Leadership and Fundraising: A Workshop for Department Chairs and Senior Faculty Interested in Department Leadership

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The goals for today:

• Provide some inspiration for taking on leadership roles in the university
• Introduce a few suggestions for successful academic leadership
• Provide specific examples of strategies for leading, managing, and development

Why do you want to be department head or chair?

• Few academics get a Ph.D. looking to go into administration, most likely because we would be terrible at it. I took a Myers-Briggs test back when I was an assistant professor, in the 1980s, and have never forgotten the result: “Dear INTJ: You are poorly suited for management.” But there was a footnote: “Unless you are a university professor. You may be qualified for academic management because your colleagues are worse.”

From Michael C. Munger, Chronicle of Higher Education, September, 2012
So what is a Department Head/Chair?

• A department chair or head is the person charged with administering an academic department
• The department chair serves as the crucial link between the administration and faculty.
• The department head/chair makes recommendations for pay raises, promotion, tenure, teaching assignments and allocation of resources
• Differences between head and chair
  – Chair – often from within department, sometimes rotating, sometimes shorter term (3-5 years)
  – Head – external search, not rotating, multiple longer terms
  – Both appointed by the Dean, both need input from the faculty, both are still on the faculty

There are many roles that a department head assumes.

• Leader
• Manager
• Faculty developer
• Fund raiser
• Scholar (teacher and researcher)
• Spokesperson
• Agent of change
• Counselor

Here is what people will say when you tell them you are or would like to be a department head or chair:

– Thankless
– Toughest job in the university
– Most important, least appreciated job in the university
– Going to the dark side
– You’ll lose friends (it’s lonely at the top)
So, again, why would you want to be a department head/chair?

- Chairs have the ability to influence the department’s climate and culture.
- Chairs have the opportunity to shape the future of the department.
- A chair has the ability to set the tone and re-invigorate an unmotivated, fractious or stagnant department.
- No other leadership role within the academy has as much direct impact on the quality and future of the institution as a department chair.


What sort of training do most faculty undergo to take on this tough job?

- From Robert Cipriano and Richard Riccardi (2010),
  - 80.7 percent of the department chairs who responded to a survey had absolutely no formal training in their administrative responsibilities.
  - 96.2 percent had not been exposed to best practices in departmental administration during their academic course work.
- Jeff Buller, The Essential Department Chair (2006)
  - Most department chairs establish a reputation as teachers and researchers, are given an administrative position that usually has absolutely nothing to do with their formal credentials, and only then begin to seek training in the administrative work that is now a significant part of their daily responsibilities.

The average number of years that a department chair holds that position is 6.

- The first year has a steep learning curve.
  - So have few years to learn the job and make a difference.
- A few resources:
  - Departments Heads/Chairs conferences through professional organizations (ASCE, ASME, etc.)
  - Other department heads
There are probably also numerous leadership development opportunities at your institution.

Examples at Penn State

A Day in the Life of a Department Chair

- Scheduled meetings
- Desk work
- Email
- Unscheduled Meetings
- Telephone Calls
Balancing it all can be really hard.

<table>
<thead>
<tr>
<th>Time Management Matrix</th>
</tr>
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<tbody>
<tr>
<td>I</td>
</tr>
<tr>
<td>II</td>
</tr>
<tr>
<td>III</td>
</tr>
<tr>
<td>IV</td>
</tr>
</tbody>
</table>

Important – contributes to mission, values, and high-priority goals
Urgent – implies immediate attention

So how do you get to the not urgent, yet important work?

- Block out some time each day and a large block once each week
  - Let your staff know that only the Dean and higher are allowed to interrupt this time!
- Delegate (easier said than done!)
  - The importance of staff cannot be understated.
  - Hire some wage payroll students to help the staff so they have more time for more important work.
- Ask for help.
  - Lots of resources at the university.
Is it possible to manage email?

• And what about appropriate use of email?

Managing personal and professional time is as important as balancing work demands.

- Scheduled meetings
- Desk work
- Email
- Unscheduled Meetings

The goal is to shrink this pie so that it represents a portion of your day, not the whole day.

Your full day should include time for your own scholarly pursuits and personal time.

Yes, there will be stress.

• Remember:
  – A good department chair does not need to be a workaholic!
  – Don’t check email before bed.
  – Sleep at night – the problem just might be gone the next day.
    • If it’s not, you can deal with it the next day.
Let's get into some specifics...

Know your department!

