Managing Faculty/Difficult Conversations

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The Know-It-Alls
The Passives
The Dictators
The “Yes” People
The “No” People
The Gripers

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Difficult People are Everywhere

Do you recognize these people?

The Know-It-Alls
They're arrogant and usually have an opinion on every issue. When they're wrong, they get defensive.

The Passives
These people never offer ideas or let you know where they stand.

The Dictators
They bully and intimidate. They're constantly demanding and brutally critical.

The "Yes" People
They agree to any commitment, yet rarely deliver. You can't trust them to follow through.

The "No" People
They are quick to point out why something won't work. What's worse, they're inflexible.

The Gripers
Is anything ever right with them? They prefer complaining to finding solutions.

Of course you recognize them. They're the people you work with, sell to, depend on, live with.
Learn to deal with them quickly and confidently at *Dealing with Difficult People.*
GRADUATE PROGRAM

PHYSICS

ORLANDO - FLORIDA

44 Faculty and 18 affiliated faculty
104 Graduate Students
200 Physics Majors

UCF-LIFE
Orlando: 2 million
UCF: 60,200
High tech
Great weather
50min. to coast attractions
Int. airport
KSC-NASA

PLANETARY SCIENCE
How do other planets form?
Comet impact
Are we alone?

RESEARCH

ASTRONOMY

CONDENSED MATTER
Semiconductors
Quantum computation
Surface science
Nanomagnetism
Atomic vibrational dynamics

BIOPHYSICS
Self-organized polymers
Biomolecular Fluorescence
Nanoparticle Drug Delivery
Protein folding
Microraman spectroscopy

NANOSCIENCE
Quantum dots
Single-electron transistors
Nanocatalysis/fuel cells
Single-molecule magnets
Graphene and CNTs

OTHER AREAS
AMO physics
Physics education
High energy physics
Mathematical physics
Materials science

PROGRAM

20-25k$/year stipend
20 hours/week $20-25/hour
PhD tuition fee covered
MS tuition fee 50% off
Interdisciplinary approach
Comprehensive curriculum
over 50 courses

for application info
physics.ucf.edu

or contact
Prof. Helga Heinrich
Helge.Heinrich@ucf.edu

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My Experience

• UCF: some details
• UCF demographics: 24% URM
• My arrival in 2006 as external chair
• The department recovering from a split: CREOL created in 1998
• First female chair
• UCF/Physics had great desire to do better
• Good support from administration
• Faculty young and each with his/her ideas
Several Faculty Members Challenging

- Disruption at faculty meetings
- Confusion at departmental retreat
- Bullying
- Rumors
- You cant do anything right
- Want control
- They know better
- Take up a lot of your time in arguments
Some Solutions

• Have a vision and let it be known
• Establish a plan with consensus
• Establish guiding principles
• Discuss core values
• Empower staff, students & faculty
• Engage difficult colleagues in what they are good at
• Be transparent
• Collect data annually and make it public
Others do not like them too!

- Difficult folks are not welcome
- Hard to engage them with others
- Listen to them: they will be surprised
- Show them respect, even if they ....
- Find how they can help the department
- They must be good in something
- Engage them
- Challenge them
Pushing Agenda Despite Curmudgeons

• Find unifying themes
• Get buy-in from all faculty
• Discuss various plans
• Get buy-in on a plan
• Get support from College/University
• Proceed on the unifying theme with the discussed plan
• You have now bypassed curmudgeons
• You have also created support groups

EMPOWER!!!
Curriculum/Instruction Reforms

- Difficult colleagues also want to teach better
- Education reform can be unifying
- Get data: Pre-post tests
- Active Learning: Studio mode
- Active Learning: with 300 in class
- Now a mini-studio mode: NSF-TUES
- Enter PhysTEC: Learning Assistants
- Active Learning also in upper division
- Pedagogical training for LAs & GTAs
So where are we?

- Physics majors has tripled
- Graduate students has > doubled
- Students are doing well after UCF
- Physics model now being emulated
- Physics key in iSTEM (Sciences and Engineering initiative)
- Physics funding increased 10-fold
- PhyTEC doing well
- APS Bridge taking off
- Junior faculty thriving