The Chair & Director Leadership Development Program

Purpose
Our University’s strategic plan Vision 2020 sets new performance standards where innovation drives relevance, connectivity and productivity. To achieve this shared vision, our faculty and staff will need to know what is expected of them at every stage of their careers, how they can meet those expectations, and how they can continue to learn and grow in a trusting, inclusive, creative and respectful work environment. We also will need every academic unit to align their work with University goals, enhance revenue and reduce costs. The leadership provided by our chairs and directors will be critically important to this work and these academic leaders will need access to good information and ongoing support to effectively do their jobs. The Chair & Director Leadership Development Program will provide this information and support.

Goals
To provide a yearlong leadership development program for chairs and directors to help them successfully confront the strategic issues and everyday challenges of running academic departments. This program will address issues such as faculty recruitment, retention, promotion and tenure; course scheduling, budgeting, conflict management and disciplinary actions; succession planning, legal and ethical issues, community and alumni relations; revenue enhancement strategies and strategic planning.

The academic year will kick-off with a one-day orientation and refresher course for new and returning chairs and directors and will continue with monthly sessions on key topics. These sessions will include presentations by content area experts from within our University community and peer-to-peer learning through case studies, interactive vignettes and Q&A sessions. Online components will provide relevant readings, ready reference to key documents and forms and examples of best practices.

Assessment
Data will be collected and analyzed throughout the first year to assess both the perceived value of the program through evaluations and surveys, and objective results (e.g. progress on metrics, evidence of budgetary effectiveness and appropriate resolution of grievances/disciplinary actions). Timely and ongoing adjustments will be made to respond to perceived gaps and emerging issues.

Schedule of Programs
Full-Day Orientation and Refresher/Briefing (August 2013)
- Working with deans and administration
- Connecting the community to college’s programs
- Administrative procedures to understand / documents to understand
- Faculty development
- Legal and ethical issues
- Panel discussion by veteran chairs & directors

Monthly Seminars (90 minutes – all chairs & directors welcome)
October 2013 Faculty Recruitment and Development
- Faculty searches / Special support for new faculty
- International scholars and immigration
Providing leadership for faculty promotion
  ▪ Supporting research/ Aligning teaching and service
  ▪ Candid, specific and constructive feedback
  ▪ Faculty Improvement Program

November 2013 Courses, Curricula, and Scheduling: Mechanics and Economics
  • Course approval/online courses
  • Faculty load/part-time faculty
  • Retirement and succession planning

December 2013 Working with Deans and Administration
  • Rules of the road – chain of command, shared governance
  • Identifying and emphasizing common goals
  • Communicating openly to test assumptions and beliefs
  • Understanding mutual influence and shared expectations

January 2014 Budgets
  • Role of chairs and directors and steps in the budget process
  • Working with administration
  • Managing restricted and unrestricted funds
  • Analyzing budget flexibility and savings opportunities

February 2014 Retention, Promotion and Tenure
  • Meetings with RTP committees
  • Guidelines for faculty annual review
  • Examples of successful RTP files
  • Faculty activity reporting

March 2014 Dealing with Difficult Situations
  • Building a community of colleagues
    ▪ Aligning individual and group goals
    ▪ Building trust
    ▪ Importance of traditions and other symbolic elements
  • Conflict Management
    ▪ Harassment, bullying, discrimination
    ▪ Formal and informal processes

April 2014 Building Community Connections
  • Revenue enhancement
  • Alumni relations and development
  • External communications
  • Tips from other chairs & directors and deans

June 2014 Check-In with the Provost: Vision 2020 (Review and Reset)