

SJECCD Building Community & Civility Consortium (BC3)

MEETING AGENDA

Wednesday, April 24, 2019 – 4:00 PM – 5:00 PM

Location (Alternate): EVC, SC216

Teleconference number: 1-669-900-6833, Meeting ID 592184150#

	Topic	Presenter
1	Introductions	
2	Review of 3.27.2019 Meeting Notes - (Page 1)	All
3	Climate/Civility Surveys: Update <ul style="list-style-type: none">• Respondents• Purpose of the Survey• How does the survey integrate with climate forums and other activities• Drafting Climate & Civility Survey Questions	All / Institutional Effectiveness & Student Success
4	Review Civility Statement and Identification of Needs (Regular agenda item) - (Page 3)	All
5	Review and Revise Goals/Priorities As Needed – (Regular agenda item) – (Pages 4-13)	All
6	Membership Outreach and Events (Regular agenda item)	All
7	Other	All
8	Reference Materials on Civility (Pages 14 – 16) Civility Poster (Page 17)	
9	Next Meetings?	Fourth Wednesdays (4:00 PM to 5:00 PM at alternate College locations during Spring AND Fall Semesters: September 25, October 23, and November 20 (Due to November 27 Thanksgiving Holiday). No meeting in May and December

“Civility begins with me! Everyone has Worth and Dignity” – SJECCD

SJECCD Building Community & Civility Consortium (BC3)

MEETING NOTES

Wednesday, March 27, 2018 – 4:30 PM – 5:10 PM

Location (Alternate): EVC, SC233

Teleconference number: 1-669-900-6833, Meeting ID 592184150#

Attendance: Beatrice Chaidez, Moni Dickerson, Dianne Dudek, Sam Ho, Raniyah Johnson, Cam Martian, Samar Robleh, Wilmer Tejada, Mimi Tran, and Alice van Ommeren

	Topic	Notes
1	Introductions	
2	Approval of 2.27.2019 Meeting Notes	Dianne moved to approve. Samar seconded. Approved (9 Yea / 0 Nay / 0 Abstain).
3	Civility Surveys - 2019 Survey Planning	<p>All/Institutional Effectiveness and Student Success (IESS):</p> <p><u>Discussion Question:</u> <i>Should we do a Civility Survey and/or Climate Survey?</i></p> <p><u>Handouts from IESS (Alice):</u></p> <ol style="list-style-type: none"> 1. 2017 Civility Survey Results – Board Ends Policies (including Overview, Purpose of the Survey, Process/Methodology, Survey Components, Survey Population, and Employees Definition of Civility, Comparison to 2015 Survey). 2. Institutional Effectiveness and Student Success: Civility Survey Results (handout of Civility Survey for both faculty and students, 2017 Student-Civility Climate Survey). <p><u>Handout from HR (Dianne):</u></p> <ul style="list-style-type: none"> • 2016 Employee Climate Survey template used by Rio Hondo College. Each of the following areas has a certain number of survey questions (Job Satisfaction / Questions 1 - 14, Communication / Questions 15 – 22, Campus Relationships / 23 – 31, Governance / 32-43, Diversity and Equity / 44 – 50, Campus Safety / 51-57, and Campus Environment / 59 – 62). <p><u>Discussion:</u></p> <p>We have conducted three Civility surveys (springs 2013, 2015, and 2017). Civility is a narrower piece of the more comprehensive climate survey. Once a survey is completed, what is the follow up? Make the survey super short. Having both open forum and surveys is necessary since in open</p>

		<p>forum, some people won't speak while they would be more open to surveys. Should we offer an incentive for completing the survey?</p> <p><u>Decision:</u> Should we combine the Civility survey component into the Climate survey?</p> <p>Yes: Sam, Dianne, Samar, Raniyah, Wilmer (combined for students) Abstention: Beatrice No (but conduct separate surveys): Moni, Alice</p> <p>Result: Majority voted to combine the Civility and Climate survey into one.</p> <p>Timeline for conducting surveys:</p> <ul style="list-style-type: none"> • Fall 2019: for employees (faculty and staff) • Early Spring 2020, February: for students
4	Review Civility Statement (Regular agenda item) - (Page B)	<p>Sam will include Civility Statement and Civility Poster when sending out Board Signed Resolutions during Heritage/History Months.</p> <p>Cam mentioned that NPR had someone talked about Civility having negative connotation as how people seem to suppress their voice. Sam said if so, what is the alternative?</p> <p>Moni recommended including Civility Statement quote on signature lines.</p>
5	Review and Revise Goals/Priorities As Needed – (Regular agenda item) – (Pages C1-12)	Deferred to future meeting
6	Membership Outreach and Events (Regular agenda item)	Deferred to future meeting.
7	Other	None
8	Next Meetings?	Fourth Wednesdays (4:00 PM to 5:00 PM at alternate College locations during Fall and Spring Semesters, except December and May. Next meeting date is September 25, 2019 at SJCC.

