Dean of Faculties - Final Report

Last Modified: 09/3/2013

1. During the 2012-2013 academic year, the Interim Dean, Elizabeth Blue, has provided leadership in the development and maintenance of high quality instructional undergraduate programs.

#	Answer		Response	%
1	Strongly Agree		21	58%
2	Agree		8	22%
3	Somewhat Agree		4	11%
4	Somewhat Disagree		0	0%
5	Disagree		2	6%
6	Strongly Disagree		1	3%
	Total		36	100%

2. The Interim Dean, during the 2012-2013 academic year, provided supportive and consistent supervision of the activities of academic department chairs.

#	Answer		Response	%
1	Strongly Agree		16	48%
2	Agree		7	21%
3	Somewhat Agree		8	24%
4	Somewhat Disagree		0	0%
5	Disagree		1	3%
6	Strongly Disagree		1	3%
	Total		33	100%

3. In 2012-2013 the Interim Dean provided support and/or feedback in person and in writing to all probationary faculty during the annual retention review process for tenure track faculty.

#	Answer		Response	%
1	Strongly Agree		17	61%
2	Agree		5	18%
3	Somewhat Agree		6	21%
4	Somewhat Disagree		0	0%
5	Disagree		0	0%
6	Strongly Disagree		0	0%
	Total		28	100%

4. During 2012-2013 the Interim Dean worked to support and facilitate decision-making in the best tradition of shared governance.

#	Answer		Response	%
1	Strongly Agree		20	56%
2	Agree		6	17%
3	Somewhat Agree		8	22%
4	Somewhat Disagree		1	3%
5	Disagree		1	3%
6	Strongly Disagree		0	0%
	Total		36	100%

5. During the 2012-2013 academic year, the Interim Dean worked collaboratively with the departments and governance groups to develop and/or improve academic policies.

#	Answer		Response	%
1	Strongly Agree		20	59%
2	Agree		3	9%
3	Somewhat Agree		10	29%
4	Somewhat Disagree		0	0%
5	Disagree		1	3%
6	Strongly Disagree		0	0%
	Total		34	100%

6. The Interim Dean promoted scholarly activities and professional development opportunities for faculty and staff in academic programs during 2012-2013.

#	Answer		Response	%
1	Strongly Agree		16	47%
2	Agree		10	29%
3	Somewhat Agree		6	18%
4	Somewhat Disagree		0	0%
5	Disagree		1	3%
6	Strongly Disagree		1	3%
	Total		34	100%

7. During 2012-2013 the Interim Dean worked collaboratively with Undergraduate Academic Affairs Council in supporting their review of academic policies and procedures.

#	Answer		Response	%
1	Strongly Agree		15	48%
2	Agree		8	26%
3	Somewhat Agree		6	19%
4	Somewhat Disagree		2	6%
5	Disagree		0	0%
6	Strongly Disagree		0	0%
	Total		31	100%

8. During the 2012-2013 academic year, the Interim Dean worked collaboratively with Graduate Council and the Associate Dean of Graduate Studies to provide information and support for their work.

#	Answer		Response	%
1	Strongly Agree		11	42%
2	Agree		10	38%
3	Somewhat Agree		5	19%
4	Somewhat Disagree		0	0%
5	Disagree		0	0%
6	Strongly Disagree		0	0%
	Total		26	100%

9. The Interim Dean has supported the Interim Associate Dean of Academic Affairs in solidifying the position of the High Impact Practices on campus.

#	Answer		Response	%
1	Strongly Agree		17	59%
2	Agree		6	21%
3	Somewhat Agree		5	17%
4	Somewhat Disagree		0	0%
5	Disagree		1	3%
6	Strongly Disagree		0	0%
	Total		29	100%

10. The Interim Dean of Faculties has been accessible to chairs and faculty wishing to consult with her.

#	Answer		Response	%
1	Strongly agree		24	71%
2	Agree		6	18%
3	Somewhat agree		3	9%
4	Somewhat disagree		1	3%
5	Disagree		0	0%
6	Strongly Disagree		0	0%
	Total		34	100%

11. I would characterize the Interim Dean of faculties as someone who is approachable and open to the concerns of faculty and chairs.

