

## The Chairperson In Transition:

### From Faculty to Department Chair

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## Why Do Faculty Become Department Chairs ?

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## Why Faculty Become Chairs ?

Reasons for Serving	No. Chairs*
• For personal development (interesting challenge, new opportunity)	321
• Drafted by dean or colleagues	251
• Out of necessity (no other candidates)	196
• To control my environment	161
• Out of a sense of duty	133
• For financial gain	117
• As an opportunity to relocate	101

\*Gmelch, Center for the Study of the Department Chair, 1992, p. 6.

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## The Chairperson in Transition

- What Skills Does the Department Chair Need?
- Why Do Chairs Fail?
- A Transition to Conflicting Constituencies
- A Transition in Work Styles
- A Transition in Work Time
- What are the Benefits of Being a Department Chair?
- What are the Chair's Tasks and Duties?
- What are the Tools and Skills Available?

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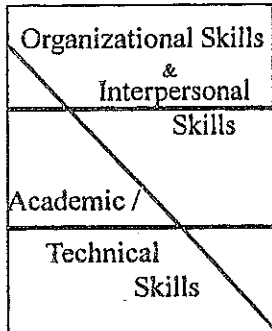
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## What Skills Does the Department Chair Need ?

Administration

Chair

Faculty




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## Why Do Supervisors Fail ?

Academic / Technical Skills	% mentioning
Procedures	28 %
Marketing	25 %
Accounting	15 %
Legal issues	10 %
<b>Organizational Skills</b>	
Formulating organizational objectives	85 %
Analyzing problems	84 %
Making decisions	71 %
Organization	23 %
<b>Interpersonal Skills</b>	
Delegating work	91 %
Evaluating people	81 %
Cooperating with people	79 %

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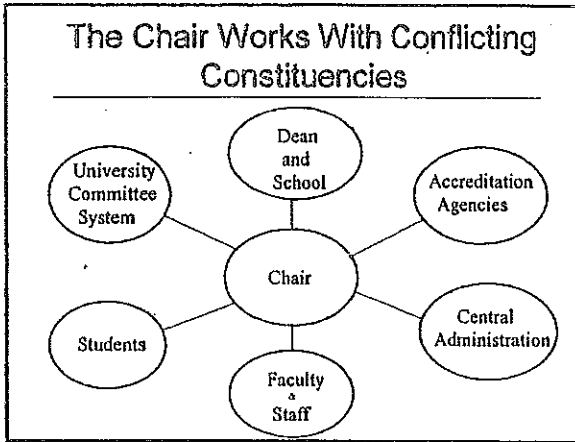
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### A Transition in Work Styles

<ul style="list-style-type: none"> <li>• <u>From Faculty</u></li> <li>• Solitary</li> <li>• Focused</li> <li>• Autonomous</li> <li>• Manuscripts</li> <li>• Private</li> <li>• Professing</li> <li>• Client</li> <li>• Questioning</li> </ul>	<ul style="list-style-type: none"> <li><u>To Chair</u></li> <li>Social</li> <li>Fragmented</li> <li>Accountable</li> <li>Memos</li> <li>Public</li> <li>Persuading</li> <li>Custodian</li> <li>Defending</li> </ul>
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### A Transition: To Less Time for Professional and Personal Activities\*

	% Chairs Reporting Loss of Time
<b>In Professional Activities</b>	
Research / Writing	88 %
Keeping Current in Discipline	82 %
Teaching	78 %
<b>In Personal Activities</b>	
Family	65 %
Friends	56 %
Leisure	77 %

\* Gmelch, Center for the Study of the Department Chair (1991)

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**What Are the Benefits of  
Being a Department Chair?**

- Having the opportunity to implement your vision of the department
- Being able to view the college or the university in a larger light
- Helping colleagues reach their full potential as scholars and teachers
- Being the "link" between departmental faculty and upper administration, especially the college/school dean
- Having access to a wide range of information

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**What Are the Benefits of  
Being a Department Chair?**

- Serving as the "point person" with the larger community regarding departmental programs, service, research, etc.
- Facilitating improvements in the quality of teaching
- Leading the department on curriculum development and program improvement
- Achieving a "higher level" of accomplishment and satisfaction through greater responsibilities
- Working with other department chairs at the university and within the CSU system

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**What are the Tasks and Duties  
of the Chair ?**

- Departmental Administration
  - Governance
  - Budget and Resources
  - Office Management
  - Professional Development
  - External Communications
- Faculty Affairs
- Instruction
- Student Affairs

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**Tasks and Duties: Administration  
Governance**

- Conduct departmental meetings
- Establish departmental committees
- Serve as an advocate for the department
- Involve faculty in improving the department
- Delegate administrative responsibilities

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**Tasks and Duties: Administration  
Budget and Resources**

- Prepare and administer departmental budget
- Prepare budget reports and analysis
- Seek outside funding

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**Tasks and Duties: Administration  
Office Management**

- Supervise and evaluate clerical staff
- Maintain departmental records and files
- Maintain equipment and supplies

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**Tasks and Duties: Administration**  
**Professional Development**

- Foster good teaching in the department
- Encourage and support professional development of faculty at all levels of maturity
- Encourage faculty participation in research and professional conferences

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**Tasks and Duties: Administration**  
**External Communications**

- Complete correspondence and surveys
- Improve and maintain department's image and reputation
- Liaison to outside groups

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**Tasks and Duties:**  
**Faculty Affairs**

- Recruit and select faculty: \$ 2 million decision
- Evaluate faculty performance
- Keep faculty informed of university plans and programs
- Maintain morale and promote unity and diversity

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**Tasks and Duties:**  
**Instruction**

- Schedule classes
- Supervise off-campus programs
- Supervise and monitor schedule
- Teach own classes

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**Tasks and Duties:**  
**Student Affairs**

- Recruit students
- Advise and counsel students
- Advise and administer student grievances

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What are the Tools and Skills Available for the Chair?

	Tools	Skills
Planning		
Organizing		
Goal Setting		
Directing/Problem Solving		
Communicating		

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What are the Tools and Skills available for the Chair ?

	Tools	Skills
Planning	Schedules Budgets	
Organizing	Calendars Committees	
Goal Setting	Performance Rev. Program Review	
Directing/Problem Solving	Support Systems Faculty & Dean	
Communicating	Meetings, reports Memos Letters of review	

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What are the Tools and Skills Available for the Chair ?

	Tools	Skills
Planning	Schedules Budgets	Goal Setting Political Skills
Organizing	Calendars Committees	Time Mgmt. Meeting Skills
Goal Setting	Performance Rev. Program Review	Vision Leadership
Directing/Problem Solving	Support Systems Faculty & Dean	Motivational & Conflict Mgmt.
Communicating	Meetings, reports Memos Letters of review	Listening Skills Communication & Team Skills

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