



# **ENHANCING DEPARTMENT CLIMATE: A CHAIR'S ROLE**

## **RESOURCES**



WISELI would like to thank the following UW-Madison faculty and staff members who served on the team that helped design this workshop and the materials provided: Molly Carnes, Susan Coppersmith, Maury Cotter, Bernice Durand, Patrick Farrell, Eve Fine, Rosa Garner, Linda Greene, Jo Handelsman, Linda Heideman, Kathleen Holt, Christine Pribbenow, Eden Inoway-Ronnie, Donald Schutt, Jennifer Sheridan, and Lillian Tong. Thanks also to WISELI staff members, Deveny Benting and Sarah Marxhausen, for all their help.

Preparation of this resource guide was made possible by a grant from the National Science Foundation (NSF #0123666). Any opinions, findings, and conclusions or recommendations expressed in this material are those of the author(s) and do not necessarily reflect the views of the National Science Foundation.

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## **Tools for Effective Leaders**

Recognizing that leaders have a critical role in impacting organizational climate, the Campus Climate Networking Group identified leadership as one of four areas to address at its November 5, 2002 meeting. Jeffrey Hamm and Gary Mitchell agreed to meet as a workgroup and develop a list that represented dispositions, knowledge, and performances that effective leaders must demonstrate to promote a positive organizational climate. We hope that this list will be used for leaders' learning and development, hiring, and evaluation. Thanks to the Committee on Women in the University and various individual academic and classified staff for their contributions. We hope that this document will remain a work in progress, to be revised and expanded as required.

Jeffrey Hamm and Gary Mitchell  
University of Wisconsin-Madison  
December 8, 2002

### **Effective leaders for improved climate do the following:**

1. Communicate regularly and effectively to all staff about general unit/institutional goals, values, and decision-making processes. Use these to help build a sense of common purpose among unit/institution members and to insure institutional accountability.
2. Maintain the visibility of climate issues by consistently raising and discussing them with others in the unit/institution. Examples might include presentations to institutional forums, governance groups, and committees; emails or memos to all staff; training and development opportunities.
3. Recognize and can explain the specific, concrete effects of climate on the unit or the institution (for example, impacts on productivity, effectiveness, recruitment, retention).
4. Establish a fundamental unit/institutional expectation around treating others with dignity and respect. Lead in the development and implementation of guidelines, policies, or rules for respectful treatment of others where these do not exist. Hold those accountable who violate these.
5. Publicly acknowledge the diversity of experiences around climate depending on an individual's identity, status, and location in the unit/institution.
6. Can talk about their own background and identity and the way that these impact their experience of climate. A good example is [former] Chancellor Wiley's statement to groups that, as a white male faculty member with the title 'Chancellor,' he generally did not experience the campus climate as negative. But he also recognized that he was not representative of all people on campus.
7. Listen carefully and empathetically and then can acknowledge and effectively articulate the experience of negative climate for specific under-represented or marginalized groups.

8. Work to insure that all affected parties are ‘at the table’ when organizational issues are at stake. For example, help insure that important committees include staff with various identities, backgrounds, and statuses. Highlights the fact when important groups are not represented.
9. Insist that all voices are heard respectfully and ‘on their terms’ (e.g., university staff on work time, students in the evenings, interpreters for limited English speaking staff) and provide multiple opportunities for input.
10. Regularly and publicly acknowledge good performance in general and positive efforts to improve climate in particular. Recognize and build on what we already do well. Identify and support individuals who are advocates for change and are willing to be pioneers.
11. Can publicly and privately say “I’m sorry” for unit/institutional actions that negatively affect climate.
12. Demonstrate good interpersonal skills by greeting people, getting to know the names of people who work in their building, even taking time to stop in and see people in their offices.
13. Identify and use individuals as ‘sounding boards’ or ‘reflectors,’ people who can provide honest feedback regarding the reaction of various groups to messages, situations, actions.
14. Identify and use a mentor or small support group to encourage and support them in their ‘personal work’ around issues of identity, difference, and power (i.e., helps them struggle with their own racism, sexism, classism, etc.)
15. Insist on setting goals and taking action to improve climate.
16. Hold themselves and others accountable for their actions, for supporting the philosophy and mission of the institution, and for making a difference.

## Engaging Everyone in the Life of the Department

(Developed by the Office of Quality Improvement)

“Getting lost in the crowd” is a common problem faced by new faculty and staff, and particularly women and people of color. These individuals may be overlooked for departmental assignments that would bring them into a collegial circle. Often an intentional effort is made to shield a new faculty member from departmental duties, but it is worthwhile to consider how to involve them without jeopardizing their scholarship.

Women in traditionally male departments and people of color are often in high demand for campus committees and efforts because of the diverse perspectives they bring. Ask to be made aware of these campus activities and wherever possible help those involved bring back to the department what they are doing at the campus level.

The grid below is a format that department chairs can customize. Use this chart when assigning people to various roles and committees to ensure those opportunities are well distributed and that each person has some role in the life of the department.

