

**College of Arts and Sciences**  
**New Chairs: September 9, 2009 New Chairs Training**  
**Proposed Agenda**  
**Wiegand Room, Arts and Sciences Building**

## **Agenda**

10:00-10:15 Introductions

### **Morning Session: Your Role as Chair**

10:15-10:45 Responsibility vs. authority (Steve Lee facilitator)

- The role of chair has lots of responsibility but seemingly little authority. (Faculty Handbook, Sec. 2.7) (distribute)
- Confidentiality
- The role of Chair allows you to prioritize dept. activities and efforts and allows you to advocate for issues about which *you* feel strongly
- Talk to your faculty about what you hope to achieve, and what they hope to do, too,
- Discuss openly (and reference back to this discussion throughout the year) what sort of governance style they and you want: What do they want to be consulted on? What do they want you to do, with their blessings?
- Remember 90% of your effort will be used on 10% of problems
- Balancing your Responsibilities as chair with your aspirations as a teacher/scholar
  - You can still be productive as a scholar and teacher while chair but it will require clear boundaries,
  - cooperation from your colleagues (shared responsibilities) and
  - smart planning

10:45-11:00 Exercising Authority (Kathleen Schneider as facilitator)

- Legal authority:
  - Faculty Handbook is the basis of chair authority
  - Dean's office will work with you as the rep of your department- you are the conduit between the dean & your faculty.
- Moral authority:
  - Fairness: setting a precedent vs. giving an exception,
  - Transparency: vs. privacy for personnel decisions or student information
  - Courage and candor: How to deliver tough news to a colleague within a context
  - Difficult personalities: listen respectfully without interruption; limit their time so they don't take over the meeting or your life; understand that you won't change them; try to figure out what their "view" is. (handout)

11:00-11:20 Departmental Culture (Josef Hellebrandt & Terri Peretti as facilitators)

- Unique- no two departments are the same (some examples)
- Process at times dictates/can facilitate change in culture
  - Participation of all ranks at meetings, in conversations, participation of staff at meetings, when appropriate, committees
  - Openness to comments by more junior faculty
  - Transparency in decisions & taking the time to explain
  - Mentoring by senior faculty: overt, intentional, helpful?
  - How to deal with longstanding issues: healing, nurturing aspects

11:20 -11:40 Personal Leadership Style (Facilitated by Josef Hellebrandt, Steve Lee & Terri Peretti)

- No one can dictate your own leadership style, though, so use that to your advantage
- How have previous with whom you have worked managed effectively (or ineffectively)?
- Don't underestimate the value of going door to door, or building initial consensus on issues in the department mailroom
- To Run a good meeting
  - Don't turn it into just a forum for announcements – that is better for electronic communications – email, newsletter, etc. People want to leave a meeting feeling it was worth their valuable time and required their attention and good judgment.
  - Be sure to include a chance to have serious conversations about important academic issues – curriculum improvement, pedagogical innovations, long term vision for the department, assessment to see if your methods are working.
  - Be mindful of others' communication needs and styles. Some want more meetings, others want less. Some want extended discussion (process) while others want rapid decisions (product).  
*Irrespective of his/her personal inclinations an effective chair works to honor both styles.*

11:40-12:30 Collaborating with your Dean, HR and Student Life

- Dean communication (Greg Corning as facilitator) (11:40-11:55)
  - Associate dean as point of contact, advocate, sounding board, problem solver
  - How AD assignments are determined
  - Developing that relationship can help with issues and help you find real support for your efforts
  - Can be intermediary from pressures/demands from other sources like RLCs, Honor program, new Core.

- Written protocols as source of information (web version, print version)
- Developmental feedback from department
- Mentors- Atom strongly recommends
  
- 11:55-12:10 Human Resources (Rafael Ulate as facilitator)
  - Performance Management
  - Health & Safety
  - Hiring & employee development
  - Employee relations
  - Don't put off simmering questions: in this area, it only makes the solution more difficult.
  - You have support: Rafael Ulate is the contact for these issues. Also, each school has an HR representative. Jonna Delgado for A&S, Lorraine Alabi for ECP.
  - More tomorrow!!!
  
- 12:10-12:25 Student Life (Greg Corning as facilitator)
  - Clubs
  - Issues of academic integrity (see written protocol)
  - When students seem to be suffering physically or emotionally
  - Dealing with student complaints

12:30-1:00 Lunch

**Afternoon Session: Resources: Tools for success**

1:00-1:20: Faculty Resources (Kathleen Schneider as facilitator)

- November Plans: how to read & use them;
- Scheduling
- Hiring

1:20-1:50: Staff Resources: Staff Supervision & Performance Planning (Rafael Ulate as facilitator)

- Topics won't duplicate tomorrow's presentations.

1:50-2:00 Break

2:00-2:30 Financial Resources: Budgets: power point & review of reports (Kathleen Schneider as facilitator)

- Overview of Finances at SCU
- Your responsibilities

2:30-3:00      The most important resource: Your time (This will be the subject of at least two sessions at tomorrow's chairs' retreat – work/life balance, delegation of tasks to colleagues.)

- Delegate rote tasks to admin
- Delegate tasks to other faculty – chair does not need to do first draft of every faculty evaluation, or the self study or assessment report.
- Schedule time for yourself and your family/health needs (walk time, gym time, meditation time)
- Schedule time for your research (create a culture early in your term that XX is when I am doing research).

3:00-3:30      Other Resources

- Chair Resources (the human kind):
  - Assigned Mentors
  - Your AD
  - Other chairs
  - Individual coaching (upon request) from Charlie Ambelang
  - Affirmative Action director, Debby Hirsch
  - Research support for chairs
- Chair-Friendly Internet Resources:
  - Provost's Web Site ([www.scu.edu/provost/](http://www.scu.edu/provost/), click on Policies and Procedures to find:
    - updated Faculty Handbook
    - R&T info
    - Guidelines for Program Review
    - Academic Integrity
    - Housing Assistance
  - College of Arts and Sciences Web Site ([www.scu.edu/cas](http://www.scu.edu/cas))
    - Protocol Book,
    - Chairs Timetable
  - Registrar's Web Site ([www.scu.edu/registrar](http://www.scu.edu/registrar))
    - Academic Calendar
    - Registration information
    - Academic Policies & Procedures
    - Open Seats ([www.scu.edu/courseavail](http://www.scu.edu/courseavail)) – now has more search capacity
    - 2008 Core (old core information, including the list of classes)
    - 2009 New core (new core information)
  - Drahmann Advising and Resource Center ([www.scu.edu/advising](http://www.scu.edu/advising))
    - Click on Advising Resources (on left side) to find documents to help to advise on New Core & old Core.

3:30-4:00      Questions from Chairs