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Dean’s Fellows for Advancing Collegiality

- Intention & Setup
- Success Factors
- Facilitator Responsibilities
- Magic!
- Outcomes
**Intention & Setup**

- **Intention**
  - Gather a group of informal leaders to generate ideas to Advance Collegiality in their Department and/or School
  - Build awareness of relevant organizational dynamics, leadership opportunities, communication skills, unconscious bias

- **Set Up**
  - Class Size 12
  - Meet 8 Times throughout Semester
  - Culmination: Present Ideas to School Leadership
Success Factors (1 of 3)

• Involvement of Dean
  • Recently appointed, open to new ideas & leaders emerging
  • Genuine desire for more collaborative environment

• Participant Selection
  • Senior, Influential, Informal Leaders
  • All Departments Represented
  • Give Credit & Visibility: Dean’s Fellows
Success Factors (2 of 3)

• Collegiality Focus
  • Focus not on gender issues specifically, but on an issue with which all can relate, without defensiveness
  • Collegiality affects collaboration, research quality, faculty attraction & retention
  • Women are the canary in the coal mine

• Make Program Relevant
  • Highly interactive—material shaped to interests of concern
  • Participant experience & perspective highly valued—facilitator did not take ‘Expert’ stance
Success Factors (3 of 3)

• Mix of Skill Dev’l, Dialogue, Action Learning
  • Teach useful skills, especially
    • Create a contextually accurate picture of leadership
    • Build sound communication practices
    • Heighten awareness of unconscious bias
    • Review faculty satisfaction surveys, data
  • Facilitate collegial dialogue
    • Create conditions for collegial interactions in room—give experience of relating differently to each other
    • Integrate skills being taught with what was happening in room
  • Encourage participants to bring real-life situations into room
    • Group Coaching: Learn to present dilemmas “cleanly,” use each other as resource, broaden perspectives
Facilitator Responsibilities

Teach content with Socratic approach
  ♦ Emphasize multiple perspectives & critical thinking

Empathize with dilemmas & ground perceptions in data—
  ♦ Don’t judge or patronize

Facilitate dialogue to generate & deepen ideas—
  ♦ Don’t occupy the position of ‘Expert’

Be willing to hold complexity of issues—
  ♦ Don’t try to dictate simplistic answers

Create space for & model collegial interactions—
  ♦ Give participants a fresh & meaningful experience

Model leadership by asking for and responding to feedback—
  ♦ Model receptivity & thoughtful consideration, not defensiveness
Dean could not make originally scheduled presentation meeting

Final presentation to leadership in two parts:

♦ Initial meeting with all Department Chairs
  • Classroom setting w/AV
  • Formal presentations
  • Feedback
  • Additional Ideas
  • Buy In

♦ Final meeting with Dean, no Chairs
  • Smaller and less formal
  • Held in small conference room—just fit, no AV
  • Switch up: “Present someone else’s idea, not your own”
  • Result: Rote presentations replaced with truly collegial dialogue
Change Project Ideas

Foster Greater Faculty Interaction & Build Intellectual Community
- Interdepartmental Seminars
- Faculty Lounge
- Faculty Recognition Program

Build Intellectual Community—Strike a Humanistic Tone
- “Last Lecture” Series

Lay Foundation for Collaborative Research
- Track, Reward Joint Research
- Return on Teaching

Faculty Engagement, Retention
- Formalize Junior Faculty Mentoring
- Help Faculty Build Research Capacity
- Improve Infrastructure

Accountability
- Engineering Ombudsperson

Improve Communication between Faculty & Administration
- “Town Hall” Meetings
Case School of Engineering Creates Office of Faculty Development

March, 2008

Case School of Engineering (CSE) Dean and Nord Professor Norman C. Tien recently announced that the school has created a new Office of Faculty of Development, in partnership with the Office of the Dean. Ica Manas-Zloczower, professor of macromolecular science and engineering, will lead this initiative.

The office was formed to provide resources and initiate activities designed to enhance an ongoing sense of scholarly community and to support faculty in their continuing quest for excellence in research, teaching, outreach and leadership. The office and its resources will be available to assist with building a sense of community, fostering faculty development, improving policy and procedures and facilitating communications.

Among its planned initiatives are formal mentoring programs for young and mid-career faculty, training sessions for promotions and tenure committee members, and CSE town hall meetings. Ica Manas-Zloczower, professor of macromolecular science and engineering and a member of the CSE faculty since 1985, will be the new associate dean of faculty development.

The Office will be led by Ica Manas-Zloczower, professor of macromolecular science and engineering, who developed the proposal for this initiative. A member of the CSE faculty since 1985, Ica will be the new Associate Dean of Faculty Development.

With more than 120 refereed publications and several book chapters, Ica's research is focused on the structure and micromechanics of fine particle clusters, dispersive mixing mechanisms and modeling, entropic characterization of mixing, design and mixing optimization studies for polymer processing equipment through flow simulations, microfluidics and microstructure characterization in multi-component systems using fractal analysis. She is a fellow of the Society of Plastics Engineers, a member-at-large in the Polymer Processing Society Executive Committee. She is also the editor-in-chief for the Journal of Polymer Engineering and a member of the book advisory board for Hanser Publishers.

Ica holds a D.S. from Technion- Israel Institute of Technology, and a B.S. and M. S. in chemical engineering from Polytechnic Institute, Jassy, Romania. She completed her post-doctoral studies in the Department of Chemical Engineering and Materials Science at University of Minnesota.
Faculty Development Priorities

Increase Interaction Among Faculty
- Interdepartmental seminars
- Faculty lounge

Support Junior Faculty
- Formal mentoring program: Pilot in BME, fall 2008
- New faculty orientation

Select & Train Emerging Leaders
- Refine group-coaching format used for Dean’s Fellows

Faculty Evaluation
- Work with leadership to adapt Annual Faculty Report (AFR), define a meaningful & fair evaluation process

Faculty Satisfaction & Climate Surveys
- Continue important data gathering initiated by ACES