



# Academic Leadership

Deryl R. Leaming

*A Practical Guide  
to Chairing  
the Department*

# Academic Leadership A Practical Guide To Chairing The Department

**Irene W. D. Hecht**



## **Academic Leadership A Practical Guide To Chairing The Department:**

*Academic Leadership* Deryl R. Leaming, 1998      *The Department Chair* Christopher J. Jochum, 2021-12-15 While serving as a department chair can be one of the most rewarding leadership positions in higher education it is also one for which most people are not adequately prepared Given the significance of this position and its impact on students faculty and staff this book provides a practical approach to leadership based upon the notion that the best way to improve organizations and the lives of those within them is by improving their leaders As a result readers will first be challenged to identify their true intentions for leading as a department chair which means acknowledging that what makes one a successful faculty member does not by itself equate to being an effective leader In addition readers will learn how to establish a healthy culture the importance of hiring how to courageously address conflict the value of mentoring and developing others along with the significance of effectively leading students In addition readers will learn about crisis leadership and how to effectively assess if and when it s time to move on from the chair position      *The Department Chair Primer* Don Chu, 2012-02-07 If higher education is to fulfill its vital social mission new department leaders must be prepared for their positions and get up to speed on the basics quickly educating themselves about the role and continuing to learn on the job In this second edition of his classic resource Don Chu outlines the proven ideas and strategies new department chairs need in order to do their jobs well Thoroughly revised and updated *The Department Chair Primer* contains information that addresses the current pressures and challenges in higher education and offers practical suggestions for responding to them Filled with illustrative examples the book gets straight to the heart of challenges and issues Each chapter details a particular problem includes a brief introduction to the topic and provides tips on how to deal with the situation Covering a wealth of topics *The Department Chair Primer* Explores the chair s role as department leader Offers suggestions for handling stress and conflict Includes information on budgeting resource management and development Contains strategies for professional development people management and working with challenging personnel Presents ideas for handling department communications student development and strategic positioning Written in a concise and accessible manner *The Department Chair Primer* is an ideal resource for the busy new department chair      *The Essential Department Chair* Jeffrey L. Buller, 2012-01-24 THE ESSENTIAL DEPARTMENT CHAIR This second edition of the informative and influential *The Essential Department Chair* offers academic chairs and department heads the information they need to excel in their roles This book is about the how of academic administration for instance how do you cultivate a potential donor for much needed departmental resources How do you persuade your department members to work together more harmoniously How do you keep the people who report to you motivated and capable of seeing the big picture Thoroughly revised updated and expanded this classic resource covers a broad spectrum of timely topics and is now truly more than a guide it s a much needed desk reference that tells you everything you need to know to be a department chair *The Essential Department Chair* contains information on topics such

as essentials of creating a strategic plan developing and overseeing a budget key elements of fundraising preparing for the role of chair meeting the challenges of mentoring to increase productivity and creating a more collegial atmosphere The book also explores the chair's role in the search process shows how to conduct a successful interview and what to do when it's time to let someone go And the author includes suggestions for the best practices to adopt when doing an evaluation or assessment The Essential Department Chair Second Edition contains a wealth of new realistic case studies to equip leaders in this pivotal position to excel in departmental and institutional life Time Management for Department Chairs Christian K. Hansen, 2011-07-26 Department chairs who have asked themselves the question Who knows where the time goes should ask Christian Hansen for the answer His book Time Management for Department Chairs will help chairs maximize the investment of their most important resources their time focus and energy Don Chu author The Department Chair Primer Department chairs take note Hansen's Time Management for Department Chairs can change your life in just three hours Written by a seasoned academic chair the author offers practical ideas and strategic advice about how to increase your day to day effectiveness and sanity by using proven approaches to managing expectations organizing tasks running meetings monitoring communication controlling calendars avoiding interruptions containing crises and everything else in between If you want to learn how to strike a better work life balance this book should be at the top of your reading list Christine Licata senior associate provost Rochester Institute of Technology It's about time the resource department chairs have the least of and what faculty want the most Christian Hansen's book is filled with insights techniques and artful strategies to help chairs maximize their time while working effectively with faculty and balancing their personal and professional lives This book is a life saver Walter Gmelch dean University of San Francisco *Managing People* Deryl R. Leaming, 2003-11-15 One of the most challenging responsibilities of being a college department chair or dean is to effectively manage the diverse and independent intellectuals that form the typical college faculty Many administrators not only complain about the amount of time they devote to grappling with problems between faculty and staff members but many also feel inadequately trained for resolving the problems they with which they are confronted Managing People helps administrators handle the challenges they face when dealing with everyday personnel management problems A collection of 13 essays this book is written by experienced chairs deans and vice presidents who offer sensible advice based on personal experience and scholarly research Each essay tackles a different aspect of people management explaining the dimensions and subtleties of the issue as well as offering targeted suggestions and resources Topics include An analysis of how self understanding is essential to any leader Strategies for working with faculty and staff in a sincere and authentic manner Approaches to positive leadership Tips on achieving consensus among faculty Advice on conducting departmental or college meetings that create cohesion The different types of detractors or difficult individuals and how best to deal with them An explanation of how to eliminate negative defenses Evaluations as useful for enhancing faculty performance and satisfaction Ways in which to build and

maintain faculty morale This book offers readers a practical guide on how to better manage faculty and staff in order to realize shared visions and positively impact their institutions **Field Guide to Academic Leadership** Robert M.