#	Answer		Response	%
1	Strongly Agree		25	69%
2	Agree		7	19%
3	Somewhat Agree		4	11%
4	Somewhat Disagree		0	0%
5	Disagree		0	0%
6	Strongly Disagree		0	0%
	Total		36	100%

12. What have been Elizabeth Blue's strengths in serving as Interim Dean of faculties in 2012-2013?

Text Response
great work !
Chairs meetings are run efficiently. I can count on her to listen, ask the right questions and suggest appropriate action when I have issues or concerns.
What is told to the Dean is not kept confidential; which means these conversations have ended.
High level of people skills
Dean Blue is approachable, knowledgeable, and calm. Her guidance with UAAC, in particular, has been very helpful to me -- I feel Ms. Liz has been a person I utilize as a role model.
Her experience of being a chair and understanding the role.
Openness, willingness to listen
Integrity, honesty, empathy, openness to requests and feedback
She is open to discussions and listens to concerns. She's honest and has a great relationship with key faculty and staff.
Understands administration and faculty and is an excellent go between in making sure both sides understand an issue.
We are fortunate Liz accepted the position as interim dean. She has been wonderful to work with. Some examples of her important work: 1) For the first time in my entire time at UW-Superior there is appropriate supervision of departments and chair and constructive intervention when departments and chair act inappropriately; 2) As a chair, I have found her assistance invaluable when I have faced thorny issues that involve relations and interaction with administrative office; 3) She is highly respectful of the time of chairs- the chairs meetings are efficient and productive, and she does an excellent job protecting chairs from the crush of administrative demands by acting a a screen between chairs and various administrative offices. I could go on, but these are just three items that leap to mind.
She is fair. She genuinely cares about the University. She looks for solutions to problems. She is accessible to faculty members who may have issues. She has tackled personnel problems that other administrators have ignored. This makes junior faculty or faculty that may be experiencing bullying feel heard (often for the first time).
accessibility, kind demeanor, does not seem to get defensive
Her understanding of the university and issues affecting faculties. She also offered a lot of feedback on faculty tenure reviews. That was very helpful.
Liz's strengths are numerous. She knows UWS very well, including the potholes and politics, and is nimble in working with people. She is student-centered and clearly focused on academic excellence. I find her a wonderful mentor; she provides background information that I need to make decisions. I encourage the administration to look seriously at putting her in a permanent "interim" position, until such time that she is not willing to serve. I cannot imagine a better candidate would be found in a search.
She gives very useful feedback during faculty retention meetings. In addition, she is someone to whom I can turn with workplace concerns.
She relates well to all of us because she was one of us. She is extremely organized and has fabulous communication skills. On a personal level, she is very supportive of my efforts.
She clearly brings her longtime experience as a faculty member and department chair to her Interim Dean of Faculties work. She is friendly and approachable while keeping a constant eye on academic excellence. She has great common sense in addition to her expertise.
Dr. Blue knows how to listen and get an understanding the situation prior to offering solutions. Dr. Blue follows up in writing to keep things transparent. She understands UWS.
She is a leader who is compassionate, firm, reasonable, dedicated, knowledgeable, collaborative, respectful and cares deeply about all aspects of the University.
very approachable and easy to talk to
Accessibility
Open to hearing concerns.
She holds short meetings
Understanding the nature of the work of my program, providing conflict mediation and meeting facilitation skills when appropriate.

