

The background of the slide is a light blue gradient with several realistic water droplets of various sizes scattered across it. The droplets have highlights and shadows, giving them a three-dimensional appearance. The text is centered on the slide.

LIFE IN THE TRENCHES: BEING THE BEST LEADER YOU CAN BE!

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THANK YOU FOR STEPPING UP: BEING A DEAN OR DEPARTMENT HEAD IS A BIG RESPONSIBILITY

State Funding More Likely to be Cut than Increased
Reduced capacity to fund major initiatives

Grant Funding is Tougher
We need more time to focus on scholarly endeavors

Noncompetitive Salary/Salary Inversion
Increased demands with less rewards leads to
burnout and diminished returns

Fringe Rate
Makes us less competitive

Global Pandemic

Greater anxiety and isolation amongst faculty,
staff, and students – harder to connect personally

Logistical Barriers Between Campuses/Schools
Makes Interprofessional Education and Research
More Difficult

Student Demanding Immediate Justice/Change
400 years of systemic societal problems
expected to be fixed this year

Noncompetitive Salary/Salary Inversion
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burnout and diminished returns

Research Was Halted, Still Stymied

Faculty had major career setbacks that impact
them, graduate students, and research staff



+ All the Regular Things Dept Heads or Deans Do
Strategic vision, team building, administration, donor cultivation, student
interaction, (and other duties as assigned)

TIP: UTILIZE UNIVERSITY'S RESOURCES

- OMBUDS
- CETL
- SARAH CROUCHER – PROVOST'S OFFICE – COMPLIANCE
- STUDENT HEALTH AND WELLNESS
- EMPLOYEE ASSISTANCE PROGRAM
- UCONN POLICE DEPARTMENT
- OFFICE OF INSTITUTIONAL EQUITY
- LABOR RELATIONS
- AAUP

TIP: IF YOU ARE MICROMANAGING OTHERS, ONE OF YOU IS REDUNDANT

- YOU HAVE RESPONSIBILITIES YOU CANNOT DELEGATE, THEY ARE CRITICAL TO THE SUCCESS OF THE SCHOOL
 - IF YOU ARE DOING EVERYONE ELSE'S JOB, YOU WILL FAIL AT YOUR OWN
- CLEAR EXPECTATIONS UP FRONT
- TAKE TIME TO TRAIN AND SET CLEAR 'CHECK IN' PARAMETERS
- GIVE COMPETENT PEOPLE INCREASING AUTONOMY AS SOON AS POSSIBLE

TIP: SET UP CLEAR EXPECTATIONS AND BE PREPARED TO ADAPT

- ENSURE YOUR DEPARTMENT HAS CLEAR POLICIES & PROCEDURES
 - REVIEW, REVISIT, REVISE
- POLL FACULTY & STAFF ON WHAT IS WORKING, WHAT IS NOT
 - LISTEN TO FEEDBACK
- EMBRACE TECHNOLOGY TO HELP YOU
 - GOOGLE DOCS/SHEETS
 - TRELLO
 - QUALTRICS
 - MICROSOFT ANALYTICS

TIP: LINK TO SOMETHING GREATER THAN YOURSELF, NOT A POWER STRUGGLE

- WE ALL AGREED TO ACHIEVE THESE ACTION ITEMS TO FULFILL OUR MISSION, IN ORDER TO DO THAT...
- “WHEN YOU DID NOT FOLLOW THROUGH ON _____, YOU MADE IT REALLY DIFFICULT ON [ANOTHER FACULTY MEMBER]. WE ALL HAVE TO BE UNIFIED IN ORDER TO...
- “I KNOW THAT CHANGE IS SCARY, BUT WE ALL HAVE TO BE WILLING TO INNOVATE. THE STATE’S BUDGETARY SITUATION IS NOT GOING AWAY AND TO SUCCEED...
- “OUR ACCREDITING BODY IS VERY SPECIFIC, WE HAVE TO DEMONSTRATE THAT OUR STUDENTS CAN [WHATEVER IT IS]. THAT IS WHY WE NEED YOU...
- “CULTIVATING DONORS IS A PRIME WAY THAT WE CAN INFUSE NEW INVESTMENTS IN THE SCHOOL, WE NEED ALL FACULTY TO HELP ARTICULATE THE VISION AND TO BE APPRECIATIVE OF THEIR GENEROSITY.”

