



*Effective Use and/or
Modification of
Departmental Structures*

John Schaufelberger
Department of Construction
Management

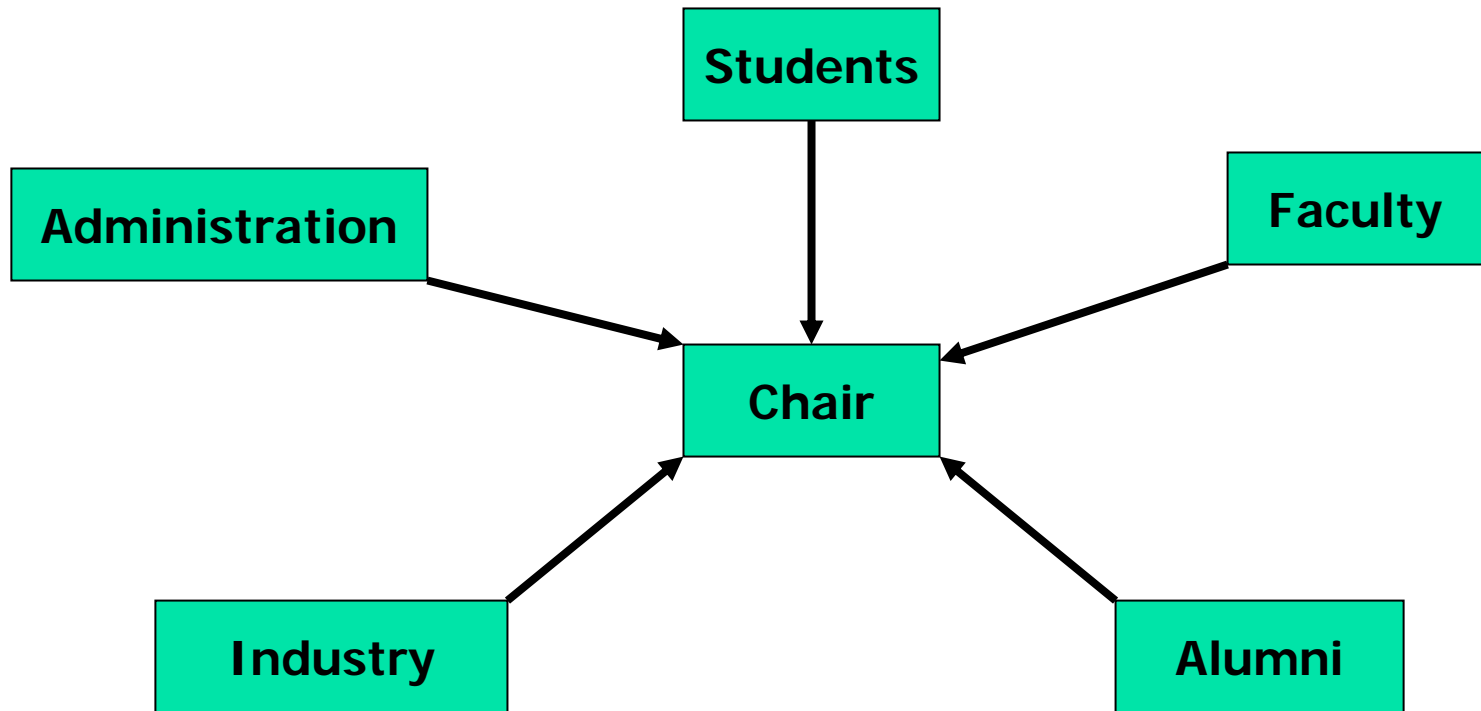


Chair Issues

- Challenges
 - Responsibilities – many
 - Authorities – few
- Realities
 - Faculty are independent entrepreneurs
 - Resources are limited
 - Must lead collaboratively



Constituencies





Inherited Structure

- Chair
- Undergraduate Coordinator
- Graduate Program Coordinator
- Admissions Committees (graduate and undergraduate)
- Curriculum Committee (non-functional)
- Industry Advisory Council
- Student Organization (little faculty involvement)



Leadership Challenges

- Department administration
- Departmental focus (research vs. teaching)
- Faculty teaching loads
- Fundraising
- Undergraduate advising/outreach
- Student enrollment
- Mentoring of junior faculty members



Strategic Plan

- Current assessment
- Vision for future
- Strategic objectives
- Implementation strategies



Revised Structure

- Chair
- Graduate Program Coordinator
- Undergraduate Academic Counselor
- Admissions Committees (graduate and undergraduate)
- Research Center Director
- Fundraising Committee
- Industry Advisory Council
- Student Organization (meet monthly with Chair)



Implementation Issues

- Faculty interests
- Interpersonal faculty relationships
- Resource restrictions
- Faculty development plans
- Junior faculty mentoring
- Workload reduction for junior faculty



Decision-Making Challenges

- Faculty desire to participate in decision-making, but unwilling to assist in implementation
- Varied interests among faculty
- Lack of trust among some faculty