Department Head Expectations for Faculty

ADVANCE Purdue FAST

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- **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***
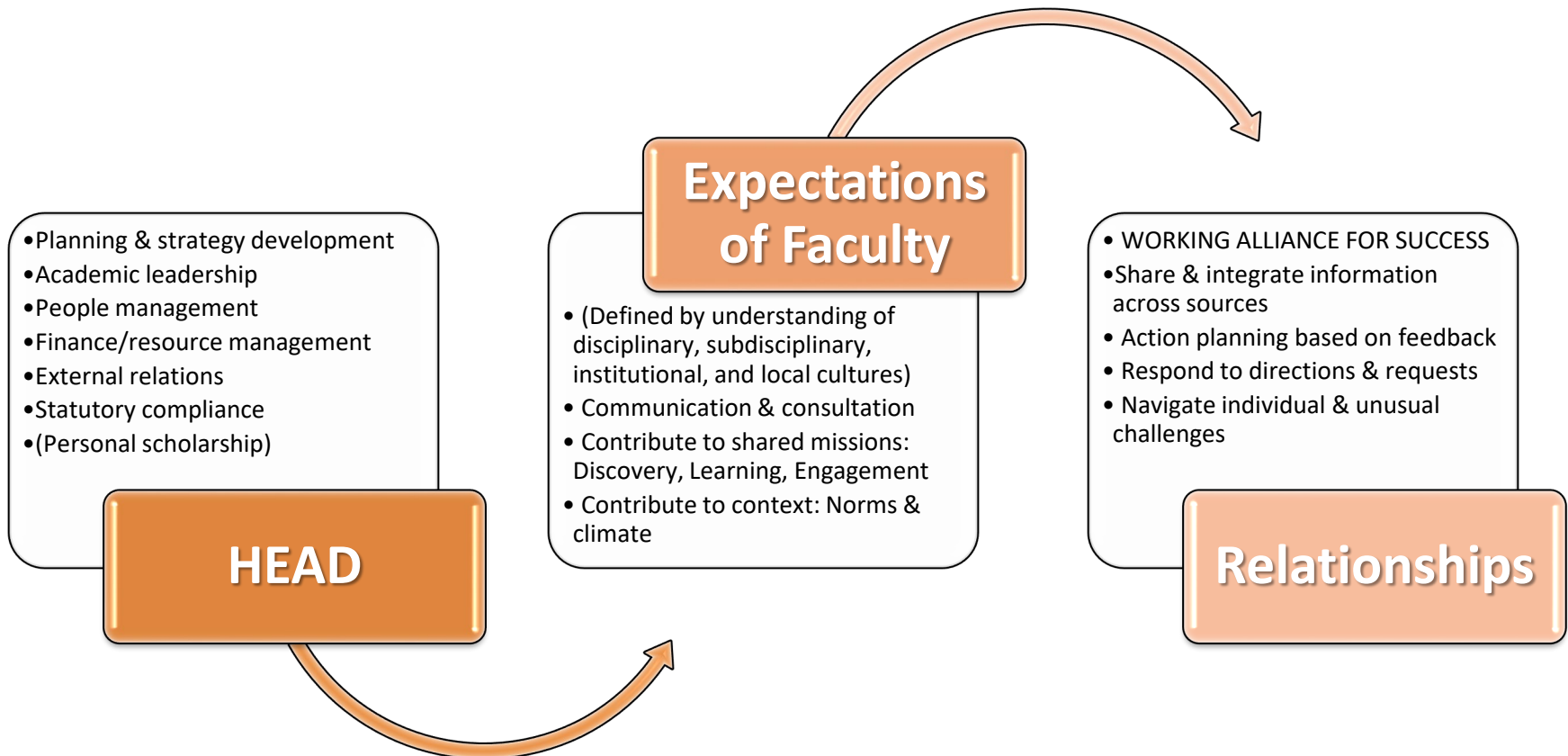 - ☑ Integration of information across sources, toward goals
  - ☑ Developing plans & organizing resources

- **Navigating relationships with Heads**
  - ☑ Working alliance for success
  - ☑ Identifying individual & other special challenges

Roles→ Expectations→ Relationships

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

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

Relationships
- WORKING ALLIANCE FOR SUCCESS
- Share & integrate information across sources
- Action planning based on feedback
- Respond to directions & requests
- Navigate individual & unusual challenges

Disciplinary Cultures & Differences

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

Defining Objectives

- 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...

ELEMENT	Features: Examples	Some Key Contributors: Examples
Norms	▣ "Rules" & expectations for faculty behavior ▣ Shared responsibilities ▣ Messages re: what leads to "success"	▣ Disciplinary history & developments ▣ Expectations about how & why to "succeed" ▣ Available rewards & "credit" for service vs. teaching vs. research
Climate	▣ Explicit vs. tacit information-sharing ▣ Social/emotional environment ▣ Perceptions of "atmosphere"	▣ Faculty member preferences & history ▣ Gender roles ▣ Ethnicity/Cultural backgrounds & relations ▣ Larger societal patterns

Some Key Potential Challenges

...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

❖ Share experience *(inc. as successful academic)*

❖ Help colleague see how individual success as key to unit success, and larger strategic priorities

❖ Identify individual needs & development

❖ Organize "community effort" & connect 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

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