

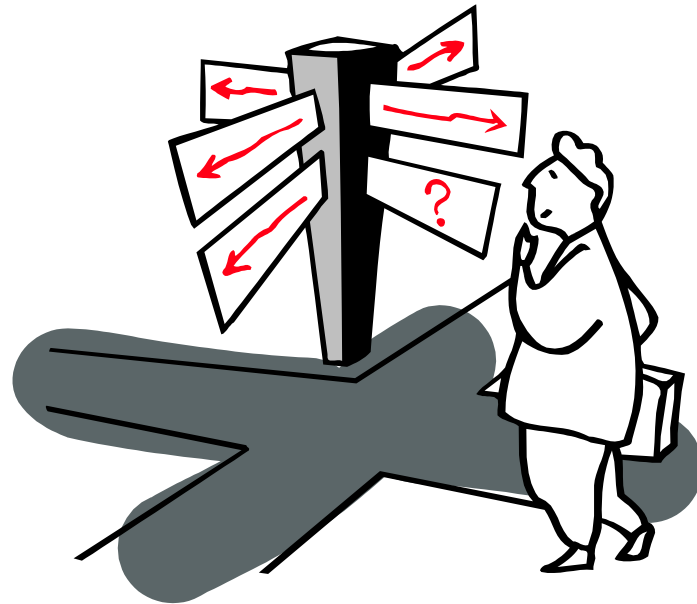
New Dean Mentoring

Administration, Finances, Strategic Planning

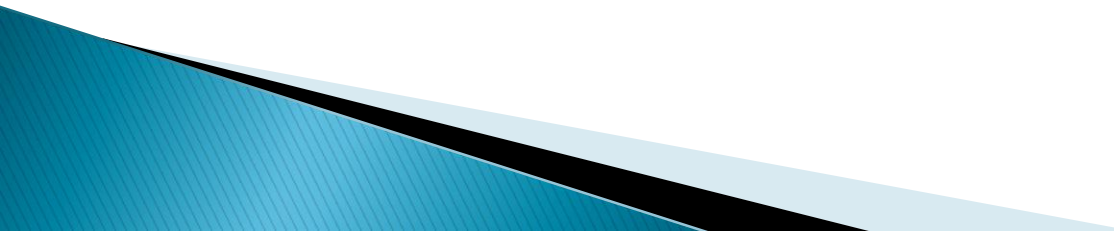
Sarah A. Rajala

New Dean Mentoring

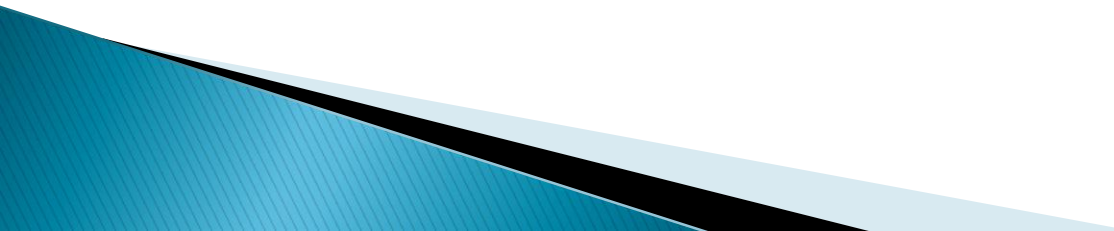
- ▶ Essential Organizational Activities that keep your college healthy
 - Administrative leadership
 - Finances
 - Strategic planning



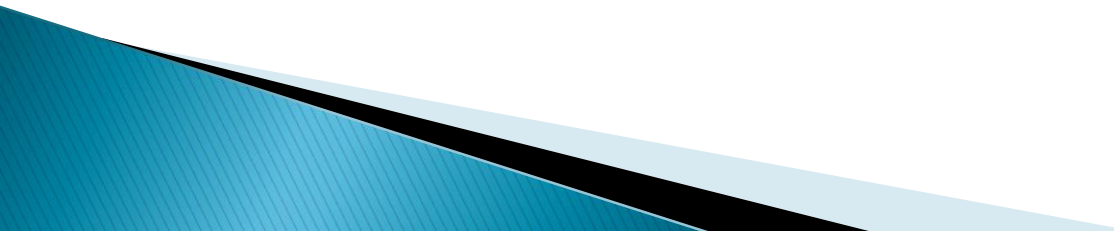
Administrative Leadership

- ▶ Who are you?
 - Facilitator within the college
 - Responsible for the college
 - Advocate for the college within the university
 - Important to recognize the college is part of a larger organization
 - Obligation to contribute to the university leadership team
 - Ambassador outside the university
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Administrative Leadership

- ▶ Establish clear expectations
 - Define path for moving forward (strategic plan)
 - Work to bring out the best in everyone
 - Understand and adhere to personnel policies and deadlines
 - Take annual reviews seriously
 - Handle personnel issues sooner rather than later
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Administrative Leadership

