

Managing Up and Down



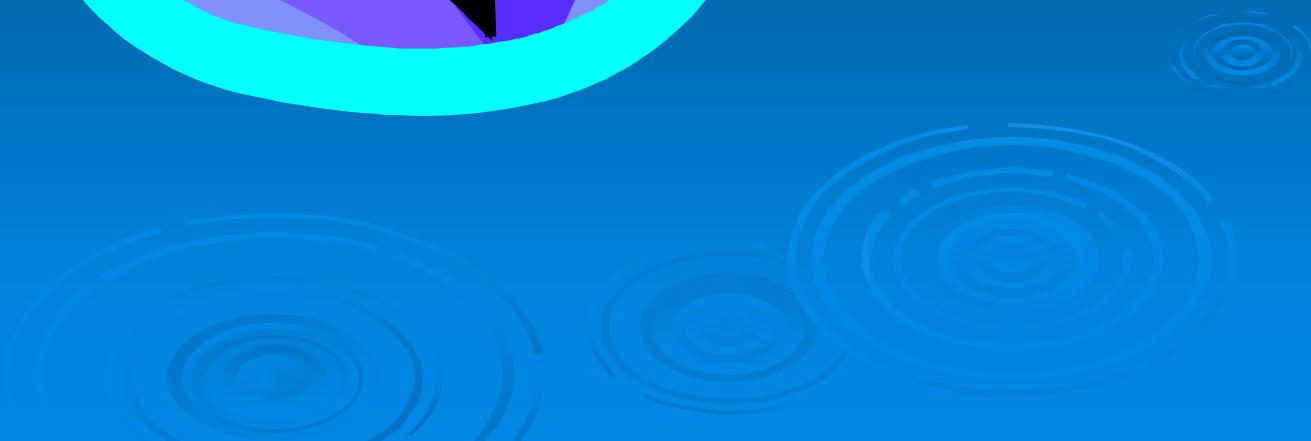
LEAD

Leadership Excellence
for Academic Diversity

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Research on the Role of the Department Chair

- Chu (2006): The Department Chair Primer
- Creswell, et al (1990): The Academic Chairperson's Handbook
- Hecht, et al (1999): The Department Chair as Academic Leader
- Higgerson and Joyce (2007): Effective Leadership Communication: A Guide for Department Chairs and Deans
- Higgerson and Stacks (1992): Effective Communication for Academic Chairs
- Malick and Lees (2008) Working Effectively with the Dean
- Tucker (1981): Chairing the Academic Department



DEAN'S Expectations of Chairs

- Managerially competent
- Communicates openly and provides updates on potential problems
- Conveys institutional priorities to faculty
- Able to implement policy with minimal backlash
- Tracks and communicates critical data

FACULTY **Expectations of Chairs**

- Advocates on their behalf
- Listens
- Mediates
- Informs, using data and narrative
- Solicits input
- Invests in shared decision-making processes

Case Study Details

Plots

Case One:

A new chair, hired from within a Marketing and International Business department, juggles the demands of his Dean and former peers.

Case Two:

A new chair with leadership experience at a smaller university, is tasked by the Dean to resuscitate a struggling Civil and Environmental Engineering department.

PROCESS

- Read and reflect for 5 minutes
- Then, in small groups, discuss the case and accompanying questions. Please allow everyone's input. Small group discussion for 20 minutes.
- Next regroup into large group to explore take-aways.
- Return to small groups and brainstorm strategies for managing expectations of faculty and Deans.
- Group discussion on managing “the struggle between two masters” through good communication.

Report Out

- What is the chair doing right and where could s/he improve?
- If you were chair of the department in your case study, what advice or guidance would you seek from your LEAD workshop peers?

Managing Expectations

- GENERAL ATTRIBUTES FOR SUCCESS
 - Strong interpersonal skills
 - Ability to work with wide range of constituents
 - Ability to solve problems
 - Good listener
 - Clarity of purpose
 - Applies policies fairly and equitably

Managing DEAN'S Expectations

- Establish and maintain credibility
 - Respond to needs and priorities of Dean
 - Advise about potential problems
- Spend wisely and avoid excessive requests
- Share department's successes
- Educate the Dean on the unique aspects of your department's discipline

Managing FACULTY Expectations

- Build consensus and faculty ownership of vision
- Get to know faculty as individuals
- Use data to drive decisions
- Use teams to achieve results

Small Group Discussions

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?

Group Discussion: Staying on Course



DECISION-MAKING through KNOWLEDGE-SHARING

- What do faculty need to know to in order to feel comfortable supporting decisions-from-above that impact their daily lives?
- Reflecting on your own institution, what strategies would you employ to advocate for your departmental needs to the Dean?