How do the separate cultures translate into a stronger institution?

- Preserve uniqueness while integrating
- Merged Faculty senates and constitution – however, Faculty Senate merger is a work in progress
- Programs worked on by faculty
- Use of both campuses
- Traditions
- Role of athletics in merging cultures
- Merger advantage – marketing, increased participation in patients and students

Challenges:

- Processes – we cling to these
- Pre-merger identities
- Shared Identity:
  - How we see ourselves in relationship to institution
  - How we operate with internal and external constituencies
- Client/customer base perception of the university’s identity
- Many in the community identify with the former campuses
  - Evidence: Blade refers to the “former MCO”
- Effect of locations on sense of identity
- Impact of Medical Center to the Health Science Campus
- “Two of something”
  - Unions
  - Criteria and processes and rules
  - Tenure
  - 2 chief academic officers
- Two of each:
  - two verticals
  - Budgets, hierarchy
  - “winners and losers”
  - Separate benchmarks – where do we get to combined interests?
- Some campus members wonder, what was the objective for merging?
- IT changed geographical barriers – but still have segregations
- Importance of external forces on the institution and its mission
- Conflate structure, infrastructure (systems, processes) and culture – we’ve focused on structural merging; however, infrastructure impacts integration
- Competing interests and perceptions – no shared belief that “we succeed and fail together”
- Some campus members still caught in 2006, some are aspiring
- Perception: If structure is impeding progress, the perception = reality
Suggestions on how we are/could move toward a shared identity:

- Accessing physicians helped bridge gap between institutions
- Develop common set of aspirations and expectations and hopes
- Role of publications in conveying info about both campuses. Communication.
- Building awareness across campuses – Who to call for what? Relationship building. Must have a desire to want to build relationships.
- Visit each campus. Hold meetings on different campuses.
- Geographical change of the College of Pharmacy as a case study
- Reorganization as a case study
  - Metrics from strategic plan, but may not be sufficient metrics for progress?
- Land Use Plan – avenue for bringing us together; relationships with neighborhoods
- More opportunities for contact
  - Professional, social
  - Operational
- Not about distance, its about the will
- Importance of involvement and interaction
- Campus members speaking for “one” campus
- How to address/recommendations:
  - One chief academic officer
  - As we address alignments, we will come together as a culture
  - We currently operate on different calendars – need a greater alignment of college calendars
  - Increase cross-appointments of faculty/staff

Thoughts on mission:

- The mission of the University is migrating
  - This could be from the impact of college missions on the university mission as a whole
- Students – different majors can embrace the mission from their reference points; Students will come at it from where they want to be
- Student sub-committee of Council on Diversity: How to support each other – (e.g., how to bring non-African American students to African American events to learn from each other)
- Services and offices in support of diverse student populations (e.g., testing, accessibility, study abroad)
- Perception of contention regarding people’s understanding of the mission
- The University Vision seems to set up competing, dichotomous aspirations
- “Strong liberal arts core” – ill-defined; lies at the heart of struggles
- Is our complexity a support for diverse aspirations?
- National conversation exists on these issues
- Models exist where this integration occurs
Things to think about:

- Should people feel different about their role? Some people feel higher degree of change than others.
- University is not just about faculty – it’s about staff. Staff needs to be involved in subcommittees.
- Students are embracing the culture (e.g. housing availability, health services, IT, libraries, transportation) and will see things differently than faculty and staff.
- Merging cultures happens in context.
- Culture is where “rubber meets the road”.
- Issues of culture are not unique to UT.
  - Need to include national trends and contexts.