Academic Leadership

Academic Leadership

- or
- So, you're department chair now!
  - Conducted by Mark Benvenuto

Stepping Up

- Is this your first leadership role?

Stepping Up

- Is this your first leadership role?
  - Did you take the straight academic path?
    - Undergrad
    - Grad student
    - Post-doctoral fellow
    - Assistant professor
    - Perhaps associate, then full, now chair?

Stepping Up

- Is this your first leadership role?
  - How were you trained for this?

Stepping Up

- First leadership role?
- What did you think would be required?
  - Signing the checks?
  - Assigning the classes?
  - Sitting in a huge office?

- **Interactive:**
  - ***Let's answer this on 3x5 cards, for the sake of anonymity.***)

Stepping Up

- Who do you emulate?

Stepping Up

- Who do you emulate?
  - The past chairperson?
  - Some academic mentor?
  - Some famous, historical leader?
  - Your parents?

Stepping Up

- Who do you emulate?
  - Do you ask, “who would emulate you?”
  - If you took the traditional path, what do you remember in others you saw?

Interactive:

- Let’s list and discuss.

Why You're Doing This

- Why did you become chair?

Why You're Doing This

- Why did you become chair?
  - It was your turn.
  - Your friends and colleagues asked you to do it.
  - No one else wanted it.
  - You wanted someone else to *NOT* have it.
  - You had a vision for your department.

Again, let's use 3x5 cards and a bit of anonymity.

Goals

- What is, or are, your goals as department chair?

Goals

- What is, or are, your goals as department chair?
  - Did you discuss goals with anyone before hand?
  - If so, who?

Goals

- What is, or are, your goals as department chair?
  - Do you have a university mission or strategic plan?
    - Yes? Do you agree with it?
    - No? Can you develop one?
  - Do you have an unofficial department mission or vision?
  - If you are “just” a caretaker:
    - Can you still develop a set of goals?
    - Can you still better your department?

Goals

- What is, or are, your goals as department chair?

Some goals brainstorming. What are common goals that we share?

Tools

- What tools are at your disposal?
  - **Money**.
  - Time.
  - Personnel.

Tools

- What tools are at your disposal?
  - Money.
    - What is your level of oversight?
    - Do you have restricted accounts – that stay at fiscal year's end?
    - Freedom to move money between budget lines?
    - Who is your fiscal oversight?
    - Do you have a rewards system?

Tools

- What tools are at your disposal?
  - Money.

- **Discuss and compare monetary models.**

Tools

- What tools are at your disposal?
  - Money.
  - **Time**.
  - Personnel.

Tools

- What tools are at your disposal?
  - **<u>Time</u>**.

Tools

- Were you given course reduction because of your chair person's duties?
- Because of time, what changed in your life and career because you became chair?
  - Are you able to separate chair person duties from the rest of your work?
  - How much time are you expected to dedicate to the chair position – monthly, semester-ly, annually?

Tools

- How are your administrative duties affecting your research?

Tools

- How long do you expect to hold the chair position?
  - Do you have a rotating system?
  - Were you elected by your colleagues?
  - At whose pleasure do you serve?
  - *The above affect how you get to your goals (perhaps obviously).*
- **DISCUSS AND LIST HOW YOU CAN CARVE SOME TIME OUT OF YOUR DAY – FOR YOU.**

Tools

- Money
- Time
- Personnel

Tools

- How many faculty do you interact with?
- How big is your department faculty?
- How do you count adjuncts in the total for your department?
- Who now calls you “Boss,” at least when they want something?

Tools

- What size staff reports to you?
  - Stock room manager
  - Glass blower
  - Machine / electrical shop
  - Secretary / admin assistants
  - Others?

Tools

- What other departments or colleges interact with you directly?
  - Any medical / dental / veterinary / nursing school?
  - An education college?
  - An agricultural school?
  - An engineering school?
- **Discussion:**
  - **MBWA – MANAGEMENT BY WALKING AROUND. DISCUSSION OF BEING "SEEN" AS CHAIR PERSON.**

You and Your Colleagues

- Working with colleagues and friends – hopefully your colleagues are your friends.

You and Your Colleagues

- Mentoring the untenured. How do you do this?

You and Your Colleagues

- Do you have annual reports for the untenured?
- Does your institution place any emphasis on good teaching?
- Are you scanning funding options for them?
- Have you connected them with NSF, NIH, or others?
- Do you have a peer mentoring program?
  - Is it a formal, one-to-one system with a tenured professor?
  - Do you have informal sit down sessions with them?
  - Do you have get-togethers with groups of the untenured?
- Do you keep an eye on their service obligations?
- Do you “throw them in the blood-filled pool to swim with the sharks”?

You and Your Colleagues

- Mentoring the tenured, associate professors. Same question.

You and Your Colleagues

- The second promotion is far less stress filled than the first, but still some mentoring is probably in order.
- Do you encourage a shift to scholarship from teaching, or the other way around?
- Do you have an annual reporting system?

You and Your Colleagues

- What type of interactions do you have with the other full professors?

You and Your Colleagues

- Are there cliques or groups in your workplace?

You and Your Colleagues

- Are there cliques or groups…
  - If you are “inside” now, who is “outside,” and how do you bring them “in?”
  - Having lunch with the person you don’t like!

You and Your Colleagues

- Using faculty meetings productively:

You and Your Colleagues

- Using faculty meetings productively:
  - Have a detailed agenda.
  - Have a point of contact for each point of discussion.
  - Encourage the free flow of ideas.
  - Have a notes / minutes taker.
  - If you feed them, they will come.

