TIME MANAGEMENT FOR DEPARTMENT CHAIRS

CHRISTIAN K. HANSEN





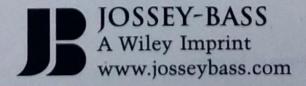
NOT FOR RE-SALE

QUÀ TẶNG CỦA QUỸ CHÂU A KHÔNG ĐƯỢC BÁN LẠI

Time Management for Department Chairs

Christian K. Hansen





Copyright © 2011 by John Wiley & Sons, Inc. All rights reserved.

Published by Jossey-Bass A Wiley Imprint

989 Market Street, San Francisco, CA 94103-1741—www.josseybass.com

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Section 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, Inc., 222 Rosewood Drive, Danvers, MA 01923, 978-750-8400, fax 978-646-8600, or on the Web at www.copyright.com. Requests to the publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, 201-748-6011, fax 201-748-6008, or online at www.wiley.com/go/permissions.

Readers should be aware that Internet Web sites offered as citations and/or sources for further information may have changed or disappeared between the time this was written and when it is read.

Limit of Liability/Disclaimer of Warranty: While the publisher and author have used their best efforts in preparing this book, they make no representations or warranties with respect to the accuracy or completeness of the contents of this book and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No warranty may be created or extended by sales representatives or written sales materials. The advice and strategies contained herein may not be suitable for your situation. You should consult with a professional where appropriate. Neither the publisher nor author shall be liable for any loss of profit or any other commercial damages, including but not limited to special, incidental, consequential, or other damages.

Jossey-Bass books and products are available through most bookstores. To contact Jossey-Bass directly call our Customer Care Department within the U.S. at 800-956-7739, outside the U.S. at 317-572-3986, or fax 317-572-4002.

Jossey-Bass also publishes its books in a variety of electronic formats. Some content that appears in print may not be available in electronic books.

Library of Congress Cataloging-in-Publication Data

Hansen, Christian K.

Time management for department chairs / Christian K. Hansen.

p. cm. – (Jossey-Bass resources for department chairs)

Summary: "In this concise, highly practical book, Christian Hansen draws on his years of research on time management for department chairs. He shows department chairs how to set priorities, create a time budget and log, harness technology to assist in time management, and make self-care a priority. As a handy paperback, this book is designed to be an easy-to-access resource that will not only make department chairs' jobs easier but will also help them to manage stress and prevent burnout." – Provided by publisher.

Includes bibliographical references and index.

ISBN 978-0-470-76901-0 (pbk.); 978-1-118-08724-4 (ebk); 978-1-118-08725-1(ebk); 978-1-118-08726-8(ebk);

- 1. College department heads. 2. Universities and colleges-Administration.
- 3. Time management. I. Title.

LB2341.H3217 2011

378.1'01-dc22

2011011121

Printed in the United States of America FIRST EDITION
PB Printing 10 9 8 7 6 5 4 3 2 1

Contents

The	Author	ix
Ackı	nowledgments	xi
1	It's About Time: The Highly Effective Department Chair The Need for Balance You Are Already Doing a Great Job Personal Time Versus Department Time Differences in the Department Chair Role Organization of This Book	1 3 3 5 6 7
	Part One: Working with Limited Resources	9
2	Getting to the Point: Managing Your Priorities Managing Your Master To-Do List First Things First Scheduling Your Priorities What If There Is an Emergency? Maintaining the P/PC Balance Questions to Consider and Practical Tips	11 12 13 17 18 19 20
3	The Art of Enough: Managing Your Resources Scarcity Versus Abundance Mentality How Much Is Your Time Worth? Questions to Consider and Practical Tips	22 24 28 28

4	Knowing Where You Stand: Analyzing Your	
	Use of Time	30
	Where Have All the Hours Gone?	3
	Budgeting Your Time	4
	Preparing for the Week Ahead	4
	Questions to Consider and Practical Tips	4
5	Keeping It All Straight: Getting and	
	Staying Organized	50
	Signs of Disorganization	50
	Organizing Your Office	52
	Organizing Your Department Filing System	55
	Organizing Your Computer	58
	Organizing Your E-Mail	62
	Organizing Your Calendar	64
	Overcoming Procrastination	65
	Questions to Consider and Practical Tips	66
	Part Two: Working with People	69
6	You Can't Do It All: Delegating	71
	Delegating and Referring Decisions	72
	Delegating Tasks to Faculty	74
	Delegation from Faculty to Chair	75
	Delegating Tasks to Staff	78
	Delegating Acting Chair Responsibilities	80
	Questions to Consider and Practical Tips	83
7	Taking Charge: Making Meetings Work	84
	The Cost of Meetings	85
	When to Call a Meeting	86
	Agendas	86
	Running a Meeting	89
	Questions to Consider and Practical Tips	91
8	The Artful Leader: Working with Faculty	
	and Students	95
	Hiring Faculty	96

	CONTENTS	VII
	Empowering Faculty	98
	Dealing with Faculty Conflicts	100
	Working with Students	103
	Counseling Current and Prospective Majors and Minors	104
	Helping Students with Enrollment Issues	104
	Advising Students with Instructor or Course Issues	106
	Dealing with Students Charged with Misconduct or	
	Violations of Academic Integrity	107
	Taking Care of Your Own Students	108
	Questions to Consider and Practical Tips	109
9	Managing Up and Out: Administration and	
	External Relations	111
	Working with the Dean	111
	Working with Other Administrators	114
	Working with Accreditation Agencies	115
	Working with Local Schools and Businesses	117
	Questions to Consider and Practical Tips	118
10	A Fine Balance: Managing Work-Life Balance	120
	Taking Time Management Home with You	123
	Winning the Time Lottery	125
	Managing Your Stress	126
	Claiming Your Reward for a Job Well Done	127
	Questions to Consider and Practical Tips	128
Ref	References	
Ind	Index	