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# THE DEPARTMENT CHAIR

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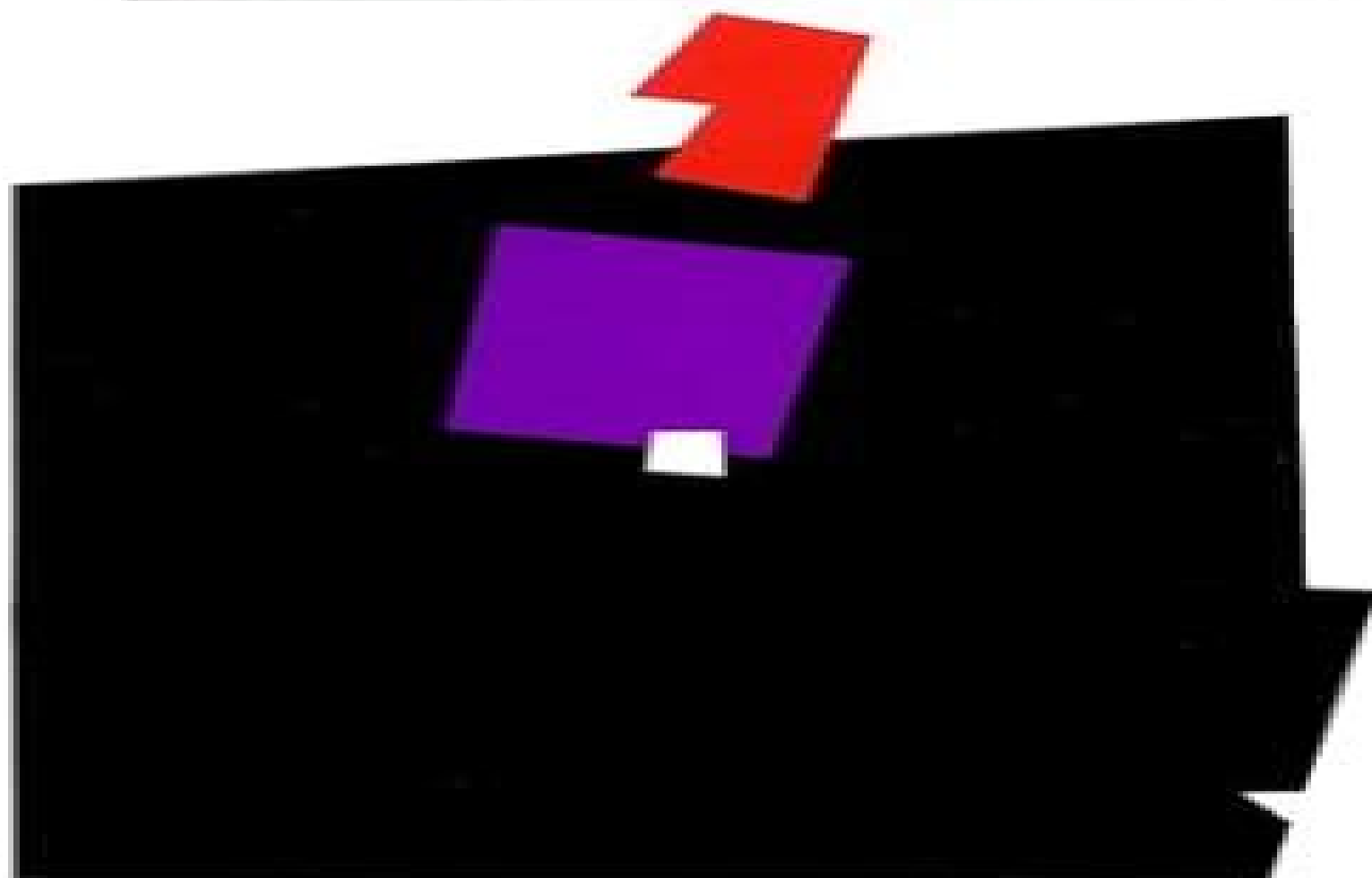
## NEW ROLES, RESPONSIBILITIES AND CHALLENGES

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ALAN T. SEAGREN, JOHN W. CRESWELL & DANIEL W. WHEELER

ASHE-ERIC HIGHER EDUCATION REPORTS — VOLUME 22, NO. 1

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# Department Chair New Roles Responsibilities And Challenges

