Academic Administrators Series: Wearing Many Hats

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Provide an overview of some things that chairs or administrators must address.

The other sessions in this series will go into more detail on these issues.

Resources:
- “Resources for Administrators”: [http://www.aa.ufl.edu/admin-resources](http://www.aa.ufl.edu/admin-resources)
- “Chair’s and Director’s Handbook”: [http://admin-handbook.aa.ufl.edu/](http://admin-handbook.aa.ufl.edu/)
The Chair’s Role – B’twixt and Between

- A bridge between faculty and administration
- Varies with:
  - Unit
  - Selection Process
  - Stability of Role
  - But always has specific administrative duties
- Many stakeholders, some mutually contradictory or potentially in conflict.
You Are Not Alone! Ask, Ask, Ask!

Resources:
- Office Manager
- College Associate Dean(s)
- Other Chairs
- Human Resource Services (College or UF) and Financial Offices
- Graduate School
- Dean of Students Office & Registrar
- UF Police Department
- Department, College, and Faculty Senate Governance
- Provost’s Office
The Chair’s Role

- Supervision – staff and faculty
  - Specific Responsibilities
  - Assign & evaluate

- Advancing others
  - Ensure mentoring
  - Encouraging faculty and staff development
  - Nominating faculty, staff and students for awards

- Departmental Planning
  - Setting reasonable goals
  - Aligning with college and with UF
  - Managing budget and scheduling courses
New Faculty

- Appropriate assignment of duties – semester assignment report
- Orientation – teaching, tenure, and promotion
- Prep for mid-career review (tenure-track)
- Assigning a mentor
- Tenure track should have research/scholarship assigned and be involved in graduate student training
The Chair as Supervisor & Problem Solver

Leadership requires good interpersonal skills:
- Listen, then listen
- Communicate often and be clear
- Do not respond too quickly
- Do not fail to respond

Conflict Resolution:
- Don’t ignore or escalate the problem
- Informal, early solutions best (if possible)
- Consult before acting
- Know the rules and procedures—or know who to ask
Annual Evaluations of Faculty by CHAIR

- Must be done
- Self-evaluations can be done but official annual evaluation is **your** evaluation of achievements
- Context is **assigned** responsibilities
- Indicate progress toward T & P (or toward promotion)—**Be clear**
- Signature of faculty member acknowledges **receipt**
- Candidate may attach concise response to disagree
Advise candidates on:
  ◦ Lead time
  ◦ Preparing packet
Compile evaluator list and solicit letters.
Know Department process and criteria
  ◦ Follow Department’s written procedures and policy
Assessments recorded (account for all eligible reviewers)

- Advice: Clear process protects candidate and you
- Advice: Retain ballots in secure place for 1 year
  - Note: Secure, anonymized online system is available and can manage process: [http://tss.it.ufl.edu/uf-voting](http://tss.it.ufl.edu/uf-voting)
CHAIR’s LETTER

- Basis for letter begins with appointment, annual evaluations, assignment, & criteria
- “Translate” for those outside discipline
- Address substantial changes in assignment
- Describe what is: be positive but realistic
- Explain negative, abstain and absent assessments
- Take a position: it’s your evaluation
- Copy of your letter to candidate; candidate may respond, w/in 10 days (with OPT system)
Case goes to dean and college committee, assessments recorded
Copy of dean’s letter to candidate; candidate may respond (10 days)
Case goes to UF APB
By mutual agreement, candidate may withdraw (if not at end of probationary period) anytime before President’s decision
Sustained Performance Evaluation

- Must be done every 7 years after last promotion for tenured faculty
- Based on previous 6 years annual evaluations
- In unsatisfactory cases, Performance Improvement Plan required
  - Follow-up on progress
The Chair as Manager

- It is your right and responsibility to manage your department
  - Finances and administration, staff, graduate assistants, faculty

- Examples:
  - Student records confidentiality (FERPA)
  - Mandatory training: search committee training
  - Faculty/staff interaction and staff workload
  - Course and other assignments (office hours)
  - Attendance policy (yes, I know….)
  - Managing Conflicts of Interest
Governance

- Review University, College and (if relevant) Department shared governance documents
  - Departmental By-Laws
  - Departmental Committees as sources of advice, recommendations and approvals
Complaints, Regulations, Grievances

What are they?

◦ **Grievances**: internal process to resolve differences between faculty and administrative processes
  • Out-of-unit – UF Regulations: Fac Senate Committee or Review by unit
  • In-unit – CBA

◦ **Complaints**: externally generated complaints (i.e., parents, donor, Anonymous), complaints by one faculty member against another, etc.
  • Not in CBA
  • Research misconduct

◦ **Seek HR or Provost Office guidance**: inform dean EARLY
Red Flags

- Formal processes are advised when:
  - The individual is unstable or unpredictable
  - The issue involves large differences of power
  - There is a history
  - Allegations may involve illegal or dangerous activities (e.g., allegations of substance abuse, sexual harassment, physical abuse, discrimination)
  - Person is absent, misses classes, hasn’t been seen
Disciplinary Actions

- Consult before you act
- Document, Document, Document
  - Evaluations, follow-up emails, personal notes, etc.
- “Progressive discipline”: Oral reprimand, counseling letter, suspension, dismissal.
- Use College HR office
The Bargaining Units

- UFF – Some faculty
  - If in, know the Collective Bargaining Agreement
  - Not IFAS, HSC, Law, Selected others
- Graduate Assistants United – All UF employed graduate assistants
- AFSCME – Staff
- Gateway website at:
  http://hr.ufl.edu/manager-resources/employee-relations/union-contracts/
Student Policies

- **Syllabi:** must be student-accessible website and kept on file

- **Student syllabi and grade complaints:**
  - Faculty grade final unless illegal discrimination or grade imposed without proper authority (e.g. By GTA)

http://www.dso.ufl.edu/sccr/honorcodes/honorcode.php
http://www.sfa.ufl.edu/additional/academic-progress/
http://www.sfa.ufl.edu/additional/financial-aid-policies/
Training required for all search committee members (on-line)
Sell the university
Involve the dean and the department faculty
Department negotiations/hiring committees
Chair and the dean are generally the hiring authorities
Follow the process outlined in the CBA for in-unit
Types of Disclosures

- Conflict of Commitment
- Outside Employment or Financial Interest
- Intellectual Property
- Conflict of Interest
  - Example: Faculty–Authored Course Materials, on–line courses
- Nepotism
Employees engaging in outside activities (consulting, etc.) must disclose annually and receive approval PRIOR to activity. Must not infringe on UF responsibilities.

- Office of Technology Licensing
- General Counsel’s Office

Financial interests must be disclosed

Permission must be given to use University equipment, facilities, or services of personnel on the “Request to Use University Equipment….” form
Chairs (and Associate Deans) Toughest Job in Academe

- Vital service to your department/college and UF
  - You make a difference for programs, faculty, staff, and students
  - You can expand and deepen your understanding of the university; achieve personal career goals; be a better-informed faculty member

- You are not alone!
  - Seek out mentors: experienced chairs, associate deans, others
  - Make use of governance structures, staff expertise, college offices (HR, finances), and your dean

- Thank you for agreeing to serve!