<table>
<thead>
<tr>
<th><strong>ADMINISTRATOR</strong></th>
<th><strong>LEADER</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Policies and procedures</td>
<td>Vision and strategy</td>
</tr>
<tr>
<td>Monitor and supervise</td>
<td>Influence and inspire</td>
</tr>
<tr>
<td>Manage resources</td>
<td>Mobilize resources</td>
</tr>
<tr>
<td>Manages team</td>
<td>Builds team</td>
</tr>
<tr>
<td>Detailed planning</td>
<td>Strategic Planning</td>
</tr>
<tr>
<td>Short term objectives</td>
<td>Long term goals</td>
</tr>
<tr>
<td>Analytical thinker</td>
<td>Systemic thinker</td>
</tr>
<tr>
<td>Appeals to the head</td>
<td>Appeals to the heart</td>
</tr>
<tr>
<td>Has subordinates</td>
<td>Has followers</td>
</tr>
<tr>
<td>Operational</td>
<td>Transformational</td>
</tr>
<tr>
<td>Builder</td>
<td>Architect</td>
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<tr>
<td>Do things right</td>
<td>Do the right things</td>
</tr>
</tbody>
</table>

**EMOTIONAL INTELLIGENCE**

**ACHIEVE EXCELLENCE**
Responsibilities and resources

As Chair you will
   Lead...
   Supervise...
   Evaluate...
   Support...
   Manage...
   Budget...
   Mediate...
   Strategize...

In my role I should think about:

• Leadership role
  - Leadership styles / strategies
  - College/School/Institution Strategic Priorities and Initiatives
  - What is my legacy?

• Departmental vision
  - Where are we as a department
  - Where can/should we go from here
  - What are the top priorities
  - What do we need to do get there

• Effective management strategies
  - Effective supervision and evaluation of staff
  - Effective mentoring and evaluation of faculty
  - Handling contentious circumstances
  - Legal ramifications of what you do/say/write as Chair
  - Seeing the department as a whole and in terms of its constituent parts
  - Seeing the department as part of a greater good
  - Share the responsibilities, share the credit, share the success

• Supervisory duties
  - RPT
  - Schedule of Courses
  - Annual Performance Reviews (faculty and staff)
  - Workloads
  - Recruitments
  - Curriculum, Learning Objectives, Assessment
  - Alignment of strategic priorities

[Not just one right answer, but do need to think about how you’ll approach these issues!]
(2) Legal Issues

- A lot of what a Chair does has direct legal implication (labor laws, FERPA obligations, etc.)
- Chairs are more likely to be subject to public records requests and/or have documents you’ve written be used in legal proceedings.

Some key points:

- Familiarize yourself with key legal issues + where to turn for assistance (see p. 3) [Also, very important: Actually contact them if these issues arise!!]
- Be sure the faculty in your department are aware of and follow good practices (e.g., FERPA, human-subject research, active shooter, etc.)
- Do not expect what you write and say to be kept private (e.g., don’t put anything in an email you’d mind having forwarded or printed in the Free Press!)

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(3) Sources of Support

DOCUMENTS TO INFORM YOUR LEADERSHIP
- UVM Academic Excellence Goals: http://www.uvm.edu/provost/
- UVM Scholarly Productivity and Impact Metrics: http://www.uvm.edu/provost/
- Strategic Action Plan: http://www.uvm.edu/president/
- Our Common Ground: http://www.uvm.edu/president/
- Inclusive Excellence at the UVM: http://www.uvm.edu/~presdent/pcie/

DOCUMENTS YOU SHOULD HAVE AT HAND
- University Manual / governance documents / CBA: (www.uvm.edu/~facrsrsc)
- UVM Institutional Policies: http://www.uvm.edu/policies/
- Unit-specific and timely documents: your Dean’s office (and website); The Registrar’s Office and UVM Portal (Dean/Chair Access tab); Provost website
- Institutionally required unit-level documents:
  o RPT Guidelines (tenure-track and non-tenure-track) (14.4)
  o Annual Performance Review Guidelines [FEGs] (14.4)
  o Course equivalency for large enrollment classes (16.18)
  o Recognition for independent study and thesis advising (16.17)
  o Online course protocol (16.15)
  o Professional Development Fund allocation protocol (21.2)