



Creating Successful Relationships with Faculty

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Session Outcomes

Examine

your relational leadership style

Understand

participatory governance

Use

relationship-building communication strategies

Develop

your collaboration toolbox

Recognize

the importance of relationships in structural and cultural change



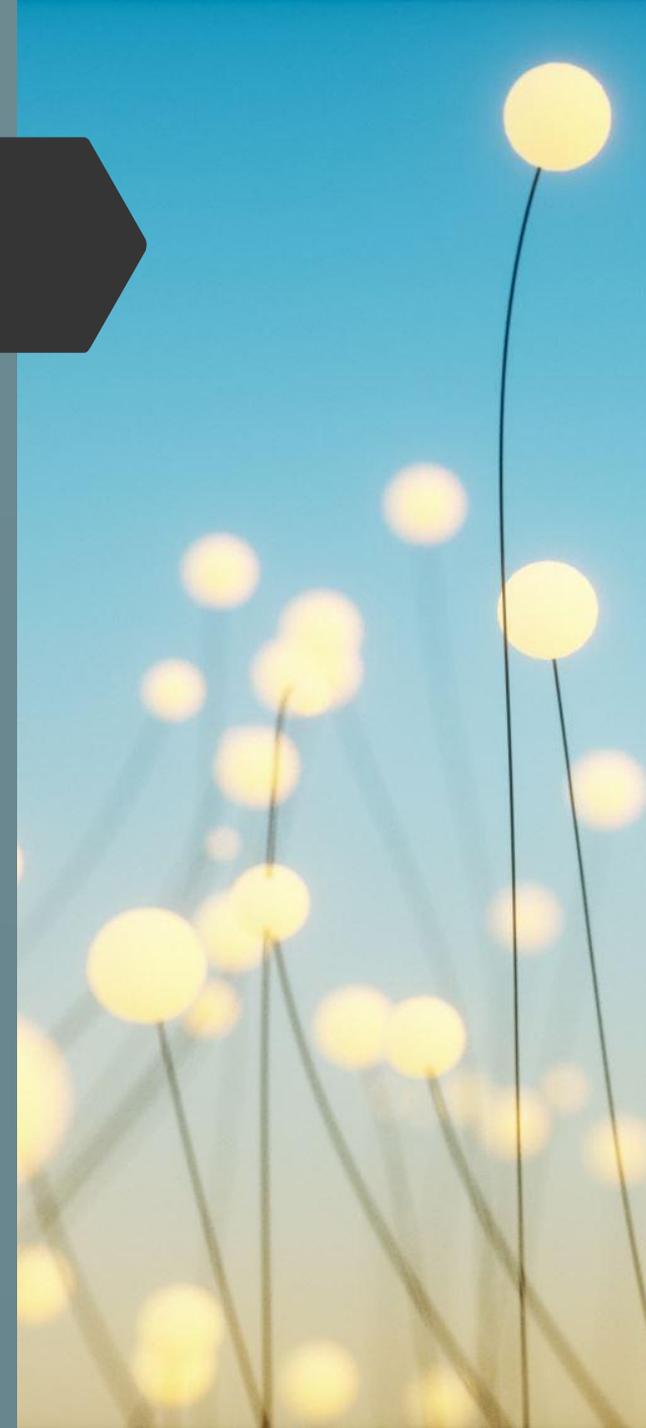
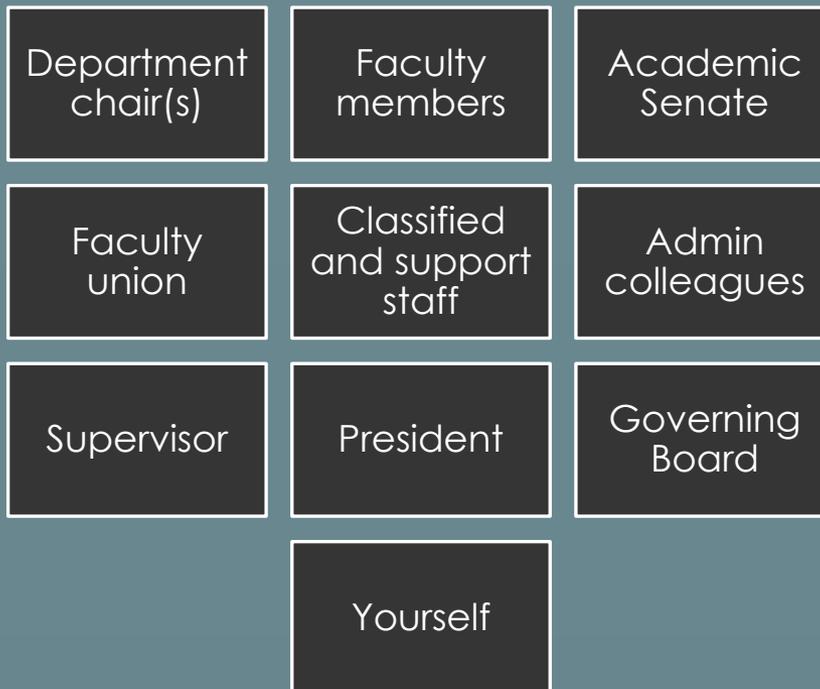
Building relationships

