recognition
- Being more aware of differences
- Consistency with acknowledgement and recognition
- More pay for retaining employees = feeling more valued
- Recognizing employees for other things they do
- Recruiting adjunct instructors from within the university
- Activity center membership
- Social events off campus
- Better work load
- Flexibility
- Professional development in their fields (i.e., an Excel class for staff, leadership classes for directors, CEU for faculty & use ULM as the place to develop & host)
- More appreciation over celebration (i.e., having to take annual leave for university closures)
- Inclusion of everyone looks different for different employees
- Do things to make the work/life balance better
- Employees might not understand the goals of other departments or what they do & that could be the first step to building a better faculty/staff culture



#### 4. What can bring the community and alumni back to campus? What traditions would be meaningful to develop?

##### Responses:

- Recruit athletes from this area
- Recruit students academically locally
- Missed opportunities with having ULM representation for community events that happen on campus
- Invite alumni back to campus for meaningful things (i.e., speaking at an event)
- Connecting alumni to the colleges they graduated from
- Emphasize other sports besides football & baseball
- Bring people “home” for homecoming; have alumni guest speakers on agendas for homecoming events
- Connect alumni to students & things happening on campus
- Panels with alumni for campus events
- Continuing education opportunities that are affordable for people in the community
- Community events
- More marketing for all programs, funding for this
- Spread good news, things employees & students are achieving
- Faculty involvement in recruiting students
- Advisory boards for each college/department to review what programs are doing & what opportunities our students have
- There’s disparity among colleges/departments with funding & resources; create equity
- Free screenings & health services to alumni & community
- ULM’s been doing a better job with visibility in the community (i.e., high school tailgates this year), but still need to continue to improve visibility
- Opportunities for free tickets to sporting events
- Smaller group events that engage affinity groups (RSOs, programs, etc.); mass engagement is no longer effective to steward donors
- “Faculty/Staff Club” \$5 lunch – talk & eat with other faculty/staff
- Keep traditions we have in place – like convocation being changed this year to an all students focus instead of it being designated for welcoming the freshman class
- New traditions on campus should be family oriented & community based (i.e., Christmas tree lighting, better use of intramural fields, better use of marketing our event spaces to the community)

### **Additional Focus Group Notes:**

- Throughout our focus groups, the committee was questioned on the guarantee of anonymity within the focus groups. Before the questioning portion of the focus groups began, the participants were informed their participation, including who they are and what department they work in were guaranteed to be anonymous in the committee's report. They were told no names would be attached to any of the notes being taken.
- Some participants shared their concerns for fear of repercussions, and they voiced they did not feel safe to speak freely in the focus group.
- Some participants simply did not speak during the focus groups, others were verbal about themselves and others not being able to participate in the focus groups because of the concern of lack of anonymity.
- On this same note, some participants linked this anonymity concern to being hesitant to participate in anonymous evaluations provided by the university since they do not believe their responses are truly anonymous because they have to log in with their ULM account information to participate.

## ATTACHMENT B

### Committee Resources and Documents


#### Research Links

[UCLA Survey Instrument for Climate & Culture administered to faculty/staff](#) [Accompanying flyer for UCLA Survey](#)

[University of Michigan Campus Climate Survey Report](#) [University of Michigan sample Faculty survey](#) [University of Michigan sample Staff survey](#)

[University of Houston UHD Faculty Work Climate Survey with responses](#) [University of Arkansas Climate and Culture Survey Report](#)

### ULM Culture and Climate Committee - Focus Group Sessions - Nov 30th

 Paula Griswold  
To: ULM EMPLOYEES List Serv  
Cc: Mark Arant

Mon 11/28/2022 10:44 AM

Faculty and Staff,

As part of the Academic Affairs Strategic Planning process, Dr. Arant has formed a Culture and Climate Committee to gather information from faculty and staff about their perceptions surrounding the climate and culture at ULM. The charge of the committee is to gather information and present it to the Provost so that it can be tied to the expectations of changing lives here at ULM. The emphasis of the committee at this time is determine what best practices already exist or can be implemented that support faculty and staff in their respective jobs so that good outcomes for students can be accomplished.

