Time Management for Department Chairs & Directors

Based on Hansen, C. K. (2011). *Time Management for Department Chairs.* San Francisco, CA: Jossey-Bass.

Why Time Management?

* In a national survey of department chairs, 59% of chairs indicated "time management" as the top attribute they wished they were better at or knew more about (Crookston, 2010)

Department Chairs' Time

"What is urgent is seldom important and what is important is seldom urgent"
- Dwight D. Eisenhower

* Often spent in a reactive rather than proactive mode
* Reactivity often occurs in a day-to-day (or moment-to-moment) mode, rather than a long-term trajectory, leading to time being consumed in small tasks
* Generally three kinds of activities competing for your time:
  * Scheduled activities (calendar)
  * Unscheduled tasks (to-do list)
  * Interruptions

Discussion

* What are the biggest "time-wasters" you deal with in your job?

* Who is responsible for creating these time-wasters?

* What can you do to eliminate them?

The Time Log:
If you don't know how you spend your time, how do you know if you are spending it wisely?

* Monitor how you spend your time
* What portion of your time is consumed by important tasks?
* What portion of your time is consumed by urgent tasks?
* Are there important tasks that you are not doing?
* Are there unimportant tasks that you are doing?
* Are there tasks that you could be delegating?

Ideal Time Log

Time	Task/Activity (work day)	Work	Personal
6:00-7:15	Shower, get dressed, pack lunch, eat breakfast		
7:15-8:00	Work Commute, read e-mail + review to do list on the bus		
8:00-10:00	Misc. Office Work: Calendar, e-mail, phone messages + open office hour		
10:00-12:00	Project: Work on ACC Workshop		
12:00-1:45	Exercise		
1:45-2:00	Prepare for Meeting+Lunch		
2:00-3:00	Planning Committee Meeting		
3:00-3:30	Student Advising Appointments		
3:30-4:00	Misc. Office Work: Paperwork, memos, e-mail, return phone calls		
4:00-5:00	Department Business – work on schedule for next year		
5:00-5:45	Work Commute, read article on the bus		
5:45-9:00	Family Time/Dinner		
9:00-10:00	Personal Time		
10:00-11:00	Watch news/read		
11:00-6:00	Sleep		

Actual Time Log (Diary Type)

Time	Activity	Time Used	Priority	Comment
7:05	Commute, check calendar, voicemail, e-mail, to-do list	1:05	1	My best opportunity for uninterrupted work.
8:10	Arrive at office Get coffee	0:06	3	
8:16	Return phone call – student	0:05	4	Not important. Could be delegated.
8:21	**Int:** TJ – about student	0:06	1	Important
8:27	Return phone call – student	0:04	4	Not important. Could be delegated.
8:31	**Int:** PC – about travel issue	0:11	3	Routine matter.
8:42	Reply to e-mail: misc	0:21	2	Some issues important
9:03	Office hour: Paperwork	0:10	2	Some issues important
9:13	Visitor: New major	0:08	1	Important
9:21	Office Hour: Paperwork	0:05	2	Some issues important
9:26	Visitor: Student – complaint	0:17	1	Important
9:43	Looking for KL (not there)	0:08	4	Should have called
9:51	Leave message for KL	0:02	1	Important
9:53	Leave for meeting	0:08	1	
10:01	Meeting with Graduate Dean	0:42	1	Meeting started late
10:43	Return to office	0:04	1	
10:47	**Int:** TJ – KL looking for me	0:01	4	TJ could have used my calendar
10:48	Looking for KL (not there)	0:05	4	Wasted time
10:53	Prepare for Dept. Meeting	0:05	1	Rushing. Should have started sooner.
10:58	**Int:** Phone call from Dean	0:15	4	Got off subject.
11:13	E-mail report to Dean	0:09	4	Wasted time looking for report. Secretary should have handled matter.
11:24	Prepare for Dept. Meeting	0:10	1	Rushing. Should have started sooner.
11:34	**Int:** Phone call – parent	0:09	2	Should have directed to voicemail. Lacking info to deal with now.
11:43	Prepare for Dept. Meeting	0:16	1	Rushing. Should have started sooner.
11:59	**Int.:** KL – talk about student	0:14	2	Should have setup meeting for later.

