SAN FRANCISCO STATE UNIVERSITY

PRESIDENT'S TASK FORCE ON CAMPUS CLIMATE

1600 Holloway Avenue | San Francisco, CA 94132
Tel: (415) 338-1111 | URL: http://www.sfsu.edu/

DATE: February 4, 2018

TO: Leslie E. Wong, President

FROM: Luoluo Hong, Facilitator
on behalf of the President's Task Force on Campus Climate

LuoluoHong

Digitally signed by LuoluoHong
DN: cn=LuoluoHong, o=SanFranciscoStateU, ou=VP for Student Affairs & Enrollment Management, email=luoluo@sfsu.edu, c=US

CC: Members of the President's Task Force on Campus Climate

RE: Recommended Action from the President's Task Force on Campus Climate

The President's Task Force met four times during Fall 2017 semester, and accomplished some important work. However, the members perceive that there are some structural issues that have inhibited the group's capacity for making a positive impact. The following statement was prepared collectively by the members of the Task Force.

The majority of the members of the Task Force recommend that the President temporarily suspend the Task Force on Campus Climate, take the requisite time to explore the conditions that would promote success and efficacy, and then reconstitute the Task Force utilizing these improvements as warranted. These conditions include, but are not limited to:

1. clarity on the charge;
2. that the charge be defined prior to inviting members;
3. representative membership that appropriately reflects the charge; and
4. more active involvement by the President.

It was recognized that some or all of the current members may continue serving on any reconstituted Task Force or similar organization; several have already indicated their continued interest to serve. However, the membership must be reexamined and expanded beyond the original group to better reflect the charge of the Task Force. Lastly, the Task Force members further recommend that the President adopt the mission, purpose and goals (refer to attached) that the Task Force identified as the basis for developing the charge for the reconstituted Task Force.

Please advise if you would like to discuss this with the members of the Task Force, if you require any further information regarding this recommendation, or if you have questions about the Task Force's work during Fall 2017.

Attachment (1): *Task Force on Campus Climate - Statement of Mission, Purpose & Goals FINAL Feb-03-2018*

THIS PAGE LEFT BLANK

President's Task Force on Campus Climate
Clarification on Mission, Purpose & Goals - AY 2017-18

Background:

In early September 2017, President Leslie Wong appointed 17 members to the 2017-18 Task Force on Campus Climate. Comprised of students, staff, faculty and community members, the Task Force received an initial charge, drafted August 30, 2017 (see attachment A). At the inaugural meeting of the Task Force held on September 26, 2017, members requested further clarity on the charge. A follow up email was sent from the President's Office via email on October 16, 2017, providing additional explanation of the Task Force Charge (see attachment B).

At the subsequent meeting of the Task Force held on October 24, 2017, members expressed continuing dissatisfaction with the degree of clarity in the charge for the Task Force. An anonymous member survey administered shortly thereafter indicated that 80% of members who responded (N = 15) were ready to proceed with the work of the Task Force - with *either* the Task Force clarifying its purpose and goals or moving forward with the charge as provided by the President.