Common Expectations



Emotional intelligence

Develop a deep desire to master the principles of human relations



Buckle Up and Enjoy the Ride



Breakout #1: Reflecting

With your tablemate, reflect on the following questions:

1. Why did you join administration?
2. What are some expectations you had/have about your role?
3. How do you consider relationships as part of your leadership style?





Participatory governance

Education Code

§70902 (b)(7)

“The governing board shall ...

- ensure faculty, staff, and students the opportunity to express their opinions at the campus level,
- ensure that these opinions are given every reasonable consideration,
- ensure the right to **participate effectively in district and college governance**,
- ensure the right of academic senates to assume primary responsibility for making recommendations in the areas of curriculum and academic standards.”

Education Code

§53203

- A. Governing Board shall adopt policies delegating authority and responsibility to its Academic Senate.
- B. Policies in (A) shall be adopted through collegial consultation with the Academic Senate.
- C. Guarantees the Academic Senate the right to meet with or appear before the board.

Education Code

§53200 (b)

“Academic Senate
means an organization
whose primary function
is to make
recommendations with
respect to academic
and professional
matters.”

Education Code

§53200 (c)

1. Curriculum, including establishing prerequisites
 2. Degree & certificate requirements
 3. Grading policies
 4. Educational program development
 5. Standards & policies regarding student preparation & success
 6. College governance structures, as related to faculty roles
 7. Faculty roles and involvement in accreditation process
 8. Policies for faculty professional development activities
 9. Processes for program review
 10. Processes for institutional planning and budget development
- +1 Other A&P matters as mutually agreed upon*

Education Code

§53200 (d)

District governing board is required to consult collegially with the Academic Senate and develop policies on academic and professional matters through either or both:

1. *Rely primarily* upon the advice and judgment of the Academic Senate
2. *Reach mutual agreement* with the Academic Senate by written resolution, regulation, or policy

What is your role in 10 + 1?





Communication systems





INCLUSIVE LEADERSHIP

“processes of social influence that strive to value and respect everyone involved in achieving a goal”



Dr. Brenda Allen, *Difference Matters*

Open & Inclusive

- Information flows freely
- Power sharing
- Face-saving
- Empathetic listening
- Clear, concrete language
- Honest
- Confirming messages
- Collaborative framework

Closed & Exclusive

- Information is controlled
- Power controlling
- Face-threatening
- Critical & defensive listening
- Vague or misleading language
- Deceitful
- Disconfirming messages
- Win/loss framework

