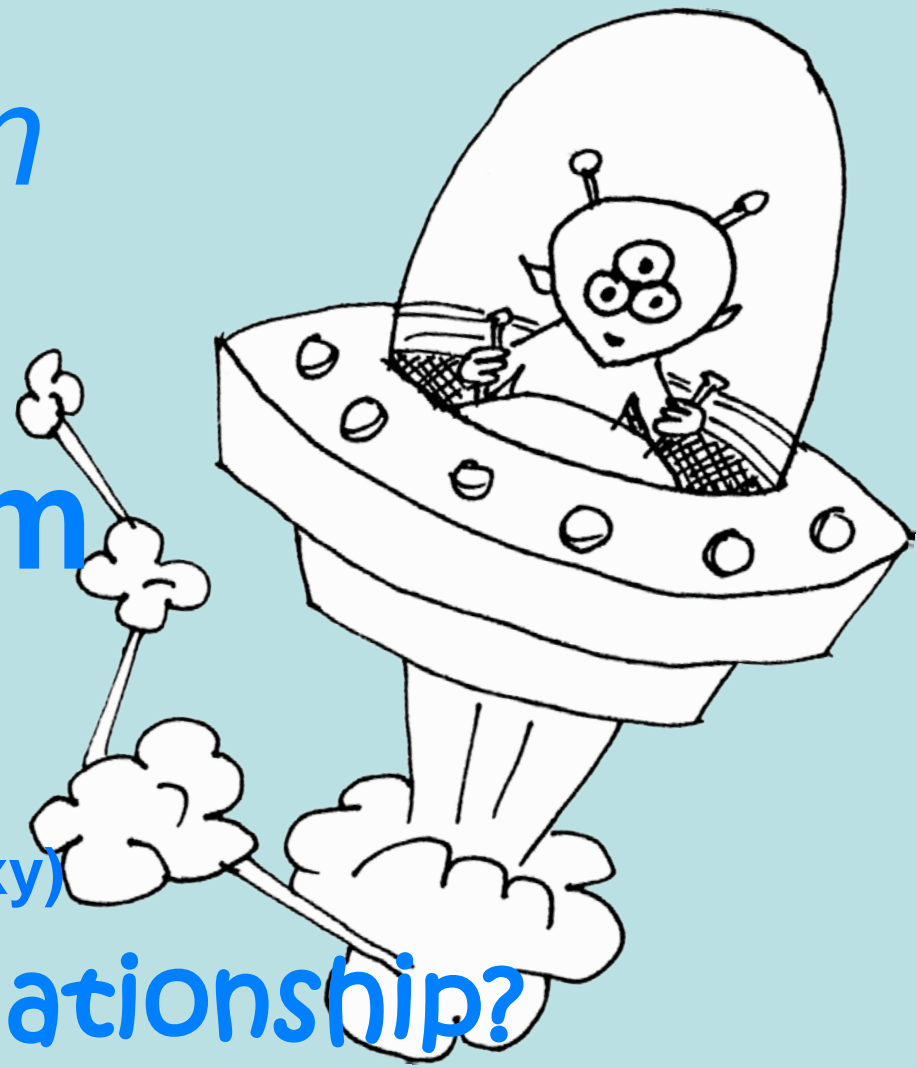


Chairs are from
Mars

Deans are from
Pluto

(Provosts from a different galaxy)

Can you have a relationship?
Is communication possible?