Therefore, in an effort to gather this information, the committee will be hosting multiple focus group sessions (F2F and via Zoom) on **Wednesday, Nov 30<sup>th</sup>** (see below for times, locations, and links). We look forward to seeing you at one of the sessions on Wednesday.

**F2F sessions – Nov 30<sup>th</sup> – time and location:**  
9-10:00 am Kitty DeGree Hall - Auditorium  
2-3:00 pm Kitty DeGree Hall - Auditorium

**Zoom sessions – Nov 30<sup>th</sup> – time and links:**  
10-11:00 am <https://ulm.zoom.us/j/95446790389?pwd=YlpuUzlvWlR6RndleWd2UXlndm5sZz09>  
1-2:00 pm <https://ulm.zoom.us/j/98798741424?pwd=dXo2SWlzQ0krbzJJSiBYTWdKNGE4dz09>

(Culture and Climate Committee members: Jeffery Evans, Eron Bethard, Lynn Twilbeck, LeeAnn Box, Marcie Young, Paula Griswold )

Thank-you,  
Paula Griswold

## ATTACHMENT C

### TIPS for Conducting Focus Group

The moderator's goal is to **generate a maximum number of different ideas and opinions** from as many different people in the time allotted.

The focus group moderator has a responsibility to adequately cover all prepared questions **within the time allotted**.

They also have a responsibility to **get all participants to talk and fully explain their answers**.

Some helpful probes include:

- “Can you talk about that more?”
- “Help me understand what you mean”
- “Can you give an example?”

It is good moderator practice to **paraphrase and summarize long, complex or ambiguous comments**. It demonstrates active listening and clarifies the comment for everyone in the group.

Because the moderator holds a position of authority and perceived influence, **they must remain neutral**, refraining from nodding/raising eyebrows, agreeing/disagreeing, or praising/denigrating any comment made.

A moderator must tactfully deal with **challenging participants**.

Here are some appropriate strategies:

- **Self-appointed experts:** “Thank you. What do other people think?”
- **The dominator:** “Let's have some other comments.”
- **The rambler:** Stop eye contact; look at your watch; jump in at their inhale.
- **The shy participant:** Make eye contact; call on them; smile at them.
- **The participant who talks very quietly:** Ask them to repeat their response more loudly.

Additional information can be found here: [https://universityplanning.wp.olemiss.edu/wp-content/uploads/sites/98/2016/05/Trinity\\_Duke\\_How\\_to\\_Conduct\\_a\\_Focus\\_Group.pdf](https://universityplanning.wp.olemiss.edu/wp-content/uploads/sites/98/2016/05/Trinity_Duke_How_to_Conduct_a_Focus_Group.pdf)

# **ULM**

# **Climate & Culture**

# **Committee**

**Focus Group Sessions**  
**Nov. 30, 2022**



# Climate & Culture Committee Members

- Eron Bethard
- LeeAnn Box
- Dr. Jeffery Evans
- Dr. Paula Griswold
- Lynne Twilbeck
- Marcie Young



# Why are we here today?

As part of the Academic Affairs Strategic Planning process, Dr. Arant has formed a Climate and Culture Committee to gather information from faculty & staff about their perceptions surrounding the climate & culture at ULM.

The charge of the committee is to gather information & present it to the Provost so that it can be tied to the expectations of changing lives here at ULM.

The emphasis of the committee at this time is determine what best practices already exist or can be implemented that support faculty & staff in their respective jobs so that good outcomes for students can be accomplished.



# A Focus Group is:

- A way to gather important information
- Participants coming together with common interests
- An approach to gain in-depth understanding of issues





# A Focus Group is Not:

- A debate
- Group therapy sessions
- A conflict resolution session
- A problem solving session



# Ground Rules:

- The committee wants you participate.
- Raise your hand if you would like to speak.
- Be respectful of other opinions and everyone's time.
- Everyone's opinions and experiences are important.
- This session is not being recorded but notes are being taken. **No names are being placed in the notes!**



**If ULM was opening  
its doors for the  
first time today,  
what would you  
want it to look like?**



# Question #1

- What elements contribute to a good life/positive career at ULM?
- What might be your top 3 elements?



