

Institute for Academic Leadership
Department Chairs Workshop 2011

The Essential Department Chair



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HONORS
COLLEGE
FLORIDA ATLANTIC UNIVERSITY

This Evening's Focus



Positive Academic Leadership

How to Stop Putting Out Fires
and Start Making a Difference

Goals

- To explore the concept of positive academic leadership
- To introduce a few practical alternatives to common administrative practices
- To encourage you to develop your own strategies of positive academic leadership
- To learn how our results can be positive even when we're not feeling all that positive

What Chairs Are Supposed To Do

Central Michigan University, 1 of 3

The Chairperson is the chief administrator of the department and the primary representative of the academic discipline to which he/she belongs. This places the Chairperson in the unique position of fulfilling administrative responsibilities assigned by the Dean and Provost, maintaining standards of the discipline, and meeting the professional expectations of the departmental faculty. Among the specific administrative duties for which the Chairperson is responsible and accountable are:

What Chairs Are Supposed To Do

Central Michigan University, 2 of 3

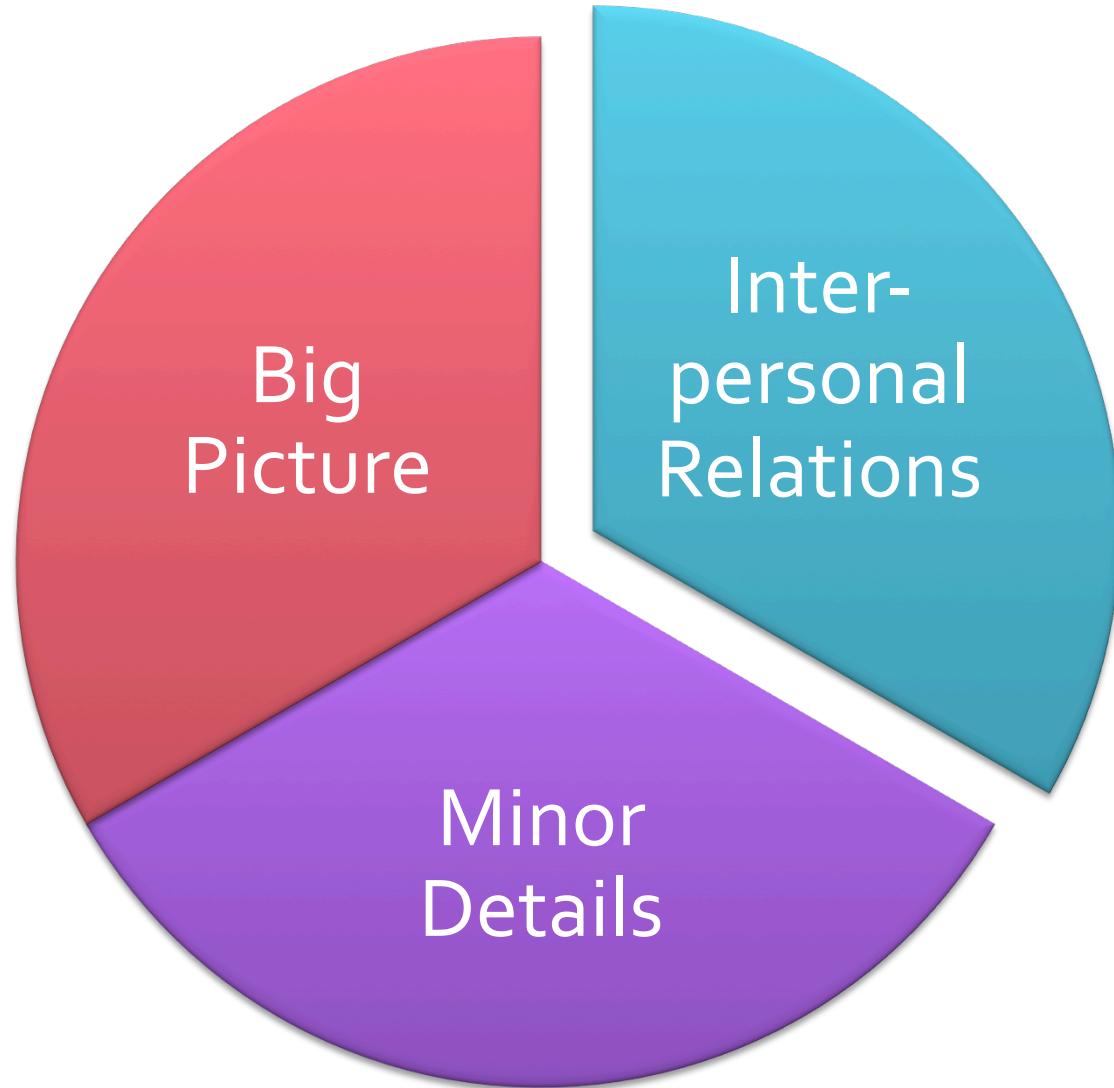
- Communicating departmental needs and desires to the Dean and Provost;
- Communicating and interpreting College and University decisions to the faculty;
- Maintaining open lines of communication among specializations within the Department, and encouraging appropriate balance;
- Encouraging the development and improvement of the departmental curriculum, and seeing that the proper curriculum forms are submitted on schedule;
- Insuring the preparation of catalog information and schedules of class offerings in accordance with deadlines;

What Chairs Are Supposed To Do

Central Michigan University, 3 of 3

- Supervising the departmental budget, record keeping, and the requisition of supplies, equipment, materials, and other instructional needs;
- Developing and following procedures to assign faculty to classes, laboratories, studios, and other responsibilities;
- Reporting undesirable or potentially hazardous conditions with respect to the physical plant;
- Coordinating and supervising the departmental programs, reviews, accreditation and departmental evaluations, and other reviews; and
- Cooperating with departments, college, schools, and other units in the accomplishment of their tasks.

Aspects of Being a Chair



The Result



So, how can we work more effectively to ...?

1. Achieve more of our high priority goals?
2. Lead our departments with greater vision?
3. Reduce our expanding workload?

