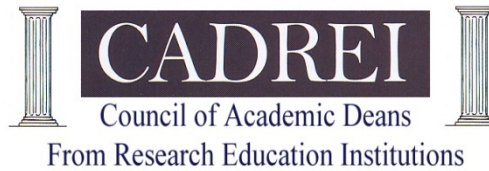


CADREI New Deans' Institute Objectives

- To deepen your understanding of the dean's role and factors related to success
- To share strategies of experienced deans for dealing with critical responsibilities
- To expand your network of CADREI deans for friendship and support



New Deans Institute
 Fess Parker's Doubletree Resort
 Santa Barbara, CA
 October 7, 2012

8:30 – 9:00 a.m.	Breakfast	
9:00 – 9:15 a.m.	Introductions and Objectives Ginnie McLaughlin, College of William and Mary	
9:15 – 10:45 a.m.	Leadership and Developing Your Team Walt Gmelch, University of San Francisco Ginnie McLaughlin, College of William and Mary	
10:45 – 11:00 a.m.	Coffee and Camaraderie	
11:00 – 12:30 p.m.	Faculty, Staff and Personnel Issues Alfonzo Thurman, University Wisconsin Milwaukee	

12:30 – 1:30 p.m.	Lunch	
1:30 – 3:00 p.m.	Fund Raising and Development Marcy Driscoll, Florida State University Richard Schwab, University of Connecticut	
3:00 – 3:15 p.m.	Coffee and Camaraderie	
3:15 – 4:45 p.m.	Panel Discussion on Critical Issues Facing New Deans Convener: A.G. Rud, Washington State University Camilla Benbow, Vanderbilt University Carol Colbeck, University of Wisconsin Milwaukee Marjorie Kostelnik, University of Nebraska Lincoln Tom Stritikus, University of Washington	
4:45 – 5:00 p.m.	Concluding Thoughts	

Leadership and Developing Your Team



Walt Gmelch

University of San Francisco

Ginnie McLaughlin

College of William and Mary

Dean Leadership and Teamwork Learning Outcomes

- 1) Respond effectively to the “Call to Leadership”
- 2) Explore how to develop your three qualities of strategic leadership.
- 3) Develop strategies and skills for managing your dean molecule.
- 4) Learn how to manage your leadership transition and life-cycle as a dean.

Motivation to Serve as Dean

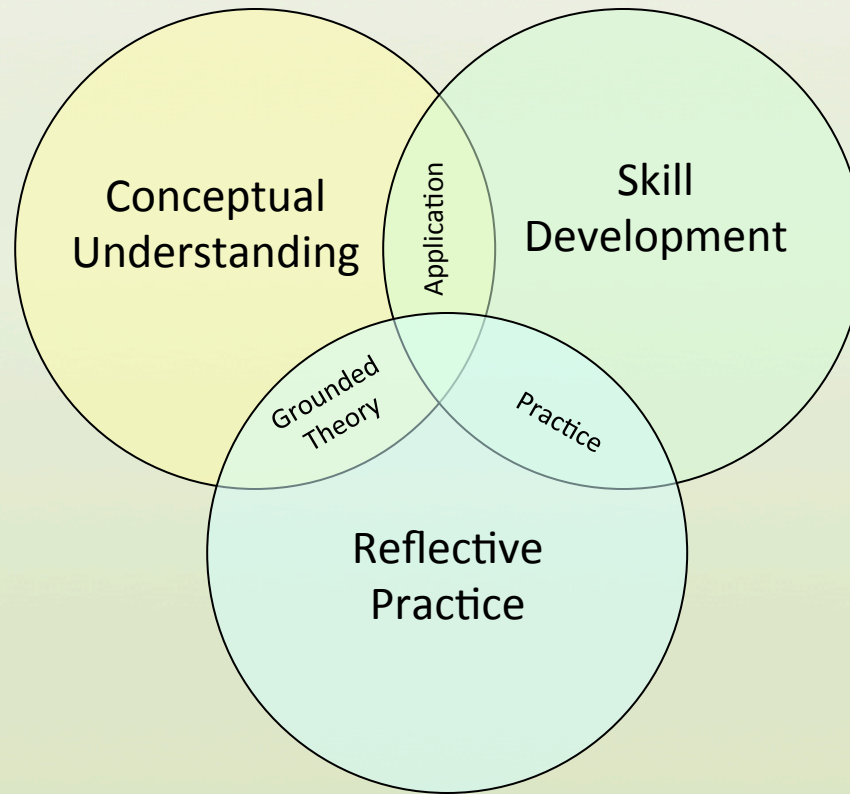
- Desire to contribute/improve college 95%
- Influence faculty development 83%
- Personal growth 77%
- Advancement of career 53%
- Financial gain 25%
- Power/authority of position 20%

M. Wolverton & W. H. Gmelch, (2002). *College Deans: Leading from Within*. Westport, CT: Oryx Press.

The Dean's Call to Leadership

- Without leadership training
- Without administrative experience
- Without understanding of ambiguity conflict
- Without recognition of metamorphic changes
- Without awareness of the cost to scholarship
- Without leadership succession planning