You and Your Colleagues

- Do you have “leadership team” meetings with other chairs and your dean?

You and Your Colleagues

- If so, how are you interacting with other chairs, and with associate or assistant deans?
- If not, do you have some way of getting together with other leaders on your campus, and in your university?

- ***DISCUSS, LIST PRIORITIES* – THERE IS A LOT HERE. FIND ONE OR TWO HIGH PRIORITIES YOU CAN WORK ON BACK AT YOUR UNIVERSITY.**

Working with “the Administration”

- Building a good relationship with your boss – and your boss’ boss.

Working with “the Administration”

- Your dean has a boss as well, a provost, or academic vice president
- What is your boss’ greatest stress?
- Is there some way you can help relieve that stress, or solve that problem?
- Do you have monthly (or quarterly, or some such) meetings with your boss?

Working with “the Administration”

- Looking at other totem poles besides yours.

Working with “the Administration”

- How to respond when tasked.

Working with “the Administration”

- Does ASAP = Immediately?
- Composing delicate responses to the boss.
- Learning when to say, “no.”

Working with “the Administration”

- Being a salesman for your department.

Working with “the Administration”

- Do you have internal newsletters, either electronic or paper?
- Do you have departmental, college, or university publications aimed at alumni?
- Does your department have something like a departmental Face Book page?
- How do you interact with your public affairs office?
- Do you have any departmental activities at events that might be a homecoming?

Working with “the Administration”

- Where do your chair person duties end?

- ***INTERACTIVE:***
  - **3X5 CARDS, ANONYMOUS, TO DETERMINE BEST AND WORST OF THE ABOVE.**
  - **SHARE SUCCESSES; BRAINSTORM HOW TO IMPROVE ON THE “WORSTS.”**

Keeping the Main Thing the Main Thing!

- What does your department:
  - Already do?
  - Already do well?
  - Define as your mission?
- What did the boss say was your main goal?

Keeping the Main Thing the Main Thing!

- Are you in it to educate?

Keeping the Main Thing the Main Thing!

- Are you in it to educate?
  - Undergraduates
  - Graduate students
  - Public outreach

Keeping the Main Thing the Main Thing!

- Are you in it for research?

Keeping the Main Thing the Main Thing!

- Are you in it for research?
  - Pure research
  - Funded research
  - Directed research.
  - Are publication rates and citation factors important?

Keeping the Main Thing the Main Thing!

- How do you keep the main thing the main thing when everything else is always occurring?
- a.k.a.: How do you worry about draining the swamp when you are up to your rear in alligators?

- **GET ANSWERS TO THE "ALLIGATORS," DISCUSS.**

Dealing With Problems

- Yes, you will have to deal with other people’s problems.
- Academia may ennoble, but academics aren’t automatically noble people.

Dealing With Problems

- Playing devil’s advocate in most situations.

Dealing With Problems

- Student problems, vs. faculty / staff problems.

- **GOING INTERACTIVE:**
  - **ASK FOR EXAMPLES, LET'S DISCUSS OPTIONS.**

Passing Down Praise

- Rewarding the good.

Passing Down Praise

- How do you reward the good people in your department?
  - Money – remember the discussion, above?
  - Medals, scrolls, plaques, certificates.
    - Internal, within your university?
    - External, through professional or government organizations?

Passing Down Praise

- How do you get the achievements of your junior faculty known?

Passing Down Praise

- How do you get the achievements of your junior faculty known?
  - Your own public affairs people, mentioned before.
  - Local news in all forms.

Taking the Blame

- Yes, you probably have to do this, too.

Taking the Blame

- This is never fun, but do you give your people what is called “the freedom to fail?”

Taking the Blame

- What is the worst you've had to face, and how do you do it, or how did you do it?

- **FOR PRAISE AND BLAME, LIST HOW DEPARTMENT CHAIRS DO BOTH.**

Your Satisfaction Level

- Do you like this?
- Are you feeling overwhelmed?

Your Satisfaction Level

- What has quickly become your biggest problem or stress?
  - Time management?
  - Your “boss?”
  - Lack of time for family, friends, a hobby?

Your Satisfaction Level

- What satisfactions are you finding?

Your Satisfaction Level

- What satisfactions are you finding?
  - The students?
  - Your colleagues and friends?
  - The new faces you have met?
  - Seeing the university from a different point of view?

Your Satisfaction Level

- Did your predecessor like the chair position, or burn out?
  - If it looks as if there was a burn out on your predecessor's part, what did he or she like? There must have been some plusses.
  - Did your predecessor have the "two envelopes" mentality?

- **INTERACTIVE:**
  - **TALLY UP PLUSSES AND MINUSES, DISCUSS HOW TO DEAL WITH THE MINUSES.**

The Future?

- What are your personal plans?

The Future?

- What are your personal plans?
  - Do this for a few years, then step back to academics?
  - Do this, then move to some level of dean or administrator?
  - Use this as a learning experience for a different path?

The Future?

- Do this for a few years, then step back to academics?
  - Is this just part of the job?
  - Or a learning experience?

The Future?

- Do this, then move to some level of dean or administrator?
  - Hey, you might just like administrating!

The Future?

- Use this as a learning experience for a different path?
  - Consultant?
  - Assessment director?
  - Some other program directorship?
- **To Do:**
  - **TAKE HOME ONE PLANNING ITEM YOU WANT TO INITIATE FOR THE *NEXT MONTH*, AND ONE FOR THE *NEXT YEAR*.**

The End, or the Beginning?

Good luck!