The column on the far left includes standing committees, task forces, ad hoc work, and on-going activities in your department. All faculty/staff members are written at the top of each column. Check an individual’s column when they are assigned a departmental duty.

| <b>Committee/Activity</b>                         | <b>Jones</b> | <b>Smith</b> | <b>Their</b> | <b>Chavez</b> | <b>Bloom</b> | <b>Ono</b> |
|---|--------------|--------------|--------------|---------------|--------------|------------|
| Personnel Committee                               |              |              |              |               |              |            |
| Budget Committee                                  |              |              |              |               |              |            |
| Research Committee                                |              |              |              |               |              |            |
| Undergraduate Committee                           |              |              |              |               |              |            |
| Equity Committee                                  |              |              |              |               |              |            |
| Graduate Committee                                |              |              |              |               |              |            |
| Search Committee                                  |              |              |              |               |              |            |
| Symposium Committee                               |              |              |              |               |              |            |
| Receptions & Social Events                        |              |              |              |               |              |            |
| Faculty Senate Representative                     |              |              |              |               |              |            |
| Departmental representative to Campus Committee X |              |              |              |               |              |            |
| Member of Key Professional Organization           |              |              |              |               |              |            |
| Conference Planning Committee                     |              |              |              |               |              |            |

## Campus Resources

The UW-Madison Campus offers an abundance of excellent programs and a host of talented and helpful people who are available to assist you in your efforts to help make our campus “a positive, supportive place to work learn and live” (UW Provost’s Office, Climate Initiative). This listing of resources is intended to acquaint you with the many programs, people, and websites you can rely on for assistance and advice. This listing provides web address and contact information for:

- **Initiatives, programs, and offices related to climate**
- **Policies regarding climate-related issues**
- **Resources for faculty and staff**
- **Resources for students**

## Initiatives, Programs, and Offices Related to Climate

- **Campus Strategic Framework, 2015-2019: For Wisconsin and the World**  
<https://chancellor.wisc.edu/strategicplan2/>  
 The UW-Madison Campus strategic plan includes “creating a welcoming, empowered, and inclusive community” that provides “access to citizens from every background” in order to ensure that the university remains “a preminent center for discovery, learning, and engagement.” It recognizes “the importance of working with and learning from those whose backgrounds and views differ from our own” as a guiding principle and recommends implementing the campus Diversity Framework in order to “enhance the strength of our campus through diversity and inclusion.”
- **Forward Together: UW-Madison Framework for Diversity and Inclusive Excellence**  
<http://diversityframework.wisc.edu>  
 In the Fall of 2012, the University Committee charged the Campus and Diversity Climate Committee with appointing an ad hoc committee to develop a comprehensive proposal for a new campus diversity plan. The approved plan established five distinct goals and offers several recommendations for achieving each goal, and identifies indicators of success.
- **UW – Madison Office of the Provost**  
**Michael Bernard-Donals, Vice Provost for Faculty and Staff Programs**  
<http://www.provost.wisc.edu/facstaff.htm>  
 Michael.bernarddonals@wisc.edu, 262-5246  
 “The Vice Provost for Faculty and Staff Programs works closely with individuals in administrative offices, deans of schools and colleges, and other units across campus to address issues of concern to faculty and staff.” Many programs and initiatives administered by the Vice Provost for Faculty and Staff Programs are relevant to department climate. They include but are not limited to the following:

## Initiatives, Programs, Offices

- o Department Chair Orientation
- o Faculty Diversity Initiative  
(<https://provost.wisc.edu/documents/PipelineRecruitOct14.pdf>)
- o Strategic Hiring (<http://provost.wisc.edu/facshi.htm>)
- o Dual Career Couple Assistance Program (<https://provost.wisc.edu/dual-career.htm>)
- o Pay Equity (<https://provost.wisc.edu/facsal.htm>)

### **Department Chairs and Directors Toolkit**

<http://provost.wisc.edu/department-chairs-directors-toolkit.htm>

The Toolkit provides helpful links to important campus offices, policies, programs and other resources of interest to and in support of chairs of academic departments.

- **UW – Madison Division of Diversity, Equity, and Educational Achievement**

<http://www.provost.wisc.edu/climate.htm>

Patrick Sims, Vice Provost and Chief Diversity Officer.

Patrick.sims@wisc.edu 265-5228

The Vice Provost for Diversity and Climate directs the Division of Diversity, Equity, and Educational Achievement which “supports the mission of the University of Wisconsin–Madison as it works to create a diverse, inclusive, and excellent learning and work environment for all students, faculty, staff, alumni, and others who partner with the university.” See: **Creating Community**, <https://diversity.wisc.edu>.

- **Office for Equity and Diversity**

<http://www.oed.wisc.edu>

Luis Piñero, Director. luis.pinero@wisc.edu, 263-2378, WTRS: 7-1-1

“The Office for Equity and Diversity (OED), a unit within the Division of Diversity, Equity and Educational Achievement (DDEEA) under the direction of the Vice Provost for Diversity and Climate, promotes, integrates and transfers equity and diversity principles to nurture human resources and advance the mission of the University of Wisconsin – Madison.” Among its many responsibilities, the OED provides “leadership and consultation to develop and implement equity and diversity strategies throughout the campus,” establishes “collaborative partnerships with Schools/Colleges and Divisions,” and coordinates compliance with state and federal affirmative action and equal opportunity requirements. OED Programs and Initiatives include the following:

- o **Sexual Harassment Information and Resources**

(<http://www.oed.wisc.edu/sexualharassment/index.html>)

“The Office of Equity and Diversity (OED) can assist with concerns about any type of prohibited harassment or discrimination, including harassment based on gender, race, religion, ethnicity, age, disability, and sexual orientation. This website is designed to help prevent and respond to sexual harassment.”

- **Advice for those in positions of power** regarding preventing or reporting sexual harassment, can be found within the section on “What To Do About Sexual Harassment?”
- **A list of contacts to whom incidents of sexual harassment can be reported is provided** in the section titled, “Campus Resources.”

