Mentoring for Academic Leadership

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• 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?