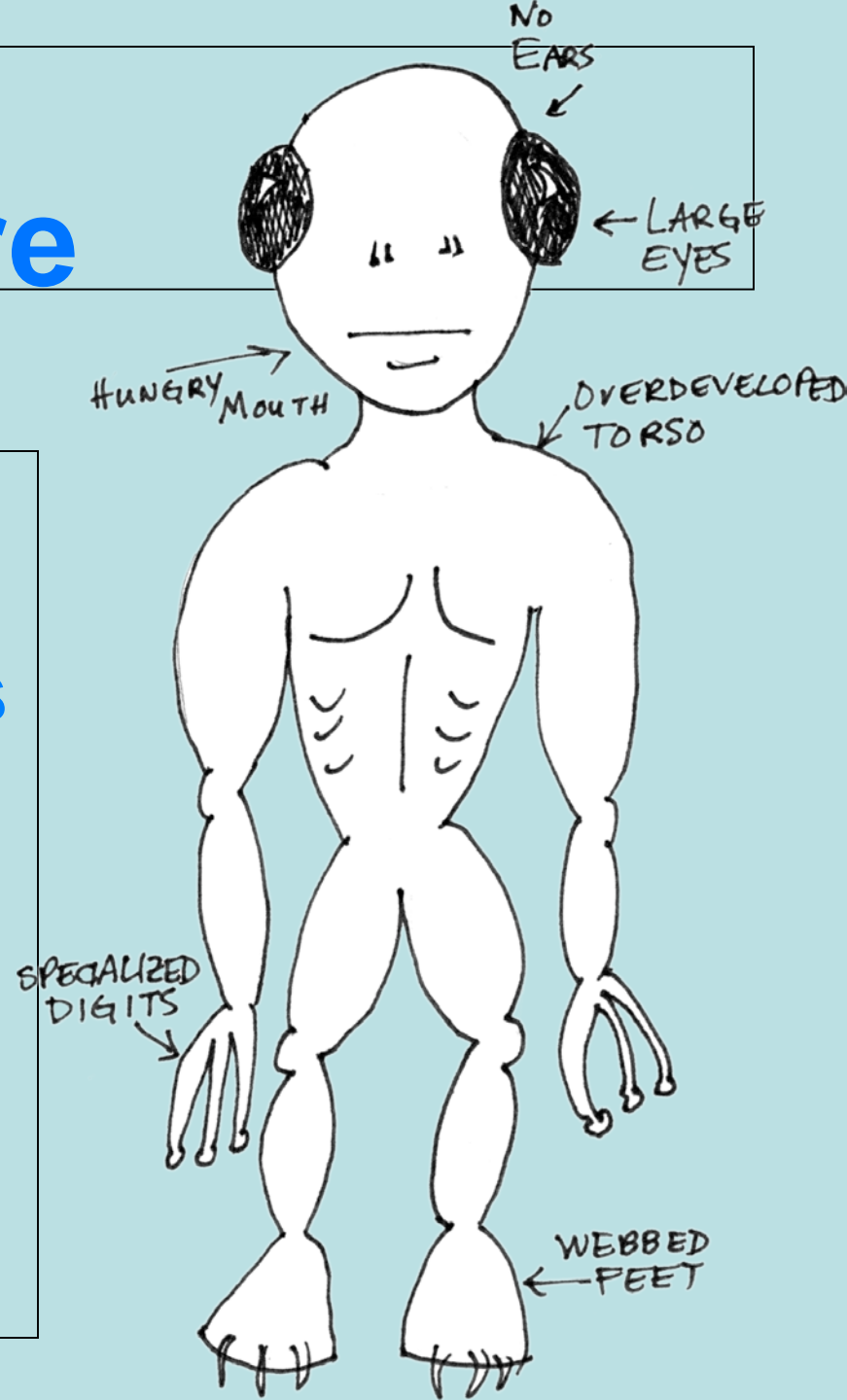


Joe Glover

University of Florida 9/23

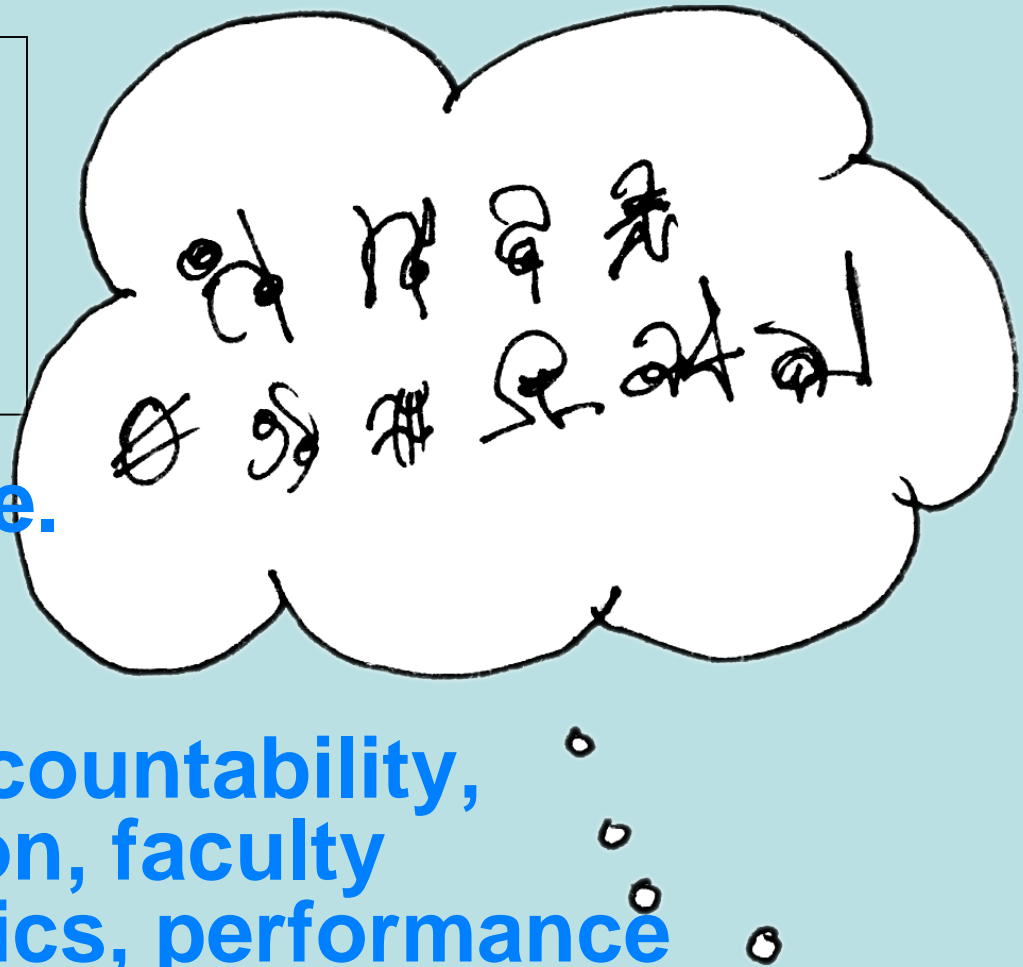
Your Dean Is An Alien Creature

- For all practical purposes, that is.
- If you treat the Dean as such and try to learn how it thinks, what it feeds on, what language it speaks, what motivates it, etc., you will probably get along.



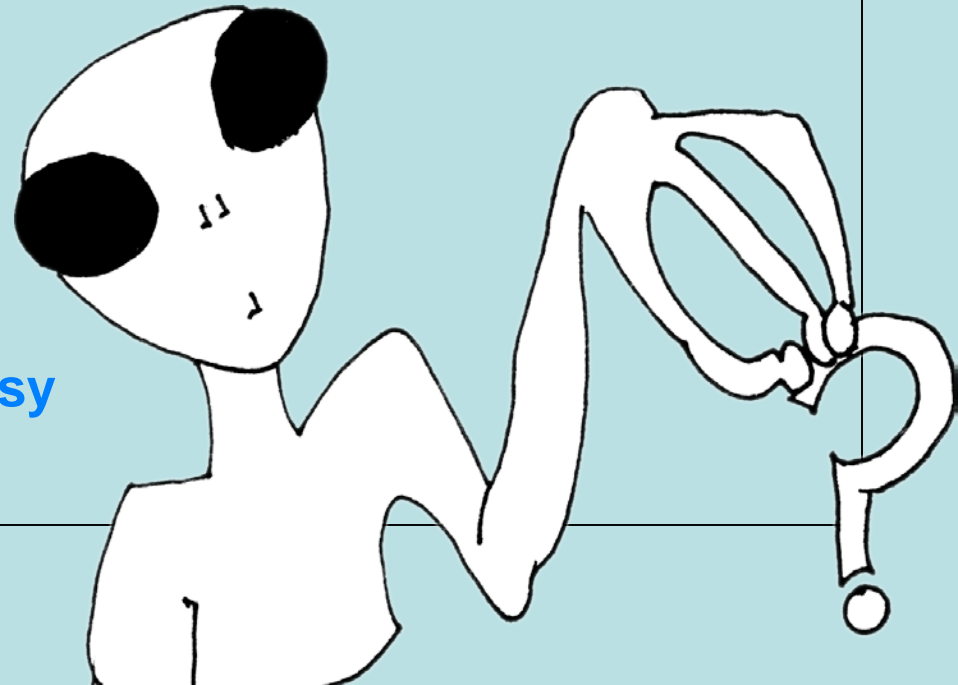
Listen to your Dean

- Learn its language.
- The dean will use bizarre terms like FTE, SCH, accountability, resource allocation, faculty assignment, metrics, performance funding.
- Even stranger, the dean will refer to other departments and other colleges.

