

FOSTERING A HIGH FUNCTIONING DEPARTMENT

Robert Granfield, Vice Provost for Faculty Affairs



Workshop Structure

- Review qualities of high performing departments
- Identifying and assessing your department climate
- Future challenges: Events, Issues, and Trends
- Start, Stop, Keep
- Final thoughts

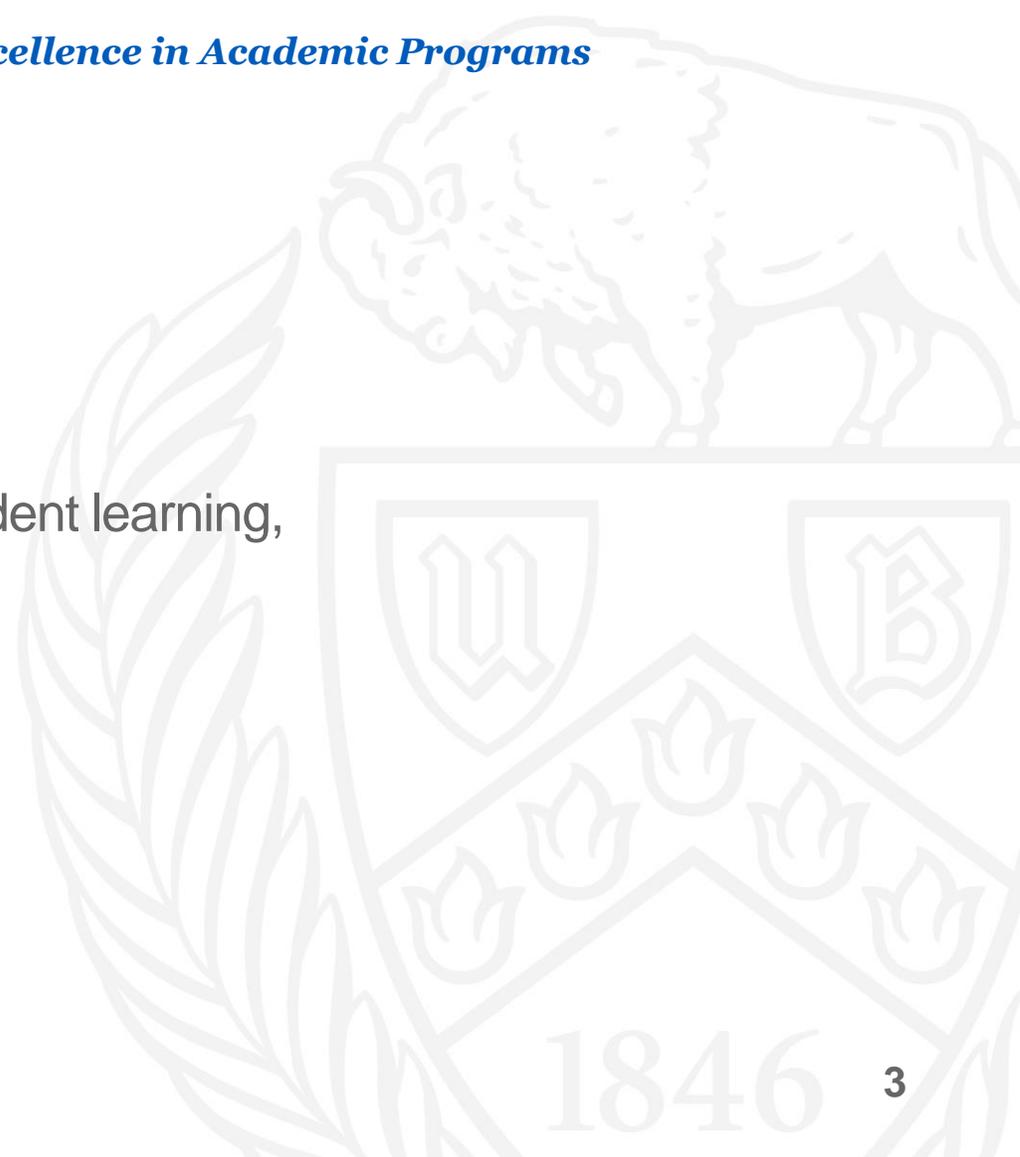


CHARACTERISTICS of QUALITY DEPARTMENTS

From: *Departments That Work: Building and Sustaining Cultures of Excellence in Academic Programs*
(Wergin, 2003)

Departments that work have these qualities in common:

- A diverse and supportive academic community.
- A culture of collective responsibility.
- A commitment to excellence in scholarship, teaching, student learning, and service.
- A culture of critical reflection.
- A climate of candor and constructive conflict.