Positive Psychology

“... a change in the focus of psychology from preoccupation only with repairing the worst things in life to also building positive qualities.”

Martin E.P. Seligman and Mihaly Csikszentmihalyi, “Positive Psychology,” *American Psychologist* 55.1 (2000) 5

The Difference

Traditional Approach

- disease
- repair
- eliminating sadness
- bad → good
- → reactive

Positive Psychology

- health
- improvement
- increasing happiness
- good → excellent
- → proactive

How might we apply a similar approach to academic leadership?

Two Resources

1. Kaye A. Herth, "Hope-Centered Leadership in Practice," *The Academic Leader* 23.8 (August 2008) 4-5
2. Kina S. Mallard and Mark L. Sargent, "Joyful Chairing": a three-part series in *The Department Chair* 19.2-4 (fall 2008-spring 2009)

Hope-Centered Leadership

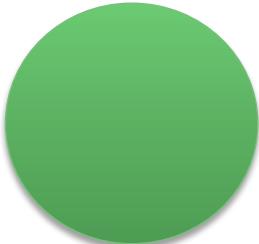
Kaye A. Herth



Developing a sense of hope: Positive perspective



Minimizing the factors that inhibit hope



Instilling a sense of hope in others

A Case Study in Perspective

A faculty member who works in a very rare specialty comes to you on the day before classes begin for the term.

The faculty member has just been informed that he or she's been awarded a major, prestigious, international award.

The award will make the faculty member's career and bring an incredible amount of positive attention to the department and university.

BUT ...

A Case Study in Perspective

The faculty member will need to leave immediately for at least one full year to meet the terms of the award, and you have no one else available to cover this professor's courses.

1. Identify five reasons why this situation is a disaster.
2. Identify five ways in which this situation is a wonderful opportunity.

Minimizing the Factors That Inhibit Hope: Crisis Leadership

Sherman's Lagoon, Jim Toomey



Fillmore (turtle)
Hawthorne (crab)

The Crisis Industry

FOREWORD BY TOM WOLFE

Declining by Degrees

HIGHER EDUCATION AT RISK



Edited by RICHARD H. HERSH and JOHN MER

The QUIET CRISIS

Peter Smith

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FAILED GRADE

THE CORPORATIZATION
AND DECLINE OF HIGHER
EDUCATION IN AMERICA



ALBERT H. SOLOWAY, Ph.D.

CRISIS ON CAMPUS

A Bold Plan
*for Reforming
Our Colleges
and Universities*

Mark C. Taylor



Not a Crisis; It's the Job

What your job is now

You can see it as ...

- hearing complaints
- absorbing frustration and hostility
- solving one problem after another

or as

→ *making other people's dreams come true*

Instilling Positive Attitudes in Others

A Thought Experiment

In the hallway one day, you meet a new faculty member in your academic area. Even though you say no more than a single sentence in passing, how might you phrase your comments in such a way that:

- ... you absolutely destroy that person's morale and motivation (at least temporarily)?
- ... you positively increase that person's morale and motivation (at least temporarily)?

Instilling Hope in Others

"Hope encourages reaching out into the future and celebrating the small steps along the way" --Kaye Herth

Past

- What professional experience of your life would you most want to re-live, if given the chance?

When you feel that you're lost ...

go back to the last place where you felt "found."

Instilling Hope in Others

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Past

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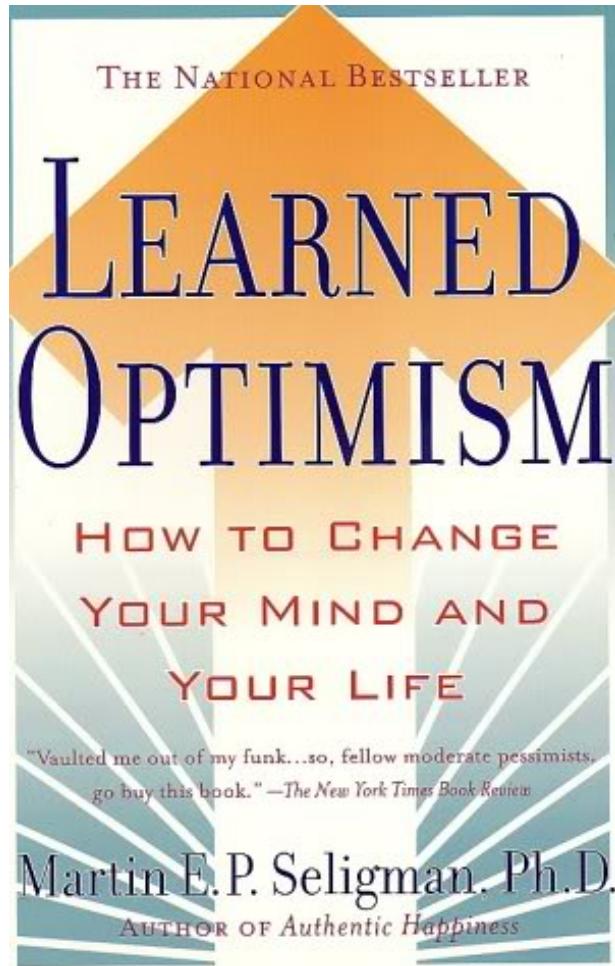
Present

- What do our core values tell us about the type of person we are? What do we love most in life, and what sort of things we should pursue in order to be happy and fulfilled?

Future

- How are you working towards what really makes you happy and fulfilled? If you feel you are moving away from this goal, how might you regain and redirect your focus?

Learned Optimism



Setbacks and disappointments

- temporary
- manageable
- exceptional

Achievements and successes

- normal
- usual
- expected



Learned Optimism

If You're Not Naturally an Optimist

What would an
optimist do in this
situation?



Developing Hope in Others

- Tell me about three good things that happened today.
- How can we work together to put your core values into action today?
- What would it mean to you to make a real difference in our program?

Putting Herth's Ideas into Practice

- Turn to someone near you.
- Each of you in turn will state a complaint, disappointment, problem, or frustration in your job right now.
- See if there's a way to shift perspective or re-examine the situation to regard it in a more positive manner.