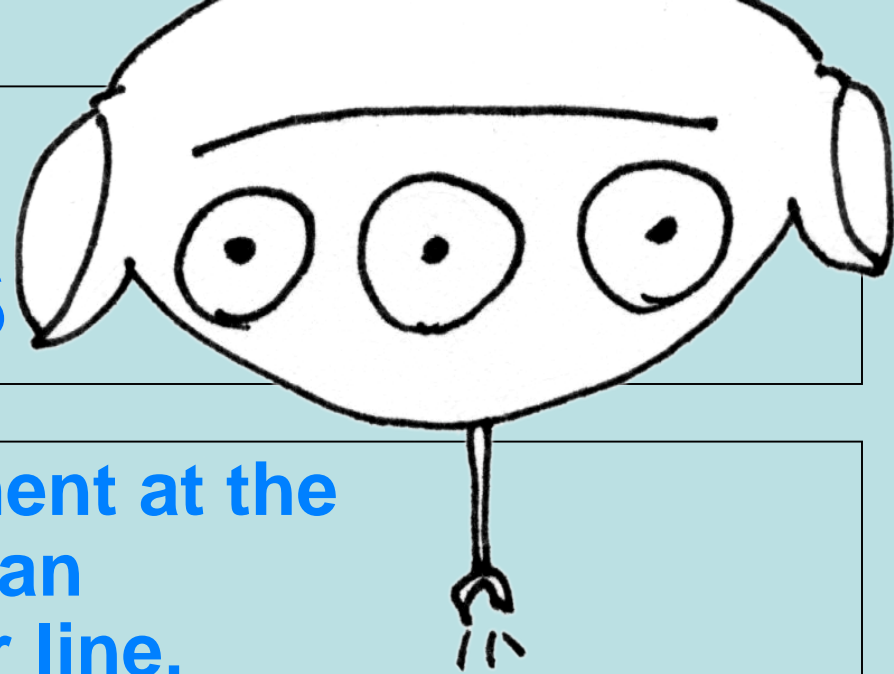


Learn the Language

- Sapir-Whorf hypothesis – you think according to the language you speak. (see “Arrival” with Amy Adams)
- You will come to understand the dean’s perspective: it wants to maximize the college’s prospects in the context of the university.
- To do that, you must understand the college context and university context. (no easy feat these days)



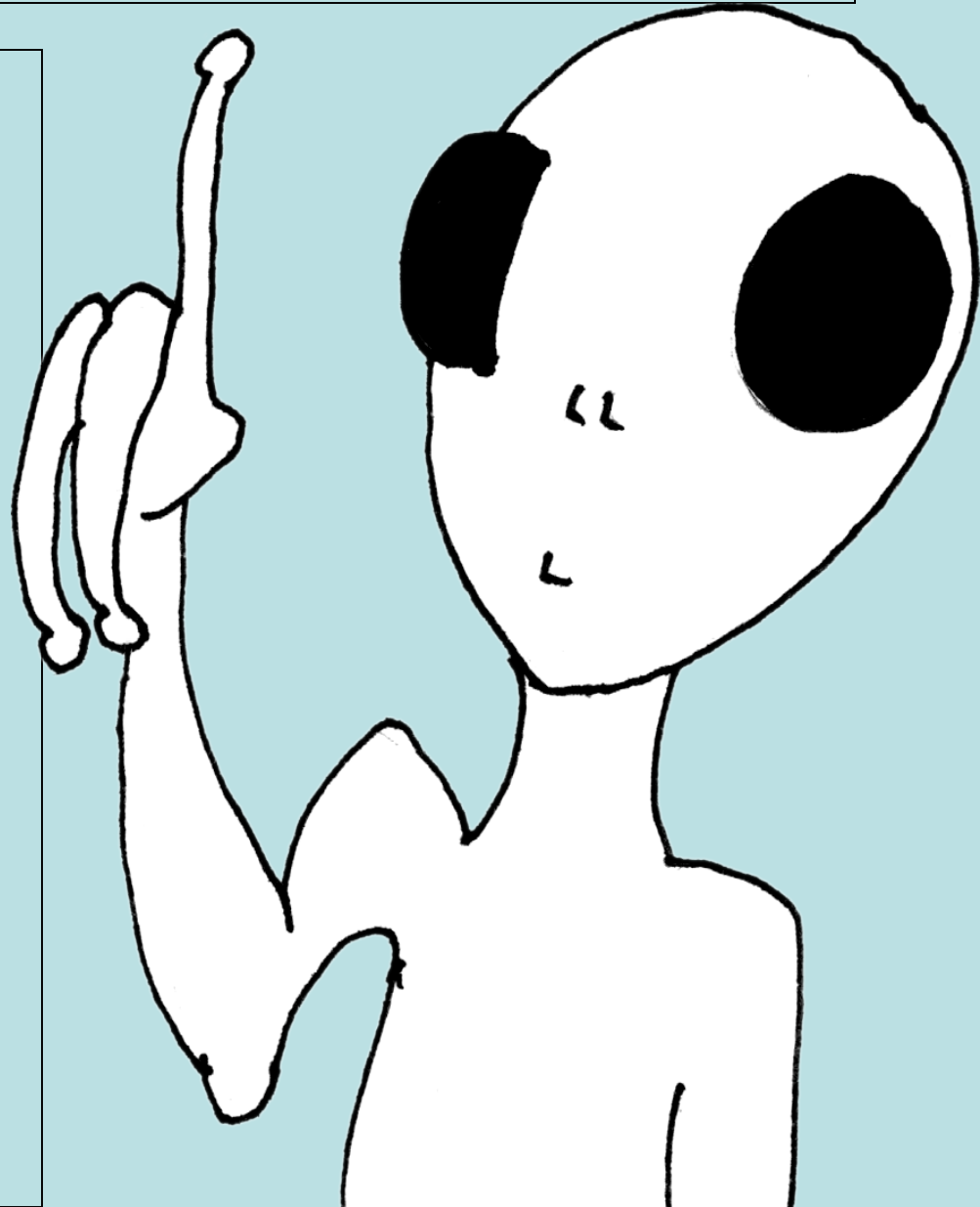
What a Fly on the wall hears



- **Chair:** We have a retirement at the end of the AY, so I need an authorization for another line, preferably senior.
- **Dean:** Before we talk about lines, let's revisit our conversation from 6 months ago about SCH production. Your faculty average 60 SCHs per class. We discussed improving productivity...
- **Chair:** If you give me another line, that will be 4 classes x 60 SCHs = 240 more SCHs !!

Therein lies the duel

- The Chair wants to maximize the department's prospects (and maybe his/her own)
- The dean wants to maximize the College's, and that may or may not include maximizing your department's
- THAT'S OK – ASK YOURSELF -- is it in the dean's interest to maximize your department's fortune?
- IF NOT, can you change that perception/reality?



