

CIVILITY ON CAMPUS

*Faculty Senate
Auburn University
September 17, 2019*

*Kevin Coonrod
University Ombudsperson*

Six-Year Ombuds Office Chart



INDEPENDENT • NEUTRAL • CONFIDENTIAL • INFORMAL

Auburn University is an institution built upon honor, integrity, trust, and respect.

Consistent with these values, the University is committed to providing a safe and non-discriminatory learning, living, and working environment for all members of the University community.

Auburn University Policy on Sexual and Gender-Based Misconduct

Bullying Definition

- ♦ Abusive behavior that is:
 - ♦ Repetitive
 - ♦ Intentional
 - ♦ Power based

what is bullying about?

- ◆ Control
- ◆ (Lack of) respect
- ◆ Fear of being incompetent
- ◆ Fear of being perceived as incompetent
- ◆ Lack of alternative behaviors

Workplace Bullying Statistic

- 72% of employers deny, discount, encourage, rationalize, or defend
- Bosses are the majority of bullies
- 2014 WBI U.S. Workplace Bullying Survey,
<http://www.workplacebullying.org/wbiresearch/wbi-2014-us-survey/>

consequences to the person

- ◆ Profound feelings of confusion, fear, isolation, paranoia, embarrassment, shame, rage, guilt, depression, anxiety, lack of confidence, poor self-esteem, grief, shock, rejection, and worthlessness
- ◆ Post Traumatic Stress Disorder and Prolonged Duress Stress Disorder
- ◆ Focus and concentration impaired
- ◆ Isolation and social withdrawal
- ◆ Substance abuse
- ◆ Domestic violence
- ◆ Suicides attempted and completed
- ◆ Kohut, M. (2008) *The Complete Guide to Understanding, Controlling, and Stopping Bullies & Bullying at Work*, Atlantic Publishing Group, Ocala, FL, at 139.

consequences to the organization

- ◆ Diminished morale and productivity
- ◆ Employee turnover
- ◆ Lost opportunities (client turnover)
- ◆ Reputation
- ◆ Absenteeism and Presenteeism
- ◆ Litigation - Judgments, Settlements, Attorney Fees, Stress

Top Ten Workplace Bullying Tactics

- ◆ Blame target for errors
- ◆ Unreasonable job demands
- ◆ Criticism of ability
- ◆ Inconsistent compliance with rules
- ◆ Threatening job loss

- ◆ Insults and putdowns
- ◆ Discounting or denial of accomplishments
- ◆ Exclusion or “icing out”
- ◆ Yelling, screaming
- ◆ Stealing credit
- Namie, G. and Namie, R. (2009) *The Bully at Work - What You Can Do to Stop the Hurt and Reclaim Your Dignity on the Job*. Sourcebooks, Inc., Naperville, IL, at 27.

Bullying in Academe

- ◆ “The combination of power and lack of accountability breed bullying and aggression in higher education.”
Hollis, at 120
- ◆ Tenure; Academic Freedom; Long-term relationships
- ◆ Competition for scarce resources
- ◆ Long-term institutions; embedded cultures
- ◆ Hollis, I. (2012). *Bully in the Ivory Tower: How Aggression and Incivility Erode American Higher Education*. Middletown, DE: Patricia Berkly, LLC., 111 - 113.

AUBURN UNIVERSITY POLICIES

- ◆ No Comprehensive Anti-Bullying or Civility Policy
- ◆ However, there are specific conduct policies that may apply
- ◆ Policy Against Retaliation. “No employee shall take retaliatory action against any individual for reporting, or causing to be reported, in good faith, suspected wrongdoing, or for assisting in an authorized investigation of alleged wrongdoing. Retaliation, if confirmed, will result in disciplinary action.”

- ◆ Employee and Student Anti-Harassment and Discrimination Policies
- ◆ These policies cover constitutionally protected classes and are restricted to issues concerning race, color, sex, age, religion, national origin, disability, covered veteran status, sexual orientation, or genetic information.

