

LCVI/ADVANCE LEADERSHIP WORKSHOP FOR COHORT B

Strategies for Moving Organizations Forward:
A New Application for “Clear, Hold, and Build”

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Department of Sociology

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Department Chair at Outset of Ten-Year Review Process, Fall of 2003



What? Me Worry?

Departmental Self Image

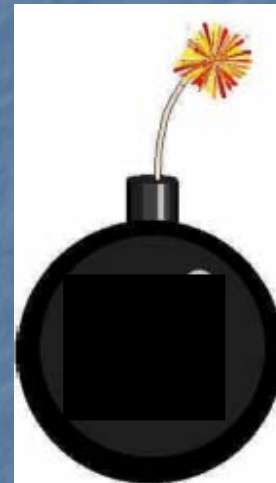
- High Quality
- Top 20 Department
- Productive Faculty
- Very Successful Graduate Program
- Undergraduate Program in Need of Work
- Unusually Collegial "For a Sociology Dept."

THE PROCESS

- No Surprises
 - Site visit
 - Exit interview
 - Committee report
 - Departmental response
 - Graduate School Council

THE "BOMB"

- "Climate problem"
 - Lack of appreciation and/or respect
 - Marginalization or alienation
 - Outcome of Ten-Year review "held hostage"



THE INITIAL REACTION

- Feeling of due process denied
- Suspicion
- Defensive posture
- Anger
- Sense of betrayal

ON SECOND THOUGHT....

- Turn a “negative” into a “positive”
- Use experience to move department forward
- Strategy
 - Clear
 - Hold
 - Build

CLEAR

- Engage external consultant
- Gather information
- Faculty/staff interviews
- Open and inclusive process

HOLD

- Frequent communication
- Clarify objectives and process
- Emphasize constructive potential
- Engage key players
- Reassure skeptics

BUILD

- Departmental Retreat, September 2005
 - Specific goal: To revise strategic plan
 - Careful and thorough planning process
 - Consultant's report as organizational tool
 - Atmosphere of open and respectful discussion

MISSION STATEMENT

Before and After

- "Sociology is a highly disputatious discipline. The lack of disciplinary consensus wreaks havoc upon departmental identities and hiring plans. A handful of the largest departments can finesse these identity conflicts by maintaining a faculty representative of the entire discipline." [Department of Sociology *Strategic Plan*, 2000]
- "The Department of Sociology at the University of Washington strives for excellence in the conduct of social inquiry, in the training of students, and in providing service to the university, profession and community. We believe that the pursuit of excellence is best served by a community of faculty, staff, and student who bring different perspectives and orientations to bear on our mission, and we commit ourselves to developing further the vitality, quality, and diversity of our program." [Department of Sociology *Strategic Plan*, Draft 2007]

COMPLETION!

- Letter from Provost on December 16, 2005