King Fahd University of Petroleum & Minerals
Deanship of Academic Development

A Workshop on

Developing Academic Leadership
May 5 – 6, 2009

Venue: Sunset Beach, Al-Khobar

Speaker : Dr. Jeffrey L. Buller, Florida Atlantic University

Day I: Tuesday, May 5, 2009 – Morning (8:30 a.m. – 12:00 Noon)

Session – I (Tea/Coffee Break: 10:00 a.m. - 10:15 a.m.)

1. **The Foundations of Academic Leadership**
    a. Setting goals
        i. For the workshop as a whole
        ii. For each participant
        iii. For the current session
    b. How roles of chairs and deans differ institutionally and internationally
    c. Sixteen styles of academic leadership
        i. Self-identifying your own style of leadership
        ii. Situations in which this style works well
        iii. Situations in which this style is an impediment
        iv. Setting goals for enhancing your style of leadership
    d. Fictional Case Study: Creating a new department or program
        i. How your personal leadership style would approach this opportunity
        ii. Alternative ways of approaching this opportunity
    e. Self-Assessment: Methods of Interaction with Others
        i. Define each method: benefits and disadvantages
        ii. How these different methods of interacting relate to one another
    f. Leadership and Change
        i. An administrative philosophy of change
        ii. Leading reform
        iii. A fictional case study of change
    g. Leadership and Vision
        i. Creating a Vision
        ii. Building a shared vision
        iii. Launching initiatives
    h. Applying what you've learned
        i. Developing your own philosophy of academic administrative leadership
        ii. Identifying specific changes you might desire
        iii. Determining whether the time is right for change
        iv. Moving from a vision to a plan
        v. Connecting the visions of different areas
        vi. Vision, change, and strategic planning
    i. Discussion

Day I: Tuesday, May 5, 2009 – Afternoon (1:00 p.m. – 4:00 p.m.)

Session – II (Tea/Coffee Break: 2:00 p.m. - 2:15 p.m.)

2. **The 360 Degrees of Academic Leadership**
   a. Goals for this session
   b. Why "everyone is a middle manager"
   c. Types of interactions
      i. Interacting with supervisors
      ii. Interacting with colleagues
      iii. Interacting with members of the faculty and staff
      iv. Interacting with students
   d. Fictional case study: Dealing with personnel challenges
   e. A few common personnel challenges
      i. Lack of collegiality
      ii. Anger or hostility
      iii. Negativity
      iv. Lack of focus
   f. Fictional case study: Rebuilding an area that suffers from dissension
   g. The academic leader as mentor
      i. Mentoring individuals
      ii. Mentoring groups
   h. Faculty development and developing a faculty
   i. Auditing your unit: Strengths, Challenges, and Needs
   j. Setting goals for improving your interactions with others
   k. Discussion

Day II: Wednesday, May 6, 2009 – Morning (8:30 a.m. – 12:00 Noon)

Session – III (Tea/Coffee Break: 10:00 a.m. - 10:15 a.m.)

3. **Focus on Strategic Issues: Faculty Recruitment and Evaluation**
   a. Recruitment
      i. A new concept in designing faculty positions
      ii. Effective search and interview processes
      iii. Special challenges: Incumbents and Internal Candidates
   b. Evaluation
      i. Tying evaluation to institutional mission and faculty roles
      ii. Conducting effective evaluation sessions
      iii. Setting goals for the future

A 15 minutes presentation will be given by Dr. Mohammad A. Al-Khalidi, Dean, Faculty & Personnel Affairs on the subject. This will be followed by an open discussion by all the participants. H.E. the Rector has been invited to grace this session and exchange his views with all stake holders.

Day II: Wednesday, May 6, 2009 – Afternoon (1:00 p.m. – 4:00 p.m.)

Session – IV (Tea/Coffee Break: 2:00 a.m. - 2:15 p.m.)

4. **The Practical Dimension of Academic Leadership**
   a. Goals for this session
   b. The Practicalities of Chairing a Department
      i. Departmental ethics and politics
      ii. Departmental themes
      iii. Course rotations and schedules
      iv. Interdepartmental relations
      v. Promoting excellence in teaching and learning
      vi. Writing letters of recommendation
      vii. Implementing budgets
      viii. Program reviews
   c. The Practicalities of Being a Dean
      i. Supervising budgets
      ii. Addressing issues of salary inequity
      iii. Developing effective department chairs
      iv. Dealing with the media
      v. "High impact" administration
      vi. Coping with pressure
   d. Discussion

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