**CALLING
IN OR OUT?**

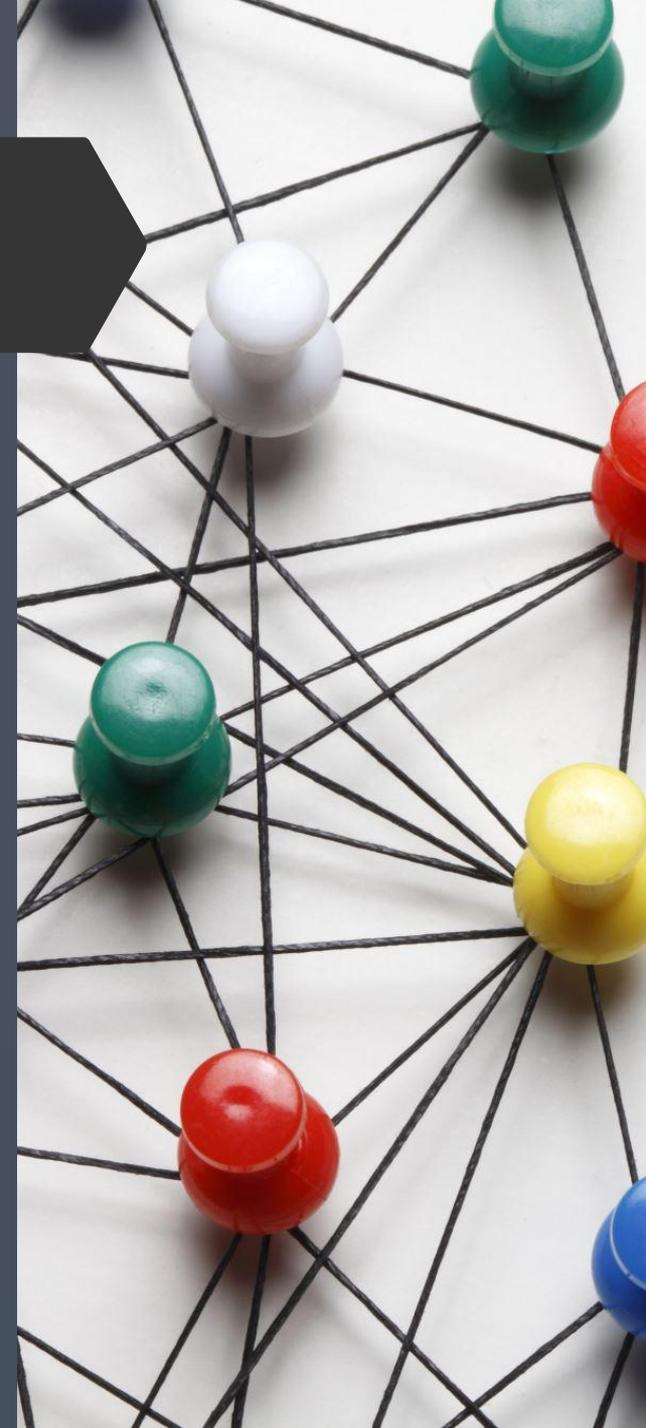


Breakout #2: Applying

Identify a workplace conflict you have witnessed or participated in.

Using some of the concepts we have discussed, reflect on how the communication climate or system impacted the conflict.

Identify at least 2 communication strategies that could positively impact the conflict or outcome.



Desiring Faculty Input

Enrollment management issues

Program review

Instructional goals

Faculty grievances

Accreditation team

Time blocks for class schedule

Assignment of classes for faculty members

Situational Awareness



Leading is About Influencing

A word cloud centered around the word "Leadership". The word "Leadership" is the largest and most prominent, written in black. Surrounding it are various other words in different colors and sizes, including: Appreciation (purple), Strategy (orange), Humility (light blue), Commitment (green), Responsibility (red), Listening (dark blue), Integrity (red, vertical), Honest (blue), Communication (light blue), Values (light blue), Purpose (green), Determination (red), Passion (orange), and Principles (purple).

Appreciation Strategy Humility
Commitment Responsibility Listening
Leadership
Integrity Honest Communication
Values Purpose Determination
Passion Principles

Knowledge Network



Balancing Act: Engaged and Hands Off



“Role Performing”

Having the
willingness and
professionalism to
perform functional
responsibilities
associated with the
role



“Anticipatory Thinking”

Having the foresight and mindfulness to anticipate how others will react and be able to respond with tact & logic



“Calculated Patience”

Having the patience and wisdom to know when to wait, when to act, and when to plant seeds



Breakout #3: What's in your to-go cup?

With your tablemate, spend a few minutes reflecting on:

1. What ideas stand-out as most applicable to my leadership style or workplace?
2. What is one communication tip I can put into practice right away?



Final Takeaways

Foundation

- Leadership is a privilege
- Must center on students and equity
- Relationships Matter!!!
- Be patient (don't react right away, calculated)
- Listen with empathy
- Expect disagreement (Anticipatory thinking)

Knowledge

- Leading is Influencing
- Use data
- Find champions
- Know the contract
- Know 10+1
- Situational Awareness
- Emotional Intelligence

Final Takeaways cont.

Aspire

- Be present
- Be a servant leader (hands on)
- Break down “us” vs. “them”
- Communicate with intention and inclusion

Survival

- Consult up and down with colleagues
- Find champions
- Look for consistent or unpredictable patterns in individuals
- Create leadership teams

Resources

- Allen, B. J. (2010). *Difference matters: Communicating social identity*. Waveland Press.
- Felten, P., & Lambert, L. M. (2020). *Relationship-rich education: How human connections drive success in college*. JHU Press.