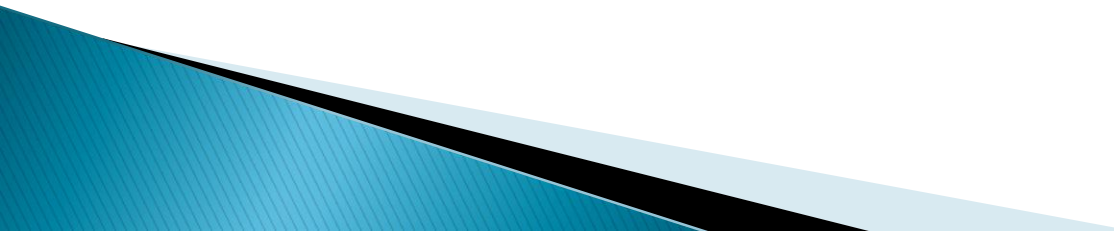
- ▶ Develop your network
 - Situations are not always unique
 - Call on other deans
 - Use your provost
 - Alert her to potential problems
 - Involve provost in brainstorming and troubleshooting
 - Understand and adhere to personnel policies and deadlines
 - Take time to get to know your faculty
 - Work with community and business leaders
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Administrative Leadership

- ▶ Working with those above you
 - Make them look good
 - Never surprise them
 - Alert the provost to potential problems
 - Involve provost in brainstorming and troubleshooting
- ▶ Working with those below you
 - Praise in public, criticize in private
 - When things go well, give credit to others



Administrative Leadership

- ▶ Make sure administrative structure supports you and the culture you want to develop
 - Hire the best
 - Set up your team to work in your absence
 - Delegate responsibility and authority
 - Pay attention to processes
 - Be strategic with where you put your time and energy
 - Realize you won't make everybody happy
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Administrative Leadership

- ▶ Making decisions
 - Don't necessarily need to make a decision on the spot
 - Gather input
 - Reflect before you react
 - Decide what battles to fight
- ▶ Seek continuous improvement in all you do
 - Be accountable and open
 - Remember is learning is life long



Finances

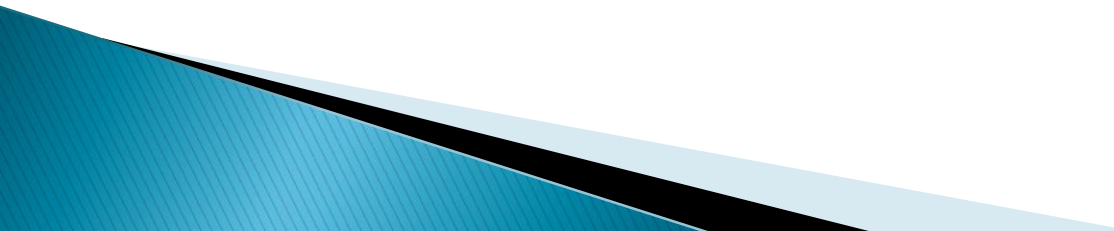
- ▶ Understand college and university finances
 - Budgets and budgeting
 - Funding sources
 - Expenditures
 - Be able to spot issues and opportunities
 - Work closely with your budget manager
- ▶ Ask questions
 - Don't accept "it's always been done this way"
 - Remember you are ultimately responsible

Finances

- ▶ Approach budgeting process as
 - Annual planning and budget
 - Allocate resources in line with your goals
 - Emphasize what is important
 - Review and assess
 - Tie new initiatives to the strategic plan and budget
 - Bring people into the conversation
 - Use same process for adding new initiatives and for reductions



Strategic Planning

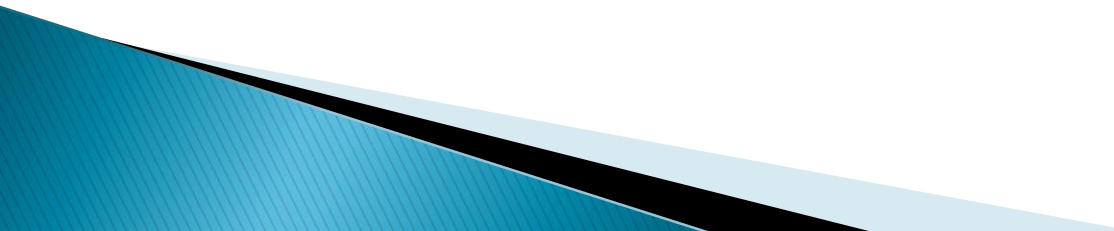
- ▶ Why do it?
 - ▶ It provides a mechanism for defining a vision and a strategy for achieving that vision
 - ▶ Helps you develop a clear sense of shared values
 - ▶ It establishes your path forward – an action plan
 - ▶ How do you begin?
 - Identify your unique attributes
 - Establish your goals and priorities
 - Build on your strengths
 - Build on your institution's vision or strategic plan
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Mission and Vision Statements

▶ Mission Statement

- Concise statement of purpose, key values, beliefs
- Defines who we are

▶ Vision Statement

- A description of the college at some point in the future
 - Defines where we want to go
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Strategic Planning

- ▶ Bring various constituents into the process
 - Faculty, students, staff, alumni, industry
 - Be deliberate



Goals and Strategies

▶ Goals

- What are you trying to achieve?
- How will you know your successful?

▶ Strategies

- What are the major steps you will take to achieve the goal?
- What are the resources you will need?
- What is your timeline?



Strategic Planning

- ▶ Make the strategic plan work for you
 - Prepare an elevator speech
 - Connect your decisions to your plan
 - Highlight accomplishments
- ▶ Keep your upper administration informed
- ▶ Remember – a strategic plan is a living document

Planning Scenario

- ▶ New Dean produces a strategic plan and publishes it on the website. During his second year, he reviews the status and realizes little was accomplished.
- ▶ What went wrong?