

IMPLEMENTING CLIMATE WORKSHOPS FOR DEPARTMENT
CHAIRS:
EVALUATION OF THE WORKSHOP PRESENTED TO CIC
AFFILIATES AND OTHERS ON JUNE 2, 2009

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I. DEMOGRAPHICS OF SURVEY RESPONDENTS

An electronic evaluation survey was sent to 31 workshop participants on June 5, 2009. As of August 10, 2009, 21 participants had responded to the survey for a response rate of 68%.

Title/Role at home institution ¹	N
Professor	2
Department chair	2
ADVANCE grant affiliate	4
Other diversity program	3
Dean/Provost	5
Other	8

	N (%)
CIC affiliate	18 (86%)
Not CIC affiliate	2 (10%)
No response	1 (5%)

How participants heard about workshop ¹	N
Through the WISELI website	3
Through CIC connections	6
The announcement was forwarded to me	9
I was asked to go by someone at my institution	8
Other	0

II. RATINGS AND COMMENTS ON WORKSHOP CONTENT

(Note: Written comments in this document are verbatim responses from workshop participants)

Workshop Component	Not at all Valuable	Somewhat Valuable	Extremely Valuable
Orientation to the day	0 (0.0%)	5 (25.0%)	15 (75.0%)

Comments:

- It would have been helpful to have something in writing about three workshop sessions – just listening without something also to see is tough.

¹ Respondents may be counted in more than one category.

Workshop Component	Not at all Valuable	Somewhat Valuable	Extremely Valuable
Small group discussions	0 (0.0%)	2 (10.0%)	18 (90.0%)

Comments:

- The experiential aspect of participating in group discussion was good, as it replicated what might happen in an actual workshop. However, since some of us are not faculty members, some of the role play exercises didn't work as well.
- The best part of the day. The tables were set up well, with a good distribution of people.

Workshop Component	Not at all Valuable	Somewhat Valuable	Extremely Valuable
Your table facilitator	0 (0.0%)	6 (30.0%)	14 (70.0%)

Comments:

- Facilitator was helpful, but I would have preferred more step by step explanation of how a typical session is conducted and more insights about what works, what didn't, pitfalls to expect, common issues, etc.
- Very knowledgeable.

Workshop Component	Not at all Valuable	Somewhat Valuable	Extremely Valuable
Handouts and Resources	0 (0.0%)	8 (40.0%)	12 (60.0%)

Comments:

- I would like to receive (or download) all the program materials. I expected more of a "leader's guide" book with step-by-step [instructions on] how to conduct these three workshops on your own. I have an instructional design background and am used to producing leaders' guides for training programs that I develop, so that is what I expected.
- The handouts were fine but I think getting on the website and accessing the presentation materials will be even more helpful as there was a lot of data there that will have great impact when it is shared with the folks here.
- Would have liked more handouts - such as the PowerPoint slides and examples from the workshops you run (agendas, timelines, etc). All the information that was shared was great, but it was hard to take notes as I was trying to engage the others at my table.
- I want so much more!!! Particularly the PPT's and agendas for each of the three workshop sessions.

Workshop Component	Not at all Valuable	Somewhat Valuable	Extremely Valuable
Answering the department climate survey questions using “clickers”	1 (4.8%)	2 (9.5%)	18 (85.7%)

Comments:

- I felt this was not entirely helpful, because we were not all faculty, so "who" I was responding about was unclear to me. It was a reasonably useful way of reviewing the content of the questionnaire, though we could have just gone over the items and asked questions about their development and inclusion in the instrument.
- Great!
- This was awful! I understand demonstrating the response system, but going through all the items was not a good use of time especially when we were not a cohesive group of any kind.
- Lots of fun. Made the exercise "real."
- It was a useful method for us to experience the clicker technology in action; the questions were not as useful.

