

Ten Top-of-Mind Topics for Success

New Deans Forum

Engineering Deans Institute 2014

Paul C. Johnson

1. “Your” Assignment
2. Aspirations & Attributes
3. Values & Expectations
4. Metrics
5. Annual Progress & Planning
6. You Have a Plan – So What?
7. Your Time, Your Health, Your Growth



Your Assignment

This is generally what the superpowers and major investors at your institution (e.g., President, Provost, Chancellor, etc.) expect your school or college to accomplish.

Can you articulate your assignment clearly? Can you explain why it is good for your organization?

It is important that you own it. Your longevity as dean depends on it...

- Student output?
- Research Productivity/Impact?
- Entrepreneurial Output?
- Resource Acquisition
- Growth?
- Change?
- Differentiation?
- Reputation?



Aspirations & Attributes*

Consider using words to paint a picture of what people will see in the future (5 – 10 years) when they look at your school or college.

It is important that you develop these through conversations with your students, faculty, and staff.

Aspirations and attributes should be aligned with your homework assignment and should resonate with your organization.

Consider starting with the statement “We aspire to be:” and build one to four slides

* - this is my way of avoiding mission and vision statement discussions... First question from most faculty candidates is “Can you tell me about your vision for the engineering school?”

Fulton Engineering Attributes

1. we are an engineering school
2. student success
3. research that matters
4. achieving success together

we aspire to

- be the leading engineering school in the Southwest
- stand apart from other engineering schools
- create a strong and active community of Sun Devil Engineers
- be a great place to learn and work
- be a valued member of the ASU community and a major contributor to its success

Values and Expectations

Others judge your organization's "true" values and expectations through your decisions, how you spend your time, and who and what you support.

Be sure that they are accurately reflected in key documents:

- promotion and tenure guidance
- bylaws
- communications
- rewards systems

Working through an update to your promotion and tenure guidance is a great way to engage faculty in this discussion

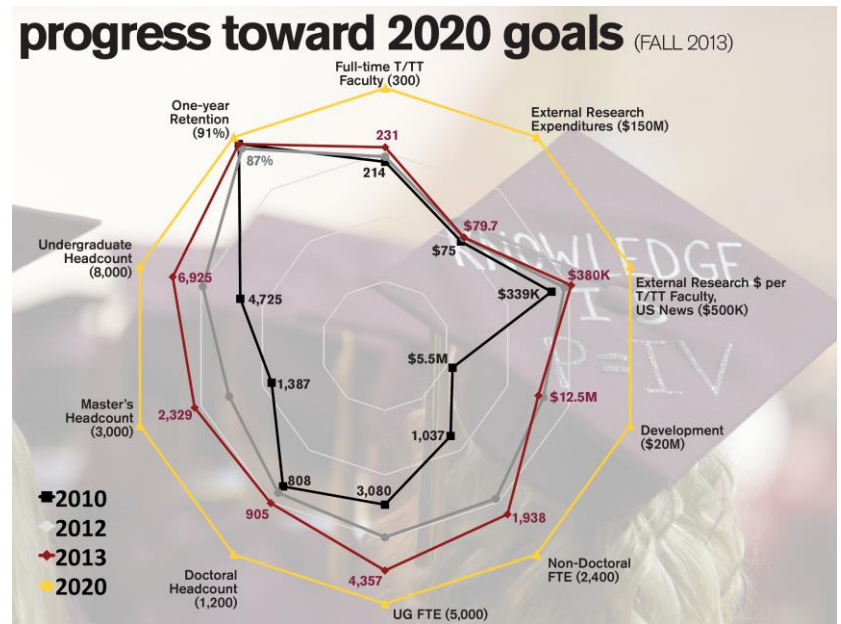
Creating an employee rewards program w/guidance is a great way to engage staff in this discussion.



Metrics

What will you measure to judge progress during your time as dean?

Make progress visible



Annual Progress and Planning

How will you engage and inform your organization on progress and make mid-course corrections?

Rather than one large and bloated major meeting per year, consider a sequence of smaller 2 – 4 hour focused retreats; for example:

- 1) Major/New Initiatives
- 2) Goal and Priority Setting
 - Exercise: “We will fire ourselves if we do not accomplish the following...”
- 3) Leadership Team Appraisal (can you have blunt open group discussions? Consider going somewhere off-campus for this one)

You have a Plan – So What?

You can't do it all yourself.

Your immediate team can't do it all themselves

Telling people to do it isn't going to get you there

You are dealing with highly intelligent and creative people

It comes down to buy-in, incentives, rewards, and hiring people who believe...



Your Time, Your Health, Your Growth

- 1) Do the job on your terms
- 2) Reserve time for yourself (red pen rule).
- 3) Don't let your identity become "the dean"
- 4) Remember, there needs to be life after dean, and you don't always get to choose your exit strategy
- 5) It's not about you anymore – it's about your organization.
- 6) Make sure you are having fun.



Your Organization

Your success is now dependent on the strength of your organization, especially your immediate leadership team and staff:

- 1) Quickly replace anyone who is a liability or low performer
- 2) Stress professionalism in your organization
- 3) Decide where you are going to spend your time and what you will be expert in. Find great team members to handle everything else. Those parts need to run smooth while you are disrupting other parts...
- 4) Know your weaknesses. Find team members with strengths in those areas
- 5) Don't tolerate competition within your team.