



Respect Committee
Final Report

April 4, 2017

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CHARGE

The Committee was charged by the Office of the Vice Provost for Diversity in Fall 2015. The charge of the Respect Committee has been to explore avenues in order to incorporate respect throughout the University of Delaware. The work of the committee should result in the development of recommendations in order to implement a meaningful culture change within the University community. These recommendations should encompass the entire campus community in regards to how we work, learn, study, teach and interact with one another on a regular basis regardless of affiliation to campus: faculty, staff or student.

MEMBERSHIP

In an effort to incorporate a diversity of viewpoints, the committee was made up of representatives from ten departments of University faculty, exempt and non-exempt staff, both undergraduate and graduate students

The members of the Respect Committee includes:

<i>Communications & Public Affairs</i>	Holly Norton
<i>Disability Support Services</i>	Anne Jannarone
<i>Equity and Inclusion</i>	Jennifer Daniels
	Jessica Rickmond*
<i>Facilities, Real Estate & Auxiliary Services</i>	Sheila Boyle
	Jo Alice Casapulla
	Banlusack Phommachanh
<i>Graduate Student Senate</i>	Cesar Caro
<i>Human Resources</i>	Patty Fogg*
<i>Information Technology</i>	Kate Webster
<i>LGBTQ Caucus</i>	Karla Bell
<i>The Libraries</i>	Julie Brewer
<i>Student Government Association</i>	Matthew Rojas
<i>Student Life</i>	Katie Rizzo
<i>UDPD</i>	Jeff Evans
Previous members includes:	
<i>Athletics</i>	Sandy McFoy
<i>Faculty</i>	Thomas Powers
<i>Graduate Student Senate</i>	Joe Brodie
<i>Student Government Association</i>	Rebecca Jaeger
<i>UDPD</i>	Yvonne Simpson
	Kathy Cardner

*indicates committee chairs

TIME LINE

Fall 2015

At the direction of the Vice Provost for Diversity the Respect Committee occurred in August 2015 and met every six weeks, under the leadership of the Office of Human Resources and with guidance from the Vice Provost for Diversity.

The first task of the Respect Committee, and ongoing throughout the duration of the committee's existence, was to review respect and civility statements including existing initiatives at other institutions. Before decisions regarding national trends or best practices is incorporated into the committee's work, the committee believed it was important to first define what respect looked like on our campus.

In drafting the Statement of Respect & Responsibility, the committee believed it should be applicable to all members of the community: faculty, staff, and students (both undergraduate and graduate). Another goal was to ensure the statement did not infringe upon academic freedom or first amendment rights, but rather provide the possibility for intellectual debate and the development of a scholastic atmosphere in a manner that is beneficial to the University. The committee also felt it was important to incorporate language of our current governing documents. The "Statement of Responsibility" highlighted the concept of respect but was not robust enough to meet the needs of campus. As a result, the Respect Committee drafted a value statement, "Statement of Respect & Responsibility".

Spring 2016

In April 2016, the Office of the Vice Provost for Diversity supported speaker Dr. Paul Marciano to come to campus. He provided guidance on how to use his RESPECT Model (Marciano, 2010). According to Dr. Marciano, in a respectful organization, strong relationships are built to create a stronger connection to the organization, its leadership, team members, the work and one's self as the individual. "Culture drives behavior and behavior reinforces culture" (2010, 34) Using the seven key principles, the committee interjected recommendations to influence both culture and behavior in a manner that builds respect.

- **RECOGNITION:** Behavior, which is given positive attention, is more likely to be replicated. Recognition provides an opportunity to emphasize behavior consistent with the values (2010, 83).
- **EMPOWERMENT:** Well-trained and competent community members will feel empowered to address conflicts and obstacles. As a result, one will strive to maximize success and develop an increased sense of value (2010, 103).
- **SUPPORTIVE FEEDBACK:** A commitment to growth is shown through supportive and constructive dialogue. Any problems that may arise are addressed in an efficient and effective method consistent with the stated values (2010, 115).

- **PARTNERING:** While trying to achieve various goals, partnerships combine resources and allow for a collective mission and vision (2010, 131).
- **EXPECTATIONS:** Setting clear expectations yields an increase probability of a desired outcome and lessens the risk of incorrect assumptions (2010, 145).
- **CONSIDERATIONS:** Being considerate develops a sense of loyalty — especially when executed. That loyalty generates pride and engagement particularly when demonstrated by all within the organization (2010, 163).
- **TRUST:** Without trust, relationships and processes begin to fail. To alleviate that failure, a commitment to building confidence in the team is essential (2010, 181).

Following the development of the “Statement of Respect and Responsibility”, and after review of national best practices with training from Dr. Marciano, the Respect Committee developed methods to weave the proposed values into the fabric of the University of Delaware. The result is a list of recommendations found below.

Fall 2016

In supporting the work of the Vice Provost for Diversity, OEI became a partner in the work of the Respect Committee and became a co-chair and support to HR. The Respect Committee envisioned a platform in which information specific to respectful initiatives could be communicated and regularly updated. A website, maintained by the Office of Equity and Inclusion, was developed over the course of the Fall 2016 semester. The website houses information about the committee, the proposed Statement of Respect and Responsibility and resources such as books and articles. The campus community was directed to this website during Spring semester 2017 for the collection of feedback.