Diamond, Bronwyn E. Adam, 2002-10-09 Once again Bob Diamond has cut to the heart of the matter and has given us a field guide actually a handbook of real hands on academic leadership He has assembled an elite group of contributors who provide insights and guidance which will be useful for all academic leaders new and old public or private CEO or assistant Charles E Glassick senior associate emeritus The Carnegie Foundation **Working with Problem Faculty** R. Kent

Crookston, 2012-07-30 Working with Problem Faculty When asked to name their number one concern and problem department leaders overwhelmingly said that it was dealing with difficult people Now R Kent Crookston draws on the wisdom of seasoned department chairs the academic literature and his own experience as a department head and dean to shed new light on this perennial problem Working with Problem Faculty outlines a practical six step process that aims at improving an entire department and charts a clear course for dealing with problem faculty by Clarifying values and expectations Following policy Building trust with colleagues Evaluating yourself and your perceptions Listening Taking appropriate action By following these six steps department chairs are able to challenge problem faculty with consideration confidence and effectiveness Anyone seeking practical help in dealing with difficult people will appreciate this book Using relevant examples Crookston describes a six step process for managing people who might appear to be unmanageable Mary Lou Higgerson vice president for academic affairs emeritus Baldwin Wallace University Crookston has done his homework After careful research and decades of personal experience Dr Crookston shares a practical insightful and crucial handbook for addressing the most formidable challenge all leaders face And best of all he doesn't just advise on how to act when things go wrong he gives proactive guidance to ensure that things go right Joseph Grenny New York Times bestselling coauthor of Change Anything and Crucial Conversations Tools for Talking When Stakes are High **Innovations in Public Leadership Development**

Ricardo S. Morse, Terry F. Buss, 2014-12-18 This is the best single source guide to leadership development in the public sector It offers a wealth of advice for teachers students trainers human resource officers and established leaders The all original chapters include discussions of leadership frameworks competencies for public leaders for the new governance and strategies for senior leaders in government The book's wide ranging coverage includes in depth discussions of specific approaches to learning methods such as action learning and social artistry as well as presentations of leader development models such as transformational stewardship and global leadership The contributors present experiences from real world leadership development programs and the book situates leader development within the current trends of networks collaboration and boundary crossing work in the public sector **Chairing Academic Departments** N. Doug Lees, 2006

What role does the position of department chair occupy in higher education today Once characterized as largely a management function the 21st century department chair is now facing a host of emerging challenges that require additional

skills and fresh approaches to fulfilling the role In Chairing Academic Departments the author offers experience based suggestions for new existing and potential chairs as they face a higher education enterprise that is undergoing significant change While acknowledging that many traditional responsibilities and expectations will remain unaltered the author also identifies several dynamic functions from entrepreneurial work and fundraising faculty evaluation and motivation student recruitment and retention problem solving and interpersonal interactions such as advising meditating and mentoring The author navigates the changes arising in the role of department chair by offering valuable insight in the following areas Characteristics of effective department chairs How to work with and advocate for internal constituents Managing and disseminating information Recruiting retaining and evaluating faculty Fiscal responsibility and strategic planning Benefits of serving as department chair Planning to exit the chair position While the position of department chair will continue to evolve Chairing Academic Departments equips readers with the situational understanding and practical advice they need to meet the demands of tomorrow

Change Leadership in Higher Education Jeffrey L. Buller, 2014-12-31 Initiate innovation and get things done with a guide to the process of academic change Change Leadership in Higher Education is a call to action urging administrators in higher education to get proactive about change The author applies positive and creative leadership principles to the issue of leading change in higher education providing a much needed blueprint for changing the way change happens and how the system reacts Readers will examine four different models of change and look at change itself through ten different analytical lenses to highlight the areas where the current approach could be beneficially altered The book accounts for the nuances in higher education culture and environment and helps administrators see that change is natural and valuable and can be addressed in creative and innovative ways The traditional model of education has been disrupted by MOOCs faculty unions online instruction helicopter parents and much more leaving academic leaders accustomed to managing change Leading change however is unfamiliar territory This book is a guide to being proactive about change in a way that ensures a healthy future for the institution complete with models and tools that help lead the way Readers will Learn to lead change instead of simply managing it Examine different models of change and redefine existing approaches Discover a blueprint for changing the process of change Analyze academic change through different lenses to gain a wider perspective Leading change involves some challenges but this useful guide is a strong conceptual and pragmatic resource for forecasting those challenges and going in prepared Administrators and faculty no longer satisfied with the status quo can look to Change Leadership in Higher Education for real actionable guidance on getting change accomplished

**Chairing the Academic Department** Allan Tucker, 1993 Third edition of a handbook for the academic administrator promoted from the faculty ranks with little administrative skill or know how Provides an depth examination of the typical duties and responsibilities of a department chair that covers an awful lot of ground from curriculum management to co

