Time Management for Department Chairs & Directors

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)
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

“What is urgent is seldom important and what is important is seldom urgent”
- Dwight D. Eisenhower
Discussion

“Science is organized knowledge. Wisdom is organized life”
– Immanuel Kant

* 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?
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?
<table>
<thead>
<tr>
<th>Time</th>
<th>Task/Activity (work day)</th>
<th>Work</th>
<th>Personal</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:00-7:15</td>
<td>Shower, get dressed, pack lunch, eat breakfast</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7:15-8:00</td>
<td>Work Commute, read e-mail + review to do list on the bus</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8:00-10:00</td>
<td>Misc. Office Work: Calendar, e-mail, phone messages + open office hour</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10:00-12:00</td>
<td>Project: Work on ACC Workshop</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12:00-1:45</td>
<td>Exercise</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1:45-2:00</td>
<td>Prepare for Meeting + Lunch</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2:00-3:00</td>
<td>Planning Committee Meeting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3:00-3:30</td>
<td>Student Advising Appointments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3:30-4:00</td>
<td>Misc. Office Work: Paperwork, memos, e-mail, return phone calls</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4:00-5:00</td>
<td>Department Business – work on schedule for next year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5:00-5:45</td>
<td>Work Commute, read article on the bus</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5:45-9:00</td>
<td>Family Time/Dinner</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9:00-10:00</td>
<td>Personal Time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10:00-11:00</td>
<td>Watch news/read</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11:00-6:00</td>
<td>Sleep</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time</td>
<td>Activity</td>
<td>Time Used</td>
<td>Priority</td>
</tr>
<tr>
<td>-------</td>
<td>-----------------------------------------------</td>
<td>-----------</td>
<td>----------</td>
</tr>
<tr>
<td>7:05</td>
<td>Commute, check calendar, voicemail, e-mail,</td>
<td>1:05</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>to-do list</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8:10</td>
<td>Arrive at office Get coffee</td>
<td>0:06</td>
<td>3</td>
</tr>
<tr>
<td>8:16</td>
<td>Return phone call – student</td>
<td>0:05</td>
<td>4</td>
</tr>
<tr>
<td>8:21</td>
<td>Int: TJ – about student</td>
<td>0:06</td>
<td>1</td>
</tr>
<tr>
<td>8:27</td>
<td>Return phone call – student</td>
<td>0:04</td>
<td>4</td>
</tr>
<tr>
<td>8:31</td>
<td>Int: PC – about travel issue</td>
<td>0:11</td>
<td>3</td>
</tr>
<tr>
<td>8:42</td>
<td>Reply to e-mail: misc</td>
<td>0:21</td>
<td>2</td>
</tr>
<tr>
<td>9:03</td>
<td>Office hour: Paperwork</td>
<td>0:10</td>
<td>2</td>
</tr>
<tr>
<td>9:13</td>
<td>Visitor: New major</td>
<td>0:08</td>
<td>1</td>
</tr>
<tr>
<td>9:21</td>
<td>Office Hour: Paperwork</td>
<td>0:05</td>
<td>2</td>
</tr>
<tr>
<td>9:26</td>
<td>Visitor: Student – complaint</td>
<td>0:17</td>
<td>1</td>
</tr>
<tr>
<td>9:43</td>
<td>Looking for KL (not there)</td>
<td>0:08</td>
<td>4</td>
</tr>
<tr>
<td>9:51</td>
<td>Leave message for KL</td>
<td>0:02</td>
<td>1</td>
</tr>
<tr>
<td>9:53</td>
<td>Leave for meeting</td>
<td>0:08</td>
<td>1</td>
</tr>
<tr>
<td>10:01</td>
<td>Meeting with Graduate Dean</td>
<td>0:42</td>
<td>1</td>
</tr>
<tr>
<td>10:43</td>
<td>Return to office</td>
<td>0:04</td>
<td>1</td>
</tr>
<tr>
<td>10:47</td>
<td>Int: TJ – KL looking for me</td>
<td>0:01</td>
<td>4</td>
</tr>
<tr>
<td>10:48</td>
<td>Looking for KL (not there)</td>
<td>0:05</td>
<td>4</td>
</tr>
<tr>
<td>10:53</td>
<td>Prepare for Dept. Meeting</td>
<td>0:05</td>
<td>1</td>
</tr>
<tr>
<td>10:58</td>
<td>Int: Phone call from Dean</td>
<td>0:15</td>
<td>4</td>
</tr>
<tr>
<td>11:13</td>
<td>E-mail report to Dean</td>
<td>0:09</td>
<td>4</td>
</tr>
<tr>
<td>11:24</td>
<td>Prepare for Dept. Meeting</td>
<td>0:10</td>
<td>1</td>
</tr>
<tr>
<td>11:34</td>
<td>Int: Phone call – parent</td>
<td>0:09</td>
<td>2</td>
</tr>
<tr>
<td>11:43</td>
<td>Prepare for Dept. Meeting</td>
<td>0:16</td>
<td>1</td>
</tr>
<tr>
<td>11:59</td>
<td>Int: KL – talk about student</td>
<td>0:14</td>
<td>2</td>
</tr>
</tbody>
</table>
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
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!”
Notes for Evernote discussion at Chairs/Directors breakfast Nov. 14, 2018

- Why use?
- Features
- Handout

Individual Project Template
About this template: The GTD® Individual Project template is designed to keep everything for a specific project organized...

Evernote Handout for Chairs-Directors
11/13/2018 2:44 PM 14.1 KB
Notes for Evernote discussion at Chairs/Directors breakfast Nov. 14, 2018

- Why use?
- Features
- Handout

Using a template
Chair training, RJD to-do's
2 minutes ago

Individual Project Template
About this template The GTD® Individual Project template is designed to keep everything for a specific project organized...
1 minute ago

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Chair training, RJD to-do's  Why use?  Features  Handout
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11/13/2018 2:44 PM, 14.1 KB
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- Why use?
- Features
- Handout
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.

### Eisenhower Matrix

<table>
<thead>
<tr>
<th>URGENT + IMPORTANT</th>
<th>IMPORTANT, NOT URGENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do it now</td>
<td>Decide when to do it</td>
</tr>
<tr>
<td>Task 1</td>
<td>Task 1 — do on [DATE]</td>
</tr>
<tr>
<td>Task 2</td>
<td>Task 2 — do on [DATE]</td>
</tr>
<tr>
<td>Task 3</td>
<td>Task 3 — do on [DATE]</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>URGENT, NOT IMPORTANT</th>
<th>NOT URGENT, NOT IMPORTANT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delegate</td>
<td>Do it later / Dump it</td>
</tr>
<tr>
<td>Task 1 — delegate to [NAME]</td>
<td>Idea 1</td>
</tr>
<tr>
<td>Task 2 — delegate to [NAME]</td>
<td>Idea 2</td>
</tr>
<tr>
<td>Task 3 — delegate to [NAME]</td>
<td>Idea 3</td>
</tr>
</tbody>
</table>
Delegating
* 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

“Trust men and they will be true to you; treat them greatly, and they will show themselves great”
- Ralph Waldo Emerson

* “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
“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

Discussion

* 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

“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?

“A committee is a group that keeps minutes and loses hours”
– Milton Berle
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
"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?