

Words of wisdom gleaned from Howey



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Becoming a Chair can be a great professional and personal choice

It can also destroy both your professional career and your personal life

A good Chair can build a strong
Department, even in times of
severe budget restraints

A bad Chair can destroy a Department,
even in flush budget years

BEING A GOOD CHAIR REQUIRES:

- A thorough understanding of your unit
- Understanding and sensitivity to external factors
- Leadership skills

The best advice I ever got from anywhere about being Chair

UNDERSTANDING OF YOUR UNIT

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.”

Jaap's main tools:

- General departmental data and budget
- Detailed trends in course offerings
- Students tracking sheets

	A	B	C	D	E	F
27						
28	Budget:	Faculty Salary and Benefits	\$400,635.71	\$443,346.93	\$550,443.35	\$5
29						
30	61	Summer Total Sections	12	13	13	14
31	62					
32	80					
33	81	Grad Admission:		60	44	42
34	82	Admitted		41	29	29
35	122					
36	123	Efficiency	Admission Rate	0.68	0.66	0.69
37	124		FTE/faculty	14.7	9.9	10.8
38	125		Students/faculty	26.8	19.5	21.2
39	126		SPOT Graduate	2.1	1.9	2.0
40	127		SPOT Undergraduate	1.8	1.8	2.1
41	128		SPOT Combined	2.0	1.9	2.0
42	129		Grants submitted/faculty		0.7	0.2
43	130		Grant \$ per faculty		\$51,793	\$5,470
44	131		Sections taught by tenure track facul	48	45	50
45	132		Sections taught by tenure track facul	77%	73%	72%
46	133		% of graduate sections taught by fac	73%	76%	78%
	134		% of undergraduate sections taught	80%	67%	66%
	135					
	136		Expense/faculty	\$1,959	\$1,682	\$1,369
	137		Travel/faculty	\$937	\$781	\$461
	138		Percentage \$ Adjuncts	6.33%	5.34%	3.73%
	139		Percentage \$ Expense	1.91%	1.96%	1.30%
	140					

F		G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Z#	LAST NAME	URP3000 Pl & Growth Mg	URP4055 CitySt & Chg	URP4011 Planning Metho	URP4343 Pl Mktg & Dsgn	URP4254 VPT	URP4730 Captl Fac Mgmt	URP4403 Sust Cities	URP4920 Plan Dsgn Studik	PAD4223 Pub Budgeting	URP4870 Site Planning	URP4120 Pl Implem Strat	URP4945 Pl Practice	URP4979 Plan Project	URP4420 Env Pl Methods	URP4546 Urb Pl Methods
26	Houston	1	1	1	1	1	1	1	1	1	1	1	1	1		1
29	Dritz	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
09	Muller	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
78	Leroy	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
04	Alef	1	1	1	1	1	1	1	1	1	1	1	1	1		1
14	Chavarria	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
21	Burke	1	1	1	1	1	1	1	1	1	1	1	1	1		1
79	Santa Gonzalez	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
31	Zamora	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
04	Gordon	1	1	1	1	1	1	1	1	1	1	1	1	1		1
30	Garrett	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
35	Marks	1	1	1	1	1	1	1	1	1	1	1	1	1		1
33	Mahoney	1	1	1	1	1	1	1	1	1	1	1	1	1		1
39	Borrero	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
05	Grant Jenkins	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
61	Rivas	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
27	Tambulwadkar	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
07	Edwards	1	1	1	1	1	1	1	1	1	1	1	1	1		1
32	Smalley	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
72	Montrope	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
		3000	4055	4011	4845	4254	4730	4403	4920	4223	4870	4120	4945	4979	4420	4546
	Students took the course	153	122	111	119	129	99	78	77	78	63	63	43	42	38	40
	Expected total demand	18	49	25	52	42	37	93	94	93	73	108	93	129	133	131

Your are now responsible for the wellbeing of many others, this is not the time to be idealistic

UNDERSTANDING OF EXTERNAL FACTORS

An academic institution is about
learning, research and service

But also about things that you do to
pay the bills

The state has not increased our funding as long as I can remember

You need to be entrepreneurial and find other funding sources

2011-2012 Funding

State Funding	\$ 947,095
MacArthur Endowment	\$124,000
Eminent Scholar Endowment	\$46,000
Epstein Endowment	\$9,500
Courses externally paid for	\$48,000
Dean's Office	\$6,000
Solar Roof	\$6,000
Free Courses	\$9,750
Provost Waivers	\$139,842
Student Government	\$2,200
2 plus 2 Grant	\$56,000
Technology Grant	\$47,000
Lab Fees	\$18,000
Real Funding	\$1,459,387

OTHER TRENDS:

- Assessment of learning outcomes
- Accountability
- Retention and graduation rates
- E-learning
- Are you relevant?

Sorry guys but right now it is all about how successful your students are in graduating on time and consequently find meaningful employment!

And by the way you better make sure to tracking their success.

Good researchers do not always make for good leaders

LEADERSHIP SKILLS

**“You have no powers, except for
the power of allocation”**

If you exercise that power well and
earn respect and trust, you will have
more power than you will ever need.

Fair

Firm

Friendly

Consistent

Supportive

Transparent

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.

Remember:

- Did you ask Maria how her kids are doing?
- When was the last time you smiled?
- When was the last time you walked into a faculty office?
- Did you follow up on your meetings?
- When did you last attend commencement?
- Are your spreadsheets up to date?
- When was the last time you talked with the Dean?
- When was the last time you talked with Jerry?
- Do you know who is graduating this semester?
- Did you read the minutes of the last BOT meeting?
- When was the last time the university heard something positive from SURP?
- Have you talked with the adjuncts lately?
- When was the last time you checked the budget/enrollments?
- How many meetings did you reschedule this week?
- What is the progress on your research?
- What is your story?

Realizations and quotes that have served me well

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

As an academic your success is
determined by publication of your
research in your discipline

As a Chair your success is determined
by your effectiveness in facilitating the
faculty in your Department to be
successful

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!

Make sure to distinguish between
yourself and the Department

Make sure that everybody else does
the same

Words really matter!

STORAGE

or

Instructional Support Services

**Don't get caught fixing
everybody's emergencies**

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

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

What can go wrong?

“Anything you can possibly imagine”

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

They just do not always act like it!