

Dealing with Stakeholders

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Stakeholders - (J. Foley)

- Faculty, Staff, Students
 - Use advisory councils
 - Consult first before pronouncing
- Alumni/Development
 - Alums are important allies
 - Harness college's staff to supplement yours
- Advisory board
 - Must have!! More from Mike.
- Maximize contributions of all faculty
 - Not all faculty are at same career stage
 - Can contribute in different ways - Research, teaching, service

Stakeholders - (M. Gennert)

- All: You can never have too many friends
 - Get acquainted - visit, lunch, coffee, tours, ...
 - Understand them and their needs
 - How can they help you and how can you help them
- Deans: Thinking like a Dean & Managing Up
 - Only bring up (preferably solved) hard problems
 - Problems scale by 10 - Faculty: \$1K, Chair: \$10K, Dean: \$100K, ...
- Peers: Potential allies
 - Most of **your** problems were/are/will be **their** problems
- Reports: Try to be fair, consistent, serious
 - Identify the **few critical people** and keep them happy
- Advisory Boards: Know what you want from your board
 - Advice, \$, placement, program review, leverage with administration, ...

Stakeholders - (M. Pollack)

BAKER'S DOZEN - FALLACIOUS ARGS FOR INITIATIVE FUNDING

Bucket arg: "I've divided my unit budget up into different buckets and one of them is really empty and so I need more money for that empty bucket." (Never mind that some of the other buckets are overflowing.)

Tribute arg: "I know that I could fund this myself, but my unit needs some kind of tangible signal that you value us and what we do."

Forgiveness arg: "Sorry, but I've already spent the money. So you're just going to have to give it to me."

Urgency arg: "There's no time to think about this-I've waited so long to ask that need an answer right now."

High Road arg: "I think about programs and what's good for the organization. All you think about is money."

Poor-me arg: "You're always so hard on my unit. We never get anything."

Intellectual superiority arg: "You just don't have enough expertise for me to explain to you why this initiative is important."

Futures arg: "OK, I get that there isn't enough funding for my initiative this year. But how about if you commit right now that you'll fund it next year or the year after."

End-run arg: "If you won't give me the funding, I'm going straight to your boss."

Washington monument arg: "If you won't give me the money to avoid cuts, then I'll have to stop doing something that's really valuable to the organization (eg., teaching calculus)." Name refers to the story is that when asked to make cuts, the National Park Service says that the only option is to close the Washington Monument.

Deferral of leadership arg: "If you won't give me the funding I want, then you have to tell me what to cut out of my budget so that I can carry out this initiative."

Unit ranking args: "Our unit can't hold on to its top ranking if you don't provide funding for this initiative."
OR "Our unit will never become top-ranked if you don't providing funding for this initiative."

Physical threat arg: "Do I need to jam this pencil through your forehead so you get the point?"