# Question #2

- When you are a customer/client, what are the most important attributes to customer service?
- Do we have these attributes at ULM?



# Question #3

- How could ULM celebrate its “people” more?
- What do ULM staff need? What do ULM faculty need?



# Question #4

- What can bring the community and alumni back to campus?
- What traditions would be meaningful to develop?



# Summary

- Findings
- Opportunities
- Things ULM aspires to be...

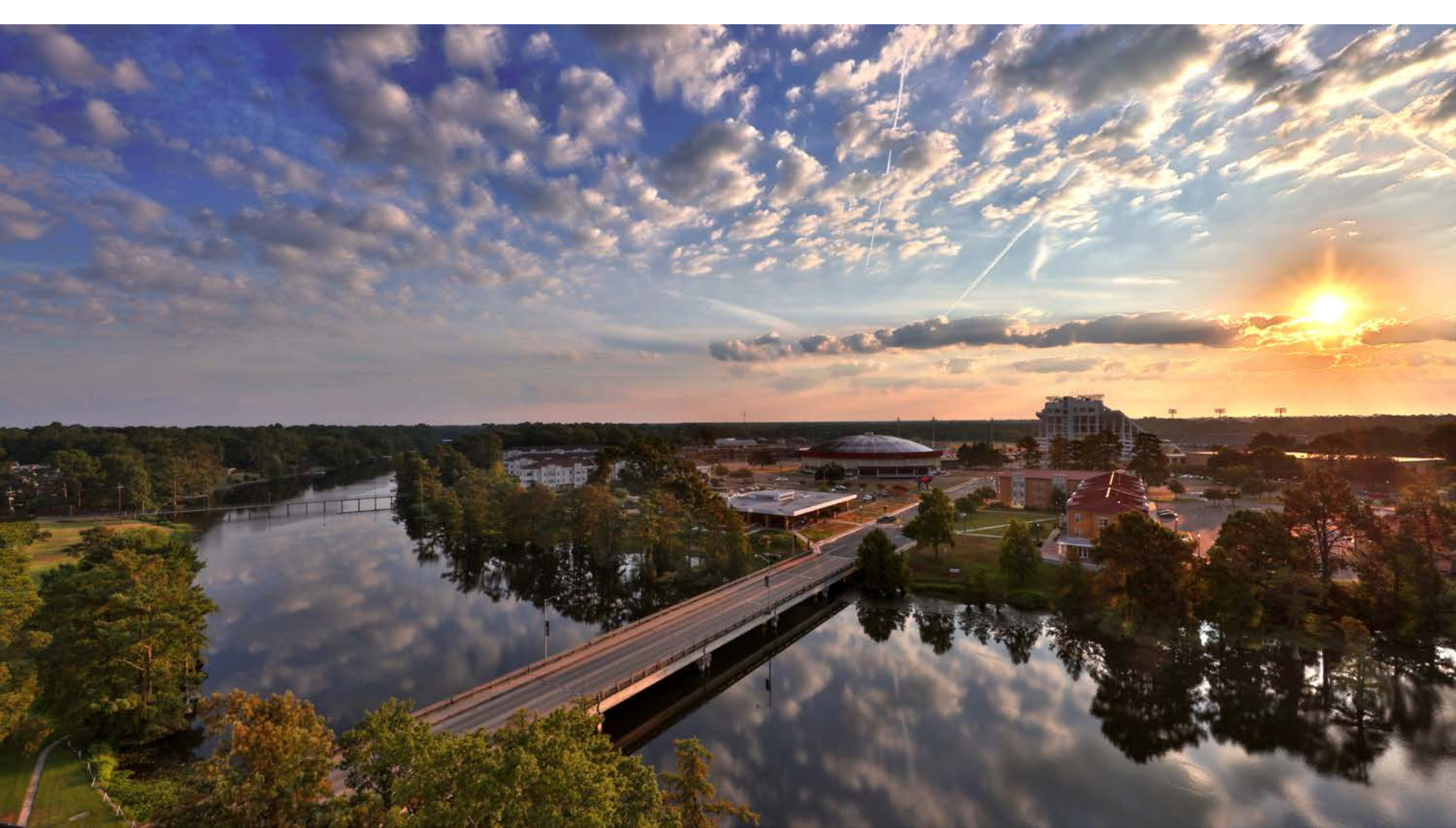




# Thank you!

- The Climate & Culture Committee thanks you for your participation in our focus group sessions. Your feedback is greatly appreciated!
- If you have additional questions or comments after this session, you can reach out to any of the committee members.





## ATTACHMENT E

**Discussion Prompt: If ULM opened its doors for the first time today, what would it look like?**

### Climate & Culture Focus Group Fundamental Themes

Campus & Resources	Employee Wellness	Values	Administration <i>(HR, policies, procedures, management)</i>	Communication	Traditions	Academics	Other
Responses for Themes							
Allied Health hub for faculty/staff/students to access the health services we offer	Focus on the employee experience	Less reactiveness (i.e., don't do this, do this)		More active message; would like to know what the culture is we're reaching for		More interdisciplinary crossover; collaborations across campus	No silos
Campus is beautiful, but some classrooms/building are not (i.e., Walker, CNSB)		More compassion, care, & understanding		More direction		Student support center either overall or within each department	People, movement, lots of things going on
Faculty/staff resource center; a place for guidance (i.e., personal development, how to start a new program, how to implement a minor, etc.)		More diversity					
More office space for comfortability meeting with students (i.e., tiny offices in Walker 3rd floor)		More openness across campus; faculty & staff being seen more					
More support for innovation (technology, classroom updates)		The mission of ULM isn't inviting & typical as other institutions, even though the opportunity to impact students in a positive way is much more likely here than at larger institutions					

**Question #1** *What elements contribute to a good life/positive career at ULM? What elements contribute to a good life/positive career at ULM?*

**Climate & Culture Focus Group Fundamental Themes**

Campus & Resources	Employee Wellness	Values	Administration <i>(HR, policies, procedures, management)</i>	Communication	Traditions	Academics	Other