- o **Discrimination/Harrassment Complaints** (<http://www.oed.wisc.edu/dishar.html>)  
To assist UW-Madison in providing equal opportunity and equal access an in complying with federal and state laws and regulations, the Office for Equity and Diversity (OED) provides on this webpage an explanation of prohibited discriminatory practices and describes the process for filing a complaint.
- o **Disability Accomodation and Divisional Disability Representatives (DDR) Program** (<http://www.oed.wisc.edu/disability.htm>)  
**Director, Barbara Lanser**, [blanser@cdo.wisc.edu](mailto:blanser@cdo.wisc.edu), 263-2378  
Information and resources about providing reasonable accommodations for employees or applicants, students, and visitors are available on this website. Employees who “need leave related to a disability” or who are having difficulty performing job duties “due to limitations from a disability or medical condition,” are encouraged to contact a designated Divisional Level Representative (DDR) for a confidential conversation. DDRs are listed here: <http://www.oed.wisc.edu/disability/dlrdiv.html>
- o **Learning Communities** (<http://www.library.wisc.edu/lcice/>)  
**Seema Kapani**, [seema.kapani@wisc.edu](mailto:seema.kapani@wisc.edu), 263-2378
  - **Leadership Institute**  
<https://www.library.wisc.edu/lcice/leadership-institute/>  
This program is open to faculty, staff, graduate and undergraduate students, and members of the greater Madison community. The program aims to help participants hone and cultivate their “leadership capacities to support the University’s strategic priorities and diversity goals.” Participants meets once a week throughout the nine-month academic year. “Through facilitated small and large group dialogues, reflective writings, readings, DVDs, activities and exercises, participants develop their leadership capacities to effectivelyinteract with members of our community across multiple social identities ... and to build open, dynamic, and respectful working and learning environments for all.”
- **Women in Science and Engineering Leadership Institute (WISELI)**  
<http://wiseli.engr.wisc.edu>  
As a research center at the University of Wisconsin – Madison, WISELI uses the campus as a “living laboratory” to study gender equity for women in science and engineering, implement solutions, and provide methods and analyses to measure indicators of success. WISELI’s long-term goal is to have the gender of the faculty, chairs, and deans reflect the gender of the student body at UW-Madison. WISELI’s active initiatives include:
  - o Studies of Faculty Worklife
  - o Workshops on enhancing climate for department chairs
  - o Workshops for search committee chairs
  - o Bias Literacy Workshops
  - o Celebrating Women in Science and Engineering Grant Program
  - o Vilas Life Cycle Research Grants

- **Office of Quality Improvement**

<https://quality.wisc.edu/>

**Maury Cotter, Director**, [maury.cotter@wisc.edu](mailto:maury.cotter@wisc.edu), 262-9313

The Office of Quality Improvement (OQI) aims to “be a catalyst for continuously improving our great university.” OQI offers resources, templates, and advice that may be valuable to department chairs including the following:

- **Department Chair Chats** – a small group of department chairs meets for several sessions each semester to discuss issues related to the broad theme of “how to thrive and survive as a department chair.” Specific topics for each session are selected by chairs. The chair chats are sponsored by the Office of the Provost, the Office of Quality Improvement, and the Office of Human Resource Development.
- **How to Lead Effective Meetings**  
(<http://quality.wisc.edu/effective-meetings.htm>)
- **Decision-making tools**  
(<http://quality.wisc.edu/Cant-make-decisions.htm>)
- **Strategic Planning**  
(<http://quality.wisc.edu/strategic-planning-how-we-can-help.htm>)
- **Process Improvement**  
(<http://quality.wisc.edu/process-improvement-how-we-can-help.htm>)
- **Organization (re)Design**  
(<http://quality.wisc.edu/redesigning-how-we-can-help.htm>)

- **Office of Human Resources**

<http://www.ohr.wisc.edu>

**Mark Walters, Interim Director**, [mwalters@ohr.wisc.edu](mailto:mwalters@ohr.wisc.edu), 262-3666

“The Office of Human Resources exists to serve faculty and staff in the development, implementation, and evaluation of a comprehensive personnel training and employment relations system.” Useful resources include:

- **Office of Talent Management** (<http://go.wisc.edu/2g8y32>)  
**Don Schutt, Director**, [don.schutt@wisc.edu](mailto:don.schutt@wisc.edu), 262-7106  
“The Office of Talent Management is dedicated to recruiting, engaging, developing, retaining, and advancing a diverse workforce. It provides faculty and staff, including supervisors, “with a wide range of resources, including professional development and leadership to cultivate individual and organizational excellence.” The office’s divisions include:
  - **Learning and Talent Development** (<http://www.talent.wisc.edu>)  
**Lynn Freeman, Director**, [lynn.freeman@wisc.edu](mailto:lynn.freeman@wisc.edu), 890-4398  
The Learning and Talent Development area (formerly the Office of Human Resources Development – OHRD) offers several leadership training programs:
    - Fully Prepared to Manage – “workshops, conferences, study groups, and learning communities for aspiring, new, and experienced supervisors and managers (<http://go.wisc.edu/f5np21>)

- Fully Prepared to Lead – a comprehensive, competency-based leadership development program (<http://go.wisc.edu/ew2obp>)

Valuable resource available from these programs include:

- Advice and resources for conflict resolution (<http://go.wisc.edu/10110b>)
- Chairs and Academic Leaders as Mediators (<http://go.wisc.edu/21cr46>)
- **International Faculty and Staff Services** ([www.ohr.wisc.edu/ifss/index.htm](http://www.ohr.wisc.edu/ifss/index.htm))  
**Jenny Taylor, Director**, [Jennifer.taylor@wisc.edu](mailto:Jennifer.taylor@wisc.edu), 263-5689
- **Office of Employee Assistance** (<http://eao.wisc.edu>)  
**Sherry Boeger, Director**, [sherry.boeger@wisc.edu](mailto:sherry.boeger@wisc.edu), 263-2987  
The Employee Assistance Office (EAO) provides “timely assistance to faculty and staff – and their family members or significant others – who have personal or work related concerns and to work units that have groups issues.” The EAO can provide assistance with the following workplace issues related to climate:
  - Anger/conflict management
  - Managing change
  - Dispute resolution
  - Organizational assessment
  - Respect in the workplace
  - Civility in the workplace
  - Difficult conversations
  - Working with difficult people
- **Ombuds Office for Faculty and Staff**  
<http://www.ombuds.wisc.edu>  
Rooms 223-225 Lowell Center (610 Langdon St.), 265-9992  
The Ombuds Office “serves as an impartial and confidential means of promoting dialogue among parties on campus.” “Ombuds work independently from University administrative offices” and are available to “listen to your concerns, clarify procedures, discuss options, and, if requested and appropriate, serve as an intermediary in attempting to resolve disputes.”
- **Women Faculty Mentoring Program**  
<http://www.provost.wisc.edu/mentor.htm>  
“The Women Faculty Mentoring Program (WFMP) was founded in 1989 by Robin Douthitt (former Dean of the School of Human Ecology and Professor of Consumer Science) when she was an assistant professor. Soon thereafter, it was adopted into the offices of the Provost and Secretary of the Faculty. The program seeks to support and retain women assistant professors throughout the tenure process.”
- **Academic Staff Mentoring Program**  
<http://acstaff.wisc.edu/professional-development/mentoring-resources>  
The Mentoring Committee promotes professional and personal development among academic staff.

- **Committee on Gay, Lesbian, Bisexual, Transgender, and Queer People in the University**  
<http://www.secfac.wisc.edu/committees/CommitteesList.asp>  
Composed of students, faculty and staff, this committee addresses “gay, lesbian, bisexual, and transgender issues in a focused and comprehensive way.”
- **Committee on Women in the University**  
<http://www.secfac.wisc.edu/committees/CommitteesList.asp>  
The Committee on Women consists of six faculty members, six academic staff members, six university staff members, one graduate student and one undergraduate student, one postdoctoral scholar, and the Vice Provost for Diversity and Climate and the Director of the Office for Equity and Diversity, both serving as ex officio, nonvoting members. The committee “recommends to administrative offices and governance bodies changes in university priorities, policies, practices and programs that would improve the status of women; collaborates and consults with administrative offices and governance bodies to more fully support gender equity, employee engagement, an inclusive and respectful culture, and diversity; and evaluates and monitors the status of women employees at the university.”
- **Campus Diversity and Climate Committee**  
<http://www.secfac.wisc.edu/committees/CommitteesList.asp>  
This committee, composed of the chancellor or his/her designee, four members of each of the following groups: faculty, academic staff, university staff, and students; two alumni, and two community representatives, “advises the administration, the faculty, the academic staff, the university staff, and the recognized student governance organization on campus diversity and climate policy, which strives to create an environment where each individual feels respected, valued and supported, while respecting academic freedom and freedom of speech.”
- **Office for Equity and Diversity Advisory Committee**  
<http://www.secfac.wisc.edu/committees/CommitteesList.asp>  
This committee of seven faculty members, three members of the academic staff, two students and one university staff member “works with the director of the Office for Equity and Diversity, providing consultation and oversight, and advises the university administration and governance organizations of policy issues related to affirmative action and compliance.”
- **UW Women in IT (UW-WIT)**  
[https://it.wisc.edu/it\\_community/uw-women-in-it-uw-wit/](https://it.wisc.edu/it_community/uw-women-in-it-uw-wit/)  
“UW-WIT is a campus organization, supported by the Office of the CIO, dedicated to developing strategies to improve the recruitment, retention and advancement of women working in IT on campus. The 300+ member organization holds regular educational and networking events open to all members of campus, often partnering with organizations with similar missions to create the best possible workforce.”

## Policies regarding climate-related issues

- **Americans with Disabilities Act (ADA) Campus Policies**  
<https://adac.wisc.edu/index.htm>  
 Provides information on federal and state laws as well as on UW System and UW-Madison policies on accommodation for employees and students, physical access, and appeals and grievances.
- **Domestic Partner Benefits Policy**  
<http://www.ohr.wisc.edu/benefits/domestic-partnership.aspx>  
 Note: As of October 6, 2014, same-sex marriage is legal and recognized in Wisconsin. This includes recognition of marriages that occurred in other states or countries prior to Oct 5, 2014 and marriage licenses issued in Wisconsin between June 6-13, 2014. Spouses (same sex or opposite sex) of UW-Madison employees are eligible to receive benefits. Conditions and procedures for claiming benefits for domestic partners (same sex or opposite sex) of UW-Madison employees are outlined on this webpage.
- **Equity in Faculty Salary Policies**  
 Faculty Salary Equity Review <https://provost.wisc.edu/facsal.htm>  
 The standard equity policy mandates periodic review of faculty salaries to assess whether individuals are appropriately and equitably paid in comparison with peers at UW-Madison.
- **Family Related Leave Policies**  
<https://kb.wisc.edu/ohr/policies/page.php?id=53041>
- **Faculty Policies and Procedures**  
<http://www.secfac.wisc.edu/faculty-legislation.htm>  
 This is a very large document -- consisting of eleven chapters. Chairs will probably find the following chapters/sections most useful:
  - **Chapter 5- Departmental Faculties** [http://www.secfac.wisc.edu/FPP\\_ch\\_5.htm](http://www.secfac.wisc.edu/FPP_ch_5.htm)
  - **Chapter 7 - Faculty Appointments** [http://www.secfac.wisc.edu/FPP\\_ch\\_7.htm](http://www.secfac.wisc.edu/FPP_ch_7.htm), especially
    - Sect. 7.05 - Guidance and Annual Evaluation for Probationary Faculty  
[http://www.secfac.wisc.edu/FPP\\_ch\\_7.htm#7.05](http://www.secfac.wisc.edu/FPP_ch_7.htm#7.05)
    - Sect. 7.14 - Criteria for the Granting of Tenure  
[http://www.secfac.wisc.edu/FPP\\_ch\\_7.htm#7.15](http://www.secfac.wisc.edu/FPP_ch_7.htm#7.15)
- **Faculty Governance Legislation**  
<http://www.secfac.wisc.edu/faculty-legislation.htm>
  - **Hostile and/or Intimidating Behaviour**  
[http://www.secfac.wisc.edu/FacLeg300\\_399.htm#332](http://www.secfac.wisc.edu/FacLeg300_399.htm#332)
  - **Department Personnel Records Policy**  
[https://www.secfac.wisc.edu/FacLeg500\\_599.htm#501](https://www.secfac.wisc.edu/FacLeg500_599.htm#501)