E-mail

* Checking messages
  * Set aside blocks of time (e.g., one in morning, one in afternoon) to check messages – turn off the email ding!
  * If possible, check/read email when there is nothing else to do (riding the bus, waiting at the doctor's office, etc.)
  * Use the 4D Principle:
    * **Do**: Reply and handle the matter if it can be done in 5 minutes or less
    * **Delegate:** Forward the message to the appropriate person and record the item on your master task list (or set a reminder) if you need to keep track of the progress
    * **Defer:** Flag the message as a "to-do" and enter it on your master task list
    * **Delete:** Use the Delete key for spam and other messages you know for sure you will never need again

E-mail

* Sending/replying to messages
    * Reply to most emails within 24 hours
    * In some cases, waiting 24 hours is recommended
* Email storage
    * Create a routine that works for you
    * Some prefer a clean inbox, some prefer to keep most in the inbox
* Spam
    * Experiment with settings on your spam filter
    * Unsubscribe from unnecessary lists

Calendar

* Get rid of the paper calendar/organizer
    * Only one person can use it at a time
    * Time consuming to manage appointments and schedules
    * Low level of security/private
* Get an electronic (shared) calendar
    * Can be used by multiple users
    * Easy to schedule meetings
    * High level of security/privacy (you control permission)
* Schedule your priorities
    * Block out time for the most important activities
    * Leave "just enough space" for unscheduled meetings
* **Use helpful apps for getting organized**

Before Evernote……………..
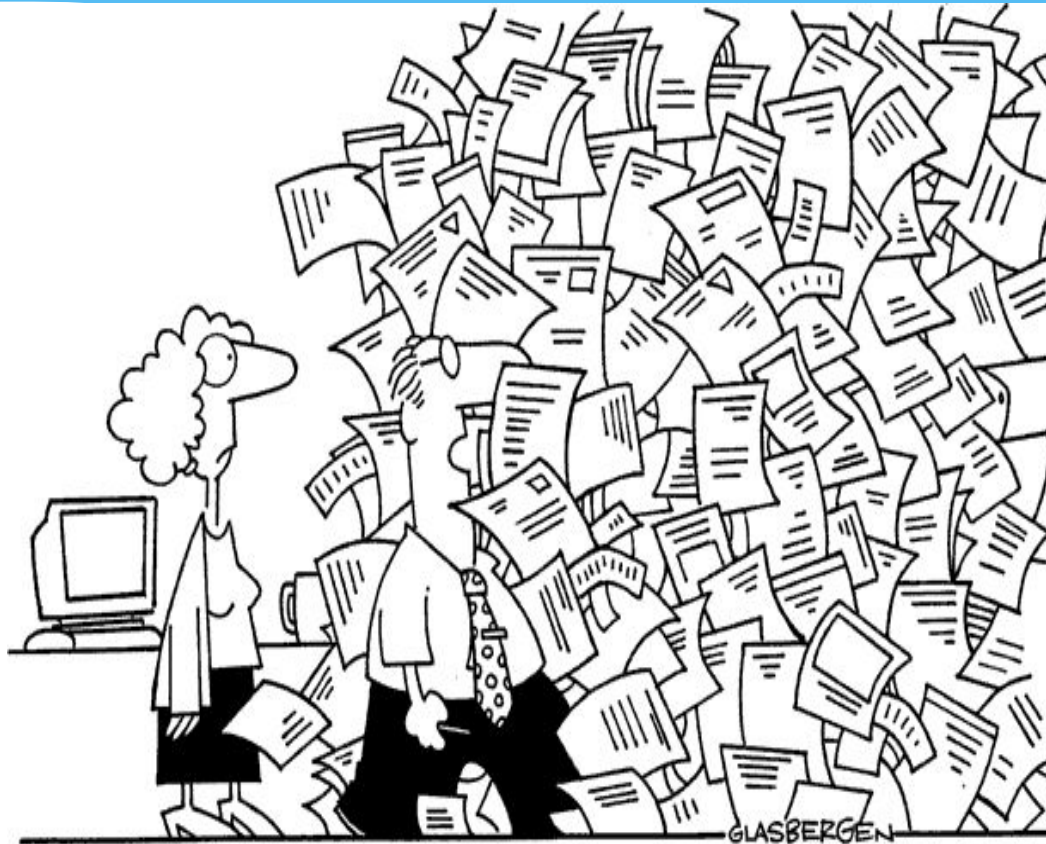
"I have some paperwork to catch up. If I'm not back in two days, organize a search and rescue team!"