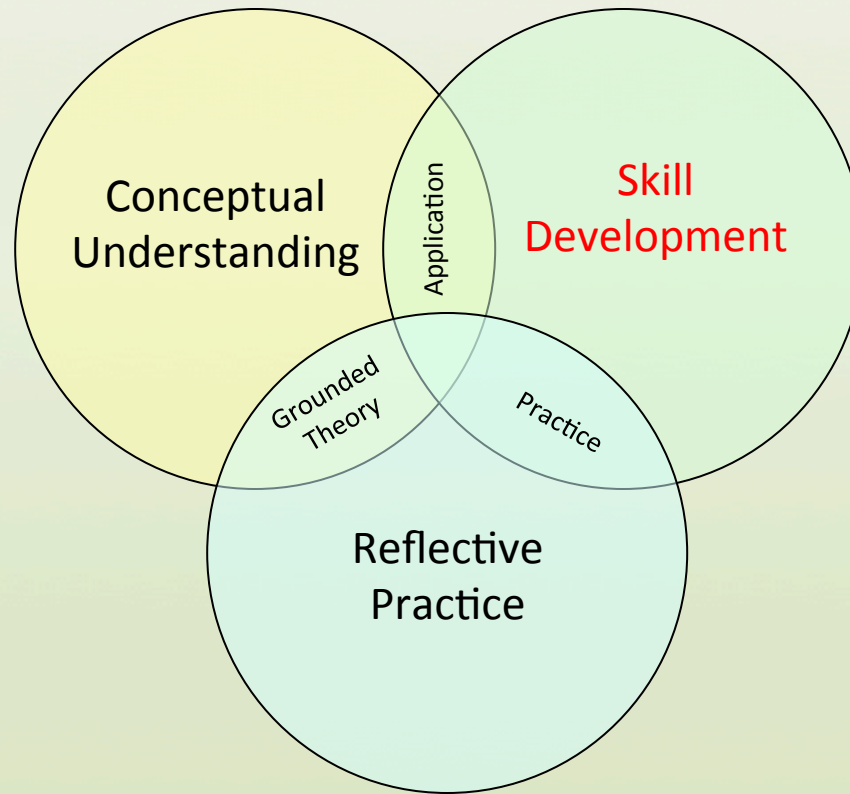
Dean Leadership Development



Domains of Leadership Development

- ❑ **Conceptual** Understanding of roles, frames, systems, theories, responsibilities...(*habits of mind*)
- ❑ **Skill Development:** teamwork, empowering, communication, visioning, conflict, change... (*habits of practice*)
- ❑ **Reflective Practice:** observations, feedback, mentoring, networking, values, dreaming... (*habits of heart*)

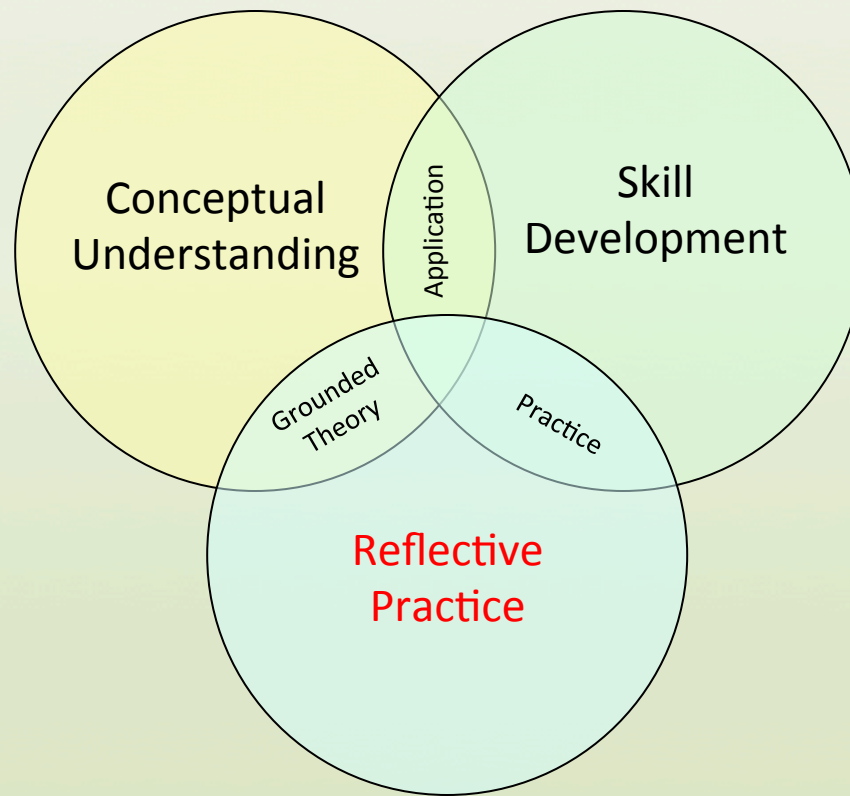
Dean Leadership Development



Dean Development

- ❑ As a faculty member, it takes on average 6 years to associate and 14 years to full professor.
- ❑ As a college dean, how long does it take to become an expert?
 - **10-year rule**
 - **10,000-hour rule**
 - **10 hour seminar rule**
- ❑ As a dean, how do you equip yourself for success?

Dean Leadership Development



Block Time for Reflection

- When do you find time to reflect?
(Flow Time)
- Where do you reflect?
(Hearth Time)
- Do you have confidants? Personal and professional?
(Introspection Time)

Definition of Academic Leadership

“Academic leadership is the act of building a community of scholars to set direction and achieve common purposes through the empowerment of faculty and staff”



Qualities of Effective Deanship

1. Building a community of colleagues
2. Setting direction
3. Empowering others

Qualities of a Dean

- Complete the *Qualities of a Dean Inventory*.
- Select the top five qualities you believe are important for a dean to possess.
- Compare your list with others at your table.
- By consensus, agree on the top three qualities for being an effective dean.

Qualities of a Dean

Each of the following statements describes a certain leadership behavior, or effect that a dean might have on a college. Reach each statement carefully and decide to what extent it is an accurate description of the qualities you desire in a dean.

Extent that the statement characterizes you . . .	Little to no	Slight	Mod- erate	Great	Very Great
Dimension 1 (BC)	1	2	3	4	5
1. Shows care about others.	☐	☐	☐	☐	☐
2. Shows concern for the feelings of others.	☐	☐	☐	☐	☐
3. Involves others in new ideas and projects.	☐	☐	☐	☐	☐
4. Supports effective coordination by working cooperatively with others.	☐	☐	☐	☐	☐
5. Communicates feelings as well as ideas.	☐	☐	☐	☐	☐
6. Treats others with respect regardless of position.	☐	☐	☐	☐	☐
7. Provides opportunities for people to share ideas and information.	☐	☐	☐	☐	☐
8. Make others feel a part of the group or organization.	☐	☐	☐	☐	☐
Total Score	<hr/>				
Dimension 2 (SD)	1	2	3	4	5
9. Communicates clear sense of priorities.	☐	☐	☐	☐	☐
10. Encourages others to share their ideas of the future.	☐	☐	☐	☐	☐
11. Engages others to collaborate in defining a vision.	☐	☐	☐	☐	☐
12. Willingly puts self out front to advance group goals.	☐	☐	☐	☐	☐
13. Has plans that extend beyond the immediate future.	☐	☐	☐	☐	☐
14. Oriented towards actions rather than maintaining the status quo.	☐	☐	☐	☐	☐
15. Considers how a specific plan of action might be extended to benefit others.	☐	☐	☐	☐	☐
16. Acts on the basis that what s/he does will have an impact.	☐	☐	☐	☐	☐
Total Score	<hr/>				

