

The Department Head as Leader

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Head's Responsibilities

- as described in the standard PAPE used by Human Resources
- as stated in University of Illinois Statutes:
<http://www.uillinois.edu/trustees/statutes.cfm#art4>

Head's Responsibilities (cont.)

- Provide leadership and overall administration for the development, coordination, and implementation of programs, activities, and professional services.
- Formulate, initiate, implement, and interpret policies related to the operation of your department/unit.
- Report on teaching/learning and research of your department.
- Establish goals and objectives for the department/unit.

Head's Responsibilities (cont.)

- Direct staffing by overseeing recruitment, training, and management of work assigned to faculty and staff.
- Prepare departmental budget.
- Distribute departmental funds.
- Communicate and consult with other offices or campus officials when appropriate.

Provide Leadership

- Make tough decisions.
- Delegate, but the buck stops with you.
- Listen, listen, listen.
- Be consistent.
- Create a performance culture.

Provide Leadership (cont.)

- Promote the success of your department.
- Develop a supportive climate.
- Bring up uncomfortable topics in acceptable ways; resolve conflicts.
- Know how to work with your Dean.

Establish Goals and Objectives

- Develop a clear vision for the department.
- Communicate often and clearly.
- Demonstrate commitment to the institution, its mission, and values, such as
 - access to excellence
 - diversity
- Balance the institutional perspective with the commitment of your unit.

Policies

- Be fair and transparent in policies, including:
 - evaluation: process and expectations
 - teaching assignments
 - summer teaching

Policies (cont.)

- Be familiar with campus policies, including
 - appointments and raises
 - Family Medical Leave Act (FMLA)
- The Faculty Handbook is available online:
<<http://www.uic.edu/depts/oaa/fachandbook/>

Recruitment of Faculty

- Commitment to diversity and excellence
- Faculty Search Town Hall (October 15)
- Search training
- UFRP (Underrepresented Faculty Recruitment Program)

Retention of Faculty

- Mentoring is in your job description!
 - Campus mentoring is not a substitute to departmental mentoring.
- Promotion and Tenure:
 - Know the procedures
- Know the policies:
 - Automatic tenure hold

Management of Support Staff

- Having a happy and efficient staff is an important factor in creating a good climate for your department/unit.

Budget

- Managing your budget
- Distributing your funding:
 - Be transparent.
 - Be fair.
 - Create a culture of excellence.
- Working with your Dean

Resources

- You don't have to do it alone
- Heads' Workshops and Brown Bags
 - Work-life balance
 - Understanding the campus structure
 - Conflict resolution
 - Campus budget models
- Mentoring from experienced heads
- Books and articles
- Campus resources, including:
 - Office of Access and Equity
 - FAHR
 - Faculty Handbook