

INQUIRE

INSPIRE

INNOVATE

IMPLEMENT



## LEADERSHIP, COMMUNITY and VALUES

Findings from:  
Surveys and Discussion Groups



*Survey Respondents*

**Total N = 6,473**

Staff	Academic Student Employee	Faculty
<b>4,576</b>	<b>470</b>	<b>1,427</b>

**Answer Key:**

**WHITE -- Very Positive**

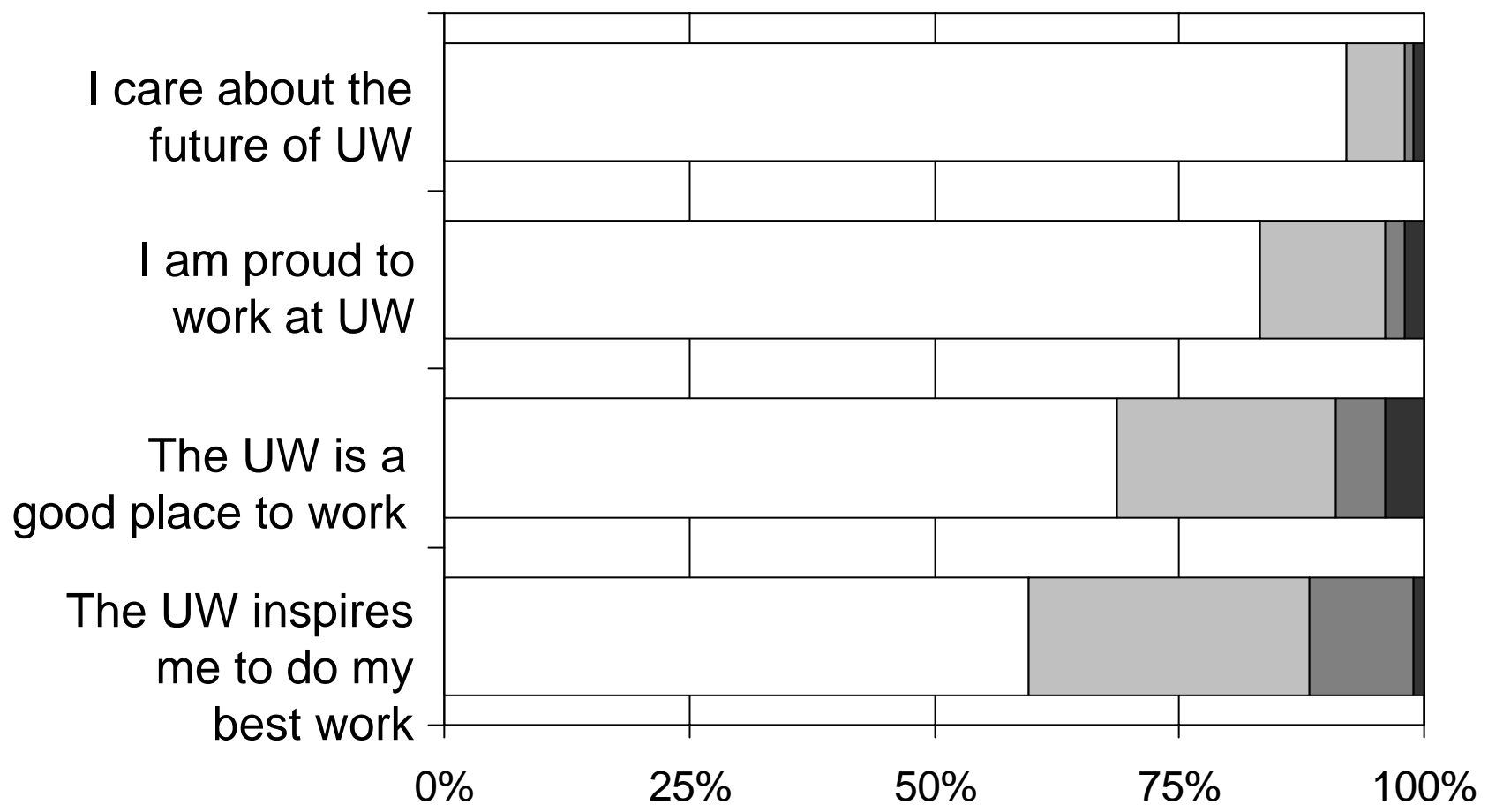
**LIGHT GRAY – Somewhat Positive**

**DARK GRAY – Somewhat Negative**

**BLACK -- Very Negative**

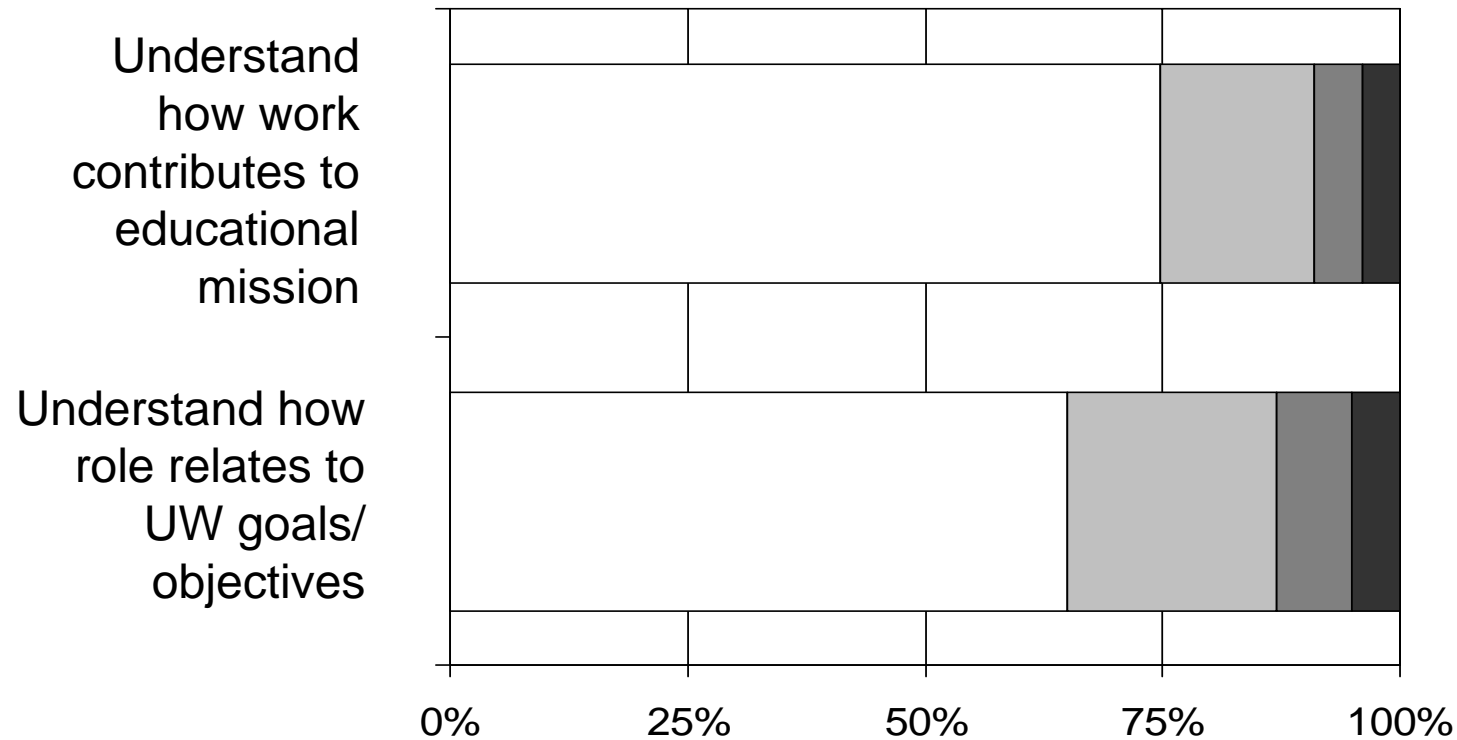


**Engagement**





***Vision and Shared Purpose***

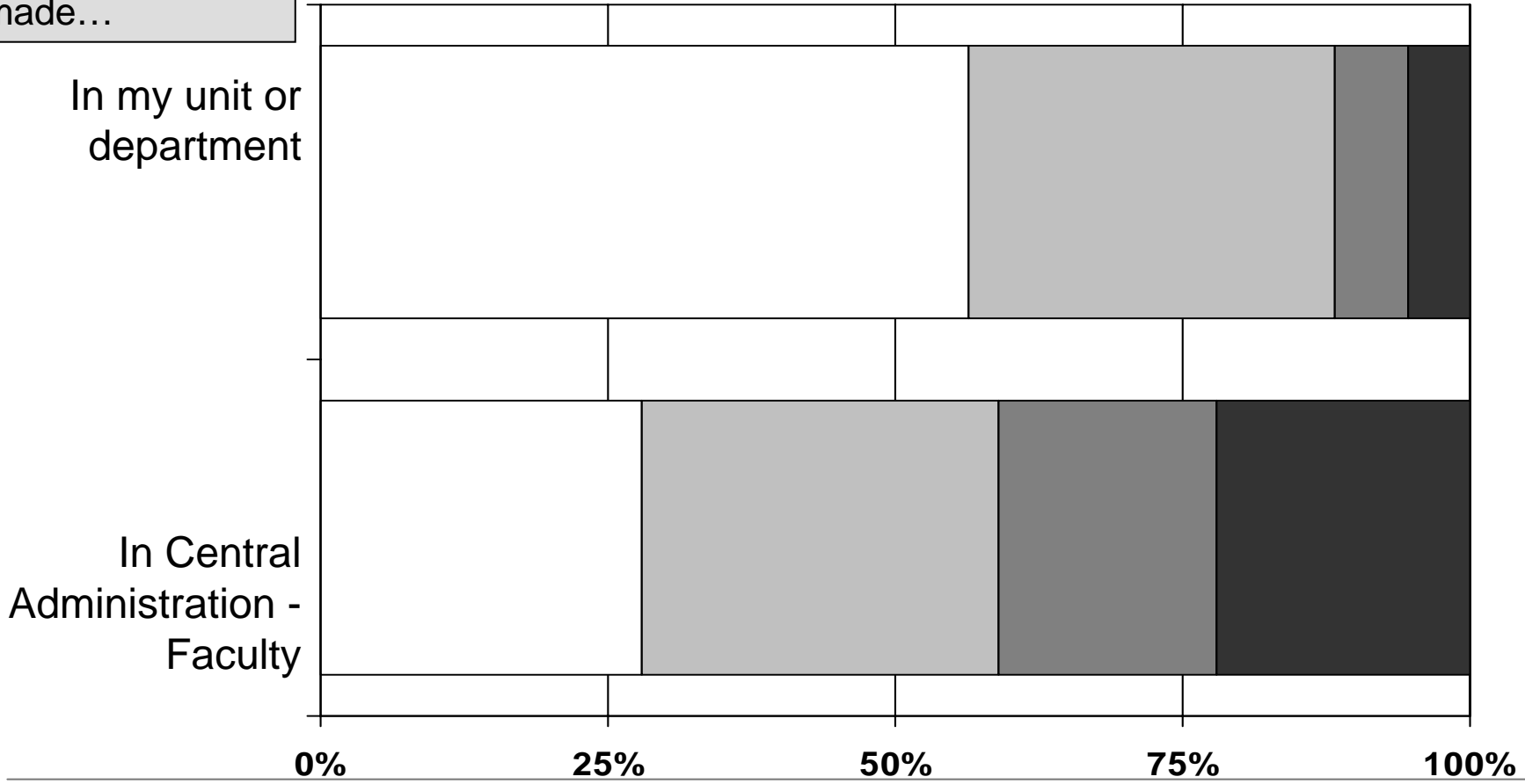