Workshop Component	Not at all Valuable	Somewhat Valuable	Extremely Valuable
Presentation on Benefits and Challenges of Diversity and the role of biases and assumptions	1 (4.8%)	7 (33.3%)	13 (61.9%)

Comments:

- I am very familiar with this information. It was somewhat unclear to me EXACTLY how this presentation was included in the workshops. Was it in workshop 2 or 3? I would have liked more discussion about how chairs received this information and how it was related to CLIMATE issues. I typically use it with Hiring workshops.
- I suspect most of those attending were familiar with this material.
- Will the slides be made available online?
- This is the primary reason we attended this workshop. So, for our group's purpose, it would have been extremely beneficial to have this section expanded. It was nonetheless very effectively presented and useful, even in the abbreviated version.

Workshop Component	Not at all Valuable	Somewhat Valuable	Extremely Valuable
Panel presentations	0 (0.0%)	11 (52.4%)	10 (47.6%)

Comments:

- I especially liked hearing from the department chairs who participated. I would have like to spend even more time with them asking questions about how they worked with their departments to implement change and what they saw as the BIGGEST benefits of the program.

- I appreciated the ways in which the day was broken up into various modalities (e.g., small group discussions, lecturettes, panel discussions). My only concern with the panelist is that it was difficult to hear the speakers from where I was sitting in the room.

Workshop Component	Not at all Valuable	Somewhat Valuable	Extremely Valuable
Role-playing portions of the actual workshops	2 (11.8%)	9 (52.9%)	6 (35.3%)

Comments:

- I would have liked to have discussed the case study and how it was used. Again, it remains a little unclear to me at which points chairs are asked to "role play" as opposed to "discuss" things in their small groups.
- [I] did not feel like role-playing.
- We didn't do this.
- I don't think we had time to do this.

Workshop Component	Not at all Valuable	Somewhat Valuable	Extremely Valuable
Large group discussions/Q&A	0 (0.0%)	7 (36.8%)	12 (63.2%)

Comments:

- A lot of my questions could have been reduced if we had more in writing about the workshop sessions.

Workshop Component	Not at all Valuable	Somewhat Valuable	Extremely Valuable
Presentations on content delivered in the three workshop sessions	2 (10.0%)	4 (20.0%)	12 (70.0%)

Comments:

- It would have been more helpful to have each of the 3 workshops outlines given to us, with facilitator notes. We could have used this to follow along in the Train-the-trainer workshop. It would have been a more useful organizing tool than the agenda provided.
- Although there were several handouts, I think a handout describing the talking points and objectives of each session would be helpful rather than relying on my own handwritten notes.
- Very clear how to assess climate. Very clear why it is important. Less clear how to fund, motivate and sustain change long term (although this is a larger social problem that remains unsolved – I don't expect one workshop to solve these giant social issues for me!)

III. RATINGS AND COMMENTS ON WORKSHOP AIMS AND GOAL ATTAINMENT

	This goal was not at all met	This goal was met somewhat	This goal was absolutely met
Increased my understanding about climate and its many definitions	0 (0.0%)	5 (23.8%)	16 (76.2%)
Provided me with resources to begin the development of climate workshops at my institution	0 (0.0%)	3 (14.3%)	18 (85.7%)
Provided enough information about assessing climate in departments at my institution	0 (0.0%)	9 (42.9%)	12 (57.1%)
Identified various issues that can influence climate in a department, either negatively or positively	0 (0.0%)	4 (21.1%)	15 (78.9%)
Provided enough research about how unconscious biases and assumptions may influence climate	0 (0.0%)	7 (33.3%)	14 (66.7%)
Gave me enough information to feel confident in developing workshops at my institution	1 (4.8%)	10 (47.6%)	10 (47.6%)
Provided enough time for learning from other participants	0 (0.0%)	12 (57.1%)	9 (42.9%)
Provided advice and resources to improve climate at my institution	0 (0.0%)	5 (23.8%)	16 (76.2%)

A. WHAT PARTICIPANTS HOPED TO GAIN OR ACCOMPLISH FROM PARTICIPATION IN THE WORKSHOP

- Learn how to develop a climate workshop.
- I hope to be able to implement Department Chair climate workshops and Climate Surveys at my institution. I hope to be able to use elements from the workshops for our NSF PAID consortium.
- Enough info to bring this workshop to my institution.
- Learn how to use a tool and helpful ideas for facilitating a climate workshop among our college faculty.
- To learn what was being done there to affect climate through department chair training.
- Learn enough about the UW climate workshops to make a presentation at my institution (and to be able to suggest whether we should move in a similar direction).
- Support WISELI and my CIC colleagues. Be an observer not only of the sessions but the participants as well.
- Knowledge of how other universities improve their climate.