Survey Results as of November 7, 2017

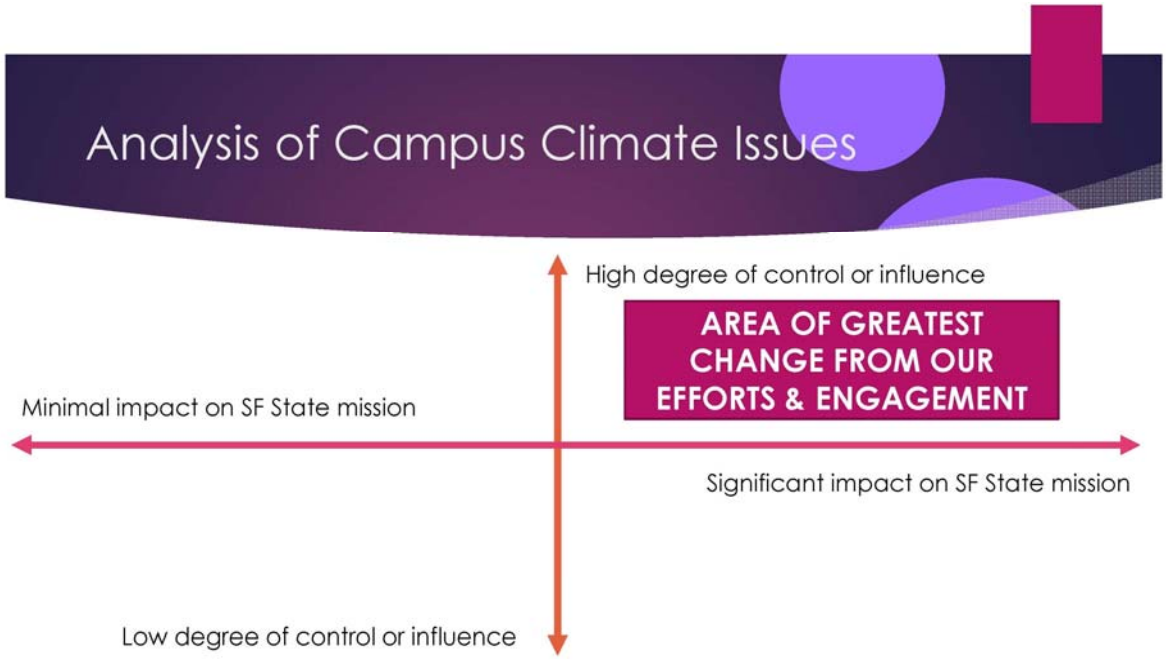
#	Answer	%	Count
1	Continue forward with having the Task Force membership clarify our purpose and goals	60.00%	9
2	Continue forward by asking the President to clarify our purpose and goals	20.00%	3
3	Continue forward with tackling the challenges we face – I don't need any more clarification on our purpose and goals	20.00%	3
	Total	100%	15

Further, 12 out of 15 respondents indicated a desire for further clarification of the Task Force charge – provided either by the group or by the President. Therefore, in the interests of movement forward, the Task Force engaged in a facilitated exercise to examine the charge.

Facilitated Activity:

The perceived lack of sufficient clarity in the Task Force charge persisted as a barrier to the work of the Task Force moving forward. Based on the survey results, the Task Force proceeded with a facilitated, structured activity at its November 8, 2017, meeting, to help define its mission, purpose and goals. Each member was given the opportunity to jot down 3-5 action items that they would like to see the Task Force tackle over the next year. One action item each was listed on a sticky note. Task Force members were asked to keep in mind that Task Forces, by their nature, are intended to be time-limited entities appointed to tackle, analyze or solve a specific challenge or problem. Each member was then asked to place these items on a matrix, as represented below.

After all members had posted their action items, the group then reviewed all posted items. The group developed consensus on whether each item was appropriately placed on the matrix. Authors of each item had the opportunity to provide clarification if they so chose. Items with similar ideas, concepts or intentions were combined - again, only with the group's consensus. The author of each item reserved the right to "veto" any such grouping. Themes for each grouping were identified accordingly.



Mission, Purpose & Goals:

Ultimately, the Task Force membership identified five core areas of focused action for the Task Force during the upcoming academic year:

1. Develop and issue a strong institutional statement on anti-Semitism.
2. Define the expectations of campus leaders for promoting and sustaining a campus climate of equity and inclusion.

3. Craft a statement of values and principles regarding diversity, respect, and freedom of expression at SF State, consistent with those values identified in the campus Strategic Plan.
4. Conduct a review of University policies and procedures and ensure they are effective in responding to incidents of intolerance and holding those responsible accountable for their actions.
5. Develop a set of guiding recommendations regarding training, education and capacity-building efforts for students, staff, and faculty at SF State.

