



# Turning administrative chores into a lucrative career.

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Department of Community and Regional Planning  
Boise State University

Presentation for the Institute for Academic Leadership  
June 9, 2014



Becoming a chair is an opportunity  
to become a sought after  
commodity, to increase your  
compensation, or to start making  
your way up the administrative  
ladder.

Or to move to Idaho.



BOISE STATE UNIVERSITY





BOISE STATE UNIVERSITY

**607/609 Main St**

**Idaho City, ID 83631**

**\$125,000**

MLS# 98554993

Status: Active



◀ Prev

Next ▶

# Idaho

From Wikipedia, the free encyclopedia

Coordinates: 45°N 114°W

*This article is about the U.S. state of Idaho. For other uses, see [Idaho \(disambiguation\)](#).*

*Further information: [List of Idaho counties](#)*

**Idaho** (iˈaɪdəhoʊ<sup>ⓘ</sup>) is a **state** in the **northwestern** region of the **United States**. Idaho is the **14th largest**, the **39th most populous**, and the **7th least densely populated** of the **50 United States**. The state's largest city and capital is **Boise**. Residents are called "**Idahoans**". Idaho was admitted to the **Union** on July 3, 1890, as the 43rd state.

Idaho is a mountainous state with an area larger than that of all of **New England**. It is surrounded by the states of **Washington**, **Oregon**, **Nevada**, **Utah**, **Wyoming**, **Montana**, and the **Canadian** province of **British Columbia**. The network of dams and locks on the **Columbia River** and **Snake River** make the city of **Lewiston** the farthest inland seaport on the Pacific coast of the contiguous United States.

Idaho's nickname is the "Gem State", because nearly every known type of **gemstone** has been found there.<sup>[7]</sup> In addition, Idaho is one of only two places in the world where **star garnets** can be found in any significant quantities, the other being **India**.<sup>[8][9]</sup> Idaho is sometimes called the "Potato State" owing to its popular and widely distributed crop. The state motto is *Esto Perpetua* (**Latin** for "Let it be forever").