Resilience

Andrew Zolli at SACSCOC 2010



Resilience: The ability to maintain core function under the widest variety of operating conditions.

Mallard and Sargent (2009) 3

Part 3 of 3-Part Series

The best chairs we have worked with are joy-filled chairs. They breathe excellence into their faculty and programs, they approach their jobs with a sense of purpose and respect for their faculty, they appreciate the uniqueness of their department members, and they are able to match faculty strengths with departmental needs.

Mallard and Sargent's Elements

Sense of
Purpose

Respect

Appreciate
Uniqueness

Match
Strengths
with Needs

Sense of Purpose

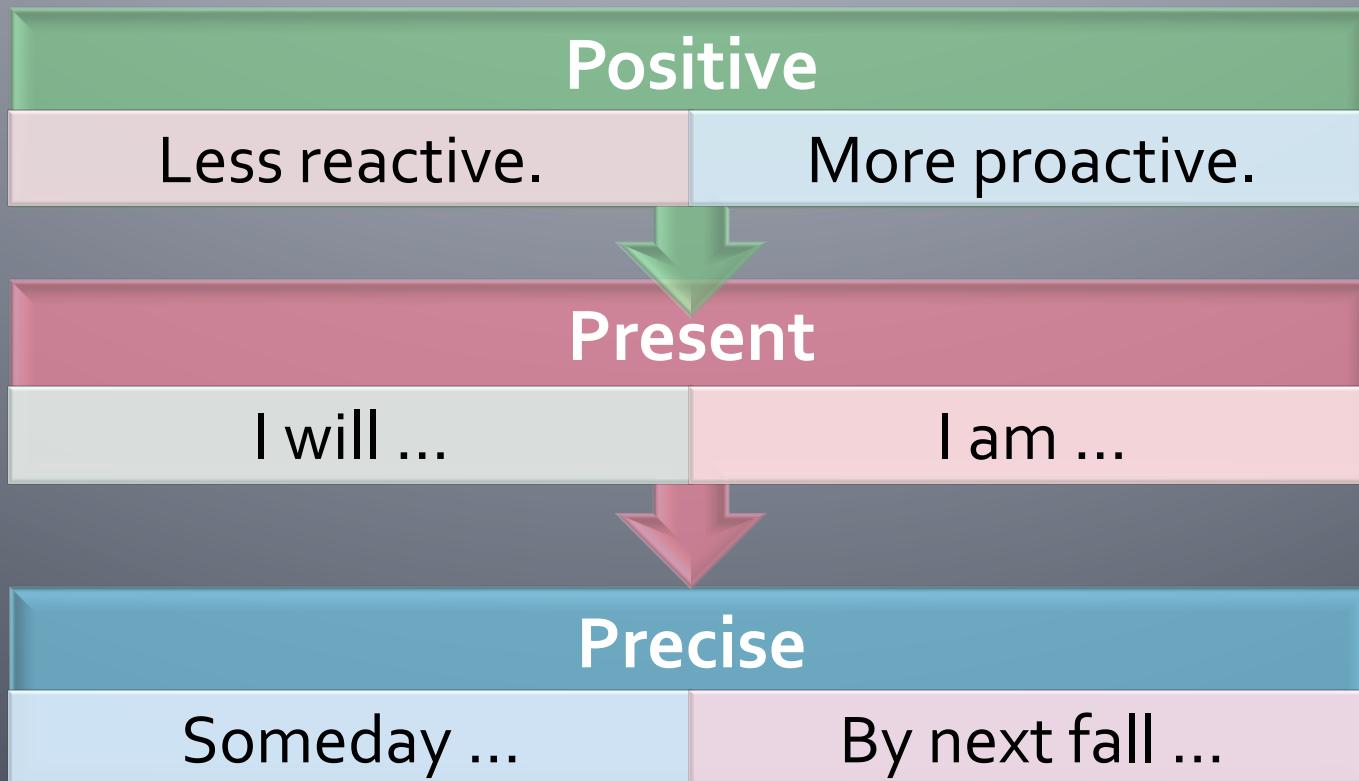
- your own core values
- philosophy of leadership
- mission and vision of the department
- constructive goal-setting

Philosophy of Leadership

- What do you hope to achieve during your term as department chair?
- Why is that goal important to you?
- What does leadership mean to you?
- How would you like others to remember your leadership?

Constructive Goals

To Create a Clear Sense of Purpose
The 3 P's



A Dream Is Just a Dream

A goal is a dream with a deadline.