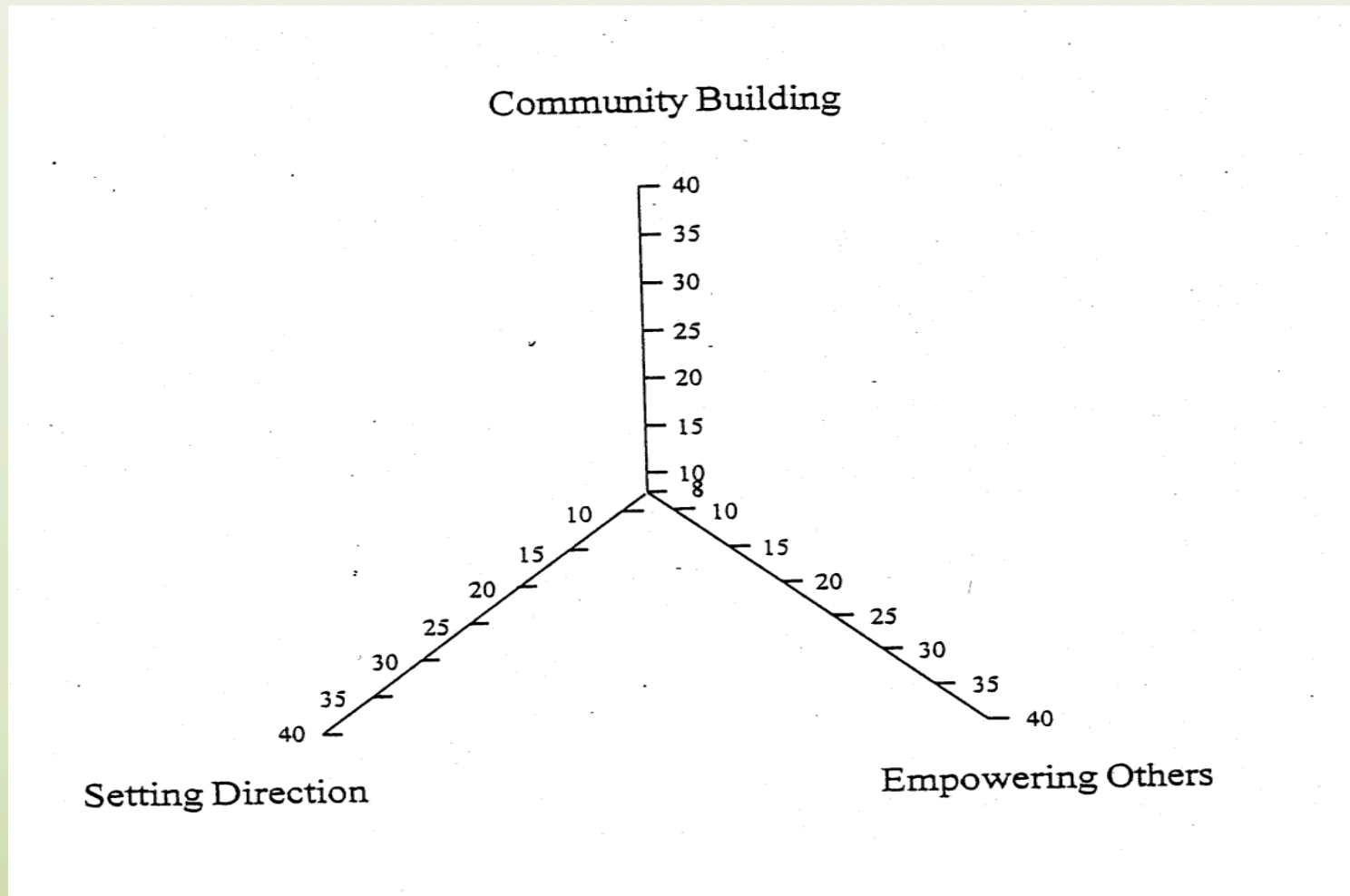
Qualities of a Dean

(continued)

Dimension 3 (EO)	1	2	3	4	5
9. Makes sure people have the resources they need to do a good job.	☐	☐	☐	☐	☐
10. Rewards people fairly for their efforts.	☐	☐	☐	☐	☐
11. Provides information people need to effectively plan and do their work.	☐	☐	☐	☐	☐
12. Recognizes and acknowledges good performance.	☐	☐	☐	☐	☐
13. Helps people get the knowledge and skills they need to perform effectively.	☐	☐	☐	☐	☐
14. Expresses appreciation when people perform well.	☐	☐	☐	☐	☐
15. I make sure that people know what to expect in return for accomplishing goals.	☐	☐	☐	☐	☐
16. Shares power and influence with others.	☐	☐	☐	☐	☐

Total Score:

Qualities of Effective Dean Leadership



Dean Leadership Qualities

	Overall Mean (n=749)	Men	Women	Minority	Majority
Building Community	34.4	33.8	35.2***	35.2**	34.3
Setting Direction	33.6	33.0	34.4	34.4**	33.5
Empower Others	32.8	32.3	33.5***	33.9**	32.7

