




# Being a Dean in 2007

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# The Challenge - Leading in Complex-Disruptive Environments

- Problems are less straightforward
- Decisions are less binary and require multiple choices
- Leaders need to assess diverse set of inputs to make informed decisions
- Problem-solving requires collaboration, information sharing and transparency
- Leaders need resolve and creativity



# Context –Leadership in Complex and Turbulent Times

- Less Government Funding
- Disruptive Technologies
- Increased Competition - Need to Differentiate and Partner
- Demographic Shifts
- Acquiring and Retaining HQP
- Aging Professoriate
- Shift in student needs, behaviours
- Labour Management/Pension Issues

# Particular Challenges Managing University Faculties

- You often feel Isolated from the University (re: decision-making and academic planning)
- Need to have responsive curriculum and diversified hiring pool
- Need to Differentiate while maintaining the Core Values of the Institution
- Must reach out to the broader community
- Engage in a “meaningful” way with a network of stakeholders
- Partner with various “local/regional” communities
- Pressures for Innovation and Commercialization
- Need to Integrate new forms of experiential learning



# Complex Environments Require Certain Leadership Abilities:

- Embrace Change
- Multi-task
- Engage and Negotiate with a Variety of Stakeholders
- Be Self Aware and Empathic
- Think Probabilistically
- Be Able to Adopt both Offensive and Defensive Strategies



# Challenge in Complex Environments

- Signals Obscure and Blurred
- Decision Environments have Number of Biases and Constraints
- Lack of Expertise – Less Routine Decisions
- Our Intuition is Often Unreliable
- Be Initially Skeptical – Information Seek
- Paradox – We often have less time.



# Issues Facing the Leader: Are You Prepared

- Lack of Training to Face the Complexity of Issues that face Academic Leaders
- Are You a Leader or Administrator?
- Need to deal with Multiplicity of Stakeholders/Networks
- Ethical Challenges
- Negotiations
- Understanding Budgets
- Having Difficult Conversations
- Being an Agent of Change



# Fundamental Question

*How do you, as a dean, lead others when there is pervasive ambiguity and complexity, without being overwhelmed by these challenges?*





# Issues Facing a Dean in 2017

- Differentiation
- Popularity of the MBA
- Building and Maintaining Relationships
- Fund Raising
- View of the Business School in the Academy
- Securing “Meaningful” Co-ops and Internships



# Emerging Issues in the University

- Academic Freedom
- Reconciliation
- Mental Health



# Longer-term Issues

- With success the amount of administration increases disproportionately.
- Difficult to maintain the momentum.
- “Pulling rabbits out of a hat” becomes increasingly problematic.
- Succession



# Deans Need a New Skill Set

- **Anticipatory Thinkers** – identify trends and potential opportunities – look beyond your own environment
- **Tolerant of Risk and Failure** – many academics are risk adverse
- **Effective Conveners and Facilitators** – ability to connect across cultures, create alignment, challenge assumptions



# Academic Leadership Competencies

- Ability to Engage, Empower and Collaborate
- Operate in a Distributive Environment
- Systematic Thinkers
- Diagnostic Mentality
- Creativity and Vision
- Take Measured Risks
- Emotional Intelligence



# Partnership Model: An Overview

- Typically Associated with the Mission of the University - to be entrepreneurial, innovative, and application driven.
- Potential Outputs: research, peer-reviewed publications, HQP, transferable knowledge, patents, innovative products, jobs, new business opportunities or start-ups.
- Normally associated with large research grants and housed in research centres or institutes.



## Overview -2:

- Should be a “Win-Win-Win” Enterprise.
- Long-term Initiatives – minimum of 5 years
- Typically, there is a contract, set of well-defined deliverables.
- Agreed to timelines, signed agreements, budgets, oversight and accountability.
- Theoretically, these types of partnerships should be very well-suited to Mission and Core Values of the the University/Faculty.



# Challenges -1

- - need resources for an administrative staff.
- - need a creditable champion.
- - University and Faculty trust and buy-in.
- - ability to align corporate and academic timelines.
- - equip and adapt faculty to work in situations with corporate expectations.
- - need both base and on-time only funding.
- - require contingency monies for the “wind down”.





# Challenges -2

- - production of HQP is typically essential.
- - in the long-run knowledge transfer to the partners, new technology and in some cases filing of patents is expected. –
- Accountability - you are always being monitored and watched
- Partnerships sometimes become a target.



# Models

- Government-University
- Private-University
- Private-Government-University
- Types of Contribution – Cash, Resources, In-Kind

# Issues -1

- not consulting.
- -need for a dedicated, highly productive faculty associates and graduate students.
- - who owns the IP?
- - who determines the research?
- - sometimes you need a policy on the right to publish
- - dissemination of the research.
- - need for a strong management board/council
- - governance is critical.

# Issues - 2

- constant reporting an accurate record keeping is essential
- be aware that the research director is responsible and accountable
  - - the research director becomes a de facto manager
  - - you are in effect running a business
  - - you are supporting a staff on “soft money - colleagues can be envious
  - - what is the values of the research in tenure or promotion?
  - - who gets the credit?