



Positioning Yourself for Institutional Survival

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What are the Institutional Priorities and Core Values?

- Strive to recognize shifts in focus as they occur

(listen to the upper administration, who are they hiring?)

- Ground your thinking on the things that count

(think money, power, and prestige)

- Appreciate public perception of the university

(what does the public value about your institution)

- Finally, look to the mission of the college or university

(prepare material that addresses centrality to the mission)

Survival Kit Basics

- Calculate Income vs. Expenses

(tuition, student allocations, clinic, grants & contracts vs. salaries & benefits, dept. costs like phones, ports, travel & equipment)

- Quantify the Importance of Your Program

(state and national shortages, local school and hospital needs, national and international recognition)

- Recognize your Constituents & Supporters

(alumni, retired faculty and families, clients and their families, physicians, school administrators, campus colleagues, Scottish Rite, faculty senate, campus unions, peer institutions, ASHA, CAPCSD, AAA, state agencies)

- Understand university policies regarding program closure, retention of tenured faculty

(check faculty handbooks, university accreditation policies)

If Your Program is Under Threat – Go to the Mattresses

And the answer to your question is "Go to the mattresses. "You're at war. "It's not personal, it's business. It's not personal it's business." Recite that to yourself every time you feel you're losing your nerve. I know you worry about being brave, this is your chance. Fight. Fight to the death.*

*You've Got Mail Nora Ephron & Delia Ephron

Survival Activities

- Focus on final decision maker (Board of Trustees at UT)
- Determine your talking points (program quality, state need, expense)
- Maintain continuous dialog with faculty and staff (talking points/consistent message)
- Engage constituents (get the message out) and find a medium for communication (website, emails) and ask them to communicate to decision makers
- Talk with the media
- Maintain the 'high road'

Engage Constituents



Organize Participants



If Your Program is Not Under Threat

- Appreciate your position but recognize signs of danger (new administrator, budget cuts, loss of productivity, change in college)
- Maintain documentation of excellence that matters (national awards, grants, teaching, student quality, student employment)
- Share your excellence at every opportunity with your college, university, and community
- Participate in all administrative hiring seminars – make phone calls

Results of Our Efforts at UT

Media Release: The Department of Audiology & Speech Pathology at the University of Tennessee-Knoxville has survived the threat of termination instigated by campus administrators as a result of budget shortfalls.

Overwhelming support from constituents, clear evidence of program quality, and state need forced a reexamination of the decision. On October 24th, the University of Tennessee Board of Trustees approved a plan to allow the Department to continue operations.

The Story at UT

- Student transfer is nearly complete but faculty transfer is not moving as smoothly
- Transitions are about people as much as policy
- Get it in Writing!