** P-value = .05 or greater
 *** P-value = .001 or greater

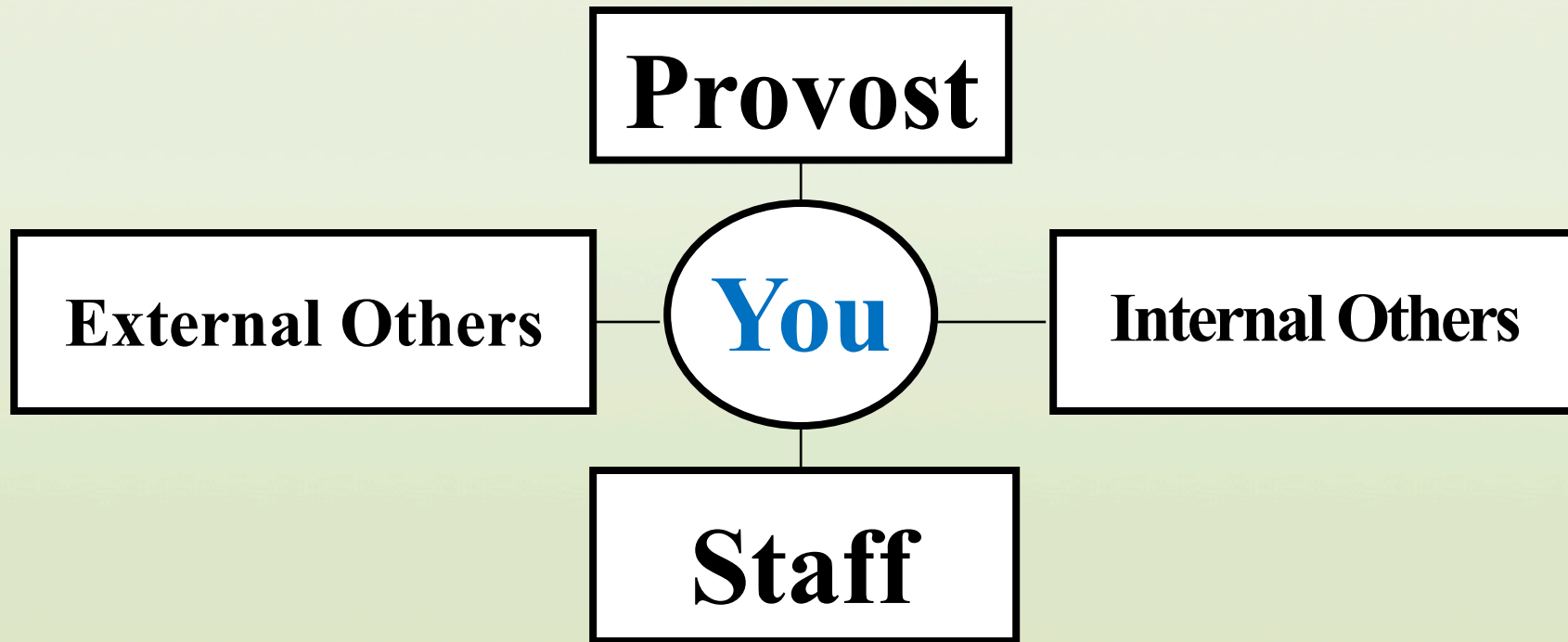
The Credible Dean

- **Honest** (truthful, ethical, trustworthy)
- **Competent** (capable, productive, effective)
- **Inspiring** (enthusiastic, positive, optimistic)
- **Forward Looking** (decisive, provide direction)

How to Build & Maintain Credibility

- Discover Yourself
- Appreciate Faculty
- Affirm Shared Values
- Develop College Capacity
- Serve the Purpose
- Sustain the Hope

Dean's Management Molecule



Working with the Provost Worksheet

I work well with the Provost when:

-
-
-

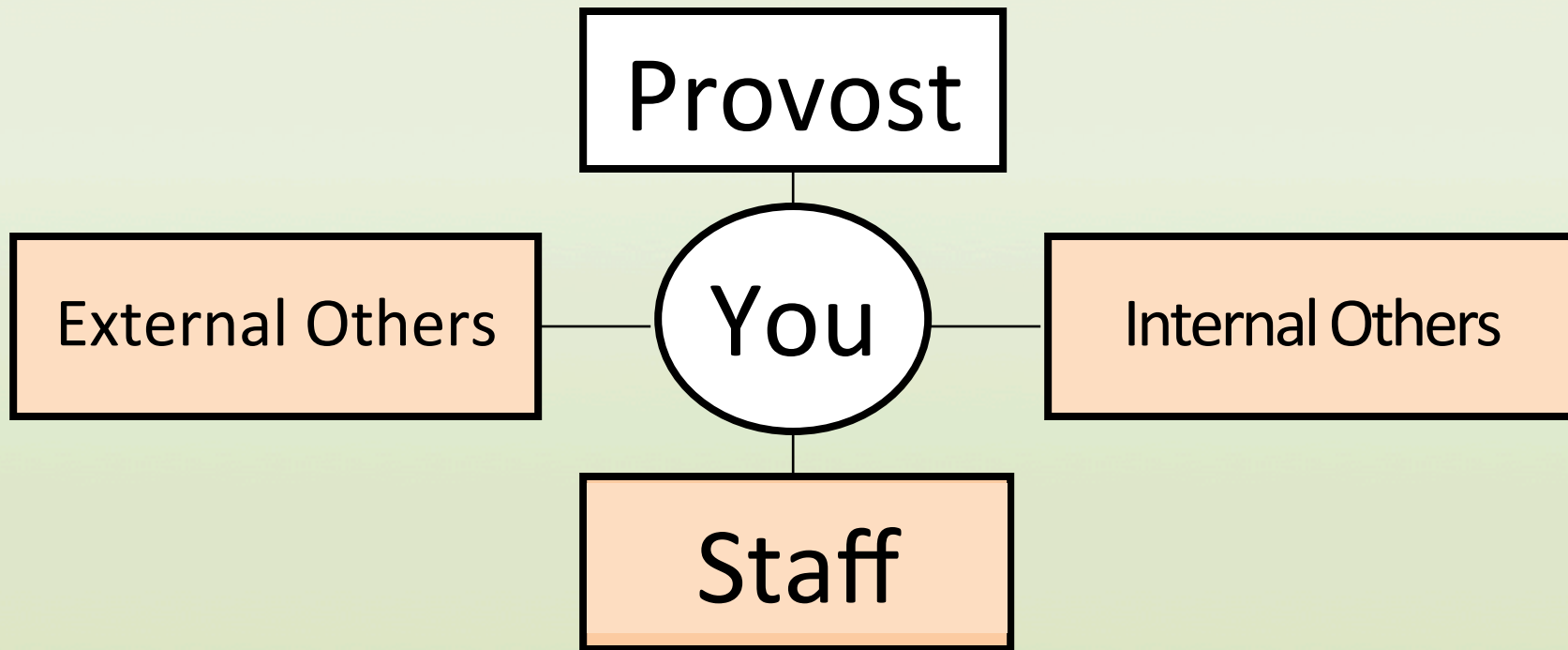
I do not work well with the Provost when:

-
-
-

Working with Your Provost: Communicating Up

- Do you know the provost's priorities? What are they?
- How do you make sure the provost is not blindsided?
- What is your provost's preferred communication style?
- How do you handle disagreements with the provost or members of the leadership team effectively?

Managing Your Dean Molecule: Down and to your Sides



Communicating Down and to Your Sides

1. Draw a Dean Molecule: Who is hanging on your molecule? Do they belong there? If not, how do you remove them?

Personal Reflective Activity

Managing Your Molecule

“The Care and Feeding of Monkeys” (Onchen)

1. Determine if they are on your dean molecule.
2. Decide where the initiative should be.
3. Make sure the “next move” is where it belongs.

Communicating Down and to Your Sides

1. How do you cultivate productive and collegial relationships with other deans?
 - With chairs, faculty?
 - With staff? What does staff do that is helpful? What do you do that is helpful to staff?
 - With external constituencies?

Managing Your Personal Molecule

- Rely on confidants.
 - ❖ Can you name three?
- Connect with other deans.
 - ❖ Who are your allies?
- Team of two.
 - ❖ What is your relationship to the staff?
- Network, network, network.
 - ❖ Name three ways you can extend your existing networks.
 - ❖ How do you communicate/manage external constituencies?

How to Create and Use Communication Networks

- *Operational Network*: Getting work done efficiently.
- *Personal Network*: Developing skills through mentorships and coaching.
- *Strategic Network*: Visioning future priorities and challenges

Reflective Activity: Developing your Networks

- Who is in your **operational** network?
- How can they help you accomplish your dean duties?
- How often do you communicate?

Your Professional/Personal Network

- Are you networked with professional colleagues off campus?
- What do you discuss?
- Who will help you with your personal advancement?

