Fall 2021

DEPARTMENT CHAIR WORKSHOPS

Academic Review 101
Discussion led by Vice Provost Teenie Matlock and CAP Chair Ramesh Balasubramaniam
Monday, August 30 | Noon

A walk through the complaint process
Discussion led by Associate Vice Provost Zulema Valdez
Graduate Group Chairs also invited
Thursday, September 23 | Noon

Managing department communications and meetings
Discussion led by Dr. Gene Crumley of UC Davis
Wednesday, October 27 | Noon

Accelerations and off-cycle reviews: when, why, how
Discussion led by Vice Provost Teenie Matlock and ME Chair Ashlie Martini
Tuesday, November 16 | Noon

Faculty leaves and accommodations: policy and the chair's role
Discussion led by Asst. Vice Provost Kelly Anders and Analyst Esmeralda Martinez
Wednesday, December 8 | Noon
Managing Meetings

Gene Crumley
Office of the Vice Provost, Academic Personnel
Let’s begin here...
Meetings get off track for two reasons:
FOCUS
When meetings get off track it makes *intuitive* sense to focus on the people attending...
The *problem* with focusing on people is that it’s not clear where we go from there...
On the *other* hand...
When we focus on process the way forward is clear, though that does not mean it is easy...!
A productive meeting has 3 *interlocking* parts:
Preparation
Facilitation
Preparation primarily means...
A well-crafted...

AGENDA

- 
- 
- 
- 
- 

Preparation
A well-crafted agenda answers the following questions ...

**Who?** ... is attending the meeting, eg., the name of the group.

**When?** and **Where?** ... is the meeting being held.

**What?** ... is being discussed and decided at the meeting.
For example...
Department Chairs
October 27, 2021—via Zoom
12:00-1:00pm

AGENDA:

1. ‘Check In’ [05 min.] 12:00pm
   Purpose: start of meeting
   Facilitator: Gene Crumley

2. Why meetings fail diagnosis [25 min] 12:05pm
   Purpose: establish framework for course
   Presenter: [insert name here]
   Facilitator: Gene Crumley

3. Three-part strategy proposal [25 min] 12:30pm
   Purpose: introduce concepts of ‘preparation’ and ‘facilitation’ and ‘follow up’.
   Facilitator: Gene Crumley

4. Meeting recap & homework [05 min] 12:55pm
   Purpose: review decisions & assignments made.

5. Adjourn 1:00pm
<table>
<thead>
<tr>
<th>Time</th>
<th>Title</th>
<th>Duration</th>
<th>Presenter</th>
<th>Facilitator</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:00pm</td>
<td>‘Check In’</td>
<td>[05 min.]</td>
<td></td>
<td>Gene Crumley</td>
</tr>
<tr>
<td>12:05pm</td>
<td>Why meetings fail diagnosis</td>
<td>[25 min]</td>
<td></td>
<td>Gene Crumley</td>
</tr>
<tr>
<td>12:30pm</td>
<td>Three-part strategy proposal</td>
<td>[25 min]</td>
<td></td>
<td>Gene Crumley</td>
</tr>
<tr>
<td>12:55pm</td>
<td>Meeting recap &amp; homework</td>
<td>[05 min]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1:00pm</td>
<td>Adjourn</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Department Chairs
October 27, 2021—via Zoom
12:00-1:00pm

AGENDA:

1. ‘Check In’ [05 min.] 12:00pm
   Purpose: start of meeting
   Facilitator: Gene Crumley

2. Why meetings fail diagnosis [25 min] 12:05pm
   Purpose: establish framework for course
   Presenter: [insert name here]
   Facilitator: Gene Crumley

3. Three-part strategy proposal [25 min] 12:30pm
   Purpose: introduce concepts of ‘preparation’ and ‘facilitation’ and ‘follow up’.
   Facilitator: Gene Crumley

4. Meeting recap & homework [05 min] 12:55pm
   Purpose: review decisions & assignments made.

5. Adjourn 1:00pm

What...?
The most *critical* elements: *time stamps*
Department Chairs
October 27, 2021—via Zoom
12:00-1:00pm

AGENDA:

1. ‘Check In’  
   Purpose: start of meeting  
   Facilitator: Gene Crumley

   [05 min.] 12:00pm

2. Why meetings fail diagnosis  
   Purpose: establish framework for course  
   Presenter: [insert name here]  
   Facilitator: Gene Crumley

