

University of Washington
ADVANCE Center for Institutional Change
2003 Mentoring-for-Leadership Workshops

Taking the Leadership Plunge

Faculty who are considering taking on a leadership position may want to consider the following questions:

1. Can you respect and work with your potential new boss?
2. Would you have a clear portfolio of resources and responsibilities?
3. How much autonomy would you have?
4. Do you enjoy the people that you would be working with?
5. Does the leadership role relate to issues or topics that resonate with you?

If you decide to take the leadership plunge, here are some resources you may wish to negotiate for in your start-up package.

- Administrative supplement – additional salary
- Summer salary
- Excellent Support staff
- Graduate research assistant support
- Release from other responsibilities
- Protecting family time

In addition to negotiating your start-up package, you may also want to reduce some of your other commitments, such as

- Reviewing only papers or grants in your specific area
- Cutting back on traveling to present seminars
- Giving up maintaining your own schedule and travel arrangements
- Giving over other smaller duties, like letters and correspondences, to support staff

Women in ADVANCE departments who take on a significant leadership position should consider applying to the Transitional Support Program. The TSP program may be able to provide additional resources.

Words of Wisdom from ADVANCE Mentoring-for-Leadership Speakers

TIME MANAGEMENT AND BALANCE

- “Articulate your values (such as valuing family time), share them with people, and let them support you.” – Susan Jeffords, Divisional Dean of the Social Sciences, UW College of Arts and Sciences
- “Cut way back on your journal and proposal reviewing – only review stuff exactly in your field.” – Mary Lidstrom, Associate Dean for New Initiatives, UW College of Engineering
- “[When working with an assistant who handles your schedule] have rules and be willing to give up some control.” – Mary Lidstrom, Associate Dean for New Initiatives, UW College of Engineering

LEADERSHIP

- “If you want to be at the next level of leadership, act like you are at the next level.” – Susan Jeffords Divisional Dean of the Social Sciences, UW College of Arts and Sciences
- “Always be prepared to walk away (and go back to the faculty or something else).” – Janie Fouke, Dean of Engineering, Michigan State University
- “Consider water in a bucket. What happens when you put your hand in the bucket? When you remove your hand from the bucket, what does that say about the persistence of the changes that you have made? To have persistent change, you have to change the bucket.” – Janie Fouke, Dean of Engineering, Michigan State University
- “If you talk too much at a meeting, you may miss a good idea.” – Denice Denton, Dean of Engineering, University of Washington
- “It is wise to ‘filter’ what you say.” – Denice Denton, Dean of Engineering, University of Washington