Two additional themes were identified; the group agreed that while they were important to address, these action items should instead be referred to other organizations at SF State for follow-up and/or analysis and implementation as appropriate, as they fell outside of the explicit purpose of the Task Force:

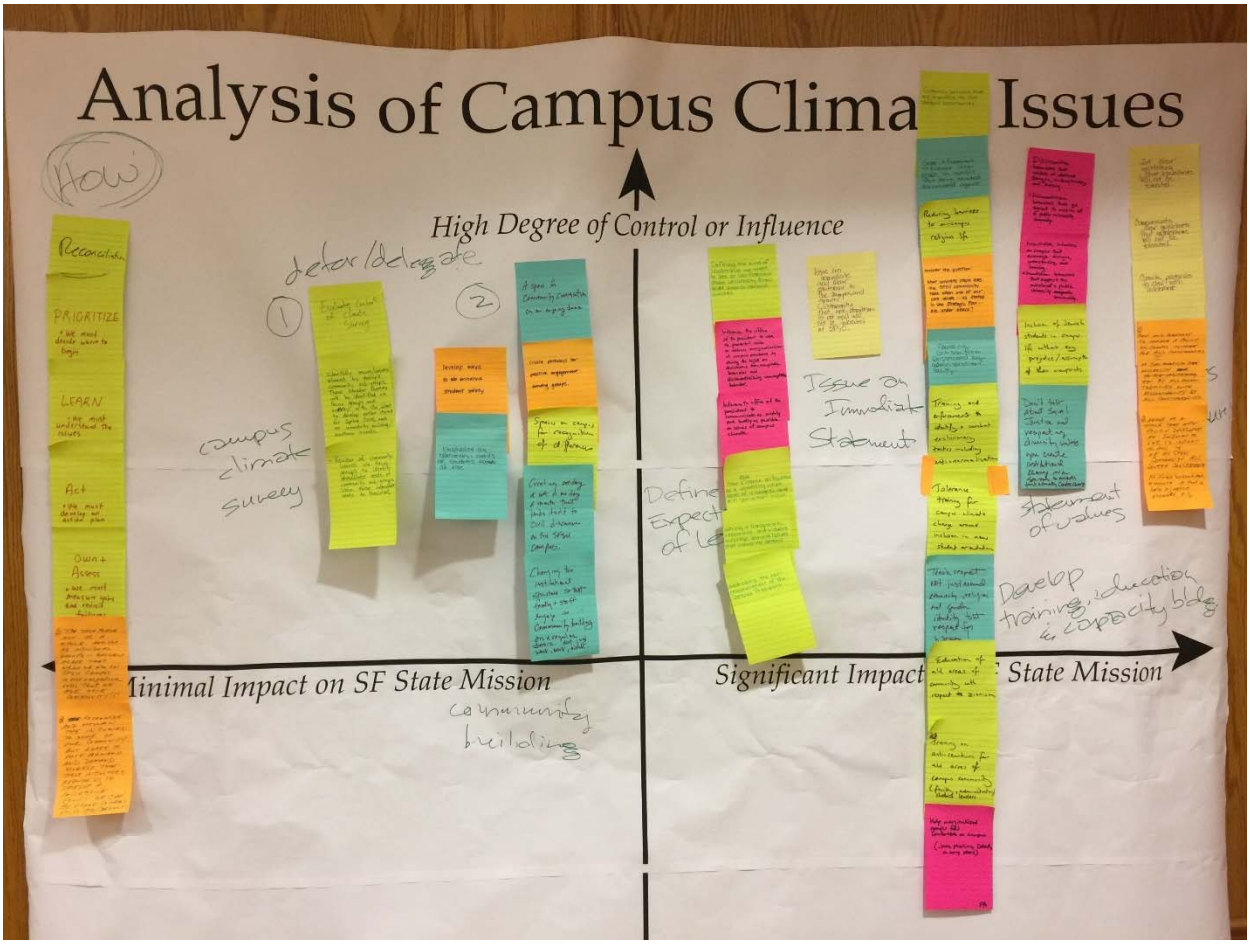
6. Develop qualitative (survey) and quantitative (focus groups) questions for use in a campus climate study. REFERRED TO: Division of Equity & Community Inclusion, which is already charged with administration of a comprehensive campus climate assessment project through December 2018.
7. Create and sponsor opportunities for community-building and intergroup dialogue. REFERRED TO: Various campus departments for planning and implementation, including but not limited to Office of Human Resources, Office of Diversity & Student Equity, University Housing/Residential Life, and Office of Student Activities & Events.

