

Mentorship as a key leadership development experience for department chairs at a public research university

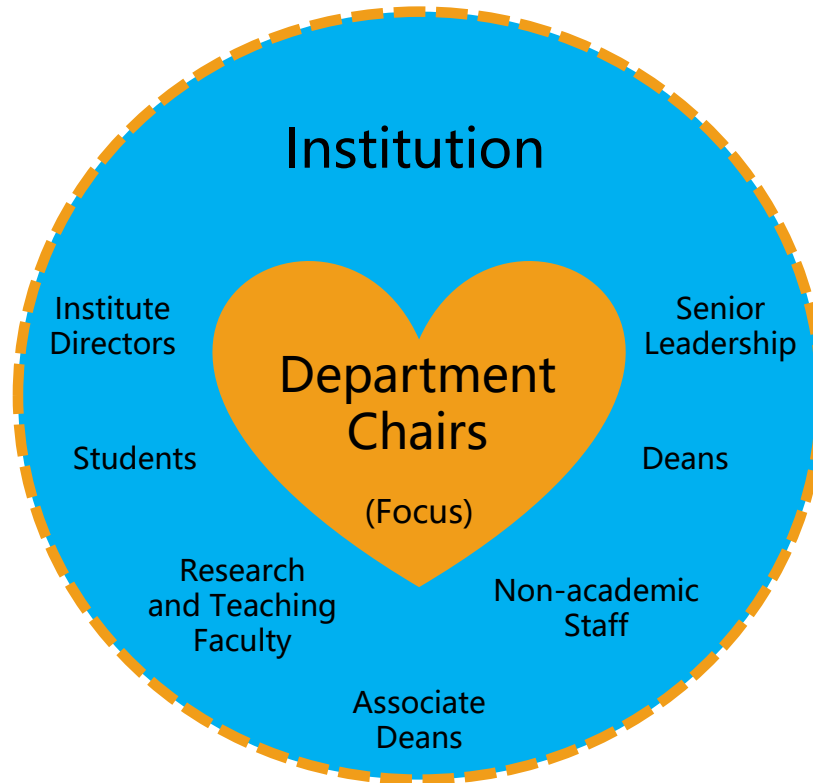
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My research:

What experiences of department chairs were the most helpful to learning what the role entailed?



Case Study Design



Adapted from Miles, M. B., & Huberman, A. M. (1994). *Qualitative data analysis: An expanded sourcebook* (2nd ed.). Thousand Oaks, CA: Sage Publications



Central Administration



Strategic Plan



Rarely transparent or animating for faculty leaders



Rarely translated into unit-level expectations

...but influence innumerable
departmental decisions

Departmental Leaders



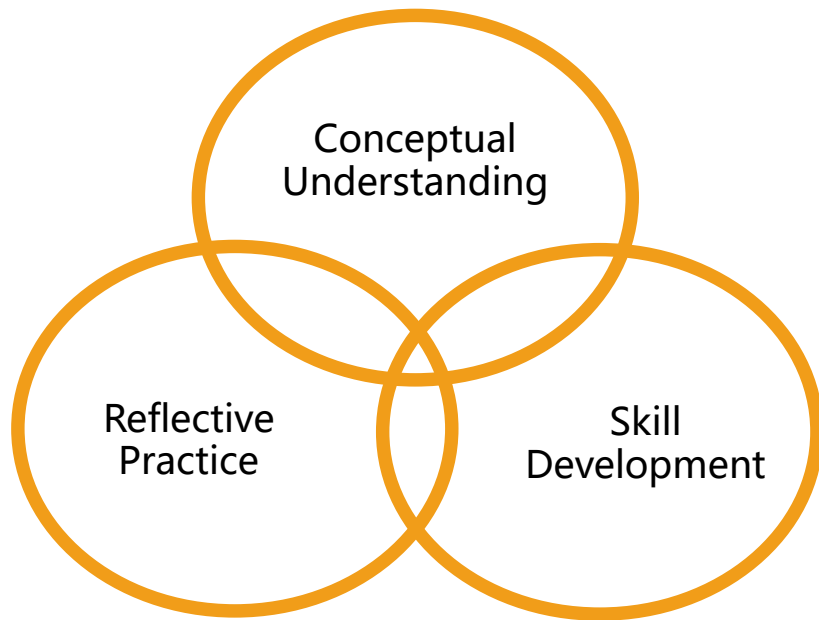
- Faculty recruitment
- Promotion and tenure
- Workload and releases
- Course scheduling
- Student advising
- Program design
- Faculty evaluation
- Pedagogical support

Literature review: leadership theory

“Leadership is not a thing,
but a relationship
between leaders and
followers”
(Cipriano & Riccardi, 2015
p. 7).



