



APS

Virtual Summit

Creating a Department Chair Training Program

As You Enter the Room, Please Introduce Yourself in the Chat Box

In Zoom Chat, share:

- > Name
- > Institution
- > Role
- > If you are or formerly were a Department Chair

Example: Kurtis Hagans, EAB Univ, Dean, Former Chair

The screenshot displays a Zoom meeting window. The main content area shows a presentation slide with the EAB logo and the text "EAB Virtual Meetings 2020". A small video thumbnail of the Meeting Host is visible in the bottom right corner of the main area. The bottom toolbar includes icons for Mute, Stop Video, Invite, Participants (2), Share, Chat (highlighted with a yellow box), Record, and Leave Meeting. On the right side, the Participants panel shows two participants: "Test Participant (Me)" and "Meeting Host (Host)". Below the participants panel is the Zoom Group Chat window, which is also highlighted with a yellow box. The chat window shows a "To:" dropdown set to "Everyone" and a text input field with the placeholder "Type message here...".

Your Facilitators



Kurtis Hagans
APS Strategic Leader

khagans@eab.com



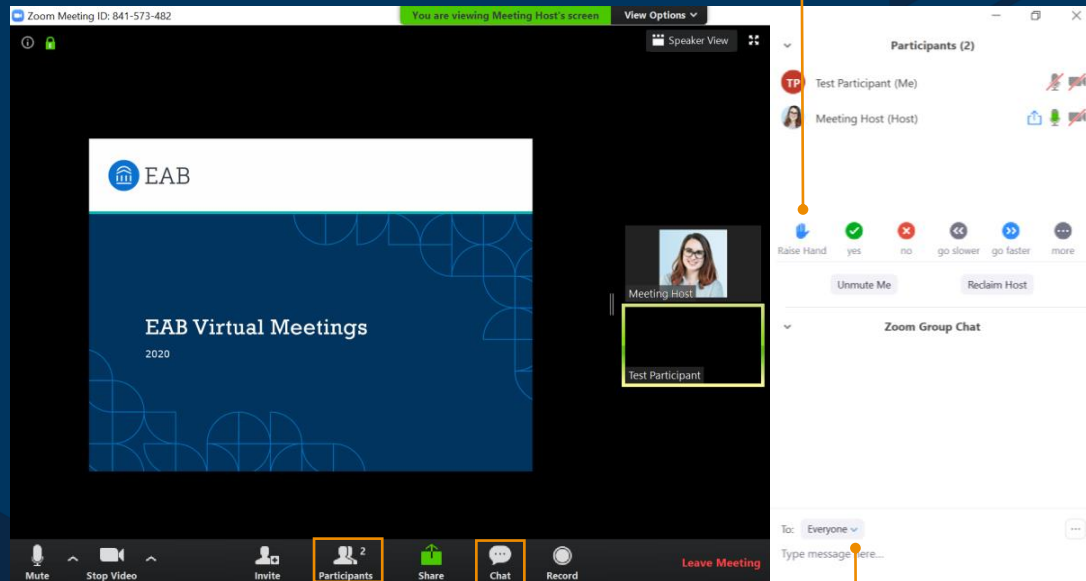
David Bevevino
*Senior Director, Technology
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- 1 Zoom Features and Participation
- 2 Discussion
- 3 Considerations for Your Department Chair Training Program
- 4 Worksheet Activity: Designing a Department Chair Training Program

Zoom Features

Leverage the **Chat** and **Raise Hand** features to submit questions/comments or volunteer to speak.