<b>Responses for Themes</b>							
Facility improvements	Care for others health & wellness	Accountability	Calendar	Being a part of the decision making process			
	Seeing others as a whole individual (i.e., family, health - mental, physical, emotional)	Acknowledgment	Efficient workflows	Better communication across campus			
	Work/life balance	Being treated as valuable; feeling valued in an authentic way	Flexibility	Clear communication in cross-functional relationships (i.e., depts work together on shared goals, using shared resources)			
		Coworkers	Mentoring programs for onboarding faculty/staff	Transparency			
		Incentive & motivation to go above & beyond	Opportunities for career advancement				
		Passion	Pay				
		Positive People	University closure days (aligning closures with city/parish schools)				
		Recognition	University closure days (having to take leave vs. depts that have the option to work on those days)				

		Support network					
		Work/life balance					
		Working with others who prioritize students' needs					

**Question #2.1** When you are a customer, what are the most important attributes to customer service?

**Climate & Culture Focus Group Fundamental Themes**

Campus & Resources	Employee Wellness	Values	Administration (HR, policies, procedures, management)	Communication	Traditions	Academics	Other
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**Responses for Themes**

Access to resources		Feeling heard	Continuous quality improvement needed	Active listening		Onboarding of new students (transcripts, financial aid)	
		Friendliness		Availability			
		Great products		Communication			
		Positive attitude		Consistency			
		Respectfulness		Feeling heard			
		Ownership		Having a person answer the phone instead of an automated message			
				Honesty			
				Problem Solving			

				Responsiveness, timeliness			
				Transparency			

**Question #2.2** *Do we have these attributes at ULM?*

		Customer service - Depends - at times, per department	Customer service issues can come from high turnover within departments & those positions with traditionally low pay			Look at workload among departments to help improve customer service experience	
		Students get shuffled around	No equity among departments			More collaboration within departments needed	
		Customer service - varies, inconsistent; can improve on consistency					