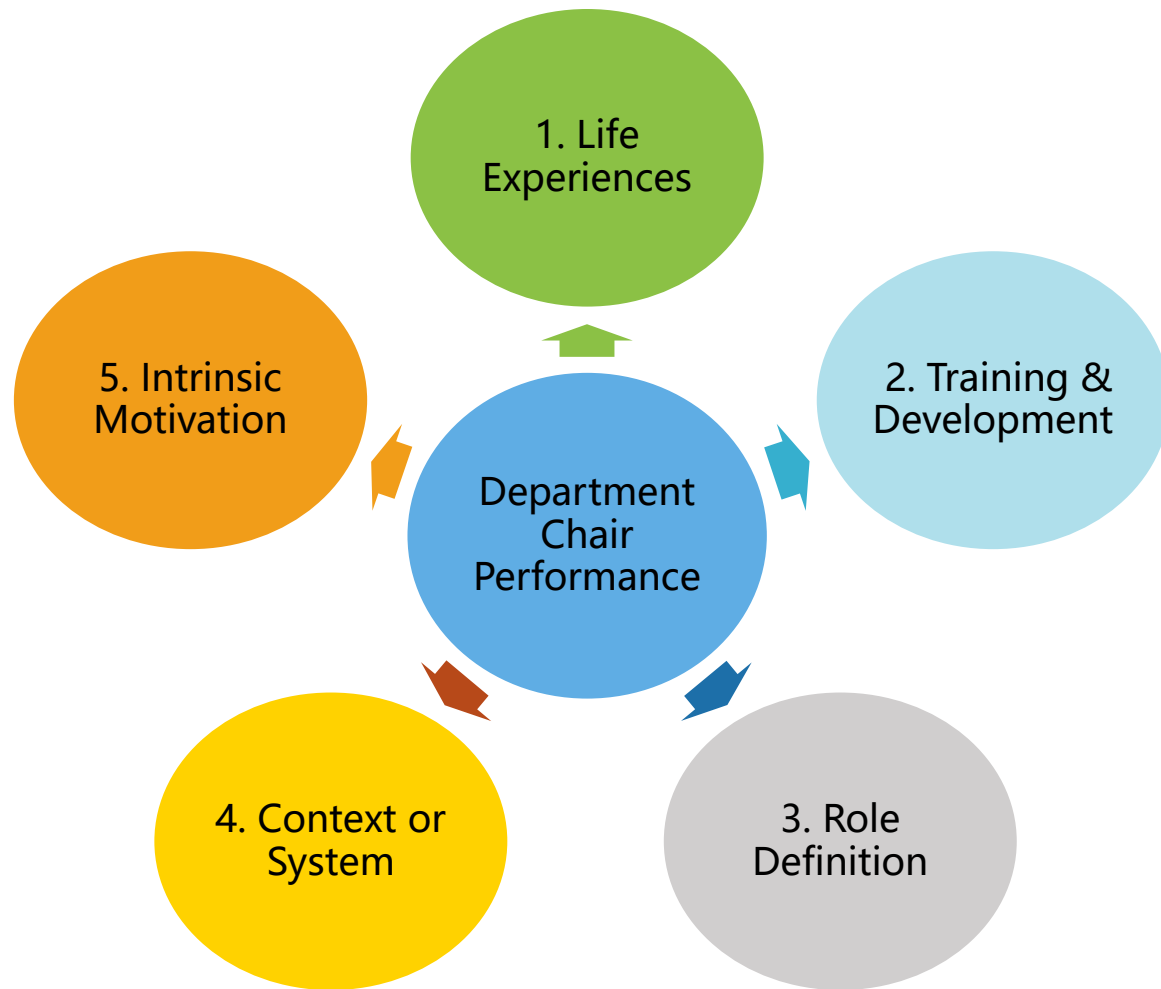
Literature review: leadership development



American corporations spend \$160 billion annually on training and development with a ROI of 200% (Gigliotti & Ruben, 2017).