Several Task Force members also identified specific strategies for how to go about executing the mission, purpose and goals of the Task Force:

- Prioritize – We must decide where to begin.
- Learn – We must understand the issues.
- Act – We must develop a plan for delivery.
- Assess – We must define outcomes, measure success and revisit failures.

Finally, there was a call for the Task Force to act as one cohesive whole, for the good of the entire campus community, rather than act in accordance with the various groups we represent.

Drafted November 27, 2017
Finalized February 3, 2018


Analysis of Campus Clima Issues
How
High Degree of Control or Influence
Minimal Impact on SF State Mission
Significant Impact
State Mission
Reconcile
PRIORITIZE
LEARN
Act
Own + Assess
campus climate survey
Issue on Involvist Statement
Statement of values
Develop training, education & capacity bldg
community building

ATTACHMENT A

SAN FRANCISCO STATE UNIVERSITY

OFFICE OF THE PRESIDENT
1600 Holloway Avenue
San Francisco, CA 94132

phone: 415/338-1381
fax: 415/338-6210
web: president.sfsu.edu

Restoring Campus Climate at
San Francisco State University

President's Task Force 2017-2018

An Action Oriented Agenda

Charge to the Task Force on Campus Climate

The President's Task Force on Campus Climate will develop an action plan to reassert the values of campus safety and inclusion that are central to the mission and vision of San Francisco State University. At a time of national division and tension, it is more important than ever to confront divisions on our own campus with the courage we uphold in our Strategic Plan.[1] Therefore, the President asks this Task Force to identify and analyze the university's most pressing current challenges and, with a targeted action plan, transform them into opportunities to strengthen our community. The activities of the Task Force will revolve around four key elements:

- Assess the root causes of persistent, recurring campus climate problems at San Francisco State University that compromise the safety and inclusion of students, faculty, staff, and other members of our diverse community.
- Review the results of an in-depth survey and assessment of campus climate.
- Review and assess best practices among diverse, urban universities toward building and sustaining an inclusive campus climate
- Develop a strategic action plan with both immediate and sustained applications that will address critical challenges and foster measurable improvement.

Given the scope of its charge, this Task Force initiates a multi-year effort to address campus climate across multiple dimensions, focusing on a particular dimension each year. In 2017-18 its agenda will focus on an issue of immediate concern, the inclusion and safety of Jewish students on campus, the eradication of anti-Semitism, and the improvement of Jewish community relations with the campus. This work will be augmented by recommendations provided by an ad

[1] Courage allows us to hold difficult conversations in broad forums and undergirds our commitment to social justice, to shared governance, to academic freedom and to student, faculty and staff activism. Courage recognizes that innovation involves risk and failure, and it embraces change and adversity as opportunities. Courage fortifies our efforts to question conventional wisdom and explore controversial issues in the name of deeper understanding (http://planning.sfsu.edu)

SAN FRANCISCO STATE UNIVERSITY

OFFICE OF THE PRESIDENT
1600 Holloway Avenue
San Francisco, CA 94132

phone: 415/338-1381
fax: 415/338-6210
web: president.sfsu.edu

hoc advisory council comprised of faculty, students, staff and community members, with a specific charge to study and identify campus climate issues for Jewish members of our campus community.