Total Responses	25

13. What could the Interim Dean, Elizabeth Blue, have handled better in 2012-2013?

Text Response
I'm confused by the budget aspect of the Dean position. I would have expected that the Dean would have control of a portion of the academic affairs budget but it seems all must be approved by the Provost.
Does not treat the chairs in a consistent manner. When there are Chair issues, she brushes them off and/or does not resolve the issue--would rather have calm waters, then ruffle some feathers to REQUIRE someone (chair or faculty) to improve. Seems to me this is done more with the male chairs. Or if she does resolve the issue, the complaintant is never apprised of the outcome (which leades the complaintant to believe nothing was done). Seems as thought the Registrar moves most of the policies and answers questions. Would be good if Liz attended all UAAC and Senate meetings so that she could answer questions and assist with moving policies toward approval.
No knowledge of anything
I think it's important that in some situations one faculty member is not considered the 'voice' for a group of faculty members especially in cases where the group may not be in agreement with the one member.
At the beginning of her term, she could have been more assertive with running the chairs' meetings but she really grew into not letting certain chairs dominate the meetings. She sought input from all.
I am not sure it is in her purview, but any work that can be done with the Registrar to help improve the service and support from that office would be beneficial
The challenges of balancing Faculty needs with what is in the best interest of the student experience. We as a campus need to all get better at making sure the best interest of the student is kept in mind with all decisions.
My only suggestion involves the written feedback provided to probationary faculty. I know that Liz puts enormous time and effort into these letters. I have heard from probationary faculty that the letters are so long and so detailed that it becomes difficult to discern the key feedback. (Some probationary faculty have said they read like form letters-- which I know is not true and not the intent.) My suggestion would be to instead write short and more directed letters that highlight key points-- the most important strengths and areas for development without feeling compelled to cover everything. This will provide more useful feedback to the probationary faculty member while also reducing the enormous amount of time that Liz has been putting into the letters.
our interactions were limited - what I had first hand knowledge of, I thought she did well
More guidance in undergraduate committee.
Handled better? We all can handle things better. Liz did a terrific job in her first year and has clearly set the foundation for the Dean of Faculties position.
Nothing -- she will be a tough act to follow.
n/a
?
The Registrar has attempted to institute academic policy without going through governance. The Registrar is rude, abrasive and does not work in a collegial manner with academic departments and faculty. The negative actions of the Registrar Diane Douglas have undermined the collaborative spirit that Dr. Blue is trying to establish and unnecessarily added to the workload of Dr. Blue. Dr. Blue has done an excllent job of addressing, in so far as possble, and correcting the improper actions of the registrar. The Registrar works for the Provost and not the Dean so Dr. Blue's leadership options are limited in this area.
although she herself was not in charge, the Dean search was a fiasco.
More visibility and approaching others - she is easy to approach, but I didn't get the sense she was doing as much as she could have to reach out to others
Consistency in following processes.
She could have spent her time on things that actually mattered, rather than compiling reports that nobody reads

Statistic	Value
Total Responses	19

14. What else would you have liked to have had the Interim Dean, Elizabeth Blue, work on in 2012-2013?

Text Response
Stay on as dean?
Have a discussion with the Chairs about interactions with academic associates. There are inequities in workloads, unfair treatment, etc. The Huron report recommendations could be a starting point for the discussion.
IMPROVE FACULTY ADVISING! This a huge reason why our retention is so poor (in my opinion).
No knowledge of anything
Nothing-She did a great job.
Given the interim nature of the position and the fact that it is "new," I think Liz rose admirably to the occasion and situation
I think she did a great job with the work load she had.
I'm sure if I wracked my brains I could think of something. Given the importance of the items she prioritized, and the already long hours she puts in, I am reluctant to suggest that anything has been left out.
This is just a comment on the survey. I did not answer any questions to situations in which had no direct observation. I would suggest another answer option in future surveys - that of not applicable or not observed. Thanks .
Continue working with faculty that feel marginalized or bullied on campus. Adopt a zero tolerance policy for bullying or cruelty within the faculty. Greater stress the importance of post-tenure review to faculty. Get the IRB process online!!!
Helping departments better determine their use of Academic Instructional Staff
N/A
Student retention needs a clearer and more deliberate focus.
You mean she didn't have enough to work on? Seriously???!!
n/a
? I think with the university assessment by the HLC she handled herself well completing the duties of a Interim Dean
She had enough on her plate.
better communication between WLS and WLLC in regard to the Writing Major.
nothing aditional.
I see her as simply a lackey to the policies of the current administration, which is focused, not on excellence in education or the pursuit of knowledge, wisdom, and truth by its faculty, but on survival and compliance with UW-System. Had she actually worked on some of these, she would have been opposing the trends of the administration.

Statistic	Value
Total Responses	20

15. I am (check all that apply):

#	Answer		Response	%
1	A Department Chair		10	30%
2	A Faculty Person		24	73%
3	A Member of a Faculty Council		14	42%