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Sync   ★ Drag notes, notebooks or tags here for quick access

New Note

All Notes

Notebooks
Cabinet
Completed (1138)
Conflicting Changes
Notebook Stack
Action Pending (5)
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Template Library (4)
Notebook Stack [2]
audesse's notebook (3)
Sample Notebook for Ch... (3)

Tags

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Viewing 3 notes in
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Handout   W
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- Why use?

- Features

- Handout

Evernote Handout for Chairs-Direct...
11/13/2018 2:44 PM, 14.1 KB

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⟳ Sync | ★ *Drag notes, notebooks or tags here for quick access*

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   Cabinet

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To: *Names or emails*   Can edit and invite ▾

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Email Note   ✕

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About this template:

Prioritize all your tasks and to-dos into one of four quadrants in this 'Eisenhower Matrix'. Think of a task you need to do today. How do you decide when you'll get it done, given all the competition from other items on your to-do list? Use the Eisenhower Matrix to help you figure it out. Where you decide your task falls within a specific quadrant dictates where, when, and how long you should take to do that task..

URGENT + IMPORTANT *Do it now*	IMPORTANT, NOT URGENT *Decide when to do it*
☐ Task 1	☐ Task 1 — do on [DATE]
☐ Task 2	☐ Task 2 — do on [DATE]
☐ Task 3	☐ Task 3 — do on [DATE]
URGENT, NOT IMPORTANT *Delegate*	**NOT URGENT, NOT IMPORTANT** *Do it later / Dump it*
☐ Task 1 — delegate to [NAME]	☐ Idea 1
☐ Task 2 — delegate to [NAME]	☐ Idea 2
☐ Task 3 — delegate to [NAME]	☐ Idea 3

Delegating

Discussion

* Discuss a challenge you have faced as a chair/director in delegating tasks (perhaps a time when you ended up doing something you know that you should have delegated to someone else).

Delegating

* "Go For" Delegation
    * Here is what you need to do, here is how you do it, let me know when you are done, I will come by and check on you – best suited for student employees
* "Stewardship" Delegation
    * Communicate desired outcomes but do not prescribe methods

Delegation: Working with Staff

* A department chair is only as good as her/his AS
* A good AS is a treasure; treat her/him like gold!
* Delegate with stewardship
* Focus on results, not methods
* Be a resource – offer advice but don't do the work yourself
* Frequently ask, "What can I do to make your job easier?"
* Plan ahead – discuss upcoming major tasks in advance
* Show gratitude/praise for a job well done
* Be flexible/accommodating when an AA needs a favor

Meetings

Discussion

"If you had to identify, in one word, the reason why the human race has not achieved, and never will achieve, its full potential, that word would be 'meetings.'"
- Dave Barry

* How often does your department/unit meet and for how long?

* If it was up to you alone would you meet more or less than you are currently doing?

Meetings

"**A committee is a group that keeps minutes and loses hours**"
– Milton Berle

* Time=money
  * A department has 20 faculty members
  * Average salary is $50/hour
  * A one-hour department meeting costs $1,000
  * 16 two-hour meetings per year costs $32,000 (640 hours of faculty time)
* Estimated benefit from these meetings?

Meetings

* Should all faculty attend all meetings?
* Can break-out sessions for specialized topics occur?
* Can you defer issues to an appropriate committee to bring back recommendation later to entire faculty?
* Should all staff attend all meetings?
* Do special guests go first on the agenda?
* Do you have an agenda for every meeting?
* Is everyone aware of what will be on the agenda in advance?
* Do you have a time-limit for each agenda item?
* Do your meetings always start on-time?

Work-Life Balance

Are you living your CV or your eulogy?

* "Of course his crowning achievement was when he made senior vice president."

* "What everybody loved most about her was how she ate lunch at her desk. Every day."

* "He was proud that he never made it to one of his kid's Little League games because he always wanted to go over those figures one more time."

* "She didn't have any real friends, but she had 600 Facebook friends, and she dealt with every email in her inbox every night."

* "But he will live on, not in our hearts or memories, because we barely knew him, but in his PowerPoint slides, which were always meticulously prepared."

(Huffington, 2013)

Activity: Winning the Time Lottery

* You have just won the Time Lottery!
* Every day for the rest of your life you are given an extra hour to spend any way you would like.
    * What would you either start doing or do more of?
* Now imagine the converse: Every day for the rest of your life you have one less hour.
    * What tasks and activities would you stop doing or do less of?
* What is stopping you from swapping these lists now?