

## (PowerPoint) Group Dynamics and Speaking Up

After showing the video, ask one or more of these questions:

- As you witnessed in this scene, it can be easy for communication barriers to occur in a group setting, which in turn can inhibit honest dialogue. Did you note barriers in this scene? If so, what were they?
- Why don't people speak up in committee meetings when there is a concern?
- Think about the last time you were in a search committee setting or similar setting ... have you ever found yourself in Janet's position?
- What could Janet have done differently to have her voice heard?

### (FLIP CHART) Record Learner Responses

Comments to use after responses have been recorded:

When similar incidents occur in a group setting, each member of the group is self-monitoring to assess how others will respond. If no one in the group raises a question about the incident, it will be very difficult for one who objects to speak up. Exclusion from a group is a powerful motivator to remain silent, especially when the power of one's position plays a role in the dynamic, which may be the case here. To lead inclusive work effectively, search committee members need to assert positively that they have the ability to help lead the work and do it collaboratively.

### Additional questions to group:

- To what extent does this old-school video reflect experiences you've had or seen at our institution?
- Is there a discrepancy between the realities of our institution's diversity and inclusion environment and how it markets itself?

## "Good" Institutions

### (Old-School Video) Jump-Starting the Search Process — Too Fast?

The committee is ready to move forward with its work, but it quickly becomes clear that individual committee members have their own ideas about how to jump-start the search process.



Play Video 1.2

### (PowerPoint) What Constitutes a Good Institution? How Does That Affect Recruitment?

After showing the video, ask:

- Would you rank our institution as "good"? Why or why not?

- What other criteria would you want to consider to determine what constitutes a “good institution”?

**Discuss as a large group or in small groups and share results.**

**(FLIP CHART) Record Learner Responses**

## (PowerPoint) Review Course Examples of “Good” Institutions

When folks in academia speak about other good institutions, it can be difficult to pinpoint exactly what criteria make those colleges and universities highly regarded. Some traditional categories of good standing include:

- Institutions that award degrees to existing faculty.
- Institutions with prominent rankings and/or reputations.
- Institutions with high undergraduate student success rates.

The preceding slide offered definitions of “good” institutions that depend on perspective. There are many criteria not listed, so it’s important to be prepared for a conversation about how “good” is defined. A possible challenge with search committee members is having them see beyond college rankings. They should also look at how well the institution prepares its graduates for current and emerging roles and responsibilities as faculty members as well as good stewards of their disciplines. Search committees should review whether the undergraduate curriculum of the candidate’s institution helps graduates bring cultural competence into a diverse workforce.

## Outreach and Recruitment

### (Old-School Video) Attempts to Advance the Discussion to Broadening Outreach and Recruitment

As you observed earlier in the old-school approach, Janet tries to be included in the discussion about hiring, but is excluded. Now let’s return to the committee’s discussion to learn more about what happens when a committee member is excluded and has talents to share.



Play Video 1.3

### (PowerPoint) Comfort of Status Quo

It’s common for people to fall back on what’s familiar to them — it’s human nature. These behaviors only become problematic when old behaviors and the status quo prevent the institution from adopting more inclusive practices that serve learning and organizational development.

### (PowerPoint) Traditional Characteristics of Search Processes

People often use traditional methods and networks and seek to work with colleagues with whom they already have relationships. These are not bad things, unless people resist changing patterns