

Managing Down / Managing Up

Ellen Walker

Lori Clarke

Michelle Strout



CRA-W

Computing Research Association
Women

Ellen Walker

- Began career at Rensselaer Polytechnic Institute
- Moved to Hiram College as Associate Professor in 1996
- Promoted to Full Professor in 2000
- Served as Computer Science Department Chair 2007-2012 and again starting in 2018
- Served as Associate Dean 2012-2018 (2 full terms)
- Currently leading College-wide accreditation prep team for HLC visit in 2020

- Research: Computer Vision, Artificial Intelligence, Computer Science Education



CRA-W

Computing Research Association
Women

Managing Up

“Managing up is a conscious approach to working with your manager toward mutually agreed-upon goals that are in the best interests of you, your boss, and your organization. It is not mere political maneuvering; rather, it is a process of influencing your manager to make decisions that benefit both of you as well as the company.”

<http://www.slideshare.net/MattheaMarquart/managing-up-for-ynpn>



CRA-W

Computing Research Association
Women

The Big Squeeze

Administration (Trustees, Regents, President)



Provost
Dean
Chair



Faculty



Thinking Differently

Faculty: “But we have to offer that (low-enrollment) course, or our curriculum will be too shallow / students need that course to graduate (or succeed)”

Admin: “The trustees already think we have too many faculty. Low-enrollment courses will just encourage them.”



Thinking Differently

Faculty: "I need to go to these important conferences. I'm giving a paper at each one. Why can't you cover all of my costs?"

Admin: "Faculty just requested nearly 100x the available travel funds. How can I choose which requests to satisfy?"



CRA-W

Computing Research Association
Women

Tips

- Never present a problem without also bringing along a couple of solutions
- Tell the boss the whole truth
- Don't whine
- Show your appreciation



CRA-W

Computing Research Association
Women

Tips

- Pick your battles
- Think about the ultimate goal and be willing to accept an alternate path to get there
- Advocate strongly, but once a decision is made, support it.



Lori Clarke

- **Started academic career:** U. of Massachusetts Amherst
- **Professional service:** vice chair CRA, co-chair CRA-W, General Chair ICSE, ACM SigSOFT Chair, etc.
- **University Service:** Associate Chair 1981-85, Chair 2011-2015
(went from being a department, to being a school within a College, to being an independent College)
- **Research area:** Software Engineering
(with a focus now on Medical Safety)
Grant support from NSF, DARPA, NIH, ARO, AFOSR, DOE,...



Managing Down

- **Mentoring, directing, and supporting the people that work under your “supervision”**
 - Faculty, staff, postdocs, graduate and undergraduate students
- **Improve the working environment for everyone**
 - Supportive, respectful, meaningful, enjoyable, continued growth
- **Improve the standing of the organization, but **NOT** at the expense of helping individuals achieve their goals**
 - One of the benefits of being at an academic institution is that you can put people first



CRA-W

Computing Research Association
Women

Managing faculty is like herding cats

- **Work to get buy-in for any important change**
 - Need to gather and present data
 - Lay out alternatives
 - Allow time for discussion and consideration of improvements
 - After considering alternatives and their problems, most will now better appreciate the selected solution
 - Best to lead based on a strong consensus
- **Takes time but a positive environment is worth the effort**



One-on-one Interventions

- **Honestly discuss problems**
 - Provide supporting data
- **Come prepared with suggestions for improvement**
- **Recognize the individual's contributions and concerns**
 - **Listen!**
- **End the meeting with a clearly stated plan for going forward**
 - If possible, arrived at a mutually acceptable agreement
 - If not, make it clear what is expected



Providing Research Guidance

- **PhD and postdoc positions are apprenticeships**
 - Learn by working closely with you
 - Use “think out loud”
 - Explain what you think the problems are and why
 - Explain your thoughts on the next steps
- **Insist on visibility into the student’s progress**
 - Working document that outlines their progress to date
 - Existing problems
 - Past approaches, strengths and weaknesses
 - Terminology
 - Approaches to be explored
 - ✧ Current status of each
 - ✧ ...
 - Great jumping off point when they are ready to write a paper



Providing Research Guidance

- **Working 1-1 with students is the best part of being a faculty member**
 - See the students develop skills and mature as researchers
- **Being an advisor is a lifetime commitment**
 - Advocate for your students and support their career development