- **“Good leadership requires vision, being able to communicate effectively the vision.”**
- **“ We need a vision and shared values to inspire us....”**



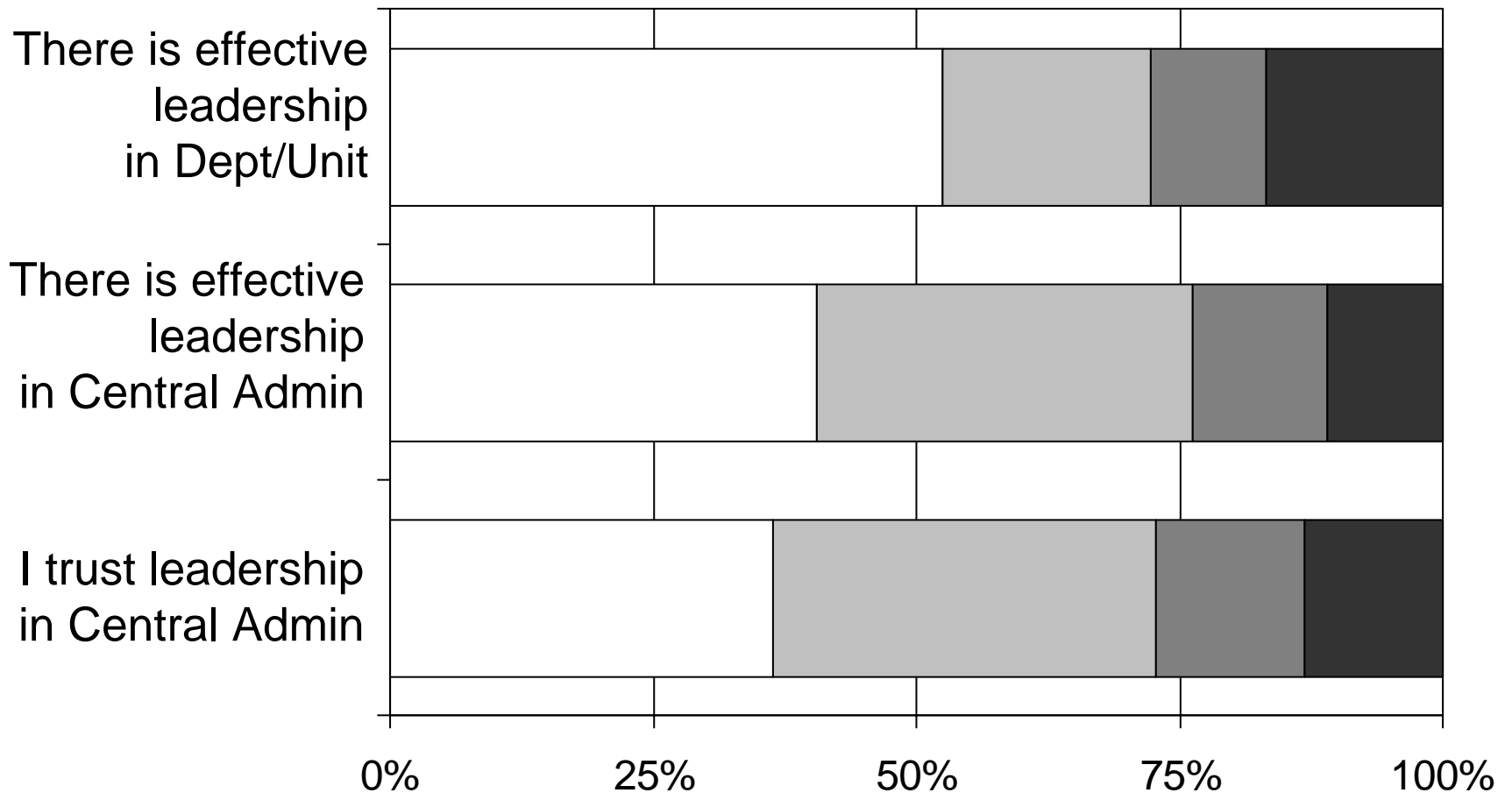
***Transparency and Decision-Making***

I understand how and why decisions are made...





