Chairs Training: Working with Upper Administration
Ilene Rosenstein

• Dr. Ilene Rosenstein, a licensed psychologist, has served in the field of mental health, well-being, organizational psychology and positive psychology for over 40 years. As the Associate Vice Provost for Campus Wellbeing and Education in the Office of Campus Wellbeing and Crisis Intervention at University of Southern California, she works with groups of faculty, staff, and students helping them to together heal, adapt to change, and thrive. The aim of her work is to help groups of individuals from all different backgrounds form deeper, more authentic, and meaningful connections with others, their environments, and their most essential selves. She provides assessments, presentations, and consultations to departments, schools, and institutions, helping these groups of individuals find new ways to work together more collaboratively, purposefully and productively.

• Prior to her current position, for 9 years, she was the Director of USC Student Counseling Services (now known as USC Counseling and Mental Health) and, for approximately 18 years, the Director of Counseling and Psychological Services at the University of Pennsylvania. Dr. Rosenstein also is a Clinical Professor in the USC Rossier School of Education.
Settle in.
AGENDA

01 Norms for us, norms for your departments

02 Success Working with Upper Administration: What it looks like

03 Connection: The most important ingredient

04 Characteristics of a Successful Relationship with Upper Administration

05 Resources to help support your work as a Chair
What we learn goes, what we said stays

Speak your truth

Speak one at a time

Listen to understand, not to respond

Holding each other accountable: The Code Word

NORMS AND COMMUNITY AGREEMENTS
Success with Upper Administration

Activity

- Your name and your department

- Who has been the best upper administrator in your career or your best professional experience with a leader. Why? What did they do? What role did they play?
Connection is a key predictor of success, thriving and wellbeing

Connection to:
Self, Each Other, and Organizations
How to be successful working with the Deans?

- Know what motivates them and what they value as a person
- Assess psychological safety
- Be clear on their roles and their power
- Utilize your strengths and theirs
- Be seen as useful and growth oriented
- Be an ally: Have their backs
- Use the Dean’s time wisely
- Bring appropriate issues up in a timely manner
- Deliver commitments and be dependable
Healthy conversations begin when you know what you and your Dean want out of them.

Motivations shape interactions

- How to determine what you want out of the relationship and the conversation
- How to determine what the Dean wants?
  - Is that what they want or what you want?
- Emotions in the conversation: reacting v. responding
Psychological Safety

Have the right amount: A growth climate of trust, respect and openness in which people raise concerns without fear of retaliation

- Has task conflict versus relationship conflict
- People believe that their work will have a positive outcome on others: What will be the positive outcome?
Healthy Dialogue

01 You felt heard and the other person felt heard.

02 Creating shared meaning and purpose

03 Better ideas and solutions: focus on problem solving

04 Working together, grieving together
How to deal with Problematic Leadership?

- Who are they?
- Are they “wired” right?
- What’s the fear?
- Using positive language
- When to give a “benefit of the doubt”
- When to keep your distance
- How to make yourself “needed”
- Coping with the negativity around you
- Know your triggers
THRIVING:

• Feeling good (positive emotions and engagement)
• Having good, caring relationships
• Having meaning and following your values
• Having accomplishments
• Facing challenges
Core Conditions of Healthy Work Environments

- Autonomy
- Sense of Belonging
- Competence & Feeling Good
- Meaning
- Psychological Safety & Fairness
Campus Resources

- **USC Campus Support and Intervention and Threat Management** (part of Campus Wellbeing and Crisis Intervention) at 213-821-0411 in TCC 421 or [https://campussupport.usc.edu](https://campussupport.usc.edu) assists faculty, staff, and students in resolving complex personal, academic, and financial issues, providing useful information and referring to the proper campus resources.

- **Student Counseling and Mental Health Services** at 213-740-9355 in ESH 303 or [https://studenthealth.usc.edu/counseling/](https://studenthealth.usc.edu/counseling/) for free and confidential professional counseling for students.

- **Center for Work and Family Life** at 213-821-0800 or [https://employees.usc.edu/work-family-life/](https://employees.usc.edu/work-family-life/) for free and confidential professional counseling for faculty and staff.

- **USC Occupational Faculty Practice** for Lifestyle Redesign at 323-442-2850 or [chan.usc.edu/patient-care/faculty-practice/about](chan.usc.edu/patient-care/faculty-practice/about) which helps faculty, staff, and students develop healthy life habits.

- **Diversity, Equity and Inclusion** for outpatient treatment and recovery residence for students at 855-434-9973 or [https://www.diversity.usc.edu](https://www.diversity.usc.edu) provides professional support on campus to better meet the needs of a diverse and inclusive community.

- **Campus Ombuds** is a safe and confidential place to share your USC-related issues and explore options or paths to manage your concern at 323-442-0383 (HSC) and 213-821-9556 (UPC). [https://ombuds.usc.edu/](https://ombuds.usc.edu/)
CWE creates collaborative, purposeful, and respectful communities by improving group interpersonal interactions, communications, and norms.

WE PUT THE “WE” IN WELLBEING
How to learn more about https://cwe.usc.edu/
Thank you!

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Summary and Reflections

Summarize in a few sentences your make take-aways and things you want to continue to focus on.