**Academic Leadership** Deryl R. Leaming, 2007 As the responsibilities entailed in being a department chairperson are ever evolving

those who occupy the position must continually adapt and build upon their skills in order to meet new challenges and expectations In the first edition of Academic Leadership Deryl R Leaming helped thousands of chairpersons navigate changes in higher education and effectively lead their departments While maintaining its focus on practical application this new edition has been significantly revised and expanded to address new aspects of the role of department chairs Now organized into six parts the second edition contains best practices and ideas from some of today s leading scholars It also incorporates information on emerging challenges and expectations for department chairpersons including Developing a departmental vision Working with constituents Retaining students Conflict management Mentoring faculty Post tenure review Written to assist chairpersons in carrying out their duties each concise chapter offers advice and practical suggestions for aspiring new and experienced chairpersons Readers are provided with the expectations of the chair role as well as examples for handling specific tasks In addition this book encourages chairpersons to analyze their departments in order to effect improvement and develop their own approaches to solving problems Featuring useful checklists tables and sample forms this book also provides practical tools on the key areas of chair work departmental management interacting with faculty students and upper administration financial matters legal issues assessment and evaluation This invaluable resource will help guide chairpersons through the many responsibilities of their position

**Chairing an Academic Department** Walter H. Gmelch, Val D. Miskin, 2004 Full of practical advice and examples this useful guide describes the four key functions of a successful departmental chair recruiting and developing the faculty managing the department s resources leading the department and maintaining the dual role of scholar and manager

**Administrative Leadership in Health, Kinesiology, and Leisure Studies** James E. Bryant, 2001 The Academic Chair's Handbook Daniel W. Wheeler, 2008-04-18 The Academic Chair s Handbook Every aspiring new and experienced chairperson will benefit from this rich resource of many integrated and well tested strategies that foster faculty development and their own development Larry A Braskamp professor emeritus Loyola University Chicago This second edition of The Academic Chair s Handbook provides an updated comprehensive and practical guide for academic department chairs and division heads at both two and four year institutions This essential resource includes new material on a variety of topics such as technology funding and resources departmental climate and quality assessment and accreditation and describes several strategies department chairs can use to build a positive work environment that fosters professional growth of both faculty and chairs The book s self assessment inventory can help determine which strategy is most appropriate for a particular situation While the strategies are upbeat positive and developmental they clearly address the often harsh political realities involved in chairing academic departments The Department Chair's Role in Developing New Faculty Into Teachers and Scholars Estela Mara Benisimon, Kelly Ward, Karla Sanders, 2000-05-15 With the ranks of new incoming faculty likely to swell in coming years hiring new tenure track instructors and seeing them through to tenure is a department chair s responsibility that carries significant departmental and

institutional consequences The Department Chair's Role in Developing New Faculty into Teachers and Scholars is designed to help chairs with the three critical stages of new faculty socialization recruitment and hiring developing faculty in the first year evaluating new faculty performance The authors offer concrete advice and activities model real life situations and provide examples of letters checklists and orientations that can be adapted to individual contexts This book provides the tools chairs need to adapt habit and intuition into effective management practices The authors advice will help new faculty succeed in their goals of teaching research and service and their new institutions while ensuring department chairs achieve the mission and objective of their own units and the campus and college as a whole

**The Department Chair as Academic Leader** Irene W. D. Hecht, 1999 This important new work will help department chairs faculty and administrators understand and address the increasing complexity of relationships within higher education as well as the growing influence of external factors The Department Chair as Academic Leader is a completely updated revision of Allan Tucker's seminal contribution Chairing the Academic Department last published in 1992 This work reflects the approach used in the ACE Workshops for Division and Department Chairs and Deans

**The Research-Productive Department** Carole J. Bland, Anne Marie Weber-Main, Sharon Marie Lund, Deborah A. Finstad, 2005 American society thrives on innovation which is advanced by the quality and productivity of research from higher education faculty It is therefore typical for the responsibility of nurturing and sustaining faculty research to fall upon department chairs and deans at postsecondary schools In The Research Productive Department the authors recognize the importance of this task and share tested strategies for facilitating quality faculty research and promoting an institution's overall vitality Many such books written for department chairs and deans have chosen to address the full range of leadership and management tasks that typically occupy this readership However few have narrowed their scope as this book does to the important leadership tasks that influence the overall success of academic departments in one critical area research This book features the experiences of nearly 40 leaders from well respected research institutions from across the country It offers specific useful recommendations for academic leaders seeking to promote high levels of research productivity including insight on recruitment practices mentoring programs reward systems culture building activities and the distribution of fiscal as well as human resources An eminently practical book The Research Productive Department provides readers with two essential tool sets a user friendly summary of over 40 years of literature on the characteristics of research productive organizations plus a wealth of descriptive examples of how these characteristics are actually manifest in a large number of research productive academic departments and schools This book is an engaging exposition of best practices that readers can adapt as befits their own institutional settings

**Leading the Mathematical Sciences Department** Tina H. Straley, Marcia P. Sward, Jon W. Scott, 2005



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