**Contents** [\[show\]](#)

**Etymology** [\[edit\]](#)

## State of Idaho



Flag

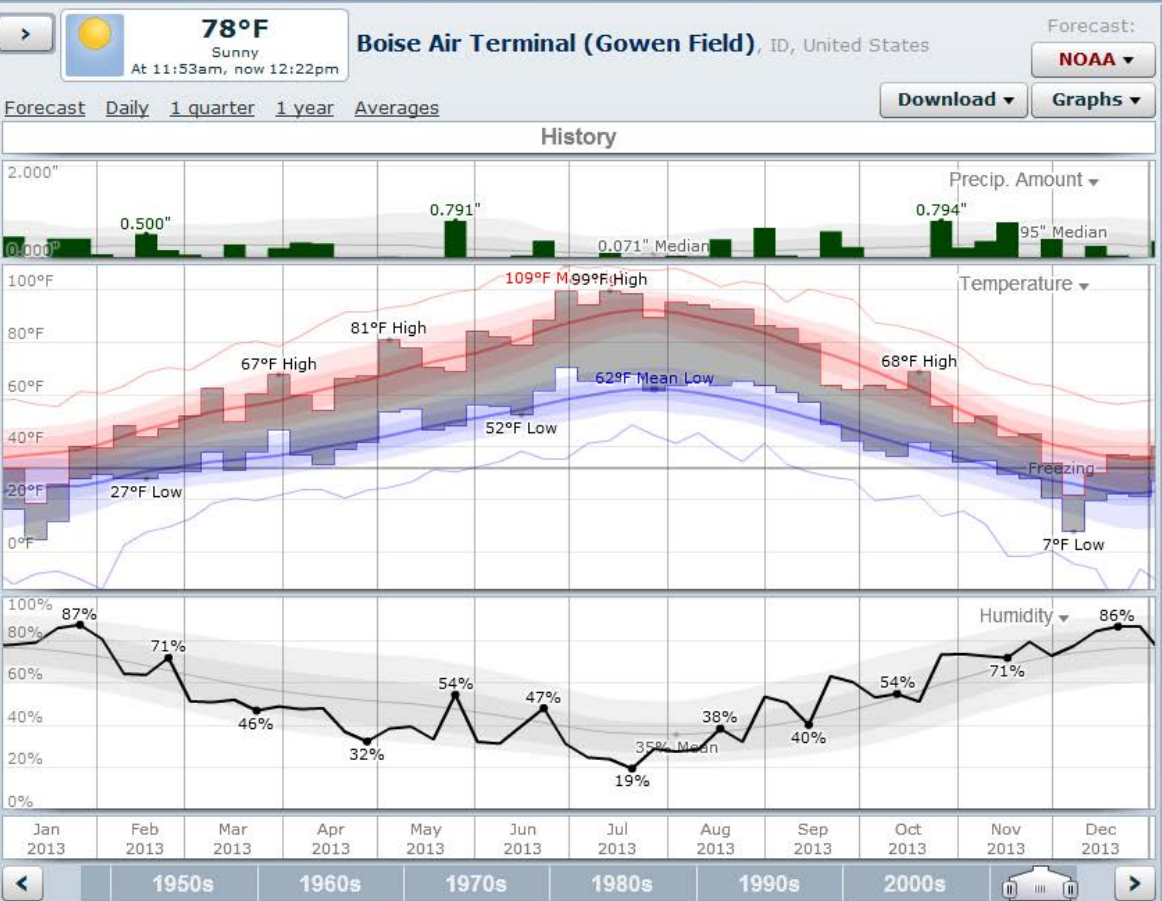


Seal

Nickname(s): *Gem State*

Motto(s): *Esto perpetua*







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BOISE STATE UNIVERSITY







Turning it into a lucrative career  
requires that you get good at it.

And it requires that the University  
administration and your national competition  
finds out that you are good at it.



Get used to feeling stupid and overwhelmed for a while.

**BEING A CHAIR IS FUNDAMENTALLY  
DIFFERENT FROM BEING FACULTY.**

# Perry's stages in learning:

- Dualism
  - There are right and wrong answer to every problem, a student learns the right answers.
- Multiplicity
  - Diversity of opinion and values are legitimate.
- Contextual relativism
  - Diversity of opinions, values and judgment are derived from coherent sources, evidence, logic, systems, and patterns allowing for analysis and comparison.
- Commitment
  - Students take responsibility, draw on significant experience coupled with reflective thought.

# Jaap's stages in Academic leadership:

- Dualism
  - The Administration has a set of deadlines and you try your best to meet them.
- Multiplicity
  - The Administration just makes things complicated and gives me a bunch of useless deadlines and busy work.
- Contextual relativism
  - The Administration has a different focus than I do based on values and judgment derived from coherent sources, evidence, logic, systems. I am going to have to deal with it.
- Commitment
  - You understand what the Administration is trying to do and why they are doing it. You try to use their priorities to further your own goals and objectives.

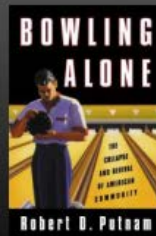
## Jaap's recipe for success as chair:

- Don't talk
- Don't respond to emergencies
- Never complain about chores
- Never assume
- Start thinking trends
- Start preparing for change
- Acknowledge your limitations
- Acknowledge the accomplishments of others

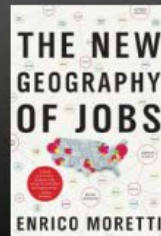


Listen to students, your faculty, the administration, other stakeholders

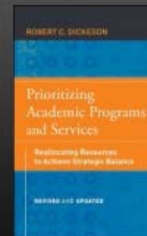
**DON'T TALK ..... LISTEN TO OTHERS**



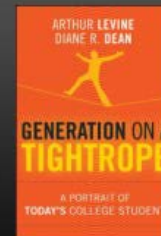
**Bowling Alone**  
Robert D. Putnam



**The New Geography of Jobs**  
Enrico Moretti



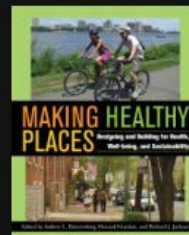
**Prioritizing Academic Program...**  
Robert C. Dickeson