TIP: BE YOUR WORKERS JUDGE AT P(T)R AND MERIT TIME, BE AN ADVOCATE THE REST OF THE TIME

- WITHOUT THE ABILITY TO JUDGE OTHERS, YOU WILL NOT BE SUCCESSFUL
- UNLESS YOU ARE DOING P(T)R, MERIT, OR DEALING WITH DERELICTION OF DUTY, YOU SHOULD BE WORKING TO ENSURE THAT YOUR WORKERS GET THE BEST JUDGEMENT THEY CAN
 - CLEAR EXPECTATIONS
 - RAPID FEEDBACK
 - ONGOING FEEDBACK OF PROGRESS (OR LACK THEREOF)
- ADVOCATE LANGUAGE:
 - “I WOULD HATE IT IF THIS HELD YOU BACK...”
 - “I AM TELLING YOU THIS BECAUSE I REALLY WANT YOU BE SUCCESSFUL...”
 - “I WANT TO SUPPORT YOUR PROMOTION IN TWO YEARS, BUT...”
 - “I WANT YOU TO MATCH UP AS WELL AS YOU CAN VERSUS THE OTHER FACULTY FOR MERIT...”

TIP: YOUR SUCCESS IS THE AGGREGATED SUCCESSES OF THOSE REPORTING TO YOU

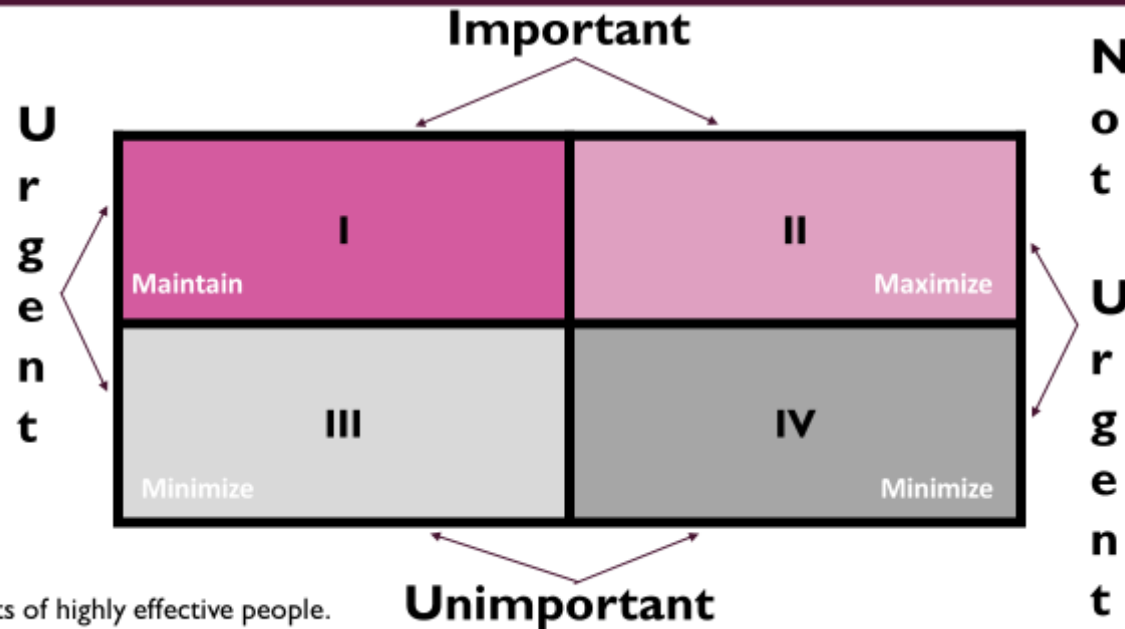
- FACULTY NEED TO BE PRODUCING
 - OTHERS NEED UNDERSTANDING, DIRECTION, OR DIRECT PUNITIVE ACTION
 - “ARE MY COLLEAGUES COMMITTED TO QUALITY WORK” A KEY GALLUP POLL MEASURE OF BUSINESS PRODUCTIVITY
- BALANCE PRODUCTION WITH PRODUCTION CAPACITY IN THE FUTURE
 - ATTAINING A SMALL INCREASE IN FACULTY PRODUCTIVITY NOW BUT BURNING THEM OUT IS COUNTERPRODUCTIVE
- WRITTEN GOAL SETTING IN THE FALL
 - AFTER YOU READ PTR FILES
 - ASSESS TEACHING, SCHOLARSHIP, AND SERVICE GOALS THAT ARE MEASURABLE
 - PROGRESS ON THE GOALS SHOULD POSITION CANDIDATE FOR “PROMOTION”
 - FOLLOW-UP WITH ONE ON ONE IN PERSON MEETINGS
 - BE HONEST ABOUT YOUR PERCEPTIONS
 - EXPLICITLY TELL PEOPLE THEY CAN CONTACT YOU IN BETWEEN ONE ON ONE MEETINGS
- THEIR GOALS AS A UNIT SHOULD BE THE ACTION ITEMS ON THE STRATEGIC PLAN
- WRAP UP WITH FACULTY ONE ON ONES IN THE SPRING BEFORE MERIT REVIEWS
 - CONTEXT IS IMPORTANT WHEN ASSESSING PROGRESS

