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.
607/609 Main St
Idaho City, ID 83631
MLS# 98554993
Status: Active

$125,000
Idaho

From Wikipedia, the free encyclopedia

This article is about the U.S. state of Idaho. For other uses, see Idaho (disambiguation).

Further information: List of Idaho counties

Idaho (/ˈaɪdəhoʊ/) 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.[7] 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.[8][9] 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").

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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 Programs and Services
Robert C. Dickeson

Generation on a Tightrope: A Portrait of Today's College Student
Arthur Levine and Diane R. Dean

Alone Together: Why We Expe...
Sherry Turkle

Making Healthy Places: Designing Our Way to a ... Catherine L. Ross, Marla Grens

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 Practitioners
Michael P. Brooks

Cadillac Desert: The American ... Marc Reisner

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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.
<table>
<thead>
<tr>
<th>Intention/principle</th>
<th>Perception</th>
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<tbody>
<tr>
<td>Thought full and deliberate</td>
<td>Know-it-all</td>
</tr>
<tr>
<td>High standards</td>
<td>Makes everything difficult</td>
</tr>
<tr>
<td>Indirect costs</td>
<td>Rip off</td>
</tr>
<tr>
<td>Assessment (of learning outcomes)</td>
<td>Meddle with my academic freedom</td>
</tr>
<tr>
<td>State mandated/ requested by Provost</td>
<td>Waste of time</td>
</tr>
<tr>
<td>Strategic</td>
<td>Manipulative</td>
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<tr>
<td>Vision</td>
<td>Delusion</td>
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<table>
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<tr>
<th>“Fact”</th>
<th>Reality</th>
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<tr>
<td>Not possible</td>
<td>Never tried it, it seems complicated</td>
</tr>
<tr>
<td>The software does not allow it</td>
<td>Nobody ever asked for it</td>
</tr>
<tr>
<td>Not the way we do it</td>
<td>Don’t want to deal with it</td>
</tr>
<tr>
<td>Doesn’t work that way</td>
<td>It should</td>
</tr>
<tr>
<td>Policy 5.9.1.1 does not allow it</td>
<td>Myth has is that there is a Policy 5.9.1.1</td>
</tr>
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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

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<th>Dual degree program in Public Health and Community and Regional Planning</th>
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<td>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.</td>
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<th>Department</th>
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<tr>
<td></td>
<td>Sarah Toevs</td>
<td>Community and Environmental Health</td>
<td><a href="mailto:stoevs@boisestate.edu">stoevs@boisestate.edu</a></td>
</tr>
<tr>
<td></td>
<td>Jaap Vos</td>
<td>Community and Regional Planning</td>
<td><a href="mailto:jaapvos@boisestate.edu">jaapvos@boisestate.edu</a></td>
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<th>Social Sciences and Public Affairs</th>
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**Signatures:**

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**TO:**
Marla 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)

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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.

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

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

http://sspa Shelby.pdf

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


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.”
Community Conversation Tackles Boise's Past, Present And Future

By BSPR

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, Boisians dug in to what makes the city tick.

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.
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!

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

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

Patricia Nilsson Sign me up to help!

572 people reached
Lucrative offers are likely to come from outside your current institution.

BECOME VISIBLE (INTER) NATIONALLY.
ddodd@acsp.org.

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