Leadership Development for Department Chairs
CAPCSD 2012

“We must become the change we want to see.”  Gandhi

- Alex Johnson, Provost & Vice President of Academic Affairs, MGH Institute of Health Professions
- Patricia A. Prelock, Dean, College of Nursing & Health Sciences, University of Vermont

Introduction to the Format
- Pose 8 hot topics
- Poll audience about what’s missing
- Quick tour of the issues
- Discussion

Think: Speed Dating

8 “Hot Topics” for Chairs

1. Megatrends
2. Diversity
3. Leading
4. Death by Mtg.
5. Getting Things
6. Clinical Challenges
7. Difficult Faculty
8. Workload

Groupthink: What’s missing?
- Topics that are unique to you
- Big picture items that are missing from our list

Some Major Trends in Higher Education

- Accountability
- Financial Aid
- Changing Student Demographics/Expectations
- Online vs. F2F
- Adaptability of Faculty
- Outcomes
- Cost

Resources:
2. Chronicle of Higher Education
3. Inside Higher Education

Diversity
- How do we ensure a diverse candidate pool?
- Do we have a true commitment to diversity or is it just chatter?

Some ideas
- Create linkages with campus & community networks
- Ensure faculty & staff training through AAEQ
- Implement professional development in cultural awareness
- Develop a list of diverse search committee members
Leadership
• Strategy
• Change
• Great models
• Development Opportunities
• Communicating as a Leader
• Leader as “Disruptor”
• Tough vs. Gentle

Death by Meeting
If I have to attend one more meeting, I am going to lose it?
How do we keep our colleagues informed without killing them with meetings?

Death by Meeting
What meetings need
• A hook
• Way to mine the conflict
• Real time permission to engage in conflict

4 Types of Meetings:
• Daily check in
• Weekly tactical
• Monthly strategic
• Quarterly offsite review

Resource Management: Getting Stuff
• When resources disappear
• When you have to grow
• When you are low on human resources
• When you have to disappoint
• When you have quality improvement opportunities

Clinical Challenges
• Why is it so difficult to secure clinical sites & preceptors?
• What can or do we offer to our sites or preceptors?
• Well prepared students
• CEUs or professional development hours
• State association membership
• Free online workshop on supervision
• Course credit
• Paperwork & a thank you

Dealing with Difficult People
• The evil, the misguided, and the naive
• Dealing Up and Dealing Out
• Managing Discipline or Dishonesty
• Managing Communication
• Directness vs. Denial
• Coaching and Communication Solutions
• When conflict is not part of your vocabulary

Workload
Things you might hear
• We have too many service commitments, so how do you expect me to get my research done?
• This was not part of the workload we discussed in my review.
• I have outside clinical responsibilities & that is my service.
• Why don’t I get more credit for sitting on theses & dissertation committees?
• Why are you sending me emails over the summer-I am off contract & you can’t expect me to respond to you or students?

Resources:
- Center for Creative Leadership: CCL.org
- Clayton Christensen on Disruptive Leadership: claytonchristensen.com

Resources:

Resources:
**WORKLOAD**

**Things you might do**

- Monitor service commitments & create a plan for rotation on key college or university commitments
- Use your strategic plan to identify likely Ad hoc committee needs each year so you can plan for participation.
- Define the role of outside clinical commitments - opportunities to train students
- Reward completion of theses and dissertations with contributions toward a course release
- Help faculty understand their professional responsibility to the education of students & that decisions are likely to be made for which you would like their input during off months

**If all else fails . . .**

- Remind them of John Dewey’s quote: “Education is not preparation for life. Education is life itself.”
- . . . and they are a critical part of life’s education for students

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**Excellence in LEADERSHIP**

“... is not an accomplishment, it is a spirit, a never-ending process”

*Lawrence M. Miller*

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**Above all try to . . .**

... Keep a sense of humor

You gain strength, courage & confidence by every experience in which you really stop to look fear in the face. You must do the thing you think you cannot do

*Eleanor Roosevelt*