

AREAS OF MENTORING

The following non-exhaustive list offers some specific areas where new deans may need mentoring. The list is provided to introduce new deans and associate/assistant deans to typical areas of responsibilities of decanal offices. It should also assist them to identify areas in which they have limited training and/or experience and in which they may, therefore, need the advice from their mentors.

1. Faculty/personnel issues

- a. Recruitment and retention including affirmative action and diversity issues
- b. Mentoring and professional development
- c. Evaluation (reappointment, promotion, tenure, post-tenure review)
- d. Compensation
- e. Workload
- f. Family-friendly policies
- g. Union contracts
- h. Faculty conflicts/grievances
- i. Department chair appointment, mentoring and evaluation
- j. Extra-mural activities

2. Budget and Planning

- a. Budget formulae
- b. Resource allocation (funds and positions)
- c. Start-up funds
- d. Management policies and procedures
- e. Program review
- f. Program creation and elimination
- g. Accreditation
- h. Organizational structures for Colleges of Arts & Sciences
- i. Strategic planning

3. Students

- a. Student academic regulations and records
- b. Academic integrity/plagiarism
- c. Student research
- d. Co-curricular programming
- e. Recruitment, advising and retention
- f. Student grievances

4. Grants and Contracts

- a. Facilities and Administration, F&A (indirect costs)
- b. Grants management
- c. Faculty support and incentives

5. Curriculum and pedagogy

- a. Online-instruction
- b. International/global curriculum
- c. Interdisciplinary programs

6. Development and fund-raising

- a. External boards
- b. Corporate partnerships
- c. Alumni

7. Facilities

- a. Space and facilities planning
- b. Space allocation

8. Dean's office operations and organization

- a. Organizational structure
- b. Maintaining an effective dean's office
- c. Dealing with central administration and other units within the institution
- d. Promotion of the visibility of the college both internally and externally

9. Personal Development

- a. Time management
- b. Career advancement
- c. CCAS member services and activities

10. Partnerships

- a. Corporate partnerships
- b. Community and cultural partnerships

11. Legal issues

12. Getting started/Your first 100 days as dean

13. Other areas