Spring 2017

In February 2017, the proposed Statement of Respect and Responsibility was disseminated throughout the campus community and feedback was requested. Over a period of two weeks, the feedback form, housed on the Respect Committee website, collect 274 responses: 69% of responses belong to employees, 26% are faculty, and remaining responses collected were from undergraduate students, graduate students, and continuing education students. On a scale of “1” (I do not support the statement) to “4” (I support the statement entirely), the chart below is the distribution of responses.

Rating	1	2	3	4
All	5	5	58	201
Faculty	4	2	24	40
Employee	1	3	34	151

Also included on the feedback form was one questions which provided an opportunity to gather qualitative responses. A compilation of comments was reviewed by the committee, and incorporated into the Statement of Respect & Responsibility.

THE STATEMENT OF RESPECT & RESPONSIBILITY

The proposed value statement, drafted by the Respect Committee, states:

Statement of Respect & Responsibility

The University of Delaware community values both personal and academic freedom. Each member of the campus community has the responsibility to promote an atmosphere in which the free exchange of ideas and opinions can flourish. All members have the right to benefit from this atmosphere. We realize these values by learning from individual and collective differences, and by engaging with every human being, through:

- ***RESPECT:*** We value individual differences, intersections of identities and life experiences. Understanding inclusion means listening to various viewpoints, which strengthens our community and supports our intellectual growth.
- ***CULTURE:*** We ensure a welcoming campus culture that advocates for each individual's voice to be heard.
- ***GROWTH:*** We seek self-awareness to strengthen connections and relationships with others. We engage in open dialogue that builds trust and support.
- ***INTEGRITY:*** We pride ourselves on honesty and transparency. Leadership, accountability, and professionalism nurture a positive campus climate and community.
- ***ENGAGEMENT:*** We collaborate with local, national and international communities to make significant contributions through research, teaching, learning and service.

In joining the UD community, we understand and acknowledge the importance of embracing this Statement of Respect and Responsibility.

RECOMMENDATIONS

The Respect Committee recommends the following suggestions as priorities for implementation:

- Educate the campus and community starting on the first day including faculty and staff orientation, new student orientation and 1743 days. With the assistance of CPA and Media Services a series of video should be housed on high traffic UD websites such as the home page, Student Life, UDJobs, Athletics, Office of Equity and Inclusion and social media that will portray members of the UD community displaying behavior in line with the value statement.
- Regularly communicate with stakeholders including Provost Office, Faculty Senate, Diversity Caucuses, Chief Diversity Advocates, General Counsel, Graduate Student Association, Undergraduate Student Government, various unions, and other University leadership.
- Ensure *We Are Blue Hens* Statement and Statement of Respect and Responsibility align and develop method for dual value statements to co-exist.
- Recommend external speakers to provide training for the University community. An example of a topic includes bystander response to act perceived as disrespectful.

The Respect Committee also recommends the following suggestions with long-term implementation:

Awareness

- Develop a brief training that will be offered on an annual basis similarly to that of other equity programs.
- Train first-time and existing supervisors on the skills required to implement values. A tool box of trainings will be made available both online and in person.
- Communicate trainings currently offered at the University such as bystander response to disrespectful actions or comments.
- Create a call for programs currently occurring around the topic of respect. This will allow the opportunity to provide a central depository of information that is easily accessible.
- Create an employee mentorship program. This type of an employment program is one in which individuals mentor others, reflecting the ideal culture that we aspire to implement.

Expectations

- Seek safe spaces for individuals to express concerns without the use of punitive actions or fear retaliation. Develop and widely share a safe space to mediate conflict. These services should be available to faculty, staff, graduate students and undergraduate students.
- Ensure policies and grievance procedures for faculty, staff, and students are widely known. Disseminate resources to provide the proper avenues to learn whether certain behavior constitutes a violation and what the options are for resolution.
- Draft wording for all job descriptions to uphold the values of the University. Updates will be included to any current job description then shared with each employee.
- Update the annual performance appraisal to include a question to evaluate the execution of the University's values. An opportunity to provide insight on the demonstration of values should be provided to both the supervisor as well as any supervisee.

- Seek support from the Provost to encourage all faculty members to add a statement regarding the University's values to syllabi.
- Update course evaluations to include the demonstration of values listed in the statement of responsibility and respect.
- Communicate with external University partners about the values. An email boiler plate will be created for ease. A brief statement will also be drafted to start programs and speakers so that attendees will be informed of expectations.
- Create a statement regarding the responsibility when wearing the UD logo. Wearing the logo is a method of communicating the values of the University and should act in a manner that upholds those values.
- In communicating the values, also state that the University's expectations area applicable to all regardless of position or status.

Communication

- Develop and identify locations for visual messaging in high traffic areas that include the values.
- Generate an avenue to collect positive comments for a faculty or staff member's personnel file.
- Generate an avenue for division heads should submit accolades for team members. Accolades will span functional areas and pay grades, and allow the opportunity to better get to know the accomplishments of its members. Submissions will compiled and distributed throughout the University.
- Seek the addition of respect and responsibility as criteria to institutional awards.
- Develop and award an annual honor to individuals who not only upheld the value statement but exceeded its expectation. Separate awards for faculty, staff, undergraduate and graduate students should be considered. These awards will be disseminated year-round as to ensure messages of respect are distributed throughout the academic calendar and does not become onerous for nominators.
- Develop a welcoming method of communication for individuals who would like to contribute but not easily identified based on committee membership.

WORK CITED

Marciano, P. (2010). *Carrots and Sticks Don't Work: Build a Culture of Employee Engagement with the Principles of RESPECT*. New York: McGraw-Hill.