**Generation on a Tightrope: A P...**  
Arthur Levine and Diane R. Dean



**Alone Together: Why We Expe...**  
Sherry Turkle



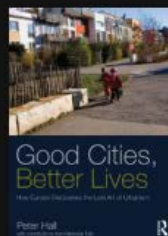
**Making Healthy Places: Designi...**



**Health Impact Assessment in t...**  
Catherine L. Ross, Marla Orens...



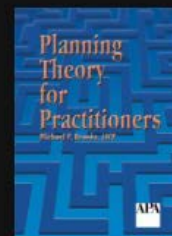
**Landscape, Well-Being and En...**



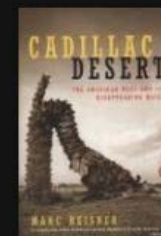
**Good Cities, Better Lives: How ...**  
Peter Hall



**Hollowing Out the Middle: The...**  
Patrick J. Carr and Maria J. Kef...



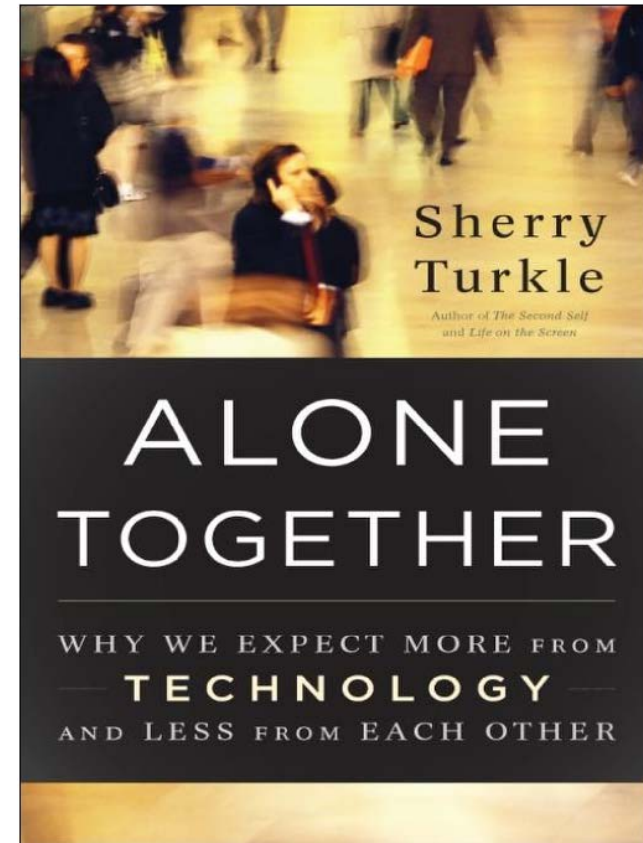
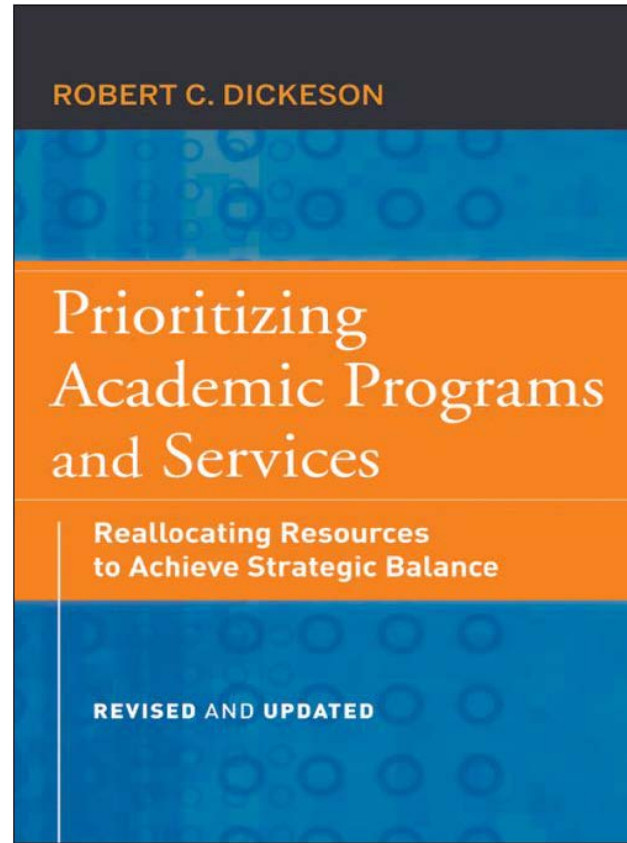
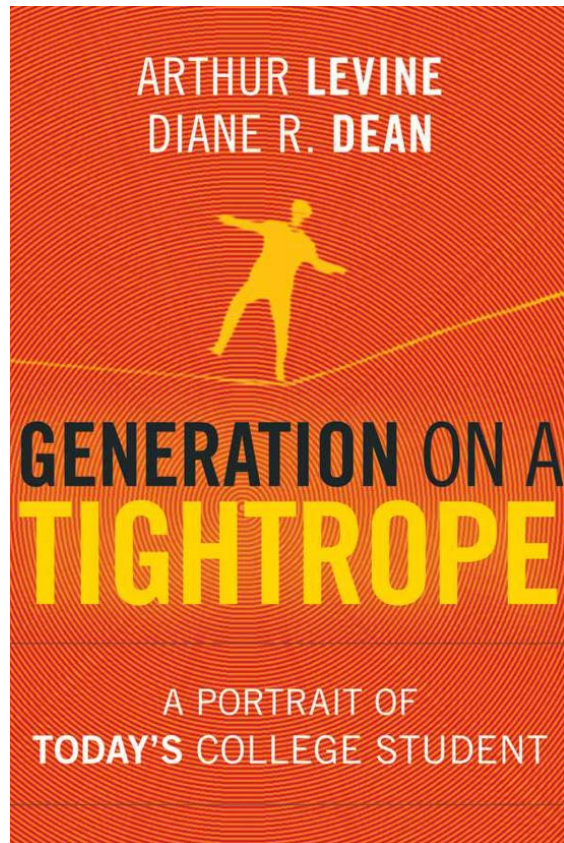
**Planning Theory for Practitio...**  
Michael P. Brooks