- I needed suggestions about how to assess and improve climate within departments.
- Discover how material on this subject should be or could be delivered.
- Awareness of the issues; momentum to address them at my institution.
- Ideas for how to impact climate at my own institution, adapted to fit our specific needs and culture.
- Best practices for a welcoming climate in my department.
- Ideas for developing resources and/or workshops on my own campus.
- Our group signed up for the workshop assuming that the content would support our interests in developing bias workshops on our campus and address climate specifically as it relates to diversity issues on campus. The workshop as it was delivered was much more general than we had anticipated, and the linkage between "climate" and "diversity" was only indirectly asserted.
- A better understanding of effective practices already in place.

B. FIT BETWEEN PARTICIPANTS' EXPECTATIONS AND THE WORKSHOP

Approximately 95% of participants reported that the workshop had met their expectations. One respondent (5%) indicated that the workshop failed to meet expectations. Explanations of participant responses follow.

- They were partially met. I hope that you post the workshop outlines, survey, results of UW dept surveys and resources that were discussed so that we can access them. I am still unclear about the step-by-step details of each of the 3 workshops and I hope that the materials will help clarify for me so that I can replicate this process.
- For the most part. I realized I am not in the best position to be a facilitator, though.
- But would have liked to have more handouts.
- I thought the program was well thought out and accessible to most administrators, if they chose to have an open mind.
- In part, yes. Certainly, the assessment part was helpful, but the how to make change was still somewhat vague.
- I like that it captured the feel of the real workshop.
- I did not really know what to expect going into it. However, I got useful information.
- See response to #6. [Previous response: *Our group signed up for the workshop assuming that the content would support our interests in developing bias workshops on our campus and address climate specifically as it relates to diversity issues on campus. The workshop as it was delivered was much more general than we had anticipated, and the linkage between "climate" and "diversity" was only indirectly asserted.*]

IV. OUTCOMES: ACTIONS TAKEN OR PLANNED AS A RESULT OF WORKSHOP PARTICIPATION

A. LIKELIHOOD OF IMPLEMENTING CLIMATE WORKSHOPS FOR DEPARTMENT CHAIRS AT HOME INSTITUTION

Response	
Not at all likely	2 (10%)
Somewhat likely	11 (55%)
Very likely	7 (35%)

B. SPECIFIC OUTCOMES OR ACTIONS TAKEN OR PLANNED AS A RESULT OF PARTICIPATION IN THE TRAINING SESSION

- [1] Develop a workshop for department chairs. [2] Use portions of the material to implement ADVANCE grant goals.
- Bring information back to our ADVANCE FORWARD committee with suggestions.
- Yesterday I proposed Climate workshops to my Vice Provost and to the PI of our NSF PAID program.
- [1] Create a presentation on the workshops for department heads across our university. [2] I will drip on the dean about the need to address climate in our college.
- I will look at the web sites indicated in the sessions and learn even more. I hope to present what I learned to the deans and chairs in my college.
- [I am] meeting next week to discuss with colleagues what the next step(s) should be. The specifics will follow.
- I know all this stuff so what I really need is more administrative support to expand what we are able to do through the WISE Program.
- I am contemplating use of the questionnaire.
- We plan to meet to consider the next step [at] our U[niversity].
- Use recommended materials; break-up sessions rather than a 1 day training.
- Spoke with administrators here about implementing measures to address unconscious bias; obtained a copy of "Beyond Bias and Barriers."
- None so far. We have yet to hold our "de-briefing" session in which we will plan actions.
- 1. Anticipate incorporating more information about climate into our year-long leadership program for new department chairs. 2. Anticipate incorporating information about climate into our New Faculty Orientation. 3. Will explore other opportunities for our Women's Faculty Cabinet and colleague in Human Resources.

