

# A Summary of Activities From the Chairs' Retreat

June 13 & 14, 2006

## A. Tuesday

### 1. Characteristic of Best Personal Leader

- Visionary
- Insight
- Integrity (three responses)
- Supportive (two responses)
- Kind and Caring
- Sincere
- Ability to Connect
- Creative
- Giver
- Listener
- Thoughtful
- Attention to the Individual
- Positive- Can Achieve Any Goal
- Focused
- Dedicated- hard working
- Plan
- Seeks Input
- Steady

## 2. The Changes in Our Triad

- a. Move from focus on teaching to student learning and success.
- b. Change service to engagement with society.
- c. Shift research to innovation through the four forms of scholarship.
  - i. Discovery
  - ii. Teaching
  - iii. Engagement
  - iv. Integration

## 3. Changes in YSU Environment

- Changing Identity
- Administrative Factor Increase
- Consensual Building Behind Closed Doors
- Decision Making in a Vacuum
- Changes in Reassigned Time
- Change in Composition of Student Body; Traditional vs. Non-Traditional
- Turnovers in Administration
- Changed Management: Top Heavy
- Increased Connections to Community

## 4. Dot Activity

- Provide Advocacy: Thirteen Blue Dots, Four Red Dots
- Assure Quality: Thirteen Blue Dots, One Red Dot
- Establish a Communication System: Nine Blue Dots, Thirteen Red Dots
- Stewardship, Honesty, and Ethics: Eight Blue Dots, Zero Red Dots
- Administration and Management: Six Blue Dots, Nine Red Dots
- Provide Adaptive Leadership: Six Blue Dots, Four Red Dots
- Entrepreneurial Environment: Five Blue Dots, Ten Red Dots
- Promote Externalization: Four Blue Dots, One Red Dot

## 5. Five Leadership Skills

(In Priority Order)

- Relationship
- Stewardship
- Entrepreneurial
- Adaptive Leadership
- Administration

## 6. Most Important Issues on Our Leadership -Dot Exercise

- Financial Budget: Eighteen Blue Dots
- Changing Expectations Related to Teaching, Scholarship, and Service: Eighteen Blue Dots
- Lack of Trust: Fifteen Blue Dots
- Multi-Way Communication System: Fourteen Blue Dots
- Faculty Morale: Thirteen Blue Dots
- Transparent Decision Making: Thirteen Blue Dots
- Mission, Resource, and Planning: Twelve Blue Dots
- Shared Strategic Planning: Ten Blue Dots
- Facilities: Four Blue Dots
- Lack of Adequate Support System: Three Blue Dots
- Time Management: Two Blue Dots
- Connecting Diverse Background: Two Blue Dots

## 7. New Social Compact

- a. Be fully engaged in society and community.
- b. Be flexible and adaptive.
- c. Be involved in the work force.
- d. Build useable skills for all citizens.
- e. Be cost effective, accountable, and reward by performance funding.
- f. Be highly collaborative in and out of higher education.
- g. Create an entrepreneurial environment.

- h. Be learner centered; move from “sage-on-the-stage” to one who orchestrates learning.
- i. Continue to develop citizenship through a liberal arts education.

## 8. Strengthens Individual Base

- Foster Relationships
- Arrange Social Connections
- Continuous and Genuine Assessment of Each Part of the Base
- Connect with Students
- Fair
- Impact Upon Others’ Bases
- Share Information
- Collaborative Efforts
- Support Each Other
- Don’t Always Compete
- Stay Positive

## B. Wednesday

### 1. To Improve Our Leadership We Should

#### **Continue:**

- Commitment to Youngstown State University
- Being Advocates
- Getting Along
- Transparency
- Social Events
- Facilitator/Advocate of Faculty Ideas
- Foster Relationships
- Integrity
- Communication
- Positive Mental Attitude
- Cooperation
- Persevering

