

R. KENT CROOKSTON

WORKING WITH PROBLEM FACULTY

A **6-STEP**
GUIDE FOR
DEPARTMENT
CHAIRS

Working With Problem Faculty A Six Step Guide For Department Chairs

**Stephanie Y. Evans, Stephanie
Shonekan, Stephanie G. Adams**



Working With Problem Faculty A Six Step Guide For Department Chairs:

Working with Problem Faculty R. Kent Crookston, 2012-07-30 Working with Problem Faculty When asked to name their number one concern and problem department leaders overwhelmingly said that it was dealing with difficult people Now R Kent Crookston draws on the wisdom of seasoned department chairs the academic literature and his own experience as a department head and dean to shed new light on this perennial problem Working with Problem Faculty outlines a practical six step process that aims at improving an entire department and charts a clear course for dealing with problem faculty by Clarifying values and expectations Following policy Building trust with colleagues Evaluating yourself and your perceptions Listening Taking appropriate action By following these six steps department chairs are able to challenge problem faculty with consideration confidence and effectiveness Anyone seeking practical help in dealing with difficult people will appreciate this book Using relevant examples Crookston describes a six step process for managing people who might appear to be unmanageable Mary Lou Higgerson vice president for academic affairs emeritus Baldwin Wallace University Crookston has done his homework After careful research and decades of personal experience Dr Crookston shares a practical insightful and crucial handbook for addressing the most formidable challenge all leaders face And best of all he doesn't just advise on how to act when things go wrong he gives proactive guidance to ensure that things go right Joseph Grenny New York Times bestselling coauthor of Change Anything and Crucial Conversations Tools for Talking When Stakes are High **Dear Department Chair** Stephanie Y. Evans, Stephanie Shonekan, Stephanie G. Adams, 2023-09-05 The collective s works including this volume serve as tools for faculty interested in administration current chairs seeking mentorship and upper level administrators working to diversify their ranks Lead, Inspire, Thrive Fred Sanfilippo, Claire Pomeroy, David N. Bailey, 2023-12-03 This handy reference will help medical school department chairs and other Academic Health Center AHC leaders navigate the important challenging and complex responsibilities and opportunities of their positions whether they are new experienced or future leaders Medical school department chairs support four distinct missions education research clinical care and public service which serve multiple constituents have different measures of success and sometimes are in direct conflict for resources across the different priorities of their AHC and its component organizations Having served as medical school department chairs program and center directors medical school deans and AHC chief executives the authors have seen first hand the increasing difficulty and complexity of these roles and the inspiring impact these leaders can have on those they serve This book shares their insights by providing contemporary and comprehensive information to help these leaders navigate the many issues and opportunities they face While serving as a medical school department chair is challenging on many levels it is one of the most important roles in AHCs and can be an extremely rewarding leadership position Timely advice and guidance are keys to success and this book articulates and answers the most common questions faced by medical school department chairs and other leaders over their careers **Navigating the Academic Career**

Victor N. Shaw,2013-03-01 There is an urgent need to provide academic professionals with individual institutional and contextual accounts of their careers and career making endeavors An individual account makes academicians think about what they do and how they might do it better An institutional account makes academicians reflect upon the organizational environment in which they function and ponder what they might do to improve it A contextual account connects academicians and their work to knowledge the knowledge enterprise and the larger social structure so that they know and understand the impact they and their career making efforts have on themselves academia and general social processes This book examines academic careers and career making activities with respect to their main aspects milestones and general pathways In content it divides into four identifiable parts Part I focuses on professional preparation It examines education degree reeducation job search and job change Part II centers on organizational employment It investigates position research teaching service and tenure Part III revolves around professional networking It looks into publication conference presentation application for grants and awards and membership in academic associations Part IV rises above specific issues It explores general career pathways and overall scholarly identity

The Successful Dean Mari Koerner,2020 This book is full of both wisdom and practical advice not found in other books on deanship but coming from the experience of a mega school dean with input from fellow deans about making your vision clear operating from an ethical stance navigating rumors politics and power building a team self care under stress working for a better good and having the courage to act in spite of mistakes and missteps This is an engaging and uplifting book written by an experienced dean who pulls back the curtain on this crucial and complicated role A compelling account it brings together real world stories that often go unspoken along with relevant scholarship to uncover the potential of how to both be effective and to thrive The portrait of the dean is presented as a vision of a thoughtful activist whose leadership is defined by careful consideration of the responsibilities of this position and ethical responses to it all Several of the themes woven throughout the book are staying authentic having courage and remaining fair It is written with a sense of humor a quality most desirable as a dean The chapters are brief and accessible because it is a go to resource combining knowledge common sense advice and reminders of what brings people to that role in the first place This is an essential resource for all individuals who are thinking about being in or who currently are in a leadership position Learning from the past but presenting a contemporary view of how to be an effective leader it takes the accompanying stress in stride while acknowledging the rapidly changing context of higher education

English Language Program Administration MaryAnn Christison,Fredricka L. Stoller,2023-05-26 This volume provides both practicing and aspiring Language Program Administrators with knowledge about the research and theory that underpin key topics in educational leadership as well as practical guidance for the day to day management of language programs including budgets personnel decision making strategic planning advocacy and digital technologies The volume brings together 46 authors and contributors with a vast array of experiences as administrators of English language teaching programs all over

the world in Asia Australia Europe the Middle East New Zealand North Central and South America South Africa Turkey and the United Kingdom As the need for more qualified administrators and leaders has increased more teacher education programs have added formal courses on leadership and program administration to their offerings Educators teaching these courses will find this volume to be an excellent core text to support students in developing their knowledge of and skills for language program administration All chapters are connected to the contemporary realities of language program administration and they offer practical guidance to Language Program Administrators in ways that are adaptable to different administrative contexts globally

