New Dean Mentoring

Administration, Finances, Strategic Planning

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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
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
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
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
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
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
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
Strategic Planning

- Bring various constituents into the process
  - Faculty, students, staff, alumni, industry
  - Be deliberate
Goals
- What are you trying to achieve?
- How will you know you are 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
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?