Staff Development Day Notes- Juneau Campus

We began with agreements to set our intentions to hold and maintain a safe space for discussion. Our agreements were:

Agreements
1. In every chair, a leader
2. Speak to be Understood; Listen to Understand
   a. Be courageous and curious
   b. Take all your hats off
   c. Bring all experience into the room
   d. Say what needs to be said respectfully
3. Value our time together
   a. This is our one time to work together as staff.
4. Safe space for meaningful conversation
   a. Suspend judgement
   b. Give grace- we are all working with good intent
5. Challenges- Solutions
   a. Help us think collectively about potential changes
6. Value humor
7. We are responsible for our experience
   a. We’ve all been to meetings where there are people who don’t engage. Let’s use our self-leadership skills and ensure that this experience is a good one for us and others.
   b. Be present and engaged
8. Take care of yourself, take care of each other

Then the Chancellor provided his comments on the budget and strategic pathway. His main messages were:
1. First and foremost, remember our Mission and Vision, we do excellent work and need to remember all that we have accomplished.
2. We don’t yet know what our budget is, we are planning for a larger budget reduction scenario and working to decrease that amount as we can. We are working at the State and UA leadership level to try to ensure UA gets as much financial support as possible. I have, along with others, held various open meetings to students, staff and faculty to gather feedback and ideas. We have gathered a lot of information which continues to be incorporated into our final scenarios.
3. Strategic Pathways adds complexity to our situation, I have recently heard that we will be completing reviews on the school of education, the school of management, and athletics (the last is not relevant at UAS) over the summer.
4. Perseverance is essential.

Staff asked questions after his discussion as well (or posted anonymously).

Gail Cheney provided an overview: What will we be working on today? Change. Here are some things we have to remember so we maintain good relationships.
Let’s all remember the incredible work we have done together, how unique the opportunity to do this is, UAS is strong and unique. We need to remember what we are working towards- we are here for future generations.

- Today is about thinking collectively about the future of UAS.
  - Basic elements of change
    - This is transformational change- we expect to make changes that are broad in scope and complexity, that require new structures to succeed. We have some idea about direction from the Strategic Pathway plan. This is not a change that will happen tomorrow; however, we can begin to dream how we might end up… We can begin to fill in the details on how this might work.
    - Transition, this is how we as individuals adapt to this change over time. Change in status quo is hard, we as people have our identities and emotions tied up in our roles, let’s remember that going forward, we will need to be open, to be supportive and to give grace to others.
  - What are the highest priority items that we need to protect at UAS that are part of our DNA- not part of a school, a department or a program?
  - There are three main elements of change to consider- content, process and context.
    - Content is “what” actually changes such as operations or structures
    - Process is “how” change occurs (pace, sequence, the way decisions are made and communicated, how people are engaged and how they respond)
    - Context is the environment in which the organization exists, so we need to be aware of internal and external drivers
  - Keep these in mind as you move forward in the remaining exercises
  - This is a challenging day and our feelings, our whole selves matter to this meeting and to UAS.
    - We realize that there are no guarantees in any part of our lives. All we can do is continue to do our best in our role, the role we are honored to have in an organization with a vital mission. The tremendous amount of knowledge in this room can really help us determine our path forward. We are choosing to talk about our livelihoods- our life- our work. We choose to put our time and our heart into UAS, add stress with budget shortfalls and imposed change. Those are the reasons you feel afraid, worried or uncertain. We care about what we do. So as we go forward with today- I expect us to speak with passion and feeling. Let us bring our whole selves into the day and welcome and support one another as we engage in this difficult topic.

**Tapping into our strength and resiliency**

We ask participants to write for seven minutes. The topic was, “remember a time when you felt more resilient- or stronger going through change or after a big change in a professional setting, either in your role or at the organizational level. No one else will read your writing. You will
share some of the ideas or the themes from your writing but will only share what you like.” Staff broke down into groups of three and discussed their topics. Then we asked the groups to share items with the large group.

These ideas/themes/benefits were shared in the large group at the end of the writing exercise and discussion.

- Tasks for purpose/direction
- Growth/development
- Possibilities
- Perspective
- Fresh insight
- Rolling with outside factors
- Control/initiative for ourselves
- Communication is good
- Doors open with change
- Strength in working together

**Juneau Open Space Dialogue**

We asked the following:

There is so much collective wisdom in the room – we are the experts in the day to day, and the heart doing the good at UAS in a thoughtful and strategic way.

Imagine you are the Chancellor, Provost or Vice Chancellor initiating the Strategic Pathway implementation- in what areas can the university approach this reduction in a thoughtful, strategic way to reduce inefficiencies, maximize our strengths/ knowledge, and protect the most important aspects of what we do?

