

THEMES

- Communication
- Compensation
- Input into decisions
- Sense of belonging

CHALLENGES WITH OUR CURRENT CULTURE

- Hierarchy is impeding a sense of belonging and innovation
- Silos - between departments, between the level of position and position type, are negatively impacting communication and employees feeling connected to the mission of the college
- Delivery on DEI commitments and stability with DEI efforts have been lacking
- Staffing levels and schedules - low staffing levels push more work onto others, impact employees' ability to attend campus events, and the ratio of management roles to non-management roles feels unbalanced
- Connection to students varies and is impacting employees' feeling connected to the college, the mission, and the community
- "A lot of knowledge is unwritten" - access to knowledge and the transfer of knowledge (how things work) is difficult and contributes to hierarchy and the silos of operations and communication

OPPORTUNITIES TO IMPROVE OUR CULTURE

- Increase transparency
- Show appreciation consistently and in a manner that resonates with the recipient
- Update accruals for time off
- Create a central location for information about campus-wide events and opportunities so that people know when, where, and how to engage with the community
- Tap into employees' expertise (especially of those doing the work) before decisions are made
- Share information about employees and faculty - who people are, what they do at Bates and beyond, comings and goings (new hires and departures)
- Provide clarity about career paths and how to prepare oneself for promotion or lateral move
- Deliver professional development training regularly, including topics such as working together successfully, communicating effectively, navigating difficult conversations, etc.
- Conduct leadership training, including the difference between leading and managing, creating an inclusive environment, delegating, time management, etc.

THINGS TO CONTINUE

- BWell program
- Frequent check-ins between supervisors and employees with a focus on professional development (not just operational matters)
- Access to facilities (athletic facilities, library, etc.)
- Shared meals

- The holiday party and gift
- Saying thank you (informal recognition)
- Acknowledging the need for work/life balance and the need for flexibility
- Education reimbursement benefit
- Enrichment week
- Providing flexibility in where and when employees work when possible