

Managing Up and Down: Report out

What are the challenges and benefits of being an *external chair* as opposed to an *internal chair* when it comes to managing the **expectations** of faculty and administration?

EXTERNAL

Benefits

- Credibility
- Dean is more invested in you
- Opportunity to increase reputation of department
- Clean slate, reinvention is possible

Challenges

- Do not know history or culture of department
- Dean has high expectations
- Lack of friends and allies
- Hard to create change
- Pre-programmed to operate in different culture

INTERNAL

Benefits

- Legitimacy
- Organization memory
- Knows Dean
- Knows University structures
- Knows who can get things done
- Quick-start
- Personal relationships with leaders

Challenges

- Move into new role
- Colleagues still see you as peer
- Weak start-up funds
- Less leverage
- Embroiled in existing politics
- Limited vision/point of view