

Hi. My name is Annette Finley-Croswhite, and I am going to talk to you today about departmental leadership, particularly the administrative aspects of being chair of the department. Being a chair is a multifaceted and exciting job. You represent the department to the University, highlighting the strengths of the department to the Dean, Provost, and President. You represent your discipline, your departmental goals, and your department's faculty. You represent your colleagues. You take care of bureaucratic issues so that your colleagues can more easily get on with what they do best -- research and teaching. You must be attentive to your faculty members needs and give them the space to pursue their own academic goals. You have to run an office and hire and evaluate staff while you're also hiring and evaluating faculty members.

Please allow me to give you some words of advice. I think the best thing I could recommend is that you know your deadlines. As long as you know the deadlines, you don't have to resort to crisis management when you get an e-mail from the Dean and you realize that something needs to be done. On the ODU website, there is a department chair orientation calendar -- in fact, you can go to the university's own search engine and search for department chair orientation and you'll get that calendar.

It's full of all kinds of helpful information. I also want to give you some advice, because being a new chair, it's often good to know who's working in other offices-- in admissions, in financing, in the registrar's office, and in alumni relations. Stroll on over to those offices, and let them know who you are, and make sure you get their cards -- so you know who to call when you have a problem.

Here is the department chair calendar. It's extraordinarily helpful. It goes month by month, and tells you what things are due -- things like evaluations and scheduling dates that you'll need to know when you're developing your academic courses -- and when those courses for the next semester have to be scheduled. It also tells you when to submit pre-tenure, tenure, and promotion evaluations.

You're also going to be managing people as department chair. You'll have departmental goals, and I suggest you work with the Department Advisory Council to help you develop those goals. That way, you won't seem too autocratic. It can also help you to get the pulse of the department. You need to focus on issues as chair and not on personalities. You need to learn to use meetings productively. Take time to talk to each of your faculty members individually. Compliment faculty work and achievement.

When you're managing people, you want to be attentive and supportive. You need to remember to consider their fears and apprehensions. Often, we forget how stressful it must be to be an untenured faculty member. You want to mentor your entire faculty, know when research leads are possible and encourage them, and know that at times you may have to mediate problems between faculty members. If you need help with those particular issues, you can always consult the Offices of Human Resources and Equal Opportunity. They have staff members trained to help with mediation issues.

Your department will probably hire new faculty while you are chair. You should go to the EEOC website and look at the resources that are available on the website for the recruitment of new faculty. There are forms that you'll need to use as part of the recruitment process, and you can find them at the website address listed on the slide. EEOC also requires that departmental chairs and search committees go through search committee training. This is a seminar that helps explain the forms used in the process of recruitment. These sessions can be arranged through the office of EEOC. Here's the website -- it's only a quick view of the website, but it shows where you will find forms. Those forms will be extraordinarily helpful to you in the recruitment process.

In terms of mentoring faculty and adjuncts, you have to remember that new faculty and adjuncts often have no idea what the expectations are. New faculty will be expected (sooner or later) to begin advising students and they'll need to know about the advising processes. They'll need to read the catalog. You'll need to sit down and talk to them about a variety of things related to the department. Adjuncts will need to know your department's expectations for classroom performance and how they will be evaluated. I suggest orientation sessions with both groups.

You also need to serve as a role model or coach when it comes to faculty leadership, and when you're thinking about mentoring. You will be mentoring your faculty, but hopefully you'll also be encouraging your senior faculty to be mentoring your junior faculty. You'll want to talk to your faculty members about their personal goals. You'll want to reward publications. You want to showcase your faculty research and teaching achievements whenever possible, and you'll want to be thinking about ways that you could really reward and promote faculty for their hard work.

When it comes to mentoring, you want to encourage the use of faculty development resources. The Office of Research offers a number of grant programs (such as the Faculty Summer Fellowship). If you visit the Office of Research website (the address is on the slide), look under "Services" and you'll find many programs that will encourage research productivity. You want to encourage faculty members to seek internal funding as a way of developing seed monies to eventually earn external funding. You'll want to encourage external funding whenever possible, and finally you'll want to encourage the application of both conventional and more innovative teaching techniques. Encourage faculty to pursue Faculty Development Grants and Faculty Innovator Grants offered by Old Dominion University.

You will also want to lead faculty and adjuncts. You'll be assigning their responsibilities: the committee work they're doing, their teaching load, and other responsibilities. Since you're assigning teachload, you'll need to acquaint yourself with each faculty teachload, because not everyone in the department is going to have the same load.

You'll also be administering merit and salary. That means that, each year, your Dean will provide you with information about salary increases, but you will need to develop a formula to reward faculty for research, teaching, and service. You will be writing their reappointment letters every year, as well as the letters that will inform them about their raises.

Make sure that your faculty members understand your expectations as well as the expectations of the Dean and the University. Be equitable in distributing faculty resources, such as travel monies. Retain faculty and adjuncts. Find ways to retain them. The university spends a lot of money on searches, so you want to figure out ways of meeting their needs so that you can retain them.

Establish a professional development path for each faculty member, and use the annual reappointment letters to clarify and explain expectations. You will also want to stimulate research and publications. This involves celebrating publications as a department. All publications bring renown to the university and all faculty members should be supportive of each other.

Provide counseling. Many faculty members will need your advice. Expect problems; you can't make everyone happy (and many times being chair means that you won't make everyone happy) but you can also be a calming influence when problems arise. Mediate when you have to.

Part of faculty leadership involves providing feedback. Here we pursue portfolio review; it's an excellent way to provide feedback for faculty and adjuncts.

You'll be conducting annual evaluations, as we said. That's another way of promoting feedback. You'll guide faculty members through the tenure and promotion processes, and you'll need to have frequent meetings with untenured faculty to keep them on track and to allay any fears they may have about tenure. You will also be hiring staff and you'll be leading your staff, so you'll need to know about the Office of Human Resources. They offer the website you see here on the slide, and they offer forms that will help you evaluate your staff on an annual basis. The process you're going to use to evaluate your staff is called PAPERS. The website is very good; it helps to explain how to use PAPERS and explains how to evaluate your faculty online. Once you master the process, you'll find it's very effective and easy to use.

There are also forms and information on the Office of Human Resources website about hiring staff.

As chair, you'll supervise office personnel, and if you don't do this well, faculty members will complain. You'll need to keep track of when staff members report to work and when they take leave.

You'll need to have staff meetings and to have goals for your staff as well as for faculty. You'll need to plan weekly or bimonthly staff meetings. You'll also probably have student workers and you'll need to either train them or train your administrative assistant to oversee student workers.

You'll need to advise heads of other departments or other administrative units as needed about your department's affairs, and you'll also need to assist in staffing interdisciplinary courses and new curricular offerings.

Finally, there's a great website that I'd like to recommend to you that I've used myself and found to be quite helpful. The American Council on Education is essentially "the voice on higher education." They have offices in Washington, DC, and they provide resources to people in the field of higher education. They have a Department Chair Online Resource Center. It's extraordinarily helpful, and I suggest that you take a look at it. I think you'll find it helpful, as well.

Finally, I want to give you some final words of advice. My final words to you would be to keep excellent and unimpeachable records, and to maintain well-organized files. When something comes to your attention, put it in a file. (That's really a great piece of advice.) Always keep appointments. Be fair and honest. And ask for help when you need it.

I want to thank you for listening today, and I hope you will enjoy the job of department chair as much as I have.