

Introductory Questionnaire from Dr. Bruce R. Jackson Applicant for Dean

DIRECTIONS: Please type a letter in the box next to each statement. These statements represent my perspective on educational mission, my views on the role and skill sets of an administrator, my thoughts and predictions on new directions in curriculum, technology, and teaching, and my potential contributions as a musician. Note that, while both “A” and “B” relate specifically to the job description, “A” indicates a much greater enthusiasm for the emphasis or sentiment of the statement.

F	Deal breaker: I will withdraw my application if the issue is not resolvable.
D	A problem: A subject that will require focused discussion and resolution before the conclusion of the campus visit to the satisfaction of all participants.
C	Of no concern: A topic of conversation and mutual interest that is neither relevant nor a liability in these proceedings; it has no impact on my application.
B	The job: What is expected of the job and is a skill set, perspective, methodology, or procedure necessary for the performance of the duties of this position.
A	An asset: An attractive and exciting potential beyond the essentials of the position; it is of real value and may become part of the position as it develops.

	My Mission: I believe that the mission of an educational institution is to provide accessible and affordable education of very high quality to all types of college students with a strong commitment to lifelong learning and community service. It is our role to provide an inspiring and supportive learning environment designed to facilitate creativity and innovation through the thoughtful application of knowledge and skills throughout life. We must prepare our students to responsibly and adaptively pursue an ongoing process of life long learning thereby exemplifying the qualities of an engaged and well-educated citizen that successfully responds to the challenges of their personal life, their work, their community, and the world itself. In this effort it is <u>my mission and goal to provide leadership in the transformation of our local community into a global entity.</u>
	Foster a creative vision: I believe that an effective administrator must be able to communicate the mission of the institution, embrace its values, and should have a thorough knowledge of its goals. This requires an understanding of the vertical and horizontal structures and the culture of the college. An administrator must be able to facilitate the establishment of short-term and long-range goals and objectives through the collaborative development of effective strategies, policies, procedures, and programs. Therefore, such a leader must be willing to think creatively, even “out of the box” in a world of rapid change and technological advances. It requires courage to recognize and foster creativity when it would be easier to simply hand down an edict. It is my belief that creativity at the top inevitably inspires creativity throughout the organization.
	A management style that empowers personnel: I believe that an administrator must be able to attract, select, and retain high quality faculty and staff. Evaluation must be based on a history of accurate record keeping, establishing performance expectations that are clear, rewarding excellent work, and mentoring those who need improvement. Such leadership endeavors to inspire others to willingly and enthusiastically strive to accomplish individual and institutional goals. He delegates responsibility, recognizes creative effort, and facilitates the implementation of the good ideas of the workers.
	Possess strong analytical skills: I believe that an effective administrator must have the ability to monitor and evaluate operational tasks to ensure that institutional goals, objectives, and plans are accomplished. This analytical skill includes the management of the budget, the prioritization of financial plans, and the acquisition of funds for projects through effective financial management, resource development, and progressive building of human capacity over a prolonged period of time.
	Facilitate proactive public relations: I believe that administrators are important spokespersons for the institution and must have a good understanding of the art of marketing. Though advertising may not be a part of the job description, a leader must be willing to have a personal stake in the development and support of the public image of the college. That leadership goes well beyond the commercial marketing to the college. Fostering positive and professional relationships with on and off campus constituencies is essential in this competitive age of aggressive online recruitment and paper-mill education.
	Be able to demonstrate professionalism: I believe that an administrative leader must have a strong working knowledge of the topics and issues related to education in our contemporary economic climate. As promoting professional growth and development of the faculty and staff is central to the health of any academic organization, an administrator is obligated to be an advocate of continuing education for life long learning at all levels of the college within the fiscal realities of the college.
	Have strong decision-making skills: I believe that the delegation of responsibility requires the ability to know when and when not to assign tasks, grant authority, and hold others accountable. This requires the integrity to recognize and take responsibility for mistakes. Rather than seeking the assignment of blame when a problem occurs, a good decision maker is interested in understanding the problem, learning lessons contained therein, implementing corrective change, and evaluating the effectiveness of the resultant policies and procedures. <u>This is best accomplished in a collegial supportive atmosphere.</u>
	Additional personal characteristics: I believe that a modern creative administrator fosters respect for the dignity of oneself and of others in the application of a strong sense of social justice. This leader has the integrity to command respect, the persistence to be creative, and the independence to act with confidence. An effective administrator understands the importance of informed change based on the self-assurance that empowers and rewards the contributions of others. A creative leader must be able to inspire trust in one’s words and actions, exercise good judgment, possess a good understanding of group dynamics, and reflect a positive attitude. Such administrative leadership will be committed to the institution, embrace diversity, inspire trust and loyalty, and encourage and support the productivity of faculty and staff.
	The position: A dean’s job is an inherently busy position requiring long hours, multi-tasking, and the “wearing many hats.”
	Atmosphere: Cultivating and fostering a pleasant workplace based on a proactive vision of customer service is absolutely necessary in the support of an atmosphere of learning, collegiality, collaboration, empowerment, and mutual respect for all.
	Administration: Empowering others to succeed through organizational effectiveness, faculty and staff growth, support, and development, and a deep understanding of student learning outcomes through an organized and effective assessment system.

