

Leadership Progression: Pathways into the Deanship

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Dean of the Graduate College, Iowa State University

Scott Herness

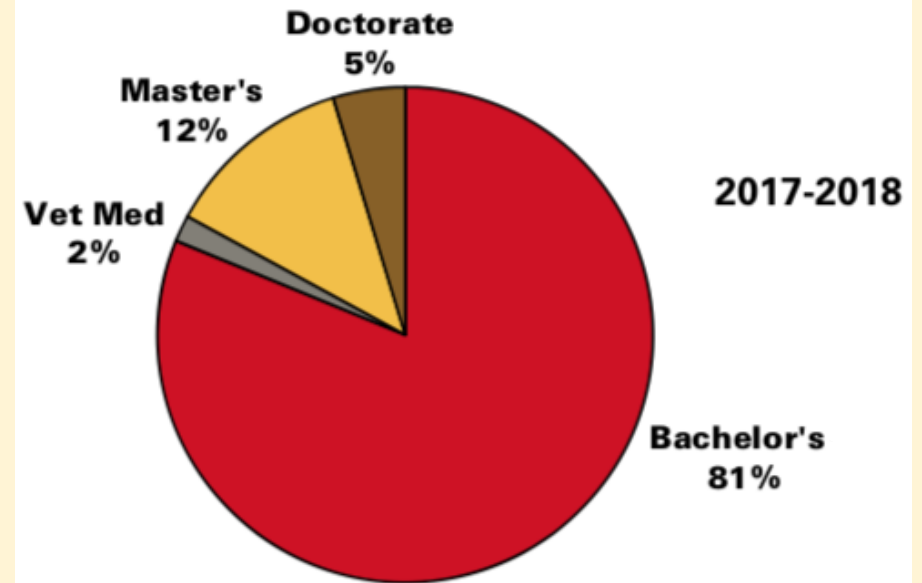
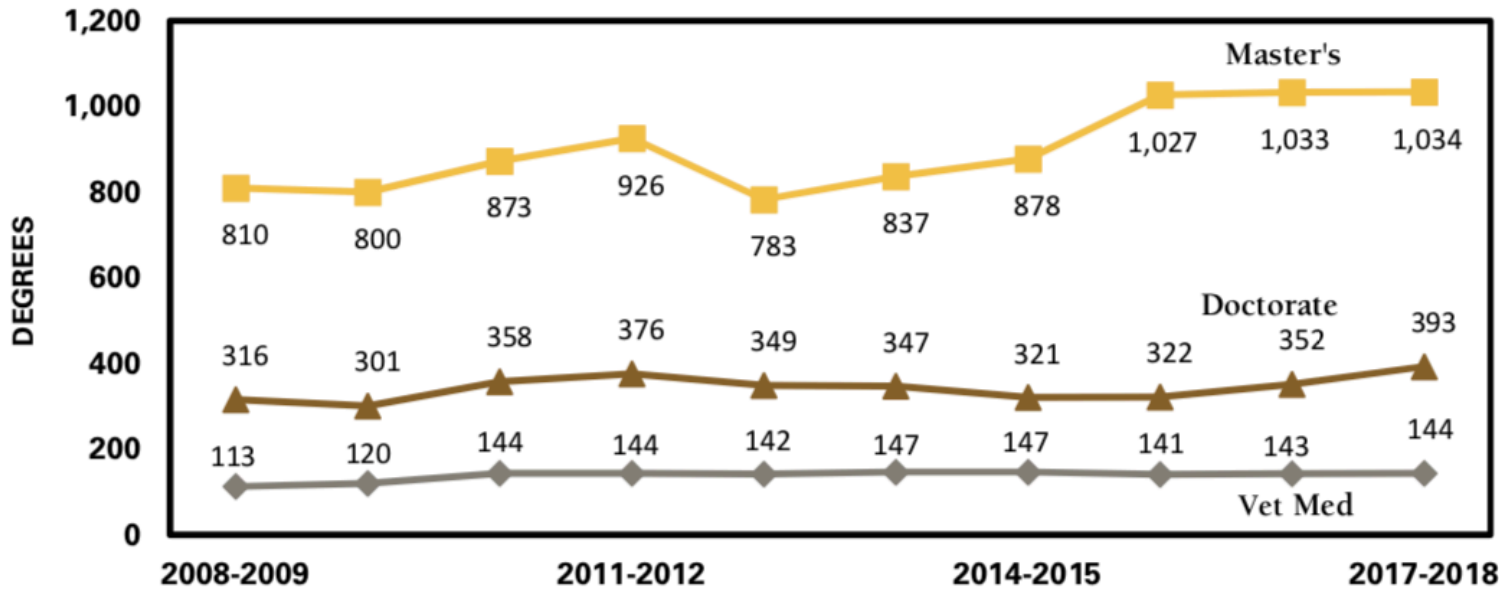
Vice Provost and Dean of the Graduate School, Montclair State University

