

Quarterly Leadership Workshops for Department Chairs
November 20, 2008
Small Group Report Out

Maintaining Morale

- **Transparency in communication**
 - “soothing message from chair” template
 - “Dearest faculty and staff...”
- **Acknowledge and recognize extra workload**
- **Hold annual recognition event (ex. a party with wine tasting)**
- **Closed doors are bad**
- **Develop sense of fairness in cuts**
- **Encourage student outreach**
- **Be forthright and credible**
- **Preserve trust**
- **Transparency and clarity**
- **Make good news public**
- **Communicate on many levels – with individuals, and groups**
- **Focus on valuable staff and faculty**
- **Discuss new revenue sources and concerns about job security**
- **Reduce FTE’s but retain individuals**
- **Mentor vulnerable faculty**
- **Transparency**
- **Reassure if appropriate**
- **Identify new positions**
- **Retrain those to be let go**
- **Find out state retraining resources**
- **Include team input from staff and faculty**
- **Talk about issues early**
- **Identify mission statements and revise with cuts**
- **Use proper terminology – “fire” vs. “lay-off” and understand the HR implications**
- **Manage uncertainty for assistant professors**
- **Increase teaching loads on research-inactive faculty**
- **Life as we know it is ending – prepare for new reality**
- **Prepare for graduate program (TA’s) in fall**
- **Be ready for people wanting to go for early tenure**
- **Lead by example – be willing to teach more, etc.**

