Organization Development: 
*Culture, Systems, and Structures*

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Outcomes for this session:

- Describe the systems thinking approach
- Visualize systems for your institution
- Discuss strategies for effectively undertaking organizational improvement efforts
Culture Trumps Strategy Every Time

Organizational culture eats strategy for breakfast, lunch and dinner

Torben Rick www.torbenrick.eu
Pre-Institute Reading Highlights: Schein’s Culture Fundamentals

1. Culture is a result of what an organization has learned from dealing with problems and organizing itself internally.

2. Culture matters to the extent an organization is adaptive.

3. Do not oversimplify culture. It’s far more than “how we do things around here.”

4. Leaders should not focus on culture change. Focus on a business problem.

5. Your culture always helps and hinders problem solving

6. Be very specific about behavior, how it’s impacting your problem and the future state of the behavior you want to see.

7. Culture is a group phenomenon. Engage focus groups to define how the culture is helping and hindering work on a problem.

8. Solve problems by identifying and resolving associated discrepancies between values and behavior

9. Don’t focus on culture because it can be a bottomless pit. Again, get groups involved in solving problems.
Think, Pair, Share: Pre-Institute Readings

- What were your initial thoughts?
- How may they apply to your institution?

- [Culture Trumps Strategy](#) by Nilofer Merchant
- [Culture Fundamentals](#) by Tim Kuppler
Thoughts to Consider

- If there is no struggle, there is no progress
  -Frederick Douglass

- Be the change you want to see
  -Gandhi

- The people don’t run the system; the people are victims of the system.
  -Ziggy Marley
Organization Development

- research, theory, and practice dedicated to expanding the knowledge and effectiveness of people to accomplish more successful organizational change and performance.

Source: University of Pennsylvania
Your Organization Development Toolbox
Organization Development and Human Behavior

Human behavior is complex and is influenced by...

Environmental factors

- Systems
- Structures
- Rules
- Protocols

Psychological factors

- Thoughts
- Aspirations
- Needs
- Desires
- Fears

Source: Queens University
Systems Thinking

Source: Leyla Acaroglu
- Department decisions impact other departments.

- An organization receives inputs and other resources from the outside and acts upon it.

A Little Book on Healthy Organizations
A metaphor for organization development:
Structure

- Provides stability even as personnel change
- Allows for continuity of activities/progress
- Design is important!
Culture

- Member-formed
- New members vs. long-termed members
- Only understood by those willing to jump in!
Leadership

- Talk openly
- Seek to distribute
- Design ways to assess
Case Study from Our Colleges: Cuyamaca
## College Culture

### Strengths
- Innovation is highly valued
- Pride in being nimble as a “smaller” college
- Solid sense of community
- Strong faculty leadership
- High level of commitment

### Challenges
- Blurred lines/roles and responsibilities
- Competition for scarce resources
- Solution oriented approach to problem-solving (also a strength)
Leadership

Relatively new executive leadership team

All three instructional deans hired in 2017

Long history of strong senate leaders

Classified Senate president continuous service
Governance Redesign
When the College Council co-chairs attempted to draw the College’s governance structure in 2016, this is what they came up with...
Governance Redesign Retreats
We started by identifying SHARED Guiding Principles for Governance Redesign Work

- Transparency
- Efficiency
- Representation
- Accountability
- Evaluation/Improvement
- Alignment
- Clarification of Roles
Participatory Governance Survey Highlights

Just 1 in 3 respondents said the College’s decision-making processes are clearly communicated to the campus.

Less than half of respondents said their constituent group representatives communicate information regarding important governance group discussions.

Only 40% of respondents said our governance groups function efficiently.
Participatory Governance Survey Highlights:
Comments from the Campus Community

“It would be nice if it could be simplified - fewer groups, fewer meetings.”

“There seem to be a lot of councils, committees, etc. It is difficult to know who does what!”

“We need more formal communication processes and procedures among task forces, work groups, committees, and councils.”

“More follow through, accountability, honesty, and communication about the goals and results...”

“Chairpersons should be held responsible for follow-through, thorough communication, transparency, and accountability.”
To inform this work, we...