**Question #3** How could ULM celebrate its “people” more? What do ULM staff need? What do ULM faculty need?

**Climate & Culture Focus Group Fundamental Themes**

Campus & Resources	Employee Wellness	Values	Administration (HR, policies, procedures, management)	Communication	Traditions	Academics	Other
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**Responses for Themes**

	Activity center membership	Being more inclusive with recognition	More pay for retaining employees = feeling more valued	Faculty/staff need to be recognized more, in more personal ways to speak to them (i.e., words of affirmation, personal recognition, announcement to campus)	Allied Health has a faculty award with monetary award, do this campus wide	Recruiting adjunct instructors from within the university	Discounts on sporting events
	Social events off campus	Being more aware of our differences	Better work load	More personal touches (i.e., handwritten cards to depts. Vs emails)	Departmental awards	Better work load	
	Do things to make the work/life balance better	Consistency with acknowledgement & recognition	Flexibility	Recognizing employees for other things they do		Professional development opportunities	
		More appreciation over celebration (i.e., having to take annual leave for university closures)	Employees might not understand the goals of other departments or what they do & that could be the first step to building a better faculty/staff culture				
		Employees might not understand the goals of other departments or what they do & that could be the first step to building a better faculty/staff culture					



**Question #4** What can bring the community and alumni back to campus? What traditions would be meaningful to develop?

**Climate & Culture Focus Group Fundamental Themes**

Campus & Resources	Employee Wellness	Values	Administration (HR, policies, procedures, management)	Communication	Traditions	Academics	Other
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**Responses for Themes**

Community events	Free screening & health services to faculty/staff/alumni/community			Connect alumni to students & things happening on campus	Bring people "home" for homecoming; have alumni guest speakers on agendas for homecoming events	Advisory boards for each college/dept to review what programs are doing & what opportunities students have	Emphasize other sports besides football & baseball
Continuing education opportunities that are affordable for people in the community				Connect alumni to the colleges they graduated from	Connect alumni to the colleges they graduated from	Faculty involvement in recruiting students	Opportunities for free tickets to sporting events
Create equity; there's disparity among colleges/depts with funding & resources				Missed opportunities with having ULM representation for community events that happen on campus	Faculty/Staff Club - \$5 lunch, talk & each with other faculty/staff	Recruit students academically locally	Recruit athletes locally
				More marketing for all programs; funds for marketing	Invite alumni back to campus for meaningful things (i.e., speaking at an event)		Smaller group events that engage affinity groups (RSOs, programs, etc.); mass engagement is no longer effective to steward donors
				Spread good news, things employees & students are achieving	Keep traditions we have in place - like convocation being changed this year to an all student focus instead of it being designated for welcoming the freshman class		
				ULM's done a better job with visibility in the community (i.e., high school tailgates this year), but still need to continue to improve visibility	New traditions on campus should be family oriented & community based (i.e., Christmas tree lighting, better marketing of our event spaces to the community)		
					Panels with alumni for campus events		

**Summary = Responses to Discussion Prompt & Questions # 1 - 4**

**Climate & Culture Focus Group Fundamental Themes**

Campus & Resources	Employee Wellness	Values	Administration (HR, policies, procedures, management)	Communication	Traditions	Academics	Other
Responses for Themes							
Access to resources	Focus on the employee experience	Accountability	Better work load	Active listening	Allied Health has a faculty award with monetary award, do this campus wide	Advisory boards for each college/dept to review what programs are doing & what opportunities students have	Discounts on sporting events
Allied Health hub for faculty/staff/students to access the health services we offer	Activity center membership	Acknowledgment	Calendar	Availability	Bring people "home" for homecoming; have alumni guest speakers on agendas for homecoming events	Better work load	Emphasize other sports besides football & baseball
Campus is beautiful, but some classrooms/building are not (i.e., Walker, CNSB)	Care for others health & wellness	Being more aware of our differences	Continuous quality improvement needed	Being a part of the decision making process	Connect alumni to the colleges they graduated from	Faculty involvement in recruiting students	No silos
Community events	Do things to make the work/life balance better	Being more inclusive with recognition	Customer service issues can come from high turnover within departments & those positions with traditionally low pay	Better communication across campus	Departmental awards	Look at workload among departments to help improve customer service experience	Opportunities for free tickets to sporting events
Continuing education opportunities that are affordable for people in the community	Free screening & health services to faculty/staff/alumni/community	Being treated as valuable; feeling valued in an authentic way	Efficient workflows	Clear communication in cross-functional relationships (i.e., depts work together on shared goals, using shared resources)	Faculty/Staff Club - \$5 lunch, talk & each with other faculty/staff	More collaboration within departments needed	People, movement, lots of things going on
Create equity; there's disparity among colleges/depts with funding & resources	Seeing others as a whole individual (i.e., family, health - mental, physical, emotional)	Consistency with acknowledgement & recognition	Employees might not understand the goals of other departments or what they do & that could be the first step to building a better faculty/staff culture	Communication	Invite alumni back to campus for meaningful things (i.e., speaking at an event)	More interdisciplinary crossover; collaborations across campus	Recruit athletes locally
Facility improvements	Social events off campus	Coworkers	Flexibility	Connect alumni to students & things happening on campus	Keep traditions we have in place - like convocation being changed this year to an all student focus instead of it being designated for welcoming the freshman class	Onboarding of new students (transcripts, financial aid)	Smaller group events that engage affinity groups (RSOs, programs, etc.); mass engagement is no longer effective to steward donors
Faculty/staff resource center; a place for guidance (i.e., personal development, how to start a new program, how to implement a minor, etc.)	Work/life balance	Customer service - Depends - at times, per department	Flexibility	Connect alumni to the colleges they graduated from	New traditions on campus should be family oriented & community based (i.e., Christmas tree lighting, better marketing of our event spaces to the community)	Professional development opportunities	

More office space for comfortability meeting with students (i.e., tiny offices in Walker 3rd floor)		Customer service - varies, inconsistent; can improve on consistency	Mentoring programs for onboarding faculty/staff	Consistency	Panels with alumni for campus events	Recruit students academically locally	
More support for inovation (technology, classroom updates)		Employees might not understand the goals of other departments or what they do & that could be the first step to building a better faculty/staff culture	More pay for retaining employees = feeling more valued	Faculty/staff need to be recognized more, in more personal ways to speak to them (i.e., words of affirmation, personal recognition, announcement to campus)		Recruiting adjunct instructors from within the university	
		Feeling heard	No equity among departments	Feeling heard		Student suppor center either overall or within each department	
		Friendliness	Opportunities for career advancement	Having a person answer the phone instead of an automated message			
		Great products	Pay	Honesty			
		Incentive & motivation to go above & beyond	University closure days (aligning closures with city/parish schools)	Missed opportunities with having ULM representation for community events that happen on campus			
		Less reactiveness (i.e., don't do this, do this)	University closure days (having to take leave vs. depts that have the option to work on those days)	More active message; would like to know what the culture is we're reaching for			
		More appreciation over celebration (i.e., having to take annual leave for university closures)		More direction			
		More compassion, care, & understanding		More marketing for all programs; funds for marketing			
		More diversity		More personal touches (i.e., handwritten cards to depts. Vs emails)			
		More openness across campus; faculty & staff being seen more		Problem Solving			

		Ownership		Recognizing employees for other things they do			
		Passion		Responsiveness, timeliness			
		Positive attitude		Spread good news, things employees & students are achieving			
		Positive People		Transparency			
		Recognition		Transparency			
		Respectfulness		ULM's done a better job with visibility in the community (i.e., high school tailgates this year), but still need to continue to improve visibility			
		Students get shuffled around					
		Support network					
		The mission of ULM isn't inviting & typical as other institutions, even though the opportunity to impact students in a positive way is much more likely here than at larger institutions					
		Work/life balance					
		Working with others who prioritize students' needs					