- Listening
- Close Contact / Positive Reinforcement for Faculty
- Building Relationships Across Campus
- Planning/ Forward Thinking
- Provide Institutional Memory
- Filter “Noise” for Faculty
- Keeping Up With State/National Trends in Field
- Regular Chairs’ Meetings
- Support From Faculty and Staff
- Retreat

**Start:**

- Being Driven by Aspiration and Desire
- Network with Other Chairs
- Form “Sister” Departments with Incentives
- All Activities Have “Excellence” Associated
- Form Better Communication Systems
- Forming Committees Based on Diversity of Ideas Not for a Desires Result
- Practices of Self-Evaluation and Self-Study
- Vision of Larger Picture
- Benchmarking: Involve Faculty in Looking at Institutions
- Formalize Mentoring of New Faculty
- Learn to Say “NO”, Take Time to Play
- Enhance Relationships
- Project Positive
- Increase Knowledge of Teaching and Learning
- Foster Leadership and Unity on All Levels
- Move From Crisis Intervention Model to Prevention-Pro Action Model
- Modify Leadership Style to Meet Changing Needs of Department
- Streamline Administrative Duties
- Free Time for Team Building
- Better Communication between chairs and administration, as well as between chairs and faculty
- More Entrepreneurial Efforts
- More Collaboration Between and Within the Department
- More Relationship Building
- Being More Optimistic
- Protecting/Managing Time Better
- Focusing on Connections Between Teaching and Learning
- Increase Transparency of Decision Making
- Enhance Two-Way Communication
- Set Goals, More Planning
- Allow Chairs More Autonomy

**Stop:**

- Increase Delegation of Routine Affairs
- Repeating Old Patterns in Light of New Culture
- Unnecessary Communication
- Unnecessary Meetings
- Micro-Managing
- Reacting Emotionally
- Rewarding Inefficiently
- Lack of Communication
- Trying to Please Everyone
- Being Spread Too Thin (We Have Little Time to Plan and Reflect)
- Taking Care of Everything (Delegate)
- Responding to Every Request
- Taking Sides in Conflict
- Putting Too Much Effort Into Tasks of Little Importance
- Whining
- Negative Collaborations
- Trying to be What We are Not
- Bottom of Totem Pole

## 2. Tips for Surviving the Workload

**Tip #1:**

- Delegate- promote involvement of faculty and staff
- Dig in to at least one job or assignment you don't want to do
- Maintain a sense of humor
- Be very disciplined in organizing files and e-mails. Lots of subfolders in Outlook
- Department master schedule and e-mail list
- Exercise for stress reduction
- Choose your secretary very carefully
- Surround yourself with people who are different than you or bring different talents to the table
- Schedule a weekly "do not disturb" time
- Plan and priority
- Do not take yourself seriously
- Organize priorities of the day
- Compartmentalize tasks to certain days and times
- If you can do it now, do so
- Prioritize
- Step back and look at situation
- Avoid "upward delegation"

- Accomplish your most important priorities at your peak energy times
- Spend some time during the work week (at least one 4 hour block of time) away from the office to catch up on reading related to your profession
- Don't count on getting all of your work done during business hours
- Make lists

### **Tip #2**

- Touch each paper only once
- File stuff- so you can find what you need
- Organize
- Keep good records of reoccurring documents so you don't have to redo work
- Keep support staff in the loop and treat them with respect
- Close the door for an hour or so to concentrate on tasks and give yourself some relative quiet time
- Delegate, delegate, delegate
- Have a routine to answer phone calls, look at emails and any other communication
- Daily "to do list"
- Maintain and pursue outside interests and activities
- Listen to those around you
- Send calls to voicemail
- Plan your deadlines
- Attitude: What is the worst thing that can happen if I don't do this? If nothing bad will happen, its not that important
- Enjoy your colleagues
- Use organizing software religiously to record weekly and monthly goals and keep track of daily tasks and meetings
- Build relationships
- Break down issues into components

