

**Leading Effectively at the Department or Program Level:  
People, Priorities, and Politics**

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**The People**

- Faculty
- Students
- Deans
- Department Staff and Administrators

**The Faculty**

- The long-term constant of the institution
- Others come and go
- Tenure potential or tenured
- Must be the leaders' priority for nurturing and rewards
- All institutional success flows from the accomplishments of the faculty

**The Faculty**

- The leaders' top priority
- Particularly so for the Chair or Director

**Chair's Responsibilities to Faculty**

- Respect above all else
- Advocate to Deans and others
- Recognize each person's uniqueness
- Capitalize on each person's talent
- Reward accomplishments with words and deeds
- Be prepared to defend the faculty members actions and statements if at all reasonable
- Maximum flexibility: lead well, manage little

**Chair's Responsibilities to Faculty**

- Mentor toward promotion and tenure
- Use formal evaluation process to assess progress
- Evaluations done in person, always emphasizing the positive
- Advise to turn negatives into positives
- Don't dwell on negatives
- End evaluation on positive note of value

## Students and Education

- Stop boring them to death-every basic science subject can be made interesting
- Take chances with instruction and encourage others to do the same
- Information transfer is not education-students can read faster than you talk
- Inspiration leads to a meaningful education: this is the value added

## Students and Educational Programs

- The final product is education
- Don't bemoan it- embrace it
- Be imaginative- take chances
- My examples:
  - Special Physiology Master's Degree
  - CAM (Integrative) Medicine Master's
  - Two Mini-Medical Schools

## Students and Educational Politics

- Curricular changes may be desired by competing interests with different goals
- Enlist the students to your cause
- For extensive curricular changes that seem threatening, suggest a limited "demonstration" project
- Develop additional allies- other faculty and deans

## Deans

- Respect their position and authority
- Acknowledge their unique constraints
- Don't ask for handouts- no entitlements
- Do present practical solutions, ideas, and proposals that help to solve the deans' problems
- Make their problem your problem
- Then ask for money: Win-Win for both

## Deans

- My example:
  - Dean wants to promote self-care for Meds
  - Mind-body skills programs for Meds
  - Hired licensed clinical social worker
  - Program was a surprising success
  - Greater demand across Med Center
  - Dean's office has assumed entire expense and hired social worker full-time

## Department Staff and Administrators

- Treat with respect
- Have regular staff meetings
- Keep informed of all activities as appropriate
- Advocate for their well being
  - Necessary equipment and furniture
  - Better compensation
  - Access to kitchen-like facilities
  - Flexibility in scheduling and work

## Department Staff and Administrators

- Help them with problems as appropriate
- Intervene on their behalf
- Publicly acknowledge their work and successes
- Use them as valuable sources of institutional information (confidentially)
- Give credit where credit is due

## Department Staff and Administrators

- Treat everyone equitably- avoid favoritism
- My personal advice: Don't socialize with staff members outside of office-related functions. Sometimes leaders have to make hard decisions.

## Coping with Change in the Academic Medical Center

- Accept the new financial realities
- Be prepared to do more with less
- Adopt a positive perspective: opportunity to take chances, start programs
- Deans want you to adapt to changes
- But always ask: what is the goal?
- What is the problem we are trying to fix?
- Does that problem exist here?

## Coping with Change in the Academic Medical Center

- If a problem is identified, be the first to step forward to help find a solution
- Recruit your faculty to get involved
- Indicate that early involvement by them will make sure that the change goes the direction they desire
- Highlight your faculty's participation to the dean