Management vs. Administration

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Larry Hodges, Clemson
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Management vs. Administration
Larry F. Hodges

There is a difference between Management, Administration, and Leadership.

**Tactical**
- Meet one-on-one with every faculty and staff member in your department.
- Find a good manager and make him/her the Assistant Chair for daily operations.
- Don’t stay in your office doing paperwork and never eat lunch alone.
- Lead by example.

**Strategic**
- Be clear about what the expectations are for the Department and for individual ranks.
- Figure out what each person is good at and ask them to do it.
- Set big goals and intermediate goals.
- No faculty vote should ever be a surprise!
- Build a community.
Administration vs Management  
(B. Ryder)

• Set calendar and workflows to support admin tasks
  » P&T, Faculty annual reviews, Eval of direct reports, Budget decisions, Industrial affiliates meetings,
  » GET HELP

• Organize dept so you can delegate
  » Assoc DHs, Key staff, Committee chairs, Grad stud org.
  » Meet regularly with key delegatees

• Never say 'yes' immediately in response to requests for external commitments
  » Consider timing wrt ALL your responsibilities

• Establish relations w. key Univ administrators
  » VP Research, CIO, Provost, College Assoc Dean for IT, Institute directors

• Mentor, mentor, mentor
Management vs. Administration

Mentoring:
• Devote 1 faculty meeting a year to diversity and retention.
• Unlocking the Clubhouse, Jane Margolis.
• Civility in the classroom. High School Days
• National Center for Women in Information Technology.

Delegating:
• Develop and use an Executive Advisory Committee

Merit Reviews/Evaluations:
• Be honest even if it is uncomfortable.
• Make sure the criteria for evaluation are clear.
• “The Lake Wobegon Effect” and P&T Committees
• “What gets measured, gets improved”

Don’t grease the Squeaky Wheel; use resources for a purpose