

Making the Paradigm Shift: My Journey from Faculty to Administrator

Betty H. Stewart, Ph.D.

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Grace Series

UT-Dallas

My educational experience

4-year academic scholarship as undergraduate

After completing an 8-week summer research program, my advisor encouraged me to apply to graduate school

Full graduate assistantship to complete doctoral studies

Mentoring and support system

My educational experience

Education

- Ph.D. Carnegie-Mellon University, Pittsburgh, PA
Specialization: Protein Biochemistry, Biological Sciences

- B.S. Mississippi State University, Starkville, MS,
Major: Biochemistry

My educational experience

Professional Training

- American Association of State Colleges and Universities Millennium Leadership Initiative, (AASCU/MLI), Selected participant
- Harvard Institutes for Higher Education, Management Development Program, Harvard Graduate School of Education, Cambridge, MA, Selected participant
- Bryn Mawr College and HERS, Mid-America, Summer Institute for Women in Higher Education Administration, Bryn Mawr College, PA, Selected participant
- Project Kaleidoscope Leadership Institute, Colorado College, The Baca Campus, CO, Selected participant

My educational experience

- Postdoctoral work at UT-Houston
- Worked for 3 years at a private Research Foundation
- Worked for 1 year as an instructor of Chemistry and Biology before accepting my first tenure-track position

Faculty experience

- My tenure-track position began as Assistant Professor of Chemistry at Austin College. My focus was teaching, scholarship, and service. (32)
- Expectation was to develop an interdisciplinary biochemistry program for the department and recruit students
- Great support and mentoring from colleagues at AACU/Project Kaleidoscope

Jeanne Narum, Founding Director



Making the paradigm shift

- I received tenure and was promoted to Associate Professor and took an 8-month sabbatical at the University of Michigan.
- After sabbatical, I returned reinvigorated and renewed and ready to teach and do research with students
- Senior faculty and dean asked for a meeting to discuss leadership

Making the paradigm shift

- Chair of department open - a rotating position
- An eye-opening experience
 - Relationships
 - Budget
- Nominated for a summer leadership institute by president

Making the paradigm shift

- Higher Education Resource Services (HERS) for Women in Higher Education Administration
- HERS, Bryn Mawr College (PA)- one of the best leadership experiences of my career
- 72 Women from across the US and from South Africa - 4 week residency program
- Class during the day; Fireside chats in the evening

Making the paradigm shift

- Career Coaching
 - Goal setting
 - Building your resume
- Networking
- What's next?



Judith White, President
of HERS (retired)

Making the paradigm shift

- Returned to my position as Professor of Chemistry and began exploring career advancement opportunities
- Applied for 3 deans positions over the next year
- Accepted Dean of College of Science and Mathematics position at Midwestern (29)

Making the Paradigm Shift

- Learned the importance of having supportive leadership
- Provost was very supportive and served as mentor and role model- Dr. Friederike Wiedemann
- Helped develop me as a leader and supported professional development opportunities
 - Harvard MDP
 - AACSB/MLI



Making the paradigm shift

- I accepted the Vice-President for Academic Affairs and Dean of the Faculty position at Eckerd College as the next step in my career progression (30)
- Two years later, I was recruited back to Midwestern to serve as Provost and Vice-President for Academic Affairs (2)
- Provost means “first among equals”- a Vice Presidential position, stands in for the president in his/her absence

Making the paradigm shift

I was recruited to Dallas to serve as Provost and Executive Vice President for Academic Affairs at UNT Dallas

Exciting opportunity to work at an emerging university and help shape the future of the campus

Hire key faculty and staff to support the mission and vision of the university

Lessons Learned

- Be an authentic leader
- Act ethically and with integrity
- Be a good listener –listen to what is said and what is not said
- Be thoughtful and understand humility
- Be resourceful - you will not have the answers all the time

Lessons Learned

- Be prepared to take on the leadership role.
 - Complete your trajectory to Professor, if you want to become an academic dean
- If you aspire to become a leader, take on progressively complex leadership assignments while serving as faculty.
- Understand that former faculty colleagues will now be your direct reports and the nature of your relationship will change, if you remain at the same institution
- Senior colleagues will sometimes look at you as though you are still the junior faculty member starting your career

Lessons Learned

- Sometimes you may need to move to a different campus to lead
- Understand the culture of your campus
- Make sure you are familiar with university policies and processes before making difficult decisions
- Communicate simply and effectively

Lessons Learned

- Don't hide behind email. Don't hit "send" until you have had time to think about your response
- There are many leadership styles. Sometimes you will need to "reframe" in order to lead effectively. (Bolman and Deal: Reframing Organizations)
- If you leave an organization, make sure you leave it better than when you arrived

Lessons Learned

- Self awareness
- Work-life balance
- Support system
- Self-Care

Lessons Learned

- Thank you for your time.
- Questions?