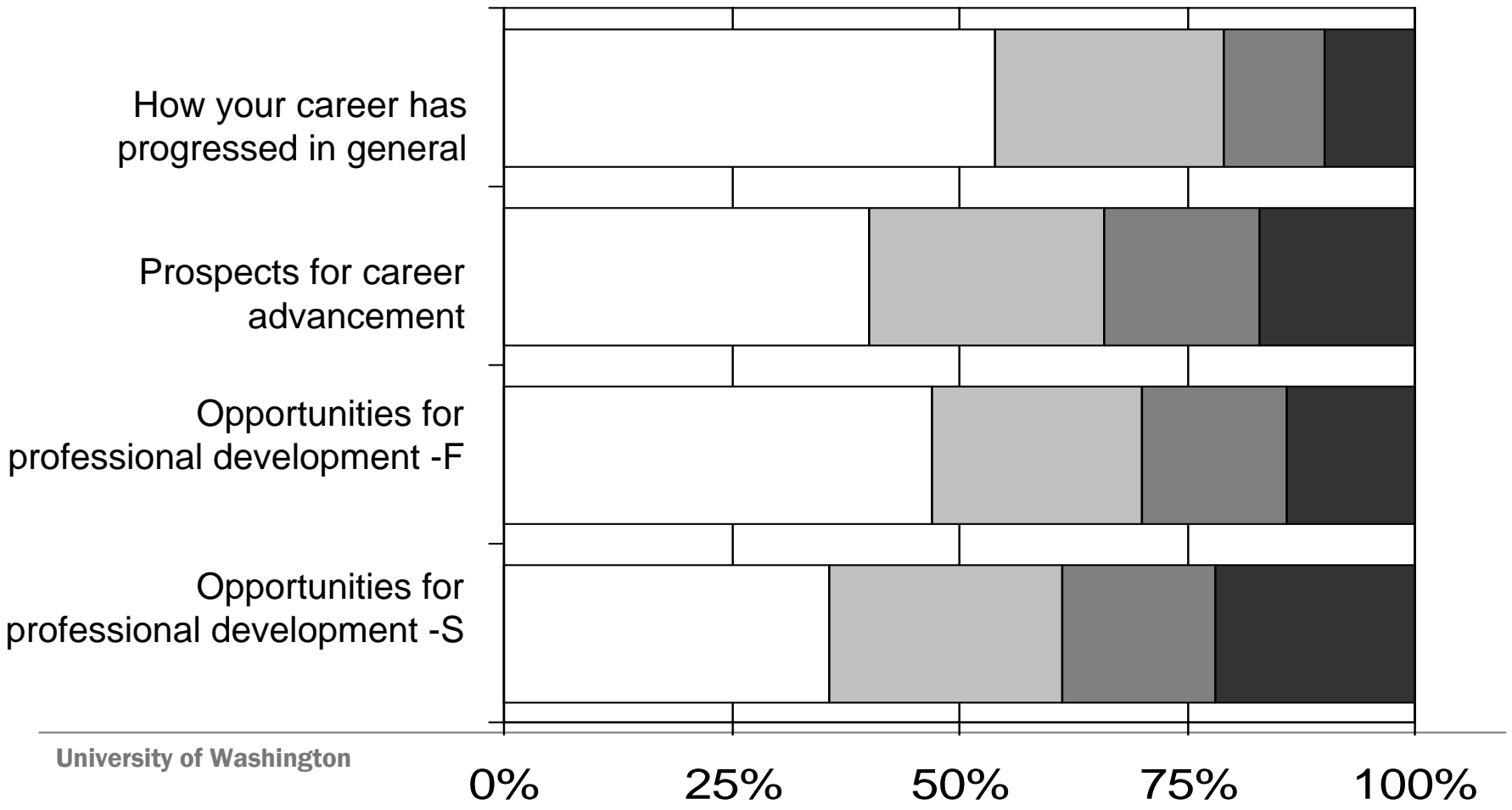
**Leadership**





How satisfied are you with the following aspects of your worklife at the UW?

