Department Chairs: Managing Up and Down

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Vice President for Academic Affairs
and Dean of the Faculty
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Things that matter

Educational Philosophy/Vision
Management Philosophy
Commitment to Shared Governance
Transparent Decision Making
Remember: There will be no secrets
You’re not alone – policies, precedents
What Will Be Your Legacy
(for your department and successor)?
Managing Up, Down, Across

To whom you report

UP

Colleagues ← YOU → admin
other chairs as chair peers

DOWN

Department Faculty
staff members colleagues
Managing Up and Down

Who’s above?
(Provost, Dean, Divisional Head)

And for what purposes?
Staff Personnel Matters
Faculty Personnel Matters
Budgets Policies
Managing Up

Advocate effectively
Make your case in a timely way
Address the Dean’s Concerns
Meet the Dean’s needs
Be prompt and responsive in
work with the Dean’s assistants
Administrative Peers

Human Resources
Finance/Budget officials
Registrar
Institutional Research
Student Services
Managing across: with academic and administrative peers

Academic Peers

Other Department Chairs

Faculty Committees
Managing Down

Whom do you serve/manage?
Department Staff members
Faculty Members (senior/junior)
Previous department chairs
Graduate teaching assistants
Students
Managing Down

Whom do you manage?
Managers & Dept. Staff Members
(to whom things are delegated – or should be)

Budget
Personnel Matters
Student Advising

Curriculum
Searches
Complaints
Managing Down

Be responsive to requests
Follow procedures
Share messages from above – let the dean speak without a filter
Show how you advocate for the department
Managing Down

Lead through Affirmation of the ideas of others (better to endorse than propose)

Delegate - respect the answers

Be Accessible

Make Personal Visits
Managing Down

Build team approaches with support staff members

Empower each staff member

Provide clear expectations and regular feedback
Managing Up, Down, Across

Just Managing

Advocate for needed change (diversity, mentoring, pedagogical reform, procedures)

Focus on what matters

Keep a checklist as a reminder
Managing Up, Down, Across

Just Managing
Choose communication mode for its impact, not just convenience

Email, Memo, or in Person?
Managing Up, Down, Across

Just Managing

Maintain your identity as a teacher/scholar

Manage your time

Get distance and perspective

Find a safe mentor