“Civility begins with me! Everyone has Worth and Dignity” – SJECCD

SJECCD Civility Statement

“Civility begins with me! Everyone has Worth and Dignity.”

We, the Civility (C3) Task Force, are proud of our work on the District Civility Statement, reflecting months of work by a group representing all District constituencies. We welcome input and guidance as to how this statement should be used by and for our educational community. We expect this to be a working document, useful to the District over time.

We the students, employees, and trustees at SJECCD are committed to a conscious demonstration of mutual respect - for people, for their roles, for their knowledge and expertise.

While no civility statement can guarantee considerate and principled conduct, the values set forth below represent institutional ideals and should serve as guide posts.

Respect, civility, integrity and honesty are not just words; they are intentions that must be present in our interactions with one another.

Civility requires cooperation, tolerance, forgiveness, acceptance, inclusiveness, kindness, compassion, courtesy, perception, and patience. It is expressed not only in the words we choose, but also in our tone, demeanor, and actions.

We honor the right of expression as a hallmark of learning, and we treasure intellectual freedom, tempered with respect for the rights of others, even when individual or group points of view are controversial or out of favor with prevailing perspectives. Individuals should not feel intimidated or be subject to reprisal for voicing their concerns, or for participating in governance or policy making.

An individual's perception of what is or is not civil conduct can be influenced by their culture and life experiences. We can all use assistance from time to time in understanding or seeing behaviors through the eyes of another person. We need to acknowledge these differences and be open to receiving feedback from someone who may perceive something we have done, without intent, as being uncivil. We also need to evaluate our own expectations of civility to ensure that we are not setting an unrealistically high bar.

In the face of incivility, silence can indicate consent; we each have responsibility to speak out to counteract incivility.

Guide Posts:

- Civility begins with me.
- Each person is responsible for creating and maintaining a positive place to learn and to work, where everyone can flourish.
- Take responsibility for one's own choices. Accept your responsibility to engage courteously in all forms of communication (oral, written, and electronic).
- Listening, not just hearing, but listening with respect, is the proper response to others.
- Regardless of status, everyone has worth and dignity which should be valued.
- Recognize contributions of others and value their opinions.
- All members of the community are responsible for and expected to exemplify and promote civility, integrity, and concern for the common good.
- Demonstrate and promote fair and just treatment; practice forgiveness and compassion.

Adopted by San José–Evergreen Community College District Board of Trustees on 10.8.2013

Building Community & Civility Consortium – Ongoing Prioritized Tasks

(Revised 4.15.2015; 5.1.15; 6-16; 2.8.2017; 9.14.2017; 04.12.2018)

“Civility”

Accreditation Standard II.A.3.C

Student Learning Programs and Services

“A recognition of what it means to be an ethical human being and effective citizen: qualities include an appreciation of ethical principles, civility and interpersonal skills; respect for cultural diversity, historical and aesthetic sensitivity; and the willingness to assume civic, political, and social responsibilities locally, nationally, and globally.”

Note: For each *recommendation (italicized)*, a priority (**boldface**) was determined and participants volunteered as Task Leaders (underlined) for implementation of tasks.

A. Civility Statement - Priority 1

Formulate a Statement of Civility for SJECCD for adoption by the Board of Trustees.

	Action Items	Team Members (*Lead)	Due Date (and milestone dates as applicable)	Status
1	Place statement in appropriate college and district publications (catalogue and adjunct faculty handbook), including a brochure for wide dissemination.	<u>Sam Ho</u>	Date for review: Spring 2018	Ongoing SJCC and EVC statement in current catalog

B. Campus Climate – Priority 2/3

1. Develop and administer a district-wide climate survey in order to evaluate Colleges, Workforce Institute and District attitudes at least every **two** years.

