

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

Attendees

First Year Chairs

English	Terry Beers & Eileen Elrod
Counseling Psychology	Teri Quatman
Modern Languages/Lits.	Catherine Montfort
Physics	John Birmingham

Second Year Chairs

Biology	Janice Edgerly-Rooks
Education	Janice Chavez
Ethnic Studies	James Lai
Math/Computer Sci.	Dennis Smolarski, S.J.
Music	Nancy Wait-Kromm
Theatre & Dance	Barbara Murray

Deans

Greg Corning, Josef Hellebrandt, Steve Lee, Terri Peretti, Kathleen Schneider, Rafael Ulate, Atom Yee

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 some tasks to administrative assistant
- 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/), 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)
 - Protocol Book,
 - Chairs Timetable
- Registrar's Web Site (www.scu.edu/registrar)
 - Academic Calendar
 - Registration information
 - Academic Policies & Procedures
 - Open Seats (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)
 - 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