

CIC Workshop for Deans and AVPs
Guide to Making Tough Decisions
Case Study: Restructure. . .And Now You Report to Me!

You are an established associate provost at Typical CIC University (TCU), having served at the university for ten years in a number of roles, including as a tenured faculty member. Your new provost recently completed a restructure of Academic Affairs at the request of the president. As a result of the restructure, you now oversee a number of new areas, including General Education (or Core Curriculum), the Honors Program, Study Abroad/Global Initiatives, and Faculty Development. Each of these areas has a faculty member who serves as a director, receiving course release time and a stipend for this administrative work. They report to you in their capacity as director, while continuing to report to their dean in their capacity as a faculty member.

The provost, who has been at the university for one year, has privately expressed to you their frustration over the performance of the Director of General Education. You are very familiar with the Director of General Education, as you previously served as faculty together in the same department, and you consider the director to be a personal friend. The provost feels that the director moves too slowly and is resistant to change, even though the director has been a strong contributor to a number of past initiatives, including the recent reaffirmation of the university's regional accreditation. The provost wants you to assess the director's work and make a recommendation of whether the director should remain in the role.

1. What are some steps that you may take as a new leader over these areas, particularly with regard to General Education?
2. How would you address the provost's concerns regarding the Director of General Education?
3. Would you involve the dean in the evaluation of your directors? Why or why not?
4. What might be some important factors in bridging your relationship with the Director of General Education and the Provost?
5. How would your friendship with the Director of General Education shape the way that you handle the situation?