## Policies

- o **Policy on Review of Tenured Faculty**  
[http://www.secfac.wisc.edu/FacLeg100\\_299.htm#106](http://www.secfac.wisc.edu/FacLeg100_299.htm#106)  
(see also, FPP Chapter 7, [https://www.secfac.wisc.edu/FPP\\_ch\\_7.htm#7.17.](https://www.secfac.wisc.edu/FPP_ch_7.htm#7.17.))
- **Academic Staff Governance Legislation**  
<http://acstaff.wisc.edu/resources>
- **University Staff Governance Legislation**  
<https://ous.wisc.edu/index.htm>
- **College of Letters and Science, Principles of Community**  
<https://kb.wisc.edu/lc/page.php?id=36042>  
On November 10, 2013, the L&S Academic Planning Council approved recommendations presented by the L&S Climate Committee establishing “Principles of Community” to govern workplace interactions and improve workshop place climate.
- **Faculty Tenure Guidelines**
  - o **For the Arts and Humanities Division:**  
[https://www.secfac.wisc.edu/documents/Tenure-guidelines\\_AH\\_changes-highlighted\\_AH\\_2014-2015\\_201510.pdf](https://www.secfac.wisc.edu/documents/Tenure-guidelines_AH_changes-highlighted_AH_2014-2015_201510.pdf)
  - o **For the Biological Sciences Division:**  
[https://www.secfac.wisc.edu/documents/Tenure-guidelines\\_BSci\\_changes-highlighted\\_2014-2015\\_201510.pdf](https://www.secfac.wisc.edu/documents/Tenure-guidelines_BSci_changes-highlighted_2014-2015_201510.pdf)
  - o **For the Physical Sciences Division:**  
[https://www.secfac.wisc.edu/documents/Tenure-guidelines\\_PSci\\_changes\\_highlighted\\_2014-2015\\_201510.pdf](https://www.secfac.wisc.edu/documents/Tenure-guidelines_PSci_changes_highlighted_2014-2015_201510.pdf)
  - o **For the Social Studies Division:**  
[https://www.secfac.wisc.edu/documents/Tenure-guidelines\\_SocSt\\_changes-highlighted\\_2014-2015\\_201510.pdf](https://www.secfac.wisc.edu/documents/Tenure-guidelines_SocSt_changes-highlighted_2014-2015_201510.pdf)
- **Open Meetings and Open Records**
  - o **Guidelines for complying with Open Meetings Laws:**  
<http://www.legal.wisc.edu/open-meetings.htm>
  - o **Guidelines for responding to Public Records**  
Requests: <http://www.legal.wisc.edu/public-records.htm>

## Resources for faculty and staff

- **Campus Accessibility Resources**

<http://www.wisc.edu/accessibility>

This index of resources is provided by the Accessibility and Usability Committee on behalf of the Office of the Provost and the Campus American with Disabilities Act (ADA) Coordinator, <http://adac.wisc.edu>. It includes information on the following resources:

- **Division of Facilities, Planning & Management Disability Resource Guide** (<https://fpm-www3.fpm.wisc.edu/ada/Default.aspx>) – provides information on parking and transportation, and maps providing information on access to campus buildings.
- **Instructional and academic services through the McBurney Disability Resource Center** (<http://mcburney.wisc.edu/>)
- **Academic Research conducted by the Disability Studies Initiative**
- ([https://disabilitystudies.wisc.edu/?page\\_id=136](https://disabilitystudies.wisc.edu/?page_id=136))
- **UW-Madison Libraries Disability and Accessibility Resources** (<http://www.library.wisc.edu/help/accessibility/>)
- **Division of Information Technology (DOIT) Accessibility Resources** (<http://www.doit.wisc.edu/accessibility>)
- **Employee Disability Accommodations** (<http://www.oed.wisc.edu/employee-disability-accommodation.htm>)

- **Campus Childcare and Family Resources, Office of**

<http://occf.wisc.edu>

Cigdem Unal, Director, [cigdem.unal@wisc.edu](mailto:cigdem.unal@wisc.edu), 262-9715

Provides information about childcare centers available on campus, funding and scholarships for childcare, resources for parents, and links to off-campus childcare referrals and resources. See also **WISELI's webpage on Campus Child Care:** <http://wiseli.engr.wisc.edu/uwpgms/campus-child-care.php>

- **Creating Community Website, University of Wisconsin – Madison**

<http://www.diversity.wisc.edu>

Provided by the Division of Diversity, Equity, and Educational Achievement, this website lists policies and reports and posts news, announcements, and resources related to diversity on the UW-Madison campus. Resources relevant to faculty and staff include:

- diversity committees
- disability resources
- LGBTQ Resources
- Gender Equity Resources
- Ethnic Studies programs
- Service Learning programs

- **DELTA/CIRTL**

<http://delta.wisc.edu/> , 445 Hentry Mall, 261-1180.

