Members Present: Lydia Arneson, Deb Charles, Lynn Crawford, Dave Crockett, Wade Culler, Rose Ellen Davis-Gross, Tim Drake, Negar Edwards, Karen Erickson, Angela Gambrell, Julie Gambrell, Ellen Gideon, Michael Gilstrap, Leslie Hasselbach, Laurie Haughey, Reggie Hawthorne, Trudy Houston, Bill Hughes, Sharon Kimbell, Deborah Koon (conference call), Stella Moore, Susan Pope, Meshelle Rabon, Chris Sober, Diana Thrasher, Marlene Ventura, Scot Wardlaw, Tina White, Mandy Wright, and Jonathan Wylie

Members Absent: Pam Barnhill, Matt Bundrick, Karen Countryman, Julia Lusk, Beth Newton, Angela Nixon, Laura Oglesby, Carol Pike, and Jonathan Styles

Guests Present: Sara Foster, Tom Ward, and Matt Watkins

President Rose Ellen Davis-Gross welcomed guests and called the meeting to order.

1. Approval of Minutes: Tina White moved to approve the minutes of the July 13, 2010 Staff Senate meeting as written. Michael Gilstrap seconded the motion and the vote was unanimous. The minutes were approved.

2. Open Commentary: None.

3. Guest Speaker: Staff Ombudsman Tom Ward shared a presentation on organizational change with the Senate (Attachment A). Ward also discusses the topic is in the new issue of the Staff Senate Newsletter. The newsletter is available online at http://www.clemson.edu/faculty-staff/staff-senate/documents/newsletters/2010Fall.pdf.

4. President’s Reports
   A. Board of Trustees – The FY11 budget was approved by the Board during their July meeting. The budget is available online at: http://www.clemson.edu/cfo/documents/budgets/11budget-document.pdf. A printed copy is on file in the Staff Senate office for review.

5. Treasurer’s Report, Jonathan Wylie. No significant changes to report.

6. Committee Reports
   A. Standing Committees
      1. Activities/Scholarship, Negar Edwards and Reggie Hawthorne. The committees met jointly on August 3rd. Committee members will contact Wendy’s and Chick-fil-A to inquire into the processes used or preferred by the restaurants when hosting appreciation events. The Foundation will be contacted and process/procedures will be developed for solicitations during the next meeting.
      2. Communications, Dave Crockett. The Senate newsletter is in the final stages of editing and should be published on the Staff Senate website soon.
      4. Policy and Welfare, Laurie Haughey. The committee met prior to the Senate meeting and reviewed the preliminary questions for the survey they are developing. The survey will be distributed to other institutions nationally through a listserv available to HR.

   B. University Committees
      1. Diversity Task Force, Ellen Gideon. The Task Force drafted a document regarding their findings and has presented it to President Barker for review.
      2. Staff Development Program, Deb Charles and Mandy Wright. The current newsletter is available at: http://www.clemson.edu/sdp/about.
7. Unfinished Business
   A. State of the University Address, Rose Ellen Davis-Gross. The event is scheduled for February 17, 2011 from 6:00 p.m. until 8:00 p.m., Self Auditorium, Strom Thurmond Institute. The presidents of each group (Faculty Senate, Staff Senate, Undergraduate Student Government and Graduate Student Government) will begin planning the details of the event this fall.

8. New Business
   A. University Service Substitution for Senate Attendance, Rose Ellen Davis-Gross. The issue was considered by the Senate’s Executive Committee on July 27th. The request was declined.