Following this initial focus, the Task Force will expand to consider Islamophobia, campus safety of Muslim and Arab students, and related issues, again seeking to identify actionable items that can be strategically implemented as well as to inform policy and procedures at SF State.

More broadly, the Task Force will be be asked to evaluate a campus climate study in order to identify areas of needed improvement and to recommend strategies to remedy. It will also review documents related to "best practices" to glean action steps, consonant with the Campus Climate Study. These best practices should be informed by San Francisco State University's past efforts to improve campus climate and should be designed with the goal of establishing the University as a national leader in the efforts to balance free speech and individual safety.

An initial set of recommendations are to be delivered to the President with a copy to the Chancellor by the beginning of Spring term 2018.

By the end of Spring Term, the Task Force will recommend to the President and the Chancellor strategies and actions to be implemented throughout the entire 2018-2019 academic year.

ATTACHMENT B

SAN FRANCISCO STATE UNIVERSITY

OFFICE OF THE PRESIDENT

1600 Holloway Avenue
San Francisco, CA 94132
415/338-1381
fax: 415/338-6210
web: president.sfsu.edu

October 16, 2017

To: Campus Climate Task Force

From: Dr. Les Wong
President

Subject: Moving Forward

Our first meeting generated an engaging discussion. Dr. Blanchard also shared similar sentiments with me after our meeting. A long held lesson suggests that getting people together to face complicated and difficult issues is to listen to perspective. That was most evident. As we all learned, campus climate is a very difficult and challenging issue. Influenced by history, motivated by perception and inspired by solutions, the Task Force meeting left us all, I believe, aware of just how challenging recent events and the scope of the issues have been. I want to thank you for your time and commitment. San Francisco State University will improve because of your dedication to our campus community.

A number of you sent me feedback about the meeting and about possible next steps, so I offer this in response. Before we finalize the committee composition, there are some refinements I hope you will consider:

- As a reminder: I will not be attending task force meetings on a regular basis. I have asked Dr. Luoluo Hong to join the task force and serve as its facilitator. She has agreed and is able to attend the next scheduled meeting. I recommend the election of both an internal and external co-chair, who can collaborate with the facilitator.
- The campus is a large, urban "mini-city" of nearly 40,000 students, employees, and visitors. What might the Task Force want to know about this complexity to assist its efforts? How do we respond to the unique needs of each of our constituent groups?
- The Task Force will review examples of Principles of Community/Principles Against Intolerance and author an appropriate statement for San Francisco State University. Examples from other institutions will be gathered for consideration and discussion.
- How might the Task Force communicate essential Principles of Community/Principles Against Intolerance that reach broadly to our community? This statement will ground an action plan to meet expectations of a proposed set of community principles that are linked to our Strategic Plan values. This statement will also inspire measureable benchmarks for departments and units of the university to measure their own efforts to improve work and study environments for students, employees and guests.

- These principles could help establish shared expectations for campus leadership.

Once the task force considers and adopts a set of assumptions and commitments to the above bullets, considering additional members is appropriate.

There are a number of universities that use a statement of principles to define themselves and their commitments in challenging and in peaceful times. These often inspire and shape expectations that guide academic teaching, learning and service. Many universities have also used Principles of Community/Principles Against Intolerance to inspire their internal and external messaging. We often are proud of how central "social justice" is to our sense of this university. The Task Force has an opportunity to answer a key criticism of our last accreditation, "what exactly do you mean by social justice and how is it unique to SF State?"

It is my expectation of, and charge to, this Task Force to generate a set of Principles of Community/Principles Against Intolerance for San Francisco State University. Identifying this set of principles will be a major accomplishment of any university community. From it, derives so many expectations to how we learn about and honor our relationships with each other in ways that enable every member of our community to feel included and welcomed at San Francisco State.

I hope this clarifies the charge of the Task Force and provides some guidance as to direction, desired outcomes, and intended work products.