

Leading as a Department Chair

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Chairs are faculty administrators

- Dual role
- Technically part of the administration
- Have some supervisory roles for department faculty
- The moral leader of the department
- Overlapping leadership and administrative functions

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Some key functions of the chair

- Running department meetings
- Running academic personnel review
- Scheduling classes
- Fostering a healthy and inclusive climate
- Ensuring mentoring of new faculty
- Overseeing searches and ensuring inclusive hiring
- Department budget and staff management
- Faculty supervision/management

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Running department meetings

- Set the agenda
- Set the tone, maintain the tone
 - Bystander intervention
- Run inclusive meetings, hear all voices
- Family-friendly scheduling

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Running academic personnel review

- In the UC system, the department letter provides the initial framing, which has a lot of influence over the rest of the process
- Consistency – within the department and across campus
- Evaluation, not advocacy
- Each of research, teaching, and service are important
 - Quality of research, not just where it is published or what the topic is
 - Value interdisciplinary research
 - Recognize innovations in teaching and assessment, contributions to equity
 - Caution of bias in student evaluations
 - Try to recognize hidden labor of underrepresented groups

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Scheduling classes

- One of the few areas of clear purview
- Aim for equitable assignments
- Family-friendly scheduling
- Protect new hires from large classes, multiple preps

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Fostering a healthy and inclusive climate

- Lead by example
- Culture of respect for each other
- Encourage people to talk to you about issues
- Active intervention
- Be attentive to the climate for students and staff
- Ask for help when needed

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Ensuring mentoring of new faculty

- New faculty should be provided a mentor in the department and a mentor outside the department
- The chair should make sure the unwritten rules get explained
- Introduce new faculty to staff
- Be attentive to climate issues for new faculty

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Overseeing searches, ensuring inclusive hiring

- Chair sets the tone for the search process and department meetings
- Whole department benefits from training on fair and inclusive hiring
- Take steps to avoid impact of implicit bias
- Value contributions to diversity
- Advancing Faculty Diversity project

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Department budget and staff management

- Work with department manager to oversee department budget
- May supervise the department manager
- Staff human resources policy is completely different from academic HR policy
- Take advantage of staff supervision training opportunities
- Remember to support your staff and support their growth

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Faculty supervision/management

- Chairs are the first line for performance management of faculty
- May need to help faculty address issues arising from their personnel reviews
- May need to intervene in complaints against faculty (from students, staff, or other faculty)
- If a faculty member creates a climate issue, chair should take action
 - Ask for help if it is needed