Your Strategic Network

- Do you have a strategic network?
- Who is outside your control and can help you become a more strategic leader?
- Who will help you reach your organizational goals?

Thinking Strategically About Leadership Trade-offs

1. Trade-offs act like a ledger – a credit is countered with a debit.
2. Personal and professional trade-offs vie for the same resource – **time**.
3. Too many trade-offs in one direction create an imbalance – **stress**.
4. The clearer the distinction between academic and administrative roles and goals, the less **conflict** between trade-offs.

Dean Challenges

What are the three greatest challenges facing the Education Deans?

1.

2.

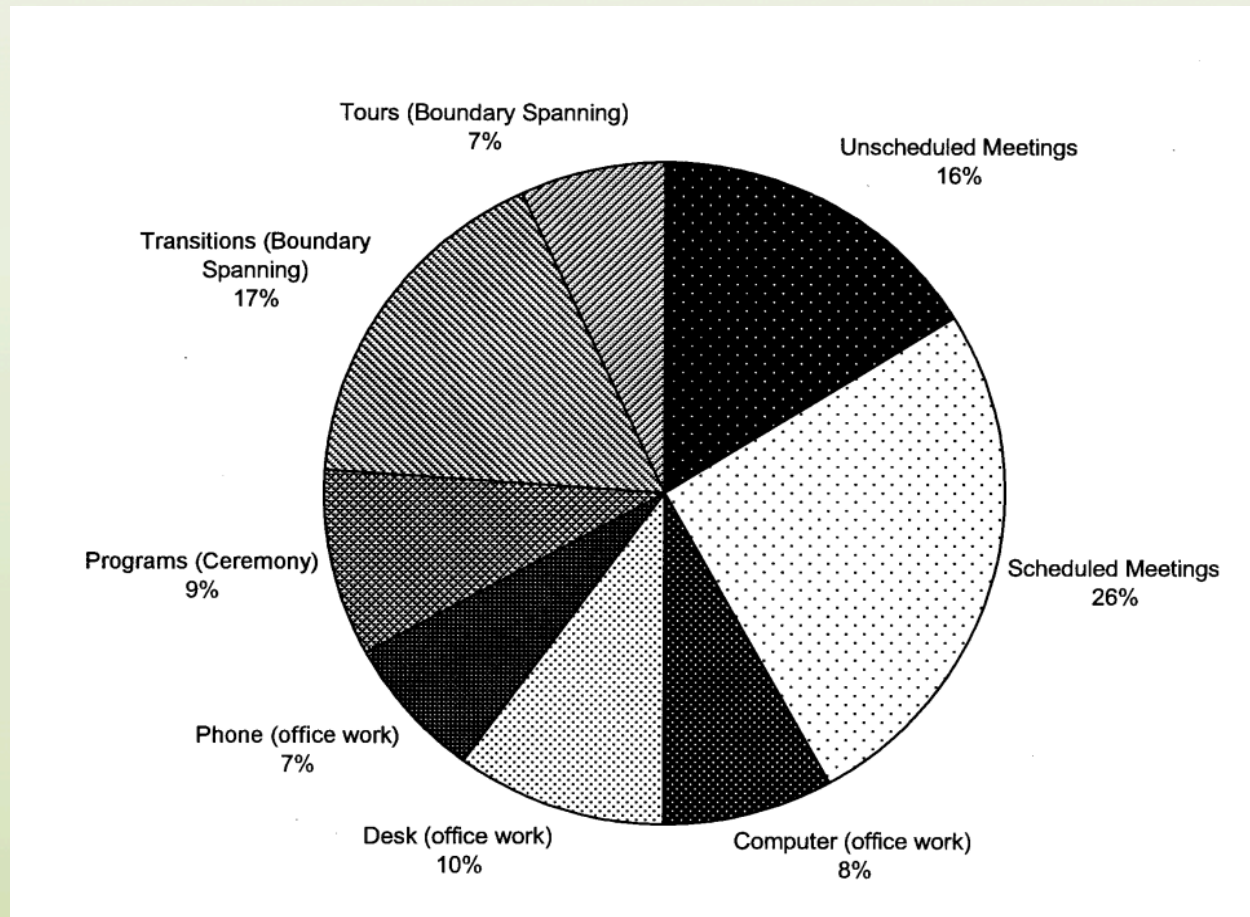
3.

Deans' Greatest Challenges

1. Fiscal
2. Administration
3. Program Development
4. Faculty
5. Technology
6. Personal Balance
7. Diversity

A Day in the Life of a Dean

Unrelenting Pace, Fragmentation, Task and Work Orientation, Intense Interaction, and Networking



Dean Priorities Matrix

	Urgent	Not Urgent
Important	I Hot spots	II HIPOS
Not Important	III LOPOS	IV LOPOS

Important
Contributes to mission, values, and high-priority goals.

Urgent
Implies immediate attention.

Find Balance Between Your Professional and Personal Lives

- High Pay-Offs (HIPOS)
 - Professional HIPOS
 - Personal HIPOS (Can you name two?)

- Low Pay-Offs (LOPOS)
 - Professional LOPOS (Can you name two?)
 - Personal LOPOS

Top Education Dean Stressors

<i>Stressor</i>	<i>Mean score*</i>
Excessively high self-expectations	3.55
Insufficient academic time	3.50
Too many meetings	3.44
Too heavy workload	3.29

Top Education Dean Stressors

Professional and personal balance	3.24
Financial program support	3.21
Making decisions affecting others	3.14
Report and paperwork deadlines	3.09
Conflict with faculty	3.06
Activities outside regular hours	2.99

