The Role of the Department Chair

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May 21, 2006
To be a Successful Chair...

• You need key skills

• You need to obey the 12 commandments
Department Chair is a Leader: What are the Key Skills?

- Ability to communicate: rephrasing
- Ability to listen: the power of pause
- Ability to identify and learn from mistakes: can you ask the hard questions?
- Ability to put ego behind the task
Key Element that Must be Considered: Emotional Intelligence

- **Self-awareness**: deep understanding of one’s emotions, strengths, weaknesses, needs and drives
- **Self-regulation**: mastering emotions is critical and a key element of integrity (an ability to say no to impulsive urges)
- **Motivation**: passion for work that goes beyond money or status
- **Empathy**: understanding the emotional make-up of other people
- **Social skill**: an ability to find common ground and build rapport
Now...What about Your Role as a Chair?

Chairs must be both leaders and managers!

• Leaders do the right thing

• Managers do things right
12 Commandments for Chairs

1. Stay calm
2. Understand faculty rights and responsibilities
3. Hire well: this is where tenure is decided
4. Make sure that everyone understands their assignment for the year
5. Make sure that everyone knows how they will be evaluated—annually and for tenure and promotion
6. Respect and help students
The 12 Commandments (continued)

7. Improve the working environment: you set the tone!
8. Celebrate faculty and staff successes
9. Protect the junior faculty
10. Be persistent with the dean—but understand his/her needs
11. Avoid the culture of complaint
12. Bring solutions, not problems