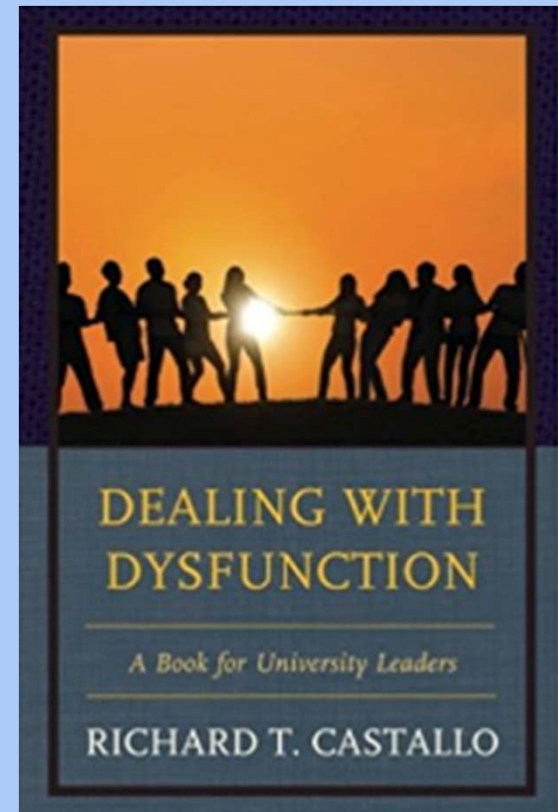


DEALING WITH DYSFUNCTION: HOW UNIVERSITY LEADERS CAN BUILD BETTER CULTURES

Presented by

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HIGH GRADUATION RATES

Recognition

**APPRECIATIVE
GRADUATES**

Research

COLLEGIABILITY

Diversity

Community

Service

**PRODUCTIVE
FACULTY**

COMMUNITY



HIGH GRADUATION RATES

Recognition

**APPRECIATIVE
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COLLEGIALITY

Diversity

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Service

**PRODUCTIVE
FACULTY**

WE DID THE RIGHT THINGS, AND YET...

- ***Veteran faculty threatening new faculty***
- ***Power Grabs: money, teaching and room assignments, committee chairmanships***
- ***Bad-mouthing leadership***
- ***Sabotaging initiatives***
- ***Terrible teaching, advising***
- ***No support for committees, events***
- ***Late or no-shows to meetings***
- ***Failure to keep up with the profession***
- ***Drive-by supervision***

Beliefs

- ✓ ***Serve Students***
- ✓ ***Respect & Civility***
- ✓ ***Build Program***



PLANNING CYCLE

**Final Report
(May)**

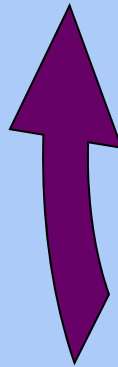
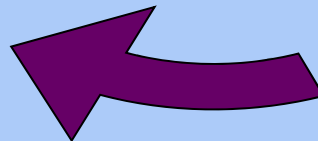
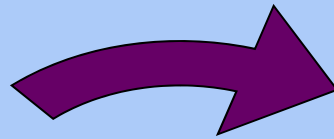
Self-evaluation

- **GOALS**
- **RELATIONSHIPS**
(Prior to Start)

Mid-year Status Report

- **GOALS**
- **RELATIONSHIPS**
(Jan)

**Start the Year
(Sept)**



TEAM REVIEW

HOW DO YOU SEE TEAM MEMBERS CONDUCTING THEMSELVES AS A GROUP?

SCORING SCALE: 1 2 3 4 5 6 7
 /_____/_____/_____/_____/_____/_____/

Need to Improve

Extremely Effective

- 1. Communication - listen and speak honestly; are considerate of others** _____
- 2. Trust - share concerns without fear; do not take disagreement personally** _____
- 3. Decision-making - discuss items independently and objectively** _____

4. Support - individuals support colleagues in reaching their goals _____

5. Goals - decisions are consistent with department, school, university priorities _____

6. Responsibility - members put in the time and effort required to complete their jobs _____

7a. An event(s) the department, or chair has recently dealt with in a positive manner is:

7b. An event(s) the department, or chair has recently dealt with that I believe needs to be discussed is:

I appreciate the job that Pat does. We're not all that easy to work with

Some members of our department need to spend more time teaching and advising and less time bad mouthing Pat. She works hard and deserves to be treated better than she is by some of these so called "professionals"

We're a great department. Unfortunately, there are a few people who would rather spend time tearing down others than trying to help us improve

I'm tired of hearing BS about our chair. Our chair is fine. Some of these people should spend more time looking at themselves

DEALING WITH INDIVIDUALS...

- ***Slackers – share PROGRAM evaluations of grads by course***
 - ✓ ***How well did it prepare you?***
 - ✓ ***What could be improved?***
 - ✓ ***Rate on a 1-5***
- ***Bullies – confront privately, disclose publicly***
- ***The Union is your Friend***

- ***Poor performers – data: student evals, client feedback, complaints, enrollments (comparative data)***
 - ✓ ***Team with high flyers: team tch, shadow***
 - ✓ ***PD***
 - ✓ ***Observe***
- ***Observations***



Department Chairs'

TOP FIVE LIST

5. UNDERSTANDINGS

- *BELIEFS*
- *NO SURPRISES*

4. SUPPORT OF SIGNIFICANT OTHERS

3. LEADERSHIP ↔ CULTURE

2. HIRE WELL AND RETAIN

HIGHER ED LEADERS' CURRICULUM

1. Leadership *Practice* grounded in *Theory*
2. Basic counseling skills
3. Human Resources
4. Program Supervision
5. Curriculum
6. Office Management
7. Law
8. Team Building

Cohort-based

Faculty: orchestra leaders, coaches, administrators, K-12 brethren, faculty members, support staff, students, attorneys

And.....#1:

I'll...

Do what I want to do

Be what I want to be

Say what I want to say

Go where I want to go

Or do 100 pushups

Sean Murphy