The large group came up with the following topics. Each topic was facilitated (attendees moved between groups if they liked). The following are notes from the Juneau Campus open space dialogue about present University issues. Each topic was openly discussed amongst various staff members as everyone contributed ideas about “What we have”, “What is possible”, and “What is missing”.

**What’s Our Magnet (attracting students)**

What we have
- Happy students… we need to utilize them!
- Beautiful campus
- Good facilities:
  - classrooms
  - housing
  - rec center
- Student success is our priority
- Provide individual attention
- We are approachable:
  - for students who are new to higher education
  - AK native culture
- Affordable

What is possible
- Academic ideas:
  - summer GER courses,
  - outdoor studies/bio,
  - JIRP-why not us?
  - classroom space (more larger classrooms)
  - faculty more flexible with their course schedule (more student center)
  - MPA- leg. Connection (they need to know us!)
- Attracting mid-age (30s-40s) to education

What’s Our Magnet (attracting employees)
What we have
- Good benefits… (tier IV not so good)
- Flexibility of schedule (culture within dept.)
- Free tuition benefits
- Beautiful place
- Good coworkers

What is possible
- Finding funding
- Cross-training/professional development

Missing
- More flexible work schedule as a culture at UAS
- What is our message to the Juneau community (parents, traditional students, non-traditional students) in this uncertain budget climate that UAS is vibrant, here and is committed to your (the student) success and completion of your program?
- Affordable but: potential/reality of financial aid issues
- Classroom issues: size
- Attract more alumni engagement

Micro-benefits (to increase retention/raise morale)
- Money based
  -- Present: tuition waivers, “healthy roads,” campus events, environment, work community, free parking, Halloween, kitchen facilities in work environment, fridge availability, reviving water, shelter and heat, adjustable work stations, “right to light,” employee involvement in student activities (H v Z), employees on campus, longevity awards
  -- Possible: leave rewards (possible employee contributions), break time activities, “suggestion box” with frequency with response, improve communication, recognition for departmental contributions to other/bigger projects, “it’s all about being involved!” flexible scheduling (optional employee driven), aquarium (fish, live), workspace pets (therapy animals?), active coaching and micro performance reviews
--Missing: free rec center use (incentive for staff), employee celebrations (e.g. birthdays), interdepartmental rivalry opportunities, revenue sharing or performance incentives, designated accessibility to UAS property (berry picking!), “big wheel” race for Mona vs ???, stream-line or reduce/eliminate benefit “keep jumping”
- Non-money based (Ivan says “everything” is money based)
  Don’t forget about time!
  -opportunities for interdepartmental “shoulder rubbing”
  -opportunities to share strengths and knowledge
  -way for staff/faculty to communicate via non-email*
  -flexibility for wellness opportunities (legitimate, discussed)
    (non-benefits/non-traditional)***
- Forward ideas
  -staff council
  -staff compensation committee

New Revenue
- State lottery to fund education
- Rent/lease unused facilities
- User fees: parking, internet
- Ads/billboards
- Sponsored buildings (yearly)
- Expanded merchandise: online store to buy sweatshirts/merch
- Business emporium to find out what UAS can do for businesses to donate money
- UA/UAS based reality TV show (YouTube)
- Professional licensing certifications
- More sports: Gold Metal, tournaments, fantasy
- Convince people to put UAS in their will
- Offer online programs to people outside the state
- Professionally led glacier/whale watching tours
- Build an enormous endowment
- Tourist version of “Evening at Egan” and charge for it
- Cultural center for tourists
- Campus self-tours

Efficiencies/Continuity: Juneau, Ketchikan, Sitka
- Travel hub and H.R. hub (easier to train and retain skills)
- Purchasing hub?
- Billing hub- uniform from student perspective
- Appropriate Statewide leadership and efficient tools have not been provided
- Email, pdfs, electronic workflow (outside regulations for paper retention)
- Tracking efficiencies
- Pivot tables- class?
- Housecleaning of unused furniture/equipment/resources

Recruitment Strategies: Juneau, Ketchikan, Sitka
- Internal marketing campaign and kit to promote and empower existing employer
● Student stories student faces
● Get more photos/stories of Sitka and Ketchikan
● More interactive college fair booths
● Virtual campus tour
● Address the budget and changing programs
● Certain programs geared towards traditional vs online
● UAS ad of city bus
● Best path for students
● On campus GERs
● Radio ads
● Movie (Christmas break/transfer)
● Downtown presence
● Create a collaborative environment between Juneau, Sitka, and Ketchikan
● Highlight events and happening in Sitka/Ketchikan on Juneau campus and vice versa
● Partner with our partners! They know it!