   [25 min] 12:05pm

3. Three-part strategy proposal  
   Purpose: introduce concepts of ‘preparation’ and ‘facilitation’ and ‘follow up’.  
   Facilitator: Gene Crumley

   [25 min] 12:30pm

4. Meeting recap & homework  
   Purpose: review decisions & assignments made.

   [05 min] 12:55pm

5. Adjourn  

1:00pm

Time stamps are critical in facilitating the meeting...!
Department Chairs  
October 27, 2021—via Zoom  
12:00-1:00pm  

AGENDA:  

1. ‘Check In’  
   [05 min.] 12:00pm  
   Purpose: start of meeting  
   **Facilitator: Gene Crumley**  

2. Why meetings fail diagnosis  
   [25 min] 12:05pm  
   Purpose: establish framework for course  
   Presenter: [insert name here]  
   **Facilitator: Gene Crumley**  

3. Three-part strategy proposal  
   [25 min] 12:30pm  
   Purpose: introduce concepts of ‘preparation’ and ‘facilitation’ and ‘follow up’.  
   **Facilitator: Gene Crumley**  

4. Meeting recap & homework  
   [05 min] 12:55pm  
   Purpose: review decisions & assignments made.  

5. Adjourn  
   1:00pm  

---

Why repeat the facilitator’s name throughout the entire agenda...?
It’s a subtle reminder that the meeting *belongs* to the facilitator*...!
It’s a subtle reminder that the meeting *belongs* to the facilitator!*...!
*unless the facilitator allows someone or some sub-group to **hijack** the meeting...!
Department Chairs
October 27, 2021—via Zoom
12:00-1:00pm

AGENDA:

1. ‘Check In’[05 min.] 12:00pm
Purpose: start of meeting
Facilitator: Gene Crumley

2. Why meetings fail diagnosis[25 min] 12:05pm
Purpose: establish framework for course
Presenter: [insert name here]
Facilitator: Gene Crumley

3. Three-part strategy proposal[25 min] 12:30pm
Purpose: introduce concepts of ‘preparation’ and ‘facilitation’ and ‘follow up’.
Facilitator: Gene Crumley

4. Meeting recap & homework[05 min] 12:55pm
Purpose: review decisions & assignments made.

5. Adjourn 1:00pm

Here’s why the time stamps are so critical in facilitating meetings...!
Department Chairs
October 27, 2021—via Zoom
12:00-1:00pm

AGENDA:

1. ‘Check In’  
   [05 min.] 12:00pm  
   Purpose: start of meeting  
   Facilitator: Gene Crumley

2. Why meetings fail diagnosis  
   [25 min] 12:05pm  
   Purpose: establish framework for course  
   Presenter: [insert name here]  
   Facilitator: Gene Crumley

3. Three-part strategy proposal  
   [25 min] 12:30pm  
   Purpose: introduce concepts of ‘preparation’ and ‘facilitation’ and ‘follow up’.  
   Facilitator: Gene Crumley

4. Meeting recap & homework  
   [05 min] 12:55pm  
   Purpose: review decisions & assignments made.

5. Adjourn  
   1:00pm
The time stamps allow the facilitator to use them as a ‘3rd-point’ referee...
We allocated 10 minutes to this topic...
Without a *time stamped* agenda, it becomes...
Even if you ‘win’ it will come at a high cost...!
So, here’s a question...
Before anything else, preparation is the key to success.

Alexander Graham Bell

Where do you put a contentious issue/topic...?
In the middle...
Thoughts & Questions
Facilitation
Facilitation means people...!
Before anything else, preparation is the key to success.

Alexander Graham Bell

I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.

Maya Angelou
Meeting management styles:
Meeting management styles:

Democratic
Affiliative
Coercive
Authoritative
Democratic

AKA: “every voice counts”

This meeting management style helps committees and groups reach decisions through consensus or broad/general agreement. This management style is effective when “buy in” is needed.
Democratic

AKA: “every voice counts”

This meeting management style helps committees and groups reach decisions through consensus or broad/general agreement. This management style is effective when “buy in” is needed.

When this style works, trust is generated based upon the chair’s commitment to equality.
Before anything else, preparation is the key to success.