The Delta Program, a project of the Center for the Integration of Research, Teaching, and Learning (CIRTL) “promotes the development of a future national faculty in [STEM fields] that is committed to implement and advancing effective teaching practices for diverse student audiences.” Delta offers programs for faculty, staff, graduate students, and post docs that are related to teaching, learning, and mentoring.

- **Equity and Diversity Committees in Schools and Colleges**

Equity and Diversity Committees (EDCs) advise deans, directors, and unit heads on equity and diversity issues, and report on an annual basis to the Advisory Committee for the Office for Equity and Diversity for coordination with the center. These school, college, and divisional-level committees also coordinate with various campus-level governance committees, as appropriate. Some committees maintain a website, including:

- **The School of Education EDC**

(<https://www.education.wisc.edu/soe/about/administration/committees/edc>)

- **The Graduate School EDC**

(<https://kb.wisc.edu/gsadminkb/topics.php?c=2668&l=4&a=d>)

- **Faculty Diversity Initiatives**

- **A Compelling University Interest**

(<https://provost.wisc.edu/documents/FacDiv-CompellingInterest-0611-drf2.pdf>)

Presents research findings demonstrating “the relationship of faculty diversity to excellence ... in all three domains of our mission – research, teaching, and service.”

- **Strategic Pipeline and Recruitment Fund**

(<https://provost.wisc.edu/documents/PipelineRecruitOct14.pdf>)

Describes process for applying for funds to “enhance the University’s capacity for pipeline development and competitive recruitment that strengthen faculty diversity, broadly defined.”

- **Strategic Hiring Initiative** (<http://www.provost.wisc.edu/facshi.htm>)

Describes funds available for recruitment or retention of tenured or tenure-track minority faculty, tenure or tenure-track women in areas where they are underrepresented, and dual-career couples.

- **Dual-Career Couple Assistance Program** (<http://www.provost.wisc.edu/dual-career.htm>)

Provides assistance in finding employment for the spouse/partner of a faculty member and senior administrators whether the partner is seeking a faculty or staff position, or a position off-campus.

- **LGBT Campus Center**  
<http://lgbt.wisc.edu>, 123 Red Gym, lgbt@studentlife.wisc.edu, 265-3344  
“The LGBT Campus Center provides education, outreach, advocacy, and resources for UW-Madison student communities and their allies to improve campus climate and their daily intersectional experiences.”
- **Theatre for Cultural & Social Awareness (TCSA)**  
<http://theatre.wisc.edu/tcsa>  
Patrick Sims, Professor of Theatre and Drama and Vice Provost for Diversity and Climate. [patrick.sims@wisc.edu](mailto:patrick.sims@wisc.edu), (608) 890-3117  
TCSA “explores the systemic and institutional barriers to social justice in a variety of contexts and sensitive subject matters ... that demand a greater awareness, ... but lack meaningful societal discourse due to their polarizing nature and/or historical legacies.” Examples of such subject matters include “race relations, gender dynamics, sexual orientation, and privilege.” Campus units or organizations “that desire an interactive methodology to discuss sensitive subject matters can request trainings that are specifically designed for their targeted constituency.”
- **WISELI’s “Study of Faculty Worklife at UW-Madison” – Results**  
<http://wiseli.engr.wisc.edu/facworklife.php>  
Implemented in 2003, 2006, 2010, and 2012, this extensive climate survey includes UW-Madison faculty in all divisions, and clinical/CHS faculty in the School of Veterinary Medicine. 2010 and 2012 surveys include clinical/CHS faculty throughout UW-Madison.

## Resources for students

- **Division of Student Life**  
<http://www.students.wisc.edu>  
Lori Berquam, Vice Provost and Dean of Students. [lori.berquam@wisc.edu](mailto:lori.berquam@wisc.edu)  
The Division of Student Life aims “to cultivate, advance and interconnect the academic, professional, personal, and social development of students, and to champion a respectful, globally engaged and diverse university community.”
- **Black Graduate & Professional Student Association**  
<https://win.wisc.edu/organization/bgpsa>  
The association aims to “nurture and support black graduate and professional students at UW-Madison through participating in learning and personal development experiences, exploring career and networking opportunities, building a strong social and professional network, and serving the community at large.”
- **Bouchet Graduate Honor Society**  
<http://grad.wisc.edu/diversity/bouchet>  
“The Edward Alexander Bouchet Graduate Honor Society commemorates the first African American to earn a doctorate degree from an American university (Physics, Yale University, 1876). The Bouchet Society *seeks to develop a network of scholars who exemplify academic and personal excellence, foster environments of support, and serve as examples of scholarship, leadership, character, service, and advocacy for students who have been traditionally underrepresented in the academy* – exemplifying the spirit and example of Dr. Bouchet.”
- **Campus Childcare and Family Resources, Office of**  
<http://occf.wisc.edu>  
Cigdem Unal, Director. [cigdem.unal@wisc.edu](mailto:cigdem.unal@wisc.edu), 262-9715  
Provides information about childcare centers available on campus, about funding and scholarships for childcare, resources for parents, and links to off-campus childcare referrals and resources.
- **Campus Women’s Center**  
<https://win.wisc.edu/organization/campuswomenscenter>  
[cwc.volunteer@gmail.com](mailto:cwc.volunteer@gmail.com), 262-8093  
This student organization’s “mission is to confront the oppressions women-identified individuals face by providing a variety of support services, educating the campus community on women-centered issues, and serving as a resource and referral center for all students. We affirm and celebrate women's power to create social change by challenging and transforming institutions and relationships that oppress women.”
- **Center for Academic Excellence**  
<http://cae.ls.wisc.edu/>, B47 Bascom Hall, 263-5068, [cae@saa.ls.wisc.edu](mailto:cae@saa.ls.wisc.edu)  
“The Center serves first-generation, low-income, and multicultural underrepresented students within the College of Letters & Science. CAE fosters an inclusive teaching

and learning environment that helps students reach their academic potential, attain undergraduate degrees, and realize their human promise as they become citizens of a global community.”