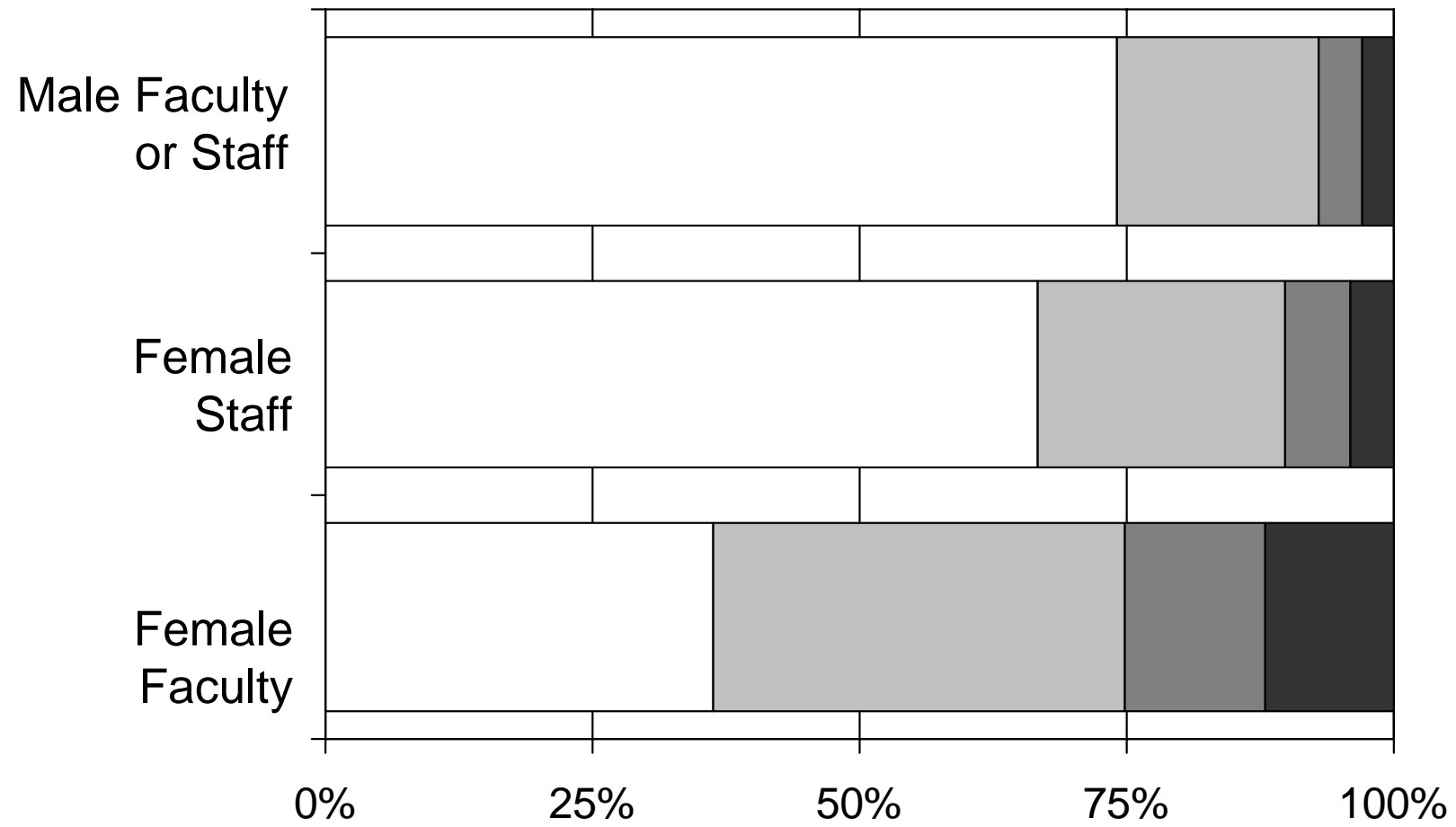
**Career Advancement**





***Diversity -- Gender***

The UW has a positive climate for ....

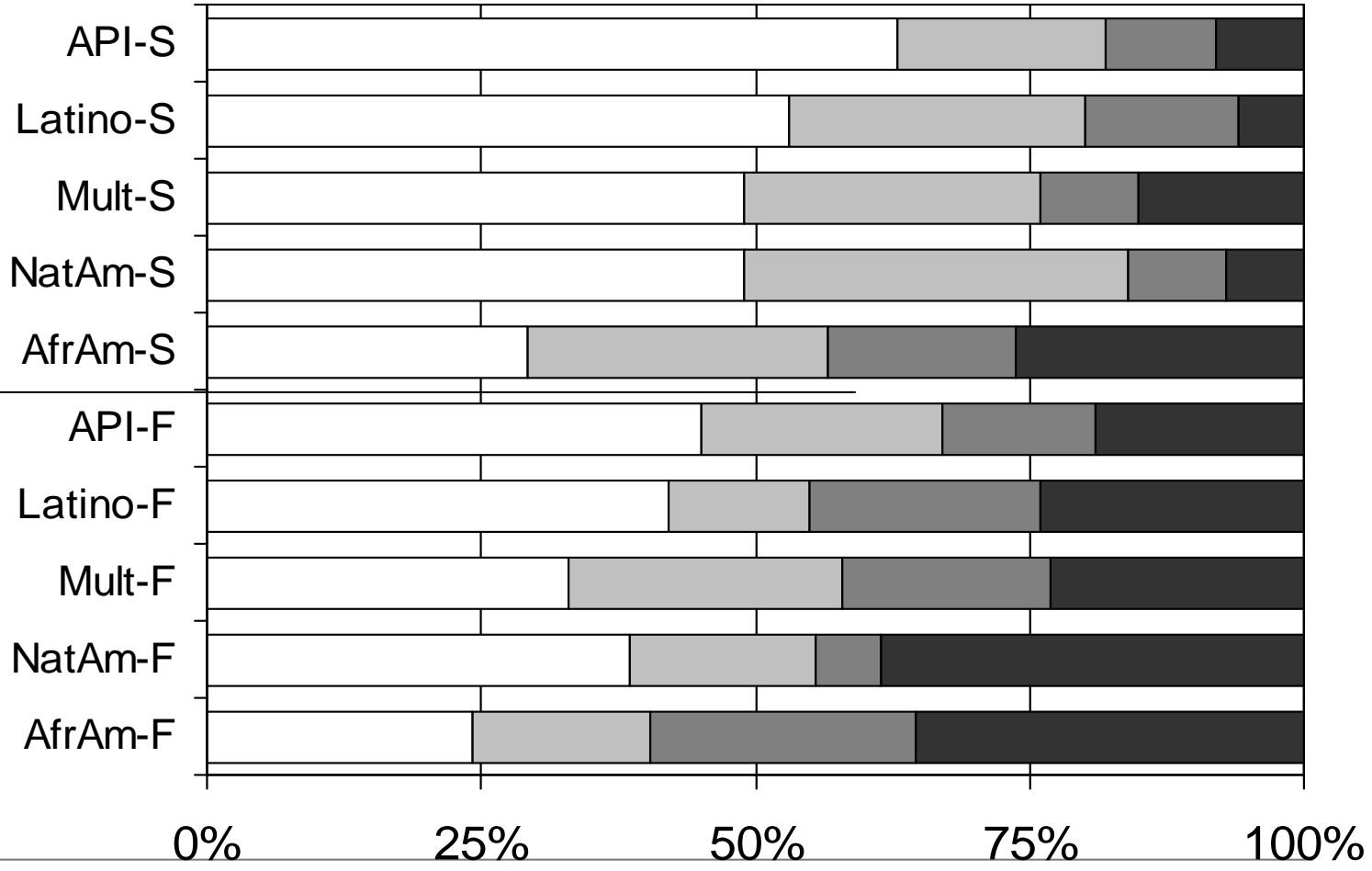






The UW has a positive climate for staff/faculty of color.