Managing without a Mandate

- **Have a “seat at the table” but no authority**
 - e.g., faculty member at a faculty meeting, university committee
- **Swimming against the current**
 - Do your homework, so you have the info to make your case
 - Speak up, knowing that you may not be heard
 - Someone else might make the same point later
 - ✧ Thank them for agreeing with you
 - No one (or few) might support your point of view
 - ✧ Better to plant a flag that might be picked up (much) later
 - ✧ Don't storm out mad, instead Iterate the point again at a later time (and again)+
 - » Perhaps you will start to win over converts
- **For me, it is better to speak up and lose than to not fight for my point of view**



Michelle Strout

- **Academic career:** Colorado State University (2005-2015), University of Arizona (2015-current)
- **Professional service:** SC19 tech papers co-chair, PLDI, RMCWiC 2012 co-chair, ...
- **University Service:** Graduate program director (2014-2015), Currently Acting Department Head for Computer Science at University of Arizona
- **Research area:** Programming Languages / Compilers and High Performance Computing



Dealing with Sexual Harrassment as a Manager

- Anna Karlin led a CRA-W subcommittee on resources on sexual harassment, <https://cra.org/cra-w/sexual-harassment/>
- **Today we will touch on the following:**
 - What is sexual harassment?
 - How can we help faculty understand their responsibilities?



What is sexual harassment?

- Scenario 1: A student asks out a teaching assistant or instructor
- Scenario 2: A faculty member looks people in the chest instead of the face while talking with them
- Scenario 3: A faculty member refers to the whole class as “guys” on a regular basis
- Scenario 4: A faculty member comments to a staff member that they appear to dress in a very feminine way.



CRA-W

Computing Research Association
Women

Sexual Harassment and Title IX

- **When in doubt, talk to your local Title IX office and/or HR. They are the experts!**
- Title IX is a law that prohibits discrimination based on sex regardless of gender, sexual orientation, gender, gender expression, pregnant or parenting status, and LGBTQ (lesbian, gay, bisexual, transgender, queer) identity. This law applies to universities as well as K-12 institutions in the US.
- Under Title IX, discrimination on the basis of sex can include sexual harassment or sexual violence, such as rape, sexual assault, sexual battery, and sexual coercion.



CRA-W

Computing Research Association
Women

Title IX Offices

- The Title IX Office is required to assess and respond to all complaints or reports they receive.
- You can report to the Title IX office at your university even if the incident occurred off campus.
- If an incident involves a professor from another US university, e.g. at a conference, you can report it to their Title IX office as well.
- Please be aware that Title IX *does not* guarantee confidentiality.
- Check your local Title IX web pages for more precise information about how these issues are addressed at your university.



CRA-W

Computing Research Association
Women

Helping Faculty Understand Their Responsibilities

- 3 R's at UofA (<https://equity.arizona.edu/refer>)
 - Refer person to the Office of Institutional Equity (OIE)
 - Report by CC'ing OIE
 - Record with the same email
- Title IX offices often...
 - Provide template email
 - Provide training for a group of faculty
- Code of Conduct for the Department
- Discuss inclusive teaching techniques
- Other ideas?



Not used but good stuff



CRA-W

Computing Research Association
Women

Saying 'No'

- Saying “no” is a daily activity; get used to it
- Women say “yes” to too many things with low impact, and run out of time/energy/creativity for higher-impact more strategic pursuits. Think before you say “yes”
- Always be gracious and, if possible, give brief non-personal reasons for having to decline
- Recommend several alternative choices / recommendations (ideally women if a worthy activity)
- If you mean it, tell them to consider you and ask you again in the future



Hearing 'No'

- Hearing “no” is a daily experience, get used to it
- Psychology shows that women hear “no” as “this is a bad idea, I did not do it right”, men hear “no” as “not now”; learn from guys
- Consider “no” to be “not now”, and get ready to try again, perhaps with a wiser set of tactics or better strategy, but try again
- Persistence is key to success



Scenario

- Your provost asks you and your colleague to start a new master's degree program to train people to be COBOL programmers. You secretly think this is a terrible idea. How would you manage your dean and provost to get the result you want?
- Hint: Start by thinking about what result you want.



CRA-W

Computing Research Association
Women

“Saying No” Exercise

- You are a pre-tenure faculty member at a research institution that has won a prestigious federal research center grant that requires an outreach program. You were not asked to be part of the research team but were asked to run/coordinate the outreach. You are passionate about outreach but this is not a wise career move. How do you manage the situation?



Resources

- What Great Managers Do, by Marcus Buckingham, <https://hbr.org/2005/03/what-great-managers-do>
- Try Coaching Instead Of Managing When Employees Bring You Problems, by Mark Murphy, <http://www.forbes.com/sites/markmurphy/2015/05/29/try-coaching-instead-of-managing-when-employees-bring-you-problems/>

-



CRA-W

Computing Research Association
Women