	Action Items	Team Members (*Lead)	Due Date (and milestone dates as applicable)	Status
1	Conduct and administer a survey and will coordinate with Consortium and	<u>Manager of the Institutional Effectiveness Student Success &</u>	Surveys: 1 st : Spring	Assess progress on challenges

	college/district entities, as appropriate. Compare with previous survey(s).	<u>Research Office</u>	2013 and 2 nd : Spring 2015. 3 rd : Spring 2017; 4 th : Spring 2019?	identified in surveys. Develop additional survey questions.
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2. Develop/provide an electronic site for collection of civility-related material. **Priority 3**

	Action Items	Team Members (*Lead)	Due Date (and milestone dates as applicable)	Status
1	Work with Instructional Technology to create and maintain civility e-portfolio.	<u>Celia Cruz</u>	Date for review: each semester	Ongoing
2	Coordinate with Professional / Staff Development Center or appropriate entity for instructional portion of site.	<u>Celia Cruz & Sam Ho</u> (with Nasreen Rahim and/or Shashi Naidu at <u>EVC</u>)	Dates for review: March and October	Ongoing. See SJCC Web Site, Professional Development Page**. EVC and DO have links

** Eportfolio Website: <http://www.sjcc.edu/faculty-staff/professional-development-center>

3. Sponsor one workshop per academic year for staff, and possibly for others in the community, on civility and civil discourse - **Priority 2**

	Action Items	Team Members (*Lead)	Due Date (and milestone dates as applicable)	Status
1	Offer workshop on civility and civil discourse and/or building community at Spring and/or Fall PDD each year.	<u>BC3 Consortium</u>	Annually	Ongoing. Completed at spring PDD 2017. Next: fall PDD 2018.
2	Collaborate with the Consortium to offer annual	<u>SJCC Celia Cruz and EVC Ambica Gill,</u>	Annually	Ongoing

	instructional event for staff, possibly a webinar or roundtable related to civility.	<u>Professional / Staff Development Center Directors</u>		
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4. Recognize contributions by staff and students to the campus and community. **Priority 2**

	Action Items	Team Members (*Lead)	Due Date (and milestone dates as applicable)	Status
1	Organize staff award event each spring.	<u>Staff Development Committee(s) and President’s Office(s), Chancellor/HR/WI</u>	Spring of each year	Employee recognition at each college, D.O. including WI.
2	Continue to feature outstanding staff and District members in District newsletter.	<u>Chancellor’s Office</u>	Periodically	Ongoing

5. Assure training in effective use of email and monitor effect of District Email Guidelines and Etiquette. **Priority 1**

	Action Items	Team Members (*Lead)	Due Date (and milestone dates as applicable)	Status
	Request HR in combination with IT to provide annual training on use of email and in new employee training.	<u>District HR and Instructional Technology</u>	Annually	Ongoing
	Monitor effectiveness of District Email Guidelines.	<u>BC3 Consortium</u>	Each Spring	Ongoing

6. Organize training for awareness and prevention of sexual harassment/violence - **Priority 1**

	Action Items	Team Members (*Lead)	Due Date (and milestone dates as applicable)	Status

Conduct surveys of problem.	<u>District Harassment Officer(s), College Title IX Administrators, and District Office of Research and Institutional Effectiveness</u>	Spring 2019? Incorporate into 2019 survey	Ongoing
Provide annual training to promote gender respect and equity, and educate toward awareness/prevention of sexual harassment and assault and provide support to victims.	<u>District Harassment Officer(s), College Title IX Administrators, Chancellor's Office, and President's Office(s)</u>	Annually	Training to all managers Ongoing

7. Request HR to provide training and to establish protocol to observe/report at-risk members of the community. **Priority 2**

	Action Items	Team Members (*Lead)	Due Date (and milestone dates as applicable)	Status
1	Establish protocol to observe/report at-risk members of the community on District premises. Provide BC3 Consortium access to crisis statistics, crime statistics and OCR responses as appropriate.	<u>HR and District Police</u>	Each Spring	Ongoing

8. Establish Role and Responsibility of Human Resources regarding workforce climate, standards and training. **Priority 1**

	Action Items	Team Members (*Lead)	Due Date (and milestone dates as applicable)	Status
	Work with HR and Office of Diversity to encourage a respectful discussion of	<u>HR and Office of Diversity</u>	Each semester	Ongoing

civility as it relates to multi-cultural and diversity issues.			
Work with HR and Office of Diversity to ensure specific reference to civility, positive climate standards, cultural and global competence in staff orientations and in periodic workshops.	<u>HR, Office of Diversity, and Chancellor’s Office – for Accreditation issues</u>	Each semester	Ongoing

9. Promote a District community which emphasizes quality relations among members & shared common goals

Action Items	Team Members (*Lead)	Due Date (and milestone dates as applicable)	Status
Organize at least one trust-building and/or community-building activity per academic year	<u>Chancellor and Presidents</u>	Each semester	

C. Publications

Review District publications for appropriate insertion of language that encourages civility.

