Contents

About the Authors xi
Foreword xiii
Preface xvii

Part I • Fifteen Strategies in the Building Process
1. Difficulties in the Building Process 3
   The Context for Leadership 4
   Chairing the Department 7
   The Nature of the Department 8
   The Nature of Faculty Work 9
   A Self-Assessment 10
   Endnotes 13
   Suggested Resources 13

2. Consider Your Own Development 15
   Learn About Your Role and Responsibilities in the
   Department and the Institution 18
   Create a Balance Between Your Professional and Personal Lives 24
   Prepare for Your Professional Future 28
   Conclusion 32
   Endnotes 32
   Suggested Resources 33
3. Reflect on Your Role as an Academic Leader 37
   - Establish a Collective Departmental Vision or Focus 38
   - Develop Faculty Ownership of the Vision 40
   - Initiate Changes Carefully 44
   - Allocate Resources of Time, Information, and Assignments to Implement the Vision and Departmental Goals 47
   - Monitor Progress Toward Achieving the Vision and Goals 50
   - Conclusion 51
   - Endnotes 52
   - Suggested Resources 52

4. Create a Positive Interpersonal Work Environment 55
   - Establish an Open Atmosphere to Build Trust 57
   - Listen to Faculty Needs and Interests 58
   - Motivate Faculty and Collaboratively Set Goals 60
   - Develop Leadership Skills that Empower Faculty and Provide Effective Feedback 62
   - Feedback Techniques 66
   - Represent Faculty to Colleagues and Senior Administrators 68
   - Serve as a Role Model and Mentor 69
   - Encourage and Support Faculty 70
   - Conclusion 72
   - Endnotes 72
   - Suggested Resources 73

Part II • Applying the Strategies
5. Help New Faculty Become Oriented 77
   - Communicate Expectations for Performance 80
   - Provide Feedback on Progress 83
   - Enhance Collegial Review Processes 84
   - Create Flexible Time Lines for Tenure 85
   - Encourage Mentoring and Integration by Senior Faculty 85
   - Extend Mentoring and Feedback to Graduate Students Who Aspire to be Faculty Members 87

6. Improve 52
   - Promotions 52
   - Support 52
   - Foster 52
   - Conclude 52
   - Suggested Resources 52

7. Improve 66
   - Foster 66
   - Detect 66
   - Clarify 66
   - Identify 66
   - Follow 66
   - Conclude 66
   - Suggested Resources 66

8. Refocus 73
   - Detect 73
   - Explore 73
   - Mutual 73
   - Arrange 73
   - Conclude 73
   - Suggested Resources 73
Recognize the Department Chair as a Career Sponsor 88
Support Teaching, Particularly at the Undergraduate Level 90
Support Scholarly Development 91
Foster a Balance Between Professional and Personal Life 92
Conclusion 93
Endnotes 94
Suggested Resources 94

6. Improve Faculty Teaching 97
Promote Excellence in Teaching 98
Support Teaching Improvement 103
Address Teaching Problems 106
Employ Case Studies to Guide Your Response to Teaching Problems 114
Conclusion 116
Suggested Resources 117

7. Improve the Scholarship of Faculty 119
Foster a Strong Research Climate 120
Detect a Problem Situation as Early as Possible 124
Clarify the Reasons for Lack of Performance 126
Identify a Plan for Improvement 128
Follow Up on the Plan 134
Conclusion 135
Endnotes 136
Suggested Resources 136

8. Refocus Faculty Efforts 139
Detect the Signs of Lack of Focus 141
Explore Options with the Individual 144
Mutually Design a Plan for Intervention 147
Arrange for Activities, Resources, and Feedback 149
Conclusion 150
Suggested Resources 152
### Contents

9. Address Personal Issues of Faculty 155
   - Differentiate Between Short- and Long-Term Issues 156
   - Adopt Strategies for Temporary Problems 157
   - Adopt Strategies for Intervening in Chronic Cases 159
   - Conclusion 166
   - Suggested Resources 167

10. Employ Technology Wisely 169
    - Be Aware of Technological Developments 170
    - Encourage Faculty and Staff Technology Literacy 173
    - Support Technology Training 175
    - Use Technology Efficiently 176
    - Use Technology to Facilitate Outcomes, Assessment, and Accountability 179
    - Develop a Plan for Resource Allocation 181
    - Adopt Emerging Technologies Prudently 183
    - Consider the Impact on Student Services 185
    - Conclusion 185
    - Endnotes 186
    - Suggested Resources 187

11. Adapt to Funding and Resources Challenges 189
    - Clarify Responsibility for Budget Development and Allocation 190
    - Recognize the Implications of Budget Pressures 194
    - Diversify Funding Through Revenue Generation Strategies 197
    - Capitalize on Changes in Staffing 202
    - Maintain High Morale During Trying Times 203
    - Conclusion 206
    - Endnotes 206
    - Suggested Resources 207

12. Foster a Culture of Continuous Improvement 209
    - Make Continuous Improvement a Priority 211
    - Devise Strategies and Resources to Support Quality Improvement Efforts 213
    - Student Learning Assessment 214