Open Participants and Chat

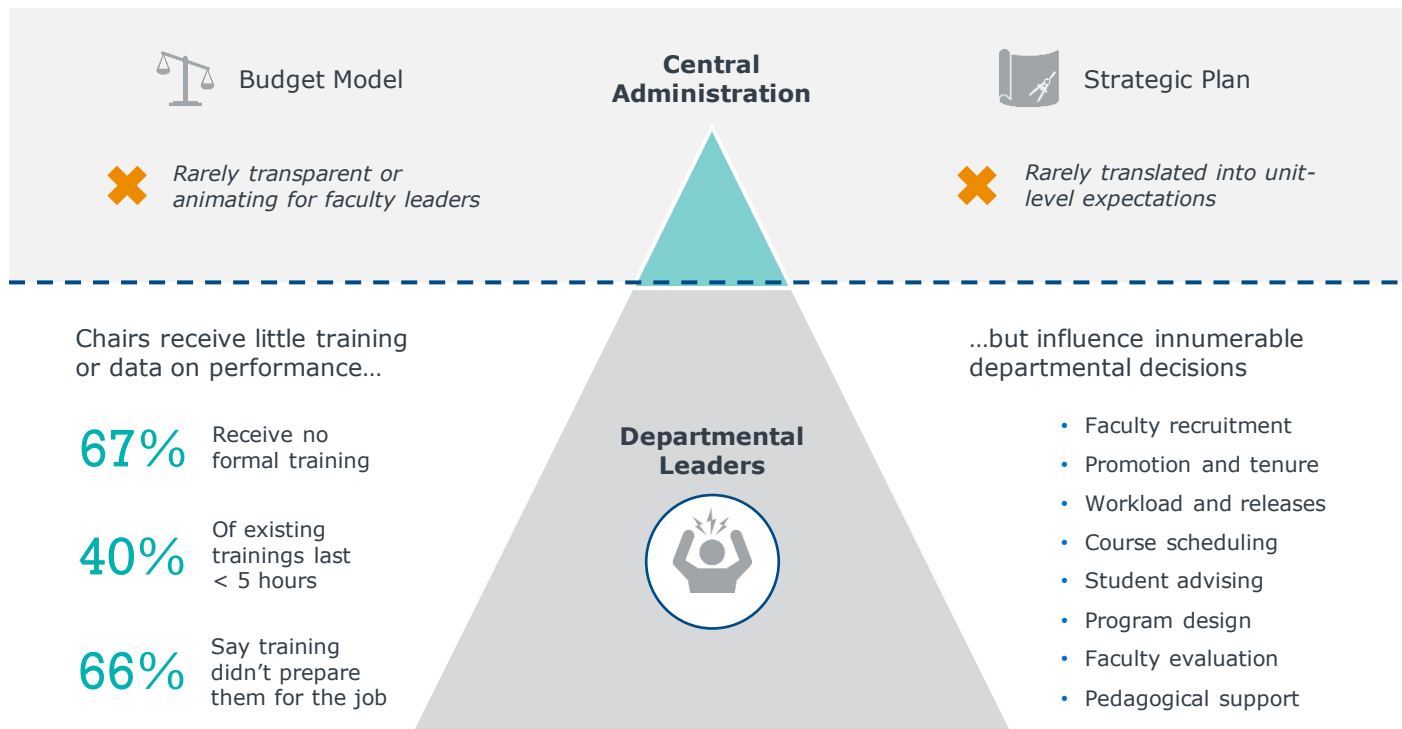
Select whether you want to chat with everyone or a specific person

Department Chairs on Your Campuses

- ▶ What new challenges have arisen in the face of COVID-19 for your institution's department chairs?
- ▶ Have chairs been asked to take on new roles or responsibilities?
- ▶ What kind of trainings do chairs receive on campus (if any)?

Central Admin - Tip of the Institutional Iceberg

Department Chairs Best-Positioned, but Least Prepared to Lead Change



The Cost of the 'Musical Chair' Model

“Inevitably, after a year or two, [chairs] finally learn enough about budgeting, resource management and development, personnel development, and curriculum and course scheduling to do their jobs effectively—but then it was time to give up the job to someone else... who also felt unknowledgeable and uncomfortable, unprepared to actively lead their units.”

