Two types of managers

- Honest Manager
  ```
  set(target);
  workHard;
  if achievedTarget
    claimCredit;
  else
    acceptDefeat;
  endif
  quit(0);
  ```

- Modern Manager
  ```
  while not (achievedTarget)
    changeTarget(target);
  endwhile
  claimCredit;
  ```
Handling lack of prior experience

- Helpful books on management
  - Loan from JB: “The Fifth Discipline”
  - Loan from GB: “Academic Leader”
  - Dilbert’s “Random Acts of Management”
  - Francis Cornford: “Microcosmographia Academica”

- Staff Development Unit
  - HeadStart Programme

- Vice Chancellor
  - Knowledge captured from Harvard Business School

Cornford gave me most of what I needed:
  advice to the young academic politician

Microcosmographia Academica I

- Arguments:
  “There is only one argument for doing something; the rest are arguments for doing nothing”
  Many variants of this, many examples in DCS

The Principle of the Wedge:
  “… not act justly now for fear of raising expectations that you may act still more justly in future…”

Principle of Dangerous Precedent:
  “…action which is not customary either is wrong, or, if it is right, is a dangerous precedent…”
“The present measure would block the way for a far more sweeping reform”
“Time is not ripe”
“the machinery for effecting the proposed objectives already exists”
“I was in favour of the proposal until I heard Mr X's argument in support of it”
“…remember exactly the same proposal being rejected in 1852…”

Stress Management
Stress Management

My Positive Claims

- Resources in better shape
  - Staffing
  - Quota of undergraduate intake
  - Space & Equipment
- Curriculum non-expansionist, allowing more time for research
- Reduced quantity of assessment
  - Good for both staff and students
- Culture shift:
  "teaching-centric thinking → research-centric thinking"
- Failure rate issue has been addressed
  (Resits and low 1st/2(i) has been an issue as far back as 1997!)
26 May 2004

Some of my 1000 Failures

• 234. Coincidence of purpose between Office of Head of Department and Teaching Committee
• 420. Planned spending of Non-Staffing budget
• 724. Staff development plan; peer observation of teaching
• 999. Ownership of ARTQ document

HoD’s Performance Evaluation (April 04)

• Participation rate disappointing
  • 18 / 34 Academics
  • 2 / 7 Secretarial Admin
  • 1 / 7 Technical Support
  
  \[
  \frac{21}{48} = 44 \%
  \]
  \[\rightarrow \text{“not bad”, say professionals}\]

Results have been circulated – draw your own conclusions

Many thanks to those who cared to respond and to Staff Development Unit for help in designing it
Thank You

Former Dean of Faculty (Jan 2002):
“you don’t do this job to get thanked, you expect poisoned arrows on your back”

Large fraction of you did not shoot such arrows
THANK YOU!

One or two colleagues refer Edward Young (1683-1765)

“He that’s ungrateful has no guilt but one; all other crimes may pass for virtues in him”

Short-term Future

June       Mauritius (external examiner);
July       Norway (Ph.D. Panel);
August     Holiday

Study Leave: Session 2004/2005

Medium-term Future

External Funding → Research → Publications

GOTO SDN