

2011

Chair's Professional Learning Resources



This resource guide highlights the videos that the CTLT has available for Chairs and/or faculty members who are being mentored to become a Chair. This series of eight videos covers many of the intangible aspect of being a Chair. Feel free to sign them out or attend one of the group sessions the CTLT will provide.

Centre for Teaching, Learning, and
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10 Strategies to Build and Sustain a Successful Academic Unit

As a leader in an academic environment, you face unique challenges. The problem is you also have too many solutions. In today's information age, you've got people offering leadership theories and advice on budgetary issues, competition from other institutions, and increasing legislative scrutiny. The glut of solution-pushing can leave you overwhelmed and unable to decide on a direction. What you need is to cut through the clutter and pinpoint the strategies for building and sustaining a successful organization.

Instructor Mary Ellen O'Shaughnessey provides you with ten strategies that are present in healthy, successful organizations. As executive assistant dean of the College of Fine and Applied Arts, at the [University of Illinois](#), Mary Ellen O'Shaughnessey works closely with academic department heads. She has consulted on the writing of departmental by-laws, the application of campus policies and practices, employee disputes, and harassment complaints. Through these experiences she has identified a number of leadership practices that differentiate high-functioning departments from low-functioning departments.

Mary Ellen most recently received the Chancellor's Academic Professional Excellence Award, which is given to six individuals annually. She has presented annually at the campus new administrator orientation program coordinated by the Provost's Office and has presented at a number of other institutions and organizations.

Finding the Smart Strategies

Problems are inherent in any organization. When people have to work together, differing opinions and strong personalities will eventually lead to conflict. In an increasingly polarized society opposing viewpoints seem to be the norm, not the exception. Unfortunately, that culture won't build a successful academic institution.

The video seminar focuses methods for:

- Providing a clear, meaningful vision to the organization
- Communicating that vision to your faculty and staff
- Creating a sense of optimism
- Ensuring transparency and establishing boundaries
- Establishing time for recognition, reflection and relaxation

Who will benefit from this seminar?

Anyone in a leadership position at an academic institution should view this seminar. These strategies are applicable to any size college or university. We provide both a fundamental/foundational perspective, as well as some intermediate skills.

Three Keys to Effective Decision-making for Academic Leaders

Decision-making is a skill that impacts almost every aspect of your life. Your mastery of this single skill can determine your effectiveness as a leader, enable you to move forward on tough issues, and bring you peace of mind.

Academicians who become administrators often lack the full training necessary to navigate their challenging work environment. Those who excel actively seek out opportunities to enhance the specific skills they need to succeed.

The decision-help literature often consists of lengthy lists and recipes, sometimes mired in the theoretical. Ever been confronted with titles like “30 Laws of Great Decision Making” or “50 Steps to a Better Decision?”

Kent Crookston, Ph.D., has been a department head and a dean at major universities. He serves as Associate Director over Academic Administrative Support, Brigham Young University Faculty Center. For the past 22 years he has researched, published and taught effective decision-making. He has presented the material nationally and his current university course on decision-making receives top ratings from students and peers.

Marshalling more than twenty years of research and teaching on the topic, Crookston illustrates how these three directives bolster sound decision-making. He uses practical situations from higher education, like dealing with academic bullies, as case situations. He then colorfully weaves in bestselling literature, personal stories and popular American poetry to illustrate how each of the three criteria helps to strengthen your judgment.

This 90-minute seminar brings you an effective, low-pressure, easy-to-remember approach to important decisions.

After viewing the seminar you'll be able to:

- Improve your individual judgment, perceptiveness and understanding
- Make decisions that maximize your productivity and effectiveness
- Effectively engage others when making an individual decision
- Help academic units make sustainable collective decisions even when there are “sides” with opposing priorities
- Confidently make personal decisions that are not driven by anger and fear
- Minimize post-decision feelings of “buyer’s remorse” or regret

Who will benefit from this seminar?

