

Mentoring for Academic Leadership

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outline

- Deciding to become an academic leader
- Becoming a better leader
- Helping others become leaders

Why be an academic leader

- You like to solve problems or make a place better
- You end up working on things even when it's not really your job
- The tradeoff between grunge and leverage to achieve change is worth it

Leadership choices in my career

- IBM research manager 1984-88
- Head of CS dept., UBC 1988-94
- Senior VP (IT + Students), UBC 1995-98
- Dean of Science, UBC 1998-2002
- Dean of Engineering, Princeton 2003-06
- President, Harvey Mudd College 2006

Admin vs research and teaching

- Maintaining high quality research is more important to your career than teaching
- With discipline can combine research with being department chair
 - Tuesday as research day
- Teach when it achieves a strategic goal

Becoming a better leader

- Seek and welcome feedback and constructive criticism
 - Stretch yourself, e.g. try approaches that don't feel natural
- Be positive
- Get training
- Build your own village of mentors

Helping others become leaders

- Encourage anyone with an issue to become part of a solution
- Recognize and reward leadership within your institution (positive feedback goes a long way)
- Give advice freely without expecting it to be taken
- Encourage, encourage, encourage.

Questions?