- **Center for Educational Opportunity**  
<http://ceo.wisc.edu/>, 16 Ingrham Hall, 265-5106  
“The Center for Educational Opportunity (CeO) is a federally- and state-funded center that provides academic and ancillary support to students who are the first-generation in their family to come to college, students from economically vulnerable families, or students with disabilities. [Its] mission is to provide a supportive learning community which fosters an equal opportunity for success in higher education.”
- **Chancellor’s Scholarship Program**  
<http://provost.wisc.edu/csp.htm>  
Gloria Hawkins, Director. [Gvhawkins@wisc.edu](mailto:Gvhawkins@wisc.edu),  
The Chancellor’s Scholarship Program is a four-year merit-based undergraduate scholarship program that helps attract and develop gifted and talented individuals from underrepresented minority groups and educationally/culturally disadvantaged backgrounds and to enrich their collegiate experience.
- **Creating Community Website, University of Wisconsin – Madison**  
<http://www.diversity.wisc.edu>  
Provided by the Vice Provost for Diversity, Equity, and Educational Achievement, this website lists policies and reports and posts news, announcements, and resources related to diversity on the UW-Madison campus. The Resources page includes links to:
  - Pre-college Programs
  - Academic Support Services
  - High-impact Learning Experiences
  - Diversity Committees
  - Leadership, Retention, and Academic Excellence Programs
  - Disability Resources
  - LGBTQ Resources
  - Gender Equity Resources
  - Ethnic Studies Programs
  - Student Organizations
  - Service Learning Programs
- **First Wave/OMIA**  
<http://omai.wisc.edu/> Willie Ney, Executive Director, [William.ney@wisc.edu](mailto:William.ney@wisc.edu), 890-1055  
“The First Wave Hip Hop and Urban Arts Learning Community [administered by the Office of Multicultural Arts Initiatives] is a cutting-edge multicultural artistic program for incoming students which offers a four-year full tuition scholarship to the University of Wisconsin-Madison. Bringing together young artists and leaders from across the U.S and beyond, the First Wave Learning Community offers students the

## Resources for students

opportunity to live, study and create together in a close-knit, dynamic campus community.”

- **Graduate Research Scholar Communities**

<http://grad.wisc.edu/currentstudents/academics/grs>

“Graduate Research Scholar (GRS) communities are organized by the various schools and colleges withing UW-Madison to support underrepresented students.” The support offered includes funding and a wide range of “social, academic, professional development, and research related activities.” Programs include:

- Graduate Engineering Research Scholars (GERS)
- School of Education Graduate Research Scholars (Ed-GRS)
- Letters & Science Community of Graduate Research Scholars (L&S C-GRS)
- Science and Medicine Graduate Research Scholars Program (SciMed GRS)
- Business GRS
- Environmental Graduate Research Scholars (EnviroGRS)
- Nursing Graduate Research Scholars

- **OED Graduate Assistant Equity Workshops**

<http://www.oed.wisc.edu/workshop.html>

Training sessions for Teaching Assistants and Program/Project Assistant that focus on diversity, discrimination, and harassment. The sessions are presented by the Office for Equity and Diversity and the McBurney Resource Center in collaboration with the Teaching Assistants’ Association (TAA).

- **International Student Services**

<http://iss.wisc.edu>, 262-2044

International Student Services (ISS) offers a wide variety of services and programs to international students at the University of Wisconsin-Madison. The ISS staff provide information and programs to international students about the campus and community and provide support and assistance concerning visas and related immigration issues.

- **Learning Communities – for students**

(<http://www.library.wisc.edu/lcice/>)

**Seema Kapani, [seema.kapani@wisc.edu](mailto:seema.kapani@wisc.edu) 263-2378**

- **Student Seeking Educational Equity and Diversity (SEED) Seminar**

<https://www.library.wisc.edu/lcice/student-seed-seminar/>

In this “non-traditional, grass-roots developed social justice course,” students will “explore and share their own individual experiences with race, class, gender, sexual orientation, religion, and ability in order to learn about and understand the larger systems of privilege and oppression. The course facilitators strive to create a safe and respectful environment for students to ... engage in deep critic thinking around issues that are pervasive in our society and daily lives.

- **Lesbian, Gay, Bisexual, and Transgendered (LGBT) Resources**
  - **LGBT Campus Center**  
<http://lgbt.wisc.edu>, 123 Red Gym, [lgbt@studentlife.wisc.edu](mailto:lgbt@studentlife.wisc.edu), 265-3344  
“The LGBT Campus Center provides education, outreach, advocacy, and resources for UW-Madison student communities and their allies to improve campus climate and their daily intersectional experiences.”
  - **Ten Percent Society**  
<http://win.wisc.edu/organization/tps/about>  
“The Ten Percent Society is an LGBTQA social organization that focuses on providing a safe space for LGBTQ students and allies.”
  - **Committee on Gay, Lesbian, Bisexual, Transgender, and Queer People in the University**  
<http://www.secfac.wisc.edu/committees/CommitteesList.asp>  
Composed of students, faculty and staff, this committee addresses “gay, lesbian, bisexual, and transgender issues in a focused and comprehensive way.”
- **McBurney Disability Resource Center**  
<http://mcburney.wisc.edu>, 263-2741  
The McBurney Center's mission includes utilizing “our expertise in disability and higher education [to] work in partnership with the University of Wisconsin community to deliver innovative and high quality services and classroom accommodations to UW students with disabilities [and to] facilitate and advocate for reasonable accommodations so that students have equal access to the programs, activities and services of the institution.”
- **McNair Scholars Program**  
<http://grad.wisc.edu/mcnair/>  
The McNair Scholars Program, honoring Ronald E. McNair, provides research opportunities, research stipends, and extension preparation for highly qualified students from underrepresented backgrounds who are interested in pursuing graduate education. The program accepts applicants from low-income backgrounds who are first-generation college students or members of targeted minority groups.
- **Multicultural Graduate Network (MGN)**  
<http://grad.wisc.edu/diversity/mgn>  
“The Multicultural Graduate Network housed within the Graduate School [provides] social networking, learning and professional development specifically for targeted graduate students of color but [also strives to be] an inclusive network for ALL graduate students.”