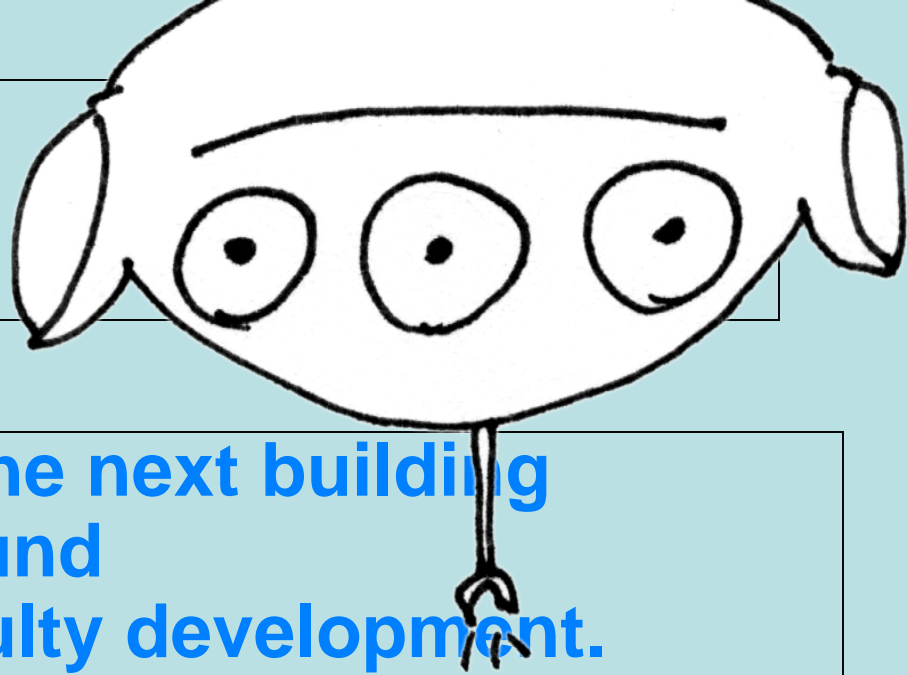
Resources

- The Dean has finite resources. It allocates them for maximum bang per buck. A good Dean makes hard choices.
- You need to show the Dean good return per dollar:
 - Teaching
 - Research
 - Service



Don't make the mistake of thinking you have any structural or moral ENTITLEMENT to the resources.

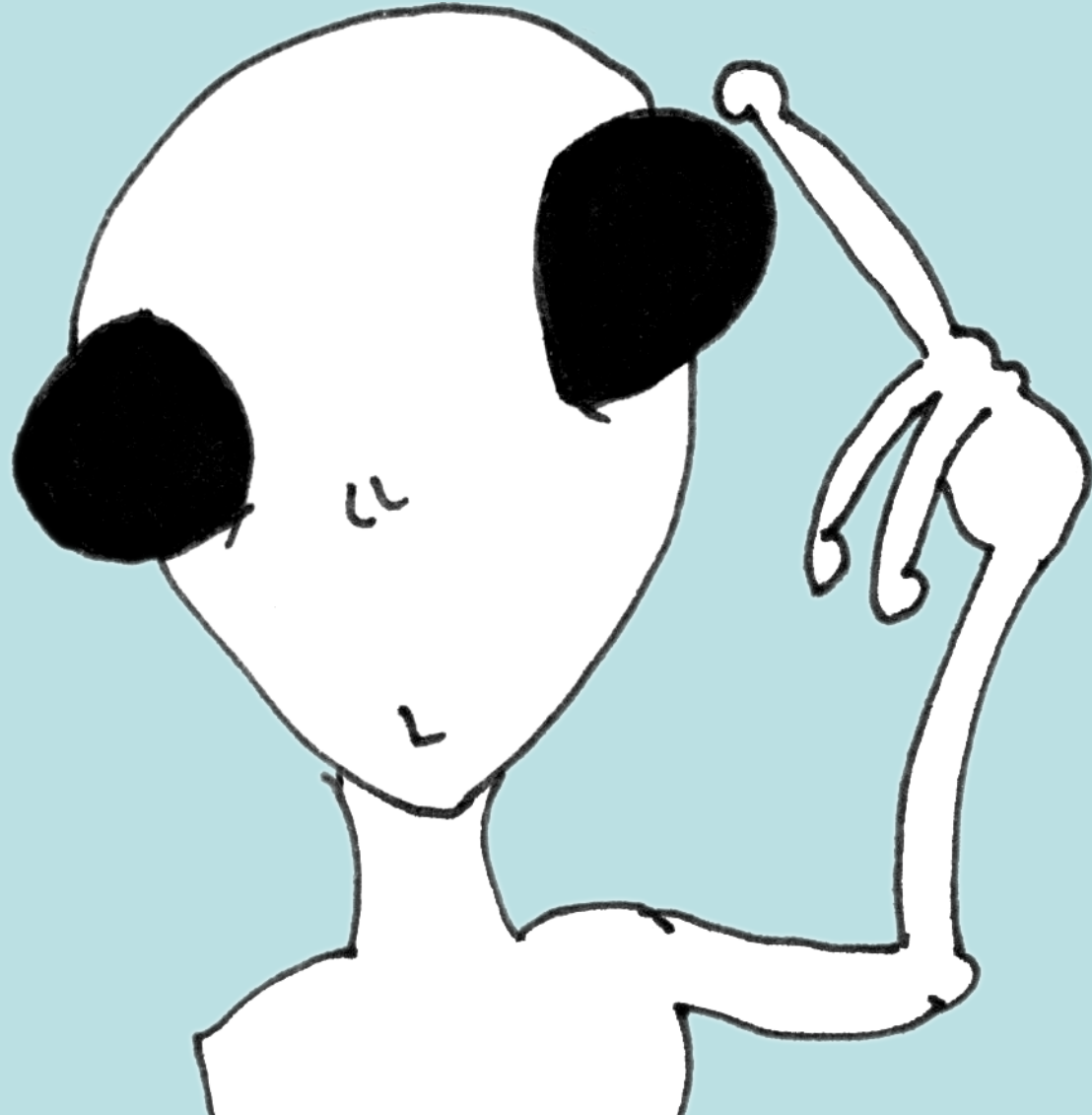
What a Fly on the wall hears



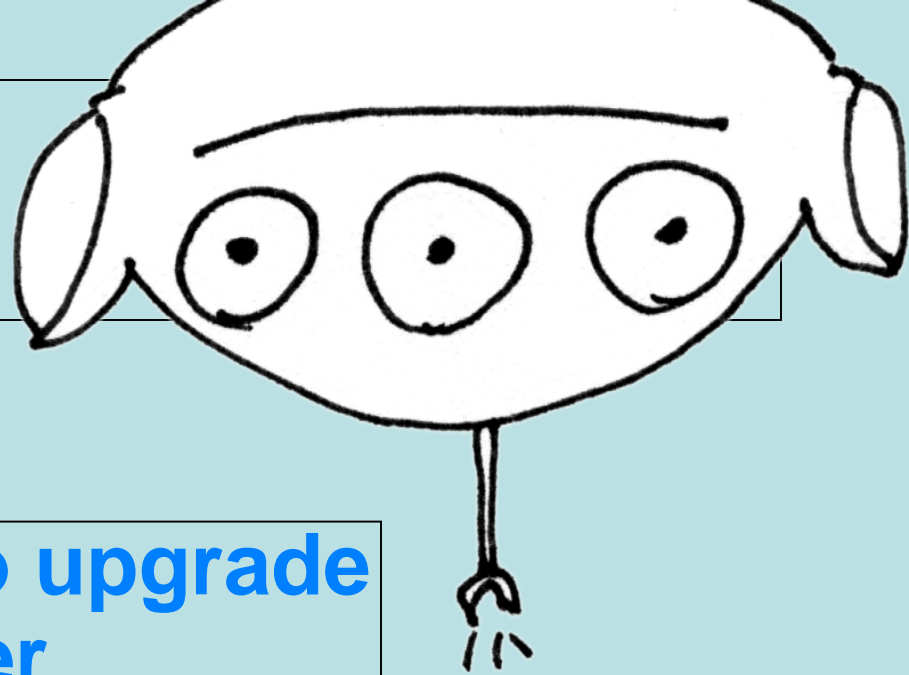
- **Chair:** Department X in the next building gets \$100K per year to fund research efforts and faculty development.
 - (1) We teach as many students as they do.
 - (2) We have more faculty than they do.
- I need the same allocation, preferably bigger.
- *Why might this not be a compelling argument?*
- *What would be a more compelling argument?*

How to Get Resources

- When you want something, do you bring something to the table?
- What does the dean/college get out of it?



