

Managing Up and Down: Report out

Scenario Two: CSE (Elaine)

Doing Well

- Enthusiastic
- Strategic vision
- Seeks advice from mentor
- Good ideas
- Greeted faculty warmly

Needs Improvement

- Not listening to faculty
- Not getting to know faculty
- Not soliciting their input
- No buy-in or faculty engagement
- Did not communicate with Dean
- Trying to do things herself
- No heads-up to Dean

Advice

- Meet regularly with Dean
- Develop options with Dean and prioritize
- Develop relations with faculty
- Get faculty working on committees
- Manage by affirmatives
- Lack of communication
- Seek advice on senior faculty
- Faculty advisory board
- Find faculty allies
- Find peer (chair) allies
- Have regular meetings with other chairs.
- Build community in department
- Clarify expectations
- Learn strengths and weak of department