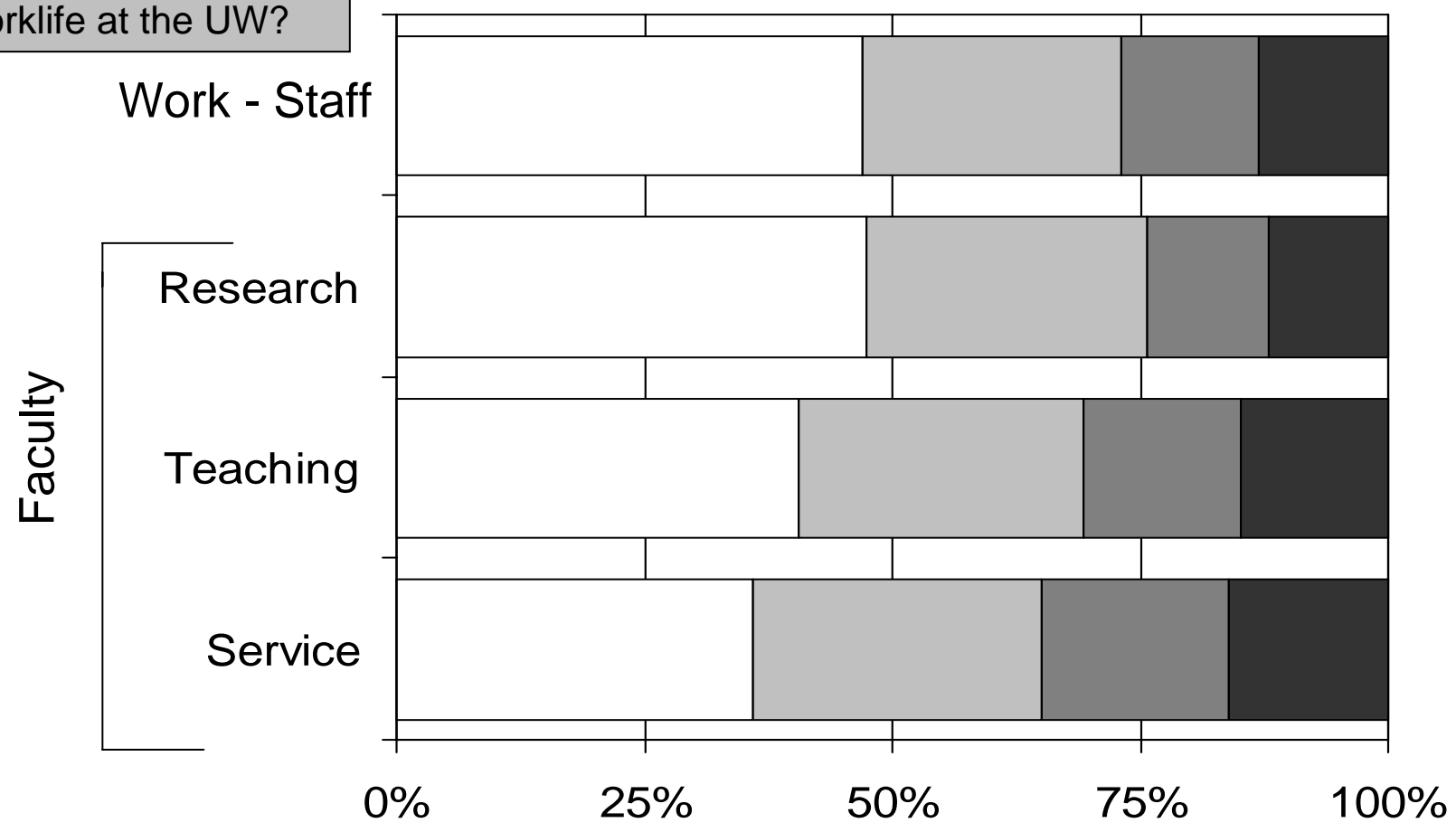
**Diversity -- *Ethnicity***





How satisfied are you with the following aspects of your worklife at the UW?