C. ADDITIONAL INFORMATION NEEDED TO IMPLEMENT CLIMATE WORKSHOPS FOR DEPARTMENT CHAIRS AT HOME INSTITUTION

- I would like to get a copy of the scripts.
- Information to be gained at the local level.
- See previous comments.

- Don't know yet.
- Handouts, as mentioned above.
- Need more information about other related things going on at my own institution so we can connect to those, if appropriate.
- I am looking up all the great articles you gave us citations for. The more evidenced-based I can be, the more chance we have to effect change.
- Financial resources.
- Agendas from the three sessions.
- Readings – data that will convince scientists.
- Handouts, survey materials in electronic form, PPTs.
- We need to assess: 1) how best to fit it into our existing structures and training programs (it could become part of our existing 6 session "Training for New Chairs" program, 2) cost, 3) how to measure impact long term (and cost) [and] how sustained any climate changes are, [and] 4) Return on Investment (ROI).
- Research literature to support what we develop around climate.
- Additional information about engaging department chairs in the research re: unconscious bias and remedies for interventions in academic decision-making.
- None.

V. SUGGESTIONS AND RECOMMENDATIONS GIVEN BY SURVEY RESPONDENTS

A. WILLINGNESS TO RECOMMEND WORKSHOP TO COLLEAGUES

Twenty out of twenty-one (95%) respondents reported that they would be willing to recommend the workshop to an interested colleague. One respondent (5%) indicated that they would not be willing to recommend the workshop to others. Comments on why respondents would (or would not) recommend the workshop follow.

- The faculty members with whom I work need a much more specific step-by-step process to be given to them before they could do this. I have a fair amount of background in facilitation, training development, working with Chairs and climate issues so it was actually easier for me to understand and make sense of the day. I don't think one of my faculty colleagues would have come away with "interest" but not the ability to replicate the workshops.
- Assuming the workshop, materials and tool can be refined based on feedback, sure.
- You laid a great foundation to build a workshop.
- You have a lot of expertise and have developed a process (and materials) that could save a colleague a lot of time (why reinvent the wheel?).
- But I think there needs to be more concrete templates set out for administrators. A couple of them at my table just kept missing the point! It was very frustrating! They just wanted to gloss over everything.
- It was well organized and informative.
- Very practical.
- Good information, good pace, nice job of holding interest of participants.

- Survey and workshops provide concrete and actionable examples of how to impact climate. The task of climate change often looks too big, amorphous and overwhelming to know where to start. This training shows how to start.
- Overall, I found the workshop well-designed and the presenters clearly knowledgeable and experienced in their fields.

B. IMPROVING THE WORKSHOP EXPERIENCE

- The room could have been bigger and warmer but it wasn't too bad for the size of [the] group.
- The room was too cold and breezy. See other comments about instructional materials.
- Room was cold, the lunch was good, screen was difficult to see.
- It was great. The only negative thing for me was something that you couldn't control (attitude of one of the participants) and as the day went on, I felt less and less like sharing. But in some ways, it was a positive, because it helped me to think about how other chairs might react to judgmental people – and how to keep the workshops "safe" for people to share.
- A little cramped, but fine.
- Nothing needs to change.
- Shorten section 1 training – it was the least useful.
- More on unconscious bias; the room was cold.
- I would have like to hear more on the impact these chair workshops have had on departments. I sounded like many departments did the initial assessment, a very few did follow-up. Did it in-fact improve climate in those departments? It seems to me that follow-up should be part of the program recommended to the chairs so they can tell if their efforts are headed in the right direction, and whether the changes are sustained.
- As you know, the back of the room was freezing and very uncomfortable, but you had little control over that issue. I did find a few things a bit repetitive throughout the day that could have been tightened up a bit so that perhaps you could have included even more content. Also, the panelists seem[ed] a bit unsure re: their role and what they were supposed to address, so the panels for me were not as useful as they perhaps could have been.
- [1] Please make the link between "climate" and faculty diversity clearer. [2] The facilities were fine (e.g., the hotel, its proximity to campus), etc. We weren't aware until too late about the Monday evening "happy hour." Knowing that might have changed our travel plans. Great to end at 4:00 p.m., to allow travel time that evening. Pre-workshop information was very useful and thorough.
- A little more space – somewhat crowded.