Chu and Veregge, 2002

Frustrations Abound for Department Chairs

Examples of Pain Points in a Strategically and Financially Critical Role



Too Many Reports, Not Enough Purpose

Requests for reports on students, faculty, and other departmental priorities can overwhelm even skilled department chairs



Professional and Personal Tensions in a Temporary Role

Department chairs oversee and influence the careers of colleagues who may have authority over them when the chair's term expires



Disconnect Between Departmental and Institutional Goals

Strategic goals rarely cascade to the department level, creating confusion about the department's role in the institution's most important priorities



Minimal Time with Leadership

Some chairs report seeing their dean only once per year for a very short time, further reinforcing the focus on their discipline and not institutional strategy

Suggestions for a Successful Training Program

Keep These Potential Sessions in Mind as You Develop a Curriculum

Data Literacy and Usage

- Data 101 session(s) to discuss how to read, interpret, and use data
 - > May include sessions on baseline concepts such as percentiles, mean, median and modes, refreshers on how to read graphs, and how to use Excel
- APS training to provide chairs with the data that they need to make data-informed decisions



Course Planning and Capacity Management

- Training on policies regarding maximum capacities and expected faculty workloads
- Discussions on how to use data for the purpose of matching student demand to course and section offerings to avoid underfilled courses or overfilled courses with excessive waitlists



Budgeting

- Overview of the budgeting process for your institution, including the chairs' place in that process
- Training on how to make compelling, data-informed requests for additional resources in line with your institution's processes



Personnel Management

- Training on how to craft compelling promotion and tenure cases
- Training on how to promote professional growth among chairs' faculty and staff
- Baseline training on HR policies and procedures
- Discussions on teaching workload among instructor types and how best to create an equitable environment



What Would a Dept. Chair Training Program Look Like on Your Campus?

Washington State University's Training Program



Washington State University's Office of the Provost collaborates with Human Resources Services to provide an **annual series of eleven workshops for department chairs**.

Goals of the Training Program



- Provide chairs and directors with tools that will help them in executing their jobs
- Introduce chairs to other people at the University who can assist in their work
- Identify and build a peer group of other chairs and directors who can be consulted as problems arise

DEPARTMENT CHAIRS AND DIRECTORS TRAINING WORKSHOP SCHEDULE

All sessions will have AMS videoconferencing.

DATE	TIME	LOCATION	COURSE	LINK TO ENROLL
Friday, Sept. 13	9:30-11 a.m.	Lighty 405	Advancing Faculty at WSU	http://ihr.hrs.wsu.edu/skillsoft/default.aspx?c=ilt_ws_u_CHAIR_681
Wednesday, Sept. 25	9-11 a.m.	CUE 512	Fresh in Their Minds	http://ihr.hrs.wsu.edu/skillsoft/default.aspx?c=ilt_ws_u_CHAIR_1249
Friday, Oct. 4	9:30- 11:30 a.m.	Lighty 405	We're all Data Nerds: What information is out there, where, and how to use it	http://ihr.hrs.wsu.edu/skillsoft/default.aspx?c=ilt_ws_u_CHAIR_1190
Tuesday, Oct. 15	9:30-11 a.m.	Lighty 405	Making the Hard Decisions (Part 1): Ethics, Academic Freedom, and Free Speech	http://ihr.hrs.wsu.edu/skillsoft/default.aspx?c=ilt_ws_u_CHAIR_1191
Thursday, Oct. 24	3-4:30 p.m.	CUE 512	Fostering an Inclusive University	http://ihr.hrs.wsu.edu/skillsoft/default.aspx?c=ilt_ws_u_CHAIR_1108
Tuesday, Nov. 5	1:30-3 p.m.	Lighty 405	Making the Hard Decisions (Part 2): Dealing with Difficult Personnel Issues	http://ihr.hrs.wsu.edu/skillsoft/default.aspx?c=ilt_ws_u_CHAIR_772
Tuesday, Nov. 19	1-3 p.m.	CUE 512	From Colleague to "Boss"	http://ihr.hrs.wsu.edu/skillsoft/default.aspx?c=ilt_ws_u_CHAIR_1250
Friday, Dec. 6	9-10:30 a.m.	Lighty 405	Faculty Annual Review Process	http://ihr.hrs.wsu.edu/skillsoft/default.aspx?c=ilt_ws_u_CHAIR_365
Tuesday, Jan. 14	9-10:30 a.m.	Lighty 405	Faculty Development	http://ihr.hrs.wsu.edu/skillsoft/default.aspx?c=ilt_ws_u_CHAIR_1251
Thursday,	1:30-3	Lighty 405	Promoting Effective Teaching	http://ihr.hrs.wsu.edu/skillsoft/default.aspx?


