

Responding to Discrimination: Views from on the Ground

**2023-24 ADVANCE Leadership Workshop Series in
Conjunction with Opportunities in Leadership (OLP)
May 9, 2024**

Agenda

10:00 – 10:10	Welcome and Introductions
10:10 – 10:50	Panel
10:50 – 11:10	Small Group Discussions - Scenarios
11:10 – 11:50	Panel Reflections on Scenarios
11:50 – 12:00	Wrap Up
12:00 – 12:30	Lunch

Panelists

- > Tamara Lawson, Toni Rembe Dean, School of Law
 - > Mike Townsend, Secretary of the Faculty
 - > Peter Denis, Assistant Dean for Personnel, College of Arts & Sciences
- * Chuck Sloane, Ombud

Advance OLP Workshop

Dean Tamara Lawson & Faculty Secretary Professor Mike Townsend

A large, bold, purple letter 'W' logo, which is the primary branding element of the University of Washington.

Approach Reinforces Priorities and Values

- > Approach to discrimination impacts the type of community we will have
- > The approach signals our values and priorities
- > Depending on the circumstances, the approach taken can assist to reinforce belonging and inclusion and to prevent isolation and harm
- > Discrimination disproportionately impacts faculty, staff, and students from marginalized communities and under-represented groups

Value-Centered Frameworks to Manage Conflict

- **Process as punishment, suggestion to consider official process as last resort**
 - Starting point of the intervention is critical in determining what type of resolution is possible or even probable
 - Value reinforced is preserving collegiality and preventing litigation
- **Truth and Reconciliation, accuracy of the record helps to identify and resolve problems**
 - Truth and reconciliation processes have a chance to heal and enhance productivity
 - Institutional healing and individual healing
- **Blind spots, we all have blind spots, so it is critical not to work in silos**

Resources and Reading List

- > Maria Petit, *Why Workplace Punishment Does not Work. The Perils of Punishment in the Workplace: Why It's Not Effective and What to Do Instead*, <https://www.monitask.com/en/blog/the-perils-of-punishment-in-the-workplace-why-its-not-effective-and-what-to-do-instead>
- > Lawson and Kupenda, *'Truth and Reconciliation': A Critical Step Toward Eliminating Race and Gender Violations in Tenure Wars*, 31 *Columbia Journal Gender and Law* 87 (2015), <https://digitalcommons.law.uw.edu/cgi/viewcontent.cgi?article=1801&context=faculty-articles>
- > Tomaskovic-Devey and McCann, *Who Files Discrimination Charges?*, <https://www.umass.edu/employmentequity/who-files-discrimination-charges>
- > Pogrebna G, Angelopoulos S, Motsi-Omoijiade I, Kharlamov A, Tkachenko N., *The Impact of Intersectional Racial and Gender Biases on Minority Female Leadership Over Two Centuries*, *Sci Rep*. 2024 Jan 2, <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC10762112/>

Resources and Reading List Continued

- > Best, Edelman, Krieger, and Eliason, *Multiple Disadvantages: An Empirical Test of Intersectionality Theory in EEO Litigation*, *Law & Society Review*. 2011;45(4), <https://www.cambridge.org/core/journals/law-and-society-review/article/abs/multiple-disadvantages-an-empirical-test-of-intersectionality-theory-in-eeo-litigation/FDFE9190B60CD24BCDC003C6566B913D>
- > Women's Empowerment Principles, *Understanding Intersectionality, Targeting All Forms of Discrimination in the World of Work Guidance Note*, <https://www.weps.org/sites/default/files/2021-09/WEPs%20GUIDANCE%20%20Anti-Discrimination%20FINAL%20FINAL.pdf>
- > Meera E. Deo, *The Ugly Truth about Legal Academia*, 80 *Brooklyn Law Review* 943 (2015), https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2524097
- > Danielle M. Conway, *A Black Woman Law Dean Speaks About The Precarity of Leadership*, 51 *Southwestern Law Review* 240 (2022), https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4112649
- > Nieman, Muhs and Gonzalez, *PRESUMED INCOMPETENT II: RACE, CLASS, POWER AND RESISTANCE OF WOMEN IN ACADEMIA* (University Press of Colorado 2020).
- > Meera Deo, *UNEQUAL PROFESSION: RACE AND GENDER IN LEGAL ACADEMIA* (Stanford University Press 2019).

Somebody help me!! I am drowning!



Peter J Denis

Assistant Dean for Personnel – College of Arts and Sciences

TAKE A STEP BACK AND GET THE FACTS!

Very much worth the investment

- As a Director or Chair, you are almost NEVER required to make a snap decision when it comes to people.
- Facts come in many ways ...
- Chronologies make a difference.
- It all seems basic, but this is how you can consistently lead.



SOME DOES AND DON'TS

- Even if it sounds horrible – try to use time as your friend
- Not everything is a nail, but sometimes we do get them - don't be too quick with the hammer
- Grievances and complaints are often opportunities for dialogue – try to figure out how to engage.
- But what about the unions? The unions are almost never the enemy. Besides, there is always the “Secret of the Universe.”
- Always think about the Seattle Times test, and don't write nasty emails

Secretary of the Faculty

- > Under the Faculty Code, the Secretary of the Faculty must be a voting member of the faculty at the rank of associate professor or professor. The term of service normally is five years.
- > Under the Code, the Secretary is elected by a majority vote of the Senate Executive Committee and confirmed by a majority vote of the Senate.
- > The Code charges the Secretary with duties both clerical (e.g. taking various minutes, moving documents among various relevant actors) and administrative (e.g. dealing with faculty council assignments, ruling on extension requests in adjudications, sitting on various committees).
- > The Secretary's Office also has served as an informal information and advisory resource for faculty and administrators on rights and responsibilities under various UW policies and rules, particularly the Faculty Code. There is no formal recognition of this role and its practice depends on how a particular Secretary views, and is perceived in, their role.



Final Reflections and Evaluation Forms
