Panel Members:

Jan Nerger, Dean  
College of Natural Sciences  
Colorado State University

Danny Anderson, Dean  
College of Liberal Arts & Sciences  
University of Kansas

Beth Kavran, Dean  
College of Arts & Sciences  
Ursuline College

Greg Sadlek, Dean  
College of Liberal Arts & Social Sciences  
Cleveland State University
Summer Seminar for New Deans

July 2014, Cleveland, Ohio
Approximately 45 new deans participated

• SHARING BEST PRACTICES

• NETWORKING
Summer Seminar for New Deans

Sessions included:

- Getting Started: Shaping & Organizing College Operations
- Leadership
- Equity and Decision-making
- Planning & Resource Management
- What Presidents and Provosts Expect From Their Deans
- Legal Issues for Deans
- Faculty Issues
- Deans & Development
- Problem-Solving Exercises
- Role of the Associate/Assistant Deans
Today’s Session

Highlights from summer Seminar . . .

- Getting Started
- Leadership; Planning & Resource Management
- Development
- Faculty Issues
- Questions/Discussion
Getting off to an effective start:

- building trust
- positive first steps with departments and chairs
- who to get to know early
- establishing your team
- managing changes

Jan Nerger
College of Natural Sciences
Colorado State University
Building Trust – “first 100 days”

Be seen!
• Tour departments and programs
• Get to know the faculty (value of websites)

Listen & Learn:
• Individual meetings with:
  • Other College Deans
  • Department Chairs
  • Office Staff
Positive first steps with Departments

More listening ...

Attend faculty meeting in each department

Request 2-page description of departments’ highest priorities

Maintain clear process for faculty to meet with you
Who To Get To Know Early

- Other Deans
- General Counsel
- Director of Facilities
- Institutional Research
- Human Resources
- Provost’s and President’s Assistants!
Establishing your team

• Evaluate organizational structure and distribution of responsibilities

• Value of half-day retreat for office staff

• Does the Dean’s office convey an appropriate image

• Incorporate faculty into the administrative structure, i.e. Faculty Support Team
Managing Changes

How to know when to make them and when to leave things alone.

- Understand dynamics before suggesting changes
- Ask lots of questions first
- Make sure you have Provost/Presidential backing
- Take advantage of honeymoon period (6 months?)
  If possible, **SECURE AN EARLY WIN**
LEADERSHIP

- leadership vs. management
- influence vs. charisma

Danny Anderson
College of Liberal Arts & Sciences
University of Kansas
Leadership is...

1. **knowing** yourself and your constituents
2. **envisioning** your goals
3. **communicating** (and overcommunicating) your vision
4. **reinforcing** values across your organization
“I have always thought what is needed is the development of people who are interested not in being leaders as much as in developing leadership among people.”

-- Ella Baker, December 1970, as interviewed by Gerda Lerner
Planning

Fundamental strategic planning questions
1. Where are we now?
2. Where do we want to be?
3. How will we get there?
4. How will we know when we arrive?

Strategic planning process
1. Inclusive team vs. representative team
2. Timeline with key milestones
3. Varieties of meetings: retreats, workshops, focus groups, SWOT analyses, clarify vision/values/difference
4. Communication, implementation, tracking
Resource Management

1. Budget basics – the checklist (12 things to know for sure)
2. CCAS Standards of Practice: A Self-Assessment Guide for Colleges of Arts and Sciences
3. Your “to do” list:
   • Get noticed by people and offices that control resources
   • Use principles to distribute scarce resources
   • Seek non-institutional resources
Deans and Development

Development: An increasingly important part of the Dean’s job

- Budget context
- Friend-raising vs. Fundraising; Engaging toward a defined end
- Possible funding sources: alumni, community supporters, foundations, corporations

Gregory Sadlek
College of Liberal Arts & Social Sciences
Cleveland State University
Development (Advancement) is a Team Sport

- You can’t do it alone!
- Centralized vs. Decentralized Development Structures
- Who “owns” your college’s alumni?
- Advisory Boards
Stages of Development:

- Identification,
- Cultivation,
- Solicitation,
- Stewardship
Resources

- CASE Workshops (Council for the Advancement and Support of Education)
- CCAS Workshops
Put out the fires vs. Make a difference

Beth Kavran
College of Arts & Sciences
Ursuline College
Face Problems Head On

- **Communicate** - timeline, expectations, etc.

- **Document** - if it is not written down, it did not happen

- **Know your partners** - Legal council, HR, CFO, Department Chairs, VPAA
Disruptive Faculty

- **Know the triggers**
  - Parking and office space
  - Listen with empathy

- **Faculty problems**
  - Grievance – define intent and perception
  - Improper conduct
  - Termination – importance of accurate reviews
Effective Working Relationships

- Adjuncts
- Chairs and program directors
- Institutional governance
- Faculty Committees
Plan for the Future

- **Faculty Recruitment**

- **Faculty Retention**
  - Explicit workload expectations and transparency

- **Faculty Development**
  - Identify resources and mentors
Some Valuable Resources

From CCAS:

The “Redbook”
SEMINAR FOR NEW DEANS

JULY 2015

Leave us your business card and CCAS Executive Office will email you when registration opens!