	Action Items	Team Members (*Lead)	Due Date (and milestone dates as applicable)	Status
1	Review college/district documents for language related to mutual respect, civil discourse, civility.	<u>Chancellor’s Office</u>	Each semester	Ongoing
2	Strengthen review all college and district written/electronic publications for “tone.”	<u>Ruth Villasenor</u> (and <u>Twenty-Fifth Hour Communications</u> – Jennifer Aries to assist with overall review)	Each semester	Ongoing Civility Statement on <u>all</u> websites.
3	Set guidelines for publications (and	<u>BC3 Consortium</u> and <u>Twenty-fifth Hour</u>	Each semester	Ongoing

publication photographs for inclusiveness) for those responsible for District and College publications	<u>Communications</u>		
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D. Faculty and Staff

*Create and sustain a mentor program for new staff members and provide ongoing training. **Priority 1***

	Action Items	Team Members (*Lead)	Due Date (and milestone dates as applicable)	Status
1	New staff orientation includes civility statement. Create ongoing mentor program. Add civility section to Faculty Handbook. Orientation for new staff and adjunct faculty to contain civility statement and discussion.	<u>Professional Development Center and HR (Eileen Luna)</u>	Each semester	SJCC includes Civility Statement in the Adjunct Handbook; EVC doesn't have handbook but will include it with other documents distributed to all new adjuncts; the District no longer produces a Faculty Handbook.

*2. Provide staff training for those who have initial and/or frequent contact with students or high public interface, including phone protocol and "customer service" for all staff. **Priority 1***

	Action Items	Team Members (*Lead)	Due Date (and milestone dates as applicable)	Status
1	Organize annual workshops on civility and civility-related issues.	<u>VPSAs and HR (Eileen Luna).</u>	Annually	Variety of workshops at both colleges.

*3. Create a compendium of "best practices" that encourage civility by asking, "What civility practices work best for you?" **Priority 2/3***

	Action Items	Team Members (*Lead)	Due Date (and milestone dates as applicable)	Status
1	Request Academic Senate, Classified Senates (CSEA), Associated Students, MSC annually (or more frequently) – solicit a list of what practices work best from staff/students to post on civility eportfolio.	<u>Sam Ho</u> and Consortium members.	Date for review: each semester	Ongoing Offer contest to encourage participation.
2	Work with Chancellor and College Presidents to ensure an annual discussion of civility at area meetings.	<u>College Presidents</u>	Each semester	Ongoing

E. Instruction

1. Suggest statements to include in course syllabi delineating expectations of civility, mutual respect, and civil conduct in the classroom to post on civility instructional e-portfolio.

	Action Items	Team Members (*Lead)	Due Date (and milestone dates as applicable)	Status
1	Solicit statements from faculty to post on civility e-portfolio.	Contact Academic Senate Presidents and/or academic leaders	Each semester	Ongoing

2. Create a web-based instructional service site, which provides advice on a variety of classroom instructional techniques.

	Action Items	Team Members (*Lead)	Due Date (and	Status
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			milestone dates as applicable)	
1	Assemble material on the development of course outlines / pedagogical strategies (such as Collaborative learning and group discussion models) emphasizing civil discourse to post on civility e-portfolio.	<u>Celia Cruz</u>	Date for review: each semester	Ongoing

3. Provide resources to faculty to include in class discussion during a semester for expectations of open dialogue, mutual respect and civility. Not a directive.

	Action Items	Team Members (*Lead)	Due Date (and milestone dates as applicable)	Status
1	Provide encouragement using resources for faculty. For example, e-portfolio. Develop flier to advertise e-portfolio.	<u>Academic leaders</u>	Date for review: each semester	Ongoing
2	Request athletic coaches to include treatment of civility in team presentations.	<u>EVC Mark Gonzales</u> <u>SJCC Lamel Harris</u> civility segments underway	Date for review: Each semester	Ongoing

F. Student Affairs: Priority 1

1. Demonstrate to new students welcome during first week of each semester. **Priority 1**

	Action Items	Team Members (*Lead)	Due Date (and milestone dates as applicable)	Status
1	Be visible at colleges during the first week of the semester to answer questions, provide welcome (note: SJCC and EVC	<u>Administrators and student services staff</u> (Sam Ho to coordinate with College staff).	Date for review: each semester	Ongoing at both colleges.

