

Listening and Responding: Shaping Culture as Requested by Others

2018-19 ADVANCE Leadership Workshop Series:

A Chair's Role in Shaping Department Culture

December 11, 2018

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Agenda

- 10:30 – 10:40** **Welcome and Introductions**
- 10:40 – 11:20** **Panel Overview**
- 11:20 – 11:50** **Large Group Discussion**
- 11:50 – 12:15** **Small Group Activity: Caucusing**
- 12:15 – 12:20** **Wrap-up and Evaluations**
- 12:20 – 1:00** **Networking Lunch**

Panelists

- > **George Lovell**, Divisional Dean of Social Sciences and Professor of Political Science
- > **David Perkel**, Professor of Biology and Otolaryngology, and former Acting Chair of Biology
- > **Dan Grossman**, Professor and Deputy Director, Paul G. Allen School of Computer Science & Engineering



<http://allmalepanels.tumblr.com/>

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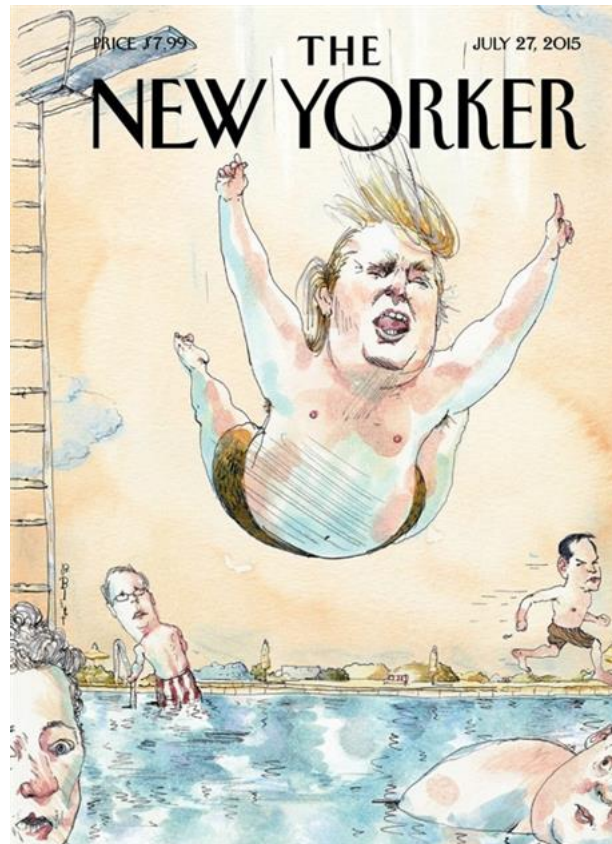
George Lovell

**Divisional Dean of Social Sciences and
Professor of Political Science**
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A Case Study: Political Science and the 2016 Election



A Case Study: Political Science and the 2016 Election

Phase One: November

- > Classroom challenges, Initial Outside Threats, Growing Fear
- > Department Meeting with Faculty, Staff, PhD Students

Phase Two: January/February

- > Campus Shooting, New Classroom Challenges
- > Growing number of colleagues getting Death Threats
- > Second All Department Meeting
- > Development of “Open Letter to UW Community”
- > Circulation of Letter and Additional Press Coverage

Some General Lessons about Shaping Culture

1. Chairs can take steps to shape and improve department culture, but cannot build it from scratch.
2. Be deliberate and careful, but don't be afraid to act.
3. Start with an Agenda; and proposed understanding of Nature of Department as a community/ collectivity.
4. Put Yourself on the Line if you want to build community.

Some General Lessons about Shaping Culture

5. Listen, Listen, Listen. . .
And don't be afraid to learn.
6. Explain available campus resources and follow relevant policies.
But understand that Policies won't be a perfect guide in unusual situations.
7. Don't Read the Comments Section in the *Seattle Times*.

David Perkel

**Professor of Biology and
Otolaryngology, and former
Acting Chair of Biology**

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Out of the Blue

- > Letter from graduate students to department – Nov. 2017
 - 16 pages; Signed by more than 50% of grad students
 - Sent to whole dept. and posted online
- > Serious concerns “to create a more equitable culture in our Dept.”
- > 19 actionable items
 - Some already done
 - Some in progress
 - Some could have been easily clarified by asking department staff
 - Some very big and challenging

Initial Response

- > Departmental open meeting, in a faculty-meeting slot – Dec. 2017
- > Task force – faculty, staff and grad students – Winter/Spring 2018
 - Help to build communication
 - Tackle immediate issues within 6 months
 - Assign remaining issues to departmental standing committees for future years
- > Departmental climate survey – Spring 2018
 - Outside consulting firm
 - Challenges
 - > Questions addressed perceptions, not quantitative metrics
 - > Question wording can influence responses
 - All-department meeting presenting results - June 2018

Follow Through

- > Make sure climate-survey results don't sit on a shelf
- > Agenda items for standing committees
 - Departmental Diversity and Equity Committee
 - Graduate Program Committee
- > Joint activities to build community

- > Lessons learned:
 - Listen – don't be defensive
 - Try to build trust
 - Educate when you can

Dan Grossman

**Professor and Deputy Director,
Paul G. Allen School of Computer
Science & Engineering**

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Summary of “Key Lessons”

1. Crisis communications is an important concept. You have a few days, perhaps, but not many “bites at the apple.”
2. Longer term, harness energy and do stuff. Actions and values eventually matter more than communications.
3. Embrace the opportunity to gain communication channels and allies / avoid the temptation to dig in heels and get defensive.
4. Put in the time to work with others – you can help them see the complications and they can help you find better ways forward

Small Group Activity: Caucusing

Caucusing Topics

- > Sexual/Gender harassment
- > Student activism
- > Microaggressions
- > Free speech vs. hate speech
- > Other

UW Title IX Discussion Forums in January 2019

Title IX discussion forums will include an overview of key content in the proposed regulations, how the proposed rules could impact UW policy, procedure, and protocol, and an opportunity for Q&A and open discussion.

- > UW Seattle – Mon, 1/14, 3 – 4 p.m. in Allen Auditorium
- > UW Seattle - Tues, 1/15, 3 – 4 p.m. in SCC 301
- > UW Tacoma Wed, 1/16, 12:30 – 1:20 p.m. in MAT 214
- > UW Bothell, Thurs, 1/17, 10:30 – 11:30 a.m. UW1 – 103

- > Written feedback options:
Dept of Education directly: regulations.gov OR
UW compiled comments:
<https://catalyst.uw.edu/webq/survey/sfreccia/361883>

Conclusion and Evaluations

Networking Lunch

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