

Academic Leadership and Management Institute

Session 4: Managing Progress & Your Role Transitions

photo:

DESIGN: Aaron Robinson



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At End: Key Takeaways

- ✓ _____
- ✓ _____
- ✓ _____



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“I have not written anything this year. I have been too busy filling out the Research and Publication form, the Self-Evaluation form, the Merit Raise form, the Departmental Service form, the . . .”



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Case Study Discussion

Time Management Case Study 1

Dr. Kevin Thompson, a first-year assistant professor, was a member of a group that implemented a successful initiative to promote diversity and inclusive writing for department. This initiative was primarily received by faculty, students, and staff alike. Recently, the dean personally asked Dr. Thompson to co-lead the newly-created, college-wide Committee for Diversity and Inclusion. The committee's charge is to work on able developing and implementing similar initiatives across all departments in the college. The plan is for the committee to meet weekly during the first academic year of its operation, gathering data, reviewing ongoing initiatives, proposing new approaches, working to early progress college-wide, and helping college initiatives with campus-wide progress and objectives. In subsequent years, the meeting schedule will be reduced. To make the committee as effective as possible, the dean proposes to limit it initially, and and promised that there will be staff support for the committee's work. The dean has also promised that the other co-lead, a well-respected faculty member from another large department in the college, will collaborate with Dr. Thompson.

Dr. Thompson's partner and mentor both strongly oppose him taking on this role and advise that he should decline the offer as gracefully as possible. They want him to protect his time and stay on track with his own major goals. Dr. Thompson is passionately committed to this work and, in the same time, is striving to be an effective, respected mentor and instructor while keeping his research on track.

What would you do in Dr. Thompson's place? How would you decide?
If you accept, do you have conditions you would request?
If you turn it down, what is your personal script for your conversation with the dean?

photo: Chris Sabor on Unsplash



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Creating Goals to Align With Values and Aspirations



What goals will you set for yourself or your lab?



How will you, as a leader, contribute to achieving these goals?



What will you have to achieve in order to reach those goals?



Who are your accountability partners?

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14:37	TC 605	NYIREGYHÁZA - VAC	VAC-God		14:47	Személy	VAC-God
14:52	Személy	PILISVOROSVÁR - SZOB-Vac			14:54	Zonazó	CEBLED-Monor-RIRPORT
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15:07	Zonazó	Vac			15:11	Személy	SZEDED-Kecskeméti-RIRPORT
15:15	Személy	Du	VAC-God		15:23	TC 626/638	ZAHONY-Debrecen-RIRPORT
15:40	EC 777	Bre	VAC-God		15:40	EC 777	BP-KELETI - MISKOLC-TISZAI
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APR 27-24-16	AZ	ESZT					

"The key is not to prioritize what's on your schedule, but to schedule your priorities"

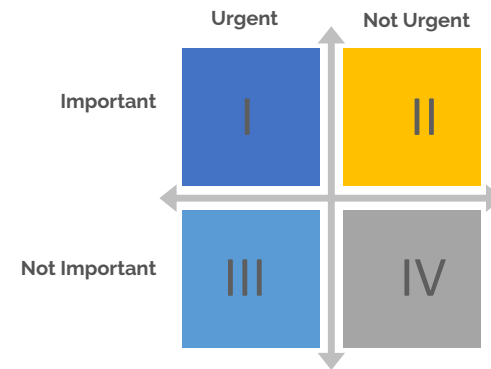
Stephen Covey

What are your big rocks?

If the big rocks don't go in first, they aren't going to fit in later.

Stephen Covey

Beyond Time Management to Life Leadership

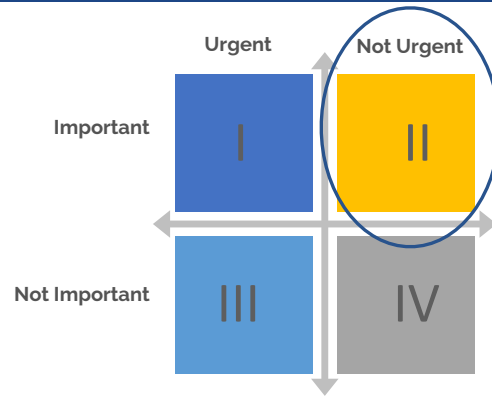


1. Deep Work: Rules for Focused Success in a Distracted World – Cal Newport
2. 7 Habits of Highly Effective People – Steven R Covey
3. First Things First - Stephen R. Covey, A. Roger Merrill, Rebecca R. Merrill
4. Moving from Time Management to Life Leadership – Joyce Yen (UW Advance Center for Institutional Change)

Deep Work

Professional activities performed in a state of distraction-free concentration that push your cognitive capabilities to their limits. Create new value, improve your skills, and make it hard to replicate.