Harvey Mackay

Swim With The Sharks Without Being Eaten Alive (2005) 57

Example

Typical Goal

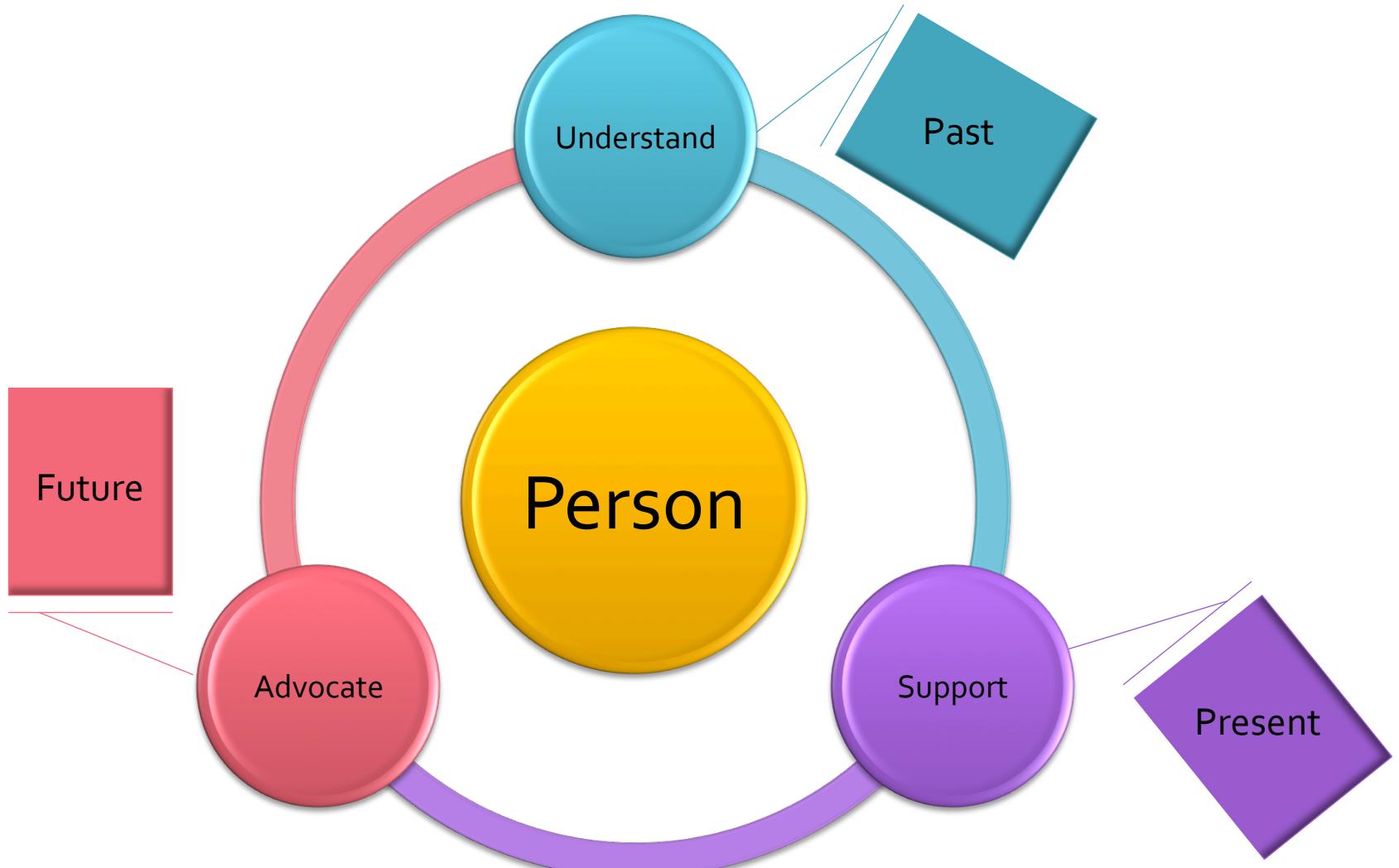
I wish our department would stop getting sidetracked by “ancient history” and minutiae at our faculty meetings.

Positive
Present
Precise

Positive Leadership

I’m preparing a more detailed agenda for today’s curriculum meeting so that we spend the greatest amount of time on our highest priorities.

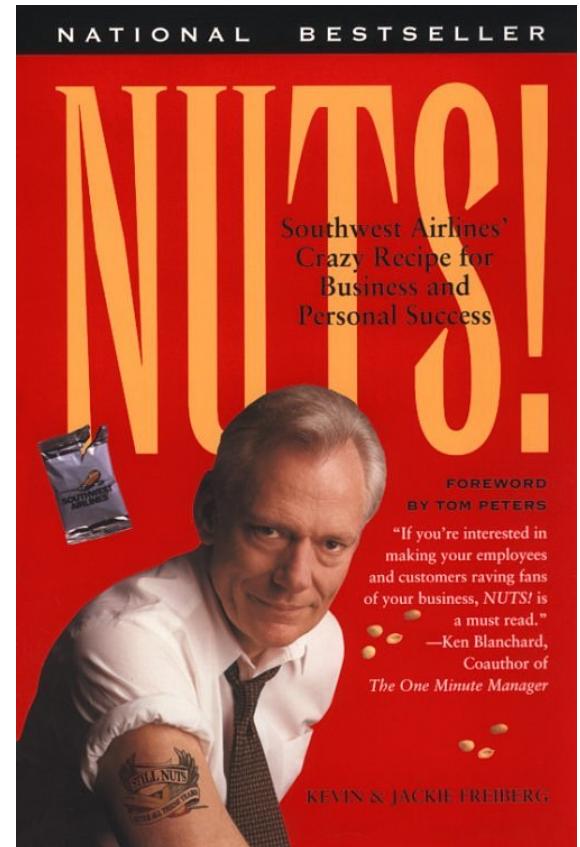
Respect



Respect

Invest in People

1. Students come second.
2. Attributes outrank surface credentials.
3. Celebration matters.
4. It's **not** just about salary.



Motivational Factors

From Carolyn Wiley. (1997). What motivates employees according to over 40 years of motivation surveys.
International Journal of Manpower. 18.3, 263.

