

# The Nuts & Bolts of Being a Department Head

Randy E. Bryant, CMU

Susanne Hambrusch, Purdue U

Barbara G. Ryder, Virginia Tech, Chair

# Nuts & Bolts (R. E. Bryant)

## Now you are the head/chair

- You need to learn something about all of CS, not just your specialty
- You need to actively participate in faculty hiring & recruiting
  - You will be the “closer”
- You need to learn all the rules, regulations, and financial processes you’ve ignored all these years
- You need to explain / communicate / advocate CS to your dean and provost
  - E.g., are journal publications necessary for promotion?

## To help you avoid the “gotchas”

- Your colleagues will view you differently.
- Be careful what you say & how you say it
- Treat your junior faculty well

# Nuts & Bolts (S. Hambrusch)

## Now you are the head/chair

- You are not the boss of the faculty; you're more like the coach
- You are the boss of the staff
- Have a good relationship with your dean
- Delegate and prioritize. But the buck stops with you
- Your main long-term impact are likely to be in hiring & promotions and strategic planning

## To help you avoid the "gotchas"

- Personnel problems are tough
- Be consistent and do what you say and be willing to apologize
- Pay attention to things that are not said and not done
- Find an effective management style

# Nuts & Bolts (B. G. Ryder)

Now you are the head/chair

- Establish/support good dept climate
  - Transparency, mentoring, listening to others, public praise for achievements
- Understand university finances
- Establish good relationship with your Dean
  - Educate him/her about CS & your dept
- Establish good relations with dept. staff
- Review dept practices for possible changes
- Attend as many dept events as you can

To help you avoid the gotchas

- Pick 3-4 things to work on each year that help accomplish your strategic goal for the dept
- Create efficient & effective workflow for yourself
  - Gaining control of the day's events, email, personal time