

Program Background

WASHINGTON STATE UNIVERSITY
VANCOUVER



2008 ASME International Mechanical Engineering Education Conference

Galveston, TX, April 2008

Program Background

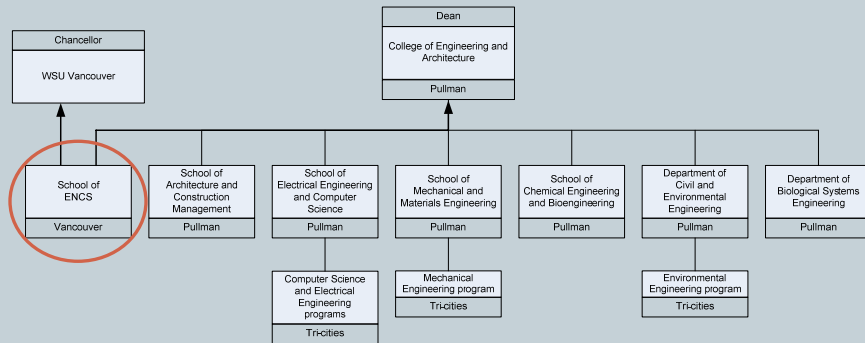
- **School of Engineering and Computer Science**
 - Established in 2004, continuing to grow
 - Mechanical Engineering and Computer Science programs at BS and MS levels
 - 14 faculty, 5 staff
 - About 200 undergrads and 20 grad students
 - First ABET visit in Fall 2007

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Program Background

College of Engineering and Architecture



Managing and Motivating Faculty

Managing and Motivating Faculty



CHALLENGES

- **Faculty are expected to be entrepreneurs**
 - Hence, in general, they don't want to be managed
- **Tenure system rewards individual achievements**
 - Weakening the team work as a department

Managing and Motivating Faculty



MY APPROACH

- **Transparency in all department issues and operation**
 - Budget allocations
 - TA allocations
 - Space allocations
 - Curriculum changes
 - Teaching assignments
- **Good record keeping**
 - Important in rewarding faculty in annual reviews
 - Very important to deal with "trouble makers"

Managing and Motivating Faculty

- **Building consensus**
 - Decrease polarization
 - Resolve conflicts
 - Treat them fairly
 - Reach out with empathy
 - Say no, but kindly
 - Say yes, but carefully
 - Be OK with being wrong
 - Be a listener
 - Have a sense of humor
 - Remember to thank

- **Sharing the vision**
 - Stay on vision
 - Share the governance through giving responsibility to faculty (empower them)
 - Raise expectations
 - Have a positive attitude toward the future of the department

Managing and Motivating Faculty

- **Provide faculty development funds**
 - \$1,000 per faculty per year at their discretion
- USED FOR
- Hiring students for help,
 - Text book purchases for retraining
 - Membership in professional societies
 - Preparing for and taking the PE exam
 - Equipment purchases for pilot studies for future grants
 - Attending local workshops
 - Attending international conferences (in combination with their travel funds)
 - Subscription to research publications

Mentoring Faculty



Mentoring Faculty



- **No formal mentoring process in our program and, in general, in the College**
- **Peer review committee for each tenure-track faculty**
 - Conducts annual progress towards tenure reviews
 - Committees remain the same from year to year for consistency
- **College seminar series for new faculty**
 - Distance education delivery format
 - Monthly seminars

Mentoring Faculty



My role as a mentor

- **Provide mentoring on teaching**
 - Classroom visits to provide feedback (not for performance evaluations)
 - Invite them to my classes for observation
 - Discussions on course content, design projects, lab exercises
 - Provide “lessons learned” from my own teaching experience
 - Provide any teaching materials I developed as samples
- **Provide mentoring on research**
 - Review all grant proposals to provide feedback
 - Discussions on graduate student advising and supervision

Mentoring Faculty



- Hold workshops for local industry to attract funding
 - Join effort with a state funding agency
 - Promote faculty research
 - Make connections for junior faculty with industry and the funding agency (3 funded proposals, two being submitted)

Thank You !



Mount St. Helens eruption, 2004
As seen from WSU Vancouver