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Who Does What? Tensions between Deans and Department Heads in Defining Roles

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Academic Chairs Conference Proposal

Presenter (primary): Dr. Tammy M. Proctor (tammy.proctor@usu.edu)
Department Head and Professor of History, Utah State University

Brief bio: Tammy M. Proctor is Professor of History and Department Head at Utah State University in Logan, UT. Proctor is a graduate of the University of Missouri-Columbia, where she received bachelor's degrees in journalism and history. Proctor pursued graduate work at Rutgers-The State University of New Jersey, earning a PhD in modern European and women's history in 1995. Proctor's professional interests lie in the history of the twentieth century world, and her publications include four books: *On My Honour: Guides and Scouts in Interwar Britain* (2002), *Female Intelligence: Women and Espionage in the First World War* (2003), *Scouting for Girls: A Century of Girl Guides and Girl Scouts* (2009), and *Civilians in a World at War, 1914-1918* (2010). From 1998-2013, Proctor was employed at Wittenberg University in Ohio, where she served twice as department chair and held the H. Orth Hirt Endowed Chair in History.

Presenter (additional): Dr. Miguel Martinez-Saenz (mmartinezsaenz@otterbein.edu)
Provost and VP of Academic Affairs, Otterbein University
Miguel Martinez-Saenz is Provost and Vice-President of Academic Affairs at Otterbein University. Before coming to Otterbein, Miguel was Dean of University College at St. Cloud State University in St. Cloud, Minnesota. He has written and presented on issues including but not limited to international development, Jorge Luis Borges, Che Guevara, liberal education and the birth of his son. Outside the University setting, he has worked with his wife, a former 8th grade public school Social Studies teacher, tutoring teens at or below the poverty- line, has conducted philosophy workshops with incarcerated males, and has accompanied student groups to build houses in rural communities in Nicaragua as part of trips organized by *Bridges to Community*.

Session Title: *Who Does What? Tensions between Deans and Department Heads in Defining Roles*

Abstract: The session is designed around three common points of tension between deans and department heads created by the blurring of their roles: 1) fundraising; 2) creating a "vision"; 3) budgetary oversight. Attendees will work in groups to develop tools for negotiating each scenario, regardless of institution size or structure.

Keywords: market forces, vision, and relationship with dean

Presentation Topic Theme: Working with the Dean

Target audience: all chairs

Type of presentation: interactive workshop (105 minutes)

Objective of the presentation: The session is designed around three common points of (potential) tension between deans and department heads created by the blurring of their roles: 1) fundraising and cultivation of donors; 2) creating a “vision” for faculty; 3) budgetary oversight.

Description of the Session: As department heads around the country see their roles expanding to meet the demands of the “marketplace of ideas,” deans too feel the pressure of expanded roles. Both administrative leaders are expected to oversee assessment, to fundraise, and to monitor standards of accountability, but each is also asked to be an intellectual leader who provides vision and creativity. Where is the line drawn between each of these roles? This interactive session will provide attendees with scenarios to help them reflect on the emerging tension that arises between deans and department heads especially when role clarity is not maintained. Additionally, and perhaps most importantly, is the recognition that both administrative leaders need to remain departmentally-focused while at the same time remaining institutionally-minded. Doing this is easier said than done. By the end of the session participants should have concrete ideas on how to develop approaches to ensuring that there is alignment and consistency, amidst necessary tension, between these two administrative leaders.

The session is designed around three common points of tension between deans and department heads created by the blurring of their roles: 1) fundraising and cultivation of donors; 2) creating a “vision” for faculty; 3) budgetary oversight. Department chairs will work in groups to develop tools for negotiating each of these scenarios, regardless of institution size or structure. Specifically, we will arrange attendees by types of institution in order to facilitate useful conversation. Because the presenters have experience as faculty and administrators at multiple institutions (private liberal arts college, mid-level public university, R-1 public university) in several US states, both will circulate, assist in conversations, and offer strategies for alleviating tensions in these areas.

Scenario 1 – Fundraising and Cultivation of Donors

SAMPLE OF SCENARIOS

R-1 institution: The President and your Dean both want money from a prominent businessperson who is an alumnae of your department, and they are engaged in a power struggle over access to this person. This alumnae has expressly said that she will only give money to the department, and frequently sends small amounts. How might you as the department chair deal with this tension?

Private Liberal Arts College: The Provost would like to create more endowed chairs at the institution and has enlisted your help as Department Head in cultivating alumni with resources. You feel uncomfortable making contact with these alums for a project you think is poorly defined. How might you resolve this tension?