Wiley's Findings

salary

appreciation

job security

opportunity for promotion

interesting work

Morale and Motivation

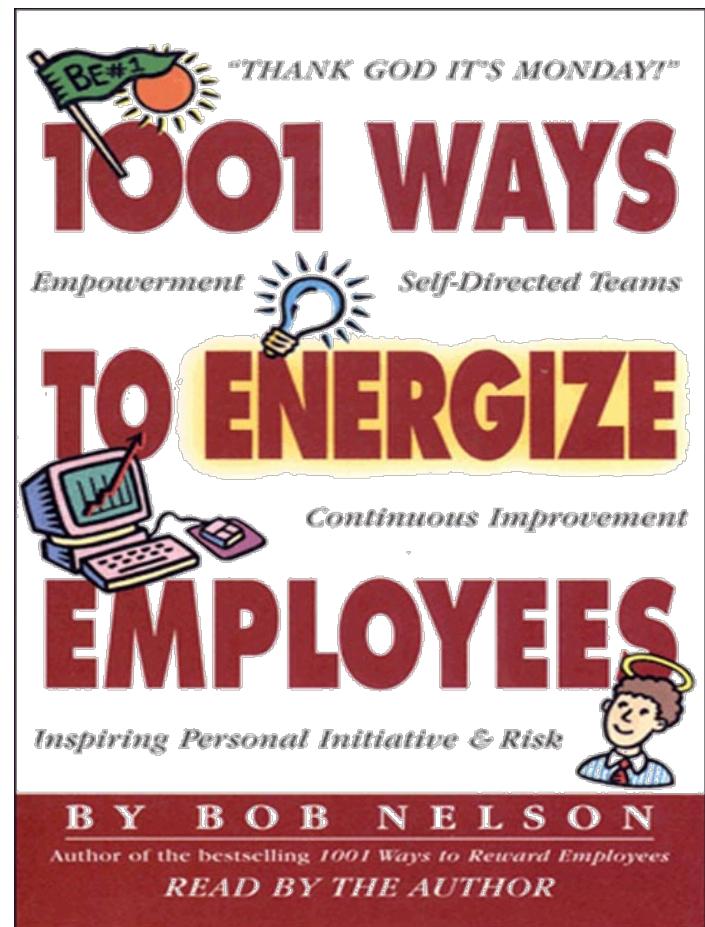
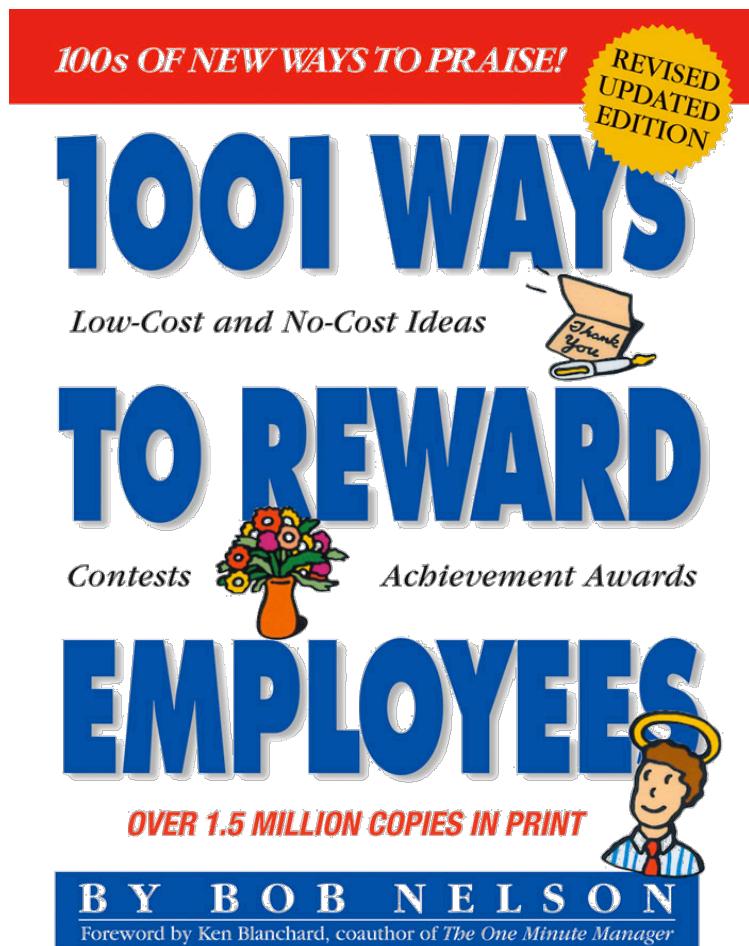
Recognition

- Intangible

Reward

- Tangible

Invest in People



The Recognition Gap

from Bob Nelson, *1001 Ways to Reward Employees* New York, NY:
Workman Publishing, 2005. p. 5

Bob Levoy, president of Success Dynamics, Inc., reports: "I've asked more than 2,500 doctors to rank on a scale of 1 to 5 (1 = never, 5 = always) the following statement: 'I let my employees know when they're doing a good job.' Their average response is 4.4. I then asked their staff members to rank this statement: 'The doctor lets me know when I'm doing a good job,' and their average response is only 1.7. This response between what doctors say they give and what employees say they get is often the underlying cause of employee resentment, diminished productivity, and turnover. This 'feedback gap' is present in almost every manager-employee relationship."

Invest in People

A Simple Way for Colleagues to Build Value in Each Other

Chair notes achievements (group and individual)