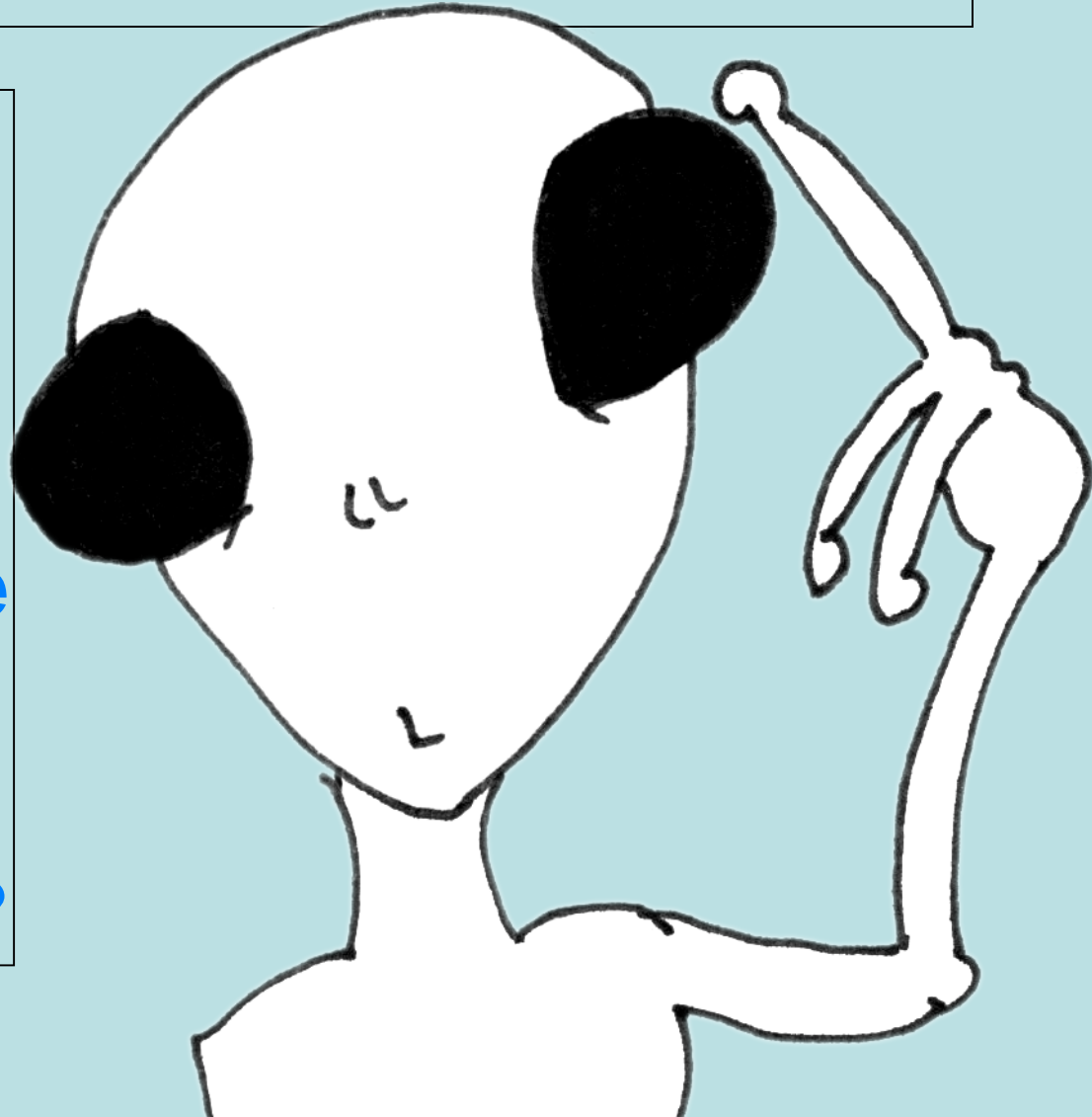
What a Fly on the wall hears



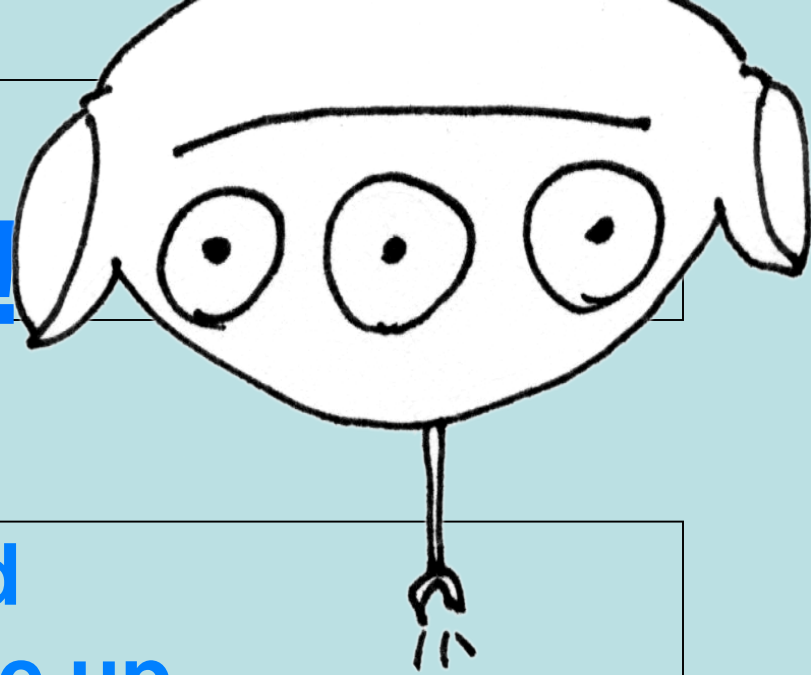
- **Chair:** I really want to upgrade instructional computer resources. I need \$20K. I have \$10K returned from a faculty member buying out on a grant. I will put that \$10K towards the needed resources if you will help me out with the other \$10K.

How to Get Resources (cont' d)

- Do you prioritize?
- Do you make hard choices?
- Do you thank the dean?
- Do you speak well of the dean?