Worksheet

Name: _____
Institution: _____

Designing a Department Chair Training Program

Complete the table to map out next steps for setting up or improving your institution's department chair training program.

What decisions are chairs expected to influence and what competencies are they expected to have?	How important are these decisions/competencies to your institution?	Is there currently a training session? If yes, how can you improve? If not, what are highest priority to set up?	Who on your campus will you engage to start or improve the training session or program?
	<input type="checkbox"/> Somewhat <input type="checkbox"/> Very <input type="checkbox"/> Not Important	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	<input type="checkbox"/> Somewhat <input type="checkbox"/> Very <input type="checkbox"/> Not Important	<input type="checkbox"/> Yes <input type="checkbox"/> No	
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	<input type="checkbox"/> Somewhat <input type="checkbox"/> Very <input type="checkbox"/> Not Important	<input type="checkbox"/> Yes <input type="checkbox"/> No	

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Please take 5 minutes to complete the **Designing a Department Chair Training Program** worksheet. Download the worksheet in the Chat.

We'll convene as a group for an opportunity to share out using either the "Raise Hand" or Chat feature.

Help & Training Dashboard

Help & Training ▾

How To Guides | Toolkits | Webinars | **Tutorial Videos** | Release Notes - September 9, 2020

Tutorial Videos

[Back to APS Home](#)

These brief videos review basic navigation of the APS platform and reports on the Department Scorecard tab (APS Analytics dashboard). The videos explain the information that each report shows and how to use each to inform your decision-making. Each video includes ADA compliant captions.

There are several ways to view the videos. You can play the videos within this tab, in full screen, or picture in picture. If you wish to move to a different tab while still playing or displaying a video, use the picture in picture option. To use the picture in picture option or download a video, click the three vertical dots located at the bottom right of each video thumbnail.

Basics

Logging Into and Navigating the APS Platform

Learn how to move between dashboards, use filters, view metric definitions, and export data to share with colleagues or perform separate analyses. (Running time 8:15)

Department Scorecard Tab

Trends in Student Enrollment

View the number of distinct students enrolled and the annual percent change in the chosen time period. (Running time 4:13)

Use the report to evaluate how student demand for the unit's coursework has changed

The **Help & Training dashboard**, located within your APS platform, houses various resources to support your department chairs' use of the data.

- **How-to Guides:** Step-by-step guides that walk users through specific uses cases, such as measuring student demand for courses
- **Toolkits:** Comprehensive resources about selecting and finding relevant data in APS for specific planning processes, as well as tips and templates for communicating goals
- **Webinars:** On-demand webinars on how to use APS and embed data-informed decision making at your institution, as well as information on upcoming webinars
 - **Featuring:** Boot Camp for Department Chair webinar series
 - [Embedding APS on Campus as a Department Chair - A Discussion with Matthew Costello from Saint Xavier University](#)
- **Tutorial Videos:** Brief videos that review basic navigation of the platform, as well as how to use reports on the Department Scorecard tab in the APS Analytics dashboard



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