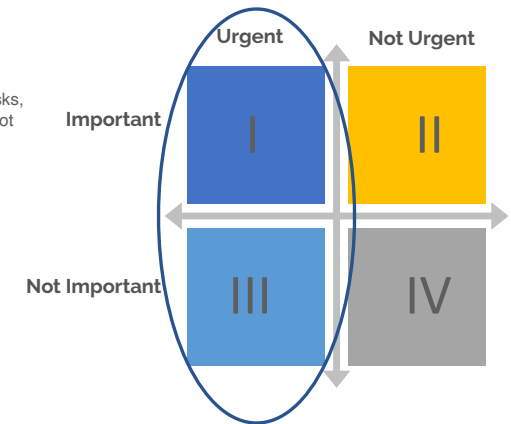
- Conducting research and writing proposals, articles or books
- Developing new course materials or revising existing ones
- Planning and goal setting for the long-term
- Attending conferences or professional development workshops
- Building relationships with colleagues or networking with other professionals in the field

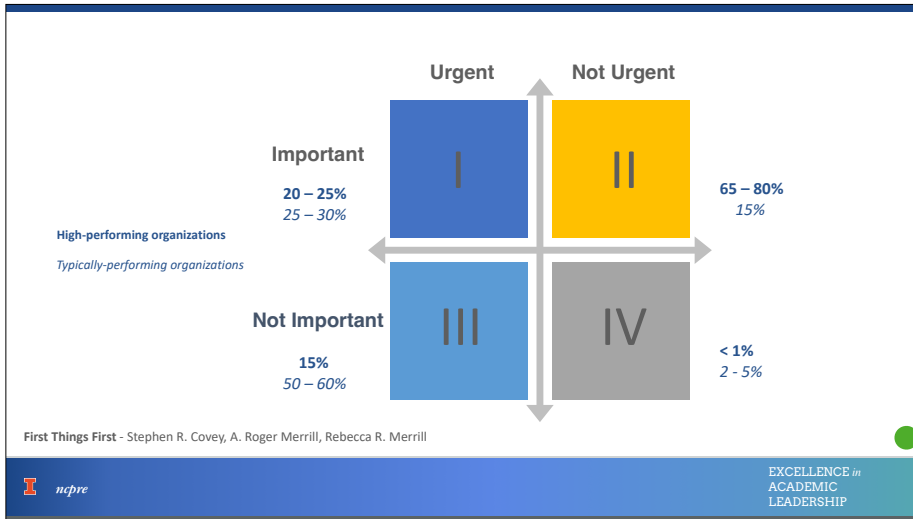


Shallow Work

non-cognitively demanding, logistical-style tasks, often performed while distracted—generally not much new value and easy to replicate.

- Responding to urgent emails
- Attending meetings
- Grading assignments that are due soon
- Updating course materials or websites for an upcoming class





Mini Reflection

- 1 Identify the top priority task that, if executed consistently and to the best of your ability, would yield significant positive outcomes in your *personal life*?
- 2 Identify the top priority task that, if executed consistently and to the best of your ability, would yield significant positive outcomes in your *professional life*?

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7 Recurring Items

1. Improving communication
2. Better preparation
3. Better planning and organization
4. Self-care
5. Seizing and seeking new opportunities
6. Focus more on personal development
7. Doing things that would help with empowerment

Moving from Time Management to Life Leadership – Joyce Yen (UW Advance Center for Institutional Change)

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“The key to success and fulfillment is to identify your values then to bias your resources toward meeting those values.”

 Dr. John Demartini

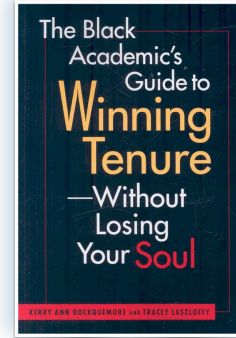
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Challenge:

In the next week, start recording how much you spend on different tasks every 15 - 30 minutes



Six guidelines for filtering “opportunities”



The Black Academic's Guide to Winning Tenure Without Losing Your Soul - Kerry Rockquemore and Tracy A. Lassloff

1. Avoid saying "Yes" on the spot
2. Estimate how long it will actually take you to complete the request
3. Ask yourself: Why would I say Yes?
4. Figure out how to say "No" and do it
5. Establish a No-Committee
6. Think of your career as a book with many chapters.