- Academic administrators
- Department chairs
- Deans and Unit directors
- University faculty

Engaging Faculty in Departmental Strategic Planning

The typical faculty response to a strategic planning meeting? *Plan a strategy for being absent from it.*

Faculty are notoriously loath to participate in departmental strategic planning, with the justification going like this:

- Strategic planning is just one more responsibility...
- It's a lot of meetings...
- A lot of discussion...
- A lot of work...
- Results are elusive, at best...

Anne Massaro, Ph.D., of Ohio State University, shows you that when strategic planning is done right, the objections disappear because good strategic planning is empowering, responsive and results-focused.

You gain wealth of ideas from this 90 minute seminar:

- Involving faculty in decisions that benefit the collective.
- Prioritizing competing demands.
- Using a "vision-concerns-actions" model for focusing strategic conversations.
- Distinguishing between strategic thinking, strategic planning and strategic inquiry.
- Assessing the environment and creating a meaningful SWOT analysis.
- Producing a departmental strategic plan.

Who will benefit:

- Department Chairs
- Academic Deans
- Associate and Assistant Deans
- Faculty Members

Practical Negotiation Techniques for Academic Administrators

We all negotiate every day, with our friends, with our family and at work.

While there's a common misperception that some people are born wheeler-dealers and others are not, there is a large research literature that shows that good negotiation skills are both teachable and learnable: negotiation is an acquired skill, not an inherent trait.

This seminar by C.K. (Tina) Gunsalus, a leading expert on higher-ed personnel issues, provides tips for approaching common situations in universities requiring negotiation, discusses knowing how and when to negotiate (or not), and outlines a three-part way to analyze and prepare for negotiations that can be put into immediate use.

In this 90-minute seminar, you'll learn how to:

- Distinguish between situations that call for negotiation and situations that call for simply imposing a situation (when you're the authority figure)
- Distinguish between interests, rights and power in a conflict situation
- Bring discussions back to interests
- Use the interests, rights and power analysis in preparing for and then during a negotiation

Human nature, plus the heightened tensions on many campuses due to budget constraints and cutbacks have only exacerbated problems of late. You'll be called on to calm tempers, play intermediary in faculty and staff disputes, and smooth things over with your own higher-ups. Using the skills you'll gain in this seminar, you'll be prepared to:

- Distinguish between situations that call for negotiation and situations that call for simply imposing a situation (when you're the authority figure)
- Analyze interests, rights and power in conflict situations
- Use the IRP analysis to develop and then implement more effective approaches to negotiations
- Apply some of the findings of social psychology on effective ways to influence other people
- See conflict situations in a more constructive light

Who will benefit from this seminar?

This seminar is a great learning opportunity for all academic administrators, including:

- Department Chairs
- Deans
- Provosts
- Directors

Negotiation and Conflict Management for Academic Leaders

The decision-making process on college campuses is far more democratic and collaborative than it is in most organizations. Everyone has a seat at the table – faculty, staff, administrators and students all participate. That’s laudable, but it also creates a challenge: The presence of so many empowered viewpoints makes occasional disagreements and conflicts unavoidable.

Conflict resolution is never an easy process, but it can be more successful (and less stressful) when sound methods are applied. Strategies and tactics that are particularly valuable for academic leaders are covered in this seminar.

Presenters: C. Clinton Sidle is director of Cornell University’s Roy H. Park Leadership Fellows program; Chester C. Warzynski is executive director of organizational development at the Georgia Institute of Technology.

Two respected voices in organizational development will share with you how to:

- Formulate a rational approach to conflict resolution.
- Understand the emotions involved when people are in conflict, and how to control them.
- Use dialogue to reveal the intent and interests of other parties.
- Separate the people from the problem, and ensure that relationships aren’t contingent on agreement.
- Maintain a focus on using only objective criteria.
- Find solutions that result in mutual gain.

In this content-rich, 90-minute presentation, they provide you with the tools you need to:

- Communicate with empathy, warmth and respect.
- Overcome fear of conflict and see it instead as a creative opportunity.
- Reach agreements that align individual and team interests and needs with organizational goals.

Who will benefit from this seminar?