Dean's Stress: The 4-Way Test

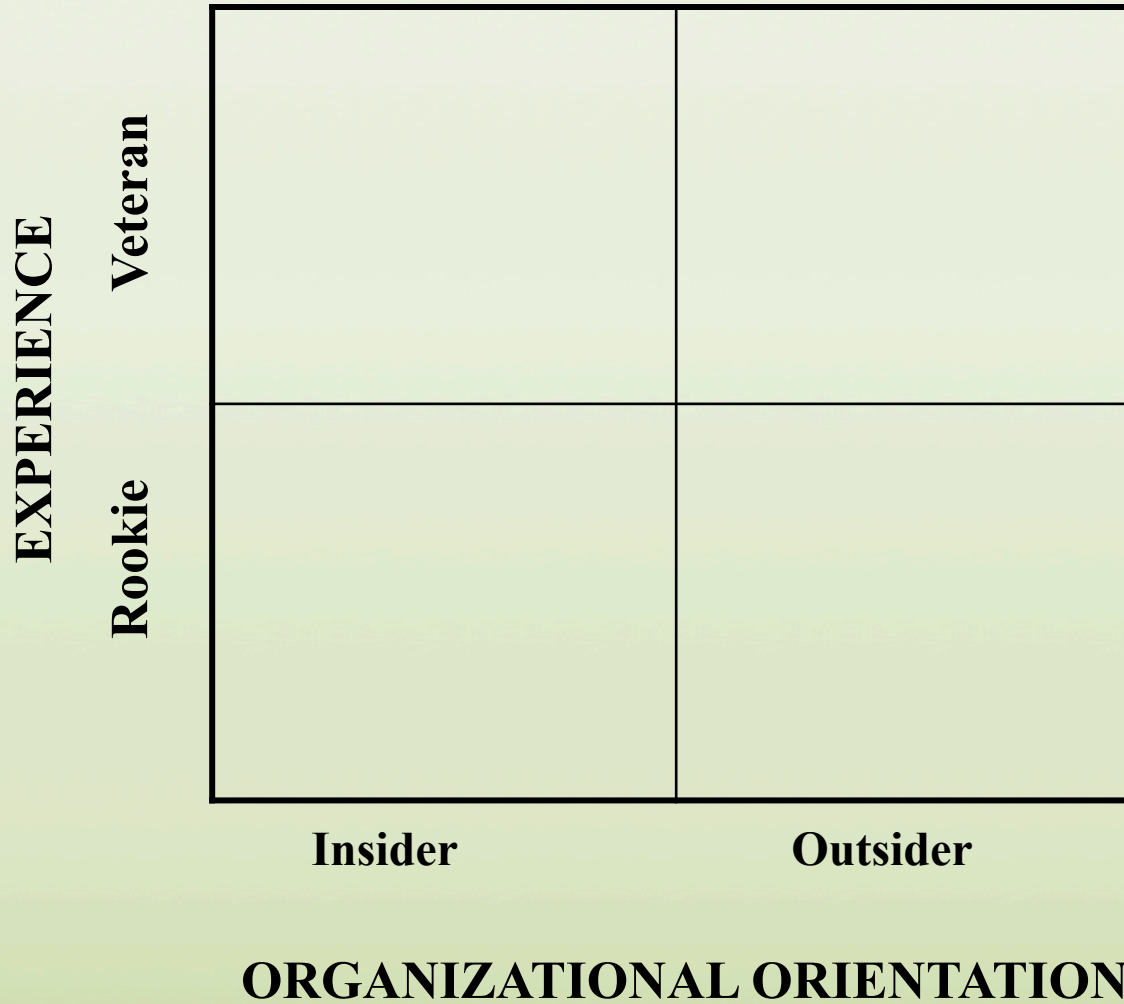
Questions to ask yourself:

1. Identify with identity?
2. Comfort with conflict?
3. Focus on HIPOS?
4. Got a life?

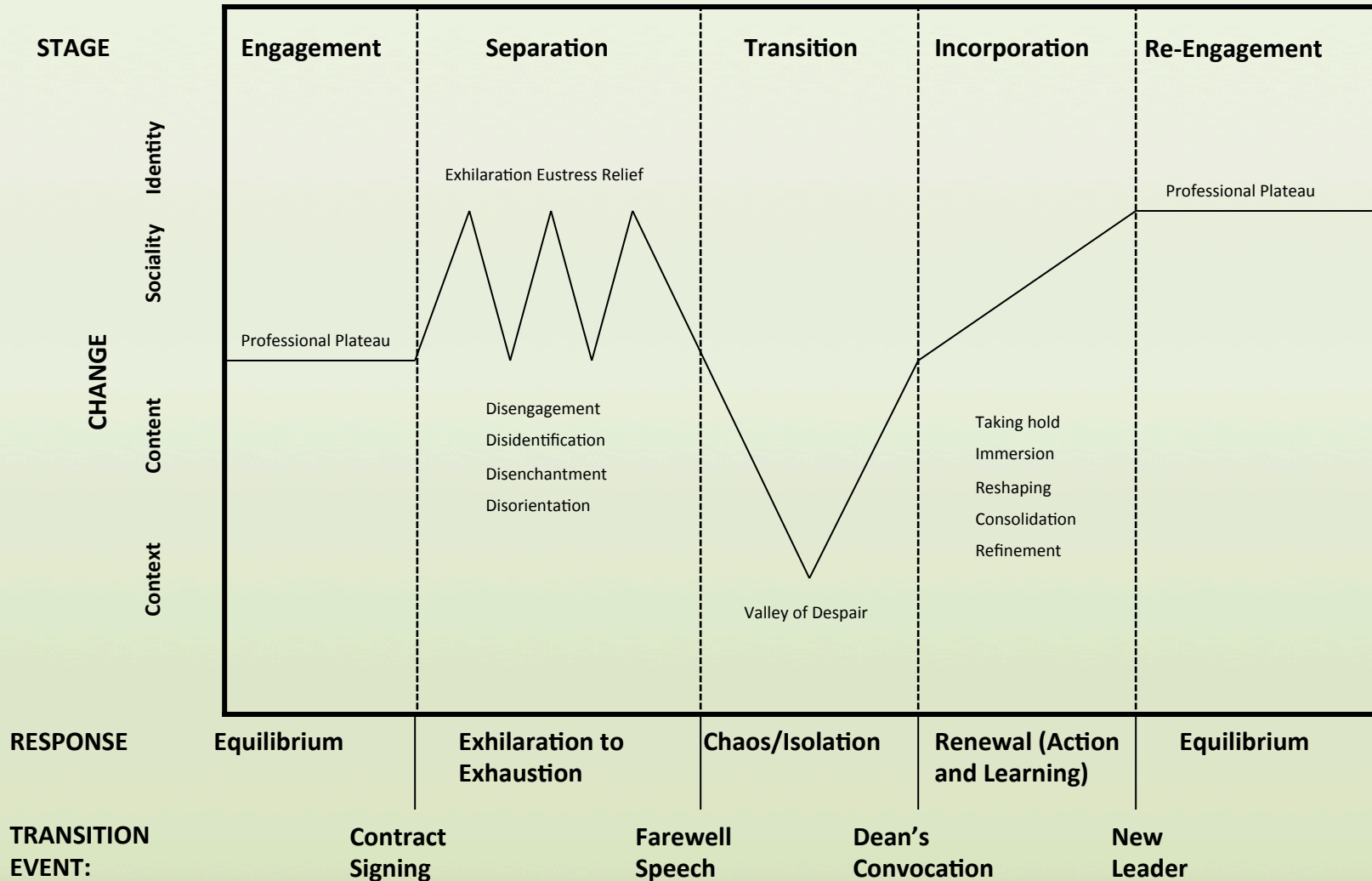
Factors Influencing Transition

- Inside vs. Outside Dean
- Rookie vs. Veteran Dean
- Women & Minority vs. Men Deans
- Formal vs. Informal Socialization
- Shape of the Transition Stages

