

TIME MANAGEMENT FOR DEPARTMENT CHAIRS

CHRISTIAN K. HANSEN



Time Management for Department Chairs

Jossey-Bass Resources for Department Chairs

Books

Jeffrey L. Buller, *Academic Leadership Day by Day: Small Steps That Lead to Great Success*

Jeffrey L. Buller, *The Essential Department Chair: A Practical Guide to College Administration*

Don Chu, *The Department Chair Primer: Leading and Managing Academic Departments*

Robert E. Cipriano, *Facilitating a Collegial Department in Higher Education: Strategies for Success*

Christian K. Hansen, *Time Management for Department Chairs*

Mary Lou Higgerson, *Communication Skills for Department Chairs*

Mary Lou Higgerson and Teddi A. Joyce, *Effective Leadership Communication: A Guide for Department Chairs and Deans for Managing Difficult Situations and People*

Daryl Leaming, *Academic Leadership: A Practical Guide to Chairing the Department, Second Edition*

Daryl Leaming, *Managing People: A Guide for Department Chairs and Deans*

Jon Wergin, *Departments That Work: Building and Sustaining Cultures of Excellence in Academic Programs*

Dan Wheeler et al., *The Department Chair's Handbook, Second Edition*

Journal

The Department Chair

Online Resources

Visit www.departmentchairs.org for information on online seminars, articles, book excerpts, and other resources tailored especially for department chairs.

Time Management for Department Chairs

Christian K. Hansen

 **JOSSEY-BASS**
A Wiley Imprint
www.josseybass.com

Copyright © 2011 by John Wiley & Sons, Inc. All rights reserved.

Published by Jossey-Bass

A Wiley Imprint

989 Market Street, San Francisco, CA 94103-1741—www.josseybass.com

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Section 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, Inc., 222 Rosewood Drive, Danvers, MA 01923, 978-750-8400, fax 978-646-8600, or on the Web at www.copyright.com. Requests to the publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, 201-748-6011, fax 201-748-6008, or online at www.wiley.com/go/permissions.

Readers should be aware that Internet Web sites offered as citations and/or sources for further information may have changed or disappeared between the time this was written and when it is read.

Limit of Liability/Disclaimer of Warranty: While the publisher and author have used their best efforts in preparing this book, they make no representations or warranties with respect to the accuracy or completeness of the contents of this book and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No warranty may be created or extended by sales representatives or written sales materials. The advice and strategies contained herein may not be suitable for your situation. You should consult with a professional where appropriate. Neither the publisher nor author shall be liable for any loss of profit or any other commercial damages, including but not limited to special, incidental, consequential, or other damages.

Jossey-Bass books and products are available through most bookstores. To contact Jossey-Bass directly call our Customer Care Department within the U.S. at 800-956-7739, outside the U.S. at 317-572-3986, or fax 317-572-4002.

Jossey-Bass also publishes its books in a variety of electronic formats. Some content that appears in print may not be available in electronic books.

Library of Congress Cataloging-in-Publication Data

Hansen, Christian K.

Time management for department chairs / Christian K. Hansen.

p. cm. – (Jossey-Bass resources for department chairs)

Summary: "In this concise, highly practical book, Christian Hansen draws on his years of research on time management for department chairs. He shows department chairs how to set priorities, create a time budget and log, harness technology to assist in time management, and make self-care a priority. As a handy paperback, this book is designed to be an easy-to-access resource that will not only make department chairs' jobs easier but will also help them to manage stress and prevent burnout." – Provided by publisher.

Includes bibliographical references and index.

ISBN 978-0-470-76901-0 (pbk.); 978-1-118-08724-4 (ebk); 978-1-118-08725-1 (ebk); 978-1-118-08726-8 (ebk);

1. College department heads. 2. Universities and colleges—Administration.
3. Time management. I. Title.

LB2341.H3217 2011

378.1'01—dc22

2011011121

Printed in the United States of America

FIRST EDITION

PB Printing 10 9 8 7 6 5 4 3 2 1

Contents

The Author	ix
Acknowledgments	xi
1 It's About Time: The Highly Effective Department Chair	1
The Need for Balance	3
You Are Already Doing a Great Job	3
Personal Time Versus Department Time	5
Differences in the Department Chair Role	6
Organization of This Book	7
Part One: Working with Limited Resources	9
2 Getting to the Point: Managing Your Priorities	11
Managing Your Master To-Do List	12
First Things First	13
Scheduling Your Priorities	17
What If There Is an Emergency?	18
Maintaining the P/PC Balance	19
Questions to Consider and Practical Tips	20
3 The Art of Enough: Managing Your Resources	22
Scarcity Versus Abundance Mentality	24
How Much Is Your Time Worth?	28
Questions to Consider and Practical Tips	28

