Department Head
Expectations for Faculty
ADVANCE Purdue FAST

February 16, 2021
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...

- 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

HEAD
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
CONTEST: Some Key Elements

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

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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

...or, a few key points and takeaways

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