- Budget
- History
- Numbers and statistics
- Faculty productivity, research expenditures
- Development successes (a chance to brag)

<table>
<thead>
<tr>
<th>Year</th>
<th>Undergrad Students</th>
<th>Undergrad Minorities</th>
<th>Undergrad Women</th>
<th>B.S. Degrees</th>
<th>%</th>
<th>M.S.</th>
<th>Ph.D.</th>
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<tbody>
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<td>320</td>
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<td>102</td>
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</table>

Graph: B.S. degrees over time.
### Percent Women earning BS CE degrees

![Graph showing percent women earning BS CE degrees]

### Women in Undergrad Program

![Graph showing women in undergraduate program]

### MS and MEng

![Graph showing MS and MEng degrees]

### PhD

![Graph showing PhD students]

### AT 2008-2009

<table>
<thead>
<tr>
<th>Rank</th>
<th>Institution</th>
<th>BS Degrees</th>
<th>MS/Eng</th>
<th>PhD/fac</th>
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<td>1</td>
<td>Pennsylvania State University</td>
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<tr>
<td>2</td>
<td>Georgia Institute of Technology</td>
<td>221</td>
<td>67</td>
<td>3.9</td>
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<tr>
<td>3</td>
<td>Texas A&amp;M University</td>
<td>217</td>
<td>71</td>
<td>3.1</td>
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<tr>
<td>4</td>
<td>Virginia Tech</td>
<td>205</td>
<td>53</td>
<td>3.9</td>
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<td>California State Poly. U., Pomona</td>
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<tr>
<td>6</td>
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<tr>
<td>7</td>
<td>North Carolina State University</td>
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<tr>
<td>8</td>
<td>Purdue University</td>
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<td>University of Florida</td>
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<td>5.7</td>
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<tr>
<td>10</td>
<td>Polytechnic Univ. of Puerto Rico</td>
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<td>N/A</td>
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### AT 2008-2010

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<th>MS/Eng</th>
<th>PhD/fac</th>
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<tr>
<td>2</td>
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<tr>
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<td>Ohio State</td>
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<td>Iowa State</td>
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<td>Illinois</td>
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<tr>
<td>6</td>
<td>Michigan</td>
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<tr>
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<td>9</td>
<td>Illinois</td>
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</tbody>
</table>

### Top 10 BS granting schools

1. Pennsylvania State University
2. Georgia Institute of Technology
3. Texas A&M University
4. Virginia Tech
5. California State Poly. U., Pomona
7. North Carolina State University
8. Purdue University
9. University of Florida
10. Polytechnic Univ. of Puerto Rico
Earn their trust.

- Share things
  - Budget?
  - Include them in decisions (committees work great)
  - Confide in them
  - Have a faculty advisory committee that is chosen by the faculty
  - Share conversations with the Dean
Managing and overseeing budgetary responsibility is typically an important component for administrators.

- Getting a handle on the budget is critical
  - Forecasting
  - Convincing the Dean and your faculty
  - Can be very complex
  - May need to balance growth along with a shrinking budget. How can this be done?

How to develop a simplified budget summary to use when talking to the Dean

- Create a one page summary that shows where it's coming from and going to
- Separate out gift/endowment spending from everything else
- Major components of summary:
  - How much money do you have for operating?
    - Permanent vs. temporary funds
  - How much do you have from gifts and endowments
  - How much do you need to spend:
    - Academic salaries, TAs, wage payroll, lab supplies, travel, communications, etc.
    - Salaries and wages are typically the largest part of the budget by far

Do one for each year to project expenses forward; great for discussions with the Dean on hiring, etc.
You can use faculty meetings as a mechanism for communication, building trust, and creating a good atmosphere in the department.

- How often should you hold meetings?
- What should you discuss?

  - Sample agenda

  FACULTY MEETING AGENDA
  September 7, 2012
  1:15 – 2:30
  Slowly Conference Room

- Welcome and introductions
- Development progress
- Computer purchasing program
- RETC response rates
- Faculty hiring plan for 2012-13
- Visiting scholars
- Internal CEE procedure for going from MS to PhD
- Strategic planning process
- Institute for Sustainable Infrastructure

Don't waste their time. Make decisions, convey important information, discuss controversial topics, put most important topics first.

Faculty retreats can be used for larger issues, problems, strategic planning, and learning.

- How often, how long?
- Where should you hold a retreat?
- A few words of advice:
  - Make it worthwhile.
  - Included some fun and socializing
  - Ask some of your faculty for ideas for the next retreat.
What about development?