### **Tip #3**

- Laugh
- If you don't know how to address something, ask for advice from someone with experience
- Play raquetball
- Go to lunch with Colleagues
- Learn to delegate and accept the results
- Reprioritize daily
- Flag or tag projects that are due a week or so in advance
- Check with your secretary about priorities
- Minimize time wasters

- Get enough sleep!
- Look at two week intervals. One week is too short a time frame and longer than two weeks is difficult

### 3. What We Have the Right to Expect of Each Other

- a. What do the Chairs have a right to expect of each other?
  - Mutual Respect Trust and Honesty
  - Confidentiality
  - Collegiality
  - Sharing Idea
  - Support for Each Other
  - Advice
  - Respect for Other Departments' Needs
  - Cooperation on Inter-Department Affairs
  - Problems and Concerns Handled Professionally
  - Sharing Expertise
  - Professionalism
  - Share and Pool Capabilities
  - Considering the Impact of Decisions on Other Departments
  - Respect
  - Adherence to College Rules, Guidelines, and Policies
  - Integrity
  - Emotional Support and Advice
  - Sharing Experiences
  - Cooperation Not Competition
  - Communication
  - Inter-Department Problem Solving for Mutual Interest
  - To be a Resource
  - To Work for the Greater Good, Not Just for Our Own Programs
  - Help with Academic Issues
  - Accessibility
  - Collaboration
  - Common Vision
  
- b. What do the Provost and Deans have a right to expect of the Chairs?
  - Mutual Respect, Trust, Honesty and Confidentiality
  - Adherence to Policy
  - Collaboration, but Support When Decisions are Made
  - Support and Loyalty to the Institution
  - No Surprises
  - Full Transparency and Accountability
  - Responsibility
  - Honest Evaluation of Faculty

- Honest Effort to Build Good Department Culture Procedures
  - Conduct Department in a Professional Manner
  - Communicate and Avoid Being Blindsided
  - Complete Tasks and Reports in a Timely Manner
  - Carry Out Directions and Decisions Even When They Prefer Not To
  - Will Think of College and University as a Whole and Not Just as Their Department
  - Chairs Will Enforce Academic Policies
  - Responsible Use of Resources
  - Follow Chain of Command
  - Participation in Committees and College Events
  - Efficiency in Operation of Departments
  - Fiscal Responsibility
  - Striving for Excellence
  - Professional Behavior
  - Integrity
  - Communication of Department Needs to Dean and Provost
  - Development of Budget Requests Based on Actual Realistic Needs
  - Stop Problems at Departmental Level
  - Institutional Advocacy- Student Success Stories, Faculty Successes and Putting a Positive Face to the Public
  - No Hidden Agendas
  - Talk About Them Respectfully Even if You Disagree With Them
  - Work to Advance Department, College, and University
  - Ability to “Do the Right Thing”
  - Be and Advocate of Administration
  - Good Stewardship
- c. What do Chairs have the right to expect of the Provost and Deans?
- Mutual Respect, Trust, Honesty and Confidentiality
  - Open Door Policy
  - That They Will Listen and Acknowledge Problems
  - Demonstrate Compassion When Making Decisions
  - Explanations for Decisions
  - Consultative Communication
  - Mentorship and Leadership
  - Institutional Focus
  - Sense of Priority
  - Appreciation of Needs and Aspirations of the Department
  - Once an Issue is Discussed and Dean and Chair Agree on Approach, Then Chair Can Rely on Dean’s Support
  - Can Set Goals, but Can’t Ask for the Impossible Given the Resources Available

- Kept Informed of Upper Level Administrative Decisions
- Mentorship and Leadership
- Open Communication
- Integrity
- Ability to Run Department Without Micro-Management
- Clear Communication of Goals
- Explanations of Reasons for Changes in Finances and Procedures
- Information to Share with Faculty Members to Explain Needs of Requirements from the Faculty
- Definition of Expectations for a Project
- Support for Tough Decisions at the Faculty or Departmental Level
- Timely Deadlines Respecting the Academic Calendar
- Provide Rationale for Decisions
- No Unfunded Mandates
- Allow for Input of Chairs
- Involvement in Strategic Planning
- Understanding and Sensitivity of Unique Role of Chair- Part Faculty and Part Administration

