Introduction

The Academic Department Chair plays an extremely challenging role in today’s college or university. This individual is largely responsible for leading the single most important resource of any college — the faculty. In addition, the staffing, budget, and facilities of the modern academic department comprise assets that make it larger than many small businesses.

This comprehensive program is designed to help current and future department chairs and other academic leaders critically examine the role of the department chair and develop the knowledge, skills, and abilities for leading and managing an academic department. Participants will learn how to become more effective and productive in running an academic department and will discover ways to engage, develop, and lead others.

Program Goals

The objectives of this program are to:

1. Define and analyze the role and responsibilities of department chairs.

2. Determine the traits, competencies, and capabilities required to implement the role and responsibilities successfully.

3. Examine and practice techniques and tools for setting direction, supervising your office staff, communicating with individuals and groups, conducting effective meetings, building teams, appraising and coaching performance, and negotiating and resolving conflict.

4. Provide chairs an opportunity away from daily responsibilities to reflect with colleagues on the diverse challenges they face, and share best practices and techniques for meeting those challenges.

Learning Outcomes

- Enhanced leadership and interpersonal communication skills for increasing personal influence, resolving conflict, negotiating, and giving and receiving feedback effectively.

- Greater team effectiveness through understanding how to build strong, cohesive departments and teams that work well together.

- Understanding the dynamics of change at an organizational and system levels: how to embrace it, design it, and guide it effectively.

- Development of a network of chairs from other CUNY colleges, and increased awareness of options and resources available to chairs in performing their role.
Increased effectiveness in responding to the needs/expectations of department colleagues as well as the college administration.

Program Agenda

Program participants will engage in a variety of practice and skill-building exercises that will assist them in leading and managing an academic department. The program consists of a three-day session focusing on: (1) the role and responsibilities of the department chair; (2) faculty development; (3) change management and team building; and (4) leading a department within the CUNY environment.

Agenda

Day 1 - The Role and Responsibilities of the Department Chair

8:30 a.m.  Introductions and Expectations
Armchair Overview
Management and Leadership Challenges at CUNY Colleges

9:30 a.m.  The Role and Responsibilities of the Chair
Interactive Exercise: Open Space

10:30 a.m.  Break

10:45 a.m.  Leading and Managing Your Department and Office Staff: An Action Framework for Maximizing Departmental Potential
Exercise: Negotiating the Conditions of Your Chairship
Case Study on Leading Up

Noon  Lunch

1:00 p.m.  Identification of Leadership Styles
Exercise on “The Leadership Wheel”

3:00 p.m.  Break

3:15 p.m.  Introduction to Leadership Styles: the Myers-Briggs Type Indicator (MBTI)
  - Theory of Psychological Types
  - Applications of MBTI for Communication, Time Management, Problem-Solving, Decision-Making, and Conflict and Change Management

4:30 p.m.  Closing Comments
Homework Assignment: Managing Personal Time

5:00 p.m.  Evaluation and Adjournment
### Day 2 - Developing Your Faculty: Coaching and Appraising

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<th>Time</th>
<th>Activity</th>
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| 8:30 a.m. | Review Lessons from Day 1 and Expectations for Day 2  
Review Homework Assignment: Managing Personal Time |
| 9 a.m.   | Using Dialogue and Interest Based Negotiation to Coach and Mentor Faculty and Resolve Conflict |
|          | Case Study Applications: Managing Difficult Faculty - The Case of Xavier |
| 10:30 a.m. | Break |
| 10:45 | Tools and Techniques for Handling Faculty and Student Complaints |
| Noon | Lunch |
| 1:00 p.m. | Exercise on Implicit Bias: Privilege Walk - Assessing Diversity, Inclusion and Micro-Aggression |
| 1:30 | Tapping the Potential of Faculty and Staff through Performance Appraisals |
|          | Case Study: Maintaining Your Scholarship as Chair |
|          | Succession Planning: Grooming the Next Chair |
| 3:00 p.m. | Break |
| 3:15 p.m. | Conducting Performance Appraisal  
Case Study Application: The Case of the Faculty Bully |
| 4:30 p.m. | Closing Comments  
Homework Assignment: Developing a Strategic Plan for Your Department |
| 5:00 p.m. | Evaluation and Adjournment |

