**New Department Chair Academy**

The New Department Chair training is designed for new(er) department chairs and unit directors in Academic Affairs. It can enhance the leadership qualities of those in the department chair/director positions by preparing them for the responsibilities of those roles.

Participants will be provided the opportunity to develop important leadership skills to serve in the role as well as an overview of responsibilities and expectations from budgeting, student advising, public relations, program planning, and report development and submission to advance Equity 2030 goals. The program is designed to equip chairs and directors with the skills and knowledge essential to their role.

All new department chairs will complete a 1.5-day training upon assuming their role in the new fiscal year.

**Program Overview**

As an introductory learning opportunity, the New Department Chair training aims to develop faculty and staff as leaders in their programs. Department Chairs serve as both leaderships for their department and management of technical department responsibilities. Faculty and staff will be admitted to the program at the beginning of their first term as department/director role. This program will last for one and a half days, to take place shortly after assuming their role as department chair/director. The areas of focus for the training will include:

* Leadership development
* Personnel motivation and conflict resolution to advance Equity 2030
* Explanation of department chair roles and responsibilities according to IFO contract
* Directs student advising program by enhancing access and academic success.
* Strategies to support student success
* Overview of department budget and policies for budget administration
* Strategies for supporting new faculty and guiding professional development to advance racial equity and social justice

**Program Design**

*Day 1 (9am-3pm):*

* Grounding for day/workshop (Natalie)
* Chair role in racial equity work (Natalie)
  + Getting buy-in from faculty
  + Review mission
* Overview of chair role and responsibilities (Natalie & Andi) **(30 minutes)**
  + Keep in mind that these are individuals who may not have been seeking leadership roles in academia or
  + See themselves as a leader
  + What is the role and what is not?
* Leadership skill exploration, development, and practice (Kristie)
* Revisit leadership goals and exploration (Kristie)
* Personnel management and conflict resolution (Kristie)
* Leading, advocating, and managing (Kristie)
  + Need to relate to chairs and leadership overall – must be connecting both roles
  + Should be facilitated in a way that shows the importance of each in the role of the chair both as a role and in the technical aspects of the work
  + Understanding and navigating role as someone who isn’t a supervisor
  + Direction and vision for the department; representing the department’s interest
    - Do not supervise faculty but address issues between faculty and students
    - Listening, paraphrasing, facilitator skills – connecting to the vision and goals of the department
    - Must be able to connect to the bigger picture
    - Having conversations with the Dean
  + Who do you supervise? What are the responsibilities?
* Culture and climate of the department – facilitating conversations about what we want to be as a department (Andi & Natalie) **(40 minutes)**
  + Building a strong team (emotional, behaviors, dealing with conflict,), motivating employees, leadership and influence, delivering and accepting constructive feedback, delegation (Both)
  + How to get your department to be what you want it to be - (mission review?)
  + Department procedures (do you have them?)
  + Getting buy-in from faculty – consider PDR/PDP process
  + Strategies for supporting new faculty to support workforce and talent diversity (get clarity on talent diversity; Andi)
  + Student workers, admin (Andi)

*Day 2 (9am-1pm):*

* Grounding for workshop/day (Natalie)
* Enhancing access and student success (Andi & Natalie) **(60 minutes)**
  + Using data on student success to make program decisions
  + What information is available?
  + Student grievances
  + Scheduling
* Budget practices and principles for equitable use of financial resources (including scheduling courses in a fiscally responsible way) (Andi) **(40 minutes)**
  + Bringing in Debra Norman – getting access and technical aspects at a fall meeting
* Navigating University resources and the role of the department chair (including substitution waivers and collaborating with Registration, collaborating with dean) (Andi) (including hiring and supporting adjuncts) (Andi) **(40 minutes)**
* How to use release time and mapping out the work responsibilities **(40 minutes)**
  + How to use their summer days and managing time
  + Calendar of when things come up during the year
  + Knowing how to work with your dean
  + Hiring and supporting adjuncts
  + Scheduling and leading effective meetings
    - Keeping order and minutes (importance for future evidence)
  + Donors and external communication
  + Who do you call for what problem.

**Program Outcomes**

The New Department Chair program will yield the following outcomes:

* Understanding of department chair/director roles and responsibilities.
* Development leadership goals.
* Meaningfully support department chair development to improve program operation

**Ongoing Support**

Chairs and Directors will meet monthly from September to April to discuss and engage in on-going strategies and skills needed to be successful. Those meetings will occur on the Xth XXXday of each month.