4	Knowing Where You Stand: Analyzing Your Use of Time	30
	Where Have All the Hours Gone?	31
	Budgeting Your Time	41
	Preparing for the Week Ahead	47
	Questions to Consider and Practical Tips	48
5	Keeping It All Straight: Getting and Staying Organized	50
	Signs of Disorganization	50
	Organizing Your Office	52
	Organizing Your Department Filing System	55
	Organizing Your Computer	58
	Organizing Your E-Mail	62
	Organizing Your Calendar	64
	Overcoming Procrastination	65
	Questions to Consider and Practical Tips	66
	Part Two: Working with People	69
6	You Can't Do It All: Delegating	71
	Delegating and Referring Decisions	72
	Delegating Tasks to Faculty	74
	Delegation from Faculty to Chair	75
	Delegating Tasks to Staff	78
	Delegating Acting Chair Responsibilities	80
	Questions to Consider and Practical Tips	83
7	Taking Charge: Making Meetings Work	84
	The Cost of Meetings	85
	When to Call a Meeting	86
	Agendas	86
	Running a Meeting	89
	Questions to Consider and Practical Tips	91
8	The Artful Leader: Working with Faculty and Students	95
	Hiring Faculty	96

Empowering Faculty	98
Dealing with Faculty Conflicts	100
Working with Students	103
Counseling Current and Prospective Majors and Minors	104
Helping Students with Enrollment Issues	104
Advising Students with Instructor or Course Issues	106
Dealing with Students Charged with Misconduct or Violations of Academic Integrity	107
Taking Care of Your Own Students	108
Questions to Consider and Practical Tips	109
9 Managing Up and Out: Administration and External Relations	111
Working with the Dean	111
Working with Other Administrators	114
Working with Accreditation Agencies	115
Working with Local Schools and Businesses	117
Questions to Consider and Practical Tips	118
10 A Fine Balance: Managing Work-Life Balance	120
Taking Time Management Home with You	123
Winning the Time Lottery	125
Managing Your Stress	126
Claiming Your Reward for a Job Well Done	127
Questions to Consider and Practical Tips	128
References	131
Index	135

The Author

Christian K. Hansen is associate dean of computing and engineering sciences in the College of Science, Health and Engineering at Eastern Washington University (EWU). He also holds an appointment as professor in the Department of Mathematics and served as the department chair from 2001 to 2009. Before joining EWU in 1993, he worked as a reliability specialist at the International Telecommunications Satellite Organization (INTELSAT) in Washington, D.C. He holds a master of science degree in electrical engineering and a doctorate in statistics from the Technical University of Denmark.

After publishing more than two dozen scientific articles within his technical discipline, Hansen has recently focused much of his research on time management and academic leadership. He has led several workshops for department chairs, including presentations at the Academic Chairpersons Conference and the Jossey-Bass Department Chair Leadership Institute. A long-time volunteer with the IEEE, he has served in numerous leadership positions, including vice-president for publications, secretary, newsletter editor, and treasurer of the IEEE Reliability Society. He and his wife, Kelly, an elementary school teacher, have three teenage children living at home.

Acknowledgments

I would like to acknowledge with gratitude and appreciation the individuals who most positively influenced me during the creation of this book:

My wife, Kelly, my son, Jonathan, and my stepdaughters, Kaitlyn and Amanda, for their love and patience during this project. The privilege of spending time with them has been the greatest reward for learning to manage time wisely.

My mother, Birgit, and late father, Carl Evald, for their lifelong encouragement and guidance, always leading me to seek my highest potential.

My sister, Ida, and brother, Axel, for their mentorship and many rewarding conversations over the course of my life.

My colleagues in the Department of Mathematics. Without their collegiality and the uninterrupted time given to me during my sabbatical in the fall of 2009, this project would not have been possible.

Two fine deans I have had the pleasure of working with, Dean Emeritus Ray Soltero and Dean Judd Case. Without their leadership and mentorship, I would have never survived eight years as department chair.

The editorial staff at Jossey-Bass, in particular Executive Editor Sheryl Fullerton, for her support and enthusiasm for this project.

Three external reviewers—Christine Licata, N. Douglass Lees, and Jeffrey Buller—for many thoughtful comments and

suggestions that greatly improved the final manuscript of this book.

Above all, I thank God, the creator of time, life, and all the treasures we enjoy, without whom nothing else would have mattered.

C.K.H.

Time Management for Department Chairs

1

IT'S ABOUT TIME

The Highly Effective Department Chair

There are no great limits to growth because
there are no limits of human intelligence,
imagination, and wonder.

—Ronald Reagan

Writing this book took me about 567 hours, including many hours during my sabbatical in the fall of 2009 studying the literature on time management and department chair leadership and writing many pages of content that did not make it into the final version of the book. Prior to that I spent eight years as chair of the Department of Mathematics at Eastern Washington University, during which time I spent an estimated 2,147 hours reading and replying to e-mails, writing memos, and doing other routine office tasks, 954 hours preparing and revising course schedules, and 221 hours dealing with student complaints, all of which gave inspiration for many anecdotes and case studies presented in this book. I don't have an accurate count of the number of times my colleagues or students interrupted me in the middle of an important task or the number of hours I wasted completing tasks that turned out to have no meaningful payoff. Yet if you read at the same rate as I do, you will be able to read this book and learn what I learned during this time in less than three hours.

Like most department chairs, I spent most of my professional career prior to accepting this position teaching college classes, writing research articles in my field of specialization, and serving