- Vice presidents
- Assistant and associate deans
- Assistant and associate professors
- Department Chairs

Seven Steps for Dealing with Problem Faculty

At their best, college professors can be delightful colleagues. At their worst, they can be some of the most difficult employees you will ever encounter. It's no wonder, then, that thousands of recently surveyed academic chairs indicated that working with difficult faculty members was the issue for which they most desired help.

Based on his 20 years of experience as an academic administrator, associate director of the Brigham Young University Faculty Center, R. Kent Crookston, Ph.D., has identified a series of effective strategies for reining in out-of-control faculty members. R. Kent Crookston, Ph.D., has been a university administrator for 20 years and has served as both a department head and dean. He has held academic positions at Cornell University, the University of Minnesota, and Brigham Young University. He has been appointed Associate Director of the BYU Faculty Center where he leads a program of support for academic administrators. He has conducted research on tasks and attributes expected of department chairs and presented his findings nationally.

Kent uses case studies to demonstrate his recommendations in this 90-minute seminar.

This seminar covers:

- How to view problem colleagues as people and not reject them
- Why listening is the key to remediation
- Developing guiding values and house rules to counter incivility
- The importance and friendliness of policy
- How to gain the trust of key colleagues and even the problem person
- Avoiding litigation headaches
- What we can learn from dog trainers
- Confronting deviant performance with confidence
- What to do if the bully is a student
- Identify a specific problem member of your faculty and identify how to apply the seven steps to alleviate the situation

Who will benefit from this seminar?

- Academic administrators
- Department chairs
- Deans and Unit directors
- Faculty members

How to Plan and Lead Productive Academic Meetings

For all the inventive names they've given to horror movies, here's one they haven't tried ...

The Faculty Meeting

Perhaps it's just *too* terrifying!

If you're like most faculty members, the very idea of a faculty meeting fills you with dread. Too often they drag on and on and on and on, with no focus, no resolution, and way too much sniping and complaining. If you long to run meetings that are a bit less terrifying – and a *lot* more productive – you'll want this seminar.

Anne Massaro, Ph.D., of The Ohio State University, a leading authority on cultural transformation and academic leadership development, shares ideas for conducting meetings that are focused, purposeful and true to their agenda in this 75-minute seminar.

Using a combination of lecture and case studies, she'll show how you can:

- Define your meeting objectives
- Develop a well-organized agenda
- Prepare for the issues to be discussed
- Determine (and enforce) meeting ground rules
- Managing difficult and/or dominant personalities
- Create an environment for effective group decision-making
- Move on from settled business and stay focused on new issues

By the time you're done watching, you'll have a notepad full of ideas you can apply in your very next meeting.

23 Practical Strategies to Help New Faculty Thrive

New faculty members need practical help to achieve lasting classroom success. The average college professor knows his or her subject matter very well, but receives very little training in how to teach effectively. That's because most graduate programs provide minimal instruction on classroom pedagogy.

It's not surprising that many new faculty members struggle when they are first asked to lead their own classes. Bad habits picked up early in a teaching career can become self-defeating in the long term. Often, new faculty members try to do too much and wind up overextending themselves, which diminishes their enthusiasm. This can lead to frustration and ineffectiveness.

The best way to confront these problems is to provide new faculty members with practical guidance and seasoned advice early on.

Award-winning professor and faculty mentor Ike Shibley, Ph.D., of Penn State Berks shares effective strategies for success in college teaching in this 90-minute seminar.

Drawing upon his fifteen years of teaching and mentoring experience, Professor Shibley offers compelling and realistic advice on day-to-day teaching and improving student learning to guide new faculty members around predictable pitfalls and set them on the path to a rewarding teaching career.

This seminar covers:

- Deliberate course design
- Writing a strong syllabus—and sticking to it
- Improving student ratings
- High vs. low-stakes grades
- Finding the right pacing
- The reality behind teaching “myths”
- How to start and end each class
- How and why to find a faculty mentor
- Strategies for working with colleagues
- Ways to increase classroom efficiency
- Maintaining psychological health
- The rewards of teaching

Who will benefit from this seminar?

- College professors just starting out
- Professors who need to recharge
- Administrators
- Instructors
- Course Developers and Instructional Designers