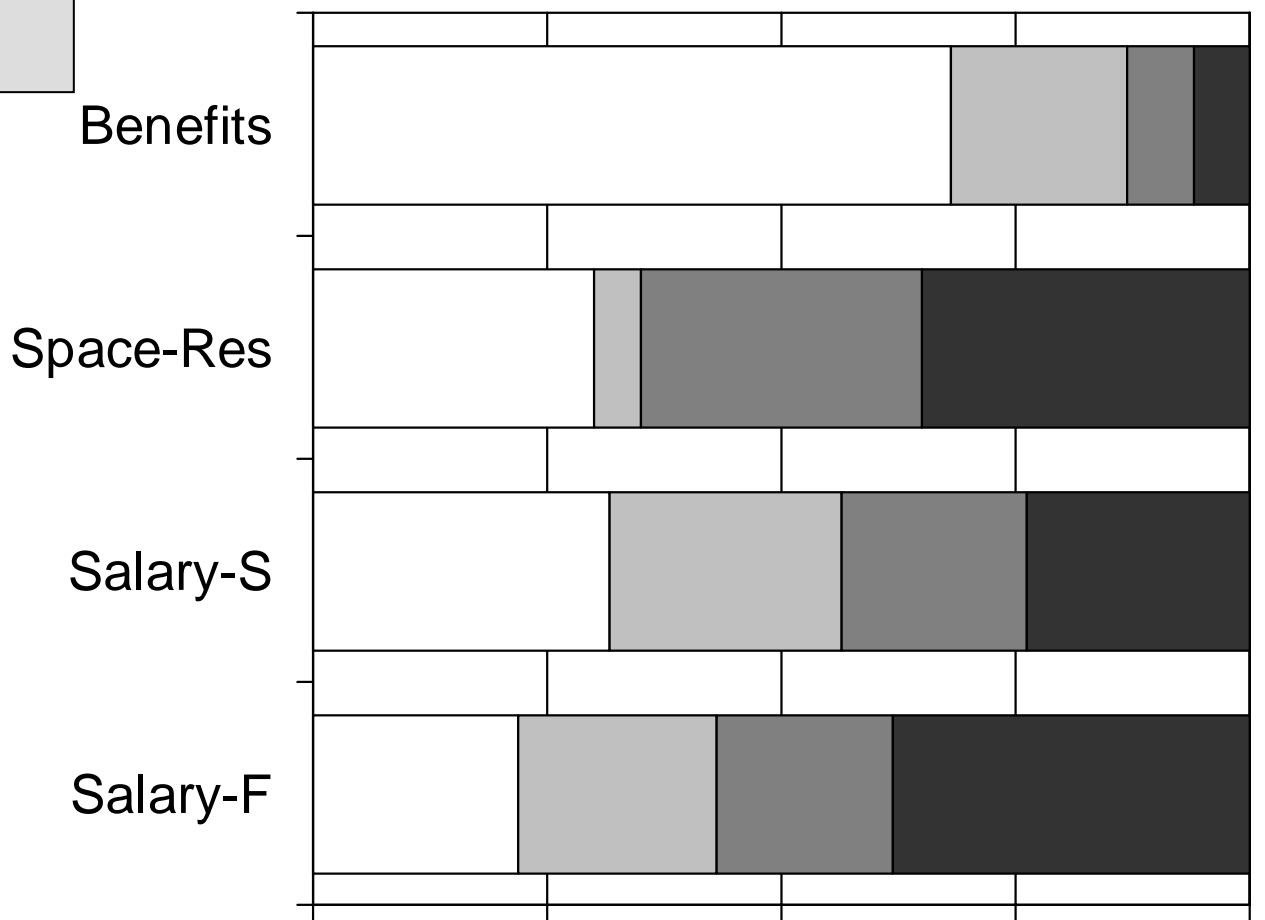
***Recognition for your....***





How satisfied are you with the following aspects of your worklife at the UW?

***Resources and Salary***



INNOVATION & IMPLEMENTATION OF LCVI SURVEY FINDINGS and RECOMMENDED ACTIONS

## PROGRESS REPORT

Planned     In Progress     Complete

### VISION AND ENGAGEMENT

**We need to create a vision for the University of Washington that incorporates our unique ability to advance knowledge, educate students, provide service to our community and build careers for our faculty and staff.**

**Our vision must be enduring, inspiring and relevant both within and outside the university.**

**→ *The university community is asking for a vision that positions the University of Washington for the next decade.***

<input checked="" type="checkbox"/>	Provost and Board of Deans create draft vision statement	Sept - Dec 2005
<input checked="" type="checkbox"/>	Provost meets with faculty and staff groups for input on draft vision statement	Jan – Feb 2006
<input type="checkbox"/>	Survey of campus community to solicit feedback on draft vision statement	February 2006
<input type="checkbox"/>	Vision shared with Board of Regents and campus community	March 2006
<input type="checkbox"/>	Final version of vision statement widely disseminated	May 2006

## TRANSPARENCY AND DECISION MAKING

**There is distrust in central administration and lack of transparency in decision making.**

→ *We have created new opportunities for Central Administration to interact with faculty, staff and students.*

<input checked="" type="checkbox"/>	President hires new Provost	August 1, 2005
<input checked="" type="checkbox"/>	Provost meets with college and senior administrators in first 90 days	Fall 2005
<input checked="" type="checkbox"/>	Provost town hall meetings on semi-annual basis, including Bothell and Tacoma	Nov 2005 & ongoing
<input checked="" type="checkbox"/>	Provost meeting with faculty in all colleges	Fall 2005 & ongoing
<input checked="" type="checkbox"/>	President and Provost holding regular luncheon discussions with faculty	Fall 2005 & ongoing
<input checked="" type="checkbox"/>	President and Provost holding meetings with student groups	Quarterly
<input checked="" type="checkbox"/>	Provost/Executive Vice-Provost/VP, HR meeting with staff groups to share LCVI results (PACW, PACW –Women of Color, PSO, Unions, DAR, HR, Business Services)	Oct 2005 & ongoing
<input checked="" type="checkbox"/>	Provost meets with Faculty Senate and Senate Executive Committee routinely	Fall 2005 & ongoing
<input checked="" type="checkbox"/>	Faculty Councils work directly with Provost	November 2005
<input checked="" type="checkbox"/>	President leads annual address to campus with LCVI Survey Results	October 2005
<input checked="" type="checkbox"/>	Working with Board of Deans to simplify faculty recruitment and retention decisions	Jan – July 2006
<input checked="" type="checkbox"/>	Harlan Patterson and Arthur Nowell meeting with Deans and Administrators to improve partnerships*	Spring 2006
<input checked="" type="checkbox"/>	Restructuring Provost's Office and simplifying procedures	ongoing
<input checked="" type="checkbox"/>	Restructuring of Office of Research with focus on compliance issues	ongoing

\* During a three month sabbatical in summer 2005, Harlan Patterson studied the issues between academic leaders and administrators through a series of interviews and a survey. The findings were consistent with the results of the LCVI survey and confirmed that there are opportunities regarding leadership skills, mentorship, professional development and communications in academic units. The findings of Harlan's survey are also incorporated into the design of the leadership development program outlined on page 3.