	Week of Welcome). Provide Civility bracelets			
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2. Encourage student involvement in college governance and activities.

	Action Items	Team Members (*Lead)	Due Date (and milestone dates as applicable)	Status
1	Request all staff each semester to take every opportunity to encourage student involvement in college governance and activities.	<u>Ongoing by All (including Chancellor, Presidents, Student leaders)</u>	<u>Ongoing by All</u>	Ongoing
2	Include civility material in student leadership documents.	<u>Directors) of Student Development & Activities (Raniyah Johnson at EVC and Blake Balajadia at SJCC)</u>	Each semester	Ongoing
3	Coordinate with college newspaper advisors for publicity.	<u>EVC Sterling Warner; SJCC Farideh Dada</u>	Each semester	Ongoing - SJCC news advisor willing to Include civility material

3. Review Student Services policies for “tone” and possible inclusion of civility statement in standards/expectations of student conduct. **Priority 1**

	Action Items	Team Members (*Lead)	Due Date (and milestone dates as applicable)	Status
1	Review and suggest revision to existing policies to include civility.	<u>VP of Student Affairs</u>	Date for review: Each semester	Ongoing

G. Public Space

	Action Items	Team Members (*Lead)	Due Date (and milestone dates as applicable)	Status
1	Organize posting signs in public places defining mutual respect and civility Priority 1	<u>Directors) of Student Development & Activities (Raniyah Johnson at EVC and Blake Balajadia at SJCC)</u>	Each semester	SJCC has posters in Student Center.
2	Organize every two years at both colleges a student poster contest promoting civility and civil discourse.	<u>College art faculty and Directors) of Student Development & Activities</u>	Every two years, fall semester.	Ongoing; Student Civility poster distributed widely in District.
3	Working with arts faculty and Facilities Committees to provide public spaces on campus with art, colorful surroundings, comfortable seating, and meaningful signage. Public art in new facilities. Priority 3	<u>Facilities Committee Chairs at each college & others as appropriate.</u>	Each semester	Ongoing. Consider murals.
4	Identify existing space for more student and staff conversation/meeting. Priority for new construction Priority 1	<u>Facilities Committee Chair and VP of Administrative Services</u>	Each semester	Ongoing
5	Request respective College and District Facilities Committees to conduct annual review of signage with consideration for currency, clarity, usefulness, and welcome to our community	<u>College Facilities Committee and District Facilities Committee</u>	Each fall semester	Ongoing
6	Inform construction contractors to increase public meeting space in conjunction with new campus construction / remodeling. Priority 3	<u>Chancellor's Office and Vice Chancellor Doug Smith</u>	Each semester	Ongoing

A. TED Talk on Civility

3 ways to practice civility

[14:26 minutes · TED Salon: Up for Debate](#)

What does it mean to be civil? Journalist Steven Petrow looks for answers in the original meaning of the word, showing why civility shouldn't be dismissed as conversation-stifling political correctness or censorship. Learn three ways we can each work to be more civil -- and start talking about our differences with respect.

[Watch now »](#)

B. Workplace Civility: Still Relevant or an Outdated Notion?

Higher Ed Jobs - Career News | by Daniel B. Griffith, J.D., SPHR, SHRM-SCP Friday, January 25, 2019



fizkes/Shutterstock

Civility is essential for fostering inclusive, safe, and engaging workplace environments and supporting employee effectiveness and productivity. It makes good business sense and contributes to employers' bottom line. In contrast, employers risk liability for unfair employment practice claims, experience diminished employee morale and increased turnover, and may experience damage to their reputation and employer brand, to name just a few consequences, when incivility and related actions like bullying and harassment go unchecked.

This is my take on civility, as I have suggested in previous articles on [civility](#) and [bullying](#) and in a [webinar](#). Yet, as I

seek to foster civil workplace environments in my work, I encounter doubters who suggest that civility is an outdated notion. Some even suggest it is harmful. They argue:

Civility suppresses speech. A call for civility may be perceived as [suppressing free speech](#). Yet, even in the workplace where employers may regulate conduct and speech in the interest of furthering business goals, calls for civility can be viewed as dampening the general spirit of collegiality and informality that many employers seek to promote as part of their employee engagement efforts.

