



*networking arts & sciences deans*

## NEW DEANS WORKSHOP

### Panel Members:

**Jan Nerger, Dean**  
College of Natural Sciences  
Colorado State University

**Beth Kavran, Dean**  
College of Arts & Sciences  
Ursuline College

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

**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 STARTED

**Jan Nerger**

College of Natural Sciences  
Colorado State University

## **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



# 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



# Leaders Develop Others Leaders



**“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

**Gregory Sadlek**

College of Liberal Arts &  
Social Sciences  
Cleveland State University

## **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





# 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



# Working with Your Development Officer

## Stages of Development:

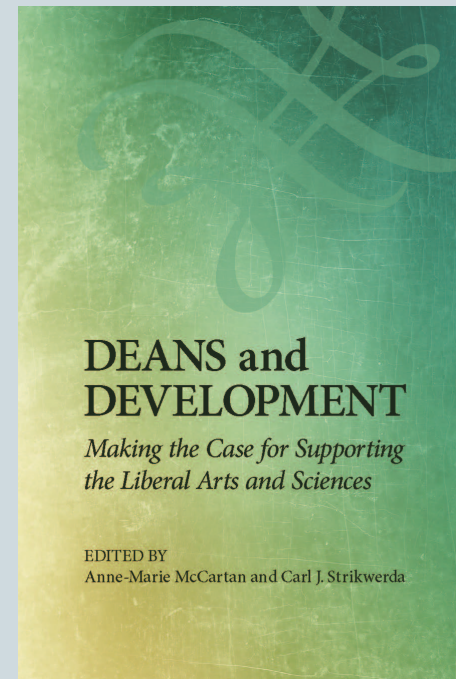
- **Identification,**
- **Cultivation,**
- **Solicitation,**
- **Stewardship**



# Resources



- CASE Workshops (Council for the Advancement and Support of Education)
- CCAS Workshops





# FACULTY ISSUES

**Beth Kavran**

College of Arts & Sciences  
Ursuline College

**Put out the fires  
vs.  
Make a difference**



# 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



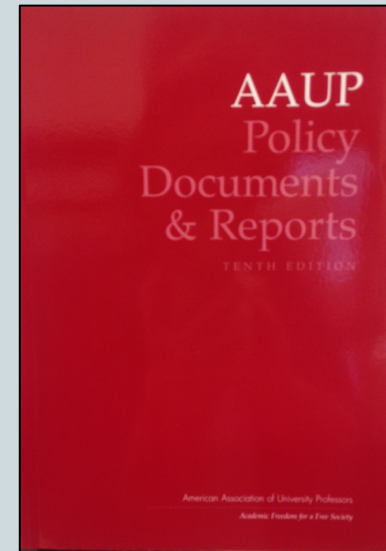
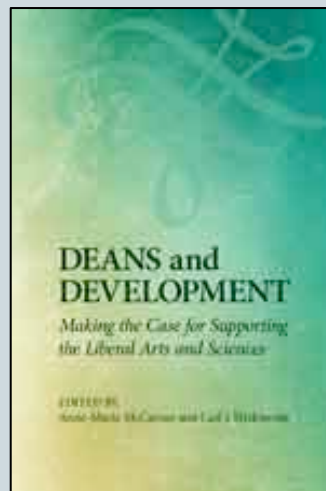
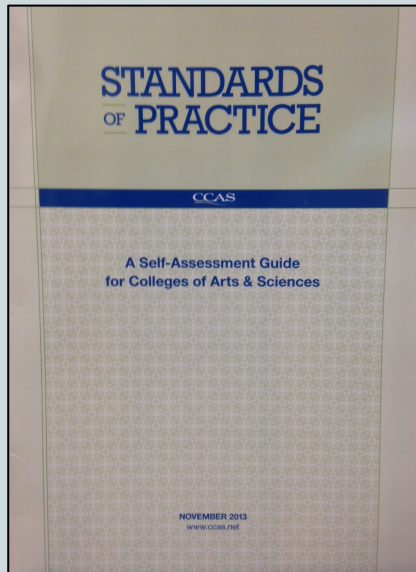
- **Faculty Recruitment**
- **Faculty Retention**
  - Explicit workload expectations and transparency
- **Faculty Development**
  - Identify resources and mentors





# Some Valuable Resources

## From CCAS:



**The “Redbook”**



Council of Colleges of Arts & Sciences

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# SEMINAR FOR NEW DEANS

## JULY 2015

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