### Day 3 - Leading for Change: Developing/Building Your Department

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<th>Time</th>
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| 8:30 a.m.  | Review Lessons from Day 2 and Expectations for Day 3  
Review Homework Assignment: Developing a Strategic Plan for Your Department |
| 9:00 a.m.  | Strategies for Engaging Faculty in Team Building and Strategic Planning  
- Future Search  
- Open Space  
- Carousel Technique  
- Learning Panels  
- Action Learning Groups |
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<tr>
<td>10:30 a.m.</td>
<td>Break</td>
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<tr>
<td>10:45 a.m.</td>
<td>Team Building Exercise: Developing a Culture of Realistic and Measureable Expectations</td>
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<tr>
<td>Noon</td>
<td>Lunch</td>
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<tr>
<td>1:00 p.m.</td>
<td>Models for Leading Change Simulation: Developing a Strategic Plan for Your Department</td>
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<tr>
<td>3:00 p.m.</td>
<td>Break</td>
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<td>3:15 p.m.</td>
<td>Leadership Feedback from Other Colleagues</td>
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<td>Creating a Personal Development Plan for Future Growth</td>
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<td>CUNY Resources for Department Chairs</td>
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<td>4:30 p.m.</td>
<td>Follow Up: Building and Maintaining a Support Network</td>
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<tr>
<td>5:00 p.m.</td>
<td>Evaluation and Adjournment</td>
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**Instructors Biographical Information**

**C. CLINTON SIDLE**

Clint Sidle is a consultant in leadership and organizational development and a lecturer in leadership development at Cornell University. His previous positions included Director of the prestigious Roy H. Park Leadership Fellows Program in the Johnson Graduate School of Management at Cornell University. Clint is widely sought as a keynote speaker and consultant in leadership development, executive coaching, and managing change.

His *Park Leadership Fellows Program* has been recognized as a unique and powerful contribution to graduate management education, and his design for a leadership development program at Cornell has won national recognition. His developmental approach is based on a unique experiential learning model outlined in his book *The Leadership Wheel: Five Steps to Achieving Individual and Organizational Greatness*. He elaborates on the inner aspect of leadership development in his most recent book *This Hungry Spirit: Your Need for Basic Goodness*.

Clint also has over two decades of experience in facilitating organizational and strategic change efforts for business and non-profit organizations. Clint’s approach to managing change is a powerful combination of leadership development, team building, and large group intervention techniques in facilitating and deepening the impact of the process. He describes many of his methods in his first book, *High Impact Tools and Activities for Strategic Planning*, published in 1997 by McGraw Hill.
His most recent consulting clients in the private sector include Meredith Corporation, Borg Warner, Corning Inc., Kellogg’s Inc., Wellington Group, Citigroup, and Grupo Generali. In higher education, they include the State University of New York, City University of New York, Drexel University, Bucknell University, Cornell University, and Ithaca College. His other non-profit clients include the American Red Cross, International Outward Bound and many other non-profit and professional management associations. More information is available at: www.clintsidle.org.

CHESTER C. WARZYNSKI

Chester (Chet) Warzynski specializes in developing capabilities to strengthen individual and organizational performance in colleges and universities. With more than 25 years of successful experience in providing leadership and organizational development, he has helped to strengthen the performance of leading companies and universities, including Exxon, Dow Jones, Cornell University, Georgia Tech, Penn State, Carnegie Mellon University, the University of Arizona, and the City and State University Systems of New York.

In his last position, Chet served as senior adviser of strategic financial initiatives at Carnegie Mellon University. Previous positions included executive director of organizational development and adjunct professor in the School of Public Policy at the Georgia Institute of Technology, Director of Organizational Development Services and Lecturer in the School of Industrial and Labor Relations at Cornell University, and Director of Corporate Planning, Training, and New Venture Development for Dow Jones, Inc.

Warzynski completed his undergraduate and graduate studies in sociology at Southern Illinois University and the University of Western Ontario, and post-graduate and doctoral studies in educational planning at the University of Toronto.

He has published on leadership in higher education, strategic planning, organizational development, reengineering universities, project management, and sustainable development. His current research is on leadership and innovation. He has served on the boards of the National Consortium for Continuous Improvement in Higher Education, Seventh Art Group, and Red Cross, and has been a member of the International Leadership Association and the Academy of Management.