Title: OPENING PLENARY: Empirical Analysis of Faculty-To-Faculty Incivility: Implementing Best Practices to Foster Civility and Healthy Academic Work Environments

Keywords: Civility, Healthy Academic Work Environments and Incivility

Summary: Academic incivility can negatively impact individuals, teams, and organizations; cause physical, psychological, and emotional harm; and disrupt the teaching-learning environment. Dr. Clark presents empirical evidence regarding faculty-to-faculty incivility, describes contributing factors to this phenomenon, and offers evidence-based strategies to build positive relationships and foster healthy academic work environments.

Abstract Text: Academic incivility can negatively impact individuals, teams, and organizations; cause physical, psychological, and emotional harm; and seriously disrupt relationships and the teaching-learning environment. Dr. Clark presents findings from empirical studies regarding faculty-to-faculty incivility and offers best practices to foster and sustain civility, collegiality, and healthy academic work environments. Attendees will explore 1) examples of faculty incivility, 2) contributing factors, and 3) evidence-based strategies to build positive relationships; promote collegial workplaces; and enhance faculty well-being and career satisfaction.

National Study on Faculty-to-Faculty Incivility

MIXED METHODS STUDY: 588 Nursing Faculty from 40 States

Quantitative Results

67.4% report F-F Incivility as a Moderate to Serious Problem

78.5% report that they avoid addressing incivility related to:

- Fear of retaliation
- Lack of administrator support
- No clear policies to address incivility
- It takes too much time and effort
- Lack of skill to address incivility
- Makes matters worse
- Feel powerless (new, non-tenured, adjunct, clinical faculty)
- Want to be liked—don’t rock the boat

Most frequently occurring uncivil faculty behaviors:

- Resisting change or unwilling to negotiate
- Consistently failing to perform one’s share of the workload
- Distracting others while using media devices during meetings
- Refusing to listen or openly communicate on work-related issues
- Making rude remarks and putdowns towards others

Top factors that contribute to faculty incivility:

- Stress
- Demanding workloads
• Unclear roles and expectations
• Imbalance of power
• Volatile or stressful organizational conditions

level of confidence in addressing incivility, and ways to address the problem.

**Qualitative Findings (8 Themes)**

1. Berating, insulting, and allowing [incivility]
2. Setting up, undermining, and subverting
3. Power playing, derailing, disgracing
4. Excluding, gossiping, and degrading
5. Refusing, not doing, and justifying
6. Blaming and accusing
7. Taking credit [ripping off] others’ work
8. Distracting and disrupting during meetings

Discuss best practices to foster civility and healthy work environments

• Organizational and leadership support
• Assembling an Organizational Design (Civility) Team
• Measuring/assessing work environments
• Developing and implementing a sustainable ‘Action Plan’ including:
  o Foundational Statements and Documents
  o Civility Pledge/Team Charter/Co-creating Norms
  o Guidelines and Policies
  o Hiring for Civility
  o Restorative Justice
  o Effective Communication and Constructive Conflict Negotiation

**References:**


**Content Outline:**
Setting the Stage:

- Background and Overview: Contextualizing incivility in nursing education
- Previous studies
- Concept Analysis and Conceptual Model for Fostering Civility in Nursing Education

Mixed Methods instrument developed and tested:

- Instrument has been used in 34 studies to date (including replication and intervention studies); Highly reliable instrument—secondary purpose; test the Conceptual Model for Fostering Civility in Nursing Education

Present results and findings from the initial and subsequent studies:

Academic incivility can negatively impact individuals, teams, and organizations; cause physical, psychological, and emotional harm; and seriously disrupt relationships and the teaching-learning environment. Dr. Clark presents findings from empirical studies regarding faculty-to-faculty incivility and offers best practices to foster and sustain civility, collegiality, and healthy academic work environments. Attendees will explore 1) examples of faculty incivility, 2) contributing factors, and 3) evidence-based strategies to build positive relationships; promote collegial workplaces; and enhance faculty well-being and career satisfaction.

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Professional Experience: Dr. Cynthia Clark is an award-winning nursing scholar and Professor Emeritus, Strategic Nursing Advisor for ATI Nursing Education, and the Founder of Civility Matters®. She served as a co-chair for the ANA Professional Panel for Workplace Incivility, Bullying, and Violence. Her ground-breaking work on fostering civility has brought national and international attention to the
controversial issues of incivility in academic and work environments. Her theory-driven interventions, empirical measurements, theoretical models, and reflective assessments provide “best practices” to prevent, measure, and address uncivil behavior and to create healthy workplaces. Dr. Clark serves as a fellow in the American Academy of Nursing and the National League for Nursing Academy of Nursing Education. She is the recipient of numerous awards including the 2013 Journal of Nursing Education Scholarly Writing Award and her book, Creating and Sustaining Civility in Nursing Education,” received the 2013 AJN Book of the Year award.

**Author Summary:** Dr. Cynthia Clark is an award-winning nursing scholar and Professor Emeritus, Strategic Nursing Advisor for ATI Nursing Education, and the Founder of Civility Matters®. She recently served as a co-chair for the American Nurses Association Professional Panel for Workplace Incivility, Bullying, and Violence. Her ground-breaking work, theory-driven interventions, empirical measurements, theoretical models, and reflective assessments provide “best practices” to prevent, measure, and address uncivil behavior and to create healthy workplaces.