Avoid saying "Yes" on the spot

#1

Six guidelines
for filtering
“opportunities”

"I'll check my calendar and get back to you"

"I need to think about this. I'll let you know tomorrow"

"Could we schedule a meeting to discuss this in more detail?"

Estimate how long it will actually take you to complete the request

Examples of things to consider:



What other commitments do you need to budget time for in the same window?



How long do you need to properly reach the standard you (and others) expect?



Have you built in extra time in case of emergencies?

#2

Six guidelines
for filtering
“opportunities”

Ask yourself: why would I say Yes?

#3

Six guidelines for filtering "opportunities"

"This project really interests me!"

"This will help support something I believe in."

"This aligns well with my values and goals."



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Figure out how to say "No" and do it; & Establish an "N-Committee"

#4, 5

Six guidelines for filtering "opportunities"

"I'm not the best person for this, why don't you ask ____."

"That sounds like a great opportunity, but I can't take on any additional commitments at this time. I am in the middle of X,Y, and Z, and if I hope to get tenure, I'm unable to take on any additional service."

"If you can find a way to eliminate one of my existing service obligations, I will consider your request"



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Think of your career as a book with many chapters (start with the end in mind)

#6

Six guidelines for filtering "opportunities"



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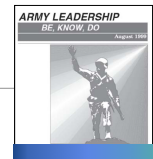
1962



FFA



College



ROTC



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Department Head
Hardest job on campus



Dean of Agriculture
Best job on campus



Chancellor
A fun job



President
A leadership skills test

Your priorities will change with your role transitions



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Journal Entry

1. Take 5 minutes to write about your career as a book with many chapters and imagine the central focus of later chapters. When you're finished with this exercise, release yourself from the need to do everything for everyone RIGHT NOW.
2. Locate at least two people to be on your No-Committee.

Use your No-Committee to filter every service request you receive this week to see what bringing other people into your decision-making process feels like.



The Black Academic's Guide to Winning Tenure Without Losing Your Soul - Kerry Rockquemore and Tracey A. Laszloffy



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Time Management Case Study 2

Dr. Amy Pines, an assistant professor, is juggling numerous responsibilities, including preparing for teaching lectures, managing her research lab, and advising her graduate students. She has been lately struggling for research grants and is seeking for projects that her mentor believes are achievable. With their advice, she has submitted to new conferences in the next few years when she thinks she has a good chance of acceptance and at which she can interact with key people in her field who are likely to be among possible potential reviewers. She feels heavily committed, but she believes she has a reasonable handle on a reasonable, steady workload given her family and other commitments.

Now, she has just received invitations for two major opportunities: an externally advised number of her field, the above-mentioned (EAC) of an important disciplinary journal, has invited her to join the editorial board. The EAC, recognizing that Amy is still on the career track, and that they would only expect her to be the primary editor for five or six papers a year.

The very same week that the invitation came in, Amy's department head personally and strongly suggested that Amy pursue an internal promotion for one of Amy's mentees, but she should be a collaborative of the head. Additionally, during the week in these interviews, they asked her to negotiate a position at the conference. The head suggests that she should be able to give on Amy's CV when it comes time for her third-year tenure and eventual promotion package.

Amy believes she could conceivably take on one of these roles, but not both. Either one will require significant rearrangement of her current workload.

What would you do in Amy's shoes? How would you decide? Which factors are important to you?

Once you decide, how will you communicate your decisions to the EAC and department head?



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Questions or concerns?

Key takeaways?

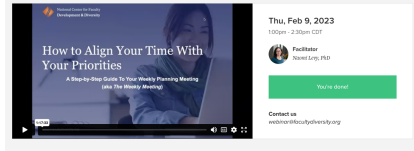


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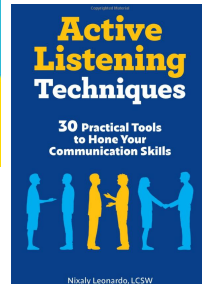
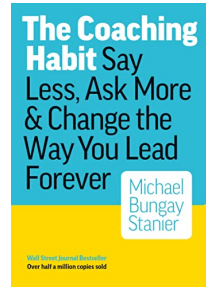
Resources

National Center for Faculty Development & Diversity

SKILL #2: How to Align Your Time with Your Priorities



The screenshot shows a video player interface. The video title is "How to Align Your Time With Your Priorities" and the subtitle is "A Step-by-Step Guide To Your Weekly Planning Meeting (aka The Weekly Meeting)". The video is dated "Thu, Feb 9, 2023" and is 10:09 minutes long. The presenter is identified as "Facilitator David Long, PhD". A green button labeled "You're done!" is visible. Below the video, it says "Contact us at ncfd@ncfdd.org".



Thank You