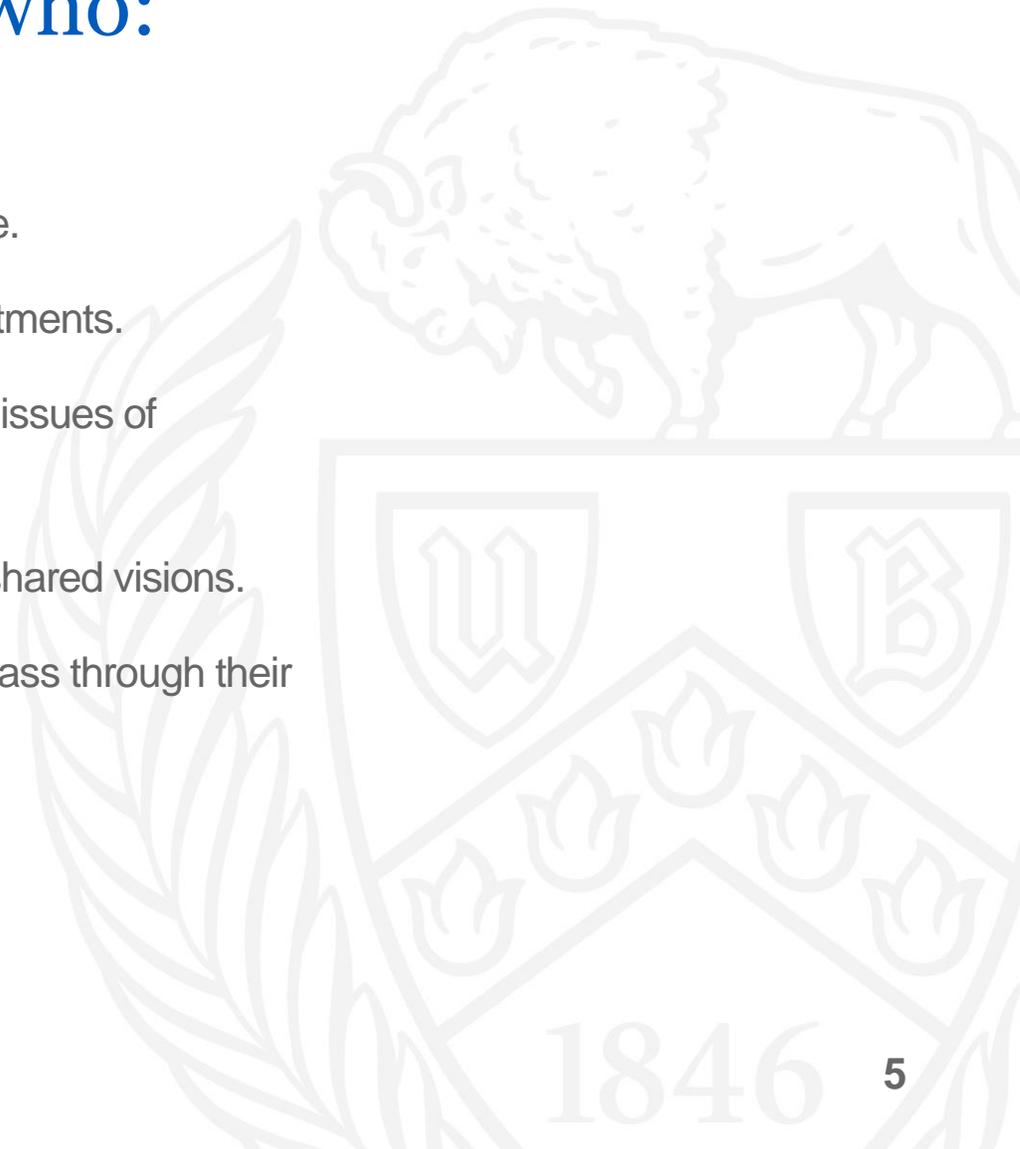


Departments that work have chairs who:

- Understand the unique dynamics of an academic culture.
- Concentrate on creating settings for quality work and focus on identifying and removing barriers to quality work.
- Understand that creating and sustaining a shared vision is a vitally important function, as long as the vision is ambitious, malleable, and flexible with respect to differences in interpretation.
- Introduce difficult conversations about matters of importance to the department.
- Are good listeners and remain respectful of the collective wisdom of their colleagues.
- Frame issues clearly, delineate options, and lay out likely consequences of options chosen.

Departments that work have faculty who:

- Understand, like their chairs, the unique dynamics of an academic culture.
- Know themselves well and have a clear sense of niche within their departments.
- Transcend comfortable collaboration by participating freely and openly in issues of importance to the department. Not beholdng to factions.
- Dream, aspire, and understand how their personal visions translate into shared visions.
- Acknowledge how the needs of their faculty colleagues change as they pass through their career trajectories.
- Participate freely in departmental governance.
- Apply qualities of critical inquiry to their own work.



Departments that work have climates of

- Trust
- Candor
- Commitment
- Accountability
- Development focus and Recognition
- Results oriented