**Cadillac Desert: The American ...**  
Marc Reisner



# So I bought the books and read them:







If you listen carefully, there rarely are any emergencies in academia.

**DON'T RESPOND TO EMERGENCIES ....  
PREPARE FOR THE PREDICTABLE.**



Don't get caught fixing  
everybody's emergencies.

Really, how many emergencies can  
there be in the Department of  
Philosophy?



There just is not enough time after dealing with all the daily administrative stuff

**THE BIGGEST PROBLEM FOR MOST CHAIRS IS THAT THEY DO NOT GET THE IMPORTANT THINGS DONE**



## So stop being reactive:

- Know annual deadlines.
- Spend time on the important things first.
- Ask yourself, should I even do this?
- Stop checking your e-mail.
- Make it a habit to have a response time that is between 12-24 hours.
- Minimize distractions.



Or if it is not important, just do not do it.

**NEVER COMPLAIN ABOUT CHORES ....  
SEARCH FOR OPPORTUNITIES.**

## Turning chores into opportunities:

- Wasting time to review 40 programs as part of useless state mandate .....
- Learn about the strengths and weaknesses of other programs
- Learn how the Provost evaluates programs
- Become familiar with the rubrics that the Provost uses
- Learn how we stack up to other programs
- Be seen as a constructive, reliable team player
- Become more visible in the Provost office



People rarely hear what you are saying and most things you hear are probably not based on actual facts.

**NEVER ASSUME.**



Intention/principle	Perception
Thought full and deliberate	Know-it-all
High standards	Makes everything difficult
Indirect costs	Rip off
Assessment (of learning outcomes)	Meddle with my academic freedom
State mandated/ requested by Provost	Waste of time
Strategic	Manipulative
Vision	Delusion

“Fact”	Reality
Not possible	Never tried it, it seems complicated
The software does not allow it	Nobody ever asked for it
Not the way we do it	Don't want to deal with it
Doesn't work that way	It should
Policy 5.9.1.1 does not allow it	Myth has is that there is a Policy 5.9.1.1





## Solutions:

- Transparency, openness
- Communicate, evaluate, repeat
- Regular pulse checks
- Look up the actual policies
- Check what the limitations of the software are



Knowing the general trends make life predictable.

**START THINKING TRENDS AND START  
THINKING ABOUT WHAT IS GOING TO  
CHANGE.**



Neither Florida nor Idaho have a record of increasing funding for higher education.

Accept it and move on with finding alternative funding models.



It is all about how successful your students are in graduating on time and consequently find meaningful employment!

Measure how well you are doing and document your progress, sooner or later you will be asked for it.



The expectations that students have from their education are changing.

Are you remaining competitive?



The number of high school graduates is declining.

Are you ready to compete with other programs for a limited number of students?



