

Key Issues:	Solutions:
<ul style="list-style-type: none">• The selection process for the director position did not consider the different leadership styles already in place in the program offices and their effects in the organizations' performances.	<ul style="list-style-type: none">• Assess the values of each program and use this information to generate the candidate criteria/profile for the selection process. This approach can provide a better understanding of the type of leadership and direction in each program as well as of the intangibles assets required in order to move forward with the merger. The selection of a director capable of combining individual leadership efforts could have avoided integration and performance issues (Burke, 2011).
<ul style="list-style-type: none">• Different program offices with distinctive missions (e.g. gender rights) were merged into one center with a broad set of responsibilities.	<ul style="list-style-type: none">• Develop a mission statement that highlights the scope of each program and their specific contributions to the overall responsibilities of the organization. This individualization could have helped to alleviate some concerns about losing their sense of autonomy and identity within the university and the community.
<ul style="list-style-type: none">• The lack of proper channels of communication between the top of the organization chart and the directors as well as the rest of the staff generated misunderstandings within the organization.	<ul style="list-style-type: none">• The appropriate channel of communication is defined by the context of the situation (e.g. small group communication or organization communication). Channel choice is influenced by the organization's needs in terms of filling function gaps. In this case, regular face-to-face meetings would have helped to establish relationships and convey goodwill between the top of the organization chart and the rest of the directors (Walker, 2011). However, other channels should have been considered, such as written communication, since they provide less ambiguous ways to present future operating plans to the organization. Also, the generation of an internal communication policy with specific instructions of how to direct concerns/suggestions could have avoided the public display of discontent about current practices within the organization.
<ul style="list-style-type: none">• The lack of understanding of each department's contribution to the academic institution as well as the community (e.g. Native American community) caused discontent on both sides.	<ul style="list-style-type: none">• American universities have high impacts in local communities and provide forums for different social groups. Dr. Jamie Gray should have assessed the impact of the merger not only on the academic staff, but also in the local community. Different assessment approaches were available for gathering information about the impact of the changes proposed. They include interviewing the department's directors and surveying local community representatives (McClean, 2006). The information gathered from these assessment approaches could have provided valuable information about how to ensure the preservation of departments' functions considered of high value for both sides.

References:

Burke, W. W. (2011). *Organization change: Theory and practice* (3rd ed.). Thousand Oaks, CA: Sage.

McLean, G. N. (2006). *Organization development : principles, processes, performance*: Berrett-Koehler Publishers.

Walker, R. (2011). *Strategic business communication for leaders* (2nd ed.). Mason, Ohio: South-Western Cengage Learning.