

**9<sup>TH</sup>**  
EDITION

Workshop Developed by

**Robert Greenstreet**

Dean, University of Wisconsin-Milwaukee

**Marvin J. Malecha**

Dean, North Carolina State University

# New Administrators' Handbook

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**Robert Greenstreet**

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# New Administrators' Handbook

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ACSA Distinguished Professor

Excerpts have been introduced into this workbook from many sources and contributors. Among the sources that have been utilized are:

**Chronicle of Higher Education**

**The Teaching Professor**

**The Law of Higher Education**

**The National Association of College and University Attorneys**

**Fund Raising Institute Monthly Portfolio Newsletter**

**Fund Raising Management**

**The Milwaukee Journal/Sentinel**

**The New York Times**

**The New Yorker**

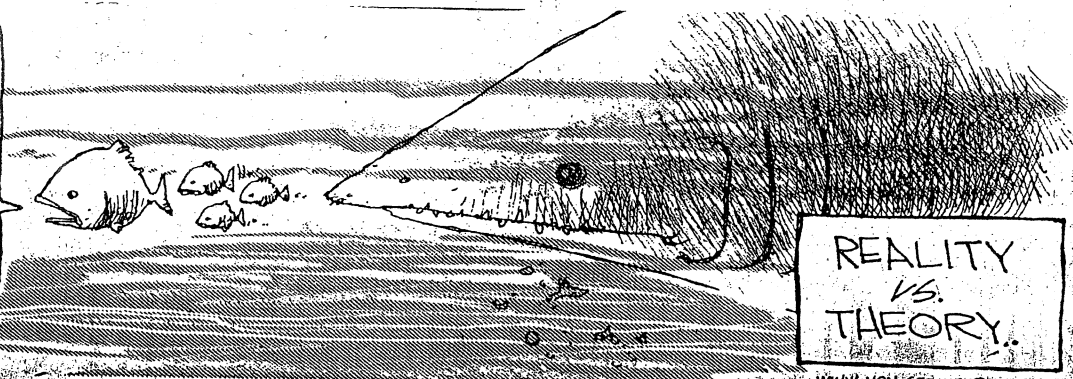
**This workbook is not intended for sale.** It has been produced to assist with a mentoring responsibility on behalf of the ACSA.

Association of Collegiate Schools of Architecture, 2005 Administrators Conference, Baltimore, Maryland

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Non Sequitur

NO, WE CAN'T SWIM ANY FASTER! THE SCHOOL CURRICULUM IS GEARED FOR THE SLOWER SWIMMERS, SO THE TEN OF YOU HAVE TO WAIT FOR THE OTHERS TO CATCH UP...



REALITY  
VS.  
THEORY..

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The development of this handbook and the related workshop is the product of the commitment of individuals who believe that the art of deaning can be learned. It is the result of the belief that those who have the benefit of years of experience have the responsibility to share those lessons with a new generation of administrators.

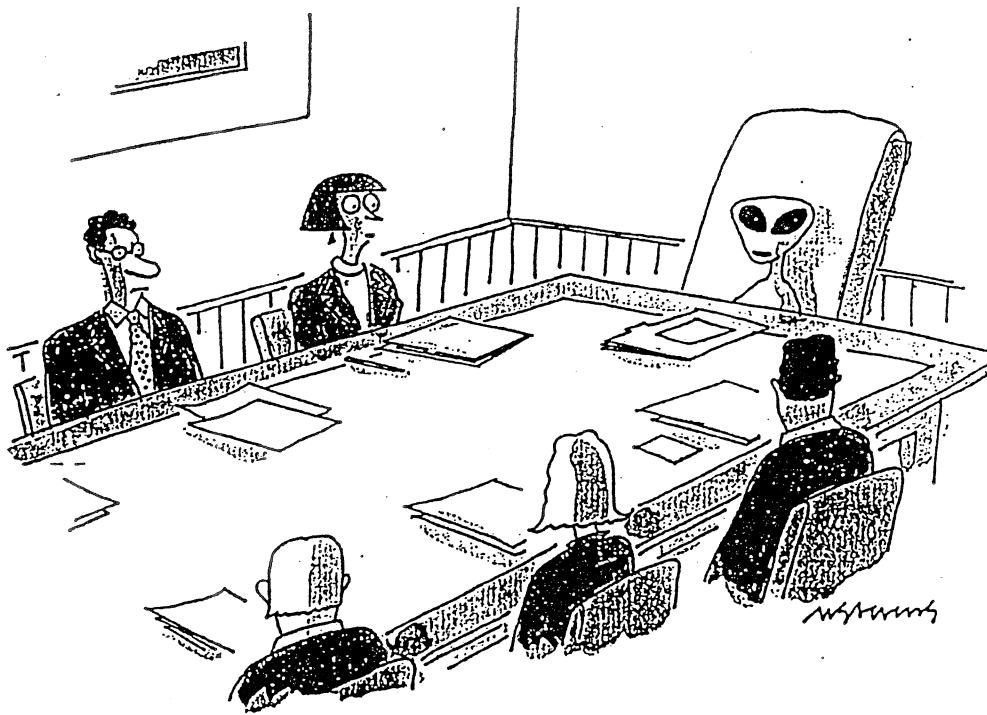
## *Introduction to the Workshop*

Forward

Workshop History

ACSA Mission Statement

Workshop Agenda



*"First of all, I want to assure everyone that I'm not contemplating any major changes."*