## OTHER TRENDS:

- Assessment of learning outcomes.
- Accountability and performance based funding.
- Retention and graduation rates.
- E-learning.
- Do you know what is going on in the job market?
- .....



You need to be honest especially to yourself.

**KNOW YOUR LIMITATIONS AND  
ACKNOWLEDGE ACCOMPLISHMENTS  
OF OTHERS.**





# Do you know your weaknesses?

- Do you meet deadlines?
- Do you have eye for detail?
- Do you see the big picture?
- Do you know the real power structure?
- Do you know all the policies that govern you?
- Do you understand the budget?
- Do you present the right image?
- .....



# Acknowledge accomplishments:

- You cannot do all of this by yourself.
- Acknowledging accomplishments provides an opportunity for the Department.
- Acknowledge everybody's accomplishments.



# So what about this lucrative career thing?

Nobody knows what a fantastic job  
you are doing unless you make sure it  
is being noticed!



## Turning it into a lucrative career:

- Become visible in the university.
- Become visible in your "community."
- Become visible nationally and internationally.



As an academic your success is measured by publications and the award of grants.

Most of your accomplishments as Chair do not even make it onto your resume.



College of Innovation and Design  
Proposal for Trans-disciplinary Program  
May 26, 2014

TO: JIM MUNGER, MELISSA LAVITT  
FROM: JAAP VOS  
SUBJECT: SELF-STUDY COMMUNITY AND REGIONAL PLANNING  
DATE: OCTOBER 26, 2013  
CC: AMANDA ASHLEY, THOMAS WUERZER, PENGYU ZHU, SUSAN MASON

Attached please find the periodical review of the graduate degree in Community and Regional Planning. The review has an unusual format in that it follows the April 2013 Self-Study format from the national Planning Accreditation Board (PAB). While the format is cumbersome, it provided the Department with an opportunity to critically review the program in the context of our latest national professional accreditation requirements.

Although not included in the Self-Study Report, part of performing this review was an assessment of the external environment with regard to our competition. Table 1 provides some basic information about how we compare to our regional competition (17 schools west of the Rocky Mountains and three just east of the Rockies). While there are some problems with the data (especially with the cost per credit since different schools have different ways of charging full time and part time students), the table provides some helpful insights. First of all, it shows that eight of the nationally ranked top 25 graduate planning programs are located in the West, including the University of Oregon, the University of Utah and the University of Washington. Given the huge investments in faculty, it is likely that both Arizona State and Utah State will be included in the top 25 by the time the new national rankings come out in June 2014. Second, the review reveals that the most innovative planning programs are increasingly located in the West. The focus of these planning programs is typically on more contemporary planning issues than the planning programs out east and their curricula are typically more interdisciplinary in nature. This seems to be confirmed by the rise of

<b>Program Name:</b>	Dual degree program in Public Health and Community and Regional Planning		
<b>Description:</b>	The goal of this innovative 5 year program of study is to equip students with the knowledge and skills needed to integrate a health-in-all-policies approach to planning and development. Learning outcomes will reflect health science/public health perspectives and community and regional planning.		
<b>Project Lead Faculty (2):</b>	<b>Name</b>	<b>Department</b>	<b>Email</b>
	<a href="#">Sarah Toevs</a>	Community and Environmental Health	stoevs@boisestate.edu
	<a href="#">Jaap Vos</a>	Community and Regional Planning	jaapvos@boisestate.edu
<b>Colleges:</b>	Health Sciences		
	Social Sciences and Public Affairs		
<b>Signatures:</b>			

TO: Maria Manta Conroy (Chair of the Committee on the Academy), Lois Takahashi (Vice-President ACSP)  
FROM: Jaap Vos, (Director Department of Community and Regional Planning, Boise State University)  
SUBJECT: Proposal to organize Spring 2015 ACSP Administrator's Conference, New Chair's School, Planning for the Job Market Workshop and ACSP Governing Board Meeting  
DATE: March 14, 2014  
CC: Shelton Woods (Dean College of Social Science and Public Affairs, Boise State University)

It is my pleasure to provide you with a proposal to host the spring 2015 ACSP Administrator's Conference and associated meetings and events at Boise State University. We believe that Boise would provide a great venue to host the ACSP Administrator's Conference. In this memo, I provide a brief initial proposal that includes the information that was asked for in the Guidelines for Proposals. I have also attached a letter of support from the Mayor of Boise, airport and flight information, hotel and venue details and some promotional materials from our Chamber of Commerce.