**Susan Stavert Roper, Terrence E. Deal**



## **Department Chair New Roles Responsibilities And Challenges:**

**The Department Chair** Alan T. Seagren, John W. Creswell, Daniel W. Wheeler, 1993-02-14 This monograph explores the changing role of the academic department chair in the areas of leadership influence and faculty development The paper uses research insights to explore the situation of an academic chair who is squeezed between the demands of upper administration and the expectations of faculty staff and students Studies of the roles and responsibilities of chairs consistently show that the role is ambiguous unclear in authority and difficult to classify as faculty or administrator The tradition of faculty ownership dictates that chair leadership must emphasize empowering activities The most effective use of political influence and power understands the political forces and processes of the institution and maneuvers groups and coalitions to achieve the autonomy and control necessary to a strong department Faculty evaluation provides a chair with a powerful opportunity for developing quality In addition the chair must recognize how institutional type history and culture model of governance and discipline can influence what is expected In the coming years chairs will need a program of professional development on many fronts to acquire the skills to address the complex challenges they will face Contains over 200 references JB

**The Essentials for New Department Chairs** Carolyn Allard, 2011-10-04 As a new department chair you face many challenges chief among them that you likely received little or no formal training in academic leadership You may feel that you face these challenges alone but in fact a wealth of information and time tested techniques have been collected over the years from experienced academic administrators For the first time this booklet brings together some of the best guidance and strategies that have appeared in The Department Chair resulting in a collection that is highly relevant to a new chair's work The advice contained in these pages can help you build the skills necessary to successfully lead your department This booklet is full of practical advice that can be put to use immediately and each article is concisely written so you won't have to spend valuable time searching for a solution or technique Whether you're looking for information on how to work more effectively with your dean how to better manage your time how to conduct successful department meetings or how to best facilitate change this booklet will help it covers all these topics and more from the basics to the specifics This booklet is structured to provide guidance in four critical areas chair as leader getting started managing conflict and helping faculty and students thrive The articles were selected to provide you with timely comprehensive information They detail effective practice and represent the best most innovative thinking on topics and situations you will regularly encounter This essential resource will become your personal guide as you navigate the responsibilities of your new role as department chair

**The Essential Academic Dean** Jeffrey L. Buller, 2007-11-09 The role of an academic dean is extremely complex involving budgeting community relations personnel decisions managing a large enterprise mastering numerous details fundraising and guiding a school or college toward a compelling vision for the future But no academic dean can quickly master all of the intricacies involved in this challenging position For instance how do you build support for a shared vision of

your unit's future How do you interact effectively with all of the different internal and external constituencies that a dean must serve How do you set, supervise and implement a budget How do you handle the volume of documents that cross your desk How do you fire someone ask a chair to step down respond to a reporter on the telephone and settle disputes about intellectual property rights How do you know when it's time to consider leaving your current position for another opportunity The Essential Academic Dean is about the how of academic leadership Based on a series of workshops given by the author on college administration and management each topic deals concisely with the most important information deans need at their fingertips when faced with a particular challenge or opportunity Written both as a comprehensive guide to the academic deanship and as a ready reference to be consulted when needed this book emphasizes proven solutions over untested theories and stresses what deans need to know now in order to be most successful as academic leaders

**The Department Chair's Role in Developing New Faculty Into Teachers and Scholars** Estela Mara Benisimon, Kelly Ward, Karla Sanders, 2000-05-15 With the ranks of new incoming faculty likely to swell in coming years hiring new tenure track instructors and seeing them through to tenure is a department chair's responsibility that carries significant departmental and institutional consequences The Department Chair's Role in Developing New Faculty into Teachers and Scholars is designed to help chairs with the three critical stages of new faculty socialization recruitment and hiring developing faculty in the first year evaluating new faculty performance The authors offer concrete advice and activities model real life situations and provide examples of letters checklists and orientations that can be adapted to individual contexts This book provides the tools chairs need to adapt habit and intuition into effective management practices The authors' advice will help new faculty succeed in their goals of teaching research and service and their new institutions while ensuring department chairs achieve the mission and objective of their own units and the campus and college as a whole

**Innovations in Public Leadership Development** Ricardo S. Morse, Terry F. Buss, 2014-12-18 This is the best single source guide to leadership development in the public sector It offers a wealth of advice for teachers students trainers human resource officers and established leaders The all original chapters include discussions of leadership frameworks competencies for public leaders for the new governance and strategies for senior leaders in government The book's wide ranging coverage includes in depth discussions of specific approaches to learning methods such as action learning and social artistry as well as presentations of leader development models such as transformational stewardship and global leadership The contributors present experiences from real world leadership development programs and the book situates leader development within the current trends of networks collaboration and boundary crossing work in the public sector