The New Dean's Primary Emphases



The New Dean's Rite of Passage



Incorporation of New Leaders: Taking Charge and Settling In

Phases of Incorporation

	Taking Hold	Immersion	Reshaping	Consolidation	Refinement
	Summer & Fall Semester 1	Spring Semester 2	Summer & Fall Semester 3	Spring Semester 4	Continuous
Primary Themes	<ul style="list-style-type: none"> ■ Appoint Team ■ Transition plan ■ Orientation & introductions ■ Establish values, style expectation ■ Evaluation ■ Networking ■ Active learning ■ Corrective actions 	<ul style="list-style-type: none"> ■ Personnel issues ■ Sense making ■ Establish work relations ■ Build leadership team ■ Routine learning ■ Learning routine ■ Budget development 	<ul style="list-style-type: none"> ■ Personnel changes ■ Systemic actions – organization changes ■ University service ■ College image - GASing 	<ul style="list-style-type: none"> ■ Coalition building ■ Corrective action ■ University, College visibility ■ Leader's personal interests (scholarship) 	<ul style="list-style-type: none"> ■ New opportunities ■ Fine tune operation ■ Settling in
Dominant Leadership Style	Human Resources	Structural	Symbolic	Political	Situational
Psychological Orientation	Confusion	Commitment	Competence	Confidence/Comfort	Control?

The Metamorphosis of a Dean

Leadership

<u>From</u>					<u>To</u>
Managing Tasks	⇒	⇒	⇒	⇒	Managing Symbols
Doing	⇒	⇒	⇒	⇒	Imagining
Fragmented	⇒	⇒	⇒	⇒	Focused
Professing	⇒	⇒	⇒	⇒	Persuading
Discipline Building	⇒	⇒	⇒	⇒	Coalition Building

Academic Emphasis

Personal	⇒	⇒	⇒	⇒	Institutional
Autonomy					Responsibility
Student-Centered	⇒	⇒	⇒	⇒	Learning-Centered
Knowledge Creator	⇒	⇒	⇒	⇒	Information Broker
Manuscripts	⇒	⇒	⇒	⇒	Memo's, Policies, Positions

The Metamorphosis of a Dean

Social Orientation

Personal Intimacy
Individual Reward
Autonomy
Stability

⇒ ⇒ ⇒ ⇒
⇒ ⇒ ⇒ ⇒
⇒ ⇒ ⇒ ⇒
⇒ ⇒ ⇒ ⇒

Social Distance
College Award
Accountability
Mobility

Professional Development

Individual
Self-directed

⇒ ⇒ ⇒ ⇒
⇒ ⇒ ⇒ ⇒

Team
Other-directed

Conflict

Self Interest

⇒ ⇒ ⇒ ⇒

Community
Interest

Identify

Scholar
Specialist
Local
Balance in life

⇒ ⇒ ⇒ ⇒
⇒ ⇒ ⇒ ⇒
⇒ ⇒ ⇒ ⇒
⇒ ⇒ ⇒ ⇒

Leader
Generalist
Cosmopolitan
“Getting a life”

1. What Opportunities Are Available to You at the **Personal** Level?

- ❑ *Reflection:* Expand your Arena from feedback, confidants, mentors, personal reflection, journaling
- ❑ *Balance:* Protect personal HIPOS (family) and professional HIPOS (scholarship)
- ❑ *Develop yourself as a leader:* Key skills in building community and empowering others
- ❑ *Reading:* CHE, HBR, journals, leadership books

2. What Opportunities Are Available to You at the **Institutional** Level?

- ❑ Manage your Dean Molecule.
- ❑ Work strategically with the provost, chairs, staff, faculty.
- ❑ Focus on strategic HIPOS, delegate/eliminate time-consuming LOPOS.
- ❑ Make decisions strategically: Who, when, and how decisions should they be made.
- ❑ Take advantage of formal mentoring, internships, and seminars on your campus.

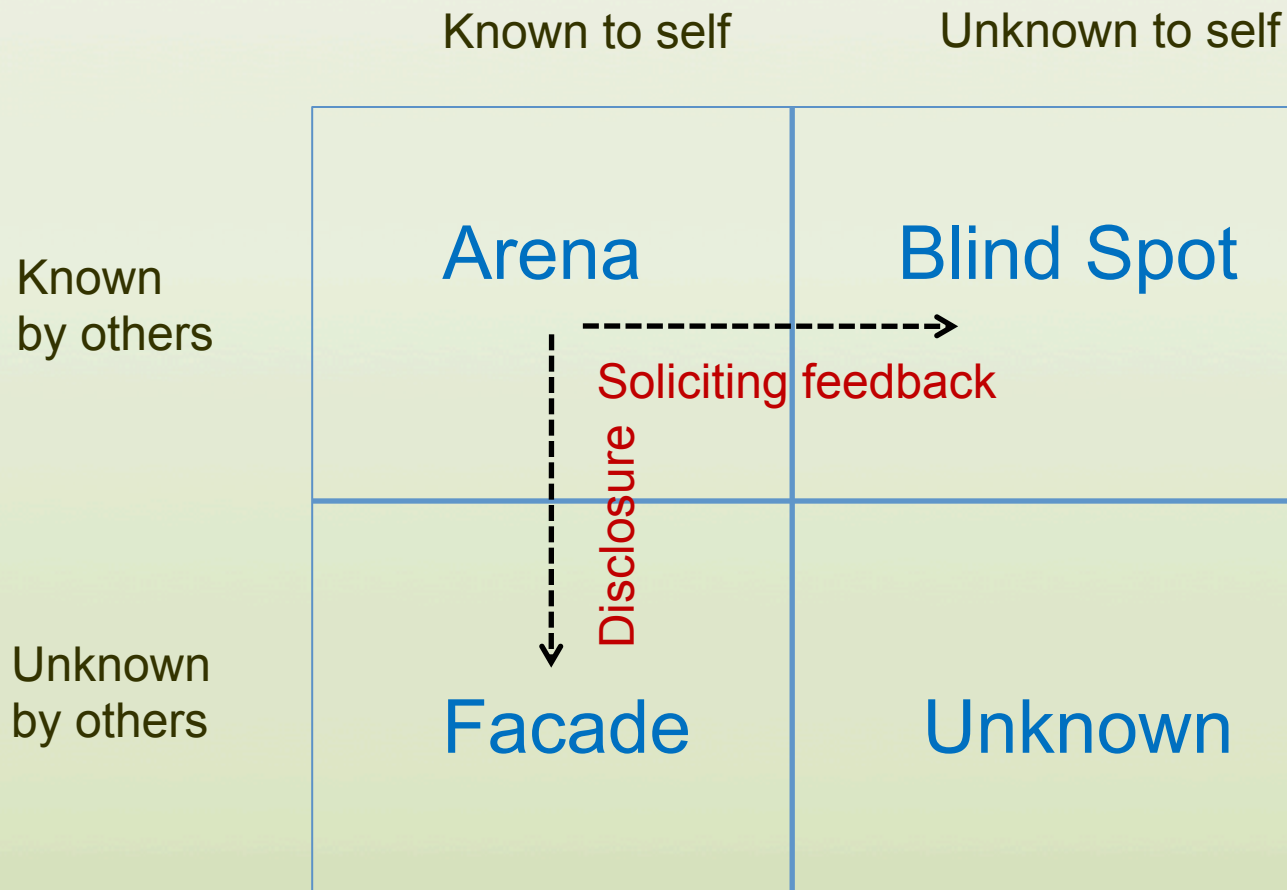
3. What Opportunities Are Available to You at the **Professional** Level?