## LEADERSHIP AND CAREER ADVANCEMENT

**Faculty and staff expressed a desire for more leadership training.**

→ *LCVI is focusing on leadership development for faculty as a top priority.*

<input checked="" type="checkbox"/>	Adapting the ADVANCE leadership development model utilized for chairs in Math and Science to the Social Sciences with plans to next phase-in professional schools and Health Sciences	Spring 2006
<input checked="" type="checkbox"/>	Plans in place to develop a faculty leadership development offering	Spring 2006
<input checked="" type="checkbox"/>	Beta test of 360 Review of key leaders (Deans, Chairs, Administrators)	Spring 2006
<input checked="" type="checkbox"/>	Formation of partnership with GPSS to create leadership opportunities for graduate and professional students	Spring 2005
<input checked="" type="checkbox"/>	Formation of partnership with Office of Undergraduate Education and College of Arts and Sciences to create leadership course for undergraduate students	Spring 2006
<input checked="" type="checkbox"/>	UWMC launched a management certificate program and advanced leadership series, including 360 assessment.	Fall 2005
<input checked="" type="checkbox"/>	HMC launched leadership orientation and leadership fitness program	ongoing

**Professional development was identified as a greater need among staff.**

→ *Utilizing the Career Development framework created by the President's Staff Forum, LCVI is focused on building resources and a model that can be customized to meet a variety of needs.*

<input checked="" type="checkbox"/>	Plans in place to address career development needs for Professional Staff	Spring 2006
<input checked="" type="checkbox"/>	VP, HR and Labor Relations working with SEIU 925 to build career development model within the context of collective bargaining	Spring 2006
<input checked="" type="checkbox"/>	Training and Development is working on new certificate programs in Project Management and coordination of Research Activities	Spring 2006
<input checked="" type="checkbox"/>	T&D assisting organizations in developing new internal career development program	Spring 2006
<input checked="" type="checkbox"/>	Centralized web portal that provides one site for staff to locate opportunities	Spring 2006
<input checked="" type="checkbox"/>	HMC established Jeannette West Career Development Scholarship	ongoing
<input checked="" type="checkbox"/>	HMC offers Career Pathways program for individualized career and skill enhancement	ongoing

## DIVERSITY

**Both faculty and staff of color are less satisfied with work environment.**

→ *In partnership with the Vice President/Vice Provost, Office of Minority Affairs, we are creating a strategy to address diversity issues.*

<input checked="" type="checkbox"/>	Recruitment underway for an Associate Vice Provost for Faculty Advancement	January 2006
<input checked="" type="checkbox"/>	Plans in place to begin recruitment for comparable position focused on staff	February 2006
<input checked="" type="checkbox"/>	Several diversity faculty recruitments under way	ongoing
<input checked="" type="checkbox"/>	As part of Capital Campaign, more diversity scholarships being offered	ongoing
<input checked="" type="checkbox"/>	Diversity Research Institute conference	Spring 2006
<input checked="" type="checkbox"/>	Diversity minor offered	January 2006
<input checked="" type="checkbox"/>	Dean of Arts and Sciences focuses on diversity as part of annual address	January 2006

## COMMUNITY AND RECOGNITION

### Both faculty and staff expressed need to strengthen community.

→ *There are numerous community building activities and events going on throughout UW. LCVI is focused on gathering information on what is already underway and how to incorporate under the LCVI umbrella.*

<input checked="" type="checkbox"/>	LCVI sub-committee formed (includes SEIU and WFSE members) and working in conjunction with DAR to create campus-wide celebratory event in conjunction with Washington Weekend	April 28, 2006
<input checked="" type="checkbox"/>	Common Book Club chose <i>Mountains Beyond Mountains</i> for incoming freshmen; planning underway with Christine Ingebritsen to create Common Book Club model for faculty and staff	Spring 2006
<input checked="" type="checkbox"/>	T&D offering Leadership Seminar Series; topics selected based on LCVI themes	ongoing

### Greater support for formal and informal recognition

→ *While there are opportunities for wide-scale recognition through a variety of UW sponsored awards, both faculty and staff expressed a need for localized recognition.*

<input checked="" type="checkbox"/>	Plans in place to create recognition tool-kit that could be widely used and customized at the school, college or department level	Spring 2006
<input checked="" type="checkbox"/>	Creation of Thorud Leadership Award established; award criteria inspired by LCVI	November 2005



## RESOURCES

**Faculty expressed the greatest discontent regarding salaries. Staff survey responses also indicate concerns re: salary.**

➔ *Salaries are a top priority for the President and Provost.*

<input checked="" type="checkbox"/>	\$2 million has been paid out to address faculty salary compression	Fall 2005
<input type="checkbox"/>	Collective bargaining for 11,000 unionized staff members wages	June – Sept 2006
<input type="checkbox"/>	Professional staff are eligible for merit increases; market surveys underway	Sept 2006

**There is discontent regarding space and resources.**

<input checked="" type="checkbox"/>	We are aggressively working on the capital campaign and with the legislature to build new buildings and upgrade facilities.	ongoing
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