TIP: ASK FOR HONEST FEEDBACK AND IF NEEDED, HELP

- THE 5-YEAR REVIEW IS A HORRIBLE TIME TO HEAR ALL THE BAD THINGS YOU DID IF YOU COULD HAVE FIXED THEM 4 YEARS AGO
- SOMETIMES YOU DON'T HAVE THE ABILITY TO OVERCOME THE WEAKNESS
 - ASK IF SOMEONE COULD SUPPORT YOU IN THAT FUNCTION SO THE SCHOOL DOESN'T SUFFER
 - BE WILLING TO HELP OTHERS WITH THEIR STRUGGLE MAKES A SUCCESSFUL TEAM
- SOMETIMES, YOUR ACTIONS ARE MISALIGNED WITH THEIR RATIONALE
 - IN A VACUUM, SOME DECISIONS CAN BE MISCONSTRUED BY THE RUMOR MILL
 - IF YOU KNOW ABOUT IT, YOU CAN ADDRESS IT
- HOW TO GET OPEN AND HONEST FEEDBACK
 - ASK DIRECTLY: "I REALLY WANT TO BE A DEAN WHO CAN HELP THE SCHOOL REACH ITS POTENTIAL, ARE THERE THINGS I CAN DO BETTER?"
 - ANONYMOUS SURVEYS, NON-DEFENSIVE RESPONSES

TIP: MAXIMIZE QUADRANT II TIME

DOING MORE WITH THE SAME: A FACULTY CASE STUDY



Covey S. 7 Habits of highly effective people.
Covey Press. 1994.

Things that are important need your A effort, everything cannot get an A

Many things you are expected to do are unimportant, stop doing as many of those things as you can

Other unimportant things can be done with a C+ effort

Take some Quadrant II time early on to identify Quadrant III and IV activities and how to minimize them

Those important things that only you can do should be your main focus

CONCLUSIONS

- CONGRATULATIONS ON BEING SELECTED, UCONN NEEDS YOU!
- NO ONE IS PERFECT – MINIMIZE YOUR WEAKNESSES AND MAXIMIZE YOUR STRENGTHS
- DO NOT BE AFRAID TO REACH OUT FOR SUPPORT AND ASK FOR FEEDBACK
- MAKE SURE YOU HAVE THE TIME TO DO THE CRITICAL THINGS ONLY YOU CAN DO
- HELP YOUR FELLOW DEPT HEADS AND DEANS – WE ARE ALL IN THIS TOGETHER