Alexander Graham Bell

The chair/facilitator/moderator **calls** on **everyone** to **speak** in the meeting...
Even better, the chair/facilitator/moderator calls on those with less seniority/power/status/etc., to speak first...!
Democratic

AKA: “every voice counts”

This meeting management style helps committees and groups reach decisions through consensus or broad/ general agreement. This management style is effective when “buy in” is needed.
Consensus ≠ Unanimity
Consensus ≠ Unanimity
Consensus ≠ Unanimity

100%
When chairs/facilitators/moderators make the goal *unanimity* (100% agree) they signal that the group or meeting can be *hijacked* by even just *one* person...!
Democratic consensus is a process, not a quantity...
Step #1
Step #2

Those opposed express *why* they’re *opposed* ...
Those in favor *address* the *questions* raised...

**Step #3**
Step #4
Before voting the facilitator establishes...
What **level** of majority ...?
Simple majority

50% + 1
Super majority

67%

75%
How to **decide** *which* level of majority...?
Two Questions:

1. How easily can a decision be reversed...?

2. How long will the decision last...?
Decisions that can be *easily* reversed & are of *short* duration...

Simple Majority

50%+1
Super Majority

Longer lasting decisions that can be only be reversed with *much* time & effort...

Reversibility

Duration

67%
Very high impact, very long lasting...!

Super Majority

75%
Remember: *never* establish 100% unanimity...!
Meeting management styles:

- Democratic
- Affiliative
- Coercive
- Authoritative
Affiliative

AKA: “we’re all on the same team!”

This management style works to create a harmonious environment where emotional bonds between people can be developed.
Affiliative

AKA: “we’re all on the same team!”

This management style works to create a harmonious environment where emotional bonds between people can be developed.

When this style works, trust is generated based upon the leader’s caring/considerateness/civility.
The **Affiliative** management style is primarily conveyed through the voice. In other words, not just what is said but *how* the words are said...!
Meeting management styles:

- Democratic
- Affiliative
- Coercive
- Authoritative
Coercive

AKA: “Do it right, do it now.”

This management style demands immediate and complete compliance. This style works best in a crisis situation, when a dramatic change is necessary or required.
Coercive

AKA: “Do it right, do it now.”

This management style demands immediate and complete compliance. This style works best in a crisis situation, when a dramatic change is necessary or required.

When this style works, trust is generated based upon the leader’s composure and competence under pressure...!
The **Coercive** management style is **effective only** when it is used *sparingly!* It becomes less effective the more often it is used. And if it is used *too* often it signals the leader is...
Before anything else, preparation is the key to success.

Alexander Graham Bell
And when the leader is perceived as frantic...!
Meeting management styles:
Authoritative

AKA: “the BIG picture”

This meeting management style presents a compelling vision of the future and a clear articulation of a set of actions that will result in achieving the desired future ... or the consequences of not taking those actions!
Authoritative

AKA: “the BIG picture”

This meeting management style presents a compelling vision of the future and a clear articulation of a set of actions that will result in achieving the desired future ... and the consequences of not taking those actions!

When this style works, trust is generated based upon the leader’s ability to see the BIG picture.
The **Authoritative** management style [note: *not* authoritarian] is **effective** when the group or an individual starts to get ‘too deep into the weeds’ or gets distracted from the topic under discussion.
The **Authoritative** management style keeps the group focused on how ‘all the pieces’ fit *together*, i.e., the **BIG picture**, so that everyone understands how actions taken in one part of the organization can affect others throughout the organization.
The Authoritative style keeps the focus on issues...
Instead of allowing the focus to *drift* or *shift*...!
In a meeting, where you’re not sure which of the four styles to use, *always* default to the...
Before anything else, preparation is the key to success. Alexander Graham Bell

The **Authoritative** management style. It is the *only* one of the four styles that can’t make things worse or your job harder...!
Thoughts & Questions
Follow up
Meeting minutes are a key follow up activity. But it’s important to remember what they are and are not...
Meeting minutes are a group’s collective memory of...
Meeting minutes are a group’s **collective memory** of...

**Who** is responsible for ...

Follow up
Meeting minutes are a group’s collective memory of...

Who is responsible for ...

What ...

Follow up
Meeting minutes are a group’s collective memory of...

Who is responsible for ...

What ... and by ...

When.
Meeting minutes are a group’s collective memory of...

Who is responsible for ...

What ... and by ...

When. Period...!

Follow up
Meeting minutes are a key follow up activity. But it’s important to remember what they are and are **not**...
The *most* important **follow up** is ‘after the meeting’ feedback...
finally...
Before anything else, preparation is the key to success. Alexander Graham Bell

All three are critical for a leader’s success in managing meetings...!
Last thoughts & final questions
THANK YOU