**Peak Performance for Deans and Chairs** Susan Stavert Roper, Terrence E. Deal, 2010-01-16 Deans and chairs like other leaders everywhere often rely on narrow views of their organizations that capture only part of the real picture As a result they miss out on a rich array of options available to them Peak Performance for Deans and Chairs molds deans and chairs into better leaders by teaching them a new way of thinking

about their universities colleges and departments Reframing is the ability to examine a situation through multiple lenses which not only enhances understanding of challenges leaders face but also suggests strategies for moving forward Entertaining and realistic scenarios show deans and chairs grappling with common problems as they attempt to implement change manage the faculty deal with budget cuts and win over the higher ups Some leaders are successful others fail This book analyzes the behavior of chairs and deans through the political structural human resources and symbolic frames Lessons learned from the negative as well as the positive scenarios are highlighted enabling deans and chairs to easily adapt them to their own situations The book is the result of a combined effort by a veteran university administrator with many years in the roles of dean and chair and by an internationally known expert on leadership Together they have produced a rare volume that is as strong in its practical application as it is in its theoretical foundation The fact that it is also engaging and a fast read should put it on the top of deans and chairs must read lists *The Construction of Situated Identities of Department Chairs* Karin Christina Rade,2005

**Providing Useful Information for Deans and Department Chairs** Mary K. Kinnick,1994 The major purpose of this volume of New Directions for Institutional Research is to increase the attention institutional researchers give to the information needs of deans and department chairs Higher education in the United States is in the midst of a major transformation This process will reshape and reposition in fundamental ways higher education s role in the society Deans and department chairs are pivotal change agents in this process To survive indeed to thrive postsecondary education institutions must become more learner centered and must redefine the nature and balance of valued faculty work Institutional researchers can provide useful information to deans and chairs that will help them to understand changing student needs to facilitate and assess student learning to assess and understand faculty culture and to redefine assign and assess faculty work This is the 84th issue of the quarterly journal New Directions for Institutional Research For more information on the series please see the Journals and Periodicals page [The Life Cycle of a Department Chair](#) John H. Schuh,2004-07-08 This monograph identifies examines and analyzes selected issues related to the career development of the department chair with a special focus on how colleges and universities can assist faculty in preparing themselves for this role and how chairs can be supported during their term of service Chapters examine how chairs can continue to develop their skills while serving in this leadership role and how they can prepare themselves for academic life after they conclude their administrative duties as chair This is the 126th issue of the Jossey Bass quarterly report series New Directions for Higher Education

**The Academic Chair's Handbook** Daniel W. Wheeler,2008-04-18 The Academic Chair s Handbook Every aspiring new and experienced chairperson will benefit from this rich resource of many integrated and well tested strategies that foster faculty development and their own development Larry A Braskamp professor emeritus Loyola University Chicago This second edition of The Academic Chair s Handbook provides an updated comprehensive and practical guide for academic department chairs and division heads at both two and four year institutions This essential resource

includes new material on a variety of topics such as technology funding and resources departmental climate and quality assessment and accreditation and describes several strategies department chairs can use to build a positive work environment that fosters professional growth of both faculty and chairs The book s self assessment inventory can help determine which strategy is most appropriate for a particular situation While the strategies are upbeat positive and developmental they clearly address the often harsh political realities involved in chairing academic departments

**Resources in Education** ,1994      **Chairing an Academic Department** Walter H. Gmelch,Val D. Miskin,1995-08-25

You have just been selected to chair your department Now a thousand questions and challenges await you How do you recruit new qualified faculty How do you balance your time between managing a department and pursuing your own academic research How do you allocate department resources How do you prepare the budget The answer to these and other vital questions confronting chairs of academic departments are clearly answered in this practical volume Authors Walter Gmelch and Val Miskin describe all the basic tools necessary to being an effective academic chair From recruiting and developing strong faculty to juggling the dual role of manager and scholar this book covers every aspect of chairing an academic department      *A Short Course on Management and Leadership Skills for Geoscience Department Chairs and*

*Institute Directors* Sheila M. Moore,2001      Communication Strategies for Managing Conflict Mary Lou

