

THE DEPARTMENT CHAIR

WORST PRACTICES AS CHAIR

- No vision
- Indecisive
- Favoritism
- Self-promotion
- Confrontational
- Inconsistent
- Poor interpersonal skills
- Lack of knowledge about university operations
- Lack of appreciation for university operations
- Hidden agenda
- Lack of knowledge about “tricks of the trade”
- Lack of personal contacts within the institution
- Lack of professional stature within the profession and university
- Lack of leadership skills
- Lack of management skills
- Lack of sensitivity and ethics
- Lack of formal training for position (university and system)

NEEDED SKILLS AS CHAIR

- Graceful
- Willingness to support institutional decisions even when unpopular
- Willingness to stand up and be counted
- Honest – transparent to faculty
- Ability to see and use the talents of all faculty
- Demonstrated confidence in faculty
- Skill to know when to go for help from others
- Communication skills (upward and downward)

STRATEGIES FOR DIFFICULT SITUATIONS

- Professional intervention
- External review and input
- Immediate and positive encouragement
- Use of witnesses
- Use of conflict management skills
- Use HR resources such as “desk audit”
- Act on the side of caution

MAJOR DUTIES AND RESPONSIBILITIES OF THE CHAIR RECOGNIZING THAT THESE VARY FROM INSTITUTION TO INSTITUTION

- Manage the office
- Manage the budget
- Assign teaching
- Recommendations on personnel