9. Announcements
   A. Convocation is scheduled for 9:00 a.m., August 17, 2010. The staff processional will begin at the Brackett Hall Atrium and end at the Brooks Center for the Performing Arts. Participants should be at their starting points by 8:15 a.m. Rose Ellen Davis-Gross, Tim Drake and Deb Charles will participate on behalf of the Staff Senate.
   B. The Faculty and Staff Senates will meet at noon immediately after the September 14 meeting. The meeting will be held at the Madren Conference Center in the Bellsouth Auditorium. No formal agenda is set and lunch will be provided for this initial gathering.
   C. The Faculty and Staff Senates will jointly host a social gathering for faculty and staff on September 23. The event is tentatively scheduled from 4:30 p.m. until 6:30 p.m. and will be held at the Madren Conference Center. Light hors d'oeuvres will be served.
   D. Senator Jonathan Wylie was congratulated on his promotion. Wylie accepted a position with the Office of Community and Ethical Standards within the Division of Student Affairs.

10. Adjournment – There being no further business to discuss, the meeting adjourned.

Next Meeting: Tuesday, September 14, 2010, 10:30 a.m., Madren Conference Center
Managing the Impact of Organizational Change

Tom Ward, PA
mbudsman for Staff
Overview

- As Clemson proceeds with its unprecedented budget reduction and planning strategy, it’s not only import to identify potential cost-cutting measures, but also to carefully think through the ramifications and consequences of decisions that will be made. "60-75% of all restructuring fails – not because of strategy, but due to the human element". The thoroughness of the process itself will communicate loudly to employees, especially those who choose to, or must remain.
Complexity and Ramifications of Organizational Change

Esprit de Corps:

- Morale of a group, a term used for the capacity of people to maintain belief in an institution or a goal, or even in oneself and others. Applicable in the military, athletics, business and in any other organizational context, particularly in times of stress or controversy.

- Morale is the capacity of a group of people to pull together persistently and consistently in pursuit of a common purpose.

Staff perception of characteristics of successful/effective organizational change processes?

- Open and ongoing communication and information sharing
- Involvement of persons affected by change – ability to provide input & feedback
- Organized and well thought-out plan
- Evaluation/assessment of the impact of change
- Honesty and transparency
- Trust in the leadership
- Leadership trust in subordinates
- Leadership attention to the impact on personnel and morale
- Unity and Employee loyalty
- Organization and employees emerge stronger than before
- Training for new/altered roles
- Flexibility
- Responsibility and accountability
Staff perception of what would enable them to accept and feel reasonably positive about organizational change?

- Change process congruent with mission and values
- Buy in by all affected – feeling a part of the process
- Being well informed – good flow of information in a timely fashion
- Feeling valued: knowing that your work and what you think really matters – not just window dressing
- A well-conceived plan with timelines
- Willingness to change
- Positive leadership and attitude
- Input sought and considered by all affected
- Clear/compelling rational for change – goal(s)
- Job security
- Learning curves are to be expected and changes take time
- Consistency and continuity in planning and implementation process
- Equity in role changes – with consideration for classification and compensation
Necessary ingredients for successful organizational change:

- Trusting Leadership: *requires*
  - Consistent demonstration of organizational values (*honesty, integrity, respect*)
  - Honesty and candor
  - Sharing relevant information in a timely manner
  - Integrity in management and decision-making
    - *Consistency between words and actions*
  - Demonstrating respect for employees:
    - *acknowledging, considering, involving and valuing*
Necessary ingredients for successful organizational change:

- Sharing in the vision for the organizational
- Buying into the reason for change
- Being included in the planning
Musings…

- What happens if employees get involuntarily reassigned (work or reporting line) and/or expected to take on significant additional duties without any addition compensation?
  - Reduced productivity
  - Reduced efficiency
  - Increased sick and other leave
  - Retention challenges
  - Reputational challenges
Musings…

- What happens if organizational units are no longer able to sustain the volume and breadth of their work due to loss of personnel and/or necessary funding?
  - The point of diminishing returns...
  - Are we clear with ourselves and stakeholders about the consequences of budgetary reductions?
    - “While we view this service as important, we regret we will no longer be able to offer it due to higher priorities and budgetary restraints...”
Five factors which influence how successfully employees deal with change

1. Confidence
2. Challenge
3. Coping
4. Balance
5. Creativity