

BOARD OF GOVERNORS

The Role of the Department Chair

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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