In the academy, eligible faculty are believed to have the expertise to provide effective leadership as department chairs.

Conceptual Framework



17 semi-structured interviews

August – November 2019

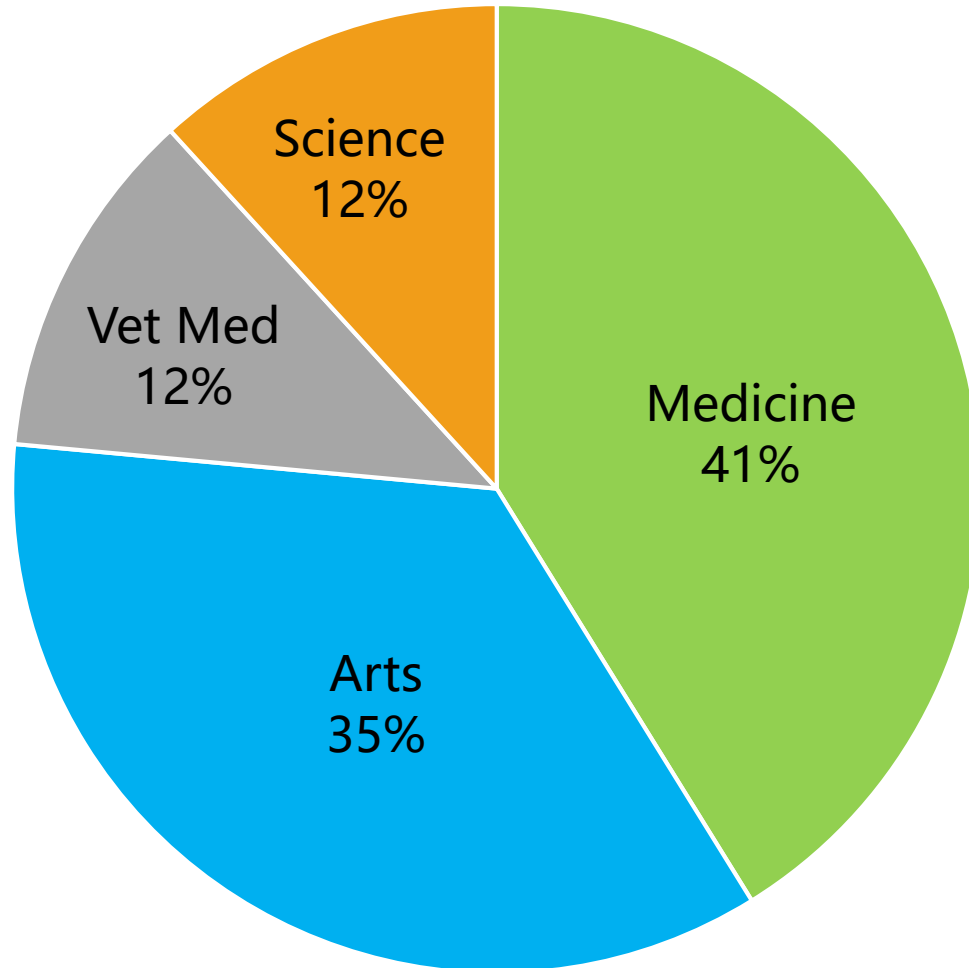


Preliminary findings: gender

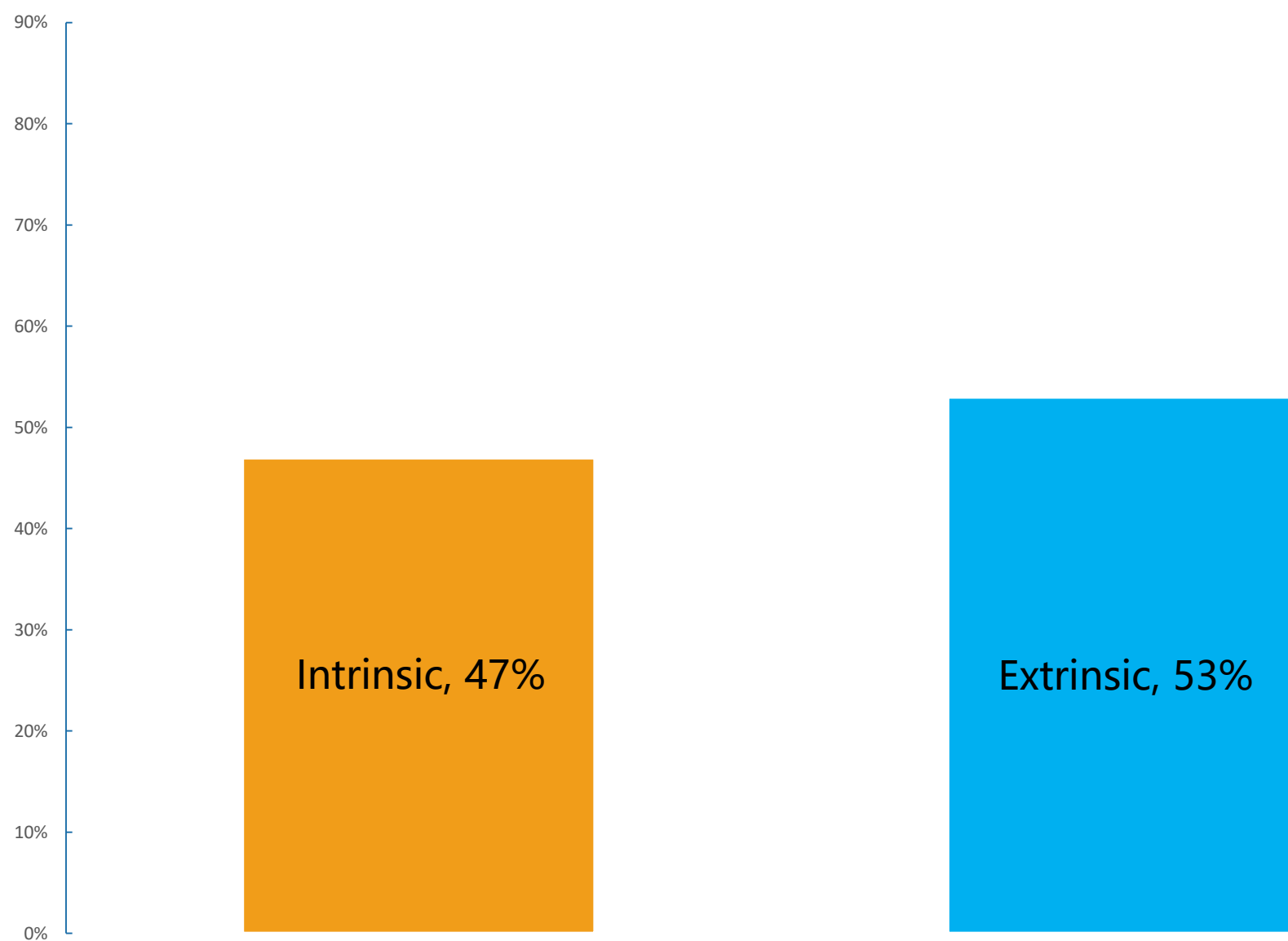
	Male	Female
Teaching Staff	61%	39%
Dept Chairs	81%	19%



Preliminary findings: discipline



Preliminary findings: motivation



Preliminary findings: formal leadership development

41% participated in formal leadership development programs prior to the department chair appointment.



Preliminary findings: receiving mentorship

94% had a **mentor**

"Working with [mentor] on concrete projects for the good of many elevates your game."

"I engaged in my own coaching relationship, which I think was helpful. And then since becoming department chair, [an external organization] helped me out with a coach, that that's been very helpful. There is no question that that's super helpful."

"When I first got here the former department chair and I would meet on a regular basis and we'd chat about issues. That was certainly very helpful in terms of understanding how to manage a department."

Preliminary findings: mentoring others

100% found mentoring others rewarding

"I enjoy helping [new faculty] be successful...If I can be that same mentor leader that I had, okay, okay, that is important to me."

"I see my role as facilitating the success of others, and part of that is mentoring new faculty members, which is a nice reward."

"So, the biggest reward is seeing faculty members succeed, particularly junior faculty members. It's, you know when you hire – when you hire somebody and they, within a year or two, they get a big grant and it has some great papers, that really makes you feel good. And, you know, to see people succeed is – is without a doubt the biggest reward of – of this job."

References

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