	Administration: An effective manager needs to have patience, a collegial personality, and possess a high degree of personal integrity in order to be an effective team player, a bridge builder, and a facilitator to both internal and external constituencies.
	Administration: A manager aligns institutional mission, values, and goals through strategic planning and team building.
	Administration: When an incorrect decision or mistake is made, a decider must take ownership by having the courage to admit the mistake without playing “the blame game” and involve those impacted by the decision in a positive resolution.
	Administration: A builder works to expand institutional capacity through the enhancement of student learning in response to the needs of internal and external constituents by building personal relationships and understanding public relations.
	Administration: A leader embraces diversity, fosters an attitude of humility, values others contributions, is accountable to oneself and others, cultivates bridges of trust, possess strong listening skills, and understands the importance of risk-taking.
	Administration: A mentor holds service at the core of his personal philosophy of life and is himself a willing protégé.
	Curriculum: I believe that the expansion of knowledge will continue so rapidly that that it will seriously impact course content in the next five years. Nowhere in the educational enterprise will this be more true than in the Gen Ed curriculum
	Curriculum: I believe that the traditional academic divisions are changing into a more interdisciplinary approach that encourages student research, collaboration, and explores connectedness of information to promote multidisciplinary thinking.
	Curriculum: I believe that it will be essential for our faculty to pursue an aggressive agenda of professional development through active participation in professional organizations, continuing education, and curricular development.
	Technology: I believe that new technological developments will require a nimble, flexible, evolutionary, and informed response. In this environment of rapid change risk taking is inevitable and must be anticipated at a strategic planning level.
	Technology: I believe we are on the precipice of major breakthroughs in instructional technologies that will outdate current high tech asynchronous text driven methodologies in favor of high touch hybrid models integrating audio/visual techniques.
	Teaching: I support the exploration of new teaching modalities and the incorporation of innovation in the classroom as new instructional methodologies are developed due to the incorporation of technological advances and new scholarship.
	Teaching: I believe that many students have woefully inadequate research skills. The instruction of research methods and the effective use of the library and its databases is absolutely essential for the training of all students in this information age.
	Teaching: I believe that a modern teacher should work to adopt the role of facilitator, tutor, and co-learner in support of the new student role of researcher, problem solver and strategist working in cooperative workgroups and learning communities resulting in the enhancement of student skills in collaboration, interpersonal communications, and project management.
	Teaching: After over 17 years in the classroom I now find it my calling to focus on mentoring and teaching the teachers. I practice a collaborative mentoring perspective that respects the individual teacher and participates in lifelong learning.
	Teaching: I taught a unique interdisciplinary course in humanities that examined the concept of “renaissance” through a historical study of the European and Modern Renaissances in literature, visual arts, music, philosophy and religion. I have an interest in developing an online version of this course and working towards the possible creation of a published textbook.
	Teaching: I have a published music fundamentals text and am interested in developing an online applied music theory class,
	Music: I am a music professional who maintains performing and compositional skill sets as a serious life long effort, and I expect my musical skills to play a value added role. However, in no way does that background reduce my enthusiasm for, my interest in, and my support of any part of the liberal arts, science, technical, workforce, and continuing ed. curriculum.
	Music: I am very comfortable in directing and performing with both professional and amateur musicians, and have a life long history of providing musical services in a wide variety of academic, commercial, community, and church settings.
	Music: I am composing a musical that contains the potential for college and community participation and fundraising. This effort has been under development for two years, will have concert stage and theater versions, contains a significant internet plan, has the potential to develop a film version, and will produce scores suitable for high school and professional production as a potential source of royalties. This operatic work utilizes modern jazz/rock genera. The theme is more philosophical than religious, deals with major contemporary issues, and is concerned with the tension between ascendant life and free will.

Please type your name and position in the boxes below, and then click the **Submit by E-mail** button. An e-mail message with this form attached will open. You may add a personal note to the message, if you wish, then send the message. Some are reporting it takes a few moments for the message to go, so please be patient.

Thank you for your participation in this Introductory Questionnaire. I hope that it has been a helpful introduction for your search.

Title / Name:

Position / Institution: