

ADVANCE Quarterly Leadership Workshop

Winter 2016

Feedback on Faculty Meeting Best Practice

Engagement and Discussion

- Denice Denton would publicly say “great idea” when junior faculty spoke in the group
- Ask for input from junior faculty who have not spoken
- Small group work on topic, report out, open discussion
- Spending 5 minutes to encourage faculty to share regarding their scholarship during faculty meetings
- On important topics, get everyone to speak by turn
- Wide participation
- Constructive, open, inclusive discussion

Time Management

- Time limits
- The chair telling those who want to talk too much that he/she will discuss the matter further later with them one-on-one. Saves time during the meeting and makes others less frustrated
- Efficient time management
- adjourn on time
- I set a begin and end time for each agenda item and try to keep within that timeframe to stay on track
- Organized meeting in which whoever runs the meeting is fair and has no hesitation cutting off faculty or staff who ramble or try to obstruct

Preparation

- Do the work before the meeting
- Provide information in advance and expect attendees to have read/thought about the information in advance
- Agenda sent to everyone one week before meeting
- Do ground work before the meeting by talking with key players and with junior faculty who might be afraid to speak up publicly
- Cancel meeting if there are not enough agenda items or no need for it

Organization

- Put non-attendee list in the minutes as well as attendees
- Make agenda relevant, and brief, through problem solving and goal setting
- Always do agendas and minutes

- Clear agenda with balance of topics and reasonable allocation of time
- Room layout to reflect collaboration and communication
- Ground rules/norms for behavior
- Use committees to help prepare the faculty to make decisions on important or difficult topics
- Chair of meeting keeps discussion focused on topic
- Chair/leader guides/structures, meeting and content belongs to faculty
- Will try ending faculty meeting with a wrap-up
- Embedding “reports” with themes from meeting participants with the meeting agendas
- Question: How to deal with hierarchy in meetings to invite participation from those lower in the hierarchy?

Content

- Faculty meeting only for voting issues or where face-to face discussion is required. Not for social purposes, not for general announcements
- Add a social or departmental bonding component to faculty meeting (10-15 minutes)
- Have a clear distinction between faculty meetings with an agenda/purpose and informal/unstructured meetings where people meet and greet/brainstorm
- Distinguish between “social meetings” to improve personal relationships and group coherence (with wine, food, at a comfortable venue) and “business meetings” where decisions are made
- Making the meeting focused on a clear activity – small groups working on a project/problem – instead of having the meeting focused on receiving information
- State explicitly the purpose of meetings at the outset
- Issue-focused
- Recap of action items and who is responsible for following up on each
- Analysis vs. action - “analysis paralysis” - danger of great analysis but no action plan. Who is going to accomplish this? When? How will we know?
- End meeting on something positive if possible