## 4. Commitment I Will Make to Enhance My Leadership

### **Commitment One**

- Say “NO”! Refuse to Take Stuff Personally
- Focus on Key Goals for the Department and Set Apart a Part of Your Day/Week to Reflect and Assess and Act to Make Progress Toward the Goals (Try Not to Spread Yourself too Thin).
- Learn All Faculty Individual Goals for 2006 and 2007 and Provide Needed Support
- I Will Take Less and Listen More
- Make Time to Plan
- I Will Commit to Become More Visionary in my Thinking- With More Attention to the Bigger Picture. I Will Accomplish This Through the Observation of “Best Practices” in Similar Although Not Necessarily Adjacent Institutions.
- Maintain and Develop Regular Open Communications With Each Faculty Member. Determine What is Important for each Faculty Member in and out of YSU
- Manage Time More Effectively to Permit Frequent Informal Conversations With Faculty and Other Chairs (30-60 Minutes per Week)

- Increase Communication with Faculty and Administration- Develop Strategic Plan for Department.
- Improve Collegiality with Faculty
- Stop Complaining About What I Perceive as Unfair and Unjust- Begin to Take Steps That are Pro-Active- Use the Energy it Takes to Complain to Thoughtfully Work Through the Concerns That I Have in a Positive Manner
- Give Faculty More Time to Talk and Listen to Their Concerns
- Listen Better
- Read More About Leadership
- Work on Patience in Dealing with Difficult Issues and People
- Spend More Time with Faculty Talking About Goals for the Department
- React Less Extremely and Do Not Take Things Personally

**Commitment Two:**

- Make Time for My Own Work- Create Some Personal Space in My Schedule
- Make Concrete Progress on Assessment with Active Faculty Involvement
- Provide Junior Faculty Opportunities to Discuss with Each Other and/or Their Mentor Research and Publishing Goals
- I Will Focus More on Execution- Not Over planning
- Articulate a Vision and Take Steps to Move Toward it
- I Will Commit to More and Better Communication with Faculty and Staff and with More Inclusion on All Decisions- Making Progress
- Identify and Focus on Several Critical Success Factors of the Department. What is Most Important for the Department to be Viewed as Successful
- Develop a Revised Vision and Strategic Plan for my Department in Collaboration with Faculty and Advisory Committees
- Work in Developing Relationships with Faculty and Administration
- Have a More Positive Attitude
- Read more Material on the Concept of Leadership
- Stay Calm in Stressful Situations
- Be More Forward Thinking
- Speak What is on my Mind
- Spend More Time Developing Relationships
- Work to Provide More Regular and Formal Feedback to Tenured Faculty and Junior Faculty
- Complete Research Projects so I am a Better Example
- Be a Better Communicator of the Decisions That are Made and How They Are Made

### **Commitment Three:**

- Do Not Schedule or Attend Useless or Redundant Meetings
- Make More Informal and Social Activities With Colleagues
- Observe the Teaching of all Faculty to Learn Their Styles and Interests
- Improve Time Management
- Increase Nonprofessional Contact With Faculty
- I will Attempt to Build Morale by Letting go of Negative Thinking and Focusing Instead on the More Positive Aspects of This Job
- Create Personal Space and Time for Me
- Stop Whining and Be an Optimist
- Increase Entrepreneurial Efforts of Department
- Improve Communication with Faculty and Students
- Communicate More Effectively to Faculty and Staff Around Difficult Issues
- Look at the Big Picture- Macro and Micro Perspective
- Better Organization
- Listen More
- Develop “Vision” Plan for Department
- Develop a Mechanism to Handle the Budget to be Able to Reward the Faculty in the Department in General for Their Work
- Better Job of Managing Minutia

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