* Budget process with Debra Norman
* Succession planning/training
* Practice – best practices in the role
* Running meetings
* Communication plans
* Build on one other’s strengths to support the work of the department
* Using data on student outcomes to make decisions - disaggregated
* Opportunities for support and sharing of resources
* Equity 2030
* Who to call for what; acronyms
* Development and working with development officers

**Program Budget**

|  |  |  |  |
| --- | --- | --- | --- |
| Item | Cost | Quantity | Notes |
| Program facilitators | $1,200 | 4 | This budget is estimating that 10 department chairs will need training each year. |
| Materials and supplies (including food) | $1,000 | 1 |
| GA support | $60 | 2 |
|  | Total: | $5,960 |

To Do List

* Figure out an introduction or icebreaker that isn’t totally stupid
* Create overview slides/documents (Andi)
* Explain what leadership is and how to develop it; leading without authority (Kristie, some slides prepped)
  + What is leadership (Leadership is a process slides)
  + Theory X and Theory Y self-assessment
  + Task versus Relationship oriented (activity – maybe a measure? What can you do if you suck at one of these things?)
  + Department operating procedures to help you work as a cohesive team and know roles and norms – can pull from Teamwork slides from MRCI for this; activity could be a reflection on what makes them feel close/distant from colleagues)
  + Building your leadership toolkit slides. Activity: laundry list of skills that would make anyone a great chair
  + Activity: strenghts and weaknesses of chairs in general, what could they have done to leverage/overcome? Critical incidents
* Conflict Resolution (Kristie, some slides prepped)
  + Greeting card slide – talk about conflict escalation
  + De-escalation tactics
  + Forgiveness video
  + Types of Difficult People (slide and handbook have resources for this)
* Leading advocating and managing (Kristie some slides prepped)
  + What does active communication looks like? (Communication technique slides)
  + Shifting focus (self versus others)
  + Delegation tools (RACI model, or other meeting tools like STAR model)
  + Meeting protocol (Running effective meeting in handbook)
* Culture and climate (Andi has climate assessment for them; wants to talk about how to create a culture, or how to think about what your culture is and where it needs to be)
* How to motivate (Kristie, some slides prepped)
  + What are motivation killers (activity – discuss what kills your motivation)
  + JCM: How can you help build variety, meaningfulness, autonomy, feedback?
  + 6 steps to engage people
* How to influence (Kristie, some slides prepped)
  + Yukl and Falbe slides (Influence)
  + Transformational leadership slides
  + Team leadership (can influence: cognitive, affective, motivational, and coordination; “Staying outside the hairball”)
  + Accountability ladder (for yourself and others)
* How to delegate (Kristie some slides prepped)
* Delivering/Accepting feedback (Kristie, some slides prepped
  + Feedback slides
  + Scenario – how do you deal with this problem? (Absent professor)
  + Talk about when to deal with it, and when to elevate it to the dean level.
  + Paperwork
  + Drop a plug for future session on role playing this.
  + Accepting feedback (Accepting feedback slides BUT note that often you CANNOT do what people ask you to do! The listening is the important part)
* Onboarding and guiding new faculty (Andi)
  + SDO: What are some ways you can reward or recognize people? How can you help build competence.
* Admin workers, student workers (Andi)
* Enhancing access and student success (Andi)
* Basics of budget practices (Andi)
* Navigating resources and role (Andi) cover with culture/climate on day 1
  + Activity: How are you going to build cohesion in your team
  + Holding people accountable—what is your responsibility and what is not (Performance plan slide)
  + Eisenhower Matrix (see MRCI handbook)
* Hiring and supporting adjuncts (Andi)

Would be great to have a process for keeping track of adjuncts for dept

Would be great to create a master calendar for chairs

Want a glossary of terms used often/ acronyms

Monthly topics:

* CDS proposals
* Scheduling based on enrollment trends
* FWM – change or keep things the same
* Advising – Sara G/R and Registrar
* HR and the paperwork process
* Advocating for faculty lines

Proposed monthly meetings:

September – Budgeting best practices

October – Advising and registration

November – Conflict resolution (role play)

January – A Chair’s role in Equity 2030

February – Advocating for department/program

March – Hiring and supporting new faculty/adjuncts

April – CDS and curriculum changes/review