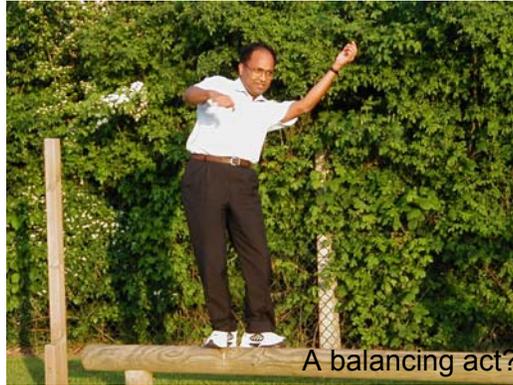


Department of Computer Science The University of Sheffield



*Head of Department's Self Evaluation
26 May 2004*

Two types of managers

- **Honest Manager**

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

- **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:

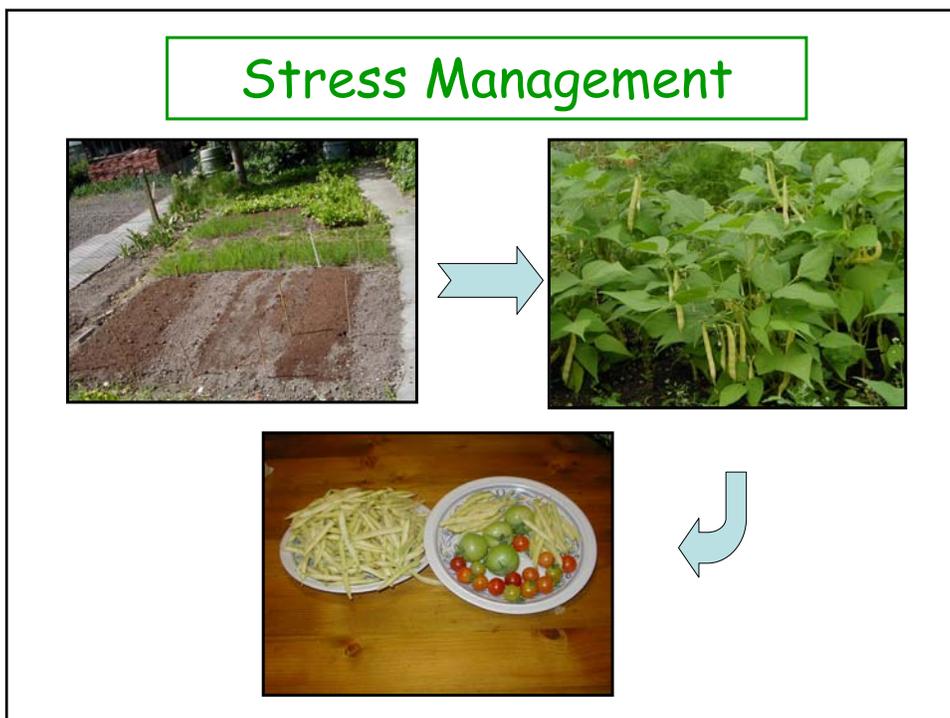
“...action which is not customary either is wrong, or, if it is right, is a dangerous precedent...”



Microcosmographia Academica II

- *“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



The diagram illustrates a process for stress management through agriculture. It starts with a photograph of a garden bed with soil and some plants. A light blue arrow points to a photograph of a healthy, green bean plant with several pods. A second light blue arrow points down to a photograph of a plate of sliced green beans and cherry tomatoes, representing the final product of the process.

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!)





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

[21 / 48 = 44 %] → “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)



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*“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

GOTO SDN
→

Study Leave: Session 2004/2005



Medium-term Future

