**Leadership Institute “In-Box” Exercise 2019**

You return to work on Monday morning after taking Thursday through Sunday off to spend time with close friends and family. Emails on the following topics were received during the time that you were gone. Note that your calendar is already quite full for the week.

* Prioritize the items – rank the order in which you would act upon each of them.
* Briefly describe what action would you take, in both the short and longer term. In some cases, it will be appropriate to delegate or ask your assistant to schedule a meeting. Please consider one step beyond that. What would you expect your delegate to accomplish or what would you expect to accomplish during the conversation when you eventually have it?
* What are the potential pros and cons of your choice of when and how to act?

1. A mid-career faculty member indicates that he is in the middle of a research project, and the external funding that is critical to this work is ending in a month. He applied for a renewal, but the reviews of this proposal were mediocre, and it was not funded. He would like to know what the department will do to allow him to continue the work while he continues to seek external resources.
2. A message ‘signed’ by three graduate students expresses serious concern about data collected by their major professor, who is an assistant professor in your unit. They are requesting a meeting to discuss this issue with you as soon as possible.
3. One of your most productive, prominent scholars indicates that she is being recruited for an endowed chair by a top-ten program in your field. She doesn’t have a formal offer yet, but wanted to let you know that she is seriously considering leaving. While this would be a substantial loss to your unit in ways valued by the institution, it is also the case that you believe the climate would improve substantially upon this person’s departure, and certainly your own job/life would be more pleasant.
4. The chair of Psychology says that her department is trying to recruit a rising star into a tenure track line as an assistant professor. This star’s partner is a potential fit for your unit, and finding a position for this individual will be critical to getting the Psychology candidate to accept the position. A CV is attached to the email, which indicates a strong record, decent fit, and substantial promise for success. However, you just hired in this specific area last year, and your department has other needs.
5. An undergraduate explained that she felt Professor X was discriminating against her. She indicated that she tried to talk with him after class about how an assignment was graded, but he was unwilling to consider her views. She went on to say in the email that other students had also approached the professor, and she believe that he actively engaged in conversations and even changed the grades of a few white students, but was dismissive of the students of color.
6. An invitation to serve on a panel to review proposals from the most prestigious agency in your discipline was received. The panel was arranged some time ago, but someone had a family emergency and could no longer attend. The meeting is in 10 days and will require approximately 15 hours work to prepare.
7. The General Counsel’s Office contacts you about a fixed-term faculty member. He had been employed via a series of five one-year contracts to teach courses; the last of these ended two years ago. His teaching evaluations had been favorable, but you no longer needed his services due to changes in your curriculum and availability of tenure track faculty. He sent a letter to the Office of the President expressing his belief that he was unfairly fired, and threatened to publicly expose misconduct in research he says was committed by three of your current faculty members.
8. An invitation to give a talk on your scholarship at a prestigious institution was received. The expenses will be paid, plus a $500 honorarium. They are open to a variety of dates, but all of the possibilities conflict with your monthly faculty meeting.
9. The wife of one of your faculty members emailed Sunday night saying he is in the hospital following a serious car accident. It is unclear when or whether he will be able to return to work. He teaches MWF at 10:10 and supervises three graduate students.
10. Your administrative assistant, who performs key roles for the unit and has been there for more than 5 years, requests an appointment to meet with you. She says that she understands that your calendar is quite full, but she wanted to let you know that she has been offered another position on campus and must decide by Wednesday at noon. It is at a level above where she is now, and she believes it would be a good step for her career. She would like to talk about whether there are other options for her within your unit, and if not, how you might go about making her exit as smooth as possible for the department.