--Present: we have history of place in our pockets, we have excellent programs, we host excellent opportunities to offer research, travel, and information
--Possible: highlight history of place, academic programs
--Missing: information; we don’t know what each campus is excellent at hosting (e.g. culture, degree programs, research)

**Going Green**

● Energy: hydro is already doing well, not much control (CBJ)
● Recycling: doing it, but not cost effective
● Food security: Community garden- high student and community interest, location? , is it possible and feasible?
● Transportation: electric cars, bikes, lifelong value/skill, tie to curriculum (bio diesel class), composting (electric vehicle conversion)


**Cross-training**

● Deep understanding jobs around you—knowing enough to manage the space
● Guides and training models online (Statewide and UAA—currently in a minority)
● Bible for each position and keeping it updated
● Continuity with all the three campus’s
● Streamlining the process
● Provide institutional context to new hires

**Community Engagement**

● Sound and motion
● Community day
● Governor’s picnic
● Jazz and classics
● Partner with native organizations to better meet needs of native students
● More engagement with those 20-35
● Adults to college?
● Community classes in summer
● Become a presence inside the high schools for dual enrollment
Close
We created a six word story that captures our commitments to advance the things we talked about today.
People shared at their table, several of the leaders shared their story to the larger group.

HR Director: Communicate and collaborate, positively and courageously.
Vice Chancellor, Michael Ciri: Bring my better self each day
Vice Chancellor, Joe Nelson: Spend more time with my people
Chancellor, Richard Caulfield:
Sitka Campus Staff Development Summary for May 2016

Thursday morning:

We had trouble with our connections, as you may recall. Because we wanted to make the event available to as many staff as showed up, we tried to use a big room with the built in telephone / audio and the speakers in the ceiling. The big room that we reserved would not dial out. So we tried to move to another big room, which also had problems. Then we got connected in a smaller conference room, but the problem there was that the microphone mute was not working, which I am sure was bothersome on the other end. Our campus IT staff then managed to get the original room connected with the microphone muted, so we all moved there. However, the screen of that device froze up again, so that we couldn’t unmute or anything. The moving around meant that we missed the majority of Gail’s intro. However, we did manage to catch nearly all of the chancellor’s comments and responses to questions. In some cases we had to guess what the questions were because we could not hear the speakers.

Then, when Gail had Juneau begin the introduction activity, I asked Sitka IT to disconnect us from the conference and took a short break. When we came back, we did the writing activity. It was about a time that you went through a period of great change in your life. Since we had about 12 to 14 people at that point, we shared as a circle. I was surprised how many people were willing to share.

After that, we did the “if you were UAS chancellor” exercise. We broke into 2 groups of 5 to 6 people each and talked for about 30 minutes. Then we came back together and wrote our ideas on big poster-sized post-it notes and discussed them. I was interested that most of the discussion focused on ways to raise revenue and not on ways to cut costs.

Ideas after the activity:

- Bigger high school outreach/ education – promote Sitka Start more / better
- Find dual enrollment funding support
- Operate a campus grant team
- Community partnerships – making facilities more available
  - Industry partnerships
  - Tribal partnerships
- Rebranding: UA as single system with what is unique about individual campuses
- Facilitating better credit transfers between UAA, UAS, and UAF programs
- Promoting research opportunities
- Collaboration taskforce at individual campuses – implementation
- Unify advertising efforts among campuses
- Working with city to develop affordable housing
  - Could provide housing opportunities for students
- Sustainability on our campuses
- Reduce footprint – reduce costs
  - Interdepartmental collaboration
- Project-based
- More cohesive organization
- Improved customer service
Friday afternoon:

For day two, I started with an overview of UAS Sitka programs and student services, partly as a refresher for current staff and also as an overview for new staff. I will attach my presentation. Then we went over some requests and fyi from Sitka facilities. Then Paula Martin gave us a presentation on her academic background and areas of research. She also took a ton of bug questions. For instance, we learned why lyme disease could someday be a risk in Southeast Alaska but why West Nile virus probably won’t. We also learned that all spiders are poisonous, but people have vastly different reactions to them. Also, there’s often a post-bite infection that is much worse than the poison from the spider bite. If you ever get a chance, you should ask Paula what she did for her grad school assistantship. Finally we had pie and ice cream and presented the staff excellence award to Kim Davis in the new Faculty Support office.

All in all, I thought the days went pretty well. People came and left during the various times, based on other commitments, but I think that we had 10 to 15 staff members for nearly the entire time, which is more than I have seen in most years.