Sarah C. Larsen

Vice Provost and Dean of the Graduate School, University of Houston



- Land-grant university
- Students: 34,992 (5,371 graduate and professional)
- Graduate College plus seven academic colleges



Non-deliberate pathway

Faculty member since 1988

- ✓ drawn to graduate education from the start
- ✓ aligned with strategy for tenure and promotion

Advisor of departmental graduate-student association

Member, then chair, of departmental graduate committee

Director of graduate program for 12 years

- ✓ led revision of recruitment and applicant review
- ✓ developed advocacy skills

Elected member of university's Graduate Council

- ✓ exposure to the heterogeneity of graduate education
- ✓ policy development
- ✓ committee leadership

2010: offered half-time position as Associate Dean of the Graduate College

- ✓ budget management
- ✓ faculty, staff, and student interactions
- ✓ office operations and employee relations

2017: offered position as Dean of Graduate College

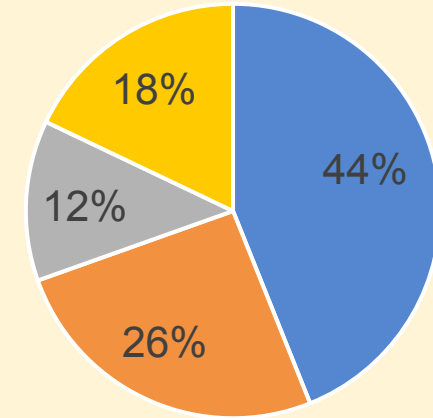
Keys to being the chosen candidate

- ✓ Trustworthiness
- ✓ Temperament
- ✓ Change agent vs. stability
- ✓ Team-player
- ✓ Knowledge, experience, and vision

Sarah Larsen

University of Houston

- Public, Carnegie Tier 1 research university
- Hispanic Serving Institution (HSI)
- 46,000 students with ~9000 graduate and professional students



■ Masters ■ Doctoral ■ Postbac ■ Prof

- Doctoral education has grown over the past 10 years
 - Doctoral enrollment (1500→2300)
 - Doctoral degrees granted have increased (235→381)
- Graduate School created in 2014

Pathways to Deanship

- University of Iowa- faculty member in Chemistry, Department Chair, Associate Dean
- Leadership opportunities on campus and beyond
 - Faculty governance
 - University wide committees (comprehensive graduate program review, 2010 and 2015)
 - Leadership program (BTAA Academic Leadership Program)



Executive Search Firms

Phase 1

- Phone call with search firm
- Information gathering
- Application/cover letter

Phase 2

- Airport/skype interview

Phase 3

- Campus visit(s)



Transitioning to Dean

- University of Iowa → University of Houston



- Public to public
- University town to urban (4th largest city in the US)
- PWI to HSI
- Different governing board/state requirements
- Institutional cultural/organizational differences

Journey

THE OHIO STATE UNIVERSITY

- 65,000 total students
- 10,000 graduate students
- Diversity challenges
- Carnegie Highest Research (R1)
- Int. VP/Dean Graduate Education



MONTCLAIR STATE UNIVERSITY

- 21,000 total students
- 4,000 graduate students
- Hispanic-serving Institution
- Carnegie Moderate Research (R3)
- VP Research and Dean Graduate Education





Direction

- Making the decision
 - Incrementally Intentional
 - Training Opportunities (Univ. leadership workshops; Academic Leaders Prog.)
 - Self reflection

Progression

- Gaining credentials
 - Assessment Project
 - Building Diversity
 - The Campus Conversation

Transition

- Present your leadership skills
 - Listen & Learn
 - Find your Champions
 - Bring your Experience

Questions

IOWA STATE UNIVERSITY
OF SCIENCE AND TECHNOLOGY

UNIVERSITY of
HOUSTON

 **MONTCLAIR STATE**
UNIVERSITY