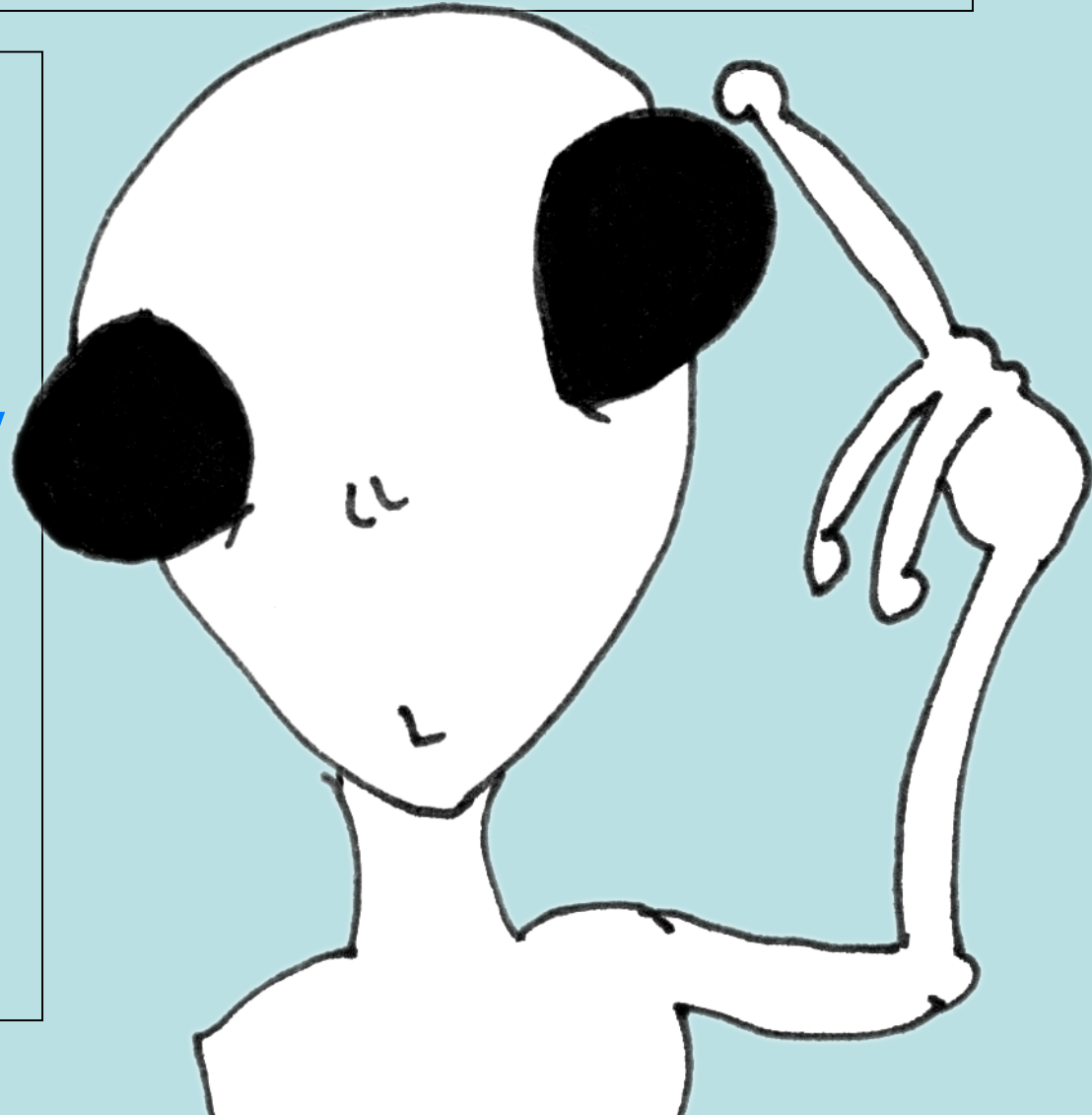
The Fly on the wall is alarmed!



- **Chair:** The faculty voted overwhelmingly to divide up pretty much everything equally: travel money, research money, plum committee assignments, teaching duties. I find this keeps the peace well.

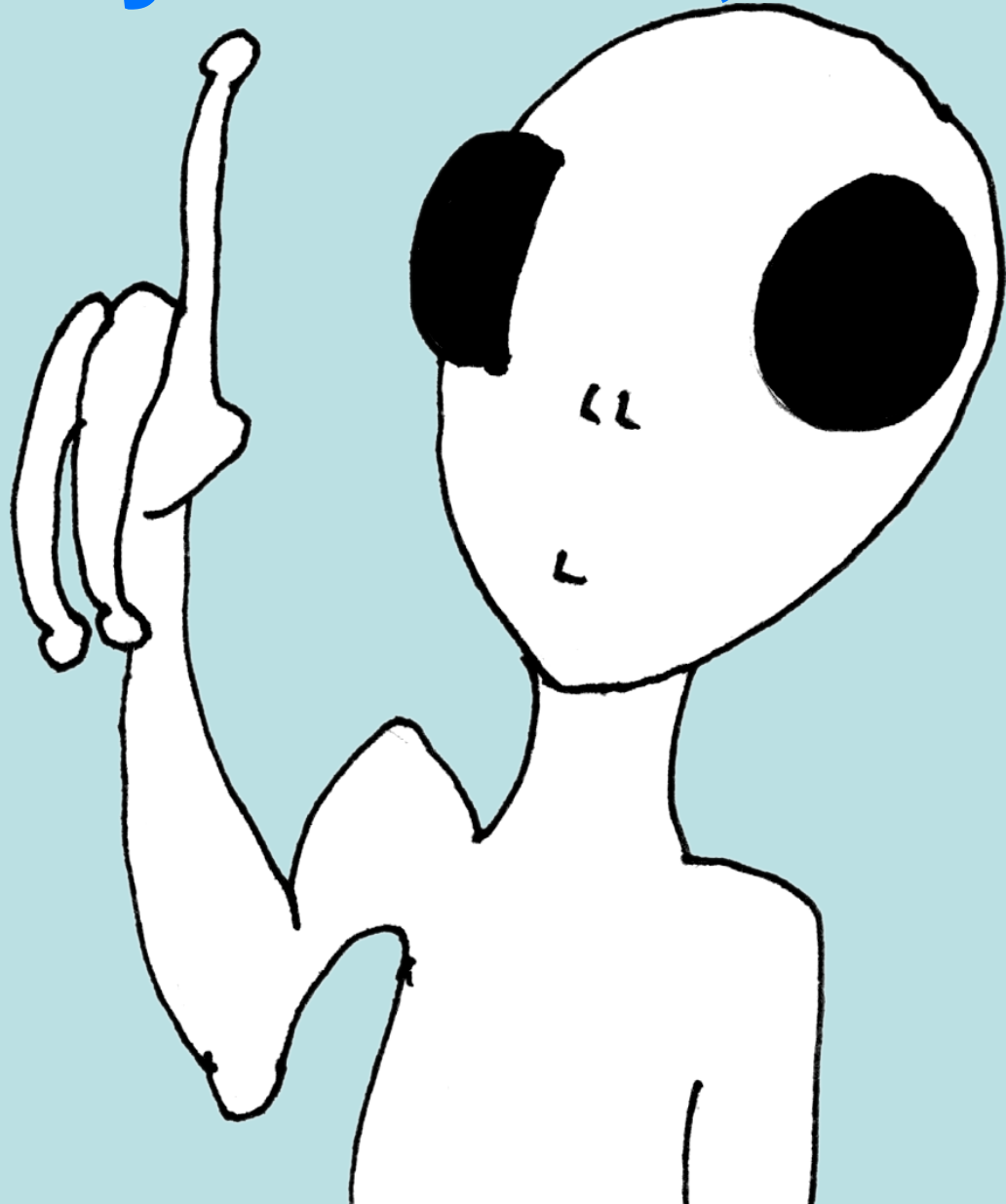
How to Get Resources (cont' d)

- Are you a member of the Dean's team?
- Or are you solely an advocate of the faculty?
- Have you mastered the facts?