Higgerson,2016-02-22 The conflict management guide academic leaders have been searching for Communication Strategies for Managing Conflict gives academic leaders the tools and insight they need to effectively manage conflict affiliated with leading change and problematic faculty performance Using case studies that bring typical issues to light this book guides you through difficult situations with strategies and analyses of key issues variables and options The real life examples show you effective conflict management at work and provide direct application to your own tricky leadership situations You ll learn how to deal with difficult people how to have difficult conversations and how to successfully manage change in the face of departmental resistance Written by an experienced academic leader consultant and writer this practical guide provides the leadership training academics wish they already had Successful conflict management is essential not just to departments but to the entire institution Senior leaders faculty and students all rely on you to smooth the change process and keep the department running smoothly This book gives you a foundation in the critical skills for managing conflict when leading change and managing problem performance and the insight to apply them appropriately Communicate more effectively with students parents and faculty Navigate difficult conversations with tenured faculty more successfully Lead change more effectively Mentor and manage problem performance more effectively Keep faculty performing well and focused on the right priorities Most academic leaders come into their position reluctantly with little or no preparation for the role receive very little training or coaching and are thus not equipped to manage conflict when it arises Communication Strategies for Managing Conflict is a lively readable and practical guide that will prove useful in the most difficult and common

departmental situations      *A.C.U. Bulletin of Current Documentation* ,1992      Analyzing Faculty Workload Jon F. Wergin,1994 The question being asked with increasing regularity is Just what do faculty members do Studies of faculty workload have been commissioned in state after state Taken together the studies indicate that college faculty members are working harder than ever but are probably teaching less and are almost certainly having less contact with students particularly undergraduates This volume of *New Directions for Institutional Research* explores how the public discourse about faculty work might be improved and suggests how colleges and universities might document that work in a fashion that not only more faithfully describes what faculty do but also allows for reports that are more comprehensive and useful This is the 83rd issue of the quarterly journal *New Directions for Institutional Research* For more information on the series please see the Journals and Periodicals page      The Changing Nature of the Academic Deanship Mimi Wolverton,2001-04-19 Who are academic deans and what do they do What challenges do they face and what strategies do they use to meet these challenges What can universities do to help them become more effective Newly appointed academic deans often find themselves in key leadership roles with strained fiscal resources external accountability pressures dizzying technology and system demands and a rapidly shifting student demographic Previous training and experience as faculty is often not enough to prepare academic deans for surmounting these challenges Authors Mimi Wolverton Walter H Gmelch Joni Montex and Charles T Neils draw from their own experiences in higher education and their research at the Center for Academic Leadership at Washington State University to examine the evolving role of the academic dean and the profound external changes which are affecting the nature of deanship They present six specific strategies to meet the persistent challenges in funding diversity issues legal concerns technology demands ethical practices and achieving the balance between the personal and professional They also address the university's role in furthering the leadership abilities of its academic deans and examine successful practices in selection socialization development and evaluation Offering an effective strategy that moves deans as managers of day to day operations to deans as leaders of a dynamic environment this book is a valuable resource for academic deans at any stage of their career      **The Essential Department Chair** Jeffrey L. Buller,2011-12-01 **THE ESSENTIAL DEPARTMENT CHAIR** This second edition of the informative and influential *The Essential Department Chair* offers academic chairs and department heads the information they need to excel in their roles This book is about the how of academic administration for instance how do you cultivate a potential donor for much needed departmental resources How do you persuade your department members to work together more harmoniously How do you keep the people who report to you motivated and capable of seeing the big picture Thoroughly revised updated and expanded this classic resource covers a broad spectrum of timely topics and is now truly more than a guide it's a much needed desk reference that tells you everything you need to know to be a department chair *The Essential Department Chair* contains information on topics such as essentials of creating a strategic plan developing and overseeing a budget key elements of fundraising preparing for the

role of chair meeting the challenges of mentoring to increase productivity and creating a more collegial atmosphere The book also explores the chair s role in the search process shows how to conduct a successful interview and what to do when it s time to let someone go And the author includes suggestions for the best practices to adopt when doing an evaluation or assessment The Essential Department Chair Second Edition contains a wealth of new realistic case studies to equip leaders in this pivotal position to excel in departmental and institutional life

**An Application of Individualized Leadership Theory to Higher Education Department Heads** Jane Alyce Kaczowski Carlson,2001      **Perceptions of the Mind-body Relationship in Higher Education** Kenneth Richard Aldrich,1997



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