## *Introduction to the Workshop*

### Forward

The Ninth Edition of the New Administrators' Workshop and accompanying Handbook is a returning session of the ACSA Administrators Conference.

Deans Bob Greenstreet of the University of Wisconsin – Milwaukee, Rodner Wright of Florida A&M University and Marvin Malecha of NC State University have joined together for this edition of the Workshop.

The agenda for the workshop follows an outline that has evolved over the past decade. Topics on the agenda include: Leadership and Citizenship in the Academic Community, Recognizing the Constituencies of Leadership, Demonstrating Value and Cultivating Dreams, Observations from the Edge, Lessons from Reflective Administration and Learning to Lead. The last session is intended to be an open discussion among workshop participants and experienced administrators joining the meeting.

The agenda of the Workshop, full of good information, is reflected in the *New Administrators' Handbook*. This Handbook reflects the contributions of an experienced and creative group of administrators who have come together to share valuable insights for a new administrator.

Just as a talented group of individuals have chosen to share insights and experiences with all attendees of the workshop it is hoped that the workshop participants will pass their experiences and the Handbook on to colleagues who might also benefit from its diverse perspectives.

Robert Greenstreet, Dean, University of Wisconsin-Milwaukee  
Marvin J. Malecha, FAIA, Dean, North Carolina State University  
Rodner Wright, FAIA, Dean, Florida A&M University



## *Introduction to the Workshop*

### Workshop History

In 1991, ACSA President Patrick Quinn asked Cornell University Dean Bill McMinn and Bob Greenstreet to arrange a one-day workshop for new architectural administrators at the 1992 ACSA Administrators' Conference in Santa Fe. It proved successful and was repeated by Bob Greenstreet and Marvin Malecha at the 1993 ACSA Administrators' Conference in San Antonio. Bob Greenstreet and Marvin Malecha have since repeated this workshop at ACSA Administrators conferences in Miami (1996), Washington (1998), San Francisco (2000), New York (2001), and San Diego (2002). Just as Geraldine Forbes Isais joined the workshop for the New York Meeting and brought a fresh approach and a new perspective to the effort, so too will the 2003 meeting in Hawai'i be open to new voices. While Bob Greenstreet will not be present for this session his many contributions will certainly be reflected in the program. For this workshop Bob Greenstreet and Marvin Malecha are joined by Rodner Wright and the ritual continues.

The motivation to devote an entire day for such a workshop is not surprising given that the number of new administrators in a given year could be as high as fifty to sixty individuals (A number derived by calculating an average length of service as 5 – 6 years, 2 –3 administrators in each school, and 130 schools). In many instances these new administrators are accepting their responsibilities with little or no training or knowledge of what is to come. Advice from even the likes of an existing group of deans may be all that is available.

The New Administrators' Handbook represents an attempt by ACSA to provide some guidance for incoming administrators based on the experience of those who have gone before. This handbook represents an effort to expand the information available to new ACSA administrators by bringing together past wisdom of as many senior colleagues as possible. It is a base of information stemming from the successes and failures of those who have gone before.

It is the hope of all who have contributed to this Handbook that it will continue to grow over the years as future generations of administrators add helpful hints, cautionary tales, morality fables and other examples of excellence in leadership. Presently it contains far too much of the Greenstreet – Malecha materials of past workshops only demonstrating tendencies toward indefatigable preaching and memo writing. By bringing together the collected wisdom of administrators across the country the ACSA will be able to provide each new academic leader a resource of great value thereby fulfilling its mission to improve academic excellence through administrative leadership.

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## *Introduction to the Workshop*

### ACSA Mission Statement

Association of Collegiate Schools of Architecture

#### **Mission Statement**

To advance architectural education through support of member schools, their faculty and students. This support involves:

**servicing** by encouraging dialogue among the diverse areas of the discipline and related disciplines;

**facilitating** teaching, research, scholarly and creative works, through intra/interdisciplinary activity;

**articulating** the critical issues forming the context of architectural education; and

**fostering** public awareness of architectural education and issues of importance.

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This advancement shall be implemented through five primary means: advocacy, annual program activities, liaison with collateral organizations, dissemination of information, and response to the needs of the member schools in order to enhance the quality of life in a global society.