Civility is oppressive, particularly to underrepresented groups. Efforts to promote diversity, equity, and inclusion require meaningful dialogue on issues related to social identities, social justice, privilege, systemic discrimination, "isms," and many other issues. These are not easy conversations and require vulnerability, trust, and "saying what needs to be said." When calls for civility around such conversations come from institutional leaders, they can be perceived as attempting to suppress the marginalized and underrepresented voices that they purport to want to hear.

Civility is draconian, often used to impose manners and punish violations. Some equate civility with manners and conclude that a call for civility must mean adherence to some sort of code of courtesan etiquette. While etiquette and manners are an aspect of civil conduct, workplace civility involves much more. Nonetheless, civility can be perceived as an attempt to enforce behaviors that general conduct policies don't otherwise cover and impose punitive measures for failing to model standards of conduct that aren't clearly defined or that are outdated or old-fashioned.

While I don't agree with these arguments, I acknowledge the concerns. Civility is not inherently suppressive, oppressive, or draconian, but how it is promoted and implemented in the workplace can leave that impression. To mitigate these impacts, consider these suggestions:

Understand how subtleties, nuances, context, and cultural influences affect perceptions about civil conduct. Is speaking with a raised voice or in a direct fashion uncivil, or is it simply how an individual communicates based on cultural influences? Is a person's style of interacting with others rude, or simply awkward and off-putting? Is vociferous and unproductive complaining in a team meeting treated the same as similar conduct in a private meeting where an employee expresses legitimate frustrations to a supervisor? Do appeals to speak civilly put individuals from underrepresented groups on notice to not express their true thoughts and feelings? Are they, in fact, microaggressions telling them to "shut up and stop complaining?"

Before attempting to speak about civility for your organization, much less define it, be sure you understand the dimensions involved among diverse stakeholders who interpret civil and uncivil conduct and language differently. If you demonstrate this depth of understanding, you may find others are just as interested in talking about and exploring ways to foster civility as you are, provided conversations incorporate rather than dismiss their perspectives.

Discuss and define "civility" carefully and inclusively. If you are considering a more intentional focus or campaign on workplace civility, or creating an organizational values statement concerning civility, don't move too aggressively until you've seriously considered the suggestion above. Be sensitive to these variances and communicate a desire to work collaboratively on an approach that fosters civility in a way that embraces the diverse and inclusive culture you seek to develop. Avoid top-down approaches that impose definitions of civil conduct on others, thereby reinforcing a hierarchical, traditionally privileged, male-dominated ethic to which others must abide, and favor instead inclusive processes that ensure a conversation and values statements that all can embrace.

Create space and context for necessary and difficult conversations that are not constrained by outdated notions of civility. I shared examples in previous articles of spaces and places where individuals are encouraged to freely

speak and share their concerns and perspectives on difficult issues without having to guard their tongue for the sake of civility. [Mediation](#), [intergroup dialogue](#), and essentially any conversation utilizing [effective dialogue principles](#) can allow for open sharing where language and the manner of communicating may appear to push the envelope of civility in contrast to other professional settings. We are not abandoning civility, but confirming that speaking one's truth or to one's deepest needs, interests, and values should not be sacrificed to undue mindfulness about civility. Such settings aren't slug fests nor intended to promote personal attacks and inherently rude behavior. They simply put a context to what "civility" means and how it may differ, given the nature of the interactions involved.

Don't "enforce" civility. Some institutions of higher education have incorporated values statements that reinforce the value of civility and civil conduct while reaffirming free speech and expression. Examples include [IUPUI](#), [Purdue University](#), and the [University of Chicago](#). Such messages promote civil speech and interactions without demanding them and, in fact, acknowledge the right to speak freely, even when messages are uncivil, even hateful. In the workplace, uncivil conduct is otherwise regulated by standard employee conduct policies. General messages and statements of civility should not be used as tools for punishing uncivil behavior, but as reminders of the importance of civil speech and interactions as the best means for fostering supportive and inclusive learning and working environments.

Don't tolerate what is clearly uncivil. In the workplace, we expect leaders and administrators to address promptly rude, offensive, and culturally inappropriate language and behavior directed against others or within professional settings. Yet even in the broader organizational context where hate speech and racist diatribe must be tolerated, such as controversial speakers on campus, leaders can counter such messages by reinforcing institutional values involving [inclusion, tolerance, and civility](#). Institutions and their leaders must clearly define their limits beyond which they will not tolerate uncivil conduct, and act accordingly.

think carefully . listen attentively . speak respectfully



CIVILITY STARTS HERE

