Well, here's another fine mess you've gotten me into!
The Beginning

• Faculty Member, Auburn University
  – Carnegie Research Intensive University.
  – Entomology is typically graduate-student only.
  – Taught undergraduate and graduate classes, had MS and PhD students.
  – Had research technicians and postdocs.
  – Published, had grants.

• LEARNING:
  – How to work with students, importance of good advising.
  – Saw how good and bad department heads could have a large influence on a department.
Virginia Tech

• Carnegie Research Extensive University.
• Department Head (9 ½ years), Director, Assistant Dean, Associate Dean (3 years).
• Department Head:
  – 1st time I was responsible for a graduate program.
    • It was low enrollment and threatened. Had to fix this.
    • Faculty issues, support problems, lack of dept focus.
  – Learned how to run a good department.
  – Began to understand how to be a good manager.
Virginia Tech, II

• Associate Dean
  – 13 departments.
    • 250-400 graduate students.
    • Characteristics of a Good Graduate Program.
  – Saw the College view of education, both undergraduate and graduate.
  – Saw good and bad ways to...
    • Stimulate grantsmanship and research.
    • Promote quality advising.
    • Attract and keep good faculty.
Georgia Southern

• A Doctoral Research University.
• About 2300 graduate students, 40+ graduate programs including Ed.D, PsyD programs.
• 1st time I worked at the University level.
  – Like it! Big picture, vision.
  – Saw how a university operated.
• Graduate dean only.
  – Increased graduate enrollment by 14%.
  – 3 new online master’s degree programs.
• Left due to wife’s asthma.
Another DRU, yet it is completely different.
- Cultures different.
- Management approaches different.
- Union versus non-unionized.

Graduate dean and chief research officer.
- Responsible for 61 graduate programs, 48 centers and institutes.
- Interims for 7 years.
- IP, Technology Transfer, the Research Agenda.
- Ed.D., PsyD., and Ph.D. programs.
- Creating strategic plan, new mission statement,
- Heavily engaging the faculty, staff and students.
What Have I learned?

- Experienced four different universities, and three different TYPES of universities.
  - Multiple ways of accomplishing a goal.
  - Importance of local culture.
  - Great respect for the faculty, staff, and students.
  - Quality workplace, remembering that you affect someone’s life.
  - Change can be positive, if handled correctly.
  - Communicate, communicate, communicate.
Learned, II

• I do not like dictators or tyrants.
  – Cannot work for them.
• Openness beats secretive.
• We is more powerful than me.
• First understand, then do.
• You get what you value.
• Never stifle input.
• Care as much about your people as you do their performance.
• If you risk nothing, you gain nothing.
Downsides

• Moving has costs
  – Loss of contact with friends.
  – Never sure of culture you are jumping into.
  – Tough on the family.
  – May be difficult to sell a house.

• Changes your life plans
  – Professional plans versus personal ones.
    • Example: gardening.
Upsides

• More knowledgeable and experienced.
• See issues as more complex than I used to.
  – A department is an organism. So is a college.
• Understand the great value of a good leader.
• Become more selfless and altruistic.
• Forces you to become a better person.