- Conducted a participatory governance survey
- **Presented the redesign process and charge** to various councils/senates/groups (e.g., Academic Senate on 3/22/18)
- Asked committee/council chairs to complete a feedback form and have a discussion about the governance redesign (using template slides) in one of their group meetings
- Reviewed the American River College Governance Handbook, council, and committee responsibilities
- Analyzed the current structure and list of councils/committees and brought those together with the ARC governance structure
- Reviewed other colleges’ governance structures and council/committee responsibilities
Cuyamaca College New Participatory Governance Structure

Governance and Policy Focused
- President’s Cabinet
- Cuyamaca College Council

Planning and Evaluation Focused
- Institutional Effectiveness Council
  - Accreditation Steering Committee
  - Program Review Steering Committee

Implementation Focused
- Student Success & Equity Council
  - Guided Pathways Steering Committee
  - Workforce Development Committee
- Resource & Operations Council
  - College Technology Committee
  - Staffing Prioritization
  - Facilities Planning & Sustainability

Operations Focused

*All Councils* include representation from these constituent groups:
- Administrative Team
- Academic Senate
- Classified Senate
- Associated Student Government
### Other College Committees and Meeting Groups

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<th>Leadership Advisory Teams</th>
<th>Academic Senate</th>
<th>Operational Committees/Groups</th>
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<tbody>
<tr>
<td>▪ Administrative Leadership Advisory Team</td>
<td>▪ Curriculum, General Education and Academic Policies &amp; Procedures Committee</td>
<td>Instruction</td>
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<tr>
<td>▪ Instructional Leadership Advisory Team</td>
<td>▪ Online Teaching &amp; Learning Committee</td>
<td>▪ Late-Add Class Petition Review Committee</td>
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<td>▪ Student Services Leadership Advisory Team</td>
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<td>Student Services</td>
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<td>▪ Transfer Center Advisory Board</td>
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<td>▪ Cashiering Appeals Committee</td>
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<td>▪ Emergency Preparedness Committee</td>
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<td>▪ Student Center Advisory Committee</td>
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</table>
The Work Continues!

Additional Governance Redesign Objectives

- Improve governance structures and processes to more effectively advance strategic goals and priorities through regular evaluation
- **Document** process for providing opinions/input on decision-making
- **Facilitate engagement** of campus faculty, staff, administrators, and students in participatory governance
- Clearly **define and document roles and responsibilities** of governance groups and members
- Integrate **accountability** into the governance group work
- Improve **documentation and communication** of governance structures, processes, and outcomes
Lessons Learned

It’s okay to lead from behind the scenes
You need to bring on board other champions
Leverage data and research to engage stakeholders
Document every step in the process
There is no such thing as too much communication
Case Study from Our Colleges:
Copper Mountain: Student Success Planning Committee

Decision Making Handbook
Activity: Take Stock of Your College

How would you describe your college’s strengths and challenges related to...

- Structure (orange Post-its)
- Culture (Pink)
- Leadership (Blue)
Group Activity: Visualizing your campus system

-One institution per table.

-Pick someone at your table to explain their campus culture, structure, and leadership

-As a team, draw that institution’s ‘tree’ (or other visual representation)

-Someone else at your table will explain to the larger group

-You may choose to draw something else besides a ‘tree’.
Tips for successful change leadership:
- Be self-aware
- Do your institutional homework
- Set clear expectations
- Be aware of your environment
- Invite disagreement
- Listen!
- Think Systems
Change and Conflict

- Look for patterns and causes!
- Conflict often accompanies change
- Can’t do it alone.
- Performance may decline initially
# Bolman & Deal’s 4 Frames for Organizational Analysis

## Overview of the Four-Frame Model

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<tr>
<th>Metaphor for Organisation</th>
<th>Structural</th>
<th>Human Resource</th>
<th>Political</th>
<th>Symbolic</th>
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<tr>
<td>Factory or Machine</td>
<td>Family</td>
<td>Jungle</td>
<td>Carnival, temple, theatre</td>
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<tr>
<td>Central Concepts</td>
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<td>Needs, skills,</td>
<td>Power, conflict, competition,</td>
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<td>Image of Leadership</td>
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<td>Basic Leadership Challenge</td>
<td>Attune structure to</td>
<td>Align organisational and human needs</td>
<td>Develop agenda and power base</td>
<td>Create faith, beauty, meaning</td>
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<td>task, technology,</td>
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<td>environment</td>
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<td>Organisational Ethic</td>
<td>Excellence</td>
<td>Caring</td>
<td>Justice</td>
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<tr>
<td>Leadership Contribution</td>
<td>Authorship</td>
<td>Love</td>
<td>Power</td>
<td>Significance</td>
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</table>

Table by Phil Vincent
Resources

- [A Little Book of Healthy Organizations](#) by David Brubaker
- [Culture Trumps Strategy](#) by Nilofer Merchant
- [Culture Fundamentals](#) by Tim Kuppler
- [Organizational Development Theory- UPenn](#)