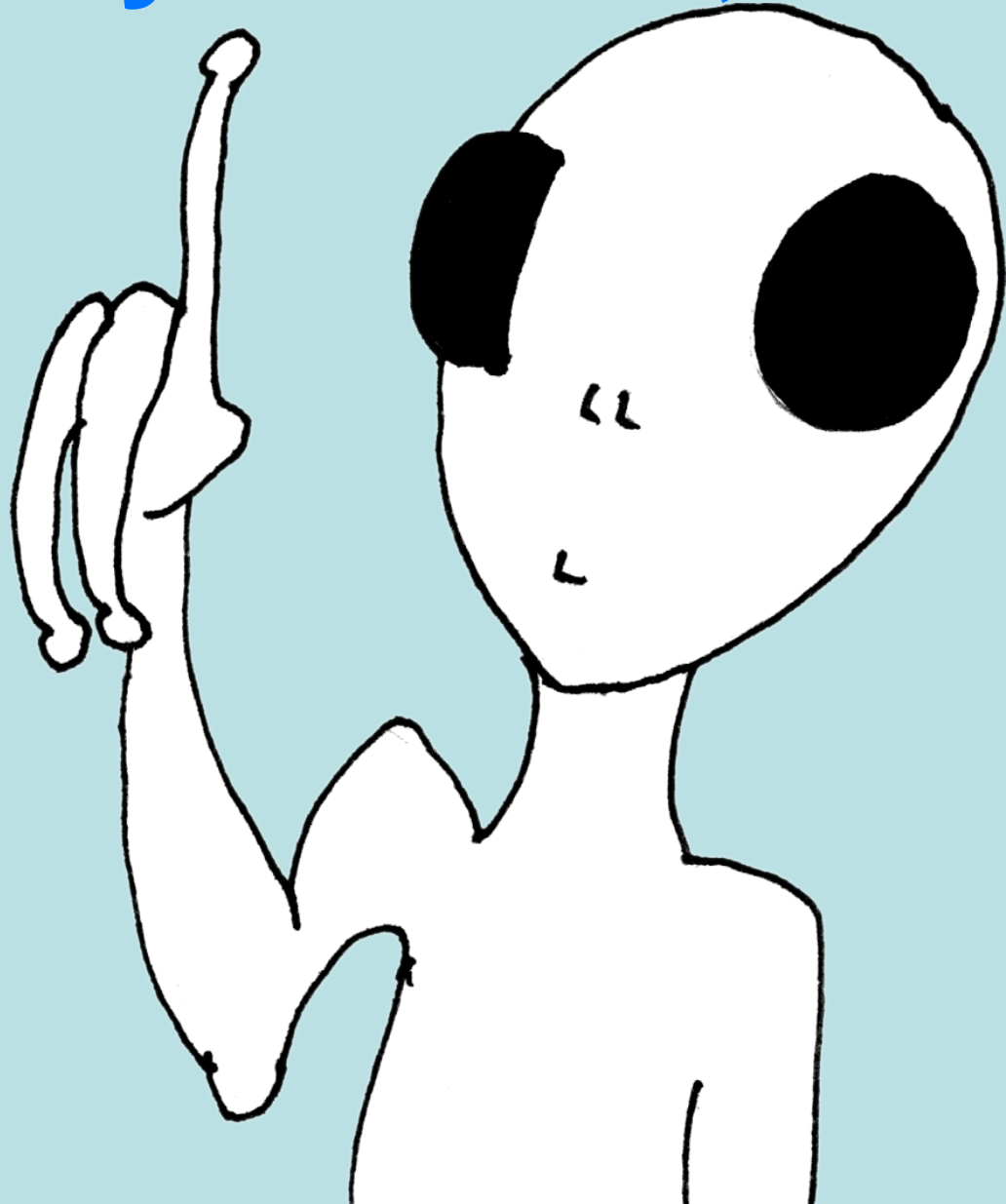
Aliens are only Human, after all

- Do you follow through on agreements?
- Are you honest and reliable?