As an academic your value is largely determined by your reputation and your ability to bring in \$\$\$.

Your value as a Chair is determined by your ability to move a Department forward.



From your career perspective, you do not want to be “the best kept secret on campus.”

**BECOME VISIBLE IN YOUR  
UNIVERSITY.**





## You want to be known for:

- Being supportive of faculty and the University.
- Being thoughtful about the University's needs.
- Being responsive to the Administration.
- Being a team player.
- Being willing to make tough decisions.
- Being willing to step up to the plate.
- Being willing to do the work.
- .....



# You do not want to be known for:

- Being lazy.
- Never meeting deadlines.
- Always whining.
- Always asking for money/resources.
- Not being reliable.
- Not being trustworthy.
- Having a personal agenda.
- Being clueless.



Never be clueless about any aspect of your Department!

“I love a clueless chair, you can take their money and they do not even know it.”



# Some tips about how to be perceived as a great Chair:

- If possible let somebody else fight your fights.
- Don't start fights that you cannot win or run away from.
- Make your Dean, Associate Provost, Provost, President, faculty and students look good.
- Create platforms that allow you to showcase accomplishments.



The Downtown Belt  
Great Access to Great Places

**B** Boise State U  
Posted by The

What's wrong with the  
Games in Urban Pla  
spots!

Bo  
De  
an  
Co  
Tin

PEOPLE

★★★★★  
289 likes 17 visits

Andrew Crisp, Bill Nemser and 25 others

**B**  
BOISE STATE  
UNIVERSITY

**B** Boise State University Department of Community and Regional Planning shared. Posted

**B** Boise State University Department of Community and Regional Planning Posted by Sheila Weaver [?] · May 23 · Edited

Nice story on M  
on the City's G

Congratulations to MCRP Student Jennifer Shelby on her book chapter in the latest Investigate Boise publication, "Becoming Basque."

[http://boisestate... probably-have](http://boisestate...)

Thank you to Todd Shallat for allowing us to post her chapter!



Fan Of Boise's  
boisestatepub

Most of the peo  
year, more peo

[http://sspa... Shelby.pdf](http://sspa...)

**B** Boise State University Department of Community and Regional Planning shared a link. Posted by Jaap Vos [?] · May 23

It is great to see our students course work being turned into such an interesting publication. Thank you to all who were involved!!

<http://news.boisestate.edu/update/2014/05/20/boise-state-report-looks-impact-future-greenbelt/>



**Report Looks at Impact and Future of the Greenbelt - UPDATE**  
news.boisestate.edu

The latest edition of Urban Research examines the history and local impact of a community gem — the Boise River...





Career opportunities do not always come from within Academia.

**BECOME VISIBLE IN “YOUR COMMUNITY.”**



A Timeline Of Bowe Bergdahl's 5 Years in Captivity



Artist Statement How Anne McDonald Makes Art Accessible With Boise Burlesque Show



Guns On Campus As Idaho Colleges Brace For Guns, Here's How Utah Schools Manage It

Recreation

6:38 AM TUE JUNE 3, 2014

Fan Of Boise's Greenbelt? Survey Says You Probably Have A College Degree

Share Tweet +1 E-mail 0 Comments Print

By SAMANTHA WRIGHT



Hundreds of people use the Boise Greenbelt everyday. Surveys found there's no average user of the trail system. Credit: Samantha Wright / Boise State Public Radio

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As Idaho Colleges Brace For Guns, Here's How Utah Schools Manage It

Fan Of Boise's Greenbelt? Survey Says You Probably Have A College Degree

New Idaho Law Aims To Curb Power Of Homeowners' Associations

Community Conversation Tackles Boise's Past, Present And Future

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By BSPPR

This year, Boise turns 150-years-old. When it comes to national top 10 lists, the town has been competitive with much bigger cities like San Francisco, Seattle, and even New York City. But what exactly is it about Idaho's capital city that makes it a place people love to call "home"?

During a community conversation hosted by the KBSX newsroom, Boiseans dug in to what makes the city tick.



Panelists Barbara Perry Bauer, Jaap Vos, and Maryanne Jordan talk with host Sadie Babits at our Boise 150 community event. Credit: Emilie Ritter Saunders / Boise State Public Radio

Listen 53:05

You can hear the edited hour long show here. Sadie Babits moderates. Guests include Maryanne Jordan, Jaap Vos and Barbara Perry Bauer.