Members of the department invited to note one another's achievements



Members of the department invited to note their own achievements

Invest in People

Thanks, Praise, Recognition

Monday

- Faculty

Tuesday

- Staff

Wednesday

- Students

Thursday

- Donors

Friday

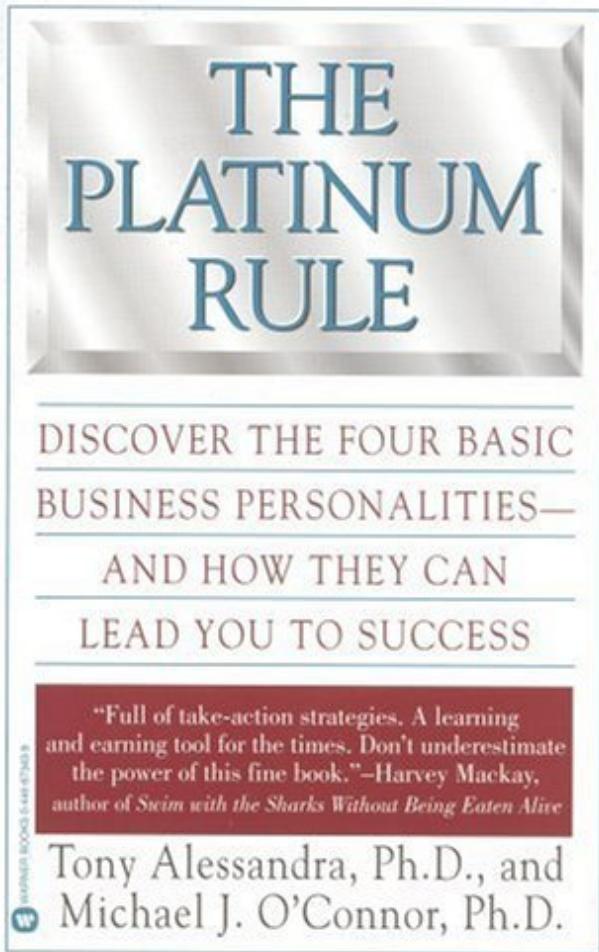
- Others

Thank a Professor

- Web form
- → Letter or Certificate
- Names monthly on web

The screenshot shows the Florida Atlantic University Honors College website. The header includes links for Contact Us, Directions, News & Events, MyFAU, FAU, and Search. The main navigation menu has categories for Future Students, Current Students, Alumni, Parents, Virtual Tour, Library, Home, and a search bar. A sidebar on the left lists Academic programs like Core and Graduation Requirements, Course offerings and schedules, Forms, Honor Code, Honors Forum, Honors Theses, Internships and Study Abroad, Majors/Concentrations, Minor Concentrations, Overview, Partnership, Pathways, Prestige Scholarships, Research Day, Student Awards, Thank a Professor, and Tutoring Hours. Other sections include Admissions, Residential Life, Financial Aid & Scholarships, Student Life, Faculty and Staff, Beyond the Campus, and Giving Opportunities. The main content area features a video thumbnail of students in a classroom and the text "Home > Academics > Thank a Professor". The "Thank a Professor" page contains fields for Instructor's name, Course Name, Semester and year; day and class time, Your concentration, Your name, Why did you enroll in this course?, Why did you choose this instructor?, Why do you want to thank this instructor?, and a "Send your thank you" button.

Appreciate Uniqueness: The Golden Rule

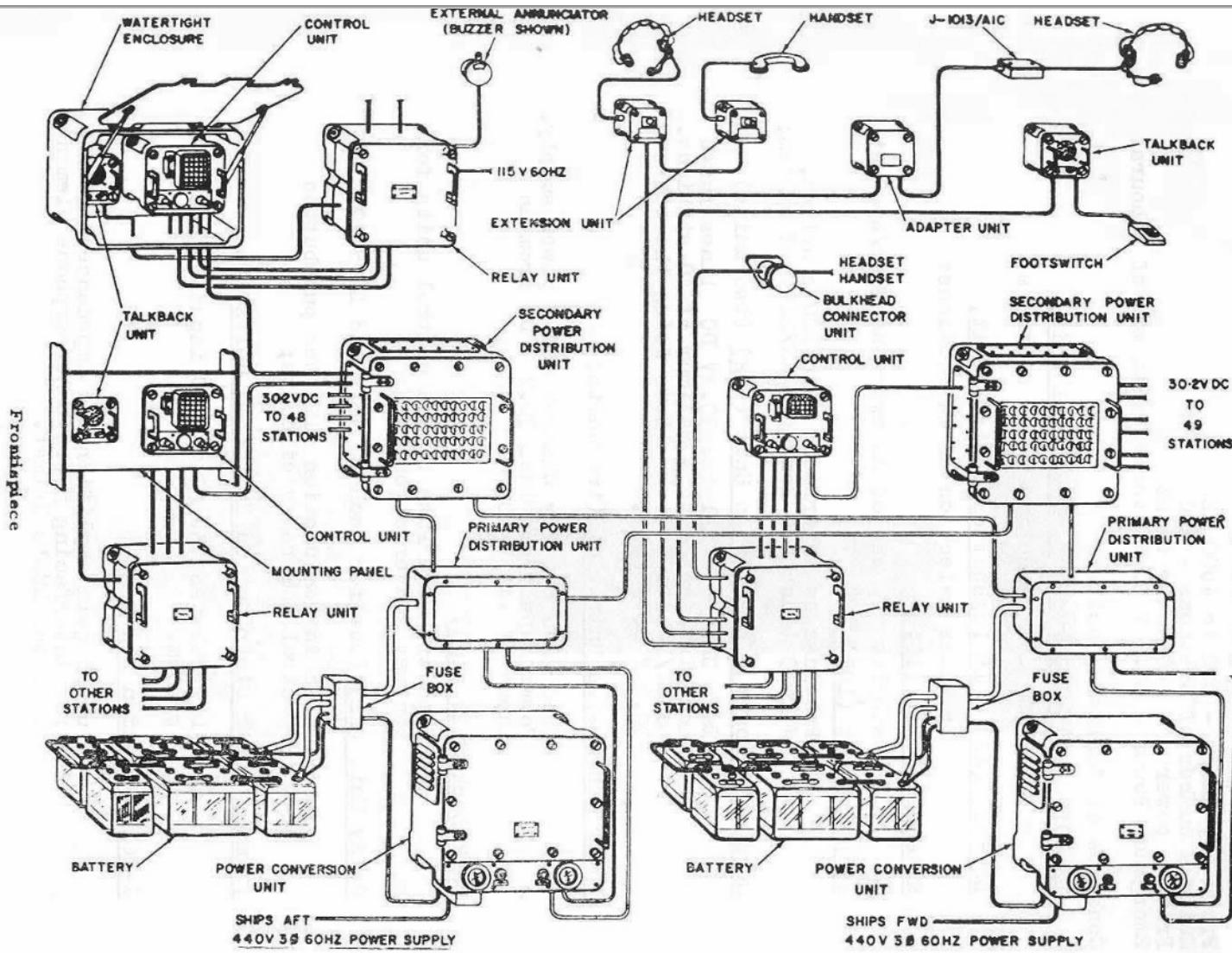


Tony
Alessandra

Appreciate Uniqueness

- Remember that a department is a system.
- Not every member of a system has to do the same thing.
 - ✓ ecosystem
 - ✓ information system
 - ✓ the body as a complex system
- The goal is rather to build an effective unit in which all components function together effectively.

Systems



Match Strengths with Needs

Mentoring Strategies

The Institution

- General policies
- Resources
- Opportunities for development
- Opportunities for evaluation
- Criteria for evaluation

The Person

- Teaching
- Research
- Service/Academic citizenship
- Political environment
- Personal issues
- Career goals

As a mentor you must have an:

ANSWER

Personnel
Matters

ANSWER

Administrative
Policy/
Procedure

ANSWER

Department or
College
Management



For these areas of responsibility:

FACULTY

Research, grants, retention, promotion, sabbatical leave, investigations, grievances, termination

PERSONNEL

Hiring, evaluation, compensation, retention, leaves of absence, discipline

DEPARTMENT

Program initiation, program review, program elimination, department meetings and governance, budget authority, contracting (supplies, events)



Managing the Process

Keep good notes

The value of notes:

- ❖ To remember what occurred
- ❖ To remember when it occurred
- ❖ To remember who was there

What should be in notes?