Disrupting the Culture of Silence Kristine De Welde, Andi Stepnick, 2023-07-03
CHOICE 2015 Outstanding Academic Title What do women academics classify as challenging inequitable or hostile work environments and experiences How do these vary by women's race ethnicity rank sexual orientation or other social locations How do academic cultures and organizational structures work independently and in tandem to foster or challenge such work climates What actions can institutions and individuals independently and collectively take toward equity in the academy Despite tremendous progress toward gender equality and equity in institutions of higher education deep patterns of discrimination against women in the academy persist From the chilly climate to the old boys club women academics must navigate structures and cultures that continue to marginalize penalize and undermine their success This book is a tool kit for advancing greater gender equality and equity in higher education It presents the latest research on issues of concern to them and to anyone interested in a more equitable academy It documents the challenging sometimes hostile experiences of women academics through feminist analysis of qualitative and quantitative data including narratives from women of different races and ethnicities across disciplines ranks and university types The contributors' research draws upon the experiences of women academics including those with underexamined identities such as lesbian feminist married or unmarried and contingent faculty And it offers new perspectives on persistent issues such as family policies pay and promotion inequalities and disproportionate service burdens The editors provide case studies of women who have encountered antagonistic workplaces and offer action steps best practices and more than 100 online resources for individuals navigating similar situations Beyond women in academe this book is for their allies and for administrators interested in changing the climates cultures and policies that allow gender inequality to exist on their campuses and to researchers scholars investigating these phenomena It aims to disrupt complacency amongst those who claim that things are better or good enough and to provide readers with strategies and resources to counter barriers created by culture climate or institutional structures

Reflections of a Rookie Dean Prentice T. Chandler, 2018-11-01 Conversational in tone and providing highly practical advice for new deans Reflections of a Rookie Dean Lessons from the First Year chronicles the experiences of a novice college leader Providing aspiring and new deans with insight and direction into the job of leading a college this book is well positioned to help new leaders develop a better understanding of leadership in higher education and the challenges that new deans face Deans who

function as middle managers in higher education face a distinctive set of challenges They are responsible for leading their college implementing shared strategies and motivating staff But they are also expected to enact the vision of senior leadership and mobilize support for broader institutional goals To be successful they must be skilled at managing both up and down the institutional hierarchy This book provides insight into Understanding what effective leadership looks like in practice Developing leaders in your college Understanding how to initiate and implement change Considering the ethical aspects of leading Understanding how your leadership and college fits within the larger university Strategically thinking about decision making Understanding the rhythms of serving as a new dean and leader This book is a must have for aspiring college leaders organizers of leadership development programs and university professors teaching coursework in higher education administration Whether you are planning to be a college leader are new to your role or are looking to build capacity in your college Reflections of a Rookie Dean can help you along your leadership journey

International Handbook of Practical Theology Birgit Weyel, Wilhelm Gräb, Emmanuel Lartey, Cas Wepener, 2022-09-06 Practical theology has outgrown its traditional pastoral paradigm The articles in this handbook recognize that faith spirituality and lived religion within and beyond institutional communities refer to realms of cultures ritual practices and symbolic orders whose boundaries are not clearly defined and whose contents are shifting The International Handbook of Practical Theology offers insightful transcultural conceptions of religion and religious matters gathered from various cultures and traditions of faith The first section presents concepts of religion Chapters have to do with considerations of the conceptualizing of religion in the fields of anthropology community family institution law media and politics among others The second section is dedicated to case studies of religious practices from the perspective of their actors The third section presents major theoretical discourses that explore the globally significant diversity and multiplicity of religion Altogether sixty one authors from different parts of the world encourage a rethinking of religious practice in an expanded transcultural globalized and postcolonial world

Academic Leadership and Governance of Higher Education James T. Harris, Jason E. Lane, Jeffrey C. Sun, Gail F. Baker, 2023-07-03 Winner of the 2012 ASHE CAHEP Barbara Townsend Lecture Award To prosper and thrive in an increasingly unpredictable national and global environment U S higher education will need to adapt innovate and evolve once again as it has during every major societal change over the past four centuries The purpose of this new edition published a turbulent decade after the first is to provide institutional leaders from department chairs to trustees with a broad understanding of the academic enterprise strategic guidance and key principles to assist them in navigating the future and drive the success of their institutions as they confront the unimagined Recognizing that the hallmark of higher education in the U S is the diversity of institution types each of which is affected differently by external and internal influences the authors provide examples and ideas drawn from the spectrum of colleges and universities in the not for profit sector This book covers the major functions and constituent departments and units within institutions the stakeholders from students

and faculty through the echelons of administration the external environment of elected officials foundations philanthropists and the new changing media and innovations in teaching technology data analytics legal frameworks as well as economic demographic and political pressures The book is informed by the proposition that adhering to four principles which the authors identify as having enabled institutions of higher education to successfully navigate ever changing and volatile pasts will enable them to flourish in the coming decades The four principles are 1 Be mission centric by making all key decisions based on a core mission and set of values 2 Be able to adapt to environmental change in alignment with the mission and core values 3 Be committed to democratic ideals by seeking to promote them and modeling democratic practices on and off campus 4 Be models for inclusion equity and positive social change

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