Departmental Leadership in the 21st Century

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Perspectives

Department chair Frequent external reviewer
Chief academic officer Project Kaleidoscope
Council on Undergraduate Research
National Conferences on Undergraduate Research
NRC: Committee on Undergraduate Science Education

Science Teaching Reconsidered

NRC: CSMEE
AAPT: The Physics Major
OSA: Committee on Education
Physics Chairs Meeting – Case Study: “Mentoring the Whole Life...”
Mantras

If you don’t ask, the answer is NO.
Adapt Not Adopt (Best Practices).
Equality is not EQUITY.
Rules DO NOT necessarily lead to ORDER.
Plan for the future; prepare for change.
No secrets stay secret.
Leadership in the Department

Routine Business
Working with Colleagues
Managing Staff Members
Curriculum
Resource Management
Performance Assessments
Administrator!

Getting Things Done
Supporting Students
Long Range Planning
Enhancing Teaching
Senior Administrators
Recruiting
Legacy for the Department
Priorities

Culture of Encouragement & Inclusiveness
Stay Within Your Limits
Student Success
Inclusive Governance
Communication Strategies
Avoid Surprises
Performance: Feedback and Reviews
Priorities
Culture of Encouragement & Inclusiveness

Act now to recruit and encourage women and members of under-represented groups – 5%?
Set the rhetorical framework (T-shirts and jokes)
Celebrate a range of accomplishments
Eschew competitions
Stay Within Your Limits

So now you’re an administrator – keep good notes. Know the Rules – record, report and when to hand things off (Title IX, harassment, discipline, retirement).
Priorities

Student Success

Encourage each student
Monitor student doubts
Support diverse goals and paths
Watch the details – e.g., dynamics in labs
Provide a gathering place for majors
Priorities

Inclusive Governance

Include others at all levels
Delegate
Ask before you tell
Plan for your future as a faculty colleague
Priorities

Communication Strategies

Respond promptly
Keep emails short, without tension
delay sending complicated or contentious ones
Meet to discuss routine and difficult matters
keep notes, send follow-up, own the pen
Priorities

Avoid Surprises

- Prepare for each meeting through individual discussions
- Encourage all to speak/contribute
- Don’t surprise your dean/provost
Priorities

Performance: Feedback and Reviews

Listen and observe
Provide feedback more regularly
Encourage and support
Follow stated review protocols
Be specific
Clearly indicate improvements needed
Reflect Regularly

Pause and Set Aside the To-Do List

Think about

Outcomes

Time allocation

Recordkeeping
Leadership in the Department

Plan
Do the Work
Reflect
Enjoy