- ❖ Recording of issues
- ❖ Recording of agreements or decisions
- ❖ General impressions and conclusions

Should you retain your notes?

- ❖ Will they be converted to another form?
- ❖ Will you want a record?
- ❖ Would you mind if someone saw them?

- Take control of communication
 - ✓ Put communications in writing
 - ✓ Use instructional forms
 - ✓ Insist on a timely response
 - ✓ Indicate consequences
- Build a solid foundation
- Set concrete expectations and consequences
- Mean what you say
- Follow-through

Case Study: Mentoring

Two faculty members report to you. One teaches courses that, by the very nature of the material, tend to be popular, well evaluated by peers, and conducive to the student's earning high grades. The other teaches courses, that by the nature of the material, tend to be resisted by students, regarded as problematic by peers, and often result in many students receiving low grades.

Case Study: Mentoring

- What advice might you give the faculty member whose courses are difficult and resisted?
- How do you evaluate the teaching effectiveness of each professor fairly?
- What are some of the best practices that can be used to measure the effectiveness of instruction while controlling for the difficulty or popularity of the course material?

The Best Summary of Positive Academic Leadership

Verse 17 of the *Tao Te Ching*

True leaders
are hardly known to their followers.
Next after them are the leaders
the people know and admire;
after them, those they fear;
after them, those they despise.

To give no trust
is to get no trust.

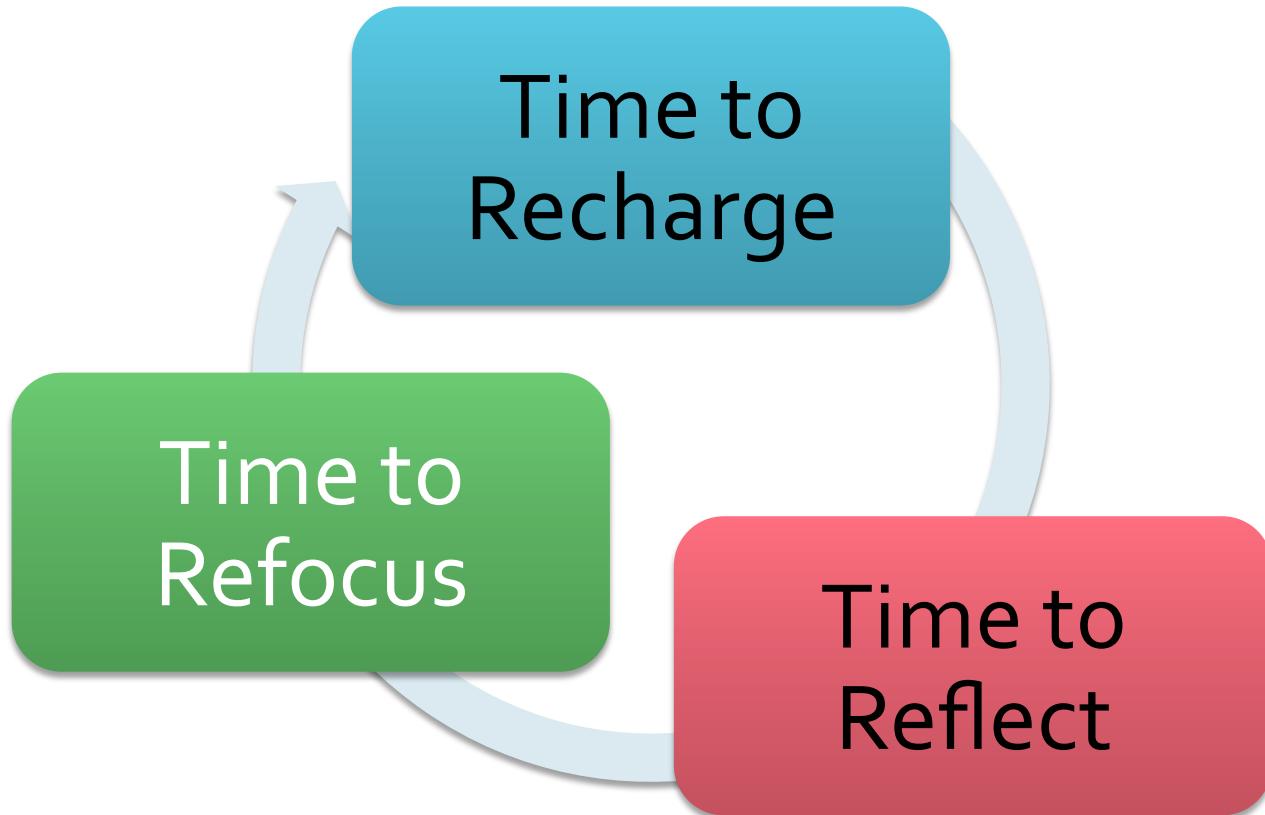
When the work's done right,
With no fuss or boasting,
Ordinary people say,
Oh, we did it.

The Academic Leader as Conductor

The conductor is the only person in the orchestra who “doesn’t make a sound. He depends for his power on his ability to make other people powerful.”