One person said there's a rhythm that's unique and engaging, and that the community feels more like a big town than a city. Another suggested that it's Boise's commitment to arts and history that fosters city amenities – and draws creative types to set up shop.



**B** Boise State University Department of Community and Regional Planning  
Posted by Pat Planner [?] · May 5 · Edited

Great opening of "Neighborhoods, Windows in Boise." Congratulations to all of you who made this happen. About 400 people for opening night and most important, very happy and proud neighborhood residents. And so are we, it is an honor to be able teach our students!



Like · Comment · Share

12 3 1 Share

**B** Boise State University Department of Community and Regional Planning  
shared a link.

Posted by Jaap Vos [?] · May 14

We are very excited to let you know that Boise State University will host the 2015 ACSP Administrators' Conference. The tentative theme of the conference is:

Educating an increasingly diverse student body to have a diversity of successful... [See More](#)



**Administrators' Conference, New Chairs' School, Diversity Retreat and Preparing for the Job...**  
www.acsp.org  
2013 Detailed Programming

Unlike · Comment · Share

3 Shares

You, Michelle Vos, Patricia Nilsson, Andrew Crisp and 9 others like this.



Write a comment...



**Patricia Nilsson** Sign me up to help!

Unlike · Reply · 3 · May 14 at 6:00pm

572 people reached

Boost Post





Lucrative offers are likely to come from outside you current institution.

**BECOME VISIBLE (INTER)  
NATIONALLY.**



# THE BLUE REVIEW

POPULAR SCHOLARSHIP IN THE PUBLIC INTEREST



ABOUT TOPICS RESEARCH BLOG WRITERS GALLERIES EVENTS MORE

**RIVERS**

**Walking the LA.**

By Mike Medberry

**CITY LINKS**

**City Links: Urban Journalism on Detroit, the 'Burbs and Boise**

By Andrew Crisp

**TBR 4: The Colorblindness Myth**

**Latinos Continue to Fight Racism in Idaho**

Half-century of battles over anti-discrimination legislation still shape Idaho politics

**UTOPIA**

**Cooperative Commonwealth of Idaho and other Fictions**

By Dean Gunderson

**GREEN BUILDING**

**LEED: A Plaque with Removable Screws**

By Kyle McCormick

**TBR 4**

**Identity, Sovereignty and Idaho's Native Peoples**

The Shoshone-Bannock and Coeur d'Alene experiences

**TBR 4**

**Racial Discrimination in Idaho: The Myth of the Colorblind State**

An overview of The Blue Review No. 4, Winter 2014

**FOOD**

**Food and the City: Planting the Seeds for Community Health**

By Aaron Mondada

**BASQUE**

**The Rise and Fall of ETA**

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**About The Blue Review**

The Blue Review is a journal of popular scholarship published by the Boise State University College of Social Sciences and Public Affairs.



ddodd@acsp.org.

2015 Conference Abbreviated Schedule (tentative/as of May, 2014)

FWIG SFIG POCIG GPEIG Student Network Sitemap

## of Planning

### Conferences

- Annual Conference
- Future Annual Conferences
- Annual Conference Archive
- Workshops
- Administrator's Conference
- Non-ACSP Meetings

Administrator's  
Regional  
to host the  
updated  
dates are to be  
into Conroy,  
statistical



# Realizations and quotes that have served me well.

With sincere thanks to all who have  
come to Howey and shared their  
knowledge with me.



# You set the tone for the Department.

Not only within the Department but  
also with regard to how the  
Department is perceived by the rest of  
the world.



Becoming a Chair can be a great professional and personal choice.

It can also destroy your professional career, your personal life and the professional careers and lives of others.



“No” is a perfectly good answer!



Never lower the bar!



Mistakes can be fixed.

It is hard to restore trust.





“They will know everything that you do, who you have lunch with, who you talked with at a conference and how long you talked with who.”

They won't know what you talked about but they will make it up!



You do not have to spend hours with everybody that wants to see you.

But the time that you do spend with them, they deserve your full attention.



You are dealing with very smart  
people .... most of them are  
probably smarter than you are.

They just do not always act like it!



But most importantly:

You do not have to know everything  
today!