VI. INTEREST IN AND SUGGESTIONS FOR FUTURE ADVANCE TRAIN-THE-TRAINER WORKSHOPS

A. INTEREST IN ATTENDING ANOTHER ADVANCE TRAIN-THE-TRAINER WORKSHOP

Sixteen respondents (84%) indicated that they would be interested in attending another train-the-trainer type workshop disseminating other ADVANCE innovations. Three respondents (16%) indicated that they would not be interested in attending further workshops of this type.

B. SUGGESTED TOPICS FOR FUTURE ADVANCE TRAIN-THE-TRAINER WORKSHOPS

- More topics generated by ADVANCE campuses such as University of Michigan's STRIDE and FASTER.
- [1] Faculty recruitment, [2] unconscious bias.
- I would be interested if a more complete leader's guide could be provided as part of the workshop.
- Not sure.
- [1] Hiring practices, [2] promotion and tenure.
- More in-depth on climate.
- Anything you have experience in – you are several steps ahead of us.
- Unconscious bias.
- Developing unconscious racial and gender bias workshops for dept chairs and other academic leaders.
- Search procedures.

APPENDIX I. SURVEY INSTRUMENT



Evaluation of Training Session: Implementing Climate Workshops for Department Chairs

1

Please identify your role or position at your institution:

2

Is your institution a member of the CIC?

YES

NO

3

How did you hear about this training session? *Check all that apply.*

- Through the WISELI website.
- Through CIC connections.
- The announcement was forwarded to me.
- I was asked to go by someone at my institution.

Other, please describe:

4

Please indicate the value of each of the components of the training session:

1 Not at all valuable 2 Somewhat valuable 3 Extremely valuable

Orientation to the day (Jo Handelsman)

1 2 3

Additional comments:

Small group discussions

1 2 3

Additional comments:

Your table facilitator

1 2 3

Additional comments:

Handouts and Resources

1 2 3

Additional comments:

Answering the department climate survey questions using "clickers"

1

2

3

Additional comments:

Presentation on Benefits and Challenges of Diversity and the role of biases and assumptions (Jo Handelsman)

1

2

3

Additional comments:

Panel presentations (3 panels throughout the day)

1

2

3

Additional comments:

Role-playing portions of the actual workshops

1

2

3

Additional comments:

Large group discussions/Q&A

1

2

3

Additional comments:

Presentations on content delivered in the three workshop sessions

1

2

3

Additional comments:

5

Please indicate the level to which each of the following goals was met. This training session...

1

2

3

This goal was not at all met This goal was somewhat met This goal was absolutely met

Increased my understanding about climate and its many definitions.

1

2

3

Provided me with resources to begin the development of climate workshops at my institution.

1

2

3

Provided enough information about assessing climate in departments at my institution.

1

2

3

Identified various issues that can influence climate in a department, either negatively or positively.

1

2

3

Provided enough research about how unconscious biases and assumptions may influence climate.

1

2

3

Gave me enough information to feel confident in developing climate workshops at my institution.

1

2

3

Provided enough time for learning from other participants.

1

2

3

Provided advice and resources to improve climate at my institution.

1

2

3

6

What did you hope to gain or accomplish from participating in this training session?

7

Were your expectations for this training session met?

YES NO

Please explain:

8

Would you recommend a colleague to attend this training session

if s/he was interested in implementing Climate Workshops for Department Chairs?

YES **NO**

Why or why not?

9

How likely are you to implement Climate Workshops for Department Chairs at your institution?

Not at all likely	Somewhat likely	Very likely
1	2	3

10

Please describe 2-3 specific outcomes or actions that you have taken or will take due to participating in this training session:

11

What other types of information do you need to implement Climate Workshops for Department Chairs at your institution?

12

Please provide suggestions to improve this training session, including comments about the facilities (temperature of room, food, etc.):

13

Would you be interested in attending another train-the-trainer style workshop disseminating other ADVANCE innovations?

If YES, on what topics?



Survey Page 1