Benjamin Zander, music director of the Boston Philharmonic Orchestra, 2008 TED (Technology, Entertainment, Design) conference in Long Beach, California

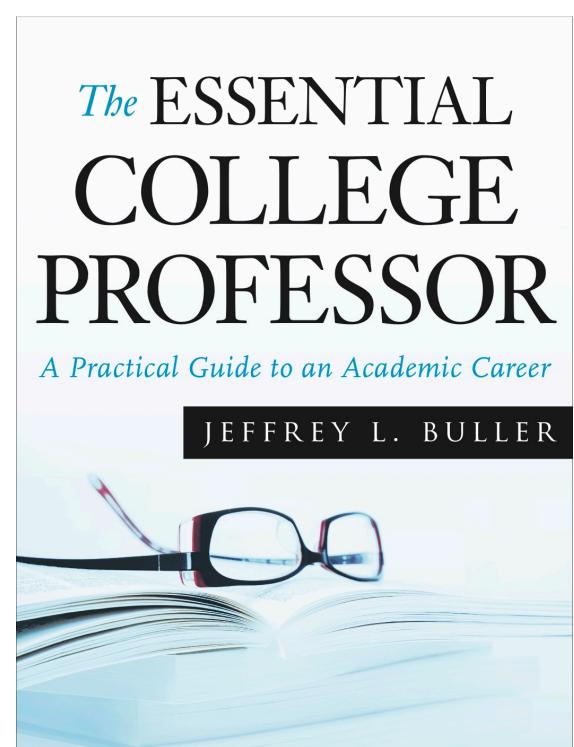
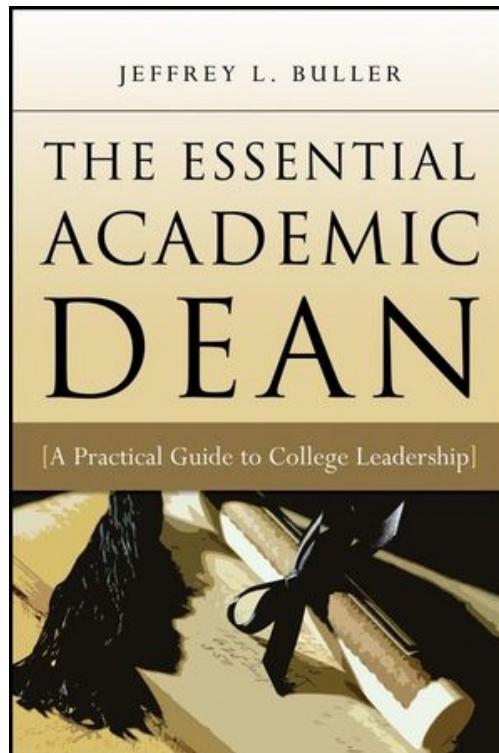
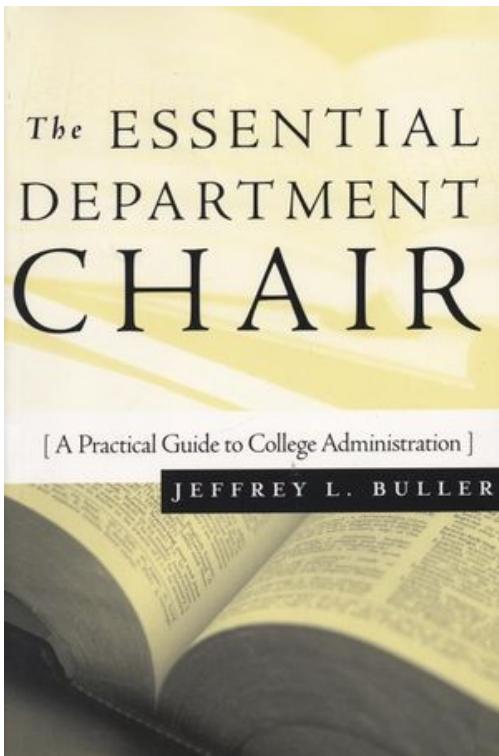
Finally Positive Leaders Invest in Themselves



Resources

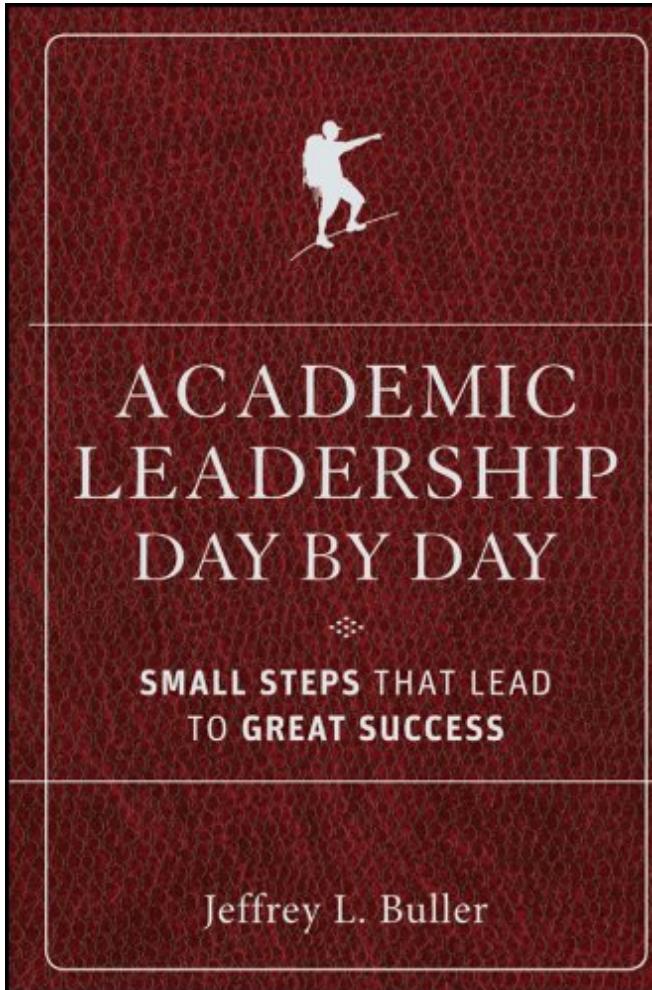
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- Lucas, A. F. (1994). *Strengthening departmental leadership: A team-building guide for chairs in colleges and universities*. San Francisco, CA: Jossey-Bass.
- Wergin, Jon F. (2003). *Departments that Work*. Bolton, MA: Anker Publishing Company.

Please Remember



All published by Jossey-Bass.

Just Released



- One idea a day
- September to May
- Focused on positive chairing

HARRIET L. WILKES

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COLLEGE**

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