



CONFRONTING CHALLENGES IN ACADEMIC UNITS: *Reclaiming Departmental Mission And Goals* Five-step Framework Worksheet

1. Build a team

Unit leadership; institutional leadership; external consultants?

Brainstorm potential members, and the roles each would serve.

2. Collect information systematically

Go for evidence, not reputation or narrative—performance indicators; other quantitative measures; qualitative data

What facts would build a case that there is a problem? What facts would show you that it is getting worse or better?

3. Activate the people of good will

Share your idea of success; give them specific roles; consider external review

Who might contribute to moving things forward? Is there an Executive or Advisory Committee? Respected opinion leaders? Who will be heard? Who is willing to contribute by speaking up or participating?





4. Develop a plan

Stop rewarding bad conduct; describe success; set recommendations; consider how to communicate the plan

Identify bad conduct currently rewarded; identify desirable responses and how to implement:

In brief, what recommendations might be in the plan?

How will you develop, review and communicate the plan?

5. Be patient and adaptable

But not too patient. And not too adaptable. Evaluate progress. Consider where the boundaries are. Don't give up.

