

Chair Leadership Academy

Maintaining a Healthy Department Climate

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Why did you take this role?

- To make a difference
- To try make the department a better place
- The department asked me to do it

- A better pay
- No teaching or research expectations
- To get even

Chair Duties

- Academic Program Development
 - Setting curriculum
 - maintaining compliance with the standards external accreditation
 - responsible for encouraging and facilitating faculty research activities
- Department Administration
 - Responsible for the efficient and effective administration of departmental affairs.
 - This includes identifying the service needs of the department and working with faculty and others to see that these needs are met.
 - Duties also include scheduling classes and appointing faculty to teach these classes

Chair Duties - contd

- Financial Resource Management
 - Responsible for planning and administering the budget for all Departmental activities.
 - efficient and effective manner in compliance with applicable College and University policies.
- Internal Control
 - Responsible for the design, execution, and effectiveness of a system of internal control which provides reasonable assurance that Department operations are effective and efficient
 - Assets are safeguarded, Department financial information is reliable, and the Department complies with applicable laws, regulations, policies, and procedures

Chair Duties - contd

- General Representation and Resource Management
 - Responsible for providing leadership in representing the Department to internal and external constituents.
 - Representation includes involvement in the community, establishment of external boards and advisory groups and development of gift funds for the Department.
- Human Resource Management
 - Responsible for recruiting new faculty and staff as needed, faculty and staff development, and supporting the system of faculty governance.

Chair Duties - contd

- Strategic Planning
 - Responsible for working with the faculty to develop and implement strategic plans, develop objectives, and ensure the conformance of Departmental plans with the strategic plans of the College and University.

Leadership Styles

- Servant Leadership
- Authentic Leadership
- Autocratic Leadership
- Participative Leadership
- Laissez faire Leadership
- Task-oriented or Relationship-oriented Leadership

How to Build a Healthy Department

- Create a vision
 - Set Strategic goals
 - Bring people along and get input
- Know your faculty and department
 - Be a cheer leader-Encourage faculty contributions
 - Build on individual faculty strength and minimize weaknesses
 - Be organized
 - Develop an effective staff and treat them well
 - Learn the phrase “I will get back to you on that”
 - Walk around
 - Set an example
 - Set ‘no’ nicely – honest, forthright and decent
 - Listen to every faculty – fair and even-handed
- Advocate for your department and faculty (not for yourself)
- Build relationship with other chairs

How to Build a Healthy Department- contd

- Engage with students
- Chairs in Time of Crisis – Fire, Threats ..
 - Faculty and Student support
- Successful chairs understand and appreciate teaching, research, and service
- Work closely with alumni, industry friends and advisory boards

How to Build a Healthy Department- contd

- Working with the Dean
 - Speak the language of the Dean
 - Provide the Dean with Institutional Memory
 - The Dean is not the Enemy
 - How does the Dean prefer to communicate?
 - What pressures are the dean under?
 - Who is the Dean as a person?
 - Reduce the Dean's Tendency to Micromanage
 - Understand the Dean's budget and priorities
 - Learn to live with your current Dean

Personal

- Congratulations or Condolences
- As soon as you are announced – information overload
- You no longer have peers in your department
 - Treat everyone the same
- Learn your budget
- Manage your time and focus
- Take care of yourself

A few other tips for newer chairs

- Manage your email
 - Check email only at certain times
 - Long emails are problematical, use other communications forms
 - Do not use your email inbox as a to-do list
- Responding to complaints
 - Take notes, find ways to resolve the issue if possible or redirect to someone who can