## Resources for students

- **Multicultural Student Center (MSC)**  
<http://www.msc.wisc.edu>  
2<sup>nd</sup> floor Red Gym,  
262-4503  
A unit of the Division of Student Life, the Multicultural Student Center (MSC) aims “to collaboratively strengthen and sustain an inclusive campus where all students, particularly students of color and other historically underserved students, are engaged and can realize an authentic Wisconsin Experience.” The MSC works on “community development, transformation, and education.” The MSC also provides information and referrals to various campus resources and support services and maintains links to multicultural student organizations
- **Ombuds for the Students in the Schools of Medicine and Public Health, Pharmacy, and Veterinary Medicine**  
<http://intranet.med.wisc.edu/main/30700>  
Lynn Maki, lmaki@svm.vetmed.wisc.edu, 26e-9810
- **Sexual Harassment Information and Resources**  
<http://oed.wisc.edu/sexualharassment/index.html>  
The Office for Equity and Diversity (OED) can assist with concerns about any type of prohibited harassment or discrimination, including harassment based on gender, race, religion, ethnicity, age, disability, and sexual orientation. This website is designed to help prevent and respond to sexual harassment. A list of contacts is provided here:  
<http://oed.wisc.edu/sexualharassment/resource.html>
- **University Housing Diversity Programs and Initiatives/Center for Cultural Enrichment**  
<http://www.housing.wisc.edu/diversity>  
Provides a listing of resources and programs for residents of University Housing.
- **Wisconsin Involvement Network (Student Organizations)**  
<https://win.wisc.edu/organizations>  
Provides a listing of and links to registered student organizations.
- **WISELI’s Links to organizations for Women in Science and Engineering**  
<http://wiseli.engr.wisc.edu/links.php#UWOrgs>

## External Resources for Department Chairs

- ***The Department Chair* - Newsletter (published four times per year)**  
Available from UW-Madison Libraries (off-campus: net id, password required):  
<http://onlinelibrary.wiley.com.ezproxy.library.wisc.edu/journal/10.1002/%28ISSN%291936-4393/issues>
- **American Council on Education (ACE) Leadership Academy for Department Chairs**  
<http://www.acenet.edu/leadership/programs/Pages/Leadership-Academy-for-Dept-Chairs.aspx>
- **American Association of University Professors (AAUP)**
  - **Resources on Discrimination**  
<http://www.aaup.org/issues/discrimination/resources-discrimination>
  - **Resources on Diversity and Affirmative Action**  
<http://www.aaup.org/issues/diversity-affirmative-action/resources-diversity-and-affirmative-action>
  - **Balancing Work and Family**  
<http://www.aaup.org/issues/balancing-family-academic-work>
- **Association of American Colleges and University (AACU)**
  - **Resources on Diversity and Inclusive Excellence**  
<http://www.aacu.org/resources/diversity-equity-and-inclusive-excellence>
- **Big Ten Academic Alliance's Academic Leadership Programs**  
<http://www.btaa.org/faculty/academic-leadership-development>

UW-Madsion contacts:

Mo Noonan Bischof, Associate Vice Provost, 265-4413

Michael Bernard-Donals, Vice Provost, 262-5246

The Big Ten Academic Alliance, formerly known as the Committee on Institutional Cooperation (CIC), is a consortium of the Big Ten member universities plus the University of Chicag. The Academic Alliance offers the following professional development opportunities:

- **Academic Leadership Program** – a three seminar series focused on “developing leadership and managerial skills of faculty who have demonstrated exceptional ability and academic promise.” Participants (ALP Fellows) are selected by their respective institutions.
- **Department Executive Officers Seminars** – a three-day event for department heads and chairs from CIC institutions selected by their respective campuses. “Topics covered range from conflict resolution and time management to faculty development, performance reviews, and group problem solving.”

## Suggested Readings

### **Suggested Readings**

Bensimon, Estela Mara, Kelly Ward, and Karla Sanders. *The Department Chair's Role in Developing New Faculty into Teachers and Scholars* (Boston: Anker Publishing, 2000).

Buller, Jeffrey L. *The Essential Department Chair: A Comprehensive Desk Reference* (San Francisco, CA: Jossey-Bass, 2012).

Cipriano, Robert E. *Facilitating a Collegial Department in Higher Education: Strategies for Success* (San Francisco, CA: Jossey-Bass, 2011).

Hecht, Irene W.D., Mary Lou Higgerson, Walter H. Gmelch, and Allan Tucker. *The Department Chair as Academic Leader* (Phoenix, AZ: American Council on Education and Oryx Press, 1999).

Leaming, Deryl R. *Academic Leadership: A Practical Guide to Chairing the Department* (San Francisco, CA: Jossey-Bass, 2007).

Lucas, Ann E. *Strengthening Departmental Leadership: A Team-Building Guide* (San Francisco: Jossey-Bass Publishers, 1994).

Ryan, Kathleen D. and Daniel K. Oestreich. *Driving Fear out of the Workplace* (San Francisco: Jossey-Bass Publishers, 1988).

Wheeler, Daniel W., et al. *The Academic Chair's Handbook* (San Francisco, CA: Jossey-Bass, 2008).