**OCASA PD CONFERENCE - JUNE 2013**

**ACADEMIC LEADERSHIP STREAM**

**Facilitated by Dr. Dominique Giguère and Jed DeCory**

**Currents Group Inc.**

**WORKSHOP NOTES, RESOURCES, BIBLIOGRAPHY**

**WORKSHOP #1**

**What got you here may not get you there: The competencies of a Chair/Associate Dean**

**Behaviours we have seen when a Chair is working well**

Building and leveraging trust relationships with:

* External stakeholders
* Internal stakeholders
* Faculty
* Industry

Vision

Inspiring

Team-building

Project management

Innovation and new approaches

Engagement

Problem solving

Prioritizing

Empowerment – delegation

Understanding

Promoting inclusivity

Balancing:

* Challenge status quo
* Operating within constraints

Operations strategy

One-on-one

* Empathy
* Needs of school
* Union

Communication

Consensus

**When Faculty Become Chairs**

**Positives**

Dreamers and visionaries

Fresh eyes

Academic and classroom experience

Subject expertise

Academic inspiration

Pedagogy

Curriculum design

Student empathy

Accomodations

Industry knowledge

Industry connections (external)

They know how the college system works

* Policies, Culture

**Challenges**

Little or no experience in:

* Management
* Administration
* Budgeting and finance
* Hiring
* HR processes
* Union relationships

Lack of institutional knowledge

Scope varies curriculum overview rather than one Program

Policy – corporate

Policy – college specific

IT systems

Student marketing and admissions

Unbiased decisions

Overcome familiarity with other faculty

A faculty member may have a “summers off” mentality

Not inspired to do the ‘back-end’ administrative work

Intrinsic motivation to work as a chair are not the same as intrinsic motivation of a faculty member

**Implications**

Managing your peers

Need mentoring

Identify needs for competency improvement Targeted training/mentoring

**When Chairs come from outside the college system**

**Positives**

Connections

New culture

Business aquity

Pro active

Expectations

Outside perspective

Challenge behaviour

Innovation

Management experience

Urgency

**Challenges**

Knowledge of collective agreement

No internal connections

Culture shock

Business vs education

Intricacies

Lack of knowledge of the college system

Working within a unionized environment

Credibility with faculty

Circumvents management hierarchy

**When Chairs come from inside management within the college system**

**Positives**

Understanding the organization

Understanding the union environment

May have teaching experience

May have course development experience

Understanding of college budgeting

Requirement for level of education

Already have internal network

Carry a reputation (good or bad)

Understand the fit for the job

**WORKSHOP #2**

**So much to do, so little time:**

**Managing multiple roles and responsibilities through Academic Leadership**

**Chair’s Tasks and Priorities**

Can change/shift throughout the year

Plate spinning

“Emergency” lurking in every corner

 What is the definition of an “emergency”?

**Three types of work according to Stanier:**

**Bad Work**

“In organizations it shows up as bureaucracy, the meetings that go on forever, the outdated processes that waste everyone’s time, the habits and ways of doing things that diminish rather than grow.” (

**Good Work**

“Good work is the company’s bread and butter, the efficient, focused, profitable work that delivers next quarter’s return.”

**Great Work**

“The work that matters, inspires, stretches and provokes......this work provides strategic difference, innovation, “blue ocean strategy” – and longevity (for the organization).”

**When sorted by priority what do we see about the distribution of “Bad Work” “Good Work” and “Great Work”?**

Great tasks tend to be at the bottom of the priority list!

**Examples**

|  |  |
| --- | --- |
| **What** | **Why** |
| Staff management taking 70% of the time | Everyone wants consensus/consultation |
| Responsibilities are unreasonable | Too much work for one individual |
| Chairs not able to get into classroom | Too busy dealing with fires |
|  |  |

**We know this already so … Why we can’t get to our “big rocks”**

Too much of a culture of collaboration

Need to spend more time on ‘big rocks’

Accountability for decision making

Lack of resources

Lack of will to decide

Understanding of full cost (how much is my time worth?)

Urgency to achieve priorities

Consistency of priorities and competing priorities

Misalignment of processes in school calendar

Time lines

Delegate to whom?

Departments have their own timelines

Realistic expectations

High-level strategic priorities conflict with departmental priorities

**How to fix it?**

Additional resources (delegation)

Fact-based decision making

Stop doing or enabling Bad work

**WORKSHOP #3**

**Getting out of the weeds: Using strategic directions to enable operations**

**Is the College strategic plan relevant to your area?**

**Yes**

* Strategic alignment of work
* Employee engagement
* Direct day-to-day decision making
* Empowered to make appropriate decisions
* First line of awareness of deviation from the plan
* Trust (both ways)
* Less micromanagement and more accountability
* Easier for all to develop solutions rather than reacting to problems

**How to build connection between day to day and Strategic Plan**

* Chairs Translate from administration to faculty and staff
* Chairs Translate from faculty and staff to administration
* Involve everyone from the beginning
* Ask how they can contribute
* Help them see the big picture
* Two-way dialogue
	+ Faculty
	+ Staff
* Build a bridge and alignment
	+ Their core mission
	+ The organizational mission

**Strategies for connecting with the Strategic Plan**

* Read it and understand it yourself
* Social events
* Connect old plan with new plan (show as a progression)
* Connect the part of the process and the results
* Simplify the message
* Strategic and business plans are ongoing not an event

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Kotter, John P. *A sense of Urgency,*Boston, Mass., Harvard Business Review Press, 2008.

Lang, Amanda. *The Power of Why*, Toronto, Collins, 2012.

Lencioni, Patrick. *Death by Meeting,* San Fransisco, Jossey-Bass, 2004.

Stanier, Michael Bungay. *Find Your Great Work*, Box of Crayons Press, 2008.

**Web videos – Clips used during workshops:**

**Competencies workshop**

 Work on your strengths, not weaknesses

[Strengths Based Leadership- The Extraordinary Leader - YouTube](http://www.youtube.com/watch?v=keQjkod38GA)

**So much to do, so little time**

Selecting priorities

[The Alchemy of Great Work | Box of Crayons](http://www.boxofcrayons.biz/free/movies/alchemy/)

[Big Rocks First - YouTube](http://www.youtube.com/watch?v=OKYPMTyZXFk)

**Getting out of the weeds: Using and communicating the Strategic Plan**

[Mel Robbins on Getting Out of the Weeds - YouTube](http://www.youtube.com/watch?v=Wg4RsUYv7ec) (first 3 minutes)

[Stephen Covey: Goals and Priorities - YouTube](http://www.youtube.com/watch?v=LHHj5Q7ep3k): *why every employee should know the strategic plan and the School’s priorities*