- ◆ Federal law prohibits discrimination based on race, color, religion, sex and national origin. Title VII, Civil Rights Act 1964
- ◆ Federal law also prohibits discrimination based on sex at educational institutions receiving federal funding in Title IX

- ◆ AU WiFi. Users of Auburn University IT resources must take special care to avoid activity that is or could be perceived as harassing or threatening. Violations of this policy may result in actions ranging from warnings to loss of access to Auburn University IT resources. Deliberate disregard of this policy ... will be considered a Group I infraction under the University Personnel Manual and is subject to disciplinary action, up to and including dismissal. Appropriate Use of Information Technology Policy, Sections VII and VIII

AUBURN POLICY

- Faculty -

- ◆ FACULTY GRIEVANCE AVAILABLE FOR..."IMPROPER OR UNETHICAL ACTIVITIES SUCH AS FAILURE TO HONOR COMMITMENTS, HARASSMENT, DISCRIMINATION."
FACULTY HANDBOOK, ARTICLE 6, SECTION 2(d).
- ◆ GROUNDS FOR DISMISSAL OF FACULTY IN CLINICIAN AND RESEARCH TITLE SERIES INCLUDE LACK OF COLLEGIALLY AND UNPROFESSIONAL BEHAVIOR.
FACULTY HANDBOOK 3.5.2(K) AND 3.5.3(K).
- ◆ A TEACHER MAY NOT ENGAGE IN "CAPRICIOUS, INTIMIDATING, OR DISCRIMINATORY" ACTION AGAINST A STUDENT. STUDENT ACADEMIC GRIEVANCE POLICY 3.3.1.4.

- ◆ Dismissal of tenured professor
 - ◆ Certain crimes
 - ◆ Serious and substantial violation of professional ethics
 - ◆ Serious or substantial neglect in teaching, research or outreach

AUBURN POLICY

- Staff and A & P -

- ♦ AUBURN EMPLOYEE MANUAL PROHIBITS “INTIMIDATING OR INTENTIONALLY IMPOSING ON THE RIGHTS AND PRIVILEGES OF OTHER EMPLOYEES...
- ♦ INDULGING IN GROSSLY OFFENSIVE, OBSCENE, OR IMMORAL CONDUCT...
- ♦ FIGHTING ON UNIVERSITY PROPERTY OR CREATING DISTURBANCES WHICH ADVERSELY AFFECT MORALE, PRODUCTION, STUDIES, OR DISCIPLINE.”
- ♦ THE POLICY ALSO PROHIBITS “MAJOR MISCONDUCT AND SUBORDINATION.”
- ♦ AUBURN UNIVERSITY EMPLOYEE RELATIONS POLICY 8.3.3.(A),(D),(H) AND (I).

Auburn policy

- Students -

- ♦ STUDENTS ARE SUBJECT TO DISCIPLINARY ACTION FOR THREATENING AND/OR COMMITTING PHYSICAL VIOLENCE AGAINST ANOTHER PERSON, SUCH AS ASSAULT, HAZING OR HARASSMENT. CODE OF STUDENT DISCIPLINE.
- ♦ STUDENT ORGANIZATIONS SHOULD NOT NEGLIGENTLY ALLOW, CONDONE OR FACILITATE A MEMBER'S THREATENING AND/OR COMMITTING PHYSICAL VIOLENCE AGAINST ANOTHER PERSON, SUCH AS ASSAULT, HAZING OR HARASSMENT. STUDENT ORGANIZATION CODE OF CONDUCT.
- ♦ HAZING. THE CODE OF ALABAMA (1975), SECTION 16 -1-23; AUBURN UNIVERSITY ANTI-HAZING POLICY.
- ♦ IMPROPER CLASSROOM BEHAVIOR INCLUDES VERBAL, PSYCHOLOGICAL, OR PHYSICAL THREATS, HARASSMENT, AND PHYSICAL VIOLENCE. POLICY ON CLASSROOM BEHAVIOR, NO. 1.9.

Civility Definition

- ◆ Collegial
- ◆ Respectful
- ◆ Supportive
- ◆ Abide by laws and policy

Steps we can take

- Talk to your supervisor
 - Or, your supervisor's supervisor
- Confront the bully — not recommended
 - If you insist, address the behavior and not the individual
- Bystander intervention
- See the Ombudsperson
- Self-Care, and Flight

Strategies to promote civil behavior

- ◆ Culture change
 - ◆ Transform culture through new hires. Screen for aggressive tendencies in hiring process, and educate through questions asked. Use external hires in leadership positions as agents of change. Twayle, D. and DeLuca, B. (2008) *Faculty Incivility: The Rise of the Academic Bully Culture and What to do About It*. San Francisco, CA: Jossey-Bass, 170 and 173.
- ◆ Education of faculty, including supervisors, on how to address problems promptly
 - ◆ Discuss appropriate and inappropriate behavior with faculty - individually, and as group

- ◆ Policy
- ◆ Buy-in
- ◆ Fair and consistent enforcement
- ◆ Leadership modeling civil behavior

Conclusion

- ◆ Bullying begets bullying
- ◆ Respect begets respect
- ◆ Trust begets trust

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