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New Chair Alliance

Katherine Frank
Central Washington University

Daniel Wheeler
University of Nebraska - Lincoln

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New Chair Alliance: Chair Principles to Consider

Dan Wheeler and Katherine Frank

- Protect the institution and its integrity
- Understand you represent the institution everywhere you are (people are always watching)
- Acknowledge and deal with difficulties and difficult questions
- Seek advice from institutional experts early for difficult problems– not after the fact
- Hire people with a service attitude or orientation and be patient with the hiring process (wait for the right match)
- Stay in the position because you make a difference, not for convenience
- Highlight and celebrate successes
- Learn from mistakes (not just avoiding them in the future, but what you learned)
- Have an administrative mentor
- Keep one eye on the future, and one on the day-to-day
- Surround yourself with good people and empower them (don't micromanage)
- Avoid surprises (don't blindside upper administration)
- Have potential solutions in mind when discussing issues/problems with upper administrators



- Keep department and institutional priorities upfront in your decisions
- Frame and reframe issues in terms of departmental and institutional vision and goals
- Facilitate a process that works and is productive (don't allow anyone in the department to have veto power over decisions)
- Have agreed upon rules of engagement in place during meetings and for interactions
- Use the governance structure to make decisions
- Be transparent in your dealings and operations
- Keep the focus on vision, mission, goals and programs not personalities
- Maintain your scholarship in some form
- Build partnerships and share credit
- Realize it is not about you (put your ego aside)
- Build evaluation into your programs and activities from the very beginning
- Keep sharpening the saw (experience and development)
- Be good to yourself