Department Head
Expectations for Faculty

ADVANCE Purdue FAST

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Overview

- Heads’ expectations reflect their roles
  - Role(s) of an academic Department Head
  - Role(s) of academic faculty members

- Expectations are worked out in dynamic, evolving relationships
  - Integration of information across sources, toward goals
  - Developing plans & organizing resources

- Navigating relationships with Heads
  - Working alliance for success
  - Identifying individual & other special challenges
Roles → Expectations → Relationships

...a very brief take...

**Expectations of Faculty**

- Planning & strategy development
- Academic leadership
- People management
- Finance/resource management
- External relations
- Statutory compliance
- (Personal scholarship)

- (Defined by understanding of disciplinary, subdisciplinary, institutional, and local cultures)
- Communication & consultation
- Contributions to shared missions: Discovery, Learning, Engagement
- Contributions to context: Norms & climate

**Working Alliance for Success**

- Sharing & integrating information across sources
- Action planning based on feedback
- Responsiveness to directions & requests
- Navigating individual and unusual challenges

**HEAD**

**Relationships**
Disciplinary Cultures & Differences

Some issues that (new) faculty must navigate, & shape Head expectations

Defining Goals
- Grants/external funding
  - e.g. balance with publications
- Theory vs application/practice

Defining Processes
- Individual vs Collaborative Work
  - inc. climates, rivalries
- Balance among missions
  - Discovery vs Learning vs Engagement
  - Teaching levels & amounts

Subfield Differences
- Specialized knowledge & skills
  - esp. emerging directions
- Scholarship outlets
- Known, helpful resources
  - Network density, availability
  - Non-academic connections

Historical Patterns
- Demographic representation & underrepresentation
- Cultivation of broad networks & pipelines
## CONTEXT: Some Key Elements

...a non-exhaustive list of dimensions in academic settings & interactions...

<table>
<thead>
<tr>
<th>ELEMENT</th>
<th>Features: Examples</th>
<th>Some Key Contributors: Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Norms</strong></td>
<td>“Rules” &amp; expectations for faculty behavior</td>
<td>Disciplinary history &amp; developments</td>
</tr>
<tr>
<td></td>
<td>Shared responsibilities</td>
<td>Expectations about how &amp; why to “succeed”</td>
</tr>
<tr>
<td></td>
<td>Messages re: what leads to “success”</td>
<td>Available rewards &amp; “credit” for service vs. teaching vs. research</td>
</tr>
<tr>
<td><strong>Climate</strong></td>
<td>Explicit vs. tacit information-sharing</td>
<td>Faculty member preferences &amp; history</td>
</tr>
<tr>
<td></td>
<td>Social/emotional environment</td>
<td>Gender roles</td>
</tr>
<tr>
<td></td>
<td>Perceptions of “atmosphere”</td>
<td>Ethnicity/Cultural backgrounds &amp; relations</td>
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<tr>
<td></td>
<td></td>
<td>Larger societal patterns</td>
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</tbody>
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...Head expectations for academic success do not occur in a vacuum...

**Personal Limitations**
- Knowledge, interpersonal skills, individual differences & views

*Directions for solutions:*
  - Reflection & “education” on background characteristics, and ongoing experience
  - Professional development for Heads

**Demographic & Person Differences**
- Mentoring & other relationships across different experience bases
  - *Potentially* ethnicity, gender, age, etc.

**Disciplinary Cultures & Differences**
- What does “success” look like in the discipline…or subdisciplines?
- What are the accepted/customary pathways to success in discipline?
Some Implications for Alliance

**Head involvement**

- Sharing experience (*inc. as successful academic*)
- Help colleague see how individual success as key to unit success, and larger strategic priorities
- Identification of individual needs & development
- Organizing “community effort” & connecting individual faculty members to resources

*(not for this presentation:)* Promote institutional & disciplinary change: Revise old frameworks, norms, climates with new ideas & perspectives
Some Implications for Alliance

**Faculty involvement**

- Share experience of backgrounds, norms, climate, other sources of feedback/information
- Identify & report individual needs (esp. as they change & grow) and initiative taken to solve problems
- Educate Head on elements that might inform expectations, or how to organize resources that might help faculty member contribute to missions
- Know the strategic priorities of unit & your contributions
- Respond promptly to feedback from Head
Overview Redux

...or, a few key points and takeaways

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