Management and Leadership

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Me

• I worked in industry for 10 years (DEC)
• I’ve been at UW for > 30 years
• I’ve been chair of UW CSE for 10+ years

• Being chair is the best gig I’ve ever had
• Chairs have the opportunity to have big impact on a department (positive or negative 😊)

• What will be your impact?
Management

• You are the CEO of a business
• Management is taking care of all of the business processes so that your faculty can be productive
• You will need lots of help from faculty, staff, etc.
• But your goal is to make lots of the management function invisible to most of the department so they can focus on their jobs

• Your job as chair is to make others successful!
Yearly Management Cycle

• There are a set of yearly tasks that consume much of your time as chair, e.g.:
  – Promotion and Tenure
  – Faculty hiring
  – Budgeting/raises/financial stuff
  – Educational program management and organization
• These are predictable and cyclic – try to plan for them -- and use them to carry out your agenda
• Create organizational structure/processes to help
• Offload to professional staff where possible
• Use people’s interests and skills to your advantage
Leadership

• Leadership is defining the directions/vision/priorities for your department
• What are your goals?
  • Update the curriculum?
  • Teach more students?
  • Increase diversity?
  • Build a new building?
  • Create a new research center?
  • Grow your faculty?
  • Increase research or institutional funding?
  • Build industrial interactions?

• Define your priorities early – it will be harder later (or you’ll never get to it)
• You have to lead change without doing it all yourself!
Leading and Communicating

• You need to conceptualize, express, and communicate your vision, your goals, and the culture you want
• You need to incentivize people to follow you:
  – Use teaching release, TAs, staff support, food, ...
• You need to continue to talk about what’s important to you until people complain that you’re talking too much 😊

• Dictatorship doesn’t work – you need to convince people that what you want is best for them and the department – and to get buy-in.
• You will never get 100% support – just live with it.
“Managing up”

- You need the support of the Dean, Provost, and others above you
- **Make sure they know who you are**
- You need to educate them about computing and why it is important to the future of the university
- Give them the data: demand, growth, impact, etc.
- Invite them to see exciting research and great students. Keep them informed about successes.
- You want them to think that your success is their success.
- Use your advocates: local industry, influential alumni, profs in other departments, advisory boards, students, your Uncle Bill, …
Your mantra 😊

• Repeat after me:

  — “You cannot have a strong university in this century without strong computer science at its core”

  — blah blah blah (your part here) 😊
Professional/Administrative Staff

• Your staff carry out tasks that are financial, administrative, technical, research, fundraising, ...
• They make your department work and help you and the faculty to do your jobs better
• Make sure your faculty and students treat them with respect
• Staff stability (and quality) is important to your success
• Leadership change is VERY stressful for staff – make them feel loved ASAP.
Personal development

• None of us is perfect
• We all have strengths and weaknesses
• Learn to use your strengths and improve on your weaknesses
• **Learn to separate you “the person” from you “the chair”**
• Get help/advice if you need it: former chairs, mentors, senior faculty members, friends, consultants, management classes
Money Money Money

• You can’t do anything without money
• Figure out how to become stronger financially
  – Raise money from gifts
  – Convince the university to increase your budget
  – Get corporate support
  – Create self-sustaining educational programs
  – Etc.
• Even small amounts of discretionary funding can have a big impact
Random Thoughts

• Be patient – it takes time to think things through
• What you say as chair carries weight – be careful what you say (in email or in person)
• Fairness is important – you need to be fair despite your feelings for people
• Reserve time to think about what you care about or you’ll be consumed by daily chores
• You can’t do everything, pick a few things that are doable
• Keep your head in academics that you enjoy – e.g., research or teaching – it keeps you balanced
Finally....

• What are your goals?
• What is your legacy?
Example Data

Top 10 First-Choice Majors of UW Confirmed Incoming Freshmen

- Computer Science & Engineering
- Business Administration
- Biology
- Mechanical Engineering
- Bioengineering
- Psychology
- Nursing
- Biochemistry
- Aeronautics & Astronautics
- Civil Engineering