- Get networked! Get connected!
- Take advantage of forums, webinars, and classes.
- Attend professional conferences, e.g. CADREI, AACTE.
- Explore Harvard MDP, Bryn Mawr, CASE.
- Read literature on academic leadership.

Dean Survival Skills

1. Be principled in resolving conflicts.
2. Communicate in all directions.
3. Hallucinate – see the vision vertically and horizontally.
4. Serve others – it is not about you.
5. Play well with others – collaborate.
6. Enhance leadership and learning.
7. Know yourself – enlarge your arena.

Know Yourself – Enlarge Your Arena (*Johari Window*)



*(Faculty) don't care what you
know until they know that
you care.*

“We’re all in this alone”

-Lily Tomlin

Old Buddhist Saying

To know and

Not to use,

is not yet to know

Strategies for Dean Leadership Development

Leadership Development Component

1. Conceptual Understanding
2. Skill Development
3. Reflective Practice

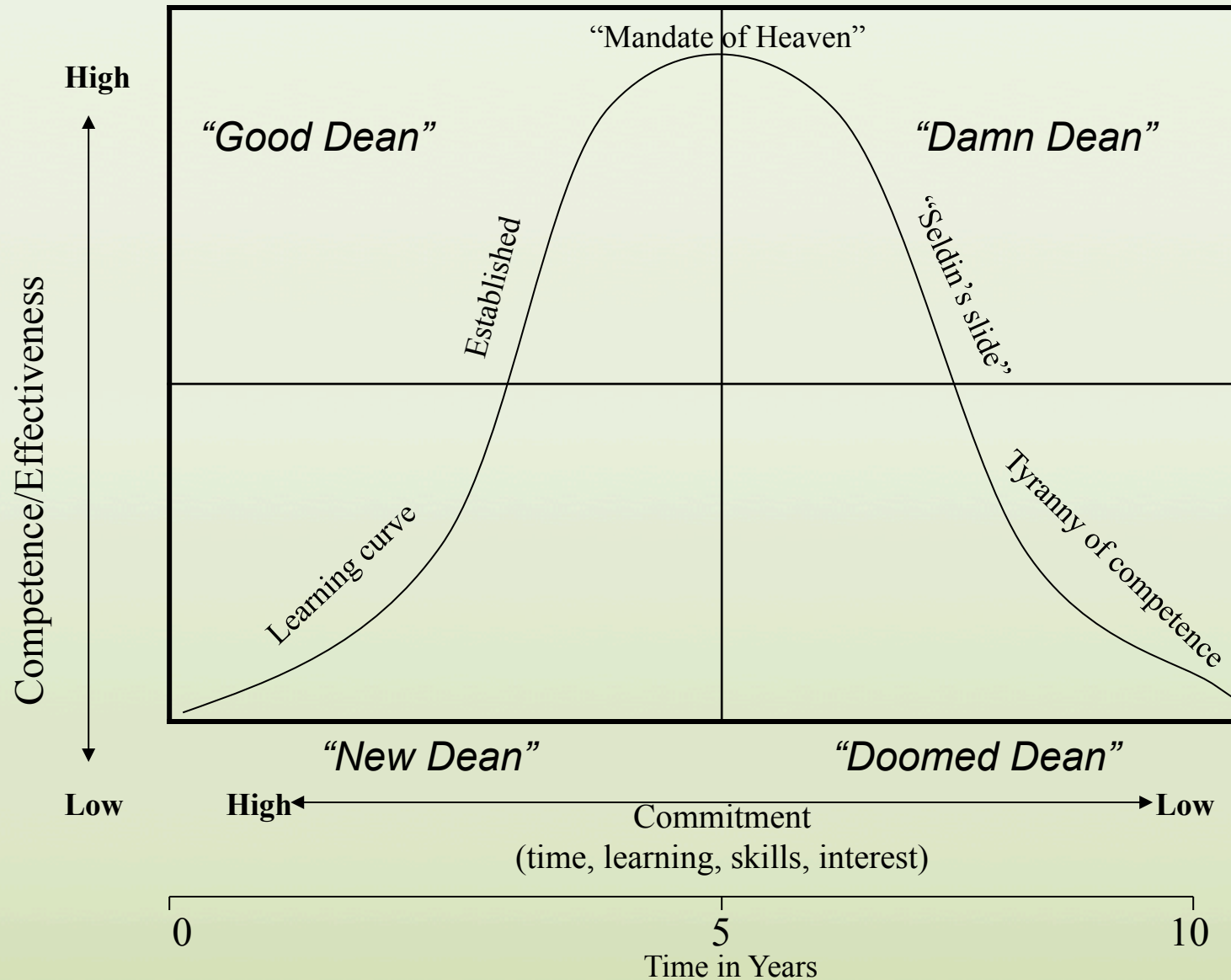
Levels of Intervention

1. Personal Intervention
2. Institutional Intervention
3. Professional Intervention

Advice to New Deans

1. Be clear why you want to be dean.
2. Become centered in your philosophy, values and beliefs.
3. Pay attention to national issues.
4. Develop a university-wide perspective.
5. Build a multi-layered support network.
6. Develop your leadership team.
7. Identify a mentor.
8. Take time for professional development.
9. Continue/your strong academic record.
10. Play well with others – collaborate.
11. Find personal/professional and scholar/leader balance.
12. Take care of yourself – physically, socially, intellectually.

Dean Loop: “Zoom to Doom”



Roles of an Academic Dean

- Internal College Productivity
- Academic Personnel Management
- External & Political Relations
- Leadership
- Fiscal Resource Management
- Personal Scholarship

(Ranked by level of importance)