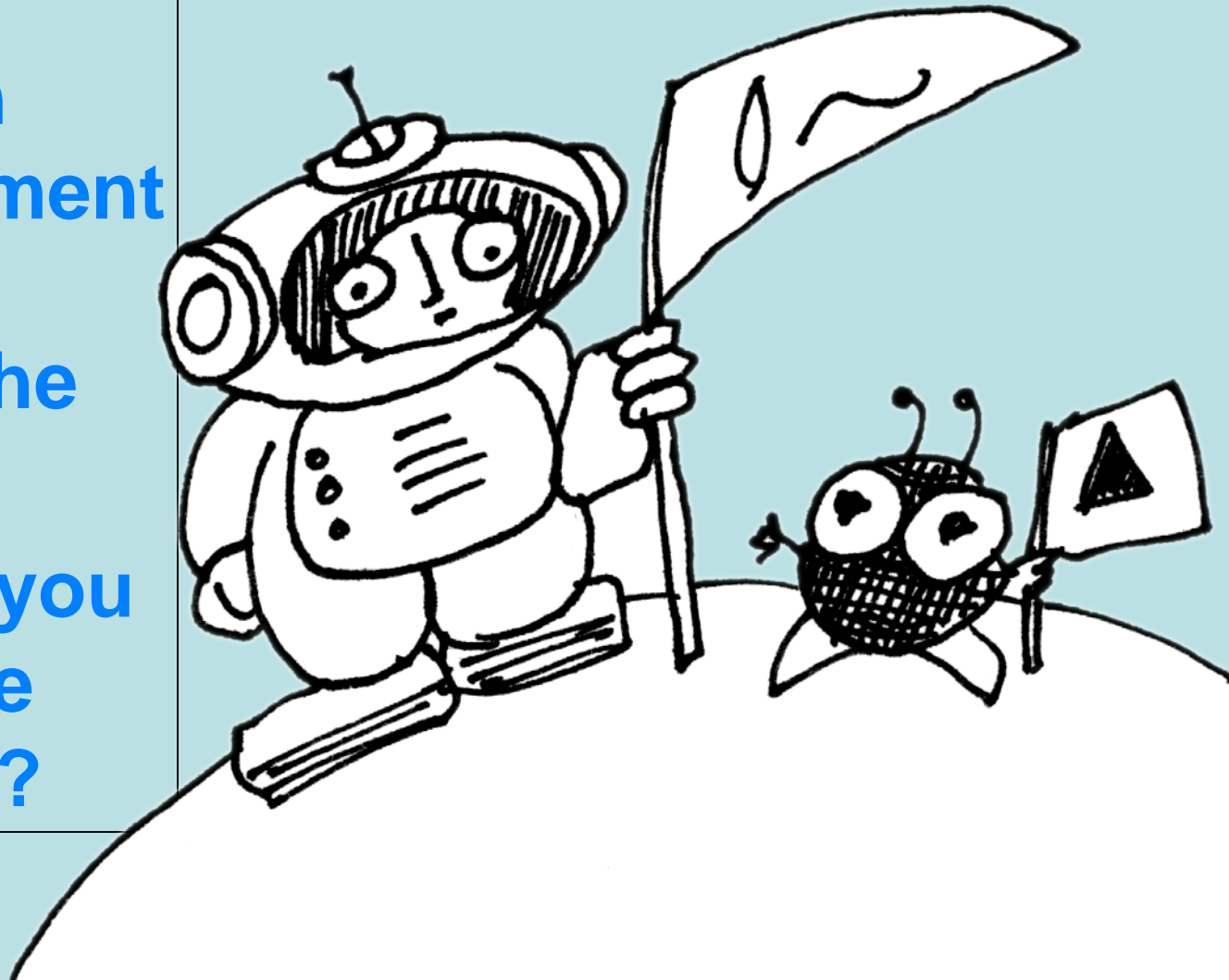
Aliens are only Human, after all

- Do you whine?
- Do you push the Dean's buttons?
- Do you lose your cool periodically?

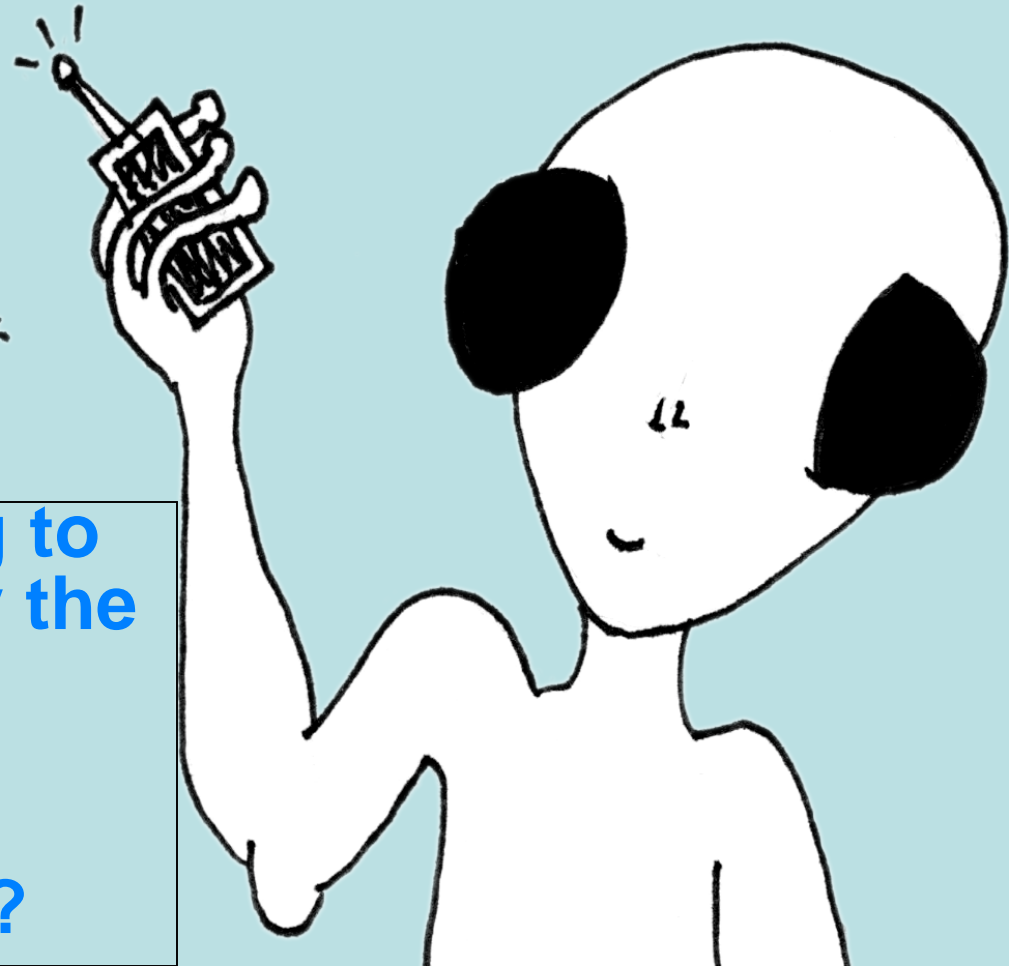
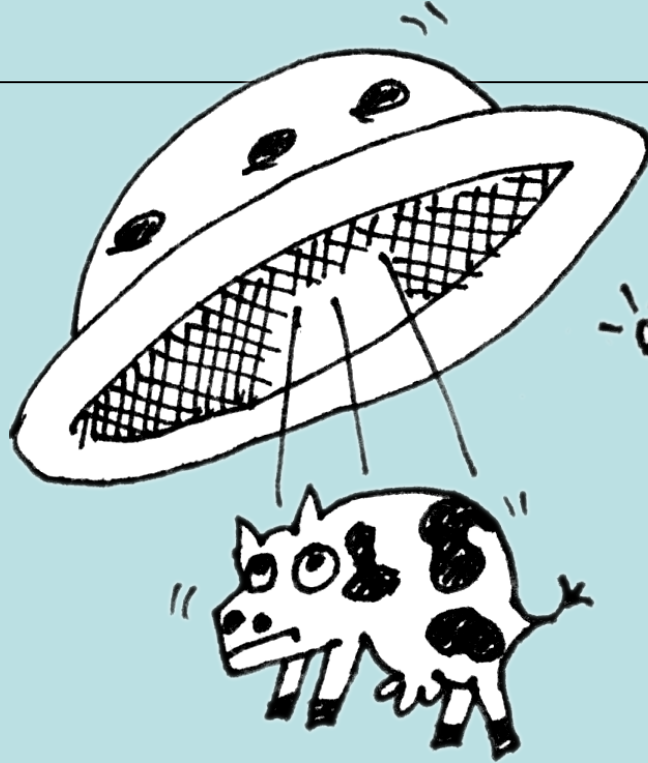


Intergalactic Relations

- Are you a credit or an embarrassment when you represent the College?
- What have you done for the Dean lately?



Galactic Peace



- Do you raise everything to the dean's level or only the things that need to be there?
- Do you keep the Dean informed of good news?