

Dr. Sara Grace – a Dean’s Perspective

It seemed like such an easy assignment-at least at first!

Patricia Chase



Analyzing the environment at TOPS

- The case takes a very different path depending on the environment at TOPS.
- Are you the new dean at TOPS or have you been there at least six years?
- Is this a realistic timetable and does it include all major tasks?
 - Develop leadership skills in one year?
 - What about achieving full professor status?
 - 10 years to become nationally recognized?
- As an academic administrator, I need to gather all the data/information before meeting with Sara and her department chair.



Looking at the case from four perspectives – helps to get a complete analysis of how to resolve the case.


- What are the structural issues?
- What are the human resource issues?
- What are the political issues?
- What are the symbolic issues?



Analysis of environment

Structural issues:


- Policies and Procedures for Promotion and Tenure – analysis of expectations in T/S/R
- Is state and/or national presence expected at TOPS?
- Budget for faculty development and travel
- Organizational chart of TOPS
 - Reporting lines/number of faculty in Clinical department
 - Are there assistant or associate department chair positions?
- Number of committees (in School and at University) and leadership opportunities
- ACPE accreditation recommendations? Any new opportunities?
- Strategic plan – what are the School's goals?
- Position descriptions-what are the expectations of a department chair?



Analysis of environment

Human Resource issues:

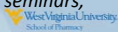
- Sara's activity reports and evaluations over the past 5 years; any disciplinary issues? What are her strengths and weaknesses? Is she department chair material?
- Workload/faculty shortages
- Mentoring program at School – has anyone been sent to the AACF Fellows Program?
- Availability of faculty development programs at the University
- Tenure of academic administrators – are the dean and department chairs new to TOPS or "seasoned?"
- Shadowing opportunities



Analysis of environment

Political issues:

- Sara's Background – has she previously applied for an administrative position but did not get selected?
- Sara's relationships with her faculty colleagues and administrators (department chair and dean)
- # of changes in the past 5 years? Has this been a trying time for TOPS? What major changes have been made at the School and University? What new opportunities are emerging?
- Is department chair willing to mentor Sara, or is there someone who will do it.
- What are Sara's communication skills? What are her social skills? How does she handle stress?
- Does she actively participate in faculty events, seminars, interviews?



Analysis of environment

Symbolic issues:

- *Would Sara be willing to move to another school if TOPS does not have position open as chair?*
- *Sara's relationships with her faculty colleagues and administrators (department chair and dean)*
- *Are there changes in Sara's personal situation that may be driving these new goals?*
- *Has Sara won any teaching awards? Does she actively attend student organization events?*



Summary

Armed with this analysis of the data I would:

- *Meet with Sara's department chair and review all the information collected. Does Sara have the potential to become a chair and what would the chair put in a development plan? It needs to be done at the department level, with support from the dean as needed.*
- *Following that meeting, I would take Sara to lunch and have a long discussion, including clarification of her 1,5, and 10 year goals. Seek first to understand.*
- *Develop a reasonable timetable with benchmarks to assess progress. See what I can do to help.*
- *Hopefully, I would have the resources to either send Sara to the AACP ALFP Program or the HERS Program in Denver.*
- *Celebrate when major milestones are achieved.*